

# Indus Motor Company Ltd.

---

2022  
annual report







TOYOTA

# 1 MILLION CELEBRATION



AN **ICON** OF  
QUALITY  
DURABILITY &  
RELIABILITY









A STORY OF  
RESILIENCE,  
PERSEVERANCE  
AND **HUMILITY**

JOURN  
EXCEL



# THE SPEECH OF LENCE



1 MILLION





Over  
a million  
**QDR PROMISES  
MADE**



# Corporate Profile

Indus Motor Company Limited (IMC) is a joint venture between certain companies of House of Habib of Pakistan, Toyota Motor Corporation (TMC), and Toyota Tsusho Corporation (TTC) of Japan. Incorporated in 1989, the Company manufactures and markets Toyota brand vehicles in Pakistan. These include several variants of the flagship Corolla and Yaris in the passenger car segment, Hilux in the light commercial vehicle segment, and Fortuner in the sports utility vehicle segment.

IMC's manufacturing facility and offices are located at a 109.5 acre site in Port Qasim, Karachi. The product is delivered to end customers nationwide through a strong network of 52 independent authorised dealerships spread across the country. Over 32 years, since inception, IMC has sold more than 1.03 million CKD/CBU vehicles. It has also demonstrated impressive growth in terms of volumetric increase. From a modest beginning of 20 vehicles per day production in 1993, the daily production capacity of the Company has now increased to 288 (with overtime) units per day. This has been made possible through the development of human talent embracing the "Toyota Way" of quality and lean manufacturing.

The Company has made large scale investments in enhancing its own capacity and in meeting customer requirements for new products. For the second year running, Toyota Yaris has been crowned the best-selling sedan in Pakistan under 'B segment' Sedan category, whereas Toyota Corolla continues to reign as the best-selling sedan in 'C Segment' Sedan category. With the availability of multiple variants for these models,

they have achieved success in their respective segments in the Pakistani automobile market. Furthermore, the Company also launched Toyota Hilux REVO Rocco and Toyota Fortuner Legender in FY 2021-22.

The Company has a workforce of 3,139 persons at year-end. It invests heavily in training the team members and management employees, as well as creating a culture of high-performing and empowered teams who work seamlessly across the various processes in search of quality and continuous improvement.

IMC employees are encouraged to pursue high standards of business ethics and safety according to the core values of the Company; they communicate candidly by giving bad news first and extend respect to people. Employees rate IMC high on work environment and level of job satisfaction as per the bi-annual TMC morale survey.

IMC has played a major role in the development of the entire value chain of the local auto industry. It is also proud to have contributed in poverty alleviation at the grass root level by nurturing localization. This, in turn, has directly created thousands of job opportunities and transferred technology to 54 vendors supplying parts. The Company is also a major tax payer and a significant contributor to the Government's exchequer.



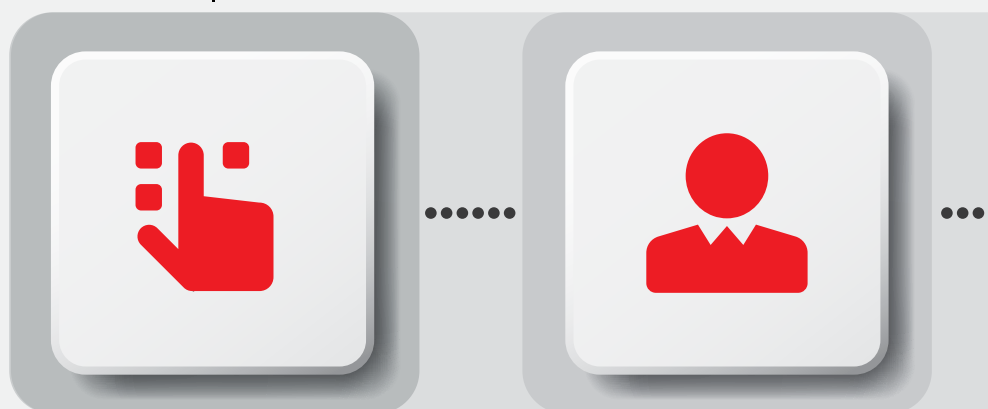




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Accolades



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Chief Executive's Report



# 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 #**  
**Action,**  
**Commitment,**  
**Teamwork**





**LEGENDER**

**2.8**

# 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**





# Guiding Principles at Toyota

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

Respect the culture and customs of every nation and contribute to economic and social development through corporate activities in their respective communities.

Dedicate our business to providing clean and safe products and to enhancing the quality of life everywhere through all of our activities.

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

Foster a corporate culture that enhances both individual creativity and the value of teamwork, while honoring mutual trust and respect between labor and management.

Pursue growth through harmony with the global community via innovative management.

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



# Sustainability Fundamental Policy

## Contribution toward Sustainable Development

We, Toyota Motor Corporation and our subsidiaries, have inherited the spirit of “Toyoda Principles” since our foundation, and have aimed to create a prosperous society through our business activities, based on “The Guiding Principles at Toyota.” In 2020, based on these Principles, we compiled the “Toyota Philosophy” and set the mission of “Producing Happiness for All.” We aim to be the “best company in town” that is both loved and trusted by the people.

We will contribute to the sustainable development of our society/planet by promoting sustainability, as we have, under the “Toyota Philosophy,” based on the Sustainability Fundamental Policy and individual policies.

### CUSTOMERS

- Based on our “Customer First” philosophy, we develop and provide innovative, safe, and outstanding high-quality products and services that meet a wide variety of customer 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 and region’s privacy laws. (Guiding Principle: 1)

### EMPLOYEES

- We respect our employees and believe that the success of our business is led by each individual’s creativity and solid teamwork. We support personal growth for our employees. (Guiding Principle: 5)
- We support equal employment opportunities and diversity and inclusion for our employees. We do not discriminate against them. (Guiding Principle: 5)
- We strive to provide fair working conditions and to maintain a safe and healthy working environment for all our employees. (Guiding Principle: 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 Principle: 5)
- Through communication and dialogue with our employees, we build and share the value “Mutual Trust and Mutual Responsibility,” working 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 and regions in which we operate. (Guiding Principle: 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 Principle: 7)
- Whenever we seek a new business partner, we are open to any and all candidates, regardless of nationality or scale of the company, and evaluate them based on their overall strengths. (Guiding Principle: 7)

- We maintain fair and free competition in accordance with the letter and spirit of each country and region’s competition laws. (Guiding Principles: 1 and 7)

### SHAREHOLDERS

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

### 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 that enable 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 Principle: 3)

### COMMUNITY

- We implement our philosophy of respect for people by honoring the culture, customs, history, and laws of each country and region. (Guiding Principle: 2)
- We constantly pursue safer, cleaner, and improved technologies that satisfy 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 Principle: 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 Principle: 2)





1 MILLION







Over  
a million  
Waku doki  
EXPERIENCES






# Strategic Objectives



# *LAND CRUISER*





## **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 the Toyota Production System.
- Removing waste in all areas and operating in the lowest cost quartile of the industry.

## **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 IMC Team and the Company.

## **Bringing Toyota Quality to Pakistan**

- Maximizing QDR (Quality, Durability and Reliability) 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.

## **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 stable and long term growth for the benefit of our shareholders.



# Board of Directors



**Mohamedali R. Habib**  
Chairman

Mohamedali R. Habib is the Chairman of Indus Motor Company Limited, and a Founding Director of the Company. He has been a Director of Habib Metropolitan Bank Limited since 2004, and currently serves as the Chairman of the Board of Directors of the Bank. In addition, he serves as a Member on the Board of Thal Limited, and also serves as a Director of Habib University Foundation. He was appointed Group CEO of HBZ Group in 2016.

Mohamedali R. Habib graduated in Business Management – Finance from Clark University, Massachusetts, USA in 1987, and also holds a Post Graduate Diploma in General Management from Stanford-National University of Singapore.



**Shinji Yanagi**  
Vice Chairman

Shinji Yanagi was appointed as Director on the Board and Vice Chairman of Indus Motor Company Limited in April 2021. He has been serving at Toyota Motor Corporation for over 30 years and has worked in different capacities. He has also served as President for Toyota Motor Engineering Egypt.

He has completed his Bachelor's degree in Economics from Keio University, Japan.



**Ali Asghar Jamali**  
Chief Executive

Ali Asghar Jamali was appointed as Chief Executive of Indus Motor Company Limited 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 company operations.

He is a Fellow 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 and also a Member of the Young Presidents Organization.



### **Imran Ali Habib**

Director

Imran Ali Habib was appointed as Director of Indus Motor Company Limited in February 2019. He is the Executive Vice President and Chief Strategic Officer at Habib American Bank in New York, USA, where he is responsible for looking after the Bank's Management and Business Development. Prior to his transfer to the United States in 2016, he served as Senior Vice President with Habib Bank AG Zurich in the United Arab Emirates from 2008.

In addition, he serves as a Member on the Board of Thal Ltd., Shabbir Tiles and Ceramics Ltd. and Habib American Bank, USA.

Imran is a Graduate of the Bryant University (Bachelor of Science in Business Administration) and has attended the Program for Leadership Development and is an Alumni of Harvard Business School. He is also a Member of the Young Presidents Organization Pakistan Chapter.

Imran also devotes his time and attention to social welfare, education and benevolent activities and is a Member on the Board of Directors of Habib University Foundation US.



### **Muhammad Hyder Habib**

Director

Muhammad Hyder Habib was appointed as Director of Indus Motor Company Limited in June 2020. He is the President of Habib Bank AG Zurich and Chairman of the Board of Directors for the Habib Group of Banks in South Africa, Canada, and the UK. He serves on the Board of Habib Metropolitan Bank Ltd., Habib Insurance Company Ltd. and Gefan Finanz AG, Zug, Switzerland. He is a Member of the Board of Governors of Habib University as well as the Board of Trustees for Habib University Foundation. He also serves on the Global Advisory Board for Babson College, USA.

Mr. Habib is a Member of the Young Presidents Organization, Gold Chapter. He studied at Collège du Léman, Geneva, and received his Degree in Finance from Babson College, USA.



# Board of Directors



**Azam Faruque**  
Independent Director

Azam Faruque was elected as Director of Indus Motor Company Limited in October 2014. He is a director and CEO of Cherat Cement Co. Limited, a Ghulam Faruque Group (GFG) company. Apart from 29 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 Faruque (Pvt) Limited, Greaves Pakistan (Pvt) Limited, Unicol Limited, International Industries Limited, Atlas Battery Limited and Habib University Foundation.

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, USA.



**Akihiro Murakami**  
Director

Akihiro Murakami was appointed as Director of Indus Motor Company Limited in Feb 2022. Currently he is serving as the Vice President of Corporate Strategic Planning Division at Toyota Motor Asia Pacific Pte Ltd. He has 27 years of experience in various senior positions at Toyota Motor Corporation and other companies.

He holds MBA from Kellogg School of Management, Northwestern University, USA.



**Shigeki Furuya**  
Director

Shigeki Furuya was appointed as Director of Indus Motor Company Limited in April 2022. He has been associated with Toyota Tsusho Corporation from 1987, during which time he has held various senior positions. Previously he joined Indus Motor Company two times from 1996 to 2003, and 2007 to 2008. He is presently Senior General Manager of Toyota Tsusho Corporation.

He is a graduate from Yamanashi University, Japan.



### **Riyaz T. Chinoy**

Independent Director

Riyaz T. Chinoy was appointed as Director of Indus Motor Company Limited in October 2019. Currently, he is also the Director of Jubilee General Insurance Company Limited. He is also on the Board of Bulleh Shah Packaging Limited and Packages Convertors Limited, where he is also Chairman of the Audit Committee and HR Committees. He is also the Managing Director of Yaqin Steel Limited, a startup company and a Trustee of The Patrons of Expo 2020, and The Water Foundation as well as on the Advisory Board of The Citizens Foundation (TCF). He has served as the CEO of International Industries Limited from 2011 to 2021, Chairman of the Pakistan Institute of Corporate Governance from 2017-21 and as a Board member on the Pakistan Business Council.

By profession he is a qualified Industrial engineer from Case Western Reserves University, USA. He is also a Registered Professional Engineer, a Certified ISO 9001 Lead Auditor and a Certified Director from the Pakistan Institute of Corporate Governance.



### **Syeda Tatheer Zehra Hamdani**

Independent Director

Syeda Tatheer Zehra Hamdani was appointed as Director on the Board of Indus Motor Company in October 2019. She has worked in the public sector since 2003, particularly focused on conceptualizing, designing and implementing international funding projects related to primary and secondary education across Sindh. In 2008, she joined Habib University Foundation (HUF) to support the planning and launch of Habib University, Pakistan's first liberal arts and sciences center of higher learning, offering contextualized and globally rooted higher education.

Ms. Tatheer has worked in all aspects of establishing the structures of the University including Academic Recruitment and Affairs, Communication and External Relations, Student Services and Resource Mobilization. She as President's Chief of Staff and Director of Global Engagement of Habib University, works directly with the President in implementing institutional strategic initiatives, raise institutional resources, support in academic administration and manage all international relationships. She holds a Master's in Business Administration from the Institute of Business Management, Pakistan.









Over  
a million  
**LIVES**  
**TOUCHED**



# Meet Our Senior Team







# Company Information

## Bankers

- Bank Alfalah Limited
- Bank Al-Habib Limited
- Habib Bank Limited
- Habib Metropolitan Bank Limited
- MCB Bank Limited
- Meezan Bank Limited
- National Bank of Pakistan
- Standard Chartered Bank (Pakistan) 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.

## Share Registrar

- CDC Share Registrar Services 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@cdcsrsl.com

## Credit Rating

- Credit Rating Company:
- VIS Credit Rating Company Limited  
Long term rating: AA+  
Short term rating: A-1+

## 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)  
Email: customer.relations@toyota-indus.com  
Fax: (92-21) 34720040  
Website: www.toyota-indus.com





#### **Chief Financial Officer**

- Mr. Mohammad Ibadullah

#### **Company Secretary**

- Mr. Muhammad Arif Anzer

#### **Head of Internal Audit**

- Mr. Shiraz Sanawar

#### **Board Audit Committee Members**

- Mr. Azam Faruque (Chairman)
- Mr. Muhammad Hyder Habib
- Mr. Imran Ali Habib
- Mr. Riyaz T. Chinoy
- Mr. Akihiro Murakami
- Mr. Shiraz Sanawar (Secretary)
- 

#### **Board Human Resources and Remuneration Committee Members**

- Mr. Azam Faruque (Chairman)
- Mr. Mohamedali R. Habib
- Mr. Shinji Yanagi
- Mr. Ali Asghar Jamali
- Syeda Tatheer Zehra Hamdani
- Mr. Khurram Mahmood (Secretary)

#### **Board Ethics Committee Members**

- Mr. Riyaz T. Chinoy (Chairman)
- Mr. Ali Asghar Jamali
- Syeda Tatheer Zehra Hamdani
- Mr. Khurram Mahmood (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, speeding up operations 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 the Toyota Global Standards.

### Basic Concept of Compliance

IMC follows the *Guiding Principles at 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.

### Board Audit Committee

The Committee consists of five Non-Executive Directors including two Independent Directors. The Committee is chaired by an Independent Director. The Committee assists the Board to effectively carry out its supervisory oversight responsibilities on financial reporting and compliance, internal controls and risks and internal and external audit functions of the Company. The Committee ensures compliance with its terms of reference approved by the Board. The Committee meet separately with the external auditors and internal auditors without the Management of the Company present, to enable them to have a discussion about any matters of significance that arose during the audit process. The Committee views that it discharged its responsibilities as per its terms of reference. A separate mechanism is in place for annual evaluation of members of the Board of Directors and its Committees.

### Board Human Resources and Remuneration Committee

The Remuneration Committee is a sub-committee of the Board. It recommends Human Resources 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 including two Independent Directors, one Executive Director and the CEO. The Committee is chaired by an Independent Director

### 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 Independent Directors. The Committee is chaired by an Independent Director.

### Board Share Transfer Committee

The Board Share Transfer Committee has been authorized by the Board to approve transfer of shares. All Share Transfer Resolutions are noted by the Board of Directors in subsequent meetings.

### 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 Coordination Committee

The Marketing Technical Coordination Committee is 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.

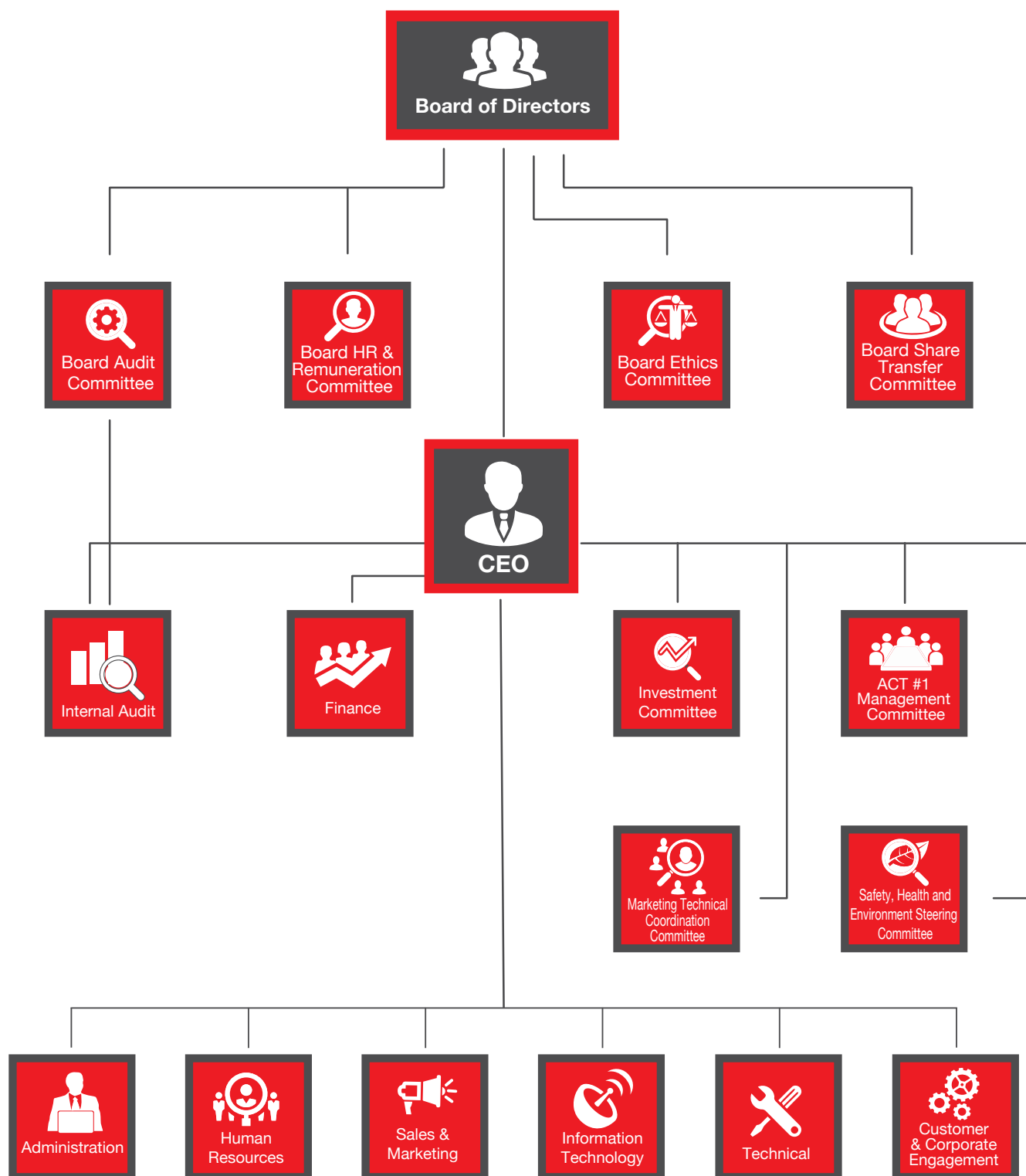
### ACT #1 Management Committee

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 conducted by the CEO with representation from all departments.

### Safety, Health and Environment Steering Committee

The Steering Committee meets on a monthly basis and keeps a close eye on companywide 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. Steering Committee, chaired by the CEO, formulates the overall policies and framework for the Company.

# Organization Chart







1 MILLION





Over  
**2.8 million**  
**TRAINING**  
**HOURS**  
**INVESTED**





# 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) 34720040

## Share Registrar

CDC Share Registrar Services 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@cdcsrsl.com

## Annual General Meeting

The Annual General Meeting will be held at 9:00 a.m. on September 30, 2022 at the Institute of Chartered Accountants of Pakistan (ICAP), Chartered Accountants Avenue, Block 8, Clifton, Karachi.

Shareholders as on September 23, 2022 are encouraged to participate and vote.

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

## Ownership

On June 30, 2022 there were 4,192 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 net amount will be credited into the respective accounts of shareholders listed in the Register of Members on September 23, 2022. Income Tax will be deducted in accordance with the prevailing regulations.

## Listing on Stock Exchange

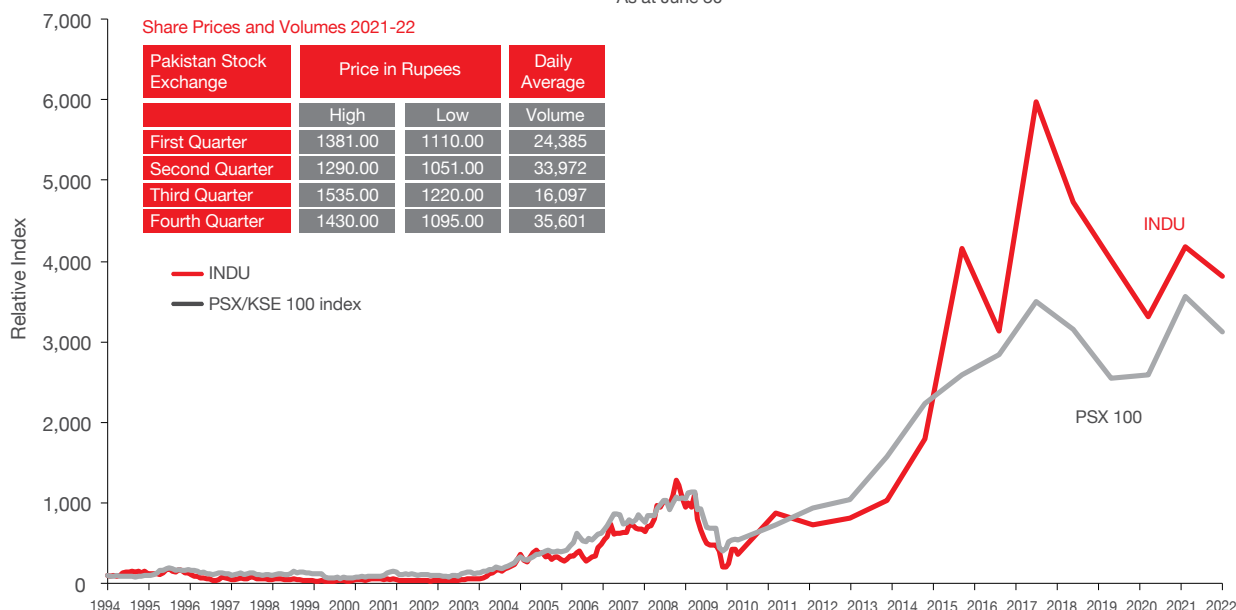
Indus Motor Company Limited equity shares are listed on the Pakistan Stock Exchange.

## Stock Code

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

## INDUS Vs PSX 100 (1994 - 2022)

As at June 30<sup>th</sup>

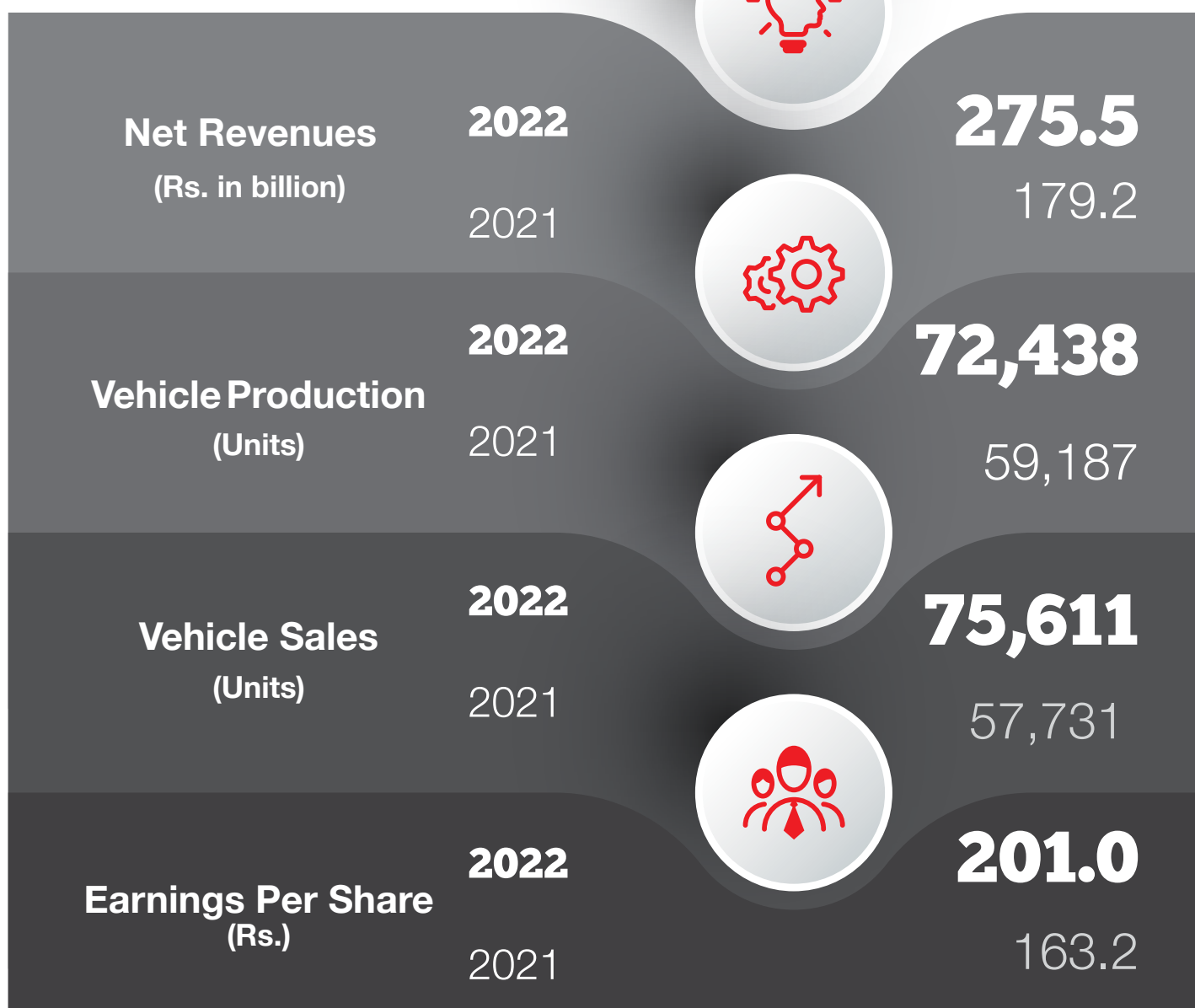




**FUN**  
**STARTS WITH**  
**YARIS**



# Operating Highlights

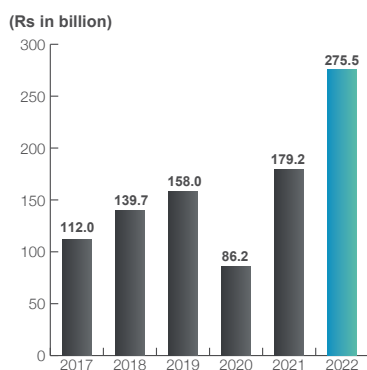


Year ended June 30			
		2022	2021
Profit after Tax	Rs in billion	15.8	12.8
Vehicle Sales	Units	75,611	57,731
Vehicle Production	Units	72,438	59,187
Net Revenues	Rs in billion	275.5	179.2
Earnings Per Share	Rs	201.0	163.2
Annual Cash Dividend Per Share	Rs	93.8	103.5
Shareholders' Equity	Rs in billion	54.0	48.2
Contribution to National Exchequer	Rs in billion	101.4	71.8
Manpower	No. of employees	3,139	2,943

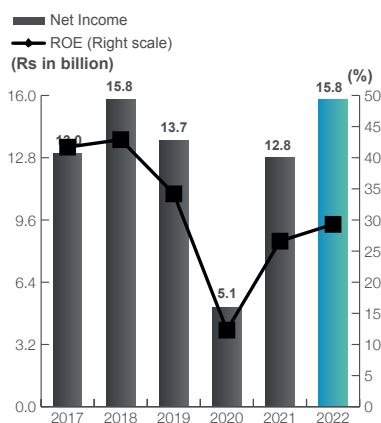
# Financial Summary

		% Change	Year ended June 30					
For The Year		2022 vs 2021	2022	2021	2020	2019	2018	2017
Units sold		31%	75,611	57,731	28,837	66,211	64,000	60,586
Net revenues	Rs in billion	54%	275.5	179.2	86.2	158.0	139.7	112.0
Profit before tax	Rs in billion	40%	25.5	18.2	7.3	19.0	23.0	19.1
Profit after tax	Rs in billion	23%	15.8	12.8	5.1	13.7	15.8	13.0
Return on equity	Percentage	10%	29.3	26.6	12.3	34.2	42.9	41.7
<b>Per Share Data</b>								
Earnings (EPS)	Rs	23%	201.0	163.2	64.7	174.5	200.7	165.4
Cash dividends	Rs	-9%	93.8	103.5	30.0	115.0	140.0	115.0
Shareholders' equity	Rs	12%	687.2	613.3	523.8	509.5	467.5	396.9
<b>At Year-End</b>								
Total assets	Rs in billion	60%	213.9	133.9	80.3	64.8	81.9	63.9
Shareholders' equity	Rs in billion	12%	54.0	48.2	41.2	40.0	36.7	31.2
<b>Share Performance (June 30)</b>								
Price per share	Rs	-9%	1,144.4	1254.1	994.9	1,203.9	1,421.4	1,793.6
Market capitalization	Rs in billion	-9%	90.0	98.6	78.2	94.6	111.7	141.0

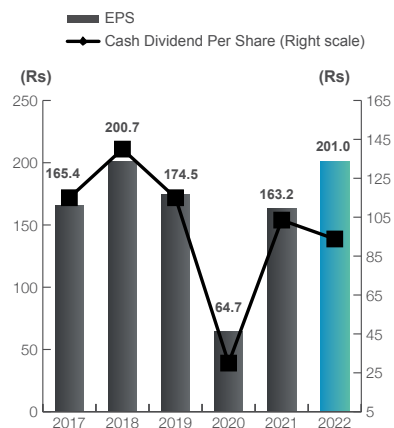
**Net Revenues**



**Net Income / ROE**



**EPS / Dividend per share**





# Vertical Analysis

	2022	2021	2020	2019	2018	2017	2022	2021	2020	2019	2018	2017
<b>STATEMENT OF FINANCIAL POSITION</b>	----- (Rs in million) -----						----- (Percentage) -----					
Property, plant and equipment	15,040	15,770	16,502	13,805	7,225	6,258	7.03	11.78	20.56	21.31	8.82	9.80
Intangibles	145	40	73	93	87	88	0.07	0.03	0.09	0.14	0.11	0.14
Long-term loans and advances	16	17	12	16	49	9	0.01	0.01	0.01	0.02	0.06	0.01
Long-term investments	7,794	3,127	-	-	-	-	3.64	2.34	-	-	-	-
Long-term deposits	10	10	10	11	9	9	0.00	0.01	0.01	0.02	0.01	0.01
Deferred taxation	828	231	64	-	14	74	0.39	0.17	0.08	-	0.02	0.12
Stores and spares	513	420	478	544	301	204	0.24	0.31	0.60	0.84	0.37	0.32
Stock-in-trade	26,454	22,289	15,933	13,560	11,151	9,318	12.36	16.65	19.85	20.93	13.61	14.59
Trade debts	3,091	517	1,142	2,548	1,453	759	1.44	0.39	1.42	3.93	1.77	1.19
Loans and advances	9,219	6,263	2,991	3,728	3,715	1,653	4.31	4.68	3.73	5.75	4.53	2.59
Short-term prepayments	50	37	27	32	15	21	0.02	0.03	0.03	0.05	0.02	0.03
Accrued return	341	110	111	35	120	376	0.16	0.08	0.14	0.05	0.15	0.59
Other receivables	2,738	983	439	3,110	556	402	1.28	0.73	0.55	4.80	0.68	0.63
Short-term investments	140,932	82,052	41,195	23,402	55,031	41,488	65.87	61.28	51.31	36.12	67.17	64.95
Taxation - payment less provision	-	-	131	617	-	-	-	-	0.16	0.95	-	-
Cash and bank balances	6,794	2,040	1,171	3,282	2,201	3,221	3.18	1.52	1.46	5.07	2.69	5.04
<b>Total Assets</b>	<b>213,965</b>	<b>133,906</b>	<b>80,279</b>	<b>64,783</b>	<b>81,927</b>	<b>63,880</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>
Issued, subscribed and paid up capital	786	786	786	786	786	786	0.37	0.59	0.98	1.21	0.96	1.23
Reserves	53,225	47,415	40,383	39,259	35,958	30,411	24.88	35.41	50.30	60.60	43.89	47.61
<b>Shareholders' Equity</b>	<b>54,011</b>	<b>48,201</b>	<b>41,169</b>	<b>40,045</b>	<b>36,744</b>	<b>31,197</b>	<b>25.24</b>	<b>36.00</b>	<b>51.28</b>	<b>61.81</b>	<b>44.85</b>	<b>48.84</b>
Long term Liability	280	745	479	81	-	-	0.13	0.56	0.60	0.13	-	-
Deferred taxation	-	-	-	425	-	-	-	-	-	0.66	-	-
Deferred revenue	1	4	32	57	27	4	0.00	0.00	0.04	0.09	0.03	0.01
Trade, dividend and other payables	42,260	31,069	14,065	16,245	15,974	9,683	19.75	23.20	17.52	25.08	19.50	15.16
Advances from customers and dealers	111,990	51,267	24,534	7,930	27,491	22,189	52.34	38.29	30.56	12.24	33.56	34.74
Taxation - provision less payment	5,423	2,620	-	-	1,691	807	2.53	1.96	-	-	2.06	1.26
<b>Total Equity and Liabilities</b>	<b>213,965</b>	<b>133,906</b>	<b>80,279</b>	<b>64,783</b>	<b>81,927</b>	<b>63,880</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>
<b>PROFIT AND LOSS ACCOUNT</b>												
Net sales	275,506	179,162	86,167	157,996	139,716	111,943	100.00	100.00	100.00	100.00	100.00	100.00
Cost of sales	257,101	162,508	78,716	138,805	115,831	92,450	93.32	90.70	91.35	87.85	82.90	82.59
<b>Gross profit</b>	<b>18,404</b>	<b>16,654</b>	<b>7,451</b>	<b>19,191</b>	<b>23,885</b>	<b>19,493</b>	<b>6.68</b>	<b>9.30</b>	<b>8.65</b>	<b>12.15</b>	<b>17.10</b>	<b>17.41</b>
Distribution costs	2,124	1,619	1,469	1,404	1,284	1,228	0.77	0.90	1.70	0.89	0.92	1.10
Administrative expenses	2,219	1,465	1,385	1,410	1,524	1,053	0.81	0.82	1.61	0.89	1.09	0.94
Other operating expenses	186	76	197	235	194	177	0.07	0.04	0.23	0.15	0.14	0.16
WPPF and WWF	1,244	740	232	1,406	1,705	1,418	0.45	0.41	0.27	0.89	1.22	1.27
Operating income	12,936	5,579	3,205	4,307	3,901	3,593	4.70	3.11	3.72	2.73	2.79	3.21
Operating profit before finance costs	25,567	18,333	7,373	19,043	23,079	19,210	9.28	9.28	10.23	8.56	12.05	16.52
Finance costs	114	134	86	67	80	69	0.04	0.07	0.10	0.04	0.06	0.06
<b>Profit before taxation</b>	<b>25,453</b>	<b>18,199</b>	<b>7,287</b>	<b>18,976</b>	<b>22,999</b>	<b>19,141</b>	<b>9.24</b>	<b>10.16</b>	<b>8.46</b>	<b>12.01</b>	<b>16.46</b>	<b>17.10</b>
Taxation	9,651	5,371	2,205	5,261	7,227	6,140	3.50	3.00	2.56	3.33	5.17	5.48
<b>Profit after taxation</b>	<b>15,802</b>	<b>12,828</b>	<b>5,082</b>	<b>13,715</b>	<b>15,772</b>	<b>13,001</b>	<b>5.74</b>	<b>7.16</b>	<b>5.90</b>	<b>8.68</b>	<b>11.29</b>	<b>11.61</b>

# Horizontal Analysis

	2022	2021	2020	2019	2018	2017	2022 vs 2021	2021 vs 2020	2020 vs 2019	2019 vs 2018	2018 vs 2017
<b>STATEMENT OF FINANCIAL POSITION</b>	(Rs in million)						(Percentage)				
Property, plant and equipment	15,040	15,770	16,502	13,805	7,225	6,258	(4.63)	(4.44)	19.54	91.07	15.45
Intangibles	145	40	73	93	87	88	262.50	(45.21)	(21.51)	6.90	(1.14)
Long-term loans and advances	16	17	12	16	49	9	(5.88)	41.67	(25.00)	(67.35)	444.44
Long-term investments	7,794	3,127	-	-	-	-	149.25	-	-	-	-
Long-term deposits	10	10	10	11	9	9	-	-	(9.09)	22.22	-
Deferred taxation	828	231	64	-	14	74	258.44	260.94	115.06	(3,135.71)	(81.08)
Stores and spares	513	420	478	544	301	204	22.14	(12.13)	(12.13)	80.73	47.55
Stock-in-trade	26,454	22,289	15,933	13,560	11,151	9,318	18.69	39.89	17.50	21.60	19.67
Trade debts	3,091	517	1,142	2,548	1,453	759	497.87	(54.73)	(55.18)	75.36	91.44
Loans and advances	9,219	6,263	2,991	3,728	3,715	1,653	47.20	109.39	(19.77)	0.35	124.74
Short-term prepayments	50	37	27	32	15	21	35.14	37.04	(15.63)	113.33	(28.57)
Accrued return	341	110	111	35	120	376	210.00	(0.90)	217.14	(70.83)	(68.09)
Other receivables	2,738	983	439	3,110	556	402	178.54	123.92	(85.88)	459.35	38.31
Short-term investments	140,932	82,052	41,195	23,402	55,031	41,488	71.76	99.18	76.03	(57.47)	32.64
Taxation - payment less provision	-	-	131	617	-	-	-	-	(78.77)	136.49	-
Cash and bank balances	6,794	2,040	1,171	3,282	2,201	3,221	233.04	74.21	(64.32)	49.11	(31.67)
<b>Total Assets</b>	<b>213,965</b>	<b>133,906</b>	<b>80,279</b>	<b>64,783</b>	<b>81,927</b>	<b>63,880</b>	<b>59.79</b>	<b>66.80</b>	<b>23.92</b>	<b>(20.93)</b>	<b>28.25</b>
Issued, subscribed and paid up capital	786	786	786	786	786	786	-	-	-	-	-
Reserves	53,225	47,415	40,383	39,259	35,958	30,411	12.25	17.41	2.86	9.18	18.24
<b>Shareholders' Equity</b>	<b>54,011</b>	<b>48,201</b>	<b>41,169</b>	<b>40,045</b>	<b>36,744</b>	<b>31,197</b>	<b>12.05</b>	<b>17.08</b>	<b>2.81</b>	<b>8.98</b>	<b>17.78</b>
Long term Liability	280	745	479	81	-	-	(62.45)	55.62	491.36	-	-
Deferred taxation	-	-	-	425	-	-	-	-	(115.06)	3,135.71	-
Deferred revenue	1	4	32	57	27	4	(72.05)	(88.13)	(43.86)	111.11	575.00
Trade, dividend and other payables	42,260	31,069	14,065	16,245	15,974	9,683	36.02	120.90	(13.42)	1.70	64.97
Advances from customers and dealers	111,990	51,267	24,534	7,930	27,491	22,189	118.44	108.96	209.38	(71.15)	23.89
Taxation - provision less payment	5,423	2,620	-	-	1,691	807	106.98	-	-	(136.49)	109.54
<b>Total Equity and Liabilities</b>	<b>213,965</b>	<b>133,906</b>	<b>80,279</b>	<b>64,783</b>	<b>81,927</b>	<b>63,880</b>	<b>59.79</b>	<b>66.80</b>	<b>23.92</b>	<b>(20.93)</b>	<b>28.25</b>
<b>PROFIT AND LOSS ACCOUNT</b>											
Net sales	275,506	179,162	86,167	157,996	139,716	111,943	53.77	107.92	(45.46)	13.08	24.81
Cost of sales	257,101	162,508	78,716	138,805	115,831	92,450	58.21	106.45	(43.29)	19.83	25.29
<b>Gross profit</b>	<b>18,404</b>	<b>16,654</b>	<b>7,451</b>	<b>19,191</b>	<b>23,885</b>	<b>19,493</b>	<b>10.51</b>	<b>123.51</b>	<b>(61.17)</b>	<b>(19.65)</b>	<b>22.53</b>
Distribution costs	2,124	1,619	1,469	1,404	1,284	1,228	31.20	10.21	4.63	9.35	4.56
Administrative expenses	2,219	1,465	1,385	1,410	1,524	1,053	51.44	5.78	(1.77)	(7.48)	44.73
Other operating expenses	186	76	197	235	194	177	145.22	(61.42)	(16.17)	21.13	9.60
WPPF and WWF	1,244	740	232	1,406	1,705	1,418	68.12	218.97	(83.50)	(17.54)	20.24
Operating income	12,936	5,579	3,205	4,307	3,901	3,593	131.86	74.07	(25.59)	10.41	8.57
Operating profit before finance costs	25,567	18,333	7,373	19,043	23,079	19,210	39.46	148.65	(61.28)	(17.49)	20.14
Finance costs	114	134	86	67	80	69	(14.70)	55.81	28.36	(16.25)	15.94
<b>Profit before taxation</b>	<b>25,453</b>	<b>18,199</b>	<b>7,287</b>	<b>18,976</b>	<b>22,999</b>	<b>19,141</b>	<b>39.86</b>	<b>149.75</b>	<b>(61.60)</b>	<b>(17.49)</b>	<b>20.16</b>
Taxation	9,651	5,371	2,205	5,261	7,227	6,140	79.68	143.58	(58.09)	(27.20)	17.70
<b>Profit after taxation</b>	<b>15,802</b>	<b>12,828</b>	<b>5,082</b>	<b>13,715</b>	<b>15,772</b>	<b>13,001</b>	<b>23.18</b>	<b>152.42</b>	<b>(62.95)</b>	<b>(13.04)</b>	<b>21.31</b>





1 MILLION





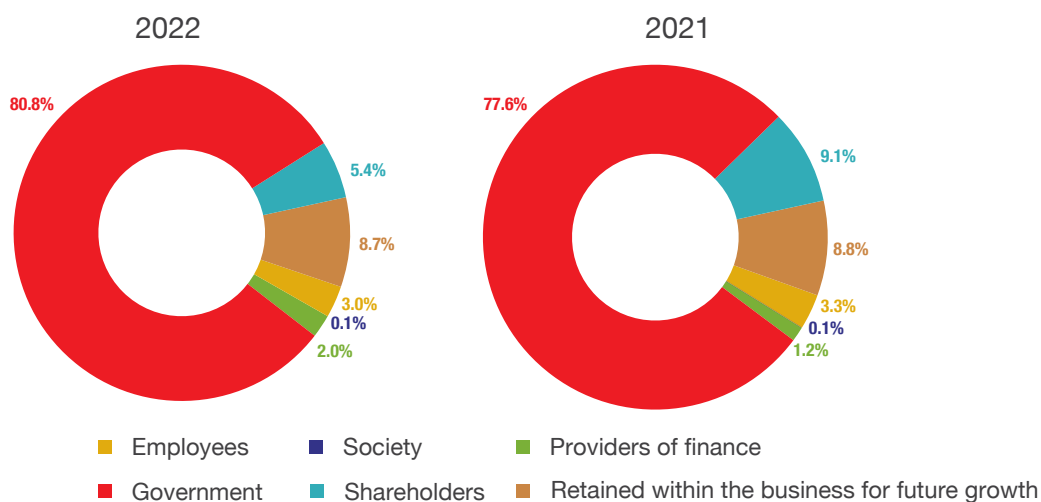
Over  
**Rs. 270 million**  
**'MAKE IN  
PAKISTAN'**  
**PARTS  
PURCHASES  
DAILY**



# Statement of Value Addition

For the year ended 30 June 2022

	2022		2021	
	Rupees in '000	%	Rupees in '000	%
<b>WEALTH GENERATED</b>				
Gross revenue	349,902,143	96.4%	226,619,870	97.6%
Other income	12,935,711	3.6%	5,579,339	2.4%
	<u>362,837,854</u>	<u>100.0%</u>	<u>232,199,209</u>	<u>100.0%</u>
Bought in material and services and other expenses	226,517,848	62.4%	142,995,386	61.6%
	<u>136,320,006</u>	<u>37.6%</u>	<u>89,203,823</u>	<u>38.4%</u>
<b>WEALTH DISTRIBUTED</b>				
<b>Employees</b>				
Salaries, wages and other benefits	4,124,243	3.0%	2,910,704	3.3%
<b>Society</b>				
Donations towards education, health and environment	181,992	0.1%	74,056	0.1%
<b>Providers of finance</b>				
Finance cost and compensation to customers	2,765,260	2.0%	1,084,094	1.2%
<b>Government</b>				
Income tax, sales tax, excise duty, customs duty, WWF and WPPF	110,066,489	80.8%	69,183,249	77.6%
<b>Shareholders</b>				
Dividend	7,368,750	5.4%	8,135,100	9.1%
<b>Retained within the business for future growth</b>				
Retained earnings, depreciation and amortization	11,813,272	8.7%	7,816,620	8.8%
	<u>136,320,006</u>	<u>100.0%</u>	<u>89,203,823</u>	<u>100.0%</u>





# TOYOTA

# Customer First



## The Chairman's Review



**Mohamedali R. Habib**  
Chairman

*“I welcome you to this 33<sup>rd</sup> Annual General Meeting  
of your Company for the year ended 30<sup>th</sup> June 2022.”*

Dear Shareholders

In the first half of the Fiscal Year (FY) 2021-22, the automobile sector witnessed a recovery and an increase in demand mainly on account of macro-economic recovery, lower taxes and duties and lower auto financing rates. Various new models and variants were also launched by existing and new auto players during the period. In line with the GDP growth of 5.97% for the fiscal year 2021-22, the auto industry also registered strong sales and production volumes overall. However, due to ongoing economic and political uncertainties, the operating environment for the auto sector became more challenging than ever before during the last quarter of the fiscal year, thus impacting the performance of the auto sector.

During the fiscal year, the auto sector faced serious unforeseen external challenges on account of unprecedented depreciation of PKR against the US Dollar, increased freight charges and soaring international commodity prices, which have resulted in a significant increase in the cost of production for the sector. Furthermore, Federal Excise Duty (FED) and sales tax rates on vehicles were increased from January 2022 and these factors compelled auto manufacturers to pass on some of the rising input costs to consumers, leading to an overall increase in the retail selling price of vehicles throughout the year.

Rising trends in international commodity prices continue to pose challenges for the sector. This volatility is further aggravated by the ongoing Russian-Ukraine conflict, resulting in higher energy and fuel prices, in addition to causing a commodity price super cycle. The combination of higher international commodity and fuel prices along with the uncertain political environment of the country has contributed significantly to widening of the current account deficit and has put immense pressure on foreign exchange reserves, resulting in Government resorting to tighter fiscal control and monetary policies during the year. These measures include a significant hike in interest rates, stringent auto financing rules and restrictions, and towards the end of the fiscal year, strict restrictions on opening and enhancement of Letter of Credit against the import of CKD kits and components of Passenger cars for the auto sector. These unprecedented circumstances have radically impacted operations during the last quarter, and they continue to adversely affect the manufacturing

capabilities, production activities, sales volumes and profitability of the auto sector, into the next fiscal year.

The Finance Act 2022 passed by the Government presents increasingly tough times ahead for the auto industry. The additional revenue measures applicable from July 1, 2022, including Capital Value Tax (CVT) on vehicles and significant increase in advance income tax on vehicles, will further burden consumers, which may resultantly affect industry sales volume going forward. In addition, the introduction of super tax for the auto sector, will further impact the Company and deplete shareholder profits for the auto sector. These various factors have significantly contributed to price uncertainty and retail selling price revisions in the market.

Despite the turbulent business environment and external challenges that the auto sector is currently facing, the Company has remained committed to the “Toyota Way” and the “Kaizen” (Continuous Improvement) philosophy in all facets of its business. These practices, along with the support of our employees and customers, have enabled us to achieve consistently high standards of excellence and performance. Overall during the fiscal year, the Company has achieved remarkable results and we are pleased to share that we have broken our record and registered the highest ever unit sales and production in a fiscal year.

The Company's capable team and wide dealership network has contributed to its continued positive performance. The Company works closely with its dealers throughout Pakistan to develop a customer base that has our trust and confidence. We actively support Dealers by providing ongoing educational programs, trainings, and technical encouragement. IMC celebrated the production of its 1 millionth vehicle line off this year. This milestone could not have been achieved without the constant support of IMC's team and customers. We are grateful for your unwavering belief in Toyota and with your continued support, we are confident we will continue to achieve greater heights in the coming years.

For the second year running, Toyota Yaris has been crowned the best-selling sedan in Pakistan in the 'B segment' Sedan category, whereas Toyota Corolla continues to reign as the best-selling sedan in the 'C Segment' Sedan category. With the availability



of multiple variants for these models, they have achieved success in the respective segments in the Pakistan automobile market. The Company also launched Toyota Hilux Revo Rocco and Toyota Fortuner Legender in FY 2021-22. The new features provided in these models have led to their success in the market, receiving an overwhelming response from consumers.

The new Auto Policy 2021-26 introduced by the Government in the Fiscal Year 2021-22, encourages investment in new technologies such as Hybrid Electric Vehicles (HEVs), Plug-in Hybrid Vehicles (PHEV) and Battery Electric Vehicles (BEVs) to mitigate climate change and reduce reliance on fossil fuels. We appreciate the Government's focus on reducing the industry's carbon footprint by promoting electric and hybrid vehicles, and based on the incentives given by the Government under Auto Policy 2021-26, the Company is investing around USD 100 million for local production of HEV vehicles. We thank the Government in maintaining the supportive policies in Finance Act 2022 for investment in electric and Hybrid technologies and are hopeful for supportive and consistent long-term policies from the Government, in order to facilitate the growth of the auto sector in the future.

During the year ended June 30, 2022, the Board of Directors appointed Mr. Akihiro Murakami and Mr. Shigeki Furuya as the Directors of the Board to fill the casual vacancies created on the resignation of Mr. Noriaki Kurokawa and Mr. Tetsuya Ezumi respectively. The Board duly acknowledges the valuable contribution made by the outgoing Directors and expresses sincere gratitude on behalf of the Company. The Board of Directors warmly welcomes Mr. Akihiro Murakami and Mr. Shigeki Furuya, as new members of the Board.

I am pleased to report that your Company's Board of Directors has continued to provide valuable guidance and oversight to ensure strong governance and to effectively provide encouragement and input to the management throughout the year. A review of the Board's performance and effectiveness through a self-assessment basis has been conducted during the year under review, to ensure best practices are observed.

During the year under review, there were five Board meetings, in which the Board received presentations on the Company's operations, challenges, and progress towards achieving objectives in line with the Board's vision. We are privileged to have, on

the Board, a rich balance of expatriates who bring Toyota's global knowledge and experience to our Company, along with highly experienced Pakistanis who regularly provide meaningful guidance and input. 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 the Board of Directors, I would like to express my gratitude to all the shareholders for their continued trust and confidence in the Company. The Board and I are united in extending our thanks to each member of the Company, its dealerships and vendors, as we acknowledge their unwavering support and dedication to the Company. We are committed to maintaining our leadership in the industry and pray to Almighty Allah to bless us in our endeavors in the future.



**Mohamedali R. Habib**  
Chairman

# Directors' Report

The Directors' of Indus Motor Company Limited take pleasure in presenting the Directors' Report, together with the Audited Financial Statements of the Company for the year ended June 30, 2022:

## Financial Results, Appropriations and Subsequent Effects

The financial results and appropriations for the year ended June 30, 2022 are as follows:

	2022	2021
	(Rupees in '000)	
<b>Profit After Taxation</b>	15,801,848	12,828,592
Other Comprehensive (Loss) / Income (OCI) for the year	(10,037)	19,882
OCI & Un-appropriated Profit brought forward	399,015	185,641
	16,190,826	13,034,115
<b>Appropriations</b>		
1st Interim Dividend @ 345% i.e. Rs. 34.5 per share (2021: 120% i.e. 12 per share)	2,711,700	943,200
2nd Interim Dividend @ 300% i.e. Rs. 30 per share (2021: 250% i.e. Rs. 25 per share)	2,358,000	1,965,000
3rd Interim Dividend @ 260% i.e. Rs. 26 per share (2021: 300% i.e. Rs. 30 per share)	2,043,600	2,358,000
	7,113,300	5,266,200
Unappropriated Profit Carried Forward at year end	9,077,526	7,767,915
<b>Subsequent Effects</b>		
Proposed Final Dividend @ 32.5 % i.e. Rs. 3.25 per share (2021: 365% i.e. Rs. 36.5 per share)	255,450	2,868,900
Proposed Transfer to General Reserves	8,000,000	4,500,000
	8,255,450	7,368,900
Basic and Diluted Earnings per share (Rupees)	201.04	163.21

## Principal Activities of the Company

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's principal activity is the assembly, progressive manufacturing and marketing of Toyota vehicles in Pakistan.

## Company Performance

During the year ended June 30, 2022, the sales volume of CKD and CBU vehicles increased by 30.97%, to 75,611 units as against 57,731 units sold last year. The Company produced 72,438 units for the year, as compared to 59,187 units produced in the same period last year.

The net sales turnover for the year ended June 30, 2022, increased by 53.74 % to Rs. 275.5 billion as compared to Rs. 179.2 billion in the last fiscal year, while profit after tax for the year also increased to Rs. 15.8 billion, as against Rs. 12.8 billion achieved in the same period last year. The increase in turnover and profitability for the year was mainly due to higher CKD and CBU sales volumes, primarily due to improved economic conditions especially in the first half of the Financial Year and healthy demand of Toyota vehicles from customers. The profitability also increased on account of increase in other income, which is mainly due to return on placements on account of significant increase in funds, received as advances from customers.

## Contribution to National Exchequer

During the year, the Company contributed a sum of Rs. 101 billion to the national exchequer, which is around 1.7% of total tax revenue collection by the Government of Pakistan. Since, the Company's incorporation in 1989, our contribution stands in excess of Rs. 627 billion.



## Principal Risk and Uncertainties

The Company's financial performance improved significantly this year, due to increased demand of vehicles and lower auto financing rates and lower taxes and duties in the first half of the Financial Year. However, during the year, the Company also faced increase in input costs on account of unprecedented depreciation of PKR against the US Dollar, increase in freight charges and soaring international commodity prices, which have resulted in a significant increase in the cost of materials production for the auto sector. Due to these factors, the Company has registered the lowest gross profit margin percentage of 6.7%, in the last ten years.

During the year, the widening of current account deficit has put immense pressure on the foreign exchange reserves. This resulted in Government resorting to tighter fiscal control and monetary policies during the year, including significant hike in interest rates, stringent auto financing rules and restrictions, which will affect the volumes of auto sector in next year. In May 2022, restrictions were placed by the Government for obtaining prior approval for import of CKD kits and components of Passenger cars for the auto sector, which have also significantly affected the production and sales volumes of the sector, subsequent to the year end.

The Company also experienced increase in Federal Excise Duty (FED) and sales tax rates on vehicles from January 2022 onwards, and through Finance Budget 2022-23, the Government has imposed Capital Value Tax (CVT) on vehicles and significant increase in advance income tax on vehicles along with levy of Super Tax on auto sector. All the above factors have forced the auto manufacturers to pass on some of the cost to consumers in terms of revision in selling price throughout the year, which may also have an adverse impact on the sales and profitability thereon of the Company in upcoming periods. We recommend that the Government should form a consistent policy in future and the consistency of its implementation is a critical factor towards the development of the auto sector in the future.

## Corporate Social Responsibility

As a socially responsible organization, the Company over the past six years, has contributed over Rs 1 billion in aggregate towards various Corporate Social Responsibility (CSR) activities, including but not limited to donations to hospitals, educational institutes, welfare organization, etc. as well as community upliftment and road safety.

During the year, your Company has undertaken the following major CSR activities and donations.

- Donation of an aggregate amount of around Rs. 60 million has been made to various hospitals and related foundations towards healthcare.
- Donation of an aggregate amount of around Rs. 40 million released to various educational institutes.
- Over 680,000 tree saplings, in aggregate, planted across the country, under the Company's "Million Tree Plantation Program", since December 2018.
- The "Toyota 5S Ecological Conservation Program" for students and young adults participating on-line.
- Food rations distributed during Ramadan, amongst under privileged families in neighboring villages supported by the Company.
- Free weekly cooked food distribution in neighboring villages, supported by the Company.
- Free weekly medical and fortnightly psychiatric camps in neighboring villages, supported by the Company.

## Impact on Environment

The Company has the largest roof-top mounted solar Photovoltaic Plant in Pakistan. In line with the Toyota Environmental Challenge 2050, the company is striving to adopt green technologies to reduce GHG emissions and improve the energy mix for continuous enhancements in the operational processes. Onsite photovoltaic technology has been installed to reduce energy consumption from conventional sources and increase share of renewables. The aggregate installed capacity of onsite solar power is 4.5MW. The share of solar energy in our total energy consumption was 15% compared to 4.25% in 2021. It is estimated that it will reduce the factory's carbon footprint by more than 3,000 tons annually, even reducing energy costs. Furthermore, the Company continues to use the environment-friendly gas R-134a in car air-conditioning system, instead of CFC-12.

The Company has been expanding its environmental activities to all its business partners, including suppliers and dealerships nationwide to promote environmental conversation and achieve our global environmental objective.

## Composition of the Board

The composition of the Board of Directors of the Company as on June 30, 2022 is as follows.

1. The total number of Directors are 10 are as follows:
  - a. Male 09
  - b. Female 01
2. The number of Directors under respective categories are as follows:
  - a) Independent Directors 03
  - b) Non-Executive Directors 04
  - c) Executive Directors 03

## Board of Directors Meetings

A total of Five (05) meetings of the Board of Directors were held during the twelve months period from July 1, 2021 to June 30, 2022. Names of the Directors (at any time during the year) alongwith their attendance at the Board Meetings is as follows.

S. No.	Name of Directors	Meetings Attended
1	Mr. Mohamedali R. Habib (Chairman)	5
2	Mr. Shinji Yanagi (Vice Chairman)	5
3	Mr. Ali Asghar Jamali (CEO)	5
4	Mr. Riyaz T. Chinoy (Independent Director)	5
5	Mr. Azam Faruque (Independent Director)	5
6	Mr. Imran Ali Habib – Director	5
7	Mr. Muhammad Hyder Habib – Director	5
8	Mr. Akihiro Murakami* / Mr. Noriaki Kurokawa (Ex-Director) / Mr. Yoshihiro Ikegame, Alternate Director)	5
9	Mr. Shigeki Furuya* / Mr. Tetsuya Ezumi (Ex-Director)	5
10	Syeda Tatheer Zehra Hamdani (Independent Director)	5

## Changes in Directors

\*During the year, the Board of Directors appointed Mr. Akihiro Murakami and Mr. Shigeki Furuya as the Directors of the Board to fill the casual vacancy created on resignation of Mr. Noriaki Kurokawa and Tetsuya Ezumi from the Board with effect from February 24, 2022 and April 01, 2022, respectively.

The Board acknowledged the valuable contribution made by the outgoing Directors and welcomed the new Directors on the Board.



## Committees of the Board

The Board has formed the following Committees and details of members are as under:

### 1. Board Audit Committee

- 1) Mr. Azam Faruque, Chairman
- 2) Mr. Riyaz T. Chinoy
- 3) Mr. Muhammad H. Habib
- 4) Mr. Imran Ali Habib
- 5) Mr. Akihiro Murakami

### 2. Board Human Resources & Remuneration Committee

- 1) Mr. Azam Faruque, Chairman
- 2) Mr. Mohamedali R. Habib
- 3) Mr. Shinji Yanagi
- 4) Mr. Ali Asghar Jamali
- 5) Syeda Tatheer Zehra Hamdani

### 3. Board Ethics Committee

- 1) Mr. Riyaz T. Chinoy, Chairman
- 2) Syeda Tatheer Zehra Hamdani
- 3) Mr. Ali Asghar Jamali

## Salient Features of Remuneration Policy for Non-Executive Directors

The Board acknowledges the valuable contributions being made by the Non-Executive Directors (including Independent Directors), and currently a meeting fee is being offered for attendance and participation at each Board meeting or its Committee. While this does not reflect compensation of their contributions, it just represents a token of appreciation. The Non-Executive Directors may waive their rights to receive such remuneration for attending and participation in the above meetings.

## Remuneration of Executive Directors

The Remuneration of CEO and Directors of the Company for the year ended June 30, 2022, is given in note 40 to the financial statements.

## Internal Control

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 review to the team of internal auditors.

The Board ensures adequacy of internal control activities either directly or through its Committees. The Board also 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 on periodic basis.

## Risk Management

IMC has formal risk management framework to assess the risks faced in the context of the broader political and macroeconomic environment. The risk management system identifies strategic, regulatory, financial, operational, reputational, and sustainability risks related to IMC business activities. The risks are reviewed by management committee along with departmental objectives, targets and performance. Appropriate strategies are developed and implemented to minimize the impact of the identified risks.

The Company has also formulated a risk management structure based on the global practice followed by Toyota, with the aim of driving the Company growth with managing risk associated with business adequately.

## Financial Statements

International Financial Reporting Standards (IFRS), as applicable in Pakistan and provisions of and directives issued under the Companies Act, 2017 have been followed in preparation of the financial statements, where provisions of and directives issued under the Companies Act, 2017 differ from the IFRS, the provisions of and directives issued under the Companies Act, 2017 have been followed.

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.

### **Related Party Transactions**

All transactions with related parties have been executed at arm's length and are in normal course of business, which have been disclosed in the financial statements under relevant notes.

### **Material Changes and Commitments**

There have been no material changes and commitment affecting the financial position of the Company that have occurred between the end of the financial year of the Company to which the balance sheet relates and the date of the report, other than disclosed in the Financial Statements, or in this report.

### **Appointment of Auditors**

The existing auditors, M/s A.F. Ferguson & Co., Chartered Accountant retire and being eligible, offer themselves for re-appointment. The Directors endorse the recommendation of the Audit Committee for re-appointment of M/s A.F Ferguson & Co., as the auditors for the year ending June 30, 2023.

### **Pattern of Shareholding**

The Pattern of Shareholding of the Company as at June 30, 2022, is given on pages 164 to 165.

### **Trading of Shares of the Company**

During the year ended June 30, 2022, the Directors, the Executives, and their spouses and minor children have not carried out any trading of shares of the Company, other than that disclosed in the Pattern of Shareholding.

### **Key Operating and Financial Data**

The Key Operating and Financial Data is mentioned on pages 166 to 167 of the Annual Report.

### **Statement of Compliance with COCG**

The Company has fully complied with requirements of the Listed Companies (Code of Corporate Governance) Regulations 2019. Statement to this effect is annexed with this Report on page 106 and 107.

### **Chairman's Review**

The Directors of the Company endorse the contents of the Chairman's Review, dealing with the overall performance of the Company, future outlook and report on the performance and effectiveness of the Board.

### **Acknowledgement**

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 29, 2022



**Ali Asghar Jamali**  
Chief Executive



**Shinji Yanagi**  
Vice Chairman





1 MILLION







# a million TREE PLANTATION PLEDGE





A professional portrait of a man with a dark beard and mustache, wearing a dark grey suit, a light blue shirt, and a red patterned tie. He is sitting in an office with wood-paneled walls. His hands are clasped in his lap, and he is wearing a silver watch on his left wrist. A pen is visible in his shirt pocket. In the background, there is a green leather chair and a desk with some papers and a framed photo.

**Ali Asghar Jamali**  
Chief Executive

# The Chief Executive's Report



- **Industry Review & Business Environment**
- **Company Review**
- **Customer First – Parts, Service & TSure**
- **Safety, Health & Environment**
- **Customer Relations**
- **Human Resources**
- **Operations**
- **Corporate Social Responsibility**
- **Information Technology**



# Industry Review & Business Environment

## Business Environment, Risk and Uncertainty

For sustained economic growth, macroeconomic stability is a fundamental prerequisite. International Monetary Fund (IMF) stated the FY 2021-22 a tough year and year 2023 even tougher around the globe. Considerable uncertainty is expected to have a lasting effect on the global economy. As a result, economic growth has slowed down globally. The situation presents serious challenges going forward.

During the period under review, Pakistan's economy continued to demonstrate cycles of boom and bust in different sectors. The outgoing fiscal year 2021-22 witnessed an impressive growth of almost 6% which was overshadowed by twin trade and current account deficits. Political instability, high international fuel and commodities prices and trade deficit exerted immense pressure on foreign exchange, resulting in a significant depreciation of PKR against USD which in turn contributed to high inflation. The Inflation in Pakistan was around 21% in June of 2022, the highest in the last 13 years.

Economic growth is anticipated to slow down further due to macroeconomic interventions that have been introduced in the country. The collective impact of rising input costs on account of the sharp depreciation of the Pakistani Rupee, duties, higher freight charges, and soaring international commodity prices are resulting in increase in retail sale prices of different commodities. China, Japan and Russia, the world's top three steel exporters, faced pressure on steel prices due to supply chain disruptions for a couple of months. This was followed by the Russia-Ukraine conflict, which exacerbated the situation, as both countries are major global steel exporters.

All these factors have greatly impacted the operations of the automotive industry. The automotive sector provides direct and indirect employment and serves as a major industrial and economic force in Pakistan. Unfortunately, the industry which is already facing economic challenges has now been exposed to additional burdens due to the current economic uncertainty. Moreover, earlier this year, the Government increased Federal Excise Duty (FED) and sales tax rates on vehicles. Despite supply chain challenges, the industry supports macroeconomic interventions to bring the national current account deficit within control. However, all these factors have led to significant increase in the input cost of materials for the sector and the manufacturers. As a result, the industry experienced an increase in overall selling prices of the vehicles throughout the period.

Despite the challenges, the auto sector strived to meet the robust demand for automobiles during the period and successfully managed the supply chain challenges, and was able to cope with and adapt to changing business conditions. However, the industry's continued sales growth and demand is not sustainable given the high taxes and duties, stringent auto financing rules and import restrictions, higher interest rates, continued hike in vehicle prices caused by an increase in global commodity prices, freight charges, and continuous devaluation of Pakistani Rupee. These challenges are likely to impact the overall auto sector demand, and as a result, the auto sector sales volume and profitability may get affected for the upcoming periods.

On the policy side, the Government announced an extremely progressive Auto Policy 2021-26 that encourages all new technologies such as Battery Electric Vehicles (BEVs) and Hybrids. Its intent to locally develop Hybrid Electric Vehicles (HEVs), Plug-in Hybrids (PHEVs), and Battery Electric Vehicles (BEVs) to mitigate climate change and reduce dependency on oil imports is appreciated. There is good reason for higher global adoption of Hybrid powertrains – they deliver adequately in terms of the travel objectives of citizens and fuel conservation in the environment at a considerable cost advantage to both the consumers and the economy. Such a potential policy from the Government would encourage local automakers to invest in the development of hybrid technology once the advantages are considered - Hybrids are environmental-friendly, emitting 50% lesser carbon dioxide than their Internal Combustion Engine (ICE) equivalent and are up to 100% more fuel-efficient than the latter.

The Government's efforts to promote Electrified Vehicles are also appreciated. There is a consensus among stakeholders to emphasize safeguarding the local investment, promoting "Make in Pakistan" and providing incentives that bolster the local manufacturing process. Other than the powertrain system, parts are common among ICEVs, HEVs, PHEVs and EVs. These can be provided by the local vending industry. Incentivizing local vendors to supply parts competitively to new entrants for Internal Combustion Engines, Hybrid Electric and Electric Vehicles manufacturers, will help in reducing the import bill and lead to further employment generation.

## Recommendations

An unsustainable economic policy or short-term policy casts a bleak shadow on the country, its institutions, and the macroeconomic framework of the country.

This in turn erodes the development partners' and investors' confidence and the diminishing interest slows down economic development. Any hints of policy uncertainty can extract a hefty tax on private investments, and even the best thought and perfectly implemented reforms may prove damaging if they are accompanied by doubts as to their permanence.

Long-term planning takes up significant time, resources, and investment in institutional structures and relationships. The incumbent Government and stakeholders of the country must focus on long-term sustainable policy-making.

Pakistan's import bill of goods and services for the previous fiscal year stood at \$84bn while its exports amounted to \$39bn. This trade deficit clearly indicates that to get out of the vicious circle Pakistan is trapped in, measures to improve the export-oriented sector must be prioritized and this can only happen when the incumbent Government initiates incentives to the export sector, to upscale the country's export projection.

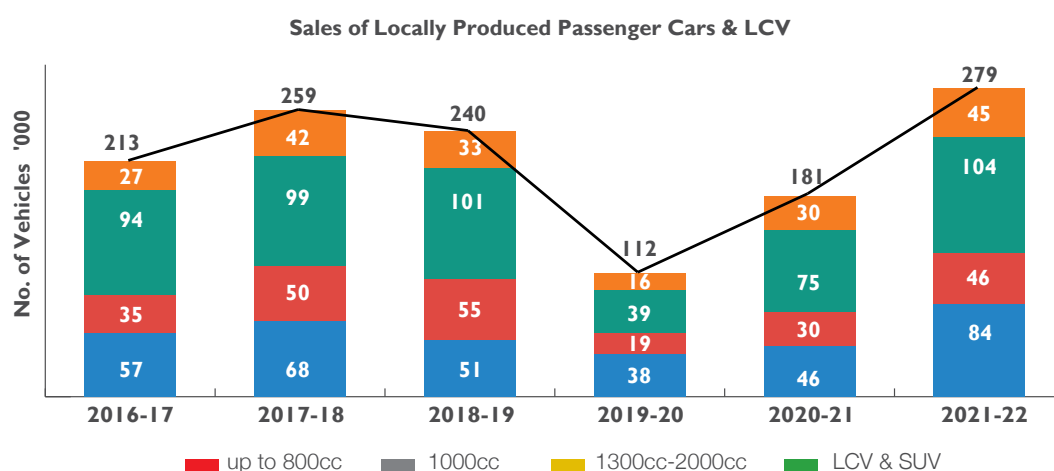
To enhance Pakistan's export competitiveness, all raw materials for export-oriented industries must be zero-rated or have low custom duties. The Government must eliminate regulatory duties on raw materials so that the local industry is able to make itself more export competitive. On the other hand, the Government must create an environment and make efforts to establish the raw material industry such as Sheet Metal, Plastic Resin, Aluminum, and Electronic Chips.

In order to improve the sales mechanism in the automobile sector, the Government must adopt a wholesale-retail mechanism for sales of vehicles which is practiced globally and can help counter premium and delayed delivery of vehicles. The current system under which new cars are being sold in Pakistan has become unviable for the dealers. Under the current mechanism, the dealer acts as a commission agent. It is suggested that the dealer interacts with the customers as an independent retail seller which will help reduce the delivery lead time.

Any intervention in the sales process that controls customer choice, will disturb the industry mechanisms and supply chain process, and market dynamics and further aggravate the delivery lead time situation.

The industry is poised to invest more under automotive development and export policy and is willing to bring more Hybrid Electric Vehicles. Sustaining measures to promote electrified vehicle manufacturing in Pakistan will increase foreign investor confidence in Pakistan's automotive market.

In addition, it is recommended to stakeholders to maintain the economic stability in the country in order to attract and retain fresh investments and create business-friendly policies to open economic horizons for the country.





# Company Review

## Industry Overview

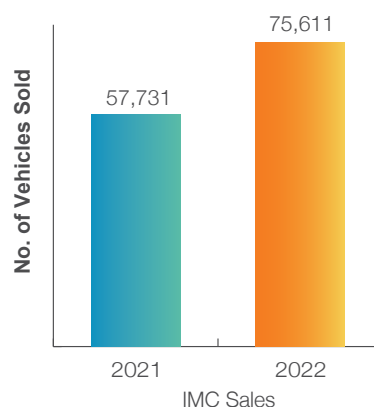
The total industry sales of locally-manufactured PC and LCV vehicles were 279,267 units in the country during 2021-22 compared to 181,397 units sold last year, indicating a 54% growth in the market. The import of used vehicles into the country stood at 28,123 units compared to 21,252 units last year. The increase in the automobile industry is attributed to a conducive macro-economic environment and strong performance shown by the auto finance sector, especially in the first half of FY 21-22. However, the external environment has adversely affected the market in the second half. The full impact will be realized in the next fiscal year. Moreover, stable COVID-19 conditions in the country have also boosted the auto sector in comparison with the last year.

## Company Overview

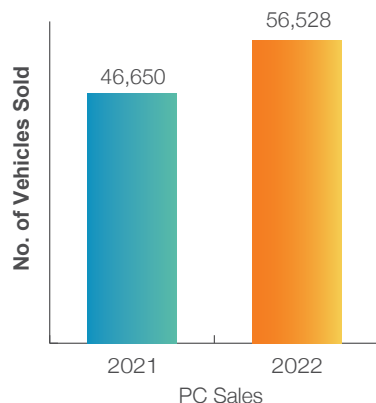
A top player in Pakistan's automobile industry, Indus Motor Company has outperformed in FY 2021-2022 by achieving sales of 75,611 units. This was remarkable achievement made possible by marketing efforts and the trust and confidence of customers in the Toyota brand. Moreover, Corolla performance has remained strong while Corolla 1.6L Special Edition was launched on the remarkable milestone of 50 million sales globally. Furthermore, despite the tough competition from new entrants, Yaris maintained its strong position in the segment and through aggressive marketing activities, Yaris has become the most preferred brand by younger audiences. Additionally, with the launch of two iconic variants of Fortuner and Revo, the IMV series has shown a strong growth in the respective segments.

Due to an overwhelming demand, IMC continued its double-shift production during FY 2021-2022 and also increased the capacity by reducing commercial vehicle *takt* time, removing bottlenecks to meet the demand of its customers. During the year, the entire auto sector faced a serious challenge of ECU shortage. However, effective supply chain management and proactive planning by IMC helped in maintaining inventory to continue production. This year, IMC specifically focused on digitalization so as to improve interaction and provide convenient accessibility, which encouraged a smart buying experience and also ensured safety of customers.

The digitalization move included such smart initiatives as the **Toyota Smart Purchase**, Pakistan's first ever end-to-end online booking and payment portal and the **Toyota Smart Finance**, a one-stop solution for all auto financing needs.



## CKD – Passenger Car Segment



### Toyota Corolla

It has been 55 years since the first iconic model of Toyota Corolla was launched and from then onwards, there has been no looking back as sales skyrocketed year after year. Strengthening its legacy, this year, IMC was proud to announce that the nation's most loved sedan, Toyota Corolla reached a historical milestone of crossing **50 Million Global Corolla Sales** in the month of August 2021, since its debut in 1966 with IMC playing a pivotal role. This milestone underscores the robust confidence and belief in the Corolla's built-in quality, reliability, safety, and durability.

### Launch of 1.6 Special Edition

On the remarkable milestone of 50 Million Global Corolla Sales, IMC introduced an all-new Corolla variant, **Corolla Altis X 1.6 Special Edition** in September 2021. The launch of the 1.6 Special Edition received much appreciation in the Pakistani market as this variant offers value for money, and ever since then, the segment share of Corolla kept increasing. The positioning of this variant was developed keeping in mind the human nature to aspire for more.

### Toyota Yaris

Yaris has completed two successful years in the Pakistani market, retaining its position as one of the most successful and loved brands of sedan in the country. Despite the tough competitive environment and new arrivals in the segment, Yaris held its ground strong.



Yaris was able to successfully position itself in an attractive area that targets younger audiences, constituting a major part of the population in Pakistan. This was further strengthened through the launch of our new campaign, **Fun Starts with Yaris**. Yaris was being recognized as a young, hip, millennial-centered and fun-oriented vehicle that capitalizes on the marketing gap in the B segment. This campaign was launched on social media and on-ground platforms.

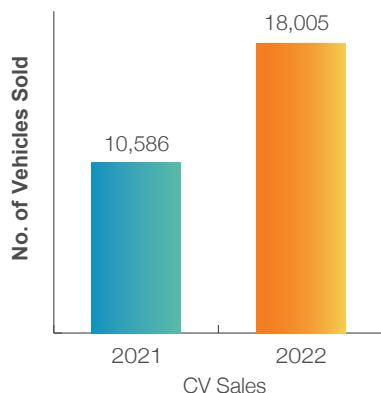
To target first-time buyers, we worked closely with the country's leading banks to create Yaris-only special offers. To retain the Toyota strength in rural markets, a special **Yaris Harvest Festival** was launched for brand reinforcement and recall. Together with these activities, Yaris closed the year on a high note, despite macro-economic concerns and challenges facing the industry.

Check vehicle availability at your nearest dealership or book yours today at [www.toyota-indus.com/corolla-x](http://www.toyota-indus.com/corolla-x)

TOYOTA SMART TOYOTA BLADE TOYOTA YARIS TOYOTA COROLLA ALTIS X 1.6 SPECIAL EDITION



## CKD - Commercial Vehicles



### Toyota Fortuner

The **Fortuner Legend** was launched in February 2022 and since its debut in 2014, the response has surpassed all historical records.

The new Fortuner Legend has a premium black and maroon interior color scheme with ambient lighting that gives customers the ultimate feel of grace and comfort. The exterior has new sequential LED headlamps and alloy wheel design change that ensures a premium and prestigious look, resonating with the lifestyle and personality of the users of this premium 4x4 SUV.

The launch of Fortuner Legend was supported by a digital

campaign that highlighted the key change points, which became an instant hit and was appreciated by customers.

### Toyota Hilux Revo

To increase customers love for the Hilux Revo brand in Pakistan, the **Hilux Revo Rocco** was launched in February 2022, providing customers with an additional option on top of the current line-up of Hilux Revo variants.

With its bold new exterior look and added safety features, the new Revo Rocco became instantly popular among its target customers. The launch of Revo Rocco was supported by a digital campaign that highlighted the robust features of the vehicle, attracting the young and adventurous who always want something similar to their fast-paced lifestyle.

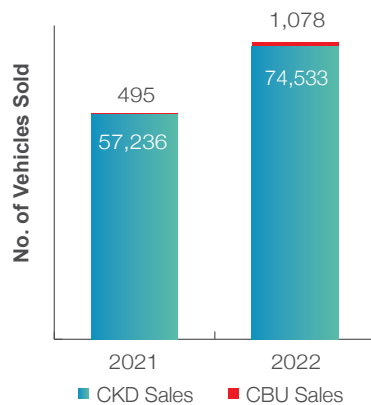
### Motorsports

The Cholistan Rally, Hub Rally and Safaranga Rally are some of the most awaited events for rally racers in Pakistan. This year, IMC participated in the **Cholistan** and **Hub** rallies, which were held in February and March 2022, respectively. Both rallies were attended by a large number of motorsport enthusiasts from across the country who wanted to showcase their skills on the track with their 4x4 pick-up trucks. For drivers, the Hilux Revo was the top favorite vehicle of choice with some modifications on the track.

IMC also provided a dedicated test drive space, **Fast Fun Fest**, for firsthand experience of the new Fortuner Legend and Revo Rocco to prospective customers.



## CBU - Toyota Imported Vehicle Segment



## Toyota Corolla Cross

The Corolla Cross is a subcompact crossover SUV that made its global debut in July 2020 and became part of the luxury market in Pakistan in July 2021.



The Corolla Cross stands out with its stylish and sporty appearance yet offers a sense of luxury in combination with toughness, differentiating it from such models as the rugged RAV4 and specialized C-HR.

The **Corolla Cross Hybrid** is powered by the 4th Generation hybrid petrol engine that combines with an electric motor. The new system has been enhanced to offer impressive fuel efficiency, handling, stability, durability, uncompromised space, quietness, and responsive acceleration.

It was released in three variants: Base Grade, Smart Mid-Grade and Premium High Grade.

The launch was followed by a marketing campaign and test drive activities were held in all three regions to create awareness about the technology and the product among potential customers. The product was very well received in Pakistan with a fair number of customer orders received from across the country.

## Toyota Land Cruiser

The Land Cruiser's history began in 1951 with the Toyota Jeep BJ, the first-generation model. Since then, the Land

Cruiser continues to evolve with the development basis of reliability, durability, and drivability on off-road terrain. The **LC300** was launched worldwide in June 2021. A full model change of the **Land Cruiser** was introduced in Pakistan by bringing in the LC300 in the country's luxury market in April 2022.

In this development, a newly developed turbocharged V6 engine includes gasoline which offers greatly improved power, torque, and efficiency from a smaller displacement, compared to the current model with 200 kg weight reduction.

## Bank Partnerships

IMC continued its focus on the auto finance segment and is committed to providing customers value-added options as its long-term strategy to enhance the Toyota



footprint in the auto-financing market. This year, special focus was also laid on exclusive campaigns with banks by creating attractive financing options along with value-added products of Toyota with major banking partners. High profile campaigns were carried out with Habib Bank Limited, Muslim Commercial Bank, Meezan Bank, Bank Alfalah, Bank Alfalah Islamic, Bank Islami, United Bank Limited, Faysal Bank and Habib Metro Bank.



Launched by Habib Metropolitan Bank, the **Insta Car Ijarah** was the first-of-its-kind Shariah-compliant residual







# HILUX **REVO** **ROCCO**





value ijarah model where the Bank acted as a 'lessor' to customers, who under this 'rent' arrangement, were required to pay a low monthly rent for use of the vehicle. Only the rights of use are held by customers and at the end of the agreement, customers had the option to either return the car to the bank or buy it back at market value.

## Roshan Apni Car

The **Roshan Apni Car** scheme was an initiative taken by the Government of Pakistan to incentivize Non-Resident Pakistanis (NRPs) maintaining the Roshan Digital Account (RDA) to help them apply for a car loan. Toyota, being the preferred brand, is giving a 30-day delivery lead-time to customers using their (RDAs).



Toyota recognizes the importance of overseas Pakistanis and is always a step ahead in facilitating more than 9 million Pakistanis living abroad.

## Toyota Smart Finance Expansion

Launched last year, the pilot portal was expanded to a total of 22 dealers in the fiscal year and it continues its gradual expansion nationwide. This happens to be a one-stop solution for all financing needs. IMC partnered with Bank Alfalah and Bank Alfalah Islamic to bring the Residual Value Financing to the portal, which is the need of the hour with growing interest rates and depreciating currency value.



## Dealership Network Expansion

To cater to the burgeoning demand of customers and increase the footprint of dealerships in different cities, two 3S dealerships were launched at Gujranwala, **Toyota Fort Motors** in November 2021 followed by **Toyota Canal Motors** in May 2022. With these two facilities on board, the Company's network has expanded to **52 3S dealerships**, nationally, reaching out to customers in **23 cities**.





*COROLLA*  
**CROSS**  
HYBRID





# Customer First, Parts, Service & Toyota Sure

## Toyota Protection Plan

IMC strives to bring its customers the most exclusive market products, increase delight and retain customers for a longer time. Keeping in sync with this philosophy, IMC has launched its own insurance programme named the **Toyota Protection Plan (TPP)** in collaboration with Habib Insurance Company Limited. Launched in August 2020, the Toyota Protection Plan provides our customers with the opportunity to avail highly competitive insurance packages. TPP offers low depreciation rates, genuine body parts replacement and other various unique benefits exclusive to Toyota customers. Toyota always works towards Kaizen



(continuous improvement) in its operations and services so that customers can enjoy being part of the Toyota Family. The TPP has seen immense growth in sales, with a huge growth potential in the forthcoming years, giving Toyota customers the peace of mind they rightly deserve.

## Prepaid Periodic Maintenance

IMC is dedicated to providing quality service and exceptional value to Toyota customers through its top-of-the-line after-sales products and services. In line with this ideology, IMC has launched **Prepaid Periodic Maintenance (PPM)** initiative with exciting cost saving features and value for our customers. The PPM facility provided through dealership network is now available for all Toyota locally manufactured cars such as Yaris, Corolla, Revo and Fortuner, as well as imported Toyota vehicles such as the Land Cruiser and Prado.

The PPM provides customers with a smart, affordable, and consistent way to control their regular spending on the maintenance of their cars. It offers quality services by skilled Toyota Certified Technicians to ensure the car's authentic look and high functionality, thus enhancing its resale value. Customers pay an upfront cost and enjoy four periodic maintenance services throughout the year at a discounted rate.



IMC plans to continue the PPM initiative as well as launch several other services and promotional campaigns for its valued customers.

## Summer Campaign 2022

Keeping the tradition of always giving the best customer experience, IMC devises new ways to keep its customers happy. Special campaigns and season-based drives are designed by IMC to help its customers face a range of issues during different seasons and weather conditions. These campaigns cater to each and every need of our customers to make them feel that they are taken care of. Keeping in sync with this philosophy, the Customer First Department launched its Summer Campaign 2022 in light of the



prevailing weather conditions of the country. It aims at promoting the after-sales business nationwide and offering **Free AC Inspection** to Toyota customers to help them feel connected and supported. In addition to that, IMC offered an extensive checklist of 23-points that was free for Toyota

customers. Alongside, dormant customers were also kept in mind, and were offered a free oil filter on availing periodic maintenance for their Toyota through any authorised dealership. Although this

was a limited time offer, it showed promising results with increased customer footfall across the country.

## Extended Warranty

As a testimony to IMC's long-lasting reputation for building tough and durable vehicles, the company offers 2 years extended warranty apart from a 3-year built-in manufacturer's warranty. This adds up to a total of 5 years of vehicle warranty, providing customers with an extended peace of mind. A 4-year and a 5-year extended warranty is available for all Yaris, Corolla, Revo and Fortuner customers. In addition to that, a limited time discounted 4-year extended warranty has been launched for Yaris and Corolla customers to cater to their demand and ensure their complete satisfaction.

For the first time in Pakistan, the vehicle's **Extended Warranty** is being offered in three packages, designed per the customer's mileage needs to ensure maximum coverage. IMC always strives towards making consistent improvements in its products and services to create maximum customer satisfaction. Extension in the warranty period gives our customers peace of mind for added miles with enhanced vehicle performance and its higher resale value.

## Winter Campaign



With the philosophy of always making its customers feel valued and more engaged, IMC keeps introducing new initiatives and special season-based campaigns. The winter season brings a host of issues that might leave our valuable customers vulnerable or in need of help, however, Toyota knows its customers best. For instance, IMC launched

its **Winter Campaign 2021** for Toyota customers. The campaign offered free heater and battery inspection along with a dedicated checklist to spot any underlying issues in the vehicle. The Winter Campaign also targeted dormant customers, offering them an oil filter free of charge on availing periodic maintenance for their Toyota cars.



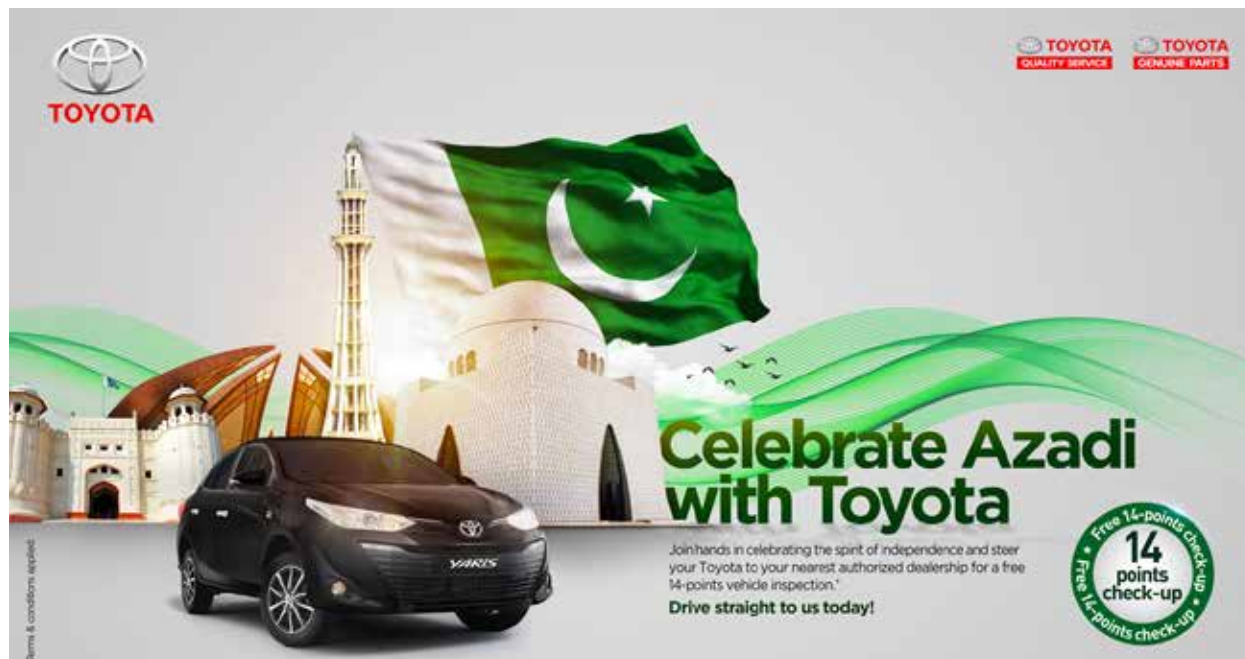
**Toyota knows its customers best**





## Azadi Campaign

A truly Pakistani brand, IMC celebrated Pakistan's Independence Day with Toyota customers this year. The company's Customer First Department launched the **Azadi Campaign** in August to set customers free from their car worries during the month of Independence Day. To provide proactive care to its customers cars, IMC offered a free 14-point general vehicle check-up through Toyota authorized dealers across the country. In addition to offering Azadi themed giveaways, IMC offered its dormant customers a free oil filter on the purchase of Toyota Motor Oil for periodic maintenance for their cars. Although the campaign was a limited-time promotion, it proved to garner promising results at Toyota authorized dealerships.



## Toyota Sure Online Used Car Bazaar

Toyota Sure offers its customers a unique platform to help them buy, sell, or exchange Toyota vehicles hassle-free. With a wide range of Toyota-certified cars available, customers can decide whether to buy or exchange their current Toyota with a new one. This year, Toyota Sure launched its **Online Used Car Bazaar** to help customers browse through a wide range of Toyota-certified cars from the comfort of their own space, with a huge range of additional benefits such as free periodic maintenance, free fuel, auto insurance at discounted rates, 1 year or 20,000 km warranty on all certified cars and many other features. This initiative has helped the company reach many new customers.



## Awards

### Customer Delight Kaizen Evolution Award 2021

IMC has been awarded the **Customer Delight Kaizen Evolution Award 2021** in the ninth cycle of Customer Delight Kaizen Evolution (CDKE). The competition is hosted by Toyota Motor Asia Pacific (TMAP) every year and all affiliates from the Asia Pacific region take part in it to strive towards the common objective of providing an exceptional customer service experience to customers.

This year, IMC won the **Best Kaizen Award** in the category of **Customer Engagement**. CDKE promotes a sense of healthy competition among distributors and is the most celebrated event of the year.

### Customer Delight Excellence Award 2021

IMC has become a three-time **Gold Award** winner in the category of **Customer Delight Excellence** among the Toyota Motor Asia Pacific affiliates. The company has consecutively remained on top in the Group II distributors of Toyota Motor Asia Pacific and will now be competing with the top distributors in Group I category.

The award is a testimony to our hard work and commitment in satisfying our customers' needs and making their journey a smooth, safe and an enjoyable experience.



**19,000+**  
man-hours training

### Enhancing Dealer Technical Skill Nationwide

Toyota has a long history of training systems that produces excellent technicians who can cope with changing market conditions as well as the rapid advancement of automobile technology.

Toyota has a sophisticated human resource development program for the skill enhancement of its technical service staff. This year, more than 19,000 man-hours of TEAM-21 trainings were utilized and now every 3S dealership has a Team of trained Toyota Diagnostic Master Technicians.

TEAM-21 trainings cover all aspects and standards set by Toyota Motor Corporation, Japan, to train new and old technicians every year on the concept of **Fix it Right** the first time to facilitate and delight customers. We also conduct special trainings for our corporate clients and fleet service technical staff to develop and understand new practices carried out by the company every year.





# Safety, Health & Environment

## Trainings and Awareness Programs

### Driving Safety Rules

As part of the people development program, IMC organized a training session on 'Driving Safety' for our driving assessors who are responsible for the assessment of new process drivers. Carried out by a team of certified trainers from the OSALP (Occupational Safety & Loss Prevention), the training session was held to enhance and upgrade driving assessors skills and competencies. A skills refresher training session was also held for all process drivers.



### First Responder Training

IMC has started a training program in collaboration with the First Response Initiative of Pakistan (FRIP) to develop a team of well-trained First Responders to deal with any emergency or rescue response.

### Anti-chewable Tobacco Activity

To prevent the use of chewable tobacco (*gutka*) and raise awareness about its harmful effects on human health, IMC carried out an anti-chewable tobacco activity called **Bye Bye Tobacco**. Held in collaboration with a team of medical experts from the Al-Ata Foundation, the program was especially organized to conduct medical diagnosis and provide on-site consultation on a variety of issues related to oral health and hygiene.



## Safety Rules Promotion



At IMC, we ensure complete compliance with safety rules and procedures. While doing so, we keep promoting the safety culture through engagement of the senior management in our activities.

## Fire Response Training

At IMC, the Safety, Health & Environment (SHE) department organizes refresher training sessions periodically for all nominated fire-fighters in the company. More than 400 members of the organization are given this training in each cycle.



## Water Treatment Process

A step towards water conservation, a new pond that can hold up to 400m3 of water has been constructed for the storage of treated wastewater.



## Tree Plantation

The **One Employee, One Tree** drive is regularly held at IMC to plant more trees for environmental protection and conservation.





## Safety Month



At IMC, **Safety Month** is observed every year when all the teams are engaged throughout the month in activities related to safety management and workplace improvement. The initiative has been introduced by our top leadership with an emphasis on safety protocols and preventive methods. Certificates of appreciation and awards are given to high-performing teams who put appropriate resources and make their best efforts to improve safety aspects of the processes, ensuring zero hazards and risks in the workplace. This helps engage all employees in the company in the process of promoting the safety culture through continuous improvement and implementation of all safety procedures and protocols. In this regard, a series of activities are carried out such as, Hazard Identification and Risk Assessment (HIRA), safety model line, safety quiz, safety training sessions, ergonomics improvement and many others.



Leadership's Commitment to Safety



Safety Rules Promotion



Gemba - A hazard-hunting Activity

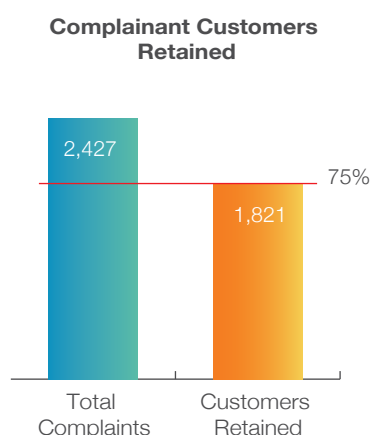
# Customer Relations

## Endeavouring to put a smile on customers' face always

The Customer Relations Department serves as the company's backbone, playing a critical role in making customers for generations. The team is constantly focused on putting the customers' needs ahead, endeavouring to put a smile on customers face always, through Complaint and Inquiry Handling activities and thus earning their continued patronage and loyalty.

## Customer Retention

Customer Retention (CRt) is one of the important indicators that measures the department's efforts. Setting itself the objective in its Department Hoshin for the year, the Customer Relations (CR) team embarked on a mission to retain 90% customers - an ambitious target - who had logged in complaints with the company. By the year end, the CR team had achieved 75% CRt.



To meet the objective, several campaigns were initiated through our dealerships to bring those customers back who may have begun looking for other options or had already switched to competing brands. The campaigns' included a free general vehicle check-up, discounts on spare parts and labor, as well as a free car wash on availing any service.

## Potential Inquiries

The Customer Relations Department recognizes the latent value in all voices received through customer complaints and inquiries. At IMC, customer inquiries are classified into general inquiries and potential inquiries which as the name suggests, are inquiries that have the potential of generating revenue.

Thanks to the implementation of standard operating procedures (SOPs), we have successfully created an eco-system in which potential inquiries are recorded and forwarded to dealers for maturity; a signal that the customer is accommodated all the way down to the end.

During the year, a total 56% potential inquiries were matured against the set a target of 40%.

## Testimonial Campaign



## What our Customers Have to Say...



*I would like to thank you for your courtesy and personal attention in obtaining my car's ownership documents for me. Your consistency and regular follow up proved extremely useful for which I am truly indebted and sending you a token of thanks to cherish my feelings of gratitude. I wish you every success in your career.*

— Barister Mobeen Rana

*Appreciate your team's soft-spoken communication and advising customers in a professional way. I find them an asset for the organization. Wish them a great future ahead.*

— Faqir Muhammad (overseas Pakistani)

*I'm very grateful to the Customer Relations team for keeping me updated on my complaint. I left everything to them and wasn't disappointed. I knew my car was being taken care of and in great hands. Kudos to IMCs Customer Relations Team for their great efforts in satisfying customers till the end. I was an angry customer at the beginning but you managed to retain me for life.*

— Tauseef Basit- Manager Fatima Fertilizer



# Human Resources

IMC gives utmost importance to its employees and workers. IMC's outstanding accomplishments have always been fueled by its tireless efforts and determination to promote a high-performance culture within the organization. For this reason, IMC places strong emphasis on developing a culture of collaboration and continuous improvement. IMC has had a tremendous year in fulfilling these objectives, especially throughout the COVID-19 pandemic, all thanks to the support of its staff.

## PCOS Awareness

Employees' health is of primary importance to IMC. In this regard, the company organized an online discussion in September with a telehealth platform 'Sehat Kahani', to raise awareness about Polycystic Ovarian Syndrome (PCOS). The online session was addressed by an experienced gynecologist and a dietician who discussed the causes, symptoms, and options available for the treatment of the syndrome, which is quite common among childbearing women and can lead to a range of difficulties and long-term health complications.



## Breast Cancer Awareness

National Breast Cancer Awareness Month, globally known as "Pinktober," is celebrated across the world in October every year. In this respect, IMC organized an awareness session on breast cancer. Speaking on the occasion, Ali Asghar Jamali, CEO, IMC, highlighted the need for public awareness about the disease and shared with the audience his personal experience in this regard. The session was attended by a large number of female staff members from across the company.



## Mental Health Awareness

In recent years, mental health has become a major public health issue. To raise the much-needed awareness about this pressing health concern, IMC organized a special **Mental Health Awareness Session** with the team of ReliveNow, a mental health service based in Karachi. Professor Dr. M. Iqbal Afridi and Dr. Sabahat Naseem addressed the session. A question and answer session concluded the event, which was attended by a large number of employees.



## Covid-19 Pandemic

This year, with the fluctuations in different variants and constant on-off restrictions, it did get a little tough to carry out operations smoothly. However, our employees, once again, rose to the occasion and exerted all their efforts to manage things easily, defying all odds as the new normal.

After the onset of the COVID-19 pandemic, IMC made sure all its employees were in line with the government-imposed restrictions and constantly created awareness regarding COVID-19 and the importance of following SOPs. The COVID-19 help desk that was formed last year was also in place and running. All IMC employees are 100% vaccinated through the help of various vaccination drives which were carried out within IMC premises.

## Women's Day

To acknowledge the efforts of its female staff members and to honour their role in the company's overall success, IMC celebrated the **International Women's Day** in March with all its female employees. Ms. Lubaba Afzal, Co-Founder & Lead Consultant, Psyched Brain, was the chief guest on the occasion, and it was quite an interactive program enjoyed by all participants.



## Training

From July 2021 to March 2022, the total training man-hours for employees exceeded 86,000. IMC believes in investing heavily in the training and professional development of all its employees since such initiatives make them more efficient, satisfied, and engaged with the organization. Our training programs are updated regularly and we use our finest resources to help our employees improve their abilities and enhance their skills in accordance with Toyota's worldwide standards and skill sets. Our training program is built around on-the-job training (OJT) and only trained individuals with the necessary standards and abilities are permitted to carry out the task. Our 'Training Center,' well-equipped with the latest training equipment and facilities, offers various technical education programs and holds a series of classroom sessions using industry-standard simulators. Our educational programs are offered to our workers and are equally available to our suppliers, vendors, dealerships, and contractors' personnel.





## Leadership Expedition

Held under the title of **Total Wilderness Program**, our **Leadership Expedition Program** was organized in October 2021. The main purpose of this training was to push our employees to their highest limits in extreme working conditions as well as to test their temperament and decision-making skills in different situations. The Total Wilderness Program was attended by Senior Managers and above, including the Japanese colleagues. The CEO and Vice Chairman were also part of the program.



## High-Potential Staff Training

The **High-Potential Staff Training** was organized at the Lahore University of Management Sciences (LUMS), particularly for high-potential staff to help them enhance their existing abilities and professional skills and expertise. The high-potential staff at the management level attended the Management Development Program and by the same token, those from the Marketing department attended the Marketing Strategies Program to develop their careers in the given fields. In the end, those employees who were shortlisted to play a next-level strategic role within the organisation, were sent to LUMS to attend the “Developing Future Leaders” program.

## Apprenticeship Program Induction

A total of 797 Apprentice Team Members (ATMs) were inducted from July 2021 to March 2022. As part of their apprenticeship program, apprentices were provided skill training and different workshops were conducted for further enhancement of skills and career development, together with Toyota Communication Skills and Toyota Job Instructions.

Your wellbeing is our priority,  
stay happy and healthy!



The logo for COMET features the word "COMET" in a bold, sans-serif font. Below the letters, there are stylized, colorful brushstrokes in shades of blue, green, yellow, and orange. At the bottom, the tagline "learn it • know it • live it." is written in a smaller, lowercase font, with dots separating the phrases.





# Operations

## Process Improvement

Indus Motor Company, in order to improve the vehicle dispatch process from IMC to Toyota dealerships for its valuable customers, recently completed a new Vehicle Loading Dock facility.

Furthermore, a number of key projects are also ongoing to improve the different functions of the plant.

## Recreational Facility

IMC, as part of its commitment to employee care, is creating a recreational facility for the relaxation of its employees and for their physical well-being. This facility would include numerous games like football, table tennis, darts, carrom board, ludo, chess and snooker, etc. Furthermore, a multi-purpose court will also be developed for outdoor games. The project is expected to be ready by October 2022.



## Hybrid Vehicle Project

IMC is expanding its plant and adding new facilities to introduce the Hybrid CKD model in the Pakistani market. As part of this landmark US \$100 million investment, IMC will be introducing locally assembled hybrid vehicles for the first time in Pakistan.

The project will be completed in FY 2023-24.



## Highest Ever Production

The company achieved yet another milestone, celebrating the highest ever production volumes in the month of March 2022, which was 7,501 units. Following ease in the COVID-19 lockdown, economic activities began to normalize and the automobile industry experienced an increase in demand. Consumer purchasing power was revitalized, and a reduction in interest rates last year led to an increase in auto financing, which contributed to demand increase initially in 2021-22. The company vigorously managed manufacturing operations to overcome problems in inbound international logistics operations.

## Awards

### Warranty Reduction Award

IMC has been awarded the **Warranty Reduction Award** by Toyota Daihatsu Engineering & Manufacturing (TDEM) for the year 2021. This award is given to those affiliates which show outstanding results in local vehicle manufacturing quality. The judgment criteria is based on taking quick action to resolve market complaints, the resultant market defect outflow, and inconvenience to the customer.

This also reflects manufacturing quality improvement through reduced Shipping Quality Audit defects and Pre-Delivery Service issues.

### Quality Person Award

One of IMC's team members from the Engine shop, Mr. Bilal Siddiqui received the **Quality Person Award** for the year 2022 from Toyota Daihatsu Engineering & Manufacturing (TDEM).

The award criterion is based on the *Customer First and Quality First* mindset. Mr Bilal Siddiqui was judged to be the best quality person at IMC, based on TDEM global criteria, for his outstanding observation

– outside his job scope – in stopping a critical defect to move on.

## Localization

### Re-Organizing for Supplier Development and Monitoring

With ever-growing demand, the nation's most loved automobile brand strives to provide its customers with the vehicle of their dreams, and with their support, has sold 1 million vehicles already since its inception in 1993. Demand increase entails the plant to gear up to meet the demand by taking measures to enhance its capacity. This in turn requires all our suppliers, local and foreign, to gear up as well to match the requirements being pushed upstream. 54 tier-1 local suppliers enhance their capacity to match ours, causing their tier-2 and tier-3 suppliers to follow suit. Given the scenario the world is currently facing, including but not limited to the shipment delays and global container shortages, supply chains are often disturbed or disrupted, depending on each region that is supplying and the severity of issues being faced, respectively. To counter the same, IMC has enhanced its supplier inventory management so that even tier-2 level supply risk can be mitigated as much as possible.

**train and empower our local supplier industry to promote the concept of built-in quality**

A Supply and Demand team was established to monitor the supply of V-V parts to our suppliers and in turn the supply of finished goods to the company.



Monitoring V-V part supply to suppliers enabled the team to be up to date on supplier conditions and proactively respond to potential shortages. It further enabled them to enhance supplier and IMC relations. Although the team monitored suppliers, there were still some criticalities encountered due to vessel delays and material shortages. Continuous improvements have been made to supplier management. Raw material monitoring has also been added to the team's scope of responsibility. Supplier coordination has been enhanced through visits to their plants.

In times of supplier's hardship, IMC has been there to provide support and ease to its local suppliers in the form of financial assistance for ordering parts, providing them insights and solutions to problems, and helping them develop according to the Toyota Way.

With increased supply, comes the risk of increased risk of defect outflow and hence the need for better quality control throughout the supply chain. With quality being one of Toyota's top priorities, IMC has taken measures to enhance quality control by introducing a Supplier Quality Development Cell, whose main task is to train and empower our local supplier industry to promote the concept of built-in quality, ensuring that our customers receive the product with Toyota's renowned level of quality, enabling us to build a loyal customer base which will lead us to produce and sell another million vehicles.

### **Worked with Vendors**

Indus Motor Company is the proud custodian of **Make in Pakistan**. We are honored to be the pioneer of local engineering base development in the country. We have invested for the localization of parts in creating value not only for the exchequer but the livelihoods of millions of people associated with the vendor industry.

Furthering this commitment to our industry and our country, IMC has a strategy of progressive localization, not just in upcoming models, but also in existing ones. Now, since international travel restrictions have ended, our engineers can and will work with designers more closely and monitor the part development processes at manufacturer's end to ensure there is no compromise on quality. This focus on localization will help to empower and progress the automobile industry in Pakistan.

Our engineers were continuously monitoring ups and downs in production during COVID conditions and working with local vendors to provide smooth supplies with no defects and smoothly achieved 1 million vehicles production on time.

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**we have invested for the  
localization of parts in creating  
value not only for the exchequer  
but the livelihoods of millions  
of people associated with the  
vendor industry**

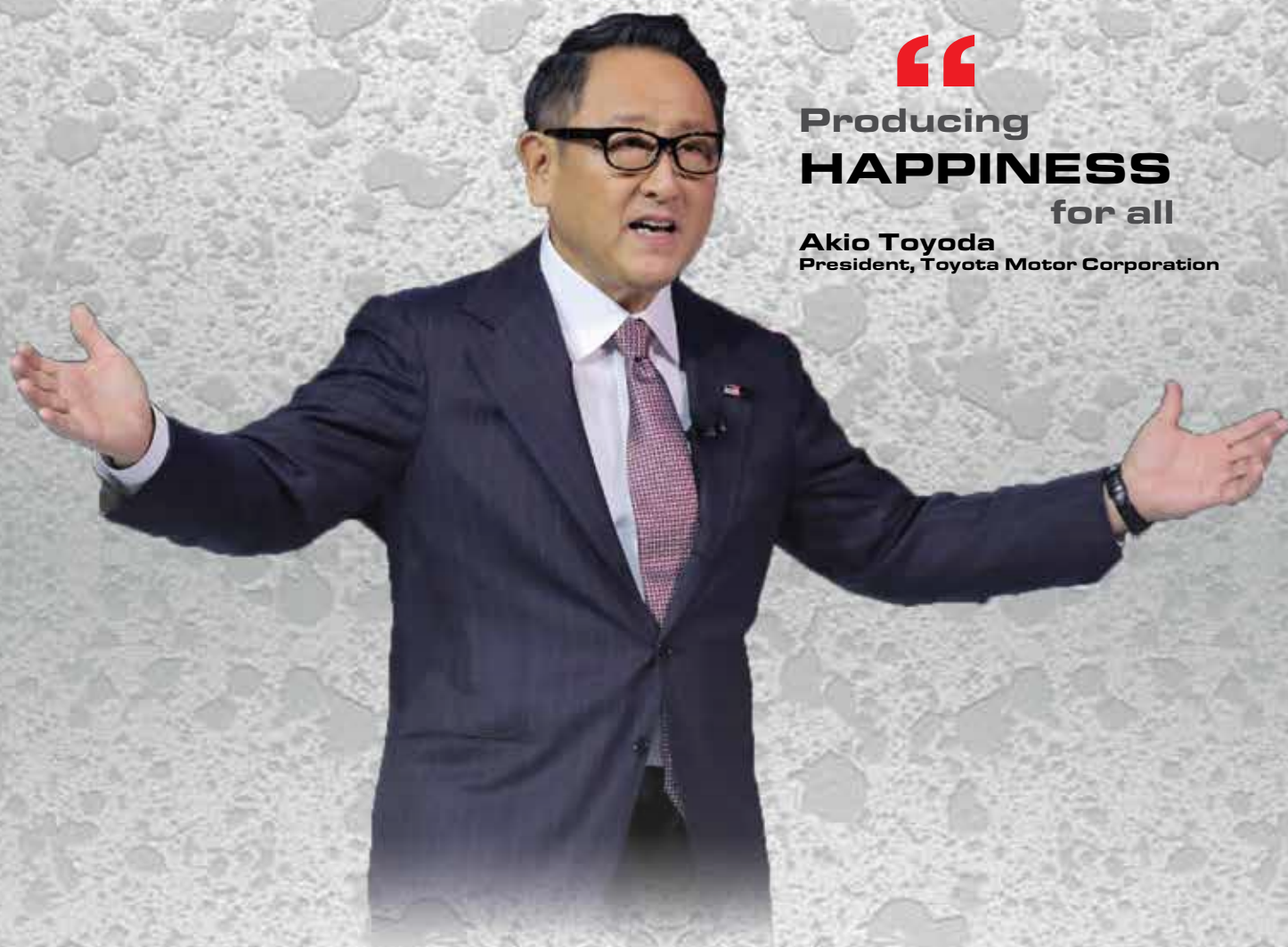
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### **New Ventures under New Management**

At IMC, the management team is dedicated towards building a team of empowered and enthusiastic individuals who can become future leaders and take the company to new heights. Under the charge of new higher management, the department has taken strong initiatives in the realm of information sharing and coordination within the department. This has been done by setting up a system of weekly reporting on localization project developments and updates on local supply network. This has enabled team members to become aware of all current issues in regard to the department operations and allows the senior management to guide them in a better way.

Furthermore, to empower the workforce, they have been placed in cross-functional teams and given new challenges and responsibilities to allow them to develop themselves and become future leaders.

Two new teams have been formed within the department to deal with the local supply network and the issue of supplier quality.



## Producing **HAPPINESS** for all

**Akio Toyoda**  
President, Toyota Motor Corporation

The Toyota Philosophy, which we compiled last year, also defined our mission as “producing happiness for all”.

I believe that happiness can take various forms depending on the person. “Producing happiness for all” does not mean producing the same thing for everyone. Thinking through diversification and engaging in high-mix, low-volume production is the kind of “production of happiness for all” for which we aim.

Looking at the 17 Social Development Goals (SDGs) as a set of squares, you will see that the space for the last square is empty. It might be a decidedly arbitrary way of looking at it, but I believe that **people’s happiness** is the 18th goal.



I interpret this to mean that only people who seriously strive to realize the (established 17) goals will be able to see a world of the 18th goal.

**Together with our many stakeholders and based on our mission of “producing happiness for all”, I hope that, as we move step by step toward the future, we will someday arrive at a world of the 18th SDG.**



# Corporate Social Responsibility

**S**ocial responsibility is a means of achieving sustainability, striving for which helps have a positive impact on development, business, and society. Sustainability is core to how we at Toyota behave and conduct business ethically and with sensitivity towards social, cultural, economic, and environmental issues. Our continuous endeavor is to optimize the benefits of our social contribution by working with partners; by using our resources more effectively and duly concentrating on initiatives that address real social needs.



**Sustainability is core to how we at Toyota behave and conduct business ethically and with sensitivity towards social, cultural, economic, and environmental issues.**



**TOYOTA ENVIRONMENTAL CHALLENGE 2050**



## Moving toward a future society in harmony with automobiles and nature

In order to address global environmental issues such as climate change, water shortages, resource depletion and loss of biodiversity, Toyota announced the **Toyota Environmental Challenge 2050** in 2015, promoting measures based on six challenges, aiming to reduce the negative environmental impacts of manufacturing and driving vehicles as close to zero as possible and to make net positive impacts on society.

As a signatory to the **UN Global Compact**, IMC supports the **Sustainable Development Goals** or SDGs and our social responsibility initiatives are accordingly aligned.

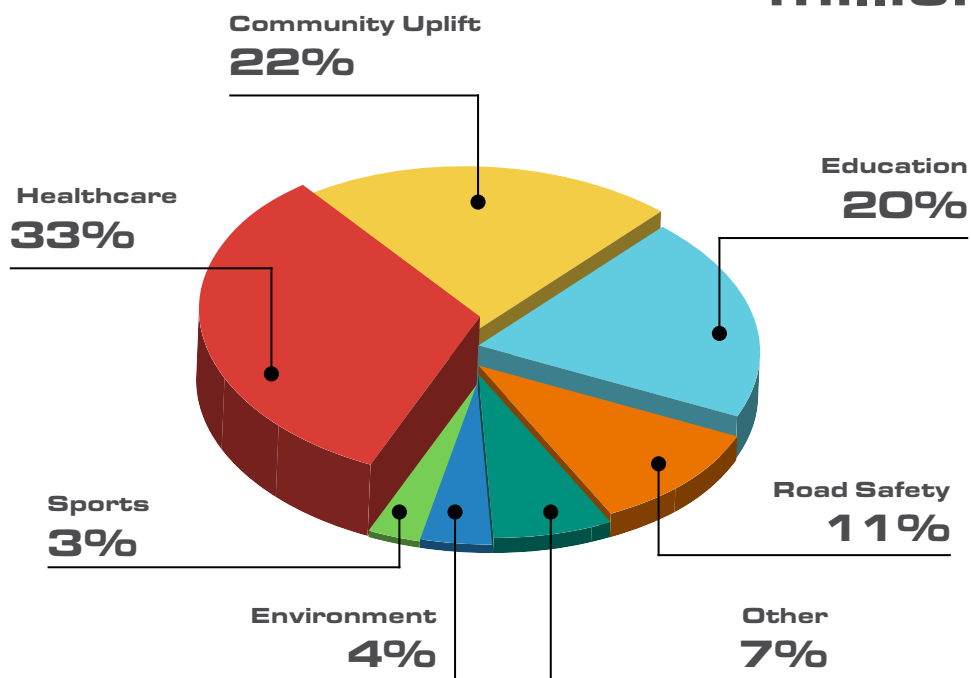


Toyota considers environmental and social issues of paramount importance to improving our future society, and constantly seeks to enhance governance to build strong relationships with all its stakeholders. As such, at IMC, our prime focus areas remain on education, health, road safety, environment and natural calamities.

**“For the Happiness  
of Someone Other  
Than Ourselves”**

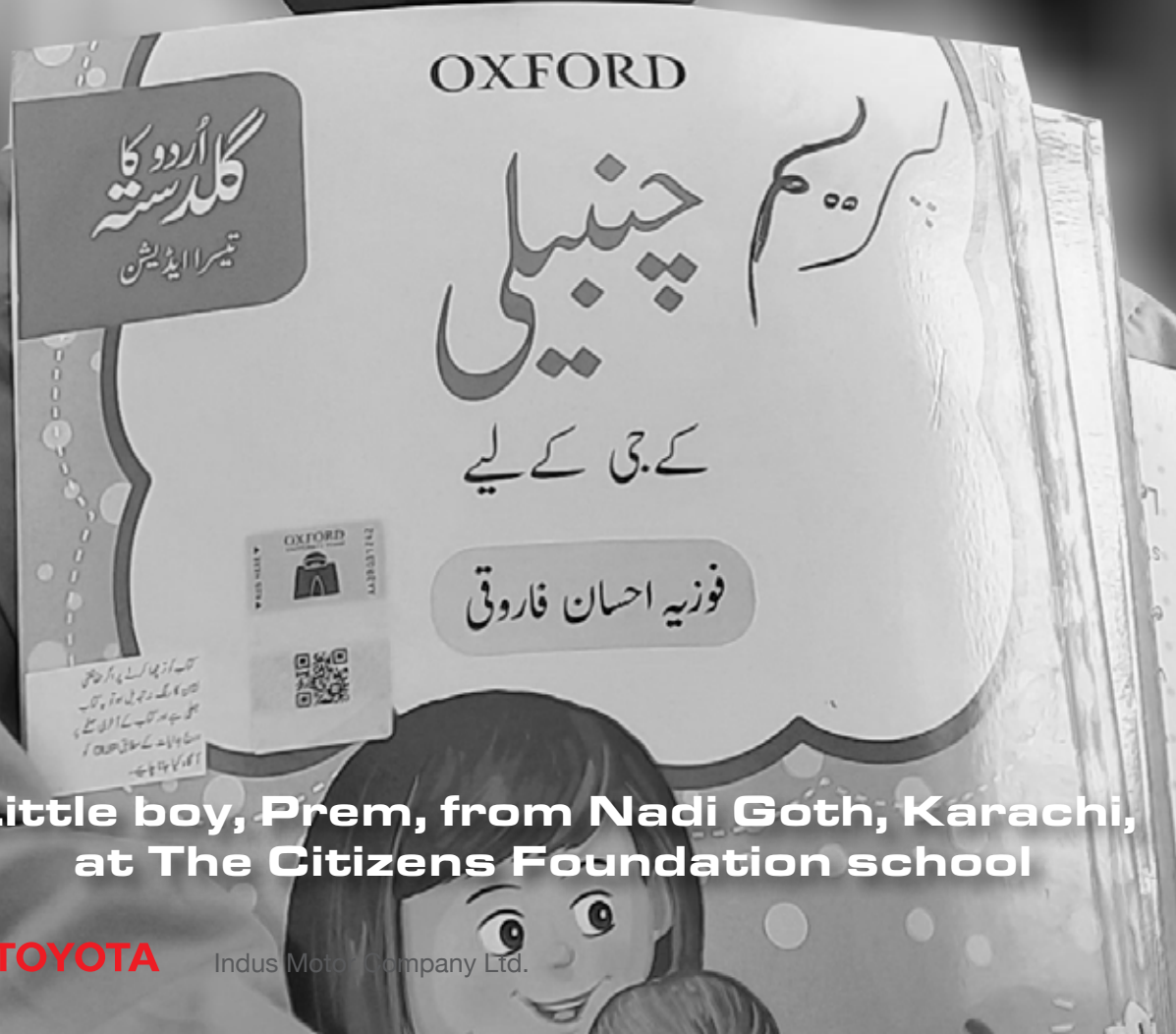
**FY 2022 Spend**

**Rs 182  
million**





**Education is  
EVERY CHILD'S  
right!**



**Little boy, Prem, from Nadi Goth, Karachi,  
at The Citizens Foundation school**

## Our Publications

### Sustainability Report 2021

In September 2021, IMC released its Sustainability Report for the financial year 2020 – 2021. It was the 6<sup>th</sup> report since 2016 and was given a complete overhaul. The result, a refreshing new look, visually appealing and informative content.



The Report has been prepared in line with the international GRI (Global Reporting Initiative) Sustainability Reporting Standards, covering the three pillars of Sustainability - Economy, Environment and Social. It also complies with the Ten Principles of the United Nations Global Compact.

As a frontrunner in sustainability in the industry, the Report gives an excellent opportunity to showcase IMC as a **Concern Beyond Cars** company, which is the identity of our social responsibility program.

### The Journal

The CSR team at IMC introduced the first issue of a brand-new digital publication, **The Journal**, the accompanying logo, **Concern Beyond Cars**, taking prominence as the identity for IMCs social responsibility program.

The Journal is a triannual publication. The basic idea behind creating it, is developing better awareness of the company's CSR activities and initiatives plus, viewing social responsibility through a wider lens, covering the three pillars of sustainability - People, Planet and Prosperity – for better understanding.

For a more informative and immersive read, the publication has been designed to be more interactive, with hyper-links.



### The Markhor

**Obtaining quality education is the foundation to improving peoples' lives and sustainable development**

The Markhor, is Pakistan's first wilderness-based Youth Leadership Conference run by the award-winning not-for-profit organization, Youth Impact, which is the brain-child of its founder, Abdul Samad Khan. The **Markhor Conference** is a five-day, all-outdoors program held at an off-the-beaten track location, usually around March/April every year. The autumn setting for the Markhor 2021 was the vividly breath-taking and picturesque Manoor Valley, snuggled 8,500 feet above sea level in Kaghan, KPK.

Group diversity is Markhor's unique stamp. To see the 70+ young kids, belonging to different regions, religions and socio-economic backgrounds, in their full element, was a visual treat.



The elaborate themes were #WorldofPossibilities and #ItsTheTime, which focused on how leadership





and management methodologies were forced to evolve and adapt in the face of challenges the COVID-19 pandemic brought on.

IMC has been a regular sponsor for the Markhor since 2014, however, this was the second consecutive year that IMC has sponsored students studying under its flagship **Toyota Goth Education Program (T-GEP)** – run in tandem with The Citizens

Foundation since 2008 - which functions under the **Neighbouring Community Uplift Program**. This time it was a group of 10 students, eight of them girls, coming from economically disadvantaged communities, residing in *Abdullah Goth*, one of the villages neighbouring IMC and supported by it.



Group diversity is Markhor's unique stamp. To see the 70+ young kids, belonging to different regions, religions and socio-economic backgrounds, in their full element, was a visual treat



A moment to rejoice was when two of the five Markhor Icon winners, chosen by the young participants themselves, were from the T-GEP group.

## “Love Your Eyes”

On **World Sight Day** this year, Indus Motor Company (IMC) pledged to fight childhood blindness in Pakistan. Fast forward December 2021, IMC and Al-Ibrahim Eye Hospital (AIEH), sealed the alliance by signing an MoU, at the company's head office at Port Qasim.

The **Childhood Blindness Prevention Program** functioning under IMCs **Neighbouring Community Uplift Program**, aims to mitigate the risk of blindness and visual impairment, pervasive amongst both school going and out-of-school children belonging to low socio-economic communities, residing in adjoining villages supported by the company.



The free vision screening camps, were setup at The Citizens Foundation schools, where children from these villages study under IMCs **Toyota Goth Education Program**. For out of school children, camps were setup



at the villages. Post screening, children with refractive error were provided free spectacles and medicines wherever needed, whilst patients requiring further treatment/surgery were referred to AIEH.

The two exciting aspects of this collaboration with AIEH, is capacity building and more importantly, creating awareness of childhood vision impairment, which will have far reaching results in the communities.



**4,580+**  
children  
screened



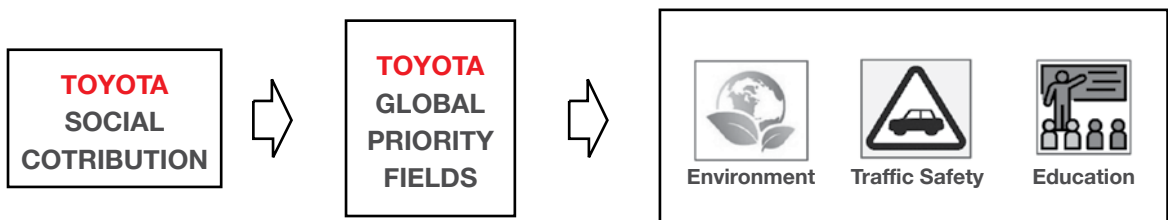
**15**  
awareness  
sessions



**350+**  
spectacles  
provided

## Road Safety Begins with all of Us

Traffic Safety is one of three global priority fields at Toyota.



Toyota's ultimate goal is to reduce fatalities from traffic accidents to zero. To realize this, in addition to developing safe vehicles, it is essential to educate people, namely, drivers and pedestrians, and to ensure safe traffic infrastructure such as roads and traffic equipment.

Striving toward a safe mobility society, Toyota believes it is important to promote an "Integrated Three Part Initiative," involving people, vehicles, and the traffic environment, as well as to pursue "Real-world Safety" by learning from real accident data and incorporating such knowledge into vehicle development.





IRF in Geneva. IMC CEO, signed the Charter along with the other CEOs/MDs.

The project aims to mobilise and federate private sector stakeholders to support road safety efforts in Pakistan and to substantially improve road safety via hands-on, impact-oriented and scalable activities.

According to WHO, most road crashes occur in developing countries where road transport constitutes one of the leading causes of death. In recognition of this global crisis, the United Nations has declared the years 2021 to 2030 as the new Decade of Action for Road Safety, setting the ambitious target of reducing road traffic deaths and injuries by at least 50%. The United Nations have urged all stakeholders, including business leaders, to support the implementation thereof.

## Road safety is a shared responsibility

Road safety is taking a serious turn in Pakistan and addressing it is surely, not any one person's job. It is a shared responsibility. That being said, in December 2021, as a first for Pakistan, IMC together with a group of leading private sector companies in Pakistan, signed a Coalition Charter with the International Road Federation (IRF), based in Switzerland - and supported by Total Energies Foundation - to use their combined knowledge and expertise to reduce road fatalities and injuries in the country. This initiative is rooted in the belief that one road crash victim is one too many.

The founding members of this coalition signed the Coalition Charter at a virtual ceremony, hosted by the

Besides Pakistan, IRF has already launched a private sector coalition in Tanzania this year and is currently working on the launch in Morocco.

## Fostering Opportunities - Realising a Young Mountaineer's Dream

The 2030 Agenda for Sustainable Development acknowledges sport as an important enabler of sustainable development, recognizing the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions that it makes to the Sustainable Development Goals.

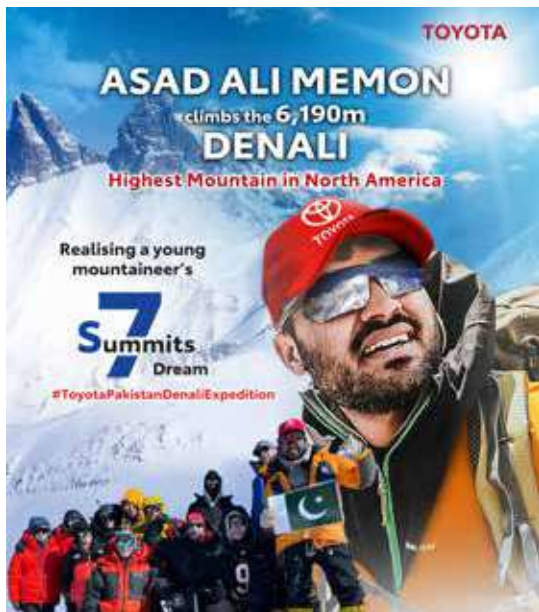
ones being the Elbrus in Europe in 2019, Aconcagua in South America in 2020 and Mount Kilimanjaro in Africa in 2021.

Since the start of his mountaineering career in 2016, Asad has climbed several peaks both in Pakistan and internationally. He has set a world record to be

In line with Toyota's transformational vision, **Mobility for All** and the creation of a more inclusive and sustainable society, IMC in its endeavor to foster opportunities for young talented individuals, sponsored a young emerging mountaineer from Larkana, Asad Ali Memon, in his quest to climb the world's highest mountains in each of the seven continents, known as the Seven Summits Challenge.

Sponsored by Indus Motor in May this year, the 24-year-old, Asad Ali successfully climbed the 6,190m Mount Denali in Alaska, USA, which is North America's highest peak. Of the total seven peaks, he has now summited four. The earlier





the first Pakistani and Asian to climb Mount Kilimanjaro and back, in 20 hours, which on an average takes anywhere between 6 and 10 days.

“ my vision is to promote extreme sports ie mountaineering as a key sport in Pakistan and help young people train and become professionals in this unexplored field of extreme sport. ”

— Asad Ali Memon

Once he is done with the Seven Summits, he plans to climb the 5 tallest peaks in Pakistan, including K2.

## Our Nations Pride

14th August is celebrated with loads of patriotism and gusto across the length and breadth of the country every year. Every city, every neighbourhood is ubiquitously decorated with national flags, buntings, balloons, available in all shapes and sizes. However, in all the excitement, these flags which just a day earlier fluttered high above ground, eventually find their way either strewn on the ground and sadly trampled under-foot or pitifully hanging from a stick, torn. The sight is not only painful but adds insult to our national pride.

**the “kaumi parcham” is our pride and demands our ultimate and collective respect**

To mitigate the risk of disrespect to the *kaumi parcham* (national flag), IMC for the fourth year running, initiated a drive to rescue such flags. On the morning of 15th August, under the slogan “Respect Our Nations Pride”, a team of around 50 IMC employees under

the company’s **Employee Volunteering Program**, set out to gather these strewn flags and buntings, littered around the city’s roads and open spaces, travelling along pre-determined routes. The group, prominent in their two-toned t-shirts, inspired by the national flag and navy blue baseball caps - designed in-house by the Head of CSR & Media Management - with Toyota in red emblazoned across the front, lent an air of solidarity.

The activity garnered quite a bit of attention with citizens joining in as did the law enforcement personnel. The entire group converged at the Clock Tower on Clifton Beach where the team with the biggest haul, was declared the winner.

Staying mindful of the company’s Safety First policy, the team engaged in the activity strictly following safety protocols against protection of COVID-19 pandemic.





## Toyota 5S Ecological Conservation Program

Last year, IMC in collaboration with the United Nations Association of Pakistan, rolled-out the outreach **Toyota 5S Ecological Conservation Program**, to benefit a wider audience outside the realm of IMC. The prime objective of the program was to familiarise children and young adults - through online awareness raising sessions – with the **Toyota 5S Philosophy** and its application, effects of plastic pollution and tree plantation that helps in environmental conservation. Developing a 5S mindset amongst them, will create a more sustainable and positive impact on the environment.

The program received an overwhelming response from over 50,000 individuals across the country and concluded with a competition offering prize money. The competition attracted over 12,000 entries pan Pakistan. After a thorough scrutiny process spanning multiple rounds, the national Top 10 entries were chosen and announced at a Virtual Award Ceremony hosted by IMC in March 2022.

participation from  
**50,000**  
individuals

These included 8 young ladies and 2 young men, their ages ranging between 13 years and 30 years, hailing from Karachi, Lahore, Attock and Mandi Bahauddin, which speaks volumes of the diversity the program attracted.



## participating age group





A total 10 awards were distributed which included seven **Kansha Awards** – ‘kansha’ is Japanese for encouragement – and three Top Awards. Winners of the top first, second and third place awards were young ladies from Karachi - aged between 13 and 30 years - who received cash prizes of Rs. 50,000, Rs.30,000 and Rs.20,000, respectively. The seven Kansha Award winners, received specially designed certificates.

The hour-long ceremony was moderated by IMCs,

Asad Abdullah, Head of CSR & Media Management and UNAP’s representative, Kulsoom Siddiqui. UNAP President, Moohi Shaheen also joined the ceremony from London. It was a fast paced and high energy session that kept everyone engaged.



## The Million Tree Plantation Program



Pakistan is among the top 10 most vulnerable countries affected by global warming. Unfortunately, it also has one of the highest deforestation rates - a growing global environmental concern. The overall forest cover in Pakistan, home to more than 220 million people, is only around 5.4%. Meteoric urbanization has resulted in the unabated destruction of forests and felling of trees, with less and less space for trees and green spaces.

After oceans, trees are the second-largest sink of carbon. Trees play an important role in regulating the climate because they absorb CO<sub>2</sub> from the air and release oxygen back into it.

In line with the United Nations Sustainable Development Goals (SDGs) and the **Toyota Environmental Challenge 2050** which aims at achieving zero CO<sub>2</sub> emissions and a net positive environmental impact, IMC has pledged to plant a million trees across Pakistan through its **One Million Tree Plantation Program** partnering with the United Nations Association of Pakistan. Our Dealers are already part of this campaign whilst the Vendors have also joined hands.

During the year, over 180,000 tree saplings were planted across the country and cumulative have crossed the 680,000 mark.

**680,000+**  
trees planted



## Education is Every Child's Right !

On **International Literacy Day**, IMC under its flagship **Toyota Goth Education Program**, run in partnership with The Citizens Foundation, enrolled 50 children from the Hindu community, living at *Nadi Goth*, one of the six impoverished villages neighbouring the company and supported by it.



Nadi Goth ('goth' is Sindhi for village) is an impoverished village with around 150 families residing there, mostly inhabited by the Hindu community. Owing to their meagre means of livelihood, parents are unable to send their kids to school. A gemba (Japanese term meaning, the real or actual place) by IMCs CSR Team to the village and interactions with the residents, including kids, revealed that parents were keen to get their kids - girls in particular - educated.

**1,100+**  
students  
enrolled



IMC instituted the Toyota Goth Education Program (T-GEP) in 2008 under its **Neighbouring Community Uplifting Program** with the objective to provide full financial support for elementary and secondary school education to out-of-school children from economically disadvantaged communities living in villages neighbouring IMC. To run the program, IMC

partnered with The Citizens Foundation (TCF) for imparting quality education to these children from grass-root level.

There are currently 300 students enrolled under T-GEP, studying at five TCF campuses located in the neighbouring vicinity.

## Employee Volunteering

**an eye toward purpose and impact on society**

Today, more and more customers like to do business with socially conscious organisations. Likewise, employees, potential hires, and especially younger workers increasingly want to work at companies that pursue diversity, equity and inclusion (DEI).

Volunteer experiences must be seen as meaningful in order to create a natural draw for employees. With this mind, IMC formulated a structured volunteering platform. The main objectives of the program are:



Expand awareness of IMCs social contribution initiatives to a wider audience within IMC

Sensitize employees to giving back to communities and provide a platform to engage

Foster meaningful employee engagement

Promote transparency and communication

Help uplift brand image as a responsible corporate entity committed to giving

The Company's social contribution initiatives are focused on Toyota's three global priority fields i.e. education, environment conservation and traffic safety. In addition, healthcare, livelihood opportunities for the less privileged, sports, etc. are also some of the Company's social contribution areas.

During the year, both management and non-management employees actively participated in the social initiatives IMC undertakes.

To this end, IMC has partnered with several NGOs (not-for-profit organisations). Employees have the opportunity to volunteer time for any of the following social initiatives.



**1,130+**  
volunteer hours  
by  
**93**  
employees



# Information Technology

## Value Innovation

The Information Technology division of IMC, believes in devising customer-centric IT solutions and strategies. The global automotive industry is currently going through a major shift towards zero-emission vehicles. Keeping in view the industry outlook, Toyota is transforming itself from a traditional automotive company to a well-rounded mobility company with a global vision of "Mobility for All". With so much to choose from in an era of ever-increasing technology incubation hubs and seemingly deployable use-cases, it is important to stick to fundamentals and opt for disruptive technology solutions that enhances customer experience and provides a competitive advantage for the business. Therefore, the IT strategy focus at Toyota has been Value Innovation rather than Technology Innovation. There is an inherent desire to place equal emphasis on Value and Innovation driven by customer experience rather than mere Technology innovation which may add little value to customer needs.

## SAP S/4HANA Transformation



IMC IT, this year, kicked off a challenging transformation program to enhance its aging IBM Power 8 Hardware Platform and migrate to the latest IBM Power 9 Platform, laying a new platform for its SAP applications. SAP S/4HANA 1511 application and HANA DB on IBM Power 8 were upgraded and converted to SAP S/4HANA 2020. Tremendous efforts were put in by the business and IT team together to achieve a smooth transition with zero business disruption. We would like to thank our partner IBM in helping us achieve this successful transition.



## Information Security and Business Continuity Planning / Disaster Recovery Planning

The Information Security function has gained significant prominence in the wake of the ever-increasing cyber threats. In order to ensure Confidentiality, Integrity and Availability (CIA) of the enterprise data, there needs to be constant focus on improving IT Security policies and procedures. In the current year, IMC reassessed and improved its BCP/DR Plan with the help of a reputed Big4 firm and also performed a successful DR Drill. This has provided adequate assurance to the Board and shareholders about the strength of IMCs BCP/DR plan readiness.

To improve physical security within the plant, a RFID/ Fingerprint-based Access control mechanism has been deployed to ensure authorized access.

## Email Exchange to 365 Cloud Migration

IMC implemented Microsoft Office 365, a cloud-based email solution which provides 99.9% uptime and 24x7 support to our customers. Cloud solution ensures automatic software upgrades and support. The scalability of Cloud-based email enables users to access email anytime, anywhere on any device, ensuring enhanced security for users, decreasing the potential threats from hackers, viruses, ransomware, and other cybersecurity exploits.

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**we believe that with strong  
leadership and through smart use  
of digital technologies, we will come  
out even stronger than before**

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## Future Outlook

Customer delight lies at the core of IMC's IT strategy. We plan on continuing to build on the momentum that has been achieved on the digital transformation front. Despite ongoing economic challenges, both locally and across the world, we believe that with strong leadership and through smart use of digital technologies, we will come out even stronger than before. The IT division of IMC will be the key enabler in achieving the overall vision held by IMC and Toyota.



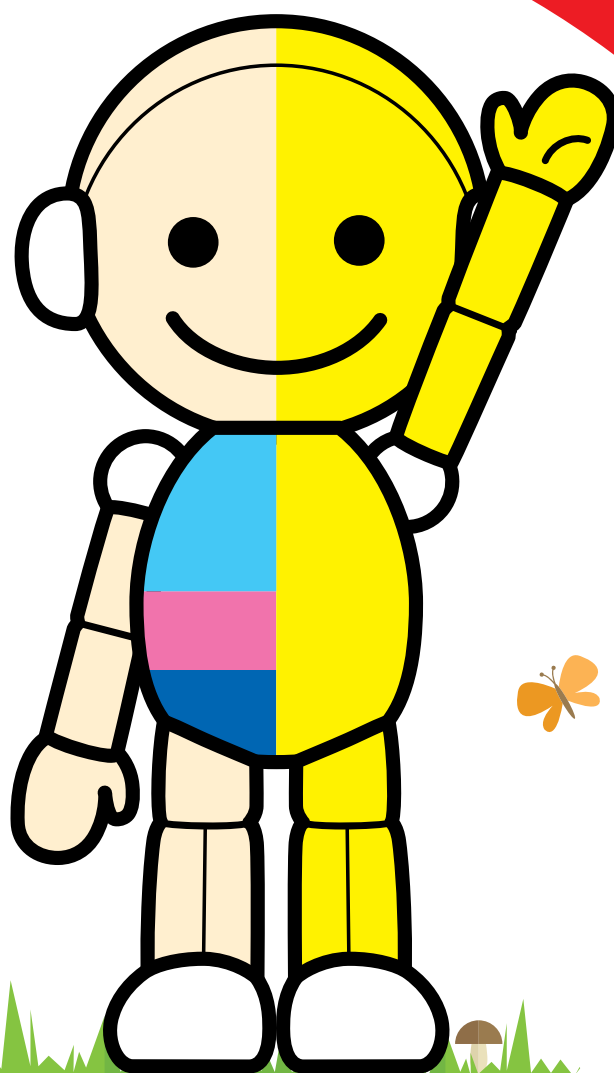


# Fun Facts & Tips for Safety



TOYOTA

Hello!  
I am  
THUMS



BE  
SAFETY  
LEADERS  
[besafetyleaders.com](http://besafetyleaders.com)

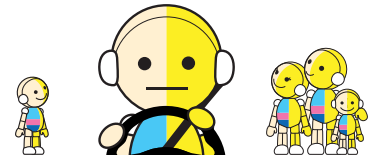


INDUS MOTOR COMPANY LTD.



## 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 is in your hands every time you're behind the wheel.



## Safety Multiplier

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



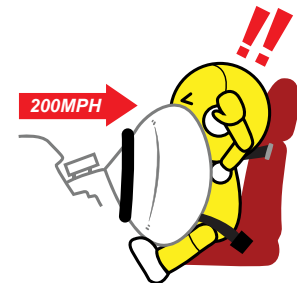
## S is for Safety

Keeping your child safe during a car ride is as 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.



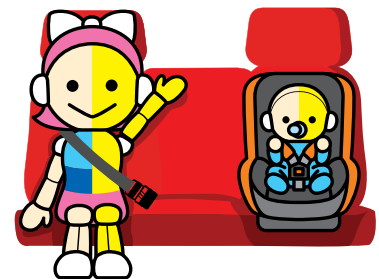
## Airbag Speed

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.





# 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.



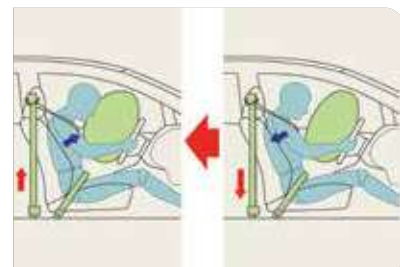
## Dual SRS Airbags

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.



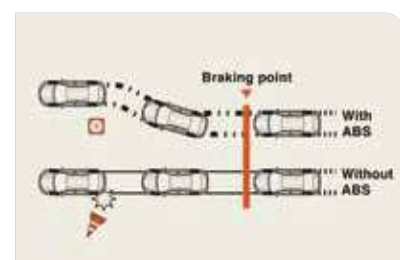
## Seatbelt: Pretensioner with Force Limiter & ELR

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.



# Accogliades

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# Accolades

## National Forum for Environment and Health

- Health & Safety Environment Performance
- Support for Health Care Organizations
- Natural Resources Conservation
- Water Treatment



DG Rangers - Sindh, Major General Iftikhar Hassan Chaudhary, presenting awards to CFO, Mohammad Ibadullah & Manager S.H.E., Faisal Meghani

## Consumers Choice Awards 2021 For Yaris, the Highest Selling Sedan in Pakistan



Syed Amin Ul Haque, Federal Minister for Information Technology and Telecommunication, presenting the award

## Toyota Motor Asia Pacific

- Customer Delight Excellence Award 2021 Gold Award
- Customer Delight Kaizen Evolution 2021 Best Kaizen Award in Customer Engagement category

## National Forum for Environment & Health

- Environment Excellence Award 2021



Award presented by Syed Nasir Hussain Shah, Minister for Local Government, Government of Sindh, to IMCs Asad Abdullah, Head CSR & Media Management



### Management Association of Pakistan

Best Corporate Excellence Award – Automobile Assemblers Category



Chief Guest, Shabbar Zaidi, former Chairman FBR, presents the award to GM Finance, Ibrar Khan

### Toyota Daihatsu Engineering & Manufacturing

- Warranty Reduction Award 2021
- Quality Person Award 2021

### National Forum of Environment & Health

CSR Award 2022  
Corporate Community Programs



State Minister for Information & Broadcasting, Farrukh Habib presenting the award to IMC Regional Manager North, Saqib Abbas

### The Professionals Network

Sustainability Innovation Award 2022



Commissioner Karachi Division, Muhammad Iqbal Memon, presenting the award to IMC CFO, Mohammad Ibadullah

### UN Global Compact Network Pakistan

“Living the Global Compact Best Practices Sustainability Award 2021”  
Multinational Category



His Excellency, Ambassador of Norway to Pakistan presenting the award to Asad Abdullah, Head of CSR & Media Management



# Final Statement

# Financial statements



# Statement of Compliance with Listed Companies

(Code of Corporate Governance) Regulations, 2019

## For the year ended June 30, 2022

This statement is being presented to comply with the requirements of the Listed Companies (Code of Corporate Governance) Regulations, 2019 (the Regulations) for the purpose of establishing a framework of good governance.

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

1. The total number of Directors are ten (10) as per the following:
  - a. Male Nine (9)
  - b. Female One (1)
2. At the year ended June 30, 2022, the composition of the Board of Directors (the Board) is as follows:

Category	Names
Independent Directors*	Mr. Azam Faruque Mr. Riyaz T. Chinoy Syeda Tatheer Z. Hamdani
Non-Executive Directors	Mr. Mohamedali R. Habib Mr. Imran Ali Habib Mr. Muhammad Hyder Habib Mr. Akihiro Murakami
Executive Directors	Mr. Shinji Yanagi Mr. Ali Asghar Jamali Mr. Shigeki Furuya

The Independent Directors meet the criteria of independence under the Companies Act, 2017.

\*Note: In terms of Regulation 6(1) COCG, one third of the Company's Board of ten members works out to 3.33. As a general principle, since the fraction is below 0.5 (half), the fraction contained in such one-third is not rounded up as one. Furthermore, the composition of the Board is adequate, with a good mix of skilled, experienced and professional Independent and Non-Executive Directors, that have diligently looked after the interests of the Company and are capable of robustly protecting the interests of its minority shareholders;

3. The Directors have confirmed that none of them is serving as a Director on more than seven listed companies, including this Company (excluding the listed subsidiaries of listed holding companies where applicable);
4. The Company has prepared a Code of Conduct and has ensured that appropriate steps have been taken to disseminate it throughout the Company along with its supporting policies and procedures.
5. The Board has developed a vision/mission statement, overall corporate strategy and significant policies of the Company. The Board has ensured that complete record of particulars of the significant policies alongwith their date of approval or updating is maintained by the Company;
6. All the powers of the Board have been duly exercised and decisions on relevant matters have been taken by the Board / shareholders as empowered by the relevant provisions of the Companies Act, 2017 and the Regulations.
7. The meetings of the Board were presided over by the Chairman. The Board has complied with the requirements of the Act and the Regulations with respect to frequency, recording and circulating minutes of the meeting of the Board.
8. The Board has a formal policy and transparent procedures for remuneration of Directors in accordance with the Act and these Regulations.
9. All Directors have duly obtained training under the Directors' Training Program or are exempted, from the Directors' Training Program. During the year the Company has also arranged a training program for a female executive namely, Syeda Fatima Jabeen Rizvi, Senior Manager CFD, under the Director's Training Program.
10. During the year, there has been no change in the position and terms and conditions of employment of the Head of Internal Audit, Company Secretary and Chief Financial Officer (CFO).

11. The CFO and Chief Executive Officer (CEO) have duly endorsed the financial statements before approval of the Board.
12. The Board has formed Committees comprising of members given below:

<b>Name of Committees</b>	<b>Names of members and Chairman</b>	
Board Audit Committee	Mr. Azam Faruque	Chairman
	Mr. Imran Ali Habib	Member
	Mr. Muhammad Hyder Habib	Member
	Mr. Akihiro Murakami	Member
	Mr. Riyaz T. Chinoy	Member
Board HR & Remuneration Committee	Mr. Azam Faruque	Chairman
	Mr. Mohamedali R. Habib	Member
	Mr. Shinji Yanagi	Member
	Mr. Ali Asghar Jamali	Member
	Ms. Syeda Tatheer Zehra Hamdani	Member

13. The terms of reference of the aforesaid Committees have been formed, documented and advised to the Committees for compliance.
14. The frequency of meetings of the Committees during the year was as per the following:
- Board Audit Committee Quarterly meetings
  - Board HR & Remuneration Committee Annual meeting
15. The Board has set up an effective Internal Audit function who is considered suitably qualified and experienced for the purpose and is conversant with the policies and procedures of the Company.
16. During the year, two casual vacancies occurred on the Board that were duly filled up by the Directors within the prescribed number of days.
17. 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) and registered with the Audit Oversight Board of Pakistan, that they and all their partners are in compliance with International Federation of Accountants (IFAC) guideline on Code of Ethics as adopted by the ICAP and that they and the partners of the firm involved in the audit are not a close relative (spouse, parent, dependent and non-dependent children) of the Chief Executive Officer, Chief Financial Officer, Head of Internal Audit, Company Secretary or Director of the Company.
18. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the Act, these Regulations or any other regulatory requirements and the auditors have confirmed that they have observed IFAC guidelines in this regard.
19. We confirm that all requirements of regulations 3, 6, 7, 8, 27, 32, 33 and 36 of the Regulations have been complied with.



**Mohamedali R. Habib**  
Chairman

**Indus Motor Company Limited**

Karachi  
August 29, 2022



# INDEPENDENT AUDITOR'S REVIEW REPORT TO THE MEMBERS OF INDUS MOTOR COMPANY LIMITED

## REVIEW REPORT ON THE STATEMENT OF COMPLIANCE CONTAINED IN LISTED COMPANIES (CODE OF CORPORATE GOVERNANCE) REGULATIONS, 2019

We have reviewed the enclosed Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 (the Regulations) prepared by the Board of Directors of Indus Motor Company Limited (the Company) for the year ended June 30, 2022 in accordance with the requirements of regulation 36 of the Regulations.

The responsibility for compliance with the Regulations is that of the Board of Directors of the Company. Our responsibility is to review whether the Statement of Compliance reflects the status of the Company's compliance with the provisions of the Regulations and report if it does not and to highlight any non-compliance with the requirements of the Regulations. 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 Regulations.

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 of Directors' 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 Regulations require the Company to place before the Audit Committee, and upon recommendation of the Audit Committee, place before the Board of Directors for their review and approval, its related party transactions. 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 of Directors upon recommendation of the Audit Committee.

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 requirements contained in the Regulations as applicable to the Company for the year ended June 30, 2022.



A. F. Ferguson & Co.  
Chartered Accountants  
Karachi  
Date: September 5, 2022

UDIN: CR202210068s8gvJyGqC

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](http://www.pwc.com/pk)>

■ KARACHI ■ LAHORE ■ ISLAMABAD

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF INDUS MOTOR COMPANY LIMITED**

### **Opinion**

We have audited the annexed financial statements of Indus Motor Company Limited (the Company), which comprise the statement of financial position as at June 30, 2022, and the statement of profit or loss, the statement of comprehensive income, the statement of changes in equity, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, 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 the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, statement of profit or loss, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Companies Act, 2017 (XIX of 2017), 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, 2022 and of the profit and other comprehensive loss, the changes in equity and its cash flows for the year then ended.

### **Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Pakistan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants as adopted by the Institute of Chartered Accountants of Pakistan (the Code) and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Key Audit Matters**

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

*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](http://www.pwc.com/pk)>*



Following are the Key audit matters:

S. No.	Key audit matters	How the matter was addressed in our audit
(i)	<p><b>Revenue from contracts with customers</b></p> <p>(refer notes 2.21 and 28 to the annexed financial statements)</p> <p>The Company is engaged in the manufacturing and sale of motor vehicles and related spare parts. Revenue is recognised when performance obligation is satisfied by transferring control of a promised good to a customer. The Company recognised revenue aggregating to Rs. 275.506 billion, net of discounts and commissions, for the year ended June 30, 2022.</p> <p>We considered revenue as a key audit matter due to the large volume of transactions, significant increase in revenue as compared to last year and revenue being one of company's key performance indicator. In addition, revenue was also considered as an area of significant audit risk as part of the audit process.</p>	<p>We performed, amongst others, the following audit procedures:</p> <ul style="list-style-type: none"> <li>Assessed the design, implementation and operating effectiveness of the key internal controls involved in revenue recognition;</li> <li>Understood and evaluated the accounting policy with respect to revenue recognition;</li> <li>Performed testing of revenue transactions on a sample basis with underlying documentation including dispatch documents and sales invoices;</li> <li>Tested on a sample basis, specific revenue transactions recorded before and after the reporting date with underlying documentation to assess whether revenue was recognised in the correct period;</li> <li>Performed recalculation of discounts and commission as per the Company's policy on test basis;</li> <li>Performed audit procedures to analyze variation in the price and quantity sold during the year; and</li> <li>Assessed the adequacy of disclosures made in the financial statements related to revenue.</li> </ul>
(ii)	<p><b>Estimates involved in the provision for warranty obligations</b></p> <p>(refer note 22.4 to the annexed financial statements)</p> <p>The Company normally provides warranty on its locally manufactured vehicles to customers and maintains a provision in this respect, which amounts to Rs 1,984.306 million as at June 30, 2022. The management carries out a semi-annual exercise to assess the reasonableness of the provision for warranty obligations retained in the financial statements.</p> <p>The management and the Board of Directors of the Company consider it as a significant estimate and the provisioning methodology is regularly reviewed by the Board's Audit Committee. Management's estimates consider historical claims experience, including the nature, frequency, severity and average cost of claims of each vehicle line or each model year of the vehicle line. In ascertaining the adequacy of the provision, the Board takes into account the trend of regular warranty claims and any previous incidents of recall.</p> <p>Due to the significance of the provision balance and related significant estimation involved, we considered it as a key audit matter.</p>	<p>We performed, amongst others, the following audit procedures:</p> <ul style="list-style-type: none"> <li>Obtained an understanding of the warranty process, evaluated the company's accounting policy and assessed the design and operating effectiveness of relevant internal controls;</li> <li>Evaluated the appropriateness of the Company's methodology for calculating the charge of warranty provisions for the year and tested the basis for the assumptions developed and used in the determination of the warranty provisions;</li> <li>Assessed the reasonableness of the assumptions used in determination of the warranty provision and tested the validity of the data used in the calculations; and</li> <li>Assessed the adequacy of disclosures made by the Company in accordance with the applicable financial reporting framework.</li> </ul>

**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>**

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**Information Other than the Financial Statements and Auditor's Report Thereon**

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Responsibilities of Management and Board of Directors for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of Companies Act, 2017 (XIX of 2017) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Board of directors are responsible for overseeing the Company's financial reporting process.

**Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs as applicable in Pakistan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we

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are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board of directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the board of directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the board of directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

#### **Report on Other Legal and Regulatory Requirements**

Based on our audit, we further report that in our opinion:

- (a) proper books of account have been kept by the Company as required by the Companies Act, 2017 (XIX of 2017);
- (b) the statement of financial position, the statement of profit or loss, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;
- (c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and
- (d) 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.

The engagement partner on the audit resulting in this independent auditor's report is Shahbaz Akbar.



A. F. Ferguson & Co  
Chartered Accountants  
Karachi

Date: September 5, 2022

UDIN: AR202210068CBf4WsV1P

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# Statement of Financial Position

As at June 30, 2022

	Note	2022	2021
		------(Rupees in '000)-----	
<b>ASSETS</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	4	15,040,490	15,769,862
Intangible assets	4	145,092	39,784
Long-term loans and advances	5	15,983	16,857
Long-term deposits	6	10,020	10,020
Long-term investments	7	7,794,310	3,127,175
Deferred taxation - net	8	827,869	230,553
		<b>23,833,764</b>	<b>19,194,251</b>
<b>Current Assets</b>			
Stores and spares	9	513,440	420,105
Stock-in-trade	10	26,454,435	22,288,961
Trade debts - unsecured	11	3,090,713	517,138
Loans and advances	12	9,218,637	6,263,003
Short-term prepayments	13	49,611	36,999
Accrued return	14	341,268	109,996
Other receivables	15	2,737,584	983,119
Short-term investments	16	140,932,118	82,052,447
Cash and bank balances	17	6,793,784	2,039,797
		<b>190,131,590</b>	<b>114,711,565</b>
<b>TOTAL ASSETS</b>		<b>213,965,354</b>	<b>133,905,816</b>
<b>EQUITY</b>			
<b>Share Capital</b>			
Authorised capital			
500,000,000 (2021: 500,000,000) ordinary shares of Rs 10 each		<b>5,000,000</b>	<b>5,000,000</b>
Issued, subscribed and paid-up capital	18	786,000	786,000
Reserves	19	53,225,076	47,415,465
		<b>54,011,076</b>	<b>48,201,465</b>
<b>LIABILITIES</b>			
<b>Non-Current Liabilities</b>			
Long term loan	20	279,878	589,837
Deferred Revenue		959	-
Deferred Government grant	21	-	6,023
Gas Infrastructure Development Cess Payable		-	149,573
		<b>280,837</b>	<b>745,433</b>
<b>Current Liabilities</b>			
Current portion of long term loan	20	319,955	373,303
Current portion of deferred revenue		103	3,799
Current portion of deferred Government grant	21	6,023	34,680
Current portion of Gas Infrastructure Development Cess Payable		27,127	41,522
Unpaid / unclaimed dividend		1,426,545	330,370
Trade payables, other payables and provisions	22	40,480,546	30,288,196
Advances from customers and dealers	23	111,989,837	51,266,776
Taxation - net	24	5,423,305	2,620,272
		<b>159,673,441</b>	<b>84,958,918</b>
		<b>159,954,278</b>	<b>85,704,351</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>213,965,354</b>	<b>133,905,816</b>
<b>CONTINGENCIES AND COMMITMENTS</b>	27		

The annexed notes 1 to 49 form an integral part of these financial statements.



**Mohammad Ibadullah**  
Chief Financial Officer



**Ali Asghar Jamali**  
Chief Executive



**Shinji Yanagi**  
Vice Chairman & Director




# Statement of Profit or Loss

For the year ended June 30, 2022

	Note	2022 ------(Rupees in '000)-----	2021
Revenue from contracts with customers	28	275,505,778	179,161,727
Cost of sales	29	(257,101,297)	(162,508,017)
<b>Gross profit</b>		<b>18,404,481</b>	<b>16,653,710</b>
Distribution expenses	30	(2,124,200)	(1,618,863)
Administrative expenses	31	(2,218,655)	(1,464,888)
Other operating expenses	32	(186,370)	(76,342)
		<b>(4,529,225)</b>	<b>(3,160,093)</b>
		<b>13,875,256</b>	<b>13,493,617</b>
Workers' Profit Participation Fund and Workers' Welfare Fund	33	(1,244,092)	(740,193)
		<b>12,631,164</b>	<b>12,753,424</b>
Other income	34	12,935,711	5,579,339
		<b>25,566,875</b>	<b>18,332,763</b>
Finance cost	35	(114,299)	(133,570)
<b>Profit before taxation</b>		<b>25,452,576</b>	<b>18,199,193</b>
Taxation	36	(9,650,728)	(5,370,601)
<b>Profit after taxation</b>		<b>15,801,848</b>	<b>12,828,592</b>
		------(Rupees )-----	
Earnings per share - basic and diluted	37	<b>201.04</b>	163.21

The annexed notes 1 to 49 form an integral part of these financial statements.

  
**Mohammad Ibadullah**  
 Chief Financial Officer

  
**Ali Asghar Jamali**  
 Chief Executive

  
**Shinji Yanagi**  
 Vice Chairman & Director

# Statement of Comprehensive Income

For the year ended June 30, 2022

	Note	2022	2021
		------(Rupees in '000)-----	
Profit after taxation		15,801,848	12,828,592
Other comprehensive income			
<i>Items that will not be reclassified to profit or loss</i>			
Remeasurement (loss) / gain on net defined benefit obligation	25.4	(14,980)	28,003
Related deferred tax thereon		4,943	(8,121)
		(10,037)	19,882
Total comprehensive income for the year		15,791,811	12,848,474

The annexed notes 1 to 49 form an integral part of these financial statements.



Mohammad Ibadullah  
Chief Financial Officer



Ali Asghar Jamali  
Chief Executive



Shinji Yanagi  
Vice Chairman & Director




# Statement of Cash Flows

For the year ended June 30, 2022

	Note	2022	2021
------(Rupees in '000)-----			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Cash generated from operations	38	78,650,196	51,925,832
Net decrease / (increase) in long-term loans and advances		874	(4,218)
Compensation paid on advances received from customers		(1,308,657)	(461,017)
Increase / (decrease) in deferred revenue		959	(3,799)
Payment to Workers' Profit Participation Fund		(1,350,000)	(715,000)
Payment to Workers' Welfare Fund		(300,395)	(110,003)
Interest paid on long term loan		(18,477)	(16,879)
Income tax paid		(7,440,067)	(2,793,787)
<b>Net cash inflow from operating activities</b>		<b>68,234,433</b>	<b>47,821,129</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of property, plant and equipment and intangible assets		(2,827,583)	(2,454,354)
Proceeds from disposals of property, plant and equipment		189,029	125,837
Interest received on bank deposits and Term Deposit Receipts		1,731,771	1,016,304
Gain on sale of Pakistan Investment Bonds		944,844	175,977
Interest received on Pakistan Investment Bonds		898,720	117,072
Investment in Pakistan Investment Bonds		(8,878,024)	(2,627,129)
Investment in listed mutual fund units		(40,000,457)	(22,400,145)
Dividend income received from listed mutual fund units		709,574	539,677
Proceeds from redemption of listed mutual fund units		33,621,998	9,802,373
Interest received on Market Treasury Bills		3,572,485	-
Investment in Market Treasury Bills		(65,257,588)	(21,663,415)
Proceeds from sale of Market Treasury Bills		37,264,556	24,589,923
<b>Net cash outflow on investing activities</b>		<b>(38,030,675)</b>	<b>(12,777,880)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Long term loan received		-	539,797
Long term loan repaid		(397,987)	(128,705)
Dividend paid		(8,886,025)	(5,843,096)
<b>Net cash outflow on financing activities</b>		<b>(9,284,012)</b>	<b>(5,432,004)</b>
<b>Net increase in cash and cash equivalents during the year</b>		<b>20,919,746</b>	<b>29,611,245</b>
Cash and cash equivalents at beginning of the year		71,477,141	41,865,896
<b>Cash and cash equivalents at end of the year</b>	39	<b>92,396,887</b>	<b>71,477,141</b>

The annexed notes 1 to 49 form an integral part of these financial statements.

  
**Mohammad Ibadullah**  
 Chief Financial Officer

  
**Ali Asghar Jamali**  
 Chief Executive

  
**Shinji Yanagi**  
 Vice Chairman & Director

# Statement of Changes In Equity

For the year ended June 30, 2022

	Share Capital		Reserves			Total
	Issued, subscribed and paid-up	Capital	Revenue		Sub-Total	
		Share premium	General reserve	Unappro- priated profit		
----- (Rupees in '000) -----						
Balance at July 1, 2020	786,000	196,500	36,451,050	3,735,841	40,383,391	41,169,391
Transfer to general reserve for the year ended June 30, 2020 appropriated subsequent to year end		-	3,000,000	(3,000,000)	-	-
Transactions with owners						
Final cash dividend @ 70% for the year ended June 30, 2020 (Rs 7 per ordinary share)	-	-	-	(550,200)	(550,200)	(550,200)
1 <sup>st</sup> Interim dividend @ 120% for the year ended June 30, 2021 (Rs 12 per ordinary share)	-	-	-	(943,200)	(943,200)	(943,200)
2 <sup>nd</sup> Interim dividend @ 250% for the year ended June 30, 2021 (Rs 25 per ordinary share)	-	-	-	(1,965,000)	(1,965,000)	(1,965,000)
3 <sup>rd</sup> Interim dividend @ 300% for the year ended June 30, 2021 (Rs 30 per ordinary share)	-	-	-	(2,358,000)	(2,358,000)	(2,358,000)
Total transactions with owners	-	-	-	(5,816,400)	(5,816,400)	(5,816,400)
Profit after taxation for the year	-	-	-	12,828,592	12,828,592	12,828,592
Other comprehensive income for the year	-	-	-	19,882	19,882	19,882
Total comprehensive income for the year ended June 30, 2021	-	-	-	12,848,474	12,848,474	12,848,474
Balance at June 30, 2021	786,000	196,500	39,451,050	7,767,915	47,415,465	48,201,465
Transfer to general reserve for the year ended June 30, 2021 appropriated subsequent to year end		-	4,500,000	(4,500,000)	-	-
Transactions with owners						
Final cash dividend @ 365% for the year ended June 30, 2021 (Rs 36.5 per ordinary share)	-	-	-	(2,868,900)	(2,868,900)	(2,868,900)
1 <sup>st</sup> Interim dividend @ 345% for the year ended June 30, 2022 (Rs 34.5 per ordinary share)	-	-	-	(2,711,700)	(2,711,700)	(2,711,700)
2 <sup>nd</sup> Interim dividend @ 300% for the year ended June 30, 2022 (Rs 30 per ordinary share)	-	-	-	(2,358,000)	(2,358,000)	(2,358,000)
3 <sup>rd</sup> Interim dividend @ 260% for the year ended June 30, 2022 (Rs 26 per ordinary share)	-	-	-	(2,043,600)	(2,043,600)	(2,043,600)
Total transactions with owners	-	-	-	(9,982,200)	(9,982,200)	(9,982,200)
Profit after taxation for the year	-	-	-	15,801,848	15,801,848	15,801,848
Other comprehensive income for the year	-	-	-	(10,037)	(10,037)	(10,037)
Total comprehensive income for the year ended June 30, 2022	-	-	-	15,791,811	15,791,811	15,791,811
Balance at June 30, 2022	786,000	196,500	43,951,050	9,077,526	53,225,076	54,011,076

Proposed final dividend and transfer between reserves made subsequent to the year ended June 30, 2022 are disclosed in note 47 to these financial statements.

The annexed notes 1 to 49 form an integral part of these financial statements.



**Mohammad Ibadullah**  
Chief Financial Officer



**Ali Asghar Jamali**  
Chief Executive



**Shinji Yanagi**  
Vice Chairman & Director



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

## 1 THE COMPANY AND ITS OPERATIONS

Indus Motor Company Limited (the Company) was incorporated in Pakistan as a public company limited by shares in December 1989 under the repealed Companies Ordinance, 1984 (now, the Companies Act, 2017) 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 Toyota 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 principal 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.

### 2.1 Basis of preparation

The financial statements have been prepared under the historical cost convention except as otherwise disclosed in respective accounting policy notes.

### 2.2 Statement of compliance

These financial statements have been prepared in accordance with the accounting and reporting standards as applicable in Pakistan. The accounting and reporting standards applicable in Pakistan comprise of:

- International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017 (the 'Act'); and
- Provisions of and directives issued under the Act.

Where provisions of and directives issued under the Companies Act, 2017 differ from the IFRS, the provisions of and directives issued under the Companies Act, 2017 have been followed.

#### 2.2.1 Change in accounting standards, interpretations and amendments to published accounting and reporting standards

#### 2.2.2 Amendments to published accounting and reporting standards which became effective during the year:

There are certain amendments to published accounting and reporting standards which became mandatory for the Company during the year. However, the amendments did not have any significant impact on the financial reporting of the Company and, therefore, have not been disclosed in these financial statements.

#### 2.2.3 Amendments to published accounting and reporting standards that are not yet effective:

There are certain amendments to the accounting and reporting standards that will be mandatory for the Company's annual accounting periods beginning on or after July 1, 2022. However, these amendments will not have any significant impact on the financial reporting of the Company and, therefore, have not been disclosed in these financial statements.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

## 2.3 Property, plant and equipment

### 2.3.1 Property, plant and equipment - Owned

These are stated at historical cost less accumulated depreciation / amortisation and accumulated impairment losses, if any, except capital work-in-progress which is stated at cost less accumulated impairment losses, if any.

Assets having cost exceeding the minimum threshold as determined by the management are capitalised. All other costs are charged to the statement of profit or loss in the year in which such costs are incurred.

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. The carrying amount of the replaced part is derecognised.

All repairs and maintenance are charged to the statement of profit or loss during the financial period in which such costs are incurred. Major renewals and improvements, if any, are capitalised in accordance with IAS 16 'Property, Plant and Equipment' and depreciated in a manner that best represents the consumption pattern.

Disposal of assets is recognised when significant risk and rewards incidental to ownership have been transferred to buyer. Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the statement of profit or loss for the year.

Depreciation is charged to the statement of profit or loss 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 4.2 to these financial statements.

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

Gains and losses on disposal or retirement of property, plant and equipment are recognised in the statement of profit or loss.

#### 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 relevant operating assets category as and when assets are available for use.

### 2.3.2 Intangible assets - Computer Softwares

Computer software licenses acquired by the Company are stated at cost less accumulated amortisation. Software's costs are only capitalised when it is probable that future economic benefits attributable to the software will flow to the Company and the amortisation is charged to the statement of profit or loss applying the straight line method at the rates stated in note 4.2 to these financial statements.

## 2.4 Impairment of non-financial assets

The Company assesses at each reporting date whether there is any indication that all non-financial assets may be impaired. If any such indication exists, the carrying amounts of such assets are reviewed



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

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 amounts and the differences are recognised in the statement of profit or loss.

### 2.5 Stores and spares

Stores and spares, except in transit are valued at cost, determined on a moving average basis. Ageing and value of items of stores and spares are reviewed at each reporting date to record provision for any slow moving, damaged and obsolete items. Provision made for any slow moving, damaged and obsolete items is charged to statement of profit or loss. Items in transit are valued at cost comprising invoice values plus other charges incurred thereon.

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

### 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 reporting 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 necessary to be incurred for its sale.

### 2.7 Borrowings and their cost

Borrowings are recognised initially at fair value, net of transaction cost incurred.

Borrowing costs are recognised as an expense in the period in which these are incurred except where such costs are directly attributable to the acquisition, construction or production of a qualifying asset in which case such costs are capitalised as part of the cost of that asset.

### 2.8 Financial Instruments

#### 2.8.1 Financial assets

##### a) Amortised cost

A financial asset is measured at amortised cost if both of the following conditions are met:

- a) the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

##### b) Fair value through other comprehensive income

A financial asset is measured at fair value through other comprehensive income if both of the following conditions are met:

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

- a) the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
  - b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.
- c) Fair value through profit or loss

A financial asset is measured at fair value through profit or loss if it is not measured at amortised cost or at fair value through other comprehensive income.

All financial assets are recognised at the time when the Company becomes a party to the contractual provisions of the instrument. Financial assets at amortised cost are initially recognised at fair value plus transaction costs and are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses, if any. Interest income and impairment losses are recognised in the statement of profit or loss. Financial assets carried at FVOCI are initially and subsequently measured at fair value, with gains and losses arising from changes in fair value recognised in other comprehensive income. Financial assets carried at FVPL are initially recognised at fair value and transaction costs are expensed in the statement of profit or loss. Realised and unrealised gains and losses arising from changes in the fair value of the financial assets and liabilities held at FVPL are included in the statement of profit or loss and in the period in which they arise.

## Derecognition

Financial assets are derecognised when the rights to receive cash flows from the assets have expired or have been transferred and the Company has transferred substantially all the risks and rewards of ownership. On derecognition of a financial asset, in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in the statement of profit or loss.

## Impairment of financial assets

The Company assesses on a forward looking basis the expected credit losses (ECL) associated with its financial assets carried at amortised cost and fair value recognised in other comprehensive income. The impairment methodology applied depends on whether there has been a significant increase in credit risk. The Company applies the simplified approach to recognise lifetime expected credit losses for trade receivables while general 3-stage approach for long term loans, deposits, other receivables, bank balances, etc i.e. to measure ECL through loss allowance at an amount equal to 12-month ECL if credit risk on a financial instrument or a group of financial instruments has not increased significantly since initial recognition.

## 2.8.2 Financial Liabilities

All financial liabilities are recognised at the time when the Company becomes a party to the contractual provisions of the instrument. Financial liabilities at amortised cost are initially measured at fair value minus transaction costs. Financial liabilities at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the statement of profit or loss.

Financial liabilities, other than those at fair value through profit or loss, are subsequently measured at amortised cost using the effective yield method.

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expired. Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange and



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in respective carrying amounts is recognised in the statement of profit or loss.

## 2.8.3 Offsetting of financial assets and liabilities

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle either on a net basis, or realize the asset and settle the liability simultaneously.

## 2.9 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 reporting date. Balances considered doubtful and irrecoverable are written off when identified.

## 2.10 Trade debts and other receivables

Trade debts and other receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing component in which case such are recognised at fair value. The Company holds the trade debts with the objective of collecting the contractual cash flows and therefore measures the trade debts subsequently at amortised cost using the effective interest method. Impairment of trade debts and other receivables is described in note 2.8.1.

## 2.11 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 statement of profit or loss, 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 statement of profit or loss.

Amounts accumulated in equity are reclassified to the statement of profit or loss in the periods in which the hedged item will affect the statement of profit or loss.

## 2.12 Income tax

The tax expense for the year comprises of current and deferred tax. Tax is recognised in the statement of profit or loss, except to the extent that it relates to items recognised in OCI or directly in equity. In which case, the tax is also recognised in OCI or directly in equity.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The company measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

## - Current

Provision for current taxation is based on the taxable income for the year calculated on the basis of the tax laws enacted or substantively enacted at the reporting date, taxes paid under the final tax regime and any adjustment to tax payable in respect of previous years.

## - Deferred

Deferred tax is recognised using the balance sheet liability method, providing for all temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which temporary difference can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

## 2.13 Cash and cash equivalents

Cash and cash equivalents are carried at cost. Cash and cash equivalents in the statement of cash flows include cash in hand and in transit, cheques in hand, balances with banks on current, deposit and savings accounts, other short-term highly liquid investments with original maturities of three months or less.

## 2.14 Trade and other payables

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

These are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liability.

Exchange gains and losses arising in respect of liabilities in foreign currency are added to the carrying amount of the respective liabilities.

## 2.15 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 reporting date and adjusted to reflect the current best estimate.

## 2.16 Warranty obligations

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

## 2.17 Staff retirement benefits

### Short term obligation

Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within twelve months after the end of the period in which the employees render the related service are



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the statement of financial position.

### Defined contribution plan - 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 - 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 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 statement of financial position in respect of members governed by the Old Rules is the present value of the defined benefit obligation at the statement of financial position 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 statement of financial position 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, 2022, using significant assumptions as stated in note 25 to these financial statements.

### 2.18 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.

Provisions are made to cover the obligations under the scheme on the basis of actuarial valuation and are charged to statement of profit or loss. The most recent valuation was carried out as at June 30, 2022, using the Project Unit Credit Method.

### 2.19 Lease liabilities and right-of-use assets

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

The lease liabilities are initially measured at the present value of the remaining lease payments at the commencement date, discounted using the interest rate implicit in the lease, or if that rate cannot be readily determined, the Company's incremental borrowing rate.

Lease payments include fixed payments and variable lease payments that are based on an index or a rate. The extension and termination options are incorporated in determination of lease term only when the Company is reasonably certain to exercise these options.

The lease liabilities are subsequently measured at amortised cost using the effective interest rate method. These are remeasured when there is a change in future lease payments arising from a change in fixed lease payments or an index or rate or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option. The corresponding adjustment is made to the carrying amount of the respective right-of-use asset, or is recorded in the statement of profit or loss if the carrying amount of that right-of-use asset has been reduced to zero.

Right-of-use assets are initially measured based on the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentive received. The right-of-use assets are depreciated on a straight line method over the lease term as this method most closely reflects the expected pattern of consumption of future economic benefits. The carrying amount of the right-of-use asset is reduced by impairment losses, if any, and adjusted for certain remeasurements of the corresponding lease liability.

The Company has elected to apply the practical expedient for not recognising right-of-use assets and lease liabilities for short term leases that have a lease term of 12 months or less and leases of low-value assets. The lease payments associated with these leases is recognised as an expense on a straight line basis over the lease term.

## 2.20 Dividend distribution and transfer between reserves

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

## 2.21 Revenue from contracts with customers

Revenue is recognised when (or as) the Company satisfies a performance obligation by transferring a promised good or service to a customer, and control either transfers over time or at a point of time. An asset is transferred when (or as) the customer obtains control of that asset and thus has the ability to direct the use and obtain the benefits from the good or service.

In case of vehicles and spare parts, revenue is recognised when goods are dispatched to the customers. Revenue is measured at the transaction price agreed under the contract, adjusted for variable consideration such as discount, if any. In most cases, the consideration is received before the goods are dispatched. Deferred payment terms may also be agreed in case of sales to certain categories of customers. Transaction price is adjusted for time value of money in case of significant financing component.

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

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



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

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 statement of profit or loss in the period in which these arise.

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

## 2.22 Foreign currency transactions and translation

Foreign currency transactions are recognised or accounted for in 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 at the statement of financial position's date. Exchange gain / loss on foreign currency translations are taken to statement of profit or loss along with any related hedge effects.

## 2.23 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.

## 2.24 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 (CODM).

## 2.25 Deferred revenue

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

## 2.26 Government grants

Grants are not recognized until there is a reasonable assurance that the Company will comply with the conditions attaching to them and that the grant will be received.

The benefit of a long-term finance at a below-market rate of interest is treated as a deferred grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates.

Grants related to long-term loan finances are recognized in the statement of profit or loss on a systematic basis over the periods in which the company recognizes as finance cost related to long-term finances at market rate of interest.

## 2.27 Contract asset and contract liability

A contract asset is recognised for the Company's right to consideration in exchange for goods or services that it has transferred to a customer. If the Company performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, the Company presents

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

the amount as a contract asset, excluding any amounts presented as a receivable.

A contract liability is recognised for the Company's obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration, or the Company has a right to an amount of consideration that is unconditional (i.e. a receivable), before the Company transfers a good or service to the customer, the entity shall present the contract as a contract liability when the payment is made or the payment is due (whichever is earlier).

## 2.28 Contingent liabilities

Contingent liability is disclosed when:

- there is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company; or
- there is present obligation that arises from past events but it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability.

## 3 SIGNIFICANT ACCOUNTING JUDGEMENTS ESTIMATES AND ASSUMPTIONS

The preparation of these financial statements in conformity with approved accounting and reporting standards as applicable in Pakistan requires the use of certain significant accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience, and other factors, including expectation of future events that are believed to be reasonable under the circumstances. Revision to accounting estimates are recognised in the period in which estimate is revised and in any future periods affected. In the process of applying the Company's accounting policies, the management has made the following estimates and judgements which are significant to these financial statements:

### i) Property, plant and equipment and intangible assets (notes 2.3.1, 2.3.2 and 4.2)

The Company reviews the appropriateness of the rate of depreciation / amortisation, useful lives and residual values used for recording the depreciation / amortisation on an annual basis. Further, if required based on any indication for impairment, an estimate of recoverable amount of assets is made for possible impairment.

### ii) Provision for slow moving stores and spares (notes 2.5 and 9)

The Company exercises judgement 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 10)

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

### iv) Provision for doubtful debts and other receivables (notes 2.10 and 11)

The Company reviews the recoverability of its trade debts and other receivables to assess the amount required for provision for doubtful debts / receivables.



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

- v) Investments at fair value through profit or loss / other comprehensive income (notes 2.8 and 16)

The Company determines fair value of certain investments by using quotations from active market and conditions and information about the financial instruments. These estimates are subjective in nature and involve some uncertainties and matters of judgement.

- vi) Current and deferred income taxes (notes 2.12, 8, 24 and 36)

In making the estimates for income taxes payable by the Company, management considers current income tax law and the decisions of appellate authorities on certain cases issued in the past. Where the final tax outcome is different from the amounts that were initially recorded, such differences will impact the income tax provision in the period in which such final outcome is determined. Deferred taxes 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 the tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

- vii) Warranty obligations (notes 2.16 and 22.4)

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

- viii) Staff retirement benefits (notes 2.17 and 25)

The present value of these obligations depends on a number of factors that are determined on actuarial basis using a number of assumptions. Changes in the assumptions will impact the carrying amount of these obligations. The present values of these obligations and the underlying assumptions are disclosed in note 25 to these financial statements.

- ix) Contingencies and commitments (note 27)

The assessment of the contingencies inherently involves the exercise of significant judgement as the outcome of the future events cannot be predicted with certainty. The Company, based on the availability of the latest information, estimates the value of contingent assets and liabilities which may differ on the occurrence / non occurrence of the uncertain future events.

		Note	2022	2021
			-----	-----
			(Rupees in '000)	(Rupees in '000)
<b>4</b>	<b>PROPERTY, PLANT AND EQUIPMENT &amp; INTANGIBLE ASSETS</b>			
	Property, plant and equipment	4.1	15,040,490	15,769,862
	Intangible assets	4.2	145,092	39,784
			<u>15,185,582</u>	<u>15,809,646</u>
<b>4.1</b>	<b>Property, plant and equipment</b>			
	Tangible operating assets	4.2	12,586,135	14,653,657
	Capital work-in-progress	4.6	2,454,355	1,116,205
			<u>15,040,490</u>	<u>15,769,862</u>

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

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

	2022										Intangible assets	
	----- (Rupees in '000) -----											
	Tangible assets										Total tangible assets	Computer software
	Leasehold land	Factory building on leasehold land	Other leasehold land	Plant and machinery	Motor vehicles	Furniture and fixtures	Office equipment	Computers and related accessories	Tools and equipment	Jigs, moulds and related machinery		
<b>At July 1, 2021</b>												
Cost	215,679	3,877,197	617,757	18,840,809	716,543	268,604	238,593	376,960	1,005,547	9,477,048	35,634,737	235,614
Accumulated depreciation / amortisation	(43,007)	(1,683,443)	(352,874)	(11,501,852)	(234,520)	(204,806)	(161,312)	(291,090)	(781,406)	(5,726,770)	(20,981,080)	(195,830)
Net book value	172,672	2,193,754	264,883	7,338,957	482,023	63,798	77,281	85,870	224,141	3,750,278	14,653,657	39,784
<b>Year ended June 30, 2022</b>												
Opening net book value	172,672	2,193,754	264,883	7,338,957	482,023	63,798	77,281	85,870	224,141	3,750,278	14,653,657	39,784
Additions												
Direct	-	-	300	12,415	400,738	1,095	6,390	46,930	9,273	-	477,141	7,703
Transfers from CWIP (note - 4.7)	-	2,379	22,898	501,745	-	154,595	19,218	2,252	20,860	147,698	871,645	132,944
Disposals / write offs (note - 4.5)												
Cost	-	(222)	-	(56,852)	(152,388)	(1,008)	(3,118)	(21,593)	(2,835)	(475)	(238,491)	-
Accumulated depreciation	-	222	-	56,602	82,340	1,008	2,656	21,196	2,835	159	167,018	-
Depreciation / amortisation charge for the year (note - 4.4)	(9,190)	(301,278)	(49,784)	(1,504,526)	(150,592)	(28,525)	(31,406)	(33,664)	(78,169)	(1,157,701)	(3,344,835)	(35,339)
Closing net book value	163,482	1,894,855	238,297	6,348,341	662,121	190,963	71,021	100,991	176,105	2,739,959	12,586,135	145,092
<b>At June 30, 2022</b>												
Cost	215,679	3,879,354	640,955	19,298,117	964,893	423,286	261,083	404,549	1,032,845	9,624,271	36,745,032	376,261
Accumulated depreciation / amortisation	(52,197)	(1,984,499)	(402,658)	(12,949,776)	(302,772)	(232,323)	(190,062)	(303,558)	(856,740)	(6,884,312)	(24,158,897)	(231,169)
Net book value	163,482	1,894,855	238,297	6,348,341	662,121	190,963	71,021	100,991	176,105	2,739,959	12,586,135	145,092
Depreciation / amortisation rate % per annum	2.39%-9.23%	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, 2022

	2021										Intangible assets	
	Tangible assets										Total tangible assets	Computer software
	Leasehold land	Factory building on leasehold land	Other leasehold land	Plant and machinery	Motor vehicles	Furniture and fixtures	Office equipment	Computer and related accessories	Tools and equipment	Jigs, moulds and related machinery		
	(Rupees in '000)											
At July 1, 2020												
Cost	108,662	3,780,381	615,709	18,218,268	470,721	294,599	235,402	349,656	1,070,754	8,821,136	33,965,288	231,065
Accumulated depreciation / amortisation	(37,072)	(1,384,031)	(306,731)	(10,353,077)	(252,153)	(238,617)	(154,812)	(279,402)	(853,484)	(4,771,260)	(18,630,639)	(158,515)
Net book value	71,590	2,396,350	308,978	7,865,191	218,568	55,982	80,590	70,254	217,270	4,049,876	15,334,649	72,550
Year ended June 30, 2021												
Opening net book value	71,590	2,396,350	308,978	7,865,191	218,568	55,982	80,590	70,254	217,270	4,049,876	15,334,649	72,550
Additions												
Direct	-	1,012	-	22,916	448,976	-	7,682	21,975	3,346	-	505,907	-
Transfers from CWIP (note - 4.7)	107,017	95,804	2,048	880,628	-	26,086	20,337	25,187	80,466	757,113	1,994,686	4,549
Disposals / write offs (note - 4.5)												
Cost	-	-	-	(281,003)	(203,154)	(52,081)	(24,828)	(19,858)	(149,019)	(101,201)	(831,144)	-
Accumulated depreciation	-	-	-	278,960	114,717	52,073	24,528	19,220	147,700	98,174	735,372	-
Depreciation / amortisation charge for the year (note - 4.4)	(5,935)	(299,412)	(46,143)	(1,427,735)	(97,084)	(18,262)	(31,028)	(30,908)	(75,622)	(1,053,684)	(3,085,813)	(37,315)
Closing net book value	172,672	2,193,754	264,883	7,338,957	482,023	63,798	77,281	85,870	224,141	3,750,278	14,653,657	39,784
At June 30, 2021												
Cost	215,679	3,877,197	617,757	18,840,809	716,543	268,604	238,593	376,960	1,005,547	9,477,048	35,634,737	235,614
Accumulated depreciation / amortisation	(43,007)	(1,683,443)	(352,874)	(11,501,852)	(234,520)	(204,806)	(161,312)	(291,090)	(781,406)	(5,726,770)	(20,981,080)	(195,830)
Net book value	172,672	2,193,754	264,883	7,338,957	482,023	63,798	77,281	85,870	224,141	3,750,278	14,653,657	39,784
Depreciation / amortisation rate % per annum	2.38%-9.23%	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, 2022

4.3 Leasehold land, on which the factory building, plant and warehouses are situated, is spread across an area of 109.5 acres. It is located at Plot No. NWZ/1/P-1, W2/1/1-3 & W2/9, Port Qasim Industrial Estate, Bin Qasim, Karachi.

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

	Note	2022	2021
		------(Rupees in '000)-----	
Cost of sales - own manufactured	29	3,171,192	2,961,259
Distribution expenses	30	73,962	48,855
Administrative expenses	31	99,681	75,699
		<u>3,344,835</u>	<u>3,085,813</u>

4.5 Particulars of tangible operating assets having aggregate net book value exceeding Rs 5,000,000 and individually a net book value Rs 500,000 or more disposed off during the year are as follows:

Particulars	Cost	Accumulated depreciation	Net book value	Sale proceeds / receivable from sale of operating fixed assets	Gain / (loss)	Mode of disposal	Particulars of buyer
------(Rupees in '000)-----							
Motor vehicles							
	1,528	(968)	560	1,810	1,250	Bidding	Augmentech Business Solutions, Karachi
	1,483	(568)	915	1,670	755	---- do ----	Augmentech Business Solutions, Karachi
	1,483	(568)	915	1,645	730	---- do ----	Augmentech Business Solutions, Karachi
	1,483	(568)	915	1,600	685	---- do ----	Augmentech Business Solutions, Karachi
	1,483	(568)	915	1,675	760	---- do ----	Augmentech Business Solutions, Karachi
	1,745	(785)	960	1,490	530	---- do ----	Augmentech Business Solutions, Karachi
	1,483	(568)	915	1,655	740	---- do ----	Augmentech Business Solutions, Karachi
	1,483	(568)	915	1,460	545	---- do ----	Mr. Wasim Mirza (Employee)
	1,483	(568)	915	1,645	730	---- do ----	Augmentech Business Solutions, Karachi
	1,483	(568)	915	1,655	740	---- do ----	Augmentech Business Solutions, Karachi
	1,745	(582)	1,163	1,830	667	---- do ----	Toyota Central Motors, Karachi
	1,745	(640)	1,105	1,800	695	---- do ----	Augmentech Business Solutions, Karachi
	3,899	(1,235)	2,664	4,205	1,541	---- do ----	Toyota Central Motors, Karachi
	3,749	(812)	2,937	3,094	157	---- do ----	Mr. Muhammad Yameen, Karachi
	9,149	(2,440)	6,709	10,100	3,391	---- do ----	Mr. Muhammad Asif, Karachi
	6,934	(693)	6,241	7,146	905	---- do ----	Toyota Capital Motors, Islamabad
	6,449	(3,547)	2,902	7,800	4,898	---- do ----	Toyota Central Motors, Karachi
	1,483	(568)	915	1,475	560	---- do ----	Toyota Central Motors, Karachi
	3,985	(863)	3,122	3,985	863	Employee Scheme	Mr. Faraz Shah (Ex-Executive)
	3,005	(301)	2,704	2,870	166	---- do ----	Mr. Tariq Saleem Khan (Executive)
	3,005	(501)	2,504	2,780	276	---- do ----	Mr. Umair Javed (Executive)
	3,005	(200)	2,805	2,915	110	---- do ----	Mr. Syed Asad Amin (Executive)
	7,507	(1,001)	6,506	7,507	1,001	---- do ----	Mr. Rizwan Pirzada (Ex-executive)
	3,005	(551)	2,454	2,758	304	---- do ----	Mr. Muhammad Kashif (Executive)
	4,013	(869)	3,144	4,013	869	---- do ----	Mr. Babar Salim (Ex-Executive)
	4,005	(868)	3,137	4,005	868	---- do ----	Mr. Salman ul Haq (Ex-Executive)
	4,005	(267)	3,738	3,893	155	---- do ----	Mr. Shuja uddin (Executive)
	2,695	(449)	2,246	2,470	224	---- do ----	Mr. Shiraz Sanawar (Executive)
Others							
Items having net book value of less than Rs 500,000 each	149,971	(144,334)	5,637	80,051	74,414	Various	Various
2022	-	(477,141)	71,473	171,002	99,529		
2021	831,144	(735,372)	95,772	168,058	72,286		

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

	Note	2022	2021
		------(Rupees in '000)-----	
4.6 Capital work-in-progress			
Civil works		251,780	65,359
Plant, machinery, tools and equipment		2,200,375	1,046,974
Computer and related accessories		2,200	3,872
		<u>2,454,355</u>	<u>1,116,205</u>

		2022	2021
		------(Rupees in '000)-----	
4.7 Movement in capital work-in-progress			
Opening balance		1,116,205	1,166,993
Additions during the year		2,342,739	1,948,447
Transferred to operating fixed assets		(1,004,589)	(1,999,235)
Closing balance		<u>2,454,355</u>	<u>1,116,205</u>

	Note	2022	2021
		------(Rupees in '000)-----	

### 5 LONG-TERM LOANS AND ADVANCES

#### Considered good

#### Loans to employees - secured

- Executives	5.1	32,215	28,509
- Employees	5.1	14,734	27,889
		<u>46,949</u>	<u>56,398</u>

#### Less: Recoverable within one year; shown under current assets

#### Loans due from - secured

- Executives	12	16,907	19,709
- Employees	12	14,059	19,832
		<u>30,966</u>	<u>39,541</u>
		<u>15,983</u>	<u>16,857</u>

- 5.1 These represent house building and personal loans granted to executives and other employees. These are granted in accordance with the terms of their employment and are secured against their balances with the Provident Fund. The loans are repayable over a period of 12 to 24 months. House building loans to employees carry interest at the rate of 3.50% (2021: 3.50%) per annum. Management and non-management employees are entitled to personal loans which carry no interest as per the approved loan policy.



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

	Note	2022	2021
		------(Rupees in '000)-----	
<b>6 LONG-TERM DEPOSITS</b>			
Deposits			
- Utilities		7,450	7,450
- Others		2,570	2,570
		<u>10,020</u>	<u>10,020</u>
<b>7 LONG-TERM INVESTMENT</b>			
At amortised cost			
Government securities			
- Pakistan Investment Bonds (PIBs)	7.1	7,794,310	3,127,175
		<u>7,794,310</u>	<u>3,127,175</u>
<b>7.1</b>	These securities have varying maturities ranging from August 26, 2023 to December 30, 2023. The yield on these securities ranges from 13.47% to 15.67% (2021: 7.31% to 7.44%) per annum.		
		2022	2021
		------(Rupees in '000)-----	
<b>8 DEFERRED TAXATION - net</b>			
Deferred tax liability arising on taxable temporary differences:			
- Due to accelerated tax depreciation		(245,356)	(534,723)
- In respect of unrealised gain on mutual funds		(6,256)	(2,585)
Deferred tax asset arising on deductible temporary differences:			
- In respect of provisions for slow moving stock-in-trade, stores and spares and other provisions		1,079,481	767,861
Deferred tax asset - net		<u>827,869</u>	<u>230,553</u>
	Note	2022	2021
		------(Rupees in '000)-----	
<b>9 STORES AND SPARES</b>			
Stores		421,186	301,071
Spares		804,824	775,420
		<u>1,226,010</u>	<u>1,076,491</u>
Less: Provision for slow moving stores and spares	9.1	712,570	656,386
		<u>513,440</u>	<u>420,105</u>
<b>9.1 Provision for slow-moving stock in trade</b>			
Opening balance		656,386	619,166
Charge for the year	29	56,184	37,220
Closing balance as at June 30, 2022		<u>712,570</u>	<u>656,386</u>

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

## 10 STOCK-IN-TRADE

In hand

### Manufacturing stock

Raw material and components		10,476,197	6,297,511
Less: Provision for slow moving stock-in-trade	10.4	68,918	78,580
	10.1	10,407,279	6,218,931

Work-in-process		2,074,897	1,213,065
-----------------	--	-----------	-----------

Finished goods (vehicles – own manufactured)	10.2	73,359	6,205,819
Less: Provision for slow moving stock-in-trade	10.4	1,405	4,534
		71,954	6,201,285

### Trading stock

Vehicles	10.2	990,126	776,850
Less: Provision for slow moving stock-in-trade	10.4	19,964	37,374
		970,162	739,476

Spare parts	10.3	941,082	643,265
Special service tools and publications		8,609	7,150
Less: Provision for slow moving stock-in-trade	10.4	153,952	107,620
		795,739	542,795

### In transit

Raw material - manufacturing stock		11,245,304	6,963,347
Trading stock		889,100	410,062
		12,134,404	7,373,409
		26,454,435	22,288,961

- 10.1 This represents the net amount of raw material and components after recording write offs amounting to Rs 35.687 million (2021: Rs 7.288 million).
- 10.2 These include vehicles amounting to Rs 169.879 million (2021: Rs 5,353.479 million) held with the Company's authorised dealers.
- 10.3 This includes an amount of Rs 3.617 million (2021: Rs 2.115 million) representing stock-in-trade of motor oil.

Note 2022 2021  
----- (Rupees in '000) -----

## 10.4 Provision for slow-moving stock in trade

Opening balance		228,108	269,430
Charge / (reversal) for the year - net	29	16,131	(41,322)
Closing balance as at June 30, 2022		244,239	228,108

## 11 TRADE DEBTS - Unsecured

Considered good			
- Government organisations		2,610,331	214,956
- Others		480,382	302,182
		3,090,713	517,138
Considered doubtful		579	-
		3,091,292	517,138
Less: Loss allowance		(579)	-
		3,090,713	517,138

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

- 11.1 As at June 30, 2022, Rs 736,217.026 million (2021: Rs 45.226 million) are overdue but not impaired in respect of trade debts. These balances relate to various customers, primarily government organisations, for whom there is no recent history of default. The ageing analysis of these trade debts is as follows:

	Note	2022	2021
		----- (Rupees in '000) -----	
Upto 1 month		34,962	21,456
1 to 6 months		673,580	89
More than 6 months		27,675	23,681
		<u>736,217</u>	<u>45,226</u>

### 12 LOANS AND ADVANCES

Current portion of long-term loans and advances considered good

Loans due from - secured

- Executives	5	16,907	19,709
- Employees	5	14,059	19,832
		<u>30,966</u>	<u>39,541</u>

Advances – considered good

- Suppliers and contractors - unsecured		254,753	221,341
- Employees - unsecured		15,502	2,677
- Collector of Customs - secured	12.1	860,375	398,767
- Margins held with banks against imports - secured	12.2	8,057,041	5,600,677
		<u>9,187,671</u>	<u>6,223,462</u>
		<u>9,218,637</u>	<u>6,263,003</u>

- 12.1 These represent advances paid to the Collector of Customs in respect of the imports of stock-in-trade. An amount of Rs 818.660 million (2021: Rs 398.767 million) was subsequently adjusted in respect of imported goods received.
- 12.2 These represent cash held with various banks as a regulatory requirement against letters of credit for import of items of stock-in-trade. An amount of Rs 4,304.120 million (2021: Rs 3,440.847 million) was subsequently settled on receipt of invoices and documents relating to the imported goods at the end of the year. These include an amount of Rs 314.261 million (2021: Rs 2,104.031 million) held with Habib Metropolitan Bank Limited - a related party, at the end of the year.

	Note	2022	2021
		----- (Rupees in '000) -----	
Rent		2,472	2,426
Insurance	13.1	3,043	16,003
Others		44,096	18,570
		<u>49,611</u>	<u>36,999</u>

- 13.1 This includes an amount of Rs 3.043 million (2021: Rs 2.987 million) paid to Habib Insurance Company Limited - a related party.

### 14 ACCRUED RETURN

Accrued return on Term Deposit Receipts and bank deposits

	Note	2022	2021
		----- (Rupees in '000) -----	
	14.1	<u>341,268</u>	<u>109,996</u>

- 14.1 This includes an amount of Rs 14.688 million (2021: Rs 14.779 million) receivable from Habib Metropolitan Bank Limited - a related party.



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

	Note	2022	2021
		------(Rupees in '000)-----	
<b>15 OTHER RECEIVABLES</b>			
Considered good			
Warranty claims and other receivables due from a related party – Toyota Tsusho Corporation	15.1	117,442	44,662
Agency commission - receivable from related party - Toyota Tsusho Asia Pacific PTE. Limited	15.2	125,151	38,761
Warranty claims due from local vendors		27,841	17,377
Earnest money		26,000	19,800
Insurance claims receivable	15.3 & 15.4	64,161	71,645
Workers' Profit Participation Fund	15.5	1,266,319	640,971
Sales tax – net		563,379	-
Receivable against sale of operating fixed assets		25,046	43,074
Receivable from Pension Fund - Defined Benefit Scheme	25.2	-	32,321
Receivable against foreign exchange contracts - fair value hedge		467,140	29,079
Others		55,105	45,429
		<u>2,737,584</u>	<u>983,119</u>
15.1 The maximum aggregate amount due at the end of any month during the year was Rs 117.442 million (2021: Rs 383.029 million).			
15.2 The maximum aggregate amount due at the end of any month during the year was Rs 173.103 million (2021: Rs 47.055 million).			
15.3 The maximum aggregate amount due at the end of any month during the year was Rs 237.632 million (2021: Rs 82.830 million).			
15.4 This includes an amount of Rs 64.161 million (2021: Rs 52.690 million) receivable from Habib Insurance Company Limited - a related party.			

	Note	2022	2021
		------(Rupees in '000)-----	
<b>15.5 Workers' Profit Participation Fund</b>			
Opening balance		640,971	294,752
Allocation for the year	33	(724,652)	(707,383)
		(83,681)	(412,631)
Amount paid during the year		1,350,000	715,000
Reversal during the year - for prior year		-	338,602
Closing balance		<u>1,266,319</u>	<u>640,971</u>

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

	Note	2022	2021
		----- (Rupees in '000) -----	
<b>16 SHORT-TERM INVESTMENTS</b>			
At amortised cost			
Government securities			
- Pakistan Investment Bonds (PIBs)	16.1	4,210,889	-
- Term Deposit Receipts (TDRs)	16.2	50,800,000	32,000,000
At fair value through profit or loss			
Government securities			
- Market Treasury Bills (T-Bills)	16.3	66,873,169	37,437,344
- Listed Mutual Fund Units	16.4	19,048,060	12,615,103
		<u>140,932,118</u>	<u>82,052,447</u>

16.1 These securities are due to mature on November 5, 2022. The yield on these securities ranges from 13.19% to 15.12% per annum.

16.2 As at June 30, 2022, the Company holds TDRs carrying profit rates ranging between 15.23% to 20.00% per annum (2021: 7.90% to 9.20% per annum). The term deposit receipts are due to mature maximum by July 14, 2022. Balances in term deposit receipts include an amount of Rs 12,000 million (2021: Rs 10,000 million), held with Habib Metropolitan Bank Limited - a related party.

16.3 These securities have varying maturities ranging from August 25, 2022 to November 3, 2022. The yield on these securities ranges between 11.80% to 15.20% per annum (2021: 7.285% to 7.6% per annum).

16.4 Investments - Fair values through profit or loss

Name of the Investee	Number of units as at June 30, 2022	Fair value as at June 30, 2022 (Rupees in '000)
ABL Cash Fund	220,954,326	2,254,066
Alfalah GHP Money Market Fund	20,358,617	2,002,716
Al Meezan Rozana Amdani Fund	40,214,911	2,010,746
Atlas Money Market Fund	1,976,722	1,003,201
First Habib Cash Fund	14,904,670	1,503,974
HBL Cash Fund	19,758,414	2,001,784
Lakson Money Market Fund	4,974,317	503,925
MCB Cash Management Optimizer	19,805,902	2,006,334
Pakistan Cash Management Fund	4,978,874	251,273
NBP Money Market Fund	252,563,004	2,508,228
NIT Money Market Fund	51,865,068	500,690
UBL Liquidity Plus Fund	24,742,015	2,501,123
	<u>677,096,840</u>	<u>19,048,060</u>

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

	Note	2022	2021
		-----	-----
		(Rupees in '000)	(Rupees in '000)
<b>17 CASH AND BANK BALANCES</b>			
Cash in hand		6,935	3,899
Balances held with banks in:			
- current accounts	17.2	3,258	11,789
- savings accounts	17.1	6,783,591	2,024,109
		6,786,849	2,035,898
		<u>6,793,784</u>	<u>2,039,797</u>

17.1 These include an amount of Rs 1,026.079 million (2021: Rs 1,821.129 million), held with Habib Metropolitan Bank Limited - a related party.

17.2 These carry profit at rates ranging from 6.84% to 17.15% (2021: 4.50% to 6.25%) per annum.

## 18 ISSUED, SUBSCRIBED AND PAID-UP CAPITAL

	2022	2021		2022	2021
	(Number of shares)	(Number of shares)		(Rupees in '000)	(Rupees in '000)
			Ordinary shares of Rs 10 each		
	<u>78,600,000</u>	<u>78,600,000</u>	fully paid in cash	<u>786,000</u>	<u>786,000</u>

18.1 Ordinary shares of the Company held by related parties as at the year end are as follows:

	Percentage of shareholding (%)	2022	2021
		-----	-----
		Number of shares	Number of shares
Toyota Motor Corporation	25.0%	19,650,000	19,650,000
Toyota Tsusho Corporation	12.5%	9,825,000	9,825,000
Overseas Pakistan Investors AG	34.8%	27,382,730	27,382,730
Thal Limited	6.2%	4,890,000	4,890,000
Habib Insurance Company Limited	0.031%	24,015	24,015

	Note	2022	2021
		-----	-----
		(Rupees in '000)	(Rupees in '000)
<b>19 RESERVES</b>			
Capital reserve			
- Share premium	19.1	196,500	196,500
Revenue reserves			
General reserve			
- Balance brought forward		39,451,050	36,451,050
- Transferred from unappropriated profit		4,500,000	3,000,000
		43,951,050	39,451,050
Unappropriated profit		9,077,526	7,767,915
		<u>53,225,076</u>	<u>47,415,465</u>

19.1 This reserve can be utilised by the Company only for the purposes specified in section 81 of the Companies Act, 2017.



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

	Note	2022 ------(Rupees in '000)-----	2021
<b>20 LONG TERM LOAN</b>			
Loan under financing scheme			
- Refinance scheme for renewable energy	20.1	329,856	359,843
- Refinance scheme for payment of wages and salaries to employees	20.2	269,977 599,833	603,297 963,140
Less: Current Portion			
- Refinance scheme for renewable energy		(49,978)	(39,983)
- Refinance scheme for payment of wages and salaries to employees		(269,977) (319,955)	(333,320) (373,303)
		279,878	589,837
20.1 This represents loan obtained under the SBP financing scheme for investment in Plant and Machinery for renewable energy projects. At the year end, the Company had repaid amount of Rs 66.692 million. The financing already made carries mark-up at the rate of 3.25% - 4.25% per annum and is secured by way of hypothecation charge over plant and machinery (note 4) against which the facility is available to the extent of loan amount. The loan is repayable on a quarterly basis in 40 equal installments and the first repayment was made on September 12, 2020.			
20.2 This represents loan obtained under the SBP refinance scheme for payment of wages and salaries to the workers and employees of Company. The financing already made carries mark-up at the rate of 1% per annum and is secured by way of utilisation of running finance facility from bank and TDRs / T Bills held as lien from time to time. The loan is repayable on a quarterly basis in 8 equal installments and first repayment was made on April 01, 2021. The aforementioned facility has been availed from Habib Metropolitan Bank Limited - a related party.			
		2022 ------(Rupees in '000)-----	2021
20.3 Following is the movement in long term financing:			
Opening balance		1,003,843	592,751
Disbursements		-	539,797
Repayments		(397,987)	(128,705)
Closing balance as at June 30, 2021		605,856	1,003,843
Less: Deferred Government Grant		6,023 599,833	40,703 963,140
<b>21 DEFERRED GOVERNMENT GRANT</b>			
Deferred grant		40,703	92,660
Less: Government grant recognised in the period		34,680	51,957
Less: Current Portion		6,023 -	34,680 6,023
21.1 The value of benefit of below-market interest rate on the loan as referred to in note 20.2 to these financial statements has been accounted for as government grant under IAS - 20 Government grants.			

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

	Note	2022	2021
		----- (Rupees in '000) -----	
<b>22 TRADE PAYABLES, OTHER PAYABLES AND PROVISIONS</b>			
Trade creditors			
- Associated undertakings / related parties		714,598	183,997
- Others		7,664,776	5,245,908
Bills payable to related parties	22.1	11,097,720	2,595,179
Bills payable to others		92,286	-
Accrued liabilities	22.2	8,907,572	5,986,635
Royalty payable to associated undertakings / related parties		1,049,907	702,581
Deposits from dealers	22.3	406,550	365,050
Deposits from vendors		52,611	45,911
Custom duty payable		771,512	6,521,475
Retention money		63,114	58,442
Workers' Welfare Fund		738,082	519,037
Technical fee		20,490	11,827
Warranty obligations	22.4	1,984,306	1,658,657
Payable to dealers		1,873,715	1,076,211
Payable to customers		139,868	126,574
Compensation on advances received from customers	22.5	1,872,444	526,715
Payable to Pension Fund - Defined Benefit Scheme	25.2	14,498	-
Mark-up payable on Long term loan		4,925	5,306
Sales tax – net		-	2,377,565
Withholding income tax payable		411,599	648,464
FED payable on vehicle sales		1,795,170	836,117
Other government levies payable		804,803	796,545
		<u>40,480,546</u>	<u>30,288,196</u>
22.1 This represents amounts payable to the following related parties:			
Toyota Tsusho Asia Pacific PTE. Limited		10,855,602	2,573,097
Toyota Motor Asia Pacific PTE. Limited		11,300	22,082
Toyota Tsusho Corporation		230,124	-
Toyota Tsusho (Thailand) Co. Ltd		694	-
		<u>11,097,720</u>	<u>2,595,179</u>
22.2 These include an amount of Rs 757.406 million (2021: Rs 151.386 million) payable to the related parties.			
22.3 These represent interest free deposits received from dealers in accordance with the terms of the dealership agreements. These deposits have been utilised for the purpose of the Company's business, based on agreement with dealers.			
22.4 Warranty obligations	Note	2022	2021
		----- (Rupees in '000) -----	
Opening balance		1,658,657	1,462,468
Charge for the year	30	528,131	344,344
		<u>2,186,788</u>	<u>1,806,812</u>
Utilisation during the year		(202,482)	(148,155)
Closing balance		<u>1,984,306</u>	<u>1,658,657</u>
22.5 This represents compensation payable to customers and dealers on advances received from them in respect of manufactured vehicles on delayed delivery over two months, subject to certain conditions.			

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

### 23 ADVANCES FROM CUSTOMERS AND DEALERS - unsecured

These represent advances received by the Company from customers and dealers in respect of sale of vehicles & parts and recorded inclusive of sales tax, other duties and withholding tax. Revenue aggregating Rs 51,002.841 million has been recognised for the preceding year advances from customers and dealers.

### 24 TAXATION - net

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, 2021 (i.e TY 2021).

### 25 DEFINED BENEFIT PLAN - Approved Pension Fund

As mentioned in note 2.17, 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, 2022. The pension fund exposes the Company to the following risks:

#### Mortality risks

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

#### Investment risks

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

#### Final salary risks

The risk that the final salaries at the time of cessation of service are greater than what was assumed. Since the benefit is calculated on the basis of final salary of an employee, the amount of the benefit increases with any increase in the final salary.

#### Withdrawal risks

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

The Company has recognised the following amounts in these financial statements for its obligations towards the respective members.

25.1	Principal actuarial assumptions	2022 (% per annum)	2021
	Discount factor used	13.75	10.25
	Expected rate of salary increase	12.75	9.25
	Expected rate of return on plan assets	13.75	10.25
	Expected rate of increase in long term pension	6.75	3.25



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

	Note	2022	2021
25.2 The amounts recognised in the statement of financial position are determined as follows:		-----Rupees '000-----	
Present value of defined benefit obligation	25.4	27,628	29,721
Fair value of plan assets	25.3 & 25.4	(13,130)	(62,042)
		<u>14,498</u>	<u>(32,321)</u>

25.3 Plan assets consist of the following:

	2022		2021	
	Quoted	Non-Quoted	Quoted	Non-Quoted
	----- Rupees '000 -----			
Balances with banks	-	557	-	2,130
Equity instruments	2,937	-	16,183	-
Debt instruments - Government	-	9,845	-	45,865
Others	-	(209)	-	(2,136)
	<u>2,937</u>	<u>10,193</u>	<u>16,183</u>	<u>45,859</u>

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

	2022		
	Present value of defined benefit obligation	Fair value of plan assets	Total
	----- (Rupees in '000) -----		
At July 1	29,721	(62,042)	(32,321)
Current service cost	1,436	-	1,436
Interest expense / (income)	3,104	(6,259)	(3,155)
	<u>34,261</u>	<u>(68,301)</u>	<u>(34,040)</u>
Remeasurements:			
- Loss on plan assets, excluding amounts included in interest expense	-	21,061	21,061
- Gain from change in financial assumptions	(6,081)	-	(6,081)
	<u>(6,081)</u>	<u>21,061</u>	<u>14,980</u>
	<u>28,180</u>	<u>(47,240)</u>	<u>(19,060)</u>
Contribution	-	33,558	33,558
Benefit payments	(552)	552	-
At June 30	<u>27,628</u>	<u>(13,130)</u>	<u>14,498</u>

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

	2021		
	Present value of defined benefit obligation	Fair value of plan assets	Total
	----- (Rupees in '000) -----		
At July 1	45,913	(50,948)	(5,035)
Current service cost	2,856	-	2,856
Interest expense / (income)	4,717	(5,197)	(480)
	53,486	(56,145)	(2,659)
Remeasurements:			
- Gain on plan assets, excluding amounts included in interest expense	-	(4,842)	(4,842)
- Gain from change in financial assumptions	(23,161)	-	(23,161)
	(23,161)	(4,842)	(28,003)
	30,325	(60,987)	(30,662)
Contribution	-	(1,659)	(1,659)
Benefit payments	(604)	604	-
At June 30	29,721	(62,042)	(32,321)

	2022	2021
	----- (Rupees in '000) -----	
25.5 Charge for defined benefit plan recognised in statement of profit or loss		
Current service cost	1,436	2,856
Net interest income	(3,155)	(480)
	<u>(1,719)</u>	<u>2,376</u>

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

	Amount of net defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
	----- (Rupees in '000) -----		
Discount rate	1%	23,412	32,017
Long term salary increases	1%	29,255	25,433
Pension increase rate	1%	29,866	24,995

The above sensitivity analysis is based on a change in an assumption while holding all other assumptions constant. When calculating the sensitivity of the net 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 statement of financial position.

- 25.7 The weighted average duration of the net defined benefit obligation is 15.27 years.
- 25.8 Expected maturity analysis of undiscounted net defined benefit obligation for the pension fund is as follows:

At June 30, 2022	Less than a year	Between 1-2 years	Between 2-4 years	Over 4 years	Total
	----- Rupees '000 -----				
Pension	618	670	1,636	11,613	14,537

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

25.9 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 statement of financial position date. Expected returns on equity are based on long-term real rates experienced in the stock market.

25.10 The expected charge for the defined benefit plan for the year ending June 30, 2023 is Rs 3.189 million.

25.11 The charge for the year in respect of pension amounts to Rs 50.111 million, which includes Rs 51.830 million in respect of members covered under New Rules and reversal of Rs 1.719 million in respect of members covered under Old Rules.

In 2021, there was a reversal of Rs 15.110 million, which included Rs 17.486 million in respect of members covered under New Rules and charge of Rs 2.376 million in respect of members covered under Old Rules.

25.12 The investments out of the contributory pension funds have been in accordance with the provisions of Section 218 of the Companies Act, 2017 and the rules formulated for this purpose.

### 26 SHORT-TERM RUNNING FINANCES

As at June 30, 2022, the Company has unutilised short-term running finance facilities under mark-up arrangements aggregating to Rs 5,300 million (2021: Rs 5,300 million) available from various commercial banks carrying mark-up rates based on 1 month KIBOR as benchmark rate plus 25 - 75 basis points (2021: 1 month KIBOR plus 25 - 75 basis points). The above facilities include an amount of Rs 300 million (2021: Rs 300 million) available from Habib Metropolitan Bank Limited - a related party.

The Company also has facilities for opening letters of credit and bank guarantees under mark-up arrangements as at June 30, 2022 amounting to Rs 72,475 million (2021: Rs 46,975 million) from various commercial banks, including Rs 14,500 million (2021: Rs 10,500 million) available from Habib Metropolitan Bank Limited - a related party. The unutilised balance as at June 30, 2022 is Rs 37,175 million (2021: Rs 24,799 million).

The above mentioned short-term running finance facilities and bank guarantees are secured by pari passu hypothecation charge on movable assets and receivables of the Company.

### 27 CONTINGENCIES AND COMMITMENTS

#### Contingencies

27.1 The Company received a consolidated demand notice dated February 2, 2006 from the Collector of Customs (Appraisalment), for recovery of Rs 370.373 million in aggregate on account of customs duty amounting to Rs 235.775 million and sales tax amounting to Rs 134.598 million for non-inclusion of royalty payment to the Joint Venture Partner, Toyota Motor Corporation, in the import value of CKD kits imported from 1997 to 2005. The demand had 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. An Order was passed against the Company on September 2, 2006 against which appeal was preferred before the Customs, Excise and Sales Tax Appellate Tribunal (the Appellate Tribunal), bearing Customs Appeal No. K-512/06, which was decided, vide Order dated April 9, 2008 in the Company's favour and accordingly, the demand to the extent of Rs 370.373 million was reversed. A Spl. Customs Reference Application No. 243 of 2008 was instituted by the Custom Authorities on July 7, 2008 before the Sindh High Court against the decision of the Appellate Tribunal, which is pending. The reference application had last fixed on November 20, 2017.



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

During the year ended 2007, the Company received show cause notice dated January 10, 2007 by the Collector of Customs (Appraisement), on similar lines to the above notice, for the period from April 2005 to July 2006, and for short recovery of Rs 54.348 million (Rs 34.429 million as custom duty and Rs 19.919 million as sales tax). An Order-in-Original dated May 2, 2007 was passed against the Company with the addition of penalty of Rs 150,000. The Company preferred an appeal on July 7, 2007 before the Collector of Customs, Sales Tax and Federal Excise (Appeals-I) bearing Customs Appeal No. 535 of 2007.

A demand cum show cause notice dated February 17, 2007 was issued by Collector of Customs PMBQ to the Company alleging that the Company owes custom duty and sales tax amounting to Rs 55.598 million on imports of CKD kits as part of its automobile business. An Order-in-original dated May 30, 2007 was passed against the Company against which an appeal bearing Customs Appeal No. K-299/2007 dated June 29, 2007 is pending before the Customs Appellate Tribunal.

During the year ended 2018, the Company received two show cause notices dated February 9, 2018 from the Collector of Customs (Adjudication-I), for the period from July 2013 to June 2017, in respect of MCC PMBQ and MCC Appraisement (West), alleging short recovery of duties and taxes of Rs 1,947.194 million and Rs 2,232.149 million respectively. The Company has challenged these show cause notices in the Sindh High Court vide Const. Petitions No. 1372/2018 and 1410/2018 dated February 20, 2018 respectively. The Court restrained the Customs department from passing any final order against the Company vide Orders dated February 20, 2018 and February 21, 2018 respectively.

During the year ended June 30, 2020, the Company received a show cause notice dated March 2, 2020 from the Collector of Customs (Adjudication - II) MCC Appraisement (East), in respect of the same aforementioned period claiming short recovery of Rs 569.910 million (custom duty of Rs 289.986 million, sales tax of Rs 203.060 million and income tax of Rs 76.864 million) on royalty payment to the Joint Venture Partner, Toyota Motor Corporation. The Company challenged the show cause notice in the High Court of Sindh vide Const. Petition No. 1665/2020 and the Court again restrained the Customs Department from passing any final order against the Company vide Order dated March 9, 2020.

During the year ended June 30, 2021, the Company received a show cause notice dated May 19, 2021, from the Collector of Customs East claiming short recovery of Rs 1,313.696 million (custom duty of Rs 456.307 million, additional custom duty Rs 30.420 million, sales tax of Rs 599.892 million and income tax of Rs 227.077 million) on royalty payment to the Joint Venture Partner, Toyota Motor Corporation for the period from July 2017 to June 2020. The Company challenged the show cause notice before the Sindh High Court vide Const. Petition No. D-3593/2021. The Court restrained the Customs Department from passing any final order against the Company vide Order dated June 8, 2021.

During the current year, the Company received two show cause notices from Collector of Customs MCC Appraisement (West) and MCC PMBQ dated July 26, 2021 claiming short recovery of Rs 374.986 million (customs duty of Rs 126.630 million, additional custom duty of Rs 16.884 million, sales tax of Rs 167.912 million and income tax of Rs 63.560 million) and Rs 1,506.412 million (customs duty of Rs 508.706 million, additional customs duty of Rs 67.827 million, sales tax of Rs 674.544 million and income tax of Rs 255.335 million) on royalty payment to the Joint Venture Partner, Toyota Motor Corporation for the period from July 2017 to June 2020 and July 2017 to June 2021 respectively. The Company filed two Const. Petitions, bearing No. 4807/2021 and 4808/2021 respectively, wherein the Sindh High Court, vide Interim Order dated August 9, 2021 suspended the two show cause notices.

The aforementioned notices had 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. The Company has filed a petition against the same before the Sindh High Court, which is pending.

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

In respect of pending appeals at various appellate forums, a similar favourable decision as made by the Appellate Tribunal in the past is expected as the facts are common and involve identical question of law. Therefore, no provision has been made by the Company in these financial statements against the above mentioned claims as the management is confident that the matters will be decided in favour of the Company.

- 27.2 During the year ended June 30, 2017, the Company received an Assessment Order dated May 24, 2017 from the Punjab Revenue Authority (PRA), claiming that the Company was required to pay sales tax on franchise services provided in the province of Punjab for the period from April 2013 to December 2016, as per the Second Schedule of the Punjab Sales Tax on Services Act, 2012. During the year ended June 30, 2021, Commissioner Appeals, PRA set aside the said Assessment Order vide its Order dated November 9, 2020 as sufficient opportunity of hearing was not provided by the assessing officer. Further, the Company received show cause notice dated June 16, 2021 for the aforementioned period requiring to pay Punjab Sales Tax amounting to Rs 387.689 million. During the current year, the Company has obtained stay order from Lahore High Court against the aforementioned show cause notice and expects a favourable outcome. Hence, no provision has been made in these financial statements.

During the year ended June 30, 2018, the Company received show cause notices dated August 31, 2017 and February 22, 2018 from the Punjab Revenue Authority for recovery of Punjab Sales Tax in aggregate of Rs 77.698 million for the period from January 2017 to June 2017. The Company has obtained stay orders from Lahore High Court against these notices and expects a favourable outcome. Hence, no provision has been made in these financial statements.

During the year ended June 30, 2020, the Company received show cause notice dated March 9, 2020 from the Punjab Revenue Authority for recovery of Punjab Sales Tax amounting to Rs 35.774 million for the period from October 2012 to March 2013. The Company has obtained stay order against the notice from Lahore High Court and expects a favourable outcome. Hence, no provision has been made in these financial statements.

- 27.3 During year ended June 30, 2020, the Company received various notices 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 8702.1090, 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 221.203 million. The management of the Company, based on the advice of its legal counsel, challenged the notices, however, an adverse order was passed by Collector of Customs Adjudication. The Company filed appeals before the Customs Appellate Tribunal, Karachi Bench, against Orders-in-Original, which are pending for hearing and as per legal counsel advise the Company expects a favorable outcome in the case. Hence, no provision has been made in these financial statements.

- 27.4 During year ended June 30, 2020, the Company received show cause notice dated February 13, 2020 under section 122(5A) of the Income Tax Ordinance, 2001 from the Additional Commissioner IR - Federal Board of Revenue, challenging the admissibility of claim of deductible allowance on account of Workers' Profit Participation Fund (Rs 1,027.961 million) and Workers Welfare Fund (Rs 330.495 million) for the tax year 2019. The tax credit on the said deductible allowances disallowed in the aforesaid show cause notice aggregates to Rs 393.952 million. The Company has filed a petition against the same before the Sindh High Court, which is pending for hearing. The management of the Company is confident that the matter will eventually be decided in favour of the Company. Hence, no provision has been made in these financial statements.

During the year ended June 30, 2021, the Company received show cause notice dated February 19, 2021 under section 122(5A) of the Income Tax Ordinance, 2001 from the Additional Commissioner IR - Federal Board of Revenue, challenging the admissibility of claim of deductible allowance on account

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

of Workers Welfare Fund (Rs 109.992 million) for the tax year 2020. The Company has filed a petition against the same before the Sindh High Court, which is pending for hearing. The management of the Company is confident that the matter will eventually be decided in favour of the Company. Hence, no provision has been made in these financial statements.

During the current year, the Company received show cause notice dated May 21, 2022 under section 122(5A) of the Income Tax Ordinance, 2001 from the Additional Commissioner IR - Federal Board of Revenue, challenging the admissibility of claim of deductible allowance on account of Workers' Profit Participation Fund (Rs 368.778 million) and Workers Welfare Fund (Rs 300.394 million) for the tax year 2021. The Company has filed a petition against the same before the Sindh High Court, which is pending for hearing. The management of the Company is confident that the matter will eventually be decided in favour of the Company. Hence, no provision has been made in these financial statements.

27.5 During the current year, the Company received a show cause notice dated February 23, 2022 under section 161/ 205 of the Income Tax Ordinance, 2001 from Deputy Commissioner IR – Federal Board of Revenue, challenging the non-collection of advance tax under section 231B of the Ordinance involving amount of tax of Rs 634.100 million for the period July 2021 to December 2021 against 2,966 units of Hilux vehicles sold other than for private use. The Company challenged the show cause notice in the High Court of Sindh and obtained stay order against the said show cause notice, while the petition is pending for hearing. The management of the Company is confident that the matter will eventually be decided in favour of the Company. Hence, no provision has been made in these financial statements.

27.6 As at June 30, 2022, the claims not acknowledged as debts by the Company, other than those separately disclosed above, amounts to Rs 2,755.943 million (2021: Rs 2,058.862 million).

	Note	2022	2021
		-----	-----
		(Rupees in '000)	(Rupees in '000)
Cases filed by government authorities		923,838	923,838
Others		1,832,105	1,135,024
	27.6.1	<u>2,755,943</u>	<u>2,058,862</u>

27.6.1 The above cases represent legal proceedings initiated against the Company by various parties therefore pending adjudication in various courts and legal forums of Pakistan since many years. A few cases have been added during the current year. 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 the favour of the Company. Hence, no provision has been recorded in respect of these cases in these financial statements.

	2022	2021
	-----	-----
	(Rupees in '000)	(Rupees in '000)
	<u>24,051,602</u>	<u>19,166,608</u>

### 27.7 Outstanding bank guarantees

Outstanding bank guarantees include an amount of Rs 6,056.974 million (2021: Rs 4,939.347 million) in respect of bank guarantees from Habib Metropolitan Bank Limited - a related party.

### 27.8 Commitments

27.8.1 Commitments in respect of capital expenditure as at June 30, 2022 amounted to Rs 4,439.435 million (2021: Rs 1,225.474 million).

27.8.2 Commitments in respect of letters of credit, other than for capital expenditure, amounted to Rs 10,782.735 million (2021: Rs 7,493.812 million). The above letters of credit include an amount of Rs 309.386 million (2021: Rs 1,402.745 million) availed from Habib Metropolitan Bank Limited - a related party.



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

27.8.3 Commitments in respect of land rent and maintenance charges against leasehold land from Port Qasim Authority as at June 30, 2022 amounted to Rs 195.112 million (2021: Rs 202.819 million).

Year	2022	2021
	----- (Rupees in '000) -----	
2022-2023	-	7,707
2023-2024	8,092	8,092
2024-2025	8,496	8,496
2025-2026	8,921	8,921
2026-2027	9,366	9,366
2027 onwards	160,237	160,237
	<b>195,112</b>	<b>202,819</b>

## 28 OPERATING RESULTS

		Manufacturing		Trading		Total	
	Note	2022	2021	2022	2021	2022	2021
		----- (Rupees in '000) -----					
Revenue from contract with customers	28.4	333,103,327	216,380,694	16,798,816	10,239,176	349,902,143	226,619,870
Sales tax		(48,377,230)	(31,428,446)	(1,821,415)	(1,540,139)	(50,198,645)	(32,968,585)
Federal excise duty		(14,150,900)	(9,110,707)	-	-	(14,150,900)	(9,110,707)
	28.5	270,575,197	175,841,541	14,977,401	8,699,037	285,552,598	184,540,578
Commission		(6,371,975)	(3,677,757)	(315,788)	(247,096)	(6,687,763)	(3,924,853)
Discounts		(13,966)	(8,021)	(690,705)	(482,364)	(704,671)	(490,385)
Compensation on advances from customers		(2,654,386)	(963,613)	-	-	(2,654,386)	(963,613)
<b>Net sales</b>		<b>261,534,870</b>	<b>171,192,150</b>	<b>13,970,908</b>	<b>7,969,577</b>	<b>275,505,778</b>	<b>179,161,727</b>
Cost of sales	29	(246,579,700)	(156,839,809)	(10,521,597)	(5,668,208)	(257,101,297)	(162,508,017)
<b>Gross profit</b>		<b>14,955,170</b>	<b>14,352,341</b>	<b>3,449,311</b>	<b>2,301,369</b>	<b>18,404,481</b>	<b>16,653,710</b>
Distribution expenses	30	1,919,489	1,464,865	204,711	153,998	2,124,200	1,618,863
Administrative expenses	31	2,106,147	1,399,726	112,508	65,162	2,218,655	1,464,888
		(4,025,636)	(2,864,591)	(317,219)	(219,160)	(4,342,855)	(3,083,751)
		10,929,534	11,487,750	3,132,092	2,082,209	14,061,626	13,569,959
Other operating expenses	32	(176,919)	(72,946)	(9,451)	(3,396)	(186,370)	(76,342)
Workers' Profit Participation							
Fund and Workers' Welfare Fund	33	(1,244,092)	(740,193)	-	-	(1,244,092)	(740,193)
		9,508,523	10,674,611	3,122,641	2,078,813	12,631,164	12,753,424
Other income	34					12,935,711	5,579,339
						25,566,875	18,332,763
Finance cost	35					(114,299)	(133,570)
<b>Profit before taxation</b>						<b>25,452,576</b>	<b>18,199,193</b>
Taxation						(9,650,728)	(5,370,601)
<b>Profit after taxation</b>						<b>15,801,848</b>	<b>12,828,592</b>

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

28.1 Management monitors the operating results of its business segments separately for the purpose of making decisions about resource allocation and performance assessment. Operating segments are reported in a manner consistent with internal reporting provided to the CODM. Segment performance is generally evaluated based on certain key performance indicators including business volume and gross profit. Segment results include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

28.2 The management has determined the operating segments based on the reports reviewed by the CODM that are used to make strategic and business decisions.

### Manufacturing

This segment relates to the sale of locally manufactured cars and parts.

### Trading

This segment relates to the trading of Completely Built Unit (CBU), motor oil and parts.

28.3 Segment wise assets and liabilities are not being reviewed by the CODM.

28.4 This includes an amount of Rs 0.257 million (2021: Rs 1.254 million) in respect of export sales of auto parts.

28.5 The gross sales, net of sales tax, for 'Trading' segment include an amount of Rs 2,693.621 million (2021: Rs 1,940.041 million) in respect of sales of motor oil.

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

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

	Note	2022	2021
		------(Rupees in '000)-----	
<b>29 COST OF SALES</b>			
Raw materials and vendor parts consumed			
Opening stock		13,260,858	13,284,969
Purchases		234,708,937	151,633,080
Closing stock	10	(21,721,501)	(13,260,858)
		<b>226,248,294</b>	151,657,191
Stores and spares consumed		2,626,107	1,925,873
Salaries, wages and other benefits	29.1 & 29.2	2,759,993	1,962,119
Rent, rates and taxes		6,390	6,086
Repairs and maintenance		384,331	306,310
Depreciation	4.4	3,171,192	2,961,259
Legal and professional		2,407	1,334
Travelling		24,828	12,314
Transportation		11,719	8,538
Insurance		61,918	60,416
Vehicle running		33,103	20,013
Communication		4,383	4,589
Printing, stationery and office supplies		5,768	2,956
Subscription		3,526	3,560
Fuel and power		862,596	565,338
Running royalty	29.3	4,259,257	2,667,789
Supervisor fee		24,979	547
Technical fee		25,645	7,574
Staff catering, transport and uniforms		740,643	594,969
(Reversal) / provision for slow moving stock-in-trade	10.4	(12,791)	7,207
Provision for slow moving stores and spares	9.1	56,184	37,220
Others		8,600	19,355
		<b>15,060,778</b>	11,175,366
		<b>241,309,072</b>	162,832,557
Add: Opening work-in-process		1,213,065	970,298
Less: Closing work-in-process	10	2,074,897	1,213,065
		<b>240,447,240</b>	162,589,790
Opening stock of finished goods - own manufactured		6,205,819	455,838
Closing stock of finished goods - own manufactured	10	(73,359)	(6,205,819)
<b>Cost of sales - own manufactured</b>		<b>246,579,700</b>	156,839,809
Opening stock of finished goods - trading		1,837,327	1,491,116
Finished goods purchased		11,484,265	6,062,948
Closing stock of finished goods - trading	10	(2,828,917)	(1,837,327)
Reversal for slow moving stock-in-trade	10.4	28,922	(48,529)
<b>Cost of sales - trading</b>		<b>10,521,597</b>	5,668,208
		<b>257,101,297</b>	162,508,017

**29.1** These include an amount of Rs 49.645 million (2021: Rs 40.425 million) in respect of charge against provident fund and Rs 33.531 million in respect of charge against pension fund. In 2021, there was a reversal of Rs 19.580 million in respect of pension due to contribution and accumulated interest returned in respect of retiring members ineligible for pension.

**29.2** The investments by the provident fund in collective investment schemes, listed equity and debts securities have been made in accordance with the conditions specified in section 218 of the Companies Act, 2017 and rules specified thereunder.



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

29.3 This includes royalty paid to the following parties:

Company Name	Address	Relationship with the Company	2022 ----- (Rupees in '000) -----	2021 ----- (Rupees in '000) -----
Toyota Motor Corporation	1 Toyota-Cho, Toyota City, Aichi Prefecture 471-8571, Japan	Associate	3,495,243	1,900,116
Toyota Daihatsu Engineering & Manufacturing Company Limited	99 Moo 5, T. Ban-Ragad, A. Bank-bo, Samutprakran, 105060, Kingdom of Thailand	Group company of Associate	23,020	15,973

	Note	2022 ----- (Rupees in '000) -----	2021 ----- (Rupees in '000) -----
<b>30 DISTRIBUTION EXPENSES</b>			
Salaries, wages and other benefits	30.1 & 29.2	410,503	308,234
Rent, rates and taxes		4,879	4,836
Repairs and maintenance		13,581	4,060
Depreciation	4.4	73,962	48,855
Advertising and sales promotion		464,843	458,822
Travelling		22,514	11,092
Vehicle running		26,996	22,913
Communication		4,100	3,114
Printing, stationery and office supplies		12,475	7,790
Staff training		9,451	7,452
Staff transport and canteen		32,936	32,177
Subscription		1,047	1,432
Warranty claims	22.4	528,131	344,344
Pre-delivery inspection and service charges		114,358	67,987
Development expenditure		22,257	12,420
Utilities		-	363
Transportation		109,620	83,685
Running royalty	30.2	28,064	21,892
Late delivery charges		240,621	176,822
Others		3,862	573
		<u>2,124,200</u>	<u>1,618,863</u>

30.1 These include an amount of Rs 9.617 million (2021: Rs 7.400 million) in respect of charge against provident fund and Rs 6.806 million in respect of charge against pension fund. In 2021, there was a reversal of Rs 4.606 million in respect of pension due to contribution and accumulated interest returned in respect of retiring members ineligible for pension.

30.2 This includes royalty paid to the following parties:

Company Name	Address	Relationship with the Company	2022 ----- (Rupees in '000) -----	2021 ----- (Rupees in '000) -----
Toyota Motor Corporation	1 Toyota-Cho, Toyota City, Aichi Prefecture 471-8571, Japan	Associate	24,789	12,802
Daihatsu Motor Company Limited	1-78-1, Hanshin Ryutsu Center, Yamaguchi Nishinomiya, Hyogo, 651-1431, Japan	Group company	1,530	-

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

31	ADMINISTRATIVE EXPENSES	Note	2022	2021
			-----	-----
			(Rupees in '000)	(Rupees in '000)
	Salaries, wages and other benefits	31.1 & 29.2	953,747	640,351
	Rent, rates and taxes		4,416	4,152
	Insurance		71,249	52,110
	Repairs and maintenance		150,445	114,132
	Depreciation	4.4	99,681	75,699
	Amortisation	4.2	35,339	37,315
	Travelling		45,456	16,922
	Legal and professional		399,785	246,871
	Director's fee		3,625	3,250
	Vehicle running		36,091	26,277
	Communication		24,288	20,735
	Printing, stationery and office supplies		6,362	2,983
	Staff training		203,026	107,819
	Staff transport and canteen		55,715	64,447
	Security		37,614	34,297
	Subscription		9,329	15,026
	Utilities		801	428
	Others		81,686	2,074
			<u>2,218,655</u>	<u>1,464,888</u>

31.1 These include an amount of Rs 15.831 million (2021: Rs 13.852 million) in respect of charge against provident fund and Rs 9.774 million (2021: Rs 9.076 million) in respect of charge against pension fund.

32	OTHER OPERATING EXPENSES	Note	2022	2021
			-----	-----
			(Rupees in '000)	(Rupees in '000)
	Auditors' remuneration	32.1	3,799	2,981
	Donations	32.2	181,992	74,056
	Provision / (reversal) for doubtful debts		579	(695)
			<u>186,370</u>	<u>76,342</u>
32.1	Auditors' remuneration			
	Audit fee		1,985	1,725
	Interim review and other certifications		1,167	769
	Out-of-pocket expenses		647	487
			<u>3,799</u>	<u>2,981</u>

32.2 Donations

32.2.1 Donations in which a Director or his spouse is interested are as follows:

Name of Director(s)	Interest in Donee	Name of Donee	2022	2021
			-----	-----
			(Rupees in '000)	(Rupees in '000)
1. Mr Mohamedali R. Habib and Mr Muhammad Hyder Habib	Trustee	Habib Education Trust	16,000	1,000
2. Mr Mohamedali R. Habib, Mr Muhammad Hyder Habib, and Mr. Azam Faruque	Director	Habib University Foundation	15,000	-

32.2.2 The names of donees to whom donation amount exceeds 10% of total donations, i.e. HANDS Pakistan and The Shaukat Khanum Memorial Trust.

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

	Note	2022	2021
		-----	-----
		(Rupees in '000)	(Rupees in '000)
<b>33 WORKERS' PROFIT PARTICIPATION FUND AND WORKERS' WELFARE FUND</b>			
Workers' Welfare Fund		519,440	371,412
Workers' Profit Participation Fund - current year	15.5	724,652	707,383
Workers' Profit Participation Fund - for prior years	15.5	-	(338,602)
		<u>1,244,092</u>	<u>740,193</u>

### 34 OTHER INCOME

#### Income from financial assets

- Return on bank deposits		1,963,043	1,015,172
- Gain on sale of investments in Market Treasury Bills		3,358,440	2,710,507
- Dividend income from listed mutual fund units		709,574	539,677
- Gain on sale of Pakistan Investment Bonds (PIBs)		944,844	175,977
- Interest income on Pakistan Investment Bonds (PIBs)		898,720	117,072
- Unrealised gain on Market Treasury Bills		718,594	216,001
- Interest income on Market Treasury Bills		3,572,485	-
- Gain on sale of listed mutual fund units		29,475	6,992
- Unrealised gain on listed mutual fund units		25,023	10,339

#### Income from other than financial assets

- Agency commission, net of commission expense of Rs 21.865 million (2021: Rs 3.631 million)		147,764	92,531
- Exchange gain / (loss) on agency commission and exports		7,460	(527)
- Gain on disposal of operating fixed assets	4.5	99,529	72,286
- Freight and other charges income - net of expenses		113,067	183,384
- Certification income		55,640	42,474
- Extended warranty income		3,880	28,420
- Unclaimed liabilities written back	34.1	281,958	333,087
- Discounting of GIDC payable		-	35,605
- Realised exchange gain / (loss) - net		5,344	(1,415)
- Others		871	1,757
		<u>12,935,711</u>	<u>5,579,339</u>

34.1 This primarily includes Rs 267.325 million (2021: Rs 233.281 million) write back of unclaimed compensation payable to customers on late delivery of vehicles.

	Note	2022	2021
		-----	-----
		(Rupees in '000)	(Rupees in '000)
<b>35 FINANCE COST</b>			
Interest on long term loan facility		18,096	19,657
Bank charges		92,778	100,824
Unwinding of interest on GIDC payable		3,425	13,089
		<u>114,299</u>	<u>133,570</u>

### 36 TAXATION

Current - for the year		10,084,144	5,530,657
- for prior years		158,956	14,127
		<u>10,243,100</u>	<u>5,544,784</u>
Deferred - for the year		(592,372)	(174,183)
	36.1	<u>9,650,728</u>	<u>5,370,601</u>



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

### 36.1 Relationship between income tax expense and accounting profit

	2022 ------(Rupees in '000)-----	2021 ------(Rupees in '000)-----
Profit before taxation	<u>25,452,576</u>	<u>18,199,193</u>
Tax at the applicable tax rate of 29% (2021: 29%)	7,381,247	5,277,765
Tax effect of super tax	2,772,775	-
Tax effect of permanent differences	217,621	178,565
Tax effect of income assessed under final tax regime	(48,088)	(24,016)
Tax effect of income taxable at lower rates	(730,677)	(75,840)
Tax effect of change in tax rate for future periods	(101,106)	-
Prior years' charge	158,956	14,127
	<u>9,650,728</u>	<u>5,370,601</u>

## 37 EARNINGS PER SHARE

### 37.1 Basic

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

	2022 ------(Rupees in '000)-----	2021 ------(Rupees in '000)-----
Profit after taxation	<u>15,801,848</u>	<u>12,828,592</u>
	(Number of shares)	
Weighted average number of ordinary shares outstanding during the year	<u>78,600,000</u>	<u>78,600,000</u>
	(Rupees)	
Basic earnings per share	<u>201.04</u>	<u>163.21</u>

### 37.2 Diluted

There are no potential dilutive ordinary shares outstanding as at June 30, 2022 and 2021.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

	Note	2022	2021
		-----	-----
		(Rupees in '000)	(Rupees in '000)
<b>38 CASH GENERATED FROM OPERATIONS</b>			
Profit before taxation		25,452,576	18,199,193
Adjustment for non-cash charges and other items:			
Depreciation	4.2	3,344,835	3,085,813
Amortisation	4.2	35,339	37,315
Loss allowance / (reversal) on doubtful debts	11	579	(695)
Provision for slow moving stores and spares	9	56,184	37,220
Provision / (reversal) for slow moving stock-in-trade	10	16,131	(41,322)
Gain on disposal of operating fixed assets	4.5	(99,529)	(72,286)
Gain on sale of Pakistan Investment Bonds (PIBs)	34	(944,844)	(175,977)
Gain on redemption of investments in listed mutual fund units	34	(29,475)	(6,992)
Gain on sale of investments in Market Treasury Bills	34	(3,358,440)	(2,710,507)
Interest income on Market Treasury Bills	34	(3,572,485)	-
Interest income on Pakistan Investment Bonds (PIBs)	34	(898,720)	(117,072)
Net unrealised gain on revaluation of foreign exchange contracts - fair value hedge	15	(438,061)	(21,679)
Return on bank deposits	34	(1,963,043)	(1,015,172)
Unrealised gain on investment in listed mutual fund units	34	(25,023)	(10,339)
Unrealised gain on Market Treasury Bills	34	(718,594)	(216,001)
Dividend income from mutual fund units	34	(709,574)	(539,677)
Charge in respect of Workers' Profit Participation Fund	33	724,652	368,781
Charge in respect of Workers' Welfare Fund	33	519,440	371,412
Compensation on advances received from customers	28	2,654,386	963,613
Interest on Long term loan	35	18,096	19,657
Movement in GIDC payable		(163,968)	191,095
Working capital changes	38.1	58,749,734	33,579,452
		<u>78,650,196</u>	<u>51,925,832</u>
<b>38.1 Working capital changes</b>			
(Increase) / decrease in current assets			
Stores and spares		(149,519)	21,130
Stock-in-trade		(4,181,605)	(6,314,848)
Trade debts		(2,574,154)	625,268
Loans and advances		(2,955,634)	(3,272,460)
Short-term prepayments		(12,612)	(9,727)
Other receivables		(709,084)	(134,345)
		<u>(10,582,608)</u>	<u>(9,084,982)</u>
(Decrease) / increase in current liabilities			
Current portion of deferred revenue		(3,696)	(24,621)
Trade payables, other payables and provisions		8,612,977	15,955,936
Advances from customers and dealers		60,723,061	26,733,119
		<u>69,332,342</u>	<u>42,664,434</u>
		<u>58,749,734</u>	<u>33,579,452</u>

## 39 CASH AND CASH EQUIVALENTS

Cash and cash equivalents included in the statement of cash flows comprise of the following:

	Note	2022	2021
		-----	-----
		(Rupees in '000)	(Rupees in '000)
Cash and bank balances	17	6,793,784	2,039,797
Term Deposit Receipts (TDRs)	16	50,800,000	32,000,000
Government securities - Market Treasury Bills	16	34,803,103	37,437,344
		<u>92,396,887</u>	<u>71,477,141</u>

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

### 40 REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

	2022			2021		
	Chief Executive	Executive Directors	Executives	Chief Executive	Executive Directors**	Executives
	----- (Rupees in '000) -----					
Managerial remuneration*	95,548	14,487	522,451	66,473	11,186	377,657
Retirement benefits	5,893	-	32,389	4,451	-	24,274
Medical expenses	616	-	-	2,538	-	-
	<u>102,057</u>	<u>14,487</u>	<u>554,840</u>	<u>73,462</u>	<u>11,186</u>	<u>401,931</u>
Number of persons	<u>1</u>	<u>2</u>	<u>78</u>	<u>1</u>	<u>1</u>	<u>51</u>

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

\*\* During the year ended June 30, 2021, there were two directors and one of them retired on April 01, 2021.

40.1 The Chief Executive, directors and some executives have been provided free use of Company maintained cars, mobile phones, residential telephones and club facilities.

40.2 During the year, an amount of Rs 3.625 million (2021: Rs 3.250 million) has been paid to non-executive directors, as fee for attending board and other meetings.

### 41 TRANSACTIONS AND BALANCES WITH ASSOCIATED UNDERTAKINGS / RELATED PARTIES

The associated undertakings / related parties comprise of associated companies, staff retirement funds and key management personnel. The Company considers its Chief Executive Officer, Chief Financial Officer, Company secretary and directors as key management personnel. Transactions carried out with associated undertakings / related parties during the year, not disclosed elsewhere in the financial statements are as follows:

	2022	2021
	----- (Rupees in '000) -----	----- (Rupees in '000) -----
<b>With associated undertakings / related parties:</b>		
Sales	1,004,149	457,835
Purchases	145,065,687	94,677,220
Insurance premium	144,343	113,812
Agency commission	167,470	93,894
Running royalty	4,287,320	2,689,682
Return on bank deposits and Term Deposit Receipts	582,046	377,177
Proceeds from disposal of operating fixed assets / insurance claim	191	1,776
Supervisor fee	24,979	547
Bank charges	53,939	57,178
Annual subscription	2,150	2,600
Interest on long term loan facility	4,143	6,521
LC charges	12,166	11,265
<b>With key management personnel:</b>		
Salaries and benefits	139,061	113,502
Post employment benefits	9,026	7,249
Sale of operating fixed assets	35	9,550

41.1 Contribution to and accruals in respect of staff retirement benefits are made in accordance with actuarial valuations / terms of contribution plan as disclosed in the respective notes to these financial statements.

41.2 The status of outstanding balances with associated undertakings / related parties as at June 30, 2022 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, 2022

- 41.3 The names of related parties (other than those that have been specifically disclosed elsewhere in these financial statements) with whom the Company has entered into transactions or had agreements / arrangements in place during the year are as follows:

### Basis of relationship

Common directorship	Name	Percentage of shareholding (%)	Particulars of Common director(s)
	Shabbir Tiles & Ceramics Limited	Nil	Mr Imran A. Habib
	Cherat Cement Company Limited	Nil	Mr Azam Faruque
	Thal Limited	6.22%	Mr Imran A. Habib and Mr Mohamedali R. Habib
	Habib Insurance Company Limited	0.031%	Mr Muhammad Hyder Habib
	Greaves Pakistan (Private) Limited	Nil	Mr Azam Faruque
	Habib Education Trust	Nil	Mr Muhammad Hyder Habib and Mr Mohamedali R. Habib being trustees
	Habib University Foundation	Nil	Mr Muhammad Hyder Habib, Mr Mohamedali R. Habib and Mr Azam Faruque being trustees
	Habib Metropolitan Bank Limited	Nil	Mr Muhammad Hyder Habib and Mr Mohamedali R. Habib
	Pakistan Business Council	Nil	Mr Muhammad Hyder Habib
	Pakistan Automotive Manufacturers Association	Nil	Mr Ali Asghar Jamali
	International Industries Ltd	Nil	Mr Azam Faruque
	Unicol Limited	Nil	Mr Azam Faruque
	Pakistan Japan Business Forum	Nil	Mr Shinji Yanagi

Group Companies	Name	Percentage of shareholding (%)	Relationship with the Company
	Toyota Motor Corporation	25.00%	Associated Company
	Toyota Tsusho Corporation	12.50%	Associated Company
	Toyota Motor Asia Pacific PTE. Limited	Nil	Subsidiary of Toyota Tsusho Corporation
	PT. Toyota Tsusho Indonesia	Nil	Subsidiary of Toyota Tsusho Corporation
	Toyota Tsusho (Thailand) Company Limited	Nil	Subsidiary of Toyota Tsusho Corporation
	Toyota Tsusho (Malaysia) SDN BHD	Nil	Subsidiary of Toyota Tsusho Corporation
	Toyotsu Machinery Corporation	Nil	Subsidiary of Toyota Tsusho Corporation
	Toyota Daihatsu Engineering & Manufacturing Company Limited	Nil	Subsidiary of Toyota Motor Corporation
	Toyota Tsusho Asia Pacific PTE. Limited	Nil	Subsidiary of Toyota Tsusho Corporation
	Daihatsu Motor Company Limited	Nil	Subsidiary of Toyota Motor Corporation
	Hinopak Motors Limited	Nil	Subsidiary of Toyota Tsusho Corporation

Key Management Personnel	Name	Percentage of shareholding (%)	Relationship with the Company
	Mr. Ali Asghar Jamali	0.048%	Chief Executive Officer
	Mr. Mohammad Ibadullah	Nil	Chief Financial Officer
	Mr. Muhammad Arif Anzer	Nil	Company secretary
	Mr. Mohamedali R. Habib	0.165%	Director
	Mr. Shinji Yanagi	Nil	Executive Director
	Mr. Muhammad H. Habib	0.049%	Director
	Mr. Akihiro Murakami	Nil	Director
	Mr. Shigeki Furuya	Nil	Executive Director
	Mr. Imran A. Habib	0.0013%	Director
	Mr. Azam Faruque	0.0006%	Director
	Mr. Riyaz T. Chinoy	0.0006%	Director
	Syeda Tatheer Zehra Hamdani	0.0006%	Director

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

Post Employment Plan	Name	Percentage of shareholding (%)	Relationship with the Company
	Company's Employees Provident Fund	Nil	Post Employment Contributory Benefit Plan
	Company's Employees Pension Fund	Nil	Post Employment Contributory Benefit Plan

	2022	2021
<b>42 PLANT CAPACITY AND PRODUCTION</b>	-----	-----
	Number of units	-----
Capacity based on double shift basis	66,000	66,000
Production	72,438	59,187

The capacity has been calculated based on average normal working hours in a year, whereas actual production may vary in response to market demand.

	2022	2021
<b>43 NUMBER OF EMPLOYEES</b>	-----	-----
	(Number of staff)	-----
Total number of employees as at June 30	3,139	2,943
Average number of employees during the year	3,041	2,927

## 44 FINANCIAL INSTRUMENTS BY CATEGORY

	----- As at June 30, 2022 -----		
	Amortised cost	Fair value through profit or loss	Total
	----- (Rupees in '000) -----		
<b>Financial assets</b>			
- Loans and advances	46,949	-	46,949
- Long-term deposits	10,020	-	10,020
- Trade debts - unsecured	3,090,713	-	3,090,713
- Accrued return	341,268	-	341,268
- Other receivables	907,886	-	907,886
- Investments	62,805,199	85,921,229	148,726,428
- Cash and bank balances	6,793,784	-	6,793,784
	<u>73,995,819</u>	<u>85,921,229</u>	<u>159,917,048</u>
	----- As at June 30, 2022 -----		
	Financial liabilities at amortised cost	Total	
	----- (Rupees in '000) -----		
<b>Financial liabilities</b>			
- Long term loan	599,833	599,833	
- Unpaid / unclaimed dividend	1,426,545	1,426,545	
- Trade payables, other payables and provisions	36,541,756	36,541,756	
	<u>38,568,134</u>	<u>38,568,134</u>	

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

	----- As at June 30, 2021 -----		
	Amortised cost	Fair value through profit or loss	Total
	----- (Rupees in '000) -----		
<b>Financial assets</b>			
- Loans and advances	56,398	-	56,398
- Long term deposits	10,020	-	10,020
- Trade debts	517,138	-	517,138
- Accrued return	109,996	-	109,996
- Other receivables	342,148	-	342,148
- Investments	35,127,175	50,052,447	85,179,622
- Cash and bank balances	2,039,797	-	2,039,797
	<u>38,202,672</u>	<u>50,052,447</u>	<u>88,255,119</u>
	----- As at June 30, 2021 -----		
	Financial liabilities at amortised cost	Total	
	----- (Rupees in '000) -----		
<b>Financial liabilities</b>			
- Long term loan	963,140	963,140	
- Unpaid / unclaimed dividends	330,370	330,370	
- Trade payables, other payables and provisions	<u>24,287,928</u>	<u>24,287,928</u>	
	<u>25,581,438</u>	<u>25,581,438</u>	

### 45 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Company's activities expose it to certain financial risks. Such financial risks emanate from various factors that include, but are not limited to market risk, credit risk and liquidity risk.

The Company currently finances its operations mainly through equity and management of working capital with a view to maintain an appropriate mix between various sources of finance to minimise risk. The Company's risk management policies and objectives are as follows:

#### 45.1 Credit risk exposure and concentration of credit risk

Credit risk represents the risk of a loss if the counter party fails to discharge its obligation and causes the other party to incur a financial loss. The Company attempts to control credit risk by monitoring credit exposures, limiting transactions with specific counterparties and continually assessing the creditworthiness of counterparties.

Concentration of credit risk arises when a number of counterparties are engaged in similar business activities or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentration of credit risk indicates the relative sensitivity of the Company's performance to developments affecting a particular industry.

Credit risk arises from derivative financial instruments, investments (except for the investments in Government securities) and balances with banks and financial institutions, as well as credit exposures to customers, employees including trade debts, other receivables and committed transactions with the group companies. Out of the total financial assets of Rs 159,917.049 million (2021: Rs 88,255.119 million), the financial assets which are subject to credit risk amounted to Rs 81,038.681 million (2021: Rs 47,686.701 million), including trade receivables from government agencies.



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

Out of the total trade debts amounting to Rs 3,090.713 million (2021: Rs 517.138 million), an amount of Rs 2,610.910 million (2021: Rs 302.182 million) relates to direct customers.

Out of the total bank balance and TDRs of Rs 57,586.849 million (2021: Rs 34,035.898 million) placed with banks, amounts aggregating to Rs 35,685.475 million (2021: Rs 16,834.518 million) have been placed with banks having credit rating of AAA, 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 debts, internal risk assessment process determines the credit quality of each customer, taking into account their 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.

### 45.2 Liquidity risk

Liquidity risk is the risk that the Company will be unable to meet its funding requirements. To guard against this 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 of trade debts is monitored to ensure adequate liquidity is maintained. The management forecasts the liquidity of the Company on the basis of expected cash outflows considering the level of liquid assets necessary to meet such outflows.

The maturity profile of the Company's liability based on contractual maturities is disclosed in note 45.3.2 to these financial statements.

### 45.3 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.

#### 45.3.1 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), Japanese Yen (JPY), Thai Bhat (THB) and Singapore Dollars (SGD). The net foreign currency exposure at June 30, 2022 is USD 47.679 million (2021: USD 11.069 million), JPY 1,213.928 million (2021: JPY 1,012.665 million), THB 19.147 million (2021: THB 13.685 million) and SGD 0.594 million (2021: SGD 0.376 million).

As at June 30, 2022, if the Rupee had weakened/strengthened by 5% against the aforementioned currencies with all other variables held constant, the net profit before tax for the year of the Company would have been lower / higher by Rs 589.597 million (2021: Rs 164.969 million).

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

## 45.3.2 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:

----- 2022 -----								
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	June 30, 2022	
%	-----			----- (Rupees in '000) -----			-----	
On statement of financial position financial instruments								
Financial assets								
Loans and advances	0.00-3.50	13,721	4,372	18,093	17,919	10,937	28,856	46,949
Long term deposits	-	-	-	-	-	10,020	10,020	10,020
Trade debts	-	-	-	-	3,090,713	-	3,090,713	3,090,713
Accrued return	-	-	-	-	341,268	-	341,268	341,268
Other receivables	-	-	-	-	907,886	-	907,886	907,886
Investments	11.80-20.00	140,932,118	7,794,310	148,726,428	-	-	-	148,726,428
Cash and bank balances	6.84-17.15	6,783,591	-	6,783,591	10,193	-	10,193	6,793,784
		147,729,430	7,798,682	155,528,112	4,367,979	20,957	4,388,936	159,917,048
Financial liabilities								
Long term loan	1.00 - 4.25	319,955	279,878	599,833	-	-	-	599,833
Unpaid / Unclaimed dividend	-	-	-	-	1,426,545	-	1,426,545	1,426,545
Trade payables, other payables and provisions	-	-	-	-	36,541,756	-	36,541,756	36,541,756
		319,955	279,878	599,833	37,968,301	-	37,968,301	38,568,134
----- 2021 -----								
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	June 30, 2021	
%	-----			----- (Rupees in '000) -----			-----	
On statement of financial position financial instruments								
Financial assets								
Loans and advances	3.00-3.50	27,959	16,857	44,816	11,582	-	11,582	56,398
Long term deposits	-	-	-	-	-	10,020	10,020	10,020
Trade debts	-	-	-	-	517,138	-	517,138	517,138
Accrued return	-	-	-	-	109,996	-	109,996	109,996
Other receivables	-	-	-	-	342,148	-	342,148	342,148
Investments	7.11-9.20	82,052,447	3,127,175	85,179,622	-	-	-	85,179,622
Cash and bank balances	4.50-6.25	2,024,109	-	2,024,109	15,688	-	15,688	2,039,797
		84,104,515	3,144,032	87,248,547	996,552	10,020	1,006,572	88,255,119
Financial liabilities								
Long term loan	1.00 - 4.25	373,303	589,837	963,140	-	-	-	963,140
Unpaid / Unclaimed dividend	-	-	-	-	330,370	-	330,370	330,370
Trade payables, other payables and provisions	-	-	-	-	24,287,928	-	24,287,928	24,287,928
		373,303	589,837	963,140	24,618,298	-	24,618,298	25,581,438

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

## a) Sensitivity analysis of variable rate instruments

As at June 30, 2022, the Company holds market treasury bills which are classified as financial assets at fair value through profit or loss' exposing the Company to fair value interest rate risk. In case of 100 basis points increase / decrease in rates announced by the Financial Markets Association of Pakistan for market treasury bills and with all other variables held constant, the net profit before tax for the year of the Company would have been lower / higher by Rs 668.732 million.

## b) Sensitivity analysis of fixed rate instruments

Fixed rate instruments comprise of TDRs, PIBs, 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 values. The Company's income from these financial assets does not have any fair value impact.

### 45.3.3 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.

### 45.3.4 Fair value of financial instruments

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Consequently, differences may arise between the carrying value and the fair value estimates.

The Company classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements.

#### Fair value hierarchy

The table below analyses financial instruments carried at fair value by valuation method. The different levels have been defined as follows:

- quoted prices (unadjusted) in active markets for identical assets or liabilities (level1);
- inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly (level 2); and
- inputs for the asset or liability that are not based on observable market data (level 3).

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

	----- As at June 30, 2022 -----			----- As at June 30, 2021-----		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
	----- Rupees in '000 -----					
Financial assets 'at fair value through profit or loss'						
Listed Mutual Fund Units	-	19,048,060	-	-	12,615,103	-
Government securities - Market Treasury Bills	-	66,873,169	-	-	37,437,344	-
Derivative financial instruments	-	467,140	-	-	29,079	-



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2022

45.3.5 Valuation techniques used in determination of fair values within level 1 and level 2.

### Debt Securities

The fair value of Federal Government securities is determined using the prices / rates available on Mutual Funds Association of Pakistan (MUFAP).

### Units of mutual fund

The fair values of investments in units of mutual funds are determined based on their net asset values as published at the close of each business day.

### Derivatives

The fair valuation techniques include forward pricing and swap models using the present value calculations.

45.3.6 During the year ended June 30, 2022, there were no transfers between level 1 and level 2 fair value measurements, and no transfers into and out of level 3 fair value measurements.

## 46 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 primarily through equity and working capital. The Company has no material gearing risk in the current year nor any in the prior year.

## 47 NON-ADJUSTING EVENT AFTER THE STATEMENT OF FINANCIAL POSITION DATE

The Board of Directors in its meeting held on August 29, 2022 has proposed a cash dividend in respect of the year ended June 30, 2022 of Rs 3.25 (2021: cash dividend of Rs 36.5) per share. This is in addition to the interim cash dividend of Rs 90.5 (2021: Rs 67) per share resulting in a total dividend for the year of 93.75 (2021: Rs 103.5) per share. The Directors have also announced appropriation of Rs 8,000 million (2021: Rs 4,500 million) to general reserve. These appropriations will be approved in the forthcoming Annual General Meeting. The financial statements for the year ended June 30, 2022 do not include the effect of these appropriations which will be accounted for in the financial statements for the year ending June 30, 2023.

## 48 GENERAL

48.1 Figures in these financial statements have been rounded off to the nearest thousand rupees unless otherwise stated.

48.2 Corresponding figures and balances have been rearranged and / or reclassified, where considered necessary, for the purpose of better comparison and presentation, the effects of which are not material.

## 49 DATE OF AUTHORISATION

These financial statements were authorised for issue on August 29, 2022 by the Board of Directors of the Company.



Mohammad Ibadullah  
Chief Financial Officer



Ali Asghar Jamali  
Chief Executive



Shinji Yanagi  
Vice Chairman & Director

# Pattern of Shareholding

As at June 30, 2022

Number of Shareholders	Shareholdings' Slab			Total Shares Held
1188	1	to	100	52,068
2176	101	to	500	953,986
301	501	to	1,000	260,877
346	1,001	to	5,000	818,177
75	5,001	to	10,000	556,949
15	10,001	to	15,000	190,901
16	15,001	to	20,000	283,686
8	20,001	to	25,000	184,065
9	25,001	to	30,000	252,952
3	30,001	to	35,000	100,653
10	35,001	to	40,000	379,670
2	40,001	to	45,000	81,600
2	45,001	to	50,000	97,440
2	50,001	to	55,000	106,720
2	55,001	to	60,000	110,555
2	65,001	to	70,000	137,820
3	75,001	to	80,000	231,832
1	80,001	to	85,000	81,240
1	85,001	to	90,000	87,500
1	105,001	to	110,000	105,415
1	115,001	to	120,000	118,300
1	125,001	to	130,000	130,000
1	145,001	to	150,000	150,000
1	160,001	to	165,000	162,040
1	175,001	to	180,000	180,000
2	185,001	to	190,000	375,590
1	200,001	to	205,000	203,986
4	255,001	to	260,000	1,032,667
1	270,001	to	275,000	272,384
1	310,001	to	315,000	310,234
1	400,001	to	405,000	404,230
1	430,001	to	435,000	433,480
1	455,001	to	460,000	456,600
1	595,001	to	600,000	600,000
1	610,001	to	615,000	613,707
1	695,001	to	700,000	698,510
1	715,001	to	720,000	720,000
1	920,001	to	925,000	922,848
1	1,205,001	to	1,210,000	1,205,793
1	1,325,001	to	1,330,000	1,327,670
1	1,460,001	to	1,465,000	1,460,125
1	4,800,001	to	5,000,000	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	27,000,001	to	28,000,000	27,382,730
<b>4192</b>				<b>78,600,000</b>

# Pattern of Shareholding

As at June 30, 2022

Categories of Shareholders	Number of Shares Held	Category Wise No. of Folios / CDC Accounts	Category Wise Shares held	Percentage
<b>1.Directors and their spouse(s) and minor children</b> MOHAMEDALI R. HABIB MUHAMMAD H. HABIB IMRAN A. HABIB ALI ASGHAR JAMALI AZAM FARUQUE RIYAZ T. CHINOY SYEDA TATHEER ZEHRA HAMDANI FARAH FATIMAH HABIB W/O MUHAMMAD H. HABIB*	130,000 38,400 1,000 38,000 500 500 500 19,951	8	228,300	0.29%
<b>2.Associated Companies, undertakings and related parties</b> THAL LIMITED HABIB INSURANCE COMPANY LIMITED	4,890,000 24,015	2	4,914,015	6.25%
<b>3.Executives</b>	77,781	7	77,781	0.10%
<b>4.Public Sector Companies and Corporations (NIT/ICP)</b> INVESTMENT CORPORATION OF PAKISTAN CDC - TRUSTEE NATIONAL INVESTMENT (UNIT) TRUST	203,986 3,700	2	207,686	0.26%
<b>5. Banks, Development Financial Institutions, Non Banking Financial Companies</b>	1,619,656	10	1,619,656	2.06%
<b>6.Insurance Companies</b> <b>7.Modarabas and Mutual Funds</b> CDC - TRUSTEE AKD INDEX TRACKER FUND CDC - TRUSTEE ATLAS STOCK MARKET FUND CDC - TRUSTEE NIT-EQUITY MARKET OPPORTUNITY FUND CDC - TRUSTEE NIT ISLAMIC EQUITY FUND CDC - TRUSTEE NITPF EQUITY SUB-FUND CDC - TRUSTEE NITPF EQUITY SUB-FUND CDC TRUSTEE - PUNJAB PENSION FUND TRUST CDC - TRUSTEE PUNJAB GENERAL PROVIDENT INVESTMENT FUND	1,855,699 3,549 246 51,720 8,090 1,000 1,500 720,000 180,000	6 8	1,855,699 966,105	2.36% 1.23%
<b>8.Foreign Investors / Companies</b> Holding 5% or more voting Interest OVERSEAS PAKISTAN INVESTORS AG TOYOTA MOTOR CORPORATION TOYOTA TSUSHO CORPORATION	27,382,730 19,650,000 9,825,000	37	62,767,160	79.86%
<b>9.General Public</b> a. Local b. Foreign	4,136,686 285,251	3,555 456	4,421,937	5.63%
<b>10.OTHERS</b>	1,541,110	101	1,541,110	1.96%
<b>Totals</b>		<b>4,192</b>	<b>78,600,000</b>	<b>100.00%</b>

\*During the year ended June 30, 2022 Farah Fatimah Habib W/O Muhammad H. Habib has purchased 551 shares of the company.



# Ten Years Performance Indicators

Financial Summary		2022	2021	2020	2019
<b>Income Statement</b>					
Net revenue	Rs in '000	275,505,778	179,161,727	86,167,016	157,996,212
Gross profit	Rs in '000	18,404,481	16,653,710	7,450,859	19,191,674
Profit before taxation	Rs in '000	25,452,576	18,199,193	7,287,359	18,975,929
Profit after taxation	Rs in '000	15,801,848	12,828,592	5,082,027	13,714,975
Dividends	Rs in '000	7,368,750	8,135,100	2,358,000	9,039,000
<b>Statement of Financial Position</b>					
Share capital	Rs in '000	786,000	786,000	786,000	786,000
Reserves	Rs in '000	53,225,076	47,415,465	40,383,391	39,259,309
Fixed assets	Rs in '000	15,185,582	15,809,646	16,574,192	13,898,033
Net current assets	Rs in '000	30,458,149	29,752,647	24,991,174	26,679,161
Long term liabilities	Rs in '000	280,837	745,433	483,125	558,920
<b>Investor Information</b>					
Gross profit ratio	% age	6.68	9.30	8.65	12.15
Net profit ratio	% age	5.74	7.16	5.90	8.68
Earnings per share	Rs	201.04	163.21	64.66	174.49
Inventory turnover	Times	11	9	5	11
Debt collection period	Days	2	2	8	5
Average fixed assets turnover	Times	17.78	11.06	5.66	14.90
Breakup value per share	Rs	687.16	613.25	523.78	509.48
Market price per share					
- as on June 30	Rs	1,144.41	1,254.14	994.99	1,203.92
- High value during the period	Rs	1,473.90	1,451.02	1,280.00	1,589.90
- Low value during the period	Rs	1,094.97	925.00	700.00	1,030.62
Price earning ratio	Times	5.69	7.68	15.39	6.90
Dividend per share	Rs	93.75	103.50	30.00	115.00
Dividend yield	% age	8.19	8.25	3.02	9.55
Dividend payout	% age	46.63	63.41	46.40	65.91
Dividend cover	Times	2.14	1.58	2.16	1.52
Return on equity	% age	29.26	26.61	12.34	34.25
Debt to equity	Ratio	0 : 1	0 : 1	0 : 1	0 : 1
Current ratio	Ratio	1.19:1	1.35:1	1.65:1	2.1:1
<b>Other Information</b>					
Units sold	Nos.	75,611	57,731	28,837	66,211
Units Produced	Nos.	72,438	59,187	28,519	65,346
Manpower	Nos.	3,139	2,943	2,855	3,349
Contribution to National Exchequer	Rs in '000	101,381,098	71,802,435	35,927,543	52,307,841

2018	2017	2016	2015	2014	2013
139,715,429	111,942,544	108,758,668	96,516,322	57,063,622	63,829,075
23,884,658	19,492,589	17,731,299	14,244,230	5,793,582	5,857,037
22,999,166	19,140,767	17,397,446	14,132,569	5,016,497	4,969,775
15,771,860	13,001,265	11,454,940	9,110,251	3,873,452	3,357,545
11,004,000	9,039,000	7,860,000	6,288,000	2,318,700	1,965,000
786,000	786,000	786,000	786,000	786,000	786,000
35,958,342	30,410,962	26,843,609	23,249,520	19,129,652	16,907,291
7,311,379	6,345,444	4,938,277	5,193,477	6,033,264	2,742,140
29,383,117	24,762,671	17,473,164	13,861,221	14,062,278	14,775,801
22,711	3,933	-	-	-	-
17.10	17.66	16.30	14.76	10.15	9.18
11.29	11.61	10.53	9.44	6.79	5.26
200.66	165.41	145.74	115.91	49.28	42.72
11	11	13	15	8	8
3	3	3	4	10	8
22.89	19.90	21.47	17.19	13.01	18.32
467.49	396.91	351.52	305.80	253.38	225.11
1,421.46	1,793.60	939.54	1,249.00	537.92	311.00
1,980.00	2,110.00	1,313.00	1,320.00	549.00	364.60
1,300.00	935.00	884.75	520.00	300.00	237.00
7.08	10.84	6.45	10.78	10.92	7.28
140.00	115.00	100.00	80.00	29.50	25.00
9.85	6.41	10.64	6.41	5.48	8.04
69.77	69.52	68.62	69.02	59.86	58.52
1.43	1.44	1.46	1.45	1.67	1.71
42.92	41.67	41.46	37.90	19.45	18.98
0 : 1	0 : 1	0 : 1	0 : 1	0 : 1	0 : 1
1.63:1	1.76:1	1.58 : 1	1.53 : 1	3.35 : 1	2.99 : 1
64,000	60,586	64,584	57,387	34,470	38,517
62,886	59,945	64,096	56,888	33,012	37,405
3,266	2,849	2,765	2,322	2,091	2,225
48,843,141	38,959,490	37,325,754	32,076,453	19,261,559	21,267,303

# Notice of Annual General Meeting

Notice is hereby given that the 33rd Annual General Meeting of INDUS MOTOR COMPANY LIMITED will be held on Friday, September 30, 2022 at 9 a.m., at the Institute of Chartered Accountants of Pakistan (ICAP), Chartered Accountants Avenue, Block 8, Clifton, Karachi to transact the following business:

## ORDINARY BUSINESS

1. To receive, consider and adopt the annual audited Financial Statements of the Company for the year ended June 30, 2022, together with the Chairman's Review and Directors and Auditors Report thereon.
2. To approve cash dividend (2021-2022) on the ordinary shares of the Company. The directors have recommended a Final Cash dividend at 32.5% i.e. Rs 3.25 per share. This is in addition to the combined Interim Dividend of 905% i.e. Rs. 90.50 per share already paid. The total dividend for 2021-2022 will thus amount to 937.50% i.e. Rs. 93.75 per share.
3. To appoint auditors and fix their remuneration for the year ending June 30, 2023. The present auditors M/s. A.F. Ferguson & Co., Chartered Accountants, retire and being eligible have offered themselves for re-appointment.
4. To present any other business with the permission of the Chairman.

By order of the Board



Muhammad Arif Anzer  
Company Secretary

Karachi.  
August 29, 2022

## NOTES:

### 1. Participation in the AGM proceeding via the video conference facility:

In light of the continuing threats posed due to COVID-19 pandemic and to protect wellbeing of the shareholders, the Securities and Exchange Commission of Pakistan ("SECP") has, vide its Circulars issued from time to time, directed the listed companies to hold their general meetings virtually in addition to the requirements of holding physical meetings. In order to facilitate the shareholders, the Company in addition to convening a physical meeting has also arranged attendance of shareholder virtually via video link facility.

The shareholders interested in attending the AGM virtually are requested to get themselves registered by sending their particulars at the designated email address [imc.corporate@toyota-indus.com](mailto:imc.corporate@toyota-indus.com) for their appointment and proxy's verification by close of business September 23, 2022. The log-in credentials and link to participate in the AGM would be provided to the shareholders.

As always, Indus Motor Company Limited intends, and undertakes, to hold the captioned meeting in compliance with all applicable laws while ensuring the safety of its shareholder, employees, directors and the public at large.

Shareholder Name	Folio/CDC No.	CNIC Number	Cell Number	Registered Email Address

Video conference link details and login credentials will be shared with ONLY those Shareholders, whose particulars are received on or before September 23, 2022, from their registered email addresses. Shareholders can also provide their comments and questions for the agenda items of the AGM on [imc.corporate@toyota-indus.com](mailto:imc.corporate@toyota-indus.com) by September 23, 2022.

### 2. Closure of Share Transfer Books

The Share Transfer Books of the Company will be closed from September 24, 2022 to September 30, 2022 (both days inclusive) for the purpose of the Annual General Meeting and payment of the Final Cash dividend. Transfer requests received by CDC Share Registrar Services 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@cdcsrsl.com](mailto:info@cdcsrsl.com) at the close of business on September 23, 2022 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. For Attending the Meeting:

In case of individuals, the Account Holders or sub-account holders and/or the persons whose securities are in group account and their registration details are uploaded as per the Regulations, shall authenticate their identity by showing original CNIC or original passport at the time of attending the meeting.



In the case of a corporate entity, the Board of Directors' Resolution/Power of Attorney with the specimen signature of the nominee shall be produced (if it has not been provided earlier) at the time of attending the meeting.

**4. Proxy:**

A member entitled to attend and vote at this General Meeting is entitled to appoint a Proxy to attend, speak and vote in his place at the Meeting. A 'Proxy Form' appointing a proxy must be deposited at the Registered Office of the Company or at the above-mentioned address of Company's Share Registrar, at least 48 hours before the time of the meeting, alongwith copy of CNIC of Proxy. In case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature of the nominee alongwith his/her copy of CNIC shall be provided atleast 48 hours before the time of the meeting. The Form of Proxy in English and Urdu is attached in the Annual Report and should be witnessed by two persons whose names, addresses and CNIC Numbers should be mentioned on the Forms. The Form of Proxy is also available on the Company's website ([www.toyota-indus.com](http://www.toyota-indus.com)).

**5. Updating of particulars**

The Shareholders are requested to promptly notify change in their address, if any, to the Company's Share Registrar. In case of Corporate entity, the shareholders are requested to promptly notify change in their particulars of their authorized representative, if applicable.

**6. Submission of copies of valid CNIC not provided earlier**

Individual Shareholders are once again reminded to submit a copy of their valid CNIC, if not provided earlier to the Company's Share Registrar. 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 under the provisions of Section 243 of the Companies Act 2017.

**7. Withholding Tax on Dividend**

Currently, 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 Persons appearing in Active Tax Payer list (ATL):	15%
(b) For Persons not appearing in Active Tax Payer list (ATL):	30%

Shareholders who have filled their return 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 persons not appearing in ATL and tax on their cash dividend will be deducted at the rate of 30%, instead of 15%.

**8. 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 23, 2022, otherwise each shareholder will be assumed to have equal proportion of shares and the tax will be deducted accordingly.

**9. Payment of Cash Dividend Electronically (E-mandate)**

In accordance with the provisions of section 242 of the Companies Act, 2017 and Companies (Distribution of Dividend) Regulations, 2017, it is mandatory that dividend payable in cash, shall only be paid through electronic mode directly into the bank account designated by the entitled shareholder.

In compliance with the above provisions, the Company hereby again requests the shareholders to provide 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 Company's Share Registrar, CDC Share Registrar Services Limited. Shareholders who hold shares with Participants / Central Depository Company of Pakistan (CDC) are advised to provide the mandate to the concerned Broker / CDC. In absence of the complete bank details, including IBAN mentioned above, the company shall withhold the Dividend under the provision of Section 243 of the Companies Act, 2017. The "Electronic Dividend Mandate Form" in English and Urdu is attached in the Annual Report and the same is also available on the Company's website ([www.toyota-indus.com](http://www.toyota-indus.com)).

**10. Conversion of Physical Shares into Book-Entry Form**

Section 72 of the Companies Act, 2017, requires all listed companies to replace the shares held in physical form with the shares to be issued in Book-Entry Form within (4) years from the date of the promulgation of the Companies Act 2017. Pursuant to the SECP letter No. CSD/ED/Misc. /2016-639-640 dated March 26, 2021, the Company is following up with all shareholders holding shares in physical form with the request to convert their shares in Book-Entry Form in order to comply with the provisions of the Companies Act, 2017. Shareholders may contact the Company's Share Registrar to understand the process of conversion of shares held in physical form, into the Book-Entry Form and its benefits.

**11. Distribution of Annual Report through Email (Optional)**

Pursuant to the provisions of section 223(6) of the Companies Act, 2017, the companies are permitted to circulate their annual financial statements, along with auditor's report, directors' 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, CDC Share Registrar Services Limited.

The audited financial statements of the Company for the year ended June 30th, 2022 have also been made available on the Company's website ([www.toyota-indus.com](http://www.toyota-indus.com)).

۴۔ پراسی

سالانہ اجلاس عام میں شرکت اور رائے دہی کا استحقاق رکھنے والا کوئی بھی رکن اپنے عوض میٹنگ میں شرکت کرنے، بولنے اور رائے دہی کیلئے کسی نمائندے کو مقرر کر سکتا ہے۔ عیوضی کے موثر ہونے کیلئے فارم کمپنی کے رجسٹر آف فیس میں اجلاس شروع ہونے سے پہلے کم از کم 48 گھنٹے پہلے پراسی کے شناختی کارڈ کی نقل کے ساتھ موصول ہونا چاہیے۔ کسی کاروباری ادارے کی نمائندگی کی صورت میں نامزد فرد کو اپنے بورڈ آف ڈائریکٹرز کی قرارداد/مقرر نامہ بعد دستخط کے نمونے، اجلاس شروع ہونے سے پہلے کم از کم 48 گھنٹے پہلے فراہم کرنا لازمی ہوں گے۔ پراسی فارم اردو اور انگلش دونوں زبانوں میں سالانہ رپورٹ کے ہمراہ ہیں۔ فارم پرو افراد کی گواہی لازمی ہے جن کے نام، پتہ اور شناختی کارڈ نمبر فارم پر لازمی درج ہونا چاہیے۔ پراسی فارم کمپنی کی ویب سائٹ (www.toyota-indus.com) پر بھی دستیاب ہے۔

۵۔ کوائف میں تبدیلی

حصص یافتگان سے درخواست ہے کہ اپنے رجسٹرڈ ڈاک کے پتے میں کسی تبدیلی کے متعلق کمپنی کے شیئرز رجسٹرار کو بروقت مطلع کریں۔ کارپوریٹ ادارہ ہونے کی صورت میں حصص یافتگان سے درخواست کی جاتی ہے کہ وہ اپنے نمائندے کے کوائف میں تبدیلی سے فوری طور پر مطلع کریں، اگر قابل اطلاق ہے۔

۶۔ شناختی کارڈ کی کارآمدتوں کی فراہمی (پہلے فراہم نہ کی گئی ہو تو)

حصص یافتگان کو ایک بار پھر یاد دہانی کرائی جاتی ہے کہ وہ اپنے شناختی کارڈ کی کارآمدتوں جمع کرانیں، اگر کمپنی کے شیئرز رجسٹرار کو پہلے فراہم نہیں کی گئی ہوں۔ کمپنی کے ریکارڈز میں حصص یافتگان شناختی کارڈ کی کارآمدتوں کی عدم دستیابی کی صورت میں کمپنیز ایکٹ 2017 کے سیکشن 243 کے تحت ڈیویڈنڈ روک لگی۔

۷۔ ڈیویڈنڈ پروویڈنڈنگ ٹیکس

انکم ٹیکس آرڈیننس 2001 کے سیکشن 150 میں کمپنی کی جانب سے ڈیویڈنڈ کی ادائیگی پر وولڈنگ ٹیکس کی کوئی کیلئے درج ذیل شرحوں کا تعین کیا گیا ہے۔

(الف) وہ افراد جو ایکٹو ٹیکس دہندگان کی فعال فہرست (ATL) میں شامل ہیں 15%

(ب) وہ افراد جو ایکٹو ٹیکس دہندگان کی فعال فہرست (ATL) میں شامل نہیں ہیں 30%

وہ شیئرز ہولڈرز جنہوں نے گوشوارے (Return) جمع کرا دیے ہیں۔ ان سے گزارش ہے کہ وہ اس بات کو یقینی بنائیں کہ ان کا نام حالیہ فعال ٹیکس دہندگان کی فہرست (ATL) میں ایف بی آر کی ویب سائٹ پر موجود فہرست میں منافع کی ادائیگی کے وقت شامل ہے، بصورت دیگر وہ ان افراد کے طور پر سمجھے جائیں گے جن کے نام فعال ٹیکس دہندگان کی فہرست (ATL) میں شامل نہیں ہے اور ان کے نقد منافع میں سے 15 فیصد کی جگہ 30 فیصد کی شرح سے ٹیکس کاٹ لیا جائے گا۔

۸۔ مشترکہ کھاتے داروں کی صورت میں ڈیویڈنڈ پروویڈنڈنگ ٹیکس

حصص یافتگان سے گزارش کی جاتی ہے کہ وہ پرنسپل حصص یافتہ کے طور پر اپنی اور اپنے مشترکہ کھاتے داروں کی حصص یا فٹنگ کے تناسب کی تفصیلات فراہم کریں تاکہ کمپنی ڈیویڈنڈ سے ٹیکس کی کوئی کیلئے مشترکہ کھاتے داروں کی حصص یا فٹنگ کے تناسب کے تعین کیلئے (اس صورت میں جب حصص یا فٹنگ 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 وولڈنگ ٹیکس کا حساب لگا سکے۔ تفصیلات کمپنی کے شیئرز رجسٹرار کو 23 ستمبر 2022 تک موصول ہو جانا چاہیے بصورت دیگر یہ مان لیا جائے گا کہ ہر حصص یافتہ کے پاس مساوی شرح میں حصص موجود ہیں اور اسی حساب سے ٹیکس مہیا کیا جائے گا۔

۹۔ الیکٹرانک طور پر نقد منافع کی ادائیگی (ای میڈیٹ)

کمپنیز ایکٹ 2017 کے سیکشن 242 کو کمپنیز (ڈیویڈنڈ کی تقسیم) ریگولیشنز 2017 کی شق کے مطابق یہ لازمی ہے کہ نقد منافع میں ادائیگوں والے منافع کو صرف الیکٹرانک طریقہ کار سے براہ راست متعلقہ حصص یافتہ کے متعین کردہ بینک اکاؤنٹ میں منتقل کیا جائے گا۔

مذکورہ بالا قواعد کے مطابق کمپنی تمام حصص یافتگان سے ایک بار پھر درخواست کرتی ہے کہ وہ اپنے متعلقہ بینک اکاؤنٹ کی تفصیلات جس میں (۱) ٹرانز آف اکاؤنٹ، (۲) اکاؤنٹ نمبر (۳) IBAN نمبر (۴) بینک کا نام (۵) برانچ کا نام اور (۶) موبائل نمبر، کوڈ اور پتہ کمپنی کے شیئرز رجسٹرار کے پاس جمع کرائیں۔ سینٹرل ڈیپازٹری کمپنی آف پاکستان (سی ڈی سی) میں حصص رکھنے والے حصص یافتگان کو مشورہ دیا جاتا ہے کہ وہ متعلقہ بروکر/سی ڈی سی کو ہدایت فراہم کریں۔ بینک کی مکمل تفصیلات بشمول IBAN کی عدم موجودگی کی صورت میں کمپنیز ایکٹ 2017 کے سیکشن 243 کے تحت منافع مضمرہ روک لیا جائے گا۔ الیکٹرانک ڈیویڈنڈ فارم کمپنی کی ویب سائٹ پر دستیاب ہے۔ جسے شیئرز ہولڈرز کے کمپنی کے رجسٹرار کو بھیج سکتے ہیں۔ الیکٹرانک ڈیویڈنڈ میٹنگ فارم انگلش اور اردو زبان میں سالانہ رپورٹ کے ہمراہ بھی ہیں۔

۱۰۔ فیزیکیل شیئرز کی بک انٹری فارم میں منتقلی

کمپنیز ایکٹ 2017 کے سیکشن 72 کے تحت مام لسنڈ کمپنیوں کے لئے ضروری ہے کہ کمپنیز ایکٹ 2017 کے نفاذ کی تاریخ سے چار سال کے اندر فیزیکیل شیئرز کو بک انٹری فارم میں منتقل کریں۔ ایس ای سی بی کی طرف سے جاری کردہ مراسلہ نمبر CSD/ED/Misc-639-640/2016-26 تاریخ مارچ، 2021 کی تعمیل میں کمپنی تمام شیئرز ہولڈرز سے درخواست کرتی ہے کہ وہ اپنے فیزیکیل شیئرز کو بک انٹری فارم میں منتقل کریں تاکہ کمپنیز ایکٹ 2017 کی شقوں کی تعمیل ہو۔ شیئرز ہولڈرز فیزیکیل شیئرز کی بک انٹری فارم میں منتقلی کچھ مل کو بیچنے اور اس کو فائدہ کے بارے میں جاننے کیلئے کمپنی کے شیئرز رجسٹرار سے رابطہ کر سکتے ہیں۔

۱۱۔ ای میل کے ذریعے سالانہ رپورٹ کی تقسیم (اختیاری)

کمپنیز ایکٹ 2017 کی دفعہ (6) 223 کے تحت کمپنیوں کو اجازت دی ہے کہ ڈیویڈنڈ رپورٹ، ڈائریکٹرز کا تذکرہ رپورٹ وغیرہ (سالانہ رپورٹ) اور سالانہ نوٹس کے ساتھ مالیاتی گوشوارے، سالانہ جنرل میٹنگ (نوٹس) شیئرز ہولڈرز کے ای میل پر بھیجے جائے۔ وہ تمام کمپنی کے شیئرز ہولڈرز جو یہ تمام رپورٹس ای میل پر حاصل کرنا چاہتے ہیں وہ مکمل مواصلاتی رضامندی فارم (Form Communication Consent Electronic) جو ویب سائٹ پر بھی موجود ہے کو پُر کر کے کمپنی کے شیئرز رجسٹرار سے ڈی سی شیئرز رجسٹرار سرورسز لینڈ کے پاس جمع کرائیں۔ 30 جون 2022 کو اختتام پذیر مالی سال کیلئے کمپنی کے آڈٹ شدہ مالیاتی گوشوارے کمپنی کی ویب سائٹ (www.toyota-indus.com) پر دستیاب ہیں۔

## نوٹس برائے 33 واں سالانہ اجلاس عام

حامل ہذا کو مطلع کیا جاتا ہے کہ انڈس موٹر کمپنی لمیٹڈ کا 33 واں سالانہ اجلاس عام 30 ستمبر 2022 بروز جمعہ صبح 9 بجے انسٹی ٹیوٹ آف چارٹرڈ اکاؤنٹنٹس آف پاکستان (آئی سی اے پی)، چارٹرڈ اکاؤنٹنٹس ایونیو، بلاک 8، کلکٹن، کراچی میں منعقد کیا جائے گا جس میں مندرجہ ذیل کاروباری فیصلے کئے جائیں گے۔

عمومی کاروبار

- ۱۔ 30 جون 2022 کو اختتام پذیر مالی سال کیلئے کمپنی کے سالانہ آڈٹ شدہ مالیاتی گوشوارے بمعہ چیئر مین جائزہ رپورٹ، ڈائریکٹرز اور آڈیٹرز رپورٹ پر غور اور منظوری۔
- ۲۔ کمپنی کے عام حصص پر نقد منافع (2021-2022) کی منظوری۔ ڈائریکٹرز نے حتمی نقد منافع 32.50 فیصد یعنی فی شیئر 3.25 روپے کی سفارش کی ہے۔ یہ 905 فیصد مشترکہ عبوری منافع یعنی 90.50 روپے فی حصص جو پہلے ہی ادا کیا جا چکا ہے کے علاوہ ہے۔ اسی طرح 2021-2022 کیلئے مجموعی طور پر 937.50 فیصد یعنی 93.75 روپے فی شیئر منافع ہوگا۔

۳۔ 30 جون 2023 کو ختم ہونے والے مالی سال کیلئے آڈیٹرز کی تقرری اور ان کے معاوضے کا تعین۔ موجودہ آڈیٹرز M/s A.F. Ferguson & Co، چارٹرڈ اکاؤنٹنٹس نے مدت معاہدہ ختم ہونے کے بعد اور اہلیت کی بنا پر خود کو دوبارہ تقرری کیلئے پیش کیا ہے۔

۴۔ چیئر مین کی اجازت سے دیگر کاروباری معاملات۔

بحکم بورڈ

کراچی  
29 اگست، 2022

4-7  
محمد عارف انظر  
کمپنی سیکریٹری

نوٹس:

۱۔ ویڈیو کانفرنس کی سہولت کے ذریعے سالانہ اجلاس عام میں شرکت  
کورونا وائرس کی وبا کے نتیجے میں درپیش خطرات کے تناظر میں شرکت کیلئے سیکورٹیز اینڈ ایکس چینج کمیشن آف پاکستان ("ایس ای سی پی") اپنے وقتاً فوقتاً جاری کردہ سرکلرز کے ذریعے لچد کمپنیوں کو فیزیکل اجلاسوں کے انعقاد کے تقاضوں کے علاوہ سالانہ اجلاس ورچوئل منعقد کرنے کی ہدایت کی ہے۔ حصص یافتگان کی سہولت کیلئے کمپنی نے فیزیکل اجلاس کے علاوہ ویڈیو لنک سہولت کے ذریعے حصص یافتگان کی ورچوئل شرکت کا انتظام کیا ہے۔ سالانہ اجلاس عام ویڈیو کانفرنس کے ذریعے شرکت کے خواہشمند حصص یافتگان سے درخواست ہے کہ وہ براہ کرم اپنی شرکت اور پراکسی کی توثیق کے حوالے سے معلومات کمپنی کے ای میل [imc.corporate@toyota-indus.com](mailto:imc.corporate@toyota-indus.com) پر 23 ستمبر 2022 کو کاروبار کے اختتام تک جمع کرائیں۔ اے جی ایم میں شرکت کیلئے لاگ ان کی تفصیلات اور لنک حصص یافتگان کو فراہم کئے جائیں گے۔ ہمیشہ کی طرح، انڈس موٹر کمپنی لمیٹڈ اپنے شیئر ہولڈرز، ملازمین، ڈائریکٹرز اور بڑے پیمانے پر عوام کے تحفظ کو یقینی بنانے کی ذمہ داری لیتے ہوئے تمام قابل اطلاق قوانین کی تعمیل میں کمپنیشن مینٹگ منعقد کرنے کا ارادہ رکھتی ہے۔

شیئر ہولڈر کا نام	فولیو ای ڈی سی نمبر	شناختی کارڈ نمبر	موبائل نمبر	رجسٹرڈ ای میل ایڈریس
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ویڈیو کانفرنس کے بارے میں اور اس تک رسائی کیلئے تمام تر تفصیلات ان تمام شیئر ہولڈرز کے ساتھ شیئر کی جائیں گی جن کے تمام کوائف پٹی ای میلز 23 ستمبر 2022ء تک یا پہلے وصول ہوں گی۔

شیئر ہولڈرز سالانہ اجلاس عام کے ایجنڈے آنکھ کیلئے اپنی آراء اور سوالات 23 ستمبر 2022ء کو [imc.corporate@toyota-indus.com](mailto:imc.corporate@toyota-indus.com) پر ارسال کر سکتے ہیں۔

۲۔ شیئر ٹرانسفر کتابوں کا بند ہونا

سالانہ اجلاس عام اور حتمی ڈیویڈنڈ کی ادائیگی کے مقصد سے کمپنی کے "انتقال حصص" کے کھاتے (Share Transfer Book) 24 ستمبر 2022 تا 30 ستمبر 2022 (بشمول دونوں دن) بند رہیں گے۔ جن ارکان کی "انتقال حصص" کی درخواستیں میسرز CDC شیئر رجسٹرار سروسز لمیٹڈ، سی ڈی سی ہاؤس 99-B بلاک "B"، ایس ایم سی ایچ ایس، مین شاہراہ فیصل، کراچی، 74400، فون: 0800-23275، یو اے این: 111-111-500، ای میل: [info@cdcsrsl.com](mailto:info@cdcsrsl.com) پر 23 ستمبر 2022 کو کاروبار بند ہونے تک موصول ہو جائیں گی، ان کو حتمی ڈیویڈنڈ کے حصول اور سالانہ اجلاس عام میں شرکت کا استحقاق حاصل ہوگا۔

۳۔ اجلاس میں شرکت کیلئے

انفرادی اکاؤنٹ ہولڈرز یا سب اکاؤنٹ ہولڈرز اور ایف اے جی ایم سیکورٹیز گروپ اکاؤنٹ میں درج ہیں اور ان کی رجسٹریشن کی تفصیلات ریگولیٹور کے مطابق اپ لوڈ ہیں انہیں اجلاس میں شرکت کے وقت اپنی شناخت کیلئے اصل شناختی کارڈ یا اصل پاسپورٹ دکھانا ہوگا کسی کاروباری ادارے کی نمائندگی کی صورت میں نامزد فرد کو اپنے بورڈ آف ڈائریکٹرز کی قرارداد یا مختار نامہ بعد دستخط کے نمونے، اجلاس کے وقت پیش کرنا (اگر پہلے فراہم نہیں کئے گئے) لازمی ہوں گے



## انفارمیشن سیکورٹی برنس کنٹنی نیوٹی پلاننگ (بی سی پی) / ڈیزاسٹر ریکوری پلاننگ (ڈی آر پی)

اطلاعات کے تحفظ کا کام سائبر کے بڑھتے ہوئے خطرات پیش نظر انتہائی اہمیت اختیار کر گیا ہے۔ کاروباری ڈیٹا کی راز داری، شفافیت اور دستیابی (سی آئی اے) کو یقینی بنانے کیلئے اس بات کی ضرورت تھی کہ آئی ٹی تحفظ کی پالیسیوں اور طریقہ کار کو بہتر بنانے پر توجہ مرکوز کی جائے۔ سال رواں میں آئی ایم سی نے برنس کنٹنی نیوٹی پلاننگ (بی سی پی) / ڈیزاسٹر ریکوری پلاننگ (ڈی آر پی) کا دوبارہ جائزہ لیا اور اس میں بہتری پیدا کی۔ اس کام کیلئے معروف BIG 4 FIRM کی خدمات حاصل کی گئیں۔ اور اس کے ساتھ ڈی آر ڈل کا کامیابی سے استعمال کیا گیا۔ اس سے بورڈ اور حصہ داران کو آئی ایم سی بی سی پی / ڈی آر پلان کی دستیابی کی صلاحیت کے بارے میں کافی ضمانت فراہم کی گئی۔ پلاننگ کے اندر عماراتی تحفظ کو بہتر بنانے کیلئے ایک نیا نظام یعنی RFID / فنکر پرنٹ پر مبنی رسائی کے نظام کو نصب کیا گیا ہے تاکہ رسائی کو زیادہ مستند بنایا جاسکے۔

## ای میل ایکس چینج کی آفس 365 کلاؤڈ پر منتقلی

آئی ایم سی نے کلاؤڈ پر مبنی سلوشن مائیکروسافٹ آفس 365 کا استعمال شروع کیا جو 99.9 اپ ٹائم دینے کے ساتھ ساتھ صارفین کو 24/7 سپورٹ فراہم کرتا ہے۔ کلاؤڈ سلوشن سافٹ ویئر کی خود کار اپ گریڈیشن اور سپورٹ کو یقینی بناتا ہے۔ کلاؤڈ پر مبنی ای میل کی توسیع پذیری صارفین کو کسی بھی وقت، کہیں بھی کسی بھی ڈیوائس پر ای میل تک رسائی کے قابل بناتی ہے، صارفین کے لیے بہتر سیکورٹی کو یقینی بناتی ہے، ہیکرز، وائرسز، رینسم ویئر، اور سائبر سیکورٹی کے دیگر کارناموں سے ممکنہ خطرات کو کم کرتی ہے۔

## مستقبل کا کاروباری جائزہ

صارف کے اطمینان اور خوشی کو آئی ایم سی کی آئی ٹی حکمت عملی میں بنیادی حیثیت حاصل ہے۔ ہم ڈیجیٹل ٹرانسفارمیشن کی رفتار کو جاری رکھنے کا ارادہ رکھتے ہیں۔ مقامی طور پر اور دنیا بھر میں جاری اقتصادی چیلنجوں کے باوجود ہمیں یقین ہے کہ ایک مضبوط قیادت کے ساتھ اور ڈیجیٹل ٹیکنالوجیز کے سمارٹ استعمال کے ذریعے ہم پہلے سے بھی زیادہ مضبوط ہو کر سامنے آئیں گے۔ کمپنی کا آئی ٹی ڈویژن آئی ایم سی اور ٹویونا کے مجموعی وژن کے حصول میں کلیدی معاون ثابت ہوگا۔

ساتھ اشتراک کیا۔ ملازمین کیلئے مندرجہ ذیل سماجی پروگراموں میں سے کسی ایک میں رضا کارانہ شرکت کا موقع موجود ہے۔

- ٹویونا گوٹھ ایجوکیشن پروگرام
- ٹویونا ملین ٹری پلانٹیشن پروگرام
- ٹویونا کا SS پر مبنی ماحولیاتی تحفظ کا پروگرام
- خوراک کی مفت تقسیم کا پروگرام
- مفت طبی کمپس
- نفسیاتی و طبی امراض کی آگاہی کیلئے مفت کمپس
- بچپن میں اندھے پن کی روک تھام کا پروگرام

## انفارمیشن ٹیکنالوجی

### قابل قدر جدت

کمپنی کا انفارمیشن ٹیکنالوجی (آئی ٹی) ڈویژن صارفین کی ضرورت پر مبنی آئی ٹی سلوشنز اور حکمت عملیاں مرتب کرنے پر یقین رکھتا ہے۔ عالمی آٹو مٹیو انڈسٹری کاربن کے اخراج کے بغیر گاڑیوں کی تیاری کی طرف منتقلی سے ایک بڑی تبدیلی سے گزر رہی ہے۔ انڈسٹری کی مستقبل بینی کو مد نظر رکھتے ہوئے ٹویونا خود کو روایتی آٹو مٹیو کمپنی سے "موبیلیٹی فار آل" کے عالمی وژن کے ساتھ بہترین موبیلیٹی کمپنی میں تبدیلی کے سفر پر گامزن ہے۔ مسلسل بڑھتے ہوئے ٹیکنالوجی انکیویشن ہبس کے دور میں انتخاب کرنے کے لیے بہت کچھ کے ساتھ، بنیادی باتوں پر قائم رہنا اور خلل ڈالنے والے ٹیکنالوجی کے حل کا انتخاب کرنا ضروری ہے جو صارف کے تجربے کو بڑھاتا ہے اور کاروبار کے لیے مسابقتی فائدہ فراہم کرتا ہے۔ اس لیے، ٹویونا میں آئی ٹی حکمت عملی کی توجہ ٹیکنالوجی کی جدت کے بجائے ویلیو انویشن رہی ہے۔ صرف ٹیکنالوجی کی جدت کے بجائے قدر اور اختراع پر یکساں زور دینے کی فطری خواہش ہے جو کہ کسٹمر کی ضروریات میں بہت کم اضافہ کر سکتی ہے۔

## SAP S/4HANA ٹرانسفارمیشن

آئی ایم سی آئی ٹی نے رواں سال اپنے پرانے آئی بی ایم پاور 8 ہارڈ ویئر پلیٹ فارم کی صلاحیت میں اضافہ اور نئے جدید آئی بی ایم پاور 9 پلیٹ فارم پر منتقل ہونے کیلئے چیلنجنگ ٹرانسفارمیشن پروگرام کا آغاز کرتے ہوئے SAP اپیلی کیشن کیلئے نئے پلیٹ فارم کو تعینات کیا۔ SAP S/4HANA 1511 اپیلی کیشن اور آئی بی ایم پاور 8 پر HANA DB کو اپ گریڈ کر کے SAP S/4HANA 2020 میں تبدیل کیا گیا۔ برنس اور آئی ٹی ٹیم نے مل کر کاروباری آپریشن میں خلل ڈالے بغیر ہموار منتقلی کے حصول کیلئے زبردست کوششیں کیں۔ ہم اس کامیاب منتقلی کی پایہ تک پہنچانے میں مدد دینے پر ہمارے شراکت دار آئی بی ایم کے شکر گزار ہیں۔

30,000 روپے اور 20,000 نقد انعام دیا گیا۔ سات کاشا ایوارڈز جیتنے والوں کو خصوصی طور پر ڈیزائن کردہ سرٹیفکیٹس دیے گئے۔

طویل تقریب کے نظامت کے فرائض آئی ایم سی کے اسد عبداللہ، ہیڈ آف سی ایس آر و میڈیا مینجمنٹ اور یو این اے پی کی نمائندہ کلثوم صدیقی نے ادا کئے۔ یو این اے پی کی صدر موبہی شاہین نے لندن سے تقریب میں شرکت کی۔ تقریب میں شرکاء نے بھرپور توانائی سے شرکت کی۔

### ملین ٹری پلانٹیشن مہم

پاکستان کا شمار ان دس ممالک میں ہوتا ہے جو عالمی درجہ حرارت سے سب سے زیادہ متاثر ہوئے ہیں۔ بد قسمتی سے پاکستان میں جنگلات کی تباہی کی شرح بھی بلند ترین ہے۔ 22 کروڑ سے زائد آبادی والے پاکستان میں 5.4 فیصد رقبہ جنگلات پر مشتمل ہے۔ شہری آبادیوں کیلئے راہ ہموار کرنے کا نتیجہ جنگلات کی تباہی اور درختوں کی بے دریغ کٹائی ہے۔

سمندروں کے بعد کاربن ڈائی آکسائیڈ کو جذب کرنے میں درختوں کا دوسرا نمبر ہے۔ درخت موسم کو باقاعدہ کرنے میں اہم کردار ادا کرتے ہیں کیونکہ وہ ہوا سے کاربن ڈائی آکسائیڈ کو جذب کر کے آکسیجن کو ہوا میں چھوڑتے ہیں۔

آئی ایم سی نے اقوام متحدہ ایسوسی ایشن آف پاکستان کے ساتھ اشتراک سے اقوام متحدہ کے پائیدار ترقیاتی اہداف 3 اور ٹویونا انوائزمنٹل چیلنج 2050 جس کا مقصد کاربن کے اخراج کو زیر پر لانے اور ماحول پر مثبت اثرات مرتب کرنا ہے کے مطابق اپنے ون ملین ٹری پلانٹیشن پروگرام کے ذریعے پورے پاکستان میں 10 لاکھ درخت لگانے کا عہد کر رکھا ہے۔ ہمارے ڈیلرز اور وینڈرز بھی اس مہم کا حصہ ہیں

سال کے دوران ملک بھر میں 180,000 پودے لگائے گئے جس سے مجموعی پودوں کی تعداد 680,000 کی حد کو عبور کر گئی۔

### تعلیم ہر بچے کا حق ہے

عالمی یوم خواندگی کے موقع پر آئی ایم سی نے اپنے فلیگ شپ ٹویونا گوٹھ ایجوکیشن پروگرام کے تحت دی سیٹیزن فاؤنڈیشن کے اشتراک سے 'ندی گوٹھ' میں بسنے والی ہندو کمیونٹی کے 50 بچوں کا سکول میں داخلہ کروایا۔ ندی گوٹھ کمپنی کے ہمسایہ واقع چھ پسماندہ دیہاتوں میں سے ایک ہے جنہیں آئی ایم سی کی طرف سے معاونت دی جاتی ہے۔

ندی گوٹھ ایک پسماندہ گاؤں ہے جہاں 150 خاندان رہائش پذیر ہیں جن میں اکثریت ہندو کمیونٹی کی ہے۔ والدین معمولی معاش کی وجہ سے اپنے بچوں کو سکول بھیجنے سے قاصر ہیں۔ آئی ایم سی کی سی ایس آر ٹیم کی طرف گاؤں میں گیمبا (جاپانی اصطلاح جس کا مطلب حقیقی یا اصل جگہ ہے) اور وہاں کے رہائشیوں بشمول بچوں سے بات چیت پر یہ بات سامنے آئی ہے کہ والدین اپنے بچوں کو

تعلیم دلانے میں دلچسپی رکھتے ہیں۔

آئی ایم سی نے ٹویونا گوٹھ تعلیمی پروگرام (ٹی۔ جی ای پی) کا آغاز نیبرنگ کمیونٹی اپ لفٹنگ پروگرام کے تحت 2008 میں کیا گیا جس کا مقصد آئی ایم سی کے ہمسایہ میں دیہاتوں میں مقیم معاشی طور پر پسماندہ طبقات سے تعلق رکھنے والے بچوں کو ابتدائی تعلیم سے لے کر اعلیٰ تعلیم تک معیاری تعلیم کیلئے ان کو بھرپور مالی مدد فراہم کرنا ہے۔ اس پروگرام کو چلانے کیلئے آئی ایم سی نے دی سیٹیزن فاؤنڈیشن (ٹی سی ایف) کے ساتھ اشتراک کیا تاکہ ان بچوں کو نجی سطح سے معیاری تعلیم دی جاسکے۔

ٹی۔ جی ای پی پروگرام کے تحت اس وقت 300 طالب علم ہمسایہ میں واقع ٹی سی ایف کیمپسز میں زیر تعلیم ہیں

### ملازمین کا رضا کار پروگرام معاشرے کی بہتری کے مقصد پر نظر

آج کے دور میں زیادہ سے زیادہ صارفین سماجی شعور رکھنے والے اداروں کے ساتھ کاروبار کرنا پسند کرتے ہیں۔ اسی طرح ملازمین، بلخصوص نوجوان وکرز ایسی کمپنیوں کے ساتھ کام کرنے کے متغی ہیں جو تنوع، مساوات اور شمولیت (ڈی ای آئی) کو فروغ دیتی ہیں۔

رضاکارانہ تجربات کو ملازمین کیلئے معنی خیز مواقعوں کے طور پر دیکھنا چاہئے۔ اس سوچ کے ساتھ آئی ایم سی نے رضاکار پلیٹ فارم تشکیل دیا ہے۔ پروگرام کے بنیادی مقاصد درج ذیل ہیں۔

- آئی ایم سی کے سماجی بہبود کے اقدامات کے بارے میں آگاہی کو بڑھانا تاکہ آئی ایم سی کے اندر زیادہ سے زیادہ لوگ اس سے مستفید ہوں۔
- ملازمین کو معاشرے کی بہتری کیلئے کام کرنے کا احساس پیدا کرنا اور انہیں مصروف عمل رکھنے کیلئے پلیٹ فارم کی فراہمی
- ملازمین کو با معنی شمولیت کو فروغ دینا
- شفافیت اور مواصلت کو فروغ دینا
- ذمہ دار کارپوریٹ ادارے کے طور پر برانڈ امیج کو بہتر کرنا

کمپنی کے معاشرے کی ترقی کیلئے اقدامات میں ٹویونا کے تین عالمی ترجیحی شعبوں یعنی تعلیم، ماحولیاتی تحفظ اور ٹریفلک سیفٹی پر توجہ مرکوز کی جاتی ہے۔ اس کے علاوہ ہیلتھ کیئر، پسماندہ افراد کیلئے زریعہ معاش کے مواقع اور سپورٹس وغیرہ کمپنی کی سماجی بہبود کے چند شعبے ہیں۔

سال کے دوران انتظامی اور غیر انتظامی ملازمین نے آئی ایم سی کی طرف سے منعقدہ سماجی پروگراموں میں فعال شرکت کی۔

اس سلسلے میں آئی ایم سی نے متعدد این جی اوز (غیر منافع بخش تنظیموں) کے

## مواقع کا فروغ۔ نوجوان کوہ پتا کے خواب کی تکمیل

پائیدار ترقی کا 2030 لہجہ ڈاکیومنٹ کو پائیدار ترقی اور امن کے حصول میں کردار اور رواداری اور احترام کے فروغ اور پائیدار ترقی کے اہداف میں اس کے تعاون کو تسلیم کیا گیا ہے۔

ٹویوٹا کے ’موہیلیٹی فار آل اور ایک جامع اور پائیدار معاشرے کے قیام کے حوالے سے ٹرانسفارمیشنل وژن کے مطابق آئی ایم سی نے نوجوان باصلاحیت افراد کو مواقع فراہم کئے۔ آئی ایم سی نے لازکاہ سے تعلق رکھنے والے ابھرتے ہوئے نوجوان کوہ پتا اسد علی میمن کو سپانسر کیا ہے جو دنیا کے سات براعظموں کی سات بلند ترین چوٹیوں کو سر کے خواب کو پایہ تکمیل تک پہنچانے کیلئے کوشاں ہیں۔

24 سالہ نوجوان کوہ پتا اسد علی میمن جنہیں رواں سال مئی میں انڈس موٹر نے سپانسر کیا انھوں نے Alaska, USA میں 6,190m کی چوٹی (Mount Denali) کو سر کیا۔ سات پہاڑی چوٹیوں میں سے وہ اب تک چار پہاڑیوں کو سر کر چکے ہیں۔ انہوں نے 2019 میں یورپ میں البروس، 2020 میں جنوبی امریکہ میں اکون کاگوا اور 2021 میں افریقہ میں ماؤنٹ کیلی منجارو کو سر کیا۔

2016 میں کوہ پتا کے آغاز سے انہوں نے پاکستان اور عالمی سطح پر کئی چوٹیوں کو سر کیا۔ انہوں نے 2021 میں کیلی منجارو کو 20 گھنٹوں میں سر کر کے عالمی ریکارڈ قائم کیا جسے سر کرنے میں اوسطاً 6 سے 10 دن لگتے ہیں۔

میرا وژن پاکستان میں انتہائی سپورٹس یعنی کوہ پتا کو اہم سپورٹس کے طور پر فروغ دینا، نوجوانوں کو تربیت فراہم کرنا ہے تاکہ وہ اس انتہائی سپورٹس میں پیشہ ورانہ مہارت حاصل کر سکیں۔ اسد علی میمن

دنیا کی سات بلند ترین چوٹیوں کو سر کرنے کے بعد اسد علی میمن کے ٹوسیت پاکستان کی پانچ بلند ترین چوٹیوں کو سر کرنے کا منصوبہ رکھتے ہیں۔

## ہمارا قومی فخر

14 اگست کو پاکستان کا یوم آزادی ملک بھر میں حب الوطنی کے جذبہ کے ساتھ بھرپور انداز میں ہر سال منایا جاتا ہے۔ ہر شہر، ہر گلی، ہر سڑک کو قومی پرچموں، جھنڈیوں، غباروں سے سجایا جاتا ہے۔ جشن آزادی کی خوشی میں یہی پرچم اور جھنڈیاں فضاؤں میں بلند ہوتے ہیں لیکن بعد میں یہی پرچم اور جھنڈیاں زمین پر پھٹے ہوئے بکھرے ہوتے ہیں، کوڑے کے ڈھیر میں پڑے ہوتے اور پاؤں تلے روندے جاتے ہیں جو نہ صرف تکلیف دہ بلکہ ہماری قومی غیرت کی بے حرمتی ہے۔

”قومی پہچان“ ہمارا فخر ہے جو ہماری طرف سے عزت و تکریم کا تقاضہ کرتا ہے۔ پرچم کی اس بے حرمتی اور بے توقیری کو روکنے کیلئے آئی ایم سی نے مسلسل پانچویں بار جھنڈوں کو بچانے کیلئے مہم کا آغاز کیا۔ 15 اگست کی صبح “ہمارے پہلے پاکستانی فخر کا احترام کریں” کے نعرے کے ساتھ آئی ایم سی کے 50 ملازمین کی ٹیم نے کمپنی کے رضاکارانہ پروگرام کے تحت اس مہم میں حصہ لیتے ہوئے متعین روٹس پر شہر کی سڑکوں اور کھلی جگہوں پر گرے ہوئے پرچم اور جھنڈیاں اٹھائیں۔

اس مہم میں شہریوں کے ساتھ قانون نافذ کرنے والے اداروں کے اہلکاروں نے بھی حصہ لیا۔ پورا گروپ کلفٹن نیچ پر کلاک ٹاور پر اکٹھا ہوا جہاں زیادہ دوڑ لگانے والی ٹیم کو فاتح قرار دیا گیا۔

کمپنی کی “سیفٹی سب سے پہلے” کی پالیسی کو مد نظر رکھتے ہوئے ٹیم نے کورونا وبا سے تحفظ کے حوالے سے سیفٹی پروٹوکول پر سخت سے عمل درآمد کیا گیا

## ٹویوٹا کا 5S پر مبنی ماحولیاتی تحفظ کا پروگرام

گزشتہ سال آئی ایم سی نے یونائیٹڈ نیشنز ایجنسی آف پاکستان کے ساتھ اشتراک سے آئی ایم سی سے باہر وسیع سامعین کو فائدہ پہنچانے کیلئے ٹویوٹا 5S پر مبنی ماحولیاتی تحفظ کے پروگرام کا آغاز کیا۔ پروگرام کا بنیادی مقصد بچوں اور نوجوانوں کو آن لائن سیشنز کے ذریعے آگاہی دینا ہے تاکہ وہ ٹویوٹا کے 5S پر مبنی ماحولیاتی تحفظ پروگرام اور اس کے نفاذ، پلاسٹک کی آلودگی اور ماحولیاتی تحفظ کیلئے ٹری پلانٹیشن سے واقف ہو سکیں۔ انہیں 5S کے اصولوں سے بہرہ مند کرانے سے ماحول پر اور زیادہ پائیدار اور مثبت اثر پیدا ہوں۔

ملک بھر سے 50,000 سے زائد افراد سے اس پروگرام کو کافی پذیرائی حاصل ہوئی۔ پروگرام کا اختتام مقابلہ کے ساتھ ہوا جس میں نقد انعام بھی دیا گیا۔ مقابلہ میں پاکستان بھر سے 12,000 انٹریز وصول ہوئیں۔ مختلف راؤنڈز پر مشتمل ایک مکمل سکروٹی کے بعد دس انٹریز کا انتخاب کیا گیا جس کا اعلان مارچ 2022 میں آئی ایم سی کی طرف سے ورنچل ایوارڈ تقریب میں کیا گیا۔

اس پروگرام میں 13 سال سے 30 سال کی عمر کے حامل کراچی، لاہور، اٹک اور منڈی بہاؤالدین سے تعلق رکھنے والے 8 جوان خواتین اور 2 جوان مردوں نے بھی شرکت کی جو پروگرام کی متنوع حیثیت کو واضح کرتا ہے۔

کل 10 ایوارڈز تقسیم کئے گئے جن میں سات کانشا ایوارڈز، کانشا جاپان میں حوصلہ افزائی سے منسوب ہے، اور تین ٹاپ ایوارڈز شامل ہیں۔ پہلے تین ایوارڈز جیتنے والی نوجوان خواتین تھیں جن کی عمریں 13 سال سے 30 سال کے درمیان تھیں اور ان کا تعلق کراچی سے تھا۔ ان خواتین کو بالترتیب 50,000 روپے،



ہم سب مل کر روڈ سیفٹی کا آغاز کر سکتے ہیں

روڈ سیفٹی ٹویونا کے تین عالمی ترجیحی شعبوں میں سے ایک ہے۔

- ٹویونا کا سماجی کردار
- ٹویونا کے عالمی ترجیحی شعبے
- ماحول، ٹریفک سیفٹی اور تعلیم

ٹویونا کا حتمی مقصد سڑک حادثات سے ہونے والی اموات کو زیر پر لانا ہے۔ اس مقصد کے حصول کیلئے محفوظ گاڑیاں بنانے کے علاوہ لوگوں، ڈرائیوروں اور پیدل چلنے والوں کو روڈ سیفٹی سے متعلق آگاہی دینے کے ساتھ ٹریفک کے محفوظ ڈھانچے جیسا کہ سڑک اور ٹریفک سازوسامان کو بھی یقینی بنانا نہایت ضروری ہے۔

پاکستان میں روڈ سیفٹی سنگین صورتحال اختیار کر رہی ہے اور اس مسئلے سے نمٹنا کسی ایک کام نہیں ہے۔ یہ ایک مشترکہ ذمہ داری ہے۔ اس مقصد پر کام کا آغاز دسمبر 2021 میں اس وقت شروع ہوا جب آئی ایم سی نے انٹرنیشنل روڈ فیڈریشن (آئی آر ایف) اور ٹوٹل انرجیز فاؤنڈیشن کے ساتھ کولیشن چارٹر پر دستخط کئے تاکہ ملک میں سڑکوں پر حادثات سے اموات اور زخمیوں کی تعداد کو کم کیلئے مشترکہ طور پر مہارت اور تجربے کا استعمال کیا جاسکے۔ اس اقدام کی بنیاد یہ یقین ہے کہ سڑک حادثہ میں ایک آدمی کا متاثر ہونا کثرت شراب نوشی کا نتیجہ ہے۔

اس منصوبے کا مقصد اثر پذیر اور توسیع پسندانہ سرگرمیوں کے ذریعے روڈ سیفٹی کو کافی حد تک بہتر بنانا اور پاکستان میں روڈ سیفٹی کی کوششوں کی حمایت کرنے کے لیے نجی شعبے کے اسٹیک ہولڈرز کو متحرک اور متحد کرنا ہے

ڈیٹو ایچ او (WHO) کے مطابق، زیادہ تر سڑک حادثات ترقی پذیر ممالک میں ہوتے ہیں جہاں روڈ ٹرانسپورٹ موت کی سب سے بڑی وجہ ہے۔ اس عالمی بحران کو تسلیم کرتے ہوئے اقوام متحدہ نے سال 2021 سے 2030 کو روڈ سیفٹی کے لیے اقدامات کا عشرہ قرار دیا ہے جس کے تحت ٹریفک حادثات سے ہونے والی اموات اور زخمیوں کی تعداد کو کم از کم 50 فیصد تک کم کرنے کا ہدف مقرر کیا گیا۔ اقوام متحدہ نے کاروباری رہنماؤں سمیت تمام اسٹیک ہولڈرز پر زور دیا ہے کہ وہ اس پروگرام کے نفاذ میں تعاون کریں۔

### روڈ سیفٹی مشترکہ ذمہ داری ہے

پاکستان کے علاوہ آئی آر ایف اس سال تیزابیہ میں نجی شعبے کے اتحاد کا آغاز کر چکا ہے اور فی الحال مراکش میں اسے شروع کرنے پر کام کر رہا ہے۔

ہے تاہم یہ دوسرا مسلسل سال ہے کہ آئی ایم سی نے اپنے فلیگ شپ ٹویونا ایجوکیشن پروگرام کے تحت تعلیم حاصل کرنے والے طالب علموں کو سپانسر کیا۔ فلیگ شپ ٹویونا ایجوکیشن پروگرام 2008 سے دی سیٹیزن فاؤنڈیشن کے اشتراک سے چلایا جا رہا ہے جو نبرنگ کمیونٹی اپ لفٹ پروگرام کے تحت فعال سرانجام دیتا ہے۔ اس بار یہ 10 طالب علموں کا ایک گروپ تھا، جن میں سے آٹھ لڑکیاں تھیں، جو معاشی طور پر پسماندہ کمیونیز سے تعلق رکھتی تھیں، عبداللہ گوٹھ میں مقیم تھیں۔

خوشی کا لمحہ تو تب تھا جب مارخور آنکھوں جیتنے والے پانچ کا تعلق فلیگ شپ ٹویونا ایجوکیشن پروگرام سے ہے۔

### اپنی آنکھوں سے محبت کریں

رواں سال بصارت کے عالمی دن کے موقع پر انڈس موٹر کمپنی (آئی ایم سی) نے پاکستان میں پیداہی اندھے پن کیخلاف جدوجہد کا عہد کیا۔ دسمبر 2021 میں آئی ایم سی اور ال ابراہیم آئی ہسپتال (AIEH) نے پورٹ قاسم میں کمپنی کے ہیڈ آفس میں مفاہمت کی یادداشت پر دستخط کر کے اتحاد قائم کیا۔

آئی ایم سی کے نبرنگ کمیونٹی اپ لفٹ پروگرام کے تحت چلائے جانے والے بچپن میں اندھے پن کی روک تھام کے پروگرام کا مقصد اندھا پن اور بصارت کی خرابی کے خطرے کو کم کرنا ہے۔ کمپنی کے آس پاس واقع گاؤں میں رہائش پذیر معاشی و سماجی لحاظ سے پسماندہ معاشروں سے تعلق رکھنے والے اسکول جانے اور نہ جانے والے بچوں کی بڑی تعداد اس مرض کا شکار ہے۔

آنکھوں کی مفت اسکریننگ کا کیپ دی سیٹیزن فاؤنڈیشن کے اسکولوں میں قائم کئے جاتے ہیں جہاں ان گاؤں کے بچے آئی ایم سی کے ٹویونا گوٹھ ایجوکیشن پروگرام کے تحت تعلیم حاصل کرتے ہیں۔ سکول نہ جانے والے بچوں کے لیے دیہاتوں میں کیپ لگائے گئے۔ اسکریننگ کے بعد نظر کی خرابی کا شکار بچوں کو اگر ضرورت ہوئی تو مفت چشمے اور ادویات فراہم کی گئیں جبکہ مزید علاج / آپریشن کیلئے انہیں اے آئی ای ایچ بھیج دیا گیا۔

اے آئی ای ایچ کے ساتھ اشتراک کے دو موجودہ پہلوؤں میں سے ایک استعداد میں اضافہ اور بلخصوص بچپن میں نظر کی خرابی کے بارے میں آگاہی پیدا کرنا ہے جس کے طبقات میں دور رس نتائج برآمد ہوں گے۔

- 4580 سے زائد بچوں کی سکریننگ کی گئی
- 350 سے زائد بچوں کو نظر کے چشمے فراہم کئے گئے
- 15 آگاہی سیشنز کا انعقاد کیا گیا۔

مستقبل کے ایک ایسے معاشرے کے قیام کیلئے کوششیں کرنا جہاں گاڑیاں اور فطرت ہم آہنگی سے رہ سکیں

رپورٹ کو عالمی جی آر آئی (گلوبل رپورٹنگ انیشیٹو) سسٹین ایبلٹی رپورٹنگ سٹنڈرڈز کے مطابق تیار کی گئی ہے جو پائیدار معیشت، ماحول اور سماجی تین پہلوؤں کا احاطہ کرتی ہے۔ یہ رپورٹ اقوام متحدہ گلوبل کمیٹیٹ کے اصولوں کی بھی تعمیل کرتی ہے۔

انڈسٹری میں پائیداری کا سرخیل ہونے کی حیثیت سے رپورٹ آئی ایم سی کے بارے میں گاڑیوں سے بالاتر مفادات کے طور پر کمپنی کی شاندار عکاسی کرتی ہے جو ہمارے کارپوریٹ سماجی ذمہ داری کی شناخت ہے۔

### دی جرنل

آئی ایم سی کی سی ایس آر ٹیم نے گاڑیوں سے بالاتر مفادات کے لوگوں کے ساتھ نئے ڈیجیٹل اشاعت دی جرنل کا پہلا شمارہ متعارف کرایا جو آئی ایم سی کے سماجی ذمہ داری کے پروگرام کی شناخت کے طور پر نمایاں ہے۔

’دی جرنل‘ سہ سالہ جریدہ ہے جس کا مقصد کمپنی کی سی ایس آر سرگرمیوں اور اقدامات کے بارے میں بہتر آگاہی پیدا کرنا ہے تاکہ سماجی ذمہ داری کو وسیع نظر سے دیکھنے کے ساتھ ساتھ پائیداری کے تین ستونوں ”لوگ، زمین، خوشحالی“ کو بہتر انداز میں سمجھا جاسکے۔

مزید معلومات اور عمیق مطالعہ کیلئے جریدے کو ڈیزائن کے لحاظ سے ہائپر لنکس کے ساتھ بہت زیادہ جامع بنایا گیا ہے۔

### مارخور

تعلیم کا حصول لوگوں کی زندگیوں کو بہتر بنانے اور پائیدار ترقی کی بنیاد ہے۔

مارخور پاکستان کا پہلا وائلڈر بیسڈ یوتھ لیڈرشپ کانفرنس ہے جو غیر منافع بخش تنظیم یوتھ امپکٹ کی طرف سے چلایا جا رہا ہے۔ یوتھ امپکٹ عبدالصمد خان کی ذہنی اختراع ہے۔ مارخور کانفرنس ایک پانچ روزہ ڈور پروگرام ہے جسے عام طور پر ہر سال مارچ / اپریل غیر گنجان آباد مقامات پر منعقد کیا جاتا ہے۔ موسم خزاں کیلئے مارخور کانفرنس 2021 کو خیر پختونخوا کی وادی کاغان میں سطح سمندر سے 8500 فٹ بلند جنت نظیر وادی مانور دیلی میں منعقد کیا گیا۔ متنوع گروپ پر مبنی مارخور میں مختلف خطوں، مذاہب اور معاشی سماجی پس منظر سے تعلق رکھنے والے 70 سے زائد لڑکیوں اور لڑکوں نے بھرپور حصہ لیا۔ کانفرنس کے موضوعات #Worldofpossibilities اور #ItsTheTime تھے جس میں اس بات پر توجہ مرکوز کی گئی کہ کیسے لیڈر شپ اور انتظامی طریقہ کار کو کورونا وبا کے باعث پیدا ہونے والے چیلنجز سے نبرد آزما ہونے کے لئے اختیار کیا گیا انڈس موٹر کمپنی (آئی ایم سی) 2014 سے مارخور کانفرنس کو باقاعدہ سپانسر کر رہا

موسمیاتی تبدیلی، پانی کی قلت، وسائل کے خاتمے اور حیاتیاتی تنوع جیسے عالمی ماحولیاتی مسائل سے نمٹنے کیلئے ٹویوتا نے 2015 میں ٹویوتا انوائرنمنٹل چیلنج 2050 کا اعلان کیا جو چیلنجز پر مشتمل ہے جس کا مقصد مینوفیکچرنگ اور گاڑیوں کے دھویں سے ماحول پر پڑنے والے منفی ماحولیاتی اثرات کم کر کے ممکنہ طور پر صفر تک لانے اور معاشرے پر مثبت اثرات مرتب کرنا ہے۔ اقوام متحدہ گلوبل کمیٹیٹ کا توثیق کنندہ ہونے کی حیثیت سے آئی ایم سی پائیدار ترقی کے اہداف یا ایس ڈی جیز کی حمایت کرتا ہے کیونکہ ہمارے سماجی ذمہ داری کے اقدامات ایس ڈی جیز کے مطابق ہیں۔

### ٹویوتا انوائرنمنٹل چیلنج 2050

1. کاربن کے زیرو اخراج کی حامل نئی گاڑیاں بنانے کا چیلنج
2. کاربن کے زیرو اخراج کیلئے لائف سائیکل کا چیلنج
3. کاربن کے زیرو اخراج کیلئے پودے لگانا
4. پانی کے کم اور بہتر استعمال کا چیلنج
5. ری سائیکل کی بنیاد پر معاشرے اور نظاموں کے قیام کا چیلنج
6. فطرت سے ہم آہنگ مستقبل کے معاشرے کے قیام کا چیلنج

ٹویوتا مستقبل کے معاشرے کی بہتری کیلئے ماحولیاتی اور سماجی مسائل کے حل کو بہت زیادہ اہم سمجھتا ہے اور تمام سٹیک ہولڈرز کے ساتھ مضبوط تعلقات استوار کرنے کیلئے گورننس میں اضافہ کا مسلسل طلب گار ہے۔ آئی ایم سی ہماری توجہ کا بنیادی مرکز تعلیم، صحت، روڈ سیفٹی، ماحول اور قدرتی آفات ہیں

### گاڑیوں سے بالاتر مفادات

مالی سال 2022 میں مختلف پروگراموں پر 182 ملین روپے خرچ کئے گئے معاشرے کی فلاح بہود 22 فیصد، ہیلتھ کیئر 33 فیصد، تعلیم 20 فیصد، سپورٹس 3 فیصد، روڈ سیفٹی 11 فیصد، ماحول 4 فیصد، دیگر 7 فیصد

دوسروں کی خوشی کیلئے ہیلتھ کیئر اچھی صحت اور فلاح بہود صحت مند زندگیوں کو یقینی بنانا اور تمام عمر کے افراد کی فلاح بہود کو فروغ دینا

### ہماری اشاعت سسٹین ایبلٹی رپورٹ 2021

سسٹین ایبلٹی رپورٹ 2021 ستمبر 2021 میں آئی ایم سی نے مالی سال 2020-21 کیلئے اپنی سسٹین ایبلٹی رپورٹ جاری کی جو 2016 سے چھٹی رپورٹ ہے جس میں مکمل طور پر نظر ثانی کی گئی۔

افراد کی قوت کو باختیار بنانے کیلئے انہیں مختلف افعال کی حامل ٹیموں میں شامل اور انہیں نئے ٹاسک اور ذمہ داریاں سونپی گئی ہیں تاکہ وہ اپنی مہارتوں کو نکھار سکیں اور مستقبل کے لیڈرز بن سکیں۔

مقامی سپلائی نیٹ ورک اور سپلائر کوالٹی کے لیشو سے نمٹنے کیلئے ڈیپارٹمنٹ کے اندر دو ٹیمیں تشکیل دی گئی ہیں۔

### ”سب کو خوشیاں بانٹنا“ ایک ٹیوٹو، ٹیوٹا موٹر کارپوریشن

ٹیوٹا فلسفہ جسے گزشتہ سال ترتیب دیا گیا ہمارے مشن کی ”سب کو خوشیاں بانٹنا“ کے طور پر تعریف کرتا ہے۔ میرا یقین ہے کہ خوشی ہر شخص کیلئے مختلف شکل میں ہو سکتی ہے۔ ”سب کو خوشیاں بانٹنا“ کا ہرگز یہ مطلب نہیں ہے کہ ہر شخص کیلئے وہی چیز تیار کرنا ہے۔ ”سب کو خوشیاں بانٹنا“ کا مطلب مہنگی اور سستی پیداوار کا مجموعہ ہے اور یہی ہمارا مقصد ہے۔ سماجی ترقی کے 17 اہداف کو خانوں کے ایک سیٹ کے طور پر دیکھیں تو آپ کو آخری خانہ کیلئے جگہ نظر آئے گی اور میرا یقین ہے کہ لوگوں کی خوشیاں 18 واں ہدف ہے۔

میرے نزدیک اس کا مطلب یہ ہے کہ جو لوگ 17 متعین اہداف کو پورا کرنے کیلئے سنجیدگی سے کوشش کرتے ہیں، وہی لوگ 18 ویں ہدف پر مبنی دنیا کے حصول کیلئے کوشاں ہوں گے۔ ہمارے بہت سارے سٹیک ہولڈرز کے ساتھ مل کر اور ”سب کو خوشیاں بانٹنا“ کے ہمارے مشن کی بنیاد پر میں امید کرتا ہوں کہ جیسا کہ ہم قدم بہ قدم مستقبل کی طرف پیش قدمی کر رہے ہیں، ہم کسی نہ کسی دن 18 ویں SDG (Sustainability Development Goals) کے ہدف کو بھی پورا کرنے کیلئے کمر بستہ ہو جائیں گے۔

### کارپوریٹ سماجی ذمہ داری

سماجی ذمہ داری پائیداری کے حصول کیلئے کی جانی والی کوششوں کا نام ہے جو ترقی، کاروبار اور معاشرے پر مثبت اثرات مرتب کرنے میں مدد دیتی ہیں۔ پائیداری کو ٹیوٹا کے عمل کے اخلاقی رویہ اور سماجی، ثقافتی، اقتصادی اور ماحولیاتی مسائل کی حساسیت کو مد نظر رکھتے ہوئے کاروبار کرنے میں بنیادی اہمیت حاصل ہے۔

ہماری جہد مسلسل ہمارے سماجی ترقی کیلئے کردار سے فائدہ اٹھاتا ہے جس کیلئے ہم شراکت داروں کے ساتھ کام کرتے ہوئے اپنے وسائل کا مزید موثر استعمال کرتے ہیں اور ایسے اقدامات پر توجہ مرکوز کرتے ہیں جو حقیقی سماجی ضروریات کو پورا کرنے میں معاون ہوتے ہیں۔

کا بنیادی کام مقامی سپلائر انڈسٹری کو تربیت فراہم کرنا اور انہیں باختیار بنانا ہے تاکہ نہ کوالٹی کنٹرول کے تصور کو فروغ دیا جاسکے اور ہمارے صارفین کو ٹیوٹا کی معروف کوالٹی کے مطابق ساتھ مصنوعات مل سکیں جس سے ہمارے لئے مخلص صارفین کا ایک بیس تشکیل پاسکے جو ہمیں دس لاکھ مزید گاڑیاں پیدا کرنے اور انہیں فروخت کرنے کے قابل بنائے گا۔

### وینڈرز کے ساتھ کام

وینڈرز، انڈس موٹر کمپنی کے ساتھ مل کر کام کرنا میک ان پاکستان کے فروغ کا قابل فخر کسٹومین ہے۔ ہمیں ملک میں مقامی انجینئرنگ بیس کی ترقی کا سرخیل ہونے پر فخر ہے۔ ہم نے مقامی سطح پر پرزہ جات کی تیاری کیلئے سرمایہ کاری ہے تاکہ نہ صرف سرکاری خزانے بلکہ لاکھوں لوگوں کی زندگیوں کیلئے قدر پیدا ہو جو وینڈر انڈسٹری سے وابستہ ہیں۔

ہماری صنعت اور ہمارے ملک کے ساتھ اس عزم کو آگے بڑھاتے ہوئے آئی ایم سی کے پاس نہ صرف آنے والے ماڈلز میں بلکہ موجودہ ماڈلز میں بھی پرزہ جات کی مقامی صنعت کے فروغ کی حکمت عملی ہے۔ اب، چونکہ بین الاقوامی سفری پابندیاں ختم ہو چکی ہیں، ہمارے انجینئرز ڈیزائنرز کے ساتھ زیادہ قریب سے کام کر سکتے ہیں اور کریں گے اور مینوفیکچررز پرزہ جات کی تیاری کے مراحل کی نگرانی کر سکتے ہیں تاکہ اس بات کو یقینی بنایا جاسکے کہ معیار پر کوئی سمجھوتہ نہ ہو۔ مقامی صنعت کے فروغ پر توجہ پاکستان میں آٹوموبائل انڈسٹری کو باختیار بنانے اور ترقی دینے میں مدد دے گی۔

ہمارے انجینئرز کی کورونا وبا کے دوران پیداوار میں اتار چڑھاؤ کی مسلسل نگرانی اور بغیر نقصان کے ہموار سپلائی کی فراہمی کیلئے مقامی وینڈرز کے ساتھ کام کی وجہ سے ہم دس لاکھ گاڑیوں کی پیداوار کو بغیر کسی خلل کے حاصل کیا۔

ہم نے پرزہ جات کی مقامی صنعت میں سرمایہ کاری ہے تاکہ نہ صرف سرکاری خزانے بلکہ لاکھوں لوگوں کی زندگیوں کیلئے قدر پیدا ہو جو وینڈر انڈسٹری سے وابستہ ہیں۔

### نئی انتظامیہ کے تحت نئے ویمنجرز

آئی ایم سی میں انتظامی ٹیم باختیار اور محنتی افراد پر مشتمل ٹیم تشکیل دینے کیلئے پر عزم ہیں جو مستقبل کے لیڈرز بن سکیں اور کمپنی کو ترقی کی نئی بلندیوں لے جاسکیں۔ اعلیٰ انتظامیہ کے تحت نئے معلومات کے تبادلے اور ڈیپارٹمنٹ کے اندر اسے مربوط بنانے کیلئے مضبوط اقدامات اٹھائے ہیں۔ یہ مقامی صنعت کے فروغ میں پیشرفت اور مقامی سپلائی نیٹ ورک پر اپ ڈیٹس پر ہفتہ وار رپورٹنگ کا نظام ترتیب دیا گیا ہے۔ مذکورہ ٹیم کے ارکان کو محکمہ کارروائیوں کے حوالے سے تمام موجودہ مسائل سے آگاہ کرنے کے قابل بنایا ہے اور سینئر انتظامیہ کو ان کی بہتر طریقے سے رہنمائی کرنے کی اجازت دی ہے۔



## ہائی برڈ گاڑی کا منصوبہ

آئی ایم سی پاکستانی مارکیٹ میں ہائی برڈ گاڑی سی کے ڈی ماڈل متعارف کرانے کیلئے اپنے پلانٹ کو توسیع دینے کے ساتھ ساتھ نئی سہولیات بھی شامل کر رہا ہے۔ 100 بلین امریکی ڈالر کی تاریخی سرمایہ کے تحت آئی ایم سی پاکستان میں پہلی مرتبہ مقامی سطح پر اسمبل کی جانے والی ہائبرڈ گاڑیاں متعارف کرائے گئے۔ یہ منصوبہ 2023-24 میں مکمل ہونے کی توقع ہے۔

## اب تک کی سب سے زیادہ پیداوار

کمپنی نے مارچ 2022 کے مہینے میں 7501 گاڑیوں کی تیاری کے اب تک کے سب سے زیادہ پیداواری حجم کے سنگ میل کو عبور کرنے کا جشن منایا۔ کورونا وبا کی پابندیوں میں نرمی کے بعد اقتصادی سرگرمیاں معمول کی طرف آنا شروع ہوئیں اور آٹو موبائل انڈسٹری نے طلب میں اضافہ کا مشاہدہ کیا۔ صارفین کی قوت خرید میں بہتری آنے اور شرح سود میں کمی آٹو فنانسنگ میں اضافہ کا باعث بنا جس سے طلب میں اضافہ ہوا۔ عالمی لاجسٹکس آپریشنز میں مسائل پر قابو پانے کیلئے مینوفیکچرنگ آپریشنز کو انتہائی بہتر طریقے سے سنبھالا۔

## ایوارڈز

### وارنٹی ریڈکشن ایوارڈ

آئی ایم سی کو 2021 سال کیلئے ٹویوٹا ڈائی ہائسو انجینئرنگ اینڈ مینوفیکچرنگ (TDEM) کی طرف سے وارنٹی ریڈکشن ایوارڈ سے نوازا گیا۔ یہ ایوارڈ ان وابستہ کمپنیوں کو دیا جاتا ہے جو مقامی سطح پر گاڑیوں کی تیاری میں شاندار نتائج کا مظاہرہ کرتی ہیں۔ فیصلے کے معیار کی بنیاد، مارکیٹ کے حوالے سے شکایات کو حل کرنے اور صارف کو ہونے والی تکلیف کے ازالے کے لیے فوری کارروائی پر ہے۔

یہ کم پٹنگ کوالٹی آڈٹ نقائص اور پری ڈیلیوری سروس کے مسائل کے ذریعے مینوفیکچرنگ کے معیار میں بہتری کی بھی عکاسی کرتا ہے۔

## کوالٹی پرسن ایوارڈ

انجین شاپ سے وابستہ آئی ایم سی ٹیم اراکین میں ایک رکن بلال صدیقی کو ٹویوٹا ڈائی ہائسو انجینئرنگ اینڈ مینوفیکچرنگ (TDEM) کی طرف سے سال 2022 کیلئے کوالٹی پرسن ایوارڈ دیا گیا۔

ایوارڈ صارف پہلے اور معیار پہلے کے فلسفے کی بنیاد پر دیا جاتا ہے۔ بلال صدیقی کو کام سے ہٹ کر اہم نقائص کو آگے جانے سے روکنے میں ان کے شاندار مشاہدہ کی بنا پر TDEM کے عالمی معیار کی بنیاد پر آئی ایم سی میں بہترین کوالٹی پرسن قرار دیا گیا۔

## مقامی سطح پر پرزہ جات کی تیاری

### سپلائی ڈویلپمنٹ اور مینٹرنگ کیلئے اڈسرو تنظیم

گاڑیوں کی بڑھتی ہوئی طلب کے ساتھ ٹویوٹا پاکستان کا انتہائی مقبول برانڈ ہونے کی حیثیت سے اپنے صارفین کو ان کے خوابوں کی گاڑی دینے کیلئے کوشاں ہے اور صارفین کی حمایت اور سرپرستی کی بنا پر کمپنی نے 1993 میں اپنے قیام سے اب تک 10 لاکھ گاڑیاں فروخت کی ہیں۔ بڑھتی ہوئی طلب کو پورا کرنے کیلئے پلانٹ کی پیداواری صلاحیت میں اس کے مطابق تیز کرنا ہوتی ہیں، اس صورتحال میں یہ ضروری ہے کہ ہمارے تمام مقامی اور غیر ملکی سپلائرز بڑھتی ہوئی طلب کو پورا کرنے کیلئے تیار رہیں۔ جتنی بڑی ہماری سپلائی چین ہے اتنا ہی سپلائی چین مشینری کیلئے نقل و حمل کرنی پڑتی ہے۔ 54 ٹیڑ کے مقامی سپلائرز ہم سے مماثل ہونے کیلئے اپنی صلاحیت کو بڑھا رہے ہیں، جس کی وجہ سے ان کے ٹیڑ-2 اور ٹیڑ-3 سپلائرز کو اس کی پیروی کرنا پڑتی ہے۔ دنیا کو اس وقت جن حالات کا سامنا ہے، جس میں شپمنٹ میں تاخیر اور عالمی کنٹینر کی قلت شامل ہے لیکن ان تک محدود نہیں ہے، سپلائی چینز خلل کا شکار ہوتی ہیں، اس کا انحصار بالترتیب ہر اس خطے پر ہوتا ہے جو سپلائی کر رہا ہے اور مسائل کی شدت کا سامنا ہے۔ اسی کا مقابلہ کرنے کے لیے آئی ایم سی نے اپنے سپلائر انویسٹری کے انتظام کو بڑھایا ہے تاکہ ٹیڑ-2 سطح کی سپلائی کے خطرے کو بھی ممکنہ حد تک کم کیا جاسکے۔

ہمارے سپلائرز کو V-V پرزہ جات اور کمپنی تک تیار شدہ سامان کی سپلائی کی نگرانی کیلئے ایک سپلائی اور ڈیمانڈ ٹیم قائم کی گئی ہے۔

سپلائرز کو V-V پرزہ جات کی سپلائی کی نگرانی نے ٹیم کو سپلائرز کے حالات سے باخبر رہنے اور ممکنہ قلتوں کے حوالے سے رد عمل دینے کے قابل بنایا۔ اس اقدام نے سپلائرز اور آئی ایم سی کے درمیان تعلقات کو بڑھانے میں بھی اہم کردار ادا کیا۔ اگرچہ ٹیم نے سپلائرز کی نگرانی کی، لیکن بہری جہاز (Vessel) میں تاخیر اور مواد کی قلت کی وجہ سے اب بھی کچھ تنقیدی مشکلات کا سامنا کرنا پڑا۔ سپلائر مینجمنٹ میں مسلسل بہتری لائی گئی ہے۔ ٹیم کی ذمہ داری کے دائرہ کار میں خام مال کی نگرانی کو بھی شامل کیا گیا ہے۔ سپلائی کرنے والوں کو ان کے پلانٹس کے دورے کے ذریعے بہتر بنایا گیا ہے۔

سپلائرز کو درپیش مشکل حالات میں آئی ایم سی نے ٹویوٹا طریقہ کار کے مطابق ہمیشہ ان کی مالی اعانت کی جس کیلئے آئی ایم سی نے پرزہ جات کے آرڈر اور مسائل کے حل کے ذریعے مقامی سپلائرز کو معاونت اور آسانی فراہم کی۔

سپلائی میں اضافہ سے نقائص کے بہاؤ کا خطرہ بڑھ جاتا ہے اس لئے پوری سپلائی چین میں کوالٹی کنٹرول کو بہتر بنانے کی ضرورت ہوتی ہے۔ کوالٹی ٹویوٹا کی سرفہرست ترجیحات میں شامل ہے اس لئے آئی ایم سی نے سپلائی کوالٹی ڈویلپمنٹ سیل کو متعارف کرا کر کوالٹی کنٹرول کو بہتر بنانے کیلئے اقدامات اٹھائے ہیں جس

## ذہنی صحت سے متعلق آگاہی

بینجرز اور اس سے بڑے عہدے داروں بشمول جاپانی کوارڈینیٹرز نے شرکت کی۔ سی ای او اور وائس چیئرمین بھی اس پروگرام کا حصہ تھے۔

## ہائی پرفارمنس سٹاف ٹریننگ

ہائی پرفارمنس سٹاف ٹریننگ لاہور یونیورسٹی آف مینجمنٹ سائنسز (LUMS) میں اعلیٰ صلاحیتوں کے حامل سٹاف کیلئے منعقد کی گئی تاکہ ان کی موجودہ قابلیت اور پیشہ ورانہ مہارت اور ہنر کو مزید نکھارا جائے۔ مینجمنٹ سے اعلیٰ صلاحیتوں کے حامل سٹاف کو ”مینجمنٹ ڈویلپمنٹ پروگرام“ جبکہ مارکیٹنگ ڈیپارٹمنٹ سے سٹاف کو ”مارکیٹنگ سٹریٹجیز پروگرام“ میں شرکت کیلئے بھیجا گیا۔ پروگرام کے اختتام پر ادارے میں اگلی سطح کے ترویجی کردار ادا کرنے کیلئے شارٹ لسٹ کئے گئے ملازمین کو مشہور ”ڈویلپنگ فیوچر لیڈرز“ پروگرام میں شرکت کیلئے LUMS بھیجا گیا۔

## اے ٹی ایم (اپریٹس ٹیم ممبرز) اپریٹس شپ پروگرام

کل 1797 اپریٹس ٹیم ممبرز (اے ٹی ایم) کو جولائی 2021 سے مارچ 2022 تک پروگرام میں شامل کیا گیا۔ اپریٹس شپ پروگرام کے تحت ممبرز کو سکل ٹریننگ فراہم کی گئی اور ٹیوٹا کیونیکشن سکلز (ٹی سی ہلس) اور ٹیوٹا جاب انسٹرکشنز (ٹی جے آئی) کے ساتھ ان کی مہارتوں کو نکھارنے اور ان کی پیشہ ورانہ ترقی مختلف ورکشاپس کا انعقاد کیا گیا۔

## آپریٹسز

## پراس کی بہتری

انڈس موٹر کمپنی نے اپنے قیمتی صارفین کیلئے آئی ایم سی سے ٹیوٹا ڈیلر شپس تک گاڑیوں کی ترسیل کے طریقہ کار کو بہتر بنانے کیلئے حال ہی میں نئی ویسکل لوڈنگ ڈاک سہولت کو مکمل کیا ہے۔

مزید برآں پلانٹ کے مختلف افعال کو بہتر بنانے کیلئے متعدد اہم منصوبے جاری ہیں

## تفریحی سہولت

آئی ایم سی ملازمین کی دیکھ بھال کے اپنے عزم کے تحت اپنے ملازمین کو آرام پہنچانے اور ان کی جسمانی تندرستی کیلئے تفریحی سہولت تیار کر رہا ہے۔ اس میں سہولت فٹ بال، ٹیبل ٹینس، ڈارٹس، کیرم بورڈ، لوڈو، شطرنج اور سنوکر وغیرہ جیسی گیمز شامل ہوں گی۔ آؤٹ ڈور گیمز کیلئے کثیر المقاصد کورٹ تعمیر کیا جائے گا۔ منصوبہ اکتوبر 2022 تک تیار ہونے کی توقع ہے۔

حالیہ برسوں میں ذہنی صحت (mental health) صحت عامہ کا ایک بڑا ایشو بن چکا ہے۔ ذہنی صحت کے مسائل کے بارے میں آگاہی پیدا کرنے کیلئے آئی ایم سی نے کراچی میں قائم ذہنی صحت سے متعلق سروس ریلیو ناؤ (ReliveNow) کی ٹیم کے ساتھ ”ذہنی صحت سے متعلق خصوصی آگاہی سیشن کا انعقاد کیا۔ پروفیسر ڈاکٹر ایم اقبال آفریدی اور ڈاکٹر صباح نسیم نے سیشن سے خطاب کیا۔ سیشن کے اختتام پر سوال جواب کا بھی سیشن ہوا۔ سیشن میں بڑی تعداد میں لوگوں نے شرکت کی۔

## یوم نسواں

خواتین سٹاف اراکین کی کوششوں کے اعتراف اور کمپنی کی مجموعی کامیابی میں ان کے کردار کو اعزاز بخشنے کیلئے آئی ایم سی نے اپنی تمام خواتین ملازمین کے ساتھ مارچ میں عالمی یوم نسواں منایا۔ مس لبایہ افضل کو فاؤنڈر اینڈ لیڈ کنسلٹنٹ، سائیگی برین اس موقع پر مہمان خصوصی تھیں۔

## تربیت

جولائی 2021 سے مارچ 2022 تک ملازمین کو 86,000 سے زائد گھنٹوں پر مشتمل تربیت فراہم کی گئی۔ آئی ایم سی اپنے تمام ملازمین کی تربیت اور پیشہ ورانہ ترقی میں بھاری سرمایہ کاری کرنے پر یقین رکھتی ہے کیونکہ اس طرح کے پروگرام ملازمین کی صلاحیتوں کو مزید نکھارنے کے ساتھ ساتھ انہیں کمپنی کے ساتھ زیادہ سے زیادہ مصروف عمل رکھتے ہیں۔ ہمارے تربیت پروگرام باقاعدگی سے اپ ڈیٹ کئے جاتے ہیں۔ ہم اپنے بہترین وسائل کو استعمال کر کے ملازمین کو ٹیوٹا کے عالمی معیارات اور مہارتوں کے مطابق اپنی صلاحیتوں کو بہتر کرنے اور مہارتوں کو نکھارنے میں مدد دیتے ہیں۔ ہمارا تربیتی پروگرام آن دی جاب ٹریننگ (او جے ٹی) پر مبنی ہے اور ضروری معیارات اور صلاحیتوں کے ساتھ تربیت یافتہ افراد کو ہی یہ ٹاسک کرنے کی اجازت دی جاتی ہے۔ ہمارا تربیتی مرکز تربیت کے جدید ترین ساز و سامان اور سہولیات سے لیس ہے جو متعدد ٹیکنیکل ایجوکیشن پروگرام پیش کرتا ہے بلکہ انڈسٹری کے معیاری سمبولیز کو استعمال کرتے ہوئے کلاس روم سیشنز سیریز کا بھی انعقاد کرتا ہے۔ ہمارے تعلیمی پروگرام کمپنی کے ملازمین کو فراہم کئے جاتے ہیں اور سپلائرز، وینڈرز، ڈیلر شپس اور کنٹریکٹرز عہدیداروں کیلئے دستیاب ہیں۔

## لیڈرشپ ایکسیڈیشن

”ٹوٹل وائلڈرنس پروگرام“ کے تحت ہمارا ”لیڈرشپ ایکسیڈیشن“ پروگرام اکتوبر 2021 میں منعقد کیا گیا۔ تربیت کا مقصد ملازمین کو مشکل حالات میں کام کی انجام دہی کے قابل بنانے کے ساتھ مختلف صورتحال میں ان کی برداشت اور فیصلہ سازی کی صلاحیت کو جانچنا ہے۔ ”ٹوٹل وائلڈرنس پروگرام میں“ سینئر

## مکملہ انکوائریاں

کرنے کے کلچر کو فروغ دینے کیلئے کی جانے والی انتھک کوششوں اور عزم کی مرہون منت ہیں۔ یہی وجہ ہے کہ آئی ایم سی اشتراکی کلچر کی تشکیل اور مسلسل بہتری پر بہت زیادہ زور دیتی ہے۔ آئی ایم سی بلخصوص کورونا وبا کے دوران ان مقاصد کو کئی سالوں سے حاصل کرتی آرہی ہے جس کیلئے وہ اپنے سٹاف کے تعاون پر مشکور ہے۔

## کورونا وبا

رواں سال کورونا کے مختلف ویرنٹس آنے کی وجہ سے پابندیاں لگانے اور ہٹانے کے پیش نظر آپریشن کو ہموار طریقہ سے چلانا تھوڑا مشکل رہا۔ تاہم ہمارے ملازمین ایک بار پھر ہمت و عزم کا مظاہرہ کیا اور تمام مشکلات کو پیچھے چھوڑتے ہوئے چیزوں کو آسانی کے ساتھ سنبھالنے کیلئے اپنی بھرپور کوششیں کیں۔

کورونا وبا کے آغاز کے بعد آئی ایم سی نے اس بات کو یقینی بنایا کہ تمام ملازمین حکومت کی طرف سے عائد کردہ پابندیوں کی تعمیل کریں۔ کمپنی نے کورونا وبا اور ہلس او پیز پر عمل درآمد کی اہمیت سے متعلق مسلسل آگاہی پیدا کی ہے۔ کوویڈ-19 ہیلپ ڈیسک جسے گزشتہ سال قائم کیا گیا تھا وہ بھی فعال رہا۔ آئی ایم سی کے تمام ملازمین کو آئی ایم سی میں چلائی جانے والی متعدد ویکسینیشن مہم کی مدد سے 100 فیصد ویکسینیشن کیا گیا ہے۔

## پی سی او ہلس (PCOS) کے بارے میں آگاہی

ملازمین کی صحت آئی ایم سی کیلئے بنیادی اہمیت رکھتی ہے۔ اس سلسلے میں آئی ایم سی نے پولی سینڈروم (Polycystic Ovarion Syndrome) کے بارے میں آگاہی پیدا کرنے کی غرض سے ستمبر میں ٹیلی ہیلتھ پلیٹ فارم 'صحت کہانی' کے ساتھ آن لائن بحث و مباحثہ کا اہتمام کیا۔ آن لائن سیشن سے ایک تجربہ کار گائناکالوجسٹ اور ماہر غذائیت نے خطاب میں سینڈروم کی وجوہات، علامات اور علاج کے دستیاب پر بات چیت کی جو ماں بننے والی عورتوں میں بہت عام بیماری ہے اور علاج نہ ہونے کی وجہ سے صحت کی پیچیدگیاں پیدا کر سکتا ہے۔

## چھاتی کی سرطان کے بارے میں آگاہی

چھاتی کے سرطان کے بارے میں قومی آگاہی مہینہ جیسے عالمی سطح پر "پنکٹوبر" کے نام سے جانا جاتا ہے ہر سال اکتوبر میں دنیا بھر میں منایا جاتا ہے۔ اس سلسلے میں آئی ایم سی نے چھاتی کے سرطان پر ایک آگاہی سیشن کا انعقاد کیا۔ اس موقع پر گفتگو کرتے ہوئے علی اصغر جمالی، سی ای او، آئی ایم سی نے بیماری کے بارے میں عوام میں آگاہی پیدا کرنے کی ضرورت کو اجاگر کیا اور سامعین کے ساتھ اس حوالے سے اپنا ذاتی تجربے کا اشتراک بھی کیا۔ سیشن میں کمپنی کے مختلف ڈیپارٹمنٹس سے خواتین سٹاف اراکین کی بڑی تعداد نے شرکت کی۔

کسٹمر ریلیشنز ڈیپارٹمنٹ شکایتوں اور انکوائریوں کے ذریعے موصول ہونے والی تمام خامیوں کو review کرتا ہے۔ آئی ایم سی میں صارف کی طرف سے کی جانے والی انکوائریوں کی عمومی انکوائریوں اور خاص انکوائریوں کے طور پر درجہ بندی کی جاتی ہے جیسا کہ نام سے واضح ہوتا ہے وہ انکوائریاں ہوتی ہیں جو آمدنی پیدا کرنے کی صلاحیت رکھتی ہیں۔

سینڈرڈ آپریننگ پروسیجر (ہلس او پیز) کے نفاذ کے باعث ہم ایک لیکو سسٹم بنانے میں کامیاب ہوئے جس میں اہم انکوائریاں ریکارڈ کی جاتی ہیں اور ان کو نمٹانے کیلئے ڈیلرز کو بھیجی جاتی ہیں جو اس بات کی طرف اشارہ کرتا ہے کہ صارف کی ہر لحاظ سے تسلی کی جاتی ہے۔

سال کے دوران 56 فیصد انکوائریاں 40 فیصد کے مقابلے میں نمٹائی گئی ہیں۔

## ہمارے صارفین کیا کہنا چاہتے ہیں

میں، اپنی گاڑی کے ملکیتی دستاویز کے حصول میں آپ کی کرم نوازی اور ذاتی توجہ پر شکریہ ادا کرنا چاہتا ہوں۔ آپ کی طرف سے متواتر اور باقاعدہ رابطہ میرے لئے مفید ثابت ہوا جس کیلئے میں آپ کا مقروض ہوں۔ میں تشکر کے جذبات کا اظہار کرنے کیلئے شکریہ بھیج رہا ہوں۔ میں آپ کی کامیابی کیلئے دعا گو ہوں۔ بیرسٹر مین رانا

میں صارفین کے ساتھ بات چیت میں آپ کی ٹیم کی تلون مزاجی اور صارفین کو پیشہ ورانہ انداز میں مشورے دینے کو سراہتا ہوں۔ میں انہیں ادارے کا اثاثہ سمجھتا ہوں۔ میں ان کے تابناک مستقبل کیلئے دعا گو ہوں۔ فقیر محمد (ادور سیز پاکستانی)

میری شکایت پر مجھے اپ ڈیٹ رکھنے کے لیے میں کسٹمر ریلیشنز ٹیم کا بہت مشکور ہوں۔ میں نے سب کچھ ان پر چھوڑ دیا اور مایوس نہیں ہوا۔ میں جانتا تھا کہ میری کار کی دیکھ بھال کی جارہی تھی۔ آخر تک صارفین کو مطمئن کرنے میں ان کی شاندار کوششوں کے لیے آئی ایم سی کی کسٹمر ریلیشن ٹیم کو خراج تحسین پیش کرتا ہوں۔ میں شروع میں ناراض صارف تھا لیکن آپ نے مجھے زندگی بھر برقرار رکھا۔ توصیف باسط۔ منیجر فاطمہ فریڈلانز

## انسانی وسائل (ہیومن ریسورسز)

آئی ایم سی اپنے ملازمین اور ورکرز کو بہت زیادہ اہمیت دیتا ہے۔ آئی ایم سی کی شاندار کامیابیاں ملازمین اور ورکرز کی کمپنی کے اندر اعلیٰ کارکردگی کا مظاہرہ



## سیفٹی، صحت اور صحت مند ماحول تربیت اور آگاہی پروگرام

### ڈرائیونگ سیفٹی Rules

انسانی ترقی کے پروگرام کے تحت آئی ایم سی نے ڈرائیونگ اسیسز (ڈرائیونگ کا جائزہ لینے والے افراد) کیلئے ڈرائیونگ سیفٹی پر تربیت سیشن کا انعقاد کیا جو نئے ڈرائیوروں کی بھرتی کیلئے جانچ پڑتال کے ذمہ دار ہیں۔ آکویٹیشنل سیفٹی اور لاس پریزنٹیشن کمپنی (او ایس اے ایل پی) سے وابستہ سرٹیفائیڈ ٹرینرز کی ٹیم نے سیشن کا انعقاد کیا جس کا مقصد ڈرائیونگ اسیسز کی مہارتوں اور قابلیت میں اضافہ کرنا ہے۔

### فرسٹ ریسپانڈر ٹریننگ

آئی ایم سی نے فرسٹ ریسپانڈر ٹریننگ آف پاکستان (ایف آر آئی پی) کے ساتھ اشتراک سے ایک تربیتی پروگرام کا آغاز کیا ہے جس کا مقصد ایمرجنسی یا ریسکیو ریسپانس سے نمٹنے کیلئے تربیت یافتہ فرسٹ ریسپانڈرز کی ٹیم تیار کرنا ہے

### گٹکا کے خاتمے کی سرگرمی

آئی ایم سی خاندان کے مابین گٹکا کے استعمال کو روکنے اور صحت پر اس کے مضر اثرات کے بارے میں آگاہی پیدا کرنے کیلئے آئی ایم سی نے گٹکا کے استعمال کے خلاف ”تمباکو کو خدا حافظ کہہ دیں“ کے نام سے ال عطا فاؤنڈیشن کے طبی ماہرین کی ٹیم کے اشتراک سے ایک روزہ طویل پروگرام کا اہتمام کیا۔ پروگرام کا مقصد دانتوں اور منہ کی صحت و صاف ستھرائی سے متعلق مختلف ایڈیٹوز کی تشخیص اور موقع پر مشورہ فراہم کرنا تھا۔

### سیفٹی سے متعلق قواعد کی تعمیل

آئی ایم سی میں سیفٹی سے متعلق قواعد اور طریقہ کار پر مکمل عمل درآمد کیا جاتا ہے، ہم اپنی سرگرمیوں میں سینئر مینجمنٹ کو شامل کر کے سیفٹی کلچر کو فروغ دیتے ہیں۔

### فرسٹ ریسپانڈر ٹریننگ

آئی ایم سی میں سیفٹی، صحت اور صحت مند ماحول (ایس ایچ ای) ڈیپارٹمنٹ تمام نامزد فائر فائٹرز کے لیے وقتاً فوقتاً ریفریشنگ سیشنز کا اہتمام کیا جاتا ہے۔ کمپنی کے 400 سے زائد ارکان کو یہ تربیت دی جاتی ہے۔

### واٹر ٹرینڈمنٹ پراسس

پانی کے بچاؤ کی طرف ایک اور قدم اٹھاتے ہوئے ایک نیا پونڈ تعمیر کیا گیا جو صاف کئے گئے 400m3 پانی کو سٹور کر سکتا ہے۔

### سیفٹی منتھ

آئی ایم سی میں ہر سال سیفٹی منتھ منایا جاتا ہے جس میں تمام ٹیمیں سیفٹی مینجمنٹ اور کام کی جگہ کی بہتری سے متعلق سرگرمیوں میں پورا مہینہ مصروف رہتی ہیں۔ یہ پروگرام ہماری اعلیٰ قیادت نے سیفٹی پروٹوکول اور احتیاطی طریقوں کی اہمیت کو اجاگر کرنے کے تناظر میں متعارف کرایا۔ اعلیٰ کارکردگی کا مظاہرہ کرنے والی ٹیموں کو تعریفی اسناد اور ایوارڈز سے نوازا گیا جنہوں نے پراسس کے سیفٹی پہلوؤں کو بہتر بنانے کیلئے مناسب وسائل استعمال کیے اور اپنی بہترین کوششیں کیں۔ اس سے سیفٹی کے تمام طریقہ کار اور پروٹوکول کی مسلسل بہتری اور ان پر عمل درآمد کے ذریعے سیفٹی کلچر کے فروغ کے عمل میں کمپنی کے تمام ملازمین کو شامل کرنے میں مدد ملتی ہے۔ اس سلسلے میں سرگرمیوں کی ایک سریز کا اہتمام کیا گیا جن میں خطرے کی نشاندہی اور خطرے کا جائزہ (ایچ آئی آر اے)، سیفٹی ماڈل لائن، سیفٹی کونز، سیفٹی ٹریننگ سیشنز اور بہت سارے شامل ہیں۔

### ٹری پلانٹیشن

آئی ایم سی میں ’ایک ملازم، ایک درخت‘ مہم باقاعدگی سے منعقد کی جاتی ہے تاکہ ماحولیاتی تحفظ اور بچاؤ کیلئے زیادہ سے زیادہ درخت لگائے جائیں۔

### کسٹمر ریلیشنز

#### صارفین کے چہروں پر مسکراہٹ بکھیرنے کیلئے ہمیشہ سے کوشاں

کسٹمر ریلیشنز ڈیپارٹمنٹ کو کمپنی میں ریڑھ کی ہڈی کی حیثیت حاصل ہے جو آنے والی نسلوں کیلئے صارفین بنانے میں اہم کردار ادا کر رہا ہے۔ ڈیپارٹمنٹ کی ٹیم شکایت اور انکوائری کے ازالے کے ذریعے صارفین کی ضروریات کو مقدم رکھنے پر توجہ مرکوز کرنے کے ساتھ ساتھ صارفین کے چہرے پر مسکراہٹ بکھیرنے کیلئے کوشاں رہتی ہے

### کسٹمر ریشنشن

کسٹمر ریشنشن (سی آر ٹی) ایک اہم ترین شعبہ ہے جو ڈیپارٹمنٹ کی طرف سے کی جانے والی کوششوں کا جائزہ لیتا ہے۔ سال کیلئے ڈیپارٹمنٹ ہوشین میں اپنے مقصد کو مقرر کرتے ہوئے کسٹمر ریلیشنز (سی آر) کی ٹیم نے 90 فیصد صارفین کو برقرار رکھنے کا مشن شروع کیا جنہوں نے کمپنی میں شکایت درج کرائی ہیں۔ سال کے اختتام پر سی آر ٹیم نے 75 فیصد ہدف پورا کیا۔

مقصد کے حصول کیلئے ہمارے ڈیلرشپس کے ذریعے متعدد مہمات چلائی گئیں تاکہ ان صارفین کو واپس لایا جائے جنہوں نے دوسرے آپشن کی تلاش شروع کردی یا دوسرے مسابقتی برانڈز کو منتخب کر لیا ہے۔ ان مہمات میں گاڑی کا عمومی مفت معائنہ، پرزہ جات پر رعایت، مزدوری کے ساتھ کسی بھی سروس کے حصول پر مفت کار واش شامل ہے۔

اقدام سے بہت سارے نئے صارفین کمپنی کا حصہ بنیں۔

### ایوارڈ

#### کسٹمر ڈیلائٹ کاٹزن ایوارڈ (CDKE) 2021

آئی ایم سی کو کسٹمر ڈیلائٹ کاٹزن ایوارڈ ایوارڈ کے نویں سائیکل میں کسٹمر ڈیلائٹ کاٹزن ایوارڈ سے نوازا گیا۔ مقابلہ کا انعقاد ٹویوتا موٹر ایشیا پیسیفک (ٹی ایم اے پی) کی طرف سے ہر سال کیا جاتا ہے اور ایشیا پیسیفک ریجن سے وابستہ تمام کمپنیاں صارفین کو کسٹمر سروس کا غیر معمولی تجربہ فراہم کرنے کے مشترکہ مقصد کیلئے اس مقابلے میں حصہ لیتی ہیں۔

رواں سال آئی ایم سی نے کسٹمر انگیجمنٹ کی کیٹگری میں بیسٹ کاٹزن ایوارڈ جیتا۔ سی ڈی کے ای ڈسٹری بیوٹرز کے درمیان صحت مند مسابقت کے احساس کو فروغ دیتا ہے۔

#### کسٹمر ڈیلائٹ ایکسی لینس ایوارڈ 2021

آئی ایم سی نے ٹویوتا موٹر ایشیا پیسیفک سے وابستہ کمپنیوں کے مابین کسٹمر ڈیلائٹ ایکسی لینس کی کیٹگری میں تین بار گولڈ ایوارڈ جیتا ہے۔ کمپنی ٹویوتا موٹر ایشیا پیسیفک کے ڈسٹری بیوٹر کے گروپ II میں مسلسل ٹاپ پوزیشن پر رہ چکی ہے اور اب کمپنی گروپ I کیٹگری میں ٹاپ ڈسٹری بیوٹر کے ساتھ مقابلہ کرے گی۔ یہ ایوارڈ ہمارے صارفین کی ضروریات کو پورا کرنے اور ان کے سفر کو ہموار، محفوظ اور قابل لطف بنانے کیلئے ہماری سخت محنت اور عزم کا ثبوت ہے۔

#### ملک بھر میں ڈیلر کی فنی مہارتوں میں اضافہ

ٹویوتا ایسے پیشہ ورانہ ٹیکنیشنز تیار کرنے کیلئے تربیت فراہم کی ایک تاریخ رکھتا ہے جو مارکیٹ کی بدلتی ہوئی صورتحال کے ساتھ ساتھ آٹو موبائل ٹیکنالوجی میں تیزی سے ہونے والی جدت کا مقابلہ کر سکیں۔ ٹویوتا نے اپنے ٹیکنیکل سروس سٹاف کے ہنر اور صلاحیت میں اضافہ کیلئے ہیومن ریسورس ڈویلپمنٹ پروگرام کو جدید خطوط پر استوار کیا ہے۔ رواں سال TEAM-21 کے 19,000 گھنٹے سے زائد کے تربیتی سیشنز میں TEAM-21 کو پیشہ دارانہ تربیت فراہم کی گئی اور اس وقت ملک بھر میں ٹویوتا کے مجاز 3S ڈیلر شپس اعلیٰ سطح کے تربیت یافتہ ٹویوتا ڈائینامک ماسٹر ٹیکنیشنز سے لیس ہیں۔ TEAM 21 تربیتی سیشنز تمام پہلوؤں اور معیارات کا احاطہ کرتے ہیں جنہیں ٹویوتا موٹر کارپوریشن، جاپان نے ”فکس اٹ رائٹ“ کے تصور پر ہر سال نئے اور پرانے ٹیکنیشنز کو تربیت فراہم کرنے کیلئے متعین کئے ہیں۔ ہم ہر سال کمپنی کے طور طریقوں پر عمل کرنے اور انہیں سمجھنے میں مدد دینے کیلئے اپنے کارپوریٹ کلائنٹس اور فلیٹ سروس مکینکس سٹاف کیلئے بھی خصوصی تربیت کا اہتمام کیا۔

جسے صارف کی فنی کلو میٹر ضروریات کے مطابق زیادہ سے زیادہ کوریج دینے کیلئے ڈیزائن کیا گیا ہے۔ آئی ایم سی اپنی مصنوعات اور سروسز میں مسلسل بہتری کیلئے ہمیشہ سے کوشاں ہے تاکہ صارف کو زیادہ سے زیادہ اطمینان حاصل ہو۔ وارنٹی کی مدت میں توسیع صارفین کو دوبارہ فروخت اہمیت اور گاڑیوں کے بہتر کارکردگی کے لحاظ سے ذہنی طور پر اطمینان فراہم کرتا ہے۔

### موسم سرما مہم

اپنے صارفین کو بہترین قدر دینے اور انہیں مصروف عمل رکھنے کے فلسفے کے تحت آئی ایم سی نئے پروگرام اور سیزن پر مبنی خصوصی مہمات متعارف کراتا رہتا ہے۔ موسم سرما مہم ان اہم لٹشوز کا اجاگر کرتی ہے جن کا ہمارے قیمتی صارفین شکار ہو سکتے ہیں یا انہیں مدد کی ضرورت ہوتی ہے تاہم ٹویوتا اپنے صارفین کو بہتر جانتا ہے۔ مثال کے طور پر آئی ایم سی نے ٹویوتا صارفین کیلئے اپنی موسم سرما مہم 2021 کا آغاز کیا۔ مہم کے دوران گاڑی میں کسی چھپی ہوئی خرابی تلاش کرنے کیلئے چیک لسٹ کے ساتھ ساتھ ہیئر اور بیڈی کے مفت معائنہ کی پیش کش کی گئی۔ موسم سرما مہم میں غیر فعال صارفین کو ان کی ٹویوتا گاڑی کیلئے پریڈکٹو مینٹیننس حاصل کرنے پر مفت میں آئل فلٹر کی پیش کش کی گئی ہے۔

### آزادی مہم

پاکستان کا حقیقی براڈ آئی ایم سی نے رواں سال ٹویوتا صارفین کے ساتھ پاکستان یوم آزادی منایا۔ کمپنی کے کسٹمر فرسٹ ڈیپارٹمنٹ نے اگست میں آزادی مہم کا آغاز کیا تاکہ صارفین یوم آزادی کے مہینے میں اپنی گاڑی کی فکروں سے آزاد رہ سکیں۔ گاڑیوں کو کسٹمر کیئر دینے کیلئے آئی ایم سی نے ملک بھر میں ٹویوتا کے مجاز ڈیلرز کے ذریعے مفت میں 14 پوائنٹ جنرل وہیکل چیک اپ کی پیش کش کی۔ یوم آزادی پر مبنی پروموشنل تحائف کے علاوہ آئی ایم سی نے غیر فعال صارفین کو ان کی ٹویوتا گاڑی کیلئے پریڈکٹو مینٹیننس کی خریداری پر مفت میں آئل فلٹر کی بھی آفر دی۔ یہ مہم محدود مدت کیلئے تشریری مہم تھی لیکن اس کے ٹویوتا مجاز ڈیلرز شپس پر شاندار نتائج برآمد ہوئے۔

#### Toyota Sure (استعمال شدہ گاڑیوں کا آن لائن بازار)

استعمال شدہ گاڑیوں کا بازار (Toyota Sure) صارفین کو بغیر کسی پریشانی کے ٹویوتا گاڑیاں خریدنے، بیچنے اور تبدیل کرنے کا ایک منفرد پلیٹ فراہم کرتا ہے۔ ٹویوتا سرٹیفائیڈ گاڑیوں کے ساتھ صارفین گاڑی خریدنے یا پھر اپنی موجودہ ٹویوتا کو نئی گاڑی سے بدلنے کا فیصلہ کر سکتے ہیں۔ رواں سال ٹویوتا شیور نے استعمال شدہ گاڑیوں کا آن لائن بازار کا آغاز کیا تاکہ صارفین اپنے گھروں یا دفاتر میں بیٹھ کر آرام سے مفت میں پریڈکٹو مینٹیننس، مفت فیول، رعایتی قیمت پر آٹو انشورنس، تمام سرٹیفائیڈ گاڑیوں پر ایک سال یا 20 ہزار کلو میٹر کی وارنٹی اور متعدد دوسرے فیچرز کے ساتھ ٹویوتا کی سرٹیفائیڈ کی وسیع رینج کو تلاش کر سکیں۔ اس

الفلاح اسلامی کے ساتھ شراکت داری قائم کی ہے جو بڑھتی ہوئی شرح سود اور کرنسی کی قدر میں گراوٹ کے ساتھ وقت کی اہم ضرورت ہے۔

### ڈیلر نیٹ ورک میں توسیع

صارفین کی بڑھتی ہوئی طلب اور مختلف شہروں میں ڈیلر شپس میں اضافہ کیلئے دو تھری لہس ڈیلر شپس گوجرانولہ نومبر 2021 میں ٹویونا فورٹ موٹرز اور مئی 2022 میں ٹویونا کنال موٹرز میں شروع کئی گئیں۔ ان دو سہولیات کے ساتھ کمپنی کا نیٹ ورک کا دائرہ کار 23 شہروں میں بڑھ کر 52 تھری لہس (3S) ڈیلر شپز تک پہنچ گیا۔

### پہلے صارف۔ پرزہ جات اور سروس اور ٹویونا شیڈور

#### ٹویونا پروٹیکشن پلان

انڈس موٹر کمپنی کی ہمیشہ یہ کوشش رہی ہے کہ اپنے صارفین کو مارکیٹ کے لحاظ سے سب سے زیادہ شاندار اور بہترین گاڑیاں فراہم کی جائیں تاکہ صارفین کے اطمینان اور اعتماد کو بڑھایا جاسکے۔ اس فلسفے کو آگے بڑھاتے ہوئے آئی ایم سی نے حبیب انشورنس کمپنی کے ساتھ اشتراک سے ٹویونا پروٹیکشن پلان (ٹی پی پی) کے نام سے اپنا خود کا انشورنس پروگرام شروع کیا ہے۔ اگست 2020 میں شروع کئے جانے والا ٹویونا پروٹیکشن پلان صارفین بہت زیادہ مسابقتی انشورنس پیکیجز کو حاصل کرنے کا موقع فراہم کرتا ہے۔ ٹی پی پی ٹویونا کے خصوصی صارفین کو کم فرسودگی کی شرح، جینون پرزہ جات کی تبدیلی اور دیگر متعدد منفرد فوائد کی پیش کش کرتا ہے۔ ٹویونا اپنے آپریٹرز اور خدمات میں متواتر بہتری (کازن) لانے کیلئے کوشاں رہتا ہے تاکہ صارفین ٹویونا خاندان کا حصہ بننے ہوئے لطف اندوز ہو سکیں۔ ٹی پی پی کی وجہ سے فروخت میں بہت زیادہ اضافہ دیکھنے کو ملا ہے جبکہ آنے والے سالوں میں بہت زیادہ فروخت کا امکان ہے کیونکہ ٹویونا صارفین کو ذہنی آسودگی دینے پر یقین رکھتا ہے جس کے وہ مستحق ہیں۔

#### پہلے سے ادا شدہ رقم پر پیریڈک مینٹیننس

آئی ایم سی اپنی ٹاپ لائن بعد از فروخت مصنوعات اور خدمات کے ذریعے ٹویونا صارفین کو اعلیٰ معیار کی خدمت اور غیر معمولی قدر فراہم کرنے کیلئے پرعزم ہے۔ اسی نظریے کے تحت آئی ایم سی نے اخراجات سے بچت کے موجودہ فیچرز اور اپنے صارفین کو قدر فراہم کرنے کے مشن کے ساتھ پیریڈک مینٹیننس کا آغاز کیا ہے۔ پی پی ایم ٹویونا کی طرف سے تیار کردہ تمام گاڑیوں یارس، کرولا، ریو اور فارچیونر کے ساتھ ساتھ ٹویونا کی ایپورنڈ گاڑیوں لینڈ کروزر اور پراڈو کیلئے دستیاب ہے۔

پی پی ایم صارفین کو ایک سمارٹ، ارزاں اور متواتر طریقہ کار فراہم کرتا ہے تاکہ وہ اپنی گاڑیوں کی مینٹیننس کیلئے اٹھائے جانے والے اخراجات کو کنٹرول کر

سکیں۔ پی پی ایم ٹویونا کے پیشہ ور سرٹیفائیڈ ٹیکنیشنز کی معیاری سروسز کی پیش کش کرتا ہے تاکہ گاڑی کی اصلی حالت اور فعالیت کو یقینی بنایا جاسکے اور گاڑی کی بعد از فروخت قیمت میں بھی اضافہ ہو۔ صارفین ایک مرتبہ ادائیگی کے بعد پورے سال میں رعایتی ریٹ پر چار مرتبہ مینٹیننس کی سہولت سے مستفید ہو سکتے ہیں۔ انڈس موٹر کمپنی اپنے صارفین کیلئے پی پی ایم پروگرام کو جاری رکھنے اور تشریحی مہموں اور دیگر خدمات شروع کرنے کا منصوبہ رکھتی۔

### موسم گرما کی مہم 2022

صارف کو ہمیشہ بہترین تجربے فراہم کرنے کی روایت کو برقرار رکھتے ہوئے آئی ایم سی صارفین کی خوشی کیلئے نت نئے پروگرام تشکیل دیتا ہے۔ آئی ایم سی کی طرف سے موسم کے اعتبار سے خصوصی مہمات اور پروگرام تیار کئے جاتے ہیں تاکہ صارفین کو مختلف موسموں اور خراب موسم کے دوران مسائل سے نمٹنے میں مدد دی جاسکے۔ یہ مہمات ہمارے صارفین کی ہر ایک ضرورت کو پورا کرتی ہیں تاکہ انہیں اس بات کا احساس ہو کہ ان کا خیال رکھا جا رہا ہے۔

اس فلسفے کو مد نظر رکھتے ہوئے کسٹمر فرسٹ ڈیپارٹمنٹ نے ملک کی موجودہ موسمیاتی حالات کے پیش نظر موسم گرما مہم 2022 کا آغاز کیا۔ اس کا مقصد ملک بھر میں بعد از فروخت کاروبار کو فروغ اور ٹویونا صارفین کو گاڑی کے اے سی کا مفت معائنہ فراہم کرنا ہے تاکہ صارفین کو یہ احساس ہو کہ ہم نے انہیں تنہا نہیں چھوڑا۔ اس کے علاوہ آئی ایم سی نے 23 پوائنٹس کی اہم چیک لسٹس کی بھی پیش کش کی جو ٹویونا سے پیدا کرنے والوں کیلئے مفت ہے۔

اس کے ساتھ ساتھ غیر فعال صارفین کو بھی ذہن میں رکھ کر انہیں کسی بھی ڈیلر شپ کے ذریعے ان کی ٹویونا گاڑی کیلئے پریڈک مینٹیننس حاصل کرنے پر مفت میں آئل فلٹر کی پیش کش کی گئی ہے۔ چونکہ یہ محدود مدت کیلئے آفر تھی لیکن اس سے شاندار نتائج برآمد ہوئے اور ملک بھر میں صارفین کی تعداد میں اضافہ ہوا۔

### وارنٹی میں توسیع

انڈس موٹر کمپنی تین سالہ مینو گھبرنگ وارنٹی کے علاوہ دو سالہ توسیعی وارنٹی کی پیش کش کرتا ہے جو سخت جان اور پائیدار گاڑیاں تیار کرنے کی آئی ایم سی کی طویل المدت ساکھ کا ثبوت ہے۔ مجموعی طور پر گاڑی کی پانچ سال کی وارنٹی کے ساتھ صارف کو ذہنی سکون اور آسودگی حاصل ہوتی ہے۔ یارس، کرولا، ریو اور فارچیونر کے تمام صارفین کیلئے چار اور پانچ سالہ توسیع شدہ وارنٹی دستیاب ہے۔ چار سالہ وارنٹی کی مدت میں توسیع یارس اور کرولا صارفین کیلئے شروع کی گئی ہے تاکہ ان کی طلب کو پورا کرنے کے ساتھ ساتھ انہیں مکمل اطمینان حاصل ہو۔

پاکستان میں پہلی بار گاڑی کی وارنٹی میں توسیع تین پیکیجز میں پیش کی جا رہی ہے



اس ترقی میں، ایک نئے تیار کردہ ٹریبو چارجڈ V6 انجن میں گیس لین شامل ہے جو 200 کلوگرام وزن میں کمی کے ساتھ موجودہ ماڈل کے مقابلے میں بہت بہتر طاقت، ٹارک، اور کارکردگی پیش کرتا ہے۔

### بینک کے ساتھ شراکت داریاں

آئی ایم سی آٹو فنانس سیگمنٹ پر توجہ مرکوز کئے ہوئے ہیں اور اپنے طویل المدتی حکمت عملی کے طور پر صارفین کو اضافی آپشنز دینے کیلئے پرعزم ہے تاکہ آٹو فنانسنگ مارکیٹ میں ٹویوتا کے دائرہ کار کو بڑھایا جاسکے۔ رواں سال بینکوں کے ساتھ خصوصی مہم شروع کرنے پر خصوصی توجہ دی گئی تاکہ بڑے بینکنگ شراکت داروں کے ساتھ ٹویوتا کی ویلیو ایڈڈ مصنوعات کے ساتھ ساتھ پرکشش فنانسنگ آپشن پیش کیے جائیں۔ حبیب بینک لمیٹڈ، ایم سی بی بینک، میزان بینک، بینک الفلاح، بینک الفلاح اسلامک، بینک اسلامی، یونائیٹڈ بینک لمیٹڈ، فیصل بینک اور حبیب میٹرو بینک کے ساتھ ہائی پروفائل مہمات شروع کی گئیں۔

حبیب میٹروپولیٹن بینک کی طرف سے شروع کی جانے والی "انسٹا کار اجارہ" شریعہ کے مطابق اپنی نوعیت کی پہلی ویلیو ایڈڈ اجارہ ماڈل ہے جہاں بینک صارفین کیلئے "انسٹا کار مالک" (لمیسر) ہوتا ہے اور صارف کو "کرایہ داری معاہدہ" کے تحت گاڑی کے استعمال کیلئے بہت کم ماہانہ کرایہ ادا کرنا ہوتا ہے۔ صارفین کے پاس صرف گاڑی استعمال کرنے کے حقوق ہوتے ہیں اور معاہدہ کے اختتام پر صارفین کے پاس یہ آپشن ہوتا ہے کہ وہ یا تو بینک کو گاڑی واپس کر دیں یا پھر مارکیٹ ویلیو پر اسے واپس خرید لیں۔

### روشن اپنی کار

روشن اپنی کار حکومت پاکستان کی طرف سے شروع کیا گیا پروگرام ہے جسے ان غیر ملکی رہائش پذیر پاکستانیوں (این آر پی) کو سہولت دینے کیلئے شروع کیا گیا جو روشن ڈیجیٹل اکاؤنٹ (آر ڈی اے) رکھتے ہیں انہیں گاڑی کیلئے قرضہ کیلئے درخواست دینے میں مدد ملے۔ ٹویوتا ایک ترجیح برانڈ کی حیثیت سے اپنے روشن ڈیجیٹل اکاؤنٹ کو استعمال کرنے والے صارفین کو 30 دنوں کا ڈیلیوری لیڈ ٹائم دے رہا ہے۔

ٹویوتا اور سیز پاکستانیوں کی اہمیت کو تسلیم کرتا ہے اور بیرون ملک رہنے والے 9 ملین سے زائد پاکستانیوں کو سہولت دینے میں ہمیشہ پیش پیش ہے۔

### ٹویوتا سمارٹ فنانس میں توسیع

گزشتہ سال شروع کئے جانے والے پائلٹ پورٹل کو مالی سال مجموعی طور پر 22 ڈیلرز تک بڑھا دیا گیا اور ملک بھر میں اس کی بتدریج توسیع کا عمل جاری ہے۔ تمام قسم کی مالی ضروریات کیلئے یہ ایک ون سٹاپ سلوشن ہے۔ آئی ایم سی نے پورٹل کیلئے ریزیڈیول ویلیو فنانسنگ متعارف کرانے کیلئے بینک الفلاح اور بینک

کے شوقین افراد نے بڑی تعداد میں شرکت جو 4x4 پک اپ ٹرکس کے ساتھ ٹریک پر اپنی صلاحیتوں کے جوہر دکھانا چاہتے ہیں۔ ڈرائیوروں کیلئے ہائی کس ریوڈ ٹریک پر چند تبدیلیوں کے ساتھ پسندیدہ انتخاب رہی۔ آئی ایم سی نے نئی فارچیونر لیجنڈر اور ریوڈ روکو کے فرسٹ ہینڈ تجربے کیلئے فاسٹ فن فیسٹ ٹیسٹ ڈرائیو کا بھی موقع فراہم کیا

### سی بی یو-ٹویوتا دآء شدہ گاڑیاں

### ٹویوتا کرولا کراس

ٹویوتا کرولا کراس سب کمپیکٹ کراس اور ایس یو وی ہے جسے جولائی 2020 میں عالمی سطح پر لانچ کیا گیا اور جولائی 2021 میں پاکستان کی لیگشری مارکیٹ کا حصہ بنی۔

کرولا کراس اپنے اسٹائلش اور اسپورٹی لک سے نمایاں نظر آتی ہے۔ سخت جان ہونے کے ساتھ ساتھ لیگشری کا احساس دیتا ہے، اسے RAV4 اور خصوصی C-HR جیسے ماڈلز سے ممتاز کرتا ہے۔

کرولا کراس ہائبرڈ 4th جزیشن ہائبرڈ پیڑول انجن سے لیس ہے جو ایک الیکٹرک موٹر کے ساتھ مل جاتا ہے۔ نئے سسٹم کی صلاحیت کو ایندھن کی متاثر کن کارکردگی، ہینڈلنگ، استحکام، پائیداری اور رسپانسیو ایکسلریشن کے ساتھ بڑھایا گیا ہے۔

اسے تین ویریئنٹ میں گرید، اسارٹ مڈ گرید اور پریمیم ہائی گرید میں لانچ کیا گیا ہے۔

لانچ کے بعد مارکیٹنگ مہم شروع کی گئی اور ممکنہ صارفین کو ٹیکنالوجی اور مصنوعات کے بارے میں آگاہی دینے کے لیے تینوں خطوں میں ٹیسٹ ڈرائیو کی سرگرمیاں منعقد کی گئیں۔ اس پروڈکٹ کو پاکستان میں بہت پذیرائی ملی اور ملک بھر سے صارفین کے آرڈرز کی ایک مناسب تعداد موصول ہوئی۔

### ٹویوتا لینڈ کروزر

لینڈ کروزر کی تاریخ کا آغاز فرسٹ جزیشن ماڈل ٹویوتا جیپ بی جے کے ساتھ 1951 میں ہوا۔ اس کے بعد سے لینڈ کروزر آف روڈ پر بھروسہ، پائیداری اور ڈرائیو بیلیٹی کی بنیاد پر اپنا مقام بنانے کا سلسلہ جاری رکھے ہوئے ہے۔ لبل سی 300 کو جون 2021 میں دنیا بھر میں لانچ کیا گیا۔ اپریل 2022 میں ملک کی گھٹری مارکیٹ میں لبل سی 300 لا کر پاکستان میں لینڈ کروزر کے مکمل ماڈل کی تبدیلی متعارف کرائی گئی۔

سوشل میڈیا اور ان گراؤنڈ پلیٹ فارمز پر شروع کیا گیا۔

پہلی بار خریدنے والے صارفین کو ہدف بنانے کیلئے ہم نے یارس کے حوالے سے خصوصی پیش کشوں کیلئے ملک کے سرکردہ بینکوں کے ساتھ ملک کرکام کیا۔ دہی مارکیٹوں میں ٹویٹا کی قوت کو برقرار رکھنے کیلئے برانڈ کو نئی جلا بخشنے کیلئے “یارس ہارویٹ فیسول” شروع کیا گیا۔ ان سرگرمیوں کے ساتھ میکرو اکنامک خدشات اور انڈسٹری کے درپیش چیلنجوں کے باوجود رواں سال یارس کی بہت زیادہ فروخت دیکھنے کو ملی۔

### ٹویٹا فارچونز

فارچونز لیجنڈر کو فروری 2022 میں لانچ کیا گیا جبکہ 2014 میں اپنے آغاز سے صارفین کی طرف سے ملنے والے رد عمل نے تمام تاریخی ریکارڈ توڑ دیئے۔ بلیک اور میرون کلر سکیم کے حامل انٹریز اور وسیع لائٹنگ کے ساتھ نئی فارچونز لیجنڈر صارفین کو پرسکون اور آرام دہ احساس دیتی ہے۔ گاڑی کی ایکسٹیریئر پر دو نئے بل ای ڈی ہیڈ لیپ اور الائے وہیل ڈیزائن میں تبدیلی پر سکیم اور شاندار لگ دیتی ہے۔

فارچونز لیجنڈر کو لانچ کرنے کیلئے ڈیجیٹل مہم بھی شروع کی گئی جس نے تبدیلی کے اہم پوائنٹس کو اجاگر کیا جسے صارفین کی طرف سے بہت زیادہ سراہا گیا۔

### ٹویٹا ہائی کس ریو

پاکستان میں صارفین کی ہائی کس ریو کے برانڈ میں پسند کو بڑھانے کیلئے ہائی کس ریو رو کو فروری 2022 میں لانچ کیا گیا جس سے صارفین کو ہائی کس ریو ویرنٹس کے موجود لائن اپ کے ٹاپ پر اضافی آپشن فراہم کیا گیا۔ نئے جارحانہ بیرونی لگ اور اضافی سیفٹی فیچرز کے ساتھ نئی ریو رو کو فوری طور پر صارفین میں مقبول ہو گئی۔

ریو رو کو کی لانچ کو ایک ڈیجیٹل مہم کی حمایت حاصل تھی جس میں گاڑی کی مضبوط خصوصیات کو اجاگر کیا گیا، جو نوجوان اور بہادر صارفین کو اپنی طرف متوجہ کرتے ہیں جو ہمیشہ اپنی تیز رفتار زندگی سے ملتی جلتی چیز چاہتے ہیں۔

### موٹر سپورٹس

چولستان ریل، حب ریل اور سرفرنگا ریل کی پاکستان میں بہت بے صبری سے انتظار کیا جاتا ہے۔

رواں سال آئی ایم سی نے چولستان اور حب ریلوں میں شرکت کی جو فروری اور مارچ 2022 میں منعقد کی گئیں۔ دونوں ریلوں میں ملک بھر سے موٹر سپورٹس

کی کمی کے سنگین چیلنج کا سامنا کرنا پڑا۔ تاہم آئی ایم سی کی طرف سے موٹر سپلائی چین مینجمنٹ اور متحرک منصوبہ بندی سے پیداوار کو جاری رکھنے کیلئے انڈسٹری کو برقرار رکھنے میں مدد ملی۔ رواں سال آئی ایم سی نے ڈیجیٹلائزیشن پر خصوصی توجہ دی تاکہ روابط کو بہتر بنائے جاسکے اور آسان اور ہاسپتال رسائی فراہم کی جاسکے جس نے سمارٹ خریداری کے تجربے کی حوصلہ افزائی کی بلکہ صارفین کو تحفظ کو بھی یقینی بنایا۔

ڈیجیٹلائزیشن کے سفر میں سمارٹ اقدامات میں پاکستان کا پہلی محفوظ آن لائن بلیک اور ادائیگی پورٹل ٹویٹا سمارٹ پرچیز اور آٹو فنانس کی تمام ضروریات کیلئے ون سٹاپ سلوشن ٹویٹا سمارٹ فنانس شامل ہے۔

### سی کے ڈی۔ پیسنجر گاڑی کا سیگنٹ

#### ٹویٹا کرولا

ٹویٹا کرولا کے تاریخی ماڈل کو 55 سال پہلے لانچ کیا گیا اس وقت سے کرولا نے پیچھے مڑ کر نہیں دیکھا کیونکہ ہر گزرنے والے سال میں کرولا کی بلند ترین فروخت ہوئی۔ اپنی میراث کو مضبوط کرتے ہوئے آئی ایم سی کو یہ اعلان کرنے میں فخر ہے کہ قوم کی پسندیدہ سیڈان ٹویٹا کرولا جو کہ 1966 سے متعارف ہوئی، اگست 2021 کے مہینے میں 50 ملین عالمی فروخت کا تاریخی سنگ میل عبور کیا ہے جس میں آئی ایم سی ایک اہم کردار ادا کر رہا ہے۔ یہ سنگ میل کرولا کی کوالٹی، بھروسہ، سیفٹی اور پائیداری میں اعتماد اور یقین کا عکاس ہے

#### 1.6 سیشل ایڈیشن

عالمی سطح پر کرولا کی 50 ملین فروخت کے شاندار سنگ میل پر آئی ایم سی نے ستمبر 2021 میں کرولا کا نیا ویرینٹ کرولا الٹس ایکس 1.6 سیشل ایڈیشن متعارف کرایا۔ پاکستانی مارکیٹ میں کرولا کے نئے ویرینٹ کو کافی پذیرائی حاصل ہوئی کیونکہ یہ ویرینٹ پیسوں کی صحیح قدر کی پیش کش کرتا ہے اور اس کے بعد سے کرولا کا شیئر بڑھتا جا رہا ہے۔ کرولا کے نئے ویرینٹ کو زیادہ کی طلب کے بارے میں انسانی فطرت کو ذہن میں رکھتے ہوئے تیار کیا گیا۔

#### ٹویٹا یارس

ٹویٹا یارس کے پاکستانی مارکیٹ میں دو کامیاب سال مکمل ہو گئے ہیں جس نے ملک میں سب سے زیادہ کامیاب اور پسندیدہ سیڈان برانڈز کے طور پر اپنی پوزیشن کو برقرار رکھا۔ سخت مسابقتی ماحول اور اس سیگمنٹ میں نئی ماڈل کے آنے کے باوجود یارس نے اپنی قائدانہ پوزیشن برقرار رکھی۔ یارس نوجوانوں میں اپنی مقبولیت کی وجہ سے پرکشش سیگمنٹ میں اپنی جگہ بنانے میں کامیاب رہی۔ “فن سٹارٹس ود یارس” کی نئی مہم کے آغاز سے اسے مزید تقویت ملی۔ یہ مہم

انڈسٹری آٹو موٹیو ڈیولپمنٹ اور ایکسپورٹ پالیسی کے تحت سرمایہ لگانے کیلئے تیار ہے اور مزید ہائبرڈ الیکٹرک وہیکلز لانے کیلئے آمادہ ہیں۔ پاکستان میں برقی گاڑیوں کی تیاری کو فروغ دینے کیلئے پائیدار اقدامات سے پاکستان کی آٹو موٹیو مارکیٹ میں غیر ملکی سرمایہ کاروں کے اعتماد میں اضافہ ہو گا۔ اس کے علاوہ اسٹیک ہولڈرز سے ملک میں اقتصادی استحکام کو برقرار رکھنے کی سفارش کی جاتی ہے تاکہ تازہ سرمایہ کاری کو راغب اور اسے برقرار رکھا جاسکے اور ملک کے لیے اقتصادی افق کھولنے کے لیے کاروبار دوست پالیسیاں بنائیں۔

### کمپنی کا جائزہ معنی جائزہ:

ملک میں مقامی سطح پر تیار کردہ پی سی اور لیل سی وی گاڑیوں کیلئے انڈسٹری کی مجموعی فروخت گزشتہ سال کے 181,397 یونٹوں کے مقابلے میں 2021-22 کے دوران 279,267 رہی جو مارکیٹ میں 54% فیصد اضافہ کو ظاہر کرتی ہے۔ ملک میں گزشتہ سال کی 21,252 گاڑیوں کی نسبت 28,123 گاڑیاں درآمد کی گئیں۔ آٹو موبائل انڈسٹری میں بڑھوتری سازگار میکرو معاشی ماحول اور بلخصوص مالی سال 2021-22 کے پہلی نصف مدت میں آٹو فنانس سیکٹر کی طرف سے مضبوط کارکردگی کی وجہ سے ہے۔ تاہم مالی سال کی دوسری نصف مدت میں بیرونی عوامل نے مارکیٹ کو بری طرح متاثر کیا، مکمل اثرات آئندہ مالی سال میں سامنے آئیں گے۔ مزید برآں ملک میں کورونا وبا کی بہتر صورتحال نے بھی گزشتہ سال کی نسبت آٹو سیکٹر کو عروج دیا۔

### کمپنی کا جائزہ

پاکستان میں آٹو موبائل انڈسٹری کی بڑی کمپنی انڈس موٹر کمپنی نے 75,611 گاڑیاں فروخت کر کے مالی سال 2021-2022 میں شاندار کارکردگی دکھائی۔ یہ سب مارکیٹنگ کوششوں اور ٹویوٹا برانڈز میں صارف کے اعتماد اور بھروسہ کی وجہ سے ممکن ہوا جس کے باعث پورے سال شاندار فروخت ہوئی۔ کرولا کی فروخت مستحکم رہی جبکہ کرولا الٹس 1.6L سپیشل ایڈیشن نے سنگ میل عبور کیا اور عالمی سطح پر 50 ملین فروخت سے اپنی مضبوط پوزیشن کو برقرار رکھا۔ یارس نے بھی جارحانہ مارکیٹنگ سرگرمیوں کی بدولت اپنی پوزیشن کو مضبوط رکھا۔ یارس نوجوانوں کی سب سے زیادہ ترجیح برانڈ بنی ہے۔ مزید برآں فورچیور اور ریوو کے دو شاہکار ویرنٹس متعارف کروانے کے بعد آئی ایم وی سریز نے اپنے متعلقہ سگنٹ میں مضبوط بڑھوتری دکھائی۔

بڑھتی ہوئی طلب کے باعث آئی ایم سی نے مالی سال 2021-22 کے دوران ڈبل شفٹوں میں پیداوار جاری رکھی اور صارفین کی طلب کو پورا کرنے کیلئے کمرشل گاڑیوں کی تیاری کے مقرر وقت کو کم اور رکاوٹوں کو دور کرتے ہوئے پیداواری گنجائش میں اضافہ کیا۔ مالی سال 2021-22 کے دوران پوری آٹو انڈسٹری کو ای سی یو

سرمایہ کاری پر بھاری ٹیکس کا باعث بن سکتا ہے اور یہاں تک کہ بہترین سوچ اور مکمل طور پر نافذ غیر مستحکم معاشی پالیسی یا مختصر المدتی پالیسی ملک، اس کے اداروں اور ملک کے میکرو اکنامک فریم ورک پر تاریک اثرات مرتب کرتی ہے۔ اس سے ڈیولپمنٹ شراکت داروں اور سرمایہ کاروں کا اعتماد کم ہوتا ہے اور معاشی ترقی کی رفتار بھی سست روی کا شکار ہوتی ہے۔ پالیسی کی غیر یقینی صورتحال کا کوئی بھی اشارہ نجی سرمایہ کاری پر بھاری ٹیکس کا باعث بن سکتا ہے اور یہاں تک کہ بہترین سوچ اور مکمل طور پر نافذ کردہ اصلاحات بھی نقصان دہ ثابت ہو سکتی ہیں اگر ان کے ساتھ ان کے مستقل ہونے کے بارے میں شکوک و شبہات ہوں۔

طویل المدت منصوبہ بندی کیلئے خاطر خواہ وقت، وسائل اور ادارہ جاتی ڈھانچہ اور تعلقات میں سرمایہ کاری کی ضرورت ہوتی ہے۔ موجودہ حکومت اور سٹیک ہولڈرز کو چاہئے کہ وہ اپنی اقتدار کی مدت یا کسی مخصوص رہنما یا پارٹی کی بجائے طویل المدت پائیدار پالیسی سازی پر توجہ منتقل کریں

پاکستان کا گزشتہ مالی سال کیلئے درآمدی بل 84 بلین امریکی ڈالر جبکہ برآمدات 39 بلین امریکی ڈالر تھیں۔ یہ کرنٹ اکاؤنٹ خسارہ واضح اشارہ کرتا ہے کہ پاکستان کو اس شیطانی چکر سے نکالنے اور برآمدات کے حامل سیکٹر کو بہتر بنانے کیلئے اقدامات کو ترجیح دی جانی چاہئے اور یہ اسی صورت ممکن ہے جب موجودہ حکومت ایکسپورٹ سیکٹر کو مراعات دے تاکہ ملک کی ایکسپورٹ کو عروج ملے۔

پاکستان کی ایکسپورٹ مسابقت کو بڑھانے کیلئے ایکسپورٹ کی حامل صنعتوں کیلئے تمام خام مال کو ٹیکس سے استثنیٰ دیا جانا چاہئے یا اس پر بہت کم کسٹم ڈیوٹیاں عائد کی جانی چاہئے۔ حکومت کو تمام خام مال پر ریگولیٹری ڈیوٹیاں ختم کرنی چاہئے تاکہ مقامی صنعت خود کو زیادہ مسابقتی بنا سکے۔ دوسری طرف حکومت کو چاہئے کہ وہ سازگار ماحول تشکیل دیتے ہوئے شیٹ میٹل، پلاسٹک ریسن، لیلومونیم اور الیکٹرک چپس جیسی خام مال انڈسٹری قائم کرنے کیلئے کوششیں کرنی چاہئیں۔

آٹو موبائل سیکٹر میں فروخت کے میکیزم کو بہتر بنانے کی غرض سے حکومت کو گاڑیوں کی فروخت کیلئے ہول سیل۔ ریٹیل میکیزم اختیار کرنا چاہئے جو عالمی سطح پر رائج ہے اور اس سے اپنے ہی پیسوں کے استعمال اور گاڑیوں کی تاخیر سے ڈیلوری جیسے مسائل سے نمٹنے میں مدد مل سکتی ہے۔ موجودہ سسٹم جس کے تحت پاکستان میں نئی گاڑیاں فروخت کی جارہی ہیں، ڈیلرز کیلئے قابل عمل نہیں رہا۔ موجودہ میکیزم کے تحت ڈیلرز کمیشن ایجنٹ کا کردار ادا کرتا ہے۔ یہ تجویز ہے کہ ڈیلر کی صارفین کے ساتھ آزاد ریٹیل سیلر کے طور پر رابطے سے ڈیلوری پر آنے والے وقت کو کم کرنے میں مدد ملے گی۔

فروخت کے عمل میں بیرونی مداخلت سے انڈسٹری میکیزم اور سپلائی چین کے عمل میں خلل ڈالے گا۔



## چیف ایگزیکٹو رپورٹ

### کاروباری ماحول، خطرات اور غیر یقینی صورتحال

پائیدار معاشی ترقی کیلئے میکرو اکنامک استحکام ایک بنیادی ضرورت ہے۔ عالمی مالیاتی ادارہ (آئی ایم ایف) کا کہنا ہے کہ دنیا بھر میں مالی سال 2021-22 ایک مشکل سال جبکہ 2023 اس سے زیادہ مشکل سال ہے۔ قابل غور غیر یقینی صورتحال کے عالمی معیشت پر طویل اثرات مرتب ہونے کی توقع ہے۔ نتیجتاً عالمی سطح پر معیشت سست روی کا شکار ہوگئی۔ صورتحال سنگین چینلجز کا پیش خیمہ ثابت ہو رہی ہے۔

زیر جائزہ مدت کے دوران پاکستان کی معیشت نے مختلف شعبوں میں بہتری کا مظاہرہ دکھایا۔ جاری مالی سال 2021-22 نے 6 فیصد متاثر کن نمو کا مشاہدہ کیا جو تجارتی اور کرنٹ اکاؤنٹ خساروں کے باعث ماند رہی۔ سیاسی عدم استحکام، عالمی سطح پر فیول اور اجناس کی بلند قیمتوں اور تجارتی خسارے کے باعث غیر زرمبادلہ پر بہت زیادہ دباؤ آیا جس کے باعث امریکہ ڈالر کے مقابلے میں روپے کی قدر میں کمی ہوئی جو بہت زیادہ افراط زر کا سبب بن گیا۔ پاکستان میں جون 2022 میں افراط زر کی شرح 21 فیصد تھی جو گزشتہ تیرہ سالوں کی بلند ترین ہے۔

میکرو اکنامک مداخلتوں کی بدولت معاشی ترقی کی سست روی کی پیشنگوئی کی جارہی ہے۔ پاکستانی روپے کی قدر میں تیزی سے کمی، ڈیوٹیوں، بلند فریٹ چارجز اور عالمی اجناس کی بڑھتی ہوئی قیمتوں کی وجہ سے ان پٹ لاگتوں میں بڑھتا ہوا مجموعی اثر گاڑیوں کی ریٹیل پر فروخت کی قیمتوں میں اضافہ کا باعث بن رہا ہے۔ چین، جاپان اور روس جو دنیا کے تین بڑے سٹیل درآمد گان ہیں، کو بھی کچھ مہینوں کیلئے سپلائی چین میں خلل کے باعث سٹیل کی قیمتوں کے حوالے سے دباؤ کا سامنا کرنا پڑا۔ اس کے بعد روس اور یوکرین کی جنگ نے صورتحال کو اور بھی خراب کر دیا کیونکہ دنوں ممالک بڑے عالمی سٹیل درآمد گان ہیں۔

ان تمام تینوں عوامل نے آٹوموٹیو انڈسٹری کے آپریشنز کو متاثر کیا۔ آٹوموٹیو سیکٹر براہ راست اور بالواسطہ روزگار فراہم کرتا ہے اور پاکستان میں ایک بڑی صنعتی اور اقتصادی قوت کے طور پر کام کرتا ہے۔ بد قسمتی سے اس صنعت کو جو پہلے ہی معاشی چینلجوں کا سامنا کر رہی ہے، اب موجودہ غیر یقینی صورتحال کی وجہ سے اضافی بوجھ سے دوچار کر دیا گیا۔ رواں سال کے آغاز میں حکومت نے گاڑیوں پر فیڈرل ایکسائز ڈیوٹی (ایف ای ڈی) اور سیلز ٹیکس کی شرح میں اضافہ کیا۔ ان تمام عوامل نے سیکٹر اور مینوفیکچررز کے لیے ان پٹ لاگت میں نمایاں اضافہ کیا ہے۔ جس کے نتیجے میں انڈسٹری کو پوری مدت میں گاڑیوں کی مجموعی فروخت کی قیمتوں میں اضافہ کرنا پڑا۔

چینلجز کے باوجود آٹوموٹیو سیکٹر نے اس مدت کے دوران گاڑیوں کی زیادہ طلب کو پورا کرنے کیلئے کوشاں رہی اور سپلائی چین مشکلات کو نہ صرف کامیابی سے سنبھالا بلکہ بدلتے ہوئے کاروباری حالات سے نمٹنے اور خود کو اس کے مطابق ڈھالنے میں

کامیاب ہوا۔ تاہم آٹو فنانسنگ سے سخت قواعد اور پابندیوں، بلند شرح سود، عالمی اجناس کی قیمتوں، فریٹ چارجز میں اضافہ اور پاکستانی روپے کی بے قدری کے باعث گاڑیوں کی قیمتیں مسلسل بڑھنے سے انڈسٹری کی فروخت اور طلب میں مسلسل اضافہ پائیدار نہیں ہے۔ ان چینلجوں کے آٹوموٹیو کی مجموعی طلب پر اثر پڑنے کا امکان ہے اور نتیجہ کے طور پر آٹوموٹیو کی فروخت کا حجم اور منافع آنے والی مدتوں میں متاثر ہو سکتا ہے۔

پالیسی کے حوالے سے بات کی جائے تو حکومت نے انتہائی ترقی پذیر آٹو پالیسی 2021-26 کا اعلان کیا جو بیڑی الیکٹریک ویکلز (بی ای ویز) اور ہائبرڈ جیسی نئی ٹیکنالوجیز کی حوصلہ افزائی کرتی ہے۔ حکومت کی طرف سے ہائبرڈ کے ذیلی شعبہ میں گاڑیوں کی مقامی صنعت کو فروغ دینے کی تسلسل کے ساتھ کوشش قابل ذکر ہیں۔ حکومت کی طرف سے ہائبرڈ برقی گاڑیوں (ایچ ای ویز)، پلگ ان ہائبرڈ (پی ایچ ای ویز) اور بیڑی سے چلنے والی برقی گاڑیوں (بی ای ویز) کی مقامی سطح پر تیاری کا مقصد موسمیاتی تغیر کے اثرات اور تیل کی درآمد پر انحصار کو کم کرنا ہے جو قابل تحسین اقدام ہے۔ ہائبرڈ پاور ٹریزن کے عالمی سطح پر زیادہ استعمال کیلئے ایک اچھی وجہ ہے کہ یہ شہریوں کی سفری مقاصد اور ماحول پر ہندھن کے اثرات کو کم کرنے کے لحاظ سے ایک اچھا آپشن ہے جس سے نہ صرف صارفین بلکہ معیشت کو بھی مالی لحاظ سے فائدہ پہنچتا ہے۔ حکومت کی طرف سے اس طرح کی ممکنہ پالیسی سے مقامی گاڑی سازوں کی ہائبرڈ ٹیکنالوجی کی ترقی میں سرمایہ لگانے کی حوصلہ افزائی ہوگی کیونکہ ہائبرڈ گاڑیاں ماحول دوست ہیں جو اپنے انٹرئل لمبیشن انجی (آئی سی ای) کی نسبت 50 فیصد کم کاربن ڈائی آکسائیڈ خارج کرتی ہیں اور فیول کی کارکردگی بھی دوسرے کے مقابلے میں 100 فیصد زیادہ ہے

حکومت کی طرف سے برقی گاڑیوں کے فروغ کی کوششیں قابل تعریف ہیں۔ سٹیک ہولڈرز کے مابین "میک ان پاکستان" کو فروغ دیتے ہوئے مقامی سرمایہ کاری کو تحفظ دینے اور مقامی افراد کو مراعات دینے پر اتفاق رائے پایا جاتا ہے جس سے مقامی سطح پر گاڑیوں کی پیداوار کو فروغ ملے گا۔ پاور ٹرین سسٹم کے علاوہ آئی سی ای ویز، ایچ ای ویز، پی ایچ ای ویز اور ای ویز مشترکہ پرزہ جات کے حامل ہیں جسے مقامی پرزہ سازوں کی طرف سے فراہم کیا جاسکتا ہے۔ انٹرئل لمبیشن انجنوں، ہائبرڈ اور برقی گاڑی سازوں کیلئے مسابقتی قیمتوں پر پرزہ جات کی فراہمی کیلئے مقامی وینڈرز کو مراعات دینے سے درآمدی بلوں میں کمی ہوگی اور مزید ملازمتیں پیدا ہوں گی۔

### سفارشات

غیر مستحکم معاشی پالیسی یا مختصر المدتی پالیسی ملک، اس کے اداروں اور ملک کے میکرو اکنامک فریم ورک پر تاریک اثرات مرتب کرتی ہے۔ اس سے ڈیولپمنٹ شراکت داروں اور سرمایہ کاروں کا اعتماد کم ہوتا ہے اور معاشی ترقی کی رفتار بھی سست روی کا شکار ہوتی ہے۔ پالیسی کی غیر یقینی صورتحال کا کوئی بھی اشارہ نجی

## انٹرئل کنٹرول

کمپنی نے منظم طریقے سے کمپنی کے کاروبار کو چلانے، اپنے اثاثوں کے تحفظ اور اپنے ریکارڈ کو قابل اعتماد اور درستگی کے ساتھ محفوظ بنانے کیلئے انٹرئل کنٹرول کا ایک موثر نظام نافذ کیا ہوا ہے۔ انتظامیہ کی نگرانی اور جائزہ انٹرئل کنٹرول کے نظام کا ایک اہم جزو ہے۔

## شینئر ہولڈنگ کا طریقہ کار

30 جون 2022 تک کمپنی کے شینئر ہولڈنگ کا طریقہ کار صفحہ نمبر 164 سے 165 تک دیا گیا ہے۔

## کمپنی کے حصص کا لین دین

30 جون، 2022 کو ختم ہونے والے سال کے دوران ڈائریکٹرز، ایگزیکٹوز، ان کی شریک حیات اور ان کے چھوٹے بچوں نے شینئر ہولڈنگ کے طریقہ کار میں متذکر کے علاوہ کمپنی کے حصص کا کوئی لین دین نہیں کیا۔

## اہم آپریٹنگ اور مالیاتی اعداد و شمار

اہم آپریٹنگ اور مالیاتی اعداد و شمار کا سالانہ رپورٹ کے صفحہ نمبر 166 سے 167 پر ذکر کیا گیا ہے۔

## سی ایس ای جی پر عمل درآمدی رپورٹ

کمپنی نے لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز 2019 پر مکمل طور پر عمل درآمد کیا ہے جس کے بارے میں بیان کو صفحہ نمبر 106 سے 107 تک رپورٹ کے ساتھ منسلک کر دیا گیا۔

## چیز مین کی طرف سے جائزہ رپورٹ

کمپنی کے ڈائریکٹرز کمپنی کی مجموعی کارکردگی، مستقبل کا کاروباری جائزہ، کارکردگی پر رپورٹ اور بورڈ کی موثریت کے حوالے سے چیز مین کے جائزہ کے تمام مندرجات کی توثیق کرتے ہیں۔

## اظہار تشکر

ہمیشہ کی طرح ہم اپنے صارفین کے شکر گزار ہیں کہ انہوں نے ہماری مصنوعات پر مسلسل اعتماد کیا۔ ہم آئی ایم سی کی پوری ٹیم بشمول اسٹاف، وینڈرز، ڈیلرز اور تمام بزنس پارٹنر کی مشکل وقتوں میں انتھک محنت کو سراہنا چاہتے ہیں اور امید کرتے ہیں کہ ان کا مسلسل ساتھ حاصل رہے گا۔

ہم رب عظیم کے شکر گزار ہیں اور اس کی برکتوں سمیت رہنمائی کیلئے دعا گو ہیں۔

کراچی

29 اگست، 2022

شن جی یتاگی

نائب چیئر مین

علی اصغر جمالی

چیف ایگزیکٹو

## متعلقہ پارٹی سے کاروباری لین دین

متعلقہ فریقین کے ساتھ تمام قسم کا لین دین بغیر کسی اثر و رسوخ اور کاروبار کے معمول کے طریقہ کار میں کیا گیا ہے جس کا متعلقہ نوٹس کے تحت مالیاتی گوشوارے میں ذکر کیا گیا ہے۔

## مادی تہدیلیاں اور وعدے

کمپنی کے مالی سال کے اختتام کے دوران کمپنی کی مالی حیثیت کو متاثر کرنے والے کسی قسم کی مادی تہدیلیاں اور وعدے نہیں کئے گئے جو بیلنس شیٹس اور اس رپورٹ یا مالیاتی گوشواروں کے علاوہ درج رپورٹ کی تاریخ سے متعلق ہیں۔

## آڈیٹرز کی تقرری

موجودہ آڈیٹرز میسر اے ایف فرگوسن اینڈ کو، چارٹرڈ اکاؤنٹنٹس نے مدت

### بورڈ آف ڈائریکٹرز کے اجلاس

بورڈ آف ڈائریکٹرز کے پانچ اجلاس بارہ ماہ کے دوران یکم جولائی 2021 سے 30 جون 2022 کی مدت میں منعقد ہوئے ہیں۔ ڈائریکٹرز کے نام (رواں سال کے دوران کسی بھی وقت) ہمراہ بورڈ میٹنگز میں ان کی شرکت مندرجہ ذیل ہے۔

نمبر شمار	ڈائریکٹرز کے نام	اجلاس میں شرکت
1	محمد علی آر حبیب (چیئر مین)	5
2	شن جی یانگی (وائس چیئر مین)	5
3	علی اصغر جمالی (سی ای او)	5
4	ریاض ٹی چنائے (آزاد ڈائریکٹر)	5
5	اعظم فاروق (آزاد ڈائریکٹر)	5
6	عمران علی حبیب (ڈائریکٹر)	5
7	محمد حیدر حبیب (ڈائریکٹر)	5
8	اکی ہارو موراکامی / نوریہ کی کروکاوا (سابقہ ڈائریکٹر) / یوشی ہارو اکی گامی، (متبادل ڈائریکٹر)	5
9	شی گیمی فورویا / ٹینسو یا ایزومی (سابق ڈائریکٹر)	5
10	سیدہ تطہیر زہرا ہمدانی (آزاد ڈائریکٹر)	5

### ڈائریکٹرز کی تہدیل

سال کے دوران، بورڈ آف ڈائریکٹرز نے اکی ہیرومر اکامی اور شیگی کی فرویا کو بطور بورڈ ڈائریکٹرز تعینات کیا۔ ان کی تعیناتی نوریہ کی کروکاوا اور ٹینسو یا ایزومی کے 24 فروری، 2022 اور یکم اپریل، 2022 سے استعفیٰ کی وجہ سے خالی ہونے والی آسامی پر کی گئی۔ بورڈ سبکدوش ہونے والے ڈائریکٹرز کی قابل قدر خدمات کا اعتراف کرتے ہوئے کمپنی کی طرف سے ان سے اظہار تشکر کرتا ہے۔ بورڈ کے ڈائریکٹرز اکی ہیرومر اکامی اور شیگی کی فرویا کا بورڈ کے نئے اراکین کے طور پر خیر مقدم کرتا ہے۔

بورڈ نے سبکدوش ہونے والے ڈائریکٹرز کی گرانقدر خدمات اور کردار کا اعتراف اور نئے ڈائریکٹرز کو بورڈ میں خوش آمدید کیا۔

### بورڈ کمیٹیاں

بورڈ کی طرف سے تشکیل کردہ کمیٹیوں اور اراکین کی تفصیلات مندرجہ ذیل ہیں

#### 3۔ بورڈ کمیٹی برائے اخلاقیات

- 1۔ ریاض ٹی چنائے۔ چیئر مین
- 2۔ سیدہ تطہیر زہرا ہمدانی
- 3۔ علی اصغر جمالی

#### 2۔ انسانی وسائل اور معاوضہ کمیٹی

- 1۔ اعظم فاروق، چیئر مین کمیٹی
- 2۔ محمد علی آر حبیب
- 3۔ شن جی یانگی
- 4۔ علی اصغر جمالی
- 5۔ سیدہ تطہیر زہرا ہمدانی

#### 1۔ بورڈ آڈٹ کمیٹی

- 1۔ اعظم فاروق۔ چیئر مین
- 2۔ ریاض ٹی چنائے
- 3۔ محمد ایق حبیب
- 4۔ عمران اے حبیب
- 5۔ اکی ہارو موراکامی

### نان ایگزیکٹو ڈائریکٹرز کیلئے معاوضہ پالیسی کی نمایاں خصوصیات

بورڈ نان ایگزیکٹو ڈائریکٹرز (بشمول آزاد ڈائریکٹرز) کی گرانقدر خدمات اور کردار کا اعتراف کرتی ہے اور بورڈ یا اس کی کمیٹی کے ہر اجلاس میں شرکت کیلئے میٹنگ معاوضہ کی پیش کش کی جارہی ہے تاہم یہ ان کے کردار اور خدمات کے معاوضہ کا عکاس نہیں ہے بلکہ ان کی حوصلہ افزائی کیلئے ایک علامت کو ظاہر کرتا ہے۔ نان ایگزیکٹو ڈائریکٹرز مذکورہ اجلاسوں میں شرکت کیلئے اس طرح کے معاوضہ کو وصول کرنے کے اپنے حق سے دستبردار ہو سکتے ہیں۔

### ایگزیکٹو ڈائریکٹرز کا معاوضہ

کمپنی کے سی ای او اور ڈائریکٹرز 30 جون 2022 کو ختم ہونے والے سال کیلئے معاوضہ نوٹ نمبر 40 پر دیا گیا ہے۔



- طلباء اور نوجوانوں کیلئے ٹوپوٹا SS ایکولوجیکل کنزرویشن پروگرام کا اجرا کیا گیا جہاں وہ آن لائن شرکت کرتے ہیں۔
- کمپنی کے ہمسایہ میں واقع گوٹھ / دیہاتوں میں رمضان کے دوران فوڈ راشن کی تقسیم کی ہے۔
- کمپنی کے ہمسایہ میں واقع گوٹھ / دیہاتوں میں ہفتہ وار مفت چکے ہوئے کھانے کی تقسیم کی ہے۔
- کمپنی کے ہمسایہ میں گوٹھ / دیہاتوں میں ہفتہ وار مفت طبی اور پندرہ روزہ نفسیاتی کیمپوں کا انعقاد کیا ہے۔

### ماحولیاتی اثرات

کمپنی میں سب سے بڑا روف ٹاپ سولر فوٹو والٹک پلانٹ موجود ہے۔ جو کہ پاکستان میں سب سے بڑا ہے۔ ٹوپوٹا انوائرنمنٹل چیلنج 2050 کے مطابق کمپنی جی ایچ جی کے اخراج کو کم کرنے کے لیے گرین ٹیکنالوجیز کو اپنانے اور آپریشنل عمل میں مسلسل اضافہ کے لیے توانائی کے مرکب کو بہتر بنانے کی کوشش کر رہی ہے۔ روایتی ذرائع سے توانائی کی کھپت کو کم کرنے اور قابل تجدید ذرائع کا حصہ بڑھانے کے لیے آن سائٹ فوٹو وولٹک ٹیکنالوجی نصب کی گئی ہے۔ کمپنی میں نصب موجودہ سولر سسٹم کی بجلی پیدا کرنے کی صلاحیت 4.5 میگا واٹ ہے۔ ہماری توانائی کی کل کھپت میں شمسی توانائی کا حصہ 2020 میں 4.25% کے مقابلے میں 15% تھا۔ ایک اندازے کے مطابق یہ فیکٹری کے کاربن فوٹ پرنٹ کو سالانہ 3,000 ٹن سے زیادہ کم کرے گا، یہاں تک کہ توانائی کی لاگت میں بھی کمی آئے گی۔ اس کے علاوہ کمپنی اپنی تیار کردہ گاڑیوں کے لیٹر کنڈیشننگ سسٹم میں CFC-12 کے بجائے ماحول دوست گیس R-134a کا استعمال کرنے میں مصروف عمل ہے۔

کمپنی نے ملک بھر میں سپلائرز اور ڈیلرشپ سمیت تمام بزنس پارٹنر تک اپنی ماحولیاتی سرگرمیوں کو بڑھا دیا ہے تاکہ ماحولیاتی تحفظ کے فروغ اور ہمارے عالمی ماحولیاتی مقاصد کو حاصل کیا جاسکے۔

### بورڈ کی تشکیل

30 جون، 2022 کو کمپنی کے بورڈ آف ڈائریکٹرز کی تشکیل یوں کی گئی۔

1- ڈائریکٹرز کی تعداد 10 ہے جو مندرجہ ذیل ہیں

اے:	مرد	09
بی:	خواتین	01

2- مندرجہ ذیل متعلقہ کیئرگری کے تحت ڈائریکٹرز کی تعداد

اے:	آزاد ڈائریکٹر	03
بی:	نان ایگزیکٹو ڈائریکٹر	04
سی:	ایگزیکٹو ڈائریکٹر	03

### بنیادی خطرات اور غیر یقینی صورتحال

مالی سال کے پہلی ششماہی گاڑیوں کی طلب میں اضافہ، آٹو فنانسنگ کی کم شرح، ٹیکسوں اور ڈیوٹیز کی شرحوں میں کمی کی وجہ سے رواں سال کمپنی کی مالی کارکردگی میں نمایاں بہتری آئی۔ تاہم سال کے دوران امریکی ڈالر کے مقابلے میں پاکستانی روپے کی غیر معمولی بے قدری، فریٹ چارجز میں اضافہ اور عالمی اجناس کی بڑھتی ہوئی قیمتوں کی بدولت جو آٹو سیکٹر کیلئے میٹریل کی پیداوار کی لاگت میں نمایاں اضافہ کا باعث بنی، کمپنی کو ان پٹ لاگتوں میں اضافہ کا سامنا کرنا پڑا۔

مزید براں موجودہ کرنٹ اکاؤنٹ خسارے میں پھیلاؤ اور زر مبادلہ کے ذخائر میں کمی نے حکومت کو مالی نظم و نسق اور مانیٹری پالیسیوں پر سخت کنٹرول کرنے پر مجبور کیا جس میں شرح سود میں اضافہ، آٹو فنانسنگ کے سخت قواعد اور مسافر گاڑیوں کے سی کے ڈی کیلئے درآمدی پابندیوں وغیرہ شامل ہیں جس سے آنے والے وقت میں آٹو سیکٹر کا حجم اور منافع متاثر ہوگا۔ مئی 2022 میں آٹو سیکٹر کیلئے سی کے ڈی کیٹس اور مسافر گاڑیوں کے پرزہ جات کی درآمد کیلئے لیٹر آف کریڈٹ پر پابندیاں عائد کی گئیں جس سے پیداواری حجم، فروخت اور منافع پر اثرات مرتب ہوں گے۔

کمپنی نے جنوری 2022 کے بعد سے گاڑیوں پر فیڈرل ایکسائز ڈیوٹی (ایف ای ڈی) اور سیلز ٹیکس کی شرحوں میں اضافے کا تجربہ کیا، اور مالی بجٹ 2022-23 کے ذریعے حکومت نے گاڑیوں پر کیٹل ویلیو ٹیکس (سی وی ٹی) اور ایڈوانس انکم ٹیکس میں آٹو سیکٹر پر عائد سپر ٹیکس کے ساتھ نمایاں اضافہ کیا۔ مندرجہ بالا تمام عوامل نے آٹو مینوفیکچررز کو سال بھر میں قیمت فروخت میں نظر ثانی کے لحاظ سے کچھ لاگت صارفین تک منتقل کرنے پر مجبور کیا ہے، جس کا کمپنی کی فروخت، پیداوار اور منافع پر منفی اثر پڑ سکتا ہے۔ ہماری تجویز ہے کہ حکومت کی طرف سے مستقبل میں ایک مستقل پالیسی کی تشکیل اور اس کا متواتر نفاذ آٹو سیکٹر کی ترقی کے لیے ایک اہم عنصر ہے۔

### کارپوریٹ سماجی ذمہ داری (سی ایس آر)

گزشتہ چھ برسوں میں کمپنی نے سی ایس آر اقدامات کے تحت مجموعی طور پر ایک بلین روپے خرچ کئے جن میں ہسپتالوں، تعلیمی اداروں، فلاحی تنظیموں اور صحت، قدرتی آفات سے متعلق سماجی فلاحی سرگرمیوں کے ساتھ ساتھ کمیونٹی کی فلاح بہبود اور روڈ سیفٹی کے عطیات شامل ہیں

آپ کی کمپنی نے ایک ذمہ دار کمپنی کی حیثیت سے سال کے دوران معاشرے کی فلاح کیلئے مندرجہ ذیل بڑے پیمانے پر سی ایس آر اقدامات اٹھائے اور عطیات دیے:

- کمپنی نے دیگر ہسپتالوں اور طبی نگہداشت اداروں کو تقریباً 60 ملین روپے مالیت کے عطیہ کیے۔
- متعدد تعلیمی اداروں کو 40 ملین روپے کی مجموعی رقم عطیہ کی۔
- کمپنی کے “ملین ٹری پلانٹیشن پروگرام” کے تحت ملک بھر میں دسمبر 2018 سے اب تک 680,000 سے زائد پودے لگائے گئے۔

## ڈائریکٹرز رپورٹ

انڈس موٹر کمپنی کے ڈائریکٹرز 30 جون 2022ء کو ختم ہونے والے سال کے لئے کمپنی کے اکاؤنٹس کے ساتھ ساتھ ڈائریکٹرز کی رپورٹ پیش کرنے میں خوشی محسوس کرتے ہیں۔

### مالیاتی نتائج، تصرف اور بعد کے اثرات:

30 جون 2022ء کو اختتام پذیر ہونے والے سال کے مالیاتی نتائج اور تخصیصات درج ذیل ہیں

2021	2022
(Rupees in '000)	
12,828,592	15,801,848
19,882	(10,037)
185,641	399,015
13,034,115	16,190,826
943,200	2,711,700
1,965,000	2,358,000
2,358,000	2,043,600
5,266,200	7,113,300
7,767,915	9,077,526
2,868,900	255,450
4,500,000	8,000,000
7,368,900	8,255,450
163.21	201.04

### بعد از ٹیکس منافع

دیگر سالانہ جامع آمدنی / (خسارہ)  
آگے بڑھتا ہوا غیر خرچ شدہ منافع

### تصرف / خرچ کیا ہوا

پہلا عبوری ڈیویڈنڈ @ 345% یعنی 34.5 روپے فی حصص (2021: 120% یعنی 12 روپے فی حصص)  
دوسرا عبوری ڈیویڈنڈ @ 300% یعنی 30 روپے فی حصص (2021: 250% یعنی 25 روپے فی حصص)  
تیسرا عبوری ڈیویڈنڈ @ 260% یعنی 26 روپے فی حصص (2021: 300% یعنی 30 روپے فی حصص)

آگے بڑھتا غیر تصرف شدہ منافع

### (بعد کے اثرات)

مجوزہ حتمی ڈیویڈنڈ @ 32.5% یعنی 3.25 روپے فی حصص (2021: 365% یعنی 36.5 روپے فی حصص)  
عمومی ذخائر میں منتقلی

فی حصص بنیادی اور سست آمدنی (روپے)

### کمپنی کی بنیادی کاروباری سرگرمیاں

انڈس موٹر کمپنی لمیٹڈ دسمبر 1989 میں پبلک لمیٹڈ کمپنی کے طور پر پاکستان میں قیام عمل میں لائی گئی جبکہ مئی 1993 میں تجارتی پیداوار کا آغاز کیا گیا۔ کمپنی کے حصص پاکستان سٹاک ایکس چینج میں درج ہیں۔ کمپنی کی بنیادی کاروباری سرگرمی، پاکستان میں ٹیویٹا گاڑیوں کی اسمبلی، تیار اور مارکیٹنگ ہے۔

### کمپنی کی کارکردگی

30 جون کو ختم ہونے والی مدت کے دوران سی کے ڈی اور سی بی یو گاڑیوں کی فروخت 30.97 فیصد اضافے کے ساتھ گزشتہ سال کی اسی مدت کی 57,731 یونٹس فروخت کے مقابلے میں 75,611 یونٹس رہی۔ کمپنی نے سال کیلئے 72,438 گاڑیاں تیار کیں جبکہ گزشتہ سال کی اسی مدت میں 59,187 گاڑیاں تیار کی گئی تھیں۔

30 جون، 2022 کو اختتام پذیر مالی سال کیلئے کمپنی کا خالص منافع 275.5 بلین روپے رہا جو گزشتہ سال کی اسی مدت کے 179.2 بلین روپے کے مقابلے میں 53.74 فیصد زیادہ رہا جبکہ بعد از ٹیکس منافع گزشتہ سال کے 12.8 بلین روپے کے مقابلے میں 15.8 بلین روپے رہا۔ سال کیلئے آمدن اور منافع میں اضافہ کی بڑی وجوہات میں بنیادی طور پر بہتر معاشی حالات خصوصاً مالی سال کے پہلے نصف میں اور صارفین کی جانب سے ٹیویٹا گاڑیوں کی صحت مند مانگ کی وجہ سے سی کے ڈی اور سی بی یو کی فروخت کے بلند حجم میں تھیں۔ دیگر آمدنی میں اضافے کی وجہ سے بھی منافع میں اضافہ ہوا جس کی بنیادی وجہ فنڈز میں نمایاں اضافہ، بنیادی طور پر صارفین کی جانب سے ایڈوانسز کے ذریعے موصول ہونے والے اکاؤنٹ پر پلیسمنٹ پر واپسی ہے۔

### قومی خزانے میں حصہ رسد:

دوران سال کمپنی نے قومی خزانے میں 101 بلین روپے جمع کرائے جو حکومت پاکستان کے دوران سال کل جمع کردہ ریونیو کا تقریباً 1.7 فیصد بنتا ہے۔ 1989ء میں قیام کے بعد سے کمپنی قومی خزانے میں 627 بلین روپے سے زیادہ جمع کرا چکی ہے۔

تارکین وطن کی ایسی تجربہ کار ٹیم موجود ہے جو ہماری کمپنی کے ساتھ ساتھ انتہائی تجربہ کار اور قابل احترام پاکستانیوں کو ٹوپوٹا کے عالمی تجربات سے روشناس کراتے ہیں جس سے ہمیں با مقصد رہنمائی اور نتائج حاصل ہوتے ہیں۔ ہم خاص طور پر بورڈ آؤٹ کمیٹی کے اراکین کے مشکور ہیں جنہوں نے انتہائی مفصل اور مستعدی سے جائزے پیش کئے تاکہ اس بات کو یقینی بنایا جاسکے کہ ہم خطرات کی پیشنگوئی اور ان سے نمٹنے اور کارپوریٹ سیکٹر کے بہترین طریقوں کی تعمیل جاری رکھیں۔

آخر میں بورڈ آف ڈائریکٹرز کی طرف سے تمام سٹیک ہولڈرز کا کمپنی پر مسلسل اعتماد اور بھروسہ کیلئے شکریہ ادا کرنا چاہوں گا۔ میں اور بورڈ مل کر آئی ایم سی ٹیم کے ہر رکن کی کمپنی کیلئے غیر متزلزل حمایت اور عزم پر ان سے اظہار تشکر کرتے ہیں۔

ہم انڈسٹری میں اپنی فوقیت اور قائدانہ کردار برقرار رکھنے کیلئے پرعزم ہیں اور اللہ تعالیٰ سے دعا گو ہیں کہ وہ مستقبل میں ہماری کوششوں کو کامیابی عطا کرے۔ (آمین)

*محمد علی آر حبیب*  
(چیئرمین)

کے تحت حکومت کی طرف سے دی گئی مراعات کی بنیاد پر کمپنی ای گاڑیوں کی مقامی سطح پر تیاری کیلئے 100 ملین ڈالر کی سرمایہ کاری کر رہی ہے۔ ہم الیکٹرک اور ہائبرڈ ٹیکنالوجیز میں سرمایہ کاری کے لیے فنانس ایکٹ 2022 میں معاون پالیسیوں کو برقرار رکھنے پر حکومت کا شکریہ ادا کرتے ہیں اور مستقبل میں آٹو سیکٹر کی ترقی کو آسان بنانے کے لیے حکومت کی جانب سے معاون اور مستقل طویل مدتی پالیسیوں کے لیے پر امید ہیں۔

30 جون 2022 کو ختم شد سال کے دوران بورڈ آف ڈائریکٹرز نے اکیرو ہائرو موراکامی اور شیگی کی فرویو کی بورڈ کے ڈائریکٹرز کے طور پر تقرری کی۔ ان کی تقرری نوریو کی کورو کاوا اور ٹیمسوا ایزومی کے استعفیٰ ہونے کے بعد خالی ہونے والی آسامیوں کو پُر کرنے کیلئے کی گئی۔ بورڈ کمپنی کی طرف سے سبکدوش ہونے والے ڈائریکٹرز کی قابل قدر خدمات کا اعتراف اور اظہار تشکر کرتا ہے۔ بورڈ آف ڈائریکٹرز بورڈ کے نئے اراکین کے طور پر اکیرو ہائرو موراکامی اور شیگی کی فرویو کو خوش آمدید کرتا ہے۔

مجھے یہ بتانے میں خوشی محسوس ہو رہی ہے کہ آپ کی کمپنی کے بورڈ آف ڈائریکٹرز نے پورے سال قابل قدر رہنمائی فراہم کی جس سے مینجمنٹ کو موثر انداز میں حوصلہ افزاء نتائج کے حصول اور مضبوط گورننس کو یقینی بنایا جاسکا۔ بہترین طریقے کاروں پر عمل کو یقینی بنانے کیلئے بورڈ کی کارکردگی اور موثریت کارواں سال کے دوران خود احتسابی بنیادوں پر جائزہ لیا گیا۔

رواں سال بورڈ کے پانچ اجلاس منعقد ہوئے جس میں کمپنی کے آپریشنز، درپیش چیلنجز اور بورڈ کے وژن کے مطابق اہداف کے حصول کے حوالے سے پیش رفت پر بورڈ کو پریزنٹیشن دی گئی۔ ہمیں یہ اعزاز حاصل ہے کہ ہمارے پاس



## چیمز مین کی طرف سے جائزہ رپورٹ

### عزیز سٹیک ہولڈرز

کے لیے شیئر ہولڈر کے منافع کو کم کرے گا۔ ان مختلف عوامل نے مارکیٹ میں قیمتوں کی غیر یقینی صورتحال اور ریٹیل سیلنگ پرائس پر نظر ثانیوں میں اہم کردار ادا کیا ہے۔

غیر مستحکم کاروباری ماحول اور آٹو سیکٹر کو درپیش بیرونی چیلنجز کے باوجود کمپنی اپنے کاروبار کے تمام پہلوؤں میں ”ٹویونا طریقہ کار“ اور ”کامنزن“ (مسلل بہتری) کے فلسفہ پر کاربند ہے۔ ملازمین اور صارفین کی حمایت کے ساتھ اس طرز عمل نے کارکردگی کے متواتر بلند معیارات حاصل کرنے کے قابل بنایا۔ مالی سال کے دوران کمپنی نے شاندار نتائج حاصل کئے۔ ہمیں یہ بتانے میں مسرت محسوس ہوتی ہے کہ ہم نے اپنا ریکارڈ توڑتے ہوئے مالی سال میں سب سے زیادہ گاڑیوں کی فروخت اور پیداوار حاصل کی۔

کمپنی کی قابل ٹیم اور وسیع ڈیلر شپ سے کمپنی کی مسلسل مثبت کارکردگی جاری رہی۔ کمپنی نے صارفین کی تعداد بڑھانے کیلئے پاکستان بھر میں اپنے ڈیلرز کے ساتھ کام کیا۔ ہم جاری تعلیمی پروگرام، تربیت، اور تکنیکی حوصلہ افزائی فراہم کر کے ڈیلروں کو فعال معاونت فراہم کرتے ہیں۔ آئی ایم سی نے اس سال گاڑیوں کی ون ملین پیداوار کا جشن منایا۔ یہ سنگ میل آئی ایم سی کی ٹیم اور صارفین کے مسلسل تعاون کے بغیر حاصل نہیں کیا جاسکتا تھا۔ ہم ٹویونا پر آپ کے غیر متزلزل یقین کیلئے مشکور ہیں اور آپ کی مسلسل حمایت کے ساتھ ہمیں یقین ہے کہ ہم آنے والے سالوں میں ترقی کی مزید بلندیوں کو حاصل کرتے رہیں گے۔

ٹویونا یارڈس نے دوسرے سال بھی بی سیگنٹ سیڈان کیلگری میں پاکستان میں بہترین فروخت ہونے والی سیڈان کا تاج اپنے سر پر سجائے رکھا جبکہ ٹویونا کرولا کا بی سیگنٹ سیڈان کیلگری میں سب سے زیادہ فروخت ہونے والی سیڈان کے طور پر راج جاری رہا۔ ان ماڈلز کی متعدد ویرینٹس کی دستیابی کے ساتھ انہوں نے پاکستان آٹوموبائل مارکیٹ متعلقہ سیگمنٹس میں کامیابیاں حاصل کی ہیں۔ کمپنی نے مالی سال 2021-22 میں ٹویونا ہائی لکس ریو رو کو اور ٹویونا فارچوئر لیجنڈر متعارف کرائیں۔ ان ماڈلز میں فراہم کردہ نئی خصوصیات نے مارکیٹ میں ان کی کامیابی کو یقینی بنایا۔ صارفین کی جانب سے زبردست پذیرائی حاصل کی۔

حکومت کی طرف سے مالی سال 2021-22 میں متعارف کرائی گئی نئی آٹو پالیسی 2021-26 جو بیٹری الیکٹرک ویکلز (بی ای ویز) اور ہائبرڈ جیسی نئی ٹیکنالوجیز کی حوصلہ افزائی کرتی ہے جس کا مقصد موسمیاتی تغیر کے اثرات اور تیل کی درآمد پر انحصار کو کم کرنا ہے۔ حکومت کی طرف سے ہائبرڈ کے ذیلی شعبہ میں گاڑیوں کی مقامی صنعت کو فروغ دینے کی تسلسل کے ساتھ کوشش قابل ذکر ہیں۔ ہم حکومت کی طرف سے الیکٹرک اور ہائبرڈ گاڑیوں کے فروغ کے ذریعے انڈسٹری کے کاربن کے اخراج میں کمی پر توجہ کو سراہتے ہیں۔ آٹو پالیسی 2021-26

مالی سال 2021-22 کی پہلی ششماہی میں آٹوموبائل سیکٹر کی بحالی ہوئی اور طلب میں اضافہ دیکھنے کو ملا جس کی وجوہات میں مائیکرو آکنامک کی بحالی، ٹیکسوں اور ڈیوٹیز کی کم شرح اور آٹو فنانس کی شرح میں کمی ہے۔ اسی مدت کے دوران موجودہ اور نئی کمپنیوں نے گاڑیوں کے متعدد نئے ماڈلز اور ویرینٹس متعارف کرائے۔ مالی سال 2021-22 کیلئے جی ڈی پی کی 5.97 فیصد کی نمو کے مطابق آٹو انڈسٹری نے مجموعی طور پر مضبوط فروخت اور پیداواری حجم کا مشاہدہ کیا۔ تاہم معاشی اور سیاسی غیر یقینی صورتحال کے باعث آٹو سیکٹر کیلئے آپریٹنگ ماحول مالی سال کی گزشتہ سہ ماہی کے دوران پہلے سے زیادہ چیلنجنگ بنا اور آٹو سیکٹر کی کارکردگی متاثر ہوئی۔

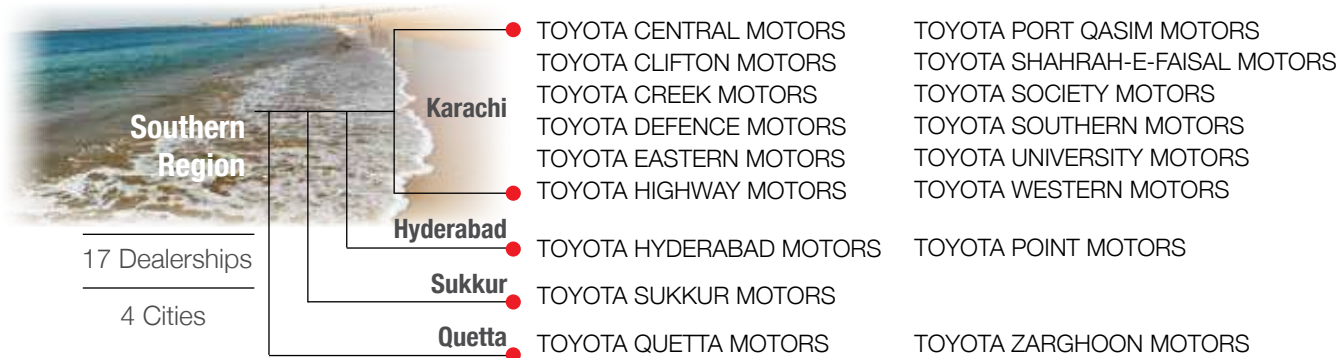
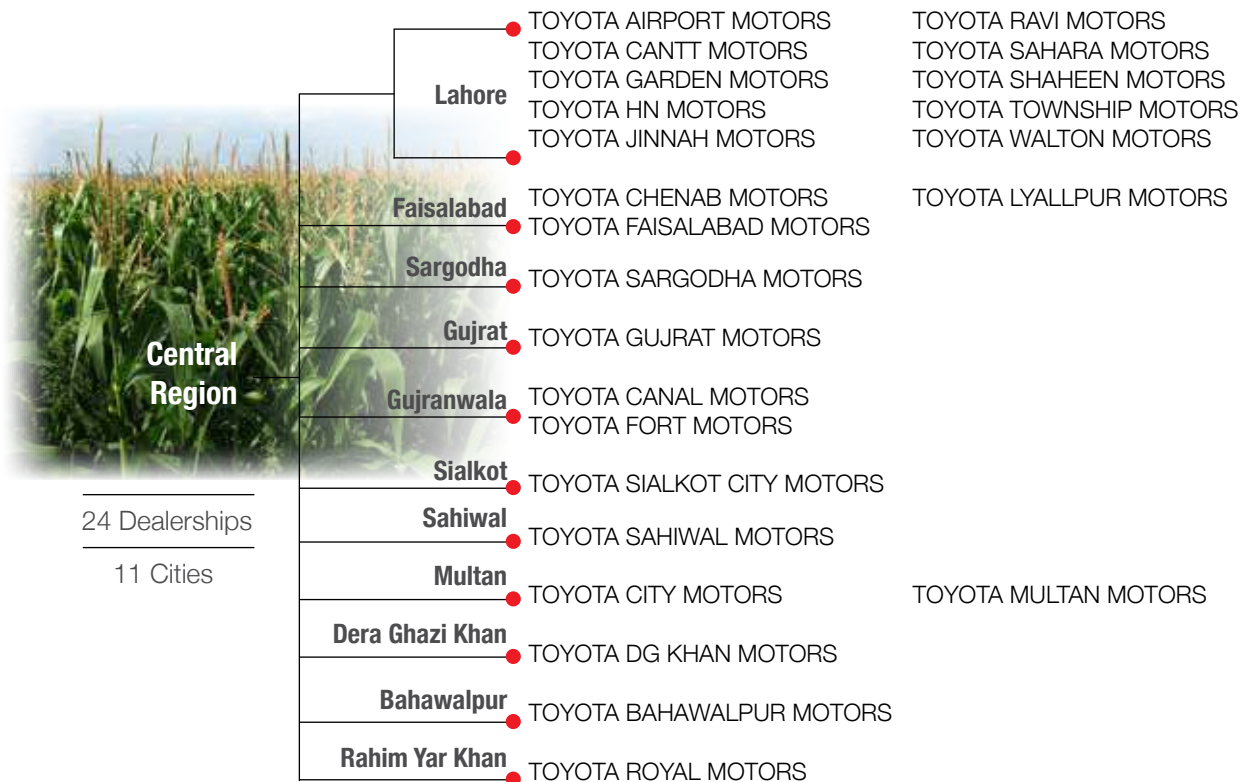
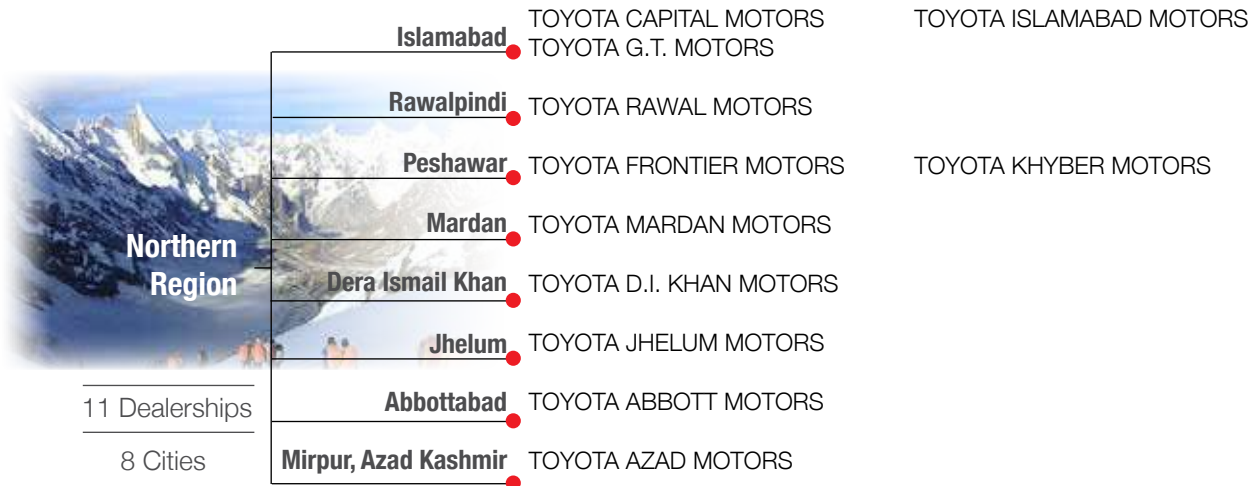
مالی سال کے دوران آٹو سیکٹر کو امریکی ڈالر کے مقابلے میں پاکستانی روپے کی بے قدری، فریٹ چارجز اور عالمی سطح پر اجناس کی قیمتوں میں اضافہ کے باعث تنگیں غیر متوقع بیرونی چیلنجز کا سامنا کرنا پڑا جس کے باعث سیکٹر کیلئے پیداواری لاگت میں نمایاں اضافہ ہوا۔ مزید برآں جنوری 2022 سے گاڑیوں پر فیڈرل ایکسائز ڈیوٹی (ایف ای ڈی) اور سیلز ٹیکس میں اضافہ کیا گیا، ان عوامل نے گاڑی سازوں کو ان پٹ اخراجات میں اضافہ کو صارفین پر منتقل کرنے پر مجبور کیا جو پورے سال گاڑیوں کی ریٹیل قیمتوں میں مجموعی اضافہ کا باعث بنا

عالمی سطح پر اجناس کی بڑھتی ہوئی قیمتوں کے رجحان سیکٹر کیلئے چیلنج بن رہا اور روس یوکرین جنگ نے اس پر جلتی کا کام دکھایا جس کے باعث اجناس کی قیمتوں میں سپر سائیکل کے علاوہ توانائی اور فیول کی قیمتوں میں ہوشربا اضافہ ہوا۔ عالمی سطح پر اجناس اور فیول کی بلند قیمتوں کے مجموعہ اور ملک کے غیر یقینی سیاسی ماحول نے کرنٹ اکاؤنٹ خسارہ میں اضافہ میں اپنا نمایاں حصہ اور غیر ملکی زرمبادلہ کے ذخائر پر شدید دباؤ ڈالا جس کے باعث حکومت نے سال کے دوران سخت مالیاتی کنٹرول اور مانیٹرنگ پالیسیوں کا سہارا لیا۔ ان اقدامات میں سود کی شرح میں نمایاں اضافہ، آٹو فنانسنگ کے سخت قوانین اور پابندیاں اور مالی سال کے اختتام تک آٹو سیکٹر کے لیے سی کے ڈی کنکشن اور مسافر کاروں کے پرزہ جات کی درآمد کیلئے لیٹر آف کریڈٹ کے حوالے سے سخت پابندیاں شامل ہیں۔ ان غیر معمولی حالات نے گزشتہ سہ ماہی کے دوران آپریٹنگز کو یکسر متاثر کیا ہے اور آئندہ مالی سال تک مینوفیکچرنگ کی صلاحیتوں، پیداواری سرگرمیوں، فروخت کے حجم اور آٹو سیکٹر کے منافع پر منفی اثرات مرتب ہوں گے۔

حکومت کی طرف سے منظور کردہ فنانس ایکٹ 2022 آٹو انڈسٹری کیلئے آنے والے وقت میں مشکل ترین وقت ثابت ہو رہا ہے۔ یکم جولائی 2022 سے اضافی محاصل کیلئے قابل اطلاق اقدامات جن میں گاڑیوں پر کیپٹل ویلیو ٹیکس (سی وی ٹی) گاڑیوں پر پیسٹی انکم ٹیکس میں نمایاں اضافہ سے صارفین پر مزید پڑنے سے انڈسٹری کی آگے بڑھتی ہوئے فروخت کے حجم پر اثر مرتب ہو گا۔ مزید برآں آٹو سیکٹر پر سپر ٹیکس متعارف کرانے سے کمپنی کو متاثر کرنے کے ساتھ آٹو سیکٹر

# Indus Motor Company Dealership Network

**52** Authorised Dealerships in **23** Cities



## Form of Proxy

Thirty Third Annual General Meeting

I/We \_\_\_\_\_

of \_\_\_\_\_

being member(s) of INDUS MOTOR COMPANY LIMITED, holding \_\_\_\_\_  
ordinary shares, hereby appoint \_\_\_\_\_ s/o \_\_\_\_\_ Folio No. \_\_\_\_\_  
of Karachi or failing him/her Mr. \_\_\_\_\_ s/o \_\_\_\_\_ CDC Part. ID & A/c # \_\_\_\_\_  
of Karachi who is/are also member(s) of INDUS MOTOR COMPANY LTD as my / our proxy in my/our absence to  
attend and vote for me/us and on my/our behalf at the Thirty Third Annual General Meeting of the Company to be  
held on September 30, 2022 and / or any adjournment thereof.

As witness my/our hand/seal this \_\_\_\_\_ day of \_\_\_\_\_

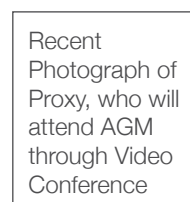
Signed by the said \_\_\_\_\_  
in the presence of \_\_\_\_\_



Member's Folio / CDC  
Account No.



(Sign should  
agree with  
specimen  
registered with  
the Company)



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 office of the Company's Share Registrar, 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 passport of the beneficial owners and the proxy shall be furnished with the proxy form.
- iii) 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. CDC Share Registrar Services Limited,  
CDC House, 99-B, Block "B", S.M.C.H.S.,  
Main Shahrah-e-Faisal, Karachi-74400.

## 33 واں سالانہ اجلاسِ عام

(iii) کسی کاروباری ادارے کی نمائندگی کی صورت میں نامزد فرد کو اپنے بورڈ آف ڈائریکٹرز کی قرارداد / مختصر نامہ، دستخط کے نمونے اور کمپنی کے پراکسی فارم کے ہمراہ اجلاس کے وقت پیش کرنا لازمی ہوں گے۔

AFFIX  
CORRECT  
POSTAGE

رجسٹرار، انڈس موٹر کمپنی لمیٹڈ  
میسرز CDC شیئر رجسٹرار سروسز 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 and Companies (Distribution of Dividend) Regulations, 2017, it is mandatory that dividend payable in cash shall only be paid through electronic mode directly into the bank account designated by the entitled shareholder.

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. CDC Share Registrar Services Limited, CDC House, 99-B, Block-B, SMCHS, Main Shahrah-e-Faisal, Karachi. Shareholders who hold shares with Participants / CDC are advised to provide the Dividend Mandate and attested copy of CNIC, directly to their concerned Broker (Participants) / CDC.

My Bank account details for credit of dividend are as below

Name of shareholder :-----

Folio Number / CDC A/c No. : -----of **Indus Motor Company Limited**.

Address of shareholder : -----

Mobile number of shareholder : -----

Title of Account (\*) : -----

Account Number : -----

IBAN Number (\*\*) : -----

Name of bank : -----

Bank branch & code : -----

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:**

- \* Joint account holders shall specify complete Title of Account including Shareholders name.
- \*\* Please provide complete IBAN 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 2017 کے سیکشن 242 اوکینیز (ڈیویڈنڈ کی تقسیم) ریگولیشنز 2017 کی شق کے مطابق یہ لازمی ہے کہ نقد میں ادا ہونے والے منافع کو صرف الیکٹرانک طریقہ کار سے براہ راست متعلقہ شیئر ہولڈر کے متعین کردہ بینک اکاؤنٹ میں منتقل کیا جائے گا۔

حصص یافتگان سے درخواست ہے کہ وہ منسلک فارم کو پُر کر کے شناختی کارڈ کی مصدقہ نقل کے ہمراہ کمپنی کے شیئر رجسٹرار میسرز سی ڈی سی شیئر رجسٹرار سروسز لمیٹڈ، سی ڈی سی ہاؤس، 99-B، بلاک بی، پلس ایم سی ایچ پلس، مین شاہراہ فیصل، کراچی کو ارسال کریں۔ پارٹیسپینٹ / سی ڈی سی میں حصص رکھنے والے شیئر ہولڈرز کو مشورہ دیا جاتا ہے کہ وہ ڈیویڈنڈ مینڈیٹ اور شناختی کارڈ کی مصدقہ نقل اپنے متعلقہ بروکر (پارٹیسپینٹ) سی ڈی سی کو براہ راست فراہم کریں۔

نقد منافع جمع کرانے کیلئے میرے بینک کی تفصیلات درج ذیل ہیں۔

حصص یافتہ کا نام -----  
فولیو نمبر / سی ڈی سی اکاؤنٹ نمبر ----- انڈس موٹر کمپنی لمیٹڈ  
حصص یافتہ کا پتہ -----  
حصص یافتہ کا موبائل نمبر -----  
ٹائٹل آف اکاؤنٹ \* -----  
اکاؤنٹ نمبر -----  
IBAN نمبر \*\* -----  
بینک کا نام -----  
بینک برانچ اور کوڈ -----  
برانچ کا پتہ -----  
شناختی کارڈ نمبر (مصدقہ نقل ایج کریں) -----  
این ٹی این نمبر (کارپوریٹ ادارہ ہونے کی صورت میں) -----

تصدیق کی جاتی ہے کہ مندرجہ بالا فراہم کردہ کوائف میرے علم و یقین کی حد تک درست ہیں۔ مستقبل میں مذکورہ کوائف میں تبدیلی کی صورت میں کمپنی کو آگاہ کیا جائے گا۔

تاریخ

حصص یافتہ کے دستخط

نوٹس:

\* مشترکہ اکاؤنٹ ہونے کی صورت میں حصص یافتگان کے نام کے ساتھ ٹائٹل آف اکاؤنٹ کی وضاحت کی جائے گی۔

\*\* براہ مہربانی اپنے متعلقہ بینک برانچ سے تسلی کرنے کے بعد مکمل IBAN نمبر فراہم کریں تاکہ آپ اکاؤنٹ میں براہ راست الیکٹرانک ادائیگی کی جاسکے۔





**INDUS MOTOR COMPANY LTD.**

Plot No. N.W.Z/1/P-1, Port Qasim Authority,  
Bin Qasim, Karachi Pakistan.  
[www.toyota-indus.com](http://www.toyota-indus.com)