

Indus Motor Company Ltd.

2018
annual report



PROGRESSING with **Localization**

IMC's financial highlights were further improved than previous years and have observed increased turnover and profitability. IMC has been a major contributor towards economic progress in our country, with its focus on empowering the local market for parts. With the launch of two new models this year, the Fortuner and Hilux REVO, our localization has gone even further. With a constant increase in local suppliers, IMC has come a long way from just 15 parts suppliers in 1993 to 45 in 2018. Let us share some of the facts with you on our journey to progress as the theme of our annual report this year.

TOYOTA



Corporate Profile

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

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

In its 29 years history since inception, IMC has sold more than 800,000 CBU/CKD vehicles and has demonstrated impressive growth, in terms of volumetric increase from a modest beginning of 20 vehicles per day production in 1993 to 268 (with overtime) units daily at present through the development of human talent embracing the 'Toyota Way' of quality and lean manufacturing.

Over the years, IMC has made large scale investments in enhancing its own capacity and in meeting customer requirements for new products. Today, Corolla is the largest selling automotive brand model in Pakistan and it also has the distinction of being # 1 in Toyota's Asian market.

The Company invests heavily in training its 3,200 plus workforce of team members and management employees and creating a culture of high performing empowered teams working seamlessly across processes in search of quality and continuous improvement.

The core values of the Company encourage employees to pursue high standards of business ethics and safety; communicating candidly by giving bad news first and to respect people. The bi-annual TMC morale surveys show that employees rate IMC high on work environment and level of job satisfaction.

The Company has played a major role in the development of the entire value chain of the local auto industry and is proud to have contributed in poverty alleviation at the grass root level of nurturing localization that, in turn, has directly created thousands of job opportunities and transferred technology to over 45 vendors supplying parts. IMC is also a major tax payer and significant contributor to the GOP exchequer.





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SAVING Foreign Exchange

Foreign exchange reserves of the country seem to be standing on a critical point. Foreign debt burden on the economy is getting wider. In this situation IMC's focus is on saving the reserves through localization of different parts. This contribution has helped in saving millions of dollar outflow from the economy. Achieving a significant level of localization every year, IMC plays its role in narrowing the trade deficit gap by procuring parts from local vendors.



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





TOYOTA



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

CREATING Jobs

Looking forward to the level of localization, the industry is expanding rapidly. With a growing number of people, coming of employable age, job creation becomes essential to broad-base benefits of growth. The progressive growth in the auto sector has led in the creation of job opportunities and providing livelihood to millions of households. This has further ensured the fulfillment of one of the government's macroeconomic indicators by reducing unemployment. The increased number of employment opportunities has also provided the circular flow of money in the economy.



Toyota Guiding Principles



Akio Toyoda
President, Toyota Motor Corporation

The Toyota business is guided by seven principles:



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



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



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



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



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



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



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

Toyota Motor Corporation

CSR Policy

Contribution Towards Sustainable Development

Preamble

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

Customers

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

Employees

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

Business Partners

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

Shareholders

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

Global Society/Local Communities

Environment

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

Community

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

Social contribution

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

Strategic Objectives



Achieving Market Leadership by Delivering Value to Customers

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



Optimizing Cost by Kaizen

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



Bringing Toyota Quality to Pakistan

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



Respecting our people

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



Become a Good Corporate Citizen

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

Board of Directors



Ali S. Habib
Chairman

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

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

Yuji Takarada

Director & Vice Chairman

Yuji Takarada has been appointed as a Director on the Board and Vice Chairman of Indus Motor Company Limited with effect from January 2018. He has been serving at Toyota Motor Corporation for over 24 years and has worked in different capacities. He has also served as Marketing Director for Toyota Astra Motor (TAM).

He has completed his Bachelor's degree in Sociology from Hitotsubashi University in Japan.



Ali Asghar Jamali
Chief Executive

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



Parvez Ghias**Director**

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

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

**Azam Faruque****Independent Director**

Azam Faruque was elected as a Director of the Company in October 2014. He is a director and CEO of Cherat Cement Co. Limited, a Ghulam Faruque Group (GFG) company. Apart from the 26 years he has spent in the cement industry and other GFG businesses, he has served as a member on the Board of various public and private sector institutions. Currently he is a Non-Executive Director of Madian Hydro Power Limited, Faruque (Pvt) Limited, Greaves Pakistan (Pvt) Limited and International Industries Limited. He also serves as an Independent Director on the Board of Directors of Atlas Battery Limited.

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



Board of Directors



Farhad Zulficar
Director

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

He is a commerce graduate from the University of Karachi.

Mohamedali R. Habib
Director

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

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



Tetsuya Ezumi
Director

Tetsuya Ezumi was appointed as Director of Indus Motor Company Limited in May 2018. He has been associated with Toyota Motor Corporation from 1985 to 2017, during which time he has held various senior positions. He joined Toyota Tsusho Corporation in 2018 and he is presently Executive Officer of Toyota Tsusho Corporation and has served as director on the Board of various Toyota Group companies in countries around the globe.

He is a graduate from Faculty of Law of Kagawa University, Japan.

Sadatoshi Kashiwara

Director

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

He is a graduate from the Miyazaki University, Japan.



Susumu Matsuda

Director

Susumu Matsuda was appointed as a Director of Indus Motor Company Limited in February 2018. Currently he is serving as the President of Toyota Motor Asia Pacific Pte Ltd and Managing Officer of Toyota Motor Corporation. He is presently director on the Board of Directors of various Toyota Group companies in countries around the globe.

He graduated from Kobe University, Japan.



Senior Management





TRANSFERRING Technology

Currently, 45 vendors from all over Pakistan are providing more than 150 million parts every day. This reflects the level of localization that IMC has been able to achieve in last 29 years of its journey. This wasn't possible without the transfer of technology between two countries, Pakistan and Japan. IMC and its vendors collectively have 35 different technical assistance agreement with Japanese companies that has helped in moving forward with localization without compromising on the quality.

KYB
Our Precision, Your Advantage

AISIN



Autoliv



Ogihara



Kōtō

Continental

JVC

Clarion

DENSO



TOYODA GOSEI



TOYOTA BOSHOKU

YAZAKI

FURUKAWA

**Kanto
Kasei**

ROAD ROVER
Professional GPS Entertainment

ROAD ROVER
Professional GPS Entertainment

MURAKAMI CO., LTD.
EMULSIONS AND SCREEN CHEMICALS JAPAN

CMWA

CUBIC

Vendor Network



Vendor: Loads Ltd.

CEO: Munir K Bana

Loads Limited was established on January 1, 1979 as a private limited company with the objective of manufacturing exhaust systems, radiators, and sheet metal components for the automotive industry. Over the years, the Company has grown into one of the largest Auto Parts Manufacturers (APMs) in the country and is recognized for the reliability and quality of its products. It has signed Technical Assistance Agreements with Yutaba, Fataba, etc. for Exhaust Systems & Sheet Metal Components (as well as Radiators). Today Loads group ranks amongst the

top ten largest manufacturers of auto parts in Pakistan and is currently the market leader in Exhaust Systems for the automotive industry.

The primary customers of the company belong to the automotive sector, mainly multi-national assemblers of passenger cars, light commercial vehicles, heavy commercial vehicles (trucks & buses), tractors and motorcycles. The key clientele of the Group includes world's most reputable assemblers including Toyota. Loads Limited has in-house die designing & manufacturing facility with state-of-the-art Computer Numerical Control ("CNC") automatic die manufacturing machines. The Japanese philosophies of 5s and Kaizen have been implemented to ensure efficiency, good housekeeping and higher productivity. All senior personnel undergo training and development as required from time to time.



As part of its diversification strategy, Loads Group has taken a decision to expand its product range to include "Aluminium cast Wheels", which are currently not manufactured in Pakistan. Recent acquisition of a plant will lead to the addition of Alloy Wheels to its portfolio by end-2019.

With the continuing growth of the auto industry in Pakistan, Loads group looks forward to sharing and supporting IMC's future endeavors for achieving continued growth and prosperity in the auto sector.





Vendor: TechnoPak Industries (Pvt.) Ltd.

CEO: Amir Allawala

Tecno Group possesses a track record of more than 4 decades in building sustainable relationships with our valuable clients by serving them through the production of automobile components.

Tecno Pack Telecom Pvt Ltd is closely associated with all Japanese car assemblers in Pakistan. The company is a leading supplier of safety seatbelt, car audio & infotainment systems and vehicle security products. Tecno is ISO-9002 and ISO-14001 certified and adopts latest management tools to ensure quality & reliability of its components.

Tecno has always gained prestigious guidance and appreciation from its valued customers including large OEMs such as Indus Motor Company Ltd.



Tecno Group feels optimistic about future growth in automobile demand in the country based on the rise in consumer demand and a vibrant young population. To avail these upcoming opportunities, Tecno Auto Glass Ltd has been set up with a total investment of PKR 2.87 billion to produce ECE-R43 compliant Windscreens, Rear Glasses & Side Glasses. Currently, the plant is in advance stage of construction and equipment installation under technical assistance provided by Asahi Glass. The project is expected to start commercial production in second quarter of 2019 with total capacity of 500,000 car sets per annum.





Vendor: Procon Engineering (Pvt.) Ltd.

MD: Nadeem Malik

Master Group instituted a manufacturing automotive interior Industry, Procon Engineering (Pvt.) Ltd. the first of its kind with state-of-the-art self-reliant composite manufacturing facilities in Karachi and Lahore.

Procon is IATF 16949:2016, ISO 9001:2015 and ISO 14001:2004 certified company supplies high quality products for car, van, pickup, truck, bus, motorcycle and tractor manufacturers. Procon has the distinguished honor of exporting

Sports Car Seats to USA, Europe and Japan. Procon has highly advanced Stamping Facility (for sheet metal parts) with a wide range of Presses ranging between 100 ton to 1300 ton capacity. We got welding facility, including Manual and Robotic Spot and M.I.G Welding for sheet metal part assemblies. It has an in-house Tool and Die manufacturing facility for Dies Jigs & Fixtures. It has the capability to fulfill any requirement for automotive interiors and other components. PROCON also has a dedicated setup for manufacturing of Automotive Seating Fabric with technical collaboration of TCH Suminoe Co., Ltd Thailand. This unit is fully equipped with all the necessary machinery, and testing equipment such as Electronic Dobby Loom, Jacquard Loom, and Circular Knitting Machine etc. for the manufacturing of Seating Fabrics.



The relationship between Procon and IMC dates back to the time when IMC established its Assembly Plant at Port Qasim in 1992. Ever since then with every passing year this cordial relationship has continually grown stronger and stronger. Both companies have together stood the test of time and have developed mutual trust, confidence and understanding of the highest level and have an everlasting relationship. Procon was the first vendor to set up its manufacturing facility in the close vicinity of IMC which is a testimony of the mutual trust, understanding and confidence between Procon and IMC. We sincerely hope and wish that this relationship is further strengthened and stays evergreen for all times to come.





Vendor: Rubatech Manufacturing Company (Pvt.) Ltd.

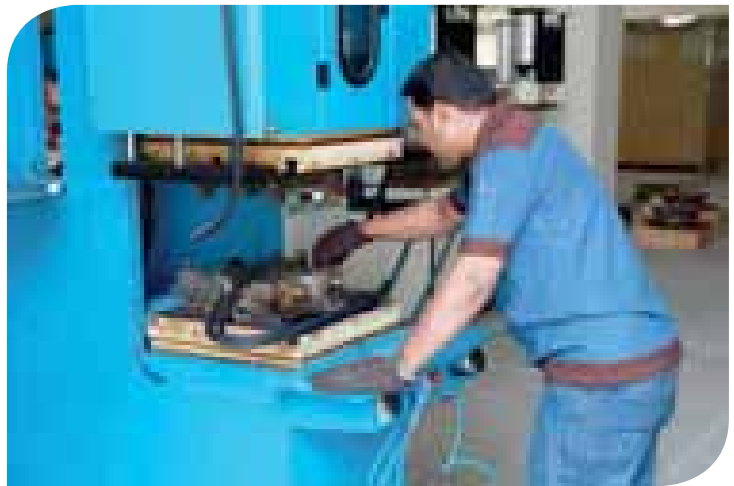
CEO: Shariq Sohail

Rubatech Manufacturing Company was incorporated in 1990, and since then has maintained its edge as specialty rubber and plastic part supplier for industry. Rubatech is the premier supplier of OEM standard automotive parts. Rubatech continues to strengthen its industrial capabilities by continual investments and creating more job opportunities. The company employs a highly trained and dedicated workforce, with employees, ensuring that our customers receive the highest quality products on time. Over the past twenty five years the company

has invested in facility expansion, automated production lines, new metal treatment facility, additional testing equipment, enhancement of production capability. Using in-house R&D and knowledge base, RMC creates the ideal compounds for our client's specialized needs. Be it soundproofing, weather sealing, or high temperature oil sealing applications, RMC can provide a solution that falls under quality and cost standards.

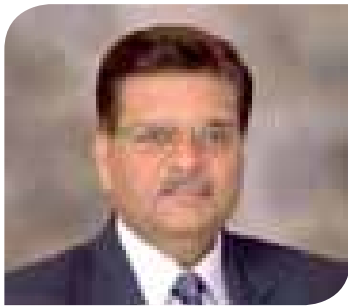
RMC is also a specialist in high performance rubber-metal bonded components. In addition to core competencies in rubber technology, RMC also has considerable strength in plastics, with manufacturing of trims, door moldings, window seals and attaching components.

RMC's plans to enhance its manufacturing capability by adding technology to manufacture Glass Runs on the latest engineering standards, and weather strip outer and inner components for the automotive industry. We are proud to say that RMC is ISO9001 and ISO14001 certified.



The automotive industry is heavily dependent on economies of scale. New technological investments only yield good results if backed by volumes. RMC hopes that the economy of Pakistan will continue to grow, and policies should be made to ensure the continued growth of the automotive industry in Pakistan.





Vendor: Thermosole Industries (Pvt.) Ltd.

Chairman: Syed Nabeel Hashmi

THERMOSOLE INDUSTRIES PVT LTD is a designing and manufacturing unit producing Engineering Automotive plastic components with supplies to Pakistan car, motorcycle and Tractor industry. It also produces large scale Industrial Packaging for Textile, Chemical, Food, pharmaceutical, paint industry and Gardening and highway safety equipment. Tiger Polymer Corporation Japan is the counterpart, providing technical assistance to Thermosole industries.

An Engineering Plastics, Custom OEM processor offering one stop solution services of Plastic product designing, development and production. We offer a wide range of flexibility to produce precision engineering and industrial plastic components and parts. We are complemented with high quality in house tool design and development. Currently we are covering 95% of all OEM Automotive Blow Molding requirements in Pakistan. We are also proud Auto parts exporters to Europe & the USA.

Over the last thirty four years the company took itself on a continuous improvement process with dedicated innovations and high technology. We ensure complete customer satisfaction in each product that we produce and never compromise on quality. We aim for zero defects with on time delivery. We have got following certifications for quality, environment, food safety and health and safety management, ISO 9001: 2015, ISO 14000: 2015, FSSC 22000, OHSAS 18001: 2014.



For the last 25 years, Thermosole is part of IMC vendor network. Thank you IMC for trusting us with challenging projects and keeping us abreast with the best management practices that have enabled us to be one of your best suppliers. IMC's localization drive is a strong enabler of employment and technology transfer.





Vendor: PCI Automotive (Pvt.) Ltd.

CEO: Syed Mehdi Ali Rizvi

We started our journey in 1948, when Syed Ali Akbar Rizvi, set up PCI – Pakistan Carpet Industry, in the busy local hub of Saddar, Karachi, which contributed to the economy of the country. In 1951, we established Pakistan's first handmade carpet manufacturing unit, dedicated solely for export. Owing the extraordinary performance of the company in the international market, PCI was awarded the President's Export Trophy in 1969. Weaving through success by 1978, we developed our own needle punched carpet production line. In 1984, we started our journey as a pioneer in the automotive carpet industry in Pakistan by supplying floor carpets. Since then we have grown from being an auto-carpet supplier to a manufacturer of parts through Thermoforming, Injection Molding, Blow Molding, PU Forming, Vacuum Forming and Sheet Metal. Our passion and dedication over the years have been rewarded. As of today, we are among the top 5 vendors within the automotive industry, serving all major OEMs such as Indus Motor Company. PCI Automotive has always focused on meeting or even exceeding OEMs' expectations in terms of quality, cost and timely delivery. We have almost 500 employees working with us. We have 2 Manufacturing Facilities to cater OEMs in the most efficient manner. The Japanese system of management, such as 5S, Kaizen & QCC has been implemented throughout the organization. In order to make its operations environment friendly, PCI Automotive is also ISO14001 certified.

We take pride in the fact that PCI Automotive is the first vendor supplier to join hands with Indus Motor Company. Since then, IMC's support and technical assistance has benefitted us in achieving significant levels in localizing different parts that has led to increase job opportunities in Pakistan. We hope that local industry expands and flourishes.





Vendor: Razi Sons (Pvt.) Ltd.

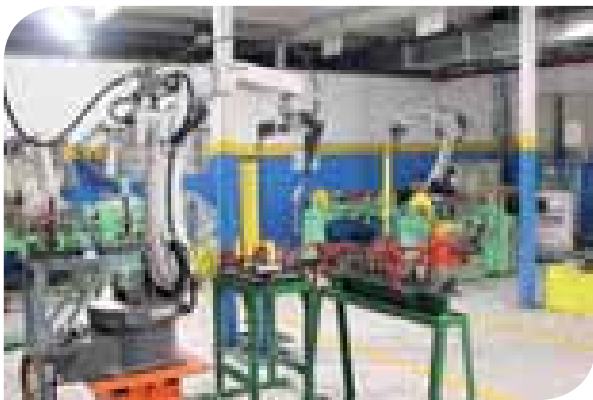
Chairman: Salahuddin Siddiqui

Razi Sons was established in 1948 as Rubber and Leather manufacturer later it became the first Automotive seat manufacturing unit in Pakistan. In its initial years, Pakistan faced multiple challenges in every sector of the economy, and the emerging automotive industry was no exception. Razi sons (Pvt.) Ltd remained steadfast despite encountering numerous problems, and continued to enhance its stature and credibility as a quality seat manufacturer in 1973, the company achieved a proud distinction when its seats were used in Pakistan's first

assembled passenger car.

With the passage of time, Razi Sons (Pvt.) Ltd has gradually expanded its product line and, under the astute guidance of its Chairman Mr. Salahuddin Siddiqui, the company is now regarded as one of the premier suppliers of auto parts to OEMs and an integral partner in the development of Pakistan's automotive industry. Our range of products also includes complete interior components and sheet metal parts.

Today Razi Sons (Pvt.) Ltd has become synonymous with quality, reliability, competitive prices and timely delivery. With hard work, constant innovation and commitment, we endeavor to continue our key role to support and bolster Pakistan's automotive industry.

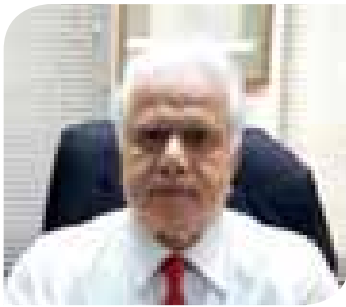


Since the inception, Razi Sons is a part of IMC's supplier network under the dynamic Leadership of Mr. Ali S Habib.

Razi Sons has the honor of installing seats in the 1st Corolla roll out at IMC which was appreciated by Japanese.

The name Razi Sons stands for more than just seat, it represents philosophy of quality, price and in time delivery. We look forward to take advantage of our expertise to flourish local industry in Pakistan.





Vendor: Omar Jibran Engineering Industries Ltd.

CEO: Feroz Khan

Omar Jibran Engineering Industries Limited (OJ) was incorporated on the 25th of June 1987. OJ started the first plant in Karachi on the 1st of July 1990. OJ has the Injection Molding facility which molds largest plastic parts, e.g. Car Bumpers and Instrument Panels in Pakistan. The Injection Molding Machines range from 100 Tons to 3000 Tons clamping force. OJ is the first vendor industry in Pakistan who started manufacturing, car bumpers, instrument panels, radiator grills in 1990.

Over the past 30 years, OJ has been a single source supplier of these parts to Toyota vehicles being assembled in Pakistan. OJ manufactures approximately 150 plastic injection molded parts. OJ is an OEM parts supplier to Toyota.

We have vast experience of more than twelve years in making Molds and Dies for Plastic and Sheet metal components respectively.

OJ is the first vendor in Pakistan to introduce Gas Injection Molding Technology. For this purpose, OJ acquired state of the art equipment from Bauer Germany.

Over the past 30 years, is among few pioneer vendors to supply parts for Corolla and feel immense pleasure to inform that our parts were installed in first Toyota Corolla line-off in Pakistan. Among the first part were Door Handles, Bumpers, instrument Panels. Today, OJ supplies more than 70 injection molded plastic parts for Corolla, Hilux and Fortuner, which include Engine Covers, Liner Fenders, Grill Radiators, Fog Lamps and etc. We look forward for the same corporation in the future.





Vendor: Metaline Industries (Pvt.) Ltd.

Chairman: Razzak Ahmed

Metaline established in 1983, with precision machining and press work ability providing hi-tech equipment and sheet metal components to OEMs as tier one supplier and other engineering sectors of the country. Through the dedication and expertise of our work force, our company soon earned reputation for its good quality and reliable services. Today, at Metaline we provide a wide spectrum of engineering services of consultancy, designing, development and production of high quality products. We also produce high quality precision tooling for the

development of intricate dies and molds required for our quality products and automobile sector to meet the customers' expectations for stringent quality. Expansion of state of the art facilities of Metaline Industries (Pvt) Ltd. helped to meet our clients challenging demands. At the same time we also provide valuable in-house resource for the speedy production of accurate tooling. By adding CNC wire-cut, EDM, CMM machine to our tool room and hi-tech paint shop with conveyor system. It has become possible for us to manufacture and maintain large size of tooling and high quality paint on our products. This unit, thus offers all facilities under one roof. We are in a position to undertake manufacturing of all sizeable components i.e. fuel tanks, oil pans, body panels and sub-assemblies.



It's like a family being a part of the IMC supplier network. IMC has not just developed its in-house parts manufacturing, but has provided complete technical support in



developing the local parts vendors. Metaline started its operations with a workforce of 60 people but due to the substantial localization in the past years, the number has increased to more than 500. Initially, we were supplying screw jacks and then fuel tanks for Toyota Corolla. This contribution has led to increase the local value addition. We look forward to get the same corporation in future as well.



Vendor: Synthetic Products Enterprises Ltd.

Chairman: Almas Hyder

Synthetic Products Enterprises Limited is one of the leading manufacturers of Technology Intensive Engineering Plastic and Packaging Products in Pakistan. For more than 40 years, SPEL has been delivering quality products and outstanding services to the industry.

SPEL values Customer Satisfaction, Save Environment, Respect for everyone in the organization, customers and stakeholders, Integrity and sense of Ownership.

SPEL focuses on new products development and introduction of new and better technologies.

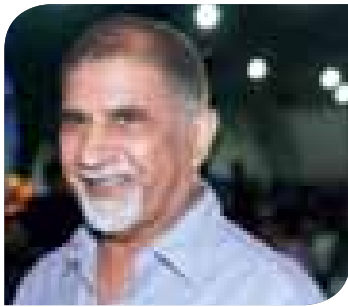
SPEL is ISO 9001, ISO 14001, FSSC22000 & HALAL certified and Sedex Compliance.

SPEL is a part of SPEL Group that provides one stop shopping experience to the customers for engineering plastic products and molds. We at SPEL provide complete solutions, from design to products, which are aesthetically appealing, precise and meet quality and environmental standards. SPEL provides expertise from design to production, including Rapid Prototyping, Tooling Development, Inspection, and Material Selection. SPEL's capabilities span from Designing, Molds & Dies Making, Injection Molding, Thermoforming, Blow Molding, Extrusion, Printing, Labeling, Shrink Sleeved Bottles, and Sticking etc.



SPEL works hand in hand with IMC towards the goal of creating value, generate employment and save foreign exchange through localization. SPEL is uniquely positioned to leverage its technology, knowhow and skilled manpower to help the auto industry meet the mobility needs of the society in years to come. SPEL has been one of the first companies to become IMC's vendor and has grown from small to medium sized company with the help of Toyota production systems, and the help and support of IMCs management and engineers.





Vendor: Alsons Industries (Pvt.) Ltd.

Chairman: Abdul Rehman Allana

Having 60 years of rich manufacturing experience complemented by our impeccable record of providing innovative engineering technologies and solutions has enabled Alsons to manufacture hi-tech specialized engineering products of enhanced quality for the Automotive, Precision Engineering, Alternative

Fuel, Aerospace, Agriculture and Oil and Gas.

Alsons Auto Parts (Pvt.) Ltd. established 1992, is one of the leading Automotive OEM suppliers in Pakistan. It provides various assemblies for instrument cluster/speedometer, brake, switch combination and few more. Due to automotive technology transfer, Alsons has set up a joint venture with the Tatsuno Corporation of Japan for providing repair and maintenance facility for Tatsuno dispensers and other machinery. We have brought in 85-years of Tatsuno experience into Pakistan. We got a highly qualified team, which comprises of over 60 Engineers, along with our well trained and multi-skilled workforce complement our World Class Quality Management System and gear us in a cycle of Continuous Improvement in all areas of our business.

We wish to bring in new technology to enhance the quality production in Pakistan.



Vendor: Baluchistan Wheel Ltd.

CEO: Razzaq Bengali

Since its inception in 1980, Baluchistan Wheels Limited has been a pioneer in the field of manufacturing steel wheels for automobiles. The technical collaboration with GKN SANKEY LIMITED U.K. has resulted in respected and revered worldwide for its exceptional quality and standards.

This facility provides a diverse range of wheels for passenger cars, commercial vehicles, tractor and Suburban vehicles (4 x 4) to varied original Equipment Manufacturers (OEM)'s.

The Company is a corresponding member of European Tyre and Rim Technical Organization (ETRTO) and certified by AIB Vincotte of Belgium for ISO-9002.

The Plant is well equipped with highly sophisticated facilities comprising of the material preparation line, heavy and light duty rim lines, a press line having presses of up to 1500-ton capacity, an assembly and welding line with submerged arc welding machines. BWL has recently inducted Spinning Machine for manufacturing original CKD designed Truck/Bus Disc Wheels of all sizes. The BWL also has the capability and the capacity to produce Tubeless Truck/Bus Wheel. The manufacturing is complemented by the most modern Cathodic Electro Deposition painting process using latest paints from Kansai Paint Co. Japan. Specialized facilities of shot blasting, tool and die making, repairing, quality assurance material and wheel testing also exist. The BWL has the capacity of manufacturing Rims up to 3 Million wheels annually.



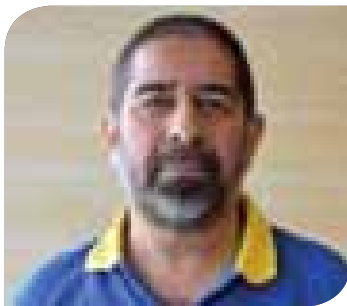


Vendor: A-One Techniques (Pvt.) Ltd.

CEO: M. Athar Khan

A-One started as a producer of Rubber based parts in 1983. Our organization has been developed into a full-fledged automotive manufacturer of Rubber & Sheet Metal components. A-ONE has experienced continuous growth while diversifying our product mix of parts manufacturing, including specialization of bonding various types of rubber with sheet metal. We have received numerous awards and acknowledgements for excellent quality in Rubber, Plastic and Sheet Metal Products. These achievements have only been made possible through efforts put forth by our team of dedicated engineers, technicians, workers and our commitment to provide world class components to our valued clients.

A-One is presently one of the leading ISO certified manufacturers and exporters of Rubber, Plastic and Sheet Metal parts providing quality components to OEMs including Toyota. We have the most excellent references from all prestigious 4 Wheelers as well as 2 Wheelers Assemblers in Pakistan and abroad. Our philosophy of total customer satisfaction is reflected in Quality, Delivery, Price, Responsiveness, and After Sales Support. These values are backed by our highly motivated workforce who is fully equipped to meet ever increasing technology and quantitative demand of our valued customers.



Vendor: Plastech Autosafe

CEO: Usman Saqib

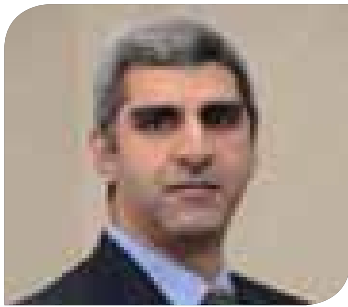
Plastech Autosafe is the pioneer of automotive safety restraint systems in Pakistan and has been committed in its objective of providing global industry leading safety technology to all Automotive OEM's in Pakistan. The company in-house design and lab testing facilities and is a long standing supplier to many OEM's in

Pakistan like Indus Motor Company.

We have an exclusive technical assistance agreement with Autoliv AB of Sweden. Autoliv is a global leader in automotive safety systems with 70% global market share and we are Pakistan sole and exclusive partners. We have the capability to design, develop and test seat belts locally in our lab with various equipment including tensile test machine and other equipment specific to seat belts.

We supply a large number of parts to various OEM customers, including Seat Belts, Air vent Assemblies, Interior and Exterior Plastic Parts and Sheet Metal Parts. The Company has acquired ISO-9001:2008, ISO-14001:2008, ISO-22000 & HACCP certifications to enhance and maintain highest levels of quality standards, In order to maintain international quality standards and to bring about continuous improvements in line with changing demands, a team of highly qualified professionals provides a sound technological base.





Vendor: The General Tyre and Rubber Company of Pakistan Ltd.

CEO: Hussain Kuli Khan

The General Tyre and Rubber Company of Pakistan Limited (GTR) commenced its production in 1964. The Company was then established by the General Tire International Corporation (GTIC) of the USA, with a total capacity of only 120,000 tyres per annum. In 1985, the Company completed a major expansion, which took

the capacity to 600,000 tyres annually. Continental AG, Germany's number one tyre manufacturer purchased GTIC in 1987 and thus shared ownership in GTR. Continental provides Technical Assistance to GTR under a program, which includes training of our people, formulations, recipe, and selection of equipment and approved suppliers. GTR under this agreement with Continental is bound to follow all rules and regulations provided by Continental including the given quality standards. The name 'GENERAL' carries the highest top of the mind brand name in Pakistan when it comes to tyres. The capacity of the Company stands at 2.5 million tyres approximately meeting one third of the country's demand. General is producing tyre of different sizes and patterns that cover almost 85% of the sizes in demand in Pakistan. GTR is the first & largest automotive tyre manufacturer in the country producing tyres for cars, light commercial vehicles, trucks/buses, tractors, CNG Rickshaw. While motorcycle tyre plant has been added with the capacity of one million tyres per annum.



Vendor: Agriauto Industries Ltd.

Chairman: Yutaka Arae

AIL, has increasingly built its status for high quality and leading-edge products, supported by complete industrial understanding and state of the art equipment under technical collaboration with leading international companies such as KYB Corporation Japan, Ride Control LLC USA, AISIN Corporation Japan, Ogihara Thailand, Shiroki Japan, Sannou Riken and KMS Japan.

AIL achieved another milestone by setting-up a world class Stamping facility in 2012, by the name of Agriauto Stamping Company (ASC) at Port Qasim in collaboration with "Ogihara – Thailand". ASC engages in stamping of sheet metal parts with high tensile material for the automotive industry.

Our ongoing achievement has come about through our capability to change. With greater emphasis on 5S and Kaizen, leading to inspiration and invention, the company is passing through a change in culture and up-gradation of machinery through Total Production Maintenance (TPM) under a phased program. It is our firm belief to accept the challenges which have ensued due to the global business trends.

We are working closely with our customers like Indus Motor Company Ltd. and has made significant progress with the increased local demand for auto parts.





Vendor: Jodhala Complex (Pvt.) Ltd.

CEO: Mirza Shafqat

Jodhala established in 1990 as an auto parts manufacturing setup with a big dream, high ideas and honest commitments. The determined efforts and the dynamic policies for the forward looking management of the company finally crowned the project with success. It also registered a phase of rapid growth and expansion, capturing a major share in Auto market of the country.

We at Jodhala provide a wide range of finished products, especially Pedal set Brake and Clutch, Accelerators, as well as complex welded Assemblies to all Pakistan based OEMs such as Indus Motor Company Ltd. etc. with strength of skilled workers and highly professional management staff. We are committed to expanding on the basis of specialization, dedication and quality customer services.

Jodhala has been working with IMC since 1993. Here we would like to appreciate IMC for its endless support in our development. Its technical training helped us to adopt new modern techniques like improving the torqueing process of pedal assembly brake and clutch and to make international standard quality products for our customers. We wish to expand our facility so that local industry can create more employment opportunities in Pakistan.





Vendor: Automate Industries (Pvt.) Ltd

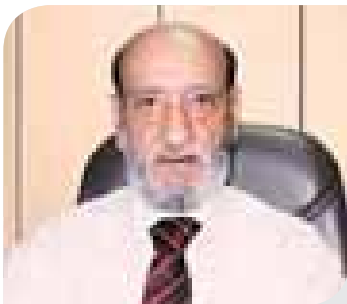
CEO: M. Nadeem

We are proud to say that we have been vendors for Toyota Corolla since day one back in 1993. Automate's vision has always been to localize production adhering to all international standards. We are proud to claim that we are the pioneers in this country of locally assembling tape recorders for Toyota. We aim to further flourish in this journey of localization, creating an excellent platform for development in the country, creating job opportunities, facilitating specialization and improving the country's balance of payments significantly.

Vendor: Auvitronics

CEO: Abbas Ul Husaini

Auvitronic is among the largest companies in the field of automotive parts which include lamps, mirrors, steering wheels, wheel caps, EPP parts, chrome and resin parts. A team of dedicated professionals, employing state-of-art technology has helped in providing value for money to its customers, both in local and export market. Toyota Gosei Co. Ltd. Japan, Kanto Kasei Co. Ltd. Japan and Koito manufacturing Co. Ltd. Japan are providing technical assistance which has supported us to expand our operations.



Vendor: Exide Pakistan

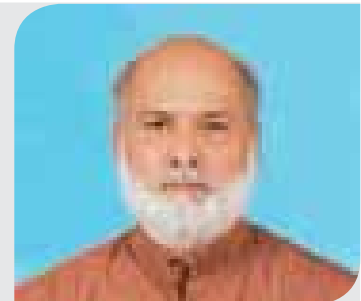
CEO: Arshad Shehzada

Exide Pakistan is the leading manufacturer of Automotive Batteries in Pakistan. It was the first Company to install Battery Manufacturing Unit in Pakistan. The Company produced Exide & Chloride Brand under License from Chloride UK & FB/TOKYO brands in collaboration with THE FURUKAWA Battery, Japan. FB brand has been supplied to IMC since 1993. We have developed tooling and molds for Toyota Cuore, Corolla and IMV.

Vendor: Global Industries Enterprises

CEO: Gulfam A. Shaikh

Global Industries Enterprises joined hands with Indus Motor Company Ltd. in 2001, since then we are supplying more than 20 high quality chrome plated emblems for different models of Toyota manufactured at IMC. We look forward to strengthen our product range by localizing more parts and continuing strong customer relationship with IMC and wish them a prosperous growth in future.



Vendor: Mehran Commercial

CEO: Ghazanfar Khan

We feel honored to be associated with Indus Motor Company. We are manufacturing Cover Spare Wheel, Cover Shifting Hole, Cover Parking Brake, Trim Compartment Luggage FR, Plastic Parts, Floor Mat, Car Cigarette Lighter and Dash Panel. We are highly responsive to modern know-how and are making use of best technical standards in our operations. We are the first Pakistani Company who established the Technical Agreement with AAA PT.APM Armada Auto-parts Indonesia.



Vendor: Pacific International

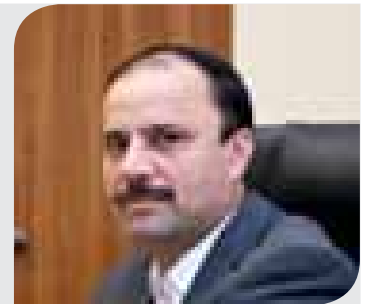
CEO: Saeed Ahmed

We, Pacific International PVT LTD, are proud to be associated with IMC since 2005. In the beginning, we have supplied Audio systems for Daihatsu Cuore and Speakers Assembly for all Corolla Variants. Currently we are supplying Audio/ Video systems and USB chargers for different variants of Corolla and Hilux. We wish IMC a very successful future and look forward to be a part of its team for all upcoming projects.

Vendor: Thal Engineering

CEO: Akkas ul Hussaini

Being a part of the IMC supplier network, we are providing different category of parts which include A.C, CSM, Starter/Alternator and Wire harness. We have a Technical Assistance Agreement with Denso/Furukawa Japan. While recently we signed another TAA with Yazaki to enhance the technological advancement.



Vendor: Allco

CEO: Nayabuddin

ALLCO Transfer Printers (Pvt.) Ltd. is a manufacturing based firm established in 1964 specialized in Graphics, Emblems and Decals, providing solutions for the automotive industry. It has technical collaboration with one of the leading printing firm of Japan. To meet the global challenges ALLCO Transfer Printers (Pvt.) Ltd., has acquired the advanced machinery, technical assistance and skilled manpower. Allco Transfer Printers (Pvt) Ltd. is looking to establish sound business relations with our valued national and global customers.

Vendor: Atlas Battery

CEO: Ali H. Shiraz

The experience of over 40 years, having been incorporated in 1966 in collaboration with Japan Storage Battery Company Limited. We are the only battery company in the industry, having a joint venture with an international company G.S Yuasa Japan. Atlas Battery is the pioneer in dry charge and heavy duty batteries supplying to the leading OEM and Motorcycle manufacturers in Pakistan.



Vendor: Panther Sports

CEO: Mian Waqar Ahmed

At Panther Sports we believe in diversifying our product range to support and being a key player in the industry. We are working hand in hand to bring the best quality product at the most competitive prices. By maintaining continuous standards and quality to the satisfaction of our existing customers over the years and to cater the market demand, management decided to add a manufacturing line of injection molding, compression molding along with our current products. We supply rubber parts to IMC.



Vendor: TPL Trakker Ltd.

CEO: Ali Jamil

At TPL Trakker Ltd we are constantly exploring new technologies to deliver more convenient solutions to our valued customers. Since our inception in 1999 we have managed to assist customers in enhancing their business performance and lowering operating costs through solutions that improve fleet efficiency. We will continue to deliver game-changing innovation and build teams by investing in people to encourage ambition, learning and development.

Vendor: Yaqeen Art Press (Pvt.) Ltd.

MD: Nafees Uddin

Yaqeen specializes in offset printing material, mostly used in promotional campaigns and product descriptions; providing brochures, annual reports and different promotional printing materials used to market automobiles. Yaqeen is serving as a printing partner for IMC since 1995. Since then most of the CKD and CBU brochures are printed by Yaqeen. Yaqeen also provides literature for Toyota vehicles to educate owners when they purchase their car.



Vendor: Hawks Engineering Services (Pvt.) Ltd.

CEO: Muhammad Akram

Hawks Engineering Services (Pvt.) Ltd. in its present shape has a history of over two decades when we diversified our manufacturing activities from a single customer Pakistan Engineering Company (PECO) to other sources. It now certainly is a matter of certification that we manufacture parts conforming to international standards and supply these to renowned assemblers like IMC.

Vendor: Hinopak Motors Ltd.

CEO: Masaaki Kato

Hinopak Motors Limited assembles, manufactures and markets world renowned Hino diesel trucks and buses in Pakistan. The Company has held the top position in the domestic market for medium and heavy-duty vehicles for 17 consecutive years and is highly acclaimed for quality and technological excellence. We have been supplying IMV frames to IMC since 2003.



Vendor: Shaheen Automotive (Pvt.) Ltd.

CEO: Azhar Saeed Bhatti

Shaheen Automotive Private Limited (SAPL) provides high quality components for vehicles. With keen devotion of 34 years, SAPL is counted among the highest reputable auto parts companies. We are specialized in Metal Sheets and Pipes part for automobiles. Our latest invention, Green Automotive Solutions, consist of a range of components that reduce the rate of Carbon dioxide and noise pollution, not only enhance the efficiency of the vehicle but also make environment healthy for us.



Vendor: Ahmed Glass Industries (Pvt.) Ltd.

CEO: Ejaz Alam

Ahmad Glass Industry was established in 2005. AGI is pioneer in manufacturing of all types of tempered & laminated safety glasses in Pakistan. We are manufacturing, automotive safety glasses of OEM standard and architectural safety glasses. Our goal is to meet the demand of finest quality automotive glasses of OEM. Our aim is to provide our customers the exquisite quality glass.

Vendor: Alba Engineering Company

CEO: Abdul Basit

Alba Engineering Company is engaged in the production of High Pressure Fuel Injection Pipes, Hydraulic Pipes, Oil Pipes, Brake clutch and Fuel Pipes and other allied components for cars that are being used by renowned assemblers like Indus Motor Company Ltd. Alba Engineering is backed by over 30 years of experience is exercising strict quality control measures and is supplying these quality components for all types and makes of Japanese and European vehicles.



Vendor: Al-Badar Engineering Company (Pvt.) Ltd.

CEO: Muhammad Mushtaq Butt

Al Badar Engineering Company has been producing quality products and specialized items for automotive sector of Pakistan. We have established an iconic reputation amongst the customers by providing them highly advanced and technologically latest automotive parts with sheer excellence and vigilance. It has expanded its business throughout the country by providing supreme quality products and services.

Vendor: Infinity Engineering (Pvt.) Ltd.

CEO: A.R. Gauhar

Infinity Engineering established in 1994. It is mainly engaged with subcontracting activities for manufacturing of various types of auto parts and engineering components. We are specialized in tool designing, grey casting, hot forging, precision machining, heat treatment and inspection and testing. We supply Wheel Hubs to IMC. Infinity Engineering is a member of IATF 16949 and is certified ISO 14001 for environmental management system and certified ISO 50001 for energy management.



Vendor: Mecas Engineering (Pvt.) Ltd.

CEO: Muhammad Wasim Khalid

Mecas Engineering (Pvt) Ltd. established in 1987 and is involved in manufacturing machine parts for various customers and automotive OEM's. Today Mecas Engineering enjoys customer confidence as a leading manufacturer of precision engineering parts in the country. We are involved in supplying brake discs for Toyota vehicles manufactured in Pakistan.



Vendor: United Mechanical Industries (Pvt.) Ltd.

CEO: Mirza Tauqeer

UMI manufactures and export fabricated engineering parts for various industries which include brake paddle, clutch paddle, instrument panel, mufflers, exhaust pipes and tilting mechanism for automotive industries. We feel proud to be part of the IMC vendor network. We have been supplying brake pedals and other parts that are installed in Toyota vehicles in Pakistan.

Vendor: Landhi Engineering Works (Pvt.) Ltd.

CEO: M. Farooq Ahmed

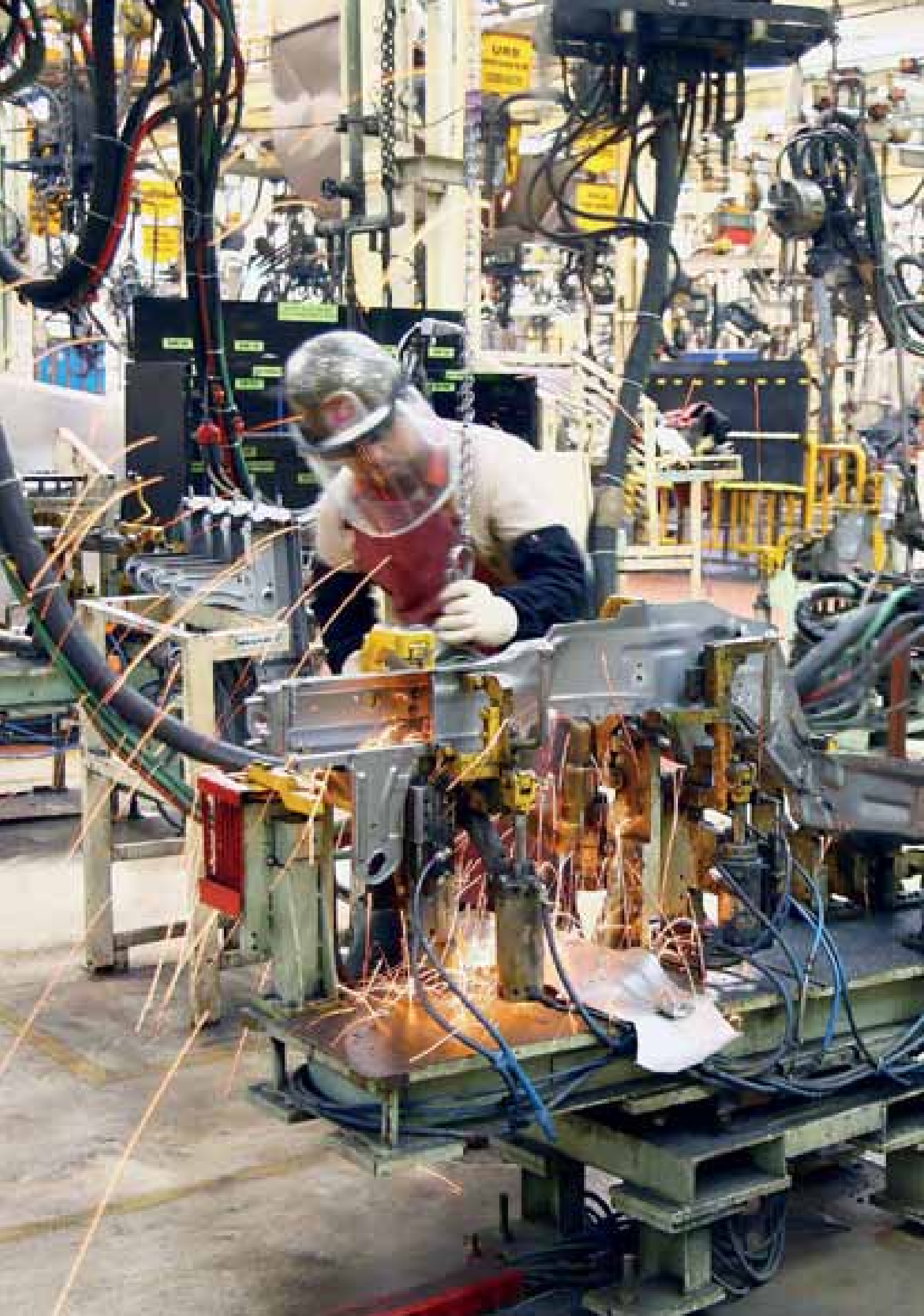
Landhi Engineering Works (Pvt) Ltd, the First ISO Certified (by the Lloyd's Registered Quality Assurance (LRQA) Company in Pakistan. Since 1970, we are manufacturing Leaf Springs for the aftermarket and OEMs. We are the regular Vendor for OEM (Original Equipment Manufacturer) and supplying Leaf Spring Assemblies as tier 1 vendor to Toyota. Conventional Multi Leaf Springs also been exporting to Germany, Poland, South Africa, Sri Lanka & Afghanistan.



Vendor: Stanley Industries

CEO: Aftab Ahmed

By the grace of God, we feel pleasure to introduce ourselves as a leading Manufacturers and supplier of "Sheet Metal Auto Parts" which include fuel filler pipe, for the last 28 years to OEMs and other Automotive engineering sector of the country. Our expertise includes design and manufacture of through the years, our company has developed and diversified its capabilities for the ever-changing requirements of our customers. It is the constant endeavor of Stanley to achieve No.1 Customer satisfaction and continuously striving for the fulfillment of the goal of their Motto "Stanley Believe Quality "



Company Information

Bankers

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

Auditors

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

Legal Advisors

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

Share Registrar

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

Factory / Registered Office

Plot No. N.W.Z/1/P-1, Port Qasim Authority,
Bin Qasim , Karachi.
Phone: (PABX) (92-21) 34720041-48
(UAN) (92-21) 111-TOYOTA (869-682)
Fax: (92-21) 34720040
Website: www.toyota-indus.com



Chief Financial Officer

Mr. Aqeel Loon

Company Secretary

Mr. Muhammad Arif Anzer

Head of Internal Audit

Mr. Azam Khan

Board Audit Committee Members

Mr. Azam Faruque (Chairman)

Mr. Mohamedali R. Habib

Mr. Farhad Zulficar

Mr. Susumu Matsuda

Mr. Tetsuya Ezumi

Mr. Parvez Ghias

Mr. Azam Khan (Secretary)

**Board Human Resource and
Remuneration Committee Members**

Mr. Azam Faruque (Chairman)

Mr. Ali S. Habib

Mr. Parvez Ghias

Mr. Yuji Takarada

Mr. Ali Asghar Jamali

Mr. Mohammad Ibadullah (Secretary)

Board Ethics Committee Members

Mr. Farhad Zulficar (Chairman)

Mr. Parvez Ghias

Mr. Ali Asghar Jamali

Mr. Mohammad Ibadullah (Secretary)

Corporate Governance

IMC's Basic Approach to Corporate Governance

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

Basic Concept of Compliance

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

Board Human Resource and Remuneration Committee

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

Board Ethics Committee

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

Investment Committee

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

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

Marketing Technical Co-ordination Committee

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

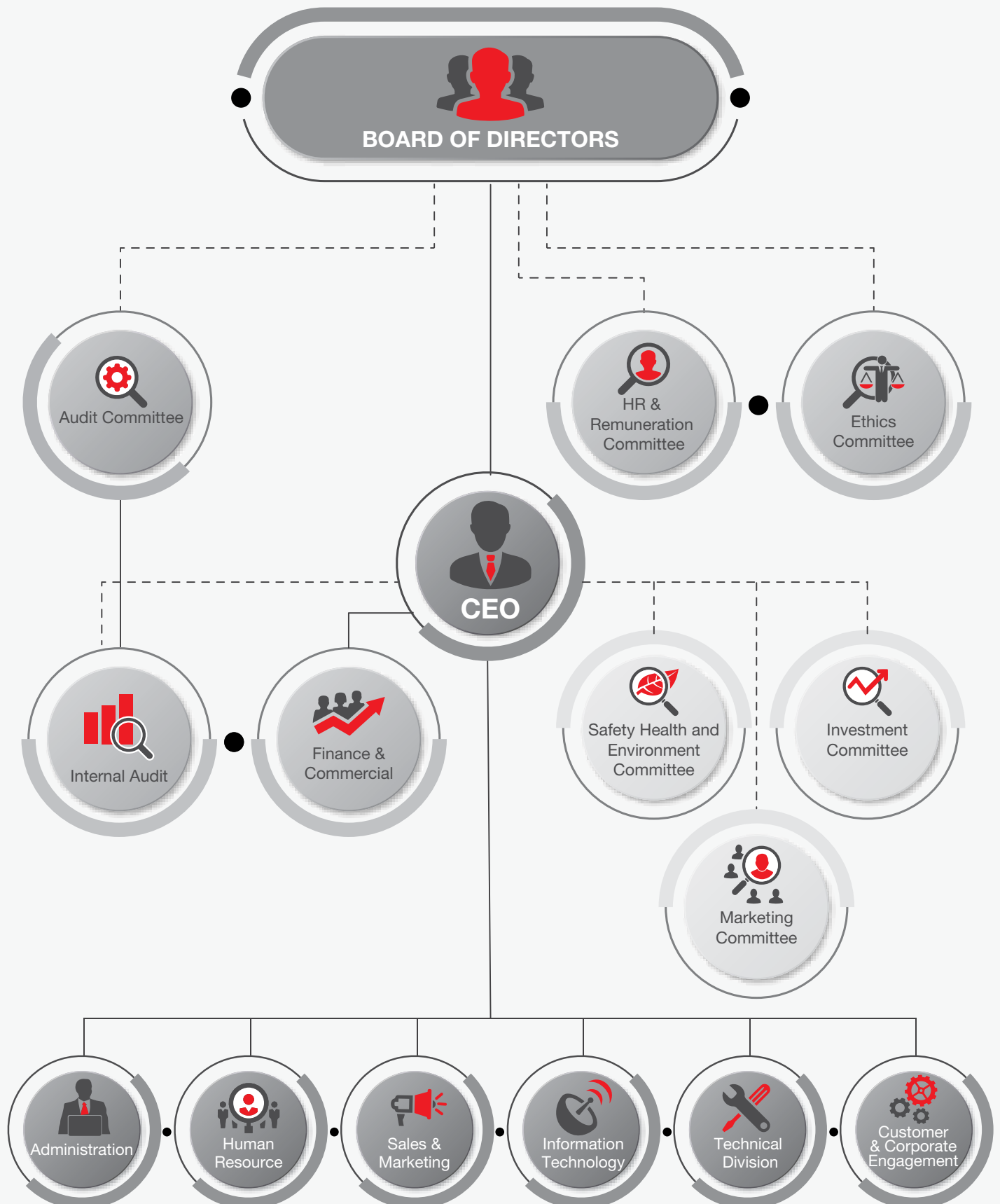
ACT #1 Management Committee

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

Safety, Health and Environment Committee

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

Organization Chart



STRENGTHENING **Expansions**

Rising demand has pushed the auto industry to expand and enhance their capacity. In order to cope up with the demand, supply needs to maintain accordingly, this requires multi-billion investments. IMC is always keen to facilitate its customers. Recently, a new paint shop was inaugurated and made operational; previously it was a major bottleneck in increasing the capacity. This initiative took a multi-billion rupees investment which will significantly increase the production capacity.



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

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

Annual General Meeting

The Annual General Meeting will be held at 9:00 a.m. on October 16, 2018 at the Institute of Chartered Accountants of Pakistan, Karachi.

Shareholders as on October 8, 2018 are encouraged to participant and vote.

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

Ownership

On June 30, 2018 there were 3,983 shareholders on record of the Company's ordinary shares.

Dividend Payment

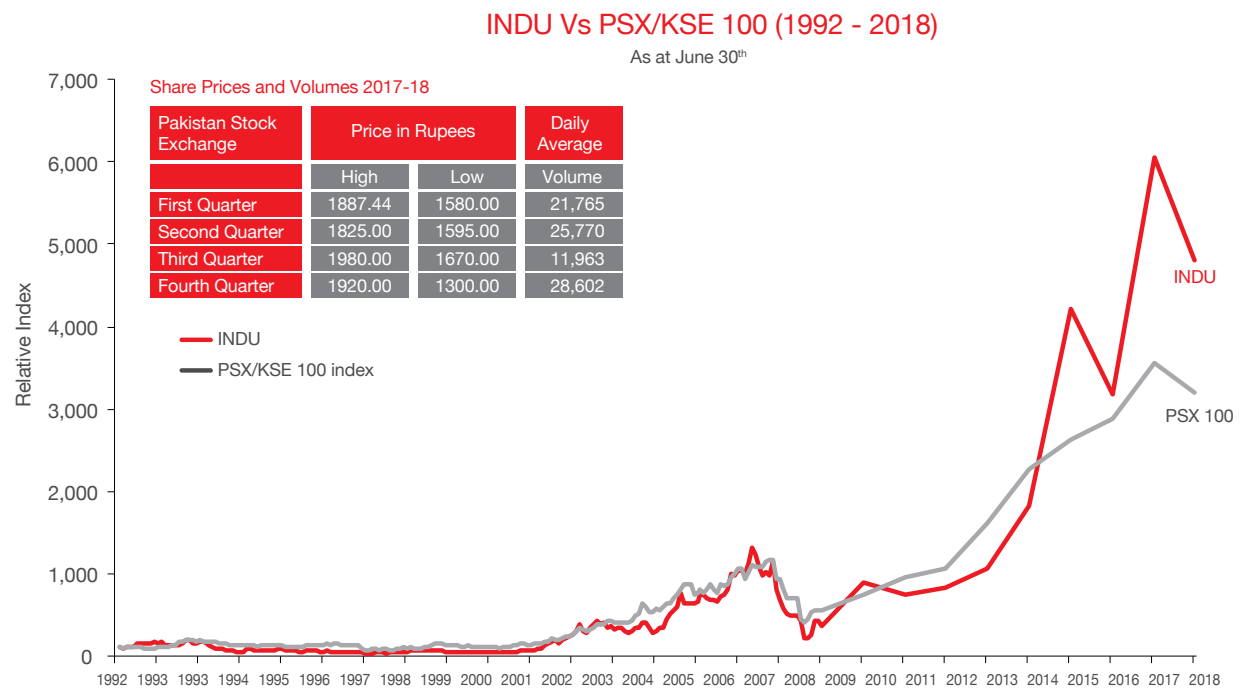
The proposal of the Board of Directors for dividend payment will be considered at the Annual General Meeting. The dividend net amount will be credited into the respective account of shareholders listed in the register of members on October 8, 2018. Income Tax will be deducted in accordance with the provisions of Income Tax Ordinance, 2001.

Listing on Stock Exchanges

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

Stock Code

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



Operating Highlights

Net Revenues (Rs. in billion)

2018	140.2
2017	112.3

Vehicle Sales (Units)

2018	64,000
2017	60,586

Vehicle Production (Units)

2018	62,886
2017	59,945

Earnings Per Share (Rs.)

2018	200.7
2017	165.4

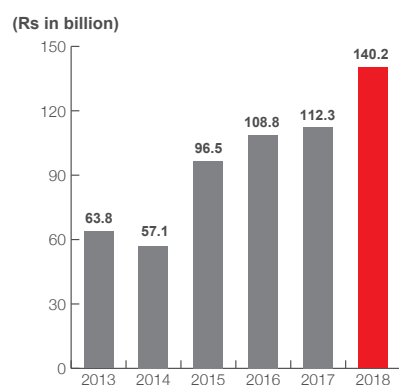
Year ended June 30

		2018	2017
Profit after Tax	Rs in billion	15.8	13.0
Annual Cash Dividend Per Share	Rs	140.0	115.0
Shareholders' Equity	Rs in billion	36.7	31.2
Contribution to National Exchequer	Rs in billion	49.0	39.0
Manpower	No. of employees	3,266	2,849

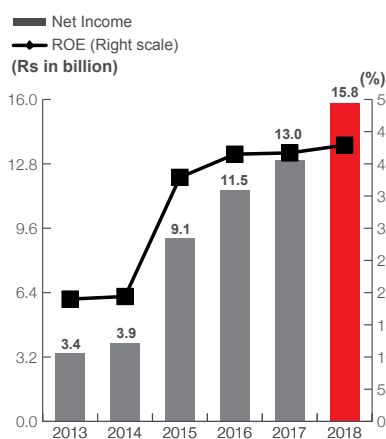
Financial Summary

			% Change	Year ended June 30					
For The Year:			2018 Vs 2017	2018	2017	2016	2015	2014	2013
Units sold		6%	64,000	60,586	64,584	57,387	34,470	38,517	
Net revenues	Rs in billion	25%	140.2	112.3	108.8	96.5	57.1	63.8	
Profit before tax	Rs in billion	20%	23.0	19.1	17.4	14.1	5.0	4.9	
Profit after tax	Rs in billion	21%	15.8	13.0	11.5	9.1	3.9	3.4	
Return on equity	Percentage	3%	42.9	41.7	41.5	37.9	19.4	19.0	
Per Share Data:									
Earnings (EPS)	Rs	21%	200.7	165.4	145.7	115.9	49.3	42.7	
Cash dividends	Rs	22%	140.0	115.0	100.0	80.0	29.5	25.0	
Shareholders' equity	Rs	18%	467.5	396.9	351.5	305.8	253.4	225.1	
At Year-End:									
Total assets	Rs in billion	28%	81.9	63.9	57.5	50.4	26.1	25.1	
Shareholders' equity	Rs in billion	18%	36.7	31.2	27.6	24.0	19.9	17.6	
Share Performance (June 30):									
Price per share	Rs	-21%	1,421.5	1,793.6	939.5	1,249.0	537.9	311.0	
Market capitalization	Rs in billion	-21%	111.7	141.0	73.8	98.2	42.3	24.4	

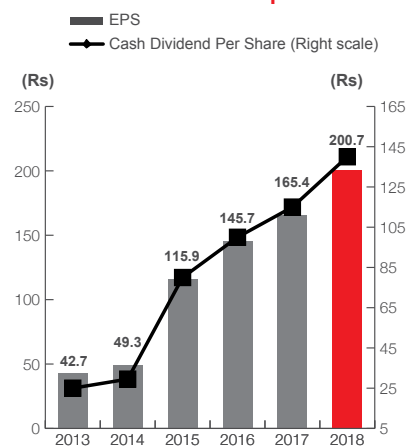
Net Revenues



Net Income / ROE



EPS / Dividend per share



ACHIEVING Milestones

In the first year, 1993, IMC manufactured 714 vehicles. Moving forward with the progress, achieving significant levels of localization has helped in reducing the cost of production and making IMC products more market competitive. This year IMC has been able to achieve the milestone of manufacturing 750,000 vehicles owing to increasing market demand. This huge success was only achievable due to the IMC's commitment to provide customers with road experience of the highest quality.



Vertical Analysis

	2018	2017	2016	2015	2014	2013	2018	2017	2016	2015	2014	2013
STATEMENT OF FINANCIAL POSITION	----- (Rs in million) -----						----- (Percentage) -----					
Property, plant and equipment	7,225	6,258	4,919	5,184	6,032	2,742	8.82	9.80	8.55	10.29	23.10	10.92
Intangibles	87	88	19	10	1	-	0.11	0.14	0.03	0.02	0.00	-
Long-term loans and advances	49	9	4	11	29	131	0.06	0.01	0.01	0.02	0.11	0.52
Long-term investments	-	-	5,006	4,955	-	-	-	-	8.70	9.83	-	-
Long-term deposits	9	9	10	10	10	10	0.01	0.01	0.02	0.02	0.04	0.04
Deferred taxation	14	74	199	5	-	34.35	0.02	0.12	0.35	0.01	-	0.14
Stores and spares	301	204	154	179	142	154	0.37	0.32	0.27	0.35	0.54	0.61
Stock-in-trade	11,151	9,318	7,785	6,150	4,469	7,883	13.61	14.59	13.53	12.20	17.12	31.40
Trade debts	1,453	759	1,132	448	1,737	1,383	1.77	1.19	1.97	0.89	6.65	5.51
Loans and advances	3,715	1,653	1,125	1,221	1,006	1,558	4.53	2.59	1.96	2.42	3.85	6.21
Short-term prepayments	15	21	46	19	15	11	0.02	0.03	0.08	0.04	0.06	0.04
Accrued return	120	376	513	419	87	12	0.15	0.59	0.89	0.83	0.33	0.05
Other receivables	556	402	191	168	176	163	0.68	0.63	0.33	0.33	0.67	0.65
Short-term Investments	55,031	41,488	33,697	26,257	9,121	6,698	67.17	64.95	58.57	52.10	34.93	26.68
Taxation - payment less provision	-	-	-	-	1,216	131	-	-	-	-	4.66	0.52
Cash and bank balances	2,201	3,221	2,738	5,365	2,068	4,195	2.69	5.04	4.76	10.65	7.92	16.71
Total Assets	81,927	63,880	57,537	50,399	26,111	25,106	100.00	100.00	100.00	100.00	100.00	100.00
Issued, subscribed and paid up capital	786	786	786	786	786	786	0.96	1.23	1.37	1.56	3.01	3.13
Reserves	35,958	30,411	26,844	23,250	19,130	16,907	43.89	47.61	46.65	46.13	73.26	67.34
Shareholders' Equity	36,744	31,197	27,630	24,036	19,916	17,693	44.85	48.84	48.02	47.69	76.27	70.47
Deferred taxation	-	-	-	-	219	-	-	-	-	-	0.84	-
Deferred Revenue	27	4	-	-	-	-	0.03	0.01	-	-	-	-
Trade, dividend and other payables	15,974	9,683	10,035	9,181	4,430	6,014	19.50	15.16	17.44	18.22	16.97	23.95
Advances from customers and dealers	27,491	22,189	19,127	16,193	1,546	1,399	33.56	34.74	33.24	32.13	5.92	5.57
Taxation - provision less payment	1,691	807	745	990	-	-	2.06	1.26	1.29	1.96	-	-
Total Equity and Liabilities	81,927	63,880	57,537	50,399	26,111	25,106	100.00	100.00	100.00	100.00	100.00	100.00
PROFIT AND LOSS ACCOUNT												
Net Sales	140,208	112,272	108,759	96,516	57,064	63,829	100.00	100.00	100.00	100.00	100.00	100.00
Cost of sales	115,831	92,450	91,027	82,272	51,270	57,972	82.61	82.34	83.70	85.24	89.85	90.82
Gross profit	24,377	19,822	17,731	14,244	5,794	5,857	17.39	17.66	16.30	14.76	10.15	9.18
Distribution costs	1,284	1,228	1,061	996	794	814	0.92	1.09	0.98	1.03	1.39	1.28
Administrative expenses	1,524	1,053	931	799	635	644	1.09	0.94	0.86	0.83	1.11	1.01
Other operating expenses	194	177	144	119	52	66	0.14	0.16	0.13	0.12	0.09	0.10
WPPF and WWF	1,705	1,418	1,285	1,052	372	370	1.22	1.26	1.18	1.09	0.65	0.58
Operating income	3,901	3,593	3,164	2,907	1,113	1,038	2.78	3.20	2.91	3.01	1.95	1.63
Finance costs	572	398	77	52	38	31	0.41	0.35	0.07	0.05	0.07	0.05
Profit before taxation	22,999	19,141	17,397	14,133	5,016	4,970	16.40	17.05	16.00	14.64	8.79	7.79
Taxation	7,227	6,140	5,943	5,022	1,143	1,612	5.15	5.47	5.46	5.20	2.00	2.53
Profit after taxation	15,772	13,001	11,455	9,110	3,873	3,358	11.25	11.58	10.53	9.44	6.79	5.26

Horizontal Analysis

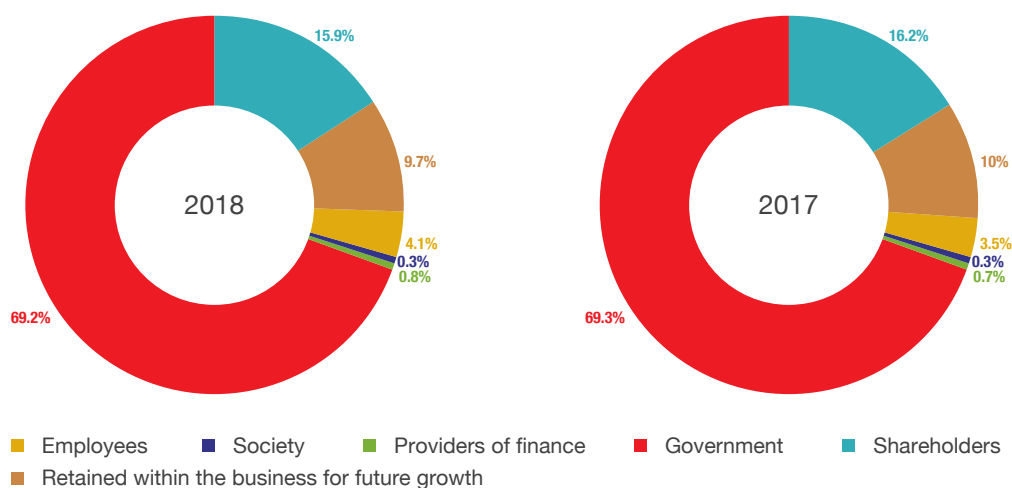
	2018	2017	2016	2015	2014	2013	2018 vs 2017	2017 vs 2016	2016 vs 2015	2015 vs 2014	2014 vs 2013
STATEMENT OF FINANCIAL POSITION	(Rs in million)						(Percentage)				
Property, plant and equipment	7,225	6,258	4,919	5,184	6,032	2,742	15.45	27.22	(5.11)	(14.07)	119.99
Intangibles	87	88	19	10	1	-	(1.14)	356.17	98.32	872.70	-
Long-term loans and advances	49	9	4	11	29	131	444.44	137.22	(65.81)	(62.25)	(77.62)
Long-term investments	-	-	5,006	4,955	-	-	-	(100.00)	1.03	-	-
Long-term deposits	9	9	10	10	10	10	-	(9.53)	2.91	-	-
Deferred taxation	14	74	199	5	-	34	(81.08)	(62.74)	3,651.10	102.42	(737.48)
Stores and spares	301	204	154	179	142	154	47.55	32.85	(14.02)	26.08	(7.82)
Stock-in-trade	11,151	9,318	7,785	6,150	4,469	7,883	19.67	19.69	26.58	37.61	(43.30)
Trade debts	1,453	759	1,132	448	1,737	1,383	91.44	(32.93)	152.75	(74.23)	25.64
Loans and advances	3,715	1,653	1,125	1,221	1,006	1,558	124.74	46.87	(7.79)	21.33	(35.43)
Short-term prepayments	15	21	46	19	15	11	(28.57)	(53.87)	140.60	26.62	38.36
Accrued return	120	376	513	419	87	12	(68.09)	(26.76)	22.57	379.46	618.67
Other receivables	556	402	191	168	176	163	38.31	110.14	14.04	(4.51)	7.71
Short-term Investments	55,031	41,488	33,697	26,257	9,121	6,698	32.64	23.12	28.34	187.86	36.18
Taxation - payment less provision	-	-	-	-	1,216	131	-	-	-	(181.41)	825.96
Cash and bank balances	2,201	3,221	2,738	5,365	2,068	4,195	(31.67)	17.66	(48.98)	159.44	(50.70)
Total Assets	81,927	63,880	57,537	50,399	26,111	25,106	28.25	11.02	14.16	93.02	4.00
Issued, subscribed and paid up capital	786	786	786	786	786	786	-	-	-	-	-
Reserves	35,958	30,411	26,844	23,250	19,130	16,907	18.24	13.29	15.46	21.54	13.14
Shareholders' Equity	36,744	31,197	27,630	24,036	19,916	17,693	17.78	12.91	14.95	20.69	12.56
Deferred taxation	-	-	-	-	219	-	-	-	-	102.42	737.48
Deferred Revenue	27	4	-	-	-	-	575.00	-	-	-	-
Trade, dividend and other payables	15,974	9,683	10,035	9,181	4,430	6,014	64.97	(3.51)	9.31	107.22	(26.33)
Advances from customers and dealers	27,491	22,189	19,127	16,193	1,546	1,399	23.89	16.01	18.12	947.60	10.51
Taxation - provision less payment	1,691	807	745	990	-	-	109.54	8.34	(24.78)	181.41	-
Total Equity and Liabilities	81,927	63,880	57,537	50,399	26,111	25,106	28.25	11.02	14.16	93.02	4.00
PROFIT AND LOSS ACCOUNT											
Net Sales	140,208	112,272	108,759	96,516	57,064	63,829	24.88	3.23	12.68	69.14	(10.60)
Cost of sales	115,831	92,450	91,027	82,272	51,270	57,972	25.29	1.56	10.64	60.47	(11.56)
Gross profit	24,377	19,822	17,731	14,244	5,794	5,857	22.98	11.79	24.48	145.86	(1.08)
Distribution costs	1,284	1,228	1,061	996	794	814	4.56	15.75	6.51	25.52	(2.54)
Administrative expenses	1,524	1,053	931	799	635	644	44.73	13.13	16.54	25.85	(1.45)
Other operating expenses	194	177	144	119	52	66	9.60	23.05	20.42	129.67	(21.43)
WPPF and WWF	1,705	1,418	1,285	1,052	372	370	20.24	10.31	22.15	182.91	0.54
Operating income	3,901	3,593	3,164	2,907	1,113	1,038	8.57	13.54	8.86	161.09	7.27
Finance costs	572	398	77	52	38	31	43.72	415.07	48.93	35.63	24.59
Profit before taxation	22,999	19,141	17,397	14,133	5,016	4,970	20.16	10.02	23.10	181.72	0.94
Taxation	7,227	6,140	5,943	5,022	1,143	1,612	17.70	3.32	18.32	339.38	(29.10)
Profit after taxation	15,772	13,001	11,455	9,110	3,873	3,358	21.31	13.50	25.74	135.20	15.37

Statement of Value Addition

For the year ended 30 June 2018

	2018		2017	
	Rupees in '000	%	Rupees in '000	%
Wealth Generated				
Gross revenue	168,827,803	97.7%	135,681,765	97.4%
Other income	3,900,685	2.3%	3,593,425	2.6%
	<u>172,728,488</u>	<u>100.0%</u>	<u>139,275,190</u>	<u>100.0%</u>
 Bought in material and services and other expenses	 103,581,088	 60.0%	 83,555,766	 60.0%
	<u>69,147,400</u>	<u>40.0%</u>	<u>55,719,424</u>	<u>40.0%</u>
Wealth Distributed				
Employees				
Salaries, wages and other benefits	2,852,016	4.1%	1,937,435	3.5%
Society				
Donations towards education, health and environment	190,530	0.3%	173,975	0.3%
Providers of Finance				
Finance cost	572,406	0.8%	397,998	0.7%
Government				
Income tax, sales tax, excise duty, customs duty, WWF and WPPF	47,836,854	69.2%	38,605,810	69.3%
Shareholders				
Dividend	11,004,000	15.9%	9,039,000	16.2%
Retained within the business for future growth				
Retained earnings, depreciation and amortization	6,691,594	9.7%	5,565,206	10.0%
	<u>69,147,400</u>	<u>100.0%</u>	<u>55,719,424</u>	<u>100.0%</u>

Distribution Of Wealth





بنك التجار العرب

Ali S. Habib
Chairman

Chairman's Review

"I welcome you to this 29th Annual General Meeting of your Company for the year ended June 30, 2018."

Dear Shareholders,

Over the past 29 years, Indus Motor Company (IMC) Limited, has established benchmarks in excellence in the country's automotive industry. We have been able to achieve such success by maintaining high quality standards and by providing our customers innovative solutions and services according to their needs. Toyota's philosophy of 'kaizen' – continuous improvement – permeates through all aspects of what we do here in Pakistan as well. The company continues to be acknowledged and recognized for its societal contribution and emphasis on human development. As we complete another year, let us take this time to celebrate our successes and to grasp the opportunities that lie ahead.

I am pleased with the performance of IMC for the year ended June 30th, 2018. In a succession of years of growth for the Company, this year has also achieved improved performance and growth, despite the prevailing macro-economic challenges that affect the automobile industry, including Pakistan's trade gap and the hike in oil prices; IMC has managed to achieve the highest ever sales revenue. The Directors' Report will further elaborate on our financial results and operations.

To meet the growing demand and to further improve quality, the Company has invested in a new paint facility which was commissioned during the closing months of the last fiscal year. Modifications in certain auxiliary facilities have been planned during the two limited shut down in August (during the Eid holidays) and later on in December, after which the capacity increase will be achieved. We pushed the boundaries of the industry and expanded our business portfolio with the introduction of attractive new features and use of pioneering technologies. The continued success of our Company has been made possible through our shared vision, strategic business partnerships and the joint efforts of all stakeholders on board with us.

Pakistan's automobile market has been experiencing a steady growth and is forecasted to reach a level of five hundred thousand units by the year 2022. New auto players have made their way into the market, motivated by the country's Auto Development Policy 2016-21, opening the doors to a multitude of joint ventures. However, we believe that the true growth and benefits of technology transfer, job creation and value addition can be fully realized by incentives for local Auto Parts Manufacturers, which have not been considered in the new Auto Development Policy. We also remain cautious on the rising trend of used car imports that may affect both existing and new players, unless measures are taken to avoid the misuse of such import facilities. The Federal Budget for 2018-19 was presented unusually early, in which a significant change was made whereby non-tax filers cannot purchase or register locally made new cars. While we fully support the Government's

efforts to document the economy and broaden the tax base, such drastic and sudden actions transfer the responsibility to the private sector to implement these actions, adding unnecessary complications to our business processes and increasing the cost of doing business.

The successful conclusion of the general elections, further strengthening the democratic tradition, bodes well for the country. At IMC we look forward to working with the incoming government and to provide our extensive experience towards conducive policies for strengthening the local automobile industry.

The Company boasts an extensive distribution model based on independently owned dealerships spread across the country. Our far reaching and ever-growing network constantly endeavors to meet the customer expectations for service and spare parts. IMC aims to be the most respected organization in the eyes of its employees and customers alike. The management has taken bold steps and stringent actions to curb the hazard of premium by identifying and cancelling booking orders twice during the last fiscal year.

Pivotal to the Company's success continuing forward is the implementation of a robust governance framework that ensures the effective and prudent management of business matters. Accordingly, the Board has clearly defined its strategic vision and goals based on its thorough understanding of all the challenges to meet the expectation of all stakeholders.

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

Finally, on behalf of the Board of Directors, I would like to express my gratitude to all shareholders for your continued trust and confidence in the Company and further on behalf the Board, I sincerely thank each member of the IMC team for their unwavering support and dedication. We are committed to maintaining our leadership in the industry and pray to Almighty Allah to bless us in our endeavors.



Ali S. Habib
Chairman

Directors' Report



Ali Asghar Jamali
Chief Executive

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

The Directors of Indus Motor Company Limited takes pleasure in presenting Directors' Report, together with the Audited Financial Statements of the Company for the year ended June 30, 2018:

Financial Results, Appropriations and Subsequent Effects

The Financial results and appropriations for the year ended June 30, 2018 are as follows:

	2018	2017
	(Rupees in '000)	
Profit After Taxation	15,771,860	13,001,265
Other Comprehensive Loss for the year	(6,480)	(1,912)
Un-appropriated Profit brought forward	12,412	52,059
	15,777,792	13,051,412
Appropriations		
1 st Interim Dividend @ 300% i.e. Rs. 30.00 per share (2017: 250% i.e. 25 per share)	2,358,000	1,965,000
2 nd Interim Dividend @325% i.e. Rs. 32.50 per share (2017 250% i.e. Rs. 25 per share)	2,554,500	1,965,000
3 rd Interim Dividend @ 325% i.e. Rs. 32.50 per share (2017: 300% i.e. Rs. 30 per share)	2,554,500	2,358,000
	7,467,000	6,288,000
Unappropriated Profit Carried Forward at year end	8,310,792	6,763,412
Subsequent Effects		
Proposed Final Dividend @ 450% i.e. Rs. 45 per share (2017: 350% i.e. Rs.35 per share)	3,537,000	2,751,000
Proposed Transfer to General Reserves	4,500,000	4,000,000
	8,037,000	6,751,000
Basic and Diluted Earnings per share	200.66	165.41

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.

Financial Performance Overview

During the year ended June 30, 2018, the sales volume of CKD and CBU vehicles increased to 64,000 units as against 60,566 units sold last year. Despite of increased volume, the Company's market share declined from 28% to 24%, mainly due to overall market expansion and growth.

The company has posted new records on the financial front with net sales revenue of Rs. 140.21 billion, up by 25% as compared to Rs. 112.27 billion last year, while profit after tax grew by 21% to 15.77 billion from Rs. 13 billion posted last year. The overall increase in the revenue and net profits is mainly attributable to the improved turnover on account of launch of new models, change in sales mix and higher other income on account of increase in fund size.

Contribution to National Exchequer

During the year, the Company contributed a sum of Rs. 49 billion to the national exchequer, which amounts to about 1% of the total revenue collection by the Government of Pakistan during the year. Since the Company's incorporation in 1989, our contribution stands in excess of Rs. 366 billion.

Industry Review & Environment

Business Environment, Risk and Uncertainties

Pakistan's macroeconomic fundamentals are a cause of concern for the industry, especially on account of the current account deficit standing at \$30 billion. Pakistan has achieved marginally stronger export growth, but rising oil prices and weaker capital inflows, together with a significant rise in imports, are weighing on the balance of payments. The recovery in agriculture and a stronger manufacturing output are both positive aspects of the country's growing economy.

We expect economic growth in the next fiscal year to remain moderate due to large fiscal and current account deficits, rising external debt and tighter financial conditions. The Pak Rupee is expected to remain under pressure, adding to inflation concerns and weaker consumer spending thus impacting auto industry growth.

The China-Pakistan Economic Corridor (CPEC) projects are moving ahead supporting the infrastructural development and creating more confidence for the investor with visible improvement in the law and order situation, an important factor in regard to attracting more foreign direct investment. The new Automotive Development Policy 2016-21 is encouraging new entrants to establish manufacturing units and augers well for Pakistan.

The presence of many new makes and models in the coming year will provide customers a much wider choice of products and aftermarket services which will result in increased competition. We are embracing this opportunity to position ourselves as the number #1 choice for discerning customers.

In order to fully realize the benefit at a national level of the Auto Policy it is essential that this market expansion result in job creation, higher local value addition and technology transfer; all of which are only possible by providing a competitive but a level playing field for local parts manufacturers.

Regrettably, the Auto Policy has provided no incentives to local parts makers, on the contrary, recent FBR measures to curb imports by imposing Regulatory Duty seem to have inadvertently targeted raw material and other engineering inputs whereby creating a clear disincentive to manufacture locally in favor of finished auto parts, creating further pressures on our foreign exchange reserves.

The Federal Budget 2018-19 states that non-filers will not be allowed to book, register or purchase locally manufactured or imported vehicle from the start of

fiscal year 2018-19. While this is an appreciable initiative and will help FBR broaden the tax filer's base. However, the government should adopt a systematic approach to gradually phase out purchases by non-filers.

The Federal Budget for 2018-19 surprisingly introduced a dramatic reduction in duties and taxes on vintage cars. While we do not expect these measures to have any meaningful impact on the industry, yet its introduction can only be attributed to some extraordinary special interest which is in complete contradiction to a well-considered Auto Policy.

The Budget also introduced a drastic reduction in duties on CBU and CKD electric cars with immediate effect. As there are no existing and currently planned local facilities for the manufacture of electric cars, these measures will only facilitate the import of high end luxury electric vehicles. The policy makers have not considered that while electric vehicles may be the future, that other than the electric motor and battery to replace the engine, transmission and fuel tank, the electric vehicles will require body shell, seats, interior trims, lighting systems, wiring harnesses, suspension systems, instrument panels, etc., all of which are produced locally and used in conventional vehicles. The current structure of tariff for the manufacture of these locally made parts are substantially higher than what has been proposed for import of both finished vehicles and their imported components. Such ill- conceived measures are contrary to the national interest, are unsustainable and can create a significant distortion in market forces and erode the confidence of existing investors as well as the new entrants.

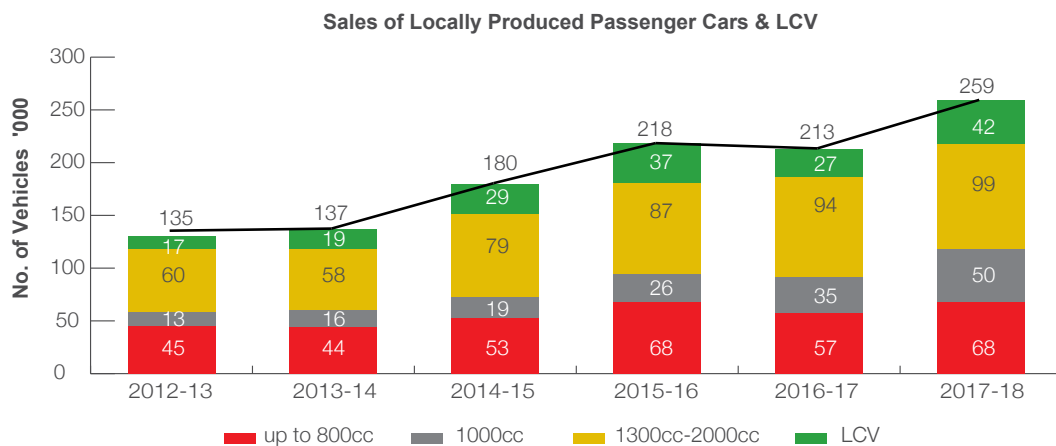
We are hopeful that the new Government's 100-day plan will take notice of such anomalies and issue amendments to correct the inconsistencies.

Industry Review

Robust sales of automobiles during the fiscal year 2017-18 enabled the OEMs and the parts suppliers to operate at maximum capacities to meet the rising demand. The total industry sales of locally manufactured PC & LCV vehicles were 258,632 units in the country during 2017-18 compared to 213,087 units sold last year, indicating a 21% rise. The overall growth momentum in the automobile has remained strong owing to rising disposable income of customers, improved law and order situation, increased auto financing and growth in ride hailing services. It is interesting to note that despite political turmoil within the country and rupee uncertainty,

demand in the marketplace remained upbeat. Our assertion is supported by the fact that approximately 70,000 used cars landed in the country under various schemes, up by 18% compared to 59,000 units imported last year. The growth in demand was also

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



Recommendations

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

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

Longer waiting period in the delivery of almost all models across the industry is a point of concern for all stakeholders. While, the Auto Development Policy (ADP) proposed measures to address this issue and

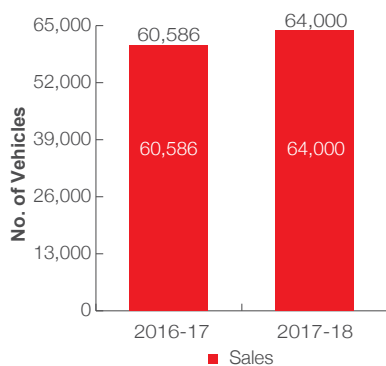
we responded in time to all our obligations, regrettably, the government has yet to consider the proposals we tabled to curb the menace of premium, which has resulted in dissatisfaction of our loyal customers. Our proposal aims at imposition of a transfer tax on the first buyer who, as an investor, is selling the vehicle soon after taking delivery. The Company believes this would considerably discourage investors and safeguard genuine customer interests.

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

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

Company Review

Your Company, as a major player in Pakistan's automobile industry, has made encouraging advances and has continued its track-record of achieving key milestones. Building on our previous performances, the fiscal year ending June 2018 has once again been a period in which the Company's turnover and profitability have soared to an all-time high. IMC has not only managed to maintain its sales above the 60,000 units mark for the third consecutive year, but also boasts a record high financial performance. This reflects strong customer confidence in the company and the value proposition offered to the customer.



This year, many challenges were faced by the manufacturing division throughout the period. A pressing demand continued to exist for meeting production targets. Preparations were made in the third quarter for minor improvements in the highly successful Fortuner and Hilux by introducing the powerful 1GD engine. Furthermore, advanced features were introduced that led to rise in demand.

Our basic values are based on the Spirit of "Kaizen" or Continuous Improvement. We have taken necessary steps to eradicate bottlenecks and increase production capacity. A newly constructed multi-billion rupee paint shop was commissioned in the last quarter resulting in increased output. All our efforts have been directed at reducing the delivery period of vehicles and further adding to customer satisfaction.

The Company continues to make major investments and operates its manufacturing facility at full capacity. Manufacturing has continued with employee overtime hours and manufacturing operations are also undertaken on off Saturdays to meet market demand. The total production of the Company stood at 62,886 units, which shows a 5% increase from the 59,945 units that were produced in the corresponding period last year.

As per the Auto Development Policy, we have stood by our commitments and have introduced various specification upgrades in the entire lineup of vehicles,

including state of the art safety features. These features include standardization of dual SRS Airbags in all passenger cars and SUV models.

Toyota Corolla – CKD Passenger Car Segment:

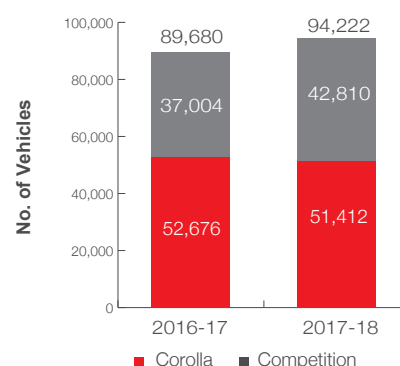
To further enrich the customer experience for Corolla customers, IMC introduced a minor model change in the vehicle and unveiled the all-new Corolla Altis Grande at the 26th Dealers' Conference in August 2017. The much awaited all-new Corolla Altis Grande was launched with technologically-advanced specifications such as a Smart Entry and Push Start System, Auto-reverse Link Mirrors, Sports Mode and Paddle Shift, all of which add up to offer an extraordinary experience for its users.



Unveiling the all-new Corolla Altis Grande at the 26th Dealers' Conference in August 2017.

Being a leader in safety, Toyota works tirelessly to provide peace-of-mind to its customers through its best-in-class safety features. The minor model change in Corolla incorporated some major safety specifications, including Dual SRS airbags, Front seatbelt: 3-Point ELR with Pretensioner and Force Limiter, GOA Body with Reinforcement and ISOFIX Child Seat Anchors making Corolla the best-in-class vehicle in Pakistan's sedan segment.

Corolla's segment sales growth for the year FY17-18 witnessed 5% growth from 89,680 units to 94,222 units owing to the rise in competition and a growing Sedan market. However, due to the rise in Fortuner



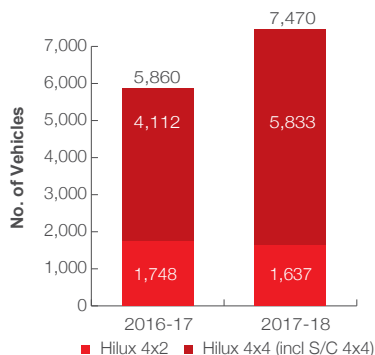
and IMV production, our Corolla production stood at 51,412 Corolla units compared to 52,676 units last year allowing the competition to gain traction and increase volume by 16%.

Toyota Hilux – CKD Pickup Segment

Building upon its legacy of providing outstanding vehicles, IMC successfully launched the 8th generation of its Hilux series with improvements in February'18. This refashioned Hilux is aimed to address the ever-changing needs of our valued pickup customers.

The all-new Toyota Hilux REVO was introduced with the much-awaited powerful and ultra-efficient 1GD Diesel engine which is turbo-charged and equipped with an inter-cooler. The enriched performance features consist of 6-Speed Transmission, Vehicle Stability Control, Hill-start Assist Control, Down-hill Assist Control, Push start, smart entry and Drive Modes to ensure a seamlessly exhilarating off-road experience.

True to its name, REVO continues to be a luxurious 4x4, graceful enough for businessmen in the urban areas and tough enough for the rugged terrain in an off-road environment. The Hilux 4x4 models moved confidently forward and recorded 42% volume increase to 5,833 units compared to 4,112 units last year. Hilux 4x2 remains a favorite amongst fleet users, institutional buyers, entrepreneurs and SMEs due to its incomparable built, durability and versatility. The total Hilux sales stood at all time high with 7,470 units compared to 5,860 units last year with an increase of 27%.



Toyota Fortuner - CKD SUV Segment

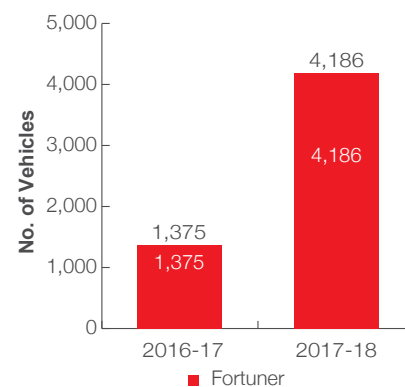
In March, Toyota Fortuner also underwent an upgrade and was launched with additional variants. The focus was to meet the varying needs of the customers and capture the emerging SUV market in Pakistan.

The first variant named Fortuner Sigma-4 is introduced with an advanced, powerful and ultra-efficient 1GD

Diesel engine which is turbocharged and equipped with an Inter-Cooler. This allows the 4x4 vehicle to conquer all terrains. Building on its futuristic styling and luxurious interior, this variant is equipped with Push Start, Smart Entry, Powered Back Door, Vehicle Stability Control, Hill-start Assist Control, and Down-hill Assist Control.

The second variant continues with the 2TR Petrol engine offering a full-time 4x2 drive, a feature that makes this variant the perfect choice for urban users.

The market response to the new Fortuner has been exceptional with 204% growth from 1,375 units to record high level of 4,186 units this year.



Toyota Imported Vehicles - CBU Segment:

Strengthening its product portfolio to cater to the diverse needs of its customers, IMC introduced Toyota's high-end luxury sedan, the all new Camry Hybrid 2018 in January 2018.

A riveting evolution in the luxury segment, the 8th generation sedan comes with an eye-catching design, refined interior, thrilling driving performance, cutting-edge safety and technology features, and world-class fuel efficiency. The brand-new model retains its class and excellence while providing the customers with an enhanced level of excitement.

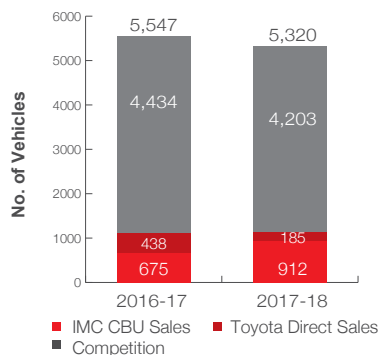
The Camry Hybrid is a sight to marvel with stunning 18inch alloy rims and a distinguished panoramic glass roof that complements its overall structure. With a 2.5L dynamic force engine and Toyota Hybrid System (THS II), the remodeled Camry offers an impeccable performance simultaneously achieving an optimal balance between high power output and exemplary energy efficiency.

The new design incorporates a Human Machine Interface accompanied by a 7-inch Multi-Information Display (MID), 8-inch audio display, three-mode drive switch (ECO/NORMAL/SPORT) as well as a

cruise control. Camry Hybrid offers an exemplary combination of extravagance and practicality with its style, safety and driving features, elevating the class of luxury in every sense.



The market for the new CBU contracted from 5,547 units to 5,320 units this year, reduced by 4%. This is attributed to continuous rupee devaluation and increase in regulatory duties.



The Company's sales of imported vehicles have risen by 38% in FY18 to 932 units as compared to 675 units last year. Moreover, 185 units were sold directly to customers including a large fleet order.

Expansion at T-Sure Network

Indus Motor Company, the authorized distributor of Toyota and Daihatsu in Pakistan initiated Toyota Sure Program with the main focus to provide used car buyers and sellers an experience on par with new car buyers. Toyota Sure is here to facilitate Sales, Purchase and even Exchange of any used car with a brand new Toyota. After the third successful year of its operations, T-Sure is in its 6th expansion phase.

Six new dealers were added after the expansion in the existing network of 23 dealers. The newly introduced T-Sure dealerships include:

- Toyota Lyallpur Motors (Faisalabad)
- Toyota Gujranwala Motors (Gujranwala)
- Toyota Royal Motors (Rahim Yar Khan)
- Toyota HN Motors (Lahore)
- Toyota Point Motors (Hyderabad)
- Toyota Capital Motors (Islamabad)

Start Your Impossible

Toyota continues its evolution as a mobility company with its first-ever global marketing campaign, "Start Your Impossible." The campaign has been rolled out to celebrate Toyota's eight-year global sponsorship of The Olympic and Paralympic Games as the first ever Mobility Partner in the history of The Olympic Partner (TOP).

"Start Your Impossible" debuts with a film entitled "Mobility for All" which features 100 real-life mobility stories of Olympic and Paralympic athletes and other individuals (aged 1 to 100) in every stage of life. The campaign marks Toyota's long-term commitment to support the creation of a more inclusive and sustainable society in which everyone can challenge their impossible through stories of determination as well as through Toyota technologies. Carrying out Toyota's legacy in Pakistan, Indus Motor Company selected a local athlete who fits the Start Your Impossible criteria. Regardless of his struggle and societal challenges, IMC is providing him the platform to represent Pakistan in the 2020 Olympics.

Customer Relations

The 12TH TOYOTA DREAM CAR ART CONTEST

This year the contest received almost 38,000 artworks from across Pakistan from over 1,140 schools, improving Pakistan's worldwide position from 6th in 2015 to the 3rd this year.

Organized annually by Toyota Motor Corporation, the Contest, which is open to kids under 16 years, is intended to define the future of mobility by encouraging their creative expression.

From its humble beginning in 2015 and two World Winners, the Toyota Dream Car Art Contest has evolved to become Pakistan's biggest drawing competitions for children. This year marked an over 70% increase in the number of artworks received compared to the previous year speaking volumes of its magnitude and reach to children from all over the country.

One of the special features of the Local Contest is the active participation of children who are differently abled. The Company has created the Royal category to encourage them, which as a result of the relentless efforts of the Dealership Customer Relations teams saw a 50% increase over the previous year in terms of the number of drawings received. The artwork of Tasmia Akram (Royal Category) from Toyota Lyallpur Motors won the CEO Award for her dream car concept "The Ambulance is passing through a narrow road".



Tasmia Akram from Toyota Lyallpur Motors receiving CEO award from CEO, IMC and CEO Toyota Lyallpur Motors for her dream car concept.

The six member independent jury comprising of educators, painters, curator and visual artists selected the regional and national winners and the Top 9 artworks from Pakistan to enter the World Contest in Japan. The Company celebrated the 38 winners who came from twenty-five Dealerships across the country, awarding those certificates and medals at the grand Award Ceremony in Lahore.

The grand prize that awaits the top 30 winners of the World Contest get a five day, all expenses paid trip to Japan with their parents. Exposure to the Japanese culture and its world renowned hospitality plus the opportunity to make new friends, has far reaching results on their mental development.



The winners of the 12th Toyota Dream Car Art Contest National Award Ceremony in Lahore.

Customer First – Parts & Service

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

Paperless First Free Service

All IMC customers are entitled to a free-of-cost maintenance service, First Free Service, once their vehicles reach the 1,000 km (600 miles) mileage mark. Previously, customers would avail this service upon presenting a subject coupon from their vehicle's warranty booklet to their respective Toyota dealer. However, to establish a hassle-free culture for our valuable dealers and customers, IMC eliminated the requirement to submit the paper coupon, easing the process for customers to avail this service.

The initiative has been warmly welcomed by all stakeholders and has significantly reduced the respective workload for dealership staff. According to dealership feedback, submission rate has increased and dealerships are able to perform the service much more efficiently, enhancing the customer experience.

Hailing New Grades of Toyota Motor Oil (TMO)

Complementing its existing range of superior quality motor oil dubbed as Toyota Motor Oil (TMO), IMC has introduced three new grades in the 20W-50 range, coupled with four other grades to cater to diverse kinds of vehicles regardless of vehicle age or climatic influences.

The entire TMO family embraces top of the line motor oil Taglon (SN 5W-50) which are eco-friendly and ensure prolonged engine life. This range is highly recommended for use in the first two years for gasoline vehicles.

Synthetic motor oil, Taglon is engineered to deliver efficient results in Pakistan's severe climate. It protects the engine, guards against rust and corrosion and is environment-friendly which means that it lowers CO2 emissions.



Toyota Mother's Day Campaign

Mothers are a great source of inspiration for each individual. They serve as the driving force that ensures one recognizes and lives up to their potential to achieve seemingly impossible goals.

With the intention to pay tribute to mothers all across the globe, Toyota launched a heartwarming campaign under the hashtag MyDrivingForce.

The campaign encouraged people globally to share inspiring stories of their mothers on digital platforms by using #MyDrivingForce. More than 4 million people were reached through this campaign with 100,000+ engagements. To complement this global activity, all super moms visiting Toyota Authorized Dealerships for their vehicles' maintenance were presented a free goody bag by Toyota.



Advancing Kaizen Culture – 3rd CSKE

Customer Satisfaction Kaizen Evolution (CSKE) is a dealership level competition that offers a platform to participants to showcase their year-long Kaizen efforts and gain recognition for their commitment to cultivate and sustain Kaizen culture within the company's operations.

This year a total of 450 Kaizen warriors participated in the event that featured over 150+ themes. The participants gained a thorough understanding of the Toyota Way, Toyota business practices and Kaizen culture development.

The Grand Finale showdown of the 3rd CSKE 2018 was held at Movenpick Hotel on May 3, 2018. The top 14 Kaizen teams from various cities of Pakistan convened at the event displaying enthusiasm to present their Kaizen initiatives in After Sales, Customer Relations, Sales and T-Sure functions of IMC.

The grand finale was an enjoyable event with more than 150 attendees including Toyota Motor Asia Pacific delegates, IMC's senior management, CEOs and Kaizen teams from IMC's dealerships.

Safety, Health & Environment

The Company is committed to provide a safe and healthy environment to all employees by strictly complying with all safety, health and environment rules and regulations. Ensuring the priorities, full care is taken for the safety of contractors, suppliers and all individuals in general who might be affected by the Company's business operations. IMC employees actively work to prevent accidents and injuries and make continuous efforts to identify, eliminate and manage all safety risks.

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

"SAFETY WILL ALWAYS TAKE PRECEDENCE OVER PRODUCTION, SALES AND PROFITS"

Safety Training

The Company conducts a number of general and special training programs for employees. The general safety training programs like firefighting, basic safety, with simulation of Stop-6 Accident Dojo and first aid are aimed at empowering every employee to deal with emergency situations and avoid accidents. While job specific training includes construction safety, working at height, machine safety, defensive driving and process safety. Complying with the standards only authorized members are allowed to perform a specific job.

IMC also conducts safety training for vendors, dealers and contractors to ensure that the highest priority is understood at all levels.



Safety training conducted in IMC training center.

Safety Record

The Company recorded a zero -loss work day injury rating this year. This was made possible through immediate improvements and a number of measures that were taken which include continuous

risk assessment, job safety analysis, awareness sessions, on job hazard identification, safety patrolling by trained members and safety walk by top management. As a result there has been no non-loss day injury since last six months.

Safety & Environment Months

Promoting Safety culture is an ongoing process throughout the year. We celebrated a Safety Month to encourage safety awareness in the team. Different activities are organized for promotion of a safer workplace and reiterating commitment to safety. These activities include awareness for employees on general safety, work at heights, machine safety, fire prevention, accident investigation and process safety.



Training session conducted on safety management.

An Environment Month is celebrated every year in June. The purpose is to create awareness and remind people about their social responsibility towards the environment. Besides training and awareness, it creates a competitive environment for employees and their families for sustainability in society through increased awareness.

Environmental Assessment Audit

The Environmental Assessment System (EAS) is the Toyota system for environment management. Toyota has developed a five year action plan and sets key performance indicators to achieve its targets. The 6th Environmental Action Plan started in Sep 2016; the Company has made remarkable achievement in previous years and is raising the bar. To achieve better results and to keep affiliates motivated for environment improvement the audit criteria is made more challenging this year. The Company is expanding its environment activities to all suppliers and dealers nationwide and focusing on ISO 14001 certifications of its business partners also.

One Employee, One Plant

The Safety, Health and Environment department initiated the “One Employee, One Tree” activity by setting up a target of planting 10,000 trees by involving each employee in environmental activities. 100% of IMC employees, including the CEO and senior management planted trees to display their commitment and ownership towards environment. As per plan, 3100 trees were planted inside and outside IMC while some plants were replaced by better and fast growing species.



IMC Management commitment for greener environment.



One Employee, One Tree activity held at IMC.

Fire safety management system

The Company has improved its fire prevention system. The improvements were made through general and specific training programs accompanied by classroom, practical session, examination, evacuation mock drills and firefighting training. Fire risk assessment audits have also been done by internal and external expert auditors.

It has been made mandatory for all high risk jobs to first make a fire safety analysis. This includes analysis of equipment, method, environment and safety precautions. Safety compliance during the job is maintained through safety patrols. All systems work with a high commitment of the top management through audit walks and continuous follow up in daily meetings.



Emergency response training being conducted for combating fire breakout.

5S Management System

IMC initiated the 5S audit walk to ensure safety, quality, productivity and environmental compliance involving all employees, including top management. The system includes audits of the task force and top management to develop teamwork and ownership. IMC has improved 5S system and developed 5S PMRs (plant management requirements) based on 5 steps. This system is maintained not only through audits, but also by taking ownership and leading by example.



Team members performing 5S activity.

Human Resource

IMC recognizes the significance of Human Resource. It focuses on acquiring the best talent and developing people to steer the Company to success. To accomplish customer delight, it aspires to have the right people in the right place at the right time. Its HR function is aligned towards developing human capacity to support business growth.

Diversity and Inclusion

IMC is committed to affirmative action in support of equal opportunity employment and engagement of women in the workforce. The ratio of female employees has increased from last year and is now 10% of the total management employees and is expected to increase over the years. A Gender Diversity Session was held to explore ideas for improving workspace for females and to retain current female employees. Ladies Day Out activity was also organized for the ladies of IMC to spend a day together reveling in fun activities.



The ladies of IMC spent the day together reveling in fun activities.

Employee Engagement

To challenge the physical and mental skill set of employees, a football tournament was held which lasted for over three months. More than 300 employees participated in the competition. This competition further helped in improving team work and team building.



The IMC football tournament kick-off in full swing.

Indus Motor likes to make its employees feel special and hence introduced a unique birthday celebration tradition for its members. Twice every month, everyone gathers in the cafeteria to celebrate their colleagues' birthdays and interact with the top management. Every month, two Sundays are dedicated for movie shows where employees and their families enjoy quality time.



IMC's unique tradition of birthday celebration for its members.

Family Day at IMC is a cherished event in the annual calendar that all employees and families excitedly look forward to. This year the event took place at PAF Museum, where it attracted over 7000 people for an evening packed with joy and entertainment. The efforts of the employees were recognized by presenting the Long Service Award to those who have been part of the IMC Family for over 25 years.



The IMC's Family Day 2018 took place at PAF Museum.

Strengthening the Capacity

Like every year, our team members attended different programs at leading institutions such as INSEAD, London Business School, LUMS, IBA, KSBL and Franklin Covey to stay on the top of the business. IMC believes in providing advance training and international exposure to its employees. As a result, eighteen employees from different departments went as Intra-Company Transferees to Singapore, Thailand and Japan.

During the year, employees from the Corporate, Supply Chain, Product Development and Marketing functions successfully acquired certifications in Toyota Global Programs, adding to the base of Toyota certified professionals. This continued the company tradition of sharing its best practices. The newly certified trainers are now part of the talent pool, lending support and advice on critical matters.

During the year, Senior Management staff was taken through the Leadership Xpedition program. They learnt leadership competencies through 7 Dimensions Leadership Model and played a role in developing a culture of high-performance achievement.



Leadership Xpedition training camp led by training impact to enhance leadership and team building skills.

We aim to have the best talent with the best skills. We conduct various in-house trainings to improve skills and mindsets of people to get them ready to face new challenges and to enhance their ability to deliver customer delight in their own respective areas.

To promote the spirit of learning, IMC regularly recruits batches of Trainee Apprentices under the ATM program and transforms them into talented technicians through an intensive training and development program.

Attracting the Best

The Company has undertaken several campus recruitment drives for Management Trainee and Trainee Engineers. After the rigorous process of finding the best talent, twenty seven new trainees from the most well reputed educational institutions of Pakistan such as LUMS, GIK, IBA, NUST and NED made their way to IMC. Our aim is to recruit the best talent. An HR portal has been developed. It can be reached at www.toyota-indus.com where candidates can register themselves online here with their CVs for possible selection.

Operations

TMC Appreciation towards Quality Improvement and Dedicated Quality Month

TMC/TDEM top management is keenly looking into IMC progress on quality improvement. In continuation, Mr. Takami (TDEM President) & Mr. Ninoyu (MO TMC Motomachi) visited IMC this year and appreciated the progress made by IMC in short span of time towards quality activities. Annual shipping quality audit was conducted by TDEM auditors in which IMC achieved very good results.

This year Quality month was celebrated with key message "Challenge to reform our work towards customer expectations". The guidelines and activities of Quality month including the CEO message, Quality month video watch and Quality exhibition (display of departmental efforts on market issues towards customer satisfaction through simulators and problem explanation), were in line with TMC/TDEM. In addition to above activities and appreciation, IMC received the Warranty reduction award for achieving the TDEM Annual target of Warranty.



Team leader is explaining to Top management about market issues in Quality exhibition.



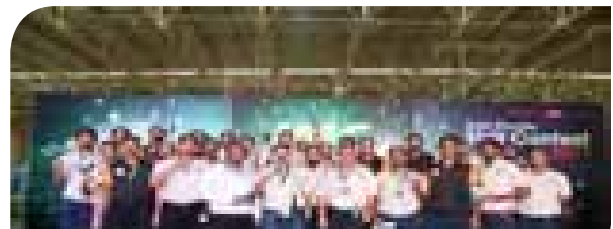
Participants Group photo with Sr Director technical during Quality Exhibition in IMC.



Ninoyu San (MO Motomachi QC) Visit to IMC.

Asia Pacific Skill Contest

An annual competition for Toyota, Asia Pacific Skill Contest convenes participants from 12 Toyota affiliated companies from 8 countries in Asia Pacific. Year 2017 contest, held in Thailand attracted at least 164 contestants, including IMC members who displayed their skills and talents on the international platform. The competing IMC teams bagged four medals this year, including: In the category of Team Leaders: The Silver Medal was won by Hazrat Bilal of Assembly Shop and Bronze medals secured by Zeeshan Mehmood from Weld Shop and Sami Ullah from Paint Shop. In the Team Member Category, Ather Mirza from Paint Shop earned the Bronze medal.



This year in Asia Pacific Skill Contest IMC won four medals.

Localization

On a quest to enrich the nation's auto industry, Indus Motor Company is actively involved in endeavors focused on increasing the use of local parts in its vehicles. The company takes pride in excelling at this function and continues to further cement efforts in this direction.

With the aim of continually raising the bar on product quality, the company strives to maintain and uphold

Toyota's exemplary business practices and assure the same level of quality that is associated with the brand. Our ambition is to deliver quality beyond the expected standard in a way that it is beneficial for our products, but more importantly for the expansion of Pakistan's supplier base.

Being a responsible corporate entity, IMC encourages its suppliers to establish environmental management systems focused on developing an entirely green supply chain. In this spirit, we employ Toyota's Green Purchasing Guidelines across our local suppliers operations that guarantee compliance to

internationally held environmental standards. In our supplier network, 33 out of 45 suppliers are ISO 14001 certified while the rest are aiming to achieve this target. Moreover, a new environmentally-friendly program has been developed at IMC that monitors and aims to reduce carbon emissions within its network of operations.

Information Technology

Digital Imperative

IT Strategy based on Offense and Defense Mindset

In the midst of all the digital disruption, it is not uncommon for an Organization to find itself in a state of 'Excited Confusion' not sure about which Technology to adopt and which ones to let go. Realizing the need for alignment of IT strategy with Business Objectives while minimizing the risk of stifling innovation, IMC IT has adopted a strategy based on Offense and a Defense mindset. Defense part of IMC IT Strategy aims at optimizing Business by focusing on initiatives that improves efficiency, quality while reducing cost. The offense part of IT Strategy focusses on differentiating Business through innovation and smart adoption of digital technologies for improving quality of services and providing superior customer experience.

Key Initiatives

Genesis Gains Traction

Genesis Business portal was originally launched in 2016 with the main objective of automating Business interaction between IMC and its network of dealerships across Pakistan. Staying true to the values of Toyota Production System (TPS), several Kaizens have been made throughout last year which resulted in gaining efficiencies in the areas of Voice of the Customer (VOC), Dealer Technical Report (DTR) processing, Pre-Delivery Service (PDS) and First Free Service (FFS) processing. Moreover, the entire Warranty claims process (including Extended Warranty) has been automated through Genesis. This has resulted in countless man-hour savings while improving the integrity of data. The Warranty portal was also presented at Toyota Regional Conference in Thailand and was recognized as one of the best Kaizen from IMC.

S/4 HANA Optimization

IMC implemented SAP S/4 HANA in 2016, being the first organization to have gone live with real-time data analytics capability provided by inherent SAP Fiori user interface. IMC SAP team in conjunction with Supply chain and support functions have further improved the effectiveness of SAP through meaningful application of controls and purposeful automation. This has resulted in considerable cost savings while improving the efficiency and quality of service. In addition, Business Warehouse capabilities were enhanced through additional reporting including but not limited to inventory-ageing and Business KPI trend analysis.

RFID Implementation

In an effort to improve process efficiency, IMC has taken several initiatives that focuses on enhancing visibility and integrity of process data. RFID implementation is one such initiative. RFID tags are placed on the vehicle and are tracked by RFID Readers placed at strategic locations throughout the plant and dealerships. This has provided variety of data sets for process improvement Kaizen. RFID initiative has provided a solid platform for IMC to further strengthen internal controls in future.

Infrastructure Upgrade

In order to facilitate Product Development and Production Engineering functions of IMC, Toyota Global Network (TGN) infrastructure has been upgraded. This has allowed IMC to access Global systems within Toyota World in a much more efficient manner. Similarly, in order to leverage Cloud based service offerings, internet capacity was enhanced with built-in design redundancies. Wireless LAN Coverage has been increased across IMC with the focus on providing high-speed and secure internet access to internal customers.

Information Security

Information Security function has gained significant prominence in the wake of ever-increasing cyber threats. In order to ensure Confidentiality, Integrity and Availability (CIA) of the enterprise data there needs to be a constant focus on improving IT Security policies and procedures. In the current year, IMC IT Security policy was modified to counter potential threats. IT System Access procedures were also improved to ensure adequacy of Physical and Logical controls. In addition, as comprehensive BCP and DR Plan was developed to ensure continuity of operations.

Industry 4.0 – Artificial Intelligence and Machine Learning

Data is quite pervasive. According to a research, 95% of World's inhabitable land-mass is connected with some form of Wireless or cellular connectivity. We are not only consuming data but are also producing data. According to one estimate, by 2020 every human being will be producing 1.7MB of data per second. With Industry 4.0 it is now possible to collect, analyze data and subsequently take intelligent actions based on Artificial Intelligence and Machine Learning. Staying ahead of the curve, IMC has started several Proof of Concepts (POC) with the aim to provide meaningful insights to operational and strategic decision makers. This has the potential to dramatically reduce fixed cost and improve quality and efficiency of operations.

Technology Driven Customer Experience

In order to enable Sales and Marketing, Customer First and Customer Relations department of IMC, with the end goal of providing delightful experience to our customers, IMC IT has developed and upgraded several software applications. New features were added to Toyota Mobile App such as warranty activation and Dealer appointment facility. BLISS App was launched to improve the efficiency of Dealership Sales staff. Similarly a Facility Audit App was launched to enhance the efficiency of Dealership Audits and eliminate manual paperwork and processing. On the Sales process front, PBO Application for Sales order booking was also improved with some crucial back-end integrations with SAP. On the supplier front, eProcurement Application was also upgraded with a new Business intelligence Dashboard for better monitoring of order fulfillment KPIs

Green Printing

IMC IT introduced an environment friendly Kaizen with the aim to reduce use of paper and increase security of confidential data. Using RFID technology, employees can now print documents at any printer across IMC after scanning of their Employee identification card. This has dramatically reduced paper wastage

Awards and Accomplishments

Project of the Year Award for SAP S/4 HANA implementation at Indus Motor Company by Project Management Institute Genesis Recognized at Toyota Regional Conference

5K Customer Service Kaizen Evolution Award by TDEM for Customer retention Dashboard

Future Outlook

Customer delight lies at the center of IMC's IT Strategy. We will continue to build on the momentum that has been achieved on Digital Transformation front. Toyota Vision 2025 talks about achieving '4Most' in Business and contributing to Society as 'The Best in Town' company. IMC IT will be a key enabler for achieving this vision of being the company with Most Customers, Most Profitable, Most Competitive and Most Innovative.

Corporate Social Responsibility

Advancing Concern Beyond Cars

IMC's approach to Corporate Social Responsibility (CSR) and Sustainability focuses on conducting business in a responsible manner, creating value for stakeholders and society, and contributing to the community, sustainable development at large.

Indus Motor Company has always put CSR at the forefront of its responsibilities. Hence, during the last five years it has made such tremendous headway in the areas of Education, Health, Community Services, Road Safety, Environment as well as response to Natural Calamities. To bolster its humanitarian efforts, the company has a dedicated policy that allocates 1% of profit before tax of the previous year for its annual CSR spending. A total amount of Rs 192 million was spent on social contribution during 2017-18, whereas IMC has spent over Rs 1 billion since its inception.

Aiding towards socio-economic improvement, IMC upholds its responsibility to follow the ten principles of United Nation's Global Compact, which underline integral practices in the areas of Human Rights, Labor, Environment, and Anti-corruption. IMC is committed to uphold and advance United Nations' Sustainability Development Goals (SDGs) via a dynamic range of activities and projects. In recognition of its best practices in embracing SDGs and integrating the ten principles of UNGC, IMC has been conferred the "Business Sustainability Award 2017" having the honor of the 1st prize in the category of multinational companies for the second year in a row.

We, at IMC dedicated to reshaping the social environment within our network of operations and encourage cross-cultural dialogue. Our focus is two-fold, one directed at fields of action extending our role as a "Good Neighbor" and the other involving projects that advance our specific technical expertise as an assembler of Toyota's vehicles. As a recurrent practice, we motivate our employees to partake in social welfare projects.

Major CSR initiatives undertaken in 2017-18 to drive societal transformation comprise:

Community Uplifting Program

Adhering to the corporate responsibility principle, IMC strives to make a positive contribution to the down trodden communities in which it operates and invests in health and education program that aims to bring sustainable improvement to economically marginalized people. Under its well institutionalized "Community Uplifting Program" for its neighbor community, there are multiple ongoing activities. Towards transformative power of education, around 250 children are taken to school for their primary and secondary education providing full financial support. Through arranging Free Medical Camps weekly at three locations around 30,000 patients are treated in 2017-18. For the social inclusion of people with mental illness or epilepsy, monthly two free medical camps are functioning under collaboration of Basic Needs Pakistan. Besides medical facility, the camp was also aimed to educate local populace on personal health, hygiene, children health care, preventions of diseases and sanitation of living areas. The parents were also advised on curable diseases of children and women counseled on mother /child health related matters. The camp received massive response from the local community and was highly appreciated by the local civil society.

In addition, under its weekly cooked Food Distribution around 20,000 people were fed during the year, whereas during the holy month Ramazan, more 400 families were provided ration package.

Education, being a catalyst for transformation of society

To boost the nation's capacity development, IMC has invested heavily in a number of educational ventures, including a contribution to the Habib University Foundation and The Citizens Foundation (TCF). During this year, IMC provided an additional Endowment Fund, worth Rs 22 million, again towards one of TCF's Campus nestled in Orangi Town, Karachi. Apart from this, IMC contributed Rs 5.20 million towards annual operational cost of two School Campuses of TCF, located in Hyderabad and Muzaffargarh sponsored by IMC



Shell Eco Marathon

Supporting the country's exceptional young talent to engage in creative platforms advancing technical expertise, IMC extends full financial support to groups of university students seeking participation in international automotive design competitions. This year, IMC sponsored a cohort of engineering students "Team Toyota Nustag" belonging to The College of Electrical and Mechanical Engineering, National University of Sciences and Technology (NUST) Pakistan to prove their mark at the Shell Eco Marathon 2018, an international collegiate race car design competition focused on ultimate-energy-efficiency. As many as 122 student teams from 18 countries came head-to-head in the competition. Team Toyota Nustag shined out with their performance, becoming the first team to successfully clear the technical inspection and securing the 11th position in the category of Gasoline and 15th position in the category of Urban Concept. In the prior year, IMC sponsored a student team from Ghulam Ishaq Khan Institute (GIKI) which presented their prototype fuel-efficient car at the Shell-Eco Marathon 2017.



Tree Plantation Drive

As a responsible corporate entity, IMC understands the critical need to emphasize environmentally-friendly practices to address climate change and minimize the range of negative effects on ecosystems. With this view, IMC carved out a plan under its Tree Plantation Drive to plant a total of 10,000 trees within its facilities. IMC employees welcomed the opportunity and lent a helping hand to achieve the target. To complement this undertaking, IMC also planted mangrove trees along Karachi beach, in association with WWF-Pakistan.



Solar lamp provision in Baluchistan

Embracing the spirit of community welfare, IMC supported the Health Education Livelihood Promoters (HELP) Baluchistan to provide solar lamps to families of coal mine workers belonging to the Sor Range district of Baluchistan. Volunteers from one of the IMC's dealers, Toyota Zarghoon Motors in Quetta, welcomed the prospect of working hand-in-hand with the HELP team to distribution the solar lamps, in an effort to alleviate the suffering of the mine workers and enhance their quality of life.



Clean up Campaign 2018

Under its CSR program, IMC this year launched the 'Clean Karachi Campaign'. One of the objectives of the drive was to keep the city clean and green and also to share 5S principles of Toyota with citizens of Karachi so that everyone could take ownership of their environment. Nurturing the sense of responsibility, proprietorship and solidarity, the activity empowered the city's youth and community members to play an active role in keeping the city clean and smear-free. During the cleanliness drive, specially designed waste containers were kept at sports and educational organizations, while large dumping bins were placed in communities. The mega cleanliness drive lasted almost 3 months.



Besides this, more than 150 employees voluntarily came forward and took the responsibility to clear the National Stadium after the 3rd T20 match between Pakistan and West Indies. This initiative was taken to portray the positive image of the city.

Toyota – Technical Education Program

To develop skills and expertise of younger generation in the field of automotive engineering, IMC, with the support of Toyota Motor Corporation, has been

offering three-year certification under Toyota – Technical Education Program (T-TEP). This program is conducted through four institutes in three major cities. It offers students a chance to strive for a successful career and live up to their true potential, ensuring a better standard of living for their families and coming generations. Toyota philosophy and methods are the cornerstone of this program. Every year, 600 graduates are enrolled, who get employment opportunities both within Pakistan and abroad. So far, IMC has trained 56 instructors who in turn have taught 4,397 students. T-TEP has resulted in the availability of skilled workforce for the industry and has succeeded in creating social and economic value for the society.

Commitment to the future

Since its inception, IMC has undertaken dedicated efforts to foster societal development and continues to do so with a range of activities aimed at benefitting the community at large. The company is committed to follow Toyota's vision and UN's SDGs and guiding principles to ensure a greener future buttressed by its social responsibility initiatives.

Corporate Matters & Related Disclosures

Composition of the Board

The composition of the Board of Directors of the Company as at June 30, 2018 is as follows.

1. The total number of directors are 10 as per the following:
 - a. Male 10
 - b. Female -
2. The number of directors under respective categories are as follows:
 - a) Independent Director 01
 - b) Non-Executive Directors 06
 - c) Executive Directors 03

As per the Listed Companies (Code of Corporate Governance) Regulations 2017, “the Code”, the Board is required to have a female director and 1/3rd independent directors, not later than the expiry of the current term i.e. by October 31, 2020.

Board of Directors Meetings

A total of Five (05) meetings of the Board of Directors were held during 12 month period from July 01, 2017 to June 30, 2018. Name 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. Ali S. Habib (Chairman)	5
2	Mr. Yuji Takarada / Toshiya Azuma (Ex Vice Chairman & Director)	5
3	Mr. Ali Asghar Jamali (CEO)	5
4	Mr. Sadatoshi Kashiwara (Senior Director Manufacturing)	5
5	Mr. Susumu Matsuda [Mr. Tsuyoshi Haginiwa, Alternate Director] / Mr. Hiroyuki Fukui, Ex-Director [Mr. Yoshihide Tokuda, Ex Alternate Director]	5
6	Mr. Tetsuya Ezumi / Mr. Masato Yamanami, Ex-Director [Mr. K. Sotowa, Alternate]	5
7	Mr. Mohamedali R. Habib	4
8	Mr. Farhad Zulficar	4
9	Mr. Azam Faruque	4
10	Mr. Parvez Ghias	5

Changes in Directors

During the year, 3 casual vacancies occurred on the Board. Mr. Toshiya Azuma resigned as Vice Chairman & Director with effect from January 1, 2018 and Mr. Yuji Takarada was appointed as Vice Chairman & Director from same date. Mr. Hiroyuki Fukui resigned as Director with effect from January 25, 2018 and Mr. Susumu Matsuda was appointed as Director with effect from February 7, 2018. Furthermore, Mr. Masato Yamanami resigned as Director with effect from May 28, 2018 and Mr. Tetsuya Ezumi was appointed as Director from the same date.

The Board acknowledged the valuable contributions 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 is as under:

1. Board Audit Committee

- 1) Mr. Azam Faruque, Chairman of the Committee
- 2) Mr. Mohamedali R. Habib
- 3) Mr. Farhad Zulficar
- 4) Mr. Parvez Ghias
- 5) Mr. Susumu Matsuda
- 6) Mr. Tetsuya Ezumi

2. Board Human Resource & Remuneration Committee

- 1) Mr. Azam Faruque, Chairman of the Committee
- 2) Mr. Ali S. Habib
- 3) Mr. Yuji Takarada
- 4) Mr. Parvez Ghias
- 5) Mr. Ali Asghar Jamali

3. Board Ethics Committee

- 1) Mr. Farhad Zulficar, Chairman of the Committee
- 2) Mr. Parvez Ghias
- 3) Mr. Ali Asghar Jamali

Salient features of Remuneration policy for Non-Executive Directors

The Board acknowledge the valuable contributions being made by the Non-Executive 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 and 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.

Principal Risk and Uncertainties

Despite the fact that the Company's financial performance is exceptional from the past years, however, continuous depreciation of Pak Rupee against various currencies, general inflation and rise in international commodity prices will be vital factors that may have an impact on the future financial statements of the Company. The company welcomes new competition, however, consistent Government policies are required along with creating a level playing field for the existing players of the industry for sustainable growth.

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 strength 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.

Pattern of Shareholding

The Pattern of Shareholding of the Company as at June 30, 2018, is given on pages 151 to 153.

Trading of Shares of the Company

During the year ended June 30, 2018, the Directors, the Executives, and their spouses and minor children have not carried out any trading of shares of the Company. The Executive includes, Chief Financial Officer, Company Secretary, and Head of Internal Audit for the purposes of disclosure of trading of shares.

Material Changes and Commitments

The Board of Directors have approved an amount of Rs. 3.3 Billion for capital expenditure, to increase the manufacturing productivity, which will enhance the annual normal vehicle production capacity to around 76,000 units, on double shift basis, based on average normal working hours in a financial year. The investment is planned to be made in various production areas to debottleneck and improve efficiency and productivity, which will yield benefits during the financial year 2020-2021.

No other material changes and commitment affecting the financial position of the Company have occurred between the end of the financial year of the Company to which the balance sheet relates and the date of the report, 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 A.F Ferguson & Co, as the auditors for the year ending June 30, 2019.

Related Party Transactions

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

Key Operating and Financial Data

The Key Operating and Financial Data is mentioned on pages 154 to 155 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 2017. Statement to this effect is annexed with this Report on page 95 & 97.

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.

Moving Forward

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

After the formation of the newly elected government, we anticipate that policies are to be made to overcome the economic challenges. Initiatives to be taken to increase investments and localization.

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 28, 2018



Ali Asghar Jamali
Chief Executive



Yuji Takarada
Vice Chairman

Global Vision for Those We Serve

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

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



Customers

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



Shareholders

Ensure sustainable growth by fostering the virtuous circle;

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



Employees

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



Business Partners

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



Global Society/Local Communities

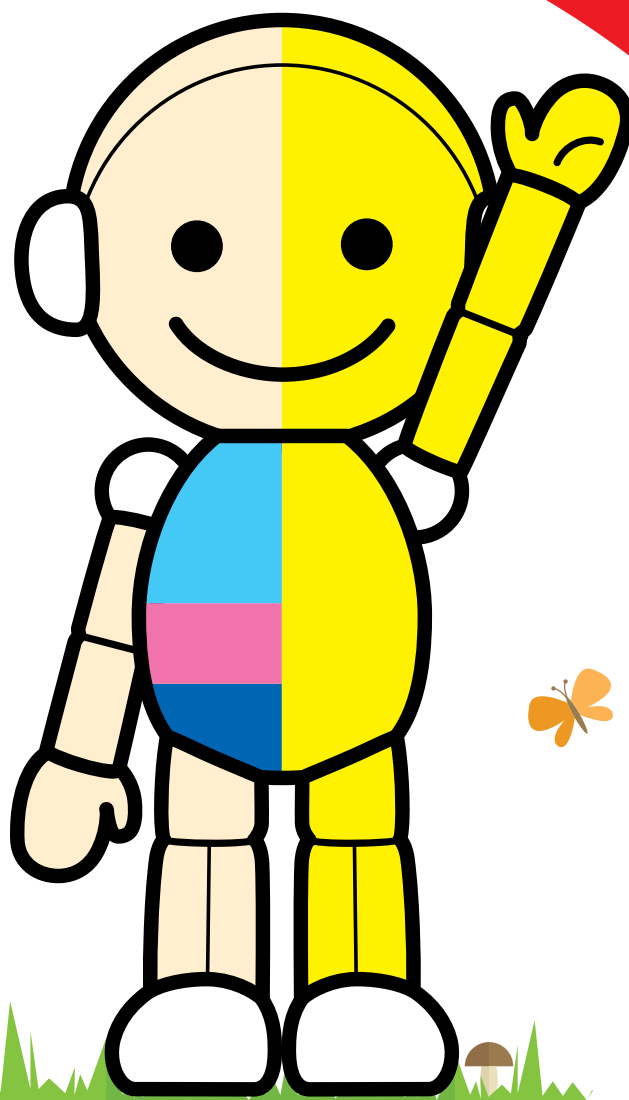
Reduce environmental burdens through lifecycle by developing various eco-friendly vehicles and technologies and making them prevail. As a good corporate citizen, respect the culture and customs of every nation and contribute to social development. Be aware of responsibilities of developing and producing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

Fun Facts & Tips for Safety



TOYOTA

Hello!
I am
THUMS



BE
SAFETY
LEADERS
besafetyleaders.com

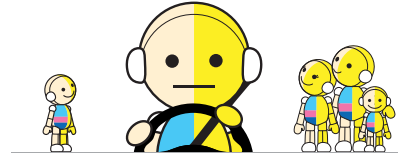
INDUS MOTOR COMPANY LTD.



TOYOTA

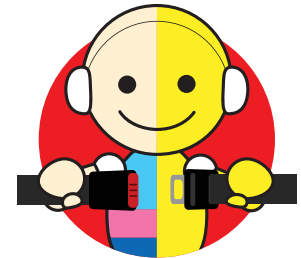
YOU NEVER DRIVE ALONE

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



SAFETY MULTIPLIER

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



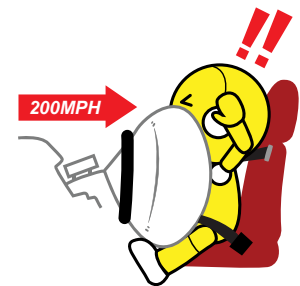
S IS FOR SAFETY

Keeping your child safe during a car ride is 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 a 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.



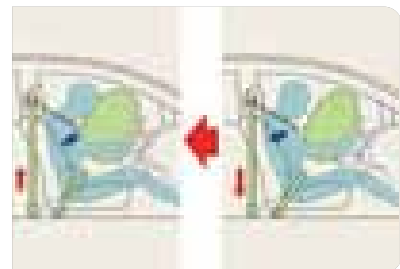
DUAL SRS AIRBAGS

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 the 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 and 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.





START YOUR
IMPOSSIBLE

TOYOTA



Worldwide
Olympic Partner



Worldwide
Paralympic Partner

GAINING Recognition

This year IMC won substantial awards in different categories:

1. 4 medals, at “Asia Pacific Skill Contest 2018” in Thailand.
2. 33rd Management Association of Pakistan’s (MAP) Corporate Excellence Award in the “Industrial Category” for demonstrating excellence in corporate management.
3. PAS award for Fortuner in the automotive and transportation category
4. Best CEO of the year award.
5. Business Sustainability Award from United Nation Global Compact (UNGC) Pakistan Network.
6. Consumer Choice Award for GLi and Revo.



FINANCIAL STATEMENTS



Statement of Compliance with the Code of Corporate Governance

This statement is being presented to comply with the Code of Corporate Governance contained in Regulation No. 5.19 of listing regulations of Pakistan Stock Exchange Limited (the Code) for the period from July 1, 2017 to December 31, 2017 and the requirements of the Listed Companies (Code of Corporate Governance) Regulations, 2017 (the Regulations) for the period from January 1, 2018 to June 30, 2018 for the purpose of establishing a framework of good governance.

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

1. The total number of directors are 10 as per the following:

- | | |
|-----------|----|
| a. Male | 10 |
| b. Female | - |

2. At the year ended June 30, 2018, the composition of the Board of Directors (the Board) is as follows:

a) Independent Director

- | | |
|---------------------|----------|
| 1. Mr. Azam Faruque | Director |
|---------------------|----------|

b) Non-Executive Directors

- | | |
|----------------------------|----------|
| 2. Mr. Ali S. Habib | Chairman |
| 3. Mr. Farhad Zulficar | Director |
| 4. Mr. Mohamedali R. Habib | Director |
| 5. Mr. Susumu Matsuda | Director |
| 6. Mr. Tetsuya Ezumi | Director |
| 7. Mr. Parvez Ghias | Director |

c) Executive Directors

- | | |
|-----------------------------|----------------------------|
| 8. Mr. Yuji Takarada | Vice Chairman |
| 9. Mr. Ali Asghar Jamali | Chief Executive |
| 10. Mr. Sadatoshi Kashihara | Sr. Director Manufacturing |

The independent director meets the criteria of independence under the Companies Act, 2017.

3. The directors have confirmed that none of them is serving as a director on more than five 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. A complete record of particulars of significant policies along with the dates on which they were approved or amended has been maintained.
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 (the Act), the Code and the Regulations.
7. The meetings of the Board were presided over by the Chairman and, in his absence, by a director elected by the Board for this purpose. The Board has complied with the requirements of the Act, the Code 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, the Code and the Regulations.
9. As at June 30, 2018, three directors namely; Mr. Parvez Ghias, Mr. Mohamedali R. Habib and Mr. Azam Faruque have acquired the prescribed certification under the Directors' Training Program (DTP) and two directors namely; Mr. Ali S. Habib and Mr. Farhad Zulficar have received approval from the Securities and Exchange Commission of Pakistan, against exemption from the requirement of DTP.
10. The Board has approved appointment of the Chief Financial Officer (CFO), Company Secretary and Head of Internal Audit, including their remuneration and terms and conditions of employment and complied with relevant requirements of the Code and the Regulations.
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:
 - a) **Audit Committee**

Mr. Azam Faruque	Chairman of the Committee
Mr. Farhad Zulficar	Member
Mr. Mohamedali R. Habib	Member
Mr. Susumu Matsuda	Member
Mr. Tetsuya Ezumi	Member
Mr. Parvez Ghias	Member
 - b) **HR & Remuneration Committee**

Mr. Azam Faruque	Chairman of the Committee
Mr. Ali S. Habib	Member
Mr. Yuji Takarada	Member
Mr. Ali Asghar Jamali	Member
Mr. Parvez Ghias	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	Half yearly meetings
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. 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 or any of the partners of the firm, their spouses and minor children do not hold shares of the Company and that the firm and all its partners are in compliance with International Federation of Accountants (IFAC) guidelines on code of ethics as adopted by the ICAP.
17. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the Act, the Code, the Regulations or any other regulatory requirement and the auditors have confirmed that they have observed IFAC guidelines in this regard.

18. All the resident directors of the Company are registered as taxpayers and none of them has defaulted in payment of any loan to a banking company, a DFI or an NBFIs or, being a broker of a stock exchange, has been declared as a defaulter by that stock exchange.
19. During the year, three vacancies occurred on the Board that were filled up by the directors within the prescribed number of days.
20. The directors' report for this year has been prepared in accordance with the requirements of the Act and the Regulations.
21. The directors, CEO and executives do not hold any interest in the shares of the Company other than that disclosed in the pattern of shareholding.
22. The Company has complied with all the corporate and financial reporting requirements of the Code and the Regulations.
23. The 'closed period', prior to the announcement of interim / final results, and business decisions, which may materially affect the market price of the Company's securities, was determined and intimated to directors, employees and the Pakistan Stock Exchange Limited.
24. Material / price sensitive information has been disseminated among all market participants at once through the Pakistan Stock Exchange Limited.
25. The Company has complied with the requirements relating to maintenance of register of persons having access to inside information by designated senior management officer in a timely manner and maintained proper record including basis for inclusion or exclusion of names of persons from the said list.
26. We confirm that all other requirements of the Code and the Regulations have been complied with.


Ali S. Habib
Chairman

Karachi
August 28, 2018



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, 2017.

We have reviewed the enclosed Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2017 (the Regulations) prepared by the Board of Directors of Indus Motor Company Limited (the Company) for the year ended June 30, 2018 in accordance with the requirements of regulation 40 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 and also ensure compliance with the requirements of section 208 of the Companies Act, 2017. 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. We have not carried out procedures to assess and determine the Company's process for identification of related parties and that whether the related party transactions were undertaken at arm's length price or not.

Based on our review, nothing has come to our attention which causes us to believe that the Statement of Compliance does not appropriately reflect the Company's compliance, in all material respects, with the requirements contained in the Regulations as applicable to the Company for the year ended June 30, 2018.



Chartered Accountants
Dated: August 31, 2018
Karachi



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

Report on the Audit of the financial statements

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, 2018, 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, 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 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, 2018 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 judgement, were of most significance in our audit of the financial statements of the current year. 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.

Following are the Key Audit Matters:

S. No.	Key Audit Matters	How the matter was addressed in our audit
(i)	<p>First time application of fourth schedule to the Companies Act, 2017 (Refer note 2.1 to the annexed financial statements)</p> <p>The fourth schedule to the Companies Act, 2017 became applicable to the Company for the first time for the preparation of the annexed financial statements.</p> <p>The Companies Act, 2017 has introduced certain changes with regard to preparation and presentation of the annual financial statements of the Company.</p> <p>As part of this transition to the requirements of the Companies Act, 2017, the management performed a gap analysis to identify differences between the previous financial reporting framework and the current financial reporting framework and as a result certain changes were made in the Company's annexed financial statements which are included in notes 3.3, 3.5, 4.2, 16.1, 18.2, 22.3.1, 24.2, 25.2, 28.2, 32.2, 36, 37.3, 40 and 44 to the annexed financial statements.</p> <p>In view of the extensive impacts in the annexed financial statements due to first time application of the fourth schedule to the Companies Act, 2017, we considered it as a key audit matter.</p>	<p>We reviewed and understood the requirements of the fourth schedule to the Companies Act, 2017. Our audit procedures included the following:</p> <ul style="list-style-type: none"> • Considered the management's process to identify the additional disclosures required in the Company's annexed financial statements. • Obtained relevant underlying supports for the additional disclosures and assessed their appropriateness for sufficient audit evidence. • Verified on test basis the supporting evidence for the additional disclosures and ensured appropriateness of the disclosures made.
(ii)	<p>Estimates involved in the provision for warranty obligations (Refer note 18.3 to the annexed financial statements)</p> <p>The Company normally provides two years warranty on its locally manufactured vehicles to customers and maintains a provision in this respect, which amounts to Rs 1,237.520 million as at June 30, 2018. The management carries out a semi-annual exercise to assess the reasonableness of the provision for warranty</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> • We obtained an understanding of the warranty process, evaluated the design of, and performed the related tests of controls.

S. No.	Key Audit Matters	How the matter was addressed in our audit
	<p>obligations retained in the financial statements. The management and 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. 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>	<ul style="list-style-type: none"> • We 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. • We performed a sensitivity analysis to evaluate the judgements made by the management based on reasonably expected movements in the assumptions used and tested the validity of the data used in the calculations.

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 the Companies Act, 2017 (XIX of 2017) and for such internal control as management determines is necessary to enable the preparation of the 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.

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

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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 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.



Chartered Accountants
A. F. Ferguson & Co.
Dated: August 31, 2018
Karachi

Statement of Financial Position

As at June 30, 2018

	Note	2018	2017
		------(Rupees in '000)-----	
ASSETS			
Non-Current Assets			
Property, plant and equipment	3	7,224,839	6,257,927
Intangible assets	3	86,540	87,517
Long-term loans and advances	4	48,525	9,368
Long-term deposits	5	9,443	9,443
Deferred taxation - net	6	14,589	73,969
		<u>7,383,936</u>	<u>6,438,224</u>
Current Assets			
Stores and spares	7	301,254	203,829
Stock-in-trade	8	11,150,736	9,317,883
Trade debts	9	1,453,670	758,872
Loans and advances	10	3,714,654	1,652,906
Short-term prepayments	11	14,639	20,839
Accrued return	12	120,016	376,037
Other receivables	13	556,284	402,304
Short-term investments	14	55,031,103	41,487,709
Cash and bank balances	15	2,200,772	3,221,120
		<u>74,543,128</u>	<u>57,441,499</u>
TOTAL ASSETS		<u>81,927,064</u>	<u>63,879,723</u>
EQUITY			
Share Capital			
Authorised capital 500,000,000 (2017: 500,000,000) ordinary shares of Rs 10 each		<u>5,000,000</u>	<u>5,000,000</u>
Issued, subscribed and paid-up capital	16	786,000	786,000
Reserves	17	<u>35,958,342</u>	<u>30,410,962</u>
		<u>36,744,342</u>	<u>31,196,962</u>
LIABILITIES			
Non-Current Liabilities			
Deferred Revenue		22,711	3,933
Current Liabilities			
Current portion of deferred revenue		3,933	-
Unclaimed dividend		182,437	167,301
Unpaid dividend		60,445	-
Trade payables, other payables and provisions	18	15,731,241	9,515,578
Advances from customers and dealers	19	27,491,128	22,188,881
Taxation - net	21	1,690,827	807,068
		<u>45,160,011</u>	<u>32,678,828</u>
TOTAL EQUITY AND LIABILITIES		<u>81,927,064</u>	<u>63,879,723</u>
CONTINGENCIES AND COMMITMENTS	22		

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


Aqeel Loon
Chief Financial Officer


Ali Asghar Jamali
Chief Executive


Yuji Takarada
Vice Chairman & Director

Profit and Loss Account

For the year ended June 30, 2018

	Note	2018	2017
		------(Rupees in '000)-----	
Net sales	23	140,207,524	112,271,656
Cost of sales	24	(115,830,771)	(92,449,955)
Gross profit		24,376,753	19,821,701
Distribution expenses	25	(1,283,889)	(1,227,647)
Administrative expenses	26	(1,523,800)	(1,053,340)
Other operating expenses	28	(193,620)	(176,918)
		(3,001,309)	(2,457,905)
		21,375,444	17,363,796
Workers' Profit Participation Fund and Workers' Welfare Fund	29	(1,704,557)	(1,418,456)
		19,670,887	15,945,340
Other income	30	3,900,685	3,593,425
		23,571,572	19,538,765
Finance cost	31	(572,406)	(397,998)
Profit before taxation		22,999,166	19,140,767
Taxation	32	(7,227,306)	(6,139,502)
Profit after taxation		15,771,860	13,001,265
		------(Rupees)-----	
Earnings per share - basic and diluted	33	200.66	165.41

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


Aqeel Loon
Chief Financial Officer


Ali Asghar Jamali
Chief Executive


Yuji Takarada
Vice Chairman & Director

Statement of Comprehensive Income

For the year ended June 30, 2018

	Note	2018	2017
		------(Rupees in '000)-----	
Profit after taxation		15,771,860	13,001,265
Other comprehensive loss			
<i>Items that will not be reclassified to profit or loss</i>			
Remeasurement loss on net defined benefit obligation	27.4	(9,127)	(2,732)
Related deferred tax income thereon		2,647	820
		(6,480)	(1,912)
Total comprehensive income for the year		15,765,380	12,999,353

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


Aqeel Loon
Chief Financial Officer


Ali Asghar Jamali
Chief Executive


Yuji Takarada
Vice Chairman & Director

Cash Flow Statement

For the year ended June 30, 2018

	Note	2018	2017
------(Rupees in '000)-----			
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	34	30,392,927	20,197,225
Net increase in long-term loans and advances		(39,157)	(5,574)
Net decrease in long-term deposits		-	505
Mark-up paid on advances received from customers		(400,320)	(211,894)
Increase in deferred revenue		18,778	3,933
Payment to Workers' Profit Participation Fund		(1,205,000)	(1,062,000)
Payment to Workers' Welfare Fund		(356,881)	(361,179)
Income tax paid		(6,281,518)	(5,951,842)
Net cash inflow from operating activities		22,128,829	12,609,174
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment and intangible assets		(2,947,269)	(3,036,599)
Proceeds from disposals of property, plant and equipment		74,119	51,148
Interest received on bank deposits and Term Deposit Receipts		1,891,973	1,708,701
Interest received on Pakistan Investment Bonds		287,404	569,869
Proceeds from redemption of Pakistan Investment Bonds		5,123,453	-
Investment in listed mutual fund units		(17,705,961)	(14,324,950)
Proceeds from redemption of listed mutual fund units		8,941,825	14,580,868
Investment in Term Deposit Receipts		-	(12,000,000)
Proceeds from redemption of Term Deposit Receipts		7,000,000	9,500,000
Investment in Market Treasury Bills		(5,749,468)	(2,428,500)
Proceeds from redemption of Market Treasury Bills		6,540,973	5,023,450
Net cash inflow from / (outflow on) investing activities		3,457,049	(356,013)
CASH FLOWS FROM FINANCING ACTIVITY			
Dividends paid		(10,142,419)	(9,391,010)
Net cash outflow on financing activity		(10,142,419)	(9,391,010)
Net increase in cash and cash equivalents during the year		15,443,459	2,862,151
Cash and cash equivalents at beginning of the year		32,599,720	29,737,569
Cash and cash equivalents at end of the year	35	48,043,179	32,599,720

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


Aqeel Loon
Chief Financial Officer


Ali Asghar Jamali
Chief Executive


Yuji Takarada
Vice Chairman & Director

Statement of Changes In Equity

For the year ended June 30, 2018

	Share Capital	Reserves				
	Issued, subscribed and paid-up	Capital Premium on issue of ordinary shares	General reserve	Unappro- priated profit	Sub-Total	Total
	(Rupees in '000)					
Balance at July 1, 2016	786,000	196,500	19,851,050	6,796,059	26,843,609	27,629,609
Transfer to general reserve for the year ended June 30, 2016 appropriated subsequent to year end	-	-	3,600,000	(3,600,000)	-	-
Transactions with owners						
Final dividend @ 400% for the year ended June 30, 2016 declared subsequent to year end	-	-	-	(3,144,000)	(3,144,000)	(3,144,000)
1st Interim dividend for the year ended June 30, 2017@ 250%	-	-	-	(1,965,000)	(1,965,000)	(1,965,000)
2nd Interim dividend for the year ended June 30, 2017@ 250%	-	-	-	(1,965,000)	(1,965,000)	(1,965,000)
3rd Interim dividend for the year ended June 30, 2017@ 300%	-	-	-	(2,358,000)	(2,358,000)	(2,358,000)
Total transactions with owners	-	-	-	(9,432,000)	(9,432,000)	(9,432,000)
Profit after taxation for the year	-	-	-	13,001,265	13,001,265	13,001,265
Other comprehensive loss for the year	-	-	-	(1,912)	(1,912)	(1,912)
Total comprehensive income for the year ended June 30, 2017	-	-	-	12,999,353	12,999,353	12,999,353
Balance at June 30, 2017	786,000	196,500	23,451,050	6,763,412	30,410,962	31,196,962
Transfer to general reserve for the year ended June 30, 2017 appropriated subsequent to year end	-	-	4,000,000	(4,000,000)	-	-
Transactions with owners						
Final dividend @ 350% for the year ended June 30, 2017 declared subsequent to year end	-	-	-	(2,751,000)	(2,751,000)	(2,751,000)
1st Interim dividend for the year ended June 30, 2018 @ 300%	-	-	-	(2,358,000)	(2,358,000)	(2,358,000)
2nd Interim dividend for the year ended June 30, 2018 @ 325%	-	-	-	(2,554,500)	(2,554,500)	(2,554,500)
3rd Interim dividend for the year ended June 30, 2018 @ 325%	-	-	-	(2,554,500)	(2,554,500)	(2,554,500)
Total transactions with owners	-	-	-	(10,218,000)	(10,218,000)	(10,218,000)
Profit after taxation for the year	-	-	-	15,771,860	15,771,860	15,771,860
Other comprehensive loss for the year	-	-	-	(6,480)	(6,480)	(6,480)
Total comprehensive income for the year ended June 30, 2018	-	-	-	15,765,380	15,765,380	15,765,380
Balance at June 30, 2018	786,000	196,500	27,451,050	8,310,792	35,958,342	36,744,342

Proposed final dividend and transfer between reserves made subsequent to the year ended June 30, 2018 are disclosed in note 45 to these financial statements.

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


Aqeel Loon
Chief Financial Officer


Ali Asghar Jamali
Chief Executive


Yuji Takarada
Vice Chairman & Director

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

1 GENERAL INFORMATION

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

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

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

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

2.1 Basis of preparation

2.1.1 Statement of compliance

These financial statements have been prepared in accordance with the 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; and
- Provisions of and directives issued under the Companies Act, 2017

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.

2.1.2 Initial application of standards, amendments or interpretations to existing standards

The following amendments to existing standards have been published that are applicable to the Company's financial statements covering annual periods, beginning on or after the following dates:

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

There were certain new standards, amendments and interpretations to the approved accounting and reporting standards which became effective during the year ended June 30, 2018. However, these are considered not to be relevant or to have any significant effect on the Company's operations and financial reporting and accordingly have not been disclosed in these financial statements.

The fourth schedule to the Companies Act 2017 became applicable to the Company for the first time for the preparation of these financial statements. The Companies Act, 2017, including the fourth schedule, forms an integral part of the statutory financial reporting framework applicable to the Company and amongst others, prescribes the nature and content of disclosures in relation to various elements of the financial statements.

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

There are certain new standards, amendments and interpretations to the approved accounting and reporting standards that will be mandatory for the Company's annual accounting periods beginning on or after July 1, 2018. 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. During the current year the Securities and Exchange Commission of Pakistan (the SECP) has adopted IFRS 9 'Financial Instruments', IFRS 15 'Revenue from Customers' and IFRS 16 'Leases' which will not have any significant impact on the financial reporting of the Company.

2.2 Basis for measurement

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

2.2.2 Accounting estimates and judgments

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

Significant accounting estimates and areas where judgments were exercised by management in the application of accounting policies are disclosed in note 2.3.19 to these financial statements.

2.3 Summary of significant accounting policies

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

2.3.1 Property, plant and equipment

2.3.1.1 Property, plant and equipment - Owned

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

Depreciation is charged to 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 3.2 to these financial statements.

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

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

Gains and losses on sale or retirement of property, plant and equipment are included in the 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 specific assets as and when assets are available for use.

2.3.1.2 Intangible assets - Computer Softwares

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

2.3.1.3 Impairment of non-financial assets

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

2.3.2 Stores and spares

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

2.3.3 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 statement of financial position date, comprising invoice values plus other charges incurred thereon.

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

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

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

2.3.4 Financial instruments

2.3.4.1 Financial assets

2.3.4.1.1 Classification

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

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

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

b) Loans and receivables

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

c) Held to maturity

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

d) Available for sale financial assets

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

2.3.4.1.2 Initial recognition and measurement

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

2.3.4.1.3 Subsequent measurement

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

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

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

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

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

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

2.3.4.1.4 Impairment

The Company assesses at each statement of financial position date whether there is objective evidence that a financial asset is impaired.

a) **Assets carried at amortised cost**

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

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

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

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

b) **Assets classified as 'available for sale'**

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

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

2.3.4.1.5 Offsetting of financial assets and financial liabilities

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

2.3.4.2 Financial liabilities

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

2.3.4.3 Derecognition

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

2.3.5 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 statement of financial position date. Balances considered doubtful and irrecoverable are written off when identified.

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

2.3.6 Trade debts and other receivables

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

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

2.3.7 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.

2.3.8 Taxation

Current

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

Deferred

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

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

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

2.3.9 Cash and cash equivalents

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

2.3.10 Trade and other payables

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

2.3.11 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 statement of financial position date and adjusted to reflect the current best estimate.

2.3.12 Warranty obligations

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

2.3.13 Staff retirement benefits

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.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

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, 2018, using significant assumptions as stated in note 27 to these financial statements.

2.3.14 Employees' compensated absences

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

2.3.15 Dividend distribution and transfer between reserves

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

2.3.16 Revenue recognition

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

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

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

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

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

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

2.3.17 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 on the statement of financial position date. Exchange gain / loss on foreign currency translations are included in income / equity along with any related hedge effects.

2.3.18 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.

2.3.19 Accounting estimates and judgments

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

i) Useful lives of property, plant and equipment (notes 2.3.1 and 3.2)

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

ii) Provision for slow moving stores and spares (notes 2.3.2 and 7)

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

iii) Provision for slow moving stock-in-trade (notes 2.3.3 and 8)

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

iv) Provision for doubtful debts (notes 2.3.6 and 9)

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

v) Classification and valuation of investments (notes 2.3.4 and 14)

The Company takes into account its intention for classification of investments as mentioned in note 2.3.4.1.1 at the time of purchase. The valuation of investments is done based on the criteria mentioned in notes 2.3.4.1.2, 2.3.4.1.3 and 2.3.4.1.4.

vi) Income taxes (notes 2.3.8 and 32)

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

vii) Warranty obligations (notes 2.3.12 and 18.3)

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

viii) Staff retirement benefits (notes 2.3.13 and 27)

The Company has post retirement benefit obligations, which are determined through actuarial valuations as carried out by an independent actuary using various assumptions as disclosed in note 27 to these financial statements.

ix) Contingencies and commitments (note 22)

The Company uses assumptions and estimates in disclosure and assessment of provision for contingencies as disclosed in note 22.

2.3.20 Segment reporting

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

2.3.21 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.

	Note	2018	2017
		-----	-----
		(Rupees in '000)	
3			
PROPERTY, PLANT AND EQUIPMENT & INTANGIBLE ASSETS			
Property, plant and equipment	3.1	7,224,839	6,257,927
Intangible assets	3.2	86,540	87,517
		<u>7,311,379</u>	<u>6,345,444</u>
3.1			
Property, plant and equipment			
Tangible operating assets	3.2	6,933,371	5,190,839
Capital work-in-progress	3.6	291,468	1,067,088
		<u>7,224,839</u>	<u>6,257,927</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

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

	2018										Intangible assets	
	Tangible assets										Total tangible assets	Computer software
	Leasehold land	Factory building on leasehold land	Other building on leasehold land	Plant and machinery	Motor vehicles	Furniture and fixtures	Office equipment	Computer and related accessories	Tools and equipment	Jigs, moulds and related equipments		
(Rupees in '000)												
At July 1, 2017												
Cost	108,662	1,299,785	459,459	9,777,677	415,871	227,342	161,177	249,445	831,157	4,062,228	17,592,803	148,601
Accumulated depreciation / amortisation	(26,242)	(926,539)	(191,804)	(7,310,424)	(185,034)	(201,341)	(102,578)	(184,821)	(678,719)	(2,594,462)	(12,401,964)	(61,084)
Net book value	82,420	373,246	267,655	2,467,253	230,837	26,001	58,599	64,624	152,438	1,467,766	5,190,839	87,517
Year ended June 30, 2018												
Opening net book value	82,420	373,246	267,655	2,467,253	230,837	26,001	58,599	64,624	152,438	1,467,766	5,190,839	87,517
Additions	-	1,011	400	122,000	191,821	1,870	8,314	25,440	23,734	2,653	377,243	26,481
- Direct	-	850,436	33,074	2,314,483	-	6,155	10,774	35,143	61,054	3,648	3,314,767	4,398
- Transfers from CWIP	-	-	-	-	-	-	-	-	-	-	-	-
Disposals / write offs	-	-	-	(35,208)	(141,357)	-	(515)	(5,807)	(4,607)	-	(187,494)	-
- Cost	-	-	-	35,208	85,608	-	502	5,696	2,880	-	129,894	-
- Accumulated depreciation	-	-	-	-	(55,749)	-	(13)	(111)	(1,727)	-	(57,600)	-
Depreciation / amortisation charge for the year	(3,610)	(95,129)	(36,512)	(1,003,087)	(76,461)	(10,471)	(20,304)	(35,951)	(56,882)	(553,471)	(1,891,878)	(31,856)
Closing net book value	78,810	1,129,564	264,617	3,900,649	290,448	23,555	57,370	89,145	178,617	920,596	6,933,371	86,540
At June 30, 2018												
Cost	108,662	2,151,232	492,933	12,178,952	466,335	235,367	179,750	304,221	911,338	4,068,529	21,097,319	179,480
Accumulated depreciation / amortisation	(29,852)	(1,021,668)	(228,316)	(8,278,303)	(175,887)	(211,812)	(122,380)	(215,076)	(732,721)	(3,147,933)	(14,163,948)	(92,940)
Net book value	78,810	1,129,564	264,617	3,900,649	290,448	23,555	57,370	89,145	178,617	920,596	6,933,371	86,540
Depreciation / amortisation rate % per annum	2.38%-3.85%	10%	5%	10%-20%	20%	20%	20%	33.33%	20%	20%-25%		33.33%

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

	2017											Intangible assets	
	Tangible assets											Total tangible assets	
	(Rupees in '000)												
	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 equipments			
At July 1, 2016													
Cost	108,662	1,290,878	326,221	9,202,056	332,015	215,494	143,595	200,700	773,036	3,301,785	15,894,442	65,417	
Accumulated depreciation / amortisation	(22,632)	(900,936)	(99,599)	(6,677,096)	(178,188)	(194,796)	(87,758)	(159,622)	(637,160)	(2,225,869)	(11,183,656)	(46,126)	
Net book value	86,030	389,942	226,622	2,524,960	153,827	20,698	55,837	41,078	135,876	1,075,916	4,710,786	19,291	
Year ended June 30, 2017													
Opening net book value	86,030	389,942	226,622	2,524,960	153,827	20,698	55,837	41,078	135,876	1,075,916	4,710,786	19,291	
Additions	-	2,145	3,423	159,055	159,961	97	10,063	31,192	7,886	3,425	377,247	-	
- Direct	-	72,721	63,856	588,633	-	13,769	10,221	5,921	55,698	891,387	1,702,206	98,258	
- Transfers from CWIP													
Disposals / write offs	-	-	-	(3,622)	(22,648)	-	-	(221)	-	-	(26,491)	-	
- Cost	-	-	-	(178,071)	(70,101)	(2,018)	(2,702)	(3,442)	(5,463)	(134,369)	(396,166)	-	
- Accumulated depreciation	-	-	-	174,449	47,453	2,018	2,702	3,221	5,463	134,369	369,675	-	
Depreciation / amortisation charge for the year	(3,610)	(84,522)	(33,286)	(801,980)	(60,096)	(8,563)	(17,522)	(20,939)	(47,022)	(502,962)	(1,580,502)	(22,439)	
Transfers													
Cost	-	(65,959)	65,959	6,004	(6,004)	-	-	15,074	-	-	15,074	(15,074)	
Accumulated depreciation	-	58,919	(58,919)	(5,797)	5,797	-	-	(7,481)	-	-	(7,481)	7,481	
		(7,040)	7,040	207	(207)	-	-	(7,593)	-	-	7,593	(7,593)	
Closing net book value	82,420	373,246	267,655	2,467,253	230,837	26,001	58,599	64,624	152,438	1,467,766	5,190,839	87,517	
At June 30, 2017													
Cost	108,662	1,299,785	459,459	9,777,677	415,871	227,342	161,177	249,445	831,157	4,062,228	17,592,803	148,601	
Accumulated depreciation / amortisation	(26,242)	(926,539)	(191,804)	(7,310,424)	(185,034)	(201,341)	(102,578)	(184,821)	(678,719)	(2,594,462)	(12,401,964)	(61,084)	
Net book value	82,420	373,246	267,655	2,467,253	230,837	26,001	58,599	64,624	152,438	1,467,766	5,190,839	87,517	
Depreciation / amortisation rate % per annum	2.38%-3.85%	10%	5%	10%-20%	20%	20%	20%	33.33%	20%	20%-25%		33.33%	

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

3.3 Leasehold land, on which the factory building, plant and warehouse are situated, is spread across an area of 107.5 acres. It is located at Plot No. NWZ/1/P-1 & W2/1/1-3, Port Qasim Industrial Estate, Bin Qasim, Karachi.

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

	Note	2018 ------(Rupees in '000)-----	2017
Cost of sales - own manufactured	24	1,800,608	1,509,613
Distribution expenses	25	37,727	36,915
Administrative expenses	26	53,543	33,974
		<u>1,891,878</u>	<u>1,580,502</u>

3.5 Particulars of tangible operating assets having a net book value exceeding Rs 500,000 disposed of during the year are as follows:

Particulars	Cost	Accumulated depreciation	Net book value	Sale proceeds / receivable from insurance company	Gain / (loss)	Mode of disposal	Particulars of buyer
------(Rupees in '000)-----							
Motor vehicles							
	1,969	(755)	1,214	1,969	755	Insurance Claim	M/s Habib Insurance Company Limited - a related party
	2,174	(1,667)	507	1,617	1,110	Bidding Process	M/s Toyota Central Motors
	1,749	(1,049)	700	1,551	851	--do--	M/s Toyota Highway Motors
	1,949	(942)	1,007	1,706	699	--do--	M/s Toyota Southern Motors
	1,949	(942)	1,007	1,684	677	--do--	M/s Toyota Southern Motors
	2,919	(876)	2,043	2,556	513	--do--	M/s Toyota Highway Motors
	3,441	(2,122)	1,319	1,450	131	--do--	Mr Muhammad Ahmer
	1,949	(942)	1,007	1,683	676	--do--	M/s Toyota Southern Motors
	1,749	(1,195)	554	1,501	947	--do--	M/s Toyota Highway Motors
	1,859	(620)	1,239	1,660	421	--do--	M/s Toyota Southern Motors
	3,264	(1,741)	1,523	2,206	683	--do--	M/s Toyota Highway Motors
	5,772	(3,078)	2,694	4,006	1,312	--do--	M/s Toyota Highway Motors
	9,358	(4,679)	4,679	4,506	(173)	--do--	M/s Toyota Highway Motors
	3,105	(2,329)	776	1,840	1,064	--do--	Mr Shahryar Khan
	3,769	(1,445)	2,324	3,716	1,392	--do--	Mr Asif Nazeeef
	1,749	(1,020)	729	1,108	379	Employee Scheme	Mr Faizan Mustafa (Key management personnel)
	1,859	(248)	1,611	1,611	-	--do--	Mr Ahmed Nadeem (Ex-Executive)
	1,749	(1,166)	583	1,208	625	--do--	Mr Jamshed Khan (Executive)
	1,749	(991)	758	1,289	531	--do--	Mr Umer Farooq (Executive)
	1,859	(496)	1,363	1,611	248	--do--	Mr Rizwan Pirzada (Executive)
	1,894	(284)	1,610	1,777	167	--do--	Mr Waqas Baig (Executive)
	1,894	(284)	1,610	1,777	167	--do--	Mr Ismail Hanif (Executive)
	1,894	(284)	1,610	1,777	167	--do--	Mr Taimoor Ahmed (Executive)
	1,749	(1,166)	583	1,208	625	--do--	Mr Asif Ahmed (Executive)
	2,299	(1,341)	958	1,672	714	--do--	Mr Raheel Asghar (Key management personnel)
	1,749	(991)	758	1,289	531	--do--	Mr Ibrar Khan (Executive)
	1,839	(858)	981	1,410	429	--do--	Mr Arif Anzer (Executive)
	1,784	(654)	1,130	1,484	354	--do--	Ms Rizwana Khatoon (Executive)
	1,789	(477)	1,312	1,567	255	--do--	Mr Wajid Bux (Executive)
	1,969	(295)	1,674	1,838	164	--do--	Mr Faizan Mustafa (Key management personnel)
	1,894	(189)	1,705	1,821	116	--do--	Mr Sheikh Salman (Executive)
	2,299	(1,609)	690	1,547	857	--do--	Mr Tariq Ahmed Khan (Key management personnel)
	1,749	(1,195)	554	1,194	640	--do--	Mr Shuja Ahmed (Executive)
	1,864	(466)	1,398	1,631	233	--do--	Mr Muhammad Sajid (Executive)
	1,954	(163)	1,791	1,893	102	--do--	Mr Kashif Rahim (Executive)
	1,894	(253)	1,641	1,791	150	--do--	Mr Malik Adnan (Executive)
	1,824	(1,307)	517	1,186	669	--do--	Mr Islamuddin Zafar (Key management personnel)
	2,299	(1,226)	1,073	1,726	653	--do--	Mr Mohammad Ibadullah (Key management personnel)
	1,809	(392)	1,417	1,626	209	--do--	Mr Shahid Shah (Executive)
	1,974	(164)	1,810	1,912	102	--do--	Mr Babar Salim (Executive)
Others							
Items having net book value of less than Rs 500,000 each	93,134	(87,993)	5,141	28,639	23,498	Various	Various
2018	187,494	(129,894)	57,600	101,243	43,643		
2017	396,166	(369,675)	26,491	49,434	22,943		

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

	Note	2018	2017
		-----	-----
		(Rupees in '000)	(Rupees in '000)
3.6	Capital work-in-progress		
	Civil works	27,703	204,931
	Plant, machinery, tools and equipment	256,748	826,776
	Computer and related accessories	7,017	35,381
		<u>291,468</u>	<u>1,067,088</u>
3.7	Movement in capital work-in-progress		
	Opening balance	1,067,088	208,200
	Additions during the year	2,543,545	2,659,352
	Transferred to operating fixed assets	(3,319,165)	(1,800,464)
	Closing balance	<u>291,468</u>	<u>1,067,088</u>
4	LONG-TERM LOANS AND ADVANCES		
	Considered good		
	Loans to employees - secured		
	Executives	4.2 37,101	23,121
	Others	9,336	6,509
	Advances to suppliers - unsecured	4.1 46,437	29,630
		<u>30,000</u>	<u>2,500</u>
		76,437	32,130
	Less: Recoverable within one year; shown under current assets		
	Loans due from - secured		
	Executives	10 19,673	15,848
	Employees	10 8,239	5,872
	Advances to suppliers - unsecured	10 -	1,042
		<u>27,912</u>	<u>22,762</u>
		48,525	9,368
4.1	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 and personal loans to management employees carry interest at the rate of 3.00% to 3.50% (2017: 3.00% to 3.50%) per annum. Non-management employees are entitled to personal loans which carry no interest as per the approved loan policy.		
4.2	These include loans to the following key management personnel: Tariq Ahmed Khan, Raheel Asghar, Islamuddin Zafar, Mohammad Ibadullah and Ali Asghar Damani. The maximum aggregate amount of such loans outstanding at the end of any month during the year was Rs 23.223 million (2017: Rs 15.372 million).		
5	LONG-TERM DEPOSITS		
	Deposits		
	- Utilities	7,450	7,450
	- Others	1,993	1,993
		<u>9,443</u>	<u>9,443</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

		2018	2017
		----- (Rupees in '000) -----	
6	DEFERRED TAXATION - net		
	Deferred tax liability arising on taxable temporary differences:		
	In respect of revaluation of derivatives and unrealised gain on mutual funds	(51,362)	(5,171)
	Deferred tax asset arising on deductible temporary differences:		
	Due to accelerated tax depreciation	4,266	25,097
	In respect of certain provisions	61,685	54,043
	Deferred tax asset - net	<u>14,589</u>	<u>73,969</u>
7	STORES AND SPARES		
	Stores	226,332	180,089
	Spares	<u>345,776</u>	<u>272,991</u>
		572,108	453,080
	Less: Provision for slow moving stores and spares	<u>270,854</u>	<u>249,251</u>
		<u>301,254</u>	<u>203,829</u>
8	STOCK-IN-TRADE		
	In hand		
	Manufacturing stock		
	Raw material and components	3,429,736	4,272,482
	Less: Provision for slow moving stock-in-trade	60,166	55,200
		<u>3,369,570</u>	<u>4,217,282</u>
	Work-in-process	518,329	516,783
	Finished goods (vehicles – own manufactured)	201,619	420,480
	Less: Provision for slow moving stock-in-trade	258	1,925
		<u>4,089,260</u>	<u>5,152,620</u>
	Trading stock		
	Vehicles	1,364,969	465,278
	Less: Provision for slow moving stock-in-trade	3,003	1,733
		<u>1,361,966</u>	<u>463,545</u>
	Spare parts	448,828	359,275
	Special service tools and publications	6,289	5,439
	Less: Provision for slow moving stock-in-trade	86,405	75,225
		<u>368,712</u>	<u>289,489</u>
	In transit		
	Raw material - manufacturing stock	5,086,106	3,227,738
	Trading stock	244,692	184,491
		<u>11,150,736</u>	<u>9,317,883</u>
8.1	This represents the net amount of raw material and components after recording write offs amounting to Rs 65.360 million (2017: Rs 8.912 million).		
8.2	These include vehicles amounting to Rs 918.208 million (2017: Rs 352.251 million) held with the Company's authorised dealers.		
8.3	This includes an amount of Rs 16.909 million (2017: Rs 26.859 million) representing stock-in-trade of motor oil.		

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

		2018	2017
		-----	-----
		(Rupees in '000)	
9	TRADE DEBTS - UNSECURED		
	Considered good		
	Government organisations	825,580	202,166
	Others	628,090	556,706
		<u>1,453,670</u>	<u>758,872</u>

- 9.1 As at June 30, 2018, Rs 112.755 million (2017: Rs 43.679 million) are overdue but not impaired in respect of trade debts. These balances relate to various customers, including government organisations, for whom there is no recent history of default. The ageing analysis of these trade debts is as follows:

	Note	2018	2017
		-----	-----
		(Rupees in '000)	
1 to 6 months		18,340	36,165
More than 6 months		94,415	7,514
		<u>112,755</u>	<u>43,679</u>

10 LOANS AND ADVANCES

Current portion of long-term loans and advances - considered good

Loans due from - secured

Executives

Employees

Advances to suppliers - unsecured

Advances – considered good

Suppliers and contractors - unsecured

Employees - unsecured

Collector of Customs - secured

Margins held with banks against imports - secured

4	19,673	15,848
4	8,239	5,872
	27,912	21,720
4	-	1,042
	<u>27,912</u>	<u>22,762</u>
	52,359	30,159
	13,717	36,302
10.1	2,196,088	551,001
10.2	1,424,578	1,012,682
	<u>3,686,742</u>	<u>1,630,144</u>
	<u>3,714,654</u>	<u>1,652,906</u>

- 10.1 This represents advance amount paid to the Collector of Customs in respect of the imports of stock-in-trade. An amount of Rs 2,159.455 million (2017: Rs 512.300 million) was subsequently adjusted in respect of imported goods received.

- 10.2 This represents cash held with various banks as a regulatory requirement against letters of credit for imports of items of stock-in-trade. An amount of Rs 1,331.806 million (2017: Rs 1,012.682 million) was subsequently settled on receipt of invoices and documents relating to the imported items. This includes an amount of Rs 448.051 million (Rs 728.616 million) held with Habib Metropolitan Bank Limited - a related party.

	Note	2018	2017
		-----	-----
		(Rupees in '000)	
11	SHORT-TERM PREPAYMENTS		
	Rent	2,300	762
	Insurance	9,026	10,797
	Others	3,313	9,280
	11.1	<u>14,639</u>	<u>20,839</u>

- 11.1 This includes an amount of Rs 1.788 million (2017: Rs 5.909 million) paid to Habib Insurance Company Limited - a related party.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

12	ACCRUED RETURN	Note	2018	2017
			----- (Rupees in '000) -----	
	Pakistan Investment Bonds (PIBs)		-	261,190
	Term Deposit Receipts (TDRs) and bank deposits		120,016	114,847
		12.1	<u>120,016</u>	<u>376,037</u>
12.1	This includes an amount of Rs 42.923 million (2017: Rs 52.739 million) receivable from Habib Metropolitan Bank Limited - a related party.			
13	OTHER RECEIVABLES	Note	2018	2017
			----- (Rupees in '000) -----	
	Considered good			
	Warranty claims and other receivables due from related parties - Toyota Tsusho Corporation and its affiliates	13.1	21,003	35,349
	Agency commission - receivable from a related party - Toyota Tsusho Asia Pacific PTE. Limited	13.2	380,083	196,567
	Warranty claims due from local vendors		4,352	5,925
	Earnest money		61,802	37,961
	Insurance claims - receivable from a related party - Habib Insurance Company Limited	13.3	28,274	48,326
	Workers' Profit Participation Fund	13.4	7,079	37,265
	Receivable against sale of operating fixed assets		29,131	2,007
	Net unrealised gain on revaluation of foreign exchange contracts - fair value hedge		14,013	17,238
	Others		10,547	21,666
			<u>556,284</u>	<u>402,304</u>
13.1	The maximum aggregate amount due at the end of any month during the year was Rs 62.063 million (2017: Rs 35.349 million).			
13.2	The maximum aggregate amount due at the end of any month during the year was Rs 380.083 million (2017: Rs 196.567 million).			
13.3	The maximum aggregate amount due at the end of any month during the year was Rs 40.645 million (2017: Rs 59.484 million).			
13.4	Workers' Profit Participation Fund	Note	2018	2017
			----- (Rupees in '000) -----	
	Opening balance		37,265	3,226
	Allocation for the year	29	(1,235,186)	(1,027,961)
			(1,197,921)	(1,024,735)
	Amount paid during the year		1,205,000	1,062,000
	Closing balance		<u>7,079</u>	<u>37,265</u>
14	SHORT-TERM INVESTMENTS			
	Held to maturity			
	Government securities - Market Treasury Bills	14.1	10,959,172	5,224,678
	Term Deposit Receipts (TDRs)	14.2	35,000,000	31,200,000
	Government securities - Pakistan Investment Bonds (PIBs)		-	5,063,031
			<u>45,959,172</u>	<u>41,487,709</u>
	At fair value through profit or loss			
	Listed mutual fund units	14.3	9,071,931	-
			<u>55,031,103</u>	<u>41,487,709</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

- 14.1 These securities have varying maturities ranging from July 5, 2018 to September 13, 2018. The yield on these securities is 6.17% to 6.76% per annum (2017: 5.99% per annum).
- 14.2 As at June 30, 2018, the Company holds term deposit receipts carrying profit rates ranging between 6.55% to 7.15% per annum (2017: 5.55% to 6.75% per annum). The term deposit receipts are due to mature maximum by August 28, 2018. Balances in term deposit receipts include an amount of Rs 10,000 million (2017: Rs 10,000 million), held with Habib Metropolitan Bank Limited - a related party.
- 14.3 These units are held with the following mutual funds:

Name of Fund	2018 (Rupees in '000)
ABL Cash Fund	1,529,310
Alfalsh GHP Money Market Fund	406,873
ABL Government Securities Fund	252,434
HBL Cash Fund	1,017,354
HBL Money Market Fund	509,386
UBL Liquidity Plus Fund	1,278,603
NAFA Money Market Fund	1,789,637
NAFA Government Securities Liquid Fund	503,734
MCB Cash Management Optimizer	1,532,655
First Habib Cash Fund	251,945
	<u>9,071,931</u>

	Note	2018	2017
15 CASH AND BANK BALANCES		----- (Rupees in '000) -----	
Cash in hand		2,872	2,899
Balances held with banks in:			
current accounts		323,505	29,118
deposit accounts	15.1	1,874,395	3,189,103
		2,197,900	3,218,221
		<u>2,200,772</u>	<u>3,221,120</u>

- 15.1 These include an amount of Rs 1,426.653 million (2017: Rs 1,858.031 million), held with Habib Metropolitan Bank Limited - a related party.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

16 ISSUED, SUBSCRIBED AND PAID-UP CAPITAL

2018 (Number of shares)	2017	2018 ------(Rupees in '000)-----	2017
78,600,000	78,600,000	786,000	786,000

Ordinary shares of Rs 10 each fully paid in cash

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

	Note	2018 (Number of shares)	2017
Toyota Motor Corporation			
Percentage of holding 25.00% (2017: 25.00%)	16.1.1	19,650,000	19,650,000
Toyota Tsusho Corporation			
Percentage of holding 12.50% (2017: 12.50%)	16.1.2	9,825,000	9,825,000
Habib Insurance Company Limited			
Percentage of holding 0.05% (2017: 0.06%)		43,015	43,810
Thal Limited			
Percentage of holding 6.22% (2017: 6.22%)		4,890,000	4,890,000
Mohamedali Habib Welfare Trust			
Percentage of holding 0.01% (2017: 0.01%)		5,000	5,000

16.1.1 Toyota Motor Corporation (TMC) is incorporated in Japan. The registered address of TMC is 1 Toyota-Cho, Toyota City, Aichi Prefecture 471-8571, Japan. TMC is primarily engaged in the production and sale of automobiles. The President of TMC is Mr Akio Toyoda. The latest available audited consolidated financial statements of TMC are for the year ended March 31, 2018. The auditors have expressed an unmodified opinion on these consolidated financial statements.

16.1.2 Toyota Tsusho Corporation (TTC) is incorporated in Japan. The registered address of TTC is 9-8, Meieki 4-Chome, Nakamura-ku, Nagoya 450-8575, Japan. TTC is primarily engaged in production and sale of automobiles and provision of related services. The President and Chief Executive Officer of TTC is Mr Ichiro Kashitani. The latest available audited consolidated financial statements of TTC are for the year ended March 31, 2018. The auditors have expressed an unmodified opinion on these consolidated financial statements.

	Note	2018 ------(Rupees in '000)-----	2017
17 RESERVES			
Capital reserve			
Share premium	17.1	196,500	196,500
Revenue reserves			
General reserve			
Balance brought forward		23,451,050	19,851,050
Transferred from unappropriated profit		4,000,000	3,600,000
		27,451,050	23,451,050
Unappropriated profit		8,310,792	6,763,412
		35,958,342	30,410,962

17.1 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, 2018

	Note	2018	2017
		-----	-----
		(Rupees in '000)	(Rupees in '000)
18	TRADE PAYABLES, OTHER PAYABLES AND PROVISIONS		
Trade creditors			
- Associated undertakings / related parties		293,998	111,219
- Others		1,964,451	1,247,540
Bills payable to Toyota Motor Corporation - a related party		3,292,331	858,078
Accrued liabilities	18.1	3,902,881	2,605,486
Royalty payable to associated undertakings / related parties		735,720	555,461
Deposits from dealers	18.2	156,550	156,550
Retention money		67,257	21,115
Workers' Welfare Fund		503,115	390,625
Technical fee		6,075	5,246
Warranty obligations	18.3	1,237,520	1,070,973
Payable to dealers		963,140	805,179
Payable to customers		111,398	153,250
Mark-up on advances received from customers		208,993	117,218
Sales tax – net		1,055,440	267,199
Withholding income tax payable		479,370	336,801
Payable to Pension Fund – net	18.4	9,118	1,659
Other government levies payable		743,884	811,979
		<u>15,731,241</u>	<u>9,515,578</u>

18.1 These include an amount of Rs 75.985 million (2017: Rs 34.361 million) payable to related parties.

18.2 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.

	Note	2018	2017
		-----	-----
		(Rupees in '000)	(Rupees in '000)
18.3	Warranty obligations		
Opening balance		1,070,973	938,630
Charge for the year	25	263,383	208,541
		<u>1,334,356</u>	<u>1,147,171</u>
Utilisation during the year		(96,836)	(76,198)
Closing balance		<u>1,237,520</u>	<u>1,070,973</u>

18.4 Payable to Pension Fund – net

Receivable from Pension Fund - Defined Contribution Plan		-	(1,823)
Payable to Pension Fund - Defined Benefit Plan	27.2	9,118	3,482
		<u>9,118</u>	<u>1,659</u>

19 ADVANCES FROM CUSTOMERS AND DEALERS

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

20 SHORT-TERM RUNNING FINANCES

As at June 30, 2018, the Company has unutilised short-term running finance facilities under mark-up arrangements aggregating Rs 3,550 million (2017: Rs 3,550 million) available from various commercial banks carrying mark-up rates based on 1 month KIBOR as benchmark rate plus 25 basis points (2017: 1 month KIBOR plus 25 basis points). The above facilities include an amount of Rs 300 million (2017: 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, 2018 amounting to Rs 43,900 million (2017: Rs 32,000 million) from various commercial banks, including Rs 9,500 million (2017: Rs 9,000 million) available from Habib Metropolitan Bank Limited - a related party. The unutilised balance as at June 30, 2018 is Rs 25,216 million (2017: Rs 16,269 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.

21 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, 2017.

22 CONTINGENCIES AND COMMITMENTS

Contingencies

- 22.1 The Company, during the years 2005-2006 and 2006-2007, received demand notices from the Collector of Customs, claiming short recovery of Rs 480.311 million in aggregate on account of customs duty amounting to Rs 305.426 million and sales tax amounting to Rs 174.885 million on royalty payment to the Joint Venture Partner, Toyota Motor Corporation. The demand 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.

During year ended June 30, 2008, the Customs, Excise and Sales Tax Appellate Tribunal (the Appellate Tribunal) decided the case in the Company's favour and accordingly, the demand to the extent of Rs 370.373 million (customs duty of Rs 235.775 million and sales tax of Rs 134.598 million) had been reversed. During the year ended June 30, 2010, an appeal was filed by the Custom Authorities before the Sindh High Court against the decision the Appellate Tribunal, which is pending. Appeals are pending before the Collector of Customs Appeal for Rs 69.651 million and before the Appellate Tribunal for Rs 40.287 million.

During the current year, the Company received a show cause notice from the Collector of Customs, claiming short recovery of Rs 2,232.149 million (custom duty of Rs 1,135.778 million, sales tax of Rs 795.319 million and income tax of Rs 301.052 million) on royalty payment to the Joint Venture Partner, Toyota Motor Corporation. The Company has filed a petition against the same before the Sindh High Court, which is pending for hearing.

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 sums as the management is confident that the matters will be decided in favour of the Company.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

- 22.2 During the year ended June 30, 2017, the Company received an Assessment Order from the Punjab Revenue Authority, claiming that the Company was required to pay sales tax on franchise services provided in the province of Punjab, as per the Second Schedule of the Punjab Sales Tax on Services Act, 2012. The order further stated that the Company was required to pay Punjab Sales Tax amounting to Rs 461.716 million along with penalty amounting to Rs 111.918 million relating to the period from April 2013 to December 2016.

During the current year, the Company received show cause notices from the Punjab Revenue Authority for recovery of Punjab Sales Tax amounting to Rs 77.698 million for the period from January 2017 to June 2017. Based on legal advice and merits of the case, the Company has obtained stay orders against the demands and expects a favourable outcome. Hence, no provision has been made in these financial statements.

- 22.3 As at June 30, 2018, the claims not acknowledged as debts by the Company, other than those separately disclosed above, amount to Rs 1,137.611 million (2017: Rs 1,008.465 million).

Note	2018	2017
	-----	-----
	(Rupees in '000)	
Cases filed by the dealers	300,000	300,000
Cases filed by government authorities	485,016	443,240
Others	352,595	265,225
22.3.1	<u>1,137,611</u>	<u>1,008,465</u>

- 22.3.1 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. Hence, no provision has been recorded in respect of these cases in these financial statements.

- 22.3 Commitments
- | | | |
|--|------------------|-------|
| | 2018 | 2017 |
| | ----- | ----- |
| | (Rupees in '000) | |

- 22.3.1 Outstanding bank guarantees
- | | | |
|--|------------|------------|
| | 13,234,038 | 13,228,265 |
| | ----- | ----- |

Outstanding bank guarantees include an amount of Rs 5,287.496 million (2017: Rs 5,570.123 million) in respect of bank guarantees from Habib Metropolitan Bank Limited - a related party.

- 22.3.2 Commitments in respect of capital expenditure as at June 30, 2018 amounted to Rs 3,028.016 million (2017: Rs 1,355.781 million).

- 22.3.3 Commitments in respect of letters of credit, other than for capital expenditure, amounted to Rs 3,244.144 million (2017: Rs 2,508.535 million). The above letters of credit include an amount of Rs 1,411.699 million (2017: Rs 1,087.525 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, 2018

- 22.3.4 Commitments in respect of land rent and maintenance charges against leasehold land from Port Qasim Authority as at June 30, 2018 amounted to Rs 205.443 million (2017: Rs 211.362 million).

Year	2018	2017
	----- (Rupees in '000) -----	
2018-2019	-	5,919
2019-2020	6,215	6,215
2020-2021	6,525	6,525
2021-2022	6,852	6,852
2022-2023	7,194	7,194
2023 onwards	178,657	178,657
	<u>205,443</u>	<u>211,362</u>

23 OPERATING RESULTS

		Manufacturing		Trading		Total	
	Note	2018	2017	2018	2017	2018	2017
		----- (Rupees in '000) -----					
Gross sales	23.1	158,491,245	125,843,970	10,336,558	9,837,795	168,827,803	135,681,765
Sales tax		(22,729,667)	(18,273,777)	(1,161,204)	(1,160,888)	(23,890,871)	(19,434,665)
	23.2	135,761,578	107,570,193	9,175,354	8,676,907	144,936,932	116,247,100
Commission		(3,983,232)	(3,261,695)	(327,097)	(361,291)	(4,310,329)	(3,622,986)
Discounts		(8,516)	(4,254)	(410,563)	(348,204)	(419,079)	(352,458)
Net sales		131,769,830	104,304,244	8,437,694	7,967,412	140,207,524	112,271,656
Cost of sales	24	(110,061,113)	(87,359,064)	(5,769,658)	(5,090,891)	(115,830,771)	(92,449,955)
Gross profit		21,708,717	16,945,180	2,668,036	2,876,521	24,376,753	19,821,701
Distribution expenses	25	1,143,656	1,082,079	140,233	145,568	1,283,889	1,227,647
Administrative expenses	26	1,432,098	978,589	91,702	74,751	1,523,800	1,053,340
		(2,575,754)	(2,060,668)	(231,935)	(220,319)	(2,807,689)	(2,280,987)
		19,132,963	14,884,512	2,436,101	2,656,202	21,569,064	17,540,714
Other operating expenses	28	(181,968)	(164,363)	(11,652)	(12,555)	(193,620)	(176,918)
Workers' Profit Participation							
Fund and Workers' Welfare Fund	29	(1,704,557)	(1,418,456)	-	-	(1,704,557)	(1,418,456)
		17,246,438	13,301,693	2,424,449	2,643,647	19,670,887	15,945,340
Other income	30					3,900,685	3,593,425
						23,571,572	19,538,765
Finance cost	31					(572,406)	(397,998)
Profit before taxation						22,999,166	19,140,767

- 23.1 During the current year, there were no export sales of own manufactured vehicles and spare parts, however, in 2017 export sales of own manufactured vehicles and spare parts amounted to Rs 2.042 million and Rs 12.294 million respectively.

- 23.2 The gross sales, net of sales tax, for 'Trading' segment include an amount of Rs 1,409.185 million (2017: Rs 1,203.329 million) in respect of sales of motor oil.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

23.3 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. Running royalty and transportation charges are allocated to trading activity.

	Note	2018	2017
		------(Rupees in '000)-----	
24 COST OF SALES			
Raw materials and vendor parts consumed			
Opening stock		7,500,220	5,964,095
Purchases		101,424,363	81,173,819
Closing stock	8	(8,515,842)	(7,500,220)
		100,408,741	79,637,694
Stores and spares consumed		1,449,886	1,281,744
Salaries, wages and other benefits	24.1	1,881,184	1,297,451
Rent, rates and taxes		4,366	9,584
Repairs and maintenance		562,585	504,156
Depreciation	3.4	1,800,608	1,509,613
Legal and professional		2,717	4,742
Travelling		28,523	34,523
Transportation		8,647	5,266
Insurance		33,552	37,630
Vehicle running		17,881	15,697
Communication		4,219	2,511
Printing, stationery and office supplies		3,049	2,746
Subscription		729	478
Fuel and power		447,968	420,850
Running royalty	24.2	2,634,003	2,190,742
Supervisor fee		39,663	7,197
Technical fee		35,130	10,292
Staff catering, transport and uniforms		442,824	332,345
Provision for slow moving stock-in-trade / (reversal of provision)		3,299	(10,806)
Provision for slow moving stores and spares / (reversal of provision)		21,603	(23,883)
Others		12,621	22,651
		9,435,057	7,655,529
		109,843,798	87,293,223
Add: Opening work-in-process		516,783	549,799
Less: Closing work-in-process	8	518,329	516,783
		109,842,252	87,326,239
Opening stock of finished goods - own manufactured		420,480	453,305
Closing stock of finished goods - own manufactured	8	(201,619)	(420,480)
Cost of sales - own manufactured		110,061,113	87,359,064
Opening stock of finished goods - trading		1,014,483	997,409
Finished goods purchased		6,807,503	5,142,439
Closing stock of finished goods - trading	8	(2,064,778)	(1,014,483)
Provision for slow moving stock-in-trade / (reversal of provision)		12,450	(34,474)
Cost of sales - trading		5,769,658	5,090,891
		115,830,771	92,449,955

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

24.1 These include an amount of Rs 34.390 million (2017: Rs 29.342 million) in respect of charge against provident fund and Rs 22.752 million (2017: Rs 21.937 million) in respect of charge against pension fund.

24.2 This includes royalty paid to the following parties:

Name	Address	Relationship with the Company	2018	2017
(Rupees in '000)				
Toyota Motor Corporation	1 Toyota-Cho, Toyota City, Aichi Prefecture 471-8571, Japan	Associate	1,700,862	1,976,088
Toyota Daihatsu Engineering & Manufacturing Company Limited	99 Moo 5, T. Ban-Ragad, A. Bank-bo, Samutprakran, 10560, Kingdom of Thailand	Group company	9,702	6,972

25	DISTRIBUTION EXPENSES	Note	2018	2017
----- (Rupees in '000) -----				
	Salaries, wages and other benefits	25.1	289,837	247,627
	Rent, rates and taxes		4,393	5,096
	Repairs and maintenance		3,520	3,467
	Depreciation	3.4	37,727	36,915
	Advertising and sales promotion		436,415	505,875
	Travelling		28,155	31,546
	Vehicle running		16,590	17,391
	Communication		3,010	5,626
	Printing, stationery and office supplies		6,570	4,549
	Staff training		10,201	6,293
	Staff transport and canteen		21,527	18,439
	Subscription		362	298
	Warranty claims	18.4	263,383	208,541
	Pre-delivery inspection and service charges		52,878	58,300
	Development expenditure		17,789	12,859
	Utilities		120	311
	Transportation		61,069	60,225
	Running royalty	25.2	27,322	24,052
	Reversal of provision for doubtful debts and bad debts		-	(22,979)
	Others		3,021	3,216
			<u>1,283,889</u>	<u>1,227,647</u>

25.1 These include an amount of Rs 7.976 million (2017: Rs 7.607 million) in respect of charge against provident fund and Rs 5.504 million (2017: Rs 0.782 million - reversal) in respect of charge against pension fund.

25.2 This includes royalty paid to the following parties:

Name	Address	Relationship with the Company	2018	2017
(Rupees in '000)				
Toyota Motor Corporation	1 Toyota-Cho, Toyota City, Aichi Prefecture 471-8571, Japan	Associate	18,842	20,903
Daihatsu Motor Company Limited	1-78-1, Hanshin Ryutsu Center, Yamaguchi Nishinomiya, Hyogo, 651-1431, Japan	Group company	-	572

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

26	ADMINISTRATIVE EXPENSES	Note	2018 ------(Rupees in '000)-----	2017
	Salaries, wages and other benefits	26.1	680,995	392,357
	Rent, rates and taxes		4,316	2,641
	Insurance		40,408	34,818
	Repairs and maintenance		87,023	70,339
	Depreciation	3.4	53,543	33,974
	Amortisation	3.2	31,856	22,439
	Travelling		56,988	75,023
	Legal and professional		230,200	185,093
	Director's fee		1,125	1,250
	Vehicle running		18,519	16,696
	Communication		23,330	14,297
	Printing, stationery and office supplies		4,635	2,587
	Staff training		151,901	87,632
	Staff transport and canteen		49,297	63,579
	Security		39,722	37,162
	Subscription		5,234	3,592
	Utilities		329	451
	Share registrar and related expenses		8,875	8,139
	Others		35,504	1,271
			<u>1,523,800</u>	<u>1,053,340</u>

26.1 These include an amount of Rs 11.122 million (2017: Rs 9.797 million) in respect of charge against provident fund and Rs 7.971 million (2017: Rs 0.533 million) in respect of charge against pension fund.

27 DEFINED BENEFIT PLAN - Approved Pension Fund

As mentioned in note 2.3.13, 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, 2018. 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.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

27.1	Principal actuarial assumptions		2018 (% per annum)	2017
	Discount factor used		11.25	10.50
	Expected rate of salary increase		10.25	9.50
	Expected rate of return on plan assets		13.90	10.50
	Expected rate of increase in long term pension		6.25	5.50
27.2	The amounts recognised in the statement of financial position are determined as follows:	Note	2018 ------(Rupees in '000)-----	2017
	Present value of defined benefit obligation	27.4	42,856	31,355
	Fair value of plan assets	27.3 & 27.4	(33,738)	(27,873)
			<u>9,118</u>	<u>3,482</u>
27.3	Plan assets consist of the following:			
			2018 Quoted Non-Quoted	2017 Quoted Non-Quoted
			----- Rupees '000 -----	
	Balances with banks		- 4,363	- 10,154
	Equity instruments		8,024 -	6,653 -
	Debt instruments - Government		- 20,694	- 11,066
	Others		- 657	- -
			<u>8,024 25,714</u>	<u>6,653 21,220</u>
27.4	The movement in the net defined benefit obligation over the year is as follows:			
			2018	
			Present value of defined benefit obligation	Fair value of plan assets
				Total
			------(Rupees in '000)-----	
	At July 1		31,355	(27,873)
	Current service cost		1,936	-
	Interest expense / (income)		3,377	(3,875)
			<u>36,668</u>	<u>(31,748)</u>
	Remeasurements:			
	Loss on plan assets, excluding amounts included in interest expense		-	2,387
	Loss from change in financial assumptions		6,740	-
			<u>6,740</u>	<u>2,387</u>
			43,408	(29,361)
	Contribution		-	(4,929)
	Benefit payments		(552)	552
	At June 30		<u>42,856</u>	<u>(33,738)</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

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

	2018	2017
	------(Rupees in '000)-----	
27.5 Charge for defined benefit plan recognised in the statement of profit or loss		
Current service cost	1,936	1,348
Net interest (income) / expense	(498)	190
	1,438	1,538

27.6 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%	36,011	51,532
Long term salary increases	1%	46,388	39,658
Pension increase rate	1%	47,634	38,782

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.

27.7 The weighted average duration of the net defined benefit obligation is 16.89 years.

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

At June 30, 2018		Less than a year	Between 1-2 years	Between 2-4 years	Over 4 years	Total
		----- Rupees '000 -----				
	Pension	294	635	1,480	11,616	14,025
27.9	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.					
27.10	The expected charge for the defined benefit plan for the year ending June 30, 2019 is Rs 3.908 million.					
27.11	The charge for the year in respect of pension amounts to Rs 36.227 million (2017: Rs 21.688 million), which includes Rs 34.789 million (2017: Rs 20.150 million) in respect of members covered under New Rules and Rs 1.438 million (2017: Rs 1.538 million) in respect of members covered under Old Rules.					
28	OTHER OPERATING EXPENSES	Note 2018 2017 -----(Rupees in '000)-----				
	Auditors' remuneration	28.1	3,090	2,943		
	Donations	28.2	190,530	173,975		
			193,620	176,918		
28.1	Auditors' remuneration					
	Audit fee		1,575	1,575		
	Interim review and other certifications		868	675		
	Out-of-pocket expenses		647	693		
			3,090	2,943		
28.2	Donations					
28.2.1	Donations in which a Director or his spouse is interested are as follows:					
	Name of Director(s)	Interest in Donee	Name of Donee	2018	2017	
				----- (Rupees in '000) -----		
	1. Mr Ali S. Habib	Trustee	Mohamedali Habib Welfare Trust	3,000	2,250	
	2. Mr Ali S. Habib and Mr Mohammedali R. Habib	Trustee	Habib Education Trust	7,944	6,700	
	3. Mr Ali S. Habib, Mr Mohammedali R. Habib and Mr Parvez Ghias	Director	Habib University Foundation	90,500	83,216	
28.2.2	The names of donees, other than those disclosed above, to whom the donation amount during the current year exceeds Rs 500,000 are Patients Aid Foundation, The Citizen Foundation, Indus Hospital, Toyota Citizen Foundation (Toyota Goth Education Program), Sindh Institute of Urology & Transplantation (SIUT), Ghulam-e-Abbas Education & Medical Trust and Thar Foundation.					

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

	Note	2018	2017
		-----	-----
		(Rupees in '000)	(Rupees in '000)
29	WORKERS' PROFIT PARTICIPATION FUND AND WORKERS' WELFARE FUND		
Workers' Welfare Fund		469,371	390,625
Workers' Welfare Fund - for prior years		-	(130)
Workers' Profit Participation Fund	13.4	1,235,186	1,027,961
		<u>1,704,557</u>	<u>1,418,456</u>
30	OTHER INCOME		
Income from financial assets			
Return on bank deposits		1,897,142	1,571,383
Interest income on Market Treasury Bills		745,430	398,146
Amortisation income on Market Treasury Bills		116,764	46,078
Interest income on Pakistan Investment Bonds (PIBs)		26,214	569,869
Amortisation income on Pakistan Investment Bonds (PIBs)		-	57,226
Gain on redemption of investments in Pakistan Investment Bonds (PIBs)		60,422	-
Gain on redemption of investments in listed mutual fund units		125,255	255,918
Unrealised gain on revaluation of listed mutual fund units		182,540	-
Income from other than financial assets			
Agency commission, net of commission expense of Rs 55.030 million (2017: Rs 16.817 million)		262,371	219,189
Exchange gain on agency commission and exports		30,333	888
Gain on disposal of operating fixed assets	3.5	43,643	22,943
Liabilities no longer payable written back		78,390	138,588
Freight and other charges income		297,050	277,813
Certification income		34,893	23,805
Exchange gain - net		-	279
Others		238	11,300
		<u>3,900,685</u>	<u>3,593,425</u>
31	FINANCE COST		
Mark-up on advances received from customers		492,095	329,112
Bank charges		80,311	68,886
		<u>572,406</u>	<u>397,998</u>
32	TAXATION		
Current - for the year		7,182,319	6,119,915
Current - for prior years		(17,042)	(105,885)
		<u>7,165,277</u>	<u>6,014,030</u>
Deferred - for the year		62,029	125,472
	32.1	<u>7,227,306</u>	<u>6,139,502</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

	2018	2017
	----- (Rupees in '000) -----	
32.1 Relationship between income tax expense and accounting profit		
Profit before taxation	<u>22,999,166</u>	<u>19,140,767</u>
Tax at the applicable tax rate of 30% (2017: 31%)	6,899,750	5,933,638
Tax effect of permanent differences and super tax	807,343	719,476
Tax effect of income taxable at lower rates and tax credit on plant and machinery	(239,401)	(15,932)
Tax effect of income assessed under final tax regime	(227,653)	(384,885)
Tax effect of change in tax rate for future periods	4,309	(6,910)
Prior years' reversal	(17,042)	(105,885)
	<u>7,227,306</u>	<u>6,139,502</u>

32.2 Management assessment of sufficiency of provision for income taxes

In the opinion of the management, sufficient tax provision has been made in these financial statements. Comparisons of tax provision as per the financial statements viz-a-viz tax assessments for the last three years is as follows:

	2017	2016	2015
	----- (Rupees in '000) -----		
Tax assessed as per the most recent tax assessment	5,469,376	5,612,810	5,137,876
Provision in accounts for income tax	6,119,915	6,073,923	5,139,411

The Company has made provisions for taxation in its financial statements based on applicable tax laws and decisions of appellate authorities on similar matters. Provisions in respect of super tax and other matters have been made in the respective years, against which petitions have been filed by the Company before the Sindh High Court.

33 EARNINGS PER SHARE

33.1 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.

	2018	2017
	----- (Rupees in '000) -----	
Profit after taxation	<u>15,771,860</u>	<u>13,001,265</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>200.66</u>	<u>165.41</u>

33.2 Diluted

There are no potential dilutive ordinary shares outstanding as at June 30, 2018 and 2017.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

	Note	2018 ------(Rupees in '000)-----	2017
34 CASH GENERATED FROM OPERATIONS			
Profit before taxation		22,999,166	19,140,767
Adjustment for non-cash charges and other items:			
Depreciation	3.2	1,891,878	1,580,502
Amortisation	3.2	31,856	22,439
Reversal of provision for doubtful debts and bad debts		-	(22,979)
Gain on disposal of operating fixed assets	3.5	(43,643)	(22,943)
Gain on redemption of investments in Pakistan Investment Bonds (PIBs)	30	(60,422)	-
Gain on redemption of investments in listed mutual fund units	30	(125,255)	(255,918)
Unrealised gain on revaluation of listed mutual fund units	30	(182,540)	-
Net unrealised gain on revaluation of foreign exchange contracts - fair value hedge		3,225	32,128
Return on bank deposits	30	(1,897,142)	(1,571,383)
Interest income on Pakistan Investment Bonds (PIBs)	30	(26,214)	(569,869)
Amortisation income on Pakistan Investment Bonds (PIBs)	30	-	(57,226)
Interest income on Market Treasury Bills	30	(745,430)	(398,146)
Amortisation income on Market Treasury Bills	30	(116,764)	(46,078)
Charge in respect of Workers' Profit Participation Fund	29	1,235,186	1,027,961
Charge in respect of Workers' Welfare Fund	29	469,371	390,495
Mark-up on advances received from customers	31	492,095	329,112
Working capital changes	34.1	6,467,560	618,363
		<u>30,392,927</u>	<u>20,197,225</u>
34.1 Working capital changes			
(Increase) / decrease in current assets			
Stores and spares		(97,425)	(50,268)
Stock-in-trade		(1,832,853)	(1,532,638)
Trade debts		(694,798)	395,809
Loans and advances		(2,061,748)	(527,416)
Short-term prepayments		6,200	24,681
Other receivables		(160,267)	(210,805)
		<u>(4,840,891)</u>	<u>(1,900,637)</u>
Increase / (decrease) in current liabilities			
Current portion of deferred revenue		3,933	-
Trade payables, other payables and provisions		6,002,271	(542,521)
Advances from customers and dealers		5,302,247	3,061,521
		<u>11,308,451</u>	<u>2,519,000</u>
		<u>6,467,560</u>	<u>618,363</u>

35 CASH AND CASH EQUIVALENTS

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

	Note	2018 ------(Rupees in '000)-----	2017
Cash and bank balances	15	2,200,772	3,221,120
Term Deposit Receipts (TDRs)	14	35,000,000	24,200,000
Government securities - Market Treasury Bills	14	10,842,407	5,178,600
		<u>48,043,179</u>	<u>32,599,720</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

36 REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

	2018			2017		
	Chief Executive	Directors	Executives	Chief Executive	Directors	Executives
	----- (Rupees in '000) -----					
Managerial remuneration *	42,046	11,438	274,966	33,051	12,973	235,348
Retirement benefits	3,059	-	20,696	1,421	-	12,122
Medical expenses	211	-	-	147	-	-
	<u>45,316</u>	<u>11,438</u>	<u>295,662</u>	<u>34,619</u>	<u>12,973</u>	<u>247,470</u>
Number of persons	<u>1</u>	<u>2</u>	<u>49</u>	<u>1</u>	<u>2</u>	<u>40</u>

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

- 36.1 The Chief Executive, directors and some executives have been provided free use of Company maintained cars, residential telephones and club facilities.
- 36.2 During the year, an amount of Rs 1.125 million (2017: Rs 1.250 million) has been paid to a non-executive director, as fee for attending board and other meetings.

37 TRANSACTIONS AND BALANCES WITH ASSOCIATED UNDERTAKINGS / RELATED PARTIES

The associated undertakings / related parties comprise of associated companies, staff retirement funds and key management personnel. Transactions carried out with associated undertakings / related parties during the year, not disclosed elsewhere in the financial statements are as follows:

	2018	2017
	----- (Rupees in '000) -----	
With associated undertakings / related parties:		
Sales	213,068	241,075
Purchases	63,842,123	54,005,416
Insurance premium	76,118	86,755
Agency commission	317,402	236,006
Running royalty	2,577,372	2,206,439
Rent expense	1,244	2,120
Return on bank deposits	729,901	714,725
Proceeds from disposal of operating fixed assets / insurance claim	4,324	2,505
Supervisor fee	39,663	7,197
Bank charges	58,908	56,155
LC charges	7,963	6,349
With key management personnel:		
Salaries and benefits	186,109	163,799
Post employment benefits	12,368	9,873
Sale of operating fixed assets	9,077	1,394

- 37.1 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.
- 37.2 The status of outstanding balances with associated undertakings / related parties as at June 30, 2018 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, 2018

- 37.3 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)
	Dawood Hercules Corporation Limited	Nil	Mr Parvez Ghias
	Shell Pakistan Limited	Nil	Mr Parvez Ghias
	Shabbir Tiles & Ceramics Limited	Nil	Mr Ali S. Habib
	Cherat Cement Company Limited	Nil	Mr Azam Faruque
	Thal Limited	6.22%	Mr Ali S. Habib and Mr Mohamedali R. Habib
	Habib Insurance Company Limited	0.05%	Mr Mohamedali R. Habib
	Habib Metro Pakistan (Private) Limited	Nil	Mr Ali S. Habib
	Habib University	Nil	Mr Ali S. Habib being governor
	Mohamedali Habib Welfare Trust	0.01%	Mr Ali S. Habib being trustee
	Habib Education Trust	Nil	Mr Ali S. Habib and Mr Mohamedali R. Habib being trustees
	Habib University Foundation	Nil	Mr Ali S. Habib, Mr Mohamedali R. Habib and Mr Parvez Ghias
	Habib Metropolitan Bank Limited	Nil	Mr Ali S. Habib and Mr Mohamedali R. Habib

Group companies	Name	Percentage of shareholding (%)	Relationship with the Company
	Toyota Tsusho Corporation	12.50%	Joint Venture Partner
	Toyota Motor Corporation	25.00%	Joint Venture Partner
	Toyota Motor Asia Pacific PTE. Limited	Nil	Subsidiary of Toyota Motor Corporation
	Toyota Tsusho (Thailand) Company Limited	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 Motor Corporation

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

38	PLANT CAPACITY AND PRODUCTION	2018	2017
		Number of units	
	Capacity based on double shift basis	54,800	54,800
	Production	62,886	59,945

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

39	DISCLOSURE RELATING TO PROVIDENT FUND	2018 Un-audited	2017 Audited
		----- (Rupees in '000) -----	
	(i) Size of the fund	828,196	781,657
	(ii) Cost of investments made	744,152	690,243
	(iii) Percentage of investments made	89.85%	88.31%
	(iv) Fair value of investments	733,069	711,302

Breakup of investments	2018		2017	
	Rupees in '000	Percentage	Rupees in '000	Percentage
Government Securities	542,247	73.97%	535,083	75.23%
Listed Securities	190,822	26.03%	176,219	24.77%
	733,069	100.00%	711,302	100.00%

The above investments have been made in accordance with the provisions of section 218 of the Companies Act, 2017 and the conditions specified thereunder.

40	NUMBER OF EMPLOYEES	2018	2017
		(Number of staff)	
	Total number of employees as at June 30	3,266	2,849
	Total number of factory employees as at June 30	2,795	2,414
	Average number of employees during the year	3,034	2,842
	Average number of factory employees during the year	2,585	2,380

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

41 FINANCIAL INSTRUMENTS BY CATEGORY

	-----As at June 30, 2018-----		
	Loans and receivables	Held to maturity	Fair value through profit or loss
	-----Rupees in '000 -----		
			Total
Financial assets			
Loans and advances	1,471,015	-	- 1,471,015
Long-term deposits	9,443	-	- 9,443
Trade debts	1,453,670	-	- 1,453,670
Accrued return	120,016	-	- 120,016
Other receivables	549,205	-	- 549,205
Investments	-	45,959,172	9,071,931 55,031,103
Cash and bank balances	2,200,772	-	- 2,200,772
	<u>5,804,121</u>	<u>45,959,172</u>	<u>9,071,931</u> <u>60,835,224</u>

	-----As at June 30, 2018-----	
	Financial liabilities at amortised cost	Total
	-----Rupees in '000 -----	
Financial liabilities		
Unclaimed dividend	182,437	182,437
Unpaid dividend	60,445	60,445
Trade payables, other payables and provisions	12,949,432	12,949,432
	<u>13,192,314</u>	<u>13,192,314</u>

	-----As at June 30, 2017-----		
	Loans and receivables	Held to maturity	Total
	-----Rupees in '000 -----		
Financial assets			
Loans and advances	1,042,312	-	1,042,312
Long-term deposits	9,443	-	9,443
Trade debts	758,872	-	758,872
Accrued return	376,037	-	376,037
Other receivables	365,039	-	365,039
Investments	-	41,487,709	41,487,709
Cash and bank balances	3,221,120	-	3,221,120
	<u>5,772,823</u>	<u>41,487,709</u>	<u>47,260,532</u>

	-----As at June 30, 2017-----	
	Financial liabilities at amortised cost	Total
	-----Rupees in '000 -----	
Financial liabilities		
Unclaimed dividend	167,301	167,301
Trade payables, other payables and provisions	7,708,974	7,708,974
	<u>7,876,275</u>	<u>7,876,275</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

42 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 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:

42.1 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 60,835.224 million (2017: Rs 47,260.532 million), the financial assets which are subject to credit risk amounted to Rs 49,873.180 million (2017: Rs 36,969.924 million), including trade receivables from government agencies.

Out of the total trade debts amounting to Rs 1,453.670 million (2017: Rs 758.872 million), an amount of Rs 825.580 million (2017: Rs 202.166 million) relates to direct customers.

Out of the total bank balance and TDRs of Rs 37,197.900 million (2017: Rs 34,418.221 million) placed with banks, amounts aggregating to Rs 37,186.551 million (2017: Rs 28,903.643 million) have been placed with banks having credit rating of AA+ and above, whereas the remaining amounts are placed with banks having long term minimum credit rating of AA.

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

For trade 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.

42.2 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 42.3.2 to these financial statements.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

42.3 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.

42.3.1 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) and Thai Baht (THB). The net foreign currency exposure at June 30, 2018 is USD 6.103 million (2017: USD 10.588 million), JPY 1,383.229 million (2017: JPY 99.685 million) and THB 6.481 million (2017: THB Nil).

42.3.2 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:

-----2018-----							
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, 2018
%	----- (Rupees in '000) -----						

On statement of financial position financial instruments

Financial assets

Loans and advances	3.00-3.50	21,819	18,525	40,344	1,430,671	-	1,430,671	1,471,015
Long-term deposits	-	-	-	-	-	9,443	9,443	9,443
Trade debts	-	-	-	-	1,453,670	-	1,453,670	1,453,670
Accrued return	-	-	-	-	120,016	-	120,016	120,016
Other receivables	-	-	-	-	549,205	-	549,205	549,205
Investments	6.17 7.15	55,031,103	-	55,031,103	-	-	-	55,031,103
Cash and bank balances	2.40 6.05	1,874,395	-	1,874,395	326,377	-	326,377	2,200,772
		56,927,317	18,525	56,945,842	3,879,939	9,443	3,889,382	60,835,224

Financial liabilities

Unclaimed dividend	-	-	-	-	182,437	-	182,437	182,437
Unpaid dividend	-	-	-	-	60,445	-	60,445	60,445
Trade payables, other payables and provisions	-	-	-	-	12,949,432	-	12,949,432	12,949,432
		-	-	-	13,192,314	-	13,192,314	13,192,314

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

-----2017-----								
	Effective interest / mark-up rate	Interest / mark-up bearing			Non-interest / mark-up bearing			Total
		Maturity upto one year	Maturity after one year	Sub-total	Maturity upto one year	Maturity after one year	Sub-total	June 30, 2017
	%	----- (Rupees in '000) -----						
On statement of financial position financial instruments								
Financial assets								
Loans and advances	3.00-3.50	16,932	7,910	24,842	1,017,470	-	1,017,470	1,042,312
Long-term deposits	-	-	-	-	-	9,443	9,443	9,443
Trade debts	-	-	-	-	758,872	-	758,872	758,872
Accrued return	-	-	-	-	376,037	-	376,037	376,037
Other receivables	-	-	-	-	365,039	-	365,039	365,039
Investments	5.55 12.56	41,487,709	-	41,487,709	-	-	-	41,487,709
Cash and bank balances	3.50 6.35	3,189,103	-	3,189,103	32,017	-	32,017	3,221,120
		<u>44,693,744</u>	<u>7,910</u>	<u>44,701,654</u>	<u>2,549,435</u>	<u>9,443</u>	<u>2,558,878</u>	<u>47,260,532</u>
Financial liabilities								
Unclaimed dividend	-	-	-	-	167,301	-	167,301	167,301
Trade payables, other payables and provisions	-	-	-	-	7,708,974	-	7,708,974	7,708,974
		<u>-</u>	<u>-</u>	<u>-</u>	<u>7,876,275</u>	<u>-</u>	<u>7,876,275</u>	<u>7,876,275</u>

a) Sensitivity analysis of variable rate instruments

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

b) Sensitivity analysis of fixed rate instruments

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

42.3.3 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.

42.3.4 Fair value of financial instruments

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

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

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

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

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

The level in the fair value hierarchy within which the fair value measurement 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, 2018 -----			----- As at June 30, 2017 -----		
	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	9,071,931	-	-	-	-	-
- Derivative financial instruments	-	-	14,013	-	-	17,238

43 CAPITAL RISK MANAGEMENT

The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. The Company is currently financing its operations through equity and working capital. The Company has no gearing risk in the current year nor any in the prior year.

44 SUMMARY OF SIGNIFICANT TRANSACTIONS AND EVENTS DURING THE CURRENT YEAR

- a) Due to first time application of financial reporting requirements under the Companies Act, 2017, including disclosure and presentation requirements of the fourth schedule to the Companies Act, 2017, some additional disclosures have been added and some amounts reported for the previous period have been reclassified in these financial statements.
- b) During the year, the Company has made significant capitalisations in buildings and plant and machinery on the completion of various ongoing projects including the extension of paint shop. The Company also has various ongoing projects for which the Company has entered into significant capital commitments.

45 NON-ADJUSTING EVENT AFTER THE STATEMENT OF FINANCIAL POSITION DATE

The Board of Directors in its meeting held on August 28, 2018 has proposed a cash dividend in respect of the year ended June 30, 2018 of Rs 45 (2017: cash dividend of Rs 35) per share. This is in addition to the interim cash dividend of Rs 95 (2017: Rs 80) per share resulting in a total dividend for the year of Rs 140 (2017: Rs 115) per share. The Directors have also announced appropriation of Rs 4,500 million (2017: Rs 4,000 million) to general reserve. These appropriations will be approved in the forthcoming Annual General Meeting. The financial statements for the year ended June 30, 2018 do not include the effect of these appropriations which will be accounted for in the financial statements for the year ending June 30, 2019.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2018

46 GENERAL

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

47 CORRESPONDING FIGURES

Corresponding figures have been rearranged and reclassified, wherever necessary, for the purpose of better presentation and comparison and due to the applicability of the disclosure requirement of the Fourth schedule of the Act, the effects of which are not material.

48 DATE OF AUTHORISATION

These financial statements were authorised for issue on August 28, 2018 by the Board of Directors of the Company.



Aqeel Loon
Chief Financial Officer



Ali Asghar Jamali
Chief Executive



Yuji Takarada
Vice Chairman & Director



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- Financial calculator
- Subscription to Alerts (event notifications, corporate and regulatory actions)
- JavaScript application for mobile device
- Online Chatbox



Pattern of Shareholding

As at June 30, 2018

Number of Shareholders / Folios	Shareholdings' Slab			Total Shares Held
895	1	to	100	44,114
2,223	101	to	500	990,890
296	501	to	1,000	259,920
338	1,001	to	5,000	815,288
75	5,001	to	10,000	562,408
25	10,001	to	15,000	295,459
22	15,001	to	20,000	391,350
12	20,001	to	25,000	274,140
13	25,001	to	30,000	365,510
7	30,001	to	35,000	222,556
10	35,001	to	40,000	377,150
4	40,001	to	45,000	206,093
3	45,001	to	50,000	142,460
4	50,001	to	55,000	213,798
8	55,001	to	60,000	457,197
3	65,001	to	70,000	204,000
1	70,001	to	75,000	74,890
1	75,001	to	80,000	79,532
1	90,001	to	95,000	93,882
4	95,001	to	100,000	394,135
1	100,001	to	105,000	103,700
1	105,001	to	110,000	105,415
1	110,001	to	115,000	113,480
3	115,001	to	120,000	350,330
1	125,001	to	130,000	130,000
1	130,001	to	135,000	135,000
1	135,001	to	140,000	137,540
1	145,001	to	150,000	150,000
1	150,001	to	155,000	154,140
1	160,001	to	165,000	162,040
1	185,001	to	190,000	186,860
1	210,001	to	215,000	213,500
1	240,001	to	245,000	243,000
4	255,001	to	260,000	1,032,667
1	270,001	to	275,000	272,384
1	275,001	to	280,000	276,660
1	285,001	to	290,000	286,380
1	290,001	to	295,000	290,500
1	320,001	to	325,000	321,514
1	325,001	to	330,000	327,000
1	380,001	to	385,000	383,750
2	405,001	to	410,000	816,126
1	430,001	to	435,000	433,907
1	450,001	to	455,000	450,060
1	550,001	to	555,000	552,685
1	595,001	to	600,000	600,000
1	880,001	to	885,000	882,850
1	1,275,001	to	1,280,000	1,276,010
1	4,890,000	to	4,890,000	4,890,000
1	9,820,001	to	9,825,000	9,825,000
1	19,645,001	to	19,650,000	19,650,000
1	27,382,730	to	27,382,730	27,382,730
3,983				78,600,000

Pattern of Shareholding

As at June 30, 2018

NO.	CATEGORIES OF SHAREHOLDERS	NUMBER OF SHARES HELD	CATEGORY WISE NO. OF FOLIOS / CDC ACCOUNTS	CATEGORY WISE SHARES HELD	PERCENTAGE
1	DIRECTORS ,CHIEF EXECUTIVE OFFICER AND THEIR SPOUSE AND MINOR CHILDREN MR. ALI S. HABIB MR. MOHAMEDALI R. HABIB MR. FARHAD ZULFICAR MR. PARVEZ GHAS MR. AZAM FARUQUE MR. ALI ASGHAR JAMALI MRS. MUNIZEH ALI HABIB	135,000 130,000 2,000 561 500 38,000 601	7	306,662	0.39
2	ASSOCIATED COMPANIES, UNDERTAKINGS AND RELATED PARTIES HABIB INSURANCE COMPANY LIMITED THAL LIMITED MOHAMEDALI HABIB WELFARE TRUST	43,015 4,890,000 5,000	3	4,938,015	6.28
3	EXECUTIVES		6	4,174	0.01
4	PUBLIC SECTOR COMPANIES AND CORPORATIONS		4	561,873	0.71
5	BANKS, DFIs, NBFIs, INSURANCE COMPANIES, TAKAFUL, MODARABAS & PENSION FUNDS		23	657,626	0.84
6	MUTUAL FUNDS CDC - TRUSTEE ATLAS STOCK MARKET FUND CDC - TRUSTEE ALFALAH GHP VALUE FUND CDC - TRUSTEE AKD INDEX TRACKER FUND CDC - TRUSTEE NAFA STOCK FUND CDC - TRUSTEE NAFA MULTI ASSET FUND CDC - TRUSTEE NAFA ISLAMIC ASSET ALLOCATION FUND CDC - TRUSTEE NIT-EQUITY MARKET OPPORTUNITY FUND CDC - TRUSTEE LAKSON EQUITY FUND CDC - TRUSTEE NAFA ASSET ALLOCATION FUND CDC - TRUSTEE NATIONAL INVESTMENT (UNIT) TRUST CDC - TRUSTEE NAFA ISLAMIC STOCK FUND CDC - TRUSTEE PIML VALUE EQUITY FUND CDC - TRUSTEE NIT ISLAMIC EQUITY FUND CDC - TRUSTEE NAFA ISLAMIC ACTIVE ALLOCATION EQUITY FUND CDC - TRUSTEE LAKSON TACTICAL FUND CDC - TRUSTEE MCB PAKISTAN STOCK MARKET FUND CDC - TRUSTEE PAKISTAN CAPITAL MARKET FUND CDC - TRUSTEE PICIC INVESTMENT FUND CDC - TRUSTEE PICIC GROWTH FUND CDC - TRUSTEE FAYSAL STOCK FUND CDC - TRUSTEE FAYSAL ASSET ALLOCATION FUND CDC - TRUSTEE APF-EQUITY SUB FUND CDC - TRUSTEE HBL - STOCK FUND CDC - TRUSTEE HBL MULTI - ASSET FUND CDC - TRUSTEE ALFALAH GHP STOCK FUND CDC - TRUSTEE ALFALAH GHP ALPHA FUND CDC - TRUSTEE PIML ASSET ALLOCATION FUND CDC - TRUSTEE LAKSON ISLAMIC TACTICAL FUND CDC - TRUSTEE HBL PF EQUITY SUB FUND CDC - TRUSTEE HBL EQUITY FUND CDC - TRUSTEE FIRST CAPITAL MUTUAL FUND	19,000 5,960 2,969 74,890 6,820 22,040 46,840 18,629 8,950 409,386 16,610 4,000 117,130 3,290 4,010 10 50 26,680 47,120 3,000 2,000 1,500 55,160 1,640 9,080 6,540 6,600 739 1,400 2,140 1,500	31	925,683	1.18

Pattern of Shareholding

As at June 30, 2018

7	FOREIGN INVESTORS / COMPANIES		87	62,819,800	79.92
	Holding 5% or more voting interest				
	OVERSEAS PAKISTAN INVESTORS AG	27,382,730			
	TOYOTA MOTOR CORPORATION	19,650,000			
	TOYOTA TSUSHO CORPORATION	9,825,000			
8	GENERAL PUBLIC			5,145,226	6.55
	Local		3,261		
	Foreign		457		
9	OTHERS		104	3,240,941	4.12
	TOTAL		3,983	78,600,000	100.00

Ten Year Performance Indicators

Financial Summary

2018

2017

2016

2015

Income Statement

Net revenue	Rs in '000	140,207,524	112,271,656	108,758,668	96,516,322
Gross profit	Rs in '000	24,376,753	19,821,701	17,731,299	14,244,230
Profit before taxation	Rs in '000	22,999,166	19,140,767	17,397,446	14,132,569
Profit after taxation	Rs in '000	15,771,860	13,001,265	11,454,940	9,110,251
Dividends	Rs in '000	11,004,000	9,039,000	7,860,000	6,288,000

Statement of Financial Position

Share capital	Rs in '000	786,000	786,000	786,000	786,000
Reserves	Rs in '000	35,958,342	30,410,962	26,843,609	23,249,520
Fixed Assets	Rs in '000	7,311,379	6,345,444	4,938,277	5,193,477
Net current assets	Rs in '000	29,383,117	24,762,671	17,473,164	13,861,221
Long term liabilities	Rs in '000	22,711	3,933	-	-

Investor Information

Gross profit ratio	% age	17.39	17.66	16.30	14.76
Net profit ratio	% age	11.25	11.58	10.53	9.44
Earning per share	Rs	200.66	165.41	145.74	115.91
Inventory turnover	Times	11	11	13	15
Debt collection period	Days	3	3	3	4
Average fixed assets turnover	Times	22.89	19.90	21.47	17.19
Breakup value per share	Rs	467.49	396.91	351.52	305.80
Market price per share					
- as on June 30	Rs	1,421.46	1,793.60	939.54	1,249.00
- High value during the period	Rs	1,980.00	2,110.00	1,313.00	1,320.00
- Low value during the period	Rs	1,300.00	935.00	884.75	520.00
Price earning ratio	Times	7.08	10.84	6.45	10.78
Dividend per share	Rs	140.00	115.00	100.00	80.00
Dividend yield	% age	9.85	6.41	10.64	6.41
Dividend payout	% age	69.77	69.52	68.62	69.02
Dividend cover	Times	1.43	1.44	1.46	1.45
Return on equity	% age	42.92	41.67	41.46	37.90
Debt to equity	Ratio	0 : 1	0 : 1	0 : 1	0 : 1
Current ratio	Ratio	1.63:1	1.76:1	1.58 : 1	1.53 : 1

Other Information

Units sold	Nos.	64,000	60,586	64,584	57,387
Units Produced	Nos.	62,886	59,945	64,096	56,888
Manpower	Nos.	3,266	2,849	2,765	2,322
Contribution to National Exchequer	Rs in '000	48,843,141	38,959,490	37,325,754	32,076,453

2014	2013	2012	2011	2010	2009
57,063,622	63,829,075	76,962,642	61,702,677	60,093,139	37,864,604
5,793,582	5,857,037	6,561,854	4,089,135	4,856,514	2,324,186
5,016,497	4,969,775	6,312,267	4,011,455	5,242,539	2,046,013
3,873,452	3,357,545	4,302,715	2,743,384	3,443,403	1,385,102
2,318,700	1,965,000	2,515,200	1,179,000	1,179,000	786,000
786,000	786,000	786,000	786,000	786,000	786,000
19,129,652	16,907,291	16,227,858	13,333,648	11,801,615	9,510,973
6,033,264	2,742,140	3,472,906	4,225,710	3,324,333	3,934,473
14,062,278	14,775,801	13,693,056	10,326,779	9,566,387	6,830,469
-	-	-	-	-	-
10.15	9.18	8.53	6.63	8.08	6.14
6.79	5.26	5.59	4.45	5.73	3.66
49.28	42.72	54.74	34.90	43.81	17.62
8	8	11	11	12	11
10	8	7	9	10	14
13.01	18.32	19.99	16.34	16.56	9.50
253.38	225.11	216.46	179.64	160.15	131.00
537.92	311.00	245.08	220.00	262.38	107.72
549.00	364.60	305.00	309.73	278.00	198.05
300.00	237.00	187.00	205.51	107.10	50.40
10.92	7.28	4.48	6.30	5.99	6.11
29.50	25.00	32.00	15.00	15.00	10.00
5.48	8.04	13.06	6.82	5.72	9.28
59.86	58.52	58.46	42.98	34.24	56.75
1.67	1.71	1.71	2.33	2.92	1.76
19.45	18.98	25.29	19.43	27.36	13.45
0 : 1	0 : 1	0 : 1	0 : 1	0 : 1	0 : 1
3.35 : 1	2.99 : 1	2.32 : 1	1.84 : 1	1.67 : 1	1.69 : 1
34,470	38,517	55,060	50,943	52,063	35,276
33,012	37,405	54,917	50,759	50,557	34,298
2,091	2,225	2,292	2,187	1,948	1,893
19,261,559	21,267,303	24,725,706	22,043,581	20,332,421	14,143,597

Notice of Annual General Meeting


Notice is hereby given that the Twenty Ninth Annual General Meeting of INDUS MOTOR COMPANY LIMITED will be held on Tuesday, October 16, 2018 at 9:00 a.m. at the Institute of Chartered Accountants of Pakistan situated at Chartered Accountants Avenue, 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, 2018, together with the Report of the Directors and Auditors thereon.
2. To approve cash dividend (2017-2018) on the ordinary shares of the Company. The directors have recommended a Final Cash dividend at 450% i.e. Rs 45 per share. This is in addition to the combined Interim Dividend of 950% i.e. Rs. 95 per share already paid. The total dividend for 2017-2018 will thus amount to 1400% i.e. Rs. 140 per share.
3. To appoint auditors and fix their remuneration for the year ending June 30, 2019. 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.

Karachi.
August 28, 2018

By order of the Board


Muhammad Arif Anzer
Company Secretary

NOTES:

1. Closure of Share Transfer Books

The Share Transfer Books of the Company will be closed from October 9, 2018 to October 16, 2018 (both days inclusive) for the purpose of the Annual General Meeting and payment of the final dividend. Transfer requests received by the Company's Share Registrar, "M/s. Central Depository Company of Pakistan Limited, CDC House, 99-B, Block "B", S.M.C.H.S., Main Shahrah-e-Faisal, Karachi-74400. Tel: 0800-23275, UAN: 111-111-500, Email: info@cdcpak.com at the close of business on October 8, 2018, 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.

2. 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. Instrument appointing a proxy must be deposited at the Registered Office of the Company at least forty eight hours before the time of the meeting.

To facilitate identification for right to attend the Annual General Meeting, Shareholder whose holdings are on the Central Depository System (CDS) or his Proxy should authenticate his identity by showing his original CNIC or original Passport at the time of attending the meeting; along with the Participant's Identity Number and Shareholder's account number allocated by the Central Depository Company.

In case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature of the nominee shall be produced at the time of the meeting.

3. Change of Address

The Shareholders are requested to promptly notify change in their address, if any, to the Company's Share Registrar.

4. Submission of copies of 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, Central Depository Company of Pakistan Limited. 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.

5. 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 filers of income tax returns: 15%
- (b) For non-filers of income tax returns: 20%

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

6. 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 October 8, 2018, otherwise each shareholder will be assumed to have equal proportion of shares and the tax will be deducted accordingly.

7. Payment of Cash Dividend Electronically (Mandatory)

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. Notice in this regard have already been published earlier in newspapers as per Regulations. All shareholders are once again requested 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 and (vi) Mobile number to Company's Share Registrar M/s. Central Depository Company of Pakistan Limited. Shareholders who hold shares with Participants / Central Depository Company of Pakistan (CDC) are advised to provide the mandate to the concerned Broker / CDC. Shareholders may use the electronic dividend mandate form attached to this report or form available on the Company's website to provide their details.

8. Distribution of Annual Report through Email (Optional)

Pursuant to the provision 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 Notices of annual general meeting by email are requested to provide the completed Electronic Communication Consent Form (available on the Company's website), to the Company's Share Registrar, Central Depository Company of Pakistan Limited.

9. Consent for the Facility of video-link

Pursuant to the provisions of the Companies Act 2017, the company may on the demand of members at least 7 days before the general meeting, residing in a city, who hold at least 10% of the total paid up capital of the Company, provide the facility of video- link (Optional) to such members enabling them to participate in its annual general meeting. If you wish to take benefit of this facility, please fill the form available on the Company's Website and submit it to the Company at its registered address at least 10 days prior to the date of the meeting.

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

۳۔ CNIC کی حصول کی مندرجہ ذیل (لازمی)

حصص یافتگان سے درخواست ہے کہ وہ قانونی صوابی کی تعمیل کریں اور اپنا CNIC کی نقل کھیتی کے شیئر رجسٹرار، سینٹرل ڈیپازٹری کھیتی آف پاکستان، میں جمع کرائیں (اگر پہلے جمع نہ کرائی ہو)۔

کھیتی اپنے ریکارڈز میں کسی حصص یافتہ کے CNIC کی کارآمد نقل کی عدم دستیابی کی صورت میں کمپنیز ایکٹ 2017ء کے سیکشن 243 کے تحت ڈیپازٹ روک لے گی۔

۵۔ ڈیپازٹ پر دودھ ہولڈنگ ٹیکس

اگر ٹیکس آرڈیننس 2001ء کے سیکشن 150 میں کمپنیز کی جانب سے ڈیپازٹ کی ادائیگی پر دودھ ہولڈنگ ٹیکس کی کوئی کیلئے درج ذیل شرحوں کا تعین کیا گیا ہے:

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

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

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

۶۔ مشترکہ کھاتہ داروں کی صورت میں ڈیپازٹ پر دودھ ہولڈنگ ٹیکس

حصص یافتگان سے گزارش کی جاتی ہے کہ وہ پہلے حصص یافتہ کے طور پر اپنی اور اپنے مشترکہ کھاتہ داروں کی حصص یافتگی کے تناسب کی تفصیلات فراہم کریں تاکہ کھیتی ڈیپازٹ سے ٹیکس کی کوئی کے لئے مشترکہ کھاتہ داروں کی حصص یافتگی کے تناسب کے تعین کے لئے (اس صورت میں جب حصص یافتگی کے تناسب کا تعین پہلے حصص یافتہ نے نہ کیا ہو) ریگولیٹرز کی ہدایات کی تعمیل کر سکے اور اس کے مطابق ہر حصص یافتہ کے دودھ ہولڈنگ ٹیکس کا حساب لگا سکے۔ تفصیلات کھیتی کے شیئر رجسٹرار کو 8 اکتوبر، 2018 تک موصول ہو جانا چاہئے بصورت دیگر یہ مان لیا جائے گا کہ ہر حصص یافتہ کے پاس سادی شرح میں حصص موجود ہیں، اور اسی حساب سے ٹیکس منہا کیا جائے گا۔

۷۔ الیکٹرانک طریقے سے نقد ڈیپازٹ کی ادائیگی (لازمی)

کمپنیز ایکٹ 2017ء کے سیکشن نمبر 242 اور کمپنیز (Distribution of Dividend) ریگولیشن کے تحت لسٹڈ کھیتی کے لئے لازمی قرار دیا گیا ہے کہ منافع منقسمہ کی ادائیگی الیکٹرانک طریقے سے صرف حصص یافتگان کے بینک اکاؤنٹ میں براہ راست کرے۔ ای۔ ڈیپازٹ کی سہولیات سے مستفید ہونے کے لئے حصص یافتگان کھیتی کے شیئر رجسٹرار میسرز سینٹرل ڈیپازٹری کھیتی آف پاکستان لیٹڈ کو اپنے بینک میٹریٹ کی مندرجہ ذیل تفصیلات فراہم کریں: (i) اکاؤنٹ نمبر، (ii) اکاؤنٹ نمبر، (iii) IBAN نمبر، (iv) بینک کا نام، (v) بینک کی شاخ کا نام، کوڈ اور پتہ، (vi) موبائل نمبر۔ حصص یافتگان جو Participants / سینٹرل ڈیپازٹری کھیتی آف پاکستان (سی ڈی سی) کے ساتھ حصص رکھتے ہیں وہ متعلقہ بروکر / سی ڈی سی کو بینک میٹریٹ کی تفصیل فراہم کریں۔ الیکٹرانک ڈیپازٹ ڈرام کھیتی کی website پر دستیاب ہے، جسے صحیح ہولڈرز پر کر کے کھیتی رجسٹرار کو بھیج سکے ہیں۔

۸۔ سالانہ رپورٹ کی تقسیم بذریعہ ای میل (اختیاری)

کمپنیز ایکٹ 2017ء کے سیکشن 223(6) کے مطابق کمپنیز کو اجازت دی ہے کہ وہ اپنی سالانہ بیلنس شیٹ اور پرافٹ اینڈ لاس اکاؤنٹس، آڈیٹ کی رپورٹ اور ڈائریکٹرز کی رپورٹ وغیرہ ("سالانہ رپورٹ") اور سالانہ اجلاس عام کی اطلاع ("نوٹس") اپنے حصص یافتگان کو بذریعہ ای میل فراہم کر سکتی ہیں۔ کھیتی کے وہ حصص یافتگان جو کھیتی کی سالانہ رپورٹ اور سالانہ اجلاس عام کی اطلاعات بذریعہ ای میل وصول کرنے کے خواہاں ہیں ان سے گزارش ہے کہ (کھیتی کی ویب سائٹ پر موجود) الیکٹرانک کیونٹینر کنسلیٹ فارم مکمل کر کے کھیتی کے شیئر رجسٹرار، سینٹرل ڈیپازٹری کھیتی آف پاکستان لیٹڈ کو فراہم کریں۔

۹۔ ویڈیو لنک کی سہولت کے لئے رضامندی (اختیاری)

شہر میں رہائشی ایسے ممبران جو کھیتی کے ادا شدہ سرمائے کا کم از کم 10 فیصد رکھتے ہوں کمپنیز ایکٹ 2017ء کے تحت ان کے مطالبے پر کھیتی اجلاس سے کم از کم سات دن قبل، ویڈیو لنک کی سہولت فراہم کرے گی تاکہ وہ سالانہ اجلاس عام میں شرکت کر سکیں۔ اگر آپ یہ سہولت حاصل کرنا چاہتے ہوں تو برائے مہربانی ویڈیو لنک فارم جو کھیتی کی ویب سائٹ پر موجود ہے پر کر کے اجلاس سے کم از کم دس دن قبل کھیتی کے رجسٹرار ایس پر بھیجیں۔

کھیتی اجلاس سے کم از کم سات دن قبل ممبران کو تمام ضروری تفصیلات کے ہمراہ ویڈیو کانفرنس کی جگہ کے بارے میں مطلع کرے گی تاکہ وہ اس سہولت تک رسائی حاصل کر سکیں۔

اطلاع برائے سالانہ اجلاس عام

بذریعہ نوٹس بلد مطلع کیا جاتا ہے کہ انڈس موٹر کمپنی لمیٹڈ کا سالانہ اجلاس عام 16 اکتوبر 2018ء بروز منگل صبح 9:00 بجے دی نئی ٹیٹ آف چارٹرڈ اکاؤنٹنٹس آف پاکستان، چارٹرڈ اکاؤنٹنٹس ایونیو، کلفٹن، کراچی-75600 (ICAP آڈیٹریم) میں منعقد ہوگا جس میں مندرجہ ذیل معاملات پر غور ہوگا:

عمومی کاروبار

- ۱۔ 30 جون 2018ء کو ختم ہونے والے سال کے لئے کمپنی کے آڈٹ شدہ اکاؤنٹس اور اس سلسلے میں ڈائریکٹرز اور آڈیٹرز کی رپورٹ کو وصول کرنا، اس پر غور و خوض کرنا اور انھیں اختیار کرنا۔
- ۲۔ کمپنی کے عمومی حصص پر نقد ڈیویڈنڈ (2017ء - 2018ء) کی منظوری اور اعلان۔ ڈائریکٹرز نے 450 فیصد یعنی 45 روپے فی حصص حتی نقد ڈیویڈنڈ کی سفارش کی ہے۔ یہاں ادا شدہ 950 فیصد یعنی 95 روپے فی شیئر مجموعی جوہری ڈیویڈنڈ کے علاوہ ہے۔ چنانچہ 2017ء - 2018ء کے لئے مجموعی ڈیویڈنڈ 1,400 فیصد یعنی 140 روپے فی شیئر ہوگا۔
- ۳۔ 30 جون 2019ء کو ختم ہونے والے سال کے لئے آڈیٹرز کا تقریر اور ان کے معاوضے کا تعین۔ موجودہ آڈیٹر میسرز اے ایف فرموسن اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس، ریٹائر ہو گئے ہیں اور چونکہ انھیں خود کو دوبارہ تقرری کے لئے پیش کرنے کا حق حاصل ہے۔ انہوں نے اپنی خدمات دوبارہ پیش کر دی ہیں۔
- ۴۔ چیئرمین کی اجازت کے ساتھ کسی دوسرے کاروبار کو پیش کیا جائے گا۔

کراچی
28 اگست 2018ء

محکم پورڈ
محمد عارف انظر
کمپنی سیکرٹری

اہم نکات:

- ۱۔ چیئرمین فرموسن ایف کے بارے میں
سالانہ اجلاس عام اور حتی ڈیویڈنڈ کی ادائیگی کے مقصد سے کمپنی کے انتقال حصص کے کھاتے 9 اکتوبر 2018ء تا 16 اکتوبر 2018ء (بشمول دنوں دن) بند رہیں گے۔ جن ارکان کی انتقال حصص کی درخواستیں کمپنی کے شیئر رجسٹرار کو میسرز سینٹرل ڈیپازٹری کمپنی آف پاکستان لمیٹڈ، سی ڈی سی ہاؤس، 99-B، بلاک B، ایس ایم سی ایچ ایس، مین شاہراہ فیصل، کراچی-74400؛ فون: 0800-23275، پوائے این: 111-111-500، ای میل: info@cdcpak.com پر 8 اکتوبر 2018ء کو کاروبار بند ہونے تک موصول ہو جائیں گی ان کو حتی ڈیویڈنڈ کے حصول اور سالانہ اجلاس عام میں شرکت کا استحقاق حاصل ہوگا۔

۲۔ پراکسی

سالانہ اجلاس عام میں شرکت اور رائے دہی کا استحقاق رکھنے والا کوئی بھی ممبر اپنے غرض میٹنگ میں شرکت کرنے، بولنے اور رائے دہی کیلئے کسی نمائندے کو مقرر کر سکتا ہے۔ حیضی کے موثر ہونے کیلئے اطلاع نامہ کمپنی کے رجسٹرڈ آفس میں اجلاس شروع ہونے سے کم از کم 48 گھنٹے پہلے موصول ہونا چاہیے۔
سینٹرل ڈیپازٹری سسٹم (CDS) میں اکاؤنٹ کے حامل حصص یافتگان یا ان کے مقرر کردہ نمائندے کو اجلاس عام میں شرکت کیلئے شرکت کے وقت اپنے پارٹنر ٹیکسٹن آئیڈنٹیفکیشن نمبر اور CDS کی جانب سے مخصوص کردہ میسر ہولڈرز اکاؤنٹ نمبر کے ساتھ اپنا اور پیکل کمپیوٹرائزڈ شناختی کارڈ یا اور پیکل پاسپورٹ دکھانا لازمی ہوگا۔
کسی کاروباری ادارے کی نمائندگی کی صورت میں نامزد فرد اپنے پورڈ آف ڈائریکٹرز کی قرارداد کا اعلان نامہ بعد خط کے نمونے، اجلاس کے وقت پیش کرنا لازمی ہوں گے۔

۳۔ بچے کی جدیلی

حصص یافتگان سے گزارش ہے کہ اپنے رجسٹرڈ ڈاک کے بچے میں کسی جدیلی کے متعلق کمپنی کے شیئر رجسٹرار کو بروقت مطلع کر دیں۔

سی اوی جی پر عمل درآمد رپورٹ

اعتراف

کمپنی نے لسڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز 2017 پر مکمل طور پر عمل درآمد کیا ہے جسے رپورٹ کے ساتھ صفحہ 95 سے 97 تک منسلک کیا گیا ہے۔

ہماری مصنوعات کی مسلسل حمایت اور پسندیدگی پر اپنے صارفین کے شکر گزار ہیں اور انڈس کی ٹیم، بشمول ہمارے اسٹاف، وینڈرز، ڈیلرز اور تمام کاروباری شراکت کی انتھک کوششوں کا اعتراف کرتے ہیں اور ان کی مسلسل حمایت کے متنبی ہیں۔

چیئر مین کا جائزہ

کمپنی کے ڈائریکٹرز کمپنی کی مجموعی کارکردگی، مستقبل کی حکمت عملی، بورڈ کی کارکردگی اور موثریت سے متعلق چیئر مین کے جائزہ کے مندرجات کی توثیق کرتے ہیں۔

ہم اللہ تعالیٰ کے سر بھود ہیں اور اس سے ہی برکتوں اور رہنمائی کے لئے دعا مانگتے ہیں۔

آگے بڑھنے کی حکمت عملی

کراچی

مستقبل میں آگے بڑھنے کی حکمت عملی کے تحت، آپ کی کمپنی نے ٹویٹا سے نئی اور شاندار مصنوعات لینے کا منصوبہ بنایا ہے جس سے صارفین کو وسیع انتخاب کی سہولت کی فراہمی اور پائیدار ترقی کو یقینی بنانے کیلئے موجود مصنوعات کو تقویت حاصل ہوگی۔

نئی حکومت کی تشکیل کے بعد، ہمیں توقع ہے کہ اقتصادی بحران سے نمٹنے کیلئے پالیسیاں بنائی جائیں گے اور ملک میں سرمایہ کاری میں اضافہ اور مقامی صنعتوں کی حوصلہ افزائی کیلئے اقدامات اٹھائے جائیں گے۔

یو جی تاکارا ڈا
نائب چیئر مین

علی اصغر جمالی
چیف ایگزیکٹو

منظور دی ہے تاکہ مصنوعات کی پیداوار میں اضافہ کیا جاسکے۔ اس سے معمول کی سالانہ پیداواری صلاحیت کسی مالیاتی سال کے دوران معمول کے اوقات کار کی بنیاد پر ڈبل شفٹ کر کے تقریباً 76 ہزار پونٹ ہو جائے گی۔ یہ سرمایہ کاری مختلف پیداواری شعبوں میں کرنے کی منصوبہ بندی کی گئی ہے تاکہ مختلف رکاوٹوں کو دور کر کے کارکردگی اور پیداوار کو بہتر بنایا جاسکے۔ اس کے فوائد مالی سال 2020-2021 کے دوران حاصل ہوں گے۔

کمپنی کے بیلنس شیٹس سے متعلقہ مالیاتی سال کے آخر اور رپورٹ کی تاریخ کے درمیان کوئی ایسی مادی یا مقاصد کے حوالے سے تبدیلی نہیں کی گئی جس کا اثر کمپنی کی مالی حالت پر پڑا ہو۔ سوائے اس کے جن کو فنانشل سسٹمز یا اس رپورٹ میں ظاہر کیا گیا ہے۔

درپیش خطرات کا جائزہ لینے کیلئے رسک مینجمنٹ کا نظام موجود ہے۔ رسک مینجمنٹ نظام پالیسی سازی، انضامی ضوابط، مالیات، آپریشنل، ساکھ اور پائیداریت کو درپیش خطرات کی نشاندہی کرتی ہے جن کا آئی ایم سی کی کاروباری سرگرمیوں سے تعلق ہے۔ مینجمنٹ کمیٹی ان خطرات کے ساتھ ساتھ ادارہ جاتی مقاصد، اہداف اور کارکردگی کا بھی جائزہ لیتی ہے۔ نشاندہی کردہ خطرات کے اثرات کو کم کرنے کیلئے مناسب پالیسیاں تشکیل اور ان پر عمل درآمد کیا جاتا ہے۔

کمپنی نے ٹوپیکا کی طرف سے اختیار کئے گئے عالمی طریقہ کار پر مبنی رسک مینجمنٹ اسٹرکچر بورڈ تشکیل دیا ہے جس کا مقصد کاروبار سے متعلقہ خطرات سے نبرد آزما ہونے اور کمپنی کی ترقی کو آگے بڑھانا ہے۔

مالیاتی گوشوارے

مالیاتی گوشواروں کی تیاری میں انٹرنیشنل فنانشل رپورٹنگ سٹینڈرڈ (آئی ایف آر ایس) جو پاکستان میں قابل عمل ہے اور کمپنیز ایکٹ 2017 کے تحت دی گئی شرائط اور ہدایات پر عمل درآمد کیا گیا، جبکہ کمپنیز ایکٹ 2017 کے تحت شرائط اور ہدایات آئی ایف آر ایس سے مختلف ہیں، کمپنیز ایکٹ 2017 کے تحت شرائط اور ہدایات پر عمل درآمد کیا گیا۔

آڈیٹرز کی تقرری

کمپنی کے موجودہ آڈیٹرز میسر اے، ایف، فرگوسن اینڈ کمپنی (چارٹرڈ اکاؤنٹنٹس) جو کہ ریٹائر ہو چکے ہیں اپنی اہلیت کی بنیاد پر دوبارہ اپنی خدمات پیش کرنے کے اہل ہیں۔ ڈائریکٹرز نے میسر اے، ایف، فرگوسن اینڈ کمپنی (چارٹرڈ اکاؤنٹنٹس) کی 2019 تک آڈیٹرز کے طور پر دوبارہ تقرری کی آڈٹ کمیٹی کی سفارشات کی توثیق کی ہے۔

حصص داری کا طریقہ کار

30 جون 2018 تک کمپنی کے حصص داری کا طریقہ کار صفحہ 151 سے صفحہ 153 پر دیا گیا ہے۔

متعلقہ فریقین سے لین دین

متعلقہ فریقین کے ساتھ تمام لین دین قواعد و ضوابط کے مطابق کی گئی ہیں اور اس کی تفصیلات متعلقہ نوٹس کے تحت مالی گوشواروں میں ظاہر کی گئی ہے

کمپنی کے حصص کی خرید و فروخت

30 جون، 2018 کو ختم ہونے والے سال کے دوران، ڈائریکٹرز صاحبان، ایگزیکٹوز اور ان کے خاندان نے کمپنی کے حصص کی کسی قسم کی خرید و فروخت نہیں کی ہے۔ حصص کی ٹریڈنگ کے اظہار میں چیف فنانشل آفیسر، کمپنی سیکرٹری اور انٹرل آڈٹ کا سربراہ ایگزیکٹو میں شمار ہوں گے۔

مادی تبدیلی اور ذمہ داری

بورڈ آف ڈائریکٹرز نے مالیاتی اخراجات کیلئے 3 ارب 30 کروڑ روپے کی

کلیدی آپریشننگ اور فنانشل ڈیٹا

کلیدی آپریشننگ اور فنانشل ڈیٹا سالانہ رپورٹ کے صفحہ نمبر 154 سے 155 پر ذکر کیا گیا ہے۔

غیر ایگزیکٹو ڈائریکٹرز کیلئے معاوضہ کی پالیسی کی نمایاں خصوصیات بورڈ غیر ایگزیکٹو ڈائریکٹرز کی طرف سے کمپنی میں خدمات کا اعتراف کرتا ہے اور موجودہ صورتحال میں بورڈ کے ہر اجلاس یا اس کی کمیٹی کے اجلاس میں شرکت اور حاضری کیلئے میٹنگ فیس کی پیشکش کی جارہی ہے، یہ فیس ان کی خدمات کا معاوضہ ہرگز نہیں بلکہ یہ فیس حوصلہ افزائی کرنے کی عکاس ہے۔ غیر ایگزیکٹو ڈائریکٹرز مذکورہ بالا اجلاسوں میں حاضری اور شرکت کیلئے اس طرح کے معاوضہ کو وصول کرنے کے اپنے حق سے دستبردار ہو سکتے ہیں

طور پر اپنے عہدے سے استعفیٰ دیا اور 7 فروری 2018 کو مسٹر سومو ماسوڈا کی ڈائریکٹر کے طور پر تقرری کی گئی۔ مزید برآں، مسٹر ماسوڈا ماسوڈا نے 28 مئی 2018 کو اپنے عہدے سے مستعفی ہوئے اور اسی تاریخ پر مسٹر ٹیشو یا ایزومی کا ڈائریکٹر کے طور پر انتخاب کیا گیا۔ بورڈ نے اس بات کا اعتراف کیا کہ سبکدوش ہونے والے ڈائریکٹرز صاحبان نے کمپنی میں قابل قدر کردار ادا کیا۔ بورڈ نے نئے ڈائریکٹرز کا خیر مقدم بھی کیا۔

بڑے خطرات اور غیر یقینی صورتحال

گزشتہ برسوں سے کمپنی کی مالیاتی کارکردگی غیر معمولی رہی ہے، اس کے باوجود روپے کی قدر قیمت میں مسلسل کمی، معمول کی افراط زر اور عالمی اشیاء خورد و نوش کی قیمتوں میں اضافہ اہم عناصر ہوں گے جو مستقبل میں کمپنی کی مالیاتی حالت پر اثر انداز ہو سکتے ہیں۔ کمپنی نے مسابقتی ماحول کا خیر مقدم کرتی ہے تاہم پائیدار ترقی کیلئے حکومتی پالیسیوں کے تسلسل کے ساتھ ساتھ سب کو یکساں مواقعوں کی فراہمی بھی ضروری ہے۔

اندرونی کنٹرول

کمپنی نے منظم طریقے سے کمپنی کا انتظام چلانے، اپنے اثاثہ جات کے تحفظ اور ریکارڈ کے مطابق درستی اور ساکھ کو محفوظ بنانے کیلئے ایک موثر نظام تشکیل دیا ہوا ہے۔ مینجمنٹ کی طرف سے دیکھ بھال اور جائزہ اندرونی کنٹرول کے نظام کے اہم عنصر ہیں۔ مینجمنٹ نے تفصیلی جانچ پڑتال اور جائزہ کی ذمہ داری انٹرنل آڈیٹرز کے سپرد کر رکھی ہے۔

بورڈ براہ راست یا اپنی کمیٹیوں کے ذریعے اندرونی کنٹرول کی سرگرمیوں کو یقینی بناتا ہے۔ بورڈ وقفے وقفے سے عبوری اکاؤنٹس، رپورٹس، منافع کا جائزہ اور دیگر مالی اور شماریاتی معلومات کے ذریعے کمپنی کے مالیاتی امور اور حیثیت کا بھی جائزہ لیتا ہے۔

رہنما مینجمنٹ

آئی ایم سی کے پاس وسیع تر سیاسی اور میکرو اکنامک ماحول کے تناظر میں

بورڈ کی کمیٹیاں

بورڈ نے مندرجہ ذیل کمیٹیاں تشکیل دیں جن کی تفصیلات ذیل میں ہیں:

بورڈ آڈٹ کمیٹی

- 1- مسٹر اعظم فاروق، چیئر مین کمیٹی
- 2- مسٹر محمد علی آر۔ حبیب
- 3- مسٹر فرہاد ذوالفقار
- 4- مسٹر پرویز غیاث
- 5- مسٹر سومو ماسوڈا
- 6- مسٹر ٹیشو یا ایزومی

بورڈ انسانی وسائل اور معاوضہ کمیٹی

- 1- مسٹر اعظم فاروق، چیئر مین کمیٹی
- 2- مسٹر علی ایس۔ حبیب
- 3- مسٹر یوجی تاکارادا
- 4- مسٹر پرویز غیاث
- 5- مسٹر علی اصغر جمالی
- 3- بورڈ اخلاقی کمیٹی

مسٹر فرہاد ذوالفقار، چیئر مین کمیٹی

- 1- مسٹر پرویز غیاث
- 2- مسٹر علی اصغر جمالی

بورڈ آف ڈائریکٹرز کا اجلاس

اس سال کے دوران پانچ بورڈ آف ڈائریکٹرز میٹنگ ہوئی جس کی تفصیل درج ذیل ہے۔

نمبر شار	ڈائریکٹرز کے نام	اجلاس میں شرکت
1	مسٹر علی ایس۔ حبیب (چیرمین)	5
2	مسٹر یو جی تاکاراڈا / توشیا آزوما (سابق نائب چیرمین اینڈ ڈائریکٹرز)	5
3	مسٹر علی اصغر جمالی (سی ای او)	5
4	مسٹر سدا توشی کاشی ہارا (سینئر ڈائریکٹر مینوفچرنگ)	5
5	مسٹر سومو ماسوڈا (مسٹر سویشوی ہاگنیوا، متبادل ڈائریکٹر) مسٹر ہیرو یوکی فوکوئی، سابق ڈائریکٹر (مسٹر یوشی ہائیڈرو کوڈا، سابق متبادل ڈائریکٹر)	5
6	مسٹر ٹیشو یا ایزومی / مسٹر ماسو یا مانی، سابق ڈائریکٹر (مسٹر کے۔ سوٹووا، متبادل ڈائریکٹر)	5
7	مسٹر محمد علی آر۔ حبیب	4
8	مسٹر فرہاد زوالفقار	4
9	مسٹر اعظم فاروق	4
10	مسٹر پرویز غیاث	5

ڈائریکٹرز کی تبدیلی

سال کے دوران بورڈ میں تین عارضی تعیناتی کی گئیں۔ مسٹر توشیا آزوما نے یکم جنوری 2018 سے نائب چیرمین اور ڈائریکٹر کی حیثیت سے استعفیٰ دیا اور مسٹر یو جی تاکاراڈا کا اسی تاریخ میں نائب چیرمین اور ڈائریکٹر کی حیثیت میں انتخاب کیا گیا۔ مسٹر ہیرو یوکی فوکوئی 25 جنوری 2018 کو ڈائریکٹر کے

مستقبل کیلئے عہد

اپنے قیام کے وقت سے آئی ایم سی معاشرہ کی ترقی کو بڑھانے کیلئے انتہائی لگن سے کوشش کر رہی ہے اور کمپنی نے یہ کام سرگرمیوں کے ایک سلسلہ کے ساتھ جاری و ساری رکھا ہوا ہے جس کا مقصد بڑے پیمانے پر کیوٹی کو مستفید کرنا ہے۔ کمپنی ٹویٹا وٹن اور اقوام متحدہ کے ایس ڈی جیز اور رہنما اصولوں پر عمل درآمد کرنے کے عہد پر قائم ہے تاکہ ایک سرسبز مستقبل کی ضمانت دی جاسکے جسے اس کی معاشرتی ذمہ داری اور اقدامات کے ذریعے مستحکم بنایا جائے گا۔

کاروباری امور اور متعلقہ بیانات

بورڈ کی ترتیب

30 جون، 2018 کو کمپنی کے بورڈ آف ڈائریکٹرز کی ترتیب

1۔ کل ڈائریکٹرز کی تعداد 10 ہے جو کے مندرجہ ذیل ہے:

ایف۔ مرد 10

ب۔ خواتین -

2۔ ڈائریکٹرز کی شعبہ کے لحاظ سے تعداد درج ذیل ہے

الف: خود مختار ڈائریکٹر 01

ب: غیر ایگزیکٹو ڈائریکٹر 06

پ: ایگزیکٹو ڈائریکٹر 03

لسٹڈ کمپنی (کوڈ آف کارپوریٹ گورننس) ریگولیشنز 2017 کے مطابق انڈس موٹر کمپنی کا بورڈ جس کی موجودہ مدت 31 اکتوبر 2020 میں اختتام پذیر ہوگی۔ تب تک بورڈ میں ایک خاتون ڈائریکٹر اور ایک تہائی خود مختار ڈائریکٹر کا ہونا ضروری ہے۔

حامل کار کا نقش رول پیش کیا۔

شجر کاری کی مہم

IMC کو بطور ایک ذمہ دار کارپوریٹ ادارہ، اس اہم ضرورت کا ادراک ہے کہ آب و ہوا کی تبدیلی پر توجہ دینے اور ماحولیات اور جانداروں کے باہمی تعلق پر منفی اثرات کا دائرہ کم کرنے کیلئے ماحولیاتی دوست کاموں پر زور دیا جائے۔ اس نظریہ کے پیش نظر آئی ایم سی نے اپنی شجر کاری کی مہم کے تحت ایک منصوبہ تشکیل دیا گیا جس کے تحت اس کے دائرہ کار کے اندر کل 10 ہزار درختوں کے پودے لگائے جائیں گے، آئی ایم سی کے متعدد ملازمین نے اس موقع کا خیر مقدم کیا اور ہدف کو حاصل کرنے کیلئے اپنی طرف سے معاونت پیش کی۔ اس منصوبہ میں مزید اضافہ کرنے کے لئے آئی ایم سی نے کراچی کے ساحل کے ساتھ بھی ڈبلیو ڈبلیو ایف کے تعاون سے منگہ درختوں کے پودے لگائے۔

اور ہر ابھرا رکھتے ہوئے 55 (پانچ اقدام) اصولوں کو شیئر کیا جائے تاکہ ہر شخص اپنے ماحول کی ذمہ داری اور پائیدیت کا احساس حاصل کر سکے۔ ذمہ داری، ملکیت اور یک جہتی کے جذبہ کو پروان چڑھاتے ہوئے، اس سرگرمی سے شہر کے نوجوانوں اور کمیونٹی ارکان کو یہ صلاحیت حاصل ہوئی کہ وہ شہر کو صاف ستھرا اور آلودگی سے پاک رکھنے میں فعال کردار ادا کریں۔

صفائی ستھرائی کی مہم کے دوران خصوصی طور پر بنائے گئے کچرا کنڈیوں کو کھیلوں اور تعلیمی اداروں میں رکھا گیا جبکہ بڑے سائز کے کوڑے دانوں کو کمیونٹی کے اندر رکھا گیا۔ صفائی ستھرائی میگا مہم تقریباً 3 ماہ تک جاری رہی۔ اس کے علاوہ 150 سے زائد ملازمین رضا کارانہ طور پر آگے بڑھے اور پاکستان اور ویسٹ انڈیز کے مابین تیسرا ٹی۔20 کرکٹ میچ کے بعد میٹھل اسٹیڈیم میں موجود کچرا صاف کرنے کی ذمہ داری اٹھائی۔ اس قدم کو پاکستان کی مثبت تصویر اجاگر کرنے کیلئے اٹھایا گیا۔

ٹویوٹا ٹیکنیکل ایجوکیشن پروگرام (ٹی۔ٹپ)

نوجوان نسل میں آٹوموٹو انجینئرنگ کے شعبہ میں پیشہ وارانہ صلاحیت اور مہارت پیدا کرنے کیلئے آئی ایم سی ٹویوٹا موٹر کارپوریشن کے تعاون سے ٹویوٹا ٹیکنیکل ایجوکیشن پروگرام (ٹی۔ٹپ) کے تحت تین سالہ سرٹیفیکیٹ پروگرام کی پیش کش کر رہی ہے۔ یہ پروگرام تین بڑے شہروں میں چار اداروں کی طرف سے کرایا جارہا ہے۔ یہ پروگرام طالب علموں کو کامیاب عملی زندگی کیلئے کوششیں کرنے اور اپنے خاندان اور آنے والی نسل کیلئے بہتر معیار زندگی کو یقینی بنانے کا موقع فراہم کرتا ہے۔ ٹویوٹا کا فلسفہ اور طریقہ کار اس پروگرام کی بنیاد ہے۔ ہر سال 600 گریجویٹ پروگرام میں حصہ لیتے ہیں، انہیں پاکستان اور ملک سے باہر ملازمت کے مواقع ملتے ہیں۔ آئی ایم سی اب تک 56 انسٹریکٹرز کو تربیت فراہم کر چکا ہے جنہوں نے تقریباً 4397 طالب علموں کو علم سے بہرہ مند کیا۔ T-TEP پروگرام کی وجہ سے صنعت کو بڑے پیمانے پر تربیت یافتہ ورک فورس میسر آئی ہے جس کے باعث معاشرے میں سماجی اور معاشی اقدار وجود میں آئی ہے۔

بلوچستان میں شمسی توانائی سے چلنے والے لیپ

کمیونٹی کی فلاح و بہبود کے جذبہ کو قبول کرتے ہوئے، آئی ایم سی نے ہیلتھ ایجوکیشن livelihood پروموٹرز (ایچ ای ایل پی) بلوچستان کی کوسٹ کی کان کنوں کے کنیوں کو شمسی توانائی سے چلنے والے لیپ فراہم کرنے کیلئے حمایت کی جن کا تعلق بلوچستان کے سورربخ سے ہے۔ آئی ایم سی کے رضا کاروں Toyota Zarghoon Motors (Quetta) نے شمسی توانائی کے لیمپوں کی تنصیب میں ایچ ای ایل پی ٹیم کے ہمراہ ہاتھ میں ہاتھ ملا کر کام کرنے کے موقع کا خیر مقدم کیا جس کا مقصد کان کنوں (mine workers) کے مصائب کو کم کرنے اور ان کا معیار زندگی بلند کرنے کی ایک کوشش ہے۔

صفائی مہم 2018ء

IMC نے اپنے سی ایس آر پروگرام کے تحت اس سال ”کراچی صفائی مہم“ کا آغاز کیا۔ اس مہم کے اغراض و مقاصد میں ایک مقصد یہ تھا کہ شہر کو صاف

تعلیم، معاشرہ کی تبدیلی کیلئے ایک عامل ہوتے ہوئے

قوم کی صلاحیت کی ترقی کو بڑھانے کیلئے آئی ایم سی نے متعدد تعلیمی منصوبوں بشمول حبیب یونیورسٹی فاؤنڈیشن اور ڈی سیٹرن فاؤنڈیشن (ٹی سی ایف) سمیت ہماری سرمایہ لگایا ہے۔ اس سال کے دوران آئی ایم سی نے ایک اضافی انڈومنٹ فنڈ جس کی مالیت 22 ملین روپے ہے جو اورنگی ٹاؤن کراچی میں قائم ٹی سی ایف کا ایک کیسپس کو فراہم کیا گیا۔ اس کے علاوہ آئی ایم سی نے حیدرآباد اور مظفر گڑھ میں واقع ٹی سی ایف کے دو اسکول کیسپس جو IMC نے قائم کئے کو چلانے کیلئے سالانہ لاگت میں 5.20 ملین روپے کا عطیہ دیا۔

شیل ایکو میرا تھان

ملک کے منفرد صلاحیتوں کے حامل نوجوانوں کو تخلیقی پلیٹ فارم میں کام کرنے کی حمایت کرتے ہوئے جس کا مقصد تکنیکی مہارتوں کو ترقی دینا ہے، آئی ایم سی یونیورسٹی کے طلباء کے گروپوں کو جو بین الاقوامی آٹو میٹو ڈیزائن مقابلوں میں شرکت کرنے کے متلاشی ہیں، آئی ایم سی بھرپور مالیاتی معاونت فراہم کرتی ہے۔ اس سال آئی ایم سی نے انجیئرنگ شعبہ سے متعلق طلباء کا ایک اجتماع بعنوان ”ٹیم ٹویوٹا نساگ“ منعقد کیا ان کا تعلق کالج آف الیکٹریکل اینڈ میکینیکل انجیئرنگ، نیشنل یونیورسٹی آف سائنسز اینڈ ٹیکنالوجی (نسٹ) پاکستان سے تھا۔ اس کا مقصد شیل ایکو میرا تھان 2018 میں اپنی صلاحیت کو ثابت کرنا تھا، جو ایک بین الاقوامی کالجوں کی ریس کار کے ڈیزائن کا مقابلہ تھا جس کا مرکز توجہ حتی توانائی کی استعداد تھی۔ اٹھارہ ملکوں سے 122 طلباء ٹیمیں اس مقابلے میں آمنے سامنے آئیں۔ ٹیم ٹویوٹا نساگ اپنی کارکردگی سے برتر ظاہر ہوئی اور وہ پہلی ٹیم بن گئی جو کامیابی سے تکنیکی معائنہ سے گزر گئی۔ اور گیسولین کی قسم میں گیارہویں پوزیشن اور اربن concept کی قسم میں پندرہویں پوزیشن حاصل کی۔ ایک سال پہلے آئی ایم سی اور غلام اسحاق خان انسٹی ٹیوٹ (جی آئی کے آئی) سے طلباء کی ایک ٹیم کو اپنی مالی معاونت سے مقرر کیا۔ جس نے شیل ایکو میرا تھان 2017ء میں ایندھن کے اعتبار سے اچھی کارکردگی کی

کیونٹی کی ترقی کا پروگرام

آئی ایم سی، کارپوریٹ ذمہ داری کے اصول کی پابندی کرتے ہوئے محرومیوں کا شکار طبقات کی بہتری کیلئے مثبت انداز میں حصہ لینے کی جدوجہد کرتی ہے۔ جس میں کمپنی صحت اور تعلیم کے شعبوں میں کام کرتی ہے۔ اور ان میں سرمایہ خرچ کرتی ہے جس کا مقصد اقتصادی طور پر نظر انداز کئے گئے لوگوں کی حالت میں ٹھوس اور پائیدار بہتری لانا ہے۔ اپنے بہتری منظم ”کیونٹی کی ترقی کا پروگرام“ جو اپنے ہمسایہ میں واقع کیونٹی کیلئے ترتیب دیا گیا ہے، اس میں مختلف جاری سرگرمیاں زیر عمل ہیں۔ تعلیم کی تبدیلی کی طاقت کے شعبہ میں تقریباً 250 بچوں کو ان کی پرائمری اور ثانوی تعلیم کے لئے سکول میں داخل کرایا گیا اور انہیں مکمل مالیاتی مدد فراہم کی گئی۔ تین مقامات میں ہفتہ وار فری میڈیکل کیسپ کا انتظام کر کے تقریباً 30 ہزار مریضوں کا 2017-18ء میں علاج معالجہ کیا گیا ہے۔ ذہنی بیماری اور مرگی میں مبتلا لوگوں کی معاشرتی سرگرمیوں میں شمولیت کیلئے ہر ماہ دو فری میڈیکل کیسپ ادارہ بنیادی ضروریات پاکستان کے تعاون سے کام کر رہے ہیں۔ طبی سہولتوں کے علاوہ کیسپ کے قیام کا مقصد مقامی لوگوں کو ذاتی صحت، حفظان صحت، بچوں کی صحت کی نگہداشت، امراض سے بچاؤ، اور رہنے کی جگہوں کی صفائی کے بارے میں تعلیم و تربیت دی جاتی ہے۔ والدین کو بچوں کی قابل علاج بیماریوں کے بارے میں بھی مشورے دیے گئے اور خواتین کو ماں/بچے کی صحت سے متعلق معاملات سے متعلق مشاورت فراہم کی گئی۔ انڈس موٹر کمپنی معاشرتی ترقی اور کم مراعات یافتہ علاقوں کی فلاح و بہبود کیلئے مکمل طور پر کوشاں ہے۔ کیسپ کو مقامی لوگوں کی طرف سے بڑے پیمانے پر رد عمل ملا اور اسے مقامی سول سوسائٹی کی طرف سے خراج تحسین پیش کیا گیا۔

اس کے علاوہ ہفتہ وار بنیاد پر پکے پکائے کھانوں کی تقسیم کے تحت تقریباً 20 ہزار افراد کو سال کے دوران کھانا کھلایا گیا جبکہ رمضان المبارک کے مہینے کے دوران 400 سے زائد کمزوروں کو راشن چیک فراہم کیا گیا

کارڈ/امپلائی کارڈ کی اسکیٹنگ کے بعد دستاویزات پرنٹ کر سکتے ہیں۔ اس سے کاغذ کے ضیاع کو حیرت انگیز طور پر کم کر دیا گیا ہے۔

ایوارڈ اور کامیابیاں

انڈس موٹر کمپنی میں ایس اے پی 4/4 ہانا عمل درآمد کے لئے سالانہ ایوارڈ کا منصوبہ شعبے پراجیکٹ منجمنٹ انسٹی ٹیوٹ جینی سس جسے ٹویوٹا کی رجسٹرڈ کانفرنس میں تسلیم کیا گیا۔

ٹی ڈی ای ایم کی طرف سے کسٹمر ریٹینشن ڈیش بورڈ کیلئے 5k کسٹمر سروس کا نیزن ایوڈیشن ایوارڈ دیا گیا۔

مستقبل کا نظریہ

کسٹمر کا اطمینان اور خوشی کو آئی ایم سی کی آئی ٹی حکمت عملی میں مرکزی مقام حاصل ہے۔ ہم معیار حرکت کو برقرار رکھنے کے کام کو جاری رکھیں گے جسے ڈیجیٹل ٹرانسفارمیشن کے میدان میں حاصل کیا گیا ہے۔ ٹویوٹا وژن 2025 میں کاروبار میں ”4 موٹ“ (4 Most) کو حاصل کرنے اور معاشرے میں بطور ”شہر میں بہترین کمپنی بنانے کی بات کی گئی ہے۔ آئی ایم سی کا شعبہ آئی ٹی میں یہ صلاحیت رکھتا ہے کہ وہ ایسی کمپنی بنا کر اس وژن کو حاصل کر سکے گی جو سب سے زیادہ کسٹمرز، سب سے زیادہ منافع بخش سب سے زیادہ مقابلہ اور سب سے زیادہ جدت پسندی کی حامل ہوگی۔

کارپوریٹ کی سماجی ذمہ داری

گاڑیوں کی پیداوار کے علاوہ انجام دی جانے والی خدمات

آئی ایم سی کی توجہ کارپوریٹ سماجی ذمہ داری (سی ایس آر) اور پائیداری کے بارے میں حل طلب طریقہ کار کو ایک ذمہ دارانہ انداز میں چلانے پر مرکوز ہے اور سٹیک ہولڈروں اور معاشروں کے لئے قدر و قیمت پیدا کرنا اور کمیونٹی کی سرگرمیوں کو بڑھانا اور اجتماعی طور پر پائیدار ترقی حاصل کرنا ہے۔ انڈس موٹر کمپنی نے ہمیشہ اپنی ذمہ داریوں کے سب سے نمایاں حصے میں سی ایس آر کو جگہ دی ہے۔ اس لئے گزشتہ 5 برسوں میں کمپنی نے تعلیم،

صحت، کمیونٹی خدمات، سڑکوں پر تحفظ، ماحولیات کے شعبوں میں بے حد زیادہ ترقی کی ہے اور ساتھ ہی قدرتی آفات میں بھرپور کردار ادا کیا ہے۔ کمپنی نے اپنی انسان دوست کوششوں کو سہارا دینے کیلئے، ایک موٹر پالیسی وضع کی ہے جس کے تحت گزشتہ سال میں اس کے سی ایس آر کے سالانہ اخراجات پرنٹنگ کی ادائیگی سے پہلے منافع کا ایک فی صد مختص کیا گیا ہے۔ سال 2017-18ء کے دوران معاشرتی سرگرمیوں پر کل 192 ملین روپے کی رقم خرچ کی گئی جبکہ آئی ایم سی نے اپنے قیام کے وقت سے اس مد میں ایک بلین روپے کی رقم خرچ کی ہے۔

آئی ایم سی معاشرتی و اقتصادی بہتری میں مدد دے کر دراصل اقوام متحدہ کے گلوبل امپیکٹ کے دس اصولوں کی پابندی کرنے کے ضمن میں اپنی ذمہ داریاں نبھا رہی ہے۔ اقوام متحدہ کے اس معاہدہ کے تحت انسانی حقوق، لیبر، ماحولیات اور انسداد بدعنوانی کے شعبوں میں مربوط سرگرمیوں پر زور دیا گیا ہے۔ آئی ایم سی اقوام متحدہ کی ترقیاتی مقاصد میں پائیداری (ایس ڈی جی 17) پر اور سرگرمیوں اور منصوبوں کے ایک متحرک سلسلہ کے ذریعے عمل کرنے اور اسے ترقی دینے کے عہد پر پابند ہے آئی ایم سی کے ایس ڈی جی 17 کو قبول کرنے اور عمل کرنے میں اپنی بہتری کارکردگیوں کے اعتراف میں کمپنی کو ”برنس سسٹین بلیٹی ایوارڈ 2017“ سے نوازا گیا ہے اور کمپنی کو کثیر القومی کمپنیوں کی قسم میں دوسرے سال کیلئے اول انعام کا اعزاز بھی حاصل ہوا ہے۔

ہم معاشرتی ماحولیات کو اپنے کاموں کے نیٹ ورک کے اندر اور از سرنو تشکیل دینے اور مختلف ثقافتوں کے مابین مذاکرات کی حوصلہ افزائی کرنے کیلئے پورے جوش و جذبہ کے ساتھ عمل پیرا ہیں۔ ہمارا مرکز توجہ دو چیزیں ہیں، ایک کارخانہ عمل کے شعبوں پر ہے جس کے تحت بطور ایک ”اچھا ہمسایہ“ ہمارے کردار میں توسیع کی گئی ہے اور دوسرے میں ایسے منصوبوں کو شامل کیا گیا ہے جس سے ہماری مخصوص تکنیکی مہارت کو ٹویوٹا کی گاڑیوں کو اسمبل (جوڑنے) والے کی حیثیت سے ترقی ملتی ہے۔ ہم یہ تکرار عمل کے طور پر اپنے ملازمین کو وفاقی منصوبوں میں حصہ لینے کی ترغیب دیتے ہیں۔

سی ایس آر کے بڑے اقدامات جو سال 2017-18ء میں معاشرتی تبدیلی لانے کیلئے اٹھائے گئے، ان میں درج ذیل شامل ہیں۔

انفراسٹرکچر کو بلند درجہ پر لے جانا

IMC کے پراڈکٹ ڈویلپمنٹ اور پروڈکشن انجینئرنگ فرائض میں مدد دینے کے لئے ٹویٹا گلوبل نیٹ ورک (ٹی جی این) کا انفراسٹرکچر کو بلند درجہ پر لایا گیا۔ اس سے IMC کو دنیا بھر کے اندر ایک زیادہ اچھے انداز میں عالمگیر نظام ہاء تک رسائی حاصل ہوئی ہے، اسی طرح کلاؤڈ پر مبنی سروس کی پیشکشوں میں سہولت دینے کے لئے انٹرنیٹ کی مینجائٹس کو بناوٹی ڈیزائن میں غیر ضروری مواد کا درجہ بڑھایا گیا ہے، پورے IMC میں دائرہ ایل اے این (LAN) کی کوریج میں اضافہ کیا گیا ہے جس کا مرکز توجہ اندرونی کسٹمرز کو تیز رفتار اور محفوظ انٹرنیٹ رسائی فراہم کرنا ہے۔

اطلاعات کا تحفظ

اطلاعات کا تحفظ کا کام ہمیشہ سے بڑھتے ہوئے سامعہ خطرات کے پیش نظر انتہائی اہم امتیاز حاصل کر چکا ہے۔ کاروباری ڈیٹا کی رازداری چھٹی اور دہائی (سی آئی اے) کی ضمانت دینے کیلئے اس بات کی ضرورت ہے کہ آئی ٹی کا تحفظ کی پالیسیوں اور طریقوں کو بہتر بنانے پر توجہ مرکوز کی جائے اور رواں مالی سال میں IMC آئی ٹی کے تحفظ سے متعلق پالیسی میں ممکنہ خطرات کا سدباب کرنے کیلئے ترمیم کی گئی۔ آئی ٹی سسٹم تک رسائی کے طریقوں کو بھی بہتر بنایا گیا تاکہ جسمانی اور منطقی کنٹرول کی موزونیت کو یقینی بنایا جاسکے۔ اس کے علاوہ جامع بی سی پی اور ڈی آر پلان وضع کیا گیا تاکہ کاموں کے تسلسل کو یقینی بنایا جاسکے۔

انڈسٹری 4.0۔ مصنوعی انٹیلی جنس اور مشین کا علم حاصل کرنا

ڈیٹا بہت زیادہ پھیلا ہوا ہوتا ہے۔ ایک تحقیقات کے مطابق دنیا کا 95 فیصد رہنے کے قابل بڑا زمینی حصہ کسی نہ کسی قسم کے دائرہ یا سیلولر ملاپ سے جڑا ہوا ہے۔ ہم نہ صرف ڈیٹا کو استعمال کر رہے ہیں بلکہ ڈیٹا کو پیدا کر رہے ہیں۔ ایک اندازے کے مطابق سن 2020 تک ہر ایک انسان ایک سیکنڈ میں 1.7 ایم بی ڈیٹا پیدا کرے گا۔ انڈسٹری 4.0 کے ساتھ اب کہ ڈیٹا جمع کرنا اور اس کا تجربہ کرنا ممکن ہے۔ اور انجام کار قابل اقدامات لئے جاسکتے

ہیں جو مصنوعی قابلیت اور مشین کا علم پر مبنی ہوگا۔ اس صورت حال سے آگے بڑھتے ہوئے آئی ایم سی نے متعدد پروف آف کنسنپٹس (پی او سی) جس کا مقصد کام چلانے اور حکمت عملی سے متعلق فیصلہ سازوں کو معنی خیز بصیرت فراہم کرنا ہے۔ اس سے مقرر لاگت میں حیرت انگیز کمی واقع ہونے کا امکان ہے۔ جس سے اور کاموں کے معیار اور استعداد میں بھی بہتری آئے گی۔

ٹیکنالوجی سے متحرک کسٹمرز کا تجربہ

آئی ایم سی کے مختلف شعبہ جات مثلاً سیلز اینڈ مارکنگ، کسٹمر فرسٹ، کسٹمر ریلیشنز کے شعبوں میں قابلیت پیدا کرنے کیلئے جس کا حتمی مقصد ہمارے کسٹمرز کو اطمینان بخش تجربہ فراہم کرنا ہو، آئی ایم سی کے آئی ٹی شعبہ نے متعدد سافٹ ویئر اپیلی کیشن تیار کیے ہیں اور انہیں بڑا درجہ دیا ہے۔ ٹویٹا موبائل ایپ میں نئی خصوصیات کا اضافہ کیا گیا مثلاً دائرہ کو فعال بنایا گیا اور ڈیلر کو ملاقات کی سہولت۔ بلس (bliss) ایپ کو ڈیلر شپ سیلز سٹاف کی استعداد کار بڑھانے کیلئے شروع کیا گیا۔

اسی طرح ایک سہولت آڈٹ ایپ کا آغاز کیا گیا جس کا مقصد ڈیلر شپ کے آڈٹ کی کارکردگی میں اضافہ کرنا ورسٹی کاغذی کام اور پراسس کو ختم کرنا ہے۔ سیلز کے عمل کے میدان میں PBO اپیلی کیشن برائے سیلز آرڈر بکنگ کو بھی ایس اے پی کے ساتھ حتمی چھٹی کے ذریعے بہتر بنایا گیا۔ سپلائر کے میدان میں اس پر ای۔ پروکیورمنٹ اپیلی کیشن کا درجہ ایک نئے برنس اعلیٰ جنس ڈیش بورڈ کے ساتھ بڑھا دیا گیا تاکہ آرڈر کی تکمیل کے KPI کی بہتر انداز میں نگرانی کی جاسکے۔

گرین پریکٹس

آئی ایم سی کے شعبہ آئی ٹی نے ایک ماحول دوست پروگرام (Kaizen) متعارف کرایا جس کا مقصد کاغذ کے استعمال کو کم کرنا اور مخفی ڈیٹا کے تحفظ میں اضافہ کرنا ہے۔ ملازمین آرایف آئی ڈی ٹیکنالوجی استعمال کر کے آئی ایم سی بھر میں کسی بھی پرنٹر سے پرنٹ نکال سکتے ہیں۔ ملازمین کے اپنے کمپنی

انفارمیشن ٹیکنالوجی (آئی ٹی)

ڈیجیٹل کی اہمیت

جارحانہ اور مدافعانہ ذہنی سوچ پر مبنی انفارمیشن ٹیکنالوجی

تمام تر ڈیجیٹل انتشار کے درمیان یہ بات ایک ادارے کے لئے غیر معمولی نہیں ہے کہ وہ خود کو ایک ”پرجوش الجھن“ کی کیفیت میں پاتا ہے اور اسے اس بات کا یقین نہیں ہے کہ کوئی ٹیکنالوجی کو اختیار کیا جائے اور کوئی کو جانے دیا جائے۔ اس ضرورت کا احساس کرتے ہوئے کہ آئی ٹی حکمت عملی کو کاروباری مقاصد کے ساتھ منسلک کیا جائے جبکہ جدت کو دبانے کے خطرہ کو کم کیا جائے، IMC آئی ٹی نے ایک ایسی حکمت عملی اختیار کی ہے جو ایک جارحانہ اور ایک مدافعانہ ذہنی سوچ پر مبنی ہے۔ آئی ایم سی آئی ٹی حکمت عملی کا دفاعی حصہ کا مقصد ایسے اقدامات پر توجہ مرکوز کر کے کاروبار کو فروغ دینا ہے جس سے استعداد اور معیار میں بہتری پیدا ہوتی ہے اور اس سے لاگت میں کمی واقع ہوگی۔ آئی ٹی حکمت عملی کا جارحانہ حصہ کا مقصد کاروبار میں جدت طرازی اور ڈیجیٹل ٹیکنالوجی کو بھرپور طریقے سے اختیار کر کے امتیاز پیدا کرنا ہے تاکہ خدمات کے معیار کو بہتر بنایا جائے اور گاہک کو اعلیٰ تجربہ فراہم کیا جائے۔

کے وقت کی بچت میں نکلا اور اس سے ڈیٹا کی پختگی میں بھی بہتری آئی۔ وارنٹی پورٹل تھائی لینڈ میں منعقدہ ٹویوتا ریجنل کانفرنس میں پیش کیا گیا اور IMC کی طرف سے اسے ایک بہترین Kaizen کے طور پر تسلیم کیا گیا۔

ایس/فور ہانا کی بھرپور استعداد

S/4 HANA Optimization

IMC نے 2016ء میں ایس اے پی ایس/فور ہانا S/4 SAP HANA پر عملدرآمد کیا جو کہ پہلا ادارہ تھا جس کو ریل ٹائم اعداد و شمار کے تجزیات data analytics صلاحیت کے ساتھ براہ راست نظام پر چلایا گیا، جسے فطری (SAP FIORI) یوزر انٹرفیس نے فراہم کیا۔ IMC کی SAP ٹیم نے سپلائی چین اور حمایتی کاموں کے ساتھ اشتراک کے ذریعے SAP کو کنٹرول کے معنی خیز استعمال اور با مقصد خود کار نظام کے تحت بہتر بنایا گیا ہے۔ نتیجہ میں لاگت میں کافی کمی واقع ہوئی ہے جبکہ خدمات کی بہتر کارکردگی اور معیار میں اصلاح ہوئی، اس کے علاوہ کاروباری گودام کی صلاحیتوں میں فاصلہ رپورٹنگ کے ذریعے اضافہ کیا گیا جس میں سامان کی فرسودگی اور بزنس کے پی آئی (KPI) کے رجحان کا تجزیہ شامل ہے۔

RFID پر عملدرآمد

پراسیس کی استعداد کار بڑھانے کی کوشش میں IMC نے متعدد اقدامات کئے ہیں جن کی توجہ کار مرکز پراسیس ڈیٹا کے تناظر اور پختگی میں اضافہ کرنے پر ہے۔ اریف آئی ڈی پر عملدرآمد ایک ایسا ہی قدم ہے، اریف آئی ڈی ٹیکو کو گاڑی پر چسپاں کیا جاتا ہے اور اریف آئی ڈی کے ریڈرز ان کا سراغ لگاتے ہیں جنہیں پورے پلانٹ اور ڈیلرز پر لگایا جاتا ہے، اس سے پراسیس کی بہتری کے لئے مختلف النوع ڈیٹا سیٹ فراہم ہوتے ہیں۔ آر ایف آئی ڈی کے قدم سے آئی ایم سی کو مستقبل میں اندرونی کنٹرول کو مزید مستحکم کرنے کے لئے ایک ٹھوس ذریعہ میسر آ گیا ہے۔

اہم اقدامات

Genesis Gains Traction

Genesis بزنس پورٹل کو ابتدائی طور پر 2016ء میں متعارف کرایا گیا، اس کے اہم مقصد میں IMC اور پاکستان بھر میں ڈیلر شپ نیٹ ورک کے باہمی ربط میں کاروبار کو خود کار نظام کے تحت لانا تھا۔ ٹویوتا پروڈکشن سسٹم (ٹی پی ایس) کی اقدار کو تسلیم کرتے ہوئے گزشتہ سال بھر متعدد تصورات بنائے گئے جس کا نتیجہ وائس آف کسٹر (وی او سی)، ڈیلر ٹیکنیکل رپورٹ (ڈی ٹی آر) اور پری ڈیلیوری سروس (پی ڈی ایس) اور فرسٹ فری سروس (ایف ایف سی) کے شعبوں میں پراسیس کے لئے استعداد حاصل کرنے میں نکلا۔ اس کے علاوہ تمام تر وارنٹی کلیمز پراسیس کو (بشمول توسیع کردہ وارنٹی) Genesis کے ذریعہ خود کار بنادیا گیا ہے، اس کا نتیجہ انسانی محنت

آپریشنرز

کوالٹی میں بہتری اور مہینے بھر اعلیٰ کوالٹی کیلئے کوششوں پر ٹی ایم سی کی تعریف

کے حضرت بلال نے سلور میڈل اور ویلڈ شاپ سے ڈیٹان محمود اور پیٹ شاپ کے سچ اللہ نے کانسی کے میڈل جیتے۔ ٹیم ممبر قسم میں پیٹ شاپ کے اطہر مرزا نے کانسی کا میڈل جیتا

مقامی اشیاء کو ترجیح

قوم کی آٹو انڈسٹری میں بہتری لانے کی جستجو میں انڈس موٹر کمپنی ان سماعی میں بھرپور انداز میں مصروف ہے اور اس کی توجہ کارکنز اپنی گاڑیوں میں مقامی پرزوں کے استعمال کو بڑھانا ہے۔ کمپنی اس عمل میں فوقیت حاصل کرنے پر فخر کرتی ہے اور اس سمت میں کوششوں کو مزید مستحکم کرنے کو جاری رکھے ہوئے ہے۔

مصنوعات کے معیار پر تواتر سے پابندی کو سخت کرنے کے مقصد کے پیش نظر کمپنی ٹویٹا کی مثالی کاروباری کارروائیوں کو برقرار رکھنے اور ان کی تاکید کرنے کی کوشش کرتی ہے اور اس سطح کے معیار کی یقین دہانی کراتی ہے جو برانڈ سے منسلک ہے۔ ہمارا ارادہ ایک ایسے طریقہ سے معیار مہیا کرتا ہے جو متوقع معیار سے بالا ہوگا جو ہماری مصنوعات کے لئے مفید ہے بلکہ جو پاکستان کے سپلائر بنیادی توسیع کے لئے زیادہ اہم ہے۔

آئی ایم سی ایک ذمہ دار کارپوریٹ ادارہ کی حیثیت سے اپنے سپلائرز کو ماحولیات سے متعلق انتظام کا نظام قائم کرنے کی حوصلہ افزائی کرتا ہے جس کی توجہ کارکنز تمام تر گرین سپلائر چین کی تشکیل پر ہو۔ اس جذبہ کے تحت ہم ٹویٹا کی گرین پرچیزنگ گائیڈ لائنز کو اپنے سپلائی چین میں بھرپور طریقے سے استعمال کرتے ہیں جو بین الاقوامی طور پر مسلمہ ماحولیاتی معیارات کی ضمانت دیتے ہیں۔ ہمارے سپلائی نیٹ ورک میں 45 سپلائرز میں سے 33 آئی ایس او 14001 کے تحت مستند ہیں جبکہ باقی مانعہ اس ہدف کو حاصل کرنے کی کوشش کر رہے ہیں۔ اس کے علاوہ ایک نیا ماحولیاتی دوست پروگرام IMC میں وضع کیا گیا ہے جس کا مقصد اپنے کام کے نیٹ ورک کے اندر کاربن کے اخراج کی نگرانی کرنا اور اسے کم کرنا ہے۔

ٹی ایم سی ای ای ایم کی اعلیٰ مینجمنٹ معیار کی بہتری کیلئے آئی ایم سی کی طرف سے پیش رفت کا بغور جائزہ لے رہی ہے۔ اسی تسلسل میں مسٹر تاکامی (ٹی ڈی ای ای ایم صدر) اور مسٹر نیو پو (ایم او ٹی ایم سی مٹو ماہچی) نے رواں سال آئی ایم سی کا دورہ کیا اور معیاری سرگرمیوں کے حوالے سے کم وقت میں آئی ایم سی کی طرف سے کی گئی پیش رفت کو سراہا۔ ٹی ڈی ای ایم آڈیٹرز کی طرف سے سالانہ شپنگ کوالٹی کا آڈٹ کیا گیا جس میں آئی ایم سی نے اچھے نتائج حاصل کئے۔

رواں سال معیار جانچنے کا مہینہ ”صارفین کی توقعات پر پورا اترنے کیلئے ہمارے کام میں بہتری کا چیلنج“ کے اہم پیغام کے ساتھ منایا گیا۔ معیار جانچنے کے مہینے کے رہنما اصولوں اور سرگرمیوں میں ٹی ایم سی ای ای ایم کے مطابق سی ای او کا پیغام، معیار جانچنے کے مہینے، ویڈیو اسکریننگ اور کوالٹی نمائش (نمائش میں مسائل کی وضاحت اور اقدامات کے ذریعے صارفین کے اطمینان کیلئے مارکیٹ سے متعلقہ ایشوز حل کرنے کیلئے ادارہ جاتی کوششوں کا واضح کیا گیا) شامل تھیں۔ مذکورہ بالا سرگرمیوں اور تعریفوں کے علاوہ، آئی ایم سی نے ٹی ڈی ای ایم کے سالانہ ہدف برائے وارنٹی کے حصول کیلئے وارنٹی میں کمی کا ایوارڈ حاصل کیا۔

ایشیاء پیسیفک ہنر مقابلہ

ٹویٹا، Asia Pacific Skill Contest کے لئے 8 ایشیاء پیسیفک ممالک سے ٹویٹا سے منسلک 12 کمپنیوں کے شرکاء کا ایک سالانہ مقابلہ منعقد کیا جاتا ہے۔ اس سال کا مقابلہ جو تھائی لینڈ میں منعقد ہوا، اس میں کم سے کم 164 مقابل افراد کے لئے کشش پیدا ہوئی جن میں IMC کے ارکان بھی شریک تھے جنہوں نے عالمی سطح پر اپنی مہارتوں اور صلاحیتوں کا مظاہرہ کیا۔ اس سال کمپنی کی طرف سے مقابلہ میں حصہ لینے والوں نے چار میڈل جیتے جس میں ٹیم قائدین کی قسم بھی شامل تھی۔ کمپنی کی اسپلی شاپ

جاری رہی ہے، اب نئے سند یافتہ ٹرینڈ حضرات قابل افراد کی فہرست میں شامل ہیں جو اہم امور میں حمایت اور مشاورت فراہم کرتے ہیں۔ اس سال کے دوران انتظامیہ کا سینئر سٹاف کو قیادت کی مہم جوئی سے متعلق پروگرام سے گزارا گیا۔ انہوں نے 7 جہتوں کے قیادت کے ماڈل کے ذریعے قیادت کی، استعداد کا علم سیکھا اور اعلیٰ کارکردگی کے حصول کا ماحول تشکیل دینے میں اہم کردار ادا کیا۔

ہمارا مقصد قابل افراد کا حصول ہے جو بہترین مہارتوں کے حامل ہوں، ہم ملازمین کی مہارتوں، ذہنی سوچ کو بہتر بنانے کے لئے کمپنی کے اندر مختلف تربیتی پروگرام منعقد کرتے ہیں تاکہ انہیں نئے مسائل اور خطرات کا مقابلہ کرنے کے لئے تیار کیا جائے اور ان کی اپنے اپنے علاقوں میں گاہکوں کو مطمئن کرنے کی صلاحیت کو بڑھایا جائے۔

علم سیکھنے کے جذبہ کو فروغ دینے کے لئے IMC نے ایٹم (ATM) پروگرام کے تحت تربیت حاصل کرنے والے نوآموز افراد کو باقاعدہ بھرتی کرتی ہے تاکہ انہیں ایک جامع تربیتی اور ترقیاتی پروگرام کے ذریعہ باصلاحیت ہنرمند میں تبدیل کیا جاسکے۔

بہترین کو متوجہ کرنا

کمپنی نے انتظامیہ کے لئے تربیت حاصل کرنے والوں اور انجینئرنگ میں تربیت حاصل کرنے والوں کے لئے متعدد بھرتی کے کیسٹس منعقد کیں، جو ہر قابل کی جستجو کے سخت گیر عمل کے بعد پاکستان کے انتہائی معروف تعلیمی اداروں مثلاً ایمو، جی آئی کے، آئی بی اے، نسٹ اور این ای ڈی تربیت کے حصول کے لئے 27 افراد کو IMC میں شامل کیا گیا، ہمارا مقصد باصلاحیت افراد اور ہر قابل کو بھرتی کرنا ہے۔ ایک ایچ آر (HR) پورٹل وضع کیا گیا ہے اس تک رسائی ہماری ویب سائٹ www.toyota-indus.com پر ہو سکتی ہے جہاں امیدوار بڑات خود آن لائن اور اپنے سوانح حیات کے ساتھ اندراج کر سکتے ہیں تاکہ ان کے انتخاب پر غور کیا جاسکے۔

کے جذبہ اور ٹیم بنانے کے کام میں مزید بہتری لانے میں مدد ملی۔ انڈس موٹر اس بات کی خواہشمند ہے کہ اس کے ملازمین خود کو خاص محسوس کریں اور یہی وجہ ہے کہ کمپنی نے اپنے ملازمین کے لئے سالگرہ منانے کی ایک منفرد روایت متعارف کرائی۔ ہر ماہ دو مرتبہ ہر ایک ملازم اپنے دفتری ساتھیوں کی سالگرہ کی تعریف منانے کے لئے کیفے ٹیریا میں جمع ہوتے ہیں۔ اس موقع پر انہیں انتظامیہ کی اعلیٰ قیادت سے ملاقات کا موقع ملتا ہے۔ ہر ماہ دو اتوار کے دن فلم شو کے لئے وقف ہوتے ہیں جہاں ملازمین اور ان کے اہلخانہ معیاری وقت سے لطف اندوز ہوتے ہیں۔

IMC میں سالانہ تقویم میں فیملی ڈے کی ایک یادگار تقریب ہوتی ہے اور تمام ملازمین ان کے اہلخانہ اس تقریب کا ذوق و شوق سے انتظار کرتے ہیں۔ اس مرتبہ یہ تقریب پی اے ایف میوزیم میں منعقد ہوئی جہاں 7 ہزار سے زائد لوگ اس شام کو جمع ہوئے جو خوشی اور تفریح سے بھرپور تھی۔ ملازمین کی کوششوں کا اعتراف کرنے کے لئے ایک خصوصی لانگ سروس ایوارڈ ان ملازمین کو پیش کیا گیا جو IMC فیملی کے 25 سے زائد برسوں کے حصہ تھے۔

صلاحیت کو مستحکم کرنا

ہر سال کی طرح ہماری ٹیم کے ارکان نے کاروبار میں اعلیٰ پوزیشن کے حصول کے لئے اہم اداروں مثلاً INSEAD، لندن بزنس سکول، لمو، آئی بی اے، کے ایس بی ایل اور فرینکلن کوڈی (Franklin Covey) میں مختلف پروگراموں میں شرکت کی۔ آئی ایم سی اپنے ملازمین کو جدید تربیت دینے اور عالمی اداروں سے ان کا ربط قائم کرنے میں یقین رکھتی ہے، اس کا نتیجہ یہ نکلا کہ مختلف شعبوں سے تعلق رکھنے والے 18 ملازمین کو کمپنیوں کے مابین تبادلہ کے طور پر سنگاپور، تھائی لینڈ اور جاپان بھیجا گیا۔ سال کے دوران مختلف شعبوں مثلاً کارپوریٹ، سپلائی چین، پراڈکٹ ڈویلپمنٹ اور مارکیٹنگ سے متعلق ملازمین ٹویٹا گلوبل پروگرام میں شرکت کر کے کامیابی سے سرٹیفکیٹ حاصل کئے، اس طرح ٹویٹا سے سند یافتہ پیشہ ور ماہرین کا اضافہ ہوا، اس سے کمپنی کو اپنی بہترین کارروائیوں کو شہر کرنے کی روایت

100 فیصد ملازمین نے بشمول چیف ایگزیکٹو آفیسر اور انتظامیہ کے اعلیٰ ارکان نے ماحولیات کے ساتھ اپنے عہد اور احساس اپنائیت کا اظہار کرنے کے لئے درختوں کے پودے لگائے۔ منصوبہ کے تحت 3100 درختوں کے پودے IMC کے اندر اور بیرونی حصہ میں لگائے گئے جبکہ بعض پودوں کو بہتر اور تیز رفتار سے اگنے والے پودوں سے تبدیل کیا گیا۔

انسانی وسائل

IMC انسانی وسائل کی اہمیت کا اعتراف کرتی ہے، یہ کمپنی بہترین صلاحیت کے حامل لوگوں کو شامل کرنے اور کمپنی کو کامیابی کی راہ پر گامزن کرنے کے لئے لوگوں کو تربیت دینے پر بھرپور توجہ مرکوز کرتی ہے، گاہکوں کی خوشی کی تکمیل کے لئے یہ صحیح آدمیوں کو صحیح مقام پر اور صحیح وقت پر انتخاب کرنے کی خواہاں ہے، اس کا ایچ آر شعبہ (انسانی وسائل) کا فریضہ کاروبار کے فروغ میں مدد دینے کے لئے انسانی صلاحیتوں کو ترقی دینے سے وابستہ ہے۔

تنوع اور شمولیت

IMC مجموعی ملازمتوں میں خواتین ملازمت کے اور شمولیت کے مساوی مواقع دینے کی حمایت میں مثبت رویہ اور عمل پر پابند ہے۔ ملازمتوں میں خاتون ملازمین کا تناسب گزشتہ سال سے زیادہ ہو گیا ہے اور اب یہ ملازمین کی مجموعی انتظام کا 10 فیصد ہے اور اعلیٰ برسوں میں اس میں مزید اضافہ متوقع ہے۔ خواتین کے کام کی جگہ میں بہتری لانے اور موجود خواتین ملازمین کو برقرار رکھنے کے لئے خیالات کی جستجو کرنے کے لئے ایک صنف پر مبنی تنوع کا اجلاس منعقد کیا گیا۔ آئی ایم سی کی خواتین کے لئے یوم تفریح کا انعقاد کیا گیا تاکہ وہ تفریحی سرگرمیوں سے لطف اندوز ہونے کے لئے ایک دن اکٹھے گزرا سکیں۔

ملازمین کی مصروفیات

ملازمین کی جسمانی اور ذہنی مہارت کی آزمائش کرنے کے لئے فٹ بال کا ایک ٹورنامنٹ منعقد کیا گیا جو تین ماہ سے زائد عرصہ تک جاری رہا، 300 سے زائد ملازمین نے اس مقابلہ میں شرکت کی، اس مقابلہ سے ٹیم ورک

آگ سے حفاظت کے بندوبست کا نظام

کمپنی نے اپنے آگ سے حفاظتی نظام میں اصلاح کر کے اسے بہتر بنایا ہے، اس نظام میں اصلاحات کو عمومی اور مخصوص تربیتی پروگراموں کے ذریعہ عمل میں لایا گیا، ان تربیتی پروگراموں جس کے ساتھ کلاس روم، عملی سیشن، امتحان، انخلاء کے لئے نمائش مشقیں اور آگ پر قابو پانے کی تربیت بھی شامل تھی، آگ کے خطرات کے جائزہ کا آڈٹ کمپنی کے اندرونی اور بیرونی ماہر آڈیٹروں کے ذریعہ کرایا گیا۔

ایسے تمام کاموں کے لئے جن میں سنگین خطرات پیش ہوں، ان کے لئے یہ لازمی قرار دے دیا گیا ہے کہ وہ سب سے پہلے آگ سے حفاظت کا تجزیہ کریں، اس میں ساز و سامان، طریق کار اور ماحولیاتی حفاظتی احتیاطی تدابیر شامل ہیں۔ کام کے دوران حفاظت پر عملدرآمد حفاظتی گشت منعقد کرانے کے ذریعہ قائم کیا جاتا ہے، تمام نظام ہاء انتظامیہ کی اعلیٰ قیادت کی طرف سے بڑے عہد کے ساتھ کام کرتے ہیں، جس کے لئے آڈٹ واک اور روزانہ کی بنیاد پر منعقد ہونے والے اجلاسوں میں اس پر متواتر عمل کے ذریعے عمل کیا جاتا ہے۔

فائبرائیس کا انتظامی نظام

IMC نے حفاظت، پیداواری صلاحیت اور ماحولیات کی پابندی کو یقینی بنانے کے لئے فائبرائیس (5S) آڈٹ واک کا آغاز کیا، جس میں تمام ملازمین بشمول انتظامیہ کی اعلیٰ قیادت شامل ہوتی ہے، اس نظام میں ٹاسک فورس اور انتظامیہ کی اعلیٰ قیادت کا آڈٹ شامل ہے جس کا مقصد متحدہ سرگرمیاں اور احساس اپنائیت پیدا کرنا ہے۔ IMC نے فائبرائیس سسٹم

حفاظتی اور ماحولیاتی مہینے

حفاظتی اقدار کو فروغ دینا سال بھر میں جاری رہنے والا عمل ہے، ہم ٹیم میں حفاظتی شعور کو بڑھانے کے لئے ایک حفاظتی مہینہ مخصوص کرتے ہیں، جس میں مختلف سرگرمیاں منعقد کی جاتی ہیں تاکہ ایک محفوظ کام کی جگہ اور حفاظت کے عدم کو فروغ حاصل ہو سکے۔ ان سرگرمیوں میں ملازمین کے لئے عام تحفظ، اونچائی پر کام، مشین کی حفاظت، آگ کی روک تھام، حادثے کی تحقیقات اور عمل کی حفاظت کے متعلق معلومات شامل ہیں۔

ماحولیاتی مہینہ ہر سال جون میں منایا جاتا ہے جس کا مقصد آگاہی فراہم کرنا اور ماحول کی طرف لوگوں کی سماجی ذمہ داری کو اجاگر کرنا ہے۔ تربیت اور آگاہی کے علاوہ اس شعور کے ساتھ ایک پائیدار معاشرے کے لئے ملازمین اور ان کے خاندانوں کے لئے ایک مسابقتی ماحول پیدا ہوتا ہے۔

ماحولیاتی تخمینہ جات کا آڈٹ

ماحولیاتی تشخیصی نظام (EAS) ماحولیاتی انتظام کے لئے ٹویوٹا کا ایک نظام ہے، ٹویوٹا نے پانچ سالہ ایکشن پلان تیار کیا ہے اور اس کے اہداف کو حاصل کرنے کے لئے اہم کارکردگی کے اشاریے مقرر کئے ہیں۔ چھٹا ماحولیاتی ایکشن پلان ستمبر 2016ء میں شروع ہوا، کمپنی نے پچھلے سال میں قابل ذکر کامیابی حاصل کی ہے اور گراف مزید بڑھ رہا ہے۔ بہترین نتائج حاصل کرنے اور ملحقہ اداروں کو ماحولیات میں بہتری کے لئے متحرک رکھنے کے لئے آڈٹ کے معیار کو اس سال مزید سخت بنا دیا گیا ہے۔ کمپنی ملک بھر میں اپنے ڈیلرز اور سپلائرز کے لئے ماحولیاتی سرگرمیوں کو بڑھا رہی ہے اور اپنے کاروباری شراکت داروں کی ISO 14001 کے ماتحت توثیق پر بھی توجہ مرکوز کر رہی ہے۔

ایک ملازم - ایک پودہ کا تصور

محکمہ تحفظ صحت اور ماحولیات نے 10 ہزار درختوں کے پودے لگانے کا ایک ہدف قائم کر کے "ایک ملازم - ایک درخت" کے عمل کا آغاز کیا، جس میں ہر ایک ملازم کو ماحولیاتی سرگرمیوں میں شامل کیا گیا۔ انڈس موٹر کمپنی کے

افراد جو کمپنی کے کاروباری عوامل سے متاثر ہو سکتے ہیں، ان کی دیکھ بھال کی ذمہ داری کمپنی پر ہے۔ IMC کے ملازمین حادثات یا حادثاتی چوٹوں سے بچنے کے لئے سرگرمی سے کام کرتے ہیں اور حفاظتی خطرات کی نشاندہی، ان کو روکنے اور نگرانی کے لئے مسلسل کوشاں رہتے ہیں۔

انڈس موٹر کمپنی میں ہماری حفاظتی پالیسی مندرجہ ذیل سادہ سا پیغام پہنچاتی ہے:

”حفاظت“ پیداوار، فروخت اور منافع سے ہمیشہ بالاتر رہے گی

حفاظتی تربیت

کمپنی متعدد عام اور خصوصی تربیتی پروگرام اپنے ملازمین کے لئے منعقد کرتی ہے، عام حفاظتی تربیتی پروگرام جیسا کہ فائر فائٹنگ، بنیادی حفاظت، سیفٹی Dojo اور بنیادی طبی امداد کا مقصد ہنگامی حالات سے نمٹنا اور حادثات سے بچنے کے لئے ہر ملازم کو بااختیار بنانا ہے جبکہ مخصوص تربیت میں تعمیراتی حفاظت، اونچائی پر کام کرنا، مشین حفاظت، دفاعی ڈرائیونگ اور عمل کی حفاظت شامل ہیں، معیار کی تعمیل کرتے ہوئے صرف مجاز افراد کو مخصوص کام انجام دینے کی اجازت ہے۔

IMC فروخت کنندگان، ٹھیکیداروں اور ڈیلرز کے لئے بھی حفاظتی تربیت منعقد کرتی ہے تاکہ یہ یقینی بنایا جاسکے کہ تمام سطحوں پر حفاظت سب سے اولین ترجیح سمجھی جائے۔

حفاظتی ریکارڈ

اس سال کمپنی نے کام/نوکری پر اثر انداز ہونے والی چوٹوں کے بارے میں ہونے والی رینٹل صفر درج کی ہے۔ یہ فوری طور پر لائی گئی بہتری اور متعدد اقدامات اٹھانے کی وجہ سے ممکن ہوا ہے جن میں مسلسل خطرے کی تشخیص، حفاظتی تجربات، آگاہی اجلاس، نوکری کے دوران خطرے کی شناخت، تربیت یافتہ ممبران کی طرف سے حفاظتی گشت اور اعلیٰ انتظامیہ کی سیفٹی واک شامل ہیں، جس کے نتیجے میں گزشتہ چھ ماہ سے کوئی نقصانہ چوٹ دیکھنے میں نہیں آئی۔

ٹویوتا موٹر آئل (TMO) کے نئے گریڈز

موجودہ اعلیٰ معیار موٹر کا تیل جو کہ ٹویوتا موٹر آئل TMO بھی کہلاتا ہے، اس میں بہتری لاتے ہوئے IMC نے 20w-50 رینج میں تین نئے گریڈز متعارف کرائے ہیں، جن کو چار دیگر گریڈز کے ساتھ ملا یا گیا ہے تاکہ گاڑیوں کی عمر یا ماحولیاتی اثرات کی پابندی کے بغیر متعدد اقسام کی گاڑیوں سے نمٹا جاسکے

TMO کا مکمل گھرانہ سب سے بہترین موٹر آئل Taglon (SN5w-50) کو منظور کرتے ہیں جو ماحول کے لئے بے ضرر اور انجن کی طویل زندگی کی یقین دہانی کراتا ہے۔ یہ رینج گیسولین پر چلنے والی گاڑیوں کے لئے پہلے دو سالوں میں زیادہ تجویز کردہ ہے۔

مصنوعی موٹر آئل Taglon پاکستان کے سخت فضائی ماحول میں موثر نتائج فراہم کرنے کے لئے بنایا گیا ہے، یہ انجن کی حفاظت کرتا ہے، زنگ لگنے اور گلنے سے بچاتا ہے اور ماحول کے لئے بے ضرر ہے، جس کا مطلب ہے کہ اس سے CO2 کا اخراج کم ہوتا ہے۔

ماں کے عالمی دن (Mothers Day) ٹویوتا کی مہم

ماں ہر فرد کے لئے ایک اثر انگیز ماخذ ہوتی ہے، وہ آگے بڑھانے والی ایسی طاقت کے طور پر کام کرتی ہے جو یہ یقینی بناتی ہے کہ ایک انسان اپنی صلاحیتوں کو پہچان سکے اور ان کے بل بوتے پر بظاہر ناممکن نظر آنے والے مقاصد حاصل کر سکے۔

دنیا بھر میں موجود ماؤں کو خراج تحسین پیش کرنے کے ارادے سے ٹویوتا نے ہیش ٹیگ #MyDrivingForce کے ماتحت ایک دل گرما دینے والی مہم کا آغاز کیا۔

مہم نے دنیا بھر میں لوگوں کو بڑا حاد یا کہ وہ My Driving Force کا استعمال کرتے ہوئے اپنی ماں کی اثر انگیز کہانیوں کو ڈیجیٹل پلٹ فارم پر سب کو بتائیں، 4 ملین سے زائد افراد تک مہم کی رسائی ہوئی جبکہ 100,000 سے زائد افراد نے مہم میں شمولیت اختیار کی۔ اس عالمی سرگرمی کی حمایت میں بااختیار ٹویوتا ڈیلرشپس کے پاس اپنی گاڑی کی مرمت

کرانے کے لئے آنے والی تمام سپر ماؤں کو ٹویوتا کی طرف سے ایک مفت بیگ کا تحفہ دیا گیا۔

کازین ثقافت کا فروغ۔ تیسری CSKE

(CSKE) Customer Satisfaction Kaizen

Evolution ایک ڈیلرشپ کی سطح کا مقابلہ ہے جو کہ امیدواروں کو ایک ایسا پلیٹ فارم مہیا کرتا ہے جہاں وہ اپنی سال بھر کی کازین کاوشوں کا مظاہرہ اور کمپنی کے معاملات میں کازین ثقافت کو فروغ دینے اور برقرار رکھنے کے عزم کی وجہ سے حاصل کردہ شہرت کا مظاہرہ کر سکتے ہیں۔

150 سے زائد مختلف موضوعات کو اجاگر کرتے ہوئے اس سال 450 کازین کھلاڑیوں نے تقریب میں شرکت کی۔ امیدواروں نے ٹویوتا وے، ٹویوتا کے کاروباری طریقوں اور کازین ثقافت کی تشکیل سے متعلق جامع آگاہی حاصل کی۔

3 مئی 2018ء کو "Movenpick" ہوٹل میں تیسرا CSKE 2018 کا فائنل شو "Grand Finale show" منعقد کیا گیا۔ پاکستان کے مختلف شہروں سے 14 بہترین کازین ٹیمیں اس تقریب میں اکٹھی ہوئیں جو کہ آفٹر سیلز، کسٹمر ریلیشنس، سیلز اور IMC کے T-Sure معاملات میں کازین ثقافت سے منسلک کئے گئے اقدامات کو پیش کرنے کے لئے پرجوش تھے۔

گریڈ فائنل ایک قابل لطف تقریب تھی جہاں پر 150 سے زائد حاضرین جن میں Toyota Motor Asia Pacific کے نمائندے، IMC کی اعلیٰ انتظامیہ، CEO اور IMC ڈیلرشپس سے منسلک کازین کی ٹیموں نے شرکت کی۔

حفاظت، صحت اور ماحول

کمپنی حفاظت، صحت اور ماحول کے تمام قانون و ضوابط کی پابندی کرتے ہوئے اپنے ملازمین کو ایک محفوظ اور صحت مند ماحول فراہم کرنے کے لئے پرعزم ہے، ترجیحات کو یقینی بناتے ہوئے ٹھیکیداروں، سپلائرز اور وہ تمام

گاہکوں کے ساتھ تعلقات

12 واں ٹویوتا ڈریم کار آرٹ مقابلہ

اس مقابلے میں پاکستان بھر سے تقریباً 38000 آرٹ ورک موصول ہوئے ہیں جن میں 1,140 مختلف سکولوں سے موصول ہوئے جس کے باعث دنیا بھر میں 2015ء کے مطابق پاکستان کا چھٹا نمبر اس سال تیسرے نمبر پر آ گیا ہے۔

ٹویوتا موٹر کارپوریشن کی جانب سے سالانہ طور پر منعقد کیا جانے والا مقابلہ 16 سال سے کم عمر کے بچوں کے لئے ہے۔ مقابلے کا مقصد بچوں کی تخلیقی صلاحیت کی حوصلہ افزائی اور نقل و حرکت کے مستقبل کی وضاحت کرنا ہے۔ 2015ء میں شروع ہونے والا دوا عالمی فاتحین کے ساتھ، آج ٹویوتا ڈریم کار آرٹ مقابلہ بچوں کے لئے پاکستان کا سب سے بڑا رانگ کا مقابلہ ہے، اس سال موصول ہونے والے آرٹ ورکس کی تعداد پچھلے سال کے مطابق 70 فیصد زیادہ ہوئی جو کہ مقابلے کی ملک بھر کے بچوں تک پہنچ میں اور اس کے کل اضافے کو ظاہر کرتی ہے۔

مقامی مقابلے کی خصوصیات میں سے ایک خصوصیت یہ ہے کہ مختلف طرح کی صلاحیتیں رکھنے والے بچے سرگرم شمولیت اختیار کرتے ہیں، ان کی حوصلہ افزائی کے لئے کمپنی نے ایک مخصوص قسم کی رائل کیا گری تھکیل دی، جس میں ڈیلر شپ کسٹمر ریلیشن کی انتھک کوششوں کے نتیجے میں موصول ہونے والی ڈرامٹک کی تعداد میں پچھلے سال کے مقابلے میں 50 فیصد کا اضافہ ہوا۔ ٹویوتا لائفلنڈ موٹر سے تعلق رکھنے والی تسمیہ اکرم نے آرٹ ورک سی ای او ایوارڈ جیتا، جس میں انہوں نے اپنے خوابوں کی گاڑی کے تصور ”ایمبولینس کا تنگ راستے سے گزر“ کی عکاسی کی۔

اساتذہ، پیئررز، کیورٹرز اور بصیری فنکاروں پر مشتمل ممبران کی جیوری علاقائی اور قومی فاتحین اور پاکستان بھر سے 9 بہترین آرٹ ورک چنے جو جاپان میں ہونے والے عالمی مقابلے میں شامل ہونگے۔ کمپنی نے ملک بھر سے 25 ڈیلر شپس کے تحت آنے والے 38 فاتحین کا جشن منایا اور لاہور میں منعقد ہونے والی گرینڈ ایوارڈ تقریب میں سرٹیفکیٹ، تمغے اور تحائف تقسیم

کئے۔ ایک شاندار انعام دنیا بھر کے مقابلوں سے آئے 30 فاتحین کا انتظار کر رہا ہے، پانچ دن پر مشتمل جاپان کے اس سفر میں بچوں اور ان کے والدین کے تمام اخراجات کی ادائیگی کر دی گئی۔ جاپانی ثقافت اور اس کی دنیا بھر میں مشہور مہمان نوازی سے آگاہی کے ساتھ ساتھ نئے دوست بنانے کا موقع، ذہنی ترقی پر بہت مثبت اثرات مرتب کرتے ہیں۔

سب سے پہلے گا ہک۔ پرزے اور خدمات

کسٹمر فرسٹ ڈیپارٹمنٹ گاہکوں کو ان کی گاڑیوں کی زندگی بھر میں مکمل اور قابل اعتماد ملکیت کا تجربہ فراہم کرنے کے لئے پارٹس سیل اور بعد از سیل کی خدمات کو مجموعی طور پر ایک ہی حکمت عملی کے تحت لے کر چل رہے ہیں۔ ٹویوتا سروسز اور اصلی پرزہ جات کی ڈیلر شپ نیٹ ورک اور مخصوص ریشیل آؤٹ لیٹ ملک بھر میں کسٹمر کے اعلیٰ ترین تجربے کی وجہ ہے۔

Paperless پہلی مفت سروس

تمام IMC کے گا ہک مفت بحالی کی سروس حاصل کر سکتے ہیں، جب ان کی گاڑیاں 1000 کلومیٹر (600 میل) کے نشان پر پہنچ جائیں، قبل ازیں صارفین کو اس سروس سے فائدہ اٹھانے کے لئے گاڑی کی وارنٹی کے کتابچے میں سے مخصوص کوپن اپنے متعلقہ ٹویوتا ڈیلر کو پیش کرنا ہوتا تھا، تاہم ہمارے محترم ڈیلرز اور گاہکوں کے لئے پریشانی سے آزاد روایات کو قائم کرنے کے لئے IMC نے کاغذی کوپن جمع کرنے کی ضرورت کو ختم کر کے صارفین کو اس سروس سے فائدہ اٹھانے کے لئے عمل کو آسان بنا دیا۔ اس اقدام کا تمام حصول داروں نے گرم جوشی سے خیر مقدم کیا اور ڈیلر شپ کے عملے کے لئے متعلقہ کام کا بوجھ نمایاں طور پر کم ہو گیا۔ ڈیلر شپ کی رائے کے مطابق، اس اقدام سے جمع کرانے کی شرح میں اضافہ ہوا ہے اور گاہکوں کے تجربے میں بہتری کے ساتھ ڈیلر شپس سروس زیادہ موثر طریقے سے انجام دینے کے قابل ہوئی ہے۔

یقین کارکردگی پیش کرنے کے ساتھ ساتھ اعلیٰ پاور کی پیداوار اور مثالی توانائی کی کارکردگی کے درمیان زیادہ سے زیادہ توازن رکھے ہوئے ہے۔ جدید ڈیزائن میں انسانی مشین انٹرفیس کو ایک 7 انچ ملٹی انفارمیشن ڈسپلے، 8 انچ آڈیو ڈسپلے، 3 موڈ ڈرائیو سوئچ (ECO/NORMAL/SPORT) کے ساتھ ساتھ ایک کروڈ کنٹرول کے ساتھ شامل کیا گیا ہے، Camry ہائبرڈ اس کے سائل، حفاظت اور ڈرائیونگ خصوصیات کے ساتھ غیر معمولی اور عملیات کا ایک مثالی مجموعہ پیش کرتی ہے جو کہ پر تعیش طبقہ کو ہر لحاظ سے بلند کرتی ہے۔

ناممکن سے شروع کریں Start Your Impossible

ٹویوٹا ایک قابل متحرک کمپنی کے طور پر اپنا ارتقاء اپنی پہلی عالمی مہم "Start Your Impossible" کے ساتھ جاری رکھے ہوئے ہے۔ ہم اولمپک پارٹنر (TOP) کی تاریخ میں پہلی بار مونٹینی پارٹنر کے طور پر اولمپک کھیلوں میں ٹویوٹا کی آٹھ سالہ عالمی سپانسرشپ کا جشن منانے کے لئے چلائی گئی۔ "Start Your Impossible" اپنا آغاز فلم "Mobility for All" کے ساتھ کر رہی ہے جس میں 100 اولمپک اور پیر اولمپک کھلاڑیوں اور دیگر افراد (1 سے 100 سال کی عمر والے) کی حقیقی زندگیوں پر مبنی ہر مرحلے کی نقل و حرکات کی کہانیاں شامل ہیں۔ یہ مہم ٹویوٹا کے طویل مدتی عزم "ایک باہمی اور پائیدار معاشرے کی تخلیق" کی حمایت کرتی ہے۔ ایک معاشرے کی تخلیق جہاں پر باہمت کہانیوں اور ٹویوٹا ٹیکنالوجی کے ذریعے ہر کوئی اپنے ناممکن کے ساتھ لڑ سکے۔ پاکستان میں ٹویوٹا کے ورثے کو آگے بڑھانے کے لئے انڈس موٹر کمپنی نے ایک ایسے مقامی کھلاڑی کا انتخاب کیا جو کہ "Start Your Impossible" کے معیار پر پورا اترتا ہے، اس کی جدوجہد اور درپیش سماجی مسائل کے باوجود IMC نے اپنے اولمپکس 2020ء میں پاکستان کی نمائندگی کرنے کے لئے پلیٹ فارم فراہم کیا۔

نئے CBU کی مارکیٹ اس سال 4 فیصد شرح کی کمی کے ساتھ 5547 یونٹس سے 5320 یونٹس پر آگئی، یہ مسلسل پیسے کی قدر میں کمی اور قانونی سختیوں میں اضافے کے باعث ہوا ہے۔ کمپنی کی درآمد شدہ گاڑیوں کی فروخت میں 38 فیصد اضافہ ہوا ہے جو کہ گزشتہ سال کی 675 یونٹس فروخت کے مقابلے میں مالی سال 2017-18ء میں 932 یونٹس پر پہنچ گیا ہے۔ اس کے علاوہ 185 یونٹس براہ راست گاؤں کو فروخت کئے گئے جن میں بڑے فلیٹ آرڈر بھی شامل ہیں۔

T-Sure نیٹ ورک میں توسیع

انڈس موٹر کمپنی جو کہ پاکستان میں Toyota and Daihatsu کی ایک بااختیار تقسیم کنندہ ہے، نے ٹویوٹا Sure پروگرام کا آغاز کیا، جس کا مقصد استعمال شدہ گاڑیوں کی خرید و فروخت کرنے والوں کو نئی گاڑیوں کے خریداروں کے ساتھ ایک تجربہ فراہم کیا جاسکے۔ ٹویوٹا Sure خرید و فروخت کی سہولت کے لئے جہاں تک کہ استعمال شدہ گاڑی کا بالکل نئی ٹویوٹا کی گاڑی کے ساتھ تبادلہ کیا جاسکے۔ تیسرے کامیاب سال کے بعد T-Sure اپنے چھٹے توسیعی مرحلے کے بعد 23 ڈیلروں والے موجودہ نیٹ ورک میں 6 نئے ڈیلر شامل کئے گئے۔

نئی تحارف کردہ ٹی۔ شورڈیلر شپس میں شامل ہیں:

ٹویوٹا لاطیو رموٹرز (فیصل آباد)

ٹویوٹا ہائی کس CKD پک اپ سیگمنٹ

بہترین گاڑیاں فراہم کرنے کی اپنی میراث پر قائم IMC نے کامیابی کے ساتھ فروری میں اپنی ہائی کس سیریز کا آٹھواں دور مزید بہتری لاتے ہوئے متعارف کیا ہے۔ ہائیکس کی ان متعارف کردہ تبدیلیوں کا مقصد وقت کے ساتھ بدلتی ہمارے محترم گاہکوں/صارفین کی ضروریات کو پورا کرنا ہے۔

نئی ٹویوٹا ہائیکس ریو REVO کو انتہائی موثر اور طاقتور 1GD انجن کے ساتھ متعارف کرایا گیا جو کہ ٹریلو چارجر اور ایک اندرونی کولر inter-cooler کے ساتھ لیس ہے۔ بہتر کارکردگی پر مبنی خصوصیات میں 6 سپیڈ ٹرانسمیشن، ہل سٹارٹ اسسٹ کنٹرول Hill-start Assist Control، ڈاؤن ہل اسسٹ کنٹرول، پش سٹارٹ، سمارٹ انٹری اور ڈرائیو موڈز شامل ہیں جو کہ آف روڈ تجربے کو پرسکون طریقے سے یقینی بناتے ہیں۔

اپنے نام کو صحیح ثابت کرتے ہوئے ریو ایک شاندار لکڑی 4x4 گاڑی ہے جو کہ شہری علاقوں کے سرمایہ کاری کاروباری افراد کے لئے ایک بہترین اور آف روڈ ماحول میں کچے اور خراب راستے کے لئے بھی ایک مضبوط گاڑی ہے۔ ہائیکس 4x4 ماڈلز اعتمادی کے ساتھ آگے بڑھے اور گزشتہ سال 4,112 یونٹس کے مقابلے میں 5,833 یونٹس کاریکارڈ قائم کرتے ہوئے حجم میں 42 فیصد اضافہ کیا۔ ہائیکس 4x4 صارفین، خریدنے والے اداروں، تاجروں اور ایس ایم ایز کے لئے اپنی بے مثال ساخت، پائیداری اور ہمہ گیری کی وجہ سے ہمیشہ پسندیدہ رہی ہے، ہائیکس کی کل فروخت 7470 یونٹس میں گزشتہ برس کی 5860 یونٹس فروخت کے مقابلے میں 27 فیصد اضافہ ہوا ہے۔

ٹویوٹا فارچیونر CKD SUV سیگمنٹ

مارچ میں ٹویوٹا فارچیونر Fortuner کو بھی اپ گریڈ کیا گیا جو کہ دیگر متغیرات کے ساتھ متعارف کرائی گئی، اس کا مقصد گاہکوں کی بدلتی ہوئی ضروریات کو پورا کرنا اور پاکستان میں ابھرتی ہوئی SUV مارکیٹ پر قابو

پاتا ہے۔

پہلا متغیر Fortuner سکما۔ 4 ایک جدید اور طاقتور اور انتہائی موثر 1GD ڈیزل انجن کے ساتھ متعارف کرایا گیا ہے جو کہ ٹریلو چارجر اور ایک Inter-Cooler کے ساتھ لیس ہے، اس سے 4x4 کی گاڑیاں ہر قسم کے راستے کو فتح کرنے کی صلاحیت رکھتی ہیں۔ جدید سٹائل اور پریش انٹیریئر کے ساتھ بنائی گئی یہ متغیر پش سٹارٹ، سمارٹ انٹری، پاور ڈبیک دروازے، پائیدار، ہل سٹارٹ اسسٹ کنٹرول اور ڈاؤن ہل اسسٹ کنٹرول کے ساتھ لیس ہے۔

دوسرا مختلف ورژن 2TR پیٹرول انجن کے ساتھ ایک مکمل 4x2 ڈرائیو پیش کرتا ہے، یہ خصوصیت اسے شہری صارفین کے لئے ایک بہترین انتخاب بناتی ہے۔

نئی Fortuner کی طرف مارکیٹ کا رد عمل غیر معمولی ہے جہاں یہ 204 فیصد شرح کے اضافے کے ساتھ 1375 یونٹس سے 4,186 یونٹس کی ترقی تک پہنچی ہے۔

ٹویوٹا کی درآمد شدہ گاڑیاں۔ CBU سیگمنٹ

اپنے گاہکوں کی متنوع ضروریات کو پورا کرنے کے لئے مصنوعات کے پورٹ فولیو کو مضبوط کرتے ہوئے IMC نے ٹویوٹا کی مہنگی مگر آرام دہ گاڑی نئی Camry Hybrid جنوری 2018ء میں متعارف کرائی۔

عیش و آرام میں زبردست ارتقائی، آٹھویں دور کی گاڑی ایک قابل دید ڈیزائن، خوبصورت interior، سنسنی خیز ڈرائیونگ پرفارمنس، جدید حفاظتی اور تکنیکی خصوصیات، عالمی سطح کی ایندھن کی کارکردگی کے ساتھ پیش کی گئی، اپنے گاہکوں کی بہتر سطح پر حوصلہ افزائی کرتے ہوئے جدید ماڈل اپنی ہنرمندی اور کلاس کو برقرار رکھے ہوئے ہے۔

Camry Hybrid اپنے 18 انچ کے شاندار alloy rims اور ممتاز پیناروک panoramic شیشے کی چھت کے ساتھ جو اس کی ساخت کو مکمل کرتی ہے ایک حیرت انگیز نظارہ ہے، اپنے 2.5L کے متحرک طاقتور انجن اور ٹویوٹا ہائبرڈ سسٹم (THS II) کے ساتھ، جدید Camry ایک ناقابل

کمپنی کا جائزہ

اور SUV ماڈلز میں دوہرے ایئر بیگز کا بہتر معیار شامل ہے۔

ٹویوتا کرولا - CKD مسافر کار سیگمنٹ

کرولا کے گاؤں کی دلچسپی کو مزید بہتر بنانے کے لئے IMC نے گاڑی میں ایک معمولی ماڈل کی تبدیلی متعارف کرائی اور اگست 2017ء میں 26 ویں ڈیلرز کانفرنس میں نئی الٹس گریڈی Altis Grande کرولا کا اعلان کیا۔ نئی کرولا الٹس گریڈی اپنے منظر گاہکوں کے لئے اعلیٰ درجے کی جدید ٹکنیک لے کر آئی ہے جس میں سمارٹ انٹری اینڈ نیش سٹارٹ سسٹم، آٹو ریورس لنک مررز، سپورٹس موڈ اور پیڈل شفٹ شامل ہیں جو کہ اپنے صارفین کے لئے ایک غیر معمولی دلچسپی کے حامل ہیں۔

حفاظت کی رہنمائی کرتے ہوئے ٹویوتا انتھک محنت کرتی ہے تاکہ سب سے بہترین حفاظتی خصوصیات اختیار کر کے اپنے گاؤں کو دفاعی سکون فراہم کر سکے، ماڈل کی معمولی تبدیلیوں کے ساتھ کچھ بڑی حفاظتی تبدیلیاں/اقدامات بھی کئے گئے ہیں جن میں 3 پوائنٹ ELR کے ساتھ Pretensioner اور Force Limiter، دوہرے SRS ایئر بیگز، فرنٹ سیٹ بیلٹس، ISOFIX چائلڈ سیٹ اینکرز شامل ہیں جو کہ کرولا کو پاکستان کی سب سے بہترین گاڑی بناتے ہیں۔

مالی سال 2017-18ء میں کرولا کی فروخت 89,680 یونٹس سے 94,222 یونٹس پر ترقی کر گئی ہے، بڑھتے ہوئے مقابلے اور وسیع ترقی کرتی سیڈان مارکیٹ کے باوجود 5 فیصد کا اضافہ ہوا۔ تاہم فارچیونر اور IMV مارکیٹ کی طلب میں اضافے کے باعث ہماری کرولا کی فروخت گزشتہ سال کی 52,676 یونٹس فروخت کے مقابلے میں 51,412 یونٹس تک محدود ہوئی جس سے مقابلے نے مزاحمت پکڑی اور حجم/شرح 16 فیصد تک بڑھ گئی۔

آپ کی کمپنی کا بطور پاکستان کی آٹو صنعت میں اہم کلیدی کردار رہا ہے، ہماری پچھلی کارکردگی کی تعمیرات کو دیکھتے ہوئے جون 2018ء میں ختم ہونے والا مالی سال پھر سے اس طرح ابھرتا ہے کہ کمپنی کا کاروبار اور منافع تمام وقت سے زیادہ ہوا۔ IMC نہ صرف مسلسل تیسرے سال بھی 60,000 یونٹس سے زیادہ فروخت کو برقرار رکھنے میں کامیاب ہوئی ہے بلکہ اعلیٰ مالیاتی کارکردگی کی بھی حامل ہے۔ یہ گاہک کمپنی پر بھرپور اعتماد کو ظاہر کرتا ہے اور کمپنی کی طرف سے گاہک کے لئے بہترین پیشکش کی عکاسی کرتا ہے۔

اس سال کے دوران مینوفیکچرنگ شعبے نے بہت سے مسائل کا سامنا کیا، پیداوار کے اہداف کو پورا کرنے کے لئے مالیات کا دباؤ موجود رہا ہے۔ سر ماہی میں انتہائی کامیاب Fortuner اور Hilux میں معمولی اصلاحات کی تیاری کے لئے طاقتور 1GD انجن متعارف کرایا گیا، مزید برآں اعلیٰ درجے کی خصوصیات متعارف کرائی گئیں جن کی بدولت مانگ میں اضافہ ہوا۔

ہماری بنیادی اقدار ”بہتر سے بہترین“ یا مسلسل بہتری کی بنیاد پر مبنی ہیں، ہم نے رکاوٹوں کو دور کرنے اور پیداوار کی صلاحیت کو بڑھانے کے لئے ضروری اقدامات کئے ہیں۔ گزشتہ سہ ماہی میں تعمیر کردہ کثیر ارب روپے کی paint shop کے نتیجے میں پیداوار میں اضافہ ہوا، ہماری تمام ترکوشوں کو گاڑیوں کی ترسیل کی مدت کو کم کرنے اور گاؤں کے اطمینان کو مزید بڑھانے کی ہدایات حاصل ہیں۔

کمپنی بڑی سرمایہ کاری کرنے اور اپنی مینوفیکچرنگ صلاحیتوں کو کھل وسعت پر استعمال کرنے کے لئے مسلسل کوشاں ہے۔ مارکیٹ کی طلب کو پورا کرنے کے لئے ملازمین اضافی گھنٹے اور Saturdays off کو بھی مینوفیکچرنگ کے لئے کام کرتے ہیں، کمپنی کی مجموعی پیداوار 62,886 یونٹس رہی جو کہ گزشتہ سال اسی مدت میں 59,445 یونٹس سے 5 فیصد زیادہ ہے۔ آٹو ڈویلپمنٹ پالیسی کے مطابق ہم اپنے عزائم پر قائم ہیں اور گاڑیوں کی لائن میں مختلف خصوصی اپ گریڈز متعارف کرائے ہیں جن میں جدید ترین حفاظت کی خصوصیات بھی شامل ہیں، ان خصوصیات میں تمام مسافر گاڑیوں

دیں اور مارکیٹ کے اعتماد کو بغیر نظریہ قوائیت جو کہ تمام اقتصادی سرگرمیوں کی بنیاد میں غلط ڈالے بحال کرنے کے لئے طویل مدتی صنعتی پالیسیوں کو متعارف کرائے۔

مقابلہ اور صنعت کی پیداوار کی حد میں اضافہ کرنے کے لئے حکومت کے اقدامات کے ساتھ مل کر یہ ضروری ہے کہ تقسیم کے تکنیکی عمل کو مکمل طور پر بحال کیا جائے جس کے بغیر مقابلہ کے فوائد حقیقی گاہوں تک نہیں پہنچ سکتے۔ آپ کی کمپنی حکومت کے دوہرے ٹیکس کے نظام کی نظر ثانی کرنے کی حمایت کرتی ہے جو کہ آٹو صنعت کے لئے حالیہ تقسیم کے میکانزم کی عمل سے ہول سیل خوردہ طریقہ پر منتقل ہوئے ہیں، ایک رکاوٹ ہے۔ مجوزہ تقسیم ماڈل پہلے سے ہی موثر سائیکل کی صنعت میں لاگو ہوتا ہے۔

صنعت میں تقریباً تمام ماڈلز کی ترسیل میں طویل عرصے تک کا انتظار تمام حصول داروں کے لئے تشویشناک ہے تاہم اس مسئلے کو حل کرنے کے لئے آٹو ترقیاتی پالیسی ADP نے اقدامات تجویز کئے ہیں اور ہم نے اپنی تمام تر ذمہ داریوں کے ماتحت وقت پر جواب دیا۔ افسوس کے ساتھ حکومت نے ابھی تک ہماری تجاویز پر غور نہیں کیا جو ہم نے پری میٹم کے خطرے کو روکنے کے لئے تیار کئے ہیں جس کے باعث ہمارے کئی مخلص گاہوں میں عدم اعتماد پیدا ہوا ہے، ہماری تجویز کا مقصد ہے پہلے خریدار پر منتقلی ٹیکس لگایا جائے جو کہ ایک سرمایہ کار کے طور پر ترسیل لینے کے بعد ہی گاڑی فروخت کر رہا ہو، کمپنی مانتی ہے کہ اس سے سرمایہ کار کمزور ہو جائیں گے اور حقیقی گاہوں کے مفاد کی حفاظت ہوگی۔

ہم یہ بھی تجویز کرتے ہیں کہ کارپوریٹ سیکٹر پر دو ہولڈنگ ٹیکس کو اکٹھا کرنے کے لئے غیر متناسب دباؤ کا بھی دوبارہ جائزہ لیا جائے جیسا کہ اس کا نظم و نسق کرنا پیچیدہ ہوتا جا رہا ہے اور ملک میں کاروبار کی لاگت میں نمایاں اضافہ ہوتا جا رہا ہے۔

ہمیں یقین ہے کہ حکومت درآمد شدہ آٹو پرزہ جات اور استعمال شدہ CBU کے غلط اعلانات اور انڈر انوائسنگ کی بے ضابطگیوں کو قابو کر لے گی۔ سال کے دوران پرزوں کی تخمینہ میں کچھ اصلاحات کی گئی ہیں۔ تاہم بہت سی بے ضابطگیوں کو درست کرنے کی ضرورت ہے۔

نئے سرمایہ کاروں کے اعتماد کو مسترد کرتے ہوئے مارکیٹ کی قوتوں میں اہم بگاڑ پیدا کر سکتے ہیں۔ ہم امید کرتے ہیں کہ نئی حکومت اپنے 100 دن کی منصوبہ بندی میں اس طرح کی بے رحمیوں کا نوٹس لے گی اور اختلافات کو دور کرنے کے لئے ترمیم جاری کرے گی۔

صنعت کا جائزہ

مالی سال 2017-18ء کے دوران آٹو موبائل کی زبردست فروخت نے OEMs اور پرزہ جات فراہم کرنے والوں کو بڑھتی ہوئی مانگ کو پورا کرنے کے لئے زیادہ سے زیادہ صلاحیتوں پر کام کرنے کے قابل بنایا۔ 2017-18ء کے دوران مقامی طور پر تیار کردہ PC اور LCV گاڑیوں کی مجموعی صنعتی فروخت 258,632 یونٹ تھی، گزشتہ سال کی 213,087 یونٹ تھی، جس میں اس سال 21 فیصد کا اضافہ ہوا۔ آٹو موبائل میں مجموعی طور پر ترقی کی رفتار بہت زیادہ رہی ہے، گاہوں کی قابل ٹکاس آمدنی، بہتر قانون اور نظم و ضوابط بڑھتی ہوئی آؤٹ اسٹاک اور بڑھتی ہوئی خدمات کی فراہمی میں ملک کے اندر سیاسی بحران اور روپے کی غیر یقینی صورتحال کے باوجود مارکیٹ میں مطالبات بڑھتے ہی رہے، یہ حقیقت کہ مختلف منصوبوں کے تحت ملک میں 70,000 گاڑیاں لائی گئیں جو کہ گزشتہ سال کے 59,000 یونٹس کے مقابلے میں 18 فیصد زیادہ ہے، ہمارے دعوے کی حمایت کرتی ہے۔ مقامی طور پر تیار کردہ ماڈلوں کے متعارف کرانے کی وجہ سے طلب میں بھی اضافہ ہوا ہے، بہتر کی گئی کروا ایلٹس گرینڈی، تمام نئی ٹویوٹا فارچوینر اور تمام نئی ہائی لکس ریو صارفین کے بنیادی متعلقہ حصوں میں بہترین طریقے سے موصول ہوئی۔

سفارشات

ہم وفاقی حکومت کی ٹیکس کی ادائیگی کی بنیاد کو وسیع کرنے اور غیر تحریری اقتصادی بنیاد کو ختم کرنے کی کوششوں کو بھرپور سراہتے ہیں، پاکستان کی مارکیٹ بھرپور صلاحیتوں کی حامل ہے، ہم حکومت سے درخواست کرتے ہیں کہ کلیدی شے کے طور پر عوامی پالیسی کے پیش نامہ پر بہتر انتظامیہ کو فروغ

صنعت کا جائزہ اور ماحولیات

کاروباری ماحول، خطرے اور غیر یقینی صورتحال

پاکستان کی کلی معاشی بنیادیں صنعت کے لئے تشویش کا باعث ہیں، خاص طور پر موجودہ اکاؤنٹ خسارے جو کہ 30 ارب ڈالر پر کھڑے ہیں۔

پاکستان نے کسی حد تک برآمد میں ترقی حاصل کی ہے مگر تیل کی قیمتوں اور کمزور سرمایہ کاری میں اضافے کے ساتھ ساتھ درآمد میں نمایاں اضافہ، ادائیگیوں کے توازن پر برابر کا وزن رکھتی ہیں۔ زراعت اور ایک مضبوط مینوفیکچرنگ میں بحالی ملک میں بڑھتی ہوئی معیشت کے مثبت پہلو ہیں۔

ہم توقع رکھتے ہیں کہ اگلے مالی سال میں اقتصادی ترقی اعتدال میں رہے گی، بڑے مالی اور موجودہ اکاؤنٹ کے خسارے کے باعث بیرونی قرض بڑھ گئے ہیں اور مالی حالات سخت ہو گئے ہیں۔ متوقع ہے کہ پاکستانی روپیہ دباؤ کا شکار رہے گا جس سے افراط زر کے خدشات میں اضافہ اور کمزور صارفین کے خرچ میں کمی کے باعث آٹو انڈسٹری کی ترقی اثر انداز ہوگی۔ چین پاکستان اقتصادی راہداری کے منصوبے ترقیاتی انتظام کی حمایت میں آگے بڑھ رہے ہیں اور قانونی صورتحال میں نمایاں بہتری کو سامنے رکھتے ہوئے سرمایہ کاروں کے لئے زیادہ اعتماد پیدا کر رہے ہیں۔ نئی آٹو موٹو ڈیولپمنٹ پالیسی 2016-21 امیدواروں کی حوصلہ افزائی کر رہی ہے کہ وہ پاکستان کیلئے مینوفیکچرنگ یونٹس قائم کریں۔

آنے والے سالوں میں نئے اضافوں کی موجودگی سے نئے ماڈلز مہیا ہوں گے جن کی بدولت گاہکوں کے لئے مصنوعات کا ایک وسیع انتخاب اور بہت سی خدمات ہوگی جس سے مارکیٹ میں مقابلے میں اضافہ ہو جائے گا۔ ہم اس موقع کو تسلیم کرتے ہوئے خود کو گاہکوں کے لئے نمبر 1 انتخاب کے طور پر پیش کر رہے ہیں۔

آٹو پالیسی کے قومی سطح پر فوائد کو مکمل طور پر سمجھنے کے لئے ضروری ہے کہ مارکیٹ کی توسیع کے نتیجے میں ملازمت کی تخلیق اعلیٰ مقامی قدر میں اضافہ اور ٹیکنالوجی کی منتقلی ممکن ہو سکے۔ یہ سب تمام مقامی حصوں کے مینوفیکچررز کے لئے مسابقتی گمراہی معیاری مقابلے کا میدان فراہم کرنے سے ممکن ہے۔

افسوس ہے کہ آٹو پالیسی مقامی parts makers کی کوئی حوصلہ افزائی نہیں

کرتی، اس کے برعکس ریگولیٹری ڈیوٹی نافذ کرنے کے بعد ایف بی آر کے حالیہ اقدامات غیر معمولی طور پر خام مال اور دیگر انجینئرنگ آلاتوں کو نشانہ بناتے نظر آ رہے ہیں، جس سے واضح طور پر مقامی مینوفیکچرنگ کو محدود کر کے تیار شدہ آٹو پارٹس کو سراہا جا رہا ہے، جس سے ہماری غیر ملکی کرنسی کے ذخائر پر مزید دباؤ پیدا ہوگا۔

وفاقی بجٹ 2018-19ء کے تحت 2018-19ء کے آغاز سے غیر فائلرز کو مقامی مینوفیکچر ڈیوٹی درآمد شدہ گاڑیاں خریدنے یا رجسٹرڈ کرانے کی اجازت حاصل نہ ہوگی جبکہ یہ قابل تحسین اقدام ہے اور ایف بی آر کو فائلرز کے ٹیکس کی بنیاد کو وسیع کرنے میں مدد کرے گا۔ تاہم حکومت کو ایک ایسا نقطہ نظر اختیار کرنا چاہیے جس کے تحت ایک منظم طریقے سے غیر فائلرز کی خریداری کے مرحلے کو ختم کیا جاسکے۔

2018-19ء کے وفاقی بجٹ نے حیرت انگیز طور پر پرانی گاڑیوں پر فرائض اور ٹیکس میں ایک ڈرامائی کمی کا آغاز کیا ہے جبکہ ہم امید کرتے ہیں کہ ان اقدامات کا صنعت پر کوئی معقول اثر نہیں پڑے گا مگر اس کا تعارف صرف کسی غیر معمولی، خصوصی مقصد سے منسوب کیا جاسکتا ہے جو کہ خصوصی اہمیت کی حامل آٹو پالیسی کے مکمل تضاد میں ہے۔

بجٹ نے فوری طور پر CBU اور CKD کی برقی گاڑیوں پر فوری عمل کے ساتھ فرائض کی سختی میں کمی کا اعلان کیا ہے جیسا کہ برقی گاڑیوں کی مینوفیکچرنگ کے لئے مقامی سہولیات موجود نہیں ہیں لہذا اس طرح کے کمزور اقدامات صرف اعلیٰ عیش و آرام والی برقی گاڑیوں کی درآمد میں مدد فراہم کریں گے۔ پالیسی سازوں نے یہ زیر غور نہیں لایا کہ برقی گاڑیاں شاید مستقبل میں ہوں اور یہ کہ انجن ٹرانسمیشن اور ایچدھن کے ٹینک کے متبادل بجلی کی موٹر اور بیٹری کے علاوہ برقی گاڑیوں کو ہاڈی شیل، سٹیش، اندرونی ٹرس، روشنی کے نظام، وائرنگ ہارنس، سسٹم کے نظام وغیرہ کی بھی ضرورت ہوتی ہے جو کہ مقامی طور پر تیار اور روایتی گاڑیوں میں بھی استعمال کیا جاتا ہے۔ ان مقامی طور پر تشکیل دیئے جانے والے پارٹس/حصوں کی مینوفیکچرنگ کے لئے ٹیرف کے موجودہ ڈھانچے کی مقدار تیار شدہ گاڑیوں اور ان کے پرزوں کی درآمد پر تجویز کردہ ٹیرف سے کئی زیادہ ہے۔ ایسے اقدامات قومی مفاد کے خلاف ہیں، نہ ہی قابل اطمینان ہیں اور پرانے اور

ڈائریکٹرز رپورٹ

کمپنی کی پرنسپل سرگرمیاں

انڈس موٹر کمپنی لمیٹڈ دسمبر 1989 میں بطور پبلک لسٹڈ کمپنی پاکستان میں قائم ہوئی اور مئی 1993 میں کمرشل پروڈکشن شروع کی۔ کمپنی کے حصص پاکستان اسٹاک ایکسچینج پر موجود ہیں۔ کمپنی کی پرنسپل سرگرمی اسمبلی، ترقیاتی مینوفیکچرنگ اور پاکستان میں ٹویوٹا اور ڈائیہاٹسو گاڑیوں کی مارکیٹنگ ہے۔

انڈس موٹر کمپنی کے ڈائریکٹرز 30 جون 2018 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، 2018 تک ختم ہونے والے سال کے مالیاتی نتائج اور اختصاصات مندرجہ ذیل ہیں

30 جون 2018 کو ختم ہونے والے سال کے دوران، CKD اور CBU گاڑیوں کی فروخت میں گزشتہ سال فروخت شدہ 60,566 یونٹس کے مقابلے میں 64,000 یونٹس بنائے گئے۔ بنیادی طور پر نمایاں بازار کی توسیع اور ترقی کی وجہ سے بڑھتی ہوئی حجم کے باوجود، کمپنی کی مارکیٹ شیئر 28 فیصد سے 24 فیصد تک کم ہو گیا۔

کمپنی نے 140.21 بلین روپے جو کہ گزشتہ سال کے مقابلے میں 25 فیصد زیادہ ہے، کا نیا ہدف حاصل کیا۔ گزشتہ سال اس ہی مدت میں یہ حجم 112.27 بلین روپے تھا۔ جبکہ منافع بعد از ٹیکس 21 فیصد اضافے سے 15.77 بلین روپے رہا، جو کہ گزشتہ سال 13 ارب روپے پوسٹ کیا گیا تھا۔ آمدنی اور خالص منافع میں مجموعی اضافہ بنیادی طور پر نئے ماڈلز کے لانچ، سیکڑکس میں تبدیلی اور فنڈ کے سائز میں اضافے کے باعث اعلیٰ درجے کی آمدنی میں بہتر تبدیلی کی وجہ سے نمایاں ہے۔

قومی خزانے میں حصہ رسد

کمپنی نے سال کے دوران قومی خزانے میں 49 بلین روپے کا حصہ رسد کیا جو کہ حکومت پاکستان کی آمدنی کے مجموعہ خزانے کا 1 فیصد ہے۔ 1989ء میں شراکت کے بعد سے ہمارا حصہ 366 بلین روپے سے زائد ہے۔

2017	2018	
(Rupees in '000)		
13,001,265	15,771,860	ٹیکس کے بعد منافع
(1,912)	(6,480)	دیگر سالانہ جامع نقصان
52,059	12,412	آگے بڑھتا ہوا غیر شرح شدہ منافع
13,051,412	15,777,792	
		تصرف / خرچ کیا ہوا
1,965,000	2,358,000	پہلا عبوری حصہ (Dividend) @ 300 فیصد یعنی 30 روپے فی حصہ (2017: 250 فیصد یعنی 25 روپے فی حصہ)
1,965,000	2,554,500	دوسرا عبوری حصہ (Dividend) @ 325 فیصد یعنی 32.5 روپے فی حصہ (2017: 250 فیصد یعنی 25 روپے فی حصہ)
2,358,000	2,554,500	تیسرا عبوری حصہ (Dividend) @ 325 فیصد یعنی 32.5 روپے فی حصہ (2017: 300 فیصد یعنی 30 روپے فی حصہ)
6,288,000	7,467,000	
6,763,412	8,310,792	آگے بڑھتا ہوا غیر تصرف شدہ منافع
		بعد کے اثرات
2,751,000	3,537,000	تجزیہ آخری ڈیویڈنڈ @ 450 فیصد یعنی 45 روپے فی حصہ (2017: 350 فیصد یعنی 35 روپے فی حصہ)
4,000,000	4,500,000	عمومی ذخائر میں منتقلی
6,751,000	8,037,000	
165.41	200.66	فی حصہ بنیادی اور ست آمدنی

کرتے ہوئے ملک کے لئے بہتر ہوں گے۔ (IMC) میں ہم اپنی کارکردگی اور تاثیر کا جائزہ لیا گیا ہے۔

آنے والی حکومت کے ساتھ کام کرنے اور مقامی آٹو موبائل کی صنعت کو مضبوط بنانے کے لئے سازگار پالیسیوں کی مدد سے اپنے وسیع تجربے کو فروغ دینے کے منتظر ہیں۔

بالآخر میں بورڈ آف ڈائریکٹرز کی جانب سے تمام حصص داروں کا کمپنی پر مسلسل اعتماد اور بھروسہ کرنے کے لئے شکر گزار ہوں، مزید برآں بورڈ آف ڈائریکٹرز کی طرف سے میں (IMC) کے ہر رکن کا ان کی لگن اور غیر متزلزل حمایت کیلئے مخلصانہ طور پر شکریہ ادا کرتا ہوں، ہم اللہ سے دعا گو ہیں اور صنعت میں اپنی قیادت کو برقرار رکھنے کی کوششوں کیلئے پرعزم ہیں۔

کمپنی ملک بھر میں موجود آزاد ڈیلرشپ کی بنیاد پر ایک وسیع تقسیم ماڈل کی حامل ہے، ہمارا دور تک پہنچنا اور ہمیشہ بڑھتا ہوا نیٹ ورک مسلسل خدمات اور سپئر پارٹس کی فراہمی سے گاہکوں کی توقعات پر پورا اترنے کیلئے کوششوں کی غمازی کرتا ہے، آئی ایم سی کا مقصد اپنے ملازمین اور گاہکوں کی نظر میں سب سے زیادہ معزز تنظیم بننا ہے، انتظامیہ نے گزشتہ مالی سال کے دوران سود کے نقصانات سے بچنے کے لئے دو مرتبہ آرڈرز کی بکنگ کو منسوخ کر کے جراثیمندانہ اور سخت اقدامات اٹھائے ہیں۔

مضبوط انتظامی ڈھانچے پر عملدرآمد سے کمپنی مزید کامیابیوں کی طرف بڑھ رہی ہے جو کاروباری معاملات کے موثر اور قابل اعتماد انتظام کو یقینی بناتا ہے۔ بورڈ نے تمام سٹیک ہولڈرز کی توقعات پر پورا اترنے کے لئے تمام کاروباری مشکلات کو سامنے رکھتے ہوئے واضح طور پر اپنی حکمت عملی کے نقطہ نظر اور مقاصد کی وضاحت کردی ہے۔

مجھے یہ رپورٹ کرتے ہوئے خوشی ہے کہ آپ کی کمپنی کے بورڈ آف ڈائریکٹرز نے ایک مضبوط انتظامیہ کو یقینی بنانے کیلئے قابل قدر رہنمائی اور نگرانی فراہم کی ہے اور سال بھر میں انتظامیہ کی بھرپور حوصلہ افزائی کی ہے۔ جائزہ کے سال کے دوران خود تشخیص کی بنیاد پر بہترین طریقوں کو یقینی بنانے کے لئے منظم طریقے سے بورڈ کی

خصوصیات اور جدید ٹیکنالوجی متعارف کر کے بڑھایا اور پھیلا یا۔ کمپنی کی مسلسل کامیابی ہمارے مشترکہ نکتہ نظر، شراکت داروں کی کاروباری حکمت عملی اور متعلقین کی مشترکہ کوششوں کے ذریعے ممکن ہوئی ہے۔

پاکستان کی آٹو موبائل مارکیٹ بتدریج ترقی کر رہی ہے اور اندازہ لگایا جا رہا ہے کہ 2022ء تک پانچ لاکھ یونٹس سالانہ تیار کئے جائیں گے۔ ملک کی آٹو ڈویلپمنٹ پالیسی 2016-21ء کے باعث آٹو مارکیٹ میں نئے لوگ شامل ہو رہے ہیں جس سے مشترکہ کاروبار کے نئے دروازے کھلیں گے تاہم ہم یقین سے کہہ سکتے ہیں کہ مقامی آٹو پارٹس مینوفیکچررز کے لئے ترغیبی اقدامات سے ہی ٹیکنالوجی کی منتقلی اور ملازمتوں کے مواقع پیدا ہو سکتے ہیں، جن پر نئی آٹو ڈویلپمنٹ پالیسی میں توجہ نہیں دی گئی۔ ہمیں پرانی گاڑیوں کی درآمدات کے بڑھتے ہوئے رجحانات پر بھی تشویش ہے جو موجودہ اور نئے سرمایہ کاروں کو متاثر کر سکتی ہیں، اس سے بچاؤ کیلئے درآمدات کی دی گئی سہولیات کے غلط استعمال کو روکنا ضروری ہوگا۔ وفاقی بجٹ 2018-19ء غیر معمولی طور پر پیش کیا گیا جس میں ایک اہم تبدیلی کی گئی کہ غیر ٹیکس فائلرز مقامی گاڑیاں خریدنے یا رجسٹر کرنے کے اہل نہیں ہوں گے، ہم معیشت کو دستاویز دینے اور ٹیکس کی بنیاد کو وسیع کرنے کے لئے حکومت کی کوششوں کی مکمل طور پر حمایت کرتے ہیں مگر ایسے سخت اور اچانک کے گئے عمل سے کاروباری پیچیدگیاں پیدا ہوئی ہیں اور کاروبار کرنے کی لاگت میں اضافہ ہوتا ہے اور عمل کو یقینی بنانے کی ذمہ داری نجی شعبہ پر لاگو ہوتی ہے۔

عام انتخابات کے کامیاب نتائج جمہوری روایات کو مزید مضبوط

چیرمین کی جائزہ رپورٹ عزیز شیمز ہولڈرز

انڈس موٹر کمپنی (IMC) لمیٹڈ نے گزشتہ 29 سالوں میں ملک کی آٹو موٹو صنعت میں بہترین کامیابیاں حاصل کیں، ہم نے یہ مقام اپنے صارفین کو ان کی ضروریات کے مطابق جدید سہولیات اور خدمات فراہم کرتے ہوئے اعلیٰ درجے کے معیارات قائم کر کے حاصل کیا۔ ٹویوٹا کا فلسفہ ”بہتر سے بہتر“ مسلسل جدوجہد اور تمام پہلوؤں کا باریک بینی سے جائزہ لینا جیسے اقدامات پر مشتمل ہے، کمپنی کی کارکردگی کو سوسائٹی اور انسانی ترقی کے میدانوں میں تسلیم کیا جا رہا ہے جیسا کہ ہم نے ایک اور سال مکمل کر لیا ہے، آئیے ہم اس موقع پر اپنی کامیابیوں پر جشن منائیں اور مستقبل کے مواقعوں سے فائدہ اٹھانے کا عزم کریں۔

میں 30 جون 2018ء کو ختم ہونے والے سال پر (IMC) کی کارکردگی پر خوش ہوں، کمپنی نے گزشتہ سالوں کی طرح ترقی کا سفر جاری رکھا، اس سال بھی آٹو موبائل صنعت کو درپیش میکرو اکنامک چیلنجز، پاکستان کے معاشی حالات اور تیل کی قیمتوں میں اضافہ کے باوجود کمپنی کی کارکردگی اور ترقی میں بہتری آئی ہے اور انڈس موٹر کمپنی نے سیلز ریونیو کا بلند ترین ہدف حاصل کیا ہے۔ ڈائریکٹرز کی رپورٹ میں مالی نتائج تفصیل سے پیش کئے جائیں گے۔

بڑھتی ہوئی مانگ کو پورا کرنے کے لئے کمپنی کی پیداواری صلاحیت سٹیٹ آف آرٹ پینٹ شاپ پر سرمایہ کاری کرنے سے بڑھائی گئی، جس کو مالیاتی سال کے آخری سہ ماہی کے دوران مقرر کیا گیا، ہم نے صنعت کی حدود اور کاروباری مجموعات کو نئی پرکشش

Form of Proxy

Twenty Ninth Annual General Meeting

I/We, _____
of _____
being a member(s) of INDUS MOTOR COMPANY LIMITED, holder of _____
ordinary shares, as per Folio No. / CDC Participant ID & A/c No. _____ hereby appoint Mr./Mrs./
Ms. _____ Folio No. / CDC Participant
ID & A/c No. _____ of _____, as my /our proxy in
my/ our absence to attend and vote for me/ us and on my/our behalf at the Twenty Ninth Annual General
Meeting of the Company to be held on October 16, 2018 and / or any adjournment thereof.
Signed under my / our hand this _____ day of _____ 2018

Affix revenue
stamp of
Rs 5/-

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

For CDC Account Holders/ Corporate Entities:

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

- iv. The proxy form shall be witnessed by two persons whose names, addresses and CNIC numbers shall be mentioned on the form.
- v. Attested copies of CNIC or the passport of the beneficial owners and the proxy shall be furnished with the proxy form.
- vi. The proxy shall produce his original CNIC or original passport at the time of meeting.
- vii. 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
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POSTAGE**

Registrar, Indus Motor Company Limited
M/s. Central Depository Company of Pakistan
Limited, CDC House, 99-B, Block "B", S.M.C.H.S.,
Main Shahrah-e-Faisal, Karachi-74400.

پراکسی فارم

29 واں سالانہ اجلاس عام

میں/ہم _____ جو کہ _____
 متعلق ہیں انڈس موٹر کمپنی لمیٹڈ کے رکن / اراکین ہیں، اور _____ عمومی حصص رکھتے ہیں، بذریعہ (ممبر کا نام) _____ جو کہ (شہر کا نام) _____ سے متعلق ہے اور ان کا فلیو نمبر / سی ڈی سی اکاؤنٹ نمبر _____ ہے یا ان کے ناکام رہنے کی صورت میں (ممبر کا نام) _____ (شہر کا نام) _____ اور ان کا فلیو / سی ڈی سی اکاؤنٹ نمبر _____ ہے جو کہ انڈس موٹر کمپنی کے رکن / اراکین ہے/ ہیں اور 16 اکتوبر 2018ء کو منعقد ہونے والے کمپنی کے 29 ویں سالانہ اجلاس عام یا اس کے التواء میں ووٹنگ کے لئے میری/ ہماری غیر موجودگی میں میرے/ ہمارے پراکسی (عقار) ہیں۔
 بطور گواہی میرے/ ہمارے دستخط/ مہر، مورخہ _____ برائے ماہ _____ 2018ء ثبت ہیں۔
 درج ذیل گواہوں کی موجودگی میں میرے دستخط یہ ہیں _____

5 روپے کارپوریٹ سٹیپ چسپاں کر کے
 دستخط کریں

ممبر (ز) کا/ کے دستخط

دستخط کمپنی کے پاس رجسٹرڈ کردہ دستخط جیسا ہونا چاہیے

گواہ نمبر 2

گواہ نمبر 1

دستخط: _____
 نام: _____
 CNIC / پاسپورٹ نمبر: _____
 پتہ: _____

دستخط: _____
 نام: _____
 CNIC / پاسپورٹ نمبر: _____
 پتہ: _____

نوٹ:-

- 1:- یہ پراکسی فارم اجلاس سے 48 گھنٹے قبل تک کمپنی کے شیئر رجسٹرار آفس میں مکمل طور پر پُر اور دستخط کے ساتھ موصول ہو جانا چاہیے۔
- 2:- کوئی بھی شخص/ خاتون اس وقت پراکسی کے طور پر کام کرے گا جب وہ خود کمپنی کا ایک رکن ہو، ماسوائے کارپوریشن کے جو کسی ایسے شخص کا تقرر کر سکتی ہے جو کمپنی کا رکن نہ ہو۔
- 3:- اگر ایک رکن ایک سے زائد پراکسی مقرر کرتا ہے اور ایک سے زائد پراکسی کے انشرومنٹ کمپنی کے پاس جمع کراتا ہے تو پراکسی کے تمام انشرومنٹس غلط تصور کئے جائیں گے۔

سی ڈی سی اکاؤنٹ ہولڈرز/ کارپوریٹ اداروں کے لئے:

مندرجہ بالا کے علاوہ مندرجہ ذیل ضروریات بھی پوری کی جائیں

- (i) پراکسی فارم پر دو افراد جن کے نام اور CNIC نمبر بمعہ پتہ کے موجود ہوں، بطور گواہ ضروری ہیں۔
- (ii) حصص یافتگان اور پراکسی کے CNIC یا پاسپورٹ کی مصدقہ نقول فارم کے ساتھ منسلک ہوں۔

AFFIX
CORRECT
POSTAGE

رجسٹرار، انڈس موٹر کمپنی لمیٹڈ
میسرز سینٹرل ڈپازٹری کمپنی آف پاکستان لمیٹڈ
سی ڈی ای ہاؤس، 99-B بلاک "بی"، سعدی مسلم کوارٹرز 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, alongwith attested copy of their CNIC to the Company's Share Registrar M/s. Central Depository Company of Pakistan Limited (CDC), 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 Account No. :-----of Indus Motor Company Limited.
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.

ای ڈیوڈ نڈ مینڈیٹ فارم

انڈس موٹر کمپنی لمیٹڈ

کمپنیز ایکٹ 2017ء کے سیکشن 242 اور کمپنی کے 2017ء کے منافع منقسمہ کے قوانین کے مطابق منقسمہ (ڈیوڈ نڈ) صرف الیکٹرانک موڈ کے ذریعے نامزد حصص یافتگان کو براہ راست بینک اکاؤنٹ میں دیا جائے گا۔

حصص یافتگان سے درخواست ہے کہ وہ منسلک فارم کو مکمل طور پر پُر کر کے دستخط کر کے CNIC کی مصدقہ نقل کے ہمراہ کمپنی کے شیئر رجسٹرار، میسرز سینٹرل ڈیپازٹری کمپنی آف پاکستان لمیٹڈ، CDC ہاؤس، 99-B، بلاک B، سندھی مسلم کوآپریٹو ہاؤسنگ سوسائٹی، مین شاہراہ فیصل، کراچی کو بھیجیں۔ سی ڈی سی حصص یافتگان سے گزارش کی جاتی ہے کہ وہ اپنے ڈیوڈ نڈ مینڈیٹ اور CNIC کو براہ راست اپنے بروکر (شرکاء) / سی ڈی سی کے پاس جمع کرائیں۔

بذریعہ ہذا میں درج ذیل معلومات کے ذریعے اپنے آئندہ کے منافعوں کو براہ راست اپنے بینک اکاؤنٹ میں وصول کرنے کے لئے تیار ہوں:

.....: حصص یافتہ کا نام

.....: فولیو نمبر / CDC اکاؤنٹ نمبر

.....: حصص یافتہ کا موبائل نمبر

.....: * ٹائٹل آف اکاؤنٹ

.....: * IBAN نمبر

.....: بینک کا نام

.....: بینک کی برانچ

.....: برانچ کا ڈاک کا پتہ

.....: CNIC نمبر (مصدقہ نقل منسلک)

.....: NTN نمبر (کارپوریٹ ادارے کی صورت میں)

بیان کیا جاتا ہے کہ درج بالا تفصیلات میری معلومات کے مطابق بالکل درست ہیں، میں آئندہ ان معلومات میں کسی قسم کی تبدیلی پر کمپنی کو مطلع رکھوں گا۔

بتاریخ

دستخط حصص یافتہ

نوٹس:

* مشترکہ اکاؤنٹ ہولڈرز مکمل ٹائٹل آف اکاؤنٹ کی وضاحت کریں گے، بشمول میسرز ہولڈر کا نام۔

** برائے کرم اپنے بینک اکاؤنٹ میں براہ راست الیکٹرانک کریڈٹ کو فعال کرنے کے لئے اپنے متعلقہ بینک کی شاخ سے چیک کرنے کے بعد آئی بی اے نمبر مکمل کریں۔

South Region

TOYOTA CENTRAL MOTORS

3, Kathiawar Society, Main Shahrah-e-Faisal, Karachi
Tel: (021) 34532246-50 / 34536246-4
Email: Toyota@cyber.net.pk

TOYOTA SOCIETY MOTORS

150-F, Block-2, PECHS, Khalid Bin Waleed Road, Karachi
Tel: (021) 111-786-113 / 34383213-4
Email: toyotasociety@cyber.net.pk

TOYOTA EASTERN MOTORS

118, Rashid Minhas Road, Gulshan-e-Iqbal, Karachi
Tel: (021) 34614077 / 34614177
Email: toyotaeastern@yahoo.com

TOYOTA UNIVERSITY MOTORS

7-9, Chandni Chowk, Main University Road, Karachi
Tel: (021) 34940417 / 34941747
Email: toyota_university@hotmail.com

TOYOTA SOUTHERN MOTORS

Plot No. 13, Sector 23, Korangi Industrial Area, Karachi
Tel: (021) 111-876-111 / 35062478 / 35053181-6
Email: cre@toyotasouthern.com

TOYOTA DEFENCE MOTORS

118, Defence Housing Authority, Main Korangi Road Karachi
Tel: (021) 111-836-836 / 35888314 / 35386022-7
Email: cre@toyotadefence.com

TOYOTA WESTERN MOTORS

C-38, Estate Avenue, SITES, Karachi
Tel: (021) 111-800-786 / 32572420 / 32564531-5
Email: info@toyotadefence.com

TOYOTA SHAHRAH-E-FAISAL MOTORS

Makro Star Gate Center, Near Airport, Karachi
Tel: (021) 34600518-20
Email: tsfrnkarachi@gmail.com

TOYOTA HYDERABAD MOTORS

Plot No. A-4, 1, Auto Bahn Road, SITE, Hyderabad
Tel: (022) 3885121-5
Email: toyota.hyd@cyber.net.pk

TOYOTA ZARGHOON MOTORS

New Zarghoon Road, Quetta
Tel: (081) 2450444
Email: zarghoonmotors@yahoo.com

TOYOTA HIGHWAY MOTORS

Plot No. 8, Highway, Karachi-75340
Tel: (021) 36880702-04 / 111-009-000
Email: customer.relations@toyota-highway.com

TOYOTA CREEK MOTORS

Plot # 244/1, Korangi Creek, Deh dih Tapo, Ibrahim Hyderi, Karachi - 75190
Tel: 021-35092211-5
Email: customer.support@toyotacreek.com

TOYOTA CLIFTON MOTORS

Plot#F-70 Block 4, scheme 5, Clifton road, Karachi
Tel: 021-35302519
Email: Customer.relation@toyota-clifton.com

TOYOTA POINT MOTORS

Main Bypass road, near ink city housing scheme, Hyderabad
Tel: 022-111-000-876
Email: manager.sales@toyotapointmotors.pk

Central Region

TOYOTA RAVI MOTORS

Chowk Niaz Beg, Multan Road, Lahore
Tel: (042) 111-700-900 / 35426961-64
Email: customerrelationrm@gmail.com

TOYOTA SHAHEEN MOTORS

36, Main Jail Road, Lahore
Tel: (042) 111-300-700 / 37566296-98
Email: cr@toyotashah.com

TOYOTA TOWNSHIP MOTORS

PECO Road, Kot Lakpat, Lahore
Tel: (042) 111-393-939 / 35885014
Email: info@toyotatownshipmotors.com

TOYOTA SAHARA MOTORS

28/5, Jail Road, Lahore
Tel: (042) 111-383-838 / 3757621 8 / 37581253
Email: sahara@brain.net.pk

TOYOTA FAISALABAD MOTORS

West Canal Road, Mansoorabad, Faisalabad
Tel: (041) 111-000-052
Email: tfsdm@hotmail.com

TOYOTA LYALLPUR MOTORS

Sargodha Road, Faisalabad
Tel: (041) 8811030
Email: Shaukat.hayat@toyotalyallpur.com

TOYOTA SARGODHA MOTORS

5Km, Lahore Road, Sargodha
Tel: (048)3217404-5 / 3221 802
Email: Toyota_sgd@yahoo.com

TOYOTA MULTAN MOTORS

Bosan Road, Multan
Tel: (061) 111-111-343 / 6522482-83
Email: toyotamm@brain.net.pk

TOYOTA CITY MOTORS

Abdali Road Multan
Tel: (061) 4541925, 4580793, 4542488
Email: toyotacm@brain.net.pk

TOYOTA GARDEN MOTORS

10-L, Gulberg III, Main Ferozepur Road Lahore
Tel: (042) 111-595-959 / 35868256
Email: cr@toyotagarden.com

TOYOTA CANT MOTORS

E-196-A, Main Walton Road, Lahore
Tel: (042) 36681909
Email: cantsales@toyotacantlhr.com

TOYOTA AIRPORT MOTORS

New Airport, Ghazi Road, Lahore Cantt
Tel: (042) 11-008-009 / 357001 07
Email: cr@toyotaairport.com

TOYOTA WALTON MOTORS

Main Walton Road, Defence, Lahore Cantt
Tel: (042) 111-008-009 / 6662981-82
Email: info@toyotawalton.com

TOYOTA ROYAL MOTORS

Khanpur Road, Near Gulshan-e-Ravi
Rahim yar Khan
Tel: (068) 5885090-92
Email: cr@toyotaroyal.com

TOYOTA SIALKOT CITY MOTORS

Hilbro Industrial Park, 12 Km, Daska Road, Sialkot
Tel : (052) 6527415-6
Email: info@tscm.com.pk

TOYOTA GUJRANWALA MOTORS

Opp. Jail Town, Qila Chand Bypass, G.T. Road Gujranwala.
Tel: (055) 4285501-3
Email: info@toyotagujranwala.com

TOYOTA BAHAWALPUR MOTORS

KLP Road, Bahawalpur Bypass, Near Karachi Morr Bahawalpur
Tel: 092-62-2889941-43
Email: customer.relations@toyotabwp.com

TOYOTA DGK MOTORS

Paigah, Jampur Road, Dera Ghazi Khan,
Tel: 3039273706
Email: customer.relation@toyotadgk.com

TOYOTA SAHIWAL MOTORS

Sahiwal By Pass Chowk, Opposite Daewoo Terminal, Multan Road, Sahiwal
Tel: 040-4502345/46
Email: customer.relations@toyotasahiwal.com

TOYOTA JINNAH MOTORS

23-KM Ferozepur Road, Gajjumatta, Lahore.
Tel: 042-111-119696
Email: customer.relations@toyotajinnah.com

TOYOTA HN MOTORS

16km Sheikhpura road, near LEFC toll plaza
Tel: 03318477757
Email: hnmotors@hotmail.com

North Region

TOYOTA CAPITAL MOTORS

Plot No. 405-406, 9 Avenue, Sector-1-9 Islamabad
Tel: (051) 111-142-142 / 4432027
Email: cr@toyotacapital.com.pk

TOYOTA ISLAMABAD MOTORS

7, Khayaban-e-Suharwardy, G-6/1-1, Aabpara Islamabad
Tel: (051) 111-000-037 / 2877111 / 2270461-6
Email: info@toyota-islamabad.com

TOYOTA G.T. MOTORS

G-15/2 Main G.T. Road Islamabad
Tel: (051) 227860-64
Email: toyotagt@comsats.net.pk

TOYOTA FRONTIER MOTORS

Main University Road, Peshawar
Tel: (091) 111-235-236 / 5701002-5 / 5841 626
Email: info@tfm.com.pk

TOYOTA RAWAL MOTORS

Swan Camp, G.T. Road, Rawalpindi
Tel: (051) 4491400-5
Email: rawal@toyotarawal.com

TOYOTA AZAD MOTORS

Main Mohammad Road, Mirpur Azad Kashmir
Tel: (058610) 32803-5
Email: service@toyota-azad.com

TOYOTA D.I. KHAN MOTORS

North Circular Road, Dera Ismail Khan
Tel: (0966) 716792-3
Email: toyotadik@brain.net.pk

TOYOTA MARDAN MOTORS

Nowshera Road, Mardan
Tel: (0937) 73001-3
Email: toyotamardan@yahoo.com

TOYOTA ABBOTT MOTORS

KM 11, Neelay Pair, Mansehra Road Abbottabad, KPK
Phone: 00992-380882
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TOYOTA KHYBER MOTORS

Main Ring Road, Landi Arbab, Peshawar.
Phone: 091-2586931-34
Email: info@toyotakhyber.com

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