

Indus Motor Company Ltd.

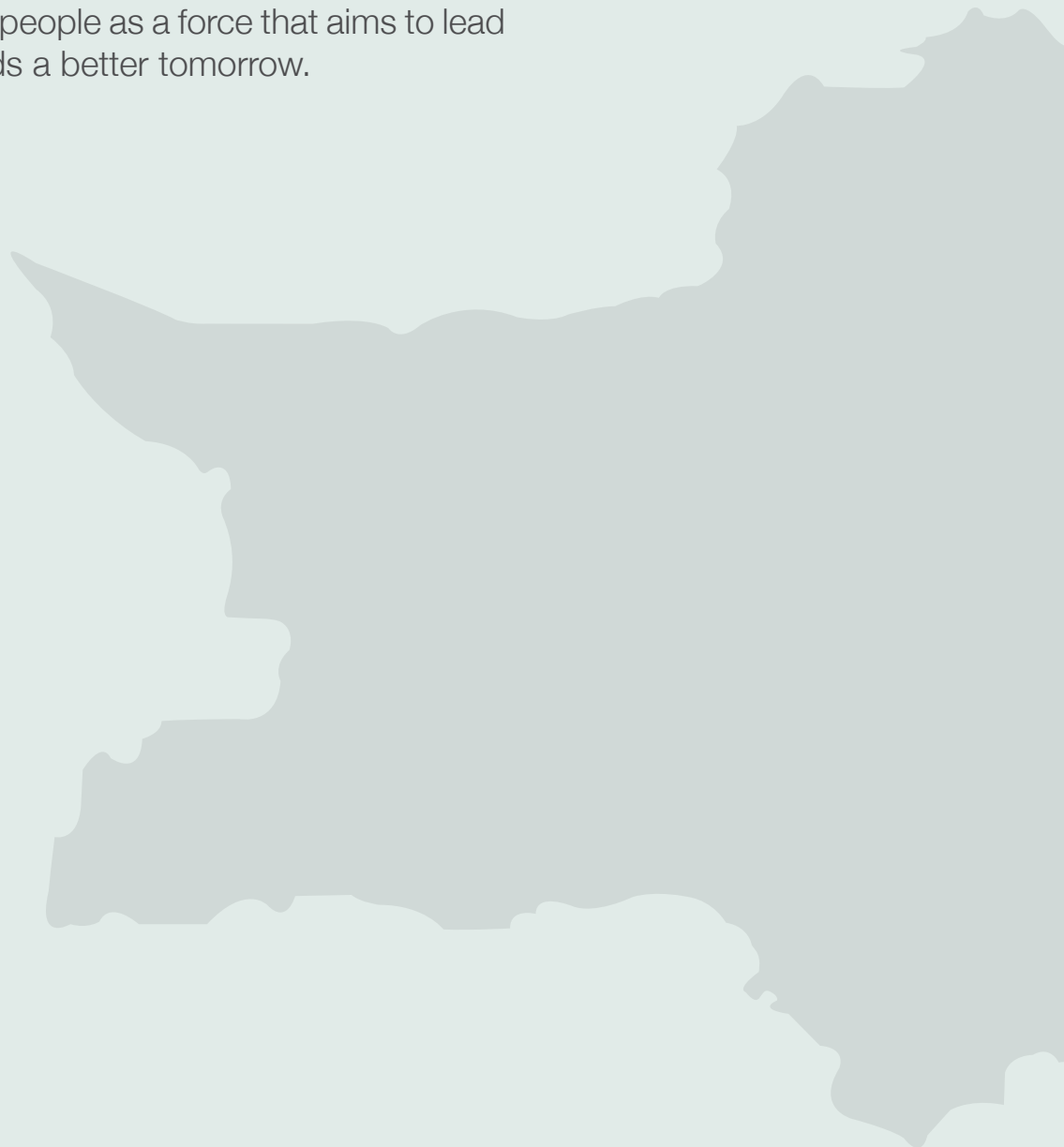
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2016  
annual report



# THINGS TO DO FOR PAKISTAN

At Indus Motor Company, we believe in setting goals that create value for Pakistan. As a good corporate citizen we strive to play an ever increasing role in our society by integrating our business, our society and our people as a force that aims to lead Pakistan towards a better tomorrow.





Delight people of Pakistan with mobility solutions



Improve Access to Education for the people of Pakistan



Make More and More of Our Cars in Pakistan



Extend a helping hand in times of need



Make Toyota Cars with the people of Pakistan



Promote a Cleaner, Greener Future

## Corporate Profile

IMC was incorporated in 1989 as a joint venture company between the 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 cars category, 'Hilux' in the light commercial vehicles segment and 'Fortuner' Sports Utility Vehicle.

The manufacturing facility and offices are located at a 105 acre site in Port Qasim, Karachi, while the product is delivered to end customers nationwide through a strong network of 43 independent 3S Dealerships spread across the country.

In its 26 years since inception, IMC has sold more than 600,000 CBU/CKD vehicles and has demonstrated impressive growth, in terms of volumetric increase from a modest beginning of 20 vehicles per day production in 1993 to 240 units daily at present through the development of human talent embracing the 'Toyota Way' of quality and lean manufacturing. Over the years, IMC has made large scale investments in enhancing its own capacity and in meeting customer requirements for new products. Today, Corolla is the largest selling automotive brand model in Pakistan and it also has the distinction of being # 1 in Toyota's Asian market.

The Company invests heavily in training its 2,700 plus workforce of team members and management employees and creating a culture of high performing empowered teams working seamlessly across processes in search of quality and continuous improvement. The core values of the Company encourage employees to pursue high standards of business ethics and safety; communicating candidly by giving bad news first and to respect people. The bi-annual TMC morale surveys show that employees rate IMC high on work environment and level of job satisfaction.

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



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# 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

# 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



Respect & Corporate Image

Customer Satisfaction

Production & Sales

Quality & Safety

Best Employer

Profitability

Act #

Action,  
Commitment,  
Teamwork





## Delight people of Pakistan With mobility solutions

IMC aims to delight customers with a diverse range of products and services. Through a vast dealership network stretching across Pakistan, we reach out to every corner of the country.

- Our Nationwide Dealership network comprises of 43 dealerships that deliver Toyota Products and Quality service to customers
- The T SURE facility facilitates customers in selling their cars, trading in a used Car for a new one and even purchasing a Certified Used Toyota vehicle





Introducing the all-new  
**Grande**  
1.6  
1.6

**Grande**

**WOW!**

**WOW!**

**Grande**

**TOYOTA SURE**  
Certified Used Vehicles



# 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, Habib Metropolitan Bank Limited, Metro Habib Cash and Carry Pakistan (Pvt.) Limited.

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



**Toshiya Azuma**  
**Vice Chairman**

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

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



**Parvez Ghias**  
**Chief Executive Officer**

Parvez Ghias is Chief Executive of Indus Motor Company Limited since 2005. 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 serves as an independent director on the boards of Standard Chartered Bank (Pakistan) Limited and Dawood Hercules Corporation 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**

Mr. 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 24 years he has spent in the cement industry and other GFG businesses, he has served as a member on the boards of various public and private sector institutions. Currently, he is a director of International Industries Limited, Madian Hydro Power Limited, Atlas Battery Limited, Faruque (Pvt.) Limited, and Greaves Pakistan (Pvt.) Limited.

He is an Electrical Engineering and Computer Science graduate from Princeton University, USA, and also holds an MBA degree (High Honors) from the University of Chicago.



**Farhad Zulficar**  
**Director**

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

He is a commerce graduate from the University of Karachi.

## Board of Directors



**Mohamedali R. Habib**  
**Director**

Mohamedali R. Habib is the Founding Director of Indus Motor Company Limited. He has been an Executive Director of Habib Metropolitan Bank Limited since 2004 and 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 holds a graduate degree in Business Management – Finance from Clark University, USA.



**Hiroyuki Fukui**  
**Director**

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

He is a graduate from Kyoto University, Japan.



**Masato Yamanami**  
**Director**

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

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



**Yoshiyuki Matsuo**  
**Director**

Yoshiyuki Matsuo was appointed as Director of Indus Motor Company Limited in January 2014 and also serves as Senior Director Manufacturing. He has been with Toyota Group since 1986 during which time he held various senior executive positions. He has vast experience in the areas of Production, Logistics, Plant Engineering and Quality Control at various Toyota plants in the world.

He is a graduate from the Nanzan University, Japan.



**Raza Ansari**  
**Director**

Raza Ansari was elected in October 2011 as a Director of the Company. He joined Indus Motor Company Limited in 1989 when the company was formed and served in various positions. Raza Ansari served as the Chief Executive of Shabbir Tiles and Ceramics Limited, a leading ceramic and porcelain tile manufacturer in the country. Currently he is a director on the board of Shabbir Tiles and Ceramics Limited.

He holds a degree of Bachelor of Science and a post graduate diploma in Business Administration.



## Make More and More of Our Cars in Pakistan

Since inception, IMC has pursued a rigorous localization program aimed at developing Pakistan's industrial base.

- A network of over 60 vendors supply locally manufactured parts that make up Toyota cars
- Over 27 Technical assistance agreements have been facilitated between world renowned manufactures and Pakistani vendors
- In FY 2015 -16, IMC procured more than 40 Billion Rupees worth of parts from local sources







EJ R/L  
SIDE INNER  
D#02180



# 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 committee consists of five 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, the CEO and Secretary.

## 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



# 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) 34720056  
Website: www.toyota-indus.com

## Chief Financial Officer

Mr. Mohammad Ibadullah

## Company Secretary

Ms. Anam Fatima Khan





### **Audit Committee Members**

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

### **Board Ethics Committee Members**

Mr. Farhad Zulficar (Chairman)  
Mr. Parvez Ghias  
Mr. Raza Ansari  
Ms. Anam Fatima Khan (Secretary)

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

Mr. Ali S. Habib (Chairman)  
Mr. Farhad Zulficar  
Mr. Toshiya Azuma  
Mr. Parvez Ghias  
Mr. Raza Ansari  
Mr. Faisal Muneeb Khan (Secretary)



# Shareholder Information

## Factory / Registered Office

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

## Share Registrar

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

## Annual General Meeting

The Annual General Meeting will be held at 9:30 a.m. on September 30, 2016 at the Institute of Chartered Accounts Pakistan, Karachi.

Shareholders as on September 17, 2016 are encouraged to participate and vote.

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

## Ownership

On June 30, 2016 there were 4,136 shareholders on record of the Company's ordinary shares.

## Dividend Payment

The proposal of the Board of Directors for dividend payment will be considered at the Annual General Meeting. The dividend warrants will be sent to persons listed in the register of members on September 17, 2016. Income Tax and Zakat will be deducted in accordance with the prevailing regulations.

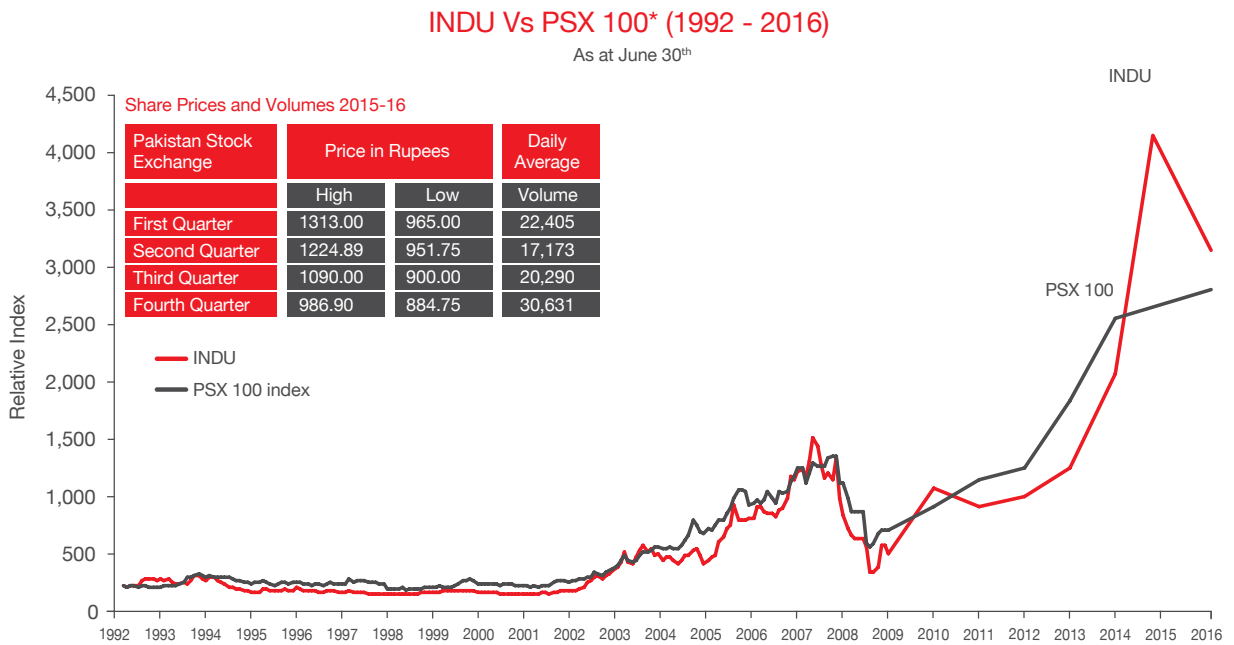
Shareholders who wish to have the dividend deposited directly in their bank accounts must submit their application to the Company's Share Registrar by September 26, 2016.

**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.



\*It represents KSE 100 index from 1992 to 2015

## Operating Highlights

### Net Revenues (Rs. in billion)

2016	<b>108.8</b>
2015	96.5

### Vehicle Production (Units)

2016	<b>64,096</b>
2015	56,888

### Vehicle Sales (Units)

2016	<b>64,584</b>
2015	57,387

### Earnings Per Share (Rs.)

2016	<b>145.7</b>
2015	115.9

Year ended June 30

		2016	2015
Profit after Tax	Rs in billion	11.5	9.1
Annual Cash Dividend Per Share	Rs	100.0	80.0
Shareholders' Equity	Rs in billion	27.6	24.0
Contribution to National Exchequer	Rs in billion	37.3	32.1
Manpower	No. of employees	2,765	2,322

# Financial Summary

For The Year:		% Change 2016 Vs 2015	Year ended June 30					
			2016	2015	2014	2013	2012	2011
Units sold		13%	64,584	57,387	34,470	38,517	55,060	50,943
Net revenues	Rs in billion	13%	108.8	96.5	57.1	63.8	77.0	61.7
Profit before tax	Rs in billion	23%	17.4	14.1	5.0	4.9	6.3	4.0
Profit after tax	Rs in billion	26%	11.5	9.1	3.9	3.4	4.3	2.7
Return on equity	Percentage	9%	41.5	37.9	19.4	19.0	25.3	19.4

## Per Share Data:

Earnings (EPS)	Rs	26%	145.7	115.9	49.3	42.7	54.7	34.9
Cash dividends	Rs	25%	100.0	80.0	29.5	25.0	32.0	15.0
Shareholders' equity	Rs	15%	351.5	305.8	253.4	225.1	216.5	179.6

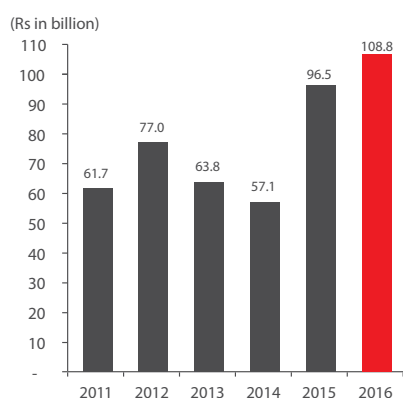
## At Year-End:

Total assets	Rs in billion	14%	57.5	50.4	26.1	25.1	27.6	26.8
Shareholders' equity	Rs in billion	15%	27.63	24.04	19.92	17.69	17.01	14.12

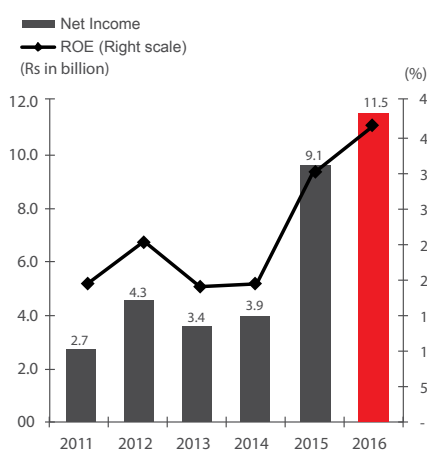
## Share Performance (June 30):

Price per share	Rs	-25%	939.5	1,249.0	537.9	311.0	245.1	220.0
Market capitalization	Rs in billion	-25%	73.8	98.2	42.3	24.4	19.3	17.3

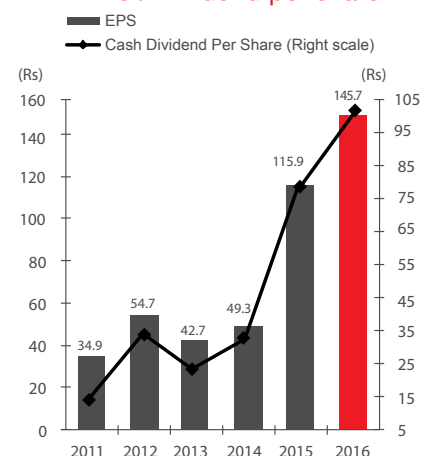
### Net Revenues



### Net Income / ROE



### EPS / Dividend per share



# Vertical Analysis

	2016	2015	2014	2013	2012	2011	2016	2015	2014	2013	2012	2011
<b>BALANCE SHEET</b>	------(Rs in million)-----						------(Percentage)-----					
Property, plant and equipment	4,919	5,184	6,032	2,742	3,472	4,224	8.55	10.29	23.10	10.92	12.59	15.74
Intangibles	19	10	1	-	1	2	0.03	0.02	0.00	-	0.00	0.01
Long-term loans and advances	4	11	29	131	6	12	0.01	0.02	0.11	0.52	0.02	0.04
Long-term investments	5,006	4,955	-	-	-	-	8.70	9.83	-	-	-	-
Long-term deposits	10	10	10	10	8	9	0.02	0.02	0.04	0.04	0.03	0.03
Deferred taxation	199	5	-	34	-	-	0.35	0.01	-	0.14	-	-
Stores and spares	154	179	142	154	178	190	0.27	0.35	0.54	0.61	0.65	0.71
Stock-in-trade	7,785	6,150	4,469	7,883	7,530	5,690	13.53	12.20	17.12	31.40	27.31	21.20
Trade debts	1,132	448	1,737	1,383	1,460	1,356	1.97	0.89	6.65	5.51	5.29	5.05
Loans and advances	1,125	1,221	1,006	1,558	945	926	1.96	2.42	3.85	6.21	3.43	3.45
Short-term prepayments	46	19	15	11	21	19	0.08	0.04	0.06	0.04	0.08	0.07
Accrued return	513	419	87	12	45	53	0.89	0.83	0.33	0.05	0.16	0.20
Other receivables	191	168	176	163	448	150	0.33	0.33	0.67	0.65	1.62	0.56
Short-term Investments	33,697	26,257	9,121	6,698	9,691	11,094	58.57	52.10	34.93	26.68	35.14	41.34
Taxation - payment less provision	-	-	1,216	131	-	399	-	-	4.66	0.52	-	1.49
Cash and bank balances	2,738	5,365	2,068	4,195	3,771	2,711	4.76	10.65	7.92	16.71	13.67	10.10
<b>Total Assets</b>	<b>57,537</b>	<b>50,399</b>	<b>26,111</b>	<b>25,106</b>	<b>27,576</b>	<b>26,835</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>
Issued, subscribed and paid up capital	786	786	786	786	786	786	1.37	1.56	3.01	3.13	2.85	2.93
Reserves	26,844	23,250	19,130	16,907	16,228	13,334	46.65	46.13	73.26	67.34	58.85	49.69
<b>Shareholders' Equity</b>	<b>27,630</b>	<b>24,036</b>	<b>19,916</b>	<b>17,693</b>	<b>17,014</b>	<b>14,120</b>	<b>48.02</b>	<b>47.69</b>	<b>76.27</b>	<b>70.47</b>	<b>61.70</b>	<b>52.62</b>
Deferred taxation	-	-	219	-	166	454	-	-	0.84	-	0.60	1.69
Trade, other payables and provisions	10,035	9,181	4,430	6,014	6,512	5,741	17.44	18.22	16.97	23.95	23.61	21.39
Advances from customers and dealers	19,127	16,193	1,546	1,399	3,824	6,520	33.24	32.13	5.92	5.57	13.87	24.30
Taxation - provision less payment	745	990	-	-	60	-	1.29	1.96	-	-	0.22	-
<b>Total Equity and Liabilities</b>	<b>57,537</b>	<b>50,399</b>	<b>26,111</b>	<b>25,106</b>	<b>27,576</b>	<b>26,835</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>
<b>PROFIT AND LOSS ACCOUNT</b>												
Net Sales	108,759	96,516	57,064	63,829	76,963	61,703	100.00	100.00	100.00	100.00	100.00	100.00
Cost of sales	91,027	82,272	51,270	57,972	70,401	57,614	83.70	85.24	89.85	90.82	91.47	93.37
<b>Gross profit</b>	<b>17,731</b>	<b>14,244</b>	<b>5,794</b>	<b>5,857</b>	<b>6,562</b>	<b>4,089</b>	<b>16.30</b>	<b>14.76</b>	<b>10.15</b>	<b>9.18</b>	<b>8.53</b>	<b>6.63</b>
Distribution costs	1,061	996	794	814	820	690	0.98	1.03	1.39	1.28	1.07	1.12
Administrative expenses	931	799	635	644	628	463	0.86	0.83	1.11	1.01	0.82	0.75
Other operating expenses	144	119	52	66	45	60	0.13	0.12	0.09	0.10	0.06	0.10
WPPF and WWF	1,285	1,052	372	370	471	296	1.18	1.09	0.65	0.58	0.61	0.48
Operating income	3,164	2,907	1,113	1,038	1,776	1,508	2.91	3.01	1.95	1.63	2.31	2.44
Finance costs	77	52	38	31	61	77	0.07	0.05	0.07	0.05	0.08	0.12
<b>Profit before taxation</b>	<b>17,397</b>	<b>14,133</b>	<b>5,016</b>	<b>4,970</b>	<b>6,313</b>	<b>4,011</b>	<b>16.00</b>	<b>14.64</b>	<b>8.79</b>	<b>7.79</b>	<b>8.20</b>	<b>6.50</b>
Taxation	5,943	5,022	1,143	1,612	2,010	1,268	5.46	5.20	2.00	2.53	2.61	2.06
<b>Profit after taxation</b>	<b>11,455</b>	<b>9,110</b>	<b>3,873</b>	<b>3,358</b>	<b>4,303</b>	<b>2,743</b>	<b>10.53</b>	<b>9.44</b>	<b>6.79</b>	<b>5.26</b>	<b>5.59</b>	<b>4.45</b>



# Horizontal Analysis

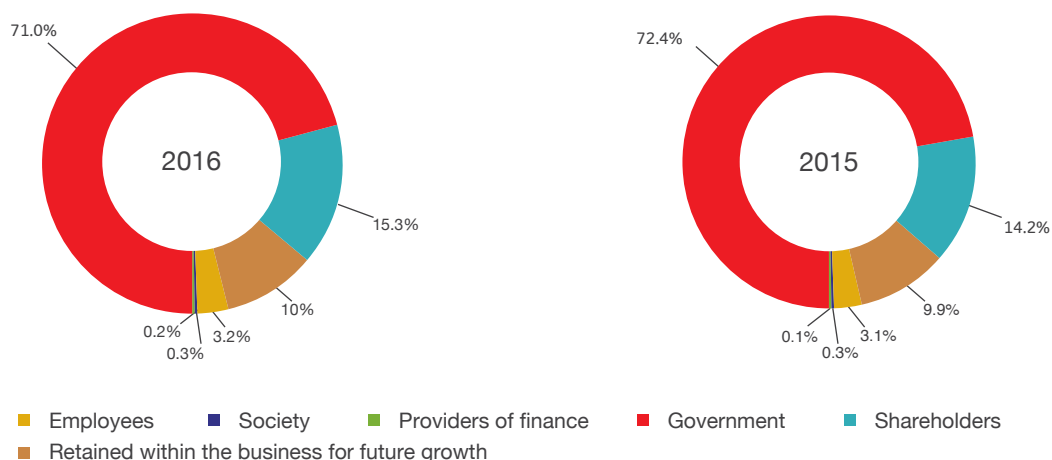
	2016	2015	2014	2013	2012	2011	2016 vs 2015	2015 vs 2014	2014 vs 2013	2013 vs 2012	2012 vs 2011
<b>BALANCE SHEET</b>	(Rs in million)						(Percentage)				
Property, plant and equipment	4,919	5,184	6,032	2,742	3,472	4,224	(5.11)	(14.07)	119.99	(21.02)	(17.80)
Intangibles	19	10	1	-	1	2	98.32	872.70	-	(100.00)	(50.00)
Long-term loans and advances	4	11	29	131	6	12	(65.81)	(62.25)	(77.62)	2,088.95	(50.00)
Long-term investments	5,006	4,955	-	-	-	-	1.03	-	-	-	-
Long-term deposits	10	10	10	10	8	9	2.91	-	-	20.84	(11.11)
Deferred taxation	199	5	-	34	-	-	3,651.10	102.42	(737.48)	120.69	-
Stores and spares	154	179	142	154	178	190	(14.02)	26.08	(7.82)	(13.67)	(6.32)
Stock-in-trade	7,785	6,150	4,469	7,883	7,530	5,690	26.58	37.61	(43.30)	4.69	32.34
Trade debts	1,132	448	1,737	1,383	1,460	1,356	152.75	(74.23)	25.64	(5.29)	7.67
Loans and advances	1,125	1,221	1,006	1,558	945	926	(7.79)	21.33	(35.43)	64.86	2.05
Short-term prepayments	46	19	15	11	21	19	140.60	26.62	38.36	(48.58)	10.53
Accrued return	513	419	87	12	45	53	22.57	379.46	618.67	(72.99)	(15.09)
Other receivables	191	168	176	163	448	150	14.04	(4.51)	7.71	(63.59)	198.67
Short-term Investments	33,697	26,257	9,121	6,698	9,691	11,094	28.34	187.86	36.18	(30.88)	(12.65)
Taxation - payment less provision	-	-	1,216	131	-	399	-	(181.41)	825.96	318.94	(115.04)
Cash and bank balances	2,738	5,365	2,068	4,195	3,771	2,711	(48.98)	159.44	(50.70)	11.25	39.10
<b>Total Assets</b>	<b>57,537</b>	<b>50,399</b>	<b>26,111</b>	<b>25,106</b>	<b>27,576</b>	<b>26,835</b>	<b>14.16</b>	<b>93.02</b>	<b>4.00</b>	<b>(8.96)</b>	<b>2.76</b>
Issued, subscribed and paid up capital	786	786	786	786	786	786	-	-	-	-	-
Reserves	26,844	23,250	19,130	16,907	16,228	13,334	15.46	21.54	13.14	4.19	21.70
<b>Shareholders' Equity</b>	<b>27,630</b>	<b>24,036</b>	<b>19,916</b>	<b>17,693</b>	<b>17,014</b>	<b>14,120</b>	<b>14.95</b>	<b>20.69</b>	<b>12.56</b>	<b>3.99</b>	<b>20.50</b>
Deferred taxation	-	-	219	-	166	454	-	(102.42)	737.48	(120.69)	(63.44)
Trade, other payables and provisions	10,035	9,181	4,430	6,014	6,512	5,741	9.31	107.22	(26.33)	(7.65)	13.43
Advances from customers and dealers	19,127	16,193	1,546	1,399	3,824	6,520	18.12	947.60	10.51	(63.42)	(41.35)
Taxation - provision less payment	745	990	-	-	60	-	(24.78)	181.41	-	(318.94)	115.04
<b>Total Equity and Liabilities</b>	<b>57,537</b>	<b>50,399</b>	<b>26,111</b>	<b>25,106</b>	<b>27,576</b>	<b>26,835</b>	<b>14.16</b>	<b>93.02</b>	<b>4.00</b>	<b>(8.96)</b>	<b>2.76</b>
<b>PROFIT AND LOSS ACCOUNT</b>											
Net Sales	108,759	96,516	57,064	63,829	76,963	61,703	12.68	69.14	(10.60)	(17.07)	24.73
Cost of sales	91,027	82,272	51,270	57,972	70,401	57,614	10.64	60.47	(11.56)	(17.65)	22.19
<b>Gross profit</b>	<b>17,731</b>	<b>14,244</b>	<b>5,794</b>	<b>5,857</b>	<b>6,562</b>	<b>4,089</b>	<b>24.48</b>	<b>145.86</b>	<b>(1.08)</b>	<b>(10.74)</b>	<b>60.48</b>
Distribution costs	1,061	996	794	814	820	690	6.51	25.52	(2.54)	(0.70)	18.84
Administrative expenses	931	799	635	644	628	463	16.54	25.85	(1.45)	2.54	35.64
Other operating expenses	144	119	52	66	45	60	20.42	129.67	(21.43)	47.09	(25.00)
WPPF and WWF	1,285	1,052	372	370	471	296	22.15	182.91	0.54	(21.44)	59.12
Operating income	3,164	2,907	1,113	1,038	1,776	1,508	8.86	161.09	7.27	(41.56)	17.77
Finance costs	77	52	38	31	61	77	48.93	35.63	24.59	(49.67)	(20.78)
<b>Profit before taxation</b>	<b>17,397</b>	<b>14,133</b>	<b>5,016</b>	<b>4,970</b>	<b>6,313</b>	<b>4,011</b>	<b>23.10</b>	<b>181.72</b>	<b>0.94</b>	<b>(21.28)</b>	<b>57.39</b>
Taxation	5,943	5,022	1,143	1,612	2,010	1,268	18.32	339.38	(29.10)	(19.79)	58.52
<b>Profit after taxation</b>	<b>11,455</b>	<b>9,110</b>	<b>3,873</b>	<b>3,358</b>	<b>4,303</b>	<b>2,743</b>	<b>25.74</b>	<b>135.20</b>	<b>15.37</b>	<b>(21.97)</b>	<b>56.87</b>

# Statement of Value Addition

For The Year Ended June 30, 2016

	2016		2015	
	Rupees in '000	%	Rupees in '000	%
<b>Wealth Generated</b>				
Gross revenue	131,047,204	97.6%	116,339,212	97.6%
Other income	3,164,440	2.4%	2,906,797	2.4%
	<u>134,211,644</u>	100.0%	<u>119,246,009</u>	100.0%
Bought in material and services and other expenses	82,868,614	61.7%	74,992,374	62.9%
	<u>51,343,030</u>	38.3%	<u>44,253,635</u>	37.1%
<b>Wealth Distributed</b>				
<b>Employees</b>				
Salaries, wages and other benefits	1,626,473	3.2%	1,365,035	3.1%
<b>Society</b>				
Donations towards education, health and environment	140,996	0.3%	116,726	0.3%
<b>Providers of Finance</b>				
Finance cost	77,271	0.2%	51,883	0.1%
<b>Government</b>				
Income tax, sales tax, excise duty, customs duty, WWF and WPPF	36,477,914	71.0%	32,065,654	72.4%
<b>Shareholders</b>				
Dividend	7,860,000	15.3%	6,288,000	14.2%
<b>Retained Within The Business For Future Growth</b>				
Retained earnings, depreciation and amortisation	5,160,376	10.0%	4,366,337	9.9%
	<u>51,343,030</u>	100.0%	<u>44,253,635</u>	100.0%

### Distribution Of Wealth





# Statement of Compliance with the Code of Corporate Governance

This statement is being presented to comply with the Code of Corporate Governance (“Code”) contained in Regulation No. 5.19.23 of listing regulations of Pakistan Stock Exchange Limited for the purpose of establishing a framework of good governance, whereby a listed company is managed in compliance with the best practices of corporate governance.

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

1. At the year ended June 30, 2016, the Board consists of the following Non-Executive, Independent and Executive Directors:

#### Non Executive Directors

Mr. Ali S. Habib	Chairman
Mr. Hiroyuki Fukui	Director
Mr. Masato Yamanami	Director
Mr. Farhad Zulficar	Director
Mr. Mohamedali R. Habib	Director
Mr. Raza Ansari	Director

#### Executive Directors

Mr. Toshiya Azuma	Vice Chairman
Mr. Parvez Ghias	Chief Executive
Mr. Yoshiyuki Matsuo	Senior Director Manufacturing

#### Independent Director

Mr. Azam Faruque

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

2. The Directors have confirmed that none of them is serving as a director in more than seven listed companies, including this Company.
3. 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 NBFI or, being a member / broker of a stock exchange, has been declared as a defaulter by that stock exchange.
4. Two casual vacancies occurred on the Board on January 12, 2016 and May 01, 2016, that were duly filled by up the Directors on the same day.
5. The Company has prepared a “Code of Conduct” and has ensured that appropriate steps are taken to disseminate it throughout the Company along with its supporting policies and procedures.
6. The Board has adopted a Vision / Mission statement, overall corporate strategy and significant policies of the Company prepared by the management. A complete record of particulars of significant policies along with the dates on which they were approved or amended has been maintained.
7. All the powers of the Board have been duly exercised and decisions on material transactions, including appointment and determination of remuneration and terms and conditions of employment of the Chief Executive (CEO), other executive directors and non-executive directors have been taken by the Board.
8. The meetings of the Board were presided over by the Chairman and the Board met at least once in every quarter. Written notices of the Board meetings, along with agenda and working papers, were circulated at least seven days before the meetings. The minutes of the meetings were appropriately recorded and circulated.
9. During the year, the Board has arranged orientation courses for the Directors. During the year, two more Directors have obtained certificate of Directors Training Course from the Pakistan Institute of Corporate Governance (PICG).

10. The Board has approved the appointment of Chief Financial Officer (CFO) alongwith remuneration and terms and conditions of employment. During the year, there were no changes in the position of the Company Secretary and Head of Internal Audit.
11. The Directors' Report for this year has been prepared in compliance with the requirements of the Code and fully describes the salient matters required to be disclosed.
12. The financial statements of the Company were duly endorsed by the CEO and the CFO before approval by the Board.
13. The Directors, CEO and Executives do not hold any interest in the shares of the Company other than that disclosed in the pattern of shareholding.
14. The Company has complied with all the corporate and financial reporting requirements of the Code.
15. The Board has formed an Audit Committee. It comprises of six members, including five Non-Executive Directors and one Independent Director.
16. The meetings of the Audit Committee were held at least once every quarter prior to approval of interim and final results of the Company, as required by the Code. The terms of reference of the committee have been approved by the Board and advised to the committee for compliance.
17. The Board has formed a Human Resource and Remuneration Committee. It comprises of five members, of whom three are non-executive directors, including the Chairman of the committee.
18. The Board has set-up an effective internal audit function within the Company who are considered to be suitably qualified and experienced for the purpose and are conversant with the policies and procedures of the Company.
19. The statutory auditors of the Company have confirmed that they have been given a satisfactory rating under the quality control review programme of the Institute of Chartered Accountants of Pakistan (ICAP), that they or any of the partners of the firm, their spouses and minor children do not hold shares of the Company and that the firm and all its partners are in compliance with International Federation of Accountants (IFAC) guidelines on Code of Ethics as adopted by ICAP.
20. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the listing regulations and the auditors have confirmed that they have observed IFAC guidelines in this regard.
21. The 'closed period', prior to the announcement of interim / final results, and business decisions, which may materially affect the market price of Company's securities, was determined and intimated to directors, employees and stock exchange.
22. Material / prices sensitive information has been disseminated among all market participants at once through stock exchange.
23. The Board of Directors have put in place a mechanism for undertaking annual evaluation of the performance of the Board.
24. The related party transactions have been placed before the Audit Committee and approved by the Board of Directors.
25. We confirm that all other material principles enshrined in the Code have been complied with.

Karachi,  
August 25, 2016.



**Parvez Ghias**  
Chief Executive



**Toshiya Azuma**  
Vice Chairman & Director

# Directors' Report

The Directors of Indus Motor Company Limited take pleasure in presenting Directors' Report, together with the Accounts of the Company for the year ended June 30, 2016 and recommends the following appropriations:

	2016	2015
	(Rupees in '000)	
<b>Profit After Taxation</b>	<b>11,454,940</b>	9,110,251
Other Comprehensive (Loss) / Income for the year	(851)	717
Un-appropriated Profit brought forward	<u>57,970</u>	<u>235,002</u>
	<b>11,512,059</b>	9,345,970
<b>Appropriations</b>		
1st Interim Dividend @ 200% i.e. Rs. 20 per share (2015: NIL)	<b>1,572,000</b>	-
2nd Interim Dividend @ 200% i.e. Rs. 20 per share (2015 200% i.e. Rs. 20 per share)	<b>1,572,000</b>	1,572,000
3rd Interim Dividend @ 200% i.e. Rs. 20 per share (2015: 200% i.e. Rs. 20 per share)	<b>1,572,000</b>	1,572,000
Unappropriated Profit Carried Forward	<u>4,716,000</u>	<u>3,144,000</u>
	<b>6,796,059</b>	6,201,970
<b>Subsequent Effects</b>		
Proposed Final Dividend @ 400% i.e. Rs. 40 per share (2015: 400% i.e. Rs. 40 per share)	<b>3,144,000</b>	3,144,000
Transfer to General Reserves	<u>3,600,000</u>	<u>3,000,000</u>
	<b>6,744,000</b>	<u>6,144,000</u>
Basic and Diluted Earnings Per Share	<u>145.74</u>	<u>115.91</u>

## Code of Corporate Governance

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

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

### Key Operating and Financial Data

The Key Operating and Financial Data is mentioned on pages 108 to 109 of the Annual Report.

### Appointment of Auditors

The existing auditors, M/s A.F. Ferguson & Co., Chartered Accountants retire and being eligible, offer themselves for re-appointment. The Directors endorse the recommendation of the Audit Committee for re-appointment of A.F. Ferguson & Co, as the auditors for the financial year ending 2017.

### Chairman's Review

The Directors of the Company endorse the contents of the Chairman's Review dealing with the Company's performance, major activities carried out during the year and the future outlook of the Company.

### Investments of Retirement Benefit Funds

The value of Investments held in the retirement benefit funds at the year ended 30 June, 2016, is as follows:

	2016 (Unaudited)	2015 (Audited)
	(Rupees in '000)	
Indus Motor Company Limited Employees' Provident Fund	633,674	542,180
Indus Motor Company Limited Employees' Pension Fund	325,508	287,481

### Government Levies

Government levies outstanding as at June 30, 2016 have been disclosed in Note No. 19 to the Financial Statements.

### Board of Directors Meetings

A total of Five (05) meetings of the Board of Directors were held during 12 month period from July 01, 2015 to June 30, 2016.

Name of Directors	Number of Meetings Attended
Mr. Ali S. Habib	5
Mr. Toshiya Azuma / Mr. Keiichi Murakami [Former Director]	4
Mr. Parvez Ghias	5
Mr. Yoshiyuki Matsuo	5
Mr. Azam Faruque	5
Mr. Mohamedali R. Habib	4
Mr. Hiroyuki Fukui / K. Tanada [Former Director] / [Mr. T. Azuma /Mr. Y. Tokuda, Alternate]	5
Mr. Masato Yamanami [Mr. O. Yoneyama / Mr. K. Sotowa, Alternate]	5
Mr. Farhad Zulficar	3
Mr. Raza Ansari	5

During the year, Mr. Keiichi Murakami resigned as Director and Vice Chairman with effect from January 12, 2016 and Mr. Toshiya Azuma was appointed as Director and Vice Chairman with effect from January 12, 2016. Furthermore, Mr. Kyoichi Tanada resigned as Director with effect from May 01, 2016 and Mr. Hiroyuki Fukui was appointed as Director with effect May 01, 2016.

### Board Audit Committee

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

The Committee meets at least once every quarter and assists the Board in fulfilling its oversight responsibilities. A total of Four (04) Board Audit Committee meetings were held during the 12 month period from July 01, 2015 to June 30, 2016. Attendance at the Board Audit committee Meeting by each Director / Member is as follows:

Name of Directors	Number of Meetings Attended
Mr. Mohamedali R. Habib	4
Mr. Farhad Zulficar	3
Mr. Azam Faruque	4
Mr. Hiroyuki Fukui / K. Tanada [Former Director] [Mr. T. Azuma /Mr. Y. Tokuda, Alternate]	2
Mr. Masato Yamanami [Mr. O. Yoneyama / Mr. K. Sotowa, Alternate]	4
Mr. Raza Ansari	3

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

### Trading of Shares of the Company

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

### Pattern of Shareholding

The Pattern of Shareholding of the Company as at June 30, 2016 is given on pages 105 to 107.

Karachi,  
August 25, 2016



**Parvez Ghias**  
Chief Executive



**Toshiya Azuma**  
Vice Chairman & Director



## Make Toyota Cars with the people of Pakistan

IMC provides employment opportunities to a wide range of people, and equips them with the skills and the knowledge required for excelling in their respective Job area. Developing people is a prime goal for IMC, and more than 2 million man hours' worth of training is provided to our people.

- The Apprenticeship Program of IMC recruits people from grassroots levels and transforms them into highly skilled workforce. Almost 250 batches of Apprentices have been trained so far.
- The Trainee Engineer Program develops graduates with technical backgrounds into highly talented engineers who develop and operate the Toyota Production system.
- Management Trainee Program offers opportunities to business graduates to develop decisions making and leadership skills and facilitate the organization's business objectives.
- ACCA Trainee program provides first hand professional experience to ACCA students in a dynamic business environment and facilitates experiential learning.







بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Ali S. Habib



## Chairman's Review

"I welcome you to this 27<sup>th</sup> Annual General Meeting of your company and it is my pleasure to present to you the Company's performance for the year ended June 30, 2016."



- Industry Review
- Company Review
- Marketing
- Customer Relations
- Customer First (Parts and Service)
- Safety Health and Environments
- Human Resources
- Operations
- Corporate Social Responsibility
- Strategy Moving Forward

## Industry Review

2015–16 was another exciting year for the automotive industry with domestic automakers and parts suppliers relentlessly pushing their production capacities to meet the growing market demand and achieving an all-time high volume of 217,679 in locally manufactured units, recording growth of 21% compared to 179,953 units sold last year.

An air of positive consumer sentiment driven mainly on account of favorable macroeconomic indicators of falling interest and inflation rates, record inward home remittances, drop in fuel prices and stability in the retail selling prices of cars, coupled with the improving law and order situation across the country caused demand for passenger cars to remain robust throughout the year with Toyota Corolla leading the momentum. There was a modest drop in volume of Light Commercial Vehicles following culmination of the Punjab Government's 'Apna Rozgar Scheme' in early 2016. It is credible that the entire value chain stepped up effectively to meet the market demand despite inadequacies of persisting power outages



Team member assembling engine at the Engine Shop



Press parts lining off from IMC in house Press Shop

and Karachi's poor road infrastructure that continues to unnecessarily burden and add to the cost of doing business in the country.

The relative stability in car prices over 18 months was broken following a surprise announcement by the GOP of 1% increase in the customs duties in December 2015 to bridge the fiscal deficit and it compelled all automakers to pass a portion of this impact to the consumers. Despite the three years age limitation, a total of 54,000 used vehicles entered the country, up 80% over 30,000 imported last year and much to the detriment of the future growth prospects of the indigenous industry.

The long awaited Automotive Development Policy ("ADP") was finally announced in March 2016. Ironically, a study on the Pakistan auto market conducted by LUMS with the support of the World Bank was rolled out soon thereafter with the policy makers missing out on benefitting from many of the positive conclusions of this research.

We deeply appreciate that the new ADP lays out a definitive roadmap of tariff structure for the entire value chain. The Government's intention to strengthen and grow the indigenous auto production to meet the growing country demand and stimulate competitive environment by offering incentives to the new entrants is particularly heartening.

Regrettably, the new policy is devoid of any incentives for the existing, and new entrants of auto parts manufacturers who are the backbone of the industry

and generate enormous employment, value addition and foreign exchange savings. Furthermore, certain aspects of the ADP appear to have been introduced in haste and lacking on thought, such as mandatory installations of immobilizer without allowing adequate time for its implementation. We welcome the obligation imposed on OEMs to make interest payments to customers for advances received for vehicles not delivered beyond a certain period. It is worth noting that IMC was the first OEM to initiate practice of partial payment to secure customer commitment and the amount of this advance payment is substantially below the threshold defined in the new ADP. We believe a well-defined procedure needs to be quickly put in place to ensure fair and transparent compliance of this issue.

In the past, IMC has extensively commented on the extremely complex and consumer unfriendly sales and distribution regime prevalent in the country, due to the myriad of turnover taxes and withholding taxes which prevents the industry from selling vehicles on wholesale to the dealers, who in turn could then retail to customers, as is practiced globally. It is unfortunate this aspect was not addressed in the 2016-17 fiscal budget and we will continue to pursue it with the Government to create an environment that is more efficient and customer friendly.

We wish to place on record our strong appreciation of the Federal Government and in particular, the Finance Minister's personal efforts to document the economy and provide concessionary rates of withholding tax for filers as opposed to non-filers.

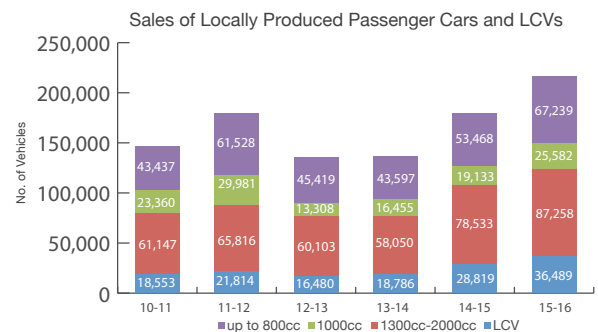


Team member welding sheet metal parts

We fully support all actions to broaden the taxpayers' base in our economy, so that the burden of taxes on the compliant taxpayers is reduced. We recommend that the disproportionate load placed on the formal corporate sector for collection of taxes of withholding nature is reviewed as it is becoming increasingly complex to manage and is adding significantly to the cost of doing business in the country.

The prevalent concessionary structure of duties and valuations for used vehicles requires realignment with the actual prices of these vehicles in order to create a level playing field in the local industry to bolster the confidence of investors. It would also help ensure the Government receives its fair share of revenue instead of losing billions of Rupees annually due to significantly lower valuation on both used vehicles and auto parts.

The government would do well to embrace good governance as a key driver for the public policy agenda for long term industrial growth. Regrettably, the lack of commitment to shoulder this responsibility and implement good governance has plagued the Parts business, where malpractices of under-invoicing and incorrect declaration of imported auto parts by unprincipled importers continues unabated creating further difficulties for the genuine and legitimate parts manufacturers and distributors.







A Toyota Shell body in advanced stage of completion



Team Member installing wheels on a Corolla

## Company Review

While the upbeat consumer sentiment augured well for the whole auto industry, Al-hamdulillah the fiscal year ending June 2016 was another landmark period for the company with new accomplishments and new records set for production, sales and earnings.

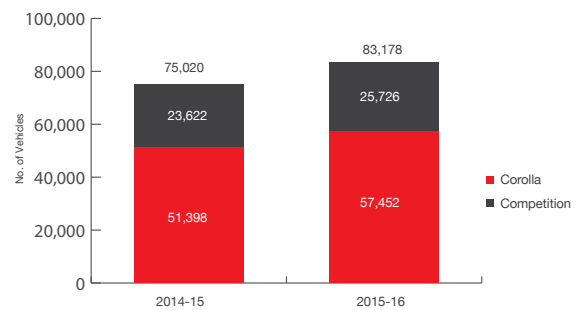
### CKD & CBU Business

The company sales of Toyota brand vehicles (CKD and CBU) registered a robust growth of 13% to 64,584 units, compared to 57,387 units sold during the same period last year. The sales volume achieved during the year resulted in a 30% market share.

### CKD Passenger Cars: Small High Segment

Our CKD passenger car segment performed well with customers showing strong confidence in Corolla's superior quality and the ability to deliver more value for their money. Minor specification improvements including keyless entry, immobilizer, additional air bag, auto air conditioner, and a combination thereof, made in most of the variants were well appreciated by the customers and intensified their strong preference for the Corolla brand.

The demand was robust throughout the year and the company, in order to minimize delivery time of the valued customers, operated the manufacturing facilities beyond design capacity running production lines on daily overtime and working off Saturdays. The Corolla sales at 57,452 units is a new record, up 12% over 51,398 units sold last year, which itself is an all time high volume given the first full year of the new model launch.







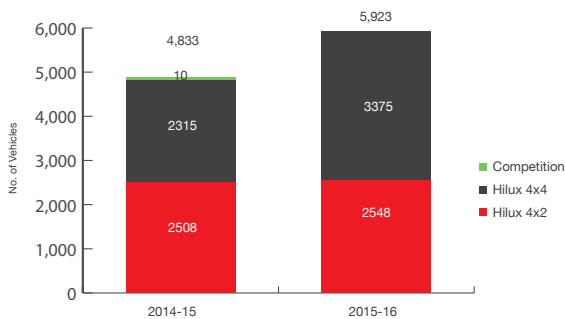
IMC Team Members at the Commercial Vehicle Assembly Line



Applying finishing touches to a Hilux Single cabin pickup

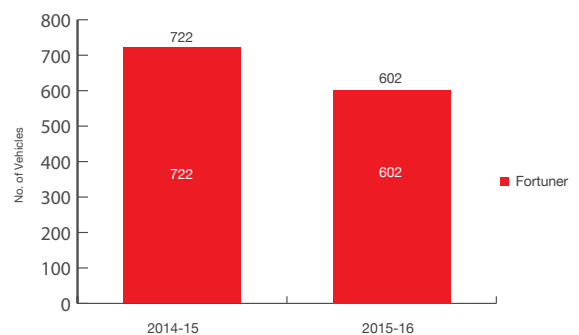
### CKD Light Commercial | Pickup Segment

There was an equally strong demand particularly from the fleet users for our single cabin (4x2 and 4x4) and double cabin (4x4) variants of Hilux. The combined sales of all LCV variants grew 23% to 5,923 units compared to 4,823 units achieved during 2014-15. The company launched two new variants, Vigo GX Plus and Vigo TRD providing superior structural rigidity that captured tremendous appeal from customers. Our current line of Hilux vehicles is in a run out phase and we expect to launch the new generation model later in 2016.



### CKD SUV Segment

Influx of imported used SUVs enjoying extraordinary duty and tax concessions restricted demand of the locally made Toyota Fortuner to 602 units compared to 722 units sold last year. A new variant TRD5 was launched during the year with attractive features, which enhanced the value proposition and remains in good demand. Later in the year, the company plans to introduce the new generation model of Fortuner which is expected to do well capturing the attention of exclusive high end customer.

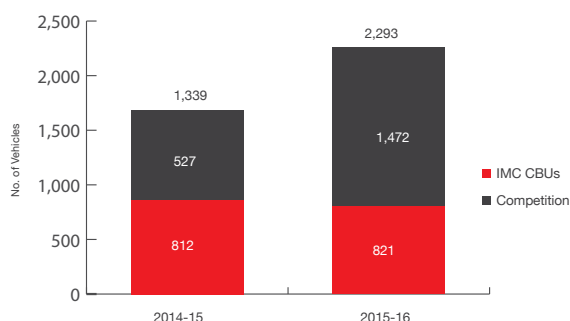




A Hilux Pickup line off from the Production line

**CBU Segment**

Market for new CBU vehicles remains clouded, with extraordinary concessions allowed to imported used hybrid vehicles entering the country unabated and in total violation and misuse of schemes intended for overseas Pakistanis. During the year, the industry sold 2,284 units of new CBU, in which our share was 36% or 821 units represented by Toyota’s Prius, Land Cruiser, Hiace and Avanza, while as many as 54,000 used CBU vehicles entered the country.



Toyota Prius hybrid was introduced in 2014 with complete after sales support nationwide. Though we benefited from a one-time fleet order from the National Motorway Police during 2015-16, however, individual customers generally shied away from purchase of new Prius vehicles due to a tax anomaly disadvantage. While the 50% concessionary rate of custom duty is applicable to both new and used hybrid vehicles, the full rate of sales tax is applied on sales made by IMC to its customers, whereas used Prius sold by traders is relieved from this tax burden. This inconsistency still persists and hurts our business. We propose the government reconsider

its strategy and introduce more fuel-efficient vehicle schemes as Eco-Car in Thailand and Indonesia.

We reiterate our earlier request to the Government to abolish the 50% regulatory duty on high-end vehicles as it is punitive in nature, and causes a drop in volume. A lower duty will create increased demand for legally imported CBUs and yield greater revenues to the exchequer and benefit the overall economy.

**Business Results**

2015-16 was another year of spectacular growth for the company with all functions displaying vibrant team effort focused at delivering on customer expectations. An environment of macroeconomic stability and rising investor confidence fuelled the momentum and 11th generation Corolla, now in its second full year of market presence, remained in strong demand.

The combined sale of Toyota CKD and CBU vehicles increased by 13% to reach an all-time high of 64,584 units compared to 57,387 units sold last year. Our market share in the locally manufactured vehicles segment declined from 32% to 30% due to plant capacity constraints.

In order to fulfill the overwhelming market demand and reduce vehicle delivery cycle time, the company operated its manufacturing facilities at full capacity throughout the year, undertaking daily overtime and working off Saturdays to minimize impact of time lag on customers. It also enabled us to set a new production record of 64,096 units compared to 56,888 units achieved last year.



A batch of newly Made Corolla vehicles awaiting dispatch

The robust operating environment also enabled the company to post new records on the financial front with gross sales revenue of Rs 131 billion, up 13% compared to Rs116 billion for the year ended June 2015, while profit after tax grew 26% to Rs 11.5 billion from Rs 9.1 billion posted for same period last year. The increase in earnings is mainly attributable to an additional sales volume of 7,197 units, improvement in operational efficiencies and tighter control over fixed costs.

#### **Dividend**

The Company achieved a return on Equity of 41% for the FY 2015-16 (FY2014-15: 38%). Based on the results, the Board of Directors is pleased to propose a final dividend of Rs 40 per share, making the total dividend of Rs 100 per share compared to Rs 80 per share last year. An amount of Rs 3.6 billion is recommended for appropriation to the general reserve to be utilized for continuing growth and plant capacity expansion.

#### **Contribution to the National Exchequer**

In FY 2015-16, the Company contributed a sum of Rs 37 billion to the national exchequer, which amounts to about 1.2% 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 280 billion.

#### **Inquiry by the Competition Commission of Pakistan**

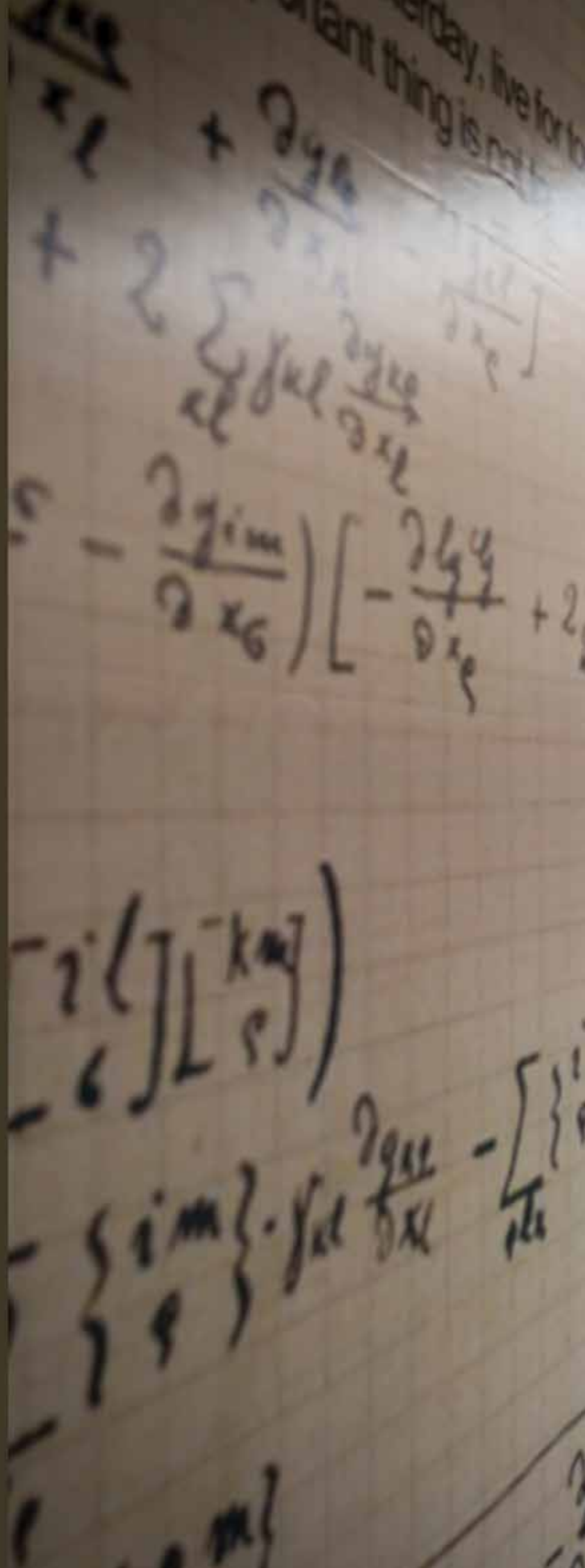
In late June 2015, the office of Cartels and Trade Abuse at the Competition Commission of Pakistan initiated an inquiry under Section 37(1) of the Competition Act 2010, and has requested the Company to furnish certain information that has already been provided by us. We remain committed to co-operating with the Commission and expect a favorable ruling in this regard.



## Improve Access to Education for the people of Pakistan

IMC supports several educational initiatives aimed at improving access to education for the people

- Toyota Goth Education program partners with The Citizen Foundation to provide education opportunities to rural communities in neighboring areas.
- Toyota Technical Education Program imparts vocational training to develop skilled workforce for the country that serves manufacturing industries at home and abroad
- IMC has supported the establishment of Habib University, a world class multidisciplinary institution that provides unique curriculum with a liberal art core.





Handwritten notes on a wall, including the name "Albert Einstein" and mathematical expressions such as  $\left(\frac{200}{80}\right) \times 11$  and  $\left(\frac{200}{80}\right) = 5$ .





The newly inaugurated dealership  
Toyota Jinnah Motors in Lahore



Customer Receiving a Certified pre owned  
Toyota vehicle from IMC T Sure facility

## Marketing

Toyota strives to create value for customers across generations. Through interactive research, consumer studies and global trends analysis, we strive to create value for our customers who in turn reward us with their loyalty and preference for Toyota brand of vehicles. Our promise of making always better cars has gone beyond the traditional business model to selling cars that offer peace of mind and a unique buying experience to the joy and comfort of owning and driving a Toyota vehicle.

With ever evolving tastes and preferences, we strive to continually listen to the voice of customers and incorporate their feedback as was done through introduction of the following new features in our offerings during the year:

- Corolla: attractive additions included chrome fog lamp garnish, 15" aluminum wheels with colored wheel discs, body colored mud flaps, interior fitted with ivory floor mats, auto air conditioner, meter sweep, immobilizer, front passenger airbag, leather-stitched electric power steering with switches.
- Hilux: attractive two tone sand beige interior, head lamps, chrome rear bumper, alloy rims, chrome grill, 7" in-car infotainment system, steering audio switches and fingertip control in the steering.

### Toyota SURE

In line with Toyota's Global strategy to create more value and form lasting relationships with the customers, the business of certified used vehicles offering trade-ins and valuations was restructured and rebranded as Toyota SURE in 2014, which

provides used car buyers an experience at par with new car buyers. Toyota SURE provides customers the facility of purchasing a used Toyota vehicle backed with limited warranty of up to one year/15,000 kms and after sales service. The Toyota SURE network continues to expand and during the year, seven new dealerships were added to its network, bringing the number of nationwide Toyota SURE outlets to fifteen.

Toyota SURE offers customers the opportunity to sell their used vehicles at good prices. Fair resale value is assessed based on a rigorous 203 checkpoint criteria that ensures only the best vehicles are certified and offered for sale. Toyota SURE and Trade-in facility enables customers to buy a used car with peace of mind, ensured by limited warranty, as one finds when purchasing a brand new Toyota Vehicle.

### Dealership Network

During the year two new dealerships were launched in the cities of Karachi (Toyota Clifton Motors) and Lahore (Toyota Jinnah Motors). Besides catering to the ever increasing demand for Toyota vehicles, the ever expanding dealership network enables provision of quality service at the customer's doorstep.

Our dealership network maintains Toyota's excellent standards of service and provides a pleasurable experience to customers. Furthermore, through a dealership uplift plan the entire network has been upgraded to enhance customer experience and now offers sales, services and spare parts facilities at 43 dealerships throughout the country, and regularly hosts events like the dream art contest for children and loyalty program events for customers.



Finalists at the Toyota Dream Car Art Contest 2016 held in Lahore. Japanese Ambassador to Pakistan, H.E Mr. Takashi Kurai was the chief guest at the occasion

## Customer Relations

People form a lifelong affinity with their vehicles, and our Customer Relations (CR) function plays a vital role to keep customers satisfied. We are aggressively driven towards implementing Toyota's Global CR standards in letter and spirit at IMC and at all dealerships. The focal point of Company's CR is the 'Voice of Customer' that proactively records and disseminates customer feedback throughout the organization to add value to our products, services and overall customer experience.

As a step towards synergizing cross functional efforts, both at IMC and at the dealerships, we created and deployed nationwide, an integrated technology platform named GENESIS. Once fully implemented, it will significantly optimize the grievance handling process and response time to customers and the database will help enhance our capability to sharpen focus on the most relevant service required by the customer. A nationwide training was held for all frontline CR staff at the dealerships who are excited to leverage the power of GENESIS system for customer advantage.

The key to satisfying customers is to remain aware of their level of satisfaction with our products and services, which is made possible through biannual

Customer Satisfaction Index research aimed to collect data that assesses our performance in handling and serving our valued customers and identifying the areas for improvement. Several training sessions were held with staff to promote Toyota's 'Customer First' mindset and provide functional proficiency in CR affairs.

We too make mistakes and learn from them! In an effort to streamline call center amidst rising external demand for information, we outsourced the activity only to quickly realize that our customers felt much happier talking to IMC's own staff. Our call center is again in-house and we regret the brief inconvenience faced by customers.

While our customer's first line of contact is the dealership, we are just a call away and can be reached at **0800 11123** during office hours where our dedicated representatives are available to provide swift response. We can also be reached via email at [customer.relations@toyota-indus.com](mailto:customer.relations@toyota-indus.com). Realizing the growing importance of digital and social media, the Company has integrated its social media Facebook page with Customer Service, providing customers with another platform to seek resolution of product issues.





Toyota Central Motors won the First IMC Customer Service Kaizen Evolution (CSKE) competition

## Customer **First (Parts & Service)**

The Customer First Department consolidates Parts and After Sales Service as a single strategic area to provide customers a complete and reliable ownership experience throughout the life cycle of their vehicle. 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.

### **Customer Satisfaction Kaizen Evolution (CSKE)**

Keeping up with IMC's legacy of overcoming challenges through Kaizen (Continuous Improvement) the Customer First Department, undertook an initiative to inculcate Kaizen culture in our dealership staff enabling them to identify and resolve problems through Kaizen and in so doing improve overall processes and systems by eliminating a fault area for good, rather than provide ad hoc solutions. CSKE in short, is a program borrowed from our overseas Toyota affiliates and has been localized in our context. It is an effective way to introduce

and cultivate Kaizen through people development, training consultations and group activities to achieve high level of Customer Satisfaction by adding the 'Delight' factor.

During the year, every dealership was invited to register a theme where they can implement Kaizen in their functional areas. Inter-disciplinary teams (3S+CR) were formed to implement the improvement mechanisms in their respective areas. IMC conducted nationwide training sessions (on Toyota Business Practice approach) to transform knowledge and to equip dealership staff with necessary tools to convert ideas into reality. Regional contests helped the dealers bring their theme to life and measure improvement in performance. The grand finale conducted in June, 2016 involved individual dealerships presenting their themes and the results from kaizen improvements. The program has been appreciated across the board and it is hoped that this initiative will improve our services and customer satisfaction.



### Auto Parts Business Enhancement

Realizing the huge potential of auto parts business, IMC undertook several initiatives to provide more value to its customers. We conducted surveys to study customer demand and to analyze how best to fulfill their needs.

To further promote Toyota as a household brand and develop a stronger relationship with our customers, we introduced a range of Toyota merchandise and expanded our line of Toyota Accessories, which has produced good results.

Recognizing the importance of ensuring customers peace of mind, during the year, several Marketing and Customer Awareness campaigns addressed the importance of using Toyota Genuine Parts Quality Service for maintaining the overall lifeline of the car. This enabled us to achieve record sales in the FY2015-16 and our efforts helped reduce the time customers had to wait for their car spare parts. We have also started providing customers

with the option of availing genuine modifications to their vehicles at the authorized dealerships. Further, Body and Paint campaign, followed by a Periodic Maintenance Awareness campaign to raise awareness about the importance of regular maintenance of customers' vehicles were carried out. Given the country's diverse climatic conditions, seasonal car care campaigns were carried out for both winter and summer where we offered free inspection and advisory services for parts vulnerable to climatic changes. Our Free AC checkup campaign proved to be immensely popular, resulting in massive footfall at our dealerships. Keeping in view the importance of time value for customers, our express maintenance program enables dealers to complete the periodic maintenance job of a vehicle within 1 hour with Toyota Quality Service and is achieved by implementing process optimization techniques and employing special tools and equipment. A total of 8 dealerships have so far achieved Express Maintenance certification and we expect to expand this number considerably in the coming years.

**DRIVING THROUGH SUBMERGED ROADS CAN BE DANGEROUS!**

Water entering engine compartment or on coming in contact with electric/electronic equipment can potentially damage your car.

INDUS MOTOR COMPANY LTD. | TOYOTA

A public service campaign launched to facilitate customers during the monsoon season



A View of one of the green areas of IMC

## Safety, Health and Environment

We are always looking to improve the safety standards and enforcing stricter environmental discipline in order to provide for a better, safer and cleaner environment to our people. These efforts lead us to ensure that we create a safe workplace with zero fatalities and no serious injuries. People are encouraged to take responsibility and ownership for risk assessment activities in their sphere of operations and are required not only to desist from unsafe practices and behaviors, but to also work towards identifying any risk or environment hazard and suggest measures to eliminate any such risks. Such an environment encourages employees to alert management of every injury or hazard, however small, allowing us to learn from every mistake and take immediate corrective actions to create a safer workplace for everyone. All “near-miss” cases are similarly investigated to put in place appropriate preventive counter measures.

### Safety Record

There was No Lost Work Day (LWD) injury for the fifth consecutive year in 2015-16, thereby setting a new record. This is particularly creditable as we achieved back to back production records operating our plant beyond its design capacity working overtime. While we are pleased with our safety efforts, we must remain vigilant and prevent even minor injuries.

### Safety and Environment Months

We celebrated April 2016 as safety month to promote safety culture. Collaborative activities were arranged for promotion of safer workplace with the top management reiterating their commitment to safety. Firefighting training, fire simulation evacuation drills, screening of safety videos and awareness sessions were held to promote behavioral change to make workplace safer. A group based activity of exploring safety hazards that are not apparent is held amongst shops and prizes are awarded, with the winning theme being publicized to create greater awareness.

June 2016 was celebrated as the environment month. An Eco Photo contest was held amongst employees to raise awareness and share pictures portraying bio diversity and need to safeguard our eco system to sustain life. A 'Draw Green' competition was also held between employees' children to encourage favorable environment practices of water and energy conservation, recycle and re-use etc. The environment theme of "Let's Do It for the Future" attracted interest to show responsibility towards the environment. As a Toyota affiliate, we are fully committed towards Toyota's 2050 Environment Challenge whereby our activities and conscious actions will contribute towards a better environment for posterity.

**Environmental Assessment Audit**

During 2015-16, a TMAP Environmental Management Team visited and audited the Non-Manufacturing functions like Communication, Training, CSR activities, Sales and Service, Purchasing and Logistics to check the level of management's commitment to environment and we are pleased with results achieved relative to other affiliates.

An independent, internal environment assessment audit also rated IMC as fully compliant against all major Government and Toyota Environment standards.



An Emergency response training being conducted for combating fire breakout



Safety culture is readily promoted across the Company through various communication tools





## Promote a Cleaner, Greener Future

IMC strives to promote environment friendly practices to create a sustainable value chain

- IMC has reduced carbon emissions through implementation of renewable sources of electricity and implementation of energy conserving measures.
- Waste water is treated to remove toxic substances before reuse in horticultural activities or discharge.
- By recycling and reusing, solid waste generation has been reduced.
- Tree plantation is regularly carried out to offset carbon emissions.











IMC Senior Management & Families celebrating achievement of 65,000 units production and sales milestone



IMC family Day 2016 attracted more than 4,500 employees & their families

## Human Resources

Recognizing Human Resource as a critical component of our success, we continue to focus on acquiring top talent and developing people to steer the organization towards its mission and goals. In order to deliver customer delight, it is necessary to have the right people at the right place and at the right time. Our HR function remains aligned and focused towards developing human capacity in support of business growth. At the heart of our human development initiative is Kaizen, an incessant commitment to improvement that requires every new team member joining the team to be trained to practice the Toyota Way.

### Toyota Certified Professionals

During the year, employees from our Corporate, Supply Chain Product Development and Marketing functions participated and successfully acquired certifications in Toyota Global Programs, adding to the base of Toyota certified professionals. In keeping with the company tradition of sharing best practices, the newly certified trainers are now part of the talent pool that is actively lending support and advice on critical matters by cascading their learning to employees across the organization.

### In-House Training and Development

Staying true to the spirit of having the best people with the best skill set, we conducted various in-house trainings aimed at improving behavior aspects, skill sets and mindsets of people in order to develop their capacity in facing new challenges and to inculcate the ability to rise up to deliver customer delight in their own respective areas.

To promote the spirit of learning in the society IMC regularly recruits batches of Trainee Apprentices under the ATM program and transforms them into talented technicians through an intensive skill training and development program involving both classroom lectures and hands on experience.

### Diversity and Inclusion

As part of our affirmative action program to support equal opportunity employment, and engagement of women in workforce, the Company for the first time inducted a batch of 34 women on the shop floor, empowering them to perform production related roles traditionally performed by male members.

### Spirit of Competition

The annual 'Battle of Brains' competition created and sponsored by the Company is now a signature event attracting top tier business schools of Pakistan such as IBA, KSBL and LUMS. The competition encourages application of creative and critical thought processes to develop solutions to real life business challenges and scenarios faced by the Company in the market place. The theme for this year's competition was 'Improving Customer Retention'. Well over 400 students participated with the KSBL team winning the final challenge round.

### Indus Family Day

We celebrated 'Indus Family Day' on March 26, 2016, participated in by all the employees and their families. It was a joyous occasion of team building and bonding where the efforts of loyal employees were recognized and 11 staff members were presented Long Service Award on completing 25 successful years with the company.



The Newly inaugurated Commercial line at IMC



Mr. Irfan Siddiqui, Special Advisor to the Prime Minister, with IMC Management during a visit to IMC

## Operations

Strong demand for the Toyota Corolla enabled us to achieve another record production of 64,096 units for all Toyota products. It was the second consecutive year of rapidly increasing volume and the Company did well to ensure that our suppliers' value chain is effectively aligned with the market growth. To meet soaring demand and delivery time expectations on customer orders, we hired and trained 20 additional batches comprising 684 training apprentices to build our human resource talent pool and resorted to daily overtime working throughout the year to deliver on our commitment to customers.

### Commitment to Quality

The Company's endeavor is to take product quality to a new threshold altogether and be matched with the best in the region. In order to achieve this goal, we are making substantive investments in upgrading our manufacturing facilities and processes. There is sharper focus from the management at all levels and unrelenting support from our Toyota's Motomachi mother plant. All of this is positively leading towards promotion of an even stronger quality culture, which will position the company smartly with customers seeking quality, dependability and reliability in the products.

In order to share quality best practices, a 'Quality Exhibition', a first of its kind was held during the year with displays of experiential learning visualizing workmanship problems and countermeasure solutions. The impact of the exhibition was enormous in furthering quality mindset and need for associated behaviors to enable skilled people deliver superior quality output.

Our efforts to improve quality were recognized by Toyota Motor Asia Pacific and Quality Kaizen award was presented to IMC's Assembly Shop.

### Visits to IMC

Senior delegates from the Government of Pakistan have visited IMC over the year. Mr. Irfan Siddiqui, Special Assistant to the Prime Minister, visited IMC on the 29th of February. During his visit, a briefing session was held on Pakistan auto industry, and the policy framework required to drive its growth and the various initiatives undertaken by IMC towards localization and quality improvement. Such visits foster positive, symbiotic relationship between the industry and the policy makers, thereby enabling the government to facilitate industrial development of the country.

### New Commercial Line

A new commercial line was inaugurated during the year to meet the increasing market demand for our products. Addition of a new building structure with its assembly line facilities is dedicated for production of Hilux and Fortuner brand of vehicles.

### Quality Circle Competition

Annual QCC convention was held in September 2015 with Professor Ahsan Iqbal, Minister of Planning and Reform, as the Chief Guest. The event brought out several teams from Technical Division presenting quality and efficiency improvement themes aimed at adding value to production processes. Taking keen interest in the event, the Minister lauded the spirit and efforts of IMC and its staff in taking Pakistan forward towards self-reliance. The paint shop won the gold and will now represent IMC in Global QCC Convention at Asia Pacific Global Production Center (APGPC) Japan.

**TMAP Skill Contest**

More than 150 participants from nine production centers of the Asia Pacific Region participated in the TMAP Skill contest. The event is aimed at assessing and recognizing superior skills of the people who make some of the best-known cars of the world. The competing IMC team members and team leaders won three medals, one gold by the Paint Shop and a bronze medal each by the Assembly and Press Shop.

**Localization**

Since inception, the company has pursued a rigorous localization program aimed at substituting imports with locally manufactured parts that conform to the highest standards of safety and quality, and in so doing have delivered real value to the society in terms of employment generation and contribution to the economy.

We are proud of the indigenization achieved in the 26 years since formation. Throughout this period the company has strived to realize a higher and technically advanced level of localization to benefit the society. Our new Toyota Corolla comprises of 760 parts and components manufactured locally, a considerable increase from just 33 parts used in the first locally produced vehicle in 1993. Most of the high-tech localization involved transfer of technology under technical assistance or spot assistance agreements with overseas companies, while others were achieved through entering joint ventures with foreign vendor principals, all of which has played a major role in the development and growth of the local parts supplier industry.

There are many accomplishments that make the order of merit for new technology introduction in Pakistan. Our significant achievements during the year were the localization of Corolla fuel tank large sheet metal parts, utilizing support of our supplier and introduction of thermostatically controlled auto air-conditioning system for Corolla following the successful localization of the same in case of Fortuner SUV achieved earlier. The auto air-conditioning maintains a standard specific cabin temperature and adjusts automatically to the cabin temperature. It is a yet another first time feat for domestic Toyota customers to relish such an experience in vehicles manufactured locally.

Some of our suppliers leveraged their strong relationship and prospect of future growth to establish new facilities comprising assembly and manufacturing lines dedicated to Toyota products and high-tech parts such as chrome plating of medium to large sized parts, catalytic convertor for emissions control, power window regulators, six way automatic Fortuner adjustable seat assembly, etc. Localization of many of these parts that play an integral role in the smooth functioning of a vehicle and interfacing users have benefited the country enormously through transfer of technology from world renowned global suppliers under strong guidance of Toyota Motor Corporation.

The challenge of meeting stringent Toyota quality standards that comes with localization has helped IMC and the downstream parts suppliers to move few notches up and taking engineering excellence to a new level and positioning the country to harness the auto industry potential.



Minister for Planning and Reform Prof. Ahsan Iqbal at the IMC QCC event



The winning IMC Team Members at the Toyota Asia Pacific Skill contest





2016 marks the early completion of the support pledged to Habib University



IMC employees and relief workers distributing sustenance goods to the effectees of Earthquake

## Corporate Social Responsibility

Acutely mindful of the social responsibility, we remain committed to actively outreach and support the underprivileged segments of society. Our social development canvas includes health and wellness, education, environmental conservation, road safety and humanitarian response to natural disasters.

While additional information about efforts on sustainable development and social contributions is contained in our Sustainability Report 2015-16, being issued concurrently with this annual report, it's worth highlighting a few of these initiatives that continue to be of immense interest to us and both of these in their own right are comparable to the best in class that are helping to transform education and health care for the deserving in the country.

- Habib University – now in its 3<sup>rd</sup> year of student enrollment has effectively established its footprint as an iconic center of liberal arts and sciences education offering a truly transformative learning experience with the aim to produce critically-conscious, ambitious and determined graduates who build a name for themselves individually, and positively impact their society. During the year, we paid our last tranche of Rs 100 million pledge and plan to stay connected supporting the institution in future.
- Jinnah Hospital New Surgical Complex – is currently under construction and when complete in 2017 will house 629 beds, 18 operation theatres, a dedicated breast cancer treatment facility and a huge outpatient department catering to more than 2,500 patients daily. It's an ambitious project of the Patient Aid Foundation a non-profit organization that has played a pivotal

role in raising funds for infrastructure and medical equipment facilities for patients' welfare. We had pledged Rs 100 million towards this good cause and fully discharged our commitment.

When flash floods in July 2015 left a chain of destruction in the Chitral valley, IMC quickly responded to the natural calamity and organized food relief distribution and logistical support to the affected victims by working alongside Aga Khan Development Network in areas rendered inaccessible.

We also contributed state of the art medical equipment for two ambulances donated to 'Jam-e-Shifa' an NGO in Quetta, under the Government of Japan's public-private partnership. A similar donation of medical equipment was made earlier to the Aman Foundation for ambulances earmarked to ferry patients from the neighborhoods of our plant vicinity.

Our efforts to improve education and health in the neighborhood communities continue as we seek to advance quality of life for the disadvantaged segments in society through financial support and employees volunteering time to act as mentors. IMC was a proud sponsor of Pakistan Innovation Challenge and Women Transportation Innovation Challenge and we assisted "MARKHOR", a youth impact leadership training by sponsoring and mentoring meritorious students to attend the camp.

We are grateful for the warm messages of kindness recognizing our contribution received from people whose lives we touched.

# Strategy Moving Forward

It is heartening to note that macroeconomic fundamentals of the country appear to be gaining traction and stabilizing. A decline in imports led by the reduction in oil prices and strong growth in remittances has reduced the current account deficit. GDP growth appears to be on an upward trajectory, investor confidence is high bolstered by improved law and order situation and ratings of international agencies. The Auto Policy was announced targeting new OEMs to come and invest, interest rates are at record low and there is availability of consumer finance for autos, inflation is well contained and Pakistan is out of the IMF program. All of this augurs well for the country and the auto industry going forward.

In the last year's annual report, we expressed positive sentiment about the auto business for 2015-16 and are pleased to see the same reflected in the result announcements by the industry. Our optimism was rooted in; (a) favorable improvement of the economy and the security situation and; (b) the impact of new model Corolla and Pak Suzuki's deal with the Punjab Government for sale of vehicles under the 'Apna Rozgar Scheme'. Going forward, we retain our positive outlook and expect good growth prospects in the near term for the automotive sector fuelled by narrowing of the energy gap, infrastructure projects development activity of CPEC, availability of consumer finance and prospects of greater choice in vehicle selection flowing from new product launches that will attract customers.

We are pleased at the government's decision to finally announce the long awaited Auto Policy paving the way for new entrants and the existing manufacturers to plan and invest in new models and technologies for future growth of the industry. While we fully support the government's intent to protect consumer interest and set new standards for vehicle safety and quality. We strongly differ with the Engineering Development Board's decision to prescribe specs like an immobilizer as was done in the recent policy announcement. The decision to install an accessory such as this should be of an OEM alone. Ironically, we were compelled to take a stay on this policy from the Sindh High Court because of our inability to forthwith install an immobilizer in one of the Corolla variants. Innocuous as it may seem, immobilizer installation requires detailed design and engineering and should be undertaken in a planned way as was done for most of the other Corolla variants as part of the model life management for implementation with the minor modification launch of May 2016.

The government's decision to provide extraordinary tax concession to the Hybrid Electric Vehicles (HEV) as a means of promoting fuel-efficient technology has not only failed to demonstrate any significant merit but it has hurt the local industry with commercial importers taking full advantage of substantially lower prices of used hybrid vehicles and benefiting from the anomaly in sales tax, much to the disadvantage of the local OEMs who introduced new hybrid vehicles with complete after sales infrastructure support and yet failed to make any substantial inroads into this HEV market segment.

Prospect of trade with neighbors and regional countries presents a host of opportunities and challenges for the industry. Regrettably, some of the hastily concluded FTAs have failed to protect the industry, undermined tax revenues or secure favorable terms for the exporters. We look forward to an effective and balanced trade regime and hope that the Government will safeguard the industry interests by strengthening the trade defense laws, the enforcing bodies and continuously engaging with the industry whilst firming future trade agreements. While CPEC presents a huge opportunity, the government would do well to address the concerns it will have on the competitiveness of the local industry and investments.

IMC team has worked dedicatedly to bring the most advanced Toyota Corolla to Pakistan. Later in 2016, we will launch the new generation model of Hilux and Fortuner SUV. Moving forward, we plan to secure more new exciting products from Toyota that will further strengthen our existing product slate to provide a wider choice to customers and ensure sustainable growth and value creation. We are equally determined to achieve the targeted results with sharp focus on our Hoshin and its four principal areas. Firstly, we aim to enhance safe operations at the plant for our employees, contractors and visitors with the objective of achieving zero lost work-day injury; secondly, we will work towards enriching our Human Resource capabilities by promoting IMC as the preferred employer of choice leveraged through appropriate training and skills; thirdly, our efforts will be

geared towards enhancing the Company's image and ensuring customer satisfaction and finally we will attempt to sustain and augment the Company's growth through cost reduction and increased sales during the year.

Our customer centric approach demands high-level of contribution, dedication and efficiency from every level in the company, while also necessitating the development of the capabilities of our vendors through technology transfer. We will ensure the professional development of our team through training and skill development as well as providing appropriate incentives through our reward system. The cohesive, motivated work force at IMC is ready to face the challenges ahead.

Finally, I wish to thank the Board of Directors, Management team and specially all employees who have responded well to the challenges faced and provided constant guidance to the company, helping us deliver impressive results despite the host of operational difficulties. Our customers have demonstrated unremitting confidence in our vehicles and after sales service, for which we are immensely grateful. I also wish to express gratitude to the Indus team of our shareholders, dealers, vendors and other business partners for their contribution to the Company.

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



Ali S. Habib

Chairman





## Extend a helping hand in times of need

IMC has always stood by the people of Pakistan in times of need and in order to help restore peoples lives. We have swiftly responded to calamities that have afflicted the nation.

- IMC supports rural communities with health care and nutritional support to promote better health prospects for the people.
- In times of need IMC has provided material, logistic and monetary support to people displaced as a result of natural calamities and by military operations.







TOYOTA  
MOTOR COMPANY LTD.  
EARTHQUAKE RELIEF OPERATION  
2015

TOYOTA  
MOTOR COMPANY LTD.  
EARTHQUAKE RELIEF OPERATION  
2015

TOYOTA  
MOTOR COMPANY LTD.  
EARTHQUAKE RELIEF OPERATION  
2015





## AUDITORS' REVIEW REPORT TO THE MEMBERS ON THE STATEMENT OF COMPLIANCE WITH THE CODE OF CORPORATE GOVERNANCE

We have reviewed the Statement of Compliance with the best practices contained in the Code of Corporate Governance ('the Code'), prepared by the Board of Directors of **Indus Motor Company Limited** ('the Company') for the year ended June 30, 2016 to comply with the code contained in the Regulations of Pakistan Stock Exchange Limited (formerly Karachi Stock Exchange in which Lahore and Islamabad Stock Exchanges have merged), where the Company is listed.

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

As 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 Director's statement on internal control covers all risks and controls or to form an opinion on the effectiveness of such internal controls, the Company's corporate governance procedures and risks.

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

Based on our review, nothing has come to our attention which causes us to believe that the Statement of Compliance does not appropriately reflect the Company's compliance, in all material respects, with the best practices contained in the Code as applicable to the Company for the year ended June 30, 2016.

Chartered Accountants  
Dated: August 25, 2016  
Karachi





## AUDITORS' REPORT TO THE MEMBERS

We have audited the annexed balance sheet of **Indus Motor Company Limited** as at June 30, 2016 and the related profit and loss account, statement of comprehensive income, cash flow statement and statement of changes in equity together with the notes forming part thereof, for the year then ended and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

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

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

- (a) in our opinion, proper books of accounts have been kept by the company as required by the Companies Ordinance, 1984;
- (b) in our opinion:
  - (i) the balance sheet and profit and loss account together with the notes thereon have been drawn up in conformity with the Companies Ordinance, 1984, and are in agreement with the books of accounts and are further in accordance with accounting policies consistently applied;
  - (ii) the expenditure incurred during the year was for the purpose of the company's business; and
  - (iii) the business conducted, investments made and the expenditure incurred during the year were in accordance with the objects of the company;
- (c) in our opinion and to the best of our information and according to the explanations given to us, the balance sheet, profit and loss account, statement of comprehensive income, cash flow statement and statement of changes in equity together with the notes forming part thereof conform with approved accounting standards as applicable in Pakistan, and, give the information required by the Companies Ordinance, 1984, in the manner so required and respectively give a true and fair view of the state of the company's affairs as at June 30, 2016 and of the profit, comprehensive income, its cash flows and changes in equity for the year then ended; and
- (d) in our opinion, Zakat deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980), was deducted by the company and deposited in the Central Zakat Fund established under Section 7 of that Ordinance.

  
Chartered Accountants  
Engagement Partner: Rashid A. Jafer  
Dated: August 25, 2016  
Karachi

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

## Balance Sheet

As at June 30, 2016

	Note	2016	2015
		------(Rupees in '000)-----	
<b>ASSETS</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	3	4,918,986	5,183,750
Intangible assets	3	19,291	9,727
Long-term loans and advances	4	3,794	11,096
Long-term investments	5	5,005,805	4,954,764
Long-term deposits	6	9,948	9,667
Deferred taxation	18	198,621	5,295
		<b>10,156,445</b>	<b>10,174,299</b>
<b>Current Assets</b>			
Stores and spares	7	153,561	178,599
Stock-in-trade	8	7,785,245	6,150,448
Trade debts	9	1,131,702	447,750
Loans and advances	10	1,125,490	1,220,574
Short-term prepayments	11	45,520	18,919
Accrued return	12	513,355	418,829
Other receivables	13	191,303	167,757
Short-term investments	14	33,696,804	26,256,886
Cash and bank balances	15	2,737,569	5,365,388
		<b>47,380,549</b>	<b>40,225,150</b>
<b>TOTAL ASSETS</b>		<b>57,536,994</b>	<b>50,399,449</b>
<b>EQUITY</b>			
<b>Share Capital</b>			
Authorised capital			
500,000,000 (2015: 100,000,000) ordinary shares of Rs 10 each		5,000,000	1,000,000
Issued, subscribed and paid-up capital	16	786,000	786,000
Reserves	17	26,843,609	23,249,520
		<b>27,629,609</b>	<b>24,035,520</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade, other payables and provisions	19	10,035,145	9,180,705
Advances from customers and dealers	20	19,127,360	16,192,918
Taxation - provision less payment	22	744,880	990,306
		<b>29,907,385</b>	<b>26,363,929</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>57,536,994</b>	<b>50,399,449</b>
<b>CONTINGENCIES AND COMMITMENTS</b>	23		

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



**Parvez Ghias**  
Chief Executive



**Toshiya Azuma**  
Vice Chairman & Director

## Profit and Loss Account

For the year ended June 30, 2016

	Note	2016 ------(Rupees in '000)-----	2015
<b>Net sales</b>	24	<b>108,758,668</b>	96,516,322
Cost of sales	25	<b>91,027,369</b>	82,272,092
<b>Gross profit</b>		<b>17,731,299</b>	14,244,230
Distribution expenses	26	<b>1,060,891</b>	996,017
Administrative expenses	27	<b>930,800</b>	798,696
Other operating expenses	29	<b>143,840</b>	119,451
		<b>2,135,531</b>	1,914,164
		<b>15,595,768</b>	12,330,066
Workers' Profit Participation Fund and Workers' Welfare Fund	30	<b>1,285,491</b>	1,052,411
		<b>14,310,277</b>	11,277,655
Other income	31	<b>3,164,440</b>	2,906,797
		<b>17,474,717</b>	14,184,452
Finance cost	32	<b>77,271</b>	51,883
<b>Profit before taxation</b>		<b>17,397,446</b>	14,132,569
Taxation	33	<b>5,942,506</b>	5,022,318
<b>Profit after taxation</b>		<b>11,454,940</b>	9,110,251
			(Rupees)
<b>Earnings per share</b>	34	<b>145.74</b>	115.91

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



**Parvez Ghias**  
Chief Executive



**Toshiya Azuma**  
Vice Chairman & Director



## Statement of Comprehensive Income

For the year ended June 30, 2016

	Note	2016	2015
		------(Rupees in '000)-----	
<b>Profit after taxation</b>		<b>11,454,940</b>	9,110,251
<b>Other comprehensive income</b>			
<i>Items that will not be reclassified subsequently to profit and loss</i>			
- Remeasurement (loss) / gain on post employment benefit obligation	28.4	(1,234)	1,055
- Related deferred tax income / (charge) thereon		383	(338)
		(851)	717
<b>Total comprehensive income for the year</b>		<b>11,454,089</b>	9,110,968

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



**Parvez Ghias**  
Chief Executive



**Toshiya Azuma**  
Vice Chairman & Director

# Cash Flow Statement

For the year ended June 30, 2016

	Note	2016	2015
		------(Rupees in '000)-----	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Cash generated from operations	35	19,013,017	32,633,544
Long-term loans and advances		7,302	18,296
Long-term deposits		(281)	-
Interest paid		-	(36)
Workers' Profit Participation Fund paid		(935,000)	(761,000)
Workers' Welfare Fund paid		(291,393)	(100,330)
Income tax paid		(6,380,875)	(3,040,225)
<b>Net cash inflow from operating activities</b>		<b>11,412,770</b>	<b>28,750,249</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of property, plant and equipment and intangible assets		(1,314,969)	(721,621)
Proceeds from disposal of property, plant and equipment		23,443	33,578
Investment in Pakistan Investment Bonds		-	(4,912,071)
Interest received on bank deposits		1,406,707	1,469,670
Interest received on Pakistan Investment Bonds		567,528	198,755
Investment in listed mutual fund units		(12,400,000)	(10,500,000)
Proceeds from redemption of listed mutual fund units		16,377,306	6,899,138
Investment in Term Deposit Receipts		(62,500,000)	(61,700,000)
Proceeds from redemption of Term Deposit Receipts		60,000,000	59,700,000
Investment in Market Treasury Bills		(18,400,387)	(12,525,263)
Proceeds from redemption of Market Treasury Bills		17,736,945	16,062,499
<b>Net cash generated from / (used) in investing activities</b>		<b>1,496,573</b>	<b>(5,995,315)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Dividend paid		(7,894,662)	(4,889,130)
<b>Net cash used in financing activities</b>		<b>(7,894,662)</b>	<b>(4,889,130)</b>
<b>Net increase in cash and cash equivalents during the year</b>		<b>5,014,681</b>	<b>17,865,804</b>
Cash and cash equivalents at the beginning of the year		24,722,888	6,857,084
<b>Cash and cash equivalents at the end of the year</b>	36	<b>29,737,569</b>	<b>24,722,888</b>

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



**Parvez Ghias**  
Chief Executive



**Toshiya Azuma**  
Vice Chairman & Director

## Statement of Changes In Equity

For the year ended June 30, 2016

	Share Capital		Reserves		Sub-Total	Total
	Issued, subscribed and paid-up	Premium on issue of ordinary shares	General reserve	Unappropriated profit		
	(Rupees in '000)					
<b>Balance at July 1, 2014</b>	786,000	196,500	14,851,050	4,082,102	19,129,652	19,915,652
<b>Transactions with owners</b>						
Final dividend @ 235% for the year ended June 30, 2014 declared subsequent to year end	-	-	-	(1,847,100)	(1,847,100)	(1,847,100)
1st Interim dividend for the year ended June 30, 2015 @ 200%	-	-	-	(1,572,000)	(1,572,000)	(1,572,000)
2nd Interim dividend for the year ended June 30, 2015 @ 200%	-	-	-	(1,572,000)	(1,572,000)	(1,572,000)
<b>Total transactions with owners</b>	-	-	-	(4,991,100)	(4,991,100)	(4,991,100)
Total comprehensive income for the year ended June 30, 2015	-	-	-	9,110,968	9,110,968	9,110,968
Transfer to general reserve for the year ended June 30, 2014 appropriated subsequent to year end	-	-	2,000,000	(2,000,000)	-	-
<b>Balance at June 30, 2015</b>	<b>786,000</b>	<b>196,500</b>	<b>16,851,050</b>	<b>6,201,970</b>	<b>23,249,520</b>	<b>24,035,520</b>
<b>Transactions with owners</b>						
Final dividend @ 400% for the year ended June 30, 2015 declared subsequent to year end	-	-	-	(3,144,000)	(3,144,000)	(3,144,000)
1st Interim dividend for the year ended June 30, 2016 @ 200%	-	-	-	(1,572,000)	(1,572,000)	(1,572,000)
2nd Interim dividend for the year ended June 30, 2016 @ 200%	-	-	-	(1,572,000)	(1,572,000)	(1,572,000)
3rd Interim dividend for the year ended June 30, 2016 @ 200%	-	-	-	(1,572,000)	(1,572,000)	(1,572,000)
<b>Total transactions with owners</b>	-	-	-	(7,860,000)	(7,860,000)	(7,860,000)
Transfer to general reserve for the year ended June 30, 2015 appropriated subsequent to year end	-	-	3,000,000	(3,000,000)	-	-
Total comprehensive income for the year ended June 30, 2016	-	-	-	11,454,089	11,454,089	11,454,089
<b>Balance at June 30, 2016</b>	<b>786,000</b>	<b>196,500</b>	<b>19,851,050</b>	<b>6,796,059</b>	<b>26,843,609</b>	<b>27,629,609</b>

Proposed final dividend and transfer between reserves made subsequent to the year ended June 30, 2016 are disclosed in note 45 to these financial statements.

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



**Parvez Ghias**  
Chief Executive



**Toshiya Azuma**  
Vice Chairman & Director



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

## 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 the House of Habib, Toyota Motor Corporation and Toyota Tsusho Corporation for the purposes of assembling, progressive manufacturing and marketing of Toyota vehicles. The Company also acts as the sole distributor of Toyota and Daihatsu vehicles in Pakistan and has a license for assembling, progressive manufacturing and marketing of these vehicles in Pakistan.

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

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

### 2.1 Basis of preparation

#### 2.1.1 Statement of compliance

These financial statements have been prepared in accordance with the approved accounting standards as applicable in Pakistan. Approved accounting standards comprise of such International Financial Reporting Standards (IFRSs) issued by the International Accounting Standards Board as are notified under the provisions of the Companies Ordinance, 1984, and the requirements of the Companies Ordinance, 1984 and the directives issued by the Securities and Exchange Commission of Pakistan (SECP). Where the requirements of the Companies Ordinance, 1984 or the directives issued by the SECP differ with the requirements of IFRS, the requirements of the Companies Ordinance, 1984 or the directives issued by the SECP prevail.

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

There are certain new standards and amendments to the approved accounting standards which became effective during the year ended June 30, 2016, however, these are considered not to have any effect on the Company's operations and financial reporting and accordingly have not been disclosed in these financial statements.

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

IAS 1, 'Presentation of Financial Statements' aims to improve presentation and disclosure in financial reports by emphasising the importance of understandability, comparability and clarity in presentation. The amendments are applicable for annual periods beginning on or after January 1, 2016.

The amendments provides clarification on number of issues, including:

- Materiality - an entity should not aggregate or disaggregate information in a manner that obscures useful information. Where items are material, sufficient information must be provided to explain the impact on the financial position or performance.
- Disaggregation and subtotals – line items specified in IAS 1 may need to be disaggregated where this is relevant to an understanding of the entity's financial position or performance. There is also new guidance on the use of subtotals.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

- Notes – confirmation that the notes do not need to be presented in a particular order.
- Other Comprehensive Income (OCI) - arising from investments accounted for under the equity method - the share of the OCI arising from equity - accounted investments is grouped based on whether the items will or will not subsequently be reclassified to profit or loss. Each group should then be presented as a single line item in the statement of comprehensive income.

There are certain other new standards and amendments to the approved accounting standards which will be effective for the Company for annual periods beginning after July 1, 2015 but are considered not to be relevant or are not expected to have any significant effect on the Company's operations and are, therefore, not disclosed in these financial statements.

## 2.2 Accounting estimates and judgments

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

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

## 2.3 Basis for measurement

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

## 2.4 Property, plant and equipment

### 2.4.1 Property, plant and equipment - Owned

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

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

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

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

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

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

## 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.

## 2.4.2 Intangible Assets - Computer Software

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

## 2.4.3 Impairment of non-financial assets

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

## 2.5 Stores and spares

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

## 2.6 Stock-in-trade

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

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

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

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

## 2.7 Financial instruments

### 2.7.1 Financial assets

#### 2.7.1.1 Classification

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

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

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



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

### b) Loans and receivables

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

### c) Held to maturity

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

### d) Available for sale financial assets

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

#### 2.7.1.2 Initial recognition and measurement

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

#### 2.7.1.3 Subsequent measurement

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

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

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

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

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

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

#### 2.7.1.4 Impairment

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

##### 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.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

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

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

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

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

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

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

### 2.7.1.5 Offsetting of financial assets and financial liabilities

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

### 2.7.2 Financial liabilities

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

### 2.7.3 Derecognition

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

## 2.8 Loans, advances and deposits

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

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

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

### 2.9 Trade debts and other receivables

Trade debts and other receivables are recognized and carried at original invoice amount less an allowance for any uncollectible amounts. Other receivables are carried at cost less estimates made for doubtful receivables, if any. An estimate for doubtful trade debts and other receivables is made when collection of the full amount is no longer probable. Bad debts are written off when identified.

### 2.10 Derivative financial instruments and hedge accounting

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

#### Fair value hedge

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

#### Cash flow hedge

Changes in fair value of derivative hedging instruments designated as a cash flow hedge are recognized in 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 profit and loss account.

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

### 2.11 Taxation

#### Current

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

#### Deferred

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

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

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

### 2.12 Cash and cash equivalents

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



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

## 2.13 Trade and other payables

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

## 2.14 Provisions

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

## 2.15 Warranty obligations

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

## 2.16 Staff retirement benefits

### Defined contribution plan - Employees Provident Fund

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

### Defined benefit / contribution plan - Employees Pension Fund

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

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

In accordance with the New Rules an actuarial balance was determined by the actuary as at June 30, 2008 in respect of all members of the Fund who were in the service of the Company as of that date and opted to be governed by the New Rules which was credited to the members' individual accounts. With effect from July 2008 the Company is required to make a fixed monthly contribution to the Fund based on the basic salary of the employees which is credited into the individual account of each member. The Company has no further payment obligation once these monthly contributions have been paid to the Fund. Profit earned on the investments maintained by the Fund is also allocated into the individual account of each member.

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

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

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

The Projected Unit Credit Method, using the following significant assumptions, is used for the valuation of the pension liability at June 30, 2016 in respect of members governed by the Old Rules:

- Expected rate of increase in salaries at 9.50% (2015: 10.00%) per annum.
- Expected rate of return on plan assets at 10.50% (2015: 11.00%) per annum.
- Expected rate of increase in long term pension at 5.50% (2015: 6.00%) per annum.
- Expected discount rate at 10.50% (2015: 11.00%) per annum.

### 2.17 Employees' compensated absences

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

### 2.18 Dividend distribution and transfer between reserves

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

### 2.19 Revenue recognition

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

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

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

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

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

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

### 2.20 Foreign currency transactions and translation

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

### 2.21 Functional and presentation currency

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

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

## 2.22 Accounting estimates and judgments

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

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

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

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

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

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

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

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

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

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

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

### vi) Income taxes (notes 2.11 and 33)

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

### vii) Warranty obligations (notes 2.15 and 19.3)

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 of obligation in respect of warranty.

### viii) Staff retirement benefits (notes 2.16 and 28)

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



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

ix) Contingencies and Commitments (note 23)

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

### 2.23 Segment Reporting

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

	Note	2016	2015
		------(Rupees in '000)-----	
<b>3</b>			
<b>PROPERTY, PLANT AND EQUIPMENT &amp; INTANGIBLE ASSETS</b>			
Property, plant and equipment	3.1	<b>4,918,986</b>	5,183,750
Intangible assets	3.2	<b>19,291</b>	9,727
		<b>4,938,277</b>	5,193,477
<b>3.1</b>			
<b>Property, plant and equipment</b>			
Operating assets	3.2	<b>4,710,786</b>	5,110,267
Capital work-in-progress	3.5	<b>208,200</b>	73,483
		<b>4,918,986</b>	5,183,750

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

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

	Tangible assets										Intangible assets	
	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	Total tangible assets	Computer software
<b>At July 1, 2015</b>												
Cost	108,662	1,110,903	280,621	8,714,843	280,940	210,773	107,318	183,377	722,303	3,108,178	14,827,918	49,816
Accumulated depreciation / amortisation	19,027	818,112	75,783	5,920,612	159,568	182,408	76,773	142,942	587,039	1,735,387	9,717,651	40,089
Net book value	89,635	292,791	204,838	2,794,231	121,372	28,365	30,545	40,435	135,264	1,372,791	5,110,267	9,727
<b>Year ended June 30, 2016</b>												
Opening net book value	89,635	292,791	204,838	2,794,231	121,372	28,365	30,545	40,435	135,264	1,372,791	5,110,267	9,727
Additions	-	-	905	43,533	88,727	1,633	8,450	20,025	9,273	-	172,546	2,874
- Direct	-	-	44,695	496,174	-	3,528	30,409	1,993	41,724	193,607	992,105	12,727
- Transfers from CWIP	-	-	-	-	3,600	5	270	858	-	-	4,733	-
Disposals / write offs	-	-	-	-	-	-	-	-	-	-	-	-
- Cost	-	-	-	52,494	37,652	440	2,582	4,695	264	-	98,127	-
- Accumulated depreciation	-	-	-	52,494	34,052	435	2,312	3,837	264	-	93,394	-
Depreciation / amortisation charge for the year	3,605	82,824	23,816	808,978	52,672	12,823	13,297	20,517	50,385	490,482	1,559,399	6,037
Closing net book value	<b>86,030</b>	<b>389,942</b>	<b>226,622</b>	<b>2,524,960</b>	<b>153,827</b>	<b>20,698</b>	<b>55,837</b>	<b>41,078</b>	<b>135,876</b>	<b>1,075,916</b>	<b>4,710,786</b>	<b>19,291</b>
<b>At June 30, 2016</b>												
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	<b>86,030</b>	<b>389,942</b>	<b>226,622</b>	<b>2,524,960</b>	<b>153,827</b>	<b>20,698</b>	<b>55,837</b>	<b>41,078</b>	<b>135,876</b>	<b>1,075,916</b>	<b>4,710,786</b>	<b>19,291</b>
Depreciation / amortisation rate % per annum	2.38%-3.85%	10%	5%	10%-20%	20%	20%	20%	33.33%	20%	20%-25%	33.33%	33.33%

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

		Tangible assets							Intangible assets				
		(Rupees in '000)											
		Factory leasehold land	Other building on leasehold land	Plant and machinery	Motor vehicles	Furniture and fixtures	Office equipment	Computer and related accessories	Jigs, moulds and related equipments	Total tangible assets	Computer software		
<b>At July 1, 2014</b>													
Cost		38,662	1,099,897	126,023	8,369,449	265,157	200,693	92,440	198,096	647,555	3,128,715	14,166,687	39,030
Accumulated depreciation / amortisation		15,870	739,725	58,087	5,180,012	144,983	168,803	70,938	185,674	540,439	1,315,556	8,420,087	37,967
Net book value		22,792	360,172	67,936	3,189,437	120,174	31,890	21,502	12,422	107,116	1,813,159	5,746,600	1,063
<b>Year ended June 30, 2015</b>													
Opening net book value		22,792	360,172	67,936	3,189,437	120,174	31,890	21,502	12,422	107,116	1,813,159	5,746,600	1,063
Additions													
- Direct		70,000	-	140,000	34,563	59,747	11	5,167	10,791	10,221	1,580	332,080	2,635
- Transfers from CWP		-	11,106	14,598	395,012	-	11,078	13,108	29,223	66,619	50,129	590,873	8,151
Disposals / write offs													
- Cost		-	100	-	84,181	43,964	1,009	3,397	54,733	2,092	72,246	261,722	-
- Accumulated depreciation		-	38	-	82,086	30,633	924	3,148	53,346	2,092	72,133	244,400	-
Depreciation / amortisation charge for the year		-	62	-	2,095	13,331	85	249	1,387	-	113	17,322	-
Closing net book value		3,157	78,425	17,696	822,686	45,218	14,529	8,983	10,614	48,692	491,964	1,541,964	2,122
		89,635	292,791	204,838	2,794,231	121,372	28,365	30,545	40,435	135,264	1,372,791	5,110,267	9,727
<b>At June 30, 2015</b>													
Cost		108,662	1,110,903	280,621	8,714,843	280,940	210,773	107,318	183,377	722,303	3,108,178	14,827,918	49,816
Accumulated depreciation / amortisation		19,027	818,112	75,783	5,920,612	159,568	182,408	76,773	142,942	587,039	1,735,387	9,717,651	40,089
Net book value		89,635	292,791	204,838	2,794,231	121,372	28,365	30,545	40,435	135,264	1,372,791	5,110,267	9,727
Depreciation / amortisation rate % per annum		2.38%-3.85%	10%	5%	10%-20%	20%	20%	20%	33.33%	20%	20%-25%	33.33%	33.33%



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

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

	Note	2016	2015
------(Rupees in '000)-----			
Cost of sales - own manufactured	25	1,491,926	1,488,113
Distribution expenses	26	45,527	29,047
Administrative expenses	27	21,946	24,804
		<u>1,559,399</u>	<u>1,541,964</u>

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

Particulars	Cost	Accumulated depreciation	Net book value	Sale proceeds / receivable from insurance company	Gain / (loss)	Mode of disposal	Particulars of buyer
------(Rupees in '000)-----							
Office Equipment	415	263	152	7	(145)	Bidding Process	M/S Siraj-ul-Hasan, Karachi
	235	149	86	4	(82)	--do--	M/S Siraj-ul-Hasan, Karachi
EDP Equipment	100	33	67	100	33	Insurance Claim	Habib Insurance Company Limited, Karachi - Related Party
	85	-	85	85	-	--do--	Habib Insurance Company Limited, Karachi - Related Party
	100	44	56	100	44	--do--	Habib Insurance Company Limited, Karachi - Related Party
	90	20	70	90	20	--do--	Habib Insurance Company Limited, Karachi - Related Party
	82	29	53	82	29	--do--	Habib Insurance Company Limited, Karachi - Related Party
	131	18	113	131	18	--do--	Habib Insurance Company Limited, Karachi - Related Party
Motor Vehicles	809	647	162	508	346	Employee Scheme	Mr. Umar Farooque (Executive)
	1,994	1,230	764	1,379	615	--do--	Mr. Faisal Muneeb Khan (Executive)
	1,730	1,644	86	1,001	915	Bidding Process	M/S Toyota Southern Motors, Karachi
	1,534	1,023	511	1,220	709	--do--	M/S Toyota Southern Motors, Karachi
	1,534	793	741	1,367	626	--do--	M/S Toyota Western Motors, Karachi
	1,669	1,168	501	1,132	631	Employee Scheme	Mr. Muhammad Arif Anzer (Executive)
	2,084	1,250	834	888	54	--do--	Mr. Rayomand Ghadiali (Ex-Executive)
Others							
Items having net book value of less than 50,000 each	85,535	85,083	452	15,349	14,897	Various	Various
2016	<u>98,127</u>	<u>93,394</u>	<u>4,733</u>	<u>23,443</u>	<u>18,710</u>		
2015	<u>261,722</u>	<u>244,400</u>	<u>17,322</u>	<u>33,578</u>	<u>16,256</u>		

3.5 Capital work-in-progress

	2016	2015
------(Rupees in '000)-----		
Civil works	41,963	46,926
Plant, machinery, tools and equipment	115,807	18,955
Computer and related accessories	50,430	7,602
	<u>208,200</u>	<u>73,483</u>

3.6 Movement in capital work-in-progress

Opening balance	73,483	285,601
Additions during the year	1,139,549	386,906
Transferred to operating fixed assets	(1,004,832)	(599,024)
Closing balance	<u>208,200</u>	<u>73,483</u>

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

	Note	2016	2015
		----- (Rupees in '000) -----	
<b>4 LONG-TERM LOANS AND ADVANCES</b>			
<b>Considered good</b>			
Loans due from - secured			
- Executives	4.2 & 4.3	17,971	29,282
- Employees		5,934	4,907
	4.1	23,905	34,189
Advances to suppliers - unsecured		-	22,283
		<u>23,905</u>	<u>56,472</u>
<b>Less: Recoverable within one year shown under current assets</b>			
Loans due from - secured			
- Executives	10	14,697	18,421
- Employees	10	5,414	4,672
Advances to suppliers - unsecured	10	-	22,283
		<u>20,111</u>	<u>45,376</u>
		<u>3,794</u>	<u>11,096</u>

4.1 These represent house building and personal loans granted to executives and employees. These are granted in accordance with the terms of their employment and are secured against their balances with the Employees' Provident Fund. The loans are repayable over a period of 12 to 36 months. House building and personal loans to management employees carry interest at the rate of 3.00% to 3.50% (2015: 3.00% to 3.50%) per annum. Non-management employees are entitled to personal loans which carry no interest.

	2016	2015
	----- (Rupees in '000) -----	
<b>4.2 Reconciliation of carrying amount of loans to executives is as follows:</b>		
Opening balance	29,282	18,729
Disbursements	30,815	47,674
Repayments	(42,126)	(37,121)
Closing balance	<u>17,971</u>	<u>29,282</u>

4.3 The maximum aggregate amount due from executives at the end of any month during the year was Rs 33.483 million (2015: Rs 31.922 million).

	Note	2016	2015
		----- (Rupees in '000) -----	

## 5 LONG-TERM INVESTMENTS

### Held to Maturity

- Government securities - Pakistan Investment Bonds	5.1	<u>5,005,805</u>	<u>4,954,764</u>
-----------------------------------------------------	-----	------------------	------------------

5.1 These securities have a tenor of 3 years and are maturing on July 17, 2017. The yield on these securities ranges from 10.40% - 12.56% per annum.

	Note	2016	2015
		----- (Rupees in '000) -----	

## 6 LONG-TERM DEPOSITS

### Deposits

- Utilities		7,450	7,169
- Others	6.1	2,498	2,498
	6.2	<u>9,948</u>	<u>9,667</u>

6.1 These include a deposit made against rental property to a related party - Habib Metro Pakistan (Private) Limited amounting to Rs 2.005 million (2015: Rs 2.005 million).

6.2 These deposits do not carry any mark up arrangement.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

	Note	2016	2015
		----- (Rupees in '000) -----	
<b>7 STORES AND SPARES</b>			
Stores		164,746	180,087
Spares		261,949	258,535
		<u>426,695</u>	<u>438,622</u>
Less: Provision for slow moving stores and spares		(273,134)	(260,023)
		<u>153,561</u>	<u>178,599</u>
<b>8 STOCK-IN-TRADE</b>			
In hand			
Manufacturing stock			
Raw material and components		2,776,395	2,588,481
Less: Provision for slow moving stock		(67,931)	(5,162)
		<u>2,708,464</u>	<u>2,583,319</u>
Work-in-process		549,799	261,221
Finished goods (vehicles – own manufactured)	8.1	453,305	249,628
		<u>3,711,568</u>	<u>3,094,168</u>
Trading stock			
Vehicles	8.1	36,213	260,306
Less: Provision for slow moving stock		(545)	(234)
		<u>35,668</u>	<u>260,072</u>
Spare parts		561,819	480,607
Special service tools and publications		5,695	7,478
Less: Provision for slow moving stock		(110,887)	(132,353)
		<u>456,627</u>	<u>355,732</u>
In transit			
Raw material - manufacturing stock		3,187,700	2,259,338
Trading stock		393,682	181,138
		<u>7,785,245</u>	<u>6,150,448</u>
8.1	These include vehicles amounting to Rs 54.6 million (2015: Rs 301.825 million) held with the Company's authorised dealers at year end.		
	Note	2016	2015
		----- (Rupees in '000) -----	
<b>9 TRADE DEBTS - UNSECURED</b>			
Considered good			
Government agencies		771,947	148,718
Others		359,755	299,032
		<u>1,131,702</u>	<u>447,750</u>
Considered doubtful		22,979	14,961
		<u>1,154,681</u>	<u>462,711</u>
Less: Provision for doubtful debts	9.1	(22,979)	(14,961)
		<u>1,131,702</u>	<u>447,750</u>
9.1	Provision for doubtful debts		
Opening balance		14,961	643
Add: Provision made during the year	26	8,018	14,581
		<u>22,979</u>	<u>15,224</u>
Less: Doubtful debts written off during the year		-	(263)
Closing balance		<u>22,979</u>	<u>14,961</u>

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

9.2 As at June 30, 2016, Rs 174.327 million (2015: Rs 56.180 million) are overdue but not impaired in respect of trade debts. These balances relate to various customers for whom there is no recent history of default. The ageing analysis of these trade debts is as follows:

	Note	2016	2015
		------(Rupees in '000)-----	
1 to 6 months		290	17,878
More than 6 months		174,037	38,302
		<u>174,327</u>	<u>56,180</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

Employees

Collector of Customs

Margin with Banks

	Note	2016	2015
		14,697	18,421
		5,414	4,672
		-	22,283
		<u>20,111</u>	<u>45,376</u>
		34,962	12,758
		6,778	3,039
		1,040,572	825,529
		23,067	333,872
		<u>1,105,379</u>	<u>1,175,198</u>
		<u>1,125,490</u>	<u>1,220,574</u>

10.1 This represents amounts paid to the Collector of Customs in respect of the import of stock-in-trade. An amount of Rs. 1,005.514 million (2015: Rs. 671.578 million) was cleared subsequent to the year end.

10.2 The advances provided to suppliers, employees and collector of customs are interest free.

### 11 SHORT-TERM PREPAYMENTS

Rent

Insurance

Others

	Note	2016	2015
		------(Rupees in '000)-----	
		1,497	1,463
		35,676	10,016
		8,347	7,440
		<u>45,520</u>	<u>18,919</u>

11.1 This includes Rs 31.889 million (2015: Rs 6.117 million) paid to related parties.

### 12 ACCRUED RETURN

Pakistan Investment Bonds

Term Deposit Receipts

Others

	Note	2016	2015
		------(Rupees in '000)-----	
		261,190	256,051
		252,165	159,991
		-	2,787
		<u>513,355</u>	<u>418,829</u>

12.1 This include accrued return of Rs 0.359 million ( 2015 : Rs 5.311 million) earned under an arrangement permissible under Shariah.

12.2 This includes an amount of Rs. 132.276 million (2015: Rs. 114.058 million) receivable from related parties.



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

	Note	2016	2015
		----- (Rupees in '000) -----	
<b>13 OTHER RECEIVABLES</b>			
Considered good			
Warranty claims and other receivables due from a related party – Toyota Tsusho Corporation and its affiliates		334	3,417
Agency commission - receivable from related party - Toyota Tsusho Asia Pacific PTE. Limited	13.1	29,769	90,160
Warranty claims due from local vendors		7,038	1,754
Earnest money		48,755	26,373
Insurance claims – receivable from related party - Habib Insurance Company Limited		22,218	22,398
Workers' Profit Participation Fund	13.2	3,226	2,373
Receivable against sale of fixed assets		3,721	4,219
Receivable from Pension Fund - Defined Benefit Scheme	28.2	-	359
Net unrealised gain on revaluation of foreign exchange contracts - fair value hedge		49,366	14,363
Sales tax - net		21,029	-
Others		5,847	2,341
		<u>191,303</u>	<u>167,757</u>

13.1 The maximum aggregate amount due at the end of any month during the year was Rs 109.57 million (2015: Rs 247.854 million).

	Note	2016	2015
		----- (Rupees in '000) -----	
<b>13.2 Workers' Profit Participation Fund</b>			
Opening balance		2,373	622
Add: Allocation for the year	30	(934,147)	(759,249)
		<u>(931,774)</u>	<u>(758,627)</u>
Less: Amount paid during the year		935,000	761,000
Closing balance		<u>3,226</u>	<u>2,373</u>

## 14 SHORT-TERM INVESTMENTS

Financial assets 'at fair value through profit or loss'

- Mutual Fund Units 14.1 & 14.2 - 3,754,870

Held to Maturity

- Government securities - Market Treasury Bills 14.3 6,196,804 3,002,016

- Term Deposit Receipts (TDRs) 14.4 & 14.5 27,500,000 19,500,000

33,696,804 26,256,886

Market value as at June 30

2016 2015

----- (Rupees in '000) -----

### 14.1 Mutual Fund Units

HBL Money Market Fund - 100,092

MCB Cash Management Optimizer Fund - 1,250,914

UBL Liquidity Plus Fund - 1,502,992

ABL Cash Fund - 900,872

- 3,754,870



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

	Note	2016	2015
		------(Rupees in '000)-----	
<b>17 RESERVES</b>			
Capital reserve			
Premium on issue of ordinary shares		196,500	196,500
Revenue reserves			
General reserve			
Balance brought forward		16,851,050	14,851,050
Transferred from unappropriated profit		3,000,000	2,000,000
		19,851,050	16,851,050
Unappropriated profit		6,796,059	6,201,970
		<u>26,843,609</u>	<u>23,249,520</u>
<b>18 DEFERRED TAXATION</b>			
Deferred tax liability arising on taxable temporary differences:			
Due to accelerated tax depreciation		28,899	194,068
Others		15,303	1,556
Deferred tax asset arising on deductible temporary differences:			
In respect of certain provisions		(242,823)	(200,919)
Deferred tax asset - net		<u>(198,621)</u>	<u>(5,295)</u>
<b>19 TRADE, OTHER PAYABLES AND PROVISIONS</b>			
Trade creditors			
- Associated undertakings / related parties		227,292	375,268
- Others		1,339,779	914,672
Bills payable to associated undertakings / related parties		1,854,649	1,586,781
Accrued liabilities	19.1	3,041,990	2,156,711
Unclaimed dividends		126,311	160,973
Royalty payable to associated undertakings / related parties		585,021	576,014
Security deposits from dealers	19.2	130,550	126,300
Retention money		17,491	12,095
Workers' Welfare Fund		361,309	301,358
Technical fee		2,136	2,302
Warranty obligations	19.3	938,630	788,374
Payable to dealers		202,609	663,522
Payable to customers		42,332	116,919
Sales tax – net		-	505,159
Withholding income tax payable		355,486	312,867
Payable to Pension Fund - Defined Benefit Scheme	28.2	1,893	-
Other government levies payable		807,667	581,390
		<u>10,035,145</u>	<u>9,180,705</u>
19.1	These include an amount of Rs 49.202 million (2015: Rs 52.090 million) payable to associated undertakings / related parties.		
19.2	These represent interest free deposits repayable to dealers upon the termination of dealership agreements.		

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

	2016	2015
	------(Rupees in '000)-----	
<b>19.3 Warranty obligations</b>		
Opening balance	788,374	628,147
Add: Charge for the year	<u>206,608</u>	<u>184,334</u>
	994,982	812,481
Less: Utilisation during the year	<u>(56,352)</u>	<u>(24,107)</u>
Closing balance	<u>938,630</u>	<u>788,374</u>

### 20 ADVANCES FROM CUSTOMERS AND DEALERS

These represent advances received by the Company from customers and dealers in respect of sale of vehicles and parts.

### 21 SHORT-TERM RUNNING FINANCES

At June 30, 2016, the Company has unutilised short-term running finance facilities under mark-up arrangements aggregating Rs 3,550 million (2015: 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 (2015: 1 month KIBOR plus 25 basis points). The above facilities include an amount of Rs 1,500 million (2015: Rs 1,500 million) available from related parties.

The company also has facilities for opening letters of credit and bank guarantees under mark-up arrangements as at June 30, 2016 amounting to Rs 24,550 million (2015: Rs 27,050 million) from various commercial banks, including Rs 8,700 million (2015: Rs 9,200 million) available from related parties. The unutilised balance at June 30, 2016 was Rs 12,342 million (2015: Rs 16,420 million).

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

### 22 TAXATION

The income tax assessments of the company have been finalised by the Income Tax Department or deemed to be assessed under section 120 of the Income Tax Ordinance, 2001 up to the year ended June 30, 2015.

### 23 CONTINGENCIES AND COMMITMENTS

#### Contingencies

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

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



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

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

- 23.2 As at June 30, 2016, the claims not acknowledged as debts by the company amounts to Rs 1,033.301 million (2015 Rs 965.260 million).

	Note	2016	2015
		------(Rupees in '000)-----	
Cases filed by the dealers		300,000	300,000
Cases filed by government authorities		437,309	494,647
Others	23.2.1	295,992	170,613
	23.2.2	<u>1,033,301</u>	<u>965,260</u>

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

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

	2016	2015
	------(Rupees in '000)-----	
23.3 Outstanding bank guarantees	<u>8,361,897</u>	<u>5,514,465</u>

Outstanding bank guarantees include an amount of Rs 4,087.059 million (2015: Rs 2,122.129 million) in respect of bank guarantees from related parties.

### Commitments

- 23.4 Commitments in respect of capital expenditure at June 30, 2016 amounted to Rs 1,021.117 million (2015: Rs 392.911 million).

- 23.5 Commitments in respect of letters of credit, other than for capital expenditure, amounted to Rs 3,568.601 million (2015: Rs 4,919.914 million). The above letters of credit include an amount of Rs 193.290 million (2015: Rs 2,228.133 million) availed from related parties.

- 23.6 Commitments in respect of land rent and maintenance charges against leasehold land from Port Qasim Authority as at June 30, 2016 amounted to Rs 216.999 million (2015: Rs 222.368 million).

Year	2016	2015
	-----(Rupees in '000)----	
2016-2017	-	5,369
2017-2018	5,637	5,637
2018-2019	5,919	5,919
2019-2020	6,215	6,215
2020-2021	6,525	6,525
2021 onwards	<u>192,703</u>	<u>192,703</u>
	<u>216,999</u>	<u>222,368</u>

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

## 24 OPERATING RESULTS

	Note	Manufacturing		Trading		Total	
		2016	2015	2016	2015	2016	2015
----- (Rupees in '000) -----							
Gross sales	24.1	124,675,760	111,281,648	6,371,444	5,057,564	131,047,204	116,339,212
Sales tax		(18,111,025)	(16,148,419)	(666,838)	(548,080)	(18,777,863)	(16,696,499)
		106,564,735	95,133,229	5,704,606	4,509,484	112,269,341	99,642,713
Commission		(3,185,059)	(2,903,321)	(80,185)	(46,607)	(3,265,244)	(2,949,928)
Discounts		(3,199)	(1,827)	(242,230)	(174,636)	(245,429)	(176,463)
<b>Net sales</b>		<b>103,376,477</b>	<b>92,228,081</b>	<b>5,382,191</b>	<b>4,288,241</b>	<b>108,758,668</b>	<b>96,516,322</b>
Cost of sales	25	87,480,979	79,250,476	3,546,390	3,021,616	91,027,369	82,272,092
<b>Gross profit</b>		<b>15,895,498</b>	<b>12,977,605</b>	<b>1,835,801</b>	<b>1,266,625</b>	<b>17,731,299</b>	<b>14,244,230</b>
Distribution expenses	26	956,355	910,848	104,536	85,169	1,060,891	996,017
Administrative expenses	27	884,737	763,210	46,063	35,486	930,800	798,696
		1,841,092	1,674,058	150,599	120,655	1,991,691	1,794,713
		14,054,406	11,303,547	1,685,202	1,145,970	15,739,608	12,449,517
Other operating expenses	29	136,722	114,144	7,118	5,307	143,840	119,451
Workers' Profit Participation							
Fund and Workers' Welfare Fund	30	1,285,491	1,052,411	-	-	1,285,491	1,052,411
		12,632,193	10,136,992	1,678,084	1,140,663	14,310,277	11,277,655
Other income	31					3,164,440	2,906,797
						17,474,717	14,184,452
Finance cost	32					77,271	51,883
<b>Profit before taxation</b>						<b>17,397,446</b>	<b>14,132,569</b>

24.1 This includes an amount of Rs. 2.567 million (2015: Rs. 3.92 million) and Rs. 9.633 million (2015: Rs. 0.362 million) in respect of export sales of own manufactured vehicles and spare parts respectively.

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

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

	Note	2016	2015
		------(Rupees in '000)-----	
<b>25 COST OF SALES</b>			
Raw materials and vendor parts consumed			
Opening stock		4,847,819	3,154,803
Purchases		81,396,691	73,987,505
Closing stock	8	(5,964,095)	(4,847,819)
	25.1	80,280,415	72,294,489
Stores and spares consumed		1,309,601	1,245,984
Salaries, wages and other benefits	25.2	1,074,766	873,042
Rent, rates and taxes		4,967	6,960
Repairs and maintenance		391,404	308,092
Depreciation	3.3	1,491,926	1,488,113
Legal and professional		7,011	2,993
Travelling		41,615	30,852
Transportation		2,921	1,115
Insurance		31,046	27,398
Vehicle running		12,769	13,647
Communication		3,201	4,016
Printing, stationery and office supplies		3,767	2,348
Subscription		434	354
Fuel and power		414,717	411,437
Running royalty		2,457,420	2,127,217
Supervisor fee		18,087	-
Technical fee		5,278	5,604
Staff catering, transport and uniforms		331,295	262,005
Provision / (reversal) of stock in trade - Manufacturing Stock		62,769	(4,935)
Provision / (reversal) of stores and spares		13,111	(5,135)
Others		14,714	16,685
		7,692,819	6,817,792
		87,973,234	79,112,281
Add: Opening work-in-process		261,221	214,910
Less: Closing work-in-process	8	(549,799)	(261,221)
		87,684,656	79,065,970
Opening finished goods stock - own manufactured		249,628	434,134
Closing finished goods stock - own manufactured	8	(453,305)	(249,628)
<b>Cost of sales - own manufactured</b>		<b>87,480,979</b>	<b>79,250,476</b>
Opening finished goods stock - trading		929,529	776,405
Finished goods purchased		3,635,425	3,142,849
Closing finished goods stock - trading	8	(997,409)	(929,529)
(Reversal) / Charge of provision for slow moving stock		(21,155)	31,891
<b>Cost of sales - trading</b>	25.3	<b>3,546,390</b>	<b>3,021,616</b>
		<b>91,027,369</b>	<b>82,272,092</b>

25.1 This includes an amount of Rs 7.233 million (2015: Rs 14.485 million) in respect of write off against stock-in-trade.

25.2 Included herein is a sum of Rs 24.060 million (2015: Rs 20.562 million) in respect of charge against employee provident fund and Rs 18.562 million (2015: Rs 9.921 million) in respect of charge against employee pension fund.

25.3 This includes an amount of Rs Nil (2015: Rs 1.817 million) in respect of write-off against stock-in-trade.

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

26	DISTRIBUTION EXPENSES	Note	2016	2015
			------(Rupees in '000)-----	
	Salaries, allowances and other benefits	26.1	216,816	174,201
	Rent, rates and taxes		3,629	12,465
	Repairs and maintenance		7,604	6,469
	Depreciation	3.3	45,527	29,047
	Advertising and sales promotion		342,643	382,713
	Travelling		30,673	27,893
	Vehicle running		14,868	14,309
	Communication		5,757	4,820
	Printing, stationery and office supplies		2,512	5,036
	Staff training		9,992	9,752
	Staff transport & canteen		16,890	14,319
	Subscription		377	433
	Warranty claims		206,608	184,334
	Pre-delivery inspection and service charges		49,114	47,083
	Development expenditure		28,299	12,794
	Utilities		184	521
	Transportation		51,056	38,888
	Running royalty		18,476	15,285
	Charge for doubtful debts and bad debts	9.1	8,018	14,581
	Others		1,848	1,074
			<u>1,060,891</u>	<u>996,017</u>

26.1 Included herein is a sum of Rs 6.464 million (2015: Rs 5.279 million) in respect of charge against employee provident fund and Rs 3.995 million (2015: Rs 3.597 million) in respect of charge against employee pension fund.

27	ADMINISTRATIVE EXPENSES	Note	2016	2015
			------(Rupees in '000)-----	
	Salaries, allowances and other benefits	27.1	334,891	317,792
	Rent, rates and taxes		2,135	2,327
	Insurance		30,043	28,360
	Repairs and maintenance		68,905	87,888
	Depreciation	3.3	21,946	24,804
	Amortisation	3.2	6,037	2,122
	Travelling		62,834	45,866
	Legal and professional		207,084	136,682
	Director fee		1,125	875
	Vehicle running		15,267	17,717
	Communication		15,777	11,288
	Printing, stationery and office supplies		3,222	3,140
	Staff training		81,600	56,594
	Staff transport and canteen		32,528	21,075
	Security		32,523	29,134
	Subscription		3,893	3,250
	Utilities		1,002	925
	Share registrar and related expenses		7,728	7,800
	Others		2,260	1,057
			<u>930,800</u>	<u>798,696</u>

27.1 Included herein is a sum of Rs 7.793 million (2015: Rs 7.755 million) in respect of charge against employee provident fund and Rs 4.553 million (2015: Rs 3.003 million) in respect of charge against employee pension fund.



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

## 28 DEFINED BENEFIT PLAN - Approved pension fund

As mentioned in note 2.16, the Company operates an approved pension fund for its permanent employees who are governed under the old rules. The latest actuarial valuation of the Company's pension fund, based on Projected Unit Credit Actuarial Cost Method, was carried out as at June 30, 2016. The pension fund exposes the Company to the following risks:

### Mortality risks

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

### Investment risks

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

### Final salary risks

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

### Withdrawal risks

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

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

28.1	Principal actuarial assumptions	Note	2016 (% per annum)	2015
	Discount factor used		10.50	11.00
	Expected rate of salary increase		9.50	10.00
	Expected rate of return on plan assets		10.50	11.00
	Expected rate of increase in long term pension		5.50	6.00
28.2	The amount recognised in the balance sheet are determined as follows:		2016 -----Rupees '000-----	2015
	Present value of defined benefit obligations	28.4	23,305	20,007
	Fair value of plan assets	28.3 & 28.4	(21,412)	(20,366)
			<u>1,893</u>	<u>(359)</u>
28.3	Plan assets consist of the following:			
			2016	2015
			Quoted	Non-Quoted
			----- Rupees '000 -----	
	Balances with banks		-	3,430
	Equity instruments		4,585	-
	Debt instruments:			
	- Government		-	12,467
	Other Receivables		-	505
			<u>4,585</u>	<u>16,402</u>

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

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

	2016		
	Present value of obligation	Fair value of plan assets	Total
	------(Rupees in '000)-----		
At July 1	20,007	(20,366)	(359)
Current service cost	1,158	-	1,158
Interest expense / (income)	2,232	(2,269)	(37)
	<u>23,397</u>	<u>(22,635)</u>	<u>762</u>
Remeasurements:			
- Return on plan assets, excluding amounts included in interest expense	-	774	774
- Loss from change in financial assumptions	460	-	460
	<u>460</u>	<u>774</u>	<u>1,234</u>
	<u>23,857</u>	<u>(21,861)</u>	<u>1,996</u>
Contribution	-	(103)	(103)
Benefit payments	(552)	552	-
At June 30	<u>23,305</u>	<u>(21,412)</u>	<u>1,893</u>
	2015		
	Present value of obligation	Fair value of plan assets	Total
	------(Rupees in '000)-----		
At July 1	17,394	(16,662)	732
Current service cost	993	-	993
Interest expense / (income)	2,288	(2,282)	6
	<u>20,675</u>	<u>(18,944)</u>	<u>1,731</u>
Remeasurements:			
- Return on plan assets, excluding amounts included in interest expense	-	(939)	(939)
- Gain from change in financial assumptions	(116)	-	(116)
	<u>(116)</u>	<u>(939)</u>	<u>(1,055)</u>
	<u>20,559</u>	<u>(19,883)</u>	<u>676</u>
Contribution	-	(1,035)	(1,035)
Benefit payments	(552)	552	-
At June 30	<u>20,007</u>	<u>(20,366)</u>	<u>(359)</u>

	2016	2015
	------(Rupees in '000)-----	
28.5 Charge for defined benefit plan		
Current service cost	1,158	993
Net interest (income) / expense	(37)	6
	<u>1,121</u>	<u>999</u>

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

	Impact on defined benefit obligation - Increase / (decrease)		
	Change in assumption	Increase in assumption	Decrease in assumption
	------(Rupees in '000)-----		
Discount rate	1%	19,483	27,633
Long term salary increases	1%	25,043	21,316
Pension increase rate	1%	25,633	20,878

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

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

28.7 The weighted average duration of the defined benefit obligation is 16.41 years.

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

At June 30, 2016	Less than a year	Between 1-2 years	Between 2-4 years	Over 4 years	Total
	----- Rupees '000 -----				
Pension	279	592	1,332	6,964	9,167

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

28.10 The expected charge for the defined benefit plan for the year ending June 30, 2017 is Rs 1.537 million.

28.11 The charge for the year in respect of Pension amounts to Rs 27.110 million (2015 Rs 16.521 million), which includes Rs. 25.99 million (2015: Rs 15.522 million) in respect of members covered under New Rules and Rs. 1.121 million (2015: Rs 0.999 million) in respect of members covered under Old Rules.

	Note	2016	2015
<b>29 OTHER OPERATING EXPENSES</b>		----- (Rupees in '000) -----	
Auditors' remuneration	29.1	2,844	2,725
Donations	29.2	140,996	116,726
		<b>143,840</b>	119,451
<b>29.1 Auditors' remuneration</b>			
Audit fee		1,475	1,475
Interim review and other certifications		768	740
Out-of-pocket expenses		601	510
		<b>2,844</b>	2,725

29.2 Donations

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

Name of Director(s)	Interest in Donee	Name and address of Donee	Amount donated	
			2016	2015
---- (Rupees in '000) ----				
1. Mr. Ali S. Habib	Trustee	Mohamedali Habib Welfare Trust, 2nd Floor, Siddiq Sons Tower, Jinnah Co-operative Housing Society, Shahrah-e-Faisal, Karachi.	3,868	2,050
2. Mr. Mohammedali R. Habib and Mr. Ali S. Habib	Trustee	Habib Education Trust, 4th Floor, UBL Building, I. I. Chundrigar Road, Karachi.	1,500	1,570
3. Mr. Mohammedali R. Habib and Mr. Ali S. Habib	Director	Habib University Foundation, Block 18, Gulistan-e-Jauhar University Avenue, Off Shahrah-e-Faisal Karachi.	40,000	30,000

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

	Note	2016	2015
		------(Rupees in '000)-----	
<b>30 WORKERS' PROFIT PARTICIPATION FUND AND WORKERS' WELFARE FUND</b>			
Workers' Welfare Fund		354,976	293,162
Workers' Welfare Fund - for prior years		(3,632)	-
Workers' Profit Participation Fund	13.2	934,147	759,249
		<u>1,285,491</u>	<u>1,052,411</u>
<b>31 OTHER INCOME</b>			
<b>Income from financial assets</b>			
Return on bank deposits	31.1	1,496,094	1,545,094
Interest Income on Market Treasury Bills		320,242	319,581
Amortisation Income on Market Treasury Bills		68,604	29,784
Interest Income on Pakistan Investment Bonds		572,667	454,806
Amortisation Income on Pakistan Investment Bonds		51,041	42,693
Gain on redemption of investments in listed mutual fund units		222,436	149,138
Unrealised gain on revaluation of listed mutual fund units	14.2	-	4,870
Mark-up on advances to suppliers		1,111	3,280
<b>Income from other than financial assets</b>			
Agency commission, net of commission expense of Rs 4.238 million (2015: Rs 11.941 million)		88,131	183,889
Exchange gain / (loss) on agency commission and exports	31.2	6,181	(30,613)
Gain on sale of fixed assets		18,710	16,256
Liabilities no longer payable written back		78,272	38,758
Freight and other charges income		224,574	147,367
Certification income		8,327	1,894
Others		8,050	-
		<u>3,164,440</u>	<u>2,906,797</u>

31.1 This includes an amount of Rs 25.758 million (2015 : Rs 12.534 million ) earned from bank accounts under an arrangement permissible under Shariah.

31.2 The net exchange gain comprises of gain from fluctuations in foreign currency related to foreign currency balances.

	Note	2016	2015
		------(Rupees in '000)-----	
<b>32 FINANCE COST</b>			
Mark-up on advances from customers		-	36
Bank charges - net		62,332	44,043
Exchange loss - net realised	32.1	14,939	7,804
		<u>77,271</u>	<u>51,883</u>

32.1 The net exchange loss realized comprises of loss from fluctuations in foreign currency related to foreign currency balances.



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

	Note	2016	2015
		------(Rupees in '000)-----	
<b>33 TAXATION</b>			
Current - for the year		6,189,385	5,246,900
- for prior years		(53,936)	-
		<u>6,135,449</u>	<u>5,246,900</u>
Deferred - for the year		(192,943)	(224,582)
		<u>(192,943)</u>	<u>(224,582)</u>
	33.1	<u>5,942,506</u>	<u>5,022,318</u>
<b>33.1 Relationship between income tax expense and accounting profit</b>			
Profit before taxation		<u>17,397,446</u>	<u>14,132,569</u>
Tax at the applicable tax rate of 32% (2015: 33%)		5,567,183	4,663,748
Tax effect of permanent differences and super tax		575,041	496,803
Tax effect of income taxable at lower rates, tax credit on plant & machinery and exempt income		(27,042)	(16,997)
Tax effect of income assessed under final tax regime		(113,636)	(111,347)
Tax effect of change in tax rate for future periods		(6,047)	(6,459)
Prior years charge reversed		(53,936)	-
Others		943	(3,430)
		<u>5,942,506</u>	<u>5,022,318</u>

## 34 EARNINGS PER SHARE

### 34.1 Basic

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

	2016	2015
	------(Rupees in '000)-----	
Profit after taxation	<u>11,454,940</u>	<u>9,110,251</u>
	(Number of shares in '000)	
Weighted average number of ordinary shares outstanding during the year	<u>78,600</u>	<u>78,600</u>
	(Rupees)	
Basic earnings per share	<u>145.74</u>	<u>115.91</u>

### 34.2 Diluted

There are no dilutive potential ordinary shares outstanding as at June 30, 2016 and 2015.

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

	Note	2016	2015
		------(Rupees in '000)-----	
<b>35 CASH GENERATED FROM OPERATIONS</b>			
Profit before taxation		17,397,446	14,132,569
Adjustment for non-cash charges and other items:			
Depreciation		1,559,399	1,541,964
Amortisation		6,037	2,122
Provision for doubtful debts and bad debts		8,018	14,581
Gain on sale of fixed assets		(18,710)	(16,256)
Gain on redemption of investments in listed mutual fund units		(222,436)	(149,138)
Net unrealised gain on revaluation of listed mutual fund units		-	(4,870)
Net unrealised gain on revaluation of creditors and foreign exchange contracts		(35,003)	(17,305)
Return on bank deposits		(1,496,094)	(1,545,094)
Interest Income on Pakistan Investment Bonds		(572,667)	(454,806)
Amortisation Income on Pakistan Investment Bonds		(51,041)	(42,693)
Interest Income on Market Treasury Bills		(320,242)	(319,581)
Amortisation Income on Market Treasury Bills		(68,604)	(29,784)
Workers' Profit Participation Fund		934,147	759,249
Workers' Welfare Fund		351,344	293,162
Mark-up on advances from customers		-	36
Working capital changes	35.1	1,541,423	18,469,388
		<u>19,013,017</u>	<u>32,633,544</u>
<b>35.1 Working capital changes</b>			
(Increase) / decrease in current assets			
Stores and spares		25,038	(36,940)
Stock-in-trade		(1,634,797)	(1,680,988)
Trade debts		(691,970)	1,275,027
Loans and advances		95,084	(214,564)
Short-term prepayments		(26,601)	(3,977)
Other receivables		12,310	24,405
		<u>(2,220,936)</u>	<u>(637,037)</u>
Increase in current liabilities			
Trade and other payables		827,917	4,459,219
Advances from customers and dealers		2,934,442	14,647,206
		<u>3,762,359</u>	<u>19,106,425</u>
		<u>1,541,423</u>	<u>18,469,388</u>

### 36 CASH AND CASH EQUIVALENTS

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

	Note	2016	2015
		------(Rupees in '000)-----	
Cash and bank balances	15	2,737,569	5,365,388
Term Deposit Receipts (TDRs)	14	23,000,000	17,500,000
Government securities - Market Treasury Bills	14	4,000,000	1,857,500
		<u>29,737,569</u>	<u>24,722,888</u>

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

## 37 REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

	2016			2015		
	Chief Executive	Directors	Executives	Chief Executive	Directors	Executives
	----- (Rupees in '000) -----					
Managerial remuneration *	29,859	11,014	447,896	24,790	11,568	377,463
Retirement benefits	-	-	32,818	-	-	26,368
Medical expenses	11	-	-	107	-	-
	<u>29,870</u>	<u>11,014</u>	<u>480,714</u>	<u>24,897</u>	<u>11,568</u>	<u>403,831</u>
Number of persons	<u>1</u>	<u>2</u>	<u>167</u>	<u>1</u>	<u>2</u>	<u>136</u>

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

- 37.1 The Chief Executive, Directors and some Executives have been provided free use of the Company maintained cars, residential telephones and club facilities.
- 37.2 During the year, an amount of Rs. 1.125 million (2015: Rs. 0.875 million) has been paid to a Non-Executive director, as fee for attending board and other meetings.

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

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

	2016	2015
	----- (Rupees in '000) -----	
<b>With associated undertakings / related parties:</b>		
Sales	399,823	296,961
Purchases	48,374,070	43,292,976
Insurance premium	83,837	77,744
Agency commission	92,370	195,830
Running royalty	2,477,742	2,144,192
Rent expense	2,016	10,896
Return on bank deposits	708,052	1,167,024
Proceeds from disposal of fixed assets / insurance claim	1,220	7,060
Supervisor fee	18,087	-
Bank charges	50,396	39,380
LC charges	8,319	6,733
<b>With key management personnel:</b>		
- Salaries and benefits	140,345	149,339
- Post employment benefits	7,442	6,247
- Sale of fixed assets	2,835	3,366

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

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

38.2 The status of outstanding balances with associated undertakings / related parties as at June 30, 2016 and donations made during the year ended June 30, 2016 are included in the respective notes to the financial statements.

	2016	2015
	Number of units	
<b>39 PLANT CAPACITY AND PRODUCTION</b>		
Capacity based on double shift basis	54,800	54,800
Production	64,096	56,888

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.

	2016	2015
	Un-audited	Audited
	------(Rupees in '000)-----	
<b>40 DISCLOSURE RELATING TO PROVIDENT FUND</b>		
(i) Size of the Fund	702,682	583,875
(ii) Cost of investments made	607,713	510,423
(iii) Percentage of investment made	86.48%	87.42%
(iv) Fair value of investments	633,674	542,180

Breakup of investments	2016		2015	
	Rupees in '000	Percentage	Rupees in '000	Percentage
Bank deposits	-	0.00%	110,000	18.84%
Government Securities	221,000	31.45%	74,136	12.70%
Listed Securities	159,433	22.69%	116,079	19.88%
Pakistan Investment Bonds	253,241	36.04%	241,965	41.44%
	<u>633,674</u>	<u>90.18%</u>	<u>542,180</u>	<u>92.86%</u>

The figures for 2016 are based on the un-audited financial statements of the Provident Fund. Investments out of Provident Fund have been made in accordance with the provisions of Section 227 of the Companies Ordinance 1984 and the rules formulated for this purpose.

	2016	2015
	(Number of staff)	
<b>41 NUMBER OF EMPLOYEES</b>		
Number of employees as at June 30	2,765	2,322
Average number of employees during the year	2,565	2,190



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

## 42 FINANCIAL INSTRUMENTS BY CATEGORY

	-----As at June 30, 2016-----			
	Loans and receivables	Held to maturity	Financial assets at 'fair value through profit or loss'	Total
	-----Rupees in '000-----			
<b>Assets</b>				
Loans and advances	53,750	-	-	53,750
Long term Deposits	9,948	-	-	9,948
Trade debts	1,131,702	-	-	1,131,702
Accrued return	513,355	-	-	513,355
Other receivables	117,682	-	-	117,682
Investments	-	38,702,609	-	38,702,609
Derivative used for hedging	49,366	-	-	49,366
Cash and bank balances	2,737,569	-	-	2,737,569
	<u>4,613,372</u>	<u>38,702,609</u>	<u>-</u>	<u>43,315,981</u>

	-----As at June 30, 2016-----			
	Liabilities at fair value through profit or loss	Financial liabilities at amortised cost		Total
	-----Rupees in '000-----			
<b>Liabilities</b>				
Trade, other payables and provisions	-	8,508,790		8,508,790
	<u>-</u>	<u>8,508,790</u>		<u>8,508,790</u>

	-----As at June 30, 2015-----			
	Loans and receivables	Held to maturity	Financial assets at 'fair value through profit or loss'	Total
	-----Rupees in '000-----			
<b>Assets</b>				
Loans and advances	371,100	-	-	371,100
Deposits	9,667	-	-	9,667
Trade debts	447,750	-	-	447,750
Accrued return	418,829	-	-	418,829
Other receivables	150,662	-	-	150,662
Investments	-	27,456,780	3,754,870	31,211,650
Derivative used for hedging	14,363	-	-	14,363
Cash and bank balances	5,365,388	-	-	5,365,388
	<u>6,777,759</u>	<u>27,456,780</u>	<u>3,754,870</u>	<u>37,989,409</u>

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

-----As at June 30, 2015-----		
Liabilities at fair value through profit or loss	Financial liabilities at amortised cost	Total
-----Rupees in '000-----		
Trade, other payables and provisions	-	7,479,931
	-	7,479,931

## Liabilities

Trade, other payables and provisions

## 43 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:

### 43.1 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.

Concentrations of credit risk arise 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. Concentrations of credit risk indicate 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, including trade receivables and committed transactions. Out of the total financial assets of Rs 43,315.981 million (2015: Rs 37,989.409 million), the financial assets which are subject to credit risk amounted to Rs 32,110.462 million (2015: Rs 26,276.223 million), including trade receivables from government agencies.

Out of the total receivable from customers amounting to Rs 1,131.702 million (2015: Rs 447.750 million), an amount of Rs 771.947 million (2015: Rs 148.718 million) relates to direct customers.

Out of the total bank balance and term deposit receipt of Rs 30,234.659 million (2015: Rs 24,863.852 million) placed with banks, amounts aggregating to Rs 27,939.675 million (2015: Rs 17,692.310 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.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

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

## 43.2 Liquidity risk

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

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

## 43.3 Market Risk

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

### 43.3.1 Currency risk

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

Foreign currency risk arises mainly where receivables and payables exist due to transactions entered into in foreign currencies. The Company primarily has foreign currency exposures in US Dollars (USD) and Japanese Yen (JPY). The net foreign currency exposure at June 30, 2016 is USD 12.868 million (2015: USD 15.078 million) and JPY 1,093.347 million (2015: JPY 1,016.254 million).

### 43.3.2 Interest rate risk

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

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

-----2016-----								
Effective interest/ mark-up rate	Interest / mark-up bearing			Non-interest / mark-up bearing			Total	
	Maturity upto one year	Maturity after one year	Sub-total	Maturity upto one year	Maturity after one year	Sub-total		
%	----- (Rupees in '000) -----							
<b>On balance sheet financial instruments</b>								
<b>Assets</b>								
Loans and advances	3.00-3.50	15,837	3,793	19,630	34,120	-	34,120	53,750
Deposits	-	-	-	-	-	9,948	9,948	9,948
Trade debts	-	-	-	-	1,131,702	-	1,131,702	1,131,702
Accrued return	-	-	-	-	513,355	-	513,355	513,355
Other receivables	-	-	-	-	167,048	-	167,048	167,048
Investments	5.90-12.56	33,696,804	5,005,805	38,702,609	-	-	-	38,702,609
Cash and bank balances	3.00-6.20	2,714,352	-	2,714,352	23,217	-	23,217	2,737,569
		<b>36,426,993</b>	<b>5,009,598</b>	<b>41,436,591</b>	<b>1,869,442</b>	<b>9,948</b>	<b>1,879,390</b>	<b>43,315,981</b>
<b>Liabilities</b>								
Trade, other payables and provisions	-	-	-	-	8,508,790	-	8,508,790	8,508,790
		-	-	-	8,508,790	-	8,508,790	8,508,790

-----2015-----								
Effective interest/ mark-up rate	Interest / mark-up bearing			Non-interest / mark-up bearing			Total	
	Maturity upto one year	Maturity after one year	Sub-total	Maturity upto one year	Maturity after one year	Sub-total		
%	----- (Rupees in '000) -----							
<b>On balance sheet financial instruments</b>								
<b>Assets</b>								
Loans and advances	3.00-3.50	19,653	11,097	30,750	340,350	-	340,350	371,100
Deposits	-	-	-	-	-	9,667	9,667	9,667
Trade debts	-	-	-	-	447,750	-	447,750	447,750
Accrued return	-	-	-	-	418,829	-	418,829	418,829
Other receivables	-	-	-	-	165,025	-	165,025	165,025
Investments	6.53-12.56	22,502,016	4,954,764	27,456,780	3,754,870	-	3,754,870	31,211,650
Cash and bank balances	4.50-6.25	5,335,430	-	5,335,430	29,958	-	29,958	5,365,388
		<b>27,857,099</b>	<b>4,965,861</b>	<b>32,822,960</b>	<b>5,156,782</b>	<b>9,667</b>	<b>5,166,449</b>	<b>37,989,409</b>
<b>Liabilities</b>								
Trade, other payables and provisions	-	-	-	-	7,479,931	-	7,479,931	7,479,931
		-	-	-	7,479,931	-	7,479,931	7,479,931

The on balance sheet gap represents the net amounts of on-balance sheet items.

## a) Sensitivity analysis for variable rate instruments

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



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

### b) Sensitivity analysis of fixed rate instruments

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

### 43.3.3 Price risk

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

### 43.3.4 Fair value of financial instruments

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

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

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

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

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

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

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

	----- As at June 30, 2016 -----			----- As at June 30, 2015 -----		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
Financial assets / (liabilities) 'at fair value through profit or loss'						
- Derivative financial instruments	-	-	49,366	-	-	14,363
- Investments in mutual fund units	-	-	-	3,754,870	-	-

----- Rupees in '000-----

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2016

### 44 CAPITAL RISK MANAGEMENT

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

### 45 NON-ADJUSTING EVENT AFTER THE BALANCE SHEET DATE

The Board of Directors in its meeting held on August 25, 2016 has proposed a cash dividend in respect of the year ended June 30, 2016 of Rs 40 (2015: cash dividend of Rs 40) per share. This is in addition to the interim cash dividend of Rs 60 (2015: Rs 40) per share resulting in a total dividend for the year of Rs 100 (2015: Rs 80) per share. The Directors have also announced appropriation of Rs 3,600 million (2015: Rs 3,000 million) to general reserve. These appropriations will be approved in the forthcoming Annual General Meeting. The financial statements for the year ended June 30, 2016 do not include the effect of these appropriations which will be accounted for in the financial statements for the year ending June 30, 2017.

### 46 GENERAL

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

### 47 CORRESPONDING FIGURES

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

### 48 DATE OF AUTHORISATION

These financial statements were authorised for issue on August 25, 2016 by the Board of Directors of the Company.



**Parvez Ghias**  
Chief Executive



**Toshiya Azuma**  
Vice Chairman & Director

## Pattern of Shareholding

As of June 30, 2016

Number of Shareholders	Shareholdings' Slab		Number of Total Shares Held
829	1	to 100	48,813
2,400	101	to 500	1,065,209
347	501	to 1,000	307,861
348	1,001	to 5,000	827,881
77	5,001	to 10,000	557,340
26	10,001	to 15,000	325,652
12	15,001	to 20,000	219,699
9	20,001	to 25,000	204,050
10	25,001	to 30,000	272,990
9	30,001	to 35,000	291,783
12	35,001	to 40,000	456,820
4	40,001	to 45,000	168,260
6	45,001	to 50,000	288,820
3	50,001	to 55,000	207,172
4	55,001	to 60,000	224,105
1	60,001	to 65,000	60,605
1	65,001	to 70,000	67,350
3	75,001	to 80,000	235,658
1	95,001	to 100,000	97,014
3	105,001	to 110,000	322,945
2	110,001	to 115,000	225,680
2	125,001	to 130,000	258,300
1	130,001	to 135,000	135,000
2	135,001	to 140,000	276,350
1	145,001	to 150,000	147,350
1	190,001	to 195,000	194,980
1	195,001	to 200,000	196,640
1	205,001	to 210,000	208,690
1	210,001	to 215,000	214,170
4	255,001	to 260,000	1,032,667
1	270,001	to 275,000	272,384
1	280,001	to 285,000	281,414
1	350,001	to 355,000	351,600
1	395,001	to 400,000	396,457
1	495,001	to 500,000	498,054
1	550,001	to 555,000	552,685
2	595,001	to 600,000	1,196,036
1	815,001	to 820,000	816,042
1	1,475,001	to 1,480,000	1,476,010
1	1,870,001	to 1,875,000	1,871,734
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
<b>4,136</b>			<b>78,600,000</b>

## Combined Pattern Of CDC and Physical Shareholding

As at June 30, 2016

No.	Categories Of Shareholders	Number of Shares held	Category Wise No. of Folios / CDC Accounts	Category wise Shares held	Percentage
1	<b>DIRECTORS ,CHIEF EXECUTIVE OFFICER AND THEIR SPOUSE AND MINOR CHILDREN</b> MR. ALI S. HABIB MR. MOHAMEDALI R. HABIB MR. FARHAD ZULFICAR MR. PARVEZ GHAS MR. AZAM FARUQUE MR. RAZA ANSARI MRS. MUNIZEH ALI HABIB	135,000 130,000 2,000 4,561 500 450 601	7	273,112	0.35
2	<b>ASSOCIATED COMPANIES, UNDERTAKINGS AND RELATED PARTIES</b> HABIB INSURANCE COMPANY LIMITED THAL LIMITED MOHAMEDALI HABIB WELFARE TRUST	54,460 4,890,000 5,000	3	4,949,460	6.30
3	<b>EXECUTIVES</b>		11	42,976	0.05
4	<b>PUBLIC SECTOR COMPANIES AND CORPORATIONS</b>		5	568,823	0.72
5	<b>BANKS, DFIs, NBFIs, INSURANCE COMPANIES, TAKAFUL, MODARABAS &amp; PENSION FUNDS</b>		26	1,022,653	1.30
6	<b>MUTUAL FUNDS</b> MCBFSL - TRUSTEE JS VALUE FUND CDC - TRUSTEE JS LARGE CAP. FUND CDC - TRUSTEE ATLAS STOCK MARKET FUND CDC - TRUSTEE MEEZAN BALANCED FUND CDC - TRUSTEE JS ISLAMIC FUND CDC - TRUSTEE ALFALAH GHP VALUE FUND CDC - TRUSTEE AKD INDEX TRACKER FUND CDC - TRUSTEE AL MEEZAN MUTUAL FUND CDC - TRUSTEE MEEZAN ISLAMIC 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 MCBFSL - TRUSTEE PAK OMAN ADVANTAGE ASSET ALLOCATION FUND MCBFSL - TRUSTEE PAK OMAN ISLAMIC ASSET ALLOCATION FUND MCBFSL - TRUSTEE ABL ISLAMIC STOCK FUND CDC - TRUSTEE PIML STRATEGIC MULTI ASSET FUND CDC - TRUSTEE FIRST CAPITAL MUTUAL FUND CDC - TRUSTEE NAFA ISLAMIC PRINCIPAL PROTECTED FUND - I CDC - TRUSTEE PIML ISLAMIC EQUITY FUND CDC - TRUSTEE NATIONAL INVESTMENT (UNIT) TRUST CDC - TRUSTEE NAFA ISLAMIC PRINCIPAL PROTECTED FUND - II 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 ABL STOCK FUND CDC - TRUSTEE LAKSON TACTICAL FUND	1,000 39,300 47,050 45,630 52,800 1,000 3,369 97,014 816,042 214,170 33,520 114,380 42,100 25,640 32,930 13,500 14,000 47,640 1,400 1,800 25,750 2,600 596,036 25,830 67,350 4,000 196,640 36,450 56,150 2,650	30	2,657,741	3.38



## Combined Pattern Of CDC and Physical Shareholding

As at June 30, 2016

<b>7</b>	<b>GENERAL PUBLIC</b>			5,294,967	6.74
	Local		3,439		
	Foreign		482		
<b>8</b>	<b>FOREIGN INVESTORS / COMPANIES</b>		48	62,533,801	79.56
	<b>Holding 5% or more voting interest</b>				
	OVERSEAS PAKISTAN INVESTORS AG	27,382,730			
	TOYOTA MOTOR CORPORATION	19,650,000			
	TOYOTA TSUSHO CORPORATION	9,825,000			
<b>9</b>	<b>OTHERS</b>		85	1,256,467	1.60
	<b>TOTAL</b>		<b>4,136</b>	<b>78,600,000</b>	<b>100.00</b>

Detail of trading of shares by Executives / Directors during the period from July 1, 2015 to June 30, 2016:

Name of Executive / Director

No. of shares purchased

Mr. Ali Asghar Abbas Jamali

2,000

## Ten Year Performance Indicators

Financial Summary		2016	2015	2014	2013
<b>Income Statement</b>					
Net revenue	Rs in '000	<b>108,758,668</b>	96,516,322	57,063,622	63,829,075
Gross profit	Rs in '000	<b>17,731,299</b>	14,244,230	5,793,582	5,857,037
Profit before taxation	Rs in '000	<b>17,397,446</b>	14,132,569	5,016,497	4,969,775
Profit after taxation	Rs in '000	<b>11,454,940</b>	9,110,251	3,873,452	3,357,545
Dividends	Rs in '000	<b>7,860,000</b>	6,288,000	2,318,700	1,965,000
<b>Balance Sheet</b>					
Share capital	Rs in '000	<b>786,000</b>	786,000	786,000	786,000
Reserves	Rs in '000	<b>26,843,609</b>	23,249,520	19,129,652	16,907,291
Fixed Assets	Rs in '000	<b>4,938,277</b>	5,193,477	6,033,264	2,742,140
Net current assets	Rs in '000	<b>17,473,164</b>	13,861,221	14,062,278	14,775,801
<b>Investor Information</b>					
Gross profit ratio	% age	<b>16.30</b>	14.76	10.15	9.18
Net profit ratio	% age	<b>10.53</b>	9.44	6.79	5.26
Earning per share	Rs	<b>145.74</b>	115.91	49.28	42.72
Inventory turnover	Times	<b>13</b>	15	8	8
Debt collection period	Days	<b>3</b>	4	10	8
Average fixed assets turnover	Times	<b>21.47</b>	17.19	13.01	18.32
Breakup value per share	Rs	<b>351.52</b>	305.80	253.38	225.11
Market price per share					
- as on June 30	Rs	<b>939.54</b>	1,249.00	537.92	311.00
- High value during the period	Rs	<b>1,313.00</b>	1,320.00	549.00	364.60
- Low value during the period	Rs	<b>884.75</b>	520.00	300.00	237.00
Price earning ratio	Times	<b>6.45</b>	10.78	10.92	7.28
Dividend per share	Rs	<b>100.00</b>	80.00	29.50	25.00
Dividend yield	% age	<b>10.64</b>	6.41	5.48	8.04
Dividend payout	% age	<b>68.62</b>	69.02	59.86	58.52
Dividend cover	Times	<b>1.46</b>	1.45	1.67	1.71
Return on equity	% age	<b>41.46</b>	37.90	19.45	18.98
Debt to equity	Ratio	<b>0 : 1</b>	0 : 1	0 : 1	0 : 1
Current ratio	Ratio	<b>1.58 : 1</b>	1.53 : 1	3.35 : 1	2.99 : 1
<b>Other Information</b>					
Units sold	Nos.	<b>64,584</b>	57,387	34,470	38,517
Units Produced	Nos.	<b>64,096</b>	56,888	33,012	37,405
Manpower	Nos.	<b>2,765</b>	2,322	2,091	2,225
Contribution to National Exchequer	Rs in '000	<b>37,325,754</b>	32,076,453	19,261,559	21,267,303

2012	2011	2010	2009	2008	2007
76,962,642	61,702,677	60,093,139	37,864,604	41,423,843	39,061,226
6,561,854	4,089,135	4,856,514	2,324,186	3,848,487	4,440,594
6,312,267	4,011,455	5,242,539	2,046,013	3,541,711	4,229,481
4,302,715	2,743,384	3,443,403	1,385,102	2,290,845	2,745,701
2,515,200	1,179,000	1,179,000	786,000	825,300	1,021,800
786,000	786,000	786,000	786,000	786,000	786,000
16,227,858	13,333,648	11,801,615	9,510,973	8,650,340	7,257,975
3,472,906	4,225,710	3,324,333	3,934,473	4,033,762	2,093,852
13,693,056	10,326,779	9,566,387	6,830,469	5,885,153	6,125,156
8.53	6.63	8.08	6.14	9.29	11.37
5.59	4.45	5.73	3.66	5.53	7.03
54.74	34.90	43.81	17.62	29.15	34.93
11	11	12	11	14	10
7	9	10	14	9	6
19.99	16.34	16.56	9.50	13.52	20.50
216.46	179.64	160.15	131.00	120.06	102.34
245.08	220.00	262.38	107.72	200.05	305.50
305.00	309.73	278.00	198.05	419.00	321.00
187.00	205.51	107.10	50.40	171.96	183.35
4.48	6.30	5.99	6.11	6.86	8.75
32.00	15.00	15.00	10.00	10.50	13.00
13.06	6.82	5.72	9.28	5.25	4.26
58.46	42.98	34.24	56.75	36.03	37.21
1.71	2.33	2.92	1.76	2.78	2.69
25.29	19.43	27.36	13.45	24.28	34.13
0 : 1	0 : 1	0 : 1	0 : 1	0 : 1	0 : 1
2.32 : 1	1.84 : 1	1.67 : 1	1.69 : 1	2.56 : 1	1.83 : 1
55,060	50,943	52,063	35,276	50,802	50,557
54,917	50,759	50,557	34,298	48,222	47,821
2,292	2,187	1,948	1,893	2,030	1,841
24,725,706	22,043,581	20,332,421	14,143,597	14,478,096	13,790,932

## Notice of Annual General Meeting

Notice is hereby given that the Twenty Seventh Annual General Meeting of INDUS MOTOR COMPANY LIMITED will be held on Friday, September 30, 2016 at 9:30 a.m. at the Institute of Chartered Accountants of Pakistan situated at Chartered Accountants Avenue, Clifton, Karachi -75600 (ICAP Auditorium), to transact the following business:

### ORDINARY BUSINESS

1. To receive, consider and adopt the Audited Accounts of the Company for the year ended June 30, 2016, together with the Report of the Directors and Auditors thereon.
2. To approve and declare cash dividend (2015-2016) on the ordinary shares of the Company. The directors have recommended a Final Cash dividend at 400% i.e. Rs. 40 per share. This is in addition to the combined Interim Dividend of 600% i.e. Rs. 60 per share (First Interim Cash Dividend of 200%, Second Interim Cash Dividend of 200% and Third Interim Cash Dividend 200%) already paid in December 2015, April 2016 and May 2016 respectively. The total dividend for 2015-2016 will thus amount to 1000% i.e. Rs. 100 per share.
3. To appoint auditors and fix their remuneration for the year ending June 30, 2017. The present auditors M/s. A.F. Ferguson & Co., Chartered Accountants, retire and being eligible have offered themselves for re-appointment.

### SPECIAL BUSINESS

1. To consider and if thought fit, to pass the following as a special resolution, for alteration of the Articles of Association of the Company:

“RESOLVED as and by way of special resolution THAT the Articles of Association of the Company, be amended as follows:

- (a) By inserting the following new articles and its marginal note immediately after Article 80 as Article 80A, namely:

80A “Subject to any rules or regulations that may be made from time to time by the Commission in this regard, Members may exercise voting rights at general meeting through electronic means if the Company receives the requisite demand for poll in accordance with the applicable laws. The Company shall facilitate the voting by electronic means in the manner and in accordance with the requirements prescribed by the Commission”.

- (b) by inserting the following new article and its marginal note immediately after Article 85 as Article 85A, namely:

Proxies where Voting Rights Exercised through Electronic means
----------------------------------------------------------------------------

85A. Notwithstanding anything contained in these Articles, in case of voting by electronic means, both members and non-members can be appointed as Special Proxy or General Proxy.

- (c) by inserting the following new article and its marginal note immediately after Article 88 as Article 88A, namely:

88A. Notwithstanding anything contained in these Ar-



Form of Proxies  
where Voting  
Rights  
Exercised  
through  
Electronic  
means

titles, for the purposes of voting by electronic means, the instrument appointing the proxy shall be in such form, and provided to the Company, in the manner stipulated under the applicable laws.

Further resolved that the Company Secretary, be and is hereby authorized to do all acts, deeds and things and take all steps necessary to complete the legal formalities and file the required documents as may be necessary or ancillary for the purpose of implementing the aforesaid resolution.

A statement as required under Section 160(1)(b) of the Companies Ordinance 1984 in respect of the special business to be considered at the meeting is annexed to this notice of meeting being sent.

By order of the Board

Karachi.  
August 25, 2016

  
Anam Fatima Khan  
Company Secretary

**NOTES:**

1. The Share Transfer Books of the Company will be closed from September 19, 2016 to September 30, 2016 (both days inclusive) for the purpose of the Annual General Meeting and payment of the final dividend.
2. Transfer requests received by the Company's Share Registrar, "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](mailto:info@cdcpak.com) at the close of business on September 17, 2016 will be treated in time for the purpose of determining above entitlement to the transferees for payment of final dividend and to attend the Annual General Meeting.
3. All Members are entitled to attend and vote at the meeting. A Member may appoint a proxy to attend and vote on behalf of him / her. Duly completed Proxy forms must be deposited with the Share Registrar of the Company not less than 48 hours before the Meeting.
4. Shareholders are requested to promptly notify change in their registered postal address, if any, to the Company's Share Registrar.
5. Shareholders are also requested to provide the following information to enable the Company to comply with the directives of the Securities & Exchange Commission of Pakistan.

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

**A. For attending the meeting:**

- i) In case of individuals, the account holder or sub-account holder and / or the person whose securities are in group account and their registration details are uploaded as per the Regulations, shall authenticate his identity by showing his original Computerized National Identity Card (CNIC) or original passport at the time of attending the meeting.

- ii) In case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature of the nominee shall be produced (unless it has been provided earlier) at the time of meeting.

**B. For appointing Proxies:**

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

**Submission of copies of CNIC and NTN Certificate (Mandatory)**

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

In case of non-availability of a valid copy of the Shareholders' CNIC in the records of the Company, the company shall withhold the Dividend Warrants in terms of Section 251(2)(a) of the Companies Ordinance 1984, which will be released by the Share Registrar only upon submission of a valid copy of the CNIC in compliance with the aforesaid SECP directives.

**Withholding Tax on Dividend**

The Government of Pakistan through Finance Act, 2016 has made certain amendments in section 150 of the Income Tax Ordinance, 2001 whereby different rates are prescribed for deduction of withholding tax on the amount of dividend paid by the companies. These tax rates are as under:

- |                                           |       |
|-------------------------------------------|-------|
| (a) For filers of income tax returns:     | 12.5% |
| (b) For non-filers of income tax returns: | 20.0% |

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 20.0% instead of 12.5%.

**Withholding tax on Dividend in case of Joint Account Holders**

In order to enable the Company to follow the directives of the regulators to determine shareholding ratio of the Joint Account Holder(s) (where shareholding has not been determined by the Principal shareholder) for deduction of withholding tax on dividend of the Company, shareholders are requested to please furnish the shareholding ratio details of themselves as Principal shareholder and their Joint Holders, to the Company's Share Registrar, enabling the Company to compute withholding tax of each shareholder accordingly. The required information must reach the Company's Share Registrar by September 19, 2016. otherwise each shareholder will be assumed to have equal proportion of shares and the tax will be deducted accordingly.

### Payment of Cash Dividend Electronically (Optional)

The SECP has initiated e-dividend mechanism through its Notification 8(4) SM/CDC/2008 dated April 05, 2013. In order to avail benefits of e-dividend shareholders are hereby advised to provide details of their bank mandate specifying: (i) title of account, (ii) account number, (iii) bank name, (iv) branch name, code and address 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.

### Distribution of Annual Report through Email

We are pleased to inform shareholders that the Securities and Exchange Commission of Pakistan has under and pursuant to SRO No. 787(I)/2014 dated 8 September 2014, permitted companies to circulate their annual balance sheet and profit and loss accounts, auditor's report and directors' report etc. ("**Annual Report**") along with 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.

### Statement under Section 160(1)(b) of the Companies Ordinance, 1984

In order to give effect to the Companies (E-voting) Regulations, 2016 issued by the Securities Exchange Commission of Pakistan, shareholder approval is being sought to amend the Articles of Association. No director has any direct or indirect interest in the aforementioned special business.

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-  Financial calculator
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regulatory actions)
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 [@jamapunji\\_pk](https://twitter.com/jamapunji_pk)

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



2014 / 787(1) بتاریخ 8 ستمبر 2014ء کے تحت اور مطابق کمپنیز کو اجازت دی ہے کہ وہ اپنی سالانہ بیلنس شیٹ اور پرافٹ اینڈ لاس اکاؤنٹس، آڈیٹر کی رپورٹ اور ڈائریکٹرز کی رپورٹ وغیرہ ("سالانہ رپورٹ") اور سالانہ اجلاس عام کی اطلاع ("نوٹس") اپنے حصص یافتگان کو بذریعہ ای میل فراہم کر سکتی ہیں۔ کمپنی کے وہ حصص یافتگان جو کمپنی کی سالانہ رپورٹ اور سالانہ اجلاس عام کی اطلاعات بذریعہ ای میل وصول کرنے کے خواہاں ہیں ان سے گزارش ہے کہ (کمپنی کی ویب سائٹ پر موجود) الیکٹرانک کمیونیکیشن کنسینٹ فارم مکمل پُر کر کے کمپنی کے شیئر رجسٹرار، سینٹرل ڈپازٹری کمپنی آف پاکستان لمیٹڈ کو فراہم کریں۔

**کمپنیز آرڈیننس 1984 کی دفعہ 160(1)(b) کے تحت اسٹیٹمنٹ**  
 سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کی جانب سے کمپنیز کی (ای۔ووننگ) کے لئے 2016 میں منظور کئے جانے والے قواعد کے تحت کمپنی کے آرٹیکل آف ایسوسی ایشن میں تبدیلی کے لئے حصص یافتگان کی منظوری ضروری ہے، درج بالا مذکورہ خصوصی کاروبار پر کسی ڈائریکٹر کا براہ راست یا بالواسطہ مفاد وابستہ نہیں ہے۔

## ڈیویڈنڈ پر ودھ ہولڈنگ ٹیکس

حکومت پاکستان نے فنانس ایکٹ 2016ء کے ذریعے انکم ٹیکس آرڈیننس 2001ء کے سیکشن 150 میں کچھ ترامیم کی ہیں جن کے تحت کمپنیز ڈیویڈنڈ کی جو رقم ادا کریں گی اس پر ودھ ہولڈنگ ٹیکس کی کٹوتی کے لئے مختلف شرحیں تجویز کی گئی ہیں، جو مندرجہ ذیل ہیں:

(a) انکم ٹیکس ریٹرن فائل کرنے والوں (فائلرز) کے لئے 12.5%

(b) انکم 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 ڈیویڈنڈ کی ادائیگی کے وقت ان کا نام ایف بی آر کی ویب سائٹ پر تازہ ترین ایکٹیو ٹیکس پیئر ز لسٹ (ATL) میں داخل کر دیا گیا ہے، ورنہ انہیں نان فائلر شمار کیا جائے گا اور ان کے نقد ڈیویڈنڈ پر 12.5% فیصد کے بجائے 20% فیصد کی شرح پر ٹیکس عائد کیا جائے گا۔

## مشترکہ کھاتہ داروں کی صورت میں ڈیویڈنڈ پر ودھ ہولڈنگ ٹیکس

حصص یافتگان سے گزارش کی جاتی ہے کہ وہ پرنسپل حصص یافتہ کے طور پر اپنی اور اپنے مشترکہ کھاتہ داروں کی حصص یافتگی کے تناسب کی تفصیلات فراہم کریں تاکہ کمپنی ڈیویڈنڈ سے ٹیکس کی کٹوتی کے لئے مشترکہ کھاتہ داروں کی حصص یافتگی کے تناسب کے تعین کے لئے (اس صورت میں جب حصص یافتگی کے تناسب کا تعین پرنسپل حصص یافتہ نے نہ کیا ہو) ریگولیشنز کی ہدایات کی تعمیل کر سکے اور اس کے مطابق ہر حصص یافتہ کے ودھ ہولڈنگ ٹیکس کا حساب لگا سکے۔ تفصیلات کمپنی کے شیئر رجسٹرار کو ستمبر 19، 2016ء تک موصول ہو جانا چاہئے بصورت دیگر یہ مان لیا جائے گا کہ ہر حصص یافتہ کے پاس مساوی شرح میں حصص موجود ہیں، اور اسی حساب سے ٹیکس منہا کیا جائے گا۔

## الیکٹرانک طریقے سے نقد ڈیویڈنڈ کی ادائیگی (اختیاری)

ایس ای سی پی نے اپنے نوٹیفکیشن SM/CDC/2008 (4) 8 بتاریخ 05 اپریل 2013ء کے ذریعے ای - ڈیویڈنڈ کا طریقہ متعارف کرایا ہے۔ ای - ڈیویڈنڈ کی سہولیات سے مستفید ہونے کے لئے حصص یافتگان کمپنی کے شیئر رجسٹرار میسرز سینٹرل ڈپازٹری کمپنی آف پاکستان لمیٹڈ کو اپنے بینک مینڈیٹ کی مندرجہ ذیل تفصیلات فراہم کریں: (i) اکاؤنٹ ٹائٹل، (ii) اکاؤنٹ نمبر، (iii) بینک کا نام، (iv) بینک کی شاخ کا نام، کوڈ اور پتہ۔ وہ حصص یافتگان جو Participants / سینٹرل ڈپازٹری کمپنی آف پاکستان (سی ڈی سی) کے ساتھ حصص رکھتے ہیں وہ متعلقہ بروکر / سی ڈی سی کو مینڈیٹ فراہم کریں۔

## سالانہ رپورٹ کی تقسیم بذریعہ ای میل

ہمیں حصص یافتگان کو مطلع کرتے ہوئی خوشی ہو رہی ہے کہ سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان نے ایس آر او

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

### (الف) اجلاس میں شرکت کے لئے:

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

### (ب) پراسی کے تقرر کے لئے:

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

### CNIC اور NTN کی نقول کی فراہمی (لازمی)

سیکیورٹیز اینڈ ایکسچینج کمیشن آف پاکستان (SECP) کی ہدایت کے مطابق منافع منقسمہ کے وارنٹ پر حصص یافتہ کے CNIC نمبر ہونا لازمی ہیں۔ چنانچہ حصص یافتگان سے درخواست ہے کہ وہ قانونی ضوابط کی تعمیل کریں اور بنا کسی تاخیر کے اپنے CNIC کی نقل کمپنی کے شیئر رجسٹرار، سینٹرل ڈپازٹری کمپنی آف پاکستان، میں جمع کرائیں (اگر پہلے جمع نہ کرائی ہو تو)۔

کمپنی اپنے ریکارڈز میں کسی حصص یافتہ کے CNIC کی کارآمد نقل کی عدم دستیابی کی صورت میں کمپنیز آرڈیننس 1984 کے سیکشن (a)(2) 251 کے تحت ڈیویڈنڈ وارنٹس روک لے گی، اور انھیں شیئر رجسٹرار صرف اسی صورت میں چھوڑے گا جب ایس ای سی پی کی مذکورہ ہدایات کی تعمیل میں CNIC کی کارآمد نقل جمع دی جائے۔



(C) درج ذیل خصوصی آرٹیکل اور اس کے مارجنل نوٹ کے شامل کرنے کے بعد آرٹیکل 88 کا نام فوری طور پر آرٹیکل

88 A ہو جائے گا:

88 A ”ان آرٹیکلز کے تحت الیکٹرانک ذریعے سے ووٹنگ کے مقصد کے لئے صرف کمپنی کی جانب سے مقررہ طریقہ کار اور پراکسی کے فارم پر ہی پراکسی کا تقرر ہو سکے گا، جو کمپنی کو قابل اطلاق قوانین کے تحت فراہم کئے جائیں۔“

پراکسیز کا فارم جو الیکٹرانک ذرائع سے ووٹنگ کا حق استعمال کریں گے

مزید طے کیا جاتا ہے کہ کمپنی سیکرٹری مذکورہ ریزولوشن کو نافذ کرنے کے مقصد سے وہ تمام کام، اقدام اور عمل کرنے کی مختار ہیں جو قانونی کارروائیاں مکمل کرنے اور مطلوبہ دستاویزات جمع کرانے کے لئے براہ راست یا بالواسطہ ضروری ہیں۔ اجلاس عام میں خصوصی کاروبار کے لئے کمپنیز آرڈیننس 1984 کی دفعہ (b) (1) 160 کے تحت درکار اس نوٹس کے ہمراہ ایک نوٹس بھیجا جا رہا ہے۔

انعم فاطمہ خان  
کمپنی سیکرٹری

بحکم بورڈ  
کراچی  
25 اگست 2016ء

## اہم نکات:

- ۱۔ سالانہ اجلاس عام اور حتمی ڈیویڈنڈ کی ادائیگی کے مقصد سے کمپنی کے انتقال حصص کے کھاتے 19 ستمبر 2016ء تا 30 ستمبر 2016ء (بشمول دنوں دن) بند رہیں گے۔
- ۲۔ جن ارکان کی انتقال حصص کی درخواستیں کمپنی کے شیئر رجسٹرار کو میسرز سینٹرل ڈپازٹری 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، یو اے این: 111-111-500، ای میل: info@cdcpak.com پر 17 ستمبر 2016ء کو کاروبار بند ہونے تک موصول ہو جائیں گی ان کو حتمی ڈیویڈنڈ کے حصول اور سالانہ اجلاس عام میں شرکت کا استحقاق حاصل ہوگا۔
- ۳۔ تمام ارکان کو اجلاس میں شرکت کرنے اور ووٹ دینے کا حق حاصل ہے۔ ارکان اجلاس میں شرکت کرنے، اظہار خیال کرنے اور ووٹ دینے کے لئے اپنی جانب سے پراکسی مقرر کر سکتے ہیں۔ مکمل پُر کئے ہوئے مختار نامے کمپنی کے شیئر رجسٹرار کے پاس اجلاس سے زیادہ سے زیادہ 48 گھنٹے قبل جمع کرادیئے جائیں۔
- ۴۔ حصص یافتگان سے گزارش ہے کہ اپنے رجسٹرڈ ڈاک کے پتے میں کسی تبدیلی کے متعلق کمپنی کے شیئر رجسٹرار کو بروقت مطلع کر دیں۔
- ۵۔ حصص یافتگان سے گزارش ہے کہ مندرجہ ذیل معلومات فراہم کریں تاکہ کمپنی سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کی ہدایات کی تعمیل کی جاسکے۔



## اطلاع برائے سالانہ اجلاس عام

بذریعہ نوٹس بذا مطلع کیا جاتا ہے کہ انڈس موٹر کمپنی لمیٹڈ کا ستائیسواں سالانہ اجلاس عام 30 ستمبر 2016ء بروز جمعہ صبح 9:30 بجے دی انسٹی ٹیوٹ آف چارٹرڈ اکاؤنٹنٹس آف پاکستان، چارٹرڈ اکاؤنٹنٹس ایونیو، کلفٹن، کراچی-75600 (ICAP آڈیٹوریم) میں منعقد ہوگا جس میں مندرجہ ذیل معاملات پر غور ہوگا:

### عمومی کاروبار

- (1) 30 جون 2016ء 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۔
- (2) کمپنی کے عمومی حصص پر نقد ڈیویڈنڈ (2015ء - 2016ء) کی منظوری اور اعلان۔ ڈائریکٹرز نے 400 فیصد یعنی 40 روپے فی حصص حتمی نقد ڈیویڈنڈ کی سفارش کی ہے۔ یہ 600 فیصد یعنی 60 روپے فی شیئر مجموعی عبوری ڈیویڈنڈ کے علاوہ ہے (پہلا عبوری نقد ڈیویڈنڈ 200%، دوسرا عبوری نقد ڈیویڈنڈ 200% اور تیسرا عبوری نقد ڈیویڈنڈ 200%) جس کی ادائیگی بالترتیب دسمبر 2015ء، اپریل 2016ء اور مئی 2016ء میں کر دی گئی ہے۔ چنانچہ 2015ء - 2016ء کے لئے مجموعی ڈیویڈنڈ 1000 فیصد یعنی 100 روپے فی شیئر ہوگا۔
- (3) 30 جون 2017ء کو ختم ہونے والے سال کے لئے آڈیٹرز کا تقرر اور ان کے معاوضے کا تعین۔ موجودہ آڈیٹرز میسرز اے ایف فرگوسن 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۔

### خصوصی کاروبار

1. طے کیا جاتا ہے کہ اگر مناسب سمجھا جائے تو کمپنی کے آرٹیکل آف ایسوی ایشن میں درج ذیل تبدیلی خصوصی قرارداد کی حیثیت میں منظور کی جائے:
- ”قرار پایا کہ کمپنی کے آرٹیکل آف ایسوی ایشن میں درج ذیل تبدیلی خصوصی قرارداد سے منظور کی جاتی ہے:
- (A) درج ذیل خصوصی آرٹیکل اور اس کے مارجنل نوٹ کے شامل کرنے کے بعد آرٹیکل 80 کا نام فوری طور پر آرٹیکل 80 A ہو جائے گا:

80 A ”کسی بھی قوانین یا ضابطے کے تحت رہتے ہوئے جو اس ضمن میں کمیشن کی جانب سے وقتاً فوقتاً بنائے جاتے رہتے ہیں کہ اراکین اجلاس عام میں ووٹنگ کے حق کے لئے الیکٹرانک ذرائع استعمال کر سکتے ہیں جو کہ قابل اطلاق قوانین کے اور کمپنی کی ضروری مانگ کے مطابق کمپنی کو موصول ہوں۔ کمپنی کمیشن کی جانب سے مقرر کی گئی ضروریات کے مطابق الیکٹرانک طریقے سے ووٹ ڈالنے کی سہولت فراہم کرے گی۔“

- (B) درج ذیل خصوصی آرٹیکل اور اس کے مارجنل نوٹ کے شامل کرنے کے بعد آرٹیکل 85 کا نام فوری طور پر آرٹیکل

85 A ہو جائے گا:

85 A ”الیکٹرانک ذریعے سے ووٹنگ کی صورت میں ان آرٹیکلز کے تحت کوئی بھی صورت اختیار کی جاسکتی ہے، دونوں یعنی اراکین اور غیر اراکین بطور پراکسی یا جنرل پراکسی مقرر کئے جاسکتے ہیں۔“

پراکسیز جو  
الیکٹرانک ذرائع  
سے ووٹنگ کا حق  
استعمال کریں گے

کرنا چاہتے ہیں اور اپنے صارفین کو پوری طرح مطمئن کرنا چاہتے ہیں۔ ہم اس بات کو یقینی بنانا چاہتے ہیں کہ کمپنی اور آگے بڑھے اور یہ اسی وقت ممکن ہے جب سال کے دوران قیمتیں کم ہوں اور سیلز بہتر ہو۔

ہم کسٹمر سینٹرک اپروچ کے تحت کام کرتے ہیں، جو کمپنی کے ہر کارکن سے اعلیٰ درجے کے کام کا متقاضی ہے۔ اس کے ساتھ ساتھ ہم اپنے وینڈرز کے کام میں بھی ٹیکنالوجی کی منتقلی کے ذریعے بہتری لانا چاہتے ہیں۔ ہم تربیت کے ذریعے اپنی ٹیم کی پروفیشنل ترقی اور ان کے ہنر میں بہتری چاہتے ہیں۔ اس کے ساتھ ساتھ اپنے ریوارڈ سسٹم کے ذریعے ہم اور مراعات بھی دیں گے۔ آئی ایم سی میں ایک مربوط طریقے پر اور بڑی جانفشانی سے کام کیا جاتا ہے، یہی وجہ ہے کہ ہم ہر چیلنج کا سامنا کرنے کے لئے تیار ہیں۔

آخر میں میں بورڈ آف ڈائریکٹرز، مینجمنٹ ٹیم اور تمام کارکنوں کا شکریہ ادا کرنا چاہتا ہوں کہ انہوں نے ہر چیلنج کا مقابلہ کیا اور کمپنی کو مسلسل رہنمائی فراہم کی۔ اس سے ہمیں بہت اچھے نتائج حاصل کرنے میں بہت مدد ملی، اور ہم نے ہر مشکل کا ڈٹ کر مقابلہ کیا۔ صارفین نے ہماری گاڑیوں اور بعد از فروخت سروس پر بھرپور اعتماد کیا جس کے لئے ہم ان کے تہہ دل سے مشکور ہیں۔ میں اس موقع پر انڈس ٹیم کے حصص یافتگان، ڈیلرز، وینڈرز اور دیگر پارٹنرز کا بھی بہت مشکور ہوں کہ انہوں نے کمپنی کو دوام بخشا۔

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

اور گاڑیوں کی حفاظت اور معیار کے لئے نئے اسٹینڈرڈ کو سامنے رکھا گیا ہے۔ خاص طور پر WP29 پروٹوکول کے ذریعے، لیکن ہم انجینئرنگ بورڈ کی اس بات سے اختلاف کرتے ہیں کہ اس نے چند تصریحات تجویز کی ہیں جیسے کہ immobilizer ہم سمجھتے ہیں کہ یہ بات OEM پر چھوڑ دینی چاہئے۔ یہی وجہ ہے کہ ہمیں سندھ ہائی کورٹ سے Stay لینا پڑا۔ کیونکہ ہم فی الحال immobilizer کرو لا گاڑی کی ایک قسم میں لگانے سے قاصر ہیں۔ یہ شاید ایک بے ضرر چیز لگے لیکن immobilizer لگانے کا عمل انجینئرنگ اور ڈیزائن کا متمنی ہے اور اسے صرف پلاننگ کے ذریعے ہی کیا جاسکتا ہے۔ جیسا کہ کرو لا کی دوسری گاڑیوں میں کیا گیا ہے۔ یہ کام مئی 2016ء میں ماڈل لائف منیجمنٹ کے تحت چند تبدیلیوں کے بعد کیا گیا۔

حکومت کا یہ اقدام بھی ناکامی کا شکار ہو گیا کہ ہائبرڈ الیکٹرک گاڑیوں کو ٹیکس میں کمی فراہم کر کے کم ایندھن استعمال کرنے والی ٹیکنالوجی کو فروغ دیا جائے۔ اس سے مقامی صنعت کو بہت نقصان پہنچا ہے اور تجارتی درآمد کنندگان نے اس بات کا بھرپور فائدہ اٹھایا ہے کیونکہ استعمال شدہ ہائبرڈ گاڑیوں کی قیمتیں کم ہیں اور انہیں سیلز ٹیکس میں بھی چھوٹ دی جاتی ہے۔ اس کے مقابلے میں مقامی گاڑیوں کی کمپنیوں نے نئی ہائبرڈ گاڑیاں متعارف کرائی ہیں جن کے ساتھ مکمل بعد از فروخت سروس مہیا کی جاتی ہے۔ لیکن پھر بھی یہ گاڑیاں HEV مارکیٹ میں زیادہ فرق نہیں پیدا کر سکی ہیں۔

پڑوس اور خطے کے ممالک کے ساتھ تجارت کے اچھے مواقع ہیں لیکن افسوس کی بات یہ ہے کہ چونکہ FTA جلدی میں طے کئے گئے ہیں اس لئے وہ اس صنعت کو زیادہ تحفظ نہیں فراہم کر پارہے، جس کی وجہ سے ٹیکس کی آمدنی کم ہو رہی ہے، اور برآمد کنندگان کو مراعات نہیں مل رہیں۔ ہم امید کرتے ہیں کہ اس ضمن میں ایک مؤثر تجارتی رجیم عمل میں لائی جائے گی اور حکومت اس کو زیادہ تحفظ فراہم کرے گی۔ جس کے تحت تجارت کے قوانین کو بہتر بنایا جائے گا، اور آئندہ جو معاہدات کئے جائیں گے ان میں اس صنعت کو شریک کیا جائے گا، تاکہ مقامی صنعت اور سرمایہ کاری کو زیادہ مسابقتی بنایا جاسکے۔

آئی ایم سی ٹیم نے پوری تندہی سے کام کر کے اس بات کو یقینی بنایا ہے کہ نئی کرو لا گاڑی پاکستان میں متعارف کرائی جائے، ہم HiLux اور Fortuner SUV کے نئے ماڈل بھی 2016ء میں پاکستان میں لائیں گے۔ آگے بڑھتے ہوئے ہم ٹویوٹا کے پراڈکٹس بھی پاکستان میں متعارف کرائیں گے۔ جس سے ہمارے موجودہ پراڈکٹس میں اضافہ ہوگا اور ہمارے صارفین کو اور زیادہ پراڈکٹس دستیاب ہوں گے۔ ہم پوری طرح سے بہتر رزلٹ حاصل کرنے کے لئے کوشاں ہیں اس سلسلے میں ہمارا پورا فوکس Hoshin اور اس کے چار اصولوں پر ہے۔ پہلے تو یہ کہ ہم اپنے کارکنوں کے لئے پلانٹ پر محفوظ ماحول فراہم کرنا چاہتے ہیں۔ ان میں ہمارے کنٹریکٹرز اور وزیٹرز بھی شامل ہیں۔ ہمارا مقصد چوٹوں کو ختم کر کے زیرو لاسٹ ورک ڈے انجری حاصل کرنا ہے۔ ہم اپنی ہیومن ریسورسز کو اور بہتر کریں گے اور آئی ایم سی کو ایک ایسا ادارہ بنانا چاہتے ہیں جسے کارکن پہلی ترجیح دیں۔ یہ بہتر تربیت اور بہتر ہنرمندی کے ذریعے ہی ممکن ہے۔ ہم کمپنی کے امیج کو اور بہتر



ہماری مزید کوششیں اس ضمن میں جاری ہیں کہ تعلیم اور صحت کے شعبوں میں معاونت کی جائے اور لوگوں کے طرز زندگی کو بہتر کیا جائے۔ خاص طور پر ایسے لوگوں کی مالی معاونت کی جائے جو کسی وجہ سے معذور ہوں اور جن کے لئے ہمارے کارکنان اپنا وقت دے سکیں۔ آئی ایم سی نے پاکستان انوویشن چیلنج کو بھی اسپانسر کیا۔ ہم نے ”مارخور“ کی بھی معاونت کی جو کہ ایک یوتھ امپیکٹ لیڈرشپ ٹریننگ پروگرام ہے، جہاں ہم نے نمایاں اسٹوڈنٹس کو کیمپ میں شمولیت کے لئے اسپانسر کیا۔ ہم ان لوگوں کے بھی بہت شکر گزار ہیں جو ہماری ان کوششوں سے مستفید ہوئے اور جنہوں نے ہمیں اپنے بہترین خیالات سے نوازا۔

## آگے بڑھنے کی حکمت عملی

یہ ایک خوش آئند بات ہے کہ اب ملک کے معاشی فنڈ امینٹل بہتر ہو رہے ہیں اور ترقی کی جانب گامزن ہیں۔ درآمدات میں کمی، تیل کی قیمتوں کا کم ہونا اور بیرون ملک پاکستانیوں کی جانب سے ترسیلات زر میں اضافے کی وجہ سے کرنٹ اکاؤنٹ کا خسارہ کم ہو گیا ہے، GDP میں بھی اضافہ ہو رہا ہے۔ امن و امان کی صورتحال میں بہتری اور بین الاقوامی ایجنسیوں کی طرف سے درجہ بندی (ریٹنگ) میں بہتری سے بھی سرمایہ کار پاکستان کی جانب متوجہ ہو رہے ہیں۔ ایک نئی آٹو پالیسی کا بھی اعلان کر دیا گیا ہے جو نئے سرمایہ کاروں کو راغب کرنے کے لئے ایک اچھا قدم ہے، انٹریسٹ ریٹ بھی کم ہو گئے ہیں اور کنزیومر فنانس اب زیادہ وافر طریقے سے دستیاب ہے جو کہ آٹو کی صنعت میں لگایا جاسکتا ہے۔ افریڈ زر پر بھی قابو پالیا گیا ہے، اور پاکستان آئی ایم ایف پروگرام سے بھی باہر نکل گیا ہے۔ یہ سب پاکستان کی معاشی ترقی اور آٹو صنعت کے آگے بڑھنے کی اچھی علامات ہیں۔

گزشتہ سال اپنی سالانہ رپورٹ میں ہم نے 2015-16ء میں آٹو بزنس کے لئے اپنی نیک خواہشات کا اظہار کیا تھا۔ اور ہمیں یہ دیکھ کر خوشی ہو رہی ہے کہ یہ سب اسی سال ہوتا نظر آ رہا ہے۔ ہماری خوش نظری کی یہ دو وجوہات تھیں :

(a) معاشی اور سیکورٹی ماحول میں بہتری  
(b) کروا کے نئے ماڈل کے اثرات اور پاک سوزو کی اور پنجاب حکومت کے درمیان معاہدہ، جس کے تحت ”اپنا روزگار اسکیم“ میں گاڑیوں کی فروخت ہو رہی ہے۔

آگے بڑھتے ہوئے ہم اپنے مثبت نقطہ نظر پر قائم ہیں اور امید کرتے ہیں کہ مستقبل قریب میں آٹو سیکٹران وجوہات کی بناء پر مزید ترقی کرے گا، مثلاً انرجی کی بہتر فراہمی، CPEC میں انفراسٹرکچر پراجیکٹس کا قیام، کنزیومر فنانس کی بہتر فراہمی، اور نئی پراڈکٹ لانچز کے ذریعے اور زیادہ گاڑیوں کی دستیابی جس کی وجہ سے مزید صارفین راغب ہوں گے۔

ہم اس بات سے خوش ہیں کہ حکومت نے آخر کار نئی آٹو پالیسی کا اعلان کر دیا ہے، جس کی وجہ سے موجودہ صنعتکار نئے ماڈلز کی مزید پلاننگ اور ان میں سرمایہ کاری کر سکیں گے۔ اور اس طرح جدید ٹیکنالوجیز کے ذریعے انڈسٹری کی اور ترقی ہوگی۔ ہم پوری طرح سے حکومت کی ان کوششوں کی تائید کرتے ہیں، جن کے تحت کنزیومر انٹریسٹ کو سامنے رکھا جاتا ہے



آٹو صنعت کی استعداد کا بہترین استعمال کرنے کے قابل ہوا ہے۔

## کارپوریٹ سماجی ذمہ داری

ہم اپنی سماجی ذمہ داری سے بخوبی واقف ہیں، اور ہماری تمام کوششیں اس بات پر مرکوز ہیں کہ ہم سوسائٹی میں کم مراعات یافتہ طبقوں کی مدد کریں۔ اس میں صحت، تعلیم، ماحولیات، ٹریفک اور قدرتی آفات کے دوران انسانی خدمات شامل ہیں۔ اس سلسلے میں ہماری خدمات سے متعلق مزید معلومات سسٹین ایبلٹی رپورٹ 2015-16ء میں شامل ہیں جو اس سالانہ رپورٹ کے ساتھ شائع کی جا رہی ہے۔ اس میں سے چیدہ چیدہ حقائق درج ذیل ہیں جو ہمارے لئے بے حد دلچسپی کا باعث ہیں اور ان بہترین اقدامات میں سے ہیں جن سے ہم تعلیم اور صحت کے شعبوں میں تبدیلی لاسکتے ہیں۔

### ☆ حبیب یونیورسٹی

اب یہاں تیسرے سال کے طلباء آرہے ہیں۔ یہ ادارہ لبرل آرٹس اور سائنس کے شعبوں میں گراں قدر تعلیم دے رہا ہے، تاکہ ایسے گریجویٹ پیدا کئے جائیں جو روشن خیال ہوں اور اپنا نام بنانے کے لئے کوشاں ہوں تاکہ سوسائٹی میں ایک مقام حاصل کر سکیں۔ اس سال کے دوران ہم نے 100 ملین روپے کی آخری قسط بھی ادا کی اور اس ضمن میں آئندہ بھی معاونت کریں گے۔

### ☆ جناح ہسپتال کانیا سرجیکل کمپلیکس

یہ اس وقت زیر تعمیر ہے، اور 2017ء میں جب یہ مکمل ہو جائے گا تو یہاں 629 بیڈ، 18 آپریشن تھیٹر، بریسٹ کینسر کے علاج کے لئے ایک سیکشن اور بہت بڑا آؤٹ پشٹ ڈپارٹمنٹ ہوگا جہاں روزانہ 2,500 مریض آسکیں گے۔ یہ ایک بڑا پراجیکٹ ہے جسے پشٹ ایڈ فاؤنڈیشن نے غیر منفعی بنیادوں پر قائم کیا ہے، جو اپنے کلیدی کردار کے سلسلے میں انفراسٹرکچر اور طبی سامان کی سہولیات کے لئے فنڈز کا انتظام کر رہا ہے۔ تاکہ مریضوں کی زیادہ سے زیادہ معاونت کی جاسکے۔ ہم نے اس کام کے لئے 100 ملین روپے مختص کیئے تھے۔

جب فلیش فلڈ کی وجہ سے جولائی 2015ء میں وادی چترال میں اچانک تباہی آئی تو آئی ایم سی فوری طور پر وہاں پہنچی اور لوگوں میں فوڈ اور راشن کی تقسیم کے علاوہ وہاں کے لوگوں کو لاجسٹک سپورٹ بھی فراہم کی، ہم نے آغا خان ڈیولپمنٹ نیٹ ورک کے ساتھ کام کرتے ہوئے دوران فائدہ مقامات پر مدد پہنچائی۔

ہم نے دو ایمبولینس گاڑیوں کے لئے جدید میڈیکل سہولیات فراہم کیں جو کہ کوئٹہ کی ایک این جی او جام شفا کو جاپان کی حکومت کی جانب سے ایک پبلک پرائیویٹ پارٹنرشپ کے تحت ڈونیٹ کی گئی تھیں۔ اسی طرح کا ایک عطیہ ہم نے امن فاؤنڈیشن کی ایمبولینس گاڑیوں میں جدید سامان فراہم کر کے بھی دیا۔

کردہ، سیفٹی اور کوالٹی کے اعلیٰ ترین معیار پر پورے اترنے والے پارٹس سے تبدیل کرنا ہے، اور اس جستجو میں ہم نے روزگار کی فراہمی اور معیشت میں حصہ ڈال کر معاشرے کو حقیقی ویلیو پہنچائی ہے۔

ہمیں اپنے قیام سے لے کر اب تک کے 26 برسوں میں حاصل کردہ indigenization پر فخر ہے۔ اس پورے عرصے کے دوران ادارے نے تکنیکی اعتبار سے ایڈوانسڈ اور اعلیٰ سطح کی indigenization حاصل کرنے کی کوشش کی ہے تاکہ معاشرے کو فائدہ ہو۔ ہماری نئی ٹویٹا کرولا مقامی سطح پر تیار کردہ 760 پارٹس اور حصوں پر مشتمل ہے، جو 1993ء میں پہلی مرتبہ تیار کردہ گاڑی کے مقابلے میں بہت بڑی ترقی ہے کیونکہ اس میں صرف 33 پارٹس استعمال ہوئے تھے۔ اس ہائی ٹیک لوکلائزیشن کا ایک بڑا حصہ سمندر پار کمپنیوں سے تکنیکی معاونت یا سپاٹ اسسٹنس معاہدوں کے تحت ٹیکنالوجی کی منتقلی پر مشتمل تھا، جبکہ باقی لوکلائزیشن غیر ملکی وینڈر پرنسپلز کے ساتھ جوائنٹ وینچر معاہدوں کے ذریعے حاصل کی گئی۔ لوکلائزیشن نے مقامی پارٹس سپلائر صنعت کی ترقی میں اہم کردار ادا کیا ہے۔

پاکستان میں نئی ٹیکنالوجی متعارف کرانے کے ضمن میں ہم نے متعدد کامیابیاں حاصل کی ہیں۔ دورانِ سال ہماری اہم کامیابیاں کرولا فیول ٹینک بڑی شیٹ دھاتی پارٹس کی لوکلائزیشن، جس کے لئے ہم نے اپنے سپلائر کی معاونت کا استعمال کیا، اور کرولا کے لئے تھر مواسٹیٹ سے چلنے والا خود کار ایریز کنڈیشننگ سسٹم، اور اس سے قبل فور چیونر SUV کے لئے اسی سسٹم کی کامیاب لوکلائزیشن تھیں۔ خود کار ایریز کنڈیشننگ سسٹم مخصوص اسٹینڈرڈ کیمین کا درجہ حرارت برقرار رکھتا ہے اور کیمین کے درجہ حرارت کے ساتھ خود کو ہم آہنگ کرتا ہے۔ مقامی صارفین پہلی مرتبہ مقامی سطح پر تیار کردہ گاڑیوں میں اس آسائش سے محظوظ ہوں گے۔

ہمارے کچھ سپلائرز نے اپنے مستحکم تعلق اور روشن مستقبل کی توقع کا استعمال کر کے اسمبلی اور مینوفیکچرنگ لائنز پر مشتمل نئی فیسلٹیز قائم کیں جو ٹویٹا مصنوعات اور ہائی ٹیک پارٹس کے لئے مخصوص ہیں، مثلاً درمیانے اور بڑے سائز کے پارٹس کی کروم پلیٹنگ، نقصان دہ اخراج کو قابو کرنے کے لئے کیٹلیٹک کنورٹر، پاور انڈور گیولیرز، six وے آٹومینٹک ایڈجسٹیبیل seat اسمبلی، وغیرہ۔ گاڑی کی بلا رکاوٹ کارکردگی اور صارفین کے انٹرفیس میں اہم کردار ادا کرنے والے متعدد پارٹس کی لوکلائزیشن نے ملک کو بہت فائدہ پہنچایا ہے کیونکہ ٹویٹا موٹر کارپوریشن کی بھرپور راہنمائی میں عالمی سطح پر معروف سپلائرز سے ٹیکنالوجی کی منتقلی کی جاتی ہے۔

لوکلائزیشن میں ٹویٹا کے سخت معیار پر پورا اترنے کا چیلنج درپیش ہوتا ہے، اور اس سے آئی ایم سی اور ڈاؤن اسٹریم پارٹس سپلائرز کو کئی قدم اوپر آنے اور انجینئرنگ میں بہترین کارکردگی کو ایک نئی سطح تک لے جانے میں مدد ملی ہے، اور یوں ملک



ایوارڈ دیا گیا۔

## نئی کمرشل لائن

ہماری مصنوعات کی بڑھتی ہوئی مانگ کو پورا کرنے کے لئے سال رواں کے دوران ایک نئی کمرشل لائن کا افتتاح کیا گیا۔ ایک نئی بلڈنگ اسٹرکچر جمع اس کی اسمبلی لائن فیسلٹیز کو ہائی لکس اور فور چیونر برانڈ کی گاڑیوں کے لئے مخصوص کر دیا گیا ہے۔

## کوالٹی سرکل متبادل

ستمبر 2015ء میں سالانہ کیوسی سی کنونینشن کا انعقاد کیا گیا جس میں پروفیسر احسن اقبال، وزیر برائے پلاننگ اینڈ ریفارم، مہمان خصوصی تھے۔ اس ایونٹ میں ٹیکنیکل ڈویژن سے متعدد ڈیٹیموں نے شرکت کی اور معیار اور مؤثریت میں بہتری کے تھیم پیش کئے جن کا مقصد پیداواری طریقوں میں ویلیو کا اضافہ کرنا تھا۔ جناب وزیر نے ایونٹ میں گہری دلچسپی کا اظہار کیا اور پاکستان کو خود انحصاری کی سمت میں آگے لے جانے میں آئی ایم سی اور اس کے عملے کے جذبے اور کوششوں کو سراہا۔ پینٹ شاپ نے گولڈ جیتا، اور اب پینٹ شاپ ایشیا پیسیفک گلوبل پروڈکشن سینٹر APGPC جاپان عالمی کیوسی سی کنونینشن میں آئی ایم سی کی نمائندگی کرے گی۔

## TMAP سیکل کانٹیسٹ

ایشیا پیسیفک خطے کے 9 پروڈکشن سینٹرز سے 150 سے زائد شرکاء نے TMAP سیکل کانٹیسٹ میں حصہ لیا۔ اس ایونٹ کا مقصد دنیا کی کچھ معروف ترین گاڑیاں بنانے والے لوگوں کی اعلیٰ صلاحیتوں کی شناخت اور تجزیہ کرنا ہے۔ اس مقابلے میں مسابقت کرنے والے آئی ایم سی ٹیم کے ارکان اور لیڈر نے تین میڈل - پینٹ شاپ نے گولڈ میڈل، اور اسمبلی اور پریس شاپ دونوں نے برونز میڈل جیتے۔

## لوکلائزیشن

ادارے نے اپنے قیام کے بعد ہی سے متحرک لوکلائزیشن پالیسی پر عمل درآمد کیا ہے جس کا مقصد درآمدات کو مقامی سطح پر تیار

صارفین کے آرڈر کے ڈیلیوری ٹائم سے متعلق بڑھتی ہوئی توقعات پر پورا اترنے کے لئے ہم نے 684 ٹریڈ ایپرنٹسز پر مشتمل مزید 20 batches بھرتی کئے اور ان کی تربیت کی تاکہ اس طرح ہمارا ہیومن ریسورس ٹیلنٹ پول وسیع ہوا۔ صارفین سے کئے گئے وعدوں کو پورا کرنے کے لئے ہم نے روزانہ اور ٹائم لگایا اور سال بھر کام کیا۔

## معیار کا وعدہ

آئی ایم سی کی کوشش ہے کہ مصنوعات کے معیار کو ایک نئی سطح تک لے جائے اور خطے میں موجود بہترین معیار کے شانہ بشانہ لائے۔ اس ہدف کو حاصل کرنے کے لئے ہم اپنی مینوفیکچرنگ فیسلٹیز اور طریقوں کو اپ گریڈ کرنے کے لئے خاطر خواہ سرمایہ کاری کر رہے ہیں۔ اس جانب انتظامیہ کی تمام سطحوں سے مزید توجہ مرکوز کی جا رہی ہے اور ہمارے مرکزی پلانٹ ٹویوٹا Motamachi سے غیر متزلزل تعاون فراہم کیا جا رہا ہے۔ ان تمام اقدامات سے معیار کے مزید مستحکم رجحان کو فروغ دینے کی طرف مثبت پیش قدمی ہو رہی ہے، اور آئی ایم سی مصنوعات میں معیار، اعتماد اور پائیداری کے خواہاں صارفین کا پسندیدہ ادارہ بن جائے گا۔

معیاری اور بہترین روایات کا باہم تبادلہ کرنے کے لئے اس سال اپنی نوعیت کے پہلے 'Quality Exhibition' کا انعقاد کیا گیا جس میں تجربے کے ذریعے سیکھنے، کام کے دوران مسائل اور ان کے حل سے متعلق ڈسپلے کئے گئے۔ اس نمائش نے معیاری سوچ کو فروغ دینے اور باصلاحیت افراد کو اعلیٰ معیاری پراڈکٹ پیش کرنے کے قابل بنانے میں associated behaviours کی ضرورت پر زور دینے میں بھرپور کردار ادا کیا۔

## آئی ایم سی کے دورے

جناب عرفان صدیقی، وزیر اعظم کے اسپیشل اسسٹنٹ، نے 29 فروری کو آئی ایم سی کا دورہ کیا۔ اس موقع پر ایک بریفنگ سیشن کا انعقاد کیا گیا جس میں پاکستان آٹو صنعت، اور اس کی ترقی کے لئے مطلوب پالیسی فریم ورک، اور لوکلائزیشن اور معیار میں بہتری کے لئے آئی ایم سی کے مختلف اقدامات پر روشنی ڈالی گئی۔ اس نوعیت کے دورے صنعت اور پالیسی سازوں کے درمیان مثبت باہمی تعلق کو فروغ دیتے ہیں اور حکومت کو ملک کی صنعتی ترقی میں اپنا کردار ادا کرنے میں معاونت فراہم کرتے ہیں۔

معیار کو بہتر بنانے کی ہماری کوششوں کو ٹویوٹا موٹر ایشیا پیسیفک نے سراہا اور آئی ایم سی کی اسمبلی شاپ کو کوالٹی Kaizen



## تنوع اور شمولیت

مساوی مواقع پر مبنی ملازمت اور افرادی قوت میں خواتین کی شمولیت کو فروغ دینے کے لئے ہمارے متحرک پروگرام کے ایک جزو کے طور پر ادارے نے پہلی مرتبہ 34 خواتین کو بھرتی کیا اور ان کو shop فلور پر ذمہ داریاں دیں جہاں پہلے صرف مرد حضرات کام کرتے تھے۔

## مابقت کا جذب

آئی ایم سی کا قائم کردہ اور اسپانسر کردہ سالانہ Battle of Brains مقابلہ اب ایک signature ایونٹ بن گیا ہے جس میں پاکستان کے صفِ اول کے بزنس اسکول مثلاً آئی بی اے، کے ایس بی ایل اور LUMS شریک ہوتے ہیں۔ مقابلے میں اس بات کی حوصلہ افزائی کی جاتی ہے کہ تخلیقی اور مبصرانہ طرزِ فکر کے عمل کا استعمال کر کے اُن کاروباری چیلنجز اور مسائل کا حل تلاش کیا جائے جو ادارے کو حقیقی دُنیا میں درپیش ہوتے ہیں۔ اس سال مقابلے کا عنوان تھا 'Improving Customer Retention'۔ اس میں 400 سے زیادہ طلبہ نے حصہ لیا، اور فائنل چیلنج راؤنڈ کو KSBL ٹیم نے جیت لیا۔

## انڈس فیملی ڈے

26 مارچ 2016ء کو انڈس فیملی ڈے کا انعقاد کیا گیا جس میں تمام ملازمین کے ساتھ ان کے اہل خانہ نے بھی شرکت کی۔ یہ ٹیم کو مستحکم اور مربوط کرنے کی ایک پُر مسرت تقریب تھی جس میں وفادار ملازمین کی کوششوں کو سراہا گیا اور اسٹاف کے 11 ارکان کو ادارے کے ساتھ 25 کامیاب سال مکمل کرنے پر لانگ سروس ایوارڈ دیا گیا۔

## آپریشنز

ٹویوٹا کرولا کی بھرپور مانگ کی بدولت ہم تمام ٹویوٹا مصنوعات کے 64,096 یونٹس بنا کر ایک اور ریکارڈ قائم کرنے میں کامیاب ہوئے۔ تیزی سے بڑھتی ہوئی پیداوار کا یہ دوسرا متواتر سال تھا، اور ادارے نے اچھی کارکردگی کا مظاہرہ کرتے ہوئے یہ یقینی بنایا کہ ہمارے سپلائرز کی ویلیو چین مارکیٹ کی وسعت سے ہم آہنگ ہے۔ تیزی سے بڑھتی ہوئی مانگ اور

## ہیومن ریسورسز

ہم جانتے ہیں کہ ہیومن ریسورس ہماری کامیابی کا ایک انتہائی اہم جزو ہے، چنانچہ ہم نے بہترین صلاحیت کے حامل افراد کو اپنی ٹیم میں شامل کرنے اور ٹیم کے ارکان کو تربیت فراہم کرنے کا سلسلہ جاری رکھا ہوا ہے تاکہ سب مل کر ادارے کو اس کے مشن اور اہداف کی سمت میں لے جاسکیں۔ صارفین کو بھرپور اطمینان فراہم کرنے کے لئے صحیح مقام اور وقت پر صحیح افراد کا ہونا بہت ضروری ہے۔ ہمارا ایچ آر شعبہ کاروبار کی ترقی کے لئے افرادی قوت کی استعداد میں اضافے کی طرف توجہ مرکوز کئے ہوئے ہے۔ ہمارے افرادی ترقی کے اقدامات کی بنیاد میں Kaizen ہے - بہتری کا ایک عزم مسلسل، جس کے لئے ٹیم میں شامل ہونے والے ہر نئے رکن کو اس کی باقاعدہ ذمہ داریاں سونپنے سے قبل اس کی خاص تربیت ضروری ہے تاکہ وہ Toyota Way کے مطابق عمل کر سکیں۔

## ٹویوٹا سرٹیفائیڈ پروفیشنلز

اس سال کارپوریٹ، سپلائی چین، پراڈکٹ ڈویلپمنٹ اور مارکیٹنگ کے شعبوں سے افراد ٹویوٹا کے عالمی پروگرامز میں شریک ہوئے اور سرٹیفیکیشن حاصل کرنے میں کامیاب ہوئے، اور یوں ٹویوٹا سرٹیفائیڈ پروفیشنلز کی صف میں شامل ہوئے۔ بہترین طریقوں کا باہمی تبادلہ کرنے کی ادارے کی روایت کو برقرار رکھتے ہوئے نئے سرٹیفائیڈ تربیت کنندگان اب صلاحیت کے اُس ذخیرے کا حصہ بن گئے ہیں جو اپنی معلومات ملازمین میں منتقل کر کے اہم معاملات پر معاونت اور مشورہ فراہم کر رہا ہے۔

## ان ہاؤس تربیت اور ترقی

بہترین صلاحیت کے حامل بہترین افراد کو اپنی ٹیم کا حصہ بنانے کی جستجو جاری رکھتے ہوئے ہم نے متعدد ان ہاؤس تربیت کے پروگرام منعقد کئے جن کا مقصد رویے کے مختلف گوشوں، صلاحیتوں اور ذہنیت میں بہتری تھا تاکہ ان میں نئے چیلنجز کا سامنا کرنے کی استعداد اور اعلیٰ معیار کی کارکردگی کا مظاہرہ کرنے کی صلاحیت پیدا ہو، اور وہ اپنے اپنے دائرہ کار میں صارفین کو بھرپور اطمینان فراہم کریں۔

معاشرے میں سیکھنے کے جذبے کو فروغ دینے کے لئے آئی ایم سی ATM پروگرام کے تحت باقاعدہ بنیادوں پر ٹریڈ ایپرینٹسز بھرتی کرتی ہے اور ان کو کلاس روم لیکچرز اور عملی تجربے پر مشتمل بھرپور تربیتی مراحل سے گزار کر ہنرمند ٹیکنیشنز بناتی ہے۔

چاہئے تاکہ معمولی چوٹیں بھی نہ لگیں۔

## سیفٹی کا مہینہ اور ماحولیاتی مہینہ

اپریل 2016ء سیفٹی منٹھ کے طور پر منایا گیا تاکہ سیفٹی کے رجحان کو تقویت ملے۔ محفوظ تر کام کی جگہ کو فروغ دینے کے لئے باہم مربوط کرنے والی سرگرمیوں کا انعقاد کیا گیا جس میں اعلیٰ ترین سطح پر انتظامیہ نے حفاظت کے عزم کا اعادہ کیا۔ آگ بجھانے کی تربیت، آگ لگنے کی صورت میں عمارت خالی کرنے کی مشق، حفاظت ویڈیوز اور آگاہی سیشنز کا انعقاد کیا گیا تاکہ روٹیوں میں تبدیلی آئے اور کام کی جگہ محفوظ تر بنے۔ غیر واضح خطرات کو سمجھنے کے لئے shops میں اجتماعی سرگرمی منعقد کی جاتی ہے۔ تحفے دیئے جاتے ہیں اور جیتنے والی تھیم کی تشہیر کی جاتی ہے تاکہ مزید آگاہی پیدا ہو۔

جون 2016ء کو ماحولیاتی مہینے کے طور پر منایا گیا۔ ملازمین کے لئے ایک ایکوفوٹو مقابلے کا انعقاد کیا گیا جس کا مقصد آگاہی میں اضافہ کرنا اور ایسی تصویروں کا باہمی تبادلہ کرنا تھا جن سے حیاتیاتی تنوع اور بقاء کے لئے ماحولیاتی نظام کی حفاظت کی ضرورت کی عکاسی ہوتی ہے۔ علاوہ ازیں، ملازمین کے بچوں کے لئے 'Draw Green' مقابلے کا انعقاد کیا گیا جس کا مقصد پانی اور بجلی کی بچت اور ری سائیکل کر کے دوبارہ استعمال جیسی ماحول دوست عادات کی حوصلہ افزائی کرنا تھا۔ اینوائرنمنٹ تھیم "Let's Do It for the Future" سے ماحول کی حفاظت کے لئے ذمہ داری کا مظاہرہ کرنے کی دلچسپی پیدا ہوئی۔ ٹویوٹا کے affiliate ہونے کی حیثیت سے ہم ٹویوٹا کے 2050 ماحولیاتی چیلنج کے ساتھ مکمل طور پر وابستہ ہیں جس کے تحت ہماری سرگرمیوں اور شعوری کوششوں سے اگلی نسلوں کے لئے بہتر ماحول پیدا کرنے میں اہم کردار ادا ہوگا۔

## ماحولیاتی جانچ آڈٹ

2015-16ء کے دوران ایک TMAP ماحولیاتی مینجمنٹ ٹیم نے دورہ کیا اور غیر مینوفیکچرنگ شعبوں مثلاً کمیونیکیشن، تربیت، سی ایس آر سرگرمیوں، سیلز اینڈ سروس، خریداری اور لاجسٹکس، کا آڈٹ کیا تاکہ انتظامیہ کے ماحولیاتی حفاظت کے عزم کو جانچ سکیں، اور اس ضمن میں ہم دوسرے affiliates کے مقابلے میں اپنے نتائج سے بہت خوش ہیں۔ علاوہ ازیں، ایک خود مختار، داخلی، ماحولیاتی تجزیاتی آڈٹ نے بھی آئی ایم سی کو حکومت اور ٹویوٹا کے تمام ماحولیاتی معیار کی مکمل تعمیل میں پایا۔



ٹویوٹا مرچنڈائز کی ایک ریجن متعارف کرائی اور اپنے ٹویوٹا لوازمات کو توسیع دی جس سے اچھے نتائج پیدا ہوئے۔ سال کے دوران مارکیٹنگ اور کسٹمر بیداری کی کئی مہمات کو ان کے راستے پر رواں رکھنے کے لئے ٹویوٹا جینوئن پارٹس کوالٹی سروس کا استعمال کرتے ہوئے ان کی اہمیت کا ادراک کیا گیا۔ باڈی اور پینٹ کی مہم گاڑیوں کی باقاعدگی سے دیکھ بھال کی اہمیت کے بارے میں شعور اجاگر کرنے کی متواتر بحالی کی آگاہی مہم کے بعد شروع کی گئی۔ ملک کے متنوع موسمی حالات کے مد نظر، موسم گرما اور موسم سرما دونوں میں مفت معائنے اور موسمی تبدیلیوں کے خطرے سے دوچار حصوں کے لئے مشاورتی خدمات کی پیشکش کی۔ ہمارے مفت معائنے کی مہم زبردست کامیابی سے ہمکنار ہوئی، جس کے نتیجے میں ہماری ڈیلرشپ تک بے شمار لوگوں کی آمد ہوئی۔

صارفین کے وقت کی اہمیت کے مد نظر، ہمارے ایکسپریس مینٹیننس پروگرام سے ڈیلرز ٹویوٹا سروس کی خدمات کے ذریعے 1 گھنٹے کے اندر اندر ایک گاڑی کی متواتر بحالی کے قابل ہوئے۔ اس پورے عمل کو ہم نے اصلاحی ترائیبل اور خصوصی آلات و سامان کے نفاذ سے حاصل کیا۔ ہماری کل آٹھ ڈیلرشپ نے ایکسپریس مینٹیننس سرفیکیشن حاصل کیا۔ آنے والے برسوں میں اس تعداد میں اضافے کی توقع ہے۔

## سیفٹی، صحت اور ماحول

ہم ہمیشہ حفاظت کے معیار کو بہتر بنانے اور ماحول کی حفاظت کے مزید سخت اصول نافذ کرنے میں کوشاں رہتے ہیں تاکہ عوام کو بہتر، زیادہ محفوظ اور صاف ماحول فراہم کر سکیں۔ ان اقدامات سے ہمیں یہ یقینی بنانے میں مدد ملتی ہے کہ ہم کام کی جگہ کو محفوظ تر بنائیں جہاں کوئی ہلاکتیں نہ ہوں اور کسی کو سنگین چوٹیں نہ لگیں۔ لوگوں کی حوصلہ افزائی کی جاتی ہے کہ وہ اپنے دائرہ کار میں خطرات کے تجزیے کی ذمہ داری لیں اور نہ صرف غیر محفوظ طریقوں اور رویوں سے اجتناب کریں بلکہ عمومی اور ماحولیاتی خطرات کی شناخت کر کے انھیں دور کرنے کے طریقے وضع کریں۔ ایسے ماحول میں ملازمین کی حوصلہ افزائی ہوتی ہے کہ وہ انتظامیہ کو تمام چوٹوں اور خطرات، خواہ کتنے ہی چھوٹے ہوں، سے متنبہ کریں، اور یوں ہمیں ہر غلطی سے کچھ نہ کچھ سیکھنے کا موقع ملتا ہے اور ہم اصلاحی اقدامات کر کے سب کے لئے ایک محفوظ تر کام کی جگہ فراہم کرنے کے قابل ہوتے ہیں۔

## سیفٹی ریکارڈ

2015-16ء میں متواتر پانچویں سال (No Lost Work Day (LWD) ہوا جو ایک نیا ریکارڈ ہے۔ اس کی خصوصی اہمیت اس لئے ہے کہ ہم نے نئے پلانٹ کو اس کی استعداد سے زیادہ چلا کر اور خود اور ٹائم لگا کر یکے بعد دیگرے پیداواری ریکارڈز حاصل کئے ہیں۔ اگرچہ ہم اپنی سیفٹی کے لئے کی گئی اپنی کوششوں سے مطمئن ہیں لیکن ہمیں چوکنا رہنا



## صارفین کا اطمینان کا نزن کا فروغ (CSKE)

آئی ایم سی کی میراث کے ہم آہنگ کا نزن مسلسل بہتری کے ذریعے مسائل پر قابو پانے کے لئے، کسٹمر فرسٹ ڈیپارٹمنٹ نے صارفین کو عارضی حل فراہم کرنے کے بجائے اپنی ڈیلرشپ میں کا نزن کلچر کے فروغ اور ڈیلرشپ اسٹاف کو مسائل کی نشاندہی اور ان کے حل کے لئے مجموعی طور پر پورے نظام کو بہتر بنانا اور اس کو غلطیوں سے پاک کرنا شروع کر دیا ہے۔ مختصر یہ کہ بیرون ملک ٹیوٹا سے الحاق رکھنے والوں کے یہاں سے کا نزن نظریے کو در آمد کیا گیا اور اسے مقامی تناظر میں نافذ کیا گیا۔ یہ پروگرام لوگوں کی ترقی، تربیت و مشاورت اور گروپ سرگرمیوں کے ذریعے سہولیات کو متعارف کرانے اور ان میں اضافہ کر کے صارفین کے اعلیٰ ترین اطمینان کو حاصل کرنے کا ایک مؤثر طریقہ ہے۔

سال کے دوران، ہر ڈیلرشپ کو مدعو کیا جاتا ہے کہ وہ ایک ایسی تھیم متعارف کرائیں جس کے ذریعے وہ کا نزن نافذ کر سکیں۔ منظم رکھنے والی بین الشعبہ جاتی ٹیمیں 3S+CR اس لئے قائم کی گئیں ہیں تاکہ وہ اپنے اپنے میدانوں میں بہتر میکانیزم نافذ کر سکیں۔ آئی ایم سی نے TBC نقطہ نظر پر ملک بھر میں تربیتی نشستیں منعقد کیں اور ڈیلرشپ کے عملے کے خیالات کو تبدیل کرنے اور ان خیالات کو حقیقت میں بدلنے کے بہتر ضروری آلات سے لیس کیا۔ علاقائی مقابلوں نے ڈیلرز کو اپنی تھیم کو زندہ کرنے اور اپنی کارکردگی کو بہتر بنانے میں معاونت کی۔ ڈیلرشپس نے ماہ جون 2016ء میں انفرادی طور پر اپنی تھیمز کی پریزنٹیشن دی اور کا نزن سے بہتر ہونے والے نتائج پیش کئے۔ اس پروگرام کو بورڈ میں بھرپور انداز میں سراہا گیا اور ہمیں امید ہے کہ ہمارا یہ اقدام ہماری خدمات کو اور صارفین کے اطمینان کو مزید بہتر کرے گا۔

## فاضل پرزہ جات کے کاروبار میں ترقی

فاضل پرزہ جات کے کاروبار میں پھیل جانے اور بڑی صلاحیت کا ادراک کرتے ہوئے، آئی ایم سی نے اپنے صارفین کو زیادہ سے زیادہ ویلیو فراہم کرنے کے لئے کئی اقدامات کئے۔ صارفین کی طلب کا مطالعہ کرنے اور ان کی ضروریات کو پورا کرنے کے لئے کئی طرح کے بہترین تجزیاتی سروے کرائے گئے۔ صارفین کے ذہنی سکون کے لئے اس بات کی اہمیت کو سمجھا گیا، اور ایک ٹیوٹا جینوئن پارٹس کی مہم کا آغاز کیا گیا تاکہ جینوئن پارٹس استعمال کرنے کے بارے میں آگاہی کا فروغ ہو۔ ان کوششوں سے مال سال 2015-16ء میں پارٹس کی ریکارڈ فروخت میں مدد ملی اور صارفین کو اسپئر پارٹس کے لئے کم انتظار کرنا پڑا، ہم نے بھی ان کو وہ جینوئن پارٹس فراہم کئے جو حقیقت میں مصنوعات کی فراہمی کے وقت اس کا حصہ نہیں تھے۔

ٹیوٹا کو ہاؤس ہولڈ برانڈ کے طور پر فروغ دینے اور اپنے صارفین کے ساتھ ایک مضبوط رشتے کی ترقی کے لئے، ہم نے

وقت ملے گا، اور یہ ڈیٹا بیس ہم کو صارفین پر توجہ مرکوز کرنے اور انہیں درکار متعلقہ خدمات میں اپنی صلاحیتوں کو بہتر بنانے میں معاون ثابت ہوگا۔ صارفین کے مفاد میں اس نظام GENESIS کو استعمال کرنے کے لئے ڈیلرشپ میں اس ضمن میں تعینات تمام صف اول کا عملہ بہت پُر جوش ہے۔

صارفین کے اطمینان کے لئے ہماری کلیدی یہی ہے کہ ہم صارفین کو فراہم کی جانے والی مصنوعات اور خدمات کو اس نظر سے دیکھیں کہ صارفین ان سے کتنے مطمئن ہیں، اس کے لئے ہمیں اپنی کارکردگی کی جانچ پڑتال کرنی ہوگی جس کو مطمئن صارفین کے دو سالہ انڈیکس کے ذریعے ممکن بنایا گیا ہے، اس طرح صارفین کے اطمینان کی سطح سے باخبر رہنے کی ہماری صلاحیت میں بہتری آئے گی۔ اس سلسلے میں عملے کے ساتھ ٹویوٹا کے ”سب سے پہلے صارفین“ کے کئی تربیتی سیشنز کا انعقاد ہوا جن میں CR کے معاملات میں فعال رہنے کی مہارت فراہم کی گئی۔

غلطی ہم بھی کرتے ہیں اور ان سے سیکھتے ہیں۔ اپنے کال سینٹر کو منظم کرنے کی ایک کوشش میں ہم نے اس سرگرمی کو باہر منتقل کر دیا مگر ہمیں احساس ہوا کہ صارفین آئی ایم سی کے عملے سے بات کر کے زیادہ اطمینان و خوشی محسوس کرتے ہیں، لہذا ہم نے کال سینٹر کو دوبارہ اپنے زیر انتظام لے لیا۔ ہم صارفین کو درپیش اس مختصر تکلیف دہی پر افسوس کا اظہار کرتے ہیں۔

صارفین کی جانب سے رابطے کے لئے ہماری پہلی لائن ڈیلرشپ ہے، جہاں ہم صارفین سے صرف ایک کال کی دوری پر ہیں اور وہاں صارفین کی خدمت سے سرشار ہمارے نمائندے جواب دینے کے لئے بیٹھے ہیں اس کال سینٹر تک دفتری اوقات کار میں 0800 11123 پر رابطہ کیا جاسکتا ہے۔ اس کے علاوہ ہم سے رابطہ کرنے کے لئے ای۔میل کا راستہ بھی کھلا ہے جہاں [customer.relation@toyota-indus.com](mailto:customer.relation@toyota-indus.com) پر ہم تک پہنچا جاسکتا ہے۔ ڈیجیٹل اور سوشل میڈیا کی اہمیت کو سمجھنے اور اس بات کو ثابت کرنے کے لئے، کمپنی نے مصنوعات کے مسائل کو حل کرنے کے لئے اپنے سوشل میڈیا فیس بک کے پیج کو کسٹمر سروس سے منسلک کر دیا ہے۔

## صارفین کو اولیت (فاضل پرزہ جات اور خدمات)

کسٹمر فرسٹ ڈیپارٹمنٹ نے فاضل پرزہ جات اور بعد از فروخت سروس کو واحد اسٹریٹیجک طور پر اہم مانتے ہوئے اسے باہم ملحق کیا ہے تاکہ صارفین اپنی گاڑی کی پوری زندگی میں مکمل اور قابل اعتماد تجربے کے حامل رہیں۔ معیاری ٹویوٹا خدمات کے ذریعے صارفین کو بہتر تجربے اور حقیقی فاضل پرزہ جات کی فراہمی کے لئے ہماری ڈیلرشپ نیٹ ورک اور ملک بھر میں منتخب آؤٹ لیٹس کا انتخاب کیا جاتا ہے۔



ٹھہرایا جاسکے اور فروخت کیلئے پیش کیا جاسکے۔ ٹویوٹا شیور اور ٹریڈ ان (trade-in) کی سہولت صارفین کو قدرے محدود وارنٹی کی استعمال شدہ کار مکمل اطمینان و تسلی کے ساتھ خریدنے کا موقع فراہم کرتی ہے گویا کہ جیسے کوئی ٹویوٹا کی بلکل نئی گاڑی خرید رہا ہو۔

## ڈیلرشپ نیٹ ورک

سال 2015-16 کے دوران دو نئے ڈیلرز بشمول ٹویوٹا کلفٹن موٹرز کراچی اور ٹویوٹا جناح موٹرز لاہور متعارف کرائے گئے۔ ٹویوٹا گاڑیوں کی بڑھتی ہوئی طلب پوری کرنے کے ساتھ ساتھ ہمارا توسیع پذیر ڈیلرشپ نیٹ ورک صارفین کو انکی دھلیز پر اعلیٰ معیار کی خدمات فراہم کرتا ہے۔

ہمارے ڈیلرشپ نیٹ ورک ٹویوٹا کے اعلیٰ سروس کے معیار کو برقرار رکھتا ہے اور صارفین کو پُر لطف خریداری کا منفرد تجربہ عطا کرتا ہے۔ مزید برآں ڈیلرشپ کے توسیعی منصوبے کی بدولت تمام نیٹ ورک اپ گریڈ کر دیا گیا ہے تاکہ خریداروں کے تجربہ کو مزید جلا بخشی جاسکے۔ ملک بھر میں پھیلے 43 ڈیلرشپ آؤلیٹس میں سیلز، سروسز اور فاضل پرزہ جات کی فراہمی کی سہولیات ہمہ وقت دستیاب ہیں جبکہ بچوں کیلئے ڈریم آرٹ مقابلے اور صارفین کیلئے لائلٹی (loyalty) پروگرام بھی باقاعدگی سے منعقد کیے جاتے ہیں۔

## صارفین سے تعلقات

لوگ اپنی گاڑیوں کے ساتھ زندگی بھر کے تعلق کی تشکیل کرتے ہیں، اور ہمارے کسٹمر ریلیشن (CR) یعنی صارفین سے تعلقات کا عمل صارفین کو مطمئن رکھنے میں اہم کردار ادا کرتا ہے۔ ہم آئی ایم سی میں اور اپنی تمام ڈیلرشپس میں بھرپور انداز میں عالمی CR کے معیار پر عمل پیرا ہیں۔ کمپنی کے CR کا مرکزی پوائنٹ ہے، صارفین کی رائے کو غور سے سننا اور اس پر عمل کرتے ہوئے اپنی مصنوعات اور خدمات سے مجموعی طور پر صارفین کی رائے کا احترام کرنا، اور انہیں ان کی توقعات سے زیادہ فراہم کرنا شامل ہیں۔

ہم نے ایک قدم آگے بڑھتے ہوئے آئی ایم سی اور اس کی ڈیلرشپ میں (GENESIS) نام سے ایک مربوط ٹیکنالوجی پلیٹ فارم تشکیل دیا جائے گا۔ اسے ملک بھر میں نافذ کیا جائے گا۔ جب یہ پلیٹ فارم لاگو ہوگا اور اس پر مکمل طور سے عملدرآمد ہوگا، پھر صارفین کی شکایات میں نمایاں کمی آجائے گی، کیونکہ صارفین پر توجہ دینے کے لئے زیادہ اور بہتر

اور سپردگی کا مظہر ہے۔ ہمارا خوب سے خوب تر کاریں تخلیق کرنے کا عہد کاریں فروخت کرنے کی راہی کاروباری نہج سے بھی کہیں آگے جا چکا ہے جو نہ صرف صارفین کو دلی اطمینان و گاڑی خریدنے کے ایک منفرد تجربہ سے ہمکنار کرتا ہے بلکہ انہیں ٹویوٹا گاڑی کی ملکیت اور اسے چلانے کی تسکین و تشریح سے بھی لبریز کرتا ہے۔

ہمہ وقت ارتقا پذیر ترجیحات و بدلتے ہوئے میلانات کے پیش نظر ہم صارفین کی رائے و نقطہ نظر جاننے اور انکی آراء کو عملی جامہ پہنانے کی سعی کرتے ہیں جسکا اظہار سال بھر میں متعارف کرائے گئے گاڑیوں کے درجہ ذیل نت نئے فیچرز سے بخوبی عیاں ہے:

کرولا: کروم فوگ لیمپ کی گارنش میں دلکش اضافے، رنگ دار وہیل ڈسکس سے آراستہ 15 انچ کے المونیم وہیلز، باڈی کلر ڈمپلس، آئی وری فلور میٹس سے آراستہ انٹیریر، خود کار رائیر کنڈیشنرز، میٹر سوپ، ایوموبیل نزر، فرنٹ پسینجرائیر بیگ، چمڑے سے سینے گئے الیکٹرک پاور اسٹیرنگ بمع سوچز شامل ہیں۔

ہائی لکس: انتہائی اعلیٰ درجے کا ڈبل ٹون خاکستری انٹیریر، ہیڈ لیمپس، کروول ریئر بمپر، الوئے رمز، کروم گرل، کار میں پیوست سات انچ کا انفوٹینمینٹ سسٹم، اسٹیرنگ آڈیو سوچز اور اسٹیرنگ میں دیا گیا فنکشنل کنٹرول فیچر۔

## ٹویوٹا شیور (Toyota Sure)

قدر میں اضافے اور صارفین کے ساتھ دیر پار وابط استوار رکھنے کی ٹویوٹا کی عالمگیر حکمت عملی کے عین مطابق استعمال شدہ سرٹیفائڈ گاڑیوں سے منسلک کاروباری شعبے کو از سر نو ترتیب دیا گیا اور سال 2014ء میں اسے ٹویوٹا شیور (Toyota Sure) کے نام سے ری برانڈ (rebrand) کیا گیا جو استعمال شدہ گاڑی خریدنے والوں کو نئی گاڑی کے خریداروں جیسا تجربہ فراہم کرتی ہے۔ ٹویوٹا SURE صارفین کو استعمال شدہ ٹویوٹا گاڑی ایک سال / 15,000 کلومیٹر کی محدود وارنٹی اور بعد از فروخت سروس کی سہولت فراہم کرتی ہے۔ ٹویوٹا شیور کا نیٹ ورک مسلسل توسیع پذیر ہے اور مذکورہ سال میں 7 نئے ڈیلرز اس نیٹ ورک کا حصہ بنے اور ملک بھر میں ٹویوٹا شیور آؤٹ لیٹس کی تعداد 15 تک جا پہنچی ہے۔

ٹویوٹا شیور صارفین کو اپنی استعمال کردہ گاڑیوں کو انتہائی عمدہ قیمت پر فروخت کرنے کا شاندار موقع فراہم کرتا ہے۔ اس ضمن میں استعمال شدہ گاڑی کی قیمت فروخت کے تعین کیلئے ایک مخصوص طریقہ کار بروئے کار لایا جاتا ہے جس میں گاڑی کے 203 مخصوص پوائنٹس کو جدید آلات سے بغور چیک کیا جاتا ہے تاکہ صرف اچھی حالت میں موجود گاڑیوں کو سند یافتہ



## ڈیویڈنڈ

گزشتہ سال جون 2015 تک حاصل کردہ 38 فیصد ریٹرن آن ایکویٹی کے مقابلے میں مذکورہ سال 2015-16 میں ادارے نے 41 فیصد ریٹرن آن ایکویٹی حاصل کیا۔ ان نتائج کی روشنی میں ادارے کا بورڈ آف ڈائریکٹرز 40 روپے فی حصص کا فائنل ڈیویڈنڈ تجویز کرتا ہے جس کے نتیجے میں گزشتہ سال حصص یافتگان کو ادا کردہ 80 روپے کے مقابلے میں سال 2015-16 میں کل رقم 100 روپوں تک جا پہنچی ہے۔ 3.6 بلین روپے کی رقم ادارے کے عمومی ریزرو کے تصرف کیلئے تجویز کی جا رہی ہے تاکہ مذکورہ رقم پیداواری گنجائش میں اضافے اور کاروباری فروغ کیلئے بروئے کار لائی جاسکے۔

## قومی خزانے کو شراکت

مالی سال 2015-16 میں ادارے نے قومی خزانے میں 37 بلین روپے کی خطیر رقم جمع کرائی جو مذکورہ سال حکومت پاکستان کے جمع کردہ مجموعی ریونیو کا 1.2 فیصد ہے۔ 1991 میں کمپنی کے قیام کے بعد سے ہمارا قومی خزانے میں ہمارا حصہ 280 بلین سے بھی تجاوز کر چکا ہے۔

## پاکستان مسابقتی کمیشن کی انکوائری

جون 2015 کے اواخر میں پاکستان مسابقتی کمیشن کے آفس برائے کارٹلز (cartels) اور کاروباری استحصال (trade abuse) نے کمپنیشن ایکٹ 2010 کے سیکشن (1) 37 کے تحت ایک انکوائری کا آغاز کیا اور ادارے سے متعلق مخصوص معلومات فراہم کرنے کی درخواست کی جو ہم نے انہیں فراہم کر دی ہے۔ ہم کمیشن کے ساتھ ہر ممکن تعاون کیلئے برضا و رغبت تیار ہیں اور اس ضمن میں موافق فیصلے کی امید واثق رکھتے ہیں۔

## مارکیٹنگ

ٹویوٹا نسل در نسل اپنے کسٹمرز کو خوب سے خوب تر فراہم کرنے کیلئے کوشاں ہے۔ بذریعہ متعمل تحقیق، صارفین کے جائزوں اور دنیا بھر میں برپا ہونے والے رجحانات کے بغور تجزیے کی بدولت ہم اپنے صارفین کو خوب سے خوب تر بہم پہنچانے کیلئے ہمیشہ سرگرم عمل ہیں جس کے عوض صارفین ٹویوٹا برانڈ کی گاڑیوں کو ہی ترجیح دیتے ہیں جو ان کے ٹویوٹا پر بلند تر اعتماد

گاڑیوں پر عائد 50 فیصد ریگولیشن ڈیوٹی کو منسوخ کر دے جو دراصل تادیبی نوعیت کی ہے اور مذکورہ گاڑی کی فروخت میں کمی کا باعث بنتی ہے۔ نسبتاً کم ڈیوٹی قانونی طور پر درآمد کی گئی ایس بی یو گاڑیوں کی طلب میں اضافے کا باعث بنے گی اور قومی خزانے و مجموعی اقتصادیات کیلئے قابل رشک حد تک محاصل کے حصول کا باعث بنے گی۔

## کاروباری نتائج

سال 2015-16 ادارے کیلئے بھرپور ترقی و نمو کا سال ثابت ہوا اور ادارے کے تمام تر شعبہ جات نے صارفین کی توقعات کے مطابق مصنوعات کی فراہمی کیلئے ایک اکائی کی حیثیت سے اپنی خدمات انجام دیں۔ میکرو اکنامک استحکام پر منتج کاروباری فضا اور سرمایہ کاروں کا بڑھتا ہوا اعتماد اقتصادی رفتار میں مزید اضافے کا باعث بنا اور کراچی کی گیارہویں جنریشن جواب اپنے دوسرے سال میں ہے کی مارکیٹ میں بھرپور طلب جاری رہی۔ ٹویوٹا سی کے ڈی اور سی بی یو گاڑیوں کی مجموعی فروخت گزشتہ سال فروخت کردہ 57,387 یونٹس کے مقابلے میں سال 2015-16 میں ریکارڈ 13 فیصد اضافے کے ساتھ 64,584 تک جا پہنچی۔ مقامی سطح پر تیار کردہ گاڑیوں کے سگمینٹ میں ہمارا مارکیٹ شیئر پیداواری سہولیات میں حائل حدوں کی باعث 32 فیصد سے کم ہو کر 30 فیصد تک جا پہنچا۔

مارکیٹ کی بڑھتی ہوئی طلب کو پورا کرنے کیلئے اور گاڑیوں کو صارف تک پہنچانے کے دورانیے کو کم کرنے کیلئے ادارے نے اپنی پیداواری سہولیات کا سال بھر صد فیصد استعمال کیا اور روزانہ کی بنیاد پر زائد اوقات و ہفتہ واری ایام میں بھی پیداواری عمل جاری رکھا۔ اسکے نتیجے میں ہم نے ریکارڈ 64,096 یونٹس کی پیداوار حاصل کی جبکہ گزشتہ سال تیار کیے گئے یونٹس کی مجموعی تعداد 56,888 تک محدود رہی تھی۔

خوب سے خوب کی جستجو میں کوشاں ہمارے بھرپور صنعتی ماحول نے ہمیں مالی لحاظ سے نت نئے ریکارڈ حاصل کرنے کے قابل کیا اور مجموعی طور پر کل فروختی حجم 13 فیصد اضافے کے ساتھ 131 بلین روپوں تک جا پہنچا جبکہ گزشتہ سال جون 2015 تک حاصل کردہ کل فروختی حجم 116 بلین روپے تک پہنچ پایا تھا۔ اسی طرح مذکورہ سال 2015-16 میں منافع بعد از ٹیکس 26 فیصد اضافے کیساتھ 11.5 بلین روپے ریکارڈ کیا گیا جبکہ گزشتہ سال منافع بعد از ٹیکس 9.1 بلین روپے حاصل کیا گیا تھا۔

آمدن میں اضافے کے نمایاں ذرائع میں 7,197 وٹس کا اضافی فروختی حجم، آپریشنل استعداد میں بدرجہا اضافہ اور قائم لاگت پر مضبوط کنٹرول شامل ہیں۔

## سی کے ڈی ایس یووی سیگمینٹ

غیر معمولی محصولاتی رعایتوں سے ہمکنار استعمال شدہ ایس یووی گاڑیوں کی درآمد نے مقامی سطح پر تیار کردہ ٹویوٹا فارچیونر کی فروخت پر منفی اثر ڈالا ہے اور گزشتہ سال فروخت کردہ 722 یونٹس کے مقابلے میں مذکورہ سال 2015-16 میں محض 602 یونٹس ہی فروخت ہو پائے۔ اس سال نئے وپرکشش فیچرز سے آراستہ ایک نیا ویرینٹ بعنوان ٹی آر ڈی 5 متعارف کرایا گیا جسکی مارکیٹ میں بھرپور طلب ہے۔ موجودہ سال کے اواخر میں ادارے کا فارچیونر کی نئی جزیشن متعارف کرنے کا ارادہ ہے جو ایک مخصوص طبقہ صارفین کیلئے باعث کشش ہوگا۔

## سی بی یو سیگمینٹ

نئی سی بی یو گاڑیوں کی مارکیٹ استعمال کردہ ہائپر ڈ گاڑیوں کے درآمد کنندگان کو دی گئی غیر معمولی رعایتوں کے زیرِ عتاب ہے جسکے باعث ملک میں استعمال شدہ سی بی یو گاڑیوں کی آمد بلا روک ٹوک جاری ہے جو کہ بیرون ملک مقیم پاکستانیوں کو دی گئی خصوصی اسکیموں کی صریح خلاف ورزی بھی ہے۔ مذکورہ سال 2015-16 میں آٹو صنعت نے مجموعی طور پر 2,284 نئی سی بی یو گاڑیاں فروخت کیں جس میں ہمارا شیئر 36 فیصد رہا۔ دوسرے لفظوں میں بشمول ٹویوٹا کی پرائس، لینڈ کروزر، ہائی ایس اور آونز کے کل 821 یونٹس فروخت ہوئے۔ جبکہ 154,000 استعمال شدہ گاڑیاں ملک میں داخل ہوئیں۔

ٹویوٹا پرائس ہائپر ڈ ملک بھر میں بعد مکمل از فروخت سپورٹ کے ساتھ سال 2014 میں متعارف کرائی گئی۔ سال 2015-16 میں نیشنل موٹروے پولیس کی جانب سے ایک ہی باری میں دیے گیا فلیٹ آرڈر ہمارے لیے سود مند ثابت ہوا تاہم انفرادی طور پر صارف خلاف قاعدہ محصولاتی قباحت کے سبب نئی پرائس گاڑی کی فروخت سے باز رہا۔

واضح رہے کہ محصولاتی مد میں 50 فیصد رعایت نئی وپرانی دونوں ہائپر ڈ گاڑیوں پر لاگو ہے مگر سیز ٹیکس کا پورا ریٹ انڈس موٹرز کی آمدن بعد از فروخت پہ لاگو ہوتا ہے جبکہ استعمال شدہ پرائس کے ٹریڈرز کو مذکورہ ٹیکس کی ادائیگی سے چھوٹ دی گئی ہے۔ یہ بے ضابطگی بدستور اپنی جگہ پہ قائم ہے اور ہمارے کاروبار کیلئے زہر قاتل ہے۔ ہم حکومت سے ملتمس ہیں کہ وہ اس طرز عمل پہ نظر ثانی کرے اور تھائی لینڈ اور انڈونیشیا جیسے ایشیائی ممالک کی تقلید کرتے ہوئے پاکستان میں بھی کم از کم ایندھن استعمال کرنے والی ماحول دوست گاڑیاں متعارف کرائے۔

اسکے ساتھ ساتھ ہم اپنی سابقہ درخواست کو دوبارہ گوش گزار کرتے ہوئے حکومت سے اپیل کرتے ہیں کہ وہ ہائی اینڈ



اضافہ ریکارڈ کیا گیا۔ واضح رہے کہ ایک سال کی مدت میں درجہ بالا فروخت کردہ حجم ادارتی تاریخ کا ایک نیا ریکارڈ ہے جسکی بدولت ادارے کے مجموعی مارکیٹ شیئر میں سال 2014-15 کے مقابلے میں 30 فیصد حوصلہ افزا اضافہ دیکھنے میں آیا۔

## سی کے ڈی پینجر کاریں۔ اسمال ہائی سیگمینٹ

سال برائے 2015-16 میں ہمارے سی کے ڈی پینجر کار سیگمینٹ نے اچھی کارکردگی کا مظاہرہ کیا جو صارفین کی جانب سے کروا کے برتر معیار پہ بھرپور اعتماد و قیمت کے عوض خوب سے خوب تر فراہم کرنے کی حیرت انگیز اہلیت کا ثبوت ہے۔ گاڑیوں کے مختلف کمپینشن اور مختلف شعبہ جات میں کی گئی معمولی تبدیلیاں مثلاً گاڑی میں بناء چابی کے داخلہ، ایمو بیلا نزر، اضافی ایئر بیگ، خود کار ایئر کنڈیشنر وغیرہ کو صارفین کی جانب سے بھرپور پذیرائی ملی اور صارفین کیلئے کروا کے برانڈ ہی کو باعثِ انتخاب ٹھہرانے کا موجب ثابت ہوئیں۔

مذکورہ گاڑیوں کی سارا سال بھر پور طلب دیکھنے میں آئی اور ادارے نے گاڑیوں کی فراہمی کے مجموعی عرصے کو کم از کم کرنے کے لئے اپنی مینوفیکچرنگ پلانٹس اور پراڈکشن لائنز کو کو انکی مجموعی پیداواری صلاحیت سے بڑھ کر بروئے کار لاتے ہوئے زائد اوقات بشمول ہفتہ واری تعطیلات میں بھی گاڑیوں کی تیاری کا عمل جاری رکھا۔ سال برائے 2015-16 میں کروا کی مجموعی فروخت 12 فیصد اضافے کے ساتھ 57,452 تک جا پہنچی جو ایک ریکارڈ ہے جبکہ گزشتہ سال یہ تعداد 51,398 تک پہنچ پائی تھی جو کہ نئے ماڈل کے لانچ کے ابتدائی سال میں فروخت کردہ اب تک کا زیادہ سے زیادہ حجم تھا۔

## سی کے ڈی لائٹ کمرشل۔ پک اپ سیگمینٹ

سنگل کیبن (4x2 اور 4x4) اور ڈبل کیبن (4x4) ہائی لکس استعمال کرنے والوں کی جانب سے مذکورہ گاڑیاں کی بھر پور طلب دیکھنے میں آئی۔ سال 2014-15 میں فروخت کردہ 4,823 یونٹس کے مقابلے میں مذکورہ برس تمام ایل سی وی (4x4) ویرینٹ کی مجموعی فروخت 23 فیصد اضافہ کے ساتھ 5,923 رہی۔

مذکورہ سال برائے 2015-16 میں ادارے نے سخت ترین اسٹرکچر، نئے فریم اور ٹریمنگ سے آراستہ ویگوجی ایکس پلس اور ویگوجی آر ڈی سمیت دو نئے ویرینٹ متعارف کرائے اور صارفین کی جانب سے بھرپور توجہ ملی۔ ہماری موجودہ ہائی لکس گاڑیوں کی رینج اب اختتام پذیر ہے اور امید ہے کہ سال 2016 کے اختتام تک ہائی لکس گاڑی کا نیا جزییشن ماڈل مارکیٹ میں متعارف کر دیا جائے گا۔



ہم حکومت کے نئے او ای ایم (OEMs) کو ملکی آٹو صنعت میں راغب کرنے کے نیک ارادوں کو تہہ دل سے سراہتے ہیں جو یقیناً مقامی صنعت کی بڑھوتری و نمو کا باعث بنے گی اور ہم امید کرتے ہیں کہ نئی کمپنیوں و صنعت کاروں کو تفریق کر دہ خصوصی مراعات ملکی آٹو صنعت میں ریڑھ کی ہڈی کی حیثیت رکھنے والے مقامی پرزہ جات فراہم کنندگان کے صنعتی مفادات پہ ضرب کاری نہیں کریں گی۔

استعمال شدہ گاڑیوں پہ عائد محصولات اور انکی تخمین کاری کے مروجہ رعایتی اسٹریکچر میں مذکورہ گاڑیوں کی اصل قیمتوں کی روشنی میں نظر ثانی کی ضرورت ہے تاکہ مقامی صنعت میں مسابقتی ماحول استوار ہو اور سرمایہ کاروں کا اعتماد پروان چڑھے۔ مندرجہ بالا اقدام حکومت کیلئے محاصل آبکاری کے جائز منصفانہ حصول کا باعث بنے گا بجائے اسکے کہ استعمال شدہ گاڑیوں اور آٹو پارٹس کی کم تر تخمین کاری کے باعث کئی بلین روپوں کے خسارے سے دوچار ہونا پڑے۔

مذکورہ سال برائے 2015-16 میں حکومت کی جانب سے گڈ گورننس کو بطور بنیادی عمل انگیز طویل مدتی صنعتی فروغ کیلئے پبلک پالیسی ایجنڈا اپنانے کی مد میں قابل ستائش کاوشیں دیکھنے میں آئیں۔ افسوسناک طور پر گڈ گورننس کے حصول و قیام کیلئے ارادے کی کمزوری نے پرزہ جات کی فراہمی و پیداوار سے منسلکہ کاروباری اداروں کو انتہائی حد تک متاثر کیا ہے جبکہ بد عنوان درآمد کنندگان کی جانب سے بیرون ممالک سے منگوائے گئے آٹو پارٹس سے متعلق غلط اقرار نامے اور انڈر انوائسنگ جیسی بد عنوانیاں اصل لائسنس یافتہ و قانونی حیثیت کے حامل پارٹس مینوفیکچررز اور تقسیم کنندگان کیلئے ناختم ہونے والی مشکلات کا باعث بنتی ہیں۔

## ادارتی جائزہ

صارفین کی جانب سے انتہائی مثبت رد عمل کا اظہار پوری صنعت کیلئے نیک فال ثابت ہوا۔ الحمد للہ آمدن، فروخت اور پیداواری کارکردگی کی رُو سے نت نئی کامیابیاں اور نئے ریکارڈ سمیٹتے ہوئے جون 2016 میں اختتام پذیر مالی سال کمپنی کیلئے سنگ میل ثابت ہوا۔

## سی کے ڈی اور سی بی یو بزنس

گزشتہ برس فروخت کردہ 57,387 گاڑیوں کے مقابلے میں مذکورہ سال برائے 2015-16 میں ادارے کی ٹویوٹا برانڈ (بشمول سی کے ڈی اور سی بی یو) گاڑیوں کی کل تعداد فروخت 64,584 رہی اور انکی مجموعی فروخت میں 13 فیصد

ہم اس بات کو بھرپور سراہتے ہیں کہ نئی ADP پوری ویلیو چین کے لئے tariff کے طریقے کے لئے واضح لائحہ عمل پیش کرتی ہے۔ حکومت کا یہ ارادہ خاص طور پر قابلِ داد ہے کہ بڑھتی ہوئی ملکی مانگ کو پورا کرنے کے لئے مقامی پیداوار کو مضبوط اور وسیع کیا جائے اور اس شعبے میں نئے داخل ہونے والوں کو incentives سے کرمسابقتی ماحول کو متحرک بنایا جائے۔

لیکن افسوس کی بات ہے کہ نئی پالیسی آٹو پارٹس مینوفیکچرنگ کے شعبے میں نئے داخل ہونے والوں کے لئے، جو صنعت کی ریڑھ کی ہڈی ہیں اور بڑے پیمانے پر روزگار کے مواقع، قدر میں اضافے اور زر مبادلہ کی بچت کا سبب بنتے ہیں۔ علاوہ ازیں، ADP کے کچھ حصے بظاہر غور و خوض کے بغیر جلد بازی میں متعارف کرائے گئے ہیں، مثلاً immobilizer کی لازمی تنصیبات، جبکہ اس کے نفاذ کے لئے خاطر خواہ وقت نہیں دیا گیا۔ ہم اس اقدام کا خیر مقدم کرتے ہیں کہ ایک مخصوص وقت تک ڈیورنہ کی گئی گاڑیوں کے لئے صارفین سے وصول کردہ پیشگی رقم پر OEMs کو لازماً انٹریسٹ ادا کرنا ہوگا۔ یہ بات قابلِ ذکر ہے کہ آئی ایم سی پہلی OEM ہے جس نے جزوی ادائیگی کا طریقہ شروع کیا تا کہ صارفین کی ادارے سے وابستگی مزید پختہ ہو، اور اس پیشگی ادائیگی کی مقدار نئی ADP میں متعین کردہ threshold سے بہت کم ہے۔ ہم سمجھتے ہیں کہ اچھی طرح واضح کیا گیا طریقہ جلد نافذ کیا جائے تاکہ اس مسئلے کی منصفانہ اور شفاف تعمیل یقینی بنائی جاسکے۔

ماضی میں آئی ایم سی نے ملک میں رائج فروخت اور تقسیم کے انتہائی پیچیدہ اور غیر صارف دوست نظام پر پالتفصیل بات کی ہے۔ ٹرن اوور ٹیکس اور ودھولڈنگ ٹیکس کی بہت بڑی تعداد کے باعث صنعت کے لئے ڈیلرز کو ہول سیل قیمت پر گاڑیاں فروخت کرنے میں رکاوٹ پیدا ہوتی ہے، اگرچہ عالمی سطح پر یہی رائج ہے، تا کہ پھر ڈیلرز صارفین کو ریٹیل قیمت میں فروخت کر سکیں۔ افسوس کی بات ہے کہ اس مسئلے پر نئے سال کے بجٹ میں توجہ نہیں دی گئی، اور ہم حکومت کو اس طرف متوجہ کرنے کا سلسلہ جاری رکھیں گے تاکہ ایک مزید مؤثر اور صارف دوست ماحول پیدا ہو سکے۔

ہم فائلرز کے لئے ودھولڈنگ ٹیکس کی رعایتی شرحیں فراہم کرنے میں وفاقی حکومت اور خاص طور پر جناب وزیر خزانہ کی ذاتی کوششوں کو بے حد سراہتے ہیں۔ ہم معیشت میں ٹیکس ادا کرنے والوں کی تعداد بڑھانے کے لئے کئے گئے تمام اقدامات کی بھرپور حمایت کرتے ہیں، تاکہ قانون کی تعمیل کرنے والے ٹیکس ادا کرنے والوں پر سے بوجھ کم ہو۔ ہم سفارش کرتے ہیں کہ ودھولڈنگ اور اس نوعیت کے دوسرے ٹیکس کی وصولی کے لئے کارپوریٹ سیکٹر پر ڈالے گئے غیر متناسب بوجھ پر نظر ثانی کی جائے، کیونکہ اسے قابو میں رکھنا پیچیدہ ہوتا جا رہا ہے اور ملک میں کاروبار چلانے کی لاگت میں اضافے کا سبب بن رہا ہے۔



## انڈسٹری کا جائزہ

سال 2015-16 آٹو صنعت کیلئے ایک اور ولولہ انگیز سال ثابت ہوا جس میں گاڑیاں بنانے والے مقامی ادارے اور پرزہ جات کے فراہم کنندگان نے پیداواری عمل جاری رکھتے ہوئے مارکیٹ میں بڑھتی ہوئی طلب کو خوش اسلوبی سے پورا کیا اور مقامی سطح پر تیار کردہ آٹو مصنوعات کی مد میں گزشتہ برس کے حاصل کردہ کل پیداواری حجم 179,953 یونٹس کے مقابلے میں مذکورہ سال 21 فیصد کی ریکارڈ نمو کے ساتھ 217,679 یونٹس کا بلند ترین پیداواری حجم حاصل کیا۔

سال 2015-16 کے دوران بحیثیت مجموعی صارفین کے جانب سے مثبت رجحان دیکھنے میں آیا جسکی نمایاں وجوہات میں گرتی ہوئی شرح سود اور بتدریج انحطاط پذیر افراط زر کے معاشی اشارے، ملک میں ریکارڈ ترسیل زر، ایندھن کی قیمتوں میں کمی، کاروں کی قیمت فروخت میں استحکام اور ملک میں امن و امان کی سدھرتی ہوئی صورتحال شامل ہیں جسکی بدولت مذکورہ سال مسافر گاڑیوں کی بھرپور طلب دیکھنے میں آئی جن میں ٹویوٹا کرو لاصف اول میں شامل رہی۔

2016 کے اوائل میں حکومت پنجاب کی اپنا روزگار اسکیم اپنے نقطہ عروج پر رہی جسکی وجہ سے مذکورہ سال برائے 2015-16 میں لائٹ کمرشل گاڑیوں کی مجموعی فروخت میں معمولی کمی دیکھنے میں آئی۔ یہ حقیقت قابل ستائش ہے کہ بجلی کی فراہمی کی بدستور ناگفتہ بہ صورتحال اور شہر کراچی میں سڑکوں کی ابتر حالت جو صنعتی عمل کاری کی مجموعی لاگت میں ناپسندیدہ اضافے و بوجھ کا باعث ہے کے باوجود ملکی آٹو صنعت میں کام کرنے والے تمام اداروں نے مارکیٹ میں مجموعی طلب کو پورا کرنے کیلئے بڑھ چڑھ کر حصہ لیا۔

حکومت پاکستان کی جانب سے مالی خسارے میں کمی کیلئے دسمبر 2015 میں درآمدی محصولات میں ایک فیصد اضافے کے حیران کن اقدام کے باعث گزشتہ 18 ماہ سے کاروں کی قیمت میں متعلقہ استحکام مزید جاری نہ رہ پایا اور نتیجتاً آٹو ساز ادارے مذکورہ اضافہ صارفین کی جانب منتقل کرنے پر مجبور ہوئے۔ استعمال شدہ گاڑیوں پہ عائد تین سال کی عمر کی حد کے باوجود مذکورہ سال برائے 2015-16 میں ملک میں کل 54,000 گاڑیاں درآمد کی گئیں جو گزشتہ سال میں درآمد کردہ حجم 30,000 یونٹس کے مقابلے میں 80 فیصد زیادہ ہے اور مقامی آٹو صنعت کی ترقی و فروغ کیلئے نقصان دہ ہے۔

مارچ 2016 میں برسہا برس تاخیر کی شکار آٹو ڈیولپمنٹ پالیسی (ADP) کا آخر کار اعلان کر دیا گیا۔ ستم ظریفی یہ ہوئی کہ اس کے فوراً بعد LUMS نے پالیسی سازوں کے ساتھ عالمی بینک کی معاونت سے پاکستان آٹو مارکیٹ پر ایک تحقیق کرائی اور اس تحقیق کے اکثر مثبت نتائج سے فائدہ نہیں اٹھایا۔

# بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

## گزارشات چیرمین

میں انڈس موٹرز کے 27 ویں سالانہ عام اجلاس کے موقع پر آپ کو خوش آمدید کہتا ہوں۔ اور یہ میرے لیے انتہائی مسرت کا باعث ہے کہ میں 30 جون 2016 کو اختتام پذیر مالی سال میں ادارے کی مجموعی کارکردگی پر مفصل رپورٹ پیش کروں۔"

☆ انڈسٹری کا جائزہ

☆ کمپنی کا جائزہ

☆ مارکیٹنگ

☆ صارفین سے روابط

☆ صارف کو اولیت (پرزہ جبات و خدمات)

☆ حفاظت، صحت و ماحول

☆ انفرادی قوت

☆ آپریشنز

☆ کارپوریٹ سماجی ذمہ داریاں

☆ آگے بڑھنے کی حکمت عملی



دوران سال 12 جنوری 2016ء کو جناب کچی موراکامی ڈائریکٹر اور نائب چیئرمین کے عہدے سے مستعفی ہوئے اور جناب ٹوشیا ازوما کی ڈائریکٹر اور نائب چیئرمین کے طور پر تقرری ہوئی۔ علاوہ ازیں، 01 مئی 2016ء کو جناب Kyoichi Tanada ڈائریکٹر کے عہدے سے مستعفی ہوئے اور جناب Hiroyuki Fukui کی ڈائریکٹر کے طور پر تقرری ہوئی۔

بورڈ آڈٹ کمیٹی

بورڈ آڈٹ کمیٹی چھ نان-ایگزیکٹو ڈائریکٹرز پر مشتمل ہے جن میں سے ایک خود مختار ڈائریکٹر ہے۔

کمیٹی کم از کم ہر سہ ماہی میں ایک مرتبہ میٹنگ کرتی ہے اور بورڈ کی ذمہ داریوں کی ادائیگی میں اس کی معاونت کرتی ہے۔ 01 جولائی 2015ء سے 30 جون 2016ء تک 12 ماہ کے دوران چار (04) بورڈ آڈٹ کمیٹی کی میٹنگز منعقد ہوئیں۔ بورڈ آڈٹ کمیٹی میٹنگز میں ڈائریکٹرز کی حاضری درج ذیل ہے:

میٹنگز کی تعداد جس میں شرکت کی	ڈائریکٹر کا نام
4	1. جناب محمد علی آر حبیب
3	2. جناب فرہاد ذوالفقار
4	3. جناب اعظم فاروق
2	4. جناب K. Tanada/Hiroyuki Fukui (سابق ڈائریکٹر) / [جناب ٹوشیا ازوما / جناب Y. Tokuda، متبادل]
4	5. جناب مساتویا مانامی [جناب O. Yoneyama / جناب K. Sotowa، متبادل]
3	6. جناب رضا انصاری

آڈٹ کمیٹی کے ٹرمز آف ریفرنس میں سالانہ اور سہ ماہی مالیاتی گوشواروں کے جائزے کی شرائط، انٹرنل آڈٹ رپورٹس کا جائزہ، اسٹاک ایکسچینج اور کنسڈریشن کو فراہمی سے قبل معلومات، ایکسٹرنل آڈٹرز کی تقرری کے لئے سفارش اور دیگر اہم معاملات شامل ہیں۔

کمپنی کے حصص کی خرید و فروخت

ڈائریکٹرز، ایگزیکٹوز، اور ان کی اہلیہ ان کے شوہر اور بچوں نے کمپنی کے حصص کی خرید و فروخت نہیں کی ہے، علاوہ ان کے جنھیں پیٹرن آف شیئر ہولڈنگ میں ظاہر کیا گیا ہے۔

پیٹرن آف شیئر ہولڈنگ

30 جون 2016ء کو کمپنی کا پیٹرن آف شیئر ہولڈنگ صفحات 105 تا 107 میں پیش کیا گیا ہے۔

ٹوشیا ازوما  
وائس چیئرمین اینڈ ڈائریکٹر

پرویز غیاث  
چیف ایگزیکٹو

کراچی  
25 اگست 2016ء

ریٹائرمنٹ بینیفٹ فنڈز کی سرمایہ کاری

30 جون 2016ء کو اختتام سال پر ریٹائرمنٹ بینیفٹ فنڈز میں لگائی گئی سرمایہ کاری کی قدر مندرجہ ذیل ہے:

2015ء      2016ء  
 آڈٹ شدہ      غیر آڈٹ شدہ

'000 روپے

542,180      633,674  
 287,481      325,508

انڈس موٹر کمپنی لمیٹڈ ایمپلائیز پراویڈنٹ فنڈ

انڈس موٹر کمپنی لمیٹڈ ایمپلائیز پینشن فنڈ

حکومتی محصولات

30 جون 2016ء کو واجب الاداء حکومتی محصولات مالیاتی گوشواروں کے نوٹ نمبر 19 میں پیش کی گئی ہیں۔

بورڈ آف ڈائریکٹرز کی میٹنگز

01 جولائی 2015ء سے 30 جون 2016ء تک 12 ماہ کے دوران بورڈ آف ڈائریکٹرز کی کل پانچ (05) میٹنگز منعقد ہوئیں۔

بورڈ میٹنگز میں ڈائریکٹرز کی حاضری درج ذیل ہے:

میٹنگز کی تعداد جن میں شریک ہوئے	ڈائریکٹر کا نام
5	1. جناب علی ایس حبیب
4	2. جناب ٹوشیا زوما / جناب کچی موراکامی (سابق ڈائریکٹر)
5	3. جناب پرویز غیاث
5	4. جناب یوشیو کی مائسو
5	5. جناب اعظم فاروق
4	6. جناب محمد علی آر حبیب
5	7. جناب K. Tanada/Hiroyuki Fukui (سابق ڈائریکٹر) / جناب ٹوشیا زوما / جناب Y. Tokuda، متبادل]
5	8. جناب مساتویا مانامی [جناب O. Yoneyama / جناب K. Sotowa، متبادل]
3	9. جناب فرہاد ذوالفقار
5	10. جناب رضا انصاری

- ☆ مالیاتی گوشواروں کی تیاری میں درست اکاؤنٹنگ پالیسیوں کا مسلسل بنیادوں پر اطلاق کیا گیا ہے اور اکاؤنٹنگ کے تخمینے معقول اور محتاط اندازوں پر مبنی ہیں۔
- ☆ دوران سال 2 ڈائریکٹرز نے پاکستان انسٹی ٹیوٹ آف کارپوریٹ گورننس (PICG) سے ڈائریکٹرز ٹریننگ کورس کی تکمیل کا سرٹیفکیٹ حاصل کیا۔
- ☆ مالیاتی رپورٹنگ کے جن بین الاقوامی معیار کا اطلاق پاکستان میں ہوتا ہے ان کی مالیاتی گوشواروں کی تیاری میں تعمیل کی گئی ہے۔
- ☆ اندرونی کنٹرول کا مستحکم نظام مؤثر طور پر نافذ ہے اور اس کی نگرانی کی جارہی ہے۔
- ☆ کمپنی کا کاروبار جاری رکھنے کی صلاحیت پر کوئی بڑے شبہات موجود نہیں ہیں۔
- ☆ لسٹنگ ریگولیشنز میں واضح کردہ کارپوریٹ گورننس کے بہترین طریقوں سے کوئی قابل ذکر انحراف نہیں کیا گیا ہے۔

اہم آپریٹنگ اور مالیاتی ڈیٹا

اہم آپریٹنگ اور مالیاتی ڈیٹا سالانہ رپورٹ کے صفحات 108 تا 109 میں بیان کیا گیا ہے۔

آڈیٹرز کا تقرر

موجودہ آڈیٹرز میسرز اے ایف فرگوسن اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس، ریٹائر ہو گئے ہیں اور انہوں نے اپنے حق کا استعمال کرتے ہوئے خود کو دوبارہ تقرری کے لئے پیش کر دیا ہے۔ ڈائریکٹرز آڈٹ کمیٹی کی اس سفارش کی توثیق کرتے ہیں کہ مالی سال 2017ء کے لئے آڈیٹرز کے طور پر اے ایف فرگوسن اینڈ کمپنی کی دوبارہ تقرری کی جائے۔

چیئرمین کا جائزہ

کمپنی کے ڈائریکٹرز کمپنی کی کارکردگی، دوران سال ہونے والی اہم سرگرمیوں اور کمپنی کے مستقبل کے امکانات کے متعلق چیئرمین کے جائزے کی توثیق کرتے ہیں۔

ڈائریکٹرز رپورٹ

انڈس موٹر کمپنی لمیٹڈ کے ڈائریکٹرز کی جانب سے 30 جون 2016ء کو ختم ہونے والے سال کے لئے ڈائریکٹرز رپورٹ بمع کمپنی کے اکاؤنٹس، اور مندرجہ ذیل appropriations کی سفارشات پیش خدمت ہیں:

2015ء	2016ء	
		منافع بعد از ٹیکس
9,110,251	11,454,940	دیگر جامع (خسارہ) / آمدنی برائے سال
717	(851)	
235,002	57,970	سال گزشتہ سے لایا گیا غیر تقسیم شدہ منافع
<u>9,345,970</u>	<u>11,512,059</u>	
APPROPRIATIONS		
		پہلا عبوری ڈیویڈنڈ @ 200 فیصد یعنی 20 روپے فی شیئر (2015ء : NIL)
—	1,572,000	دوسرا عبوری ڈیویڈنڈ @ 200 فیصد یعنی 20 روپے فی شیئر (2015ء : 200 فیصد یعنی 20 روپے فی شیئر)
1,572,000	1,572,000	تیسرا عبوری ڈیویڈنڈ @ 200 فیصد یعنی 20 روپے فی شیئر (2015ء : 200 فیصد یعنی 20 روپے فی شیئر)
1,572,000	1,572,000	
<u>3,144,000</u>	<u>4,716,000</u>	اگلے سال کے لئے بھیجا گیا غیر تقسیم شدہ منافع
6,201,970	6,796,059	
اثرات بعد از ازاں		
		مجوزہ حتمی ڈیویڈنڈ @ 400 فیصد یعنی 40 روپے فی شیئر (2015ء : 400 فیصد یعنی 40 روپے فی شیئر)
3,144,000	3,144,000	
عمومی Reserves کو منتقل کردہ رقم		
3,000,000	3,600,000	
<u>6,144,000</u>	<u>6,744,000</u>	
115.91	145.74	بنیادی اور Diluted آمدنی فی شیئر

کارپوریٹ گورننس کا ضابطہء اخلاق  
 بورڈ ممبرز کو یہ بتاتے ہوئے بے حد خوشی ہو رہی ہے کہ کمپنی کی انتظامیہ عمدہ کارپوریٹ گورننس اور بہترین طریقوں کی تعمیل پر کاربند ہے۔  
 کارپوریٹ گورننس کے ضابطہء اخلاق کی تعمیل کے ضمن میں ڈائریکٹرز فخریہ طور پر مندرجہ ذیل نکات کا اعلان کرتے ہیں:  
 ☆ کمپنی کی انتظامیہ کے تیار کردہ مالیاتی گوشوارے کمپنی کے معاملات کی صورتحال، اس کی سرگرمیوں کے نتائج، نقد کی آمد و رفت اور ایکویٹی میں تبدیلیوں کی خاطر خواہ عکاسی کرتے ہیں۔  
 ☆ کمپنی کی درست اور مکمل بکس آف اکاؤنٹس بنائی گئی ہیں۔



# پراکسی فارم

27 واں سالانہ اجلاس عام

میں / ہم ----- جو کہ ----- سے  
متعلق ہیں، انڈس موٹر کمپنی لمیٹڈ کے رکن (اراکین) ہیں، اور ----- عمومی حصص رکھتے ہیں، بذریعہ (ممبر کا نام) ----- جو کہ (شہر کا نام) ----- سے متعلق ہیں اور ان کا فولیو نمبر / سی ڈی سی اکاؤنٹ نمبر ----- ہے یا ان کے (حضرت) / ان کے (خاتون) ناکام رہنے کی صورت میں (ممبر کا نام) ----- (شہر کا نام) اور ان کا فولیو نمبر / سی ڈی سی اکاؤنٹ نمبر ----- ہے جو کہ انڈس موٹر کمپنی کے رکن اراکین ہے / ہیں، اور 30 ستمبر 2016ء کو منعقد ہونے والے انڈس موٹر کمپنی کے ستائیسویں سالانہ اجلاس عام یا اس کے التواء میں ووٹنگ کے لئے میری اہماری غیر موجودگی میں میرے اہماری پراکسی (مختار) ہیں۔ بطور گواہی میرے اہماری دستخط امبر مورخہ ----- برائے ماہ و سال ----- ثبت ہیں۔  
درج ذیل گواہوں کی موجودگی میں میرے دستخط -----

گواہ نمبر 2 دستخط -----  
نام: -----  
CNIC / پاسپورٹ نمبر: -----  
پتہ: -----

گواہ نمبر 1 دستخط -----  
نام: -----  
CNIC / پاسپورٹ نمبر: -----  
پتہ: -----

5 روپے کارسیدی ٹکٹ چسپاں کر کے  
دستخط کریں

ممبر (ز) کا / کے دستخط

(دستخط کمپنی کے پاس رجسٹر کردہ دستخط جیسا ہونا چاہئے)

رکن کا فولیو / سی ڈی سی اکاؤنٹ نمبر

نوٹ:

1. یہ پراکسی فارم بروز منگل، مورخہ 27 ستمبر 2016ء کو شام 5 بجے تک کمپنی کے شیئر رجسٹرار آفس میں مکمل طور پر پُر اور دستخط کئے ہوئے موصول ہونا چاہئے۔
  2. کوئی بھی شخص / خاتون اس وقت پراکسی کے طور پر کام کرے گا جب وہ خود کمپنی کا ایک رکن ہوگا، ماسوائے کارپوریشن کے جو کسی ایسے شخص کا تقرر کر سکتا ہے جو کمپنی کا رکن نہ ہو۔
  3. اگر ایک رکن ایک سے زائد پراکسی مقرر کرتا ہے اور پراکسی کے انسٹرومنٹ کمپنی کے پاس جمع کراتا ہے، تو اس پراکسی کے تمام انسٹرومنٹس غلط تصور کئے جائیں گے۔
- سی ڈی سی اکاؤنٹ ہولڈرز / کارپوریٹ اداروں کے لئے:
- (i) پراکسی فارم پر دو افراد جن کے نام اور CNIC نمبر بمعہ پتے کے فارم پر موجود ہوں بطور گواہ ضروری ہیں۔
  - (ii) حصص یافتگان اور پراکسی کے CNIC یا پاسپورٹ کی مصدقہ نقول فارم کے ساتھ منسلک ہوں۔
  - (iii) اجلاس کے وقت پراکسی اپنا اصل CNIC یا پاسپورٹ پیش کرے گا۔
  - (iv) کارپوریٹ ادارے کی صورت میں کمپنی کو پراکسی فارم کے ساتھ بورڈ آف ڈائریکٹرز کا ریگولیشن / اپاور آف انارنی بمعہ دستخطوں کے نمونے جمع کرانا ہوں گے (اگر پہلے فراہم نہ کئے گئے ہوں)۔

**AFFIX  
CORRECT  
POSTAGE**

رجسٹرار، انڈس موٹر کمپنی لمیٹڈ  
میسرز سینٹرل ڈپازٹری کمپنی آف پاکستان لمیٹڈ  
سی ڈی سی ہاؤس، 99-B بلاک "بی"، سندھی مسلم کوآپریٹو ہاؤسنگ سوسائٹی  
مین شاہراہ فیصل، کراچی - 74400

## Form of Proxy

Twenty Seventh Annual General Meeting

I/We \_\_\_\_\_  
of \_\_\_\_\_  
being member(s) of INDUS MOTOR COMPANY LIMITED, holding \_\_\_\_\_  
ordinary shares, hereby appoint \_\_\_\_\_ of \_\_\_\_\_ Folio No. \_\_\_\_\_ of  
\_\_\_\_\_ or failing him / her \_\_\_\_\_ of \_\_\_\_\_ CDC Part. ID & A/c  
\_\_\_\_\_ of \_\_\_\_\_ who is/are also member(s) of INDUS MOTOR COMPANY LTD as my / our  
proxy in my/our absence to attend and vote for me/us and on my/our behalf at the Twenty Seventh Annual  
General Meeting of the Company to be held on September 30, 2016 and/or any adjournment thereof.  
As witness my / our hand/ seal this \_\_\_\_\_ day of \_\_\_\_\_  
Signed by the said \_\_\_\_\_ in the presence of \_\_\_\_\_

### Witness 1

Signature \_\_\_\_\_  
Name \_\_\_\_\_  
CNIC / Passport No. \_\_\_\_\_  
Address \_\_\_\_\_

### Witness 2

Signature \_\_\_\_\_  
Name \_\_\_\_\_  
CNIC / Passport No. \_\_\_\_\_  
Address \_\_\_\_\_

Member's  
Folio / CDC Account No.

Signature on revenue  
stamp of appropriate value

The signature should  
agree with specimen  
registered with the Co.

### NOTES

1. This proxy form duly completed and signed, must be received at the office of the Company's Share Registrar of the Company, by close of business at 5pm on Tuesday, 27 September, 2016.
2. No person shall act as proxy unless he/she himself/herself is a member of the Company, except that a corporation may appoint a person who is not a member.
3. If a member appoints more than one proxy and more than one instrument of proxy are deposited by a member with the Company, all such instruments of proxy shall be rendered invalid.

### For CDC Account Holders/Corporate Entities:

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

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

**AFFIX  
CORRECT  
POSTAGE**

Registrar, Indus Motor Company Limited  
M/s. Central Depository Company of Pakistan  
Limited, CDC House, 99-B, Block "B", S.M.C.H.S.,  
Main Shahrah-e-Faisal, Karachi-74400.



## Electronic Communication Consent Form

We are pleased to inform shareholders that the Securities and Exchange Commission of Pakistan has under and pursuant to SRO No. 787(I)/2014 dated 8 September 2014, permitted companies to circulate their annual balance sheet and profit and loss accounts, auditor's report and directors' report etc. ("Annual Report") alongwith 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 a completed Electronic Communication Consent Form appended hereunder.

Shareholders are requested to send the forms along with a copy of their CNIC to 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.

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### Electronic Communication Consent Form

Pursuant to the directions given by the Securities and Exchange Commission of Pakistan through its SRO 787(I)/2014 of September 8, 2014, I, Mr./Mrs./Ms. \_\_\_\_\_ S/o, W/o, D/o, \_\_\_\_\_ hereby consent to have the annual balance sheet and profit and loss accounts, auditor's report and directors' report etc. ("Annual Report") alongwith the notice of annual general meeting ("Notice") of Indus Motor Company Limited delivered to me via email on my email address provided herein. I hereby confirm my details as follows:

Shareholder's Detail	
Name of shareholder	
Folio No. /CDC Account No.	
CNIC No. *	
Passport No. (in case of foreign shareholder) **	
Phone Number	
Email Address	

It is stated that the above mentioned information is true and correct and that I shall notify the Company and its Share Registrar in writing of any change in my email address or withdrawal of my consent to email delivery of the Company's Annual Report and Notice. Further I agree and acknowledge that it is my responsibility to ensure that my primary email address in the records of the Company is up to date so that the Company can communicate with me electronically.

Further I understand that, after I consent to receive the Annual Report and Notice electronically, if I would like a paper copy of the Annual Report and Notice, I may request a copy and such copy will be provided to me by the Company within seven (7) days of the receipt of my request.

\_\_\_\_\_  
Signature of the Member/ Shareholder

\_\_\_\_\_  
Date

\* Attested photocopy of valid CNIC is attached hereto.

\*\* Attested photocopy of valid passport is attached hereto.

## اجازت نامہ برائے الیکٹرانک کمیونیکیشن

ہمیں حصص یافتگان کو مطلع کرتے ہوئے بے حد خوشی ہو رہی ہے کہ سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان نے ایس آر او نمبر 787(I)/2014 بتاریخ 8 ستمبر 2014ء کے تحت اور مطابق کمپنیوں کو اس بات کی اجازت دے دی ہے کہ وہ اپنے حصص یافتگان کو اپنی سالانہ بیلنس شیٹ اور نفع اور نقصان کے کھاتے، آڈیٹرز رپورٹ اور ڈائریکٹرز رپورٹ وغیرہ ("سالانہ رپورٹ") اور سالانہ عمومی اجلاس کی اطلاع ("نوٹس") ای میل کے ذریعے بھیج سکتے ہیں۔ کمپنی کے وہ حصص یافتگان جو کمپنی کے سالانہ رپورٹ اور سالانہ عمومی اجلاس کی نوٹس بذریعہ ای میل حاصل کرنا چاہتے ہیں، ان سے گزارش ہے کہ ملحقہ اجازت نامہ برائے الیکٹرانک کمیونیکیشن کو پُر کر کے فراہم کر دیں۔

حصص یافتگان سے گزارش ہے کہ اجازت نامہ بمع اپنے CNIC کی نقل کمپنی کے شیئر رجسٹرار، میسرز سینٹرل ڈپازٹری کمپنی آف پاکستان لمیٹڈ، سی ڈی سی ہاؤس، 99-B، بلاک B، ایس ایم سی ایچ ایس، مین شاہراہ فیصل، کراچی-74400 کو بھیج دیں۔

### اجازت نامہ برائے الیکٹرانک کمیونیکیشن

سیکیورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کے ایس آر او نمبر 787(I)/2014 بتاریخ 8 ستمبر 2014ء کے ذریعے دی گئی ہدایات کے مطابق میں، \_\_\_\_\_ Mr./Mrs./Ms.، والد/شوہر کا نام \_\_\_\_\_ اجازت دیتی/دیتا ہوں کہ انڈس موٹر

کمپنی لمیٹڈ کی سالانہ بیلنس شیٹ اور نفع اور نقصان کے کھاتے، آڈیٹرز رپورٹ اور ڈائریکٹرز رپورٹ وغیرہ ("سالانہ رپورٹ") اور سالانہ عمومی اجلاس کی اطلاع ("نوٹس") مجھے ای میل کے ذریعے، یہاں فراہم کردہ میرے ای میل ایڈرس پر بھیجے جائیں۔ میں اپنے مندرجہ ذیل کوائف کی تصدیق کرتا/کرتی ہوں:

حصص یافتہ کے کوائف

_____	حصص یافتہ کا نام
_____	فولیو نمبر / سی ڈی سی اکاؤنٹ نمبر
_____	CNIC نمبر *
_____	پاسپورٹ نمبر (غیر ملکی حصص یافتہ کی صورت میں) **
_____	فون نمبر
_____	ای میل ایڈرس

میں اقرار کرتا / کرتی ہوں کہ مندرجہ بالا معلومات حقیقی اور درست ہے اور میں اپنے ای میل ایڈرس یا کمپنی کی سالانہ رپورٹ اور نوٹس کی بذریعہ ای میل ڈیلیوری کی اجازت کی منسوخی کی تحریری اطلاع کمپنی اور اس کے شیئر رجسٹرار کو دوں گا/گی۔ مزید برآں، میں یہ جانتا اور مانتا ہوں کہ اس بات کی یقین دہانی کرنا میری ذمہ داری ہے کہ کمپنی کے ریکارڈز میں میرا اصل ای میل ایڈرس کارآمد ہے، تا کہ کمپنی مجھ سے الیکٹرانک طریقے سے رابطہ کر سکے۔

مزید برآں، میں جانتا ہوں کہ الیکٹرانک طریقے سے سالانہ رپورٹ اور نوٹس حاصل کرنے کی اجازت دینے کے بعد اگر مجھے سالانہ رپورٹ اور نوٹس کی کاغذی نقل چاہئیں تو میں ایک نقل کی گزارش کر سکتا ہوں، اور مذکورہ نقل مجھے کمپنی میری درخواست کے حصول کے سات (07) دنوں کے اندر فراہم کرے گی۔

تاریخ \_\_\_\_\_

ممبر / حصص یافتہ کے دستخط \_\_\_\_\_

\* کارآمد CNIC کی تصدیق شدہ نقل ہے

\*\* کارآمد پاسپورٹ کی تصدیق شدہ نقل ہے



## South Region

### TOYOTA CENTRAL MOTORS

3, Kathiwar 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: tsfmkarachi@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

## 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@toyotagrden.com

### TOYOTA CANT MOTORS

E-196-A, Main Walton Road, Lahore  
Tel: (042) 36681909  
Email: canttsales@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. Jalil 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

## 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) 2227860-64  
Email: toyotagt@comsats.net.pk

### TOYOTA FRONTIER MOTORS

Main University Road, Peshawar  
Tel: (091) 111-235-236 / 5701002-5 / 5841 626  
Email: info@tfm.com.pk

### TOYOTA RAWAL MOTORS

Swan Camp, G.T. Road, Rawalpindi  
Tel: (051) 4491400-5  
Email: rawal@toyotarawal.com

### TOYOTA AZAD MOTORS

Main Mohammad Road, Mirpur Azad Kashmir  
Tel: (058610) 32803-5  
Email: service@toyota-azad.com

### TOYOTA D.I. KHAN MOTORS

North Circular Road, Dera Ismail Khan  
Tel: (0966) 716792-3  
Email: toyotadik@brain.net.pk

### TOYOTA MARDAN MOTORS

Nowshera Road, Mardan  
Tel: (0937) 73001-3  
Email: toyotamardan@yahoo.com

### TOYOTA ABBOTT MOTORS

KM 11, Neelay Pair, Mansehra Road Abbottabad, KPK  
Phone: 00992-380882  
Email: customer.relations@toyota-abbott.com

### TOYOTA KHYBER MOTORS

Main Ring Road, Landi Arbab, Peshawar.  
Phone: 091-2586931-34  
Email: info@toyotakhyber.com



**INDUS MOTOR COMPANY LTD.**

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