

**INDUS MOTOR COMPANY LTD.**

(FORM-5)

September 8, 2021

The General Manager  
Pakistan Stock Exchange Ltd  
Stock Exchange Building  
Stock Exchange Road  
Karachi.

Sub: **Transmission of Annual Report for the year ended June 30, 2021**

Dear Sir,

We have to inform you that the Annual Report of the Company for the year ended June 30, 2021 have been transmitted through PUCARS and is also available on Company's website.

You may please inform the TRE Certificate Holders of the Exchange accordingly.

Thanking you,

Yours faithfully,  
For **Indus Motor Company Limited**



**Muhammad Arif Anzer**  
Company Secretary

Encl: As above

# Indus Motor Company Ltd.

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2021  
annual report





# TOYOTA

**Stay Safe. Get Vaccinated**

***TAKING OFF TO A  
PROMISING FUTURE***







# CORPORATE PROFILE

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

IMC's manufacturing facility and offices are located at a 109.5 acre site in Port Qasim, Karachi. The product is delivered to end customers nationwide through a strong network of 50 independent authorised Dealerships spread across the country.

Over 31 years, since inception, IMC has sold more than 961,500 CKD/CBU vehicles. It has also demonstrated impressive growth in terms of volumetric increase. From a modest beginning of 20 vehicles per day production in 1993, daily production capacity of the Company has now increased to 288 (with overtime) units per day. This has been made possible through the development of human talent embracing the *Toyota Way* of quality and lean manufacturing.

The Company has made large scale investments in enhancing its own capacity and in meeting customer requirements for new products. IMC introduced the all new 'Corolla Altis X - Package'. The new aggressive exterior look of Corolla has received much appreciation in the Pakistan market. The Company launched the Toyota Yaris last year which had the big shoes of Corolla 1.3L to fill in. One year on, Yaris today, is the #1 selling sedan in Pakistan. Despite the ongoing COVID-19 pandemic and slowing customer demand, Yaris has become the sedan of choice for Pakistan.



THE ALL NEW  
COROLLA  
ALTIS 

The Company has a workforce of 2,943 persons at year end. It invests heavily in training the team members and management employees and creating a culture of high performing and empowered teams who work seamlessly across the various processes in search of quality and continuous improvement.

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

IMC has played a major role in the development of the entire value chain of the local auto industry. It is also proud to have contributed in poverty alleviation at the grass root level by nurturing localization. This, in turn, has directly created thousands of job opportunities and transferred technology to 52 vendors supplying parts. The Company is also a major tax payer and a significant contributor to the Government's exchequer.







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Respect & Corporate Image

Customer Satisfaction

Production & Sales

Quality & Safety

Best Employer

Profitability

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

## 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



## TAKING OFF TO Maximising Toyota QDR



**Asia Excellent Quality  
Award 2020**



Daily production  
ramped up to  
**288 units**



Fastest Takt Time  
**13.45 mins**  
Hilux & Fortuner



**6,700+ units**  
Highest historic  
production in March 21





# GUIDING PRINCIPLES AT TOYOTA



**Akio Toyoda**

President, Toyota Motor Corporation



Honor the language and spirit of the law of every country and region, and undertake open and fair business activities to be a strong corporate citizen of the world.



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



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



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



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



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



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

# TOYOTA MOTOR CORPORATION

## CSR POLICY

### Preamble of CSR Policy: Contribution toward Sustainable Development

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

### Customers

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

### Employees

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

### Business Partners

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

### Shareholders

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

### Global Society / Local Communities

#### Environment

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

#### Community

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

#### Social Contribution

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



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



### Respecting Our People



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

### 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

**Mohamedali R. Habib**

Chairman

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

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

**Shinji Yanagi**

Vice Chairman

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

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

**Ali Asghar Jamali**

Chief Executive

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

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

Mr. Jamali is also the Chairman of Pakistan Automotive Manufacturers Association (PAMA) and also a Member of the Young Presidents Organization.



### **Imran Ali Habib**

Director

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

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

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

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



### **Muhammad Hyder Habib**

Director

Muhammad Hyder Habib was appointed as Director of Indus Motor Company Limited in June 2020. He is the President of Habib Bank AG Zurich and Chairman of the Board of Directors for the Habib Group of Banks in South Africa, Canada and the UK.

He serves on the Boards of Habib Metropolitan Bank Ltd., Habib Insurance Co. Ltd. and Gefan Finanz AG, Zug, Switzerland. He is a Member of the Board of Governors of Habib University as well as the Board of Trustees for Habib University Foundation. He also serves on the Global Advisory Board for Babson College, USA.

Mr. Habib is a Member of the Young Presidents Organization, Gold Chapters. He studied at College du Leman, Geneva, and received his degree in Finance from Babson College, USA.

# BOARD OF DIRECTORS

**Azam Faruque**

Independent Director

Azam Faruque was elected as Director of Indus Motor Company Limited in October 2014. He is a Director and CEO of Cherat Cement Company Limited, a Ghulam Faruque Group (GFG) company. Apart from the 28 years he has spent in the cement industry and other GFG businesses, he has served as a Member on the Boards of various public and private sector institutions. Currently, he is a Director of Faruque (Pvt) Limited, Greaves Pakistan (Pvt) Limited, Unicol Limited, International Industries Limited, Atlas Battery Limited, Habib University Foundation and State Bank of Pakistan.

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

**Noriaki Kurokawa**

Director

Noriaki Kurokawa was appointed as Director of Indus Motor Company Limited in June 2020. Currently, he is serving as the Vice President of Corporate Strategic Planning Division at Toyota Motor Asia Pacific Pte Ltd. He has 30 years of experience in various senior positions at Toyota Motor Corporation.

He is a graduate of Tohoku University, Japan.

**Tetsuya Ezumi**

Director

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

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



### **Riyaz T. Chinoy**

Independent Director

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

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



### **Syeda Tatheer Zehra Hamdani**

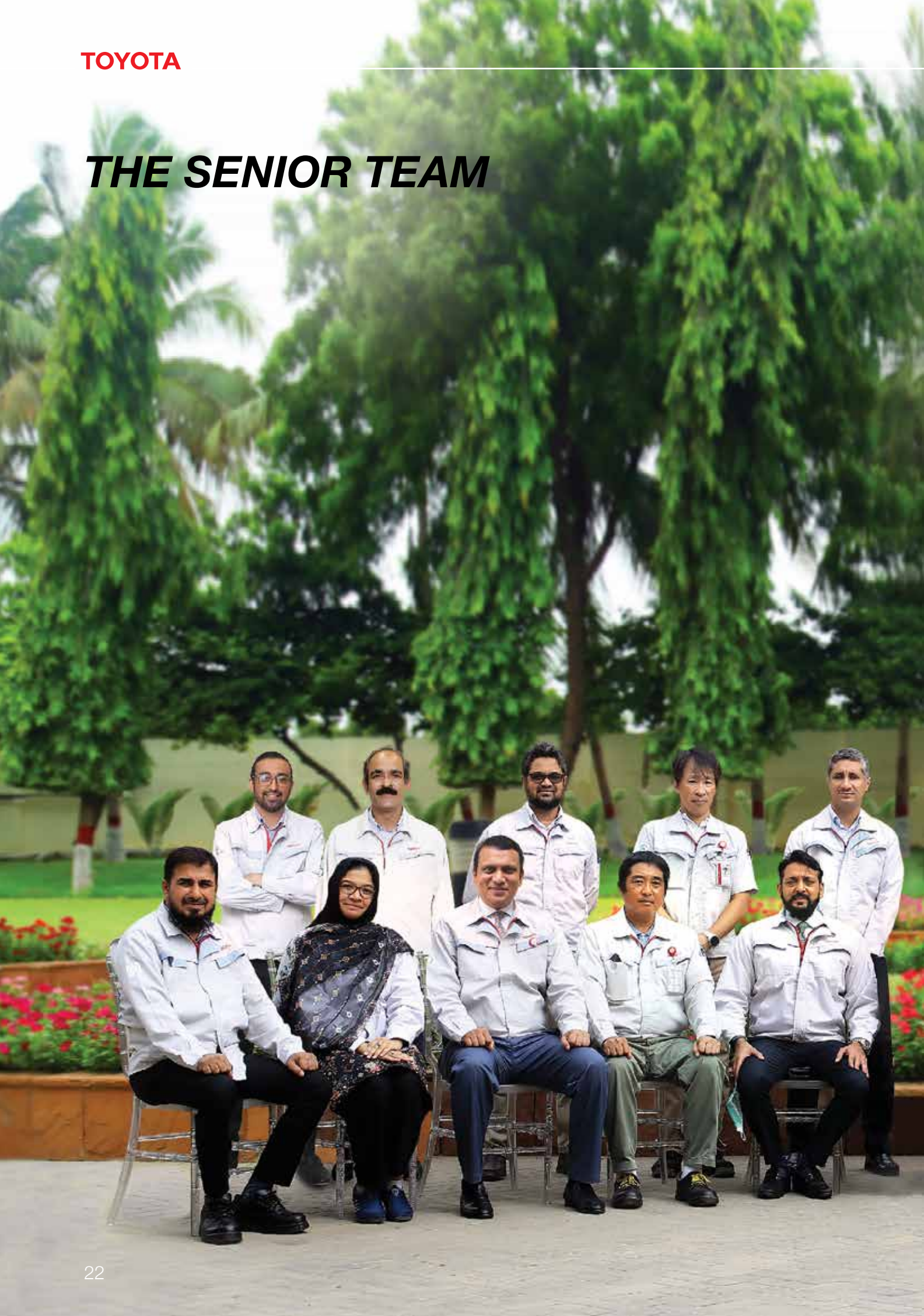
Independent Director

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

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



# ***THE SENIOR TEAM***









# TAKING OFF TO Technological Excellence

**Contactless  
Business  
Workflows**



**4.5 MWp  
Solar PV plant**



**Robots in  
Paint and Weld  
Shops**



**“GENESIS”  
state-of-the-art  
CRM**



# 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
- United Bank Limited

## Auditors

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

## Legal Advisors

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

## Share Registrar

- CDC Share Registrar Services Limited  
CDC House, 99-B, Block "B",  
S.M.C.H.S., Main Shahrah-e-Faisal,  
Karachi-74400.  
Tel: 0800-23275  
UAN: 111-111-500  
Email: info@cdcsrsl.com

## Credit Rating

Credit Rating Company:

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

## Factory / Registered Office

Plot No. N.W.Z/1/P-1, Port Qasim Authority,  
Bin Qasim , Karachi.

Phone: (PABX) (92-21) 34720041-48

(UAN) (92-21) 111-TOYOTA (869-682)

Fax: (92-21) 34720056

Website: [www.toyota-indus.com](http://www.toyota-indus.com)

## Chief Financial Officer

- Mr. Mohammad Ibadullah

## Company Secretary

- Mr. Muhammad Arif Anzer

## Head of Internal Audit

- Mr. Shiraz Sanawar

## Board Audit Committee Members

- Mr. Azam Faruque (Chairman)
- Mr. Muhammad Hyder Habib
- Mr. Imran Ali Habib
- Mr. Riyaz T. Chinoy
- Mr. Noriaki Kurokawa
- Mr. Tetsuya Ezumi
- Mr. Shiraz Sanawar (Secretary)





**Board Human Resources and  
Remuneration Committee Members**

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

**Board Ethics Committee Members**

- Mr. Riyaz T. Chinoy (Chairman)
- Mr. Ali Asghar Jamali
- Syeda Tatheer Zehra Hamdani
- Mr. Khurram Mahmood (Secretary)



# CORPORATE GOVERNANCE

## IMC's Basic Approach to Corporate Governance

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

## Basic Concept of Compliance

IMC follows the *Guiding Principles at Toyota* and not only complies with local laws and regulations, but also meets social norms, corporate ethics and expectations of various stakeholders. IMC undertakes open and fair corporate activities to meet local standards as well as Toyota Global Standards.

## Board Audit Committee

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

## Board Human Resources and Remuneration Committee

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

## Board Ethics Committee

The Committee has the responsibility of overseeing ethical policies and compliance by the Company. It provides expeditious actions on disclosures of wrongdoing. The

Ethics Committee also reviews and investigates incidents of whistle-blowing. The Committee consists of the CEO and two Non-Executive Directors.

## Board Share Transfer Committee

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

## Investment Committee

The Investment Committee assists the Board in fulfilling its oversight responsibility for the investment in assets of the Company. It evaluates the capital expenditures required to be made and recommends the same to the Board for approval. The Committee is also responsible for formulating the overall policies for investment in fixed assets, subject to approval by the Board, and establishing investment guidelines in furtherance of those policies. The Committee consists of the CEO, two Directors, the CFO and Secretary.

## Marketing Technical Coordination Committee

The Marketing Technical Coordination Committee is responsible for synchronization between the Marketing and Technical departments. The Committee also controls new products or minor model specification changes and schedules. The Committee is chaired by the CEO every month and representatives from Marketing and Technical departments attend the meeting.

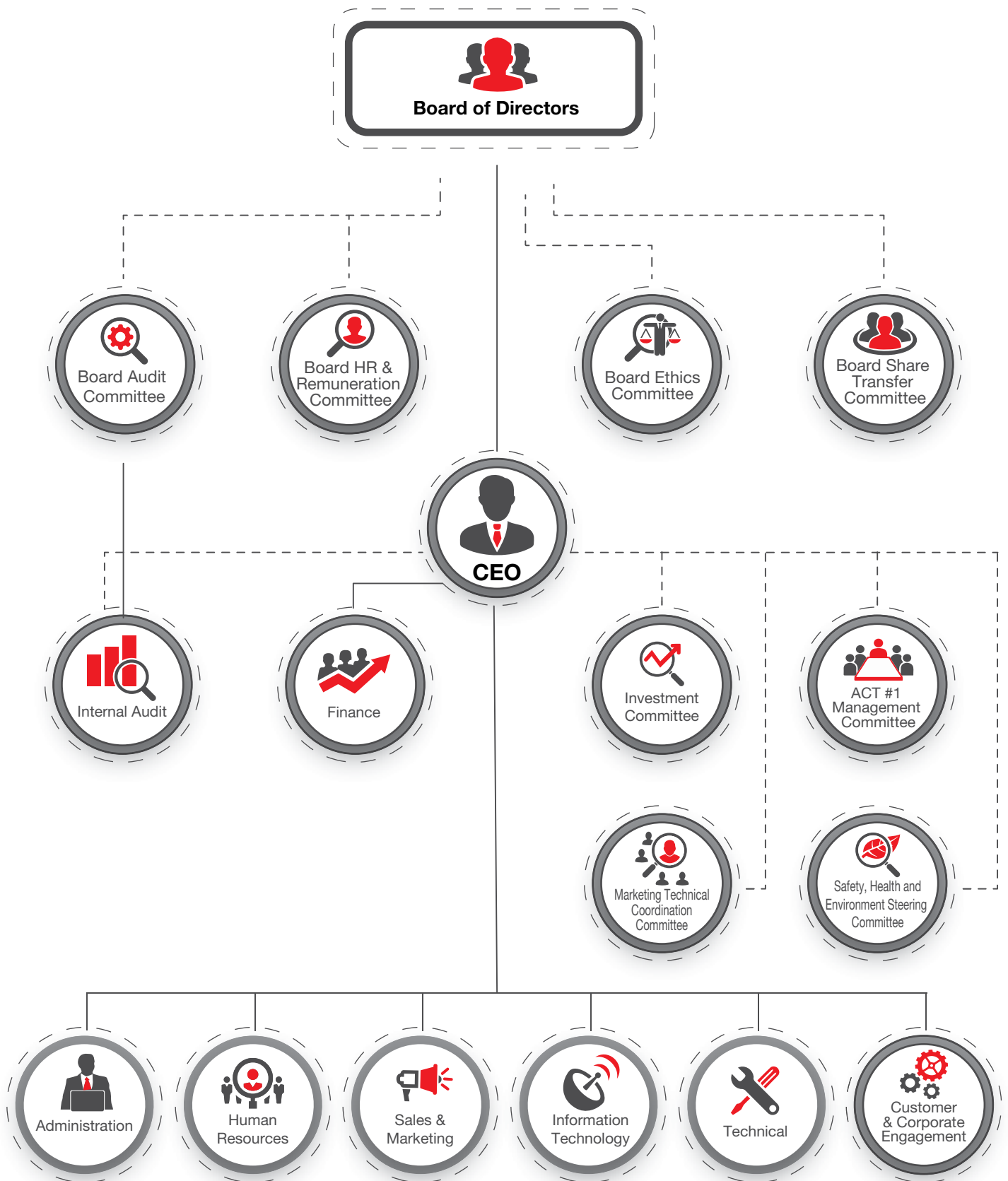
## ACT #1 Management Committee

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

## Safety, Health and Environment Steering Committee

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

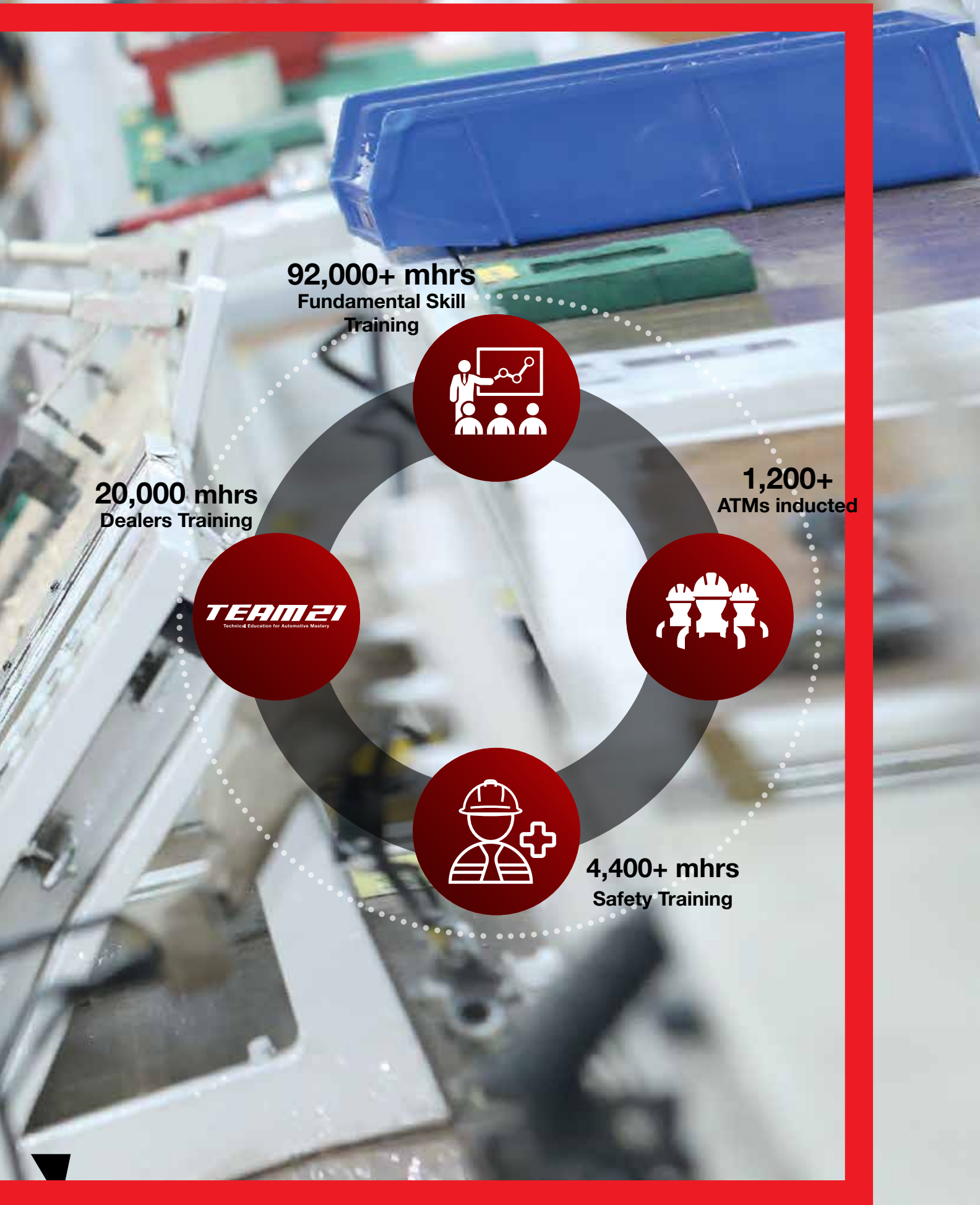
# ORGANIZATION CHART





## TAKING OFF TO Skill Development





## ***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**

CDC Share Registrar Services Limited  
CDC House, 99-B, Block "B"  
S.M.C.H.S., Main Shahrah-e-Faisal,  
Karachi-74400.  
Tel: 0800-23275  
UAN: 111-111-500  
Email: info@cdcsrsl.com

### **Annual General Meeting**

The Annual General Meeting will be held at 9:00 a.m. on September 30, 2021 through Video Link facility.

Shareholders as on September 23, 2021 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, 2021 there were 4,177 shareholders on record of the Company's ordinary shares.

### **Dividend Payment**

The proposal of the Board of Directors for dividend payment will be considered at the Annual General Meeting. The dividend net amount will be credited into the respective account of shareholders listed in the Register of Members on September 23, 2021. Income Tax will be deducted in accordance with the prevailing regulations.



### Listing on Stock Exchange

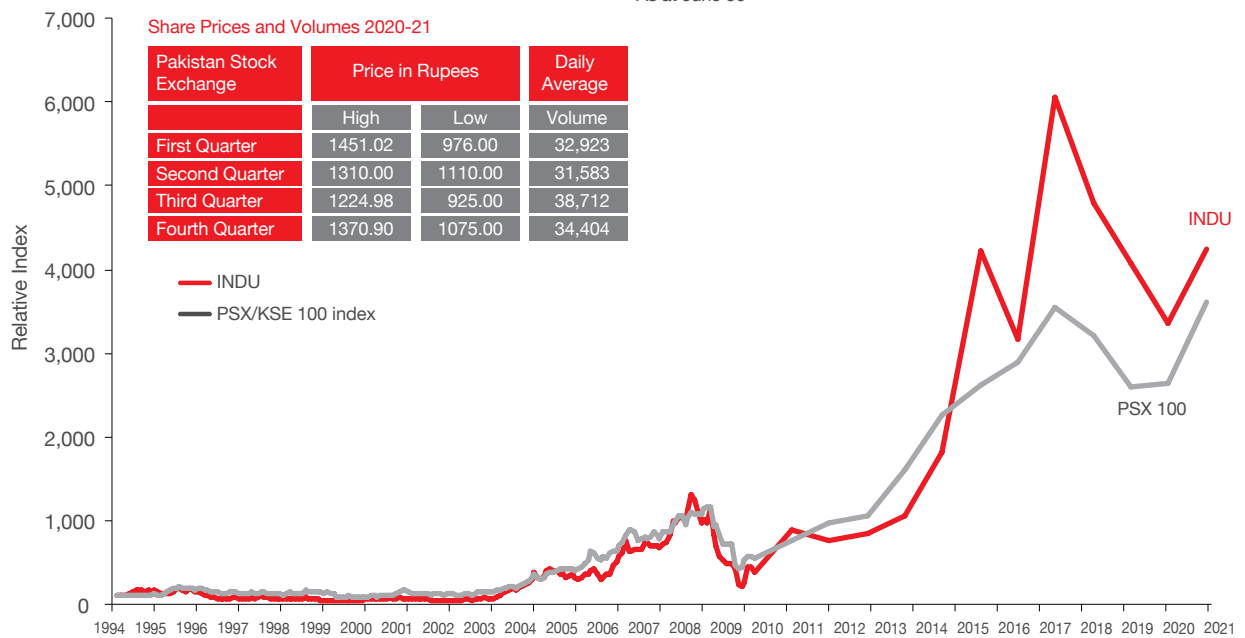
Indus Motor Company Limited equity shares are listed on the Pakistan Stock Exchange.

### Stock Code

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

### INDU Vs PSX/KSE 100 (1992 - 2021)

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



## OPERATING HIGHLIGHTS

### Net Revenues (Rs. in billion)

2021	<b>179.2</b>
2020	86.2

### Vehicle Sales (Units)

2021	<b>57,731</b>
2020	28,837

### Vehicle Production (Units)

2021	<b>59,187</b>
2020	28,519

### Earnings Per Share (Rs.)

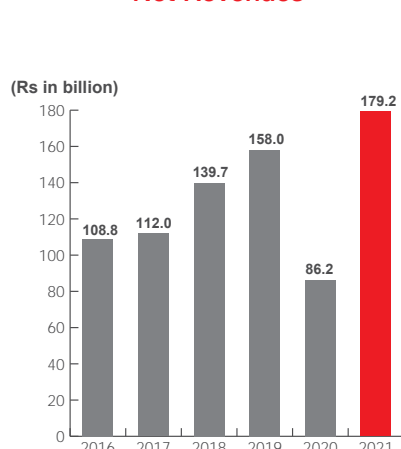
2021	<b>163.2</b>
2020	64.7

		Year ended June 30	
		2021	2020
Profit After Tax	Rs in billion	12.8	5.1
Vehicle Sales	Units	57,731	28,837
Vehicle Production	Units	59,187	28,519
Net Revenues	Rs in billion	179.2	86.2
Earnings Per Share	Rs	163.2	64.7
Annual Cash Dividend Per Share	Rs	103.5	30
Shareholders' Equity	Rs in billion	48.2	41.2
Contribution to National Exchequer	Rs in billion	71.8	35.9
Manpower	No. of employees	2,943	2,855

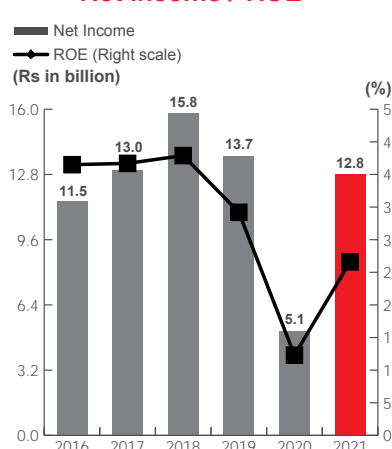
# FINANCIAL SUMMARY

		% Change		Year ended June 30				
For The Year:		2021 vs 2020	2021	2020	2019	2018	2017	2016
Units sold		100%	57,731	28,837	66,211	64,000	60,586	64,584
Net revenues	Rs in billion	108%	179.2	86.2	158.0	139.7	112.0	108.8
Profit before tax	Rs in billion	149%	18.2	7.3	19.0	23.0	19.1	17.4
Profit after tax	Rs in billion	152%	12.8	5.1	13.7	15.8	13.0	11.5
Return on equity	Percentage	116%	26.6	12.3	34.2	42.9	41.7	41.5
<b>Per Share Data:</b>								
Earnings (EPS)	Rs	152%	163.2	64.7	174.5	200.7	165.4	145.7
Cash dividends	Rs	245%	103.5	30.0	115.0	140.0	115.0	100.0
Shareholders' equity	Rs	17%	613.3	523.8	509.5	467.5	396.9	351.5
<b>At Year-End:</b>								
Total assets	Rs in billion	67%	133.9	80.3	64.8	81.9	63.9	57.5
Shareholders' equity	Rs in billion	17%	48.2	41.2	40.0	36.7	31.2	27.6
<b>Share Performance (June 30):</b>								
Price per share	Rs	26%	1,254.14	994.99	1,203.92	1,421.46	1,793.60	939.54
Market capitalization	Rs in billion	26%	98.6	78.2	94.6	111.7	141.0	73.8

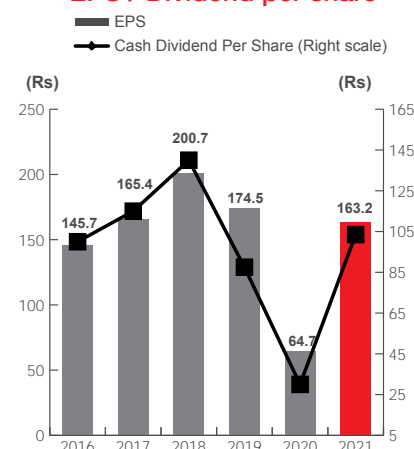
### Net Revenues



### Net Income / ROE



### EPS / Dividend per share





# TAKING OFF TO “Waku-Doki”





  
**NPS**



**75%**  
Customer  
Retention



**6,700+ units**  
Highest historic  
sales in March 2021



**Industry's First  
Digital Vehicle  
Booking Portal**

# VERTICAL ANALYSIS

	2021	2020	2019	2018	2017	2016	2021	2020	2019	2018	2017	2016
<b>STATEMENT OF FINANCIAL POSITION</b>	----- (Rs in million) -----						----- (Percentage) -----					
Property, plant and equipment	15,770	16,502	13,805	7,225	6,258	4,919	11.78	20.56	21.31	8.82	9.80	8.55
Intangibles	40	73	93	87	88	19	0.03	0.09	0.14	0.11	0.14	0.03
Long-term loans and advances	17	12	16	49	9	4	0.01	0.01	0.02	0.06	0.01	0.01
Long-term investments	3,127	-	-	-	-	5,006	2.34	-	-	-	-	8.70
Long-term deposits	10	10	11	9	9	10	0.01	0.01	0.02	0.01	0.01	0.02
Deferred taxation	231	64	-	14	74	199	0.17	0.08	-	0.02	0.12	0.35
Stores and spares	420	478	544	301	204	154	0.31	0.60	0.84	0.37	0.32	0.27
Stock-in-trade	22,289	15,933	13,560	11,151	9,318	7,785	16.65	19.85	20.93	13.61	14.59	13.53
Trade debts	517	1,142	2,548	1,453	759	1,132	0.39	1.42	3.93	1.77	1.19	1.97
Loans and advances	6,263	2,991	3,728	3,715	1,653	1,125	4.68	3.73	5.75	4.53	2.59	1.96
Short-term prepayments	37	27	32	15	21	46	0.03	0.03	0.05	0.02	0.03	0.08
Accrued return	110	111	35	120	376	513	0.08	0.14	0.05	0.15	0.59	0.89
Other receivables	983	439	3,110	556	402	191	0.73	0.55	4.80	0.68	0.63	0.33
Short-term investments	82,052	41,195	23,402	55,031	41,488	33,697	61.28	51.31	36.12	67.17	64.95	58.57
Taxation - payment less provision	-	131	617	-	-	-	-	0.16	0.95	-	-	-
Cash and bank balances	2,040	1,171	3,282	2,201	3,221	2,738	1.52	1.46	5.07	2.69	5.04	4.76
<b>Total Assets</b>	<b>133,906</b>	<b>80,279</b>	<b>64,783</b>	<b>81,927</b>	<b>63,880</b>	<b>57,537</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>
Issued, subscribed and paid up capital	786	786	786	786	786	786	0.59	0.98	1.21	0.96	1.23	1.37
Reserves	47,415	40,383	39,259	35,958	30,411	26,844	35.41	50.30	60.60	43.89	47.61	46.65
<b>Shareholders' Equity</b>	<b>48,201</b>	<b>41,169</b>	<b>40,045</b>	<b>36,744</b>	<b>31,197</b>	<b>27,630</b>	<b>36.00</b>	<b>51.28</b>	<b>61.81</b>	<b>44.85</b>	<b>48.84</b>	<b>48.02</b>
Long term Liability	745	479	81	-	-	-	0.56	0.60	0.13	-	-	-
Deferred taxation	-	-	425	-	-	-	-	-	0.66	-	-	-
Deferred revenue	4	32	57	27	4	-	0.00	0.04	0.09	0.03	0.01	-
Trade, dividend and other payables	31,069	14,065	16,245	15,974	9,683	10,035	23.20	17.52	25.08	19.50	15.16	17.44
Advances from customers and dealers	51,267	24,534	7,930	27,491	22,189	19,127	38.29	30.56	12.24	33.56	34.74	33.24
Taxation - provision less payment	2,620	-	-	1,691	807	745	1.96	-	-	2.06	1.26	1.29
<b>Total Equity and Liabilities</b>	<b>133,906</b>	<b>80,279</b>	<b>64,783</b>	<b>81,927</b>	<b>63,880</b>	<b>57,537</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	179,162	86,167	157,996	139,716	111,943	108,759	100.00	100.00	100.00	100.00	100.00	100.00
Cost of sales	162,508	78,716	138,805	115,831	92,450	91,027	90.70	91.35	87.85	82.90	82.59	83.70
<b>Gross profit</b>	<b>16,654</b>	<b>7,451</b>	<b>19,191</b>	<b>23,885</b>	<b>19,493</b>	<b>17,731</b>	<b>9.30</b>	<b>8.65</b>	<b>12.15</b>	<b>17.10</b>	<b>17.41</b>	<b>16.30</b>
Distribution costs	1,619	1,469	1,404	1,284	1,228	1,061	0.90	1.70	0.89	0.92	1.10	0.98
Administrative expenses	1,465	1,385	1,410	1,524	1,053	931	0.82	1.61	0.89	1.09	0.94	0.86
Other operating expenses	76	197	235	194	177	144	0.04	0.23	0.15	0.14	0.16	0.13
WPPF and WWF	740	232	1,406	1,705	1,418	1,285	0.41	0.27	0.89	1.22	1.27	1.18
Operating income	5,579	3,205	4,307	3,901	3,593	3,164	3.11	3.72	2.73	2.79	3.21	2.91
Finance costs	134	86	67	80	69	77	0.07	0.10	0.04	0.06	0.06	0.07
<b>Profit before taxation</b>	<b>18,199</b>	<b>7,287</b>	<b>18,976</b>	<b>22,999</b>	<b>19,141</b>	<b>17,397</b>	<b>10.16</b>	<b>8.46</b>	<b>12.01</b>	<b>16.46</b>	<b>17.10</b>	<b>16.00</b>
Taxation	5,371	2,205	5,261	7,227	6,140	5,943	3.00	2.56	3.33	5.17	5.48	5.46
<b>Profit after taxation</b>	<b>12,828</b>	<b>5,082</b>	<b>13,715</b>	<b>15,772</b>	<b>13,001</b>	<b>11,455</b>	<b>7.16</b>	<b>5.90</b>	<b>8.68</b>	<b>11.29</b>	<b>11.61</b>	<b>10.53</b>



# HORIZONTAL ANALYSIS

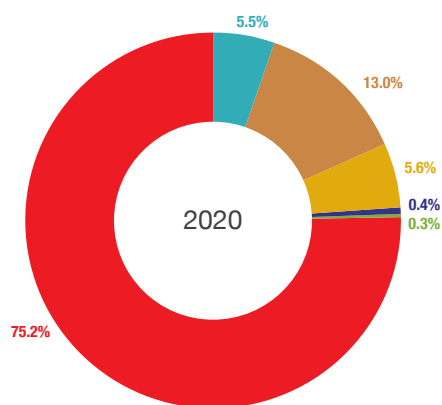
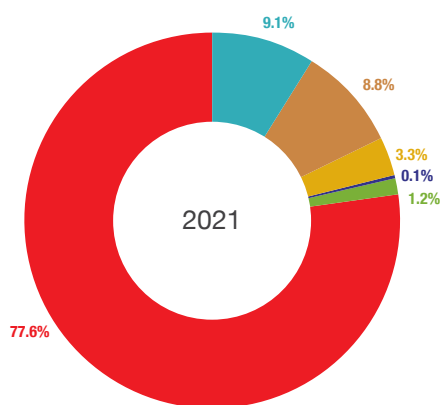
	2021	2020	2019	2018	2017	2016	2021 vs 2020	2020 vs 2019	2019 vs 2018	2018 vs 2017	2017 vs 2016
<b>STATEMENT OF FINANCIAL POSITION</b>	(Rs in million)						(Percentage)				
Property, plant and equipment	15,770	16,502	13,805	7,225	6,258	4,919	(4.44)	19.54	91.07	15.45	27.22
Intangibles	40	73	93	87	88	19	(45.21)	(21.51)	6.90	(1.14)	356.17
Long-term loans and advances	17	12	16	49	9	4	41.67	(25.00)	(67.35)	444.44	137.22
Long-term investments	3,127	-	-	-	-	5,006	-	-	-	-	(100.00)
Long-term deposits	10	10	11	9	9	10	-	(9.09)	22.22	-	(9.53)
Deferred taxation	231	64	-	14	74	199	260.94	115.06	(3,135.71)	(81.08)	(62.74)
Stores and spares	420	478	544	301	204	154	(12.13)	(12.13)	80.73	47.55	32.85
Stock-in-trade	22,289	15,933	13,560	11,151	9,318	7,785	39.89	17.50	21.60	19.67	19.69
Trade debts	517	1,142	2,548	1,453	759	1,132	(54.73)	(55.18)	75.36	91.44	(32.93)
Loans and advances	6,263	2,991	3,728	3,715	1,653	1,125	109.39	(19.77)	0.35	124.74	46.87
Short-term prepayments	37	27	32	15	21	46	37.04	(15.63)	113.33	(28.57)	(53.87)
Accrued return	110	111	35	120	376	513	(0.90)	217.14	(70.83)	(68.09)	(26.76)
Other receivables	983	439	3,110	556	402	191	123.92	(85.88)	459.35	38.31	110.14
Short-term investments	82,052	41,195	23,402	55,031	41,488	33,697	99.18	76.03	(57.47)	32.64	23.12
Taxation - payment less provision	-	131	617	-	-	-	(2,100.00)	(78.77)	136.49	-	-
Cash and bank balances	2,040	1,171	3,282	2,201	3,221	2,738	74.21	(64.32)	49.11	(31.67)	17.66
<b>Total Assets</b>	<b>133,906</b>	<b>80,279</b>	<b>64,783</b>	<b>81,927</b>	<b>63,880</b>	<b>57,537</b>	<b>66.80</b>	<b>23.92</b>	<b>(20.93)</b>	<b>28.25</b>	<b>11.02</b>
Issued, subscribed and paid up capital	786	786	786	786	786	786	-	-	-	-	-
Reserves	47,415	40,383	39,259	35,958	30,411	26,844	17.41	2.86	9.18	18.24	13.29
<b>Shareholders' Equity</b>	<b>48,201</b>	<b>41,169</b>	<b>40,045</b>	<b>36,744</b>	<b>31,197</b>	<b>27,630</b>	<b>17.08</b>	<b>2.81</b>	<b>8.98</b>	<b>17.78</b>	<b>12.91</b>
Long term Liability	745	479	81	-	-	-	55.62	491.36	-	-	-
Deferred taxation	-	-	425	-	-	-	-	(115.06)	3,135.71	-	-
Deferred revenue	4	32	57	27	4	-	(88.13)	(43.86)	111.11	575.00	-
Trade, dividend and other payables	31,069	14,065	16,245	15,974	9,683	10,035	120.90	(13.42)	1.70	64.97	(3.51)
Advances from customers and dealers	51,267	24,534	7,930	27,491	22,189	19,127	108.96	209.38	(71.15)	23.89	16.01
Taxation - provision less payment	2,620	-	-	1,691	807	745	2,100.00	-	(136.49)	109.54	8.34
<b>Total Equity and Liabilities</b>	<b>133,906</b>	<b>80,279</b>	<b>64,783</b>	<b>81,927</b>	<b>63,880</b>	<b>57,537</b>	<b>66.80</b>	<b>23.92</b>	<b>(20.93)</b>	<b>28.25</b>	<b>11.02</b>
<b>PROFIT AND LOSS ACCOUNT</b>											
Net sales	179,162	86,167	157,996	139,716	111,943	108,759	107.92	(45.46)	13.08	24.81	2.93
Cost of sales	162,508	78,716	138,805	115,831	92,450	91,027	106.45	(43.29)	19.83	25.29	1.56
<b>Gross profit</b>	<b>16,654</b>	<b>7,451</b>	<b>19,191</b>	<b>23,885</b>	<b>19,493</b>	<b>17,731</b>	<b>123.51</b>	<b>(61.17)</b>	<b>(19.65)</b>	<b>22.53</b>	<b>9.94</b>
Distribution costs	1,619	1,469	1,404	1,284	1,228	1,061	10.21	4.63	9.35	4.56	15.75
Administrative expenses	1,465	1,385	1,410	1,524	1,053	931	5.78	(1.77)	(7.48)	44.73	13.13
Other operating expenses	76	197	235	194	177	144	(61.42)	(16.17)	21.13	9.60	23.05
WPPF and WWF	740	232	1,406	1,705	1,418	1,285	218.97	(83.50)	(17.54)	20.24	10.31
Operating income	5,579	3,205	4,307	3,901	3,593	3,164	74.07	(25.59)	10.41	8.57	13.54
Finance costs	134	86	67	80	69	77	55.81	28.36	(16.25)	15.94	(10.70)
<b>Profit before taxation</b>	<b>18,199</b>	<b>7,287</b>	<b>18,976</b>	<b>22,999</b>	<b>19,141</b>	<b>17,397</b>	<b>149.75</b>	<b>(61.60)</b>	<b>(17.49)</b>	<b>20.16</b>	<b>10.02</b>
Taxation	5,371	2,205	5,261	7,227	6,140	5,943	143.58	(58.09)	(27.20)	17.70	3.32
<b>Profit after taxation</b>	<b>12,828</b>	<b>5,082</b>	<b>13,715</b>	<b>15,772</b>	<b>13,001</b>	<b>11,455</b>	<b>152.42</b>	<b>(62.95)</b>	<b>(13.04)</b>	<b>21.31</b>	<b>13.50</b>

# STATEMENT OF VALUE ADDITION

For the year ended 30 June 2021

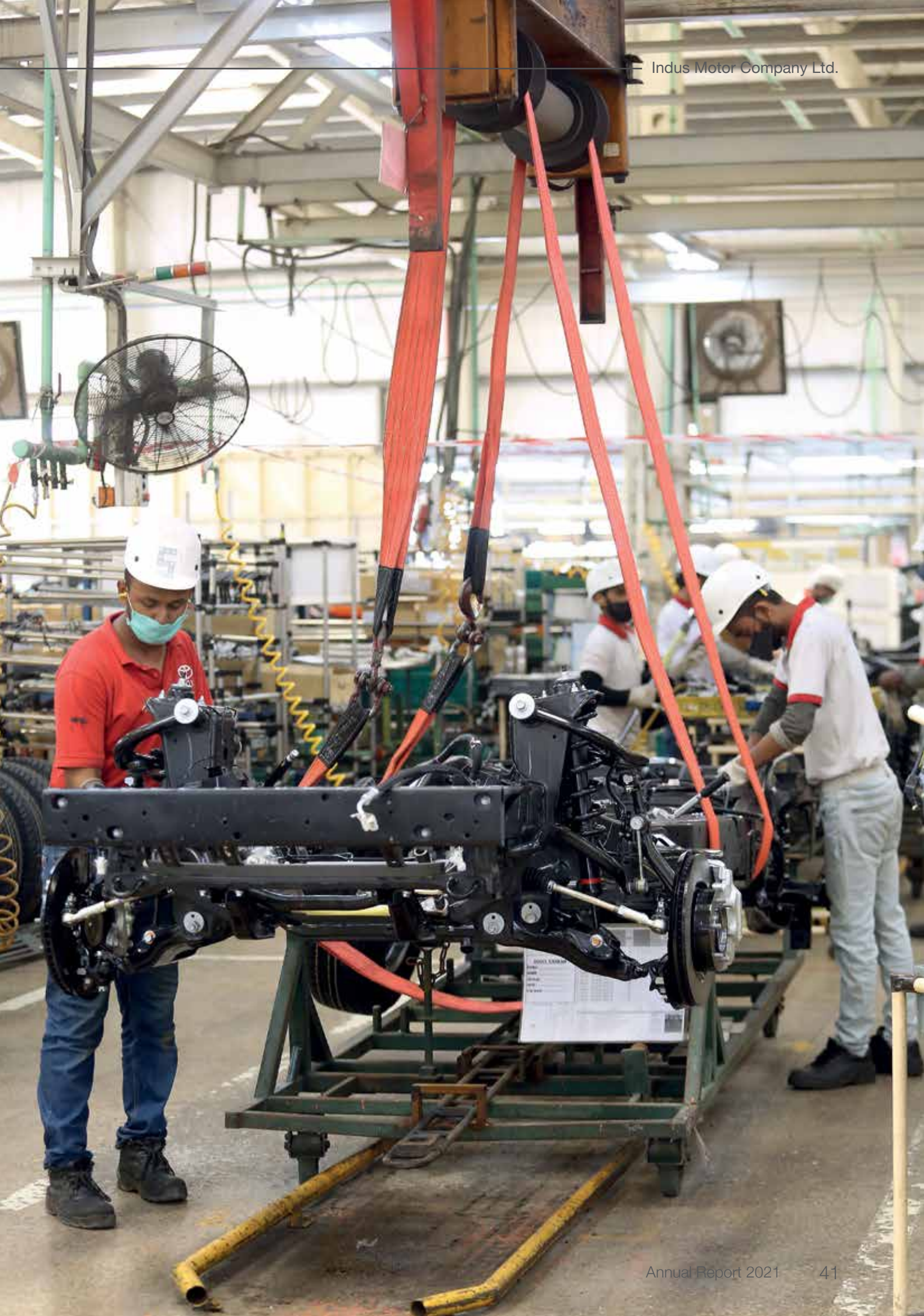
	2021		2020	
	Rupees in '000	%	Rupees in '000	%
<b>Wealth Generated</b>				
Gross revenue	226,619,870	97.6%	108,193,994	97.1%
Other income	5,579,339	2.4%	3,204,872	2.9%
	<u>232,199,209</u>	<u>100.0%</u>	<u>111,398,866</u>	<u>100.0%</u>
Bought in material and services and other expenses	142,995,386	61.6%	68,470,102	61.5%
	<u>89,203,823</u>	<u>38.4%</u>	<u>42,928,764</u>	<u>38.5%</u>
<b>Wealth Distributed</b>				
<b>Employees</b>				
Salaries, wages and other benefits	2,910,704	3.3%	2,412,683	5.6%
<b>Society</b>				
Donations towards education, health and environment	74,056	0.1%	189,983	0.4%
<b>Providers of Finance</b>				
Finance cost	1,084,094	1.2%	109,724	0.3%
<b>Government</b>				
Income tax, sales tax, excise duty, customs duty, WWF and WPPF	69,183,249	77.6%	32,295,165	75.2%
<b>Shareholders</b>				
Dividend	8,135,100	9.1%	2,358,000	5.5%
<b>Retained within the business for future growth</b>				
Retained earnings, depreciation and amortization	7,816,620	8.8%	5,563,209	13.0%
	<u>89,203,823</u>	<u>100.0%</u>	<u>42,928,764</u>	<u>100.0%</u>

## Distribution Of Wealth



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







# TAKING OFF TO Giving Back to Our People





43,000+  
Individuals Trained



Rs 74 million  
CSR Spend



7,300+  
Patients Treated



230,000+  
Trees Planted





بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

**Mohamedali R. Habib**  
Chairman



## **CHAIRMAN'S REVIEW**

“ I welcome you to this 32<sup>nd</sup> Annual General Meeting of your Company for the year ended June 30, 2021.”



Dear Shareholders,

In the last Fiscal Year (FY) 2019-20, the COVID-19 pandemic unfolded a global crisis which greatly impacted the key economic indicators of Pakistan. Entering into FY 2020-21 post lockdown, Pakistan's economy has regained momentum, backed by Government initiated support schemes and fiscal measures. This has resulted in a modest 4% GDP growth in FY21.

While the pandemic's fourth wave is underway around the world and in Pakistan, the Government has coped well with many challenges and has contained an exponential spread of this virus by initiating stronger policies including vaccination drive all over Pakistan.

Although, a combination of persistent lockdowns, currency devaluation and higher taxation had a detrimental impact on the automotive industry in FY 2019-20 resulting in consequent economic decline, however, a strong recovery has been witnessed in the sales volume of locally manufactured cars in FY2020-21. A double-digit growth in almost all segments of the market for FY2020-21 is a positive sign for the automotive sector, which provides direct and indirect employment to over a million people and serves as a major industrial and economic force in the country.

Indus Motor Company Limited (IMC) ensured its work standards were not compromised in spite of several pandemic-induced hardships. IMC continued to produce quality vehicles by following the 'Kaizen' philosophy of continuous improvement, and diligently practicing the 'Toyota Way' throughout its operations, helping the company to achieve consistent levels of excellence in all vehicle brands.

Once again, the Corolla lived up to its illustrious reputation as the most popular car in Pakistan. It is a front-wheel drive sedan that is best known for its luxury, style and performance. The comfort and efficiency of the Toyota Corolla has remained unmatched over the years. Recent upgrades have been very well received by the market, and the wide variety of Corolla variants offered has made this particular brand accessible to a broader range of Pakistani consumers.

Last year, the entire IMC team worked passionately to introduce a new passenger car, the Toyota Yaris, to Pakistan. This effort was well-received by the public, and Toyota Yaris established itself as the best-selling B-Segment sedan in Pakistan in FY2020-21. Toyota Yaris offers an entirely new exterior styling which

makes it distinctive on the road. The popularity of our brands is not only limited to sedans but also extends to SUVs, as Toyota Fortuner has been recognized as the most popular premium SUV in Pakistan that has a high-riding stance, a spacious interior and a reputation for reliability. Fortuner and Revo continue to dominate their market segment of SUVs by capturing a commanding market share. We are pleased to report that sales for all vehicles have been encouraging and we retain a strong market share.

In collaboration with Toyota, we are continuously exploring new innovative products that could enhance our existing product range and provide our customers with more options.

On the policy side, the Government announced an extremely progressive Auto Policy that encourages all new technologies such as Battery Electric Vehicles (BEVs) and Hybrids. The Government's consistent effort to promote the local automotive industry in the Hybrid sub-sector is noteworthy. Its intent to locally develop Hybrid Electric Vehicles (HEVs), Plug-in Hybrids (PHEVs), and Battery Electric Vehicles (BEVs) to mitigate climate change and reduce dependency on oil imports is appreciated.

We believe there is good reason for a higher global adoption of Hybrid powertrains – they deliver adequately in terms of the travel objectives of citizens and fuel conservation in the environment at a considerable cost advantage to both the consumers and the economy. Such a potential policy from the Government would encourage local automakers to invest in the development of hybrid technology once the advantages are considered - Hybrids are environmental-friendly, emitting 50% lesser carbon dioxide than their Internal Combustion Engine (ICE) equivalent and are up to 100% more fuel-efficient than the latter.

We appreciate the Government's efforts to promote Electrified Vehicles and are working closely with all relevant stakeholders to bring the most suitable technology to Pakistan which can achieve scale. Toyota is committed to become Carbon Neutral by 2050 and strongly feels that solution will vary from country to country depending on local circumstances including customer affordability, convenience and energy mix.

Since its inception, IMC has supported the Government's 'Make in Pakistan' initiative. We also appreciate the Government's prudent decision to

reduce duties and taxes as it will help spur growth in the market and increase industry capacity utilization by making cars more affordable for the masses.

It is encouraging that the Government acceded industry requests to support the growth of the automotive sector. They have judicially reviewed the tax structure, and made adjustments enabling further growth of the industry while also meeting the national revenue targets. With these measures, we predict the market can reach the 500,000 units mark soon.

During the year ended June 30, 2021, Mr. Yuji Takarada, Vice Chairman and Director of the Company resigned as member of the Board of Directors to take up another assignment in Toyota. Mr. Shinji Yanagi was appointed as Vice Chairman and Director. The Board duly acknowledges the valuable contributions made by the outgoing Director and expresses sincere gratitude on behalf of the Company, and welcomes the new Director on the Board of IMC.

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

During the year under review, there were seven Board meetings, in which the Board received presentations

on the Company's operations, challenges and progress towards achieving objectives in line with the Board's vision. We are privileged to have a rich balance of expatriates who bring Toyota's global knowledge to our Company as well as highly experienced and respected Pakistanis who provide meaningful guidance and input. We are particularly grateful to our Board Audit Committee members who conduct extremely detailed and diligent reviews to ensure that we continue to monitor and mitigate risks and comply with corporate best practices.

Finally, on behalf of the Board of Directors, I would like to express my gratitude to all the shareholders for their continued trust and confidence in the Company. The Board joins me in extending our thanks to each member of the IMC team as we acknowledge their unwavering support and dedication to the Company. We are committed to maintaining our leadership in the industry and pray to Almighty Allah to bless us in our future endeavors.



**Mohamedali R. Habib**  
Chairman



# DIRECTORS' REPORT

The Directors' of Indus Motor Company Limited take pleasure in presenting the Directors' Report, together with the Audited Financial Statements of the Company for the year ended June 30, 2021:

## Financial Results, Appropriations and Subsequent Effects

The financial results and appropriations for the year ended June 30, 2021 are as follows:

	2021	2020
	(Rupees in '000)	
<b>Profit After Taxation</b>	<b>12,828,592</b>	5,082,027
Other Comprehensive Income (OCI) for the year	19,882	11,355
OCI & Un-appropriated Profit brought forward	185,641	450,259
	<b>13,034,115</b>	5,543,641
<b>Appropriations</b>		
1 <sup>st</sup> Interim Dividend @ 120% i.e. Rs. 12 per share (2020: 70% i.e. 7 per share)	943,200	550,200
2 <sup>nd</sup> Interim Dividend @ 250% i.e. Rs. 25 per share (2020: 60% i.e. Rs. 6 per share)	1,965,000	471,600
3 <sup>rd</sup> Interim Dividend @ 300% i.e. Rs. 30 per share (2020: 100% i.e. Rs. 10 per share)	2,358,000	786,000
	<b>5,266,200</b>	1,807,800
Unappropriated Profit Carried Forward at year end	<b>7,767,915</b>	3,735,841
<b>Subsequent Effects</b>		
Proposed Final Dividend @ 365% i.e. Rs. 36.50 per share (2020: 70% i.e. Rs. 7 per share)	2,868,900	550,200
Proposed Transfer to General Reserves	4,500,000	3,000,000
	<b>7,368,900</b>	3,550,200
Basic and Diluted Earnings per share (Rupees)	<b>163.21</b>	64.66

## Principal Activities of the Company

Indus Motor Company Limited (the Company) was incorporated in Pakistan as a public limited company in December 1989 and started commercial production in May 1993. The shares of the Company are quoted on the Pakistan Stock Exchange. The Company's principal activity is the assembly, progressive manufacturing and marketing of Toyota vehicles in Pakistan.

## Company Performance

During the year ended June 30, 2021, the sales volume of CKD and CBU vehicles increased by 100%, to 57,731 units as against 28,837 units sold last year. The Company produced 59,187 units for the year, as compared to 28,519 units produced in the same period last year.

The net sales turnover for the year ended June 30, 2021, increased by 108% to Rs. 179.2 billion as compared to Rs. 86.2 billion in the last fiscal year, while profit after tax for the year also increased to Rs. 12.8 billion, as against Rs. 5.1 billion achieved in the same period last year. The increase in turnover and profitability for the year was mainly due to higher CKD and CBU volumes, primarily due to improved economic conditions and healthy demand generated on account of launch of the facelift models of Corolla, Hilux and Fortuner, along with wider acceptance of Toyota Yaris, the best-selling sedan for the year. The profitability also increased on account of increase in other income mainly due to return on placements on account of improved fund position of the Company.

### Contribution to National Exchequer

During the year, the Company contributed a sum of Rs. 71.8 billion to the national exchequer, which is around 1.4% of total tax revenue collection by the Government of Pakistan. Since, the Company's incorporation in 1989, our contribution stands in excess of Rs. 526 billion.

### Principal Risk and Uncertainties

The Company's financial performance improved this year, due to increased demand of vehicles and recovery of the auto sector post lock down and economic recovery. During the year, PKR appreciated against US\$ and other currencies and remained stable in second half of the fiscal year. However, the PKR has started depreciating from June 2021 against US\$ and other currencies due to pressure on the economy on account of increasing trade deficit. The continuous depreciation of Pak Rupee against US\$ and JPY, rising inflation and international commodity prices will continue to be vital factors that have an impact on the future financial statements of the Company.

We really appreciate the Government's measures to reduce Federal Excise Duty (except for Double Cabin pickup vehicles) and Additional Custom Duty through Finance Act 2021 and SRO's thereon. The decrease in duties and taxes resulted in reduction in prices of vehicles in July 2021, which will eventually boost the industry to continue positive momentum. In case of Double Cabin pickup vehicles, the Government appears to have missed the reduction of FED in Finance Act 2021, thereby creating disparity, and we anticipate that the Government may consider reduction of Federal Excise Duty on Double Cabin vehicles to remove this disparity. However, the structure of duties and taxes remains a vital factor in determining prices of vehicles and any change thereon may affect demand of vehicles in future period.

While the pandemic's fourth wave is underway around the world and in Pakistan, the Government has coped well with many challenges and has contained an exponential spread of this virus by initiating stronger policies including vaccination drives all over Pakistan and smart lockdowns in various areas. The COVID-19 situation in Pakistan and the world over, may create supply chain issues, thereby affecting production of vehicles.

### Corporate Social Responsibility (CSR)

As a socially responsible organization, the Company over the past six years, has contributed over

Rs 1 billion in aggregate towards various Corporate Social Responsibility (CSR) activities, including but not limited to donations to hospitals, educational institutes, welfare organizations, etc. as well as community upliftment.

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

- Donation of Rs.20 million to the "Shaukat Khanum Memorial Cancer Hospital" (SKMCH) for its under construction facility at Karachi. The Company has pledged Rs. 60 million support to the SKMCH, payable over a three years period. The first tranche was released during the year.
- Donation of Rs. 12 million to the "Patients Aid Foundation" for the state-of-the-art Surgical Complex of the Jinnah Postgraduate Medical Centre.
- Donation of an aggregate amount of Rs. 8 million to various hospitals (including SIUT, Indus Hospital and Marie Adelaide Leprosy Centre) towards COVID-19 and other health related matters.
- Donation of an aggregate amount of Rs. 6.5 million released to various educational institutes.
- Over 500,000 tree saplings, in aggregate, planted across the country, under the Company's "Million Tree Plantation Program", since December 2019.
- The "Toyota 5S Ecological Conservation Program" for over 50,000 students and young adults participating on-line.
- Food rations distributed during Ramadan, amongst 1,300 under privileged families in neighboring villages supported by the Company.
- Free, weekly cooked food distribution in neighboring villages supported by the Company.
- Free, weekly medical and fortnightly psychiatric camps in neighboring villages supported by the Company.

### Impact on Environment

IMC has become Pakistan's first company to install one of the largest - 4.5MWp rating - roof-top mounted Solar Photovoltaic (PV) plant and the largest Solar PV plant in the automobile industry in Pakistan. This is expected to reduce the factory's carbon footprint by more than 3,000 tons annually and reduce energy costs. Furthermore, IMC is the first automobile company in Pakistan to commence use of environment-friendly gas R-134a in car air-conditioning system, instead of CFC-12.

The Company has been expanding its environmental activities to all its business partners, including



suppliers and dealerships nationwide to promote environmental conversation and achieve our global environmental objective.

### Composition of the Board

The composition of the Board of Directors of the Company as on June 30, 2021 is as follows.

1. The total number of Directors are 10 are as follows:
  - a) Male 09
  - b) Female 01
2. The number of Directors under respective categories are as follows:
  - a) Independent Directors 03
  - b) Non-Executive Directors 05
  - c) Executive Directors 02

### Board of Directors Meetings

A total of seven (07) meetings of the Board of Directors were held during the twelve months period from July 1, 2020 to June 30, 2021. Names of the Directors (at any time during the year) alongwith their attendance at the Board meetings is as follows.

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

### Changes in Directors

During the year, one casual vacancy occurred on the Board. The Board of Directors appointed Mr. Shinji Yanagi, as the Director and Vice Chairman of the Board in place of Mr. Yuji Takarada, with effect from April 1, 2021. Further, during the year Mr. Yoshihiro Ikegame, was appointed as Alternate Director to Mr. Noriaki Kurokawa, with effect from April 1, 2021 in place of Mr. T. Haginiwa.

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

### Committees of the Board

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

#### 1. Board Audit Committee

- 1) Mr. Azam Faruque, Chairman
- 2) Mr. Riyaz T. Chinoy
- 3) Mr. Muhammad Hyder Habib
- 4) Mr. Imran Ali Habib
- 5) Mr. Noriaki Kurokawa
- 6) Mr. Tetsuya Ezumi

## 2. Board Human Resources & Remuneration Committee

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

## 3. Board Ethics Committee

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

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

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

### Remuneration of Executive Directors

The Remuneration of CEO and Directors of the Company for the year ended June 30, 2021, is given on page number 143.

### Internal Control

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

The Board ensures adequacy of internal control activities either directly or through its Committees. The Board also reviews the Company's financial operations and position at regular intervals by means of interim accounts, reports, profitability reviews and other financial and statistical information. Analysis of budgetary control is in place and the Board reviews material variances with explanations and actions taken thereon on periodic basis.

### Risk Management

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

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

### Financial Statements

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

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

### Related Party Transactions

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

### Material Changes and Commitments

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



### Appointment of Auditors

The existing auditors, M/s A.F. Ferguson & Co., Chartered Accountant retire and being eligible, offer themselves for re-appointment. The Directors endorse the recommendation of the Audit Committee for re-appointment of M/s A.F Ferguson & Co., as the auditors for the year ending June 30, 2022.

### Pattern of Shareholding

The Pattern of Shareholding of the Company as at June 30, 2021, is given on pages 152 to 153.

### Trading of Shares of the Company

During the year ended June 30, 2021, the Directors, the Executives, and their spouses and minor children have not carried out any trading of shares of the Company other than that disclosed in the Pattern of Shareholding.

### Key Operating and Financial Data

The Key Operating and Financial Data is mentioned on pages 154 to 155 of the Annual Report.

### Statement of Compliance with COCG

The Company has fully complied with requirements of the Listed Companies (Code of Corporate Governance) Regulations 2019. Statement to this effect is annexed with this Report on pages 92 and 94.

### Chairman's Review

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

### Acknowledgment

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

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

Karachi.  
August 26, 2021



Ali Asghar Jamali  
Chief Executive



Shinji Yanagi  
Vice Chairman

TOYOTA

TOYOTA  
*YARIS*





# **Pakistan's HIGHEST SELLING sedan**



## CHIEF EXECUTIVE'S REPORT

**Ali Asghar Jamali**  
Chief Executive



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





## INDUSTRY REVIEW & BUSINESS ENVIRONMENT

### Business Environment, Risk and Uncertainty

Post COVID-19 pandemic lockdown, despite the challenging times, Pakistan's economy was able to pull off a V-shaped recovery. Moreover, the policy responses, by both the SBP and government, have been more accommodating and providing stimulus to the recovery. With this, Pakistan's provisional GDP growth for FY21 is estimated to be 3.9%, verified by IMF and ADB in their latest reviews. The production outlook of major crops in FY2021, notably rice, wheat, sugarcane and maize, is set to record a historic high and exceed previous output levels. Cotton could not be produced as per demand due to problems like rains, pest attacks and continued contraction in cultivated area. This led to an overall moderate to slow growth in the agriculture sector.

Large Scale Manufacturing (LSM) shows a remarkable performance during FY2021 and posted a growth of 14.9%, against the negative growth of 9.8% in FY2020. The SBP confirms that a broad-based economic rebound is underway since the start of the fiscal year, on the back of targeted fiscal measures and aggressive monetary stimuli. This positive momentum is expected to persist, translating into even higher growth next year. In general, industry and services are concurrently rebounding due to fiscal incentives granted to key sectors such as construction and export industries and subsidized credit offered to protect employment and to stimulate growth. The industrial sector appears to be poised for robust growth led by large scale manufacturing and construction.

According to the monthly economic update by Ministry of Finance, the current account deficit declined significantly by 58.4% and reached US\$1.9 billion during FY21, as against a deficit of US\$4.5 billion last year. The main driver of improvement in the current account balance was 27% growth in remittances and 13.7% growth in exports including goods and services. FY2021 goods exports surpassed last year's level, posting an increase of 18.3%, from US\$ 21.4 billion to US\$ 25.3 billion. The all-time high remittances reached \$29.4 billion with a growth rate close to 27%, the fastest growth rate since 2003, thus helping economic managers maintain foreign exchange reserves and current account balance. Total imports reached US\$ 56.4 billion in FY2021.

During the year, we observed improvement in US\$ vs PKR foreign exchange rate from PKR 168 to PKR 158, reflecting an appreciation of 6%. However, its impact was nullified by increase in material prices and increase in taxes and utilities, in addition to challenges faced in supply chain management. Steel prices have gone up to 90%, copper by 61% and aluminum by 60%. The prices of all these materials are constantly surging this year and it has become really difficult for automakers all over the world to absorb the impact; they are thus forced to increase the prices of their manufactured cars. Due to increase in imports and debt payment in coming months, the exchange rate will be under stress and we may see depreciation in Pak Rupee in

the near future.

During FY2021, the automotive industry faced several additional challenges other than PKR devaluation due to COVID-19. This includes container shortages, rising sheet metal prices and chip shortage, etc. at the global level. Therefore, the collective impact of higher taxation, supply chain problems and the COVID-19 lockdown, greatly affected the operational capability of the automotive industry.

Pakistan's Auto Policy 2016-2021 attracted investment of over US\$ 1 billion with 19 Greenfield projects. Wider product choices will have the welcome effect of increasing competition. Once more car buyers take a leap of faith and try out the new models, the acceptability in the market would grow alongside increase in production capacities at the same pace. The automobile industry is up for a change but a major transformation or expansion may not occur as swiftly as people have been expecting. New players coming into the market are focusing more on upper-middle income groups aimed at mid-size-crossovers. The economy sector/lower-middle income group are yet to see the new production offering in under-1000 cc vehicles (hatchback segment).

The Auto Policy 2016-21 completes its intended implementation period in June 2021. The policy has accelerated investment and development activities as various foreign brands are launching new models and utilizing fiscal incentives. The rapid surge in momentum is under-scoring the need for preparing skilled resources, organizational capacity-building and enlarging the market size for sustainable growth in the industry.

The government is consistently advocating the need for new technology in vehicles such as Electric and Hybrid Electric as well as affordability of vehicles during the consultation process for the new auto policy, namely Auto Industry Development and Export Policy (AIDEP) 2021-26. There is a consensus among stakeholders to emphasize safeguarding the local investment, promoting "Make in Pakistan" and providing incentives that bolster the local manufacturing process. Other than the powertrain system, parts are common among ICEVs, HEVs, PHEVs and EVs. These can be provided by the local vending industry. Incentivizing local vendors to supply parts competitively to new entrants for Internal Combustion Engines, Hybrid Electric and Electric Vehicles manufacturers, will help in reducing the import bill and lead to further employment generation.

Complexity in the automotive tariff structure is increasing as different slabs are being proposed, based on types of powertrain, engine displacement and vehicle utilization. This may create imbalance and eradicate the cascading factor by incentivizing one sector at the cost of another. Such tariffs may also discourage the localization process, increase the import bill and negatively impact the local manufacturing process.

Outlines of the new automotive policy have been shared by Minister for Industries and Production in his recently held press conference. The Government has increased the incentives for new vehicles upto 850cc and in general eliminated ACD and reduced Sales Tax. For vehicles above 1000cc, FED and ACD has been reduced. Due to this intervention, retail prices have gone down which will ultimately support increasing the industry volumes. The Government has proportionately allowed import of new technology specific parts for HEVs, PHEVs and EVs at reduced rates of duty. Over all, the Government may provide long-term policies to the industry, which if not changed abruptly, will provide stability to the industry.

### Recommendations

Pakistan is the world's 6th largest country in terms of population with a large agri and consumption-based economy. The motorization level in Pakistan is 17 per thousand persons, which is far below the global (182 per thousand) and regional average (Africa - 42 per thousand). Pakistan is uniquely positioned among large economies with low tax-to-GDP ratio, lower industrialization and motorization level and a consumption-based economy. Pakistan is a promising market for the automotive sector; however, growth is subject to the long-term futuristic view which is imperative for the "Make in Pakistan" philosophy.

The industrialization process requires long-term stable policies. Investors' confidence decreases with rapid and ad hoc changes in sector-specific national policies. The automotive sector is an investment-intensive industry. Each model change with a sizable localization level attracts a multibillion-Rupee investment for in-house production preparation and parts tooling for localization, at least 3 to 4 years before the launch. The changes in taxation that occur during the announced policy period gravely impact economic feasibility. It is advised that abrupt changes in taxation be prohibited and if changes are required, they must be made in consultation with the industry stakeholders at the time of introduction of a new policy. More than 19 new investors in addition to the existing players have invested heavily under AIDP 2016-21. Their combined production capacity will surpass the market size, offer wider choices, increased competition and may reduce waiting period for

delivery of vehicles.

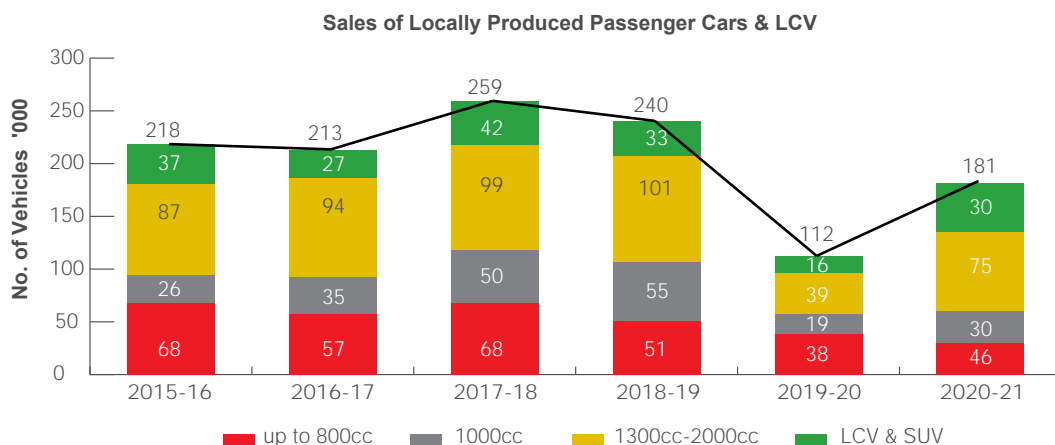
The recently announced Roshan Apni Car scheme, for overseas Pakistanis, will allow them to procure locally manufactured vehicles at preferred rates. Wider choices are now available to overseas Pakistanis therefore, with excessive production capacity, we urge the government to put a complete ban on used car imports.

Global marketing processes, such as wholesale-retail mechanisms, are yet to be adopted in an economically viable manner in the passenger car and commercial vehicle segment in Pakistan. Under the current wholesale-retail policy, parties are subject to double taxation. Policymakers are requested to revisit this aspect so as to make it workable, as wholesale-retail mechanism has already been implanted in other industrial sectors.

Under-invoicing and misdeclaration at the import stage for after sales parts costs multibillion-Rupee to the government account. A track and trace system, similar to tobacco companies, will help generate extra revenue for the government.

Over a period of time, the tax collection burden has shifted to the industry and tax being collected at the point of sale. This is hampering industry focus on industrial revival and is increasing tax collection complexities. Therefore, it is becoming increasingly difficult to manage accounts, as penalizing the business entity is observed in case of non-compliance. This problem of the industry must be fixed through shifting the revenue collection role to government bodies instead of business entities.

The proposed fiscal measures will provide stimulus for the auto industry and will generate volumes for all. However, we request the Government to also consider reduction in FED on Double Cabin 4x4 LCVs, bringing at par with other LCVs under HS Code 8704. In addition, the local parts manufacturing process will be hampered in case appropriate incentives are not offered to vendors to maintain their competitiveness. Vendors being the largest source of employment in the auto sector will greatly affect the government top line objective of employment generation.







## COMPANY REVIEW

### Industry Overview

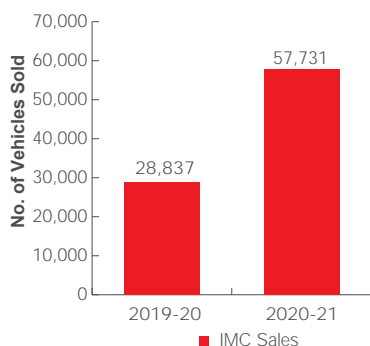
The total industry sales of locally manufactured PC and LCV vehicles were over 181,397 units in the country during 2020-21, as compared to 111,962 units sold last year, indicating a 63% growth in the market (source: PAMA). Overall, strong market growth has been observed on the back of favorable macro-economic environment, i.e. high GDP, low interest rates and stable fiscal policies. Moreover, strong performance by the auto finance sector and improved COVID-19 condition in the country compared to last year have also contributed to an increase in auto demand.

### Company Overview

Indus Motor Company, as a major player in Pakistan's automobile industry, has showcased brilliant performance throughout the year. This was possible due to marketing efforts by Toyota and the revitalization of customer's purchasing power which led to increased demand. Corolla sales stood at 18,355 units whilst the launch of Corolla X, stayed stronger as ever. Furthermore, despite the challenges emerging from new competition, IMC managed to achieve 28,295 unit sales for Yaris, thereby establishing its name in the market and making it the highest selling sedan in Pakistan (FY21). Moreover, with the face uplift of Fortuner and Revo, the IMV series successfully broke records of the highest order intake of the FMC launch in 2016.

Due to overwhelming demand, the Company went for double-shift production, which helped meet pent-up demand and reduce vehicle delivery lead time and meeting the expectations of its customers.

Keeping in mind the COVID-19 situation, this year, IMC specifically focused on Digitalization in order to minimize physical interaction and provide convenient accessibility. This not only encouraged a smart buying experience, but also ensured safety of customers. The digitalization included smart initiatives like the Toyota Smart Purchase, Pakistan's first ever end-to-end online booking and payment portal and the Toyota Smart Finance, a one-stop solution for all financing needs. Initiatives like the Yaris Test Drive at Home and Virtual Showrooms ensured utmost safety and comfort for our customers.



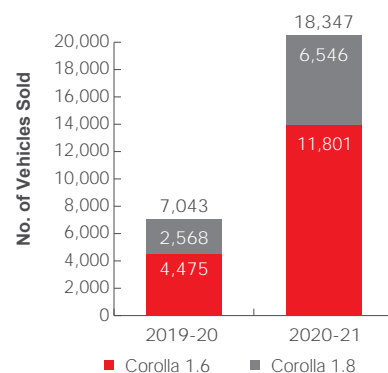
### CKD - PASSENGER CAR SEGMENT

#### Toyota Corolla



IMC introduced the all new 'Corolla Altis X - Package' in January 2021. The new aggressive exterior look of Corolla has received much appreciation in the Pakistan market. For the first time in any CKD model, the customer is now able to choose the interior colour. This customization is another example of the Toyota Customer Delight philosophy. The new black interior of the Corolla Grande is now the most sought after variant for customers, as sales numbers have been rising since the launch. The model refreshment features are new exterior looks, interior colour option, EC Mirror and passenger-side seatbelt warning.

The all new Corolla Altis X - Package was launched with a beautifully shot video that showcased the prestige offered by the Corolla badge. The video was broadcast on television and digital channels and created excitement in what can easily be called the "Corolla Nation."



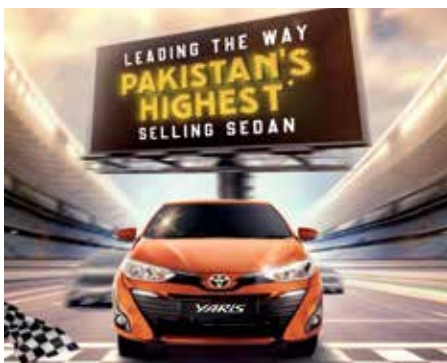
### Toyota Connect

A first of its kind application and launched in 2018, Toyota Connect has been gaining customers' trust and appreciation across the nation. With a free six months subscription provided with 1.8L variants, customers are becoming familiar with the telematics features and staying connected with their vehicle through the app. On a wider

scale, approximately 55% of Toyota Connect customers have renewed their subscriptions to keep themselves updated with their vehicle's driving performance and other related features.

Recently, the app received a new and refreshed user interface with previously launched new features including Video Call, Geo Fencing, and Maps to aid customers in better connectivity and to provide a hassle-free experience.

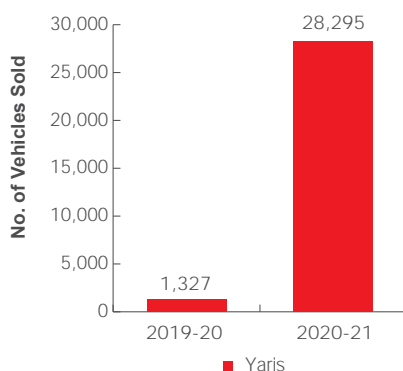
### Toyota Yaris



When launched last year, Yaris had the big shoes of Corolla 1.3L to fill. One year on, Yaris is the #1 selling sedan in Pakistan. Despite the ongoing COVID-19 pandemic and slowing customer demand, Yaris has become the sedan of choice for Pakistan.

During the year, IMC introduced a special edition of Yaris ATIV (1.3L) with audio and rear camera upgrade option and two new colours to capture continued customer interest. The new Red Metallic and Orange Mica shades give Yaris a more youthful appeal.

One of the main objectives of Yaris has been to offer customers an affordable Toyota. Financing helps make purchase more affordable. With the launch of Yaris, aggressive banking partnerships have also driven good order intake.



To help establish Yaris as a top-of-the-mind brand and all that is good about Toyota, integrated marketing campaigns

were launched across all platforms: digital, TV, OOH and on-ground activations. There was special focus on rural areas and existing 1.3L Corolla customers, whereas, on digital and TV, the main focus was to establish the superior performance and features of the car. The campaigns turned out to be hugely successful as customer sentiment improved beyond target.

### Toyota Fortuner



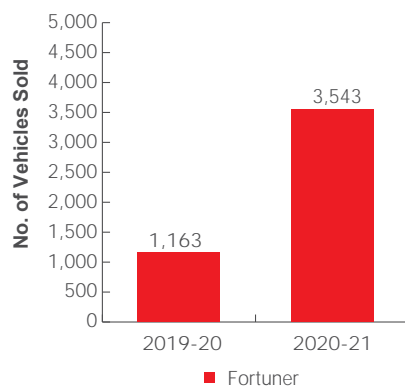
The Fortuner has been a mainstay of the Pakistani SUV market and has been generating incremental year-on-year sales and profitability ever since its debut in 2013. It continues to remain unparalleled in the segment with its Tough Body-on-Frame design and exceptional performance. In view of the vehicle's rising popularity, IMC introduced a Limited Edition variant in September 2020 – the Fortuner Sigma 4 TRD Sportivo. The Fortuner TRD combines the best of the Toyota Fortuner with the rugged looks provided by Toyota Racing Development – consolidating an ideal mix of aggressive looks, performance and efficiency, both on and off the road. Planned for a limited production run of around 300 units, the variant garnered significant buzz in the market and sold out within a short time.

Building on the policy of Customer Delight, a free infotainment upgrade campaign was launched in November 2020. This incorporated striking features such as the wide 8.95" HD Display, and the highly sought-after Wired Android Auto and Apple Carplay Support.

FY21 witnessed a historic surge in demand for the Fortuner which led to an early run-out of the previous model. Towards the end of January 2021, due to the pent-up demand, IMC also opened booking for the forthcoming new model. The new Fortuner is available in three variants – Fortuner G Standard Petrol 4x2, and 2 flagship models; the Fortuner V Hi Petrol 4x4 and Fortuner Sigma4 Diesel 4x4. The V grade has been upgraded with a 4x4 drivetrain, taking in consideration and market feedback. All three variants have a new prestigious exterior look, a more premium feel interior, and, for the Diesel variant, a Performance Refinement. Notable spec improvements in the flagship Diesel model



include: a new generation 1GD engine with power, torque and fuel-efficiency improvements; addition of Variable Flow Control in the steering which improves steering feel, based on vehicle speed; improved drive modes; an Electro-chromic rear-view mirror and the addition of Balance Shaft in the engine, which significantly improves the NVH of the Diesel variant. To further augment the traction control system, Limited Slip Differential functionality has also been included.



A pre-hype campaign on digital, print and TV was released in the months of April and May and the official marketing launch was made towards the end of May 2021; this led to record-breaking demand by customers, further consolidating the Fortuner's success in Pakistan.

### Toyota Hilux Revo



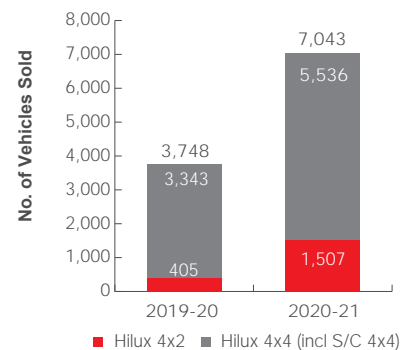
The Hilux Revo has dominated the local pickup market since its launch in Pakistan. The vehicle is a symbol of adventure and off-roading. Customers have come to expect continuous improvement in the product to match their level of enthusiasm for Revo.

To keep up the spirit of *waku-doki*, IMC introduced an upgraded 9" audio in Revo V AT in March 2021. The new audio was included without any additional charge and was very well-received.

Hilux Revo orders reached an unprecedented high in FY21 which led to an early run-out of the current model and in February 2021, IMC commenced booking for the new model. The new Hilux Revo has a tougher and recreational exterior look, a more refined engine with better

performance, enhanced cabin comfort and an improved interior. Redesigned headlights and LED tail-lamps, front bumper, radiator grille and 18" alloy rims, give the vehicle a more modern and powerful look. The refinements in the new generation 1GD engine have produced a power improvement of 20KW (total power output of 150KW – approximately over 201 HP) and 50 Nm torque improvement (peak torque is now 500Nm at a wide RPM range). This also has a notable effect on fuel efficiency. To further augment the traction control system, Limited Slip Differential functionality has also been included. Other improvements include the advanced VFC (Variable Flow Control) power steering, speed auto lock and additional 12v accessory connector.

A pre-hype campaign on digital and print media was released between April and June while the official marketing launch was conducted towards the end of June 2021. It led to record-breaking demand by customers, further consolidating the strength of Hilux Revo in Pakistan.



### Motorsports

Motorsports in Pakistan is a trend fast picking up pace. Over the past many years, IMC has been active when it comes to participating in rallies. The thrill and the adrenalin rush the sport generates, is unmatched. At Toyota we call it the *waku-doki* (excitement and exhilaration) experience. In 2020, owing to COVID-19, the rallies could not be held. However, in the latter half of the year, IMC participated in the two most exciting rallies of the year – the 16th TDCP Cholistan Jeep Rally and the 8th Toyota Hub Rally 2021.

### Cholistan Rally 2021



IMC sponsored the **16th Annual Cholistan Rally** in February 2021 in the desert of Cholistan Dewar Fort. This platform also serves as a tourist attraction to promote Cholistan's rich heritage and culture.

It was a four days off-road event with more than 350 participants who savoured every moment, from experiencing the excitement offered by Toyota Fortuner and Hilux, to building strong ties with their team members and other contestants.

#### Hub Rally 2021



The Hub Rally 2021 was held in March 2021 in collaboration with Toyota Highway Motors, near Gadani beach. The event drew many motorsport enthusiasts and celebrities, including women racers, who displayed their driving prowess.

The Rally route extended as far as the Gaddani coast where a 50 km track was prepared to excite off-roading aficionados. The total winning purse this time was more than Rs 2 million. Over the years, the Rally has garnered considerable attention as more female rally drivers, sports stars, and celebrities joined the event. It was a proud moment to see women racers also participate with full enthusiasm.

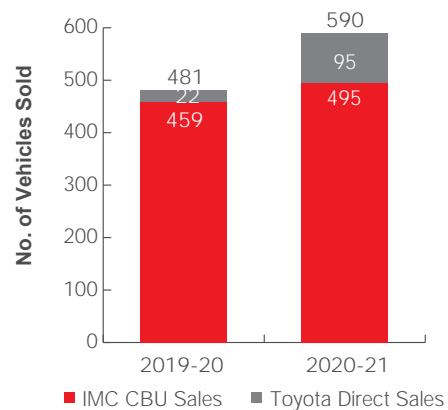
#### CBU-TOYOTA IMPORTED VEHICLES SEGMENT



IMC offers the largest and most diverse CBU (Completely Built Unit) product portfolio in Pakistan and comprises the following vehicles:

- |                      |                    |
|----------------------|--------------------|
| • MPV                | Avanza             |
| • Hybrid - sedan     | Camry Hybrid       |
| • Hybrid - hatchback | Prius              |
| • Minibus            | Coaster            |
| • Van                | Hiace              |
|                      | Hiace Deluxe       |
| • Crossover          | Corolla Cross      |
| • SUV                | Rush               |
|                      | Land Cruiser Prado |
|                      | Land Cruiser 200   |

The Corolla Cross is the first completely hybrid SUV in Pakistan. It was launched globally in Thailand in December 2020 and has become a regional top seller. It is another addition to Toyota's compact SUV segment.



#### Bank Partnerships



This year, special focus has been given to auto financing as part of a long-term strategy. One of the key objectives has been to improve Toyota's share in auto financing, eventually driving up the market share.



Special focus was laid on Yaris campaigns with banks by creating attractive financing options with major banking partners. High profile campaigns were conducted with Bank Alfalah, Bank Alfalah Islamic, Bank Islami, Dubai Islamic Bank, MCB, Bank of Punjab, Meezan Bank and Habib Metro Bank.

In addition to new cars, used car financing was also given special focus with Bank Alfalah, based on a long-term program.

### Toyota Smart



The COVID-19 pandemic created an opportunity for IMC to think of new methods of business continuity and sustainability. During the pandemic, IMC launched the following “smart” solutions to meet changing customer needs:

#### 1. Yaris – Test Drive at Home

In order to encourage trial and user experience, select dealers offered **Test Drive at Home** for Yaris. The project was active in the first wave of Coronavirus and helped generate leads.

#### 2. Virtual Showroom

The Virtual Showroom initiative was also made live during the first COVID-19 wave and helped bring dealerships closer to customers. During the effective period, Toyota customers were able to conduct discussions with their dealership advisors through Whatsapp or Zoom.

#### 3. Toyota Smart Purchase

Keeping customers convenience foremost is fundamental to Toyota's “Customer First” principle. The COVID-19 outbreak has completely altered the way we think and creating the new normal through kaizen and smart use of technology is the need of the hour.

As a natural progression of the virtual showroom, IMC launched the Toyota Smart Purchase portal which allows customers the experience of making an on-line purchase from the company's diverse product line up, sans a dealership visit.

The Toyota Smart Purchase is the first ever end-to end on-line booking and payment system, introduced by any automobile company in Pakistan. It promises customers unmatched convenience at their doorstep anytime, anywhere.

The one-stop Toyota Smart Purchase promises to take shopping to a whole new level. Customers now have the luxury of shopping for their favourite Toyota from the safety and comfort of their homes or workplaces, placing their order in four easy steps.

#### 4. Toyota Smart Finance

As a supporting module to Smart Purchase, IMC has also launched the Toyota Smart Finance. This is a one-stop solution for all financing needs. IMC has partnered with Bank Alfalah and Bank Alfalah Islamic by initiating a pilot phase at 12 dealers across Pakistan and is planning for nationwide expansion in the next fiscal year.

### Air Ionizer



Keeping in view the COVID-19 situation and the overall health and safety of Toyota customers, Air Ionizers were introduced as an after-sales accessory for all CKD variants.

Air Ionizers are installed inside Toyota's AC unit and protects persons inside the cabin from unhealthy bacteria, germs, viruses, smoke or dust present in the cabin air.

Nationwide dealer sales staff training was held for the benefits and usage of Air Ionizer in Toyota vehicles. To commemorate a successful year for Yaris, free air ionizers were also offered with all orders booked for a limited time.

### Dealer Network Expansion

IMC's strong competitive advantage is its wide and reliable dealership network across the country. Selection of new dealers is based on a stringent criteria and multiple level interviews. This year the Company added four 3S dealerships - geographically located in the Southern and Central regions - to the existing 46 facilities.



**In the Southern Region:**

- Toyota Port Qasim Motors at Karachi
- Toyota Sukkur Motors at Sukkur

**In the Central Region:**

- Toyota Gujrat Motors at Gujrat
- Toyota Chenab Motors at Faisalabad

With this addition, Karachi and Faisalabad now have twelve and three dealerships, respectively, whilst the ones at both Sukkur and Gujrat, are maiden facilities.

For the future, plans are underway to expand the network further and towards that end LOI's have been issued to selected parties.

**Start Your Impossible**

The global initiative of *Start Your Impossible* (SYI) focuses on the concept of mobility for all, along with celebrating Toyota's partnership with the Tokyo Olympics and Paralympic Games.

Start Your Impossible (SYI) is Toyota's global corporate initiative that aims to support the creation of a more inclusive, sustainable and mobile society in which everyone has the freedom to move and challenge their impossible. In Pakistan, Indus Motor Company rolled out the SYI initiative in 2018 pledging its support for two national athletes towards their journey to the Tokyo Olympic Games and Paralympic Games.



Zainab Barkat in a practice session

One of them is Pakistan's star wheelchair table tennis player, Ms Zainab Barkat, the National Paralympics Champion, who was selected as the Toyota Brand Ambassador for the Tokyo Paralympics 2021 in Japan. Unfortunately, owing to COVID-19 pandemic limitations, she was unable to score qualifying points and thus unable to participate in the games.

The second one is Saadi Abbas Jalbani, the Asian Karate Champion. IMC has also been in talks with the National Institute of Karate-do Pakistan to renovate the gymnasium facility in Lyari. This will help promote Karate amongst kids of his hometown, Lyari.



With the help and support of Indus Motor Company, Saadi Abbas was able to reach the final qualifier round in Paris. However, unfortunately he did not qualify for the Final games in Tokyo.

We wish both Zainab Barkat and Saadi Abbas good luck and health for all their future endeavors.





## CUSTOMER RELATIONS

At Toyota, we believe that every interaction with customers is an *ichigo ichie*, “a meeting that occurs only once in a lifetime”, giving them a *waku doki* (excitement and exhilaration) experience with its products and services.

Delivering the best possible service that Toyota customers demand and living up to their high expectations is a daunting challenge. For a business to grow and succeed, it needs a strong backbone and at IMC, that backbone is its Customer Relations team, responsible for keeping customers happy, winning their loyalty and reinforcing their confidence in the company and its products.

**every interaction with  
customers is an  
“ichigo ichie”**

Toyota uses a customer focus strategy, its philosophy is Customer First, which is included in the Toyota DNA and means they always listen to what their customers have to say and make improvements based on customers' experiences and points of view.

### Keeping Our Customers Happy from Home

Keeping connected with our customers is key to Toyota's Customer First philosophy. Playing a critical role, is our all-weather, in-house Customer Assistance Centre team who see to it that customers are kept happy. Despite the challenges, working from home during these trying times was no exception, for instance, moving work stations and setting up office at our Communicators homes. For



In-house Customer Assistance Centre,  
Communicator working from home

smooth communication amongst the team members, a WhatsApp group and daily staff rosters were created. Internet connectivity, however, posed a bit of challenge but then that comes with using technology.

### Virtual Meetings

Where COVID-19 has brought challenges, it has also

brought with it, opportunities, pushing us to fast track our pace to adapt to the 'new normal'. Improvisation through kaizen has been the key.

The significance of maintaining Toyota standards at Dealers - who face bulk of customer traffic - during this time, was even more crucial. Keeping the Customer Relations teams at Dealerships across the country engaged whilst socially distanced, was new and took some getting used to. Playing an important role here was Zoom, the savior that has totally transformed the way we work. Interactions which in pre COVID times were limited, were more frequent. Meetings, such as the annual National CR Managers Meeting; monthly Hoshin Review Meetings, Voice of Customer software trainings and other workshops which were once inconceivable to be done digitally, were the order of the day.



Hoshin Review Meeting in progress on Zoom

### Dealers Virtual Skill Contest

Another consequential shift was the Virtual Skill Contest, carried out remotely, which historically was done in person. This was a cross functional test for Dealerships Sales, Service, Spare Parts and Customer Relations teams. The objective of the Skill Contest is to gauge the level of knowledge/know-how across functions, ensuring there is regular information sharing between departments' thus



Cross functional Virtual Skill Contest at  
Dealerships via Zoom

avoiding functioning in silos. The forum that facilitates this information exchange is the Obeya meetings.

## Dealer Certification

Consistency in service to customers across the Dealer network is possible only with uniform implementation of Toyota standards. This, however, can happen only with intense staff trainings and regular monitoring via audits undertaken by IMCs Customer Relations team.



Dealers qualifying the flagship **Toyota Way - Lets Live It!** approach to on ground implementation of Toyota Customer Relations standards, are eligible for certification. Of the 50 Dealerships across Pakistan, so far, 33 Dealers have earned Basic Level Certification whilst for the remaining, efforts are underway.



## Train the Trainer Program

Development of human talent is at the core of our operations, be it at IMC or Dealers, who are at the fore-front and the interface with customers. The 3T (Train the Trainer) Program was initiated during the year, with the objective of developing strong and professional Customer Relations teams at dealerships through capacity building. Towards this end, nine Dealership CR Managers from the three geographical regions were chosen on a pre-determined criteria, who in turn have the responsibility to train and guide CR teams at other dealerships, pre assigned to each

Trainer. The 3T Program has been well received on all fronts and promises to strengthen our front-liners to serve and provide the high level of service Toyota customers look for.



The nine trainers of the "Train the Trainer Program"

## Customers' Happy Voice

*"I express my heartfelt gratitude, and thanks to you for resolving the issue in such a professional and dignified manner. Really appreciate your efforts. Throughout you have been in contact with me, keeping me informed with updates and that's what world class service translates to."*

Abdul Manan - MCB Bank

*"I want to put on record my appreciation for Indus Motor, Customer Relations and Technical teams for their admirable response to my complaint which was taken seriously and handled professionally. I also had useful discussions with the Field Engineer during his inspection of my vehicle. My special thanks to you for your presence at the dealership to oversee the post repair verification of the systems in my car. Thank you for taking the complaint to its satisfactory conclusion."*

Abdus Samad - Dalda Foods Ltd

*"I would like to thank you and your team in resolving my issue in less than 24 hours. I feel great the way Indus Motor, Customer Relations handled the issue. Thanks to your CR Manager, Ms Warsi for promptly calling me and making sure that the problem is solved quickly. Congratulations on having a great team. All the best."*

Mr Ghazanfar - Samba Bank

*"I have been a loyal customer of Toyota, which requires me to frequently interact with Toyota's representatives. I have always found its staff very supportive. Nonetheless, I found your communication skills and professionalism on top of all."*

Prof. Dr. Fakhara Rizwan - Pakistan Stock Exchange Limited





## CUSTOMER FIRST PARTS, SERVICE & TSURE

### Customer Delight - Kaizen Evolution 2020

IMC has been awarded the Commendable Kaizen Award in the eighth cycle of Customer Delight Kaizen Evolution (CDKE) 2020. The competition is hosted by Toyota Motor Asia Pacific (TMAP) every year and all Toyota affiliates from the Asia Pacific region take part to strive towards the common objective of providing a better customer service experience to customers, in order to become the most well-regarded brand in its territory.

CDKE promotes a sense of healthy competition among distributors and is the most celebrated event of the year. Through CDKE, IMC has improved the efficiency of its After-sales and Customer Relations operations and has created numerous customer engagement touch points for creating customer delight. Consequently, this year as well, IMC won the Gold Award in Customer Delight amongst all the Asia Pacific affiliates by providing the best customer service across the country.



### Launch of Toyota Protection Plan

IMC strives to offer the most exclusive market products for its customers, to increase customer satisfaction. Keeping in line with the afore-stated philosophy, IMC has launched its own insurance cover in cooperation with Habib Insurance Company Limited under the white labeling concept. The Toyota Protection Plan was launched in August 2020, to provide customers with the opportunity to avail one of the best and highly competitive insurance packages in the industry in order to increase customer delight. Toyota Protection Plan offers customers low depreciation rates over all years, genuine body parts replacement and various other unique benefits exclusive to Toyota customers. Toyota always works towards making continuous improvements

(Kaizen) in its operations and services so that customers can enjoy being part of the Toyota Family. Insurance for their Toyota, from Toyota itself gives customers the peace of mind they deserve.



### Prepaid Periodic Maintenance

IMC is committed to delivering excellent customer service offerings through best and top of the line after-sales products and services for its valued customers. In line with this philosophy, IMC has re-launched Prepaid Periodic Maintenance (PPM) with new and amazing offers; it is now available for all Toyota models. PPM provides customers with a smart and affordable method that protects them from fluctuating prices due to inflation. PPM is a one-stop solution; our customers pay once and then enjoy four maintenances, cashless transactions and other value-added services over the year.



### Extended Warranty

IMC has a long-lasting reputation of building tough and durable vehicles. In order to further facilitate customers, IMC has launched its 2 years warranty extension on top of 3 years built-in manufacturer's warranty. Adding up to a total of 5 years of warranty, gives customers the peace of

mind they deserve. In order to cater to customer demand and provide the utmost level of customer satisfaction, we have now launched our Extended Warranty for all variants of Corolla, Yaris, Fortuner and Revo. The package has been designed as per the customer's mileage needs. IMC always strives towards making consistent improvements in its products and services in order to create maximum customer delight and retain customers in the Toyota Family. The extension in the warranty period gives customers peace of mind for added miles with higher resale value and better vehicle performance.



### Summer Campaign 2021

IMC recognizes the issues its customers face in every season of the year and, in order to accommodate their problems and increase customer satisfaction, IMC launches campaigns which cater to the specific needs and problems of customers in the given season. Keeping in line with this philosophy, the Customer First Department launched its Summer Campaign 2021. The Campaign offered a free AC inspection for customers' complete peace of mind in soaring temperatures. In addition to free inspection, IMC also offered 23% discount on the Oil and Oil Filter Bundled offer exclusively aligned with 23rd March, the launch day for the campaign nationwide. Although this was a limited time offer, it showed promising results by increasing customer footfall.



### Hygiene Campaign

In these challenging times when the COVID-19 pandemic affects the world, the economic conditions have also adversely affected Pakistan. Toyota being a caring organization for its employees as well for customers, has taken timely actions by launching a hygiene campaign. The campaign has been launched with the tagline *Prioritize your Safety the Toyota Way*, for customers' safety. The campaign offers free car sanitization and AC check-up services for all Toyota customers along with all COVID-19 preventive measures followed at our Dealerships across Pakistan.

Our customers have also responded very positively to this campaign, as they feel that car sanitization has become a dire need in these times of the pandemic, in order to stay safe. Our dealers have also joined hands at this challenging time to facilitate our customers by providing them services to keep them happy and safe.



### Tackling the Global COVID-19 Pandemic

COVID-19 has disrupted our normal life routine and has forced us to adjust to the new normal. In these tough times, IMC – Customer First Department understood the customers' needs and acted accordingly to facilitate its customers and employees in the safest ways possible so as to minimize the effects of the pandemic.

IMC has taken necessary measures to cope with this unusual situation. In order to further delight customers; dealerships are also offering home service and mobile workshop facilities.

### Enhancing Dealer Technical Skills

Toyota has a long-standing history of training systems that produce excellent technicians who can cope with the changing market and the rapid advancement of automobile technology.

Toyota has a well-equipped human resource development program for skill enhancement of the Toyota technical service staff. This year, more than 20,000 manhours of TEAM-21 training were utilized and now every 3S dealer



has highly trained Toyota Diagnostic Master Technicians.

TEAM-21 trainings cover all aspects and standards of Toyota Motor Corporation, Japan, to train the new and old technicians every year on the concept of **Fix it Right the First Time** to facilitate and delight customers.



Dealer staff attending a training session at IMC

#### Dealer Subsidy Campaigns

IMC is an organization that wants to see its dealers flourish. One of the ways IMC does so, is by providing all its dealerships with the opportunity to hold dealer specific campaigns in order to maximize customer delight. Half of the expense for these campaigns is borne by IMC and the remaining by the dealers themselves. These dealer subsidy campaigns have proved to be a success in improving the overall customer footprint.

#### Safety Campaign

As a part of Toyota Global Safety Leaders network, Indus Motor Company continuously strives to keep its valued consumers safe and educate them on road safety.

In line with this vision, all new Toyota vehicles are equipped with top of the line safety features, so that our customers enjoy a safe ride.

In order to increase safety conscious behaviour amongst all road users, the Customer First Department has launched a Safety Awareness Campaign nationwide through a marketing campaign. The campaign's main objective is to promote a safety mindset by highlighting the proper utilization of safety features. These include Seat Belts, ISO FIX Child Seats and SRS Airbag Systems. The campaign creates awareness regarding malpractices related to Airbags and Electrical Modifications among Toyota clientele.

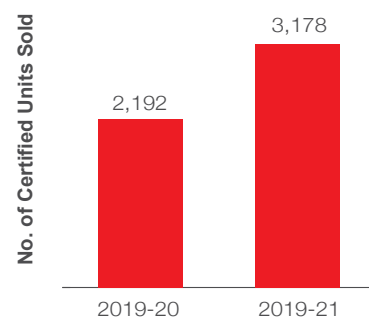
Under the safety campaign, testimonials are circulated on Social Media handles of the company which detail the experiences that Toyota customers have had with

airbag deployment. This has raised customer awareness regarding road safety, vehicle safety features in general and SRS airbag deployment in particular.



#### Toyota Sure

The used car division of Indus Motor Company, Toyota Sure has been expanding its footprint across the country by leaps and bounds. Established in 2014, Toyota Sure has managed to expand its operations at 38 dealerships nationwide, delighting our customers' year on year. Due to its promise of providing high quality certified used cars inspected on TVI (Toyota Vehicle Inspection) system by Toyota experts, Toyota Sure as a brand has become a trusted name within the Pakistani Used Car market. Moreover, it is the only Used Car brand operating in Pakistan that provides OEM warranty of up to 1Year/15,000KMs on certified used vehicles thus ensuring that customers gain the ultimate peace of mind when purchasing a Toyota Certified Used Car.



Building on the strength of our dealer network, Toyota Sure achieved its highest ever volume of 3,178 Certified Units in FY 2020-21, a 45% increase on the 2,192 units certified during FY 2019-20.





## SAFETY, HEALTH & ENVIRONMENT

At Toyota, we create a workplace that places top-most priority on safety and health of the team, ensures thorough compliance and adherence to laws and regulations and proactively participates in environmental protection activities. These have been Toyota's most essential long-standing business activities and will continue to be so, going forward.

Toyota believes that creating a safe and healthy work environment will lead to productivity improvements of the Company as these are necessary for corporate growth. To achieve these objectives, our dedicated team works actively to prevent accidents and injuries at the workplace, continuously improves processes and mitigates the risks associated with our business processes.

At Indus Motor Company, we summarize our Safety Policy in the following important message:

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

Safety remains a top priority at IMC and our top leadership maintains continuous attention to create a safety mindset across the board. Our processes are completely aligned with global standards of Occupational Safety & Health Management System (OSHMS) which Toyota has developed, based on ISO 45001. With the help of OSHMS, we assess our processes to identify improvement areas in order to enhance safety in operations and improve workability by addressing ergonomics issues. One of the most important tools of the Toyota Production System, *genchi genbutsu* (onsite, hands-on experience) is utilized at each and every step to improve safety management.

### People Development



IMC staff transportation and process drivers being trained by a NH&MP officer

At IMC, we believe that developing human resources is one of the most essential business activities. We ensure team development in accordance with Toyota's philosophy that *monozukuri* (manufacturing) is about developing people.

Our training programs are regularly planned and we engage our best resources to develop people in accordance with Toyota's global contents and skill-sets. On-Job-Training (OJT) is the foundation of our training program. Our policy allows only trained people to execute the work, complying with required standards and specific skills. Our Training Center is one of the finest facilities throughout the country where we conduct technical educational programs and classroom sessions, utilizing global standard simulators. At IMC, our educational programs are being delivered not only to our employees, but we actively support our stakeholders, including suppliers, vendors, dealerships and contractor staff to level-up their knowledge before authorizing them to perform the job.

### Continued Precautions Amid COVID-19 Pandemic

IMC developed its new normal to prevent the spread of the novel Coronavirus at the workplace and took multiple necessary measures for the facility amid this virus spread. These measures are still in place and each day we ensure compliance of our SOPs without any tolerance. We are constantly monitoring the latest developments and facilitating our members to complete their vaccination according to the government's advisory.



Daily disinfection at the offices

### Safety Month



Safety rules promotion with engagement of Senior Management



Every year we observe one month as Safety Month when all the teams are engaged in safety management and workplace improvement activities. Our top leadership initiates it with a key message on Safety, followed by multiple appreciations and awards to teams working hard to improve every aspect of the process safely and ensuring zero room for any hazard. This culture promotes and engages every person working in the company to participate actively in continuous improvement and enhance the safety mindset. Activities, including HIRA (Hazard Identification and Risk Assessment), Safety Model Line, Safety Quiz, Safety Trainings, Ergonomics Improvement, etc. are organized to broadly engage everyone throughout the month.



Best Department in Safety Awareness award presented to Muhammad Sajid, GM Maintenance & Plant Engineering by CEO



Best Department in Safety Model Line award presented to Tanveer Siddiqui, AM-Engine Shop by SGM Manufacturing, Mr. Wali Muhammad

#### Environmental Management

Toyota considers environmental issues to be of paramount importance and constantly works to find solutions by applying new ideas and technologies ahead of future challenges. In October 2015, Toyota announced the

**Toyota Environmental Challenge 2050** comprising six challenges. It covers every aspect of our business, our exploration of new products and technologies and our role as an enabler for individuals and communities to learn about and improve the natural world around them. We have been striving to reduce the environmental burden attributed to automobiles to as close to zero as possible, while developing measures to contribute positively to the earth and its societies with the aim of achieving a sustainable society. Our global vision emphasizes the importance of, Respect for the Planet. Based on this approach, Toyota formulated its challenge 2050 as its long-term vision for environmental initiatives.

Our Environmental Management System (EMS) is a comprehensive framework that conforms to ISO 14001 standards. Business processes and operations are managed in accordance with our environmental policies and Toyota Global Standards. IMC is an ISO 14001:2015 certified company.

At IMC, we not only undergo regular ISO audits, but also check our environmental conservation activities by conducting internal audits within the company by applying our Environmental Assessment System (EAS), which is monitored globally throughout Toyota.

Continuing with our environmental objectives, we have formulated our Seventh Environmental Action Plan, a five-year action plan from 2021 to 2026, according to the Toyota Global Guidelines. We monitor our key performance indicators (KPIs) to manage our activities in compliance with our set rules and standards. IMC has made remarkable achievements in the past years and constantly raises the bar to promote the four pillars stated in the Global Environmental Commitment.

- (1) Establish a low-carbon emission society
- (2) Establish a recycling-based society
- (3) Reduce environmental risks and establish a society in harmony with nature
- (4) Promote environmental management

We provide multi-level environmental education for all employees based on the environmental management system at the plant level, as well as company-wide ISO 14001 internal auditors' training, to nurture environmental management system auditors and prepare leaders to guide the company's environmental conservation activities.

**IMC is the first automobile company in Pakistan to commence use of environment-friendly gas R-134a in car air-conditioning systems, instead of CFC-12**

The company has been expanding its environmental activities to all its business partners, including suppliers and dealerships nationwide, to promote environmental conservation and achieve our global environmental objectives.

Our initiatives include, capacity enhancement of the waste water treatment plant to recycle water for plantation purposes. We are equipped with an environment friendly co-generation Power Plant which operates on natural gas. The company has installed a thinner recycling machine to recycle used thinner and also dispose of hazardous waste through SEPA-certified contractors. In Ozone Protection, IMC is the first automobile company in Pakistan to commence use of environment-friendly gas R-134a in car air-conditioning systems instead of CFC-12.

### Environment Month

Toyota globally aims to achieve carbon neutrality by mid-century. In October 2015, it announced the Toyota Environmental Challenge 2050, and has been striving to reduce the environmental burden attributed to automobiles to as close to zero as possible, while developing measures to contribute a positive impact on the Earth and its societies with the aim of achieving a sustainable society by the year 2050.

In June every year, Toyota Motor Corporation celebrates the Environment Month across the TOYOTA world. IMC as an affiliate, has been an active participant over the years. This year, our Health, Safety and Environment team had organized several in-house activities planned throughout the month, ranging from tree plantation to eco drawing contests to surveys, etc.

The activities included the following:

### Tree Plantation at IMC

The Management and team of Indus Motor Company, engaged to plant 1,000 tree saplings on an area measuring two acres at IMC's Jungle Yard. It was the setting for a short, well put together show for planting a thousand young trees by the Management and team. Work is underway, to turn this once barren piece of land to a green space.



IMC Team at the Tree Plantation activity at the Company



IMC Senior Management at tree plantation event

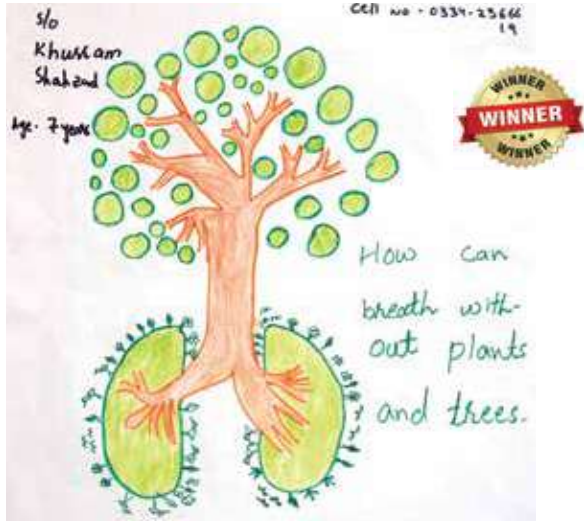


Tree plantation by Mr. Shinji Yanagi, Vice Chairman



### Children ECO Arts Competition

Another activity was an eco-drawing competition for children. The contest was open only for IMC employees' children, who could compete in two age categories i.e. Under 8 Years and 8 to 13 Years. The theme was in line with saving energy, CO2 reduction, saving water and waste management.



Winning drawing by 7 year old, Samiullah, son of Khuram Shahzad - Specialist, Press Shop



Winning drawing by 13 year old, Alvina, daughter of Faisal Nadeem - AM, Customer First Deptt.

### Social Media Contest

IMC encouraged the public to share their environment friendly initiatives with us on its social media platforms.



### Renewable Energy

The world is moving towards renewable energy to reduce the growing impact on the environment. IMC has become Pakistan's first company to install one of the largest roof-top mounted solar Photovoltaic (PV) plants and the largest Solar PV plant in the automobile industry in Pakistan. This is also the first such unit in the Toyota Asia Pacific region.

The Solar PV Plant has more than 10k PV panels that have a capacity of 4.5 MWp rating. The unit is expected to reduce the factory's carbon footprint by more than 3,000 tons annually and considerably reduce energy costs.

### "The largest Solar PV plant in the automobile industry in Pakistan"

This Solar PV Plant will offer the opportunity to make effective cost savings and move towards partial self-sufficiency in energy supply. Plans are underway to further enhance the solar capacity by an additional 1.3 MWp rating, in the near future.



IMC Senior Management being briefed on the Solar PV Plant



## HUMAN RESOURCES

The backbone of IMC has always been its employees. Their continuous hard work and the persistence to encourage a strong performance culture has always driven IMC towards its countless achievements. This is why IMC has core focus on fostering a culture of teamwork and continuous improvement. With the support of its employees, this year has been remarkable for IMC in achieving these goals, even during the pandemic.

### Amidst the Pandemic

This year, things were very different as COVID-19 hit the world. The pandemic affected the entire world and IMC was no exception. The Government imposed a lockdown for the safety of everyone and all business activities were halted. Even in these difficult times, IMC management remained committed to supporting its employees. No employee was laid off nor was there any pay cut; in fact, additional food rations were distributed to the workers in the difficult times when all businesses were closed. Once IMC reopened, it quickly gained pace. By using means such as work from home and virtual meetings, IMC helped its employees understand and adjust to the new normal.

Side by side, IMC also constantly created awareness regarding conditions pertaining to COVID-19 and the importance of following SOPs. High importance was placed on creating a safe environment for all employees. For this, every employee was tested for COVID-19, once operations resumed. IMC set up a COVID help desk to get suspected COVID cases tested, and track and trace close contacts of positive cases. Strict protocols, such as use of hand sanitizers, masks and social distancing were implemented throughout the plant. This created a safe working environment for the employees and, in turn, helped the employees' mental health too.

### Hiring Virtually

At the time when layoffs were the order of the day for businesses around the country, IMC's management

decided against having to resort to that painful step. On the contrary, it decided to stick it out together. With COVID-19 safety protocols in place, hiring people posed some challenge. Enters ZOOM, which back then, not many of us were familiar with. With in-person interviews not an option, our Human Resources explored the idea of conducting Zoom interviews, which to say, was a paradigm shift. It did take a bit of getting accustomed to in the beginning but the new normal caught on fairly quickly and today the initial candidate screening is carried out electronically as it definitely saves time, proving more efficient and hassle free.

### Employee Health Care

IMC has always treated the health of its employees as an utmost priority. As mentioned, since the pandemic has started, IMC has made sure that all SOPs are strictly followed.

Looking for a permanent solution to this disease and helping the country move towards herd immunity, IMC introduced the administration of COVID-19 vaccine within the facility. With the support of Government of Pakistan and Government of Sindh we have vaccinated all our employees against COVID-19. The process of administration within the facility was run in a very smooth and efficient manner, with each employee proudly wearing a Coronavirus vaccination badge provided by IMC.



Personnel hiring on Zoom in progress



COVID-19 vaccination underway at the Plant





Staff proudly display their  
“I’m COVID-19 Vaccinated” button badges

### Employee Engagement

Every year, IMC keeps its employees engaged through numerous activities to enhance its culture, motivate its employees, and maintain a healthy environment for employees to play their part productively. This year, IMC focused specifically on areas such as healthcare, gender inclusivity and culture.

IMC introduced an employee well-being framework called **Come Alive** under which various activities were carried out with the focus on improving employees' well-being. A Hepatitis awareness campaign was carried out along with vaccinations for employees. IMC also maintained an active COVID-19 help desk to provide support to its employees throughout the year. Additionally, a comprehensive medical examination was conducted for employees aged 50 years and above so that they could identify any health issue and make lifestyle changes. IMC has made continuous efforts to take care of its employees and to make them feel healthy, fit and happy.



This year, there has been special focus on inducing a culture that further fosters gender inclusivity. IMC has worked on building acceptance within the company and its employees by showcasing a gender diverse workforce. This has helped in bringing ownership and acceptance within the employees and creating a more conducive environment. Women's Day was celebrated in full swing,

recognizing employees through tokens of appreciation and involving the male employees to take initiatives and challenge themselves to empower women.



Happy faces in the Plant

Furthermore, IMC has taken a huge step forward by introducing an **Employee Helpline** for query resolution (0800-46387) that is operational 24/7. This is to ensure a faster, hassle free way for our employees to reach us and have their queries answered, such as leave and attendance information, loan information, final settlement, etc.





# OPERATIONS

## Highest Ever Production

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



Training Centre Team celebrating at the Plant

## Post COVID Lockdown Impact

Being the largest manufacturing industry, the whole auto sector plunged into a deep crisis during the nationwide lockdown as a result of COVID-19.

The momentum started picking up since July 2020 and, due to overwhelming demand, the company went for double-shift production, which helped meet demand and reduce delivery lead time. IMC has been striving to meet the expectations of its customers and one of them is offering earliest delivery.

## Shipment Delay Impact

Due to delay in arrival of parts owing to congestion at ports

in Singapore, all shipments coming via Singapore were delayed by 15-20 days.

The company did multiple air shipments and month by month production adjustments as per shipment arrival. Timely actions led us to achieve the highest-ever production and sales during March 2021.

## Asia Excellent Quality Award

IMC has been awarded the Asia Excellent Quality Award this year by Toyota Daihatsu Engineering & Manufacturing for the year 2020. Only Indus Motor Company, Toyota Motor Thailand and P.T. Astra Daihatsu Motor, Indonesia have achieved this landmark among all Asian affiliates.



This Award is given to those affiliates which show outstanding results in local vehicle manufacturing quality. The judgment criteria is based on taking quick action to resolve market complaints and prevent field action, the resultant in market defect outflow and inconvenience to the customer.

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

All this has been achieved with the dedication and commitment to quality of all team members at IMC.

#### Quality Person Award

One of IMCs Team Members from the Weld Shop, Mr. Asghar Hussain received the *Quality Person Award* for the year 2020 from Toyota Daihatsu Engineering & Manufacturing (TDEM).

The Award criterion is based on the *Customer First and Quality First* mindset. Mr. Asghar was judged to be the best quality person at IMC, based on TDEM global criteria, for his outstanding observation - outside his job scope - in stopping a critical defect to move on.



#### Localization

Indus Motor Company is the proud custodian of **Make in Pakistan**. We are honored to be the pioneer of local engineering base development in the country. We have invested for the localization of parts in creating value not only for the exchequer but the livelihoods of millions of people associated with the vendor industry. We proudly claim that majority of the parts you can touch and see in our flagship products, are localized.

The auto sector in Pakistan has around 3 million employees, associated directly and indirectly. Auto industry

has enabled over 60 Technical Agreements for the transfer of technology that helped increase productivity of workers and innovation. Today there are more than 350 registered members producing parts for the local auto industry.

It is pertinent to mention that the last couple of years had been challenging. COVID-19 has compelled businesses across the globe to adapt and evolve. It has redefined the business processes and philosophies. Pakistan's auto industry was the worst victim of the pandemic as production stood at zero in mid last year. Despite all the challenges, IMC took the leap as a caring leader and offered interest free loans to its vendors and dealers who were battling financial crunches due to the pandemic. In addition, incremental air freight costs, closely monitoring vendors' supply chain, and ensuring strict adherence to all COVID related SOPs at their premises are few of the challenging measures taken to fulfill our commitment.

Our commitment to localization and customer centric approach has made Toyota the most reliable and loved auto brand in Pakistan and we are confident that the coming years will add exponentially to this bonding.

Furthering this commitment towards our industry and our country, IMC has a strategy of progressive localization, not just in upcoming models, but also in existing ones. However, this time around, we were faced with another great challenge. Our engineers had to manage the entire development process remotely, owing to local and international travel restrictions. Managing the entire development remotely is a challenge in itself, but doing so while ensuring no compromise in quality, is another achievement that we are proud of. After all, we always put our Customers First!



## INFORMATION TECHNOLOGY

### Digital Transformation in Challenging Times

In FY 20-21, the world faced the most challenging pandemic in recent history; it impacted every business across the world, including Pakistan. These challenges resulted in a push towards rapid adaptation of Technology and Digital Transformation as the need of the hour.

In these times of tough economic challenges and public health emergencies caused by the novel Coronavirus, the Information Technology Department at IMC adopted a smart and frugal innovation strategy. Digital transformation with a purpose, has been the mantra that has worked well for IMC over the years. A comprehensive Start-Stop-Continue (SSC) analysis was done at the beginning of the year to rationalize those initiatives that add value in the backdrop of economic and health challenges. The IT initiatives undertaken in the current fiscal year can be broadly categorized in two distinct categories. First is the Business Process Automation with the eventual goal of achieving customer delight and cost-efficiency. The second is Digital Transformation Initiatives, the ultimate goal of which is to enhance the human resource capacity of IMC staff so that they can operate on a remote basis with safety and efficiency, as prescribed by social distancing guidelines.

### Toyota Smart Purchase

IMC, as the market leader, has always been on top of the game in all areas of business. This direction has enabled the Information Technology Department to look ahead of the times and grow solutions for tomorrow. One such initiative is the **Toyota Smart Purchase**, which aims to digitally transform the sales landscape of IMC. Toyota Smart Purchase is designed to keep Customer Satisfaction at the heart of the solution, providing both convenience and the fastest vehicle booking process in the automotive industry. Toyota Smart Purchase is the industry's first digital vehicle booking system which provides convenience to book Toyota vehicles from the IMC portal and pay via 1Link 1Bill online payment effortlessly from the convenience of your desktop.



### Work from Home Enablement

The Information Technology Department worked tirelessly to support business operations in the challenging times of lockdowns due to the COVID-19 pandemic. To ensure business continuity, IMC needed its staff to be enabled to work from home. To support the requirement, the Information Technology Department implemented a number of technologies, including online meetings through Microsoft Teams and Zoom. Laptops, PCs and mobile phones were provided to the staff working from home. To ensure Information Systems Security in the ever-increasing cyber threat landscape, IT improved the current Security tools by implementing the Next Generation Palo Alto Firewall for better protection.

### Contactless Business Workflows

To reduce paperwork for approvals and move to a complete contactless environment, IT implemented Microsoft Sharepoint for handling approval workflows digitally. These improvements were implemented in General Document Approvals, Gate Pass Approvals, Travelling Requests, SAP Authorization Requests, and Claim Vouchers. Due to such implementations, IMC was able to run contactless business processes in the times of COVID-19.

### Cloud Migration for Higher Availability

As part of its carefully engineered hybrid cloud strategy, IMC has migrated several mission-critical business applications to Cloud. One such application is **Genesis**, which is being extensively used at dealerships to cater to Customer Relations and the After-sales business.

### NADRA Integration for Customer Verification

IMC implemented many digital transformation solutions to improve business efficiency and compliance. One such integration is with NADRA. It will ensure customer biometric verification for booking and delivery of vehicles, eventually minimizing the risk of frauds or identity thefts.

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

The Information Security function has gained significant prominence in the wake of ever-increasing cyber threats. In order to ensure Confidentiality, Integrity and Availability (CIA) of the enterprise data, there needs to be constant focus on improving IT Security policies and procedures. In the current year, IMC reassessed and improved its Business Continuity Planning (BCP)/ Disaster Recovery Planning (DRP) with the help of a reputed Big4 firm and also performed a successful DR drill. This has provided adequate assurance to the Board and shareholders about the strength of IMCs BCP/DR plan readiness. In order to improve physical security within the plant, an RFID/ Fingerprint-based Access Control mechanism has been deployed to ensure authorized access.



### Future Outlook

Customer delight lies at the center of IMC's IT strategy. We will continue to build on the momentum that has been achieved on the Digital Transformation front. The novel Coronavirus has posed unprecedented challenges but we believe that with strong leadership and through smart and frugal use of digital technologies, we will come out even stronger than before.

Toyota Vision 2025 talks about achieving **4Most**, in business and contributing to society as *The Best in Town* Company.

IMC IT will be a key enabler for achieving this vision of being the Company with Most Customers, Most Profitable, Most Competitive and Most Innovative.



# CORPORATE SOCIAL RESPONSIBILITY

At IMC, sustainability is fundamental to how we do business. Under the *Guiding Principles at Toyota*, we seek to be a good corporate citizen of the world and to contribute to economic, social and environment development through corporate activities in the communities we conduct business in. Our continuous endeavor is to optimize the benefits of our social contribution by working with partners; by using our resources more effectively and duly concentrating on initiatives that address real social needs.

In 2015, Toyota announced the **Toyota Environmental Challenge 2050** to move toward a society where people,



cars, and nature can coexist in harmony. The six challenges are set to go beyond zero environmental impact, hoping to achieve a carbon neutral society by the year 2050.



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

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

## Environment and Ecological Conservation



Our environmental policy helps us create an environmentally responsible business. It is the foundation stone for the way we manage environmental matters throughout our business, in accordance with international and national standards and regulations.

## Million Tree Plantation Program



Deforestation is a global environmental concern. Pakistan,



unfortunately, has one of the highest deforestation rates, considering the unabated destruction of forests and felling of trees to make way for urban development. Trees play an important role in regulating the climate because of their ability to absorb CO<sub>2</sub> (carbon dioxide) from the air and release oxygen back into it.

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

**1/2 Million**  
tree saplings planted

During the year, over 200,000 tree saplings were planted across the country and cumulative, we have surpassed the half million mark.

## Sustainable City Drive



The 5S methodology is a workplace organization method and systematic form of visual management that increases productivity, efficiency, safety and organization of one's immediate environment. It refers to five Japanese terms used to describe the steps of the 5S system of visual management, each term starting with an 'S' i.e. *Seiri, Seiton, Seiso, Seiketsu, and Shitsuke*, translated to English as Sort, Set in Order, Shine, Standardize, and Sustain, respectively.

To benefit a wider audience outside the realm of IMC and its partners, the outreach **Toyota 5S Ecological Conservation Program**, was coined in collaboration with the *United Nations Association of Pakistan*. The prime objective of the program is to educate children and young adults, through online awareness raising sessions, about the Toyota 5S Philosophy and its application, plastic



## Concern Beyond Cars



pollution and tree plantation that help in environmental conservation and develop this mindset amongst them that will create a sustainable and positive impact on the environment.

participation from  
**50,000+**  
individuals

Owing to the COVID-19 situation, all 68 sessions were held on-line and received an overwhelming response from over 50,000 participants across the country. The sessions attracted varied age groups and represented individuals which apart from students, included homemakers and professionals i.e. architects, lawyers, engineers, etc. Each participant was awarded with an E-Certificate of Participation upon the session's conclusion. Many participants, post sessions, actually put the learning to practice which was the ultimate objective.

### Social Empowerment Program



Indus Motor's Social Empowerment Program consists of a wide range of activities designed to meet its social investment, social impact management and strategic social investment requirements. Our approach to this program is a holistic one; encompassing a wide range of CSR activities and projects which are one of their own kind in originality and uniqueness,

From taking care of immediate needs - food and health - to early childhood education, our program is intended to

become sustainable once the community is empowered enough to sustain these initiatives.

Indus Motor currently supports six goths (villages) neighbouring the company; the sixth one - **Nadee Goth** - with residents from Hindu community, added during the year.

It is to claim that this program has become self-sustaining within a specific time frame, hence we feel that it is a step in the right direction.

### Toyota Goth Education Program



The Company's flagship Toyota Goth Education Program (T-GEP), run in collaboration with **The Citizens Foundation**, for the 13th running year, was initiated under IMC's **Neighbouring Community Upliftment Program** for providing quality education from grass-root level, to economically disadvantaged out-of-school children living in **goths** (villages) neighbouring IMC, providing full financial support for elementary and secondary school education.

There are currently over 250 students from five villages, enrolled under T-GEP studying at five TCF campuses located at Karachi whilst 17 students are pursuing higher secondary education. In addition to this, around 1,100 students are currently studying at three TCF campuses located at Karachi, Hyderabad and Muzaffargarh. These three schools are financially supported by IMC, two of which at Hyderabad and Muzaffargarh, have been built by IMC.



**1,350**

Student  
Scholarships

During the year, an additional 30 children from Nadee Goth (6<sup>th</sup> village added during the year to the existing five villages supported by IMC) have been selected for enrolment for the next academic year beginning August 2021.



The "eager to go to school" children of Nadee Goth

#### Markhor 2020



IMC believes in an inclusive and equitable quality education for all and it is our young people, the beacons, who will lead Pakistan into the future. It is always our endeavour to support women empowerment and leadership and, the Markhor is just the platform that provides the opportunity to a young diverse audience.



CEO IMC with the Toyota Goth Education Program students, at Khanpur Dam

IMC has been a sponsor of the **Markhor** for the past many years. This year, the Company served as the official Women Leaders' Partner in the annual youth leadership conference, held in March 2021 at Khanpur Dam, Haripur. Organized by The Youth Impact (a non-profit organization), the Markhor is a wilderness based experiential learning program that aims to bring high potential youth of Pakistan together and inculcate a spirit of social leadership amongst them.


Of the total ten students sponsored, eight were from IMC's

flagship *Toyota Goth Education Program* whilst two hailed from Quetta. The recipients of the scholarships are to serve as brand ambassadors and selected purely on merit and need basis.

#### Medical Camps



Healthy people drive strong economies. Since its inception, Indus Motors has been engaged proactively, in improving the overall health and well-being of the communities it supports. Through its current partner, *Saylani Welfare International Trust*, IMC conducts free medical camps, thrice every week, for residents of villages. However, owing to the serious COVID-19 situation, frequency of camps was disturbed during the latter half of the year.

 **6,000+**  
patients treated

This year, more than 6,000 patients were treated, resulting in increased life expectancy.

#### Psychiatric Medical Camps



Mental illness is the most neglected and underserved area of public health. In low and middle-income countries, like Pakistan, people with mental disorders receive no treatment for their illness. This is owing to the unaffordable cost of mental health treatment for the economically disadvantaged. Another factor is the social stigma attached with people with mental health conditions who often experience severe human rights violations and discrimination.



IMC in collaboration with the *Basic Needs Pakistan*, has been carrying free, fortnightly psychiatric camps, in villages neighbouring the company. Many people with psychiatric ailments have benefitted from the treatment and continue to do so. From FY 2021-22, our new partner for this community service will be *Karwan e Hayat*.

 **1,400+**  
individuals under treatment



### Rations Distribution During Ramadan



Since 2006, IMC has engaged in distributing food rations amongst its neighboring communities during Ramadan. Similar to the previous year, this year too, the activity was outsourced to our trusted partner *Saylani Welfare International Trust*, who managed the logistics and distribution of ration hampers amongst 1,300 families spread across six villages neighbouring IMC.



Rations distribution underway at a neighbouring village

This activity replaced the weekly food distribution during Ramadan, and was conducted amidst the city wide smart lockdown following the third COVID-19 wave.

### Food Distribution



Another regular weekly activity, undertaken in collaboration with *Saylani Welfare International Trust*, is distribution of cooked food amongst the under privileged resident families of villages



IMC Interns distribute cooked food in the goth

# 87,000

individuals benefitted

supported by IMC. Special care is taken to ensure that the food served is good quality with high nutrient value. This year, around 87,000 people benefitted from this service.

### Support to Health Care Service



We believe that a healthy and productive population contributes to economic development and reduces health expenditure burden. Poor health limits opportunities and increases poverty within communities. It also affects water and sanitation, gender equality and peace and stability. Taking into consideration these imperatives, our interventions in this field focus on provision of basic health facilities to the underprivileged communities at their doorstep and support for SDG 3 - Good Health and Well-being. We regularly donate to hospitals, blood banks and other healthcare institutions which provide life-care and health-care services to the disadvantaged.

During the year, the Company made the following major donations:

### The Shaukat Khanum Cancer Hospital, Karachi



The *Shaukat Khanum Memorial Cancer Hospital & Research Centre's* (SKMCH), under construction facility at Karachi is the third and most modern cancer facility being built on 20 acres of land at DHA City. The hospital's construction is expected to be completed over three years at an estimated cost



IMC Vice Chairman, Mr. Shinji Yanagi & CEO Mr. Ali Asghar Jamali in Islamabad to present the cheque to the Prime Minister for the Shaukat Khanum Hospital

of Rs.13 billion with state-of-the-art diagnostic, radiation and treatment facilities, all under one roof, where over 75% cancer patients will receive free cancer care, primarily catering to patients in Karachi, Sindh and Baluchistan.

IMC as a socially responsible company, has over the years, donated generously to the SKMCH and includes assistance for COVID-19 intervention. As a lasting legacy and homage to the late Ali Suleman Habib, Indus Motor Company's Founding Chairman, the Company has pledged Rs. 60 million support to the SKMCH towards the construction and infrastructure development of its Karachi facility. The first tranche of Rs. 20 million was released during the year.

#### Patients' Aid Foundation



The *Patients' Aid Foundation* (PAF), of the Jinnah Postgraduate Medical Centre, Karachi, is a non-profit organization, dedicated to serving humanity and enriching healthcare since 1991. Through the years, PAF

has worked with JPMC to provide quality healthcare, free of cost to all.

The state-of-the-art Surgical Complex at Karachi, is the largest of its kind in the country, built on six floors and spread over approximately 220,000 sq ft area, increasing the surgical capacity at JPMC by 450 beds. The 1st phase of this mega facility is operational.

Historically, Indus Motor has donated a total sum of Rs.160 million towards construction of the Surgical Complex facility. One of the floors of this multi storied complex is dedicated to the House of Habib. During the year, Indus Motor released a donation of Rs 12 million to Patients' Aid Foundation towards operational expenses of the facility.

## Battling COVID-19

#### Sindh Institute of Urology & Transplantation



For the last nearly forty years, the *Sindh Institute of Urology and Transplantation* (SIUT), has been providing quality healthcare, absolutely free, to deserving patients through its countrywide network of multiple tertiary and secondary care hospitals and various public health awareness programs spread across Pakistan.

The SIUT has also been at the forefront of the battle against Coronavirus in Pakistan. The dynamics of the hospital were rapidly transformed to adjust to the demands placed on the system by the pandemic, including a revision of the scope of services, expansion of the infrastructure, as well as the initiation of diagnosis and treatment of COVID-19 in line with internationally recommended guidelines.

During the year, Indus Motor made a donation of Rs 5 Million, the cheque presented by Mr Asad Abdullah, IMC Head CSR & Media Management, to Professor Anwer



Cheque presented to Professor Anwer Naqvi, Professor of Urology SIUT by Mr Asad Abdullah, IMC Head of CSR & Media Management.

Naqvi, Professor of Urology SIUT and Provost, SIUT Institute of Medical Sciences.

#### The Indus Hospital & Health Network



The *Indus Hospital & Health Network* or Indus Hospital (IH), as it is more commonly known, is one of the major healthcare centre's of the country and since its inception in 2007, has been providing quality healthcare, free-of-cost, to the most vulnerable of the society. It has also been at the forefront of the battle against Coronavirus in Pakistan. It has the privilege to be Pakistan's first paperless hospital and has now become a symbol of hope for the most vulnerable members of the society.



Cheque presented to Dr Abdul Bari, CEO Indus Hospital, by Mr Asad Abdullah, IMC Head of CSR & Media Management.

Indus Hospital is a not-for-profit healthcare system that solely relies on public donations and IMC has over the years, been a regular contributor towards running the hospital's operations.

This year too, a donation cheque for Rs 2.5 Million was presented to the hospital's Chief Executive, Dr Abdul Bari, by IMC's Mr Asad Abdullah, Head CSR & Media Management.



## TRANSFORMING LIVES



Umaina with her mother

### Umaina Teacher - TCF School

In 2012, Umaina was enrolled to the Toyota Goth Education Program (T-GEP), studying in Class II at The Citizens Foundation (TCF) school near Saleh Mohammad Goth, where she lives with her parents.

Whilst Umaina studied there, her mother worked at the same school as a peon to make ends meet.

"To support the family, my mother served the school as a peon, which I didn't quite like as a child. It was then that I made a promise to myself that I would one day be a teacher. As fate would have it, my father passed away and with my mother as the sole bread earner for the family, it became increasingly difficult for me to continue studies. My mother, however, was not the one to give in to the circumstances and stood like a pillar with me. She wanted to see her daughter educated. I guess I have inherited this determination from her."

Umaina has passed her Matriculation and today, proudly teaches at the same TCF campus, she had earlier studied. When the determination is there, then the sky is the limit.

Saleh Mohammad Goth which neighbours IMC, is one of the six under privileged villages, supported by the Company under its Neighbouring Community Upliftment Program.

### Zeeshan Hussain Apprentice Team Member- Weld Shop

Zeeshan Hussain comes from Abdullah Goth, a village neighbouring IMC and belongs to the first batch of the Toyota Goth Education Program (T-GEP) operating under IMC's flagship CSR initiative, the Neighbouring Community Upliftment Program. After completing his matriculation with an A-One grade, he was counseled by IMC's CSR team to pursue Higher Secondary education and thus also completed his Intermediate.

Later, he showed interest in building his career through IMC's flagship Apprenticeship Program and joined IMC in 2020. He is currently working in the Weld Shop, mastering the ropes and developed a confidence to match.

Zeeshan is a true success story and a source of pride and inspiration for many including those in his village. When the determination and will to achieve something is there, then opportunities find their own way.



# GLOBAL VISION FOR THOSE WE SERVE

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

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



## Customers

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



## Shareholders

Ensure sustainable growth by fostering the virtuous circle:

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



## Employees

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



## Business Partners

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



## Global Society/Local Communities

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

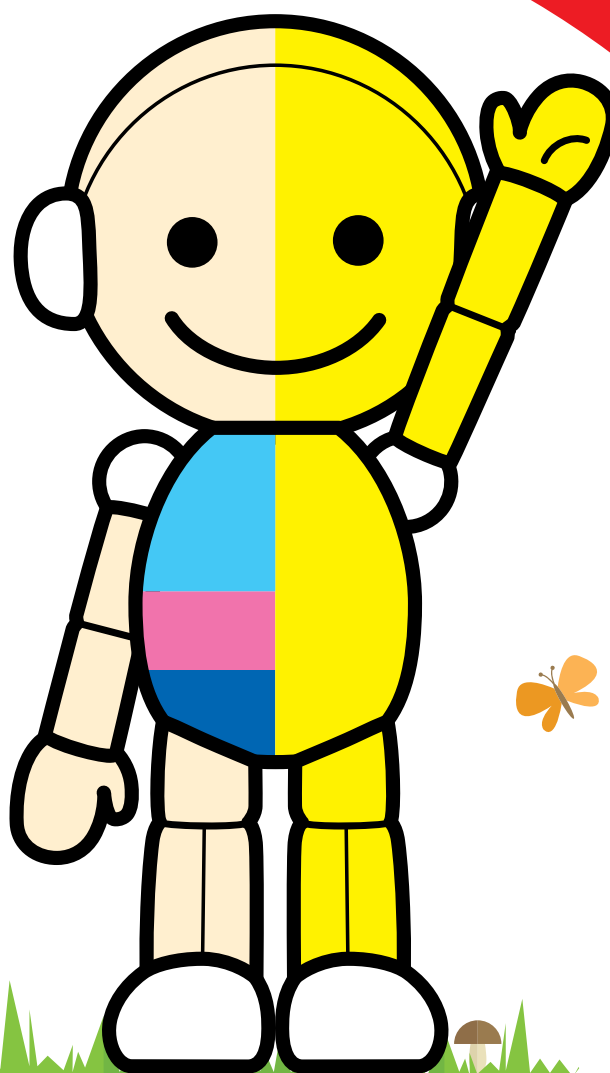


## ***FUN FACTS & TIPS FOR SAFETY***



**TOYOTA**

**Hello!  
I am  
THUMS**



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

## YOU NEVER DRIVE ALONE

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



## SAFETY MULTIPLIER

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



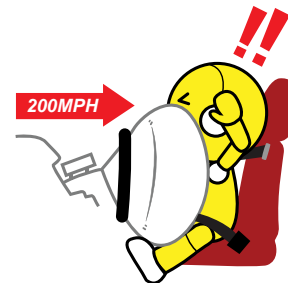
## S IS FOR SAFETY

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



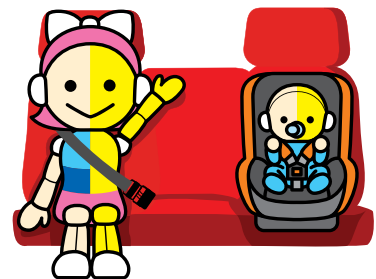
## AIRBAG SPEED

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



## AIRBAGS ENDANGER CHILDREN

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



## SAVED BY A SEATBELT

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



## SAFETY FEATURES TO KNOW

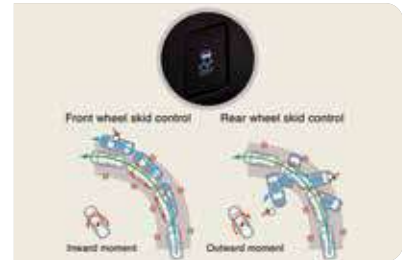
### ISOFIX CHILD SEAT ANCHORS

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



### VSC (VEHICLE STABILITY CONTROL)

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



### GOA BODY WITH REINFORCEMENT

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



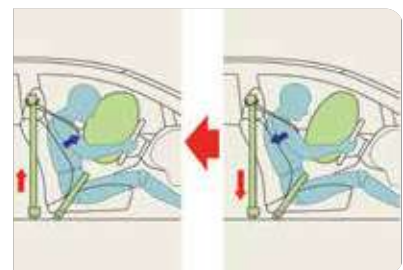
### DUAL SRS AIRBAGS

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



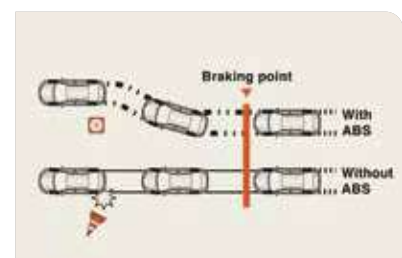
### SEATBELT: PRETENSIONER WITH FORCE LIMITER & ELR

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



### ABS AND EBD

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





## AWARDS AND ACCOLADES





Quality Person Award 2020 presented to IMC's Mr Asghar Hussain (R) by IMC CEO, Mr Ali Asghar Jamali



CSR Award conferred by The Professional Networks presented to IMC CFO, Mr Mohammad Ibadullah by Mr Shariq Vohra, President KCCI



The 17<sup>th</sup> Annual Environment Excellence Award 2020 conferred by NFEH presented to IMCs, Mr Faisal Meghani by Syed Nasir Hussain Shah Provincial Minister, Govt. of Sindh.



The 13<sup>th</sup> CSR Award 2021 conferred by NFEH presented to IMC's Mr Muhammad Arshad by Mr Taimur Talpur, Minister Information, Science & Technology, Government of Sindh.







# ***FINANCIAL STATEMENTS***

# STATEMENT OF COMPLIANCE WITH LISTED COMPANIES

(Code of Corporate Governance) Regulations, 2019

Indus Motor Company Limited  
For the year ended June 30, 2021

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

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

1. The total number of Directors are ten (10) as per the following:
  - a. Male: Nine (9)
  - b. Female: One (1)
2. At the year ended June 30, 2021, the composition of the Board of Directors (the Board) is as follows:

Category	Names
Independent Directors*	Mr. Azam Faruque Mr. Riyaz T. Chinoy Syeda Tatheer Z. Hamdani
Non-Executive Directors	Mr. Mohamedali R. Habib Mr. Imran Ali Habib Mr. Muhammad Hyder Habib Mr. Noriaki Kurokawa Mr. Tetsuya Ezumi
Executive Directors	Mr. Shinji Yanagi Mr. Ali Asghar Jamali

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

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

3. The Directors have confirmed that none of them is serving as a Director on more than seven listed companies, including this Company (excluding the listed subsidiaries of listed holding companies where applicable);
4. The Company has prepared a Code of Conduct and has ensured that appropriate steps have been taken to disseminate it throughout the Company along with its supporting policies and procedures.
5. The Board has developed a vision/mission statement, overall corporate strategy and significant policies of the Company. The Board has ensured that complete record of particulars of the significant policies alongwith their date of approval or updating is maintained by the Company;

6. All the powers of the Board have been duly exercised and decisions on relevant matters have been taken by the Board / shareholders as empowered by the relevant provisions of the Companies Act, 2017 and the Regulations.
7. The meetings of the Board were presided over by the Chairman. The Board has complied with the requirements of the Act and the Regulations with respect to frequency, recording and circulating minutes of the meeting of the Board.
8. The Board has a formal policy and transparent procedures for remuneration of Directors in accordance with the Act and these Regulations.
9. Out of 10 Directors, 8 Directors are duly certified or exempted, from the Directors' Training Program. During the year, the Company has arranged training program for a female executive namely, Ms. Rizwana Khatoon, Senior Manager Finance, under the Director's training program.
10. The Board has approved appointment of the Head of Internal Audit, including his remuneration and terms and conditions of employment and complied with relevant requirements of the Regulations. During the year, there has been no change in the position and terms and conditions of employment of the Company Secretary and Chief Financial Officer (CFO).
11. The CFO and Chief Executive Officer (CEO) have duly endorsed the financial statements before approval of the Board.
12. The Board has formed Committees comprising of members given below:

Name of Committees	Names of members and Chairman	
Board Audit Committee	Mr. Azam Faruque	Chairman
	Mr. Muhammad Hyder Habib	Member
	Mr. Imran Ali Habib	Member
	Mr. Noriaki Kurokawa	Member
	Mr. Tetsuya Ezumi	Member
	Mr. Riyaz T. Chinoy	Member
Board HR & Remuneration Committee	Mr. Azam Faruque	Chairman
	Mr. Mohamedali R. Habib	Member
	Mr. Shinji Yanagi	Member
	Mr. Ali Asghar Jamali	Member
	Syeda Tatheer Zehra Hamdani	Member

13. The terms of reference of the aforesaid Committees have been formed, documented and advised to the Committees for compliance.
14. The frequency of meetings of the Committees during the year was as per the following:
  - Board Audit Committee                      Quarterly meetings
  - Board HR & Remuneration Committee      Annual meeting
15. The Board has set up an effective internal audit function who is considered suitably qualified and experienced for the purpose and is conversant with the policies and procedures of the Company.
16. During the year, one casual vacancy occurred on the Board that was duly filled up by the Directors within the prescribed number of days.



17. The statutory auditors of the Company have confirmed that they have been given a satisfactory rating under the Quality Control Review program of the Institute of Chartered Accountants of Pakistan (ICAP) and registered with the Audit Oversight Board of Pakistan, that they and all their partners are in compliance with the International Federation of Accountants (IFAC) guideline on Code of Ethics as adopted by the ICAP and that they and the partners of the firm involved in the audit are not a close relative (spouse, parent, dependent and non-dependent children) of the Chief Executive Officer, Chief Financial Officer, Head of Internal Audit, Company Secretary or Director of the Company.
18. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the Act, these Regulations or any other regulatory requirements and the auditors have confirmed that they have observed IFAC guidelines in this regard.
19. We confirm that all requirements of regulations 3, 6, 7, 8, 27, 32, 33 and 36 of the Regulations have been complied with..



Mohamedali R. Habib  
Chairman  
Indus Motor Company Limited

Karachi  
August 26, 2021

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

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

We have reviewed the enclosed Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 (the Regulations) prepared by the Board of Directors of Indus Motor Company Limited (the Company) for the year ended June 30, 2021 in accordance with the requirements of regulation 36 of the Regulations.

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

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

The Regulations require the Company to place before the Audit Committee, and upon recommendation of the Audit Committee, place before the Board of Directors for their review and approval, its related party transactions. We are only required and have ensured compliance of this requirement to the extent of the approval of the related party transactions by the Board of Directors upon recommendation of the Audit Committee.

Based on our review, nothing has come to our attention which causes us to believe that the Statement of Compliance does not appropriately reflect the Company's compliance, in all material respects, with the requirements contained in the Regulations as applicable to the Company for the year ended June 30, 2021.



A. F. Ferguson & Co.  
Chartered Accountants  
Karachi  
Date: August 31, 2021

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

## **Opinion**

We have audited the annexed financial statements of Indus Motor Company Limited (the Company), which comprise the statement of financial position as at June 30, 2021, and the statement of profit or loss, the statement of comprehensive income, the statement of changes in equity, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, statement of profit or loss, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Companies Act, 2017 (XIX of 2017), in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at June 30, 2021 and of the profit and other comprehensive income, the changes in equity and its cash flows for the year then ended.

## **Basis for Opinion**

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

## **Key Audit Matters**

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

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Following are the Key audit matters:

S. No.	Key audit matters	How the matter was addressed in our audit
(i)	<p><b>Revenue from contracts with customers</b></p> <p>(refer notes 2.21 and 29 to the annexed financial statements)</p> <p>The Company is engaged in the manufacturing and sale of motor vehicles and related spare parts. Revenue is recognised when performance obligation is satisfied by transferring control of a promised good to a customer. The Company recognised revenue aggregating to Rs. 179.162 billion, net of discounts and commissions, for the year ended June 30, 2021.</p> <p>We considered revenue as a key audit matter due to the large volume of transactions, significant increase in revenue as compared to last year and revenue being one of company's key performance indicator. In addition, revenue was also considered as an area of significant audit risk as part of the audit process.</p>	<p>We performed, amongst others, the following audit procedures:</p> <ul style="list-style-type: none"> <li>Assessed the design, implementation and operating effectiveness of the key internal controls involved in revenue recognition;</li> <li>Understood and evaluated the accounting policy with respect to revenue recognition;</li> <li>Performed testing of revenue transactions on a sample basis with underlying documentation including dispatch documents and sales invoices;</li> <li>Tested on a sample basis, specific revenue transactions recorded before and after the reporting date with underlying documentation to assess whether revenue was recognised in the correct period;</li> <li>Performed recalculation of discounts and commission as per the Company's policy on test basis;</li> <li>Performed audit procedures to analyze variation in the price and quantity sold during the year; and</li> <li>Assessed the adequacy of disclosures made in the financial statements related to revenue.</li> </ul>

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S. No.	Key audit matters	How the matter was addressed in our audit
(ii)	<p>Estimates involved in the provision for warranty obligations</p> <p>(refer note 24.4 to the annexed financial statements)</p> <p>The Company normally provides warranty on its locally manufactured vehicles to customers and maintains a provision in this respect, which amounts to Rs 1,658.657 million as at June 30, 2021. The management carries out a semi-annual exercise to assess the reasonableness of the provision for warranty obligations retained in the financial statements. The management and the Board of Directors of the Company consider it as a significant estimate and the provisioning methodology is regularly reviewed by the Board's Audit Committee. Management's estimates consider historical claims experience, including the nature, frequency, severity and average cost of claims of each vehicle line or each model year of the vehicle line. In ascertaining the adequacy of the provision, the Board takes into account the trend of regular warranty claims and any previous incidents of recall.</p> <p>Due to the significance of the provision balance and related significant estimation involved, we considered it as a key audit matter.</p>	<p>We performed, amongst others, the following audit procedures:</p> <ul style="list-style-type: none"> <li>• We obtained an understanding of the warranty process, evaluated the company's accounting policy and assessed the design and operating effectiveness of relevant internal controls;</li> <li>• We evaluated the appropriateness of the Company's methodology for calculating the charge of warranty provisions for the year and tested the basis for the assumptions developed and used in the determination of the warranty provisions;</li> <li>• We assessed the reasonableness of the assumptions used in determination of the warranty provision and tested the validity of the data used in the calculations; and</li> <li>• We assessed the adequacy of disclosures made by the Company in accordance with the applicable financial reporting framework.</li> </ul>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- (a) proper books of account have been kept by the Company as required by the Companies Act, 2017 (XIX of 2017);
- (b) the statement of financial position, the statement of profit or loss, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;
- (c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and
- (d) zakat deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980), was deducted by the company and deposited in the Central Zakat Fund established under section 7 of that Ordinance.

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



A. F. Ferguson & Co  
Chartered Accountants  
Karachi  
Date: August 31, 2021

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# Statement of Financial Position

As at June 30, 2021

	Note	2021	2020
		------(Rupees in '000)-----	
<b>ASSETS</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	4	15,769,862	16,501,642
Intangible assets	4	39,784	72,550
Long-term loans and advances	5	16,857	12,639
Long-term deposits	6	10,020	10,020
Long-term investments	7	3,127,175	-
Deferred taxation - net	8	230,553	64,491
		<b>19,194,251</b>	<b>16,661,342</b>
<b>Current Assets</b>			
Stores and spares	9	420,105	478,455
Stock-in-trade	10	22,288,961	15,932,791
Trade debts - unsecured	11	517,138	1,141,711
Loans and advances	12	6,263,003	2,990,543
Short-term prepayments	13	36,999	27,272
Accrued return	14	109,996	111,128
Other receivables	15	983,119	438,655
Taxation - net	17	-	130,725
Short-term investments	16	82,052,447	41,194,878
Cash and bank balances	18	2,039,797	1,171,064
		<b>114,711,565</b>	<b>63,617,222</b>
<b>TOTAL ASSETS</b>		<b>133,905,816</b>	<b>80,278,564</b>
<b>EQUITY</b>			
<b>Share Capital</b>			
Authorised capital 500,000,000 (2020: 500,000,000) ordinary shares of Rs 10 each		<b>5,000,000</b>	<b>5,000,000</b>
Issued, subscribed and paid-up capital	19	<b>786,000</b>	<b>786,000</b>
Reserves	20	<b>47,415,465</b>	<b>40,383,391</b>
		<b>48,201,465</b>	<b>41,169,391</b>
<b>LIABILITIES</b>			
<b>Non-Current Liabilities</b>			
Long term loan	21	<b>589,837</b>	<b>459,361</b>
Deferred Revenue		-	3,799
Deferred Government grant	22	<b>6,023</b>	<b>19,965</b>
Gas Infrastructure Development Cess Payable	23	<b>149,573</b>	-
		<b>745,433</b>	<b>483,125</b>
<b>Current Liabilities</b>			
Current portion of long term loan	21	<b>373,303</b>	<b>85,735</b>
Current portion of deferred revenue		<b>3,799</b>	<b>28,420</b>
Current portion of deferred Government grant	22	<b>34,680</b>	<b>27,690</b>
Current portion of Gas Infrastructure Development Cess Payable	23	<b>41,522</b>	-
Unclaimed dividend		<b>330,370</b>	<b>357,066</b>
Trade payables, other payables and provisions	24	<b>30,288,196</b>	<b>13,593,480</b>
Advances from customers and dealers	25	<b>51,266,776</b>	<b>24,533,657</b>
Taxation - net	17	<b>2,620,272</b>	-
		<b>84,958,918</b>	<b>38,626,048</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>133,905,816</b>	<b>80,278,564</b>
<b>CONTINGENCIES AND COMMITMENTS</b>	28		

The annexed notes 1 to 50 form an integral part of these financial statements.



**Mohammad Ibadullah**  
Chief Financial Officer



**Ali Asghar Jamali**  
Chief Executive



**Shinji Yanagi**  
Vice Chairman & Director

# Statement of Profit or Loss

For the year ended June 30, 2021

	Note	2021 ------(Rupees in '000)-----	2020
Revenue from contracts with customers	29	179,161,727	86,167,016
Cost of sales	30	(162,508,017)	(78,716,157)
Gross profit		16,653,710	7,450,859
Distribution expenses	31	(1,618,863)	(1,468,603)
Administrative expenses	32	(1,464,888)	(1,385,099)
Other operating expenses	33	(76,342)	(196,999)
		(3,160,093)	(3,050,701)
		13,493,617	4,400,158
Workers' Profit Participation Fund and Workers' Welfare Fund	34	(740,193)	(231,934)
		12,753,424	4,168,224
Other income	35	5,579,339	3,204,872
		18,332,763	7,373,096
Finance cost	36	(133,570)	(85,737)
Profit before taxation		18,199,193	7,287,359
Taxation	37	(5,370,601)	(2,205,332)
Profit after taxation		12,828,592	5,082,027
		(Rupees)	
Earnings per share - basic and diluted	38	163.21	64.66

The annexed notes 1 to 50 form an integral part of these financial statements.



Mohammad Ibadullah  
Chief Financial Officer



Ali Asghar Jamali  
Chief Executive



Shinji Yanagi  
Vice Chairman & Director



# Statement of Comprehensive Income

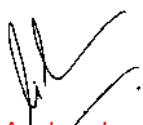
For the year ended June 30, 2021

	Note	2021	2020
		----- (Rupees in '000) -----	
Profit after taxation		12,828,592	5,082,027
Other comprehensive income			
<i>Items that will not be reclassified to profit or loss</i>			
Remeasurement gain on net defined benefit obligation	26.4	28,003	15,993
Related deferred tax thereon		(8,121)	(4,638)
		19,882	11,355
Total comprehensive income for the year		12,848,474	5,093,382

The annexed notes 1 to 50 form an integral part of these financial statements.



Mohammad Ibadullah  
Chief Financial Officer



Ali Asghar Jamali  
Chief Executive




Shinji Yanagi  
Vice Chairman & Director

# Statement of Cash Flows

For the year ended June 30, 2021

	Note	2021	2020
------(Rupees in '000)-----			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Cash generated from operations	39	51,925,832	24,617,778
Net (increase) / decrease in long-term loans and advances		(4,218)	3,267
Net decrease in long-term deposits		-	1,109
Compensation paid on advances received from customers		(461,017)	(13,526)
Decrease in deferred revenue		(3,799)	(49,891)
Payment to Workers' Profit Participation Fund		(715,000)	(370,000)
Payment to Workers' Welfare Fund		(110,003)	(330,495)
Interest paid on long term loan		(16,879)	(4,038)
Income tax paid		(2,793,787)	(2,212,807)
<b>Net cash inflow from operating activities</b>		<b>47,821,129</b>	<b>21,641,397</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of property, plant and equipment and intangible assets		(2,454,354)	(5,566,967)
Proceeds from disposals of property, plant and equipment		125,837	122,732
Interest received on bank deposits and Term Deposit Receipts		1,016,304	937,582
Gain on sale of Pakistan Investment Bonds		293,049	137,022
Investment in Pakistan Investment Bonds		(2,627,129)	(499,962)
Investment in listed mutual fund units		(22,400,145)	(6,750,000)
Dividend income received from listed mutual fund units		539,677	173,648
Proceeds from redemption of listed mutual fund units		9,802,373	6,756,809
Investment in Market Treasury Bills		(21,663,415)	(18,800,438)
Proceeds from sale of Market Treasury Bills		24,589,923	20,425,447
<b>Net cash outflow on investing activities</b>		<b>(12,777,880)</b>	<b>(3,064,127)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Long term loan received		539,797	512,211
Long term loan repaid		(128,705)	-
Dividend paid		(5,843,096)	(3,907,831)
<b>Net cash outflow on financing activities</b>		<b>(5,432,004)</b>	<b>(3,395,620)</b>
<b>Net increase in cash and cash equivalents during the year</b>		<b>29,611,245</b>	<b>15,181,650</b>
Cash and cash equivalents at beginning of the year		41,865,896	26,684,246
<b>Cash and cash equivalents at end of the year</b>	40	<b>71,477,141</b>	<b>41,865,896</b>

The annexed notes 1 to 50 form an integral part of these financial statements.

  
**Mohammad Ibadullah**  
 Chief Financial Officer

  
**Ali Asghar Jamali**  
 Chief Executive

  
**Shinji Yanagi**  
 Vice Chairman & Director

# Statement of Changes In Equity

For the year ended June 30, 2021

	Share Capital		Reserves			
	Issued, subscribed and paid-up	Capital Share premium	Revenue		Sub-Total	Total
			General reserve	Unappro- priated profit		
	(Rupees in '000)					
Balance at July 1, 2019	786,000	196,500	31,951,050	7,111,759	39,259,309	40,045,309
Transfer to general reserve for the year ended June 30, 2019 appropriated subsequent to year end	-	-	4,500,000	(4,500,000)	-	-
Transactions with owners						
Final cash dividend @ 275% for the year ended June 30, 2019 (Rs 27.5 per ordinary share)	-	-	-	(2,161,500)	(2,161,500)	(2,161,500)
1 <sup>st</sup> Interim dividend @ 70% for the year ended June 30, 2020 (Rs 7 per ordinary share)	-	-	-	(550,200)	(550,200)	(550,200)
2 <sup>nd</sup> Interim dividend @ 60% for the year ended June 30, 2020 (Rs 6 per ordinary share)	-	-	-	(471,600)	(471,600)	(471,600)
3 <sup>rd</sup> Interim dividend @ 100% for the year ended June 30, 2020 (Rs 10 per ordinary share)	-	-	-	(786,000)	(786,000)	(786,000)
Total transactions with owners	-	-	-	(3,969,300)	(3,969,300)	(3,969,300)
Profit after taxation for the year	-	-	-	5,082,027	5,082,027	5,082,027
Other comprehensive income for the year	-	-	-	11,355	11,355	11,355
Total comprehensive income for the year ended June 30, 2020	-	-	-	5,093,382	5,093,382	5,093,382
Balance at June 30, 2020	786,000	196,500	36,451,050	3,735,841	40,383,391	41,169,391
Transfer to general reserve for the year ended June 30, 2020 appropriated subsequent to year end	-	-	3,000,000	(3,000,000)	-	-
Transactions with owners						
Final cash dividend @ 70% for the year ended June 30, 2020 (Rs 7 per ordinary share)	-	-	-	(550,200)	(550,200)	(550,200)
1 <sup>st</sup> Interim dividend @ 120% for the year ended June 30, 2021 (Rs 12 per ordinary share)	-	-	-	(943,200)	(943,200)	(943,200)
2 <sup>nd</sup> Interim dividend @ 250% for the year ended June 30, 2021 (Rs 25 per ordinary share)	-	-	-	(1,965,000)	(1,965,000)	(1,965,000)
3 <sup>rd</sup> Interim dividend @ 300% for the year ended June 30, 2021 (Rs 30 per ordinary share)	-	-	-	(2,358,000)	(2,358,000)	(2,358,000)
Total transactions with owners	-	-	-	(5,816,400)	(5,816,400)	(5,816,400)
Profit after taxation for the year	-	-	-	12,828,592	12,828,592	12,828,592
Other comprehensive income for the year	-	-	-	19,882	19,882	19,882
Total comprehensive income for the year ended June 30, 2021	-	-	-	12,848,474	12,848,474	12,848,474
Balance at June 30, 2021	786,000	196,500	39,451,050	7,767,915	47,415,465	48,201,465

Proposed final dividend and transfer between reserves made subsequent to the year ended June 30, 2021 are disclosed in note 48 to these financial statements.

The annexed notes 1 to 50 form an integral part of these financial statements.



**Mohammad Ibadullah**  
Chief Financial Officer



**Ali Asghar Jamali**  
Chief Executive



**Shinji Yanagi**  
Vice Chairman & Director



# ***Notes to and Forming Part of the Financial Statements***

For the year ended June 30, 2021

## **1 THE COMPANY AND ITS OPERATIONS**

Indus Motor Company Limited (the Company) was incorporated in Pakistan as a public company limited by shares in December 1989 under the repealed Companies Ordinance, 1984 (now, the Companies Act, 2017) and started commercial production in May 1993. The shares of the Company are quoted on the Pakistan Stock Exchange.

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

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

## **2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

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

### **2.1 Basis of preparation**

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

### **2.2 Statement of compliance**

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

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

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

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

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

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

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

There are certain amendments to the accounting and reporting standards that will be mandatory for the Company's annual accounting periods beginning on or after July 1, 2021. However, these amendments will not have any significant impact on the financial reporting of the Company and, therefore, have not been disclosed in these financial statements.

# **Notes to and Forming Part of the Financial Statements**

For the year ended June 30, 2021

## **2.3 Property, plant and equipment**

### **2.3.1 Property, plant and equipment - Owned**

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

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

Subsequent costs are included in the asset's carrying amounts or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised.

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

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

Depreciation is charged to the statement of profit or loss applying the straight line method, whereby the depreciable amount of an asset is written off over its estimated useful life. The cost of leasehold land is amortised equally over the lease period. Depreciation is charged on additions from the month the asset is available for use and on disposals up to the month preceding the month of disposal. The rates of depreciation are stated in note 4.2 to these financial statements.

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

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

#### **Capital work-in-progress**

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

### **2.3.2 Intangible assets - Computer Softwares**

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

## **2.4 Impairment of non-financial assets**

The Company assesses at each reporting date whether there is any indication that all non-financial assets may be impaired. If any such indication exists, the carrying amounts of such assets are reviewed to assess whether they are recorded in excess of their recoverable amounts and where the carrying

# **Notes to and Forming Part of the Financial Statements**

For the year ended June 30, 2021

values exceed the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amounts and the differences are recognised in the statement of profit or loss.

## **2.5 Stores and spares**

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

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

## **2.6 Stock-in-trade**

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

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

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

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

## **2.7 Borrowings and their cost**

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

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

## **2.8 Financial Instruments**

### **2.8.1 Financial assets**

#### **a) Amortised cost**

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

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

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

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



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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

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

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

## Derecognition

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

## Impairment of financial assets

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

Financial assets include trade debts due from government departments. SECP through SRO 985(I)/2019 dated September 2, 2019 has notified that, in respect of companies holding financial assets due from the Government of Pakistan, the requirements contained in IFRS 9 with respect to application of Expected Credit Losses method shall not be applicable till June 30, 2021 and that such companies shall follow relevant requirements of IAS 39 in respect of above referred financial assets during the exemption period.

## 2.8.2 Financial Liabilities

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

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expired. Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange and modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in respective carrying amounts is recognised in the statement of profit or loss.

## 2.8.3 Offsetting of financial assets and liabilities

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

## 2.9 Loans, advances and deposits

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

## 2.10 Trade debts and other receivables

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

## 2.11 Derivative financial instruments and hedge accounting

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

### Fair value hedge

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

### Cash flow hedge

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

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

## 2.12 Income tax

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

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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

## - Current

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

## - Deferred

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

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

## 2.13 Cash and cash equivalents

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

## 2.14 Trade and other payables

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

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

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

## 2.15 Provisions

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

## 2.16 Warranty obligations

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



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

## 2.17 Staff retirement benefits

### Short term obligation

Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within twelve months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the statement of financial position.

### Defined contribution plan - Provident Fund

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

### Defined benefit / contribution plan - Pension Fund

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

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

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

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

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

The Projected Unit Credit Method is used for the valuation of pension liability in respect of members governed by the Old Rules as at June 30, 2021, using significant assumptions as stated in note 26 to these financial statements.

## 2.18 Employees' compensated absences

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

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

Provisions are made to cover the obligations under the scheme on the basis of actuarial valuation and are charged to statement of profit or loss. The most recent valuation was carried out as at June 30, 2021, using the Project Unit Credit Method.

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

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

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

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

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

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

## 2.20 Dividend distribution and transfer between reserves

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

## 2.21 Revenue from contracts with customers

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

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

# **Notes to and Forming Part of the Financial Statements**

For the year ended June 30, 2021

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

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

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

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

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

## **2.22 Foreign currency transactions and translation**

Foreign currency transactions are recognised or accounted for in Pakistani Rupees using the exchange rate prevailing on the date of the transaction. Monetary assets and liabilities in foreign currencies are translated into Pakistani Rupees at the rates of exchange prevailing at the statement of financial position's date. Exchange gain / loss on foreign currency translations are taken to statement of profit or loss along with any related hedge effects.

## **2.23 Functional and presentation currency**

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

## **2.24 Segment reporting**

The Company uses 'management approach' for segment reporting, under which segment information is required to be presented on the same basis as that used for internal reporting purposes. Operating segments have been determined and presented in a manner consistent with the internal reporting provided to the chief operating decision-maker (CODM).

## **2.25 Deferred revenue**

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

## **2.26 Government grants**

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

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

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



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

## 2.27 Contract asset and contract liability

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

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

## 2.28 Contingent liabilities

Contingent liability is disclosed when:

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

## 3 SIGNIFICANT ACCOUNTING JUDGEMENTS ESTIMATES AND ASSUMPTIONS

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

### i) Useful lives of property, plant and equipment (notes 2.3.1 and 4.2)

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

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

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

### iii) Provision for slow moving stock-in-trade (notes 2.6 and 10)

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

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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

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

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

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

vi) Current and deferred income taxes (notes 2.12, 8, 17 and 37)

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

vii) Warranty obligations (notes 2.16 and 24.4)

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

viii) Staff retirement benefits (notes 2.17 and 26)

The present value of these obligations depends on a number of factors that are determined on actuarial basis using a number of assumptions. Changes in the assumptions will impact the carrying amount of these obligations. The present values of these obligations and the underlying assumptions are disclosed in note 26 to these financial statements.

ix) Contingencies and commitments (note 28)

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

		Note	2021 ------(Rupees in '000)-----	2020
<b>4</b>	<b>PROPERTY, PLANT AND EQUIPMENT &amp; INTANGIBLE ASSETS</b>			
	Property, plant and equipment	4.1	15,769,862	16,501,642
	Intangible assets	4.2	39,784	72,550
			<u>15,809,646</u>	<u>16,574,192</u>
<b>4.1</b>	<b>Property, plant and equipment</b>			
	Tangible operating assets	4.2	14,653,657	15,334,649
	Capital work-in-progress	4.6	1,116,205	1,166,993
			<u>15,769,862</u>	<u>16,501,642</u>

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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

-----2021-----												
	Tangible assets										Intangible assets	
	Leasehold land	Factory building on leasehold land	Other buildings on leasehold land	Plant and machinery	Motor vehicles	Furniture and fixtures	Office equipment	Computer and related accessories	Tools and equipment	Jigs, moulds and related machinery	Total tangible assets	Computer software
----- (Rupees in '000) -----												
At July 1, 2020												
Cost	108,662	3,780,381	615,709	18,218,268	470,721	294,599	235,402	349,656	1,070,754	8,821,136	33,965,288	231,065
Accumulated depreciation / amortisation	(37,072)	(1,384,031)	(306,731)	(10,353,077)	(252,153)	(238,617)	(154,812)	(279,402)	(853,484)	(4,771,260)	(18,630,639)	(158,515)
Net book value	71,590	2,396,350	308,978	7,865,191	218,568	55,982	80,590	70,254	217,270	4,049,876	15,334,649	72,550
Year ended June 30, 2021												
Opening net book value	71,590	2,396,350	308,978	7,865,191	218,568	55,982	80,590	70,254	217,270	4,049,876	15,334,649	72,550
Additions												
Direct	-	1,012	-	22,916	448,976	-	7,682	21,975	3,346	-	505,907	-
Transfers from CWIP (note - 4.7)	107,017	95,804	2,048	880,628	-	26,086	20,337	25,187	80,466	757,113	1,994,686	4,549
Disposals / write offs (note - 4.5)												
Cost	-	-	-	(281,003)	(203,154)	(52,081)	(24,828)	(19,858)	(149,019)	(101,201)	(831,144)	-
Accumulated depreciation	-	-	-	278,960	114,717	52,073	24,528	19,220	147,700	98,174	735,372	-
Depreciation / amortisation charge for the year (note - 4.4)	(5,935)	(299,412)	(46,143)	(1,427,735)	(97,084)	(18,262)	(31,028)	(30,908)	(75,622)	(1,053,684)	(3,085,813)	(37,315)
Closing net book value	172,672	2,193,754	264,883	7,338,957	482,023	63,798	77,281	85,870	224,141	3,750,278	14,653,657	39,784
At June 30, 2021												
Cost	215,679	3,877,197	617,757	18,840,809	716,543	268,604	238,593	376,960	1,005,547	9,477,048	35,634,737	235,614
Accumulated depreciation / amortisation	(43,007)	(1,683,443)	(352,874)	(11,501,852)	(234,520)	(204,806)	(161,312)	(291,090)	(781,406)	(5,726,770)	(20,981,080)	(195,830)
Net book value	172,672	2,193,754	264,883	7,338,957	482,023	63,798	77,281	85,870	224,141	3,750,278	14,653,657	39,784
Depreciation / amortisation rate % per annum	2.38%-9.23%	10%	5%	10%-20%	20%	20%	20%	33.33%	20%	20%-25%		33.33%



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

	2020										Intangible assets	
	Tangible assets										Total tangible assets	
	Leasehold land	Factory building on leasehold land	Other leasehold land	Plant and machinery	Motor vehicles	Furniture and fixtures	Office equipment	Computer and related accessories	Tools and equipment	Jigs, moulds and related machinery		Computer software
	(Rupees in '000)											
At July 1, 2019												
Cost	108,662	3,408,156	518,608	16,074,657	483,289	289,550	235,900	320,092	1,037,256	7,016,879	29,493,049	216,482
Accumulated depreciation / amortisation	(33,462)	(1,132,119)	(267,511)	(9,357,811)	(212,388)	(220,574)	(131,690)	(247,430)	(795,352)	(3,733,924)	(16,132,261)	(122,958)
Net book value	75,200	2,276,037	251,097	6,716,846	270,901	68,976	104,210	72,662	241,904	3,282,955	13,360,788	93,524
Year ended June 30, 2020												
Opening net book value	75,200	2,276,037	251,097	6,716,846	270,901	68,976	104,210	72,662	241,904	3,282,955	13,360,788	93,524
Additions												
Direct	-	-	-	48,256	86,516	232	7,937	8,899	12,834	-	164,674	8,372
Transfers from CWIP (note - 4.7)	-	372,225	97,101	2,328,267	-	5,059	2,588	24,572	30,045	1,804,581	4,664,438	6,211
Disposals / write offs (note - 4.5)												
Cost	-	-	-	(232,912)	(99,084)	(242)	(11,023)	(3,907)	(9,381)	(324)	(356,873)	-
Accumulated depreciation	-	-	-	232,056	49,866	242	9,856	3,522	9,381	324	305,247	-
	-	-	-	(856)	(49,218)	-	(1,167)	(385)	-	-	(51,626)	-
Depreciation / amortisation charge for the year (note - 4.4)	(3,610)	(251,912)	(39,220)	(1,227,322)	(89,631)	(18,285)	(32,978)	(35,494)	(67,513)	(1,037,660)	(2,803,625)	(35,557)
Closing net book value	71,590	2,396,350	308,978	7,865,191	218,568	55,982	80,590	70,254	217,270	4,049,876	15,334,649	72,550
At June 30, 2020												
Cost	108,662	3,780,381	615,709	18,218,268	470,721	294,599	235,402	349,656	1,070,754	8,821,136	33,965,288	231,065
Accumulated depreciation / amortisation	(37,072)	(1,384,031)	(306,731)	(10,353,077)	(252,153)	(238,617)	(154,812)	(279,402)	(853,484)	(4,771,260)	(18,630,639)	(158,515)
Net book value	71,590	2,396,350	308,978	7,865,191	218,568	55,982	80,590	70,254	217,270	4,049,876	15,334,649	72,550
Depreciation / amortisation rate % per annum	2.38%-3.85%	10%	5%	10%-20%	20%	20%	20%	33.33%	20%	20%-25%		33.33%

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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

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

	Note	2021	2020
		----- (Rupees in '000) -----	
Cost of sales - own manufactured	30	2,961,259	2,687,413
Distribution expenses	31	48,855	42,413
Administrative expenses	32	75,699	73,799
		<u>3,085,813</u>	<u>2,803,625</u>

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

Particulars	Cost	Accumulated depreciation	Net book value	Sale proceeds / receivable from sale of operating fixed assets	Gain / (loss)	Mode of disposal	Particulars of buyer
----- (Rupees in '000) -----							
Motor vehicles							
	4,387	(1,974)	2,413	2,765	352	Bidding	Toyota Central Motors (Karachi)
	2,810	(515)	2,295	3,157	862	---- do ----	Toyota Highway Motors (Karachi)
	3,854	(1,735)	2,119	3,085	966	---- do ----	Toyota Central Motors (Karachi)
	2,650	(530)	2,120	2,715	595	---- do ----	Toyota Southern Motors (Karachi)
	2,600	(520)	2,080	2,815	735	---- do ----	Toyota Southern Motors (Karachi)
	2,450	(490)	1,960	2,655	695	---- do ----	Toyota Southern Motors (Karachi)
	2,350	(470)	1,880	2,535	655	---- do ----	Toyota Southern Motors (Karachi)
	5,399	(2,969)	2,430	6,253	3,823	---- do ----	Mr. Ali Asghar Damani (Executive)
	3,949	(2,830)	1,119	4,355	3,236	---- do ----	Toyota Highway Motors (Karachi)
	3,949	(2,830)	1,119	4,355	3,236	---- do ----	Toyota Highway Motors (Karachi)
	1,939	(1,196)	743	2,522	1,779	---- do ----	Augmentech Business Solutions (Karachi)
	3,400	(2,720)	680	2,451	1,771	---- do ----	Toyota Highway Motors (Karachi)
	9,158	(1,221)	7,937	8,915	978	Employee Scheme	Mr. Wali Muhammad (Executive)
	6,207	(2,897)	3,310	5,898	2,588	---- do ----	Mr. Raheel Asghar (Ex-executive)
	3,705	(988)	2,717	3,324	607	---- do ----	Ms. Anam Fatima (Executive)
	6,207	(3,517)	2,690	5,507	2,817	---- do ----	Mr. Tariq Ahmed Khan (Executive)
	4,956	(2,891)	2,065	4,256	2,191	---- do ----	Mr. Mohammad Ibadullah (Executive)
	1,985	(265)	1,720	1,869	149	---- do ----	Mr. Asad Abbas (Executive)
	3,004	(1,352)	1,652	2,370	718	---- do ----	Mr. Abdul Rab (Executive)
	1,985	(364)	1,621	1,824	203	---- do ----	Mr. Amir Bashir (Executive)
	2,444	(855)	1,589	2,074	485	---- do ----	Mr. Shuja Ahmed (Ex-executive)
	2,379	(793)	1,586	2,259	673	---- do ----	Mr. Atif Ahmed (Ex-executive)
	1,745	(262)	1,483	1,614	131	---- do ----	Mr. Shujaiddin Ahmed (Executive)
	2,669	(1,201)	1,468	2,208	740	---- do ----	Mr. Wali Muhammad (Executive)
	2,804	(1,402)	1,402	2,247	845	---- do ----	Mr. Ali Asghar Damani (Executive)
	1,975	(625)	1,350	1,699	349	---- do ----	Mr. Yasir Sarwar (Executive)
	1,745	(436)	1,309	1,527	218	---- do ----	Mr. Bilal Qureshi (Executive)
	1,745	(553)	1,192	1,469	277	---- do ----	Mr. Muhammad Yusuf (Employee)
	1,745	(553)	1,192	1,469	277	---- do ----	Mr. Muhammad Yaseen (Employee)
	2,669	(1,512)	1,157	2,066	909	---- do ----	Mr. Arif Anzer (Executive)
	2,129	(1,029)	1,100	1,907	807	---- do ----	Syed Asif Ahmed (Ex-executive)
	2,229	(1,152)	1,077	1,726	649	---- do ----	Mr. Rizwan Sheikh (Executive)
	2,229	(1,152)	1,077	1,726	649	---- do ----	Mr. Azam Khan (Executive)
	2,669	(1,601)	1,068	2,048	980	---- do ----	Mr. Rizwan Pirzada (Executive)
	5,257	(4,206)	1,051	3,198	2,147	---- do ----	Mr. Ali Asghar Jamali (Chief Executive)
	2,229	(1,189)	1,040	1,696	656	---- do ----	Mr. Asad Abdullah (Executive)
	2,129	(1,100)	1,029	1,828	799	---- do ----	Mr. Taimoor Ahmed Khan (Ex-executive)
	2,279	(1,254)	1,025	1,676	651	---- do ----	Mr. Muhammad Sajid (Executive)
	2,669	(1,646)	1,023	2,243	1,220	---- do ----	Mr. Faizan Mustafa (Ex-executive)
	2,229	(1,226)	1,003	1,693	690	---- do ----	Syeda Fatima Jabeen (Executive)

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

Particulars	Cost	Accumulated depreciation	Net book value	Sale proceeds / receivable from sale of operating fixed assets	Gain / (loss)	Mode of disposal	Particulars of buyer
------(Rupees in '000)-----							
Motor vehicles							
	2,149	(1,182)	967	1,621	654	---- do ----	Mr. Babar Salim (Executive)
	2,129	(1,171)	958	1,607	649	---- do ----	Mr. Kashif Rahim (Executive)
	1,638	(682)	956	1,485	529	---- do ----	Mr. Mubeen Ashfaq (Ex-employee)
	2,129	(1,206)	923	1,591	668	---- do ----	Mr. Ibrar Khan (Executive)
	2,129	(1,206)	923	1,591	668	---- do ----	Mr. Sheikh Salman (Executive)
	2,204	(1,322)	882	1,595	713	---- do ----	Mr. Khurram Mahmood (Executive)
	1,455	(582)	873	1,164	291	---- do ----	Mr. Waseem Khokhar (Employee)
	2,129	(1,277)	852	1,591	739	---- do ----	Ms. Rizwana Khatoon (Executive)
	2,129	(1,277)	852	1,591	739	---- do ----	Mr. Wajid Bux (Executive)
	2,204	(1,396)	808	1,781	973	---- do ----	Mr. Syed Omar (Ex-executive)
	1,421	(687)	734	1,107	373	---- do ----	Mr. Muhammad Hasan (Employee)
	1,421	(687)	734	1,107	373	---- do ----	Mr. Muzammil Hussain (Employee)
	2,209	(1,509)	700	1,694	994	---- do ----	Mr. Badar Naqvi (Ex-executive)
	1,824	(1,155)	669	1,246	577	---- do ----	Mr. Faraz Anwar (Executive)
	1,270	(614)	656	963	307	---- do ----	Mr. Fahim Ahmed (Employee)
	1,250	(625)	625	1,073	448	---- do ----	Mr. Muhammad Ali (Ex-employee)
	1,391	(835)	556	1,015	459	---- do ----	Mr. Khurram Abedi (Employee)
	1,391	(835)	556	1,015	459	---- do ----	Mr. Rashid Jamil (Executive)
	1,250	(750)	500	1,010	510	---- do ----	Mr. Fawaz Naeem (Ex-employee)
Others Items having net book value of less than Rs 500,000 each	672,510	(660,353)	12,157	30,212	18,055	Various	Various
<b>2021</b>	<b>831,144</b>	<b>(735,372)</b>	<b>95,772</b>	<b>168,058</b>	<b>72,286</b>		
2020	356,873	(305,247)	51,626	92,234	40,608		

Note **2021** **2020**  
------(Rupees in '000)-----

## 4.6 Capital work-in-progress

Leasehold Land	4.6.1	-	81,000
Civil works		<b>65,359</b>	243,945
Plant, machinery, tools and equipment		<b>1,046,974</b>	824,523
Computer and related accessories		<b>3,872</b>	17,525
		<b>1,116,205</b>	<b>1,166,993</b>

4.6.1 This represents payment made in respect of land measuring 2 acres, located at W2/9, Port Qasim Industrial Estate, Karachi. During the year, the legal formalities have been completed and title of land has been transferred to the Company.

Note **2021** **2020**  
------(Rupees in '000)-----

## 4.7 Movement in capital work-in-progress

Opening balance	<b>1,166,993</b>	443,721
Additions during the year	<b>1,948,447</b>	5,393,921
Transferred to operating fixed assets	<b>(1,999,235)</b>	(4,670,649)
Closing balance	<b>1,116,205</b>	<b>1,166,993</b>



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

	Note	2021	2020
		-----	-----
		(Rupees in '000)	(Rupees in '000)
<b>5 LONG-TERM LOANS AND ADVANCES</b>			
Considered good			
Loans to employees - secured			
- Executives	5.1	28,509	29,004
- Employees		27,889	18,779
		<u>56,398</u>	<u>47,783</u>
Less: Recoverable within one year; shown under current assets			
Loans due from - secured			
- Executives	12	19,709	18,397
- Employees	12	19,832	16,747
		<u>39,541</u>	<u>35,144</u>
		<u>16,857</u>	<u>12,639</u>

- 5.1 These represent house building and personal loans granted to executives and other employees. These are granted in accordance with the terms of their employment and are secured against their balances with the Provident Fund. The loans are repayable over a period of 12 to 24 months. House building and personal loans to management employees carry interest at the rate of 3.00% to 3.50% (2020: 3.00% to 3.50%) per annum. Non-management employees are entitled to personal loans which carry no interest as per the approved loan policy.

	Note	2021	2020
		-----	-----
		(Rupees in '000)	(Rupees in '000)
<b>6 LONG-TERM DEPOSITS</b>			
Deposits			
Utilities		7,450	7,450
Others		2,570	2,570
		<u>10,020</u>	<u>10,020</u>

## 7 LONG-TERM INVESTMENT

At amortised cost

Government securities			
- Pakistan Investment Bonds (PIBs)	7.1	3,127,175	-
		<u>3,127,175</u>	<u>-</u>

- 7.1 These securities have varying maturities ranging from November 5, 2022 to October 22, 2023. The yield on these securities ranges from 7.31% to 7.44% per annum.

	2021	2020
	-----	-----
	(Rupees in '000)	(Rupees in '000)
<b>8 DEFERRED TAXATION - net</b>		
Deferred tax liability arising on taxable temporary differences:		
Due to accelerated tax depreciation	(534,723)	(656,006)
Deferred tax asset arising on deductible temporary differences:		
In respect of provisions for slow moving stock-in-trade, stores and spares and other provisions	767,861	722,643
In respect of revaluation of derivatives and unrealised gain on mutual funds	(2,585)	(2,146)
Deferred tax asset - net	<u>230,553</u>	<u>64,491</u>

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

2021                      2020  
------(Rupees in '000)-----

## 9 STORES AND SPARES

Stores	301,071	377,815
Spares	775,420	719,806
	<u>1,076,491</u>	<u>1,097,621</u>
Less: Provision for slow moving stores and spares	656,386	619,166
	<u>420,105</u>	<u>478,455</u>

## 10 STOCK-IN-TRADE

In hand

### Manufacturing stock

Raw material and components	6,297,511	12,643,074
Less: Provision for slow moving stock-in-trade	10.1    78,580	58,579
	<u>6,218,931</u>	<u>12,584,495</u>

Work-in-process	1,213,065	970,298
-----------------	-----------	---------

Finished goods (vehicles – own manufactured)	10.2    6,205,819	455,838
Less: Provision for slow moving stock-in-trade	4,534	17,328
	<u>6,201,285</u>	<u>438,510</u>

### Trading stock

Vehicles	10.2    776,850	461,505
Less: Provision for slow moving stock-in-trade	37,374	73,344
	<u>739,476</u>	<u>388,161</u>

Spare parts	10.3    643,265	786,208
Special service tools and publications	7,150	7,432
Less: Provision for slow moving stock-in-trade	107,620	120,179
	<u>542,795</u>	<u>673,461</u>

### In transit

Raw material - manufacturing stock	6,963,347	641,895
Trading stock	410,062	235,971
	<u>7,373,409</u>	<u>877,866</u>
	<u>22,288,961</u>	<u>15,932,791</u>

10.1 This represents the net amount of raw material and components after recording write offs amounting to Rs 4.733 million (2020: Rs 38.644 million).

10.2 These include vehicles amounting to Rs 5,353.479 million (2020: Rs 461.307 million) held with the Company's authorised dealers.

10.3 This includes an amount of Rs 2.115 million (2020: Rs 1.582 million) representing stock-in-trade of motor oil.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

	2021	2020
	----- (Rupees in '000) -----	----- (Rupees in '000) -----
<b>11 TRADE DEBTS - UNSECURED</b>		
Considered good		
- Government organisations	214,956	863,233
- Others	302,182	278,478
	<u>517,138</u>	<u>1,141,711</u>
Considered doubtful	-	695
	<u>517,138</u>	<u>1,142,406</u>
Less: Provision for doubtful debts	-	(695)
	<u>517,138</u>	<u>1,141,711</u>

- 11.1 As at June 30, 2021, Rs 45.226 million (2020: Rs 462.141 million) are overdue but not impaired in respect of trade debts. These balances relate to various customers, primarily government organisations, for whom there is no recent history of default. The ageing analysis of these trade debts is as follows:

	2021	2020
	Note ----- (Rupees in '000) -----	Note ----- (Rupees in '000) -----
Upto 1 month	21,456	14,808
1 to 6 months	89	-
More than 6 months	23,681	447,333
	<u>45,226</u>	<u>462,141</u>

## 12 LOANS AND ADVANCES

Current portion of long-term loans and advances - considered good			
Loans due from - secured			
Executives	5	19,709	18,397
Employees	5	19,832	16,747
		<u>39,541</u>	<u>35,144</u>
Working Capital Financing to dealers and suppliers - secured			
		-	795,500
		<u>39,541</u>	<u>830,644</u>
Advances – considered good			
Suppliers and contractors - unsecured		221,341	475,768
Employees - unsecured		2,677	5,479
Collector of Customs - secured	12.1	398,767	296,344
Margins held with banks against imports - secured	12.2	5,600,677	1,382,308
		<u>6,223,462</u>	<u>2,159,899</u>
		<u>6,263,003</u>	<u>2,990,543</u>

- 12.1 This represents advance amount paid to the Collector of Customs in respect of the imports of stock-in-trade. An amount of Rs 398.767 million (2020: Rs 243.449 million) was subsequently adjusted in respect of imported goods received.
- 12.2 This represents cash held with various banks as a regulatory requirement against letters of credit for import of items of stock-in-trade. An amount of Rs 3,440.847 million (2020: Rs 693.156 million) was subsequently settled on receipt of invoices and documents relating to the imported goods at the end of the year. This includes an amount of Rs 2,104.031 million (2020: Rs 430.977 million) held with Habib Metropolitan Bank Limited - a related party, at the end of the year.



## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

	Note	2021	2020
		------(Rupees in '000)-----	
<b>13 SHORT-TERM PREPAYMENTS</b>			
Rent		2,426	2,382
Insurance	13.1	16,003	9,345
Others		18,570	15,545
		<u>36,999</u>	<u>27,272</u>

13.1 This includes an amount of Rs 2.987 million (2020: Rs 3.123 million) paid to Habib Insurance Company Limited - a related party.

	Note	2021	2020
		------(Rupees in '000)-----	
<b>14 ACCRUED RETURN</b>			
Accrued return on Term Deposit Receipts (TDRs) and bank deposits	14.1	<u>109,996</u>	<u>111,128</u>

14.1 This includes an amount of Rs 14.779 million (2020: Rs 27.384 million) receivable from Habib Metropolitan Bank Limited - a related party.

	Note	2021	2020
		------(Rupees in '000)-----	
<b>15 OTHER RECEIVABLES</b>			
Considered good			
Warranty claims and other receivables due from a related party – Toyota Tsusho Corporation	15.1	44,662	47,994
Agency commission - receivable from related party - Toyota Tsusho Asia Pacific PTE. Limited	15.2	38,761	3,306
Warranty claims due from local vendors		17,377	12,596
Earnest money		19,800	16,295
Insurance claims receivable	15.3 & 15.4	71,645	19,179
Workers' Profit Participation Fund	15.5	640,971	294,752
Receivable against sale of operating fixed assets		43,074	853
Receivable from Pension Fund - Defined Benefit Scheme	26.2	32,321	5,035
Net unrealised gain on revaluation of foreign exchange contracts - fair value hedge		29,079	7,400
Others		<u>45,429</u>	<u>31,245</u>
		<u>983,119</u>	<u>438,655</u>

15.1 The maximum aggregate amount due at the end of any month during the year was Rs 383.029 million (2020: Rs 82.312 million).

15.2 The maximum aggregate amount due at the end of any month during the year was Rs 47.055 million (2020: Rs 326.985 million).

15.3 The maximum aggregate amount due at the end of any month during the year was Rs 82.830 million (2020: Rs 100.016 million).

15.4 This includes an amount of Rs 52.690 million (2020: Rs 15.147 million) receivable from Habib Insurance Company Limited - a related party.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

	Note	2021 ------(Rupees in '000)-----	2020
15.5 Workers' Profit Participation Fund			
Opening balance		294,752	7,964
Allocation for the year	34	(707,383)	(228,143)
		(412,631)	(220,179)
Amount paid during the year		715,000	370,000
Reversal during the year - for prior year		338,602	144,931
Closing balance		640,971	294,752

## 16 SHORT-TERM INVESTMENTS

### At amortised cost

- Term Deposit Receipts (TDRs)	16.1	32,000,000	34,000,000
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### At fair value through profit or loss

#### Government securities

- Market Treasury Bills (T-Bills)	16.2	37,437,344	6,694,832
- Pakistan Investment Bonds (PIBs)		-	500,046
		37,437,344	7,194,878

Listed Mutual Fund Units	16.3	12,615,103	-
		82,052,447	41,194,878

16.1 As at June 30, 2021, the Company holds TDRs carrying profit rates ranging between 7.90% to 9.20% per annum (2020: 7% to 9.40% per annum). The term deposit receipts are due to mature maximum by July 30, 2021. Balances in term deposit receipts include an amount of Rs 10,000 million (2020: Rs 10,000 million), held with Habib Metropolitan Bank Limited - a related party.

16.2 These securities have varying maturities ranging from July 15, 2021 to December 16, 2021. The yield on these securities ranges between 7.285% to 7.6% per annum (2020: 7.01% to 12.48% per annum).

16.3 Investments - Fair values through profit or loss

### Name of the Investee

	Number of units as at June 30, 2021	Fair value as at June 30, 2021 (Rupees in '000)
Alfalah GHP Money Market Fund	10,191,192	1,000,962
UBL Liquidity Plus Fund	14,852,579	1,500,424
MCB Cash Management Optimizer	14,872,675	1,501,532
HBL Cash Fund	14,828,010	1,500,617
ABL Cash Fund	147,363,664	1,500,309
NBP Money Market Fund	131,529,794	1,301,961
NBP Financial Sector Income Fund	94,967,664	1,001,092
Atlas Money Market Fund	1,978,178	1,000,715
First Habib Cash Fund	2,988,682	300,780
Al Meezan Rozana Amdani Fund	20,092,363	1,004,617
Lakson Money Market Fund	4,978,800	501,883
Faysal Money Market Fund	4,907,084	500,211
	463,550,685	12,615,103

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

## 17 TAXATION - net

The income tax assessments of the Company have been finalised by the Income Tax Department or deemed to be assessed under section 120 of the Income Tax Ordinance, 2001 up to the year ended June 30, 2020 (i.e TY 2020).

	Note	2021 ------(Rupees in '000)-----	2020
<b>18 CASH AND BANK BALANCES</b>			
Cash in hand		3,899	5,461
Balances held with banks in:			
- current accounts	18.2	11,789	73,109
- savings accounts	18.1	2,024,109	1,092,494
		2,035,898	1,165,603
		<u>2,039,797</u>	<u>1,171,064</u>

18.1 These include an amount of Rs 1,821.129 million (2020: Rs 444.226 million), held with Habib Metropolitan Bank Limited - a related party.

18.2 These carry profit at rates ranging from 4.50% to 6.25% (2020: 5.5% to 7%) per annum.

## 19 ISSUED, SUBSCRIBED AND PAID-UP CAPITAL

2021 (Number of shares)	2020		2021 ------(Rupees in '000)-----	2020
<u>78,600,000</u>	<u>78,600,000</u>	Ordinary shares of Rs 10 each fully paid in cash	<u>786,000</u>	<u>786,000</u>

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

	Percentage of shareholding (%)	2021 ----- Number of shares -----	2020
Toyota Motor Corporation	25.0%	19,650,000	19,650,000
Toyota Tsusho Corporation	12.5%	9,825,000	9,825,000
Overseas Pakistan Investors AG Ltd.	34.8%	27,382,730	27,382,730
Thal Limited	6.2%	4,890,000	4,890,000
Habib Insurance Company Limited	0.031%	24,015	24,015

	Note	2021 ------(Rupees in '000)-----	2020
<b>20 RESERVES</b>			
Capital reserve			
- Share premium	20.1	196,500	196,500
Revenue reserves			
General reserve			
- Balance brought forward		36,451,050	31,951,050
- Transferred from unappropriated profit		3,000,000	4,500,000
		<u>39,451,050</u>	<u>36,451,050</u>
Unappropriated profit		7,767,915	3,735,841
		<u>47,415,465</u>	<u>40,383,391</u>



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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

	Note	2021 ------(Rupees in '000)-----	2020
<b>21 LONG TERM LOAN</b>			
Loan under financing scheme			
- Refinance scheme for renewable energy	21.1	359,843	231,754
- Refinance scheme for payment of wages and salaries to employees	21.2	603,297	313,342
		<u>963,140</u>	<u>545,096</u>
Less: Current Portion			
- Refinance scheme for renewable energy		(39,983)	(23,175)
- Refinance scheme for payment of wages and salaries to employees		(333,320)	(62,560)
		<u>(373,303)</u>	<u>(85,735)</u>
		<u>589,837</u>	<u>459,361</u>

- 21.1 This represents loan obtained under the SBP financing scheme for investment in Plant and Machinery for renewable energy projects. During the year, the Company has further drawn Rs 164.794 million and utilised the full facility of Rs 396.548 million. At the year end, the Company had repaid amount of Rs 36.705 million. The financing already made carries mark-up at the rate of 3.25% - 4.25% per annum and is secured by way of hypothecation charge over plant and machinery (note 4) against which the facility is available. The loan is repayable on a quarterly basis in 40 equal installments and the first repayment was made on September 12, 2020.

- 21.2 This represents loan obtained under the SBP refinance scheme for payment of wages and salaries to the workers and employees of Company. At the year end, the Company has availed financing up to Rs 736 million. The financing already made carries mark-up at the rate of 1% per annum and is secured by way of utilisation of running finance facility from bank and TDRs / T Bills held as lien from time to time. The loan is repayable on a quarterly basis in 8 equal installments and first repayment was made on April 01, 2021. The aforementioned facility has been availed from Habib Metropolitan Bank Limited - a related party.

	2021 ------(Rupees in '000)-----	2020
21.3 Following is the movement in long term financing:		
Opening balance	592,751	80,540
Disbursements	539,797	512,211
Repayments	(128,705)	-
Closing balance as at June 30, 2021	<u>1,003,843</u>	<u>592,751</u>
Less: Deferred Government Grant	<u>40,703</u>	<u>47,655</u>
	<u>963,140</u>	<u>545,096</u>

## 22 DEFERRED GOVERNMENT GRANT

Deferred grant	92,660	47,655
Less: Government grant recognised in the period	51,957	-
Less: Current Portion	<u>34,680</u>	<u>27,690</u>
	<u>6,023</u>	<u>19,965</u>

- 22.1 The value of benefit of below-market interest rate on the loans to these financial statements has been accounted for as government grant under IAS - 20 Government grants.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

## 23 GAS INFRASTRUCTURE DEVELOPMENT CESS (GIDC) PAYABLE

During the year, the Honourable Supreme Court of Pakistan has upheld the Gas Infrastructure Development Cess Act, 2015 to be constitutional and intravires. The Review Petition was filed against the Judgment, wherein the Honourable Supreme Court has provided some relief by increasing the time period for recovery of GIDC from 24 installments to 48 installments. The Company has followed relevant accounting standards and ICAP guidelines in this regard.

The Company has recorded the liability at its fair value by discounting the future cash flows at entity specific rate and has booked an income of Rs. 35.605 million, which is included in other income.

	Note	2021	2020
		------(Rupees in '000)-----	
<b>24 TRADE PAYABLES, OTHER PAYABLES AND PROVISIONS</b>			
Trade creditors			
- Associated undertakings / related parties		183,997	66,049
- Others		5,245,908	2,063,087
Bills payable to related parties	24.1	2,595,179	269,889
Accrued liabilities	24.2	5,986,635	4,833,614
Royalty payable to associated undertakings / related parties		702,581	158,910
Deposits from dealers	24.3	365,050	309,550
Deposits from vendors		45,911	41,081
Custom duty payable		6,521,475	1,709,473
Retention money		58,442	86,849
Workers' Welfare Fund		519,037	257,628
Technical fee		11,827	8,469
Warranty obligations	24.4	1,658,657	1,462,468
Payable to dealers		1,076,211	829,486
Payable to customers		126,574	109,674
Compensation on advances received from customers	24.5	526,715	24,119
Mark-up payable on Long term loan		5,306	2,528
Sales tax – net		2,377,565	15,986
Withholding income tax payable		648,464	308,946
FED payable on vehicle sales		836,117	200,824
Other government levies payable		796,545	834,850
		<u>30,288,196</u>	<u>13,593,480</u>

24.1 This represents amounts payable to the following related parties:

Toyota Tsusho Asia Pacific PTE. Limited	2,573,097	244,386
Toyota Motor Asia Pacific PTE. Limited	22,082	25,503
	<u>2,595,179</u>	<u>269,889</u>

24.2 These include an amount of Rs 151.386 million (2020: Rs 141.049 million) payable to the related parties.

24.3 These represent interest free deposits received from dealers in accordance with the terms of the dealership agreements. These deposits have been utilised for the purpose of the Company's business, based on agreement with dealers.





# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

	Note	2021	2020
26.2 The amounts recognised in the statement of financial position are determined as follows:		-----Rupees '000-----	
Present value of defined benefit obligation	26.4	29,721	45,913
Fair value of plan assets	26.3 & 26.4	(62,042)	(50,948)
		<u>(32,321)</u>	<u>(5,035)</u>

26.3 Plan assets consist of the following:

	2021		2020	
	Quoted	Non-Quoted	Quoted	Non-Quoted
	----- Rupees '000 -----			
Balances with banks	-	2,130	-	1,996
Equity instruments	16,183	-	9,928	-
Debt instruments - Government	-	45,865	-	38,785
Others	-	(2,136)	-	239
	<u>16,183</u>	<u>45,859</u>	<u>9,928</u>	<u>41,020</u>

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

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

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

	2020		
	Present value of defined benefit obligation	Fair value of plan assets	Total
	----- (Rupees in '000) -----		
At July 1	42,726	(33,037)	9,689
Current service cost	2,847	-	2,847
Interest expense / (income)	6,374	(5,061)	1,313
	51,947	(38,098)	13,849
Remeasurements:			
Gain on plan assets, excluding amounts included in interest expense	-	(10,511)	(10,511)
Gain from change in financial assumptions	(5,482)	-	(5,482)
	(5,482)	(10,511)	(15,993)
	46,465	(48,609)	(2,144)
Contribution	-	(2,891)	(2,891)
Benefit payments	(552)	552	-
At June 30	45,913	(50,948)	(5,035)

	2021	2020
	----- (Rupees in '000) -----	
26.5 Charge for defined benefit plan recognised in the statement of profit or loss		
Current service cost	2,856	2,847
Net interest expense / (income)	(480)	1,313
	2,376	4,160

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

	Amount of net defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
	----- (Rupees in '000) -----		
Discount rate	1%	34,381	31,354
Long term salary increases	1%	27,648	32,298
Pension increase rate	1%	26,923	13,675

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

26.7 The weighted average duration of the net defined benefit obligation is 14.53 years.

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

At June 30, 2021	Less than a year	Between 1-2 years	Between 2-4 years	Over 4 years	Total
	----- Rupees '000 -----				
Pension	603	643	2,832	12,678	16,756

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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

26.10 The expected charge for the defined benefit plan for the year ending June 30, 2022 is Rs 1.719 million.

26.11 The reversal for the year in respect of pension amounts to Rs. 15.110 million, which includes reversal of Rs. 17.486 million in respect of members covered under New Rules and charge of Rs. 2.376 million in respect of members covered under Old Rules. The reversal in respect of New Rules is due to contribution and accumulated interest returned in respect of retiring members ineligible for pension.

In 2020, there was a charge of Rs. 58.406 million, which included Rs. 54.246 million in respect of members covered under New Rules and Rs. 2.376 million in respect of members covered under Old Rules.

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

## 27 SHORT-TERM RUNNING FINANCES

As at June 30, 2021, the Company has unutilised short-term running finance facilities under mark-up arrangements aggregating to Rs 5,300 million (2020: Rs 5,300 million) available from various commercial banks carrying mark-up rates based on 1 month KIBOR as benchmark rate plus 25 - 75 basis points (2020: 1 month KIBOR plus 25 - 75 basis points). The above facilities include an amount of Rs 300 million (2020: Rs 300 million) available from Habib Metropolitan Bank Limited - a related party.

The Company also has facilities for opening letters of credit and bank guarantees under mark-up arrangements as at June 30, 2021 amounting to Rs 51,525 million (2020: Rs 51,525 million) from various commercial banks, including Rs 10,300 million (2020: Rs 10,300 million) available from Habib Metropolitan Bank Limited - a related party. The unutilised balance as at June 30, 2021 is Rs 24,799 million (2020: Rs 24,799 million).

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

## 28 CONTINGENCIES AND COMMITMENTS

### Contingencies

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



## **Notes to and Forming Part of the Financial Statements**

For the year ended June 30, 2021

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

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

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

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

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

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

The aforementioned notices had been raised based on the view that royalty value should be included as part of imported CKD kits which is opposed to the view of the Company based on factual position that the royalty pertains to locally deleted parts. The Company has filed a petition against the same before the Sindh High Court, which is pending.

# **Notes to and Forming Part of the Financial Statements**

For the year ended June 30, 2021

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

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

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

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

- 28.3 During year ended June 30, 2020, the Company received various notices from Government of Pakistan Model Customs Collectorate of Appraisement (East) Custom House, claiming that the Company availed self-assessment facility for clearing 40 units of Toyota Hiace Ambulances imported vide numerous shipments under HS code 8702.1090, whereas the ambulances should have been classified under HS code 87.03 and advised the Company to pay the short-levied amount of Custom Duty and Federal Excise Duty collectively amounting to Rs 221.203 million. The management of the Company, based on the advice of its legal counsel, challenged the notices, however, an adverse order was passed by Collector of Customs Adjudication. The Company filed appeals before the Customs Appellate Tribunal, Karachi Bench, against Orders-in-Original, which are pending for hearing and as per legal counsel advise the Company expects a favorable outcome in the case. Hence, no provision has been made in these financial statements.

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

During the current year, the Company received show cause notice dated February 19, 2021 under section 122(5A) of the Income Tax Ordinance, 2001 from the Additional Commissioner IR - Federal Board of Revenue, challenging the admissibility of claim of deductible allowance on account of Workers Welfare Fund (Rs. 109.992 million) for the tax year 2020. The Company has filed a petition against the same before the Sindh High Court, which is pending for hearing. The management of the Company is

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

confident that the matter will eventually be decided in favour of the Company. Hence, no provision has been made in these financial statements.

- 28.5 As at June 30, 2021, the claims not acknowledged as debts by the Company, other than those separately disclosed above, amounts to Rs 2,058.862 million (2020: Rs 2,049.572 million).

	Note	2021	2020
		-----	-----
		(Rupees in '000)	(Rupees in '000)
Cases filed by government authorities		923,838	923,838
Others		1,135,024	1,125,734
	28.5.1	<u>2,058,862</u>	<u>2,049,572</u>

- 28.5.1 The above cases represent legal proceedings initiated against the Company by various parties therefore pending adjudication in various courts and legal forums of Pakistan since many years. A few cases have been added during the current year. The management of the Company is of the view that the Company has a strong position in these cases and these cases will be decided in the favour of the Company. Hence, no provision has been recorded in respect of these cases in these financial statements.

	2021	2020
	-----	-----
	(Rupees in '000)	(Rupees in '000)
28.6 Outstanding bank guarantees	<u>19,166,608</u>	<u>22,119,010</u>

Outstanding bank guarantees include an amount of Rs 4,939.347 million (2020: Rs 6,657.832 million) in respect of bank guarantees from Habib Metropolitan Bank Limited - a related party.

### 28.7 Commitments

- 28.7.1 Commitments in respect of capital expenditure as at June 30, 2021 amounted to Rs 1,225.474 million (2020: Rs 1,513.673 million).

- 28.7.2 Commitments in respect of letters of credit, other than for capital expenditure, amounted to Rs 7,493.812 million (2020: Rs 3,711.941 million). The above letters of credit include an amount of Rs 1,402.745 million (2020: Rs 1,489.520 million) availed from Habib Metropolitan Bank Limited - a related party.

- 28.7.3 Commitments in respect of land rent and maintenance charges against leasehold land from Port Qasim Authority as at June 30, 2021 amounted to Rs 202.819 million (2020: Rs 192.703 million).

Year	2021	2020
	-----	-----
	(Rupees in '000)	(Rupees in '000)
2021-2022	-	6,852
2022-2023	7,707	7,194
2023-2024	8,092	7,553
2024-2025	8,496	7,930
2025-2026	8,921	8,327
2026 onwards	<u>169,603</u>	<u>154,847</u>
	<u>202,819</u>	<u>192,703</u>



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

## 29 OPERATING RESULTS

		Manufacturing		Trading		Total	
	Note	2021	2020	2021	2020	2021	2020
(Rupees in '000)							
Revenue from contract with customers	29.4	216,380,694	98,667,315	10,239,176	9,526,679	226,619,870	108,193,994
Sales tax		(31,428,446)	(14,329,466)	(1,540,139)	(1,481,570)	(32,968,585)	(15,811,036)
Federal excise duty		(9,110,707)	(3,356,939)	-	-	(9,110,707)	(3,356,939)
	29.5	175,841,541	80,980,910	8,699,037	8,045,109	184,540,578	89,026,019
Commission		(3,677,757)	(1,979,109)	(247,096)	(392,980)	(3,924,853)	(2,372,089)
Discounts		(8,021)	(90,387)	(482,364)	(372,540)	(490,385)	(462,927)
Compensation on advances from customers		(963,613)	(23,987)	-	-	(963,613)	(23,987)
Net sales		171,192,150	78,887,427	7,969,577	7,279,589	179,161,727	86,167,016
Cost of sales	30	(156,839,809)	(73,740,649)	(5,668,208)	(4,975,508)	(162,508,017)	(78,716,157)
Gross profit		14,352,341	5,146,778	2,301,369	2,304,081	16,653,710	7,450,859
Distribution expenses	31	1,464,865	1,277,644	153,998	190,959	1,618,863	1,468,603
Administrative expenses	32	1,399,726	1,268,083	65,162	117,016	1,464,888	1,385,099
		(2,864,591)	(2,545,728)	(219,160)	(307,974)	(3,083,751)	(2,853,702)
		11,487,750	2,601,050	2,082,209	1,996,107	13,569,959	4,597,157
Other operating expenses	33	(72,946)	(180,356)	(3,396)	(16,643)	(76,342)	(196,999)
Workers' Profit Participation							
Fund and Workers' Welfare Fund	34	(740,193)	(231,934)	-	-	(740,193)	(231,934)
		10,674,611	2,188,760	2,078,813	1,979,464	12,753,424	4,168,224
Other income	35					5,579,339	3,204,872
						18,332,763	7,373,096
Finance cost	36					(133,570)	(85,737)
Profit before taxation						18,199,193	7,287,359

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

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

### Manufacturing

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

### Trading

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

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

29.4 This includes an amount of Rs 1.254 million (2020: Rs. 2.152 million ) in respect of export sales of auto parts.

29.5 The gross sales, net of sales tax, for 'Trading' segment include an amount of Rs 1,940.041 million (2020: Rs 1,508.796 million) in respect of sales of motor oil.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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

	Note	2021	2020
		------(Rupees in '000)-----	
<b>30 COST OF SALES</b>			
<b>Raw materials and vendor parts consumed</b>			
Opening stock		13,284,969	11,210,717
Purchases		151,633,080	68,123,479
Closing stock	10	(13,260,858)	(13,284,969)
		151,657,191	66,049,227
 Stores and spares consumed		1,925,873	953,154
Salaries, wages and other benefits	30.1 & 30.2	1,962,119	1,585,105
Rent, rates and taxes		6,086	10,929
Repairs and maintenance		306,310	328,279
Depreciation	4.4	2,961,259	2,687,413
Legal and professional		1,334	421
Travelling		12,314	19,592
Transportation		8,538	5,853
Insurance		60,416	45,472
Vehicle running		20,013	18,555
Communication		4,589	3,928
Printing, stationery and office supplies		2,956	3,112
Subscription		3,560	3,016
Fuel and power		565,338	407,865
Running royalty	30.3	2,667,789	1,485,663
Supervisor fee		547	95,328
Technical fee		7,574	8,350
Staff catering, transport and uniforms		594,969	304,909
Provision for slow moving stock-in-trade		7,207	36,564
Provision for slow moving stores and spares		37,220	277,678
Others		19,355	35,556
		11,175,366	8,316,742
		162,832,557	74,365,969
Add: Opening work-in-process		970,298	683,469
Less: Closing work-in-process	10	1,213,065	970,298
		162,589,790	74,079,140
Opening stock of finished goods - own manufactured		455,838	117,347
Closing stock of finished goods - own manufactured	10	(6,205,819)	(455,838)
<b>Cost of sales - own manufactured</b>		156,839,809	73,740,649
 Opening stock of finished goods - trading		1,491,116	1,782,876
Finished goods purchased		6,062,948	4,684,898
Closing stock of finished goods - trading	10	(1,837,327)	(1,491,116)
Reversal for slow moving stock-in-trade		(48,529)	(1,150)
<b>Cost of sales - trading</b>		5,668,208	4,975,508
		162,508,017	78,716,157

- 30.1 These include an amount of Rs 40.425 million (2020: Rs 42.852 million) in respect of charge against provident fund and reversal for the year in respect of pension amounting to Rs. 19.580 million due to contribution and accumulated interest returned in respect of retiring members ineligible for pension. In 2020, there was a charge of Rs. 36.370 million in respect of pension.

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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

30.3 This includes royalty paid to the following parties:

Company Name	Address	Relationship with the Company	2021 ----- (Rupees in '000) -----	2020
Toyota Motor Corporation	1 Toyota-Cho, Toyota City, Aichi Prefecture 471-8571, Japan	Associate	1,900,116	1,976,943
Toyota Daihatsu Engineering & Manufacturing Company Limited	99 Moo 5, T. Ban-Ragad, A. Bank-bo, Samutprakran, 105060, Kingdom of Thailand	Group company of Associate	15,973	12,023

31	DISTRIBUTION EXPENSES	Note	2021 ----- (Rupees in '000) -----	2020
	Salaries, wages and other benefits	31.1 & 30.2	308,234	295,736
	Rent, rates and taxes		4,836	4,736
	Repairs and maintenance		4,060	3,795
	Depreciation	4.4	48,855	42,413
	Advertising and sales promotion		458,822	655,101
	Travelling		11,092	19,578
	Vehicle running		22,913	19,511
	Communication		3,114	2,113
	Printing, stationery and office supplies		7,790	4,813
	Staff training		7,452	27,701
	Staff transport and canteen		32,177	22,943
	Subscription		1,432	251
	Warranty claims	24.4	344,344	157,714
	Pre-delivery inspection and service charges		67,987	15,377
	Development expenditure		12,420	46,497
	Utilities		363	224
	Transportation		83,685	74,175
	Running royalty	31.2	21,892	19,148
	Late delivery charges		176,822	56,550
	Others		573	227
			<u>1,618,863</u>	<u>1,468,603</u>

31.1 These include an amount of Rs 7.400 million (2020: Rs 8.579 million) in respect of charge against provident fund and reversal for the year in respect of pension amounting to Rs 4.606 million due to contribution and accumulated interest returned in respect of retiring members ineligible for pension. In 2020, there was a charge of Rs 9.079 million in respect of pension.

31.2 This includes royalty paid to the following parties:

Company Name	Address	Relationship with the Company	2021 ----- (Rupees in '000) -----	2020
Toyota Motor Corporation	1 Toyota-Cho, Toyota City, Aichi Prefecture 471-8571, Japan	Associate	12,802	22,083



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

32	ADMINISTRATIVE EXPENSES	Note	2021 ------(Rupees in '000)-----	2020
	Salaries, wages and other benefits	32.1 & 30.2	640,351	531,842
	Rent, rates and taxes		4,152	3,856
	Insurance		52,110	49,851
	Repairs and maintenance		114,132	106,215
	Depreciation	4.4	75,699	73,799
	Amortisation	4.2	37,315	35,557
	Travelling		16,922	50,153
	Legal and professional		246,871	260,264
	Director's fee		3,250	2,875
	Vehicle running		26,277	20,177
	Communication		20,735	19,354
	Printing, stationery and office supplies		2,983	3,782
	Staff training		107,819	133,503
	Staff transport and canteen		64,447	35,527
	Security		34,297	35,237
	Subscription		15,026	6,919
	Utilities		428	2,230
	Others		2,074	13,958
			<u>1,464,888</u>	<u>1,385,099</u>

32.1 These include an amount of Rs 13.852 million (2020: Rs 14.555 million) in respect of charge against provident fund and Rs 9.076 million (2020: Rs 12.957 million) in respect of charge against pension fund.

33	OTHER OPERATING EXPENSES	Note	2021 ------(Rupees in '000)-----	2020
	Auditors' remuneration	33.1	2,981	6,757
	Donations	33.2	74,056	189,983
	(Reversal) / Provision for doubtful debts		(695)	259
			<u>76,342</u>	<u>196,999</u>
33.1	Auditors' remuneration			
	Audit fee		1,725	1,725
	Interim review and other certifications		769	749
	Others		-	3,688
	Out-of-pocket expenses		487	595
			<u>2,981</u>	<u>6,757</u>

33.2 Donations

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

Name of Director(s)	Interest in Donee	Name of Donee	2021 ------(Rupees in '000)-----	2020
1. Mr Mohamedali R. Habib and Mr Muhammad Hyder Habib	Trustee	Habib Education Trust	1,000	1,500
2. Mr Mohamedali R. Habib and Mr Muhammad Hyder Habib	Director	Habib University Foundation	-	65,000

33.2.2 The names of donees to whom donation amount exceeds 10% of total donations, i.e. The Shaukat Khanum Memorial Cancer Hospital and Research Centre, Saylani Welfare Trust and Patients Aid Foundation.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

	Note	2021	2020
		-----	-----
		(Rupees in '000)	(Rupees in '000)
<b>34 WORKERS' PROFIT PARTICIPATION FUND AND WORKERS' WELFARE FUND</b>			
Workers' Welfare Fund		371,412	148,722
Workers' Profit Participation Fund - current year	15.5	707,383	228,143
Workers' Profit Participation Fund - for prior years	15.5	(338,602)	(144,931)
		<u>740,193</u>	<u>231,934</u>

## 35 OTHER INCOME

### Income from financial assets

- Return on bank deposits		1,015,172	1,013,864
- Gain on sale of investments in Market Treasury Bills		2,710,507	1,554,110
- Dividend income from listed mutual fund units		539,677	173,648
- Gain on sale of Pakistan Investment Bonds (PIBs)		293,049	137,022
- Unrealised gain on Market Treasury Bills		216,001	61,704
- Interest income on Market Treasury Bills		-	9,196
- Gain on sale of listed mutual fund units		6,992	6,809
- Unrealised gain on listed mutual fund units		10,339	-
- Unrealised gain on Pakistan Investment Bonds (PIBs)		-	84

### Income from other than financial assets

- Agency commission, net of commission expense of Rs 3.631 million (2020: Rs 8.433 million)		92,531	40,575
- Exchange loss on agency commission and exports		(527)	(16,731)
- Gain on disposal of operating fixed assets		72,286	40,608
- Freight and other charges income - net of expenses		183,384	78,791
- Certification income		42,474	40,163
- Extended warranty income		28,420	25,446
- Unclaimed liabilities written back	35.1	333,087	38,557
- Discounting of GIDC payable		35,605	-
- Realised exchange loss - net		(1,415)	(420)
- Others		1,757	1,446
		<u>5,579,339</u>	<u>3,204,872</u>

35.1 This primarily includes Rs 233.281 million write back of unclaimed compensation payable to customers on late deliveries of vehicles.

	Note	2021	2020
		-----	-----
		(Rupees in '000)	(Rupees in '000)
<b>36 FINANCE COST</b>			
Interest on long term loan facility		19,657	6,494
Bank charges		100,824	79,243
Unwinding of interest on GIDC payable		13,089	-
		<u>133,570</u>	<u>85,737</u>

## 37 TAXATION

Current - for the year		5,530,657	2,642,572
- for prior years		14,127	56,578
		<u>5,544,784</u>	<u>2,699,150</u>
Deferred - for the year		(174,183)	(493,818)
	37.1	<u>5,370,601</u>	<u>2,205,332</u>

## Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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

	2021	2020
	------(Rupees in '000)-----	
Profit before taxation	<u>18,199,193</u>	<u>7,287,359</u>
Tax at the applicable tax rate of 29% (2020: 29%)	5,277,765	2,113,334
Tax effect of permanent differences	178,565	50,166
Tax effect of income assessed under final tax regime	(24,016)	9,837
Tax effect of income taxable at lower rates and tax credit on		
plant and machinery	(75,840)	(24,583)
Prior years' charge	<u>14,127</u>	<u>56,578</u>
	<u>5,370,601</u>	<u>2,205,332</u>

## 38 EARNINGS PER SHARE

### 38.1 Basic

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

	2021	2020
	------(Rupees in '000)-----	
Profit after taxation	<u>12,828,592</u>	<u>5,082,027</u>
	(Number of shares)	
Weighted average number of ordinary shares outstanding during the year	<u>78,600,000</u>	<u>78,600,000</u>
	(Rupees)	
Basic earnings per share	<u>163.21</u>	<u>64.66</u>

### 38.2 Diluted

There are no potential dilutive ordinary shares outstanding as at June 30, 2021 and 2020.



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

	Note	2021	2020
		------(Rupees in '000)-----	
<b>39 CASH GENERATED FROM OPERATIONS</b>			
Profit before taxation		18,199,193	7,287,359
Adjustment for non-cash charges and other items:			
Depreciation	4.2	3,085,813	2,803,625
Amortisation	4.2	37,315	35,557
Reversal for doubtful debts	11	(695)	(283)
Provision for slow moving stores and spares	9	37,220	277,678
(Reversal) / provision for slow moving stock-in-trade	10	(41,322)	35,414
Gain on disposal of operating fixed assets	4.5	(72,286)	(40,608)
Gain on sale of Pakistan Investment Bonds (PIBs)	35	(293,049)	(137,022)
Gain on redemption of investments in listed mutual fund units	35	(6,992)	(6,809)
Gain on sale of investments in Market Treasury Bills	35	(2,710,507)	(1,563,306)
Net unrealised (gain) / loss on revaluation of foreign exchange contracts - fair value hedge	15	(21,679)	3,594
Return on bank deposits	35	(1,015,172)	(1,013,864)
Unrealised loss / (gain) on Pakistan Investment Bonds (PIBs)	35	-	(84)
Unrealised gain on investment in listed mutual fund units	35	(10,339)	-
Unrealised gain on Market Treasury Bills	35	(216,001)	(61,704)
Dividend income from mutual fund units	35	(539,677)	(173,648)
Charge in respect of Workers' Profit Participation Fund	34	368,781	83,212
Charge in respect of Workers' Welfare Fund	34	371,412	148,722
Compensation on advances received from customers	29	963,613	23,987
Interest on Long term loan	36	19,657	6,494
GIDC payable	23	191,095	-
Working capital changes	39.1	33,579,452	16,909,464
		<u>51,925,832</u>	<u>24,617,778</u>
<b>39.1 Working capital changes</b>			
(Increase) / decrease in current assets			
Stores and spares		21,130	(212,128)
Stock-in-trade		(6,314,848)	(2,407,812)
Trade debts		625,268	1,406,487
Loans and advances		(3,272,460)	737,483
Short-term prepayments		(9,727)	4,674
Other receivables		(134,345)	2,923,590
		<u>(9,084,982)</u>	<u>2,452,294</u>
(Decrease) / increase in current liabilities			
Current portion of deferred revenue		(24,621)	25,120
Trade payables, other payables and provisions		15,955,936	(2,171,874)
Advances from customers and dealers		26,733,119	16,603,924
		<u>42,664,434</u>	<u>14,457,170</u>
		<u>33,579,452</u>	<u>16,909,464</u>
<b>40 CASH AND CASH EQUIVALENTS</b>			
Cash and cash equivalents included in the statement of cash flows comprise of the following:			
	Note	2021	2020
		------(Rupees in '000)-----	
Cash and bank balances	18	2,039,797	1,171,064
Term Deposit Receipts (TDRs)	16	32,000,000	34,000,000
Government securities - Market Treasury Bills	16	37,437,344	6,694,832
		<u>71,477,141</u>	<u>41,865,896</u>

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

## 41 REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

	2021			2020		
	Chief Executive	Executive Directors**	Executives	Chief Executive	Executive Directors***	Executives
	(Rupees in '000)					
Managerial remuneration*	66,473	11,186	377,657	58,810	14,775	339,305
Retirement benefits	4,451	-	24,274	3,827	-	27,065
Medical expenses	2,538	-	-	1,613	-	-
	<b>73,462</b>	<b>11,186</b>	<b>401,931</b>	<b>64,250</b>	<b>14,775</b>	<b>366,370</b>
Number of persons	<b>1</b>	<b>1</b>	<b>51</b>	<b>1</b>	<b>1</b>	<b>55</b>

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

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

\*\*\* During the year ended June 30, 2020, there were two directors and one of them retired on October 09, 2020.

- 41.1 The Chief Executive, directors and some executives have been provided free use of Company maintained cars, residential telephones and club facilities.
- 41.2 During the year, an amount of Rs 3.250 million (2020: Rs 2.875 million) has been paid to non-executive directors, as fee for attending board and other meetings.

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

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

	2021	2020
	(Rupees in '000)	
With associated undertakings / related parties:		
Sales	457,835	259,630
Purchases	94,677,220	47,428,194
Insurance premium	113,812	75,011
Agency commission	93,894	49,007
Running royalty	2,710,445	1,544,117
Rent expense	-	1,077
Return on bank deposits and Term Deposit Receipts	377,177	480,887
Proceeds from disposal of operating fixed assets / insurance claim	1,776	904
Supervisor fee	547	95,328
Bank charges	57,178	56,019
Annual subscription	2,600	2,000
Interest on long term loan facility	6,521	291
LC charges	11,265	5,742
With key management personnel:		
Salaries and benefits	113,502	101,996
Post employment benefits	7,249	6,380
Sale of operating fixed assets	9,550	3,161

- 42.1 Contribution to and accruals in respect of staff retirement benefits are made in accordance with actuarial valuations / terms of contribution plan as disclosed in the respective notes to these financial statements.
- 42.2 The status of outstanding balances with associated undertakings / related parties as at June 30, 2021 are included in the respective notes to the financial statements.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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

## Basis of relationship

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

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

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



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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

	2021	2020
	-----	-----
<b>43 PLANT CAPACITY AND PRODUCTION</b>	Number of units	
Capacity based on double shift basis	66,000	66,000
Production	59,187	28,519

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

	2021	2020
	-----	-----
<b>44 NUMBER OF EMPLOYEES</b>	(Number of staff)	
Total number of employees as at June 30	2,943	2,855
Average number of employees during the year	2,927	3,073

## 45 FINANCIAL INSTRUMENTS BY CATEGORY

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

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

	----- As at June 30, 2020 -----		
	Amortised cost	Fair value through profit or loss	Total
	----- (Rupees in '000) -----		
<b>Financial assets</b>			
Loans and advances	843,283	-	843,283
Long term deposits	10,020	-	10,020
Trade debts	1,141,711	-	1,141,711
Accrued return	111,128	-	111,128
Other receivables	143,903	-	143,903
Investments	34,000,000	7,194,878	41,194,878
Cash and bank balances	1,171,064	-	1,171,064
	<u>37,421,109</u>	<u>7,194,878</u>	<u>44,615,987</u>
	----- As at June 30, 2020 -----		
		Financial liabilities at amortised cost	Total
		----- (Rupees in '000) -----	
<b>Financial liabilities</b>			
Long term loan		592,751	592,751
Unclaimed dividends		357,066	357,066
Trade payables, other payables and provisions		10,512,778	10,512,778
		<u>11,462,595</u>	<u>11,462,595</u>

## 46 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

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

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

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

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

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

Credit risk arises from derivative financial instruments, investments (except for the investments in Government securities) and balances with banks and financial institutions, as well as credit exposures to customers, employees including trade debts, other receivables and committed transactions with the group companies. Out of the total financial assets of Rs 88,255.119 million (2020: Rs 44,615.987 million), the financial assets which are subject to credit risk amounted to Rs 47,686.701 million (2020: Rs 37,415.648 million), including trade receivables from government agencies.

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

Out of the total trade debts amounting to Rs 517.138 million (2020: Rs 1,142.406 million), an amount of Rs 302.182 million (2020: Rs 278.478 million) relates to direct customers.

Out of the total bank balance and TDRs of Rs 34,035.898 million (2020: Rs 35,165.603 million) placed with banks, amounts aggregating to Rs 16,834.518 million (2020: Rs 17,323.285 million) have been placed with banks having credit rating of AAA, whereas the remaining amounts are placed with banks having long term minimum credit rating of A+.

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

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

## 46.2 Liquidity risk

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

The maturity profile of the Company's liability based on contractual maturities is disclosed in note 46.3.2 to these financial statements.

## 46.3 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.

### 46.3.1 Currency risk

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

Foreign currency risk arises mainly where receivables and payables exist due to transactions entered into in foreign currencies. The Company primarily has foreign currency exposures in US Dollars (USD), Japanese Yen (JPY), Thai Bhat (THB) and Singapore Dollars (SGD). The net foreign currency exposure at June 30, 2021 is USD 11.069 million (2020: USD 2.056 million), JPY 1,012.665 million (2020: JPY 19.776 million), THB 13.685 million (2020: THB 4.277 million) and SGD 0.376 million (2020: SGD 0.038 million).

### 46.3.2 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



# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

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:

2021								
	Effective interest/ mark-up rate	Interest / mark-up bearing			Non-interest / mark-up bearing			Total
		Maturity upto one year	Maturity after one year	Sub-total	Maturity upto one year	Maturity after one year	Sub-total	June 30, 2021
		%				(Rupees in '000)		
On statement of financial position financial instruments								
Financial assets								
Loans and advances	3.00-3.50	27,959.0	16,857	44,816	11,582	-	11,582	56,398
Long term deposits	-	-	-	-	-	10,020	10,020	10,020
Trade debts	-	-	-	-	517,138	-	517,138	517,138
Accrued return	-	-	-	-	109,996	-	109,996	109,996
Other receivables	-	-	-	-	342,148	-	342,148	342,148
Investments	7.11-9.20	82,052,447	3,127,175	85,179,622	-	-	-	85,179,622
Cash and bank balances	4.50-6.25	2,024,109	-	2,024,109	15,688	-	15,688	2,039,797
		84,104,515	3,144,032	87,248,547	996,552	10,020	1,006,572	88,255,119
Financial liabilities								
Long term loan	1.00 - 4.25	373,303	589,837	963,140	-	-	-	963,140
Unclaimed dividend	-	-	-	-	330,370	-	330,370	330,370
Trade payables, other payables and provisions	-	-	-	-	24,287,928	-	24,287,928	24,287,928
		373,303	589,837	963,140	24,618,298	-	24,618,298	25,581,438
2020								
	Effective interest/ mark-up rate	Interest / mark-up bearing			Non-interest / mark-up bearing			Total
		Maturity upto one year	Maturity after one year	Sub-total	Maturity upto one year	Maturity after one year	Sub-total	June 30, 2020
		%				(Rupees in '000)		
On statement of financial position financial instruments								
Financial assets								
Loans and advances	3.00-3.50	27,803	12,639	40,442	802,841	-	802,841	843,283
Long term deposits	-	-	-	-	-	10,020	10,020	10,020
Trade debts	-	-	-	-	1,141,711	-	1,141,711	1,141,711
Accrued return	-	-	-	-	111,128	-	111,128	111,128
Other receivables	-	-	-	-	143,903	-	143,903	143,903
Investments	7.00-12.48	41,194,878	-	41,194,878	-	-	-	41,194,878
Cash and bank balances	5.50-7.00	1,092,494	-	1,092,494	78,570	-	78,570	1,171,064
		42,315,175	12,639	42,327,814	2,278,153	10,020	2,288,173	44,615,987
Financial liabilities								
Long term loan	1.00 - 4.25	113,425	479,326	592,751	-	-	-	592,751
Unclaimed dividend	-	-	-	-	357,066	-	357,066	357,066
Trade payables, other payables and provisions	-	-	-	-	10,512,778	-	10,512,778	10,512,778
		113,425	479,326	592,751	10,869,844	-	10,869,844	11,462,595

# Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2021

## a) Sensitivity analysis of variable rate instruments

As at June 30, 2021, the Company holds market treasury bills which are classified as financial assets at fair value through profit or loss' exposing the Company to fair value interest rate risk. In case of 100 basis points increase / decrease in rates announced by the Financial Markets Association of Pakistan for market treasury bills and with all other variables held constant, the net profit before tax for the year of the Company would have been lower / higher by Rs 37.437 million.

## b) Sensitivity analysis of fixed rate instruments

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

### 46.3.3 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.

### 46.3.4 Fair value of financial instruments

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

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

#### Fair value hierarchy

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

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

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

	----- As at June 30, 2021 -----			----- As at June 30, 2020 -----		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
	----- Rupees in '000 -----					
Financial assets 'at fair value through profit or loss'						
Listed Mutual Fund Units	-	12,615,103	-	-	-	-
Government securities - Pakistan Investment Bonds (PIBs)	-	-	-	-	500,046	-
Government securities - Market Treasury Bills	-	37,437,344	-	-	6,694,832	-
Derivative financial instruments	-	29,079	-	-	7,400	-

# **Notes to and Forming Part of the Financial Statements**

For the year ended June 30, 2021

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

## **Debt Securities**

The fair value of Federal Government securities is determined using the prices / rates available on Mutual Funds Association of Pakistan (MUFAP) and the fair value of other corporate and foreign government securities is determined using the rates from Reuters / Bloomberg.

## **Units of mutual fund**

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

## **Derivatives**

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

46.3.6 During the year ended June 30, 2021, there were no transfers between level 1 and level 2 fair value measurements, and no transfers into and out of level 3 fair value measurements.

## **47 CAPITAL RISK MANAGEMENT**

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

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

The Board of Directors in its meeting held on August 26, 2021 has proposed a cash dividend in respect of the year ended June 30, 2021 of Rs 36.5 (2020: cash dividend of Rs 7) per share. This is in addition to the interim cash dividend of Rs 67 (2020: Rs 23) per share resulting in a total dividend for the year of 103.5 (2020: Rs 30) per share. The Directors have also announced appropriation of Rs 4,500 million (2020: 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, 2021 do not include the effect of these appropriations which will be accounted for in the financial statements for the year ending June 30, 2022.

## **Notes to and Forming Part of the Financial Statements**

For the year ended June 30, 2021

### **49 GENERAL**

- 49.1 Figures in these financial statements have been rounded off to the nearest thousand rupees unless otherwise stated.
- 49.2 Corresponding figures and balances have been rearranged and / or reclassified, where considered necessary, for the purpose of better comparison and presentation, the effects of which are not material.

### **50 DATE OF AUTHORISATION**

These financial statements were authorised for issue on August 26, 2021 by the Board of Directors of the Company.



**Mohammad Ibadullah**  
Chief Financial Officer



**Ali Asghar Jamali**  
Chief Executive



**Shinji Yanagi**  
Vice Chairman & Director



## Pattern of Shareholding

As at June 30, 2021

Number of Shareholders	Shareholdings' Slab			Total Shares Held
1,017	1	to	100	48,745
2,239	101	to	500	979,474
322	501	to	1,000	277,318
380	1,001	to	5,000	902,140
89	5,001	to	10,000	677,609
18	10,001	to	15,000	230,521
17	15,001	to	20,000	303,705
10	20,001	to	25,000	226,915
8	25,001	to	30,000	225,810
9	30,001	to	35,000	302,403
11	35,001	to	40,000	419,990
3	40,001	to	45,000	129,690
4	45,001	to	50,000	192,840
2	50,001	to	55,000	105,270
4	55,001	to	60,000	226,755
3	65,001	to	70,000	202,730
2	75,001	to	80,000	156,482
1	95,001	to	100,000	99,490
1	105,001	to	110,000	105,415
1	110,001	to	115,000	113,500
1	115,001	to	120,000	118,300
2	125,001	to	130,000	256,090
1	130,001	to	135,000	135,000
3	145,001	to	150,000	443,640
1	150,001	to	155,000	151,700
1	155,001	to	160,000	158,680
1	160,001	to	165,000	162,040
1	175,001	to	180,000	179,790
1	185,001	to	190,000	190,000
1	195,001	to	200,000	200,000
1	210,001	to	215,000	211,286
1	235,001	to	240,000	238,000
4	255,001	to	260,000	1,032,667
1	270,001	to	275,000	272,384
1	285,001	to	290,000	288,760
1	295,001	to	300,000	296,969
1	430,001	to	435,000	433,480
1	460,001	to	465,000	462,360
1	465,001	to	470,000	469,400
1	550,001	to	555,000	552,685
1	595,001	to	600,000	600,000
1	610,001	to	615,000	613,707
1	675,001	to	680,000	679,480
1	685,001	to	690,000	688,110
1	760,001	to	765,000	763,270
1	1,325,001	to	1,330,000	1,327,670
1	4,800,001	to	5,000,000	4,890,000
1	9,820,001	to	9,825,000	9,825,000
1	19,645,001	to	19,650,000	19,650,000
1	27,000,001	to	28,000,000	27,382,730
<b>4,177</b>				<b>78,600,000</b>

# Pattern of Shareholding

As at June 30, 2021

Categories of Shareholders	Number of Shares Held	Category Wise No. of Folios / CDC Accounts	Category Wise Shares held	Percentage
<b>1.Directors and their spouse(s) and minor children</b> MOHAMEDALI R. HABIB MUHAMMAD H. HABIB IMRAN A. HABIB ALI ASGHAR JAMALI AZAM FARUQUE RIYAZ T. CHINOY SYEDA TATHEER ZEHRA HAMDANI FARAH FATIMA HABIB W/O MUHAMMAD H. HABIB	130,000 38,400 1,000 38,000 500 500 500 19,400	8	228,300	0.29%
<b>2.Associated Companies, undertakings and related parties</b> THAL LIMITED HABIB INSURANCE COMPANY LIMITED	4,890,000 24,015	2	4,914,015	6.25%
<b>3.Executives</b>	691	7	691	0.00%
<b>4.Public Sector Companies and Corporations (NIT/ICP)</b> INVESTMENT CORPORATION OF PAKISTAN CDC - TRUSTEE NATIONAL INVESTMENT (UNIT) TRUST	3,700 211,286	2	214,986	0.27%
<b>5. Banks, Development Financial Institutions, Non Banking Financial Companies</b>	1,088,788	13	1,088,788	1.39%
<b>6.Insurance Companies</b> <b>7.Modarabas and Mutual Funds</b> CDC - TRUSTEE ABL STOCK FUND CDC - TRUSTEE AKD INDEX TRACKER FUND CDC - TRUSTEE APF-EQUITY SUB FUND CDC - TRUSTEE ATLAS STOCK MARKET FUND CDC - TRUSTEE AWT STOCK FUND CDC - TRUSTEE FAYSAL ASSET ALLOCATION FUND CDC - TRUSTEE FAYSAL STOCK FUND CDC - TRUSTEE HBL PF EQUITY SUB FUND CDC - TRUSTEE LAKSON EQUITY FUND CDC - TRUSTEE LAKSON TACTICAL FUND CDC - TRUSTEE MCB PAKISTAN ASSET ALLOCATION FUND CDC - TRUSTEE MCB PAKISTAN STOCK MARKET FUND CDC - TRUSTEE NAFA PENSION FUND EQUITY SUB-FUND ACCOUNT CDC - TRUSTEE NBP BALANCED FUND CDC - TRUSTEE NBP ISLAMIC REGULAR INCOME FUND CDC - TRUSTEE NBP SARMAZA IZAFAT FUND CDC - TRUSTEE NBP STOCK FUND CDC - TRUSTEE NIT ISLAMIC EQUITY FUND CDC - TRUSTEE NIT-EQUITY MARKET OPPORTUNITY FUND CDC - TRUSTEE PAKISTAN CAPITAL MARKET FUND CDC - TRUSTEE PAKISTAN PENSION FUND - EQUITY SUB FUND CDC - TRUSTEE UBL RETIREMENT SAVINGS FUND - EQUITY SUB FUND CDC - TRUSTEE UNIT TRUST OF PAKISTAN CDC-TRUSTEE NITIPF EQUITY SUB-FUND CDC-TRUSTEE NITPF EQUITY SUB-FUND KASB MODARABA MC FSL - TRUSTEE JS GROWTH FUND	1,215,429 900 3,179 4,040 56,200 4,400 8,940 68,260 1,380 53,550 7,030 44,140 179,790 1,800 1,220 900 969 39,180 44,950 51,720 4,100 16,800 920 4,220 3,500 2,000 200 9,620	10 27	1,215,429 613,908	1.55% 0.78%
<b>8.Foreign Investors / Companies</b> Holding 5% or more voting Interest OVERSEAS PAKISTAN INVESTORS AG TOYOTA MOTOR CORPORATION TOYOTA TSUSHO CORPORATION	27,382,730 19,650,000 9,825,000	53	63,696,586	81.04%
<b>9.General Public</b> a. Local b. Foreign	4,361,076 287,676	3,492 437	4,648,752	5.91%
<b>10.OTHERS</b>	1,978,545	126	1,978,545	2.52%
<b>Totals</b>		<b>4,177</b>	<b>78,600,000</b>	<b>100.00%</b>

## Ten Years Performance Indicators

Financial Summary		2021	2020	2019	2018
<b>Income Statement</b>					
Net revenue	Rs in '000	179,161,727	86,167,016	157,996,212	139,715,429
Gross profit	Rs in '000	16,653,710	7,450,859	19,191,674	23,884,658
Profit before taxation	Rs in '000	18,199,193	7,287,359	18,975,929	22,999,166
Profit after taxation	Rs in '000	12,828,592	5,082,027	13,714,975	15,771,860
Dividends	Rs in '000	8,135,100	2,358,000	9,039,000	11,004,000
<b>Statement of Financial Position</b>					
Share capital	Rs in '000	786,000	786,000	786,000	786,000
Reserves	Rs in '000	47,415,465	40,383,391	39,259,309	35,958,342
Non-current assets	Rs in '000	15,809,646	16,574,192	13,898,033	7,311,379
Net current assets	Rs in '000	29,752,647	24,991,174	26,679,161	29,383,117
Long term liabilities	Rs in '000	745,433	483,125	558,920	22,711
<b>Investor Information</b>					
Gross profit ratio	% age	9.30	8.65	12.15	17.10
Net profit ratio	% age	7.16	5.90	8.68	11.29
Earnings per share	Rs	163.21	64.66	174.49	200.66
Inventory turnover	Times	9	5	11	11
Debt collection period	Days	2	8	5	3
Average fixed assets turnover	Times	11.06	5.66	14.90	22.89
Breakup value per share	Rs	613.25	523.78	509.48	467.49
Market price per share					
- as on June 30	Rs	1,254.14	994.99	1,203.92	1,421.46
- High value during the period	Rs	1,451.02	1,280.00	1,589.90	1,980.00
- Low value during the period	Rs	925.00	700.00	1,030.62	1,300.00
Price earning ratio	Times	7.68	15.39	6.90	7.08
Dividend per share	Rs	103.50	30.00	115.00	140.00
Dividend yield	% age	8.25	3.02	9.55	9.85
Dividend payout	% age	63.41	46.40	65.91	69.77
Dividend cover	Times	1.58	2.16	1.52	1.43
Return on equity	% age	26.61	12.34	34.25	42.92
Debt to equity	Ratio	0 : 1	0 : 1	0 : 1	0 : 1
Current ratio	Ratio	1.35:1	1.65:1	2.1:1	1.63:1
<b>Other Information</b>					
Units sold	Nos.	57,731	28,837	66,211	64,000
Units Produced	Nos.	59,187	28,519	65,346	62,886
Manpower	Nos.	2,943	2,855	3,349	3,266
Contribution to National Exchequer	Rs in '000	71,802,435	35,927,543	52,307,841	48,843,141

2017	2016	2015	2014	2013	2012
111,942,544	108,758,668	96,516,322	57,063,622	63,829,075	76,962,642
19,492,589	17,731,299	14,244,230	5,793,582	5,857,037	6,561,854
19,140,767	17,397,446	14,132,569	5,016,497	4,969,775	6,312,267
13,001,265	11,454,940	9,110,251	3,873,452	3,357,545	4,302,715
9,039,000	7,860,000	6,288,000	2,318,700	1,965,000	2,515,200
786,000	786,000	786,000	786,000	786,000	786,000
30,410,962	26,843,609	23,249,520	19,129,652	16,907,291	16,227,858
6,345,444	4,938,277	5,193,477	6,033,264	2,742,140	3,472,906
24,762,671	17,473,164	13,861,221	14,062,278	14,775,801	13,693,056
3,933	-	-	-	-	-
17.66	16.30	14.76	10.15	9.18	8.53
11.61	10.53	9.44	6.79	5.26	5.59
165.41	145.74	115.91	49.28	42.72	54.74
11	13	15	8	8	11
3	3	4	10	8	7
19.90	21.47	17.19	13.01	18.32	19.99
396.91	351.52	305.80	253.38	225.11	216.46
1,793.60	939.54	1,249.00	537.92	311.00	245.08
2,110.00	1,313.00	1,320.00	549.00	364.60	305.00
935.00	884.75	520.00	300.00	237.00	187.00
10.84	6.45	10.78	10.92	7.28	4.48
115.00	100.00	80.00	29.50	25.00	32.00
6.41	10.64	6.41	5.48	8.04	13.06
69.52	68.62	69.02	59.86	58.52	58.46
1.44	1.46	1.45	1.67	1.71	1.71
41.67	41.46	37.90	19.45	18.98	25.29
0 : 1	0 : 1	0 : 1	0 : 1	0 : 1	0 : 1
1.76:1	1.58 : 1	1.53 : 1	3.35 : 1	2.99 : 1	2.32 : 1
60,586	64,584	57,387	34,470	38,517	55,060
59,945	64,096	56,888	33,012	37,405	54,917
2,849	2,765	2,322	2,091	2,225	2,292
38,959,490	37,325,754	32,076,453	19,261,559	21,267,303	24,725,706



# Notice of Annual General Meeting

Notice is hereby given that the 32<sup>nd</sup> Annual General Meeting of INDUS MOTOR COMPANY LIMITED will be held on Thursday, September 30, 2021 at 9:00 a.m. to transact the following business. Due to the current fourth wave of COVID-19 pandemic, shareholders shall be entitled to attend the meeting through video conference facility managed by the Company as per the instructions given in the notes section.

## ORDINARY BUSINESS

1. To receive, consider and adopt the annual audited Financial Statements of the Company for the year ended June 30, 2021, together with the Chairman's Review and Directors and Auditors Report thereon.
2. To approve cash dividend (2020-2021) on the ordinary shares of the Company. The directors have recommended a Final Cash dividend at 365% i.e. Rs 36.50 per share. This is in addition to the combined Interim Dividend of 670% i.e. Rs. 67 per share already paid. The total dividend for 2020-2021 will thus amount to 1035% i.e. Rs. 103.50 per share.
3. To appoint auditors and fix their remuneration for the year ending June 30, 2022. The present auditors M/s. A.F. Ferguson & Co., Chartered Accountants, retire and being eligible have offered themselves for re-appointment.
4. To present any other business with the permission of the Chairman.

By order of the Board



Muhammad Arif Anzer  
Company Secretary

Karachi.  
August 26, 2021

## NOTES:

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

Due to current COVID-19 pandemic situation and while considering the wellbeing and safety of the shareholders, the AGM proceedings shall be held via video conference facility only. Shareholders interested to participate in the meeting are requested to share below information at [imc.corporate@toyota-indus.com](mailto:imc.corporate@toyota-indus.com) for their appointment and proxy's verification by September 24, 2021, from their registered email addresses (to update if not done earlier).

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

Video conference link details and login credentials will be shared with ONLY those Shareholders, whose particulars are received on or before September 24, 2021, from their registered email addresses. Shareholders can also provide their comments and questions for the agenda items of the AGM on [imc.corporate@toyota-indus.com](mailto:imc.corporate@toyota-indus.com) by September 24, 2021.

### 2. Closure of Share Transfer Books

The Share Transfer Books of the Company will be closed from September 24, 2021 to September 30, 2021 (both days inclusive) for the purpose of the Annual General Meeting and payment of the final dividend. Transfer requests received by CDC Share Registrar Services Limited, CDC House, 99-B, Block "B", S.M.C.H.S., Main Shahrah-e-Faisal, Karachi-74400. Tel: 0800-23275, UAN: 111-111-500, Email: [info@cdcsrsl.com](mailto:info@cdcsrsl.com) at the close of business on September 23, 2021 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. Proxy

A member entitled to attend and vote at this General Meeting is entitled to appoint a Proxy to attend, speak and vote in his place at the Meeting. A 'Proxy Form' appointing a proxy must be deposited at the Registered Office of the Company or at the above-mentioned address of Company's Share Registrar, at least 48 hours before the time of the meeting, alongwith copy of CNIC of Proxy. In case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature of the nominee alongwith his/her copy of CNIC shall be provided atleast 48 hours before the time of the meeting. The Form of

Proxy in English and Urdu is attached in the Annual Report and should be witnessed by two persons whose names, addresses and CNIC Numbers should be mentioned on the Forms. The Form of Proxy is also available on the Company's website ([www.toyota-indus.com](http://www.toyota-indus.com)).

#### 4. Updating of particulars

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

#### 5. Submission of copies of valid CNIC not provided earlier

Individual Shareholders are once again reminded to submit a copy of their valid CNIC, if not provided earlier to the Company's Share Registrar. In case of non-availability of a valid copy of the Shareholders' CNIC in the records of the Company, the company shall withhold the Dividend under the provisions of Section 243 of the Companies Act 2017.

#### 6. Withholding Tax on Dividend

Currently, the deduction of withholding tax on the amount of dividend paid by the companies under section 150 of the Income Tax Ordinance, 2001, are as under:

(a) For Persons appearing in Active Tax Payer List (ATL):	15%
(b) For Persons not appearing in Active Tax Payer List (ATL):	30%

Shareholders who have filled their return are advised to make sure that their names are entered into latest Active Tax Payers List (ATL) provided on the website of FBR at the time of dividend payment, otherwise they shall be treated as persons not appearing in ATL and tax on their cash dividend will be deducted at the rate of 30%, instead of 15%.

#### 7. Withholding tax on Dividend in Case of Joint Account Holders

In order to enable the Company to follow the directives of the regulators to determine shareholding ratio of the Joint Account Holder(s) (where shareholding has not been determined by the Principal shareholder) for deduction of withholding tax on dividend of the Company, shareholders are requested to please furnish the shareholding ratio details of themselves as Principal shareholder and their Joint Holders, to the Company's Share Registrar, enabling the Company to compute withholding tax of each shareholder accordingly. The required information must reach the Company's Share Registrar by September 23, 2021, otherwise each shareholder will be assumed to have equal proportion of shares and the tax will be deducted accordingly.

#### 8. Payment of Cash Dividend Electronically (E-mandate)

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

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

#### 9. Conversion of Physical Shares into Book-Entry Form

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

#### 10. Distribution of Annual Report through Email (Optional)

Pursuant to the provisions of section 223(6) of the Companies Act, 2017, the companies are permitted to circulate their annual financial statements, along with auditor's report, directors' review report etc. ("Annual Report") and the notice of annual general meeting ("Notice"), to its shareholders by email. Shareholders of the Company, who wish to receive the Company's Annual Report and Notice of Annual General Meeting by email are requested to provide the completed "Electronic Communication Consent Form" (available on the Company's website), to the Company's Share Registrar, CDC Share Registrar Services Limited.

The audited financial statements of the Company for the year ended June 30th, 2021 have also been made available on the Company's website ([www.toyota-indus.com](http://www.toyota-indus.com)).

### ۳۔ پراسی

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

### ۴۔ کوائف کی تبدیلی

حصص یافتگان سے درخواست ہے کہ اپنے رجسٹرڈ ڈاک کے پتے میں کسی تبدیلی کے متعلق کمپنی کے شیئرز رجسٹرار کو بروقت مطلع کر دیں۔ کاروباری ادارے کی صورت میں شیئرز ہولڈرز سے درخواست ہے کہ اپنے مجاز نمائندے کے کوائف میں کسی تبدیلی سے متعلق مطلع کریں۔

### ۵۔ شناختی کارڈ کی کارآمد نفع کی فراہمی (پہلے فراہم نہ کی گئی ہو تو)

حصص یافتگان کو ایک بار پھر شناختی کارڈ کی نقل اگر پہلے جمع نہ کرائی ہو تو کمپنی کے شیئرز رجسٹرار کو جمع کرانے کی یاد دہانی کرائی جاتی ہے۔ کمپنی اپنے ریکارڈز میں کسی حصص یافتہ کے شناختی کارڈ کی کارآمد نفع کی عدم دستیابی کی صورت میں پکیزز ایکٹ 2017 کے سیکشن 243 کے تحت ڈیوٹیڈ روک لے گی۔

### ۶۔ ڈیوٹیڈ پروفوڈ ہولڈنگ ٹیکس

اکٹوبر 2001 کے سیکشن 150 میں کمپنیز کی جانب سے ڈیوٹیڈ کی ادائیگی پر وود ہولڈنگ ٹیکس کی کوٹنی کیلئے درج ذیل شرحوں کا تعین کیا گیا ہے۔

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

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

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

### ۷۔ مشترکہ کھاتے داروں کی صورت میں ڈیوٹیڈ پروفوڈ ہولڈنگ ٹیکس

حصص یافتگان سے گزارش کی جاتی ہے کہ وہ پہلے حصص یافتہ کے طور پر اپنی اور اپنے مشترکہ کھاتے داروں کی حصص یافتگی کے تناسب کی تفصیلات فراہم کریں تاکہ کمپنی ڈیوٹیڈ سے ٹیکس کی کوٹنی کیلئے مشترکہ کھاتے داروں کی حصص یافتگی کے تناسب کے تعین کیلئے (اس صورت میں جب حصص یافتگی کے تناسب کا تعین پر پہلے حصص یافتہ نے نہ کیا ہو) ریگولیٹری کی ہدایات کی تعمیل کر سکے اور اس کے مطابق ہر حصص یافتہ کے وود ہولڈنگ ٹیکس کا حساب لگا سکے۔ تفصیلات کمپنی کے شیئرز رجسٹرار کو 23 ستمبر 2021 تک موصول ہو جانا چاہیے بصورت دیگر یہ مان لیا جائے گا کہ ہر حصص یافتہ کے پاس مساوی شرح میں حصص موجود ہیں اور اس حساب سے ٹیکس منہا کیا جائے گا۔

### ۸۔ الیکٹرانک طور پر نقد منافع کی ادائیگی (ای مینیڈیٹ)

کمپنیز ایکٹ 2017 کے سیکشن 242 (ڈیوٹیڈ کی تقسیم) ریگولیشنز 2017 کی شق کے مطابق یہ لازمی ہے کہ نقد میں ادا ہونے والے منافع کو صرف الیکٹرانک طریقہ کار سے براہ راست متعلقہ شیئرز ہولڈرز کے متعین کردہ بینک اکاؤنٹ میں منتقل کیا جائے گا۔ مذکورہ بالا شقوں کی تعمیل کیلئے تمام حصص یافتگان سے ایک بار پھر درخواست ہے کہ وہ اپنے متعلقہ بینک اکاؤنٹ کی تفصیلات جس میں (۱) ٹرانسل آف اکاؤنٹ، (۲) اکاؤنٹ نمبر (۳) IBAN نمبر (۴) بینک کا نام (۵) برانچ کا نام اور (۶) موبائل نمبر، کوڈ اور پتہ کمپنی کے شیئرز رجسٹرار کے پاس جمع کرائیں۔ سینٹرل ڈیپازٹری کمپنی آف پاکستان (سی ڈی سی) میں حصص رکھنے والے شیئرز ہولڈرز کو مشورہ دیا جاتا ہے کہ وہ متعلقہ بروکر ای سی ڈی سی کو ہدایت فراہم کریں۔ الیکٹرانک ڈیوٹیڈ منیڈیٹ فارم انگلش اور اردو زبان میں سالانہ رپورٹ کے ہمراہ ہیں۔ اور یہ فارم کمپنی کی ویب سائٹ پر بھی دستیاب ہیں۔

### ۹۔ فیزیکل شیئر کی بک انٹری فارم میں منتقلی

کمپنیز ایکٹ 2017 کے سیکشن 72 کے تحت تمام لسٹڈ کمپنیوں کیلئے ضروری ہے کہ وہ کمپنیز ایکٹ 2017 کے نفاذ کی تاریخ سے چار سال کے اندر فیزیکل شیئرز کو بک انٹری فارم میں منتقل کریں۔ ایس ای سی پی کی طرف سے جاری کردہ مراسلہ نمبر CSD/ED/Misc./2016-639-640 بتاریخ 26 مارچ، 2021 کی تعمیل میں تمام شیئرز ہولڈرز سے درخواست کرتی ہے کہ وہ اپنے فیزیکل شیئرز کو بک انٹری فارم میں منتقل کریں تاکہ کمپنیز ایکٹ 2017 کی شقوں کی تعمیل ہو۔ شیئرز ہولڈرز فیزیکل شیئر کی بک انٹری فارم میں منتقلی کے عمل کو سمجھنے اور اس کے فوائد کے بارے میں جاننے کیلئے کمپنی کے شیئرز رجسٹرار سے رابطہ کر سکتے ہیں۔

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

کمپنیز ایکٹ 2017 کی دفعہ (6) 223 کے تحت کمپنیوں کو اجازت دی ہے کہ آڈیٹڈ رپورٹ، ڈائریکٹرز جائزہ رپورٹ وغیرہ (سالانہ رپورٹ) اور سالانہ نوٹس کے ساتھ مالیاتی گٹھ جوڑے، سالانہ جنرل میٹنگ (نوٹس) شیئرز ہولڈرز کے ای میل پر بھیجی جائے۔ وہ تمام کمپنی کے شیئرز ہولڈرز جو یہ تمام رپورٹس ای میل پر حاصل کرنا چاہتے ہیں وہ مکمل مواصلاتی رضامندی فارم (Electronic Communication Consent Form) جو ویب سائٹ پر بھی موجود ہے کو پُر کر کے کمپنی کے شیئرز رجسٹرار، ای سی ڈی سی شیئرز رجسٹرار سے موصول ہونے کے پاس جمع کرائیں۔ 30 جون 2021 کو اختتام پذیر مالی سال کیلئے کمپنی کے آڈٹ شدہ مالیاتی گوشوارے کے علاوہ گزشتہ سال کے سالانہ اور سرے مالیاتی گوشوارے کمپنی کی ویب سائٹ (www.toyota-indus.com) پر دستیاب ہیں۔

## نوٹس برائے 32 واں سالانہ اجلاس عام

حاصل ہذا کو مطلع کیا جاتا ہے کہ انڈس موٹر کمپنی لمیٹڈ کا 32 واں سالانہ اجلاس عام 30 ستمبر 2021 بروز جمعرات صبح 9 بجے منعقد کیا جائے گا جس میں مندرجہ ذیل کاروباری فیصلے کئے جائیں گے۔  
کورونا وائرس (Covid-19) کی وبا کی چوتھی لہر کے باعث تمام شیئر ہولڈرز کمپنی کی طرف سے انتظام کردہ ویڈیو کانفرنس کی سہولت کے ذریعے اجلاس میں شرکت کریں گے۔ اس حوالے سے ہدایات نوٹس سیکشن میں دی گئی ہیں۔

عمومی کاروبار

- ۱۔ 30 جون 2021 کو اختتام پذیر مالی سال کیلئے کمپنی کے سالانہ آڈٹ شدہ مالیاتی گوشوارے بمعہ چیئر مین جائزہ رپورٹ، ڈائریکٹرز اور آڈیٹرز رپورٹ پر غور اور منظوری۔
- ۲۔ کمپنی کے عام حصص پر نقد منافع (2020-2021) کی منظوری۔ ڈائریکٹرز نے حتمی نقد منافع 365 فیصد یعنی فی شیئر 36.50 روپے کی سفارش کی ہے۔ یہ 670 فیصد مشترکہ عبوری منافع یعنی 67 روپے فی حصص جو پہلے ہی ادا کیا جا چکا ہے کے علاوہ ہے۔ اسی طرح 2020-2021 کیلئے مجموعی طور پر 1035 فیصد یعنی 103.50 روپے فی شیئر منافع ہوگا۔
- ۳۔ 30 جون 2022ء کو ختم ہونے والے مالی سال کیلئے آڈیٹرز کی تقرری اور ان کے معاوضے کا تعین۔ موجودہ آڈیٹرز M/s A.F. Ferguson & Co، چارٹرڈ اکاؤنٹنٹس نے مدت معاہدہ ختم ہونے کے بعد اور اہلیت کی بنا پر خود کو دوبارہ تقرری کیلئے پیش کیا ہے۔
- ۴۔ چیئر مین کی اجازت سے دیگر کاروباری معاملات۔

بحکم بورڈ

4-7

محمد عارف انظر  
کمپنی سیکرٹری

کراچی  
26 اگست، 2021

نوٹس:

- ۱۔ ویڈیو کانفرنس کی سہولت کے ذریعے سالانہ اجلاس عام میں شرکت  
کورونا وائرس کی وبا کے نتیجے میں پیدا ہونے والی موجودہ صورتحال اور شیئر ہولڈرز کی سیفٹی اور سلامتی کو مد نظر رکھتے ہوئے، سالانہ اجلاس عام صرف ویڈیو کانفرنس کے ذریعے ہی منعقد ہوگا۔ شیئر ہولڈرز جو شرکت کے خواہشمند ہیں وہ براہ کرم اپنی شرکت اور پراکسی کی توثیق کے حوالے سے معلومات اپنے رجسٹرڈ ای میل (اگر آپ ڈیٹ نہیں ہے تو فوری طور پر اپ ڈیٹ کرائیں) سے کمپنی کے ای میل [imc.corporate@toyota-indus.com](mailto:imc.corporate@toyota-indus.com) پر 24 ستمبر 2021 تک جمع کرائیں۔

شیئر ہولڈر کا نام	فولیو ای سی ڈی نمبر	شناختی کارڈ نمبر	موبائل نمبر	رجسٹرڈ ای میل ایڈریس

ویڈیو کانفرنس کے بارے میں اور اس تک رسائی کیلئے تمام تفصیلات ان تمام شیئر ہولڈرز کے ساتھ شیئر کی جائیں گی جن کے تمام کوائف ان کے رجسٹرڈ ای میل سے 24 ستمبر 2021 سے پہلے وصول ہوں گے۔ شیئر ہولڈرز سالانہ اجلاس عام کے ایجنڈے آنکھ کیلئے اپنی آراء اور سوالات 24 ستمبر 2021ء تک [imc.corporate@toyota-indus.com](mailto:imc.corporate@toyota-indus.com) پر ارسال کر سکتے ہیں۔

۲۔ شیئر ٹرانسفر کتابوں کا بند ہونا

سالانہ اجلاس عام اور حتمی ڈیویڈنڈ کی ادائیگی کے مقصد سے کمپنی کے ”انتقال حصص“ کے کھاتے (Share Transer Book) 24 ستمبر 2021 تا 30 ستمبر 2021 (بشمول دونوں دن) بند رہیں گے۔ جن ارکان کی ”انتقال حصص“ کی درخواستیں میسرز CDC شیئر رجسٹرار سروسز لمیٹڈ، سی ڈی سی ہاؤس 99-B بلاک ”B“، ایس ایم سی انچ ایس، مین شاہراہ فیصل، کراچی، 74400، فون: 0800-23275، یو ایس این: 111-111-500، ای میل: [info@cdcsrsl.com](mailto:info@cdcsrsl.com) پر 23 ستمبر 2021 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۔



### دیگر ہسپتال

مذکورہ بالا ہسپتال کیمر مراکز کو معاونت فراہم کرنے کے علاوہ انڈس موٹر نے مندرجہ ذیل طبی اداروں کو بھی عطیات دے۔

5 ملین روپے	سندھ انسٹی ٹیوٹ آف یورالوجی اینڈ ٹرانسپلانٹیشن:
2.5 ملین روپے	انڈس ہسپتال
0.5 ملین روپے	کنڈنی سینٹر

فعال ہے جو ہاؤس آف حبیب کو وقف ہے۔ رواں سال انڈس موٹر نے مرکز کے آپریشنل اخراجات کے لئے پیشمنٹس ایڈ فاؤنڈیشن کو 12 ملین روپے جاری کئے۔

آئی ایم سی نے 2014 اور 2018 کے درمیان جناح پوسٹ گریجویٹ میڈیکل سینٹر میں سرجیکل کمپلکس کی تعمیر کے لئے پیشمنٹ ایڈ فاؤنڈیشن کو 160 ملین روپے کی مجموعی رقم عطیہ کی۔ کیشر المنزلہ عمارت کے ایک فلور کو ہاؤس آف حبیب کے لئے وقف کیا گیا۔ سال کے دوران انڈس موٹر نے مرکز کے آپریشنل اخراجات پورے کرنے کے لئے پیشمنٹ ایڈ فاؤنڈیشن کو 12 ملین روپے عطیہ دیے۔

### ہیلتھ کیئر سروس کی معاونت

ہمارا یہ یقین ہے کہ صحت مند اور کارآمد آبادی معاشی ترقی اور صحت کے حوالے سے اخراجات کے بوجھ کو کم کرنے میں کردار ادا کرتی ہے۔ خراب صحت مواقع کو محدود کرنے کے ساتھ ساتھ معاشروں میں غربت میں اضافہ کا بھی باعث بنتی ہے۔ اس سے پانی اور سینیٹیشن، صنفی مساوات، امن اور استحکام پر اثرات مرتب ہوتے ہیں۔ ان اہم عوامل کو مد نظر رکھتے ہوئے ہماری توجہ مستحق طبقات کو ان کی دہلیز پر صحت کی بنیادی سہولیات کی فراہمی توجہ مرکوز کرنا ہے اور ہم اچھی صحت اور اچھی زندگی کے بارے میں ہس ڈی جی 3- کی حمایت کرتے ہیں۔ ہم ہسپتالوں، بلڈ بینکوں اور صحت کے دیگر اداروں کو باقاعدگی کے ساتھ عطیات دیتے ہیں جو مستحق اور نادار لوگوں کو لائف کیئر اور ہیلتھ کیئر سروسز فراہم کرتے ہیں۔

### شوکت خان کینسر ہسپتال، کراچی

کراچی میں زیر تعمیر شوکت خان میموریل کینسر ہسپتال اینڈ ریسرچ سینٹر (ہس کے ایم سی ایچ) کراچی میں کینسر کے علاج کے لئے تیسرا اور جدید ترین ہسپتال ہے جو ڈی ایچ اے سٹی میں 20 ایکڑ قطعہ اراضی پر تعمیر کیا جا رہا ہے 13 بلین روپے کی لاگت سے ہسپتال کی تعمیر آئندہ تین سال میں مکمل ہونے کی توقع ہے۔ جدید ترین ڈائگنوسٹک، ریڈی ایشن اور علاج و معالجہ کی سہولیات ایک چھت تلے میسر ہوں گی جہاں کراچی، سندھ اور بلوچستان کے 75 فیصد سے زائد مریضوں کا مفت علاج کیا جائے گا۔

آئی ایم سی بطور ذمہ دار کمپنی کئی سالوں سے ہس کے ایم سی ایچ کو کھلے دل سے عطیات دیتی آئی ہے جس میں کورونا وبا کے پھیلاؤ کو روکنے میں مدد شامل ہے۔ مرحوم چیئرمین علی حبیب کی میراث کو زندہ رکھنے اور انہیں خراج عقیدت کے طور پر آئی ایم سی نے ہس کے ایم سی ایچ کو اس کی تعمیر اور انفراسٹرکچر کی ترقی کے لئے 60 ملین روپے معاونت فراہم کی۔ 20 ملین کی پہلی قسط رواں سال کے دوران جاری کی گئی

### پیشینٹ ایڈ فاؤنڈیشن

جناح پوسٹ گرام بجویٹ میڈیکل سینٹر کراچی کی پیشینٹس ایڈ فاؤنڈیشن ایک غیر منافع بخش تنظیم ہے جو 1991 سے انسانیت کی خدمت اور صحت کی سہولیات فراہم کر رہی ہے۔ کئی سالوں کے دوران پی اے ایف نے سب کے لئے مفت میں صحت کی معیار سروسز کی فراہمی کے لئے پی ایم سی کے ساتھ کام کیا ہے

کراچی میں سرجیکل کمپلکس ملک میں اپنی نوعیت کا سب سے بڑا کمپلکس ہے۔ چھ منزلہ کمپلکس 220,000 سکوائر فٹ رقبہ پر پھیلا ہوا ہے۔ جس سے بے پی ایم سی کی بستروں کی گنجائش 450 ہو جائے گی۔ اس بڑے کمپلکس کا پہلا فیز

اپنے قیام سے طبقات کی مجموعی صحت اور فلاح و بہبود کو بہتر بنانے کے لئے فعال کردار ادا کرتی آئی ہے۔ آئی ایم سی اپنے موجودہ شراکت دار سیلانی ویلفیئر انٹرنیشنل ٹرسٹ کے ساتھ مل کر گوٹھوں کے رہائشیوں کے لئے ہر ہفتے تین مرتبہ مفت طبی کیمپس قائم کرتی ہے۔ تاہم کورونا وبا کی موجودہ صورتحال کے باعث کیپ باقاعدگی سے منعقد نہیں کئے جاسکے۔

### اعداد و شمار:

رواں سال 6 ہزار سے زائد مریضوں کا علاج کیا گیا۔  
نفسیاتی امراض کے لئے طبی کیمپ

ذہنی امراض عوامی صحت کا سب سے زیادہ نظر انداز کیے جانے والا شعبہ ہے۔ کم اور متوسط آمدنی والے ملک جیسے پاکستان میں ذہنی امراض میں مبتلاء افراد کو علاج و معالجہ کی سہولت نہیں ملتی کیونکہ معاشی لحاظ سے کمزور ممالک کے لئے ذہنی امراض کا علاج استطاعت سے باہر ہے۔ ایک اور عنصر ذہنی امراض کے شکار افراد کے ساتھ منسلک ہے جنہیں اکثر امتیازی سلوک کا سامنا کرنا پڑتا ہے۔

آئی ایم سی این جی اور بیک نیڈز پاکستان کے تعاون سے کمپنی سے ملحقہ علاقوں میں مہینہ میں دو بار فری میڈیکل کیمپ قائم کرتی آئی ہے۔ ذہنی اور نفسیاتی امراض میں مبتلا کئی افراد کو اس علاج سے فائدہ پہنچا۔ رواں مالی سال 2020-21 سے اس کمیونٹی سروس کے لئے ہمارا نیا شراکت دار کاروان حیات ہو گا۔

### رمضان راشن کی تقسیم

آئی ایم سی 2006 سے اپنے ہمسایہ کمیونٹیز میں رمضان کے دوران فوڈ راشن تقسیم کر رہی ہے۔ گزشتہ سال کی طرح رواں سال بھی قابل اعتماد شراکت دار سیلانی ویلفیئر انٹرنیشنل ٹرسٹ کو راشن کی تقسیم کا ذمہ سونپا گیا جس نے آئی ایم سی کے ہمسایہ 6 گوٹھوں میں 1,300 خاندانوں میں راشن کی تقسیم کی۔

کورونا وائرس کی میسر لہر کے دوران شہر میں لگائے گئے سمارٹ لاک ڈاؤن کے دوران کمپنی کے ہمسایہ چھ گوٹھوں کے 1,300 خاندانوں میں رمضان کے دوران ہفتہ وار راشن تقسیم کیا گیا

### خوراک کی تقسیم

ایک اور ہفتہ وار سرگرمی جس کے تحت باقاعدگی کے ساتھ سیلانی ویلفیئر انٹرنیشنل ٹرسٹ کے اشتراک سے آئی ایم سی کے حمایت یافتہ گوٹھوں کے مستحق رہائشی خاندانوں میں پکا پکایا کھانا تقسیم کیا جاتا ہے۔ اس بات کا خصوصی خیال رکھا جاتا ہے کہ کھانا غذائیت سے بھرپور اور معیار ی ہو۔ رواں سال 87,000 افراد اس سروس سے مستفید ہوئے۔

### ٹویوتا گوٹھ تعلیمی پروگرام

کمپنی کا فلیگ شپ ٹویوتا گوٹھ تعلیمی پروگرام (T-GEP) سیٹیزن فاؤنڈیشن کے اشتراک سے گزشتہ 13 سال سے کامیابی کے ساتھ چلایا جا رہا ہے۔ اس پروگرام کا آغاز آئی ایم سی کے ہمسایہ میں مقیم طبقات کی ترقی کے پروگرام کے تحت کیا گیا تھا۔ اس کا مقصد بچوں کو ابتدائی تعلیم سے لے کر اعلیٰ تعلیم تک معیاری تعلیم کے لئے ان کی بھرپور مدد کرنا اور غربت کے چکر کو توڑنا تھا۔

اس وقت 250 کے قریب طلباء کا T-GEP پروگرام کے تحت اندراج ہوا جو کراچی میں واقع پانچ ٹی سی ایف کیمپسز میں تعلیم حاصل کر رہے ہیں جبکہ 17 طلباء ہائی سینڈری تعلیم کے حصول میں مگن ہیں۔ اس کے علاوہ اس وقت 1,100 طلباء کراچی، حیدرآباد اور مظفر گڑھ میں واقع ٹی سی ایف کے تین کیمپسز میں زیر تعلیم ہیں۔ ان تینوں اسکول کو آئی ایم سی کی طرف سے مالی معاونت دی جاتی ہے جن میں سے حیدرآباد اور مظفر گڑھ میں دو اسکول آئی ایم سی نے تعمیر کیے ہیں

رواں سال کے دوران ندی گوٹھ (ہندو کیوبنی پر مشتمل گاؤں جسے موجود پانچ گوٹھوں میں شامل کیا گیا ہے) سے 30 اضافی بچوں کو اگست 2021 سے شروع ہونے والی آئندہ تعلیمی سال کے لئے منتخب کیا گیا۔

### مارخور 2020

آئی ایم سی تمام لوگوں کو تعلیم کے یکساں مواقع فراہم کرنے پر یقین رکھتی ہے اور ہماری نوجوان نسل ہی ہمارے لئے مشعل راہ ہیں جو مستقبل میں ملک کی باگ دوڑ سنبھالے گی۔ ہم ہمیشہ سے خواتین اور قیادت کو بااختیار بنانے کے لئے کوشاں ہیں اور مارخور ایک ایسا پلیٹ فارم ہے جو متنوع نوجوان نسل کو مواقع فراہم کرتا ہے۔

آئی ایم سی گزشتہ کئی سالوں سے مارخور کو سپانسر کرتی آئی ہے۔ رواں سال کمپنی نے ہری پور میں خان پور ڈیم میں مارچ 2021 میں منعقدہ سالانہ بوتھ لیڈر شپ کانفرنس میں آفیشل ویمن لیڈرز پارٹنر کے طور پر خدمات سر انجام دیں۔ دی بوتھ امپکیٹ (ایک غیر منافع بخش تنظیم) کی طرف سے منعقد کردہ مارخور غیر آباد علاقوں پر مبنی تجربات سے سیکھنے کا پروگرام ہے جس کا مقصد پاکستان کے انتہائی باصلاحیت نوجوانوں کو اکٹھا کر کے ان میں سماجی قیادت کا جذبہ پیدا کرنا ہے۔

کل دس طلباء کو سپانسرڈ کیا گیا جن میں 8 طلباء کا تعلق آئی ایم سی فلیگ شپ ٹویوتا گوٹھ ایجوکیشن پروگرام (T-GEP) جبکہ باقی دو کا تعلق کوئٹہ سے ہے۔ سکالر شپ کے حامل نوجوان برانڈ ایمبڈڈ کے طور پر خدمات سر انجام دیں گے جنہیں خالصتاً میرٹ اور ضرورت کی بنیاد پر منتخب کیا گیا

### لمبی کیمپ

صحت مند افراد معیشت کی مضبوطی میں اہم کردار ادا کرتے ہیں۔ انڈس موٹرز

رواں سال کے دوران ملک بھر میں 200,000 پودے لگا کر اپنے ہدف کا نصف ملین حاصل کر لیا۔

### شہروں کو پائیدار بنانے کی مہم

ٹویوتا کا 5S طریقہ کار کام کی جگہ پر تنظیمی طریقہ کار اور بصری مینجمنٹ کا مربوط نظام ہے جو پیداواریت، کارکردگی، سیفٹی اور ماحول کے فوری تحفظ کے لئے اقدامات کو تقویت دیتا ہے۔ یہ پانچ جاپانی اصطلاحات کے حوالے سے ہے جنہیں 5S کے بصری مینجمنٹ کے اقدامات کو بیان کرنے کے لئے استعمال کیا جاتا ہے۔ ہر اصطلاح لفظ "ہس" سے شروع ہوتی ہے یعنی سیری، سامینون، سائیسو، سائیکسسو اور شیشوسو کی جن کا میں ترجمہ تلاش کریں، ترتیب دیں، ترقی دیں، معیاری بنائیں اور برقرار رکھیں کے طور پر کیا جاتا ہے۔

ٹویوتا کا 5S حیاتیات کے تحفظ کا پروگرام ہمارے نئے شراکت دار یونائیٹڈ سٹیزن ایسوسی ایشن آف پاکستان (یو این اے پی) کے ذریعے کیا جا رہا ہے۔ اس پروگرام کا مقصد بچوں اور نوجوانوں کو آن لائن آگاہی سیشنز کے ذریعے صاف ستھرائی، کچرے اور پلاسٹک کو محفوظ طریقے سے ٹھکانے لگانے اور درخت لگانے کے بارے میں تعلیم دی جاتی ہے جس سے ماحولیاتی تحفظ کے ساتھ ماحول پر پائیدار اور مثبت اثرات مرتب کرنے کے رویوں کو پروان چڑھانے میں مدد ملتی ہے

کورونابا کی صورتحال کی وجہ سے 68 سٹیشنز کا انعقاد آن لائن کیا گیا اور ملک بھر سے 50,000 سے زائد شرکا کی طرف سے بہت زبردست پذیرائی حاصل ہوئی۔ سٹیشنز میں مختلف عمر کے افراد بشمول طالب علموں، ماہر تعمیرات اور پیشہ ور افراد جیسے ماہر تعمیرات، وکیل اور انجینئرز نے شرکت کی۔ سیشن میں شریک ہر فرد کو ای سرٹیفکیٹ دیا گیا

### معاشرے کی ترقی کا پروگرام

انڈس موٹر کا معاشرے کی ترقی کا پروگرام وسیع رینج کی سرگرمیوں پر مشتمل ہے جنہیں سماجی بہبود کے لئے سرمایہ کاری، معاشرے پر بہتر اثرات مرتب کرنے کے لئے انتظام و انصرام اور تذبذباتی سوشل انویسٹمنٹ ضروریات کو پورا کرنے کے لئے تیار کیا گیا ہے۔ ہمارے پروگرام کا دائرہ کار بہت وسیع ہے جس میں سی ایس آر کی متعدد سرگرمیاں اور پراجیکٹس پر مشتمل ہے جو اپنی نوعیت کے منفرد پروگرام ہیں

ہم جن معاشروں میں کام کرتے ہیں وہاں کے پسے ہوئے طبقات کی بہتری کے لئے اپنے سی ایس آر اصولوں کی بنیاد پر کوششیں کرتے ہیں۔ چنانچہ ہم نے صنعت اور تعلیم کے پروگرام میں سرمایہ کاری کی ہے جس کا مقصد معاشی طور پر غریب لوگوں کی حالت میں پائیدار بہتری لانا ہے۔ انڈس موٹر کمپنی کے ہمسایہ میں واقع چھ گوٹھوں (گاؤں) کو معاونت فراہم کر رہی ہے۔ چھٹا گاؤں ندی گوٹھ جو ہندو آبادی پر مشتمل ہے رواں سال شامل کیا گیا ہے۔ یہ دعویٰ کیا جاتا ہے کہ یہ پروگرام مخصوص وقت کے اندر خود کفیل ہو چکا ہے لیکن ہمیں یہ محسوس ہوتا ہے کہ یہ درست سمت میں ایک قدم ہے،

ساتھ ساتھ ان معاشروں میں جہاں ہم آپریٹ کرتے ہیں کارپوریٹ سرگرمیوں کے ذریعے معاشی، سماجی اور ماحولیاتی ترقی کے لئے اپنے حصہ کا دار ادا کرنے کے خواہاں ہیں۔ ہماری تسلسل کے ساتھ کوششوں کا مقصد شراکت داروں کے ساتھ کام کرتے ہوئے اپنے وسائل کے بہتر انداز میں استعمال اور حقیقی سماجی ضروریات کو پورا کرنے کے لئے اقدامات پر توجہ مرکوز کرتے ہوئے ہمارے معاشرتی کردار سے بہتر انداز میں فائدہ اٹھانا ہے۔

ٹویوٹا نے 2015 میں ایسے معاشرے کی تشکیل کے لئے ”ٹویوٹا انوائزمنٹل چیلنج 2050“ کا اعلان کیا جہاں لوگ، گاڑیاں اور فطرت ہم آہنگی کے ساتھ رہ سکیں۔ ماحول پر کاربن کے اثرات کو صفر پر لانے کے لئے چھ چیلنجز متعین کئے ہیں جس کے تحت 2050 تک معاشرے کو کاربن سے پاک بنانے کے مقصد کے حصول کی امید ہے

”یو این گلوبل کمپیکٹ“ کے توثیق کنندہ ہونے کی حیثیت سے آئی ایم سی ایس ایس ڈی جیز کے لئے پائیدار ترقیاتی اہداف کی حمایت کرتا ہے اور ہماری سماجی ذمہ داری کے اقدامات ان اہداف کے مطابق ہیں۔

ٹویوٹا مستقبل کے معاشرے کو بہتر بنانے کے لئے ماحولیاتی اور سماجی مسائل کو بہت زیادہ اہمیت کا حامل سمجھتا ہے اور اپنے تمام سٹیک ہولڈرز کے ساتھ مضبوط تعلقات قائم کرنے کے لئے گورننس کو بہتر بنانے کے لئے مسلسل کوشاں ہیں۔ اس لئے آئی ایم سی ایس ایس ڈی میں تعلیم، صحت، روڈ سیفٹی، ماحول اور قدرتی آفات جیسے بنیادی شعبوں پر بھرپور توجہ دی جاتی ہے۔

### ماحول اور حیاتیات کا تحفظ

ہماری ماحولیاتی پالیسی ہمیں ماحولیاتی تحفظ کے لئے ذمہ دار کاروبار کی تشکیل میں مدد دیتی ہے۔ یہ عالمی اور قومی معیارات اور قواعد کے مطابق ماحولیاتی معاملات کے انتظام و انصرام کے طریقہ کار میں بنیادی جزو ہے۔

### ملین ٹری مہم

جنگلات کی کٹائی عالمی سطح پر ماحولیاتی تباہی کا باعث ہے۔ بد قسمتی سے پاکستان میں شہری ترقی کے لئے راہ ہموار کرنے کے لئے جنگلات کی بے دریغ تباہی اور درختوں کی کٹائی کی وجہ سے جنگلات کی کٹائی کی شرح بہت زیادہ بلند ہے۔ موسمیاتی تبدیلی روکنے کے لئے درخت اہم کردار ادا کرتے ہیں کیونکہ یہ ہوا سے کاربن ڈائی آکسائیڈ جذب کر کے ہوا میں آکسیجن خارج کرتے ہیں

آئی ایم سی نے یونائیٹڈ نیشنز ویسٹو ایسٹن آف پاکستان کے ساتھ اشتراک سے اپنے ون ملین ٹری پلانٹیشن پروگرام کے ذریعے پاکستان بھر میں دس لاکھ پودے لگانے کا عہد کر رکھا ہے جو آئی ایم سی نے اقوام متحدہ کے پائیدار ترقی کے اہداف (ایس ڈی جی) اور کاربن کے صفر اخراج اور ماحول پر مثبت اثرات مرتب کرنے کے مقصد کے لئے ٹویوٹا انوائزمنٹل چیلنج 2050 کے مطابق ہے۔ ہمارے ڈیلرز پہلے ہی اس مہم کا حصہ ہیں جبکہ ڈیلرز بھی اس میں شامل ہو چکے ہیں

کئی اہم بزنس ایپلی کیشنز کو کلاؤڈ کی طرف منتقل کیا ہے۔ ان میں سے ایک ایپلی کیشن جنینیس ہے جسے بعد از فروخت کاروبار کی ضرورت پوری کرنے کے لئے ڈیلرز شپ میں بڑے پیمانے پر استعمال کیا جا رہا ہے۔

### صارف کی تصدیق کے لئے نادرا انٹی گریشن

آئی ایم سی نے کاروباری کارکردگی کو بہتر بنانے اور اصولوں کی تعمیل کے لئے متعدد ڈیجیٹل ٹرانسفارمیشن سلسلہ ساز نافذ کئے ہیں۔ جن میں سے ایک نادرا کے ساتھ انضمام ہے جو گاڑیوں کی بکنگ اور ڈیلوری کے لئے صارف کے بائو میٹرک تصدیق کو یقینی بنانے کا جس سے دھوکہ دہی اور شناخت چھپانے کے خطرات میں کمی ہوگی۔

### اطلاعات کا تحفظ اور بزنس کنٹری نیوٹی پلاننگ (بی سی پی) / ڈیزاسٹر ریکوری پلاننگ (ڈی آر پی)

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

### مستقبل کا کاروباری جائزہ

صارف کی پسندیدگی کو آئی ایم سی کی آئی ٹی سے متعلق حکمت عملی میں مرکزیت حاصل ہے۔ ہم ڈیجیٹل ٹرانسفارمیشن کے میدان میں حاصل ہونے والی کامیابی کی رفتار کو جاری رکھیں گے۔ کورونا وائرس کی وبا نے غیر معمولی چیلنجز سے دوچار کیا ہے لیکن ہمارا پختہ یقین ہے کہ مضبوط قیادت کے ساتھ اور سمارٹ اور کفایت شعار ڈیجیٹل ٹیکنالوجیز کے استعمال سے ہم پہلے سے زیادہ مضبوط بن کر ابھریں گے۔ ٹویوٹا وژن 2025 کاروبار میں فور موٹ اور معاشرے کی بہتری کے لحاظ سے علاقہ کی بہترین کمپنی کے حصول کی سمت کا تعین کرتا ہے۔ آئی ایم سی کا آئی ٹی کا شعبہ سب سے زیادہ صارفین، سب سے زیادہ منافع، سب سے زیادہ مسابقت اور سب سے زیادہ جدید ترین کمپنی بننے کے وژن کے حصول میں کلیدی کردار ادا کرے گا۔

### کارپوریٹ سماجی ذمہ داری پائیدار ترقی کے لئے کردار

#### کاروں سے بالاتر مفادات

آئی ایم سی میں پائیداری کو ہمارے کاروباری طریقہ کار میں بنیادی حیثیت حاصل ہے۔ ٹویوٹا میں رہنما اصولوں کے تحت ہم دنیا کے بہتر کارپوریٹ شہری بننے کے



قدر میں اضافہ کا باعث بنتے ہیں۔ موجودہ مالی سال میں آئی ٹی کے حوالے سے اٹھائے گئے اقدامات کو دو کیٹگریوں میں تقسیم کیا جاسکتا ہے۔ پہلا صارف کی پسندیدگی اور خوشی اور سستی گاڑیوں کے حصول کے مقصد کے ساتھ کاروباری طریقہ کار کو خود کار بنانا ہے۔ دوسرا ڈیجیٹل ٹرانسفارمیشن اقدام ہے جو آئی ایم سی کے سٹاف کی انسانی وسائل استعداد کار میں اضافہ کرے گا تاکہ وہ سماجی فاصلہ برقرار رکھنے کی گائیڈ لائنز کے مطابق تحفظ اور بہتر انداز میں دور سے اپنا کام سرانجام دے سکیں۔

### ٹویوتا سمارٹ پرچیز

آئی ایم سی نے مارکیٹ لیڈر کے طور پر کاروبار کے ہر شعبے میں نمایاں کارکردگی کا مظاہرہ کیا ہے۔ اس سمت نے انفارمیشن ٹیکنالوجی ڈویژن کو مستقل مسائل کے حل کے لئے اقدامات اٹھانے کے قابل بنایا ہے۔ ان میں سے ایک اقدام ”ٹویوتا سمارٹ پرچیز“ جس کا مقصد آئی ایم سی کی سیلز میں ڈیجیٹل طور پر تبدیلی برپا کرنا ہے۔ ٹویوتا سمارٹ پرچیز کو صارف کے اطمینان کو برقرار رکھنے اور آٹو انڈسٹری میں گاڑی کی آسان اور تیز ترین بکنگ میں سہولت دینے کے لئے تیار کیا گیا ہے۔ ٹویوتا سمارٹ پرچیز انڈسٹری میں گاڑی کی بکنگ کا پہلا ڈیجیٹل سسٹم ہے جو آئی ایم سی کے پورٹل سے ٹویوتا کی گاڑی بک کرنے اور 1 لنک 1 بل آن لائن پیمنٹ سے ادائیگی کرنے کی سہولت دیتا ہے۔

### گھر سے کام کرنے کی سہولت

انفارمیشن ٹیکنالوجی ڈویژن نے کورونا وبا کے باعث لاک ڈاؤن کے مشکل ترین حالات میں کاروباری آپریشنز کی معاونت کے لئے انتھک کام کیا ہے۔ کاروبار کے تسلسل کو یقینی بنانے کے لئے آئی ایم سی کے سٹاف کو گھر سے کام کرنے کے قابل بنانے کی ضرورت تھی۔ اس ضرورت کو پورا کرنے کے لئے انفارمیشن ٹیکنالوجی ڈویژن نے متعدد ٹیکنالوجیز نافذ کیں جن میں مائیکروسافٹ ٹیمز اور زوم کے ذریعے آن لائن میٹنگز شامل ہیں۔ گھر سے کام کرنے والے سٹاف کو لیپ ٹاپ، پی سی اور موبائل فونز فراہم کئے گئے۔ پہلے سے کہیں زیادہ بڑھتے ہوئے مسابہ خفیات کے پس منظر میں انفارمیشن سسٹم سیکورٹی کو یقینی بنانے کے لئے آئی ٹی نے بہتر تحفظ کے لئے نیٹکس جزییشن پالو آلتو وال انشال کر کے موجودہ سیکورٹی ٹول کو اور زیادہ بہتر بنایا۔

### کنٹیکٹ لس کاروباری معاملات

درخواستوں کی منظوری کے لئے کاغذی کارروائی کو کم کرنے اور مکمل طور پر کنٹیکٹ لس ماحول کی طرف منتقلی کے لئے آئی ٹی نے درخواستوں کی ڈیجیٹل منظوری کے لئے مائیکروسافٹ شیئر پوائنٹ نافذ کیا۔ عمومی دستاویز کی منظوری، گیٹ پاس کی منظوری، سفر کے لئے درخواست، لمس اے پی کے لئے اجازت اور کلیم واؤچرز پر اس کا اطلاق کیا گیا ہے۔ اس طرح کے نفاذ سے آئی ایم سی نے کورونا وبا کے دوران کنٹیکٹ لس کاروباری معاملات کو چلایا ہے

### اعلیٰ دستیابی کے لئے کلاؤڈ پر منتقلی

آئی ایم سی نے انتہائی احتیاط سے تیار کردہ اپنی ہائبرڈ کلاؤڈ حکمت عملی کے تحت

جس سے ورکروں کی صلاحیت اور جدت پسندی میں اضافہ کرنے میں مدد ملی۔ اس وقت 350 سے زائد رجسٹرڈ اراکین مقامی آٹو انڈسٹری کے لئے پرزہ جات تیار کر رہے ہیں

یہ بات قابل ذکر ہے کہ گزشتہ چند سال مشکل ثابت ہوئے۔ کورونا وبا نے دنیا بھر کے کاروبار کو نئے معمول کو اختیار کرنے پر مجبور کر دیا۔ کورونا وبا نے کاروبار کرنے کے طریقوں اور فلسفے کو نیا رخ دیا ہے۔ پاکستان کی آٹو انڈسٹری کورونا وبا سے سب سے زیادہ متاثر ہوئی کیونکہ گزشتہ سال پیداوار زیروری۔ تمام چیلنجوں کے باوجود آئی ایم سی نے کیئرنگ لیڈر کے طور پر قدم بڑھاتے ہوئے اپنے وینڈرز اور ڈیلرز کو سود سے پاک قرضوں کی پیشکش کی جو کورونا وبا کے باعث مالی مشکلات سے لڑ رہے تھے۔ اضافی لیڈ فریٹ اخراجات کی فراہمی، سپلائی چین کی نگرانی، ان کی فیکٹریوں میں کورونا وبا کے پھیلاؤ کو روکنے کے لئے لمس اوپیر کی سختی سے تعمیل کو یقینی بنانا ایسے اقدامات ہیں جو ہمارے عزم کی تکمیل کے لئے اٹھائے گئے ہیں۔

مقامی صنعت کے فروغ اور صارف پر مبنی سوچ کے لئے ہمارے عزم نے ٹویوتا کو پاکستان میں سب سے زیادہ قابل بھروسہ اور پسندیدہ آٹو برانڈ بنادیا ہے اور ہم ’پر اعتماد ہیں کہ آنے والے سالوں میں اس رشتے اور تعلق کو تقویت ملے گی۔‘

صنعت اور ملک کے لئے اپنے عزم کو آگے بڑھاتے ہوئے آئی ایم سی نے نہ صرف گاڑیوں کے موجودہ بلکہ نئے آنے والے ماڈلز میں ابھرتی ہوئی مقامی صنعت کے لئے حکمت عملی وضع کی ہے۔ لیکن اس بار ہمیں ایک بار بڑے چیلنج کا سامنا تھا کیونکہ ہمارے انجینئر زکو مقامی اور عالمی سطح پر سفری پابندیوں کے باعث تیاری کے تمام مراحل کو دور سے ہی کنٹرول کرنا پڑا۔ تیاری کے تمام مراحل کو دور سے ہی کنٹرول کرنا بذات خود ایک چیلنج ہے لیکن معیار پر سمجھوتہ کئے بغیر اس کی انجام دہی ایک اور کامیابی ہے جس پر ہمیں فخر ہے۔ بہر حال ہم اپنے صارفین کو ہمیشہ فوقیت دیتے ہیں۔

### انفارمیشن ٹیکنالوجی

#### مشکل حالات میں ڈیجیٹل ٹرانسفارمیشن

مالی سال 2020-21 میں دنیا کو حالیہ تاریخ میں سب سے زیادہ چیلنجنگ وبا کا سامنا کرنا پڑا جس نے پاکستان سمیت دنیا کے ہر کاروبار کو متاثر کیا۔ ان چیلنجوں نے ٹیکنالوجی اور ڈیجیٹل ٹرانسفارمیشن کو برق رفتار سے اختیار کرنے کی اہمیت کو اجاگر کیا ہے۔

کورونا وائرس کی بدولت سخت معاشی حالات اور عوامی صحت سے متعلق ہنگامی صورتحال میں آئی ایم سی کے انفارمیشن ٹیکنالوجی ڈویژن نے سمارٹ اور کفایت شعار حکمت عملی اختیار کی۔ ایک مقصد کے ساتھ ڈیجیٹل ٹرانسفارمیشن کئی برسوں سے آئی ایم سی کے لئے فائدے مند ثابت ہوا۔ سال کے آغاز میں شروع کرو۔ روکو۔ جاری رکھو (لمس لمس سی) کا ایک جامع جائزہ کیا گیا تاکہ ان اقدامات کو منطقی بنایا جائے جو معاشی اور صحت سے متعلق چیلنجوں کے پس منظر میں

سے 20 دن کی تاخیر کا سامنا کرنا پڑا۔ کمپنی نے فضائی راستے سے متعدد شپمنٹس منگوائی اور شپمنٹ کی آمد کے مطابق پیداوار کو ماہانہ بنیادوں پر ایڈجسٹ کیا۔ بروقت اقدامات کی بدولت ہم مارچ 2021 میں بلند ترین پیداوار اور فروخت حاصل کرنے میں کامیاب ہوئے

### ایشیا ایکسیلنٹ کوالٹی ایوارڈ

آئی ایم سی کو ٹویونا موٹر کارپوریشن کی طرف سے سال 2020 کے لئے ایشیا ایکسیلنٹ کوالٹی ایوارڈ سے نوازا گیا۔ آئی ایم سی پاکستان ٹی ایم تھائی لینڈ اور اے ڈی ایم انڈونیشیا نے باقی ڈسٹریبیوٹروں کے درمیان یہ تاریخی ایوارڈ جیتا۔

یہ ایوارڈ ٹویونا سے وابستہ ان کمپنیوں کو دیا جاتا ہے جو مقامی سطح پر مینوفیکچرنگ کے معیار میں غیر معمولی نتائج کا مظاہرہ کرتے ہیں۔ ایوارڈ کا فیصلہ مارکیٹ سے متعلق شکایات کے جلد ازالہ اور فیلڈ میں جا کر کسی قسم کی کارروائی کو روکنے کے لئے اقدامات کی بنیاد پر کیا جاتا ہے جس سے نہ صرف مارکیٹ میں گاڑیوں میں نقص اور صارفین کو پہنچنے والی پریشانی میں کمی ہوتی ہے۔

یہ شپنگ کوالٹی آڈٹ میں نقص اور پری ڈیلیوری سروس (پی ڈی ایس) لیشوز میں کمی لاکر مینوفیکچرنگ کے معیار میں بہتری کا بھی عکاس ہے۔

آئی ایم سی میں ٹیم کے تمام اراکین کے لگن اور عزم کے باعث اس ایوارڈ کا حصول ممکن ہوا ہے۔

### کوالٹی پرسن ایوارڈ

آئی ایم سی کے اصغر حسین (ٹیم ممبر) کی ویلڈ شاپ کو ٹویونا ڈائی ہاؤس انجینئرنگ اینڈ مینوفیکچرنگ (ٹی ڈی ای ایم) کی طرف سے سال 2020 کے لئے کوالٹی پرسن کا ایوارڈ دیا گیا۔

یہ ایوارڈ پہلے صارف اور پہلے معیار کے فلسفے کی بنیاد پر دیا جاتا ہے۔ آئی ایم سی کی اعلیٰ قیادت نے اصغر کو بہترین کوالٹی پرسن کے طور پر منتخب کیا جس کی وجہ ان کا اہم نقص کی نشاندہی اور اسے روکنے کے لئے غیر معمولی مشاہدہ ہے۔

### مقامی صنعت کا فروغ

انڈس موٹر کمپنی کو “میک ان پاکستان” کا کسٹومزین ہونے پر فخر ہے۔ ہمیں ملک میں مقامی انجینئرنگ کی ترقی میں علمبردار ہونے کا اعزاز حاصل ہے۔ ہم نے مقامی سطح پر پرزہ جات کی تیاری کے لئے سرمایہ کاری کی ہے تاکہ نہ صرف سرکاری خزانے بلکہ وینڈر انڈسٹری سے وابستہ لاکھوں لوگوں کے ذریعہ معاش کے لئے قدر پیدا ہو۔ ہم فخر سے اس بات کا دعویٰ کرتے ہیں کہ ہماری فلیگ شپ مصنوعات میں زیادہ تر پرزہ جات مقامی سطح پر تیار کیے جاتے ہیں۔

3 ملین ملازمین پاکستان میں آٹو سیکٹر سے بالواسطہ اور بلا واسطہ منسلک ہیں۔ آٹو انڈسٹری نے ٹیکنالوجی کی منتقلی کے لئے 60 سے زائد ٹیکنیکل معاہدے کئے ہیں

کی دیکھ بھال کے لئے تسلسل کے ساتھ کوشاں رہی تاکہ وہ خود کو صحت مند، چست اور خوش محسوس کر سکیں۔

رواں سال صنفی شمولیت کو فروغ دینے کے کلچر کو اختیار دینے پر خصوصی توجہ مرکوز کی گئی۔ آئی ایم سی نے صنفی لحاظ سے کام کی متنوع جگہ کو فروغ دے کر صنفی مساوات اور شمولیت کی وکالت کی۔ اس سے ملازمین کے مابین ملکیت کا احساس اور زیادہ سازگار ماحول پیدا کرنے میں مدد ملی۔ خواتین کا عالمی دن بھر پور طریقے سے منایا گیا۔ ملازمین کی کوششوں اور کردار کا اعتراف کرنے کے ساتھ مرد ملازمین کو مصروف عمل کیا تاکہ وہ خواتین کو بااختیار بنانے کے چیلنج کو قبول کرتے ہوئے اس حوالے سے اقدامات اٹھا سکیں

یہ بات بھی اہمیت سے کم نہیں ہے کہ آئی ایم سی نے سوالات کے جوابات کے لئے ہیلپ لائن (0800-46387) برائے ملازمین متعارف کرائی ہے جو 24/7 فعال رہتی ہے۔ اس طریقہ سے ملازمین بغیر کسی پریشانی کے نہ صرف ہم تک پہنچ سکتے ہیں بلکہ تعطیلات، حاضری سے متعلق معلومات، قرضوں کے بارے میں معلومات اور حتمی تصفیے جیسے کئی شعبوں سے متعلق سوالات کے جوابات حاصل کر سکتے ہیں

### آپریشنز

#### اب تک کی سب سے زیادہ پیداوار

انڈس موٹر نے اب تک کی سب سے زیادہ پیداوار کے حوالے سے ایک اور سنگ میل عبور کیا جو مارچ 2021 کے مہینے کی تاریخی پیداوار رہی۔ کورونا وبا کے بعد لاک ڈاؤن میں نرمی سے کاروباری سرگرمیاں معمول کی طرف لوٹنا شروع ہوئی اور آٹو موبائل انڈسٹری میں گاڑیوں کی طلب میں اضافہ دیکھنے کو ملا۔ صارف کی قوت خرید میں بہتری اور شرح سود میں کمی آٹو فنانسنگ میں اضافہ کا باعث بنی جس کی وجہ سے طلب میں اضافہ ہوا۔ کمپنی نے اندرون ملک عالمی لاجسٹکس آپریشنز میں درپیش مسائل پر قابو پانے کے لئے مینوفیکچرنگ آپریشنز کو بھرپور انداز میں منظم کیا۔

#### کورونا کے بعد لاک ڈاؤن کے اثرات

سب سے بڑی مینوفیکچرنگ انڈسٹری کے طور پر پورا آٹو سیکٹر کورونا وبا کے باعث ملک بھر میں لاک ڈاؤن کی وجہ سے گہرے بحران کا شکار ہوا۔

جولائی 2020 کے بعد سے کاروباری سرگرمیوں نے رفتار پکڑنا شروع کی اور طلب میں بے پناہ اضافہ کے نتیجے میں کمپنی کو ڈبل شفٹ کی بنیاد پر پیداوار کرنی پڑی جس سے نہ صرف طلب میں اضافہ کو پورا کرنے بلکہ ڈیلیوری ٹائم کو بھی کم کرنے میں مدد ملی۔ آئی ایم سی صارفین کو کم سے کم وقت میں ڈیلیوری کی پیش کش کر کے ان کی توقعات پر پورا اُترنے کے لئے کوشاں ہے۔

### شپمنٹ میں تاخیر کے اثرات

کمپنی کو سنگاپور میں بندرگاہوں میں رش کے باعث پرزہ جات کی آمد میں 15

گیا جس کے باعث ملازمین کے لئے کام کے محفوظ ماحول اور ملازمین کی ذہنی صحت میں مدد ملی۔

### زوم کے ذریعے ملازمین کی بھرتیاں

گزشتہ سال ملک بھر میں جب تمام کاروباری اداروں سے ملازمین کو نکالا جا رہا تھا اس وقت آئی ایم سی کی انتظامیہ نے اس کے برعکس نے ایک آسان لیکن تکلیف دہ قدم اٹھانے کا عزم کیا اور ایک خاندان کی طرح اکٹھے رہنے کا فیصلہ کیا۔ کورونا وبا کے باعث سیفٹی پروٹوکول کی وجہ سے لوگوں کو ملازمت پر رکھنا ایک چیلنج تھا۔ ہم سے بہت سے زوم سے واقفیت نہیں رکھتے تھے۔ کسی کو فریگی انٹرویو کے لئے بلانا ممکن نہ تھا تو ہماری ہیومن ریسورس نے زوم پر انٹرویو لینے کا خیال پیش کیا جو یقیناً ایک مثالی منتقلی تھی۔ ابتداء میں کافی مشکل پیش آئی لیکن بہت جلد نئے معمول کے عادی ہو گئے اور آج امیدواروں کی ابتدائی جانچ پڑتال الیکٹرانک طریقے سے کی گئی جس سے نہ صرف وقت کی بچت ہوئی بلکہ موثر اور بغیر کسی پریشانی کے کام انجام دیا گیا۔

### ملازمین کی دیکھ بھال

آئی ایم سی کو اپنے ملازمین کی ہر ممکن طریقہ سے دیکھ بھال کرنے کو اولین ترجیح دیتا ہے۔ جیسا کہ پہلے بیان کیا گیا ہے کہ کورونا وبا کے آغاز سے ہی آئی ایم سی نے تمام بس اوپیز پر سختی سے عمل درآمد کو یقینی بنایا ہے

اس وبا کے مستقل حل اور اجتماعی قوت مدافعت کے حصول کے لئے آئی ایم سی نے پلانٹ کے اندر کورونا وبا کے خلاف ویکسینیشن متعارف کرائی۔ حکومت پاکستان اور سندھ حکومت کے تعاون سے آئی ایم سی کے تمام ملازمین کو کورونا ویکسین لگوائی گئی ہے۔ پلانٹ کے اندر ویکسینیشن کا عمل بہت ہموار اور موثر انداز میں سرانجام دیا گیا اور آئی ایم سی کی طرف سے ہر ملازم کو کورونا ویکسینیشن کا بیج دیا گیا۔ ہم اس انداز سے اپنے ملازمین کی دیکھ بھال کا سلسلہ جاری رکھیں گے

### ملازمین کی شمولیت

آئی ایم سی ہر سال ملازمین کے لئے صحت ماحول کو برقرار اور انہیں متحرک رکھنے کے لئے متعدد سرگرمیوں کے ذریعے اپنے ملازمین کو مصروف عمل کرتی تاکہ وہ غیر معمولی نتائج پیدا کرنے پر اپنی توجہ دے سکیں۔ رواں سال آئی ایم سی نے ہیلتھ کیئر، صحتی شمولیتی کلچر کے فروغ پر خصوصی توجہ مرکوز کی ہے۔

آئی ایم سی نے ”بھرپور زندگی“ کے نام سے ملازم کی فلاح بہبود کا ایک فریم متعارف کرایا جس کے تحت ملازمین کی فلاح بہبود کو بہتر بنانے پر توجہ مرکوز کرنے کے لئے متعدد سرگرمیاں سرانجام دی گئیں۔ پیپائٹس کے حوالے سے آگاہی مہم چلائی گئی اور ملازمین کو پیپائٹس سے حفاظت کے لئے ویکسین لگوائی گئی۔ آئی ایم سی نے پورے سال اپنے ملازمین کو معاونت فراہم کرنے کے لئے کوویڈ-19 کے حوالے فعال ہیپ ڈیسک قائم کیا۔ 50 سال اور زائد عمر کے ملازمین کے لئے وسیع معائنہ کا بندوبست کیا گیا تاکہ کسی بھی طبی مسئلے کی نشاندہی کی جائے اور ان کی طرز زندگی میں تبدیلی لائی جاسکے۔ آئی ایم سی اپنے ملازمین

### قابل تجدید توانائی

آئی ایم سی پاکستان میں سب سے بڑے روف ٹاپ سولر فوٹو وولٹک (پی وی) پلانٹ اور آٹو موبائل انڈسٹری میں سب سے بڑے سولر پلانٹ نصب کرنے والی پاکستان کی پہلی کمپنی بن گئی ہے۔ یہ ٹویوتا ایشیا پیسیفک رجن میں اپنی نوعیت کا پہلا یونٹ ہے۔

سولر پی وی پلانٹ 10 ہزار پی وی پنیلز پر مشتمل ہے اور اس کی بجلی پیدا کرنے کی صلاحیت 4.5 میگا واٹ رہینگ ہے۔ اس سے نہ صرف کمپنی کے کاربن کے اخراج میں سالانہ 3 ہزار ٹن کمی لائے میں مدد ملے گی بلکہ توانائی پر اٹھنے والے اخراجات میں بھی کافی حد تک کمی واقع ہوگی۔

سولر پی وی پلانٹ سے اخراجات میں کمی لانے اور توانائی سپلائی میں جزوی طور پر خود کفیل ہونے کا موقع فراہم کرے گا۔ مستقبل قریب میں 1.3 میگا واٹ رہینگ کے اضافہ کے ساتھ سولر کی صلاحیت بڑھانے کا منصوبہ زیر غور ہے۔

### انسانی وسائل

آئی ایم سی کے ملازمین ہمیشہ سے کمپنی کے لئے ریڑھ کی ہڈی کی حیثیت رکھتے ہیں۔ ملازمین کی مسلسل محنت شاقہ اور مضبوط کارکردگی دکھانے کا کلچر آئی ایم سی کی مسلسل کامیابیوں میں کارفرما رہا ہے۔ چنانچہ آئی ایم سی ہمیشہ ٹیم ورک کے جذبہ اور مسلسل بہتر ماحول پیدا کرنے پر توجہ مرکوز کرتی رہی ہے۔ اپنے ملازمین کی حمایت سے آئی ایم سی رواں سال کورونا وبا کے دوران بھی اپنے ان مقاصد کے حصول میں کامیاب رہی۔

### کورونا وبا

رواں سال کورونا وبا کے باعث بہت زیادہ مشکل حالات کا سامنا رہا۔ کورونا وبا نے پوری دنیا کو متاثر کیا۔ آئی ایم سی بھی کورونا وبا کے اثرات سے بچ نہیں سکی۔ حکومت نے لوگوں کے تحفظ کے لئے لاک ڈاؤن نافذ کر دیا اور تمام کاروباری سرگرمیاں رک گئیں۔ ان مشکل حالات کے باوجود آئی ایم سی کی انتظامیہ اپنے ملازمین کی حمایت اور معاونت کے لئے پرعزم رہی۔ کسی ملازم کو نوکری سے نہیں نکالا گیا اور نہ ہی تنخواہوں میں کٹوتی کی گئی۔ بلکہ اس مشکل وقت میں جب تمام کاروبار بند ہو گئے ورکرز میں اضافی راشن تقسیم کیا گیا۔ جیسے ہی آئی ایم سی کی کاروباری سرگرمیاں بحال ہوئی اس کی پیداوار نے ایک بار پھر تیزی سے رفتار پکڑی۔ ورک فراہم ہوم اور ورچوئل میٹنگز جیسے ذرائع کے استعمال سے آئی ایم سی نے نئے معمول کو سمجھنے اور اسے اختیار کرنے میں مدد دی۔

اس کے ساتھ ساتھ آئی ایم سی کورونا وبا سے متعلق حالات سے آگاہ رکھنے کے علاوہ بس اوپیز پر عمل درآمد کی اہمیت کو اجاگر کرنے کے لئے متواتر کے ساتھ آگاہی مہم کا انعقاد کرتی رہی۔ تمام ملازمین کے لئے محفوظ ماحول قائم کرنے کو بہت زیادہ اہمیت دی گئی۔ اس مقصد کے لئے ہر ملازم کا کورونا ٹیسٹ کیا گیا۔ آئی ایم سی نے کورونا کے مشتبہ کیسوں کے ٹیسٹ اور مثبت کیسوں کے ساتھ قریبی روابط رکھنے والوں افراد کی تلاش کے لئے ہیپ ڈیسک قائم کیا۔ پورے پلانٹ میں سینٹی ٹائزر، ماسک اور سماجی فاصلے جیسے سخت بس اوپیز پر عمل درآمد کرایا

کمپنی نے ماحولیاتی تحفظ کے فروغ اور ہمارے ماحولیاتی مقاصد کے حصول کے لئے ملک بھر میں سپلائرز اور ڈیلرز سمیت اپنے کاروباری شراکت داروں تک اپنی ماحولیاتی سرگرمیوں کو بڑھا دیا ہے۔

ان اقدامات میں پلانٹیشن کے مقصد کے لئے پانی کو ری سائیکل کرنے کے لئے ویسٹ واٹر ٹریٹمنٹ پلانٹ کی صلاحیت میں اضافہ شامل ہے۔ ہم ماحول دوست پاور پلانٹ سے لیس ہیں جو قدرتی گیس پر چلتا ہے۔ کمپنی نے پیٹ میں موجود مادہ (تھینر) کو ری سائیکل کرنے کے لئے مشین نصب کی ہے اور اس کے علاوہ ایس ای پی اے کے تصدیق شدہ کنٹریکٹرز کے ذریعے خطرناک کچرے کو بھی ٹھکانے لگایا جاتا ہے۔ آئی ایم سی پاکستان میں پہلی آٹو موبائل کمپنی ہے جس نے اوون کے تحفظ کے لئے کار کے لیئر کنڈیشننگ سسٹم میں CFC-12 کو بجائے دوست ماحول گیس R-134a کے استعمال کا آغاز کیا ہے۔

### ماحولیاتی تحفظ کا مہینہ

ٹویوٹا نے نصف صدی تک کاربن سے پاک دنیا کے حصول کے لئے اکتوبر 2015ء کے عالمی عہد طور پر ٹویوٹا انوائزمنٹ چیلنج 2050ء کا اعلان کیا جو 2050ء تک پائیدار معاشرے کے حصول کے لئے زمین اور اس کے معاشروں میں مثبت اثرات مرتب کرنے کے ساتھ ساتھ گاڑیوں کے دھویں سے ماحول پر پڑنے والے دباؤ کو صفر پر لانے کے لئے کوشاں ہے

ٹویوٹا موٹر کارپوریشن ہر سال جون میں دنیا بھر میں ٹویوٹا ماحولیاتی تحفظ کا مہینہ منایا جاتا ہے۔ آئی ایم سی کئی برسوں سے اس میں فعال شرکت کر رہی ہے۔ تاہم رواں سال ہماری صحت، سیفٹی اور ماحول سے متعلق ٹیم نے شجرکاری، لیکو ڈرائنگ مقابلوں سے لے کر سروے تک متعدد ان ہاؤس سرگرمیاں ترتیب دی ہیں جو پورے مہینے انجام دی جائیں گی

ان سرگرمیوں میں مندرجہ ذیل شامل ہیں:

آئی ایم سی میں شجرکاری: انڈس موٹر کمپنی (آئی ایم سی) کی انتظامیہ اور ٹیم نے آئی ایم سی کے جنگل پارڈ پر دو ایکڑ قطعہ اراضی پر 1000 درخت لگائے۔ انتظامیہ اور ٹیم کی طرف سے مختصر وقت کے لئے جوش خروش سے ایک ہزار پودے لگانے کا مظاہرہ کیا گیا۔ اس بنجر زمین کو سرسبز جگہ بنانے کے لئے کام جاری ہے۔

سوشل میڈیا مقابلہ: اس سرگرمی کے ذریعے ہمارے سول میڈیا پلیٹ فارم پر ماحول دوست سرگرمیاں شیئر کرنے کی حوصلہ افزائی کی گئی

چلڈرن لیکو آرٹس مقابلہ: ایک اور سرگرمی بچوں کے مابین لیکو ڈرائنگ مقابلہ تھا۔ یہ مقابلہ صرف آئی ایم سی کے ملازمین کے بچوں کے لئے تھا۔ 8 سال سے کم اور 8 اور 13 سال کی عمر کے بچوں کی دو کیٹیگریوں میں مقابلہ میں حصہ لے سکتے تھے۔ مقابلہ کا موضوع توانائی کی بچت، CO2 میں کمی، پانی کا تحفظ اور ویسٹ مینجمنٹ تھا۔

کو مد نظر رکھتے ہوئے نئے خیالات اور ٹیکنالوجیز کے استعمال سے ان مسائل کے حل کے لئے مسلسل کوشاں ہے۔ اکتوبر 2015ء میں ٹویوٹا نے ٹویوٹا انوائزمنٹ چیلنج 2050ء کا اعلان کیا جو چھ چیلنجز پر مشتمل ہے۔ یہ ہمارے کاروبار، نئی مصنوعات اور ٹیکنالوجیز کے لئے ہماری تلاش کے ہر پہلو اور افراد اور طبقات کو ان کے ارد گرد قدرتی ماحول کو سمجھنے اور اسے بہتر بنانے کی صلاحیت پیدا کرنے کے ہمارے کردار کا احاطہ کرتا ہے۔ ہم پائیدار معاشرے کے حصول کے لئے زمین اور اس کے معاشروں میں مثبت کردار کے لئے اقدامات اٹھانے کے ساتھ ساتھ گاڑیوں کے دھویں سے ماحول پر پڑنے والے دباؤ کو کم سے کم کرنے کے لئے کوشاں کرتے آئے ہیں۔ ہمارا عالمی وژن ”زمین کے احترام“ کی اہمیت پر زور دیتا ہے۔ اس سوچ کی بنیاد پر ٹویوٹا نے ماحولیاتی تحفظ کے لئے اقدامات کے لئے طویل المدتی وژن کے طور پر اپنا چیلنج 2050ء کا اعلان کیا ہے۔

ہمارا انوائزمنٹ مینجمنٹ سسٹم (ای ایم ایس) ایک جامع فریم ورک ہے جو آئی ایم ایس 14001 کے معیارات کے مطابق ہے۔ کاروباری معاملات اور آپریشنز ہماری ماحولیاتی پالیسیوں اور ٹویوٹا گلوبل سینڈرڈ کے مطابق چلائے جاتے ہیں۔ آئی ایم سی ایک آئی ایم ایس 14001:2015 سرٹیفائیڈ کمپنی ہے۔

آئی ایم سی میں نہ صرف آئی ایم ایس کے باقاعدہ آڈٹ کو یقینی بنایا جاتا ہے بلکہ انوائزمنٹ اسمٹ سسٹم (ای ایم ایس) جس کی پورے ٹویوٹا میں عالمی سطح پر نگرانی کی جاتی ہے، کو نافذ کرتے ہوئے کمپنی کے اندر انٹرئل آڈٹ کے ذریعے ماحولیاتی تحفظ کے حوالے سے سرگرمیوں کو بھی چیک کیا جاتا ہے۔

ہمارے ماحولیاتی مقاصد کے حصول کے لئے ہم نے 5 سالہ ایکشن پلان سیونٹھ انوائزمنٹ ایکشن پلان طے کیا ہے جو 2021ء سے 2026ء تک جاری رہے گا۔ ٹویوٹا کی گلوبل گائیڈ لائنز کے مطابق ہم اپنی سرگرمیوں کے انتظام و انصرام کے لئے ہماری کارکردگی کے اہم اشاروں (KPIs) کی نگرانی کرتے ہیں۔ ٹویوٹا کمپنی نے اس ضمن میں گزشتہ برسوں نمایاں کامیابیاں حاصل کی ہیں اور گلوبل انوائزمنٹ کمٹسٹ میں بیان کردہ چارستونوں کے فروغ کے لئے مسلسل کوشاں ہیں جو مندرجہ ذیل ہیں۔

(1) کم سے کم کاربن ڈائی آکسائیڈ اور دیگر گیسوں کے اخراج کے حامل معاشرے کا قیام

(2) کریسائیکلنگ کی بنیاد پر معاشرے کا قیام

(3) ماحولیاتی خطرات کو کم کرنا اور قدرت سے ہم آہنگ معاشرے کا قیام

(4) ماحولیاتی انتظام و انصرام کو فروغ دینا

ہم پلانٹ کی سطح پر تمام ملازمین کو انوائزمنٹ مینجمنٹ سسٹم پر مبنی ماحولیاتی تحفظ کے بارے میں کثیر السطی تعلیم فراہم کرتے ہیں اور اس کے علاوہ انوائزمنٹ مینجمنٹ سسٹم کے آڈیٹرز کی استعداد کار میں اضافہ کے لئے ملک گیر آئی ایم ایس 14001 انٹرئل آڈیٹرز ٹریننگ کے انعقاد کے ساتھ ساتھ کمپنی کی ماحولیاتی تحفظ کے لئے سرگرمیوں کی رہنمائی کے لئے لیڈرز تیار کرتے ہیں۔



سرگرمیوں کا ایک اہم جزو ہے۔ ہم ٹویوتا کے فلسفہ مونوزوکوری (مینو فیکچرنگ) جو لوگوں کی ترقی کے بارے میں ہے کے مطابق ٹیم ڈویلپمنٹ کو یقینی بناتے ہیں۔ ہمارے تربیتی پروگراموں کی باقاعدگی سے منصوبہ بندی کی جاتی ہے اور ہم ٹویوتا کے عالمی مواد اور مہارتوں کے مطابق انسانی وسائل کی ترقی کے لئے ہمارے بہترین وسائل استعمال کرتے ہیں۔ ملازمت کے دوران تربیت (اوجے ٹی) ہمارے تربیتی پروگرام کی بنیاد ہے۔ ہماری پالیسی صرف تربیت یافتہ افراد کو ہی مطلوبہ معیارات اور خصوصی مہارتوں کے مطابق کام کو سرانجام دینے کی اجازت دیتی ہے۔ ہمارے تربیتی مرکز ملک بھر میں بہترین مراکز ہیں جہاں ہم عالمی معیار کے محرکات کو استعمال کرتے ہوئے فنی تعلیمی پروگرام کا انعقاد کرتے ہیں۔ آئی ایم سی میں تعلیم پر مبنی ہمارے پروگرام سے نہ صرف ہمارے ملازمین استفادہ کرتے ہیں بلکہ ہم فعال طور پر ہمارے سٹیک ہولڈرز بشمول سپلائرز، وینڈرز، ڈیلرشپ اور کنٹریکٹر سٹاف کو بھرپور تعلیم فراہم کرنے کے لئے مدد دیتے ہیں۔

### کورونا وبا کے تناظر میں احتیاطی تدابیر کا تسلسل

آئی ایم سی نے کام کی جگہ پر کورونا وائرس کے پھیلاؤ کو روکنے کے لئے نئے معمول کو اختیار کیا اور اس وبا کے دوران ملازمین کی سہولت کے لئے متعدد ضروری اقدامات اٹھائے ہیں۔ یہ اقدامات تاحال جاری ہیں اور ہر روز بس اور پیڑ پر عمل درآمد کو یقینی بنایا جاتا ہے اور اس حوالے سے کوئی کوتاہی برداشت نہیں کی جاتی۔ ہم تازہ ترین صورتحال پر مسلسل نظر رکھے ہوئے ہیں اور حکومتی ہدایات کے مطابق تمام ملازمین کی ویکسینیشن کو مکمل کرنے کے لئے سہولیات فراہم کر رہے ہیں۔

### سیفٹی کا مہینہ

ہر سال سیفٹی اقدامات کے حوالے سیفٹی مہینہ منایا جاتا ہے جہاں تمام ٹیمیں سیفٹی مینجمنٹ اور کام کی جگہ کو بہتر بنانے کے لئے سرگرمیوں میں مصروف عمل ہوتے ہیں۔ سرگرمی کا آغاز ہماری اعلیٰ قیادت کے سیفٹی پر اہم پیغام کے ذریعے ہوتا ہے جس کے بعد ان تمام ٹیموں کو تعریفی سرٹیفکیٹس اور ایوارڈز دے جاتے ہیں جو سیفٹی کے عمل کو بہتر بنانے اور خطرات کو کم کرنے کے لئے انتہک کام کرتی ہیں۔ اس سرگرمی سے کمپنی میں کام کرنے والے ہر شخص کی شمولیت کو فروغ ملتا ہے تاکہ سیفٹی کے حوالے سے مائنڈ سیٹ کو بہتر بنانے میں اپنا کردار ادا کر سکیں۔ ان سرگرمیوں میں ایچ آئی آر اے (خطرات کی نشاندہی اور جائزہ)، سیفٹی ماڈل لائن، سیفٹی کوز، سیفٹی ٹریننگ، استعداد کار میں بہتری وغیرہ شامل ہیں پورے ماہ منعقد کی جاتی ہیں جس میں ہر شخص حصہ لیتا ہے۔

سی ای او کی طرف سے پلانٹ مینیجرز کو سیفٹی ایویئرمنس پرائز میں بہترین ڈیپارٹمنٹ کا ایوارڈ دیا گیا۔

بلس جی ایم کی طرف سے انجن شاپ کو سیفٹی ماڈل لائن ایوارڈ 2020 دیا گیا

### ماحولیاتی انتظام و انصرام

ٹویوتا ماحولیاتی مسائل کو بہت زیادہ اہمیت کا حامل سمجھتا ہے اور مستقبل کے چیلنجز

معیار کی سرٹیفائیڈ استعمال شدہ گاڑیوں جن کا ٹویوتا کے ماہرین کی طرف سے ٹی وی آئی (ٹویوتا ویکل انسپکشن) کے ذریعے معائنہ کیا جاتا ہے کی فراہمی کے اپنے وعدے کے باعث Toyota Sure پاکستان کی استعمال شدہ مارکیٹ میں ایک قابل بھروسہ برانڈ بن چکا ہے۔ مزید برآں یہ پاکستان استعمال شدہ گاڑیوں کا واحد برانڈ ہے جو سرٹیفائیڈ استعمال شدہ گاڑیوں پر او ای ایم کی ایک سال سے زائد یا 15,000 کلومیٹر تک کی وارنٹی دیتا ہے جس سے صارفین ٹویوتا کی سرٹیفائیڈ استعمال شدہ گاڑی ذہنی آسودگی کے ساتھ خرید سکتے ہیں

مضبوط ڈیلر نیٹ ورک کی بنیاد پر Toyota Sure نے مالی سال 2020-21 میں سرٹیفائیڈ استعمال شدہ گاڑیوں کے 3,178 یونٹس کی فروخت کی بلند شرح حاصل کی جو گزشتہ مالی سال 2019-20 کے دوران فروخت ہونے والے 2,192 یونٹس کے مقابلے میں 45 فیصد زیادہ ہے

### سیفٹی، صحت اور ماحول

ہم ٹویوتا میں کام کی ایک ایسی جگہ بنانے کے لئے کام کرتے ہیں جہاں تمام ملازمین کی سیفٹی اور صحت کو اولین ترجیح دینے کے ساتھ ماحولیاتی تحفظ کی سرگرمیوں میں تمام قواعد و ضوابط پر سختی سے عمل درآمد یقینی بنایا جاتا ہے۔ یہ ٹویوتا کی بہت ہی اہم طویل کارروباری سرگرمیوں میں جو جاری رہیں گی۔

ٹویوتا کا یہ یقین ہے کہ کام کا محفوظ اور صحت ماحول کمپنی کی پیداواری صلاحیتوں کو بہتر بنائے گا کیونکہ کمپنی کی ترقی کے لئے نہایت اہمیت کا حامل ہے۔ ان مقاصد کے حصول کے لئے ہماری پورے ٹیم کام کی جگہ پر نہ صرف حادثات اور چوٹوں سے بچانے بلکہ طریقہ کاروں کو بہتر بنانے کے ساتھ ساتھ ہمارے کاروباری آپریشنز سے متعلق خطرات کو کم کرنے کے لئے فعال انداز میں کام کرتی ہے

انڈس موٹر کمپنی میں ہماری سیفٹی پالیسی کی طرف سے یہ پیغام دیا جاتا ہے:

### ”سیفٹی کو پیداوار، فروخت اور منافع پر ہمیشہ فوقیت حاصل رہے گی“

آئی ایم سی میں تمام کاروباری معاملات میں سیفٹی کو اولیت حاصل ہے اور ہماری اعلیٰ قیادت کی توجہ ہمیشہ سیفٹی کو برقرار رکھنے پر رہتی ہے۔ ہمارے طریقہ کار آکویڈیشنل سیفٹی اینڈ ہیلتھ مینجمنٹ سسٹم (اولس ایچ ایم بس) کے مطابق ہیں جو ٹویوتا کے عالمی معیارات ہیں جنہیں آئی بس او 45001 کی بنیاد پر تیار کیا گیا ہے۔ اولس ایچ ایم بس کی مدد سے آپریشنز میں سیفٹی میں اضافہ اور کام کو بہتر بنانے کے لئے بہتری والے شعبوں کی نشاندہی کر کے طریقہ کاروں کا جائزہ لیتے ہیں تاکہ مسائل کو حل کیا جاسکے۔ ٹویوتا پروڈکشن سسٹم کا سب سے اہم طریقہ Genchi Genbutsu ہے جسے سیفٹی مینجمنٹ کو بہتر بنانے کے لئے استعمال کیا جاتا ہے۔

### انسانی ترقی

آئی ایم سی میں ہمارا اس بات پر یقین ہے کہ انسانی وسائل کی ترقی کاروباری

کی فنی مہارتوں میں اضافہ کے لئے کوشاں ہے۔ رواں سال TEAM-21 کے تحت 20,000 گھنٹے سے زائد تربیت فراہم کی گئی اور اب 3S ڈیلر کے پاس تربیت یافتہ اور اعلیٰ سطح کے ٹویوتا ڈائنامک ماسٹر ٹیکنیشنز موجود ہیں۔ ٹیکنیشنز ایک ہزار سے زائد سالوں کو کل تجربہ کے حامل ہیں۔

TEAM-21 تربیت ٹی ایم سی جاپان کے تمام پہلوؤں اور معیارات کا احاطہ کرتی ہے تاکہ صارفین کو ان کی پسندیدگی کے لحاظ سے ان کو پہلی مرتبہ سہولیات دینے کے لئے فکس اٹ رائیٹ کے تصور کے تحت ہر سال نئے اور موجودہ ٹیکنیشنز کو تربیت دی جائے۔

### ڈیلر کے لئے سبڈی مہم

آئی ایم سی ایک ایسی کمپنی ہے جو اپنے ڈیلروں کی ترقی کی خواہشمند ہے اس لئے آئی ایم سی اپنے تمام ڈیلروں کو مخصوص مہمات کے انعقاد کا موقع فراہم کرتی ہے تاکہ صارف کی پسندیدگی کو زیادہ سے زیادہ بڑھایا جاسکے۔ ان مہمات پر اٹھنے والے نصف اخراجات آئی ایم سی جبکہ نصف اخراجات ڈیلرز برداشت کرتے ہیں۔ یہ مہمات صارفین کی تعداد میں اضافہ میں کامیاب ثابت ہوئی ہیں۔

### سیفٹی مہم

ٹویوتا گلوبل سیفٹی لیڈرز نیٹ ورک کے حصہ کے طور پر انڈس موٹر کمپنی اپنے صارفین کی زندگیوں کو محفوظ بنانے اور انہیں روڈ سیفٹی کے بارے میں تعلیم دینے کے لئے مسلسل کوشاں ہے۔

ٹویوتا کی تمام گاڑیوں اس وژن کے مطابق تمام سیفٹی خصوصیات سے لیس ہیں تاکہ ہمارے پیارے صارفین محفوظ سفر سے لطف اٹھاسکیں۔

سفر کرنے والے ہر شخص میں سیفٹی سے متعلق شعور میں اضافہ کے لئے کسٹر فرسٹ ڈیپارٹمنٹ نے مارکیٹنگ مہم کے ذریعے ملک بھر میں سیفٹی سے آگاہی مہم کا آغاز کیا ہے۔ مہم کا بڑا مقصد سیفٹی خصوصیات کے مناسب استعمال کو اجاگر کرتے ہوئے سیفٹی سے متعلق رویہ کو فروغ دینا ہے جس میں سیٹ بیلٹس، آئی بلس او فکس چائلڈ سیٹس اور بلس آر بلس لیئر بیگ سسٹم شامل ہیں۔ اس مہم کے ذریعے ٹویوتا کے صارفین کے درمیان لیئر بیگز اور برقی تبدیلیوں سے متعلق غلط طریقوں کے بارے میں آگاہی پیدا کی جاتی ہے۔

سیفٹی مہم کے تحت کمپنی کے سوشل میڈیا ہینڈلز پر تفصیلات شیئر کی جاتی ہیں جس میں ٹویوتا کے صارفین کی لیئر بیگ کے حوالے سے تجربات پیش کیے جاتے ہیں۔ اس سے روڈ سیفٹی، گاڑی کی سیفٹی بالعموم اور بلس آر بلس لیئر بیگ بالخصوص کے بارے میں صارف کی آگاہی میں اضافہ ہوا

### Toyota Sure (استعمال شدہ گاڑیوں کا بازار)

انڈس موٹر کمپنی کے استعمال شدہ گاڑیوں کا بازار (Toyota Sure) کا دائرہ کار پورے میں پھیل رہا ہے۔ (Toyota Sure) کو 2014 میں قیام کے بعد سے ملک بھر میں 38 مختلف ڈیلر شپس تک اس کو توسیع دینے میں کامیاب رہا۔ اعلیٰ

کی مخصوص ضروریات کو پورا اور ان کے مسائل کو حل کرنے میں مددگار ثابت ہوتی ہے۔ اپنے اسی فلسفے کو مد نظر رکھتے ہوئے، کسٹر فرسٹ ڈیپارٹمنٹ نے 2021 میں موسم گرما کی مہم کا آغاز کیا جس کے تحت صارفین کو اے سی کا مفت معائنہ کی پیش کش کی جاتی ہے تاکہ وہ گرم موسم میں اطمینان کے ساتھ سفر کر سکیں۔ مفت معائنہ کے علاوہ آئی ایم سی آئل اور آئل فلٹر بنڈل پر 23 فیصد ڈسکاؤنٹ کی بھی پیش کش کی جو 23 مارچ کو ملک بھر میں پیش کی گئی۔ چونکہ یہ ایک محدود مدت کے لئے آفر تھی اس لئے صارفین کی طرف سے بہت زیادہ رسپانس دیکھنے کو ملا

### حفظانِ صحت کی مہم

کورونا وائرس کی عالمی وبا نے نہ صرف دنیا بلکہ پاکستان کی اقتصادی صورتحال پر بھی منفی اثرات مرتب کئے ہیں۔ ٹویوتا نے بروقت اقدامات اٹھاتے ہوئے اپنے ملازمین کے ساتھ صارفین کے لئے حفظانِ صحت پر مبنی مہم کا آغاز کیا ہے۔ مہم کا آغاز صارفین کی سیفٹی کے لئے "اپنی حفاظت کو اولین ترجیح دیں" کے ٹیگ لائن کے ساتھ شروع کیا گیا۔ اس مہم نے ٹویوتا کے تمام صارفین کو مفت کار سینیٹائزر اور اے سی چیک اپ کی سروسز کی پیش کش کی ہے اور اس کے علاوہ ہمارے ڈیلر شپس پر کورونا وائرس سے بچاؤ کے لئے تمام احتیاطی تدابیر پر عمل درآمد کیا جا رہا ہے۔ صارفین کی طرف سے اس مہم کو زبردست پذیرائی ملی کیونکہ انہیں اس بات کا احساس ہے کہ وبا کے دوران کار سینیٹائزر وقت کی ضرورت ہے۔ ہمارے ڈیلرز نے بھی اس مشکل وقت میں صارفین کی خوشی اور تحفظ کے لئے سروسز کی فراہمی کے ذریعے صارفین کو سہولیات مہیا کرنے میں ہمارا ساتھ دیا۔

### کورونا وائرس کی وبا سے نمٹنے کے لئے اقدامات

کورونا وبا نے ہماری معمول کی زندگی کو درہم برہم کر دیا ہے اور ہمیں مجبور کر دیا کہ ہم نئے معمول کے مطابق خود ڈھالیں۔ مشکل وقت میں آئی ایم سی کسٹر فرسٹ ڈیپارٹمنٹ کو صارفین کی ضروریات کا ادراک ہے اس لئے صارفین کو ممکنہ محفوظ طریقوں سے صارفین اور ملازمین کی سہولت کے لئے اقدامات اٹھائے ہیں تاکہ کورونا وبا کی اثرات کو کم کیا جاسکے۔

آئی ایم سی نے اس غیر معمولی صورتحال سے نمٹنے کے لئے ضروری اقدامات اٹھائے ہیں۔ صارفین کی سہولت اور ان کی پسندیدگی کے لئے ڈیلر شپ صارفین کو گھر پر سروسز کی فراہمی اور موبائل ورکشاپ سہولیات کی پیش کش کر رہے ہیں۔

### ڈیلر کی ٹیکنیکی مہارتوں میں اضافہ

ٹویوتا تربیت نظاموں کی ایک طویل تاریخ رکھتا ہے جو ایسی غیر معمولی کارکردگی کے حامل ٹیکنیشنز پیدا کرتا ہے جو مارکیٹ کی بدلتی ہوئی صورتحال اور جدید آٹوموبائل ٹیکنالوجی سے نبرد آزما ہو سکتے ہیں۔

ٹویوتا ہیومن ریسورس ڈویلپمنٹ پروگرام کے ذریعے ٹویوتا کے ٹیکنیکی سروس سٹاف

## عبدالمنان

”انڈس موٹر کے کسٹمر ریلیشنز اور تکنیکی ٹیم انتہائی قابل تعریف ہیں جنہوں نے میری شکایات کے ازالہ کے لئے قابل قدر ریسپانس دیا۔ میری شکایت کو سنجیدگی سے لیا گیا اور پیشہ ورانہ انداز سے نمٹائی گئی جس کے لئے میں انڈس موٹر کا مشکور ہوں۔ گاڑی کے معائنہ کے دوران میری فیملڈ انجینئر کے ساتھ مفید بات چیت ہوئی۔ میری گاڑی میں سسٹمز کی بعد از مرمت تصدیق کی نگرانی کے لئے ڈیلر شپ پر آپ کی موجودگی کے لئے آپ کو خصوصی شکریہ ادا کرتا ہوں۔“

عبدالصمد

ڈالڈا فوڈز لمیٹڈ

”میں آپ اور آپ کی ٹیم کا چوبیس گھنٹوں سے کم وقت میں میرا لٹشو حل کرنے پر شکریہ ادا کرنا چاہوں گا۔ جس طرح انڈس موٹر کے کسٹمر کیئر نے لٹشو کو حل کیا وہ میرے لئے بڑی بات ہے۔ میں آپ کے سی آر مینجر مس وارثی کا خصوصی شکریہ ادا کرتا ہوں کہ جنہوں نے میرے مسئلے کو حل کرنے میں کافی دلچسپی لی۔ ایک بہترین ٹیم رکھنے پر مبارک باد دیتا ہوں۔“

غضنفر، سامبا بینک

میں عرصہ دراز سے ٹویوتا کا مستقل صارف ہوں جس کی وجہ سے مجھے ٹویوتا کے نمائندوں کے ساتھ متواتر کے ساتھ رابطہ کرنے کی ضرورت پیش آتی ہے۔ ٹویوتا کا سٹاف ہمیشہ سے میرے ساتھ بھرپور تعاون کا مظاہرہ کرتا ہے۔ آپ کی کیوٹیکشن سکیز اور پیشہ ورانہ مہارت سب سے بہترین ہے۔“

پروفیسر ڈاکٹر فخرہ رضوان۔ پاکستان سٹاک ایکس چینج لمیٹڈ

## پہلے صارف۔ پرزہ جات اور سروس

صارف کی خوشی و اطمینان۔ کانزن ارتقا 2020

## ٹویوتا پروٹیکشن پلان کا اجرا

آئی ایم سی اپنے صارفین کے اطمینان میں اضافہ کے لئے صارفین کو شاندار مصنوعات کی پیش کش کرتا ہے۔ مذکورہ بالا فلسفے کو مد نظر رکھتے ہوئے آئی ایم سی نے واہٹ لیبلنگ کے تصور کے تحت حبیب انشورنس کمپنی لمیٹڈ کے ساتھ اشتراک سے اپنا خود انشورنس تحفظ کا آغاز کیا ہے جسے ٹویوتا پروٹیکشن پلان کہا جاتا ہے۔ یہ پلان اگست 2020 میں شروع کیا گیا جس کا مقصد صارفین کو صنعت میں بہترین اور اعلیٰ ترین مسابقتی انشورنس پیکیج کو حاصل کرنے کا موقع فراہم کرنا ہے تاکہ صارفین کی پسندیدگی اور خوشی میں اضافہ کی جاسکے۔ ٹویوتا پروٹیکشن پلان صارفین کو گاڑی کی قدر میں کم سے کم کمی، گاڑی کے جنیون پرزہ جات کی تبدیلی اور دیگر منفرد فوائد کی پیش کش کرتا ہے۔ ٹویوتا اپنے آپریشنز اور سروسز میں مسلسل بہتری (کانزن) کے لئے کام کرتا ہے تاکہ صارفین ٹویوتا فیملی کا حصہ رہتے ہیں لطف اٹھاسکیں۔ ٹویوتا کی طرف سے صارفین کی گاڑی کے لئے انشورنس سے انہیں ذہنی آسودگی ملتی ہے۔

## پہلے سے ادا شدہ رقم پر پیریاڈ میٹیننس

آئی ایم سی اپنے قابل قدر صارفین کے لئے بہترین اور ٹاپ لائن بعد از فروخت مصنوعات اور سروسز کے ذریعے اعلیٰ ترین کسٹمر سروس کی فراہمی کے لئے پرعزم ہے۔ اس فلسفے کے تحت آئی ایم سی میں نئی اور منفرد پیشکش کے ساتھ پیریاڈ میٹیننس کا دوبارہ آغاز کیا ہے، یہ ٹویوتا کی تمام ماڈلز کے لئے دستیاب ہے۔ پی پی ایم صارفین کو ایک سمارٹ اور ارزان طریقہ کار فراہم کرتا ہے تاکہ انہیں مہنگائی کے باعث تبدیل ہوتی ہوئی قیمتوں سے بچایا جاسکے۔ پی پی ایم ایک ون سٹاپ حل ہے جس کے تحت ہمارے صارفین ایک مرتبہ ادائیگی کے بعد چار مرتبہ مفت میٹیننس، کیش لیس ٹرانزیکشن اور دیگر قابل قدر سروسز کی سہولت سے مستفید ہو سکتے ہیں۔

## وارنٹی میں توسیع

آئی ایم سی پائیدار اور مضبوط گاڑیاں بنانے کے حوالے سے اچھی اور طویل ساکھ رکھتی ہے۔ صارفین کی سہولت اور سروسز کے لئے آئی ایم سی نے حال ہی میں تین سالہ مینوفیکچرنگ وارنٹی پر توسیعی وارنٹی کا اجرا کیا ہے۔ مجموعی طور پر 5 سالہ وارنٹی صارفین کو ذہنی آسودگی دیتی ہے جس کے وہ حقدار ہیں۔ صارف کی طلب اور انہیں اطمینان کی اعلیٰ سطح فراہم کرنے کے لئے ہم نے کڑوا، یارس، فارچیور اور ریو میں وارنٹی میں توسیع کا آغاز کیا ہے۔ یہ پیکیج صارفین کی فی کلومیٹر ضروریات کے مطابق تیار کیا گیا ہے۔ ٹویوتا ہمیشہ اپنے آپریشنز اور خدمات میں مسلسل بہتری کی جانب کام کرتی رہتی ہے تاکہ صارفین ٹویوتا فیملی کا حصہ ہونے کے ناطے لطف اندوز ہو سکیں۔ وارنٹی کی مدت میں توسیع صارفین کو دوبارہ فروخت اہمیت اور گاڑیوں کے بہتر کارکردگی کے لحاظ سے ذہنی طور پر اطمینان فراہم کرتا ہے۔

## موسم گرما 2021

آئی ایم سی کو صارفین کو سال کے ہر موسم میں درپیش آنے والے لٹشوز کا احساس ہے اس لئے صارف کے مسائل کے حل اور ان کے اطمینان میں اضافہ کے لئے آئی ایم سی نے مہمات کا آغاز کرتی ہے جو موجودہ موسم میں صارفین

آئی ایم سی کو کسٹمر ڈیٹائیٹ کانزن ایوایوشن (سی ڈی کے ای) 2020 کے آٹھویں مقابلے میں کمڈیبل کانزن ایوارڈ سے نوازا گیا۔ ٹویوتا موٹر ایشیا پیسیفک (ٹی ایم اے پی) ہر سال اس مقابلے کا انعقاد کرتی ہے۔ ایشیا پیسیفک ریجن یعنی تھائی لینڈ، تائیوان، انڈونیشیا سے تعلق رکھنے والے ڈسٹری بیوٹرز اس میں شرکت کرتے ہیں جس کا مقصد اپنے علاقہ میں ٹویوتا کو سب سے زیادہ قابل بھروسہ برانڈ بنانے کے لئے صارفین کو بہتر کسٹمر سروس کا تجربہ فراہم کرنے کے مشترکہ مقصد کے حصول کے لئے کوششیں کرنا ہے تاکہ اپنے علاقہ میں سب سے زیادہ قابل بھروسہ برانڈ بنایا جاسکے۔

سی ڈی کے ای ڈسٹری بیوٹر کے مابین ایک صحت مند مقابلے کو فروغ دیتا ہے جو سال کا سب سے زیادہ مایا جانے والا ایونٹ ہے۔ سی ڈی کے ای کے ذریعے آئی ایم سی نے گاڑیوں کی بعد از فروخت کارکردگی کو بہتر بنانے اور صارفین کی پسندیدگی کو بڑھانے کے لئے صارفین کے ساتھ رابطہ کاری کے نمایاں مواقع پیدا کئے ہیں۔ اسی سال آئی ایم سی نے صارفین کی پسندیدگی کے جائزے کی بناء پر کمپنی کے ہر شعبے میں بہترین کسٹمر سروسز فراہم کر کے موٹر ایشیا پیسیفک اداروں کے مابین گولڈ ایوارڈ جیتا ہے۔

## کسٹمر ریلیشنز

ٹویوٹا میں ہم اس بات پر یقین رکھتے ہیں کہ صارفین کے ساتھ رابطہ اور بات چیت ایسی ہونی چاہیے جو زندگی بھر یاد رکھی جائے اور انہیں مصنوعات اور سروسز کے ساتھ شاندار تجربہ فراہم کیا جائے

ٹویوٹا مشکل ترین حالات میں بھی صارفین کی طلب اور توقعات کے مطابق ہر ممکن سروس فراہم کرتا ہے۔ کاروبار کی ترقی اور کامیابی کے لئے اسے مضبوط سہارے کی ضرورت ہے اور آئی ایم سی میں یہ سہارا کسٹمر ریلیشنز ٹیم ہے جو صارفین کو خوش رکھنے، ان کے اعتبار جتنے اور ان کمپنی اور اس کی مصنوعات پر اعتماد کو برقرار رکھنے کے لئے دن رات کوشاں رہتی ہے

ٹویوٹا صارفین پر مبنی حکمت عملی کو بروئے کار لاتا ہے اور ”پہلے صارف“ کے فلسفے کو ٹویوٹا کے کاروباری طرز عمل کا لازمی جزو ہے جس کا مطلب ہے کہ وہ ہمیشہ صارفین کی بات کو اہمیت دیتے ہیں اور صارف کے تجربے اور نقطہ نظر کی بنیاد پر بہتری کے لئے کوشاں رہتے ہیں

## صارف کی خوشی اور اطمینان کو برقرار رکھنا

صارفین کے ساتھ روابط ٹویوٹا کے صارف پہلے کے فلسفے کے لئے نہایت ضروری ہے۔ یہ ہماری کسٹمر ریلیشنز ٹیم ہی ہے جو دھوپ ہو یا بارش صارف کی خوشی اور اطمینان کو یقینی بنانے کے لئے اہم کردار ادا کر رہی ہے۔ ان چیلنجوں کے باوجود ان مشکل حالات میں کسی بھی رعایت کے بغیر گھروں سے کام کرنا مثال کے طور پر ورک سٹیشن کو منتقل کرنا اور کمیونیکٹرز کے گھروں پر آفس قائم کرنا وغیرہ ٹیم کے اراکین کے درمیان ہموار مواصلاتی رابطوں کے لئے ایک واٹس ایپ گروپ اور سٹاف کا یومیہ روسٹرز قائم کیا گیا۔ انٹرنیٹ کینکٹوٹی کی وجہ سے اگرچہ تھوڑا سا چیلنج درپیش رہا لیکن یہ بھی ٹیکنالوجی کا ایک لازمی حصہ ہے۔

## ورچوئل مینٹنر

کورونا وائرس نے جہاں چیلنجز پیدا کئے ہیں وہی اس نے نئے معمول کو اختیار کرنے کے لئے ہمیں تیز تر اقدامات اٹھانے کا بھی موقع فراہم کیا۔

ڈیلرز پر ٹویوٹا کے معیار کو برقرار رکھنا جہاں صارفین بڑی تعداد میں آتے ہیں، پہلے سے زیادہ اہمیت اختیار کر گیا ہے۔ ملک بھر میں ڈیلرشپ پر کسٹمر ریلیشنز ٹیموں کو سماجی فاصلے پر عمل درآمد کرتے ہوئے مصروف عمل کرنا ایک نیا عمل تھا اور اس عمل درآمد میں کچھ وقت لگا۔ اس حوالے سے سب سے اہم کردار زوم نے ادا کیا جس نے ہمارے کام کے طریقے کو یکسر تبدیل کیا ہے۔ کورونا وبا سے قبل ایک دوسرے سے رابطہ محدود تھا لیکن زوم کے ذریعے اس میں اضافہ ہوا۔ مینٹنر جیسے کہ سالانہ نیشنل سی آر مینجر مینٹنر، ماہانہ ہوش رویو مینٹنر، واٹس آف کسٹمر سافٹ ویئر ٹریننگز اور دیگر ورکشاپس جن کا ڈیجیٹل انعقاد کبھی مشکل ہوا کرتا تھا اب وقت کی ضرورت بن چکا ہے۔

## ڈیلروں کی مہارت جانچنے کا ورچوئل مقابلہ

ایک اور نتیجہ خیز تبدیلی مہارت جانچنے کا ورچوئل مقابلہ تھا جسے دور بیٹھ کر ڈیجیٹل طور پر منعقد کیا گیا۔ یہ ڈیلرز شپ سیلز، سروس، سیپیئر پارٹس اور کسٹمر ریلیشنز ٹیموں کے لئے ایک کراس فنکشنل ٹیسٹ تھا۔ مہارت جانچنے کا مقابلہ کا مقصد تمام فنکشنز میں علم کی سطح کا اندازہ لگانے کے ساتھ اس بات کو یقینی بنانا کہ شعبہ کے درمیان معلومات کا باقاعدگی کے ساتھ تبادلہ کیا جاتا ہو۔ معلومات کے تبادلے کو سہولت فراہم کرنے والا فورم Obeya مینٹنر ہوتی ہیں

## ڈیلر سرٹیفیکیشن

ڈیلر نیٹ ورک میں صارفین کو منظم طریقے سے خدمات کی مسلسل فراہمی صرف ٹویوٹا کے معیارات کے نفاذ سے ہی ممکن ہے۔ تاہم یہ سٹاف کی سخت ٹریننگ اور آئی ایم سی کسٹمر ریلیشنز ٹیم کی جانب سے کئے جانے والے آڈٹ کے ذریعے باقاعدہ مانیٹرنگ سے ممکن ہو سکتا ہے۔

ایسے ڈیلرز سرٹیفیکیشن کے لئے اہل ہوتے ہیں جو ٹویوٹا کے کسٹمر ریلیشنز معیارات کو صحیح معنوں میں نافذ کرنے کے لئے ٹویوٹا کے فلیگ شپ فلسفے ”ٹویوٹا طریقہ کار۔ آئیس اس پر عمل کریں“ کے لئے کوالیفائیڈ ہوتے ہیں۔ پاکستان بھر میں 50 ڈیلرشپس میں سے اب تک 33 ڈیلروں نے بیسک لیول سرٹیفیکیشن حاصل کیا ہے جبکہ باقی اس حوالے سے کوشاں ہیں۔

## ٹرینرز کے لئے تربیتی پروگرام

انسانی ٹیلنٹ کی ترقی ہمارے آپریشنز چاہے وہ آئی ایم سی ہو یا ڈیلرز میں اہم جزو کی حیثیت رکھتی ہے کیونکہ صارفین کے ساتھ رابطہ اور بات چیت میں یہی پیش پیش ہوتے ہیں۔

ٹرینرز کے لئے تربیتی پروگرام رواں سال شروع کیا گیا جس کا مقصد ڈیلرشپ پر کسٹمر ریلیشنز ٹیموں کی استعداد کار میں اضافہ کے ذریعے انہیں مضبوط اور پیشہ ور بنانا ہے۔ اس کے لئے ڈیلرشپ نیٹ ورک سے چند سی آر مینجرز کو پہلے سے طے شدہ معیار پر منتخب کیا گیا جنہیں ڈیلرشپس پر سی آر ٹیموں کو تربیت اور رہنمائی فراہم کرنے کی ذمہ داری دی گئی۔ 3T (Train the trainee) کو تمام شعبوں سے بہت زیادہ پذیرائی حاصل ہوئی جس سے ہمارے فرنٹ لائن ورکروں کو ٹویوٹا صارفین کو اعلیٰ سطح کی سروس فراہم کرنے کے لئے تربیت فراہم کی گئی۔

## صارف کی طرف سے مثبت آرائی

میں آپ کا دل سے مشکور ہوں اور جس طرح آپ نے پیشہ ورانہ انداز اور باوقار طریقے سے مسئلے کو حل کیا ہے اس کے لئے میں آپ کا شکریہ ادا کرتا ہوں۔ آپ کی کوششیں واقعی قابل قدر ہیں۔ آپ میرے ساتھ مسلسل رابطے میں رہے اور اپ ڈیٹس کے حوالے سے مجھے معلومات دیتے رہے ہیں جو ایک بہترین سروسز کی عکاسی ہے۔



معیار اور کثیر السطحی انٹر ویز کے بعد کیا جاتا ہے۔ رواں سال کمپنی نے اپنی موجودہ 46 مراکز میں چار 3S ڈیلر شپ شامل کئے جو جنوبی اور وسطی رتبہ میں واقع ہیں

جنوبی رتبہ

کراچی	ٹویوتا پورٹ قاسم موٹرز
سکھر	ٹویوتا سکھر ٹویوتا موٹرز
وسطی رتبہ	ٹویوتا گجرات موٹرز
گجرات	ٹویوتا چناب موٹرز
فیصل آباد	

اس اضافہ کے ساتھ کراچی اور فیصل آباد کے پاس بالترتیب 12 اور 3 ڈیلر شپ ہیں جبکہ سکھر اور گجرات میں ڈیلر شپ کا آغاز کیا گیا ہے مستقبل میں نیٹ ورک کو مزید توسیع دینے کے لئے منصوبہ زیر غور ہیں اور اس کے لئے منتخب فریقین کو لبل او آئی جاری کر دیے گئے ہیں

اپنے ناممکن سے آغاز کریں (سٹارٹ یور امپاسل)

اپنے ناممکن سے آغاز کریں کی عالمی مہم میں ٹویوتا کی ٹوکیو اولمپکس اور پیرا اولمپکس گیمز کے ساتھ شراکتداری کے جشن کے ساتھ ساتھ تمام لوگوں کے لئے باہولت نقل و حرکت پر توجہ مرکوز کی جاتی ہے۔

اپنے ناممکن سے آغاز کریں (ہلس وائی آئی) ٹویوتا کا عالمی کارپوریٹ پروگرام ہے جس کا مقصد جامع، پائیدار اور متحرک معاشرے کے قیام میں معاونت فراہم کرنا ہے جس میں ہر شخص آزادی کے ساتھ آگے بڑھتے ہوئے اپنے ناممکن کو چیلنج کر سکے۔ انڈس موٹر کمپنی نے پاکستان میں ہلس وائی آئی پروگرام کو 2018 میں شروع کیا جس کے تحت دو قومی ہیرو اتھلیٹس کو ٹوکیو اولمپکس گیمز اور پیرا اولمپکس میں جانے کے ان کے سفر میں ان کی معاونت کرنے کا عہد کیا گیا۔

ان میں سے ایک پاکستان کی سٹار وکیل چیمز ٹینس کی کھلاڑی اور قومی ہیرو الیکس چیمپن زینب برکت ہیں جنہیں جاپان میں منعقد ٹوکیو پیرا اولمپکس 2021 کے لئے ٹویوتا برانڈ ایمبسیڈر کے طور پر منتخب کیا گیا۔ تاہم بد قسمتی کورونا وبا کے باعث حدود کی بنا پر وہ کوالیفائی کرنے کے لئے پوائنٹس حاصل نہ کر پائیں اور گیمز میں شرکت نہیں کر سکیں۔

دوسرے انتھلیٹ ہیں سعدی عباس جالبانی جو ایشین کراٹے چیمپس ہیں۔ آئی ایم سی کی طرف سے لیاری میں جتنازیم سہولیات کی تزئین آرائش کے لئے جاری ہے۔ اس سے کراٹے میں دلچسپی رکھنے والے بچوں کے جوش و جذبہ کو فروغ دینے میں مدد ملے گی۔

انڈس موٹر کمپنی کی مدد اور معاونت سے سعدی عباس پیرس میں کوالیفائر راؤنڈ میں پہنچنے میں کامیاب ہوئے۔ تاہم بد قسمتی وہ ٹوکیو میں فائنل گیمز کے لئے کوالیفائی نہ کر سکے۔ ہم مستقبل میں زینب اور سعدی عباس کے لئے نیک خواہشات اور اچھی صحت کے لئے دعا گو ہیں۔

اہمیت حاصل ہے۔ کورونا وبا نے ہمارے سوچنے کے طریقہ کو مکمل طور پر تبدیل کر دیا اور کازن اور ٹیکنالوجی سمارٹ استعمال کے ذریعے نئے معمول پیدا کرنا وقت کی ضرورت ہے۔

ورچوئل شو روم میں پیش رفت کے طور پر آئی ایم سی نے سمارٹ پرچیز پورٹل بھی لانچ کیا ہے جس سے صارفین آن لائن اپنی گاڑی منتخب کر کے ادائیگی کر سکتے ہیں۔ منتخب کردہ گاڑی ڈیلر شپ کے ذریعے ہی ڈیلیور کی جاتی ہے۔ ٹی ہلس پی کا مقصد وفادار صارفین کو نقصان سے پاک رسائی کی فراہمی، فوری اطمینان، زیادہ سے زیادہ سیفٹی اور سہولت فراہم کرنا ہے۔

ٹویوتا سمارٹ پرچیز آن لائن بکنگ ادائیگی کا پہلا بہترین اور منظم نظام ہے۔ جسے پاکستان میں کسی آٹو موبائل کمپنی نے متعارف کرایا۔ یہ نظام صارفین کو ان کی دہلیز پر کسی بھی وقت اور کہیں بھی مثالی سہولت فراہم کرتا ہے۔

ون سٹاپ ٹویوتا سمارٹ پرچیز شاپنگ کو ایک نئی سطح پر لے جانے کا وعدہ کرتا ہے۔ صارفین اپنے گھروں اور دفاتر میں محفوظ رہتے ہوئے آسانی کے ساتھ ٹویوتا کے لئے شاپنگ کر سکتے ہیں اور چار آسان مراحل میں اپنا آرڈر بک کر سکتے ہیں

#### 4۔ سمارٹ فنانس

سمارٹ پرچیز میں معاونت کے طور پر آئی ایم سی نے سمارٹ فنانس متعارف کرایا ہے۔ یہ تمام مالی ضروریات کے لئے ون سٹاپ سلوشن ہے۔ پائلٹ مرحلے کے دوران بینک الفلاح اور بینک الفلاح اسلامی شراکت دار ہیں۔ اس وقت یہ پائلٹ پراجیکٹ ٹویوتا 12 موٹرز میں زیر ارتقا ہے اور اگلے مالی سال اسے ملک بھر میں توسیع دی جائے گی۔

#### لیئر آئیو نائزر

کورونا صورتحال کو مد نظر رکھتے ہوئے اور ٹویوتا صارفین کی صحت و سیفٹی کے لئے سی کے ڈی ویرینٹس کے لئے بعد از فروخت کے طور پر لیئر آئیو نائزر متعارف کرائے گئے۔

لیئر آئیو نائزر ٹویوتا کے اے سی یونٹ میں نصب کئے جاتے ہیں اور لوگوں کو اندر سے نقصان دہ بیکٹریا، کیرنوں، وائرس، دھوئیں یا کیمین لیئر میں موجود دھول سے بچاتے ہیں

ٹویوتا گاڑیوں میں لیئر آئیو نائزر کے فوائد استعمال کے حوالے سے ملک بھر میں ڈیلر سیلز سٹاف کو تربیت فراہم کی گئی۔ یارس کی کامیابی کے ایک سال کا جشن منانے کے لئے آخری سٹاک تک بک کئے جانے والے آرڈرز کے ساتھ مفت میں لیئر لونیئر کی پیشکش کی جا رہی ہے۔

#### ڈیلر نیٹ ورک میں توسیع

آئی ایم سی کا مضبوط مسابقتی فائدہ اس کے بڑھتے ہوئے قابل بھروسہ ڈیلر شپ نیٹ ورک کے حوالے سے تذبذباتی سوچ میں ہے۔ نئے ڈیلرز کا انتخاب سخت

لاچ کی گئی جس کے باعث صارفین کی طرف سے فارچیونر کی طلب نے ریکارڈ توڑ دیے۔

### موٹر سپورٹس

آئی ایم سی موٹر سپورٹس کے لئے صارفین کی دلچسپی اور پسند کا جشن منانے کے لئے ہر سال ریلیوں میں حصہ لیتا ہے۔ تاہم 2020 میں کورونا وبا کے باعث مجوزہ ریلیاں منعقد نہ ہو سکیں۔ لیکن موٹر سپورٹس کی لوگوں کا پیار زیادہ عرصہ تک نظر انداز نہیں کیا جاسکتا ہے۔ جیسے ہی کورونا وبا کی صورتحال میں بہتری آئی، آئی ایم سی نے سال کی بہت زیادہ پرجوش ریلیوں، حب ریلی اور 16 ویں ٹی ڈی سی پی چولستان جیب ریلی میں شرکت کی۔

### چولستان ریلی 2021

انڈس موٹر کمپنی کے زیر اہتمام 16 ویں سالانہ چولستان ریلی کا انعقاد فروری 2021 میں چولستان دیوار فورٹ کے صحرا میں منعقد ہوئی۔ یہ پلیٹ فارم چولستان کی بھرپور ثقافت اور ورثے کو فروغ دینے کے لئے ہر سال سیاح کو اپنی طرف راغب کرتا ہے۔

چار روز پر مشتمل آف روڈ ایونٹ میں 350 سے زائد شرکاء نے شرکت کی جنہوں نے ٹویٹا فارچیونر اور ہائی لکس کی طرف سے پیش کردہ تجربے سے بھرپور استفادہ سے لے کر اپنی ٹیم کے اراکین اور دیگر حریفوں کے ساتھ مضبوط تعلقات تک ہر لمحے سے بھرپور لطف اٹھایا۔

### حب ریلی 2021

حب ریلی 2021 کا انعقاد ٹویٹا ہائی وے موٹرز کے اشتراک سے مارچ 2021 میں کوگڈانی ساحل پر کیا گیا۔ موٹر سپورٹس میں دنیا کی معروف ترین شخصیات اور 350 سے زائد شرکاء بشمول خواتین ریسرز شامل تھیں جنہوں نے ریس میں حصہ لیا۔

ریلی کے راستے کوگڈانی کے ساحل تک توسیع دی گئی جہاں 50 کلومیٹر ٹریک تیار کیا گیا۔ اس بار 20 لاکھ روپے سے زائد کا انعام رکھا گیا۔ گزشتہ کئی سالوں سے ریلی بھرپور توجہ حاصل کر چکی ہے کیونکہ اس ریلی میں خواتین ریسر، سپورٹس کی دنیا کی معروف ترین اور شہو سے وابستہ شخصیات نے بھی شرکت کی۔ خواتین ریسر نے بھی ریلی میں حصہ لیا جو ہمارے لئے ایک قابل فخر لمحہ ہے۔

### ٹویٹا کی درآمد شدہ گاڑیاں - CBU سیگنٹ

آئی ایم سی پاکستان میں سب سے بڑے اور متنوع سی بی یو (مکمل تیار یونٹ) پراڈکٹ پورٹ فولیو کی پیش کش کرتا ہے۔ سی بی یو پورٹ فولیو مندرجہ ذیل گاڑیوں پر مشتمل ہے۔

- ایم پی وی
- ہائبرڈ - سیڈان
- ہائبرڈ - ہچ بیک
- منی بس
- ایوانزا
- کیمری ہائبرڈ
- پریئس
- کوسٹر

### • وین

ہائی لمز

ہائی لمز ڈبلکس

کرولا کراس

رش

لیئڈ کروزر پراڈو

لیئڈ کروزر 200

کرولا کراس پاکستان میں پہلی مکمل ہائبرڈ لمز یو وی ہے۔ دسمبر 2020 میں تھائی لینڈ میں یہ عالمی سطح پر متعارف کرائی گئی اور ریجن کی ٹاپ سیلر بن گئی۔ یہ ٹویٹا کے پہلے سے موجود کمپکٹ لمز یو وی سیگنٹ میں ایک اور اضافہ ہے۔

### بینکوں کے ساتھ شراکت داریاں

رواں سال طویل المدت حکمت عملی کے طور پر آٹو فنانسنگ پر خصوصی توجہ دی گئی۔ آٹو فنانسنگ کا اہم مقصد ٹویٹا کے آٹو فنانسنگ میں حصہ کو بہتر بنانے اور مارکیٹ شیئر میں اضافہ کرنا ہے۔

بڑے بینک شراکتداروں کے ساتھ پرکشش فنانسنگ آپشن فراہم کر کے یارس کی مہموں پر خصوصی توجہ مرکوز کی گئی۔ بینک الفلاح، بینک الفلاح اسلامک، بینک اسلامی، دینی اسلامک بینک، ایم سی بی بینک، بینک آف پنجاب، میرزاں بینک اور حبیب میٹرو بینک کے ساتھ اشتراک سے ہائی پروفائل مہم چلائی گئیں۔

نئی گاڑیوں کے علاوہ طویل المدت پروگرام کی بنیاد پر بینک الفلاح کے ساتھ استعمال شدہ گاڑیوں کے لئے بھی آٹو فنانسنگ پر خصوصی توجہ دی گئی۔

### ٹویٹا سمارٹ

کورونا وبا نے آئی ایم سی کے لئے بزنس کے تسلسل اور پائیداری کے لئے نئے طریقوں کے بارے میں سوچنے کا موقع پیدا کیا ہے۔ اسی چیز کو مد نظر رکھتے ہوئے آئی ایم سی نے صارف کی بدلتی ہوئی ضروریات کو پورا کرنے کے لئے مندرجہ ذیل "سمارٹ" سلوشنز متعارف کرائے۔

### 1- یارس - گھر پر میسٹ ڈرائیو

آزمائش اور صارف کے تجربے کی حوصلہ افزائی کے لئے یارس کے لئے ڈیلرز کی طرف سے پیش کردہ "ٹیسٹ ڈرائیو ایٹ ہوم" کا انتخاب کیا۔ یہ منصوبہ کورونا وبا کی پہلی لہر کے دوران فعال رہا اور برتری کو بہتر بنانے میں مددگار ثابت ہوا۔

### 2- ورچوئل شوروم

کورونا وبا کی پہلی لہر کے دوران ورچوئل شوروم کا بھی انعقاد کیا گیا جس سے ڈیلرشپ کو صارفین کے ساتھ روابط بحال رکھنے میں مدد ملی۔ اس مدت کے دوران ٹویٹا کے صارفین واٹس ایپ یا زوم کے ذریعے اپنے ڈیلرشپ ایڈوائزر کے ساتھ مشاورت کر پائے۔

### 3- ٹویٹا سمارٹ پر چیز

صارفین کی سہولت کو مد نظر رکھنا ٹویٹا کے 'پہلے صارف' کے اصول میں بنیادی

اور دو فلگ شپ ماڈل فارچونر سیکر ڈیزل فوربائی فور میں دستیاب ہے۔ وی گریڈ کو مارکیٹ کی طرف سے ملنے والی فیڈ بیک پر فوربائی فور کے ساتھ اپ گریڈ کیا گیا ہے۔

تینوں ویرینٹس باوقار ایکسٹریور اور پریمیم احساس کے حامل انٹیریئر کے حامل ہیں جبکہ ڈیزل ویرینٹ بہترین کارکردگی دیتا ہے۔ فلگ شپ ماڈل کی خصوصیات میں نیو جزیشن 1.1 جی ڈی انجن پاورٹرین، فیول کی بہتر کارکردگی، سلیمرنگ میں ویریل فلو کنٹرول کا اضافہ جو سلیمرنگ کی کارکردگی کو بہتر بناتا ہے، بہتر ڈرائیور موڈز، الیکٹرو کرومک ریور ویو مرر اور انجن میں۔ بیلنس شافٹ کا اضافہ شامل ہے جو ڈیزل ویرینٹ کے این وی انجن کو بہت زیادہ بہتر بناتا ہے۔ ٹریکشن کنٹرول سسٹم میں اضافہ کے لئے لیٹنڈ سلپ ڈفرنشل فنکشنز کو شامل کیا گیا ہے۔

آفیشل مارکیٹنگ مہم سے قبل اپریل اور مئی میں ڈیجیٹل، پرنٹ اور ٹی وی میڈیا پر پری ہاپ مہم چلائی گئی جبکہ مئی 2021 کے اختتام پر آفیشل مارکیٹنگ مہم لاچ کی گئی جس کے باعث صارفین کی طرف سے فارچونر کی طلب نے ریکارڈ توڑ دے۔

### ٹویوتا ہائی کس ریو

ہائی کس ریو نے پاکستان میں اپنی لاچ کے بعد سے مقامی پک اپ مارکیٹ میں اپنی حیثیت کو برقرار رکھا ہوا ہے۔ یہ گاڑی ایڈونچر اور آف روڈنگ کی علامت ہے۔ صارفین ریو کے لئے اپنے جوش و جذبہ کی سطح کو میچ کرنے کے لئے اس میں مسلسل بہتری کی توقع کر رہے ہیں۔

واکو۔ ڈوکی کی اصل روح کو برقرار رکھنے کے لئے آئی ایم سی نے مارچ 2021 میں ریو وی اے ٹی میں 9 انچ آڈیو کو اپ گریڈ کیا۔ نئے آڈیو کو بغیر کسی اضافی چارجر کے شامل کیا گیا

ہائی کس ریو کے آرڈر مالی سال 2021 میں غیر معمولی حد تک پہنچ گئے جس کی وجہ سے موجودہ ماڈل مارکیٹ سے جلد غائب ہو گیا۔ فروری 2021 میں آئی ایم سی نے نئے ماڈلز کے لئے بنگ کا آغاز کیا۔ ہائی کس ریو کے نئے ویرینٹس سخت جان ایکسٹریور لک کے ساتھ پہلے سے زیادہ ریفائنڈ انجن، بہتر کارکردگی، کین کمفرٹ میں اضافہ اور بہتر انٹیریئر سے مزین ہے۔ ہیڈ لائٹس اور لیل ای ڈی ٹیل لیپ، فرنٹ ہپر، ریڈیو اور 18 انچ الائے رم کی ری ڈیزائننگ گاڑی کو مزید جدید اور طاقت ور لک دیتی ہے۔ نئی جزیشن کے حامل IGD انجن کی طاقت میں 20 کلو واٹ کا اضافہ کیا گیا (150 کلو واٹ و کا کل پاور آؤٹ پٹ۔ 201 ہارس پاور سے زائد) اور 50 این ایم ٹارک میں 50 این ایم بھی بہتری کی گئی (وایڈ آر پی ایم رینج پر 500 این ایم بیک ٹارک)۔ فیول کی کارکردگی کو بہتر بنانے کے لئے یہ بھی ایک قابل غور تبدیلی ہے۔ ٹریکشن کنٹرول سسٹم میں اضافہ کے لئے لیٹنڈ سلپ ڈفرنشل فنکشنز کو شامل کیا گیا ہے۔ دیگر خصوصیات میں وی ایف سی (ویریل فلو کنٹرول) پاور سٹیرنگ، سپیڈ آٹو لاک اور 12 وی ایکسری کنیکٹر شامل ہے

آفیشل مارکیٹنگ مہم سے قبل اپریل اور مئی میں ڈیجیٹل، پرنٹ اور ٹی وی میڈیا پر پری ہاپ مہم چلائی گئی جبکہ جون 2021 کے اختتام پر آفیشل مارکیٹنگ مہم

نمبر ون سیڈان بن گئی۔ کورونا وبا اور صارف کی طلب میں سست روی کے باوجود یارس پاکستان کے لئے سیڈان آف چوائس بنی۔

رواں سال کے دوران آئی ایم سی نے یارس YARIS 1.3L ATIV کا ایک خصوصی ایڈیشن متعارف کرایا جو آڈیو اور ریئر کیمرے کے اپ گریڈ آپشن سے مزین ہے اور صارفین کی دلچسپی کو برقرار رکھنے کے لئے دو نئے ریڈ مٹاک اور اورنج مائیکا رنگوں میں اس ایڈیشن کو لانچ کیا گیا۔

یارس کو لانچ کرنے کا ایک بڑا مقصد لوگوں کو ارزاں ٹویوتا کی پیش کش کرنا ہے۔ مالیاتی اعانت خریداری کو اور بھی سستا بنانے میں مددگار ثابت ہوتی۔ یارس کی لاچ کے ساتھ ہی بینکوں کے ساتھ جارحانہ شراکت داریوں نے یارس کے آرڈر کو بھی بہتر بنایا۔

یارس کو لوگوں کے لئے ترجیحی برانڈ بنانے اور ٹویوتا کے بارے میں اعلیٰ تفتخص کے لئے مدد دینے کے لئے تمام پلیٹ فارم یعنی ڈیجیٹل، ٹی وی، او او ایچ اور آن گراؤنڈ ایکٹیویشن پر مربوط مارکیٹنگ مہمات شروع کی گئیں۔ شہری علاقوں اور کرو لال 1.3L کے صارفین پر خصوصی توجہ دی گئی جبکہ ڈیجیٹل اور ٹی وی پر گاڑی کی اعلیٰ ترین کارکردگی اور خصوصیات کا اجاگر کرنے پر توجہ مرکوز کی گئی۔ مارکیٹنگ مہمات بہت زیادہ کامیاب ہوئیں کیونکہ صارفین کے جذبات اور احساسات میں ہدف سے زیادہ بہتری ہوئی۔

### ٹویوتا فارچونر

ٹویوتا فارچونر نے پاکستانی لمب یو وی مارکیٹ میں ایک ستون کی حیثیت سے اپنی جگہ بنائی رکھی ہے۔ 2013 میں لاچ کے بعد سے اس کی فروخت اور منافع میں سال بہ سال اضافہ ہو رہا ہے۔ اپنی سخت باڈی آن فریم ڈیزائن اور غیر معمولی کارکردگی کے ساتھ فارچونر کا ابھی تک کوئی ثانی نہیں۔ گاڑی کی بڑھتی ہوئی مقبولیت کے تناظر میں آئی ایم سی نے ستمبر 2020 میں لیٹنڈ ایڈیشن ویرینٹ فارچونر سیکر 4 ٹی آر ڈی سپورٹو متعارف کرایا۔ فارچونر ٹی آر ڈی ٹویوتا ریسنگ ڈویلپمنٹ کی طرف سے گس کے ساتھ ٹویوتا فارچونر کا بہترین امتزاج ہے جو جارحانہ لکس، کارکردگی اور قابلیت کا ایک مربوط مجموعہ ہے۔ صرف 300 یونٹس کی محدود پیداوار کا منصوبہ بنا گیا ہے تاہم مارکیٹ میں صارفین کی طرف سے اچھے رسپانس اور بزنس کی وجہ سے اس کے تمام یونٹس چند ہفتوں کے اندر ہی فروخت ہو گئے۔ “صارف کی پسندیدگی و خوشی” کے لئے ایک مفت انفو ٹینمنٹ اپ گریڈ مہم نومبر 2020 میں لاچ کی گئی۔ اس میں HD 8.95 انچ ڈسپلے اور وارڈ اینڈرائڈ آٹو اور اپیل کارپلے سپورٹ جیسی شاندار خصوصیات بھی شامل کی گئیں۔

مالی سال 2021 میں فارچونر کی طلب میں بہت زیادہ اضافہ کے باعث موجودہ ماڈل جلد ہی ختم ہو گیا۔ جنوری 2021 کے اختتام پر طلب میں اضافہ کے باعث آئی ایم سی نے آئندہ نئے ماڈلز کے لئے بنگ کا آغاز کر دیا۔ نئی فارچونر تین ویرینٹ فارچونر جی، سینڈرڈ پٹرول فور بائی ٹو، فارچونر وی بائی پٹرول فور بائی فور

رواں سال ٹویٹا نے ہیکٹھ لائزیشن پر توجہ مرکوز کی اور ٹویٹا سمارٹ پرچیز، پاکستان کے پہلے منظم آن لائن بکنگ اور پیمنٹ اور تمام مالی ضروریات کو پورا کرنے کے لئے ون سٹاپ سلوشن ٹویٹا سمارٹ فنانس جیسے سمارٹ منصوبے متعارف کروائے۔ ان میں یارس۔ گھر پر ٹیسٹ ڈرائیو اور درجہ اول شوم شامل ہیں جس سے صارفین کو گاڑی کے بارے میں بہترین تجربہ حاصل ہوا۔

آئی ایم سی نے ہمیشہ کازنر یعنی مسلسل بہتری کے فلسفے پر توجہ مرکوز کی جس نے آئی ایم سی کو ہر شعبے میں طاقت ور کمپنی کے طور پر ابھرنے میں مدد دی۔

### CKD-پنجر کار سیگنٹ

#### ٹویٹا کرولا

آئی ایم سی نے جنوری 2021 میں نئی کرولا آئلس ایکس پیکیج متعارف کرایا۔ نئے شاندار انٹیرئر کے ساتھ کرولا کو پاکستانی مارکیٹ میں بہت زیادہ سراہا گیا۔ صارف پہلی مرتبہ کسی بھی سی کے ڈی ماڈل میں انٹیریر رنگ کا انتخاب کر سکتے ہیں۔ یہ خصوصیت ٹویٹا کے صارف کی خوشی کے فلسفے کی ایک اور مثال ہے۔ کرولا گرینڈی کے سیاہ رنگ کے انٹیریر صارفین میں سب سے زیادہ مقبولیت رکھتی ہے اور اس کی فروخت میں لالچ کے بعد سے مسلسل اضافہ ہو رہا ہے۔ کرولا ایکس پیکیج سیاہ رنگ کے انٹیریر، انٹیریر کے رنگ کے انتخاب کا آپشن، ای سی مرر اور مسافر کی طرف سیٹ بیلٹ کی وارننگ جیسی خصوصیات کی حامل ہے

کرولا آئلس ایکس پیکیج کو ایک انتہائی خوبصورت ویڈیو کے ساتھ لالچ کیا گیا جس میں کرولا لالچ کی طرف سے پیش کردہ آفر کو دکھایا گیا۔ ویڈیو کو ٹی وی اور ڈیجیٹل چینل پر براڈ کاسٹ کیا گیا جس نے لوگوں میں گاڑی کے حوالے سے جوش پیدا کیا جسے آسانی کے ساتھ ”کرولا نیشن“ کہا جاسکتا ہے۔

#### ٹویٹا کنیکٹ

اپنی نوعیت کی پہلی 7 سپیکیشن جو 2018 میں شروع کی گئی، ٹویٹا کنیکٹ پر نہ صرف صارفین کا اعتماد بڑھ رہا ہے بلکہ پوری قوم کی طرف سے اس کو سراہا جا رہا ہے۔ 1.8L ویرینٹ رکھنے والے صارفین کو چھ ماہ کی مفت سبسکرپشن دی گئی ہے۔ صارفین ٹیلی مینک خصوصیات سے واقف ہوتے جا رہے ہیں اور وہ اس ایپ کے ذریعے اپنی گاڑی کے بارے میں مسلسل رابطے میں رہتے ہیں۔ ٹویٹا کنیکٹ کے تقریباً 55 فیصد صارفین نے اپنی گاڑی کی ڈرائیونگ کارکردگی اور دیگر متعلقہ فیچرز کے بارے میں اپ ڈیٹ کے لئے سبسکرپشن کی تجدید کرائی ہے۔ صارفین کو پہلے بہتر رابطوں اور بنا کسی پریشانی کے تجربہ فراہم کرنے کے لئے حال ہی میں تین نئے فیچرز متعارف کرائے جن میں ویڈیو کال، جیو فٹننگ اور میپس شامل کئے گئے ہیں۔

#### ٹویٹا یارس

گزشتہ سال لالچ کے بعد یارس کو کرولا 1.3L کی جگہ اپنا مقام بنانے کے لئے کافی تگ و دو کرنا تھی۔ تاہم ایک سال میں ہی یارس پاکستان میں فروخت ہونے والی

حکومت کی طرف سے منتقل کر کے صنعت کو درپیش اس مسئلہ کو حل کیا جاسکتا ہے۔

مجموعہ مالیاتی اقدامات آٹو انڈسٹری کو تحریک فراہم کریں گے جس سے سب کے لئے حجم پیدا ہوگا۔ اگر مقامی سطح پر پرزہ جات تیار کرنے والے افراد کو مناسب مراعات نہ دی گئی تو مقامی سطح پر پرزہ جات کی تیاری کا عمل متاثر ہوگا۔ یہ شعبہ آٹو سیکٹر میں ملازمت پیدا کرنے کا سب سے بڑا ذریعہ ہے اس سے روزگار پیدا کرنے کے حکومت کے سب سے بڑے مقصد پر اثرات مرتب ہوں گے۔

عالمی سطح پر رائج مارکیٹنگ طریقہ کاروں جیسا کہ ہول سیل۔ ریٹیل میکینزم کو پاکستان میں مسافر اور تجارتی گاڑیوں کے سیگنٹ میں معاشی لحاظ سے قابل عمل انداز میں ابھی نافذ نہیں کیا گیا۔ موجودہ ہول سیل۔ ریٹیل پالیسی کے تحت فریقین کو دوہرے ٹیکس ادا کرنے پڑتے ہیں۔ پالیسی سازوں سے درخواست کی جاتی ہے کہ وہ اس پہلو پر نظر ثانی کریں تاکہ یہ قابل عمل ہو کیونکہ ہول سیل میکینزم کو دوسرے صنعتی شعبوں میں پہلے ہی نافذ کر دیا گیا۔

پرزہ جات کی بعد از فروخت کے لئے درآمدی مرحلے میں انڈر انوائسنگ اور غلط بیانی سے حکومت کو اربوں روپے کا نقصان ہوتا ہے۔ ٹوبیکو کمپنی جیسا ٹریک اینڈ ٹریس حکومت کے لئے اضافی آمدن پیدا کرنے میں مددگار ثابت ہوگا

### کمپنی کا جائزہ صنعتی جائزہ

2020-21 کے دوران مقامی طور پر تیار کردہ PC اور LCV گاڑیوں کی مجموعی صنعتی فروخت گزشتہ سال کی 111,962 یونٹس فروخت کے مقابلے میں 181,397 یونٹس رہی جو مارکیٹ میں 63 فیصد اضافہ کو ظاہر کرتا ہے (ذرائع: پی اے ایم اے)۔ بلند جی ڈی پی، کم شرح سود اور مستحکم مالی پالیسیوں کی بدولت مارکیٹ میں مضبوط نمو دیکھنے کو ملی۔ آٹو فنانس سیکٹر کی مضبوط کارکردگی اور گزشتہ سال کی نسبت کورونا کی صورتحال میں بہتری کے باعث گاڑیوں کی طلب میں اضافہ ہوا۔

### کمپنی کا جائزہ

انڈس موٹر کمپنی لمیٹڈ نے پاکستان کی آٹو موبائل انڈسٹری کی ایک بڑی کمپنی کے طور پر پورے سال شاندار کارکردگی کا مظاہر کیا۔ یہ آئی ایم سی کی مارکیٹنگ کوششوں اور صارفین کی قوت خرید میں بہتری کی وجہ سے ممکن ہوا ہے جس سے گاڑیوں کی طلب میں اضافہ ہوا۔ کرولا کی 18,355 گاڑیاں فروخت ہوئیں اور ایکس پیکیج کے اجراء کے ساتھ اس کی مارکیٹ پہلے کی طرح مضبوط رہی۔ تمام مشکلات اور چیلنجوں کے باوجود ہم نے ان کا مقابلہ کرتے ہوئے یارس لالچ کی جس نے مارکیٹ میں اپنی بھرپور جگہ بناتے ہوئے سب سے زیادہ فروخت ہونے والی سیڈان بنی جس کے مالی سال 2021 میں 28,295 یونٹس فروخت ہوئے۔ مزید برآں فورچیونر اور ریو کے فیس لفٹ کے ساتھ آئی ایم وی نے 2016 میں ایف ایم سی کے لالچ کے بعد آرڈر کا بلند ترین ریکارڈ توڑ دیا۔



انڈسٹریل لائزیشن کے عمل کے لئے طویل المدت پالیسیوں کی ضرورت ہوتی ہے۔ مخصوص شعبہ کی حامل قومی پالیسیوں میں بار بار اور عارضی تبدیلیوں سے سرمایہ کاروں کا اعتماد کم ہوتا ہے۔ آٹو موٹو کا شعبہ بھاری سرمایہ کاری کا حامل شعبہ ہے۔ گاڑی کا ہر ماڈل آبادی کے حجم کے لحاظ کے ساتھ تبدیل ہوتا ہے اور اجراء سے تین سے چار سال قبل مقامی سطح پر پیداوار اور پرزہ جات کی مقامی تیاری سے کئی اربوں روپے کی سرمایہ کاری کو ترغیب ملتی ہے۔ اعلان کردہ پالیسی کے دوران ٹیکسوں میں کمی سے معاشی امکانات پر گہرے منفی اثرات مرتب ہوں گے۔ یہ تجویز دی جاتی ہے کہ ٹیکسوں میں بلاوجہ تبدیلی سے گریز کیا جائے اور اگر تبدیلی کرنا ضروری ہو تو اس صورت میں نئی پالیسی کو متعارف کراتے وقت انڈسٹری کے سٹیک ہولڈرز سے مشاورت کی جائے۔ اسے ڈی پی 21-2016 کے تحت موجودہ سرمایہ کاروں کے علاوہ 19 نئے سرمایہ کاروں نے سرمایہ کاری کی۔ ان کی مشترکہ پیداواری صلاحیت مارکیٹ کے حجم میں اضافہ، گاڑیوں کے انتخاب کے وسیع آپشن کی پیش کش اور مسابقت میں اضافہ کے ساتھ ساتھ گاڑیوں کی ترسیل کے لئے انتظار کی مدت میں کمی کا باعث بنے گی۔

حال ہی میں اور سیز پاکستانیوں کے لئے ”روشن اپنی کار سکیم“ کا اعلان کیا گیا جس سے وہ ترجیحی ریٹس پر مقامی سطح پر تیار کردہ گاڑیاں خرید پائیں گے۔ اور سیز پاکستانیوں کے لئے گاڑیوں کے انتخاب کا وسیع آپشن دستیاب ہے اس لئے بہت زیادہ پیداواری صلاحیت کے ساتھ ہم حکومت پر زور دیتے ہیں کہ وہ استعمال شدہ گاڑیوں کی درآمد پر پابندی عائد کرے۔

پاکستان میں مسافر اور کمرشل گاڑی میں گلوبل مارکیٹنگ طرز عمل جیسے ہول سیل۔ ریٹیل میکینزم کو معاشی طور پر قابل عمل طریقے سے اختیار کئے جانا بھی باقی ہے۔ موجودہ ہول سیل ریٹیل پالیسی کے تحت فریقین کو دگنا ٹیکس ادا کرنا پڑتا ہے۔ پالیسی سازوں سے درخواست کی جاتی ہے کہ اس پہلو پر نظر ثانی کریں تاکہ اسے قابل عمل بنایا جاسکے کیونکہ ہول سیل ریٹیل میکینزم پہلے ہی دوسرے صنعتی شعبوں میں نافذ ہو چکا ہے۔

درآمدی مرحلے پر بعد از سیلز کے لئے انڈر انوائسنگ اور غلط اعداد و شمار کے ذریعے سرکاری اکاؤنٹ سے اربوں روپے بٹورے جاتے ہیں۔ ٹوبیکو کمپنیوں کی طرح کا ٹریک اور ٹریلس سسٹم حکومت کے لئے اضافی آمدنی کا ذریعہ بنے گا۔

وقت کے ساتھ ساتھ ٹیکس وصولی کا بوجھ انڈسٹری پر ڈال دیا گیا اور اب ٹیکس پوائنٹ آف سیل پر وصول کیا جا رہا ہے۔ اس سے صنعتی بحالی میں نہ صرف رکاوٹ پیدا ہو رہی ہے بلکہ ٹیکس وصولی کے حوالے سے پیچیدگیوں میں بھی اضافہ ہو رہا ہے۔ عدم تعمیل پر کمپنیوں کو جرمانہ کیا جاتا ہے جس کے باعث کھاتوں کو انتظام و انصرام مشکل ہوتا جا رہا ہے۔ ٹیکس وصولی کا بوجھ کاروباری اداروں سے

سرمایہ کاری کے تحفظ، میک ان پاکستان کے فروغ اور مقامی مینوفیکچرنگ کے عمل کو بڑھانے کے لئے مراعات کی فراہمی پر اتفاق رائے پایا جاتا ہے۔ پاور ٹرین سسٹم کے علاوہ آئی سی ای ویز، ایچ ای ویز، پی ایچ ای ویز اور ای وی ویز کے لئے تمام پرزہ جات یکساں ہوتے ہیں جو مقامی سطح پر پرزہ جات تیار کرنے والے بھی فراہم کر سکتے ہیں۔ انٹرئل سپلیمنٹیشن انجنوں، ہائبرڈ اور برقی گاڑیوں کے لئے نئے گاڑیوں کے لئے مسابقتی بنیادوں پر پرزہ جات کی فراہمی کے لئے مقامی وینڈرز کو مراعات دینے سے مینوفیکچررز درآمدی بلوں کو کم کرنے اور روزگار کے موقع پیدا کر پائیں گے۔

آٹو موٹو ٹیرف کے ڈھانچے میں پیچیدگی میں اضافہ ہو رہا ہے کیونکہ پاور ٹرین، انجن کی نقل مکانی اور گاڑیوں کے استعمال کی اقسام کی بنیاد پر ٹیرف کے مختلف سلیب تجویز کیے جا رہے ہیں۔ ایک شعبہ کی قیمت پر دوسرے شعبہ کو مراعات دینے سے عدم توازن پیدا ہو سکتا ہے اور نصر کا خاتمہ ہو گا۔ اس طرح کے ٹیرف سے مقامی سطح پر تیاری کے عمل کی حوصلہ شکنی ہوگی، درآمدی بل میں اضافہ کے ساتھ ساتھ مقامی مینوفیکچرنگ عمل پر منفی اثرات مرتب ہوں گے۔

وفاقی وزیر صنعت و پیداوار نے حال ہی میں ایک پریس کانفرنس کے دوران نئی آٹو پالیسی کے خدوخال بتائے۔ حکومت نے 1000 سی سی سے کم نئی گاڑیوں کے لئے مراعات میں اضافہ کرنے کے ساتھ عمومی طور پر اے سی ڈی کا خاتمہ اور سیلز ٹیکس میں کمی کی ہے۔ 1000 سی سی سے زائد گاڑیوں پر ایف ای ڈی اور اے سی ڈی میں کمی کی۔ اس مداخلت کی وجہ سے ریٹیل قیمتوں میں کمی واقع ہوئی جس سے بالآخر صنعتی حجم میں اضافہ میں معاونت ملے گی۔ ایچ ای ویز، پی ایچ ای ویز اور ای وی ویز کے لئے نئی ٹیکنالوجی پر مبنی پرزہ جات ڈیوٹی کی کم شرح پر درآمد کی اجازت دی ہے۔ حکومت نے مجموعی طور پر صنعت کو پانچ سالہ منصوبہ دیا ہے اگر اس منصوبہ میں کوئی تبدیلی نہ کی گئی تو اس سے صنعت کو استحکام ملے گا۔

## سفارشات

پاکستان بڑی زراعت اور کھپت پر مبنی معیشت کے ساتھ آبادی کے لحاظ سے دنیا کا چھٹا بڑا ملک ہے۔ پاکستان میں موٹرائزیشن کی سطح فی ہزار 17 ہے جو عالمی تعداد (فی ہزار 182) اور علاقائی سطح (افریقہ میں فی ہزار 42) سے بہت کم ہے۔ پاکستان کا بڑی معیشتوں میں ایک منفرد مقام ہے جہاں مجموعی ملکی پیداوار کے مقابلے میں ٹیکس کی شرح کم ہے، انڈسٹریل لائزیشن اور موٹرائزیشن کی کم سطح اور معیشت کا دارومدار کھپت پر ہے۔ پاکستان آٹو موٹو شعبہ کے لئے ایک پرکشش مارکیٹ ہے تاہم نمو کا دارومدار مستقبل کے طویل المدت پس منظر پر ہے جو ”میک ان پاکستان“ فلسفہ کے لئے نہایت ضروری ہے۔“

## چیف ایگزیکٹو رپورٹ

### کاروباری ماحول، خطرات اور غیر یقینی صورتحال

سپلائی چین مینجمنٹ میں درپیش چیلنجوں کے باعث روپے کی قدر میں بہتری کا کوئی فائدہ نہیں ہوا۔ سٹیل کی قیمتوں میں 90 فیصد، کاپر کی 61 فیصد، اور لیلومونیم کی قیمتوں میں 60 فیصد اضافہ ہوا۔ ان میٹریل کی قیمتوں میں رواں سال مسلسل اضافہ ہو رہا ہے اور دنیا بھر میں گاڑی سازوں کے لئے ان اثرات سے خود کو بچا نا بہت مشکل ہو گیا جس کے باعث وہ اپنی تیار کردہ گاڑیوں کی قیمتوں میں اضافہ پر مجبور ہوئے۔ آنے والے مہینوں میں درآمدات اضافہ اور قرضوں کی ادائیگی کے باعث اسپیکنج ریٹ دباؤ کا شکار رہے گا اور مستقبل میں روپے کی قدر میں کمی واقع ہو سکتی ہے۔

مالی سال 2021 کے دوران آٹو موٹو انڈسٹری کو کورونا وبا کے باعث روپے کی قدر میں کمی کے علاوہ دیگر اضافی چیلنجز کا سامنا کرنا پڑا۔ اس میں عالمی سطح پر کنٹینروں کی کمی، شیٹ میٹل کی قیمتوں میں اضافہ اور چپ کی قلت شامل ہے۔ اس لئے ٹیکسوں کی بلند شرح، سپلائی چین کے مسائل اور کورونا وبا کے باعث لاک ڈاؤن نے مجموعی طور پر آٹو موٹو انڈسٹری پر گہرے اثرات مرتب کئے۔

پاکستان آٹو پالیسی برائے 2016-2021 نے 19 گرین فیلڈ پراجیکٹس کے ساتھ ایک بلین ڈالر کی سرمایہ کاری کو راغب کیا۔ مصنوعات کے وسیع انتخاب سے مسابقتی ماحول پر خوش آئندہ اثر مرتب ہو گا۔ گاڑیوں کے جتنے زیادہ خریدار اعتماد کرتے ہوئے گاڑیوں کے نئے ماڈلز آزمائیں گے مارکیٹ میں نئی گاڑیوں کی قبولیت کے ساتھ پیداواری صلاحیت میں بھی اتنا ہی اضافہ ہو گا۔ آٹو موبائل انڈسٹری تبدیلی کے لئے تیار ہے لیکن بڑی تبدیلی یا توسیع اتنی تیزی کے ساتھ وقوع پذیر نہیں ہو سکتی ہے جتنی لوگ توقع کرتے ہیں۔ مارکیٹ میں نئی کمپنیاں مڈ کراس اور کو مد نظر رکھتے ہوئے اعلیٰ اور متوسط آمدنی والے گروپوں پر زیادہ توجہ مرکوز کر رہی ہیں۔ متوسط طبقہ / کم اور متوسط آمدنی والے گروپ 1000 سی سی سے کم گاڑیوں کی نئی پیداوار کے تاحال منتظر ہیں۔

آٹو پالیسی برائے 2016-21 کی جون 2021 کو مدت پوری ہو جائے گی۔ مذکورہ پالیسی سرمایہ کاری اور ڈویلپمنٹ سرگرمیوں کی باعث بنی ہیں کیونکہ متعدد غیر ملکی برانڈز نئی مالی مراعات کو بروئے کار لاتے ہوئے نئے ماڈلز متعارف کر رہے ہیں۔ رفتار میں اچانک اضافہ سے ہنرمند وسائل کی تیاری، ادارہ جاتی استعداد کار میں اضافہ اور انڈسٹری میں پائیدار ترقی کے لئے مارکیٹ کے حجم میں اضافہ کی ضرورت اجاگر ہوتی ہے

حکومت نئی آٹو پالیسی جسے آٹو انڈسٹری ڈویلپمنٹ اینڈ ایکسپورٹ (اے آئی ڈی ای پی) 2016-21 کا نام دیا گیا، کے لئے مشاورتی عمل کے دوران توازن کے ساتھ برقی اور ہائبرڈ برقی گاڑیوں جیسی گاڑیوں میں نئی ٹیکنالوجی کے ساتھ سستی گاڑیوں کی ضرورت کی وکالت کرتی رہی ہے۔ تمام سٹیک ہولڈرز میں مقامی

کورونا وبا کے بعد مشکل حالات کے باوجود پاکستان کی معیشت نے تیز رفتار اور پائیدار اقتصادی کارکردگی کا مظاہرہ کیا۔ مزید برآں ایف بی پی اور حکومت کی طرف سے پالیسیوں کے اجرا اور اقدامات معیشت کی بحالی میں مددگار ثابت ہوئے جس کے باعث مالی سال 2021 کے لئے جی ڈی پی کی نمو کا 3.9 فیصد کے قریب عبوری تخمینہ لگایا گیا ہے جس کی تصدیق آئی ایم ایف اور اے ڈی بی نے اپنے حالیہ جائزہ میں کی ہے۔ مالی سال 2021 میں چار بڑی فصلوں چاول، گندم، گنا اور مکئی کی گزشتہ سال کی نسبت تاریخی ریکارڈ پیداوار ہوئی۔ بارشوں، کیرے، مکڑوں کے حملوں اور قابل کاشت علاقوں میں کمی کی وجہ سے کٹاؤ کی مطلوبہ پیداوار حاصل نہ ہو سکی جس کی وجہ سے زرعی شعبہ میں اوسط سے سست نمو ہوئی۔

لبل ایف ایم کے شعبہ نے مالی سال 2021 کے گیارہ ماہ کے دوران اپنی پیداوار کی کورونا سے قبل کی سطح کی حد کو عبور کرتے ہوئے 14.9 فیصد کی بڑھوتری حاصل کی۔ جبکہ پچھلے سال یہ 9.8 فیصد تھی۔ ایف بی پی اس بات کی تصدیق کرتا ہے کہ رواں مالی سال کے آغاز کے بعد وسیع البنیاد معاشی بحالی کی مضبوطی ہوئی جس کا سبب ہدفی مالیاتی اقدامات اور بھرپور زرعی اعانت ہے۔ توقع ہے کہ یہ مثبت رفتار برقرار رہے گی اور اگلے سال کی بلند تر نمو کا باعث بنے گی۔ تعمیراتی اور درآمدی صنعتوں جیسے اہم شعبوں کو مالی مراعات اور ملازمت اور نمو کو متحرک کرنے کے لئے سبڈائزڈ کریڈٹ کی پیش کش کے باعث صنعت اور سروسز کے شعبے بحالی کی طرف گامزن ہیں۔ صنعتی شعبہ بڑے پیمانے پر مینوفیکچرنگ اور تعمیرات کے باعث مضبوط نمو ظاہر کرنے کے لئے تیار ہے۔

وزارت خزانہ کی طرف سے ماہانہ معاشی اعداد و شمار کے مطابق مالی سال 2021 کے دوران کرنٹ اکاؤنٹ میں گزشتہ سال کے 4.5 بلین ڈالر کے خسارے کے مقابلے میں 58.4 فیصد کمی کے ساتھ 1.9 بلین ڈالر رہا۔ کرنٹ اکاؤنٹ بیلنس میں بہتری کی بڑی وجہ ترسیلات زر میں 27 فیصد اور اشیاء اور سروسز سمیت برآمدات میں 13.7 فیصد اضافہ ہے۔ مالی سال 2021 کے دوران اشیاء کی برآمدات میں گزشتہ سال کے مقابلے میں 18.3 فیصد اضافہ ہوا جو 21.4 بلین ڈالر سے بڑھ کر 25.3 بلین ڈالر ہو گئیں۔ ترسیلات زر میں 27 فیصد کے قریب شرح نمو کے ساتھ 29.4 بلین ڈالر تک پہنچ گئیں جو 2003 سے تیز ترین نمو ہے جس سے غیر ملکی زر مبادلہ کے ذخائر اور کرنٹ اکاؤنٹ بیلنس کو برقرار رکھنے میں مدد ملی۔ مالی سال 2021 میں مجموعی درآمدات 56.4 بلین ڈالر رہیں۔

سال کے دوران فارن ایکس چینج ریٹ میں ڈالر کے مقابلے میں روپے کی قدر میں بہتر ہوئی اور ڈالر کی قدر میں 6 فیصد کمی ہوئی جو 168 سے کم ہو کر 158 روپے تک آگئی۔ تاہم میٹریل کی قیمتوں، ٹیکسوں اور یوٹیلیٹی بلوں میں اضافہ اور

## انٹرنل کنٹرول

کمپنی نے منظم طریقے سے کمپنی کے کاروبار کو چلانے، اپنے اثاثوں کے تحفظ اور اپنے ریکارڈ کو قابل اعتماد اور درستگی کے ساتھ محفوظ بنانے کیلئے انٹرنل کنٹرول کا ایک موثر نظام نافذ کیا ہوا ہے۔ مینجمنٹ کی طرف سے نگرانی اور جائزہ انٹرنل کنٹرول کے نظام کا ایک لازمی جزو ہے۔ مینجمنٹ نے انٹرنل آڈیٹری ٹیم کو تفصیلی معائنہ اور خصوصی جائزہ کی ذمہ داری سونپ رکھی ہے۔

## آڈیٹری کی تقرری

موجودہ آڈیٹری میسر اے ایف فرگوسن اینڈ کو، چارٹرڈ اکاؤنٹنٹس نے مدت معاہدہ ختم ہونے کے بعد دوبارہ تقرری کی پیش کش کی ہے۔ ڈائریکٹرز 30 جون، 2022 تک اے ایف فرگوسن اینڈ کو کی آڈیٹری کے طور پر دوبارہ تقرری کیلئے آڈٹ کمیٹی کی سفارش کی توثیق کرتے ہیں۔

## شیئر ہولڈنگ کا طریقہ کار

30 جون 2021 تک کمپنی کے شیئر ہولڈنگ کا طریقہ کار صفحہ نمبر 152 سے 153 تک دیا گیا ہے۔

## کمپنی کے حصص کا لین دین

30 جون، 2021 کو ختم ہونے والے سال کے دوران ڈائریکٹرز، ایگزیکٹوز، ان کی شریک حیات اور ان کے نافع بچوں نے شیئر ہولڈنگ کے طریقہ کار میں متذکر کے علاوہ کمپنی کے حصص کا کوئی لین دین نہیں کیا۔

## اہم آپریٹنگ اور مالیاتی اعداد و شمار

اہم آپریٹنگ اور مالیاتی اعداد و شمار کا سالانہ رپورٹ کے صفحہ نمبر 154 سے 155 پر ذکر کیا گیا ہے۔

## سی ایس جی پر عمل درآمدی رپورٹ

کمپنی نے لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز 2019 پر مکمل طور پر عمل درآمد کیا ہے جس کے بارے میں بیان کو صفحہ نمبر 92 سے 94 تک رپورٹ کے ساتھ منسلک کر دیا گیا۔

## چیئر مین کی طرف سے جائزہ رپورٹ

کمپنی کے ڈائریکٹرز کمپنی کی مجموعی کارکردگی، مستقبل کا کاروباری جائزہ، کارکردگی پر رپورٹ اور بورڈ کی موثریت کے حوالے سے چیئر مین کے جائزہ کے تمام مندرجات کی توثیق کرتے ہیں۔

## اظہار تشکر

ہمیشہ کی طرح ہم اپنے صارفین کے شکرگزار ہیں کہ انہوں نے ہماری مصنوعات پر مسلسل اعتماد کیا۔ ہم آئی ایم سی کی پوری ٹیم بشمول اسٹاف، وینڈرز، ڈیلرز اور تمام بزنس پارٹنر کی مشکل وقتوں میں انتھک محنت کو سراہنا چاہتے ہیں اور امید کرتے ہیں کہ ان کا مسلسل ساتھ حاصل رہے گا۔

ہم رب عظیم کے شکرگزار ہیں اور اس کی برکتوں سمیت رہنمائی کیلئے دعا گو ہیں۔

## بورڈ آف ڈائریکٹرز کی طرف سے

علی اصغر جمالی  
چیف ایگزیکٹو

شن جی یاناگی  
وائس چیئر مین

کراچی

26 اگست، 2021

## مالیاتی گوشوارے

مالیاتی گوشواروں کی تیاری میں انٹرنیشنل فنانشل رپورٹنگ سٹینڈرڈ (آئی ایف آر ایل) جو پاکستان میں قابل اطلاق ہے اور کینیڈا ایکٹ 2017 کی دفعات اور احکامات پر عمل درآمد کیا گیا کیمنیز ایکٹ 2017 کی دفعات اور احکامات آئی ایف آر ایل سے مختلف ہیں پھر بھی ان پر عمل درآمد کیا گیا ہے۔

کمپنی کے آڈیٹرز، میسر اے ایف فرگوسن اینڈ کو، چارٹرڈ اکاؤنٹنٹس نے کمپنی کے مالیاتی گوشواروں کا آڈٹ کیا اور اراکین کو غیر منظور شدہ رپورٹ جاری کی۔

## متعلقہ پارٹی سے کاروباری لین دین

متعلقہ فریقین کے ساتھ تمام قسم کا لین دین بغیر کسی اثر و رسوخ اور کاروبار کے معمول کے طریقہ کار میں کیا گیا ہے جس کا متعلقہ نوٹس کے تحت مالیاتی گوشوارے میں ذکر کیا گیا ہے۔

## مادی تبدیلیاں اور وعدے

کمپنی کے مالی سال کے اختتام کے دوران کمپنی کی مالی حیثیت کو متاثر کرنے والے کسی قسم کی مادی تبدیلیاں اور وعدے نہیں کئے گئے جو بیلنس شیٹس اور اس رپورٹ یا مالیاتی گوشواروں کے علاوہ درج رپورٹ کی تاریخ سے متعلق ہیں۔

### بورڈ آف ڈائریکٹرز کے اجلاس

بورڈ آف ڈائریکٹرز کے سات اجلاس بارہ ماہ کے دوران یکم جولائی 2020 سے 30 جون 2021 کی مدت میں منعقد ہوئے ہیں۔ ڈائریکٹرز کے نام (رواں سال کے دوران کسی بھی وقت) ہمراہ بورڈ میٹنگز میں ان کی شرکت مندرجہ ذیل ہے۔

نمبر شمار	ڈائریکٹرز کے نام	اجلاس میں شرکت
1	محمد علی آر حبیب (چیئر مین)	7
2	شن جی یاناگی / یوجی تاکارادا (سابق وائس چیئر مین)*	7
3	علی اصغر جمالی (سی ای او)	7
4	محمد حیدر حبیب	7
5	عمران علی حبیب	7
6	نوریا کی کروکاوا (یوشی ہیرواگیچے / ٹسویوشی ہاگینو، متبادل ڈائریکٹر)	7
7	ٹینسو یازومی	7
8	اعظم فاروق (آزاد ڈائریکٹر)	5
9	ریاض ٹی چنائے (آزاد ڈائریکٹر)	7
10	سیدہ ظہیر زہرا ہمدانی (آزاد ڈائریکٹر)	7

### \* ڈائریکٹرز کی تبدیلی

سال کے دوران بورڈ میں معمول کی ایک آسامی خالی ہوئی۔ بورڈ آف ڈائریکٹرز نے 25 فروری، 2021 کو اپنے اجلاس میں شن جی یاناگی کو یوجی تاکارادا کی جگہ بورڈ کا ڈائریکٹر اور وائس چیئر مین مقرر کیا۔ ان کی تقرری جو یکم اپریل، 2021 سے موثر ہے۔ سال کے دوران یوشی ہیرواگیچے کو نوریا کی کروکاوا کیلئے متبادل ڈائریکٹر کے طور پر مقرر کیا۔ ان کی تعیناتی یکم اپریل، 2021 سے موثر ہے۔

### بورڈ کمیٹیاں

بورڈ کی طرف سے تشکیل کردہ کمیٹیوں اور اکیڈم کی تفصیلات مندرجہ ذیل ہیں

#### 1- بورڈ آڈٹ کمیٹی

- 1- اعظم فاروق، چیئر مین کمیٹی
- 2- ریاض ٹی چنائے
- 3- محمد ایچ حبیب
- 4- عمران اے حبیب
- 5- نوریا کی کروکاوا
- 6- ٹینسو یازومی

#### 2- انسانی وسائل اور معاوضہ کمیٹی

- 1- اعظم فاروق، چیئر مین کمیٹی
- 2- محمد علی آر حبیب
- 3- شن جی یاناگی
- 4- علی اصغر جمالی
- 5- سیدہ ظہیر زہرا ہمدانی

#### 3- بورڈ کمیٹی برائے اخلاقیات

- 1- ریاض ٹی چنائے، چیئر مین کمیٹی
- 2- سیدہ ظہیر زہرا ہمدانی
- 3- علی اصغر جمالی

### نان ایگزیکٹو ڈائریکٹرز کیلئے معاوضہ پالیسی کی نمایاں خصوصیات

بورڈ نان ایگزیکٹو ڈائریکٹرز (بشمول آزاد ڈائریکٹرز) کی گرانقدر خدمات اور کردار کا اعتراف کرتی ہے اور بورڈ یا اس کی کمیٹی کے ہر اجلاس میں شرکت کیلئے میٹنگ معاوضہ کی پیش کش کی جارہی ہے تاہم یہ ان کے کردار اور خدمات کے معاوضہ کا عکاس نہیں ہے بلکہ ان کی حوصلہ افزائی کیلئے ایک علامت کو ظاہر کرتا ہے۔ نان ایگزیکٹو ڈائریکٹرز مذکورہ اجلاسوں میں شرکت کیلئے اس طرح کے معاوضہ کو وصول کرنے کے اپنے حق سے دستبردار ہو سکتے ہیں۔

### ایگزیکٹو ڈائریکٹرز کا معاوضہ

کمپنی کے سی ای او اور ڈائریکٹرز 30 جون 2021 کو ختم ہونے والے سال کیلئے معاوضہ صفحہ نمبر 143 پر دیا گیا ہے۔



## قومی خزانے میں حصہ رسد:

دوران سال کمپنی نے قومی خزانے میں 71.8 بلین روپے جمع کرائے جو حکومت پاکستان کے دوران سال کل جمع کردہ ریونیو کا تقریباً 1.4 فیصد بنتا ہے۔ 1989ء میں قیام کے بعد سے کمپنی قومی خزانے میں 526 بلین روپے سے زیادہ جمع کرا چکی ہے۔

## بنیادی خطرات اور غیر یقینی صورتحال

لاک ڈاؤن اور معاشی بحالی کے بعد آئسکریٹر کی بحالی اور گاڑیوں کی طلب میں اضافہ کی بدولت کمپنی کی رواں سال مالیاتی کارکردگی بہتر رہی۔ سال کے دوران، پاکستانی روپے کی قدر میں امریکی اور دیگر کرنسیوں کے مقابلہ میں بہتری رہی اور مالی سال کی دوسری ششماہی میں روپے کی قدر میں استحکام رہا۔ تاہم جون، 2021 میں پاکستانی روپے کی امریکی ڈالر اور دیگر کرنسیوں کے مقابلے میں قدر کم ہوئی جس کی وجہ بہت زیادہ درآمدات ہے جس کی وجہ سے معیشت پر دباؤ ہے۔ امریکی ڈالر اور جے پی وائی کے مقابلے میں پاکستانی روپے کی قدر میں مسلسل کمی، افراط زر اور عالمی سطح پر اشیاء ضروریہ کی قیمتوں میں اضافہ وہ عوامل ہیں جن کے کمپنی کے موجودہ اور مستقبل کے مالیاتی نتائج پر اثرات مرتب ہوں گے۔

ہم فننس ایکٹ 2021 اور ایس آر او کے ذریعے فیڈرل ایکسائز ڈیوٹی اور اضافی کسٹم ڈیوٹی (ماسوائے ڈبل کمبین پک اپ گاڑیوں) میں کمی کرنے کیلئے حکومتی اقدامات کو سراہتے ہیں۔ ڈیوٹیز اور ٹیکسوں میں کمی کا نتیجہ جولائی 2021 میں قیمتوں میں کمی کی صورت میں نکلا۔ اس سے مثبت رفتار کے حصول کیلئے انڈسٹری کو تقویت ملے گی۔ حکومت فننس ایکٹ 2021 میں ڈبل کمبین پک اپ گاڑیوں پر ایف ای ڈی میں کمی کرنا بھول گئی جس سے تفاوت پیدا ہوئی۔ ہم توقع کرتے ہیں کہ حکومت اس تفاوت کو دور کرنے کیلئے ڈبل کمبین گاڑیوں پر فیڈرل ایکسائز ڈیوٹی کم کرنے پر غور کرے گی۔ تاہم ڈیوٹیز اور ٹیکسوں کا ڈھانچہ گاڑیوں کی قیمتوں کے تعین ایک اہم عنصر ہے اور اس حوالے سے کوئی تبدیلی مستقبل میں گاڑیوں کی طلب متاثر ہو سکتی ہے۔

پاکستان سمیت پوری دنیا میں کورونا وبا کی چوتھی لہر جاری ہے۔ اس دوران حکومت متعدد چیلنجوں سے بخوبی نمٹنے اور مضبوط پالیسیوں اور اقدامات کے ذریعے وائرس کے پھیلاؤ کو روکنے میں کامیاب رہی۔ ان اقدامات میں پورے پاکستان میں ویکسینیشن مہم اور متعدد علاقوں میں سارٹ لاک ڈاؤن شامل ہے۔

## کارپوریٹ سماجی ذمہ داری (سی ایس آر)

گزشتہ چھ برسوں میں کمپنی نے بطور ذمہ دار ادارے کے سی ایس آر اقدامات کے تحت مجموعی طور پر ایک بلین روپے خرچ کئے جن میں ہسپتالوں، تعلیمی اداروں، فلاحی تنظیموں اور صحت، قدرتی آفات سے متعلق سماجی فلاحی سرگرمیوں کے عطیات شامل ہیں لیکن یہ ان تک محدود نہیں

آپ کی کمپنی نے ایک ذمہ دار کمپنی کی حیثیت سے سال کے دوران معاشرے کی فلاح کیلئے مندرجہ ذیل بڑے پیمانے پر سی ایس آر اقدامات اٹھائے اور عطیات دیے

☆ شوکت خانم میموریل کینسر ہسپتال (ایس کے ایم سی ایچ) کو کراچی میں زیر تعمیر عمارت کیلئے 20 ملین روپے عطیہ کیے۔ کمپنی نے ایس کے ایم سی ایچ کو 60 ملین روپے مالیت کی اعانت کا عہد کر رکھا ہے جو تین سال کی مدت میں دیے جائیں گے۔ 20 ملین روپے کی پہلی قسط رواں سال کے دوران جاری کی گئی۔

☆ پیسٹ ایڈ فائونڈیشن کو جناح پوسٹ گرامیٹیو میڈیکل سینٹر کے جدید سہولتوں سے آراستہ سرجیکل کمپلیکس کی تعمیر کیلئے 12 ملین روپے عطیہ کئے۔

☆ کورونا وائرس اور صحت سے متعلق دیگر معاملات کیلئے مجموعی طور پر 8 ملین روپے عطیہ کیے۔ کئی ہسپتال کو جس میں SIUT انڈس ہسپتال اور میری ایڈی لیڈ لیسپر وی سینٹر شامل ہیں۔

☆ متعدد تعلیمی اداروں کو 6.5 ملین روپے کی مجموعی رقم عطیہ کی۔

☆ کمپنی کے ”ملین ٹری پلانٹیشن پروگرام کے تحت ملک بھر میں 500,000 سے زائد پودے لگائے گئے ہیں دسمبر 2019 سے۔

☆ 50,000 ہزار سے زائد طلباء اور نوجوانوں کیلئے ٹیوٹا 5S ایکولوجیکل کنزرویشن پروگرام کا اجرا کیا گیا جہاں وہ آن لائن شرکت کرتے ہیں

☆ کمپنی کے ہمسایہ میں واقع گوٹھ / دیہاتوں میں 1300 مستحق خاندانوں میں رمضان کے دوران فوڈ راشن کی تقسیم کی ہے۔

☆ کمپنی کے ہمسایہ میں واقع گوٹھ / دیہاتوں میں ہفتہ وار مفت پکے ہوئے کھانے کی تقسیم کی ہے۔

☆ کمپنی کے ہمسایہ میں گوٹھ / دیہاتوں میں ہفتہ وار مفت طبی اور پندرہ روزہ نفسیاتی کیسپوں کا انعقاد کیا ہے۔

## ماحول پر اثرات

آئی ایم سی پاکستان میں سب سے بڑے روف ٹاپ سولر فوٹو وولٹ (پی وی) پلانٹ 4.5 میگا واٹ اور آٹوموبائل انڈسٹری میں سب سے بڑے سولر پی وی پلانٹ نصب کرنے والی پاکستان کی پہلی کمپنی بن گئی ہے۔ اس اقدام سے کمپنی کے کاربن کے اخراج میں سالانہ 3,000 ٹن کمی ہونے کا امکان ہے اور توانائی اخراجات کی بچت ہوگی۔

آئی ایم سی پاکستان میں پہلی آٹوموبائل کمپنی ہے جس نے گاڑیوں کے ایئر کنڈیشننگ میں سی ایف سی-12 کے بجائے دوست ماحول گیس آر-134a کا استعمال شروع کیا ہے

کمپنی ماحولیاتی تحفظ کے حوالے سے اپنی سرگرمیوں کا دائرہ کار اپنے کاروباری شراکت دار بشمول سپلائرز اور ڈیلرز شپ تک توسیع دے گی تاکہ ماحولیاتی تحفظ کو فروغ اور ماحولیاتی مقاصد کے حصول ممکن ہو۔

## بورڈ کی تشکیل

30 جون، 2021 کو کمپنی کے بورڈ آف ڈائریکٹرز کی تشکیل یوں کی گئی۔

1- ڈائریکٹرز کی تعداد 10 ہے جو مندرجہ ذیل ہیں

09	اے: مرد
01	بی: خواتین

2- مندرجہ ذیل متعلقہ کیلگری کے تحت ڈائریکٹرز کی تعداد

03	اے: آزاد ڈائریکٹر
05	بی: نان ایگزیکٹو ڈائریکٹر
02	سی: ایگزیکٹو ڈائریکٹر

## ڈائریکٹر رپورٹ

انڈس موٹر کمپنی کے ڈائریکٹر 30 جون 2021ء کو ختم ہونے والے سال کے لئے کمپنی کے آڈٹ شدہ کھاتوں کے ساتھ ساتھ ڈائریکٹر کی رپورٹ پیش کرنے میں خوشی محسوس کرتے ہیں۔

مالیاتی نتائج، تصرف اور بعد کے اثرات:

30 جون 2021 کو اختتام پذیر ہونے والے سال کے مالیاتی نتائج اور تفصیلات درج ذیل ہیں

2020	2021
(Rupees in '000)	
5,082,027	12,828,592
11,355	19,882
450,259	185,641
5,543,641	13,034,115

بعد از ٹیکس منافع

دیگر سالانہ جامع آمدنی

آگے بڑھتا ہوا غیر خرچ شدہ منافع

تصرف/خرچ کیا ہوا

550,200	943,200
471,600	1,965,000
786,000	2,358,000
1,807,800	5,266,200
3,735,841	7,767,915

پہلا عبوری ڈیویڈنڈ @ 120% یعنی 12 روپے فی حصص (2020: 70% یعنی 7 روپے فی حصص)

دوسرا عبوری ڈیویڈنڈ @ 250% یعنی 25 روپے فی حصص (2020: 60% یعنی 6 روپے فی حصص)

تیسرا عبوری ڈیویڈنڈ @ 300% یعنی 30 روپے فی حصص (2020: 100% یعنی 10 روپے فی حصص)

آگے بڑھتا ہوا غیر تصرف شدہ منافع

(بعد کے اثرات)

550,200	2,868,900
3,000,000	4,500,000
3,550,200	7,368,900
64.66	163.21

مجوزہ حتمی ڈیویڈنڈ @ 365% یعنی 36.50 روپے فی حصص (2020: 70% یعنی 7 روپے فی حصص)

عمومی ذخائر میں منتقلی

فی حصص بنیادی اور سست آمدنی (روپے)

### کمپنی کی بنیادی کاروباری سرگرمیاں

انڈس موٹر کمپنی لمیٹڈ دسمبر 1989 میں پبلک لمیٹڈ کمپنی کے طور پر پاکستان میں قیام عمل میں لائی گئی جبکہ مئی 1993 میں تجارتی پیداوار کا آغاز کیا گیا۔ کمپنی کے حصص پاکستان سٹاک ایکس چینج میں درج ہیں۔ کمپنی کی بنیادی کاروباری سرگرمی، پاکستان میں ٹویٹا گاڑیوں کی اسمبلی، تیاری اور مارکیٹنگ ہے۔


### کمپنی کی کارکردگی

30 جون، 2021 کو ختم ہونے والے سال کے دوران سی کے ڈی اور سی بی یو گاڑیوں کی فروخت 100 فیصد اضافہ کے ساتھ گزشتہ سال کی اسی مدت کی 28,837 یونٹس فروخت کے مقابلے میں 57,731 یونٹس رہی۔ کمپنی نے سال کیلئے 59,187 گاڑیاں تیار کیں جبکہ گزشتہ سال کی اسی مدت میں 28,519 گاڑیاں تیار کی گئیں تھیں۔

30 جون، 2021 کو اختتام پذیر مالی سال کیلئے کمپنی کا خالص منافع 179.2 بلین روپے رہا جو گزشتہ سال کی اسی مدت کے 86.2 بلین روپے کے مقابلے میں 108 فیصد زیادہ رہا جبکہ بعد از ٹیکس منافع گزشتہ سال کے 5.1 بلین روپے کے مقابلے میں 12.8 بلین روپے رہا۔ آمدن اور منافع میں اضافہ کی بڑی وجوہات میں سی کے ڈی اور سی بی یو کا زیادہ حجم، معاشی صورتحال میں بہتری، کروڑوں، ہائی کلاس اور فورچونز کے فیس لفٹ ماڈلز کے لانچ اور سال کیلئے بہترین فروخت ہونے والی سیڈان ٹویٹا یارس کی بدولت گاڑیوں کی طلب میں اضافہ شامل ہے۔ کمپنی کے فنڈ کی پوزیشن بہتر ہونے کے باعث دیگر آمدن میں اضافہ کی وجہ سے بھی منافع بڑھا۔

تجربات سے روشناس کراتے ہیں جس سے ہمیں با مقصد رہنمائی اور نتائج حاصل ہوتے ہیں۔ ہم خاص طور پر بورڈ آڈٹ کمیٹی کے اراکین کے مشکور ہیں جنہوں نے انتہائی مفصل اور مستعد جائزے پیش کئے تاکہ اس بات کو یقینی بنایا جاسکے کہ ہم خطرات کی پشتکوتی اور ان سے نمٹنے اور کارپوریٹ سیکٹر کے بہترین طریقوں کی تعمیل جاری رکھیں گے۔

آخر میں بورڈ آف ڈائریکٹر کی طرف سے تمام شیئر ہولڈرز کا کمپنی پر مسلسل اعتماد اور بھروسہ کیلئے شکریہ ادا کرنا چاہوں گا۔ بورڈ اور میں مل کر آئی ایم سی ٹیم کے ہر رکن کی کمپنی کیلئے غیر متزلزل حمایت اور عزم پر ان سے اظہار تشکر کرتے ہیں۔ ہم انڈسٹری میں اپنی فوجیت اور قائدانہ کردار برقرار رکھنے کیلئے پرعزم ہیں اور اللہ تعالیٰ سے دعا گو ہیں کہ وہ مستقبل میں ہماری کوششوں کو کامیابی عطا کرے۔ آمین

  
محمد علی ارشد  
چیئرمین

ڈائریکٹر یو جی تاکا رادانے ٹویوتا میں دیگر فرائض سنبھالنے کیلئے انڈس موٹر کمپنی کے بورڈ آف ڈائریکٹر کے رکن کی حیثیت سے استعفیٰ دیا۔ شن جی یاناگی کو انڈس موٹر کمپنی کا وائس چیئرمین اور ڈائریکٹر مقرر کیا گیا۔ بورڈ سبکدوش ہونے والے ڈائریکٹر کی قابل قدر خدمات کا اعتراف کرتے ہوئے کمپنی کی طرف سے اظہار تشکر اور آئی ایم سی بورڈ کے نئے ڈائریکٹر کو خوش آمدید کہتا ہے۔

مجھے بتانے میں مسرت محسوس ہو رہی ہے کہ آپ کی کمپنی کے بورڈ آف ڈائریکٹر نے پورے سال قابل قدر رہنمائی فراہم کی جس سے مینجمنٹ کو موثر انداز میں حوصلہ افزاء نتائج کے حصول اور مضبوط گورننس کو یقینی بنانے میں مدد ملی۔ بہترین طریق کار پر عمل درآمد کو یقینی بنانے کیلئے بورڈ کی کارکردگی اور موثریت کا رواں سال کے دوران خود احتسابی بنیادوں پر جائزہ لیا گیا۔

رواں سال بورڈ کے ساتھ اجلاس منعقد ہوئے جس میں کمپنی کے آپریشنز، درپیش چیلنجز اور بورڈ کے ویژن کے مطابق اہداف کے حصول کے حوالے سے پیش رفت پر بورڈ کو پریزنٹیشن دی گئی۔ ہمیں یہ اعزاز حاصل ہے کہ ہمارے پاس تارکین وطن کی ایسی تجربہ کار ٹیم موجود ہے جو ہماری کمپنی کے ساتھ ساتھ انتہائی تجربہ کار اور قابل احترام پاکستانیوں کو ٹویوتا کے عالمی

## چیمبر مین کا جائزہ

عزیز شہزاد بولڈرز

وی سیگمنٹ کے طور پر مارکیٹ میں اپنی پوزیشن کو برقرار رکھا ہوا ہے۔ ہمیں یہ بتانے میں خوشی محسوس ہو رہی ہے کہ تمام گاڑیوں کی فروخت مجموعی طور پر حوصلہ افزا رہی اور ہم مارکیٹ میں قابل ذکر حصہ برقرار رکھنے میں کامیاب رہے۔

ہمارا مقصد نئی دلچسپ مصنوعات کی تلاش کیلئے ٹویونا کے ساتھ مل کر کام کرنا ہے جو ہماری مصنوعات کی موجودہ رینج کو قوت بخشنے اور صارفین کو ایک وسیع تر انتخاب فراہم کریں۔

پالیسی کے حوالے سے بات کی جائے تو حکومت نے انتہائی ترقی پسندانہ آٹو پالیسی کا اعلان کیا ہے جس سے بیڑی الیکٹرک ڈیمیکو (بی ای وی) اور ہائبرڈ جیسی ٹیکنالوجی کی حوصلہ افزائی ہوتی ہے۔ حکومت کی طرف سے ہائبرڈ سب سیکٹر میں مقامی آٹو موٹیو انڈسٹری کو فروغ دینے کی مسلسل کوششیں قابل ذکر ہیں۔ حکومت ہائبرڈ الیکٹرک ڈیمیکو (ایچ ای وی)، پلگ ان ہائبرڈ (پی ایچ ای وی) اور بیڑی الیکٹرک ڈیمیکو (بی ای وی) کی مقامی سطح پر تیاری کا ارادہ رکھتی ہے تاکہ موسمیاتی تبدیلی کے اثرات کو کم کرنے کے ساتھ آئل درآمدات پر انحصار کم کیا جاسکے جو قابل تعریف اقدام ہے۔

ہم اس بات پر یقین رکھتے ہیں کہ ہائبرڈ پاورٹریز کے عالمی سطح پر زیادہ استعمال کیلئے ایک اچھی وجہ یہ ہے کہ یہ شہریوں کی سفری مقاصد اور ماحول پر ایندھن کے اثرات کو کم کرنے کے لحاظ سے ایک اچھا آپشن ہے جس سے نہ صرف صارفین بلکہ معیشت کو بھی مالی لحاظ سے فائدہ پہنچتا ہے۔ حکومت کی طرف سے اس طرح کی ممکنہ پالیسی سے مقامی گاڑی سازوں کی ہائبرڈ ٹیکنالوجی کی ترقی میں سرمایہ لگانے کی حوصلہ افزائی ہوگی کیونکہ ہائبرڈ گاڑیاں ماحول دوست ہیں جو اپنے انٹرنل کمبیشن انجن (آئی سی ای) کی نسبت 50 فیصد کم کاربن ڈائی آکسائیڈ خارج کرتی ہیں اور فیول کی کارکردگی بھی دوسرے کے مقابلے میں 100 فیصد زیادہ ہے

ہم برقی گاڑیوں کے فروغ دینے کی حکومتی کوششوں کو سراہتے ہیں اور اپنے تمام متعلقہ سٹیک ہولڈرز کے ساتھ مل کر پاکستان میں انتہائی موزوں ٹیکنالوجی متعارف کرانے کیلئے کام کر رہے ہیں۔ ٹویونا نے 2050 تک کاربن سے پاک کمپنی بننے کا عزم کر رکھا ہے اور اسے اس کا شدت سے احساس ہے کہ ہر ملک میں اس ٹیکنالوجی کو اختیار کرنے کے حالات مختلف ہوں گے جس کا انحصار صارفین کی قوت خرید، سہولت اور انرجی کس پر ہے

آئی ایم سی نے اپنے قیام سے ہی حکومت کے ”میک ان پاکستان“ اقدام کی حمایت کی۔ ہم حکومت کے ڈیویژن اور ٹیکس کو کم کرنے کے فیصلے کو بھی سراہتے ہیں جس سے مارکیٹ میں تیز نمو اور عوام کیلئے ارزاں گاڑیاں تیار کر کے انڈسٹری کی استعداد کار میں اضافہ میں مدد ملے گی۔

یہ بات حوصلہ افزاء ہے کہ حکومت نے آٹو موٹیو سیکٹر کی ترقی میں معاونت کیلئے انڈسٹری کی درخواست کو قبول کیا۔ حکومت نے قانونی لحاظ سے ٹیکسوں کے ڈھانچے کا جائزہ لیا اور اس میں ایڈجسٹمنٹ کی جس سے نہ صرف انڈسٹری میں مزید اضافہ ہوگا بلکہ قومی آمدن کے اہداف کو پورا کرنے میں مدد ملے گی۔ ان اقدامات کے ساتھ پیش رفت کی جاسکتی ہے کہ مارکیٹ 500,000 گاڑیوں کی فروخت کا ہدف حاصل کر سکتی ہے۔

30 جون، 2021 کو ختم ہونے والے سال کے دوران کمپنی کے وائس چیئرمین اور

گزشتہ مالی سال 2019-20 میں کورونا وبا نے عالمی سطح پر ایک ایسا بحران پیدا کیا جس سے پاکستان کے اہم معاشی اشاریہ بری طرح متاثر ہوئے۔ حکومت کی طرف سے اعانتی سیکموں اور مالی اقدامات کی بدولت لاک ڈاؤن کے بعد مالی سال 2020-21 میں پاکستان کی معیشت نے ترقی کی رفتار پکڑی جس کے نتیجے میں مالی سال 2021 میں جی ڈی پی کی ترقی کی شرح میں 4 فیصد کی توقع ظاہر کی گئی ہے۔

پاکستان سمیت دنیا بھر میں کورونا وبا کی چوٹی لہر جاری ہے۔ حکومت بہت بہتر انداز میں کورونا سے پیدا ہونے والے چیلنجوں سے تندر آ رہا ہوئی اور پاکستان بھر میں ویکسینیشن مہم کے ساتھ مضبوط پالیسیوں کے نفاذ سے وائرس کے پھیلاؤ کو روکنے میں کامیاب رہی۔

چنانچہ تسلسل کے ساتھ لاک ڈاؤن، کرنسی کی قدر میں کمی اور ٹیکسوں کی بلند شرح نے مالی سال 2019-20 میں آٹو موٹیو انڈسٹری پر مضرت اثرات مرتب کئے جس کے باعث معیشت زوال پذیر ہوئی تاہم مالی سال 2020-21 میں مقامی سطح پر تیاری جانے والی گاڑیوں کی فروخت میں مضبوط بحالی دیکھنے کو ملی۔ مالی سال 2020-21 میں مارکیٹ کے تمام سیگمنٹ میں ڈیل ڈیمیکو کا اضافہ آٹو موٹیو سیکٹر کیلئے ایک مثبت اشارہ ہے جو بلا واسطہ اور بلا واسطہ لاکھوں لوگوں کو نہ صرف روزگار فراہم کرتا ہے بلکہ ملک میں ایک بڑے صنعتی اور معاشی قوت کے طور پر کردار ادا کرتا ہے۔

انڈس موٹر کمپنی لمیٹڈ (آئی ایم سی) نے کورونا وبا کے باعث متعدد مشکلات کے باوجود اپنے کام کے معیار پر کسی قسم کا سمجھوتہ نہیں کیا۔ آئی ایم سی نے مسلسل بہتری کے فلسفے ”کازن“ پر عمل پیرا ہو کر اعلیٰ معیار کی گاڑیاں تیار کی اور اپنے پورے آپریشنز میں ”ٹویونا طریقہ کار“ پر جانفشانی سے عمل درآمد کیا جس سے کمپنی کو گاڑیوں کے تمام برانڈ میں مسلسل فوقیت حاصل کرنے میں مدد ملی۔

کرولا نے ایک بار پھر پاکستان میں سب سے زیادہ مقبول گاڑی کے طور پر اپنی ساکھ کو برقرار رکھا۔ کرولا اپنی آرائش، سٹائل اور کارکردگی سے جانی جاتی ہے۔ فرنٹ ویل ڈرائیو سیڈان کے طور پر یہ پاکستان کی سب سے زیادہ مقبول ترین گاڑی ہے۔ آرام دہ ہونے اور بہتر کارکردگی کی بنیاد پر کئی سالوں تک ٹویونا کرولا کا کوئی مقابلہ نہ کر سکا۔ کرولا میں کئے گئے حالیہ اپ گریڈز کو مارکیٹ میں بہت زیادہ سراہا گیا اور کرولا گاڑی کے مختلف ماڈلز نے صارفین کی بڑی تعداد کیلئے گاڑی کو قابل حصول بنا دیا۔

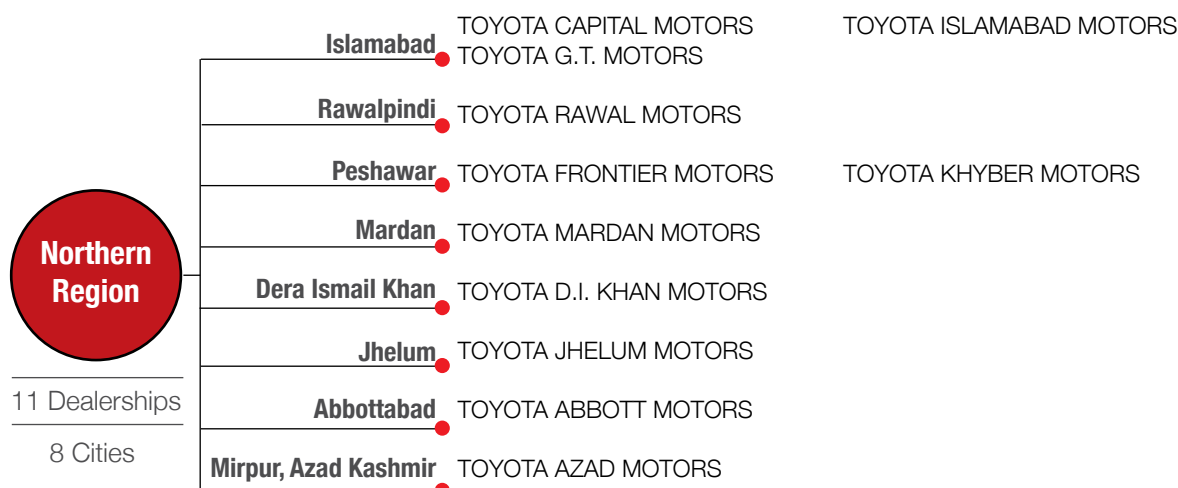
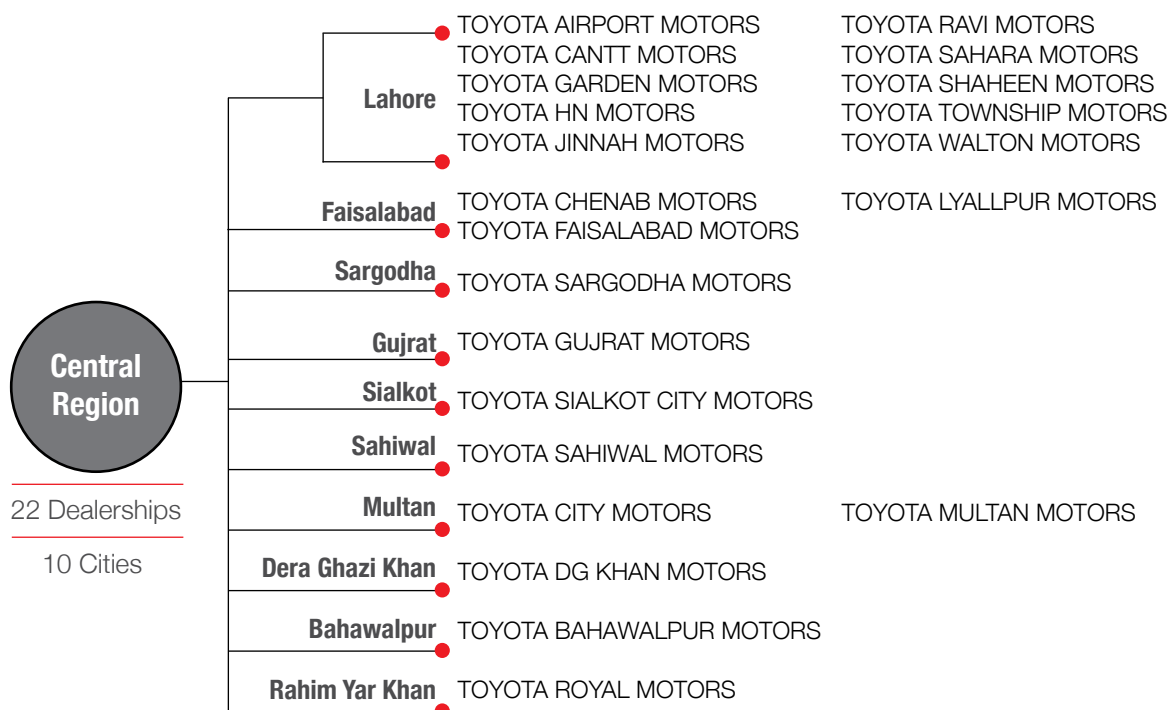
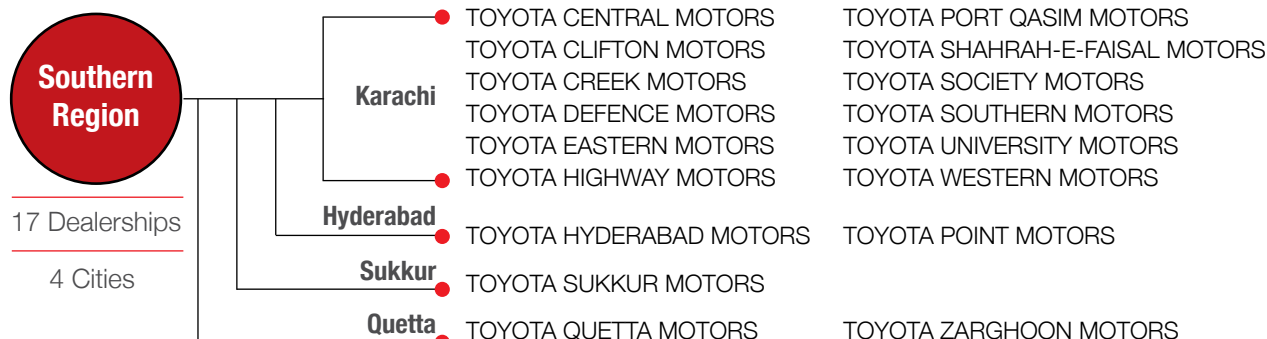
گزشتہ سال آئی ایم سی کی پوری ٹیم نے نئی مسافر گاڑی، ٹویونا یارس کو پاکستان میں متعارف کرانے کیلئے محنت اور بھرپور جذبہ کے ساتھ کام کیا۔ عوام نے ان کی اس کوشش کو بہت سراہا جس کے باعث ٹویونا یارس مالی سال 2020-21 میں پاکستان میں سب سے زیادہ فروخت ہونے والی بی سیگمنٹ سیڈان ثابت ہوئی۔ یارس ایک مکمل نئے اندرونی جمالیاتی ڈیزائن پیش کرتی ہے جو اسے دوسری گاڑیوں سے ممتاز بناتی ہے۔ ہمارے برانڈز کی مقبولیت صرف سیڈان تک محدود نہیں بلکہ ایس یو وی بھی مقبولیت کے حوالے سے اپنا مقام رکھتی ہے۔ ٹویونا فارچونز کو پاکستان میں سب سے زیادہ مقبول پریمیم ایس یو وی کے طور پر تسلیم کیا گیا جو ہر طرح کے راستے کے لیے بہترین ہے، وسیع عریض انٹریز اور پائیداری کے لحاظ سے اچھی ساکھ کی حامل گاڑی ہے۔ فارچونز اور ریوونے قابل ستائش مارکیٹ شیئر حاصل کر کے ایس یو



# INDUS MOTOR COMPANY

## DEALERSHIP NETWORK

**50** Authorised Dealerships in **22** Cities Across the Country



## FORM OF PROXY

32<sup>nd</sup> Annual General Meeting

I/We \_\_\_\_\_

of \_\_\_\_\_

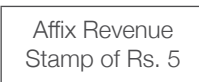
being member(s) of INDUS MOTOR COMPANY LIMITED, holding \_\_\_\_\_  
ordinary shares, hereby appoint \_\_\_\_\_ s/o \_\_\_\_\_ Folio No. \_\_\_\_\_  
of Karachi or failing him/her Mr. \_\_\_\_\_ s/o \_\_\_\_\_ CDC Part. ID & A/c # \_\_\_\_\_  
of Karachi who is/are also member(s) of INDUS MOTOR COMPANY LTD as my / our proxy in my/our absence to  
attend and vote for me/us and on my/our behalf at the 32<sup>nd</sup> Annual General Meeting of the Company to be held  
on September 30, 2021 and/or any adjournment thereof.

As witness my/our hand/seal this \_\_\_\_\_ day of \_\_\_\_\_

Signed by the said \_\_\_\_\_  
in the presence of \_\_\_\_\_



Member's Folio / CDC  
Account No.



(Sign should  
agree with  
specimen  
registered with  
the Company)



Signed in the presence of:

### Witness 1

Signature \_\_\_\_\_

Name \_\_\_\_\_

CNIC / Passport No. \_\_\_\_\_

Address \_\_\_\_\_

### Witness 2

Signature \_\_\_\_\_

Name \_\_\_\_\_

CNIC / Passport No. \_\_\_\_\_

Address \_\_\_\_\_

### NOTES

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

### For CDC Account Holders/Corporate Entities

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

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

**AFFIX  
CORRECT  
POSTAGE**

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

### 32 وال سالانہ اجلاسِ عام

لازمی ہوں گے۔



AFFIX  
CORRECT  
POSTAGE

رجسٹرار، انڈس موٹر کمپنی لمیٹڈ

میسرز CDC شیئر رجسٹرار سروسز لمیٹڈ

سی ڈی سی ہاؤس، 99-B بلاک ”بی“، سندھی مسلم کوارٹریٹو ہاؤسنگ سوسائٹی

مین شاہراہ فیصل، کراچی - 74400

# ***ELECTRONIC DIVIDEND MANDATE FORM***

## **Indus Motor Company Limited**

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

Shareholders are requested to send the attached Form duly filled and signed, along with an attested copy of their CNIC to the Company's Share Registrar M/s. CDC Share Registrar Services Limited, CDC House, 99-B, Block-B, SMCHS, Main Shahrah-e-Faisal, Karachi. Shareholders who hold shares with Participants / CDC are advised to provide the Dividend Mandate and attested copy of CNIC, directly to their concerned Broker (Participants) / CDC.

I hereby communicate to receive my future dividends directly in my Bank account as detailed below:

Name of shareholder :-----

Folio Number / CDC A/c No. : -----of Indus Motor Company Limited.

Address of shareholder : -----

Mobile number of shareholder : -----

Title of Account (\*) : -----

Account Number : -----

IBAN (\*\*) : -----

Name of bank : -----

Bank branch & code : -----

Mailing address of branch : -----

CNIC No. (attach attested copy) : -----

NTN (in case of corporate entity) : -----

It is stated that the above particulars given by me are correct and to the best of my knowledge. I shall keep the Company informed in case of any changes in the said particulars in future.

\_\_\_\_\_  
Shareholder's Signature

\_\_\_\_\_  
Date

### **NOTES:**

- \* Joint account holders shall specify complete Title of Account including Shareholders name.
- \*\* Please provide complete IBAN (International Bank Account Number), after checking with your concerned Bank branch to enable electronic credit directly into your bank account.

## الیکٹرانک ڈیویڈنڈ مینڈیٹ فارم انڈس موٹر کمپنی لمیٹڈ

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

حصص یافتگان سے درخواست ہے کہ وہ منسلک فارم کو پُر کر کے شناختی کارڈ کی مصدقہ نقل کے ہمراہ کمپنی کے شیئر رجسٹرار میسرز سی ڈی سی شیئر رجسٹرار سروسز لمیٹڈ، سی ڈی سی ہاؤس، 99-B، بلاک بی، ایس ایم سی ایچ ایس، مین شاہراہ فیصل، کراچی کو ارسال کریں۔ پارٹیسپیٹ / سی ڈی سی میں حصص رکھنے والے شیئر ہولڈرز کو مشورہ دیا جاتا ہے کہ وہ ڈیویڈنڈ مینڈیٹ اور شناختی کارڈ کی مصدقہ نقل اپنے متعلقہ بروکر (پارٹیسپیٹ) سی ڈی سی کو براہ راست فراہم کریں۔

نقد منافع جمع کرانے کیلئے میرے بینک کی تفصیلات درج ذیل ہیں۔

حصص یافتہ کا نام -----  
فولیو نمبر / سی ڈی سی اکاؤنٹ نمبر ----- انڈس موٹر کمپنی لمیٹڈ  
حصص یافتہ کا پتہ -----  
حصص یافتہ کا موبائل نمبر -----  
ٹائٹل آف اکاؤنٹ \* -----  
اکاؤنٹ نمبر -----  
IBAN نمبر \*\* -----  
بینک کا نام -----  
بینک برانچ اور کوڈ -----  
برانچ کا پتہ -----  
شناختی کارڈ نمبر (مصدقہ نقل ایج کریں) -----  
این ٹی این نمبر (کارپوریٹ ادارہ ہونے کی صورت میں) -----

تصدیق کی جاتی ہے کہ مندرجہ بالا فراہم کردہ کوائف میرے علم و یقین کی حد تک درست ہیں۔ مستقبل میں مذکورہ کوائف میں تبدیلی کی صورت میں کمپنی کو آگاہ کیا جائے گا۔

تاریخ

حصص یافتہ کے دستخط

نوٹس:

\* مشترکہ اکاؤنٹ ہونے کی صورت میں حصص یافتگان کے نام کے ساتھ ٹائٹل آف اکاؤنٹ کی وضاحت کی جائے گی۔

\*\* براہ مہربانی اپنے متعلقہ بینک برانچ سے تسلی کرنے کے بعد مکمل IBAN نمبر فراہم کریں تاکہ آپ اکاؤنٹ میں براہ راست الیکٹرانک ادائیگی کی جاسکے۔





**INDUS MOTOR COMPANY LTD.**

Plot No. N.W.Z/1/P-1, Port Qasim Authority,  
Bin Qasim, Karachi Pakistan.  
[www.toyota-indus.com](http://www.toyota-indus.com)