

Indus Motor Company Ltd.

2020
annual report



CONTINUING THE LEGACY

1989





Vice Chairman, Mr Yuji Takarada and CEO, Mr Ali Asghar Jamali, presenting a memento to the Late Chairman, Mr Ali Suleman Habib to commemorate 30 years of Indus Motor Company Ltd.

Legends Live Forever

The start of the year 2020 has been of great grief for IMC. On April 17 this year, the company's beloved Chairman, Ali Suleman Habib left for his heavenly abode, a tragedy that drove everyone into a state of shock. It was a tremendous blow for his family – and all his admirers, as it left an indelible mark of sadness on their collective consciousness.

Most of them had seen Ali Habib literally toil and sweat to set up IMC, turning his dream to reality.

Known as ASH by everyone around him, Ali S. Habib led by practical example and demonstrated to his team in no uncertain terms that it was one's dedication to the cause, sprinkled generously with commitment and hard work that paid off in the long run.

Today, IMC moves forward on its journey of success and attains new frontiers of excellence but what is absent is the stimulating leadership of Ali Suleman Habib. He left behind a legacy of inspiring guidance. He built Indus Motor Company (IMC) brick by brick because he had seen the passion and toil of his family members in the 1980s to bring Toyota to Pakistan. He himself had faced the travails of the bureaucracy in Islamabad before the IMC plant was set up in Karachi.

Ali Habib made no compromises and built an impeccable reputation for quality and fairness. He headed the House of Habib, a business conglomerate that comprised, besides IMC, such reputable companies as Thal Limited, Shabbir Tiles & Ceramics, Habib Metropolitan Bank, Metro-Habib Cash and Carry Pakistan, etc.

He was also the founding chairman of the Pakistan Business Council and a member of the Habib University's Board of Governors and Shaukat Khanum Memorial Trust besides being a member of the Duke of Edinburgh's award program body.

Ali Habib had his schooling at Habib Public School and went on to graduate as a mechanical engineer from the University of Minnesota, USA; he also attended a management program at the Harvard University.

Ali Habib himself was a big believer in the localization process and always promoted "Make in Pakistan". A patriot to the core, he cared deeply about Pakistan, and had strong views about how to improve and change the country's direction. To promote the fair demands of Pakistan's car industry, Ali Habib took the initiative of setting up PAMA — Pakistan Automotive Manufacturers Association.

He had dreamt more than 30 years ago to put Pakistan on the world map of countries with the capability of producing motor vehicles. He brought Toyota and Daihatsu to Pakistan and founded IMC in 1989 and he never looked back ever since.

He also developed powerful platforms for the business community so that they could work collaboratively for the national economic interest. In the last five months of his life, he had been working on a six-month long project on protecting jobs in Pakistan and sensible import substitution.

The sole credit for the tremendous amount of localization levels achieved by IMC thus far goes to Ali Habib. Localization was the key which helped IMC in particular and the industry generally, to sustain severe economic challenges, including massive depreciation of the PKR over the last 30 years.

At Indus Motor Company, Ali Habib made good use of the Japanese strength of manufacturing and blended it masterfully with the 'entrepreneurial spirit' of the Pakistanis. He developed a reputation as a hard task master but a fair one at that and created a culture of trust in which he allowed others to take the lead. He practiced and preached the "Toyota Way" and would often say, "share bad news first"; he was instrumental in building a high-performance culture at IMC which delivered results.

A stalwart supporter of kaizen (search for continuous improvement) and instrumental in fostering the kaizen culture at IMC, he was a strong believer in genchi genbutsu (go to the source and see for yourself), he always stressed on everyone at IMC to follow these concepts and be present at the gemba (place where the action is). He would often walk up to team members working on the factory floor and talk to them and see for himself a certain process for his better understanding.

An astute businessman and a fearless leader, Ali Habib's passion, coupled with energy to match, was his driving force. He aimed for and settled for nothing but the best. A very hands-on person and an engineer himself, he possessed innate traits and the ability to incisively view small or big situations because he was analytically matchless.

Quality consciousness was at Ali Habib's core as was customer-centricity. He was a strong supporter of the customer's voice and would very intently listen to what customers had to say about IMC's products and services and invariably always stressed the need for top quality at IMC, at its dealers and its suppliers.

He would always say what he thought was right for the people and the country and would never hide behind diplomacy or reasons or norms. He could see through people and issues and would always do his homework; he would always back up his views with irrefutable facts and knowledge that he would laboriously extract from his personal experience. It was for this reason that he visited Japan several times to see the manufacturing of Toyota cars first-hand.

A smart business leader whose advice and wisdom were sought-after by the business community and the government, Ali Habib was also an outstanding philanthropist and urged all his companies to share their success with deserving communities in health, education and environment.

Away from work, he was a sportsman and a die-hard cricket fan who loved the outdoors. This is what makes Ali Suleman Habib's life so special. He will be missed for what he achieved as well as the space he created for others to achieve their goals.

He was a man of courage, good sense, kindness and hard work and he navigated Indus Motor Company through its most demanding moments. The IMC journey started with Ali Habib and the Company grew for over 30 years under his guidance. This success story will InshaAllah continue with his teachings enshrined in every brick of the company as IMC is a force to be reckoned with in the industry.

May his soul rest in eternal peace. Ameen.



TOYOTA INDUS MOTOR COMPANY LIMITED



30 Years of Continuous Commitment and the Legacy Continues...



May 1990: Ground Breaking Ceremony



March 1993: Late Mr. Ali S. Habib installing the Toyota logo on the first IMC Corolla



April 1993: Mr. Tatsuro Toyoda inaugurates the Toyota vehicle plant in Pakistan



October 1997: 25,000th Vehicle Line-Off Ceremony



November 1998: Foundation Stone Laying Ceremony of the Daihatsu project



September 1999: Line-Off Ceremony of the new Hilux

The First Decade
1989-1999



March 2000: The 1st Daihatsu Cuore at the launch Ceremony



March 2002: Line-Off Ceremony of the new 9th Generation Toyota Corolla



February 2013: Line-Off Ceremony of the 1st locally assembled Toyota Fortuner



October 2016: Line-Off Ceremony of the new Hilux Vigo



November 2006: Mr. Akio Toyoda, Executive Vice President, TMC, during his visit to IMC



May 2007: Celebrating the highest sales of 50,000 units



January 2017: New Paint Shop Inauguration



November 2017: Ribbon cutting during the 750,000th Vehicle Line-Off Ceremony



August 2008: Start-up Ceremony of the Press Shop at the IMC plant



August 2008: Line-Off Ceremony of 10th Generation Toyota Corolla



November 2019: IMC celebrating 30 years of incorporation

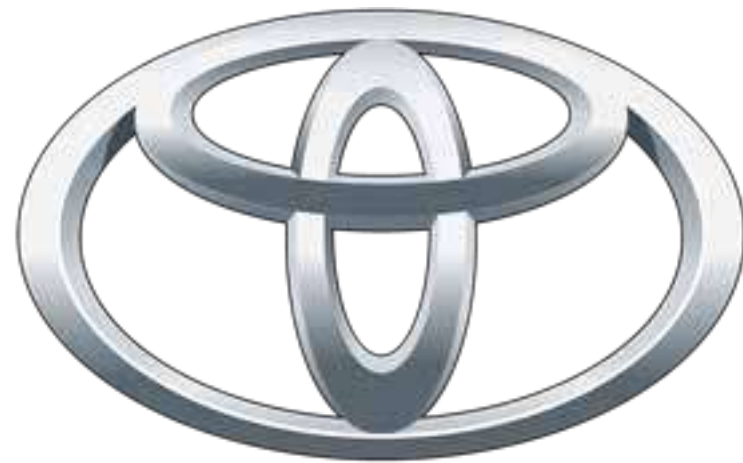


March 2020: Line-Off Ceremony of all new Toyota Yaris

The Second Decade
2000-2009

The Third Decade
2010-2020

Corporate Profile



TOYOTA

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 the newly launched "Yaris" in the passenger car segment, "Hilux" in the light commercial vehicle segment and "Fortuner" in Sports Utility Vehicle segment.

IMC's manufacturing facility and offices are located at a 107 acre site in Port Qasim, Karachi. The product is delivered to end customers nationwide through a strong network of 46 independent 3S Dealerships spread across the country.

Over 30 years, since inception, IMC has sold more than 903,800 CBU/CKD 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 268 (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.

IMC has made large scale investments in enhancing its own capacity and in meeting customer requirements for new products. Corolla is, today, the largest selling automotive brand model in Pakistan. This country is the highest Corolla-selling nation in the Asia-Pacific region and also has the distinction of being # 1 in Toyota's Asian market.

The Company has a workforce of 2,855 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 significant contributor to the Government's exchequer.



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Our Journey So Far



2016 – Fortuner 2.8L



2016 – Hilux Revo



2014 – 11th generation Corolla



2014 – Hilux Vigo



1993 - 7th generation Corolla



1999 – Hilux Single Cabin



2000 – Daihatsu Cuore

and the
JOURNEY Continues...



2017 – 11th generation Corolla (face lift)



2020 – Toyota Yaris



2013 - Fortuner 2.7L



2010 – Hilux Double Cabin



2008 – 10th generation Corolla



2002 – 9th generation Corolla



2007 – Hilux Single Cabin

Vision

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

Mission

IMC's Mission is reflected in the Company's slogan
Action, Commitment and Teamwork to become # 1 in Pakistan

Respect & Corporate Image

Customer Satisfaction

Production & Sales

Quality & Safety

Best Employer

Profitability

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



Core Values

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



Continuing the Legacy of...

Nation's Development with Localization



52 parts suppliers



Over 30 Technical Assistance and Technology Transfer Agreements



Over 150 "Just in Time" deliveries by suppliers daily

MAKE IN PAKISTAN



Over 60% localization



Over Rs. 200m daily procurement of parts



Over 1 million jobs created



Guiding Principles at Toyota



Akio Toyoda

President, Toyota Motor Corporation

The Toyota business is guided by seven principles:



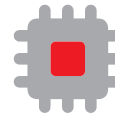
- 1 | Honor the language and spirit of the law of every country and region, and undertake open and fair business activities to be a strong corporate citizen of the world.



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



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



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



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



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



- 7 | 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



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.



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.



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.



Yuji Takarada
Director & Vice Chairman

Yuji Takarada was appointed as a Director on the Board and Vice Chairman of Indus Motor Company Limited in January 2018. He has been serving at Toyota Motor Corporation for over 25 years and has worked in different capacities. He has also served as Marketing Director for Toyota Astra Motor, Indonesia.

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



Ali Asghar Jamali
Chief Executive Officer

Ali Asghar Jamali was appointed as Chief Executive Officer 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.



Muhammad Hyder Habib
Director

Muhammad Hyder Habib was appointed as a Director of Indus Motor Company Limited on June 26, 2020. He is the President and Member of the General Management at Habib Bank AG Zurich. He also serves as Chairman of the Board of Directors for the Habib Group of Banks in South Africa, Canada and UK. He is a member on the Boards of Habib Metropolitan Bank 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.

He is a member of the Young President's Organization, Zurich Gold Chapter and the YPO Gold Emirates Chapter. He studied at the Collège du Léman, Geneva and has a Degree in Finance from Babson College, USA.



Azam Faruque
Independent Director

Azam Faruque was elected as a Director of Indus Motor Company Limited in October 2014. He is a Director and CEO of Cherat Cement Co. Limited, a Ghulam Faruque Group (GFG) company. Apart from the 27 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 of 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.

Board of Directors



Tetsuya Ezumi

Director

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

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



Imran Ali Habib

Director

Imran Ali Habib was appointed as a Director of Indus Motor Company Limited in February 2019. He is Senior Vice President at Habib American Bank in New York, USA. 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.

He has a Bachelor of Science in Business Administration from Bryant University, USA and has attended the Program for Leadership Development and is an Alumni of Harvard Business School, USA.



Riyaz T. Chinoy
Independent Director

Mr. Riyaz T. Chinoy was appointed as a Director of Indus Motor Company Limited in October 2019. He is CEO of International Industries Limited (IIL) and associated with the IIL since 1992. He has served as Chairman of the Landhi Association of Trade and Industry and Amir Sultan Chinoy Foundation and is a member of the Pakistan-India CEOs Business Forum, Pakistan-Australia Business Forum, The Institute of Industrial Engineers Pakistan and the Pakistan Engineering Council. He is also the Chairman of IIL Australia Pty Limited, a fully owned - foreign subsidiary of IIL and of the Pakistan Institute of Corporate Governance. He is also a Non-Executive Director on the Board of Bulleh Shah Packaging (Private) Limited, Pakistan Business Council, Management Association of Pakistan, The Citizens Foundation, LITE Development and Management Company and Citizens Trust Against Crime.

By profession he is a qualified Industrial Engineer and has obtained a B.Sc. in Industrial Engineering, from Case Western Reserve University, USA. He is also 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 a 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 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 Human Resources, Communication and External Relations, Student Services and Academic Administration. She as President's Chief of Staff and Director of Global Engagement of Habib University, works directly with the President in implementing institutional strategic initiatives, raise institutional resources, support in academic administration and manage all international relationships. She holds a Master's in Business Administration from the Institute of Business Management, Pakistan.

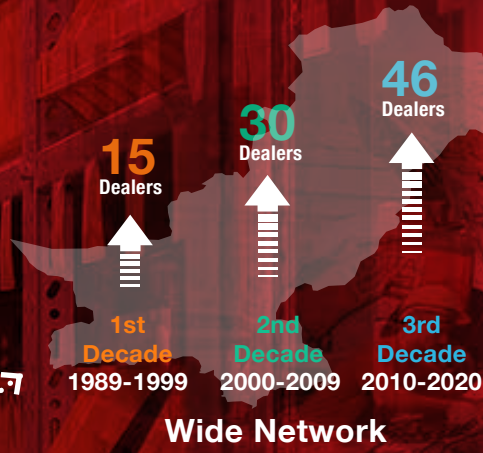
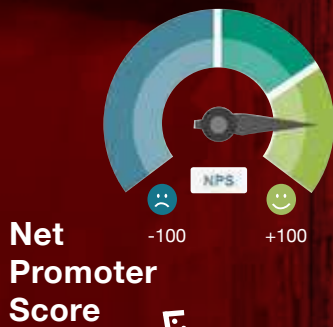
The Senior Team





Continuing the Legacy of...

Developing the Strongest 3S Dealer Network



Global Standards



by Trained Technicians



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

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

Legal Advisors

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

Share Registrar

- 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

Chief Financial Officer

- Mr. Mohammad Ibadullah

Company Secretary

- Mr. Muhammad Arif Anzer

Head of Internal Audit

- Mr. Azam Khan

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. Azam Khan (Secretary)

Board Human Resource and Remuneration Committee Members

- Mr. Azam Faruque (Chairman)
- Mr. Mohamedali R. Habib
- Mr. Yuji Takarada
- 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)



INDUS MOTOR
COMPANY LTD

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

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, 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 Resource and Remuneration Committee

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

Board Ethics Committee

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

of whistle-blowing. The Committee consists of the CEO and two Non- Executive Directors.

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

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

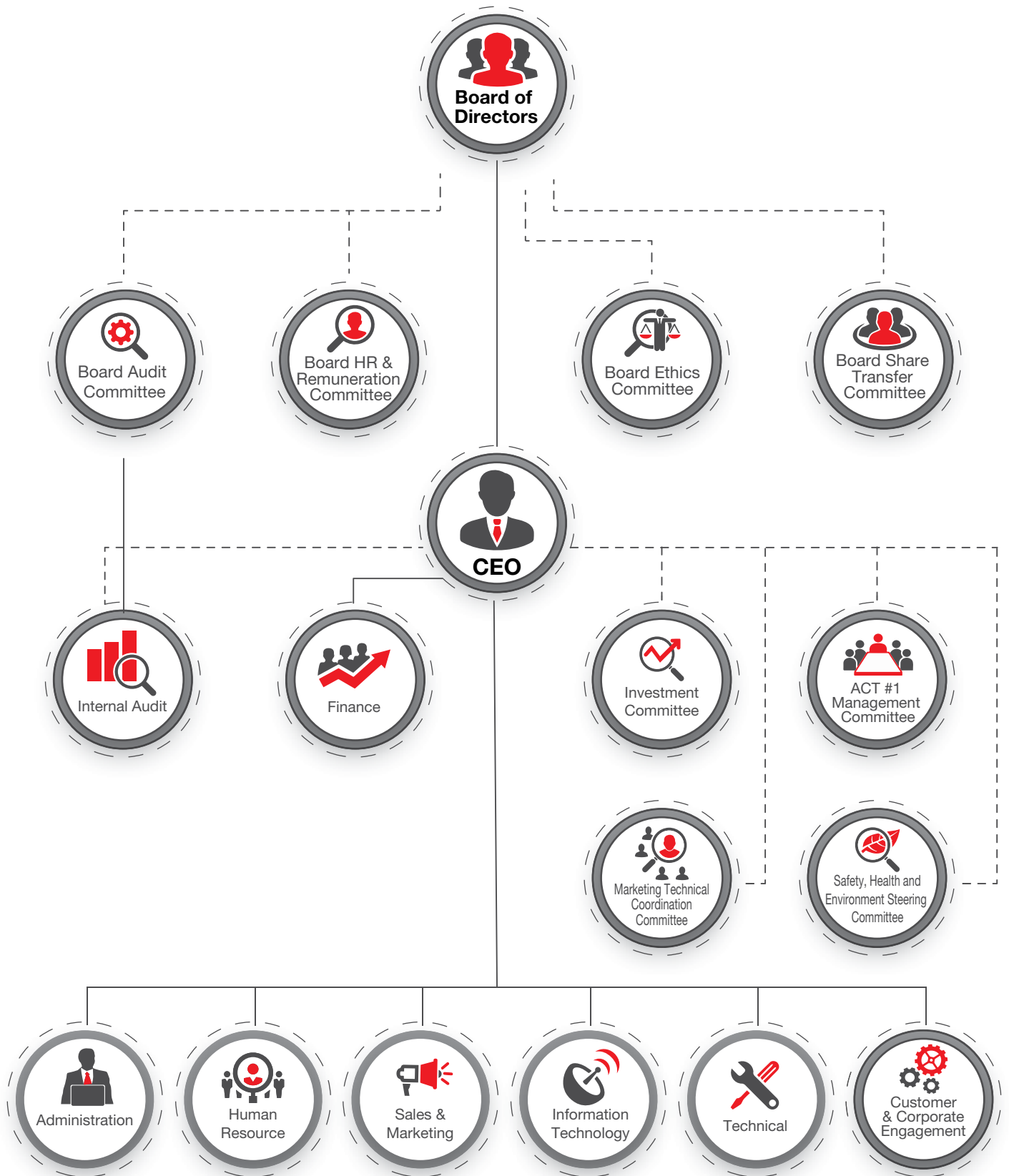
ACT #1 Management Committee

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



Continuing the Legacy of...

Changing Lives



Over 300 employees internationally trained



Over 10,000 Apprentices trained



CREATING OPPORTUNITIES



Over 2.4m hours of cumulative trainings



Over 4,300 Toyota Technical Education Program graduates



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, 2020 through Video Link facility.

Shareholders as on September 23, 2020 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, 2020 there were 4,225 shareholders on record of the Company's ordinary shares.

Dividend Payment

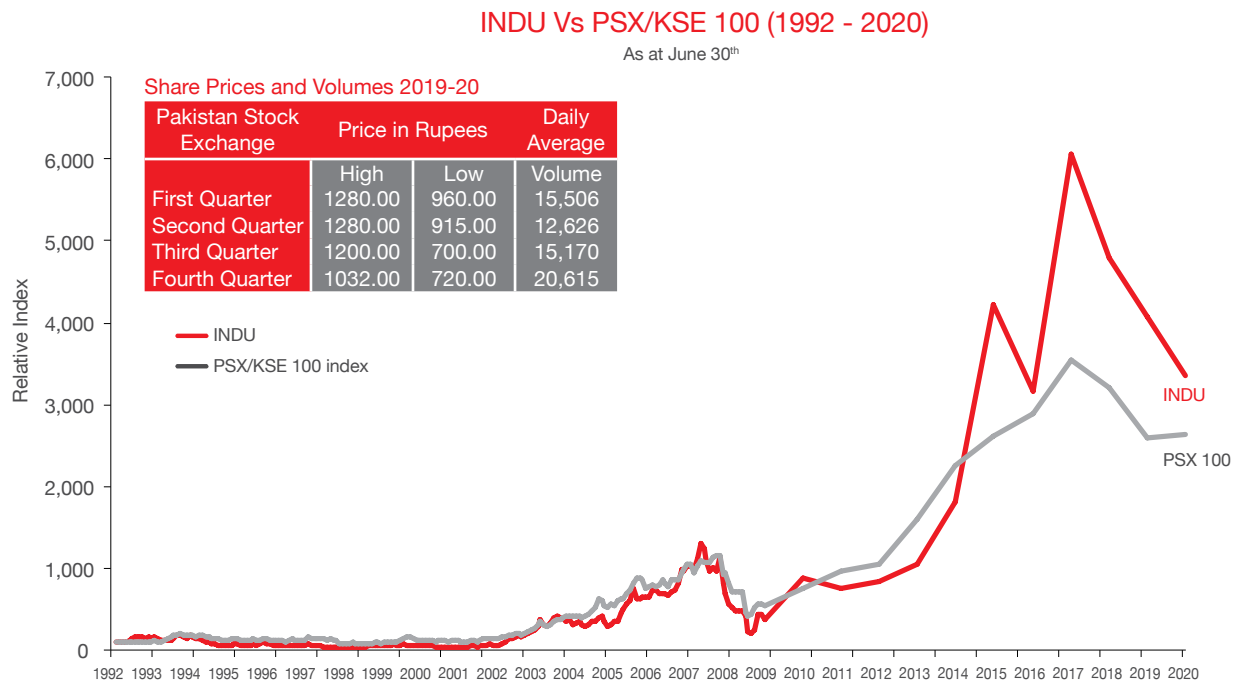
The proposal of the Board of Directors for dividend payment will be considered at the Annual General Meeting. The dividend net amount will be credited into respective account of shareholders listed in the register of members on September 23, 2020. Income Tax will be deducted in accordance with the prevailing regulations.

Listing on Stock Exchanges

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

Stock Code

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



Operating Highlights

Net Revenues (Rs. in billion)

2020	86.2
2019	158.0

Vehicle Sales (Units)

2020	28,837
2019	66,211

Vehicle Production (Units)

2020	28,519
2019	65,346

Earnings Per Share (Rs.)

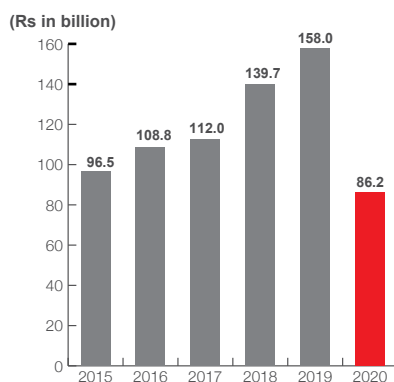
2020	64.7
2019	174.5

		Year ended June 30	
		2020	2019
Profit After Tax	Rs in billion	5.1	13.7
Vehicle Sales	Units	28,837	66,211
Vehicle Production	Units	28,519	65,346
Net Revenues	Rs in billion	86.2	158.0
Earnings Per Share	Rs	64.7	174.5
Annual Cash Dividend Per Share	Rs	30	115
Shareholders' Equity	Rs in billion	41.2	40.0
Contribution to National Exchequer	Rs in billion	35.9	52.3
Manpower	No. of employees	2,855	3,349

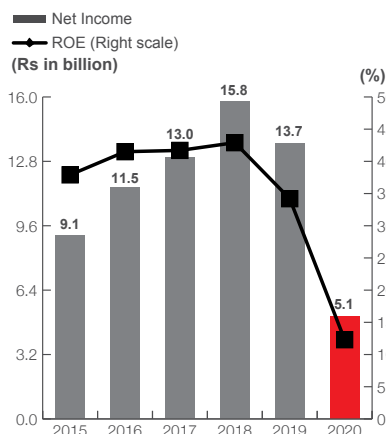
Financial Summary

For The Year:	% Change		Year ended June 30					
	2020 vs 2019	2020	2019	2018	2017	2016	2015	
Units sold	-56%	28,837	66,211	64,000	60,586	64,584	57,387	
Net revenues	Rs in billion	-45%	86.2	158.0	139.7	112.0	108.8	96.5
Profit before tax	Rs in billion	-62%	7.3	19.0	23.0	19.1	17.4	14.1
Profit after tax	Rs in billion	-63%	5.1	13.7	15.8	13.0	11.5	9.1
Return on equity	Percentage	-64%	12.3	34.2	42.9	41.7	41.5	37.9
Per Share Data:								
Earnings (EPS)	Rs	-63%	64.7	174.5	200.7	165.4	145.7	115.9
Cash dividends	Rs	-74%	30.0	115.0	140.0	115.0	100.0	80.0
Shareholders' equity	Rs	3%	523.8	509.5	467.5	396.9	351.5	305.8
At Year-End:								
Total assets	Rs in billion	24%	80.3	64.8	81.9	63.9	57.5	50.4
Shareholders' equity	Rs in billion	3%	41.2	40.0	36.7	31.2	27.6	24.0
Share Performance (June 30):								
Price per share	Rs	-17%	994.99	1,203.92	1,421.46	1,793.60	939.54	1,249.00
Market capitalization	Rs in billion	-17%	78.2	94.6	111.7	141.0	73.8	98.2

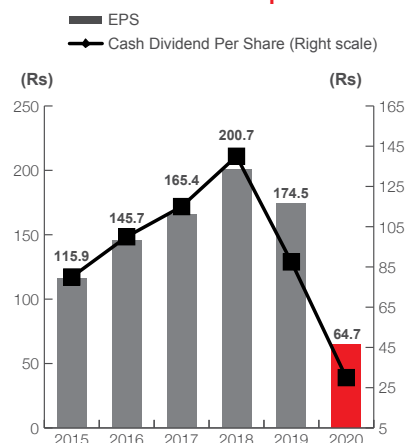
Net Revenues



Net Income / ROE



EPS / Dividend per share



Continuing the Legacy of...

Concern Beyond Cars



Above Rs. 1 billion overall CSR spend during last 10 years



Over 300,000 tree saplings planted



Over 1,100 students annually studying at 3 TCF campuses



CONTRIBUTION TOWARDS SUSTAINABLE DEVELOPMENT



Above 1 million people nourished with cooked food since inception



Over 2.5 million hours served under Toyota Goth Education Program



Above 1 million patients treated since inception



Vertical Analysis

	2020	2019	2018	2017	2016	2015	2020	2019	2018	2017	2016	2015
STATEMENT OF FINANCIAL POSITION	----- (Rs in-million) -----						----- (Percentage) -----					
Property, plant and equipment	16,502	13,805	7,225	6,258	4,919	5,184	20.56	21.31	8.82	9.80	8.55	10.29
Intangibles	73	93	87	88	19	10	0.09	0.14	0.11	0.14	0.03	0.02
Long-term loans and advances	12	16	49	9	4	11	0.01	0.02	0.06	0.01	0.01	0.02
Long-term investments	-	-	-	-	5,006	4,955	-	-	-	-	8.70	9.83
Long-term deposits	10	11	9	9	10	10	0.01	0.02	0.01	0.01	0.02	0.02
Deferred taxation	64	-	14	74	199	5	0.08	-	0.02	0.12	0.35	0.01
Stores and spares	478	544	301	204	154	179	0.60	0.84	0.37	0.32	0.27	0.35
Stock-in-trade	15,933	13,560	11,151	9,318	7,785	6,150	19.85	20.93	13.61	14.59	13.53	12.20
Trade debts	1,142	2,548	1,453	759	1,132	448	1.42	3.93	1.77	1.19	1.97	0.89
Loans and advances	2,991	3,728	3,715	1,653	1,125	1,221	3.73	5.75	4.53	2.59	1.96	2.42
Short-term prepayments	27	32	15	21	46	19	0.03	0.05	0.02	0.03	0.08	0.04
Accrued return	111	35	120	376	513	419	0.14	0.05	0.15	0.59	0.89	0.83
Other receivables	439	3,110	556	402	191	168	0.55	4.80	0.68	0.63	0.33	0.33
Short-term investments	41,195	23,402	55,031	41,488	33,697	26,257	51.31	36.12	67.17	64.95	58.57	52.10
Taxation - payment less provision	131	617	-	-	-	-	0.16	0.95	-	-	-	-
Cash and bank balances	1,171	3,282	2,201	3,221	2,738	5,365	1.46	5.07	2.69	5.04	4.76	10.65
Total Assets	80,279	64,783	81,927	63,880	57,537	50,399	100.00	100.00	100.00	100.00	100.00	100.00
Issued, subscribed and paid up capital	786	786	786	786	786	786	0.98	1.21	0.96	1.23	1.37	1.56
Reserves	40,383	39,259	35,958	30,411	26,844	23,250	50.30	60.60	43.89	47.61	46.65	46.13
Shareholders' Equity	41,169	40,045	36,744	31,197	27,630	24,036	51.28	61.81	44.85	48.84	48.02	47.69
Long term loan	479	81	-	-	-	-	0.60	0.13	-	-	-	-
Deferred taxation	-	425	-	-	-	-	-	0.66	-	-	-	-
Deferred revenue	32	57	27	4	-	-	0.04	0.09	0.03	0.01	-	-
Trade, dividend and other payables	14,065	16,245	15,974	9,683	10,035	9,181	17.52	25.08	19.50	15.16	17.44	18.22
Advances from customers and dealers	24,534	7,930	27,491	22,189	19,127	16,193	30.56	12.24	33.56	34.74	33.24	32.13
Taxation - provision less payment	-	-	1,691	807	745	990	-	-	2.06	1.26	1.29	1.96
Total Equity and Liabilities	80,279	64,783	81,927	63,880	57,537	50,399	100.00	100.00	100.00	100.00	100.00	100.00
PROFIT AND LOSS ACCOUNT												
Net sales	86,167	157,996	139,716	111,943	108,759	96,516	100.00	100.00	100.00	100.00	100.00	100.00
Cost of sales	78,716	138,805	115,831	92,450	91,027	82,272	91.35	87.85	82.9	82.59	83.70	85.24
Gross profit	7,451	19,191	23,885	19,493	17,731	14,244	8.65	12.15	17.10	17.41	16.30	14.76
Distribution costs	1,469	1,404	1,284	1,228	1,061	996	1.70	0.89	0.92	1.10	0.98	1.03
Administrative expenses	1,385	1,410	1,524	1,053	931	799	1.61	0.89	1.09	0.94	0.86	0.83
Other operating expenses	197	235	194	177	144	119	0.23	0.15	0.14	0.16	0.13	0.12
WPPF and WWF	232	1,406	1,705	1,418	1,285	1,052	0.27	0.89	1.22	1.27	1.18	1.09
Operating income	3,205	4,307	3,901	3,593	3,164	2,907	3.72	2.73	2.79	3.21	2.91	3.01
Finance costs	86	67	80	69	77	52	0.10	0.04	0.06	0.06	0.07	0.05
Profit before taxation	7,287	18,976	22,999	19,141	17,397	14,133	8.46	12.01	16.46	17.10	16.00	14.64
Taxation	2,205	5,261	7,227	6,140	5,943	5,022	2.56	3.33	5.17	5.48	5.46	5.20
Profit after taxation	5,082	13,715	15,772	13,001	11,455	9,110	5.90	8.68	11.29	11.61	10.53	9.44

Horizontal Analysis

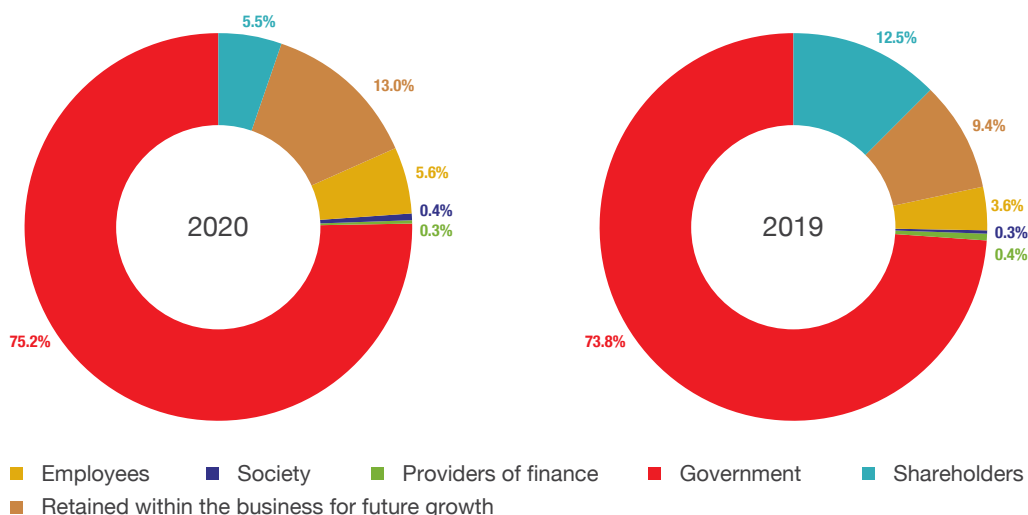
	2020	2019	2018	2017	2016	2015	2020 vs 2019	2019 vs 2018	2018 vs 2017	2017 vs 2016	2016 vs 2015
STATEMENT OF FINANCIAL POSITION											
	(Rs in million)						(Percentage)				
Property, plant and equipment	16,502	13,805	7,225	6,258	4,919	5,184	19.54	91.07	15.45	27.22	(5.11)
Intangibles	73	93	87	88	19	10	(21.51)	6.90	(1.14)	356.17	98.32
Long-term loans and advances	12	16	49	9	4	11	(25.00)	(67.35)	444.44	137.22	(65.81)
Long-term investments	-	-	-	-	5,006	4,955	-	-	-	(100.00)	1.03
Long-term deposits	10	11	9	9	10	10	(9.09)	22.22	-	(9.53)	2.91
Deferred taxation	64	-	14	74	199	5	115.06	(3,135.71)	(81.08)	(62.74)	3,851.10
Stores and spares	478	544	301	204	154	179	(12.13)	80.73	47.55	32.85	(14.02)
Stock-in-trade	15,933	13,560	11,151	9,318	7,785	6,150	17.50	21.60	19.67	19.69	26.58
Trade debts	1,142	2,548	1,453	759	1,132	448	(55.18)	75.36	91.44	(32.93)	152.75
Loans and advances	2,991	3,728	3,715	1,653	1,125	1,221	(19.77)	0.35	124.74	46.87	(7.79)
Short-term prepayments	27	32	15	21	46	19	(15.63)	113.33	(28.57)	(53.87)	140.60
Accrued return	111	35	120	376	513	419	217.14	(70.83)	(68.09)	(26.76)	22.57
Other receivables	439	3,110	556	402	191	168	(85.88)	459.35	38.31	110.14	14.04
Short-term investments	41,195	23,402	55,031	41,488	33,697	26,257	76.03	(57.47)	32.64	23.12	28.34
Taxation - payment less provision	131	617	-	-	-	-	(78.77)	136.49	-	-	-
Cash and bank balances	1,171	3,282	2,201	3,221	2,738	5,365	(64.32)	49.11	(31.67)	17.66	(48.98)
Total Assets	80,279	64,783	81,927	63,880	57,537	50,399	23.92	(20.93)	28.25	11.02	14.16
Issued, subscribed and paid up capital	786	786	786	786	786	786	-	-	-	-	-
Reserves	40,383	39,259	35,958	30,411	26,844	23,250	2.86	9.18	18.24	13.29	15.46
Shareholders' Equity	41,169	40,045	36,744	31,197	27,630	24,036	2.81	8.98	17.78	12.91	14.95
Long term loan	479	81	-	-	-	-	491.36	-	-	-	-
Deferred taxation	-	425	-	-	-	-	(115.06)	3,135.71	-	-	-
Deferred revenue	32	57	27	4	-	-	(43.86)	111.11	575.00	-	-
Trade, dividend and other payables	14,065	16,245	15,974	9,683	10,035	9,181	(13.42)	1.70	64.97	(3.51)	9.31
Advances from customers and dealers	24,534	7,930	27,491	22,189	19,127	16,193	209.38	(71.15)	23.89	16.01	18.12
Taxation - provision less payment	-	-	1,691	807	745	990	-	(136.49)	109.54	8.34	(24.78)
Total Equity and Liabilities	80,279	64,783	81,927	63,880	57,537	50,399	23.92	(20.93)	28.25	11.02	14.16
PROFIT AND LOSS ACCOUNT											
Net sales	86,167	157,996	139,716	111,943	108,759	96,516	(45.46)	13.08	24.81	2.93	12.68
Cost of sales	78,716	138,805	115,831	92,450	91,027	82,272	(43.29)	19.83	25.29	1.56	10.64
Gross profit	7,451	19,191	23,885	19,493	17,731	14,244	(61.17)	(19.65)	22.53	9.94	24.48
Distribution costs	1,469	1,404	1,284	1,228	1,061	996	4.63	9.35	4.56	15.75	6.51
Administrative expenses	1,385	1,410	1,524	1,053	931	799	(1.77)	(7.48)	44.73	13.13	16.54
Other operating expenses	197	235	194	177	144	119	(16.17)	21.13	9.60	23.05	20.42
WPPF and WWF	232	1,406	1,705	1,418	1,285	1,052	(83.50)	(17.54)	20.24	10.31	22.15
Operating income	3,205	4,307	3,901	3,593	3,164	2,907	(25.59)	10.41	8.57	13.54	8.86
Finance costs	86	67	80	69	77	52	28.36	(16.25)	15.94	(10.70)	48.93
Profit before taxation	7,287	18,976	22,999	19,141	17,397	14,133	(61.60)	(17.49)	20.16	10.02	23.10
Taxation	2,205	5,261	7,227	6,140	5,943	5,022	(58.09)	(27.20)	17.70	3.32	18.32
Profit after taxation	5,082	13,715	15,772	13,001	11,455	9,110	(62.95)	(13.04)	21.31	13.50	25.74

Statement of Value Addition

For the year ended 30 June 2020

	2020		2019	
	Rupees in '000	%	Rupees in '000	%
Wealth Generated				
Gross revenue	108,193,994	97.1%	191,383,617	97.8%
Other income	3,204,872	2.9%	4,306,662	2.2%
	<u>111,398,866</u>	<u>100.0%</u>	<u>195,690,279</u>	<u>100.0%</u>
Wealth Distributed				
Employees				
Salaries, wages and other benefits	2,412,683	5.6%	2,589,935	3.6%
Society				
Donations towards education, health and environment	189,983	0.4%	229,992	0.3%
Providers of Finance				
Finance cost	109,724	0.3%	275,718	0.4%
Government				
Income tax, sales tax, excise duty, customs duty, WWF and WPPF	32,295,165	75.2%	53,264,406	73.8%
Shareholders				
Dividend	2,358,000	5.5%	9,039,000	12.5%
Retained within the business for future growth				
Retained earnings, depreciation and amortization	5,563,209	13.0%	6,797,032	9.4%
	<u>42,928,764</u>	<u>100.0%</u>	<u>72,196,083</u>	<u>100.0%</u>

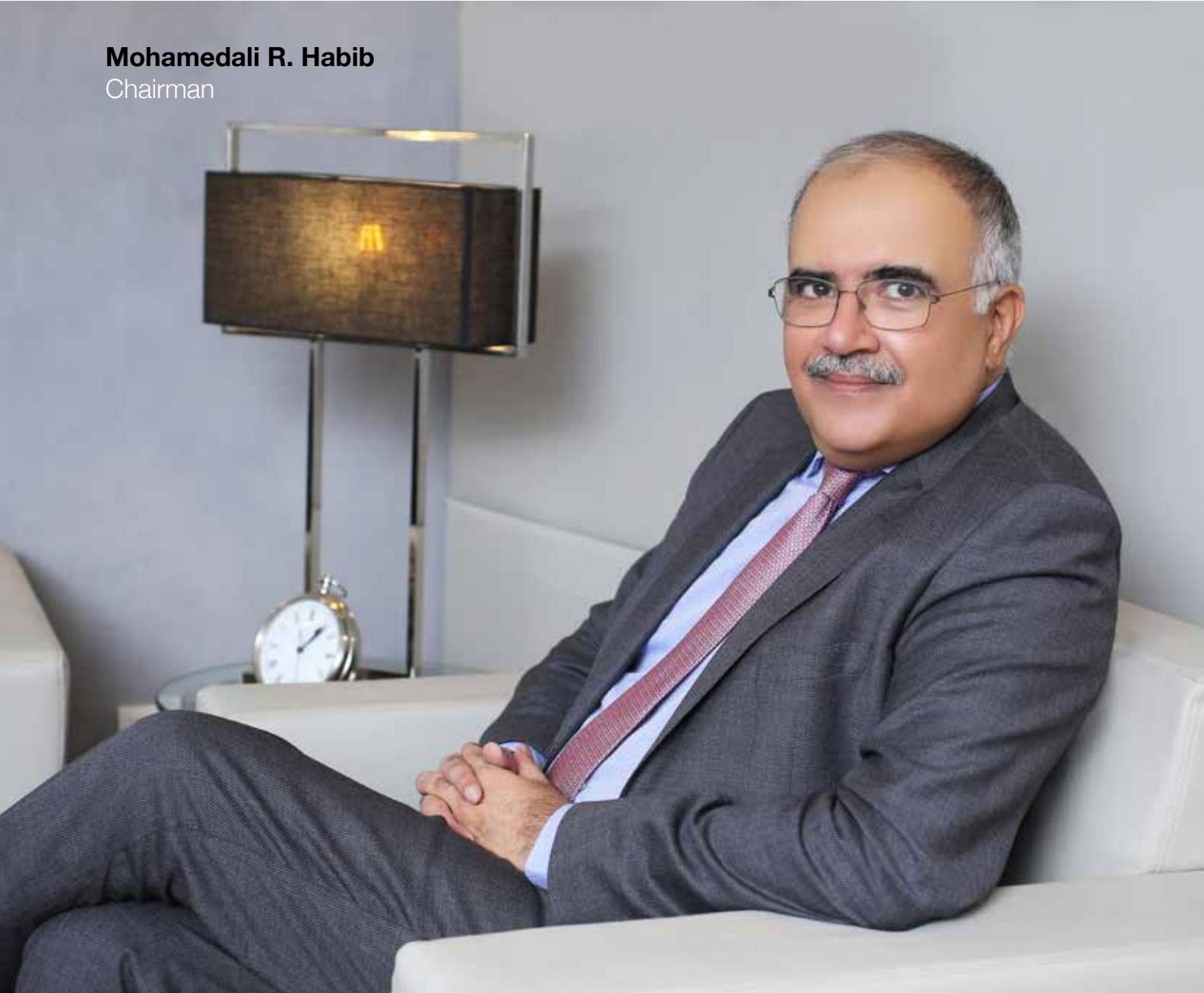
Distribution Of Wealth





بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Mohamedali R. Habib
Chairman



Chairman's Review

“ I welcome you to this 31st Annual General Meeting of your Company for the year ended June 30, 2020.”

Dear Shareholders,

It is with a heavy heart that we look back to the events of the year. We are deeply saddened by the tragic loss of our beloved founding Director and Chairman, Mr. Ali S. Habib. He was instrumental in establishing Indus Motor Company Limited (IMC) in collaboration with Toyota Motor Corporation / Toyota Tsusho Corporation, Japan and House of Habib, Pakistan in the late eighties. IMC commenced commercial production in 1993, paving the way towards becoming Pakistan's leading automaker, which remains one of the celebrated achievements of Mr. Ali S. Habib's life. He was actively involved in delivering powerful platforms focused towards the benefit of the business community, and to further the nation's economic development. He was committed to the Government's 'Make in Pakistan' initiative, and truly believed in quality and potential of Pakistani products and services.

The diligent leadership of Late Mr. Ali Suleman Habib will forever be missed. We are privileged that his inspiring guidance and wisdom will remain with us, and lead us to new accomplishments and greater success.

The world is currently dealing with the impact of COVID-19 pandemic. It has created considerable uncertainty and is expected to have a lasting effect on the global economy. As a result, economic growth has slowed down globally and it appears unlikely that a moderate pace of expansion can be achieved in the near future. The situation presents serious challenges going forward.

Economic growth is anticipated to slow down further in the year 2020-21 due to macroeconomic interventions that have been introduced in the country. The collective impact of higher taxation, shrinking GDP, PKR devaluation and the COVID-19 lockdown, has greatly impacted the operations of the automotive industry. The automotive sector provides direct and indirect employment to over a million people, and serves as a major industrial and economic force in Pakistan. Unfortunately, the industry already facing economic challenges, has now been exposed to additional burdens on account of the pandemic.

In these unprecedented times, we remain committed to monitoring development of the situation and proactively tackling the risks posed by the pandemic. We have addressed the need to protect and take care of our most important asset, our people. Our

'Safety First' philosophy remains the cornerstone of our approach in tackling the situation emerging from COVID-19. Unfortunately, the Company was required to shut down its operations completely for over two months, and smart lockdown remains imposed in Karachi. IMC has continued to fully comply with Government directions, such as implementing remote working, maintaining social distancing, enforcing daily sanitization, daily body temperature screening of all employees, daily disinfection of the entire facility and transport vehicles, mandatory use of face masks and proper personal hygiene measures.

In the current crisis situation, however, we reiterate our request to the Government to take action to support the sector, so that volumes may be sustained and employment may be maintained. In order to support the industry, it is requested to eliminate Federal Excise Duty on vehicles, reduce Customs Duty on non-localized parts and eliminate Additional Customs Duty on imports of materials. These recommendations are in view of the fact that, unfortunately, these revenue collection measures have proven to be detrimental to automotive industry's growth by impacting the volumes, which consequently has affected the Government's ability to meet desired revenue targets as well.

The Government's consistent efforts to promote the local automotive industry in the Hybrid sector are noteworthy. Its intent to locally develop Hybrid Electric Vehicles (HEVs), Plug-in Hybrids (PHEVs) and Battery Electric Vehicles (BEVs) in order to mitigate climate change and reduce oil imports is most welcome. This would encourage local automakers to invest in the development of hybrid technology. To promote growth of Hybrid Electric Vehicles, we recommend the Government creates an enabling environment for the local production of such vehicles.

IMC has pioneered the introduction of an Electric Vehicles (EV) policy in Pakistan as we expect it to be the future. We support the Government's "Make In Pakistan" initiative, and we appeal to the Government to consider duty concessions under EV and Hybrid Electric Vehicles (HEV) policy to EV and HEV exclusive parts only, as opposed to current Policy under consideration which envisages duty concessions to common vehicle parts also, which are already being manufactured locally. The proposed policy in its current form would, not only severely damage our local vendors and suppliers, who are already facing business and economic challenges, but would also unnecessarily strain the country's foreign exchange reserves.

IMC has always produced top of the line vehicles by following the philosophy of “Kaizen” (Continuous Improvement) and diligent practice of the “Toyota Way” throughout its operations. It has been fully supported by its shareholders and customers, and has progressed to achieve consistent levels of excellence in all vehicle brands. This year, we bid farewell to our flagship car, the Toyota Corolla 1.3L variant. This car made Pakistan the highest Corolla selling nation in the world and had placed the country firmly on the world auto map. Corolla has been known for its luxury, style and performance. As a front engine front wheel drive sedan, it is the most popular car in Pakistan. The comfort and efficiency of the Toyota Corolla has remained unmatched over the years. A wide variety of different Corolla models offered by IMC in Pakistan have made the car accessible to a broad range of consumers.

The entire IMC team has worked passionately to bring a new passenger car, the Toyota Yaris to Pakistan. The ambitious launch plan for Yaris, though was affected by COVID-19 lockdown, however same was successfully managed online, thus receiving extensive coverage through electronic media. Yaris offers an entirely new exterior styling which makes it stand out on the road. Moving forward, we aim to work closely with Toyota to explore new exciting products that may further strengthen our existing product range and provide a wider choice to customers, ensuring sustainable growth and value creation for our stakeholders.

IMC Toyota Revo has remained steadfast in the face of tough competition over the years, but sales to the Government and public institutions have recently reduced due to Government’s austerity measures. Overall, our sales of all cars in terms of percentages have been encouraging and we retain a reasonable market share. The Fortuner has been recognized as the most popular premium SUV in Pakistan. It has a high-riding stance, the interior is spacious and the reliability quotient is up to Toyota standards.

Despite a clear element of uncertainty, the Company has continued to move forward. In order to sustain our Dealers and Vendors, we have curtailed our operational expenditures and have adjusted capital expenditures accordingly. We have also taken meaningful steps on the HSE (Health, Safety & Environment) front to restrict the spread of COVID-19, and to build operational resilience to tackle the related challenges.

During the year ended June 30, 2020, Mr. Sadatoshi Kashihara, Mr. Parvez Ghias, Mr. Susumu Matsuda, and Mr. Tadao Nasu esteemed Directors of the Company resigned as members of the Board of Directors. Mr. Riyaz T. Chinoy and Syeda Tatheer Zehra Hamdani were appointed as Independent Directors during the year. Mr. Noriaki Kurokawa and Mr. Muhammad Hyder Habib were appointed as Directors. The Board duly acknowledges the valuable contributions made by the outgoing Directors and expresses sincere gratitude on behalf of the Company, and welcomes the new Directors on the Board of IMC.

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

During the year under review, there were six 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 anticipate and mitigate risks and comply with corporate best practices.

Finally, on behalf of the Board of Directors, I would like to express my gratitude to all the shareholders for their continued trust and confidence in the Company. The Board and I are united in extending our thanks to each member of the 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, 2020:

Financial Results, Appropriations and Subsequent Effects

The Financial results and appropriations for the year ended June 30, 2020 are as follows:

	2020	2019
	(Rupees in '000)	
Profit After Taxation	5,082,027	13,714,975
Other Comprehensive Income (OCI) for the year	11,355	492
OCI & Unappropriated Profit brought forward	450,259	273,792
	5,543,641	13,989,259
Appropriations		
1 st Interim Dividend @ 70% i.e. Rs.7 per share (2019: 325% i.e. Rs.32.50 per share)	550,200	2,554,500
2 nd Interim Dividend @ 60% i.e. Rs.6 per share (2019: 250% i.e. Rs.25 per share)	471,600	1,965,000
3 rd Interim Dividend @ 100% i.e. Rs.10 per share (2019: 300% i.e. Rs.30 per share)	786,000	2,358,000
	1,807,800	6,877,500
Unappropriated Profit carried forward at year end	3,735,841	7,111,759
Subsequent Effects		
Proposed Final Dividend @ 70% i.e. Rs.7 per share (2019: 275% i.e. Rs.27.50 per share)	550,200	2,161,500
Proposed Transfer to General Reserves	3,000,000	4,500,000
	3,550,200	6,661,500
Basic and Diluted Earnings per share (Rupees)	64.66	174.49

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, 2020, the sales volume of CKD and CBU vehicles decreased by 56%, to 28,837 units as against 66,211 units sold last year. Owing to reduced demand, the Company produced 28,519 units for the year, as compared to 65,346 units produced in the same period last year.

The net sales turnover for the year ended June 30, 2020, decreased by 46% to Rs.86 billion as compared to Rs.158 billion in the last fiscal year, while profit after tax for the year also decreased by 63% to Rs.5.08 billion, as against Rs.13.71 billion achieved in the same period last year. The decline in turnover and profitability for the year was mainly due to lower CKD and CBU volumes, primarily due to challenging economic conditions, imposition of taxes & duties and lockdown on account of COVID-19 pandemic.

During the year, the Company discontinued the Corolla 1.3L vehicles in March 2020, which performed as a market leader in the segment for over 25 years. The flagship Corolla brand will continue with vehicles in 1.6L and 1.8L segments, as available worldwide.

On March 19, 2020, the Company opened booking for the much-awaited the new age masterpiece, the all new Toyota Yaris vehicle with variants in 1.3L as well as 1.5L segments. Due to the COVID-19 pandemic, the launch event of Toyota Yaris was cancelled and all marketing and promotion activities aligned to celebrate the launch were suspended. Despite the smart lockdown on account of the COVID-19 pandemic and absence of any Marketing activities, the Toyota Yaris has been very well received by customers.

Contribution to National Exchequer

During the year, the Company contributed a sum of Rs.36 billion to the national exchequer, which is around 1% of the total tax revenue collection by the Government of Pakistan. Since, the Company's incorporation in 1989, our contribution stands in excess of Rs.454 billion.

Principal Risk and Uncertainties

The Company's financial performance was exceptional in previous years, however, due to decline in demand of vehicles, the current year observed major decline in profitability. The continuous depreciation of Pak Rupee against USD and JPY, rise in inflation and international commodity prices continue to be vital factors that have an impact on current and the future financial statements of the Company. The increase in taxes and duties by the Government, resulted in increase in prices of products, which affected the volumes of the industry to a large extent.

The recent COVID-19 pandemic has surfaced as a major event forcing the world into a lockdown and restricting economic activity across the globe. For Pakistan this has come at a time when the country was heading towards some economic stability. Emergence of the pandemic has dampened the country's economic growth. This has led to downside risks posed to consumer demand amidst temporary business shutdowns, and decline in consumer purchasing power. The impact of COVID-19 pandemic may continue in the coming years.

Corporate Social Responsibility

Over the last five years, the Company has contributed around Rs.1 billion in aggregate, towards Corporate Social Responsibility (CSR) activities including but not limited to donations to hospitals, educational institutes, welfare organizations etc., and social welfare activities related to health, education, natural calamities, etc.

Your company has undertaken the following major CSR activities and donations made during the year to contribute towards the welfare of society as a responsible company.

- Donation of Rs.20 million to the "Prime Minister's COVID-19 Pandemic Relief Fund 2020";
- Donation of an aggregate amount of Rs.35 million to various hospitals towards COVID-19 and other health related matters;
- Donation of an aggregate amount of Rs.75 million to various educational institutions;
- 300,000 tree saplings planted across the country under the Company's "Million Tree Plantation Drive";
- "5S Clean and Green Drive" in schools and other places in Karachi;
- Free, weekly food distribution in villages neighboring IMC factory;
- Free weekly medical and psychiatric camps in neighboring communities; and
- Toyota Goth Education Program for children in neighboring communities for quality education from elementary to higher/secondary level.

Impact on Environment

The Company's Environment Management System is a comprehensive framework and conforms to ISO 14001 standards. Business processes and operations are managed in accordance with the environmental policies and Toyota Global Standards. The Company has been expanding its environmental activities to all its business partners including suppliers and dealers nationwide to promote environmental conservation and achieve our global environmental objectives.

During the year, our major initiatives for environment, mainly includes capacity enhancement of waste water treatment plant to recycle water for plantation purposes and 4MW Solar PV Plant project, which will enhance installation of the current Solar System capacity to 4.5MW by 2021.

Sad Demise of the Chairman

During the year, our beloved Mr. Ali S. Habib, Founding Director and Chairman of the Company passed away on April 17, 2020. Mr. Ali S. Habib was an inspirational leader, a true visionary with brilliant business acumen and a passion for people. He made an unprecedented impact on Pakistan's industry, particularly through the development of the auto-

sector in Pakistan and the establishment of Habib University. His remarkable leadership and tireless efforts led to the success and growth of the Company over the last 30 years. His dedicated philanthropic endeavors set an inspirational example for us all. Those who worked with him witnessed unparalleled diligence, and are honored to have had the opportunity to learn from such a respected, charismatic and brilliant personality.

The Board of Directors alongwith the entire Company, offer heartfelt condolences to the Habib family. We pray that Mr. Ali S. Habib is granted the highest place in Jannat-ul-Firdous, and may he be blessed with eternal peace. Ameen, We remain determined to uphold and advance his rich legacy and strong values.

Composition of the Board

The composition of the Board of Directors of the Company as on June 30, 2020 is as follows.

1. The total number of Directors are 10 as per the following:
 - 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 six (06) meetings of the Board of Directors were held during the twelve months period from July 01, 2019 to June 30, 2020. Name of the Directors (at any time during the year) alongwith their attendance at the Board Meetings is as follows.

S. No.	Name of Directors	Meetings Attended
1	Late Mr. Ali S. Habib (Ex-Founding Director and Ex-Chairman)*	4
2	Mr. Mohamedali R. Habib (Chairman and Founding Director)*	5
3	Mr. Yuji Takarada (Vice Chairman)	6
4	Mr. Ali Asghar Jamali (CEO)	6
5	Mr. Muhammad Hyder Habib*	1
6	Mr. Imran Ali Habib	5
7	Mr. Noriaki Kurokawa / Mr. Susumu Matsuda (Ex-Director) / Tadao Nasu (Ex-Director) [Mr. Tsuyoshi Haginiwa, Alternate Director]*	5
8	Mr. Tetsuya Ezumi [Mr. Yuji Wagata, Alternate Director]	6
9	Mr. Azam Faruque (Independent Director)	6
10	Mr. Riyaz T. Chinoy (Independent Director) / Sadatoshi Kashihara (Ex-Director)*	6
11	Syeda Tatheer Zehra Hamdani (Independent Director) / Parvez Ghias (Ex-Director)*	6

Changes in Directors*

During the year, the following five (05) casual vacancies occurred on the Board.

- Mr. Sadatoshi Kashihara and Mr. Parvez Ghias, resigned as Directors with effect from October 9, 2019 and Mr. Riyaz T. Chinoy, and Syeda Tatheer Zehra Hamdani were appointed on the same day.
- Mr. Susumu Matsuda resigned as Director with effect from February 20, 2020 and Mr. Tadao Nasu was appointed on the same day.
- Mr. Tadao Nasu resigned from the Board with effect from June 26, 2020 and Mr. Noriaki Kurokawa was appointed as Director with effect from June 26, 2020.

- Due to the sad demise of our Founding Director and Chairman, Late Mr. Ali S. Habib, a casual vacancy occurred on the Board on 17th April 2020, which was duly filled by appointment of Mr. Muhammad Hyder Habib on June 26, 2020.
- The Board of Directors in their meeting held on June 26, 2020 appointed Mr. Mohamedali R. Habib as the Chairman of the Board, who is also the Founding Director of the Company.

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 Resource & Remuneration Committee

- 1) Mr. Azam Faruque, Chairman
- 2) Mr. Mohamedali R. Habib
- 3) Mr. Yuji Takarada
- 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, 2020, is given on Page Number 138. During the year, Mr. Sadatoshi Kashiwara resigned on October 9, 2019, whose remuneration of Rs. 4.346 million is included in the "Directors remuneration" disclosed on page no. 138.

Internal Control

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

The Company has a 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 the Company's business activities. The risks are reviewed by the 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 in normal course of business, which have been disclosed in the Financial Statements under relevant notes.

Material Changes and Commitments

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

Appointment of Auditors

The existing auditors, M/s A.F. Ferguson & Co., Chartered Accountant retire and being eligible, offer themselves for re-appointment. The Directors endorse the recommendation of the Audit Committee for re-appointment of M/s A.F. Ferguson & Co, as the auditors for the year ending 2021.

Pattern of Shareholding

The Pattern of Shareholding of the Company as at June 30, 2020, is given on pages 147 to 148.

Trading of Shares of the Company

During the year ended June 30, 2020, 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 Pattern of Shareholding.

Key Operating and Financial Data

The Key Operating and Financial Data is mentioned on pages 150 to 151 of the Annual Report.

Statement of Compliance with COCG

The Company has fully complied with requirements of the Listed Companies (Code of Corporate Governance) Regulations 2019. Statement to this effect is annexed with this Report on page numbers 90 to 92.

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 services and wish to acknowledge the efforts of the entire Indus Motor 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. Ameen.

Karachi.
August 10, 2020



Ali Asghar Jamali
Chief Executive



Yuji Takarada
Vice Chairman

CEO's Report



Ali Asghar Jamali
Chief Executive

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

Industry Review & Business Environment

Business Environment, Risk and Uncertainty

Before the COVID-19 pandemic, Pakistan's economy faced economic challenges in terms of fiscal deficit, long-term debt retirement and current account balance. The impact of the Coronavirus stopped economic growth, and has proved detrimental to the economy. As per an IMF forecast following the COVID-19 outbreak, the Pakistan economy is expected to shrink by 1.5% in FY2020. The expected fiscal deficit shall be reduced from 8.8% of GDP to 3.8% of GDP.

This is for the second consecutive year that Pakistan has managed to reduce its import bill. During the first eleven-months of the year, Current Account Deficit (CAD) declined by 74% to US\$ 3.3 billion (1.35% of GDP). CAD is expected to reach US\$ 3.5 billion for FY20 which is in stark contrast to US\$ 13.4 billion in FY19. Exports of goods declined by 7% from US\$ 28 billion in 11m FY19 to US\$ 26 billion in 11m FY20. Oil prices dropped to an unprecedented level, and reduced consumption during the lockdown. This also helped Pakistan's economic managers in reducing the trade deficit and reducing the current account balance. To help ease balance of payments, the International Monetary Fund (IMF) approved a 39-month US\$ 6 billion support program. To deal with a sudden economic crisis as a result of COVID-19, international agencies deferred installments for debt retirement by one year. All of this helped in improving the foreign exchange reserves of the country; which stood at US\$ 16.9 billion at the end of May 2020.

The COVID-19 pandemic will change the social fabric of society; effectively dealing with the pandemic requires enhanced vigilance and behavioural changes by businesses and the public at large. In order to succeed, Standard Operating Procedures (SOPs) must be developed and strictly implemented throughout the nation.

Economic activity gradually restarted towards the end of May 2020 in certain sectors. However, due to the increase in cost of doing business, low economic activity and reduced consumer purchasing power; the market will take time to regain its momentum. A relief package worth PKR 1.24 trillion has been announced by the Federal Government, interest rates have been reduced by 625 basis points and steps taken by the Government to ease the cost of doing business in Pakistan. This should have a positive impact on economic revival.

Pakistan's Auto Policy 2016-2021 attracted investment of over US\$ 1 billion with 16 new entrants offering their products to customers. Wider product choices with shrinking industry volumes will have the welcome effect of increasing competition. It is expected this will reduce vehicle delivery time due to a larger production capacity and product availability with respect to market demand.

Throughout FY2019-20, the industry has been operating

subject to heavy taxation, coupled with consistent devaluation of the Pak Rupee. During the period, Federal Excise Duty (FED) @2.5% - 7.5% for all types of passenger cars was applied and Additional Customs Duty (ACD) @7% at import stage on CKD kits was also levied. The Government has further levied 7.5% FED to locally made double-cabin Hilux pickups for FY20-21. The PKR touched its lowest level against the US Dollar in CY 2020. Whilst the government has consistently increased taxes on locally manufactured vehicles, the taxes on imported used cars have, however, not been revised for the last few years.

On a positive note, 3% value addition sales tax has been removed on imports for in-house manufacturing for the financial year 2020-21 onwards. While this move will not reduce manufacturing costs, it is expected to slightly improve the cash flow condition of the Company from next fiscal year.

The collective impact of higher taxation, shrinking GDP, consistent PKR devaluation and the COVID-19 lockdown, greatly affected the operational capability of the automotive industry. Despite being one of the most organized and documented sectors, the auto industry was amongst the last to be permitted to resume business. Due to delayed resumption, the auto sector could not revive in the last quarter of FY 19-20 as per PAMA data; April and May 2020 were the worst consecutive months, while April 2020 recorded zero sales in the passenger cars segment across the industry.

The government consistently advocated the need to introduce new technology in vehicles and commendably gave the task to formulate a New Technology Vehicle policy to the Ministry of Industries – Engineering Development Board. The EDB has started consultations with all stakeholders to formulate and propose a policy which should emphasize safeguarding of local investment, focus on "Make in Pakistan" and provide incentives to bolster the local manufacturing process. Parts like shell body, interior trims, lighting systems, suspension systems, seats, tires, rims, brakes, instrument panels, etc., are all common in construction and are already being locally produced for conventional vehicles. Therefore, these can be provided for Electric Vehicles too. Incentivizing local vendors to supply parts competitively to new entrants for both internal combustion engines and Electric Vehicles manufacturers will help in reducing the import bill and further employment generation.

The current tariff structure applicable on the existing manufacturers for import of a part made locally is substantially higher than the tariffs proposed for Electric Vehicles and tariffs provided to new entrants under the Greenfield and Brownfield programs. Such disparate and ill-conceived policies will discourage the localization

process, increase the import bill and negatively impact the local manufacturing process.

Recommendations

Pakistan, with a population of over 220 million, is uniquely positioned among large economies with a low tax-to-GDP ratio, a lower industrialization and motorization level and a consumption-based economy. The potential of Pakistan's economy can be tapped into only by adopting growth-oriented policies. Due to COVID-19, the global economy, including that of Pakistan, will shrink. A stimulus package for Pakistan to increase consumption and taxation will lead to sustainable economic growth.

For the last few years, the Pakistan government's interventions to increase the tax rate on locally manufactured automotive vehicles has resulted in reducing the overall tax collection and cumulative industrial volumes by 50%. In FY2020, PAMA reflects the market size reduction by 114,930 units i.e. 55% in the passenger car market.

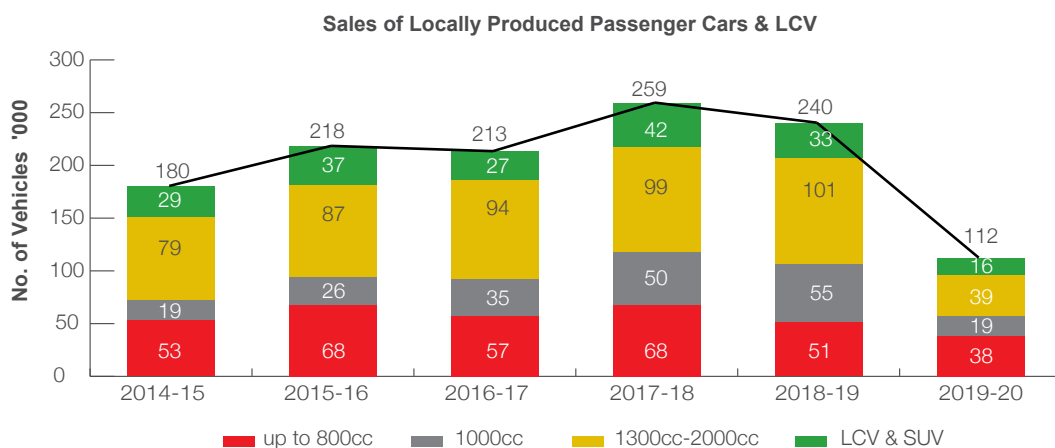
In order to introduce a vehicle, the production preparation and investment decisions are made at least 3 to 4 years before the launch. The changes in taxation that occur during the announced policy period gravely impact economic feasibility. It is advised that abrupt changes in taxation be prohibited 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 16 new investors and existing players have invested heavily under ADP16-21. Their combined production capacity will surpass the market size, offer wider choices and increased competition and may reduce waiting period for delivery of vehicles.

We urge the government to review the fixed duties mentioned in SRO 577. Global marketing processes such

as wholesale-retail mechanism 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 in other industrial sectors. The negative GDP growth rate in FY2019-20 coupled with double taxation is a growth impediment.

Both the government and the auto industry are required to work hand in hand to remove the malpractices at the import stage, such as under-invoicing and mis-declaration of auto parts. Over a period of time, the tax collection burden has been shifted to the industry with tax collected at the point of sale. This is hampering industry focus on industrial revival and is increasing tax collection complexities. 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 the government bodies instead of business entities.

In the absence of any stimulus package, application of federal excise duty (FED) and additional custom duty (ACD) on locally manufactured vehicles will not only increase manufacturing costs, but coupled with the negative GDP growth, will further stress consumer purchasing power and ultimately reduce annual industry volumes. All these revenue collection measure have proved to be growth detrimental and have shrunk industry volumes. The Government being the largest beneficiary of automotive vehicle manufacturing, may not be able to meet the desired revenue targets. It is suggested that FED and ACD be removed to make vehicle retail prices affordable and to shift revenue collection towards volumes.



Company Review

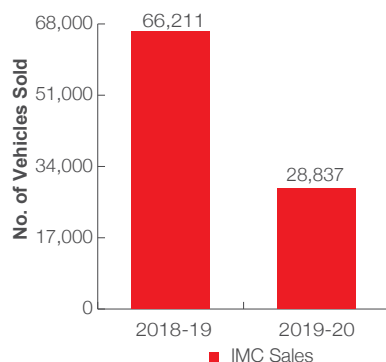
Industry Overview

The total industry sales of locally manufactured PC and LCV vehicles were 111,962 units in the country during 2019-20, as compared to 240,646 units sold last year, indicating a 53% drop in the market. The decline in the automobile industry has recently been attributed to COVID-19, along with other factors, such as an overall economic slowdown, high interest rates and escalating vehicle prices on the back of the depreciating Pakistani Rupee against the US Dollar and high inflation. The recent restriction on the import of used vehicles into the country has been positive for the local industry during the period. Approximately 10,544 used cars were imported during the year, compared to 36,000 units last year.

Company Overview

Indus Motor Company Limited, as a major player in Pakistan's automobile industry, has put up a strong performance during this period of economic recession and COVID-19. However, the impact of the external factors cannot be ignored. Sales this year were 28,837 units though IMC is constantly making efforts to increase sales.

Overall, this year numerous efforts have been made on part of the Toyota team. The Corolla 1.3L runout was managed smoothly; Yaris was launched along with further establishment of the Toyota Connect application. A new Fortuner variant has also been added to the product line.



The Company was required to shut down completely for over two months due to COVID-19 and resumed operation on single shift basis from May 2020.

The Company is working in the true spirit to implement 'Kaizen' i.e. Continuous Improvement - and is looking at these tough times as an opportunity to grow further.

CKD - PASSENGER CAR SEGMENT

Toyota Yaris

On March 19, 2020, Indus Motor Company announced the arrival of a new-age masterpiece, the all new Toyota Yaris, to its product portfolio. A fine combination of robust auto engineering and aesthetic design, Yaris is crafted to redesign customer expectations of a B-Sedan Car. Offering options of two powerful engines, 1.3L and 1.5L, Yaris is the only vehicle that offers push-start, smart entry, auto AC, steering switches and MID with a 4.2-inches TFT screen in this segment. Yaris sets new benchmarks in safety and comfort by being the only vehicle in the B-sedan segment offering advanced safety features such as Vehicle Stability Control (VSC), Hillstart Assist Control (HAC) and Traction control (TRC), along with essential features like airbags and ABS.



Toyota Yaris launched by IMC in the B-sedan segment offering advanced safety features

To commemorate the launch of its latest sedan, IMC organized a special pre-unveiling event on March 5, 2020 for its valued Dealership network. The purpose of the event was to stimulate the Dealer network by highlighting the unique features and distinct attributes of the Toyota Yaris. The Test Drive experience instilled confidence in Toyota Yaris and the event ensured a strong connect with stakeholders.

It was very unfortunate, that the biggest news for the automotive industry had to be announced quietly due to the outbreak of COVID-19. For Indus Motor Company, nothing precedes health and safety of customers and employees. Due to this, the launch event of Toyota Yaris was cancelled and all marketing and promotion activities aligned to celebrate the launch were suspended. Despite a complete lockdown in the country and no significant marketing activities being conducted, Toyota Yaris still had an

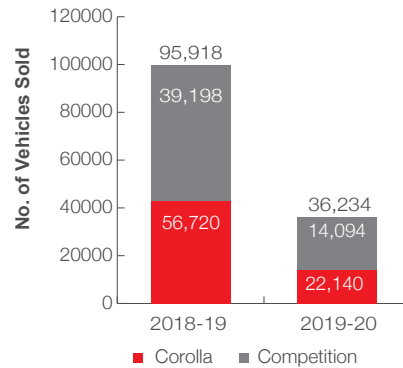
amazing impact with its performance. Yaris achieved an order intake of more than 8,000 units reassuring the brand power of Toyota in Pakistan and customer confidence in its promise of Quality, Durability and Reliability (QDR).



Toyota Corolla

Being the leading sedan in the Pakistan market, Corolla enjoys a legacy unlike any other brand. Corolla’s variants, 1.3L (XLi and GLi) have become the highest selling models in the Corolla line-up over the years.

IMC recently bid farewell to Corolla 1.3L variants (XLi and GLi) in order to introduce a new product in the market against competition. Corolla 1.3L run-out was a major milestone achieved by IMC this year by selling a total of 15,097 units. In order to have a smooth runout and maintain customer delight, IMC provided a series of promotional offers to 1.3L customers, including an upgraded 9” audio in GLi variants, free registration for 1.3L customers, introduction of new colours in XLi and GLi, bank financing campaigns and special price offers in line with IMC’s 30 years anniversary celebrations. The promotional campaigns were well received and appreciated by customers, thereby helping IMC in achieving its sales targets.



Toyota Connect

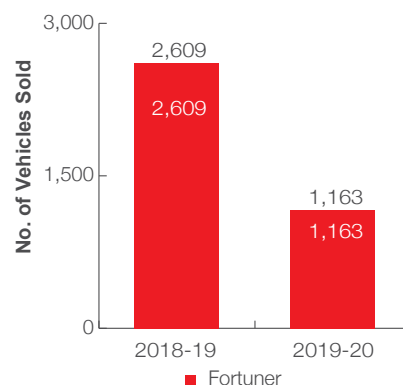
The first of its kind application and launched in 2018, Toyota Connect has been gaining customers’ trust and appreciation across the nation. As a free six months subscription provided with 1.8L variants, customers are getting familiar with the telematics features and staying connected with their vehicle through the app. On a wide scale, approximately 55% of Toyota Connect customers have renewed their subscription to keep themselves updated with their vehicle’s driving performance and other related features.

Recently, IMC also introduced three new features, including Video Call, Geo Fencing and Maps to aid customers in better connectivity and to provide them a hassle-free experience.

CKD – SUV & COMMERCIAL VEHICLES SEGMENT

Toyota Fortuner – SUV Segment

The Fortuner has become an icon for unprecedented power and elegance in the Pakistani CKD SUV market and remains unparalleled with its body-on-frame design. 2020 ushered in the introduction of a new base trim in the Fortuner line-up, ‘Fortuner G.’ The Fortuner G retains much of what has already been celebrated in the Fortuner line-up and has led to further consolidation of the Fortuner’s stance as Pakistan’s only domestically assembled true SUV.



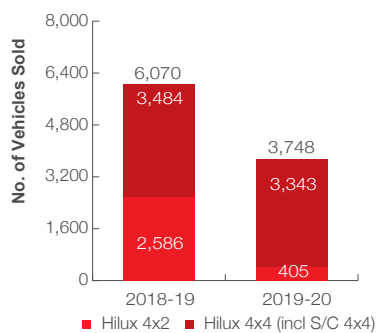
In order to generate excitement in the market, IMC introduced a new premium colour which was highly sought-after by customers. Building on a policy of customer delight, two campaigns were launched in partnership with banks to provide Fortuner customers competitive financing packages bundled with Free 1 Year Periodic Maintenance. To further establish Fortuner as the best in class CKD SUV, experiential drives were conducted in 7 cities of Pakistan to give hands-on experience to potential customers.



Introduction of the new base trim in the Fortuner line-up, the monikered "Fortuner G".

Toyota Hilux – Pickup Segment

The Hilux Revo continued to witness strong surge in the market despite the presence of competition. The Government imposed Federal Excise Duty of 7.5% on CKD Double Cabin (4x4) pickup vehicles in June 2020, which will be effective from FY 20-21.



In line with the global Toyota guidelines, IMC remained active on the motorsport front, sponsoring various events during the year, which attracted many motorsport enthusiasts.

Toyota Gazoo Racing

This embodies Toyota’s commitment to overcoming every limit to make “ever-better” cars. To forge new technologies and solutions under the extreme conditions of motorsports, we will never stop

innovating. In the past year, we have had many rallies in order to fulfil this commitment.

Hub Rally 2020

A one of a kind adventurous experience, it was held at Hub, Balochistan in January 2020. The event included one of the most renowned motorsports celebrities participating in the race which was a treat for all car enthusiasts. Amongst more than 350 participants, this time women racers also participated in the Hub Rally and aced the race.



Hub Rally 2020 – Motorsport event conducted by IMC

Cholistan Jeep Rally 2020

This is an off-road race experience. Powered by Indus Motor Company, it took place in the Cholistan Desert from February 14th to 17th, 2020. The Cholistan Rally platform is a good occasion to showcase the history and rich culture of this tourist destination as well as a unique opportunity for motorsports enthusiasts of the country to explore their talent. The rally proved to be a success with over 500 participants powering through with sheer enthusiasm.

Sarfaranga Desert Rally

This was organized in August 2019 by the Government of Gilgit-Baltistan in collaboration with Indus Motor Company Ltd. Over 500 contenders from all over Pakistan came together in the hopes to become the Conqueror of Sarfaranga, the world’s highest desert with an altitude of almost 1,000 feet.

Toyota Imported Vehicles - CBU Segment

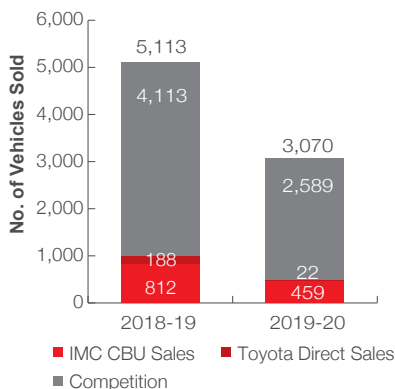
This year, the all new Hiace Deluxe was launched in the CBU portfolio.

Hiace Deluxe was launched in June 2019 in the commercial segment. It is a vehicle with promising quality, guaranteeing practicality and comfort for occupants on the move.

At the one end, numerous sessions were conducted with transporters to create awareness about the product along with bus stand branding. Vehicles were sent for test and trial activities in order to promote institutional fleet sales. In 2019, a transporters event was conducted at Faisalabad to raise awareness of the product and to be able to directly convey the products unique selling points to customers and also make sales. The event proved to be a huge success and numerous units were sold in one day.

On the other hand, for individual customers, RSP was rationalized to make it easier for customers to switch from Hiace to Hiace Deluxe. This is an ongoing campaign that is yielding excellent results.

In the line with Hiace Deluxe, two new variants under the name Luxury Wagon (Hi and Low) were launched to cater to a niche market comprising top-end corporate customers. Its reclining seats and luxurious and extravagant look makes it the perfect fit for hotels and corporate customers. Along with the old variants, this year IMC plans on working with the same zeal over the two new variants.



Toyota SURE (Used Car Bazaar)

Toyota SURE Used Car Bazaar has been a delight for customers since its launch in 2018. Customers are able to find the largest collection of Certified Toyota Used Vehicles at the Toyota SURE Used Car Bazaar. The flagship Toyota SURE Bazaar engaged thousands of customers who were either looking for reliable (certified) used cars or great exchange deals

in order to upgrade their existing vehicles, all at a single location.

This year, during January and February, Indus Motor Company organized their Used Car Bazaar in Karachi (Expo Centre) and Lahore (Packages Mall) with over 300 Toyota-certified used cars, including Corolla, Revo, Fortuner, Rush, Camry and Hiace, all backed by the official limited Toyota warranty of up to 1 year or 15,000 kms. Over 10,000 customers attended the used car bazaar and most of the stock sold out on the same day making the event a huge success.

The Toyota Sure Used Car Bazaar has now become a premier event for purchasing Toyota-certified used cars. Customers looking to purchase reliable vehicles can also visit any Toyota SURE outlet anywhere in Pakistan to get connected to the most reliable cars in the country.



Start Your Impossible

The global initiative of ‘Start Your Impossible’(SYI) focuses on the concept of mobility along with celebrating Toyota’s partnership with the Tokyo Olympics and Paralympics Games.

In line with inspiring employees, partners and customers, IMC rolled out a few initiatives to strengthen the objective of Start Your Impossible and promote the local hero athlete - Saadi Abbas - through various mediums. IMC partnered with the Olympics Association of Pakistan to celebrate Olympics Day, along with promoting a SYI campaign

through on-ground activation. Different athletes of Pakistan were also present there.

IMC also partnered with Saadi Abbas (local athlete and Karate champion) to conduct a training boot-camp with the kids in Lyari in order to teach them Karate at the National Institute of Karate Do Pakistan.



IMC partnering with the Olympic Association of Pakistan exhibiting diversity and inclusion

Safety Campaign

Making safety as its No.1 priority, IMC has always been the pioneer when it comes to providing best-in-class safety features in all its products.

In line with our safety mandate, IMC has been continuously educating customers on safety features. Recently, under the flagship campaign of #BeSafetyLeaders, IMC conducted an on-ground

activation at DMC to create awareness amongst customers on the lines of vehicle safety, safety specs provided in Toyota vehicles and their use. Along with it, a #Realitycheck activity was also conducted to provide customers an insight on how to drive safely and take a safety pledge under the campaign.



THUMS engaging customers through a digital contest

Digital promotions of Toyota's Safety Mascot, THUMS (Total Human Model for Safety) were also conducted along with a digital contest to engage customers through informative videos and content.

Customer Relations



Draw Your Dream. Drive the Future.

The Toyota Dream Car Art Contest, organized annually since 2004 by Toyota Motor Corporation, Japan, is a global contest and one of the biggest drawing competitions in the world for children younger than 16 years competing in 3 age categories i.e. Under 8 Years; 8 to 11 Years & 12 to 15 Years & the Royal category. The contest's objective aims at fostering innovation and creativity in children by encouraging them to think about the future of mobility and envision their 'dream car' and at the same emphasises the importance of children having dreams.

The 14th Toyota Dream Car Art Contest 2020 National Jury Event was held in March 2020 at the company's head office to select the top Regional and National winning artworks received from children across Pakistan. Over the years, the contest has expanded exponentially, reaching out to children from all walks of life across the country. Pakistan stands amongst the Top 3 countries globally to have received the highest number of artworks submissions. This year IMC received over 49,900 drawings through its network of 46 Dealerships across Pakistan.

Created with a view to build an all-inclusive society, the Royal Category is a unique feature of the National Contest intended for children who are differently abled. Over the years this category has not only witnessed active participation and growth but also earned huge appreciation from the public.

The Jury Panel

The five member independent Jury Panel comprised of art educators, painters and visual artists and included Meher Afroz - Painter, Print-maker & Professor Indus Valley School of Art & Architecture; Nurayah Sheikh Nabi - Assistant Professor Faculty of Fine Arts, Indus Valley School of Art & Architecture; Aliya Yousuf - Educator & Ceramic Artist; Affan Baghpati - Art Educator & Visual Artist and Muhammad Zeeshan - Art Educator & Visual Artist.

The Jury chose 36 Regional and National winners and short-listed Top 9 artworks representing Pakistan



Nurayah Sheikh Nabi, an independent jury member reviewing the artworks

which will enter the World Contest in Japan. Three additional drawings were chosen, two by CEO Indus Motor, Mr Ali Asghar Jamali for the CEO Award and one by the Panel of Jurors for the Jury Choice Award.



IMC CEO, Mr Ali Asghar Jamali with shortlisted drawings for the CEO Award

Save the Planet

As a signatory to the United Nations SDGs (Sustainable Development Goals), and mindful of our contributions towards sustainability, the event set-up was created using packing material recovered during CKD unboxing operations at IMC, for example, pallet wood repurposed for building the National Winners Wall and plastic sheets reused to erect Artwork Display Walls. The initiative besides being very cost effective was well appreciated.

Exhibit

Following the Jury event, for the first time, a two day open house Exhibit was organized at IMC for IMC employees to showcase the short-listed masterpieces drawn by Pakistan's young artists. The foot fall generated and feedback by visitors was very encouraging who marveled at the phenomenal talent and imagination of the children on display.

Owing to the COVID-19 pandemic, IMC has had to cancel the National Award Ceremony, held every year to celebrate the achievement of the contest winners. Nevertheless, to recognize and appreciate their effort, IMC presented Award Certificates, Medals and prizes to the winning kids through the Dealerships. Likewise, Toyota Motor Corporation too has deferred the World Contest until 2021.

Over the years Pakistan has had five World Winners, one each in 2010; 2011, 2013 and two in 2019.



Head of Media Management & CSR (IMC), Mr. Asad Abdullah with the independent Jury in front of the Top 12 National Winning Artworks (L to R: Affan Baghpati, Meher Afroz, Aliya Yousuf, Asad Abdullah, Nurayah Sheikh Nabi and Muhammad Zeeshan).

Customer First – Parts & Service

IMC Wins 2nd Consecutive Gold Award by Toyota Motor Asia Pacific, Singapore (TMAP) on Customer Delight Evaluation

IMC has won the ‘Outstanding Customer Service Excellence Award’ for CY2019. Indus Motor Company – Customer First Department and Customer Relations Department have been participating in this program for the past 11 years, having won this prestigious Gold title for the first time in 2018 and managed to bag this award once again in 2019. The program is hosted every year by Toyota Motor Corporation, Japan and all its affiliates around the world participate in this program and strive towards one common objective - of providing better customer service, to become the most admired automotive brand in the territory.

Through Customer Service Excellence Award, IMC has improved the efficiency of its Aftersales and Customer Relations operations and has created numerous customer engagement touch points for creating customer delight.

The Biggest Ever Aftersales Campaign 2019-20

IMC strives to bring to its customers the best market practices to increase customer satisfaction. Keeping in line with this philosophy, the Customer First Department launched its first ever and biggest aftersales campaign on 14th August 2019, with the aim to promote the aftersales services nationwide. Toyota is one of the industry leaders with thousands of certified technicians who handle vehicles with care and safety as per Toyota Standards, use genuine spare parts that prolong the vehicle’s life and also keep it in the best shape, in addition to quality services that satisfy customers and provide a delight factor to them. A wide dealership network is also offered. It provides customers with the convenience of getting their cars maintained in a hassle-free environment.



IMC launched the biggest ever Aftersales Campaign 2019-20

Launch of Extended Warranty (4th & 5th Year)

At Toyota, we are committed to deliver excellent customer service offerings through best and top of the line aftersales products and services for our valued customers. In keeping with the philosophy, IMC has recently launched 2 years warranty extension on top of 3 years built-in manufacturers warranty. The package for the first time has been designed as per the customer’s mileage needs. Toyota always works towards making continuous improvements (Kaizen) in its operations and services so that customers can enjoy being part of the Toyota Family. Extension in the warranty period gives our customers peace of mind for added miles with higher resale value and better vehicle performance.



IMC launched 2 years warranty extension on top of 3 years built-in manufacturers warranty

Winter Campaign

The Customer First Department launched the Winter Campaign in November 2019 to provide all its Toyota customers with ‘Free Battery and Heater Inspection’ at Toyota’s authorized Dealerships nationwide for their peace of mind and warmer winter experience. This campaign reached new heights and served thousands of valued Toyota customers.



Announcing Free Battery and Heater Inspection.

Prepaid Periodic Maintenance (PPM)

IMC strives to bring to its customers the best in market practices to ensure customer delight. In line with this philosophy, IMC re-launched Prepaid Periodic Maintenance (PPM) with new and amazing offers in 2020.

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 free maintenances, cashless transactions and other value-added services. IMC plans to continue and launch several other services and promotional campaigns for its customers to maintain our journey of providing customer satisfaction.



Prepaid Periodic Maintenance with new and amazing offers in 2020

Launch of New Oil Grade – TAGLON X

IMC launched the new TAGLON X (SN 5W-30) which is the original factory-filled motor oil. It lowers friction to improve economy, prolongs engine life, enhances engine efficiency and protects against sludge and deposits.



Launch of the new TAGLON X original factory-filled motor oil

TAGLON X has been welcomed by customers and appreciated widely. This new product has made its place among other TMO line-up gaining around 10% share in a very short span of time.

Certified Lube Technician Program

In order to develop the skill set, IMC conducted skill enhancement training for roadside mechanics. This has benefitted the overall outcome of the mechanics with better understanding of Toyota Genuine Motor Oil and vehicle care during the oil change process.



IMC conducting skill enhancement training for roadside mechanics

Tackling the Global COVID-19 Pandemic

COVID-19 is one of the unforeseen situations of 2020 in which the entire world is suffering because of the sudden outbreak of the virus. IMC as the responsible and caring organization has taken measures to cope with the situation and for the safety of our employees and customers in the best possible manner. Further to delight customers, Dealerships are offering home services and mobile workshop facilities.



IMC taking measures to cope with COVID-19 for the safety of employees and customers

Safety Campaign

All Toyota vehicles in Pakistan are equipped with dual SRS Airbags, 3-Point ELR seatbelts with Pre-tensioner, GOA Body and ISO-FIX Anchors for Child Seat, as per the European Standards of N-CAP.

The Customer First Department launched a Safety Campaign for enhancing customer awareness related to safety specs in Toyota vehicles. The first phase of the campaign started with a Public Service Awareness Message published in the leading newspapers of the country, followed by an Awareness Video circulated on digital media for customer awareness to prevent them from market malpractices and frauds.



Safety Campaign for enhancing customer awareness related to safety specs in Toyota vehicles.

Enhancing Dealer Technical Skills

In FY 2019-20 new technicians joined the league of Toyota mastered Skilled Technicians after rigorous Toyota Skill Enhancement Training program named as “TEAM-21” and spending 30,000 man hours of

training sessions. Currently all Toyota authorized 3S Dealerships are equipped with TEAM-21 certified technicians. This skilled manpower provides the best in class services to Toyota customers nationwide while continuing to raise the Toyota Quality Service slogan high.



Toyota Skill Enhancement Training program -“TEAM-21”

Hygiene Campaign

In these challenging times as the COVID-19 pandemic hits the world, it has also adversely affected the economic conditions in 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 and peace of mind. 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.



IMC launching Hygiene Campaign, “Prioritize your Safety the Toyota Way”

Safety, Health & Environment

Ensuring safety and health of employees has been one of Toyota's most essential long-standing business activities and will continue to be so going forward. We believe that producing safe and healthy work environments will lead to productivity improvements necessary for corporate growth. To achieve the objective, our dedicated team works actively to prevent accidents and injuries by controlling risks associated with our business processes.

At Indus Motor Company, our Safety Policy conveys the following important message.

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

In IMC, safety remains a top priority across the business and our top leadership maintains continuous attention to create a safety mindset across the board.

Our processes are aligned with standard requirements of Occupational Safety & Health Management System (OSHMS) which are Toyota's global standards developed based on ISO 45001. Using OSHMS, weaknesses are identified by genchi genbutsu (onsite, hands-on experience) to improve safety management.

People Development

IMC is committed to developing human resources 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 the people in accordance with Toyota's global contents and skill-set. 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. In IMC, our educational programs are being delivered not only to our employees but we actively support our stakeholders including suppliers, vendors, dealership and contractor staff to level-up their knowledge before authorizing them to perform the job.



IMC conducting safety trainings for its employees.

New Normal Amid COVID-19

IMC has implemented multiple measures to prevent the spread of the novel Coronavirus (COVID-19) and developed the New Normal for people to work in our premises following the SOPs and health notifications. Everyone is urged to strictly follow and adapt the change amid the pandemic. We developed our standard operating procedures (SOPs) for offices, manufacturing shops, common facilities, meeting rooms and transport to redesign our processes according to the precautions and advices communicated by the Health Ministry and international health organizations. Our team is constantly monitoring the latest developments and striving to continuously improve the working environment for our people and products.

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 which comprises of 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 and conforms to ISO 14001 standards. Business processes and operations are managed in accordance with our environmental policies and Toyota's Global Standards. IMC is a ISO 14001:2015 certified company.

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

To continue with our environmental objectives, we formulated our Sixth Environmental Action Plan, a five-year action plan from 2017 to 2021. 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 past years and constantly raising 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 the environmental management

We supply 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.

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 the capacity enhancement of waste water treatment plant to recycle water for plantation purpose. We are equipped with an environment friendly co-generation Power Plant which operates on natural gas. The company has installed thinner recycling machine to recycle used thinner, also dispose 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 system (instead of CFC-12).

Renewable Energy Project

Stepping forward with Toyota's global initiative to reduce the carbon footprint and moving towards a better environment for the planet, IMC has been working on a 4MW Solar PV Plant project which will enhance its current capacity to 4.5MW by 2021. So far, we have already completed multiple rooftops which makes up around 1.4MW while the remaining work is going on in full swing to complete within the set timeline.



4MW Solar PV Plant project

Human Resources

IMC strongly believes that its employees are the driving force behind all its achievements. It gives special focus on fostering a culture of teamwork and continuous improvement. With the continued support of its employees, it has been able to achieve remarkable goals in challenging times.

Employee Engagement

IMC provides its employees with healthy activities to recharge them and to keep their focus on delivering exceptional results.

This year IMC organized a swimming competition that attracted a significant number of participants for the team and individual competitions. A fun-filled, yet competitive event was organized to promote healthy activities among employees. Ranging from freestyle races to water polo, there was something for everyone. Not only was it a fulfilling event for the participants but was an equally enjoyable experience for the organizers and the audience as everyone got an opportunity to take a dip in the pool.

There was increased participation from employees in this year's football competition and more professionalism was displayed. With each passing year, the quality of competition is improving and there is more anticipation from employees.

A cricket tournament was also organized for team building among the senior management where they played with full heart and exhibited a lot of energy. It was a memorable event with a lot of candid moments being experienced.



Cricket tournament organized by IMC for the senior management

Talent Development

IMC aims to raise the skills of its employees so that they are ready for challenges ahead. This is why, the

Company invests freely on its people to inculcate in them the best Toyota practices and other skills. This year numerous training programs were organized in-house with a focus on strengthening the Toyota way of working. IMC also sent its senior employees to multiple international trainings at top business schools. This has been a cornerstone of IMC's success in developing a future-ready organization.

Key roles and talent were identified this year to develop a detailed succession plan to ensure that IMC continues to produce exceptional results irrespective of any disruption. Future talent was identified to develop strong bench strength.

IMC continued to provide training opportunities to the youth through an apprenticeship program in which it provided practical on-job development to selected candidates. Over 400 apprentices were inducted through the year with focus on developing them in the use of Toyota Production System and practices.



Legendary Leadership Training for IMC employees

Employee Care

IMC has the exceptional quality of taking care of its employees in every possible way. Understanding the importance of family, IMC has negotiated attractive insurance packages for employees' parents. An overwhelming response was received from employees who were more than happy to get discounted rates for the health insurance of their parents.

This year IMC has also launched an employee self-service booth for the production floor staff to give them access to basic information. Now employees have access to personal information, such as salary slip, attendance, etc. at the click of a button.

Operations

TPS Key Persons Development

Toyota engages in continuous pursuit of meeting the quality, productivity and safety standards of the Toyota World. As a result, IMC enhanced its focus on incorporating the evolving Kaizen strategies and validation of standardized work procedures on the shop floor.

In order to achieve these objectives, IMC entered into collaboration with TDEM (Toyota Daihatsu Engineering and Manufacturing Co. Ltd.) participating in the TPS Key Persons Development Program.

The objective was to spread an in-depth understanding of the overall TPS linkage and develop the next key TPS persons to give direction and determine the role of the position for the benefit of the staff in order to strengthen standardized work on the shop floor.



TPS Key Persons Development Program

Skill Marathon 2019-20

The 12th IMC In-house Skill Contest 2020 ceremony was held at IMC in February 2020. The contest was based on the theme, "Take on Challenges to Prove Yours Skills", with over 1,800 Team Members and Team Leaders qualifying to run the four-round course. As with any skill contest, the objective of this competition was primarily to test the knowledge, understanding, skill, speed and confidence of Team Members and Team Leaders engaged on the shop floor and at the same time help them in mastering the rules of the competition.

The contest which started-off in November 2019, was designed to be spread over multiple rounds, amongst which were the Survival Round, Battle Round, Champion Round, etc., each one focusing

on specific areas such as the fundamentals and skill evaluation on simulators based on the AP-GPC Regulations. The fourth and final round in February 2020 comprised on the job practice at the respective Dojo by the Top 10 Finalists from each Shop/Category.

These Gold medalists will be representing Pakistan at the Asia Pacific Skill Contest 2020-21 in Thailand, next year.



IMC in-house Skill Contest 2020

Toyota Business Practice

Keeping in view the culture of learning and development in mind, IMC Quality Engineering section from QA & QC attempted six themes internally on Toyota Business Practice (TBP) format and selected one out of the six TBPs to be submitted at the 13th Asia Pacific TBP Contest which was conducted among nine affiliates with IMC obtaining 1st prize.

The activity helped IMC improve not only the paint quality but also made sure that the productivity targets are also met.

26th Quality Control Circle (QCC) Convention

The annual QCC convention was held in September 2019. Chief guest Barrister Murtaza Wahab, Advisor to Chief Minister Sindh for Law, Environment, Climate Change, Coastal Development & spokesperson for the Government, appreciated the efforts of the Company for organizing the QCC convention each year and making sure that continuous improvement activities never cease. Several themes were presented in the convention aimed at improving safety and quality, enhancing efficiency and cost reduction. The convention helps in increasing employees' motivation

by empowering each employee to play an active role in process improvement and solving problems encountered on the shop floor.



IMC's 26th Quality Control Circle (QCC) Convention

The winning QA & QC team represented Pakistan and participated in the 30th Toyota Global QC Circle Convention held in Toyota City, Japan.

Localization

Quality and customer satisfaction has been of utmost importance to IMC. However, what is notable about the Toyota brand is that it believes in specifically

adapting to each of the regions it operates in. Owing to the drastic depreciation of the Pakistani Rupee in the international market and the increased taxes levied by the government, motor vehicle prices in Pakistan have also taken a drastic hit. Toyota is the most popular vehicle brand in Pakistan. At IMC we strive to make our products as economical as possible so that our customers do not have to compromise on their first choice of motor vehicle brand. Our major focus is on reducing costs through extensive localization of parts, so that our customers do not have to pay for the plethora of taxes levied on imports. In keeping with this strategy of promoting "Make in Pakistan", we have localized around 1,168 parts in the passenger vehicle category (Corolla and Yaris) and around 407 parts in the commercial category of vehicles (Hilux, Revo and Fortuner). We are in pursuit of localizing even more parts.

In addition to economizing on costs, our patriotic mission is also to improve the technology and capability of our industry. This is something we are very proud of. One of the two major feats this year, that we achieved during the development of our new product Yaris, was a Technical Assistance Agreement between the Japanese company Toyota Boshoku and Thal Boshoku Pakistan, to produce seats and their component parts. We also entered into a new Technical Assistance Agreement between the Japanese supplier Yazaki Corporation and Thal Engineering (which already has a Technical Assistance Agreement with the Japanese company Furukawa Electric Group, for parts for our other vehicles).

Our commitment to support and promote the local industry is further evident in these difficult and trying times. We continue to face the hardships of the COVID-19 pandemic and despite the resulting



Winning QA & QC team representing Pakistan at the 30th Toyota Global QC Circle Convention

lockdown, we have offered special support packages (including but not limited to interest-free loans, etc.) to our local suppliers to maintain their sustainability.

Being a responsible corporate entity, our environmental initiatives go beyond the premises of the Company and run through our entire supply chain. We have launched many green initiatives such as tree

plantation and carbon emission reduction, both at our suppliers' and our own premises. In addition, out of our 52 local part suppliers, 36 have already obtained the internationally-recognized ISO14001 certification while the rest of them have shared a commitment with us to obtain it in the near future, ensuring that our entire supply chain is green.

Information Technology

Frugal Innovation in Challenging Times

The start of FY 19-20 coincided with dwindling consumer demand, which was reminiscent of a pendulum swing from one extreme of unprecedented sales and profitability in FY 18-19 to the other with the lowest sales ever experienced by IMC in over a decade. The devaluation of Pakistani Rupee and added government taxes and duties led to a price increase of automobiles, thus negatively affecting consumer sentiment. The economic challenges were exacerbated by the onset of the Coronavirus pandemic resulting in complete lockdown of sales and production activities from the last week of March till the end of May 2020.

In these times of tough economic challenges and public health emergency caused by the novel Coronavirus, the Information Technology Division of IMC has 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, 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 human resource capacity of IMC staff so that they can operate remotely in a safe and efficient manner as prescribed by social distancing guidelines.

IMC Parts Ordering System

IMC implemented the latest version of SAP S/4 HANA in 2016. It was the first organization to have gone live with real-time data analytics capability provided by the inherent SAP FIORI user interface. The IMC SAP team, in conjunction with Supply Chain and Support Functions, has further improved the effectiveness of SAP through meaningful application of controls and purposeful automation. This year, the Imported Parts Ordering System (IPOS) has been further refined with real-time exporter calendar visibility. This has enabled the Production Planning team to accurately forecast and plan for timely arrival of imported parts and kits, thus ensuring appropriate production schedules and punctual delivery of vehicles to customers. In addition,

Warehouse Management has been configured to effectively utilize Bin Locations on a FIFO basis. This will ensure better yard capacity management and output from IMC.

Predictive Maintenance Through Internet-of-Things (IOT) Technology

In an effort to improve process efficiency, IMC has taken several initiatives that focus on enhancing visibility and integrity of process data. Predictive maintenance is one of the areas where IOT is being prototyped with potential benefits ranging from proactive reminders of machine breakdown to considerable savings by avoiding spare parts obsolescence.

Distributor Mobile App for Streamlining Oil Business

IMC has introduced a Distributor Mobile Application to streamline the operation of Toyota Genuine Oil. The mobile app with a simple and easy to follow interface, makes it easy for distributors to plan and order oil from IMC.

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 Aftersales business. The move to Microsoft Azure Cloud ensures the highest possible availability, integrity and confidentiality for customers.

Information Security and Business Continuity Planning (BCP)/ Disaster Recovery Planning (DRP)

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

Global Recognition

This year at the Global CIO 200 Summit 2019, IMC's Chief Information Officer was awarded the CIO 200 Award in the category "Inspiring Business Transformation". The CIO 200 Award is a recognition of the digital transformation leaders and their undeniable merit in leading this revolution. The award felicitates technology's hard taskmasters and their ingenious efforts in taking digitisation a notch above its standards with their experience and expertise.

Of the 3,200 nominations from 15 countries, 200 were selected to participate in the global event with 20 CIOs awarded the Global CIO Award in 10 different categories.

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.



IMC's Chief Information Officer receiving the CIO 200 Award in the category "Inspiring Business Transformation"

Corporate Social Responsibility

Advancing Concern Beyond Cars

IMC's CSR for COVID-19 Pandemic

The Coronavirus (COVID-19) pandemic represents a massive global health crisis, threatening millions of lives and has tremendously disrupted the socio-economic circumstances of the whole world. To prevent the spread of this contagious disease, the provincial governments ordered city lockdowns, whereas changing of social behaviours has become a moral imperative.

Safety and security of customers, employees and other stakeholders is always our top priority. IMC has immediately implemented all precautionary measures based on the guidance received from government authorities in order to help prevent the spread of COVID-19 infections. Sudden declared city lockdowns caused inconvenience to many residents and the worst affected were domestic workers and daily-wagers who lost their source of income. Accordingly, IMC offices and factory were shut for over two months.



Donation of grocery hampers in collaboration with Saylani Welfare Trust

As a responsible corporate citizen, IMC made following contributions:

- Donated Rs. 20 million to the "Prime Minister's COVID-19 Pandemic Relief Fund 2020";
- Provided ration hampers to more than 6,500 families during the lockdown;
- Donated Rs.3.3 million to Saylani Welfare Trust towards grocery hampers for distribution amongst 2,600 families in neighboring communities;
- Donated Rs.7.50 million and 50,000 surgical masks to SIUT to help our hospitals and frontline healthcare workers;
- Donated Rs.10 million to the Shaukat Khanum

Memorial Cancer Hospital & Research Centre.

- Donated Rs.10 million to Indus Hospital to help provide quality treatment to the underprivileged community during the unprecedented COVID-19 crisis;
- Donated a ventilator machine to the Aga Khan University Hospital
- IMC authorized Dealers across the country also extended assistance to under privileged communities through financial assistance, distribution of food hampers and Personal Protective Equipment for hospital staff.

Concern Beyond Cars: IMC's Evolutionary Path of 30 Years

Corporate Social Responsibility (CSR) has been transformed from a simple idea of charity to one of the most orthodox and widely accepted concepts in the corporate world over the last few decades. In this day and age, CSR has become almost universally endorsed and promoted by all constituents of society, from governments and corporations to non-governmental organizations and individual consumers.

Indus Motor Company celebrated its 30th annual milestone this year - a journey of continuous commitment. The charity chapter of IMC has progressively evolved from the humble concept of "Corporate Giving" to strategic CSR. It is no longer associated only with the philanthropic functions of the Company but has acquired an ingrained status in corporate culture. Throughout the evolutionary path of 30 years, the legacy of the Company's first Chairman, late Mr. Ali Suleman Habib will always be cherished.

Acutely mindful of our social responsibility, we aim for both business competitiveness and social development to achieve corporate social integration in consonance with the IMC Vision, Mission, Core Values and the UNGC Principles. Indus Motor has always demonstrated a respectable corporate conduct throughout the entire spectrum of its activities and operations. By aligning with and measuring up to activities in line with the United Nation's Sustainable Development Goals (SDGs), we reaffirm our commitment to adopting sustainable practices and providing multi-faceted and positive contributions to the communities in which we operate and in society at

large. Being a responsible organization, Indus Motor takes CSR as an obligation to society which extends beyond economic and legal duties. Apart from the social obligation to social responsibility, we consider CSR as social responsiveness towards promoting positive changes both in terms of proactive and reactive approaches.

In the last 5 years, we have contributed Rs. 926 million on focused, prioritized, sustainable and high social impact initiatives in the areas of Education, Environment, Health, National Emergencies and Community Welfare. While additional information about our efforts on sustainable development and social contributions is being published simultaneously in our Sustainability Report 2020, a few projects are worth highlighting. We wish to dedicate these contributions as part of the 30 years celebration - A Journey of Continuous Commitment!

Rs. 926 million
spent over last **5 Years**

Employees Engagement

Indus Motor has always striven to discharge its duties and to encourage its employees to discharge their responsibilities in line with the ideals of corporate ethics and principles. In keeping with this effort, IMC always encourages engagement of employees in its various CSR activities which are strategically placed, as we believe that CSR gives employees a feeling of unparalleled happiness as employees take pride in helping the less fortunate. In doing so, people develop the habit of working together as a single unit to help others. They also develop a sense of loyalty and attachment towards the organization which amounts to concern for the society. This year 4,839 man-hours were accomplished by our employees, compared with 5,238 man-hours last year.

Sustainable Development Goals (SDG)-8 Leadership

Realizing that CSR and behaving responsibly is not a matter of choice rather a matter of necessity, Indus Motor has been incorporating the Global Goals in its annual sustainability reporting since 2017.

For its SDG Leadership Program, the Pakistan Business Council (PBC) has recognized nine industry leaders in Pakistan that are championing SDGs relevant to businesses. We are proud that Indus Motor has also been recognized as one of the industry leaders that is championing the SDG-8: Decent Work

and Economic Progress. Industry leaders have been asked to share their best practices and to train other companies on how they can contribute and report on particular SDG targets through well-planned webinars, workshops and awareness events.

Toyota's well-known secret weapon is lean production, the revolutionary approach to business processes that it invented in the 1950s and has spent decades perfecting. The lean tools and techniques are the real foundation of Indus Motor's success.



IMC and PBC workshop under its SDG Leadership Program

Environment and Ecology Conservation

As a leading Company in the automobile sector, Indus Motor has taken several strides in its quest to reduce its carbon footprint. From launching fuel-efficient materials and working with vendors and dealers to spread the green message, IMC has come a long way. While we have continued various green initiatives and challenges, we understand that going green will have to be a way of life. We continuously strive to persuade our employees to make the auto sector green and encourage industry at large to emulate these efforts.

We challenge ourselves to find ways of broadening and diversifying the pool of people who care about the environment, feel a sense of responsibility to improve it and have the skills to take effective action. In this context, inter-generational programming could be an effective strategy for broadening the public's awareness and participation in environmental activities.

Million Tree Plantation Drive

Duly inspired by the Toyota Environmental Challenge 2050, Indus Motor is substantially progressing in the Million Tree Plantation Drive, launched in December 2018. Till the current fiscal year end, accumulatively 300,000 tree saplings have already been planted across Pakistan. Sustainability of the species planted

is an essential element for our Million Tree Plantation Drive, hence quarterly reporting of the plants is vigorously being followed.



Planted
300,000
tree saplings across
P A K I S T A N

Sustainable City Drive

The phase-II of the 5S Clean and Green Drive, coupled with creating awareness about plastic pollution in private and public schools has been halted since March '20 due to lockdown situation under the COVID-19 pandemic. So far, 124 schools have been covered and have touched more than 80,000 students. The prime objective of this Drive, carried out through our partner WWF, is to instill a sense of ownership, particularly in the younger generation, so that they can understand the positive impact they can make on their society. The 5S philosophy of Toyota has also been inculcated in the Drive so that everyone aspiring to take ownership of the overall environment can benefit by increasing their efficiency through these concepts.



“5S Clean and Green Drive” in private and public schools

Community Uplift Program

Based on our CSR principles, we strive to make a positive contribution to the downtrodden communities in which we operate. Accordingly, we have invested in the health and education program that aims to bring sustainable improvement to economically marginalized people. As a part of CSR, our well-organized “Community Uplift Program” is helping under-privileged people to lead better lives in a number of villages. With a view to sustaining and to achieving success on this scale, Indus Motor is partnering with the internationally-reputed Saylani Welfare Trust since January 2020 for distribution of cooked food and rations, as well as free medical camps.

Weekly Food Distribution Program

Indus Motor realizes that food security and nutrition are fundamental to the development of any society without which targets in healthcare and education cannot be met. The goal of our Food Distribution service is not only to support those who are suffering from chronic hunger today but also to encourage them towards creating a positive impact on their social inclusion. We distribute food packs every year to the needy people to help them in maintaining their kitchen expenses due to high prices of food items in the month of Ramadan. Partnering with Saylani Welfare Trust, we have managed our distribution activities under the Family Card System that helps us in smooth and fair distribution corresponding to family size.



Weekly Food Distribution by IMC

Weekly Free Medical Camps

Carrying on Weekly Free Health Camps since the inception of IMC is an effective strategy, because the economic prosperity of a community depends on their healthy and productive population. Our proactive approach towards improving the overall health and well-being of our neighbouring downtrodden community has widespread recognition and is a great success story in the CSR domain. In order to meet the increased demand, IMC has signed an agreement with the Saylani Welfare Trust and, from January 2020 the Trust has started full operations. It has begun with

the investigation facility. With extended service hours, now the Medical Camps are being run for three days at three locations every week.



Weekly Free Medical Camps

Bi-Monthly Free Psychiatric Medical Camps

Due to various factors, one person commits suicide every 40 seconds around the globe. 95% of mental health problems are curable. During the Lyari turmoil, a number of residents migrated to villages in the vicinity of the Company. As a result of their socio-economic disorder, around 300 persons were diagnosed as psychiatric and epilepsy patients. IMC, in collaboration with the Basic Needs Pakistan an NGO, holds free Psychiatric Medical Camps twice



Bi-Monthly Free Psychiatric Medical Camps

a month as well as Awareness Campaign. The integrated medical camp offers exclusive mental health services to the less-fortunate communities through a team of trained personnel in Psychiatry, Psychology and Social Mobilizer techniques.

Toyota – Goth Education Program

One of the major challenges in Sindh is the high number of out-of-school children, which is around a total of 40% of the children population. The Toyota Goth Education Program (T-GEP) was initiated in 2008 under IMC’s “Neighbour Community Uplift Program” with the objective of breaking the cycle of poverty through extensive support to children for quality education from elementary level to higher education. So far, two batches have successfully completed their Matriculation. Appreciating the overall excellent results, IMC carries on its full support for the Higher Secondary Education of all the 16 passed-out students. Currently, 246 students are enrolled in T-GEP for their elementary-to-secondary education from 10 school campuses of The Citizen Foundation. With the objective of cultivating distinction, seven shortlisted senior students of T-GEP (5 girls and 2 boys) were sponsored for participation in Pakistan’s unique wilderness-based Youth Leadership Conference “Markhor-2019”, held in October 2019, at Makra Peak Base, Shogran. This Conference has helped participants in achieving (1) Self Exploration, (2) Social Activism, (3) Instilling the Markhor Spirit, (4) Creating Sustainable Change through Social Entrepreneurship and (5) Innovation and Creative Thinking.

Our efforts in CSR and good governance have not gone unnoticed. During the year, different prestigious organizations, such as the Pakistan Stock Exchange, Management Association of Pakistan, Asiamoney of UK, Global Compact Network Pakistan, and National Forum of Environment & Health, recognized IMC’s contributions and conferred various awards on it.



T-GEP students participating in Youth Leadership Conference, “Markhor-2019” at Makra Peak Base, Shogran.



Global Vision for Those We Serve

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

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



Customers

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



Shareholders

Ensure sustainable growth by fostering the virtuous circle:

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



Employees

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



Business Partners

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



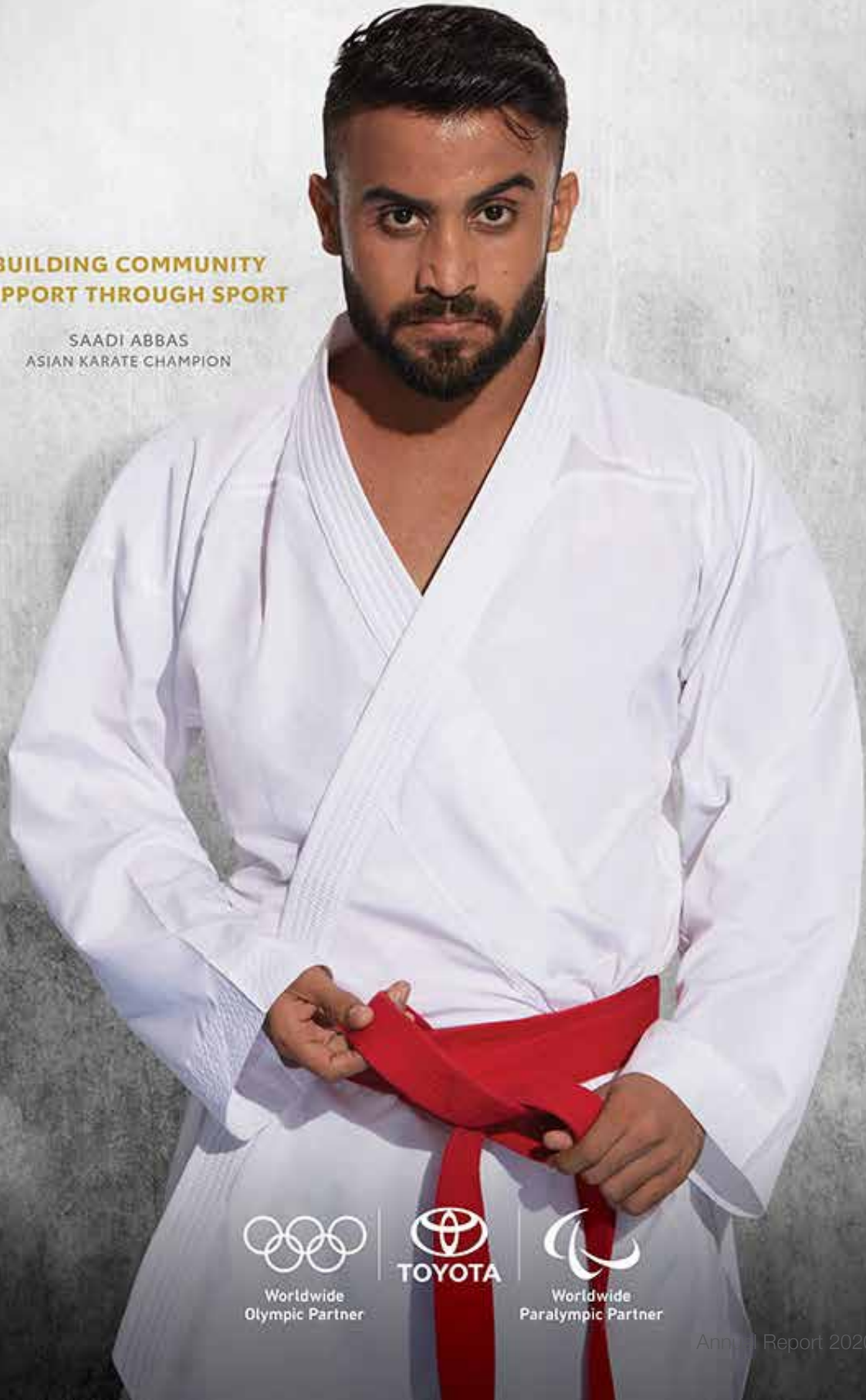
Global Society/Local Communities

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

START YOUR IMPOSSIBLE

**BUILDING COMMUNITY
SUPPORT THROUGH SPORT**

SAADI ABBAS
ASIAN KARATE CHAMPION



Worldwide
Olympic Partner



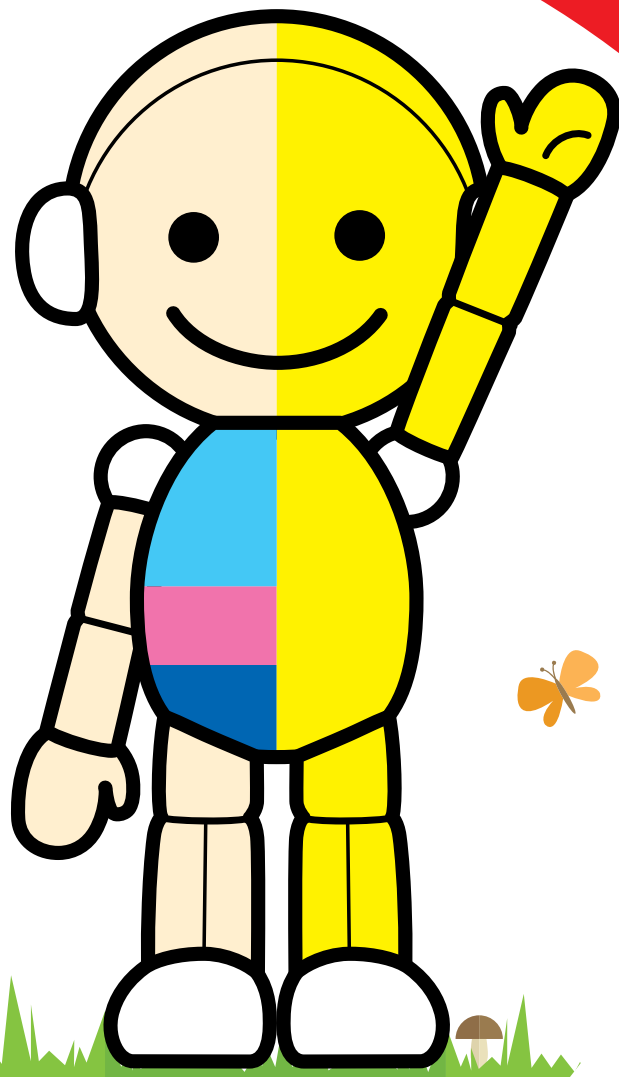
Worldwide
Paralympic Partner

Fun Facts & Tips
for Safety



TOYOTA

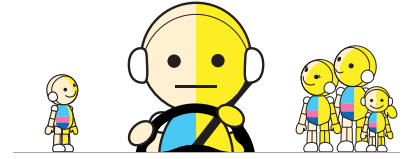
Hello!
I am
THUMS



BE
SAFETY
LEADERS
besafetyleaders.com

YOU NEVER DRIVE ALONE

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



SAFETY MULTIPLIER

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



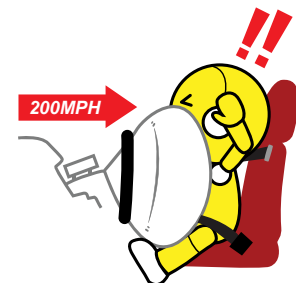
S IS FOR SAFETY

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



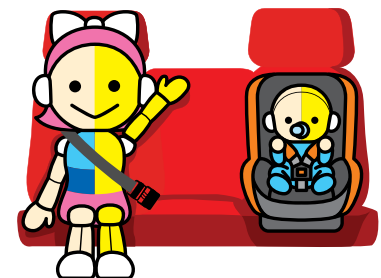
AIRBAG SPEED

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



AIRBAGS ENDANGER CHILDREN

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



SAVED BY A SEATBELT

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



SAFETY FEATURES TO KNOW

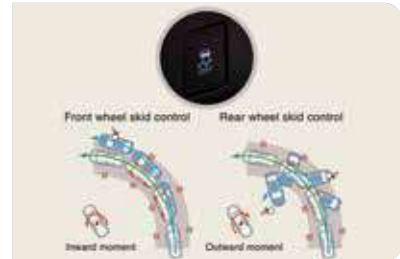
ISOFIX CHILD SEAT ANCHORS

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



VSC (VEHICLE STABILITY CONTROL)

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



GOA BODY WITH REINFORCEMENT

GOA (Global Outstanding Assessment) is 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.



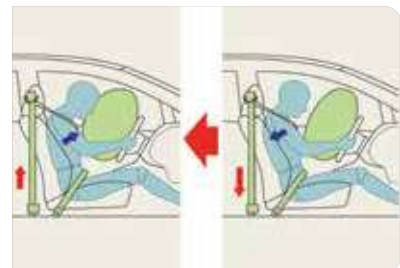
DUAL SRS AIRBAGS

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.



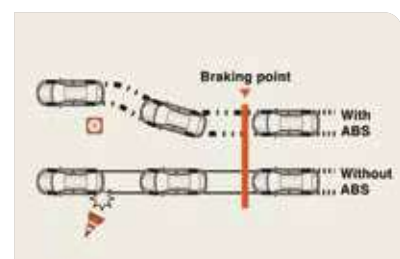
SEATBELT: PRETENSIONER WITH FORCE LIMITER & ELR

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 Recognition

- **PSX - Top-25 Companies** for the years 2016 and 2018
- **Asiamoney - Most Outstanding Company in Pakistan 2019** (Automobiles & Component Sector)
- **Management Association of Pakistan - 35th Corporate Excellence Award 2019** in Automobile
- **The Global Compact Network Pakistan of UNGC - Living the Global Compact Best Practices Sustainability Award 2019**
- **National Forum for Environment & Health - Corporate Social Responsibility Award 2020**
- **Toyota Motor Asia Pacific - Outstanding Customer Service Excellence Award 2019**
- **Toyota Motor Asia Pacific - 1st Prize** in the 13th Asia Pacific Toyota Business Practice (TBP) Contest 2020
- **Toyota Motor Asia Pacific - Toyota Commendable Kaizen Award** in the category of Body & Paint



Chief Financial Officer IMC, Mr. Mohammad Ibadullah receiving the 35th Corporate Excellence Award 2019



CEO IMC, Mr. Ali Asghar Jamali receiving the PSX Top-25 Companies Award



Awards conferred on Indus Motor Company during the year



Financial Statements



Statement of Compliance with Listed Companies (Code of Corporate Governance) Regulations, 2019

Indus Motor Company Limited
For the year ended June 30, 2020

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, 2020, the composition of the Board of Directors (the Board) is as follows:

Category	Names
Independent Directors	Mr. Azam Faruque Mr. Riyaz T. Chinoy Ms. 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. Yuji Takarada Mr. Ali Asghar Jamali

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

3. The Directors have confirmed that none of them is serving as a Director on more than 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 and, in his absence, by a Director elected by the Board for this purpose. 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 ten Directors, seven Directors are duly certified or exempted, from the Directors' Training Program. During the year the Board has arranged Directors' Training program for the following:
 - a) Mr. Ali Asghar Jamali, CEO and Director; and
 - b) Mr. Yuji Wagata, Alternate Director of the Board.
10. The Board has approved appointment of the Chief Financial Officer (CFO), 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 Head of Internal Audit.
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. Imran Ali Habib – Member
	Mr. Muhammad Hyder 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. Yuji Takarada – Member
	Mr. Ali Asghar Jamali – Member
	Ms. Syeda Tatheer Zehra Hamdani – Member

13. The terms of reference of the aforesaid Committees have been formed, documented and advised to the Committees for compliance.
14. The frequency of meetings of the Committees during the year was as per the following:
 - Board Audit Committee Quarterly meetings
 - Board HR & Remuneration Committee Half yearly meetings
15. The Board has set up an effective Internal Audit function who is considered suitably qualified and experienced for the purpose and is conversant with the policies and procedures of the Company.
16. During the year, five vacancies occurred on the Board that were 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 10, 2020

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, 2020 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, 2020.



A. F. Ferguson & Co.
Chartered Accountants
Karachi
Date: August 31, 2020

A. F. FERGUSON & CO., Chartered Accountants, a member firm of the PwC network
State Life Building No. 1-C, I.I. Chundrigar Road, P.O. Box 4716, Karachi-74000, Pakistan
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INDEPENDENT AUDITOR'S REPORT

To the members of Indus Motor Company Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the annexed financial statements of Indus Motor Company Limited (the Company), which comprise the statement of financial position as at June 30, 2020, 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, 2020 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.

A. F. FERGUSON & CO., Chartered Accountants, a member firm of the PwC network
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Tel: +92 (21) 32426682-6/32426711-5; Fax: +92 (21) 32415007/32427938/32424740; <www.pwc.com/pk>

Following are the Key audit matters:

S. No.	Key audit matters	How the matter was addressed in our audit
(i)	<p>Estimates involved in the provision for warranty obligations (Refer note 21.4 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 1,462.468 million as at June 30, 2020. 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>Our audit procedures included the following:</p> <ul style="list-style-type: none"> • We obtained an understanding of the warranty process, evaluated the design of, and performed the related test of controls; • We evaluated the appropriateness of the Company's methodology for calculating the charge of warranty provisions for the year and tested the basis for the assumptions developed and used in the determination of the warranty provisions; • We 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 • We assessed the adequacy of disclosures made by the Company in accordance with the applicable financial reporting framework.

S. No.	Key audit matters	How the matter was addressed in our audit
(ii)	<p>Capital expenditure (Refer note 4 to the annexed financial statements)</p> <p>During the current year, the Company has incurred significant capital expenditure mainly to enhance production capacity, technological upgrades and strengthen the existing product slate of the Company, as part of extension, expansion, balancing and modernization activities and has been capitalized during the year.</p> <p>We consider the above as a key audit matter being significant transactions and events for the Company during the year.</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> • Assessed, on a sample basis, costs capitalised during the year by comparing the costs capitalised with the relevant underlying documentation, which included purchase agreements and invoices; • Assessed whether the costs capitalized met the relevant criteria for capitalization as per the applicable financial reporting framework; • Evaluated management's estimation of economic useful lives and residual values by considering our knowledge of the business and practices adopted in the local industry; • Checked the date of transferring capital work-in-progress to operating fixed assets by examining the completion certificates, on a sample basis; and • Assessed whether the disclosures are made in accordance with the applicable financial reporting framework.
(iii)	<p>Impact of COVID-19 (Refer note 45 to the annexed financial statements)</p> <p>Due to the COVID-19 situation and lockdown in the country since March 2020, business activity has been adversely affected. The Company's factory and offices were closed that resulted in a decline in the Company's sales from March 2020. Many of the functions and operations were carried out remotely. This affected the overall audit strategy, the allocation of resources in the audit and directing the efforts of the engagement team</p>	<p>Our audit procedures amongst others included the following:</p> <ul style="list-style-type: none"> • Obtained an overall understanding of the changes in financial reporting process and underlying controls in order to determine the appropriate audit strategy; • Utilised technology for communication and evidence gathering; • For information/record provided by management in scanned form, the original record was checked subsequently when the lockdown was relaxed;

S. No.	Key audit matters	How the matter was addressed in our audit
	<p>In relation to the accounting and reporting obligations, management assessed the following significant areas for incorporating COVID-19 impact in the financial statements:</p> <ul style="list-style-type: none"> • expected credit losses (ECL) under IFRS 9, 'Financial Instruments'; • the impairment of tangible and intangible assets under IAS 36, 'Impairment of non-financial assets'; • the net realisable value (NRV) of inventory under IAS 2, 'Inventories'; • deferred tax assets in accordance with IAS 12, 'Income taxes'; • provisions and contingent liabilities under IAS 37, including onerous contracts; and • going concern assumption used for the preparation of the financial statements <p>The COVID-19 pandemic is a significant development during the year having the most significant impact on audit strategy and its execution and involved assessment of significant management judgments in the preparation of financial statements. Therefore, we considered it to be a key audit matter.</p>	<ul style="list-style-type: none"> • For confirmation received through email, the authenticity of the confirmations was ensured by performing alternate procedure such as making telephone calls to confirming parties; • Assessed the reasonableness of forward-looking factors under the COVID-19 situation used by management in preparing ECL model; • Evaluated whether any impairment indicators exist that could trigger impairment for tangible and intangible assets; • Obtained the computation of NRV and checked its reasonableness; • Evaluated management's assessment as to whether any provisions were required to be recorded as a result of COVID-19; and • Evaluated management's going concern assessment by reviewing the approved budget/ future cash flow forecast and assessed whether going concern assumption is appropriate. • Assessed the adequacy of the disclosures made by the Company under the applicable financial reporting framework.

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.



Chartered Accountants
A.F. Ferguson & Co.
Date: August 31, 2020
Karachi

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Statement of Financial Position

As at June 30, 2020

	Note	2020	2019
		------(Rupees in '000)-----	
ASSETS			
Non-Current Assets			
Property, plant and equipment	4	16,501,642	13,804,509
Intangible assets	4	72,550	93,524
Long-term loans and advances	5	12,639	15,906
Long-term deposits	6	10,020	11,129
Deferred taxation - net	7	64,491	-
		<u>16,661,342</u>	<u>13,925,068</u>
Current Assets			
Stores and spares	8	478,455	544,005
Stock-in-trade	9	15,932,791	13,560,393
Trade debts - unsecured	10	1,141,711	2,547,915
Loans and advances	11	2,990,543	3,728,026
Short-term prepayments	12	27,272	31,946
Accrued return	13	111,128	34,846
Other receivables	14	438,655	3,109,549
Taxation - net	16	130,725	617,068
Short-term investments	15	41,194,878	23,402,464
Cash and bank balances	17	1,171,064	3,281,782
		<u>63,617,222</u>	<u>50,857,994</u>
TOTAL ASSETS		<u>80,278,564</u>	<u>64,783,062</u>
EQUITY			
Share Capital			
Authorised capital 500,000,000 (2019: 500,000,000) ordinary shares of Rs 10 each		<u>5,000,000</u>	<u>5,000,000</u>
Issued, subscribed and paid-up capital	18	786,000	786,000
Reserves	19	<u>40,383,391</u>	<u>39,259,309</u>
		<u>41,169,391</u>	<u>40,045,309</u>
LIABILITIES			
Non-Current Liabilities			
Long term loan	20	479,326	80,540
Deferred Revenue		3,799	53,690
Deferred taxation - net	7	-	424,690
		<u>483,125</u>	<u>558,920</u>
Current Liabilities			
Current portion of deferred revenue		28,420	3,300
Current portion of long term loan	20	113,425	-
Unclaimed dividends		357,066	295,597
Trade payables, other payables and provisions	21	13,593,480	15,950,203
Advances from customers and dealers	22	24,533,657	7,929,733
		<u>38,626,048</u>	<u>24,178,833</u>
TOTAL EQUITY AND LIABILITIES		<u>80,278,564</u>	<u>64,783,062</u>
CONTINGENCIES AND COMMITMENTS			
	25		

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



Mohammad Ibadullah
Chief Financial Officer



Ali Asghar Jamali
Chief Executive



Yuji Takarada
Vice Chairman & Director

Statement of Profit or Loss

For the year ended June 30, 2020

	Note	2020 ------(Rupees in '000)-----	2019
Revenue from contracts with customers	26	86,167,016	157,996,212
Cost of sales	27	(78,716,157)	(138,804,538)
Gross profit		7,450,859	19,191,674
Distribution expenses	28	(1,468,862)	(1,403,611)
Administrative expenses	29	(1,385,099)	(1,410,033)
Other operating expenses	30	(196,740)	(234,977)
		(3,050,701)	(3,048,621)
		4,400,158	16,143,053
Workers' Profit Participation Fund and Workers' Welfare Fund	31	(231,934)	(1,406,379)
		4,168,224	14,736,674
Other income	32	3,204,872	4,306,662
		7,373,096	19,043,336
Finance cost	33	(85,737)	(67,407)
Profit before taxation		7,287,359	18,975,929
Taxation	34	(2,205,332)	(5,260,954)
Profit after taxation		5,082,027	13,714,975
			(Rupees)
Earnings per share - basic and diluted	35	64.66	174.49

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



Mohammad Ibadullah
Chief Financial Officer



Ali Asghar Jamali
Chief Executive



Yuji Takarada
Vice Chairman & Director

Statement of Comprehensive Income

For the year ended June 30, 2020

	Note	2020	2019
		------(Rupees in '000)-----	
Profit after taxation		5,082,027	13,714,975
Other comprehensive income			
<i>Items that will not be reclassified to profit or loss</i>			
Remeasurement gain on net defined benefit obligation	23.4	15,993	693
Related deferred tax charge thereon		(4,638)	(201)
		11,355	492
Total comprehensive income for the year		5,093,382	13,715,467

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



Mohammad Ibadullah
Chief Financial Officer



Ali Asghar Jamali
Chief Executive



Yuji Takarada
Vice Chairman & Director

Statement of Cash Flows

For the year ended June 30, 2020

	Note	2020	2019
		------(Rupees in '000)-----	
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from / (utilised in) operations	36	24,617,778	(6,346,782)
Net decrease in long-term loans and advances		3,267	32,619
Net decrease / (increase) in long-term deposits		1,109	(1,686)
Compensation paid on advances received from customers		(13,526)	(403,646)
(Decrease) / increase in deferred revenue		(49,891)	30,979
Payment to Workers' Profit Participation Fund		(370,000)	(1,020,000)
Payment to Workers' Welfare Fund		(330,495)	(450,978)
Interest paid on long term loan		(4,038)	-
Income tax paid		(2,212,807)	(7,129,771)
Net cash inflow from / (outflow) on operating activities		21,641,397	(15,289,265)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment and intangible assets		(5,566,967)	(8,749,118)
Proceeds from disposals of property, plant and equipment		122,732	68,577
Interest received on bank deposits and Term Deposit Receipts		937,582	1,583,036
Gain on sale of Pakistan Investment Bonds (PIBs)		137,022	308,105
Investment in Pakistan Investment Bonds		(499,962)	-
Investment in listed mutual fund units		(6,750,000)	(8,238,074)
Dividend income received from mutual fund units		173,648	494,074
Proceeds from redemption of listed mutual fund units		6,756,809	17,242,007
Interest received on Market Treasury Bills		9,196	399,787
Investment in Market Treasury Bills		(18,800,438)	-
Proceeds from sale of Market Treasury Bills		20,416,251	1,103,183
Net cash (outflow) on / inflow from investing activities		(3,064,127)	4,211,577
CASH FLOWS FROM FINANCING ACTIVITIES			
Long term loan received		512,211	80,540
Dividend paid		(3,907,831)	(10,361,785)
Net cash outflow on financing activities		(3,395,620)	(10,281,245)
Net increase / (decrease) in cash and cash equivalents during the year		15,181,650	(21,358,933)
Cash and cash equivalents at beginning of the year		26,684,246	48,043,179
Cash and cash equivalents at end of the year	37	41,865,896	26,684,246

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



Mohammad Ibadullah
Chief Financial Officer



Ali Asghar Jamali
Chief Executive



Yuji Takarada
Vice Chairman & Director

Statement of Changes In Equity

For the year ended June 30, 2020

	Share Capital		Reserves		Sub-Total	Total
	Issued, subscribed and paid-up	Capital Share premium	Revenue General reserve	Unappropriated profit		
	(Rupees in '000)					
Balance at July 1, 2018	786,000	196,500	27,451,050	8,310,792	35,958,342	36,744,342
Transfer to general reserve for the year ended June 30, 2018 appropriated subsequent to year end	-	-	4,500,000	(4,500,000)	-	-
Transactions with owners						
Final cash dividend @ 450% for the year ended June 30, 2018 (Rs 45 per ordinary share)	-	-	-	(3,537,000)	(3,537,000)	(3,537,000)
1 st Interim dividend @ 325% for the year ended June 30, 2019 (Rs 32.5 per ordinary share)	-	-	-	(2,554,500)	(2,554,500)	(2,554,500)
2 nd Interim dividend @ 250% for the year ended June 30, 2019 (Rs 25 per ordinary share)	-	-	-	(1,965,000)	(1,965,000)	(1,965,000)
3 rd Interim dividend @ 300% for the year ended June 30, 2019 (Rs 30 per ordinary share)	-	-	-	(2,358,000)	(2,358,000)	(2,358,000)
Total transactions with owners	-	-	-	(10,414,500)	(10,414,500)	(10,414,500)
Profit after taxation for the year	-	-	-	13,714,975	13,714,975	13,714,975
Other comprehensive income for the year	-	-	-	492	492	492
Total comprehensive income for the year ended June 30, 2019	-	-	-	13,715,467	13,715,467	13,715,467
Balance at June 30, 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	-	-	4,500,000	(4,500,000)	-	-
Transactions with owners						
Final 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 st Interim dividend @ 70% for the year ended June 30, 2020 (Rs 7 per ordinary share)	-	-	-	(550,200)	(550,200)	(550,200)
2 nd Interim dividend @ 60% for the year ended June 30, 2020 (Rs 6 per ordinary share)	-	-	-	(471,600)	(471,600)	(471,600)
3 rd 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

Proposed final dividend and transfer between reserves made subsequent to the year ended June 30, 2020 are disclosed in note 46 to these financial statements.

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



Mohammad Ibadullah
Chief Financial Officer



Ali Asghar Jamali
Chief Executive



Yuji Takarada
Vice Chairman & Director

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

1 THE COMPANY AND ITS OPERATIONS

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

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

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

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

2.1 Basis of preparation

The financial statements have been prepared under the historical cost convention unless otherwise stated.

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; and
- Provisions of and directives issued under the Companies Act, 2017.

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

2.2.1 Initial application of new standards, amendments and interpretations to the existing standards

2.2.2 New standards, amendments to the existing accounting and reporting standards and interpretations effective during the year

- IFRS 16 "Leases" has replaced the guidance on accounting for leases, including IAS 17 "Leases", IFRIC 4 "Determining whether an Arrangement contains a Lease", SIC-15 "Operating Leases - Incentive" and SIC-27 "Evaluating the substance of transactions involving the legal form of a Lease". IFRS 16 has introduced a single, on-balance sheet lease accounting model for lessees. A lessee recognises a right-of-use asset representing its right-of-use of the underlying asset and a lease liability representing its obligations to make lease payments. Lessor accounting remains similar to the current standard i.e. lessor continues to classify leases as finance or operating leases.

The management has assessed that the application of IFRS 16 does not have any significant impact on the Company's financial reporting.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

There are certain other amendments to accounting and reporting standards and interpretations that became applicable during the year but are considered not to be relevant or did not have any significant effect on the Company's financial reporting and operations and, therefore, have not been disclosed in these financial statements.

- The Securities and Exchange Commission of Pakistan (SECP) through its notification dated July 29, 2019 brought certain alterations in fourth schedule to the Act with regard to preparation and presentation of financial statements. These alterations resulted in elimination of certain disclosures in the financial statements of the Company for the year ended June 30, 2020.

2.2.3 New standards, amendments to the accounting and reporting standards and interpretations that are not yet effective and have not been early adopted by the Company

There are certain other new standards and amendments to the approved accounting standards that will be mandatory for the Company's annual accounting periods beginning on or after July 1, 2020. However, these standards and amendments will not have any significant impact on the financial reporting of the Company and, therefore, have not been disclosed in these financial statements.

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 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 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 sale or retirement of property, plant and equipment are included in the statement of profit or loss.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

Capital work-in-progress

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

2.3.2 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 same is amortised 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 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. Provision is made for any slow moving and obsolete items. Items in transit are valued at cost comprising invoice values plus other charges incurred thereon.

2.6 Stock-in-trade

Stock-in-trade, except in transit, are valued at the lower of cost and net realisable value. Stock in transit are valued at cost as accumulated upto the 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 Financial Instruments

2.7.1 Financial assets

a) Financial assets at 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.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

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:

- 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 recorded 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 associated with its financial assets carried at amortised cost and FVOCI. 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 and other receivables.

2.7.2 Financial Liabilities

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

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

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

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.

2.7.3 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.

2.8 Loans, advances and deposits

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

2.9 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 2.7.1.

2.10 Derivative financial instruments and hedge accounting

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

Fair value hedge

Fair value hedge represents hedges of the fair value of recognised assets or liabilities or a firm commitment. Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the 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.

2.11 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.

- 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.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

- 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.

2.12 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 saving accounts, other short-term highly liquid investments with original maturities of three months or less.

2.13 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.

2.14 Provisions

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

2.15 Warranty obligations

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

2.16 Staff retirement benefits

Defined contribution plan - Provident Fund

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

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, 2020, using significant assumptions as stated in note 23 to these financial statements.

2.17 Employees' compensated absences

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

2.18 Lease liabilities and right-of-use assets

Effective July 1, 2019, leases are recognised as right-of-use assets and corresponding liabilities at the date at which the leased assets are available for use by the Company.

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.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

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.

2.19 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.

2.20 Revenue from contracts with customers

Revenue is recognised when or as performance obligations are satisfied by transferring control of a promised goods or service to a customer under contract.

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

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

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

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

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

2.21 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.

2.22 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.

2.23 Segment reporting

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

2.24 Deferred revenue

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

3 SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of these financial statements in conformity with accounting and reporting standards as applicable in Pakistan requires the use of certain approved significant accounting estimates. It also requires management to exercise its judgment in the process of applying the Company's accounting policies. Estimates and judgments are continually evaluated and are based on historical experience, and other factors, including expectation of future events that are believed to be reasonable under the circumstances. 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 8)

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

iii) Provision for slow moving stock-in-trade (notes 2.6 and 9)

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

iv) Provision for doubtful debts (notes 2.9 and 10)

The Company makes provision for doubtful debts using the simplified approach on the basis of changes in credit risk.

v) Investments at fair value through profit or loss / other comprehensive income (notes 2.7 and 15)

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 judgment.

vi) Current and deferred income taxes (notes 2.11, 7, 16 and 34)

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.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

vii) Warranty obligations (notes 2.15 and 21.4)

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

viii) Staff retirement benefits (notes 2.16 and 23)

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 23 to these financial statements.

ix) Contingencies and commitments (note 25)

The Company uses assumptions and estimates in disclosure and assessment of provision for contingencies as disclosed in note 25.

		Note	2020	2019
			----- (Rupees in '000) -----	
4	PROPERTY, PLANT AND EQUIPMENT & INTANGIBLE ASSETS			
	Property, plant and equipment	4.1	16,501,642	13,804,509
	Intangible assets	4.2	72,550	93,524
			<u>16,574,192</u>	<u>13,898,033</u>
4.1	Property, plant and equipment			
	Tangible operating assets	4.2	15,334,649	13,360,788
	Capital work-in-progress	4.6	1,166,993	443,721
			<u>16,501,642</u>	<u>13,804,509</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

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

	2020										Intangible assets		
	Tangible assets											Total tangible 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	Computer software		
At July 1, 2019													
Cost	108,662	3,408,156	518,608	16,074,657	483,289	289,550	235,900	320,092	1,087,256	7,016,879	216,482	29,498,049	
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)	(122,958)	(16,132,261)	
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	93,524	13,360,788	
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	93,524	13,360,788	
Additions	-	-	-	48,256	86,516	232	7,937	8,899	12,834	-	164,674	8,372	164,674
Direct	-	372,225	97,101	2,328,267	-	5,059	2,588	24,572	30,045	1,804,581	6,211	4,664,438	
Transfers from CWIP	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals / write offs	-	-	-	(856)	(49,218)	-	(1,167)	(385)	-	-	-	-	(51,626)
Cost	(3,610)	(251,912)	(39,220)	(1,227,322)	(89,631)	(18,285)	(32,978)	(35,494)	(67,513)	(1,037,660)	(35,557)	(2,803,625)	
Accumulated depreciation	-	-	-	232,056	49,866	242	9,856	3,522	9,381	324	-	305,247	
Depreciation / amortisation charge for the year	(3,610)	(251,912)	(39,220)	(1,227,322)	(89,631)	(18,285)	(32,978)	(35,494)	(67,513)	(1,037,660)	(35,557)	(2,803,625)	
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	72,550	15,334,649	
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	231,065	33,965,288	
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)	(158,515)	(18,630,639)	
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	72,550	15,334,649	
Depreciation / amortisation rate % per annum	2.38%-3.85%	10%	5%	10%-20%	20%	20%	20%	33.33%	20%	20%-25%	33.33%	33.33%	

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

	Tangible assets										Intangible 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	Total tangible assets	Computer software
At July 1, 2018												
Cost	108,662	2,151,232	492,933	12,178,952	466,335	235,367	179,750	304,221	911,338	4,068,529	21,097,319	179,480
Accumulated depreciation / amortisation	(29,852)	(1,021,668)	(228,316)	(8,278,303)	(175,887)	(211,812)	(122,380)	(215,076)	(732,721)	(3,147,933)	(14,163,948)	(92,940)
Net book value	78,810	1,129,564	264,617	3,900,649	290,448	23,555	57,370	89,145	178,617	920,596	6,933,371	86,540
Year ended June 30, 2019												
Opening net book value	78,810	1,129,564	264,617	3,900,649	290,448	23,555	57,370	89,145	178,617	920,596	6,933,371	86,540
Additions	-	190	-	79,901	99,554	91	10,379	15,920	15,690	1,700	223,425	2,973
Transfers from CWIP	-	1,258,697	25,675	3,863,507	7,120	55,495	59,918	7,811	111,565	2,946,650	8,336,438	34,029
Disposals / write offs	-	(1,963)	-	(47,703)	(89,720)	(1,403)	(14,147)	(7,860)	(1,337)	-	(164,133)	-
Cost	-	1,963	-	46,801	49,621	1,403	14,042	7,558	1,337	-	122,725	-
Accumulated depreciation	-	-	-	(902)	(40,099)	-	(105)	(302)	-	-	(41,408)	-
Depreciation / amortisation charge for the year	(3,610)	(112,414)	(39,195)	(1,126,309)	(86,122)	(10,165)	(23,352)	(39,912)	(63,968)	(585,991)	(2,091,038)	(30,018)
Closing 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
At June 30, 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
Depreciation / amortisation rate % per annum	2.38%-3.85%	10%	5%	10%-20%	20%	20%	20%	33.33%	20%	20%-25%	33.33%	33.33%

Notes to and Forming Part of the Financial Statements

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

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

	Note	2020	2019
------(Rupees in '000)-----			
Cost of sales - own manufactured	27	2,687,413	1,986,409
Distribution expenses	28	42,413	39,842
Administrative expenses	29	73,799	64,787
		<u>2,803,625</u>	<u>2,091,038</u>

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

Particulars	Cost	Accumulated depreciation	Net book value	Sale proceeds / receivable from sale of operating fixed assets	Gain / (loss)	Mode of disposal	Particulars of buyer
------(Rupees in '000)-----							
Motor vehicles							
	1,753	(497)	1,256	1,700	444	Bidding	M/s. Toyota Creek Motors - Karachi
	1,753	(497)	1,256	1,700	444	--do--	M/s. Toyota Creek Motors - Karachi
	1,956	(554)	1,402	1,700	298	--do--	M/s. Toyota Creek Motors - Karachi
	1,956	(554)	1,402	1,700	298	--do--	M/s. Toyota Creek Motors - Karachi
	4,879	(3,497)	1,382	6,323	4,941	--do--	M/s. Augmentech Business Solutions Pvt. Ltd - Karachi
	3,449	(1,610)	1,839	2,591	752	--do--	Mr. Bilal
	3,799	(1,456)	2,343	3,387	1,044	--do--	M/s. United Transport Services
	4,599	(1,533)	3,066	4,526	1,460	--do--	Mr. Saleem Ahmed Siddiqui
	5,149	(1,373)	3,776	3,545	(231)	--do--	Mr. Bilal
	2,810	(141)	2,669	3,117	448	--do--	M/s. Toyota Defence Motors - Karachi
	2,600	(130)	2,470	2,887	417	--do--	M/s. Toyota Defence Motors - Karachi
	2,350	(118)	2,232	2,627	395	--do--	M/s. Toyota Defence Motors - Karachi
	2,500	(125)	2,375	2,807	432	--do--	M/s. Toyota Defence Motors - Karachi
	2,450	(123)	2,327	2,737	410	--do--	M/s. Toyota Defence Motors - Karachi
	2,600	(130)	2,470	2,887	417	--do--	M/s. Toyota Defence Motors - Karachi
	1,270	(254)	1,016	1,066	50	Employee Scheme	Mr. Zaid Imad (Executive)
	2,804	(654)	2,150	2,498	348	--do--	Mr. Aqeel Loon (Ex - executive)
	1,789	(1,044)	745	1,290	545	--do--	Ms. Anam Fatima Khan (Executive)
	2,279	(722)	1,557	1,557	-	--do--	Mr. Islamuddin Zafar (Ex - executive)
	1,300	(325)	975	975	-	--do--	Ms. Saba Salahuddin (Ex-employee)
	2,129	(710)	1,419	1,828	409	--do--	Mr. Malik Adnan (Ex - employee)
	2,249	(712)	1,537	1,536	(1)	--do--	Mr. Shahid Shah (Ex- executive)
	2,129	(745)	1,384	1,828	444	--do--	Mr. Shuja Ahmed (Ex-executive)
	1,855	(155)	1,700	1,700	-	--do--	Mr. Abid Hussain (Ex-employee)
	2,129	(816)	1,313	1,313	-	--do--	Mr. Jamshed Khan (Ex- executive)
	1,391	(742)	649	649	-	--do--	Mr. Nadeem Mian (Ex - employee)
	1,391	(626)	765	765	-	--do--	Mr. Saleem Rizvi (Ex - employee)
	1,391	(626)	765	788	23	--do--	Mr. Ameerullah Khan (Ex - executive)
Plant and machinery							
	1,380	(599)	781	17	(764)	Bidding	M/s. Wazeer & Sons
Others							
Items having net book value of less than Rs 500,000 each	286,784	(284,179)	2,605	30,190	27,585	Various	Various
2020	<u>356,873</u>	<u>(305,247)</u>	<u>51,626</u>	<u>92,234</u>	<u>40,608</u>		
2019	<u>164,133</u>	<u>(122,725)</u>	<u>41,408</u>	<u>70,797</u>	<u>29,389</u>		

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

	Note	2020	2019
		------(Rupees in '000)-----	
4.6 Capital work-in-progress			
Leasehold Land	4.6.1	81,000	81,000
Civil works		243,945	2,387
Plant, machinery, tools and equipment		824,523	351,940
Computer and related accessories		17,525	8,394
		<u>1,166,993</u>	<u>443,721</u>

4.6.1 This represents payment made in respect of land measuring 2 acres, located at W2/9, Port Qasim Industrial Estate, Karachi. The legal formalities for the transfer of the title of land in name of the Company are in process and will be finalised in due course.

	Note	2020	2019
		------(Rupees in '000)-----	
4.7 Movement in capital work-in-progress			
Opening balance		443,721	291,468
Additions during the year		5,393,921	8,522,720
Transferred to operating fixed assets		(4,670,649)	(8,370,467)
Closing balance		<u>1,166,993</u>	<u>443,721</u>

5 LONG-TERM LOANS AND ADVANCES

Considered good

Loans due from - secured

- Executives	5.1	29,004	31,003
- Employees		18,779	19,949
		<u>47,783</u>	<u>50,952</u>

Less: Recoverable within one year; shown under current assets

Loans due from - secured

- Executives	11	18,397	21,853
- Employees	11	16,747	13,193
		<u>35,144</u>	<u>35,046</u>
		<u>12,639</u>	<u>15,906</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% (2019: 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.

		2020	2019
		------(Rupees in '000)-----	
6 LONG-TERM DEPOSITS			
Deposits			
Utilities		7,450	7,450
Others		2,570	3,679
		<u>10,020</u>	<u>11,129</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

	Note	2020	2019
		------(Rupees in '000)-----	
7 DEFERRED TAXATION - net			
Deferred tax liability arising on taxable temporary differences:			
Due to accelerated tax depreciation		(656,006)	(526,033)
Deferred tax asset arising on deductible temporary differences:			
In respect of provisions for slow moving stock-in-trade, stores and spares and other provisions		722,643	104,531
In respect of revaluation of derivatives and unrealised gain on mutual funds		(2,146)	(3,188)
Deferred tax asset / (liability) - net		<u>64,491</u>	<u>(424,690)</u>
8 STORES AND SPARES			
Stores		377,815	310,569
Spares		719,806	574,924
		<u>1,097,621</u>	<u>885,493</u>
Less: Provision for slow moving stores and spares		<u>619,166</u>	<u>341,488</u>
		<u>478,455</u>	<u>544,005</u>
9 STOCK-IN-TRADE			
In hand			
Manufacturing stock			
Raw material and components		12,643,074	6,307,657
Less: Provision for slow moving stock-in-trade	9.1	<u>58,579</u>	<u>38,181</u>
		<u>12,584,495</u>	<u>6,269,476</u>
Work-in-process		970,298	683,469
Finished goods (vehicles – own manufactured)	9.2	455,838	117,347
Less: Provision for slow moving stock-in-trade		<u>17,328</u>	<u>1,162</u>
		<u>13,993,303</u>	<u>7,069,130</u>
Trading stock			
Vehicles	9.2	461,505	924,741
Less: Provision for slow moving stock-in-trade		<u>73,344</u>	<u>110,038</u>
		<u>388,161</u>	<u>814,703</u>
Spare parts	9.3	786,208	486,621
Special service tools and publications		7,432	8,036
Less: Provision for slow moving stock-in-trade		<u>120,179</u>	<u>84,635</u>
		<u>673,461</u>	<u>410,022</u>
In transit			
Raw material - manufacturing stock		641,895	4,903,060
Trading stock		<u>235,971</u>	<u>363,478</u>
		<u>15,932,791</u>	<u>13,560,393</u>

9.1 This represents the net amount of raw material and components after recording write offs amounting to Rs 38.644 million (2019: Rs 6.230 million).

9.2 These include vehicles amounting to Rs 461.307 million (2019: Rs 751.826 million) held with the Company's authorised dealers.

9.3 This includes an amount of Rs 1.58 million (2019: Rs Nil million) representing stock-in-trade of motor oil.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

	2020	2019
	----- (Rupees in '000) -----	
10 TRADE DEBTS - UNSECURED		
Considered good		
Government agencies	863,233	1,562,331
Others	278,478	985,584
	<u>1,141,711</u>	<u>2,547,915</u>
Considered doubtful	695	978
	<u>1,142,406</u>	<u>2,548,893</u>
Less: Provision for doubtful debts	(695)	(978)
	<u>1,141,711</u>	<u>2,547,915</u>

10.1 As at June 30, 2020, Rs 462.141 million (2019: Rs 324.273 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:

	2020	2019
	Note ----- (Rupees in '000) -----	
Upto 1 month	14,808	322,624
1 to 6 months	-	1,353
More than 6 months	447,333	296
	<u>462,141</u>	<u>324,273</u>

11 LOANS AND ADVANCES

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

Loans due from - secured

Executives	5	18,397	21,853
Employees	5	16,747	13,193
		<u>35,144</u>	<u>35,046</u>

Working Capital Financing to dealers and suppliers - secured	11.3	795,500	-
		<u>830,644</u>	<u>35,046</u>

Advances – considered good

Suppliers and contractors - unsecured		475,768	155,761
Employees - unsecured		5,479	19,672
Collector of Customs - secured	11.1	296,344	1,400,860
Margins held with banks against imports - secured	11.2	1,382,308	2,116,687
		<u>2,159,899</u>	<u>3,692,980</u>
		<u>2,990,543</u>	<u>3,728,026</u>

11.1 This represents advance amount paid to the Collector of Customs in respect of the imports of stock-in-trade. An amount of Rs 243.449 million (2019: Rs 902.072 million) was subsequently adjusted in respect of imported goods received.

11.2 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 693.156 million (2019: Rs 1,645.409 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 430.977 million (2019: Rs Nil million) held with Habib Metropolitan Bank Limited - a related party, at the end of the year.

11.3 This represents working capital financing sanctioned to dealers and vendors in order to manage the liquidity due to the COVID-19 outbreak. The financing is secured by way of post dated cheques and promissory note. The financing carries nil markup and the repayment of the facility will be made in a year.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

	Note	2020	2019
		------(Rupees in '000)-----	
12 SHORT-TERM PREPAYMENTS			
Rent		2,382	7,473
Insurance	12.1	9,345	10,560
Others		15,545	13,913
		<u>27,272</u>	<u>31,946</u>

12.1 This includes an amount of Rs 3.123 million (2019: Rs 1.841 million) paid to Habib Insurance Company Limited - a related party.

	Note	2020	2019
		------(Rupees in '000)-----	
13 ACCRUED RETURN			
Accrued return on Term Deposit Receipts (TDRs) and bank deposits	13.1	111,128	34,846

13.1 This includes an amount of Rs 27.384 million (2019: Rs 12.619 million) receivable from Habib Metropolitan Bank Limited - a related party.

	Note	2020	2019
		------(Rupees in '000)-----	
14 OTHER RECEIVABLES			
Considered good			
Warranty claims and other receivables due from related parties – Toyota Tsusho Corporation and its affiliates	14.1	47,994	32,204
Agency commission - receivable from related party - Toyota Tsusho Asia Pacific PTE. Limited	14.2	3,306	361,615
Warranty claims due from local vendors		12,596	9,260
Earnest money		16,295	42,700
Insurance claims – receivable	14.3 & 14.4	19,179	53,055
Workers' Profit Participation Fund	14.5	294,752	7,964
Receivable against sale of operating fixed assets		853	31,351
Receivable from Pension Fund - Defined Benefit Scheme	23.2	5,035	
Sales tax refundable - net		-	2,548,920
Net unrealised gain on revaluation of foreign exchange contracts - fair value hedge		7,400	10,994
Others		31,245	11,486
		<u>438,655</u>	<u>3,109,549</u>

14.1 The maximum aggregate amount due at the end of any month during the year was Rs 82.312 million (2019: Rs 65.686 million).

14.2 The maximum aggregate amount due at the end of any month during the year was Rs 326.985 million (2019: Rs 361.615 million).

14.3 The maximum aggregate amount due at the end of any month during the year was Rs 100.016 million (2019: Rs 63.064 million).

14.4 This includes an amount of Rs 15.147 million (2019: 49.942 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, 2020

	Note	2020	2019
		------(Rupees in '000)-----	
14.5 Workers' Profit Participation Fund			
Opening balance		7,964	7,079
Allocation for the year	31	(228,143)	(1,019,115)
		(220,179)	(1,012,036)
Amount paid during the year		370,000	1,020,000
Reversal during the year - for prior year		144,931	-
Closing balance		<u>294,752</u>	<u>7,964</u>

15 SHORT-TERM INVESTMENTS

At amortised cost

- Term Deposit Receipts (TDRs)	15.1	34,000,000	19,000,000
--------------------------------	------	------------	------------

At fair value through profit or loss

Government securities

- Market Treasury Bills (T-Bills)	15.2	6,694,832	4,402,464
- Pakistan Investment Bonds (PIBs)	15.3	500,046	-
		7,194,878	4,402,464
		<u>41,194,878</u>	<u>23,402,464</u>

15.1 As at June 30, 2020, the Company holds TDRs carrying profit rates ranging between 7% to 9.40% per annum (2019: 13.50% to 15% per annum). The term deposit receipts are due to mature maximum by July 16, 2020. Balances in term deposit receipts include an amount of Rs 10,000 million (2019: Rs 8,500 million), held with Habib Metropolitan Bank Limited - a related party.

15.2 These securities have varying maturities ranging from July 30, 2020 to November 5, 2020. The yield on these securities is 7.01% to 12.48% per annum (2019: 12.57% to 12.75% per annum).

15.3 This security carry markup at the rate 8.92% per annum and will mature by April 18, 2029.

16 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, 2019 (i.e TY 2019).

	Note	2020	2019
		------(Rupees in '000)-----	
17 CASH AND BANK BALANCES			
Cash in hand		5,461	5,513
Balances held with banks in:			
- current accounts		73,109	338,425
- savings accounts	17.1	1,092,494	2,937,844
		1,165,603	3,276,269
		<u>1,171,064</u>	<u>3,281,782</u>

17.1 These include an amount of Rs 799.351 million (2019: Rs 1,200.126 million), held with Habib Metropolitan Bank Limited - a related party.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

18 ISSUED, SUBSCRIBED AND PAID-UP CAPITAL

2020 (Number of shares)	2019		2020 ------(Rupees in '000)-----	2019
<u>78,600,000</u>	78,600,000	Ordinary shares of Rs 10 each fully paid in cash	<u>786,000</u>	786,000

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

		2020 ----- Number of shares -----	2019
Toyota Motor Corporation Percentage of holding 25% (2019: 25.00%)	18.1.1	19,650,000	19,650,000
Toyota Tsusho Corporation Percentage of holding 12.5% (2019: 12.50%)	18.1.2	9,825,000	9,825,000
Habib Insurance Company Limited Percentage of holding 0.031% (2019: 0.05%)		24,015	43,015
Thal Limited Percentage of holding 6.22% (2019: 6.22%)		4,890,000	4,890,000

18.1.1 Toyota Motor Corporation (TMC) is incorporated in Japan. The registered address of TMC is 1 Toyota-Cho, Toyota City, Aichi Prefecture 471-8571, Japan.

18.1.2 Toyota Tsusho Corporation (TTC) is incorporated in Japan. The registered address of TTC is 9-8, Meieki 4-Chome, Nakamura-ku, Nagoya 450-8575, Japan.

	Note	2020 ------(Rupees in '000)-----	2019
19 RESERVES			
Capital reserve			
Share premium	19.1	196,500	196,500
Revenue reserves			
General reserve			
Balance brought forward		31,951,050	27,451,050
Transferred from unappropriated profit		4,500,000	4,500,000
		36,451,050	31,951,050
Unappropriated profit		3,735,841	7,111,759
		<u>40,383,391</u>	<u>39,259,309</u>

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

	Note	2020	2019
		------(Rupees in '000)-----	
20 LONG TERM LOAN			
Loan under financing scheme			
- Refinance scheme for renewable energy	20.1	231,754	80,540
- Refinance scheme for payment of wages and salaries to employees	20.2	360,997	-
		<u>592,751</u>	<u>80,540</u>
Less: Current Portion			
- Refinance scheme for renewable energy		(23,175)	-
- Refinance scheme for payment of wages and salaries to employees		(90,250)	-
		<u>(113,425)</u>	<u>-</u>
		<u>479,326</u>	<u>80,540</u>

20.1 This represents loan obtained under the SBP financing scheme for investment in Plant and Machinery for renewable energy projects. At the year end, the Company has drawn Rs 231.754 million and a sum of Rs 187.246 million is further available under the scheme. 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 against which the facility is available. The loan is repayable on a quarterly basis in 40 equal installments commencing from September 12, 2020.

20.2 This represents loan obtained under the SBP refinance scheme for payment of wages and salaries to the workers and employees of Company. At the year end, the Company has availed financing up to Rs 360.997 million. The financing already made carries mark-up at the rate of 1% per annum and is secured against TDRs / T Bills held as lien from time to time. The loan is repayable on a quarterly basis in 8 equal installments commencing from January, 2021. The aforementioned facility has been availed from Habib Metropolitan Bank Limited - a related party.

	2020
	(Rupees in '000)
20.3 Following is the movement in long term financing:	
Opening balance as at July 1, 2019	80,540
Disbursements	512,211
Repayments	-
Closing balance as at June 30, 2020	<u>592,751</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

	Note	2020	2019
		----- (Rupees in '000) -----	
21 TRADE PAYABLES, OTHER PAYABLES AND PROVISIONS			
Trade creditors			
- Associated undertakings / related parties		66,049	190,530
- Others		2,063,087	2,447,067
Bills payable to related parties	21.1	269,889	3,034,996
Accrued liabilities	21.2	4,833,614	4,974,351
Royalty payable to associated undertakings / related parties		158,910	889,713
Deposits from dealers	21.3	309,550	239,550
Deposits from vendors		41,081	-
Custom duty payable		1,709,473	-
Retention money		86,849	71,550
Workers' Welfare Fund		257,628	439,401
Technical fee		8,469	4,081
Warranty obligations	21.4	1,462,468	1,443,982
Payable to dealers		829,486	1,242,599
Payable to customers		109,674	148,674
Compensation on advances received from customers		24,119	13,658
Mark-up payable on Long term loan		2,528	72
Sales tax – net		15,986	-
Withholding income tax payable		308,946	215,427
Payable to Pension Fund – net	21.5	-	9,689
Other government levies payable		1,035,674	584,863
		<u>13,593,480</u>	<u>15,950,203</u>
21.1 This represents amounts payable to the following related party:			
Toyota Tsusho Asia Pacific PTE. Limited		244,386	3,002,907
Toyota Motor Asia Pacific PTE. Limited		25,503	31,639
Daihatsu Motor Company Limited		-	450
		<u>269,889</u>	<u>3,034,996</u>
21.2 These include an amount of Rs 141.049 million (2019: Rs 106.551 million) payable to the related parties.			
21.3 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.			
21.4 Warranty obligations	Note	2020	2019
		----- (Rupees in '000) -----	
Opening balance		1,443,982	1,237,520
Add: Charge for the year	28	157,714	297,136
		<u>1,601,696</u>	<u>1,534,656</u>
Utilisation during the year		(139,228)	(90,674)
Closing balance		<u>1,462,468</u>	<u>1,443,982</u>
21.5 Payable to Pension Fund – net			
Payable to Pension Fund - Defined Benefit Plan	23.2	-	9,689
		<u>-</u>	<u>9,689</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

22 ADVANCES FROM CUSTOMERS AND DEALERS

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

23 DEFINED BENEFIT PLAN - Approved Pension Fund

As mentioned in note 2.16, the Company operates an approved pension fund for its permanent employees who are governed under the Old Rules. The latest actuarial valuation of the Company's pension fund, based on Projected Unit Credit Actuarial Cost Method, was carried out as at June 30, 2020. The pension fund exposes the Company to the following risks:

Mortality risks

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

Investment risks

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

Final salary risks

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

Withdrawal risks

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

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

23.1 Principal actuarial assumptions		2020 (% per annum)	2019
Discount factor used		10.00	14.50
Expected rate of salary increase		9.00	13.50
Expected rate of return on plan assets		10.00	13.90
Expected rate of increase in long term pension		3.00	7.50

23.2 The amounts recognised in the statement of financial position are determined as follows:	Note	2020 -----Rupees '000-----	2019
Present value of defined benefit obligation	23.4	45,913	42,726
Fair value of plan assets	23.3 & 23.4	(50,948)	(33,037)
		<u>(5,035)</u>	<u>9,689</u>

23.3 Plan assets consist of the following:	2020		2019	
	Quoted	Non-Quoted	Quoted	Non-Quoted
	----- Rupees '000 -----			
Balances with banks	-	1,996	-	3,192
Equity instruments	9,928	-	7,221	-
Debt instruments - Government	-	38,785	-	20,030
Others	-	239	-	2,594
	<u>9,928</u>	<u>41,020</u>	<u>7,221</u>	<u>25,816</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

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

	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
	<u>51,947</u>	<u>(38,098)</u>	<u>13,849</u>
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)
	<u>(5,482)</u>	<u>(10,511)</u>	<u>(15,993)</u>
	46,465	(48,609)	(2,144)
Contribution	-	(2,891)	(2,891)
Benefit payments	(552)	552	-
At June 30	<u>45,913</u>	<u>(50,948)</u>	<u>(5,035)</u>

	2019		
	Present value of defined benefit obligation	Fair value of plan assets	Total
	----- (Rupees in '000) -----		
At July 1	42,856	(33,738)	9,118
Current service cost	2,935	-	2,935
Interest expense / (income)	4,966	(3,993)	973
	<u>50,757</u>	<u>(37,731)</u>	<u>13,026</u>
Remeasurements:			
Loss on plan assets, excluding amounts included in interest expense	-	6,786	6,786
Gain from change in financial assumptions	(7,479)	-	(7,479)
	<u>(7,479)</u>	<u>6,786</u>	<u>(693)</u>
	43,278	(30,945)	12,333
Contribution	-	(2,644)	(2,644)
Benefit payments	(552)	552	-
At June 30	<u>42,726</u>	<u>(33,037)</u>	<u>9,689</u>

	2020	2019
	----- (Rupees in '000) -----	
23.5 Charge for defined benefit plan recognised in the statement of profit or loss		
Current service cost	2,847	2,935
Net interest expense / (income)	1,313	973
	<u>4,160</u>	<u>3,908</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

- 23.6 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%	42,976	49,169
Long term salary increases	1%	48,887	43,169
Pension increase rate	1%	50,488	41,969

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.

- 23.7 The weighted average duration of the net defined benefit obligation is 15.24 years.
- 23.8 Expected maturity analysis of undiscounted net defined benefit obligation for the pension fund is as follows:

At June 30, 2020	Less than a year	Between 1-2 years	Between 2-4 years	Over 4 years	Total
	----- Rupees '000 -----				
Pension	292	615	1,522	17,587	20,016

- 23.9 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.
- 23.10 The expected charge for the defined benefit plan for the year ending June 30, 2021 is Rs 2.376 million.
- 23.11 The charge for the year in respect of pension amounts to Rs 58.406 million (2019: Rs 36.789 million), which includes Rs 54.246 million (2019: Rs 32.881 million) in respect of members covered under New Rules and Rs 4.160 million (2019: Rs 3.908 million) in respect of members covered under Old Rules.

24 SHORT-TERM RUNNING FINANCES

As at June 30, 2020, the Company has unutilised short-term running finance facilities under mark-up arrangements aggregating Rs 5,300 million (2019: Rs 3,500 million) available from various commercial banks carrying mark-up rates based on 1 month KIBOR as benchmark rate plus 25 - 75 basis points (2019: 1 month KIBOR plus 25 basis points). The above facilities include an amount of Rs 300 million (2019: 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, 2020 amounting to Rs 51,525 million (2019: Rs 48,650 million) from various commercial banks, including Rs 10,300 million (2019: Rs 9,500 million) available from Habib Metropolitan Bank Limited - a related party. The unutilised balance as at June 30, 2020 is Rs 24,799 million (2019: Rs 22,329 million).

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

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.

25 CONTINGENCIES AND COMMITMENTS

Contingencies

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

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

During year ended June 30, 2018, the Company received a show cause notice from the Collector of Customs Port Qasim, claiming short recovery of Rs 2,232.149 million (custom duty of Rs 1,135.778 million, sales tax of Rs 795.319 million and income tax of Rs 301.052 million) on royalty payment to the Joint Venture Partner, Toyota Motor Corporation for the period July 2013 to June 2017.

During the current year, the Company received a show cause notice from the Collector of Customs East, 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 for the period July 2013 to June 2017.

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

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.

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

During the year ended June 30, 2018, the Company received show cause notices from the Punjab Revenue Authority for recovery of Punjab Sales Tax amounting to Rs 77.698 million for the period from January 2017 to June 2017. Based on legal advice and merits of the case, the Company has obtained stay orders against the demands and expects a favourable outcome. Hence, no provision has been made in these financial statements.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

During the year, the Company received show cause notice 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. Based on legal advice and merits of the case, the Company has obtained stay order against the demand and expects a favourable outcome. Hence, no provision has been made in these financial statements.

- 25.3 During the year, the Company received various notices from Government of Pakistan Model Customs Collectorate of Appraisalment (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 our legal counsel advise we expect a favorable outcome in the case.
- 25.4 During the year, the Company received show cause notice 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 showcause 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.
- 25.5 As at June 30, 2020, the claims not acknowledged as debts by the Company, other than those separately disclosed above, amount to Rs 2,049.572 million (2019: Rs 1,437.109 million).

Note	2020	2019
	----- (Rupees in '000) -----	

Cases filed by government authorities	923,838	519,879
Others	1,125,734	917,230
25.5.1	<u>2,049,572</u>	<u>1,437,109</u>

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

25.6 Commitments

	2020	2019
	----- (Rupees in '000) -----	

25.6.1 Outstanding bank guarantees

	<u>22,119,010</u>	<u>18,141,215</u>
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Outstanding bank guarantees include an amount of Rs 6,657.832 million (2019: Rs 6,080.385 million) in respect of bank guarantees from Habib Metropolitan Bank Limited - a related party.

- 25.6.2 Commitments in respect of capital expenditure as at June 30, 2020 amounted to Rs 1,513.673 million (2019: Rs 5,517.255 million).

- 25.6.3 Commitments in respect of letters of credit, other than for capital expenditure, amounted to Rs 3,711.941 million (2019: Rs 4,559.860 million). The above letters of credit include an amount of Rs 1,489.520 million (2019: Rs Nil million) availed from Habib Metropolitan Bank Limited - a related party.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

25.6.4 Commitments in respect of land rent and maintenance charges against leasehold land from Port Qasim Authority as at June 30, 2020 amounted to Rs 192.703 million (2019: Rs 199.228 million).

Year	2020	2019
	------(Rupees in '000)-----	
2020-2021	-	6,525
2021-2022	6,852	6,852
2022-2023	7,194	7,194
2023-2024	7,553	7,553
2024-2025	7,930	7,930
2025 onwards	163,174	163,174
	192,703	199,228

26 OPERATING RESULTS

	Note	Manufacturing		Trading		Total	
		2020	2019	2020	2019	2020	2019
------(Rupees in '000)-----							
Revenue from contract with customers	26.1	98,667,315	179,590,445	9,526,679	11,793,172	108,193,994	191,383,617
Sales tax		(14,329,466)	(26,084,198)	(1,481,570)	(1,319,938)	(15,811,036)	(27,404,136)
Federal excise duty		(3,356,939)	(903,873)	-	-	(3,356,939)	(903,873)
	26.2	80,980,910	152,602,374	8,045,109	10,473,234	89,026,019	163,075,608
Commission		(1,979,109)	(3,896,367)	(392,980)	(457,343)	(2,372,089)	(4,353,710)
Discounts		(90,387)	(9,278)	(372,540)	(508,097)	(462,927)	(517,375)
Compensation on advances from customers		(23,987)	(208,311)	-	-	(23,987)	(208,311)
Net sales		78,887,427	148,488,418	7,279,589	9,507,794	86,167,016	157,996,212
Cost of sales	27	(73,740,649)	(131,850,814)	(4,975,508)	(6,953,724)	(78,716,157)	(138,804,538)
Gross profit		5,146,778	16,637,604	2,304,081	2,554,070	7,450,859	19,191,674
Distribution expenses	28	1,277,882	1,248,668	190,980	154,943	1,468,862	1,403,611
Administrative expenses	29	1,268,083	1,325,181	117,016	84,852	1,385,099	1,410,033
		(2,545,965)	(2,573,849)	(307,996)	(239,795)	(2,853,961)	(2,813,644)
		2,600,813	14,063,755	1,996,085	2,314,275	4,596,898	16,378,030
Other operating expenses	30	(180,119)	(220,837)	(16,621)	(14,140)	(196,740)	(234,977)
Workers' Profit Participation							
Fund and Workers' Welfare Fund	31	(231,934)	(1,406,379)	-	-	(231,934)	(1,406,379)
		2,188,760	12,436,539	1,979,464	2,300,135	4,168,224	14,736,674
Other income	32					3,204,872	4,306,662
						7,373,096	19,043,336
Finance cost	33					(85,737)	(67,407)
Profit before taxation		7,287,359	18,975,929				

26.1 This includes an amount of Rs 7.849 million (2019: Rs. 7.974 million) in respect of export sales of after auto parts and vehicles.

26.2 The gross sales, net of sales tax, for 'Trading' segment include an amount of Rs 1,508.796 million (2019: Rs 1,813.044 million) in respect of sales of motor oil.

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

	Note	2020	2019
		------(Rupees in '000)-----	
27 COST OF SALES			
Raw materials and vendor parts consumed			
Opening stock		11,210,717	8,515,842
Purchases		68,123,479	123,648,690
Closing stock	9	(13,284,969)	(11,210,717)
		66,049,227	120,953,815
Stores and spares consumed		953,154	1,886,361
Salaries, wages and other benefits	27.1 & 27.2	1,585,105	1,796,938
Rent, rates and taxes		10,929	16,218
Repairs and maintenance		328,279	443,235
Depreciation	4.4	2,687,413	1,986,409
Legal and professional		421	2,540
Travelling		19,592	30,048
Transportation		5,853	9,893
Insurance		45,472	42,558
Vehicle running		18,555	21,381
Communication		3,928	4,082
Printing, stationery and office supplies		3,112	3,550
Subscription		3,016	2,274
Fuel and power		407,865	565,843
Running royalty	27.3	1,485,663	3,343,967
Supervisor fee		95,328	155,344
Technical fee		8,350	8,964
Staff catering, transport and uniforms		304,909	563,828
Provision / (reversal) for slow moving stock-in-trade		36,564	(21,081)
Provision for slow moving stores and spares		277,678	70,634
Others		35,556	44,881
		8,316,742	10,977,867
		74,365,969	131,931,682
Add: Opening work-in-process		683,469	518,329
Less: Closing work-in-process	9	970,298	683,469
		74,079,140	131,766,542
Opening stock of finished goods - own manufactured		117,347	201,619
Closing stock of finished goods - own manufactured	9	(455,838)	(117,347)
Cost of sales - own manufactured		73,740,649	131,850,814
Opening stock of finished goods - trading		1,782,876	2,064,778
Finished goods purchased		4,684,898	6,566,557
Closing stock of finished goods - trading	9	(1,491,116)	(1,782,876)
(Reversal) / provision for slow moving stock-in-trade		(1,150)	105,265
Cost of sales - trading		4,975,508	6,953,724
		78,716,157	138,804,538

27.1 These include an amount of Rs 42.852 million (2019: Rs 39.786 million) in respect of charge against provident fund and Rs 36.370 million (2019: Rs 24.923 million) in respect of charge against pension fund.

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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

27.3 This includes royalty paid to the following parties:

Company Name	Address	Relationship with the Company	2020 ----- (Rupees in '000) -----	2019
Toyota Motor Corporation	1 Toyota-Cho, Toyota City, Aichi Prefecture 471-8571, Japan	Associate	1,976,943	2,860,130
Toyota Daihatsu Engineering & Manufacturing Company Limited	99 Moo 5, T. Ban-Ragad, A. Bank-bo, Samutprakran, 105060, Kingdom of Thailand	Group company	12,023	10,726

	Note	2020 ----- (Rupees in '000) -----	2019
28 DISTRIBUTION EXPENSES			
Salaries, wages and other benefits	28.1 & 27.2	295,736	267,436
Rent, rates and taxes		4,736	4,305
Repairs and maintenance		3,795	4,953
Depreciation	4.4	42,413	39,842
Advertising and sales promotion		655,101	478,948
Travelling		19,578	31,852
Vehicle running		19,511	17,675
Communication		2,113	2,432
Printing, stationery and office supplies		4,813	7,542
Staff training		27,701	14,639
Staff transport and canteen		22,943	28,119
Subscription		251	193
Warranty claims	21.4	157,714	297,136
Pre-delivery inspection and service charges		15,377	67,208
Development expenditure		46,497	23,169
Utilities		224	61
Transportation		74,175	69,564
Running royalty	28.2	19,148	30,239
Provision for doubtful debts		259	978
Late delivery charges		56,550	12,905
Others		227	4,415
		<u>1,468,862</u>	<u>1,403,611</u>

28.1 These include an amount of Rs 8.579 million (2019: Rs 7.853 million) in respect of charge against provident fund and Rs 9.079 million (2019: Rs 1.538 million) in respect of charge against pension fund.

28.2 This includes royalty paid to the following parties:

Company Name	Address	Relationship with the Company	2020 ----- (Rupees in '000) -----	2019
Toyota Motor Corporation	1 Toyota-Cho, Toyota City, Aichi Prefecture 471-8571, Japan	Associate	22,083	26,496

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

29 ADMINISTRATIVE EXPENSES	Note	2020	2019
		----- (Rupees in '000) -----	
Salaries, wages and other benefits	29.1 & 27.2	531,842	525,561
Rent, rates and taxes		3,856	3,615
Insurance		49,851	41,213
Repairs and maintenance		106,215	78,986
Depreciation	4.4	73,799	64,787
Amortisation	4.2	35,557	30,018
Travelling		50,153	61,265
Legal and professional		249,943	196,160
Director's fee		2,875	1,500
Vehicle running		20,177	20,673
Communication		19,354	21,883
Printing, stationery and office supplies		3,782	4,595
Staff training		133,503	207,883
Staff transport and canteen		35,527	43,425
Security		35,237	43,739
Subscription		6,919	34,920
Utilities		2,230	421
Share registrar and related expenses		10,321	9,426
Others		13,958	19,963
		<u>1,385,099</u>	<u>1,410,033</u>

29.1 These include an amount of Rs 12.957 million (2019: Rs 13.444 million) in respect of charge against provident fund and Rs 14.555 million (2019: Rs 10.328 million) in respect of charge against pension fund.

30 OTHER OPERATING EXPENSES	Note	2020	2019
		----- (Rupees in '000) -----	
Auditors' remuneration	30.1	6,757	4,985
Donations	30.2	189,983	229,992
		<u>196,740</u>	<u>234,977</u>
30.1 Auditors' remuneration			
Audit fee		1,725	1,725
Interim review and other certifications		1,125	1,586
Others	30.1.1	3,312	1,134
Out-of-pocket expenses		595	540
		<u>6,757</u>	<u>4,985</u>

30.1.1 This represents services relating to business process improvement.

30.2 Donations

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

Name of Director(s)	Interest in Donee	Name of Donee	2020	2019
			----- (Rupees in '000) -----	
1. Mr Mohamedali R. Habib and Mr Muhammad Hyder Habib	Trustee	Habib Education Trust	1,500	1,500
2. Mr Mohamedali R. Habib and Mr Muhammad Hyder Habib	Director	Habib University Foundation	65,000	95,000

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

30.2.2 The names of donees, other than those disclosed above, to whom the donation amount during the current year exceeds Rs 1 million are The Citizen Foundation, Indus Hospital, Aga Khan University Hospital, Ghulaman-e-Abbas Education & Medical Trust, Sindh Institute of Urology & Transplantation (SIUT), Shaukat Khanum Memorial Cancer Hospital and Research Centre, WWF Pakistan, Saylani Welfare Trust, Mohamedali Habib Welfare Trust and Prime Minister's COVID-19 Pandemic Relief Fund.

	Note	2020	2019
		------(Rupees in '000)-----	
31 WORKERS' PROFIT PARTICIPATION FUND AND WORKERS' WELFARE FUND			
Workers' Welfare Fund		148,722	387,264
Workers' Profit Participation Fund - current year	14.5	228,143	1,019,115
Workers' Profit Participation Fund - for prior years		(144,931)	-
		<u>231,934</u>	<u>1,406,379</u>
32 OTHER INCOME			
Income from financial assets			
Return on bank deposits		1,013,864	1,497,866
Gain on sale of investments in Market Treasury Bills		1,554,110	986,418
Dividend income from Mutual fund units		173,648	-
Gain on trade of Pakistan Investment Bonds (PIBs)		137,022	308,105
Unrealised gain on Market Treasury Bills		61,704	-
Interest income on Market Treasury Bills		9,196	399,787
Net gain on redemption of investments in listed mutual fund units		6,809	426,076
Unrealised gain on Pakistan Investment Bonds (PIBs)		84	-
Income from other than financial assets			
Agency commission, net of commission expense of Rs 8.433 million (2019: Rs 5.036 million)		40,575	138,858
Exchange (loss) / gain on agency commission and exports	4.5	(16,731)	82,055
Gain on disposal of operating fixed assets		40,608	29,389
Freight and other charges income - net of expenses		78,791	184,116
Certification income		40,163	45,692
Extended warranty income		25,446	-
Liabilities no longer payable written back		38,557	208,294
Realised exchange loss - net		(420)	(3,853)
Others		1,446	3,859
		<u>3,204,872</u>	<u>4,306,662</u>
33 FINANCE COST			
Interest on long term loan facility		6,494	72
Bank charges		79,243	67,335
		<u>85,737</u>	<u>67,407</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

	Note	2020	2019
		------(Rupees in '000)-----	
34 TAXATION			
Current - for the year		2,642,572	4,856,528
- for prior years		56,578	(34,652)
		2,699,150	4,821,876
Deferred - for the year		(493,818)	439,078
	34.1	2,205,332	5,260,954
34.1 Relationship between income tax expense and accounting profit			
Profit before taxation		7,287,359	18,975,929
Tax at the applicable tax rate of 29% (2019: 29%)		2,113,334	5,503,019
Tax effect of permanent differences		50,166	452,965
Tax effect of income assessed under final tax regime		9,837	(152,587)
Tax effect of income taxable at lower rates and tax credit on plant and machinery		(24,583)	(507,791)
Prior years' charge / (reversal)		56,578	(34,652)
		2,205,332	5,260,954

35 EARNINGS PER SHARE

35.1 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.

	2020	2019
	------(Rupees in '000)-----	
Profit after taxation	5,082,027	13,714,975
	(Number of shares)	
Weighted average number of ordinary shares outstanding during the year	78,600,000	78,600,000
	(Rupees)	
Basic earnings per share	64.66	174.49

35.2 Diluted

There are no potential dilutive ordinary shares outstanding as at June 30, 2020 and 2019.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

	Note	2020	2019
		----- (Rupees in '000) -----	
36 CASH GENERATED / (UTILISED IN) FROM OPERATIONS			
Profit before taxation		7,287,359	18,975,929
Adjustment for non-cash charges and other items:			
Depreciation	4.2	2,803,625	2,091,038
Amortisation	4.2	35,557	30,018
(Reversal) / provision for doubtful debts	10	(283)	978
Provision for slow moving stores and spares	8	277,678	70,634
Provision for slow moving stock-in-trade	9	35,414	84,184
Gain on disposal of operating fixed assets	4.5	(40,608)	(29,389)
Gain on sale of Pakistan Investment Bonds (PIBs)	32	(137,022)	(308,105)
Gain on redemption of investments in listed mutual fund units	32	(6,809)	(426,076)
Gain on sale of investments in Market Treasury Bills	32	(1,554,110)	(986,418)
Net unrealised loss on revaluation of foreign exchange contracts - fair value hedge	14	3,594	3,019
Return on bank deposits	32	(1,013,864)	(1,497,866)
Unrealised gain on Pakistan Investment Bonds (PIBs)	32	(84)	-
Unrealised gain on Market Treasury Bills	32	(61,704)	-
Interest income on Market Treasury Bills	32	(9,196)	(399,787)
Dividend income from mutual fund units	32	(173,648)	-
Charge in respect of Workers' Profit Participation Fund	31	83,212	1,019,115
Charge in respect of Workers' Welfare Fund	31	148,722	387,264
Compensation on advances received from customers	26	23,987	208,311
Interest on Long term loan	33	6,494	72
Working capital changes	36.1	16,909,464	(25,569,703)
		<u>24,617,778</u>	<u>(6,346,782)</u>
36.1 Working capital changes			
(Increase) / decrease in current assets			
Stores and spares		(212,128)	(313,385)
Stock-in-trade		(2,407,812)	(2,493,841)
Trade debts		1,406,487	(1,095,223)
Loans and advances		737,483	(13,372)
Short-term prepayments		4,674	(17,307)
Other receivables		2,923,590	(2,553,179)
		<u>2,452,294</u>	<u>(6,486,307)</u>
(Decrease) / increase in current liabilities			
Current portion of deferred revenue		25,120	(633)
Trade payables, other payables and provisions		(2,171,874)	478,632
Advances from customers and dealers		16,603,924	(19,561,395)
		<u>14,457,170</u>	<u>(19,083,396)</u>
		<u>16,909,464</u>	<u>(25,569,703)</u>
37 CASH AND CASH EQUIVALENTS			
Cash and cash equivalents included in the statement of cash flows comprise of the following:			
	Note	2020	2019
		----- (Rupees in '000) -----	
Cash and bank balances	17	1,171,064	3,281,782
Term Deposit Receipts (TDRs)	15	34,000,000	19,000,000
Government securities - Market Treasury Bills	15	6,694,832	4,402,464
		<u>41,865,896</u>	<u>26,684,246</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

38 REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

	2020			2019		
	Chief Executive	Directors**	Executives	Chief Executive	Directors	Executives
	----- (Rupees in '000) -----					
Managerial remuneration*	58,810	14,775	339,305	54,842	19,574	352,918
Retirement benefits	3,827	-	27,065	3,485	-	25,580
Medical expenses	1,613	-	-	303	-	-
	64,250	14,775	366,370	58,630	19,574	378,498
Number of persons	1	1	55	1	2	57

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

** During the year there were two directors, and one of them retired on October 09, 2019.

- 38.1 The Chief Executive, directors and some executives have been provided free use of Company maintained cars, residential telephones and club facilities.
- 38.2 During the year, an amount of Rs 2.875 million (2019: Rs 1.5 million) has been paid to non-executive/independent directors, as fee for attending board and other meetings.

39 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:

	2020	2019
	----- (Rupees in '000) -----	
With associated undertakings / related parties:		
Sales	259,630	423,117
Purchases	47,428,194	86,425,128
Insurance premium	75,011	98,047
Agency commission	49,007	143,894
Running royalty	1,544,117	3,156,136
Rent expense	1,077	1,304
Return on bank deposits and TDRs	480,887	641,196
Proceeds from disposal of operating fixed assets / insurance claim	904	550
Supervisor fee	95,328	155,344
Bank charges	56,019	46,551
Annual subscription	2,000	-
LC charges	5,742	5,593
With key management personnel:		
Salaries and benefits	101,996	97,094
Post employment benefits	6,380	5,181
Sale of operating fixed assets	3,161	-

- 39.1 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.
- 39.2 The status of outstanding balances with associated undertakings / related parties as at June 30, 2020 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, 2020

39.3 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 Ali S. Habib
	Habib Metro Pakistan (Private) Limited	Nil	Mr Ali S. 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
	The Citizens Foundation	Nil	Mr Riyaz T. Chinoy
	Pakistan Business Council	Nil	Mr Muhammad Hyder Habib and Mr Riyaz T. Chinoy
	Pakistan Institute of Corporate Governance	Nil	Mr Riyaz T. Chinoy
	International Industries Ltd	Nil	Mr Riyaz T. Chinoy and Mr Azam Faruque

Group Companies	Name	Percentage of shareholding (%)	Relationship with the Company
	Toyota Tsusho Corporation	12.50%	Associated Company
	Toyota Motor Corporation	25.00%	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
	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

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

40 PLANT CAPACITY AND PRODUCTION	2020	2019
	----- Number of units -----	
Capacity based on double shift basis	66,000	66,000
Production	28,519	65,346

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

41 NUMBER OF EMPLOYEES	2020	2019
	----- (Number of staff) -----	
Total number of employees as at June 30	2,855	3,349
Average number of employees during the year	3,073	3,314

42 FINANCIAL INSTRUMENTS BY CATEGORY

	----- As at June 30, 2020 -----		
	Amortised cost	Fair value through profit or loss	Total
	----- (Rupees in '000) -----		
Financial assets			
Loans and advances	843,283	-	843,283
Long term deposits	10,020	-	10,020
Trade debts - unsecured	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) -----	
Financial liabilities		
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>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

	----- As at June 30, 2019 -----		
	Amortised cost	Fair value through profit or loss	Total
	----- (Rupees in '000) -----		
Financial assets			
Loans and advances	50,952	-	50,952
Long term deposits	11,129	-	11,129
Trade debts - unsecured	2,547,915	-	2,547,915
Accrued return	34,846	-	34,846
Other receivables	552,665	-	552,665
Investments	19,000,000	4,402,464	23,402,464
Cash and bank balances	3,281,782	-	3,281,782
	<u>25,479,289</u>	<u>4,402,464</u>	<u>29,881,753</u>

	----- As at June 30, 2019 -----	
	Financial liabilities at amortised cost	Total
	----- (Rupees in '000) -----	
Financial liabilities		
Long term loan	80,540	80,540
Unclaimed dividends	295,597	295,597
Trade payables, other payables and provisions	13,266,530	13,266,530
	<u>13,642,667</u>	<u>13,642,667</u>

43 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

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

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

43.1 Credit risk exposure and concentration of credit risk

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

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 44,615.987 million (2019: Rs 29,881.753 million), the financial assets which are subject to credit risk amounted to Rs 37,415.648 million (2019: Rs 25,473.776 million), including trade receivables from government agencies.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

Out of the total trade debts amounting to Rs 1,142.406 million (2019: Rs 2,548.893 million), an amount of Rs 278.478 million (2019: Rs 985.584 million) relates to direct customers.

Out of the total bank balance and TDRs of Rs 35,165.603 million (2019: Rs 22,276.269 million) placed with banks, amounts aggregating to Rs 17,323.285 million (2019: Rs 21,730.928 million) have been placed with banks having credit rating of AAA, whereas the remaining amounts are placed with banks having long term minimum credit rating of AA+.

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

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

43.2 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 43.3.2 to these financial statements.

43.3 Market Risk

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

43.3.1 Currency risk

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

Foreign currency risk arises mainly where receivables and payables exist due to transactions entered into in foreign currencies. The Company primarily has foreign currency exposures in US Dollars (USD), Japanese Yen (JPY) and Thai Bhat (THB) and Singapore Dollars (SGD). The net foreign currency exposure at June 30, 2020 is USD 2.056 million (2019: USD 13.556 million), JPY 19.776 million (2019: JPY 993.303 million), THB 4.277 million (2019: THB 5.092 million) and SGD 0.038 million (2019: SGD 0.167 million)

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

43.3.2 Interest rate risk

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

----- 2020 -----								
	Effective interest/ mark-up rate	Interest / mark-up bearing			Non-interest / mark-up bearing			Total June 30, 2020
		Maturity upto one year	Maturity after one year	Sub-total	Maturity upto one year	Maturity after one year	Sub-total	
	%	----- (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
		<u>42,315,175</u>	<u>12,639</u>	<u>42,327,814</u>	<u>2,278,153</u>	<u>10,020</u>	<u>2,288,173</u>	<u>44,615,987</u>
Financial liabilities								
Long term loan	1.00 - 4.25	115,953	479,326	595,279	-	-	-	595,279
Unclaimed dividend	-	-	-	-	357,066	-	357,066	357,066
Trade, other payables and provisions	-	-	-	-	10,512,778	-	10,512,778	10,512,778
		<u>115,953</u>	<u>479,326</u>	<u>595,279</u>	<u>10,869,844</u>	<u>-</u>	<u>10,869,844</u>	<u>11,465,123</u>
----- 2019 -----								
	Effective interest/ mark-up rate	Interest / mark-up bearing			Non-interest / mark-up bearing			Total June 30, 2019
		Maturity upto one year	Maturity after one year	Sub-total	Maturity upto one year	Maturity after one year	Sub-total	
	%	----- (Rupees in '000) -----						
On statement of financial position financial instruments								
Financial assets								
Loans and advances	3.00-3.50	27,328	15,906	43,234	7,718	-	7,718	50,952
Long term deposits	-	-	-	-	-	11,129	11,129	11,129
Trade debts	-	-	-	-	2,547,915	-	2,547,915	2,547,915
Accrued return	-	-	-	-	34,846	-	34,846	34,846
Other receivables	-	-	-	-	552,665	-	552,665	552,665
Investments	12.30-15	23,402,464	-	23,402,464	-	-	-	23,402,464
Cash and bank balances	10.25-11.25	2,937,844	-	2,937,844	343,938	-	343,938	3,281,782
		<u>26,367,636</u>	<u>15,906</u>	<u>26,383,542</u>	<u>3,487,082</u>	<u>11,129</u>	<u>3,498,211</u>	<u>29,881,753</u>
Financial liabilities								
Long term loan	3.25	-	80,612	80,612	-	-	-	80,612
Unclaimed dividend	-	-	-	-	295,597	-	295,597	295,597
Trade, other payables and provisions	-	-	-	-	13,266,530	-	13,266,530	13,266,530
		<u>-</u>	<u>80,612</u>	<u>80,612</u>	<u>13,562,127</u>	<u>-</u>	<u>13,562,127</u>	<u>13,642,739</u>

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

a) Sensitivity analysis of variable rate instruments

As at June 30, 2020, the Company holds market treasury bills and Pakistan investment bonds 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 71.949 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.

43.3.3 Price risk

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

43.3.4 Fair value of financial instruments

Fair value is the 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. The fair value hierarchy is as follows:

Level I: Quoted market price (unadjusted) in an active market for an identical instrument.

Level II: Valuation techniques based on observable inputs, either directly (i.e. market prices) or indirectly (i.e. derived from prices).

Level III: Valuation techniques using significant un-observable inputs.

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, 2020 -----			----- As at June 30, 2019 -----		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
	----- Rupees in '000 -----					
Financial assets 'at fair value through profit or loss'						
Government securities - Pakistan Investment Bonds (PIBs)	-	500,046	-	-	-	-
Government securities - Market Treasury Bills	-	6,694,832	-	-	4,402,464	-
Derivative financial instruments	-	-	7,400	-	-	10,994

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

44 CAPITAL RISK MANAGEMENT

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

45 IMPACT OF COVID-19 (CORONA VIRUS)

The pandemic of COVID-19 that has rapidly spread all across the world has not only endangered human lives but has also adversely impacted the global economy. On March 20, 2020, the Government of the Sindh announced a temporary lock down as a measure to reduce the spread of the COVID-19. Complying with the lockdown, the Company temporarily suspended its operations from March 23, 2020. In the Company's case, the lockdown was subsequently relaxed from end of May, 2020.

After implementing all the necessary Standard Operating Procedures (SOPs) to ensure safety of employees, the Company henceforth resumed its operations and has taken all necessary steps to ensure smooth and adequate continuation of its business in order to maintain business performance despite slowed down economic activity. The lockdown has caused disruptions in supply chain including supply to the customers resulting in a decline in sales. It is also expected that the outbreak may result in lower demand in future. Due to this, management has assessed the accounting implications of these developments on these financial statements, including but not limited to the following areas:

- expected credit losses under IFRS 9, 'Financial Instruments';
- the impairment of tangible and intangible assets under IAS 36, 'Impairment of non financial assets';
- the net realisable value of inventory under IAS 2, 'Inventories';
- deferred tax assets in accordance with IAS 12, 'Income taxes';
- provisions and contingent liabilities under IAS 37, including onerous contracts; and
- going concern assumption used for the preparation of these financial statements.

According to management's assessment, there is no significant accounting impact of the effects of COVID-19 in these financial statements.

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

The Board of Directors in its meeting held on August 10, 2020 has proposed a cash dividend in respect of the year ended June 30, 2020 of Rs 7 (2019: cash dividend of Rs 27.5) per share. This is in addition to the interim cash dividend of Rs 23 (2019: Rs 87.5) per share resulting in a total dividend for the year of Rs 30 (2019: Rs 115) per share. The Directors have also announced appropriation of Rs 3,000 million (2019: Rs 4,500 million) to general reserve. These appropriations will be approved in the forthcoming Annual General Meeting. The financial statements for the year ended June 30, 2020 do not include the effect of these appropriations which will be accounted for in the financial statements for the year ending June 30, 2021.

Notes to and Forming Part of the Financial Statements

For the year ended June 30, 2020

47 GENERAL

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

48 CORRESPONDING FIGURES

Corresponding figures have been rearranged and reclassified, wherever necessary, for the purpose of better presentation and comparison.

49 DATE OF AUTHORISATION

These financial statements were authorised for issue on August 10, 2020 by the Board of Directors of the Company.



Mohammad Ibadullah
Chief Financial Officer



Ali Asghar Jamali
Chief Executive



Yuji Takarada
Vice Chairman & Director

Pattern of Shareholding

As at June 30, 2020

Number of Shareholders	Shareholdings' Slab		Total Shares Held
1060	1	to 100	50,684
2288	101	to 500	1,005,677
313	501	to 1,000	272,652
358	1,001	to 5,000	865,228
70	5,001	to 10,000	517,191
21	10,001	to 15,000	254,231
13	15,001	to 20,000	230,124
12	20,001	to 25,000	272,195
10	25,001	to 30,000	277,340
8	30,001	to 35,000	265,413
13	35,001	to 40,000	489,690
4	40,001	to 45,000	164,857
4	45,001	to 50,000	197,040
1	50,001	to 55,000	51,720
3	55,001	to 60,000	166,025
2	60,001	to 65,000	127,920
1	65,001	to 70,000	69,410
1	70,001	to 75,000	71,060
1	75,001	to 80,000	79,532
2	85,001	to 90,000	174,740
2	95,001	to 100,000	195,991
2	105,001	to 110,000	214,675
1	110,001	to 115,000	111,180
1	115,001	to 120,000	118,300
2	125,001	to 130,000	260,000
1	130,001	to 135,000	135,000
1	135,001	to 140,000	138,000
1	145,001	to 150,000	150,000
2	150,001	to 155,000	304,270
1	155,001	to 160,000	158,680
1	160,001	to 165,000	162,040
1	175,001	to 180,000	179,800
1	180,001	to 185,000	181,500
1	235,001	to 240,000	237,786
1	240,001	to 245,000	243,750
4	255,001	to 260,000	1,032,667
1	270,001	to 275,000	272,384
1	295,001	to 300,000	296,969
1	305,001	to 310,000	308,950
2	430,001	to 435,000	867,387
1	495,001	to 500,000	496,460
1	550,001	to 555,000	552,685
1	595,001	to 600,000	600,000
1	640,001	to 645,000	641,547
1	655,001	to 660,000	657,360
2	700,001	to 705,000	1,404,490
1	1,325,001	to 1,330,000	1,327,670
1	4,800,001	to 5,000,000	4,890,000
1	9,000,001	to 10,000,000	9,825,000
1	19,000,001	to 20,000,000	19,650,000
1	27,000,001	to 28,000,000	27,382,730
4225			78,600,000

Pattern of Shareholding

As at June 30, 2020

Categories of Shareholders	Number of Shares Held	Category Wise No. of Folios / CDC Accounts	Category Wise Shares held	Percentage
1.Directors and their spouse(s) and minor children MOHAMEDALI R. HABIB MUHAMMAD H. HABIB IMRAN A. HABIB ALI ASGHAR ABBAS 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%
2.Associated Companies, undertakings and related parties THAL LIMITED HABIB INSURANCE COMPANY LIMITED	4,890,000 24,015	2	4,914,015	6.25%
3.Executives	1,470	7	1,470	0.00%
4.Public Sector Companies and Corporations	995,353	5	995,353	1.27%
5.Banks, development finance institutions, non-banking finance companies, insurance companies, takaful, modarabas and pension funds	513,512	20	513,512	0.65%
6.Mutual Funds CDC - TRUSTEE ATLAS STOCK MARKET FUND CDC - TRUSTEE MEEZAN BALANCED FUND CDC - TRUSTEE ALFALAH GHP VALUE FUND CDC - TRUSTEE UNIT TRUST OF PAKISTAN CDC - TRUSTEE AKD INDEX TRACKER FUND CDC - TRUSTEE AL MEEZAN MUTUAL FUND CDC - TRUSTEE MEEZAN ISLAMIC FUND CDC - TRUSTEE NBP STOCK FUND CDC - TRUSTEE NBP BALANCED FUND CDC - TRUSTEE MEEZAN TAHAFFUZ PENSION FUND - EQUITY SUB FUND CDC - TRUSTEE APF-EQUITY SUB FUND MC FSL - TRUSTEE JS GROWTH FUND CDC - TRUSTEE ALFALAH GHP STOCK FUND CDC - TRUSTEE ALFALAH GHP ALPHA FUND CDC - TRUSTEE NIT-EQUITY MARKET OPPORTUNITY FUND CDC - TRUSTEE LAKSON EQUITY FUND CDC - TRUSTEE NBP SARMAZA IZAFAT FUND MCBFSL - TRUSTEE ABL ISLAMIC STOCK FUND CDC - TRUSTEE UBL RETIREMENT SAVINGS FUND - EQUITY SUB FUND CDC - TRUSTEE NATIONAL INVESTMENT (UNIT) TRUST CDC - TRUSTEE NBP ISLAMIC STOCK FUND CDC - TRUSTEE NIT ISLAMIC EQUITY FUND CDC - TRUSTEE NBP ISLAMIC ACTIVE ALLOCATION EQUITY FUND CDC - TRUSTEE MEEZAN ASSET ALLOCATION FUND INTERMARKET SECURITIES LIMITED - MF CDC - TRUSTEE LAKSON ISLAMIC TACTICAL FUND CDC TRUSTEE - MEEZAN DEDICATED EQUITY FUND CDC - TRUSTEE NBP ISLAMIC REGULAR INCOME FUND	71,060 13,700 90 4,220 3,329 35,640 39,740 55,470 1,220 36,420 5,740 7,180 400 1,030 51,720 63,900 969 15,000 7,500 237,786 8,700 99,390 2,500 7,960 4,000 3,380 5,740 1,100	28	784,884	1.00%
7.Foreign Investors / Companies 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	68	65,125,849	82.86%
8.General Public a. Local b. Foreign	3,934,815 270,010	3,578 433	4,204,825	5.35%
9.OTHERS	1,831,792	76	1,831,792	2.33%
Totals		4,225	78,600,000	100.00%

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Ten Years Performance Indicators

Financial Summary		2020	2019	2018	2017
Income Statement					
Net revenue	Rs in '000	86,167,016	157,996,212	139,715,429	111,942,544
Gross profit	Rs in '000	7,450,859	19,191,674	23,884,658	19,492,589
Profit before taxation	Rs in '000	7,287,359	18,975,929	22,999,166	19,140,767
Profit after taxation	Rs in '000	5,082,027	13,714,975	15,771,860	13,001,265
Dividends	Rs in '000	2,358,000	9,039,000	11,004,000	9,039,000
Statement of Financial Position					
Share capital	Rs in '000	786,000	786,000	786,000	786,000
Reserves	Rs in '000	40,383,391	39,259,309	35,958,342	30,410,962
Non-current assets	Rs in '000	16,574,192	13,898,033	7,311,379	6,345,444
Net current assets	Rs in '000	24,991,174	26,679,161	29,383,117	24,762,671
Long term liabilities	Rs in '000	483,125	558,920	22,711	3,933
Investor Information					
Gross profit ratio	% age	8.65	12.15	17.10	17.66
Net profit ratio	% age	5.90	8.68	11.29	11.61
Earnings per share	Rs	64.66	174.49	200.66	165.41
Inventory turnover	Times	5	11	11	11
Debt collection period	Days	8	5	3	3
Average fixed assets turnover	Times	5.66	14.90	22.89	19.90
Breakup value per share	Rs	523.78	509.48	467.49	396.91
Market price per share					
- as on June 30	Rs	994.99	1,203.92	1,421.46	1,793.60
- High value during the period	Rs	1,280.00	1,589.90	1,980.00	2,110.00
- Low value during the period	Rs	700.00	1,030.62	1,300.00	935.00
Price earning ratio	Times	15.39	6.90	7.08	10.84
Dividend per share	Rs	30.00	115.00	140.00	115.00
Dividend yield	% age	3.02	9.55	9.85	6.41
Dividend payout	% age	46.40	65.91	69.77	69.52
Dividend cover	Times	2.16	1.52	1.43	1.44
Return on equity	% age	12.34	34.25	42.92	41.67
Debt to equity	Ratio	0 : 1	0 : 1	0 : 1	0 : 1
Current ratio	Ratio	1.65:1	2.1:1	1.63:1	1.76:1
Other Information					
Units sold	Nos.	28,837	66,211	64,000	60,586
Units Produced	Nos.	28,519	65,346	62,886	59,945
Manpower	Nos.	2,855	3,349	3,266	2,849
Contribution to National Exchequer	Rs in '000	35,927,543	52,307,841	48,843,141	38,959,490

2016	2015	2014	2013	2012	2011
108,758,668	96,516,322	57,063,622	63,829,075	76,962,642	61,702,677
17,731,299	14,244,230	5,793,582	5,857,037	6,561,854	4,089,135
17,397,446	14,132,569	5,016,497	4,969,775	6,312,267	4,011,455
11,454,940	9,110,251	3,873,452	3,357,545	4,302,715	2,743,384
7,860,000	6,288,000	2,318,700	1,965,000	2,515,200	1,179,000
786,000	786,000	786,000	786,000	786,000	786,000
26,843,609	23,249,520	19,129,652	16,907,291	16,227,858	13,333,648
4,938,277	5,193,477	6,033,264	2,742,140	3,472,906	4,225,710
17,473,164	13,861,221	14,062,278	14,775,801	13,693,056	10,326,779
-	-	-	-	-	-
16.30	14.76	10.15	9.18	8.53	6.63
10.53	9.44	6.79	5.26	5.59	4.45
145.74	115.91	49.28	42.72	54.74	34.90
13	15	8	8	11	11
3	4	10	8	7	9
21.47	17.19	13.01	18.32	19.99	16.34
351.52	305.80	253.38	225.11	216.46	179.64
939.54	1,249.00	537.92	311.00	245.08	220.00
1,313.00	1,320.00	549.00	364.60	305.00	309.73
884.75	520.00	300.00	237.00	187.00	205.51
6.45	10.78	10.92	7.28	4.48	6.30
100.00	80.00	29.50	25.00	32.00	15.00
10.64	6.41	5.48	8.04	13.06	6.82
68.62	69.02	59.86	58.52	58.46	42.98
1.46	1.45	1.67	1.71	1.71	2.33
41.46	37.90	19.45	18.98	25.29	19.43
0 : 1	0 : 1	0 : 1	0 : 1	0 : 1	0 : 1
1.58 : 1	1.53 : 1	3.35 : 1	2.99 : 1	2.32 : 1	1.84 : 1
64,584	57,387	34,470	38,517	55,060	50,943
64,096	56,888	33,012	37,405	54,917	50,759
2,765	2,322	2,091	2,225	2,292	2,187
37,325,754	32,076,453	19,261,559	21,267,303	24,725,706	22,043,581

Notice of Annual General Meeting

Notice is hereby given that the 31st Annual General Meeting of INDUS MOTOR COMPANY LIMITED will be held on Wednesday, September 30, 2020 at 9:00 a.m. to transact the following business. Due to the current situation caused by 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, 2020, together with the Chairman’s Review and Directors and Auditors Report thereon.
2. To approve cash dividend (2019-2020) on the ordinary shares of the Company. The Directors have recommended a Final Cash Dividend at 70% i.e. Rs 7 per share. This is in addition to the combined Interim Dividend of 230% i.e. Rs. 23 per share already paid. The total dividend for 2019-2020 will thus amount to 300% i.e. Rs. 30 per share.
3. To appoint auditors and fix their remuneration for the year ending June 30, 2021. 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 10, 2020

NOTES:

1. Participation in the AGM Proceeding via the Video Conference Facility

Due to current COVID-19 situation, 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 for their appointment and proxy’s verification by or before 5:00 p.m. on September 26, 2020.

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

Video conference link details and login credentials will be shared with those Shareholders whose registered emails containing all the particulars are received on or before September 26, 2020 by 5:00 p.m. Shareholders can also provide their comments and questions for the agenda items of the AGM on imc.corporate@toyota-indus.com by September 26, 2020 by 5:00 p.m.

2. Closure of Share Transfer Books

The Share Transfer Books of the Company will be closed from September 24, 2020 to September 30, 2020 (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 at the close of business on September 23, 2020 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. Instrument appointing a proxy must be deposited at the Registered Office of the Company at least 48 hours before the time of the meeting alongwith a recent photograph of the shareholders appointed as Proxy.

In case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature of the nominee alongwith his/her recent photograph 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).

4. Change of Address

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

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 filed 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, 2020, 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. Notice in this regard has already been published earlier in newspapers as per Regulations. All shareholders are once again requested to provide details of their bank mandate specifying: (i) title of account, (ii) account number, (iii) IBAN number (iv) bank name and (v) branch name, code & address; 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.

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).

9. 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' Report etc. ("Annual Report") and the notice of annual general meeting ("Notice"), to its shareholders by email. Shareholders of the Company who wish to receive the Company's Annual Report and Notices of Annual General Meeting by email are requested to provide the completed Electronic Communication Consent Form (available on the Company's website), to the Company's Share Registrar, CDC Share Registrar Services Limited.

The audited financial statements of the Company for the year ended June 30th, 2020 have been made available on the Company's website (www.toyota-indus.com) in addition to annual and quarterly financial statements for prior years.

10. Transmission / Dispatch of Annual Report through CD/DVD

The Company has circulated Annual Financial Statements / Annual Report 2020 to its members through CD/DVD at their registered addresses. Printed copy of the same can be provided to the members upon request. The audited financial statements of the company for the year ended June 30, 2020 have been made available on the Company's Website at www.toyota-indus.com

سینٹرل ڈیپازٹری سسٹم (سی ڈی ایس) میں اکاؤنٹ کے حامل حصص یافتگان یا ان کے مقرر کردہ نمائندے کو اجلاس عام میں شرکت کیلئے شرکت کے وقت اپنی پارٹی سپیٹ آئی ڈیٹھی نمبر اور CDS کی جانب سے مخصوص کردہ شیئر ہولڈرز اکاؤنٹ نمبر کے ساتھ اپنی کمپیوٹرائزڈ شناختی کارڈ/اصلی پاسپورٹ دکھانا لازمی ہوگا۔ بعد نامزد فرد کا تازہ ترین فوٹو گراف جو مینٹگ میں بذریعہ ویڈیو لنک شرکت کرے گا۔

کسی کاروباری ادارے کی نمائندگی کی صورت میں نامزد فرد کو اپنے بورڈ آف ڈائریکٹرز کی قرارداد/مقتار نامہ بعد دستخط کے نمونے، اجلاس کے وقت پیش کرنا لازمی ہوں گے۔ پراسرار فارم اردو اور انگلش دونوں زبانوں میں سالانہ رپورٹ کے ہمراہ ہیں۔ فارم پر دو افرادی گواہی لازمی ہے جن کے نام، پتہ اور شناختی کارڈ نمبر فارم پر لازمی درج ہونا چاہیے۔ پراسرار فارم کمپنی کی ویب سائٹ (www.toyota-indus.com) پر دستیاب ہے۔

۴۔ پتہ 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۔

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

حصص یافتگان سے درخواست ہے کہ وہ قانونی حوالہ کی تعمیل کریں اور بنا کسی تاخیر اپنے شناختی کارڈ کی نقل کمپنی کے شیئرز رجسٹرار CDC شیئرز رجسٹرار سروسز لمیٹڈ میں جمع کرائیں (اگر پہلے جمع نہ کرائی ہو تو)۔

کمپنی اپنے ریکارڈز میں کسی حصص یافتہ کے شناختی کارڈ کی کارآمدتوں کی عدم دستیابی کی صورت میں کمپنی ایک 2017 کے سیکشن 243 کے تحت ڈیویڈنڈ روک لے گی۔

۶۔ ڈیویڈنڈ پر وہ ہولڈنگ ٹیکس

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

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

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

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

۷۔ مشترکہ کھاتے داروں کی صورت میں ڈیویڈنڈ پر وہ ہولڈنگ ٹیکس

حصص یافتگان سے گزارش کی جاتی ہے کہ وہ پرنسپل حصص یافتہ کے طور پر اپنی اور اپنے مشترکہ کھاتے داروں کی حصص یافتگی کے تناسب کی تفصیلات فراہم کریں تاکہ کمپنی ڈیویڈنڈ سے ٹیکس کی کوئی کیلئے مشترکہ کھاتے داروں کی حصص یافتگی کے تناسب کے تعین کیلئے (اس صورت میں جب حصص یافتگی کے تناسب کا تعین پرنسپل حصص یافتہ نے نہ کیا ہو) ریگولیشنز کی ہدایات کی تعمیل کر سکے اور اس کے مطابق ہر حصص یافتہ کے وہ ہولڈنگ ٹیکس کا حساب لگا سکے۔ تفصیلات کمپنی کے شیئرز رجسٹرار کو 23 ستمبر 2020 تک موصول ہونا چاہیے بصورت دیگر یہ مان لیا جائے گا کہ ہر حصص یافتہ کے پاس مساوی شرح میں حصص موجود ہیں اور اسی حساب سے ٹیکس منہا کیا جائے گا۔

۸۔ الیکٹرانک طور پر نقد منافع کی ادائیگی (ای مینڈیٹ)

کمپنی ایکٹ 2017 کے سیکشن 242 (ڈیویڈنڈ کی تقسیم) ریگولیشنز 2017 کی شق کے مطابق یہ لازمی ہے کہ نقد منافع میں ادائیگی والے منافع کو صرف الیکٹرانک طریقہ کار سے براہ راست متعلقہ شیئرز ہولڈرز کے متعین کردہ بینک اکاؤنٹ میں منتقل کیا جائے گا۔ اس ضمن میں قواعد کے مطابق نوٹس پیشگی اخبارات میں شائع کیا جا چکا ہے۔ تمام حصص یافتگان سے ایک بار پھر درخواست ہے کہ وہ اپنے متعلقہ بینک اکاؤنٹ کی تفصیلات جس میں (1) نام، اکاؤنٹ آف اکاؤنٹ، (2) اکاؤنٹ نمبر، (3) IBAN نمبر، (4) بینک نام، (5) برانچ کا نام اور (6) موبائل نمبر، کوڈ اور پتہ کمپنی کے شیئرز رجسٹرار کے پاس جمع کرائیں۔ سینٹرل ڈیپازٹری کمپنی آف پاکستان (سی ڈی ای) میں حصص رکھنے والے شیئرز ہولڈرز کو مشورہ دیا جاتا ہے کہ وہ متعلقہ بروکری سی ڈی ای کو ہدایت فراہم کریں۔ الیکٹرانک ڈیویڈنڈ فارم کمپنی کی ویب سائٹ پر دستیاب ہے۔ جسے شیئرز ہولڈر کے کمپنی کے رجسٹرار کو بھیج سکتے ہیں۔

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

کمپنی ایکٹ 2017 کی دفعہ (6) 223 کے تحت کمپنیوں کو اجازت دی ہے کہ آڈیٹڈ رپورٹ، ڈائریکٹرز جازہ رپورٹ وغیرہ (سالانہ رپورٹ) اور سالانہ نوٹس کے ساتھ مالیاتی گٹھ جوڑے، سالانہ جنرل مینٹگ (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 سی ڈی ای شیئرز رجسٹرار سروسز لمیٹڈ کے پاس جمع کرائیں۔ 30 جون 2020 کو اختتام پذیر مالی سال کیلئے کمپنی کے آڈٹ شدہ مالیاتی گوشوارے کے علاوہ گزشتہ سال کے سالانہ اور مساوی مالیاتی گوشوارے کمپنی کی ویب سائٹ (www.toyota-indus.com) پر دستیاب ہیں۔ الیکٹرانک ڈیویڈنڈ مینڈیٹ فارم انگلش اور اردو زبان میں سالانہ رپورٹ کے ہمراہ ہیں۔ اور یہ فارم کمپنی کی ویب سائٹ پر بھی دستیاب ہیں۔

۱۰۔ سی ڈی ای ڈی وی ڈی کے ذریعے سالانہ رپورٹ کی تقسیم

کمپنی نے سالانہ مالیاتی نتائج سالانہ رپورٹ 2020 بذریعہ سی ڈی ای ڈی وی ڈی (CD/DVD) اراکین کے درج شدہ پتوں پر ارسال کر دی ہے۔ اراکین کی درخواست پر طبع شدہ کاپی بھی فراہم کی جاسکتی ہے۔ 30 جون 2020 کو اختتام پذیر مالی سال کیلئے کمپنی کے آڈٹ شدہ مالیاتی گوشوارے کمپنی کی ویب سائٹ (www.toyota-indus.com) پر بھی دستیاب ہیں۔

نوٹس برائے 31 واں سالانہ اجلاس

حامل ہذا کو مطلع کیا جاتا ہے کہ انڈس موٹر کمپنی لمیٹڈ کا 31 واں سالانہ اجلاس عام 30 ستمبر 2020 بروز بدھ صبح 9 بجے منعقد کیا جائے گا جس میں مندرجہ ذیل کاروباری فیصلے کئے جائیں گے۔ کوویڈ-19 (Covid-19) کی وبا کے نتیجے میں پیدا شدہ موجودہ صورتحال 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 2020 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 (2019-2020) کی منظوری۔ ڈائریکٹرز نے حتمی نقد منافع 70 فیصد یعنی فی شیئر 7 روپے کی سفارش کی ہے۔ یہ 230 فیصد مشترکہ عبوری منافع یعنی 23 روپے فی حصص جو پہلے ہی ادا کیا جا چکا ہے کے علاوہ ہے۔ اسی طرح 2019-2020 کیلئے مجموعی طور پر 300 فیصد یعنی 30 روپے فی شیئر منافع ہوگا۔

۳۔ 30 جون 2021 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۔

کراچی
10 اگست، 2020

بکلم پورڈ
محمد عارف انظر
کمپنی سیکرٹری

نوٹس:

۱۔ ویڈیو کانفرنس کی سہولت کے ذریعے سالانہ اجلاس عام میں شرکت کوویڈ-19 کی وبا کے نتیجے میں، 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 کمپنی کے ای میل imc.corporate@toyota-indus.com پر 26 ستمبر 2020 کو شام 5 بجے سے پہلے جمع کرانیں۔

شیئر ہولڈر کا نام	فولڈ ای سی ڈی ای نمبر	شناختی کارڈ نمبر	موبائل نمبر	رجسٹرڈ ای میل ایڈریس

۲۔ ویڈیو کانفرنس کے بارے میں اور اس تک رسائی کیلئے تمام تر تفصیلات ان تمام شیئر ہولڈرز کے ساتھ شیئر کی جائیں گی جن کے تمام کوائف اپنی ای میلز 26 ستمبر 2020 کو شام 5 بجے سے پہلے وصول ہوں گی۔

شیئر ہولڈرز سالانہ اجلاس عام کے ایجنڈے آن لائن کیلئے اپنی آراء اور سوالات 26 ستمبر 2020 کو شام 5 بجے تک imc.corporate@toyota-indus.com پر ارسال کر سکتے ہیں۔

۳۔ 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 2020 تا 30 ستمبر 2020 (بشمول دونوں دن) بند رہیں گے۔ جن ارکان کی "انتقال حصص" کی درخواستیں سیمسرز CDC شیئر رجسٹرار سرورس لمیٹڈ سی ڈی سی ہاؤس B-99 بلاک "B"، ایس ایم سی ایچ ایس، مین شاہراہ فیصل، کراچی، 74400، فون: 0800-23275، یو ایس این: 111-111-500، ای میل: info@cdcsrsl.com پر 23 ستمبر 2020 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۔

۴۔ پراکسی

سالانہ اجلاس عام میں شرکت اور رائے دہی کا استحقاق رکھنے والا کوئی بھی رکن اپنے عوض مینٹگ میں شرکت کرنے، بولنے اور رائے دہی کیلئے کسی نمائندے کو مقرر کر سکتا ہے۔ عیوضی کے موثر ہونے کیلئے اطلاع نامہ کمپنی کے رجسٹرار آفس میں اجلاس شروع ہونے سے پہلے کم از کم 48 گھنٹے پہلے موصول ہونا چاہیے۔ نمائندے کا تازہ ترین نوٹو گراف جو مینٹگ میں بذریعہ ویڈیو لنک شرکت کرے گا۔

طاقت ور بن کر سامنے آئیں گے۔ ٹوپونا وژن 2025 جو کاروبار میں چار بڑوں کی حیثیت حاصل کرنے اور اپنی کمپنی کو معاشرہ میں شہر کی بہترین کمپنی کا درجہ دینے کی کوشش کرتے رہیں گے۔ آئی ایم سی کا آئی ٹی شعبہ اس وژن کے حصول کیلئے ایک ہم معاون ثابت ہوگا جس کا مدعا ایک ایسی کمپنی ہوگا جس کے پاس بہت زیادہ صارفین ہیں جو بہت زیادہ منافع بخش ہے، بہت زیادہ مسابقت کی حال ہے اور بہت زیادہ جدت پسند ہے۔

گلوبل کمپکٹ نیٹ ورک پاکستان اور نیشنل فورم آف انوائزمنٹ اینڈ ہیلتھ نے آئی ایم سی کی کارکردگی اور خدمات کو سراہا اور اسے مختلف ایوارڈ سے نوازا۔

مستقبل کا جائزہ

صارفین کی خوشی آئی ایم سی کی آئی ٹی حکمت عملی کا مرکزی نکتہ ہے۔ ہم نے ڈیجیٹل نظام میں تبدیلی کے محاذ پر جو رفتار حاصل کی ہے ہم اس میں مزید اضافہ کریں گے۔ کورونا وائرس نے غیر مثالی خطرات پیدا کر دیے ہیں لیکن ہمیں یقین ہے کہ قیادت اور ڈیجیٹل ٹیکنالوجی کے سمارٹ اور محفوظ استعمال سے ہم پہلے کی نسبت زیادہ

خوراک کی ہفتہ وار تقسیم کا پروگرام

انڈس موٹر کو اس بات کا احساس ہے کہ خوراک کا تحفظ اور غذائیت کسی بھی معاشرہ کی ترقی کیلئے اہم ہیں جس کے بغیر حفظانِ صحت اور تعلیم کے اہداف پورے نہیں کیے جاسکتے۔ ہمارا خوراک کی تقسیم کا پروگرام نہ صرف ان لوگوں کی مدد کرتا جو آج سخت بھوک کا شکار ہیں بلکہ ان کو اس بات کی ترغیب دیتا ہے کہ وہ اپنی معاشرتی شمولیت میں مثبت سوچ پیدا کریں۔ ہم ہر سال ضرورت مند لوگوں میں خوراک کے ڈبے تقسیم کرتے ہیں تاکہ وہ رمضان المبارک میں ایشیا خورد و نوش کی میزبانی کی وجہ سے اپنے باورچی خانہ کے اخراجات برقرار رکھ سکیں۔ سیلانی ویلفیئر ٹرسٹ کے ساتھ شراکت داری سے ہم نے اپنی خوراک کی تقسیم کی سرگرمیوں کو عملی کارڈ سسٹم کے تحت انتظام کیا ہے۔ اس سے ہمیں خاندان کی تعداد کے مطابق شفاف اور ہموار تقسیم میں مدد ملی ہے۔

ماحول اور حیاتیات کا تحفظ

آٹوموبائل شعبے میں ایک بڑی کمپنی ہونے کی حیثیت سے انڈس موٹر نے کاربن کے اثرات کو کم کرنے کی جتنی جو متعدد کاوشیں کی ہیں۔ ایندھن کے اعتبار سے اچھا مواد، صاف ستھرے ماحول کیلئے پیغام دینے کیلئے فروخت کنندگان کے ساتھ مل کر کام کرنے کیلئے بہت مدد کی ہے۔ جبکہ ہم صاف ستھرے ماحول کیلئے متعدد اقدامات جاری رکھے ہوئے ہیں۔ ہم سمجھتے ہیں کہ ماحول کو صاف ستھرہ بنانے کیلئے ہمیں اپنی زندگی کا ایک جزو بنانا پڑے گا۔ ہم اپنے ملازمین کو اس بات کی ترغیب دینے کیلئے مسلسل جدوجہد کر رہے ہیں کہ وہ آٹوشعبہ کو صاف ستھرا ماحول دیں اور انڈسٹری کو ان کو ششوں کی پیروی کرنے کی ترغیب دیں۔

ہم نے خود یہ ذمہ داری لی ہے کہ ہم لوگوں کے گروہ میں وسعت دینے اور انہیں متنوع بنانے کیلئے طریقے تلاش کریں، جو ماحول کا خیال رکھتے ہیں اور اس میں بہتری لانے کیلئے ذمہ داری کا احساس کرتے ہیں اور جو موثر قدم اٹھانے کیلئے مہارت رکھتے ہیں۔ اس ضمن میں پیداوار کے مابین پروگرام بنانا، عوام الناس کی آگاہی بڑھانے اور ان کی ماحولیاتی سرگرمیوں میں شرکت کرنا ایک موثر حکمت عملی ثابت ہو سکتی ہے۔

ملین ٹری مہم

ٹیوٹونا کا ماحولیاتی اثر 2050 سے بخوبی متاثر ہو کر انڈس موٹر ملین ٹری مہم میں ثابت قدمی سے آگے بڑھ رہی ہے۔ جس کا دسمبر 2018 میں افتتاح کیا گیا تھا۔ رواں مالی سال کے اختتام تک، مجموعی طور پر 3 لاکھ پودے پاکستان بھر میں لگائے گئے ہیں۔ لگائے گئے پودوں کی اقسام کی پائیداریت ہمارے ملین ٹری مہم کیلئے ایک لازمی جز ہے۔ اسی لئے پودوں کی ہر سہ ماہی میں سخت دیکھ بھال کی جاتی ہے۔

شہروں کو پائیدار بنانے کی مہم

ٹیوٹونا کا 5S اصول پڑنی گرین اینڈ کلین مہم کا دوسرا مرحلہ جس میں ساتھ ہی اور سرکاری سکولوں میں پلاسٹک کے کچرے کے متعلق آگاہی پیدا کرنا شامل ہے جو کو روٹا کی عالمی وبا کی وجہ سے لاک ڈاؤن کی صورت حال میں مارچ 2020 سے روک دیا گیا ہے۔ اب تک 124 سکولوں کو اس مہم میں شامل کیا گیا ہے اور اس میں 80,000 سے زائد طلباء شامل تھے۔ اس مہم کا بنیادی مقصد خصوصاً نوجوان نسل میں ملکیت کا جذبہ پیدا کرنا ہے تاکہ وہ اس مثبت اثر سے واقف ہو سکیں جو وہ معاشرے پر مرتب کر سکتے ہیں۔ ٹیوٹونا کے 5S اصولوں کو بھی اس مہم میں ظاہر کیا گیا ہے تاکہ کوئی بھی شخص جو مجموعی ماحول کی ملکیت کا متنی ہو وہ ان اصولوں کے ذریعے اپنی استعداد بڑھا کر مستفید ہو سکتا ہے۔

معاشرے کی ترقی کا پروگرام

ہم جن معاشروں میں کام کرتے ہیں وہاں کے پسے ہوئے طبقات کی بہتری کیلئے 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 معاشرتی طور پر غریب لوگوں کی حالت میں پائیدار بہتری لانا ہے۔ سی ایس آر کے جزو کے طور پر ہمارا بہترین منظم کمیونٹی ایپ لفٹ پروگرام (آبادی کی ترقی کا پروگرام) کی وجہ سے غریب اور محروم لوگوں کو کئی دیہات میں بہتر زندگی گزارنے میں مدد ملی ہے۔ اس پیمانے پر کامیابی کو حاصل کرنے اور اسے برقرار رکھنے کیلئے انڈس موٹر نے بین الاقوامی سطح پر مشہور سیلانی ویلفیئر ٹرسٹ کے ساتھ جنوری 2020 میں شراکت داری کی جس کا مقصد تیار کھانے اور راشن تقسیم کرنا اور مفت طبی کیمپ قائم کرنا ہے۔

ہفتہ وار فری میڈیکل کیمپ

آئی ایم سی اپنے قیام کے وقت سے ہفتہ وار فری ہیلتھ کیمپ لگانے پر عمل پیرا ہے اور یہ اس کی ایک موثر حکمت عملی ہے کیونکہ علاقہ کی معاشی خوشحالی کا انحصار ان کے صحت مند لوگوں پر ہے۔ ہمارے ہمسایہ میں مقیم غریب اور محروم لوگوں کی مجموعی صحت اور فلاح و بہبود کے بارے میں ہمارے انتہائی فعال طریقہ کی وسیع پیمانے پر تعریف کی گئی ہے اور یہی ایس آر کے شعبہ میں بڑی کامیابی کی کہانی ہے۔ بروہتی ہوئی طلب کو پورا کرنے کیلئے آئی ایم سی نے سیلانی ویلفیئر ٹرسٹ کے ساتھ ایک معاہدہ پر دستخط کیے ہیں اور جنوری 2020 سے ٹرسٹ نے مکمل طور پر اپنا کام شروع کر دیا ہے۔ خدمات کی فراہمی کے اوقات میں توسیع کے ساتھ اب میڈیکل کیمپ ہر ہفتہ 3 دن کیلئے 3 مقامات پر لگائے جا رہے ہیں۔

نفسیاتی امراض کے لئے مفت کیمپ کا مہینے میں دوبارہ انعقاد

مختلف عوامل کی وجہ سے دنیا بھر میں ہر 40 سیکنڈ کے بعد ایک آدمی خودکشی کرتا ہے۔ ذہنی صحت کے 95 فی صد مسائل قابل علاج ہیں۔ لیاری میں فسادات کے دوران علاقہ میں مقیم بہت سے افراد کو ہی گوتھ، صالح محمد گوتھ، جام کنڈا گوتھ و آراس کے نواح میں منتقل ہو گئے تھے۔ سماجی و معاشی بدحالی کے نتیجے تقریباً 300 افرادی تشخص کے دوران اس بات کا پتا چلا کہ وہ ذہنی مریض ہیں اور انہیں مرگی کے دورے پڑتے ہیں۔ آئی ایم سی این جی او بیسک نیڈز پاکستان (بی این پی) کے تعاون سے مہینے میں دو بار فری میڈیکل کیمپ قائم کرتی ہے اور کوئی گوتھ اور جام کنڈا گوتھ میں آگاہی کی مہم کا آغاز کیا۔ اسی مہینے میڈیکل کیمپ میں نادار لوگوں کو صحت کی خصوصی خدمات فراہم کی جاتی ہیں اور تربیت یافتہ ڈاکٹر ذہنی اور نفسیاتی مریضوں کا علاج کرتے ہیں۔

ٹیوٹونا گوتھ تعلیمی پروگرام

سندھ میں تعلیم سے محروم بچوں کی بے تحاشہ تعداد بڑے مسائل میں سے ایک مسئلہ ہے۔ ٹیوٹونا گوتھ تعلیمی پروگرام (ٹی۔ جی ای پی) کا آغاز 2018 میں 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 کیلئے ان کو بھرپور مدد کرنا اور غربت کے چکر کو توڑنا تھا۔ اب تک طلباء کے دو گروپوں نے اپنی میٹرک کی تعلیم مکمل کر لی ہے۔ مجموعی طور پر اچھے نتائج کو سراہتے ہوئے آئی ایم سی نے پاس ہونے والے 16 طلباء کیلئے ہائیر سیکنڈری ایجوکیشن کیلئے مکمل معاونت فراہم کی۔ اس وقت ٹی۔ جی ای پی میں 246 طلباء کا ابتدائی تعلیم سے سیکنڈری ایجوکیشن کیلئے اندراج ہوا ہے۔ ان کا تعلق سٹیٹن فاؤنڈیشن کے 10 سکولوں سے ہے۔ طلباء میں امتیاز پیدا کرنے کی خاطر ٹی۔ جی ای پی کے شارٹ لسٹ کئے گئے 7 طلباء (5 طالبات اور دو طلبا) کو پاکستان کی منفرد پوتھ لیڈرشپ کانفرنس جس کا عنوان ”مارخور 2019“ تھا میں شرکت کیلئے سانس ڈیا کیا گیا۔ یہ کانفرنس 2 سے 16 اکتوبر 2019 میں مکہ پیک ٹیس، شوگر میں منعقد ہوئی تھی۔ یہ کانفرنس ایک اچھا ذریعہ تھا جس سے شرکاء کو تلاش کرنے کی عادت، سماجی طور پر فعال ہونا، مارخور کا جذبہ پیدا کرنا، سماجی اجارہ داری کے ذریعے پائیدار تبدیلی پیدا کرنا اور جدت پسندی پر تربیت ملی۔

سی ایس آر کے حوالے سے ہماری کوششیں اور گورنمنٹ کو نظر انداز نہیں کیا گیا۔ سال کے دوران مختلف باوقار اداروں نے مثلاً کراچی سٹاک ایکس چینج، منجٹ ایبوسی ایشن آف پاکستان، ایٹیا، مٹی آف یو کے،

کارکردگی کا عالمی سطح پر اعتراف

اس بات کا اعلان کرنے میں ہمیں خوشی محسوس ہو رہی ہے اور یہ ہمارے لئے باعث افتخار ہے کہ انڈس موٹر کمپنی کے سی آئی او کو برنس میں متاثر کن تبدیلی کی کنگری میں گلوبل سی آئی او اور 200 سربراہ کانفرنس 2019 میں ایوارڈ سے نوازا گیا ہے۔

سی آئی او 200 ایوارڈ ڈیجیٹل نظام میں تبدیلی لانے والے ماہرین کی خدمات اور ان کی طرف سے اس انقلاب کی رہنمائی کرنے کیلئے بے انتہا ذہانت کا اعتراف ہے۔ ایوارڈ ٹیکنالوجی میں اعلیٰ دماغ کے حامل ماہرین اور عالمی سطح پر ڈیجیٹل نظام کو بلند ترین سطح پر نافذ کرنے کیلئے محنت شاقہ اور مخلصانہ مساعی اور فنی مہارت پر مبارکباد پیش کی گئی ہے۔

اس پرکشش ایوارڈ کے لئے 15 ممالک کی طرف سے 3,200 نامزدگیاں موصول ہوئی تھیں۔ ان میں 200 نامزدگیوں کا عالمی تقریب میں شرکت کرنے کیلئے انتخاب کیا گیا تھا۔ آخر کار، 20 سی آئی او اور 10 مختلف اقسام میں گلوبل سی آئی او ایوارڈ عطا کئے گئے۔

کارپوریٹ سماجی ذمہ داری

کو روٹا داس کی عالمی وبا کیلئے آئی ایم سی کا سی ایس آر

کو روٹا داس کی عالمی وبا سے عالمی سطح پر صحت کو درپیش بحران کا اظہار ہوتا ہے۔ جس نے لاکھوں جانوں کو خطرات سے دوچار اور پوری دنیا کے سماجی معاشی حالات کو بد حالی کا شکار کر دیا ہے۔ اس وبائی مرض کے پھیلاؤ کو روکنے کیلئے صوبائی حکومتوں نے شہروں میں لاک ڈاؤن کرنے کا حکم دیا۔ جبکہ سماجی طرز عمل کو تبدیل کرنا اخلاقی طور پر لازمی بن گیا ہے۔

صارفین، ملازمین اور دیگر سٹیک ہولڈرز کی حفاظت اور سماجی ہمیشہ ہماری اولین ترجیحات میں شامل ہیں۔ آئی ایم سی نے ان تمام ہدایات پر اپنی احتیاطی تدابیر پر عمل درآمد کیا ہے جو حکومتی حکام کی طرف سے کو روٹا داس کے پھیلاؤ کی روک تھام کیلئے موصول ہوئی تھیں۔ اچانک لاک ڈاؤن کے اعلان نے بے شمار کمپنیوں کو تکلیف میں مبتلا کر دیا اور گھریلو کارکن اور دیہاتی دارمزدور سب سے زیادہ متاثر ہوئے جو اپنی آمدنی سے محروم ہو گئے۔ چنانچہ آئی ایم سی کے دفاتر اور فیکٹری کو دو ماہ سے زائد عرصے تک مسلسل بند کر دیا گیا۔

بطور ایک ذمہ دار کارپوریٹ ادارہ آئی ایم سی نے مندرجہ ذیل کردار ادا کیا۔

- (1) وزیراعظم کے کو روٹا ریلیف فنڈ 2020 میں 20 ملین روپے کی امداد دی۔
- (2) لاک ڈاؤن کے دوران 6,500 سے زائد کمپنیوں میں راشن کے تقسیم کئے گئے۔
- (3) ہسپتالوں کو مالی امداد، طبی ساز و سامان اور پی پی ایز فراہم کیے گئے۔
- (4) ارگرد کے طبقات میں 2,600 خاندانوں میں راشن کی تقسیم کیلئے سیلائی ویلفیئر ٹرسٹ کو 3.3 ملین روپے عطیہ کئے گئے۔
- (5) فرنٹ لائن پر کام کرنے والے میڈیکل سٹاف اور ہسپتالوں کی مدد کیلئے SIUT کو 7.5 ملین روپے اور 50,000 سرجیکل ماسک عطیہ کیے۔
- (6) شوکت خانم میموریل ہسپتال کو 10 ملین روپے عطیہ کیے۔
- (7) کو روٹا داس کی وبا کے دوران پسے ہوئے اور مستحق طبقات کو معیاری علاج و معالجہ کی سہولت فراہم کرنے میں مدد فراہم کرنے کیلئے انڈس ہسپتال کو 10 ملین روپے عطیہ کئے۔
- (8) آغا خان یونیورسٹی ہسپتال کو وینٹی لیٹر مشین عطیہ کی گئی۔
- (9) ملک بھر میں آئی ایم سی کے مجاز ڈیلرز نے بھی مالی امداد، راشن کی تقسیم اور ہسپتال کے سٹاف کیلئے پرسنل پروڈیکٹس کی فراہمی کے ذریعے مستحق طبقات کو مدد فراہم کی ہے۔

کاروں سے بالاتر مفادات: آئی ایم سی کا 30 سالہ ارتقائی سفر

کارپوریٹ سماجی ذمہ داری (سی ایس آر) کا شعبہ محض خیرات کے معمولی نظریے سے تبدیل ہو کر گزشتہ چند عشروں میں کارپوریٹ دنیا میں ایک بہت زیادہ مستند اور وسیع پیمانے پر تسلیم شدہ نظریات میں سے ایک بن گیا ہے۔ آج کے دن اور دور میں سی ایس آر کی معاشرے کے تمام طبقات کی طرف سے عالمگیر سطح پر توثیق کی گئی اور اسے فروغ دیا گیا ہے۔ ان طبقات میں حکومتوں اور کارپوریٹسز سے لے کر غیر حکومتی ادارے اور صارفین شامل ہیں۔

اس سال انڈس موٹر کمپنی نے اپنا 30 واں سالہ یوم تاسیس منایا۔ یہ مسلسل عہد و پیمان کا سفر ہے۔ آئی ایم سی کا سماجی خدمت سے متعلق باب نے ثابت قدمی سے ارتقا کی طرف سفر کر کے کارپوریٹ کی سطح پر خیرات دینے کے عاجزانہ تصور سے بدل کر ایک حکمت عملی پر مبنی سکیم سی ایس آر کی صورت اختیار کر لی۔ اس باب کا تعلق محض کمپنی کے مختصر اندازہ کام سے نہیں بلکہ اس نے کارپوریٹ شعبہ میں ایک مستحکم درجہ حاصل کر لیا ہے۔ 30 سال کے تمام تر ارتقائی سفر میں ہماری کمپنی کے اولین چیئرمین مرحوم جناب علی ایس حبیب کے ورثہ کو ہمیشہ یاد رکھا جائے گا۔

ہم اپنی سماجی ذمہ داری کا شدت سے احساس کرتے ہوئے کاروبار میں مسابقت اور کارپوریٹ سماجی اتحاد حاصل کرنے کیلئے سماجی شعبہ کی ترقی کا عہد کرتے ہیں جو آئی ایم سی کے ڈون، مشن، بنیادی اقدار اور پوائنٹس جی سی اصولوں کے عین مطابق ہوں گے۔ انڈس موٹر نے اپنی تمام سرگرمیوں اور کام میں ہمیشہ ایک قابل اختراع کارپوریٹ طرز عمل کا مظاہرہ کیا ہے۔ ان سرگرمیوں کے ساتھ منسلک کر کے اور اقوام متحدہ کے پائیدار ترقی کے اہداف (ایس ڈی جی ایس) کے اصولوں کے عین مطابق بنا کر ہم اپنے عہد کا اعادہ کرتے ہیں کہ ہم پائیدار ترقی کے اصول پر عمل کریں گے اور معاشرے کو مختلف النوع اور مثبت سہولتیں فراہم کریں گے۔ ایک ذمہ دار ادارہ ہونے کی حیثیت سے انڈس موٹر سی ایس آر اصولوں کو معاشرے کیلئے اپنی ذمہ داری تصور کرتی ہے۔ جس کا دائرہ کار معاشی اور قانونی فرائض سے ماورا ہے۔ سماجی ذمہ داری کے علاوہ ہم سی ایس آر اصولوں کو فعال اور موافق طریقہ کار کے اعتبار سے مثبت تبدیلیوں کو فروغ دینے کی طرف سماجی جواب دہی تصور کرتے ہیں۔

گزشتہ 5 برسوں میں ہم نے 926 ملین روپے کی خطیر رقم تعلیم، ماحولیات، ترقی و ترقی کی بنیادی صورت حال اور معاشرے کی فلاح و بہبود کے شعبوں میں خرچ کرتے ہوئے ان شعبوں کو زیادہ ترجیح دی ہے۔ جبکہ پائیدار ترقی اور سماجی ترقی میں ہماری خدمات اور ہماری کوششوں کے بارے میں اضافی معلومات ہماری پائیدار ترقی سے متعلق رپورٹ 2020 میں ایک ساتھ شائع کی جارہی ہیں۔ ہمارے چند منصوبوں کو اجاگر کرنے کی ضرورت ہے۔ ہم اپنی خدمات کو اپنی 30 سالہ تقریبات کے حصہ کے طور پر وقف کرنا چاہتے ہیں یعنی مسلسل عہد کا ایک سفر۔

ملازمین کی شمولیت

انڈس موٹر کمپنی نے ہمیشہ اپنے فرائض کی ادائیگی کیلئے جدوجہد کی ہے اور اپنے ملازمین کو کارپوریٹ اخلاقیات اور اصولوں کے معیار کے مطابق اپنے فرائض کی ادائیگی کی ترغیب دی ہے۔ اس کوشش کے پیش نظر آئی ایم سی ہمیشہ اپنے ملازمین کو آئی ایم سی کے مختلف سرگرمیوں میں شرکت کرنے کی ترغیب دیتا ہے جو اہمیت کی حامل ہیں۔ کیونکہ ہمارا ایمان ہے کہ سی ایس آر سے ملازمین کو بے مثال خوشی کا احساس ہوتا ہے کیونکہ ملازمین مستحق لوگوں کی مدد کرنے میں فخر محسوس کرتے ہیں۔ ایسا کر کے لوگ دوسروں کی مدد کرنے کیلئے بطور ایک متحد طاقت مل جل کر کام کرتے ہیں۔ اس سے وہ ادارے کی طرف وفاداری اور وابستگی کا جذبہ بھی پیدا کرتے ہیں جس سے معاشرے کیلئے دلچسپی پیدا ہوتی ہے۔ اس سال ہمارے ملازمین نے 4,839 گھنٹے کام کیا جبکہ گزشتہ سال اس کی شرح 5,238 گھنٹے تھی۔

SDG-8 لیڈرشپ

اس بات کا احساس کرتے ہوئے سی ایس آر اصول پر عمل اور ذمہ داری سے طرز عمل کا اظہار ایسا معاملہ نہیں جس میں کسی ایک کو اختیار کیا جائے بلکہ یہ ضرورت کا معاملہ ہے، انڈس موٹر نے اپنی پائیدار ترقی سے متعلق سالانہ رپورٹ 2017 میں عالمی مقاصد شامل کیا گیا ہے۔

اپنے ایس ڈی جی لیڈرشپ پروگرام کیلئے پاکستان برنس کونسل (پی بی سی) نے پاکستان میں انڈسٹری کے 9

رکھو) کا ایک جامع تجربہ کیا گیا تاکہ معیشت اور صحت کو درپیش خطرات کی عمومی حالت میں کچھ فائدہ حاصل کیا جاسکے۔ رواں مالی سال میں آئی ٹی شعبہ میں اٹھائے گئے اقدامات کو زیادہ تر دو واضح اقسام میں تقسیم کیا جاسکتا ہے۔ اول برنس پراسس، آٹومیشن (کاروبار کو خود کار طریقے سے نمٹانا) جس کا اہم ترین مقصد گاہک کی خوشی اور اچھی صحت کا حصول ہے۔ دوسرا ڈیجیٹل نر کرنے کے اقدامات سے متعلق ہے جس کا حتمی مقصد آئی ایم سی شاف کے انسانی وسائل میں اضافہ کرنا ہے تاکہ وہ فاصلہ پرہ کر ایک محفوظ اور اچھے انداز میں کام کر سکیں جیسا کہ سماجی فاصلہ رکھنے کے بارے میں ہدایت نامہ میں تلقین کی گئی ہے۔

آئی ایم سی کے پڑھ جات کی بیگ کا نظام

آئی ایم سی نے SAP S/4 HANA کے جدید نظام پر 2016 میں عمل درآمد کر دیا تھا۔ یہ پہلی تنظیم تھی جس نے اصل ڈیٹا کے ساتھ براہ راست رابطہ قائم کر لیا تھا۔ جسے تخلیقی ایس اے پی نی اور یوزر انٹرفیس نے فراہم کرنا تھا۔ آئی ایم سی کی ایس اے پی ٹیم نے سپلائی چین اور سپورٹ فنکشنز کے ساتھ مل کر ایس اے پی سسٹم کو کنٹرول اور با مقصد آٹومیشن کی معنی خیز اپیلی کیشن میں مزید بہتری پیدا کی۔ اس سال درآمد شدہ پزروں کے آرڈر دینے کا نظام (آئی ٹی او ایس) کو اصل برآمد کنندہ کے حساب کے مطابق بہتر بنایا گیا ہے۔ اس سے پروڈکشن پلاننگ ٹیم اس قابل ہو گئی ہے کہ وہ اس کے بارے میں صحیح طور پر اندازہ لگا سکتی ہے۔ اور درآمد شدہ پزروں کی بروقت آمد کے بارے میں منصوبہ بنا سکتی ہے۔ اس سے مصنوعات پیدا کرنے کے موزوں پروگرام اور صارفین کو گاڑیوں کی بروقت حوالگی کو یقینی بنایا جاسکتا ہے۔ اس کے علاوہ ویز باؤس کے انتظام کو بین کوکیشز کو بنیاد پر موثر انداز میں استعمال کرنے کیلئے ترتیب دیا گیا ہے۔ اس سے آئی ایم سی کے تمام تر کام اور لوگوں اور بہتر یارڈنگش کے انتظام میں مدد ملے گی۔

انٹرنیٹ آف ٹھنکو (آئی او ٹی) ٹیکنالوجی کے ذریعے خرابی کی پیشگی اطلاع

پراسس کے عمل میں بہتری لانے کی کوشش میں آئی ایم سی نے متعدد تدابیر اختیار کی ہیں جس کا مقصد ڈیٹا پروسس کو مربوط اور اس کام کا ہوتا نظر آنے کی خوبی کو برہانا ہے۔ پیشگی پیمائش کا کام ایک ایسا شعبہ ہے جہاں انٹرنیٹ سے متعلق چیزیں (آئی او ٹی) کو بنیادی شکل دی گئی ہے جس میں امکانی فوائد موجود ہوں گے جن میں مشین میں خرابی کے بارے میں فعال یاد دہانیوں سے لے کر فائلو پزروں کو خراب ہونے سے بچانے کیلئے کافی چھت تک شامل ہیں۔

آئل برنس کو بہتر بنانے کیلئے ڈسٹری بیوٹریوٹریل ایپ

آئی ایم سی نے نو یوٹا جیوٹریل آئل کے آپریشن کو سٹریم لائن کرنے کیلئے ڈسٹری بیوٹریوٹریل ایپ متعارف کرائی ہے۔ سادہ آسان انٹرفیس کے ساتھ موبائل ایپ ڈسٹری بیوٹریوٹریل آئی ایم سی سے منصوبہ اور آئل کی خریدار کو آسان بناتی ہے۔

اصلی دستیاں کیلئے کلاؤڈ پرنٹنگ

آئی ایم سی نے انتہائی احتیاط سے تیار کردہ اپنی کلاؤڈ حکمت عملی کے تحت کئی اہم برنس اپیلی کیشنز کو کلاؤڈ کی طرف منتقل کیا ہے۔ ان میں سے ایک اپیلی کیشن جنینس ہے جسے بعد از فروخت کاروبار کی ضرورت پوری کرنے کیلئے ڈیپلٹ میں بڑے پیمانے پر استعمال کیا جا رہا ہے۔ مائیکروسافٹ یوزر کلاؤڈ سے ملانے سے صارفین کیلئے حتی الامکان دستیاں، شفافیت اور رازداری کو یقینی بنایا جاسکتا ہے۔

اطلاعات کا تحفظ اور برنس کئی نیوٹی پلاننگ (بی سی پی) ایڈ پراسسٹریوٹریل پلاننگ (ڈی آر پی)

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

سے زیادہ نوٹ کرنے والی بات یہ کہ وہ ہر اس ریجن جن میں وہ اپنا کاروبار کر رہا ہے اسکی ضرورت اور میعار کے مطابق مصنوعات کی فراہمی میں یقین رکھتی ہے۔ بین الاقوامی منڈی میں پاکستان روپے کی قدر میں کمی اور حکومت کی جانب سے عائد کردہ ٹیکسوں کے پیش نظر پاکستان میں موٹر گاڑیوں کی قیمتوں میں بے تمنا اضافہ ہوا ہے۔ نو یوٹا پاکستان کا انتہائی مقبول برانڈ ہے۔ انڈس موٹر کمپنی کی کوشش ہے کہ وہ اپنی مصنوعات کو سستی اور با آسانی رسائی کے قابل بنائیں تاکہ ان کے صارفین اپنی پہلی پسند کی موٹر کار برانڈ کی خریداری کے حوالے سے کسی قسم کا سمجھوتہ نہ کریں۔ ہماری زیادہ تر توجہ مقامی سطح پر پزروں کی تیاری کے ذریعے لاگت کو کم کرنا ہے تاکہ ہمارے صارفین کو درآمدات پر عائد بھاری ٹیکسوں کے حوالے سے زائد رقم ادا نہ کرنی پڑے۔ میڈیا پاکستان کی حکمت عملی کو مد نظر رکھتے ہوئے ہم نے کرولا، اور یارس گاڑیوں کی کیلگری کے 1168 پزروں کے مقامی طور پر تیار کرنے شروع کر دیئے ہیں۔ جبکہ کرشل گاڑیوں کی کیلگری میں ہائی کلس ریوڈ، یوٹو یوٹا فار چوزر گاڑیوں کے 407 پزروں تیار کر رہے ہیں۔ اور ہم مزید پزروں کی مقامی سطح پر تیاری کے لئے کوشش جاری رکھے ہوئے ہیں۔

گاڑیوں کی قیمتوں کو کم کرنے کے ساتھ ساتھ صنعت کی ٹیکنالوجی اور استعداد کار کو بہتر بنانا بھی ہمارا قومی مشن ہے۔ جس پر ہمیں فخر ہے۔ ہماری نئی پراڈکٹ یارس گاڑیوں کی تیاری کے دوران رواں سال حاصل ہونے والی دوام کا مایا میں ایک جاپانی کمپنی نو یوٹا یوشوکو اور تھل یوشوکو پاکستان کے درمیان گاڑیوں کی سیٹس اور ان کے آلات کی تیاری کے لئے فنی معاونت کا معاہدہ ہے۔ اس کے علاوہ ہم نے جاپان کی سپلائر کمپنی Yasaki کار پوریشن اور تھل انجینئرنگ کراچی کے درمیان فنی معاونت کا معاہدہ کیا ہے جبکہ جاپانی کمپنی فورواڈ ایکسٹریکٹ گروپ کے ساتھ گاڑیوں کے پزروں کی تیاری کے لئے پہلے ہی اس قسم کا معاہدہ موجود ہے۔

ان مشکل حالات میں مقامی صنعت کی حمایت اور اس کے فروغ کیلئے ہمارا عزم ایک اور ثبوت ہے۔ ہمیں کورونا وائرس کی وبا کی وجہ سے مشکلات کا تاحال سامنا ہے اور لاک ڈاؤن کے باوجود ہم نے خصوصی سپورٹ پیکیج کی پیشکش کی ہے (ہمارے مقامی سپلائرز کی پائیداریت کو برقرار رکھنے کیلئے انہیں سوڈے پاک قرضوں کی فراہمی اور دیگر شامل ہیں)

ایک ذمہ دار کارپوریٹ ادارہ ہونے کی حیثیت سے ماحولیات سے متعلق ہمارے اقدامات کا دائرہ کار کمپنی عمارت سے باہر تک کارفرما ہے۔ اور ہماری تمام سپلائی چین تک پھیلا ہوا ہے۔ ہم نے ماحولیات کے تحفظ کیلئے متعدد اقدامات کیے مثلاً شجر کاری اور ہماری اپنی عمارت اور ہمارے سپلائرز دونوں سے کاربن کے اخراج میں کمی شامل ہیں۔ اس کے علاوہ ہمارے 52 مقامی سپلائرز میں سے 36 نے عالمی طور پر تسلیم شدہ ISO 140001 کا تصدیق نامہ پیلے حاصل کر لیا ہے۔ جبکہ باقی ماندہ نے ہم سے یہ عہد کیا ہے کہ وہ آئندہ سال تک یہ تصدیق نامہ حاصل کر لیں گے اور اس طرح ہماری تمام سپلائی چین ماحولیات کے اعتبار سے محفوظ ہیں۔

انفارمیشن ٹیکنالوجی

مشکل حالات میں کفایت شعاریت پسندی

مالی سال 2019-2020 کا آغاز صارف کی طلب میں کمی کے ساتھ وقوع پذیر ہوا۔ جس سے پینڈولم کی حرکت کی یاد تازہ ہوتی ہے مالی سال 2018-2019 ایک طرف غیر معمولی فروخت اور منافع سے ایک انتہا ہے، دوسری طرف کم ترین فروخت تھی جس کا آئی ایم سی نے ایک عشرہ میں تجربہ کیا تھا۔ پاکستانی روپے کی قدر میں کمی، اور بڑھتے ہوئے حکومتی ٹیکسوں اور ڈیوٹیوں کی وجہ سے موٹر کاروں کی قیمتوں میں اضافہ ہوا۔ جس سے صارفین کی طرف سے خریداری پر بھی منفی اثر پڑا۔ اقتصادی صورت حال کو کوونا وائرس کی وبا کے آغاز کی وجہ سے بد حالی کا شکار ہو گئی۔ جس کے نتیجے میں مارچ 2020 کے آخری ہفتے سے لے کر مئی کے آخر تک فروخت اور پیداوار کی سرگرمیوں کا مکمل طور پر لاک ڈاؤن ہو گیا۔

ان سخت معاشی خطرات اور کورونا وائرس کی وجہ سے عوام کی صحت کو لاحق ہنگامی صورتحال میں آئی ایم سی کے انفارمیشن ٹیکنالوجی شعبہ نے ایک سمارٹ اور کفایت شعاریت پسندی کی حکمت عملی اختیار کی۔ ایک با مقصد ڈیجیٹل نظام میں منتقلی بہتر ثابت ہوئی جس سے آئی ایم سی نے برسوں میں بہتر طور پر کام کیا۔ سال کے آغاز میں ان اقدامات کو زیادہ موثر بنانے کیلئے سٹارٹ، سٹاپ، کٹی نیو (شروع کرو، وقفہ دو اور جاری

پلانٹ سپورٹ گروپ سے تعلق رکھنے والے دو اہم شرکاء نے آئی ایم سی کی طرف سے شرکت کی۔

اس کا مقصد ٹی بی ایس کے تمام تر روابط میں بھرپور اور مکمل تقویت کو عام کرنا اور ٹی بی ایس کے مستقبل کی کلیدی افراڈ کو تیار کرنا ہے تاکہ کاروباری جگہ کے اندر معیاری کام کو مستحکم کرنے کے لیے عملہ کے مفاد میں ان کے منصب کے مطابق ہدایات اور کردار کا تعین کیا جاسکے۔

سکل میراتھن 2019-20

12 ویں آئی ایم سی سکل کانٹسٹ کی تقریب ’اپنی مہارتوں کو ثابت کرنے کیلئے چیلنج قبول کرو‘ کے عنوان سے 25 فروری، 2020 کو منعقد ہوئی جس میں 1800 ٹیم ممبرز اور ٹیم لیڈرز آئی ایم سی انٹرنل ریگولیشن کے معیار کے مطابق رجسٹریشن اور سکرٹوئی کے عمل کے ذریعے سکل کانٹسٹ کے پہلے مرحلے میں پہنچنے میں کامیاب ہوئے۔

مہارت پر مبنی (سکل) مقابلہ مہارت، رفتار، اعتماد، خود اعتمادی، مفاہمت اور مقابلے کے قواعد و ضوابط پر عبور حاصل کرنے کے بارے میں ہے۔

سکل میراتھن 2019-2020 کے پہلے مرحلے کا آغاز Startup رجسٹریشن کے ساتھ نومبر 2019 کو ہوا جس کے بعد سروائیو اور ٹیڈ کا انعقاد کیا گیا جس کا مقصد بنیادی اصولوں پر مبنی مہارت میں بہتری پر توجہ مرکوز کرنا تھی۔ دوسرا مرحلہ ’ہینٹل راؤنڈ‘ کا مرحلہ تھا جس کا انعقاد دسمبر 2019 کو کیا گیا جس میں عملی سیمیلیٹرز کے ذریعے مہارت کے جائزہ پر توجہ مرکوز کی گئی۔ تیسرا مرحلہ ’چیمپین راؤنڈ‘ تھا۔ اس راؤنڈ کا انعقاد جنوری 2020 میں کیا گیا جس میں اسے پی۔ جی پی سی ریگولیشن کی بنیاد پر تمام لازمی سیمیلیٹرز پر عملی سرگرمی کے ذریعے ٹیسٹ / مہارت کا جائزہ لیا گیا

فروری میں ہونے والے چوتھے مرحلہ ہر ایک شاپ / کیکٹری سے کوآلفا نیڈ ٹاپ 10 فنانٹلسٹ کی آن دی جاب پریکٹس پر مشتمل تھا۔

یہ گولڈ میڈلسٹ آئندہ سال ہونے والے ایشیا پیسیفک سکل کانٹسٹ میں پاکستان کی نمائندگی کریں گے۔

ٹوپوٹا کے کاروباری طریقے

ذہن میں رکھنے اور ترقی کے کلچر کو مد نظر رکھتے ہوئے انڈس موڈز کے کوالٹی انجینئرنگ نے سال 2019 میں ٹوپوٹا کے کاروباری طریقہ کار پر چھ موضوعات / مرکزی خیالات متعارف کرائے اور ان میں سے چھ ٹوپوٹا برنس پریکٹیسز میں سے ایک طریقہ کار کو منتخب کر کے 13 ویں ایشیا پیسیفک ٹوپوٹا برنس پریکٹیسز مقابلے کے لئے جمع کرایا جس میں دیگر کاریں تیار کرنے والی نو کمپنیوں نے حصہ لیا جس میں انڈس موڈز کمپنی نے اول انعام حاصل کیا۔ اس مقابلے سے انڈس موڈز کمپنی کو نہ صرف اپنے پیٹنٹ کی کوالٹی بہتر بنانے بلکہ اس سے اپنے پیداواری ہدف کو پورا کرنے میں بھی مدد ملی ہے۔

26 واں کوالٹی کنٹرول سرکل کنونشن

سالانہ کوالٹی کنٹرول سرکل کنونشن ستمبر 2019 میں منعقد ہوا تقریب کے مہمان خصوصی وزیر اعلیٰ سندھ کے قانون، ماحولیات، موسمی تبدیلی، ساحلی ترقی کے بارے میں مشیر اور حکومت کے ترجمان بیرسٹر مرتضیٰ وہاب نے کمپنی کی جانب سے ہر سال کوالٹی کنٹرول سرکل کنونشن کا اہتمام کرنے کی کوششوں کو سراہا اور معیار میں بہتری کی مسلسل سرگرمیوں کو جاری رکھنے کو یقینی بنایا۔ کنونشن میں معیار اور تحفظ، کارکردگی کو بہتر بنانے اور پیداواری لاگت کے حوالے سے بہت سے موضوعات / خیالات پیش کیے گئے۔ یہ کنونشن ملازمین کو شہورج میں دلچسپی کو دلانے اور معیار کو بہتر بنانے کے عمل میں زیادہ کردار ادا کرنے کے لئے انہیں بااختیار بنانا کر ملازمین کو زیادہ سے زیادہ متحرک بنانے میں مددگار ہوگا۔

کیو اے اور کیو سی کی فاتح ٹیم نے ٹوپوٹا سٹی جاپان میں منعقدہ 30 ویں ٹوپوٹا گلوبل سرکل کنونشن میں شرکت کی اور پاکستان کی نمائندگی کی۔

مقامی سطح پر پڑھ جات کی تیاری

معیار اور صارفین کا اعتماد ہمارے لئے ہمیشہ انتہائی اہمیت کا حامل رہا ہے۔ تاہم ٹوپوٹا برانڈ کے لئے سب

اس سال آئی ایم سی نے ایک تیراکی کا مقابلہ کا اہتمام کیا جس میں کافی تعداد میں ملازمین نے ٹیم اور اکیلے مقابلوں میں حصہ لیا۔ ملازمین میں صحت مندانہ سرگرمیوں کو فروغ دینے کیلئے تفریح سے بھرپور مقابلہ کا کھیل کا اہتمام کیا گیا۔ اس میں فری سٹائل ریس سے لے کر واٹر پول تک ایسے کئی کھیل تھے جس میں سب شرکت کر سکتے تھے۔ یہ ناصرف شرکاء کیلئے دلچسپ تھا بلکہ منتظمین اور حاضرین بھی برابر لطف اندوز ہوئے کیونکہ اس سے ہر شخص کو پول میں غوطہ لگانے کا موقع ملا۔

اس سال فٹ بال کے مقابلوں میں ملازمین کی طرف سے پہلے سے زیادہ شرکت تھی۔ اور اس میں زیادہ پیشہ ورانہ مہارت کا مظاہرہ کیا گیا۔ ہر سال گزرنے کے ساتھ مقابلہ سازی کے معیار میں بہتری آ رہی ہے، اور ملازمین کی طرف سے زیادہ صلاحیتوں کو اجاگر ہونے کے امکانات ہیں۔

ٹیم بنانے کیلئے سیمینار کیلئے درمیان کرکٹ کا ایک ٹورنامنٹ بھی منعقد کیا گیا۔ ٹورنامنٹ میں کھلاڑیوں نے بھرپور جوش و جذبہ سے اپنے کھیل کا مظاہرہ کیا۔ یہ ایک یادگار ایونٹ تھا جہاں بہت شاندار لمحات کا تجربہ کیا گیا

ٹیلنٹ کی ترقی

آئی ایم سی کا ارادہ ہے کہ اپنے ملازمین کی فنی مہارتوں میں اضافہ کیا جاسکے تاکہ وہ مستقبل کے مسائل اور تقاضوں کیلئے خود کو تیار رکھیں۔ یہی وجہ ہے کہ کمپنی اپنے لوگوں میں ٹوپوٹا کے بہترین عمل اور دوسری مہارتیں دل نشین کرانے کیلئے دل کھول کر سرمایہ کاری کرتی ہے۔ اس سال کمپنی کے اندر متعدد تربیتی پروگراموں کا اہتمام کیا گیا جس کا مقصد کام کرنے کا ٹوپوٹا کے طریقہ ’ٹوپوٹا وے‘ کو زیادہ مستحکم کرنا تھا۔ آئی ایم سی نے اپنے اعلیٰ ملازمین کو سرکردہ اقتصادی اداروں میں کثیرالیں الاقوامی تربیتی پروگراموں میں بھیجا۔

یہ آئی ایم سی کی کامیابی کا ایک نمایاں اقدام تھا جس کا مقصد کمپنی کو ایک ایسی تنظیم میں منتقل کرنا تھا جو مستقبل کے تقاضوں کو پورا کر سکے۔ اس سال ایک مفصل لگاتار منصوبہ بنانے کیلئے اہم کردار اور ذہنی افراد کی نشاندہی کی گئی۔ جس پر آئی ایم سی عمل پیرا ہے جس کا مقصد بغیر کسی رکاوٹ غیر معمولی نتائج حاصل کرنا ہے۔

آئی ایم سی نے جو انون کو تربیتی پروگرام فراہم کرنے کا کام ایک اپریٹنس شپ پروگرام کے تحت جاری کر رکھا ہے جس میں اس نے منتخب امیدواروں کو کام کے دوران عملی تربیت فراہم کی۔ سال بھر میں 400 سے زائد تربیت یافتہ افراد کو بھرتی کیا گیا جس کا مقصد ان میں ٹوپوٹا مصنوعات کے نظام کے استعمال اور عمل سے متعلق تربیت دی گئی۔

ملازمین کی دیکھ بھال

آئی ایم سی کو اپنے ملازمین کی ہر ممکن طریقہ سے دیکھ بھال کرنے کی حیرت انگیز خصوصیت حاصل ہے۔ فیملی کی اہمیت کا ادراک کرتے ہوئے آئی ایم سی نے ملازمین کے لیے والدین پیرینیکل کیلئے گفتگو کی ہے۔ ملازمین کی طرف سے ایک بھرپور جواب موصول ہوا جو اپنے والدین کے صحت کے عیب کے رعایتی خرچ حاصل کر کے بہت زیادہ خوش تھے۔

اس سال آئی ایم سی نے ملازمین کو بنیادی اطلاعات تک رسائی دینے کیلئے ایک خود مدتی دفتر قائم کیا۔ اب ملازمین کو ایک مین ڈاکرڈائی اطلاعات مٹلائٹخواہ کی سہولت، حاضری وغیرہ تک رسائی حاصل ہے۔

آپریشنز

ٹی بی ایس کے کلیدی افرادی افراد کی استعداد کار میں اضافہ

ٹوپوٹا، ٹوپوٹا ورلڈ کے معیار، نتائج اور سہولتی معیارات کو پورا کرنے کیلئے تسلسل کے ساتھ ہر سرپرکار ہے۔ جس کے نتیجے میں آئی ایم سی نے کارکنانہ حکمت عملیوں کو شامل کرنے اور کام کی جگہ پر معیاری طریقہ کار کو توثیق پر اپنی توجہ میں اضافہ کیا ہے۔

ان مقاصد کے حصول کیلئے آئی ایم سی نے ٹی ڈی ای ایم (ٹوپوٹا ڈائی ہانسوا انجینئرنگ اینڈ منوفیکچرنگ کمپنی لمیٹڈ) کے ساتھ اشتراک کیا ہے۔ جس کے تحت کمپنی نے ٹی بی ایس کی پرسنل ڈویلپمنٹ پروگرام (TPS Key Persons Development Program) میں شرکت کی۔

آئی ایم سی میں نہ صرف آئی ایس او کے باقاعدہ آڈٹ کو یقینی بنایا جاتا ہے بلکہ انوائزمنٹل اسسٹم (ای اے ایس) جس کی پورے ٹیوٹا میں عالمی سطح پر نگرانی کی جاتی ہے، کو نافذ کرتے ہوئے کمپنی کے اندر انٹرنل آڈٹ کے ذریعے ماحولیاتی تحفظ کے حوالے سے سرگرمیوں کو بھی چیک کیا جاتا ہے۔

ہمارے ماحولیاتی مقاصد کے حصول کیلئے ہم نے 5 سالہ ایکشن پلان سکھ انوائزمنٹل ایکشن پلان طے کیا ہے جو 2017 سے 2021 تک جاری رہے گا۔ طے کردہ قواعد و ضوابط اور معیارات کے مطابق اپنی سرگرمیوں کے انتظام و انصرام کیلئے ہماری کارکردگی کے اہم اشاروں (KPIs) کی نگرانی کی جاتی ہے۔ ٹیوٹا کمپنی نے اس ضمن میں گزشتہ برسوں نمایاں کامیابیاں حاصل کی ہیں اور گلوبل انوائزمنٹل کمیٹی میں بیان کردہ چارستونوں کے فروغ کیلئے 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) ریسیکلنگ 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 انوائزمنٹل مینجمنٹ سسٹم پر مبنی ماحولیاتی تحفظ کے بارے میں کثیرالسطحی تعلیم فراہم کرتے ہیں اور اس کے علاوہ انوائزمنٹل مینجمنٹ سسٹم کے آڈیٹرز کی استعداد کار میں اضافہ کیلئے ملک گیر آئی ایس او 14001 انٹرنل آڈیٹرز ٹریننگ کے انعقاد کے ساتھ ساتھ کمپنی کی ماحولیاتی تحفظ کیلئے سرگرمیوں کی رہنمائی کیلئے لیڈرز تیار کرتے ہیں۔

کمپنی نے ماحولیاتی تحفظ کے فروغ اور ہمارے ماحولیاتی مقاصد کے حصول کیلئے ملک بھر میں سپلائرز اور ڈیلرز سمیت اپنے کاروباری شرکاء اوروں تک اپنی ماحولیاتی سرگرمیوں کو بڑھا دیا ہے۔

ان اقدامات میں ویسٹ وائرٹریٹمنٹ 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 (تھیزن) کو ری سائیکل کرنے کیلئے مینٹننس 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 آٹوموبائل کمپنی ہے جس نے اوورن کے تحفظ کیلئے کار کے ایئر کنڈیشننگ سسٹم میں CFC-12 کی بجائے دوست ماحول گیس R-134a کے استعمال کا آغاز کیا ہے۔

قابل تجدید توانائی کا منصوبہ

فضا میں کاربن ڈائی آکسائیڈ اور دیگر گیسوں کے اخراج میں کمی کے ٹیوٹا کے عالمی اقدام کو آگے بڑھاتے ہوئے اور زمین کیلئے ایک بہتر ماحول بنانے کیلئے آئی ایم سی 4 میگا واٹ سولر پی وی پلانٹ منصوبہ پر کام کر رہی ہے جس سے 2021 تک سولر سسٹم کی بجلی پیدا کرنے کی صلاحیت 4.5 میگا واٹ بڑھا دے گی۔ ہم نے اب تک متعدد عمارتوں کی چھتوں پر سولر فوٹو وولٹک پنلز نصب کرنے کا کام مکمل کر چکے ہیں جس سے 1.4 میگا واٹ بجلی پیدا ہوتی ہے جبکہ باقی چھتوں پر سولر فوٹو وولٹک پنلز نصب کرنے کا کام جاری ہے جو طے شدہ وقت میں مکمل ہو جائے گا۔

انسانی وسائل (ہیومن ریسورس)

آئی ایم سی کا اس بات پر کامل یقین ہے کہ اس کی تمام تر کامیابیوں میں اس کے ملازمین کی محنت شائقہ شامل 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 مسلسل حمایت سے آئی ایم سی نے مشکل اوقات میں نمایاں مقاصد حاصل کیے ہیں۔

ملازمین کی شمولیت

آئی ایم سی اپنے ملازمین کو صحت مندانہ سرگرمیاں فراہم کرتی ہے۔ تاکہ ان میں جوش و خروش پیدا ہو اور وہ غیر معمولی نتائج پیدا کرنے پر اپنی توجہ دے سکیں۔

”سیٹھی کو پیدا اور فروخت اور منافع پر ہمیشہ فوٹیت حاصل رہے گی“

آئی ایم سی میں تمام کاروباری معاملات میں سیٹھی کو اولیت حاصل ہے اور ہماری اعلیٰ قیادت کی توجہ ہمیشہ سیٹھی کو برقرار رکھنے پر رہتی ہے۔

ہمارے طریقہ کار کو پیش سیٹھی اینڈ ہیلتھ مینجمنٹ سسٹم (او ایس ایچ ایم ایس) کے مطابق ہیں جو ٹیوٹا کے عالمی معیارات ہیں جنہیں آئی ایس او 45001 کی بنیاد پر تیار کیا گیا ہے۔ او ایس ایچ ایم ایس کو بروئے کار لاتے ہوئے سیٹھی مینجمنٹ کو بہتر بنانے کیلئے Genchi Genbutsu کی طرف سے کمزوریوں کی نشاندہی کی جاتی ہے۔

انسانی وسائل کی ترقی

آئی ایم سی انسانی وسائل کی ترقی کیلئے پرعزم ہے جو ٹیوٹا کے فلسفہ مومنوز کوری (منیو فلوگرنگ) لوگوں کی ترقی کے بارے میں ہے کی بنیاد پر ہے۔

ہمارے تربیتی پروگراموں کی باقاعدگی سے منصوبہ بندی کی جاتی ہے اور ہم ٹیوٹا کے عالمی مواد اور مہارتوں کے مطابق انسانی وسائل کی ترقی کیلئے ہمارے بہترین وسائل استعمال کرتے ہیں۔ ملازمت کے دوران تربیت (اے بی 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، ویڈرز، ڈیلرز اور کنٹریکٹرز کو بھرپور تعلیم فراہم کرنے کیلئے مدد دیتے ہیں۔

کوآرڈینیشن کے خلاف ملازمین کی صحت کی دیکھ بھال

آئی ایم سی نے کوآرڈینیشن کے خلاف ملازمین کی صحت کی دیکھ بھال کے پھیلاؤ کو روکنے کیلئے متعدد اقدامات اٹھائے ہیں۔ کمپنی نے ایس او بیور اور صحت کے حوالے سے ہدایات پر مکمل درآمد کرتے ہوئے دفاتر اور فیکٹریوں میں کام کرنے والے افراد کیلئے ”نئے معمول“ کے مطابق ماحول فراہم کیا۔ ہر شخص پر وبا کی وجہ سے پیدا ہونے والی تبدیلی کو اختیار کرنے اور اس پر سختی سے کاربند رہنے پر زور دیا گیا۔ ہم نے وزارت صحت اور عالمی ادارہ صحت کی طرف سے جاری کردہ ہدایات کے مطابق اپنے طریقہ کاروں میں تبدیلی لانے کیلئے دفاتر، مینوفیکچرنگ شاپس، معمول کی مراکز، میٹنگ روم اور ٹرانسپورٹ کیلئے سنڈرڈ آپریٹنگ پروسیجر (ایس او بیور) تیار کئے۔ ہماری ٹیم تازہ ترین پیش رفتوں پر گہری نظر رکھے ہوئے اور لوگوں اور مصنوعات کیلئے کام کے ماحول میں مسلسل بہتری کیلئے کوشاں ہے۔

ماحولیاتی انتظام و انصرام

انوائزمنٹل مینجمنٹ ٹیوٹا ماحولیاتی مسائل کو بہت زیادہ اہمیت کا حامل سمجھتا ہے اور مستقبل کے چیلنجز کو مد نظر رکھتے ہوئے نئے خیالات اور ٹیکنالوجیز کے استعمال سے ان مسائل کے حل کیلئے مسلسل کوشاں ہے۔ اکتوبر 2015 میں ٹیوٹا نے ٹیوٹا انوائزمنٹل چیلنج 2050 کا اعلان کیا جو چیلنج پر مشتمل ہے۔ یہ ہمارے کاروبار نئی مصنوعات اور ٹیکنالوجیز کیلئے 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 کیلئے زمین اور اس کے معاشرے میں مثبت کردار کیلئے اقدامات اٹھانے کے ساتھ ساتھ گاڑیوں کے دھوئیں سے ماحول پر پڑنے والے دباؤ کو کم سے کم کرنے کیلئے کوششیں کرتے آئے ہیں۔ ہمارا عالمی ڈیزائن ”زمین کے احترام“ کی اہمیت پر زور دیتا ہے۔ اس سوچ کی بنیاد پر ٹیوٹا نے ماحولیاتی تحفظ کیلئے اقدامات کیلئے طویل المدتی ڈیزائن کے طور پر اپنا چیلنج 2050 کا اعلان کیا ہے۔

ہمارا انوائزمنٹل مینجمنٹ سسٹم (ای ایم ایس) ایک جامع فراہم ورک جو آئی ایس او 14001 کے معیارات کے مطابق ہے۔ کاروباری معاملات اور آپریشنز ہماری ماحولیاتی پالیسیوں اور ٹیوٹا گلوبل سٹیڈیز ڈو کے مطابق چلائے جاتے ہیں۔ آئی ایم سی نے آئی ایس او 14001:2015 کا تصدیق نامہ حاصل کر لیا ہے۔

پروگرام کا اہتمام کیا ہے جس سے ان مہلکیں کو تیل تبدیل کرنے کے عمل کے دوران ٹو یوٹا موٹر آئل گاڑی کی دیکھ بھال کے حوالے سے بہتر سمجھ بوجھ حاصل ہوگی۔

کورونادائرس کی وبا سے نمٹنے کیلئے اقدامات

کورونادائرس کی وبا 2020 میں نظر نہ آنے والی ایک ایسی صورتحال ہے جس سے پوری دنیا متاثر ہے کیونکہ یہ وبا چانک پھوٹ پڑی۔ ہم نے ایک ذمہ دار اور خیال رکھنے والے ادارے کو طور پر اس صورتحال سے نمٹنے، ملازمین اور صارفین کے تحفظ کیلئے ہر ممکن اقدامات اٹھائے ہیں۔ صارفین کی سہولت کیلئے ڈیلرشپ صارفین کو گھر پر سروسز فراہمی اور موہاں ورکشاپ سہولیات کی پیشکش کر رہے ہیں۔

حفاظتی مہم

پاکستان میں ٹو یوٹا کی تمام گاڑیاں ڈبل dual آریس ایئر بیگز (SRS Airbag) 3، پوائنٹ ای ایل آریس ہیلٹس، اور یورپی یونین کے این۔ کیپ معیارات کے مطابق بچوں کی سیٹ کیلئے جی او اے باڈی اور آئی ایس او۔ فکس اینکرز سے لیس ہیں۔

سی ایف ڈی نے صارفین کو ٹو یوٹا گاڑیوں میں حفاظتی خصوصیات سے متعلق آگاہی فراہم کرنے کیلئے حفاظتی مہم کا آغاز کیا۔ ہم کے پبلک مرٹلے کا آغاز ملک کے بڑے اخبارات میں عوامی خدمت پر مبنی آگاہی پیغام کو شائع کر کے کیا گیا جس کے بعد صارفین کو مارکیٹ کے غلط طریقوں اور دھوکہ دہی سے بچانے کیلئے ڈیجیٹل میڈیا پریڈیو پیغامات نشر کئے گئے۔

ڈیلر کی فنی مہارتوں میں اضافہ

مئی سال 2019-2020 میں نئی ٹیکنیشنز نے ٹو یوٹا سکول ان ہانسمٹ ٹرینگ پروگرام (Toyota Skill Enhancement Training Program) جسے TEAM-21 کا نام دیا گیا ہے، میں 30,000 گھنٹے کے تربیتی سیشنز میں پیشہ ورانہ ٹیکنیشنز کی تربیت حاصل کرنے کے بعد ٹو یوٹا میں شمولیت اختیار کی۔ اس وقت ملک بھر میں ٹو یوٹا کے مجاز 3S ڈیلرشپس اعلیٰ سطح کے سرٹیفیڈ ٹیکنیشنز TEAM-21 سے لیس ہیں۔ پیشہ ورانہ افرادی قوت ملک بھر میں ٹو یوٹا کے صارفین کو بہترین سروسز کی فراہمی کے ساتھ ساتھ ٹو یوٹا کو ایٹمی سروس کے نعرے کو بلند کرنے میں سرگرم عمل ہیں۔

3.10 حفظان و صحت کی مہم

کورونادائرس کی عالمی وبا نے نہ صرف دنیا بلکہ پاکستان کی اقتصادی صورتحال پر بھی منفی اثرات مرتب کئے ہیں۔ ٹو یوٹا نے بروقت اقدامات اٹھاتے ہوئے اپنے ملازمین کے ساتھ صارفین کیلئے حفظان و صحت پر مبنی مہم کا آغاز کیا ہے۔

مہم کا آغاز صارفین کیلئے ”اپنی حفاظت کو اولین ترجیح دیں“ کے جگ لائن کے ساتھ شروع کیا گیا جبکہ صارفین کا تحفظ اور ان کا ذہنی سکون ٹو یوٹا کیلئے اولین ترجیح ہے۔ اس مہم میں ہم نے ٹو یوٹا کے تمام صارفین کو مفت کار سینیٹائزر اور اے سی چیک اپ کی سروسز کی پیشکش کی ہے اور اس کے علاوہ ہمارے ڈیلرشپس پر کورونادائرس سے بچاؤ کیلئے تمام احتیاطی تدابیر پر عمل درآمد کیا جا رہا ہے تاکہ ہمارے صارفین نہ صرف مطمئن ہوں بلکہ پورے پاکستان میں ہمارے ڈیلرشپس پر خود کو محفوظ تصور کریں۔

سیفٹی، صحت اور صحت مند ماحول

آئی ایم سی اپنے تمام ملازمین کو محفوظ اور صحت مند ماحول فراہم کرنے کیلئے پرعزم ہے اور اس کیلئے حفاظت، صحت اور صحت مند ماحول کے حوالے سے تمام قواعد و ضوابط پر سختی سے کاربند ہے۔ آئی ایم سی اپنے ملازمین، کسٹمرز، سپلائرز اور ایسے تمام افراد کا مکمل خیال رکھتی ہے جو کمپنی کے کاروباری آپریشنز سے متاثر ہو سکتے ہیں۔ ملازمین آئی ایم سی میں حادثات اور چوٹوں سے بچنے کیلئے مستعدی سے نہ صرف کام کرتے ہیں بلکہ سیفٹی خطرات کی نشاندہی اور ان کے خاتمے کیلئے مسلسل کوشش کرتے ہیں

انڈس موٹر کمپنی میں ہماری سیفٹی پالیسی کی طرف سے یہ پیغام دیا جاتا ہے۔

سال 2019-2020 کی بعد از فروخت سب سے بڑی مہم

انڈس موٹر کمپنی کی ہمیشہ یوشش رہی ہے کہ اپنے صارفین کو مارکیٹ کے لحاظ سے بہترین ہولتیں فراہم کی جائیں تاکہ صارفین کے اعتماد کو بڑھایا جاسکے۔ اس فلسفے کو مد نظر رکھتے ہوئے کمپنی کے کسٹمر فرسٹ ڈیپارٹمنٹ نے 14 اگست 2019 کو اپنی نوعیت کی پہلی اور سب سے بڑی بعد از فروخت مہم شروع کی تھی۔ جس کا مقصد ملک بھر میں بعد از فروخت خدمات کو فروغ دینا تھا۔ ٹو یوٹا ماہر ہنرمندوں کے ساتھ اس صنعت کے اہم سرکردہ کمپنیوں میں ایک ہے جس کے ہنرمند ٹو یوٹا کے معیارات کے مطابق گاڑیوں کی دیکھ بھال اور مرمت سرانجام دیتے ہیں۔ اور گاڑی میں جنٹین پرزے استعمال کرتے ہیں جن سے گاڑیوں کی زندگی بڑھ جاتی ہے اور اس کی اصل حالت برقرار رہتی ہے۔ ان معیاری خدمات کی بدولت جس سے نہ صرف صارف مطمئن ہوتا ہے بلکہ اس کی پسندیدگی میں بھی اضافہ ہوتا ہے۔ ایک وسیع الیڈیا ڈیلرشپ نیٹ ورک کی پیشکش کی جاتی ہے جو صارفین کو گاڑیوں کی دیکھ بھال کے لئے نخلت سے پاک ماحول فراہم کرتی ہے۔

واریٹی میں توسیع کا اجرا (چوتھے اور پانچویں سال)

ٹو یوٹا میں ہم اپنے معزز صارفین کو اپنی مصنوعات کے بعد از فروخت اپنی بہترین اور معیاری خدمات کی فراہمی کے لئے پرعزم ہیں۔ اس فلسفے کو مد نظر رکھتے ہوئے انڈس موٹر کمپنی نے حال ہی میں تین سالہ مینوچرنگ واریٹی پر دو سالہ توسیعی واریٹی کا اجرا کیا ہے۔ یہ سیکٹیج صارفین کی فنی کلومیٹر ضروریات کے مطابق تیار کیا گیا ہے۔ ٹو یوٹا ہمیشہ اپنے آپریشنز اور خدمات میں مسلسل بہتری کی جانب کام کرتی رہتی ہے تاکہ صارفین ٹو یوٹا فیملی کا حصہ ہونے کے ناطے لطف اندوز ہو سکیں۔ واریٹی کی مدت میں توسیع صارفین کو دوبارہ فروخت اہمیت اور گاڑیوں کے بہتر کارکردگی کے لحاظ سے ذہنی طور پر اطمینان فراہم کرتا ہے۔

موسم سرما مہم

کسٹمر فرسٹ ڈیپارٹمنٹ نے نومبر 2019 میں موسم سرما کی مہم کا آغاز کیا ہے تاکہ ٹو یوٹا صارفین کے ذہنی اطمینان اور سردیوں میں گرم ماحول سے لطف اندوز ہونے کے لئے ملک بھر میں ٹو یوٹا کے مجاز ڈیلرز شپ پرفمٹ بیٹری اور ہیٹر کے معائنہ فراہم کیا جاسکے۔ یہ مہم نئی بلند یوں تک پہنچ گئی ہے اور اس مہم کے دوران ہزاروں صارفین کو خدمات فراہم کی گئی ہیں۔

پہلے سے ادا شدہ رقم پر پیریاڈک مینٹنس (PPM)

انڈس موٹر صارفین کی پسندیدگی کو یقینی بنانے کے لئے مارکیٹ کے لحاظ سے بہترین سہولتوں کی فراہم کے لئے کوششیں کر رہی ہے۔ اس فلسفے کے تحت انڈس موٹر نے 2020 میں نئی اور منفرد پیشکش کے ساتھ پیریاڈک مینٹنس کا آغاز کیا ہے۔ پی پی ایم صارفین کو ایک سمارٹ اور آرازاں طریقہ کار فراہم کرتا ہے تاکہ انہیں مہنگائی کے باعث تبدیل ہوتی ہوئی قیمتوں سے بچایا جاسکے۔ پی پی ایم ایک دن سٹاپ حل ہے جس کے تحت ہمارے صارفین ایک مرتبہ ادائیگی کے بعد چار مرتبہ مفت مینٹنس کی سہولت سے مستفید ہو سکتے ہیں۔ انڈس موٹر کمپنی نے اپنے صارفین کے لئے تشریحی مہموں اور دیگر خدمات جاری رکھنے کی منصوبہ بندی کر رہی ہے۔ تاکہ اپنے صارفین کے اطمینان کو برقرار رکھنے کے سز کو جاری رکھا جاسکے۔

نئے آئل گرڈ TAGLON X کا اجراء

انڈس موٹر کمپنی نے نیو جگ لائن ایکس (SN 5W-30) کا اجراء کیا ہے جو ٹیکنری سے بھرا جانے والا موٹر آئل ہے۔ اس سے رگڑ کی قوت کم ہوتی ہے، کانونی کو بہتر بناتا ہے، انجن کی زندگی بڑھاتا ہے، انجن کی کارکردگی کو بہتر بناتا ہے اور میل کیلے سے انجن کو محفوظ رکھتا ہے۔ نیو جگ لائن ایکس کا صارفین کی جانب سے والہانہ خیر مقدم کیا گیا ہے اور اسے بڑے پیمانے پر سراہا گیا ہے۔ اس نئے پراڈکٹ نے دیگر مصنوعات کے مقابلے میں نمایاں مقام بنالیا ہے اور مختصر وقت میں ٹی ایم او مصنوعات کی لائن میں دس فیصد زیادہ حصہ حاصل کر لیا ہے۔

سرٹیفیڈ لیڈ ٹیکنیشن پروگرام

انڈس موٹر کمپنی نے سڑکوں پر کام کرنے والے مہلکیں کے لئے ہنرمندی کے فروغ کے حوالے سے تربیتی

پیرالپیکس گیمز (Paralympics Games) کے ساتھ شراکت کے جشن کے ساتھ ساتھ آسان اور باسہولت سفر پر توجہ مرکوز کی گئی ہے۔

پرجوش ملازمین، شراکت داروں اور صارفین کو مد نظر رکھتے ہوئے، آئی ایم سی نے ناممکن کو ممکن بنانے کے مقصد کو مضبوط کرنے اور مختلف ذرائع کو بروئے کار لاتے ہوئے مقامی ہیرو ایتھلیٹ سعدی عباس کی صلاحیتوں کو اجاگر کرنے اور ان کی تشہیر کے لئے چند اقدامات کا آغاز کیا۔ آئی ایم سی نے اولمپک ڈسے منانے کے لئے اولمپک ایسوسی ایشن آف پاکستان کے ساتھ شراکت کی اور اس کے ساتھ ساتھ آن گراؤنڈ ایکٹیویشن کے ذریعے ایس وائی آئی تشہیری مہم چلائی۔ اس موقع پر پاکستان کے مختلف ایتھلیٹس موجود تھے۔

آئی ایم سی نے لیاری میں بچوں کے لئے ٹریننگ بوٹ کیمپ کے انعقاد کے لئے سعدی عباس (مقامی ایتھلیٹ اور کرائے چیمپئن) کے ساتھ بھی شراکت کی اس کا مقصد لیاری کے بچوں کو National Institute of Karate Do Pakistan میں کرائے کی تربیت دینا تھا۔

سیفٹی مہم

آئی ایم سی نے سیفٹی کو اپنی اولین ترجیح بناتے ہوئے اپنی تمام پراڈکٹس میں "میٹ ان کلاس انچر" کی فراہمی میں اپنی برتری کو ہمیشہ برقرار رکھا

اپنے سیفٹی میٹریٹ کو مد نظر رکھتے ہوئے آئی ایم سی ہمیشہ اپنے صارفین کو سیفٹی فیچرز اور ان کے استعمال کے بارے میں معلومات فراہم کرتا رہا ہے۔ حال ہی میں #BeSafetyLeaders کے بیزنس شروع کی جانے والی مہم میں آئی ایم سی نے ڈی ایم سی میں آن گراؤنڈ ایکٹیویشن کا انعقاد کیا جس کا مقصد صارفین میں وہیل چیمپئن، ٹویونا کی گاڑیوں میں فراہم کی گئی سیفٹی سیمینارز اور ان کے استعمال کے بارے میں آگاہی فراہم کرنا تھی۔ اس کے ساتھ ساتھ #Realitycheck سرگرمی کا بھی انعقاد کیا گیا جس کا مقصد گاڑیوں کو محفوظ انداز میں ڈرائیونگ اور مہم کے تحت تحفظ کا حلف اٹھانے کے بارے میں شعور دیا گیا۔

صارفین کو معلوماتی وڈیوز اور دیگر مواد کے ذریعے راغب کی غرض سے ٹی ایچ یو ایم ایس (ٹوٹل ہیومن ماڈل فار سیفٹی) کے ساتھ ساتھ ڈیجیٹل کنٹسٹ کا بھی انعقاد کیا گیا۔

صارفین سے رابطہ کاری (کسٹمر ریلیشن)

اپنے خوابوں کو رنگ دے کر مستقبل کو روشن کریں

ٹویونا ڈریم کار آرٹ مقابلہ جو 2004 سے ٹویونا موٹر کار پوریشن جاپان کی طرف سے ہر سال منعقد کیا جاتا ہے ایک عالمی سطح کا مقابلہ ہے اور 16 سال سے کم عمر کے بچوں کیلئے دنیا کے بڑے ڈرائنگ مقابلوں میں سے ایک ہے۔ مقابلے کا انعقاد تین کنگز یوں یعنی 8 سال سے کم، 11 تا 12 اور 15 تا 16 سال اور رائل کینگز میں کیا جاتا ہے۔ مقابلہ کا مقصد بچوں کو مستقبل کیلئے متحرک کرنا اور اپنے ڈریم کار کے تصور کا اجاگر کرنے کیلئے ان کی حوصلہ اور ان میں جدت پسندی اور تخلیقی استعداد کار میں اضافہ کرنا ہے۔ یہ مقابلہ ایسے بچوں کی اہمیت کا اجاگر اور ان کی حوصلہ افزائی کرتا ہے جو زندگی میں کچھ نہ کچھ کرنے کا خواب رکھتے ہیں۔

ٹویونا ڈریم کار آرٹ کے 14 ویں مقابلے 2020 کے نیشنل جیوری ایونٹ کا انعقاد کمپنی کے ہیڈ آفس میں کیا گیا جس میں پاکستان بھر سے بچوں کی طرف سے وصول ہونے والے ٹاپ علاقائی اور قومی فاتحین کا انتخاب کیا گیا۔ مقابلے کا دائرہ کار گزشتہ چند سالوں میں وسیع ہو گیا ہے اور پاکستان بھر سے ہر شعبے ہائے زندگی سے تعلق رکھنے والے بچے حصہ لیتے ہیں۔ پاکستان سب سے زیادہ آرٹ ورک موصول کرنے والے ممالک میں تیسرے نمبر پر ہے۔ رواں سال آئی ایم سی کو پاکستان بھر سے 46 ڈیزائنرز کے نیٹ ورک کے ذریعے 49,900 آرٹ ورک موصول ہوئے۔

معاشرے کے تمام طبقات کی شمولیت کی نظر یہ کو مد نظر رکھتے ہوئے خصوصی بچوں کے لئے منفرد فیچرز رائل کینگز کی تیاری کی گئی۔ اس کینگز میں گزشتہ کئی سالوں سے نہ صرف فعال شراکت ہوئی بلکہ شراکت کی تعداد میں بھی اضافہ ہوا اور عوام کی طرف سے اس کینگز کی کو بہت سراہا گیا۔

جیوری پنل

پانچ رکنی آزاد جیوری پنل ماہرین تعلیم، پیئٹرز اور لیسری فنکاروں بشمول مہر آفرز، پیئٹرز، پرنٹ میکر اور انڈس ویلی سکول آف آرٹس اینڈ آرکیٹیکچر، نورین شیخ نی، اسٹینٹ پروفیسر فیکلٹی آف فائن آرٹس، انڈس ویلی سکول آف آرٹس اینڈ آرکیٹیکچر، عالیہ یوسف ماہر تعلیم اور سرانک آرٹس، آفان بھاگ پتی، آرٹ ایجوکیٹرائٹ ڈول آرٹس اور محمد ذیشان، آرٹ ایجوکیٹرائٹ ڈول آرٹس پر مشتمل تھا۔

جیوری نے 36 علاقائی اور قومی سطح پر کامیاب امیدواروں کا انتخاب کیا اور پاکستان کی نمائندگی کرنے والے 9 آرٹ ورکس کو شراکت کیا جو جاپان میں ہونے والے عالمی مقابلے میں حصہ لیں گے۔ تین اضافی ڈرائنگ کا بھی انتخاب کیا گیا جن میں سے دو ڈرائنگ سی ای ای وائس موٹر، اعلیٰ صف جاپانی کی طرف سے سی ای ای ایوارڈ جبکہ ایک ڈرائنگ جیوری کی طرف سے چوائس ایوارڈ کے لئے منتخب کی گئی۔

زمین کا تحفظ

اقوام متحدہ گلوبل کمپکٹ ایس ڈی جیز کے توثیق کنندہ ہونے کے ناطے اور زمین کے تحفظ کے خیال سے تقریباً set up آئی ایم سی میں سی ڈی (CKD) کی آپریشنز کے دوران حاصل کئے گئے پیکٹ میٹریل سے تیار کیا گیا تھا۔ مثال کے طور پر پیٹل وڈ کو ٹینٹل ورنوال کیلئے دوبارہ استعمال کیا گیا اور پلاسٹک شیش کو آرٹ ورک ڈسپلے والز کھڑکی کرنے کیلئے ری سائیکل کیا گیا۔ یہ اقدام نہ صرف سستا ثابت ہوا بلکہ اس اقدام کو سراہا بھی گیا۔

نمائش

جیوری ایونٹ کے بعد آئی ایم سی ملازمین کیلئے آئی ایم سی نے دو روزہ نمائش کا انعقاد کیا گیا جس میں پاکستان کے نوجوان آرٹسٹوں کی طرف سے بنائے شاہکار ڈیزائن نمائش کیلئے رکھے گئے۔ نمائش میں شرکت کرنے والوں کی طرف سے دی جانے والی آراء نہایت حوصلہ افزاء تھیں۔ بچوں کے غیر معمولی ٹیلنٹ اور ٹیکل نے شراکت کو ورطہ حیرت میں ڈال دیا

بد قسمتی سے کورونا وائرس کی وبا کے باعث آئی ایم سی کو نیشنل ایوارڈ کی تقریب منسوخ کرنی پڑی جو ہر سال مقابلے کے فاتحین کی کامیابی کا جشن منانے کیلئے منعقد کی جاتی ہے۔ چنانچہ ان فاتحین کی کوششوں کے اعتراف اور ستائش کیلئے آئی ایم سی نے ڈیزائنرز کے ذریعے فاتحین بچوں میں ایوارڈ شیفٹنگ، میڈلز اور انعامات تقسیم کئے۔ ٹویونا موٹر کار پوریشن جاپان نے بھی عالمی مقابلے کا انعقاد آئندہ سال تک موخر کر دیا ہے۔

پاکستان 2013, 2011, 2010 میں ایک ایک بار جبکہ 2019 میں دوبارہ فاتح رہ چکا ہے۔

پہلے صارف۔ پوزہ جات اور سروس

انڈس موٹر کمپنی صارفین نے پسندیدگی کے جائزے کی بناء پر TMAP (ٹویونا موٹر ایسیا پیسیفک) سے مسلسل دوسرے بار گولڈ ایوارڈ جیتا ہے۔

انڈس موٹر کمپنی نے سال 2019 کے لئے صارفین کی خدمات کے حوالے سے بہترین کارکردگی ایوارڈ حاصل کیا ہے۔ انڈس موٹر کمپنی کا یہ شعبہ اس پروگرام میں گزشتہ 11 سال سے شرکت کر رہا ہے۔ کمپنی نے سال 2018 میں پہلی مرتبہ یہ ایجنسی ٹیویونا ایوارڈ اپنے نام کیا تھا۔ اور کمپنی سال 2019 میں بھی ایک بار پھر یہ ایوارڈ حاصل کرنے میں کامیاب رہی۔ اس پروگرام کا انعقاد ہر سال ٹویونا موٹر کمپنی کارپوریشن جاپان کی جانب سے کیا جاتا ہے، اور دنیا بھر میں اس سے منسلک ممالک اس پروگرام میں شرکت کرتے ہیں اور صارفین کو بہتر خدمات کی فراہمی کے مقصد کے لئے اپنی کوششیں کرتے ہیں۔ تاکہ اسے خطے میں گاڑیوں کا پسندیدہ برانڈ بنایا جاسکے۔

انڈس موٹر کمپنی نے CSEA (کسٹمر سروس ایکسیلنس ایوارڈ) کے ذریعے گاڑیوں کی بعد از فروخت اور صارفین سے رابطہ کاری کے فروغ کے آپریشنز کو فروغ دیا ہے اور صارفین کی پسندیدگی کو بڑھانے کے لئے صارفین کے ساتھ رابطہ کاری کے نمایاں مواقع پیدا کئے ہیں۔

کیلے حال ہی میں تین نئے نیچرز متعارف کرائے جن میں ویڈیو کال، جیوفنسنگ اور سیٹس شامل ہیں۔

SUV-CKD اور کمرشل ویبل سیکٹ

ٹویوٹا فارچونر

ٹویوٹا فارچونر پاکستان کی سی کے ڈی ایس یو دی مارکیٹ میں بے مثال طاقت اور شان کی علامت بن چکی ہے۔ اور باڈی آن فریم ڈیزائن میں اس کا کوئی ثانی نہیں۔ 2020 میں فارچونر کے مک نیٹ کے ساتھ نئی بنیاد خصوصیات کا حامل ماڈل متعارف کرایا گیا۔ اس میں فارچونر کے گزشتہ ماڈل کی خصوصیات کو جمع کر دیا گیا ہے اور سے فارچونر کے پاکستان میں آسبل ہونے والی حقیقی ایس یو دی کے تصور کو مزید تقویت ملی۔ مارکیٹ میں نیا جوش اور ولولہ پیدا کرنے کیلئے آئی ایم سی نے ایک نیا پریمیم رنگ متعارف کرایا ہے جس کی بہت سے گا بوں کو تلاش تھی۔ گا بوں کی پسند پر مبنی پالسی کو آگے بڑھاتے ہوئے ٹیکوں کی شراکت سے دو campaign شروع کی گئیں جن کا مقصد فارچونر کے صارفین کو مفت ایک سالہ سیریا ڈک مینٹیننس کے ساتھ مسابقتی فنانسنگ فراہم کرنا تھا۔ فارچونر کو سی کے ڈی ایس یو دی کلاس میں بہترین ثابت کرنے کیلئے پاکستان میں 7 شہروں میں تجرباتی ڈرائیو کا انعقاد کیا گیا تاکہ مکملہ گا ب کی اپنی تلی کے لئے ذاتی تجربہ حاصل کر سکیں جو دشوار گزار راستوں پر فارچونر کو چلانے کے دوران قدرتی طور پر انہیں حاصل ہونا چاہیے۔

ٹویوٹا ہائی کس۔ پک اپ سیکٹ

ہائی کس ریو نے مسابقت کے باوجود مارکیٹ میں اپنی برتری کو برقرار رکھا۔ حکومت نے جون 2020 میں سی کے ڈی ڈبل ٹیکین (4x4) پک اپ گا بوں پر 7.5 فیصد فیڈرل ایکسائز ڈیوٹی عائد کی جو مالی سال 2020-21 سے نافذ العمل ہوگی۔ گلوبل ٹویوٹا گائیڈ لائنز کے مطابق آئی ایم سی موٹر سپورٹس کے حوالے سے فعال رہا ہے۔ سال کے دوران متعدد ایونٹس کو سپانسر کیا گیا جس نے موٹر سپورٹس میں دلچسپی رکھنے والے متعدد شوقین افراد کو اپنی طرف راغب کیا۔

ٹویوٹا کیوزورینک

یہ سب سے بہتر کاریں بنانے کیلئے آخری حد تک جانے کے ٹویوٹا کے عزم کا عکاس ہے۔ موٹر سپورٹس کے شدید حالات میں نئی ٹیکنالوجیز اور solutions کے ساتھ ساتھ ہم تخلیق بھی جاری رکھیں گے۔ اپنے اس عزم پر پورا اترنے کیلئے ہم نے گزشتہ سال ریلیاں منعقد کروائیں

حب ربلی 2020

بلوچستان کے علاقے حب میں 19 جنوری 2020 کو منعقد ہونے والی ربلی اپنی نوعیت کا ایک مہم جو یا نہ تجربہ تھا۔ اس ربلی کی خاص بات موٹر سپورٹس کی دنیا کی معروف ترین شخصیات میں سے ایک کی اس میں شمولیت تھی جو گا بوں کے شوقین حضرات کیلئے بے حد خوشی کا باعث تھی۔ 350 سے زائد مشرکاء میں اس بار خواتین ریسرزنے بھی حب ربلی میں شرکت کی اور ریس میں حصہ لیا۔

چولستان چپ ربلی 2020

یہ ایک آف روڈ ریس کا تجربہ ہے۔ انڈس موٹر کمپنی کے زیر اہتمام یہ ربلی 14 تا 17 فروری 2020 کو چولستان کے صحرا میں منعقد ہوئی۔ چولستان ربلی کا پلیٹ فارم اس سیاحتی مقام کی تاریخ اور بھرپور ثقافت کو اجاگر کرنے کا ایک بہت اچھا موقع ہوتا ہے۔ اس کے ساتھ ساتھ یہ ملک کے موٹر سپورٹس کی ثقافت کو اجاگر کرنے کا ایک اچھا موقع ہوتا ہے۔ اس کے ساتھ ساتھ یہ ملک کے موٹر سپورٹس کے شائقین کو اپنی صلاحیتوں کو اجاگر کرنے کا منفرد موقع بھی فراہم کرتا ہے۔ یہ ربلی اس لحاظ سے نہایت کامیاب ثابت ہوئی کہ اس میں 500 سے زائد مشرکاء نے نہایت جوش و جذبہ کے ساتھ شرکت کی۔

سرفارنگا (Sarfara) ڈپرٹ ربلی

اس ربلی کا اہتمام گلگت بلتستان کی حکومت نے انڈس موٹر کمپنی کے تعاون سے 23 اگست 2019 میں کیا۔ پاکستان بھر سے 500 مشرکاء نے ایک ہزار فٹ کی بلندی پر واقع دنیا کے بلند ترین صحرا سرفارنگا کو سر کرنے کی امید کے ساتھ اس میں حصہ لیا۔

ٹویوٹا کی درآمد شدہ گا بیاں۔ CBU/امپورٹڈ ویبل سیکٹ

رواں سال ہائی کس ڈیکس کی تمام نئی گا بیاں سی بی یوفورٹ فوئیو میں متعارف کرائی گئیں۔ آئی ایم سی کی توجہ ہمیشہ بہترین معیار کو برقرار رکھتے ہوئے اپنے پورٹ فوئیو میں تنوع لانے پر مرکوز رہی ہے۔ اس سال آئی ایم سی نے اپنی توجہ معیار کو برقرار رکھنے اور حال ہی میں متعارف کرائی گئی پراڈکٹس کے فروغ پر مرکوز رکھی ہے۔ فروخت کے زیادہ امکانات کے ساتھ گزشتہ سال متعارف کرائی جانے والی ہائی ایس ڈیکس کو اولین ترجیح دی گئی۔

ہائی ایس ڈیکس جون 2019ء میں کمرشل سیکٹ میں لانچ کی گئی۔ یہ کامیابی پر مبنی معیار کی حامل گا ب ہے جو عملیت پسندی کی ضمانت دیتے ہوئے دوران سفر اپنے سواروں کو آرام دہ ماحول فراہم کرتی ہے۔ آغاز میں ہائی ایس ڈیکس سابق ماڈلز سے سب سے زیادہ فروخت ہونے والی ہائی ایس کا مقابلہ نہ کر سکی۔ ہائی ایس ڈیکس کا مقام بنانے کے لئے آئی ایم سی نے اس کو تمام فرمزس فروغ دینے کی حکمت عملی تیار کی۔

ایک طرف ٹرانسپورٹرز کے ساتھ متعدد سیمینرز کا انعقاد کیا گیا جس کا مقصد اس پراڈکٹ کے بارے میں آگاہی پیدا کرنے کے ساتھ ساتھ بس سٹینڈ برانڈنگ بھی تھا۔ اداروں کی طرف سے گا بوں کی خریداری کو فروغ دینے کے لئے گا بوں کو ٹیسٹ اور ٹرائل کی سرگرمیوں کے لئے بھیجا گیا۔ 2019ء میں فیصل آباد میں ٹرانسپورٹرز کے لئے تقریب کا انعقاد کیا گیا جس کا مقصد اس پراڈکٹ کے بارے میں آگاہی پیدا کرنا اور اسے مزید گمشدہ بنانا تھا تاکہ سلینگ پوائنٹس، گا بوں حتیٰ کہ موقع پر گا بیاں فروخت کرنے کے اہداف تک رسائی ہو سکے۔ یہ تقریب بڑی کامیاب رہی اور ایک ہی دن میں کئی گا بیاں فروخت ہو گئیں۔

دوسری طرف انفرادی گا بوں کے لئے آرائیں بی کو کم کر دیا گیا تاکہ انہیں ہائی ایس کو چھوڑ کر ہائی ایس ڈیکس کی طرف آنے میں آسانی ہو۔ یہ مہم اب بھی جاری ہے اور اس کے نتائج بہترین ہیں۔

ہائی ایس ڈیکس کے ساتھ لگژری ویگن (ہائی اورلو) کے نام سے دو نئی گا بیاں بھی متعارف کرائیں جس کا مقصد ٹاپ اینڈ کار پورٹ گا بوں پر مشتمل مارکیٹ کی طلب کو پورا کرنا تھا۔ اس کی پیچھے کی طرف جھکاؤ رکھنے والی آرام دہ نشستیں اور اس کا شاندار اور پرتیش ڈیزائن اس بولٹز اور کار پورٹس کے لئے بہترین گا ب بناتے ہیں۔ پرانے ماڈلز کے ساتھ ساتھ آئی ایم سی اس سال اسی جذبے کے ساتھ دو نئے ماڈلز پر بھی کام کر رہی ہے۔

Toyota Sure (استعمال شدہ گا بوں کا بازار)

استعمال شدہ گا بوں کا بازار (Toyota Sure) 2018ء میں اپنے آغاز کے ساتھ ہی صارفین کی دلچسپی کا مرکز رہا ہے۔ اپنی نوعیت کے بہترین (Toyota Sure) بازار نے ہزاروں ایسے صارفین کو اپنی طرف متوجہ کیا جو قابل بھروسہ اور سرٹیفائیڈ استعمال شدہ گا بوں کی تلاش میں تھے یا پھر وہ اپنی موجودہ گا بوں کو بہتر گا بوں سے بدلنا چاہتے تھے اور یہ سب ایک ہی جگہ دستیاب تھا۔

اس سال جنوری اور فروری کے دوران انڈس موٹر کمپنی نے کراچی (ایکسپوسینٹر) اور لاہور (ٹیکس مال) میں استعمال شدہ گا بوں کے بازار لگائے جن میں 300 سے زیادہ ٹویوٹا سرٹیفائیڈ استعمال شدہ گا بیاں بشمول کورولا، ریو، فارچونر، ریش، کیمری اور ہائی ایس رکھی گئیں۔ ان سب گا بوں کی ایک سال تک یا 15 ہزار کلومیٹر تک ٹویوٹا کی آئیٹل وارنٹی پیش کی گئی۔ 10,000 سے زیادہ صارفین نے ان کار بازاروں میں شرکت کی اور تقریباً تمام گا بیاں اسی دن فروخت ہو گئیں اور یہ بازار بڑے کامیاب رہے۔

استعمال شدہ گا بوں کا ٹویوٹا Sure بازار ٹویوٹا سرٹیفائیڈ استعمال شدہ گا بوں کی خریداری کا ایک بڑا مرکز بن چکا ہے۔ قابل بھروسہ گا بیاں خریدنے کے خواہشمند گا ب پاکستان میں کسی بھی ٹویوٹا Sure آؤٹ لیٹ پر جاسکتے ہیں اور ملک بھر میں سب سے زیادہ قابل بھروسہ گا بوں تک رسائی حاصل کر سکتے ہیں۔

اپنے ٹائمکن سے آغاز کریں (سٹارٹ یورا مپائل)

اپنے ٹائمکن سے آغاز کریں کی عالمی مہم میں ٹویوٹا کی ٹوکیو اولمپکس (TOKYO OLYMPICS) اینڈ

CKD - پمپنگ کار سیکمٹ

ٹویوٹا یارِس (Toyota Yaris)

انڈس موٹر کمپنی نے 19 مارچ، 2020 کو نئے دور کا شاہکار ماڈل ٹویوٹا یارِس (Toyota Yaris) متعارف کرانے کا اعلان کیا۔ تیز ترین اور مضبوط آٹو انجینئرنگ اور جمالیاتی ڈیزائن کا عمدہ امتزاج Yaris کو صارف کی سیدان کار کی توقعات کو دوبارہ ری ڈیزائن کرنے کیلئے تیار کیا گیا ہے۔ دو پاور فل انجنز 1.3 اور 1.5 کے آپشنز کے ساتھ Yaris واحد گاڑی ہے جو پیش سٹارٹ، سمارٹ انٹری، آٹو اسے سی، سٹیرنگ سوائیچ اور اس سگمنٹ میں 4.2 انچ ٹی ایف ٹی سکرین کے ساتھ ایم آئی ڈی سے لیس ہے۔ Yaris نی سیدان سگمنٹ میں حفاظتی خصوصیات کی حامل اور آرام دہ ہے جو وہیل سٹیبلیٹی کنٹرول (وی ایس سی)، بل سٹارٹ اسسٹ کنٹرول (انچ ای سی) اور ٹریکشن کنٹرول (ٹی آر سی) کے ساتھ اضافی خصوصیات جیسے ایئر بیگز اور ایئر بی ایس سے لیس ہے۔

آئی ایم سی نے اپنی نئی سیدان گاڑی ٹویوٹا یارِس (Toyota Yaris) کو متعارف کرانے کیلئے 5 مارچ، 2020 کو اپنے گرافنڈ ریڈیو ٹی وی شو میں ورک کیلئے خصوصی تقریب کا انعقاد کیا۔ تقریب کے انعقاد کا مقصد ٹویوٹا یارِس (Toyota Yaris) کی غیر معمولی خصوصیات کو اجاگر کرتے ہوئے ڈیلرز ورک کو متحرک کرنا تھا۔ ٹی وی ڈراما ٹیوٹا یارِس (Toyota Yaris) پر اعتماد اور سٹیک ہولڈرز کے ساتھ مضبوط روابط کا باعث بنا۔

بد قسمتی کی بات ہے کہ آٹو موٹیو انڈسٹری کی سب سے بڑی خبر کا کورونا وائرس کی وبا کے باعث خاموشی سے اعلان کرنا پڑا۔ انڈس موٹر کمپنی کیلئے صارفین اور ملازمین کی صحت اور سٹیٹی سے بڑھ کر اور کچھ نہیں ہے۔ اس لئے ٹویوٹا یارِس (Toyota Yaris) کی تقریب منسوخ کر دی گئی اور تقریب کے ساتھ منسلک تمام مارکیٹنگ اور پرموشن سرگرمیاں بھی ملتوی کر دی گئیں۔ ملک میں مکمل لاک ڈاؤن کے باوجود مارکیٹنگ کے حوالے سے کسی قسم کی سرگرمیاں منعقد نہیں کی گئیں لیکن اس کے باوجود ٹویوٹا یارِس (Toyota Yaris) نے اپنی پرفارمنس سے شاندار نقوش چھوڑے۔ ٹویوٹا یارِس نے پاکستان میں ٹویوٹا کے براڈ پاور اور اپنے معیار، پائیداریت اور بھرورہ کے وعدے پر صارف کے اعتماد کو یقینی بناتے ہوئے 8,000 سے زیادہ یونٹس کی بنگ حاصل کی۔

ٹویوٹا کرولا

پاکستانی مارکیٹ میں قائدانہ حیثیت کی حامل سیدان، کرولا کو جو حیثیت حاصل ہے وہ کسی اور برانڈ کو نہیں ہے۔ کرولا ویرینٹس 1.3L (GLI and XLI) گزشتہ کئی برسوں میں کرولا کی گاڑیوں میں سب سے زیادہ فروخت ہونے والے ماڈلز ہیں۔

آئی ایم سی نے حال ہی میں مسابقت کیخلاف مارکیٹ میں نئی گاڑی متعارف کرانے کیلئے کرولا 1.3L ویرینٹس (GLI اور XLI) کو رخصت کیا۔ مجموعی طور پر 15,097 یونٹس کی فروخت سے اس سال کرولا 1.3L کی فروخت بند کرنا آئی ایم سی کیلئے ایک بڑا سنگ میل ہے۔ کرولا کو بہتر انداز میں رخصت کرنا اور صارف کی پسندیدگی کو برقرار رکھنے کیلئے آئی ایم سی نے 1.3L چلانے والے صارفین کو خصوصی پیشکش کی ہیں جن میں GLI ویرینٹس میں 9 ڈیو کی اپ گریڈیشن، 1.3L صارفین کیلئے مفت رجسٹریشن، XLI and GLI میں نئے رنگوں کو متعارف کرانا، بینک فنانسنگ مہمات اور آئی ایم سی کی 30 سالہ کامیابی کے جشن کے تحت خصوصی قیمت کی پیشکش شامل ہے۔ تشریحی مہمات کو صارفین کی طرف سے بہت زیادہ سراہا گیا جس سے آئی ایم سی کو فروخت کے اہداف کو پورا کرنے میں مدد ملی۔

ٹویوٹا کنیکٹ (Connect)

اپنی نوعیت کی پہلی اپیکیشن جو 2018 میں شروع کی گئی، ٹویوٹا کنیکٹ پر نہ صرف صارفین کا اعتماد بڑھ رہا ہے بلکہ پوری قوم کی طرف سے اس کو سراہا جا رہا ہے۔ 1.8 ویرینٹ رکھنے والے صارفین کو چھ ماہ کی مفت ہسکرپشن دی گئی ہے۔ صارفین ٹیلی بینک خصوصیات سے واقف ہوتے جا رہے ہیں اور وہ اس ایپ کے ذریعے اپنی گاڑی کے بارے میں مسلسل رابطے میں رہتے ہیں۔ ٹویوٹا کنیکٹ کے تقریباً 55 فیصد صارفین نے اپنی گاڑی کی ڈرائیونگ کارکردگی اور دیگر متعلقہ فیچرز کے بارے میں اپ ڈیٹ کیلئے ہسکرپشن کی تجدید کرائی ہے۔ آئی ایم سی نے صارفین کو پہلے بہتر رابطوں اور بنا کسی پریشانی کے تجربہ فراہم کرنے

ہم اس بات پر زور دیتے ہیں کہ حکومت ایس آر او 577 میں بیان کردہ قلمذ ڈیویژن کا ازسرنو جائزہ لے۔ مالی سال 2019-2020 میں جی ڈی پی کی منفی شرح نمو کے ساتھ ٹیکسوں میں اضافہ ترقی کی راہ میں رکاوٹ ہے۔ مسافر گاڑی اور تجارتی گاڑی کے سگمنٹ میں ہول سیل۔ ریشیل میکینزم جیسے مارکیٹنگ کے عالمی طریقہ کار کو ادنیٰ اقتصادی لحاظ سے اختیار کیا جانا بھی باقی ہے۔ پالیسی سازوں سے درخواست ہے کہ اس پہلو کا ازسرنو جائزہ لیں تاکہ اسے دیگر صنعتی شعبوں میں بھی قابل عمل بنایا جاسکے۔

حکومت اور آٹو انڈسٹری کو درآمد کے مرحلے پر انڈر انوائٹنگ اور آٹو پارٹس کے حوالے سے غلط طرز عمل جیسی خرابیوں کو دور کرنے کیلئے مل کر کام کرنے کی ضرورت ہے۔ وقت کے ساتھ ساتھ ٹیکس وصولی کا بوجھ انڈسٹری پر منتقل کر دیا گیا۔ یہ موثر الذکر کی طرف سے صنعت کی بحالی کیلئے کی جانے والی کوششوں رکاوٹ کا باعث ہے اور ٹیکس وصولی کی پیچیدگیوں میں اضافہ کا سبب بن رہا ہے۔ عدم تعمیل کی صورت میں اداروں کا جرم نامہ کی وجہ سے کھاتوں کا انتظام کرنا مستقل طور پر مشکل ہوتا جا رہا ہے۔ صنعت کا یہ مسئلہ محصولات کو اکٹھا کرنے کی ذمہ داری کا روبرو اداروں سے حکومتی اداروں کو منتقل کر کے حل کیا جانا چاہیے۔

کسی بھی امدادی پیکج کے بغیر مقامی سطح پر تیار کردہ گاڑیوں پر فیڈرل ایکسائز ڈیوٹی اور ایڈیشنل ٹیکس ڈیوٹی کے نفاذ سے نہ صرف لاگت میں اضافہ ہوگا بلکہ جی ڈی پی کی منفی نمو سے صارف کی قوت خرید بھی دباؤ کا شکار ہو جائے گی جس سے بالآخر صنعت کے سالانہ حجم میں کمی واقع ہوگی۔ محصولات اکٹھا کرنے کے تمام اقدامات ترقی کیلئے نقصان دہ ثابت ہوئے اور اس سے صنعت کا حجم بھی سکڑ گیا۔ حکومت جو آٹو وہیل منیوفیکچرنگ کی سب سے بڑی بینیفٹری ہے، ریونیو کے مطلوبہ اہداف حاصل نہیں کر پائے گی۔ یہ تجویز دی جاتی ہے کہ گاڑیوں کی ریشیل قیمت کو سستا کرنے اور محصولات کی وصولی کو حجم میں تبدیل کرنے کیلئے فیڈرل ایکسائز ڈیوٹی اور ایڈیشنل ٹیکس ڈیوٹی کو ختم کیا جائے۔

کمپنی کا جائزہ

صنعت کا جائزہ

2019-2020 کے دوران مقامی طور پر تیار کردہ PC اور LCV گاڑیوں کی مجموعی صنعتی فروخت گزشتہ سال کی 240,646 یونٹس فروخت کے مقابلے میں 111,962 یونٹس رہی جو مارکیٹ میں 53% کمی کو ظاہر کرتا ہے۔ آٹو موٹو بل انڈسٹری کی فروخت میں کمی کی بڑی وجوہات میں کورونا وائرس کی عالمی وبا کے ساتھ معاشی سست روی، شرح سود میں اضافہ، ڈالر کے مقابلے میں روپے کی قدر میں کمی کے باعث گاڑی کی قیمتوں میں اضافہ اور بلند افراط زر شامل ہے۔ ملک میں استعمال شدہ پرانی گاڑیوں کی درآمد پر حالیہ پابندی مقامی صنعت کیلئے اسی مدت کے دوران سود مند ثابت ہوئی۔ رواں سال تقریباً 10,544 استعمال شدہ پرانی گاڑیاں ملک میں درآمد کی گئیں جبکہ گزشتہ سال درآمد کردہ گاڑیوں کی تعداد 36,000 تھی۔

کمپنی کا جائزہ

پاکستان آٹو انڈسٹری میں ایک بڑی کمپنی ہونے کے ناطے انڈس موٹر کمپنی نے کورونا وائرس کی وبا اور معاشی کساد بازاری کی مدت کے دوران قابل تعریف کارکردگی کا مظاہرہ کیا ہے۔ تاہم خارجی عوامل کے اثرات کو نظر انداز نہیں کیا جاسکتا۔ رواں سال 28,837 گاڑیاں فروخت ہوئی حالانکہ آئی ایم سی فروخت میں اضافہ کیلئے مسلسل کوششیں کر رہی ہے۔

مجموعی طور پر ٹویوٹا ٹیم کی طرف سے رواں سال متعدد اقدامات اور کوششیں کی گئی ہیں۔ کرولا 1.3 کی کمی کو بہتر انداز میں سنبھالا گیا، اس کی جگہ یارِس (Yaris) متعارف کرائی گئی اس کے علاوہ ٹویوٹا کنیکٹ اپیکیشن بھی قائم کی گئیں۔ مصنوعات میں ایک نئی فارجیو ویرنٹ کا اضافہ کیا گیا۔ کورونا وائرس (COVID-19) کی وبا کی وجہ سے کمپنی کو دو ماہ کیلئے اپنی کاروباری سرگرمیاں مکمل طور پر بند کرنا پڑیں اور مئی 2020 سے مشکل شفت کی بنیاد پر دوبارہ سرگرمیوں کا آغاز کیا۔ کمپنی کا نازن یعنی مسلسل بہتری پر اس کی روح کے مطابق عمل بیرونی طور پر کیلئے کام کر رہی ہے اور ان مشکل حالات کو مزید ترقی کے موقع کے طور پر دیکھ رہی ہے۔



صنعت کا جائزہ اور کاروبار کا ماحول

کاروبار کا ماحول، خطرات اور فیصلہ کن صورتحال

موجودہ مالی سال 2019-20 کے اثرات دنیا بھر میں جاری معاشی کساد بازاری سے زیادہ ہیں۔ کورونا وائرس کی وبا سے قبل پاکستان کی معیشت کو مالی خسارے، طویل المدتی قرضوں کی ادائیگی میں تاخیر اور کرنٹ اکاؤنٹ بیلنس کی وجہ سے پاکستان کی معیشت کو معاشی چیلنجوں کا سامنا ہے۔ کورونا وائرس کے پھیلاؤ نے نہ صرف معاشی ترقی کو روک دیا بلکہ معیشت کو بھاری نقصان بھی پہنچایا۔ آئی ایم ایف کی پیش گوئی کے مطابق پاکستان کی معیشت مالی سال 2019-20 کے دوران 1.5 فیصد سزک جائے گی۔ مالی خسارہ جی ڈی پی کے 8.8 فیصد سے کم ہو کر جی ڈی پی کے 3.8 فیصد ہونے کی توقع ہے۔

پاکستان مسلسل دوسرے سال بھی اپنا درآمدی بل کم کرنے میں کامیاب ہوا ہے۔ مالی سال کے پہلے گیارہ ماہ کے دوران حسابات جاریہ کا خسارہ 74 فیصد کی ساتھ 3.3 بلین ڈالر تک آ گیا (جی ڈی پی کا 1.35 فیصد)۔ حسابات جاریہ کا خسارہ مالی سال 2020 کیلئے 3.5 بلین ڈالر تک پہنچنے کی توقع ہے جو مالی سال 2019 میں 13.4 بلین ڈالر کے بالکل برعکس ہے۔ اشیاء کی برآمدات میں کمی ہوئی جو مالی سال 2019 کے پہلے گیارہ ماہ میں 28 بلین ڈالر تھی اور 7 فیصد کی ساتھ مالی سال 2020 کے پہلے گیارہ ماہ میں 26 بلین ڈالر رہی۔ تیل کی قیمتوں میں غیر معمولی کمی ہوئی اور لاک ڈاؤن کے دوران تیل کی کھپت میں کمی کے نتیجے میں پاکستان معیشت کو تجارتی خسارہ اور کرنٹ اکاؤنٹ بیلنس کو کم کرنے مدد ملی۔ ادا کیلیوں کے توازن میں سہولت کیلئے عالمی مالیاتی فنڈ (آئی ایم ایف) نے 39 ماہ کیلئے 6 بلین ڈالر کے سپورٹ پروگرام کی منظوری دی۔ کورونا وائرس کی وجہ سے اچانک پیدا ہونے والے معاشی بحران سے نمٹنے کیلئے عالمی اداروں نے قرضوں کی ادائیگی ایک سال تک موخر کی۔ اس سے ملک میں غیر ملکی زرمبادلہ کے ذخائر کو بہتر بنانے میں مدد ملی جو مئی 2020 کے اختتام تک 16.9 بلین ڈالر تھے۔

کورونا وائرس کی وبا معاشرے کی سماجی حیثیت کو تبدیل کر دے گی اور ٹیکنیسیوں کی طرف سے ایک جگہ سے دوسری جگہ کے سفر اور انسانوں کے درمیان رابطوں کے حوالے سے انتہائی احتیاط اور رویوں میں تبدیلی لانے کی ضرورت ہوگی۔

معاشی سرگرمیاں مئی 2020 تک آہستہ آہستہ بحال ہوئی۔ تاہم کاروبار کرنے کے اخراجات میں اضافہ کی وجہ سے مارکیٹ کو اپنی پرانی رفتار بحال کرنے میں وقت لگے گا۔ وفاقی حکومت کی طرف سے 1.24 ٹریلین روپے مالیت کے امدادی چیک کا اعلان کیا گیا، شرح سود میں 625 بیس پوائنٹس کمی کی گئی اور کاروبار کرنے کی لاگت کو کم کیا گیا۔ یہ تمام عوامل معیشت کی بحالی میں مثبت اثرات مرتب کریں گے۔

پاکستان کی آئی ڈی پی 2016-2021 ایک بلین ڈالر سے زائد کی سرمایہ کاری کا موجب بنی اور ملک میں 16 نئی کمپنیاں قائم ہوئیں جو صارفین کو اپنی مصنوعات کی پیش کش کر رہی ہیں۔ مصنوعات کے وسیع تر انتخاب اور صنعت کے حجم میں سزک اور مسابقت میں اضافہ ہوگا۔ اس کے نتیجے میں مارکیٹ کی طلب کے مطابق بڑے پیمانے پر پیداواری صلاحیت کی وجہ سے گاڑی کا ڈیلیوری ٹائم کم ہوگا۔

مالی سال 2019-20 کے دوران صنعت بھاری ٹیکسوں، روپے کی قدر میں کمی، تمام قسم کی مسافر گاڑیوں پر 2.5 فیصد سے 7.5 فیصد فیڈرل ایکسائز ڈیوٹی اور مالی سال 2019-20 میں سی سی ڈی کیٹس پر 7 فیصد ای سی ڈی کے نفاذ کی موجودگی میں اپنا پہیہ چلا رہی ہیں۔ حکومت نے مالی سال 2020-21 کیلئے مقامی سطح پر تیار کردہ ڈبل کمپن ہائی لکس پک اپس پر 7.5 فیصد فیڈرل ایکسائز ڈیوٹی میں توسیع کر دی۔ ڈالر کے مقابلے میں روپے کی قدر میں بہت زیادہ کمی دیکھنے میں آئی۔

مالی سال 2020-21 کیلئے مقامی سطح پر تیاری کیلئے درآمدات پر 3 فیصد اضافی ٹیکس ختم کر دیا گیا۔ اس سے کاروباری لاگت میں کمی نہیں آئے گی لیکن آئندہ سال سے کمپنی کے آمدنی و اخراجات میں معمولی سی بہتری آئے گی۔

ٹیکسوں کی بلند شرح کا اثر، جی ڈی پی کا سزک اور روپے کی قدر میں مسلسل کمی اور کورونا وائرس کی وجہ سے لاک ڈاؤن نے آئی ڈی پی کو موٹیو صنعت کی پیداواری صلاحیت کو بہت زیادہ متاثر کیا ہے۔ سب سے زیادہ منظم دستاویزی شعبہ ہونے کے باوجود آئی ڈی پی میں شامل ہے جنہیں آخر میں کھولنے پر غور کیا گیا۔ کھپت میں تاخیر کی وجہ سے آئی ڈی پی سال 2019-20 میں بحال نہ ہو سکی، پی اے ایم اے کے ڈیٹا کے مطابق اپریل اور مئی 2020 بدترین مہینے تھے جبکہ اپریل 2020 میں مسافر گاڑیوں کی فروخت صفر رہی۔ حیرت کی بات ہے کہ حکومت مقامی سطح پر تیار کردہ گاڑیوں پر تسلسل کے ساتھ ٹیکسوں میں اضافہ کر رہی ہے جبکہ استعمال شدہ گاڑیوں کی غیر قانونی درآمد پر ٹیکسوں میں چند سالوں میں کوئی تبدیلی نہیں کی گئی۔

حکومت نے تسلسل کے ساتھ ٹیکسوں کی بحالی کی خاطر ضرورت پر زور دیا ہے اور اس حوالے سے پالیسی ترتیب دینے کا ناسک وزارت صنعت کے شعبہ انجینئرنگ ڈیولپمنٹ اور ڈیولپمنٹ پر ہے۔ بورڈ نے 'میک ان پاکستان' پر توجہ مرکوز کرتے ہوئے مقامی سرمایہ کاری کے تحفظ اور مقامی سطح پر گاڑیوں کی تیاری کیلئے مراعات فراہم کرنے کیلئے نئی پالیسی کی تشکیل کیلئے تمام سٹیک ہولڈرز کے ساتھ مشاورت کا عمل شروع کیا ہے۔ شیل ہاڈی، اندرونی ٹرمز، لائٹنگ سسٹم، سپینس سسٹم، سٹیس، ٹائرز، ربز، بریکس، انسٹرمنٹ پنل وغیرہ جیسے پزہ جات تیاری میں ایک جیسے ہیں اور روایتی گاڑیوں کیلئے مقامی سطح پر تیار کیے جا رہے ہیں، یہ پزہ جات برقی گاڑی کیلئے بھی مہیا کیے جا سکتے ہیں۔

مقامی سطح پر ان پزہ جات کی تیاری کیلئے ٹیرف کا موجودہ ڈھانچہ برقی گاڑیوں کیلئے مجوزہ ٹیرف کے مقابلے میں قدر سے زیادہ ہے۔ اس طرح کی جلد بازی میں بنائی گئیں پالیسیاں مقامی سطح پر پزہ جات کی تیاریوں کی حوصلہ شکنی کا باعث بنیں گی بلکہ درآمدی بل میں اضافہ کے ساتھ مقامی منیوفیکچرنگ پراسس پر بھی منفی اثر ڈالیں گی۔

سفارشات

22 کروڑ آبادی والے ملک پاکستان کا بڑی معیشتوں میں ایک منفرد مقام ہے جہاں مجموعی ملکی پیداوار کے مقابلے میں ٹیکس کی شرح کم ہے۔ صنعتکاری اور جدت کم اور معیشت کا دارومدار کھپت پر ہے۔ پاکستان کی معیشت کو بھی نتائج اور نمو پر مبنی پالیسیوں کو اپنا کر ترقی کی راہ پر گامزن کیا جا سکتا ہے۔ کورونا وائرس کی وجہ سے پاکستان سمیت عالمی معیشت سزک اور کساد ہوگی۔ کھپت اور ٹیکسیشن میں اضافہ کیلئے پاکستان کیلئے ایک محرک پیکج پائیدار معاشی ترقی کا موجب بنے گا۔

گزشتہ چند سالوں کیلئے پاکستان کی حکومت کی طرف سے مقامی سطح پر تیار کردہ گاڑیوں پر ٹیکس کی شرح میں اضافہ مجموعی طور پر ٹیکس وصولی میں کمی کا باعث بنا اور صنعتی حجم میں 50 فیصد کمی واقع ہوئی۔ پی اے ایم اے مارکیٹ کے حجم میں 114,930 پوائنٹس کمی کو ظاہر کرتا ہے یعنی مسافر کاری مارکیٹ میں 55 فیصد کمی واقع ہوئی۔

ایک گاڑی کو مارکیٹ میں متعارف کرانے کیلئے گاڑی کی تیاری اور سرمایہ کاری کیلئے فیصلے گاڑی کو لانچ کرنے سے 3 سے 4 سال قبل کئے جاتے ہیں۔ ٹیکسیشن میں تبدیلیاں، جو اعلان کردہ پالیسی کی مدت کے دوران ہوتی ہیں معاشی امکانات پر اثر انداز ہوتی ہیں۔ یہ تجویز دی جاتی ہے کہ ٹیکسیشن میں جلد بازی میں تبدیلیوں سے گریز کرنا چاہیے اور نئی پالیسی کو متعارف کرانے کے وقت انڈسٹری کے تمام سٹیک ہولڈرز کے ساتھ مشاورت سے تبدیلیاں کی جانی چاہیے۔ 16 نئے سرمایہ کاروں اور موجودہ سرمایہ کاروں نے آئی ڈی پی ترقیاتی پالیسی (ای ڈی پی) برائے 2016-2021 کے تحت بھاری سرمایہ کی ہے۔ وسیع تر انتخاب کی پیکجیشن کے ساتھ ڈیلیوری وقت میں کمی سے ان کی مشترکہ پیداواری صلاحیت مارکیٹ حجم میں سبقت لے جائے گی۔

علاوہ درج رپورٹ کی تاریخ سے متعلق ہیں۔

آڈیٹرز کی تقرری

موجودہ آڈیٹرز میسر اے ایف فرگوسن اینڈ کو، چارٹرڈ اکاؤنٹنٹس نے مدت معاہدہ ختم ہونے کے بعد دوبارہ تقرری کی پیش کش کی ہے۔ ڈائریکٹرز 2021 تک اے ایف فرگوسن اینڈ کو کی آڈیٹرز کے طور پر دوبارہ تقرری کیلئے آڈٹ کمیٹی کی سفارش کی توثیق کرتے ہیں۔

شیئر ہولڈنگ کا طریقہ کار

30 جون 2020 تک کمپنی کے شیئر ہولڈنگ کا طریقہ کار صفحہ نمبر 147 سے 148 تک دیا گیا ہے۔

کمپنی کے حصص کا لین دین

30 جون، 2020 کو ختم ہونے والے سال کے دوران ایگزیکٹوز، ان کی شریک حیات اور ان کے چھوٹے 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 150 سے 151 پر ذکر کیا گیا ہے۔

سی او سی 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 90 سے 92 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 رپ عظیم کے شکرگزار ہیں اور اس کی برکتوں سمیت رہنمائی کیلئے دعا گو ہیں۔



علی اصغر جمالی
چیف ایگزیکٹو

بورڈ آف ڈائریکٹرز کی طرف سے



یوحی تاکارادا

نائب چیئر مین اینڈ ڈائریکٹر

کراچی

10 اگست، 2020

بورڈ نے سبکدوش ہونے والے ڈائریکٹرز کی گرانفدر خدمات اور کردار کا اعتراف اور نئے ڈائریکٹرز کو بورڈ میں خوش آمدید کیا۔

بورڈ کمیٹیاں

بورڈ کی طرف سے تشکیل کردہ کمیٹیوں اور اراکین کی تفصیلات مندرجہ ذیل ہیں

1- بورڈ آڈٹ کمیٹی

- 1- اعظم فاروق، چیئر مین کمیٹی
- 2- ریاض ٹی چنائے
- 3- محمد ایچ حبیب
- 4- عمران اے حبیب
- 5- نوریہ کی کرو کاوا
- 6- ٹینو یا ایزوی

2- انسانی وسائل اور معاوضہ کمیٹی

- 1- اعظم فاروق، چیئر مین کمیٹی
- 2- محمد علی آر حبیب
- 3- یوجی تاکارادا
- 4- علی اصغر جمالی
- 5- سیدہ ظہیر زہرا ہمدانی

3- بورڈ کمیٹی برائے اخلاقیات

- 1- ریاض ٹی چنائے
- 2- سیدہ ظہیر زہرا ہمدانی
- 3- علی اصغر جمالی

نان ایگزیکٹو ڈائریکٹرز کیلئے معاوضہ پالیسی کی نمایاں خصوصیات

بورڈ نان ایگزیکٹو ڈائریکٹرز (شمول آزاد ڈائریکٹرز) کی گرانفدر 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 ایران 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

کمیٹی کے سی ای او اور ڈائریکٹرز 30 جون 2020 کو ختم ہونے والے سال کیلئے معاوضہ صفحہ نمبر 138 پر دیا گیا ہے۔ سال کے دوران سادا توشی کا شی ہمارے 9 اکتوبر کو استعفیٰ دیا جن کا معاوضہ مبلغ 4.346 ملین روپے ہے جو کہ "ایگزیکٹو ڈائریکٹرز کے معاوضے" میں شامل ہے جو کہ صفحہ نمبر 138 پر دیا گیا ہے۔

انٹرنل کنٹرول

کمیٹی نے منظم طریقے سے کمیٹی 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۔

بورڈ نے براہ راست یا اپنی کمیٹیوں کے ذریعے انٹرنل کنٹرول کی موزوں سرگرمیوں کو یقینی بنایا ہے۔ بورڈ عبوری کھاتوں، رپورٹس، منافع کا جائزہ اور دیگر مالی اور شمارائی معلومات کے حوالے سے وقفہ وقفہ

سے باقاعدگی کے ساتھ کمیٹی کے مالیاتی آپریشنز اور حیثیت کا جائزہ لیتا ہے۔ بجٹ کنٹرول کے حوالے سے جائزہ اپنی جگہ موجود ہے اور بورڈ وقتاً فوقتاً مادی تبدیلیوں کے ساتھ ساتھ وضاحتوں اور اٹھائے گئے اقدامات کا جائزہ لیتا ہے۔

رسک مینجمنٹ

آئی ایم سی میں وسیع تر سیاسی اور میکرو اکنامک ماحول کے تناظر میں درپیش خطرات کا جائزہ لینے کیلئے رسمی رسک مینجمنٹ فریم ورک موجود ہے۔ رسک مینجمنٹ سسٹم آئی ایم سی کی کاروباری سرگرمیوں سے متعلق سٹریٹجک، ریگولیٹری، مالیاتی، آپریشنل، شہرت اور پائیداریت پر مبنی خطرات کی نشاندہی کرتا ہے۔ مینجمنٹ کمیٹی کی طرف سے ان خطرات کے ساتھ ساتھ حکمہ جاتی مقاصد، اہداف اور کارکردگی کا جائزہ لیا جاتا ہے۔ نشاندہی کردہ خطرات کو کم کرنے کیلئے موزوں حکمت عملیاں تشکیل اور ان پر عمل درآمد کی جاتی ہے۔

کمیٹی نے ٹویٹا کی طرف سے نافذ کردہ عالمی طریق کار کی بنیاد پر رسک مینجمنٹ سٹریٹجی بھی تشکیل دیا ہے جس کا مقصد کاروبار سے متعلق خطرات سے نمٹنے کے ساتھ ساتھ کمیٹی کی قوت میں خوب اضافہ کرنا ہے۔

مالیاتی گوشوارے

مالیاتی گوشواروں کی تیاری میں انٹرنیشنل فنانشل رپورٹنگ سٹینڈرڈ (آئی ایف آر ایس) جو پاکستان میں قابل اطلاق ہے اوکینیزا ایکٹ 2017 کی دفعات اور احکامات پر عمل درآمد کیا گیا۔ اوکینیزا ایکٹ 2017 کی دفعات اور احکامات آئی ایف آر ایس سے مختلف ہیں پھر بھی ان پر عمل درآمد کیا گیا ہے۔

کمیٹی کے ڈیپٹیز، میسرے ایف فرگوسن اینڈ کو، چارٹرڈ اکاؤنٹنٹس نے کمیٹی 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 تہذیبیاں اور وعدے

کمیٹی کے مالی سال کے اختتام کے دوران کمیٹی کی مالی حیثیت کو متاثر کرنے والے کسی قسم کی مادی تہذیبیاں اور وعدے نہیں کئے گئے جو بیلنس شیٹس اور اس رپورٹ یا مالیاتی گوشواروں کے

میراث اور مضبوط اقدار کو برقرار رکھنے اور انہیں آگے بڑھانے کیلئے پرعزم ہیں۔

بورڈ کی تشکیل

30 جون، 2020 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 ڈائریکٹرز
02	سی: ایگزیکٹو ڈائریکٹرز

بورڈ آف ڈائریکٹرز کے اجلاس

بورڈ آف ڈائریکٹرز کے چھ اجلاس بارہ ماہ کے دوران یکم جولائی 2019 سے 30 جون 2020 کی مدت میں منعقد ہوئے ہیں۔ ڈائریکٹرز کے نام (رواں سال کے دوران کسی بھی وقت) ہمراہ بورڈ مینٹگنز میں ان کی شرکت مندرجہ ذیل ہے۔

نمبر شمار	ڈائریکٹرز کے نام	اجلاس میں شرکت
1	مرحوم علی ایس حبیب (سابقہ بانی ڈائریکٹر اور سابقہ چیئر مین)	4
2	محمد علی آر حبیب (بانی ڈائریکٹر اور چیئر مین)	5
3	یو جی تا کارادا (وائس چیئر مین)	6
4	علی اصغر جمالی (سی ای او)	6
5	محمد حیدر حبیب	1
6	عمران علی حبیب	5
7	نوریہ کی کرودکاوا / سوسومو ماٹسودا (سابقہ ڈائریکٹر) / تاداؤ ناسو (سابقہ ڈائریکٹر) / ٹسویوشی ہاگیو، متبادل ڈائریکٹر	5
8	ٹیشو یا ایزومی / یو جی وگا نا، متبادل ڈائریکٹر	6
9	اعظم فاروق (آزاد ڈائریکٹر)	6
10	ریاض ٹی چنائے (آزاد ڈائریکٹر) / ساداتوشی کاشی ہارا (سابقہ ڈائریکٹر)	6
11	سیدہ تطہیر زہرہ ہمدانی (آزاد ڈائریکٹر) / پرویز غیاث (سابقہ ڈائریکٹر)	6

ڈائریکٹرز کی تبدیلی

سال کے دوران بورڈ میں معمول کی 5 آسامیاں خالی ہوئیں

☆ ساداتوشی کاشی ہارا اور پرویز غیاث نے 9 اکتوبر 2019 کو ڈائریکٹرز کے طور پر استعفیٰ دیا اور ریاض ٹی چنائے اور سیدہ تطہیر زہرہ ہمدانی کو 9 اکتوبر 2019 کو ڈائریکٹرز مقرر کیا گیا۔

☆ سوسومو ماٹسودا نے ڈائریکٹر کی حیثیت سے 20 فروری، 2020 کو استعفیٰ دیا جبکہ تاداؤ ناسو کو اس تاریخ میں ڈائریکٹر تعینات کیا گیا۔

☆ تاداؤ ناسو 26 جون، 2020 کو بورڈ سے استعفیٰ ہو گئے اور نوریہ کی کرودکاوا کو 26 جون، 2020 سے ڈائریکٹر تعینات کیا گیا۔

☆ ہمارے سابقہ بانی ڈائریکٹر اور سابقہ چیئر مین مرحوم علی ایس حبیب کی وفات کی وجہ سے 17 اپریل 2020 کو آسامی خالی ہوئی۔ اس خالی آسامی کیلئے محمد حیدر حبیب کو 26 جون، 2020 کو ڈائریکٹر تعینات کر دیا گیا۔

☆ بورڈ آف ڈائریکٹرز نے 26 جون، 2020 کو اپنے اجلاس میں محمد علی آر حبیب کو بورڈ چیئر مین مقرر کیا جو کمپنی کے بانی ڈائریکٹر بھی ہیں۔

- ☆ ملین ٹری پلانٹیشن ڈرائیو، جس میں سے 3 لاکھ پودے پورے پاکستان میں لگائے جا چکے ہیں
- ☆ کراچی میں سکولوں اور دیگر مقامات پر 5S اور گرین ہم
- ☆ آئی ایم سی فیکٹری کے قریب گوٹھ ادیبھاتوں میں ہفتہ وار راشن کی تقسیم
- ☆ پسے ہوئے طبقات کیلئے ہفتہ وار مفت طبی کمپس کا انعقاد
- ☆ آئی ایم سی کے ہمسایہ میں مقیم طبقات کیلئے ایلمنٹری سے ہائر ایسیکندری تعلیم کیلئے ٹیوٹا گوٹھ تعلیمی پروگرام

ماحول پر اثرات

کمپنی کا ماحولیاتی انتظام و انصرام کیلئے انوائرنمنٹ مینجمنٹ سسٹم ایک جامع فریم ورک اور آئی ایس او 14001 کے تحت تصدیق شدہ ہے۔ تمام کاروباری طریقہ کار اور آپریشنز ماحولیاتی پالیسیوں اور ٹیوٹا کے عالمی معیارات کے مطابق سرانجام دیے جاتے ہیں۔

کمپنی نے ملک بھر میں سپلائرز اور ڈیلرز سمیت اپنے تمام پارتنرز کو اپنی ماحولیاتی سرگرمیوں کو بڑھا دیا ہے تاکہ ماحولیاتی تحفظ کے فروغ اور ہمارے عالمی ماحولیاتی مقاصد کو حاصل کیا جاسکے۔

ہمارے اقدامات میں پلانٹیشن مقاصد کیلئے پانی کو ری سائیکل کرنے کیلئے واٹر ٹریٹمنٹ پلانٹ کی صلاحیت میں اضافہ بھی شامل ہے۔ ہم ماحول دوست پاور پلانٹ سے لیس ہیں جو قدرتی گیس پر چلتا ہے۔

کمپنی 4 میگا واٹ سولر پی وی پلانٹ کے منصوبے پر کام کر رہی ہے جو 2021 تک اس کے موجودہ سولر سسٹم کی بجلی پیدا کرنے کی صلاحیت میں 4.5 میگا واٹ بڑھا دے گی۔

چیمبرین کا انتقال پر ملال

رواں سال ہمارے پیارے علی سلیمان حبیب، بانی ڈائریکٹر اور کمپنی چیئر مین 17 اپریل، 2020 کو اس درفانی سے کوچ کر گئے۔ علی ایس حبیب ایک متاثر کن رہنما، حقیقی معنوں میں دور اندیش، کاروباری ذہانت اور لیاقت رکھنے والے اور دوسرے لوگوں کیلئے ایک مثال تھے۔ انہوں نے حبیب یونیورسٹی کے قیام اور پاکستان میں آٹو میٹریکس کی ترقی کے ذریعے پاکستان کی صنعت پر بے مثال نقوش چھوڑے۔ ان کی شاندار قیادت اور انتھک کوششوں نے گزشتہ 30 سالوں میں نہ صرف کمپنی کو کامیاب بنایا بلکہ بام عروج بخشا۔ ان کے فلاحی عامہ کے قابل تعریف کام دوسروں کیلئے مشعل راہ ہیں۔ ان کے ساتھ کام کرنے والے لوگ ان کی استقامت کی گواہی دیتے ہیں کیونکہ انہیں قابل احترام، جاذب نظر کوشاں اور ذہین شخصیت سے سیکھنے کا موقع ملا۔

کمپنی اور بورڈ آف ڈائریکٹرز حبیب خاندان سے دلی تعزیت کرتے ہیں۔ ہم اللہ تعالیٰ سے دعا گو ہیں کہ وہ علی ایس حبیب کو جنت الفردوس میں اعلیٰ مقام عطاء کرے۔ (آمین) ہم ان کی

کمپنی نے مارچ 2020 میں کروا (1.3L) گاڑیوں کی فروخت بند کر دی جس نے 25 سال تک مارکیٹ میں اپنی قائدانہ حیثیت برقرار رکھی۔ فلیگ شپ کروا براڈ (1.6L) اور (1.8L) سیگمنٹ کی دنیا بھر میں فروخت جاری رہے گی۔

کمپنی نے 19 مارچ، 2020 کو نئے دور کے شاہکار نئے ٹیوٹا یاریس (Toyota Yaris) کی 1.3L اور 1.5L ویرینس کے ساتھ بنگلہ کا آغاز کیا۔ کورونا وائرس (COVID-19) کی وبا کی وجہ سے ٹیوٹا یاریس کو متعارف کرانے کی تقریب ملتوی کر دی گئی اور اس سے متعلقہ مارکیٹنگ اور تشہیری سرگرمیاں منسوخ کر دی گئیں۔ کورونا وائرس (COVID-19) کی وبا کے نتیجے میں مکمل لاک ڈاؤن کی وجہ سے مارکیٹنگ اور تشہیری سرگرمیاں نہ ہونے کے باوجود صارفین کی طرف سے ٹیوٹا یاریس کو بہت زیادہ سراہا گیا۔

قومی خزانے میں حصہ رسد:

دوران سال کمپنی نے قومی خزانے میں 36 بلین روپے جمع کرائے جو حکومت پاکستان کے دوران سال کل جمع کردہ ریونیو کا تقریباً 1 فیصد بنتا ہے۔ 1989ء میں قیام کے بعد سے کمپنی قومی خزانے میں 454 بلین روپے سے زیادہ جمع کرا چکی ہے۔

بنیادی خطرات اور غیر یقینی صورتحال

گزشتہ سالوں میں کمپنی کی مالیاتی کارکردگی غیر معمولی رہی تاہم گاڑیوں کی طلب میں کمی کے نتیجے میں رواں سال منافع میں کمی واقع ہوئی۔ پاکستانی روپے کی امریکی ڈالر اور جاپانی ین کے مقابلے میں قدر میں مسلسل کمی، افراط زر اور عالمی سطح پر ایشیاء کی قیمتوں میں مسلسل اضافہ عوامل ہیں جن کے کمپنی کے موجودہ اور مستقبل کے مالیاتی نتائج پر اثرات مرتب ہوں گے۔ حکومت کی طرف سے ٹیکسوں اور ڈیوٹیوں میں اضافہ کے نتیجے میں مصنوعات کی قیمتیں بڑھنے سے انڈسٹری کے حجم کو بڑی حد تک متاثر کیا ہے۔

COVID-19 کی حالیہ وبا نے دنیا بھر میں عالمی سطح پر لاک ڈاؤن نافذ کرنے اور اقتصادی سرگرمیوں کو محدود کرنے پر مجبور کر دیا۔ پاکستان میں کورونا وائرس اس وقت نازل ہوا جب پاکستان معاشی استحکام کی طرف سے گامزن تھا۔ وبا سے ملک کی معاشی نمو کو جھٹکا لگا۔ اس سے کاروباری عارضی بندش کے دوران صارفین کی طلب اور قوت خرید بھی متاثر ہوئی۔ کورونا وائرس کے اثرات آئندہ سالوں تک برقرار رہ سکتے ہیں۔

کارپوریٹ سماجی ذمہ داری (سی ایس آر)

گزشتہ پانچ برسوں میں کمپنی نے سی ایس آر اقدامات کے تحت مجموعی طور پر ایک بلین روپے خرچ کئے جن میں ہسپتالوں، تعلیمی اداروں، فلاحی تنظیموں اور صحت، قدرتی آفات سے متعلق سماجی فلاحی سرگرمیوں کے عطیات شامل ہیں۔

آپ کی کمپنی نے ایک ذمہ دار کمپنی کی حیثیت سے سال کے دوران معاشرے کی فلاح کیلئے مندرجہ ذیل بڑے پیمانے پر سی ایس آر اقدامات اٹھائے اور عطیات دیے

- ☆ وزیراعظم کورونا ریلیف فنڈ 2020 میں 20 ملین روپے کا عطیہ
- ☆ کورونا وائرس اور دیگر طبی معاملات کیلئے مختلف ہسپتالوں کو 35 ملین روپے کی مجموعی امداد
- ☆ مختلف تعلیمی اداروں کیلئے مجموعی طور پر 75 ملین روپے کی امداد



انڈس موٹر کمپنی کے ڈائریکٹرز 30 جون 2020ء کو ختم ہونے والے سال کے لئے کمپنی کے اکاؤنٹس کے ساتھ ساتھ ڈائریکٹرز کی رپورٹ پیش کرنے میں خوشی محسوس کرتے ہیں۔
مالیاتی نتائج، تصرف اور بعد کے اثرات:
30 جون، 2020ء کو اختتام پذیر ہونے والے سال کے مالیاتی نتائج اور تفصیلات درج ذیل ہیں

2019	2020
(Rupees in '000)	
13,714,975	5,082,027
492	11,355
273,792	450,259
13,989,259	5,543,641

بعد از ٹیکس منافع

دیگر سالانہ جامع آمدنی

آگے بڑھتا ہوا غیر خرچ شدہ منافع

تصرف/خرچ کیا ہوا

2,554,500	550,200
1,965,000	471,600
2,358,000	786,000
6,877,500	1,807,800
7,111,759	3,735,841

پہلا عبوری ڈیویڈنڈ @ 70% یعنی 7 روپے فی حصص (2019: 325% یعنی 32.50 روپے فی حصص)

دوسرا عبوری ڈیویڈنڈ @ 60% یعنی 6 روپے فی حصص (2019: 250% یعنی 25 روپے فی حصص)

تیسرا عبوری ڈیویڈنڈ @ 100% یعنی 10 روپے فی حصص (2019: 300% یعنی 30 روپے فی حصص)

آگے بڑھتا ہوا غیر تصرف شدہ منافع

(بعد کے اثرات)

2,161,500	550,200
4,500,000	3,000,000
6,661,500	3,550,200
174.49	64.66

مجوزہ حتمی ڈیویڈنڈ @ 70% یعنی 7 روپے فی حصص (2019: 275% یعنی 27.50 روپے فی حصص)

عمومی ذخائر میں منتقلی

فی حصص بنیادی اور مست 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 ٹو پوٹا گاڑیوں کی اسمبلی، تیاری اور مارکیٹنگ ہے۔

کمپنی کی کارکردگی

30 جون کو ختم ہونے والی مدت کے دوران سی کے ڈی اور سی بی یو گاڑیوں کی فروخت 56 فیصد کمی کے ساتھ گزشتہ سال کی اسی مدت کی 66,211 یونٹس فروخت کے مقابلے میں 28,837 یونٹس رہی۔ طلب میں کمی کے نتیجے میں کمپنی نے سال کیلئے 28,519 گاڑیاں تیار کیں جبکہ گزشتہ سال کی اسی مدت میں 65,346 گاڑیاں تیار کی گئی تھیں۔

30 جون، 2020ء کو اختتام پذیر مالی سال کیلئے کمپنی کا خالص منافع 86 ملین روپے رہا جو گزشتہ سال کی اسی مدت کے 158 ملین روپے کے مقابلے میں 46 فیصد کم رہا جبکہ بعد از ٹیکس منافع 63 فیصد کمی کے ساتھ گزشتہ سال کے 13.71 ملین روپے کے مقابلے میں 5.08 ملین روپے رہا۔ آمدن اور منافع میں کمی کی بڑی وجوہات میں سی کے ڈی اور سی بی یو کا کم حجم، مشکل معاشی صورتحال، ٹیکسوں اور ڈیویڈنڈ کا نفاذ اور کورونا وائرس کی وبا کے نتیجے میں نافذ کردہ لاک ڈاؤن شامل ہیں۔

عربیٹس انٹرنیٹ اور ٹویٹا معیارات کے مطابق اس کا کوئی ثانی نہیں۔

رواں سال بورڈ کے چھ اجلاس منعقد ہوئے جس میں کمپنی کے آپریشنز، درپیش چیلنجز اور بورڈ کے وژن کے مطابق اہداف کے حصول کے حوالے سے پیش رفت پر بورڈ کو پریزنٹیشن دی گئی۔ ہمیں یہ اعزاز حاصل ہے کہ ہمارے پاس تارکین وطن کی ایسی تجربہ کار ٹیم موجود ہے جو ہماری کمپنی کے ساتھ ساتھ انتہائی تجربہ کار اور قابل احترام پاکستانیوں کو ٹویٹا کے عالمی 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 مستعدی سے جائزے پیش کئے تاکہ اس بات کو یقینی بنایا جاسکے کہ ہم خطرات کی پیشگوئی اور ان سے نمٹنے اور کارپوریٹ سیکٹر کے بہترین طریقوں کی تعمیل جاری رکھیں۔

واضح طور پر غیر یقینی صورتحال کے باوجود کمپنی اپنا سفر جاری رکھے ہوئے ہے۔ ڈیلرز اور وینڈرز کے ساتھ کاروبار جاری رکھے کیلئے ہم نے اپنے آپریشنل اخراجات میں کمی کی اور مالی اخراجات کو بھی اسی کے مطابق ایڈجسٹ کیا۔ Covid-19 کی وبا کے پھیلاؤ کو روکنے اور اس سے متعلقہ چیلنجز سے نمٹنے کیلئے آپریشنل مزاحمت پیدا کرنے کیلئے ایچ ایس ای (صحت، سہیٹی، ماحول) فرنٹ پر معنی خیز اقدامات اٹھائے گئے ہیں۔

آخر میں بورڈ آف ڈائریکٹرز کی طرف سے تمام سٹیک ہولڈرز کا کمپنی پر مسلسل اعتماد اور بھروسہ کیلئے شکریہ ادا کرنا چاہوں گا۔ میں اور بورڈ مل کر آئی ایم سی ٹیم کے ہر رکن کی کمپنی کیلئے غیر متزلزل حمایت اور عزم پر ان سے اظہار تشکر کرتے ہیں۔ ہم انڈسٹری میں اپنی فوقیت اور قائدانہ کردار برقرار رکھنے کیلئے پرعزم ہیں اور اللہ تعالیٰ سے دعا گو ہیں کہ وہ مستقبل میں ہماری کوششوں کو کامیابی عطا کرے۔ (آمین)

سال 2019-2020 کے دوران 30 جون، 2020 میں کمپنی کے قابل قدر ڈائریکٹرز سادا توشی کاشی ہارا، پرویز غیاث، سوسومو ماسودا اور ٹاداؤ تا سو بورڈ آف ڈائریکٹرز کے رکن کی حیثیت سے مستعفی ہو گئے۔ ریاض ٹی چنائے اور سیدہ تسطہ سیر زیڈ ہمدانی کو رواں سال آزاد ڈائریکٹر مقرر کیا گیا۔ نوری یاکی کو روکا اور محمد ایچ حبیب کو ڈائریکٹر تعینات کیا گیا۔ بورڈ سبکدوش ہونے والے ڈائریکٹرز کی گرانقدر خدمات کا اعتراف کرتے ہوئے کمپنی کی طرف سے اظہار تشکر اور آئی ایم سی کے بورڈ میں نئے ڈائریکٹرز کو خوش آمدید کہتا ہے۔

محمد علی آر حبیب
(چیئر مین)

مجھے یہ بتانے میں خوشی محسوس ہو رہی ہے کہ آپ کی کمپنی کے بورڈ آف ڈائریکٹرز نے پورے سال قابل قدر رہنمائی فراہم کی جس سے مینجمنٹ کو موثر انداز میں حوصلہ افزاء نتائج کے حصول اور مضبوط گورننس کو یقینی بنایا جاسکا۔ بہترین طریق کاروں پر عمل کو یقینی بنانے کیلئے بورڈ کی کارکردگی اور موثریت کاررواں سال کے دوران خود احتسابی بنیادوں پر جائزہ لیا گیا۔

چیئر مین کی طرف سے جائزہ رپورٹ

عزیز سٹیک ہولڈرز

مطلوبہ اہداف پورا کرنے کی اہلیت پر بھی اثرات مرتب ہوئے۔

حکومت کی طرف سے باہر ڈیکلفر میں مقامی آٹوموٹیو انڈسٹری کے فروغ کیلئے تسلسل سے کی جانے والی کوششیں قابل ذکر ہیں۔ حکومت کی طرف سے موسمیاتی تغیر کے اثرات کو اور تیل کی درآمد کرنے کیلئے باہر ڈی برقی گاڑیوں (ایچ ای وی)، پلگ ان باہر ڈی (پی ایچ ای وی) اور بیٹری سے چلنے والی برقی گاڑیوں (ای ای وی) کی مقامی سطح پر تیاری کے ارادے کا خیر مقدم کرتے ہیں۔ اس سے باہر ڈی ٹیکنالوجی کی ترقی کیلئے سرمایہ کرنے کیلئے مقامی آٹوموٹیو انڈسٹری کی حوصلہ افزائی ہوگی۔ باہر ڈی برقی گاڑیوں کی ترقی کے فروغ کیلئے حکومت کو توجہ دینی جاتی ہے کہ وہ ایسی گاڑیوں کی پیداوار کیلئے موزوں ماحول پیدا کرے۔

آئی ایم سی نے پاکستان میں برقی گاڑیوں کی پالیسی کو متعارف کرانے میں قائدانہ کردار ادا کیا ہے کیونکہ ہم اس بات کی توقع کرتے ہیں مستقبل برقی گاڑیوں کا ہے۔ ہم حکومت کے ”میک ان پاکستان“ اقدام کی حمایت کرتے ہیں اور حکومت سے اپیل کرتے ہیں کہ وہ برقی گاڑیوں (ای ای وی) اور باہر ڈی برقی گاڑیوں (ایچ ای وی) کی پالیسی کے تحت ڈیوٹی میں رعایت پر نظر ثانی کرے اور یہ رعایت صرف ای وی اور ایچ ای وی کے خاص پرزہ جات تک ہی محدود ہونی چاہیے۔ زیر غور پالیسی میں عام پرزہ جات کیلئے ڈیوٹی میں رعایت کی بھی توجہ دینی جارہی ہے حالانکہ یہ پرزہ جات مقامی سطح پر تیار کیے جارہے ہیں۔ مجوزہ پالیسی سے نہ صرف مقامی ویڈوز اور سپلائرز کو نقصان پہنچتا ہے جو پہلے ہی کاروباری اور اقتصادی چیلنجز کا سامنا کر رہے ہیں بلکہ اس سے غیر ملکی زر مبادلہ کے ذخائر بھی دباؤ کا شکار ہوں گے۔

آئی ایم سی نے اپنے تمام آپریٹرز میں ”ٹو یونٹا طریقہ کار“ پر جانفشانی سے عمل درآمد اور کازن (مسلل بہتری) کے فلسفے کی تعمیل کرتے ہوئے ہمیشہ اعلیٰ معیار کی گاڑیاں تیار کی ہیں۔ آئی ایم سی کو ہمیشہ سے اس کے سٹیک ہولڈرز اور صارفین کا تعاون حاصل رہا ہے اور اس نے گاڑیوں کے تمام برانڈز میں اعلیٰ سطح کی فوئیت کے حصول کا سلسلہ جاری رکھا ہوا ہے۔ رواں سال ہم نے اپنی فلیگ شپ کار، ٹو یونٹا کرولا 1.3L کو رخصت کیا۔ کرولا 1.3L پاکستان میں سب سے زیادہ فروخت ہونے والی گاڑی ہے جس نے دنیا کے آٹو انڈسٹری کے نقشے پر پاکستان کے قدم برقرار رکھے۔ کرولا اپنی آرائش، سٹائل اور کارکردگی سے جانی جاتی ہے۔ فرنٹ انجن فرنٹ ویل ڈرائیو سیٹ ان کے طور پر یہ پاکستان کی سب سے زیادہ مقبول ترین گاڑی ہے۔ آئی ایم سی نے آئی ایم سی کو رولا کا نئے نئے سالوں تک کوئی ٹو یونٹا کرولا کوئی مقابلہ نہ کر سکا۔ آئی ایم سی کی طرف سے پاکستان میں پیش کردہ کرولا گاڑی کے مختلف ماڈلز نے صارفین کی بڑی تعداد کیلئے گاڑی کو قابل حصول بنا دیا۔

آئی ایم سی کی پوری ٹیم نے نئی مسافر گاڑی، ٹو یونٹا یارس کو پاکستان میں متعارف کرانے کیلئے محنت اور بھرپور جذبہ کے ساتھ کام کیا۔ کورونا وائرس کی وبا کی وجہ سے ٹو یونٹا یارس کو متعارف کرانے کا شاندار منصوبہ متاثر ہوا تاہم آن لائن کامیاب انعقاد کیا گیا جسے الیکٹرانک میڈیا نے نمایاں کوریج دی۔ یارس ایک مکمل نئے اندرونی جمالیاتی ڈیزائن پیش کرتی ہے جو اسے دوسری گاڑیوں سے منفرد بناتی ہے۔ اپنا سفر جاری رکھتے ہوئے ہمارا مقصد نئی دلچسپ مصنوعات کی تلاش کیلئے ٹو یونٹا کے ساتھ مل کر کام کرنا ہے جو ہماری مصنوعات کی موجودہ رینج کو تازہ بنائیں اور صارفین کو ایک وسیع انتخاب فراہم کریں تاکہ سٹیک ہولڈرز کیلئے قدر پیدا کرنے اور پائیدار نمو کو یقینی بنایا جاسکے۔

آئی ایم سی ٹو یونٹا ریوولونے گزشتہ کئی سالوں میں سخت مسابقتی ماحول میں اپنے قدم کو مضبوطی سے جمائے رکھا لیکن حکومت کی طرف سے کفایت شعاری پالیسی کی وجہ سے حکومت اور سرکاری اداروں کو فروخت میں کمی واقع ہوئی ہے۔ شرح فی صد کے لحاظ سے ہماری تمام گاڑیوں کی فروخت مجموعی طور پر حوصلہ افزا رہی اور ہم مارکیٹ میں قابل ذکر حصہ برقرار رکھنے میں کامیاب رہے۔ ٹو یونٹا فوریوور کو پاکستان میں سب سے زیادہ مقبول پریئم ایس یووی کے طور پر تسلیم کیا گیا ہے۔ یہ گاڑی ہر طرح کے راستے کے لیے بہتر ہے، وسیع

سال میں رونما ہونے والے واقعات ہمارے دلوں کو جھل کر دیتے ہیں۔ ہمارے پیارے بانی ڈائریکٹر اور چیئر مین علی سلیمان حبیب کی وفات ہمارے لئے کسی گہرے صدمے سے کم نہیں ہے۔ انہوں نے 80 کی دہائی کے آخر میں ٹو یونٹا موٹر کار پوریشن / ٹو یونٹا ٹشوکار پوریشن، جاپان اور ہاؤس آف حبیب، پاکستان کے ساتھ اشتراک سے انڈس موٹر کمپنی لمیٹڈ (آئی ایم سی) کے قیام میں اہم کردار ادا کیا۔ آئی ایم سی کی طرف سے پاکستان کی بڑی گاڑی ساز کمپنی بننے کیلئے راہ ہموار کرتے ہوئے 1993 میں تجارتی بنیادوں پر پیداوار کا آغاز کیا جو علی سلیمان حبیب کی زندگی کی شاندار کامیابیوں میں سے ایک کامیابی ہے۔ وہ قومی معیشت کی مزید ترقی اور کاروباری برادری کی بہتری پر توجہ مرکوز کرتے ہوئے طاقت ور پلیٹ فارم کی ترقی میں فعال طور پر سرگرم رہے۔ وہ حکومت کے ”میک ان پاکستان“ اقدام کیلئے پرعزم تھے اور پاکستانی مصنوعات اور سروسز کی صلاحیت اور معیار پر حقیقی معنوں میں یقین رکھتے تھے۔

مرحوم علی سلیمان حبیب کی جانفشانی اور مستعد قیادت ہمیشہ کیلئے یاد رہے گی۔ یہ ہمارے لئے اعزاز کی بات ہے کہ متاثر کن رہنمائی اور دورانہدیشی نہ صرف ہمیشہ ہمارے ساتھ رہے گی بلکہ کامیابی کیلئے ہماری نئی جدوجہد میں ہمیں رہنمائی فراہم کرے گی۔

دنیا اس وقت کورونا وائرس کی وبا کے اثرات سے نمٹنے میں مصروف عمل ہے۔ وبائی قابل غور غیر یقینی صورتحال پیدا کی ہے اور توقع ہے کہ اس کے عالمی معیشت پر طویل اثرات مرتب ہوں گے۔ اس کے نتیجے میں عالمی سطح پر معاشی ترقی سست روی کا شکار ہوگی اور مستقبل قریب میں معیشتوں کے حجم میں وسط درجے کے اضافہ کا امکان بھی نہیں۔ صورتحال موجودہ سنگین چیلنجز کا احاطہ کرتی ہے۔

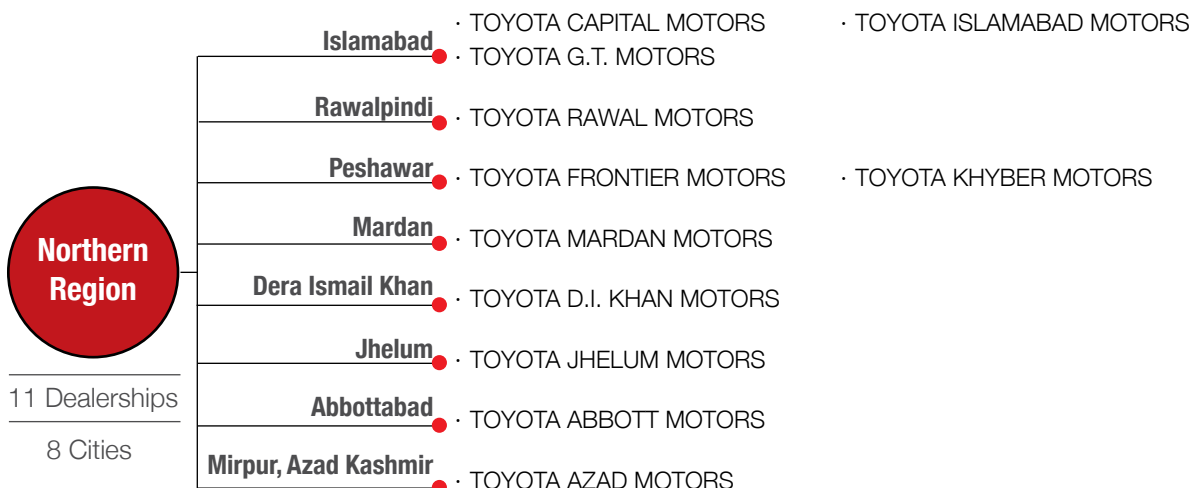
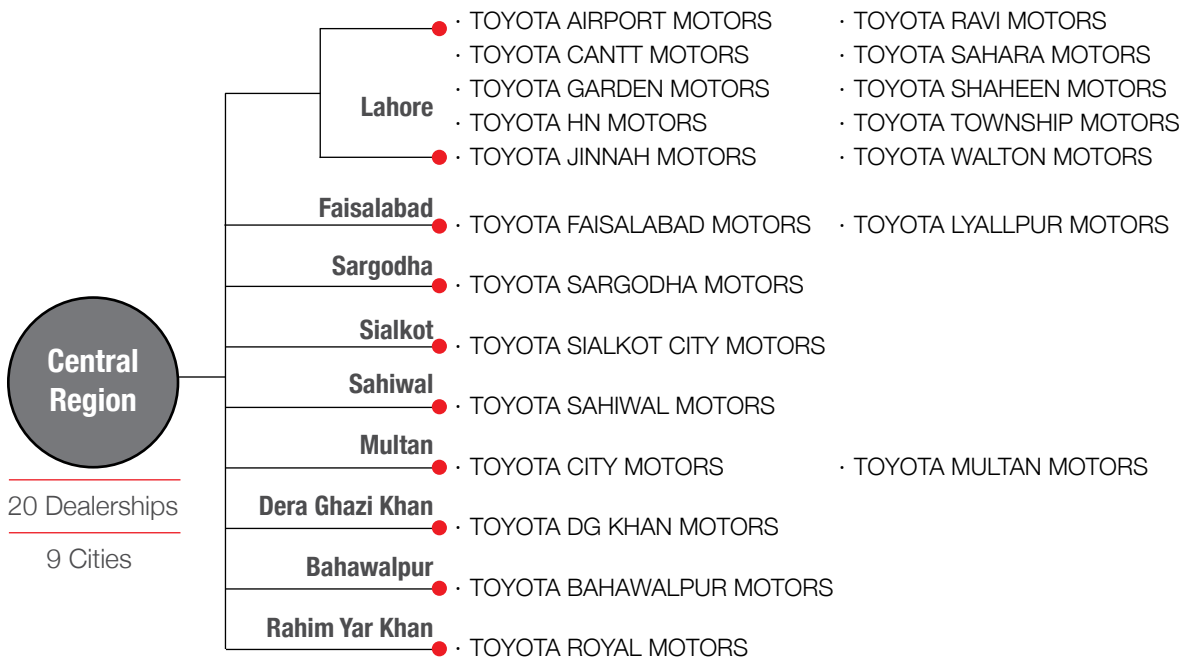
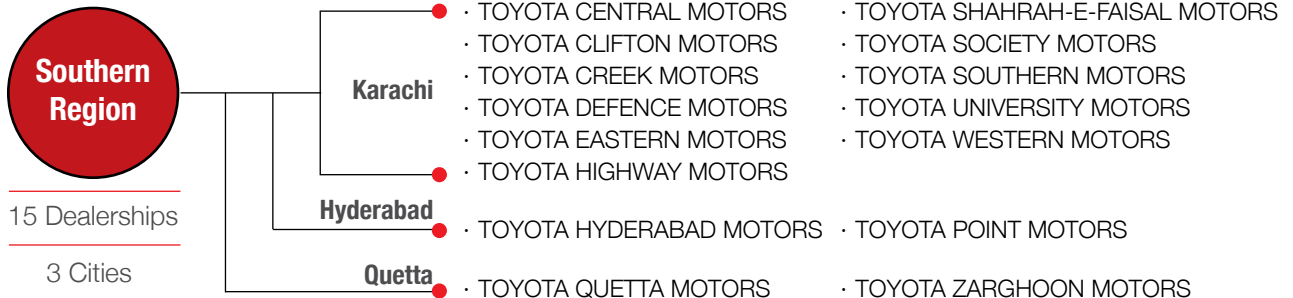
ملک میں متعارف کرائے گئے میکرو اکنامک اقدامات کی بدولت سال 2020-2021 میں معاشی نمو کے مزید سست ہونے کی پیشن گوئی ہے۔ ٹیکسوں کی بلند شرح، جی ڈی پی کا سکڑاؤ، روپے کی قدر میں کمی اور کورونا وائرس کی وجہ سے نافذ لاک ڈاؤن نے آٹو انڈسٹری کی پیداوار پر مجموعی اثرات مرتب کئے ہیں۔ آٹوموٹیو سیکٹر بالواسطہ اور بلاواسطہ لاکھوں لوگوں کو روزگار فراہم اور پاکستان میں ایک بڑی صنعتی اور معاشی قوت کے طور پر خدمات سرانجام دیتا ہے۔ بد قسمتی سے آٹو انڈسٹری کو جو پہلے ہی معاشی مشکلات کا شکار ہے، اب کورونا وائرس کی وبا کے باعث مزید اضافی دباؤ کا سامنا کرنا پڑ رہا ہے۔

ہم ان مشکل حالات میں صورتحال کی نگرانی کرنے اور وبا کے نتیجے میں پیدا ہونے والے خطرات سے نمٹنے کیلئے پرعزم ہیں۔ ہم نے ہمارے سب سے زیادہ اہم اثاثے، ہمارے لوگوں کے تحفظ اور ان کی دیکھ بھال پر توجہ دی۔ ”پہلے تحفظ“ کے ہمارے فلسفے کو کورونا وائرس کی وبا کے باعث پیدا شدہ صورتحال سے نمٹنے میں ہماری کوششوں میں اہم حیثیت حاصل ہے۔ بد قسمتی سے کئی کئی ماہ کیلئے اپنے آپریٹرز کو مکمل طور پر بند کرنا پڑا جبکہ کراچی میں سمارٹ لاک ڈاؤن اب بھی جاری ہے۔ آئی ایم سی نے حکومت کی طرف سے ہدایات پر مکمل طور پر عمل درآمد کیا جن میں ورک فرام ہوم کی پالیسی پر عمل درآمد، سماجی فاصلے، روزانہ کی بنیاد پر کئی نائزیشن، تمام ملازمین کا روزانہ بخار چیک کرنا، پوری ٹیمٹری اور گاڑیوں کو روزانہ جراثیم کش کرنا اور ماسک اور ذاتی صاف ستھرائی کے حوالے سے اقدامات شامل ہیں۔

موجودہ بحرانی صورتحال میں ہم حکومت سے آٹو سیکٹر کی معاونت کرنے کیلئے اقدامات اٹھانے کی اپنی درخواست کا اعادہ کرتے ہیں تاکہ کاروبار سے لوگوں کا روزگار چلتا رہے۔ انڈسٹری کی مدد کیلئے درخواست کی جاتی ہے کہ گاڑیوں پر فیڈرل ایکسائز ڈیوٹی کو ختم کیا جائے، درآمد شدہ پرزہ جات پر کسٹم ڈیوٹی کم کی جائے اور میٹرل کی درآمد پر اضافی کسٹم ڈیوٹی ختم کی جائے۔ بد قسمتی سے محصولات کے حصول کیلئے یہ اقدامات صنعت کی ترقی کیلئے تباہ کن ثابت ہوئے ہیں اور نہ صرف حجم میں سکڑاؤ کا باعث بنے بلکہ اس سے حکومت کی محصولات کے

Indus Motor Company Dealership Network

46 Authorised Dealerships in 20 Cities Across the Country



Form of Proxy

Thirty First Annual General Meeting

I/We _____

of _____

being member(s) of INDUS MOTOR COMPANY LIMITED, holding _____ ordinary shares, hereby appoint _____ S/o _____ Folio No. _____ of Karachi or failing him / her Mr. _____ S/o _____ CDC Part. ID & A/c # _____ of Karachi who is/are also member(s) of INDUS MOTOR COMPANY LTD as my / our proxy in my/our absence to attend and vote for me/us and on my/our behalf at the Thirty First Annual General Meeting of the Company to be held on September 30, 2020 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.

Affix revenue
Stamp of Rs. 5

(Sign should
agree with
specimen
registered with
the Company)

Recent
Photograph of
Proxy, who will
attend AGM
through Video
Conference

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

AFFIX
CORRECT
POSTAGE

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

Electronic Dividend Mandate Form

Indus Motor Company Limited

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

Shareholders are requested to send the attached Form duly filled and signed, along with attested copy of their CNIC to the Company's Share Registrar M/s. CDC Share Registrar Services Limited, CDC House, 99-B, Block-B, SMCHS, Main Shahrah-e-Faisal, Karachi. Shareholders who hold shares with Participants / CDC are advised to provide the Dividend Mandate and attested copy of CNIC, directly to their concerned Broker (Participants) / CDC.

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 : -----
Contact number of shareholder : -----
Title of Account (*) : -----
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 ڈی سی شیئر رجسٹرار سرورسز لمیٹڈ، سی ڈی سی ہاؤس، 99-B، بلاک بی، ایس ایم سی ایچ ایس، مین شاہراہ فیصل، کراچی کو ارسال کریں۔ پارٹی پیٹ / 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 (پارٹی پیٹ) / 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 لف 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۔

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