Honda Atlas Cars (Pakistan) Limited

Corporate Briefing Session

(Financial Year Ended March 31, 2026)

HONDA
The Power of Dreams

How we move you.
CREATE ▸ TRANSCEND, AUGMENT

July 2026

Agenda

- Introduction and Company Profile
- Vision & Mission Statement
- Dealership Network
- Chronicle of Events
- Shareholding Structure
- Macro-Economic Environment
- Overview of the Automobile Industry
- Company's Financial Review
- Sustainability
- Question & Answers session

Introduction and Company Profile

Introduction and Company Profile

Honda Atlas Cars (Pakistan) Limited (the ‘Company’) is a **public company** limited by shares incorporated in Pakistan on 4th November 1992 under the repealed Companies Ordinance, 1984 (now, the Companies Act, 2017). The Company commenced **commercial production** from July 1994.

The **registered office** of the Company is situated at 1-Mcleod Road, Lahore, and its **manufacturing facility** is located at 43 km, Multan Road, Manga Mandi, Lahore.

It is a **subsidiary of Honda Motor Co., Ltd., Japan**, (the ‘holding company’).

The Company’s **principal activities** are assembling and progressive manufacturing and sale of Honda vehicles and spare parts (Company’s key revenue drivers).

The Company’s shares are listed on the Pakistan Stock Exchange (PSX) with the symbol - **HCAR**.

Currently, the Company’s CKD car product line includes the Honda Civic, Honda HR-V (Hybrid & ICE), Honda BR-V, and Honda City. Moreover, HACPL also offers CBU models of the Honda Accord and Honda CR-V to its customers.

Vision & Mission Statement

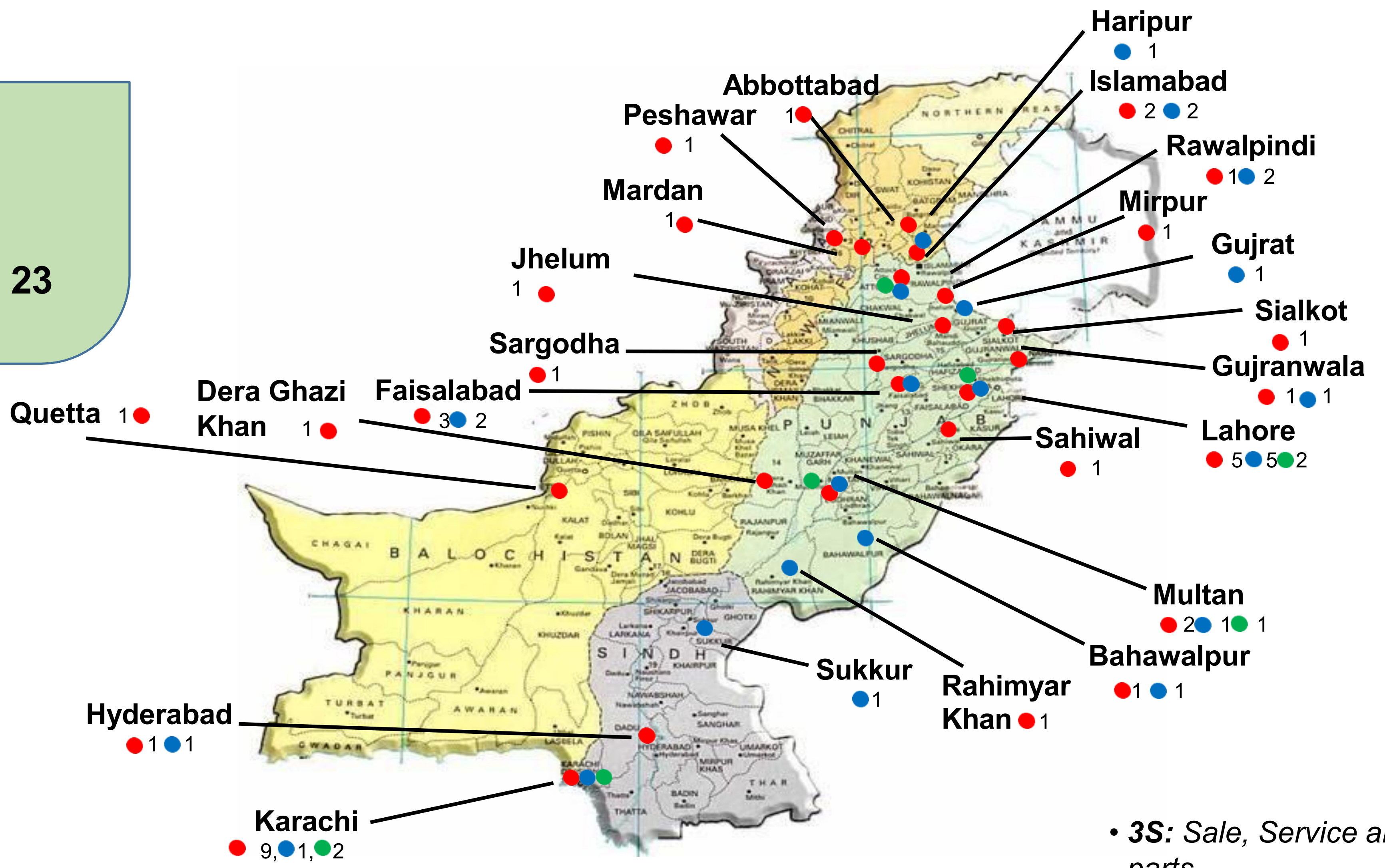
Striving to be a Company that society wants to exist by sharing joys with people throughout the world.
Creating products that maximize the joy of customers with speed, affordability and low CO_2.

Dealership Network

HACPL’s Dealership Network

3S Dealers: 36
2S Dealers: 19
1S Dealers: 5

Total : 60 Dealers in **23** Cities



- ***3S:*** *Sale, Service and Spare parts*
- ***2S:*** *Service and Spare parts*
- ***1S:*** *Spare parts*

CHRONICLE OF
EVENTS

1992s >>>---------->>> 2006s

1 — **1992**
5th August
Joint Venture Agreement Signed with Honda Motor Co. Ltd., Japan

2 — **1992**
4th November
Incorporation of Honda Atlas Cars (Pakistan) Limited

3 — 
1993
17th April
Ground Breaking Ceremony held

4 — **1994**
31st March
Completion of Civil Work and Installation of Plant & Equipment
1st April
Technical Assistance Agreement signed with Honda Motor Co. Ltd., Japan
26th May
First Car Rolling Out Ceremony held

5 — 
1994
13th July
Inauguration by President of Pakistan and visit of Mr. N. Kawamoto, President Honda Motor Co. Ltd., Japan

6 — **1994**
16th July
Commercial Production Commenced
10th October
Public Issue of Shares


7 — 
1996
10th January
New Civic 96 Model Launched

8 — **1997**
22nd January
Honda City Model Launched

9 — **1998**
1st October
Honda Motor Company's 50th Anniversary

10 — **1999**
28th January
Civic VTi Oriel Launched. First Sunroof Car in Pakistan

11 — **2000**
20th January
Launch of New City Model with PGM-FI Technology

12 — **2001**
22nd March
Launch of New Honda Civic

13 — 
2003
23rd August
New Honda City Launched

14 — **2005**
11th August
Launch of CBU Honda Accord
21st December
Rolling Out of 100,000th Car

15 — **2006**
14th January
Launch of New Model of Honda City

2016s <<<----------<<< 2006s

16 — **2006**
29th July
New Honda Civic Launched in 1800 CC


17 — **2006**
31st December
Capacity Enhancement to 50,000 Units per annum achieved

18 — **2007**
27th August
Issue of 100% Right Shares

19 — **2008**
20th July
Launch of New Honda Accord & CRV

20 — **2009**
31st January
Launch of 3rd Generation Honda City


21 — **2012**
1st March
Launch of New Honda CRV
29th April
Rolling Out of 100,000th Honda City
2nd July
Launch of Honda City Aspire 1.3

22 — **2012**
12th July
Rolling Out of 200,000th Car


23 — 
2012
18th September
Launch of New Honda Civic

24 — **2013**
17th April
Launch of Honda City Aspire 1.5
15th June
Launch of New Honda Accord

25

26 — **2013**
10th December
Celebration of 20th Anniversary


27 — **2014**
16th October
Launch of Evolved Honda City Model

28 — **2016**
11th January
Launch of HR-V (CBU) Model

29 — 
2016
22nd July
Launch of all New Honda Civic

30 — 
2016
20th October
Rolling Out of 300,000th Car

31 — **2017**
31st March
Achieved record production & sale

32 — 
2017
21st April
Launch of Honda BR-V Model

33 — **2017**
17th December
First Honda Marathon held


34 — 
2018
31st March
Achieved 50,000 production & sales target

35 — **2018**
10th October
Celebrated 400,000th unit Production


36

2016s >>>---------->>> 2025s

37 — 
2019
9th April
Launch of Honda RS Turbo
Added seven new 3S Dealerships

38 — **2021**
29th July
Launch of Honda City


39 — 
2022
4th March
Launch of Honda Civic

40 — **2022**
29th March
Celebrated 500,000th unit Production


41 — 
2022
21st October
Launch of Honda HR-V

42 — **2023**
27th November
Celebration of 30th Anniversary


43 — 
2025
29th March
Export Ceremony Built in Pakistan

44 — **2025**
28th July
Launch of Honda HR-V e:HEV


Shareholding Structure

HONDA

51% SHAREHOLDING

Honda Motor Company Limited, is a Japanese public multinational conglomerate manufacturer of automobiles, motorcycles and power equipment, headquartered in Minato, Tokyo, Japan.

Honda Atlas Cars (Pakistan) Limited

Honda Atlas Cars (Pakistan) Limited is a **J**oint **V**enture between Honda Motor Company, Japan and Atlas Group.

Atlas Group

Shirazi Investments

30% SHAREHOLDING

Shirazi Investments (Group Holding Company) started operations in 1962 and is engaged in capital market, fund management, underwriting, real estate and venture capital investments. The Company plays a key role in sponsoring the acquisition of Group projects.

Atlas Insurance

1% SHAREHOLDING

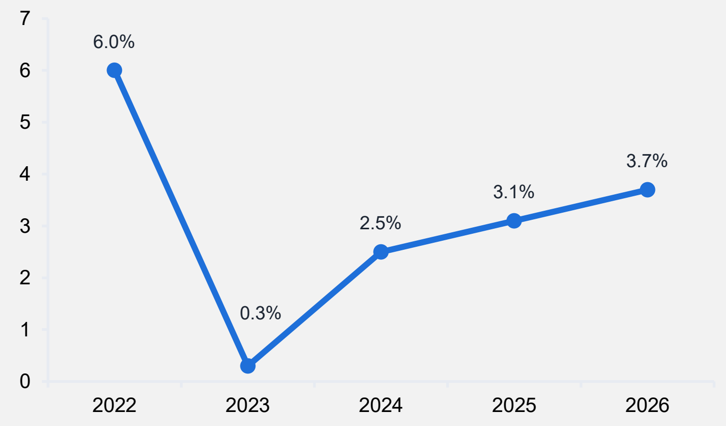
Atlas Insurance Limited, a subsidiary of Shirazi Investments, is a public limited company incorporated in 1934 and listed on the PSX. It provides general insurance services, including fire, marine, motor, health, travel, engineering, crop, and terrorism coverage.

Macro-Economic & Regulatory Environment

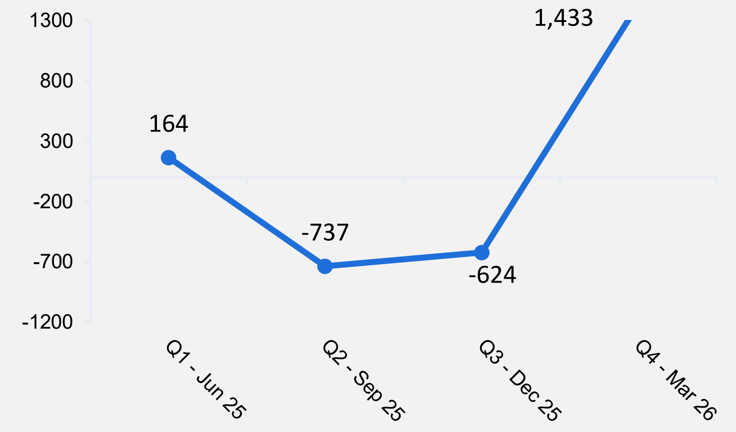
Macro-Economic Environment

Key indicators: April 2025 ~ March 2026

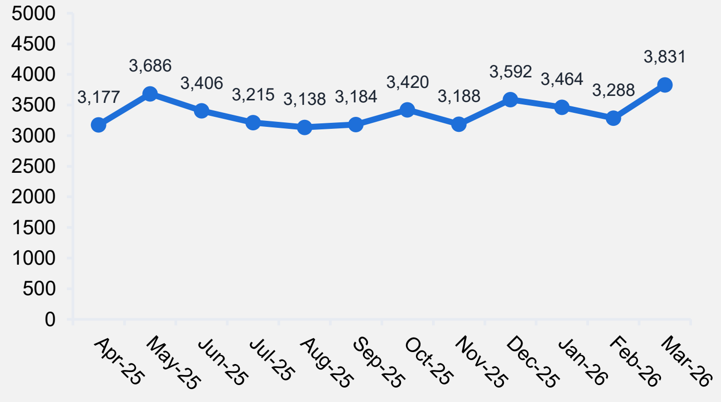
GDP Growth Rate



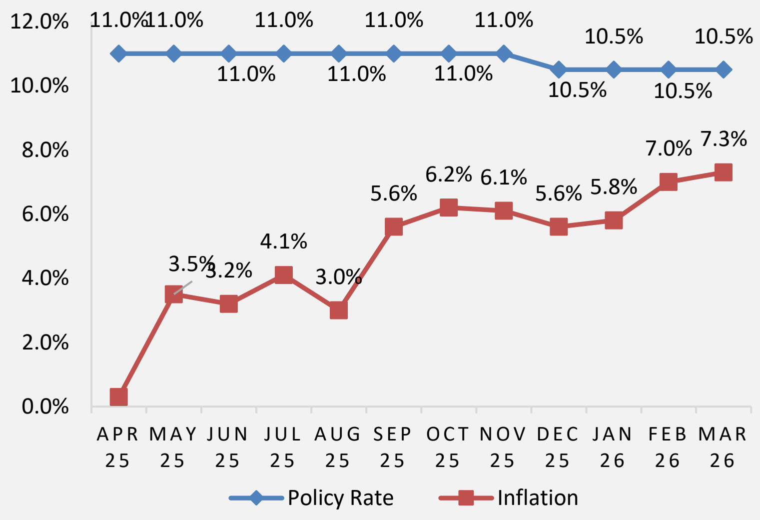
Current Account Deficit ($M)



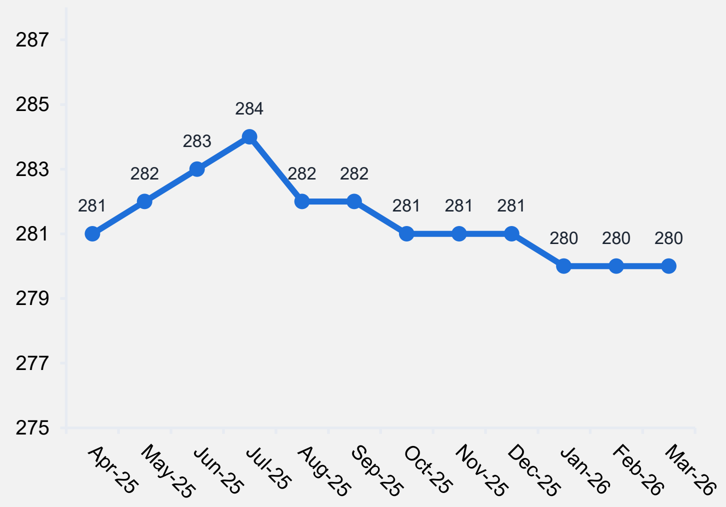
Remittances ($M)



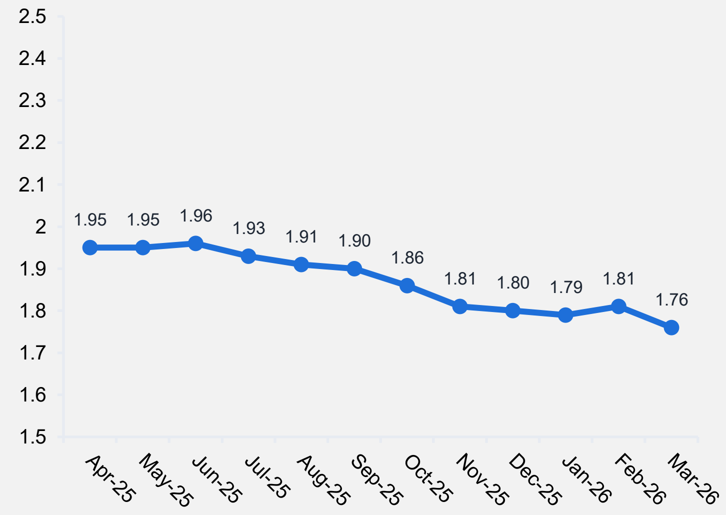
Policy Rate and Inflation



Exchange Rate (PKR/USD)



Exchange Rate (PKR/JPY)



Economic outlook appears positive supported by ongoing reforms and improved macro conditions

Overview of the Automobile Industry

Passenger Car Market Analysis

12-MONTH ROLLING PERFORMANCE • FY26 vs FY25 (APR–MAR)

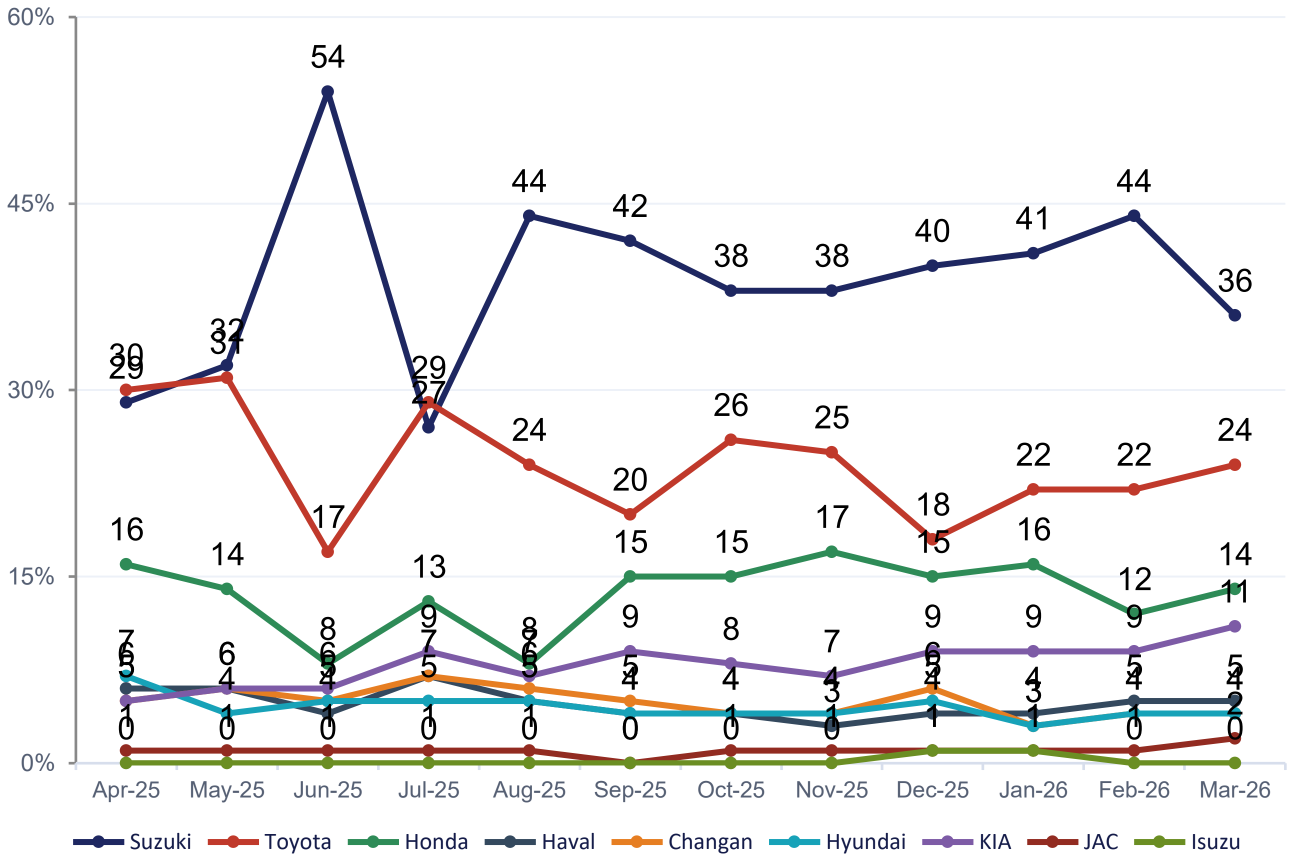
Source: PAMA

OVERALL CAR MARKET

Segment	FY26 Apr–Mar	FY25 Apr–Mar	YoY
Total Market	**220,209**	150,078	**+47%**
Commercial (Buses, Trucks, Vans) vehicles	28,040	17,842	**+57%**
4X4	11,211	8,333	**+35%**
SUV	41,857	31,505	**+33%**
C	13,867	9,088	**+53%**
Lower C & B	62,569	32,419	**+93%**
Small	6,215	6,407	**-3%**
Economy	56,450	44,484	**+27%**
Pass Market	**192,169**	**125,533**	**+53%**

Highlighted rows: C · Lower C & B · — fastest-growing segments in FY26

12-MONTHS ROLLING MARKET SHARE (UNITS)



FY-26 snapshot: Suzuki leads at 36% (down from a 54% June peak), Toyota holds 24%, Honda 14%, Haval climbs to 11%.

Company’s Financial Review

Key Highlights from the year ended March 31, 2026

- In this year, the Company's sales volume increased to 25,621 units, compared to 16,100 units in the previous year. Moreover, due to increased demand, the production volume reached 26,430 units, compared to 15,545 units in the previous year.

- Company received historic Income Tax Refunds amounting to PKR 4.2 Billion in the current year.

- Company sold trade debts amounting to PKR 7.1 Billion during the year, which improved its working capital position.

- Increase in loans, advances, deposits, prepayments and other receivables was mainly driven by an increase in sales tax recoverable due to higher import volumes in this year and advance tax payments to the FBR.

- Increase in inventory was primarily driven by higher procurement of CKD kits, local parts, and materials in transit to support planned production and ensure supply continuity, along with an increase in finished vehicles to support FY2027 sales plans.

- A dividend of 9.00 rupees per share was proposed by the Board of Directors which was approved by the shareholders in the 34th AGM held on June 29, 2026.

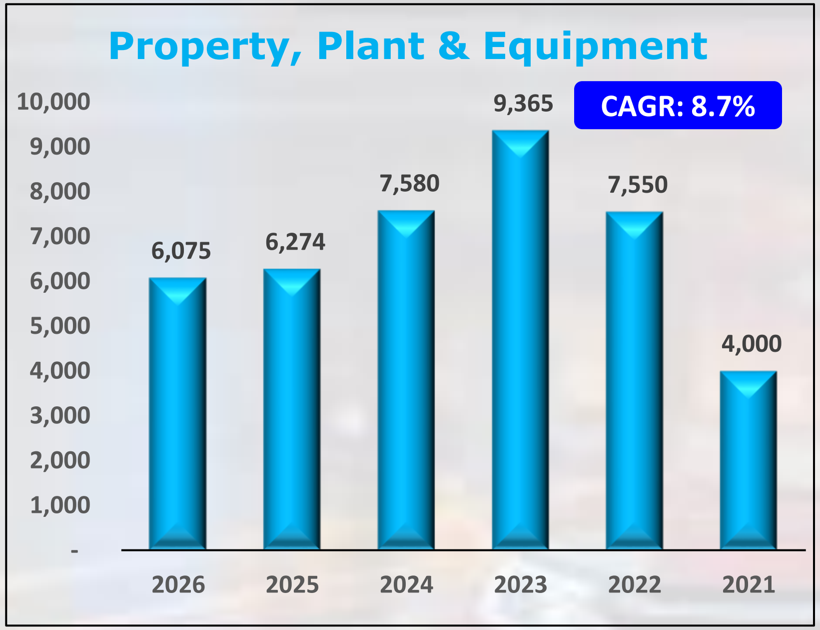
Financial & Operating Highlights		2026	2025	% Change
Vehicle Production	Units	26,430	15,545	70%
Vehicle Sales	Units	25,621	16,100	59%
Net Revenue	Rs in Million	122,283	78,066	57%
Gross Profit	Rs in Million	9,483	6,664	
Gross Profit	%	8%	9%	
Profit Before Tax	Rs in Million	5,088	3,275	
Profit Before Tax	%	4%	4%	
Profit After Tax	Rs in Million	3,234	2,709	
Profit After Tax	%	3%	3%	
Earnings Per Share	Rs	22.6	19.0	
Dividend Payout Ratio	%	40%	42%	
Price Earnings Ratio	Times	6.7	15.2	
Return on Assets	%	6%	11%	
At the end of year				
Total Assets	Rs in Million	59,111	49,121	20%
Shareholders' Equity	Rs in Million	25,438	23,439	9%
Share Performance				
Price Per Share	Rs	152	289	-47%
Market Capitalization	Rs in Million	21,706	41,269	-47%

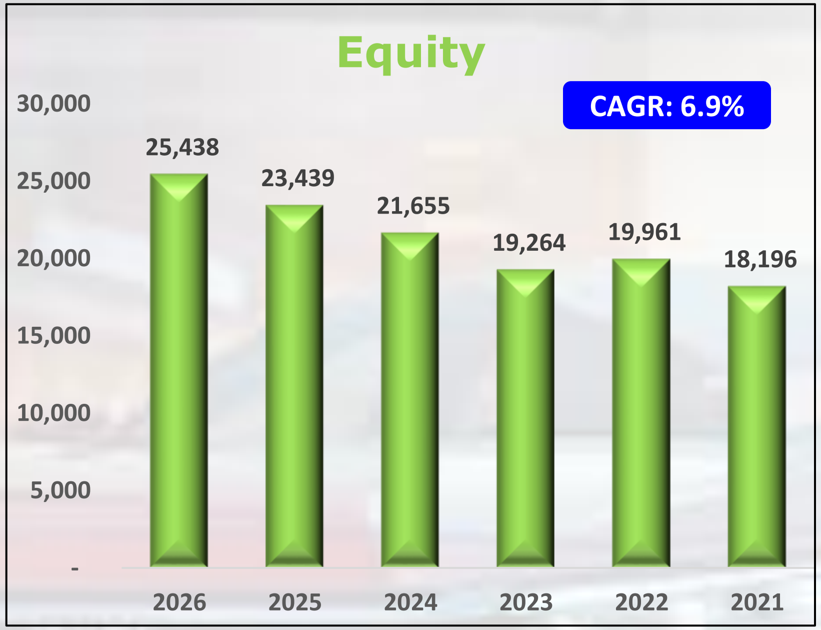
Please refer to the FY26 Annual Report for detailed information relating to the Financial Year Ended March 31, 2026.

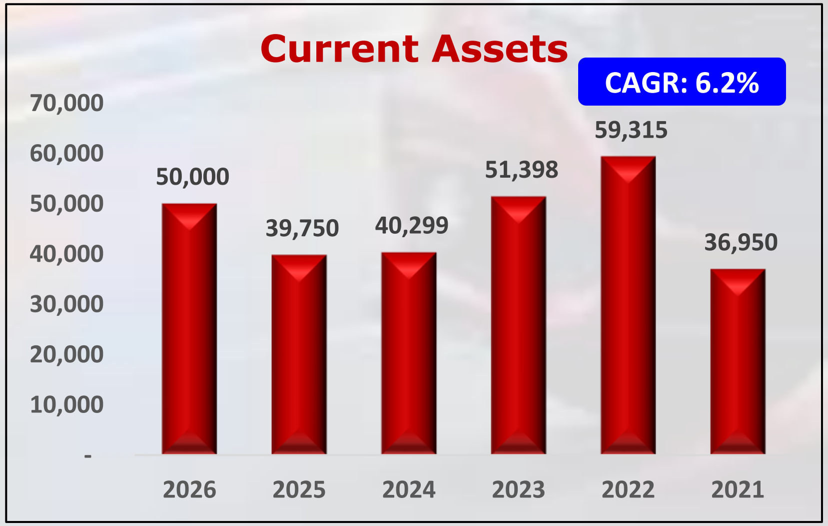
Six Years At A Glance

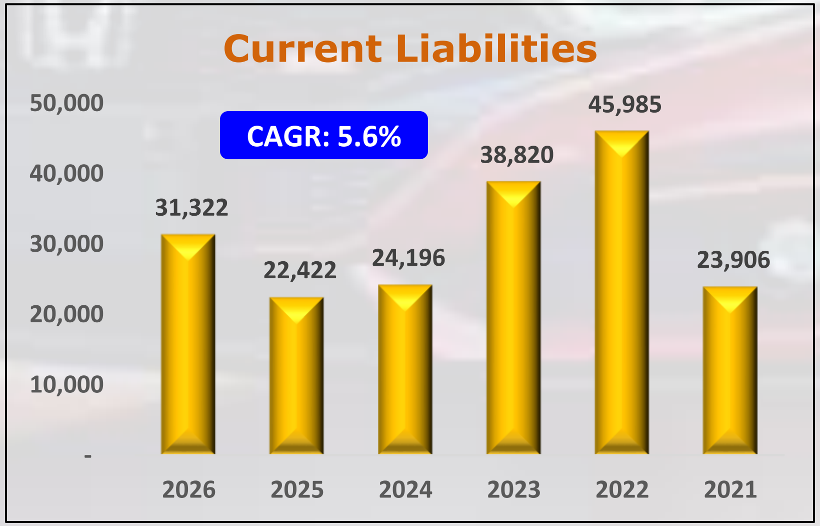
Rs. In Millions

STATEMENT OF FINANCIAL POSITION

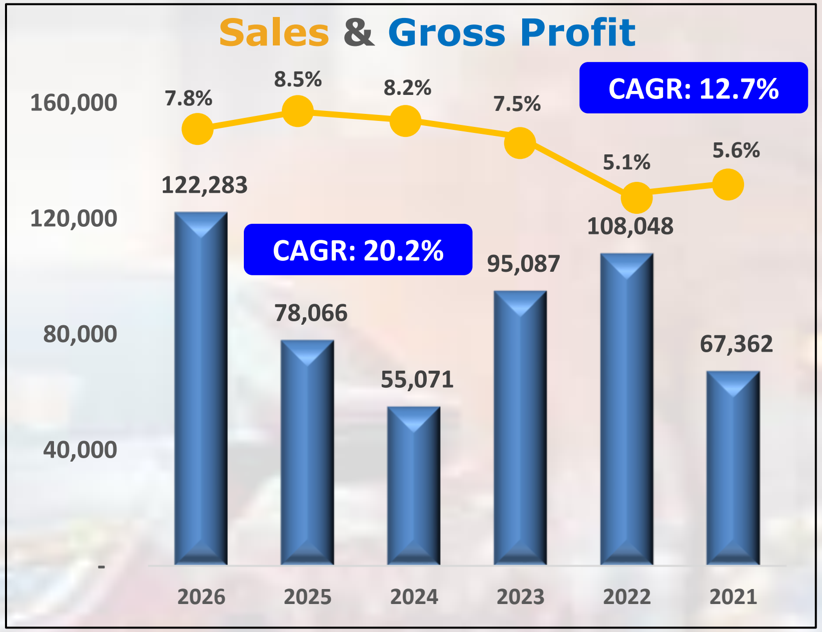


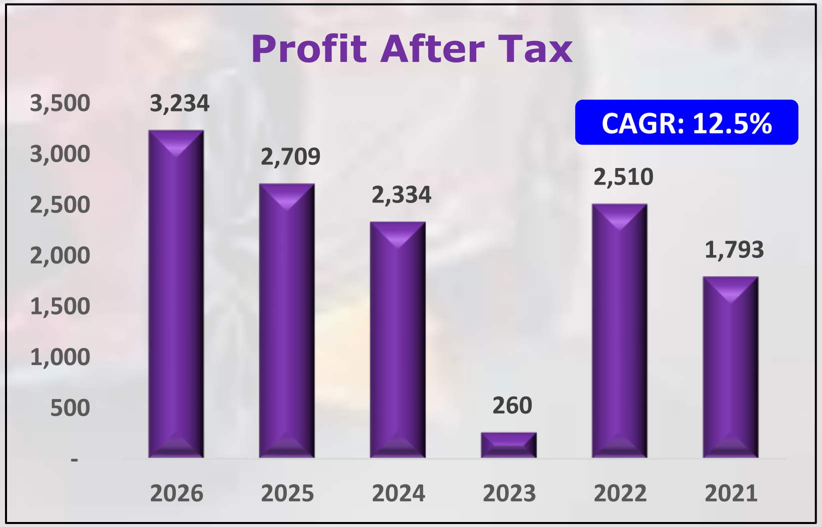






PROFIT OR LOSS





All-Time High Equity Levels; Robust Sales and Profit Expansion

Sustainability

SUSTAINABILITY POLICY

Honda Atlas Cars (Pakistan) Limited (HACPL) is committed to sustainable business practices that integrate Environmental, Social and Governance (ESG) principles. This ESG Policy establishes a framework for HACPL's commitment to environmental stewardship, social responsibility, and corporate governance. The policy addresses the growing challenges of climate change, resource scarcity, community well-being, and corporate integrity, and ensures long-term value creation for all stakeholders. This policy aligns with Honda's philosophy and its vision for the 21st century: 'striving to be a company society wants to exist,' which emphasizes 'Creating the Joys,' 'Expanding the Joys,' and 'Ensuring the Joys for the Next Generations.' The 'Honda 2030 Vision' serves as a key milestone, providing clear guidance for HACPL to achieve its objectives.

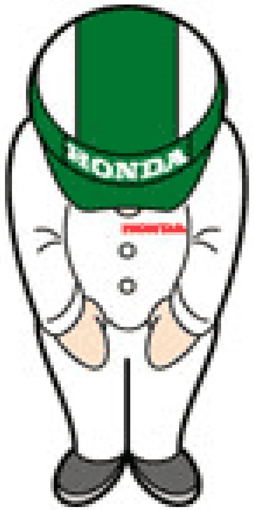
Target Items	Target for 2030	Target for 2050
Reduction rate for CO_2 emissions	18% (Compared to FY2019)	NET Zero CO_2 Emissions
Reduction rate of water intake	5% from base year (2024)	Zero industrial water intake
Reduction rate of waste generation	9% from base year (2024)	Zero Industrial waste

Launch of HR-V e:HEV

Honda Atlas Cars Pakistan's First Hybrid Vehicle

Question & Answer Session

Thank You



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