INDUS MOTOR COMPANY LTD.

The General Manager
Pakistan Stock Exchange Limited
Stock Exchange Building
Karachi-74000

August 29, 2026

Subject: Financial Results for the Year Ended June 30, 2026

Dear Sir / Madam,

We have to inform you that the Board of Directors of Indus Motor Company Limited (the "Company"), at its meeting held on Saturday, August 29, 2026, at 4:00 p.m. in Karachi, recommended the following:

1) CASH DIVIDEND
A Final Cash Dividend for the year ended June 30, 2026, at Rs. 47 per ordinary share, i.e. 470%. This is in addition to the combined Interim Cash Dividends aggregating Rs. 148 per ordinary share, i.e. 1,480%.

2) FINANCIAL RESULTS
The Financial Results of the Company for the year ended June 30, 2026, are attached, along with the following statements:
a) Condensed Interim Statement of Financial Position;
b) Condensed Interim Statement of Profit or Loss;
c) Condensed Interim Statement of Comprehensive Income;
d) Condensed Interim Statement of Changes in Equity;
e) Condensed Interim Statement of Cash Flows; and
f) Directors' Report.

The 37th Annual General Meeting ("AGM") of Indus Motor Company Limited (the "Company") will be held on Monday, September 28, 2026, at 9:00 a.m. at Avari Towers, Fatima Jinnah Road, Karachi. The recommended entitlement will be paid to the shareholders whose names appear in the Register of Members as at September 21, 2026.

The Share Transfer Books and Register of Members of the Company will remain closed from September 22, 2026, to September 28, 2026 (both days inclusive), for the purpose of determining the entitlement to attend the AGM and receive the Final Cash Dividend.

Transfers 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 21, 2026, shall be treated as having been received in time for determining entitlement to attend the AGM and receive the Final Cash Dividend.

The Annual Financial Statements (Annual Report) of the Company shall be transmitted through PUCARS at least 21 days prior to the holding of the Annual General Meeting.

Thanking you,

Yours sincerely,
For **INDUS MOTOR COMPANY LIMITED**

Muhammad Arif Anzer
Company Secretary
Encl.: As stated above

INDUS MOTOR COMPANY LIMITED
STATEMENT OF FINANCIAL POSITION
AS AT JUNE 30, 2026

	Note	2026	2025
		-----------(Rupees in '000)-----------	
ASSETS			
Non-Current Assets			
Property, plant and equipment	4	18,122,920	20,422,998
Intangible assets	4	76,452	77,203
Long-term loans and advances	5	195,567	72,255
Long-term deposits	6	12,273	12,273
Deferred taxation - net	7	2,052,923	2,951,523
		20,460,135	23,536,252
Current Assets			
Stores and spares	8	563,409	587,753
Stock-in-trade	9	36,793,565	21,766,847
Trade debts - unsecured	10	2,803,870	9,913,463
Loans and advances	11	2,027,992	2,625,337
Short-term prepayments	12	116,703	77,850
Accrued return	13	300,371	34,688
Other receivables	14	4,076,614	3,971,281
Short-term investments	15	103,013,902	116,863,133
Cash and bank balances	16	8,736,576	5,397,774
		158,433,002	161,238,126
TOTAL ASSETS		178,893,137	184,774,378
EQUITY			
Share Capital			
Authorised capital			
500,000,000 (2025: 500,000,000) ordinary shares of Rs 10 each		5,000,000	5,000,000
Issued, subscribed and paid-up capital	17	786,000	786,000
Reserves	18	86,109,555	76,166,638
		86,895,555	76,952,638
LIABILITIES			
Non-Current Liabilities			
Long-term loan	19	119,946	159,929
Deferred revenue		20,649	20,785
Payable for Sindh Infrastructure Development Cess (SIDC)	20	3,407,186	-
		3,547,781	180,714
Current Liabilities			
Current portion of long-term loan	19	39,983	39,983
Current portion of deferred revenue		46,682	15,897
Current portion of payable for SIDC	20	1,392,540	-
Unclaimed dividend		150,957	337,656
Unpaid dividend		376,428	246,910
Trade and other payables	21	47,206,742	58,738,325
Warranty obligations	22	3,082,416	4,750,931
Advances from customers and dealers	23	31,044,298	34,107,927
Taxation - net		5,109,755	9,403,397
		88,449,801	107,641,026
Total Liabilities		91,997,582	107,821,740
TOTAL EQUITY AND LIABILITIES		178,893,137	184,774,378
CONTINGENCIES AND COMMITMENTS	25		

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

Mohammad Ibadullah
Chief Financial Officer

Ali Asghar Jamali
Chief Executive

Shinji Yanagi
Vice Chairman & Director

INDUS MOTOR COMPANY LIMITED
STATEMENT OF PROFIT OR LOSS
FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026	2025
		----------(Rupees in '000)----------	
Revenue from contracts with customers	26	258,754,860	215,136,582
Cost of sales	27	(222,459,239)	(183,941,195)
Gross profit		36,295,621	31,195,387
Distribution expenses	28	(1,053,870)	(2,263,836)
Administrative expenses	29	(4,303,220)	(3,601,033)
Other operating expenses	30	(484,163)	(243,953)
		(5,841,253)	(6,108,822)
		30,454,368	25,086,565
Workers' Profit Participation Fund and Workers' Welfare Fund	31	(3,132,085)	(2,101,774)
Net profit from operations		27,322,283	22,984,791
Other income	32	15,872,712	14,949,419
		43,194,995	37,934,210
Finance costs	33	(370,280)	(263,733)
Profit before taxation and levy		42,824,715	37,670,477
Levy	34	(13,078)	(181,135)
Profit before taxation		42,811,637	37,489,342
Taxation	34	(17,305,805)	(14,479,683)
Profit after taxation		25,505,832	23,009,659
		----------------(Rupees)--------------	
Earnings per share - basic and diluted	35	324.50	292.74

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

Mohammad Ibadullah
Chief Financial Officer

Ali Asghar Jamali
Chief Executive

Shinji Yanagi
Vice Chairman & Director

INDUS MOTOR COMPANY LIMITED
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026	2025
		----------(Rupees in '000)----------	
Profit after taxation		25,505,832	23,009,659
Other comprehensive income:			
Items that will not be reclassified to profit or loss			
Remeasurement loss on net defined benefit plan	24.4	(183)	(105)
Related deferred tax thereon		68	41
Total other comprehensive loss - net of tax		(115)	(64)
Total comprehensive income for the year		25,505,717	23,009,595

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

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Mohammad Ibadullah
Chief Financial Officer

Ali Asghar Jamali
Chief Executive

Shinji Yanagi
Vice Chairman & Director

INDUS MOTOR COMPANY LIMITED
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED JUNE 30, 2026

	Share Capital	Reserves				Total
		Capital	Revenue			
	Issued, subscribed and paid-up	Share premium	General reserve	Unappro-priated profit	Sub-Total	
	(Rupees in '000)					
Balance at July 1, 2024	786,000	196,500	55,951,050	10,292,893	66,440,443	67,226,443
Transfer to general reserve for the year ended June 30, 2024 appropriated subsequent to year end	-	-	6,500,000	(6,500,000)	-	-
Transactions with owners						
Final cash dividend @ 430% for the year ended June 30, 2024 (Rs 43 per ordinary share)	-	-	-	(3,379,800)	(3,379,800)	(3,379,800)
1st Interim dividend @ 390% for the year ended June 30, 2025 (Rs 39 per ordinary share)	-	-	-	(3,065,400)	(3,065,400)	(3,065,400)
2nd Interim dividend @ 370% for the year ended June 30, 2025 (Rs 37 per ordinary share)	-	-	-	(2,908,200)	(2,908,200)	(2,908,200)
3rd Interim dividend @ 500% for the year ended June 30, 2025 (Rs 50 per ordinary share)	-	-	-	(3,930,000)	(3,930,000)	(3,930,000)
Total transactions with owners	-	-	-	(13,283,400)	(13,283,400)	(13,283,400)
Profit after taxation for the year	-	-	-	23,009,659	23,009,659	23,009,659
Other comprehensive loss for the year	-	-	-	(64)	(64)	(64)
Total comprehensive income for the year ended June 30, 2025	-	-	-	23,009,595	23,009,595	23,009,595
Balance at June 30, 2025	786,000	196,500	62,451,050	13,519,088	76,166,638	76,952,638
Transfer to general reserve for the year ended June 30, 2025 appropriated subsequent to year end	-	-	9,000,000	(9,000,000)	-	-
Transactions with owners						
Final cash dividend @ 500% for the year ended June 30, 2025 (Rs 50 per ordinary share)	-	-	-	(3,930,000)	(3,930,000)	(3,930,000)
1st Interim dividend @ 510% for the year ended June 30, 2026 (Rs 51 per ordinary share)	-	-	-	(4,008,600)	(4,008,600)	(4,008,600)
2nd Interim dividend @ 460% for the year ended June 30, 2026 (Rs 46 per ordinary share)	-	-	-	(3,615,600)	(3,615,600)	(3,615,600)
3rd Interim dividend @ 510% for the year ended June 30, 2026 (Rs 51 per ordinary share)	-	-	-	(4,008,600)	(4,008,600)	(4,008,600)
Total transactions with owners	-	-	-	(15,562,800)	(15,562,800)	(15,562,800)
Profit after taxation for the year	-	-	-	25,505,832	25,505,832	25,505,832
Other comprehensive loss for the year	-	-	-	(115)	(115)	(115)
Total comprehensive income for the year ended June 30, 2026	-	-	-	25,505,717	25,505,717	25,505,717
Balance at June 30, 2026	786,000	196,500	71,451,050	14,462,005	86,109,555	86,895,555

Proposed final dividend and transfer between reserves made subsequent to the year ended June 30, 2026 are disclosed in note 46 to these financial statements.

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

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Mohammad Ibadullah
Chief Financial Officer

Ali Asghar Jamali
Chief Executive

Shinji Yanagi
Vice Chairman & Director

INDUS MOTOR COMPANY LIMITED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026	2025
		(Rupees in '000)	
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	36	23,189,113	57,491,429
Net (increase) / decrease in long-term loans and advances		(123,312)	10,954
Compensation paid on advances received from customers		(65,906)	(70,822)
(Decrease) / increase in long-term portion of deferred revenue		(136)	7,883
Payment to Workers' Profit Participation Fund	14.4	(2,500,000)	(2,050,003)
Payment to Workers' Welfare Fund		(753,410)	(466,549)
Payment in respect of payable for SIDC	20.2	(1,392,540)	-
Interest paid on long-term loan		(7,878)	(9,467)
Income tax and levy paid during the year		(20,713,925)	(13,676,004)
Net cash (used in) / generated from operating activities		(2,367,994)	41,237,421
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment and intangible assets		(3,524,958)	(3,284,288)
Proceeds from disposal of property, plant and equipment		139,698	342,816
Interest received on bank deposits and Term Deposit Receipts		396,999	220,538
Proceeds from sale / maturity of Pakistan Investment Bonds - net		2,262,591	1,002,616
Proceeds from sale of listed mutual fund units - net		24,940,012	3,171,629
Dividend income received from listed mutual fund units		31,595	723,033
Interest received on Market Treasury Bills		214,036	372,018
Proceeds from sale of / (investment in) Market Treasury Bills - net		12,309,662	(24,908,750)
Investment in Term Deposits Receipts - net		(10,000,000)	-
Net cash generated from / (used in) investing activities		26,769,635	(22,360,388)
CASH FLOWS FROM FINANCING ACTIVITIES			
Long-term loan repaid during the year		(39,983)	(39,983)
Dividend paid		(15,619,981)	(13,109,327)
Net cash used in financing activities		(15,659,964)	(13,149,310)
Net increase in cash and cash equivalents during the year		8,741,677	5,727,723
Cash and cash equivalents at beginning of the year		19,834,866	14,107,143
Cash and cash equivalents at end of the year	37	28,576,543	19,834,866

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

Mohammad Ibadullah
Chief Financial Officer

Ali Asghar Jamali
Chief Executive

Shinji Yanagi
Vice Chairman & Director

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, 2026:

This report has been prepared in accordance with Section 227 of the Companies Act, 2017 and Listed Companies (Code of Corporate Governance) Regulations, 2019 and will be submitted to the shareholders at the 37th Annual General Meeting of the Company to be held on September 28, 2026.

Financial Results, Appropriations and Subsequent Effects

The financial results and appropriations for the year ended June 30, 2026 are as follows:

	2026	2025
	(Rupees in '000)	
Profit After Taxation	25,505,832	23,009,659
Other Comprehensive (Loss) – net of tax	(115)	(64)
OCI & Un-appropriated Profit brought forward	589,088	413,093
	26,094,805	23,422,688
Appropriations		
1st Interim Dividend @ 510% i.e. Rs.51.00 per share (2025: 390% i.e. Rs.39.00 per share)	4,008,600	3,065,400
2nd Interim Dividend @ 460% i.e. Rs.46.00 per share (2025: 370% i.e.Rs.37.00 per share)	3,615,600	2,908,200
3rd Interim Dividend @ 510% i.e. Rs.51.00 per share (2025: 500% i.e. Rs.50.00 per share)	4,008,600	3,930,000
	11,632,800	9,903,600
Unappropriated Profit Carried Forward at year end	14,462,005	13,519,088
Subsequent Effects		
Proposed Final Dividend @ 470% i.e. Rs. 47 per share (2025: 500% i.e. Rs. 50 per share)	3,694,200	3,930,000
Proposed Transfer to General Reserves	10,500,000	9,000,000
	14,194,200	12,930,000
Basic and Diluted Earnings per share (Rupees)	324.50	292.74

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

Indus Motor Company Limited delivered a strong performance during the year ended June 30, 2026, with total sales of CKD and CBU units increasing by 33% to 45,035 units, compared to 33,757 units in the corresponding period last year. The Company maintained a market share of approximately 14.7% in the domestic automotive sector. In line with the increase in sales, vehicle production also recorded a significant 37% growth, reaching 45,597 units compared to 33,251 units produced in the previous year.

Net sales revenue rose to Rs. 258.75 billion, from Rs. 215.14 billion in the corresponding period of the previous year. Profit after tax increased significantly to Rs. 25.51 billion, as compared to Rs. 23.01 billion last year. The increase in revenue and profitability is mainly attributable to higher sales volume, a decline in material costs driven by a relatively favorable exchange rate, and effective cost reduction initiatives and increased localization of parts or components. Return on investments and bank placements continue to be a significant portion of the company's profitability. Other income for the year was also supported by unrealized gain recognized on re-measurement of long term liability of Sindh Infrastructure Development Cess payable, in accordance with IFRS requirements.

Contribution to National Exchequer

During the year, the Company contributed a sum of Rs. 140 billion to the national exchequer, which is around 1% of total tax revenue collection by the Government of Pakistan. Since, the Company's incorporation in 1989, our contribution stands in excess of Rs. 1030 billion.

Principal Risks and factor affecting Financial Performance

The Company's overall financial performance improved during the current year, driven primarily by higher sales volumes. The growth was supported by strong customer demand for sedans, particularly the Toyota Corolla and Toyota Yaris, reflecting their established market reputation and continued customer preference. The successful introduction of minor model enhancements in the Toyota Yaris further strengthened its appeal. The Company also benefited from effective cost-reduction measures and favorable exchange rate movements, which contributed to a reduction in the cost of input materials. Nevertheless, currency fluctuations, inflation, and international commodity prices remain key factors affecting the Company's cost structure. In addition, the prevailing duty and taxation regime continues to have a significant impact on vehicle production costs and sales volumes.

Sustainability-related Financial Disclosures

During the year, the Company prepared its first Sustainability-related Financial Disclosures in accordance with IFRS S1, General Requirements for Disclosure of Sustainability-related Financial Information, and IFRS S2, Climate-related Disclosures, as adopted in Pakistan by the Securities and Exchange Commission of Pakistan (SECP). The disclosures identify and assess sustainability & climate-related risks and opportunities that could reasonably be expected to affect the Company's prospects, including its cash flows, financial performance, access to finance and cost of capital over the short, medium and long term. These considerations are integrated into the Company's strategy, ESG, enterprise risk management, corporate planning, budgeting, investment decisions and performance monitoring, with oversight by the Board Audit and Risk Committee (BARC) and the Board, and implementation monitored through management's SHE Steering Committee. The complete Sustainability-related Financial Disclosures, including the Company's governance, strategy, risk management, metrics and targets, form part of the Annual Report.

Diversity, Equity & Inclusion (DE&I)

The Company also promotes Diversity, Equity and Inclusion (DE&I) through equal opportunity, merit-based recruitment, employee development, and a respectful and inclusive workplace.

Corporate Social Responsibility (CSR)

Creating shared value remains integral to the Company's corporate philosophy and its commitment to the communities it serves. During the year, the Company invested PKR 377 million in a range of CSR initiatives under its "Concern Beyond Cars" program, focused on sustenance support, healthcare, education, sports, mobility and road safety, environmental stewardship, and flood relief and rehabilitation in Khyber Pakhtunkhwa. These initiatives positively impacted 255,761 beneficiaries, representing a 27% increase over the previous year.

The Company's key CSR initiatives and contributions during the year included:

- Donations aggregating approximately Rs. 83 million have made to various hospitals and related foundations to support healthcare initiatives.
- Donations aggregating approximately Rs. 96 million have made to various educational institutions.
- Plantation of more than 1,000,000 tree saplings across the country under the Company's "Million Tree Plantation Program" since its launch in December 2018.
- Implementation of the "Toyota 5S Ecological Conservation Program" for students and young adults through online participation.
- Distribution of food rations during Ramadan and on other occasions among underprivileged families in neighboring villages.
- Weekly distribution of free cooked meals in neighboring villages.
- Provision of free weekly medical camps and fortnightly psychiatric camps in neighboring villages.
- To promote inclusivity, the Company pledged Rs. 25 million to support entrepreneurship among Persons with Disabilities (PwDs) and provided prosthetics and wheelchairs to 100 individuals.

Awards and Recognition

During the year, the Company achieved 18 total awards. These include significant recognition from Toyota Motor Asia (TMA), receiving seven awards across marketing, customer experience, technical and value-chain excellence. These included CDEA (Gold), Value Chain, Consumer Choice, Marketing, Excellence, Warranty Reduction and Zero Field Action Awards, reflecting strong performance against Toyota's regional standards and benchmarks.

The Company also received notable recognition at the national level, including the MAP 40th Corporate Excellence Award – Automobile Assembler and Best Use of AI in Content Creation at the Pakistan Digital Awards. Its sustainability and social impact efforts were recognized through multiple NFEH awards for Tree Plantation, CSR Reporting, Research & Publication, and Measurable Impact & Evaluation, alongside the Responsible Investment, Reporting & Transparency, and Community Impact Awards from The Professionals Network.

Further accolades included the Diamond Award from the Employee Federation of Pakistan and a MERIT Certificate from ICMA International, underscoring the Company's commitment to excellence across its operations and stakeholder engagements.

Internal Control

The Company has employed an effective system of internal controls to carry on the business of the Company in an orderly manner, safeguard its assets and secure the accuracy and reliability of its records. 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 controls is in place and the Board reviews material variances with explanations and actions taken thereon on a periodic basis.

Risk Management

The Company maintains a formal risk management framework to identify, assess and manage risks arising from its business activities and the broader political and macroeconomic environment. The framework covers mainly strategic, financial, operational, and Compliance risks. Identified risks are regularly reviewed by the Management Committee alongside departmental objectives and performance, with appropriate mitigation measures implemented to minimize their potential impact.

Strategic Risk

The Company operates in a highly competitive and rapidly evolving automotive industry, where changes in customer preferences, economic conditions, market demand, competitive dynamics and technological developments may affect sales volumes, market share and profitability. Changes in Government automotive policies, taxation, tariffs, import restrictions, localization requirements and environmental regulations may also impact the Company's business strategy, cost structure and competitiveness. In addition, the transition towards hybrid, electric and other emerging automotive technologies requires continuous investment in technology, product development, manufacturing capabilities and human capital to remain competitive and meet evolving customer and regulatory expectations. Strategic risks and their mitigation measures are regularly reviewed by the management and the Board.

Operational Risk

The Company is exposed to operational risks arising from disruptions in the supply chain, shortages or delays in imported and locally sourced components, production interruptions, equipment breakdowns, utility constraints and other business continuity challenges. Fluctuations in the availability and cost of raw materials, energy and logistics may further affect manufacturing costs and production efficiency. Product quality, warranty claims, recalls, cybersecurity incidents and other operational failures may also adversely affect business continuity, customer satisfaction and the Company's reputation. The Company continues to strengthen its supply chain, quality management, operational controls and business continuity measures to mitigate these risks.

Financial Risk

The Company is exposed to various financial risks, including foreign exchange, interest rate, credit and cost risks. Movements in exchange rates may increase the cost of imported components, machinery and other materials, while changes in interest rates may affect financing costs and vehicle affordability, thereby influencing customer demand. Liquidity risk may arise from mismatches between cash inflows and financial obligations, whereas credit risk may result from the failure of customers, dealers or financial counterparties to meet their obligations. Inflation and increase in raw materials, energy and other input costs may also exert pressure on margins. The Company manages these risks through prudent financial planning, cash flow management, foreign currency hedging, monitoring of exposures and appropriate internal controls.

Compliance Risk

The Company is subject to a wide range of laws, regulations and regulatory requirements relating to corporate governance, taxation, customs and trade, environmental protection, labor, product safety, automotive standards and securities market requirements. Changes in Government policies, regulatory frameworks, environmental standards, import duties and taxation may increase compliance obligations and operating costs. Non-compliance may result in financial penalties, legal or regulatory action and reputational damage. The Company therefore maintains appropriate compliance frameworks, internal controls and monitoring mechanisms to ensure adherence to applicable laws, regulations and regulatory requirements.

The Company's risk management structure is aligned with global practices followed by Toyota, supporting sustainable growth through effective identification, assessment and management of business risks.

Code of Corporate Governance

The Directors of your Company are aware of their responsibilities under the Listed Companies (Code of Corporate Governance) Regulations, 2019 and the Rule Book of the Pakistan Stock Exchange. Your Company has taken all necessary steps to ensure good corporate governance and full compliance with the Code, and we confirm the following:

- The financial statements, prepared by the management of the Company, present fairly its state of affairs, the result of its operations, cash flows, and changes in equity;
- Proper books of account of the Company have been maintained in accordance with the requirements of the law;
- Chief Executive and Chief Financial Officer duly endorsed the financial statements before the approval of the Board;
- Appropriate accounting policies have been consistently applied in the preparation of financial statements and accounting estimates are based on reasonable and prudent judgment;
- International Financial Reporting Standards, as applicable in Pakistan, have been followed in the preparation of financial statements and any departure therefrom has been adequately disclosed and explained;
- The system of internal control is sound in design and has been effectively implemented and monitored;
- There are no significant doubts about the Company's ability to continue as a going concern;
- Statement of the pattern of shareholding has been included as part of this Annual Report; and
- Statement of shares held by associated undertakings and related persons have also been disclosed separately.

Composition of the Board

The composition of the Board of Directors of the Company as on June 30, 2026 is as follows.

1. The total number of Directors are 10 are as follows:
   a. Male 09
   b. Female 01

2. The number of Directors under respective categories are as follows:
   a) Independent Directors including a Female Director 03
   b) Non-Executive Directors 04
   c) Executive Directors 03

Board of Directors Meetings

A total of four (04) meetings of the Board of Directors were held during the twelve-month period from July 1, 2025 to June 30, 2026. Names of the Directors (at any time during the year) along with their attendance at the Board Meetings is as follows.

S. No.	Name of Directors	Meetings Attended
1	Mr. Mohamedali R. Habib (Chairman)	3
2	Mr. Shinji Yanagi (Vice Chairman)	4
3	Mr. Ali Asghar Jamali (CEO)	4
4	Mr. Riyaz T. Chinoy (Independent Director)	3
5	Mr. Asif Qadir (Independent Director)	3
6	Mr. Imran A. Habib (Director)	4
7	Mr. Muhammad H. Habib (Director)	4
8	Mr. Giri Venkatesh (Director)	4
9	Mr. Shigeki Furuya (Director)	4
10	Ms. Syeda Tatheer Zehra Hamdani (Independent Director)	4

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 the preparation of the financial statements, where provisions of and directives issued under the Companies Act, 2017 differ from the IFRS, the provisions of and directives issued under the Companies Act, 2017 have been followed.

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

Related Party Transactions

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

Material Changes and Commitments

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

Appointment of Auditors

The existing auditors, M/s A.F. Ferguson & Co., Chartered Accountants retire and being eligible, offer themselves for re-appointment. The Directors endorse the recommendation of the Audit Committee for re-appointment of M/s A.F Ferguson & Co., as the auditors for the year ending June 30, 2027.

Pattern of Shareholding

The Pattern of Shareholding of the Company as at June 30, 2026, is given on pages ___ to ___.

Trading of Shares of the Company

During the year ended June 30, 2026, the Directors, the Executives, and their spouses and minor children have not carried out any trading of shares of the Company, other than that disclosed in the Pattern of Shareholding.

Key Operating and Financial Data

The Key Operating and Financial Data is provided on pages ____ to _____ 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 ___ and __.

Chairman's Review

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

Acknowledgement

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

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

Karachi. August 29, 2026

Ali Asghar Jamali
Chief Executive

Shinji Yanagi
Vice Chairman