



## Half Yearly Report 2010

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# COMPANY INFORMATION

## **Board of Directors**

Kunwar Idris

**Chairman**

Hideya Iijima

**Managing Director & Chief Executive**

Takeshi Ito

**Deputy Managing Director**

Hiroshi Kokaji

Hirofumi Wachi

Muhammad Irfan Shaikh

Fasihul Karim Siddiqi

## **Company Secretary**

Fahim Aijaz Sabzwari

## **Bankers**

Allied Bank Limited

Bank Alfalah Limited

Citibank, N.A.

Habib Metropolitan Bank Ltd.

Habib Bank Ltd.

National Bank of Pakistan

Standard Chartered Bank (Pakistan) Limited

The Bank of Tokyo-Mitsubishi UFJ, Ltd.

United Bank Ltd.

Barclays Bank PLC, Pakistan

Bank Al-Habib Limited

## **Auditors**

A.F. Ferguson & Co. Chartered Accountants

## **Legal Advisor**

Sayeed & Sayeed

## **Registered Office**

D-2, S.I.T.E., Manghopir Road

P.O. Box No. 10714, Karachi - 75700, Pakistan

Tel: 021- 32563510-9, Website: [www.hinopak.com](http://www.hinopak.com)

Email: [info@hinopak.com](mailto:info@hinopak.com)

## **Share Registrar**

Technology Trade (Pvt.) Limited

Dagja House 241-C, Block-2

P.E.C.H.S., Off Shahrah-e-Quaideen, Karachi

Tel: 021-34391316-7 & 19, 021-34387960-1

Fax: 021-34391318

**HINOPAK MOTORS LIMITED**  
**DIRECTORS' REVIEW**  
**FOR THE HALF YEAR ENDED SEPTEMBER 30, 2010**

**Greetings to the Shareholders!**

In the first half of the company's financial year 2010 (April to September) the sale of trucks of all makes in the country remained almost at the same level as in the first half of last year - 1693 units against 1705 - but the sale of buses fell steeply from 393 units to 286.

**SALES**

In line with the decline in the national market, the sale of Hinopak's trucks and buses also fell to 1130 units from 1206 units in the corresponding six months of last year. Hinopak's share in the market however remained unchanged at 57%. Hinopak's sales in six months (Oct-Mar) showed a volume decline of 250 units. The company's market share in the preceding six months (Oct-Mar) was 61%.

**SALES REVENUE**

The sales revenue for the half year is Rs. 5 billion and gross profit at Rs. 365 million is 33% greater than the first half of last year. As a percentage of sales it rose from 5.5% to 7.2%.

**FINANCE COST**

The finance cost of Rs. 246 million includes a net exchange loss of Rs. 170 million mainly due to the appreciation of Japanese Yen against US dollar. The company closed the first half of the financial year with a bank borrowing of one billion.

**PROFIT & LOSS**

The loss after tax rose to Rs. 124 million from Rs. 56 million of last year's first half. The loss per share increased to Rs. 9.97 from Rs. 4.55.

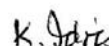
**OUTLOOK FOR THE SECOND HALF**

The sales in the second half of the year are unlikely to improve as adverse factors persist, in fact are aggravating. Further, the impending imposition of Reformed General Sales Tax is going to add substantially to the prices of vehicles which would, inevitably, affect their sales. The management and workforce are doing all they can to keep the loss to the minimum by cutting cost and increasing productivity. In contending with the adverse conditions, the company expects support from the government, cooperation of the dealers and understanding of its shareholders.



**Managing Director &  
Chief Executive**

Dated: November 4, 2010



**Chairman**

A.F.FERGUSON & CO.

A member firm of

PRICEWATERHOUSECOOPERS 

**AUDITORS' REPORT TO THE MEMBERS  
ON REVIEW OF INTERIM FINANCIAL INFORMATION**

A.F. Ferguson & Co  
Chartered Accountants  
State Life Building No. 1-C  
I.I. Chundrigar Road, P.O. Box 4716  
Karachi-7400, Pakistan  
Telephone: (021) 2426682 / 2426711-5  
Facsimile: (021) 2415007 / 2427938

**Introduction**

We have reviewed the accompanying condensed interim balance sheet of Hinopak Motors Limited as at September 30, 2010 and the related condensed interim profit and loss account, condensed interim cash flow statement, condensed interim statement of changes in equity and notes to the accounts for the half year then ended (here-in-after referred to as the "interim financial information"). Management is responsible for the preparation and presentation of this interim financial information in accordance with approved accounting standards as applicable in Pakistan. Our responsibility is to express a conclusion on this interim financial information based on our review. The figures of the condensed interim profit and loss account for the quarters ended September 30, 2010 and 2009 have not been reviewed, as we are required to review only the cumulative figures for the half year ended September 30, 2010.

**Scope of Review**

We conducted our review in accordance with International Standard on Review Engagements 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity." A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with International Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

**Conclusion**

Based on our review, nothing has come to our attention that causes us to believe that the accompanying interim financial information as of and for the half year ended September 30, 2010 is not prepared, in all material respects, in accordance with approved accounting standards as applicable in Pakistan.



Chartered Accountants  
Karachi

Date: November 4, 2010

Name of Engagement Partner: Farrukh Rehman

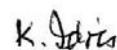
**CONDENSED INTERIM BALANCE SHEET  
AS AT SEPTEMBER 30, 2010 - (UNAUDITED)**

|                                               | Note | (Unaudited)<br>September 30,<br>2010 | (Audited)<br>March 31,<br>2010 |
|-----------------------------------------------|------|--------------------------------------|--------------------------------|
|                                               |      | (Rupees '000)                        |                                |
| <b>NON-CURRENT ASSETS</b>                     |      |                                      |                                |
| Property, plant and equipment                 | 4    | 951,130                              | 918,593                        |
| Intangible assets                             |      | 2,752                                | 2,688                          |
| Investments                                   |      | -                                    | -                              |
| Long-term loans and advances                  |      | 13,274                               | 11,751                         |
| Long-term deposits                            |      | 3,898                                | 3,989                          |
| Deferred taxation                             |      | 21,526                               | 12,738                         |
|                                               |      | <u>992,580</u>                       | <u>949,759</u>                 |
| <b>CURRENT ASSETS</b>                         |      |                                      |                                |
| Stores, spares and loose tools                |      | 28,619                               | 26,340                         |
| Stock-in-trade                                |      | 3,064,753                            | 2,949,130                      |
| Trade debts                                   |      | 856,908                              | 906,272                        |
| Loans and advances                            |      | 101,274                              | 66,673                         |
| Trade deposits and prepayments                |      | 34,024                               | 36,463                         |
| Refunds due from the government               |      | 210,464                              | 406,288                        |
| Other receivables                             |      | 2,827                                | 3,239                          |
| Taxation - payments less provisions           |      | 337,872                              | 335,944                        |
| Cash and bank balances                        |      | 163,977                              | 63,263                         |
|                                               |      | <u>4,800,718</u>                     | <u>4,793,612</u>               |
| <b>TOTAL ASSETS</b>                           |      | <u>5,793,298</u>                     | <u>5,743,371</u>               |
| <b>SHARE CAPITAL AND RESERVES</b>             |      |                                      |                                |
| Share capital                                 |      | 124,006                              | 124,006                        |
| General reserve                               |      | 291,000                              | 291,000                        |
| Unappropriated profit                         |      | 968,156                              | 1,088,973                      |
|                                               |      | <u>1,383,162</u>                     | <u>1,503,979</u>               |
| <b>SURPLUS ON REVALUATION OF FIXED ASSETS</b> |      | 265,239                              | 271,796                        |
| <b>NON-CURRENT LIABILITIES</b>                |      |                                      |                                |
| Long-term security deposits                   |      | 32,000                               | 32,000                         |
| Retirement benefits obligations               |      | 49,193                               | 49,787                         |
|                                               |      | <u>81,193</u>                        | <u>81,787</u>                  |
| <b>CURRENT LIABILITIES</b>                    |      |                                      |                                |
| Trade and other payables                      | 5    | 2,687,114                            | 3,383,884                      |
| Short-term borrowings                         |      | 1,334,821                            | 494,204                        |
| Accrued mark-up                               |      | 41,769                               | 7,721                          |
|                                               |      | <u>4,063,704</u>                     | <u>3,885,809</u>               |
| <b>CONTINGENCIES AND COMMITMENTS</b>          | 6    |                                      |                                |
|                                               |      | <u>4,144,897</u>                     | <u>3,967,596</u>               |
|                                               |      | <u>5,793,298</u>                     | <u>5,743,371</u>               |

The annexed notes 1 to 12 form an integral part of this condensed interim financial information.



Managing Director &  
Chief Executive



Chairman

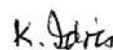
**CONDENSED INTERIM PROFIT AND LOSS ACCOUNT  
FOR THE HALF YEAR ENDED SEPTEMBER 30, 2010 - (UNAUDITED)**

| Note                       | Quarter ended |               | Half year ended |               |
|----------------------------|---------------|---------------|-----------------|---------------|
|                            | September 30, | September 30, | September 30,   | September 30, |
|                            | 2010          | 2009          | 2010            | 2009          |
|                            | (Rupees '000) |               |                 |               |
| Revenue                    | 2,503,635     | 2,333,708     | 5,084,619       | 5,014,164     |
| Cost of sales              | (2,269,100)   | (2,291,343)   | (4,719,285)     | (4,740,076)   |
| Gross profit               | 234,535       | 42,365        | 365,334         | 274,088       |
| Distribution costs         | (73,395)      | (27,537)      | (150,294)       | (108,887)     |
| Administration expenses    | (43,261)      | (39,329)      | (84,865)        | (78,665)      |
| Other operating income     | 10,804        | 22,153        | 38,663          | 34,825        |
| Other operating expenses   | -             | 4,956         | -               | (32)          |
| Profit from operations     | 128,683       | 2,608         | 168,838         | 121,329       |
| Finance cost               | 7 (142,198)   | (110,560)     | (245,949)       | (161,976)     |
| Loss before taxation       | (13,515)      | (107,952)     | (77,111)        | (40,647)      |
| Taxation                   | (20,743)      | 7,994         | (46,553)        | (15,775)      |
| Loss after taxation        | (34,258)      | (99,958)      | (123,664)       | (56,422)      |
| Other comprehensive income | -             | -             | -               | -             |
| Total comprehensive loss   | (34,258)      | (99,958)      | (123,664)       | (56,422)      |
| Loss per share             | Rs. (2.76)    | Rs. (8.06)    | Rs. (9.97)      | Rs. (4.55)    |

The annexed notes 1 to 12 form an integral part of this condensed interim financial information.



Managing Director &  
Chief Executive



Chairman

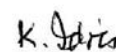
**CONDENSED INTERIM CASH FLOW STATEMENT  
FOR THE HALF YEAR ENDED SEPTEMBER 30, 2010 - (UNAUDITED)**

|                                                          | Note | September 30,<br>2010 | September 30,<br>2009 |
|----------------------------------------------------------|------|-----------------------|-----------------------|
| (Rupees '000)                                            |      |                       |                       |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>              |      |                       |                       |
| Cash (used in) / generated from operations               | 8    | (548,607)             | 1,426,382             |
| Mark-up paid on short-term borrowings                    |      | (37,954)              | (79,372)              |
| Return on savings and term deposit accounts              |      | 847                   | 7,073                 |
| Taxes paid                                               |      | (57,270)              | (86,138)              |
| Retirement benefits obligations paid                     |      | (14,264)              | (7,072)               |
| Increase in long-term loans and advances                 |      | (1,523)               | (1,105)               |
| Decrease / (increase) in long-term deposits              |      | 91                    | (74)                  |
| Net cash (used in) / generated from operating activities |      | (658,680)             | 1,259,694             |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>              |      |                       |                       |
| Fixed capital expenditure incurred                       |      | (97,417)              | (10,900)              |
| Proceeds from sale of property, plant and equipment      |      | 16,200                | 3,307                 |
| Net cash used in investing activities                    |      | (81,217)              | (7,593)               |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>              |      |                       |                       |
| Dividend paid                                            |      | (6)                   | (21,635)              |
| Net (decrease) / increase in cash and cash equivalents   |      | (739,903)             | 1,230,466             |
| Cash and cash equivalents at the beginning of the period |      | (430,941)             | (1,285,351)           |
| Cash and cash equivalents at the end of the period       | 9    | (1,170,844)           | (54,885)              |

The annexed notes 1 to 12 form an integral part of this condensed interim financial information.



Managing Director &  
Chief Executive



Chairman



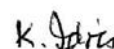
**CONDENSED INTERIM STATEMENT OF CHANGES IN EQUITY  
FOR THE HALF YEAR ENDED SEPTEMBER 30, 2010 - (UNAUDITED)**

|                                                                                                                   | Share<br>Capital | Reserves - Revenue |                          | Total            |
|-------------------------------------------------------------------------------------------------------------------|------------------|--------------------|--------------------------|------------------|
|                                                                                                                   |                  | General            | Unappropriated<br>Profit |                  |
|                                                                                                                   | (Rupees '000)    |                    |                          |                  |
| Balance at April 1, 2009                                                                                          | 124,006          | 291,000            | 1,253,049                | 1,668,055        |
| Dividend for the year ended March 31, 2009<br>@ Rs 1.75 per share                                                 | -                | -                  | (21,701)                 | (21,701)         |
| Total comprehensive loss for the<br>half year ended September 30, 2009                                            | -                | -                  | (56,422)                 | (56,422)         |
| Transferred from surplus on revaluation<br>of fixed assets on account of<br>incremental depreciation - net of tax | -                | -                  | 2,847                    | 2,847            |
| <b>Balance at September 30, 2009</b>                                                                              | <b>124,006</b>   | <b>291,000</b>     | <b>1,177,773</b>         | <b>1,592,779</b> |
| Balance at April 1, 2010                                                                                          | 124,006          | 291,000            | 1,088,973                | 1,503,979        |
| Total comprehensive loss for the<br>half year ended September 30, 2010                                            | -                | -                  | (123,664)                | (123,664)        |
| Transferred from surplus on revaluation<br>of fixed assets on account of<br>incremental depreciation - net of tax | -                | -                  | 2,847                    | 2,847            |
| <b>Balance at September 30, 2010</b>                                                                              | <b>124,006</b>   | <b>291,000</b>     | <b>968,156</b>           | <b>1,383,162</b> |

The annexed notes 1 to 12 form an integral part of this condensed interim financial information.



Managing Director &  
Chief Executive



Chairman

**NOTES TO AND FORMING PART OF THE CONDENSED INTERIM FINANCIAL INFORMATION  
FOR THE HALF YEAR ENDED SEPTEMBER 30, 2010 - (UNAUDITED)**

**1. GENERAL INFORMATION**

Hinopak Motors Limited is incorporated in Pakistan as a public limited company and quoted on Karachi and Lahore stock exchanges. The company's principal activity is the assembly and progressive manufacture and sale of Hino buses and trucks. The company also sells buses and trucks in international market. The registered office of the company is at D-2, S.I.T.E., Manghopir Road, Karachi.

The company is a subsidiary of Hino Motors Limited Japan and the ultimate parent of the company is Toyota Motors Corporation Japan.

This condensed interim financial information has been reviewed, not audited.

**2. BASIS OF PREPARATION**

This condensed interim financial information has been prepared in accordance with the requirements of the International Accounting Standard (IAS) 34, Interim Financial Reporting and provisions of and directives issued under the Companies Ordinance, 1984. In case where requirements differ, the provisions of or directives issued under the Companies Ordinance, 1984 have been followed. The condensed interim financial information are being submitted to the shareholders as required by section 245 of the Companies Ordinance, 1984 and the Listing Regulations of Karachi and Lahore Stock Exchanges.

The condensed interim financial information should be read in conjunction with the annual financial statements for the year ended March 31, 2010.

**3. ACCOUNTING POLICIES**

The accounting policies are consistent with those of the annual financial statements for the year ended March 31, 2010.

**- Standards, amendments and interpretations to existing standards effective in 2010 but not relevant to the Company.**

- (i) IFRS 3 (revised), 'Business combinations', and consequential amendments to IAS 27, 'Consolidated and separate financial statements', IAS 28, 'Investments in associates', and IAS 31, 'Interests in joint ventures', are effective prospectively to business combinations for which the acquisition date is on or after the beginning of the first annual reporting period beginning on or after July 1, 2009.
- (ii) IFRIC 17, 'Distributions of non-cash assets to owners', effective for annual periods beginning on or after July 1, 2009. This is not currently applicable to the Company, as it has not made any non-cash distributions.
- (iii) IFRIC 18, 'Transfers of assets from customers', effective for transfer of assets not received on or after July 1, 2009. This is not relevant to the Company, as it has not received any assets from customers.
- (iv) Improvements to International Financial Reporting Standards 2009 were issued in April 2009. The effective dates vary standard by standard but most are effective January 1, 2010.

|                                      |                                |
|--------------------------------------|--------------------------------|
| (Unaudited)<br>September 30,<br>2010 | (Audited)<br>March 31,<br>2010 |
| (Rupees '000)                        |                                |

#### 4. PROPERTY, PLANT AND EQUIPMENT

|                             |                |                |
|-----------------------------|----------------|----------------|
| Operating assets - note 4.1 | 893,062        | 893,401        |
| Capital work-in-progress    | 58,068         | 25,192         |
|                             | <u>951,130</u> | <u>918,593</u> |

#### 4.1 Additions / disposals

|                             | Additions<br>(at cost) |                       | Disposals<br>(at net book value) |                       |
|-----------------------------|------------------------|-----------------------|----------------------------------|-----------------------|
|                             | Half year ended        |                       |                                  |                       |
|                             | September 30,<br>2010  | September 30,<br>2009 | September 30,<br>2010            | September 30,<br>2009 |
|                             | (Rupees '000)          |                       |                                  |                       |
| Building on leasehold land  | 2,416                  | 8,956                 | 7,577                            | -                     |
| Plant and machinery         | 9,742                  | 5,432                 | 25                               | -                     |
| Furniture and fittings      | -                      | 429                   | -                                | -                     |
| Vehicles                    | 45,387                 | 4,661                 | 5,790                            | 1,983                 |
| Electrical installations    | 1,122                  | -                     | 28                               | -                     |
| Office and other equipments | 4,375                  | 1,877                 | -                                | 22                    |
|                             | <u>63,042</u>          | <u>21,355</u>         | <u>13,420</u>                    | <u>2,005</u>          |

#### 5. TRADE AND OTHER PAYABLES

These include bills payable to Toyota Tsusho Corporation, Japan - associated company amounting to Rs. 1.30 billion (March 31, 2010: Rs. 2.01 billion) and advances from customers amounting to Rs. 624.26 million (March 31, 2010: Rs. 517.58 million).

5.1 As at September 30, 2010 the company has not entered in any option contract.

#### 6. CONTINGENCIES AND COMMITMENTS

##### 6.1 Contingencies

As at September 30, 2010 the company has received provisional refunds of Rs. 573.86 million (March 31, 2010: Rs. 562.97 million) from the sales tax authorities against bank guarantees.

##### 6.2 Commitments

Commitments for capital expenditures as at September 30, 2010 amounted to Rs. 27.97 million (March 31, 2010: Rs. 13.94 million).

|                                                 | (Unaudited)<br>September 30,<br>2010<br>(Rupees '000) | (Unaudited)<br>September 30,<br>2009 |
|-------------------------------------------------|-------------------------------------------------------|--------------------------------------|
| <b>7. FINANCE COST</b>                          |                                                       |                                      |
| Mark-up on short-term borrowings                | 72,002                                                | 34,523                               |
| Exchange loss - net                             | 169,610                                               | 121,496                              |
| Bank charges                                    | 4,337                                                 | 5,936                                |
| Interest on Workers' Profits Participation Fund | -                                                     | 21                                   |
|                                                 | <u>245,949</u>                                        | <u>161,976</u>                       |

|                                                              | (Unaudited)<br>September 30,<br>2010<br>(Rupees '000) | (Unaudited)<br>September 30,<br>2009 |
|--------------------------------------------------------------|-------------------------------------------------------|--------------------------------------|
| <b>8. CASH (USED IN) / GENERATED FROM OPERATIONS</b>         |                                                       |                                      |
| Loss before taxation                                         | (77,111)                                              | (40,647)                             |
| Add/(Less): Adjustments for non cash charges and other items |                                                       |                                      |
| Depreciation and amortisation                                | 51,397                                                | 49,914                               |
| Mark-up on short-term borrowings                             | 72,002                                                | 34,522                               |
| Retirement benefits charge                                   | 13,670                                                | 7,072                                |
| Gain on sale of property, plant and equipment                | (6,490)                                               | (1,302)                              |
| Return on savings and term deposit accounts                  | (847)                                                 | (7,073)                              |
|                                                              | <u>129,732</u>                                        | <u>83,133</u>                        |
| Profit before working capital changes                        | 52,621                                                | 42,486                               |
| <b>EFFECT ON CASH FLOW DUE TO WORKING CAPITAL CHANGES</b>    |                                                       |                                      |
| (Increase) / decrease in current assets                      |                                                       |                                      |
| Stores, spares and loose tools                               | (2,279)                                               | 2,395                                |
| Stock-in-trade                                               | (115,623)                                             | (245,408)                            |
| Trade debts                                                  | 49,364                                                | 401,327                              |
| Loans and advances                                           | (34,601)                                              | (430)                                |
| Trade deposits and prepayments                               | 2,439                                                 | 18,838                               |
| Refunds due from the government                              | 195,824                                               | (103,400)                            |
| Other receivables                                            | 412                                                   | (9,194)                              |
|                                                              | <u>95,536</u>                                         | <u>64,128</u>                        |
| (Decrease) / increase in trade and other payables            | (696,764)                                             | 1,319,768                            |
|                                                              | <u>(601,228)</u>                                      | <u>1,383,896</u>                     |
|                                                              | <u>(548,607)</u>                                      | <u>1,426,382</u>                     |

|                                     | (Unaudited)<br>September 30,<br>2010<br>(Rupees '000) | (Audited)<br>March 31,<br>2010 |
|-------------------------------------|-------------------------------------------------------|--------------------------------|
| <b>9. CASH AND CASH EQUIVALENTS</b> |                                                       |                                |
| Cash and bank balances              | 163,977                                               | 63,263                         |
| Short-term borrowings               | (1,334,821)                                           | (494,204)                      |
|                                     | <u>(1,170,844)</u>                                    | <u>(430,941)</u>               |

## 10. TRANSACTIONS WITH RELATED PARTIES

Disclosure of transactions with the related parties during the period are as follows:

| Relationship                   | Nature of transaction                       | September 30,<br>2010 | September 30,<br>2009 |
|--------------------------------|---------------------------------------------|-----------------------|-----------------------|
|                                |                                             | (Rupees '000)         |                       |
| i. Holding Company             | - Purchase of goods                         | 93,337                | 121,962               |
|                                | - Sale of goods                             | 194,412               | -                     |
|                                | - Royalty charge                            | 27,428                | 7,893                 |
|                                | - Dividend paid                             | -                     | 12,876                |
| ii. Associated Companies       | - Purchase of goods and services            | 3,324,394             | 2,824,523             |
|                                | - Sale of goods                             | 285,092               | 257,852               |
|                                | - Purchase of property, plant and equipment | 19,628                | 1,389                 |
|                                | - Commission earned                         | 13,918                | -                     |
|                                | - Dividend paid                             | -                     | 6,438                 |
| iii. Employees' Provident Fund | - Contribution paid                         | 9,777                 | 7,932                 |
| iv. Employees' Gratuity Fund   | - Contribution paid / (refund)              | 9,547                 | (2,493)               |
| v. Employees' Pension Fund     | - Contribution paid                         | 11,979                | 4,471                 |
| vi. Key management personnel   | - Salaries and other employee benefits      | 19,577                | 18,691                |
|                                | - Post employment benefits                  | 351                   | 315                   |

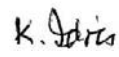
## 11. EVENT OCCURRING AFTER THE BALANCE SHEET DATE

Subsequent to September 30, 2010, the company announced a voluntary severance scheme for its permanent employees. It is a part of the several programs initiated by the company to meet various challenges. Management is in the process of finalising the option exercised by the employees.

## 12. DATE OF AUTHORISATION FOR ISSUE

This condensed interim financial information was approved and authorised for issue by the Board of Directors of the company on November 4, 2010.

  
Managing Director &  
Chief Executive

  
Chairman



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