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BHUTAN BOARD PRODUCTS LTD

(A Royal Government of Bhutan Undertaking & BSB Certified Company)
Marketing & Admn. Office : Post Box No. 91, Phuentsholing, Bhutan
Factory Office : Tala, Bhutan

DIRECTORS' REPORT

To the Esteemed Shareholders,
I, on behalf of the Board of Directors and the management, would like to present the directors' report for the financial year 2020.

Operational & Performance Highlights

The company has been facing numerous challenges, both internal and external, in achieving its desired business objectives. For the fourth consecutive year, the company encountered financial difficulties mainly due to productivity and efficiency issues as a result of old plant and machinery. Externally, the competition have intensified with competitors offering better alternative options at lower prices resulting in margins being eroded that directly affects the profitability of the company. The COVID pandemic that affected the countries around the world has also deeply affected the performance of the company due to supply chain disruptions and subdued demand from the market.

For the first time in the history of the company, the Tala Board Factory operated at a dismal 21.89% capacity utilization due to lockdowns in the domestic and export markets, resulting in higher per unit cost of production that accentuated the losses for the company. In order to save costs for the company, the management resorted to various austerity measures including engagement of company employees for loading of consignments to various markets. Despite all the challenges faced, the company did well during the year and we are confident that the performance would rebound in the years ahead.

Key Financial Performance

The revenue from operation for the year 2020 was Nu.195.38 million compared to the budget of Nu.267.23 million. The revenue from sale of particleboard was Nu.160.11 million against the budget of Nu.226.24 million, which is 41% less than the budget. The revenue from furniture sale was Nu.21.85 million against the budget of Nu.39.09 million. The loss from continuing operation was Nu.58.74 million compared to the budgeted profit of Nu.2.78 million.

The asset size of the company currently stands at Nu.760 million that is financed by Nu.663.84 million equity and Nu.96.97 million debt. The net worth of the company eroded by Nu.58.74 million and currently stands at Nu.663.84 million.

This unsatisfactory financial performance of the company can be attributed to subdued demand from the market combined with supply chain disruptions negatively affecting the inbound and outbound logistics.



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Production Highlights

1. Production of Particle Boards

During the year, the Board Factory at Tala operated at 21.89% capacity utilization, one of the lowest in the recent times. Such a situation was forced by factors that are generally beyond the control of the management like the one caused due to national lockdowns in the month of August 2020. The national lockdown also resulted in the shortage of firewood for the production of particleboards, forcing the factory to shutdown until the supply chain was restored. The supply chain disruptions due to pandemic in India and across the world also meant that our company couldn't receive critical spares on time resulting in the factory being forced to shutdown or operating at lower capacity.

The actual production figures for the Board Factory in Tala is as follows:

S/N	Particulars	2020	2019	Remarks
1	Plain Boards (in pcs)	115,070	228,979	(49.7%)
2	Laminated Boards (in pcs)	128,541	215,303	(40.3%)
3	Plant Capacity Utilization (%)	21.89	45.60	
4	Total Down-Time (in hours)	7,304	5,703	(28.07%)

As can be seen from the above table, the board factory saw a drastic decline of raw board production by 49.7% as compared to 2019. The production of laminated board also saw sharp decline of 40.3%. On the other hand, the downtime hours for the board factory increased from 5,703 hours in 2019 to 7,304 hours in 2020, an increase by 28.07%. All these factors worked against the performance and profitability of the company.

2. Furniture Production

The Ready To Assemble Furniture (RTAF) Factory in Pasakha also faced similar issues like that of Tala Factory resulting in lower productions as compared to 2019. Overall, the furniture production reduced by 60%, with both the production of standard and customized furniture getting hit due to old machinery and partly due to national lockdowns. The old machinery is also beginning to show some worrying signs such as the lowered quality of finishing resulting in more wastage and customer complaints.

The production figure for the RTAF Factory is as follows:

S/N	Furniture Type	2020	2019	Remarks
1	Standard	4,735	7,789	(60.72%)
2	Customized	424	812	(52.21%)
	Total	5,159	7,870	(60%)

The above dismal figure on the furniture segment is largely contributed by the breakdown of CNC Router Machine that greatly affected the sales of RTAF. The CNC machine that the company bought in 2012 could not be repaired due to lack of expertise in the country. The



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technicians in India who are generally engaged for such repairs could not travel to Bhutan due to quarantine and other restrictions.

Sales and Collection Performance

Since its inception, BBPL has placed great importance on the marketing and sales of particleboards and furniture to ensure healthy revenue and profitability of the company. While the particleboards are generally sold in India, in the recent years, the company also managed to sell to customers in the domestic markets who use the product for interior designs and furniture. Customarily, the company sold Ready To Assemble Furniture (RTAF) in the domestic market, without much success in the export due to issues related to designs and other factors. The company earns 85% of the revenue from the sale of particleboard and 15% from the RTAF. Market segment wise, the revenue contribution from the export market is 80% and the remaining 20% from the domestic market.

In order to ensure proper cash flow in the company and avoid bad debts, the company generally engages in commercial transaction on cash and carry basis, with some flexibility in some cases based on the credit history of channel partners. The sales and collection data are as follows:

Particulars	Description	2020	2019
(A) Sales	Board	160,839,190.60	215,460,936.00
	Furniture	21,843,764.10	36,919,616.00
	Total	182,682,954.70	252,380,552.00
(B) Collection	Board	153,228,658.52	201,510,526.00
	Furniture	18,053,755.49	35,761,231.00
	Total	171,282,414.01	237,271,757.00

As can be seen from the above table, the overall sales have drastically reduced in 2020 mainly due to subdued demand from the export market as a result of supply chain disruptions due to COVID. The sealing of national borders from March 23, 2020 meant the delays in clearing goods at the custom checkpoints in Bhutan and India. The enforcement of national lockdowns in Bhutan and India at various points during the year also meant that the sales could not be realized as desired.

The lower sales forced the company to curtail the production resulting in higher unit cost of production as the fixed cost had to be applied on fewer units. Such situations eventually translated to greater financial losses for the company.

In terms of collection efficiency, the company managed to collect 94% of the sales made in the financial year 2020. The company is on track to recover remaining balance of 6% both from the export and domestic market.

Forestry Operations

To ensure uninterrupted flow of raw materials for the production of particleboards, the company has full-fledged team of forestry professional who carries out the plantation and manages the forest in the leased lands. In addition to the harvest made from our own plantation areas, the

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companysourced firewood from other sources to complement the supply from our own plantation areas to ensure that the production is not hampered. Following are the details of the works carried out by the forestry department of the company:

S/N	Source of firewood raw material	2020 (in MT)	2019 (in MT)
1	Leased State Reserve Forests	5,915.445	4,520.455
2	NRDCL Area	112.985	3,983.910
3	Off-cuts	24.860	1,866.887
4	Private land	2,426.225	6,964.945
5	Billet collection (Sanitization)	113.250	61.205-
	Total	8,592.465	17,397.402

In addition, the forestry team carried out Plantation Creation of 24.66 hectares in various leased area of the company. Such creation of plantation is expected to insulate the company from rising cost of firewood from other sources in the future.

Human Resources & Administration

The company considers the human resource as critical resource and bedrock of success of the company for all times to come. The company has a team of technically qualified and experienced people in various areas of operations. Except for two non-nationals operating as marketing managers in Indian markets, rests of the employees are all Bhutanese. The company takes pride in mentioning that the Bhutanese team carries out the repair and maintenance of old Tala Factory including fabrication of critical components at site.

The details of the manpower in the company are as follows:

Sl#	Location	Employees as on 31.12.2020	Employee as on 26.1.2019
1	Board Factory, Tala	175	196
2	Furniture factory, Pasakha	23	33
3	Forestry, Tala and Samtse	32	40
4	Head Office, Phuentsholing	43	56
5	Furniture Showroom, Thimphu	05	03
6	Zones (Kolkata & Bengaluru)	03	05
	Total	281	333

The manpower strength of the company saw a decrease from 333 to 281 employees in 2020. Out of the 52 employees, most of the employees resigned for better job opportunities, some superannuated on attaining superannuation age, while some separated from the company on expiry of contract period. Despite the need to recruit additional manpower for the aging plant and machinery, the company has not been able to replace employees who have resigned and superannuated due to the financial position of the company.

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Corporate Social Responsibility

The Company is fully aware of its Corporate Social Responsibilities. The Company aims at making CSR an inherent part of its business processes for sustainable development. Following are some of CSR activities carried out the company during the year:

- (1) It has adopted the national highway from Gedu Zero to Dungna Zero in 2019 by erecting garbage bins and conducting monthly cleaning within above perimeters. The company's employees at Tala are still cleaning the highway at regular intervals.
- (2) During 2020, the Company donated 154 pieces of Particleboards and 100 Sets of Furniture produced from off-cuts to various agencies, details of which are as follows:

Sl#	Particulars	Purpose	Quantity	Beneficiary
1	Particleboards 8'x4' 12mm thick	Construction of Amochu Relief Camps	100 Pcs	Royal Bhutan Army
2	Particleboards 8'x4'x8mm	Construction of outpost at Kotiline, Pasakha	20 Pcs	Royal Bhutan Police
3	Particleboards 8'x4'x8/12mm	Construction of temporary duty shed at Pekarshing	14 Pcs	Phuentsholing Thromde
4	Particleboards 8'x4'(assorted thickness)	Construction of duty sheds at Pasakha	20 Pcs	NHDCL
5	Stools made from board waste	Mini Dry Port containment	5 Sets	MoEA
6	Stools made from board waste	Gyalsung Project	4 Sets	Gyalsung Project
7	Stools made from board supplied to Amochu Camps	Seating purpose	91 Sets	RBA, Amochu Relief Construction Project

Corporate Governance

Guided by the Companies Act of the Kingdom of Bhutan 2016, the overall leadership and strategic direction of the Company is provided by the Board of Directors led by the Chairman. The Board meets regularly to discuss important issues affecting the Company, provide guidance to the management and make important decisions on behalf of the Company. Currently, the Board consists of seven Directors including the Managing Director.

Change of Leadership of the Company

Mr. Sangay Wangdi, former Managing Director of the company successfully completed 10 years of his service with the company and have played instrumental role in shaping the company. Having served three terms and additional one year on the request of the board to see through the company's

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important studies pertaining to revamping of the factories, there is now a change of guard. Mr. Sherab Namgay who was earlier working for Druk Holding and Investments has now taken the charge as new Managing Director of the company with effect from March 16, 2021. The board expects that the new Managing Director, considering his deep experiences of troubleshooting the sick companies, would provide the much-needed boost to company's performances.

Challenges

The Board factory at Tala has been in operation for over 33 years now. Today, the factory is operating at low capacity with its aging machines breaking down frequently. The increasing raw material cost, extended delivery time of spares from third countries, high transportation charges for the outbound consignments, severe competition in the external particleboard market and competition from imported furniture remains some of the challenges of the company. The non-availability of the critical spares at short notice from the suppliers of the machineries has greatly affected production, sale and income of the company.

The major problems encountered by the company during the year are highlighted below:

- (1) Both the factories in Tala and Pasakha have outlived its life and now beginning to breakdown more frequently for want of replacement of critical parts. Even the Original Equipment Manufacturers Siempelkamp of Germany for Tala and Coimal of Italy for Pasakha, have moved on with the technology making it very difficult to source necessary spare parts. The design and fabrication of spares from India is also proving to be expensive and difficult.
- (2) Dispatches of finished goods to the external market continues to be a problem since the company's transporters in most of the cases, fail to place trucks within 24 hours of registration with the regulatory agencies due to transit delay. As a result, loading of consignment and exiting gate on same day is a problem. Similarly, ferrying of goods from factory to warehouse and transportation of raw materials from Head office to the factory warehouse has affected business due to driver switching modalities at Sorchen since the company trucks are not able to deliver the required materials on time. Even as we are having this meeting, the rising case of COVID in India greatly concerns the commercial prospects of the company in 2021.
- (3) The recent entry of competitors with modern technology in various parts of India has intensified the competition and significantly affected the business. The new entrants offered better alternatives in terms of shades, sizes, price and density depending on the tastes and preference of the customers, for example the introduction of Medium Density Fiberboard (MDF). On the other hand, BBPL has remained with the same products although with the reputation of providing superior quality of boards.
- (4) The entry of MDF manufacturing units and customer's preference of MDF over particleboards due to smooth finishes and easy-to-work with features has affected the particleboard business in the south. Similarly, availability of different width boards, introduction of 17mm thick boards at cheaper prices and discounts, longer credit period, shorter delivery time, meeting customer's demand for piecemeal quantity are some of the attractions offered by the company's competitors in the market.

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- (5) In the furniture segment, BBPL has stayed on with archaic designs when the tastes and preferences of the customers have shifted to more contemporary designs based on Do-It-Yourself concept. The RTAF factory in Pasakha that has been in operation for more than 30 years also needs immediate revamping to stay relevant in the market.

Way forward

As much as we are challenged by the circumstances surrounding us, there are immense opportunities for the company to adept and grow. Considering the market prospects and potential of employees and infrastructure, we go into the future with the optimistic view that things would turnaround and we return to the former glory again with intelligence, fortitude and hard work. In realizing the desired business objectives, following are some strategic moves that the company would be making in 2021.

- a. In order for the company to continue its business operations and remain as the profitable commercial entity, we have no option than to revamp the factories located in Tala and Pasakha. Both the factories have been in operation for more than 30 years without much upgrade and time has come for the factories to undergo major repair, maintenance and replacement of machinery. The idea of revamping is realistic and practical considering the lower amount of funds required to restore the productive capacity as compared to setting up a new plant to exploit the growing opportunities in the market. In the current and years ahead, the board and the management would devote substantial energy and time to revamping the particleboard factory in Tala and furniture factory in Pasakha.
- b. Having realized the need to keep up with the changing customer tastes and preferences, the company will be venturing into manufacturing contemporary furniture largely using the existing furniture factory in Pasakha. Except for few machinery additions, rest of the requirements can be met using existing machinery that would reduce the expenditure substantially. The company intends to take forward this idea by collaborating with leading furniture brands in India to ensure seamless sourcing of components and designs.
- c. While the COVID pandemic has stalled the infrastructure development for the time being, the company foresees growing demand in the area of interior designs and furnishings from the corporate offices, hotel industry and townships such as Phuntsholing Township Development Project. To exploit this opportunity for now and in the future, the company would be expanding the existing Research and Development Unit to include full-fledged design facility to carryout necessary ground works for the future projects. Here again, the company would be collaborating with leading firms in India in the space of interior design and furnishing.
- d. Recognising the potential of nursery unit under the forestry department of the company, we intend to expand the operations to raise and engage in commercial operation of various categories of plants including ornamental, fruit bearing and flowers. The company will also start exploring opportunities to come up with organic manure based on wood muck that has been stored near the vicinity of the Tala plant since 1990s. This is expected to expand the revenue base of the company and substantially contribute to the top and bottom line of the company.

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COVID Protocols

Taking into cognizance the danger posed by COVID pandemic to our country, the company has adhered to all the government directives in observing required protocols in the factories, go-downs and while loading and unloading consignments in the containment zones. The company assures that such compliances would be met without any compromises until such time the relaxation is provided by the government. We also reaffirm our commitment to support the Royal Government on any services that the company can provide.

Acknowledgements

On behalf of the Board of Directors, the Shareholders and the Management of BBPL, I would like to express my gratitude to all the Ministries and Organizations who has helped us in carrying out our commercial mandate seamlessly. In particular, I would like to extend my deep appreciation to officials of Chhukha Dzongkhag, Forestry Range Office, Gedu and Samtse and the local governments for their continued support. The company is indebted to the channel partners in Bhutan and India who represents the company in meeting the demands of customers, and our suppliers located around the world. We are also obliged to the financers particularly Bank of Bhutan and Druk Punjab National Bank for financing our operations. I am also grateful to Druk Holding & Investments (DHI) for their continued support, guidance and co-operation. I am hopeful that the support and cooperation would continue to achieve the business goals in the larger interest of the nation.

I would also like to put on record my special appreciation to Mr. Sangay Wangdi, former Managing Director of the company for serving the company for last 10 years. We will fondly remember his contribution to the company and wishes him the best in his future endeavor.

In conclusion, I would like to state that the Board of Directors and the Management of BBPL assure you that your company is managed in a professional and ethical manner. I extend my good wishes for a successful and fruitful year ahead.


(Dasho Chencho Dorji)
CHAIRMAN

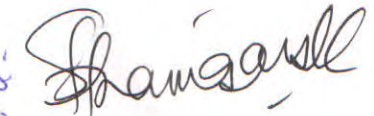
Bhutan Board Products Limited
Consolidated Statement of Financial Position (Amount in Nu.)

Particulars	Note	Audited 31/12/2020	Restated 31/12/2019	Restated 01/01/2019
Assets:				
Property, Plants & Equipments	1	31,419,009.08	38,585,384.94	42,691,876.00
Trade & Other Receivables	2	2,490,272.20	2,449,620.70	1,967,337.00
Investment in subsidiary company	3	-	-	500,000.00
Other bank balances	4	568,429.00	568,429.00	568,429.00
Deferred Tax Assets/Liabilities	5	(486,981.00)	-	18,178,942.00
Biological Asset Recognition as per BAS 41	31	560,790,000.00	560,790,000.00	-
Other non current assets	6	150,687.00	150,687.00	150,688.00
Total Non-Current Assets -		594,931,416	602,544,121.64	64,057,271
Inventories	14	95,663,133.58	168,754,403.98	172,211,289.00
Trade & Other Receivables	2	16,736,693.26	12,913,034.73	7,922,172.00
Prepayments	7	43,942,309.17	30,739,044.07	296,616,83.00
Cash & Cash Equivalents	8	7,410,761.00	2,538,592.77	5,212,853.00
Current Tax Assets	9	2,127,736.94	1,264,319.24	954,826.00
Total Current Assets -		165,880,634.22	216,209,394.79	215,962,823.00
TOTAL ASSETS		760,812,050.50	818,753,516.43	280,020,094.00
Equity:				
Share Capital	15	140,001,400.00	140,001,400.00	140,001,400.00
General Reserve		29,149,212.00	29,149,212.00	29,149,212.00
Dividend Equalization Reserve		12,000,000.00	12,000,000.00	12,000,000.00
Replacement & Maintenance Reserve		27,986,451.00	27,986,451.00	27,986,451.00
Retained Earnings		454,706,741.66	513,443,580.19	13,021,806.00
Total Equities -		663,843,804.66	722,580,643	222,158,869.00
Liabilities:				
Employee Benefit Liabilities	10	2,878,884.00	8,531,506.00	1,968,314.00
Trade & Other Payables	11	1,436,363.00	2,172,664.00	150,671.00
Total Non-Current Liabilities -		4,315,247.00	10,704,170.00	280,020,094.00
Trade & Other Payables	11	22,218,198.57	44,854,689.10	16,574,434.00
Borrowings	12	52,803,149.98	34,075,754.25	37,402,160.00
Other current liabilities	13	17,631,650.29	6,538,259.89	1,765,646.00
Total Current Liabilities -		92,652,998.84	85,468,703.24	55,742,240.00
Total Liabilities -		96,968,257.84	96,172,873.24	57,861,225.00
TOTAL EQUITY AND LIABILITIES		760,812,050.50	818,753,516.43	282,647,980.00



In terms of our Report of even date
For DILLI & YOK ASSOCIATES
Chartered Accountants


Chencho Dorji

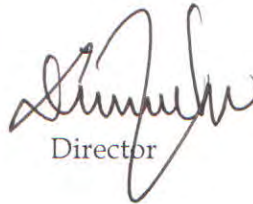

Sherab Namgay

Chairman

Managing Director




CA Dilli Ram Bista
Membership No.: 542831


Director


Aita Raj Rai
Head - Finance

Place: *Thimphu*
Date: *12/05/2021*

Bhutan Board Products Limited
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

(Amount in Nu.)

Particulars	Note	Audited 31/12/2020	Restated 31/12/2019
Continuing Operations:			
Revenue	16	183,797,148.69	252,380,791.24
Cost of Sales	17	(234,773,385.58)	(261,824,466.74)
Gross Profit/(Loss) -		(50,976,236.89)	(9,443,675.50)
Other Incomes	18	7,120,220.97	1,901,909.24
Selling & Distribution Expenses	19	(8,587,509.27)	(18,054,604.77)
Administrative Expenses	20	(7,994,320.42)	(8,454,892.92)
Other Expenses	21	(192,993.59)	(63,314.13)
Results from Operating Activities -		(60,630,839.20)	(34,114,578.08)
Finance Cost	22	(2,079,456.33)	(4,703,983.73)
Net Finance (Costs)/Income -		(2,079,456.33)	(4,703,983.73)
Profit Before Tax -		(62,710,295.53)	(38,818,561.81)
Deferred Tax	23	(486,981.00)	-
Profit from Continuing Operations -		(63,197,276.53)	(38,818,561.81)
Profit/(Loss) For the Year		(63,197,276.53)	(38,818,561.81)
Other Comprehensive Income:			
Other Comprehensive Income/ (Expense)	24	4,460,438.00	539,240,336.00
Other Comprehensive Income/ (Expense) For the Year (Net of Tax)		4,460,438.00	539,240,336.00
Total Comprehensive Income/ (Loss) For the Year		(58,736,838.53)	500,421,774.19
Earning per Share:			
Basic Earning per Share -	25	(4.20)	36.57
Diluted Earning per Share -	25	(4.20)	36.57

In terms of our Report of even date-
For Dilli & Yok ASSOCIATES
(Chartered Accountants)

FRN:

CA Dilli Ram Bista

Membership No.: 542831

Place: *Thimphu*

Date: *12/05/2021*

Chencho Dorji
Chairman

Sherab Namgay
Managing Director

Director

Aita Raj Rai
Head- Finance

Bhutan Board Products Limited
Consolidated Statement of Changes in Equity

(Amount in Nu.)

Description	Notes	share capital	Reserves	Reserves	Reserves	Retained Earnings	Total equity
			General Reserve	Dividend Equilisation Reserve	Replacement & Maintenance Reserve	Retained earnings	
Balance at 01 January 2019		140,001,400.00	29,149,212	12,000,000.00	27,986,451.00	13,021,806.00	222,158,869.00
Profit for the year		-	-			(38,818,561.81)	(38,818,561.81)
Other comprehensive income						539,240,336.00	539,240,336.00
Balance at 31 December 2019		140,001,400.00	29,149,212	12,000,000.00	27,986,451.00	513,443,580.19	722,580,643.19

Description	Notes	Share capital	Reserves	Reserves	Reserves	Reserve and surplus	Total other equity
			General Reserve	Dividend Equilisation Reserve	Replacement & Maintenance Reserve	Retained earnings	
Balance at 01 January 2020		140,001,400.00	29,149,212.00	12,000,000.00	27,986,451.00	513,443,580.19	722,580,643.19
Profit for the year		-	-			(63,197,276.53)	(63,197,276.53)
Other comprehensive expense						4,460,438.00	4,460,438.00
Balance as at 31 December 2020		140,001,400.00	29,149,212.00	12,000,000.00	27,986,451.00	454,706,741.66	663,843,804.66



Bhutan Board Products Limited
CONSOLIDATED STATEMENT OF CASH FLOW

(Amount in Nu.)

Particulars	Note	Audited 31/12/2020	Restated 31/12/2019
Cash Flows from Operating Activities:			
Profit/(Loss) for the Year		(58,736,838.53)	500,421,774.19
Adjustment for:			
- Depreciation		8,923,944.96	6,694,267.00
- Impairment Loss on Trade Receivables		-	157,685.79
- Net Finance Costs		2,079,456.33	4,703,983.73
- Provision for Leave Encashment		1,495,086.00	121,154.00
		<u>(46,238,350.83)</u>	<u>512,098,864.71</u>
Changes in:			
- Inventories		73,091,270.09	3,456,885.00
- Trade & Other Receivables		(3,864,310.03)	(5,315,461.00)
- Other non current assets		-	(560,790,000.00)
-Deferred Tax Assets/Liability		486,981.00	18,178,942.00
- Prepayments		(13,203,265.10)	1,550,524.93
- Current Tax Assets		(863,417.70)	(309,493.00)
- Employee Benefits (Excluding Actuarial Gain/Loss)		(7,147,708.00)	(6,442,038.00)
- Trade & Other Payables		(23,372,791.53)	21,856,570.00
- Other current liabilities		11,093,390.40	(2,791,920.00)
Cash Generated from Operating Activities -		<u>(10,018,201.70)</u>	<u>(18,507,125.36)</u>
Income Tax Paid		-	-
Net Cash from Operating Activities -		(10,018,201.70)	(18,507,125.36)
Cash Flows from Investing Activities:			
Proceeds from Sale of Property, Plant & Equipment		-	-
Development Expenditure		(1,757,569.20)	(7,699,402.29)
Net Cash from/(used) in Investing Activities -		(1,757,569.20)	(7,699,402.29)
Cash Flows from Financing Activities:			
Interest Paid		(2,079,456.33)	(4,703,983.73)
Proceeds from Loans & Borrowings		18,727,395.73	28,236,252.15
Net Cash from/(used) in Financing Activities -		<u>16,647,939.40</u>	<u>23,532,268.42</u>
Net Increase/(Decrease) in Cash & Cash Equivalent -		4,872,168.50	(2,674,259.23)
Opening Balance of Cash & Cash Equivalent		2,538,592.77	5,212,852.00
CLOSING BALANCE OF CASH & CASH EQUIVALENT		<u>7,410,761.27</u>	<u>2,538,592.77</u>

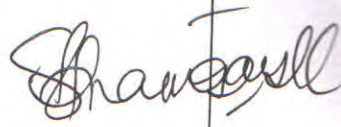


In terms of our Report of even date-

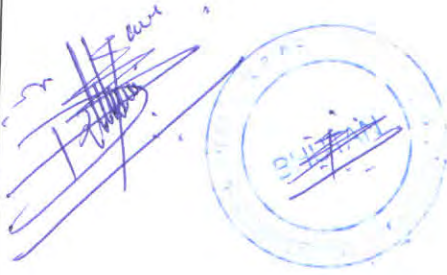
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Director



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