

NATIONAL INTEGRATED DEVELOPMENT ASSOCIATION
(NIDA-Pakistan)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2019



Ale Imran & Co.

Chartered Accountants

A Correspondent Firm of
J.C.A. International

**INDEPENDENT AUDITORS' REPORT TO BOARD OF DIRECTORS
NATIONAL INTEGRATED DEVELOPMENT ASSOCIATION (NIDA)**

Report on the Audit of the Financial Statements

Opinion:

We have audited the annexed financial statements of **NATIONAL INTEGRATED DEVELOPMENT ASSOCIATION (NIDA) (the 'Organization')**, which comprise the statement of financial position as at June 30, 2018, the statement of comprehensive income, the statement of changes in general fund balances, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at June 30, 2018, and of its financial performance and its cash flows and changes in funds for the year then ended in accordance with International Financial Reporting Standards (IFRSs) as applicable in Pakistan.

Basis for Opinion:

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants as adopted by the Institute of Chartered accountants of Pakistan (the Code), and we have fulfilled our other ethical responsibilities in accordance with the requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our Opinion.

Responsibilities of Management and Those Charged With Governance for the Financial Statements:

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards (IFRSs) as applicable in Pakistan and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements:

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in

accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with ISAs as applicable in Pakistan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Organization to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Lahore.

January 29, 2020

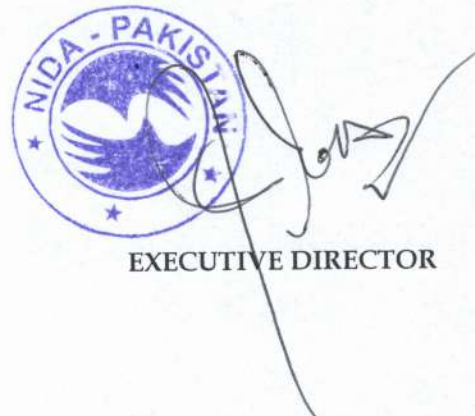


NATIONAL INTEGRATED DEVELOPMENT ASSOCIATION (NIDA)
STATEMENT OF FINANCIAL POSITION
AS AT JUNE 30, 2019

	Note	2019 (RUPEES)	2018 (RUPEES)
ASSETS			
NON-CURRENT ASSETS			
Property and equipment	4	204,193	241,589
CURRENT ASSETS			
Grants receivables	5	708,891	9,982,402
Advances to suppliers	6	-	79,350
Cash and bank balances	7	17,039,758	587,202
		17,748,649	10,648,954
TOTAL ASSETS		17,952,842	10,890,543
LIABILITIES AND NET ASSETS			
CURRENT LIABILITIES			
Deferred grant	5	16,379,692	-
Accrued expenses and other liabilities	8	1,184,153	10,851,274
Loan from directors	9	381,500	-
		17,945,345	10,851,274
Fund balance-unrestricted		7,497	39,269
		17,952,842	10,890,543

The annexed notes 1 to 15 form an integral part of these financial statements.


FINANCE MANAGER


EXECUTIVE DIRECTOR

NATIONAL INTEGRATED DEVELOPMENT ASSOCIATION (NIDA)
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED JUNE 30, 2019

	NOTES	2019 (RUPEES)			2018 (RUPEES)		
		Restricted Funds	Unrestricted Funds	TOTAL	Restricted Funds	Unrestricted Funds	TOTAL
INCOME							
Grants from donors	5	36,809,534	-	36,809,534	30,507,540	-	30,507,540
Other income	10	-	155,624	155,624	-	124,860	124,860
Total Income		36,809,534	155,624	36,965,158	30,507,540	124,860	30,632,400
EXPENDITURE							
Administrative expenses	11	-	150,000	150,000	-	150,000	150,000
Program costs	12	36,809,534	-	36,809,534	30,507,540	-	30,507,540
Depreciation	4	-	37,396	37,396	-	45,999	45,999
Total Expenditure		36,809,534	187,396	36,996,930	30,507,540	195,999	30,703,539
SURPLUS/ (DEFICIT) FOR THE YEAR		-	(31,772)	(31,772)	-	(71,139)	(71,139)

The annexed notes 1 to 15 form an integral part of these financial statements.


FINANCE MANAGER

 
EXECUTIVE DIRECTOR

NATIONAL INTEGRATED DEVELOPMENT ASSOCIATION (NIDA)

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2019**

	Notes	2019 (RUPEES)	2018 (RUPEES)
Cash flows from operating Activities:			
Deficit during the year		(31,772)	(71,139)
<i>Adjustments of non-cash items:</i>			
Depreciation on property and equipment	4	37,396	45,999
Net deficit before working capital changes		5,624	(25,140)
<u>(Increase)/decrease in current assets</u>			
Grants receivables		9,273,511	(8,960,367)
Advances and other receivables		79,350	185,150
		9,352,861	(8,775,217)
<u>Increase/(decrease) in current liabilities</u>			
Deferred Grant		16,379,692	(4,106,023)
Accrued expenses and other liabilities		(9,667,121)	9,619,803
		6,712,571	5,513,780
Net cash (used in) / generated from operating activities		16,071,056	(3,286,577)
Cash Flow from Investing Activities		-	-
Cash Flow from Investing Activities		-	-
Cash Flow from Financing Activities			
Repayment of loan to director		381,500	(50,000)
Net cash used in Financing Activities		381,500	(50,000)
Net increase/(decrease) in cash flows during the year		16,452,556	(3,336,577)
Cash & Cash Equivalent at the Beginning		587,202	3,923,779
Cash and Bank balances at the end of the year		17,039,758	587,202

The annexed notes 1 to 15 form an integral part of these financial statements.


FINANCE MANAGER



 
EXECUTIVE DIRECTOR

NATIONAL INTEGRATED DEVELOPMENT ASSOCIATION (NIDA)
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED JUNE 30, 2019

	<u>Accumulated Fund</u> <u>Rupees</u>
Balance as at July 01, 2017	110,408
Deficit for the year ended June 30, 2017	(71,139)
Balance as on June 30, 2018	39,269
Deficit for the year ended June 30, 2019	(31,772)
Balance as on June 30, 2019	<u>7,497</u>

The annexed notes 1 to 15 form an integral part of these financial statements.


FINANCE MANAGER



EXECUTIVE DIRECTOR

NATIONAL INTEGRATED DEVELOPMENT ASSOCIATION (NIDA)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2019

1 STATUS AND OPERATION:

National Integrated Development Association Pakistan a non-profit non government organization, is registered under The Societies Registration Act, 1860 and is having its registered office at Besham. Its program includes capacity building for undertaking socio-economic development, to enhance knowledge base through research, to advocate for betterment of environmental impact and to enable communities especially women for collective decision making regarding their sustainable and harmonious socio-economic development. NIDA-Pakistan carried out following projects during the financial year ended June 30, 2019:

- (i) Safeguarding the Cultural Heritage through Awareness Raising of the General Public & Mobilizing School going Youth in Districts Peshawar, Mardan & Swat. (ii) Mission-driven Intrinsic Motivation & Performance of Public Workers in Pakistan in District Haripur & Nowshera
- (iii) Girls Right To Education Programme in Swat & Kohistan District
- (iv) Promoting Opportunities For Women Empowerment & Rights
- (V) Mainstreaming out of Primary School Children in District Kohistan
- (VI) Program for Poverty Reduction

2 Basis of Preparation

2.1 Statement of Compliance

These financial statements have been prepared in accordance with approved accounting standards as applicable in Pakistan. Approved accounting standards comprise of "Accounting Standards for Not for Profit Organization (NPOs)" issued by the Institute of Chartered Accountants of Pakistan and "Accounting and Financial Reporting Standards for Small Sized Entities (AFRS for SSEs)" as applicable in Pakistan.

2.2 Accounting Convention

These financial statements have been prepared under the historical cost convention.

2.3 Functional and Presentation Currency

These financial statements are prepared and presented in Pak Rupees which is the Organisation's functional and presentation currency. All the figures have been rounded off to the nearest rupees.

2.4 Uses of estimates and Judgements

The preparation of financial statements requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the result of which form the basis of forming judgment about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

These estimates and underlying assumption are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised.

Significant areas requiring the use of management's estimates in these financial statements relate to the useful life of depreciable assets. However, assumption and judgments made by the management in the application of accounting policies that have significant effect on the financial statements are not expected to result in material adjustment to the carrying amounts of assets and liabilities in the next year.

3 Significant Accounting Policies

3.1 Property and equipment

Property and equipment are stated at cost less accumulated depreciation and identified impairment loss, if any,

Depreciation on property and equipment is charged on written down value at the rates specified in Note 4. Full year's depreciation is charged in the year of purchase and no depreciation is charged in the year of disposal. Impairment loss or its reversal, if any, is charged to the income and expenditure account. When an impairment loss is recognized, the depreciation charge is adjusted in the future periods to allocate the asset's revised carrying amount over its estimated remaining useful life.

Property and equipment received directly as grant / donation are debited to the property and equipment account at fair value and a corresponding amount is credited to a deferred income account in the balance sheet. Such items are thereafter depreciated as per the policy of the Organization while a corresponding amount is transferred from the deferred income to the income and expenditure account.

The gain or loss on disposal or retirement of an asset represented by the difference between the sale proceeds and carrying amount of the asset is recognized as an income or expense, respectively.

Maintenance and repairs are charged to income and expenditure account as and when incurred. Major renewals and improvements are capitalized and the assets so replaced, if any, are retired.

3.2 Receivables

Receivables are reviewed at each balance sheet date and those considered irrecoverable are written off and provision is made for debts considered doubtful, if any.

3.3 Cash and cash equivalents

Cash and cash equivalents are carried in the balance sheet at cost. For the purpose of cash flow statement, cash and cash equivalents comprise of cash in hand and balances at banks.

3.4 Revenue

Organization recognised contributions in accordance with deferral method.

Restricted contributions are funds which have to be used in accordance with specific restrictions imposed by donors or which have been raised by the entity for particular purposes. Funds are initially recorded as deferred liability under projects funds and are recognised as revenue to the extent of expenditures incurred.

Restricted contributions for which the related restrictions remain unfulfilled are accumulated as deferred liability.

Unrestricted contributions are recognised as revenue in the current period.

3.5 Profit on bank deposits

Profit on bank deposits is recognized as income into the income and expenditure account on a time proportion basis by reference to the principal outstanding and the applicable rate of return / interest.

3.6 Foreign currency transactions

All monetary assets and liabilities in foreign currency translated into Pak Rupees at exchange rates prevailing at the balance sheet date. Transactions in foreign currencies are translated into Pak Rupees at the spot rate. All non-monetary items are translated into Pak Rupees at exchange rates prevailing on the date of transaction or on the date when fair values are determined. Exchange differences are included in other income.

3.7 Expenses

Expenses are recognized in the income and expenditure account when incurred.

3.8 Taxation

The Organization has been approved as non-profit organization under section 2 (36) of Income Tax Ordinance, 2001 by the Commissioner Inland Revenue as it is working as non-profit organization. The income of the Association is subject to 100% tax credit under under section 100 (C) of the Income Tax Ordinance, 2001.

4 OPERATING FIXED ASSETS

PARTICULARS	COST			Rate %	DEPRECIATION			BOOK VALUE As at 30-06-2019
	As at 01-07-2018	Additions/ (Disposal)	As at 30-06-2019		As at 01-07-2018	For the year/ (Adjustment)	As at 30-06-2019	
Rupees								
Rupees								
Furniture & Fixtures	289,000	-	289,000	10	160,336	12,866	173,202	115,798
Computers and accessories	430,000	-	430,000	20	357,622	14,476	372,098	57,902
Electrical appliances	117,500	-	117,500	20	96,399	4,220	100,619	16,881
Office equipments	303,500	-	303,500	30	284,054	5,834	289,888	13,612
Total -2019	1,140,000	-	1,140,000		898,411	37,396	935,807	204,193
Total -2018	1,140,000	-	1,140,000	-	852,412	45,999	898,411	241,589



YEAR ENDED June 30, 2019
(All amounts in PKR)

PRATICULARS	Opening Balance As at July 01, 2018			Incoming resources			Outgoing resources		Closing balance As at June 30, 2019	
	Grants Receivables	Unutilized Grants	Receipts during the year	Revenue Recognized	Capital Expenditure	Programme Cost	Grants Receivables	Unutilized Grants		
Grant Assistance For Grass-Roots Human Security Project	654,371	-	654,371	-	-	-	-	-		
Girls Right To Education Programme Kohistan	4,859,000	-	4,859,000	192,186	-	192,186	-	-		
Girls Right To Education Programme Swat	-	-	8,484,287	9,193,178	-	9,193,178	708,891	-		
Promoting Opportunities For Women Empowerment & Rights	85,934	-	2,623,631	2,537,697	-	2,537,697	-	-		
Programme For Poverty Reduction	4,383,097	-	25,882,374	5,777,091	-	5,777,091	-	15,722,186		
Safeguarding the Cultural Heritage through Awareness Raising of the	-	-	1,074,000	886,234	-	886,234	-	187,766		
General Public & Mobilizing School going Youth in Districts Peshawar,	-	-	2,524,206	2,051,365	-	2,051,365	-	469,740		
Mardan & Swat.	-	-	16,171,783	16,171,783	-	16,171,783	-	-		
Mission-driven Intrinsic Motivation & Performance of Public Workers in	-	-	-	-	-	-	-	-		
Pakistan in District Haripur & Nowshera	-	-	-	-	-	-	-	-		
Mainstreaming out of Primary School Children in District Kohistan	-	-	-	-	-	-	-	-		
	9,982,402	-	62,273,652	36,809,534	-	36,809,534	708,891	16,379,692		

YEAR ENDED June 30, 2018
(All amounts in PKR)

PRATICULARS	Opening Balance As at July 01, 2017			Incoming resources			Outgoing resources		Closing balance As at June 30, 2018	
	Grants Receivables	Unutilized Grants	Receipts during the year	Revenue Recognized	Capital Expenditure	Programme Cost	Grants Receivables	Unutilized Grants		
Pakistan Poverty Alleviation Fund	-	1,549,602	-	65,706	-	65,706	-	-		
Grant Assistance For Grass-Roots Human Security Project	-	-	4,040,369	4,694,740	-	4,694,740	654,371	-		
Girls Right To Education Programme	-	25,480	5,659,088	10,543,568	-	10,543,568	4,859,000	-		
Promoting Opportunities For Women Empowerment & Rights	-	2,530,941	10,851,481	8,406,474	-	8,406,474	85,934	-		
Programme For Poverty Reduction	1,022,035	-	3,435,990	6,797,052	-	6,797,052	4,383,097	-		
	1,022,035	4,106,023	23,986,928	30,507,540	-	30,507,540	9,982,402	-		



NATIONAL INTEGRATED DEVELOPMENT ASSOCIATION (NIDA)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2019

NOTES	Safeguarding the Cultural Heritage through Awareness Raising of the General Public & Mobilizing School going Youth in Districts Peshawar, Mardan & Swat.	Mission-driven Intrinsic Motivation & Performance of Public Workers in Pakistan in District Haripur & Nowshahra	Girls Right To Education Programme Swat	Girls Right To Education Programme Kohistan	Promoting Opportunities For Women Empowerment & Rights	Mainstreaming out of Primary School Children in District Kohistan	Program for Poverty Reduction	Admin	2019 PKR	2018 PKR
6 ADVANCES TO SUPPLIERS										
Others	-	-	-	-	-	-	-	-	-	79,350
7 CASH AND BANK BALANCES										
Cash in Hand	-	-	47,719	-	-	268,910	478,438	2,551	797,618	-
Cash at Bank	212,680	212,680	524,615	21,954	-	1,909	15,267,973	329	16,242,140	587,202
	212,680	212,680	572,334	21,954	-	270,819	15,746,411	2,880	17,039,758	587,202
8 ACCRUED EXPENSES AND OTHER LIABILITIES										
Accounts Payable	-	-	333,500	-	-	-	-	-	333,500	5,464,898
Salaries payable	-	-	540,000	-	-	-	-	-	540,000	2,110,871
Office Rent	-	-	35,000	-	-	-	-	-	35,000	224,500
Accrued expenses	-	-	-	-	-	-	-	-	-	2,798,380
Fuel	-	-	101,928	-	-	-	-	-	101,928	75,500
Refreshment for EDT trainees	-	-	-	-	-	-	-	-	-	9,000
Withholding Tax	-	-	-	14,500	-	-	24,225	-	38,725	88,125
Vehicle Rent Payable	-	-	135,000	-	-	-	-	-	135,000	80,000
	-	-	1,145,428	14,500	-	-	24,225	-	1,184,153	10,851,274
9 LOAN FROM DIRECTORS										
Loan from directors	-	41,500	-	-	-	340,000	-	-	381,500	-
	-	41,500	-	-	-	-	-	-	381,500	-
10 OTHER INCOME										
Bank Profit	6,014	6,788	22,984	7,454	-	39,564	-	1,467	84,271	24,860
Surplus funds from projects	-	-	-	-	-	-	-	1,353	1,353	-
Directors Donations	-	-	-	-	-	-	-	70,000	70,000	100,000
	6,014	6,788	22,984	7,454	-	39,564	-	1,467	155,624	124,860
11 ADMINISTRATIVE EXPENSES (Unrestricted Funds)										
Audit remuneration									150,000	150,000



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NATIONAL INTEGRATED DEVELOPMENT ASSOCIATION (NIDA)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2019

Project	Safeguarding the Cultural Heritage through Awareness Raising of the General Public & Mobilizing School going Youth in Districts Peshawar, Mardan & Swat.	Mission-driven Intrinsic Motivation & Performance of Public Workers in Pakistan in District Haripur & Nowshera	Girls Right To Education Programme Swat	Girls Right To Education Programme Kohistan	Promoting Opportunities For Women Empowerment & Rights Kohistan	Mainstreaming out of Primary School Children in District Kohistan	Program for Poverty Reduction	2019 PKR	2018 PKR
12 Program costs									
Salaries and other benefits	-	1,593,262	4,060,905	96,104	1,275,809	6,057,796	1,000,000	14,083,876	6,389,603
Staff training	-	363,600	-	20,000	557,876	-	-	383,600	1,255,890
Facilitator and other stipend	-	-	-	-	90,420	-	-	557,876	1,337,352
Building/ Road etc construction	-	-	-	-	-	2,963,887	2,542,289	5,596,596	130,000
Toolkit equipment cost	-	-	910,000	-	-	585,000	-	1,495,000	-
Community training	-	-	400,510	-	91,055	639,975	1,191,850	2,323,390	1,006,079
Sanitation works	-	-	-	-	-	1,290,550	215,000	2,168,550	72,000
Awareness sessions	-	-	663,000	-	-	-	-	-	710,010
Teachers professional training	-	-	-	-	-	-	-	-	800,000
Training session	-	-	-	-	-	-	-	-	2,394,200
District development platform	-	-	-	-	13,760	226,500	-	840,260	4,433,564
Provision of facilities (Equipment)	-	-	600,000	-	-	-	-	-	600,000
Furniture for schools	-	-	-	-	-	-	-	-	600,000
Supplies for students	-	-	-	-	-	-	-	-	1,485,000
Field office rent	-	-	262,500	28,000	132,533	640,161	300,000	62,440	917,500
Project communication	-	-	56,000	-	6,440	-	-	1,363,194	585,605
Meeting expenses	50,000	-	59,835	-	16,130	-	-	125,965	-
Small grant for PTGs/SMCs	-	-	-	-	-	-	-	-	300,000
Agri development	-	-	-	-	-	-	-	-	3,368,445
Education festival	-	-	-	-	-	-	-	-	136,255
Incentive for teachers and students	50,000	-	-	-	-	-	-	50,000	31,485
Mother day at schools	-	-	-	-	-	-	-	-	447,100
Advertisements for education	-	-	-	-	-	-	-	-	43,400
Session with parents and students	-	-	-	-	-	-	-	295,450	664,903
Conduction of FGD	120,000	-	27,300	4,451	20,950	148,150	-	25,401	43,150
Office supplies	-	-	-	-	98,406	134,125	360,000	266,112	188,275
Utilities	-	-	1,012,500	42,581	-	2,170,161	-	3,585,242	1,141,937
Vehicle rent	-	-	-	-	-	-	-	-	41,038
Travelling expenses	-	-	-	-	230,880	1,162,888	99,000	2,124,800	1,082,639
Fuel and lubricants	-	81,000	632,032	-	-	149,350	60,000	315,775	143,300
Printing and stationary	-	-	25,425	-	-	-	-	34,990	167,392
Miscellaneous expenses	-	-	34,990	-	-	-	7,252	7,252	100,000
Audit	-	-	-	-	-	-	-	-	-
Project Surveys/Baseline	665,000	13,503	400,000	1,050	3,438	3,240	1,700	1,065,000	11,418
Bank charges	1,234	-	14,600	-	-	-	-	38,765	-
	886,234	2,051,365	9,193,128	192,186	2,537,697	16,171,783	5,777,091	36,809,534	30,507,540

13 NUMBER OF PERSON EMPLOYED

Total employees of the organization at year end
Average employees of the organization during the year

14 AUTHORIZATION OF FINANCIAL STATEMENTS

These financial statements have been authorized for issue by the Board of Directors of the Organization on _____

15 GENERAL

- Figures have been rounded off to the nearest PKR
- Figures of the previous year have been re-arranged wherever necessary for the purpose of comparison

FINANCE MANAGER



CHIEF EXECUTIVE