



Annual Report

2022-23

BURO Bangladesh

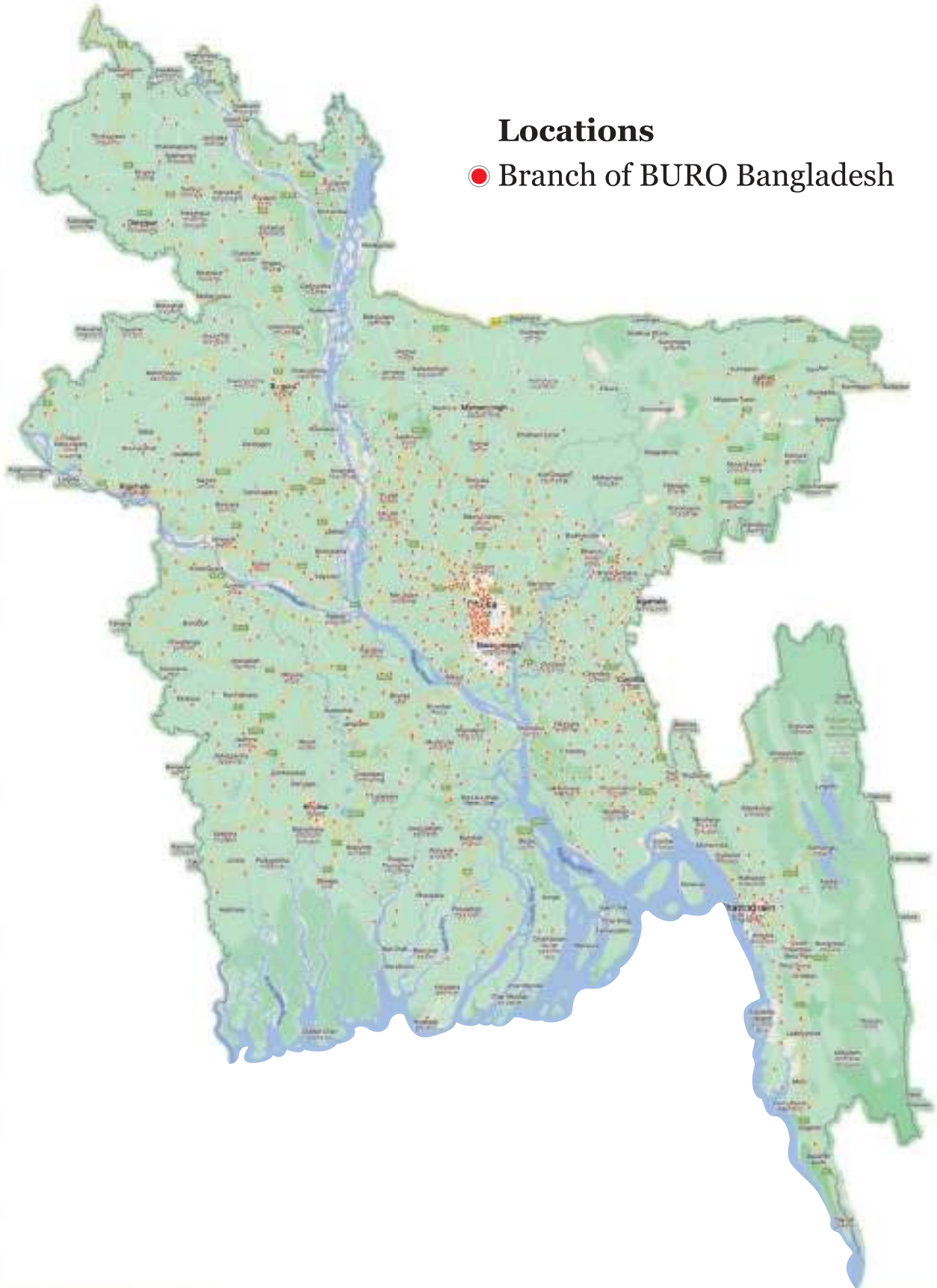
Annual Report

2022-23



Locations

● Branch of BURO Bangladesh



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Dr. M A Yousuf Khan
Chairperson

I stand before you today as the Chairperson of BURO Bangladesh with a deep sense of humility and gratitude. It is an honor to share with you our journey of service to the most vulnerable members of our society.

In a world that often seems to prioritize material gain, BURO remains unwavering in its commitment to uplift those who have the least. Our mission is simple yet profound: to extend a helping hand to our fellow citizens who strive for a better life.

The past year has been a test of our collective resilience. Faced with the dual challenges of a global health crisis and economic uncertainty, our team has shown remarkable strength and dedication. I extend my heartfelt appreciation to each member of the BURO family for their tireless efforts in standing with our clients during their most trying times.

Our impact transcends mere financial transactions. It is about restoring hope, nurturing dreams, and enabling progress. Through our diverse range of services, we have had the privilege of witnessing families rise from poverty to self-reliance and communities coming together to build a brighter future.

Our journey has been enriched by the compassion and solidarity of our partners. Together, we have built bridges of support and opportunity, reaching deeper into the heart of Bangladesh to touch lives that were once left behind. It is in these partnerships, grounded in shared humanity, where the true power of change resides.



STATEMENT FROM THE CHAIRPERSON

Looking ahead, BURO is committed to a future that is equitable, sustainable, and inclusive. We will continue to explore innovative ways to serve, putting the needs of the poor and marginalized at the forefront of all our endeavors.

To our cherished stakeholders, including our clients, partners, and the dedicated BURO team, I extend my heartfelt thanks. Your trust and support have been the bedrock of our humanitarian mission. Together, we will face the challenges that lie ahead, knowing that our shared commitment to helping others is the source of our strength.

I invite you to delve into this report, which embodies our commitment to a more compassionate and just society. Thank you for walking this path with us, and may our collective efforts continue to light the way for those in need.

In humility and solidarity,



Dr. M A Yousuf Khan
September 2023



ZAKIR HOSSAIN
Executive Director

To begin with, please allow me to convey my deepest sense of pride and heartfelt gratitude as I reflect upon BURO Bangladesh's remarkable odyssey. Since its inception in 1990, BURO has transformed from a fledgling endeavor into a formidable champion of change, guided by a profound mission that resonates with the very essence of humanity.

In our unwavering quest to provide hope and access to financial opportunities, BURO has traversed the arduous terrain of adversity and triumphed. Our commitment to empowering the underserved communities of Bangladesh remains unyielding, and our journey thus far is a testament to the indomitable spirit of resilience and compassion.

This journey of transformation has been sculpted by the hands of countless individuals, dedicated members of our BURO family who have poured their hearts and souls into our noble cause. To them, I extend my deepest appreciation for their unwavering dedication.

In this symphony of progress, our partners and stakeholders have played an instrumental role. Their unwavering trust and collaborative spirit have allowed us to orchestrate change on an extraordinary scale. It is in partnership, grounded in shared values and aspirations, that the true symphony of change finds its resonance.

Moreover, it is with profound gratitude that I acknowledge the pivotal support rendered by the government and local authorities across our beloved nation. Their steadfast commitment to our shared mission has paved the way for BURO to reach even the remotest and



STATEMENT FROM THE EXECUTIVE DIRECTOR

most marginalized communities. In their steadfast support, we find inspiration and a sense of purpose.

As we gaze toward the horizon, BURO's commitment to its noble mission remains as unshakeable as the foundation upon which it was built. We are poised to continue innovating, adapting, and expanding our reach, ensuring that the welfare of the poor and marginalized always finds its place at the forefront of our endeavors.

To all our cherished supporters, esteemed partners, and the dedicated BURO family, I extend my deepest gratitude. Your endearing support has been the bedrock upon which BURO Bangladesh has stood and thrived.

It is with all of you that BURO will continue to nurture and empower, aspiring for a more prosperous and equitable Bangladesh.

With deep appreciation and warm regards,



Zakir Hossain
September 2023

Organizational Structure

Constitutional Structure

The corporate governance of BURO Bangladesh is established with a ‘three-tier’ system:

- General Body
- Governing Body
- Operational Board of Directors (OBD)

General Body

The General Body constitutes of 18 members from different professional domains. The General Body is the supreme authority of electing the Governing Body after every three years. The members of the Governing Body remain responsible and accountable to the General Body of the organization. Below is the list of members of the present General Body in order of membership registration chronology.

General Body Members

Sukhendra Kumar Sarkar

Abdul Latif Khan

Rabeya Khan

Mohammed Anowar Hossain

Altaf Hossain

Kazi Mohammad Shoab

Mirza Quamrun Nahar

Abu Faisal Md. Nurul Amin

Mohammad Rafiqul Islam

Dr. Md. Nurul Amin Khan

Dr. Rowshan Ara

Syed Shahadat Hossain

Shah Alam Khan

Dr. M A Yousuf Khan

Dr. Fatema Zohora Begum

Kh. Mahfuzur Rahman

Mahbuba Hasanat

Dr. Sayeeda Khan

Governing Body

Chairperson

Dr. M A Yousuf Khan

A highly professional banker possessing in-depth knowledge and expertise in the field of international finance and banking with comprehensive understanding of global financial markets, banking regulations, cross-border transactions, currency exchange, and international investment strategies.

Vice Chairperson

Dr. Sayeeda Khan

Gynecologist & Breast Cancer Specialist

Finance Secretary

Mohammad Rafiqul Islam

A seasoned professional with a remarkable track record in the dynamic realms of marketing and managing pharmaceutical companies, strategic mindset coupled with diverse and innovative knowledge with a strong commitment to philanthropy, propelling business entities to new heights.

Members

Dr. Nurul Amin Khan

Bangla Academy Award winning poet & writer, educationalist, former Principal, Govt. Sa'dat College, Tangail

Mahbuba Hasanat

Retired Additional Secretary, Government of Bangladesh

Abdul Latif Khan

An experienced climate change adoption specialist with extensive background in Disaster Management, environmental sustainability with unwavering commitment to mitigating the impacts of natural disasters, enhancing disaster preparedness, and advocating for sustainable practices to combat climate change.

Kazi Mohammad Shoab

Social worker and businessman

Ex-officio Secretary

The Executive Director is not a member of the Governing Body but works as an ex-officio secretary. The Executive Director is the Chief Executive Officer (CEO) of the organization as well.

Advisor

Graham A.N. Wright, Group Managing Director, MicroSave Consulting (MSC)

Operational Board of Directors (OBD)

The OBD is directly facilitating the Executive Director Zakir Hossain to exercise all executive and financial matters of BURO. Each member of the OBD has respective role relations in consonance with the corporate governance of the organization.

Zakir Hossain

Founder Executive Director

The founder Executive Director of BURO Bangladesh is a visionary leader whose dedication and expertise have transformed the organization into a beacon of hope for nation's vulnerable populations. Under his stewardship, BURO Bangladesh has empowered marginalized communities through sustainable microfinance solutions, forging partnerships with diverse stakeholders, and shaping the microfinance landscape in Bangladesh. His legacy is one of transformative leadership, leaving an indelible mark on the lives of countless individuals and communities.

Directors

M. Mosharrof Hossain, Founder Director - Finance

As one of the founder directors of BURO Bangladesh, he has helped the organization achieve significant progress, including transparency and accountability in the financial operations, fundraising, and investment. He is a leader in the microfinance sector, working with experts to develop policies and guidelines, negotiating with the development partners, building relationships with networks, and advocating for a better environment for microfinance in Bangladesh.

Md. Sirajul Islam, Founder Director - Special Program

As one of the founder directors of BURO Bangladesh, he is a seasoned microfinance and disaster management expert with over three decades of experience. He has played a key role in BURO's growth and success, leading the development and implementation of sustainable goals such as rural savings and credit program, inward foreign remittance program and various social welfare programs.

Pranesh Chandra Banik, Director - Risk Management

As the director of Risk Management, he brings a wealth of experience in capacity building, partnership development and organizational development, along with expertise in various cross-cutting issues. Well experienced in designing and operating comprehensive sustainable livelihood security programs as well as micro-finance and micro-enterprise development programs, his significant role in identifying and managing risks helps BURO Bangladesh to mitigate them.

Farmina Hossain, Director - Operations, Financial Services, HRD and ICT

BURO Bangladesh's Director of Operations, bringing a decade's experience in Microfinance. With an MSc in International Development from the University of Birmingham, she leads BURO's tech-driven transformation, prioritizing women's financial inclusion. Her guidance ensured BURO's smooth transition to digital operations, enhancing customer experience. Committed to women's leadership and technological progress in Bangladesh's financial sector, Farmina actively engages in initiatives for societal upliftment and socioeconomic development.

Rahela Zakir
Director, BURO Craft

Kh. Moklasur Rahman
Assistant Director
Monitoring, Reporting and Investigation
Diligent monitoring and investigation expert

A B M Aminul Karim Majumder
Assistant Director - Internal Audit
Vigilant internal audit specialist

Md. Arshed Alam
Assistant Director - Administration
Process-driven administrations' strategist

Md. Ashraful Alam Khan
Assistant Director - Human Resource Management
Talent architect and transformation specialist

Md. Saidur Rahman
Assistant Director - Program
Microfinance operations strategist

Md. Shahinoor Islam Khan
Assistant Director - Program
Goal driven and result oriented microfinance operations specialist

Senior and Mid-Level Professionals

Program

Md. Shahinoor Islam Khan, Head of Department

Taslina Bari, Officer

Administration

Md. Arshed Alam, Head of Department

Ali Murtaza, Coordinator, Construction

Md. Shamim Kabir, Officer

Finance and Accounts

Shofiqul Islam, Head of Department

Mahbubur Rahman, Senior Officer

Farid Uddin Ahmed, Officer

Human Resource Management

Md. Ashraful Alam Khan, Head of Department

Nilufun Nahar Chowdhury, Officer

Internal Audit

A B M Aminul Karim Majumder
Head of Department

Tapas Kumar Shikder, Assistant Coordinator

Information and Communication Technology (ICT)

Shahinur Islam, Head of Department

Md. Zahangir Alam, Officer

Training & Capacity Building

Kamal Hossain, Head of Department

Logistics & Procurement

Zafar Ahmed Jewel, Head of Department

Rokeya Akter, Officer

Mohammad Alamgir Pasha, Officer

Monitoring, Reporting & Investigation

Kh. Moklasur Rahman, Head of Department

Md. Abdus Sabur, Officer

Special Program

S M A Rakib, Head of Department

Digital Financial Services

Bijoy Bhowmick, Head of Department

Agriculture Program

A B M Tajul Islam, Head of Department

Communications and Social Media

Sazeed Hasan, Head of Department

Development Project

Ashaduzzaman, Head of Department

Media & Publication

Ferdous Salam, Head of Department

Disaster Management

S. Z. M Shahriar, Head of Department

Divisional Managers

Md. Saidur Rahman, Dhaka South

Md. Mohsin Hossain Khan, Rajshahi

Md. Abdus Salam, Chattogram

Istak Ahammed, Mymensingh

Mir Mukul Hossain, Cumilla

Rafiqul Islam, Barishal

Al Amin Khan, Khulna

Md. Mustafijur Rahman, Dhaka North

Tutul Chandra Paul, Rangpur

Zonal Managers

Md. Reaz Uddin, Chandpur

Uttam Kumar Basak, Modhupur

Mohammad Zahirul Islam, Gazipur

Mohammad Shamsul Alam, Tangail

Md. Mijanur Rahman, Savar

ABM Alauddin Ahmed, Pabna

Md. Awlad Hossain, Mymensingh

Md. Mohsin Miah, Gopalganj

Mohammad Shahadat Hossen, Noakhali

Md. Motaharul Islam, Bogura

Abul Basher Miah, Madaripur

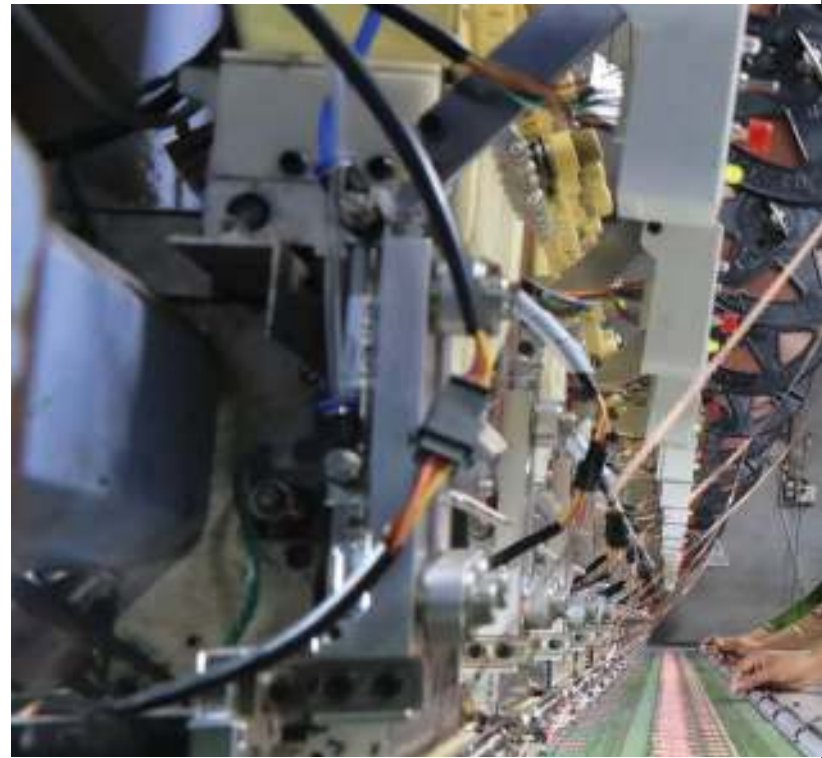
Md. Rejaul Karim Chowdhury, Feni

Md. Alamgir Kabir, Faridpur

Babul Kumar Saha, Khulna

Abul Hossen Miah, Sirajganj

Khandaker Mahbubur Rahman, Kushtia



Md. Mosarrof Hossain, Sakhipur

Mohammad Abu Sayeed Shikdar, Rajshahi

Md. Rafiqul Islam, Dhaka North

Khandaker Mizanur Rahaman, Sylhet

Md. Iqbal Hydar, Chattogram North

Abu Sayem, Cox's Bazar

Abu Sayed, Dinajpur

Sheikh Md. Zohirul Kabir, Narayanganj

Shahjahan Ali, Dhaka South

Ashanul Hassan, Brahmanbaria

Md. Ziaul Siddiquee, Barishal

Mohammad Afroj Miah, Munshiganj

Muhammad Mahabub Alam, Cumilla

Md. Saiful Islam, Jashore

Mohammad Sanoar Hossen, Thakurgaon

Mohammad Bahadur Alam, Rangpur

Mostain Bella, Kurigram

Mohammad Rafiqul Islam, Bhola

Muhammad Azizur Rahman, Noagaon

Faruk Ahammed, Chattogram South

Abdul Mojid Jia, Manikganj



Industrial Machine, Uttara, Dhaka

Audit Committee

The Audit Committee is free of any relationship to avoid conflict of interest during respective independent judgment. The primary role of the Audit Committee is to assist the governing body in performing its oversight responsibilities.

Chairperson

Mohammad Rafiqul Islam, Finance Secretary of Governing Body

Members

Syed Shahadat Hossan, General Body Member

Dr. Fatema Zohora Begum, General Body Member

Roles & Purpose

- The budgeting and financial reporting
- Internal control and risk control
- Legal and regulatory requirements implementation
- Assessing qualifications and performance of the external and internal auditors

Historical Information

Year	Number of Branches	Number of Districts	Number of Customers	Number of Personnel	Savings Portfolio (BDT in Million)	Loan Portfolio (BDT in Million)
1991	5	1	1,800	79	1.06	0.55
1992	10	1	7,055	113	1.57	1.29
1993	10	1	7,055	95	2.23	4.50
1994	16	1	8,511	140	3.54	7.78
1995	20	1	20,924	198	6.51	20.42
1996	30	2	32,744	312	12.76	30.87
1997	40	5	45,003	424	26.68	65.96
1998	41	5	71,479	448	27.01	173.70
1999	41	5	67,357	513	45.16	170.29
2000	51	8	73,265	613	58.39	213.15
2001	56	9	96,537	660	89.32	289.79
2002	67	11	124,446	778	138.29	402.93
2003	83	18	184,609	1,020	223.62	547.79
2004	90	20	221,366	1,071	308.30	750.60
2005	110	21	273,286	1,265	464.55	1,159.03
2006	173	32	331,329	2,069	679.02	1,564.85
2007	230	38	376,710	2,537	821.96	1,943.84
2007-08	294	43	472,984	2,923	917.53	2,279.90
2008-09	395	50	672,467	3,718	1,309.75	3,251.33
2009-10	506	56	873,715	5,634	1,726.78	4,594.29
2010-11	628	57	1,029,343	5,379	2,321.50	5,600.07
2011-12	629	57	1,082,789	5,447	2,804.01	6,884.43
2012-13	634	61	1,104,717	5,417	3,715.68	12,999.58
2013-14	634	61	1,053,035	5,569	4,487.01	13,724.51
2014-15	640	61	1,269,411	5,736	5,695.60	16,465.94
2015-16	648	64	1,356,572	6,179	7,691.28	24,433.18
2016-17	712	64	1,449,085	6,726	10,330.51	32,778.74
2017-18	802	64	1,512,489	7,464	12,649.24	39,040.66
2018-19	1,027	64	1,662,689	9,782	17,400.78	59,572.22
2019-20	1,059	64	1,963,060	10,010	23,995.87	70,029.58
2020-21	1,062	64	1,862,461	9,866	27,703.10	65,703.57
2021-22	1,203	64	2,268,643	9,747	32,442.00	85,114.00
2022-23	1,362	64	2,533,769	10,320	39,193.59	96,377.09

Series



1991-2023

Year	On Time Recovery Rate (OTR)	Social Development-Expenditure (BDT in Million)
1991	90%	6.07
1992	100%	1.22
1993	100%	7.96
1994	100%	8.73
1995	100%	8.78
1996	100%	6.69
1997	99.87%	35.23
1998	99.50%	35.24
1999	99.13%	65.35
2000	98.05%	35.25
2001	98.17%	36.93
2002	98.72%	3.76
2003	98.03%	3.78
2004	98.19%	6.91
2005	98.07%	33.00
2006	98.17%	6.60
2007	98.07%	33.54
2007-08	98.01%	64.78
2008-09	97.77%	21.10
2009-10	96.44%	11.68
2010-11	96.38%	22.08
2011-12	97.27%	20.92
2012-13	98.22%	10.05
2013-14	98.05%	14.05
2014-15	96.81%	15.75
2015-16	97.25%	16.35
2016-17	98.63%	61.54
2017-18	98.16%	22.61
2018-19	97.93%	13.80
2019-20	95.83%	167.15
2020-21	97.94%	58.52
2021-22	97.27%	37.94
2022-23	97.17%	36.12

A vibrant field of sunflowers with bright yellow petals and dark brown centers, set against a backdrop of green foliage and trees. The image is split vertically down the middle.

OVERVIEW OF BURO BANGLADESH

BURO
Bangladesh
remains
steadfast in its
mission to
create a more
prosperous and
equitable
society



Sunflower cultivation, Faridpur

BURO Bangladesh, an acronym representing "Basic Unit for Resources and Opportunities of Bangladesh," embarked on its remarkable journey in 1990 from the town of Tangail. What began as a modest offering of deposit products with savings and withdrawal features has since transformed into a multifaceted organization. Over the course of 32 years, BURO has extended its reach, establishing 1,362 branches across Bangladesh, and broadening its array of financial products encompassing both asset and liability classes.

Throughout this transformative journey, BURO Bangladesh has remained resolute in its commitment to address the needs of the underprivileged and the needy. By offering diverse financial products tailored to the evolving demands of micro-financial services, BURO has captured market share and expanded its outreach while achieving operational and financial sustainability.

From the outset, BURO has aimed to alleviate poverty by offering flexible financial services. Features such as savings withdrawal, no lock-in periods for savings, and the ability to save regardless of outstanding loans have been instrumental in establishing trust and reliability among our valued clients. BURO has consistently demonstrated agility in adapting policies, plans, and products to remain pertinent and responsive in the dynamic microfinance landscape.

Over more than three decades, BURO Bangladesh has recognized the limitations of microcredit, which offers only minimal financial support, and has embraced the broader concept of microfinance. Microfinance, with its provision of a wide range of financial services, holds the potential to meet the diverse financial needs of the impoverished, thereby contributing significantly to financial independence and poverty alleviation. Compared to microcredit, microfinance represents a graduated financial service, capable of addressing multifaceted challenges faced by the poor.

While acknowledging the efficacy of microfinance, BURO recognizes the importance of scaling up investment needs. The transition to micro-enterprise, involving larger investments, becomes imperative for greater income generation and employment opportunities. However, designing and managing the specifics of this transition remains a complex task.



Legal Foundation

BURO Bangladesh operates with a strong legal foundation, including registration with the Department of Social Welfare, accreditation by the NGO Affairs Bureau, and recognition by the Registrar of Joint Stock Companies & Firms, Bangladesh. It is licensed by the Micro Credit Regulatory Authority (MRA) and holds a Tax Identification Number (e-TIN).



Wheat field, Madaripur

Mission and Vision

Vision

Our vision at BURO Bangladesh is to envision a joyful and prosperous self-reliant society, fostering the holistic development of the people of Bangladesh

Mission

Our mission is to operate as an independent, sustainable, and cost-effective microfinance institution. We aim to provide diverse, appropriate, and market-responsive high-quality financial and business development services at competitive prices. We also remain committed to offering other social development programs to serve the very poor, poor, and vulnerable non-poor customers.



History and Milestones

Since its inception in 1990, BURO Bangladesh has embarked on a transformative journey that spans over three decades. This section explores the organization's history, highlighting key milestones that have shaped its evolution and solidified its position as a leader in the microfinance sector of Bangladesh.

1990-1994

Inception and Central Bank Support

- BURO's inception.
- Central Bank support.
- Development partners take notice.
- Establishment of 'Model Branches for Sustainable Rural Financial Services.'
- Development of friendly financial norms.

1995-1999

Continued Growth and Innovation

- Continued support from development partners.
- Emphasis on developing social capital.
- International accolades.
- Strategic planning exercises.
- Entry into commercial capital.
- Recognition by the UN General Assembly.
- First microfinance international rating.

2000-2004

Formal Financial Market and Innovation

- Formation of formal financial market.
- Further elevation of social capital.
- Introduction of new innovations.
- Enhanced relations with banks.
- Product development review.
- Emphasis on corporate governance.
- Second and third microfinance international ratings.
- Development of comprehensive business plan.
- Product costing review.
- Introduction of a 'microfinance model' for very poor customers.



2005-2009 >>

Expansion and Rural Development

- Strengthened access to formal financial market.
- Emphasis on rural development.
- Entry into commercial banks, non-banks, and international agencies.
- Expansion of microfinance program.
- Char Livelihood Program for disaster preparedness and mitigation.
- Introduction of automation in branches.
- Microfinance in agriculture for small and marginal farmers.
- Partnership with 'bank syndicated financing.'
- Introduction of foreign remittance services for rural areas.
- First-ever commercial bank syndicated financing in agriculture.

2010-2014 >>

SME Program and Innovation

- Reinforced access to formal financial markets.
- Continued elevation of social capital.
- Expansion of SME program.
- Introduction of individual lending methodology.
- Mobile banking implementation.
- Agent banking services.
- Focus on institutional capacity and regulation compliance.
- Development of WaterCredit services.
- Promotion of financial inclusion through commercial banks.

2015-2018 >>

Inclusion and Social Impact

- Continued reinforcement in access to formal financial markets.
- Bolstered elevation in social capital.
- Inclusion of low-income professionals.
- Continuation of mobile banking and agent banking services.
- Revision of Human Resource Management.
- Introduction of training and capacity-building services.
- Socio-environmental impact evaluation of Water Credit program.
- Impact assessment of business and financial literacy programs.
- Introduction of scholarships for students from poor households.
- Promotion of natural fiber-based products from agricultural waste.
- Assistance program for small and marginal farmers with support from Bangladesh and Japan Government.





History and Milestones

2019-2023

Digitization and Expansion

- Continued reinforcement in access to formal financial markets.
- Bolstered elevation in social capital.
- Inclusion of low-income professionals.
- Continuation of mobile banking and agent banking services.
- Extensive digitization of all 1058 branches connected through digitization, along with servers deployed at Head Office.
- Initiatives in wealth management, venturing into capital market.
- Ongoing revision of Human Resource Management to create more friendly work environment.
- Development of comprehensive training and capacity-building service manual.
- Socio-environmental impact evaluation of Water Credit program.
- Impact assessment of business and financial literacy programs.
- Introduction of scholarships for students from economically disadvantaged backgrounds.
- First-ever commercial bank syndicated financing in SME sector.
- Promotion of natural fiber-based products derived from agricultural waste.
- Establishment of BURO Health Care, featuring a modern state-of-the-art diagnostic and medical consultation center.
- Implementation of one-shot payment system for cumulative amounts in savings and loan accounts via MFS which automatically segregates and deposits funds into respective accounts.
- In response to the COVID-19 pandemic, BURO extended credit relief measures to support impacted customers, reserving a dedicated fund to aid struggling individuals in revitalizing their businesses.
- The organization initiated widespread initiatives focused on donation, charity, and welfare programs to alleviate the suffering of populations affected by the pandemic.





The history of BURO Bangladesh is marked by resilience, adaptability, and an unwavering commitment to serving the poor and marginalized. Through each milestone, BURO has expanded its reach, diversified its services, and made a profound impact on the lives of countless individuals and communities.

As BURO continues to forge ahead, its history and milestones serve as a testament to its dedication to empowering lives, enriching communities, and contributing to the ongoing development of Bangladesh. The journey is far from over, and BURO Bangladesh remains steadfast in its mission to create a more prosperous and equitable society.

A woman wearing a vibrant red sari and a patterned headscarf is smiling warmly. She is holding a red plastic basket. The background is a lush green field of plants, possibly a vegetable garden or farm.

PRODUCT SUITE

BURO Bangladesh products are instrumental for transforming lives and fostering economic growth



Cucumber cultivation, Cumilla

Empowering Through Savings: BURO Bangladesh's Commitment

BURO Bangladesh is dedicated to uplifting the poor and ultra-poor through savings services, focusing on recognition, trust, and open access to savings. These services are more than just financial transactions; they are instruments for transforming lives and fostering economic growth.

Recognition for the Savings of the Poor

Recognizing the importance of safeguarding the savings of the underprivileged, BURO approaches this responsibility with care and consideration. This approach builds a strong connection, trust, and cooperation between BURO's staffs and customers.



Trust and Confidence

Trust is fundamental in BURO's relationships with customers. It deepens over time and relies on factors such as deposit security, accessibility, liquidity, product diversity, excellent service, and potential access to loans.

Open Access to Savings

BURO's unique selling proposition is its commitment to open access to savings. This vision places savings at the core of economic growth and guides BURO's approach.

The organization provides a versatile range of deposit products without lock-in periods or minimum savings requirements for loan eligibility.



Beetle Leaf Cultivation, Rajshahi

Meeting Customer Needs

BURO aligns with customers' choices and needs, ensuring security, convenience, liquidity, diversification, friendly service, returns, and potential access to loans. Challenges in cash management, emergencies, and lump sum accumulation are addressed.

Our SME Loan is designed to facilitate their inclusion by focusing on two essential conditions:

- **Creating Wage Labor Employment:** Borrowers utilizing SME loans are required to generate wage labor employment, contributing to job creation and economic empowerment.
- **Borrower's Equity:** SME borrowers must have equity invested in the use of the loan, promoting responsible financial practices.

Our commitment to addressing unemployment and income inequality among marginalized communities drives our emphasis on SME loans. This product offers numerous advantages:

- **Flexibility:** We respect our clients' choices; they are not obligated to take loan products from BURO. Loans are provided when clients opt to use them for their economic activities.
- **Independence:** Our loans are not tied to clients' savings account balances, ensuring that the life cycle and product servicing for loans and savings remain separate.
- **Early Settlement:** Clients have the freedom to make early settlements on existing loans, enabling them to qualify for newer and larger loans.
- **Emergency Access:** We understand the importance of addressing emergencies in our clients' lives. Therefore, clients can access short-term loans at any time in addition to their existing loans, providing them with financial security in times of need.



Cattle Farm, Jhalakathi



Pigeon breeding, Barisal

Principle of Loan Services

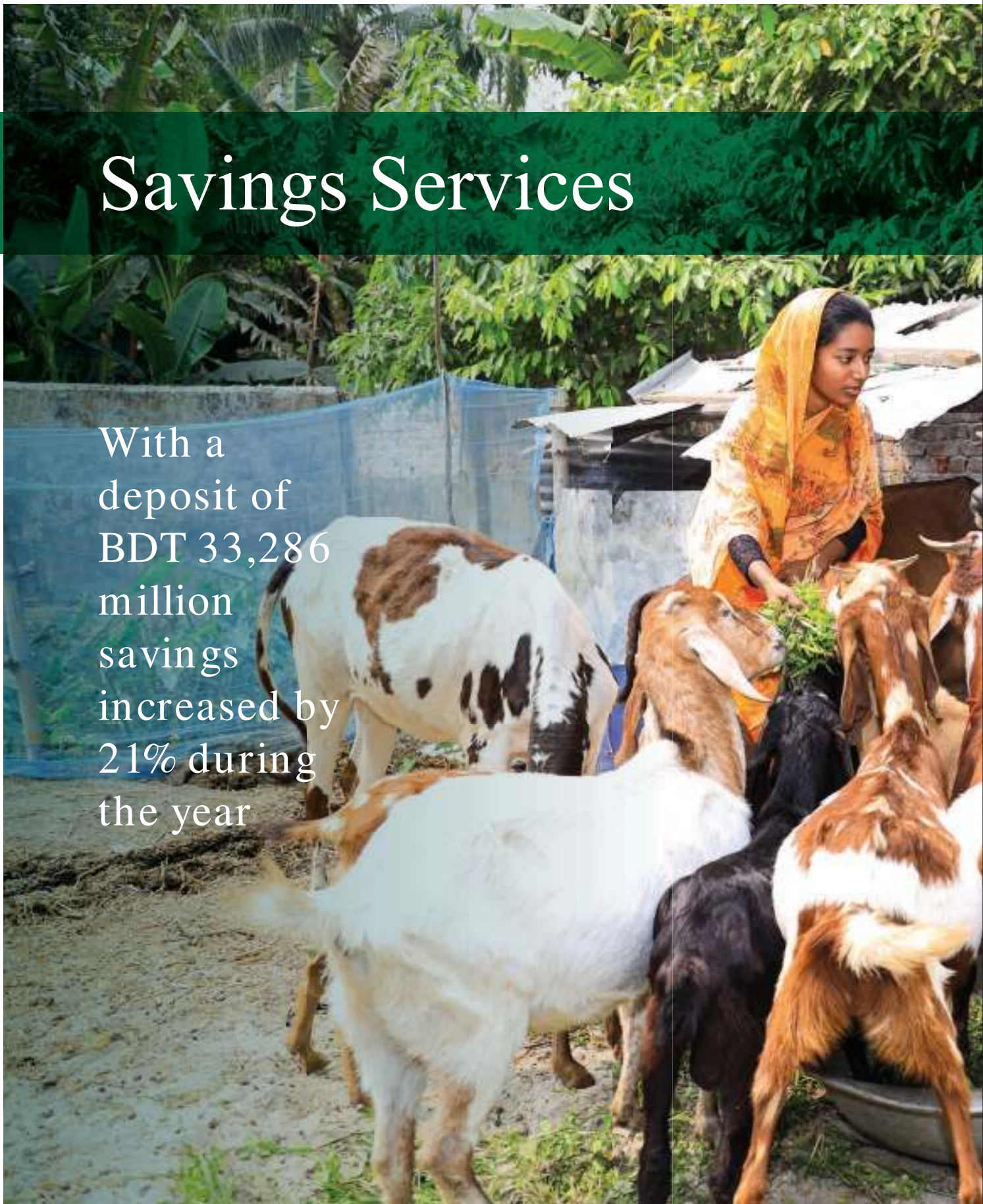
BURO's approach to loan services is rooted in a profound commitment to economic upliftment. The organization actively listens to the demands of its customers and tailors its loan products to support their economic endeavors. These products are not just market-driven but also highly customer-responsive, offering BURO several distinct advantages:

- **Client-Centric Loan Disbursement:** BURO stands out by offering loans only when clients express a need, ensuring that each loan serves a purpose aligned with clients' goals.
- **Decoupled Loans and Savings:** BURO separates loans and savings services, giving clients full flexibility without mandatory savings balances.
- **Loan Prepayment Options:** Clients can prepay loans, enhancing financial management and paving the way for new, larger loans.
- **Emergency Loans:** BURO provides short-term emergency loans, offering a crucial safety net during unforeseen financial challenges.

BURO Bangladesh's loan services embody its commitment to supporting economic activities, reducing income inequality, and enhancing the financial well-being of its clients. By offering flexible, client-centric loan products, BURO empowers individuals and communities to achieve economic self-reliance and financial stability.

Savings Services

With a
deposit of
BDT 33,286
million
savings
increased by
21% during
the year





Goat rearing, Jhalakathi

Meeting Small Depositors' Needs

At BURO Bangladesh, we prioritize meeting the specific needs of our small depositors. We understand that they seek convenient, easily accessible, and secure savings solutions. Privacy is a fundamental aspect of our commitment, and we ensure that all transactions related to customers' General Savings accounts are kept confidential and secure.

Contractual Savings

Customers choose contractual savings, a versatile financial tool for investments or fulfilling social obligations like weddings, funerals, or children's education. BURO offers competitive interest rates, giving customers control over deposits and withdrawal terms for financial flexibility.

Voluntary Savings

Apart from scheduled committed savings, customers have the freedom to maintain savings at their convenience. These savings are considered as customer deposits and accrue interest based on the declared rates. At BURO, we understand the importance of providing flexibility in managing your finances.

Savings Performance

FY	Yearly		Net Balance	Increased	Average Savings per Client BDT
	Deposit	Withdrawals			
	Million BDT				
2018-19	13,538	8,787	17,401	38%	10,465
2019-20	19,214	12,619	23,996	38%	12,224
2020-21	36,661	32,954	27,703	15%	14,874
2021-22	26,792	22,053	32,442	17%	14,300
2022-23	33,286	26,534	39,194	21%	15,468

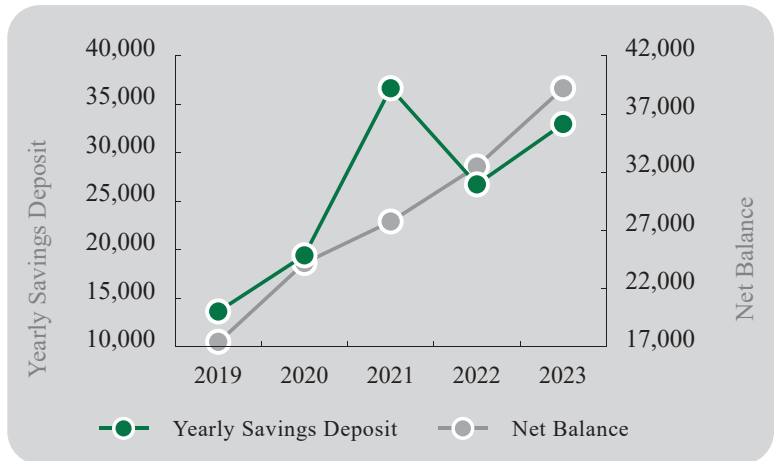
Savings balance by product

Products	BDT in Million				
	2018-19	2019-20	2020-21	2021-22	2022-23
General Savings	7,243	8,898	25,748	30,521	37,202
Contractual Savings	10,158	15,098	1,779	1,730	1,799
Voluntary Savings	0	0	176	191	193
Total	17,401	23,996	27,703	33,442	39,194

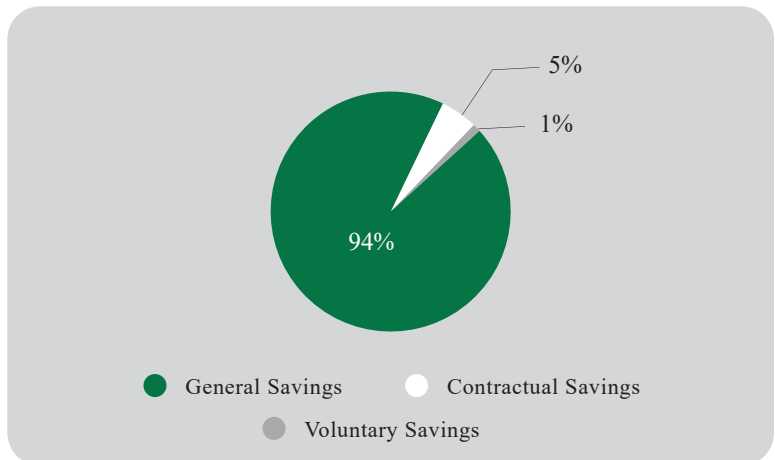


Sugarcane field, Tangail

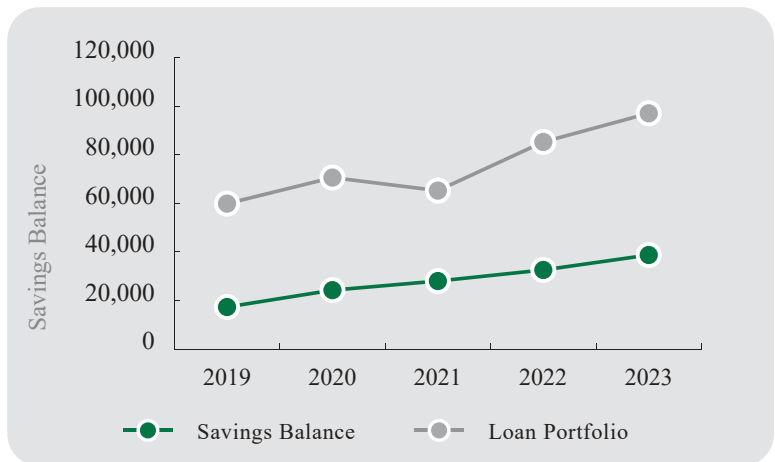
Year wise Savings and Net Balance



Savings Products



Savings vs Loan Portfolio (BDT in Million)



LOAN SERVICES

BURO Bangladesh's
loan offerings
empower
individuals to
fund economic
pursuits, improve
livelihoods, and
fortify financial
foundations





Eggplant cultivation, Cumilla

At BURO Bangladesh, we take pride in providing a wide array of loan products meticulously designed to cater to the financial requirements of marginalized households, whether in rural or urban areas. Our comprehensive range of loan offerings empower individuals to fund their economic pursuits, improve their livelihoods, and fortify their financial foundations.

General Loan

General Loan product stands as a vital financial lifeline for both rural and urban households grappling with economic challenges. It is meticulously crafted to fill the financial gaps in their businesses, promoting robust economic growth and enhanced stability for our valued customers.

Agriculture Loan

BURO Bangladesh values the vital role of agriculture in the rural economy. Our Agriculture Loan is tailored to uplift impoverished rural and peri-urban households by enhancing farming activities. With a growing population and limited irrigable land, there is significant potential for adopting agricultural technology among low and middle-income farmers. To unlock this potential, we provide capital assistance and comprehensive training.

Key benefits of Agriculture Loan

- **Food Security:** It enhances food security for households.
- **Access to Equipment:** BURO facilitates access to farming equipment, knowledge, and skills among poor and at-risk youth in both urban and remote areas.
- **Seasonal Employment:** Approximately 90% of farmers benefit from this opportunity, promoting self-confidence and providing seasonal employment.
- **Capacity Building:** Various training programs cover crop production, land practices, crop diversification, pest control, irrigation, and modern agricultural technology.

Napier grass cultivation, Rajbari





Tailoring Training, Faridpur

SME Loan

BURO Bangladesh's SME loans have supported the growth and development of SMEs in the country, accounting for a considerable portion of its portfolio and contributing significantly to employment and economic growth. The institution offers a variety of SME loan products to meet the diverse needs of its customers, and its NPL ratio for SME loans are quite favorable. BURO Bangladesh's SME loans has had a positive impact on the businesses and lives of its customers, with borrowers experiencing an average increase in revenue and an average increase in employment.

Hand Loan

Hand Loan is more than a financial product; it's a lifeline. Crafted with care, it acts as a robust social security net, protecting our clients' financial, physical, and social assets during unforeseen shocks.



Yarn production, Mymensingh

Disaster Loan

BURO prioritizes empowering disaster-affected rural communities to regain self-reliance. The Disaster Loan provides crucial financial assistance, helping affected households begin rebuilding and recovery after natural disasters.

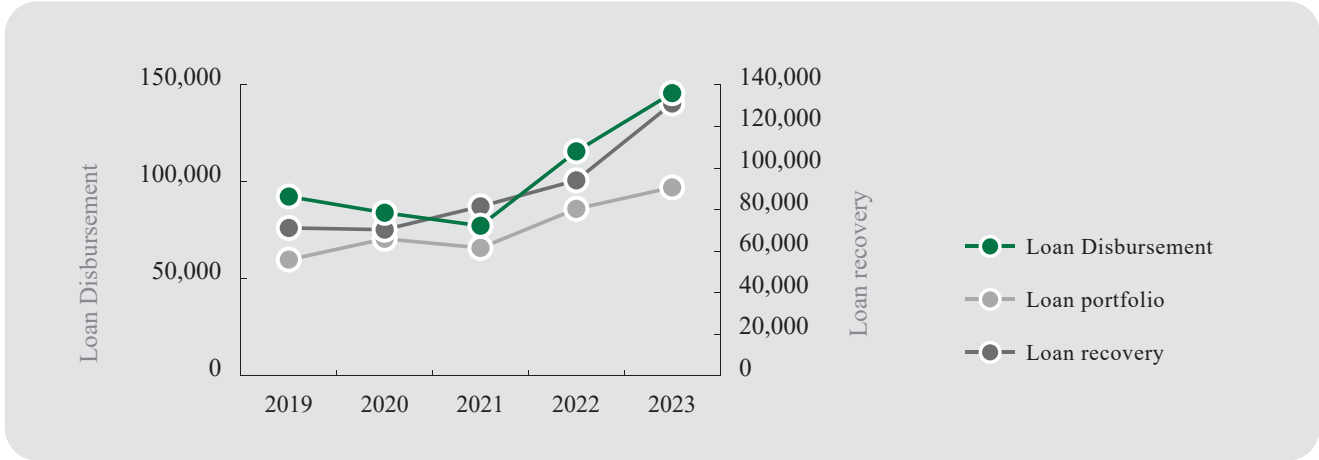
Water & Sanitation Loan

Access to clean water and sanitation is vital for health and productivity. BURO's Water & Sanitation Loan program offers access to safe water sources and supports sanitary latrine installation, contributing to improved community hygiene and well-being.

Loan Performance

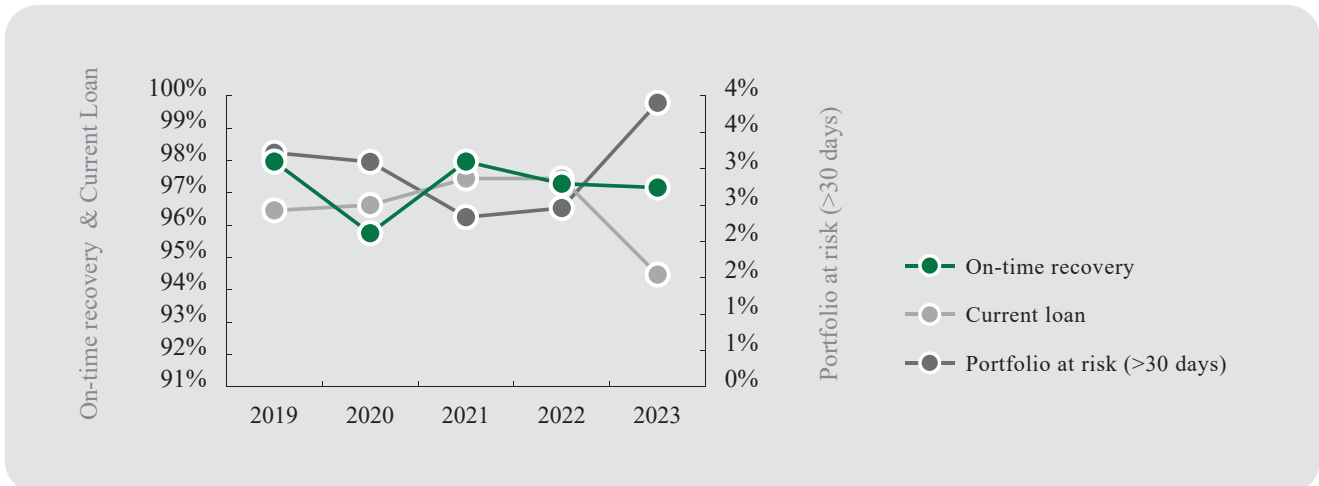
FY	Disbursement (BDT in million)		Loan Portfolio	Average Loan Size	
	Yearly	Cumulative		Disbursement	Balance
2018-19	91,485	378,916	59,572	78,021	50,763
2019-20	82,205	461,121	70,030	81,433	54,406
2020-21	76,085	537,205	65,703	70,615	48,714
2021-22	113,209	650,414	85,114	105,070	52,696
2022-23	142,362	792,776	96,377	77,221	51,524

Disbursement, Recovery and Portfolio (BDT in Million)



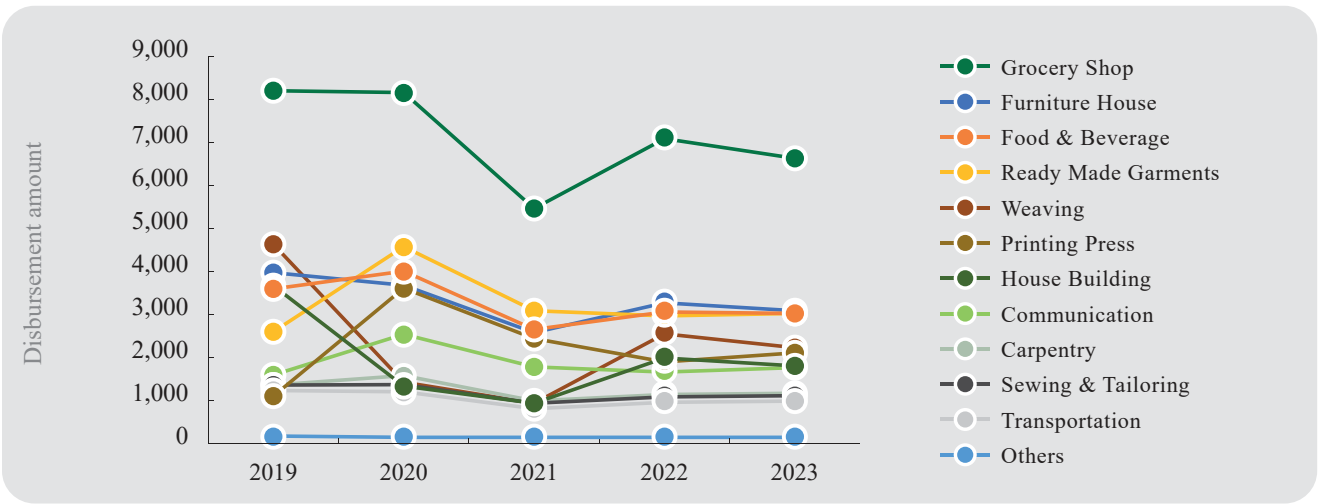
Marigold cultivation, Jessore

Portfolio Quality Analysis

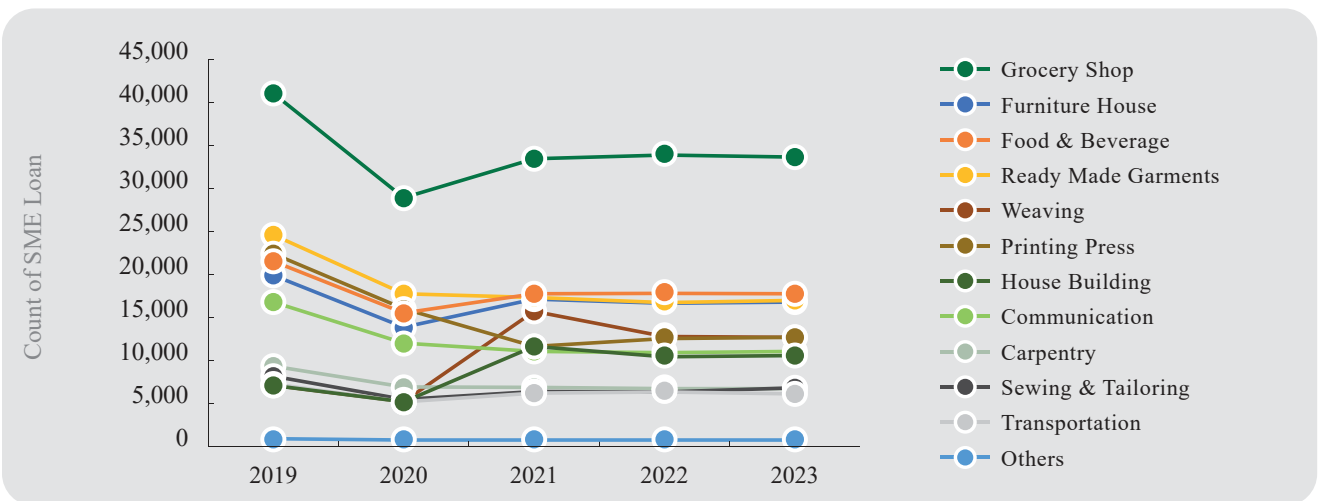




SME Loan (BDT in Million)



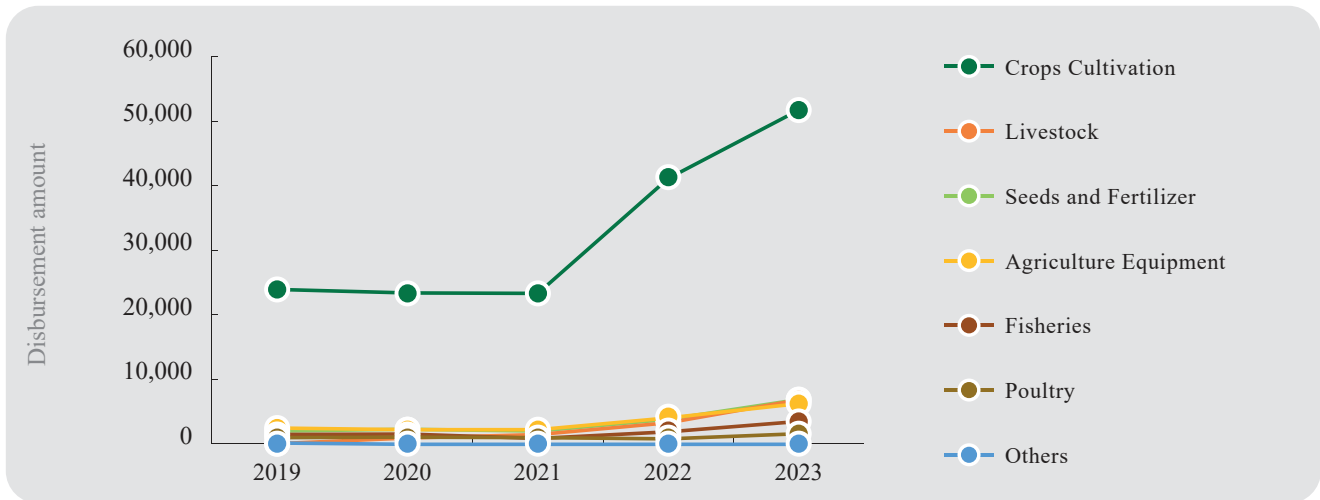
SME Loan (Numbers)



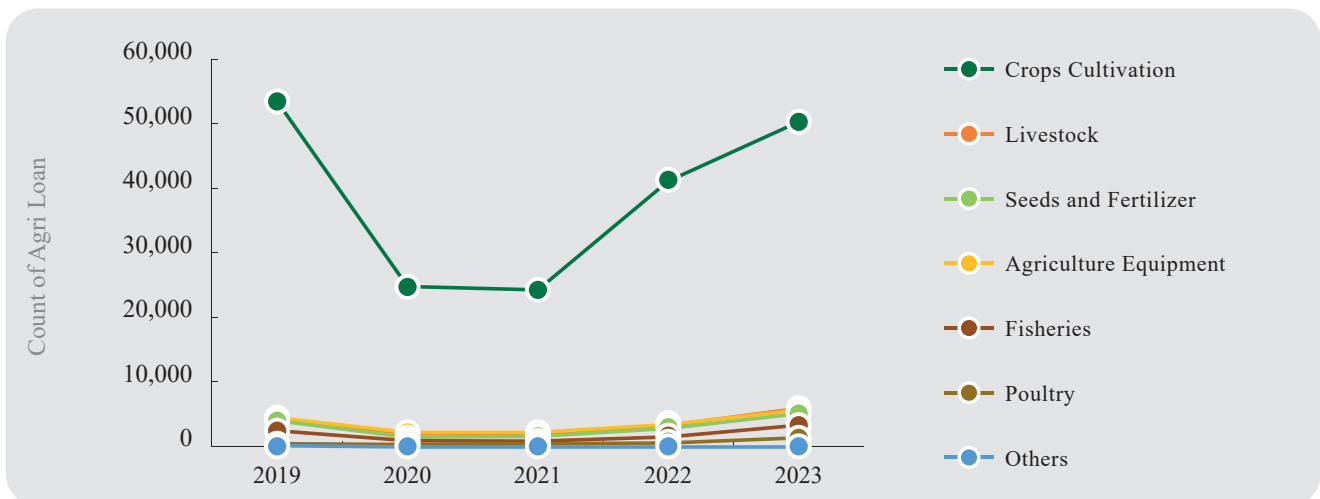


Bean harvesting, Jassore

Agri Loan (BDT in Million)



Agri Loan (Numbers)



CUSTOMERS' SECURITY SERVICES



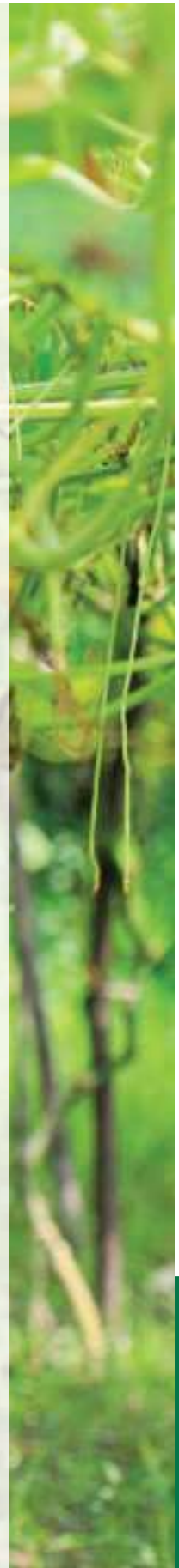


Social Objective

At BURO Bangladesh, we prioritize our social objective, understanding the paramount importance of social protection for our valued customers. Through the implementation of these services, our goal is to diminish the vulnerability of households to sudden income and consumption shocks. By doing so, we not only enhance the social well-being of our clients but also fortify their resilience, enabling them to face unexpected challenges with greater strength and stability.

Economic Objective

BURO Bangladesh has a steadfast commitment to enhancing the stability and profitability of disadvantaged households. One key element in achieving this objective is the Customers' Security Services program. It serves as a critical component in minimizing the potential impact of customer-related risks on our loan and savings portfolios. This not only contributes to the generation of additional revenue but also facilitates improved risk management practices. Ultimately, it leads to a substantial reduction in our customers' susceptibility to economic stress.



A woman wearing a green headscarf and a patterned yellow and green sari is focused on her work in a textile factory. She is surrounded by industrial machinery, including a large blue spool of thread and a red machine. The background shows other workers and the factory environment.

FINANCIAL PERFORMANCE

BURO Bangladesh
achieved an
operational
self-sufficiency
(OSS) of
139% and
financial
self-sufficiency
(FSS) of
137%



Jamdani weaving, Narayanganj

In the fiscal year 2022-23, BURO Bangladesh demonstrated outstanding financial performance. We achieved an operational self-sufficiency (OSS) of 139% and financial self-sufficiency (FSS) of 137%, with a net profit of BDT 5,724 million, marking a remarkable 36% increase from the previous year. Our commitment to cost efficiency is evident, with total costs at 16.05% and a robust portfolio yield of 21.69%. These achievements underline our dedication to providing sustainable and profitable financial services to our customers.

Portfolio Quality

At BURO, we prioritize the quality of our loan portfolio. We consistently maintain a high-quality loan portfolio with an impressive on-time loan recovery rate of 97.17%.

Leverage Ratio

We emphasize maintaining a strong financial position as a borrower, supported by key financial indicators, including a debt to equity ratio of 1.57 and a Debt Service Coverage Ratio of 1.23 times.

Efficiency and Productivity

Our efficiency and productivity ratios serve as benchmarks for streamlining operational costs and boosting profitability. These metrics provide insights into our resource utilization and cost-effectiveness.

Financing Mix

BDT in million

Financial Resources	2018-19		2019-20		2020-21		2021-22		2022-23	
	Taka	%	Taka	%	Taka	%	Taka	%	Taka	%
Equity/Net Worth	14,407	22	15,702	20	18,456	23	22,824	25	28,619	25
Client Savings and others fund	19,009	28	26,064	33	30,001	37	35,205	35	42,046	36
Commercial Borrowing	33,478	50	37,924	48	32,255	40	42,458	42	44,865	39
Total	66,894	100	79,690	100	80,711	100	100,487	100	115,529	100
Growth	50%		19%		1%		25%		15%	

Okra, Cumilla





Digital Financial Services, Tangail

Asset Composition

BDT in million

Assets Composition	2018-19		2019-20		2020-21		2021-22		2022-23	
	Taka	%	Taka	%	Taka	%	Taka	%	Taka	%
Net fixed assets	2,192	3	2,551	3	3,057	4	3,625	4	4,652	4
Net loan portfolio	57,609	86	67,758	84	63,306	77	82,543	81	93,056	79
Investment	4,234	6	5,339	7	8,290	10	8,880	9	10,066	9
Other current assets	714	1	2,643	3	2,499	3	2,392	2	2,408	2
Cash and bank balance	2,442	4	2,059	3	5,024	6	4,260	4	6,918	6
Total	67,191	100	80,352	100	82,175	100	101,699	100	117,099	100
Growth	50%		20%		2%		24%		15%	

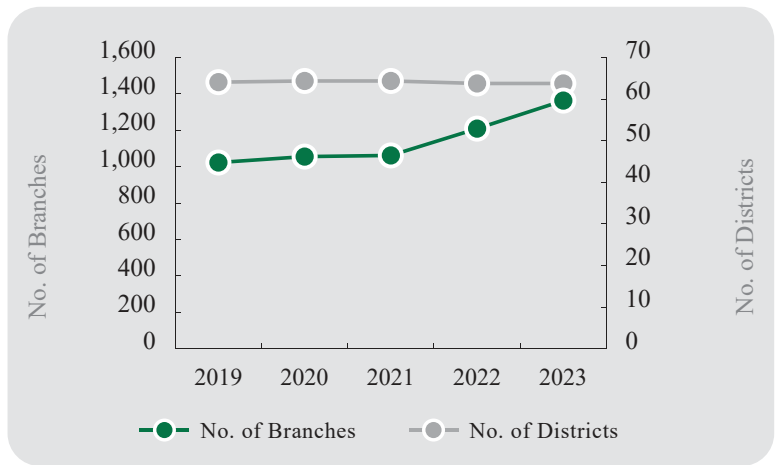
Financial Highlights

Eligibility Criteria	MRA Compliance	2018-19	2019-20	2020-21	2021-22	2022-23
Cumulative Recovery Rate (CRR)	95%	99.38%	99.31%	99.40%	99.30%	99.29%
On Time Recovery Rate (OTR)	92-100%	97.93%	95.83%	97.94%	97.27%	97.17%
Liquidity to Savings Ratio	10%	24.29%	18.54%	28.17%	23.37%	27.65%
Current Ratio	2 : 1	8.05 : 1	7.67 : 1	2.70 : 1	2.92 : 1	2.77 : 1
Capital Adequacy Ratio	15%	26.77%	24.51%	30.79%	29.15%	28.59%
Debt Service Coverage Ratio	1.25 : 1	1.43 : 1	1.19 : 1	1.19 : 1	1.30 : 1	1.23 : 1
Debt to Capital Ratio	9 : 1	2.07 : 1	2.12 : 1	1.52 : 1	1.64 : 1	1.57 : 1
Rate of Return of Capital	1%	26.63%	7.91%	14.29%	17.92%	22.25%

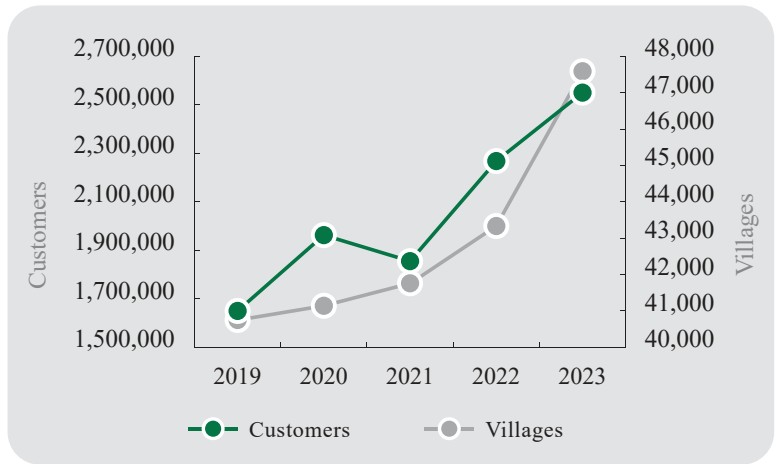


Bitter gourd cultivation, Cumilla

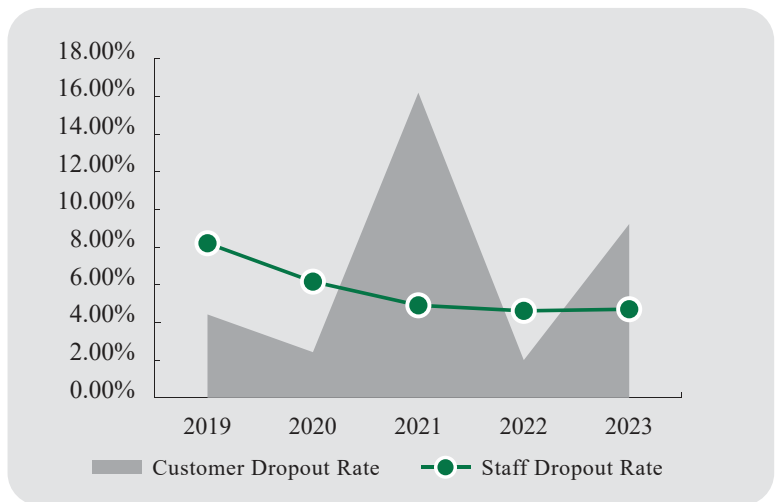
District and Branch Outreach



Village and Customer Outreach

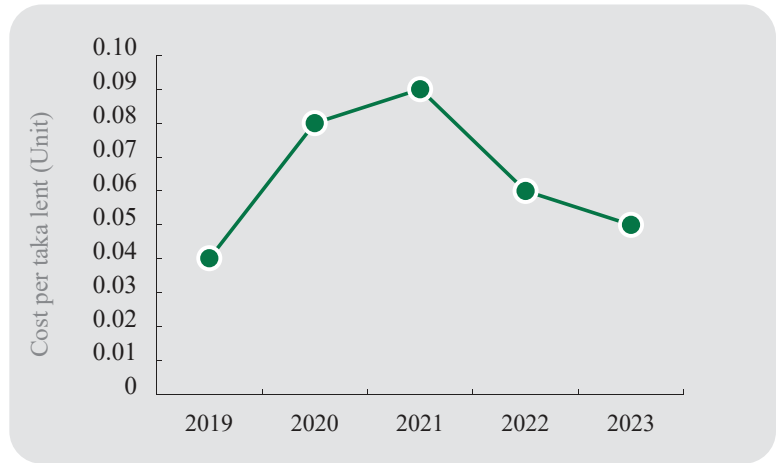


Staff and Customer Dropout

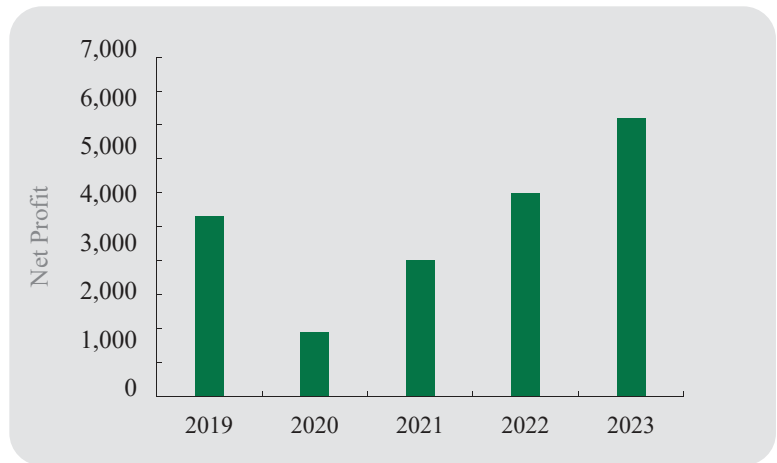


BURO
 Bangladesh
 achieved a net
 profit of BDT
 5,724 million
 maintaining
 the cost
 efficiency with
 total cost at
 16.05% and a
 robust portfolio
 yield of 21.69%

Cost per taka lent

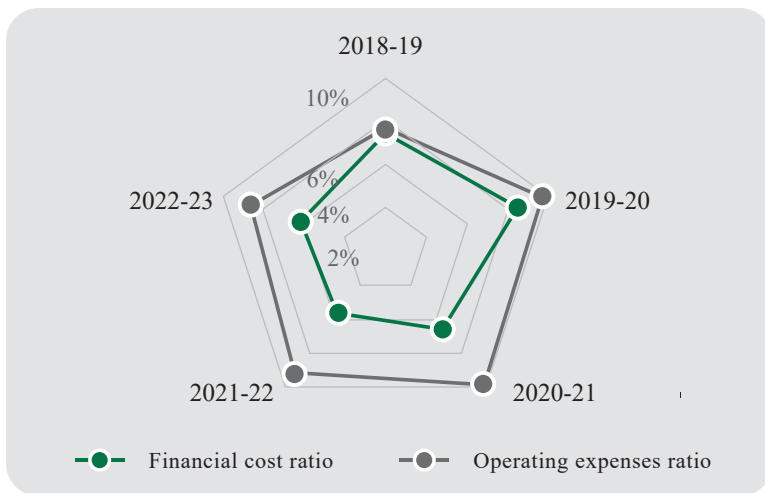


Net Profit

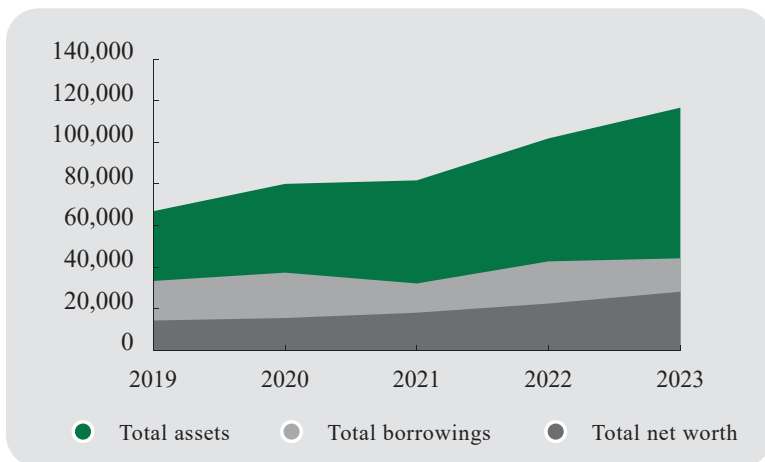


Bamboo slat handicraft, Jassore

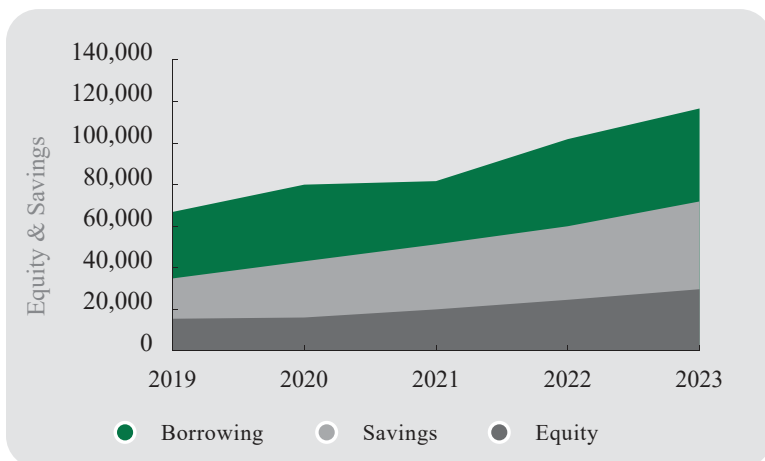
Operation and Financial Expenses



Assets and Net worth



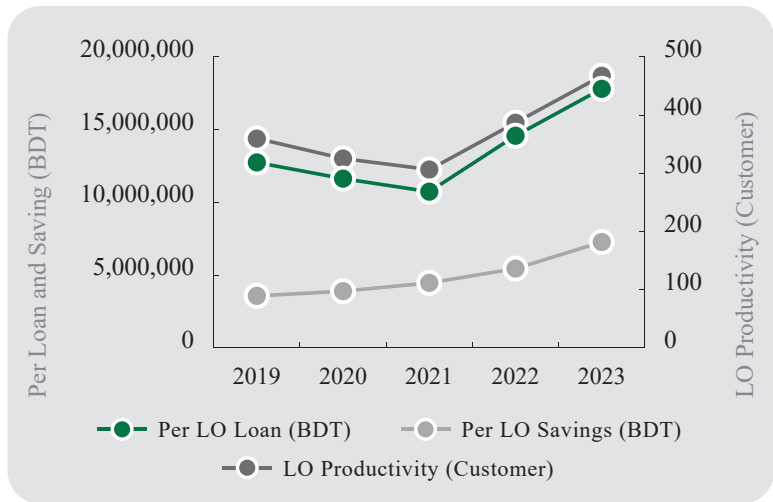
Capital & Liabilities Structure (BDT in Million)



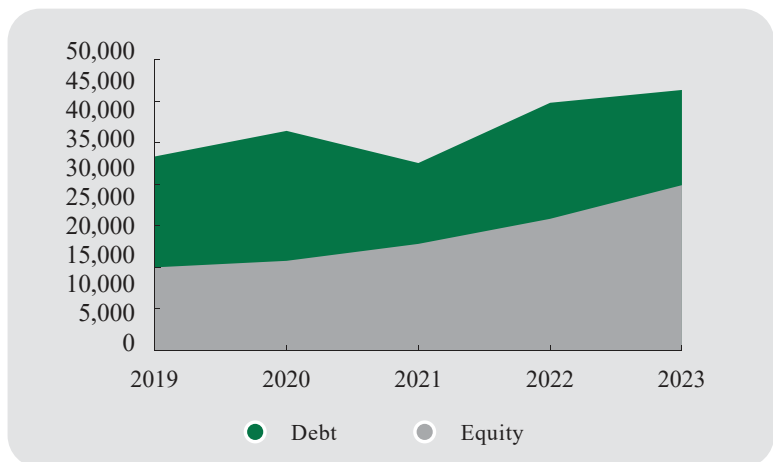


Field level technical support, Rangpur

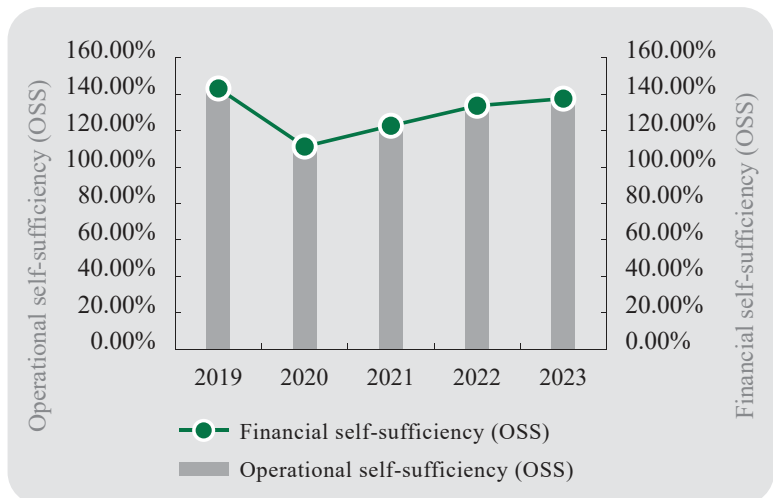
Productivity (BDT in Million)



Debt and Equity



Operational and Financial Self-Sufficiency



A woman with dark hair pulled back, wearing a green and orange patterned sari, is shown from the chest up. She is looking slightly to her right with a gentle expression. The background is a dense field of green, leafy plants. The overall scene is outdoors and brightly lit.

OPERATIONAL EXCELLENCE

Around 99%
of the valued
customers are
women,
underlining
BURO's
commitment
to women's
empowerment



Citrus Lemon Cultivation, Tangail

Program Management Structure for Efficiency

Our program management structure is designed for efficiency. Each branch is led by a Branch Manager, supported by an Accountant, and assisted by 6-8 Senior Program Organizer (SPO) and Program Organizers (POs). This ensures smooth and efficient branch-level operations.

To oversee our extensive network, 277 Area Managers supervise 1,362 branches. These Area Managers are strategically distributed across 37 Zones, equally divided among the 9 working Divisions. This structure enables us to maintain a strong nationwide presence and deliver services effectively.

Expanding Reach

As of June 30, 2023, BURO Bangladesh has significantly expanded its geographical coverage through 1,362 branches. These branches now extend their flexible financial services to 47,594 villages in 4,409 unions across all 64 districts of Bangladesh.

Empowering Communities

The number of active customers stands at an impressive 2.6 million as of June 30, 2023. Notably, around 99% of these valued customers are women, underlining BURO's commitment to women's empowerment. The dropout rate among customers remains at a low 9%.



Swing crafting, Gazipur



Dragon fruit farming, Tangail

Key Operational Performance Indicators

- 88,321 entrepreneurial clients trained in business and financial literacy.
- 139% operational self-sufficiency and 137% financial self-sufficiency respectively.
- BDT 5,738 million Net Surplus (Operational Profit).
- 28.60% Capital Adequacy Ratio
- BDT 53.40 billion borrowed from banks.
- 36% total revolving loan fund (customers' savings)
- 97.17% on-time recovery rate (OTR).
- 3.90% portfolio at risk (>30 days) and 94.47% without any payments in arrears.
- 8.50% operational expense ratio.
- 6.09% capital/financial expenses ratio.
- BDT 0.05 as cost per unit of money lent.
- Per Loan Officer dealing with BDT 24.80 million.
- 133,995 transactions in remittance services disbursing BDT 5,250 million (USD 58 Million).
- BDT 26,832 million SME loan has been disbursed among 155,141 borrowers which is 4.74% less than the last year.
- BDT 75,490 million agricultural loan has been disbursed to 972,659 farmers which is 35.72% higher than the last year. BURO has disbursed 24.42% of the national agricultural loan budget this year.
- BURO Bangladesh is implementing SMAP jointly financed by Bangladesh and Japan through JICA. Bangladesh Bank is the fund manager of this project. SMAP was initiated from 2015-16.
- BURO Bangladesh disbursed under SMAP BDT 1,287 million among 15,578 farmers during 2022-23. BURO has disbursed BDT 8,356.60 million to 105,284 farmers between 2015-16 to 2022-23.
- 15,595 staffs were given training on different issues.

Five Years at a Glance

Particulars	2018-19	2019-20	2020-21	2021-22	2022-23
A. INSTITUTIONAL PROFILE					
Number of Districts	64	64	64	64	64
Number of Upazillas	482	482	482	482	482
Number of Unions	4,309	4,358	4,361	4,394	4,409
Number of Villages	40,770	41,249	41,803	43,342	47,594
Number of Branches	1,027	1,059	1,062	1,203	1,362
Total Personnel	9,782	10,010	9,866	9,747	10,320
Staff Dropout Rate	8.12%	6.23%	4.83%	4.65%	4.72%
Number of Customers	1,662,689	1,963,060	1,862,461	2,268,643	2,533,769
Customer Dropout Rate	4%	2%	16%	2%	9%
B. SAVINGS PORTFOLIO (BDT IN MILLION)					
Yearly Savings Deposit	13,539	19,214	36,661	26,798	33,286
Cumulative Savings Deposit	62,457	81,670	118,331	145,129	178,414
Yearly Savings Withdrawals	8,787	12,619	32,954	22,059	26,534
Cumulative Savings Withdrawals	45,056	57,675	90,628	112,687	139,221
Savings Portfolio	17,401	23,996	27,703	32,442	39,194
Savings Portfolio Growth	38%	38%	15%	17%	21%
Per Client Average Savings (BDT)	10,465	12,224	14,874	14,300	15,468
Customer Dropout Rate	29%	34%	42%	38%	41%
C. LOAN PORTFOLIO (BDT IN MILLION)					
Yearly Loan Disbursed	91,485	82,205	76,085	113,209	142,362
Cumulative Loan Disbursed	378,916	461,121	537,205	650,414	792,776
Yearly Loan Recovered	70,953	71,747	80,411	93,799	131,098
Cumulative Loan Recovered	319,344	391,091	471,502	565,300	696,399
Loan Portfolio	59,572	70,030	65,704	85,114	96,377
Loan Portfolio Growth	53%	18%	6%	30%	13%
Number of Borrowers	1,172,873	1,237,569	1,275,187	1,578,638	1,801,788
Customer Dropout Rate	71%	66%	72%	71%	74%
D. SUSTAINABILITY/PROFITABILITY					
Return on Equity (ROE)	30%	9%	16%	20%	22%
Return on Performing Assets	23%	21%	20%	20%	21%
Operating Self-Sufficiency	145%	111%	124%	136%	139%
Financial Self-Sufficiency	143%	110%	122%	133%	137%

Particulars	2018-19	2019-20	2020-21	2021-22	2022-23
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E. PORTFOLIO QUALITY

On Time Recovery Rate (OTR)	97.93%	95.83%	97.94%	97.27%	97.17%
Cumulative Recovery Rate (CRR)	99.38%	99.31%	99.40%	99.30%	99.29%
Portfolio at Risk-PAR (>30days)	3.24%	3.09%	2.33%	2.45%	3.90%
Risk Coverage Ratio	100%	100%	138%	101%	106%
Loan Loss Reserve Ratio	3.30%	3.24%	3.65%	3.02%	3.45%
Write-Off Ratio	0.44%	0.63%	0.61%	0.63%	0.64%

F. ASSETS/LIABILITY MANAGEMENT

Current Ratio	805%	767%	270%	292%	277%
Yield on Gross Portfolio	23.69%	20.75%	20.57%	20.69%	21.69%
Total Cost	16.76%	19.31%	17.16%	15.71%	16.05%
Operating Expenses Ratio	7.55%	9.72%	9.80%	9.19%	8.50%
Financial Cost Ratio	7.42%	8.49%	6.57%	5.67%	6.09%
Loan Loss Provision Cost	1.80%	1.11%	0.79%	0.86%	1.46%
Annual Growth to Total Assets	50%	20%	2%	24%	15%

G. LEVERAGE

Debt to Equity	2.32	2.42	1.75	1.86	1.57
Debt Service Coverage Ratio	1.43	1.19	1.19	1.30	1.23
Capital Adequacy Ratio	23.81%	21.52%	26.80%	25.77%	28.60%

H. EFFICIENCY/PRODUCTIVITY

Loan Officer (LO) Productivity	355	324	305	382	463
LO Productivity (Loan-BDT)	12,715,522	1,1567,490	10,749,929	14,348,273	17,628,881
LO Productivity (Savings-BDT)	3,714,147	3,963,639	4,532,574	5,468,981	7,169,123
Average Disbursed Loan Size (BDT)	78,021	81,433	70,615	105,070	77,221
Average Outstanding Loan Size (BDT)	50,763	54,406	48,714	52,696	51,524
Cost of per Unit Money Lent (BDT)	0.04	0.08	0.09	0.06	0.05

IMPACT & OUTREACH

BURO Bangladesh places paramount importance on upholding robust corporate governance principles across all facets of its operations





Harvester, Rajbari

In any business endeavor, there exists a fundamental interplay between risk and reward. This equilibrium is meticulously upheld through a series of controls and mechanisms collectively referred to as Corporate Governance. The essence of corporate governance lies in enabling efficient, innovative, and responsible management practices that pave the way for the organization's enduring prosperity. BURO Bangladesh places paramount importance on upholding robust corporate governance principles across all facets of its operations. These principles encompass:

Sustainable Approach

In our pursuit of sustainability, we adhere to key principles and considerations that guide our business and product design, both in the short and long term.

Developing an appropriate and quality financial service delivery methodology

Efficiency and profitability of our product suite rely on factors like product design, credit techniques, pricing, cost of funds, risk management, cash flow, lending rates, spread, and operating costs. We have developed a well-managed delivery method, leveraging digital financial services and strategic branch positioning.

Streamlining the end-to-end process flow for better cost discipline

To manage costs effectively, especially for small and micro loans, we streamline end-to-end processes. This includes efficient management of paperwork and staff capacity, allowing us to achieve economies of scale.

Holistic cost pricing

Our product pricing considers factors like the cost of funds, inflation, operational costs, and credit risk. While our pricing may be 7-10% higher due to higher inherent risks, it remains affordable to our target market, evident in the growth of our lending portfolio.

Adopting a transparent and consistent financial reporting practice

We adhere to international accounting standards and transparent financial reporting practices, enhancing our credibility among regulators, investors, and funding agencies.

Responsiveness & Accountability

We emphasize good management practices, establish accountability mechanisms, and implement reward systems to motivate and drive our team toward excellence for sound, profitable, and sustainable business results.

Strategic Priorities

- Product diversification
- Optimum utilization of commercial capital
- Propagate foreign remittance influx to rural and urban areas
- Facilitate a favorable investment climate
- Growth in market penetration and customer segments to enlarge asset and liability book
- New innovations in financial and social services at regular intervals and infuse the same into mainstream programs
- Foster strong presence and liaison with government authorities, agencies, and bodies
- Constant focus on strategies for sustainable supply chain to meet emerging market demands

The amalgamation of relentless strategic thought and organizational leadership act as driving force for keeping the organization directed toward achieving its strategic priorities.

Market Positioning

In today's financial landscape, industry has evolved into a fiercely competitive and overcrowded arena. Establishing a unique and unmistakable market position is now paramount for effectively conveying our organization's competitive advantage and distinctive qualities to our valued customers.

Values

Our organization thrives on a robust value system deeply rooted at every level. These values permeate through our entire staff, guide our business practices, and shape our daily interactions with customers. This commitment to a strong set of values is ingrained to the point where it becomes second nature, fostering a culture of conscious governance. This, in turn, instills confidence among our customers, setting us apart as a trusted and differentiated entity.

- Listening to Customers
- Customer Empowerment
- Right to Access Information
- Financial and Social Services as Universal Right
- Ensuring Quality Financial Service
- Practicing Financial Prudence
- Practicing Good Governance
- Commitment towards Society and Development

SOCIAL IMPACT INITIATIVES

BURO
Bangladesh is
continuously
fostering
prosperity and
well-being of its
client as a
trusted partner





Wedding decoration products, Faridpur

BURO Bangladesh's Social Impact Initiatives exemplify its commitment to positive change. With multi-featured products, BURO delivers quality and affordability in the competitive financial industry. As an NGO-MFI, it fosters connections between opportunities and necessities, participating in domestic and international financial forums.

BURO's adaptability to market demands ensures client responsiveness. Collaborating with synergy between strategic priorities and market positioning enhances social and financial well-being. These initiatives highlight BURO's impactful role in creating lasting change in the communities it serves.

Customer Empowerment

For over thirty years, BURO Bangladesh has been unwavering in its commitment to customer satisfaction, making it the foundation of its operations. This commitment is grounded in the belief that staying relevant in a constantly changing landscape requires adapting to evolving customer needs. BURO's product design philosophy reflects this principle by empowering customers with greater control and choice in their financial journeys.

This dedication to customer empowerment is evident in BUROs' flexible, high-quality financial services, which not only offer monetary solutions but also enhance customers' money management capabilities. By providing savings, loans, and support for business expansion, BURO elevates the financial and social assets of its customers, ultimately enhancing their dignity, honor, and self-esteem.

In summary, BURO Bangladesh's enduring commitment to customer empowerment has solidified its role as a trusted partner on the financial journeys of its clients, continuously fostering prosperity and well-being every step of the way.

Right of Access to Information

In today's world, data is often referred to as the new oil, transforming into invaluable information when processed. This information is the key to informed decision-making in our daily operations. BURO has executed a comprehensive digitalization effort across its organization, providing a competitive edge in preserving essential data and information related to our customers and operations. Ensuring the right to access this information is critical for our governance efforts, fortifying transparency and accountability in our practices.

At BURO Bangladesh, we prioritize information symmetry for our customers, promoting knowledge management and enriching their understanding of our business and operations. We respect our customers' right to verify their passbook with branch-level transactions, granting them a sense of control and confidence.

Furthermore, we remain committed to regularly sharing information with our customers regarding how their savings are utilized by BURO. We value our customers' voices in determining the use of their savings by the organization, ensuring their active participation in our endeavors.

Privacy is a cornerstone of our customer relationships, and we are unwavering in our commitment to safeguarding our customers' privacy. This dedication underscores our principles of transparency, accountability, and customer empowerment.

In essence, BURO Bangladesh's dedication to the right of access to information empowers our customers through transparency, actively involving them in our mission to enhance their financial well-being.

Financial and Social Services as Universal Right

In a landscape where a significant segment of the population remains excluded from the traditional banking system, our mission is clear: to serve as a catalyst for change in both the economy and society. Our goal is to bring this underserved population into the financial fold, ensuring they have access to essential financial services and opportunities.

Financial Trust

- View BURO as a safe and secure place to keep savings
- Ensuring customer's right to withdraw savings whenever is necessary
- Acknowledging intertwined relationship between the financial and social services
- Space for introduction of new technology in the financial and social services

Quality Financial Services

- Providing timely and prompt services
- Customers aspire and are happy to associate with the organization
- Services are priced keeping customers' affordability in mind
- Financial and social counselling for customers

Financial Prudence

- Cost recovery principle
- Genuine institutional capacity to mobilize funds
- Institutional Capacity for financial management, audit and financial control
- Friendly investment climate
- Financial Inclusiveness applying financial and social innovations

Corporate Prerequisites

At BURO Bangladesh, we hold dear a set of guiding principles that underpin our journey towards success. These principles are the cornerstones of our organizational effectiveness and the delivery of impactful services.

Strategic Vision/Mission

Our strategic vision and mission provide us with both long-term and short-term perspectives on the needs and expectations of all our stakeholders. We navigate with a clear sense of purpose and direction, aligning our efforts to meet their diverse demands.



Responsiveness

Our dedication to serving the interests of all stakeholders is unwavering. We believe that attentiveness and responsiveness to their needs are central to our achievements. We listen, understand, and act.

Transparency

Transparency is a fundamental value we uphold. It fosters a free flow of information, enabling open and honest relationships within our organization and with our clients and partners. Transparency is the bedrock of trust.

Accountability

Accountability guides our decision-making processes. We ensure that decision-makers remain answerable for their actions, fostering a culture of responsibility and integrity that runs deep in our organization.

Compliance

Striving for excellence, we strictly adhere to the directives of the Microcredit Regulatory Authority (MRA). Our unwavering commitment to compliance sets us apart in our industry, reflecting our dedication to the highest standards of regulatory practices.

Bureaucracy

In our pursuit of efficiency, we have established streamlined processes for loans and deposits. These processes are designed to be both effective and user-friendly, ensuring that our operations run smoothly.



Swing crafting, Gazipur

Conflict Resolution

Embracing digital technology, we employ regular monitoring and timely services to address conflicts and issues. Our commitment to leveraging technology enhances our ability to provide effective solutions.

These guiding principles are more than just words; they are the essence of BURO Bangladesh. With strategic vision, transparency, and unwavering accountability, we continually strive to meet the diverse needs of our stakeholders. We do so while upholding regulatory standards and embracing technology to ensure our operations are seamless and effective. This is the BURO Bangladesh way, a path to success founded on steadfast principles.

Social Commitment

Beyond our business endeavors and responsibilities, BURO Bangladesh holds a profound commitment to society and its diverse stakeholders. We actively seek to partner with them in their pursuit of growth and prosperity.

- In-built social policies in financial policies
- Incorporating social investment integrated with organizational mission
- Pursuing commercial objective to provide sustainable micro-finance services
- Developing reciprocity between the two markets
- Outreaching in both social and financial services encompassing vertical and horizontal movement

A little more than three decades into our journey, with the number of staffs, branches, and customers increasing at a steady pace we have solidified our corporate governance as in an optimum manner which is evident in all aspects of our business.



TECHNOLOGY AND INNOVATION

BURO Bangladesh's
innovative
'one-shot payment'
method enables
customers to make
payments, saving
them up to 62% of
their time



Papaya Cultivation, Gazipur

Digital Journey

BURO Bangladesh's Digital Transformation Journey, spanning from 2018 and thriving through numerous challenges, including the COVID-19 pandemic, has been instrumental in enhancing our operations nationwide. Here's a concise overview of the 2022-23 digital initiatives:

Innovation of payment through MFS apps

We collaborated with leading Mobile Financial Service (MFS) providers over three years to develop an MFS USSD model for loan repayments, reducing the process to just four to five steps. API integration with MFS providers now allows payments through MFS apps on both Android and iOS platforms, with more than 8,100 BURO Bangladesh staffs trained to assist customers.

Innovation of one-shot payment method

To enhance efficiency and accuracy, we introduced the 'one-shot payment' method. This innovation enables customers to make cumulative payments for all their loan and savings products from their MFS wallet, saving them up to 62% of their time.

Integration with major MFS providers

We onboarded the second largest MFS provider, expanding digital options for our customers. This involved necessary technical integration and comprehensive field staff training.

Conducting refresher training

Approximately 3,500 branch-level employees received online 'Refresher Training' on digital payments to refresh and bolster their technical knowledge. This ensures they can effectively guide our customers in their daily transactions.

Mobile internet for all employees

We distributed 7,000 mobile SIM cards with internet connectivity to our program organizers. This empowers them to conduct real-time collection processes, communicate with branch offices, and strengthen monitoring while in the field.

Virtual meetings

BURO Bangladesh conducts over 80% of its meetings virtually, adhering to WHO health and safety protocols. This approach has connected nearly 10,000 employees from all over Bangladesh during the annual staff meeting on October 30, 2021, demonstrating our commitment to virtual collaboration.

Software development

We established an in-house software development team to create software solutions that enhance our business processes, offer innovative products, and ensure a safe, productive workflow.



Free-range duck rearing, Barishal

Cloud storage implementation

BURO Bangladesh transitioned to cloud storage for non-transactional data, serving as a backup solution. This shift ensures uninterrupted business operations even in the event of system failures or hardware malfunctions.

Online HRM and payroll system

We integrated a payroll system with our Human Resource Management (HRM) processes, reducing paperwork, minimizing compliance risk, and improving reporting.

CHRD operation automation

We automated the Center for Human Resource Development (CHRD) operations and developed a website to provide the public with easy access to relevant CHRD information.

Branch location mapping

We integrated Google Maps into our system, simplifying the process of locating BURO Bangladesh branches nationwide.

Technical skill development initiative

Recognizing the importance of continuous technical skill development, we initiated comprehensive training and development efforts to keep our employees up-to-date with technological advancements.

These initiatives collectively strengthen BURO Bangladesh's digital capabilities, ensuring efficient, reliable, and innovative services for our valued customers.



DOCUMENTATION & IMPLEMENTATION

BURO
Bangladesh
diligently adheres
to internationally
accepted
reporting and
prudential
standards
throughout its
operations



Robust Documentation and Implementation

At BURO Bangladesh, we place a strong emphasis on clear documentation and meticulous implementation of policies and procedures. This commitment to structured governance ensures that our operations are conducted with transparency, accountability, and adherence to international standards.

Policy and procedures

We operate in accordance with a set of guiding principles and rules of Corporate Governance, which form the foundation of our day-to-day operations. These include:

Rules of business for micro financial services

These guidelines govern our microfinancial operations, ensuring that we serve our clients efficiently and responsibly.

Staff service rules

Our staff operates under well-defined service rules that cover various aspects of their employment, from benefits to conduct.

Accounting and financial procedures and rules

We follow stringent financial procedures and rules to maintain the highest standards of financial management and reporting.

Internal audit manual

Our internal audit processes are guided by a comprehensive manual, ensuring the integrity and accuracy of our financial operations.

Administrative manual

We have an administrative manual that streamlines our day-to-day administrative processes, promoting efficiency and consistency.

Program implementation manual

This manual guides our program implementation, ensuring that we deliver our services effectively and in alignment with our mission.

Gender policy

BURO is committed to gender equality, and our gender policy outlines our dedication to promoting gender balance and women's empowerment.

New branch opening policy

As we expand our reach, our policy for opening new branches ensures that we do so strategically and sustainably.



Agriculture learning plot - pumpkin, Gopalganj

Anti-Money laundering and anti-terrorist financing policy

BURO Bangladesh has a comprehensive AML/CFT Policy aligned with global standards to protect the organization, its customers, and the financial system from money laundering and terrorist financing activities.

The dedicated compliance team implements and enforces the policy, ensuring that all employees are aware of their obligations and all transactions are properly monitored and reported.

BURO Bangladesh's AML/CFT Policy is a vital part of its commitment to corporate social responsibility, helping to protect the financial system and the broader community from harmful activities.

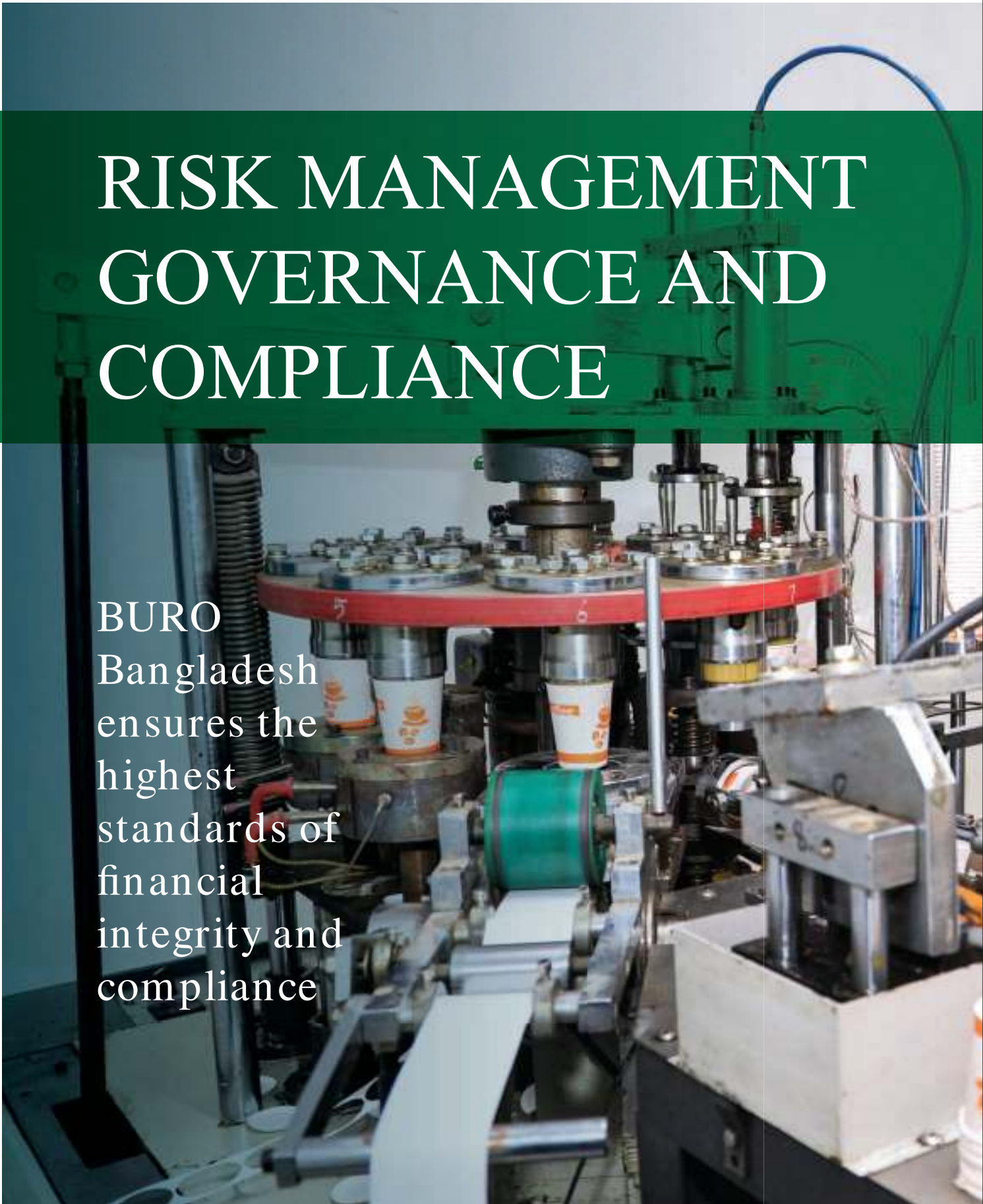
Standard practices

BURO Bangladesh diligently adheres to internationally accepted reporting and prudential standards throughout our operations. These globally recognized standards offer a transparent snapshot of our organization's financial and managerial robustness. Beyond mere compliance, our commitment to these practices exemplifies our proactive readiness for future prudential requirements within Bangladesh.

At BURO Bangladesh, our dedication to rigorous documentation, unwavering compliance with international standards, and the well-being of our staffs are fundamental aspects of our mission to enhance lives and foster positive impacts in the communities we serve.

RISK MANAGEMENT GOVERNANCE AND COMPLIANCE

BURO
Bangladesh
ensures the
highest
standards of
financial
integrity and
compliance





Disposable cup entrepreneur, Dhaka

Effective Governance through Committees

At BURO Bangladesh, we recognize the importance of structured committees to efficiently manage various aspects of our operations. Currently, we have seven functioning committees, each with its unique focus and responsibilities. These committees play a pivotal role in ensuring cross-functional management and contributing to the overall success of our organization.

Recruitment and promotion committee

This committee is responsible for matters related to the recruitment and promotion of our dedicated workforce. It ensures that the right talent is identified, nurtured, and promoted within the organization.

Gender committee

Gender equality and empowerment are core values at BURO. This committee works towards promoting gender equality within the organization and in the communities we serve.

Sales and purchase committee

Managing our sales and purchases efficiently is crucial for our financial sustainability. This committee oversees these transactions to ensure they align with our goals.

Land purchase committee

Land acquisition is a strategic decision, and this committee handles all aspects related to the purchase of land for our operations and expansion.

Disaster management committee

In a world with increasing climate-related challenges, disaster management is a priority. This committee prepares and responds to potential disasters to safeguard our operations and the well-being of our clients.

Building construction committee

As we expand our physical presence, this committee oversees the construction of our facilities, ensuring they meet our high standards.

Committee for old papers disposal

Managing sensitive data is essential. This committee is responsible for the proper disposal of old papers to protect our clients' privacy and maintain data security.

All these committees are officially approved by our Governing Body, ensuring transparency and accountability in their operations.

Rigorous Internal Audit

At BURO Bangladesh, internal audit and risk management are of paramount importance, ensuring the highest standards of financial integrity and compliance. Our dedicated audit and risk management department, under the guidance of a committed director, supervises a team of 32 audit professionals. These experts play a pivotal role in safeguarding our financial practices and preserving the trust of our stakeholders.

Internal Audit Activities

BURO's Internal Audit Department serves as the third line of defense, ensuring that transactions throughout the organization adhere appropriately to processes, policies, and regulations, thus facilitating the smooth implementation and operation of our programs. With a team of 121 staff members dispersed across our Head Office, Divisional Offices, and Zonal Offices throughout the country, we follow an annual audit plan (Audit Calendar) to conduct various types of audits across different units, including:

- Full Audit
- Surprise Audit
- Special Audit
- Follow-up Audit

All audit reports are submitted, addressing the Executive Director. Subsequent meetings are convened at higher levels to discuss findings, provide clarifications for any anomalies, and determine punitive and corrective measures as necessary. Our auditors also report on BURO's compliance with MRA rules for branches and the head office, program-specific reports, and fund management reports related to cash and bank operations.

Finance & Accounts Department Activities

gBanker+ software

Previously Zonal and Divisional Accounts Report (i.e., Receipts and Payments, Income Expense & Balance Sheet), Head Office General Accounts, PF and SSF reports were prepared manually which now with the roll out of the gBanker+ software are now automatically prepared without manual intervention & flexibility of exporting to excel.

Sylvia software

Manual exercise of fund transfers (RLF) have been replaced with the roll out of Sylvia Software with added capabilities of producing Education Loan Repayment Schedules for the customers.

Loan management system (LMS)

Manual intervention and report checking on LMS software has been replaced by e-mail notification alerts on a weekly/monthly frequency to inform relevant staffs regarding the time and amount of installment to be paid.

Prudential Finance Management Focus

Our internal auditors concentrate on three fundamental aspects of prudential financial management:

Loan portfolio management

We rigorously assess and monitor the health of our loan portfolio to minimize risks and ensure responsible lending.

Loan and savings balancing

Maintaining accurate records is paramount. We reconcile loan and savings balances with collection sheets to guarantee accuracy and transparency.

Loan and savings passbook verification

Our auditors verify loan and savings passbooks to confirm that all transactions are accurately recorded, providing peace of mind to our clients.

Compliance Reporting

In addition to financial management, our auditors assess BURO Bangladesh's adherence to regulatory guidelines established by both our organization and the Micro Credit Regulatory Authority (MRA). This entails evaluating compliance at both branch and head office levels, conducting program-specific assessments, and scrutinizing fund management practices, particularly concerning cash and bank transactions.

Client Passbook Verification

A critical risk in microfinance revolves around the accurate collection of savings and loan repayments by our program organizers. To mitigate this risk, we perform thorough 100% verification of all clients' passbooks every quarter. This meticulous process engages the branch manager, accountant, and branch organizer to ensure precise transaction recording and the safeguarding of clients' financial interests.

External Audit

To maintain the highest degree of transparency and accountability, BURO Bangladesh annually engages reputable audit firms through a decision made by the General Body during our annual general meeting. These external audits provide an additional layer of scrutiny to ensure our financial practices align with the industry's most rigorous standards. Our unwavering commitment to robust internal and external audits underscores our dedication to sound financial management, compliance, and client protection, reinforcing the trust of our clients, partners, and stakeholders.

Comprehensive Risk Management

At BURO Bangladesh, risk management forms the foundation of our operations. We acknowledge and mitigate various risks, including industry, credit, liquidity, interest rate, and operational risks. Our risk



Printing press, Sirajganj

management approach enables us to explore new opportunities while diligently calculating business risks, safeguarding our capital, financial resources, and profitability.

Prudent Financial Oversight

We exercise stringent financial control at multiple levels to ensure fiscal responsibility and transparency. This financial control operates at three vital tiers: the Governing Body, the Head Office, and individual branches. The Governing Body conducts quarterly financial monitoring. The Executive Director and Finance Director oversee financial control through monthly financial statements and internal audit findings. Branch managers implement financial control based on budgets and financial projections. Our financial transactions at both the head office and branch offices are regulated in four key areas: field-level transaction control, treasury management, budgetary oversight, and accurate financial reporting.

Transparent Internal Control System

Over the years, BURO Bangladesh has developed a robust and transparent internal control system. This system incorporates international standards, norms, and best practices, covering essential aspects such as fair staff recruitment, procurement policies, travel regulations, client passbook verification, and financial control.

Continuous Monitoring

Our dedicated monitoring unit vigilantly tracks key performance indicators associated with branch operations. These indicators include passbook verification, loan disbursement procedures, branch manager supervision, remittance service status, savings deposit and withdrawal procedures, SME member admissions, SME loan disbursement procedures, and loan collection sheet verification. This continuous monitoring ensures the smooth and efficient operation of our programs.

Effective Asset Management

Our loan portfolio represents a substantial portion of our total assets and serves as a crucial current asset. We employ rigorous business analytics and management information systems to monitor key indicators related to our asset portfolio. This monitoring encompasses the portfolio's health, aging, projections, and potential business opportunities.



Tax Card and Best Taxpayer Award 2021-22

Income Tax Compliance

While microfinance organizations like BURO Bangladesh are exempt from income tax on interest income per government regulations, we strictly adhere to all income tax requirements. In cases where income is generated beyond microfinance operations, we ensure full compliance with relevant taxation rules. Our unwavering commitment to financial responsibility and transparency guarantees our continued success while aligning with all applicable regulations. BURO has received Tax Award for 2021-22 financial year under 'other' section, as the 2nd highest taxpayer.

Credit and Finance Risk

Financial stability through capital adequacy

At BURO Bangladesh, our foremost priority is ensuring financial stability and solvency. Our analysis of capital adequacy serves as a pivotal tool to evaluate our financial health and assess whether the risks we undertake are well-calculated and adequately fortified with capital and reserves. This proactive approach is instrumental in maintaining a robust financial position, allowing us to honor our commitments to both customers and stakeholders.

Strategic liquidity management

Liquidity management stands as a cornerstone of our financial strategy. We allocate a portion of 10-15% from the savings balance of all branches to meet the liquidity reserve ratio. To address specific liquidity requirements, we allocate 40% for general savings, 30% for voluntary and contractual savings, and 30% for operating and financial expenses. This strategic allocation ensures that we possess the requisite liquidity to fulfill our obligations while optimizing the utilization of our resources.

Balancing earnings and sustainability

Our management team is wholeheartedly devoted to the effective mobilization of available resources, delivering sustainable benefits to our customers. Although we aim for modest returns on investment, our primary focus is on providing value to our customers. This approach underscores our commitment to their financial well-being and the overall sustainability of our operations.

Prudent loan loss provisioning

Our approach to managing loan losses is proactive, characterized by monthly provisions. These provisions serve to establish and maintain adequate reserves to cover potential bad loans. The sufficiency of these provisions is determined by applying suitable percentages to outstanding balances across various aging categories. Upholding financial discipline, we fully write off loans after two years from the loan term.

At BURO Bangladesh, our financial management practices are founded on prudence and an unwavering dedication to the long-term financial well-being of our organization and our customers. We continually monitor and adapt our financial strategies to uphold stability and sustainability in the dynamic realm of microfinance and financial services.

Jamdani weaving, Narayanganj



SUSTAINABILITY INITIATIVES

WaterCredit Initiatives

Access to safe drinking water is a fundamental need, yet the journey toward ensuring it can be riddled with challenges and slow progress. Moreover, changing perceptions among our customers about the importance of safe water and sanitation requires special attention. BURO Bangladesh's Water and Sanitation program actively engages in Behavioral Change Communication (BCC) efforts to address these challenges. This program complements our Water and Sanitation loan product, enabling us to make substantial contributions toward ensuring safe water sources in rural areas. Through initiatives like WaterCredit and ongoing communication, our goal is to transform attitudes and behaviors.

Rural Water Supply

The availability of clean, secure water from the tap is crucial, not only for rural areas but also for urban communities across Bangladesh. However, the accessibility and affordability of safe water remain significant concerns.

Arsenic contamination in groundwater is a pressing issue that demands immediate attention. BURO has taken proactive steps to provide safe water access to the villagers in the Munshiganj district, with support from The World Bank and the Social Development Foundation (SDF). Additionally, BURO has played a vital role in reducing health risks related to arsenic contamination in Puran Baushia village, Gazaria Upazila, Munshiganj District, with financial assistance from The World Bank. Currently, 605 households, including 5% from the most vulnerable communities, have access to safe water sources.

In the past year, we collected BDT 804,410 in subscriber tariffs and incurred expenditures totaling BDT 819,010.

In our commitment to expanding access to clean drinking water, BURO has joined forces with Footsteps to implement the "Trishna" project, providing free safe drinking water to schools and the surrounding community. This initiative underscores our dedication to ensuring clean and safe water for all.



Water and Sanitation Project, Tangail

Education Support Program

BURO Bangladesh's unwavering commitment to enhancing the country's human capital is evident in its comprehensive initiatives in education, health, and the environment. A significant aspect of this commitment involves addressing school dropout rates, particularly among underprivileged students with untapped potential.

Bangabandhu Higher Education

Bangabandhu Higher Education Scholarship is being awarded to 8 meritorious but financially challenged students on the occasion of Bangabandhu's birth centenary. Each scholarship student gets BDT 6,000 per month. Students use this money to pay for all educational materials needs including books, college uniform, salary, and examination fees.

The Education Support Program is designed with two primary objectives:

Direct support to meritorious students

Our program aims to provide direct support to outstanding students facing economic disadvantages. BURO's initiative empowers these students to pursue their education, ultimately breaking the cycle of poverty and creating opportunities for a brighter future.

Involvement of parents and guardians

Recognizing that the impact of scholarships extends beyond the recipients, BURO actively engages parents and guardians. This holistic approach ensures that all stakeholders understand the profound impact of scholarships and the achievable goals they represent. Through this strategy, we drive tangible and transformative improvements in the lives of both students and their families.

BURO Bangladesh's commitment to customer well-being and its dedication to the holistic development of society mirror its core values and mission to bring about positive and enduring change.

Special Program Activities

In January 2022, Opportunity International Germany partnered with BURO Bangladesh to train 200 female health educators in the Greater Mymensingh region of Bangladesh. These educators are equipped to provide health education to 40,000 community women, complementing BURO Bangladesh's microfinance operations. These community women, living in poverty, are key customers of the microfinance program, and their well-being is essential to ensure timely repayment.

Opportunity International Australia has been collaborating with BURO Bangladesh since 2019 to pilot the provision of health education, complementing microfinance operations targeting people living in poverty. During two phases of the pilot, BURO has trained 1,100 female health educators to provide health education to 202,000 community women. This demonstrates BURO's capacity to manage and expand the initial rollout of the program, with 550 female health educators providing basic health education to 110,000 community women.

BURO'S COMMITMENT TO DIVERSIFIED INITIATIVES





BURO, a stalwart in microfinance, extends its impact beyond financial services through diverse initiatives aimed at empowering communities and contributing to societal well-being.

BURO Craft: Empowering Women Through Handicrafts

BURO acknowledges the rich cultural heritage of Bengal's handicrafts and endeavors to empower women by making them financially self-reliant. This initiative seeks to strengthen the link between microfinance and handicrafts, fostering institutional capabilities and promoting a social business model. Notably, BURO Craft has achieved a breakthrough by manufacturing handicrafts from natural fibers extracted from pineapple leaves and banana trunks. Regular workshops and training courses contribute to the upskilling and development of female artisans, supported by the construction of a dedicated facility in Modhupur upazila.

BURO HealthCare: Extending Vital Health Services

BURO recognizes the essential role of healthcare in the well-being of the poor and needy. The establishment of BURO HealthCare centers, starting with Tangail, aims to provide accessible healthcare services. The Tangail center is fully operational, featuring specialist doctors in medicine, gynecology, cardiology, dermatology, and pediatrics. Future plans include expanding the roster of specialist doctors and ensuring high-quality medical tests, building trust and confidence among customers.



Natural dyes production, BURO Craft



BURO Healthcare Foundation

BURO Nursing Institute: Elevating Healthcare Standards

The creation of BURO Nursing Institute, under the BURO Bangladesh Health Care Foundation, signifies a crucial step in enhancing healthcare services. With a primary focus on advancing the nursing profession, the institute is dedicated to delivering top-notch education in nursing and midwifery. Recognizing the growing demand for well-trained nurses, BURO Nursing Institute aims to nurture skilled professionals, contributing to elevated healthcare standards and a competent nursing workforce.

Prottoy: Facilitating Knowledge Exchange and Empowerment

Since 2015, BURO has been publishing "Prottoy," a quarterly publication serving as a platform for sharing thoughts, ideas, experiences, and information. This publication showcases the stories and achievements of development workers at various levels, emphasizing discipline and wholehearted commitment. "Prottoy" plays a vital role in highlighting success stories, innovative capabilities at the grassroots, and the empowerment of impoverished individuals. The publication aims to scale gradually and become a newsletter for the country's non-government development sector.

Through these initiatives, BURO exemplifies its commitment to holistic development, encompassing economic empowerment, knowledge exchange, accessible healthcare, and excellence in nursing education.



*Some of the Covers
Quarterly Publication 'Prottoy'*

HUMAN RESOURCES & TALENT MANAGEMENT





Human Resource Development Workshop

Human Resource Management and Development

At BURO, we firmly believe that an organization's essence and achievements are direct reflections of its human capital. We maintain that our staff should not only demonstrate professional competence but also embody the organizational ethos and values centered on enhancing lives at both individual and national levels.

A source of great pride for us is BURO Bangladesh's meticulously structured training department, supported by dedicated investments in human resource development. We view training as an ongoing journey toward realizing our shared goals, vision, and mission. Our unwavering commitment to continuous learning and growth ensures that our staff consistently enhance their knowledge and capabilities, thereby upholding the organization's reputation and the quality of our work.

Team and Talent Development

At BURO, we recognize that our most valuable asset is our dedicated team of professionals. Our commitment to excellence extends beyond delivering financial services; it encompasses fostering a culture of continuous growth and development among our staff.

Investing in human capital

We firmly believe that well-trained and motivated employees are the cornerstone of our success. To this end, we have established a robust training department focused on enhancing the skills and knowledge of our workforce. Our training programs are designed to align with our organizational goals, vision, and mission, ensuring that every team member is equipped to contribute effectively.

Continuous learning

Learning is a lifelong journey, and at BURO, we are committed to providing opportunities for continuous learning and growth. We understand that the financial landscape is constantly evolving, and our staff must stay updated with the latest industry trends and best practices. Through regular training sessions and workshops, our team members continue to enhance their expertise.

Fostering a culture of excellence

Excellence is not just a goal; it's a way of life at BURO. We instill a culture of excellence in every aspect of our operations. Our staff is encouraged to set high standards for themselves and their work, and we provide the necessary support and resources to help them achieve and exceed those standards.

Empowering our team

We believe that empowered employees are more engaged and productive. Our team members have the autonomy to make decisions and take ownership of their roles. This empowerment fosters a sense of responsibility and accountability, driving individual and collective success.

Recognition and reward

We value the hard work and dedication of our team. We have established recognition and reward programs to acknowledge and celebrate outstanding performance. These programs not only motivate our staff but also reinforce our commitment to recognizing talent and effort.

Diversity and inclusion

BURO is committed to creating an inclusive workplace that celebrates diversity. We believe that diverse teams bring different perspectives and ideas, leading to innovation and better decision-making. We actively promote diversity and inclusion in our hiring and workplace practices.

Talent pipeline

Our focus on talent development extends to identifying and nurturing future leaders within the organization. We have a talent pipeline program that identifies high-potential individuals and provides them with opportunities for leadership development and career advancement.

In 2022-23, BURO experienced dynamic changes in its human resources landscape. Here are some key highlights:

Staffing Growth: The year saw a substantial increase in the total staff count, with 1,084 new recruits joining our workforce. As a result, the total staff for the year reached 10,320 individuals.

Staff Attrition: On the flip side, 511 staff members chose to move on during the year, resulting in a net increase of 573 employees.

Growth Rate: This expansion represented a 6% increase in our staff count, reflecting BURO's commitment to growth and service excellence.

Dropout Rate: The staff dropout rate was calculated at 4.72%, showing a reasonable level of employee retention.

Staff Benefit Funds

We value our staff and ensure their well-being through various benefit funds, including:

Provident Fund: Providing financial security and stability for our staff's future.

Gratuity Fund: Recognizing and rewarding long-term service and dedication.

Health Fund: Supporting the health and well-being of our employees.

Housing Fund: Facilitating access to housing for our staff.

Staff Family Security Fund: Ensuring the security and welfare of our staff's families.

Advance for Motorbike and Bicycle Purchase: Making transportation more accessible to our team.

Income Tax Payment for Staff: Assisting our staff with their income tax obligations.

Leave Encashment: Allowing our staff to benefit from their earned leave.

Advance Salary Payment for Life Insurance Policy: Encouraging our staff to secure their financial futures through life insurance.

Customer Development Training

Basic Life Skills: Equipping customers with essential life management skills.

Entrepreneurship Development: Fostering entrepreneurial spirit and business planning acumen.

Business and Financial Literacy: Enhancing financial awareness and literacy.

Awareness and Leadership Development: Nurturing leadership qualities and social awareness.

Easy Account Keeping: Simplifying the process of financial record-keeping.

Basic Health Education: Promoting fundamental health awareness.

Business Development Services (BDS) Training

BURO Bangladesh takes a proactive approach to empower micro and small entrepreneurs by offering Business Development Services (BDS) training. These training sessions encompass business literacy and financial literacy, covering:

- **Money Management:** Clients learn the basics of effective money management.
- **Bookkeeping:** Training includes essential bookkeeping and basic accounting skills.
- **Financial Analysis:** Clients gain the ability to analyze their financials effectively.
- **Self-Confidence:** BDS training helps in the development of self-confidence in managing business affairs.
- **Conflict Resolution:** Entrepreneurs are equipped with conflict resolution skills.
- **Entrepreneurial Capabilities:** BDS training enhances clients' entrepreneurial capabilities.

Staff Development Training

Our staff's professional growth is paramount to us, and our comprehensive training programs reflect our commitment:

Foundation Training: Laying the groundwork for skill development.

On-the-Job Training: Learning through practical experiences.

Microfinance and Microenterprise Programming: Enhancing expertise in these critical areas.

Organizational Core Competency Development: Strengthening core competencies.

Credit and Risk Management: Proficiency in managing credit and mitigating risks.

SME Financing Course: Specialized training in Small and Medium Enterprise financing.

Development Management Course (DMC): Preparing staff for effective development management.

Monitoring and Supportive Supervision Training: Ensuring effective monitoring and supervision.

Organizational Development (OD): Facilitating organizational growth.

WaSH Training: Addressing water, sanitation, and hygiene concerns.

Gender Sensitivity Training Course: Promoting gender sensitivity and inclusivity.



Bamboo slat handicraft, Madaripur

Effective Communication & Presentation Skills: Enhancing communication abilities.

Finance and Accounts Management: Building financial and accounting expertise.

Centre for Human Research & Development (CHRD)

BURO Bangladesh has consistently recognized the importance of an autonomous training unit and the continuous necessity to enrich its employees through training, cultivating skilled human resources dedicated to achieving the organization's goals. This has played a pivotal role in BURO's journey to becoming a significant contributor to the economy and the MFI industry.

BURO Bangladesh maintains training complexes at nine strategic locations: Tangail, Modhupur, Khulna, Cumilla, Sylhet, Chattogram, Faridpur, Rangpur, and Baridhara (Dhaka). These training complexes feature fully furnished Rest Houses in Modhupur, Cumilla, Sylhet, Faridpur, Khulna, and Baridhara (Dhaka).

Business and Financial Literacy

- In collaboration with MasterCard Worldwide, BURO advances its Business and Financial Literacy initiatives through comprehensive training programs. The focus is on providing tailored business development services to meet the unique needs of customers in their business and marketing endeavors.
- Financial management training has a dual impact. Firstly, it facilitates financial analysis, fostering self-confidence in business operations, conflict resolution, and entrepreneurial skills. Secondly, it establishes valuable connections with other businesses, leading to networking benefits that translate into timely assistance and guidance for business expansion. The primary target audience for Business & Financial Literacy initiatives is young women at risk, whether or not they have an existing business, as they often emerge as potential successful entrepreneurs with the right guidance.
- The training unit places equal emphasis on two fundamental aspects: (1) flexible financial services and (2) business development, aimed at nurturing potential entrepreneurs who can apply their knowledge gained in business development and financial management services at the customer level.
- MasterCard Worldwide has carved a niche for itself in the Micro and Small Enterprise (MSE) space, driven by Financial Inclusiveness efforts through collaboration between BURO and banks. There is significant untapped potential among customers accustomed to using microfinancial services, with the potential for growth as successful MSE entrepreneurs.
- A total of 88,321 entrepreneurial clients have undergone training in business and financial literacy.

Positive Impact on HRD

Investing in staff development isn't just an expense; it's an investment in future leaders and operational efficiency. Our training programs not only impart knowledge but also foster emotional intelligence and ethical values that staff carry into their interactions with customers and daily tasks, making a positive impact at every level.



Bag production, Mymensingh

Training performance

At BURO Bangladesh, we place great emphasis on continuous learning and development for both our staff and customers. Our commitment to education and training is reflected in the numbers below:

Staff Training

Foundation Training: We provided foundational training to 1,197 of our staff members. This training serves as the building block for their professional growth and development.

On the Job Training: A total of 8,347 staff members received on-the-job training. This hands-on experience helps our team members enhance their skills and expertise in real-world scenarios.

Digital Financial Services: In today's digital age, understanding digital financial services is crucial. We trained 5,994 staff members to ensure they are well-versed in the latest digital financial technologies.

Total Staff Training: 15,538 individuals received training to further their professional development.

Customer Training

Basic Health Training: We are committed to the well-being of our customers. As part of this commitment, we provided basic health training to an impressive 267,060 individuals. This training equips them with essential knowledge about health and hygiene.

Financial Literacy: Financial literacy is a cornerstone of financial empowerment. To empower our customers, we conducted financial literacy training for 88,321 individuals. This training helps them make informed financial decisions and manage their resources effectively.

Total Customers Training: A remarkable 355,381 of our customers received training to improve their lives and well-being.

These numbers reflect our dedication to education and empowerment. We believe that by investing in training and development, we can create a more informed and capable workforce and customer base, ultimately contributing to the betterment of our communities and the nation as a whole.

DISASTER MANAGEMENT

BURO Bangladesh has established a dedicated Disaster Management department with the goal of assisting individuals in the ultra-poor, poor, and emerging solvent categories in addressing the effects of disasters in a proactive and retrospective manner. Bangladesh faces a continuous array of disasters and natural calamities throughout the year, including floods, storms, agricultural pests, and more recently, pandemics and epidemics. This project is designed to aid all customers, whether they are already part of the BURO community or new to it, in mitigating the impact of such setbacks.

Disaster Management

The effectiveness of the disaster management program depends on BURO Bangladesh's ability to deliver products to those in need and the customers' ability to access such products when required.

Capability Functioning

BURO's nationwide operations enable the organization to mobilize loanable funds to disaster-stricken areas, supporting growth and prosperity to mitigate the effects of disasters.

Transformation into Human Capital

In disaster management, BURO offers two key services: disaster preparedness and disaster response, fostering a close partnership between BURO and affected individuals.

Disaster Preparedness

BURO focuses on preparing communities to handle potential disasters, including planning, training, and resource allocation. This approach enhances people's resilience and preparedness through collaboration with affected populations.

Disaster Response

In times of crisis, BURO and affected individuals coordinate swift efforts to mitigate immediate disaster impacts, addressing urgent needs and aiding recovery. This phase showcases a close collaboration between BURO and the community.

Paradigm Shift

BURO provides necessary financing and supports disaster-affected individuals, believing in their capability to utilize resources to overcome disaster-related challenges.

Shared Sense of Ownership

BURO fosters an amiable environment among Union councils and their communities to encourage reciprocity, accountability, and interactive responsibility.

Cooperation and Coordination

BURO facilitates cooperation and coordination at the state, community, and family levels. Government policies and strategies play a crucial role in supporting such cooperation.

Managing the Disaster Fund

BURO has a disaster fund to finance loan products for affected customers at a lower rate to help recover their businesses. The proper utilization of this fund is ensured by BURO's Program and Training Units.

Output of Disaster Management Program

This program, integral to BURO's product suite, focuses on disaster management and poverty alleviation among the ultra-poor, poor, and vulnerable non-poor customers.

Competencies Related to Disaster Management

In disaster management, teamwork is vital for quick decision-making based on experience and technical expertise. Customers have a learning curve to prepare for pre, intra, and post-disaster situations and coping mechanisms.

FINANCIAL INCLUSION AND MICROFINANCE IN BANGLADESH





Red amaranth cultivation, Cumilla

BURO Bangladesh stands as a trailblazer in championing financial inclusion and microfinance within the nation. With a steadfast commitment to uplifting marginalized communities and individuals, BURO has been instrumental in driving economic growth and elevating living standards.

Pioneering Microfinance

BURO Bangladesh has been a pioneer in microfinance initiatives, extending small loans to those often overlooked by traditional banks. These endeavors have empowered women, fostered entrepreneurship, and contributed significantly to the nation's economic progress.

Government Support

Operating within a supportive regulatory framework established by the government and central bank, BURO ensures responsible financial practices and the sustainability of microfinance services.

Diversifying Services

Beyond microcredit, BURO offers an array of financial services, including savings accounts and digital financial solutions. These initiatives have expanded financial access to remote and underserved regions.

Boosting Financial Inclusion

Financial inclusion embodies the principle of equitable access to financial services. BURO's unwavering commitment to this cause aligns with the Government of Bangladesh's vision to provide financial services to unbanked and underbanked segments of society. This dedication extends beyond opening bank accounts, focusing on genuine financial inclusion that fosters a stronger and more sustainable economy.

Collaborative Efforts

The cooperative relationship among Bangladesh Bank, NGO-MFIs, and the banking sector creates an environment conducive to growth and prosperity. This synergy allows us to work harmoniously toward common objectives.

Efficient Remittance Services

Our remittance program has a profound impact, serving as a pivotal financial technology ensuring the smooth flow of foreign and domestic remittances across the country. BURO acts as a trusted and convenient channel for remittances, reaching even the most remote areas. Throughout the year, we handled 133,995 remittance transactions, disbursing a total of BDT 5,250 million (USD 58 million).



Mini garment factory, Gazipur

Agent Banking

Under the regulatory umbrella of Bangladesh Bank, agent banking presents an efficient and cost-effective model for extending financial services to the unbanked and underbanked populations. BURO's partnership with Bank Asia has facilitated the opening of around 4,404 accounts through four agent outlets, with a savings balance of BDT 40 million. These outlets also offer bill and fee payment services for subscribers of the Rural Electrification Board (REB) and passport applicants.

BURO remains steadfast in its mission to advance financial inclusion and promote economic empowerments for all segments of society, particularly those historically underserved by traditional financial institutions.

FUTURE OUTLOOK





BURO Bangladesh, with its rich history and a relentless commitment to improving lives and promoting financial inclusion, stands at the cusp of an exciting and promising future. As it continues to evolve and adapt to the ever-changing landscape of microfinance and financial services, several key areas emerge that shape its future outlook.

Digital Transformation

In an era marked by rapid technological advancements, BURO recognizes the significance of digital transformation. The institution is poised to leverage digital solutions to enhance the accessibility and efficiency of its financial services. This digital journey aligns with its mission of extending financial access to even the most remote and underserved populations.

Innovative Financial Products

BURO's legacy of pioneering microfinance will continue to evolve. The institution will explore innovative financial products that cater to the evolving needs of its diverse customer base. Whether it's tailoring offerings for women entrepreneurs or designing financial solutions for rural communities, BURO's commitment to financial inclusion remains unwavering.

Sustainable Growth

BURO Bangladesh is dedicated to ensuring sustainable growth. This involves responsible financial practices, robust risk management, and strategic expansion that align with its mission. By maintaining a strong financial position, BURO can fulfill its commitments to customers and stakeholders while contributing to the nation's economic development.

Community Engagement

BURO's close collaboration with the communities it serves will remain a cornerstone of its future. This engagement not only enhances disaster preparedness and response but also empowers individuals to improve their lives. As BURO continues to foster partnerships and collaboration, it fortifies its position as a vital contributor to the nation's progress.

Global Integration

BURO Bangladesh's global partnerships and integration will play a pivotal role in its future endeavors. These collaborations bring in valuable expertise, resources, and perspectives that enrich its initiatives and widen its impact on the microfinance sector.



Digital Financial Services, Tangail

Environmental and Social Responsibility

BURO's commitment to environmental and social responsibility will be integral to its future outlook. As the world grapples with sustainability challenges, BURO's role in fostering responsible financial practices and social development will become even more significant.

Empowering Human Capital

BURO recognizes that its most valuable asset is its dedicated team of professionals. The institution's commitment to nurturing a culture of continuous growth and development among its staff will be a driving force in its future success. The empowerment of employees, recognition of their contributions, and a focus on diversity and inclusion will continue to be top priority.

As BURO Bangladesh charts its course into the future, it remains resolute in its mission to empower individuals, uplift communities, and foster economic development. With a clear vision, a strong foundation, and an unwavering commitment to its core values, BURO is well-prepared to embrace the opportunities and challenges that lie ahead on its journey of creating a positive and lasting impact.

DEVELOPMENT PARTNERS

Development Institutions



National Financial Institutions



Uttara Bank PLC.





International Financial Institutions



Strategic Partners



Remittance Partners



AUDIT REPORT

FY 2022-23

Independent Auditor's Report to the Members of the General Body of BURO Bangladesh

For the year ended 30 June 2023

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of BURO Bangladesh, which comprise the statement of financial position (balance sheet) as at 30 June 2023, statement of comprehensive income, statement of changes in equity, receipts and payments statement and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the company as at 30 June 2023, and of its financial performance and its cash flows for the year then ended in accordance with the International Financial Reporting Standards (IFRSs).

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 BURO Bangladesh in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code), and we have fulfilled our ethical responsibilities in accordance with the IESBA Code and the Institute of Chartered Accountants of Bangladesh (ICAB) Bye Laws. 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 these financial statements in accordance with the International Financial Reporting Standards (IFRSs), Microcredit Regulatory Authority (MRA) guidelines and other applicable laws and regulations and for such internal control 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 BURO Bangladesh'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 BURO Bangladesh or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing BURO Bangladesh's financial reporting process.

Auditor's responsibilities for the audit of 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 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, 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 BURO Bangladesh'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 BURO Bangladesh'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. 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 BURO Bangladesh to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives true and fair view.

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.

Report on these matters

In accordance with Micro Credit Regulatory Act 2006 and Rules 2010, we also report the following:

- a) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit and made due verification thereof;
- b) in our opinion, proper books of account as required by law have been kept by BURO Bangladesh so far as it appeared from our examination of these books; and
- c) the statement of financial position (balance sheet) and statement of comprehensive income dealt with by the report are in agreement with the books of account.

Auditor's Signature : 
Name of Engagement Partner : Md. Moktar Hossain, FCA, Senior Partner
Enrollment No. : 728
Firm's Name : S. F. AHMED & CO., Chartered Accountants
Firm's Reg. No. : 10898 E.P. under Partnership Act 1932



Document Verification Code (DVC) : 2309180728AS459443

Dhaka, Bangladesh
Dated, 10 September, 2023

BURO Bangladesh

Statement of Financial Position (Balance Sheet)
As at 30 June 2023

	Notes	2023	2022
		BDT	BDT
Assets			
Non-current assets			
Property, plant and equipment	9	4,644,993,427	3,618,416,160
Intangible assets	10	6,643,920	6,327,260
Loan to staff	11	72,536,641	68,398,894
Total non-current assets		4,724,173,988	3,693,142,314
Current assets			
Short-term investment	12	7,255,028,870	6,656,426,429
Accumulated surplus reserve fund investment	13	2,738,848,822	2,155,252,701
Loan to customers	14	96,377,091,467	85,113,952,480
Other current assets	15	2,407,804,005	2,391,675,021
Cash and bank balances	16	6,917,751,929	4,259,732,747
Total current assets		115,696,525,093	100,577,039,378
Total assets		120,420,699,080	104,270,181,692
Funds and liabilities			
Funds			
Revolving loan fund (donors' fund)	17	138,815,884	138,815,884
Emergency disaster fund (donors' fund)	18	215,357,210	201,940,407
Loan loss provision (regular loan)	19	910,516,721	828,915,372
Accumulated surplus	20	24,629,480,174	19,498,852,316
Accumulated surplus reserve fund	21	2,738,848,822	2,155,252,701
Other fund	22	1,638,356,895	1,246,402,159
Total funds		30,271,375,706	24,070,178,839
Non-current liabilities			
Customers' contractual savings	23	1,798,798,652	1,730,119,198
Regular voluntary savings	24	192,870,525	191,437,437
Customers' micro-insurance fund	25	2,852,177,296	2,762,867,747
Borrowing from different sources	26	44,864,631,176	42,457,865,844
Total non-current liabilities		49,708,477,649	47,142,290,226
Current liabilities			
Employees' security deposit	27	188,750,931	175,824,964
Customers' general savings	28	37,201,925,517	30,520,440,255
Loan loss provision (overdue loans)	19	2,411,089,390	1,742,506,227
Other liabilities	29	639,079,887	618,941,181
Total current liabilities		40,440,845,725	33,057,712,627
Total liabilities		90,149,323,374	80,200,002,853
Total funds and liabilities		120,420,699,080	104,270,181,692

These financial statements should be read in conjunction with annexed notes

For and on behalf of the Members of the General body of BURO Bangladesh



Chairperson



Executive Director



Finance Director

See annexed report of the date



Dhaka, Bangladesh
Dated, 10 September, 2023



S. F. AHMED & CO.
Chartered Accountants
DVC : 2309180728AS459443

BURO Bangladesh

Statement of Comprehensive Income
For the year ended 30 June 2023

	Notes	2023 BDT	2022 BDT
Income			
Service charges on loan to borrowers	30	19,682,199,232	15,600,769,178
Interest on bank deposits		545,062,514	392,347,378
Sale of loan application forms		42,896,750	38,480,798
Service charges on remittance fund transfer		10,671,420	10,492,877
Contribution from other sources		17,404,677	6,163,673
Micro credit borrowers admission fees		9,663,120	9,195,080
Contribution from CHRD & rest house		1,634,061	1,856,776
Interest on staff loan		3,269,883	3,108,279
Total Income		20,312,801,657	16,062,414,039
Expenditure			
Financial cost			
Interest on borrowing from banks and others	31	3,341,356,143	2,638,299,089
Interest on customers' savings	32	2,185,069,715	1,634,405,462
Total financial cost		5,526,425,858	4,272,704,551
Gross financial margin		14,786,375,799	11,789,709,488
Loan loss provision	19	1,326,787,527	645,608,478
Net financial margin		13,459,588,272	11,144,101,010
Operating expenses			
Salary and allowances		6,461,362,839	5,803,229,413
Rent expenses	33	235,627,248	194,749,554
Payment to national exchequer	34	219,528,441	158,576,943
Transportation	35	199,088,302	143,608,915
Training and workshop	36	8,563,660	2,869,362
Office supplies		81,388,214	48,807,732
Depreciation and amortisation		197,410,651	321,073,678
Audit fee		1,115,000	840,000
Other professional fee		6,331,557	2,456,462
Other expenses	37	311,204,632	254,283,070
Total operating expenses		7,721,620,544	6,930,495,129
Excess of income over expenditure		5,737,967,728	4,213,605,881

These financial statements should be read in conjunction with annexed notes

For and on behalf of the Members of the General body of BURO Bangladesh



Chairperson



Dhaka, Bangladesh

Dated, 10 September, 2023



Executive Director



Finance Director

See annexed report of the date



S. F. AHMED & CO.

Chartered Accountants

DVC : 2309180728AS459443

BURO Bangladesh

Statement of Cash Flows
For the year ended 30 June 2023

	2023	2022
	BDT	BDT
A. Cash flows from operating activities		
Excess of income over expenditure	5,737,967,728	4,213,605,881
Adjustments for non-cash items:		
Depreciation and amortisation	197,410,651	321,073,678
Adjustment against property, plant and equipment	60,160	18,745,477
Loan loss provision	1,326,787,527	645,608,478
Changes in working capital:		
Loan to customers	(11,839,742,002)	(19,882,335,080)
Other current assets	(16,128,984)	107,001,705
Employees' security deposit	12,925,967	3,993,984
Customers' general savings	6,681,485,262	4,772,475,894
Other liabilities	20,138,706	(321,089,963)
Donation	(23,743,749)	(37,935,692)
Net cash from/ (used in) operating activities	2,097,161,267	(10,158,855,638)
B. Cash flows from Investing activities		
Acquisition of property, plant and equipment	(1,222,940,738)	(905,318,804)
Acquisition of intangible asset	(1,424,000)	(2,688,100)
Loan to staff	(4,137,747)	(8,152,515)
Short-term investment	(598,602,441)	(163,937,585)
Accumulated surplus reserve fund investment	(583,596,122)	(417,914,014)
Net cash from/ (used in) investing activities	(2,410,701,048)	(1,498,011,017)
C. Cash flows from financing activities		
Emergency disaster fund	13,416,803	3,592,805
Other funds	391,954,736	254,165,043
Customers' contractual savings	68,679,454	(48,554,554)
Regular voluntary savings	1,433,089	14,985,066
Customers' micro-insurance fund	89,309,549	465,107,005
Borrowing from different sources	2,406,765,332	10,203,044,154
Net cash from/ (used in) financing activities	2,971,558,962	10,892,339,519
D. Net changes in cash and cash equivalents (A+B+C)	2,658,019,181	(764,527,137)
E. Opening cash and bank balances	4,259,732,747	5,024,259,885
F. Closing cash and bank balances	6,917,751,929	4,259,732,747

For and on behalf of the Members of the General body of BURO Bangladesh



Chairperson



Executive Director



Finance Director



Dhaka, Bangladesh
Dated, 10 September, 2023



S. F. AHMED & CO.
Chartered Accountants
DVC : 2309180728AS459443

BURO Bangladesh

S. F. AHMED & CO
CHARTERED ACCOUNTANTS

Statement of Changes in Equity
For the year ended 30 June 2023

Particulars	Revolving	Emergency	Loan loss	Accumulated	Accumulated	Other	Total
	loan fund (donors' fund) BDT	disaster funds (donors' fund) BDT	provision (regular loan) BDT	surplus BDT	surplus reserve fund BDT	fund BDT	BDT
Year 2022							
Balance at 1 July	138,815,884	198,347,602	640,003,935	15,741,096,141	1,737,338,687	992,237,116	19,447,839,364
Addition during the year	-	3,592,805	188,911,437	-	417,914,014	254,165,043	864,583,299
Excess of income over expenditure	-	-	-	4,213,605,881	-	-	4,213,605,881
Transfer to accumulated surplus reserve fund	-	-	-	(417,914,014)	-	-	(417,914,014)
Donation from accumulated surplus	-	-	-	(37,935,692)	-	-	(37,935,692)
Balance at 30 June	138,815,884	201,940,407	828,915,372	19,498,852,316	2,155,252,701	1,246,402,159	24,070,178,839
Year 2023							
Balance at 1 July	138,815,884	201,940,407	828,915,372	19,498,852,316	2,155,252,701	1,246,402,159	24,070,178,839
Addition during the year	-	13,416,803	81,601,349	-	583,596,121	391,954,736	1,070,569,009
Excess of income over expenditure	-	-	-	5,737,967,728	-	-	5,737,967,728
Transfer to accumulated surplus reserve fund	-	-	-	(583,596,121)	-	-	(583,596,121)
Donation from accumulated surplus	-	-	-	(23,743,749)	-	-	(23,743,749)
Balance at 30 June	138,815,884	215,357,210	910,516,721	24,629,480,174	2,738,848,822	1,638,356,895	30,271,375,706

For and on behalf of the Members of the General body of BURO Bangladesh



Chairperson



Dhaka, Bangladesh
Dated, 10 September, 2023



Executive Director



Finance Director



S. F. AHMED & CO.
Chartered Accountants
DVC: 2309180728AS459443

BURO Bangladesh

**Notes to the financial statements
For the year ended 30 June 2023**

1. Background of the organisation

BURO Bangladesh "the organisation" is a non profit organisation that was set up in 1990 with a view of working for the poor on sustainable basis to reduce poverty. It is a specialised micro-finance institution that provides high quality flexible financial services to low-income people. The organisation is responsive to diverse financial needs of members. Its financial services constitute multiple loans, savings, micro-insurance and remittance services. The recipients of micro-finance services are poor, particularly women. Remittance services are provided to the relatives of overseas Bangladesh.

2. Corporate information of the MFI

Name of the MFI: BURO Bangladesh

Year of establishment: 1990

Legal entity:

Registration Authority	Registration No.	Date
Department of Social Welfare	TA-0489	09 April 1991
Registrar Joint Stock Companies and Firms	S-7026(214)/07	06 September 2007
Microcredit Regulatory Authority	00004-00394-00288	25 June 2008
NGO Affairs Bureau	610	19 March 1992

Nature of operations (programs): Microcredit Program

Statutory audit conducted up to: 2022-2023

Name of statutory auditor for last year: S. F. Ahmed & Co., Chartered Accountants

Name of statutory auditor for current year: S. F. Ahmed & Co., Chartered Accountants

No. of executive committee meeting held in FY 2021-2022: 5

Date of last AGM held: 17 December 2022

3. Basis of accounting

As per MRA circular letter no. 18 dated 16 July 2013 issued for microfinance institutions, financial statements are required to be prepared in accordance with International Financial Reporting Standards (IFRSs), which require that an entity shall prepare its financial statements, except for cash flow information, using the accrual basis of accounting.

The enclosed financial statements are prepared in the formats suggested by MRA vide its above referred circular with a slight modification to suit with the requirements of the organisation. This however, does not call for any material changes in terms of assets and liabilities and profitability of the organisation for the use of different formats.

3.1 Components of these financial statements

- Statement of financial position (balance sheet); as at 30 June 2023;
- Statement of comprehensive income; for the year ended 30 June 2023;
- Statement of changes in equity; for the year ended 30 June 2023;
- Receipts and Payments Statement; for the year ended 30 June 2023;
- Statement of cash flows; for the year ended 30 June 2023; and
- Summary of significant accounting policies and other explanatory notes.



BURO Bangladesh

**Notes to the financial statements
For the year ended 30 June 2023**

4. Significant accounting policies

4.1 Reporting currency

These financial statements are presented in BDT, which is also the functional and presentational currency of the organisation.

4.2 Reporting period

These financial statements of the organisation have been prepared for the period from 01 July 2022 to 30 June 2023.

4.3 Revenue recognition:

4.3.1 Service charge income on loan to members:

In terms of the provisioning policy of BURO Bangladesh, service charge (interest) is recognised as an income on cash basis. Service charge on loans is being charged at the time of loan taken by the members. On realisation the amount is transferred to income.

4.3.2 Investment income:

Income from investment on FDR is recognised on cash basis.

4.3.3 Fees and commlsslon Income:

Fees and commission income arise on services provided by the BURO Bangladesh are recognised on cash basis.

4.4 Property, plant and equipment

The cost of an item of property, plant and equipment shall be recognised as an asset if, and only if:

- a) it is probable that future economic benefits will flow to the entity; and
- b) the cost of the item can be measured reliably.

An item of property, plant and equipment qualifying for recognition is initially measured at its cost. Cost comprises expenditure that is directly attributable to the acquisition of the assets. Property, plant and equipment are stated in attached statement of financial position at cost less accumulated depreciation.

Depreciation is commenced when the asset is in the location and condition necessary for it to be capable of operating in the manner intended. Property plant and equipment of BURO Bangladesh are depreciated using straight line method. Full year's depreciation is charged on property, plant and equipment during the year of acquisition and no depreciation is charged during the year of disposal.

The annual depreciation rates applicable to different categories of assets are:

	<u>2023</u>	<u>2022</u>
Land and land development	0%	0%
Building construction	5%	10%
Furniture and fixture	10%	10%
Office equipment	10%	20%
Electrical equipment	10%	30%
Motor vehicle	10%	10%

4.5 Intangible asset (software)

Intangible assets are accounted for according to IAS 38: 'Intangible assets'. Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. Internally generated intangible assets, excluding capitalised development costs, are not capitalised and expenditure is reflected in the statement of comprehensive income in the year in which the expenditure is incurred. Amortisation on software is charged at 10%



Notes to the financial statements
For the year ended 30 June 2023

4.7 Lease

IFRS 16: Leases, defines lease as a contract or part of a contract that conveys the right to use an asset for a period of time in exchange for consideration. At the lease commencement date, the lessee recognises a right-of-use (ROU) asset and a lease liability at the present value of the future lease payment on the statement of financial position. The lease liability is subsequently amortised over the lease term and the right-of-use asset is depreciated at an appropriate method. The right of use assets are depreciated using a straight line method from the lease recognition date to the end of the lease term.

BURO Bangladesh has elected not to recognise right-of-use assets and lease liabilities for leases of low value assets and short term leases, i.e. for which the lease term ends within 12 months of the date of initial application. It recognises lease payments associated with these leases as an expense.

5. Significant organisational policies

5.1 Loan loss provision

5.1.1 Loan classification

Loans are classified in accordance with the guidelines of Micro Credit Regulatory Authority as noted below:

No. of days outstanding

No overdue	Regular
Overdue from 1-30 days	Watchful loan
Overdue from 31-180 days	Sub - standard loan
Overdue from 181-365 days	Doubtful loan
Overdue from above 365 days	Bad loan

5.1.2 Loan loss provisioning

Provision for loan loss is made in accordance with the guidelines of Micro Credit Regulatory Authority as noted below:

Particulars	rate
Regular	1%
Watchful loan	5%
Sub - standard loan	25%
Doubtful loan	75%
Bad loan	100%

5.1.3 Write off policy

Loan loss is written off in the financial statements with having approval of relevant authority if it becomes established that the loan will never be recovered as per circular no. 21 dated 16 January 2014.

5.2 Policy on Interest loan to borrowers

The rate of service charge for all types of loans is 24% per annum except disaster loan and agriculture SMAP loan which is 18% and 19% per annum respectively as per policy of BURO Bangladesh.



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**Notes to the financial statements
For the year ended 30 June 2023**

6. Compliance of Microcredit Regulatory Authority regulations over IAS/ IFRS

Microcredit Regulatory Authority (MRA) is the supreme regulatory body for micro finance in Bangladesh. Some requirements of MRA rules and regulations contradict with the requirements of IAS and IFRS. As such the organisation has departed from those contradictory requirements of IAS and IFRS in order to comply with the rules and regulations of MRA, these are disclosed below along with financial impact where applicable:

SL.	Title of IAS/IFRS	Requirements of IAS/IFRS	Requirements of Microcredit Regulatory Authority
1.	Measurement of provision for loans (financial assets measured at amortised cost)	As per IFRS9, an entity shall assess at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets measured at amortised cost is impaired. If any such evidence exists, expected credit losses are required to be measured through a loss allowance at an amount equal to: a) the 12-month expected credit losses (expected credit losses that result from those default events on the financial instrument that are possible within 12 months after the reporting date); or b) full lifetime expected credit losses (expected credit losses that result from all possible default events over the life of the financial instrument).	As per MRA Bidhimala 2010 and circular no. 14, dated 07 May 2012 a general provision at 1% under regular categories of loan has to be maintained irrespective of objective evidence of impairment on loans, Also provision for Watchful loan, Sub - standard loan, Doubtful loan, and Bad loan investments has to be provided at 5%, 25%, 75% and 100% respectively for investments depending on the duration of overdue.

7. Status of compliance of International Accounting Standards and International Financial Reporting Standards:

Name of the IAS	IAS no.	Status
Presentation of Financial Statements	1	Applied
Inventories	2	N/A
Statements of Cash Flow	7	Applied
Accounting Policies, Changes in Accounting Estimates and Errors	8	Applied
Events after the Reporting Period	10	Applied
Income Taxes	12	N/A
Property, Plant and Equipment	16	Applied
Employee Benefits	19	Applied
Accounting for Government Grants and Disclosure of Government Assistance	20	N/A
The Effects of Changes in Foreign Exchange Rates	21	N/A
Borrowing Costs	23	Applied
Related Party Disclosures	24	N/A
Accounting and Reporting by Retirement	26	N/A



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**Notes to the financial statements
For the year ended 30 June 2023**

Name of the IAS	IAS no.	Status
Separate Financial Statements	27	N/A
Investment in Associates and Joint Ventures	28	N/A
Financial Reporting in Hyperinflationary Economies	29	N/A
Interests in Joint Ventures	31	N/A
Earnings per share	33	N/A
Interim Financial Reporting	34	N/A
Impairment of Assets	36	Applied
Provisions, Contingent Liabilities and Contingent Assets	37	Applied
Intangible Assets	38	Applied
Investment Property	40	N/A
Agriculture	41	N/A
Name of the IFRS	IFRS no.	Status
Share Based payment	2	N/A
Business combination	3	N/A
Insurance Contracts	4	N/A
Non-current assets held for sale and discontinued operation	5	N/A
Exploration for and Evaluation of Mineral Resources	6	N/A
Financial Instruments: Disclosures	7	*
Operating Segments	8	N/A
Financial Instruments	9	*
Consolidated Financial Statements	10	N/A
Joint Arrangement	11	N/A
Disclosure of Interest in Other Entities	12	N/A
Fair Value Measurement	13	N/A
Revenue from Contracts with customers	15	Applied
Leases	16	Applied

N/A= Not Applicable

* As the regulatory requirements differ with the standards, relevant disclosures have been made in accordance with Microcredit Regulatory Authority requirements (please see note 6).

8. Compliance requirements under the guidelines on prevention of money laundering and terrorist financing

We report that, all the possible steps have been taken and the guidelines on prevention of money laundering and terrorist financing for NGO/NPO sector dated November, 2013 by Bangladesh Bank, in pursuant to MRA circular no. regu.24, dated 06 May 2014 are being followed to prevent money laundering.

We also report that, as provided in section 25 (1) of Money Laundering Prevention Act, 2012, we act according to our responsibilities which are to :

- maintain complete and correct information with regard to the identity of our customers during the operation of their accounts;
- preserve previous records of transactions of such accounts for at least 5 (five) years from the date of such closure, if any account of a customer is closed;
- provide with the information maintained to Bangladesh Bank from time to time, on its demand; if any, and
- report the matter as 'suspicious transaction report' to the Bangladesh Bank immediately on our own accord, if any doubtful transaction or attempt of such transaction is observed.



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**Notes to the financial statements
For the year ended 30 June 2023**

	2023 BDT	2022 BDT
9. Property, plant and equipment		
Cost:		
Opening balance	4,945,379,891	4,077,996,872
<u>Add:</u> Addition during the year	1,222,940,738	905,318,804
	6,168,320,629	4,983,315,675
<u>Less:</u> Adjustment/ Disposal during the year	7,882,916	37,935,784
Closing balance (A)	6,160,437,713	4,945,379,891
Accumulated depreclation:		
Opening balance	1,326,963,731	1,027,546,240
<u>Add:</u> Charge for the year	196,303,311	319,143,798
	1,523,267,042	1,346,690,038
<u>Less:</u> Adjustment/ Disposal during the year	7,822,756	19,726,307
Closing balance (B)	1,515,444,286	1,326,963,731
Written down value (A-B)	4,644,993,427	3,618,416,160
10. Intangible assets (software)		
Cost:		
Opening balance	9,649,400	7,631,300
<u>Add:</u> Addition during the year	1,424,000	2,688,100
	11,073,400	10,319,400
<u>Less:</u> Adjustment/ Disposal during the year	-	670,000
Closing balance (A)	11,073,400	9,649,400
Accumulated amortisation:		
Opening balance	3,322,140	1,526,260
<u>Add:</u> Charge for the year	1,107,340	1,929,880
	4,429,480	3,456,140
<u>Less:</u> Adjustment/ Disposal during the year	-	134,000
Closing balance (B)	4,429,480	3,322,140
Written down value (A-B)	6,643,920	6,327,260
11. Loan to staff		
Opening balance	68,398,894	60,246,379
<u>Add:</u> Addition during the year	13,663,967	13,973,454
	82,062,861	74,219,833
<u>Less:</u> Refund/ Adjustment during the year	9,526,220	5,820,939
	72,536,641	68,398,894
12. Short-term investment		
Fixed deposit with banks & financial institutions (note 12.1)	1,120,132,061	1,636,695,661
Customers' savings deposit fund investment (note 12.2)	3,919,519,439	3,321,561,888
Emergency disaster fund investment (note 12.3)	215,357,210	201,940,407
Staff security deposit investment (note 12.4)	160,073,344	153,026,992
Dormant account fund investment (note 12.5)	189,269,519	76,714,078
Security deposit fund (note 12.6)	22,565,696	24,497,463
Other funds investment (note 12.7)	1,628,111,601	1,241,989,940
	7,255,028,870	6,656,426,429



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Notes to the financial statements
For the year ended 30 June 2023

	2023	2022
	BDT	BDT
12.1 Fixed deposit with banks & financial institutions		
Lanka Bangla Finance PLC.	507,821,167	478,701,086
Jamuna Bank Limited	194,735,749	121,470,264
People's Leasing & Financial Service Limited (*)	177,005,392	177,005,392
Eastern Bank Limited	118,901,332	116,012,262
Mutual Trust Bank PLC.	56,939,487	111,077,695
Alliance Finance PLC.	26,874,394	25,189,128
International Leasing & Financial Services Limited (*)	18,909,457	18,031,879
Sonali Bank PLC.	13,945,083	13,244,861
Global Islami Bank PLC.	5,000,000	-
MIDAS Financing Limited	-	299,117,020
IPDC Finance Limited	-	208,883,723
Trust Bank Limited	-	67,962,352
	<u>1,120,132,061</u>	<u>1,636,695,661</u>

(*) Though the amounts are not easily encashable due to financial insolvency of the investee-companies, but no provision is required to be made as the matter has been taken over by the Hon'ble High Court.

12.2 Customers' savings deposit fund investment

Agrani Bank Limited	626,468,834	601,640,320
Pubali Bank Limited	544,751,744	520,381,880
Sonali Bank PLC.	466,492,560	542,762,781
BRAC Bank Limited	465,208,334	300,000,000
Dhaka Bank Limited	343,726,670	329,181,740
Bangladesh Krishi Bank	273,684,035	109,124,132
Global Islami Bank PLC.	230,644,702	218,413,543
Midland Bank Limited	192,324,027	135,381,826
Jamuna Bank Limited	184,009,764	174,682,320
NCC Bank Limited	121,657,241	115,335,400
Bank Asia Limited	120,920,858	116,818,974
Eastern Bank Limited	100,000,000	-
Mutual Trust Bank PLC.	72,110,651	-
Rupali Bank Limited	57,925,941	55,489,990
Commercial Bank of Ceylon PLC.	50,000,000	-
Bank Alfalah Limited	50,000,000	-
Padma Bank Limited	19,136,996	47,548,583
United Commercial Bank Limited	457,082	440,349
The City Bank Limited	-	54,360,050
	<u>3,919,519,439</u>	<u>3,321,561,888</u>

The above balance represents investment made in accordance with the provisions of Microcredit Regulatory Authority Rules 2010 under clauses 34 (1) and 34 (2). As per said clauses every microcredit organisation should maintain a liquidity fund which is 10% of its total deposits, in any scheduled bank; liquidity fund may be maintained in the form of minimum 5% in cash and the remaining portion in fixed deposit.



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Notes to the financial statements
For the year ended 30 June 2023

	2023	2022
	BDT	BDT
12.3 Emergency disaster fund investment		
Mutual Trust Bank PLC.	120,225,315	-
Padma Bank Limited	53,981,083	50,567,759
Rupali Bank Limited	35,062,386	-
The City Bank Limited	6,088,426	5,921,698
Global Islami Bank PLC.	-	145,450,950
	<u>215,357,210</u>	<u>201,940,407</u>
12.4 Staff security deposit investment		
Rupali Bank Limited	140,038,356	105,281,509
Eastern Bank Limited	19,979,395	19,448,452
Jamuna Bank Limited	55,593	-
Global Islami Bank PLC.	-	28,297,031
	<u>160,073,344</u>	<u>153,026,992</u>
12.5 Dormant account fund investment		
Alliance Finance PLC.	108,000,000	-
IPDC Finance Limited	68,945,068	64,905,990
Sonali Bank PLC.	12,324,451	11,808,088
	<u>189,269,519</u>	<u>76,714,078</u>
12.6 Security deposit fund		
Jamuna Bank Limited	18,084,860	16,311,465
Global Islami Bank PLC.	3,113,617	2,966,501
Prime Bank Limited	1,367,219	1,331,274
MIDAS Finance Limited	-	3,888,223
	<u>22,565,696</u>	<u>24,497,463</u>
12.7 Other funds investment		
Gratuity fund (note 12.7.1)	1,144,774,029	901,193,070
Health fund (note 12.7.2)	351,440,242	236,645,878
Earned leave fund (note 12.7.3)	75,439,923	50,125,708
Housing fund (note 12.7.4)	35,195,027	33,693,083
Vehicle insurance fund (note 12.7.5)	21,262,380	20,332,201
	<u>1,628,111,601</u>	<u>1,241,989,940</u>
12.7.1 Gratuity fund		
Pubali Bank Limited	320,875,569	162,524,386
Sonali Bank PLC.	212,399,597	264,803,733
Rupali Bank Limited	97,900,640	62,930,000
Jamuna Bank Limited	84,229,999	80,000,000
Eastern Bank Limited	81,685,000	77,500,000
Modhumoti Bank Limited	79,800,000	-
Commercial Bank of Ceylon PLC.	78,593,646	72,726,749
Dhaka Bank Limited	77,857,578	74,792,529
IPDC Finance Limited	53,562,830	50,464,638
Bangladesh Krishi Bank	32,266,962	30,500,000
United Commercial Bank PLC.	25,602,208	24,951,035
	<u>1,144,774,029</u>	<u>901,193,070</u>



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Notes to the financial statements
For the year ended 30 June 2023

	2023	2022
	BDT	BDT
12.7.2 Health fund		
Rupali Bank Limited	80,300,000	-
Sonali Bank PLC.	68,377,958	65,422,639
IDLC Finance Limited	60,597,050	35,821,000
Alliance Finance PLC.	27,071,745	25,374,000
NRB Bank Limited	21,145,135	20,163,829
Pubali Bank Limited	20,706,544	19,645,930
Dhaka Bank Limited	20,595,926	19,845,071
IPDC Finance Limited	17,059,473	16,180,500
Commercial Bank of Ceylon PLC.	14,796,095	14,407,558
Lanka Bangla Finance PLC.	12,671,061	11,894,918
Global Islami Bank PLC.	8,119,255	7,890,432
	<u>351,440,242</u>	<u>236,645,878</u>
12.7.3 Earned leave fund		
Pubali Bank Limited	24,000,000	-
IDLC Finance Limited	11,500,000	-
IPDC Finance Limited	11,381,700	10,800,000
Jamuna Bank Limited	11,000,000	-
Global Islami Bank PLC.	10,003,682	9,519,818
CVC Finance Limited	7,554,541	6,991,250
Sonali Bank PLC.	-	22,814,640
	<u>75,439,923</u>	<u>50,125,708</u>
12.7.4 Housing fund		
Dhaka Bank Limited	19,384,107	18,707,524
IPDC Finance Limited	9,791,392	9,284,427
Pubali Bank Limited	4,412,164	4,173,945
Padma Bank Limited	1,607,364	-
The Farmers Bank Limited	-	1,527,187
	<u>35,195,027</u>	<u>33,693,083</u>
12.7.5 Vehicle insurance fund		
AB Bank Limited	9,008,968	8,534,060
Dhaka Bank Limited	7,020,476	6,743,642
The City Bank Limited	4,259,615	4,125,757
Global Islami Bank PLC.	973,321	928,742
	<u>21,262,380</u>	<u>20,332,201</u>



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**Notes to the financial statements
For the year ended 30 June 2023**

	2023	2022
	BDT	BDT
13. Accumulated surplus reserve fund investment		
Pubali Bank Limited	752,926,748	718,032,500
The City Bank Limited	546,882,161	525,049,994
United Commercial Bank PLC.	355,440,908	295,833,772
Eastern Bank Limited	270,739,663	258,007,271
BRAC Bank Limited	178,572,350	57,540,149
Trust Bank Limited	119,747,337	-
Bangladesh Krishi Bank	108,979,346	55,489,990
Dhaka Bank Limited	50,000,000	-
Meghna Bank Limited	50,000,000	-
SBAC Bank Limited	50,000,000	-
Citizens Bank PLC.	50,000,000	-
Bengal Commercial Bank Limited	50,000,000	-
Shimanto Bank Limited	50,000,000	-
Mutual Trust Bank PLC.	48,147,923	28,982,934
Agrani Bank Limited	33,071,643	-
Global Islami Bank PLC.	24,340,742	23,012,830
AB Bank Limited	-	113,132,873
NRB Bank Limited	-	48,647,855
Midland Bank Limited	-	31,522,532
	2,738,848,822	2,155,252,701

The above balance represents investment made in accordance with the provisions of Microcredit Regulatory Authority Rules, 2010 under clauses 20 (1) and 20 (3). As per said clauses every microcredit organisation should create a reserve fund @10% of its total surplus which should be kept in any scheduled bank under the supervision of the head office of the relevant microcredit organisation.

14. Loan to customers

This include various loans outstanding with the clients in the following categories:

General loan:

This loan is allowed for rural and urban poor households to finance their economic activities. General loan ranges from BDT 5,000 to BDT 200,000. The loan is repayable within one year.

Micro-enterprise loan:

Micro-enterprise loan is given to the borrower on the basis of household cash flows, business projections and reputation of the borrower. The micro-enterprise loan borrowers are expected to generate equity and self-employment. Micro-enterprise loan ranges from BDT 50,000 to BDT 5,000,000 repayable within one to three years.

Agriculture loan:

This loan is given exclusively for the purpose of agricultural activities for increasing farms activities. The agriculture loan also enhances food security of households. Agriculture loan ranges from BDT 5,000 to BDT 500,000 and is given for one year.

Hand/Emergency loan:

This loan is intended to serve as a social security net. Hand loan is given to meet festivals, health care and child education expenses. This loan is a small loan of BDT 10,000 repayable within 3 months.

Disaster loan:

The purpose of this loan is to reduce the effect of shocks to households' financial and physical assets immediately after natural disasters. Disaster loan ranges from BDT 1,000 to BDT 20,000 and is repayable within one year.



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Notes to the financial statements
For the year ended 30 June 2023

	2023	2022
	BDT	BDT
Water and sanitation loan:		
Environmental health concerns continue to be an ominous factor contributing to diseases and poverty. Access to safe drinking water and sanitation will reduce sickness and thus increase the labour productivity. The loan ranges from BDT 5,000 to BDT 100,000 and is repayable within one year.		
Breakup of loan (product-wise) is given below:		
Agriculture loan	49,645,006,556	39,791,109,286
Micro-enterprise loan	22,560,336,255	26,863,124,062
General loan	20,962,664,931	16,189,673,690
Water and sanitation loan	2,177,313,156	1,744,111,863
Agriculture SMAP	854,282,807	524,796,493
Consumer product loan	169,946,762	-
Hand/Emergency loan	7,541,000	1,137,086
	96,377,091,467	85,113,952,480

BURO Bangladesh had 1,870,512 loan accounts outstanding as on 30 June 2023 as compared to 1,615,175 as on 30 June 2022.

15. Other current assets

Advance, deposit and prepayments (note 15.1)	1,223,939,035	827,685,133
Service charges provision	1,182,716,974	1,562,716,974
Security deposits (note 15.2)	1,147,996	1,272,914
	2,407,804,005	2,391,675,021

15.1 Advance, deposit and prepayments

Head office (note 15.1.1)	598,584,032	525,688,541
Branch offices (note 15.1.2)	557,497,138	263,041,501
Zonal offices (note 15.1.3)	8,839,698	30,561,651
Divisional offices (note 15.1.4)	32,996,581	3,059,085
Training center (note 15.1.5)	26,021,586	5,334,355
	1,223,939,035	827,685,133

15.1.1 Head office

Advance against construction	353,637,802	285,609,074
Advance against salary	4,918,483	4,489,541
Advance transportation cost	832,777	716,952
Program advance	560,607	960,607
Advance for training	117,500	87,500
Advance against motorcycle	2,500	56,000
Advance against mobile	-	68,360
Others	238,514,363	233,700,507
	598,584,032	525,688,541

15.1.2 Branch offices

Advance against salary	285,792,372	939,247
Advance against house rent	40,851,040	15,525,786
Advance against construction	21,598,253	97,059,088
Advance against motorcycle	20,085,402	31,005,006
Advance against bicycle	6,372,533	7,086,009
Advance against mobile	3,523,017	7,853,658
Fuel and conveyance	72,532	7,923
Advance against purchase of fans	58,602	139,436
Others	179,143,387	103,425,348
	557,497,138	263,041,501



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Notes to the financial statements
For the year ended 30 June 2023

	2023	2022
	BDT	BDT
15.1.3 Zonal offices		
Advance against construction	2,003,500	13,567,655
Fuel and conveyance	574,916	530,214
Advance against house rent	545,723	500,500
Advance against salary	34,200	-
Advance against motorcycle	30,000	9,844
Others	5,651,359	15,953,438
	<u>8,839,698</u>	<u>30,561,651</u>
15.1.4 Divisional offices		
Advance against salary	30,402,428	749,830
Advance against bicycle	1,491,490	-
Advance against mobile	155,732	177,197
Fuel and conveyance	88,281	144,136
Advance against house rent	55,000	-
Advance against motorcycle	-	1,162,940
Others	803,650	824,982
	<u>32,996,581</u>	<u>3,059,085</u>
15.1.5 Training center (CHRD)		
Advance against salary	3,198,443	296,000
Advance against house rent	12,800	1,000
Advance against bicycle	500	-
Others	22,809,843	5,037,355
	<u>26,021,586</u>	<u>5,334,355</u>
15.2 Security deposits		
Rajdhani Unnayan Katripakka (RAJUK)	600,000	600,000
Bangladesh Telecommunication Company Limited	303,796	303,796
GSP Finance Company (Bangladesh) Limited	-	124,918
Others	244,200	244,200
	<u>1,147,996</u>	<u>1,272,914</u>
16. Cash and bank balances		
Cash in hand	28,454,534	139,659,147
Bank balances (note 16.1)	6,889,297,395	4,120,073,600
	<u>6,917,751,929</u>	<u>4,259,732,747</u>
16.1 Bank balances		
Special notice deposit accounts	5,456,085,158	2,720,648,368
Current accounts	1,429,517,529	1,398,777,843
Savings accounts	3,694,707	647,389
	<u>6,889,297,395</u>	<u>4,120,073,600</u>
17. Revolving loan fund (donors' fund)		
Department for International Development (DFID), UK	93,022,179	93,022,179
Swiss Agency for Development and Cooperation (SDC)	23,378,560	23,378,560
Swedish International Development Agency (SIDA)	14,545,494	14,545,494
Australian Agency for International Development (AusAID)	4,274,300	4,274,300
UNESCO/Stitching Gilles – Foundation, Belgium	2,147,712	2,147,712
Canada Fund	1,163,139	1,163,139
PACT Inc./USAID	284,500	284,500
	<u>138,815,884</u>	<u>138,815,884</u>



BURO Bangladesh

Notes to the financial statements
For the year ended 30 June 2023

	2023	2022
	BDT	BDT
18. Emergency disaster funds (donors' fund)		
Swedish International Development Agency (SIDA)	11,374,757	11,374,757
Department for International Development (DFID), UK	9,247,243	9,247,243
Swiss Agency for Development and Cooperation (SDC)	9,000,000	9,000,000
Australian Agency for International Development (AusAID)	651,000	651,000
	<u>30,273,000</u>	<u>30,273,000</u>
<u>Add: Interest on investment of the above funds</u>	<u>185,084,210</u>	<u>171,667,407</u>
	<u>215,357,210</u>	<u>201,940,407</u>

BURO Bangladesh focuses its efforts on the promotion of self-help and self-reliance of disadvantaged rural communities, with particular attention to women. Normally, it is not involved in any relief or charitable activities for its customers but it does not remain non-chalant when the customers become extremely vulnerable and their existence is threatened. In such situations, disaster assistance is provided.

In order to respond to emergency relief and rehabilitation needs of BURO Bangladesh's customers, emergency disaster funds have been created with financial grants from the donors.

19. Loan loss provision		
Opening balance	2,571,421,599	2,397,764,620
<u>Add: Provision made during the year</u>	<u>1,326,787,527</u>	<u>645,608,478</u>
	3,898,209,126	3,043,373,098
<u>Less: Amount written off during the year (Principal)</u>	<u>576,603,015</u>	<u>471,951,499</u>
Closing balance	<u>3,321,606,111</u>	<u>2,571,421,599</u>

Loan loss provision requirement is BDT 3,121,318,502 as on 30 June 2023, following MRA Bidhimala 2010 and circular letter no. 14 dated 07 May 2012, but the actual LLP has been made of BDT 3,321,606,111 resulting an excess provision of BDT 200,287,609 during the year under reporting in compliance of requirement as per MRA circular no. 75 dated 22 June 2023. The method of calculation of LLP is shown below:

No. of days outstanding	Outstanding loan	Rate (%)	Required provision
Regular loan outstanding	91,051,672,140	1%	910,516,721
Loan overdue status (days):			
1-30 days	1,563,494,657	5%	78,174,733
31-180 days	1,554,285,489	25%	388,571,372
181-365 days	1,854,334,027	75%	1,390,750,520
Over 365 days	353,305,155	100%	353,305,155
Total:	<u>96,377,091,467</u>		<u>3,121,318,502</u>

20. Accumulated surplus		
Opening balance	19,498,852,316	15,741,096,141
<u>Add: Excess of income over expenditure</u>	<u>5,737,967,728</u>	<u>4,213,605,881</u>
	25,236,820,044	19,954,702,022
<u>Less: Transfer to accumulated surplus reserve fund (note 21)</u>	<u>583,596,121</u>	<u>417,914,014</u>
Adjustment against donation from surplus fund (note 20.1)	23,743,749	37,935,692
Closing balance	<u>24,629,480,174</u>	<u>19,498,852,316</u>



BURO Bangladesh

Notes to the financial statements
For the year ended 30 June 2023

	2023	2022
	BDT	BDT
20.1. Donation from surplus fund		
Relief	11,522,906	376,106
Educational institution and others	4,342,912	6,971,164
Opportunity International (Project)	3,354,173	-
BURO nursing institution	2,907,980	-
Batheni Asrom	800,000	800,000
Shikkha Sahayata Prokolpo	693,555	689,000
Kakrid Nimno Maddhomik Bidyaloy	122,222	185,000
Health Care Foundation	-	21,004,292
BURO Craft	-	7,396,130
Covid 19	-	514,000
	<u>23,743,749</u>	<u>37,935,692</u>
21. Accumulated surplus reserve fund		
Opening balance	2,155,252,701	1,737,338,687
<u>Add:</u> Transferred from accumulated surplus (note 20)	583,596,121	417,914,014
	2,738,848,822	2,155,252,701
<u>Less:</u> Adjustment made during the year	-	-
Closing balance	<u>2,738,848,822</u>	<u>2,155,252,701</u>

The above balance represents reserve fund made in accordance with the provisions of Microcredit Regulatory Authority Rules 2010 under clauses 20 (1) and 20 (3). As per said clauses every microcredit organisation should create a reserve fund @10% of its total surplus which should be kept in any scheduled bank under the supervision of the head office of the relevant microcredit organisation.

22. Other funds		
Gratuity fund	1,145,205,185	902,200,618
Health fund	361,228,871	236,937,993
Earned leave fund	75,456,923	53,227,549
Housing fund	35,197,888	33,697,060
Vehicle insurance fund	21,268,028	20,338,939
	<u>1,638,356,895</u>	<u>1,246,402,159</u>
23. Customers' contractual savings		
Opening balance	1,730,119,198	1,778,673,752
<u>Add:</u> Received during the year	934,737,011	900,311,637
	2,664,856,209	2,678,985,389
<u>Less:</u> Payment made during the year	866,057,557	948,866,191
Closing balance	<u>1,798,798,652</u>	<u>1,730,119,198</u>

In contractual savings account, clients agree to deposit regularly an amount as fixed by them. Customers can withdraw the entire amount including interest thereon and can choose to deposit on a weekly or monthly basis. Interest is paid on a compound basis in the range of 8% per annum.

24. Regular Voluntary Savings		
Opening balance	191,437,437	176,452,371
<u>Add:</u> Received during the year	136,224,341	131,091,347
	327,661,778	307,543,718
<u>Less:</u> Payment made during the year	134,791,253	116,106,281
Closing balance	<u>192,870,525</u>	<u>191,437,437</u>

In regular voluntary savings account, clients agree to deposit regularly an amount for a scheme as fixed by them. Customers can withdraw the entire amount including interest thereon and can choose to deposit on a weekly or monthly basis. Interest is paid on a compound basis in the range of 7% per annum.



BURO Bangladesh

Notes to the financial statements
For the year ended 30 June 2023

	2023	2022
	BDT	BDT
25. Customers' micro insurance fund		
The premiums are one-time payment for each loan. When a client died within the loan period the entire outstanding loan to the client will be waived. This has been arrived at as under:		
Opening balance	2,762,867,747	2,297,760,742
Add: Received during the year	1,592,740,388	1,209,650,008
	<u>4,355,608,135</u>	<u>3,507,410,750</u>
Less: Payment made during the year	1,503,430,839	744,543,003
Closing balance	<u>2,852,177,296</u>	<u>2,762,867,747</u>
26. Borrowing from different sources		
Borrowing from banks (note 26.1)	44,221,153,130	40,914,475,108
Borrowing from non-banking financial institutions (note 26.2)	600,037,435	1,505,343,831
Borrowing from specialised institution (note 26.3)	43,440,611	38,046,905
	<u>44,864,631,176</u>	<u>42,457,865,844</u>
26.1 Borrowing from banks		
Eastern Bank Limited	5,170,032,989	4,565,705,806
BRAC Bank Limited	3,533,339,437	2,543,517,317
Standard Chartered Bank	3,516,400,000	2,122,000,000
Dutch Bangla Bank Limited	2,923,685,751	2,473,171,137
HSBC Bank	2,800,000,000	2,400,000,000
Mutual Trust Bank PLC.	2,699,822,714	2,499,992,444
Prime Bank Limited	2,500,000,000	1,500,000,000
The City Bank Limited	2,246,000,000	1,500,024,311
NCC Bank Limited	2,177,134,063	1,795,629,061
Jamuna Bank Limited	1,872,733,683	2,562,120,838
Syndicated Finance Lead by Citibank, N.A.	1,725,000,000	4,025,000,000
Dhaka Bank Limited	1,500,000,000	1,499,688,202
The United Commercial Bank PLC.	1,342,154,349	1,209,468,974
Bangladesh Bank (SMAP)	1,287,000,000	1,287,000,000
Bank Asia Limited	1,142,000,000	879,606,667
Pubali Bank Limited	1,041,422,243	863,521,210
Meghna Bank Limited	999,998,125	-
Trust Bank Limited	999,973,034	1,399,985,520
Southeast Bank Limited	867,322,254	1,119,655,710
Bank Alfalah Limited	520,000,000	400,000,000
Shimanto Bank Limited.	500,000,000	-
ONE Bank Limited	500,000,000	-
Mercantile Bank Limited	499,804,251	53,781,505
NRB Bank Limited	400,000,000	800,000,000
The Habib Bank Limited	400,000,000	300,000,000
State Bank of India	280,000,000	280,000,000
Midland Bank Limited	224,257,856	328,738,731
Uttara Bank PLC.	199,966,667	20,098,021
Bengal Commercial Bank Limited	192,949,711	-
South Bangla Agriculture & Commerce Bank Limited	99,865,000	-
Padma Bank Limited	49,997,956	-
Standard Bank Limited	10,293,047	723,220,441
Commercial Bank of Ceylon PLC.	-	650,000,000
Citibank, N.A.	-	540,000,000
AB Bank Limited	-	499,830,214
Community Bank Limited	-	72,718,999
	<u>44,221,153,130</u>	<u>40,914,475,108</u>

There is no overdue or default in respect of repayment (loan and interest) of above borrowings by BURO Bangladesh from their respective due dates.



BURO Bangladesh

Notes to the financial statements
For the year ended 30 June 2023

	2023	2022
	BDT	BDT
26.2 Borrowing from non-banking financial institutions		
LankaBangla Finance PLC.	321,037,766	512,482,498
United Finance Limited	211,608,437	85,963,772
Alliance Finance PLC.	52,917,506	112,679,257
Meridian Finance & Investment Limited	14,473,726	44,218,304
IDLC Finance Limited	-	400,000,000
IPDC Finance Limited	-	350,000,000
	<u>600,037,435</u>	<u>1,505,343,831</u>

There is no overdue or default in respect of repayment (loan and interest) of above borrowings by BURO, Bangladesh from their respective due dates.

26.3 Borrowing from specialised institutions

Anukul Foundation (note 26.3.1)	<u>43,440,611</u>	<u>38,046,905</u>
26.3.1 Anukul Foundation		
Opening Balance	38,046,905	31,621,953
Add: Received during the year	<u>24,000,000</u>	<u>18,000,000</u>
	62,046,905	49,621,953
Less: Refund during the year	<u>18,606,294</u>	<u>11,575,048</u>
Closing balance	<u>43,440,611</u>	<u>38,046,905</u>

A number of loans were borrowed from Anukul Foundation for on-lending to BURO Bangladesh's customers. Interest rate is 9% per annum. These loans have three months' moratorium.

There is no overdue or default in respect of repayment (loan and interest) of above borrowings by BURO Bangladesh from their respective due dates.

27. Employees' security deposit

Opening balance	175,824,964	171,830,980
Add: Received during the year	<u>20,232,075</u>	<u>10,627,374</u>
	196,057,039	182,458,354
Less: Refund during the year	<u>7,306,108</u>	<u>6,633,390</u>
Closing balance	<u>188,750,931</u>	<u>175,824,964</u>

This represents amount received as security deposit from Branch Managers, Accountants, Assistant Accountants, Program Organisers and Assistant Program Organisers as per policy of BURO Bangladesh.

28. Customers' general savings

Opening balance	30,520,440,255	25,747,964,361
Add: Received during the year	<u>32,214,583,035</u>	<u>25,766,011,613</u>
	62,735,023,290	51,513,975,974
Less: Payment made during the year	<u>25,533,097,773</u>	<u>20,993,535,719</u>
Closing balance	<u>37,201,925,517</u>	<u>30,520,440,255</u>

The general savings account is like a current account, where customers can save or withdraw the amount on the demand. The rate of interest is 6% to 10% compounded per annum of their general savings account balance.

The number of general savings accounts is 2,533,769 as at 30 June 2023 compared to 2,268,643 at the end of year 30 June 2022.



BURO Bangladesh

**Notes to the financial statements
For the year ended 30 June 2023**

	2023	2022
	BDT	BDT
29. Other liabilities		
Dormant accounts	577,321,286	486,574,955
Security deposit fund	24,294,071	26,535,464
BURO Bangladesh staff gratuity fund	18,796,560	15,809,001
BURO Bangladesh staff health fund	5,283,058	61,233,363
Staff security fund	2,185,001	(153,114)
BURO Bangladesh staff earned leave fund	1,926,285	1,582,569
SMAP	2,985	26,327
BURO Bangladesh staff provident fund	(18,761,690)	9,256,321
Others	28,032,332	18,076,295
	639,079,887	618,941,181
30. Service charges on loan to borrowers		
Service charges on loan	19,591,836,060	15,542,309,878
Recovery from loan written-off	90,363,172	58,459,300
	19,682,199,232	15,600,769,178
31. Interest on borrowing from banks and others		
Commercial banks	3,242,138,443	2,355,372,610
Non-banking financial institutions	95,533,628	279,420,714
Specialised institutions	3,684,070	3,505,763
	3,341,356,143	2,638,299,089
32. Interest on customers savings		
Interest on general savings	2,086,438,248	1,548,925,124
Interest on contractual savings	90,204,217	78,167,170
Regular voluntary savings	8,427,250	7,313,168
	2,185,069,715	1,634,405,462
33. Rent expenses		
Office rent	80,093,973	66,246,452
Residence rent	155,533,275	128,503,102
	235,627,248	194,749,554



BURO Bangladesh

**Notes to the financial statements
For the year ended 30 June 2023**

	2023	2022
	BDT	BDT
34. Payment to national exchequer		
Direct tax (note 34.1)	205,050,114	148,134,443
Government fees	14,478,327	10,442,500
	219,528,441	158,576,943
34.1 Direct tax		
Value added tax	129,859,300	61,884,161
Corporate tax	75,190,814	86,250,282
	205,050,114	148,134,443

Income tax assessment position of BURO Bangladesh is given below:

Income year ended 30 June	Assessment year	Income as per return filed	Taxable income		Tax paid
			BDT	BDT	BDT
2003	2004-2005	9,477,932	760,101	760,101	99,520
2004	2005-2006	1,816,585	1,861,585	1,861,585	406,679
2005	2006-2007	98,378	983,878	983,878	120,393
2006	2007-2008	860,599	860,599	860,599	98,370
2007	2008-2009	1,139,140	1,139,140	1,139,140	151,078
2008	2009-2010	5,626,026	5,626,026	5,626,026	1,272,757
2009	2010-2011	14,953,899	14,953,899	14,953,899	3,604,726
2010	2011-2012	30,339,290	30,339,290	30,339,290	7,439,823
2011	2012-2013	20,967,281	20,967,281	20,967,281	5,091,820
2012	2013-2014	60,163,274	60,163,274	60,163,274	14,885,819
2013	2014-2015	757,916,652	757,916,652	757,916,652	22,010,338
2014	2015-2016	121,413,491	121,413,491	121,413,491	22,496,989
2015	2016-2017	121,397,366	121,397,366	121,397,366	23,658,266
2016	2017-2018	160,839,723	160,839,723	160,839,723	33,094,427
2017	2018-2019	223,611,897	223,611,897	223,611,897	45,193,366
2018	2019-2020	275,900,352	275,900,352	275,900,352	54,763,139
2019	2020-2021	385,367,648	385,367,648	385,367,648	58,232,402
2020	2021-2022	433,460,261	433,460,261	433,460,261	86,250,282
2021	2022-2023	424,007,461	424,007,461	424,007,461	116,602,052
35. Transportation					
Travelling allowance			85,921,234	85,921,234	65,865,106
Fuel and lubricants			79,527,703	79,527,703	50,381,589
Car maintenance			26,949,616	26,949,616	20,802,981
Daily allowance			6,689,749	6,689,749	6,559,239
			199,088,302	199,088,302	143,608,915



BURO Bangladesh

**Notes to the financial statements
For the year ended 30 June 2023**

	2023 BDT	2022 BDT
36. Training and workshop		
Meeting and workshop	4,910,203	1,831,924
Staff training	3,653,457	1,037,438
	8,563,660	2,869,362
37. Other expenses		
Email, telephone and fax	68,764,337	58,996,177
Electricity, gas and water	55,970,011	44,114,178
Office maintenance	28,764,694	458,269
Licence renewal fees (MRA)	26,810,485	-
Entertainment	25,114,327	14,919,578
Computer accessories	10,104,289	10,652,744
Bank charges	9,618,216	7,770,904
Repair and maintenance	4,766,354	20,381,355
Apex body membership fees	3,806,000	24,785,265
Advertisement	3,089,017	1,467,022
Postage and telegram	676,222	1,106,607
Grant	107,030	481,742
Newspaper and periodicals	66,990	15,360
Printing and stationery	-	5,660,773
Contribution to Basic Health Education Program	-	1,066,000
Miscellaneous expense	73,546,660	62,407,099
	311,204,632	254,283,070

38. Others

- 38.1** Figures in these notes and in the annexed financial statements have been rounded off to the nearest BDT.
- 38.2** These notes form an integral part of the annexed financial statements and accordingly are to be read in conjunction therewith.
- 38.3** Figures relating to the previous year included in this report have been rearranged, wherever considered necessary, to make them comparable with those of the current year, however, bearing any impact on the profit and value of assets and liabilities.

For and on behalf of the Members of the General body of BURO Bangladesh



Chairperson



Dhaka, Bangladesh
Dated, 10 September, 2023



Executive Director



Finance Director



S. F. AHMED & CO.
Chartered Accountants
DVC : 2309180728AS459443

BURO Bangladesh

**Eligibility Criteria Compliance Certification
For the year ended 30 June 2023**

Sl. No.	Eligibility criteria	Audited figures or compliance	Audited figures or compliance
		2023	2022
1	Minimum loan recovery rates, computed quarterly, based on the following: i) 95% minimum cumulative loan collection ratio on total dues: CRR		
	<u>Actual cumulative collections x 100</u> Cumulative collectibles	99.29%	99.30%
	ii) 92-100% minimum loan collection ratio on current dues (on running 12 months basis): OTR		
	<u>Actual collections during the past 12 months on current dues x 100</u> Collectibles on current dues	97.17%	97.27%
2	Minimum liquidity ratio of 10%	27.65%	23.37%
3	Minimum current ratio of 2:1	2.77 : 1	2.92 : 1
4	Minimum capital adequacy ratio of 15%	28.60%	29.15%
5	Minimum debt service cover ratio of 1.25:1	1.23	1.30
6	Debt to capital ratio 9:1	1.57 : 1	1.64 : 1
7	Minimum rate of return on capital of 1%	22.30%	17.92 %



Dhaka, Bangladesh
Dated, 10 September, 2023

S. F. AHMED & CO.
Chartered Accountants
DVC : 2309180728AS459443

BURO Bangladesh

**Details of property, plant and equipment and intangible asset
For the year ended 30 June 2023**

Particulars	Cost			Accumulated depreciation			Written down value at 30 June BDT			
	Balance At 1 July BDT	Addition during the year BDT	Adjustment/ Disposal BDT	Total at 30 June BDT	Rate (%)	Upto 1 July BDT		Charge for the year BDT	Adjustment/ Disposal BDT	Total at 30 June BDT
Land and land development	1,518,397,439	166,426,161	-	1,684,823,600	-	-	-	-	-	1,684,823,600
Building construction	2,305,642,226	677,219,358	2,661,166	2,980,200,418	5%	635,048,743	79,611,346	2,661,163	711,998,926	2,268,201,492
Furniture and fixtures	303,727,822	108,591,423	521,794	411,797,451	10%	164,230,616	33,464,047	515,716	197,178,947	214,618,504
Office equipment	214,664,775	151,342,968	4,422,308	361,585,435	10%	176,609,047	23,281,707	4,368,232	195,522,522	166,062,913
Electrical equipment	433,159,562	102,206,051	277,648	535,087,965	10%	275,080,307	41,284,728	277,645	316,087,390	219,000,575
Motor vehicle	169,788,067	17,154,777	-	186,942,844	10%	75,995,018	18,661,483	-	94,656,501	92,286,343
Total 2023	4,945,379,891	1,222,940,738	7,882,916	6,160,437,713		1,326,963,731	196,303,311	7,822,756	1,515,444,286	4,644,993,427
Total 2022	4,077,996,872	905,318,804	37,935,784	4,945,379,891		1,027,546,240	319,143,798	19,726,307	1,326,963,731	3,618,416,160

Particulars	Cost			Accumulated amortisation			Written down value at 30 June BDT			
	Balance At 1 July BDT	Addition during the year BDT	Adjustment/ Disposal BDT	Total at 30 June BDT	Rate (%)	Upto 1 July BDT		Charge for the year BDT	Adjustment/ Disposal BDT	Total at 30 June BDT
Software	9,649,400	1,424,000	-	11,073,400	10%	3,322,140	1,107,340	-	4,429,480	6,643,920
Total 2023	9,649,400	1,424,000	-	11,073,400		3,322,140	1,107,340	-	4,429,480	6,643,920
Total 2022	7,631,300	2,688,100	670,000	9,649,400		1,526,260	1,929,880	134,000	3,322,140	6,327,260





House No. 12/A, Block No. CEN(F)
Road No. 104, Gulshan-2, Dhaka-1212, Bangladesh.
Phone: 88-02-55059860-61
Email: buro@burobd.org
Web: www.burobd.org