

TERMS OF REFERENCE

RISE with SAP for DHI Group Companies

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1. Introduction

1.1. Background

As part of synergy exploitation within the group, and to optimize resources, DHI, DGPC and BPC worked together on the selection of ERP platform and released RFP for ERP platform selection to SAP and Oracle on April 27, 2009 through DHI. The long journey took us to zero-in world's most renowned ERP (Enterprise Resource Planning) software SAP ERP. The end user license agreement (EULA) was then signed between DHI and SAP in October 2009. With the successful implementation of SAP ERP in BPC, DGPC and DHI, other companies also implemented the SAP ERP system and it's been almost 12+ year for now.

SAP AMS contract for DHI, DHI Owned Companies (DoC) and DHI Controlled Companies (DCC) using SAP was taken-over by eGreen DGPC 2019 from the month of July 2019. Subsequently, after the directive of the DHI, the eGreen team was moved to Thimphu TechPark Limited from Oct 1st 2019. Since then, TTPL team has been providing the SAP Support service to the all the companies.

At present, apart from the companies using the SAP ERP System, there are other DHI owned and controlled companies which are on ERPNext and other ERP platforms. While these systems have served their respective companies well for many years, DHI has identified areas where improvements consolidating these companies under one ERP system which would require a drastic Business Transformation to adhere to the industry best practices for business processes required by each company.

In the recent study carried out by DHI for the DHI Group companies, a roadmap was provided which DHI will undertake for execution on behalf of the companies for the Business Transformation. The roadmap typically recommends the RISE with SAP which was launched by SAP in January 2021. RISE with SAP is a Business Transformation as a Service (BTaaS) product that focuses on shifting customers into the SAP cloud product infrastructure. It is used in step-by-step acceleration of digital transformation, including evaluating current processes to optimize them for updated cloud-based infrastructure.

Since TTPL lacks the necessary expertise to ensure a secure and seamless migration DHI proposes to engage a System Integrator (SI) to assist in the process.

1.2. Current System across the Companies

DHI Group comprises of 22 companies and the system used by the respective companies are listed below. The Current environment for SAP system has Application server on Linux /Windows Server and Database server using Oracle DB. The list below is non-exhaustive and can change over time after phase I has been completed.

Sl. No	Company	Short text	Platform
1	Bhutan Power Corporation Ltd	BPC	SAP
2	Druk Air Corporation Limited	DACL	SAP
3	Druk Holding & Investments Limited	DHI	SAP
4	Dungsam Cement Corporation Limited	DCCL	SAP
5	Dungsam Polymers Limited	DPL	SAP
6	Dagachu Hydro Power Corporation	DHPC	SAP
7	Druk Green Power Corporation	DGPC	SAP
8	Tangsibji Hydro Energy Limited	THyE	SAP
9	Bhutan Hydro Service Limited	BHSL	SAP
10	Bank of Bhutan Limited	BOB	ERPNext
11	Bhutan Telecom Limited	BTL	ERPNext
12	Construction Development Corporation limited	CDCL	ERPNext
13	Natural Resources Development Corporation Limited	NRDCL	ERPNext
14	State Mining Corporation Limited	SMCL	ERPNext
15	Thimphu TechPark Limited	TTPL	ERPNext
16	Bhutan Board Products Limited	BBPL	ERPNext
17	Menjong Sorig Pharmaceuticals Corporation Limited	MSPCL	ERPNext
18	State Trading Corporation of Bhutan Limited	STCBL	Dynamics
19	Penden Cement Authority Limited	PCAL	Axpert
20	Koufuku International limited	KIL	Tally
21	Bhutan Board Export Limited	BBEL	None

Some of the system/modules implemented in DHI owned companies are as follows:

SAP System	ERPNext	Others
Finance Accounting & Controlling (FICO)	Human Resources	Tally, Microsoft dynamic and Axpert for daily function of the business operations in some companies.
Funds Management (FM)	Accounting	
Material Management (MM)	Budget Management	
Warehouse Management (WM)	Asset Management	
Quality Management (QM)	Buying	
Plant Maintenance (PM)	Stock	
Project System (PS)	Selling	
Sales and Distribution (SD)	Plant Maintenance	
Human Capital Management & Payroll	Project Module	
Document Management System (DMS)	CRM	
Enterprise Portal (EP) with ESS/MSS Fiori	ePayment	
Production Planning (PP)		
Business Intelligence with Business Objects (BI/BO)		
Business Planning and Consolidation (BPC)		

Strategic Management (SM) Finance & Contract Accounts (FICA) Device Management-Metering (DM) Energy Data Management (EDM) Billing & Invoicing (BILL) Customer Services (CIC) Utility E-Services (UCSE) Advance Business Application Programming Business Application System Integrated Solution SAP Analytic Cloud SAP Ariba ePayment		
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1.3. Objectives

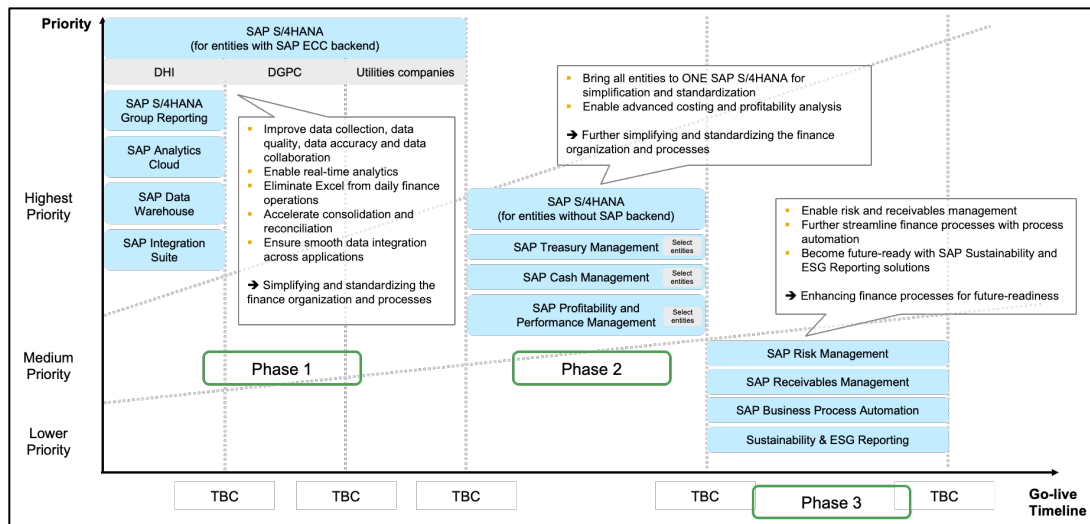
The objectives are to:

- Simplifying and standardizing business processes to the current industry best practice as deployed by SAP, with a focus on addressing challenges in reporting and consolidation by bringing all entities to ONE platform.
- Enhancing all processes with additional capabilities and automation, and preparing DHI and its group of companies to be future-ready.

2. Scope of Work

2.1. Implementation of RISE with SAP

1. The scope of this project is to migrate the DHI Group companies to a new system environment **SAP S/4HANA** ensuring data integrity and consistency via Greenfield mode of implementation in line with the Phase wise road map depicted below:



Phase-I: All the companies who are with SAP system will be migrated to new system with the above-mentioned components implemented. In Phase-1 implementation for SAP S/4HANA (Module and its components), at first week of September 2023, the SI should deliver the following:

1. Uniform Chart of accounts/vendor/customer/employee
2. Stand Alone:
 - a. Financial statements including schedules
 - b. Financial Planning and forecasting
 - c. BRS (automated)
 - d. Epayment
 - e. IFRS
 - f. Cash/Treasury management
 - g. Dashboard- Board, Management and Department
3. Consolidated Accounts
 - a. Auto elimination of inter-company accounts
 - b. Equity method of accounting
 - c. Consolidated group financial statements and schedules
 - d. Dashboard-Board/Management/Department

This is an indicative list (not exhaustive)...

Only the minimum required data will be captured in the new system to allow the reports to be generated by the SAP platform automatically. (ANNEXURE 1)

Phase-II: Migrate the companies with ERPNext and others to new system with additional module implementation.

Phase-III: Implement additional modules as highlighted in the graphical representation.

The proposal from the SI should include detailed plan for the Phase-1 & a high level plan for the rest of the phases.

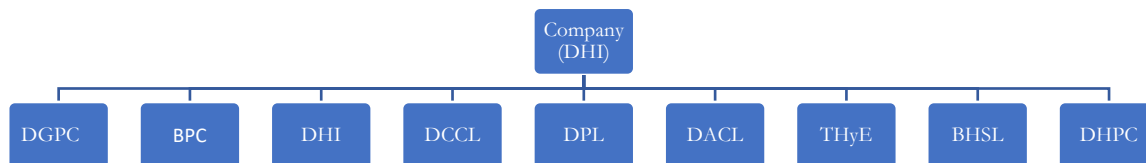
2. Supply, implementation and support of SAP to cover the processes at the DHI Group companies and would include configuration of the SAP system with minimal customization wherever required. The modules implemented in the DHI Group are as follows:
 - (a) Finance Accounting & Controlling
 - (b) Funds Management
 - (c) Material Management
 - (d) Warehouse Management
 - (e) Sales and Distribution
 - (f) Plant Maintenance
 - (g) Project System
 - (h) Quality Management
 - (i) Human Capital Management (ESS/MSS/Payroll/Fiori)
 - (j) Production Planning
 - (k) ABAP
 - (l) BASIS Administrator
 - (m) Business Intelligence with Business Objects (BI/BO)
 - (n) Business Planning and Consolidation
 - (o) Process Integration (PI)/Process Orchestration (PO)
 - (p) Industry Specific Utility solutions
 - a. Customer Interaction Center/Customer Service (CIC/CS)
 - b. Utility Customer E-Services (UCES)
 - c. Device Management (DM)
 - d. Billing and Invoicing
 - e. Contract Accounts Receivable and Payable (FICA)
 - f. Energy Data Management.
3. The SAP licenses and the Cloud services shall be procured from the Authorized SAP partner by DHI and is not a part of this TOR. However, the SI should propose the approximate licenses required and at which phase of the project the licenses procurements should be completed. The recommendation on the mentioned subject is an important part of the evaluation of this RFP. The recommendation has to be submitted as per the Schedule mentioned in the section on the Project Timelines.
4. Change Management strategy should be included.
5. Functional Training for SAP Functional Support & Business Users for DHI Group Companies.
6. Identify and plan the Data Migration from existing systems and cutover plan. Develop a cutover plan for the existing system, including SAP ECC, ERPNext, and other accounting systems. Define tasks, resources, and timelines required to move from an existing system to a new system, including activities such as data migration, testing, system configuration, and end-user training. Establish proper communication between all stakeholders regarding the transition. Plan for the cutover to

take place over a period when the business impact will be minimal, such as a weekend or a holiday. Conduct post-cutover activities such as testing the system, validating the data, and addressing any issues that arise. Monitor system performance and address any issues that arise in the post-cutover period.

7. Deploy the following components as part of the SAP S/4HANA deployment for DHI owned companies:
 - SAP S/4HANA
 - SAP Analytics Cloud
 - SAP Profitability and Performance Management
 - SAP S/4HANA for Group Reporting
 - SAP Data Warehouse
 - SAP Treasury Management
 - SAP Risk Management
 - SAP Receivables Management
 - SAP Business Process Automation
 - SAP Integration Suite
8. Plan for data migration to ensure streamlined data extraction, transformation, and loading from the existing ERP system implementation to the new SAP S/4HANA platform. Address any data quality issues and perform data consistency checks during the migration process.
9. Enable automation for SAP S/4HANA by deploying a full stack integration with the rest of the enterprise's business software stack.
10. Explicitly after the implementation of Phase-1, the new system must be capable of generating the five reports attached.
11. Integration of the new landscape with the other non-SAP system that exist in the current scenario.

2.2. System Architecture

The organization structure for the overall business function is mentioned where all the companies are defined as company code under DHI company. The respective companies should not be accessible by each other however, DHI must have access to all data for group consolidation reporting.



2.3. Project Duration

- Contract agreement to be signed within 2 weeks of notification of award, failing which award shall be canceled.
- Consultant deployment – Consultants are to be deployed within 2 weeks from the date of signing of the contract agreement/issue of the work order.
- Project duration – The Phase-1 shall be deemed delivered by the SI when the platform is capable of generating the finance reports from new system as mentioned in the section 2.1 Scope of work phrase 1. It is expected that this will be the first week of September 2023. The contractor should be clear in their planning about the end date for phase 1. A Master Service Agreement shall be drawn between the SI and the DHI wherein the work award shall be done according to the packages defined.

2.4. Deliverables

2.4.1. Software

All the DHI Group companies mentioned in Phase-I migrated to the RISE with SAP platform to facilitate seamless enterprise-wide integration across DHI Group companies.

2.4.2. Implementation services

The SI must develop a comprehensive and detailed approach and strategy for the mentioned work including, but not limited to the following (SI may propose others, based on their strategy / methodology):

- i. Project Scope and Plan
- ii. Solution Architecture for the project as per the roadmap
- iii. Overall implementation plan and work plan (in phases)
- iv. Migration plan
- v. Testing strategy, methodology and plans

- vi. Training plan
- vii. Cut-over and commissioning plan

Customization/ Development should be kept to a minimum and as far as possible industry best practices should be adhered to. Wherever absolutely required Customization / Development should be done in a manner that it gives a reasonable assurance of upward compatibility with future versions of the platform.

2.4.3. Project Implementation Methodology

The System Integrator (SI) shall follow the Scaled Agile Framework (SAFe) project implementation approach and methodology to ensure effective, smooth, and timely completion of the project. The migration processes shall be carried out very systematically and in a streamlined fashion to avoid unexpected delays, technical errors and to minimize downtime.

2.4.4. Integration with third party system

System Integrator shall co-ordinate with the required third-party vendors for handling any dependencies for such integrations

2.4.5. Testing Services

Conduct testing for the system, application and any customized components. Testing shall include, but not limited to the following (ERP Implementer may propose others, based on their strategy / methodology):

1. Unit Testing
2. Performance / Volume Testing (OEM tools shall not be used for this testing)
3. System Integration Testing (ERP Implementer)
4. User Acceptance Testing (UAT) Facilitation

2.4.6. Training

The provider must conduct training for a team of DHI officials during the preparation phase of project and the objective of this training is to ensure familiarity with the new configured SAP system.

Functional and technical training to business & IT staff in operating and using the solution including database and application software. SI should provide training on application software and other areas to the project team from all DHI Group companies. The training duration will be suggested by the SI. The test environment required for the training has to be set up by the SI before the training commences. The SI should provide detailed training on the solution to officials of DHI Group companies.

2.4.7. Cutover Data Management Strategy

Cutover data, update plan and all data updates in the new SAP System should be included. All the master data formats, templates etc. should be included to ensure proper data updates.

The overall cutover strategy for all the companies to switch over relevant business operations from the existing system to the new SAP system should be clearly proposed.

2.4.8. Go Live and Post Go Live Support

SI shall provide a detailed list of specific activities for go live event. The project plan submitted by the SI must ensure that the activities are completed before the event.

All training programs must be completed before the go live event. The go-live event will be dependent on the successful UAT sign-off.

The SI shall provide handholding and onsite support for at least three months after go live stage to resolve all implementation, operational and production issues and provide handholding. All the documents will also be converted to final release version during this stage.

The post go-live support will address all user level queries, fixing bugs, incorporation of new requirements owing to legal, statutory and policy changes, changes to configurations, patch updates, upgrades, database administration, security, etc. For this purpose, the bidder is expected to provide detailed processes to be followed for logging requests, assigning requests to specific individuals, recording resolution, tracking overall time taken for resolution, etc.

2.4.9. Network Requirements

SI should provide the details of the network requirements for the proposed solution.

2.4.10. Project Management

SI should propose a suitable project manager/team with diversified expertise to meet the requirement of the project. The manager/team will do the overall project management throughout the life cycle of the project to ensure successful completion of the project. Project management will include the following:

- Ensure timely delivery of all the deliverable related to the project as mentioned in this RFP.
- Suggest the hardware and network requirements if any.
- Recommend the required licenses related to various parameters for each company
- Co-ordinate between various stakeholders and suppliers
- Manage the total project i.e., ERP delivery, customization and implementation, coordination for site preparation, networking and hardware delivery
- Participate in all meetings
- Define and control project scope
- Monitor risk management aspects and project delays
- Ensure synchronization of all the activities of the project i.e. development, implementation, training etc.

2.4.11. Change Management

Implementation of new or changed business processes will affect users across the DHI Group companies and require change in the functional processes followed. During implementation, the SI will help in creating and maintaining effective communication and change management vital to the successful adoption of the new or changed processes.

The SI shall ensure change management to ensure the successful implementation and usage of the SAP system by the officials of the DHI Group companies. Towards this end the SI should detail out a plan to ensure change management focused on proper implementation of RISE with SAP.

3. Project Team Structure

The project organization will comprise of a steering committee and the SIs project team. This team will have access to ISARC team when requested.

The bidders will describe the project organization in the bids. It is expected to have a senior functionary heading the project team supported by separate coordinators for various modules of implementation.

Steering Committee

The purpose of the Steering Committee is to meet periodically – typically monthly to discuss the overall status of the project. Any issues that affect the project from a scope, timing, resource, cost standpoint or that cannot be resolved at the work team level should be discussed and resolved by the Steering Committee. The overall responsibility of this committee is to maintain and set policy and direction for the project.

The attendees from the SI in the steering committee meetings must be officials of senior management (typically Project Director/ Project Manager) who will be able to take decisions on pertinent points. The DHI Group companies will subsequently define the members of the steering committee.

Project Team from respective DHI Group Companies

The DHI Group companies will define a project team comprising of support and facilitate the SI in defining and facilitating the business blueprinting and testing. This team member will change as per the DHI companies where the execution is happening for each phase.

SI Project Team

The SI should propose a project team which will be addressing all the needs of the smooth implementation of the project including but not limited to the following roles:

- Project Director
- Project / Program Manager
- Technical and Functional Consultants (for all the modules specified in earlier sections)
- Change Management Consultant

4. Resource Requirements

The manpower requirement shall be as per the modules implemented in the DHI Group Companies as per the existing SAP ECC system and as per the SAP S/4HANA components mentioned in the phase-I implementation however, it should not be limited to the following:

1. Project Manager
2. SAP S/4HANA (Module)
3. SAP S/4 HANA Group Reporting
4. SAP Analytics Cloud
5. SAP Data warehouse
6. SAP Integration Suite

SI to provide the engagement period and the man-month rate in the format provided below.

Sl.#	Mode	Rate per consultant per month
1	Onsite	

5. Project Timelines

The baseline tentative project activity should be provided for all the companies and also provide a detailed work schedule covering all the activities but not limited to in the format provided in Form Tech -8 of the bidding document.

Sr. No	Activities	Duration (week)
1.	Contract Signing	BD + 2
2.	Project Charter	
3.	Form project teams for different project components and overall project management team	
4.	Project Kick off Meeting	
5.	Change Management training for all stakeholders including project team	
6.	Solution Architecture & Blue-Printing signoff. Configuration and Development of the System and unit testing sign off	BD +4
7.	Complete all technical training requirements for all stakeholders and Leads. Technical training for security, Basis and leads completed.	BD +1
8.	Testing and acceptance (both technical and functional) in quality system. <ol style="list-style-type: none"> a. Unit and integration test scripts b. User acceptance testing test scripts 	BD+2

9.	Complete the final preparation (including testing, end user training, system management and cutover activities) to finalize the system readiness to go live.	BD+3
10.	Come up with a cutover strategy and proper documentation of strategy along with creation of master data and data upload	BD+2
11.	Go-live and support commencement	BD+2

Duration = Base Day (D) + Week

6. Project Location

Project implementation site shall be at Thimphu for all the functional consultants however, based on the requirement from the companies, the consultant may travel to the site.

The expenses related to logistics for the deployment of onsite consultant and travel within Bhutan should be covered from the man month rate agreed. DHI will not bear any additional expenses.

7. Roles and Responsibilities

The bidders will have to share roles and responsibilities matrix identifying clearly the following:

- (i) Roles and responsibilities of the SI
- (ii) Key roles and responsibilities as expected from DHI Group companies (and their involvement (full time, part time, etc))
- (iii) Roles and responsibilities of TTPL ISARC team if required
- (iv) Roles and responsibilities of various team members within the Project Teams

8. Change Request Management

The methodology to manage changes in scope and schedule during the course of the project must be described clearly in the bid. SI will have to ensure that the change requests are adequately handled. Minor change requests should be handled by SI within the scope of the existing project without any additional commercial implications. Major changes could be additionally charged based on the per man month rate quoted in the financial bid. Minor and major changes will be mutually agreed upon between SI and DHI.

9. Payment Terms

The payment shall be claimed w.r.t the project milestones as defined under:

Mode of payment	SI shall pay in Nu through bank draft/Cheque.
1st Payment	10% of total payment shall be disbursed upon Completion of development set up, testing and signoff.
2nd Payment	20% of total payment shall be disbursed upon Completion of UAT in quality system and signoff and acceptance by all the stakeholders.
3rd Payment	30% shall be disbursed upon successful migration Completion production system and signoff.

4th Payment	30% shall be disbursed upon successful Go Live and signoff.
Final payment	10% on completion handholding period

10. Selection of the Consultant

QCBS uses a competitive process among short-listed firms that considers the quality of the technical proposal and the cost of the services proposed in the selection of the successful consultant. Cost as a factor of selection shall be used judiciously. The relative weightage to be given to the quality and cost shall be determined depending on the nature of the assignment.

In QCBS, both technical and financial proposals are submitted at the same time. The evaluation of the proposals shall be carried out in two stages: first the quality, and then the cost. Evaluators of technical proposals shall not have access to the financial proposals until the technical evaluation is concluded. After the technical proposals are evaluated and awarded, only then will the financial proposal of the technically qualified consultant(s) be opened and evaluated. The selection will be made based on value for money, not just on the cheapest price.

Prior to the award, negotiations shall be carried out with the highest ranked consultant. If unsuccessful, the negotiation shall be held with the next highest ranked consultant and the process continues until a contract is successfully negotiated.

11. Selection Criteria

The weightage for technical and financial proposal is 75% and 25%.

Criteria, sub-criteria, and the points system for the evaluation of Technical Proposals are as mentioned below:

Sr. No	Criteria	Points	Remarks
A	Firms Experience & Consultant Details	45	
A-1	Local Firms Experience	30	
a	Implemented projects on SAP ECC or RISE with SAP in Projects?	5	
	Formula: (Local Projects executed by firm/ Highest no. of Local Projects by any firm) * 5		
b	All staff certified in SAP and SAP Rise modules	15	
	Formula: (Certifications held by staff in firm/ Highest no. of certifications held by any firm) * 15		
c	Relevant Implemented projects for Customers comparable to this project	5	
	Formula: (No of Projects Executed by Firm / Highest No of Projects specified by any participating Firm) * 5		
d	Experience in Projects Covering SAP Modules / Business Functions	5	
	Formula: (No of Modules covered under Projects Executed by Firm / Highest No of Modules covered under Projects Executed by any participating Firm) * 5		
A-2	Relevant experience of Firm's professional staff in reference to the proposed assignment	15	Further breakdown of the score for respective consultant shall be as per the table below
a	Project Manager	5	Sub-criteria points to be rounded out of 5
i	SAP Project Execution	3	Formula: (No of Projects Executed by PM / Highest No of Projects specified by any participating Firm's PM) * 3
ii	RISE with SAP Project Execution	2	Formula: (No of Projects Executed by PM / Highest No of Projects specified by any participating Firm's PM) * 2
b	Project Team (to be done for each resource, the team average to be used here)	10	
i	Person Proposed	2	2 for dedicated resource or 1 for shared resources (1 person can be proposed for max 2 modules)
ii	Bhutanese/Non-Bhutanese	1	1 if Bhutanese, 0 if non-Bhutanese
iii	Number of years of experience in the SAP role proposed	1	0.2 for completion of each year (max point allocated is 1=5 years)
iv	Relevant Certification in RISE with SAP	3	Available = 1, None = 0 (1 person can be proposed for max 2 modules)
v	Project Executed with the role proposed	3	0.2 for each project (max point = 3)
B	Adequacy of the proposed methodology and work plan in responding to the Terms of Reference	55	

i	Understanding of the roadmap & solution proposed	14	
ii	Project Implementation Methodology & Appropriateness	7	
iii	Testing & Training strategy	7	
iv	Project Management & Governance	3	
v	Change Management	3	
vi	Project Plan proposed as per TOR	7	
vii	Coverage of Strategies for Data Migration, Cut over and commissioning plan	7	
viii	Technical presentation by Firm	7	
	TOTAL	100	

ANNEXURE 1

The details of consolidated finance reports which shall be generated within first week of September 2023 by the new system.

Summary report

Consolidated										
Particulars	Feb' 23	Feb' 23	Versus Plan		Feb' 22	Versus Prior Year		Jan' 23	Versus Prior Month	
	Actuals	Plan	I/(D)	I/(D)	Actuals	I/(D)	I/(D)	Actuals	I/(D)	I/(D)
			\$	%		\$	%		\$	%
TOTAL REVENUE	4,716.81	4,572.24	144.57	3.2%	4,509.02	207.79	4.6%	4,154.21	562.60	13.5%
TOTAL EXPENSES	4,049.90	4,201.95	-152.05	-4%	3,724.37	-325.53	-8.7%	3,521.62	-528.28	-15.0%
PAT	385.92	327.39	58.53	17.9%	519.53	-133.61	-25.7%	335.00	50.93	15.2%
Consolidated YTD										
Particulars	YTD Feb' 23	YTD Feb' 23	Versus Plan		YTD Feb' 22	Versus Prior Year				
	Actuals	Plan	I/(D)	I/(D)	Actuals	I/(D)	I/(D)			
			\$	%		\$	%			
TOTAL REVENUE	8,871.02	9,400.56	-529.54	-5.6%	7,009.83	1,861.19	26.6%			
TOTAL EXPENSES	7,572.56	8,643.14	1,070.58	12.4%	5,427.63	-2,144.93	-39.5%			
PAT	808.28	457.93	350.35	76.5%	1,058.27	-250.00	-23.6%			

Revenue

Revenue in Nu. millions								
Sl. No	Company	Feb' 23	Feb' 23	Versus Plan		Feb' 22	Versus Prior Year	
		Actuals	Plan	I/(D)	I/(D)	Actuals	I/(D)	I/(D)
				\$	%		\$	%
1	BBPL	16.23	19.26	-3.03	-15.7%	6.11	10.12	165.6%
2	BOBL	588.86	496.12	92.74	18.7%	383.60	205.26	53.5%
3	BPC	1,812.04	1,396.68	415.36	29.7%	2,209.89	-397.86	-18.0%
	TOTAL	4,716.81	4,572.24	144.57	3.2%	4,509.02	207.79	4.6%
YTD Financials (Jan plus Feb)								
Sl. No	Companies	YTD Feb' 23	YTD Feb' 23	Versus Plan		YTD Feb' 22	Versus Prior Year	
		Actuals	Plan	I/(D)	I/(D)	Actuals	I/(D)	I/(D)
				\$	%		\$	%
1	BBPL	34.21	32.35	1.86	5.7%	20.76	13.45	64.8%
2	BOBL	1,125.16	1,045.37	79.79	7.6%	799.04	326.12	40.8%
3	BPC	2,897.91	2,883.92	13.99	0.5%	2,209.89	688.02	31.1%
	TOTAL	8,871.02	9,400.56	-529.54	-5.6%	7,009.83	1,861.19	27%

Expense

Expenses in Nu. millions											
Sl.No	Companies	Feb' 23		Versus Plan		Feb' 22		Versus Prior Year		Versus Prior Month	
		Actuals	Plan	I/(D)	I/(D)	Actuals	I/(D)	I/(D)	Actuals	I/(D)	I/(D)
		\$	\$	\$	%	\$	\$	%	\$	\$	%
1	BBPL	18.36	18.19	0.17	1%	10.26	8.10	79%	17.11	1.25	7%
2	BOBL	452.74	395.37	57.37	15%	382.41	70.33	18%	465.69	(12.95)	-3%
3	BPC	1,734.15	1,479.96	254.19	17%	2,165.16	(431.01)	-20%	1,257.79	476.36	38%
4	BTL	165.86	196.54	(30.68)	-16%	172.61	(6.75)	-4%	243.87	(78.01)	-32%
	TOTAL	4,049.90	4,201.95	152.05	4%	3,724.37	(325.53)	-9%	3,521.62	-528.28	-15%
YTD Financials(Jan plus Feb)											
Sl.No	Companies	YTD Feb' 23		Versus Plan		YTD Feb' 22		Versus Prior Year			
		Actuals	Plan	I/(D)	I/(D)	Actuals	I/(D)	I/(D)			
		\$	\$	\$	%	\$	\$	%			
1	BBPL	35.47	32.15	3.32	10%	24.58	10.89	44%			
2	BOBL	918.43	833.11	85.32	10%	755.33	163.10	22%			
3	BPC	2,991.95	3,062.63	(70.68)	-2%	2,165.16	826.79	38%			
	TOTAL	7,572.56	8,643.14	(1070.58)	-12%	5,427.63	2,144.93	40%			

Profit After Tax

PAT in Nu. millions											
Sl.No	Companies	Feb' 23		Versus Plan		Feb' 22		Versus Prior Year		Versus Prior Month	
		Actuals	Plan	I/(D)	I/(D)	Actuals	I/(D)	I/(D)	Actuals	I/(D)	I/(D)
		\$	\$	\$	%	\$	\$	%	\$	\$	%
1	BBPL	-1.49	1.07	-2.56	-100.0%	-4.15	2.66	64.1%	0.27	-1.76	-100.0%
2	BOBL	95.27	70.52	24.75	35.1%	0.83	94.44	100.0%	49.42	45.85	92.8%
3	BPC	-2.13	1.07	-3.20	-100.0%	44.73	-46.86	-100.0%	-171.92	169.80	98.8%
	TOTAL	385.92	327.39	58.53	17.9%	519.53	-133.61	-25.7%	335.00	50.93	15.2%
YTD Financials(Jan plus Feb)											
Sl.No	Companies	YTD Feb' 23		Versus Plan		YTD Feb' 22		Versus Prior Year			
		Actuals	Plan	I/(D)	I/(D)	Actuals	I/(D)	I/(D)			
		\$	\$	\$	%	\$	\$	%			
1	BBPL	-1.26	-0.12	-1.14	-950.0%	-3.82	2.56	67.0%			
2	BOBL	144.71	148.58	-3.87	-2.6%	30.59	114.12	373.1%			
3	BPC	-94.04	-178.71	84.67	47.4%	44.73	-138.77	-310.2%			
	TOTAL	808.28	457.93	350.35	76.5%	1,058.27	-250.00	-23.6%			