



DETAILED PROJECT REPORT

LIQUID MILK UNIT

UNDER PMFME SCHEME



National Institute of Food Technology Entrepreneurship and Management

Ministry of Food Processing Industries

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1. PROJECT SUMMARY

1. Name of the proposed project	:	Liquid Milk Unit
2. Nature of proposed project	:	Proprietorship/Company/Partnership
3. Proposed project capacity	:	456000 Ltr/annum (60,65,70,75&80% capacity utilization in 1 st to 5 th Year respectively)
4. Raw material	:	Milk
5. Major product outputs	:	Liquid Milk
6. Total project cost	:	Rs. 30.19 Lakh
• Land development, building & Civil Construction	:	Nil
• Machinery and equipment's	:	Rs. 23.05 Lakh
• Miscellaneous Fixed Assets	:	Rs. 2.50 Lakh
• Working capital	:	Rs. 4.64 Lakh
8. Means of Finance		
• Subsidy (max 10lakhs)	:	Rs. 8.94 Lakh
• Promoter's contribution (min10%)	:	Rs. 3.01 Lakh
• Term loan	:	Rs.14.05 Lakh
• Working Capital Requirement	:	Rs. 4.18 Lakh
9. Profit after Depreciation, Interest & Tax		
• 1 st year	:	Rs. 2.72 Lakh
• 2 nd year	:	Rs. 4.59 Lakh
• 3 rd year	:	Rs. 6.55 Lakh
• 4 th year	:	Rs. 8.78 Lakh
• 5th year	:	Rs. 10.61 Lakh
11. Average DSCR	:	Rs. 2.86
12. Term loan repayment	:	5 Years with 6 months grace period

2. ABOUT THE PRODUCT

2.1. PRODUCT INTRODUCTION:

India has been the leading producer and consumer of dairy products worldwide since 1998 with a sustained growth in the availability of milk and milk products. Dairy activities form an essential part of the rural Indian economy, serving as an important source of employment and income. Products produced from milk is Known as Dairy Products. They are rich sources of energy. Raw milk for processing generally comes from cows, but occasionally from other mammals such as goats, sheep, and water buffalo.

Types of products produced from raw milk:

- Curd
- Butter milk
- Paneer
- Ghee
- Cream
- Flavoured Milk

2.2. MARKET POTENTIAL:

Mostly all of the dairy produce in India is consumed domestically, with the majority of it being sold as fluid milk. On account of this, the Indian dairy industry holds tremendous potential for value-addition and overall development.

Looking forward, the market is expected to reach a value of INR 21,971 Billion by 2024, exhibiting a CAGR of around 16% during 2019-2024. The healthy growth of the market can be attributed to numerous forces. Population growth, rising disposable incomes, easy availability, and growing awareness about the benefits/ uses of milk are some of the factors that are broadening the growth aspects of the market. We can expect the market to exhibit strong growth during 2020-2025. This product is consumed in every household and there is always a significant demand in both rural as well as in urban sector.

2.3. RAW MATERIAL DESCRIPTION:

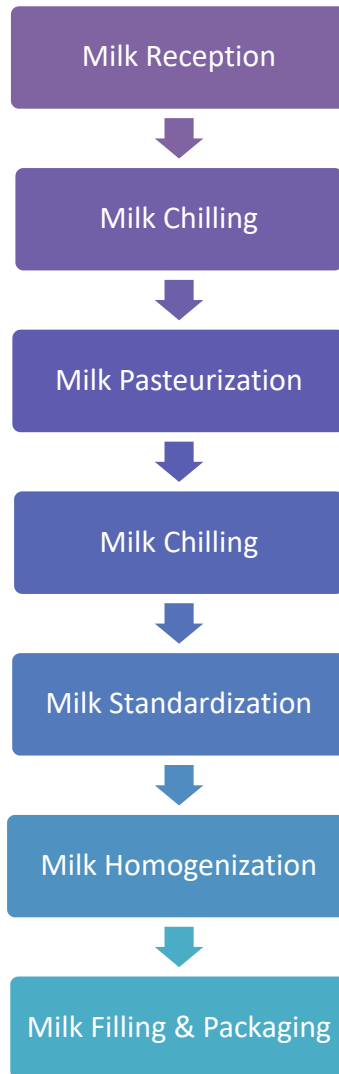
The only raw material that is required for Liquid Milk making unit is Milk and is easily available in the local market.

3. PROCESS FLOW CHART

Process description of Liquid Milk is defined below:

- **Milk Reception:** After procurement of milk bring the milk to the milk reception & cool the milk, so that life span of the milk can be increased & it can be used for further processing.
- **Milk Chilling:** Chilling milk entails rapidly cooling raw milk to a temperature low enough to prevent the development of microorganisms found in the milk. The temperature of the milk should be decreased to less than 10 degrees Celsius during the cooling process, preferably 3 to 4 degrees Celsius.

- **Milk Pasteurization:** Pasteurization ensures the milk is healthy to consume (by removing bacteria) and extends its shelf life. Pasteurization is the act of heating milk to 71.7°C for at least 15 seconds (and no more than 25 seconds).
- **Milk Chilling:** Milk is often cooled to a minimum temperature (5 °C or lower) shortly after arrival at the dairy to avoid the development of microorganisms. The milk is then cooled to about 4 °C after pasteurisation.
- **Milk Standardization:** The industrial modification of milk or cream fat content to a specifically defined or expected value is known as standardisation. Raw milk has a higher fat content than the fat content of the other dairy products that will be processed.
- **Milk Homogenization:** Homogenization is a mechanical procedure of milk fat globules that involves moving milk under high pressure through a tiny orifice, resulting in a reduction in average diameter and an increase in the amount and surface area of the fat globules.
- **Milk Filling & Packaging:** A modern fluid milk plant will not be complete without a pouch-filling system. The pouches are made from a variety of plastic materials.



4. ECONOMICS OF THE PROJECT

4.1. BASIS & PRESUMPTIONS

1. Production Capacity of Liquid Milk is 200 Ltr per hr. First year, Capacity has been taken @ 60%.
2. Working shift of 8 hours per day has been considered.
3. Raw Material stock is for 1 days and Finished goods Closing Stock has been taken for 1 days.
4. Credit period to Sundry Debtors has been given for 10 days.
5. Credit period by the Sundry Creditors has been provided for 2 days.
6. Depreciation and Income tax has been taken as per the Income tax Act, 1961.
7. Interest on working Capital Loan and Term loan has been taken at 11%.
8. Salary and wages rates are taken as per the Current Market Scenario.
9. Power Consumption has been taken at 20 KW.
10. Increase in sales and raw material costing has been taken @ 5% on a yearly basis.

4.2. CAPACITY, UTILIZATION, PRODUCTION & OUTPUT

<u>COMPUTATION OF PRODUCTION OF LIQUID MILK</u>		
Items to be Manufactured		
Liquid Milk		
Machine capacity Per Hr	200	Ltr
Total working Hours	8	
Machine capacity Per Day	1,600	Ltr
Working days in a month	25	Days
Working days per annum	300	
Wastage Considered	5%	
Raw material requirement	480000	Ltr
Final Output per annum after wastage	456000	Ltr
Final Product to be packed in 1 Ltr. Packet		
Number of Packets per annum	456000	1 Ltr. Packet

Production of Liquid Milk		
Production	Capacity	LTR.
1st year	60%	2,73,600
2nd year	65%	2,96,400
3rd year	70%	3,19,200
4th year	75%	3,42,000
5th year	80%	3,64,800

Raw Material Cost			
Year	Capacity Utilisation	Rate (per Ltr.)	Amount (Rs. in lacs)
1st year	60%	32.00	92.16
2nd year	65%	34.00	106.08
3rd year	70%	36.00	120.96
4th year	75%	38.00	136.80
5th year	80%	40.00	153.60






COMPUTATION OF SALE					
Particulars	1st year	2nd year	3rd year	4th year	5th year
Op Stock	-	912	988	1,064	1,140
Production	2,73,600	2,96,400	3,19,200	3,42,000	3,64,800
Less : Closing Stock	912	988	1,064	1,140	1,216
Net Sale	2,72,688	2,96,324	3,19,124	3,41,924	3,64,724
Sale price per packet	50.00	53.00	56.00	59.00	62.00
Sales (in Lacs)	136.34	157.05	178.71	201.74	226.13

4.3. PREMISES/INFRASTRUCTURE

The approximate total area required for complete factory setup is 2500-3000 Sq. ft. for smooth production including storage area. It is expected that the premises will be on rental.

4.4. MACHINERY & EQUIPMENTS

Machine Name	Description	Machine Image.
Milk Reception System	This system is used for collection milk in order to maintain freshness of milk	
Milk Chiller	The Bulk Milk Chiller is used to keep milk cool and fresh by cooling it to 4°C. For Dairy/Milk Collection Centers, the Bulk Milk Chiller is the solution for bacteria-free milk storage.	
Refrigeration Plant	Refrigeration Plant consists of compressor, condenser, cooling tower, heat exchanger and other supporting machine & equipments.	
Continuous Milk Pasteurizer	Pasteurizer is used for killing pathogenic microorganisms by heating milk or milk products to a specific temperature for a set period of time without allowing	

	recontamination.	
Milk Standardization System	Milk Standardization system consist of cream separator and homogenizer.	
Milk Filling & Packaging Machine	This machine is used to fill milk in packets of different sizes.	
Boiler	Boiler is used for producing steam which is used by Khoa making machines	
Material handling and other equipment's	These Equipment's are used for material handling. Other equipment's like water pumps, weighing machine, etc are also used.	

Machine	Unit	Rate	Price
Milk reception system (Capacity 1000 Ltr.)	1	160000	160000
Milk chiller (Capacity 1000 Ltr.)	1	250000	250000
Milk Pasteurizer	1	275000	275000
Refrigeration Plant	1	350000	350000
Milk Standardization System	1	620000	620000
Boiler (Capacity 500-1000 Ltr.)	1	180000	180000
Milk Filling & Packaging Machine	1	220000	220000
Material handling and other Equipment's (water pumps, trolleys, trays, bins, lactometer, weighing machine, etc.)	-	250000	250000

Note: Total Machinery cost shall be Rs 23.05 lakh including equipment's but excluding GST and Transportation Cost.

4.5. MISCELLANEOUS FIXED ASSETS

- Water Supply Arrangements
- Furniture & Fixtures
- Computers & Printers

4.6. TOTAL COST OF PROJECT

COST OF PROJECT	
	(in Lacs)
PARTICULARS	Amount
Land & Building	Owned/Rented
Plant & Machinery	23.05
Miscellaneous Assets	2.50
Working capital	4.64
Total	30.19

4.7. MEANS OF FINANCE

MEANS OF FINANCE	
PARTICULARS	AMOUNT
Own Contribution (min 10%)	3.01
Subsidy @35%(Max. Rs 10 Lac)	8.94
Term Loan @ 55%	14.05
Working Capital (Bank Finance)	4.18
Total	30.19

4.8. TERM LOAN: Term loan of Rs. 14.05 Lakh is required for project cost of Rs. 30.19 Lakh

4.9. TERM LOAN REPAYMENT& INTEREST SCHEDULE

REPAYMENT SCHEDULE OF TERM LOAN							
						Interest	11.00%
Year	Particulars	Amount	Addition	Total	Interest	Repayment	Closing Balance
1st	Opening Balance						
	1st month	-	14.05	14.05	-	-	14.05
	2nd month	14.05	-	14.05	0.13	-	14.05
	3rd month	14.05	-	14.05	0.13	-	14.05
	4th month	14.05	-	14.05	0.13	-	14.05
	5th month	14.05	-	14.05	0.13	-	14.05
	6th month	14.05	-	14.05	0.13	-	14.05
	7th month	14.05	-	14.05	0.13	0.26	13.79
	8th month	13.79	-	13.79	0.13	0.26	13.53
	9th month	13.53	-	13.53	0.12	0.26	13.27
	10th month	13.27	-	13.27	0.12	0.26	13.01
	11th month	13.01	-	13.01	0.12	0.26	12.75
	12th month	12.75	-	12.75	0.12	0.26	12.49
					1.38	1.56	
2nd	Opening Balance						
	1st month	12.49	-	12.49	0.11	0.26	12.23
	2nd month	12.23	-	12.23	0.11	0.26	11.97
	3rd month	11.97	-	11.97	0.11	0.26	11.71

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4th month	11.71	-	11.71	0.11	0.26	11.45
5th month	11.45	-	11.45	0.10	0.26	11.19
6th month	11.19	-	11.19	0.10	0.26	10.93
7th month	10.93	-	10.93	0.10	0.26	10.67
8th month	10.67	-	10.67	0.10	0.26	10.41
9th month	10.41	-	10.41	0.10	0.26	10.15
10th month	10.15	-	10.15	0.09	0.26	9.89
11th month	9.89	-	9.89	0.09	0.26	9.63
12th month	9.63	-	9.63	0.09	0.26	9.37
				1.22	3.12	
3rd	Opening Balance					
1st month	9.37	-	9.37	0.09	0.26	9.11
2nd month	9.11	-	9.11	0.08	0.26	8.85
3rd month	8.85	-	8.85	0.08	0.26	8.59
4th month	8.59	-	8.59	0.08	0.26	8.33
5th month	8.33	-	8.33	0.08	0.26	8.07
6th month	8.07	-	8.07	0.07	0.26	7.81
7th month	7.81	-	7.81	0.07	0.26	7.55
8th month	7.55	-	7.55	0.07	0.26	7.29
9th month	7.29	-	7.29	0.07	0.26	7.03
10th month	7.03	-	7.03	0.06	0.26	6.77
11th month	6.77	-	6.77	0.06	0.26	6.51
12th month	6.51	-	6.51	0.06	0.26	6.25
				0.87	3.12	

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4th	Opening Balance						
	1st month	6.25	-	6.25	0.06	0.26	5.99
	2nd month	5.99	-	5.99	0.05	0.26	5.73
	3rd month	5.73	-	5.73	0.05	0.26	5.46
	4th month	5.46	-	5.46	0.05	0.26	5.20
	5th month	5.20	-	5.20	0.05	0.26	4.94
	6th month	4.94	-	4.94	0.05	0.26	4.68
	7th month	4.68	-	4.68	0.04	0.26	4.42
	8th month	4.42	-	4.42	0.04	0.26	4.16
	9th month	4.16	-	4.16	0.04	0.26	3.90
	10th month	3.90	-	3.90	0.04	0.26	3.64
	11th month	3.64	-	3.64	0.03	0.26	3.38
	12th month	3.38	-	3.38	0.03	0.26	3.12
					0.53	3.12	
5th	Opening Balance						
	1st month	3.12	-	3.12	0.03	0.26	2.86
	2nd month	2.86	-	2.86	0.03	0.26	2.60
	3rd month	2.60	-	2.60	0.02	0.26	2.34
	4th month	2.34	-	2.34	0.02	0.26	2.08
	5th month	2.08	-	2.08	0.02	0.26	1.82
	6th month	1.82	-	1.82	0.02	0.26	1.56
	7th month	1.56	-	1.56	0.01	0.26	1.30
	8th month	1.30	-	1.30	0.01	0.26	1.04
	9th month	1.04	-	1.04	0.01	0.26	0.78
	10th month	0.78	-		0.01	0.26	0.52

			0.78			
11th month	0.52	-	0.52	0.00	0.26	0.26
12th month	0.26	-	0.26	0.00	0.26	-
			0.19		3.12	
DOOR TO DOOR MORATORIUM PERIOD	60	MONTHS				
	6	MONTHS				
REPAYMENT PERIOD	54	MONTHS				

4.10. WORKING CAPITAL CALCULATIONS

COMPUTATION OF CLOSING STOCK & WORKING CAPITAL					(in Lacs)
PARTICULARS	1st year	2nd year	3rd year	4th year	5th year
<u>Finished Goods</u>					
	0.40	0.46	0.51	0.58	0.64
<u>Raw Material</u>					
	0.31	0.35	0.40	0.46	0.51
Closing Stock	0.71	0.81	0.92	1.03	1.15

COMPUTATION OF WORKING CAPITAL REQUIREMENT					
TRADITIONAL METHOD					(in Lacs)
Particulars	Amount	Own Margin		Bank Finance	
Finished Goods & Raw Material	0.71				
Less : Creditors	0.61				
Paid stock	0.09	10%	0.01	90%	0.08
Sundry Debtors	4.54	10%	0.45	90%	4.09
	4.64		0.46		4.18
MPBF					4.18
WORKING CAPITAL LIMIT DEMAND (from Bank)					4.18
Working Capital Margin					0.46

4.11. SALARY & WAGES

<u>BREAK UP OF LABOUR CHARGES</u>			
Particulars	Wages	No of	Total
	Rs. per Month	Employees	Salary
Plant Operator	14,000	3	42,000
Supervisor	16,000	1	16,000
Skilled (in thousand rupees)	12,000	2	24,000
Unskilled (in thousand rupees)	8,000	3	24,000
Total salary per month			1,06,000
Total annual labour charges	(in lacs)		12.72

<u>BREAK UP OF STAFF SALARY CHARGES</u>			
Particulars	Salary	No of	Total
	Rs. per Month	Employees	Salary
Administrative Staff	6,500	2	13,000
Manager	18,000	1	18,000
Accountant	15,000	1	15,000
Total salary per month			46,000
Total annual Staff charges	(in lacs)		5.52

4.12 POWER REQUIREMENT

Utility Charges (per month)		
Particulars	value	Description
Power connection required	20	KWH
consumption per day	160	units
Consumption per month	4,000	units
Rate per Unit	10	Rs.
power Bill per month	40,000	Rs.

4.13. DEPRECIATION CALCULATION

COMPUTATION OF DEPRECIATION			(in Lacs)
Description	Plant & Machinery	Miss. Assets	TOTAL
Rate of Depreciation	15.00%	10.00%	
Opening Balance	-	-	-
Addition	23.05	2.50	25.55
Total	23.05	2.50	25.55
Less : Depreciation	3.46	0.25	3.71
WDV at end of Year	19.59	2.25	21.84
Additions During The Year	-	-	-
Total	19.59	2.25	21.84
Less : Depreciation	2.94	0.23	3.16
WDV at end of Year	16.65	2.03	18.68
Additions During The Year	-	-	-
Total	16.65	2.03	18.68
Less : Depreciation	2.50	0.20	2.70
WDV at end of Year	14.16	1.82	15.98
Additions During The Year	-	-	-
Total	14.16	1.82	15.98
Less : Depreciation	2.12	0.18	2.31
WDV at end of Year	12.03	1.64	13.67
Additions During The Year	-	-	-
Total	12.03	1.64	13.67
Less : Depreciation	1.80	0.16	1.97
WDV at end of Year	10.23	1.48	11.70

4.14. REPAIR & MAINTENANCE: Repair & Maintenance is 3.0 % of Gross Sale.

4.15. PROJECTIONS OF PROFITABILITY ANALYSIS

<u>PROJECTED PROFITABILITY STATEMENT</u>					(in Lacs)
PARTICULARS	1st year	2nd year	3rd year	4th year	5th year
Capacity Utilisation %	60%	65%	70%	75%	80%
<u>SALES</u>					
Gross Sale					
Liquid Milk	136.34	157.05	178.71	201.74	226.13
Total	136.34	157.05	178.71	201.74	226.13
<u>COST OF SALES</u>					
Raw Material Consumed	92.16	106.08	120.96	136.80	153.60
Electricity Expenses	4.80	5.52	6.35	7.30	8.03
Depreciation	3.71	3.16	2.70	2.31	1.97
Wages & labour	12.72	13.99	15.11	16.17	17.79
Repair & maintenance	4.09	4.71	5.36	6.05	6.78
Packaging	3.00	3.14	3.57	4.03	4.52
Cost of Production	120.48	136.61	154.06	172.66	192.69
Add: Opening Stock /WIP	-	0.40	0.46	0.51	0.58
Less: Closing Stock /WIP	0.40	0.46	0.51	0.58	0.64
Cost of Sales	120.08	136.55	154.00	172.60	192.62
GROSS PROFIT	16.27	20.50	24.71	29.14	33.50
	11.93%	13.05%	13.83%	14.44%	14.82%
Salary to Staff	5.52	6.35	7.62	8.38	9.64
Interest on Term Loan	1.38	1.22	0.87	0.53	0.19
Interest on working Capital	0.46	0.46	0.46	0.46	0.46
Rent	3.60	3.96	4.36	4.79	5.27
selling & adm exp	2.59	3.93	4.29	5.04	5.43
TOTAL	13.55	15.91	17.59	19.20	20.98
NET PROFIT	2.72	4.59	7.12	9.93	12.52
	1.99%	2.92%	3.98%	4.92%	5.54%
Taxation	-	-	0.57	1.15	1.91
PROFIT (After Tax)	2.72	4.59	6.55	8.78	10.61

4.16. BREAK EVEN POINT ANALYSIS

BREAK EVEN POINT ANALYSIS					
Year	I	II	III	IV	V
Net Sales & Other Income	136.34	157.05	178.71	201.74	226.13
Less : Op. WIP Goods	-	0.40	0.46	0.51	0.58
Add : Cl. WIP Goods	0.40	0.46	0.51	0.58	0.64
Total Sales	136.75	157.11	178.77	201.80	226.20
Variable & Semi Variable Exp.					
Raw Material Consumed	92.16	106.08	120.96	136.80	153.60
Electricity Exp/Coal Consumption at 85%	4.08	4.69	5.40	6.21	6.83
Wages & Salary at 60%	10.94	12.20	13.64	14.73	16.45
Selling & administrative Expenses 80%	2.07	3.14	3.43	4.03	4.34
Interest on working Capital	0.45928	0.45928	0.45928	0.45928	0.45928
Repair & maintenance	4.09	4.71	5.36	6.05	6.78
Packaging	3.00	3.14	3.57	4.03	4.52
Total Variable & Semi Variable Exp	116.81	134.43	152.82	172.32	192.99
Contribution	19.94	22.68	25.95	29.48	33.21
Fixed & Semi Fixed Expenses					
Electricity Exp/Coal Consumption at 15%	0.72	0.83	0.95	1.10	1.20
Wages & Salary at 40%	7.30	8.14	9.09	9.82	10.97
Interest on Term Loan	1.38	1.22	0.87	0.53	0.19
Depreciation	3.71	3.16	2.70	2.31	1.97
Selling & administrative Expenses 20%	0.52	0.79	0.86	1.01	1.09
Rent	3.60	3.96	4.36	4.79	5.27
Total Fixed Expenses	17.22	18.09	18.83	19.55	20.68
Capacity Utilization	60%	65%	70%	75%	80%
OPERATING PROFIT	2.72	4.59	7.12	9.93	12.52
BREAK EVEN POINT	52%	52%	51%	50%	50%
BREAK EVEN SALES	118.11	125.33	129.73	133.81	140.89

4.17. PROJECTED BALANCE SHEET

PROJECTED BALANCE SHEET					(in Lacs)
PARTICULARS	1st year	2nd year	3rd year	4th year	5th year
<u>Liabilities</u>					
Capital					
opening balance		12.17	12.76	14.31	16.09
Add:- Own Capital	3.01				
Add:- Retained Profit	2.72	4.59	6.55	8.78	10.61
Less:- Drawings	2.50	4.00	5.00	7.00	8.50
Subsidy/grant	8.94				
Closing Balance	12.17	12.76	14.31	16.09	18.20
Term Loan	12.49	9.37	6.25	3.12	-
Working Capital Limit	4.18	4.18	4.18	4.18	4.18
Sundry Creditors	0.61	0.71	0.81	0.91	1.02
Provisions & Other Liab	0.40	0.50	0.60	0.72	0.86
TOTAL :	29.85	27.51	26.13	25.02	24.26
<u>Assets</u>					
Fixed Assets (Gross)	25.55	25.55	25.55	25.55	25.55
Gross Dep.	3.71	6.87	9.57	11.88	13.85
Net Fixed Assets	21.84	18.68	15.98	13.67	11.70
Current Assets					
Sundry Debtors	4.54	5.24	5.96	6.72	7.54
Stock in Hand	0.71	0.81	0.92	1.03	1.15
Cash and Bank	2.75	2.78	3.28	3.59	3.87
TOTAL :	29.85	27.51	26.13	25.02	24.26

4.18. CASH FLOW STATEMENT

PROJECTED CASH FLOW STATEMENT					(in Lacs)
PARTICULARS	1st year	2nd year	3rd year	4th year	5th year
<u>SOURCES OF FUND</u>					
Own Margin	3.01				
Net Profit	2.72	4.59	7.12	9.93	12.52
Depriciation & Exp. W/off	3.71	3.16	2.70	2.31	1.97
Increase in Cash Credit	4.18	-	-	-	-
Increase In Term Loan	14.05	-	-	-	-
Increase in Creditors	0.61	0.09	0.10	0.11	0.11
Increase in Provisions & Oth lib	0.40	0.10	0.10	0.12	0.14
Sunsidy/grant	8.94				
TOTAL :	37.62	7.94	10.02	12.46	14.75
<u>APPLICATION OF FUND</u>					
Increase in Fixed Assets	25.55				
Increase in Stock	0.71	0.10	0.11	0.11	0.12
Increase in Debtors	4.54	0.69	0.72	0.77	0.81
Repayment of Term Loan	1.56	3.12	3.12	3.12	3.12
Drawings	2.50	4.00	5.00	7.00	8.50
Taxation	-	-	0.57	1.15	1.91
TOTAL :	34.86	7.91	9.52	12.16	14.47
Opening Cash & Bank Balance	-	2.75	2.78	3.28	3.59
Add : Surplus	2.75	0.03	0.50	0.31	0.28
Closing Cash & Bank Balance	2.75	2.78	3.28	3.59	3.87

4.19. DEBT SERVICE COVERAGE RATIO

<u>CALCULATION OF D.S.C.R</u>					
PARTICULARS	1st year	2nd year	3rd year	4th year	5th year
CASH ACCRUALS	6.42	7.75	9.25	11.09	12.58
Interest on Term Loan	1.38	1.22	0.87	0.53	0.19
Total	7.81	8.97	10.13	11.62	12.77
<u>REPAYMENT</u>					
Instalment of Term Loan	1.56	3.12	3.12	3.12	3.12
Interest on Term Loan	1.38	1.22	0.87	0.53	0.19
Total	2.94	4.34	4.00	3.65	3.31
DEBT SERVICE COVERAGE RATIO	2.65	2.07	2.53	3.18	3.86
AVERAGE D.S.C.R.	2.86				