

BRIDGE AND ROOF CO.(INDIA) LTD.

A GOVT. OF INDIA ENTERPRISE

M E M O

May 2, 2024.

| | | | |
|------------------|---------------|-----------------|--|
| FROM | Director(FIN) | TO | Shri Daipayan Ghosh GM/SBU-VII-Chairman BREGT Shri Rajesh Kumar ED(F)-Trustee BREGT Smt. Namrata Mehta GM(CP)-Trustee BREGT Shri Sanjay Paul GM/SBU-III-Trustee BREGT Shri Pijus Kanti Ghosh DGM/SBU-IV-Trustee BREGT Shri Tirtha Ray AGM(F)T-Trustee BREGT |
| Your Ref. | N.A. | Our Ref. | IOMs dated 03.11.2023, 29.12.2023, 30.01.2024 & 19.03.2024 |

Kindly refer to my earlier IOMs as mentioned above, for submitting the Govt. Guidelines for the investment of the Gratuity Trust, as requested, but still the same has not been submitted.

The same may be submitted at the earliest.

Nav Ratan Gupta
2-5-2024

(NAV RATAN GUPTA)

cc : CMD - for kind information please.

BRIDGE AND ROOF CO. (INDIA) LTD.

A GOVT. OF INDIA ENTERPRISE

MEMO

Date : 09.04.2024.

| | | | |
|-------------------|----------------------|-----------------|---------------------|
| From : | Director(Fin) | To : | Director(PM) |
| Your Ref : | | Our Ref. | |

This is to mention that we have been engaging Sub-Contractors for the execution of the projects as per the LOIs/WorkOrder issued by our Company (Bridge and Roof Co. (INDIA) Ltd.) to meet the Schedule as per requirement of the Clients.

As per the terms and conditions of Work Order/LOI, the Vendors has to submit the SPBG/PBG, if any. These SPBG/PBG are submitted to SBU's Head by Vendors directly at site and the same are kept under their custody.

You are requested to kindly maintain the validity of the SPBG/PBG as per the terms of the Contract.

Nav Ratan Gupta
9/4/24

(NAV RATAN GUPTA)

cc : CMD - for kind information please.

BRIDGE AND ROOF CO.(INDIA) LTD.

A GOVT. OF INDIA ENTERPRISE

M E M O

Dated March 30, 2024.

| | | | |
|------------------|--------------------------|-----------------|-----------------------|
| FROM | Director(Finance) | TO | All SBU Heads. |
| Your Ref. | | Our Ref. | |

This is to mention that the Company is having numerous projects which are being located in different part of the Country. To maintain the margin against each project, as per approved Road Map, all SBU Heads may review their expenditure which are non-productive in nature such as extra deployment of vehicles, Open space/Houses/Flats taken on rental basis for only dumping the residuals of fabricated materials/scrap furnitures & Office Record for which we are incurring a good amount towards the Rent and also compulsory deposit in advance against House Rent.

Above will help the project to maintain the margins as desired and avoid the unnecessary expenditure to be incurred thereon.

The above may be reviewed and put up the report by 22nd April, 2024.

The matter may be treated as **MOST URGENT**.

Nav. -
30/3/2024

(NAV RATAN GUPTA)

cc : CMD - for kind information please.

cc : D(PM)

AM(T)
may please circulate
Nav

BRIDGE AND ROOF CO.(INDIA) LTD.

A GOVT. OF INDIA ENTERPRISE

M E M O

March 19, 2024.

| | | | |
|------------------|----------------------|-----------------|--|
| FROM | Director(FIN) | TO | Shri Daipayan Ghosh GM/SBU-VII-Chairman BREGT Shri Rajesh Kumar ED(F)-Trustee BREGT Smt. Namrata Mehta GM(CP)-Trustee BREGT Shri Sanjay Paul GM/SBU-III-Trustee BREGT Shri Pijus Kanti Ghosh DGM/SBU-IV-Trustee BREGT Shri Tirtha Ray AGM(F)T-Trustee BREGT |
| Your Ref. | N.A. | Our Ref. | N.A. |

With reference to your I.M. dated 15.03.2024, as mentioned you have submitted the details on dated 22.01.2024 to the undersigned's office.

While going through the details of the investment as mentioned under the bonds/securities have been made as per the Govt. guidelines. On details scrutiny it was noticed that the investment of ₹ 59,97,39,722.00 have been made through Investment Operators with HDFC Standard Life Insurance, Birla Sun Line Insurance, Bajaj Allianz Life Insurance Co. and Life Insurance Corporation of India.

You are requested to kindly provide Govt. guidelines under which it is stated that such investment can be made, in Instrument of Insurance Co.

The details may be submitted at the earliest and also the matter may be treated as **MOST URGENT**.

Nav. -
19/3/24

(NAV RATAN GUPTA)

cc : CMD - for kind information please.

BRIDGE AND ROOF CO. (INDIA) LTD.
(A GOVT OF INDIA ENTERPRISE)

M E M O

Dated: March 18, 2024.

| | | | |
|------------------|----------------------|-----------------|--|
| FROM : | Director(Fin) | TO : | ED (Fin) All GGMs/GMs/SBUs. All Finance Officers of Kolkata/Howrah/Zonal Offices. |
| YOUR REF. | | OUR REF. | |

It has been observed that GST Intelligence Officers are visiting number of registered offices of our Company. While inspection, they pointed out issues related to GST reimbursement to vendors against which Company has availed ITC. GST Intelligence Officers also observed a number of cases where GST Payment to Vendors remained outstanding beyond 6 months.

Further they may instruct the Company for the reversal of ITC against such cases , alongwith imposition of Interest and Penalty.

Therefore, you are advised to provide site-wise/project-wise details of the GST bills of the vendors, which remained unpaid till date.

The above information may kindly be provided to email (somenath.chakraborti@bridgeroof.co.in) by tomorrow i.e 19.03.2024 positively, with duly signed by respective SBU Heads. Please note that in case of physically completed jobs, above details should be firm and final.


(Nav Ratan Gupta)

cc : CMD

cc : D(PM).

BRIDGE AND ROOF CO.(INDIA) LTD.

A GOVT. OF INDIA ENTERPRISE

M E M O

March 15, 2024.

| | | | |
|------------------|-------------|-----------------|--|
| FROM | D(F) | TO | Shri Rajesh Kumar ED(F)-Trustee BREGT Smt. Namrata Mehta GM(CP)-Trustee BREGT Shri Sanjay Paul GM/SBU-III-Trustee BREGT Shri Pijus Kanti Ghosh DGM/SBU-IV-Trustee BREGT Shri Tirtha Ray AGM(F)T-Trustee BREGT |
| Your Ref. | N.A. | Our Ref. | N.A. |

With reference to my earlier memos dated 4th November, 2023, 29th December 2023 & 30th January, 2024 you are once again requested to put up the latest status, immediately.


(NAV RATAN GUPTA)

cc : CMD - for kind information please.

cc : GM/SBU-VII-Chairman BREGT

BRIDGE AND ROOF CO. (INDIA) LTD.

A GOVT. OF INDIA ENTERPRISE

MEMO

Date : 15.02.2024.

| | | | | |
|-------------------|-------------|-----------------|---|------------------------|
| From : | D(F) | To : | ED(F) DGM(FS) – Shri Somenath Chakraborti. DGM(F) – Shri Indranil Sircar. Co-Secy. – Ms. Rakhee Kar. SBU I/SBU-II/ GGM(Cord-Power) SBU-IA/SBU-III/ SBU-IV/SBU-V/SBU-VI/ SBU-VII/SBU-VIII SBU-IX/SBU-X/ SBU(Electrical) | For compliance. |
| Your Ref : | | Our Ref. | | |

Sub : F&A Deptt. to act as the "Project Co-ordinating Authority"

With reference to the Office Order BANDR/CMD/OFCO/2023-24/1 dated 06.01.2024 captioned "F&A Deptt. to act as the 'Project Co-ordinating Authority'", following officers are nominated as Nodal Officers from F&A i.e. F&A Nodal Officer, for co-ordinating with respective SBU Heads/GGM(Cord-Power) for projects under their control, for smooth execution and completion as per Contract period. F&A Nodal Officers will report to ED(F).

SBU Heads/GGM(Cord-Power) are requested to be in regular interaction with respective F&A Nodal Officer for implementation of the Office Order dated 06.01.2024. The Projects of SBUs/Cord-Power shall be monitored by F&A Nodal Officers as mentioned below :

| <u>Name of F&A Nodal Officer</u> | <u>SBUs</u> |
|---|-------------------------------|
| 1. Shri Somenath Chakraborti | I, II, Cord-Power, IA, IX, X. |
| 2. Shri Indranil Sircar | III, IV, V, Electrical. |
| 3. Ms. Rakhee Kar | VI, VII, VIII. |

Further, in respect of Office Order dated 06.01.2024, the following essential documents must be prepared and submitted to F&A Nodal Officer by the respective SBU Head/GGM(Cord-Power) at the subsequent stages of the project.

All these documents are required for the monitoring of Cashflow of Projects which includes the Inflow and Outflow of fund without hindrance for carrying out day to day project accounting activities and also to facilitate smooth progress of project/completion of projects as per Contract. This will also help in monitoring the liability of Sub-vendors and discharging the various statutory obligations in time of the respective projects.

A. At the start of the project

After securing of any job, the concerned SBU Head/GGM(Cord-Power) will forward a copy of following documents to the respective F&A Nodal Officer.

- i) L2 Schedule or any other Schedule be provided to the F&A Nodal Officer within 2 weeks of securing the project.

- ii) SBU Heads/GGM(Cord-Power) have to provide (a) Procurement plan (b) Schedule of engagement of agencies for execution of work within scheduled time period as per the Contract/LOI of client which is very important for preparation of Cashflow.
- iii) SBU Heads/GGM(Cord-Power) shall also provide the Initial Cashflow(prepared at the time of submission of Bid) alongwith the approved Road Map of the project.
- iv) Procurement plan should be made-out as per PO to be issued, so that optimum Inventory can be maintained to avoid over Stocking, which in turn will help non-blockage of fund.

B. During execution of the Project

During execution of the project following procedure should be adopted and adhered by respective SBU-Head/GGM(Cord-Power).

- i) Monthly comparison between actual progress and scheduled progress(as per L2 Schedule or any other Schedule), which was planned at the start of the project. Identification of delayed activities and analysis of root cause for the same. Preventive actions must be taken to avoid the delay in project execution and also to avoid cost overrun of project.
- ii) Comparison against actual bills raised to client and budgeted targets set at the start of the project. If bills could not be raised in time identify the constraints and take suitable measures to overcome the same, so that adequate Cashflow can be maintained throughout the project execution period.
- iii) Variance analysis between actual cost incurred till date and cost as per the approved Road Map.
- iv) Statutory payment i.e. TDS on Income Tax/GST and GST Payment, ESI, BOCW Cess, PF, Other taxes if any, etc. as per rule, must be deposited within time with the respective authority.
- v) Vendor Payment should be made after fulfilling all procedural formalities as laid down in DOP/Purchase Manual and the same should be strictly as per the contract terms.
- vi) Monthly Payment released to vendor, unpaid from client should be intimated to respective F&A Nodal Officer.
- vii) Wherever site availing TRADE Platform (RXIL), Liability should be discharged within due date to avoid any adverse comments from Bank and Credit Rating Agency.
- viii) Proper Documentation for all extra work and claim (Idle Claim, w.r.t. non-release of Front, drawing etc.) for the expenses incurred must be billed to client, on the occurrence.
- ix) Regular reconciliation must be done for the billed items of client and quantity billed by Contractors/Agencies, so that any over payment to agencies/vendor can be evaluated and action for arresting the same can be taken.
- x) Monthly Profitability Statement and Cash Flow Statement should be sent by concerned SBU Head/GGM(Cord-Power) to respective F&A Nodal Officer.
- xi) At least once in six months, the material reconciliation should be done for material procurement and also the material issued by client.

C. At the closure of the project

At the closure of the project following procedure should be adopted and adhered by respective SBU Head/GGM(Cord-Power).

- i) Final Reconciliation must be done between the billed items of client and Contractors' Final measured/billed quantity. Any extra items executed must be billed to client.
- ii) Reconciliation of payment to various vendors alongwith the awarded contract/LOI/P.O. and also with the approved Road Map.
- iii) Reconciliation against statutory compliances with respect to TDS on Income Tax, TDS on GST, input credit under GST etc., must be ensured. Any pending amount must be communicated to F&A Nodal Officer.
- iv) BOCW Cess deducted by client and also recovered from Contractor/Agencies' bill should also be reconciled.
- v) Material Reconciliation [BANDR and Client Material(chargeable/free issue)] must be done before submission of final bill to client. All material issued to vendor must also be reconciled and appropriate recovery should be made for chargeable materials at the closure of the respective MBs. Free issue materials issued to vendor also be reconciled, any deficit/shortfall in materials should be recovered from their bills.
- vi) Materials and Plant & Equipments lying at project after completion should be documented and transfer to other project sites.
 - vi a) Surrender of Labour License, TAN, other Registration Nos. should be surrendered to appropriate authority.
 - vi b) Refund of all deposits made with Assistant Labour Commissioner(ALC) and other agencies to be made.
- vii) On completion of the Project the Bank Guarantee should be collected from client and be submitted to Finance Department to reinstate the B.G. Limit.
- viii) Any amount withheld by client due to non-fulfilment of any obligation, steps should be taken to get released the withheld amount after submission of relevant documents.
- ix) Winding up Statement is to be sent to the F&A Nodal Officer for each project after due discharge of all liabilities alongwith all relevant documents.

F&A Nodal Officer should interact with respective SBU Head/GGM(Cord-Power) must be carried out atleast once a week.

F&A Nodal Officer should involve all executives under their control to scrutiny/verify the documents forwarded by the SBU Heads/GGM(Cord-Power) as mentioned above.

The above methodology may include other matter depending upon requirement of work/as required by F&A Nodal Officers.


(NAV RATAN GUPTA)

cc : CMD

cc : D(PM).