

TABLE OF CONTENTS

Chapter No	Name	Page Nos.					
PART I							
1	CLUSTER PROFILE	3					
2	CLUSTER PRODUCTS AND PRODUCTION PROCESS	9					
3	MARKET ASSESSMENT & DEMAND ANALYSIS	13					
4	SWOT AND NEED GAP ANALYSIS	16					
5	PROFILE OF IMPLENTING AGENCY	19					
6	PROJECT CONCEPTS & STRATEGIC FRAME WORK	21					
	PART II						
7	PROJECT INTERVENTIONS (CORE SFURTI)	24					
8	SOFT INTERVENTIONS	26					
9	HARD INTERVENTIONS	32					
10	PROJECT COST & MEANS OF FINANCE (CORE SFURTI)	36					
11	PLANS FOR CONVERGENCE OF INITIATIVES	39					
12	ENHANCED PROJECT COST & MEANS OF FINANCE	40					
13	PROJECT TIMELINE	41					
14	DETAILED BUSINESS PLAN	42					
15	PROPOSED IMPLEMENTATION FRAME WORK	46					
16	EXPECTED IMPACT	49					
	Annexures						
1 - 14	FINANCIAL STATEMENTS	51 –71					
15	SPV REGISTRATION DOCUMENT						
16	SPV BY LAWS AND LIST OF MEMBERS						
17	SPV BANK ACCOUNT DETAILS						
18	LAND AFFIDAVIT/ RELATED DOCUMENTS						
19	QUOTATIONS						
20	IA REGSITRATION						
21	IA LAST 3 YEAR IT STAEMENTS						
22	PROFILE OF ARTISANS						

LIST OF ACRONYMS

1	BIS	Bureau of Indian Standards
2	BEP	Break Even Point
3	CCRI	Central Coir Research Institute
4	CFC	Common Facilities Centre
5	CGTMSE	Credit Guarantee Trust for Micro, Small and Medium Enterprises
6	CICT	Central Institute of Coir Technology
7	CLCSS	Credit Linked Capital Subsidy Scheme
8	CUY	Coir Udyami Yojana
9	CVY	Coir Vikas Yojana
10	DIC	District Industries Centre
11	DRDA	District Rural Development Agency
12	DPR	Detailed Project Report
13	FICEA	Federation of Indian Coir Exporters Association
14	FI	Financial Institution
15	IRR	Internal Rate of Return
16	KSFC	Karnataka State Coir Federation
17	KVIC	Khadi & Village Industries Commission
18	MSME	Micro Small & Medium Enterprises
19	MoMSME	Ministry of Micro Small & Medium Enterprises
20	MSMEDI	Micro Small Medium Enterprise Development Institute
21	MDA	Market Development Assistance
22	NABARD	National Bank for Agri& Rural Development
23	NMCP	National Manufacturing Competiveness Program
24	NPV	Net Present Value
25	NH	National Highway
26	NTDC	National Technology Development Corporation
27	ROCE	Return on Capital Employed
28	SFURTI	Scheme of Fund Under Rejuvenation of Traditional Industries
29	TI	Technical Institution
30	TL	Term Loan
31	EC	Working Capital
32	PC & MF	Project Cost and Means of Finance
33	UPS	Uninterrupted Power Supply



Chapter – 1 CLUSTER PROFILE

1.1 Background

Coir is a traditional industry with very low investment and high employment as well as it is a high tech industry. The significance of coir industry arises mainly because quite a large number of people from economically weaker sections of the society depend on it. Over 6.5 lacks people are involved in this industry. More than 80% are women. Coir is a versatile natural fibre extracted from mesocarp tissue, or husk of the coconut fruit. Generally fibre is of golden colour when cleaned after removing from coconut husk, and hence the name "Golden Fibre". It is 100% natural, moth proof, fungi resistant, excellent insulator, resistant to dampness, durable, resilient and flame retardant. It is biodegradable, eco/environment-friendly. These inherent characteristics of coir give it an upper hand over synthetic floor furnishings.

With intent to strengthen the Coir, Khadi and Village Industry in terms of quality, output, market, finance and infrastructure, Ministry of MSME, Government of India has revamped the existing SFURTI guidelines. The Ministry with the help of Nodal Agencies is in the process of selecting more than 800 clusters across the country. The **Kadaluru Coir Cluster, situated in Maddur taluk, Mandya District in Karnataka** is one such potential industry that can be considered for developing under Cluster Mode. State Level Steering Committee has already given in principle approval and made The Karnataka State Coir Cooperative Federation Ltd., Bengaluru as Implementing Agency (IA). Subsequently Coir Board has appointed M/s Foundation for MSME Clusters (FMC) as Technical Agency and entrusted the task of conducting diagnostic survey in the cluster and submitting Diagnostic Project Report (DPR) as the first phase. The present report pertains to the Detailed Project Report that outlines the cluster, product information, market analysis and details of implementing agency.

1.2. Regional Setting of the cluster

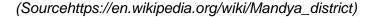
The cluster is located at the Maddur Taluk of Mandya district. Mandya has a total of 7 administrative divisions as taluks. Out of these, the cluster covers villages of the three taluks. There is a registered society under the name of **Sri Gowri Coir Society** (SPV) that aims to spearhead the process of the cluster formation. The society is a well-established community development organisation working since last five years for the comprehensive up-liftment of Coir artisans in Mandya District.

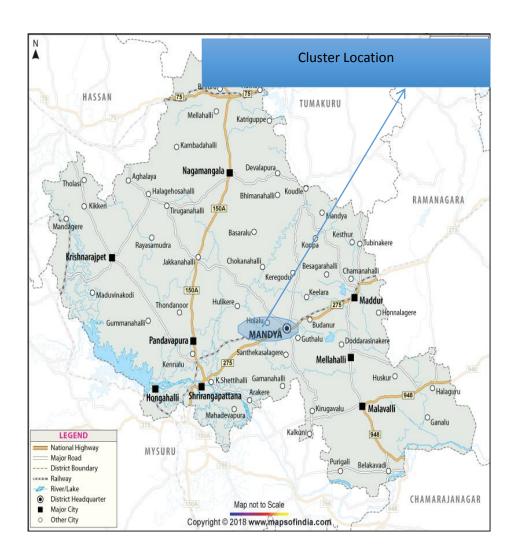


1.3 Location

Cluster is located in Madduru Taluk of Mandya, a major town in Mandya district of Karnataka, India. Mandya is bounded by Mysore district to the west and southwest, Tumkur district to the northeast, Chamrajnagar district to the south, Hassan district to the northwest, and Ramanagar district to the east. It has an area of 4,961 square kilometres (1,915 sq mi). The administrative centre of Mandya District is Mandya City.

It is around 90Kms from Bangalore, the Capital City and 60 Kms from Mysore. Mandya district has an extensive road network. NH 275 and NH 948 NH 150A pass through the district. The road network in the district includes 73 kilometres (45 mi) of the National Highways, 467 kilometres (290 mi) of State Highways and 2,968 kilometres (1,844 mi) of major district roads.





1.4 Evolution of the cluster

- Mandya District is one of the most important commercial districts of the State with abundant natural resources.
- The district lies between Bangalore and Mysore which are major business centres.
 Though the coconut cultivation in the district is less compared to Hassan and Tumkur districts but presence of skilled workers led to establishment of yarn and mat making units in late eighties.
- Later with the help of Coir Federation and State Coir Commission, State Government infused skill development with the help of Coir Board.
- At present there are more than 1500 artisans within the district mainly related to coir industry. In the year 2019, Karnataka State Coir Cooperative Federation planned to implement SFURTI and formed and SPV.

1.5 Demography

The total population of Mandya district as per the 2011 census is 18, 08,680. Has gives it a ranking of 263rd in India (out of a total of 640). The district has a population density of 365 inhabitants per square kilometre (950/sq mi). Its population growth rate over the decade 2001-2011 was 2.55%. Mandya has a sex ratio of 989 females for every 1000 males, and a literacy rate of 70.14%

(Sourcehttps://en.wikipedia.org/wiki/Mandya_district)

1.6 Growth trends

Mandya's total GDP is a solid INR 58.48 billion contributing 2% to state GSDP. It's per capita annual income in the district being INR.46, 049. However, the GDDP trend remains steady at 6.5% CAGR from 2007-8 to 2012-13; with the Agriculture and allied sector delivering the highest contribution of 4.3% to the state. Agriculture is a focus area in Mandya, with sericulture, Animal Husbandry and Food Processing Sector driving the segment here. It has total 33.91% net sown land cultivating Cereals like Ragi, Paddy, Maize, Jowar which forms the major share with 45.71% of the net sown land.

(Source: www.investkarnataka.co.in/district-profiles-mandya)

1.7 Socio-Economic aspects of the cluster region

As per the data published by Mandya district at a glance, about 8,71,408 workers are recorded out of which main workers accounts to 7,14,901, nonagri workers accounts to 2,23,181 and agri workers accounts to 2,16,159. Mandya district has male and female population as 905085 and 900684 respectively. Though Mandya has highest urban



population the conversion is just 4.71%. Srirangapatna has highest population which is urbanized because it has tourism attraction and also close to historical place Mysore. Although the per capita income increased to Rs.3, 924 in 1990-91 and the district fell to 13th place in the state it rose to 9th place in 1994-95 with a per capita income of Rs.7,692. The Scheduled castes (SC) and Scheduled tribes (ST) ratio is 14.73 and 1.94, respectively out of total population.

1.8 Human Development Aspects

Indicators namely child mortality rate and maternal mortality rate are used as sub-indicators. The human development index (HDI) for all the taluks in the district ranges between 0.493 and 0.758. HDI for Shrirangapattana, Mandya and Maddur taluks is higher than the district average (0.663), while HDI for Malavalli, Pandavapura, Nagamangala and Krishnarajpet taluks is lower than that of district. Though Mandya taluk ranks first in education index (1.0) and living standard index (0.754), it ranks seventh in health index (0.441). The living standard index (LSI), one of the three components of HDI is computed using seven sub indicators namely: access to cooking fuel, toilet, water, electricity, pucca house, percentage of non-agricultural workers and per capita income. Mandya district has a moderate LSI of 0.588. Two vital health to compute the health index (HI). The HI of taluks in the district ranges from 0.441 to 0.953

(Source:http://planning.kar.nic.in/docs/Mandya/ZP%20Mandya%20Report%20English1.pdf)

1.9 Key Economic Activities in the region

35 rice mills, 4 sugar factories and a cluster of jaggery making units in Mandya constitute the main industrial SSI sector. - Mandya ranks 3rd in Karnataka for its Sericulture produce. The 40,000 Seri culturists well supported by 22 technical centers work on 24,000 Hectares of mulberry cultivation to develop sericulture with a technology advantage in the region offer huge scope for expanding of the area under bivoltine and introducing modern and automatic reeling units here A handloom cluster is well formed and has a strengthened ecosystem with the presence of textile majors like Welspun, Gokaldas, Shahi Exports and more. 15 Large and Medium scale Industries with aggregated investment of INR 30.0267 billion and 3,689 MSME industries with aggregated investment INR 1.6046 billion are well served by 4 industrial areas and 6 industrial estates in the region. The district is engaged in cluster activity across sectors like Rice Mills, Agriculture Implements, Power looms and Packaging. There are 2 clusters of metal ware and metal images activity in Nagamangala Taluk too. Special Zone industries like-Aromatic, Ayurveda medicines, Tools and Dies, filament for



bulbs, Hi-tech bus body building, conveyor belt, coconut tetra packing are also operational. (Source:https://www.investkarnataka.co.in/district-profiles-mandya)

1.10 Infrastructure

LAND AND SOIL

Mandya has a land utilization of 33.91% for agriculture, holding 27.53% of uncultivated land and 4.26% forest cover along with 34.29% remaining land. The district has a uniform agro climatic zone conditions – Southern Dry Climatic Zone. The mineral reserves in the district are distinct with Granite, Building Stone, Sand, Quartz, Felsite and Ornamental Stone (CBM) amongst others.

WATER RESERVES

Cauvery, Hemavathi, Shimsha, Lokapavani, Veeravaishnavi, and Paschimavahini are the six major rivers in the district. Two major reservoirs KrishnarajaSagar and Hemavathi aid the district to irrigate 48% of its cultivated land. The total water supply in the district is 21 MLD and per capita supply stands at 135 LPCD. The average demand in the district for Industry is 2.75 Lakh litres/day and Domestic needs are 165 LPCD; however it matches the average consumption in the district with Industry consumption at 2.75 Lakh litres/day and Domestic at 135 LPCD a little lower than the need.

POWER SUPPLY

Mandya power transmission is done by Chamundeshwari Electricity Supply Corporation Limited (CESC). However it has various avenues of power including Mandagere Hydel Scheme is a 3.5 MW power station located downstream of Gorur dam across River Hemavathy in K.R.Pet Taluk of Mandya district. Hydro-Electric power project at Shivanasamudram, the first hydroelectric power project in India established in 1902, and the Hydro-Electric power project at Shimsha established in 1940, generates about 42 Megawatts (6x3+4x6MW) electric power and 17.2 MW (2x8.6MW) electric power respectively. Keelara power Pvt. Ltd., Hydroelectric power project at Keelara, Mandya Taluk is commissioned and functioning with 2 MW capacity while the Malavalli Power Plant Private Limited which is an Agri based project has a generating capacity of 4.5MW



MEDICAL RESOURCES

The healthcare facilities at Mandya are well set with 385 Private Hospitals forming the largest chunk of the infrastructure. 114 Primary Healthcare Centres, 14 Allopathic Hospitals, 4 Ayurveda Hospitals and 7 Community Healthcare Centres form a splendid support system to anchor the healthcare services in the district here.

CONNECTIVITY

The support infrastructure connects the district very well across 2 National Highways NH 48 and NH 209 with 73 kms of NH road length and 467 of SH road length pass through the district. 97 kms of railway line with 15 railway stations connects it major cities easily. It has high accessibility on Air with 3 International and 2 Domestic airports while the Kochi, Chennai, Karwar and Goa Port aid connectivity across sea.

(Source: www.investkarnataka.co.in/district-profiles-mandya)

CHAPTER – 2 CLUSTER PRODUCT AND PRODUCTION PROCESS

2.1 Product Profile:

At present, cluster firms are making only fiber, 2 Ply yarn and Curler rope in a limited way. The husk, major raw material is available locally and also supplied frim adjoining Hassan District.

2.2 Production Process

Raw Material: For the coir industry, the main raw material is coconut husk. It was estimated that almost 1200 lakhs coconut nuts are available in Mandya district on an average. Around 45% of this is used for coir production at present. At present the intermediary traders are supplying the husks to the defibering units. The remaining husks will be targeted by this cluster.

Defibering: The defibering units produce fibre, curled ropes and pith as a by-product. For this process, motorized machines with flat beater arms, operating inside steel drums are made use of. Separation of the bristle fibres is done by hand or in a machine consisting of a rotating drum fitted with steel spikes. Separation of the mattress fibres from the pith is completed by washing the residue from the de-fibering process and combing through it by hand or tumbling it in a perforated drum or sieve. The clean fibres are spread loosely on the ground to dry in the sun.

Finishing: Bristle fibres will be further processed are rolled and tied into loose bundles for storage. Major units are using manual operated press to create compact bales.

Yarn making: Most of the units that produce curled ropes are making use of automatic 2 ply yarn spinning machine. Each machine produces around 15 bundles of 30kgs each in one shift.

Machinery: The major process of the cluster is defibering. Coir Board has now developed mobile defibering machineries. This will further facilitate the usage of more husks. In addition to this, few entrepreneurs are involved in spinning and weaving. Coir Board has developed new machineries for spinning and weaving. As such the cluster is not facing any problem in the availability of machineries.

Quality: The product from the area is having good quality fibre and pith. The brown fibre is very good raw material for curled ropes and most of the de-fibering units has the facility of curled coir manufacturing. Therefore, the fibre is being utilized as captive material in respective units itself. The district has no history of making white fibre which is made from the green husks.



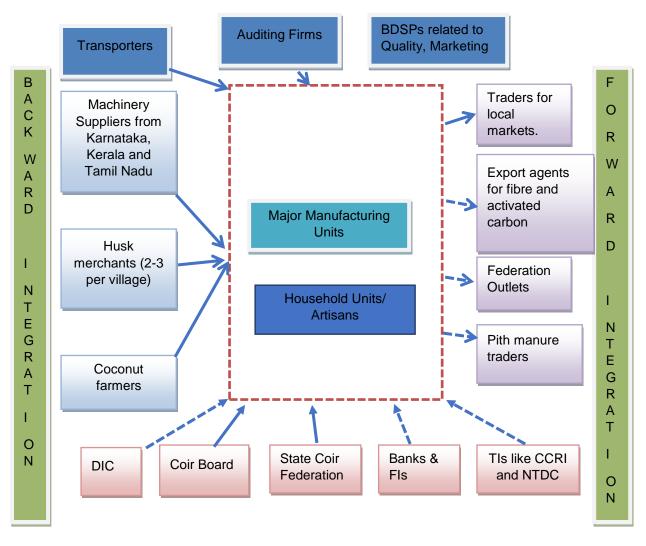
2.3 Value Chain Analysis

At present 37% of the coconut husk in the area i.e., approximately 410 lakhs of coconut husks are not being utilised for any value. After the cluster formation, value can be generated as per the following table:

Activity	Cost (In Rs.)	Cumulative
12,000 husks/day at Rs 500/1000 husks	6000	6000
Defibering-12,000 husks for 1 tonne of fibre	2500+5000+1000 (labour + Fuel+ misc. charges)	14,500
Selling price at Manufacturer (10% on cost of production)	1450	15,950
Yarn making Charges from 1 ton fibre (20 % wastage thus 800 KG of yarn)	7500	23450
Selling price of 800 KGs of Yarn (10% on cost of production)	2400 (margin)	25850
14,000 kg pith (Requirement of 1 machine/day)	5000	5,000
Screening, Cleaning, Dyeing, Processing + labour+ Misc. Charges	42,000 +12,500+ 2,500	62,000
Sale of 4800 kg pith block per machine at Rs. 16/kg	14,800 (24%) (margin)	76,800

At present, due to the high price of good quality husks and involvement of middlemen in the marketing process, the margins for fibre and curled yarn is very low and reaching a breakeven point can get difficult. Pith is an untapped resource that can be effectively utilised. Thus, manufacture of pith blocks at a common facility centre may allow them to realize higher margins than that gained through their main manufacturing processes.

2.4 Cluster Map



Index: 1. Dotted square box around core cluster firms indicate poor inter-firm linkage

- 2. Dotted arrow represents weak linkages
- 3. Solid arrow represents strong linkages
- 4. Lack of arrow represents absence of any linkages
- 5. Double sided arrow represents two-way linkages

2.5 Principal Stakeholders

Backward linkages: The raw material suppliers are coconut farmers and husk merchants who supply minor and major units with husk, most of which is from local plantations. The common machinery put to use are buster, beater and screener for defibering, 2 ply automatic yarn spinning machine or charkas for spinning and mat frames for mat making. These are supplied by machinery suppliers from Bengaluru and Coimbatore. At

the pith processing unit, machinery was fully imported which were available in Bengaluru and Coimbatore.

Forward Linkages: At present only intermediary products like 2 ply yarn, fiber and curled rope are made which are mainly supplied to either federation or to agents situated in Mandya and Mysore. There is marginal utilization of pith for manure and it is supplied for nurseries and greenhouses in neighbouring districts and states.

Other Support Institutions: Coir Board provides technical support to these units like sharing ideas on value addition of the products and imparting skill development trainings. The units also avail of subsidies meant for village industries form the Khadi or Coir Board.

CHAPTER 3 MARKET ASSESSMENT AND DEMAND ANALYSIS

The coir manufacturing industry is producing coir mats, matting and other floor coverings, which was started in India on a factory basis, over a hundred years ago when the first factory was set up in Alleppey in 1859 by the Late Mr James Darragh, an adventurous Irish born American national. Enterprising Indians followed the trail blazed by this foreigner. India accounts for more than two-thirds of the world production of coir and coir products. Amongst the coconut growing countries of the world India ranks 3rd after Philippines and Indonesia with 1.2 Million hectares of coconut growth and an average production of 6620 Million nuts.

Indian coir industry is an important cottage industry contributing significantly to the economy of the major coconut growing states and Union Territories of India, i.e., Kerala, Tamilnadu, Andhra Pradesh, Karnataka, Maharashtra, Goa, Orissa, Assam, Andaman and Nicobar, Lakshadweep, Pondicherry, etc. Modern machines were introduced into the coir industry in the late 1960's. About 5.5 lakh persons get employment in this industry. India exports around Rs.1000 crores of coir and coir products annually. Coconut husk is the basic raw material for coir products. Coir or Cocos - Nature's wonder Fibre is extracted from the protective husk of the Coconut.

3.1 Coir Products and their applications

A score of varieties/grades of coir yarn are produced and each variety is associated with certain specific characteristics, used for industrial, agricultural and domestic applications. The exhaustive range of floor coverings, hardwearing door mats, durable Mattings and rugs, crush-proof pile carpets, heavy flowered Mourzouks, etc. in a variety of dimensions enhance the elegance of the place of choice. These products are either handwoven by expert craftsmen or are aesthetically manufactured on modern mechanised looms. Other products of coir are, Geo-Textiles which are inexpensive, quick and effective in Civil Engineering practices. Rubberised coir, a blend of coir and latex, offers mattresses and cushioning for restful comfort and Pith which is now being widely used in agriculture as a natural hydroponic growing medium.

3.2 Domestic and Global markets for coir

The domestic market for coir products is currently estimated at Rs 2,000 crore and this is expected to grow to Rs 3,500 crore by 2017. The state of Kerala is responsible for about 80% of India's coir market. The coir industry in Kerala employs almost 3.5 lakh people. Over 50% of the coir fibre produced annually throughout the world is consumed mainly in India. The exports of coir and coir products from India during 2014-15 have reached 1630.30 crores which is an increase by Rs. 154 crores from previous year. During the year 2014-15,



6, 26,666 MT of coir and coir products were exported from the country as against 5, 37,040 MT exported during preceding year. The increase in quantity and value works out to 16.7% and 10.5% in comparison with 2013-14. Coir pith, fibre, handloom mats, coir rope, curled coir, coir rugs and coir mats registered a growth ranging from 12 to 45%, coir yarn tufted mat, power loom mat, handloom matting, and coir geo textiles and rubberised coir recorded decline ranging from 5 to 51%.

China is the major importer of coir fibre for manufacturing mattress boards for their domestic requirement. They are focussing further to import more coir pith/ grow bags for horti/ agriculture requirements. The coir handloom products export has shown marginal increase by quantity but no increase by value comparing last year. Coir fibre with export earnings of Rs, 419.23 crores constituted 26% of total export of coir products from the country. Similarly coir pith with an export of Rs. 432.95 crores constituted to 27% of total exports. All other value added items put together constitutes 47% of total exports. During the year 2014-15 coir and coir products from the country were exported to 115 countries around the globe. China topped the importing countries with 28.6% in value and 39% in quantity. USA emerged as the second largest importer of coir from India with a share of 21.3%. Coir exports from India now have new markets such as Russia and Latin America.

(Source:coirboard.gov.in)

3.3 Programs to promote Coir Products

Programs for coir industry aims at increased utilisation of coconut husk for production of coir fibre, growth of the domestic market, strengthening of research and development to find out new uses of coir fibre especially in the areas of geo-fabric, acquiring of new technology like Vinyl backed coir products. Mechanisation in all areas of production like the dfibreing, spinning and weaving are implemented in a phased manner without affecting employment to make Indian coir products competitive in the export market. Modernisation of coir units has been propelled by providing incentives for installation of modern equipment's to make the coir industry more productive and labour friendly. Some of the common attributes are it provides excellent insulation against temperature and sound.

3.4 Major associations involved in coir promotion

FICEA is the Confederation of Coir and also allied products exporters of India. FICEA, under its single umbrella, has to its credit all the Exporter Associations of coir from the country namely- the Indian Coir Exporters Chamber, Indian Coir Association, Coir Shippers Council, Travancore Coir Mats and Mating Manufacturers Association and The Coir Pith and Allied Products Manufacturers and Exporters Association, which exports about



1000 crores worth of Coir and Coir Products from the country. It voices the problems and difficulties being faced by the coir industry in general and the exporters in particular.

(Source: Indian Mirror.com)

3.5 Analysis

- Cluster firms never capitalised, the growing export market for coir yarn and mats, which are its major products. There is a need for cluster firms to opt for direct export market.
- The available coconut husks are not fully utilised in the district. With the existing cluster, only 63% of the overall potential of the district is being exploited.
- There is a huge untapped market in countries like Russia and Latin America for coir mats and pith, which cluster firms need to tap. However for any exports firms need to understand international quality norms and upgrade their facilities accordingly.
- Most unit owners are reluctant to go for any value added products like mats and matting
 after defibering as it is viewed as a risky venture involving new investment in machinery,
 labour intensity and uncertain demand.
- Husk prices can fluctuate widely with seasons it has doubled since last year due to deficient rainfall and production. This adversely affects net production and breakeven costs.
- There is excess availability of pith and all unit owners are finding the dumping of this pith a huge problem.



CHAPTER - 4 SWOT AND NEED GAP ANALYSIS

4.1 Cluster SWOT

The SWOT analysis of the Cluster is based on the status of the cluster, production process and market analysis.

4.1.1 Strength

- Abundance of raw material
- Availability of skilled labour since the coir industry is well established in the area.
- Availability of requisite logistics and physical infrastructure facilities as cluster is nearer to Mandya a major business hub
- Artisans willing for any change in technology and making of value added products
- Entrepreneurial nature of few of the production firms
- Strong linkage with Karnataka State Coir Cooperative Federation
- Strong local market linkages with traders and Federation
- Presence of Sri Gowri Coir Society as SPV which is headed by experienced professional

4.1.2 Weakness

- Limited efforts on value added products like pith block making and pith manure to capture wider markets.
- Lack of proper infrastructural facilities for 2 Ply yarn and pith block making, resulting in heavy dependency on one or two intermediary products.
- Knowledge of latest technologies of pith product making, yarn making is required for workers
- Poor linkage with banks and FIs
- Limited awareness on Government Schemes like Coir Udyami Yojana, NMCP, CLCSS, and CGTMSE etc.
- Limited market skills with specific reference to export market procedures
- Lack of awareness on quality standards on coir industry
- Limited entrepreneurial skills among artisans
- Absence of linkage with support institutions mainly to artisans
- Linkage with BDS providers is absent
- Poor linkages with Technical Institutions like CCRI



4.1.3 Opportunities

- Presence of state coir corporation and federation which have technical knowhow and experience
- Growing market demand for eco-friendly value added coir products like pith blocks, manure etc.
- Growing demand for 2 Ply yarn an intermediary product to make curled coir and mattresses.
- Presence of latest technologies for pith blocks manufacturing, whereby lignin content is removed using R.O system water.
- Availability of advanced machinery in 2 Ply Yarn, pith block making in the market at reasonable prices
- Presence of sector specific promotional agencies like Coir Board, CCRI, FICEA to help in the areas of grant, soft loans, market promotion and skill development.
- Coir Board is ready to support with cluster programme
- Young entrepreneurs are eager to enter the coir industry.
- The climate is conducive for coir pith production since the area has only two months
 of rain in an year
- Presence of cluster specific schemes like SFURTI, MSECDP

4.1.4 Threats/ Challenges

- Coconut plantations are highly prone to pests and crop diseases.
- There is high degree of competition in the market for value added products in coir.
- Machinery required for pith processing is quite expensive and is mostly imported.
- Best quality pith blocks production is water intensive, requiring the cleanest water, preferably R.O treated.
- Industry is adversely affected by frequent fluctuations in husk prices.

4.2 Need Gap Analysis

4.2.1 Technology

There are very limited facilities for value added products like pith block making and manure making mainly due to their capital intensive nature, which individual firms cannot afford. Even the 2 Ply yarn making facilities are mainly confined to units run by corporation and federation. Lack of finance and awareness are the major issues for restricted product mix. Thus there is a need to establish pith block and manure making units in all the sub clusters.



4.2.2 Marketing

Fibre and yarn are provided to traders and export agents and there is no direct marketing of products. Karnataka Coir Federation units are producing many value added products in comparison to private units, but they have very low market visibility and are available only at the federation outlets in the state. Since there is a huge demand for pith blocks abroad, there is a need to organise training on market development. There is also a need to link with end users like Kurl On for 2 Ply Yarn, Nurseries and major farmers, for pith manure, exporters and international buyers for pith blocks.

4.2.3 Finance

Banks are reluctant to finance the coir cluster people. There is a need to impart training on financial management and training to the unit owners by organizing EDPs. There is also a need to organise an awareness workshop on Public Support Schemes with the help of NABARD, KVIC, MSMEDI, and local DIC.

4.2.5 Quality

For 2-ply coir yarn made manually, the cluster firms are required to follow IS 14596 and for other coir products IS 2295 have been framed. There is also IS 1410: 2001 for coir ropes. Even to make coir pith DOC.TXD 25 (1164), the standards are under making by BIS. Unless the cluster forms won't understand the specifications and standards of BIS, their chances of exporting and supplying to major market chains will be difficult. Thus there is a need to educate cluster firms on quality standards with the help of CCTRI through a training program.

4.2.6 Linkage with Institutions:

At present the cluster firms are having linkage only with Coir Board. There is a need to link them with CCTRI for quality skill up gradation, FICEA for export market promotion, MSME-DI for leveraging NMCP scheme, Banks not only to avail credit facility but also benefit under CGTMSE, DIC for EM registration and availing state schemes, NABARD to avail schemes like Rural Mart, UPNRM.



CHAPTER - 5

PROFILE OF THE IMPLEMENTING AGENCY AND SUPPORTING INSTITUTION

IA: Karnataka State Coir Co-Operative Federation

5.1 Institutional Structure

The Karnataka State Coir Co-Operative Federation was established in the year 1961 with the main objective of developing coir industry through co-operative movement in Karnataka state. This Federation is having 29 primary coir Co-operative societies as its affiliated member societies. There are more than 17 production centre where in all coir products are manufactured apart from this as per the customer demand, new varieties of coir products are also manufactured and sold. The Federation is also having 13 sales outlets and 5 Mobile sales van wherein different types of coir mats, matting cushions, rubberized mattresses, pillows etc. are display and sold.

The Federation is having godown facilities for storage and security of coir products at Bangalore and Arsikere. The Main manufacturing activities are coir fibre (Brown fibre and green husk fibre). Mats Matting, Geo-textiles, Curled coir required for Rubberized coir industry and other value added products. The Federation has provided employment to about 1500 unskilled persons in rural area out of which 90% are women. The main objective of the Federation is as follows:-

- To assist and support primary coir Co-operative societies.
- To provide Training.
- Supply of raw- materials
- Marketing of coir products
- Technical guidance

5.2 Governance Structure

The Organisational structure reflects Board of Directors, headed by President with 11 more members. At present Shri M. K. Puttaraju is the President of the federation. The Board of Directors is ably assisted by Office Staff headed by Managing Director.

5.3 Operational Profile

The regular operations are take care by office 48 member office staff, headed by Managing Director, who will not only take care of HO operations but also field offices and sales outlets. The federation has 5 sales managers, 15 Coir Supervisors of grade I and II based on their seniority, 2 depot managers, other than support staff.



5.4 Management Profile

The Board of Directors will take care of overall administration, while Managing Director along with staff will be take care the operational part. Each member of the federation has been entrusted with a specific task like marketing, input procurement, finance, training, raat procurement, product/ quality up gradation. The Board of Directors has been supported by Secretarial staff, which will take care of operational management at ground level, besides sales operations. Dr. H.R. Arun Kumar is present Managing Director of the Federation who has vast experience in textile and coir industry. He has taken lot of interest and initiatives for the development of the Karnataka Coir Industry. The Federation is having 16 production centres, several retail show rooms, and two mobile sales vans spread across the state, with each one headed by an official of Superintendent/ Supervisor rank person.

5.5 Financial Position

The Federation is aiming for 6crore sales turnover during the current year. The Federation is having a Fixed Asset of Rs.2, 54, 50,670 and Paid-Up Share Capital is Rs.329.22lakhs out of which, share capital from state government is Rs.329.00lakhs.

CHAPTER – 6 PROJECT CONCEPT AND STRATEGY FRAMEWORK

6.1 Project Rationale, frame work and strategy

There is a need to stress on soft interventions at the initial stage so as to improve the capacities of stakeholders which will propel them to establish and run requisite hard interventions in a sustainable way. Since the cluster is having poor social capital, soft interventions play a crucial role. Hard interventions will be addressed, only after the initial awareness programs and exposure visits conducted as second phase preferably in the 2ndquarter of the first year, so as to make the project a sustainable venture. Once the soft and hard interventions are completed based on the additional requirement, leveraging of other public support schemes may be planned.

Addressing common issues:

The cluster firms are not aware of cluster concepts with limited inter member trust, limited awareness on government schemes like NMCP, CLCSSS, and CGTMSE etc. The linkage with banks and FIs are also limited. Lack of entrepreneurial capabilities is one of the reasons for their limited linkage with banks and limited market penetration. They also lack awareness on export policies and procedures. Thus there is a need to implement few soft interventions at cluster level like organising EDPs, awareness workshop on government schemes, interface with banks. These interventions are planned in the first year itself and will be organised at Maddur or Mandya, which is the central point for the cluster.

6.2 Project Objective

Major objectives of implementing SFURTI in the cluster are:

- > The address the issues of cluster based on their requirement, need and products manufactured, which ultimately strengthen the cluster per se.
- ➤ To improve the aggregate cluster production by introducing part mechanisation and up gradation of existing equipment.
- > To improve the social capital of the cluster by capacitating the SPV.
- ➤ To establish requisite Common Facilities for value added products
- > To strengthen linkages of cluster firms with support institutions and relevant BDSPs so as to make the proposed interventions sustainable
- > To encourage direct marketing by cluster firms instead of existing trader controlled sales
- ➤ To improve entrepreneurial skills of principal stakeholders so as to gain confidence to opt for export marketing besides improving linkages with banks and FIs



6.3 Expected Benefit

Once the Common Facility Centres are at the disposal of the cluster as well as completing the soft interventions, the expected benefits will be as under:

New Artisans

- Returning back to their traditional and heritage occupation
- New skill development for new artisans
- Increase in regular income
- Improvement in the work culture for sustainable growth with new CFC

New Entrepreneurs

- Through appropriate training develop new entrepreneurs in various processes
- Investment in the cluster will be increased
- Alleviate the unemployment
- Augment the income of rural poor
- Dynamism in coir manufacturing

Cluster

- New opportunity for the cluster members
- Attract more investment
- Develop a strong net work
- Institutionalize a common facility centre
- Product and process standardization
- Quality standardization
- Brand/ image building
- Product Development
- Exporting the cluster products
- Instead of competing among units co-operation is introduced
- Realization of remunerative price
- Foreign exchange earning
- Dynamism among the unit members

Society

- Increase in trade and commerce
- Local Economic Development
- Improve in investment in the locality
- Improvement in the quality way of life of the locale
- The income of women from BPL family and minority community will be augmented.
- Inclusive growth.



6.4 Focus Products/ Services

Products: High quality fiber, 2 Ply Yarn, 5 KG pith Blocks, and Pith Manure are the major products of the cluster and the market plan for each product is given as below:

Product	Major Buyers	Quantity
High quality Fiber	50% used by CFC itself for	360000 KG p.a.
	making of 2 Ply Yarn	
	Karnataka Coir Federation for	240000 KG p.a
	its other production centers	
	Local Traders and Agents	120000 KG pa.
2 Ply Yarn	Karnataka Coir Federation for	240000 KG p.a
	its other production centers for	
	making of mats and mattings,	
	ropes	
	Kurlon manufacturing unit at	240000 KG p.a
	Yeswanthapur, Bangaluru.	
	Manufacturers of Pollachi and	240000 KG p.a.
	Azhappuzha	
Pith Manure	AnubhavaHitech Nursery,	20000 KGs p.a
	Nagamangalam	
	Nandini Fruits and Avenue	25000 KGs p.a.
	Nursery, Mandya	
	Garden View Nursery, Sorana	20000 KGs p.a.
	Local Farmers	25000 KGs p.a.
Pith Blocks (5 KGs)	E-Commerce portals like India	5000 No's
	Mart and Amazon, Alibaba	
	Major Exporters like SMS	4000 No's
	Exporters, Coimbatore, Bloom	
	& Peat Products, Chennai, Kin	
	Agro, Tuticorn	

PART – II

CHAPTER – 7 PROJECT INTERVENTIONS

Based on the SWOT and need gap analysis, following soft interventions are proposed for the cluster:

7.1 SOFT INTERVENTIONS

SL. NO.	ACTIVITY	EXPECTED BENEFITS	APPR. FUNDS ESTIMATE
Trus	t Building & Awareness on (Government Schemes	
1	Awareness Workshop on Government Schemes (2Nos)	At least 100 firms get awareness on various schemes like PMEGP, NMCP, CGTSME	50,000
Train	ning Programs & SDPs		
2	2 week training on Pith Manure and Block Making (3Nos)	90 (30*3) participants will be trained in Block and manure making	6,00,000
3	1 week training program on 2 Ply Yarn and advanced Fiber Extraction	90 (30 * 3Nos) artisans trained in mats and matting making	3,00,000
4	Exposure visit to Polachi Cluster (2 teams)	20 (10*2) participants to understand better self-governance mechanisms, direct marketing	1,50,000
5	Organising 2 EDPs (2 Nos)	50 (25*2) participants will adopt better management practices	1,00,000
Mark	eting		
6	Launching of cluster level Website/ E-commerce portal	For promotion of products through e-commerce	1,00,000
7	Organising buyer-seller meets (2 Nos)	Help the principle firms to understand buyer requirements and led to direct marketing.	3,00,000
	Total		16,00,000



7.2 HARD INTERVENTIONS

7.1 Hard Interventions

7.1.1 Automatic Spinning Unit

At present all the units are using charkas for spinning yarn which can produce 20 KG of yarn from fibre per day per machine. Thus on an average a unit is making only 100 to 150 KG, of yarn. Due to low production they could not able to make geo textiles which require huge quantity of yarn. Moreover the quality of yarn is also not very good since spinning cannot be as tight as made by an automatic spinning machine.

Thus there is a need to establish an automatic spinning unit as common facility which can make 25 KG per hour per machine, thus improving the productivity and reduced employee drudgery. 20 machines are planned to be bought for the facility which can make 4000 KG per day per one shift. Each machine is expected to cost Rs. 5.32 lakhs thus the total cost is coming to Rs. 20.60 lakhs. The SPV is already having 1.3 acres land is available and conversion is under process of bearing survery number 619 available in Kadaluru village, which is sufficient for the CFC.

Other than the above the CFC is expected to house one defibering units with a capacity of 4000 KG per day, 5 KG pith block making units (2nos) with 100 pieces per day other than manure making.

A 8000 sqft shed is planned to be constructed for the CFC. At least 50% of the fiber made in the CFC **Will be internally used as raw material for 2 Ply Yarn.**

(Coir yarn spinning machine by SUKU)



CHAPTER – 8 SOFT INTERVENTIONS

Detailing of soft interventions as per the suggested guidelines is given as below:

8.1Proposed Program: Awareness Workshop on Government Schemes (2Nos)

Course outline: 100 artisans get awareness on various schemes like Coir Udyami Yoajana, Coir Vikas Yojana, Export Market Scheme, accident insurance scheme of Coir Board and CLCSS, CGTMSE schemes of MOMSME

Duration: One day

Batch Size: 50 artisans x 2 Nos

Trainers and their details: Not applicable

Training delivery method: Officials from Coir Board, DIC, MSME-DI, lead bank will

attend and explain about the relevant artisan centric schemes.

Details of infrastructure required: Excepting a venue, projector and LCD no other

infrastructure is required

Availability of Infrastructure: Community hall will be used for organising the event, while chairs and tables will be taken on hire from local tent house

Cost of training program:

Awareness Workshop on Govt. Schemes	
Venue Cost	2000
Local TA/ DA	3000
Refreshments 50 persons @ Rs. 200 per head	10000
Photo & Video expenses	5000
Literature & Misc.	5000
Total	25000
For 2 programs	50000

8.3Proposed Program: 2 week training program on making and testing of pith blocks and manure

Course outline: 90 workers of major manufacturing firms will be trained block and

manure

Duration: Ten Days

Batch Size: 30 x 3 Nos



Trainers and their details: CCRI, Alleppy, Bangalore is a research institute of Coir Board, an autonomous body, under the control of Ministry of Agro and Rural Industries, Government of India. It has vast experience in conducting such programs.

Training delivery method: Class room sessions followed by practical sessions on machines

Details of infrastructure required: Venue (preferably at campus), LCD, Projector, Tables and Chairs

Availability of Infrastructure: Program can also be organised in CCRI Campus, which has all amenities

Method of selection of trainer: As per the norms, selection of trainers has to be done in bidding process. However coir based institutions is limited as such direct selection is preferred.

Cost of training program:

Venue Cost	0
travel expenses for artisans @ Rs.	60000
2000 per head x 30 persons	
Local TA/ DA including lodging @	90000
Rs. 300 per day x 10 days x 30	
persons	
Faculty Fees to CCRI	30000
Photo & Video expenses	10000
Literature & Misc. expenses	10000
Total	200000
3Nos	600000

8.3Proposed Program: One week training program on 2 Ply Yarn and fiber making with advanced machinery

Course outline: 90 workers of major manufacturing firms will be trained in 2 Ply Yarn, and advanced fiber extraction

Duration: Two months

Batch Size: 30

Trainers and their details: Central Institute of Coir Technology, Bangalore is a research institute of Coir Board, an autonomous body, under the control of Ministry of Agro and Rural Industries, Government of India. It has vast experience in conducting such programs.

Training delivery method: Class room sessions followed by practical sessions on machines



Details of infrastructure required: Venue (preferably at campus), LCD, Projector, Tables and Chairs

Availability of Infrastructure: President of IA is having a big hall which will be used as venue, while chairs and tables will be taken on hire from local tent house. As alternative program can also be organised in CICT Campus

Method of selection of trainer: As per the norms, selection of trainers has to be done in bidding process. However coir based institutions is limited as such direct selection is preferred.

Cost of training program:

Venue Cost	5000
travel expenses for faculty	20000
Local TA/ DA	10000
Stifund for participants 30 persons @ Rs. 200 per head x 5 days	30000
Faculty Fees	20000
Photo & Video expenses	5000
Literature & Misc. expenses	10000
Total	100000
3 Nos	300000

8.4Proposed Program: Exposure visit to Polachi Cluster

Course outline: Stakeholders to understand better self-governance mechanisms, direct

marketing

Duration: 3 days

Batch Size: 20 manufacturers, artisans including members of IA/ SPV and CDA

Trainers and their details: Not applicable Training deliver method: Not applicable

Details of infrastructure required: Not applicable

Availability of Infrastructure: Not applicable

Cost of training program:

Total (2 Nos)	150000
transport	20000
Misc. expenses incl. local	
Lodging & Boarding for members @ Rs. 1500 per head x 3 days	90000
travel expenses 20 SPV/ IA members other than CDA@ Rs. 2000 per head	40000



8.5Proposed Program: 3 day EDP

Course outline: 30 SPV members, manufacturers and selected house hold artisans

Duration: One week

Batch Size: 15

Trainers and their details: EDII has more than 4 decades of experience in conducting EDPs with headquarters at Ahmedabad and Branch Offices in almost all the states. They have full-fledged faculty with all amenities in Bangalore Office.

Training delivery method: Class room sessions

Details of infrastructure required: Venue, LCD, Projector, Tables and Chairs

Availability of Infrastructure: President of IA is having a big hall which will be used as venue, while chairs and tables will be taken on hire from local tent house.

Method of selection of trainer: As per the norms, selection of trainers has to be done in bidding process. Thus selection of EDII is tentative and need to go for at least limited bidding.

Cost of training program:

Venue Cost			10000
travel expenses for faculty			5000
Local TA/ DA			5000
Refreshments 20 persons @ Rs. 200 per head x 3 days			12000
Faculty Fees			10000
Photo & Video expenses			5000
Literature & Misc. expenses			3000
Total	50000		
2 Nos			100000

8.7Proposed Program: E Commerce Portal

Course outline: For promotion of products through e-commerce

Duration: Continuous dynamic website

Batch Size: Not applicable

Trainers and their details: Not applicable Training delivery method: Not applicable

Details of infrastructure required: Not applicable

Availability of Infrastructure: Not applicable

Method of selection of consultant: selection of consultant will be done in bidding

process.

Cost of program: 1.00 lakhs as BDSP fees



8.8Proposed Program: Organising Buyer Seller Meets (2nos)

Course outline: Help the principle firms to understand buyer requirements and led to

direct marketing.

Duration: One day

Batch Size: 40

Trainers and their details: Not applicable Training delivery method: Not applicable

Details of infrastructure required: Venue, LCD, Projector, Tables and Chairs,

partitions

Availability of Infrastructure: Will be organised in a hotel at Mandya

Method of selection of trainer: Not applicable

Cost of training program:

Organising BSMs	
Venue Cost	50000
Local TA/ DA	20000
Refreshments 50 persons @ Rs. 300 per head	15000
oo por noda	10000
Publishing material expenses	30000
Photo & Video expenses	20000
Misc. like opening and	
closongceremonty expenses	15000
Total	150000
For 2 meets	300000

Activity wise budget for Soft Intervention Action Plan is given as below:

S. No	Name of the Activity	Time Line	Gol Grant	State Government Contribution	Stake Holders Contribution	Total Funds required
I. Buildi	ng Awareness o	n various Go	vernmer	nt Schemes		
1	Awareness Workshop on Government Schemes (2 Nos)	Q1 & Q3	0.50	0	0	0.50
2	Exposure visit to Polachi Cluster	Q2	1.5	0	0	1.5
3	2 week training on Pith Block and manure making (3Nos)	Q2 – Q3	6.0	0	0	6.0
4	1 week training on 2 Ply yarn and advanced fiber extraction (3 Nos)	Q3-Q4	3.00	0	0	3.0
5	Conducting 3 day EDPs (2Nos)	Q4	1.0	0	0	1.0
6	Web Portal Creation	Q4 – Q5	1.00	0	0	1.00
8	Organising 2 buyer seller meets	Q4- Q5	3.00	0	0	3.00
Grand Total		16.0	0	0	16.00	

CHAPTER – 9 HARD INTERVENTIONS

9.1 Automatic spinning unit:

9.1.1 Proposed intervention

The SPV is contemplating to establish 2 Ply Yarn making units which are expected to supply for local Kurlon unit and other manufacturers situated in Pollachi. Even federation require yarn for their 17 production centres spread across the state. Thus as backward integration it is planned to purchase 20 fully automatic spinning machines, with a capacity of 25 Kg per hour per machine. Thus the total production of yarn per day is coming to 2000 KG considering one shift of operation.

9.1.2 Land details

1.3 acres land is available and conversion is under process of bearing survery number 619 available in Kadaluru village. The land is identified and under progress for industrial purpose for which necessary approvals are available. A 8000 SFT of shed is planned which will house all the proposed facilities, with a total cost of Rs. 72.00 lakhs.

9.1.3 Proposed capacities

Each Capacity of the machine is 25KG per hour and 20 machines are going to be bought considering the market requirements. Thus the total capacity is coming to 2000 KG per Day (with 1 shift) at 100% capacity utilisation. However in the first year only 60% capacity utilisation is considered with 5% increase every year. By sixth year, the unit is expected to reach its optimal capacity and from then onwards it is expected to maintain 85% capacity utilisation.

9.1.4 Proposed equipment's/ machines etc.

20 automatic double head spinning machines are considered for the proposed centre which is of SUKUMAR make. Other than the spinning machines, 2 heckles electrical cabling is required. All the accessories of the machines will be given by the supplier and the proposed cost is inclusive of them.

9.1.5 Master Plan/ Detailed engineering drawings

A detailed master plan along with civil estimates are given as annexure - 14



9.1.6 Project Cost

The total project cost includes civil construction and purchase of machinery is given as below:

Parameter	Specifications	Amount per unit	Total Cost including tax, freight insurance etc.
Civil	8000 SFT of Shed (Used for all facilities)	900	7200000
Machinery Total	Automatic spinning machines 20Nos	5,00,320	10006400 17206400

(Detailed break up is given in the financial statements of business plan chapter)

9.1.7 Operation and maintenance model

The product will be sold on common brand basis by the SPV with the help of Federation which is also IA for the project.

9.1.8 Business Plan

Not applicable as it is only a backward integration facility for geo textiles unit.

9.1.9 Implementation schedule

The civil construction is expected to be completes by end of fourth quarter of the first year of the project implementation. Purchase and erection of machinery will be done by 1st quarter of 2nd year and plant is expected to start its commercial operations by end of second quarter of second year. It is expected to reach breakeven in the first year of operation.

9.1.10 Any other information pertaining to the project

Nil

9.2 Defibering and Manure Making Unit

9.2.1Proposed intervention

AT present the cluster firms are making fiber in crude manual machines which cannot even do 10 KG per day, thereby reducing the productivity. Thus there is a requirement



of purchasing a defibering machine, and the fiber will also be used for internal consumption in making of 2 Ply Yarn.

With the defibering in place, a large quantity of pith is expected to be emanated from the CFC, which can be 2000 KG per day. As such a manure making and 5 KG pith block making plant is also planned so as for waste management.

9.2.2 Land details

1.3 acres land is available and conversion is under process of bearing survery number 619 available in Kadaluru village. The land is identified and under progress for conversion for industrial purpose for which necessary approvals are available. A8000 SFT of shed is planned which will house all the proposed facilities, with a total cost of Rs. 72.00 lakhs.

9.2.3 Proposed capacities

The capacity of defibering plant is 4000 KGs per day on 1 shift of operation thus the total capacity is coming to 1200tons per annum of fiber. Other than fiber, 100 pieces of 5 Kg pith blocks and 500 KG of manure is expected per day on an average. The facility is expected to run 300 working days per annum. However in the first year only 60% capacity utilisation is considered with 5% increase every year. By sixth year, the unit is expected to reach its optimal capacity and from then onwards it is expected to maintain 85% capacity utilisation.

9.2.4 Proposed equipment's/ machines etc.

S. No.	Name of the machinery	Capacity	hp	qty	Rate	Total Basic Price	Total Amount
1. Fibe	1. Fiber Extraction						
1	Fiber extraction system with husk demantling, fibre cleaning, fibre screening, pith screening & conveyors		15	1	6800000	6800000	8024000
2. Pith Block Making							
2	Pith block 5 kg making machine		10	2	1120000	2240000	2643200
3. Others							
3	Pyrolysis & Pith Drier		10	1	6760000	6760000	7976800

4	2 ply machine	60	20	424000	8480000	10006400
5	Transport Vehicle	0	1	1700000	1700000	2006000
6	Electrical Cabling		1	1850000	1850000	2183000
	Sub Total - 1	95				32839400

9.2.5 Master Plan/ Detailed engineering drawings

A detailed master plan along with civil estimates are given as annexure – 14

9.2.6 Project Cost

The total project cost includes civil alterations and purchase of machinery is given as below:

Parameter	Specifications	Amount per unit	Total cost	Total Cost including tax, freight insurance etc.
Civil	8000 SFT Shed		Cost given as in facility 1	0
Machinery	As given above			32839400
Working Capital	Selling on common brand basis	2302000	2302000	2302000
Total				35141400

9.2.7 Operation and maintenance model

The unit will run on common brand basis, where SPV with the help of IA will make the manure, blocks and sell directly to clients.

CHAPTER – 10 PROJECT COST AND MEANS OF FINANCE

10.1 Project Cost

The cost of project include cost of implementing Soft Interventions, Hard Interventions, IA fees and TA fees with a total project span of 3 years. However for SI and HI the aggregate project costs are given. Following table shows the aggregate cost of project:

Particulars	Total
Land (Lease)	0.00
land Development	0.00
Building & other Civil Works	0.00
Civil Works	72.00
Plant and machinery	
a. indigenous	328.39
b. import	
Lease Deposit & Electricity Deposit	0.00
Technical consultancy fee	0.00
Miscellaneous fixed assets	0.00
Erection / installation charges	0.00
Preliminary expenses	0.00
Pre-operative expenses	0.00
Provision for contingencies	
a. buildings (@2%)	0.00
b. Plant & Machinery (10%)	0.00
c. Other fixed assets	0.00
Working capital	23.02
Provision for Soft Interventions	16.00
IA Fees	20.00
TA Fees	30.00
Total	489.41
	Land (Lease) land Development Building & other Civil Works Civil Works Plant and machinery a. indigenous b. import Lease Deposit & Electricity Deposit Technical consultancy fee Miscellaneous fixed assets Erection / installation charges Preliminary expenses Pre-operative expenses Provision for contingencies a. buildings (@2%) b. Plant & Machinery (10%) c. Other fixed assets Working capital Provision for Soft Interventions IA Fees

10.2 Means of Finance

Means of finance is mainly confined to SFURTI Grant and Promoter's equity. Promoters are willing to contribute on their own and are not taking any unsecured loans for the project. Thus the details of means of finance are given as below:



		Total
I.	Gol Grant under SFURTI	447.07
II.	State Contribution if any	21.17
III.	Promoters Equity	0
	Own Sources	21.17
	Unsecured loans	0.00
Total		489.41

As per the guidelines 100% grant is considered for implementation of SI plan. For Hard interventions 90% grant is considered. IA through SPV will bring 5% of equity and State Government will contribute remaining 5%. IA fee is coming to Rs. 20.00 lakhs, which is within maximum cap of 8% of HI or Rs. 20.00 lakhs, whichever is lower. TA fees are calculated as 8% of HI or 30 lakhs whichever is lower and are coming to Rs.30.00 lakhs. Thus the total project cost is coming to 489.41 lakhs in which Gol grant is 447.07 lakhs, which is within maximum cap for major cluster i.e. Rs. 500 lakhs.

10.3 Project Phasing

As indicated, project will be implemented in 3 years of time. While first year concentration will be more on implementation of soft interventions and initiation of HI, the second year will not only completion of SI but also completion of CFCs. By third Year, there will not be any SI and only strengthening of established CFCs will be given priority. Accordingly the following phasing has been suggested:

SI. No	Particulars	1st Year	2nd Year	3rd Year	Total
Α	Land (Lease)	0.00	0.00	0.00	0.00
	land Development	0.00	0.00	0.00	0.00
В	Building & other Civil Works				0.00
	Civil Alterations for Spinning Plant	0.00	0.00	0.00	0.00
	Civil Works for Mat making cum godown	36.00	36.00	0.00	72.00
С	Plant and machinery				
	a. Indigenous	131.36	197.04	0.00	328.39
	b.Import				
D	Lease Deposit &Electricity Deposit	0.00	0.00	0.00	0.00
Е	Technical consultancy fee				
F	Miscellaneous fixed assets	0.00	0.00	0.00	0.00
G	Erection / installation charges	0.00	0.00	0.00	0.00



Н	Preliminary expenses	0.00	0.00	0.00	0.00
I	Pre-operative expenses	0.00	0.00	0.00	0.00
J	Provision for contingencies				
	a.buildings (@2%)	0.00	0.00	0.00	0.00
	b.Plant& Machinery (10%)	0.00	0.00	0.00	0.00
	c.Other fixed assets	0.00	0.00	0.00	0.00
K	Working capital	0.00	23.02	0.00	23.02
G	Provision for Soft Interventions	5.33	5.33	5.33	16.00
Н	IA Fees	6.67	6.67	6.67	20.00
I	TA Fees	10.00	10.00	10.00	30.00
	Total	189.36	278.05	22.00	489.41
		1st Year	2nd Year	3rd Year	Total
I.	Gol Grant under SFURTI	172.62	252.45	22.00	447.07
II.	State Contribution if any	0.00	0.00	0.00	0.00
III.	Promoters Equity				
	Own Sources& State Govt.	40.74	05.04	0.00	40.04
	share	16.74	25.61	0.00	42.34
	Unsecured loans	0.00	0.00	0.00	0.00
Total		189.36	278.05	22.00	489.41

CHAPTER 11

PLAN FOR CONVERGENCE OF INITIATIVES

11.1 convergence initiatives:

Coir industry in Mandya is mainly having 10 units and 820 artisans. At present these units are depending on manual charkhas for spinning which can produce not even 5 KG per day. Thus the total production of 5 units is not crossing 300 Kgs per day. Thus there is a need to leverage Coir Udyami Yojana, to expand their yarn making facilities by purchasing one fully automatic double head spinning machine per unit. Thus each unit require Rs. 5.00 lakh for purchase of machinery, civil alterations and working capital.

The common convergence activities planned and their tentative estimates are given as below:

S.No	Activity	Number of firms/ artisans targeted	Tentative project Cost (In Rs.)	Scheme contribution	Bank Loan	Promoter Contribution
1	Establishment of defibering/ 2 ply making units by artisans under Coir Udyami Yojana	5	5 Nos. x Rs. 5,00,000 = Rs.25,00,000	10,00,000	13,75,000	1,25,000
	Total		25,00,000	10,00,000	13,75,000	1,25,000



CHAPTER - 12 ENHANCED PROJECT COST WITH CONVERGENCE OF SCHEMES

Overall project cost which is including grant under SFURTI, Stakeholder contribution, and co-founding by Coir Board (Coir Udyami Yojana), Bank Loan is given as below. A component wise break up is give as per the format.

(Rs. In lakhs)

S.No	Component	Total	Grant under SFURTI	Bank Finance	State Contribution	Grant from other schemes (CUY)	Stakeholder Contribution
1	Soft Interventions	16.00	16.00	0.00	0.00	0.00	0.00
2	Hard Interventions (under Core SFURTI)	423.41	381.07	0.0	0.0	0.0	42.34
3	Convergence For expansion of 5 existing units with auto spinning under CUY	25.00	0.00	10.00	0.00	13.75	1.25
4	IA Fees	20.00	20.00	0	0	0	0
6	Technical Agency Fees	30.00	30.00	0	0	0	0
	Total	514.41	447.07	10	0.0	13.75	43.59

Thus out of a total of 514.41 lacs as project cost, SFURTI contribution is coming to 87%, Stake Holders contribution is coming to 9% and remaining 4% is shared by Grant under Coir Udyami Yojana, besides bank loan.

CHAPTER - 13

PROJECT TIMELINE

The project implementation schedule with details of activities to be undertaken are given in the following chart based on the project phasing as given in the chapter – 8.

Project Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13- 14
Preparation and submission of DPR for proposed HI under SFURTI													
2. Implementation of Trust Building activities under SI													
3. Implementation of trainings/ SDPs under SI													
Capacity building initiatives for Self Governance under SI													
5. Market Promotion Activities under SI													
7. Establishment of CFC													
9. Establishment of units under CUY													
10. Monitoring & evaluation													
11. Preparation of road map and exit from the cluster by IA and TA													

CHAPTER - 14

DETAILED BUSINESS PLAN

It is to be mentioned that no income is expected from any of the soft interventions for SPV. The add on components like convergence initiatives are not included in business plan, as it is too early to assess the production levels and their marketing capability.

The production capacity of Pith Manure making unit is 100 pieces of 5 KG blocks and 500 KGs of manure per day. While for 2 ply Yarn it is 3600 KGs per day in two shifts and 4000 KGs of fiber per day. The capacities mentioned are at 100% utilisation. Both the units are expected to reach 60% capacity utilisation in the first year, 65% in the second year and reach a capacity of 85% by 6th year.

14.1 Product Mix:

The focus products of the CFC are fiber, 2 Ply Yarn, 5 KG pith Blocks and pith manure. The price of per KG of fiber is Rs. 11, per piece of 5 KG pith block is Rs. 30, per KG of pith manure is Rs. 6 and per KG of 2 Ply Yarn is Rs. 12.

14.2 Manpower Cost:

The man power includes 20 skilled and 8 unskilled workers, who will be administered by manager for whom a provision has been made in the budget. One marketing executive, accounts assistant, and two security guards are also provisioned in the budget.

The total wages for plant is estimated at 34.35 lakhs and for administrative staff the salaries are coming to Rs. 4.13 lakhs, which are inclusive of 25% fringe benefits as per enforcement directorate norms.

(Details of manpower given in annexed financial estimates)

14.3 Utility and other overheads:

Power: The project requires 95 HP power and is expected to cost an amount of Rs. 7.94 lakhs in the first year of operation.

Water: Water of 20 gallons is required per day for industrial purpose for pith wash. So a charge of Rs. 1.200 lakhs is considered for the first year.

No Preliminary expenses and **pre-operative expenses** were considered as there is no provision under the project.

Admin expenses are considered at 1% on sales, repairs and maintenance as 2% of sales and sales expenses as 2% on sales.



14.4 Depreciation

A depreciation of 3.34% on buildings and 4.75% on plant and machinery considered as per the Government Norms. While Straight-line method is used for profit and loss account statement, WDV method is used for tax calculations. Total depreciation per year is coming to Rs. 18.00 lakhs per annum.

14.5 Working Capital

Since 100% of capacity is used for direct marketing, the total working capital is coming to Rs. 23.02 lakhs and details are given as below:

Particulars	No. of	2021
	months	
Current Assets		
1. Raw materials	1.00	4.00
2. Consumables, Stores and spares	1.00	0.42
3. Stock in process (Month's cost of production)	0.25	2.52
4. Finished Goods (Months cost of sales)	1.00	10.07
5. Export's receivables	0.00	0.00
6. Receivables other than exports	0.50	6.99
Total Current Assets (A)		23.99
Current Liabilities		
1. Creditors for purchases	0.25	0.98
Total Current Liabilities (B)		0.98
Working Capital Gap (A-B)		23.02
Less : Bank Borrowing for working capital		0.00
Margin money for working capital		23.02

14.6 Financial Projections

Profitability Statement: Given as below:

Year Ending 31st March	2021	2022	2023	2024	2025
Production Capacity Utilization	0.60	0.65	0.70	0.75	0.80
Sales as percentage of installed capacity	0.60	0.65	0.70	0.75	0.80
Sales/ Total Income					
Gross Domestic Sales	167.76	181.74	195.72	209.70	223.68
Less: Excise Duty	0.00	0.00	0.00	0.00	0.00
Net Domestic Sales	167.76	181.74	195.72	209.70	223.68



Export Sales	0.00	0.00	0.00	0.00	0.00
Net Sales	167.76	181.74	195.72	209.70	223.68
Other Operational Income	0.00	0.00	0.00	0.00	0.00
Total Income	167.76	181.74	195.72	209.70	223.68
COST OF PRODUCTION- SALES					
Raw material Consumed	46.80	51.48	56.63	62.29	68.52
Consumables, Stores and spares (3% on sales)	5.03	5.45	5.87	6.29	6.71
Power, Fuel and other utilities (Variable)	5.56	6.02	6.48	6.95	7.41
Power, Fuel and other utilities (Fixed)	2.38	3.44	3.70	3.97	4.23
Water	1.20	1.26	1.32	1.39	1.46
Factory salaries & Wages (variable)	34.35	34.35	34.35	34.35	34.35
Factory salaries & Wages (fixed)	4.13	4.13	4.13	4.13	4.13
Repair and maintenance	3.36	3.63	3.91	4.19	4.47
Other Variable Expenses	0.00	0.00	0.00	0.00	0.00
Depreciation	18.00	18.00	18.00	18.00	18.00
Sub Total	120.80	127.76	134.40	141.56	149.28
Add: Opening Stock in process	0.00	0.00	0.00	0.00	0.00
Less: Closing stock in process	0.00	0.00	0.00	0.00	0.00
COST OF PRODUCTION	120.80	127.76	134.40	141.56	149.28
Add: Opening stock of finished goods	0.00	0.00	0.00	0.00	0.00
Less: Closing stock of finished goods	0.00	0.00	0.00	0.00	0.00
Cost of sales	120.80	127.76	134.40	141.56	149.28
Selling Packing &Distribution Expenses	3.36	3.63	3.91	4.19	4.47
Administrative & Misc. Expenses	1.68	1.82	1.96	2.10	2.24
Sub Total	125.83	133.22	140.27	147.85	155.99
Profit Before Interest and Tax (PBIT)	41.93	48.52	55.45	61.85	67.69
Interest on Bank Loan	0.00	0.00	0.00	0.00	0.00
Interest on unsecured loan	0.00	0.00	0.00	0.00	0.00
Interest on bank borrowing	0.00	0.00	0.00	0.00	0.00
Operating Profit	41.93	48.52	55.45	61.85	67.69
Preliminary expenses written off	0.00	0.00	0.00	0.00	0.00
Non Operational Income	0.00	0.00	0.00	0.00	0.00
Profit Before Tax (PBT)	41.93	48.52	55.45	61.85	67.69
Provision for taxation	1.21	5.42	9.72	13.86	16.90
Profit After Tax	40.71	43.11	45.73	47.99	50.79

14.8 Break Even Analysis

The project will reach breakeven in the first year of operation. During the first year the variable expenses are coming to Rs. 96.09 lakhs with a contribution of Rs. 72.67 lakhs thus leaving a breakeven of 40.65%. The breakeven will show a declining trend and by 6th year it will reach to 32.3 which is significant.



(Please refer annexure 13 for detailed BE analysis)

14.9 IRR Calculation

Both pre and post-tax IRR were calculated to assess the viability of the project. The average IRR before tax is coming to 12.38 with an NPV of Rs. 123.42 lakhs at 7% discount rate. The average IRR post tax is coming to 8.68 with NPV of Rs. 35.90 lakhs. Since there is no bank lending the IRR appears to be on very positive side showing the viability of the project.

(Please refer annexure 12 for detailed IRR analysis)

Conclusions:

The above financial statements indicate that the proposed facilities are viable, provided at least 60% capacity utilization is ensured. Any drop in sale charges more than 10% and increase in expenditure cost by 10% will make the unit a non-viable proposition.

Note: The detailed financial statements are given as annexure 1 to 13.

CHAPTER – 15 PROPOSED IMPLEMENTATION FRAMEWORK

13.1 Role of implementing agency

Following are the expected role of implementing agency

- Appointment and monitoring of the performance of CDA
- Selection of relevant beneficiaries for each activity balancing all the areas of concentration and stakeholders
- Micro planning of each activity in to sub activities and make a plan, besides sticking to time lines
- Acquisition of all clearances, documents, NOCs for land, power, water, construction from concerned line departments with the help of TA.
- Preparation of quarterly progress reports, expenditure statements on timely basis with the help of TA.
- Leveraging of other State Schemes for add on activities with due help from TA
- Capacitate its executive members for strong self-governance

13.2 Details of strategic partners and other project stakeholders

TA needs to help the IA in not only preparation of DSR and subsequent DPR but also in identification of competent CDA, implementation of SI and HI as per the plan. They also expected to help IA in framing proper O&M framework for CFC maintenance.

Coir Board is required to release the funds on time once the yearly action plan has been submitted. It also needs to provide technical help wherever required since coir sector comes under its fold.

CCRI play a crucial role in organising few of the training programs like on advanced practices in mat making, rope making etc.

Coir Board

The CB will act as the Nodal Agency. The agency will not only provide financial assistance in the form of grant in aid but also act as apex monitoring agency to oversee the progress of the proposed CFC through its regional office at Bengaluru. The nodal agency will also appraise the implementation and progress of the CFC to the Scheme Steering Committee headed by Secretary, Ministry of MSME.



Commissioner of Industries (Col)

As state level apex agency for industrial development, they can help the IA/ SPV in dovetailing state schemes with specific reference to establishment of hard interventions.

Working Committee (WC)

A WC will be formed preferably chaired by District Magistrate, with nominated members from Commissioner of Industries, Coir Boar local office, NABARD, SPV and a related Technical Institution. The WC will play the role of an advisor in technical, financial, marketing and management mechanisms for smooth functioning of CFC. It will monitor the progress of the CFC on monthly/ quarterly basis and suggest corrective actions wherever required. It will be a catalyst committee between SPV and other concerned Central/ State institutions for smooth coordination.

13.3 Structure and composition of SPV

The Proposed Common Facilities will be managed by Special Purpose Vehicle. The SPV will oversee the following functions:

- Establish, operate and maintain all common facilities as mentioned in the DPR.
- Collection of user charges from SPV members and other users of the facilities so as to meet the recurring expenses and future expansions
- Preparation and submission of progress reports to KVIC through TA

The management of the CFC will be a three tier structure for smooth and uninterrupted operations and is as follows:

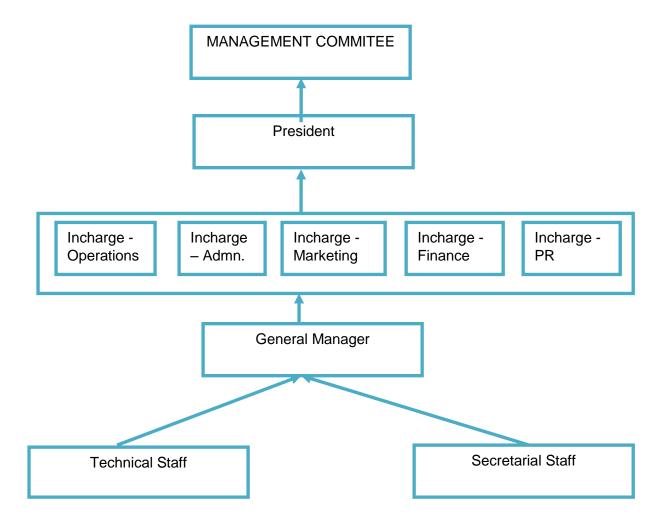
The Management Committee: It is the main governing body for the SPV which is ably assisted by Technical and Secretarial staff. At present committee is having 3 executive namely President, Secretary and Treasurer. While the President will oversee the entire operations, the other 2 executives and 2 members are entrusted with specific responsibility like marketing, technical, finance, Public relations etc. based on his past experience and qualifications.



The technical staff: The Common Facility will have its own technical staff who will work on full time basis. The technical staff is headed by an experienced Manager and will be assisted by skilled and unskilled employees to run the proposed hard interventions.

The Secretarial Staff: A competent and well qualified person will be appointed as the General Manager who will look after day to day operations of CFC and is directly reporting to Management Committee. He will be assisted by an accountant and assistant besides security guards who will work on shift basis.

The proposed organizational structure of the CFC is given as below:



	Kadalur Coir Cluster, Mandya- DP	PR
Foundation for MSME Clusters	2	19



Chapter - 16

Expected Impact

The expected impact is given at sub cluster level since each one is unique in its dynamics and production levels. The sub cluster wise impact is given as below:

16.1 Impact

16.1.1 at Enterprise Level

Number of direct beneficiary firms: all manufacturing firms along with 800 artisans.

a) Likely range of outputs:

- At least 90 workers, artisans will be trained in advanced 2 ply and defibering making besides 90 artisans in making of pith manure and pith blocks
- At least 5 firms will start export marketing and 15 house hold units direct marketing by becoming producers
- At least 10 units will be benefitted under Public Support Schemes like PMEGP
- At least 10 to 15 house hold units will be linked to Coir Udyami Yojana

b) Indirect beneficiary firms:

Strengthening of forward and backward linkages and local institutions, provision of linkages with public and private support institutions, strengthening of local infrastructure through public-private partnerships would benefit at least 80% of the existing cluster enterprises indirectly, in 3 years of intervention.

16.1.2 Cluster Level

- Strengthening of SPV for establishment and management of proposed hard interventions
- Establishment of a common facility centre for 2 Ply yarn, 5 KG pith Block, pith manure and fibre making.
- Strong linkages with related institutions and BDSPs like CCRI, FICEA, NIFT and Banks, Coir Board and DIC
- Increase in productivity by 50 to 60%, turnover by 50 to 60%, employment by 80%

The performance indicators at cluster level are given as below:



S.No	Indicator	Present Status	Post Intervention (At the end of 3 rd Year)
1	Total Production (in MT/ Nos)	200 MT of fibre, 50 MT of Yarn	1040 MT of fibre, 816 MT of Yarn, 21000 pieces of 5 KG pith Block and 105 MT of manure
2	Total Turnover (Rs. In lakhs)	26	220 lakhs
3	Investments (Rs. In lakhs)	50	470 (including CFCs)
4	Profitability (in Percentage)	7% to 10%	14% to 17%
5	No. of Artisans	820	1000
6	Capacity Utilization (in %)	20 to 30	60 to 70
7	Skilled Artisan income (Rs. in Thousands)	4000 to 5000	6000 to 8000
8	Direct Marketing by artisans (In nos.)	0	20
9	Export marketing by Manufacturers	0	5
10	Beneficiaries under Coir Udyami Yojana	0	10 to 15
11	Artisans to be covered under social benefit schemes (Jandhan + Pradhan Mantri SurakshaBheema Yojana + Atal Pension Yojan + Pradhan Mantri JeevanJyothiBheemaYoujana)	0	1000 No's

Financial Statements

	Annexure – 1 : Cost o	f the Project and Mean	s of Finance	
				Rs.In lakhs
SI.No	Particulars	Already incurred	To be incurred	Total Cost
Α	Land	-	-	-
	land Development	-	-	-
В	Building & other Civil Works	-	72.00	72.00
С	Plant and machinery			
	a. indigenous	-	328.39	328.39
	b.import	-	-	-
D	Lease Deposit	-	-	-
Е	Technical consultancy fee	-	-	-
F	Miscellaneous fixed assets	-	-	-
G	Erection / installation charges	-	-	-
Н	Preliminary expenses	-	-	-
I	Pre-operative expenses	-	-	-
J	Provision for contingencies			
	a.buildings (@2%)	-	-	-
	b.Plant& Machinery (5%)	-	-	-
	c.Other fixed assets	-	-	-
K	Working capital	-	23.02	23.02
	Total:	_	423.41	423.41

MEANS OF FINANCE

	IVILA	NO OF FINANCE		
				Rs.In Lakhs
Sl.No.	Particulars	amount already raised	amount proposed to be raised	Total
	Equity			
Α	Equity from spv@5%	-	-	21.17
В	Share premium	-	-	-
С	Preference Share Capital	-	-	-
	Debt			
D	Term loans (0%)	-	-	-
E	Unsecured loans and deposits	-	-	-
	Quasi Equity			
F	Interest free unsecured loans	-	-	-
G	Subsidy : central govt. (90%)	-	-	381.07
Н	Subsidy: state govt. 5%	-	-	21.17
	Total	_	-	423.41



Annexure – 2 List of Machinery

S.No.	Name of the machinery	capacity	hp	qty	Rate	Total Basic Price	GST @ 18%	Total Amount
1. Fibe	r Extraction							
1	Fiber extraction system with husk demantling, fibre cleaning, fibre screening, pith screening & conveyors		15	1	6800000	6800000	1224000	8024000
2. Pith	2. Pith Block Making							
2	Pith block 5 kg making machine		10	2	1120000	2240000	403200	2643200
3. Othe	rs							
3	Pyrolysis & Pith Drier		10	1	6760000	6760000	1216800	7976800
4	2 Ply Yarn Machine		60	20	424000	8480000	1526400	10006400
5	Transport Vehicle		0	1	1700000	1700000	306000	2006000
6	Electrical Cabling			1	1850000	1850000	333000	2183000
	Sub Total - 1		95					32839400



Annexure – III										
		Detailed Workings								
Description	Quantity (SFT/ No's)	Rate (In Rs.)	Amount							
General										
For Spinning Unit										
Shed &Godown	8000	900	72,00,000							
			-							
Total			72.00							
Details given in Quotation										



				Annexur	e –IV					
				Input	s					
										(Rs.in lakhs)
YEAR	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Husk as Raw materials, (26000 No's per day x 300 days x Rs. 1.0 per No)	46.80	51.48	56.63	62.29	68.52	75.37	79.14	83.10	87.25	91.61
Davies 9 Diseas	7.04	0.00	0.00	0.00	40.50	44.05	44.05	44.05	44.05	44.05
Power & Diesel Water	7.94 1.20	8.60 1.26	9.26 1.32	9.92	10.58 1.46	11.25 1.53	11.25 1.61	11.25 1.69	11.25 1.77	11.25 1.86
Total	55.94	61.34	67.21	73.60	80.56	88.15	91.99	96.03	100.27	104.72
Total Cost	55.94	61.34	67.21	73.60	80.56	88.15	91.99	96.03	100.27	104.72



COST COMPONENTS AS % OF SALES	1	
Cost Component		Sales
Admn. Expenses		1.00%
Repairs & Maintenance		2.00%
Selling Expenses		2.00%

Particulars		No.	Salary/ month	Annual Wages & Salaries
			Rs.	Rs. lakhs
Plant In charge		1	15000	1.80
Operators		2	12000	2.88
Store Keeper		0	10000	0.00
Skilled Labor		20	7500	18.00
Simi skilled labor		8	5000	4.80
		31		27.48
Add: Fringe Benefits	@25%			6.87
Total				34.35
ADMINISTRATIVE SALARIES				



Manager		0	15000	0.00
Marketing Officer		1	10000	1.20
Accts/ Admin/ Assts		1	7500	0.90
Security		2	5000	1.20
		4		3.3
Add: Fringe Benefits	@25%			0.83
Total				4.13
TOTAL		35		38.48



				ANNEXUR	E- V					
		E	BASIC ASSU	MPTIONS FO	OR PROFITA	BILITY				
REVENUE PROJECTIONS										
YEAR	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Capacity Utilization (%)	60%	65%	70%	75%	80%	85%	85%	85%	85%	85%
I A.Fiber (Direct Sale)										
Installed Capacity (In KGs)	1200000	1200000	1200000	1200000	1200000	1200000	1200000	1200000	1200000	1200000
Actual Sale capacity (In Kgs)	720000	780000	840000	900000	960000	1020000	1020000	1020000	1020000	1020000
Sale cost (Rs/KG)	11	11	11	11	11	11	11	11	11	11
Revenue(Rs lakhs)	79.20	85.80	92.40	99.00	105.60	112.20	112.20	112.20	112.20	112.20
2. Coir Pith Blocks										
Installed Capacity (In No's)	30000	30000	30000	30000	30000	30000	30000	30000	30000	30000
Actual Capacity (In No's)	18000	19500	21000	22500	24000	25500	25500	25500	25500	25500
Service fees per KG (Rs/piece)	30	30	30	30	30	30	30	30	30	30
Revenue(Rs lakhs)	5.40	5.85	6.30	6.75	7.20	7.65	7.65	7.65	7.65	7.65
III. Pith Manure (Common Brand)										
Installed Capacity (In Kgs)	150000	150000	150000	150000	150000	150000	150000	150000	150000	150000
Production Capacity (In Kgs)	90000	97500	105000	112500	120000	127500	127500	127500	127500	127500
Sale cost per KG In Rs.	6	6	6	6	6	6	6	6	6	6



Revenue(Rs lakhs)	5.40	5.85	6.30	6.75	7.20	7.65	7.65	7.65	7.65	7.65
IV. 2 Ply Yarn										
Installed Capacity (No. Kgs)	1080000	1080000	1080000	1080000	1080000	1080000	1080000	1080000	1080000	1080000
Production Capacity (In Kgs)	648000	702000	756000	810000	864000	918000	918000	918000	918000	918000
Sale cost per KG	12	12	12	12	12	12	12	12	12	12
Revenue(Rs lakhs)	77.76	84.24	90.72	97.20	103.68	110.16	110.16	110.16	110.16	110.16
TOTAL REVENUE	167.8	181.7	195.7	209.7	223.7	237.7	237.7	237.7	237.7	237.7



	AN	NEXURE	– VI							
PROJE	CTED PR	OFITABIL	LITY STA	TEMENT						
Year Ending 31st March	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Production Capacity Utilization	0.60	0.65	0.70	0.75	0.80	0.85	0.85	0.85	0.85	0.85
Sales as percentage of installed capacity	0.60	0.65	0.70	0.75	0.80	0.85	0.85	0.85	0.85	0.85
Sales/ Total Income										
Gross Domestic Sales	167.76	181.74	195.72	209.70	223.68	237.66	237.66	237.66	237.66	237.66
Less: Excise Duty	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Domestic Sales	167.76	181.74	195.72	209.70	223.68	237.66	237.66	237.66	237.66	237.66
Export Sales	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Sales	167.76	181.74	195.72	209.70	223.68	237.66	237.66	237.66	237.66	237.66
Other Operational Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Income	167.76	181.74	195.72	209.70	223.68	237.66	237.66	237.66	237.66	237.66
COST OF PRODUCTION- SALES										
Raw material Consumed	46.80	51.48	56.63	62.29	68.52	75.37	79.14	83.10	87.25	91.61
Consumables, Stores and spares (3% on sales)	5.03	5.45	5.87	6.29	6.71	7.13	7.13	7.13	7.13	7.13
Power, Fuel and other utilities (Variable)	5.56	6.02	6.48	6.95	7.41	7.87	7.87	7.87	7.87	7.87
Power, Fuel and other utilities (Fixed)	2.38	3.44	3.70	3.97	4.23	4.50	4.50	4.50	4.50	4.50
Water	1.20	1.26	1.32	1.39	1.46	1.53	1.61	1.69	1.77	1.86
Factory salaries & Wages (variable)	34.35	34.35	34.35	34.35	34.35	34.35	34.35	34.35	34.35	34.35
Factory salaries & Wages (fixed)	4.13	4.13	4.13	4.13	4.13	4.13	4.13	4.13	4.13	4.13
Repair and maintenance	3.36	3.63	3.91	4.19	4.47	4.75	4.75	4.75	4.75	4.75
Other Variable Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Depreciation	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00
Sub Total	120.80	127.76	134.40	141.56	149.28	157.63	161.48	165.52	169.76	174.21
Add: Opening Stock in process	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Less: Closing stock in process	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



COST OF PRODUCTION	120.80	127.76	134.40	141.56	149.28	157.63	161.48	165.52	169.76	174.21
Add: Opening stock of finished goods	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Less: Closing stock of finished goods	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cost of sales	120.80	127.76	134.40	141.56	149.28	157.63	161.48	165.52	169.76	174.21
Selling Packing &Distribution Expenses	3.36	3.63	3.91	4.19	4.47	4.75	4.75	4.75	4.75	4.75
Administrative & Misc. Expenses	1.68	1.82	1.96	2.10	2.24	2.38	2.38	2.38	2.38	2.38
Sub Total	125.83	133.22	140.27	147.85	155.99	164.76	168.61	172.65	176.89	181.34
Profit Before Interest and Tax (PBIT)	41.93	48.52	55.45	61.85	67.69	72.90	69.05	65.01	60.77	56.32
Interest on Bank Loan	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interest on unsecured loan	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interest on bank borrowing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operating Profit	41.93	48.52	55.45	61.85	67.69	72.90	69.05	65.01	60.77	56.32
Preliminary expenses written off	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Non Operational Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Profit Before Tax (PBT)	41.93	48.52	55.45	61.85	67.69	72.90	69.05	65.01	60.77	56.32
Provision for taxation	1.21	5.42	9.72	13.86	16.90	20.05	19.79	19.78	19.40	18.64
Profit After Tax	40.71	43.11	45.73	47.99	50.79	52.84	49.26	45.23	41.38	37.68



		AN	NEXURE	– VII							
	PROJE	CTED C	ASH FLC	W STAT	EMENT						
										(Rs. In Lacs)	
DETAILS	Const. Period	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
A. SOURCES OF FUNDS											
PBT with interest added back	0.00	41.93	48.52	55.45	61.85	67.69	72.90	69.05	65.01	60.77	56.32
2. Add Depreciation											
other non cash expenses	0.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00
3. Increase in Equity Share Capital	42.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4. Increase in term loan	0.00										
4. Increase in Subsidy	381	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5. Increase in current liabilities		23.02	1.25	2.20	1.24	2.29	1.34	1.32	0.34	0.36	1.37
TOTAL SOURCES	423.41	82.94	67.77	75.65	81.10	87.98	92.24	88.38	83.35	79.13	75.70
B. DISPOSITION OF FUNDS											
Increase in capital expenditure	400.39	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2. Preliminary & Pre op expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3. Increase in Current Assets		41.94	3.49	3.50	3.50	3.50	3.50	0.00	0.00	0.00	0.00
4. Repayments of Term Loans		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5. Taxation	0.00	1.21	5.42	9.72	13.86	16.90	20.05	19.79	19.78	19.40	18.64
TOTAL APPLICATION	400.39	43.15	8.91	13.21	17.35	20.39	23.55	19.79	19.78	19.40	18.64
C. NET SURPLUS/ DEFICIT	23.02	39.79	58.86	62.44	63.74	67.59	68.69	68.58	63.57	59.73	57.06
D. ADD : OPENING CASH BALANCE	0.00	23.02	62.81	121.67	184.11	247.85	315.44	384.13	452.72	516.29	576.02
E. CLOSING CASH BALANCE	23.02	62.81	121.67	184.11	247.85	315.44	384.13	452.72	516.29	576.02	633.08



ANNEXURE - VIII													
		PRO	JECTED	BALANCE	SHEET								
DETAILS	Const. Period	2021	2022	2023	2024	2025	2026	2027	2028	(Rs. In Lacs) 2029	2030		
LIABILITIES													
Share Capital	42.34	42.34	42.34	42.34	42.34	42.34	42.34	42.34	42.34	42.34	42.34		
2. Reserves & Surplus	0.00	40.71	83.82	129.55	177.54	228.33	281.17	330.43	375.66	417.03	454.71		
3. subsidy (Central +State)	381.07	381.07	381.07	381.07	381.07	381.07	381.07	381.07	381.07	381.07	381.07		
4. Term Loans	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
4 Working Capital		23.02	24.26	26.46	27.71	30.00	31.35	32.67	33.01	33.36	34.73		
5 Current Liabilities	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
TOTAL LIABILITIES	423.41	487.14	531.50	579.42	628.66	681.74	735.93	786.51	832.08	873.81	912.86		
ASSETS													
1. Gross Fixed Assets	400.39	400.39	400.39	400.39	400.39	400.39	400.39	400.39	400.39	400.39	400.39		
2. Less : Accm.dpreciation	0.00	18.00	36.00	54.01	72.01	90.01	108.02	126.02	144.02	162.03	180.03		
3. Net Fixed Assets	400.39	382.39	364.39	346.39	328.38	310.38	292.38	274.37	256.37	238.37	220.36		
4. Current Assets	0.00	41.94	45.44	48.93	52.43	55.92	59.42	59.42	59.42	59.42	59.42		
5. Cash & Bank Balance	23.02	62.81	121.67	184.11	247.85	315.44	384.13	452.72	516.29	576.02	633.08		
6. Prelim. expenses not w/o	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
TOTAL ASSETS	423.41	487.14	531.50	579.42	628.66	681.74	735.93	786.51	832.08	873.81	912.86		



ANNEXURE - IX											
CALCULATION OF MARC	SIN FOR WO	RKING C	APITAL 8	& ASSES	SMENT (OF WORK	(ING CAI	PITAL			
										(Rs. Lacs)	
As per Nayak Committee method (If working cap	ital is up to	Rs. 5 cro	re)								
Particulars	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Gross Sales (Incl. job income)	167.76	181.74	195.72	209.70	223.68	237.66	237.66	237.66	237.66	237.66	
Total working capital requirement (25% of gross sales)	41.94	45.44	48.93	52.43	55.92	59.42	59.42	59.42	59.42	59.42	
Margin money for working capital (5% of gross sales)	8.39	9.09	9.79	10.49	11.18	11.88	11.88	11.88	11.88	11.88	
Permissible bank borrowing (20% of gross sales)	33.55	36.35	39.14	41.94	44.74	47.53	47.53	47.53	47.53	47.53	
As per second method of lending											
Particulars	No. of	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	months										
Current Assets											
1. Raw materials	1.00	4.00	4.00	5.00	5.00	6.00	6.00	7.00	7.00	7.00	8.00
2. Consumables, Stores and spares	1.00	0.42	0.45	0.49	0.52	0.56	0.59	0.59	0.59	0.59	0.59
3. Stock in process (Month's cost of production)	0.25	2.52	2.66	2.80	2.95	3.11	3.28	3.36	3.45	3.54	3.63
4. Finished Goods (Months cost of sales)	1.00	10.07	10.65	11.20	11.80	12.44	13.14	13.46	13.79	14.15	14.52
5. Export's receivables	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6. Receivables other than exports	0.50	6.99	7.57	8.16	8.74	9.32	9.90	9.90	9.90	9.90	9.90
Total Current Assets (A)		23.99	25.34	27.64	29.01	31.43	32.92	34.32	34.74	35.18	36.64
Current Liabilities											
1. Creditors for purchases	0.25	0.98	1.07	1.18	1.30	1.43	1.57	1.65	1.73	1.82	1.91
		0.00									
Total Current Liabilities (B)		0.98	1.07	1.18	1.30	1.43	1.57	1.65	1.73	1.82	1.91



Working Capital Gap (A-B)	23.02	24.26	26.46	27.71	30.00	31.35	32.67	33.01	33.36	34.73
Less : Bank Borrowing for working capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Margin money for working capital	23.02	24.26	26.46	27.71	30.00	31.35	32.67	33.01	33.36	34.73

	ANNEXURE	- X			
ESTIMA	ATION OF DE	PRECIATIO)N		
a) Apportionment of Pre-operatives					(Rs. Lacs)
Particulars	Actual	Contin-	Pre-Ope-	Detailed	Total
	Cost	gencies	ratives	Engg.Ser	Cost
1. Buildings	72.00	0.00	0.00	0.00	72.00
2. Plant and Machinery	328.39	0.00	0.00	0.00	328.39
3. Misc. Fixed Assets	0.00	0.00	0.00	0.00	0.00
Total	400.39	0.00	0.00	0.00	400.39
b) Estimation of Depreciation - St. Line b	oasis				
Particulars	Total	Depn.	Amount		
	Cost	Rate (%)			
1. Land	0.00	0.00	0.00		
2. Buildings	72.00	3.34	2.40		
3. Plant and Machinery	328.39	4.75	15.60		
4. Misc. Fixed Assets	0.00	6.33	0.00		
Total	400.39		18.00		



	ANNEX	URE - XI								
	CON	IPUTATIO	N OF TA	XATION						
										(Rs. Lacs)
Details	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1. Profit Before Tax	41.93	48.52	55.45	61.85	67.69	72.90	69.05	65.01	60.77	56.32
2. Add: St. Line Depreciation	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00
3. Less: WDV Depreciation	56.00	49.00	42.00	35.00	31.00	26.00	23.00	19.00	16.00	14.00
4. Gross Taxable Income	3.93	17.53	31.45	44.85	54.69	64.90	64.05	64.02	62.78	60.33
5. Carry forward loss	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6. Net Taxable Income	3.93	17.53	31.45	44.85	54.69	64.90	64.05	64.02	62.78	60.33
7. Income Tax @ 30%	1.18	5.26	9.43	13.46	16.41	19.47	19.22	19.20	18.83	18.10
8. Surcharge	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9. Total income tax (including surcharge)	1.18	5.26	9.43	13.46	16.41	19.47	19.22	19.20	18.83	18.10
10. Education Cess @ 3%	0.04	0.16	0.28	0.40	0.49	0.58	0.58	0.58	0.56	0.54
11. Total income tax (Incl. surcharge & Education Cess)	1.21	5.42	9.72	13.86	16.90	20.05	19.79	19.78	19.40	18.64



		A	NNEXURE - 2	XII							
	CALCUL	ATION C	F INTERNAL	RATE OF	RETURI	N & NPV					
IRR before tax								(Rs.in I	acs)		
	Const. Period	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Out Flows											
Capital Investment	-423.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Increase in WC Gap		23.02	1.25	2.20	1.24	2.29	1.34	1.32	0.34	0.36	1.37
Total outflows	-423.41	23.02	1.25	2.20	1.24	2.29	1.34	1.32	0.34	0.36	1.37
Inflows											<u></u>
Profit before tax	0.00	41.93	48.52	55.45	61.85	67.69	72.90	69.05	65.01	60.77	56.32
Add Depreciation and non cash expenses	0.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00
Add: Preliminary & Preop Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Add: Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Add : Salvage Value	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	89.39
Total Inflows	0.00	59.93	66.53	73.45	79.85	85.69	90.90	87.05	83.02	78.78	163.72
Net cash flows	-423.41	36.91	65.28	71.25	78.61	83.40	89.55	85.73	82.68	78.42	162.35
NPV before tax(Rs. in lakhs)	123.42		Discount R taken =	ate	7.00%						
Before - Tax IRR	12.38%										
IRR after tax								(Rs.in I	acs)		Ì



	Const. Period	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Out Flows	1 0.10 0										
Capital Investment	-423.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Increase in WC Gap		23.02	1.25	2.20	1.24	2.29	1.34	1.32	0.34	0.36	1.37
Total outflows	-423.41	23.02	1.25	2.20	1.24	2.29	1.34	1.32	0.34	0.36	1.37
Inflows											
Profit after tax	0.00	40.71	43.11	45.73	47.99	50.79	52.84	49.26	45.23	41.38	37.68
Add Depreciation and non cash expenses	0.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00
Add: Preliminary & Preop Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Add: Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Add : Salvage Value	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	89.39
Total Inflows	0.00	58.71	61.11	63.73	65.99	68.79	70.85	67.26	63.24	59.38	145.08
Net cash flows	-423.41	35.70	59.87	61.53	64.75	66.50	69.50	65.94	62.90	59.02	143.71
			Discount			22100	22100	33101	5_100	33.02	
NPV after tax(Rs. in lakhs)	35.90		taken =		7.00%						
Post - Tax IRR	8.68%										



		ANI	NEXURE -	XIII						
	BREA	AK EVEN	POINT (Ir	stalled C	apacity)					
										(Rs. In Lacs)
DETAILS	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Production Capacity Utilisation	60.00	65.00 %	70.00 %	75.00 %	80.00	85.00 %	85.00 %	85.00 %	85.00 %	85.00%
A. Variable Expenses										
1. Raw material consumed	46.80	51.48	56.63	62.29	68.52	75.37	79.14	83.10	87.25	91.61
2. Consumable Spares	5.03	5.45	5.87	6.29	6.71	7.13	7.13	7.13	7.13	7.13
3. Power, Fuel & other utilities (Variable Cost)	5.56	6.02	6.48	6.95	7.41	7.87	7.87	7.87	7.87	7.87
4. Factory Salaries & Wages (Variable)	34.35	34.35	34.35	34.35	34.35	34.35	34.35	34.35	34.35	34.35
5. Other variable expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6. Selling, Packaging & distribution expenses (Variable)	3.36	3.63	3.91	4.19	4.47	4.75	4.75	4.75	4.75	4.75
7. Interest on bank borrowing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Variable Cost	95.09	100.94	107.25	114.07	121.46	129.48	133.25	137.20	141.36	145.72
B.Fixed Expenses										
1. Power, Fuel & other utilities (Fixed Cost)	2.38	3.44	3.70	3.97	4.23	4.50	4.50	4.50	4.50	4.50
2. Factory Salaries & Wages (fixed)	4.13	4.13	4.13	4.13	4.13	4.13	4.13	4.13	4.13	4.13
3. Repairs & Maintenance	3.36	3.63	3.91	4.19	4.47	4.75	4.75	4.75	4.75	4.75
4. Depreciation	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00	18.00
5. Administrative & Misc. Expenses	1.68	1.82	1.96	2.10	2.24	2.38	2.38	2.38	2.38	2.38
6. Interest on term loans	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7. Interest on unsecured loans	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8. Lease rentals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sub Total	29.54	31.02	31.70	32.39	33.07	33.76	33.76	33.76	33.76	33.76



C.Sales	167.76	181.74	195.72	209.70	223.68	237.66	237.66	237.66	237.66	237.66
D.Contribution	72.67	80.80	88.47	95.63	102.22	108.18	104.41	100.46	96.30	91.94
	40.65	38.39	35.84	33.87	32.36	31.20	32.33	33.60	35.05	
E.Break Even Point (B/D)	%	%	%	%	%	%	%	%	%	36.72%
	15.88	16.11	15.49	15.04	14.74	14.56	15.09	15.68	16.36	
F.Cash Break Even	%	%	%	%	%	%	%	%	%	17.13%
G.BREAK EVEN SALES	68.20	69.77	70.14	71.02	72.37	74.16	76.83	79.86	83.31	87.26

			ANNEXUR	E - XIV						
		RETURN	ON CAPIT	AL EMPLO	YED					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Return										
Operating Profit	41.93	48.52	55.45	61.85	67.69	72.90	69.05	65.01	60.77	56.32
Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Lease Rentals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total A	41.93	48.52	55.45	61.85	67.69	72.90	69.05	65.01	60.77	56.32
Net Fixed Assets	400.39	382.39	364.39	346.39	328.38	310.38	292.38	274.37	256.37	238.37
Current Assets less creditors	1.25	2.20	1.24	2.29	1.34	1.32	0.34	0.36	1.37	0.00



Total B	401.64	384.60	365.64	348.68	329.73	311.70	292.71	274.73	257.74	238.37
ROCE	10.44	12.62	15.16	17.74	20.53	23.39	23.59	23.66	23.58	23.63
ROCE for Optimal Year	17.74									
Average ROCE for 10 Years	19.43									





INDIA NON JUDICIAL



Government of Karnataka

e-Stamp

Certificate No. STANNIVAS T SRINIVA : IN-KA52468637202608R

Certificate Issued Date : 15-Jul-2019 02:46 PM

Account Reference : NONACC (FI)/ kacrsfl08/ MADDUR 4/ KA-MN

Unique Doc. Reference : SUBIN-KAKACRSFL0831068432355617R

Purchased by : SRINIVAS T

Description of Document : Article 4 Affidavit

Description : AFFIDAVIT

Consideration Price (Rs.)

: 0 (Zero)

First Party VAS SRIM : SRINIVAS T

Second Party : SECRETARY KAYAR BORD GOVT OF INDIA

Stamp Duty Paid By : SRINIVAS T

Stamp Duty Amount(Rs.) : 2

: 20 (Twenty only)





1960) hereby declare that the society of Sri. Gowri Tengina Naarina Utpadakara Sangha (in kannada ತ್ರೀ ಗೌರಿ ತೆಂಗಿನ ನಾರಿನ ಉತ್ಪಾದಕರ ಸಂಘ) has been submitted for registration under KARNATAKA SOCIETIES REGISTRATION ACT, 1960) for establishment of coir cluster under SFURTI scheme of Government of India at Kadalur Village, Athagur Hobli, Maddur Taluk. The registration certificate will be granted by SAHAKARA SINDHU, Department of Cooperation, Government of Karnataka in one week from the date of signing of this affidavit.

Place: readob

Date: 15/07/19

J. J. V. 8



Duly Sworn Before Me

G. Talif 15 07 19

3. MAMATHAB.com, LLB.,
Advocate & Notary

Maddur-571428.

(निव्दे प्रिक्टी पड़ स्रीटिस्ट्रिक म्ह्रे

ಕದಲಾರು ಪೃ ಮದ್ದೂರು ತಾಲ್ಲೂಕು

MSME

	/	೯ಯೆಂತ 27-5-2			100 julio 100 ju						
/		ಭೂ.ಉ.ನಿ.ಮ	20 17- 20 % ಮುಂಗಾರು	ವರ್ಷ ಮತ್ತು ಕಾಲ 1	To all the state of the state o	5. ಮಣ್ಣಿಸ ಸಮೂನೆ ಮರಳುಮಿಶ್ರ	2	1. ಸರ್ಜ ಸಂಬರು	ಗ್ರಾಮ ಸಮೂಸ ತಾಲ್ಲೂಕು ಮೊಸ		
		ದ್ದೂರು ರೀಸವ	ට, ට ව ස සුස් ව සුස්	The state of the s	ನುತ್ತು ಗೇಣ	7. ಮರಗಳ ಸಂಖ ಹೆಸರು ಸಂಖ		3. ಖೇತವಾರು ಜನ್ನು ಬಿಸ್ತೀರ್ಣ ಪೂರ್ಣ ಖರಾಬ್ (ಅ) ಪೂರ್ಣ ಖರಾಬ್ (ಬ) 05.00 ಉಳಿದದ್ದು 0.00	1 4		
		ಕಯಿಂಡ್ ಭೂ.ಉ.ನಿ.ಮುದ್ದೂರು ರೀಸರ್ವ್ ನಂ. ಅಧಿಕೃಡ ಪ್ರಕಟಣೆ K.D.R.ಗ/ 2004- : 27-5-20ಚಾತ್ರಣಾಣಕಾಣಕ ಜಾಚ್ರಾತಾನಿ ಹಾಕ್ಕೃತಥ್ಞಾನಾಲಿಸಿದೆ	ಕ ಕ ಮರ್ನೂಪರಕುಂದ್ರ ಬಿಸ್ ಲೇಚ್ ಕೆ ಬಿ ಕೃಷ್ಣೇಗೌದ	ವ್ಯವಸಾಯಗಾರನ ಹೆಸರು ಮತ್ತು ವಾಸಸ್ಥಳ 2	ಮತ್ತು ಗೇಣಿಯ ವಿವರಗಳು	ಸಂಖ್ಯೆ ಕ್ರ.ಸ. ನೀರಾವರಿ ಸಂಖ್ಯೆ ಕ್ರ.ಸ. ಮೂಲ	104.2.96	රා නම්තීල්ප්රාංසී ((න) 05.04.96			
		ಕ್ಷಕಟಣೆ K.D.F	E	d d	And the second s	8. ಖೇತುವಾರ ಪ ಎಪರಿ ಮುಂಗಾರು		(a) 4 (b) 4 (c) 4 (d) 3	5 1		
		3.7/ 2004-		ಬ್ಬಿಟ್ಟ್ ಪ್ರಕ್ಷಣೆಗಳು		ಪೇತುವಾರ ಪ್ರಕಾರ ನೀರಾವರಿಯೆನ್ನು ಉ ಮುಂಗಾರು ಹಿಂಗಾರು ಬಾಗಾಯ್ತು	ಒಟ್ಟು	4. ಕಂಡಾಯ (ಅ) ಭೂ ಕಂಡಾಯ (ಬ) ಜೋಡಿ (ಕ) ವಿಮೃಗಳು (ಡ) ನೀದಿನ ವರ	3 ක්ෂෙන්:		
			N. Practice of the Control of the Co	ಗೇಣಿಯ ವಿವರ ವಿಸ್ತೀರ್ಣ ಗುತ್ತಿಗೆ ಎ ಗುಂ 5		ರಿಯ ವಿಸ್ತೀರ್ಣ ಬಾಗಾಯ್ಸು		පෙන්නරා සමුදහಳ	ರ್ಡ್ ಆಫ್		
		(RTC U				ಒಟ್ಟು		C at	50		
		(RTC Unique No.: -V2	• 8 8 as-o	nzdsen Digene 7 riso				9. ಕಬ್ಬ್ ಅಥವಾ ಸ್ವಾಧೀಸದಾರಿಕೆ ಜೆಚೆರು ತಂಪೆಯ ಹೆಸರು ಮತ್ತು ವಿಶಾಸ ಕ ಮರ್ನೂಹರಚಂದ್ರ ಬಿನ್ ಆರ್ ಕ ಬಿ ಕೃಷ್ಣೇಗೌಡ	ಗೇಣೆ ಮತ್ತು		
		V22061002558378,	g D	ರಿ, ಬಿಳಿಯ ಹೆಸರು 9	,			ೀಸದಾರಿಸಿಕೆಟೆಯ ಮತ್ತು ವಿಶಾಸ ಬಿನ್ 105	ි. සම්භාග සම්භාග සම්භාග සම්භාග		
66:		, Printed on ಕರ್ನಾಟಕ ಭೂಕ	بر بري 4		13.			ವಿಸ್ತೀರ್ಣ ಎ ಗು	1	76	
MS IF	E	n : -5/ 02/ 2		100	కృత్తి మయ్ లుక	de al accepto proposito personal del Marindo rescindo como inqui		8 11 No. 8	(R.T.C) 주의(Valid fr		