

PQS AGRO

Accounting Manual

Export, import, trading, online and supermarket operations, with investor-grade reporting

Accurate. Transparent. Investor-ready.

Item	Detail
Company	PQS Agro, sole proprietorship, 698/3A, Sipahibag, Khilgaon, Dhaka-1219, Bangladesh
Applies to	All sales channels: export, import, domestic trading, online sales, and supermarket and retail accounts; all staff who record, approve, pay, reconcile or report financial information
Version and status	Adopted version 1.4 ([adoption date]). Operational details are kept up to date by their owners (Section 18).
Approved by	[Ms. Sharmin Sultana, Proprietor and CEO, signature and date]
Next review	[date], and at least once a year thereafter
Framework	International Financial Reporting Standards (IFRS), as used in the audited accounts

How to use this manual. Each section states what must happen, who is responsible and what evidence to keep. Items in square brackets are decisions for the proprietor or the accountant to confirm before adoption. Nothing in this manual is a substitute for advice from a qualified Bangladeshi chartered accountant or tax adviser on specific tax, customs and foreign-exchange rules, which change from time to time.

1. Purpose and principles

This manual sets out how PQS Agro records, approves, reports and controls its money across every part of the business. It has four aims: the books must be accurate, the reporting must be transparent, the figures must be timely, and the business must be ready for review by investors, lenders, buyers, auditors and tax authorities.

Principle	What it means in practice
Accuracy	Every transaction is supported by a document, recorded in the correct period and account, and reconciled to the bank or to the stock count.
Transparency	Management accounts, KPIs and related-party dealings are reported on a fixed timetable, in the same format every time, and any change in method is explained.
Timeliness	Month-end close is completed by the fifth working day, and investor reporting within the deadlines in Section 13.
Segregation	No one person can create, approve, pay and reconcile the same transaction.
Compliance	Tax, customs, foreign exchange and trade licence obligations are tracked on a calendar, with a named owner for each.
Evidence	If it is not documented, it did not happen for accounting purposes. Records are kept for the period set in Section 14.

2. Business structure and legal position

PQS Agro is a sole proprietorship. The proprietor carries full personal responsibility for the business, and the business is not a separate legal entity. This has three accounting consequences that every reader of this manual must understand:

- Capital and drawings are recorded in a capital account. Money taken out by the proprietor is a drawing, not an expense, and is shown separately in the accounts.
- Outside investment. An investor may come in by one of two written routes: (a) a loan agreement, or (b) a written capital agreement. Both must be signed before any money is received, and must state the amount, the return or interest, the repayment or exit terms, and what happens on default. In the audited accounts for 30 June 2025, investor loans are presented as short-term loans. Whether a capital agreement is treated as a liability or as capital is to be confirmed in writing by the auditor before it is used.
- Related parties (family members, companies they control, and staff who share a household with the proprietor) must be identified and recorded in a related-party register (Section 12).

Registration	Reference	Accounting and compliance use
Trade licence	TRAD/DSCC/060807/2020, Dhaka South City Corporation, valid to 30 June 2027	Renew before expiry; cost in the licence fee line
Export Registration Certificate (ERC)	ERC No. 260326111197823	Required for every export; keep a copy against each export file
Business Identification Number (BIN)	BIN 005243329-0202	VAT registered. VAT returns are filed every month. See Section 11.
VAT registration certificate (owner card)	Valid up to 30 June 2027	Renew before expiry. Keep a copy on file.
E-TIN	436370627142 (the same TIN appears on the proprietor's income tax return and on the IRC)	Quote on all customs, bank and tax correspondence
Import Registration Certificate (IRC)	IRC No 260326112778025, commercial importer, valid to 25 October 2026. Import slab up to BDT 50 crore.	Renewal must be submitted 60 days before expiry. See Section 11. Keep a copy with each import file

Registration	Reference	Accounting and compliance use
Export Promotion Bureau (EPB)	Enlisted exporter [confirm enlistment number]	Keep the enlistment certificate on file

3. Accounting framework and policies

Area	Policy
Reporting framework	IFRS as applied in the audited accounts. Functional and presentation currency: Bangladeshi taka (BDT). Figures are rounded to the nearest taka in the ledger and to BDT thousands or millions in reports.
Accounting year	1 July to 30 June each year. Accounts are audited annually by T. Hussain & Co., Chartered Accountants. All accounts, AIT certificates and VAT certificates for the year are submitted to the auditor.
Foreign currency	Foreign-currency invoices are recorded at the bank rate on the transaction date. Balances in USD and GBP (receivables, payables and bank) are re-valued at the closing rate at each month-end, and exchange gains and losses are posted to the P&L. [Name the bank rate source used.]
Revenue recognition (IFRS 15)	Revenue is recognised when control of the goods passes to the buyer, according to the agreed Incoterm: FOB Chattogram for sea freight, CPT Dhaka Airport for air freight, and delivered terms for domestic and supermarket sales. Discounts, rebates, promotional allowances and returns are estimated and deducted from revenue (see the audit key matter on discounts, incentives and rebates).
Inventory	Measured at the lower of cost and net realisable value, using the weighted-average method, as in the audited accounts. Cost includes purchase price, freight, duties and direct handling costs.
Perishable stock	Fresh produce is written down to net realisable value at the end of each day it loses saleable value. Write-offs above [BDT amount] need the COO's written approval.
Property, plant and equipment	Measured at cost less accumulated depreciation. Depreciation is charged at 10% on the reducing-balance method, as in the audited accounts. Assets under [BDT amount] are expensed.
Receivables	Recognised when the invoice is issued. A provision is made for expected credit losses based on the ageing of each customer account (Section 6). Write-off above [BDT amount] needs approval by the proprietor.
Payables and accruals	Recorded when the goods or services are received, not when paid. Unpaid bills at month-end are accrued.
Provisions and contingencies	Recognised when there is a present obligation that is probable and can be estimated (for example, customs disputes or tax assessments). Disclosed otherwise.
Related parties	All transactions with related parties are recorded in the register, approved in writing, and disclosed in the annual and investor reports.

3.1 Accounting basis and recording procedure (new section, pending adoption)

The books are kept on the accrual basis under IFRS, consistent with the audited accounts. Transactions are recorded when they occur, not only when cash moves. The procedure below describes how the books are kept.

Element	Procedure
Accounting basis	Accrual basis, with double-entry bookkeeping: every entry debits one account and credits another.
Accounting period	1 July to 30 June each year. Monthly close is completed by the fifth working day.
Recording system	[Name the accounting software or manual ledger in use.] Sub-ledgers for customers, suppliers, inventory and each bank account.
Books of prime entry	Sales day book, purchase day book, cash book, bank book and journal book, or their software equivalents.
Document numbering	Each voucher type has its own sequential number, for example SI (sales invoice), PV (payment voucher), RV (receipt voucher), JV (journal voucher) and GRN (goods received note). [Confirm the prefixes in use.]

Element	Procedure
Currency	BDT is the functional currency. Foreign-currency transactions are recorded at the transaction-date bank rate, and balances are revalued at each month-end.
Inventory costing	Weighted average cost, as in the audited accounts.
Depreciation	Reducing balance at 10%, as in the audited accounts.
Financial statements	Statement of financial position, statement of profit or loss, statement of changes in equity, statement of cash flows and notes, under IFRS. [Confirm which statements are prepared monthly and which annually.]
Cash flow method	[Direct or indirect method: confirm.]
Trial balance	Prepared monthly. Total debits must equal total credits before any report is issued.

Accounting cycle. Each month, and at year end, the following steps are carried out in order:

- Capture source documents on the day of the transaction: invoice, voucher, receipt, goods received note, or bank statement.
- Record each transaction in the relevant book of prime entry, with its stream code (Section 5).
- Post to the general ledger and to the sub-ledgers.
- Reconcile bank, debtors, creditors and inventory (Sections 6 to 9).
- Prepare the trial balance and investigate any difference before going further.
- Post month-end adjustments: accruals, prepayments, depreciation, provisions, foreign-exchange revaluation, inventory adjustments, and VAT and TDS entries.
- Prepare the management accounts and KPIs. The Account Manager reviews them first, then the CFO.
- At year end (30 June), complete the stock count, verify assets, confirm related parties, and hand the records to the auditor (Section 16).

Source: the audited financial statements for the year ended 30 June 2025 (IFRS framework, weighted average inventory and reducing balance depreciation). The software and voucher details need confirmation from the accountant.

4. The business streams

Every transaction is tagged to one stream, so that performance can be shown separately for each business. The tag is set when the document is created and cannot be changed without a journal reviewed by the accountant.

Stream (code)	What it covers	Main controls and risks
Export (EX)	Fresh fruits and vegetables, aromatic rice, spices and processed foods sold to buyers abroad (UK, Saudi Arabia, Pakistan and others)	Contracts and proforma invoices; advance or LC terms; export documents (phytosanitary certificate, certificate of origin, commercial invoice, packing list, bill of lading or airway bill); proceeds realised through the bank; currency risk
Import (IM)	Imported agro commodities and animal feed, purchased for processing or resale	IRC; letter of credit; customs entry and duty; landed cost; supplier payment terms; stock valuation
Domestic trading (DT)	Sales of fresh produce, rice, spices, mustard oil, ghee, jaggery and frozen products within Bangladesh to wholesalers and distributors	Price lists; trade discounts; credit limits; delivery records; VAT invoices
Online (OL)	Sales through pq sagro.com and any other online channel, including the Shop and Cart pages	Daily settlement from payment providers; refunds and chargebacks; delivery fees; returns; consumer data protection
Supermarket and retail (SM)	Accounts with supermarket chains and retail stores, including shelf or display terms, promotional funding and returns	Credit days and limits; deductions for promotions and damages; debtor ageing; retail returns; buyer-specific pricing

Stream (code)	What it covers	Main controls and risks
Corporate (CO)	Head-office costs and shared functions not charged to a single stream (accounts, administration, insurance, licences)	Allocation keys set in Section 5; approval of corporate spend

5. Chart of accounts and cost centres

The ledger uses a four-digit account number for the nature of the item and a two-letter stream code for the business it belongs to. Example: 5110-EX is cost of sales for export; 4100-OL is online sales revenue.

Range	Account group	Examples
1000 to 1999	Assets	Cash at bank by currency; receivables by customer; inventory by product group; PPE by class; advance income tax
2000 to 2999	Liabilities	Trade payables; short-term loans (by lender); provision for taxation; accrued expenses; advances from buyers
3000 to 3999	Capital	Capital fund; drawings; retained earnings
4000 to 4999	Revenue	Sales by stream; sales returns and allowances (contra); other income
5000 to 5999	Cost of sales	Purchases; direct expenses (carriage inward, direct labour, electricity for the packhouse); inventory adjustments; spoilage
6000 to 6999	Operating expenses	Salaries and allowances; rent; utilities; depreciation; audit fee; licence renewals; marketing; online platform fees
7000 to 7999	Finance and tax	Bank interest and charges; exchange gains and losses; income tax expense

Cost allocation. Shared costs (rent, utilities, staff who serve more than one stream) are allocated monthly on a documented basis: revenue share for shared sales staff, floor area for rent and utilities, and headcount for HR. [Confirm allocation keys.]

6. Revenue cycle by stream

6.1 Export

- Create a contract or proforma invoice with the buyer, stating the Incoterm, price, quantity, tolerance (for example plus or minus 10 per cent), payment terms, packing and the shipping window.
- Confirm the payment security before production or shipment: a letter of credit, an advance TT payment, or a documented 50 per cent advance with balance after shipment.
- Before shipment, record the phytosanitary certificate, certificate of origin and any buyer-specific documents against the export file.
- Issue the commercial invoice and packing list, and send the document set to the bank or the buyer as agreed.
- Track each export until the payment is realised in the bank. The export realisation tracker shows the amount due, the amount received, the date and the bank reference. Any balance not realised by the deadline set by Bangladesh Bank is escalated to the proprietor the same week. [Confirm the realisation deadline.]
- Record the sale in the stream EX, and reconcile the receipt to the invoice in the month it arrives.

6.2 Import

- Confirm the IRC and the import licence before raising any purchase order.
- Raise a purchase order; open a letter of credit where payment terms require it.
- On arrival, record the customs entry, duty, port charges and clearing costs. Capitalise these into the landed cost of inventory, not as operating expenses.
- Match the supplier invoice, the bill of lading and the goods received note before payment (three-way match).

6.2a Worked example: 2026 import of fresh ginger from India

Item	Detail (from the Bill of Entry and invoice)
Supplier and origin	Himpex International, Kalyani, West Bengal, India; country of origin India
Invoice	HI/PQS/10B/2026, dated 2 March 2026; USD 8,910.00 at exchange rate 122.70
Goods	Fresh ginger, HS 0910.11.90, 440 bags, net weight 22,000 kg
Customs entry	Customs House Bhomra, 11 March 2026; delivery terms CPT; mode of transport: truck
Assessable value	BDT 2,736,421.78
Customs duty (CD), 5%	BDT 136,821.09
Advance income tax (AIT), 5%	BDT 136,821.09
Other charges (DF, CVAT and FP)	BDT 2,586.82
Total payable	BDT 276,229.00 (mode of payment shown as cash)

Accounting treatment to confirm with the auditor: customs duty is capitalised into the cost of the inventory, because it is not recoverable. AIT paid at import is recorded as advance income tax, not as inventory cost, because it is set against the income tax liability. Any VAT paid at import is recorded as input VAT only if the accountant confirms that it is recoverable. The Bill of Entry shows the assessment number and the receipt number as blank. Obtain both from Customs and file them with the entry, because the payment is not complete without a valid receipt.

6.3 Domestic trading and supermarkets

- Each account has an approved credit limit and payment terms set in writing by the proprietor. No delivery above the limit without written approval.
- Invoices show VAT as required by law. Delivery notes are signed by the receiving party.
- Promotional funding, shelf fees and damage claims are agreed in writing before they are deducted. Deductions not agreed are queried within [number] days.
- Debtor ageing is reviewed weekly. Accounts more than [number] days overdue go on hold, and are reported to the proprietor.

6.4 Online sales

- Payment provider settlements are reconciled to the orders each day. Differences above [BDT amount] are investigated before the end of the next working day.
- Refunds and returns are recorded against the original order and the stream OL. Chargebacks are tracked to resolution.
- Platform and payment fees are expensed monthly, with the supporting statements saved.
- Customer personal data is collected only for order fulfilment and is protected under the data protection policy (Section 14).

7. Purchasing, approvals and farmers

- Supplier onboarding. Each new supplier provides a trade licence or identity document, bank details, tax details and, where relevant, food safety certificates before the first purchase order.
- Three-way match. Payment is released only when the purchase order, the goods received note and the invoice agree, within the tolerance set in Section 9.
- Farmer and grower payments. Cash payments to farmers are supported by a signed voucher showing the farmer's name, the produce, the quantity, the price, the date and a witness. Payments above BDT 10,000 are made by bank transfer.
- Advances to growers or suppliers are recorded as an asset and cleared against deliveries. Any advance not cleared within [number] days is reviewed.

7.1 Approval matrix (purchases)

Source: Purchase Policy, final version 1.3. The policy was first adopted in 2021 and revised in 2023. Version 1.3 is the version in force.

Amount per purchase (BDT)	Approval required
Up to 100,000	CFO
100,001 to 500,000	Account Manager and CFO
500,001 to 1,000,000	Request for quotation (RFQ) approval by Account Manager, CFO and CEO
Above 1,000,000	RFQ approval by Account Manager, CFO, CEO and a member of the Purchase Board Committee [name the member]

Signing sequence. Account Manager, then COO, then CFO, then CEO. The CEO signs last on every payment.

Comparative quotations. Purchases above 500,000 require written quotations from [number] suppliers, filed with the RFQ before approval.

8. Inventory, cold storage and spoilage

- Count finished stock and packing materials at [frequency, for example monthly] and at the year end. Counts are signed by two people.
- Cold-storage temperature logs are kept for each shift. A temperature excursion is recorded, reported to the COO and the affected stock is assessed for write-down.
- Spoilage and damaged goods are recorded on a form that gives the reason, quantity, value and approver. The accountant posts the write-down the same month.
- Stock held for a buyer on consignment is kept in a separate location code and is not recognised as sold until the buyer accepts it.

9. Cash, banking and treasury

Control	Requirement
Bank reconciliation	Every account at each of the five banks, in BDT, USD and GBP, is reconciled monthly within five working days of month-end. Reconciling items older than 30 days are investigated.
Signatories	Payments follow the approval matrix in Section 7. Bank signatories: [names to be confirmed].
Petty cash	Imprest limit of BDT 10,000, replenished against receipts. Counted without notice once a month.
Foreign-currency accounts	Export proceeds are credited to the approved foreign-currency account and converted only as Bangladesh Bank rules allow. Each conversion is recorded with the bank rate and the purpose.
Banks in use	Five banks: Trust Bank PLC (Kalabagan branch), Janata Bank PLC (local office), Al-Arafah Islami Bank PLC (Motijheel; the nominated bank on the IRC), NRBC Bank PLC and Jamuna Bank PLC. [Confirm the purpose, currency and branch of each account, and the legal name shown on each bank statement.]
Cash receipts	Receipts from customers, including cash sales, are recorded on the day received and banked within [number] working days.
Liquidity	A 13-week cash-flow forecast is updated monthly, showing expected receipts from export and domestic customers, and the payments due, including taxes.

10. Payroll, people and tax compliance

- Payroll for permanent staff is calculated from approved attendance, paid by bank transfer, and supported by payslips.

- Daily-basis workers are paid against a signed attendance sheet and a payment voucher. Payments in cash are counted by two people.
- Tax deducted at source (TDS) on salaries and on payments to suppliers and contractors is calculated at the point of payment. The amount is deposited into the government treasury within 14 days after the end of the month of deduction (July to May). In June, the rule is stricter: deductions made on 1 to 20 June are deposited within 7 days, deductions from 21 to 28 June the next day, and from 29 to 30 June the same day.
- Withholding tax return. The monthly withholding tax return is filed by the 15th of the following month (Section 177, Income Tax Act 2023).
- Suppliers without proof of return. If a supplier cannot show proof of tax return submission (PSR), TDS is deducted at a rate 50% higher (Section 142, Income Tax Act 2023).
- VAT. VAT is paid before the monthly VAT return is filed (Section 45(2), VAT and Supplementary Duty Act 2012). Records must support every VAT input claim.
- Advance income tax (AIT) paid is recorded as an asset until it is set against the income tax liability.
- The compliance calendar in Section 11 sets out every filing and renewal, with a named owner for each.

11. Compliance calendar (Bangladesh)

The dates below were checked against published Bangladesh sources in October 2026. Tax rules change, and the tax adviser must confirm each date before the manual is used. Where the sources disagree, the item is marked to confirm.

Obligation	Rule	Owner
VAT return (Mushak-9.1)	Filed every month, as the company practises. Due by the 15th of the following month, with VAT paid before filing.	Account Manager
VAT registration certificate renewal	Valid up to 30 June 2027. Renew before that date.	COO
TDS deposit (general and salary)	Within 14 days after the end of the deduction month (July to May). June: 7 days for 1 to 20 June, next day for 21 to 28 June, same day for 29 to 30 June.	Account Manager
Monthly withholding tax return	By the 15th of the following month (Section 177, Income Tax Act 2023)	Account Manager
Supplier without proof of return	TDS at a rate 50% higher (Section 142, Income Tax Act 2023)	Account Manager
Advance income tax (AIT)	[Confirm instalment dates with the adviser]	Account Manager, with adviser
Individual income tax return (proprietor)	On or before 15 November 2026, as confirmed by the company for individual income tax returns. Earlier published sources reviewed in October 2026 gave 30 November, so the earlier date is used to stay safely on time.	Proprietor, with adviser
Trade licence renewal (TRAD/DSCC/060807/2020)	Before 30 June each year (valid to 30 June 2027)	COO
Export Registration Certificate (ERC)	[Confirm validity period and renewal]	COO
Import Registration Certificate (IRC)	Valid to 25 October 2026. Renewal application submitted [date]. Renewal to be recorded before expiry. Do not import until the renewed certificate is held.	COO
Export proceeds realisation	[Confirm the deadline under Bangladesh Bank foreign-exchange rules. Not verified in this review.]	CFO, with Account Manager
Annual audit (year 1 July to 30 June)	Audit each year by T. Hussain & Co. All accounts, AIT certificates and VAT certificates submitted to the auditor. [Date submitted.]	Proprietor, with auditor

Sources and limits. The rules above are taken from published reports on the Income Tax Act 2023, the VAT and Supplementary Duty Act 2012, and NBR practice in 2026. They are not legal advice. Penalties for late filing and deposit are set by law and can be significant, so please confirm each date with a qualified Bangladeshi tax adviser or chartered accountant before adoption.

12. Internal controls, related parties and fraud prevention

Function	Create	Approve	Pay	Reconcile
Sales invoices	Account Manager	COO	n/a	Account Manager
Purchase orders	Procurement lead	COO or proprietor	n/a	Accountant
Supplier payments	Account Manager	Approval matrix, Section 7	Bank	Accountant
Stock counts	Packhouse lead	Accountant (review)	n/a	Accountant
Payroll	HR Manager	Proprietor	Bank	Accountant
Journal entries	Accountant	Proprietor	n/a	Review by adviser or auditor

- Segregation. Where the team is small, a person may hold two roles only if a second person reviews the output each month. The review is recorded.
- Related-party register. Each related-party transaction is recorded with the names of the parties, the nature of the relationship, the amount, the terms and the approval. The register is reviewed quarterly and disclosed to investors.
- Fraud and irregularity. Any suspected fraud or irregularity is reported to the proprietor the same day, investigated by someone not involved, and recorded. The whistleblowing procedure applies.
- System access. Accounting software and bank portals have individual logins. Passwords are not shared. Access is removed when a person leaves.

13. Investor reporting and transparency

PQS Agro commits to giving investors and lenders timely, accurate information on a fixed timetable. The schedule below is the minimum standard.

Report	Content	Deadline
Monthly management accounts	Income statement and balance sheet by stream; cash position; debtor and creditor ageing; inventory; variance against budget	Within 15 days after month-end
Quarterly investor pack	KPI dashboard (Section 15); narrative on performance and risks; related-party register; compliance status	Within 30 days after quarter-end
Annual audited accounts	Audited financial statements, auditor's report, notes including the auditor's basis for opinion	Within [number] months of year-end (auditor: T. Hussain & Co.)
Investor queries	Written response to every query, with the response logged	Within [number] working days

- Investor data room. A secure folder holds the audited accounts, trade licence, ERC, IRC, EPB enlistment, tax returns, the credit rating report, the policy set, and this manual. Access is logged.
- Audit qualification. The auditor's opinion for the year to 30 June 2025 is qualified. Before any investor report is sent, the auditor must explain in writing the matter referred to in the basis for opinion section, including whether it relates to investor loans or to revenue recognition. The explanation is included in the next investor pack. The key audit matter procedures in the report refer to loans and facility letters, so the auditor must also confirm that this wording is correct.

- Change in method or estimate. Any change in an accounting policy or a material estimate is explained, quantified and approved before it is applied.

14. Records retention and data protection

- Keep financial records, invoices, contracts, customs and export documents, payroll records and bank statements for at least [number] years, or longer where Bangladeshi law or a contract requires it. [Confirm with the adviser.]
- Keep a digital copy of every paper document, with a clear file name showing the date, the stream and the reference.
- Customer, employee and supplier personal data is used only for the purpose it was collected, stored securely and shared only as the data protection policy allows.

15. Key performance indicators and targets

The targets below are proposed. They are set from the audited FY 2024-25 figures: revenue BDT 69.08 million, gross margin about 14.1%, net profit margin about 4.2%, and trade receivables of about BDT 6.34 million, inventory of BDT 2.25 million, short-term loans of BDT 6.50 million and equity of BDT 6.57 million. Review them after the first quarter.

KPI	Definition	FY 2024-25 (audited)	Target FY 2025-26
Revenue growth	Total revenue compared with the previous year	Base: BDT 69.08m	At least 15% growth
Revenue by stream	Revenue for EX, IM, DT, OL and SM, monthly and year to date	Set from FY 2025-26 month 1	Report every month
Gross margin	(Revenue less cost of sales) divided by revenue	About 14.1%	At least 14%
Net profit margin	Profit after tax divided by revenue	About 4.2%	At least 4%
Debtor days (DSO)	Trade receivables divided by revenue, times 365	About 34 days	35 days or fewer; 45 days or fewer for supermarket accounts
Inventory days (DIO)	Inventory divided by cost of sales, times 365	About 14 days	15 days or fewer
Creditor days (DPO)	Trade payables divided by purchases, times 365	About 3 days	15 to 30 days
Current ratio	Current assets divided by current liabilities	About 1.5	At least 1.5
Debt to equity	Short-term loans divided by equity	About 1.0	1.0 or less
Export proceeds realised	Export proceeds received within the realisation deadline	Not measured	100%
Spoilage rate	Written-off stock as a percentage of stock purchased or produced	Not measured	2% or less
Online refund rate	Refunds as a percentage of online orders	Not measured	3% or less
Bank reconciliation timeliness	Accounts reconciled within five working days of month-end	Not measured	100%
Close timeliness	Month-end close completed by the fifth working day	Not measured	100%
Investor reporting timeliness	Monthly and quarterly investor reports sent on time	Not measured	100%

Proposed targets. These are management decisions and may be changed by the proprietor at the first quarterly review.

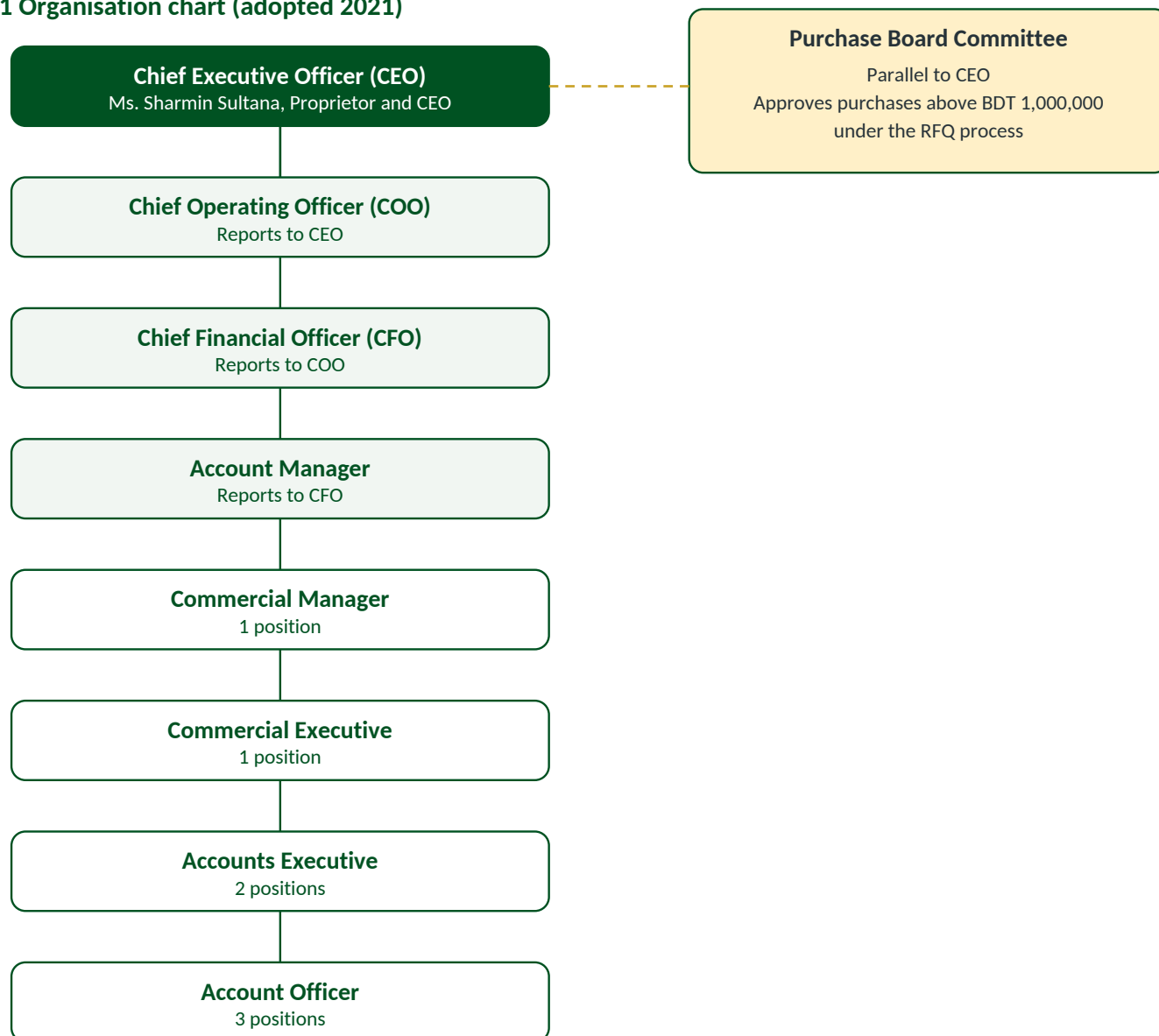
16. Month-end and year-end checklist

Step	Task	Due
1	Cut-off: record all sales, purchases and receipts up to the last day of the month	Day 1
2	Bank and payment-provider reconciliations complete	Day 3
3	Debtor ageing reviewed; provision for doubtful debts updated	Day 3
4	Stock count or cycle-count results posted; spoilage recorded	Day 4
5	Accruals, prepayments, depreciation and foreign-exchange revaluation posted	Day 4
6	Management accounts prepared and reviewed; variances explained	Day 5
7	Investor report prepared and sent (monthly report)	Day 15
8	Year end: stock count, physical verification of assets, related-party confirmation, letters to lenders and buyers, and handover to the auditor	Within [number] days of 30 June

17. Roles and responsibilities

Role	Accounting responsibility
Proprietor and CEO	Approves this manual, approves policies and large transactions, signs the annual accounts, and owns investor communication.
Chief Financial Officer [confirm appointment]	Owns the accounts, the reporting pack, the forecasts and the audit relationship. Where no CFO is appointed, the Account Manager reports to the proprietor directly.
Account Manager	Invoicing, receipts, payments, reconciliations, VAT and TDS, and the compliance calendar.
COO	Operational approvals, export and import documents, stock and spoilage approvals, and the trade licence and registrations.
Procurement lead	Supplier onboarding, purchase orders, and farmer voucher records.
HR Manager	Payroll inputs, attendance records, and related-party declarations from staff.
Purchase Board Committee	Approves purchases above BDT 1,000,000 under the RFQ process. Sits parallel to the CEO. [Names of members to confirm.]
Packhouse and quality lead	Stock records, cold-storage logs, counts and spoilage reports.

17.1 Organisation chart (adopted 2021)



Counts show the number of positions in each team. Names are recorded in the staff register.

18. Approval and version control

Version	Date	Change	Approved by
1.0	01.05.2021	First issue for adoption	[Ms. Sharmin Sultana]
1.1	01.11.2021	Prepared by CEO, CFO, COO and Auditor. Investor loan structure; audit matter; petty cash limit BDT 10,000	[Ms. Sharmin Sultana]
1.2	01.07.2023	Approval matrix; Bangladesh tax calendar; KPI targets set	[Ms. Sharmin Sultana]
1.3	01.07.2025	Issued for adoption	[Ms. Sharmin Sultana]
1.4	[date]	Accounting basis and recording procedure added (Section 3.1)	[Ms. Sharmin Sultana]

Operational updates. The following are operational tasks, updated by their owners without a new policy version: the bank accounts in Section 9, the filing and renewal dates in Section 11 (including the monthly VAT filing, the 15 November 2026 return date and the IRC renewal). The organisation structure in Section 17.1 was adopted in 2021.

Purchase policy history

Version	Adopted	Status
First version	2021	Superseded
Second version	2023	Superseded
Final version 1.3	01.07.2025	In force

Open operational items: confirm that the IRC renewal is granted before 25 October 2026 (Section 11). Name the member of the Purchase Board Committee (Section 7). Confirm that the 15 November 2026 return date is in the company's tax calendar (Section 11). Confirm the export-proceeds deadline with the tax adviser (Section 11), and the purpose of each of the five bank accounts (Section 9). Confirm with a qualified tax adviser the VAT, TDS and AIT rules, the export proceeds realisation deadline and the import rules, and with the auditor the basis for the qualified opinion. Then train every person named in Section 17 and keep a signed record of that training.