



BHUTAN STATE ENTERPRISES REPORT

ANNUAL PERFORMANCE REVIEW FOR
CALENDAR YEAR 2021

INVESTMENT AND CORPORATE GOVERNANCE
DIVISION (ICGD)
MINISTRY OF FINANCE

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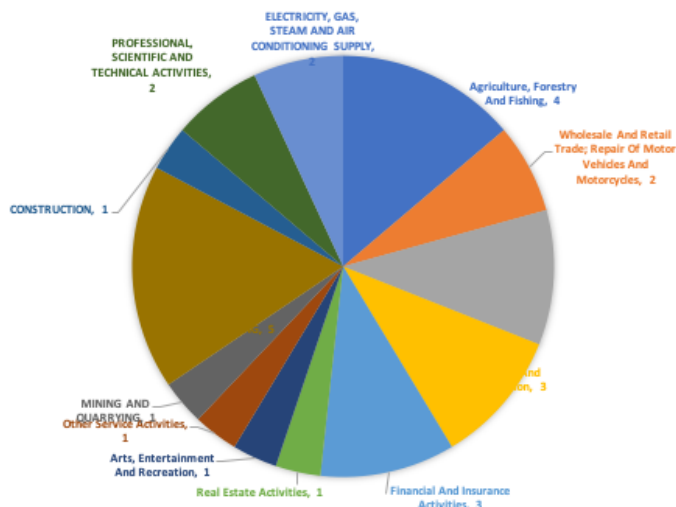
Glossary

APC	Annual Performance Compacts
BBSCL	Bhutan Broadcasting Service Corporation Limited
BDBL	Bhutan Development Bank Limited
BDFL	Bhutan Duty Free Limited
BLDCL	Bhutan Livestock Development Corporation Limited
BLL	Bhutan Lottery Limited
BPC	Bhutan Postal Corporation Limited
BPCL	Bhutan Power Corporation Limited
CG	Corporate Governance
CIT	Corporate Income Tax
DHI	Druk Holdings and Investments Limited
FCBL	Food Corporation of Bhutan Limited
FMCL	Farm Machinery Corporation Limited
GBCL	Green Bhutan Corporation Limited
GDP	Gross Domestic Product
ICGD	Investment and Corporate Governance Division
MoF	Ministry of Finance
MSPCL	Menjong Sorig Pharmaceutical Corporation Limited
NCSIDBL	National CSI Development Bank Limited
NHDCL	National Housing Development Corporation Limited
NPPF	National Pension and Provident Fund
PBVI	Performance Based Variable Incentives
RBHSL	Royal Bhutan Helicopter Services Limited
RGoB	Royal Government of Bhutan
SE	State Enterprise

A. Portfolio Overview/ Dashboard

Number of State Enterprises

Count



Incorporation Type

Public Limited Companies Autonomous Bodies

29

1

Companies by shareholder

Ministry of Finance Druk Holding and Investments

15

15

Number of Listed SEs

Number of Listed companies

5

State Enterprises by Age

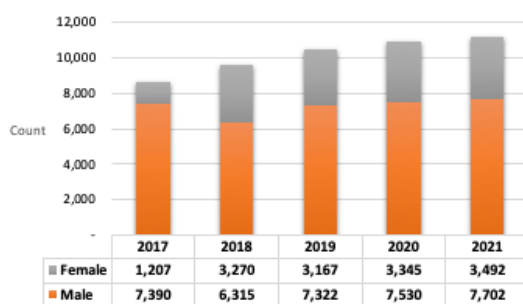
Formed in past 10 years Older than 10 years

10

20

Number of Employees

Total Headcount of reporting SEs



Total Employees

No.

11,194

Gender Balance

Share of women / men (%)

41% / 59%

Board Members

Total Number of BOD (count)

185

Gender Balance

Share of women / men (%)

11% / 89%

Board Mandate

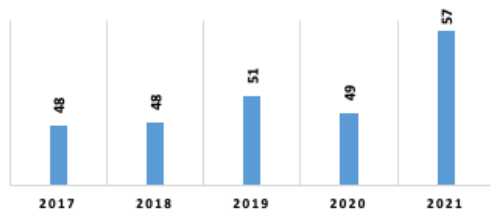
Board Members and Chairman mandate (years)

3 years

Revenues

Year 2021

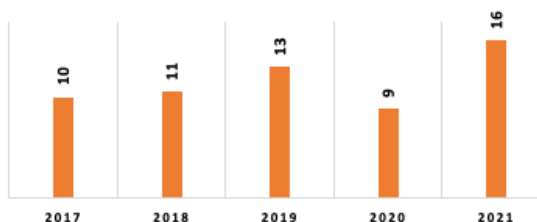
Nu. 56,936 m



Profitability

Year 2021

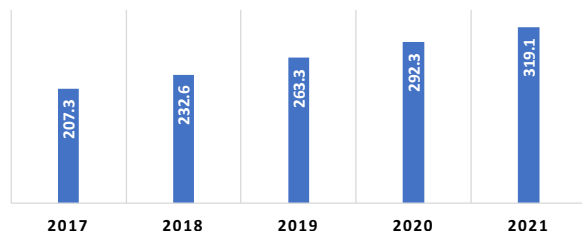
Nu. 16,104m



Assets

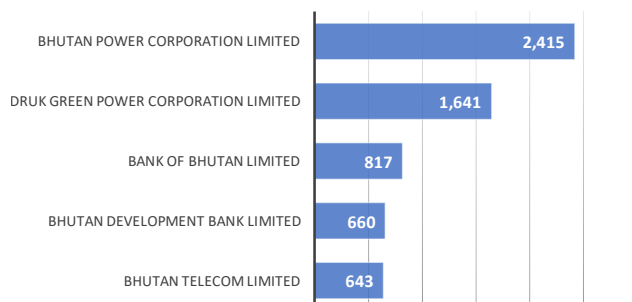
Year 2021

Nu. **319,113** m



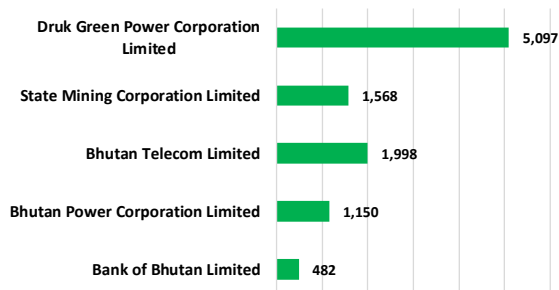
Top Employers

Top 5 SEs with highest number of employees



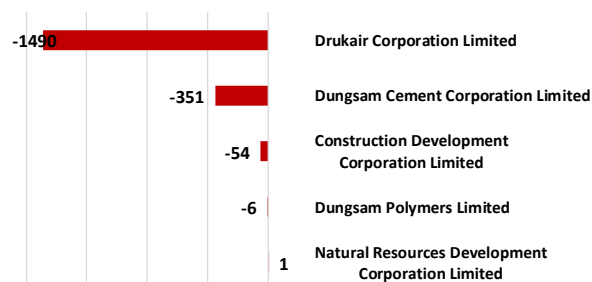
Top 5 Profit Making Companies under DHI

(in Nu. Millions)



Top 5 Loss Making Companies under DHI

(in Nu. Millions)



Dividends Paid

Year 2021

Nu. **4,067** m

Subsidies

Year 2021

Nu. **2,029** m

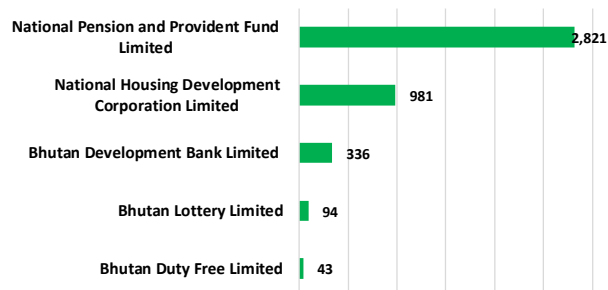
Equity Injection

Year 2021

Nu. **693.2** m

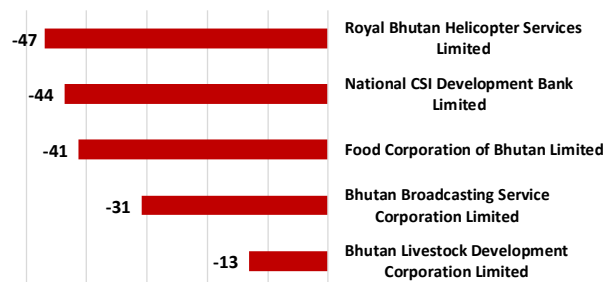
Top 5 Profit Making Companies under MoF

(in Nu. Millions)



Top 5 Loss Making Companies MoF

(in Nu. Millions)



B. Foreword

The Ministry of Finance on behalf of the Royal Government of Bhutan (RGoB) exercises the ownership of State Enterprises (SEs) in the interest of the general public. As enshrined in the Public Finance Act, the Ministry of Finance is mandated to manage investments in the SEs to ensure long term value generation.

SEs constitute a vital component of our economy and play a strategic role in providing infrastructure and public services. SEs have a prominent presence in key sectors of the economy, ranging from banking, energy/power generation, real estate, postal service, transport, manufacturing, telecommunication, lottery, and aviation. Besides revenue generation, SEs are actively engaged in service delivery in the areas of rural banking, electrification, farm shops, access to rural finance and domestic air transport. Given SE's crucial role in Bhutan's economy and their impact on public finances, it is crucial that the government effectively monitors the performance of the SE portfolio in a transparent and accountable manner.

This year's Performance Review of SEs report has been prepared following international best practices. It captures the SE landscape in Bhutan, insights into the role of government as a shareholder, all this without compromising on the disclosure of financial information. The report from data collection, compilation, and financial analysis was undertaken by the Investment and Corporate Governance Division (ICGD) of the Ministry of Finance (MoF) with technical support from the World Bank. The report is intended to provide insights into the SEs operating in Bhutan and increase transparency and accountability.

As per the Public Finance Act, SEs have an important role to play in narrowing the economic gap. SEs should capitalize on the areas of economic opportunities where the private sector cannot reach. SEs need to evolve befitting the changing situation; embracing change and thinking out of box seem to be the only strategy for the SE's survival.

Good corporate governance systems and annual performance compacts are key to improving the functions of these companies, so they become self-sufficient in carrying out their social mandates. The pressure on generating revenue is increasing and with the country poised to graduate from the group of Least Developed Countries (LDC), the SEs have an important role to play.

I am immensely proud of our SEs for contributing to nation building and I am fully confident that they will continue to contribute for many years to come.



(Loday Tsheten)

Director

Department of Macro-Fiscal and Development Finance

Ministry of Finance

C. Introduction

The advantage of having state presence in sectors is that an immediate shift in products or services can be allocated to meet emergency needs and relief measures unlike in a free market. Most State Enterprises (SEs), in Bhutan were established in the last two decades. The SEs play a strategic role in providing infrastructure and ensuring efficient public services and constitute a major part of the Bhutanese economy. While the primary objective of SEs is to operate as a successful business, they may also deliver a social mandate to produce and/or deliver goods and services that may not be profitable. A fundamental challenge that many SEs in Bhutan face is that they have both commercial and social objectives to achieve. The social goals often carry financial costs, making it difficult to evaluate concerned SE's performance.

The Ministry of Finance (MoF) is the primary shareholder of all the SEs in the country. Some SEs under the MoF have been established for commercial reasons, while others have been formed to undertake predominantly social good outcomes, such as ensuring food security through the Food Corporation of Bhutan Limited (FCBL). Each of the SE has been assigned a portfolio ministry (i.e.; technical ministry for the operating sector of SE) for oversight and technical input.

Druk Holding and Investments (DHI) is the commercial investment arm of the RGoB guided by a Royal Charter. DHI is a holding company which holds a centralized ownership over its portfolio of SE on behalf of the RGoB with MoF owning 100 percent of shares in DHI. Ownership of over 15 SEs has been transferred to DHI since its creation in 2007. DHI's primary mandates are to strengthen Corporate Governance (CG) of portfolio companies, enhance performance by making them responsible and accountable for their performance, raise funds for investments and maximize return on investments. Furthermore, DHI is also mandated to play a catalytic role in the development of the private sector and digital transformation in the country. DHI is responsible for supporting the government in developing key infrastructure and institutional reforms crucial for engaging economic and social welfare activities to promote a resilient and diversified economy. The SEs under DHI fall under three categories: (i) wholly owned (100 percent ownership by DHI), (ii) controlled (more than 50 percent shares), and (iii) linked Companies (20-50 percent). Additionally, there are companies that DHI owns and controls indirectly.

This report has been prepared by the Investment and Corporate Governance Division (ICGD) under the Department of Macro-Fiscal and Development Finance (DMDF) of the MoF. The ICGD is responsible for reviewing and reporting of the entire SE portfolio, promote good corporate governance, and review the fiscal outflows toward the SEs. ICGD is responsible for the establishment and management of a sound governance framework for SEs and is engaged in assessing and reporting on the operational and financial performance of SEs.

This annual SE report covers the 30 SEs directly owned by the MoF and DHI Owned and Controlled Companies with more than 50 percent shares. The SE report for the year 2020 only covered SEs under the MoF including DHI. However, the SE coverage has been enhanced in 2021 reports and increased to 30. Among the 30 SEs, 15 SEs (including DHI) are under the MoF and 15 SEs under DHI. The portfolio of SEs spreads across sectors such as manufacturing, media, energy and resources, communication and transportation, financial services, real estate and construction and trading.

The SE portfolio under the MoF and DHI (excluding the holding company) has total assets of Nu. 319.1 billion in 2021. The total assets are equivalent to 207 percent of GDP. The SEs generated

revenues amounting to Nu. 56.9 billion in 2021 (30 percent of GDP), an increase of 16 percent compared to 2020. The SEs employed 11,194 staff as of 2021 (3.5 percent of total national employed person). The largest employer was Bhutan Power Corporation Limited (BPCL) under DHI employing over 2,415 staff.

In terms of profitability, the SEs have reported a net profit of Nu. 16.1 billion in 2021, an increase of 77 percent compared to 2020 (8.6 percent of GDP). The overall profit in 2021 was driven by DHI and Druk Green Power Corporation Limited (DGPC). The improved profitability reflects the rapid recovery from the COVID-19 pandemic. However, Drukair Corporation Limited (Drukair) and Dungsam Cement Corporation Limited (DCCL) have reported major losses in addition to other 13 loss making SEs.

The Government provides support to the SEs for various socio-economic reason in the form of subsidies to compensate for public service obligations, reduce input costs, interest payment support, grants and government guarantees. In FY 2021-22, the RGOB provided subsidies to SEs for meeting the operational cost, interest subsidy and subsidies of services provided to citizens. In 2021, the Government has provided subsidies of Nu. 532.90 million (0.3 percent of GDP) to meet the operational subsidy and equity injections of Nu. 673.19 million (0.4 percent of GDP) to meet the capital expenditure. The biggest subsidy in FY2020-21 was provided to BPCL in the form of electricity price subsidies. Additional subsidies were provided to the Bhutan Broadcasting Service Corporation Limited (BBSCL) to meet the operational cost and Drukair for interest payment support.

D. Significant Events in 2021

Bhutan has managed to overcome many challenges. In the face of adversity, solidarity and a common purpose have proved to be very effective to overcome the many challenges Bhutan has faced. His Majesty the King's relentless efforts coupled with the support of the government and people have enabled Bhutan to make enormous strides in battling the global pandemic. Royal Bhutan Helicopter Services Limited (RBHSL), in recognition of its exceptional service to the Nation and especially during the pandemic, was awarded the "Druk Thuksey" during the 114th National Day. SEs under the MoF have contributed Nu. 4.25 million to His Majesty's Kidu Fund for COVID-19 during the 10th Royal Wedding Anniversary held on October 13, 2021.

The SEs in Bhutan have played a pivotal role in rolling out the RGoB's COVID-19 stimulus program. The FCBL, amid the pandemic complications, has adopted a highly effective buy-back scheme to facilitate and help farmers with the marketing of crops. The National Housing Development Corporation Limited (NHDCL) provided rent-free accommodation to the frontline workers in Phuentsholing and deferred 10 percent rental increase for 506 units in Phuentsholing for nine months amounting to Nu. 2 million. RBHSL airlifted 333 kgs of medical supplies to Lingshi BHU and evacuated patients from Ri-Drupzhi near Tshar-Jathang. Bhutan Broadcasting Service Corporation Limited (BBSCL) produced and broadcasted more than 55 COVID-19 related messages in all languages of radio services and covered 125 programmes on COVID-19. Kuensel Corporation Limited (Kuensel) ran free advertisements on social and awareness messages worth of Nu. 2.02 million.

As we continued to fight the invisible enemy led by His Majesty the King at the forefront, DHI and group commits to always endure for excellence in the righteous vision of His Majesty the King. DHI and group provided relief to the RGoB in the form of finance and services. BPCL waived off the electricity charges against relief measures and other support services, reduced demand charges, and eased people's lives in the form of penalty waivers. Bhutan Telecom Limited (BTL) provided free internet services at the quarantine facilities. The DHI and Group decided to forgo bonus payments for employees and contributed about Nu. 245 million to the national resilience fund (NRF). It has been two long years and aviation remains the pandemic's worst-hit industry worldwide. Hence, Drukair's total flights operated during the year dropped by 43 percent to 850 flights, from 1,487 flights operated in 2020. Likewise, the total number of passengers carried also decreased by 65 percent to 23,858 from 67,500 passengers carried in 2020.

As countries face unprecedented challenges and uncharted paths, it is not without silver linings. The crisis is bringing together communities even when everyone is staying apart. BTL has continued to prioritize enhancing network reliability and accessibility despite the movement restriction caused by lockdowns. It also introduced 5G technology in its network towards the end of the year. Bank of Bhutan Limited (BOB) launched the digital wallet product "goBoB" for enhanced customer experience and service efficiency. For Dungsam Cement Corporation Limited (DCCL), the matter worsened with the emergence of positive COVID cases from its containment area, which forced the company to abruptly stop cement export for more than a month. Despite the difficulties, Construction Development Corporation Limited (CDCL) was able to initiate new projects like the construction of the HRT Adit 2 and river diversion works for the Kholongchhu hydroelectric project, Pangrizam and Marungri bridge projects and Jigmeling water supply project.

The Wood Craft Center Limited (WCCL) was merged with the Natural Resources Development Corporation Limited (NRDCL) in 2021. With the amalgamation of WCCL with NRDCL effective 1st April 2021, the previous activities of NRDCL were expanded and the authorized share capital of NRDCL was increased to Nu. 800 million from Nu. 300 million.

E. Institutional Framework

SEs in Bhutan are governed by Public Finance Act of Bhutan (and amendment thereof). The Minister of Finance is primarily responsible for monitoring and reporting the performance of the SEs as a whole. The primary objective of a SE shall be to operate as a successful business. A state enterprise shall endeavor to earn a similar return on capital over the medium term as that earned by comparable to the private sector.

The portfolio ministry of a SEs is responsible for ensuring that Government policies are adhered to at all times by the SEs and for providing technical expertise and assistance wherever necessary. However, portfolio ministries are prohibited from being involved in the governance or day-to-day management decisions of the SEs. Portfolio ministries are also mandated to ensure that SEs are in line with the purpose of their establishment and recommend any changes thereto.

The primary purpose of DHI is to ensure that its companies can meet the challenges and requirements of the corporate sector in a highly competitive global economy. DHI is responsible for managing the portfolio as a prudent investor and asset owner with commercial discretion and flexibility to maximize values and returns to the shareholders. They promote best corporate governance practices within the group companies and appoint high value caliber, well experienced and diverse boards to guide and complement management leadership. DHI has established the Board Committee for Performance Management and the Nomination and Governance Committee to support the board in efficient decision making.

The SE Boards bears the ultimate responsibility for stewardship and performance of SEs; hence, their composition and functioning have a significant impact on the SEs' operational and financial performance. Boards of SEs are of the right size, comprise the right mix and include competent individuals through a selection process adopted by the MoF and DHI. Equally important is MoF's and DHI's efforts to ensure continuous training of Board members and that Board meetings are organized on a regular basis.

F. Year in Review

This section reports on the performance of the SE portfolio directly held by the MoF and DHI, covering 30 SEs. These SEs function across evenly distributed sectors, including agriculture, wholesale trade, transport, financial institutions, and other services (see **Error! Reference source not found.**).

Table 1. SE portfolio under the MoF and DHI

s.n	SE Name	Shareholding (Percent)
SEs under the MoF		By MoF
	Manufacturing	
1	National Housing Development Corporation Ltd. (NHDCL)	100
2	Kuensel Corporation Ltd. (Kuensel)	51
3	Bhutan Livestock Development Corporation Ltd. (BLDCL)	100
	Trading	
4	Food Corporation of Bhutan Ltd. (FCBL)	100
5	Bhutan Lottery Ltd. (BLL)	100
6	Bhutan Duty Free Ltd. (BDFL)	100
	Services	
7	Bhutan Postal Corporation Ltd. (BPC)	100
8	Bhutan Broadcasting Service Corporation Ltd. (BBSCL)	100
9	Royal Bhutan Helicopter Services Ltd. (RBHSL)	100
10	Farm Machinery Corporation Ltd. (FMCL)	100
11	Green Bhutan Corporation Ltd. (GBCL)	100
	Financial Institutions	
12	Bhutan Development Bank Ltd. (BDBL)	100
13	National CSI Development Bank Ltd. (NCSIDBL)	100
	Autonomous bodies/holding company	
14	National Pension and Provident Fund (NPPF)	100
15	Druk Holding and Investments (DHI)	100
SEs under DHI		By DHI
	Energy and Resources	
16	Druk Green Power Corporation Ltd. (DGPC)	100
17	Bhutan Power Corporation Ltd. (BPCL)	100
18	Natural Resources Development Corporation Ltd. (NRDCL)	100
19	State Mining Corporation Ltd. (SMCL)	100
	Communication and Transport	
20	Bhutan Telecom Ltd. (BTL)	100
21	Drukair Corporation Ltd. (Drukair)	100
	Finance	
22	Bank of Bhutan Ltd. (BOB)	89

	Real Estate and Construction	
23	Thimphu Tech Park Ltd. (TTPL)	100
24	Construction Development Corporation Ltd. (CDCL)	100
	Trading	
25	State Trading Corporation of Bhutan Ltd. (STCBL)	56.6
	Manufacturing	
26	Dungsam Cement Corporation Ltd. (DCCL)	89
27	Dungsam Polymers Ltd. (DPL)	51
28	Bhutan Board Products Ltd. (BBPL)	57.6
29	Koufuku International Private Ltd. (KIL)	100
30	MenjongSorig Pharmaceuticals Corporation Ltd. (MSPCL)	100

An overview of the financial and non-financial performance of the SEs is given below. All numbers are in Nu. Million (except mentioned otherwise) and all figures / tables reflect data for CY2021 unless explicitly stated otherwise.

i. Performance Overview and Trend Analysis

The financial analysis of the SEs has been bifurcated by shareholder to objectively evaluate the current financial position of these companies. To avoid any double counting of revenues or profits, the performance of DHI as a standalone company has been discussed separately. This is helpful because there is a clear difference in the size of the companies owned by each shareholder; in CY2021 the aggregate assets of the 29 SEs (excluding DHI) were Nu. 319,113 million, of which nearly 30 percent are under the MoF. The DHI standalone performance has been isolated because it functions as a holding company and its revenues are dependent upon dividends from its subsidiaries.

The portfolio of SEs (excluding DHI) have earned Nu. 56,936 million in revenue in CY2021, registering an increase of 16 percent from last year. On an aggregate the overall direct costs have also reduced by 10 percent, that led to an increase in profitability from Nu. 9,098 million in CY2020 to Nu. 16,104 million in CY2021 (Table 6). The SEs under DHI account for over 80 percent of revenues and 75 percent of the net profit.

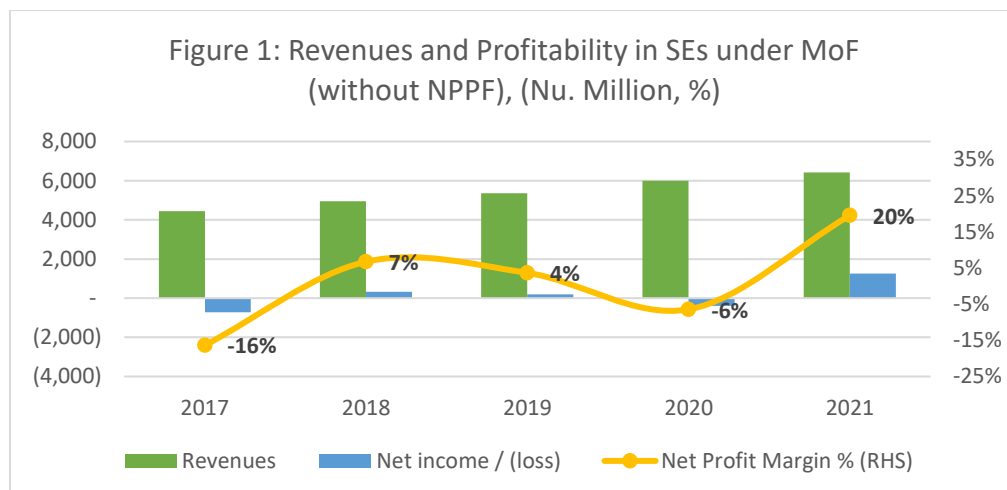
a) Performance of SEs under MoF (excluding DHI)

The SEs under MoF posted a profit after tax of Nu. 4,076 million in CY2021 compared to Nu. 1,717 million in previous year, which is an increase of 137 percent. Nearly 70 percent of the profits are driven by an autonomous body, the National Pension and Provident Fund (NPPF). The nature of the NPPF is different because of its non-commercial mandates with zero equity from the government and guaranteed revenue streams through pension contributions.

While the profit margins increased to 20 percent in CY2021 (Nu. 1,255 million), this was driven by National Housing Development Corporation Limited (NHDCL) (with a net income of Nu. 981 million) and Bhutan Development Bank Limited (BDBL) (Nu. 336 million) (**Error! Reference source not found.**). In CY2021, NHDCL's profit increased to Nu. 981.3 million due to the addition of a notional profit of Nu. 898.2 million for the fair valuation gain on the investment property. BDBL was able to reduce the

operating expenses by 70.9 percent due to the reduction of loan provisions, which contributed to the increase in the profit in 2021.

Figure 1. Revenues and Profitability in SEs under MoF (without NPPF), (Nu. Million, %)



There are only 5 companies under MoF that have reported a positive return out total 14 (excluding DHI standalone). These 5 companies collectively generated Nu. 4.3 million in profit, the remaining 9 companies have reported a loss in CY2021 (Table 2). The RBHSL, National CSI Development Bank Limited (NCSIDBL) and FCBL reported a similar level of loss in range of Nu. 41 - 47 million. The combined loss of the 5 SEs under MoF was Nu. 176 million in CY2021, historically these companies have consistently reported losses.

Table 2. Best and worst performing SEs under the MoF

	Top 5 Profitable SEs under MoF	CY2021 (Nu. Million)
1	National Pension and Provident Fund Limited	2,821
2	National Housing Development Corporation Limited	981
3	Bhutan Development Bank Limited	336
4	Bhutan Lottery Limited	94
5	Bhutan Duty Free Limited	43
	Total	4,275
	Top 5 Loss making SEs under MoF	CY2021 (Nu. Million)
1	Royal Bhutan Helicopter Services Limited	-47
2	National CSI Development Bank Limited	-44
3	Food Corporation of Bhutan Limited	-41
4	Bhutan Broadcasting Service Corporation Limited	-31
5	Bhutan Livestock Development Corporation Limited	-13
	Total	-176

The total assets of SEs under the MoF are Nu. 91,169 million, of which 51 percent are from the NPPF in the form of pension contributions, and 35 percent from the BDBL (Figure 2 and Figure 3). Assets have increased from Nu. 34,470 million in CY2019 to Nu. 44,680 million in CY2021 (excluding NPPF), an increase of 30 percent.

Figure 2. Total assets of SEs under MoF (Nu. Million)

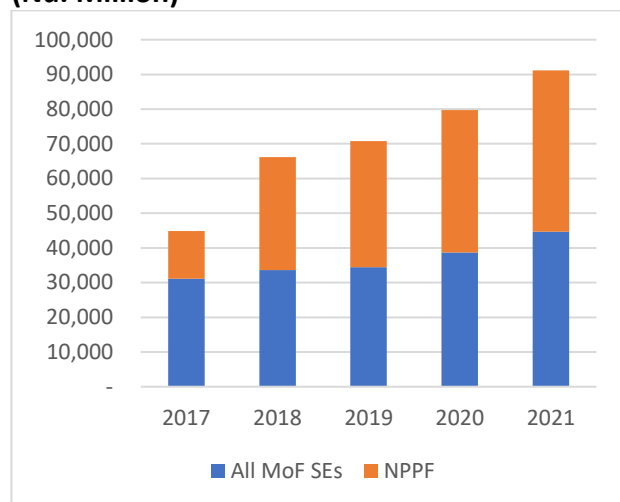


Figure 3. MoF SEs Share of Assets (Nu. Million)

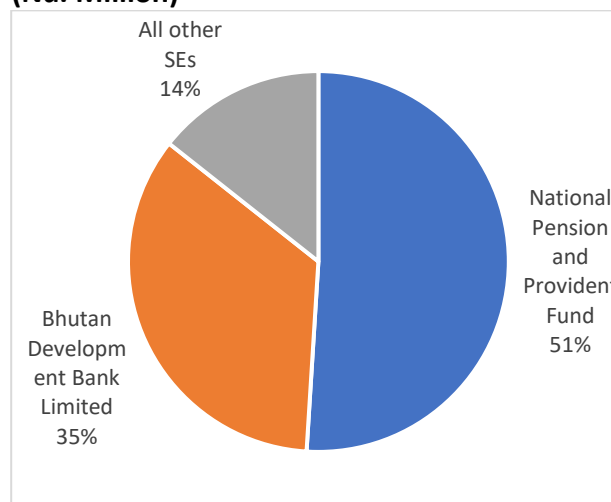


Table 3. Key Financial Statement items of SEs under MoF

MoF SEs (Excluding NPPF)					
	2017	2018	2019	2020	2021
Revenues	4,440	4,956	5,366	5,995	6,414
Net Profit / (Loss)	(726)	334	197	(385)	1,255
Total Assets	31,111	33,620	34,470	38,641	44,680
Total Equity	7,154	8,380	8,566	10,057	11,539
Total Liabilities	23,957	25,240	25,904	28,584	33,142

Extract of National Pension and Provident Fund Only					
	2017	2018	2019	2020	2021
Revenues	2,828	2,566	2,483	2,454	2,995
Net Profit / (Loss)	2,695	2,385	2,443	2,102	2,821
Total Assets	13,724	32,518	36,282	41,034	46,489
Total Equity	-	-	-	-	-
Total Liabilities	28,668	32,518	36,282	41,034	46,489

b) Performance of SEs under DHI

SEs under DHI in 2021 have generated a profit after tax of Nu. 12,028 million, which is an increase of 63 percent compared to 2020. The performance is driven by DGPC, State Mining Corporation Limited (SMCL), BTL and BPCL. While DGPC's overall revenue has decreased by 5.9 percent, the achievement is still outstanding given that power availability was 94 percent for the year. SMCL was able to achieve remarkable successes in all its mines thus the company's profitability surged by 332 percent. With the capacity enhancement and initiation of 5G network, BTL recorded a growth of 28.7 percent compared to previous year. The financial performance of the BPCL is far better this year as compared to that of the previous year. The company made a profit after tax of Nu.1,150 million, an increase of over 100 percent from the previous year.

Table 4. Key Financial Statement items of State Enterprises (SEs) under DHI

DHI SEs	2017	2018	2019	2020	2021
Revenues	40,849	40,802	42,843	40,605	47,528
Net Profit / (Loss)	8,342	8,172	10,733	7,381	12,028
Total Assets	162,466	166,431	192,503	212,606	227,922
Total Equity	78,523	79,091	83,540	82,640	85,064
Total Liabilities	83,606	86,729	107,957	128,631	142,009

The top 5 best performing SEs make up 85 percent of the total profits under DHI amounting to Nu 13,720 million. The DHI also has a few bad performing SEs, the Drukair Corporation Limited tops the list in CY2021 with a loss of Nu. 1,490 million, primarily owing to disruption in tourism operations globally due to the pandemic. While, Dungsam Cement Corporation Limited (DCCL) has consistently reported losses over the years with latest being Nu. 351 million (Table 5).

Table 5. Best and worst performing SEs under DHI

	Top 5 Profitable SEs under DHI	CY2021 (Nu. Million)
1	Druk Green Power Corporation Limited	5,097
2	State Mining Corporation Limited	4,992
3	Bhutan Telecom Limited	1,998
4	Bhutan Power Corporation Limited	1,150
5	Bank of Bhutan Limited	482
	Total	13,720
	Top 5 Loss making SEs under DHI	CY2021 (Nu. Million)
1	Drukair Corporation Limited	-1,490
2	Dungsam Cement Corporation Limited	-351
3	Construction Development Corporation Limited	-54
4	Dungsam Polymers Limited	-6
5	Natural Resources Development Corporation Limited	1

	Total	-1,900
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Overall, the SEs under MoF and DHI recorded a profit after tax of Nu. 16.1 billion in 2021 compared to Nu. 9.1 billion in 2020, a 77 percent increase. The overall SE portfolio performance is driven by DGPC, SMCL, NPPF and BTL. These SEs account for 35 percent of total assets, and 93 percent of total profitability. The financial statement of the entire SE portfolio is summarized in Table 4.

Total revenue of SEs in 2021 increased from Nu. 40.6 billion in 2020 to Nu. 47.5 billion, a 17 percent increase, mainly driven SEs under DHI. DGPC, BPCL and BTL are the major revenue earners in 2021, whereby DGPC accounts for 26 percent of total revenues, followed by BPCL making up 23 percent and 11 percent from BTL.

Table 6. Aggregate Financial statements of the SE portfolio (excluding DHI standalone) (Nu. Million)

Income Statement	2017	2018	2019	2020	2021	Percent change (y-o-y)
Revenues	47,828	48,073	50,693	49,054	56,936	16%
Cost of Sales	14,045	13,809	11,487	12,230	10,985	-10%
Gross Profit	31,927	30,410	32,104	29,941	36,077	20%
Administrative Expenses	(1,700)	(1,376)	(1,256)	(2,634)	(1,421)	-46%
Other Expenses	(8,219)	(5,904)	(4,581)	(3,595)	(3,812)	6%
Depreciation and amortization	(3,772)	(3,568)	(3,694)	(4,372)	(4,593)	5%
Operating Profit	18,237	19,562	22,573	19,339	26,252	36%
Interest expense	(838)	(656)	(463)	(496)	(185)	-63%
Interest Income	176	178	229	303	303	0%
Profit (loss) from affiliated companies	(29)	(33)	(30)	(15)	-	-100%
Profit (loss) before income tax	13,728	14,457	17,532	13,228	21,121	60%
Tax	(2,642)	(2,680)	(2,962)	(2,524)	(3,128)	24%
Net Profit / (Loss)	10,311	10,892	13,373	9,098	16,104	77%

Balance Sheet	2017	2018	2019	2020	2021	
Non-Current Assets	125,268	128,206	137,952	167,129	182,972	9%
Current Assets	82,038	103,782	125,337	125,214	136,143	9%
Total Assets	207,302	232,601	263,282	292,303	319,113	9%
						0%
Equity	85,970	87,882	92,789	93,426	96,595	4%
Non-Current Liabilities	55,693	61,786	74,048	83,243	118,938	43%
Current Liabilities	80,538	82,701	96,445	115,634	103,581	-11%
Total Liabilities	136,231	144,719	170,494	198,877	222,518	12%
Total Equity + Liabilities	207,302	232,601	263,282	292,303	319,113	9%

ii. Fiscal Analysis

In FY2020-21, DHI declared dividends of Nu. 3,021 million (1.6 percent to GDP) to the MoF, its shareholder. The declared dividend has decreased by 33 percent due to the pandemic affecting the profitability of the SEs. The dividend contribution by SEs under the MoF has increased from Nu. 13 million in 2020 to Nu. 90 million in FY2020-21 due to improved revenue performance of Bhutan Lottery Limited (BLL) and Bhutan Duty Free Limited (BDFL).

The DHI received dividends amounting to Nu. 8,026 million from its portfolio companies in CY2021 (Tables 7 and 8). The largest dividend contribution is from DGPC, which has consistently accounted for over 60 percent of total dividends, its primary earning comes from electricity generation and exports to India. SMCL has been an emerging contributor in the recent years because of new mining discoveries.

Table 7. Dividend Paid to DHI from its subsidiaries

Sr. No.	Company Name	CY2019	CY2020	CY2021
1	Bhutan Power Corporation Ltd. (BPCL)	883	412	461
2	Natural Resources Development Corporation Ltd. (NRDCL)	7	-	8
3	State Mining Corporation Ltd. (SMCL)	65	316	365
4	Bhutan Telecom Ltd. (BTL)	863	772	1,550
5	Drukair Corporation Ltd. (Drukair)	-	3	-
6	Bank of Bhutan Ltd. (BOB)	379	510	
7	Thimphu Tech Park Ltd. (TTPL)	9	2	22
8	Construction Development Corporation Ltd. (CDCL)			
9	State Trading Corporation of Bhutan Ltd. (STCBL)	19	14	-
10	Dungsam Cement Corporation Ltd. (DCCL)			
11	Dungsam Polymers Ltd. (DPL)			
12	Bhutan Board Products Ltd. (BBPL)			
13	Koufuku International Private Ltd. (KIL)			
14	MenjongSorig Pharmaceuticals Corporation Ltd. (MSPCL)			
15	Druk Green Power Corporation (DGPC)	4,500	5,133	5,600
16	Penden Cement Authority Limited (PCAL)	82		
17	Wood Craft Centre Limited (merged with NRDCL)	7	3	2
	Sub-total	6,813	7,165	8,006
18	Dividends from Associates and Portfolios			
19	Bhutan Ferro Alloys Limited	58	-	19
20	Bhutan National Bank Limited	41	3	
21	Royal Insurance Corporation of Bhutan	-	-	-
	Total Dividend income of DHI	6,912	7,169	8,026

Table 8. Dividend Payout ratio to MoF

		Dividend Paid to MoF		
	Details of Dividends Received by MoF	2019	2020	2021
A	Druk Holding and Investments (DHI)	4,100	4,532	3,021
B	Dividend Received by DHI from its Portfolio	6,912	7,169	8,026
	Payout Ratio (A/B)	59%	63%	38%

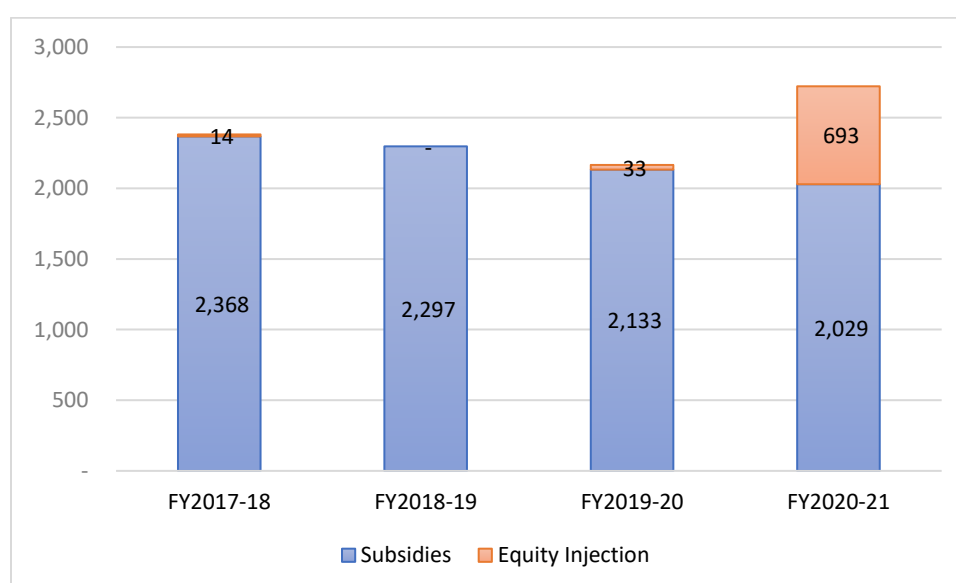
Total subsidies provided to SEs under the MoF have decreased by 4.9 percent from Nu. 2,132.67 million (1.2 percent to GDP) to Nu. 2,029.19 million (1.2 percent to GDP). The RGoB provides recurring subsidies to SEs for operational support, capital purchases, repayment of interest and principal on loan, subsidized electricity tariffs and hiring of farm machinery to farmers. Over the four years, the

amount provided for subsidized electricity for BPCL accounted for 78 percent of the Government support. BPCL supplies electricity at a subsidized rate and in turn Government provide the subsidy to BPCL. In FY 2020/21, the Government provided an electricity subsidy for BPCL amounting to 1,496.28 million which was decrease of 11.8 percent compared to last FY which led to decrease in the total subsidies for the year.

Equity injections to SEs amounted to Nu. 693.195 million in FY2020-21 (0.4 percent to GDP).

The government also invests equity and provides grants to SEs for undertaking various government schemes such as FCBL implemented buyback of potato and ginger. Over the period, as shown in figure 4, the equity provided by the Government has increased. The majority of the equity in FY 2020/21 was provided to the NCSIDBL for export financing and financing of CSI activities, and to FMCL for the purchase of machinery capacity development.

Figure 4. Trends in Subsidies and equity (Nu. Million)



The Government has an outstanding exposure of Nu. 4,903.88 million (2.8 percent of GDP) as of FY2020-21. The RGoB provides guarantees to SEs to facilitate borrowing at concessional terms. Guarantees were provided for priority sectors and socially beneficial projects, including affordable housing and agro based industries. In 2021 no new guarantee was issued to SEs. The majority of guarantee is provided to Drukair for the purchase of aircrafts (Table 8). As mandated by the Public Finance Act 2007 (amendment thereof), the Cabinet is the ultimate authority to approve the guarantee for SEs.

The SEs contributed Nu. 9,658 million (5.6 percent of GDP) in FY 2020-21 to government revenues in the form of corporate income tax (CIT) and dividends. SEs under the MoF contributed a total of Nu. 291.0 million in revenues in the form of CIT (Nu. 201.0 million) and dividends (Nu. 90 million), compared to Nu. 267.81 million in 2020. The increase was driven by BDBL, BLL and BDFL. DHI contributed Nu. 5,475.06 million in the form of CIT (Nu. 2,454.1 million) and dividend (Nu. 3,021 million). The SEs under DHI contributed Nu. 3,871.9 million in the form of CIT to DHI.

Table 9. Fiscal outlay and fiscal exposure components of SEs, FY 20/21

FY20/21	Fiscal Outlay (Annual outflow toward SEs)	
(All figures in Nu. Million)	Subsidies	Equity
Bhutan Broadcasting Service Corporation Limited	200.33	
Bhutan Livestock Development Corporation Limited	2.17	
Bhutan Postal Corporation Limited	56.16	
Drukair Corporation Limited	116.62	
Farm Machinery Corporation Limited	62.35	20.00
Food Corporation of Bhutan Limited	20.86	
Green Bhutan Corporation Limited	5.47	
National CSI Development Bank Limited	6.63	673.20
National Housing Development Corporation Limited	62.31	
Bhutan Power Corporation Limited	1,496.28	
Total	2,029.19	693.20

Table 10. Summary of Guarantee provided to SEs for 2021

Name of the beneficiary	Issue date	Issued by	Guaranteed		Years	Outstanding
Guaranteed by Government			USD	NU		NU
NHDCL	11-Sep-17	NPPF		890.00	20	732.16
BDBL	9-Mar-18	NPPF		521.00	5	174.83
Drukair	11-Feb-19	NPPF	36.60		11	2,564.52
Drukair	13-Aug-19	SDF	13.00		10	829.07
Total			49.60	2,026.89		4,903.88

iii. Analysis of Non-Financial Information

The SEs in 2021 employed 11,194 staff including officers and executive (3.5 percent of national employment). Total employment in SEs increased 2.9 percent from 2020 to 2021 (Figure 5). The SEs under the MoF, including DHI, employ 3,043 staff which is 26.2 percent of the total SEs staff. BDBL has the highest strength of employees with 660 staff, followed by FCBL employing around 487 staff. SEs under DHI employ the remaining 72.8 percent of total SEs employment. BPCL employs the highest number of staff with 2,415 employees, followed by DGPC with 1,641 staff. The number of women

employed by SEs increased by a 4.4 percent in the same period. BPCL is the largest employer under these SEs, accounting for 21.6 percent of total employment.

Figure 4. Employment trends (Number of employees)

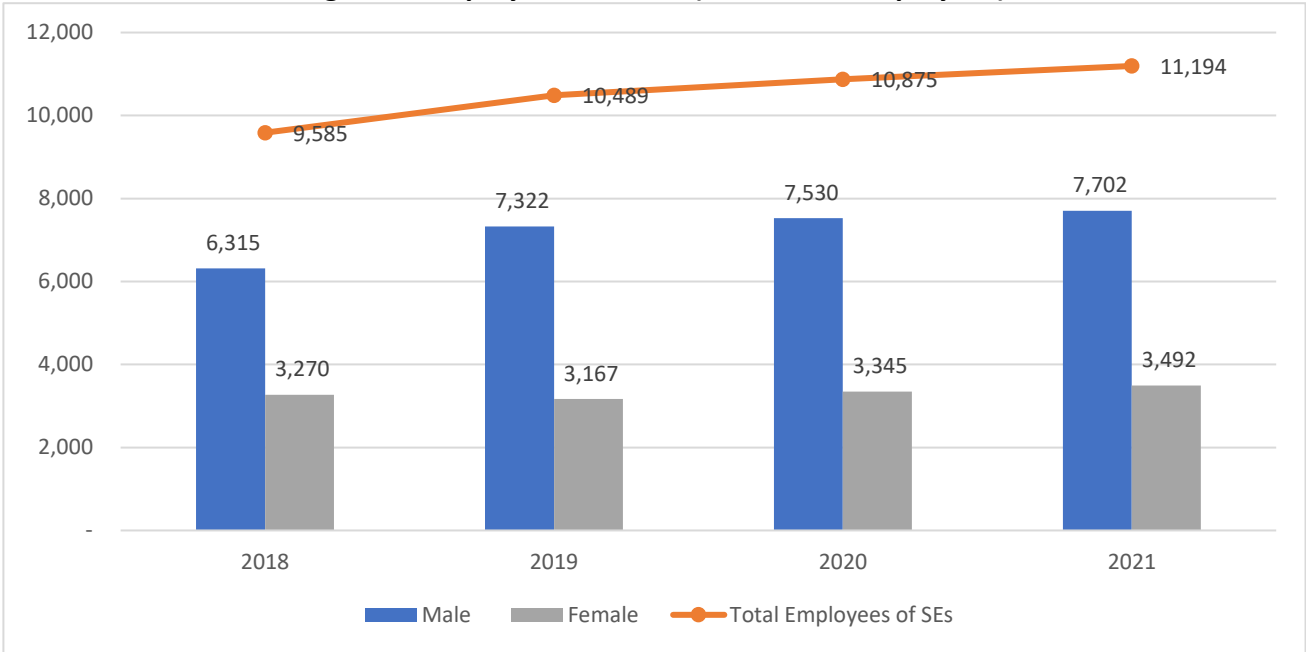


Figure 5. Top 5 Employers (Number of employees)

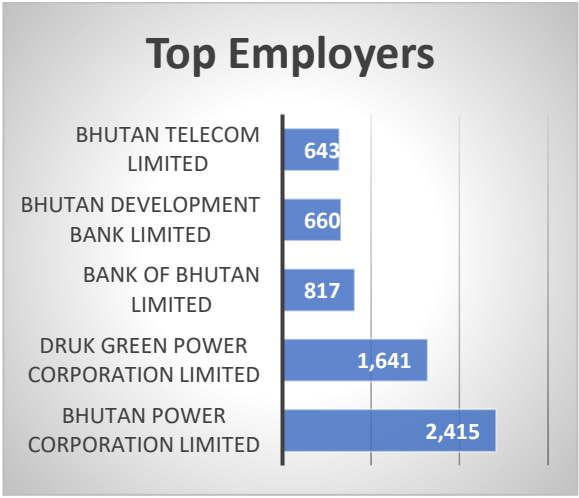
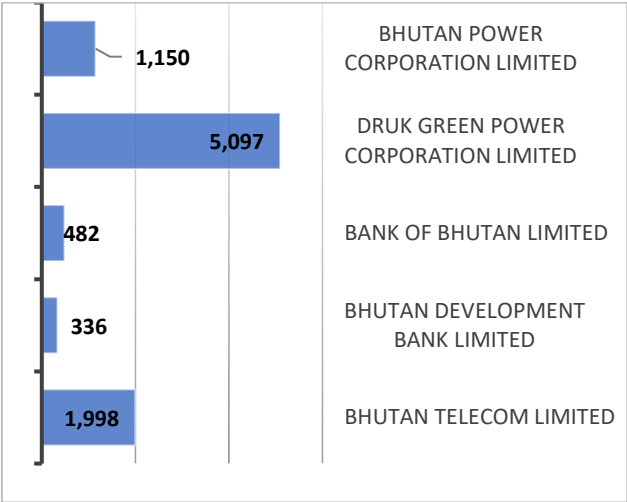


Figure 6. Profitability in Top 5 Employers (Nu. Million)



Efforts to maintain standards of Corporate Governance have been continued in 2021. While facing a particularly challenging year, SEs, MoF and DHI have continued their efforts to maintain standards of Corporate Governance. As part of the efforts of ICGD to enhance the quality of the SE performance report, a qualitative survey was undertaken of SE corporate governance. From the data collected following insights can be drawn:

- i. 14 SEs under the MoF and 14 SEs under DHI have reported that they publish their results publicly¹. All SEs are audited by statutory auditors and Royal Audit Authority indicating a positive step towards accountability and transparency. The timeliness of audits was challenging in 2021 due to COVID-19 restrictions.
- ii. 77 percent of SEs have functional internal audit departments.
- iii. 5 SEs have their stock publicly traded.
- iv. All SEs have annual performance compacts with management and shareholders. DHI and SEs under DHI are guided by the Corporate Governance Code, developed in 2013 based on the OECD Corporate Governance principles, which covers corporate governance framework and associated model charters and codes viz., Board Charter, Board Audit Committee Charter and Code of Conduct.

iv. Annual Performance Compacts

In 2021 the 13 SEs under the MoF have achieved 87 percent overall APC score on average (Table 9). All SEs that are directly controlled by the MoF have signed an APC as of May 2020. The APC links key performance indicators to financial and non-financial indicators (i.e., corporate governance). In addition, the MoF introduced the Performance Based Variable Incentive (PBVI), a performance-based incentive system based on the achievement of targets. The PBVI will range from 15 percent of the basic pay per annum (satisfactory category) to 50 percent (excellent category). The PBVI benefit for 2021 was suspended because of the ongoing economic situation. The APCs are discussed at the SE management and the Board level, closely aligned with the SE's strategic plan. Subsequently, the portfolio ministries and the MoF set the targets for each SE. The APC performance is being reviewed by the Board, and subsequently vetted by the MoF. Some SEs also requested their statutory auditors to review the performance, which the MoF considers best practice.

DHI also signs individual APCs with its SEs. However, information on those will be collected and disclosed in the subsequent annual reports.

¹ The Companies Act of Bhutan 2016, section 179 mandates the company to conduct the AGM on or before 30th April. And after the AGM is conducted section 393 mandates the companies to publish the annual report on its website.

Table 11. Annual performance compact status and performance in 2021

s.n	Company	Major Shareholder	APC Status (Yes/No)	APC Achievement (Financial)	APC Achievement (Non-financial)	APC Achievement (Total)
I	Manufacturing					
1	National Housing Development Corporation Ltd.	MOF	Yes	22.6%	44.0%	66.6%
2	Bhutan Livestock Development Corporation Ltd.	MOF	Yes	45.0%	40.7%	85.7%
II	Trading					
3	Food Corporation of Bhutan Limited	MOF	Yes	45.0%	38.3%	83.3%
4	Bhutan Lottery Ltd.	MOF	Yes	50.0%	47.0%	97.0%
5	Bhutan Duty Free Ltd.	MOF	Yes	50.0%	42.4%	92.4%
III	Services					
6	Bhutan Postal Corporation Ltd.	MOF	Yes	25.0%	42.5%	67.5%
7	Bhutan Broadcasting Service Ltd.	MOF	Yes	50.0%	47.0%	97.0%
8	Royal Bhutan Helicopter Services Ltd.	MOF	Yes	45.0%	50.0%	95.0%
9	Farm Machinery Corporation Ltd.	MOF	Yes	49.2%	37.9%	87.1%
10	Green Bhutan Corporation Ltd.	MOF	Yes	50.0%	36.6%	86.6%
11	Kuensel corporation	MOF	No	N/A		
IV	Financial Services					
12	Bhutan Development Bank Ltd.	MOF	Yes	47.0%	50.0%	97.0%
13	National CSI Development Bank Ltd.	MOF	Yes	37.5%	41.5%	79.0%
V	Other					
14	National Pension and Provident Fund	MOF	Yes	49.8%	47.5%	97.3%

G. Reforms and Way Forward

The growth of the SE portfolio has increased significantly over the past years, which will require strengthened SE monitoring and management by the MoF and DHI. With growing complexities in the governance of SEs, the responsibility of the governing authority as the nodal agency is becoming more crucial. The role of governing authorities of SEs has become even more complex and increased manifold especially in terms of monitoring and evaluating performance and providing support to SEs in terms of financing, investment, and corporate governance.

Going forward, the MoF will refine the performance management system for SEs under the MoF. MoF will revisit the Performance Management System (PMS) guideline to ensure that the performances of the SEs are monitored more frequently and initiate corrective measures for SEs. The same applies to SEs under DHI. The format for APC reporting for both SEs under MoF and DHI will be relooked into including the weightage for financial and non-financial performance indicators. In 2021 for SEs under MoF, APC was signed among the MoF, portfolio ministry, and CEO. However, the Board Chair was not involved into signing the APC and thus the MoF will consider including Board Chair in future.

The MoF will further conduct a study to assess drivers of profitability of loss-making SEs considering the poor performance and fiscal risks stemming from these SEs. The monthly, quarterly and annually performance will be conducted and evaluated consistently to track their financial performance. This will enable the MoF and DHI to allocate resources effectively and efficiently and in right manner. As mandated by the Public Finance Act, the ministry will review those SEs under MoF and DHI who have overlapping mandates and assess for amalgamation of these SEs. Furthermore, SEs who are getting the subsidies and equity will be reviewed and no free money will be provided to SEs. There is a need to address the underlying causes for the leakages and improve the performance of these SEs, to effectively utilize the support given and avoid increasing the exposure moving forward.

Annex-1 – Individual SE reporting

One-page snapshots for individual SEs are available on the following pages in the below order:

Sr. No.	Company Name	Short
1	Bhutan Broadcasting Service Corporation Limited	BBSCCL
2	Bhutan Development Bank Limited	BDBL
3	Bhutan Duty Free Limited	BDFL
4	Bhutan Livestock Development Corporation Limited	BLDCL
5	Bhutan Lottery Limited	BLL
6	Bhutan Postal Corporation Limited	BPCL
7	Druk Holding and Investments Limited	DHI
8	Farm Machinery Corporation Limited	FMCL
9	Food Corporation of Bhutan Limited	FCBL
10	Green Bhutan Corporation Limited	GBCL
11	Kuensel Corporation Limited	KCL
12	National CSI Development Bank Limited	NCSIDBL
13	National Housing Development Corporation Limited	NHDCL
14	National Pension and Provident Fund Limited	NPPF
15	Royal Bhutan Helicopter Services Limited	RBHSL
17	Druk Green Power Corporation Limited	DGPC
18	Bhutan Power Corporation Limited	BPCL
19	Bhutan Telecom Limited	BTL
20	Construction Development Corporation Limited	CDCL
21	Drukair Corporation Limited	DACL
22	Koufuku International Limited	KIL
23	Menjong Sorig Pharmaceuticals Corporation Limited	MSPCL
24	Natural Resources Development Corporation Limited	NRDCL
25	State Mining Corporation Limited	SMCL
26	Thimphu TechPark Limited	TTL
27	Bank of Bhutan Limited	BOBL
28	Dungsam Cement Corporation Limited	DCCL
29	Dungsam Polymers Limited	DPL
30	State Trading Corporation of Bhutan Limited	STCBL

Nature of Business

2 Bhutan Development Bank Limited

State Enterprises Annual Report 2021

Company Information

Nature of Business

BDB functions as a domestic development bank. It is the only Bank that gives focus to the rural farmers and runs the nation-wide credit program, which mainly provide seasonal, small and medium term loans to the country's small farmers. It had also commenced its Industrial Lending operations providing term finance and working capital for industrial and Agro-based ventures. Other Mandates:

Enhance income of the people thereby improve standard of living through provisions of financial services. Alleviate poverty; Provide technical and advisory services to the enterprises; Mobilize external and internal funds for investments.

Sector	
FINANCIAL AND INSURANCE ACTIVITIES	
Company Type	Year Established
Public Limited Company	1988
Chief Executive Officer	Listing Status
Phub Dorji	Non-listed

Employment

Year	Female	Male
2021	327	333
2020	327	333
2019	312	310
2018	317	329

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
97%	2%	1%

Board of Directors

Name	Position	Gender	DOA
1 Mr. Lekzang Dorji	Chairman	Male	24/01/2018
2 Mr. Nima Wangdi	Member	Male	18/05/2017
3 Mr. Ugyen Penjore	Member	Male	09/08/2010
4 Mr. Phub Tshering	Member	Male	21/03/2014
5 Mr. Pema Wangdi	Member	Male	10/04/2016
6 Mr. Dhak Tshering	Member	Male	27/06/2018
7 Mr. Phub Dorji	CEO	Male	31/03/2016
8			
9			
10			

Annual Highlights

- Initiated structural reforms for expediting the service delivery process and enhance efficiency by removing additional layers in the Bank's organogram.

- the Project Rehabilitation Division is being established mainly to carry out detailed study on the NPLs and related issues.

- the Internal Audit Department has been bifurcated into Audit and Follow-up Divisions. A revamp of the Department is expected to assume bigger role in taking corrective and proactive actions to minimize risks.

Income Statement

	2021	2020	2019	2018
Revenues	640.1	2,327.8	2,327.8	2,411.6
Cost of Sales	(96.5)	96.5	(1,726.0)	(1,539.7)
Gross Profit	736.6	736.6	601.8	871.9
Administrative Expenses	-	-	-	-
Other Expenses	(255.6)	(255.6)	(668.0)	(786.1)
Interest Income	-	-	-	-
Affiliated companies	-	-	(15.4)	(30.0)
Tax	(186.8)	(186.8)	(72.8)	53.2
Net Profit / (Loss)	336.0	336.0	(139.7)	127.5

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	31,591.1	31,591.1	27,893.2	4,766.2
Current Assets	-	-	-	20,993.1
Total Assets	31,591.1	31,591.1	27,893.2	25,759.3
Equity	2,865.7	2,865.7	2,544.8	2,733.7
Non Current Liabilities	28,725.3	28,725.3	1,677.4	1,203.4
Current Liabilities	-	-	23,671.0	21,822.3
Total Liabilities	28,725.3	28,725.3	25,348.4	23,025.7
Total Equity + Liabilities	31,591.0	31,591.0	27,893.2	25,759.3

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	11.7%	11.7%	-5.5%	4.7%
Return on Assets (ROA)	1.1%	1.1%	-0.5%	0.5%
Current Ratio	-	-	-	1.0
Debt/Equity Ratio	10.02	10.02	9.96	8.42

3 Bhutan Duty Free Limited

State Enterprises Annual Report 2021

Company Information

Nature of Business

Bhutan Duty Free Limited (BDFL) is a trading company which deals in import and sale of high end duty free goods to privileged persons and diplomats.

Sector	
WHOLESALE AND RETAIL TRADE;	
Company Type	Year Established
Public Limited Company	2016
Chief Executive Officer	Listing Status
Karma Loday	Non-listed

Employment

Year	Female	Male
2021	16	13
2020	16	13
2019	16	13
2018	17	10

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
100%	0%	0%

Board of Directors

Name	Position	Gender	DOA
1 Dasho Nim Dorji	Chairman	Male	18/05/2017
2 Mr. Sonam Tenzin	Member	Male	18/09/2015
3 Mr. Karma Wangchuk	Member	Male	18/05/2017
4 Mr. Chhime Tshering	Member	Male	12/01/2017
5 Mr. Karma Loday	CEO	Male	12/09/2019
6			
7			
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9			
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Annual Highlights

- During the year, BDFL introduced new varieties of whiskies, wines and other food stuff and consumable items.
- Liquors includes Jim Beam Honey, Old Monk, Born West & Henkell Blanc.
- The new perfumes and cosmetics introduced includes Laneige, Sulwhasoo. Christian Doir, Channel, Lancome & Tiffnay and many others.

Income Statement

	2021	2020	2019	2018
Revenues	190.2	135.0	135.0	209.3
Cost of Sales	(105.7)	105.7	(78.9)	(119.8)
Gross Profit	84.5	84.5	56.1	89.5
Administrative Expenses	(17.5)	(17.5)	(16.4)	(12.0)
Other Expenses	(6.0)	(6.0)	(7.5)	(8.9)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	(17.9)	(17.9)	(9.0)	19.8
Net Profit / (Loss)	43.0	43.0	23.2	88.4

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	13.0	13.0	13.6	13.9
Current Assets	215.1	215.1	177.1	201.5
Total Assets	228.1	228.1	190.7	215.5
Equity	205.7	205.7	177.2	195.6
Non Current Liabilities	2.1	2.1	1.1	0.6
Current Liabilities	20.4	20.4	12.4	19.2
Total Liabilities	22.4	22.4	13.5	19.8
Total Equity + Liabilities	228.1	228.1	190.7	215.5

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	20.9%	20.9%	13.1%	45.2%
Return on Assets (ROA)	18.9%	18.9%	12.1%	41.0%
Current Ratio	10.6	10.6	14.3	10.5
Debt/Equity Ratio	0.11	0.11	0.08	0.10

4 Bhutan Livestock Development Corporation Limited

State Enterprises Annual Report 2021

Company Information

Nature of Business

BLDC is a SOE that works toward food security, particularly in livestock products by engaging in production, aggregation, value addition and marketing. The company currently has production farms like dairy, poultry, fishery and piggery in Samrang Samdrup Jongkhar, Relangthang Sarpang, Haa, Yusipang Thimphu and a value addition centre in Serbithang. The company has its retail outlets in strategic locations in Thimphu and franchise/ agents through private entrepreneurs in other dzongkhags. The company by its nature of business requires to work closely with individual farmers, farmers' groups and cooperatives, Department of Livestock and BAFRA.

Sector	
AGRICULTURE, FORESTRY AND FISHING	
Company Type	Year Established
Public Limited Company	2017
Chief Executive Officer	Listing Status
Jigme Wangchuk	Non-listed

Employment

2021	75	106
2020	75	106
2019	64	91
2018	66	71

Female Male

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
100%	0%	0%

Annual Highlights

- The company opened three outlets in Thimphu and Monggar.
- Signed a franchise agreement with shopkeepers.
- Considering the importance of the Human Resource, BLDCL sent 84 employees to training and workshops.

Board of Directors

Name	Position	Gender	DOA
1 Ms. Tashi Yangzome Dorji	Chairman	Female	03/05/2021
2 Mr. Tshewang Tashi	Member	Male	03/05/2021
3 Bhim Prasad Neopany	Member	Male	03/05/2021
4 Mr. Sonam Dorji	Member	Male	03/05/2021
5 Mr. Jigme Wangchuk	CEO	Male	01/08/2020
6			
7			
8			
9			
10			

Income Statement

	2021	2020	2019	2018
Revenues	309.2	233.8	233.8	44.6
Cost of Sales	(262.7)	262.7	(179.1)	(67.2)
Gross Profit	46.5	46.5	54.7	(22.6)
Administrative Expenses	(23.2)	(23.2)	(15.2)	(11.7)
Other Expenses	(36.4)	(36.4)	(34.0)	(36.6)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	-	-	-	-
Net Profit / (Loss)	(13.2)	(13.2)	5.5	(70.9)

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	464.1	464.1	385.9	391.1
Current Assets	87.0	87.0	255.0	8.5
Total Assets	551.1	551.1	640.9	399.6
Equity	350.2	350.2	352.6	347.1
Non Current Liabilities	185.5	185.5	242.7	15.2
Current Liabilities	15.4	15.4	45.6	37.3
Total Liabilities	200.9	200.9	288.3	52.5
Total Equity + Liabilities	551.1	551.1	640.9	399.6

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	2
Grants	-
Loans / Gurantees	-
	2

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	-3.8%	-3.8%	1.6%	-20.4%
Return on Assets (ROA)	-2.4%	-2.4%	0.9%	-17.7%
Current Ratio	5.7	5.7	5.6	0.2
Debt/Equity Ratio	0.57	0.57	0.82	0.15

5 Bhutan Lottery Limited

State Enterprises Annual Report 2021

Company Information

Nature of Business

Operation of different lottery products like preprinted paper lotteries, scratch card games, bumper lotteries, lotto Jackpot and interactive games (Crosswords and Bingo games).

Beneficiaries: Public players

Government's role in SoE: Shareholder and appointment of Board

Sector	
ARTS, ENTERTAINMENT AND RECREATION	
Company Type	Year Established
Public Limited Company	2015
Chief Executive Officer	Listing Status
Mr. Phenphay R Drukpa	Non-listed

Employment

2021	13	12
2020	13	12
2019	7	10
2018	7	10

Female Male

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
100%	0%	0%

Board of Directors

Name	Position	Gender	DOA
1 Dasho Nim Dorji	Chairman	Male	21/10/2016
2 Mr. Tashi Penjore	Member	Male	21/10/2016
3 Mr. Sonam Tenzin	Member	Male	21/10/2016
4 Mr. Phenphay R Drukpa	CEO	Male	18/04/2016
5			
6			
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10			

Annual Highlights

- Introduced the e-lottery games in the second quarter of the year to cater to the changing demand of the players and to mitigate the impact of Covid-19 pandemic on the sale of lottery tickets
- Development of e-lottery software and e-lottery games.
- Continuous up gradation of in-house lottery management system without hiring any expertise.

Income Statement

	2021	2020	2019	2018
Revenues	696.3	140.7	140.7	224.0
Cost of Sales	(9.8)	9.8	(8.6)	(6.9)
Gross Profit	686.5	686.5	132.1	217.1
Administrative Expenses	(33.2)	(33.2)	(7.9)	(11.0)
Other Expenses	(526.2)	(526.2)	(110.2)	(168.8)
Interest Income	6.0	6.0	6.2	3.3
Affiliated companies	-	-	-	-
Tax	(39.2)	(39.2)	(6.1)	(12.2)
Net Profit / (Loss)	93.9	93.9	14.1	28.4

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	127.2	127.2	98.3	102.8
Current Assets	138.5	138.5	30.6	42.8
Total Assets	265.7	265.7	128.9	145.6
Equity	199.9	199.9	112.2	118.1
Non Current Liabilities	2.5	2.5	1.8	1.2
Current Liabilities	63.3	63.3	14.9	26.3
Total Liabilities	65.8	65.8	16.7	27.5
Total Equity + Liabilities	265.7	265.7	128.9	145.6

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-
	-

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	47.0%	47.0%	12.6%	24.0%
Return on Assets (ROA)	35.3%	35.3%	10.9%	19.5%
Current Ratio	2.2	2.2	2.1	1.6
Debt/Equity Ratio	0.33	0.33	0.15	0.23

Company Information

Nature of Business

To deliver high quality postal and related services that will enhance the well-being of the Bhutanese people, thereby making Gross National Happiness (GNH) a reality

Sector	
OTHER SERVICE ACTIVITIES	
Company Type	Year Established
Public Limited Company	1996
Chief Executive Officer	Listing Status
Karma Nidup	Non-listed

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
100%	0%	0%

Annual Highlights

- Granted the license to engage in Securities Brokerage Service by RMA.
- Launched Hire Vehicle System on 21st February, 2021.
- 21 Designated Operator of EMS was awarded the EMS Customer Care Award 2021.

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	56
Grants	-
Loans / Gurantees	-
	56

Employment

	2021	2020	2019	2018
	81	81	77	77
	140	140	156	133
	Female	Male		

Board of Directors

Name	Position	Gender	DOA
1 Dasho Phuntsho Tobgay	Chairman	Male	13/03/2020
2 Mr. Jigme Namgyel	Member	Male	13/03/2020
3 Ms. Rinchen Lhazom	Member	Female	13/03/2020
4 Mr. Dilli Ram Dhungyel	Member	Male	13/03/2020
5 Mr. Karma Nidup	CEO	Male	13/03/2020
6			
7			
8			
9			
10			

Income Statement

	2021	2020	2019	2018
Revenues	217.3	123.5	123.5	184.0
Cost of Sales	(97.6)	97.6	(91.4)	(82.4)
Gross Profit	119.6	119.6	32.1	101.6
Administrative Expenses	(108.3)	(108.3)	(50.7)	(59.6)
Other Expenses	(1.6)	(1.6)	(17.2)	(24.6)
Interest Income	6.4	6.4	11.4	7.7
Affiliated companies	-	-	(0.0)	(0.0)
Tax	-	-	-	(12.1)
Net Profit / (Loss)	(1.3)	(1.3)	(24.3)	13.1

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	345.9	345.9	281.4	249.8
Current Assets	204.1	204.1	182.4	230.8
Total Assets	550.1	550.1	463.8	480.6
Equity	256.3	256.3	182.4	205.8
Non Current Liabilities	191.1	191.1	175.2	139.0
Current Liabilities	102.6	102.6	106.2	135.8
Total Liabilities	293.8	293.8	281.3	274.9
Total Equity + Liabilities	550.1	550.1	463.8	480.6

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	-0.5%	-0.5%	-13.3%	6.4%
Return on Assets (ROA)	-0.2%	-0.2%	-5.2%	2.7%
Current Ratio	2.0	2.0	1.7	1.7
Debt/Equity Ratio	1.15	1.15	1.54	1.34

Company Information

Nature of Business

A holding company for the Government Linked Companies (GLCs), DHI's primary mandates are to strengthen Corporate Governance (CG), enhance performance of the GLCs by making them responsible and accountable for their performance, raise funds for investments and maximize return on investments. DHI's portfolio spreads across sectors such as energy and resources; communication and transportation; financial services; real estate and construction; and trading. Currently holds shares in 21 portfolio companies.

Sector	
PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES	
Company Type	Year Established
Autonomous Body	2007
Chief Executive Officer	Listing Status
Dasho Karma Yezer Raydi	Non-listed

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
100%	0%	0%

Annual Highlights

- Provided financial support to Nimalung Dratshang, Thangtong Maha Sidhna Foundations, Zabsang Tharlam Lhundrupling Goenpa, Zung Dratshang and Sang Ngag Choehoekhor Dho Nga Tenpaling.
- Provided financial support for release of music video, Royal Kanjur Project and Thumshing La Chorten Construction.

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-

Employment

	2021	2020	2019	2018
	38	38	22	0
	92	92	50	

Female Male

Board of Directors

Name	Position	Gender	DOA
1 Dasho Ugen Chewang	Chairman	Male	27/07/2018
2 Mr. Nim Dorji	Member	Male	21/07/2016
3 Dasho Pema Chewang	Member	Male	17/11/2018
4 Mr. Thinley Namgyel	Member	Male	17/11/2018
5 Mr. Kinga Tshering	Member	Male	17/11/2018
6 Mr. Dechen Dorji	Member	Male	17/11/2018
7 Dasho Karma Yezer Raydi	CEO	Male	27/11/2015
8			
9			
10			

Income Statement

	2021	2020	2019	2018
Revenues	8,357.0	7,443.5	7,443.5	7,224.2
Cost of Sales	-	-	-	-
Gross Profit	8,357.0	8,357.0	7,443.5	7,224.2
Administrative Expenses	(147.4)	(147.4)	(691.2)	(120.9)
Other Expenses	(4.8)	(4.8)	(9.8)	(6.4)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	(2,463.1)	(2,463.1)	(2,089.0)	(2,128.8)
Net Profit / (Loss)	5,741.8	5,741.8	4,653.5	4,968.1

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	63,377.7	63,377.7	59,541.3	57,798.3
Current Assets	5,935.0	5,935.0	6,609.5	7,020.9
Total Assets	69,312.6	69,312.6	66,150.9	64,819.2
Equity	65,872.5	65,872.5	63,681.4	62,372.9
Non Current Liabilities	1,689.8	1,689.8	1,443.6	1,466.5
Current Liabilities	1,750.2	1,750.2	1,025.9	979.7
Total Liabilities	3,440.0	3,440.0	2,469.5	2,446.2
Total Equity + Liabilities	69,312.5	69,312.5	66,150.8	64,819.1

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	8.7%	8.7%	7.3%	8.0%
Return on Assets (ROA)	8.3%	8.3%	7.0%	7.7%
Current Ratio	3.4	3.4	6.4	7.2
Debt/Equity Ratio	0.05	0.05	0.04	0.04

8 | Farm Machinery Corporation Limited

State Enterprises Annual Report 2021

Company Information

Nature of Business

FMCL is mandated to provide farm mechanization goods and services to the Bhutanese farming community at an affordable price. Specifically the FMCL has to carry out the following activities; Hiring of farm machinery to farmers and other stakeholders throughout the country; Sales of farm machinery, implements and spare parts; Repair and maintenance of farm machinery; Fabricate farm machinery, implements and spare parts; Sales of Petroleum Oil and Lubricant (POL) and others; Commercial / Contract Farming.

Sector	
AGRICULTURE, FORESTRY AND FISHING	
Company Type	Year Established
Public Limited Company	2016
Chief Executive Officer	Listing Status
Karma Thinley	Non-listed

Employment

Year	Female	Male
2021	63	209
2020	63	209
2019	48	218
2018	49	241

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
100%	0%	0%

Board of Directors

Name	Position	Gender	DOA
1 Mr. Sonam Penjor	Chairman	Male	05/03/2021
2 Mr. Jambay Dorji	Member	Male	05/03/2021
3 Mr. Namgay Thinley	Member	Male	05/03/2021
4 Ms. Rinzin Pemo	Member	Female	05/03/2021
5 Mr. Karma Thinley	CEO	Male	05/03/2021
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Annual Highlights

- Mega Green House was established to protection of tender or off-season plants against excessive cold or heat.
- The Company and B&B Korea Co. signed a Memorandum of Understanding (MoU) for the establishment of a Bio Fertilizer Company in Bhutan
- Establishment of commercial farm (Land development/revival of fallow land including SHFP).

Income Statement

	2021	2020	2019	2018
Revenues	287.0	203.9	203.9	184.5
Cost of Sales	-	-	-	-
Gross Profit	287.0	287.0	203.9	184.5
Administrative Expenses	(93.0)	(93.0)	(85.1)	(87.5)
Other Expenses	(196.6)	(196.6)	(130.6)	(102.3)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	0.4	0.4	(1.0)	1.2
Net Profit / (Loss)	(2.3)	(2.3)	(12.7)	(4.2)

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	158.1	158.1	135.1	114.5
Current Assets	263.4	263.4	308.6	193.6
Total Assets	421.5	421.5	443.7	308.1
Equity	276.3	276.3	326.0	187.0
Non Current Liabilities	7.6	7.6	2.5	1.5
Current Liabilities	137.6	137.6	115.3	119.6
Total Liabilities	145.2	145.2	117.7	121.1
Total Equity + Liabilities	421.5	421.5	443.7	308.1

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	62
Grants	14
Loans / Gurantees	-
Total	76

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	-0.8%	-0.8%	-3.9%	-2.2%
Return on Assets (ROA)	-0.5%	-0.5%	-2.9%	-1.4%
Current Ratio	1.9	1.9	2.7	1.6
Debt/Equity Ratio	0.53	0.53	0.36	0.65

9 Food Corporation of Bhutan Limited

State Enterprises Annual Report 2021

Company Information

Nature of Business

Food Corporation of Bhutan Limited (FCBL) with aim to have centralized procurement and distribution system for supply of essential food across the country also involved in fast moving consumer goods (FMCG) business. It has 23 depots, five retail outlets and 173 farm shops catering business and services to relevant clients across the country.

Key Functions:

Maintaining adequate essential food reserves for the nation at all times; Trading essential food and fast moving commodities; Support marketing of agricultural products at fair price; Facilitating the School Feeding Program of the Royal Government of Bhutan.

Sector	
WHOLESALE AND RETAIL TRADE;	
Company Type	Year Established
Public Limited Company	1974
Chief Executive Officer	Listing Status
Naiten Wangchuk	Non-listed

Employment

2021	198	289
2020	198	289
2019	208	290
2018	219	313

Female Male

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
100%	0%	0%

Board of Directors

Name	Position	Gender	DOA
1 Dasho Sangay Duba	Chairman	Male	03/05/2021
2 Ms. Kinley Tshering	Member	Female	03/05/2021
3 Mr. Sonam Tshering Dorji	Member	Male	03/05/2021
4 Mr. Naiten Wangchuk	CEO	Male	03/05/2021
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Annual Highlights

- The central and regional warehouses, having the capacity of 1000MT and above, have been mechanized with the telescopic belt and flexible conveyors.
- Completed the construction of Food Reserve Warehouse of 2000 MT capacity in Samdrup Jongkhar.
- A quinoa processing machine of worth Nu.3.50 million funded by the Enhanced Integrated Framework (EIF) through Department of Trade (DoT) was successfully installed in Phuentsholing. The machine input capacity is 500kg/hr.

Income Statement

	2021	2020	2019	2018
Revenues	2,363.7	2,253.6	2,253.6	1,487.1
Cost of Sales	(2,497.0)	2,497.0	(2,348.6)	(1,480.1)
Gross Profit	(133.3)	(133.3)	(95.0)	7.0
Administrative Expenses	28.0	28.0	(26.7)	(32.9)
Other Expenses	22.7	22.7	(35.9)	(22.4)
Interest Income	4.8	4.8	3.4	2.5
Affiliated companies	-	-	-	-
Tax	-	-	-	(2.0)
Net Profit / (Loss)	(41.3)	(41.3)	(112.0)	(8.5)

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	232.9	232.9	175.1	176.3
Current Assets	1,278.2	1,278.2	1,367.4	533.4
Total Assets	1,511.1	1,511.1	1,542.5	709.8
Equity	911.5	911.5	952.8	306.5
Non Current Liabilities	326.1	326.1	143.3	137.3
Current Liabilities	273.5	273.5	446.3	266.0
Total Liabilities	599.6	599.6	589.6	403.3
Total Equity + Liabilities	1,511.1	1,511.1	1,542.5	709.8

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	21
Grants	47
Loans / Gurantees	350
	418

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	-4.5%	-4.5%	-11.8%	-2.8%
Return on Assets (ROA)	-2.7%	-2.7%	-7.3%	-1.2%
Current Ratio	4.7	4.7	3.1	2.0
Debt/Equity Ratio	0.66	0.66	0.62	1.32

Company Information

Nature of Business

The core mandates of GBCL include, carry out all plantation program across the country, landscape development and greening including reclamation of degraded environment, plantation of medicinal and ornamental plants, collaborate with private sector/FDI in executing landscape development and commercial plantation, floriculture, providing awareness on environment policies and programs.

Sector	
AGRICULTURE, FORESTRY AND FISHING	
Company Type	Year Established
Public Limited Company	2017
Chief Executive Officer	Listing Status
Damber Singh Rai	Non-listed

Employment

2021	19	29
2020	19	29
2019	15	25
2018	30	34

Female Male

Shareholding Pattern

Ministry of Finance Other State Enterprises Private Sector

100%

0%

0%

Annual Highlights

- GBCL completed 302.72 ha of plantation maintenance with approved technical sanction. The funding of plantation maintenance was from Bhutan For Life and RGOB.
- During the year, GBCL worked with Dzongkhag Administration of Bumthang, Phuentsholing Thromde and Jigmeling Industrial Park Development.

Board of Directors

Name	Position	Gender	DOA
1 Mr. Dorji Dhradhul	Chairman	Male	03/05/2021
2 Dr. Lam Dorji	Member	Male	03/05/2021
3 Mr. Rikesh Gurung	Member	Male	03/05/2021
4 Mr. Kinley Tshering	Member	Male	03/05/2021
5 Mr. Damber Singh Rai	CEO	Male	01/12/2021
6			
7			
8			
9			
10			

Income Statement

	2021	2020	2019	2018
Revenues	25.5	55.7	55.7	38.5
Cost of Sales	-	-	-	-
Gross Profit	25.5	25.5	55.7	38.5
Administrative Expenses	(3.7)	(3.7)	(7.0)	(7.3)
Other Expenses	(28.9)	(28.9)	(49.7)	(34.9)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	-	-	-	-
Net Profit / (Loss)	(7.1)	(7.1)	(1.0)	(3.7)

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	19.5	19.5	21.2	22.7
Current Assets	61.6	61.6	34.8	27.0
Total Assets	81.2	81.2	56.0	49.7
Equity	66.2	66.2	48.8	47.0
Non Current Liabilities	2.1	2.1	1.4	-
Current Liabilities	12.9	12.9	5.8	2.7
Total Liabilities	15.0	15.0	7.2	2.7
Total Equity + Liabilities	81.2	81.2	56.0	49.7

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	5
Grants	-
Loans / Gurantees	-
	5

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	-10.7%	-10.7%	-2.0%	-7.9%
Return on Assets (ROA)	-8.7%	-8.7%	-1.8%	-7.4%
Current Ratio	4.8	4.8	6.0	10.0
Debt/Equity Ratio	0.23	0.23	0.15	0.06

Company Information

Nature of Business

Kuensel is the national newspaper of the Kingdom of Bhutan. It was the only local newspaper available in Bhutan until 2006 when two more newspapers were launched.

Sector	
INFORMATION AND COMMUNICATION	
Company Type	Year Established
Public Limited Company	1967
Chief Executive Officer	Listing Status
Ugyen Penjor	Listed

Employment

2021	47	110
2020	47	110
2019	49	114
2018	47	119

Female Male

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
51%	7%	42%

Annual Highlights

- Ran free advertisement on social and awareness messages worth of Nu. 2.02 million.

Board of Directors

Name	Position	Gender	DOA
1 Dasho Karma Tshering	Chairman	Male	11/04/2020
2 Ms. Kuenzang Lham Sangey	Member	Female	30/04/2020
3 Ms. Tsedon Lhamu Dorji	Member	Female	30/04/2020
4 Mr. Phub Dorji	Member	Male	30/04/2020
5 Dr. Tshering Cigay Dorji	Member	Male	28/07/2021
6 Mr. Ugyen Penjor	CEO	Male	12/12/2020
7			
8			
9			
10			

Income Statement

	2021	2020	2019	2018
Revenues	150.1	144.7	144.7	202.7
Cost of Sales	(123.3)	123.3	(132.4)	(65.2)
Gross Profit	26.7	26.7	12.3	137.5
Administrative Expenses	(0.9)	(0.9)	(0.3)	(78.0)
Other Expenses	(38.1)	(38.1)	(22.0)	(33.9)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	-	-	-	8.9
Net Profit / (Loss)	(12.3)	(12.3)	(10.0)	34.6

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	144.9	144.9	149.1	146.2
Current Assets	120.5	120.5	143.3	185.0
Total Assets	265.4	265.4	292.5	331.3
Equity	180.2	180.2	190.8	220.1
Non Current Liabilities	60.7	60.7	70.7	63.7
Current Liabilities	24.5	24.5	30.9	47.5
Total Liabilities	85.1	85.1	101.7	111.2
Total Equity + Liabilities	265.4	265.4	292.5	331.3

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-
	-

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	-6.8%	-6.8%	-5.2%	15.7%
Return on Assets (ROA)	-4.6%	-4.6%	-3.4%	10.5%
Current Ratio	4.9	4.9	4.6	3.9
Debt/Equity Ratio	0.47	0.47	0.53	0.51

12 | National CSI Development Bank Limited

State Enterprises Annual Report 2021

Company Information

Nature of Business

NCSIDBL is a government undertaking non-deposit Bank established as a dedicated State-Owned Enterprise (SOE) to promote the growth of Cottage and Small Industries (CSI) in the country. The Bank is expected to narrow the gap in availing financial support for start-ups and entrepreneurs, which otherwise face difficulty in availing loans from other commercial Banks instead of collateral

Sector	
FINANCIAL AND INSURANCE ACTIVITIES	
Company Type	Year Established
Public Limited Company	2020
Chief Executive Officer	Listing Status
Kinzang	Non-listed

Employment

2021	187	87
2020	187	87
2019	182	80
2018		

Female Male

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
100%	0%	0%

Board of Directors

Name	Position	Gender	DOA
1 Mr. Kipchu Tshering	Chairman	Male	31/01/2020
2 Mr. Chenchho	Member	Male	31/01/2020
3 Ms. Chenchho Lham	Member	Female	31/01/2020
4 Mr. Norbu Dhendup	Member	Male	31/01/2020
5 Mr. Tshewang Tashi	Member	Male	31/01/2020
6 Mr. Lekhi Dawa	Member	Male	31/01/2020
7 Mr. Kinzang	CEO	Male	09/01/2020
8			
9			
10			

Annual Highlights

- Consolidated 18 branch offices in 20 Dzongkhags into 4 Regional offices located in Mongar, Gelephu, Phuntsholing, and Thimphu.

- In order to enhance the Corporate Governance and stabilize the business operational process, the bank amended, reviewed and developed the existing policy tools, and put in place the Standard Operating Procedures to constantly guide the management and the credit officials in the right direction.

- With the operationalization of Community Service Centers in five more Gewogs, credit and community services of the Bank have reached 203 Gewogs.

Income Statement

	2021	2020	2019	2018
Revenues	161.0	48.0	48.0	15.1
Cost of Sales	-	-	-	-
Gross Profit	161.0	161.0	48.0	15.1
Administrative Expenses	(90.3)	(90.3)	(22.8)	(18.0)
Other Expenses	(114.4)	(114.4)	(63.1)	(20.0)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	-	-	-	-
Net Profit / (Loss)	(43.7)	(43.7)	(37.9)	(22.9)

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	2,373.6	2,373.6	1,424.0	405.0
Current Assets	463.9	463.9	73.9	58.1
Total Assets	2,837.5	2,837.5	1,497.9	463.2
Equity	1,630.0	1,630.0	1,482.8	451.1
Non Current Liabilities	1,185.0	1,185.0	1.7	0.7
Current Liabilities	23.0	23.0	13.4	11.4
Total Liabilities	1,208.0	1,208.0	15.1	12.1
Total Equity + Liabilities	2,838.0	2,838.0	1,497.9	463.2

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	7
Grants	-
Loans / Gurantees	-
	7

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	-2.7%	-2.7%	-2.6%	-5.1%
Return on Assets (ROA)	-1.5%	-1.5%	-2.5%	-4.9%
Current Ratio	20.2	20.2	5.5	5.1
Debt/Equity Ratio	0.74	0.74	0.01	0.03

Company Information

Nature of Business

Functions: Increasing Housing Stock, look after the government housing quarters, Promote home ownership. Products: Concrete bricks, paver & Edging blocks, wood products like doors & windows, furnitures

Sector	
REAL ESTATE ACTIVITIES	
Company Type	Year Established
Public Limited Company	2006
Chief Executive Officer	Listing Status
Thinley Dorji	Non-listed

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
100%	0%	0%

Annual Highlights

- Rent free housing accommodation was provided to the front-line workers in Phuentsholing.
- Deferred the 10 percent rental increase for 506 units at Phuentsholing for nine months amounting to more than 2 million.
- Engaged in designing a zero-waste station at Changjiji as well as designing a conceptual plan for the Bhutan Indigenous Games and Sports Association.
- Waived off rental due amounting to Nu. 966,981 for Department of Immigration.

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	62
Grants	-
Loans / Guarantees	-
	62

Employment

2021	74	100
2020	74	100
2019	74	97
2018	77	97

Female Male

Board of Directors

Name	Position	Gender	DOA
1 DASHO PEMA CHEWANG	Chairman	Male	14/05/2015
2 DASHO PEMA RINCHEN	Member	Male	24/08/2015
3 MR. DUNGTU DUKPA	Member	Male	18/05/2017
4 MR. LODAY TSHETEN	Member	Male	18/05/2017
5 MR. TASHI TOBGE	Member	Male	18/05/2017
6 MR. KARMA SONAM	Member	Male	26/06/2018
7 MR. THINLEY DORJI	CEO	Male	21/12/2015
8			
9			
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Income Statement

	2021	2020	2019	2018
Revenues	1,188.5	133.2	133.2	115.1
Cost of Sales	85.2	(85.2)	(78.1)	(50.9)
Gross Profit	1,103.3	1,103.3	55.1	64.2
Administrative Expenses	(52.0)	(52.0)	(5.6)	(8.6)
Other Expenses	(83.3)	(83.3)	(152.6)	(104.1)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	-	-	9.8	(7.1)
Net Profit / (Loss)	981.3	981.3	(26.8)	10.2

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	4,870.6	4,870.6	3,959.2	4,048.7
Current Assets	278.5	278.5	263.8	189.3
Total Assets	5,149.1	5,149.1	4,223.0	4,238.1
Equity	4,013.1	4,013.1	3,030.3	3,009.4
Non Current Liabilities	1,039.1	1,039.1	1,108.6	1,164.6
Current Liabilities	96.9	96.9	84.2	64.0
Total Liabilities	1,136.0	1,136.0	1,192.7	1,228.6
Total Equity + Liabilities	5,149.1	5,149.1	4,223.0	4,238.1

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	24.5%	24.5%	-0.9%	0.3%
Return on Assets (ROA)	19.1%	19.1%	-0.6%	0.2%
Current Ratio	2.9	2.9	3.1	3.0
Debt/Equity Ratio	0.28	0.28	0.39	0.41

14 National Pension and Provident Fund Limited

State Enterprises Annual Report 2021

Company Information

Nature of Business

The main function of the NPPF is to assure a minimum level of income to the civil servants, members of the Armed Forces and State-owned Enterprises who are aged, disabled as well as pay benefits to the surviving families. NPPF manages the partially funded Defined-Benefit Pay-As-You-Go Pension System and fully funded Defined Contribution (Provident Fund). The NPPF manages funds by providing credit facilities. It provides retail credits to its members for housing, education, and member loan. It also provides project loans to entities. NPPF is one of the biggest real estate developers in the country. It deals with the construction of residential buildings and rent out to its members. It also has commercial buildings which are rented out for office and business premises.

Sector	
OTHER SERVICE ACTIVITIES	
Company Type	Year Established
Autonomous Body	2000
Chief Executive Officer	Listing Status
Dungtu Drukpa	Non-listed

Employment

2021	79	95
2020	79	95
2019	103	80
2018	98	78

Female Male

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
100%	0%	0%

Board of Directors

Name	Position	Gender	DOA
1 Dasho Sonam Wangchuk	Chairman	Male	15/08/2018
2 Col. Kinley Penjor	Member	Male	11/03/2021
3 Mr. Yonten Namgyel	Member	Male	09/06/2016
4 Mr. Ugyen Namgyal	Member	Male	26/06/2018
5 Mr. Pema R. Rinchen	Member	Male	31/07/2015
6 Mr. Dungtu Drukpa	CEO	Male	08/01/2016
7			
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Annual Highlights

- Initiated adoption of cyber security standards to overcome cyber threats and obtained ISO 27001:2013 ISMS certification for information security management system and data security.
- Developed competency-based framework to articulate the expected behavioral standards required of the employees and to provide a renewed clarity on the core values.
- Introduced Open Graduate Scholarship Program as part of CSR.
- Introduced coherent and self-learning program which allowed the employees to learn at their own pace and upgrade their knowledge and skills through various courses offered.

Income Statement

	2021	2020	2019	2018
Revenues	2,994.6	2,453.6	2,453.6	2,483.4
Cost of Sales	(7.4)	7.4	(8.2)	-
Gross Profit	3,002.0	3,002.0	2,461.8	2,483.4
Administrative Expenses	-	-	-	(76.7)
Other Expenses	(220.1)	(220.1)	(350.7)	(74.0)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	-	-	-	-
Net Profit / (Loss)	2,820.8	2,820.8	2,101.7	2,443.2

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	20,382.0	20,382.0	21,117.7	17,888.1
Current Assets	26,106.9	26,106.9	19,956.2	18,401.2
Total Assets	46,488.9	46,488.9	41,034.2	36,281.6
Equity	-	-	-	-
Non Current Liabilities	46,488.9	46,488.9	41,034.2	36,281.6
Current Liabilities	-	-	-	-
Total Liabilities	46,488.9	46,488.9	41,034.2	36,281.6
Total Equity + Liabilities	46,488.9	46,488.9	41,034.2	36,281.6

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)				
Return on Assets (ROA)	6.1%	6.1%	5.1%	6.7%
Current Ratio				
Debt/Equity Ratio				

Nature of Business

Sector

Employment

Ministry of Finance

Other State Enterprises

Private Sector

Board of Directors

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Nature of Business

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Board of Directors

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Key Indicators

Company Information

Nature of Business

Bhutan Telecom Limited (BTL) is the leading provider of telecommunications and Internet services in the Kingdom of Bhutan. Besides fixed line telephony, it provides GSM Mobile services under its flagship brand B-Mobile, and Internet Services. It is the leading provider of both mobile telephony and Internet services in the country, and the only fixed line telephony services provider in the country.

Sector	
INFORMATION AND COMMUNICATION	
Company Type	Year Established
Public Limited Company	2000
Chief Executive Officer	Listing Status
Karma Jurme	Non-listed

Employment

Year	Female	Male
2021	184	459
2020	184	459
2019	181	467
2018	183	483

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
0%	100%	0%

Board of Directors

Name	Position	Gender	DOA
1 Dasho Nim Dorji	Chairman	Male	13/04/2022
2 Ms. Tashi Wangmo	Member	Female	13/04/2022
3 Mr. Tshewang C. Dorji	Member	Male	13/04/2022
4 Mr. Kado Zangpo	Member	Male	13/04/2022
5 Dr. Lam Dorji	Member	Male	16/03/2020
6 Mr. Chenchu Tshering Namgay	Member	Male	16/03/2022
7 Mr. Karma Jurme	CEO	Male	09/01/2017
8			
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Annual Highlights

- Launched 5G services.
- Launched e-KYC on May 17, 2021.
- Extended free internet services to the quarantine centers and offices to strengthen effective communications in the nation's effort to contain the spread of pandemic.
- Implemented ERPNext and conducted Proof of Concept for Blockchain Technology by implementing a BT Phone sale registry.

Income Statement

	2021	2020	2019	2018
Revenues	5,365.4	4,742.2	4,742.2	3,997.6
Cost of Sales	(628.9)	628.9	(411.6)	(402.0)
Gross Profit	4,736.5	4,736.5	4,330.6	3,595.6
Administrative Expenses	-	-	-	-
Other Expenses	1,811.1	1,811.1	2,102.4	1,936.3
Interest Income	17.4	17.4	43.5	41.4
Affiliated companies	-	-	-	-
Tax	944.5	944.5	733.5	598.2
Net Profit / (Loss)	1,998.3	1,998.3	1,538.3	1,102.5

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	5,065.3	5,065.3	4,780.6	5,013.9
Current Assets	2,384.8	2,384.8	2,426.7	2,053.2
Total Assets	7,450.1	7,450.1	7,207.3	7,067.1
Equity	5,843.6	5,843.6	5,483.3	4,640.1
Non Current Liabilities	520.5	520.5	833.9	1,068.7
Current Liabilities	1,085.9	1,085.9	890.1	1,358.4
Total Liabilities	1,606.4	1,606.4	1,724.0	2,427.1
Total Equity + Liabilities	7,450.1	7,450.1	7,207.3	7,067.1

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	34.2%	34.2%	28.1%	23.8%
Return on Assets (ROA)	26.8%	26.8%	21.3%	15.6%
Current Ratio	2.2	2.2	2.7	1.5
Debt/Equity Ratio	0.27	0.27	0.31	0.52

Company Information

Nature of Business

Design, build, operate and maintain water supply and sewerage system; All hydropower components including head race tunnels, dams, powerhouses, etc., Power transmission lines and substations & ancillaries; Roads, bridges, buildings, road tunnels;

Sector	
CONSTRUCTION	
Company Type	Year Established
Public Limited Company	2006
Chief Executive Officer	Listing Status
Karma Gayley	Non-listed

Employment

Year	Female	Male
2021	41	309
2020	41	309
2019	40	306
2018	33	300

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
0%	100%	0%

Board of Directors

Name	Position	Gender	DOA
1 Dasho Chhewag Rinzin	Chairman	Male	17/3/2021
2 Mr Tenzin	Member	Male	17/3/2021
3 Mr Phuntsho Wangdi	Member	Male	17/3/2021
4 Mr Karpo Tshering	Member	Male	17/3/2021
5 Ms Nagtsho Dorji	Member	Female	19/4/2022
6 Mr Norbu Wangchuk	Member	Male	19/4/2022
7 Mr Karma Gayley	CEO	Male	19/4/2022
8			
9			
10			

Annual Highlights

- Constructed the HRT, Adit 2 and Chaplangchhu Diversion Works for the Kholongchhu hydroelectric project.
- Constructed Pangrigzampa Bridge Project.
- Constructed Jigmeling Water Supply Project.
- CDCL has made inroads into construction of pre-engineered buildings (PEB) with the implementation of two PEB buildings for the Gedu College of Business Studies.
- Continued to hire out construction equipment for which CDCL also maintains repair workshops for its machinery fleet.

Income Statement

	2021	2020	2019	2018
Revenues	1,345.7	937.0	937.0	813.9
Cost of Sales	(1,206.2)	1,206.2	(818.0)	(721.8)
Gross Profit	139.5	139.5	119.0	92.1
Administrative Expenses	-	-	-	-
Other Expenses	(193.1)	(193.1)	(124.0)	(181.4)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	-	-	10.4	-
Net Profit / (Loss)	(53.6)	(53.6)	5.4	(89.3)

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	974.3	974.3	939.9	725.5
Current Assets	1,353.5	1,353.5	1,436.3	1,377.9
Total Assets	2,327.8	2,327.8	2,376.1	2,103.4
Equity	883.2	883.2	963.9	835.6
Non Current Liabilities	201.3	201.3	220.0	50.1
Current Liabilities	1,243.2	1,243.2	1,192.3	1,217.8
Total Liabilities	1,444.6	1,444.6	1,412.3	1,267.8
Total Equity + Liabilities	2,327.8	2,327.8	2,376.1	2,103.4

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	-6.1%	-6.1%	0.6%	-10.7%
Return on Assets (ROA)	-2.3%	-2.3%	0.2%	-4.2%
Current Ratio	1.1	1.1	1.2	1.1
Debt/Equity Ratio	1.64	1.64	1.47	1.52

Company Information

Nature of Business

Drukair is a Royal Government of Bhutan Owned Airline under its Investment Wing, Druk Holding & Investments Ltd. The national Airline of the Kingdom of Bhutan operates a scheduled network within the South Asian region from its Head Quarter at Paro, a picturesque Valley in Western Bhutan. Drukair began humbly with an 18-seat Dornier 228-200 that made its historic touch down at Paro airport to the chant of inauguration prayers, cymbals, conches and the like, with maroon-clad monks blessing the occasion and the plane. The first link was Kolkata, followed by eight destinations in South Asia. As more and more people took to the skies, not just to connect but also to enjoy perhaps the most breath-taking view of the Himalayan range, including Mt. Everest, Mt. Kanchenjunga and the highest unclimbed mountains in Bhutan itself, another Dornier was

Sector	
TRANSPORTATION AND STORAGE	
Company Type	Year Established
Public Limited Company	1981
Chief Executive Officer	Listing Status
Tandi Wangchuk	Non-listed

Employment

2021	179	293
2020	179	293
2019	184	311
2018	185	324

Female Male

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
0%	100%	0%

Annual Highlights

- Continued to operate a total of 850 flights despite the pandemic.
- Ferried 622 MT of cargo, 200 MT of mail and 204 MT of unaccompanied cargo.
- Developed a COVID-19 SOP for all its operation and to minimize the risk of complete shutdown of operations.
- Achieved 100 percent market share on the four competitive routes of Bangkok, Delhi, Kathmandu and Kolkata.

Board of Directors

Name	Position	Gender	DOA
1 DASHO PEMA CHEWANG	Chairman	Female	00/01/1900
2 Mr. Dorji Dhradhul	Member	Male	00/01/1900
3 Mr. Ugen Sonam	Member	Male	00/01/1900
4 Mr. Passang Dorji	Member	Male	00/01/1900
5 Mr. Karma Wangchuk	Member	Male	00/01/1900
6 Mr. Dorji Nima	Member	Male	00/01/1900
7 Mr. Tandri Wangchuk	CEO	Male	00/01/1900
8			
9			
10			

Income Statement

	2021	2020	2019	2018
Revenues	793.1	1,418.0	1,418.0	4,217.8
Cost of Sales	(635.3)	635.3	(1,059.7)	(2,086.2)
Gross Profit	157.8	157.8	358.3	2,131.6
Administrative Expenses	(188.8)	(188.8)	(172.7)	(215.6)
Other Expenses	(1,474.0)	(1,474.0)	(1,357.5)	(1,543.3)
Interest Income	6.0	6.0	7.3	7.9
Affiliated companies	-	-	-	-
Tax	-	-	-	-
Net Profit / (Loss)	(1,490.4)	(1,490.4)	(1,150.9)	508.1

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	8,434.7	8,434.7	8,922.3	5,508.3
Current Assets	726.1	726.1	707.7	3,043.6
Total Assets	9,160.8	9,160.8	9,630.0	8,551.9
Equity	1,730.3	1,730.3	2,838.0	3,625.8
Non Current Liabilities	5,793.3	5,793.3	5,365.3	2,755.8
Current Liabilities	1,637.2	1,637.2	1,426.7	2,170.3
Total Liabilities	7,430.5	7,430.5	6,792.0	4,926.1
Total Equity + Liabilities	9,160.8	9,160.8	9,630.0	8,551.9

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	117
Grants	-
Loans / Gurantees	-
	117

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	-86.1%	-86.1%	-40.6%	14.0%
Return on Assets (ROA)	-16.3%	-16.3%	-12.0%	5.9%
Current Ratio	0.4	0.4	0.5	1.4
Debt/Equity Ratio	4.29	4.29	2.39	1.36

Company Information

Nature of Business

KIL is a dairy Processing/ manufacturing unit owned by DHI. It produces Druk Zambala Cheese, Yogurts, Gouda Cheese, Butter, Milk

Sector	
MANUFACTURING	
Company Type	Year Established
Public Limited Company	2015
Chief Executive Officer	Listing Status
Dr. Tshering Dorjee	Non-listed

Employment

2021 0	27
2020 0	27
2019 0	25
2018 0	24

Female Male

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
0%	100%	0%

Annual Highlights

Board of Directors

Name	Position	Gender	DOA
1 Dr. Tashi Yangzome Dorji	Chairman	Female	05/04/2022
2 Tashi Penjor	Member	Male	05/04/2022
3 Nim Tshering	Member	Male	05/04/2022
4 Roshan Sharma	Member	Male	05/04/2022
5 Dr. Tshering Dorjee	CEO	Male	01/05/2020
6			
7			
8			
9			
10			

Income Statement

	2021	2020	2019	2018
Revenues	56.2	25.4	25.4	22.0
Cost of Sales	-	-	-	-
Gross Profit	56.2	56.2	25.4	22.0
Administrative Expenses	8.4	8.4	8.1	5.2
Other Expenses	45.2	45.2	34.0	35.6
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	-	-	-	-
Net Profit / (Loss)	2.6	2.6	(16.7)	(18.8)

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	61.4	61.4	67.2	73.0
Current Assets	22.3	22.3	14.3	15.8
Total Assets	83.7	83.7	81.5	88.8
Equity	50.6	50.6	49.3	35.4
Non Current Liabilities	5.0	5.0	3.9	2.6
Current Liabilities	28.1	28.1	28.3	50.8
Total Liabilities	33.1	33.1	32.2	53.4
Total Equity + Liabilities	83.7	83.7	81.5	88.8

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	5.2%	5.2%	-33.9%	-53.2%
Return on Assets (ROA)	3.1%	3.1%	-20.5%	-21.2%
Current Ratio	0.8	0.8	0.5	0.3
Debt/Equity Ratio	0.65	0.65	0.65	1.51

Company Information

Nature of Business

It is the only Pharmaceutical company in the country. Its primary mandate is to manufacture and supply traditional medicines to the MoH as per their annual demand. We also produce health promoting supplements as a secondary mandate along with quality control, and research and development activities.

Sector	
MANUFACTURING	
Company Type	Year Established
Public Limited Company	2017
Chief Executive Officer	Listing Status
Thukten Choeda	Non-listed

Employment

Year	Female	Male
2021	26	34
2020	26	34
2019	24	36
2018	24	37

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
0%	100%	0%

Board of Directors

Name	Position	Gender	DOA
1 Mr. Thinley Namgyel	Chairman	Male	04/09/2022
2 Mr. Karma Thinley	Member	Male	05/09/2022
3 Mr. Pemba Wangchuk	Member	Male	06/09/2022
4 Mr. Kinga Jamphel	Member	Male	07/09/2022
5 Mr. Pasang Wangchen Norbu	Member	Male	08/09/2022
6 Mr. Ngawang Norbu	Member	Male	09/09/2022
7 Mr. Thukten Choeda	CEO	Male	19/12/2017
8			
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10			

Annual Highlights

- Sold hand sanitizers at 60 percent discount for the beneficial for the customers and other institutional users.
- Introduced Black Turmeric in the local market after successful trait production.
- The trial production of one cannabis-related namely Menzang Analgesic Balm was carried out but not released for open market.
- A study on ERP implementation was done and accordingly, a contract was signed with Thimphu Tech-Park Limited on the implementation of ERP Next.

Income Statement

	2021	2020	2019	2018
Revenues	77.1	65.1	65.1	47.6
Cost of Sales	(59.0)	59.0	(54.3)	(46.9)
Gross Profit	18.2	18.2	10.8	0.7
Administrative Expenses	(3.7)	(3.7)	(3.0)	(4.7)
Other Expenses	(9.9)	(9.9)	(9.1)	(8.8)
Interest Income	1.2	1.2	0.3	0.2
Affiliated companies	-	-	-	-
Tax	-	-	-	-
Net Profit / (Loss)	5.8	5.8	(1.1)	(12.6)

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	70.5	70.5	71.1	73.0
Current Assets	106.6	106.6	96.2	99.5
Total Assets	177.1	177.1	167.3	172.6
Equity	162.5	162.5	153.5	164.3
Non Current Liabilities	7.3	7.3	4.1	2.9
Current Liabilities	7.2	7.2	9.8	5.4
Total Liabilities	14.6	14.6	13.8	8.3
Total Equity + Liabilities	177.1	177.1	167.3	172.6

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	3.6%	3.6%	-0.7%	-7.7%
Return on Assets (ROA)	3.3%	3.3%	-0.6%	-7.3%
Current Ratio	14.8	14.8	9.9	18.4
Debt/Equity Ratio	0.09	0.09	0.09	0.05

Company Information

Nature of Business

NRDCL aims to be the pioneer in the professional management of natural resources in the country. NRDCL provides timber, sand, stone & other construction materials (such as value-added products) to the rural consumers and also to the general public as per the prevailing Government policy. Also NRDCL undertake the boulder export business.

Sector	
AGRICULTURE, FORESTRY AND FISHING	
Company Type	Year Established
Public Limited Company	1984
Chief Executive Officer	Listing Status
Bachu Phub Sorji	Non-listed

Employment

2021	140	394
2020	140	394
2019	80	361
2018	80	338

Female Male

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
0%	100%	0%

Annual Highlights

- Amalgamation of Wood Craft Centre Limited with NRDCL which led to expansion in the size and activities of the company.
- Optimally utilize the unsold timber by value-adding into construction joiners.
- Despite the movement restrictions, the company made continuous efforts to export boulders departmentally from Phuentsholing and Gelephu during the year.
- Vehicle Tracking System was put in place beginning 2021 by installing GPS in all pool vehicles and machines with mobility options.

Transfers to Government

2021
Dividends Paid

Annual Government Support

2021
Subsidies
Grants
Loans / Gurantees

Board of Directors

Name	Position	Gender	DOA
1 Dasho Karma Tshiteem	Chairman	Male	March, 2021
2 Dasho Rinzin Dorji	Member	Male	March, 2021
3 Mr. Ugyen Wangdi	Member	Male	April, 2022
4 Mr. Rinchen Wangdi	Member	Male	March, 2020
5 Mr. Karma Tenzin	Member	Male	November, 20
6 Mr. Chencho	Member	Male	March, 2021
7 Mr. Bachu Phub Dorji	CEO	Male	November, 20
8			
9			
10			

Income Statement

	2021	2020	2019	2018
Revenues	721.0	592.8	592.8	751.6
Cost of Sales	(566.9)	566.9	(445.5)	(562.7)
Gross Profit	154.1	154.1	147.3	188.9
Administrative Expenses	(84.4)	(84.4)	(77.0)	(81.1)
Other Expenses	(105.7)	(105.7)	(88.4)	(72.3)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	(6.2)	(6.2)	(7.3)	(23.4)
Net Profit / (Loss)	1.1	1.1	12.1	53.4

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	409.9	409.9	550.7	504.5
Current Assets	474.6	474.6	448.6	313.2
Total Assets	884.5	884.5	999.3	817.7
Equity	645.7	645.7	695.1	588.6
Non Current Liabilities	82.3	82.3	83.5	87.7
Current Liabilities	156.5	156.5	220.7	141.5
Total Liabilities	238.8	238.8	304.2	229.1
Total Equity + Liabilities	884.5	884.5	999.3	817.7

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	0.2%	0.2%	1.7%	9.1%
Return on Assets (ROA)	0.1%	0.1%	1.2%	6.5%
Current Ratio	3.0	3.0	2.0	2.2
Debt/Equity Ratio	0.37	0.37	0.44	0.39

Nature of Business

Employment

Year	Female	Male
2021	50	281
2020	50	281
2019	43	240
2018	33	122

Board of Directors

Name	Position	Gender	DOA
1 Dasho Karma Yezer Raydi	Chairman	Male	03/03/2020
2 Mr. Chewang Rinzin	Member	Male	03/03/2020
3 Mr. Pasang Dorji	Member	Male	30/3/2021
4 Mr. Geley Norbu	Member	Male	30/3/2021
5 Mrs. Kinley Yangzom	Member	Female	30/3/2021
6 Mr. Pem Tshering	Member	Male	30/3/2021
7 Mr. Kezang Jamtsho	CEO	Male	07/01/2019
8			
9			
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Income Statement

	2021	2020	2019	2018
Revenues	4,229.2	1,165.9	1,165.9	1,432.8
Cost of Sales	(246.1)	246.1	131.4	(59.8)
Gross Profit	3,983.1	3,983.1	1,297.3	1,372.9
Administrative Expenses	41.0	41.0	24.0	31.6
Other Expenses	1,670.9	1,670.9	741.6	860.8
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	(702.9)	(702.9)	(168.6)	(144.2)
Net Profit / (Loss)	4,992.0	4,992.0	1,894.2	2,121.2

	2021	2020	2019	2018
Non Current Assets	533.9	533.9	342.4	268.5
Current Assets	2,300.2	2,300.2	992.9	737.0
Total Assets	2,834.1	2,834.1	1,335.3	1,005.6
Equity	1,931.1	1,931.1	-	-
Non Current Liabilities	54.4	54.4	-	-
Current Liabilities	-	-	-	-
Total Liabilities	54.4	54.4	-	-
Total Equity + Liabilities	1,985.5	1,985.5	-	-

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	258.5%	258.5%		
Return on Assets (ROA)	176.1%	176.1%	141.9%	211.0%
Current Ratio				
Debt/Equity Ratio	0.03	0.03		

Company Information

Nature of Business

1. attracting and facilitating FDI Companies to lease commercial space, and 2. managing Bhutan Innovation and technology Center (Incubation Center and Tier-2 Data Center. From 2019 - IT Service Providers with focus to become Center of Excellence for Software Engineering. Presently provides system development, operation of BITC and leasing of commercial space to FDIs.

Sector	
PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES	
Company Type	Year Established
Public Limited Company	2009
Chief Executive Officer	Listing Status
Kuenga Jurmi	Non-listed

Employment

Year	Female	Male
2021	35	63
2020	35	63
2019	25	49
2018	15	21

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
0%	100%	0%

Annual Highlights

- Trained about 130 unemployed youths and aspiring entrepreneurs across the Country through the Entrepreneurship Development Program in collaboration with the Ministry of Labor and Human Resources.
- Collaborated with various other agencies such as the UNDP Accelerator Lab and Little Coders to encourage entrepreneurship and technology through programs like “Technopreneurs-meet” and “Hour of Code” to enhance interest in IT, Computer Science and free enterprise.
- Currently executing two multi-million-dollar projects: Bhutan Integrated Tax System (BITS) for the Department of Revenue and Customs, Ministry of Finance, and the electronic Patient Information System (ePIS) for the Ministry of Health.

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-

Board of Directors

Name	Position	Gender	DOA
1 Mr. Jacques Von Benekce	Chairman	Male	31/8/2022
2 Mr. Jigme Tenzing	Member	Male	04/05/2022
3 Mr. Phuntsho Namgyal	Member	Male	04/05/2022
4 Mr. Ujjwal Deep Dahal	Member	Male	29/7/2019
5 Mr. Changa Dorji	Member	Male	31/8/2022
6 Mr. Kuenga Jurmi	CEO	Male	15/1/2022
7			
8			
9			
10			

Income Statement

	2021	2020	2019	2018
Revenues	253.3	163.0	163.0	44.8
Cost of Sales	65.5	(65.5)	44.4	14.2
Gross Profit	187.7	187.7	118.6	30.7
Administrative Expenses	(64.1)	(64.1)	(55.2)	(15.6)
Other Expenses	(9.3)	(9.3)	(7.5)	(5.1)
Interest Income	6.9	6.9	5.7	-
Affiliated companies	-	-	-	-
Tax	(1.5)	(1.5)	(0.3)	(0.5)
Net Profit / (Loss)	120.1	120.1	62.6	9.8

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	424.3	424.3	408.1	396.8
Current Assets	329.7	329.7	245.7	18.6
Total Assets	751.8	751.8	653.8	415.4
Equity	406.9	406.9	309.2	260.3
Non Current Liabilities	121.4	121.4	134.6	139.0
Current Liabilities	223.5	223.5	210.0	16.1
Total Liabilities	344.9	344.9	344.6	155.1
Total Equity + Liabilities	751.8	751.8	653.8	415.4

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	29.5%	29.5%	20.3%	3.8%
Return on Assets (ROA)	16.0%	16.0%	9.6%	2.4%
Current Ratio	1.5	1.5	1.2	1.2
Debt/Equity Ratio	0.85	0.85	1.11	0.60

Company Information

Nature of Business

Established by a Royal Charter in May 1968, Bank of Bhutan (BoB) is the oldest bank in the country. It also acted as the Central Bank of Bhutan till the Royal Monetary Authority of Bhutan was set up in 1982. Registered under the Companies Act of the Kingdom of Bhutan 2000, as a public sector commercial bank.

Sector	
FINANCIAL AND INSURANCE ACTIVITIES	
Company Type	Year Established
Public Limited Company	1968
Chief Executive Officer	Listing Status
Dorji Kadin	Listed

Employment

2021	417	400
2020	417	400
2019	419	407
2018	413	405
	Female	Male

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
0%	80%	20%

Annual Highlights

- Bank's credit portfolio saw modest growth of 7.68 percent against the overall country's credit growth of 6.11 percent.
- Launched its digital wallet 'goBoB' on 11th November 2021.
- Reviewed the Policies and Procedures and conducted awareness programs & training, preparing all employees to be ready and cautious of ever-increasing cybercrimes worldwide.
- launched Phase I of accessible banking services to Persons with Disabilities (PWD), aligning with the National Policy on Persons with Disabilities 2019 by GNHC.
- Received the 'GNH of Business Certification' on 30th December 2021.

Transfers to Government

2021
Dividends Paid

Annual Government Support

2021
Subsidies
Grants
Loans / Gurantees

Board of Directors

Name	Position	Gender	DOA
1 Mr. Karma Yoenten	Chairman	Male	05/05/2021
2 Mr. Tshering Dorji	Member	Male	05/05/2021
3 Ms. Choni Ome	Member	Female	05/05/2021
4 Mr. Tshering Kezang	Member	Male	05/05/2021
5 Mr. Tshering Norbu	Member	Male	30/06/2022
6 Mr. Biranchi Narayan Rath	Member	Male	00/01/1900
7 Mr. Dorji Kadin	CEO	Male	04/01/2019
8			
9			
10			

Income Statement

	2021	2020	2019	2018
Revenues	5,051.3	4,592.0	4,592.0	4,249.6
Cost of Sales	4,267.6	(4,267.6)	3,654.6	2,251.2
Gross Profit	783.7	783.7	937.4	1,998.4
Administrative Expenses	52.4	52.4	(679.1)	(33.7)
Other Expenses	(329.4)	(329.4)	(365.5)	(320.0)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	(231.0)	(231.0)	(36.6)	(538.0)
Net Profit / (Loss)	482.0	482.0	87.5	1,257.1

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	15,036.0	15,036.0	5,864.7	7,786.1
Current Assets	85,643.7	85,643.7	81,321.7	61,762.9
Total Assets	100,679.7	100,679.7	87,186.3	69,549.0
Equity	8,224.0	8,224.0	7,158.4	7,910.4
Non Current Liabilities	3,910.5	3,910.5	2,409.4	2,374.9
Current Liabilities	88,545.1	88,545.1	77,618.6	59,263.7
Total Liabilities	92,455.7	92,455.7	80,027.9	61,638.6
Total Equity + Liabilities	100,679.7	100,679.7	87,186.3	69,549.0

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	5.9%	5.9%	1.2%	15.9%
Return on Assets (ROA)	0.5%	0.5%	0.1%	1.8%
Current Ratio	1.0	1.0	1.0	1.0
Debt/Equity Ratio	11.24	11.24	11.18	7.79

Nature of Business

Employment

Board of Directors

Income Statement

Balance Sheet

Key Indicators

Company Information

Nature of Business

The Dungsam Polymers Limited (DPL) is a Poly woven bags manufacturing company. It was incorporated on August 12, 2010 under the Companies Act of the Kingdom of Bhutan, 2000, as one of the companies of DH. Initially, the company was established with the total equity from DHI and later divested by undergoing Initial Public Offer (IPO). The company was listed in Royal Security Exchange of Bhutan (RSEBL) on August 2, 2013. Subsequently, DPL became one of the DHI Controlled Company with 51% share owned by DHI and 49% owned by the public.

The company is located in Tshenkari, Nganglam under Pemagatshel Dzongkhag. The plant has an installed capacity of 350 kg/hour melting output which is equivalent to one hundred thousand bags in a day. It was mandated to meet the requirements of PP bags for DCCL. Currently, 76.3% of

Sector	
MANUFACTURING	
Company Type	Year Established
Public Limited Company	2010
Chief Executive Officer	Listing Status
Tshering Tenzin	Listed

Employment

2021	30	70
2020	30	70
2019	29	72
2018	30	74

Female Male

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
0%	51%	49%

Annual Highlights

Board of Directors

Name	Position	Gender	DOA
1 Mr Karma Gayley	Chairman	Male	00/01/1900
2 Mr Sherab Zangpo	Member	Male	00/01/1900
3 Mr Harilal Bhattarai	Member	Male	00/01/1900
4 Mr Thinley Gyamtsho	Member	Male	00/01/1900
5 Mr Sonam Dargay	Member	Male	00/01/1900
6 Mr Pema Wangchuk	Member	Male	00/01/1900
7 Mr Tshering Tenzin	CEO	Male	00/01/1900
8			
9			
10			

Income Statement

	2021	2020	2019	2018
Revenues	178.6	155.0	155.0	177.6
Cost of Sales	(165.9)	165.9	(129.4)	(144.9)
Gross Profit	12.7	12.7	25.6	32.8
Administrative Expenses	6.4	6.4	6.8	10.2
Other Expenses	12.1	12.1	10.8	16.2
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	-	-	-	-
Net Profit / (Loss)	(6.0)	(6.0)	7.8	5.9

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	95.0	95.0	99.0	103.0
Current Assets	61.9	61.9	62.9	69.4
Total Assets	156.9	156.9	161.9	172.3
Equity	43.9	43.9	50.4	53.7
Non Current Liabilities	70.7	70.7	82.2	72.2
Current Liabilities	42.3	42.3	29.3	46.5
Total Liabilities	113.0	113.0	111.4	118.6
Total Equity + Liabilities	156.9	156.9	161.9	172.3

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	-13.8%	-13.8%	15.5%	11.1%
Return on Assets (ROA)	-3.9%	-3.9%	4.8%	3.5%
Current Ratio	1.5	1.5	2.1	1.5
Debt/Equity Ratio	2.57	2.57	2.21	2.21

Company Information

Nature of Business

STCBL was established in 1968 by the Royal Government of Bhutan under the administrative control of the Ministry of Trade and Industry. The corporation was primarily established to assist various government departments to procure essential commodities from India and few special commodities abroad. Being well established and a formidable organization on April 1984m STCBL was declared an autonomous body. Today STCBL is the only SOE into trading and subsidiary company of DHI.

Sector	
TRANSPORTATION AND STORAGE	
Company Type	Year Established
Public Limited Company	1968
Chief Executive Officer	Listing Status
Tshering Wangchuk	Listed

Employment

2021	0
2020	0
2019	0
2018	0

Female Male

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
0%	57%	43%

Annual Highlights

- The Spare Parts Unit of Eicher Division was awarded with the Best Lubricants Sales Performance award during the Volvo Eicher Commercial Vehicle Limited (VECVL) Annual Dealer Conference held virtually.
- Toyota Tsusho Corporation presented certificates to Toyota Division's technicians for their effort and contribution in accomplishing "Advance Warranty Policy".
- Certificate of appreciation and medals were awarded to two senior technicians of Toyota Division in recognition of their hard work and efforts for RHQ Skills Competitions 2021.

Board of Directors

Name	Position	Gender	DOA
1 Mr. Karma Yeshey	Chairman	Male	00/01/1900
2 Mr. Cheki Dorji	Member	Male	00/01/1900
3 Mr. Kinga Lotey	Member	Male	00/01/1900
4 Mr. Thinlay Dorji	Member	Male	00/01/1900
5 Mr. Singye N Dorji	Member	Male	00/01/1900
6 Mr. Chenchu Tshering	Member	Male	00/01/1900
7 Mr. Tshering Wangchuk	CEO	Male	00/01/1900
8			
9			
10			

Income Statement

	2021	2020	2019	2018
Revenues	3,161.6	1,688.6	1,688.6	2,192.4
Cost of Sales	(2,723.6)	2,723.6	(1,537.1)	(2,017.9)
Gross Profit	438.0	438.0	151.4	174.5
Administrative Expenses	(212.7)	(212.7)	(62.6)	23.3
Other Expenses	(119.4)	(119.4)	(97.5)	(132.7)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	(32.1)	(32.1)	-	(20.6)
Net Profit / (Loss)	73.7	73.7	(8.6)	44.6

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	300.1	300.1	329.7	326.2
Current Assets	813.5	813.5	994.1	1,070.4
Total Assets	1,113.5	1,113.5	1,323.7	1,396.9
Equity	518.3	518.3	444.5	481.2
Non Current Liabilities	166.2	166.2	166.1	135.4
Current Liabilities	429.0	429.0	713.1	780.3
Total Liabilities	595.2	595.2	879.2	915.7
Total Equity + Liabilities	1,113.5	1,113.5	1,323.7	1,396.9

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	14.2%	14.2%	-1.9%	9.3%
Return on Assets (ROA)	6.6%	6.6%	-0.7%	3.2%
Current Ratio	1.9	1.9	1.4	1.4
Debt/Equity Ratio	1.15	1.15	1.98	1.90

Company Information

Nature of Business

Bhutan Board Products Ltd (BBPL) is a Royal Government of Bhutan undertaking incorporated under the Companies Act of the Kingdom of Bhutan, set up in 1982. Today, Its stakeholders comprise of Royal Government of Bhutan, financial institutions and private companies and individuals. Bhutan Board is into manufacturing of Graded Wood Particle Board with the state-of-the art Technology of Siempelkamp, Germany and Ready-To-Assemble Furniture (RTAF) with the technology of Coimal, Italy.

Sector	
MANUFACTURING	
Company Type	Year Established
Public Limited Company	1982
Chief Executive Officer	Listing Status
0	Listed

Employment

2021	0
2020	0
2019	0
2018	0

Female Male

Shareholding Pattern

Ministry of Finance	Other State Enterprises	Private Sector
0%	58%	42%

Annual Highlights

Board of Directors

Name	Position	Gender	DOA
1 Dasho Sonam Jamtsho	Chairman	Male	00/01/1900
2 Mrs. Kinlay Tshering	Member	Female	00/01/1900
3 Mr. Sonam Tobgay	Member	Male	00/01/1900
4 Dr. Damber S. Kharkha	Member	Male	00/01/1900
5 Lupon Rinzin	Member	Male	00/01/1900
6 Mr. Druyang Dorji	Member	Male	00/01/1900
7 Mr. Sherab Namgay	CEO	Male	00/01/1900
8			
9			
10			

Income Statement

	2021	2020	2019	2018
Revenues	237.8	190.9	190.9	254.3
Cost of Sales	(210.8)	210.8	(244.2)	(248.7)
Gross Profit	27.0	27.0	(53.3)	5.6
Administrative Expenses	(7.7)	(7.7)	(8.0)	(6.9)
Other Expenses	(13.1)	(13.1)	(10.9)	(25.9)
Interest Income	-	-	-	-
Affiliated companies	-	-	-	-
Tax	-	-	-	-
Net Profit / (Loss)	6.2	6.2	(72.2)	(27.2)

Balance Sheet

	2021	2020	2019	2018
Non Current Assets	596.6	596.6	594.9	602.3
Current Assets	169.9	169.9	156.4	208.7
Total Assets	766.4	766.4	751.4	811.7
Equity	661.6	661.6	654.4	736.8
Non Current Liabilities	8.1	8.1	4.3	9.7
Current Liabilities	96.8	96.8	92.7	65.2
Total Liabilities	104.9	104.9	97.0	74.9
Total Equity + Liabilities	766.4	766.4	751.4	811.7

Transfers to Government

	2021
Dividends Paid	-

Annual Government Support

	2021
Subsidies	-
Grants	-
Loans / Gurantees	-

Key Indicators

	2021	2020	2019	2018
Return on Equity (ROE)	0.9%	0.9%	-11.0%	-3.7%
Return on Assets (ROA)	0.8%	0.8%	-9.6%	-3.4%
Current Ratio	1.8	1.8	1.7	3.2
Debt/Equity Ratio	0.16	0.16	0.15	0.10

Annex 2 – Assumptions, Methodology and Limitations

Data Integrity

This report is based on the data provided by the SEs directly to the ICGD and DHI. The collection of information is a long and tedious process and this kind exercise in Bhutan there have been instances where some information received is either incomplete or is not duly supported by the relevant documents/audited financial statements. ICGD and DHI undertakes due exercise of data validation through follow-ups from SEs directly or secondary sources.

In presence of above difficulties and complications in data collection and cleaning, the possibility of omission cannot be ruled out. Despite all care and caution exercised to ensure integrity of the data, any error in the data is regretted and the concerned SEs or portfolio ministries are requested to indicate any mistake in the reporting so same can be rectified in the future versions.

The Database Model

The information collected from the SEs is entered into an excel based database model, which has been developed with technical support from The World Bank. The database model is a dynamic database, that generates the required dashboards, company snapshots and aggregate reporting numbers which helps in the annual SE reporting process.

Data Collection Template

The State Enterprises (SE) were sent a standard data collection template, which will be used to feed the company level information into the SEs database. The template contained the following information:

Item	Information Collected
1 Company Information	<ul style="list-style-type: none">○ Company Legal Name○ Sector○ Incorporation type○ Shareholding and stock exchange listing information○ Company objects○ Focal Person
2 Financial Information	Income Statement and Balance sheet
3 Government Support	Subsidies, Loans, Guarantees, Equity etc.
4 Human Resources	Number of Employees (by gender, by level and by age), Employee Turnover
5 Board of Directors Information	<ul style="list-style-type: none">○ Board Members (Names, board position, date of appointment, gender),○ Details of Board committees and their meetings
6 Corporate governance practices questionnaire	Yes/No questions on governance practices
7 Performance Indicators	Company specific operational data
8 Procurement Information	Details of procurement practices, details of contract awards

Annex 3 – List of SEs/Regulatory bodies not covered in the report

The SEs have tried to capture maximum universe of the SEs created under the Companies Act 2016 and one SE created via Executive Order. The following SEs have not been covered in the current issue due to the stated reasons:

	State Enterprise/ Company/ Autonomous body / Others	Reasons
1	State-run educational institutes and hospitals	Non-profits / local government
2	Security Agencies	Non-profits / local government
3	Regulatory Bodies	Regulatory Functions
4	Army Welfare Project	Transferred to Queen's Project Office
5	Bhutan Agro Industries	Transferred to Queen's Project Office
6	Azista Bhutan Healthcare Ltd	Investment of Druk Holding and Investments (DHI)
7	Bhutan National Bank	Investment of DHI
8	Druk Metallurgy Limited	Investment of DHI
9	Bhutan Ferro Alloys Ltd	Investment of DHI
10	Royal Insurance Corporation of Bhutan	Investment of DHI
11	Penden Cement Authority Ltd	SE under DHI – Data not collected
12	Dagachhu Hydro Power Corporation Ltd	Subsidiary of Druk Green Power Corporation (DGPC) - Data not collected
13	Tangsibji Hydro Energy Ltd	Subsidiary of DGPC - Data not collected
14	Kholongchhu Hydro Energy Ltd	Subsidiary of DGPC - Data not collected
15	Bhutan Hydropower Services Ltd	Subsidiary of DGPC - Data not collected
16	Bhutan Automation and Engineering LTD	Subsidiary of DGPC - Data not collected

Annex 4 – SE Listing and Sectors

SE Name	Sector (NACE Classification) *	Portfolio Ministry
Royal Bhutan Helicopter Services Limited (RBHSL)	Transportation and Storage	Ministry of Information and Communications
Bhutan Lottery Limited (BLL)	Arts, Entertainment and Recreation	Ministry of Finance
Bhutan Duty Free Limited (BDFL)	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	Ministry of Finance
Kuensel Corporation Limited	Information and Communication	Ministry of Information and Communications
National CSI Development Bank Limited (NCSIDBL)	Financial and Insurance Activities	Ministry of Finance
National Pension and Provident Fund Limited (NPPFL)	Other Service Activities	Ministry of Finance
Bhutan Livestock Development Corporation Limited (BLDCL)	Agriculture, Forestry and Fishing	Ministry of Agriculture and Forests
Farm Machinery Corporation Limited (FMCL)	Agriculture, Forestry and Fishing	Ministry of Agriculture and Forests
Bhutan Development Bank Limited	Financial and Insurance Activities	Ministry of Finance
Food Corporation of Bhutan Limited (FCBL)	Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	Ministry of Agriculture and Forests
National Housing Development Corporation Limited (NHDCL)	Real Estate Activities	Ministry of Works and Human Settlement
Bhutan Postal Corporation Limited (BPCL)	Other Service Activities	Ministry of Information and Communications
Bhutan Broadcasting Service Limited (BBSL)	Information and Communication	Ministry of Information and Communications
Green Bhutan Corporation Limited (GBCL)	Agriculture, Forestry and Fishing	Ministry of Agriculture and Forests
Druk Holding and Investments Limited (DHI)	Financial and Insurance Activities	Ministry of Finance
Druk Green Power Corporation	Electricity, Gas, Steam And Air Conditioning Supply	DHI
Bhutan Power Corporation Limited	Electricity, Gas, Steam And Air Conditioning Supply	DHI
Bhutan Telecom Limited	Information And Communication	DHI
Construction Development Corporation Limited	Construction	DHI
Drukair Corporation Limited	Transportation And Storage	DHI
Koufuku International Limited	Manufacturing	DHI
Menjong Sorig Pharmaceuticals Corporation Limited	Manufacturing	DHI
Natural Resources Development Corporation Limited	Agriculture, Forestry And Fishing	DHI
State Mining Corporation Limited	Mining And Quarrying	DHI

Thimphu TechPark Limited	Professional, Scientific And Technical Activities	DHI
Bank of Bhutan Limited	Financial And Insurance Activities	DHI
Dungsam Cement Corporation Limited	Manufacturing	DHI
Dungsam Polymers Limited	Manufacturing	DHI
State Trading Corporation of Bhutan Limited	Transportation And Storage	DHI
Bhutan Board Product Limited	Manufacturing	DHI

****Statistical classification of economic activities in the European Community, abbreviated as NACE***