Decision making using financial accounting
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Lecture - 24
Cash Flow Statements - 5

If you read the statements it clearly says that an amount of 250 was raised for the issue of share capital.

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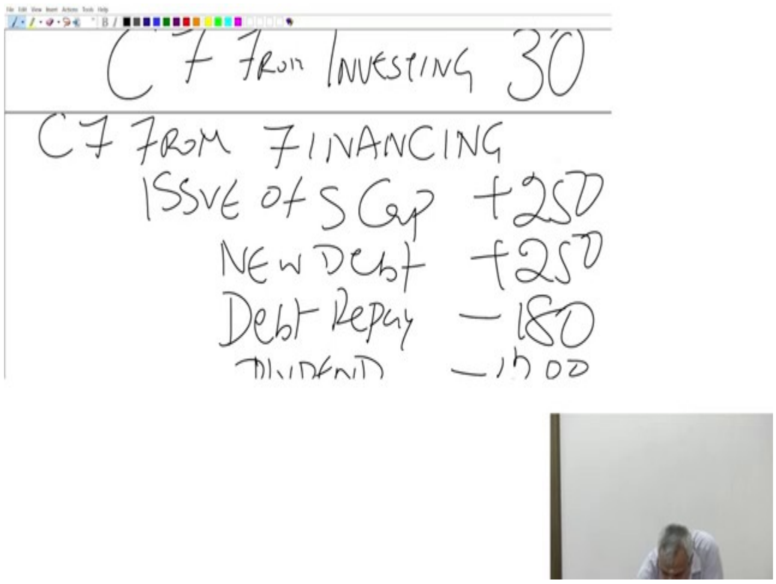

That means very simple share capital issue of share capital that is 250 dollars. Now, there is further what is called as a further issue or the long term borrowing was also there to the extent of about 250.

Now, if I look at my long term debt it was 1040 last year. 250 dollars worth of new debt is raised. That means, what should be the over what should the debt at the end of the year? The debt at the end of the year should be 1290. The debt at the end of the year should be 1290, but whereas what is a debt at the end of the year you see it is only 1110 is the kind of debt what you basically see out there. Why is there a difference?

Student: 188.

It is because you might have repaid some part of the debt. So, let us say new debt somebody said losses out here. Who said losses? Somebody said losses or something know nobody said that. No I overheard something, but if it is new debt that means 250 dollars worth of debt, new debt should have worth added out here, but how much of it is added. If you look at the difference 1040 plus 250, 190 minus your 1110. That is about it has increased by about?

Student: 180.

180 is the difference out there. That 180 is what you would have ideally.

Student: Repaid.

Repaid. There is no mention of it. Why it reduces? Because unless you repay, it cannot reduce or somebody must have said your “Karza maaf” that is waived it off for you. If someone must have waived the very debt off for you, then it will come here, then you do not have to do cash out flow.

Nobody has waived it, it does not come anywhere out here. So, that is debt repayment minus 180 out there. Then there is the last aspect out here which is basically what we call it as it is also there out here that is a point number 3, in this particular case. Point number 3 in this particular case out here which says that dividend paid was 1200. There is a dividend which has paid which is about 1200. Dividend is a cash outflow dividend paid.

Student: Sir?

Yeah, once again ma’am cash.

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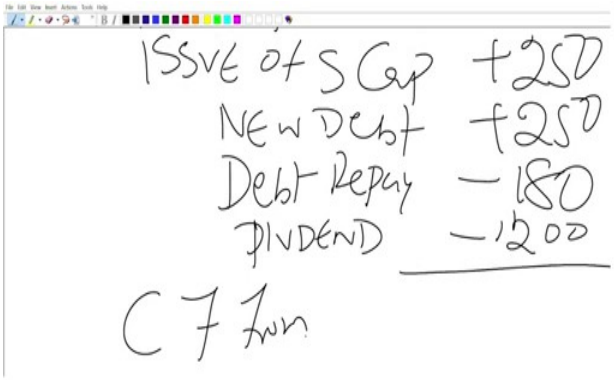

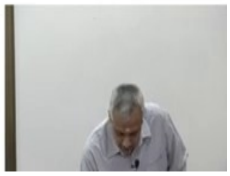

Student: Sir, interest expenditure.

Interest expenditure I am sorry, then there is one more aspect out here, fine. Let us look at dividend yeah.

Student: Sir the new the volumes which are coming in only actually taken care of it in the repayment part, right where no when I have taken care of it is as repayment part.

Student: The 250 which is coming through that.

Now, let us look at it, what is the old debt? 1040.

Student: 1040.

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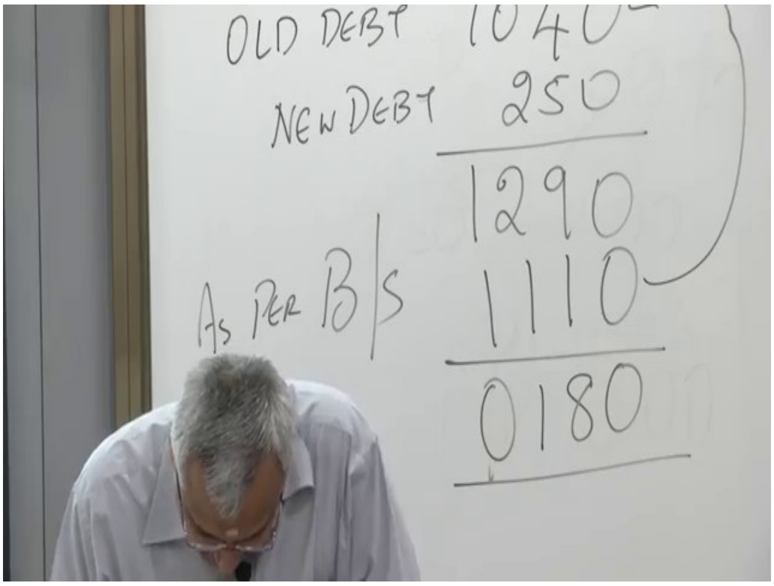

Old debt 1040 ok.

Student: Increased to the?

Now, new debt.

Student: New debt.

250 makes it 190 now as per balance sheet.

Student: It is provided.

What is the balance at the current year?

Student: 111.

1110 where 1110 is the balance out here. That means, about 8 9 minus 1 is 8 and 1 out here. What happens this difference, the difference is what you have repaid of that.

Student: Repay.

Yeah, that is what I have taken out here.

Student: But on jobs are new debt we also.

This is where it is there are two activities.

Student: Oh.

This is the original quarter fair plus this or you can just take I would say or else you want to do it, I will just take that difference between these two and enter as one simple figure out there. That is net increase in debt.

Student: Ok.

Net increase in debt if you look at 1110 minus 1040, that is about 60 plus 10, 70 dollars is what you will enter in that particular case. In this case two activities have occurred. How much have you got? You have got 250 borrowed new. How much I will repay it? 180 I will repay it. Keep it separate.

Student: But we have to.

Net increase is only 70.

Student: The new debt we are actually using, we are actually settling it in this calculation itself. No sir the old debt, the new debt we are adding the new debt and then we are also minusing what is only when the old the.

I have not done anything of them. Net effect if I look at you keep this away from here. Let us keep this away.

Student: Ok.

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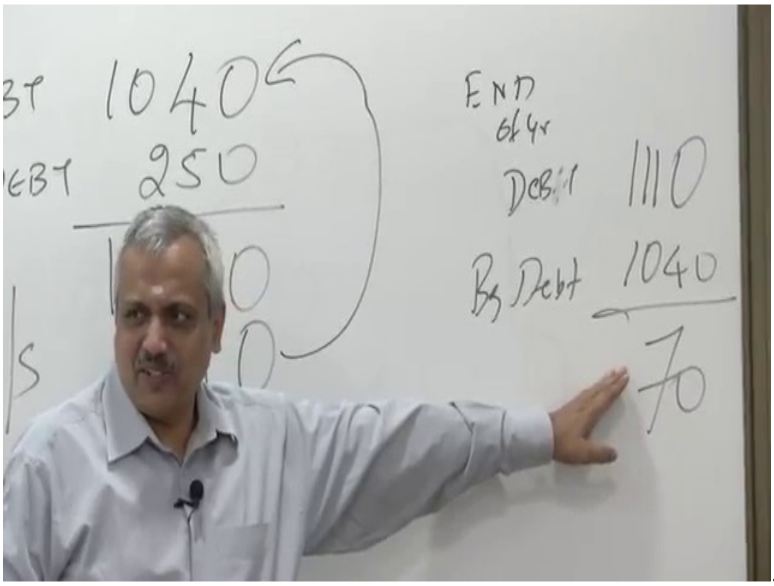

What is the net increase in debt that is end of the year debt with oh sorry debit it out here is 1110, beginning of the year debt is 1040. What is the net increase? Net increase is 70.

Student: 70.

So, what is the 250 minus 180 plus 250 minus 180?

Student: 70.

Student: 70.

So, what have I, what I have you done here you have treated is the net increase only from this you are not looked at the what happens how did it become 70? Now I have looked at how is that became 70. That becomes 70 not just because of one activity, because of two activities. What are those two activities? One I have got a new debt; other I have repaid the old debt out here.

Student: Clear

Clear Pratistha? Any queries so far?

Student: No sir.

Now, there is one more last aspect out here. If I look at in this particular case, there is what is called as an interest expenditure of 400 dollars in AP and l interest expenditure of 400 dollars interest you pay on what is called as your borrowings out there interest expenditure for P and L, P and L statements and P and L statement interest expenditure 400 dollars.

Student: Ok.

Now, anything corresponding to that in the balance sheet you see there is what is called as interest payable. Last year was 100 and this year is 230.

That means what is the total interest payable this year? Due this year 400 plus 100 what is due for the last year. Total interest you are liable to pay 500 dollars worth of interest. Am I with you? Mallika following?

Student: No.

No.

Student: No.

Student: No I just need one thing. We got 500. Can you repeat?

One second. Interest is an expenditure. Interest payable is an expenditure occurring because of a financing activity. Is that clear first?

Student: Yes.

Now, what is the interest expenditure for the year? Interest payable interest expenditures 400 as per your P and L. Now, what was due last year that is opening balance at the end of the last year at the beginning of the year. 100 dollars is due. What is your total liability of the interest as of today as of this year? Total liability for you as of interest is 400.

Student: Plus.

Which is for this year plus what is due at the end of the last year, that is or what is due at the beginning of this year. The total liability of interest is 500 dollars. Have you paid the entire 500? I will check what is still due at the end of the year.

Student: 230.

230 still due at the end of the year. That means how much have you paid?

Student: 270.

That if you are assuming that nobody has waved it off, it is reducing because you paid.

So, how much have you paid net? Yu have paid net only 270 dollars out here.

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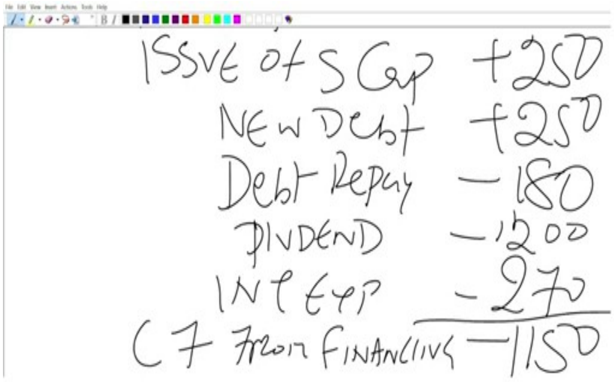

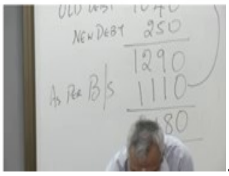

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So, interest expenditure 270 dollars taken everything.

Student: Yes sir.

Now, what is the cash flow from what is called as financing?

Student: 1150.

Minus right.

Student: Minus 1000.

Student: 1150.

Now, you total all the three, 1830 we had that is what I call it as we will let us let us put it as. I will move further down.

Student: No one cares.

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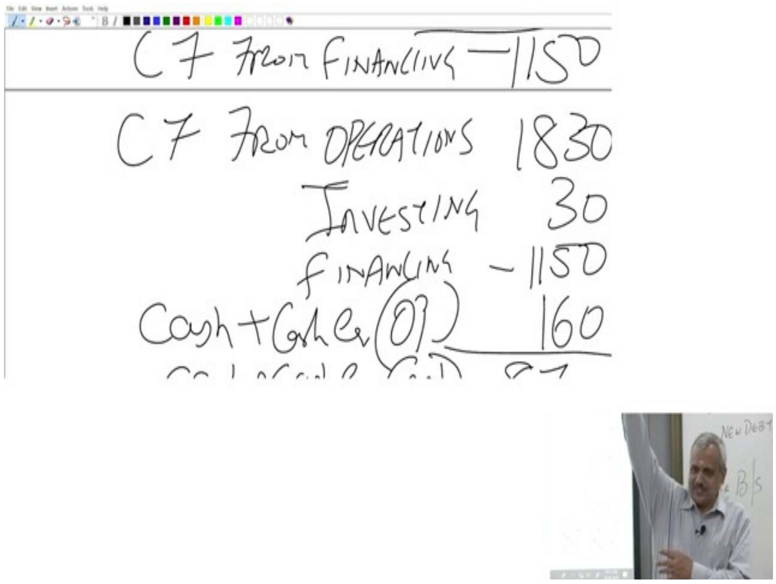

Cash flow from operations that is 1830 cash flow from investing activity.

Student: 30.

Cash flow from financing activity?

Student: Minus 111.

Minus triple 1150.

Student: 730.

Right now, you had cash at the beginning of the year cash and cash equivalent. Now marketable securities you would say that is what is treated as cash equivalent. Now I just add that cash and plus cash equivalent at the opening part of it, opening part of it that is at the beginning of the year. Why am I adding? Because you are starting your when you get your salary this year, you are adding in to the money what you had leftover at the end up last month out there. Please handle that is the entire pool. So, I am just adding that. If I add that what is the amount out here?

Student: 160.

135 plus 35 that is 170. If I total this, then I should get what is called what is the amount I am getting.

Student: 870.

870. If I am getting out here I am getting about 870 that is cash and cash equivalent at the end of the year what you basically check up with your balance sheet out there.

200 plus what is called as your 670 out there. It matches. Am I with you on this? So far now this part of it is clear. What did we do? We took the opening cash instead of though you could have added this opening cash to your operations itself that is not a problem. You could have started off with that, not a issue. I have tracked all the money. This is what we call it as the direct method out there. Let us not worry about direct indirect. Let us just worry about cast flow. That is all. Yes sir.

Student: Last two lines can you repeat sir?

Now, these are the cash flows what I have had from three activities.

Student: Correct sir.

Now, I need to know what is the cash, I have at the end of this particular year. How I have got that? Now these cash flows have occurred, you are adding that cash to what was left over at the end of the last month and last year. What was the money that was in left over at the end of the last year? It is 160 that is opening cash and cash equivalent balance sheet.

Student: Plus.

Student: 225 and 200.

Not 225 and last year cash and cash equivalent cash equivalent is marketable security.

25 plus 135.

Student: 230.

So, that was there at the beginning of that is there at the beginning of this year or at the end of last year. Am I with you on this? So, I am just adding that cash to whatever is a cash flow that is when you will know. See simple. You got a salary this month. This is how your spent to your salary, but what is the cash that is there with you. The cash that is there with you is this, but this thing is not equal to this. Why? Because end of last month some money was left in your wallet. You are adding that money to you in their wallet. So, that is all what we have done sir. So far is the clear?

Student: Sir is there any difference between cash and fund because when you are referring to source of fund you were telling source of.

Source of finance that is sources of fund utilisation of funds. Here we are looking at source of funds. Source of fund in the sense is where we are getting the money from. That is all.

Student: There is no difference between cash and fund.

Which one? Cash there is lot of sources of if we cannot say cash entirely because for example creditor is a source of fund for you, but there is no cash. They are not giving cash. What are they giving? They are giving you goods instead of cash that is that I call it fund. Fund is a little more broader term out there.

Student: So in marketable securities is a cash equivalent right?

Marketable securities is cash equivalent sir. Normally we take it as cash equivalent because anything cash equivalent or any of these instruments which can be converted to cash in a jiffy, I can just go to the I can just go to the market, sell the what I call it as my securities out there and get the money out there. So, it is convertible to cash, it is convertible to cash. These are all called as that is what it which is easily convertible to cash with you on this; so far so good. Now cash flow is clear. Check up with all of them. What are you doing?

Student: Sir they are asking can you explain opening cash and cash equivalent?

Fine. Now what is the opening cash in cash equivalent? So, what did you do out here? Imagine through the month imagine the 1st of February you got your salary. And, then you have a had series of expenditures out here and you have divided your expenditures into three basic parts of it and this is the kind of amount what do you have from easy of these three aspects out here now, but the cash what you have at the end of the month the as of today is not equal to an addition of 1830 plus 30 minus 750. It is little more than that. Why is it more than that?

Because when you got the money, the cash this month on first of February what did you do? You added it to the money that was there with you as of January 31st which was basically left out there. What is the money that was left on January 31st with you? In this case it is 160. Now I pour all these together that is when I will get this money that is you start off with this money.

Student: Ok.

Then you add these three, then basically you will get what is the money that you have. That is how it is. Have a check up if they are clarified? Is it clear? If it is clear you can just put in a message. I will just wait for a second. No let them let them respond. Let them respond Prateek.

Student: No I guess.

Yes.

Student: Yes sir, yes sir.

You guys have got it fine. If you are still not clear please tell me. You do not clarify. If there is a question ask me.

Student: Sir Ansuman there is not clear.

Ansuman you are not clear. Ok fine. Ansuman you are in Bangalore. I can understand the distance will also make it a problem right. So, now anyway let us let me I think use the board out here your cash flow that is generated from the operations out here.

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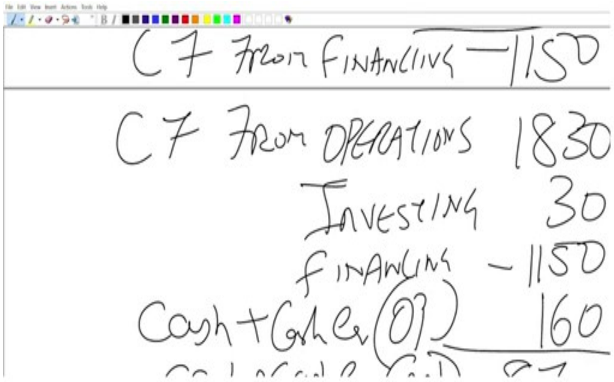

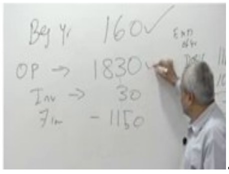

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Operating activity in this particular month is 1830. Now when you how did you will you had some cash at the beginning of the year, you started off with that cash your operations out there. What are the cash that was at the beginning of the year? In this particular case beginning of the year you had a cash of about in this particular case of about 160 dollars you had that cash and.

Then you started your operations and that is what you need 130. Your what is called as your investing in this particular case is basically yielded you 30 and your financing is yielded you what is called as negative 150 out here. Now whatever what I have trying to say I started off with this cash of 160 dollars. Basically that is the money I have in my pocket and this is what this operations have generated, this is what investing has generated, this is what financing has generated.

So, what is the cash I need to have at the end of the entire time period out here, it is basically an aggregate of all these three, if you do an aggregate of all these three, you are getting your what is called is your number. Is it clear for Anshuman now? Now if you share. Clear fine. That is great Anshuman. Now go to 11.4 in your textbook. A very simple problem very simple problem 11.4; I specifically sent a mail that you have to carry your textbook as well as your that spiral bound stuff also you have photocopied it now.

Student: I did not bring.

You did not bring? I think you have to manage with him no ok. I need that.

Student: Yes.

There is more 11.4 just spend 5 minutes, 2 minutes reading it, 10 minutes solving it otherwise we will solve it 11.4.

Student: Page number?

Page number page number.

Student: 339.

Student: 339.

339 page number. 339 11.4. 339 page number 11.4, no.

Student: 338.

338 is that ok? 338 take two minutes to read, 10 minutes to solve. I am going to be patient even for the guys who are locked down from remote locations. Let us focus here.

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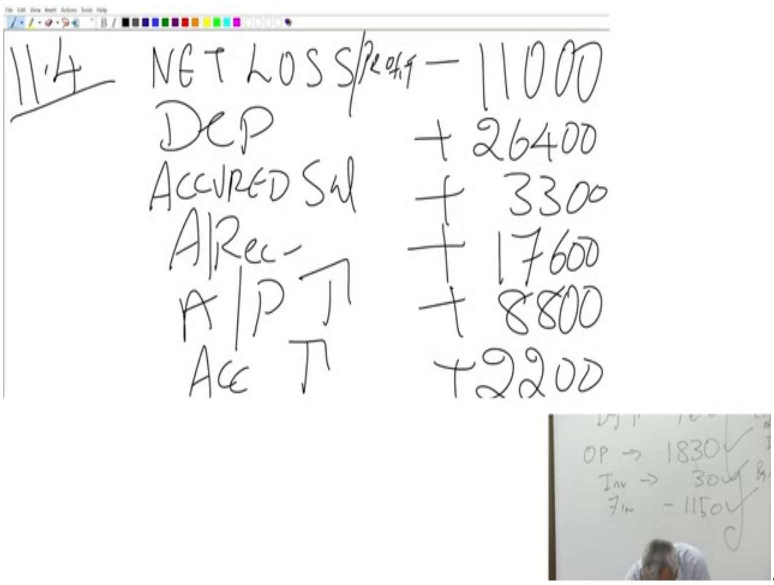

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Last we are now problem. What we did what we did? We basically traced all the cash that is cash expenditures, cash x income that is what is a cash inflow, cash out outflow in a business situation for the entire year and traced it in this situation. What we are trying to do? We will do the same cash flow statement, but we will not do it.

So, directly we will try to indirectly trace the path. How to indirectly trace the path? First assumption if the entire business transactions is on cash, then the profit should be equal to cash. What I have that is profit should be equal to cash amount of profit plus cash at the beginning of the year should be equal to cash at the end of the year. If the entire business operation including there is no imagine there is no depreciation. If the entire operation is only on cash, then what should the cash the I have which is in my cash box should be equal to the profit plus the cash at the beginning of that year out there.

Am I with you on this? Ok now in this case let us start with that particular assumption out here. This particular case what is the profit or loss profit or loss is 11000 dollars out there. That is what I have written. Now let us go back and adjust those aspects which should have impacted the profit, but would not have impacted the cash out there. I repeat let us go and adjust for those aspects which would have ideally impacted the profit, but not impacted the cash part of it. A simple example depreciation. As an expenditure if you knock off, it impacts the profit or not? Yes it impacts the profit whereas; does it impact what is called as your cash inflow or outflow? It does not impact your cash out there.

So, first and foremost in this particular case if I see there is what is called as depreciation for the year? The depreciation for the year is about 26400.

Student: 400.

100. So, I add back depreciation 26400 Yes or no so far?

Student: Yes.

Imran following? Over the next aspect if I look at in this particular case, fuel driver salary, taxes and license repairs and Miscellaneous, these are the expenditures in the P and L. Let us look at one by one. Let us look at fuel. Fuel is 77000 dollars if the entire amount has paid, then it would not be different. It would have impacted the cash as much as it would have impacted the P and L statement. If there is something due or last years due I have paid, then the impact would be very different out there. Now, if I go back and look at the balance sheet of last year and see and this year is there, anything pertaining to fuel in the balance sheet?

Student: No.

There is nothing. So that means the impact on the P and L as well as on the cash because of a fuel expenditure is exactly the same. Am I with you on this? So far so clear.

Next let us look at the other aspect out here there is something called as driver's salaries. This year is 44000.

If I go back to the balance sheet, it says accrued salaries last year was about if i look at 5 5500 this year is about 80 - 8800. That means salaries as of now. Now, driver salaries if I look at it is about roughly 44000 last year that is the amount for this particular year, but that is what I have charged in the P and L and that is what has yielded me what is called as a profit or loss of 11000, but have I paid the entire 44000?.

Student: No.

No because there is an increase in what is called as that is the payable that is accrued salary last year was 5500, this year is 8800. That means 3300 dollars has increased. That means out of that 44000.

Student: 3300.

I have not paid 3300 or you have not paid the entire 8800, but you have paid the last year's 5500. Whatever way you look at it the net impact is 3300 it has increased. That means, what has happened your that is your cash flow cash that is there in your hand. Your profit has gone down by 3300 because you have written as 4400 whereas, your cash has stayed a little up out here at this by 3300 I am I am let us look at it your cash and your profit, you have charged 40.

4000 on your income P and L statement profit has gone down. That is your expenditure. Your profit has gone down whereas, how much of cash you have removed? You have not removed 44000. You have removed about 41000 or 40000.

Student: 40000.

And whatever 700 is what? So, there is a difference out there. So, what do I do? I add it back to the profit out there. So, I am just adding back accrued salaries out here to the extent of 3300. Am I with you?

Student: Yeah.

So far so clear sir? Now I move on next aspect out here. There is something called as taxes and licenses. I have paid. There is nothing pending in the balance sheet as of now, right. Whatever is the impact taxes and license for the year is 22000. There is nothing pending and there was nothing pending last year.

So, the impact on both is basically is the same out there. This is cash this is P and L, this is cash right. My right hand is cash and my left hand is P and L. Let us keep it where cash is always in the right hand right you need money. Now the next aspect out here repairs out here. In this particular case if you look at repairs out here, 30800 is there, 30800 is there, then basically what you call it as that is the money which would have basically there is no nothing else pending in the balance sheet.

So, it is the same thing that part of it is taken care of in this particular case out here and then there is nothing. There is miscellaneous expenditure that is also taken care about it. Now let us look at the other balance sheet aspects out here or let us look at your P and L aspect. You have said there is a revenue of 1,91,400. When you have said there is a revenue of 1,91,400 that means ideally that is the money that you should have received out there, that is 1,91,400 out here your profit your what is called as your profit should have gone up. Then if you have to receive the same thing, your cash should have also gone up. Have you received the entire money?

If you look at your debtors out there in this particular case are accounts receivable. Last year was 26400, this year is 18000.

Student: 8.

8800. That means what has happened?

Student: You have received the lot.

Student: Increased.

Student: You have received lot more of money.

You have received much more that is what happens your sales is 1,91,400 you have gone here. That means, it is there and then, but cash what has happened you have received what is due last year. So, what has happened to your cash?

Student: Increased.

Student: Increased.

Your cash has increased by what amount? The difference between what has due last year in what is due this particular year. I am with you? Again I repeat. My sales in my organization takes place how much 1,91,000 agreed? It has gone my profit has gone up. Now what happens to my cash my also should go to that extent. Yes it is at the same level, but I have received money what was due last year also. So, my cash just gone far about that; so, that also I added back that is what is called as that is accounts receivable of last year. How much is it? 21?

Student: 17.

Student: 17600.

17600 is what I have received. Then what else we looked at receivable, then when we look at receivable.

Student: Pay payable.

We have to look at what is payable also. If you look at your payables accounts payable, accounts payable is the sense is for basically for all your purchases. Somebody's mobile. Everybody put your mobile off 15 minutes more, but please put your mobile off.

Now, come back here. If I come back here you please note there is a receivable, there is a payable we said that fuel drivers, sorry fuel taxes and repairs etcetera. We did not find anything all that is clubbed together in your payables out there. That is why we did not find it any anything separate out there. Accounts payable last year was 5500, this year is 8800. That means, what has happened you are payable has increased. If your payable has increased what would be the difference? That means, cash outflow for example there is a expenditure you incur your profit goes down.

But your cash has not gone down to the same extent because you have still have to pay 3300. It has stayed a little up out there. I repeat my expenditure happens my profit comes down. Imran 1 second.

Student: Sir what is the?

Student: Accounts payable is 22000.

Student: 22000.

I am sorry.

Student: 1921.

22 to 30 that is fine. That is what let us let us look at it that is the account payable is 2230. I know that that is not a problem. General if you look at any expenditure that happens your what is called as your profit comes down. So, your cash also basically if you have paid the entire thing, your cash should also be at the same level. Last year what is account payable? 22000. What is the payable this year?

Student: 20000.

That means what has happened?

Student: 8000.

8000 payable is increased. That means, with your cash and expenditure when your profit comes down to an extent because of an expenditure (Refer Time: 29:00) will your cash flow also will come down to the same extent. Your cash just stayed about 8000 rupees.

Student: Higher.

Higher because, you are not paid. Please understand. Your cash just stayed about 8000 rupees higher in that particular case because there is an expenditure profit comes down. So, cash also has to come down, but cash has stayed up by 8000 rupees because you have not paid 8000 rupees. So, what do I do? Accounts payable increase in this particular case is also about 8000.

Student: 800.

800.

Student: Sir will it decrease or increase?

Student: Increase.

What are you doing it? You are adjusting with the profit; you are adjusting in to the profit. So, what has happened in this case your profit has come down; your cash has stayed here. So whatever you are interested in knowing, are you interested in knowing the profit or the cash?

Student: Cash.

I am interested in knowing the cash. So, what do I have to do? I have to raise the profit out there, always keep your right hand as cash, left hand as profit. You keep adjusting. You will know that not a problem; so far so clear.

Student: Yes.

Then next aspect out here if I look at the balance sheet, there is something called as other accruals. The other accruals was 1100 last year. This year has increased to about 3300 accruals means basically it is part of your liability. Liability means you have to pay. That means, you have to pay means you would have charged it as an expenditure.

So, when you have to pay liability out there that is your charge is an expenditure, your profit has come down whereas, what you have to be your cash has stayed up by 2200 dollars because the difference between 1100 and 3300 out there your cash is stayed up by 2 12 2200 dollars. Yes, Mallika you are not following. You have lost out. Tell me.

Student: Sir when we are talking about accounts payable.

Student: And then accruals.

Sure no problem.

Student: The accounts payable what all can we categorize as accounts payable, so that I can correlate with to the first statement which is the.

Anything basically which is related to the payment for basically your core, your manufacturing related of it normally your purchase of your raw material etcetera are pay I mean or your what is called as inventory, different kinds of traded goods etcetera all that will constitute account payable. For example I might purchase fuel.

In that case right for example if you have a you are an engineer might know there is a lathe machine in the lathe you have something what is called as a coolant which keeps flowing on the job that is there whether holing boring whatever you do. I am not an engineer, but still I have seen a lathe that. Now that coolant I can buy that is not a raw material, but that is necessary for my processing I may buy it on credit. So, money have to pay will be part of your accounts payable bills payable creditors.

Student: All that.

Yeah there is a subtle difference between all that, but as if now let us keep all that together with you on this.

Student: Yeah.

Move to the next one. In this particular case sure in this case accrual anything. Some expenditures is accrued last year last year like some somebody expenditure it could be either any of these miscellaneous expenditure itself. Let us take it for that matter. Last year movement here is an expenditure, your profit has come down.

So, your cash should also come down, but your cash what happens it has floated a little above. Why? Because you have not paid about 2200 dollars yet. Last year was 1100; this year is 1300. So, what do you do? I increase my profit by 2200 out there. That is accruals increase another 2200.

Student: Yeah.

With you so far?

Student: Yeah.

Move on further in this, if I move on further in this that is what is operations basically you are finished exhausted everything. Now, let us look at what is called as my investing activity.

If I look at my investing activity, ideally I should look at the assets side of the balance sheet. All of us know that if I look at the asset side of the balance sheet, there are always three items; cash account feasible and net total fixed assets. Cash will not worry about account feasible. We have taken net fixed assets out there. If you look at net fixed asset last year was 2,24,400 and this year is 1,98,000. So, what has happened?

Student: Depreciation.

It a if you see the difference that is exactly equal to the depreciation.

Student: 26400.

If you see the amount, but if it is more than depreciation; that means what has happened either it has become scrap or you have basically sold. There is a cash inflow that is basically generated out there right because this what he has given is not gross like what we looked at the last time, we are looking at that net.

Student: Net.

Fixed asset out there that difference is exactly equal to depreciation.

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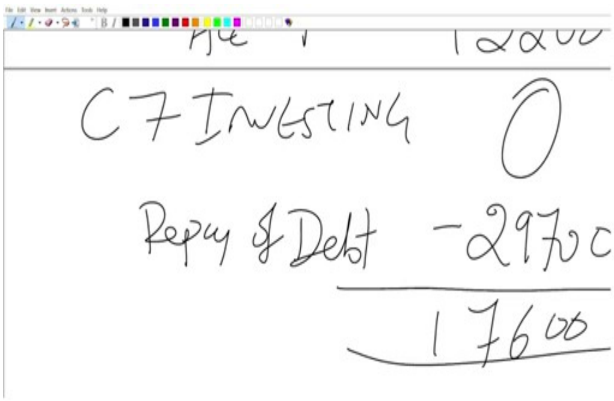


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So, in this particular case your cash flow from investing activity is 0. Rajath sir some problem; I do not know in adjustment of the camera right very clear.

Student: Yes sir.

Now, let us look at the financing activity cash flow. From financing activity part of it if I look at the cash flow from financing activity out of it, if you look at the financing activity is what long term debt and capital. Even let us look at the capital. Last years capital was 96800, this years capital is 85800. So, what has happened?

Student: Adjusted to the loss.

Adjusted basically to the loss you look at the loss 96800 minus 11000 will basically give you 85800 that is basically what happens. Your capital when we say capital is always share capital plus your reserves and surplus.

Student: Surplus.

That is what we will look at owners equity. That is what I said right in the first class itself what I taught you. When I say capital equity, equity is not only what is denominated in shares because your value of equity changes every year with your reserves and surplus changing because your retained earnings get added. So, where capital means capital share capital plus your?

Student: Reserves.

Reserves and surplus the entire thing in this case it is a loss. So, it has gone down by so much. So, that is not there is no impact of the cash flows per se. Let us look at the long term debt. If I look at the long term debt, last year was 1,29,800 and this year it is only 1,00,100. That means what has happened?

Student: Repaid.

You have basically repaid what is called as my cash flow that is repayment of debt. What is the amount out here?

Student: 29700.

29700. Now, what is that cash flow you are getting out here?

Student: Sorry.

What are the cash you are getting out here just add it and separate.

Student: 17600.

What was the last part of that question out here ? Last part of the question he says that come does not understand how the company can be 17600 ahead of last year in terms of cash in hand with a loss of 11000 you have traced it now this 17600 plus what is the last years cash what we have?

Student: 4000.

4400 you add that what do you get out here. It is not magic, right.

Student: Its not.

It is not magic Pratistha. No it is not magic. It is just the types of the entire account.

Student: It was just funny the answers are already there; I just that happened.

Right that is all. So, what did we do? We just traced it. This is what is called as indirect method. So, what we did, we traced it whichever is easier for you can do it. Not necessary I have taught you two methods of looking at cash flows. Now, I want you guys to try exercise 11.5. Not now. As a homework and by the time you come tomorrow, exercise 11.5 should be solved. It will take not more than 20 minutes. It will take not more than 20 minutes and for students who are not physically present here or online also by then we meet tomorrow they should be ready with 11.5, only then we will sort of be comfortable.

So, with this I end cash flow. Tomorrow you bring your manual that what we call it as my hand out what I have given or open on your laptop, your Maruti Udyogs annual report, but opening on the laptop because as we are running from pages to pages, you will keep moving up and down. If you are comfortable with it, it is fine. Whatever I will be discussing only the annual report of Maruthi Udyog which is already printed out there in this basic hand out what I have given. Clear on that? Fine.

Thank you very much.