



ANNUAL REPORT 2024-2025



WE MUST STRIVE TO CONTINUOUSLY FIND SOLUTIONS TO NEW SOCIAL CHALLENGES OF A SOCIETY. WE MUST REACH OUT FIRST TO THOSE WHO NEED IT THE MOST. WE MUST CONTINUE TO FIGHT THE ROOT CAUSES OF INEQUALITY - BE IT ECONOMIC OR GENDER-BASED DISCRIMINATION.

Sir Fazle Hasan Abed

Founder, BRAC

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CHAIRPERSON'S FOREWORD

Bangladesh is undergoing one of the most consequential socio-political transformations in the first quarter of the 21st century. The overthrow of entrenched autocratic rule through a youth-led uprising has signalled a political awakening that brings the possibility of rewriting rules of the game that are stacked against the common citizenry, honest entrepreneurs and social agents alike.

The statistics indeed are stark. Growth has become less poverty-reducing and employment generating. Unemployment has reached epidemic levels. The frustration is greatest for the youth whose NEET percentage - neither in education, employment nor training, is arguably one of the highest in South Asia. Poverty as per Power and Participation

Research Centre (PPRC) estimates is nearly 10 percentage points higher than the official estimate of 19%. Inequality has reached unacceptable levels. The cry for equitable growth and social justice grew louder by the day and formed the backdrop for the explosion of popular anger in the July uprising of 2024 and the subsequent political change.

A moment of transformational opportunity has emerged. It needs to be seized with honesty of purpose, a hard-headed look at the data and ground realities, the deepest sense of empathy, the will to innovate and rewrite narratives which can resonate with the citizenry at large – women, youth, children, students, entrepreneurs, farmers, workers both formal and informal, professionals, economic actors, communities, marginalised groups.

Inclusive work is the foundation of everything else. BRAC's strategy focuses on sectors where we see real potential—agriculture, small enterprises, digital services, urban informal work—creating pathways for youth, women, and informal workers to move from just getting by to actually building futures. We are looking



beyond traditional manufacturing to areas where Bangladesh can compete - aquaculture along the coast, digital freelancing in cities, agri-entrepreneurship, the care economy.

The approach is integrated. Skills training through our planned centres of excellence will connect people to real jobs, here and abroad. Our microfinance network enables entrepreneurship, but not just with loans - we are bundling capital with coaching, equipment, and market access. By 2030, young people will constitute half of our microfinance clients, and we are building business-in-a-box models to equip people with everything they need to start.

These markets will also be inclusive. Women will be at their centre - as entrepreneurs, decision-makers and leaders. Microfinance will continue to ensure women can invest, save, and build enterprises that can withstand shocks, while Aarong's push into international markets will expand demand for artisans, many of whom are women. Our work will continue in making workplaces such as factories safer for women, and an increased push for childcare will ensure parents have options for looking after children while they work. Persons with disabilities will continue to access rehabilitation services, where they will work with assistive technology and livelihood

training. We will continue to partner with indigenous communities in the plainlands and hilly regions across multiple facets of our programming. We will also be bringing visibility to urban informal workers like rickshaw-pullers, domestic workers and street vendors who keep our cities running, but who lack basic protection.

Climate resilience has become an urgent need. We will implement an integrated model focusing on women smallholder farmers that combines climate information services, adaptive technologies, tailored finance, and market linkages. Our approach will transcend farm supply chains, protecting both people as well as what they produce. We will try to change how agriculture is done at scale, through introducing biopesticides, bionutrients, and climate-smart practices.

Together, we need to protect our hard-won development gains, respond decisively to emerging risks, and help shape a more inclusive, resilient, and equitable future. Recent events have proven again what we have always known that youth are both our greatest hope and our most powerful force for change. But what they want is varied - jobs, better skills, but also

solutions to longstanding problems, justice, and decency in how we treat each other. They need space to come together, but they also need concrete support - training, help getting organised, technical guidance, access to funding tailored to where they are starting from. A young woman in a rural area faces different barriers than a young man in an urban area. We must understand these differences and respond to them.

The question before us at this transformational moment is simple: Can we speed up reforms and work together to move faster, include more people, and build something that actually lasts? I believe we can. BRAC's job is to stand with communities as they chart their own new paths forward. The challenges are real, but so is our resolve.

Hemingway wrote, "We can be destroyed but not defeated." This is the DNA of the people of Bangladesh. I see it now in young people refusing to accept how things have been. This gives me hope.



DR HOSSAIN ZILLUR RAHMAN

Chairperson
BRAC



LETTER FROM THE **EXECUTIVE DIRECTOR**

When I wrote this message last year, Bangladesh was emerging from political upheaval and stepping into a vast, uncertain transition. What we perhaps did not fully anticipate was just how long and uneven the journey of repair would be.

During the past 18 months, expectations met hard reality. The depth of institutional decay, fiscal constraints, and social fragmentation became increasingly visible. For many families, this year was not about advancement, but survival. For BRAC, it was another test of whether we could remain steady and present through uncertainty. Despite the turbulence, our people never lost focus, and our commitment never wavered.

BRAC focused on solidarity, but also worked at speed. As real incomes eroded, our microfinance, graduation, skills, and urban programmes acted as essential shock absorbers for the 'new poor'. Climate disasters struck, and we mobilised rapidly - but also continued to stand with communities long after the headlines faded. In the Rohingya camps, where sharp aid cuts made 2025 the hardest year since the

crisis began, we sustained essential services.

One of the most significant shifts in 2025 has been our deliberate effort to strengthen public engagement, especially with young people. We positioned BRAC more intentionally as a solution ecosystem, backed by the real strength of BRAC Bank, BRAC University, bKash, Aarong, BRAC Dairy, and BRAC Seeds.

This was also the year when global development financing underwent major change, and Bangladesh was not immune. The closure of USAID programming created a vacuum in systems-strengthening support. The health sector especially felt the brunt, particularly in vaccination, reducing child mortality and maternal mortality.



We now confront reduced grant visibility, compressed humanitarian budgets, and tighter cash flow planning. Yet new markets are showing promise: partnerships in the Gulf States, discussions in the Asia Pacific region, and climate financing are demonstrating strong early performance.

As we enter 2026, we face clear risks: political volatility, misinformation in an adversarial digital landscape, and ongoing financing stress. These risks reinforce the need for unity, clarity, and integrity. Against this backdrop, we are finalising our 2026–2030 strategy, which represents the most significant repositioning of BRAC's work in years.

One of the most significant shifts is moving from delivering projects to building systems. Health, education, finance, climate, and livelihoods initiatives will be designed as people experience them in daily life—interconnected, embedded in communities, and built to last beyond donor cycles. We will direct at least 70% of our programme resources into Bangladesh's 'poverty pockets'—areas where low income, climate shocks, remoteness, and inadequate services converge.

Job creation will be our most urgent priority. Industrial job creation is slowing, informal employment dominates, and young people face limited pathways to decent work. We will connect young people to meaningful livelihoods—not as passive recipients, but as agents of change, for themselves and their communities. Our training will be demand-driven and tailored to local economies: aquaculture in coastal

districts, digital services in urban slums, reintegration support for returning migrants. We will track job creation outcomes across nearly all our programmes, enterprises, and investments.

Women will be placed at the centre of this strategy. When women are empowered, families thrive, communities prosper, and societies change.

Climate resilience will be embedded across every sector we work in. Women smallholder farmers will adopt climate-smart practices, health and food systems will be reinforced to withstand shocks, and communities will be equipped with both scientific data and traditional knowledge to anticipate risks. We will scale nature-based solutions alongside low-cost infrastructure—including raised school buildings, flood-proof clinics and adaptive agriculture bundles - designed with women smallholder farmers at the forefront.

And we will leverage BRAC's ecosystem deliberately. Our programmes, enterprises, university, and investments will operate within a coordinated framework with shared goals. A graduate of our skills programme will access startup loans through BRAC Bank, sell products through

Aarong, and benefit from insurance protection, all within one system.

As I travelled across Bangladesh this year—from Rangpur to Cox's Bazar—I met families who had lost almost everything, yet shared what little they had. I spoke with young people who live with uncertainty but still dream boldly. And I witnessed our staff showing up every day with empathy and courage that cannot be captured in any report.

In a time marked by confusion and division, BRAC has a broader duty: to demonstrate through our work that hope is still possible, that empathy still matters, and that societies can rebuild. Our role is not just to provide services; it is to help restore faith—faith in community, in possibility, and faith in one another.

Bangladesh needs more than traditional development programmes right now. It needs institutions that remind people of who we can be at our best. That is what we will be in 2026.



ASIF SALEH

Executive Director
BRAC



LETTER FROM THE **MANAGING DIRECTOR**

Bangladesh went through a restless year and a half.

It tested the nation on every front - but like a fabric strengthened by strain, the people of Bangladesh emerged stronger. BRAC's social enterprises also fared well, revealing the trust people have in our products, from discerning urbanites buying our crafts, to farmers clamouring for BRAC seeds all across rural Bangladesh.

Aarong's journey through 2024-25 featured both big challenges and the reaching of some important milestones. The opening of our Dhanmondi flagship store in March 2025 was a defining moment. At 60,000 square feet, across eight floors, it now holds the Guinness World Record as the world's largest craft and artisanal retail store. The detail in the in-store displays is particularly meaningful - the four-storey *nakshi kantha* installation telling the stories of Aarong's artisans and producers, and the massive terracotta wall depicting a Santal village as an

ode to the rich pottery traditions in Bangladesh. More than displays, these are statements about the beauty, intricacy and heritage of Bangladeshi craft, and what is possible when that talent gets the right platform. Bloggers and influencers are still producing content about the store, and it is gratifying to see people genuinely excited about artisanal products.

We also opened outlets in Noakhali and Cox's Bazar, and expanded existing ones. Physical expansion at home is only part of the story, though. International growth is

where Aarong's future will lie, and we are putting the foundations in for that, through strengthening quality assurance protocols, upgrading staff competencies, and installing a new enterprise resource planning system which will allow for this growth.

Aarong's sub-brands continue to evolve in exciting ways. Aarong Earth became a leading natural skincare brand in just three years, and we are now assessing how big its market could be, both here and abroad. HERstory by Aarong is carving out space in the luxury segment, and we are working to diversify its offerings to truly showcase the best of artisan-made attire. The rebranding of Aarong Natural as our Fast Moving Consumer Goods food brand, alongside Aarong Dairy and Aarong Earth, represents our thinking about creating a full portfolio that meets different consumer needs while generating sustained demand for what our producers make.

Our agricultural enterprises had an extraordinary year. This was both because of the quality and



service provided by BRAC Seed and Agro, but also because climate impacts are making seed storage increasingly challenging. Rising temperatures and unpredictable rainfall mean farmers cannot dry seeds the way they used to, and the women who traditionally did this work are moving away from it. This means we have even more of a serious responsibility, as a major actor in the formal seed market, to ensure our seeds result in quality harvests and the hard work of farmers is worth it.

Our broader focus in agriculture is on education and behaviour change at scale. How do we help farmers shift to practices that will continue to deliver successful harvests as climate impacts continue to intensify? Biopesticides and bionutrients are part of this, but the real question is how we make change that will spread across the entire country. The agricultural training institute we are building goes to the heart of this—training agri-entrepreneurs and service providers who can take better practices into communities everywhere. We are also looking into large-scale soil quality measuring, so we can track the impact these initiatives will make. In the short term, we are investing in practical solutions that address the real problems farmers are currently facing, such as small machinery to ensure crops can be harvested quickly during unpredictable weather.

BRAC Dairy and our Artificial Insemination (AI) enterprise both demonstrated adaptability this year. Dairy shifted to smaller pack sizes to cope with inflationary pressures on household spending, while investing in new filling capacity and process optimisation. Our feed support programme cut costs for farmers by 13%, supporting farmers with 753 tonnes of subsidised

feed. BRAC AI maintained market leadership despite our farmers losing approximately 50,000 cows during floods, and we are now diversifying into buffalo and goat breeding. We are also focusing on building our own bull mother herd ahead of 2026 regulations which will prohibit us from importing high quality bulls and bull semen.

BRAC Healthcare is proving that empathy can be the cornerstone of health services. With three centres operational and a fourth opening soon, we are building a culture of care that is resonating with patients. They are turning into repeat clients, and they are bringing their family and friends with them. The newest centre in Siddheswari is now performing nearly as well as Kazipara, our first centre - and the medical community has also responded. We worried about finding specialist doctors, but instead they are calling us wanting to join. The constraint ahead will be finding the right spaces in the locations where we need to be.

One particularly special milestone this year was moving the headquarters of the social enterprise team into the BRAC at 66 premises in Mohakhali. BRAC at 66 holds special meaning for me, the location where so much of BRAC's pioneering work began in 1980, and bringing our enterprise teams back here feels like a full circle moment. The physical proximity is also driving collaborations that we have talked about for a long time. Teams are finding natural synergies—nursery

making silage for dairy farmers, for instance - and the culture of working together across enterprises is strengthening.

This spirit of closer collaboration is also increasingly being seen across BRAC's ecosystem more broadly. As examples, the enterprise teams have started working much closer with the microfinance team to enable producers to access the financial services they need to adapt and grow, and with the climate change programme to ensure our products are resilient in the face of increasing climate impacts. BRAC has always been a solutions ecosystem, but there is a renewed realisation that all of the entities in that ecosystem have to work a lot closer together to tackle Bangladesh's rapidly evolving challenges.

I am confident that as we look ahead, BRAC's social enterprises are well-positioned to deepen their impact. I am also aware that realising this potential depends on continuing to work together with discipline and care, as well as boldness in ambition. I am grateful for the communities that produce our products, the trust that people place in our brands, and for leading a team that pursues excellence in service of something larger than ourselves.

Tamara Abed

TAMARA HASAN ABED

Managing Director
BRAC Enterprises



BUILDING A WORLD WE WANT



SOCIAL DEVELOPMENT

We drive lasting change at scale through a bold agenda focused on eight priorities: ending extreme poverty, expanding financial inclusion, equipping people with skills for decent work, addressing climate change and crises, advancing gender equality, ensuring universal healthcare, supporting pro-poor urban development, and investing in the next generation.



INVESTMENTS

We invest in socially responsible companies that advance access to education, healthcare, financial inclusion, and gender equality. The returns from our investment portfolio enable us to scale development efforts, strengthen financial self-reliance, and build resilient, progressing communities aligned with BRAC's mission.



AFFILIATES

BRAC USA

The North American affiliate of BRAC, BRAC USA provides comprehensive support to BRAC globally by raising awareness about its work and mobilising resources to strengthen programmes.



HUMANITARIAN RESPONSE

BRAC bridges humanitarian aid and a holistic development approach by delivering immediate relief alongside skills-building and resilience strengthening. Our frontline teams lead disaster response nationwide, tackling both natural and human-made crises as first responders. We support communities to prepare, respond swiftly, and recover stronger.



BRAC UNIVERSITY

Founded in 2001, BRAC University is dedicated to shaping future leaders by fostering academic excellence, societal impact, and human flourishing. Through a dynamic liberal education, it cultivates confident, socially conscious graduates equipped with critical thinking, compassion, and a strong commitment to driving positive change and meeting tomorrow's challenges.



SOCIAL ENTERPRISES

BRAC Social Enterprises are mission-driven ventures addressing critical market gaps—building skills, livelihoods, and sustainable supply chains for marginalised communities, primarily women. Operating across multiple sectors, including agriculture, dairy, retail, and healthcare, they connect micro and small entrepreneurs to markets, helping them become producers, artisans, suppliers, or fill essential service needs. This creates secure incomes and generates surplus to reinvest and scale up BRAC's social impact.



STICHTING BRAC INTERNATIONAL

BRAC International operates across 13 countries in Asia and Africa, functioning as a solution ecosystem through an integrated model of social development, social enterprise, and humanitarian response—always in partnership with communities. Established as a non-profit foundation in the Netherlands, BRAC International governs and manages all BRAC entities outside Bangladesh, excluding our affiliates.

BRAC UK

The European affiliate of BRAC, BRAC UK works to raise resources for BRAC programmes in Africa and Asia by developing partnerships with local and global organisations, donor agencies, academic and research institutions, and governments.

VISION, MISSION AND VALUES

VISION

A world free from all forms of exploitation and discrimination, where everyone has the opportunity to realise their potential.

MISSION

Our mission is to empower people and communities in situations of poverty, illiteracy, disease, and social injustice. Our interventions aim to achieve large-scale, positive changes through economic and social programmes that enable men and women to realise their potential.

VALUES

Integrity

Innovation

Inclusiveness

Effectiveness



Building a **Culture of Protection, Accountability, and Dignity**

Safeguarding remains a core organisational priority for BRAC, reflecting a fundamental commitment to the dignity, safety, and well-being of all staff, volunteers, programme participants, partners, and communities. During 2024-25, BRAC continued to consolidate and advance its safeguarding systems and practices, with a deliberate focus on embedding safeguarding as a shared organisational responsibility rather than a standalone compliance function. Guided by global safeguarding and Protection from Sexual Exploitation, Abuse, and Harassment (PSEAH) standards and anchored in BRAC's values and people-centred approach, these efforts aimed to strengthen safe, respectful, and inclusive environments across diverse operational contexts.

Key Safeguarding Interventions

Capacity Building and Skills Development

Safeguarding training was delivered across social development, humanitarian, and enterprise programmes, reaching staff, volunteers, partners, and vendors. This inclusive approach reinforced collective accountability across BRAC's operational ecosystem. Training content was contextualized to address programme-specific risks while strengthening foundational understanding of safeguarding principles, expected conduct, and reporting responsibilities.

Awareness, Engagement, and Culture Change

Targeted awareness initiatives were undertaken with managerial and supervisory staff at field level, recognising their critical role in shaping organisational culture and modelling expected behaviour. Creative and culturally resonant methodologies - including popular theatre, music, interactive dialogue, and gamified learning - were used alongside structured discussions to normalise safeguarding conversations, encourage reflection, and promote behavioural change.

Knowledge and Resource Development

A range of safeguarding communication and learning materials - including posters, stickers, audiovisual content, and digital resources were developed and disseminated. These materials reinforced key safeguarding messages, supported learning retention, and ensured consistent visibility of safeguarding standards across programmes and locations.

Risk-Informed Safeguarding Management

The safeguarding team provided ongoing technical support to programmes, departments, and enterprises to strengthen risk identification and mitigation. This included safeguarding risk assessments, action planning, and follow-up, undertaken in close coordination with BRAC Risk Management Services. These measures enabled proactive management of safeguarding risks within complex and evolving operational settings.

Policy and Procedure Strengthening

A structured, phased review of safeguarding-related policies and procedures was initiated to ensure continued alignment with national legal frameworks, evolving global standards, and organisational learning. The review process draws on case analysis, operational feedback, and emerging risk trends, with the aim of enhancing clarity, accountability, and practical applicability across BRAC's safeguarding framework.

Institutional Integration and Technical Support

Safeguarding and PSEAH considerations were systematically integrated into grant proposals and new business development processes, reinforcing safe programming from design through implementation. Technical support was provided for partner due diligence and safeguarding assessments conducted by development and prospective partners. In collaboration with human resources, continued efforts strengthened safe recruitment practices, while analysis of safeguarding cases and awareness insights informed continuous system improvement.

Reporting, Response and Complaint Management

BRAC continued to strengthen its reporting and response mechanisms, ensuring that all safeguarding concerns are handled with fairness, confidentiality, and survivor-centred care. The Safeguarding and Grievance Management Committee (SGMC) managed a steady flow of complaints throughout the year, with particular attention to sexual exploitation, abuse, and harassment (SEAH), bullying, and procedural-violence cases. Guided by established procedures and cross-departmental coordination, BRAC maintained a consistent and accountable complaint-management process that reinforced trust in its safeguarding system.

Training Impact and Early Outcomes

Safeguarding training delivered during 2024-25 demonstrated measurable improvements in staff knowledge, professional readiness and organisational confidence to respond appropriately to safeguarding concerns. Assessment results show an increase in average scores from 52% pre-training to 78% post-

training with the proportion of participants meeting competency thresholds rising from 24% to 72%. High-performing participants were identified as potential safeguarding knowledge champions, while approximately 8% of participants were recommended for targeted refresher support.

Within the Humanitarian Crisis Management programme in Cox's Bazar and Bhasan Char, extensive training coverage resulted in a marked shift from baseline knowledge gaps to strong post-training comprehension. More than 90% of assessed participants demonstrated sound understanding of safeguarding and PSEAH principles. Field-level validation through random engagements confirmed not only universal awareness of reporting mechanisms but also increased confidence to recognise concerns, respond responsibly, and uphold safeguarding standards in practice. Qualitative observations further indicated improvements in ethical behaviour, respectful communication, and supervisory practices.

Digital and Cyber Safeguarding Readiness

As digital communication expands and new forms of misconduct emerge in organisational and field-level interactions, BRAC placed special focus on strengthening its capacity to manage cases involving digital and cyber elements. Many safeguarding concerns now include photographs, messages, social-media interactions, and other forms of digital evidence that are critical to establishing facts and ensuring fair, transparent inquiry processes. To respond effectively, BRAC enhanced its digital evidence collection and management practices and engaged cyber specialists within its investigation team. This has reinforced the organisation's ability to handle technology-related safeguarding cases with greater accuracy, confidentiality, and accountability.

Key Learning and Future Focus

Building on learning from the reporting period, BRAC will prioritise the following areas to further institutionalise safeguarding practice:

- Conducting Knowledge, Attitude, and Practice (KAP) surveys and impact studies to assess the effectiveness and sustainability of safeguarding interventions.
- Introducing refresher and orientation-based learning to reinforce knowledge retention and consistent application in practice.
- Delivering customised, programme-specific safeguarding training informed by risk profiles, case trends, and identified improvement areas.
- Strengthening the *Shurokkha Bondhu* pool, local safeguarding focal points to expand peer engagement, grassroots awareness, and accountability.
- Redesigning awareness approaches through local and traditional cultural arts to deepen frontline engagement, encourage inter-generational dialogue and support sustained culture change aligned with BRAC's safeguarding commitments.
- Exploring alternative complaint resolution options through structured mediation approaches to support early conflict management and reduce escalation while upholding all safeguarding principles.

Commitment and Way Forward

BRAC remains firmly committed to embedding safeguarding as a shared, organisation-wide responsibility. Through continuous learning, reflective practice, and system strengthening, BRAC seeks to nurture a culture where protection, respect, and dignity are upheld in all interactions and operational spaces. Looking ahead,

BRAC will continue to adapt, innovate, and invest in safeguarding approaches that protect people, build trust, and reinforce accountability across all levels of the organisation.

BRAC ACROSS THE WORLD

EUROPE
An independent charity to raise profile and funds for BRAC globally

USA
An independent charity to raise profile and funds for BRAC globally

GHANA
MF

SIERRA LEONE
AIM, ECD&E, MF, YE

RWANDA
AIM, CR, HNW, MF, UPGI, YE

LIBERIA
AFS, AIM, HNW, MF, YE

UGANDA
AIM, ECD&E, HER, HNW, MF, UPG&L, YE

TANZANIA
AFS, AIM, MF, YE

NETHERLANDS
Stichting BRAC International registered as a foundation

AFGHANISTAN
ECD&E, HER

BANGLADESH
BEP, BHP, BYP, CCP, DRMP, GJD, HCMP, IDP, MF, MG, RMG, SDP, SE, SELP, UDP, UPG, WASH

MYANMAR
MF

INDIA
UPGI

PHILIPPINES
ECD&E, HER, UPGI, YE

INDONESIA
UPGI

ETHIOPIA
UPGI

SOUTH AFRICA
UPGI

KENYA
Africa Regional Office

AFS: Agriculture and Food Security
AIM: Accelerating Impact for Young Women
BEP: BRAC Education Programme
BHP: BRAC Health Programme
BYP: BRAC Youth Platform
CCP: Climate Change Programme
CR: Climate Resilience

DRMP: Disaster and Risk Management Programme
ECD&E: Early Childhood Development and Education
GJD: Gender Justice and Diversity
HCMP: Humanitarian Crisis Management Programme
HER: Humanitarian and Emergency Response
HNW: Health, Nutrition, and WASH
IDP: Integrated Development Programme

MF: Microfinance
MG: Migration
RMG: Readymade Garments
SDP: Skills Development Programme
SE: Social Enterprises
SELP: Social Empowerment and Legal Protection
UDP: Urban Development Programme

UPG: Ultra Poor Graduation
UPGI: Ultra Poor Graduation Initiative
UPG&L: Ultra-Poor Graduation and Livelihoods
WASH: Water, Sanitation and Hygiene
YE: Youth Empowerment

2024-2025 BRAC at a glance



1 in every 7 people in Bangladesh received support from BRAC in 2025

26 million people received some form of support from BRAC

1 in every 16 persons with disabilities received support from BRAC

223,425 persons with disabilities received support from BRAC

19 million women received support from BRAC – that is 2 out of 3 people directly reached by BRAC.



Health

3.5 million people accessed health and nutrition services, and awareness messages

337,384 mothers underwent safe delivery with support from BRAC

1 in every 4 safe deliveries in Bangladesh were supported by BRAC

1 in every 5 safe deliveries in the hard-to-reach areas were supported by BRAC

9 in every 10 people tested for tuberculosis through BRAC.

2.9 million people, of whom 239,432 were confirmed tuberculosis patients received treatment

2 in every 3 people tested for malaria through BRAC. BRAC tested **1.1 million people**, of whom 5,161 were confirmed malaria patients, and received treatment



WASH

524,982 people accessed WASH-related services and awareness messages



Education

102,486 children accessed education services. **99% of BRAC school students** continued their education

94,281 children graduated from BRAC-operated schools



Urban Development

593,559 urban people received some form of support from BRAC



Financial inclusion

16 million people accessed financial services and awareness

7.9 million people had access to financial services from BRAC

5.7 million women equipped themselves with financial literacy



Empowerment and Protection

1.1 million women and girls received awareness on Violence Against Women and Girls (VAWG) and child marriage prevention and legal aid support from BRAC

34,284 teachers, students and staff received awareness on workplace safety and safeguarding from BRAC



Poverty Alleviation

128,185 households living in ultra-poverty, including **4,934 persons** with disabilities, received asset and climate-adaptive enterprise support from BRAC

64,794 households living in ultra-poverty graduated from extreme poverty



Migration

727,186 aspirant or returnee migrant workers and survivors of trafficking received awareness messages, psychosocial, social, and economic reintegration services



Skills

75,862 people received skills training, including awareness



Climate

18,849 households accessed climate-adaptive solutions such as rainwater harvesting, agricultural support, climate-resilient housing, and tree planting



Disaster and crisis management

5 million people received disaster risk reduction services and awareness

Nearly **1 million households** received capacity building, simulation, and awareness on disaster preparedness interventions

218,134 households received weather forecasts and early warning messages

5,419 disaster affected households received humanitarian support

BRAC MANAGEMENT

Core Executive Management Committee



ASIF SALEH
Executive Director
BRAC



TAMARA HASAN ABED
Managing Director
BRAC Enterprises



SHAMERAN ABED
Executive Director
BRAC International



JEROME OBERREIT
Executive Director
BRAC Global

Extended Executive Management Committee



SABBIR AHMED
Chief Financial Officer
BRAC



DIVYA BAJPAI
Executive Director
BRAC Europe



JULIA ROBERTS
President and CEO
BRAC USA

BRAC Bangladesh Senior Management Committee



ARINJOY DHAR
Senior Director
Microfinance and Technology
BRAC



HOSSAIN ISHRATH ADIB
Senior Director
Poverty Alleviation,
WASH, and
Social Innovation Lab
BRAC



KAM MORSHED
Senior Director
Advocacy, Communications and Engagement
BRAC



DR MD AKRAMUL ISLAM
Senior Director
Health and
Humanitarian Crisis Management
BRAC



MOHAMMAD ANISUR RAHMAN
Senior Director
Enterprises
BRAC



MOUTUSHI KABIR
Chief People and Culture Officer
BRAC

BRAC Bangladesh Directors



AFM SHAHIDUR RAHMAN
Director
Monitoring, Evaluation, Accountability &
Learning,
Risk Management Services,
Social Compliance, and
Safeguarding
BRAC



AHMED NAJMUL HUSSAIN
Director
Administration and Road Safety
BRAC



BRIGADIER GENERAL RAKIB UDDIN AHMED (RETD)
Director
Operations
BRAC



MD LIAKATH ALI
 Director
 Climate Change, Urban Development,
 and Disaster Risk Management
 BRAC



NANDA DULAL SAHA FCA
 Director
 Internal Audit
 BRAC



SAFI RAHMAN KHAN
 Director
 Education,
 Skills Development, and
 Migration
 BRAC



SAIIED BAKTH MOZUMDER
 Director
 Tea Estates
 BRAC



SHAHRIAR HOQUE
 Director
 Technology
 BRAC



SHEELA R RAHMAN
 Director
 Legal and Compliance
 BRAC

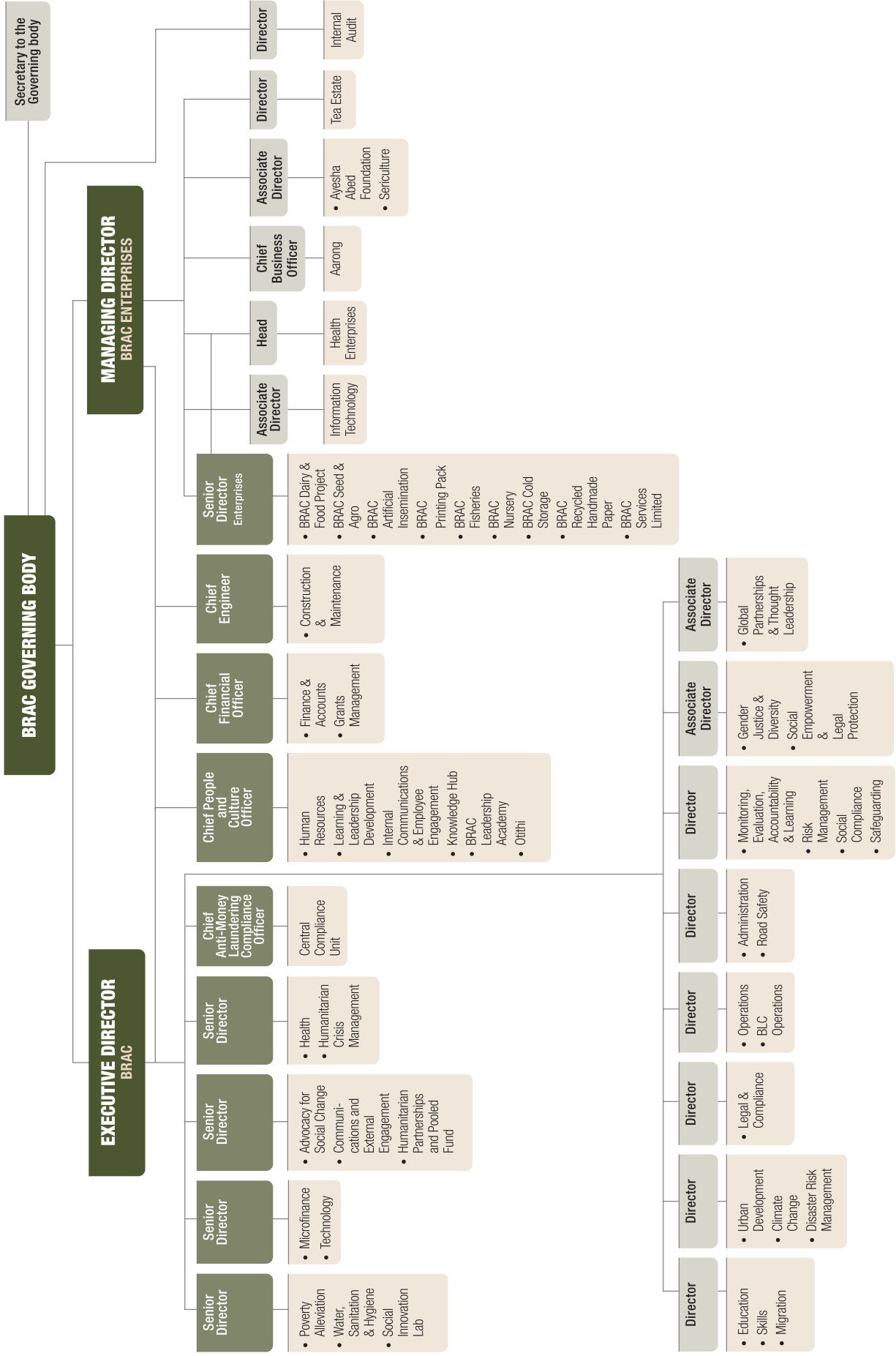


SONIA WALLMAN
 Director
 Global Grants and Portfolio Management
 Global Resource Mobilisation and Partnership
 BRAC and BRAC International



SYED MAZBAHUL MORSHAD
 Chief Engineer
 Construction and Maintenance Department
 BRAC

BRAC ORGANOGRAM



BRAC GENERAL BODY

The General Body is the collective name for the members of the Society registered in Dhaka on 21 March 1972, as the 'Bangladesh Rehabilitation Assistance Committee' under the Societies Registration Act 1860. On 15 June 1992, the name of the Society was changed to 'BRAC'.

The General Body presently comprises the following 30 members:

Abdul–Muyeed Chowdhury	Dr Fawzia Nazli Rasheed
Shabana Azmi	Melissa Parke
Syed S Kaiser Kabir	Victoria Balyejusa Sekitoleko
Quais Shafiqul Hassan	Marilou van Golstein Brouwers
Irene Khan	Dr Hossain Zillur Rahman
Sylvia Borren	Ameerah Haq
Dr Debapriya Bhattacharya	Gregory Chen
Parveen Mahmud	Fathima Dada
Advocate Syeda Rizwana Hasan	Simone Sultana
Adeeb Hossain Khan	Lord Mark Malloch–Brown KCMG
Dr Muhammad Musa	Dr M A Sattar Mandal
Faruque Ahmed	Dr Fahmida Khatun
Shib Narayan Kairiy	Tapan Chowdhury
Tamara Hasan Abed	Mirza Salman Ispahani
Asif Saleh	Muhammad Farhad Hussain

Under the Rules and Regulations of BRAC, the General Body elects the Governing Body.

At the BRAC Annual General Meeting on 29 April 2025, the General Body adopted the BRAC Governing Body's report for 2023-2024 and BRAC's audited financial statements for the year ended 30 June 2024.

BRAC GLOBAL BOARD

Dr Martha (Marty) Chen is an Associate at the Mittal South Asia Institute at Harvard University, where she taught for 35 years, and Co-Founder, Emeritus International Coordinator and board member of the global network Women in Informal Employment: Globalizing and Organizing (WIEGO). An experienced development practitioner and scholar, her areas of specialisation are employment, gender, and poverty, with a focus on the working poor in the informal economy.

Before joining Harvard in 1987, she had two decades of resident development experience working in Bangladesh (with the well-known NGO BRAC) and in India (as field representative of Oxfam America) with a focus, in both countries, on the economic empowerment of women from poor households. Dr Chen co-founded WIEGO in 1997 and led the organisation for 20 years. Under her leadership, WIEGO grew into a global network renowned for its work to improve the status of the working poor in the informal economy, through stronger organisations, improved statistics and research, and a more favourable policy environment.

Dr Chen received a PhD in South Asia Regional Studies from the University of Pennsylvania. She was awarded a high civilian award, the Padma Shri, by the Government of India in April 2011, and a Friends of Bangladesh Liberation War award by the Government of Bangladesh in December 2012.

Currently, Dr Chen is the Chair of the Boards of BRAC Global and the United Nations University World Institute for Development Economics Research (UNU WIDER).



Dr Martha (Marty) Chen
Chair

Ameerah Haq is a former Under-Secretary General of the United Nations at the Department of Field Support, a position she held from 2009 until her retirement. She was the senior-most Bangladeshi national in the United Nations during those years. She recently served as the Vice-Chair of the Independent High-level Panel on Peace Operations at the UN. She has over 39 years of experience working with the United Nations, including 19 years in field assignments. She was the last Special Representative of the Secretary-General (SRSG) in the UN Integrated Mission in Timor-Leste. She has also held the positions of Deputy SRSG and UN Resident Coordinator and Humanitarian Coordinator in Sudan, as well as Deputy SRSG and UN Resident Coordinator in Afghanistan. In addition, Haq has held senior positions within UNDP and has served as the United Nations Coordinator in Malaysia and Laos.

Haq currently serves on the Advisory Board for the Dag Hammarskjold Foundation, Sweden and the International Peace Institute, New York. She previously served on the Boards of the Centre for Humanitarian Dialogue in Geneva, Human Rights Up Front and the Peace Operations Training Institute in Virginia. She was also an Advisor to the United Nations Foundation in Washington and a member of the Special Advisory Group at the Challenges Forum of the Folke Bernadotte Academy of Sweden. Haq also delivers lectures at universities and speaks at seminars hosted by think tanks and non-governmental organisations.

During her service at the UN, Haq was awarded the highest Presidential Medal in East Timor by President Jose Ramos Horta, the highest civilian medal of the Lao People's Democratic Republic, and the Malalai Medal of Honor from President Hamid Karzai of Afghanistan, which is among the highest civilian honours given for courage

and dedication. She is also the recipient of the Julia Taft Outstanding Humanitarian Service Award during the time she served as Humanitarian Coordinator for her work in Darfur, Sudan.

Haq received a bachelor's in psychology from Western College for Women in Oxford, Ohio, in 1969. She subsequently went on to receive a master's in community organisation and planning from Columbia University, New York, in 1972, and an MBA from New York University in 1974.



Ameerah Haq
Founding Chair

Lord Mark Malloch–Brown has worked to advance human rights, justice and development for more than four decades in a variety of roles: with the United Nations, the World Bank, and as a British government minister, as well as with a range of civil society groups and businesses.

At the United Nations, Lord Malloch-Brown led the global promotion of the UN Millennium Development Goals as head of the UN Development Programme (UNDP). At the UNDP, and previously as Vice President of external affairs at the World Bank, he led reform efforts to increase the impact of both organisations.

He later served as Kofi Annan’s chief of staff, and then as UN Deputy Secretary General, before joining the British government of Prime Minister Gordon Brown as minister responsible for Africa and Asia from 2007 to 2009. Most recently, he was president of the Open Society Foundations, the world’s largest private funder of independent groups working for justice, democratic governance, and human rights.

Lord Malloch-Brown was knighted for his contributions to international affairs and is currently on leave from the British House of Lords. He is a visiting professor of practice at the London School of Economics.



Lord Mark Malloch–Brown KCMG
Founding Trustee

Raymond C Offenheiser is Director of the McKenna Center for Human Development and Global Business, part of the University of Notre Dame’s Keough School of Global Affairs, where he also serves as Senior Adviser to the Dean and Distinguished Professor of the Practice, providing strategic leadership to McKenna Center’s academic, research, and public policy activities. A widely known non-profit leader, innovator and international development expert, Offenheiser served as President of Oxfam America for 20 years. Prior to joining Oxfam, he represented the Ford Foundation in Bangladesh and the Andean and Southern Cone regions of South America, as well as directing programmes for the Inter-American Foundation in Brazil and Colombia.

At the 2012 G20 Summit, Offenheiser was appointed by the Obama Administration to represent civil society on the leadership council of the New Alliance for Food Security and Nutrition in Africa. He is currently the Chair of the BRAC USA Board and a board member of BRAC Global, which oversees the work of all BRAC-affiliated entities across the world. He is also a board member of the Oxfam America Action Fund and the Consensus Building Initiative. He serves on the Forum for Corporate Responsibility for BHP Mining Corporation and the Development Partners Initiative. Offenheiser was a co-founder of the ONE Campaign, Washington, DC-based Modernising Foreign Assistance Network, and the Food Policy Action Network. He has also served on the Advisory Boards of the World Economic Forum, the Council on Foreign Relations, the Aspen Institute, the World Agricultural Forum, the Gates Foundation, the Clinton Global Initiative, and both Harvard and Cornell Universities.



Raymond C Offenheiser
Member

Ken Caldwell has held a wide variety of executive and non-executive leadership roles in international development and humanitarian organisations over the past 30 years.

He served as Global Programmes Director at Save the Children and Executive Director of WaterAid International. He was a board member of Oxfam GB, and has also served on the Board of the Institute of Development Studies, as a member of the UK Roundtable on Sustainable Development, and as the Founding Chair of BOND (the representative body for UK INGOs). He has worked with a wide range of leading global NGO federations, providing advice on global strategy and governance issues, and has published research on INGO governance.

Caldwell was elected as Chair of BRAC Europe (then BRAC UK) in May 2021 and joined the BRAC Global Board in June 2021.



Ken Caldwell
Member

Dr Zainab Usman is a Senior Research Scholar at Columbia University's Center on Global Energy Policy and serves as Managing Director for International Programs at the Energy Opportunity Lab. In this role, she leads the Center's work on energy for development in emerging markets, with a focus on strengthening the links between energy systems, economic transformation, and sustainable growth.

Her work combines research and policy engagement to advance practical solutions for low- and middle-income economies, drawing on extensive experience across Africa and other regions.

Usman was previously a Senior Fellow and Director of the Africa Program at the Carnegie Endowment for International Peace in Washington, DC Her fields of expertise include institutions, economic policy, energy policy, and emerging economies in Africa. Prior to Carnegie, Usman served at the World Bank as a public sector specialist, where she was concerned with social sustainability, policy reforms, natural resources management and disruptive technologies. She has worked on these issues in Cote d'Ivoire, Morocco, Nigeria, Papua New Guinea, the Republic of Congo, Serbia, Tanzania and Uzbekistan. She has also worked at the Blavatnik School of Government at the University of Oxford and has consulted for the Department for International Development (DfID) - now the Foreign, Commonwealth and Development Office (FCDO).

Usman's research has been published on various academic, policy and media platforms. She is the author of the book *Economic*

Diversification in Nigeria: the Politics of Building a Post-Oil Economy, which was selected as one of the Best Books of 2022 on economics by the Financial Times. She is also co-editor of the book *The Future of Work in Africa: Harnessing the Potential of Digital Technologies for All*. She contributed to the World Bank's flagship report on Rethinking Power Sector Reforms in Developing Countries. Usman's other analytical pieces have been published in the journal of African Affairs, the World Bank's Policy Research and Working Paper Series, and as book chapters in edited volumes with Oxford University Press and James Currey. Her written and broadcast commentary has appeared in Al-Jazeera English, BBC, Foreign Affairs, Foreign Policy, Project Syndicate, and The Washington Post, among others.

Usman obtained her doctorate (DPhil) from the University of Oxford.



Dr Zainab Usman
Member

Dirk Booy has over 40 years of international development experience, having worked at the village or community level in Sierra Leone, running a National Field Office in Tanzania, managing a large fundraising office in Canada, and providing global leadership across 96 countries. He has held senior positions in large INGOs, both Western- and Southern-led, and helped mentor and develop over 100 leaders in the sector. Most recently, Booy served as the Senior Director for Programme Development, Resource Mobilisation and Learning (PRL) in BRAC, helping to establish the PRL unit across the organisation.

Currently, Booy is a Consultant, Mentor or Advisor to INGOs helping to build organisational capacity to improve overall impact. His focus is on facilitating meaningful change in complex, multicultural organisations. Additionally, he serves on a number of boards both internationally and locally.

Booy has a bachelor's in social economics from Calvin University, and a master's in international rural development planning from the University of Guelph.



Dirk Booy
Member

Adeeb Hossain Khan is the Senior Partner of Rahman Rahman Huq, Chartered Accountants (Member firm of KPMG International in Bangladesh).

Khan is a Fellow member of the Institute of Chartered Accountants in England & Wales (admitted in 1991) and the Institute of Chartered Accountants of Bangladesh (ICAB). He has been a partner of Rahman Rahman Huq since 1998 and its Head or Senior Partner since 2012.

He was a Council Member of ICAB from 2012 to 2025 and its President for the year 2017.

Khan's other interests:

Member (2015 - 2025), Governing Body, BRAC, one of the largest NGOs in the world. He has chaired its Finance, Audit and Risk Committee for most of these years.

Board member (since 2012), Metropolitan Chamber of Commerce & Industry (MCCI), the trade chamber in Bangladesh representing major businesses; Chairman of Tariff and Taxation Sub-Committee of MCCI for several years.

He has served as a board member of Biman Bangladesh Airlines (Bangladesh's flag carrier), Asian University of Women, Bangladesh Legal Aid and Services Trust, etc.

He is a frequent speaker on national forums in connection with taxation, regulatory, and corporate governance reforms.



Adeeb Hossain Khan
Member

Sir Andrew Steer is a globally recognised economist and leader in sustainable development, and climate and nature action. He is currently serving as a Distinguished Professor of Practice, Economics and Sustainability at Georgetown University and the London School of Economics and Political Science (LSE).

As the President and CEO of the Bezos Earth Fund, he directed the world's largest philanthropy for climate and nature. Previously, he served as the President and CEO of the World Resources Institute, the world's foremost think tank or do tank on environment and development.

With a distinguished career spanning leadership roles in the World Bank and the UK Government, he has been instrumental in designing policies that advance economic growth with environmental stewardship. He has advised world leaders, corporations and financial institutions on green finance, carbon reduction strategies and sustainable development.

In 2024, Sir Andrew was knighted in recognition of 'his sustained contribution as one of the world's best-known leaders in global sustainable development economics with a focus on climate change and poverty reduction'. He was also named in 2024 by Forbes as one of the world's 50 most impactful climate leaders, an honour that was recognised in the publication's inaugural Sustainability Leaders list.

Sir Andrew is Chair of the Royal Botanic Gardens, Kew, and serves on the UK Foreign Secretary's External Foreign Policy Board. He is



Sir Andrew Steer KCMG, PhD
Member

a Global Agenda Trustee for the World Economic Forum, where he co-chairs its Global Futures Council on Innovative Finance, a board member of the Global Energy Alliance for People and Planet, and a member of the China Council for International Cooperation on Environment and Development. He has served on the advisory boards of Bank of America and IKEA, and was co-chair of HSBC's climate advisory committee.

Sir Andrew was educated at the University of St Andrews, the University of Pennsylvania and the University of Cambridge. He holds a PhD in economics and finance.

Dr Hossain Zillur Rahman
Founding Trustee

Irene Khan
Member

BRAC GOVERNING BODY

Economist and social thinker **Dr Hossain Zillur Rahman** is a leading policy and civic voice of Bangladesh. Holding a master's in economics from Dhaka University, and a PhD in political sociology from the University of Manchester, UK, Dr Rahman was a leading researcher at the Bangladesh Institute of Development Studies (BIDS) and a member of the Independent South Asian Commission on Poverty Alleviation. In 1996, he founded the think tank Power and Participation Research Centre (PPRC).

He led Government of Bangladesh's first poverty reduction strategy paper and played a foundational role in the adoption of the national social protection strategy in 2015. He has published widely on poverty, social protection, decentralisation, universal healthcare, quality education, urbanisation, governance, political change, and inclusive growth. He was awarded Dr John Meyer Global Citizenship Award by the Institute for Global Leadership of Tufts University, USA, in November 2009. He became one of the three awardees of the Gold Medal Award 2013 of Rotary International Bangladesh for his services to humanity.

In 2008, Dr Rahman was appointed as an adviser to the former caretaker government of Bangladesh and put in charge of the ministries of commerce and education. He has been credited with a lead role in the successful return of electoral democracy to Bangladesh.

He is a regular guest lecturer at the National Defence College and sits on the board of the International Panel for Social Progress (IPSP). He is the convener of the Universal Health Coverage (UHC) Forum, president of the Bangladesh Economics Olympiad and president of the Bangladesh Senior Citizens Welfare Society. He has been chairperson of BRAC since 2019.



Dr Hossain Zillur Rahman
Chairperson

Quais Shafiqul Hassan is the Managing Director of Echo Sourcing Limited UK and Echotex Limited Bangladesh. Echotex received Bangladesh's National Environmental Award, Metropolitan Chamber of Commerce and Industry, Dhaka's Environmental Award, and J Sainsbury plc's Corporate Social Responsibility Award in 2010. Echotex was also awarded Best Clothing Supplier in 2011 as well as Best Clothing Supplier and Supplier of the Year in 2012 by J Sainsbury plc.

Mr Hassan co-founded a premium clothing label called Ninety Percent, launched in 2018, that shares 90% of its distributed profits between social and environmental causes, along with the people who are involved in making the clothes. He is the co-founder of Children's Hope, an NGO that works to educate slum children in Dhaka.

He obtained his undergraduate degree from City University, London and postgraduate degrees from Aston University, Birmingham, UK.



Quais Shafiqul Hassan
Member

Melissa Dawn Parke has over two decades of experience in international law, politics, sustainable development, humanitarian affairs, human rights and governance. She served as Minister for International Development and is a former federal member for Fremantle.

Prior to entering the Australian parliament Ms Parke served as an international lawyer with the United Nations for eight years in Kosovo, Gaza, New York and Lebanon. Following her retirement from parliament, she worked as an 'Eminent Expert on Yemen' for the UN Human Rights Council.

Ms Parke is currently the Executive Director of the International Campaign to Abolish Nuclear Weapons (ICAN).

She holds bachelor's degrees in business from Curtin University and law from the University of New South Wales, and a master's degree in public international law from Murdoch University.



Melissa Parke
Member

Dr Fahmida Khatun is the Executive Director of the Centre for Policy Dialogue (CPD), a leading think tank in Bangladesh. Previously, she worked as a Research Fellow at Bangladesh Institute of Development Studies (BIDS), an Environment Specialist at the UNDP, and an Economist at the USAID Mission in Bangladesh. She has taught economics at universities in Bangladesh and England and has been a Visiting Fellow at several international research organisations.

Dr Khatun regularly serves on policy-making and advisory bodies at home and abroad. She is a member of the United Nations Secretary-General's Independent Expert Advisory Panel on the Multidimensional Vulnerability Index (MVI). She is a member of the High-level Advisory Board on the Productive Capacities Index of UNCTAD and of the Task Force on Climate, Development, and International Financial Architecture, an initiative of Boston University, USA. In 2023, she served as Co-Chair of the T20 India Task Force on "Accelerating SDGs: Exploring New Pathways to the 2030 Agenda" under the G20 process.

Dr Khatun is a member of the Board of Bangladesh Bank. She also serves on the BRAC Board, the world's largest non-governmental organisation working for the left-behind population. She was a Member of the Task Force on Re-Strategising the Economy and Mobilising Resources for Equitable and Sustainable Development and the Task Force to Strengthen the Bangladesh Bureau of Statistics (BBS), both formed by the interim government of Bangladesh in 2024 to 2025.

She completed her postdoctoral research at Columbia University, USA, and undertook joint research with Professor Jeffrey Sachs. She holds a masters and a PhD in economics from University College London (UCL), University of London. She has participated in the Leadership Decision-Making programme at Harvard University, USA.

Dr Khatun's areas of expertise include macroeconomic policy, the financial sector, international trade and WTO issues, climate change, environment, energy economics, the digital economy, youth employment, the interlinkages between digital public infrastructure and health, the interests of Least Developed Countries, and women's contribution to the economy.

She has several publications to her credit at home and abroad.

Fathima Dada is a global education leader with experience spanning teaching, authorship, policy, executive and board leadership. She has held senior roles across the international education sector spanning all continents, including Managing Director of Oxford Education, Chair of OxfordAQA and Global Managing Director at Pearson. Her work has supported national education reform in multiple countries, including partnerships with UNESCO across Southern Africa. She has served on ministerial committees and quality assurance bodies, and has advised governments and NGOs on curriculum reform, assessment, and large-scale system change. She currently serves on the boards of BRAC Bangladesh, Oasis Asset Management South Africa and MACAT in the UK, and has previously held board roles across several non-profits and affordable school networks in Africa and Asia.



Dr Fahmida Khatun
Member



Fathima Dada
Member

Mr Mirza Salman Ispahani is the Chairman of M. M. Ispahani Ltd., one of Bangladesh's most prominent and historic business conglomerates. A respected business leader and a Barrister-at-Law from Lincoln's Inn (called to the Bar in 1981), he has contributed significantly to Bangladesh's corporate, philanthropic, and sports sectors.

He has served in numerous key leadership roles, including Chairman of the Chittagong Stock Exchange Ltd., Chairman of the Tea Traders Association of Bangladesh (TTAB) and Chairman of Bangladeshiyo Cha Sangsad.

Beyond his business achievements, Mr Ispahani is deeply involved in social and educational development. He chairs the Management Committee of the Ispahani Islamia Eye Institute and Hospital and is the Chairman of Ispahani Public School & College in Chattogram. He is also a Member of the Board of Trustees of Independent University, Bangladesh and Chittagong Independent University.

He holds multiple esteemed positions internationally and nationally, such as: Honorary Consul for Italy in Chattogram; Former President of International Cotton Association (ICA); Vice President, Bhatiary Golf & Country Club and Bangladesh Squash Rackets Federation; Former Director, Bangladesh Cricket Board; Director, Divisional Cricket Committee; Director, International Textile Manufacturers Federation; and Secretary General, Board of Trustees and former Chairman of The Duke of Edinburgh's Award Foundation, Bangladesh.



Mirza Salman Ispahani
Member

Dr M A Sattar Mandal is an agricultural economist involved in teaching, research and policy planning in the broader discipline of agriculture, food and rural economy over five decades. He holds a bachelor's and a master's in agricultural economics from Bangladesh Agricultural University (BAU), earned in 1973 and 1974 respectively. He also holds a PhD from the University of London (1979) and conducted postdoctoral studies at the University of Oxford (1986–87). Professor Mandal's academic interests in agriculture and rural economy, food systems, agricultural policy planning, agricultural technology and agribusiness development continue. He was a visiting professor in many universities abroad including School of Development Studies of the University of East Anglia, UK in 1997 and 2000, and Faculty of Life Sciences of the Rhine-Waal University of Applied Sciences, Kleve, Germany from 2013 through 2017.

Professor Mandal was the Vice-Chancellor of Bangladesh Agricultural University (BAU), Mymensingh, during 2008-2011. He worked for the Bangladesh Planning Commission as the member of General Economics Division (2000-2001) and as the member for Agriculture, Water Resources and Rural Institutions Division (2011-2013).

Professor Mandal's current affiliations include the first ever Emeritus Professor of agricultural economics at BAU since 2017 and Professorial Fellow of BIDS, Dhaka. He is currently a member of the Governing Body of BRAC in Bangladesh. He is also the principal Adviser to the Sustainable Agriculture Foundation Bangladesh. He advised the Ministry of Agriculture, Government of the People's Republic of Bangladesh as a member of its Expert Pool. Professor Mandal was a senior Adviser to FAO Bangladesh (2015-2016) and Water Resources Group 2030 of the World Bank. Professor Mandal was a member of the Krishi Gobeshona Foundation (Agricultural Research Foundation) and also a Trustee of the

Bangladesh Krishi Gobeshona Endowment Trust (BKGET) of the government.

Professor Mandal led the preparation of a number of national policy documents including Agricultural Mechanization Policy (2019), Reorganisation of the Department of Agricultural Marketing (2010), Reformation of Manpower Structure of the Department of Agricultural Extension- Agricultural Economics and Agricultural Engineering (2012), and Bangladesh Country Position Paper on Food Security for the SAARC Region (2007), Economics of Jute Production (2010), Synthesis of Agricultural Policies (2006), Bangladesh Fishery Research Vision- 2015 (2006), and National Agriculture Policy (1999).

Professor Mandal has published 95 journal articles, 73 research reports, and 15 books and numerous popular articles. His recent publications on agrarian change, rural mechanisation, *prantojone orthoniti*, *Bangladesher krishi orthoniti*, *unnoyone golpo* are widely acclaimed. He has received many prestigious awards including the second highest national award, Ekushe Podok 2022, by the Government of Bangladesh.



Dr M A Sattar Mandal
Member

Tapan Chowdhury is a distinguished business leader and industrialist, currently serving as the Managing Director of Square Pharmaceuticals PLC. With over four decades of leadership experience, he has been a key architect in transforming Square Group into one of Bangladesh's most respected and diversified conglomerates. Over the course of his 42-year career, Mr Chowdhury has played a pivotal role in expanding and diversifying Square Group's operations across a wide range of sectors, including pharmaceuticals, healthcare, textiles, ready-made garments (RMG), information technology, consumer products, organic tea plantations, capital market operations, and satellite television broadcasting.

The son of the late Samson H. Chowdhury, the visionary founder of Square Group, Mr Chowdhury holds a bachelor's in science from the University of Dhaka. He further pursued a diploma in marketing and management from the United Kingdom, complemented by specialised training in pharmaceutical product marketing from Hoffmann-La Roche (Switzerland) and Janssen Pharmaceuticals (Belgium). In addition, he has completed advanced business management programs in Europe.

A highly respected entrepreneur, Mr Chowdhury has consistently been recognised as one of the highest individual taxpayers in Bangladesh, reflecting both his business success and strong sense of civic responsibility. His visionary leadership continues to drive innovation, sustainable growth, and excellence across multiple industries.

In 2007, he was appointed Adviser (Minister) to the Caretaker Government of Bangladesh, where he oversaw the Ministries of Power and Energy; Youth and Sports; Food and Disaster Management; and Science and ICT. His tenure in public service underscores his commitment to national development, institutional reform, and good governance.

Currently, Mr Chowdhury serves as Chairman of Square Textiles PLC and Square Health Limited, and is a Sponsor Director in 25 other private limited companies within Square Group.

Beyond his corporate roles, he has made

significant contributions to national policy dialogue and business advocacy. He has served as Former President of the Metropolitan Chamber of Commerce and Industry (MCCI), Bangladesh Textile Mills Association (BTMA), Bangladesh Association of Publicly Listed Companies (BAPLC), Bangladesh YMCA, and the National Church Fellowship of Bangladesh.

At present, Mr Chowdhury holds several key leadership and advisory positions, including Chairman of Central Depository Bangladesh Limited (CDBL); Adviser to the Bangladesh Association of Pharmaceutical Industries (BAPI); Trustee of Bangladesh University of Health Sciences Trust (BUHS); and Executive Committee Member of the Bangladesh Herbal Product Manufacturing Association, International Chamber of Commerce (ICC), and Metropolitan Chamber of Commerce and Industry (MCCI). He is also an Independent Board Member of NIRAPON, Director of Mutual Trust Bank PLC, Guardian Life Insurance Ltd, and Credit Rating Agency of Bangladesh Ltd. In addition, he serves as Governor of the Bangladesh Enterprise Institute (BEI) and Core Member of the United Baptist Church Trust Association (UBCTA).

Widely admired for his ethical leadership, strategic vision, and enduring contributions to sustainable economic growth, Mr Chowdhury remains a pivotal figure in shaping Bangladesh's industrial and corporate landscape.



Tapan Chowdhury
Member

Muhammad Farhad Hussain qualified as a Chartered Accountant (ICAB) in 1984, and has been the Managing Partner of Hussain Farhad & Co., Chartered Accountants (Member Firm of ASNAF International) since 1997.

Mr Hussain was a council member of the Institute of Chartered Accountants of Bangladesh (ICAB) from 2003–2018, and President of ICAB in 2007. He currently serves as Chairman of Prime Bank Securities Ltd. and Bay Asset Management Limited, and is a Director of SMC Enterprise Limited. His extensive board experience spans across high-profile institutions such as Agrani Bank, Prime Bank, Sadharan Bima Corporation, Dhaka WASA, and Walton Hi-Tech Industries Ltd.

Internationally, Mr Hussain has served as Board Member of the Confederation of Asia Pacific Accountants (CAPA) and South Asian Federation of Accountants (SAFA), actively contributing to the global discourse on audit and financial reporting standards. He has also served as a World Bank consultant on accounting and auditing standards.

In academia, Mr Hussain was a part-time faculty member at Independent University, Bangladesh and the Institute of Chartered Accountants of Bangladesh.

His career began in the UK, with Calthorpes and Lawrence & Co., Chartered Accountancy firms based in Birmingham, for over 5 years, before returning to Bangladesh to serve in leadership positions at organisations such as IPDC, Bengal Group, and Desh Beverage Co. Ltd. He is a member of Dhaka Club and Cadet College Club, and has travelled extensively across Asia, Europe, North America, and Oceania for professional and personal engagements.



Muhammad Farhad Hussain
Member

BRAC INTERNATIONAL SUPERVISORY BOARDS

An international thought leader and advocate on human rights, gender and social justice issues, **Irene Khan** is the United Nations Special Rapporteur on Freedom of Opinion and Expression, and a distinguished fellow at the Graduate Institute for International and Development Studies in Geneva. Ms Khan was Secretary-General of Amnesty International from 2001 to 2009, and Director-General of the International Development Law Organization (IDLO) from 2012-2019. Prior to that, she worked for the United Nations High Commissioner for Refugees for 21 years at the headquarters and in various countries.

Ms Khan sits on the boards of several international NGOs and think tanks, and has been a member of the World Bank's Gender Advisory Council. She has received several honorary degrees and prestigious awards, including the Sydney Peace Prize 2006, for her work to end violence against women and girls. Her book, *The Unheard Truth: Poverty and Human Rights*, has been translated into seven languages. Born in Bangladesh, Ms Khan studied law at the University of Manchester and Harvard Law School.



Irene Khan
CHAIR
Stichting BRAC International Supervisory Board

Sylvia Borren has worked all her life within and for civil society organisations, both professionally and as a volunteer. She was part of the Dutch and global women's and sexual rights movements (COC, ILGA, IWC for a just and sustainable Palestinian-Israeli peace) and was Adviser to the UN Women National Committee Netherlands and Atria Institute on gender equality and women's history. Ms Borren was part of the anti-poverty movement as Director of Oxfam Novib 1994-2008, and Co-chair of the Global Call to Action against Poverty, and now serves as Vice Chair of BRAC International.

Ms Borren was on two national governmental Advisory commissions for youth policy and international affairs; Co-chair of the Worldconnectors, a Dutch think tank; on the board of Altrecht, a mental healthcare institute; Organisational Consultant with De Beuk; Project Lead at Quality Educators for All with Education International.

Ms Borren was director of Greenpeace Netherlands (2011-2016), part of the Forest Stewardship Council Netherlands, and on the Advisory commission of Staatsbosbeheer, which manages nature reserves.

She is a freelance consultant at 'Working for Justice', and senior adviser for Governance and Integrity. She is also a member of a cooperative farm which is part of the 'caring farmers network'.



Sylvia Borren
VICE CHAIR
Stichting BRAC International Supervisory Board

Farzana Ahmed is a UK qualified Chartered Accountant with nearly 40 years of experience in the public and private sectors. Ms Ahmed served at the Asian Development Bank (ADB) based in the Philippines for more than 20 years, where she led and contributed to independent evaluation, strategy and policy, operations and portfolio management. Prior to that, she held senior financial positions in prominent multinational corporations in the UK and Australia.

During her service at ADB, Ms Ahmed was posted in Indonesia, and was invited to coordinate Australia's support to the reconstruction of Aceh, following the tsunami in 2004. She was also involved in managing and evaluating development projects in multiple ADB member countries, including Bhutan, Cambodia, India, Laos, Mongolia, Pakistan, China, Sri Lanka, Timor-Leste, and Vietnam.

Driven by her passion for promoting quality education, Ms Ahmed took early retirement from her position at the ADB in 2019. She took on the responsibility of managing Kids Tutorial in Dhaka, Bangladesh - a family school established 40 years ago by her grandmother, Dr Amina Rahman, a renowned advocate for women's rights.

Ms Ahmed served as an Independent Director on the Board of BRAC Bank, including a period as Head of Internal Audit. She holds a degree in philosophy, politics and economics from the University of Oxford, England.



Farzana Ahmed
MEMBER
Stichting BRAC International Supervisory Board

Dr Debapriya Bhattacharya is a macroeconomist and public policy analyst. Currently, he is a Distinguished Fellow at the Centre for Policy Dialogue (CPD) in Dhaka, where he also served as the first Executive Director. He is also a member of the CPD Board of Trustees.

Appointed by the Interim Government of Bangladesh, Dr Bhattacharya led the committee for the preparation of the 'White Paper on the State of Bangladesh's Economy'.

He is the Convenor of the Citizen's Platform for Sustainable Development Goals (SDGs), Bangladesh - a network of more than 150 partner organisations from civil society and the private sector.

Dr Bhattacharya is a member of the United Nations Committee for Development Policy (CDP), a subsidiary body of the UN General Assembly.

He is a Member of the Founding Board of The Starling Institute, which is the successor to Project Starling that was launched in 2023.

Dr Bhattacharya is the former Ambassador and Permanent Representative of Bangladesh to the World Trade Organization (WTO) and UN Offices of Geneva and Vienna. He was the Special Adviser on Least Developed Countries (LDCs) to the Secretary General of United Nations Conference on Trade and Development (UNCTAD), President of the governing board of UNCTAD and Coordinator of the LDC Group in the UN system.

He served as the General Secretary of the Bangladesh Economic Association for three consecutive terms. He was a Senior Research Fellow at the Bangladesh Institute of Development Studies (BIDS).

He is the founding Chair of the Southern Voice – a network of 50 think tanks and also the

founding Chair of LDC Monitor. He is regularly featured in the local and international media.

Dr Bhattacharya holds a master's and a PhD in economics from the Plekhanov Institute of National Economics, Moscow. He was a postdoctoral fellow at Queen Elizabeth House, University of Oxford. He was also a Senior Fulbright Fellow at the Center for Global Development (CGD), Washington, DC.

His latest books, published by Routledge, include the following:

- Bangladesh's Graduation from the Least Developed Countries Group – Pitfalls and Promises (2018);
- COVID-19 and Bangladesh: Inclusion, Disaggregation and Transition (2024);
- Effective Development Cooperation: New Evidence from the Global South (2025).



Dr Debapriya Bhattacharya
MEMBER
Stichting BRAC International Supervisory Board

Stephen Rasmussen has 40 years of development and financial inclusion experience. He is based in Pakistan and has made major contributions as a board member and adviser for several development, education, and financial services organisations.

From 2004-2023, Mr Rasmussen worked for Consultative Group to Assist the Poor (CGAP), most recently as the CEO. CGAP is a resource centre housed in the World Bank Group, dedicated to empowering people living in poverty through financial inclusion. In 2014-2015, Mr Rasmussen established and was the first CEO of Karandaaz Pakistan, a start-up company focused on small business finance, digital financial inclusion, and innovation in the financial sector. From 2001-2008, he was the CEO of the Pakistan Microfinance Network. He served as the CEO of the Aga Khan Rural Support Programme, a large rural development programme in northern Pakistan from 1994-2003. He also supported the establishment of the first Microfinance Bank in Pakistan there. Prior to that, Mr Rasmussen worked in the healthcare sector with the Aga Khan University and the Aga Khan Health Services in Pakistan.



Stephen Rasmussen
MEMBER
Stichting BRAC International Supervisory Board

CHAIR
BRAC International Holdings BV Supervisory Board

Allert van den Ham is currently a board member of the Philips Foundation and the Philips Foundation Impact Investments BV, a member of the Commission on International Cooperation of the Netherlands Advisory Council for International Affairs, Adviser to the International Network of Bamboo and Rattan, and the Society for Chamber Music, The Hague.

He was the Country Director of SNV Netherlands Development Organisation in Laos, Myanmar and Bangladesh, and served as the Honorary Consul of the Kingdom of the Netherlands in Laos between 2017 and 2021. From 2011 until 2018, he served as the CEO and Chair of the Global Managing Board of SNV, and as the Chairman of SNV USA. He started his journey with SNV in 2010, as the Regional Director for Asia. Before joining SNV, he held various positions with the Dutch Ministry of Foreign Affairs, consultancy firms, and the Dutch agency Oxfam Novib. From 2003-2010, he served as the Managing Director of the Humanist Institute for Development Cooperation (Hivos).

Mr van den Ham has been the founder, a board member and an adviser of several institutions, such as Social Watch, The Netherlands Platform for Inclusive Finance, Triodos Sustainable Trade Fund, and the Dutch branch organisation Partos. His education includes an MSc in human geography from Nijmegen University, a PhD in Social Sciences from Wageningen University and further studies at INSEAD.



Allert van den Ham
MEMBER
Stichting BRAC International Supervisory Board

Amira Elmissiry–Sulai currently serves as the Chief Accountability Officer at the Development Impact and Results Department of the African Development Bank (AfDB), headquartered in Abidjan, Côte d'Ivoire. In this pivotal role, Ms Elmissiry is responsible for ensuring that the bank's operations align with its strategic goals and accountability standards, thereby enhancing overall performance and impact in the region. Her expertise in governance and accountability plays a crucial role in fostering transparency and operational excellence within one of Africa's leading financial institutions.

Ms Elmissiry is a qualified barrister at law, having been called to the Bar in the UK, and she holds an MBA from the African Leadership University. She has honed her skills in private equity and corporate finance through various roles in international organisations. Her extensive experience includes her work with Initiatives of Change International, a Geneva-based organisation focused on building trust and promoting ethical governance. Additionally, during her tenure with the German Technical Cooperation (GIZ), Ms Elmissiry was involved in the 'Drama for Life' programme, which was based at WITS University. This initiative utilised the transformative power of drama and storytelling as tools for social change, fostering dialogue, conflict resolution, and community engagement across the Southern African Development Community (SADC) region, particularly among youth and marginalised groups.

Ms Elmissiry is deeply passionate about social justice and development finance, actively seeking innovative solutions to promote entrepreneurial development among young people. She believes in empowering the next generation through access to capital and resources, enabling them to contribute to economic growth and job creation across the continent. Her commitment to youth entrepreneurship aligns with her vision of sustainable development and inclusive

economic opportunities, which are essential for addressing Africa's socio-economic challenges.

Her contributions and achievements have not gone unnoticed in the global arena. Ms Elmissiry has been recognised for her influence and leadership in the economic domain. She was honoured by the Choiseul Institute as one of the top 100 African Economic Leaders and was included in the MIPAD 100 Most Influential People of African Descent. Additionally, she has been featured in Forbes Africa's list of the Top 20 Youngest Power Women. Ms Elmissiry continues to drive positive change within the African Development Bank and beyond, leveraging her skills and passion for the betterment of society.



Amira Elmissiry–Sulai
MEMBER
Stichting BRAC International Supervisory Board

MEMBER
BRAC International Holdings BV Supervisory Board

Enid Muthoni Ndiga is the Center for Reproductive Rights' Chief Program Officer, Global Advocacy & Regional Programs, and leads its Global advocacy and four regional programmes based in Africa, Asia, Europe, and Latin America.

A Kenyan national, Ms Ndiga has more than 20 years of experience in the fields of law, development, human rights, gender and women's rights. Before joining the Center for Reproductive Rights, Ms Ndiga served as Regional Manager for Africa at the International Development Law Organization (IDLO), the only intergovernmental organisation exclusively devoted to promoting the rule of law. At IDLO, Ms Ndiga oversaw programmes across seven countries in Africa.

Prior to her leadership position at IDLO headquarters in Rome, Ms Ndiga was the IDLO Country Director in Kenya for five years. She has also worked for the United Nations Population Fund (UNFPA), the United Nations Development Programme (UNDP), Norwegian Church Aid, the Kenya National Commission on Human Rights, and the Federation of Women Lawyers, FIDA Kenya. She began her legal career as a litigator in private practice.

Ms Ndiga serves as a board member of Partnership for Maternal, Newborn, and Child Health (PMNCH), a global partnership dedicated to ensuring that every woman, child, and adolescent has access to essential health services, and BRAC International that aims to empower people and communities in situations of poverty, illiteracy, disease, and social injustice.

She holds a Bachelor of Laws (LLB) and an MA in gender and development from the University of Nairobi, as well as a postgraduate diploma in law from the Kenya School of Law. She is currently pursuing an Executive Master in International Project Management at ESCP Business School (Madrid).

In addition to her other accomplishments, Ms Ndiga has established herself as a prolific author with seven published books covering a wide range of social subjects.



Enid Muthoni Ndiga
MEMBER
Stichting BRAC International Supervisory Board

David Korslund has held senior roles in banking since 1976. He began his career at Shore Bank in Chicago while completing his MBA at the Booth School of the University of Chicago. He worked with ABN AMRO Bank in the United States and the Netherlands for over 25 years. He served 10 years with the Global Alliance for Banking on Values with a focus on research and metrics. Since April 2019 he has continued to provide strategic advice and insight on values-based banking.

Mr Korslund is an active member and past treasurer of the Zuidermarkt, a local cooperative operating a weekly organic market in the south of Amsterdam. He is on the supervisory board of the Institute for Values Based Governance. He resides in Amsterdam.



David Korslund
MEMBER
BRAC International Holdings BV Supervisory Board

Isabelle Barrès is Director of Impact at the impact investment group Investisseurs & Partenaires (I&P). For over 25 years, she has worked to challenge how financial systems operate and to push markets towards greater responsibility, inclusion, and sustainability. Her career has focused on ensuring that financial innovation delivers real value for low-income and underserved communities, at the intersection of finance, development, entrepreneurship, and climate.

She co-founded MIX in 2002 to increase transparency and accountability in microfinance, and later led the Smart Campaign in 2010, helping to drive a global shift towards responsible finance and stronger financial consumer protection. At Kiva, she played a key role in shaping lending operations and impact strategy during the organisation's early scale-up, contributing to what has since grown into a platform that has lent over USD 2.4B to 6 million borrowers worldwide.

She also led the Green Map initiative at the European Microfinance Platform and worked with CGAP (World Bank) to help ensure that the rapid digitalisation of finance strengthens, rather than undermines, consumer protection.

Ms Barrès writes and advises extensively on regulatory reform, digital finance, climate-aligned investment, and impact strategy, with a consistent focus on systemic change, accountability, and improved outcomes for underserved communities.



Isabelle Barrès

MEMBER

BRAC International Holdings BV Supervisory Board

BRAC GOVERNING BODY COMMITTEES

BRAC Finance, Audit & Risk Committee 2025

The Governing Body of BRAC constitutes the BRAC Finance, Audit and Risk Committee with the following members:

1. **M. Farhad Hussain**
Chair
Member, BRAC Governing Body
2. **Fathima Dada**
Member
Member, BRAC Governing Body
3. **Melissa Dawn Parke**
Member
Member, BRAC Governing Body
4. **Asif Saleh**
Member (ex-officio)
Executive Director, BRAC
5. **Tamara Hasan Abed**
Member (ex-officio)
Managing Director, Enterprises
BRAC

Sabbir Ahmed, Chief Financial Officer, BRAC, acts as a member secretary of the committee.

Each member is free of any relationship that would interfere with the exercise of his or her independent judgement as a member of the committee. Members of the committee have professional experience and expertise in different sectors.

Role and purpose

The primary function of the BRAC Finance, Audit and Risk Committee is to assist the BRAC Governing Body (the board) in fulfilling its responsibilities regarding:

- Financial reporting and budgeting processes;
- System of internal controls and risk assessment;
- Compliance with legal and regulatory requirements;
- Qualifications, independence, and performance of the external auditors; and
- Qualifications, independence, and performance of the internal audit function.

BRAC Investment Committee

The BRAC Investment Committee is responsible for reviewing and approving investments within the authority delegated by the Governing Body of BRAC. The Governing Body constituted the Committee with the following members:

- | | |
|---|--|
| <p>Chairperson
Shafiqul Hassan
Member, BRAC Governing Body</p> <p>Member
Fathima Dada
Member, BRAC Governing Body</p> <p>Member
M. Farhad Hussain
Member, BRAC Governing Body</p> | <p>Member
Tamara Hasan Abed
Member, BRAC Governing Body</p> <p>Sabbir Ahmed, Chief Financial Officer, BRAC acts as a Member Secretary of the Committee.</p> |
|---|--|

Meetings during 2024–2025:

SI No.	Name of meeting	Number of meetings
01	BRAC Finance, Audit and Risk Committee (FARC)	04
02	BRAC Investment Committee	01
03	BRAC Governing Body	04
04	Annual General Meeting	01

Ombudsperson

BRAC has established an Office of the Ombudsperson with a comprehensive mandate to investigate any grievance or complaint made to him/her by any individual concerning any decision taken by BRAC. The Ombudsperson always maintains the highest level of confidentiality regarding complainants and complaints. The office prepares an annual report concerning the discharge of its functions and submits it to the Chairperson of the BRAC Governing Body. Ms Rokeya Sultana was the Ombudsperson of BRAC until 31 December 2025.

Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT)

BRAC Central Compliance Unit (CCU) serves as the focal point for ensuring regulatory compliance, integrity, and effective risk management within the organisation. CCU plays a pivotal role in managing Financial Crime Risks (FCR). It ensures compliance with applicable national and international AML/CFT obligations.

Governance & Independence

CCU operates as an independent department, separate from operational and programmatic functions, to ensure objectivity and unbiased oversight. The unit reports to the senior management and the Board (or relevant oversight committee), enabling effective handling of compliance issues and strategic decision-making. CCU also coordinates regulatory engagements and correspondences.

Regulatory Framework

The compliance framework of the organisation is guided by applicable laws, rules, regulations, policies and regulatory instructions, including but not limited to:

- Money Laundering Prevention Act (MLPA), 2012 (as amended)

- Anti-Terrorism Act (ATA), 2009 (as amended)
- Bangladesh Financial Intelligence Unit (BFIU) directives

These instruments define the organisation's responsibilities with respect to AML/CFT controls, reporting, record-keeping, and risk mitigation.

CAMLCO Function

In line with regulatory requirements, a Chief Anti-Money Laundering Compliance Officer (CAMLCO) has been appointed. The CAMLCO is responsible for overseeing AML/CFT compliance, acting as the primary point of contact with BFIU, and ensuring timely submission of regulatory reports, including Suspicious Transaction/Activity Reports (STR/SAR) where applicable.

Key Responsibilities

CCU's key responsibilities include:

- Ensuring compliance with MLPA, ATA, and BFIU directives.
- Developing and updating AML/CFT related policies, procedures, and internal controls.

- Conducting institutional risk assessments and control reviews.
- Coordinating regulatory engagements and correspondence.
- Creating AML/CFT awareness and capacity-building initiatives.
- Monitoring compliance gaps and recommending corrective actions.
- Building a healthy compliance culture across the organisation - creating an internal reporting channel to receive potential FCR concerns and analyse them for further regulatory reporting as Suspicious Transaction/Activity Report (STR/SAR) where appropriate.

Commitment

Through a strong governance structure, regulatory alignment, and an empowered CCU, BRAC remains committed to transparency, accountability, and the prevention of money laundering, terrorist financing, and related concerns.

DEVELOPMENT PARTNERS

GOVERNMENT ALLIANCES

- Anti-Corruption Commission
- Bangladesh Agricultural Research Council (BARC)
- Bangladesh Bank
- Bangladesh Betar
- Bangladesh Bureau of Statistics
- Bangladesh Energy Regulatory Commission
- Bangladesh Financial Intelligence Unit (BFIU)
- Bangladesh Food Safety Authority
- Bangladesh Hi-Tech Park Authority
- Bangladesh Institute of Bank Management (BIBM)
- Bangladesh Institute of Development Studies (BIDS)
- Bangladesh Institute of Management (BIM)
- Bangladesh Investment Development Authority
- Bangladesh Overseas Employment and Services Limited
- Bangladesh Planning Commission
- Bangladesh Railway
- Bangladesh Telecommunication Regulatory Commission (BTRC)
- Bangladesh Tourism Board (BTB)
- Cabinet Division
- Chief Adviser's Office
- The Office of the Comptroller and Auditor General (OCAG)
- Department of Disaster Management (DDM)
- Department of Environment (DoE)
- Department of Livestock Services
- Department of Social Services
- Department of Women's Affairs
- Department of Youth Development
- Dhaka North City Corporation
- Dhaka South City Corporation
- Directorate General of Family Planning (DGFP)
- Directorate General of Health Services (DGHS)
- Directorate of National Consumer Rights Protection (DNCRP)
- Directorate of Secondary and Higher Education
- Directorate of Primary Education (DPE)
- Directorate of Secondary and Higher Education (DSHE)
- Financial Institutions Division
- General Economics Division
- Institute of Water Modelling (IWM)
- Islamic Foundation
- Law and Justice Division
- Ministry of Primary and Mass Education (MOPME)
- Microcredit Regulatory Authority (MRA)
- Ministry of Chittagong Hill Tracts Affairs
- Ministry of Commerce
- Ministry of Disaster Management and Relief
- Ministry of Education (MoE)
- Ministry of Environment, Forest and Climate Change
- Ministry of Expatriates' Welfare and Overseas Employment
- Ministry of Finance
- Ministry of Foreign Affairs (MoFA)
- Ministry of Health and Family Welfare
- Ministry of Home Affairs
- Ministry of Housing and Public Works
- Ministry of Industry
- Ministry of Information and Broadcasting
- Ministry of Labour and Employment
- Ministry of Law, Justice and Parliamentary Affairs (MoLJPA)
- Ministry of Local Government, Rural Development and Cooperatives
- Ministry of Railways
- Ministry of Religious Affairs
- Ministry of Social Welfare
- Ministry of Water Resources
- Ministry of Women and Children Affairs (MOWCA)
- Ministry of Youth and Sports
- National Board of Revenue
- National Foundation for Development of the Disabled Persons (Jatiyo Protibondhi Unnayan Foundation)
- National Human Rights Commission
- National Institute of Local Government
- National Legal Aid Services Organisation (NLASO)
- NGO Affairs Bureau
- National Academy for Educational Management (NAEM), Bureau of Non-Formal Education (BNFE)
- National Academy for Primary Education (NAPE)
- National Curriculum and Textbook Board (NCTB)
- Office of the Refugee Relief and Repatriation Commissioner (RRRC)
- Palli Karma-Sahayak Foundation
- Public Private Partnership Authority (PPPA)
- Re-strategising the Economy and Mobilising Resources for Equitable and Sustainable Development
- Small and Medium Enterprises Foundation
- Statistics and Informatics Division
- The Supreme Court of Bangladesh
- Deputy Commissioners and District Magistrates of 64 Districts
- Divisional Commissioners of 8 Divisions

STRATEGIC PARTNERS



Strategic Partnership Arrangement (SPA) is a partnership between BRAC, Australia and Canada, based on shared goals, clear results and mutual accountability. BRAC, Australia's Department of Foreign Affairs and Trade (DFAT), and Global Affairs Canada have been working together to tackle the key development challenges more effectively, efficiently, and collaboratively.

The third phase of the SPA spans from 2021-2025, and supports BRAC's overarching strategy to ensure economic recovery post-COVID-19, promote social cohesion

among marginalised communities to retain the development gains achieved to date, and to support accelerated human development with the renewed focus on meeting the Sustainable Development Goals with targeted and clustered programming, system strengthening and new model development. This strategic partnership will also help BRAC strengthen its organisational systems and sustainability, and seek to influence development practices in Bangladesh and globally through shared learning and advocacy.

Through SPA, BRAC has been able to reduce the transaction costs of aid and facilitate a greater focus on high-level outcomes rather than inputs. With the provision of core funding, the partnership enables BRAC to develop programmes to address the changing needs of the people of Bangladesh, build institutional capacity, and develop a more holistic and integrated response to poverty reduction and inequalities.

MAJOR DONORS



RESEARCH AND LEARNING PARTNERS



FINANCIALS

BRAC
Statement of Financial Position
As at 30 June 2025
(Not part of audited financial statements)

Figures in million

Particulars	30 June 2025		30 June 2024	
	BDT	USD	BDT	USD
Assets				
Non-current assets				
Property, plant and equipment	27,018	221	24,692	209
Intangible assets	1,119	9	606	5
Investments in related undertakings	53,653	440	45,303	384
Investments in securities and others	7,827	64	26	0
Biological assets	90	1	82	1
Microfinance loans	41,642	341	34,160	289
Total non-current assets	131,350	1,077	104,869	889
Current assets				
Investments in securities and others	73,217	600	30,942	262
Biological assets	4	0	65	1
Inventories	10,725	88	10,396	88
Grants and accounts receivable	5,160	42	3,934	33
Advance, deposits and prepayments	14,305	117	14,097	119
Advance income tax	7,113	58	4,313	37
Cash and cash equivalents	17,993	147	27,111	230
Microfinance loans	395,592	3,243	369,802	3,134
Total current assets	524,109	4,296	460,660	3,904
Total assets	655,459	5,373	565,529	4,793
Capital fund and liabilities				
Capital fund				
Unrestricted Fund	245,313	2,011	210,450	1,783
Statutory reserve fund of microfinance	20,536	168	18,007	153
Total capital fund	265,849	2,179	228,457	1,936
Liabilities				
Non-current liabilities				
Zero coupon bond	1,572	13	4,360	37
Members' savings deposits	116,319	953	93,422	792
Term loans	90	1	2,273	19
Deferred income	582	5	715	6
Other long term liabilities	8,346	68	8,757	74
Total non-current liabilities	126,909	1,040	109,527	928
Current liabilities				
Loan loss provision	23,613	194	20,577	174
Trade & other payables	52,272	428	46,284	392
Deferred income	444	4	209	2
Zero coupon bond	3,092	25	3,092	26
Members' savings deposits	152,356	1,249	119,852	1,016
Bank overdrafts	47	0	12	0
Term loans	19,128	157	29,418	249
Grants received in advance	2,388	20	3,280	28
Current tax liabilities	9,361	77	4,821	41
Total current liabilities	262,701	2,153	227,544	1,928
Total liabilities	389,610	3,194	337,071	2,857
Total capital fund and liabilities	655,459	5,373	565,529	4,793

Exchange rate: 1 USD = BDT 122.00 as on June 30, 2025 (1 USD = BDT 118 as on June 30, 2024)

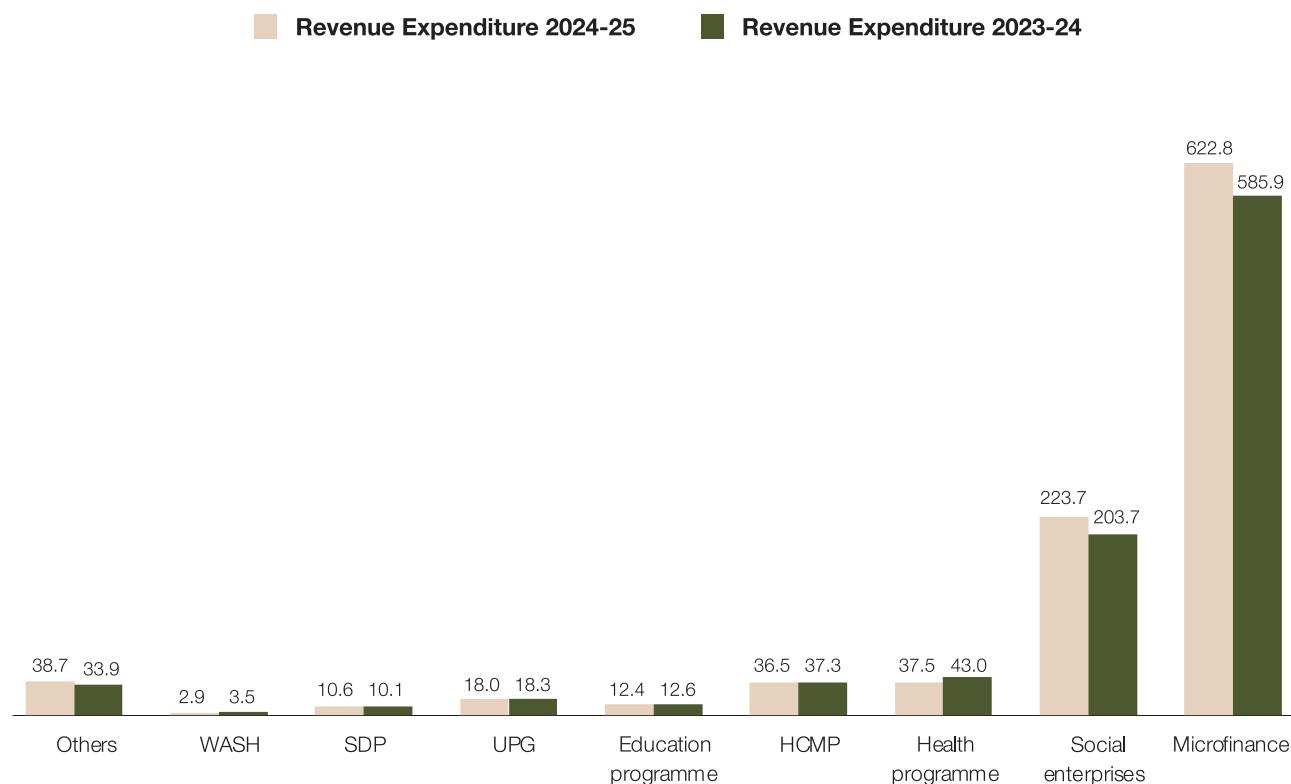
BRAC
Statement of Comprehensive Income & Expenditures
For the year ended 30 June 2025
(Not part of audited financial statements)

Figures in million

Particulars	2024-25		2023-24	
	BDT	USD	BDT	USD
Income				
Donor grants	14,861	122	14,111	120
Social enterprises	32,040	263	28,267	240
Microfinance programme	103,226	846	94,946	805
Self-financing social development programme	2,239	18	1,851	16
Investment income	2,192	18	845	7
Community contribution	425	3	488	4
Rental income from house property	109	1	108	1
Total income	155,090	1,271	140,616	1,192
Expenditure				
Social enterprises	27,291	224	24,035	204
Micro finance programme	75,978	623	69,131	586
Property maintenance expense	31	0	41	0
Community empowerment programme	52	0	117	1
Education programme	1,509	12	1,481	13
Gender, justice and diversity programme	160	1	227	2
Health programme	4,580	38	5,076	43
Human rights and legal aids programme	519	4	476	4
Policy advocacy programme	438	4	592	5
Water, sanitation and hygiene programme	352	3	410	3
Ultra poor graduation programme	2,201	18	2,162	18
Humanitarian crisis management programme	4,449	36	4,402	37
Disaster management and climate change programme	1,063	9	649	6
Skills development programme	1,287	11	1,193	10
Migration programme	726	6	435	4
Social development programme	520	4	284	2
Other development programme	1,210	10	1,131	10
Grants	4	0	51	0
Total expenditure	122,370	1,003	111,893	948
Surplus/(deficit) of income over expenditure	32,721	268	28,723	243
Surplus of income over expenditure before taxation	32,721	268	28,723	243
Taxation	4,540	37	2,536	21
Net surplus for the year	28,181	231	26,187	222
Other comprehensive income				
Gain/(loss) on investment in securities	5	0	(22)	(0)
Net remeasurement (loss)/gain on defined benefit plan	550	5	-	-
Total comprehensive income for the year	28,736	236	26,165	222

Exchange rate: 1 USD = BDT 122.00 as on June 30, 2025 (1 USD = BDT 118 as on June 30, 2024)

Revenue Expenditure FY 2024-25 vs FY 2023-24



Contribution of BRAC to Government Exchequer

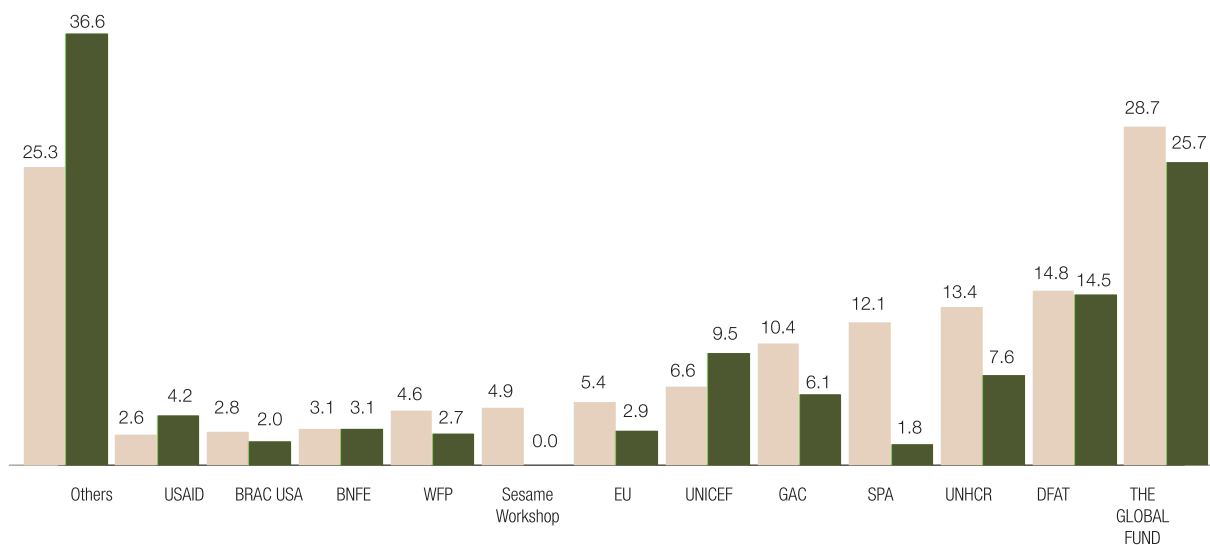
Figures in USD million

Particulars	2024-25		2023-24	
	BDT	USD	BDT	USD
Direct Tax Payment	975	8	3,318	28
Tax deduction at source by the third parties	2,758	23	885	7
Tax deduction at source from third parties	1,072	9	793	7
Value Added Tax	3,376	28	2,450	21
Import Duty	782	6	214	2
Total	8,963	73	7,659	65

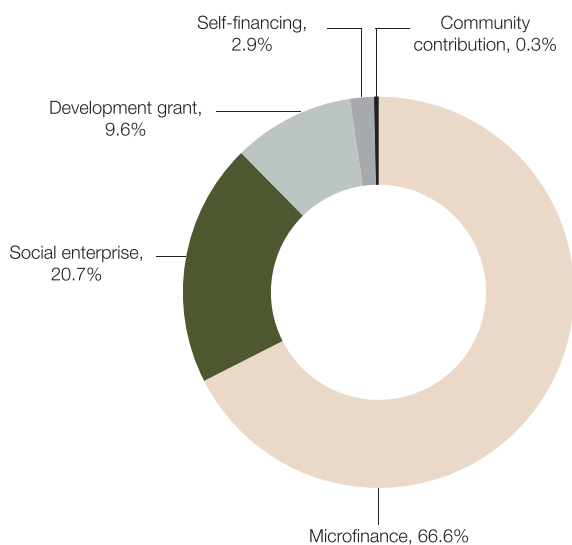
Exchange rate: 1 USD = BDT 122.00 as on June 30, 2025 (1 USD = BDT 118 as on June 30, 2024)

Donation Composition FY 2024-25 vs FY 2023-24

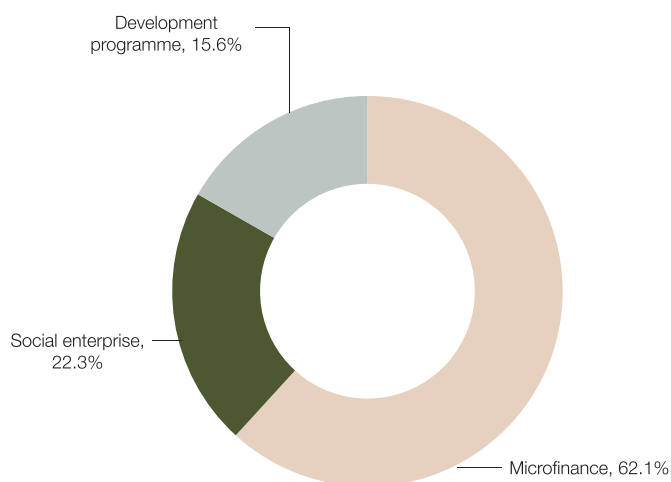
■ Donation Composition 2024-25 ■ Donation Composition 2023-24



Total Income Contribution % for FY 2024-25



Total Expenditure Allocation % for FY 2024-25



BRAC

Financial Synopsis
As at 30 June, 2025
(in million BDT)

FINANCIAL POSITION:	FY 2024 - 25	FY 2023 - 24	FY 2022 - 23	FY 2021 - 22	FY 2020 - 21
Property, plant and equipment	27,018	24,692	23,640	21,132	20,309
Microfinance loans	437,234	403,962	380,857	309,551	271,869
Investments	134,698	76,271	70,336	75,087	65,855
Other assets	56,509	60,604	43,450	32,358	42,127
Total Assets:	655,459	565,529	518,283	438,127	400,160
Capital fund	265,849	228,457	196,561	167,977	153,461
Members' savings deposit	268,676	213,274	180,970	152,399	135,510
Term loans	19,218	31,691	43,505	28,133	40,047
Other liabilities	101,716	92,107	97,248	89,618	71,142
Total Capital Fund & Liabilities:	655,459	565,529	518,283	438,127	400,160
CASH FLOW:					
Operating activities	(3,920)	3,730	(46,552)	(21,261)	28,272
Investing activities	(44,228)	1,241	3,006	(5,478)	(11,763)
Financing activities	38,996	8,967	44,857	15,787	15,383
Cash & cash equivalents at year-end	17,993	27,111	13,050	6,406	17,191
INCOME EXPENDITURE STATEMENT:					
Total income	155,090	140,616	125,292	105,173	102,234
Total expenditure	126,910	114,429	100,418	93,004	88,659
Net surplus for the year	28,181	26,187	24,874	12,169	13,575
RATIO ANALYSIS:					
Current ratio	2.15	2.17	2.02	2.31	2.15
Asset turnover	25.40%	25.95%	26.20%	25.09%	26.06%
Return on equity	11.40%	12.32%	13.65%	7.57%	9.28%

BRAC Microfinance

Financial Synopsis
As at 30 June, 2025
(in million BDT)

LOAN & REALIZATION:	FY 2024 - 25	FY 2023 - 24	FY 2022 - 23	FY 2021 - 22	FY 2020 - 21
Loan disbursement	721,101	687,782	646,844	491,661	431,626
Principal realization	680,325	658,402	565,306	443,695	427,124
Total realization	772,477	748,019	643,884	507,671	495,302
Write-off	9,586	8,380	12,539	12,971	5,122
RATIO ANALYSIS:					
Liquidity ratio	30.68%	24.90%	20.98%	23.34%	27.30%
Current ratio	2.03	2.38	2.38	2.41	2.44
Capital adequacy ratio	34.65%	34.85%	33.10%	33.22%	35.30%
Debt service coverage ratio	2.07:1	2.20:1	2.33:1	1.82:1	1.86:1
Rate of Return on capital	14.84%	16.74%	18.82%	9.83%	12.28%

BRAC

Vertical Analysis

As at 30 June, 2025

(in million BDT)

INCOME & EXPENDITURE:	FY 2024 - 25	%	FY 2023 - 24	%	FY 2022 - 23	%	FY 2021 - 22	%	FY 2020 - 21	%
Total income	155,090	100%	140,616	100%	125,292	100%	105,173	100%	102,234	100%
Total expenditure	126,910	82%	114,429	81%	100,418	80%	93,004	88%	88,659	87%
Net surplus for the year	28,181	18%	26,187	19%	24,874	20%	12,169	12%	13,575	13%
FINANCIAL POSITION:										
Property, plant and equipment	27,018	4%	24,692	4%	23,640	5%	21,132	5%	20,309	5%
Microfinance loans	437,234	67%	403,962	71%	380,857	73%	309,551	71%	271,869	68%
Investments	134,698	21%	76,271	13%	70,336	14%	75,087	17%	65,855	16%
Other assets	56,509	9%	60,604	11%	43,450	8%	32,358	7%	42,127	11%
Total Assets:	655,459	100%	565,529	100%	518,283	100%	438,127	100%	400,160	100%
Capital fund	265,849	41%	228,457	40%	196,561	38%	167,977	38%	153,461	38%
Members' savings deposit	268,676	41%	213,274	38%	180,970	35%	152,399	35%	135,510	34%
Term loans	19,218	3%	31,691	6%	43,505	8%	28,133	6%	40,047	10%
Other liabilities	101,716	16%	92,107	16%	97,248	19%	89,618	20%	71,142	18%
Total Capital Fund & Liabilities:	655,459	100%	565,529	100%	518,283	100%	438,127	100%	400,160	100%

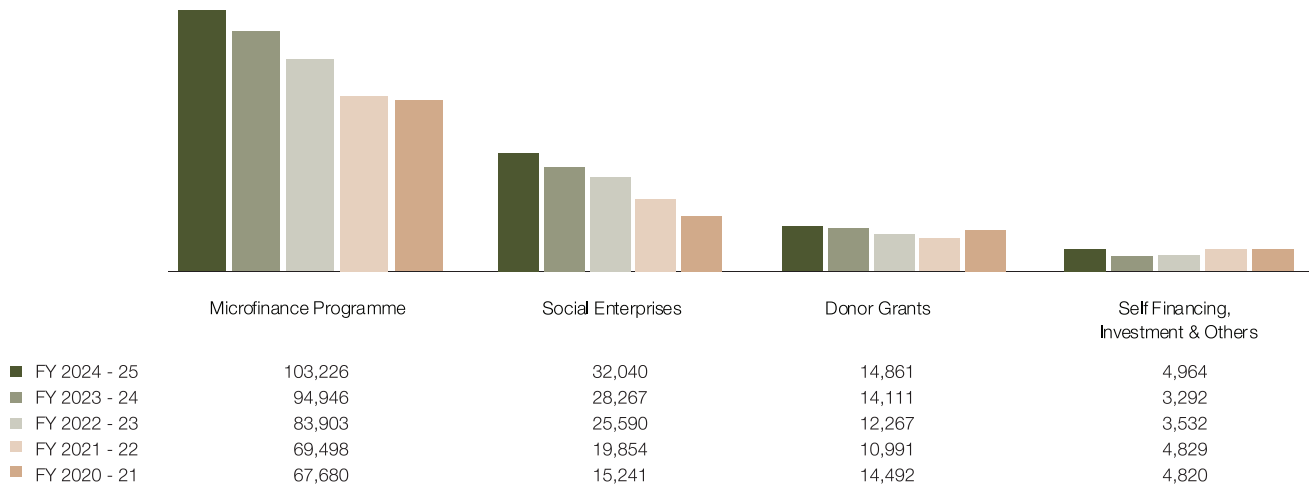
BRAC

Horizontal Analysis

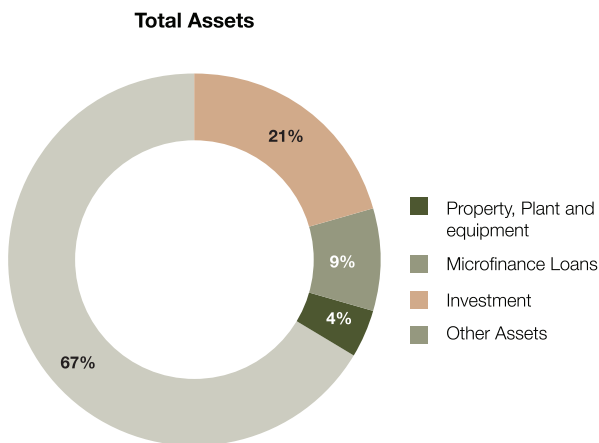
As at 30 June, 2025

INCOME & EXPENDITURE:	FY 2024 - 25	%	FY 2023 - 24	%	FY 2022 - 23	%	FY 2021 - 22	%	FY 2020 - 21	%
Total income	155,090	10%	140,616	12%	125,292	19%	105,173	3%	102,234	25%
Total expenditure	126,910	11%	114,429	14%	100,418	8%	93,004	5%	88,659	28%
Net surplus for the year	28,181	8%	26,187	5%	24,874	104%	12,169	-10%	13,575	6%
FINANCIAL POSITION:										
Property, plant and equipment	27,018	9%	24,692	4%	23,640	12%	21,132	4%	20,309	5%
Microfinance loans	437,234	8%	403,962	6%	380,857	23%	309,551	14%	271,869	-1%
Investments	134,698	77%	76,271	8%	70,336	-6%	75,087	14%	65,855	29%
Other assets	56,509	-7%	60,604	39%	43,450	34%	32,358	-23%	42,127	7%
Total Assets:	655,459	16%	565,529	9%	518,283	18%	438,127	9%	400,160	4%
Capital fund	265,849	16%	228,457	16%	196,561	17%	167,977	9%	153,461	10%
Members' savings deposit	268,676	26%	213,274	18%	180,970	19%	152,399	12%	135,510	27%
Term loans	19,218	-39%	31,691	-27%	43,505	55%	28,133	-30%	40,047	-22%
Other liabilities	101,716	10%	92,107	-5%	97,248	9%	89,618	26%	71,142	-18%
Total Capital Fund & Liabilities:	655,459	16%	565,529	9%	518,283	18%	438,127	9%	400,160	4%

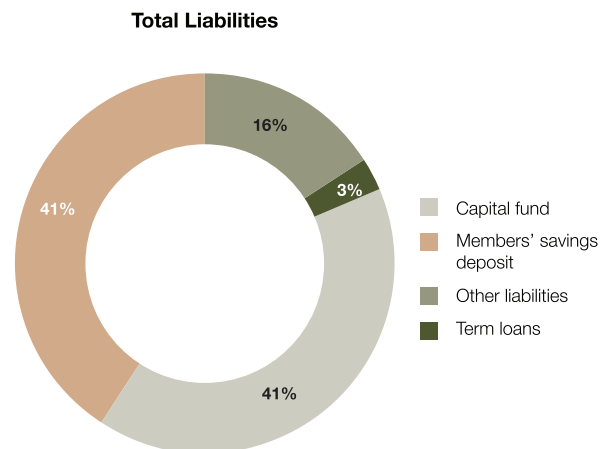
Total Income



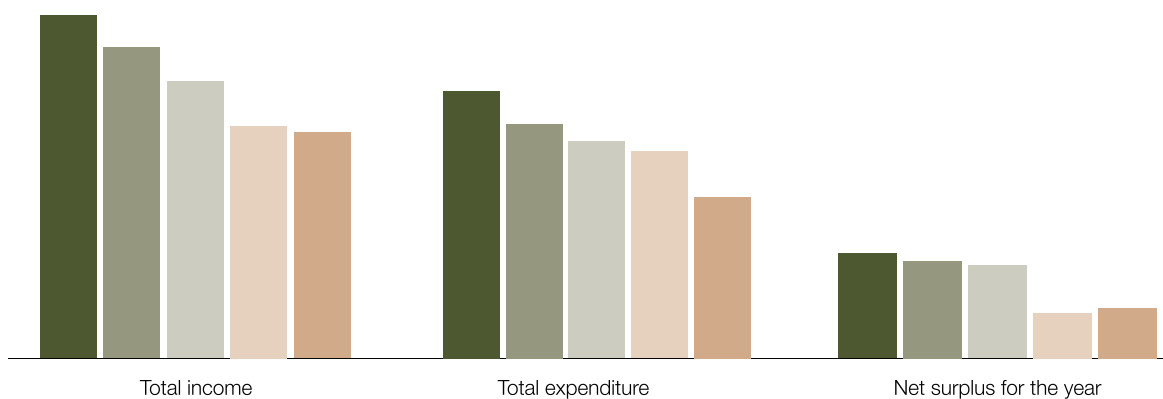
Asset Allocation (FY 2024-25):



Liability Composition (FY 2024-25):

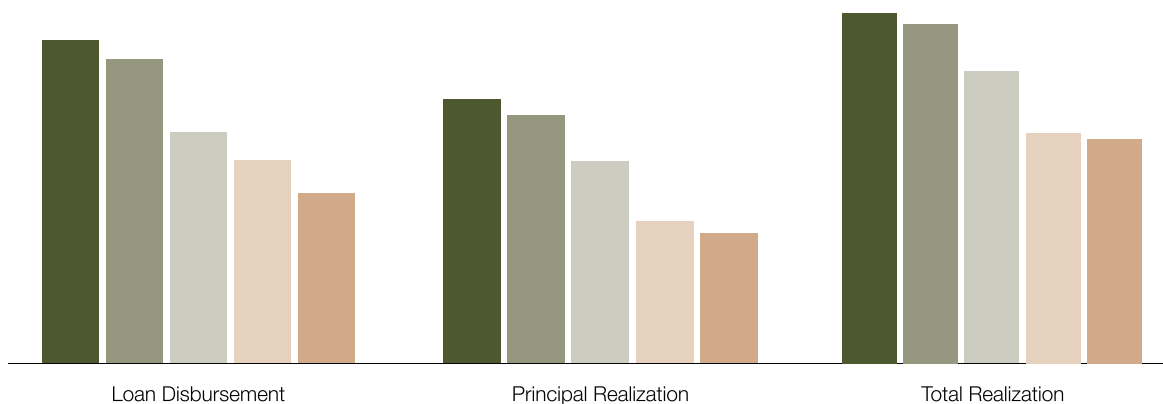


Income and Expenditure Trend



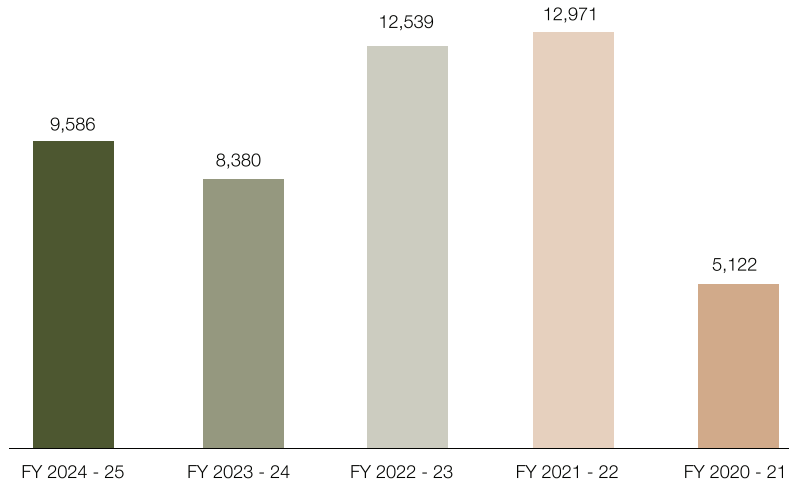
■ FY 2024 - 25	155,090	126,910	28,181
■ FY 2023 - 24	140,616	114,429	26,187
■ FY 2022 - 23	125,292	100,418	24,874
■ FY 2021 - 22	105,173	93,004	12,169
■ FY 2020 - 21	102,234	88,659	13,575

Microfinance Loan Disbursement and Realization

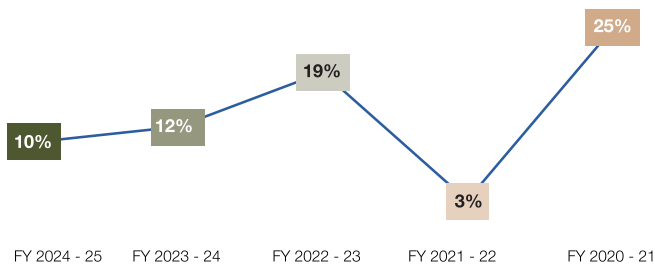


■ FY 2024 - 25	721,101	680,325	772,477
■ FY 2023 - 24	687,782	658,402	748,019
■ FY 2022 - 23	646,844	565,306	643,884
■ FY 2021 - 22	491,661	443,695	507,671
■ FY 2020 - 21	431,626	427,124	495,302

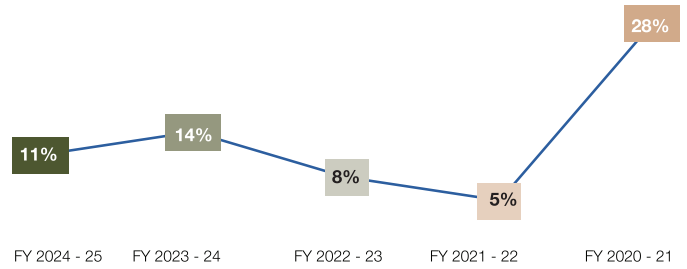
Microfinance Loan Write-off



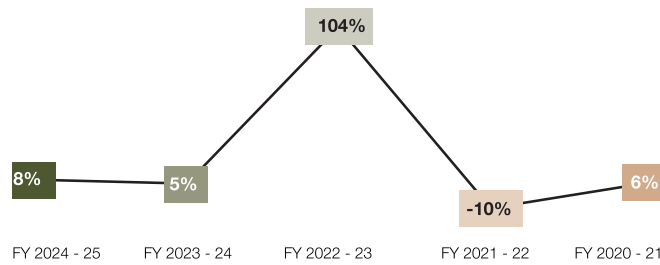
Income Growth



Expense Growth



Surplus Growth



CREDIT RATING

BRAC has been re-awarded the '**AAA**' and '**ST-1**' in the Long Term and Short Term categories respectively on its audited financial statements as of 30 June 2025 and other relevant quantitative as well as qualitative information by the Credit Rating Agency of Bangladesh Limited (CRAB) with the validity till 30 December 2026.

Yearly Comparison:

2025	2024
Long Term: AAA	Long Term: AAA
Short Term: ST-1	Short Term: ST-1
Outlook: Stable	Outlook: Stable

According to CRAB, AAA ratings are a testament to BRAC's strong and stable financial position with minimal credit risk which is extremely capable of meeting its financial commitments. The short-term rating indicates the highest capacity for timely repayment of their obligations. MFI rated in this category is characterized by an excellent position in terms of liquidity, internal fund generation, and access to alternative sources of funds.

Independent Auditor's Report and Audited Financial Statements of BRAC

As at and for the year ended 30 June 2025



BDBL Bhaban (Level-13 & 15), 12 Kawran Bazar Commercial Area, Dhaka-1212, Bangladesh.
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Fax: (+88-02) 410 20036, E-mail: <acnabin@bangla.net>, Web: www.acnabin.com

Branch Office

Jahan Building No. 7 (1st floor, North Side), 59 Agrabad Commercial Area, Chattogram-4100, Bangladesh.
Tel: (+88-031) 333317352, Fax: (+88-031) 333317353, E-mail: <acnabin.ctg@acnabin-bd.com>
Web: www.acnabin.com



Independent Auditor's Report To the Governing Body of BRAC Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of BRAC ("the Entity") which comprise the statement of financial position as at 30 June 2025, the statement of comprehensive income and expenditure, statement of changes in capital fund and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at 30 June 2025, and its financial performance and its cash flows for the year then ended in accordance with the accounting policies as summarized in Note 2 to the financial statements.

Basis for Opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Entity in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Bangladesh, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter

We draw attention to Note # 2 to the financial statements, which describes the basis of preparation of the financial statements and the significant accounting policies. BRAC has been following the International Financial Reporting Standards (IFRS) to the extent possible as its applicable financial reporting framework. However, considering the nature and diversity in its activities along with the reporting requirement imposed by the regulators, the financial statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Other Information

Management is responsible for the other information. The other information comprises all of the information in the Annual Report, Portfolio Report for the Year ended 30 June 2025, Budget Variance Report for the Financial Year and Fixed Asset Schedule of Microfinance Programme other than the financial statements and our auditor's report thereon. The Annual Report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we will communicate the matter to the members of the Governing Body of the Entity.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the basis of accounting and accounting policies as summarized in Note 2 to the financial statements, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

The members of the Governing Body of the Entity are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omission, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the members of the Governing Body of the Entity regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the members of the Governing Body of the Entity with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on other Legal and Regulatory Requirements

In accordance with the Microcredit Regulatory Authority Act 2006 and Microcredit Regulatory Authority Rules 2010, we also report the following:

- a) We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit and made due verification thereof.
- b) In our opinion, proper books of accounts as required by law and MRA Act & Rule have been kept by the organization so far as it appeared from our examination of those books, and
- c) In our opinion, the statement of financial position and the statement of comprehensive income and expenditure, statement of changes in capital fund and statement of cash flows dealt with by the report are in agreement with the books of accounts.

Dhaka, Bangladesh
Date: 8 December 2025

ACNABIN Chartered Accountants
Enlistment No. CAF-001-012



Md. Rokonzaman, FCA
Partner
Enrollment No: 0739
DVC: 2512080739AS199614



BRAC
Statement of financial position
As at 30 June 2025

	Note	30 June 2025 Taka	30 June 2024 Taka
Assets			
Non-current assets			
Property, plant and equipment	3	27,017,654,396	24,691,570,196
Intangible assets	4	1,119,199,163	605,690,542
Investment in related undertakings	5	53,653,469,151	45,303,159,454
Investment in securities and others	7	7,827,495,027	25,800,000
Biological assets	8	89,537,194	82,089,887
Microfinance loans	14	41,642,224,945	34,160,393,319
Total non-current assets		131,349,579,876	104,868,703,397
Current assets			
Investment in securities and others	7	73,217,103,221	30,941,960,824
Biological assets	8	3,688,654	65,407,891
Inventories	9	10,725,409,112	10,396,204,910
Grants, accounts and other receivables	10	5,160,416,272	3,934,269,197
Advance, deposits and prepayments	11	14,304,513,724	14,096,581,549
Advance income tax	12	7,113,204,711	4,313,336,549
Cash and cash equivalents	13	17,993,154,381	27,110,524,329
Microfinance loans	14	395,591,958,104	369,801,864,984
Total current assets		524,109,448,179	460,660,150,233
Total assets		655,459,028,056	565,528,853,630
Capital fund and liabilities			
Capital fund			
Unrestricted fund		245,312,820,298	210,450,250,443
Statutory reserve fund of microfinance		20,536,444,012	18,007,153,935
Total capital fund		265,849,264,310	228,457,404,379
Liabilities			
Non-current liabilities			
Zero coupon bond	16	1,571,555,081	4,359,622,671
Members' savings deposits	17	116,319,479,637	93,422,149,909
Term loans	19	90,000,000	2,273,065,224
Deferred income	20	581,656,594	714,948,849
Other long term liabilities	22	8,346,403,636	8,757,493,068
Total non-current liabilities		126,909,094,949	109,527,279,721
Current liabilities			
Loan loss provision	14	23,612,643,062	20,577,242,810
Trade and other payables	15	52,271,833,670	46,100,733,145
Deferred income	20	444,405,074	391,626,169
Zero coupon bond	16	3,091,981,023	3,092,336,411
Members' savings deposits	17	152,356,325,545	119,851,721,488
Bank overdrafts	18	47,335,175	11,747,997
Term loans	19	19,127,869,558	29,417,858,942
Grants received in advance	21	2,387,616,174	3,280,321,016
Current tax liabilities	23	9,360,659,516	4,820,581,551
Total current liabilities		262,700,668,797	227,544,169,530
Total liabilities		389,609,763,746	337,071,449,251
Total capital fund and liabilities		655,459,028,056	565,528,853,630

The accompanying notes 1 to 36 form an integral part of these financial statements.


Chief Financial Officer
BRAC



Executive Director
BRAC


Chairperson, Governing Body
BRAC

Dhaka, Bangladesh
Dated: 8 December 2025



As per our report of the same date
ACNABIN Chartered Accountants
Firm's Enlistment Number : CAF-001-012


Md. Rokonzaman FCA
Partner
Enrollment No.: 0739
DVC: 2512080739AS199614

BRAC
Statement of comprehensive income and expenditure
For the year ended 30 June 2025

		Unrestricted	Temporarily	2024-2025	2023-2024
	Note	Taka	Restricted	(Total)	(Total)
			Taka	Taka	Taka
Income					
Donor grants	24	1,143,280,289	13,717,916,872	14,861,197,161	14,111,158,672
Bank interest and other operational income	25	2,238,577,623	-	2,238,577,623	1,851,118,095
Community contribution	26	182,014,689	242,562,483	424,577,172	487,579,598
Income from microfinance programme	27	103,225,993,084	-	103,225,993,084	94,946,012,055
Revenue from social enterprises	28	32,039,636,799	-	32,039,636,799	28,267,224,009
Investment income	29	2,191,537,043	-	2,191,537,043	845,402,099
Rental income from house property		108,973,474	-	108,973,474	107,830,665
Total income		141,130,013,001	13,960,479,355	155,090,492,357	140,616,325,193
Expenditure					
Health programme		38,238,581	4,541,803,712	4,580,042,293	5,076,113,112
Humanitarian crisis management programme		-	4,448,742,032	4,448,742,032	4,401,638,759
Education programme		377,445,803	1,131,281,794	1,508,727,597	1,481,260,400
Ultra poor graduation programme		-	2,200,952,375	2,200,952,375	2,161,575,866
Skills development programme		220,658,727	1,066,466,992	1,287,125,719	1,193,033,606
Disaster management and climate change programme		184,366,651	878,775,000	1,063,141,651	649,337,242
Water, sanitation and hygiene programme		42,626,672	309,161,805	351,788,477	410,466,950
Human rights and legal aids programme		43,511,575	475,541,511	519,053,087	475,932,735
Migration programme		25,227,458	700,960,288	726,187,746	435,020,774
Policy advocacy programme		74,536,940	363,167,223	437,704,163	591,866,418
Gender, justice and diversity programme		147,743,543	12,506,547	160,250,090	226,627,527
Community empowerment programme		14,284,629	37,793,599	52,078,229	116,893,641
Social development programme		456,320,112	63,924,645	520,244,756	284,443,574
Other development programme		226,693,189	983,259,056	1,209,952,245	1,131,043,668
Grants		4,220,000	-	4,220,000	51,088,064
Microfinance programme		75,977,735,012	-	75,977,735,012	69,130,741,886
Social enterprises		27,291,156,993	-	27,291,156,993	24,035,018,202
Property maintenance expense		30,680,859	-	30,680,859	41,066,217
Total expenditure		105,155,446,744	17,214,336,581	122,369,783,325	111,893,168,641
Surplus/(deficit) of income over expenditure		35,974,566,257	(3,253,857,225)	32,720,709,032	28,723,156,552
BRAC contribution to donor funded programme	32	(3,253,857,225)	3,253,857,225	-	-
Surplus of income over expenditure before tax		32,720,709,032	-	32,720,709,032	28,723,156,552
Income tax expense	31	4,540,100,633	-	4,540,100,633	2,536,299,369
Net surplus for the year		28,180,608,399	-	28,180,608,399	26,186,857,183
Other comprehensive income					
Gain/(loss) on investment in securities		5,400,000	-	5,400,000	(21,600,000)
Net remeasurement (loss)/gain on defined benefit plan		549,671,725	-	549,671,725	-
Total comprehensive income for the year		28,735,680,124	-	28,735,680,124	26,165,257,183

The accompanying notes 1 to 36 form an integral part of these financial statements.



Chief Financial Officer
BRAC



Executive Director
BRAC



Chairperson, Governing Body
BRAC

As per our report of the same date

Dhaka, Bangladesh
Dated: 8 December 2025



ACNABIN Chartered Accountants
Firm's Enlistment Number : CAF-001-012



Md. Rokonzaman FCA
Partner
Enrollment No.: 0739
DVC: 2512080739AS199614

BRAC
Statement of changes in capital fund
For the year ended 30 June 2025

		Unrestricted	Statutory reserve fund microfinance	Temporarily restricted	Total
	Note	Taka	Taka	Taka	Taka
As at 1 July 2024		210,450,250,443	18,007,153,935	-	228,457,404,378
Net surplus for the year		28,180,608,399	-	-	28,180,608,399
Other comprehensive income		555,071,725	-	-	555,071,725
Share of changes in net assets in related undertakings	5	8,128,040,246	-	-	8,128,040,246
Current year transfer to statutory reserve of microfinance		(2,529,290,076)	2,529,290,076	-	-
Adjustment and transfer for closed projects		528,139,562	-	-	528,139,562
As at 30 June 2025		245,312,820,298	20,536,444,012	-	265,849,264,310
As at 1 July 2023		180,818,987,862	15,508,594,157	233,034,149	196,560,616,168
Net surplus for the year		26,186,857,183	-	-	26,186,857,183
Other comprehensive income		(21,600,000)	-	-	(21,600,000)
Share of changes in net assets in related undertakings	5	5,731,531,028	-	-	5,731,531,028
Current year transfer to statutory reserve of microfinance		(2,498,559,779)	2,498,559,779	-	-
Transferred/adjustment for closed projects		233,034,149	-	(233,034,149)	-
As at 30 June 2024		210,450,250,443	18,007,153,935	-	228,457,404,379

The accompanying notes 1 to 36 form an integral part of these financial statements.



Chief Financial Officer
BRAC



Executive Director
BRAC



Chairperson, Governing Body
BRAC

BRAC
Statement of cash flows
For the year ended 30 June 2025

	2024-2025	2023-2024
	Taka	Taka
Cash flows from operating activities:		
Net surplus for the year	28,180,608,399	26,186,857,183
Adjustments for:		
Income tax expense	4,540,100,633	2,536,299,369
Loan loss provision	12,621,673,804	11,090,322,146
Depreciation and amortization	1,667,333,642	1,581,814,246
(Gain)/loss on disposal of property, plant and equipment	(39,388,490)	(5,083,145)
Investment income from related undertakings and T-bill	(2,191,537,043)	(845,402,099)
Donor grants amortization of deferred income	(264,640,712)	(447,967,234)
Exchange impact on foreign currency balance	(34,068,474)	(122,136,657)
Interest on fixed deposits and bank accounts	(8,134,621,530)	(3,521,575,835)
Operating cash flows before movements in working capital	36,345,460,229	36,453,127,975
Adjustments for other accounts:		
(Increase)/decrease in microfinance loans	(40,775,843,782)	(29,380,767,742)
(Increase)/decrease in service charge outstanding on microfinance loans	(2,082,354,517)	(2,104,724,181)
(Increase)/decrease in inventories	(329,204,202)	(62,758,873)
(Increase)/decrease in advances, deposits and prepayments	(3,007,800,336)	(2,093,656,313)
(Increase)/ decrease in grants and accounts receivable	(834,289,355)	(420,783,643)
Increase/(decrease) in other liabilities	6,632,913,829	1,045,468,491
Increase/(decrease) in deferred income	131,348,456	294,066,057
Cash used in operations (a)	(3,919,769,679)	3,729,971,771
Cash flows from investing activities:		
Purchase of property, plant and equipment and intangible assets	(4,316,602,666)	(2,902,923,509)
Purchase of biological assets	(12,582,179)	(145,970,838)
Proceeds from disposal of property, plant and equipment	66,600,058	16,501,201
Proceeds from sale of biological asset	2,434,142	131,095,841
(Increase)/decrease in investments in related undertakings	(222,269,451)	(953,607,407)
Cash dividend received from related undertakings	2,191,537,043	845,402,099
(Increase)/decrease in fixed deposits and short term deposits	(29,786,614,759)	729,058,050
Interest received on fixed deposits and bank accounts	8,134,621,530	3,521,575,835
(Increase)/decrease of investment in securities	(20,284,822,665)	-
Net cash provided by (used in) investing activities (b)	(44,227,698,947)	1,241,131,272
Cash flows from financing activities:		
Grants received during the year	13,955,578,179	13,417,317,307
Grants utilized during the year for:		
Operational expenditure	(14,593,153,464)	(13,595,371,324)
Investment in property, plant and equipment	(131,348,456)	(299,037,925)
Motorcycle replacement funds	-	4,971,868
Increase/(decrease) in term loans	(12,473,054,608)	(11,813,878,280)
Increase/(decrease) in bank overdrafts	35,587,178	(6,210,043,326)
Increase/(decrease) in zero coupon bond	(2,788,422,978)	(2,604,029,201)
Increase/(decrease) in members savings deposits	55,401,933,785	32,303,939,536
Increase/(decrease) in other long term liabilities	(411,089,432)	(2,236,949,455)
Net cash provided by financing activities (c)	38,996,030,202	8,966,919,200
Net increase/(decrease) in cash and cash equivalents (a+b+c)	(9,151,438,423)	13,938,022,243
Cash and cash equivalents at the beginning of the year	27,110,524,329	13,050,365,430
Exchange impact on foreign currency balance	34,068,474	122,136,657
*Cash and cash equivalents at the end of the year	17,993,154,381	27,110,524,329

* Cash and bank balance (note 13) and bank overdrafts (note 18) are disclosed separately where the bank overdrafts have been presented in the "Cash flows from financing activities" section.

The accompanying notes 1 to 36 form an integral part of these financial statements.



Chief Financial Officer
BRAC



Executive Director
BRAC



Chairperson, Governing Body
BRAC

BRAC
Notes to the financial statements
As at and for the year ended 30 June 2025

1. Reporting entity

BRAC was formed as a development organization in 1972 under the Societies Registration Act 1860. Although BRAC was initially set up to resettle refugees in post-war Bangladesh, later it redesigned its strategies in accordance with its philosophy of poverty alleviation and empowerment of the poor. Currently BRAC is working across all the 64 districts of Bangladesh, transforming people's quality of life, living with inequality and poverty to create sustainable opportunities to realize their potential.

BRAC uses an integrated model to change systems of inequity, through social development programmes, humanitarian response, social enterprises, and socially-responsible investments. Our vision is a world free from all forms of exploitation and discrimination, where everyone has the opportunity to realize their potential. Our mission is to empower people and communities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large scale, positive changes through economic and social programmes that enable women and men to realize their potential. We are driven by four core values: integrity, innovation, inclusiveness and effectiveness.

Corporate information of BRAC

- 1 Year of establishment : 1972
- 2 Legal entity : BRAC is a non-government, non profit voluntary organization registered with
 - i) Societies Registration Act, 1860, registration no. 3695/3 of 1971-1972
 - ii) Microcredit Regulatory Authority registration no. 00488-00186-00065
 - iii) NGO Affairs Bureau registration no. 002
 - iv) Registrar of Joint Stock Companies and Firms registration no. S-3695A
- 3 Country of incorporation and domicile of the entity : Bangladesh
- 4 Address of the registered office : BRAC Centre, 75 Mohakhali, Dhaka-1212
- 5 Nature of the entity's operations and principle activities : The nature of the entity's operations and its principle activities are as follows
 - i) Financial Inclusion Service:** Microfinance Programme.
 - ii) Development Programmes:** Health, Education, Ultra Poor Graduation, Skills Development, Humanitarian Crisis Management, Migration, Disaster Management and Climate Change, and other Social Development Programmes.
 - iii) Social Enterprises:** Aarong Rural Craft Centre, BRAC Printing Pack, BRAC Dairy and Food Project, and Agro based Programmes.
 - iv) BRAC Funded Self Financing Projects:** BRAC Learning Centre (BLC), BRAC Centre for Development Management (BCDM), Driving Training, BRAC Limb Centre and other Self Financing Projects.
- 6 Statutory audit conducted up to : 30 June 2025
- 7 Name of statutory auditor for the current year : ACNABIN Chartered Accountants
- 8 Name of statutory auditor for last year : ACNABIN Chartered Accountants
- 9 Number of governing body meetings held in 2024-25 : 04
- 10 Date of last annual general meeting held : 29 April, 2025
- 11 List of BRAC Governing Body Members:

SLNo.	Name	Qualification	Profession	Present Address
1	Dr. Hossain Zillur Rahman	Ph. D. (Political Sociology)	Executive Chairman, PPRC	Dhanmondi R/A, Dhaka 1209.
2	Mr. Shafiqul Hassan	MSc (Aston University, UK)	Managing Director, Echotex	Mohakhali (New DOHS), Dhaka 1212.
3	Ms. Melissa Dawn Parke	LLB (University of New South Wales)	Executive Director, ICAN	Subiaco, WA 6008, Australia.
4	Ms. Fathima Dada	Bachelor of Arts	Managing Director, Oxford Education	Cape Town 8001, South Africa.
5	Mr. Tapan Chowdhury	BSc. (University of Dhaka), Diploma in Marketing & Management (U.K.)	Chief Executive Officer, Square	Baridhara Diplomatic Enclave, Dhaka-1212.
6	Dr. Fahmida Khatun	Ph. D. (Economics)	Executive Director, CPD	Gulshan 2, Dhaka 1212.
7	Dr. Md. Abdus Sattar Mandal	Ph. D. (University of London)	Professor, Bangladesh Agricultural University	Mirpur-7, Dhaka-1216, Bangladesh.
8	Mr. Mirza Salman Ispahani	Barrister-at-Law from Lincoln's Inn (called to the Bar in 1981)	Chairman, M. M. Ispahani Ltd.	Chawkbazar-4203, Chattogram.
9	Mr. M. Farhad Hussain	Fellow Chartered Accountant (FCA), ICAB	Managing Partner, Hussain Farhad & Co., Chartered Accountants	Gulshan 1, Dhaka 1212.

In contrast to the ownership of equity interest in related undertakings, BRAC also extends guarantee or provides donor liaison assistance to certain organizations and countries that, in some instances may bear names with resemblance to BRAC, namely organisations such as BRAC University, Stichting BRAC International, BRAC International Holdings B.V, BRAC International Finance B.V and BRAC International Enterprise B.V., and countries such as Myanmar, Philippines, Nepal, Tanzania, Uganda, Rwanda, Liberia, Sierra Leone and Ghana. However, no equity is held in these entities, and BRAC's financial statements, therefore, do not include these financial information of these entities.

2. Accounting policies

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRSs) to the extent possible, taking into account BRAC's nature, diverse activities, and the regulatory reporting requirements. As a leading Non-Governmental Organization (NGO) operating locally and internationally, BRAC consistently aims to present its financial statements in compliance with relevant reporting standards, including those set by MRA, NGOAB, and IFRSs.

BRAC maintains its accounting records on a project-wise basis across various programmes. The head office oversees records related to treasury, investment, and management functions. Cash balances needed for the programmes are centrally managed and allocated as necessary. Inter-project balances are eliminated in the preparation of these financial statements.

BRAC's financial records and statements are also prepared and presented following fund accounting principles. This approach classifies resources for accounting and internal reporting purposes based on the presence or absence of donor-imposed restrictions.

In these financial statements, capital funds are categorized into unrestricted, temporarily restricted funds and microfinance statutory reserve fund. The classification and reporting of BRAC's capital funds and their changes are as follows:

- **Unrestricted Funds:** These funds are not bound by any donor-imposed restrictions and may arise from internally funded activities. This category includes funds designated by BRAC for income-generating initiatives, such as micro-finance, social enterprises, and self-sustaining social development projects.
- **Temporarily Restricted Funds:** These funds are governed by donor-imposed restrictions that dictate how BRAC can use or expand the assets. Restrictions are lifted over time or through specific actions taken by BRAC when donor restrictions expire or a particular purpose is fulfilled. Any remaining temporarily restricted funds are either returned to donors, in line with donor agreements, or used according to donor and management agreements, on a temporarily restricted or unrestricted basis.

When restrictions expire, BRAC reclassifies assets from temporarily restricted to unrestricted net assets through transfers within the statement of financial position.

- **Statutory reserve fund of microfinance:** As per MRA Act 2006, every microcredit organization is required to establish a reserve fund and transfer 10% of the annual surplus generated from its microfinance activities to this fund.

Reporting period

These financial statements have been prepared for the period from 1 July 2024 to 30 June 2025

Authorization for issue

These financial statements were authorized for issue by the members of BRAC's Governing Body during the governing body meeting dated 08 December 2025.

Functional and presentation currency

These financial statements are presented in Bangladesh Taka, which is BRAC's functional currency. Except when indicated, the figures have been rounded off to the nearest Taka.

Use of estimates and judgments

The preparation of financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Management uses judgement, estimates and assumptions in the areas as applicable, including depreciation and amortization, gratuity provision, impairment of assets, taxation, etc. Loan loss provision in the financial statements is reported according to the MRA guideline.

Going concern

The financial statements have been prepared on going concern basis, which assume that organization will be able to discharge its liabilities, including member saving and repayment terms of banking facilities. As per the Governing Body assessment, there are no material uncertainties related to events or conditions which may cast significant doubt upon the organization's ability to continue as a going concern.

Statement of cash flows

Statement of cash flows is prepared principally in accordance with IAS-7 "Statements of Cash Flows". Cash flows from the operating activities have been presented under the indirect method. Cash flows from donor grants are presented under financing activities and cash flows from microfinance loans are presented under operating activities.

Revenue recognition

BRAC recognises as revenue the amount that reflects the consideration to which it expects to be entitled in exchange for goods or services when (or as) it transfers control to the customers (i.e., consumers) or satisfies the conditions mentioned in the contracts (for beneficiaries, donors etc.). To achieve that core principle, IFRS 15 establishes a five-step model as follows:

- i) Identify the contract with a customer (contract may be written, oral or in the form of customary business practices);
- ii) Identify the performance obligations in the contract;
- iii) Determine the transaction price;
- iv) Allocate the transaction price to the performance obligations in the contract; and
- v) Recognise revenue when (or as) the entity satisfies a performance obligation.

BRAC recognises revenue from the following major sources:

- a) Service charge on microfinance loans
- b) Sale of goods and services of social enterprises
- c) Donor grants
- d) Investment income
- e) Rental income from house property
- f) Bank interest and other operational income

Types of Revenue	Nature and Timing of Satisfying Performance Obligation	Revenue Recognition Policy
Service charge on microfinance loans	Service charge income recognised on accrual basis after loan disbursement to members	Revenue from service charges on microfinance loans are recognised on accrual basis. However, the recognition of service charge ceases when a loan is transferred to non-interest bearing loan (NIBL) as described in Microfinance loans under note 2.
Revenue from sale of goods and services of social enterprises	Revenue is recognised at the time when the performance obligations have been fulfilled by transferring the goods to the buyers, customers or consumers (along with the dispatch documents and invoices), and recovery of consideration is probable.	Revenue from the sale of goods is measured at the fair value of the consideration received or receivable, net of returns, discount and VAT. The transaction price of the goods is adjusted appropriately when it includes variable considerations (i.e., discount, rebate, performance bonus points, incentives and other similar items).
Donor grants	Income from donor grants is recognized when conditions mentioned in the donor contracts are met.	All donor grants received are initially recorded as liabilities in grants received in advance account. For grants utilised to reimburse program-related expenditure, the amounts are recognised as income. Donor grants received in-kind, through the provision of gifts and/or services, are recorded at fair value (excluding situations when BRAC may receive emergency supplies for onward distribution in the event of a disaster which are not recorded as grants). Income recognition of such grants follows that of cash-based donor grants and would thus depend on whether the grants are to be utilised for the purchase of fixed assets or expended as programme-related expenditure.
Investment income	Investment income is recognised based on the financial statements of the respective undertakings depending on distribution policy of respective undertakings. Dividend income is recognised when dividend declared by the respective undertakings.	Investment income is recognised on accrual basis based on the financial results of the investee entity (e.g., interest, dividends).
Rental income from house property	Rental income from house property is recognised on monthly basis when the space has been utilised by the tenants.	Rental income from house property is recognised on an accrual basis whether cash is received or not.
Deferred income	Deferred income comprises two different types of liability. i) Donor grants utilized to purchase fixed assets and motorcycles are transferred to deferred income accounts. ii) Aarong provide membership programs to customers which is also recognised as deferred income.	i) When donor grants are utilised to purchase fixed asset, the grants received in advance transferred to deferred income and subsequently amortization recognised as donor grants. ii) Aarong provide membership programme facilities to their valued customers named as My Aarong Rewards Card (MARC). iii) Aarong sells gift card and credit note for exchange of goods which can be redeemed over time. The related costs are recognised in profit or loss when they are incurred.
Bank interest and other operational income	Interest on bank accounts and interest on FDR recognised when interest is earned.	Interest on savings and current accounts is accrued based on the balance in the account and credited at regular intervals which is recognised when interest is earned. Interest on FDR is recognised in the period when it accrues.

Expenses

Directly attributable costs are charged to BRAC's development programmes ensuring the nature of each programmes activities. Indirect costs are allocated to programmes based on their uses of resources. BRAC uses the allocation methodology and ensures each project or programme is charged with its fair share of common costs and to provide compliance with the relevant rules and regulations. Programme related expenses arise from goods and services being distributed to beneficiaries in accordance with the programme objectives and activities.

Property, plant and equipment

(a) Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses, if any. Cost includes expenditures that are directly attributable to the acquisition of property, plant and equipment. The cost of an item of property, plant and equipment is recognised as an asset if, and only if all the following conditions are met:

- i) the asset is available for use;
- ii) it is probable that future economic benefits will flow to BRAC;
- iii) the cost of the item can be measured reliably and exceeds Tk. 20,000 and
- iv) it is expected to be used for more than 1 year.

(b) Subsequent costs

Subsequent to recognition of property, plant and equipment, are measured at cost less accumulated depreciation and accumulated impairment losses. When significant parts of property, plant and equipment that are required to be replaced in intervals, BRAC recognises such parts as individual assets with specific useful lives and depreciation respectively.

(c) Depreciation

Freehold land has an unlimited useful life and therefore is not depreciated. Depreciation is provided for on a straight-line basis over the estimated useful lives of the assets at the following annual rates which are consistent with the prior year:

<u>Item</u>	<u>Annual Depreciation Rate (%)</u>
Buildings	2.5-10
Furniture & Fixtures	10-20
Equipment	15-33.3
Computer and IT Equipment	20-33.3
Vehicles	20
Bicycles	20
Machineries	20
Deep tube wells and tanks	20
Hatcheries	20
Motorcycles	20
Crates/Mannequins/Samples	33.33

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

(d) Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in comprehensive income and expenditure.

(e) Capital work in progress

Properties in the course of construction represents construction of items of property, plant and equipment that are not ready for use which are carried at cost, less any recognised impairment loss. Assets under construction included in property, plant and equipment are not depreciated as these assets are not ready for use. Depreciation of these assets, determined on the same basis as other property assets, commences when the assets are ready for their intended use.

(f) Capitalization of borrowing costs

Directly attributable borrowing costs are capitalized during construction period for all qualifying assets. A qualifying asset is an asset that necessarily takes a substantial period of time to get ready for its intended use or sale. The borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are those borrowing costs that would have been avoided if the expenditure on the qualifying asset had not been made. All other borrowing costs are recognised in comprehensive income and expenditure in the period in which they are incurred.

Intangible assets

(a) Recognition and measurement

Intangible assets that are acquired by BRAC and have finite useful lives are measured at cost less accumulated amortization and accumulated impairment loss, if any. The cost of an intangible asset comprises its purchase price, non-refundable taxes and any directly attributable cost of preparing the asset for its intended use. The cost of an item of intangible assets is recognised as an asset if, and only if all the following conditions are met:

- i) the asset is available for use;
- ii) it is probable that future economic benefits will flow to BRAC;
- iii) the cost of the item can be measured reliably and
- iv) it is expected to be used for more than 1 year.

(b) Subsequent costs

Subsequent costs are capitalized only when they increase the future economic benefits embodied in the specific asset to which they relate. All other costs are recognised in comprehensive income and expenditure as incurred.

(c) Amortization

Amortization is recognised in comprehensive income and expenditure on a straight line basis over the estimated useful lives of intangible assets. The estimated useful lives are as follows:

<u>Item</u>	<u>Annual Amortization Rate (%)</u>
Software	20-33.33

(d) Derecognition

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of intangible assets, measured as the difference between the net disposal proceeds and the carrying amount of the assets, are recognised in comprehensive income and expenditure.

Biological assets

BRAC held biological assets from following segment of enterprises:

- a) BRAC Fisheries: Fish stocks that are being raised for harvesting, breeding, or sale;
- b) BRAC Artificial Insemination: Livestock such as cattle or other animals used for breeding purposes, where the animals themselves are considered biological assets;
- c) BRAC Nurseries: Plants or trees grown for sale, reforestation, or distribution.

Biological assets are measured at fair value less costs to sell, with any changes there in recognised in profit and loss.

Investments in related undertakings and related party transactions

Related undertakings refer to separately-established undertakings in which BRAC has significant influence and/or effective equity interests. Related undertakings are considered as related parties of the Entity.

BRAC's investments in these undertakings are initially recorded at cost and subsequently adjusted to reflect BRAC's share of results for each period added to or deducted from the respective investment costs under the equity method of accounting, from the dates of their acquisition and to the dates of their disposal. Distribution received from the undertakings is recognised in the statement of comprehensive income and expenditure. The statement of changes in capital fund directly records the unrealized share of profit from undertakings (such as statutory reserve of listed companies) as well as any changes in net assets in associated undertakings that are not caused by operating performance. On disposal, gains or losses representing the difference between the proceeds on disposal and the carrying value of the undertakings at the date of disposal are recognised in the statement of comprehensive income and expenditure. Gain or losses on dilution of interest in related undertakings, representing the difference in BRAC's share of net assets before and after the dilution concerned is also recognised in the statement of comprehensive income and expenditure. Provision is also made for any impairment if the carrying amount of an investment exceeds its recoverable amount. In case the share of losses from related undertakings is equal or more than the cost of investment then those losses were not recognised. Loans given to the related undertakings (if any) for working capital purposes only and are added to the carrying amount of investments in related undertakings.

Investment in securities and others

All investments other than investment in related undertakings are initially recognised at cost, being the fair value of the consideration given and including acquisition charges associated with the investment.

Long-term investments which are intended to be held to maturity, such as debentures and private debt securities, are subsequently measured at amortized cost. Amortized cost is calculated by taking into account any discount or premium on acquisition, over the period to maturity. For investments carried at amortized cost, apart from the amortization process which is dealt with through the statement of comprehensive income and expenditure, any gain or loss is recognised in the statement of comprehensive income and expenditure when the investment is disposed of or suffers a permanent diminution in value.

Securities held for trading are measured at fair value through other comprehensive income. Unrealized gains or losses on investments classified as fair value through other comprehensive income are recognised at year-end and reported under the other comprehensive income section.

Accounts receivable

Accounts receivable arise principally from BRAC's social enterprises, and are stated net of provision for doubtful debts. An estimate is made for doubtful debts based on a review of all outstanding amounts at the statement of financial position date. Bad debts are written off when identified.

Inventories

Inventories are measured at lower of cost and net realizable value. Net realizable values are estimated based on the selling price in the ordinary course of business less the estimated costs of completion and costs necessary to make the sale. Retail inventories are stated at cost based on selling price less average mark-up, and other inventories are stated at cost. Cost is determined using the weighted average basis. The cost of inventories includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition. Provision is made for obsolete or slow moving items, to reduce their carrying amounts to net realizable value.

Cash and cash equivalents

Cash and cash equivalents comprise cash and bank balances. Cash and bank balances include donations which are received through donor grants. By virtue of donor agreements, the manner in which such donations are to be applied may be restricted to specific projects and/or assets. Cash & cash equivalents include Fixed Deposit Receipt (FDR) with a maturity of three months or less. These short-term investments are considered equivalent to cash because they can be quickly liquidated without significant risk.

Bank overdrafts are repayable on demand and form an integral part of BRAC's cash management.

Microfinance loans

BRAC micro-finance operations provide loans to members without collateral, on a service charge basis under various projects. Loans to members bear annual service charges 20% to 24% on a declining balance method. Loans encompasses both the principal and service charge outstanding in fair value. Loan loss provision has been shown separately under current liabilities. Repayments are made in monthly instalments.

Members' savings deposits

BRAC has three types of savings deposits initiatives, namely (a) Compulsory savings (b) Voluntary savings and (c) Term deposits, with a view to facilitating and encouraging savings by members.

a) Compulsory savings

Each member deposits a minimum amount of Tk.10. The amount to be deposited weekly or monthly is fixed by the member at the inaugural meeting of the year. The interest rate has changed from 7% to 6% per annum effective from January 2025. A member can withdraw the entire amount of savings after the loan outstanding balance, including service charges thereon has been fully repaid. BRAC is allowed to offset the amount of loan balance with the equivalent savings balance of the loanee in the event of default.

(b) Voluntary savings

Each member can save for periods ranging from 3 years to 10 years on a monthly basis. The voluntary savings range from Tk. 100 to Tk. 10,000. The interest rate ranges from 6.8% to 11.6%. Any member can withdraw his or her savings by giving a prior notice.

(c) Term deposits

The term deposits savings project was established to promote savings behaviour among clients and provide greater financial security in the future.

(i) Double savings scheme: Members can save an amount ranging from Tk. 10,000 to Tk. 1,000,000 for a period of 4.5 to 8 years. At maturity, the 4.5-year savings plan yields 1.5 times the deposited amount, while the 8-year savings plan yields twice the deposited amount. This deposit scheme was in operation till June 10, 2021.

(ii) Monthly profit deposit scheme: Members can save monthly profit deposit for a period of 1 to 3 years for a fixed time period whether amount of deposit ranges from Tk. 50,000 to 2,000,000 and interest rate for the maturity period ranges from 6% in the first year to 10.8% for 3 years.

Provision for loan losses

An entity shall recognise an impairment allowance on loans based on expected credit losses. At each reporting date, an entity shall measure the impairment allowance for loans and advances at an amount equal to the lifetime expected credit losses, if the credit risk on these loans and advances has increased significantly since initial recognition.

In this regard, Microcredit Regulatory Authority (MRA) provides guidelines and measurement basis for assessing the provision of microfinance loans. BRAC maintains provision for microfinance loan based on MRA guidelines. Management regularly assesses the adequacy of the loan loss provision based on the age of the loan portfolio and calculates the required provision considering the rules and regulations of MRA.

Loan write off

Loans within their maturity period are classified as "Current Loans". Loans which remain outstanding after one year of their maturity period are considered as "Late Loans". Late Loans which remain unpaid for a year are classified as "Non-Interest Bearing Loans" (NIBL). The total amount of NIBL, which are considered bad and have no possibility of recovery, is referred to the Governing Body of BRAC for approval to write off, generally within one year from the date when a loan is transferred to NIBL. Generally loans are written off twice a year i.e. June and December. Any collections realized from loans previously written off are credited to the statement of comprehensive income and expenditure.

Accruals and provisions

Accruals are liabilities to pay for goods or services that have been received or supplied but have not been paid, invoiced or formally agreed with the supplier, including amounts due to employees.

Provisions are recognised when BRAC has a present obligation as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount can be made. Provisions are reviewed at each statement of financial position date and adjusted to reflect the current best estimate.

Self-insurance fund

BRAC created a self-insurance fund in order to provide coverage for a variety of risks including that of hazard/natural calamity (i.e. cyclone, flood, fire among others) to selected properties. Additionally, risk coverage related to cash loss arising out of regular operation is also under the scope of this fund along with miscellaneous risk coverage not insured by other funds. This self-insurance fund is based on estimates by reference to the best judgement made by management.

Employee gratuity fund

BRAC maintains a recognised gratuity scheme which is considered as a defined benefit plan and is operated by a Board of Trustees. BRAC makes provisions on the basis of two months' basic salary for each completed year's service for each permanent employee (based on the basic salary of the last month). In this respect, gratuity fund valuation of the retirement benefit liabilities are calculated periodically.

The extent of future liabilities requiring current provisions, and the rate of provisions required in the immediate following financial periods have been determined based on the actuarial valuation carried out for the financial year end 30 June 2025 and estimation carried out to determine the valuation for the financial year ended 30 June 2025. The defined benefit obligation is calculated by a qualified actuary. Any remeasurements of the net defined benefit liability including actuarial gains or losses, the return on plan assets (excluding interest), and the impact of any asset ceiling—are recognised immediately in other comprehensive income."

Employee earned leave payable

Employee earned leave payable includes provision that is payable to the permanent employees, which is equivalent to a maximum 60 days of gross salaries based on earned leave balance at the time of separation. During FY 2024–25, an actuarial valuation was performed to estimate the liability for the financial year ended 30 June 2025.

Retirement benefit fund for Aarong Production Centre (APC)

Retirement benefit fund for Aarong Production Centers (APC) represents retirement benefit payable to the contractual workers at the rate of Tk. 100 per worker per month.

Employee provident fund

BRAC maintains a recognised provident fund scheme which is considered as defined contribution plan and is operated by a Board of Trustees. The contribution by BRAC is 10% of the basic salary of each confirmed employees and this is equivalent to the contribution by each eligible employee. Contributions to this fund are recognised as an expenses in the period in which the employee services are performed.

Employee group insurance

BRAC is maintaining a group insurance policy with an insurance company for covering the risk of life of the employee and family health, on a monthly fixed premium basis. This policy is to cover liabilities arising out of death and other permanent injuries suffered by the employees. The terms of employment provide for payment in the event of death or permanent injury, of amounts ranging from 50 months for natural death, permanent injuries and 100 months for accidental death equivalent of last month basic salary. In case of health coverage, it covers a range of medical facilities in Bangladesh and overseas.

Other funds

The Special fund for scholarship represents the Catherine H. Lovel memorial fund which is to be utilised for a scholarship programme for poor girls.

The Relief and Rehabilitation fund for disaster and climate change represents amounts and is held as a fund.

Staff insurance and welfare fund have been created for the welfare of the staff at BRAC which is not covered under the life or health insurance scheme. This is to be used at the discretion of the executive director's approval.

Foreign currencies

Foreign currency transactions are converted into equivalent Taka at the ruling exchange rates on the respective dates of such transactions.

The resulting exchange translation gains and losses are recognised in the statement of comprehensive income and expenditure.

The principal exchange rates used for each respective unit of foreign currency ruling at the statement of financial position date are as follows:

	30 June 2025	30 June 2024
	Taka	Taka
United States Dollar (USD)	122.00	118.00
Euro	145.57	129.11
Great Britain Pound (GBP)	170.45	152.38
Canadian Dollar (CAD)	92.01	89.24
Australian Dollar (AUD)	81.22	80.37

Income tax

Income tax liabilities for the current period are measured at the amount expected to be paid to the taxation authorities in accordance with the Income Tax Act, 2023 for activities by which BRAC generates taxable income. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

BRAC has determined that any interest and penalties, including any uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted them under IAS 37, Provisions, contingent liabilities and contingent assets.

Borrowing costs

Borrowing costs are interest and other costs that BRAC incurs in connection with the borrowing of fund.

Borrowing costs are recognised as an expense in the period in which they are incurred except where such costs are directly attributable to the acquisition, construction or production of a qualifying asset as referred to in note on property, plant and equipment.

Impairment of assets

At each period end, BRAC reviews the carrying amounts of its assets to determine whether there is any indication of impairment. If any such indication exists, impairment is measured by comparing the carrying values of the assets with their recoverable amounts. Recoverable amount is the higher of net selling price and value in use.

An impairment loss is recognised as an expense in the statement of comprehensive income and expenditure immediately. Reversal of impairment losses recognised in prior years is recorded in the statement of comprehensive income and expenditure when the impairment losses recognised for the asset no longer exists or have decreased.

Financial instruments

Financial instruments are recognised in the statement of financial position when BRAC has become a party to the contractual provisions of the instrument.

- Investments in related undertakings: Investments in related undertakings are stated at cost less impairment losses.
- Investments in securities and others: Investments in securities and others are stated at cost, subsequently adjusted for fair value or at amortized cost. The policy for the recognition and measurement of impairment losses is in accordance with Note 2 (Investment in securities and others).
- Receivables: Receivables are carried at anticipated realizable values. Bad debts are written off when identified and an estimate is made for doubtful debts based on a review of all outstanding amounts as at the statement of financial position date.
- Payables: Payables are stated at cost which is the fair value of the consideration to be paid in the future for goods and services received.
- Interest-bearing borrowings: Interest-bearing bank loans, overdrafts and securitized financing are recorded at the amount of proceeds received, net of transactions costs. For borrowings made specifically for the purpose of acquiring a qualifying asset, the amount of borrowing costs eligible for capitalization is the actual borrowing costs incurred on that borrowing during the period less any investment income on the temporary investments of funds drawn down from that borrowing facility.

Fair value measurements

The Entity applies IFRS 13, Fair Value Measurement that establishes a framework for measuring fair value. Fair value is defined as the price that would be received for an asset or paid to transfer a liability between market participants at the measurement date. The standard establishes a three-level fair value hierarchy that prioritizes the inputs used to measure fair value. This hierarchy requires entities to maximize the use of observable inputs and minimize the use of unobservable inputs. The three levels of the fair value hierarchy are as follows:

Level 1: Inputs that reflect unadjusted quoted market prices for identical assets or liabilities in active markets that are accessible at measurement date.

Level 2: Inputs other than quoted prices that are either directly or indirectly observable for the asset or liability, including inputs in markets that are not considered to be active. Level 2 inputs may include quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets in markets that are not active, observable inputs other than quoted prices for the asset or liability and inputs derived principally from, or corroborated by, observable market data by correlation or by other means.

Level 3: Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the asset or liability. Unobservable inputs are used to measure fair value to the extent that observable inputs are not available.

Leases

The Entity assesses whether a contract is or contains a lease element, at inception of the contract. and major of the existing contracts fall under short-term leases (defined as leases with a lease term of 12 months or less) as per IFRS 16. For these leases, the Entity recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Contingent assets and liabilities

Any possible obligation that arises from past events and the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of BRAC; or any present obligation that arises from past events but is not recognised because:

- * it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or
- * the amount of the obligation cannot be measured with sufficient reliability

Contingent liabilities are not recognised but disclosed in the financial statements unless the possibility of an outflow of resources embodying economic benefits is remote.

In respect of a number of earlier years, BRAC has received demands for additional tax from the taxation authority. These are at different stages of appeal. Provisions have been made where considered appropriate.

Contingent assets are not recognised in the financial statements as this may result in the recognition of income which may never be realized.

At 30 June 2025, BRAC has below mentioned balance outstanding for which the Entity is contingently liable in respect of Irrevocable Letter of Credit (LC):

- (a) Total amount of outstanding LC with BRAC Bank Limited is Tk. 115,674,930, (USD 948,155) and
- (b) Total amount of outstanding LC with Jamuna Bank Limited is Tk. 220,026,212, (USD 1,784,616 and Euro 15,821).

Segmental reporting

BRAC is organized into operating segments based on projects and programmes which are independently managed by the respective programme managers responsible for the performance within the operating segments.

The programme managers report directly to the management of BRAC who regularly review the segment results in order to assess segment performance. Additional disclosures on each of these segments are shown in notes 34 and 35 respectively. These disclosures are based on basis of accounting adopted by management.

Basis for segmentation

Based on the nature of the operation, BRAC has the following seven (07) reportable segments and the segmental financial information are disclosed in note 34-35.

Reportable segments	Operations
Aarong Rural Craft Centre	Social enterprise: Manufacturing and selling Bengali ethnic wear and handicraft
BRAC Printing Pack	Social enterprise: Production of packaging materials
BRAC Dairy and Food Project	Social enterprise: Dairy production, processing and distribution
Agro based Programmes	Social enterprise: Process, markets and distribution of quality seeds, potted plants, provides insemination services to cattle farmers and supply of fish foods.
Micro Finance Programme	Provide financial services to local community including, women, farmers, small business owners, youth and entrepreneurs.
BRAC funded Social Development Projects	Investment of surplus funds and support various development programmes
Donor Funded Development Projects	Non profit organizations funded by various donors.

Utilisation of contribution from microfinance surplus

From the microfinance surplus of FY 2023-24, MRA approved Tk. 434 crores (Previous year, Tk. 546 crores, refunded to Microfinance Tk. 134 crores as unspent amount) to utilise for the development programmes of FY 2024-2025 which include education, health, human rights & legal aids services, skill development programme, urban development programme, water, sanitation, hygiene (WASH) and ultra poor graduation (UPG) programmes, response for flood and natural calamities for the period.

As a whole, BRAC spent Tk. 1,906 crores (30 June 2024: Tk. 1,864 crores) for its development activities on FY 2024-2025 which were funded by local and foreign donation, contribution from microfinance surplus and other different sources.

Accounting standard adopted this year

IFRS S1 - General Requirements for Disclosure of Sustainability-related Financial Information & IFRS S2 - Climate-related Disclosures

BRAC has completed its comprehensive Sustainability Report for the current financial year, prepared in accordance with International Financial Reporting Standards (IFRS). While the adoption of IFRS S1 was optional for this inaugural year, the report primarily focuses on IFRS S2. The Sustainability Report will be published alongside our Annual Report, providing stakeholders with a complete and integrated view of BRAC's financial and sustainability performance.

Accounting standards issued but not yet effective

The following new standard have been issued by the International Financial Reporting Standards (IFRS) Foundation but are not yet effective for the current reporting period. The Company intends to adopt these standards as they become effective.

IFRS 18 - Presentation and Disclosure in Financial Statements

IAS 1 which will be replaced by IFRS 18, provides a comprehensive framework for presentation and disclosure in financial statements, aimed at enhancing transparency and comparability across industries and jurisdictions. This standard will be effective for annual reporting periods beginning on or after January 1, 2027. The Organization expects that the adoption of IFRS 18 may affect the format and presentation of its financial statements and is currently evaluating its impact.

Materiality and aggregation

Each material class of similar items is presented separately in the financial statements. Items of dissimilar nature or function are presented separately if they are not material.

Comparatives and rearrangement

Comparative information has been disclosed for all numerical, narrative and descriptive information where it is relevant for understanding of the current year's financial statements. Comparative figures and account titles in the financial statements for the period ended on 30 June 2024, have been rearranged or reclassified where necessary, to ensure better comparability with the current year's financial statements.

Events after the reporting date

Events after the reporting date that provide additional information about the organization's position at the statement of financial position date are reflected in the financial statements. No adjustment is given in the financial statements for events after the statement of financial position date that are indicative of conditions that arose after the reporting period. Material non-adjusting events are disclosed in the financial statements.

Since the end of reporting period there has been no material changes affecting the financial statements of BRAC.

3. Property, plant and equipment

In Taka	Freehold land	Building	Furniture and fixtures	Equipment	Computer	Vehicles	Bicycles	Machineries	Deep tubewell and tanks	Hatcheries	Motor cycles	Crates/ Mannequins/ Samples/ Antiques	Construction Work in progress	Total
Cost														
At 1 July 2024	13,140,820,066	9,457,145,841	3,656,789,496	3,299,012,192	1,828,543,136	2,206,221,192	30,895,421	2,214,182,268	26,842,160	24,849,653	49,182,060	9,728,235	1,525,665,990	37,469,877,709
Additions	237,092,412	512,141,361	623,314,121	294,993,395	393,673,951	142,125,713	22,394,236	300,211,206	3,921,335	7,654,370	4,202,726	207,354,911	882,946,807	3,632,026,544
Transfers/receives from projects	(14,996,230)	117,676,879	217,710,401	263,300,418	8,595,719	(52,162,136)	55,893,069	(658,751)	-	-	160,623	754,784,418	(1,350,104,410)	-
Disposals	(10,421,383)	(82,004,465)	(208,877,761)	(763,818,690)	(146,172,840)	(108,215,354)	(1,900,541)	(34,820,812)	-	-	(8,924,626)	(16,508,969)	-	(1,381,665,440)
At 30 June 2025	13,352,494,865	10,004,959,616	4,268,936,256	3,093,467,315	2,084,639,966	2,187,969,416	107,282,165	2,478,713,912	30,763,495	32,504,023	44,820,783	955,358,595	1,058,508,387	39,720,238,813
At 1 July 2023	13,025,862,330	9,103,548,204	3,076,474,614	3,671,460,182	1,882,943,725	1,980,803,077	18,748,766	1,928,284,058	31,663,726	22,746,596	35,512,305	774,148,770	953,176,717	36,505,353,069
Additions	145,014,802	314,027,941	581,730,042	295,421,984	208,466,460	272,283,385	12,844,024	225,912,411	626,528	1,452,819	7,221,974	-	718,666,391	2,783,668,760
Transfers/receives from projects	(30,005,574)	42,938,871	74,618,817	(65,688,177)	53,454,478	(4,355,890)	171,909	64,248,359	(5,448,094)	650,238	6,592,281	-	(146,177,118)	-
Disposals	(51,492)	(3,369,175)	(76,033,977)	(611,181,797)	(316,321,527)	(42,509,380)	(869,178)	(4,242,560)	-	-	(144,500)	(764,420,535)	-	(1,819,144,121)
At 30 June 2024	13,140,820,066	9,457,145,841	3,656,789,496	3,299,012,192	1,828,543,136	2,206,221,192	30,895,421	2,214,182,268	26,842,160	24,849,653	49,182,060	9,728,235	1,525,665,990	37,469,877,708
Accumulated depreciation														
At 1 July 2024	-	3,847,135,911	2,155,338,843	2,563,549,814	1,132,685,531	1,580,095,134	20,283,067	1,415,534,288	19,487,977	19,511,172	24,885,775	-	-	12,778,307,513
Charge for the year	-	240,004,522	393,425,672	253,724,975	250,026,392	172,819,418	4,116,504	168,055,619	2,311,829	1,675,046	6,161,641	17,288,067	-	1,509,641,684
Transfer/ Adjustment for disposals	-	(610,812,863)	(216,494,150)	(527,665,388)	(135,765,330)	(101,237,350)	(1,700,780)	10,600,384	(72,072)	-	(2,217,231)	-	-	(1,585,364,780)
At 30 June 2025	-	3,476,357,570	2,332,270,365	2,289,609,401	1,246,948,592	1,651,677,202	22,688,791	1,594,190,291	21,727,734	21,186,218	28,630,165	17,288,067	-	12,702,584,417
At 1 July 2023	-	3,540,444,067	1,840,745,758	2,755,930,718	1,252,832,193	1,435,896,200	9,371,793	1,256,631,224	25,818,691	17,735,287	19,142,416	711,144,197	-	12,865,692,545
Charge for the year	-	318,349,821	370,487,545	326,650,526	157,339,294	187,229,763	11,903,229	126,682,098	2,168,230	1,306,205	4,623,068	-	-	1,506,739,779
Transfer/ Adjustment for disposals	-	(11,657,977)	(55,894,460)	(519,031,430)	(277,465,956)	(43,030,829)	(991,955)	32,220,966	(8,498,944)	469,680	920,291	(711,144,197)	-	(1,594,124,811)
At 30 June 2024	-	3,847,135,911	2,155,338,843	2,563,549,814	1,132,685,531	1,580,095,134	20,283,067	1,415,534,288	19,487,977	19,511,172	24,885,775	-	-	12,778,307,512
Carrying amount														
At 30 June 2025	13,352,494,865	6,528,602,045	1,956,665,891	803,877,914	837,691,373	536,292,214	84,593,394	884,523,620	9,035,761	11,317,805	15,990,598	938,070,528	1,058,508,387	27,017,654,396
At 30 June 2024	13,140,820,066	5,610,009,930	1,501,450,652	735,462,378	695,857,605	626,126,058	10,612,354	798,647,979	7,354,183	5,338,481	24,496,285	9,728,235	1,525,665,990	24,691,570,196

Depreciation and amortization charges for the year allocated to:

Depreciation charged to cost of goods sold of Social Enterprises (Note 35):

Depreciation of property, plant and equipment

Depreciation and amortization charged to comprehensive income and expenditure (Note 35):

Depreciation of property, plant and equipment

Amortization of intangible assets

Total Depreciation and amortization

30 June 2025

30 June 2024

Taka

Taka

264,414,547

222,621,740

1,245,254,299

1,284,118,039

157,691,958

75,074,467

1,402,946,257

1,359,192,506

1,667,360,804

1,561,814,246

4. Intangible assets

In Taka	Software	Intangible assets in progress	Total
Cost			
At 1 July 2024	670,634,277	95,987,630	766,621,907
Additions	162,119,872	522,456,250	684,576,122
Adjustment/Disposal	(53,132,190)	91,910	(53,040,280)
At 30 June 2025	779,621,959	618,535,790	1,398,157,749
At 1 July 2023	366,531,181	33,279,324	399,810,505
Additions	59,218,555	60,036,194	119,254,749
Adjustment/Disposal	244,884,542	2,672,112	247,556,654
At 30 June 2024	670,634,277	95,987,630	766,621,907
Accumulated amortisation			
At 1 July 2024	160,931,366	-	160,931,366
Charge for the year	157,691,958	-	157,691,958
Adjustment/Disposal	(39,664,739)	-	(39,664,739)
At 30 June 2025	278,958,585	-	278,958,585
At 1 July 2023	90,999,420	-	90,999,420
Charge for the year	75,074,467	-	75,074,467
Adjustment/Disposal	(5,142,521)	-	(5,142,521)
At 30 June 2024	160,931,366	-	160,931,366
Carrying amount			
At 30 June 2025	500,663,374	618,535,790	1,119,199,163
At 30 June 2024	509,702,911	95,987,630	605,690,542

5. Investments in related undertakings

Related undertakings	30 June 2025			30 June 2024				
	Cost of Investment	Share of Reserve	Loans	Total	Cost of Investment	Share of Reserve	Loans	Total
	Taka	Taka	Taka	Taka	Taka	Taka	Taka	Taka
BRAC Bank PLC.	5,911,149,577	30,414,619,368	-	36,325,768,945	5,911,149,577	23,371,138,446	-	29,282,288,023
BRAC Industries Ltd.	24,999,900	26,741,015	-	51,740,915	24,999,900	20,946,018	-	45,945,918
BRAC Net Ltd.	185,915,300	54,560,073	-	240,475,373	185,915,300	38,446,082	-	224,361,382
BRAC IT Services Ltd.	214,657,000	362,379,771	-	577,036,771	214,657,000	218,541,218	-	433,198,218
BRAC Services Ltd.	9,999,700	(368,483,991)	382,305,677	23,821,386	9,999,700	(371,503,335)	386,023,353	24,519,718
DBH Finance PLC.	40,000,000	1,702,691,258	-	1,742,691,258	40,000,000	1,515,030,094	-	1,555,030,094
BRAC Kayachara Tea Company Ltd.	63,300,695	321,682,547	223,561,476	608,544,718	63,300,695	338,671,253	224,387,299	626,359,247
Bangladesh Netting Factory Ltd.	17,071,429	33,824,660	32,493,999	83,390,108	17,071,429	33,068,208	27,188,387	77,328,024
IPDC Finance PLC.	1,112,443,508	729,861,871	-	1,842,305,379	1,112,443,508	676,023,602	-	1,788,467,110
BRAC EPL Investment Ltd.	1,300	-	-	1,300	1,300	-	-	1,300
BRAC Kumon Ltd.	50,000,000	(69,935,732)	45,747,504	25,811,772	50,000,000	(74,313,962)	45,870,510	21,556,548
Edotco Bangladesh Co. Ltd.	7,228,750,000	3,638,614,286	-	10,867,364,286	7,228,750,000	2,799,444,321	-	10,028,194,321
BRAC OSIRIS Impact Ventures Ltd.	236,849,610	(20,542,091)	-	216,307,519	204,030,000	(16,077,894)	-	187,952,106
Bhumijo Ltd.	3,000,000	11,089,183	-	14,089,183	3,000,000	10,927,987	-	13,927,987
BD Assistant Ltd.	2,000,000	(766,576)	-	1,233,424	2,000,000	(765,723)	-	1,234,277
BRAC Healthcare Ltd.	99,999,900	(293,559,975)	398,585,197	205,025,122	99,999,900	(138,969,604)	209,774,462	170,804,758
JATRA International Pvt. Ltd.	825,000,000	2,861,694	-	827,861,694	825,000,000	(3,009,576)	-	821,990,424
Total	16,025,137,919	36,545,637,380	1,082,693,852	53,653,469,151	15,992,318,309	28,417,597,135	893,244,011	45,303,159,454

5.01 Investments in related undertakings

(All incorporated in Bangladesh)

30 June 2025

30 June 2024

Related undertakings	%	%	Principal activities
BRAC Bank PLC.	46.17	46.17	Bank, listed with DSE and CSE.
BRAC Industries Ltd.	99.99	99.99	Cold storage.
BRAC Net Ltd.	19.99	19.99	Internet service provider in Bangladesh.
BRAC IT Services Ltd.	89.91	89.91	Software development company in Bangladesh.
BRAC Services Ltd.	100	100	Hospitality company in Bangladesh.
DBH Finance PLC.	18.39	18.39	Housing finance, listed with DSE and CSE.
BRAC Kaiyachara Tea Company Ltd.	99.85	99.85	Tea Plantation.
Bangladesh Netting Factory Ltd.	93.94	93.94	Rental income.
IPDC Finance PLC.	25	25	Finance services, listed with DSE and CSE.
BRAC Kumon Ltd.	89.29	89.29	Establish and operate educational institutes.
Edotco Bangladesh Co. Ltd.	26	26	Telecommunications infrastructure service provider.
BRAC OSIRIS Impact Ventures Ltd.	99.99	99.99	Invest in profitable and impact business ventures.
Bhumijo Ltd.	30	30	To ensure healthy and hygiene toilets in public places.
BD Assistant Ltd.	20	20	An online marketplace and logistics service provider.
BRAC Healthcare Ltd.	99.99	99.99	Medical service provider.
JATRA International Pvt. Ltd.	25	25	Data center.

The market price of shares are as follows:

Particulars	DSE (Taka)		CSE (Taka)	
	30 June 2025	30 June 2024	30 June 2025	30 June 2024
BRAC Bank PLC.	50.70	34.30	50.20	34.70
DBH Finance PLC.	33.60	31.70	35.40	32.00
IPDC Finance PLC.	14.20	18.60	14.00	19.00

6. Significant transactions with related parties

Particulars	Nature	Nature of transaction	30 June 2025	30 June 2024
			Taka	Taka
Dividend income:				
BRAC Bank PLC.	Investment	Dividend	1,021,235,271	742,716,561
DBH Finance PLC.	Investment	Dividend	-	54,859,094
IPDC Finance PLC.	Investment	Dividend	48,705,768	46,386,444
Edotco Bangladesh Co. Ltd.	Investment	Dividend	1,082,826,119	-
			2,152,767,159	843,962,099
(Interest) and expenses:				
BRAC Bank PLC.	Investment	Interest on fixed deposits and bank balance	(806,449,388)	(588,468,049)
BRAC Bank PLC.	Investment	Interest expenses on term loan	193,500,000	256,413,888
BRAC Bank PLC.	Investment	Interest expenses on overdraft	6,199,850	19,118,807
BRAC Services Ltd.	Investment	Service facilities	(3,717,677)	(21,177,908)
BRAC IT Services Ltd.	Investment	IT enable facilities	984,233,501	536,060,001
BRAC Net Ltd.	Investment	Internet service	299,861,016	180,031,469
BRAC Kaiyachara Tea Company Ltd.	Investment	Interest on current account balance	(14,080,694)	(14,142,980)
DBH Finance PLC.	Investment	Interest on 1st mutual fund	-	(1,440,000)
DBH Finance PLC.	Investment	Interest on fixed deposits	(93,386,736)	(7,714,430)
IPDC Finance PLC.	Investment	Interest on fixed deposits	(327,636,790)	(75,136,351)
BRAC Kumon Ltd.	Investment	Services facilities	(123,006)	(64,544,336)
			238,400,077	219,000,111
Receivable/(payables) with related parties:				
BRAC Bank PLC.	Investment	Fixed deposits	9,661,386,948	10,385,774,815
BRAC Bank PLC.	Investment	Bank balances	8,478,420,556	5,082,944,148
BRAC Bank PLC.	Investment	Advance/Loan	-	(2,800,000,000)
BRAC Bank PLC.	Investment	Advance/Overdraft	-	(2,123,350)
BRAC Services Ltd.	Investment	Advance/Loan	382,305,677	386,023,353
BRAC Kaiyachara Tea Company Ltd.	Investment	Advance/Loan	223,561,476	224,387,299
Bangladesh Netting Factory Ltd.	Investment	Advance/Loan	32,493,999	27,188,387
BRAC Kumon Ltd.	Investment	Advance/Loan	45,747,504	45,870,510
BRAC Healthcare Ltd.	Investment	Advance/Loan	398,585,197	209,774,462
			19,222,501,356	13,559,839,624

		30 June 2025	30 June 2024
7. Investment in securities and others	Note	Taka	Taka
Fixed deposits		58,662,208,266	29,292,400,001
Short term deposits		2,066,367,317	1,649,560,823
DBH 1st Mutual Fund- at FVOCI	7.01	31,200,000	25,800,000
Government Treasury Bill		12,488,527,638	-
Government Treasury Bond		7,796,295,027	-
		81,044,598,248	30,967,760,824
7.01 DBH 1st Mutual Fund			
Opening balance		25,800,000	47,400,000
Gain/ (loss) on fair value through other comprehensive income		5,400,000	(21,600,000)
		31,200,000	25,800,000

The market price of quoted shares are as follows:

	Per share	Per share
Dhaka Stock Exchange (DSE)	5.20	4.30
Chittagong Stock Exchange (CSE)	5.00	4.40

BRAC designated investment in DBH 1st Mutual Fund as equity securities at FVOCI because BRAC intends to hold this investment for the long term strategic purposes.

Information about BRAC's exposure to credit and market risks and fair value measurement is included in note-36.

Current portion		73,217,103,221	30,941,960,824
Non-current portion		7,827,495,027	25,800,000
		81,044,598,248	30,967,760,824
8. Biological assets			
Artificial insemination	8.01	80,412,881	75,674,516
Nursery	8.02	688,654	61,953,461
Fisheries	8.03	12,124,313	9,869,801
		93,225,848	147,497,778
8.01 Artificial insemination			
Bull		77,992,850	74,280,908
Buffalo		1,100,000	1,100,000
Buck		1,320,031	293,608
		80,412,881	75,674,516
8.02 Nursery			
Plants		688,654	61,953,461
		688,654	61,953,461
8.03 Fisheries			
Brood Fish		12,124,313	6,415,371
Other fish		-	3,454,430
		12,124,313	9,869,801
8.04 Reconciliation of carrying amount	AI	Nursery	Fisheries
Balance at 1 July 2024	75,674,516	61,953,461	9,869,801
Purchases	8,043,160	-	4,539,019
Sales/ transferred	(3,304,795)	(61,264,807)	(2,284,507)
Change in fair value less cost to sell	-	-	-
Balance at 30 June 2025	80,412,881	688,654	12,124,313

For the FY 2024-2025, assets comprising fish and plants, which were intended for and readily available for sale in the ordinary course of business, were transferred to inventories.

	30 June 2025	30 June 2024
	Taka	Taka
Current portion	3,688,654	65,407,891
Non-current portion	89,537,194	82,089,887
	93,225,848	147,497,778

		30 June 2025	30 June 2024
		Taka	Taka
9. Inventories	Note		
Handicraft goods		7,217,438,687	8,305,989,761
Seeds and feed		2,161,204,929	1,250,719,514
Dairy products		885,168,323	504,779,301
Programme materials		264,135,059	207,960,266
Medical supplies and consumables		42,236,853	17,680,901
Printing and stationery		155,225,261	109,075,167
		10,725,409,112	10,396,204,910
10. Grants, accounts and other receivables			
Grants receivable		1,571,530,599	1,729,344,604
Interest receivable on fixed deposits and bank accounts		2,208,690,885	1,060,704,452
Defined benefit asset (Gratuity fund)		549,671,725	-
Other accounts receivable		830,523,063	1,144,220,141
		5,160,416,272	3,934,269,197
11. Advance, deposits and prepayments			
Advance & prepayments:			
Advance to employees		8,686,887,006	7,539,796,837
Advance to suppliers		4,335,974,594	3,789,359,407
Prepayment		959,476,971	2,598,294,186
Advance VAT		202,016,705	54,562,979
Motor cycle loans	11.01	-	-
		14,184,355,276	13,982,013,410
Deposits:			
Deposits for facilities and utilities		120,158,448	114,568,139
		14,304,513,724	14,096,581,549
11.01. Motor cycle loans			
Opening balance		-	8,478,431
Additions during the year		-	-
Loan realization during the year		-	(8,478,431)
Closing balance		-	-
12. Advance income tax			
Opening balance		4,313,336,549	3,537,936,079
Addition during the year		2,801,474,785	5,387,058,970
Adjustment during the year		(1,606,623)	(4,611,658,500)
Closing balance		7,113,204,711	4,313,336,549
13. Cash and cash equivalents			
Cash in hand		272,855,223	377,625,368
Cash at banks		16,696,606,998	10,833,380,399
3 Months FDR		1,023,692,160	15,899,518,562
		17,993,154,381	27,110,524,329
13.01 Cash and cash equivalents			
For the purpose of the statement of cash flows, cash and cash equivalents comprise the following:			
Cash in hand and at banks		17,993,154,381	27,110,524,329
Bank overdrafts (Note 18)		(47,335,175)	(11,747,997)
		17,945,819,206	27,098,776,332

14. Microfinance loans

Particulars	Principal outstanding	Service charge receivable	Total Principal and service charge	Loan loss provision	Net amount
	Taka	Taka	Taka	Taka	Taka
As at 1 July 2024	397,011,773,965	6,950,484,338	403,962,258,303	(20,577,242,810)	383,385,015,492
Additions	721,100,924,709	94,234,080,076	815,335,004,785	(12,621,673,804)	802,713,330,981
Realization	(680,325,080,927)	(92,151,725,559)	(772,476,806,486)	-	(772,476,806,486)
Write-off	(7,860,510,278)	(1,725,763,274)	(9,586,273,552)	9,586,273,552	-
As at 30 June 2025	429,927,107,469	7,307,075,581	437,234,183,050	(23,612,643,062)	413,621,539,987
As at 1 July 2023	374,562,506,465	6,294,609,241	380,857,115,706	(17,867,269,990)	362,989,845,716
Additions	687,782,420,099	91,721,726,969	779,504,147,068	(11,090,322,146)	768,413,824,922
Realization	(658,401,652,357)	(89,617,002,788)	(748,018,655,145)	-	(748,018,655,145)
Write-off	(6,931,500,242)	(1,448,849,084)	(8,380,349,326)	8,380,349,326	-
As at 30 June 2024	397,011,773,965	6,950,484,338	403,962,258,303	(20,577,242,810)	383,385,015,492

Loans to members bear annual service charges 20% to 24% on a declining balance method. Repayments are made in monthly instalments.

The loan principal outstanding and loan loss provision are analyzed as follows:

Loan Classification	Days in Arrears	Principal Outstanding 30 June 2025	Loan loss Provision 30 June 2025	Principal Outstanding 30 June 2024	Loan loss Provision 30 June 2024
		Taka	Taka	Taka	Taka
Standard	Current (no arrears)	405,806,408,809	4,068,464,389	372,488,304,759	3,733,914,716
Watchlist	1 - 30	1,310,857,404	65,542,870	2,794,803,908	139,740,297
Substandard	31 - 180	3,907,357,054	976,839,264	6,153,706,211	1,538,427,339
Doubtful	181 - 365	1,602,750,650	1,202,062,988	1,639,196,421	1,229,397,792
Loss	Over 365	17,299,733,552	17,299,733,552	13,935,762,666	13,935,762,666
		429,927,107,469	23,612,643,062	397,011,773,965	20,577,242,810
		30 June 2025	30 June 2024		
		Taka	Taka		
Current portion		395,591,958,104	369,801,864,984		
Non-current portion		41,642,224,945	34,160,393,319		
		437,234,183,049	403,962,258,303		

Management regularly assesses the adequacy of the loan loss provision based on the age of the loan portfolio and calculates the required provision considering the rules and regulations of Microcredit Regulatory Authority. Detailed disclosure of the current year classification of loan and loan loss provision is provided in Annexure-A/2.

15. Trade and other payables	Note	30 June 2025	30 June 2024
		Taka	Taka
	Interest payable on members' savings deposits	32,764,515,941	25,888,675,165
	Liabilities for expenses	16,675,915,800	13,869,502,729
	Advance/ deposit received and other liabilities	2,437,829,291	6,118,653,300
	Liabilities for goods	393,572,637	223,901,951
		52,271,833,670	46,100,733,145
16. Zero coupon bond			
	Zero coupon bond	3,659,666,609	6,256,594,732
	Discount provision	1,003,869,495	1,195,364,350
		4,663,536,104	7,451,959,082
	Current portion	3,091,981,023	3,092,336,411
	Non-current portion	1,571,555,081	4,359,622,671
		4,663,536,104	7,451,959,082

BRAC issued zero-coupon (ZCB) bond in the year 2021 under the Securities and Exchange Commission (Private Placement of Debt Securities) Rules, 2012. During 2021-2022, out of the approved subscription value of Tk. 10,400,000,000, BRAC subscribed Tk. 10,392,804,327 from 21 investors which is equivalent to face value of Tk. 12,910,000,000 at a lot of 8 bonds each where discount rate is 7%. The tenure of ZCB is 5 years with a repayment schedule at 6 months interval and the 1st repayment was due at the end of 1.5 years. Discount provision for FY 2024-25 amounting to Tk. 1,003,869,495 (30 June 2024: Tk.1,195,364,350) has been accrued in interest on long term loans in note 35.

17. Members' savings deposits

Opening balance	213,273,871,397	180,969,931,862
Deposits during the year	500,646,434,121	103,221,083,251
Withdrawals during the year	(445,244,500,336)	(70,917,143,715)
Closing balance	268,675,805,182	213,273,871,397
Compulsory savings	105,653,427,817	93,422,149,909
Voluntary savings	28,675,270,768	24,820,364,192
Term deposits	134,347,106,597	95,031,357,296
Closing balance	268,675,805,182	213,273,871,397
Current portion	152,356,325,545	119,851,721,488
Non-current portion	116,319,479,637	93,422,149,909
	268,675,805,182	213,273,871,397

The rate of interest paid in respect of savings deposits by members was 6%-11.6% per annum.

18. Bank overdrafts

Pubali Bank Plc.	47,143,296	2,887,121
Sonali Bank Plc.	130,780	968,529
BRAC Bank Plc.	-	2,123,351
Habib Bank Plc.	-	565,492
Bank Alfalah Plc.	21	62,404
Eastern Bank Plc.	468	41,484
Jamuna Bank Plc.	-	792,086
Agrani Bank Plc.	-	453,691
The Hong Kong and Shanghai Banking Corporation. Ltd	-	195,684
United Commercial Bank Plc.	-	124,678
Janata Bank Plc.	-	2,999,687
Rupali Bank Plc.	-	481,833
Community Bank of Bangladesh Plc.	-	50,222
Dhaka Bank Plc.	60,611	1,736
	47,335,175	11,747,997

The bank overdrafts were obtained for BRAC's micro-finance programme and regular working capital requirements. The bank overdrafts bear interest at 10.50% to 13.55% (30 June 2024: 8.50% to 14.55%) per annum and are repayable within 12 months.

19. Term loans	Note	30 June 2025	30 June 2024
		Taka	Taka
Local loans	19.01	17,862,314,000	29,068,701,943
Foreign loans	19.02	1,355,555,558	2,622,222,222
		19,217,869,558	31,690,924,166

19.01 Local loans

Standard Chartered Bank (SCB)	11,812,314,000	11,812,314,000
IFIC Bank Plc.	-	6,150,000,000
The Hong Kong and Shanghai Banking Corporation Ltd Bangladesh	2,000,000,000	-
Dutch Bangla Bank Plc.	-	2,383,908,222
BRAC Bank Plc.	-	2,800,000,000
Prime Bank Plc	-	1,000,000,000
NCC Bank Plc.	-	999,987,028
Citi Bank NA	2,080,000,000	1,420,000,000
State Bank of India	1,700,000,000	1,699,992,693
Habib Bank Ltd.	-	300,000,000
Woori Bank	270,000,000	502,500,000
	17,862,314,000	29,068,701,943

All repayment obligations in respect of the local term loans were met and no amounts were in arrears as at 30 June 2025. The local term loan were obtained to support various micro finance and development projects undertaken by BRAC and for working capital purposes. The loans are repayable at various intervals, i.e., monthly, quarterly, half-yearly and annually and bear 3.47% to 10% (30 June 2024: 3.47% to 11%) interest rates.

19.02 Foreign loans

Loan from FMO	1,311,111,111	2,430,000,000
Unrealized foreign exchange loss/(gain)	44,444,447	192,222,222
	1,355,555,558	2,622,222,222

FMO is a Dutch development bank structured as a bilateral private-sector international financial institution based in the Hague, Netherlands. BRAC has borrowed USD 50,000,000 on April 06, 2021 from FMO equivalent to Tk. 4,239,500,000 with a tenure of 5 years including 1 year grace period where annual interest rate is 3.47%. During this period, unrealized exchange loss Tk. 44,444,444 (30 June 2024: Tk. 192,222,222) has been recognised at the exchange rate 1 USD = 122 Taka (30 June 2024: 1 USD = 118 Taka).

Term Loans are analyzed as follows:

Amount repayable within 12 months	19,127,869,558	29,417,858,943
Amount repayable after 12 months:		
Repayable after 12 months but less than 24 months	90,000,000	2,183,065,224
Repayable after 24 months	-	90,000,000
	90,000,000	2,273,065,224
	19,217,869,558	31,690,924,166

20. Deferred income		30 June 2025	30 June 2024
	Note	Taka	Taka
Deferred income from donor grants	20.01	581,656,594	714,948,849
Deferred income from Aarong	20.02	444,405,074	391,626,169
		1,026,061,668	1,106,575,018

20.1 Deferred income from donor grants

		Investment in Fixed Assets	Motorcycle Replacement Fund	Total
		Taka	Taka	Taka
As at 1 July 2024		713,410,735	1,538,114	714,948,849
Transferred from grants received in advance	21	131,348,456	-	131,348,456
Amortization to Statement of income and expenditure	24	(190,049,019)	(1,538,114)	(191,587,134)
Adjustment/transfer		(73,053,578)	-	(73,053,578)
As at 30 June 2025		581,656,594	-	581,656,594
As at 1 July 2023		862,340,044	6,509,982	868,850,026
Transferred from Grants received in advance	21	299,037,925	(4,971,868)	294,066,057
Amortization to Statement of Income and Expenditure	24	(447,967,234)	-	(447,967,234)
As at 30 June 2024		713,410,735	1,538,114	714,948,849

20.1 Deferred income from Aarong

		30 June 2025	30 June 2024
		Taka	Taka
My Aarong Reward Payable		216,783,172	208,536,879
Gift card & Gift voucher		227,621,902	183,089,290
		444,405,074	391,626,169
Current portion		444,405,074	391,626,169
Non-current portion		581,656,594	714,948,849
		1,026,061,668	1,106,575,018

Advance sales of Aarong, previously reported under Trade and Other Payables (Liabilities for Expenses), have been transferred under Deferred Income from Aarong, and the comparative information has been updated accordingly.

21. Grants received in advance

As at 1 July 2024		3,280,321,016	3,548,627,965
Grants receivables	10	(1,729,344,604)	(1,524,527,724)
		1,550,976,412	2,024,100,241
Donations received during the period	33	16,435,999,599	13,780,410,572
Transferred to deferred income:			
Investment in fixed assets	20	(131,348,456)	(299,037,925)
Motorcycle replacement fund	20	-	4,971,868
Transfer to statement of comprehensive income and expenditure	24	(14,593,153,464)	(13,595,371,324)
		3,262,474,090	1,915,073,432
Refund/transfer/adjustment for closed projects	33	(2,446,388,516)	(364,097,020)
Closing balance:			
Grants receivables	10	1,571,530,599	1,729,344,604
As at 30 June 2025		2,387,616,174	3,280,321,016

22. Other long term liabilities

Net defined benefit obligation (Gratuity fund)	22.01	-	49,071,725
Net defined benefit obligation (Employee earned leave)	22.02	3,767,780,000	4,446,945,973
Retirement benefit fund for APC		626,842,767	360,980,920
Self-insurance fund	22.03	1,467,695,301	1,467,725,301
Other funds	22.04	2,484,085,568	2,432,769,149
		8,346,403,636	8,757,493,068

22.01 Net defined benefit obligation (Gratuity fund)

Defined benefit obligation	22.01.a	19,353,430,000	17,707,274,219
Less: Fair value of plan asset	22.01.b	(19,804,550,000)	(17,658,202,494)
Add: Asset ceiling		451,120,000	-
		-	49,071,725

22.01.a Defined benefit obligation

Opening balance		17,707,274,219	16,506,850,000
Interest cost		1,770,730,000	1,485,616,500
Current service cost		1,472,980,000	1,502,867,643
Paid to outgoing employees		(892,320,000)	(1,788,059,924)
Remeasurement (gain)/loss		(705,234,219)	-
		19,353,430,000	17,707,274,219

	Note	30 June 2025	30 June 2024
		Taka	Taka
22.01.b Fair value of plan assets			
Opening balance		17,658,202,494	12,793,110,000
Interest Income		1,822,310,000	993,506,735
Contribution to the fund		1,371,920,000	5,659,645,683
Paid to outgoing employees		(892,320,000)	(1,788,059,924)
Return on plan asset		(155,562,494)	-
		19,804,550,000	17,658,202,494

i. Actuarial Assumptions (as on 30 June 2025)

Discount rate	9.50%
Withdrawal rate	Age 20-35: 4% Age 36-50: 2% Age 51-60: 0%
Mortality Rate	Bangladesh Assured Lives Mortality (2015-18)

ii. Sensitivity analysis (as on 30 June 2025)

	Effect on DBO		Percentage impact	
	Increase	Decrease	Increase	Decrease
Discounts rate (1% movement)	(2,201,490,000)	2,606,420,000	-11.4%	13.5%
Salary escalation rate (1% movement)	2,556,470,000	(2,202,180,000)	13.2%	-11.4%

22.02 Net defined benefit obligation (Employee earned leave)

Defined benefit obligation	22.02.a	3,767,780,000	4,446,945,973
Less: Fair value of plan asset	22.02.b	-	-
		3,767,780,000	4,446,945,973

22.02.a Defined benefit obligation

Opening balance	4,446,945,973	3,960,910,000
Interest cost	436,290,000	356,481,900
Current service cost	716,260,000	1,124,867,739
Paid to outgoing employees	(168,160,000)	(995,313,666)
Remeasurement (gain)/loss	(1,663,555,973)	-
	3,767,780,000	4,446,945,973

22.02.b Fair value of plan assets

Opening balance	-	-
Interest Income	-	-
Contribution to the fund	-	-
Paid to outgoing employees	-	-
	-	-

Employee earned leave is a non funded employee benefits plan of BRAC. Under this plan, the benefits are paid directly by BRAC and no plan assets are set aside. As per the actuarial valuation, the present value of the defined benefit obligation at 30 June 2025 is BDT 3,767,780,000, which is recognized as a liability. Since this is a non funded employee benefits plan, BRAC do not recognise the remeasurement gain/(loss).

i. Actuarial Assumptions (as on 30 June 2025)

Discount rate	9.50%
Withdrawal rate	Age 20-35: 4% Age 36-50: 2% Age 51-60: 0%
Mortality Rate	Bangladesh Assured Lives Mortality (2015-18)

ii. Sensitivity analysis (as on 30 June 2025)

	Effect on DBO		Percentage impact	
	Increase	Decrease	Increase	Decrease
Discounts rate (1% movement)	(450,760,000)	538,900,000	-12.0%	14.3%
Salary escalation rate (1% movement)	528,540,000	(450,920,000)	14.0%	-12.0%

22.03 Self-insurance fund

Employees	511,647,823	511,677,824
BRAC properties and motorcycles	956,047,478	956,047,478
	1,467,695,301	1,467,725,301

22.04 Other funds

Special fund for scholarship	63,230,448	8,977,702
Relief and rehabilitation fund	2,299,188,741	2,295,777,688
Staff welfare fund	121,666,379	128,013,759
	2,484,085,568	2,432,769,149

		30 June 2025	30 June 2024
	Note	Taka	Taka
23. Current tax liabilities			
Opening balance		4,820,581,551	5,667,317,517
Provision made during the year		(4,540,100,633)	2,536,299,369
Adjustment during the year		(22,668)	(3,383,035,333)
Closing balance		280,458,251	4,820,581,551
24. Donor grants			
Donor grants recognized in the statement of income and expenditure:			
Transferred from grants received in advance (a)	21	14,593,153,464	13,595,371,324
Transferred from deferred income (b)=(c)	20	190,049,019	447,967,231
Amortization of investment in fixed assets (c)		190,049,019	447,967,231
- Unrestricted		75,411,975	16,094,624
- Temporarily restricted		114,637,045	431,872,607
Total donor grants (a+b)		14,783,202,484	14,043,338,555
Add: Interest on bank accounts and fixed deposits from donor projects	30	4,276,905	5,159,575
Add: Other income from donor projects	34	73,717,772	62,660,540
		14,861,197,161	14,111,158,672
25. Bank interest and other operational income			
Interest on bank accounts and fixed deposits	30	1,033,348,440	720,491,879
Other operational income (Note 25.01)		1,190,500,053	1,118,979,318
Gain/(loss) on disposal of property, plant and equipment	34	14,729,130	11,646,898
		2,238,577,623	1,851,118,095
25.01 Other operational income			
Training income		325,454,688	210,375,060
Reimbursements on cost of programme supplies		863,802,715	921,503,451
Gain/(loss) on disposal of related undertakings		-	(17,255,513)
Sale of wastage materials		1,242,650	4,356,320
		1,190,500,053	1,118,979,318
26. Community contribution			
Education Programme		88,235,701	80,811,089
Health Nutrition and Population Programme		290,903,316	298,219,960
Social Empowerment and Legal Protection Programme (SELP)		4,969,131	4,637,000
Skill Development Programme		27,324,589	85,211,086
BRAC WASH in hard to reach and urban areas		209,335	1,302,342
Migration Programme		9,752,799	17,398,120
Climate Change Programme		3,182,301	-
		424,577,172	487,579,598
Community contribution represent fees charged by BRAC to participate of programs or activities.			
27. Income from microfinance programme			
Service charge on microfinance loans	27.01	96,104,441,186	91,397,667,333
Bank interest against deposits	30	7,096,996,185	2,795,924,380
Gain on disposal of Property, plant & equipment		24,555,713	752,420,342
		103,225,993,084	94,946,012,055
27.01 Service charge on microfinance loans			
Service charge on microfinance loans		96,084,888,061	91,380,753,141
Membership fees		19,553,125	16,914,192
		96,104,441,186	91,397,667,333
28. Revenue from social enterprises			
Revenue from Sales	28.01	31,600,082,059	27,850,134,735
Other income		439,554,740	417,089,274
		32,039,636,799	28,267,224,009
28.01 Disaggregation of revenue from sales			
Aarong Rural Craft Centre		18,266,185,348	16,408,742,100
BRAC Printing Pack		409,223,730	453,979,730
BRAC Dairy and Food Project		7,998,548,799	6,936,951,426
Agro-based programs		4,926,124,182	4,050,461,480
		31,600,082,059	27,850,134,735

28.02 Reconciliations to Segment Revenue and Profit or Loss

Segment	Total Revenue revenue	Inter-segment	Net Revenue	Net segment profit/(loss)
Aarong Rural Craft Centre	18,305,575,505	(6,678,573)	18,298,896,932	173,048,145
BRAC Printing Pack	546,416,112	(120,054,673)	426,361,439	5,394,070
BRAC Dairy and Food Project	8,135,734,232	(117,986,606)	8,017,747,626	331,692,732
Agro based Programs	5,505,365,626	(208,734,825)	5,296,630,801	501,221,140
Micro Finance Programme	103,225,993,084	-	103,225,993,084	25,292,900,763
BRAC funded Social Development Projects	4,539,088,141	-	4,539,088,141	1,876,351,549
Donor Funded Development Projects	-	-	-	-
	140,258,172,700	(453,454,677)	139,804,718,023	28,180,608,399

* Basis for transactions between reportable segments

Transactions between reportable segments are conducted on an arm's length basis, similar to transactions with third parties. The transfer pricing policies are established to reflect market conditions and ensure that all segments operate independently as profit centers.

As of 30 June 2025, the following are the closing balances for the company's receivables, contract assets, and contract liabilities related to revenue from contracts with customers:

	Note	30 June 2025	30 June 2024
		Taka	Taka
Grants, accounts and other receivables	10	5,160,416,272	3,934,268,897
Service charge receivable	14	7,307,075,581	6,950,484,338
Grants received in advance	21	(2,387,616,174)	(3,280,321,016)
Deferred income	20	(1,026,061,668)	(1,106,575,018)

29. Investment Income

In respect of investments in related undertakings:

- Cash dividend income

6 2,152,767,159 843,962,099

In respect of investments in securities and others:

- DBH 1st Mutual Fund

- 1,440,000

- Treasury Bill

38,769,885 -

2,191,537,043 845,402,099

30. Interest on fixed deposits and bank accounts

Bank interest against deposits of microfinance programme

27 7,096,996,185 2,795,924,380

Donor based development Projects

24 4,276,905 5,159,575

Social development programs

25 1,033,348,440 720,491,879

8,134,621,530 3,521,575,835

31. Income tax expense

Income tax provision for the year:

Current year

4,191,793,381 2,157,709,342

Adjustment for previous year

348,307,252 378,590,027

4,540,100,633 2,536,299,369

Under the Income Tax Act 2023, in addition to its commercial activities, BRAC is also subject to taxation on income derived from other non-commercial activities unless they are tax exempted. Income from microfinance and social development activities are tax exempted.

The tax charge is in respect of taxable income arising from BRAC's taxable activities in 2022-2023, and is subject to agreement with the tax authorities.

The tax charge is in respect of taxable income arising from BRAC's taxable activities in 2024-2025, and is subject to agreement with the tax authorities. The assessment of the Income Year 2017-18, 2018-19, 2019-20, 2020-21, 2021-22 and 2022-23 were fully settled, required provision has been taken for adjustment with advance income tax.

32. BRAC contribution to support Donor Funded Programs

BRAC contributed funds to meet the funding shortfall in donor funded programs expenditure during the year in order to ensure the continued implementation and execution of such programs. The corresponding figure for the year ended 30 June 2025 was Tk. 3,253,857,225 (30 June 2024: Tk. 3,664,711,427).

33. Schedule of donor grants received

Taka Taka

Donor name	Project Name	30 June 2025	30 June 2024
The Global Fund	Integrated Tuberculosis Care and Prevention for Enhancing Case Findings Health System Strengthening and Sustainability	-	1,469,542,903
	A path to the Phased Elimination of Malaria from Bangladesh	-	354,584,596
	An Integrated Tuberculosis Care and Prevention for Enhancing Case Findings Health System Strengthening and Sustainability	2,202,123,086	956,009,672
	Journey Towards Targeted Malaria Elimination in Bangladesh	535,957,129	257,646,428
	Covid-19 Integrated Tuberculosis Care and Prevention for Enhancing Case Findings Health System Strengthening and Sustainability	359,179,549	-
	Covid-19 A Path to the Phased Elimination of Malaria From Bangladesh	17,438,437	-
	Responding to Health Emergencies for Flash-Flood in the Eastern Region of Bangladesh	-	-
	Climate Change and Health Project, BHP	392,314,782	-
USAID	Community Health Systems Strengthening for Improved Health	43,785,932	411,121,373
	USAID Bangladesh America Maitree Activity	204,117,338	10,126,085
	Community-led Climate Smart Innovations to Address Climate Change Impacts (Uddom)	47,883,169	-
	TB Diagnostic Network to Strengthen National Health Systems	16,929,166	76,825,000
Department of Foreign Affairs and Trade (DFAT)	Strategic Partnership Arrangement (SPA)	1,214,024,804	1,186,460,152
	Humanitarian Assistance for Rohingya and Host Communities in Bangladesh. Year 3	-	-
	Bangladesh Rohingya and Host Communities Humanitarian Response (2023-2025)	121,309,891	351,921,232
	Developing capacity of bangladeshi NGOs for humanitarian response	332,253,887	121,560,937
	Skill development Programme (SDP)	105,895,397	-
	Engaging Multi-sectoral Partners for Creating Opportunities, Improving Wellbeing and Realising Rights of the Urban Poor (EMPOWER)	34,479,295	-
	Cyclone Mocha Response in Cox's Bazar, Bangladesh	-	45,605,300
UNHCR	Multi-sectoral emergency assistance for Rohingya -CBP in Cox's Bazar Bangladesh	-	42,805,718
	Multi-sectoral emergency assistance for Rohingya -Education in Cox's Bazar Bangladesh	-	45,000,000
	Multi-sectoral emergency assistance for Rohingya -Shelter in Cox's Bazar Bangladesh.	-	52,126,795
	Multi-sectoral emergency assistance for Rohingya -SMS in Cox's Bazar Bangladesh.	-	49,710,214
	Multi-sectoral emergency assistance for Rohingya -Wash in Cox's Bazar Bangladesh.	-	61,472,982
	Multi-sectoral emergency assistance for Rohingya -Education and Livelihood in Cox Bazar Bangladesh.	-	210,000,000
	Multi-sectoral emergency assistance for Rohingya -Legal in Cox's Bazar Bangladesh	-	21,229,662
	Multi-sectoral emergency assistance for Rohingya -CBP in Cox's Bazar Bangladesh	-	12,060,039
	Multi-sectoral emergency assistance for Rohingya -GVB in Cox's Bazar Bangladesh	-	44,427,204
	Multi-sectoral emergency assistance for Rohingya -AAF in Cox's Bazar Bangladesh	-	4,000,000
	Multi-sectoral emergency assistance for Rohingya -MHPSS in Cox's Bazar Bangladesh	-	5,887,376
	Multi-sectoral emergency assistance for Rohingya -Health in Cox's Bazar Bangladesh	-	7,864,226
	Multi-sectoral emergency assistance for Rohingya -Shelter in Cox's Bazar Bangladesh	-	64,929,463
	Multi-sectoral emergency assistance for Rohingya -SMS in Cox's Bazar Bangladesh	-	40,732,351
	Multi-sectoral emergency assistance for Rohingya -Wash in Cox's Bazar Bangladesh	-	160,872,494
	Multi-sectoral emergency assistance for Rohingya -Education and Livelihood in Cox's Bazar Bangladesh	-	77,070,817
	Multi-sectoral emergency assistance for Rohingya -Legal in Cox's Bazar Bangladesh. P-1240 (UNHCR)	51,457,649	-
	Multi-sectoral emergency assistance for Rohingya -CBP in Cox's Bazar Bangladesh. P-1240 (UNHCR)	101,279,008	-
	Multi-sectoral emergency assistance for Rohingya -GBV in Cox's Bazar Bangladesh. P-1240 (UNHCR)	104,858,309	-
	Multi-sectoral emergency assistance for Rohingya -MHPSS in Cox's Bazar Bangladesh. P-1240 (UNHCR)	15,424,159	-
	Multi-sectoral emergency assistance for Rohingya -Health in Cox's Bazar Bangladesh. P-1240 (UNHCR)	16,006,737	-
	Multi-sectoral emergency assistance for Rohingya -SMS in Cox's Bazar Bangladesh. P-1240 (UNHCR)	104,132,514	-
	Multi-sectoral emergency assistance for Rohingya -Shelter in Cox's Bazar Bangladesh. P-1240 (UNHCR)	239,330,346	-

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Donor name	Project Name	30 June 2025	30 June 2024
UNHCR	Multi-sectoral emergency assistance for Rohingya -Wash in Cox's Bazar Bangladesh. P-1240 (UNHCR)	157,016,389	-
	Multi-sectoral emergency assistance for Rohingya-FSL in Cox's Bazar Bangladesh. P-1248 (UNHCR)	239,195,063	-
	Multi-Sectoral Emergency Assistance for Rohingya Refugees-Legal in Cox's Bazar & Bhasan Char Bangladesh.	41,600,000	-
	Multi-Sectoral Emergency Assistance for Rohingya Refugees-CBP in Cox's Bazar & Bhasan Char Bangladesh.	62,460,000	-
	Multi-Sectoral Emergency Assistance for Rohingya Refugees-GBV in Cox's Bazar & Bhasan Char Bangladesh.	65,570,000	-
	Multi-Sectoral Emergency Assistance for Rohingya Refugees-MHPSS in Cox's Bazar & Bhasan Char Bangladesh.	6,510,000	-
	Multi-Sectoral Emergency Assistance for Rohingya Refugees-Health in Cox's Bazar & Bhasan Char Bangladesh.	6,872,000	-
	Multi-Sectoral Emergency Assistance for Rohingya Refugees-SMS in Cox's Bazar & Bhasan Char Bangladesh.	56,700,000	-
	Multi-Sectoral Emergency Assistance for Rohingya Refugees-Shelter in Cox's Bazar & Bhasan Char Bangladesh.	138,388,971	-
	Multi-Sectoral Emergency Assistance for Rohingya Refugees-Wash in Cox's Bazar & Bhasan Char Bangladesh.	89,210,000	-
	Multi-Sectoral Emergency Assistance for Rohingya Refugees-FSL in Cox's Bazar & Bhasan Char Bangladesh.	102,600,000	-
	Multi-Sectoral Emergency Assistance for Rohingya Refugees-Support in Cox's Bazar & Bhasan Char Bangladesh.	38,200,000	-
Department of Foreign Affairs, Trade and Development (DFATD)	Strategic Partnership Arrangement (SPA)	-	-
United Nations International Children's Emergency Fund (UNICEF)	Empowering Most Disadvantaged Adolescent, Youth and Young Women by Creating an Ecosystem for Alternative Learning Programmes (Empower-ALP 1)	88,616,266	99,359,128
	Integrated Protection Services for Children, Adolescents and Women of Rohingya and Host Community in Cox's Bazar District P-1146 (Donor: UNICEF)	48,282,502	257,854,811
	Access to quality informal education for Rohingya refugee children in Rohingya camps, Cox's Bazar [Donor: UNICEF] P-1134	189,903,073	501,156,785
	Access to inclusive quality education in safe, and protective learning environment for Rohingya children in Bhasan Char	-	47,613,226
	Provision of life. saving WASH services to the Rohingya refugee population in Ukhiya and Teknaf Upazila, Cox's Bazar	-	98,861,674
	Strengthening and Scaling-up Mothers@Work programme through institutional capacity building	-	4,708,802
	Ensuring Improved WASH Services for Rohingya Refugees on Bhasan Char Island Noakhali, Bangladesh	-	25,340,140
	Rohingya children aged 3-18 receive gender-responsive, inclusive education (Early Childhood Education & Myanmar Curriculum) and children aged 0-18 receive child protection services in Bhasan Char	35,773,752	43,738,376
	Life-saving WASH services for the Rohingya refugee population in Camp 14 in Ukhiya Upazila, Cox's Bazar District	101,015,365	10,752,886
	Ensuring access to improved WASH services for Rohingya Refugees on Bhasan Char Island at Cox's Bazar	47,790,653	35,684,796
	Provision of improved sanitation facilities in the Rohingya refugee camps (Lot-4)	6,013,080	-
	Provision of quality WASH services to the Rohingya refugee population in Camp 14 in Ukhiya Upazila	8,855,216	-
	Construction and upgradation of piped water systems in the Rohingya refugee camps and host communities	4,827,650	-
	Access to quality informal education for Rohingya refugee children in Rohingya camps, Cox's Bazar	125,533,066	-
	Integrated Child Protection Services for Children, Adolescents, and Women of Rohingya and Host Community in Cox's Bazar District	54,925,629	-
	Sustaining access to improved WASH services for Rohingya Refugees on Bhasan Char Island	51,404,396	-
	Provision of integrated emergency activities for life-saving interventions of affected people in Flood and Flash Flood in 4 districts [1271]	23,113,408	-
	Provision of improved sanitation facilities in the Rohingya refugee camps (Lot-5)	13,117,519	-
Strengthening child protection services for the well-being of children including adolescents of Rohingya community in Bhasan Char	10,792,124	-	

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Donor name	Project Name	30 June 2025	30 June 2024
Sesame Workshop	"Strengthening Early Childhood Development (ECD) through play in humanitarian setting for Rohingya Community" P-1158	533,766,705	-
	"Strengthening Early Childhood Development (ECD) through play in humanitarian setting for Host Community" P-1159	58,475,548	-
BRAC USA (Affiliate)	Healthy Women, Healthy Families "Sushtha Ma, Shustha Poribar	26,033,846	13,973,405
	Driving COVID-19 Recovery & Resilience for Female RMG Workers in Bangladesh through Skills and Safeguarding Training	150,734	8,024,927
	BRAC Play Lab Home-Based Daycare project in Bangladesh	40,931,208	-
	Adaptation Clinics in Bangladesh	28,115,653	25,528,838
	CREWS Net	24,958,539	-
	Enhancing adaptive capacity of the ultra poor households in Bangladesh/Scaling Ultra-Poor Graduation in Bangladesh	117,805,703	144,141,965
	Safety Management Training	14,828,568	-
	Asia Resilient Cities (ARC)	67,350,218	3,599,156
	Health Assistance in Bhasan Char	25,259,204	-
	COVID 19 Assistance in Bangladesh	-	11,152,350
	Bhasan Char Health Nutrition Education	-	29,340,136
	Helping underserved communities to stay safe online	-	3,804,878
BRAC USA (USAID)	Improving the Quality of Life of Rohingya and host communities in Cox's Bazar by ensuring access to WASH services and improving nutritional status and food security	232,093,450	32,833,907
World Food Programme (WFP)	Capacity strengthening and building resilience of local community.	-	6,602,622
	Natural resource management-DRR, Cox's Bazar, Bangladesh	-	8,044,620
	Green skills development in camp.	-	18,122,671
	Nurturing of youth volunteers in refugee camps Cox's Bazar, Bangladesh	-	3,089,849
	Provide food, nutrition and self-reliance assistance to crisis affected population Cox Bazar Bangladesh	-	6,875,138
	Homestead Gardening and Community Aquaculture (Project-1) Cox's Bazar, Bangladesh	-	173,348,239
	Food Assistance For Assets (FFA)/ Disaster Risk Reduction (DRR) Cox's Bazar, Bangladesh	-	101,203,361
	Capacity strengthening and building resilience of local community. P-1236 (WFP)	65,110,613	-
	Natural resource management-DRR, Cox's Bazar, Bangladesh. P-1237 (WFP)	207,110,953	-
	Green skills development in camp. P-1238 (WFP)	234,835,668	-
	Nurturing of youth volunteers in refugee camps Cox's Bazar, Bangladesh. P-1239 (WFP)	49,219,635	-
	Natural Resource Management and Emergency Risk Preparedness	1,693,407	-
	Capacity strengthening and building resilience of local community	3,089,932	-
	Market Linkage Promotion	1,140,477	-
Lego Foundation	BEP Accelerated Learning Program for Vulnerable and Out-of-school Children in Bangladesh	-	160,501,130
	Learning through Play: Creating Implementing sustaining a Model of playful pedagogy in Govt. Primary school in Bangladesh	-	74,287,926
International Organization for Migration (IOM)	Sustainable reintegration and Improved Migration Governance In Bangladesh	-	82,150,979
	Recovery and Advancement of Informal Sector Employment (RAISE) Reintegration of Returning Migrants [1202]	33,948,941	4,680,840
	PROVISION OF COMPREHENSIVE WASH SERVICES FOR THE ROHINGYA REFUGEES AND THE HOST COMMUNITIES LIVING IN COX'S BAZAR, BANGLADESH	-	7,729,735
	PROVISION OF COMPREHENSIVE WASH SERVICES FOR THE ROHINGYA REFUGEES LIVING IN COX'S BAZAR, BANGLADESH	-	7,750,139
	Provision Of Services Among Rohingya Refugees Living In The Camps And Host Communities In Cox'S Bazar	-	15,572,081
	Provision Of Services Among Rohingya Refugees Living In The Camps And Host Communities In Cox'S Bazar	-	832,480

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Donor name	Project Name	30 June 2025	30 June 2024
United Nations Population Fund (UNFPA)	Improving case management and enhanced social mobilisation at union level in frames of Health and Gender Support Project	1,579,079	62,529,108
	Standardization of WFS operations with the provision of health sector response to GBV-1052	23,213,281	-
	Piloting Block Chain technology for menstrual hygiene support in urban Dhaka slum Project	-	1,551,508
	Standardization of WFS operations with the provision of Health sector response to GBV-1303	22,456,349	-
	Solving referral challenges for urban poor to access Emergency Obstetric and New-born Care	-	14,884,637
Swiss Agency for Development and Cooperation (SDC)	SDC BRAC Social Cohesion Fund for Cox's Bazar District (Tranche-2)	-	-
	Recruitment and contracting of staff for the WASH Sector Coordination in Cox's Bazar (SDC)- P-1122	-	721,761
	Reintegration of Migrant Workers in Bangladesh P# 1137	96,000,000	96,000,000
United Nations Development Programme (UNDP)	Enhancing adaptive capacities of coastal communities, especially women, to cope with climate change induced salinity, Bangladesh	15,414,034	-
	Local Government Initiative on Climate change (LoGIC)		-
	Solving referral challenges for urban poor to access Emergency Obstetric and New-born Care		9,893,102
	Standardization of WFS operations with the provision of health sector response to GBV	-	87,930,752
	Sustainable Solutions to Solid Waste	5,331,030	-
Stiftung Auxilium	Advocacy for Play Learning-779	1,212,288	520,374
	Evaluation of Pashe Achhi: A Telecommunication Model for Children and Caregivers in North Bengal	-	5,536,517
	Transition towards quality education for displaced children from marginalized Host Communities	-	12,483,555
	Evaluation of Pashe Achhi: A Telecommunication Model for Children and Caregivers in North Bengal	-	5,760,585
	Advocacy for Play, Early Learning & Socio-emotional Development in Bangladesh	115,411,219	8,583,489
Bureau of Non-Formal Education (BNFE)	Second Chance Education Pilot Program (Cohort)-Out Of Children (PEDP-IV) P-769	-	1,083,268
	Comprehensive Village Development Programme (CVPD-3)	-	2,330,910
	Out of School Children Programme, PEDP-4 at Dhaka	220,010,428	232,333,606
	Out of School Children Programme, PEDP-4 at Cumilla	160,222,734	125,403,157
Danish Ministry of foreign affairs (Danish MoFA)	Enhancing Safe Drinking Water Security and Climate Resilience through Rainwater Harvesting	183,072,116	174,461,376
	Rain for Life: Integrated Climate Adaptive Water and Agricultural Solution for Community and Ecosystem Resilience in Bangladesh's coastal zone	46,972,033	-
	Southeast Asian Community-based Trials Network (SEACTN)	-	29,844,000
Charity Global	Water Sanitation & Hygiene Programme in WASH In Schools	-	-
	Increasing Access to Improved water, sanitation & Hygiene service in School Project-793	-	227,583,531
	WASH in School project	824,010	-
	Increase Access to Improved Water, Sanitation and Hygiene Services in Schools Across Bangladesh-1142	17,350,660	-
	Increase Access to Improved Water, Sanitation and Hygiene Services in Schools Across Bangladesh-1231	156,219,144	-
	Increase Access to Improved Water, Sanitation and Hygiene Services in Schools Across Bangladesh [1293]	64,478,714	-
Global Affairs Canada (GAC)	Strategic Partnership (SPA-346)	493,708,911	196,994,808
	Gender Responsive Education and Skills programme in Chittagong Hill Tracts-915	48,784,214	-
	Gender Responsive Education and Skills programme in Chittagong Hill Tracts-965	640,117	-
	Gender Responsive Education and Skills programme in Chittagong Hill Tracts_GJD	1,011,661	23,273,432
	Leaving no one Behind: Improving skills and economic opportunities for the Bangladeshi Community and Rohingya Women & Youths in Cox's Bazar	364,599,046	124,256,974
	Improving skills and economic opportunities for the Bangladeshi Community and Rohingya Women & Youths in Cox's Bazar (GJD & BMEAL)	13,366,423	4,660,438
	Developing capacity of bangladeshi NGOs for humanitarian response	-	294,765,320

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Donor name	Project Name	30 June 2025	30 June 2024
Global Affairs Canada (GAC)	Gender justice and Diversity Project	96,906,223	-
	Leaving no one Behind: Improving skills and economic opportunities for the Bangladeshi Community and Rohingya Women & Youths in Cox's Bazar (BISD, ALP & ED)	181,112,544	-
	Improving skills and economic opportunities for the Bangladeshi Community and Rohingya Women & Youths in Cox's Bazar	64,975,499	70,609,422
Nippon Foundation	Quality education service for Rohingya community children in Cox's Bazar Districts of Bangladesh	-	-
	Educational Assistance for Rohingya Children at Cox's Bazar	-	137,420,310
	Quality education service for Host community children in Cox's Bazar Districts of Bangladesh	-	45,958,683
	Educational Assistance for Rohingya Children at Cox's Bazar	28,628,550	-
	Educational Assistance for Host Community Children at Cox's Bazar	9,574,423	-
	Empowering Rohingya Refugees through engaging them in different livelihood opportunities at Bhasan Char	39,642,436	139,249,059
	Supporting Rohingya Refugees and Host Community Members Residing in Cox's Bazar	21,444,122	-
Provision of improved sanitation facilities in the Rohingya refugee camps (Lot-5)	10,584,558	-	
Dutch Bangla Bank PLC.	Farm Mechanization & Climate Financing	-	69,530,000
Foreign, Commonwealth & Development Office (FCDO)	Recovery support to the flood affected people in Sunamganj district	-	-
	Educate the Most Disadvantaged Children in Bangladesh (EMDC)	204,432,238	95,422,087
BRAC Bank PLC.	Promoting Holistic Climate Smart Agricultural Services through Adaptation Clinic to Increase Food Security in Climate Vulnerable Area	-	64,000,000
	"Promoting Climate Smart Agriculture through Adaptation Clinics to Increase Food Security in Climate Vulnerable Areas"	35,000,000	-
	Medical and Rehabilitative support to injured students and people during the Quota reform movement in 2024	33,610,000	-
	Support for Cyclone Remal Affected People in Bangladesh	-	321,738
Vision Spring	Reading Glasses for Improved livelihoods Project Phase-II	72,594,602	43,982,916
World Bank	Applying machine learning to identifying low-income microfinance borrowers	-	3,508,307
	Promoting Women Motorcyclists in Bangladesh	2,028,522	-
United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)	Promoting women and Girls empowerment through enhancing protection and economic resilience and access to market of Rohingya women and adolescent girls in camps	-	30,752,686
Embassy of the Kingdom of the Netherlands (EKN)	Equitable and Sustainable WASH services in Bangladesh Delta Plan Hotspots 2022-2026	136,785,886	55,685,664
BRAC UK (Affiliate)	Disability Inclusive Vocational Training and Youth employment	-	26,111,608
	Decent employment for marginalised youth in retail	-	88,874,794
	Returning to Learning: Supporting Out of School Children in Bangladesh P-1083 BRAC UK (Hemple Foundation)	23,286,205	103,431,535
IRARA Service Ltd	Sustainable Reintegration of Bangladesh Returnees	-	3,222,754
	UK Home Office Reintegration Programme for Sustainable Reintegration of Bangladesh Returnees Phase II [1203]	-	18,844,480
	Frontex- Joint Reintegration Service for Sustainable Reintegration of Bangladesh Returnees (Phase II) [1205]	61,829,366	29,867,638
Hongkong and Shanghai Banking Corporation Foundation (HSBC)	Build Back Better (B3)- Building Back Businesses Better Through Financial Education (SDP)	-	9,405,330
	Nakshi Year -2 Skill Development on handicraft for covid-19 and flood recovery (SDP)	-	2,500,000
	Nakshi-Skill Development on handicraft for covid-19 and flood recovery	-	1,341,594
	Mangrove Plantation for Climate Mitigation (MPCM) and Alternative Livelihood Phase II	-	2,500,000
	Climate-Smart Agriculture through Adaptation Clinic at Noarai	29,287,113	-
	Addressing Climate Mitigation through Mangrove Plantation	3,200,000	-

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Donor name	Project Name	30 June 2025	30 June 2024
The Islamic Development Bank (IsDB)	Integrated Rehabilitation Program for Upliftment of Ultra-Poor slum dwellers in Mohammadpur and Mirpur in Dhaka City and Saidpur in Nilphamari district for Integrated Health Services	72,671,520	62,022,114
	Integrated Rehabilitation Program for Upliftment of Ultra-Poor slum dwellers in Mohammadpur and Mirpur in Dhaka City and Saidpur in Nilphamari district for Integrated WASH Services	43,096,440	48,460,977
Government of Canada	Addressing Gaps in Refugee Access to Health in Cox's Bazar [Donor: GAC], P-1116	85,658,187	528,967,465
	Developing capacity of bangladeshi NGOs for humanitarian response-Canada	-	85,539,644
KFW development Bank-CBF	Empowering Unemployed and Underemployed Youth through Market Driven Skills and Employment Opportunities	30,926,790	32,658,993
	Strengthening recovery capacity of the COVID-19 and climate change affected households through skills training targeting the youth in the families	23,317,650	34,663,887
	Entrepreneurship Training and Gainful Employment for Returnee Migrants Affected by COVID-19 in Bangladesh Project (P-1049)	9,151,037	55,272,035
	Enhancing recovery capacity of the climate vulnerable and COVID-19 affected farmers	22,586,446	69,380,019
	Increasing Water Security and Resilience of Low-income Climate Affected Communities in Satkhira Municipality	11,165,217	6,467,410
	Climate-Adaptive Urban Agriculture for Food Security for the Low-Income Communities in Sirajganj Municipality	7,697,764	10,474,932
	Economic recovery of the climate migrants and new poor living in the climate vulnerable urban low income settlement	4,741,368	72,925,541
Climate Bridge Fund	Strengthening community resilience to climate induced vector borne diseases in City Corporations of Bangladesh	1,109,067	-
	Enhancing adaptive capacity of the ultra-poor households in Bangladesh	23,082,797	70,277,797
	Sustainable Livelihood Opportunities for the Climate Migrants and New poor through Skills Training and Empowerment of Cottage, Micro and Small Enterprises	48,079,162	41,718,540
	Climate resilience Urban UPG programme in Khulna and Rajshahi (P-959)	2,181,961	7,332,410
	Strengthening Resilience through Gender-Responsive and Integrated Services (RISe)_UDP P-1308	-	-
ISF	Boosting Agriculture Risk Mitigation Through Weather Index Insurance for Smallholder Farmers in Bangladesh project	-	9,705,456
JPGSPH BRAC University	HNPP's SPA Supported Project (Rural,Urban & CMC)	30,091,921	275,765
	SHINE	22,550	-
	"ARISE Responsive Fund" Programme for Research Study	-	3,301,908
Enfants du Monde(EdM)	Working with Individuals, Families and Communities (IFC) to Improve Maternal and Newborn Health	-	41,773,819
	Working with Individuals, Families and Communities (IFC) to Improve Maternal and Newborn Health: Implementation Programme in Bangladesh Phase	14,744,160	-
Standard Chartered Foundation	Livelihood Support to Returnee Migrants Through Skills and Small Business Development in Bangladesh Project	-	2,962,837
Standard Chartered Bank	Farm mechanization and Climate finance- SCB	45,835,400	79,875,000
Bandhu Social Welfare Society	Right Here Right Now (RHRN 2 Project)	113,896,141	116,334,793
FHI Solutions	Infectious Disease Detection and Surveillance (IDDS) Project	-	3,694,073
US Embassy	ALTERNATIVE LEARNING PATHWAY FOR SCHOOL DROPOUT GIRLS IN CLIMATE VULNERABLE REGIONS OF BANGLADESH	-	43,208,977
Citi Foundation, CAF America	Hub for Accelerating Youth Careers Program (HACC)	-	2,158,281
European Union (EU)	AGNEE – Awareness, Actions, and Advocacy for Gender-Equal and Safe Spaces for Women	20,350,715	22,930,671
	Improved Sustainable Reintegration of Bangladeshi Returnee Migrants (Prottasha II) [1200]	215,237,680	324,491,114
	SHIKHA	122,454,140	-
	Humanitarian Development Coexistence Nexus to Address Rohingya Response in Cox's Bazar	298,397,253	-
AGFUND	Non-Formal Primary Education	-	2,310,650
Unilever	Hand Hygiene collaboration with Lifebuoy	-	22,616,699
	Hygiene and Behaviour Change actions for reducing the risk of COVID-19 in Bangladesh	-	23,212,278
The Global Center on Adaptation	Building Climate Resilient Migrant-Friendly Towns through Locally Led Adaptation (LLA) in Bangladesh	71,044,174	2,075,186

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Donor name	Project Name	30 June 2025	30 June 2024
LGED	Char Development and Settlement Fund	-	10,768,698
	Community Engagement, Mobilization, Resilience and Capacity Building for Resilient Infrastructure for Adaptation and Vulnerability Reduction (RIVER)	6,969,131	-
CDSP	Char Development and Settlement Fund	-	15,082,874
Various Donor	Support for Cyclone Remal Affected People in Bangladesh	13,219,473	336,292
	Support for Flash Flood 2024 affected people Eastern Region in Bangladesh	275,177,491	-
	BRAC Refugee Programme	3,342,829	-
	Support for Cyclone Remal Affected People in Bangladesh	-	61,311,020
BIGD BU	Boosting Agriculture Risk Mitigation Through Weather Index Insurance for Smallholder Farmers in Bangladesh project	5,994,733	30,084,044
	Deepening evidence to action on childcare and capital levers	13,715,069	-
Skills for Employment Investment Program (SEIP)	SEIP-BRAC	3,780,103	11,058,823
	Skills for Employment Investment Program (SEIP)	-	1,683,000
	Real Estate & Housing Association of Bangladesh (REHAB)	198,700	-
	BRAC-SICIP-BEIOA & Tourism and Hospitality	271,125	-
Kanton Zuerich	IED-BRAC U-459	-	3,414,322
Sightsavers	Bangladesh District Eye Care-605	7,400,000	6,235,000
DRC	Emergency Support for Vulnerable Returnee Migrants Project, (P-673)	-	718,120
Facebook Singapore Pte. Ltd.	Online safety for women and youth in Bangladesh	-	5,234,560
SPA	Integrated Development Fund	232,868,485	138,064,766
	Social Empowerment & Legal Protection	404,184,106	-
	BRAC - Humanitarian Programme	-	54,506,159
	Ultra Poor Graduation Programme (UPG)	584,315,521	-
	BRAC Pre-primary school (SPA Funded)	246,892,842	-
	Medhabikash Phase-2	1,988,167	-
	Comprehensive Village Development Programme (Phase-3)	4,673,305	19,468,923
GVT Canada	Strategic Partnership-346	-	262,366,393
Comprehensive Village Development Programme (CVDP)	Comprehensive Village Development Programme (CVDP-3)	2,330,910	21,067,113
AKYAS	AKYAS Sanitation in Bangladesh	-	4,060,458
Patrick J. McGovern Foundation	Proof of Concept For SMART Guidelines Approach in Bangladesh	3,661,268	17,563,628
SACEP	"Towards a Comprehensive and Human-Centered Plastic Waste Management Approach in the Cox's Bazar and Affected Regions by Myanmar Refugee Influx (PLEASE)"	153,624,057	17,502,561
NHRDF	National Human Resource Development Fund (NHRDF)	4,307,790	1,915,014
Social Development Foundation (SDF)	Resilience, Entrepreneurship and Livelihood Improvement Project (RELIP, S-28)-STAR	28,881,969	19,396,888
Hub for Accelerating Youth Careers Program (HACC Year-2)	Hub for Accelerating Youth Careers Program (HACC Year-2)	1,394,038	10,751,805
Silatech	Unlocking Financial Solutions for Youth Enterprise Development	-	10,926,458
TIKTOK PTE Limited	Climate Resilient Entrepreneurship Programme for Youth-led Businesses	11,500,018	45,999,909
	Emergency Assistance to Flood Affected Population in Eastern Districts of Bangladesh	11,975,000	-
BIED	Development of a positive parenting package in the context of Rohingya refugees	1,394,655	5,706,791
Concern Worldwide	Improving Health and Nutrition Status of Urban Extreme poor In Bangladesh	-	11,584,253
Global Crop Diversity Trust	Sustainable Conservation for Genetic Resources and maintenance of Crop Diversity in Bangladesh	147,989	3,829,310
GPGSPH- BU	ARISE	-	3,754,419
Nutrition International	Adopting Multisectoral Approach for Nutrition (AMAN)	24,523,779	39,885,477

33. Schedule of donor grants received

Donor name	Project Name	Taka	Taka
		30 June 2025	30 June 2024
UNOPS	NDC Action Initiative Project	16,208,040	8,395,231
Swisscontact Surokkha	Area Yield Index Based Crop Insurance	-	1,241,167
Bill Melinda Gates Foundation	Roadmap to deeper financial engagement of RMG workers	24,175,438	80,726,308
IHE_Delft	Risk-WASH: Risk-based decision-making frameworks for humanitarian WASH in Cox's Bazar District P-1154 (Donor: IHE_Delft)	5,330,993	1,099,913
International Federation of Red Cro	GRSP	-	5,981,595
Mahidol-Oxford Tropical Medicine Research Unit (the "MORU")	South and Southeast Asian Community based trials network	11,187,533	-
Justice and Care	Combating Human Trafficking Project	214,000	-
GRSP	Advocating Legislative Change to Improve Safe Road User Behaviour in Bangladesh [1263]	6,192,431	-
RTI - USAID	USAID Bangladesh Strengthening Local Level Health Systems Activity (SLLHS)	790,411	-
Philips Foundation	"Char-Based Healthcare Access with Remote Maternal Services (CHARMS) in Bangladesh"	20,757,425	-
Zeshan Foundation	Emergency Assistance to Flood Affected Population in Eastern Districts of Bangladesh-1288	15,361,475	-
Metlife	Emergency Assistance for Flood Affected Population in the Eastern Districts of Bangladesh	9,075,541	-
Dutch-Bangla Bank PLC	Farm Mechanization & Climate Financing	3,514,050	-
Directorate of technical education (DTE)	Accelerating and Strengthening Skills for Economic Transfotmation (ASSET)	9,734,683	-
Donation Received (A)		16,435,999,599	13,754,592,391
Refunded to donors:			
United Nations International Children's Emergency Fund (UNICEF)	Access to quality informal education for Rohingya refugee children in Rohingya camps, Cox's Bazar	(4,407,973)	(6,541,853)
	Integrated Protection Services for Children, Adolescents and Women of Rohingya and Host Community in Cox's Bazar District	(1,870,697)	(2,259,606)
	Ensuring Improved WASH Services for Rohingya Refugees on Bhasan Char Island Noakhali, Bangladesh	-	(4,207,880)
	Access to inclusive quality education in a safe, and protective learning environment and strengthening child protection services for Rohingya children in Bhasan Char. Noakhali, Bangladesh	-	(13,277,620)
	Empowering Most Disadvantaged Adolescent, Youth and Young Women by Creating an Ecosystem for Alternative Learning Programmes (Empower-ALP 1)	(8,658,637)	(2,535,896)
	Ensuring access to improved WASH services for Rohingya Refugees on Bhasan Char Island at Cox's Bazar	(373,475)	(18,544)
	Sustaining access to improved WASH services for Rohingya Refugees on Bhasan Char Island	(306,541)	-
United Nations High Commissioner for Refugees (UNHCR)	Multi Sectoral emergency assistance for Rohingya -Legal in Cox's Bazar Bangladesh	(112,181)	(2,343,150)
United Nations Population Fund (UNFPA)	Solving referral challenges for urban poor to access Emergency Obstetric and New-born Care	-	(2,263,422)
UN Women	Promoting women and Girls empowerment through enhancing protection and economic resilience and access to market of Rohingya women and adolescent girls in camps	-	(705,762)
UNDP	Enhancing adaptive capacities of coastal communities, especially women, to cope with climate change induced salinity, Bangladesh	-	(288,900)
	Standardization of WFS operations with the provision of health sector response to GBV	-	(913,196)
SDC	SDC BRAC Social Cohesion Fund for Cox's Bazar District (Tranche-2)	-	(3,015,155)
Australian High Commission	Support to the Rohingya Humanitarian Response	-	(11,772,477)
Refunded to Donors (B)		(15,729,504)	(50,143,461)

33. Schedule of donor grants received

Donor name	Project Name	Taka	Taka
		30 June 2025	30 June 2024
Transfer/adjustment for closed projects:			
THE GLOBAL FUND	Integrated Tuberculosis Care and Prevention for Enhancing Case Findings Health System Strengthening and Sustainability	(53,213,853)	(192,344,123)
	A path to the Phased Elimination of Malaria from Bangladesh	(61,545,744)	(9,179,344)
	An Integrated Tuberculosis Care and Prevention for Enhancing Case Findings Health System Strengthening and Sustainability	15,463,890	9,347,472
	Covid-19 Integrated Tuberculosis Care and Prevention for Enhancing Case Findings Health System Strengthening and Sustainability	37,749,963	182,996,651
	Journey Towards Targeted Malaria Elimination in Bangladesh	11,378,186	369,105
	Responding to Health Emergencies for Flash-Flood in the Eastern Region of Bangladesh	50,167,558	-
	Covid-19 A Path to the Phased Elimination of Malaria From Bangladesh	-	5,928,244
United Nations High Commissioner for Refugees (UNHCR)	Multi-sectoral emergency assistance for Rohingya -CBP in Cox's Bazar Bangladesh	-	23,494,497
	Multi-sectoral emergency assistance for Rohingya -MHPSS in Cox's Bazar Bangladesh	-	(17,373,715)
	Multi-sectoral emergency assistance for Rohingya -Health in Cox's Bazar Bangladesh.	-	(24,265,284)
	Multi-sectoral emergency assistance for Rohingya -Education and Livelihood in Cox Bazar Bangladesh.	-	(42,818,163)
	Multi-sectoral emergency assistance for Rohingya -Legal in Cox's Bazar Bangladesh. P-1240 (UNHCR)	(646,867)	(600,096)
	Multi-sectoral emergency assistance for Rohingya -CBP in Cox's Bazar Bangladesh. P-1240 (UNHCR)	(1,020,603)	18,596,015
	Multi-sectoral emergency assistance for Rohingya -GBV in Cox's Bazar Bangladesh. P-1240 (UNHCR)	(2,834,144)	12,309,595
	Multi-sectoral emergency assistance for Rohingya -MHPSS in Cox's Bazar Bangladesh. P-1240 (UNHCR)	(492,780)	4,848,891
	Multi-sectoral emergency assistance for Rohingya -Health in Cox's Bazar Bangladesh. P-1240 (UNHCR)	(629,077)	25,449,371
	Multi-sectoral emergency assistance for Rohingya -SMS in Cox's Bazar Bangladesh. P-1240 (UNHCR)	(1,511,562)	3,134,978
	Multi-sectoral emergency assistance for Rohingya -Wash in Cox's Bazar Bangladesh. P-1240 (UNHCR)	(1,508,643)	(2,776,090)
Educate A Child (EAC)	Bridge School Programme	-	(359,871)
Education Above All	Non- Formal Primary level Education to Forcibly-Displaced Myanmar Citizen (EAA)-P-785	-	(4,235,585)
United Nations International Children's Emergency Fund (UNICEF)	Access to quality informal education for Rohingya refugee children in Rohingya camps, Cox's Bazar	-	(215,352)
	Provide technical and operational support to children (11-18 years) and teachers through Myanmar Curriculum (MC)-based Education in Rohingya refugee camps.	-	8,669,696
	Provision of life. saving WASH services to the Rohingya refugee population in Ukhiya and Teknaf Upazila, Cox's Bazar District for Camp-14	-	(12,437,466)
	Empowering Most Disadvantaged Adolescent, Youth and Young Women by Creating an Ecosystem for Alternative Learning Programmes (Empower-ALP 1)	-	(40,242,498)
	Improved WASH Services to the Myanmar Refugees Population in camp 8W,14 and 15 of Ukhiya Upazila, Cox's Bazar District	-	(662,765)
	Ensuring access to improved WASH services for Rohingya Refugees on Bhasan Char Island at Cox's Bazar	(127,924)	-
	Life-saving WASH services for the Rohingya refugee population in Camp 14 in Ukhiya Upazila, Cox's Bazar District	(10,665,890)	-
	Empowering Most Disadvantaged Adolescent, Youth and Young Women by Creating an Ecosystem for Alternative Learning Programmes (Empower-ALP 3)	-	40,242,498

33. Schedule of donor grants received

		Taka	Taka
Donor name	Project Name	30 June 2025	30 June 2024
International Organization for Migration (IOM)	Provision of Comprehensive WASH Services to the Rohingya Refugees Living in the Camps in Cox's Bazar, Bangladesh	-	(1,294)
	Provision Of Services Among Rohingya Refugees Living In The Camps And Host Communities In Cox'S Bazar	-	(102,633)
Global Affairs Canada (GAC)	Leaving no one Behind: Improving skills and economic opportunities for the Bangladeshi Community and Rohingya Women & Youths in Cox's Bazar	(259,470,966)	(75,269,860)
	Gender Responsive Education and Skills programme in chattogram Hill Tracts	(1,651,778)	(50,167,399)
	Gender Responsive Education and Skills programme in chattogram Hill Tracts	-	33,115,160
	Strategic Partnership	(792,398,654)	-
	Gender Responsive Education and Skills programme in chattogram Hill Tracts_GJD	-	17,052,239
DFATD	Strategic Partnership	-	(192,570,925)
DFAT	Strategic Partnership	(1,055,013,213)	-
	Cyclone Mocha Response in Cox's Bazar, Bangladesh	(64,913)	-
Charity Global	Water Sanitation & Hygiene Programme in WASH In Schools	-	(1,633,732)
	Increase Access to Improved Water, Sanitation and Hygiene Services in Schools Across Bangladesh	1,889,939	11,302,725
	Increase Access to Improved Water, Sanitation and Hygiene Services in Schools Across Bangladesh	232,891	-
	Increase Access to Improved Water, Sanitation and Hygiene Services in Schools Across Bangladesh-1142	(1,444,705)	-
	WASH in School project	-	(9,668,991)
UNDP	Local Government Initiative on Climate change (LoGIC)	-	(463,648)
LGED	Road Safety Awareness Campaign	-	(4,545,474)
WFP	Integrated Protection Services for Vulnerable Children, Adolescents and Women of Rohingya and Host Community in Cox's Bazar District[Donor: UNICEF]	-	(118,903)
	Provide food, nutrition and self-reliance assistance to crisis affected population Cox Bazar Bangladesh	-	(19,985)
Foreign, Commonwealth & Development Office (FCDO)	Recovery support to the flood affected people in Sunamganj district	-	(2,079,554)
Facebook Singapore Pte. Ltd.	Online safety for women and youth in Bangladesh	-	(1,980,004)
SEIP	Skills for Employment Investment Program (SEIP)	-	(427,733)
Stiftung Auxilium	Transition towards quality education for displaced children from marginalized Host Communities	(89,281)	(2,529,295)
	Transition towards quality education for displaced Rohingya children	89,281	2,529,295
	Evaluation of Pashe Achhi: A Telecommunication Model for Children and Caregivers in North Bengal	-	2,266,945
Local Cont./Other Donor/BRAC	BRAC Refugee Programme	-	241,521
DRC	Emergency Support for Vulnerable Returnee Migrants Project	-	(257,055)
IRARA	Sustainable Reintegration of Bangladesh Returnees	-	(27,716,980)
Sesame Workshop	Early Learning and Enhancement through Play in Humanitarian setting for Rohingya Community.	-	(198,534,026)
	Early Learning and Enhancement through Play in Humanitarian setting for Host Community.	(358,340,061)	252,517,726
	Amplifying Early Childhood in Emergency Setting-Rohingya refugees project	-	(465,346)
	Amplifying Early Childhood in Emergency Setting-Host community project	-	(3,103,845)
	Amplifying Early Childhood in Emergency Setting-Rohingya refugees Phase -II	-	23,728
	Early Learning and development through play in Emergency setting for Rohinya Community	-	(2,362,797)
	Play based ECD in Humanitarian Settings for Rohingya Refugees	-	(9,699,719)
	Play based ECD in Humanitarian Settings for Host Community	-	(15,976,019)
	Enhancing Early Learning through Play in Humanitarian setting for Rohingya Community	-	274,513
Enhancing Early Learning through Play in Humanitarian setting for Host Community	-	145,697	

33. Schedule of donor grants received

Taka

Taka

Donor name	Project Name	30 June 2025	30 June 2024
Sesame Workshop	Strengthening Play based ECD in Humanitarian Crisis Settings for Rohingya Refugees	-	(58,811,250)
	Strengthening Play based ECD in Humanitarian Crisis Settings for Host Community	-	55,765,342
	Escalating Early Childhood Development (ECD) through Play in Emergency setting for Rohingya Community	-	(75,926,777)
	Escalating Early Childhood Development (ECD) through Play in Emergency setting for Host Community	-	56,152,773
Standard Chartered Foundation	Livelihood Support to Returnee Migrants Through Skills and Small Business Development in Bangladesh Project	-	(756,276)
	Combating Human Trafficking Project	-	1,132,294
SDC	Reintegration of Migrant Workers in Bangladesh	-	(17,860,473)
Social Innovation Fund(BMGF)	Showcasing Innovations	-	(9,439,126)
	Workplace Harassment Prevention Training Programme for a Safe Environment for All	-	9,439,126
UN Women	Promoting women and Girls empowerment through enhancing protection and economic resilience and access to market of Rohingya women and adolescent girls in camps	(602,700)	-
CVDP	Comprehensive Village Development Programme (CVDP-3)	(424,356)	-
Charities Aid Foundation America	Hub for Accelerating Youth Careers Program (HACC Year-2)	1,492,881	-
	Hub for Accelerating Youth Careers Program (HACC)	(1,492,881)	-
EKN-Embassy of the Kingdom of the Netherlands	Equitable and Sustainable WASH services in Bangladesh Delta Plan Hotspots 2022-2026	(838,929)	-
BRAC USA	Improving the quality of life of Rohingya and host communities in Cox's Bazar by ensuring access to WASH services and improving nutritional status and food security [Donor: BRAC USA-USAID], P-1131	(1,268,075)	-
BRAC USA	Bhasan Char Health Nutrition Education [Donor: BRAC USA (HF)]	76,911	-
Royal Danish Embassy	Socio Economic Reintegration of Returnee Migrant workers of Bangladesh (Phase II)	(654,392)	-
European Commission (EC)	PRO-poor Growth of Rural Enterprise through Sustainable Skills-development-PROGRESS	(2,324,576)	-
Kanton Zuerich	IED-BRAC U-459	(467,777)	-
Dubai Care	Play and Learning Support to Rohingya Children & Adolescents in Cox's Bazar District of Bangladesh. (Dubai Care) P-777	354,069	-
BRAC UK	Decent employment for marginalised youth in retail	(9,079,972)	-
BRAC Other	Reducing the Risk of Corona Virus (COVID-19) in Bangladesh-3	35,362,506	25,818,181
SPA	BRAC Pre-primary school (SPA Funded)	(119,866,353)	-
	BRAC Pre-primary school (BRAC Funded)	45,771,869	-
	BRAC Education Program	74,094,484	-
DMDP	Safe Water for All: A New Partnership for Growth (P-1053)	(57,535)	-
Various donors	Emergency Support for Flood Affected People in Bangladesh	931,860	19,703,572
Transfer/adjustment for closed projects (C)		(2,464,691,916)	(287,131,623)
Refund/transfer/adjustment for closed projects D= (B+C)		(2,480,421,420)	(337,275,084)
Grand total E= (A-D)		13,955,578,179	13,417,317,307

34. Segmental financial information

BRAC Statement of financial position As at 30 June 2025	Unrestricted							
	Arong Rural Craft Centre		BRAC Printing Pack		BRAC Dairy and Food Project		Agro based Programmes	
	30 June 2025 Taka	30 June 2024 Taka	30 June 2025 Taka	30 June 2024 Taka	30 June 2025 Taka	30 June 2024 Taka	30 June 2025 Taka	30 June 2024 Taka
Assets								
Non-current assets								
Property, plant and equipment	5,661,256,271	4,902,890,821	70,147,878	71,424,911	1,698,720,343	1,505,699,722	847,989,984	640,131,784
Intangible assets	39,983,387	36,794,912	-	-	4,560,883	8,970,499	7,690,903	3,727,198
Investment in related undertakings	-	-	-	-	-	-	-	-
Investment in securities and others	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-
Microfinance loans	-	-	-	-	-	-	89,537,194	82,089,887
Total non-current assets	5,701,239,658	4,939,685,733	70,147,878	71,424,911	1,703,281,226	1,514,670,221	945,218,081	725,948,868
Current assets								
Investment in securities and others	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-
Inventories	7,220,385,635	8,308,908,595	232,935,018	156,885,723	983,764,454	579,267,819	3,688,654	65,407,891
Grants, accounts and other receivables	325,802,911	346,768,108	77,870,508	103,193,021	105,749,378	113,409,106	2,161,204,931	1,250,719,514
Advance, deposits and prepayments	1,518,772,452	1,241,249,131	159,512,471	197,942,926	886,631,298	1,237,066,861	49,880,426	88,364,199
Cash and cash equivalents	131,400,543	145,417,220	6,614,104	8,180,906	31,218,856	67,598,790	2,428,220,922	2,388,305,038
Microfinance loans	-	-	-	-	-	-	58,284,144	75,273,301
Total current assets	9,196,361,541	10,042,343,054	476,932,101	466,202,576	2,007,363,986	1,997,342,576	4,701,279,077	3,868,069,943
Total assets	14,897,601,199	14,982,028,787	547,079,979	537,627,487	3,710,645,213	3,512,012,797	5,646,497,158	4,594,018,811
Capital fund and liabilities								
Capital fund	9,798,885,817	9,625,732,470	376,252,836	370,858,765	2,782,455,803	2,450,763,071	4,185,609,788	3,684,386,775
Statutory reserve fund of microfinance	-	-	-	-	-	-	-	-
Total capital fund	9,798,885,817	9,625,732,470	376,252,836	370,858,765	2,782,455,803	2,450,763,071	4,185,609,788	3,684,386,775
Liabilities								
Non-current liabilities								
Zero coupon bond	-	-	-	-	-	-	-	-
Members' savings deposits	-	-	-	-	-	-	-	-
Term loans	-	-	-	-	-	-	-	-
Deferred income	-	-	-	-	-	-	-	-
Other long term liabilities	626,842,767	360,980,920	-	-	-	-	-	-
Total non-current liabilities	626,842,767	360,980,920	-	-	-	-	-	-
Current liabilities								
Loan loss provision	-	-	-	-	-	-	-	-
Trade and other payables	2,087,057,728	3,495,043,057	74,114,375	130,838,245	731,314,580	990,189,381	749,648,504	656,994,076
Deferred income	444,405,074	391,626,169	-	-	-	-	-	-
Zero coupon bond	-	-	-	-	-	-	-	-
Members' savings deposits	-	-	47,143,296	2,787,199	-	-	-	-
Bank overdrafts	-	-	-	-	-	-	-	-
Term loans	-	-	-	-	-	-	-	-
Grants received in advance	1,940,409,812	1,108,646,172	49,569,472	33,143,280	196,874,830	71,060,345	711,238,864	252,637,960
Current tax liabilities	-	-	-	-	-	-	-	-
Total current liabilities	4,471,872,615	4,995,315,398	170,827,143	166,768,723	928,189,410	1,061,249,726	1,460,887,368	909,632,036
Total liabilities	5,098,715,382	5,356,296,318	170,827,143	166,768,723	928,189,410	1,061,249,726	1,460,887,368	909,632,036
Total capital fund and liabilities	14,897,601,199	14,982,028,788	547,079,979	537,627,489	3,710,645,213	3,512,012,797	5,646,497,158	4,594,018,810

* Advance, deposits and prepayments in segmental financial information includes Advance Income tax.

34. Segmental financial information

BRAC Statement of financial position As at 30 June 2025	Unrestricted				Temporarily Restricted				Total
	Micro Finance Programme		BRAC Funded Social Development Projects		Total Unrestricted		Donor Funded Development Projects		
	30 June 2025	30 June 2024	30 June 2025	30 June 2024	30 June 2025	30 June 2024	30 June 2025	30 June 2024	
Assets									
Non-current assets									
Property, plant and equipment	5,841,514,707	5,909,264,639	12,372,298,479	10,958,967,573	26,491,927,662	23,988,379,450	525,726,733	703,190,746	27,017,654,396
Intangible assets	757,395,010	231,837,041	302,831,433	126,842,756	1,112,461,616	408,172,406	6,737,548	197,518,136	1,119,199,163
Investment in related undertakings	-	-	53,653,469,151	45,303,159,454	53,653,469,151	45,303,159,454	-	-	53,653,469,151
Investment in securities and others	7,796,295,027	-	31,200,000	25,800,000	7,827,495,027	25,800,000	-	-	7,827,495,027
Biological assets	-	-	-	-	89,537,194	82,089,887	-	-	89,537,194
Microfinance loans	41,642,224,945	34,160,393,319	-	-	41,642,224,945	34,160,393,319	-	-	41,642,224,945
Total non-current assets	56,037,429,689	40,301,495,000	66,359,799,063	56,414,769,783	130,817,115,595	103,967,994,516	532,464,281	900,708,881	131,349,579,876
Current assets									
Investment in securities and others	61,869,694,602	39,790,201,373	11,347,408,619	7,051,278,011	73,217,103,221	46,841,479,385	-	-	73,217,103,221
Biological assets	-	-	-	-	3,688,654	65,407,891	-	-	3,688,654
Inventories	37,589,540	37,717,264	68,633,100	35,875,718	10,704,512,678	10,369,374,632	20,896,434	26,830,278	10,396,204,910
Grants, accounts and other receivables	1,809,456,956	1,056,438,316	1,234,906,225	491,248,279	3,603,666,404	2,199,421,030	1,566,749,868	1,734,848,167	3,934,269,197
Advance, deposits and prepayments	8,678,099,660	6,504,834,430	5,521,028,489	4,934,544,481	19,192,265,292	16,503,942,867	2,225,453,143	1,905,975,231	18,409,918,098
Cash and cash equivalents	12,772,533,937	5,575,946,685	5,475,992,795	4,748,817,706	18,476,044,379	10,621,234,608	(482,889,998)	589,771,160	11,211,005,768
Microfinance loans	395,591,958,104	369,801,864,984	-	-	395,591,958,104	369,801,864,984	-	-	395,591,958,104
Total current assets	480,759,332,799	422,767,003,052	23,647,969,228	17,261,764,195	520,789,238,732	456,402,725,397	3,320,209,447	4,257,424,836	524,109,448,179
Total assets	536,796,762,488	463,068,498,052	90,007,768,293	73,676,533,979	651,606,354,327	560,370,719,912	3,852,673,729	5,158,133,717	655,459,028,056
Capital fund and liabilities									
Capital fund	160,946,729,202	141,380,208,503	67,222,886,853	52,938,300,859	245,312,820,298	210,450,250,443	-	-	245,312,820,298
Statutory reserve fund of microfinance	20,536,444,012	18,007,153,935	-	-	20,536,444,012	18,007,153,935	-	-	20,536,444,012
Total capital fund	181,483,173,213	159,387,362,438	67,222,886,853	52,938,300,859	265,849,264,310	228,457,404,379	-	-	265,849,264,310
Liabilities									
Non-current liabilities									
Zero coupon bond	1,571,555,081	4,359,622,671	-	-	1,571,555,081	4,359,622,671	-	-	1,571,555,081
Members' savings deposits	116,319,479,637	93,422,149,909	-	-	116,319,479,637	93,422,149,909	-	-	116,319,479,637
Term loans	90,000,000	2,273,065,224	-	-	90,000,000	2,273,065,224	-	-	90,000,000
Deferred income	-	-	274,441,163	72,864,059	274,441,163	72,864,059	307,215,431	642,084,790	581,656,594
Other long term liabilities	-	-	7,719,560,869	8,396,512,148	8,346,403,636	8,757,493,068	-	-	8,346,403,636
Total non-current liabilities	117,981,034,718	100,054,837,803	7,994,002,032	8,469,376,207	126,601,879,518	108,885,194,931	307,215,431	642,084,790	126,909,094,949
Current liabilities									
Loan loss provision	23,612,643,062	20,577,242,810	-	-	23,612,643,062	20,577,242,810	-	-	23,612,643,062
Trade and other payables	36,364,848,861	29,854,840,147	11,050,200,658	9,682,167,842	51,057,184,706	44,810,072,748	1,214,648,964	1,290,660,396	52,271,833,670
Deferred income	-	-	-	-	444,405,074	391,626,169	-	-	444,405,074
Zero coupon bond	3,091,981,023	3,092,336,411	-	-	3,091,981,023	3,092,336,411	-	-	3,091,981,023
Members' savings deposits	152,356,325,545	119,851,721,488	-	-	152,356,325,545	119,851,721,488	-	-	152,356,325,545
Bank overdrafts	191,879	8,960,799	-	-	47,335,175	11,747,997	-	-	47,335,175
Term loans	19,127,869,558	29,417,858,942	-	-	19,127,869,558	29,417,858,942	-	-	19,127,869,558
Grants received in advance	54,458,008	54,458,008	2,348,832	474,483	56,806,839	54,932,491	2,330,809,335	3,225,988,525	2,387,616,174
Current tax liabilities	2,724,236,620	768,879,204	3,738,329,918	2,586,214,590	9,360,659,516	4,820,581,551	-	-	9,360,659,516
Total current liabilities	237,332,554,556	203,626,297,810	14,790,879,408	12,266,856,916	259,155,210,499	223,028,120,609	3,545,458,298	4,516,048,922	262,700,668,797
Total liabilities	355,313,589,274	303,681,135,613	22,784,881,440	20,736,233,123	385,757,090,017	331,913,315,539	3,852,673,729	5,158,133,712	389,609,763,746
Total capital fund and liabilities	536,796,762,488	463,068,498,051	90,007,768,293	73,676,533,983	651,606,354,327	560,370,719,918	3,852,673,729	5,158,133,712	655,459,028,056

* Advance, deposits and prepayments in segmental financial information includes Advance income tax.

34. Segmental financial information

**BRAC
Statement of comprehensive income and
expenditure
For the year ended 30 June 2025**

Income
Donor grants -
Interest on bank accounts and fixed deposits -
Community contribution -
Income from microfinance programme -
Revenue from social enterprises 18,266,185,348
Investment income -
Rental income from house property -
Other operational income 78,554,774
Gain on disposal of Property, plant & equipment -

Total income 18,298,896,932

Expenditure

Health programme -
Humanitarian crisis management programme -
Education programme -
Ultra poor graduation programme -
Skills development programme -
Disaster management and climate change programme -
Water, sanitation and hygiene programme -
Human rights and legal aids programme -
Migration programme -
Policy advocacy programme -
Gender, justice and diversity programme -
Community empowerment programme -
Social development programme -
Other development programme -
Grants -
Microfinance programme -
Social enterprises 15,741,141,692
Property maintenance expense 14,034,598,726

Total Expenses 15,741,141,692

Surplus/(deficit) of income over expenditure before tax 2,557,755,240
Income tax expense (830,178,328)

Net surplus/(deficit) for the year

BRAC Contribution to donor funded programmes 1,727,576,912
Inter-programme allocations (1,554,528,767)

**Net Surplus/(deficit) of income over
expenditure after allocations 173,048,145**

	Unrestricted							
	Aarong Rural Craft Centre		BRAC Printing Pack		BRAC Dairy and Food Project		Agro based Programmes	
	30 June 2025 Taka	30 June 2024 Taka	30 June 2025 Taka	30 June 2024 Taka	30 June 2025 Taka	30 June 2024 Taka	30 June 2025 Taka	30 June 2024 Taka
Donor grants	-	-	-	-	-	-	-	-
Interest on bank accounts and fixed deposits	-	-	-	-	-	-	-	-
Community contribution	-	-	-	-	-	-	-	-
Income from microfinance programme	-	-	-	-	-	-	-	-
Revenue from social enterprises	18,266,185,348	16,408,742,100	409,223,730	453,979,730	7,998,548,799	6,936,951,426	4,926,124,182	4,050,461,480
Investment income	-	-	-	-	-	-	-	-
Rental income from house property	-	-	-	-	-	-	-	-
Other operational income	32,711,594	78,554,774	17,137,709	14,133,234	19,198,827	35,236,873	370,506,620	289,164,393
Gain on disposal of Property, plant & equipment	-	-	-	-	-	-	-	-
Total income	18,298,896,932	16,487,296,874	426,361,439	468,112,963	8,017,747,626	6,972,186,299	5,296,630,801	4,339,625,873

Health programme	-	-	-	-	-	-	-	-
Humanitarian crisis management programme	-	-	-	-	-	-	-	-
Education programme	-	-	-	-	-	-	-	-
Ultra poor graduation programme	-	-	-	-	-	-	-	-
Skills development programme	-	-	-	-	-	-	-	-
Disaster management and climate change programme	-	-	-	-	-	-	-	-
Water, sanitation and hygiene programme	-	-	-	-	-	-	-	-
Human rights and legal aids programme	-	-	-	-	-	-	-	-
Migration programme	-	-	-	-	-	-	-	-
Policy advocacy programme	-	-	-	-	-	-	-	-
Gender, justice and diversity programme	-	-	-	-	-	-	-	-
Community empowerment programme	-	-	-	-	-	-	-	-
Social development programme	-	-	-	-	-	-	-	-
Other development programme	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-
Microfinance programme	-	-	-	-	-	-	-	-
Social enterprises	15,741,141,692	14,034,598,726	366,629,826	383,295,882	7,560,240,409	6,520,535,324	3,623,145,066	3,096,588,270
Property maintenance expense	-	-	-	-	-	-	-	-
Total Expenses	15,741,141,692	14,034,598,726	366,629,826	383,295,882	7,560,240,409	6,520,535,324	3,623,145,066	3,096,588,270
Surplus/(deficit) of income over expenditure before tax	2,557,755,240	2,452,698,148	59,731,613	84,817,081	457,507,217	451,652,975	1,673,485,735	1,243,037,603
Income tax expense	(830,178,328)	(788,145,113)	(16,426,194)	(21,204,269)	(125,814,485)	(72,004,082)	(460,208,990)	(240,263,872)

Net surplus/(deficit) for the year	1,727,576,912	1,664,553,036	43,305,420	63,612,812	331,692,732	379,648,893	1,213,276,746	1,002,773,731
BRAC Contribution to donor funded programmes	-	-	-	-	-	-	-	-
Inter-programme allocations	(1,554,528,767)	(824,250,657)	(37,911,350)	(24,122,974)	-	(187,062,541)	(712,055,606)	(501,541,833)
Net Surplus/(deficit) of income over expenditure after allocations	173,048,145	840,302,379	5,394,070	39,489,838	331,692,732	192,586,352	501,221,140	501,231,898

34. Segmental financial information
BRAC
Statement of comprehensive income and
expenditure
For the year ended 30 June 2025

	Micro Finance Programme			Unrestricted			Temporarily Restricted			Total		
	Social Development Projects			BRAC Funded			Donor Funded			Development Projects		
	30 June 2025	30 June 2024	Taka	30 June 2025	30 June 2024	Taka	30 June 2025	30 June 2024	Taka	30 June 2025	30 June 2024	Taka
Income												
Donor grants	-	20,199,992	-	1,143,280,289	440,848,392	-	461,048,384	13,639,922,195	13,582,290,172	14,783,202,484	14,043,338,557	
Interest on bank accounts and fixed deposits	-	-	-	1,033,348,440	720,491,879	-	720,491,879	4,276,905	5,159,575	1,037,625,346	725,651,454	
Community contribution	-	-	-	182,014,689	130,792,066	-	182,014,689	242,562,483	356,787,531	487,579,598	487,579,598	
Income from microfinance programme	96,104,441,186	92,154,399,248	-	96,104,441,186	92,154,399,248	-	96,104,441,186	-	-	96,104,441,186	92,154,399,248	
Revenue from social enterprises	-	-	-	31,600,082,059	27,850,134,735	-	27,850,134,735	-	-	31,600,082,059	27,850,134,735	
Investment income	-	-	-	2,191,537,043	845,402,099	-	845,402,099	-	-	2,191,537,043	845,402,099	
Rental income from house property	-	-	-	108,973,474	107,830,665	-	108,973,474	-	-	108,973,474	107,830,665	
Other operational income	7,096,996,185	2,795,924,380	-	1,190,500,053	1,118,979,318	-	4,331,992,973	73,614,125	64,912,720	8,800,665,103	4,396,905,693	
Gain on disposal of Property, plant & equipment	24,555,713	(4,311,573)	-	14,729,130	11,646,898	-	7,335,325	103,647	(2,252,160)	39,388,490	5,083,145	
Total income	103,225,993,084	94,966,212,047	-	5,864,383,119	3,375,991,318	-	141,130,013,001	13,960,479,355	14,006,897,819	155,090,492,357	140,616,325,193	
Expenditure												
Health programme	-	-	-	38,238,581	9,900,238	-	9,900,238	4,541,803,712	5,066,212,874	4,580,042,293	5,076,113,112	
Humanitarian crisis management programme	-	-	-	-	-	-	-	4,448,742,032	4,401,638,759	4,448,742,032	4,401,638,759	
Education programme	-	-	-	377,445,803	86,976,500	-	86,976,500	1,131,281,794	1,394,283,900	1,508,727,597	1,481,260,400	
Ultra poor graduation programme	-	-	-	220,658,727	-	-	-	2,200,952,375	2,161,575,866	2,200,952,375	2,161,575,866	
Skills development programme	-	-	-	184,366,651	-	-	-	1,066,466,992	1,193,033,606	1,287,125,719	1,193,033,606	
Disaster management and climate change programme	-	-	-	42,626,672	9,895,661	-	9,895,661	878,775,000	649,337,242	1,063,141,651	649,337,242	
Water, sanitation and hygiene programme	-	-	-	43,511,575	31,893,852	-	31,893,852	309,161,805	400,571,289	351,788,477	410,466,950	
Human rights and legal aids programme	-	-	-	25,227,458	15,975,098	-	15,975,098	700,960,288	419,045,676	726,187,746	435,020,774	
Migration programme	-	-	-	74,536,940	204,049,154	-	204,049,154	363,167,223	387,817,264	437,704,163	591,866,418	
Policy advocacy programme	-	-	-	147,743,543	133,372,478	-	133,372,478	12,506,547	93,255,049	160,250,090	226,827,527	
Gender, justice and diversity programme	-	-	-	14,284,629	6,626,267	-	6,626,267	37,793,599	110,267,374	52,078,229	116,893,641	
Community empowerment programme	-	-	-	456,320,112	246,911,033	-	246,911,033	63,924,645	37,532,541	520,244,756	284,443,574	
Social development programme	-	-	-	226,693,189	221,746,311	-	221,746,311	983,259,056	909,297,357	1,209,952,245	1,131,043,668	
Other development programme	-	-	-	4,220,000	47,386,500	-	47,386,500	-	3,701,564	4,220,000	51,088,064	
Grants	75,977,735,012	69,130,741,886	-	75,977,735,012	69,130,741,886	-	69,130,741,886	-	-	75,977,735,012	69,130,741,886	
Microfinance programme	-	-	-	4,220,000	47,386,500	-	47,386,500	-	-	4,220,000	51,088,064	
Social enterprises	-	-	-	30,680,859	41,066,217	-	41,066,217	-	-	30,680,859	41,066,217	
Property maintenance expense	-	-	-	30,680,859	41,066,217	-	41,066,217	-	-	30,680,859	41,066,217	
Total Expenses	75,977,735,012	69,130,741,886	-	1,886,554,739	1,055,799,307	-	105,155,446,744	17,214,336,581	17,671,609,246	122,369,783,325	111,893,168,641	
Surplus/(deficit) of income over expenditure before tax	27,248,258,072	25,835,470,162	-	3,977,828,380	2,320,192,010	-	35,974,566,257	(3,253,857,225)	(3,664,711,427)	32,720,709,032	28,723,156,552	
Income tax expense	(1,955,357,308)	(849,872,376)	-	(1,152,115,328)	(564,809,657)	-	(4,540,100,633)	-	-	(4,540,100,633)	(2,536,299,369)	
Net surplus/(deficit) for the year	25,292,900,763	24,985,597,786	-	2,825,713,052	1,755,382,353	-	31,434,465,625	(3,253,857,225)	(3,664,711,427)	28,180,608,399	26,186,857,183	
BRAC Contribution to donor funded programmes	-	-	-	(3,253,857,225)	(3,664,711,427)	-	(3,253,857,225)	-	-	-	-	
Inter-programme allocations	-	-	-	2,304,495,722	1,536,978,005	-	-	-	-	-	-	
Net Surplus/(deficit) of income over expenditure after allocations	25,292,900,763	24,985,597,786	-	1,876,351,549	(372,351,069)	-	26,180,608,399	-	-	26,180,608,399	26,186,857,183	

35. Statement of Functional Expenses

BRAC Expenditure statement For the year ended 30 June 2025	Unrestricted							
	Aarong Rural Craft Centre		BRAC Printing Pack		BRAC Dairy and Food Project		Agro based Programmes	
	30 June 2025 Taka	30 June 2024 Taka	30 June 2025 Taka	30 June 2024 Taka	30 June 2025 Taka	30 June 2024 Taka	30 June 2025 Taka	30 June 2024 Taka
Salaries and benefits	1,866,731,666	1,806,881,802	27,999,254	26,879,203	673,733,410	595,178,302	401,361,630	336,497,187
Travelling and transportation	95,208,978	92,581,725	2,316,982	2,263,476	314,970,256	292,048,935	62,536,438	60,095,407
Teachers' salaries	-	-	-	-	-	-	-	-
Teachers' training	-	-	-	-	-	-	-	-
School rent and maintenance	-	-	-	-	-	-	-	-
Stationery, rent and utilities	821,749,293	707,501,673	685,006	609,946	65,536,966	80,324,588	34,469,479	28,148,765
Maintenance and general expenses	559,650,006	504,048,157	9,310,338	9,712,428	174,526,709	118,389,449	172,698,797	166,807,182
Collection charge digital wallet	-	-	-	-	-	-	-	-
Staff training and development	7,888,107	5,329,184	30,980	65,010	3,022,278	5,588,223	13,824,975	15,645,399
Programme supplies	-	-	-	-	-	-	-	-
Grants to Sub-Recipient	-	-	-	-	-	-	-	-
Interest on members' savings deposits	-	-	-	-	-	-	-	-
Interest on long term loans	-	-	-	-	2,160,576	1,747,182	23,858,120	(881,535)
Bank overdraft interest and charges	84,744,853	200,282,355	5,949,591	-	-	-	-	-
Cost of goods sold of social enterprises	11,442,029,401	9,934,727,047	317,465,966	341,732,104	6,239,214,325	5,342,236,262	2,587,539,558	2,134,497,232
Publicity, advertisement and sales commissions	423,437,021	443,478,455	-	-	64,947,799	68,269,521	267,800,404	321,041,439
Loan loss provision for microfinance loans	-	-	-	-	-	-	-	-
Depreciation and amortization	436,079,645	337,388,611	2,871,709	2,033,715	17,391,465	14,197,186	31,150,640	26,201,893
Provision for bad and doubtful debts	3,422,732	2,379,717	-	-	4,736,626	2,555,676	27,905,025	8,535,299
Grants	-	-	-	-	-	-	-	-
Unrealized foreign exchange loss/(gain)	-	-	-	-	-	-	-	-
Total Expenses	15,741,141,692	14,034,598,726	366,629,826	383,295,882	7,560,240,409	6,520,535,324	3,623,145,066	3,096,568,270

* Cost of goods sold of BRAC Dairy, Printing Pack and Agro based PSE included depreciation of PPE amounting to Tk. 184,844,229, Tk. 8,705,192 and Tk. 70,865,126 (30 June 2024: 153,938,631, Tk. 8,663,920 and Tk. 60,663,192) respectively.

35. Statement of Functional Expenses
BRAC
Expenditure statement
For the year ended 30 June 2025

	Unrestricted				Temporarily Restricted				Total	
	Micro Finance Programme		BRAC Funded Social Development Projects		Total Unrestricted		Donor Funded Development Projects			
	30 June 2025	30 June 2024	30 June 2025	30 June 2024	30 June 2025	30 June 2024	30 June 2025	30 June 2024		
Salaries and benefits	30,428,687,309	28,467,058,331	25,822,848	48,542,763	33,424,336,118	31,281,037,588	6,594,455,461	6,531,754,005	40,018,791,579	37,812,791,593
Travelling and transportation	2,375,122,640	2,225,912,171	120,729,357	71,192,054	2,970,884,650	2,744,093,768	802,134,859	818,325,791	3,773,019,609	3,562,419,559
Teachers' salaries	-	-	119,131,623	50,326,091	119,131,623	50,326,091	203,945,026	292,137,923	323,076,649	342,464,014
Teachers' training	-	-	13,107,875	687,229	13,107,875	687,229	53,753,544	47,274,301	66,861,419	47,961,530
School rent and maintenance	-	-	33,042,131	12,123,018	33,042,131	12,123,018	62,445,888	79,982,895	95,488,019	92,105,913
Stationery, rent and utilities	2,222,563,696	1,510,762,678	165,129,150	128,804,536	3,310,133,580	2,456,152,187	988,595,741	1,005,735,376	4,298,729,321	3,461,887,562
Maintenance and general expenses	1,625,098,194	1,516,885,733	245,715,458	156,281,462	2,787,199,501	2,472,124,411	261,087,177	263,560,912	3,048,286,678	2,735,685,323
Collection charge digital wallet	878,921,560	1,331,852,971	-	21,910	878,921,560	1,331,874,881	-	-	878,921,560	1,331,874,881
Staff training and development	403,485,917	240,078,041	229,423,321	53,566,045	657,675,578	320,271,902	521,409,097	445,372,822	1,179,084,675	765,644,724
Programme supplies	1,001,912,957	990,174,069	188,471,163	21,761,403	1,190,384,120	1,011,935,493	6,525,622,364	6,917,233,773	7,716,006,484	7,929,169,266
Grants to Sub-Recipient	-	-	17,968,277	8,430,083	17,968,277	8,430,083	1,019,062,103	966,594,714	1,037,030,380	975,024,797
Interest on members' savings deposits	21,089,271,225	16,635,758,810	-	-	21,089,271,225	16,635,758,810	-	-	21,089,271,225	16,635,758,810
Interest on long term loans	2,835,643,739	3,910,270,953	-	-	2,861,662,436	3,911,136,601	-	-	2,861,662,436	3,911,136,601
Bank overdraft interest and charges	78,623,847	630,216,336	365,334,285	243,310,660	534,652,576	1,073,809,351	-	-	534,652,576	1,073,809,351
Cost of goods sold of social enterprises	-	-	-	-	20,586,249,250	17,753,192,645	-	-	20,586,249,250	17,753,192,645
Publicity, advertisement and sales commissions	-	-	39,290,549	20,122,894	795,475,773	852,912,309	36,389,096	28,760,486	831,864,869	881,672,795
Loan less provision for microfinance loans	12,621,673,804	11,090,322,146	-	-	12,621,673,804	11,090,322,146	-	-	12,621,673,804	11,090,322,146
Depreciation and amortization	372,285,677	389,227,404	397,730,996	315,379,316	1,257,510,132	1,084,428,125	145,436,125	274,876,248	1,402,946,257	1,359,304,373
Provision for bad and doubtful debts	-	-	-	-	36,064,383	13,470,692	-	-	36,064,383	13,470,692
Grants	-	-	4,220,000	47,386,500	4,220,000	47,386,500	-	-	4,220,000	47,386,500
Unrealized foreign exchange loss/(gain)	44,444,447	192,222,222	(78,562,294)	(122,136,657)	(34,117,847)	70,085,566	-	-	(34,117,847)	70,085,566
Total Expenses	75,977,735,012	69,130,741,886	1,886,554,739	1,055,799,307	105,155,446,744	94,221,559,395	17,214,336,581	17,671,609,246	122,369,783,325	111,893,168,641

* Cost of goods sold of BRAC Dairy, Printing Pack and Agro based PSE included depreciation of PPE amounting to Tk. 184,844,229, Tk. 8,705,192 and Tk. 70,865,126 (30 June 2024: 153,938,631, Tk. 8,663,920 and Tk. 60,663,192) respectively.

36. Financial instruments - Fair values and risk management

A. Accounting classifications and fair values

The financial assets and liabilities mentioned below in the table are treated under amortised cost model as well as fair value model. Investment in securities includes investments in mutual funds, which are classified as held for trading and recognized at fair value through other comprehensive income. BRAC designated investment in mutual fund at fair value through other comprehensive income because BRAC intends to hold for the long term for strategic purposes. Other financial instruments are not required to be reported under the fair value model.

Financial assets		Carrying amount	
In Taka	Note	30 June 2025	30 June 2024
Investment in securities and others	7	81,044,598,248	30,967,760,824
Grants, accounts and other receivables	10	5,160,416,272	3,934,269,197
Cash and cash equivalents	13	17,993,154,381	27,110,524,329
Microfinance loans	14	437,234,183,049	403,962,258,303
		541,432,351,950	465,974,812,653

Financial liabilities		Carrying amount	
In Taka	Note	30 June 2025	30 June 2024
Trade and other payables	15	19,507,317,728	20,212,057,980
Zero coupon bond	16	4,663,536,104	7,451,959,082
Members' savings deposits	17	268,675,805,183	213,273,871,397
Bank overdrafts	18	47,335,175	11,747,997
Term loans	19	19,217,869,558	31,690,924,166
Grants received in advance	21	2,387,616,174	3,280,321,016
		314,499,479,921	275,920,881,639

The Entity has not disclosed the fair values for financial instruments because their carrying amounts are a reasonable approximation of fair value.

B. Financial risk management framework

The Entity has exposure to the following risks from its use of financial instruments:

- i) Credit risk
- ii) Liquidity risk
- iii) Market risk

Risk management framework

The Governing Body has the overall responsibility for the establishment and oversight of the risk management framework. The risk management policies are established to identify and analyse the risks faced by the entities within the Entity, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies, procedures and systems are reviewed regularly to reflect changes in market conditions and the activities of the entities within the Entity. The Board oversees how management monitors compliance with risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to risks faced by the entities within the Entity.

i) Credit risk

Credit risk is the risk of financial loss to the Entity if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from inter Entity loan, trade receivables and cash and bank balances.

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. The Entity's exposure to credit risk on receivables is mainly influenced by the individual payment characteristics of customers.

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

Exposure to credit risk

In Taka	Note	30 June 2025	30 June 2024
Investment in securities and others	7	81,044,598,248	30,967,760,824
Grants, accounts and other receivables	10	5,160,416,272	3,934,269,197
Cash and cash equivalents	13	17,993,154,381	27,110,524,329
Microfinance loans	14	437,234,183,049	403,962,258,303
		541,432,351,950	465,974,812,653

Cash and bank balances have low credit risk based on the external credit ratings of the counterparties.

ii) Liquidity risk

Liquidity risk is the risk that the Entity will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or other financial assets. The approach to managing liquidity risk is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the reputation of the Entity. Typically, it is ensured that sufficient cash at bank exists to meet expected operational expenses, including financial obligations through preparation of the cash flow forecast, based on time line of payment of financial obligations and accordingly arrange for sufficient liquidity/fund to make the expected payments within due dates.

The following are the contractual maturities of financial liabilities at the reporting date:

30 June 2025 In Taka	Note	Carrying amount	Expected cash flows	Contractual cash flows	
				12 months or less	More than 1 year
Trade and other payables	15	19,507,317,728	19,507,317,728	19,507,317,728	-
Zero coupon bond	16	4,663,536,104	4,663,536,104	3,091,981,023	1,571,555,081
Members' savings deposits	17	268,675,805,183	268,675,805,183	152,356,325,545	116,319,479,637
Bank overdrafts	18	47,335,175	47,335,175	47,335,175	-
Term loans	19	19,217,869,558	19,217,869,558	19,127,869,558	90,000,000
Grants received in advance	21	2,387,616,174	2,387,616,174	2,387,616,174	-
		314,499,479,921	314,499,479,921	196,518,445,203	117,981,034,718

30 June 2024 In Taka	Note	Carrying amount	Expected cash flows	Contractual cash flow	
				12 months or less	More than 1 year
Trade and other payables	15	20,212,057,980	20,212,057,980	20,212,057,980	-
Zero coupon bond	16	7,451,959,082	7,451,959,082	3,092,336,411	4,359,622,671
Members' savings deposits	17	213,273,871,397	213,273,871,397	119,851,721,488	93,422,149,909
Bank overdrafts	18	11,747,997	11,747,997	11,747,997	-
Term loans	19	31,690,924,166	31,690,924,166	29,417,858,943	2,273,065,224
Grants received in advance	21	3,280,321,016	3,280,321,016	3,280,321,016	-
		275,920,881,639	275,920,881,639	175,866,043,835	100,054,837,803

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

iii) Market risk

Market risk is the risk that any changes in market prices, such as foreign exchange rates and interest rates will affect income or the value of holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters while optimizing the return.

a) Currency risk

The Entity is exposed to currency risk to the extent that there is a mismatch between the currencies in which borrowings are denominated and the respective functional currency. The functional currency of the Entity is Taka. The currencies in which these transactions are denominated are USD, Euro, GBP, CAD, and AUD.

Exposure to currency risk

The summary of quantitative data about exposure to currency risk as reported to the management is as follows:

Foreign currency denominated liabilities	Note	30 June 2025	
		Taka	USD
Term loans (note 19)	19	1,355,555,556	11,111,111
Net Exposure		1,355,555,556	11,111,111
Foreign currency denominated liabilities	Note	30 June 2024	
		Taka	USD
Term loans (note 19)	19	(2,622,222,222)	(22,222,222)
Net Exposure		(2,622,222,222)	(22,222,222)

The following exchange rates are applied at reporting date:

Taka/US	30 June 2025	30 June 2024
	Closing rate	Closing rate
	122.00	118.00

Sensitivity analysis

A reasonably possible strengthening (weakening) of transactional currencies against Taka at 30 June would have effected the measurement of financial instruments denominated in foreign currencies and affected equity and profit or loss by the amounts shown below. The analysis assumes that all other variables, in particular interest rates, remain constant and ignore any impact of forecast sales and purchases.

30 June 2025 In Taka	Profit or (loss)		Liabilities	
	Strengthening	Weakening	Strengthening	Weakening
USD (10% movement)	135,555,556	(135,555,556)	(135,555,556)	135,555,556
	135,555,556	(135,555,556)	(135,555,556)	135,555,556

30 June 2024 In Taka	Profit or (loss)		Liabilities	
	Strengthening	Weakening	Strengthening	Weakening
USD (10% movement)	(262,222,222)	262,222,222	262,222,222	(262,222,222)
	(262,222,222)	262,222,222	262,222,222	(262,222,222)

b) Interest rate risk

Interest rate risk is the risk that arises due to changes in interest rates on borrowings. At the date of the financial position the interest risk profile of interest bearing financial instruments were as follows:

In Taka	Note	30 June 2025	30 June 2024
Financial assets			
Microfinance loans	14	437,234,183,049	403,962,258,303
Investment in securities and others	7	81,044,598,248	30,967,760,824
		518,278,781,298	434,930,019,127
Financial liabilities			
Bank overdrafts	18	47,335,175	11,747,997
Members' savings deposits	17	268,675,805,183	213,273,871,397
Term loans	19	19,217,869,558	31,690,924,166
		287,941,009,916	244,976,543,561

c) Price risk

Price risk is the risk that the fair value of financial instruments will fluctuate due to changes in market prices. BRAC is exposed to price risk on its equity instruments and debt securities, including treasury bills and treasurybonds, which are measured either at Fair Value Through Profit or Loss (FVTPL) or Fair Value Through Other Comprehensive Income (FVOCI). BRAC monitors the performance of these investments on a regular basis and reviews market trends to manage potential volatility in fair value. At the reporting date, the BRAC's exposure to price risk relates to the following instruments:

In Taka	Note	30 June 2025	30 June 2024
Financial assets			
DBH 1st Mutual Fund- at FVOCI	7	31,200,000	25,800,000
		31,200,000	25,800,000

The following market price is available for DBH 1st Mutual fund at reporting date:

	30 June 2025	30 June 2024
Number of shares	600,000	600,000
Dhaka Stock Exchange (DSE)	5.20	4.30
Sensitivity analysis		

Sensitivity analysis assumes all other variables remain constant and reflects reasonably possible market movements.

30 June 2025	Profit or (loss)		Other comprehensive income	
	Strengthening	Weakening	Strengthening	Weakening
Equity investments (10% movement)	-	-	3,120,000	(3,120,000)
	-	-	3,120,000	(3,120,000)

30 June 2024	Profit or (loss)		Other comprehensive income	
	Strengthening	Weakening	Strengthening	Weakening
Equity investments (10% movement)	-	-	2,580,000	(2,580,000)
	-	-	2,580,000	(2,580,000)

BRAC
(Registered in Bangladesh under the Societies Registration Act, 1860)
Eligibility criteria compliance certification for the year ended 30 June 2025

SI#	Eligibility Criteria	Minimum Standard	Audited figures or compliance			
			2024-2025		2023-2024	
1	Loan recovery rates, computed quarterly, based on the following:	95%				
	(i) Cumulative loan collection ratio on total dues: $\frac{\text{Actual cumulative collections}}{\text{Cumulative collectibles}} \times 100$		5,179,296,251,985 ----- 5,249,404,358,514	X 100 =	98.66%	99.22%
	(ii) Loan collection ratio on current dues (on running 12- months basis): $\frac{\text{Actual collections during the past 12 months on current dues}}{\text{Collectibles on current dues}} \times 100$	92-100%	680,325,080,927 ----- 693,765,839,053	X 100 =	98.06%	97.40%
	2		Liquidity ratio	10%		30.68%
3	Current ratio	2.0:1			2.03:1	2.38:1
4	Capital adequacy ratio	15%			34.65%	34.85%
5	Debt service cover ratio	1.25:1			2.07:1	2.20:1
6	Debt capital ratio	9:1			0.13:1	0.25:1
7	Rate of return on capital	1%			14.84%	16.74%

See Exhibit 1 for formula and assumption.

Dhaka, Bangladesh
Dated: 08 December 2025



ACNABIN
Chartered Accountants



BRAC
(Registered in Bangladesh under the Societies Registration Act, 1860)
Microfinance program
Portfolio report for the year ended 30 June 2025
Review of loan classification and provisions

(i) Classification of loan and loan loss provision

Sl. No.	Particulars	No of days outstanding	Outstanding loan	Required provision	
			Amount	Rate (%)	Amount (Taka)
1	Total loan outstanding		429,927,107,469		
2	Total overdue		24,120,698,660		
3	Regular	Loans with no overdue installments	405,806,408,809	1%	4,068,464,389
4	Watchful	Loan default duration between 1 and 30 days	1,310,857,404	5%	65,542,870
5	Substandard	Loan default duration between 31 and 180 days	3,907,357,054	25%	976,839,264
6	Doubtful	Loan default duration between 181 and 365 days	1,602,750,650	75%	1,202,062,988
7	Bad Loan	Loan default duration above 365 days	17,299,733,552	100%	17,299,733,552
	Total		429,927,107,469		23,612,643,062

(ii) Loan loss provision status

Particulars	Amount (Taka)
Actual provision:	23,612,643,062
Required provision as per MRA policy:	23,612,643,062
(Deficit)/Excess provision	-
Disclosure on written of Loan:	
Loan written of balance 01 July 2024	56,667,348,403
Loan written off during the year 2024-2025	9,586,273,552
Written off Loan recovered during the year 2024-2025	(650,463,590)
Loan written off balance 30 June 2025	65,603,158,365

Portfolio report for the year ended 30 June 2025

(iii) Loan operational report

SI No.	Particulars	2024-2025			2023-2024		
		Male	Female	Total	Male	Female	Total
1	Financial service product:						
	Loan product:						
	PKSF funded loan						
	Loan from commercial bank			19,217,869,558			31,690,924,166
	Zero coupon bond (ZCB)			4,663,536,104			7,451,959,082
	Other loan short term (Bank overdraft)			191,879			8,960,799
	Savings product:						
Compulsory savings			105,653,427,817			93,422,150,410	
Voluntary savings			28,675,270,768			24,820,364,192	
Term deposit			134,347,106,597			95,031,357,296	
2	Number of branches	3,061			2,913		
		Male	Female	Total	Male	Female	Total
3	Number of samities	27,925	300,573	328,498	27,819	288,778	316,597
4	Number of members	1,090,392	9,191,764	10,282,156	1,031,784	7,907,492	8,939,276
5	Number of borrowers	796,804	6,673,997	7,470,801	777,953	6,171,540	6,949,493
6	Number of total microfinance staff	26,933	16,102	43,035	25,135	14,587	39,722
7	Amount (Taka) of loan outstanding with samiti members			429,927,107,469			397,011,773,965
8	Member: borrower			1.38:1			1.29:1
9	Average loan size*			97,368			98,991

* Average loan size = (Amount of loan disbursed during the year / Number of loans made during the year).

**Microfinance programme
Fixed Asset Schedule**

Amount in Taka

Particulars	Cost				Depreciation			Written down value At 30 June 2025	Written down value At 30 June 2024		
	Opening balance At 1 July 2024	Additions during the period	Transferred during the period	Disposals during the period	Closing balance At 30 June 2025	Opening balance At 1 July 2024	Charged during the period			Adjustment/disposals during the period	Closing balance At 30 June 2025
Freehold land	2,708,187,696	5,694,596	-	(8,916,290)	2,704,966,002	-	-	-	-	2,704,966,002	2,708,187,696
Buildings	3,179,854,842	294,614,497	-	(71,461,688)	3,403,007,651	1,245,196,701	49,810,507	198,173,627	1,493,180,835	1,909,826,816	1,934,658,141
Furniture & fixtures	1,399,626,554	56,068,927	5,368,007	(26,384,886)	1,434,678,602	842,142,618	89,936,281	(20,017,769)	912,061,130	522,617,472	557,483,936
Equipment	275,768,223	65,209,163	91,992,199	(50,320,209)	382,649,376	242,470,453	46,100,002	21,260,876	309,831,330	72,818,046	33,297,770
Computer	619,405,372	126,120,721	138,063,399	(208,935,194)	674,654,298	276,722,734	82,094,351	6,162,422	364,979,507	309,674,791	342,682,638
Vehicles	301,829,051	25,511,100	(126,979,725)	(5,693,435)	194,666,991	232,018,253	23,922,243	(133,654,279)	122,286,217	72,380,774	69,810,798
Bicycles	45,095,533	-	-	(45,082,533)	13,000	30,313,962	-	(30,300,963)	12,999	1	14,781,571
Machineries	181,237,119	3,372,815	1,168,048	(9,689,996)	176,087,986	50,013,598	20,927,712	(4,060,770)	66,880,540	109,207,446	131,223,521
Construction work in progress	117,138,566	-	22,884,793	-	140,023,359	-	-	-	-	140,023,359	117,138,566
Software	208,599,381	88,873,529	-	-	297,472,910	21,709,620	59,494,582	-	-	297,472,910	186,889,761
Software in progress	44,947,280	496,179,021	-	-	541,126,301	-	-	-	-	541,126,301	44,947,280
Total 30 June 2025	9,081,689,617	1,161,644,369	132,496,721	(426,484,231)	9,949,346,476	2,940,587,939	372,285,677	37,563,144	3,269,232,558	6,680,113,918	6,141,101,678
Total 30 June 2024	8,592,245,585	572,133,950	262,760,101	(345,450,019)	9,081,689,617	2,882,804,249	389,227,404	(331,443,714)	2,940,587,939	6,141,101,678	5,709,441,337

BRAC
(Registered in Bangladesh under the Societies Registration Act, 1860)
Microfinance programme
Budget variance report

Financial year : 2024-2025

Name of Organization : BRAC

License No. 00488-00186-00065

Description	2024-2025		Variance
	Projected	Actual	%
1. New Area Coverage			
District	-	-	
Upazilla	-	-	
Union	-	-	
Village	-	-	
2. Number of new branch	150	148	-1%
3. Group/Samity formation	3,750	11,901	217%
4. New member	2,571,658	1,342,880	-48%
5. New borrower	2,388,208	521,308	-78%
6. Staff recruitment	6,800	3,313	-51%
7. Deposit collection	92,069,744,251	149,120,203,271	62%
8. Deposit withdrawal	78,315,940,531	93,728,094,607	20%
9. Loan recovery	629,795,300,000	680,325,080,927	8%
10. Loan disbursement	669,995,000,000	721,100,924,709	8%
11. Bank loan borrowing	80,411,833,020	42,846,133,580	-47%
12. Bank loan repayment	84,910,706,647	58,116,380,086	-32%
13. Total income	100,519,818,860	103,225,993,084	3%
14. Total expenditure	83,598,664,512	77,933,092,320	-7%

Description	Position as on 30 June 2025
1. Area coverage	
District	64
Upazilla	532
Union	5,215
Village	69,421
2. Number of branch	3,061
3. Number of group	328,498
4. Number of member	10,282,156
5. Number of borrower	7,470,801
6. Manpower	43,03
7. Members' savings deposit	268,675,805,182
8. Principal loan outstanding	429,927,107,469
9. Total loan outstanding	22,877,728,046
10. Cumulative surplus	181,483,173,213

BRAC
(Registered in Bangladesh under the Societies Registration Act, 1860)
Microfinance programme
Budget variance report
Financial year : 2024-2025

Sl.No.	Particulars	2024-2025			Note
		Projected	Actual	Variance	
1	Microfinance loan recovery				1
	ME	292,601,115,440	329,307,974,809	13%	
	Seasonal	12,531,191,910	8,712,316,719	-30%	
	Livestock	7,690,171,045	14,548,799,490	89%	
	Agriculture	124,316,167,265	227,310,533,985	83%	
	Others	192,656,654,339	100,445,455,923	-48%	
	Total:	629,795,300,000	680,325,080,927	8%	
2	Fund collection				2 & 3
	Savings collection:				
	Compulsory savings	56,654,150,564	74,858,476,734	32%	
	Voluntary savings	9,715,392,164	11,242,863,904	16%	
	Fixed deposit	25,700,201,523	63,018,862,633	145%	
	Total:	92,069,744,251	149,120,203,271	62%	
	Bank loan received	80,411,833,020	42,846,133,580	-47%	
3	Utilization of fund				4
	Loan disbursement:				
	ME disbursement	317,476,953,684	333,653,020,728	5%	
	Seasonal disbursement	11,958,688,720	9,039,253,235	-24%	
	Livestock disbursement	9,650,294,328	15,057,706,450	56%	
	Agriculture disbursement	154,485,597,284	249,683,077,373	62%	
	Other disbursement	176,423,465,984	113,667,866,923	-36%	
	Total:	669,995,000,000	721,100,924,709	8%	
	Savings withdrawal				
	Compulsory savings	50,624,619,093	62,637,023,947	24%	
	Voluntary Savings	8,124,775,978	7,387,957,328	-9%	
	Fixed Deposit	19,566,545,460	23,703,113,332	21%	
	Total:	78,315,940,531	93,728,094,607	20%	
Bank loan repayment	84,910,706,647	58,116,380,086	-32%		
Total:	84,910,706,647	58,116,380,086	-32%		
4	Fixed assets addition				7
	Land Development	584,000,000	5,694,596	100%	
	Building Construction	60,000,000	294,614,497	391%	
	Furniture & Fixtures	168,000,000	56,068,927	-67%	
	Office Equipments	608,986,334	65,209,163	-89%	
	Electric Equipments	35,000,000	3,372,815	-90%	
	Computer & Accessories	13,500,000	126,120,721	834%	
	Vehicles	-	25,511,100	100%	
	Software	-	88,873,529	100%	
	Work in progress	-	496,179,021	100%	
Total:	1,469,486,334	576,591,819	-61%		
5	Income				8
	1. Service Charge	96,462,912,985	93,740,953,305	-3%	
	2. Grants Income	-	-	0%	
	3. Interest on Investment	3,953,605,875	7,096,996,185	80%	
	4. Entry Fees	3,300,000	19,553,125	493%	
	5. Recovery of Right off Loan	40,000,000	650,463,590	1526%	
	6. Other Income	60,000,000	1,718,026,879	2763%	
Total:	100,519,818,860	103,225,993,084	3%		

Sl.No.	Particulars	2024-2025			Note
		Projected	Actual	Variance	
6	Expenditure :				
	Financial expenditure:				
	5. Savings interest	19,391,006,791	21,089,271,225	9%	9
	6. Interest on bank loan	5,501,595,260	2,876,767,589	-48%	
	Total financial expenditure	24,892,602,051	23,966,038,814	-4%	
	General and administrative expenses:				
	7. Salary & allowances				
	Basic pay	17,609,458,375	15,214,343,654	-14%	10
	House rent allowance	10,565,675,025	9,128,606,192	-14%	
	Medical allowance	3,521,891,675	3,042,868,731	-14%	
	Conveyance allowance	3,521,891,675	3,042,868,731	-14%	
	Total:	35,218,916,751	30,428,687,308	-14%	
	8. Office rent	1,639,466,649	765,601,910	-53%	
	9. Printing & stationeries	446,354,831	839,898,876	88%	
	10. Travel expenses:				
	Domestic	3,054,346,241	2,375,122,640	-22%	
	11. Repairs & maintenance:				
	Office building	-	-		
	12. Fuel expenses:				
	Gas, electricity & water bill	576,552,040	617,949,709	7%	
	13. Entertainment	119,608,196	102,908,991	-14%	
	14. Training expense:				
	Local training	321,969,320	403,485,917	25%	
	Total:	6,158,297,278	5,104,968,044	-17%	
	15. Other operational expense	2,430,011,816	2,477,614,409	2%	
	Data processing expenses	1,357,495,000	1,001,912,957	-26%	
	16. Audit fees	4,100,000	4,554,000	11%	
	17. Depreciation	500,000,000	372,285,677	-26%	
	Income tax expenses	1,087,241,616	1,955,357,308	100%	
	Total operational expenses	71,648,664,512	65,311,418,516	-9%	
	18. Loan loss provision	10,800,000,000	12,621,673,804	17%	
	19. Net Surplus	18,071,154,348	25,292,900,764	40%	
	20. Transfer to various fund	3,807,259,728	5,690,902,672	49%	
	Reserve fund	1,692,115,435	2,529,290,076	49%	
	Total:	5,499,375,163	8,220,192,748	49%	

- 1 The improvement in loan recovery was primarily attributable to increased loan outstanding, rigorous oversight, and structured, progressive disbursements.
- 2 Savings deposits increased as a result of the client's financial capacity and competitive offer from special savings.
- 3 Growth in the savings portfolio is attributable to higher client financial capacity, complemented by the special savings option.
- 4 Loan disbursements were strategically augmented throughout the year in direct response to heightened demand from beneficiaries.
- 5 Savings return increased due to client's demand and the introduction of new facility for savings deposits and withdrawals.
- 6 Bank loan repayment exceeded new borrowings, a result stemming from the increase in the savings balance which was utilized to partially settle the outstanding bank loan.
- 7 Fixed asset addition was lower than the budget due to revisited plan for fixed asset purchase.
- 8 Total income was at per budget in this fiscal year.
- 9 Higher savings interest expense, resulting from an increase in savings balances, was offset by a lower-than-budgeted bank loan.
- 10 Total operational expenditure was incurred according to the plan.

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Microfinance programme
Formula and assumption

SL#	Eligible criteria	Formula details
1	(i) Cumulative loan collection ratio on total dues	Actual cumulative collection = Total cumulative collection up to 30 June 2024 + current year principal realization from microfinance loans + Loan write off
		Cumulative collectibles = Actual cumulative collection + total dues as on 30 June 2025
	(ii) Loan collection ratio on current dues (on running 12 - months basis)	Actual collections during the past 12 months on current dues = Total principal realization
		Collectible on current dues = Total principal outstanding realization + total loan dues as loan 30 June 2025 + total principal write-off - advance principal realization
2	Minimum liquidity ratio	$\frac{\text{Cash and cash equivalents} + \text{investment in securities and others (current)}}{\text{Total members' savings deposits}}$
3	Minimum current ratio	$\frac{\text{Current assets}}{\text{Current liabilities}}$
4	Minimum capital adequacy ratio	$\frac{\text{Capital fund}}{\text{Total assets} - \text{Cash and cash equivalents}}$
5	Minimum debt service cover ratio	Net surplus + depreciation and amortization + interest on members' savings deposits + interest on long term loans + bank overdraft interest and charges
		Interest on members' savings deposits + interest on long term loans + bank overdraft interest and charges
6	Debt capital ratio	$\frac{\text{Term loan} + \text{Zero coupon bond} + \text{bank overdraft}}{\text{Capital fund}}$
7	Minimum rate of return on capital	$\frac{\text{Net surplus}}{\text{Average Capital Fund} = (\text{Current year capital fund} + \text{prior year capital fund})/2}$



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