

**AFP RETIREMENT AND SEPARATION BENEFITS SYSTEM
PROJECTED INCOME STATEMENT
FOR THE YEAR 2021**

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	TOTAL
REVENUES													
FUND MANAGEMENT OPERATIONS													
MONEY MARKET PLACEMENTS	1,996,624.68	1,620,284.62	1,801,195.83	1,935,067.54	1,666,363.37	1,938,865.08	2,268,678.24	1,896,880.80	1,486,207.41	1,184,402.25	1,201,060.90	1,127,494.53	20,123,125.25
BONDS & OTHER SECURITIES	16,168,403.94	16,168,403.94	15,561,578.68	14,458,260.03	14,458,260.03	10,523,428.93	10,395,760.03	10,395,760.03	10,395,760.03	10,395,760.03	8,736,555.14	8,624,926.70	146,282,857.52
STOCKS	-	-	-	-	-	(3,273.98)	10.55	(221.91)	6,466.67	-	-	-	2,981.33
TOTAL	18,165,028.62	17,788,688.56	17,362,774.51	16,393,327.57	16,124,623.40	12,459,020.02	12,664,448.82	12,292,418.92	11,888,434.11	11,580,162.28	9,937,616.04	9,752,421.23	166,408,964.10
REAL ESTATE OPERATIONS													
REVENUE SOURCES													
SALE OF REAL ESTATE INVENTORIES	9,065,341.48	7,887,904.92	13,986,212.85	9,444,212.19	16,933,457.19	17,479,178.19	14,999,090.79	15,233,010.09	13,192,328.71	149,688,697.22	60,593,150.44	188,751,991.82	517,254,575.89
SALE OF ACQUIRED ASSETS	-	-	119,032.56	401,265.12	-	-	-	-	-	-	9,806,338.34	-	10,326,636.02
LEASE OF INDUSTRIAL PARK	9,299,369.14	9,299,369.14	9,299,369.14	9,299,369.14	9,299,369.14	9,299,369.14	9,299,369.14	9,299,369.14	9,299,369.14	9,299,369.14	9,299,369.14	9,299,369.14	111,592,429.68
RENTAL OF RE PROPERTIES	514,741.44	514,741.44	514,741.44	517,381.44	517,381.44	517,381.44	597,881.44	599,418.51	599,418.51	720,178.51	720,178.51	720,178.51	7,053,622.63
OTHER INCOME/(LOSS)	-	-	-	-	-	-	-	-	-	-	-	-	-
GROSS PROFIT	18,879,452.06	17,702,015.50	23,919,355.99	19,662,227.89	26,750,207.77	27,295,928.77	24,896,341.37	25,131,797.74	23,091,116.36	159,708,244.87	80,419,036.43	198,771,539.47	646,227,264.22
MKTG, MAINT & ADMIN EXP - RE													
REAL ESTATE PROJECTS/PROPERTIES	12,343,693.33	10,100,581.33	12,525,930.93	9,641,945.33	11,369,113.83	11,717,492.17	11,276,058.67	11,341,588.67	10,468,067.33	45,520,995.33	18,677,155.33	43,500,010.83	208,482,633.10
ACQUIRED ASSETS	787,452.14	637,452.14	1,202,038.81	755,535.33	533,583.33	66,916.67	66,916.67	66,916.67	66,916.67	66,916.67	1,835,916.67	66,916.67	6,153,478.42
INDUSTRIAL PARK OPERATIONS	154,833.33	154,833.33	154,833.33	154,833.33	154,833.33	154,833.33	154,833.33	154,833.33	154,833.33	154,833.33	154,833.33	154,833.33	1,858,000.00
TOTAL EXPENSES	13,285,978.81	10,892,866.81	13,882,803.07	10,552,314.00	12,057,530.50	11,939,242.17	11,497,808.67	11,563,338.67	10,689,817.33	45,742,745.33	20,667,905.33	43,721,760.83	216,494,111.52
NET REVENUES FROM REAL ESTATE OPNS	5,593,473.25	6,809,148.69	10,036,552.92	9,109,913.89	14,692,677.27	15,356,686.60	13,398,532.70	13,568,459.07	12,401,299.03	113,965,499.54	59,751,131.10	155,049,778.64	429,733,152.70
LENDING OPERATIONS													
INTEREST INCOME - COMMERCIAL LOANS	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST INCOME - ICRs	1,161,331.10	1,154,188.88	1,189,205.31	908,573.15	901,930.22	916,967.48	919,602.59	932,741.69	957,303.35	975,416.26	1,131,539.80	1,245,719.16	12,394,518.99
INTEREST ON EMPLOYEES' LOANS	24,646.87	24,974.72	25,185.28	25,242.96	25,201.92	25,061.49	24,764.56	24,526.84	24,562.47	24,757.66	24,802.97	24,804.77	298,532.51
OTHER INCOME	538,000.00	538,000.00	538,000.00	538,000.00	538,000.00	538,000.00	538,000.00	538,000.00	538,000.00	538,000.00	538,000.00	538,000.00	6,456,000.00
TOTAL	1,723,977.97	1,717,163.60	1,752,390.59	1,471,816.11	1,465,132.14	1,480,028.97	1,482,367.15	1,495,268.53	1,519,865.82	1,538,173.92	1,694,342.77	1,808,523.93	19,149,051.50
EQUITY INVESTMENTS													
SHARE IN EQUITY EARNINGS	(237,892.11)	(237,892.11)	(237,892.11)	(237,892.11)	(237,892.11)	(237,892.11)	-	-	-	-	-	-	(1,427,352.66)
PROVISION FOR PROBABLE LOSS IN ATEI	-	-	-	-	-	-	(41,273,648.98)	-	-	-	-	-	(41,273,648.98)
TOTAL	-	-	-	-	-	-	(41,273,648.98)	-	-	-	-	-	(42,701,001.64)
TOTAL REVENUES	25,482,479.85	26,315,000.85	29,151,718.02	26,975,057.58	32,282,432.81	29,295,735.60	(13,728,300.30)	27,356,146.53	25,809,598.96	127,083,835.74	71,383,089.91	166,610,723.79	572,590,166.66
TOTAL OPERATING EXPENSES	24,678,764.68	23,593,634.68	24,106,607.08	25,560,778.25	23,648,706.32	24,006,295.11	24,321,278.25	24,179,747.61	23,983,778.25	25,417,574.56	23,716,028.25	24,899,528.25	292,112,721.29
NET INCOME (LOSS) FROM OPERATIONS	803,715.16	2,721,366.17	5,045,110.94	1,414,279.33	8,633,726.49	5,289,440.49	(38,049,578.55)	3,176,398.92	1,825,820.71	101,666,261.18	47,667,061.66	141,711,195.54	280,477,445.37

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FOR THE YEAR 2021**

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	TOTAL
REVENUES FROM SALE OF MAJOR ASSETS, COMM'L AREAS & SHARES													
REAL ESTATE OPERATIONS													
Ciudad Verde Ph 1 & Ph 2	-	-	-	-	-	227,787,921.87	-	-	-	-	-	-	227,787,921.87
Benjamin, Mexico Pampanga	-	-	-	-	-	422,146,418.82	-	-	-	-	-	-	422,146,418.82
Tanauan	-	-	-	-	-	478,351,536.04	-	-	-	-	-	-	478,351,536.04
Mt Zion Lots	-	-	-	-	-	340,150,224.60	-	-	-	-	-	-	340,150,224.60
St Michael	-	-	45,297,945.51	-	-	-	-	-	-	-	-	-	45,297,945.51
Green Meadows Commercial Area	-	-	-	-	-	-	-	-	-	-	-	320,642,283.06	320,642,283.06
Ciudad Verde Commercial	-	-	-	-	-	-	-	-	-	-	-	134,108,380.16	134,108,380.16
GROSS PROFIT FROM SALE OF MAJOR ASSETS	-	-	45,297,945.51	-	-	1,468,436,101.33	-	-	-	-	-	-	1,968,484,710.06
DIVESTMENT-RELATED RE EXPENSES	-	-	18,000,000.00	-	-	157,210,900.00	-	-	-	-	-	31,635,000.00	206,845,900.00
BIDDING EXPENSES	-	-	-	-	-	1,600,000.00	-	-	-	-	-	-	1,600,000.00
CAPITAL GAINS TAX	-	-	18,000,000.00	-	-	155,610,900.00	-	-	-	-	-	31,635,000.00	205,245,900.00
NET REVENUES FROM SALE OF MAJOR RE ASSETS	-	-	27,297,945.51	-	-	1,311,225,201.33	-	-	-	-	-	423,115,663.22	1,761,638,810.06
EQUITY INVESTMENTS													
SALE OF ENCHANTED KINGDOM SHARES	-	-	186,103,787.05	-	-	-	-	-	-	-	-	-	186,103,787.05
SALE OF MLI SHARES	-	-	-	-	-	(74,360,125.82)	-	-	-	-	-	-	(74,360,125.82)
ACCRUED INTEREST ON EK ADVANCES	-	-	3,367,007.00	-	-	-	-	-	-	-	-	-	3,367,007.00
TOTAL NET REVENUES FROM EQUITY	-	-	189,470,794.05	-	-	(74,360,125.82)	-	-	-	-	-	-	115,110,668.23
TOTAL REVENUES FROM DIVESTMENT OF MAJOR ASSETS, COMM'L AREAS AND SHARES	-	-	216,768,739.56	-	-	1,236,865,075.51	-	-	-	-	-	423,115,663.22	1,876,749,478.29
REVENUES FROM INVESTMENT OF PROCEEDS FROM DIVESTMENT	-	-	-	297,825.53	319,831.76	321,854.69	1,912,128.71	1,953,118.96	1,932,308.16	2,039,103.30	2,015,528.51	2,124,086.01	12,915,785.63

**AFP RETIREMENT AND SEPARATION BENEFITS SYSTEM
PROJECTED CASH FLOW STATEMENT
FOR THE YEAR 2021**

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	TOTAL
CASH BALANCE, BEGINNING	99,500,000.00	99,500,000.00	99,500,000.00	99,500,000.00	99,500,000.00	99,500,000.00	99,500,000.00	99,500,000.00	99,500,000.00	99,499,999.99	99,500,000.00	99,500,000.00	99,500,000.00
CASH INFLOWS	325,054,309.38	324,748,261.53	334,715,856.89	324,607,511.17	319,327,353.68	331,297,375.64	344,302,703.78	336,713,447.43	325,852,226.00	332,806,528.14	327,421,024.68	362,544,802.61	3,989,391,400.94
FUND MANAGEMENT OPERATIONS													
Maturities of Money Market Placements/LT Investments	308,538,205.42	308,616,846.40	228,082,166.81	240,085,862.46	298,767,337.99	304,930,563.08	321,561,972.50	312,595,701.32	300,179,369.55	307,162,368.49	291,915,086.20	323,673,473.51	3,546,108,953.73
Proceeds of Traded Stock Selling Transactions	-	-	-	-	-	4,504,437.50	1,922.39	116,106.09	621,526.67	-	-	-	5,243,992.66
Total Cash Inflows from Fund Management Opns	308,538,205.42	308,616,846.40	228,082,166.81	240,085,862.46	298,767,337.99	309,435,000.58	321,563,894.89	312,711,807.41	300,800,896.22	307,162,368.49	291,915,086.20	323,673,473.51	3,551,352,946.39
REAL ESTATE MGMT OPERATIONS													
Sale of Retail Real Estate Projects/Properties	2,272,041.44	1,881,082.78	3,859,035.94	2,863,126.77	4,826,020.60	5,045,401.68	4,851,376.93	4,976,955.49	4,732,935.32	4,269,114.99	6,329,231.48	5,676,752.98	51,583,076.42
Rental Payments for Real Estate Properties	9,814,110.58	9,814,110.58	9,814,110.58	76,674,750.58	9,816,750.58	9,816,750.58	9,897,250.58	9,898,787.65	9,898,787.65	10,019,547.65	10,019,547.65	10,019,547.65	185,504,052.31
Total Cash Inflows from Real Estate Operations	12,086,152.02	11,695,193.36	13,673,146.52	79,537,877.35	14,642,771.18	14,862,152.26	14,748,627.51	14,875,743.14	14,631,722.97	14,288,662.64	16,348,779.13	15,696,300.63	237,087,128.73
LENDING OPERATIONS													
Collection of ICR Accounts	3,773,541.70	3,779,811.53	92,304,133.32	4,327,361.12	5,260,834.27	6,343,812.55	7,333,771.14	8,469,486.64	9,763,196.56	10,699,086.77	18,500,749.11	22,518,618.23	193,074,402.94
Collection of Employees' Salary Loans	463,410.24	463,410.24	463,410.24	463,410.24	463,410.24	463,410.24	463,410.24	463,410.24	463,410.24	463,410.24	463,410.24	463,410.24	5,560,922.88
Collection of Penalties, Fees & Other Income	113,000.00	113,000.00	113,000.00	113,000.00	113,000.00	113,000.00	113,000.00	113,000.00	113,000.00	113,000.00	113,000.00	113,000.00	1,356,000.00
Recoveries from Past Due Accounts	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	960,000.00
Total Cash Inflows from Lending Operations	4,429,951.94	4,436,221.77	92,960,543.56	4,983,771.36	5,917,244.51	7,000,222.79	7,990,181.38	9,125,896.88	10,419,606.80	11,355,497.01	19,157,159.35	23,175,028.47	200,951,325.82
TOTAL CASH INFLOWS	325,054,309.38	324,748,261.53	334,715,856.89	324,607,511.17	319,327,353.68	331,297,375.64	344,302,703.78	336,713,447.43	325,852,226.00	332,806,528.14	327,421,024.68	362,544,802.61	4,088,891,400.94
CASH OUTFLOWS	325,054,309.38	324,748,261.54	334,715,856.90	324,607,511.17	319,327,353.68	331,297,375.64	344,302,703.78	336,713,447.44	325,852,226.00	332,806,528.13	327,421,024.68	362,544,802.61	3,989,391,400.94
MEMBERSHIP OPERATIONS													
Refund of Contributions	277,350,000.00	277,350,000.00	277,350,000.00	277,350,000.00	277,350,000.00	277,350,000.00	277,350,000.00	277,350,000.00	277,350,000.00	277,350,000.00	277,350,000.00	277,350,000.00	3,328,200,000.00
Remittance of Overpayment	2,678,523.77	2,678,523.77	2,678,523.77	2,678,523.77	2,678,523.77	2,678,523.77	2,678,523.77	2,678,523.77	2,678,523.77	2,678,523.77	2,678,523.77	2,678,523.77	32,142,285.18
Total Cash Outflows from Membership Opns	280,028,523.77	280,028,523.77	280,028,523.77	280,028,523.77	280,028,523.77	280,028,523.77	280,028,523.77	280,028,523.77	280,028,523.77	280,028,523.77	280,028,523.77	280,028,523.77	3,360,342,285.18
REAL ESTATE MGMT OPERATIONS													
Real Estate Cleansing, Maint. & Dev't. Costs	12,881,443.33	12,832,314.66	17,436,612.42	12,768,695.33	11,712,530.50	21,694,242.17	33,515,308.67	25,980,838.67	14,173,984.00	20,860,512.00	18,439,712.00	52,469,447.50	254,765,641.24
Major Assets/Rawlands Maint. & Admin Expenses	3,839,583.33	6,465,930.11	5,812,416.67	4,562,416.67	2,550,456.67	2,197,123.33	5,517,123.33	5,517,123.33	5,517,123.33	5,517,123.33	2,229,083.33	3,229,083.33	52,954,586.78
Acquired Assets Maintenance Costs	787,452.14	637,452.14	1,202,038.81	755,535.33	533,583.33	66,916.67	66,916.67	66,916.67	66,916.67	66,916.67	1,835,916.67	66,916.67	6,153,478.42
Industrial Park Maintenance Costs	488,166.67	488,166.67	488,166.67	488,166.67	488,166.67	488,166.67	488,166.67	488,166.67	488,166.67	488,166.67	488,166.67	488,166.67	5,858,000.00
Total Cash Outflows from Real Estate Operations	17,996,645.47	20,423,863.58	24,939,234.56	18,574,814.00	15,284,737.17	24,446,448.83	39,587,515.33	32,053,045.33	20,246,190.67	26,932,718.67	22,992,878.67	56,253,614.17	319,731,706.44
LENDING OPERATIONS													
Provision for Buyers' Refunds	375,375.46	314,209.51	1,452,461.49	78,008.73	-	1,159,721.50	-	86,744.30	1,078,346.89	64,574.71	320,457.57	1,000,000.00	5,929,900.16
Salary Loans for Employees	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	4,800,000.00
Total Cash Outflows from Lending Operations	775,375.46	714,209.51	1,852,461.49	478,008.73	400,000.00	1,559,721.50	400,000.00	486,744.30	1,478,346.89	464,574.71	720,457.57	1,400,000.00	10,729,900.16
OPERATING EXPENSES	24,678,764.68	23,581,664.68	24,094,637.08	25,526,164.68	23,614,092.75	23,971,681.54	24,286,664.68	24,145,134.04	23,949,164.68	25,380,710.99	23,679,164.68	24,862,664.68	291,770,509.16
CAPITAL OUTLAY	1,575,000.00	-	2,081,000.00	-	-	-	-	-	150,000.00	-	-	-	3,806,000.00
Employees Separation Benefits	-	-	1,720,000.00	-	-	1,291,000.00	-	-	-	-	-	-	3,011,000.00
CASH BALANCE, END	99,500,000.00	99,500,000.00	99,500,000.00	99,500,000.00	99,500,000.00	99,500,000.00	99,500,000.00	99,500,000.00	99,499,999.99	99,500,000.00	99,500,000.00	99,500,000.00	99,500,000.00

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	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	TOTAL
CASH INFLOW FROM SALE OF MAJOR ASSETS AND SHARES													
REAL ESTATE OPERATIONS													
Ciudad Verde Ph 1 & Ph 2	-	-	-	-	-	61,921,440.00	23,220,540.00	23,220,540.00	23,220,540.00	23,220,540.00	23,220,540.00	23,220,540.00	201,244,680.00
Benjamin, Mexico Pampanga	-	-	-	-	-	54,469,100.00	-	-	-	-	-	490,221,900.00	544,691,000.00
Tanauan	-	-	-	-	-	877,682,400.00	-	-	-	-	-	-	877,682,400.00
Mt Zion Lots	-	-	-	-	-	340,150,224.60	-	-	-	-	-	-	340,150,224.60
St Michael	-	-	60,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	150,000,000.00
Green Meadows Commercial	-	-	-	-	-	-	-	-	-	-	-	72,108,000.00	72,108,000.00
Ciudad Verde Commercial	-	-	-	-	-	-	-	-	-	-	-	33,343,000.00	33,343,000.00
TOTAL INFLOWS FROM SALE OF MAJOR ASSETS AND COMM'L AREAS	-	-	60,000,000.00	10,000,000.00	10,000,000.00	1,344,223,164.60	33,220,540.00	33,220,540.00	33,220,540.00	33,220,540.00	33,220,540.00	628,893,440.00	2,219,219,304.60
EQUITY INVESTMENTS OPERATIONS													
Proceeds from sale of shares:													
EKHI Shares	-	-	199,691,405.10	-	-	-	-	-	-	-	-	-	199,691,405.10
MLI Shares	-	-	-	-	-	122,148,000.00	-	-	-	-	-	-	122,148,000.00
Collection of Advances (BRADCO)	-	-	-	-	-	1,000,000.00	-	-	1,000,000.00	-	-	1,000,000.00	3,000,000.00
Collection of Advances (EKI)	-	-	13,587,618.05	-	-	-	-	-	-	-	-	-	13,587,618.05
TOTAL INFLOWS FROM SALE OF EQUITY SHARES	-	-	213,279,023.15	-	-	123,148,000.00	-	-	1,000,000.00	-	-	1,000,000.00	338,427,023.15
TOTAL CASH INFLOW FROM DIVESTMENT	-	-	273,279,023.15	10,000,000.00	10,000,000.00	1,467,371,164.60	33,220,540.00	33,220,540.00	34,220,540.00	33,220,540.00	33,220,540.00	629,893,440.00	2,557,646,327.75
CASH OUTFLOW FROM SALE OF MAJOR ASSETS AND SHARES													
CAPITAL GAINS TAX	-	-	18,000,000.00	-	-	155,610,900.00	-	-	-	-	-	31,635,300.00	205,246,200.00
BIDDING EXPENSE	-	-	-	-	-	1,600,000.00	-	-	-	-	-	-	1,600,000.00
TOTAL CASH OUTFLOWS FROM SALE OF MAJOR ASSETS AND EQUITY SHARES	-	-	18,000,000.00	-	-	157,210,900.00	-	-	-	-	-	31,635,300.00	206,846,200.00
NET CASH FLOW FROM DIVESTMENT	-	-	255,279,023.15	10,000,000.00	10,000,000.00	1,310,160,264.60	33,220,540.00	33,220,540.00	34,220,540.00	33,220,540.00	33,220,540.00	598,258,140.00	2,350,800,127.75

**AFP RETIREMENT AND SEPARATION BENEFITS SYSTEM
EXPENSE BUDGET
CALENDAR YEAR 2021**

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	TOTAL
PERSONNEL EXPENSES	5,855,192.36	5,835,192.36	5,904,192.36	5,840,192.36	5,860,192.36	5,904,192.36	5,850,192.36	5,870,192.36	5,899,192.36	5,850,192.36	5,870,192.36	5,875,192.36	70,414,308.28
Salaries & Wages	4,230,315.61	4,230,315.61	4,230,315.61	4,230,315.61	4,230,315.61	4,230,315.61	4,230,315.61	4,230,315.61	4,230,315.61	4,230,315.61	4,230,315.61	4,230,315.61	50,763,787.32
Basic Pay	3,342,105.90	3,342,105.90	3,342,105.90	3,342,105.90	3,342,105.90	3,342,105.90	3,342,105.90	3,342,105.90	3,342,105.90	3,342,105.90	3,342,105.90	3,342,105.90	40,105,270.80
RATA/Meeting Allowance	447,300.00	447,300.00	447,300.00	447,300.00	447,300.00	447,300.00	447,300.00	447,300.00	447,300.00	447,300.00	447,300.00	447,300.00	5,367,600.00
PERA/ADCOM	204,000.00	204,000.00	204,000.00	204,000.00	204,000.00	204,000.00	204,000.00	204,000.00	204,000.00	204,000.00	204,000.00	204,000.00	2,448,000.00
SSS & Philhealth Contributions	216,509.71	216,509.71	216,509.71	216,509.71	216,509.71	216,509.71	216,509.71	216,509.71	216,509.71	216,509.71	216,509.71	216,509.71	2,598,116.52
Pag-IBIG Contributions	20,400.00	20,400.00	20,400.00	20,400.00	20,400.00	20,400.00	20,400.00	20,400.00	20,400.00	20,400.00	20,400.00	20,400.00	244,800.00
Employees Benefits	1,210,926.75	1,210,926.75	1,210,926.75	1,210,926.75	1,210,926.75	1,210,926.75	1,210,926.75	1,210,926.75	1,210,926.75	1,210,926.75	1,210,926.75	1,210,926.75	14,531,120.96
Meeting Honoraria	341,950.00	321,950.00	341,950.00	321,950.00	341,950.00	321,950.00	341,950.00	321,950.00	341,950.00	321,950.00	341,950.00	321,950.00	3,963,400.00
Personnel Training & Development	5,000.00	5,000.00	54,000.00	5,000.00	5,000.00	69,000.00	15,000.00	15,000.00	64,000.00	15,000.00	15,000.00	40,000.00	307,000.00
Gender Development	67,000.00	67,000.00	67,000.00	72,000.00	72,000.00	72,000.00	72,000.00	72,000.00	72,000.00	72,000.00	72,000.00	72,000.00	849,000.00
MAINTENANCE AND OTHER OPERATING EXPENS	18,823,572.33	17,746,472.32	18,190,444.72	19,685,972.32	17,753,900.39	18,067,489.18	18,436,472.32	18,274,941.68	18,049,972.32	19,530,518.63	17,808,972.32	18,987,472.32	221,356,200.88
Consultancy/Retainers Fee	1,004,195.83	704,195.83	704,195.83	1,304,195.83	704,195.83	704,195.83	1,034,195.83	704,195.83	704,195.83	1,404,195.83	704,195.83	704,195.83	10,380,350.00
Meeting & Conferences	334,533.33	334,533.33	329,533.33	363,033.33	334,533.33	334,033.33	355,533.33	343,033.33	334,033.33	355,533.33	363,033.33	370,533.37	4,151,900.00
Legal, Collection, and Other Expenses	7,347,750.00	7,347,750.00	7,597,750.00	7,347,750.00	7,347,750.00	7,597,750.00	7,347,750.00	7,347,750.00	7,597,750.00	7,347,750.00	7,347,750.00	7,597,749.96	89,173,000.00
Tax Expense	7,348,666.67	7,348,666.67	7,348,666.67	7,348,666.67	7,348,666.67	7,348,666.67	7,348,666.67	7,348,666.67	7,348,666.67	7,348,666.67	7,348,666.67	7,348,666.67	88,184,000.04
Travel Expense	135,800.00	120,800.00	140,800.00	135,800.00	120,800.00	140,800.00	135,800.00	120,800.00	140,800.00	135,800.00	120,800.00	140,800.00	1,589,600.00
Petroleum, Oil and Lubricants	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	1,200,000.00
Supplies and Materials	558,779.16	273,979.16	267,979.16	339,979.16	267,979.16	267,979.16	267,979.16	267,979.16	267,979.16	267,979.16	267,979.16	267,979.16	3,584,549.92
Postage, Telephone & Communication	243,633.33	243,633.33	243,633.33	243,633.33	243,633.33	243,633.33	243,633.33	243,633.33	243,633.33	243,633.33	243,633.33	243,633.33	2,974,599.92
Subscription & Membership	26,580.67	23,780.67	40,893.67	23,780.67	28,190.67	37,190.67	23,780.67	23,780.67	23,780.67	23,780.67	23,780.67	23,780.67	323,101.04
Repairs and Maintenance	595,916.66	251,416.66	251,416.66	901,416.66	251,416.66	251,416.66	441,416.66	251,416.66	251,416.66	591,416.66	251,416.66	251,416.66	4,541,499.96
Insurance Expense	-	-	166,704.89	-	5,408.00	496.79	-	408,749.22	-	4,641.10	-	-	586,000.00
Registration Fee	-	-	1,154.51	-	3,610.07	3,610.07	-	7,220.14	-	4,405.21	-	-	20,000.00
Photocopier Rental/Lease Expense	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	300,000.00
Janitorial Expense	177,000.00	177,000.00	177,000.00	177,000.00	177,000.00	177,000.00	177,000.00	177,000.00	177,000.00	177,000.00	177,000.00	177,000.00	2,124,000.00
Security Service	166,666.67	166,666.67	166,666.67	166,666.67	166,666.67	166,666.67	166,666.67	166,666.67	166,666.67	166,666.67	166,666.67	166,666.63	2,000,000.00
Corporate Affairs	2,800.00	2,800.00	2,800.00	482,800.00	2,800.00	42,800.00	42,800.00	112,800.00	42,800.00	607,800.00	42,800.00	892,800.00	2,278,600.00
Advertising and Publication	192,500.00	92,500.00	92,500.00	192,500.00	92,500.00	92,500.00	192,500.00	92,500.00	92,500.00	92,500.00	92,500.00	92,500.00	92,499.96
Power and Water	453,333.33	453,333.33	453,333.33	453,333.33	453,333.33	453,333.33	453,333.33	453,333.33	453,333.33	453,333.33	453,333.33	453,333.37	5,440,000.00
Bank Charges	43,750.00	13,750.00	13,750.00	13,750.00	13,750.00	13,750.00	13,750.00	13,750.00	13,750.00	13,750.00	13,750.00	13,750.00	195,000.00
Member Information Related Expenses	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	300,000.00
Miscellaneous Expenses	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.67	41,666.63	500,000.00
TOTAL EXPENSES	24,678,764.68	23,581,664.68	24,094,637.08	25,526,164.68	23,614,092.75	23,971,681.54	24,286,664.68	24,145,134.04	23,949,164.68	25,380,710.99	23,679,164.68	24,862,664.68	291,770,509.16
DEPRECIATION EXPENSES	-	11,970.00	11,970.00	34,613.57	34,613.57	34,613.57	34,613.57	34,613.57	34,613.57	36,863.57	36,863.57	36,863.57	342,212.13
New Acquisitions - Capital Outlay for 2021	-	11,970.00	11,970.00	34,613.57	34,613.57	34,613.57	34,613.57	34,613.57	34,613.57	36,863.57	36,863.57	36,863.57	342,212.13
TOTAL OPERATING EXPENSES	24,678,764.68	23,593,634.68	24,106,607.08	25,560,778.25	23,648,706.32	24,006,295.11	24,321,278.25	24,179,747.61	23,983,778.25	25,417,574.56	23,716,028.25	24,899,528.25	292,112,721.29