

*Asilia*

GENUINE SAFARIS | GENUINE DIFFERENCE

**ASILIA LODGES AND CAMPS SOUTHERN TANZANIA LIMITED**

# **BUSINESS PLAN 2021 - 2026**

**Asilia Lodges and Camps Southern Tanzania Limited**

Company Reg No: 119377; TIN No: 128 - 063 - 633; VRN No: 40 - 022217 - O

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**ASILIA LODGES & CAMPS SOUTHERN TANZANIA Ltd**  
**CAPEX PROJECTS (2021-2026)**

**General introduction Asilia Lodges and Camps Southern Tanzania Ltd**

First and foremost, we would like to introduce ourselves as one of Tanzania's leading long-term investors in the tourism sector, through our company Asilia Lodges and Camps Southern Tanzania Ltd.

The business was established in Arusha in 2015 and has since invested over 10 million dollars in Tanzania's mainland, operating 3 high-end lodges and camps, owning over 30 cars, and providing over 150 direct employment and career opportunities. Our annual contributions to Tanzania's tax collection institutions have increased to over 2 mn USD. Our fruitful journey has drawn investment and financing from government development finance institutions in Norway and Denmark, as well as other institutional and private investors with African roots. Asilia's reputation has been built on a foundation of long-term sustainable business operations, high skilled governance, and a strong emphasis on making a positive impact.

Asilia Lodges and Camps Southern Tanzania Ltd started in 2015 together with a private investor from UK supporting Asilia to open flagship camp Jabali Ridge in Ruaha, Roho ya Selous in Nyerere National park as well as upgraded Kwihala camp (Ruaha). Currently Asilia Lodges and Camps Southern Tanzania Ltd is preparing for a further investment in Usangu and Msolwa, both new photographic areas converted from originally hunting zones, with currently no high-end tourism investor present in these areas.

Asilia Lodges and Camps Southern Tanzania Ltd has been getting services from TIC on issuance of certificate of incentives on vehicle imports and other items required for the camps, as well as assistance on work permit applications for foreign experts hired to develop and train our Tanzanian management and workers. As our certificate of incentives has expired, would like to apply for a new TIC certificate of incentives and present our investments for the next Five (5) years in this document.

We thank you in advance and look forward to your continued support in our investment efforts to grow the tourism sector and the Tanzanian economy.

**TOTAL INVESTMENT SUMMARY 2021 – 2026**

<b>Per camp project split</b>	<b>TOTAL USD</b>
USANGU	2 310 000
JABALI RIDGE	634 000
KWIHALA CAMP	417 800
ROHO YA SELOUS CAMP	333 100
DAR ES SALAAM OFFICE	228 000
MSOLWA	2 670 000
<b>TOTAL FOR ALL CAMPS</b>	<b>6 592 900</b>

<b>Per TIC category split</b>	<b>TOTAL USD</b>
Land / Building	1 080 600
Plant	475 000
Vehicles	2 423 000
Furniture & Fixtures	278 300
Preexpenses	-
Others	2 336 000
Working Capital	-
<b>TOTAL FOR ALL CAMPS</b>	<b>6 592 900</b>

## **Public Private Partnership Project: Usangu and Msolwa**

### **Expected investments 2021 —2026 ~4.980K USD**

Asilia lodges and camps Southern Tanzania have entered into a Private Public Partnership (PPP) with Tanzania Wildlife Research Institute (TAWIRI) and Tanzania National Parks Authority commonly known as TANAPA. TAWIRI is a parastatal organization under the Ministry of Natural Resources and Tourism responsible for conducting and coordinating wildlife research in the United Republic of Tanzania. TANAPA is responsible for the management of Tanzania's national parks.

In line with the National Biodiversity Strategy and Action Plan (NBSAP), by 2025, biodiversity and ecosystems should be well protected, restored and used sustainably, ecosystem functioning maintained, so that they perpetually deliver sustainable intrinsic benefits for socio-economic development.

This 5-year project will focus on funding research activities based on bio-diversity for TAWIRI. Tanzania's biodiversity is influenced by a number of factors including climate, altitude, anthropogenic activity and physical features. The country hosts terrestrial, coastal and marine and inland water (lakes, rivers, dams and wetlands) ecosystems. Notably these are trans-boundary, shared with the seven countries that border Tanzania. Findings from this project will assist in various evidence-based practices that will help to complement TANAPA's efforts towards managing the national parks in Tanzania.

According to TAWIRI, approximately 170 K would be required to facilitate this project per annum. This is a complete bio diversity audit of the areas plus a bi annual animal census. A list of equipment that would facilitate the completion of this project is as shown in Appendix I. Expenses that will be incurred by TANAPA, will be in the form of bringing various trainers to assist in conservation related activities. There will be approximately three (3) trainings per annum at 20 k per annum. Refer to Appendix 1 for details.

## **Jabali Ridge**

**Expected investments 2021 —2026” 634K USD**



Jabali Ridge is set between rocky kopjes located in the northern area of Ruaha National Park and build in 2017. This is one of the best areas of the park for wildlife, and during the dry season large numbers of animals congregate in search for water. Ruaha is famous for its high lion population and sightings of elephant and giraffe are also common. The lodge has a fantastic view of this wild and unruly park.

Inside the lodge is an infinity pool, spa and plenty of relaxing areas which include a library full of beautiful and insightful reading material that certainly help whittle away the hours in between activities.



As Jabali is Asilia’s Southern Tanzania flagship camp. For a flagship camp the vehicles need to be in prime condition. The gravel roads inside the park are extremely bumpy and sandy. In wet weather it can be impassable even for a 4x4 car. As we intend to offer the best services to our clients, a good ride

quality provides comfort for the people inside the car, minimizes damage to cargo and can reduce driver fatigue on long journeys in uncomfortable vehicles, and also because road disruption can impact the driver's ability to control the vehicle. Thus, additional 3 x vehicles are required.

As comfort is the number one priority for Flagship camps, we will be installing an evening breeze (air conditioner system). The Evening Breeze provides a comfortably cool sleeping environment, but without the typical air conditioning discomforts like noise, draft, coughing and sneezing, let alone the excessive energy use. This system will not only bring comfort to our clients but will also be very ecofriendly by minimizing the excessive energy use. The waste water treatment plant needs a large upgrade. If wastewater is not properly treated, then the environment and human health can be negatively impacted. These impacts can include harm to fish and wildlife populations. Generally speaking, foul odors at plants originate from the anaerobic decomposition of organic compounds. The present waste water treatment is not effective creating foul odour in the camp.

The power supply for Jabali is not coping and the generator is required a lot. Hence the need to upgrade the power system in order to reduce our environmental impact.

As much as a lot of emphasis has been put on the quality of food at Jabali, the kitchen is too small and compact for the output required. Therefore, upgrade the kitchen and improve some equipment to meet the required standards.

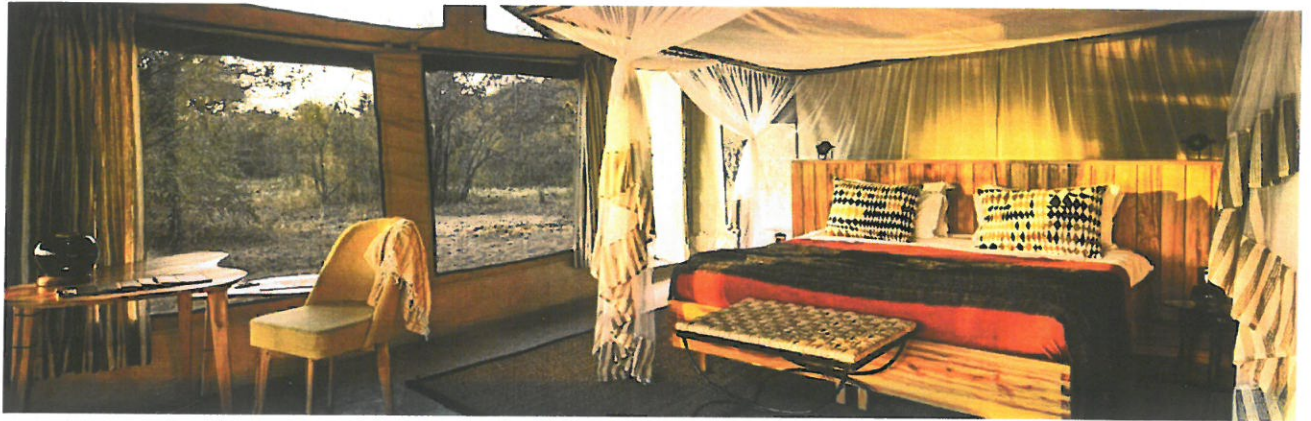
Providing a safe and secure environment for our guests is pivotal.

Privacy is still an issue in the camp therefore more separations are required.

Some limited repair and maintenance, specifically on the wooden decks and poles will continuously be carried out.

## KWIHALA CAMP

Expected investments 2021 —2026” 417K USD



Kwihala is set deep in the bush of Ruaha National Park. It’s the largest national park in Tanzania, with plentiful wildlife, yet it feels remote and peaceful, with fewer visitors than other parks.



Kwihala Camp offers stylish luxury in an area known for its remarkable concentration of wildlife. This elegant and intimate camp offers just six Art Deco-style canvas tents, furnished in a simple yet sophisticated safari style, with comfortable ensuite bathrooms, flushing toilets and safari bucket

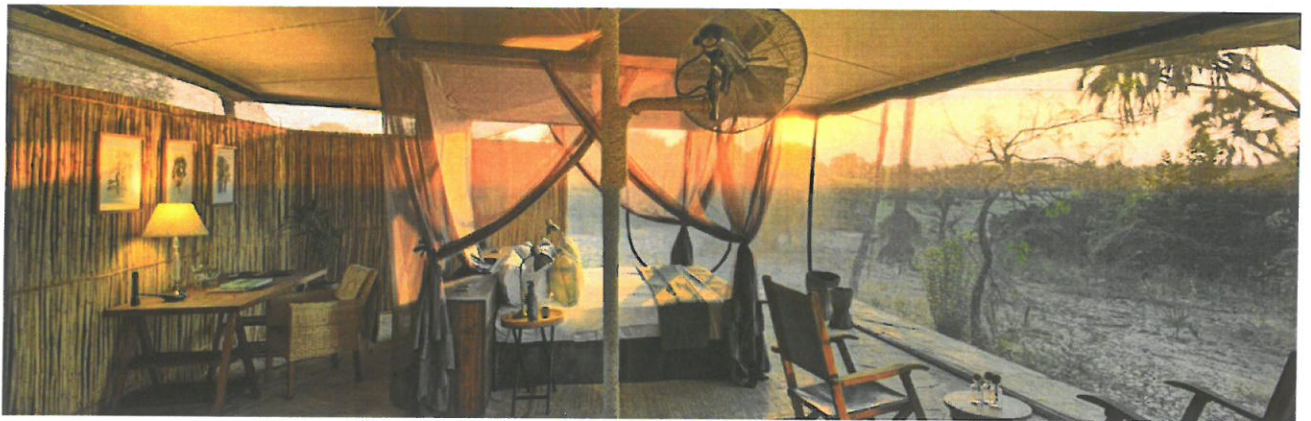
showers. Large gauze-screened windows allow the beauty of the surroundings to take centre stage, and shaded private verandas provide the perfect spot to watch the game passing through the camp.

- The vehicles at Kwihala camp were very old when bought (all over 15-20 years). As a result, therefore renewal of the fleet at Kwihala is required.
- Our current workers tents are old and worn out and need replacement.
- Soft refurbishments require constant replacements.
- Our freezers were all designed to work with the old power grid. These need to be improved in order to operate the camp more effectively.
- In order to protect our vehicles from the elements, we need protected car ports. To maintain the asset, a generator housing space is required.
- The tents for our managers and professional guides are very old and worn out. As a result, we must replace them. Our current workers tents are old and worn out, so we'd like new ones.
- Pipe connection from water supply camp to camp to avoid driving water bowsers up and down and damaging the roads.
- Upgrade of the main guest kitchen as is currently insufficient to match the quality of the food being served.

## ROHO YA SELOUS CAMP

### **Expected investments 2021 —2026 ~333k USD**

Roho ya Selous, Nyerere National Park is on a small peninsula overlooking Lake Nzerakera and build in 2017. Roho ya Selous is in the heart of Nyerere National Park (formerly Selous Game Reserve), the largest reserve in Africa and home to one of the biggest populations of wild dogs on the continent.



On a hill overlooking a vital waterway, Roho ya Selous is perfectly positioned for exploration. This Tanzania luxury tented safari camp has eight rooms perfectly suited as a retreat after a day on safari. As for camp, it includes eight comfortable stretch-canvas tents, one designed specifically for families. Keeping in line with the sensibilities and luxuries of the Asilia family of tented camps, each abode has comfortable and functional amenities. En suite bathrooms include flushing toilets and hot running water ever at the ready.



- Replace old Land Rovers in order to meet our requirements.
- Originally, our kitchen was made of wood. This is being eaten by termites, and we need to

remodel and incorporate metal structures.

- Shade net replacements of all of our FOH buildings due to the heavy rain over the last two years.
- Due to termite activity, we are required to replace reed mat walls in rooms every year.
- Pool's original liner needs repair and replacement as it has deteriorated and is currently leaking.
- Soft furnishings need replacement after 3-year usage
- The solar plant has never been able to meet all of the camp's power requirements because of the evening breeze system. We'd like to strengthen this in order to reduce our possible environmental impacts.
- Building of a vehicle and equipment for better vehicle maintenance
- Major vehicle repairs on a yearly basis.
- The temperatures in our stores are extremely high, that it causes an effect on the longevity of our products. Both of stores need to be upgraded for better health protection.
- Evening breeze (air cooling) systems will be replaced.
- More staff housing is needed.
- Kitchen equipment needs upgrade because it does not match our service offering. A lot of the assets will need to be replaced in the next three years, so tents and interiors, as well as the offering in general requires a facelift.

## **DAR ES SALAAM OFFICE**

### **Expected investments 2021 —2026” 228k USD**

- Purchase of own refrigerated resupply truck due to unreliable service from our outsourced truck providers.
- Additional investment in a power back up in our office to protect our servers and keep our IT functioning during power cuts and surges.
- Additional guest transfers for increasing amount of Dar – Nyerere National Park trips.
- The annual budget for vehicle repairs is also included in the budget due to the importance of taking care of our assets.

# JABALI RIDGE PROJECT

*Item Name	*Item Group	*Unit	*Qty Required	*Use Y/N	TOTAL
Replace new game viewer vehicle	Vehicles	PCE	3		\$195,000
Evening breeze	Plant	PCE	10		\$45,000
Soft furnishing	Furniture & Fixtures	PCE	1		\$40,000
Waste water management	Plant	PCE	1		\$24,000
Solar power upgrade	Plant	PCE	1		\$65,000
Vehicles Major repairs	Vehicles	PCE	1		\$35,000
Privacy screening	Land / Building	PCE	1		\$60,000
kitchen upgrade	Land / Building	PCE	1		\$70,000
wooden decks	Land / Building	PCE	1		\$100,000
<b>TOTAL</b>					<b>\$634,000</b>

# KWIHALA PROJECT

*Item Name	*Item Group	*Unit	*Qty Required	*Use Y/N	Total
Replacing game viewer vehicles	Vehicles	PCE	3		\$195,000
Replace stores tents complete	Land / Building	PCE	2		\$20,000
Soft furnishing	Furniture & Fixtures	PCE	1		\$30,000
Replace DC deep freezers to AC freezers	Furniture & Fixtures	PCE	4		\$4,800
Car port and generator house construction	Land / Building	PCE	1		\$10,000
Replace managers and proguide sleeping tents	Land / Building	PCE	3		\$36,000
Vehicle major repairs	Vehicles	PCE	1		\$25,000
Additional staff tent dormitories	Land / Building	PCE	2		\$20,000
Solar water heaters for guests	Plant	PCE	6		\$12,000
Construction of water supply line from Borehole	Plant	PCE	1		\$35,000
kitchen equipment	Furniture & Fixtures	PCE	1		\$30,000
<b>TOTAL</b>					<b>\$417,800</b>

# ROHO YA SELOUS PROJECT

*Item Name	*Item Group	*Unit	*Qty Required	*Use Y/N	Total
Game viewer vehicle to replace landrover	Vehicles	PCE	1		\$55,000
Guest kitchen refub	Land / Building	PCE	1		\$24,000
Guest rooms shadenet replacement	Furniture & Fixtures	PCE	8		\$12,000
Guest rooms reeds walls replacement	Land / Building	PCE	8		\$13,600
Swimming pool refub	Land / Building	PCE	1		\$10,000
Soft furnishing	Furniture & Fixtures	PCE	1		\$30,000
Solar system upgrade	Plant	PCE	1		\$80,000
Vehicles Workshop construction	Land / Building	PCE	1		\$5,000
Vehicles major repairs	Vehicles	PCE	1		\$20,000
Stores ventilation improvement	Plant	PCE	1		\$10,000
Evening breezeze replacement	Furniture & Fixtures	PCE	3		\$4,500
Additional staff tents dormitories	Land / Building	PCE	3		\$10,000
kitchen equipment	Furniture & Fixtures	PCE	1		30000
<b>TOTAL</b>					<b>\$333,100</b>

USANGU PROJECT								
*Item Name	*Item Group	*Unit	*Qty	*Use Y/N	TOTAL			
Refurb and repair of Usangu tents, Linen and soft furniture	Furniture	PCE	4	\$ 10,000.00	\$	40,000.00		
Main area and mess refurb	Land / Building	PCE	2	\$ 20,000.00	\$	40,000.00		
Staff village, Car port, Stores tents, Kitchen, Refrigeration, Laundry	Land / Building	PCE	1	\$ 45,000.00	\$	45,000.00		
Fuel storage for vehicles and aircraft	Plant	PCE	1	\$ 7,500.00	\$	7,500.00		
Solar System for camp and electricity supply	Plant	PCE	1	\$ 32,000.00	\$	32,000.00		
Borehole drilling, water storage, solar borehole pump, pressure pumps,	Plant	PCE	1	\$ 50,000.00	\$	50,000.00		
Binoculars, spotting scopes, iPad, Books, Telescope	Furniture	PCE	1	\$ 15,000.00	\$	15,000.00		
Sewerage and waste water plants	Plant	PCE	1	\$ 10,000.00	\$	10,000.00		
Rifle for walking safaris.	Furniture	PCE	1	\$ 2,500.00	\$	2,500.00		
Internet connection, office supplies, computers, stationary, IT equipment	Furniture	PCE	1	\$ 5,000.00	\$	5,000.00		
Utility pick up	Vehicles	PCE	1	\$ 45,000.00	\$	45,000.00		
Game Viewer	Vehicles	PCE	2	\$ 65,000.00	\$	130,000.00		
4x4 Tractor	Vehicles	PCE	1	\$ 35,000.00	\$	35,000.00		
Utility Trailer for tractor with bowser	Vehicles	PCE	1	\$ 15,000.00	\$	15,000.00		
Aluminium boats for water based activities	Vehicles	Metre	1	\$ 25,000.00	\$	25,000.00		
Surface drive motor for Ali boat	Vehicles	PCE	1	\$ 12,000.00	\$	12,000.00		
Canoes (paddle boats)	Vehicles	PCE	6	\$ 2,000.00	\$	12,000.00		
Research Aircraft BATHAWK - including import, licensing and registra	Vehicles	PCE	1	\$ 65,000.00	\$	65,000.00		
Robinson R66 turbine helicopter	Vehicles	PCE	1	\$ 500,000.00	\$	500,000.00		
TAWIRI Research expenses for Veterinarians and researchers for collari	Other	PCE	5	\$ 170,000.00	\$	850,000.00		
Tent accommodation for researchers	Land / Building	PCE	4	\$ 10,000.00	\$	40,000.00		
TANAPA fees for camp, vehicles and staff per month	Other	PCE	12	\$ 1,500.00	\$	18,000.00		
Containers storage purchase, Ventilation and transport	Land / Building	PCE	2	\$ 8,000.00	\$	16,000.00		
Tanapa costs for training initiatives per annum	Other	PCE	15	\$ 20,000.00	\$	300,000.00		
<b>Total</b>					\$	<b>2,310,000.00</b>		

# MSOLWA PROJECT

*Item Name	*Item Group	*Unit	*Qty	*Use Y/N	TOTAL
Brand new purchase of Msolwa camp, Linen and soft furniture	Linens	PCE	1	\$ 400,000.00	\$ 400,000.00
Main area and mess refurb	Furniture	PCE	2	\$ 20,000.00	\$ 40,000.00
Staff village, Car port, Stores tents, Kitchen, Refrigeration, Laundry	Building	PCE	1	\$ 45,000.00	\$ 45,000.00
Fuel storage for vehicles and aircraft	Plant	PCE	1	\$ 7,500.00	\$ 7,500.00
Solar System for camp and electricity supply	Plant	PCE	1	\$ 32,000.00	\$ 32,000.00
Borehole drilling, water storage, solar borehole pump, pressure pumps, plumbing	Plant	PCE	1	\$ 50,000.00	\$ 50,000.00
Binoculars, spotting scopes, iPad, Books, Telescope	Furniture	PCE	1	\$ 15,000.00	\$ 15,000.00
Sewerage and waste water plants	Plant	PCE	1	\$ 10,000.00	\$ 10,000.00
Rifle for walking safaris.	Furniture	PCE	1	\$ 2,500.00	\$ 2,500.00
Internet connection, office supplies, computers, stationary, IT equipment	Plant	PCE	1	\$ 5,000.00	\$ 5,000.00
Utility pick up	Vehicles	PCE	1	\$ 45,000.00	\$ 45,000.00
Game Viewer	Vehicles	PCE	2	\$ 65,000.00	\$ 130,000.00
4x4 Tractor	Vehicles	PCE	1	\$ 35,000.00	\$ 35,000.00
Utility Trailer for tractor with bowser	Vehicles	PCE	1	\$ 15,000.00	\$ 15,000.00
Aluminium boats for water based activities	Vehicles	Metre	1	\$ 25,000.00	\$ 25,000.00
Surface drive motor for Ali boat	Vehicles	PCE	1	\$ 12,000.00	\$ 12,000.00
Canoes (paddle boats)	Vehicles	PCE	6	\$ 2,000.00	\$ 12,000.00
Research Aircraft BATHAWK - including import, licensing and registrations	Vehicles	PCE	1	\$ 65,000.00	\$ 65,000.00
Robinson R66 turbine helicopter	Vehicles	PCE	1	\$ 500,000.00	\$ 500,000.00
TAWIRI Research expenses for Veterinarians and researchers for collaring expeditions	Others	PCE	5	\$ 170,000.00	\$ 850,000.00
Tent accommodation for researchers	Land / Building	PCE	4	\$ 10,000.00	\$ 40,000.00
TANAPA fees for camp, vehicles and staff per month	Others	PCE	12	\$ 1,500.00	\$ 18,000.00
Containers storage purchase, Ventilation and transport	Land / Building	PCE	2	\$ 8,000.00	\$ 16,000.00
Tanapa costs for training initiatives per annum	Others	PCE	15	\$ 20,000	\$ 300,000.00
<b>Total</b>					<b>\$ 2,670,000.00</b>

**DAR-ES-SALAM OFFICE**

*Item Name	*Item Group	*Unit	*Qty Required	*Use Y/N	Total
New resupply truck	Vehicles	PCE	1	\$60,000	\$60,000
Internet power back up	Furniture & Fixtures	PCE	1	\$8,000	\$8,000
Guest transfer vehicle box body	Vehicles	PCE	2	\$70,000	\$140,000
Vehicles major repairs	Vehicles	PCE	1	\$20,000	\$20,000
<b>TOTAL</b>					<b>\$228,000</b>



GENUINE SAFARIS | GENUINE DIFFERENCE

**ASILIA LODGES AND CAMPS SOUTHERN TANZANIA LIMITED**

**FINANCIAL PROJECTION FIVE (5) YEARS 2021-2026**

Asilia Lodges and Camps Southern Tanzania Limited

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**Asilia Lodges & Camps Southern Tanzania**

**Profit & Loss statement**

**Bednights & other operational data**  
Cumulative bednights of Investments

	<u>2021/2022</u> 1	<u>2022/2023</u> 2	<u>2023/2024</u> 3	<u>2024/2025</u> 4	<u>2025/2026</u> 5	<u>Comments</u>
TOTAL additional Beds - Combined camps AST	18	36	72	72	72	
<b>Total beds</b>	<b>18</b>	<b>36</b>	<b>72</b>	<b>72</b>	<b>72</b>	
TOTAL additional Bednights sold - Combined camps AST	450	1150	2350	4000	4000	
<b>Total bednights</b>	<b>450</b>	<b>1150</b>	<b>2350</b>	<b>4000</b>	<b>4000</b>	
Additional occupancy for AST	8.2%	10.5%	10.7%	18.2%	18.2%	
<b>Occupancy total</b>	<b>8.2%</b>	<b>10.5%</b>	<b>10.7%</b>	<b>18.2%</b>	<b>18.2%</b>	Based on 10 months on top of existing occupancy/AST

Average Rate . Combined camps (\$)	425	475	525	600	600
<b>Average net revenue per bedn. - Total</b>	<b>425</b>	<b>475</b>	<b>525</b>	<b>600</b>	<b>600</b>

Additional Vehicle days (In 1000)  
Average rate per vehicle day (\$)

Tanzania mainland Vehicle revenue	1,5 225	2,5 250	3,5 258	3,5 265	3,5 275
<b>TOTAL NET REVENUES</b>	<b>529</b>	<b>1 171</b>	<b>2 135</b>	<b>3 328</b>	<b>3 363</b>
<i>growth rate</i>		122%	82%	56%	2%

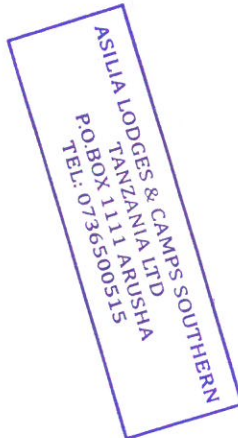
Direct costs	(185)	(328)	(534)	(832)	(841)
<b>Gross profit</b>	<b>344</b>	<b>843</b>	<b>1 601</b>	<b>2 496</b>	<b>2 522</b>
<i>Margin</i>	65%	72%	75%	75%	75%

Staff expenses	(106)	(211)	(342)	(533)	(538)
General expenses	(53)	(94)	(171)	(266)	(269)
R&M and operating equipment	(16)	(35)	(64)	(100)	(101)
Others	-	-	-	-	-

<b>Additional Incremental OPERATING EBITDA</b>	<b>169</b>	<b>504</b>	<b>1 025</b>	<b>1 598</b>	<b>1 614</b>
Margin	32,0%	43,0%	48,0%	48,0%	48,0%
Staff expenses	-20%	-18%	-16%	-16%	-16%
General expenses	-10%	-8%	-8%	-8%	-8%
R&M and operating equipment	-3%	-3%	-3%	-3%	-3%
Others	0%	0%	0%	0%	0%

Based on FTEs and increase in staff costs  
Constant cost ratios (conservative)  
Constant cost ratios (conservative)

Based on FTEs and increase in staff costs  
Constant cost ratios (conservative)  
Constant cost ratios (conservative)



**Asilia Lodges & Camps Southern Tanzania**

**Profit & Loss statement**

	<u>2021/2022</u>	<u>2022/2023</u>	<u>2023/2024</u>	<u>2024/2025</u>	<u>2025/2026</u>	<u>Comments</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	
<b><u>CAPITAL INVESTMENTS AS PER TIC</u></b>						
Land / Building						
Plant	324	432	324	-	-	
Vehicles	95	238	143	-	-	
Furniture & Fixtures	242	727	1 212	242	-	
Pre-expenses	56	56	83	56	28	
Others	-	-	-	-	-	
Working Capital	234	701	1 168	234	-	
<b>TOTAL</b>	<b>951</b>	<b>2 153</b>	<b>2 930</b>	<b>532</b>	<b>28</b>	
<b>Operational cash flow before tax, interest and WC</b>	<b>(782)</b>	<b>(1 649)</b>	<b>(1 905)</b>	<b>1 066</b>	<b>1 586</b>	

ASILIA LODGES & CAMPS SOUTHERN  
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