

NDONYA GROUP COMPANY LIMITED

**POLYESTER FOOTWEAR**

**MANUFACTURING PROJECT**

## **. EXECUTIVE SUMMARY**

NDONYA GROUP LIMITED proposes to establish a Polyester footwear manufacturing industry located at Kivule, Dar es Salaam. The project aims to produce affordable, durable, and locally manufactured Polyester footwear targeting the mass market in Tanzania and the wider East African region.

The total estimated project cost is USD 150,000, covering machinery acquisition, factory construction, raw materials, and initial working capital. Construction is planned to commence in March 2026 with commercial operations expected to start in September 2026.

The project aligns with Tanzania's industrialization agenda by promoting import substitution, job creation, skills transfer, and value addition within the manufacturing sector.

## **2. BUSINESS DESCRIPTION.**

- Company Name: NDONYA GROUP LIMITED
- Legal Status: Private Limited Company (Tanzania)
- Nature of Business: Manufacturing of Polyester footwear.
- Project Promoters: Tanzanian investors
- Registered Office: Dar es Salaam, Tanzania

## **3. SHAREHOLDING AND GOVERNANCE STRUCTURE**

NDONYA GROUP LIMITED is wholly owned by Tanzanian shareholders; *Emanuel Ndongya Msigwa* and *Festo Emanuel Msigwa*. The company is governed by a Board of Directors responsible for strategic oversight, while day-to-day operations will be managed by a General Manager supported by production, finance, and sales departments.

The governance structure is designed to ensure accountability, transparency, and compliance with Tanzanian laws and TIC requirements.

## **3. PROJECT DESCRIPTION**

The proposed factory will manufacture various types of Polyester footwear using molding technology. Products will be designed for men, women, and children, with emphasis on affordability, durability, and attractive designs suitable for local and regional markets.

### **Key Objectives**

- Establish a modern Polyester footwear sandals manufacturing facility in Dar es Salaam
- Reduce reliance on imported Polyester footwear.
- Create employment opportunities for local communities
- Supply competitively priced products to domestic and regional markets

## **4. LOCATION AND SITE ANALYSIS**

The factory will be located at Kivule, Dar es Salaam, selected due to:

## NDONYA GROUP COMPANY LIMITED

- Proximity to major markets in Dar es Salaam
- Availability of labor
- Access to transport infrastructure
- Nearness to suppliers of Polyester raw materials and ports

### 5. PRODUCTS DESCRIPTION

The company will manufacture polyester-based sandals known for durability, flexibility, and resistance to wear and moisture. Polyester material allows consistent quality, attractive finishing, and suitability for mass-market use.

The company will manufacture:

- Men's polyester sandals
- Women's polyester sandals
- Children's polyester sandals

Products will vary in size, color, and design to meet diverse customer preferences.

### 6. MARKET ANALYSIS

#### 6.1 Industry Overview

Polyester footwear are widely used in Tanzania due to affordability and suitability for everyday use. Demand is driven by population growth, urbanization, and rising preference for low-cost durable footwear.

#### 6.2 Target Market

- Wholesalers and retailers in Dar es Salaam
- Regional distributors across Tanzania
- Informal markets and open markets
- Potential exports to neighboring countries (Zambia, Malawi, Zimbabwe, DRC)

#### 6.3 Competitive Advantage

- Local production reduces import costs
- Competitive pricing
- Ability to customize designs for local preferences
- Faster response to market demand

### 7. Production Process

1. Procurement of polyester granules
2. Melting and molding using polyester-compatible sandal machines
3. Cooling and shaping
4. Finishing and quality inspection

5. Packaging and storage

**8. TECHNOLOGY AND MACHINERY**

The project will utilize standard Polyester footwear molding machines with high production efficiency and low waste generation.

Estimated Machinery Cost: USD 75,000

**9. IMPLEMENTATION SCHEDULE**

<b>Activity</b>	<b>Timeline</b>
Project planning & approvals	Jan – Feb 2026
Construction start	March 2026
Construction period	March – July 2026
Machinery installation	August 2026
Trial production	August 2026
Commercial operations	September 2026

**10. CAPITAL INVESTMENT**

Total Project Cost: USD 150,000

<b>Item</b>	<b>Amount (USD)</b>
Purchase of machinery	75,000
Factory construction	40,000
Raw materials & initial working capital	50,000
<b>Total</b>	<b>150,000</b>

The capital will be sourced from **personal savings** and **loan facility**.

**11. EMPLOYMENT AND HUMAN RESOURCES**

**Proposed Organizational Structure**

The organizational structure of Ndongya Company Ltd is designed to support efficient manufacturing operations, strong financial control, and effective market penetration while remaining lean in the initial years.

**Proposed Structure:**

- **Board of Directors**  
Provides strategic direction, policy approval, and oversight.

## NDONYA GROUP COMPANY LIMITED

- **Managing Director / General Manager**  
Responsible for overall management, implementation of strategy, and liaison with TIC and regulators.
- **Production Department**
  - Production Manager
  - Machine Operators
  - Quality Control Officer
  - Maintenance Technician
- **Finance & Administration Department**
  - Finance & Accounts Officer
  - Administrative Officer
- **Sales & Marketing Department**
  - Sales & Marketing Officer
  - Distribution & Logistics Assistant
- **Procurement & Stores**
  - Procurement & Stores Officer

The structure allows scalability as production capacity and market demand increase. The project is expected to create both direct and indirect employment with 60 to 70 employees in the first year of operation. Priority will be given to local residents.

### 12. ENVIRONMENTAL AND SOCIAL IMPACT

The project will comply with environmental regulations by:

- Proper handling and recycling of polyester waste materials
- Efficient use of energy and raw materials
- Maintaining a clean and safe working environment

Social benefits include job creation, skills development, and contribution to local economic growth.

### 13. RISK ANALYSIS AND MITIGATION

<b>Risk</b>	<b>Mitigation Measure</b>
Raw material price fluctuations	Multiple suppliers and bulk purchasing
Market competition	Competitive pricing and product differentiation
Machinery breakdown	Regular maintenance and skilled operators

### 14. LOCAL CONTENT AND IMPORT SUBSTITUTION

Currently, a significant proportion of plastic sandals sold in Tanzania are imported. Ndonya Group Company Ltd will substitute these imports by producing affordable footwear locally.

Local content contribution includes:

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- Employment of local labor
- Use of locally available services (transport, maintenance, packaging)
- Development of technical skills in plastic manufacturing

This will result in reduced foreign exchange outflows and strengthened domestic manufacturing capacity.

### **15. FINANCIAL PROJECTIONS.**

The factory is expected to operate at 60% capacity with estimated 500,000 Pcs in the first year, increasing to 708,000Pcs approximately 85% by the third year.

#### **Key Financial Assumptions:**

- Average production capacity: scalable based on market demand
- Competitive wholesale pricing
- Stable demand driven by domestic consumption

The project is projected to achieve profitability within the first two years of operation, supported by low production costs and strong market demand.

(Detailed financial projections is attached **as Annex 1**)

### **16. ENVIRONMENTAL AND REGULATORY COMPLIANCE**

The project will comply with all environmental and industrial regulations in Tanzania. Key compliance measures include:

- Registration with NEMC and undertaking an Environmental Impact Assessment (EIA), where required
- Proper management of plastic waste through recycling and controlled disposal
- Compliance with occupational health and safety standards

### **17. CONCLUSION**

The proposed investment by Ndonya Company Ltd represents a viable and strategic manufacturing project aligned with Tanzania's industrial development agenda. With TIC support, the project will contribute to import substitution, job creation, skills development, and sustainable economic growth. Ndonya Company Ltd respectfully submits this enhanced business plan for TIC registration and investment facilitation.

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**ANNEX 1**

<b>PROJECTED INCOME STATEMENT FOR THE YEAR 1 to YEAR 5</b>						
		Y1	Y2	Y3	Y4	Y5
<b>Revenue</b>		<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>	<b>TZS</b>
Revenue from hotel and accomodation	<b>Note 1</b>	550,000,000	1,320,000,000	1,716,000,000	1,887,600,000	2,076,360,000
Other income		-	-	-	-	1
<b>Total Revenue</b>		<b>550,000,000</b>	<b>1,320,000,000</b>	<b>1,716,000,000</b>	<b>1,887,600,000</b>	<b>2,076,360,000</b>
<b>Cost of Goods Sold</b>						
Opening balance	<b>Note 2</b>	-	94,720,000	104,192,000	114,611,200	126,072,320
Purchases		368,500,000	594,000,000	772,200,000	566,280,000	622,908,000
Closing stock		94,720,000	104,192,000	114,611,200	126,072,320	138,679,552
<b>Total Cost of Goods Sold</b>		<b>273,780,000</b>	<b>584,528,000</b>	<b>761,780,800</b>	<b>554,818,880</b>	<b>610,300,768</b>
<b>Gross Margin</b>		<b>276,220,000</b>	<b>735,472,000</b>	<b>954,219,200</b>	<b>1,332,781,120</b>	<b>1,466,059,232</b>
<b>Operating Expenses</b>						
Administrative expenses	<b>Note 3</b>	199,300,000	430,560,000	550,828,800	643,113,984	751,324,101
Other Expenses	<b>Note 4</b>	-	-	-	-	-
<b>Total Operating Expenses</b>		<b>199,300,000</b>	<b>430,560,000</b>	<b>550,828,800</b>	<b>643,113,984</b>	<b>751,324,101</b>
<b>Income (Before Other Expenses)</b>		<b>76,920,000</b>	<b>304,912,000</b>	<b>403,390,400</b>	<b>689,667,136</b>	<b>714,735,131</b>
<b>Other Expenses</b>						
Depreciation	<b>Note 4</b>	30,681,250	41,103,969	73,158,905	100,014,730	140,989,994
Interest on loan	<b>Note 6</b>	-	-	-	-	-
<b>Total Other Expenses</b>		<b>30,681,250</b>	<b>41,103,969</b>	<b>73,158,905</b>	<b>100,014,730</b>	<b>140,989,995</b>
<b>Net Income Before Income Tax</b>		<b>46,238,750</b>	<b>263,808,031</b>	<b>330,231,495</b>	<b>589,652,406</b>	<b>573,745,136</b>
<b>Tax expenses</b>		<b>6,935,813</b>	<b>39,571,205</b>	<b>49,534,724</b>	<b>88,447,861</b>	<b>86,061,770</b>
<b>Net Profit/Loss</b>		<b>39,302,938</b>	<b>224,236,827</b>	<b>280,696,771</b>	<b>501,204,545</b>	<b>487,683,366</b>

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**PROJECTED BALANCE SHEET for YEAR 1 To YEAR 5**

TZS	Notes	Amount in TZS			000	
		Y1	Y2	Y3	Y4	Y5
<b>Non-Current Assets</b>						
PP&E	Note 5	270,268,750	358,992,780	578,108,282	890,535,117	1,207,196,973
Intangible Assets		-	-	-	-	-
<b>Total Non-Current Assets</b>		<b>270,268,750</b>	<b>358,992,780</b>	<b>578,108,282</b>	<b>890,535,117</b>	<b>1,207,196,973</b>
<b>Current Assets</b>						
Cash and Bank Balances	Note 4	12,500,000	26,134,275	51,723,026	67,665,811	88,558,294
Inventories		94,720,000	104,192,000	114,611,200	126,072,320	138,679,552
Trade and receivables		-	27,500,000	33,825,000	96,036,831	87,437,437
<b>Total Current Assets</b>		<b>107,220,000</b>	<b>157,826,275</b>	<b>200,159,226</b>	<b>289,774,962</b>	<b>314,675,283</b>
<b>Total Assets</b>		<b>377,488,750</b>	<b>516,819,055</b>	<b>778,267,508</b>	<b>1,180,310,079</b>	<b>1,521,872,256</b>
<b>Current Liabilities</b>						
Trade and other payables	Note 7	25,180,000	5,845,280	4,710,161	5,548,189	9,427,000
Income tax payable		-	-	-	-	-
<b>Total Current Liabilities</b>		<b>25,180,000</b>	<b>5,845,280</b>	<b>4,710,161</b>	<b>5,548,189</b>	<b>9,427,000</b>
<b>Non-Current Liabilities</b>						
Other Payables		-				
Loans and borrowings	Note 8	83,685,000	18,113,201		-	-
<b>Total Non-Current Liabilities</b>		<b>83,685,000</b>	<b>18,113,201</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Liabilities</b>		<b>108,865,000</b>	<b>23,958,481</b>	<b>4,710,161</b>	<b>5,548,189</b>	<b>9,427,000</b>
<b>Share capital</b>		<b>100,000,000</b>	<b>100,000,000</b>	<b>229,320,812</b>	<b>229,320,810</b>	<b>229,320,810</b>
<b>Advance toward share capital</b>		<b>129,320,812</b>	<b>129,320,812</b>	<b>-</b>		
<b>Retained Profit/(Losses)</b>		<b>39,302,938</b>	<b>263,539,764</b>	<b>544,236,535</b>	<b>1,045,441,081</b>	<b>1,533,124,446</b>
<b>Total Equity &amp; Liabilities</b>		<b>268,623,750</b>	<b>492,860,576</b>	<b>773,557,347</b>	<b>1,274,761,891</b>	<b>1,762,445,256</b>
Dividends		-	-	-	100,000,000	250,000,000
<b>Total Equity and Liabilities</b>		<b>377,488,750</b>	<b>516,819,057</b>	<b>778,267,508</b>	<b>1,180,310,079</b>	<b>1,521,872,256</b>

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**PROJECTED CASH FLOW**

Value in TZS	Amount in TZS				
	Y1	Y2	Y3	Y4	Y5
<b>Operating activities</b>					
Profit before tax	46,238,750	263,808,031	330,231,495	589,652,406	573,745,136
<b>Adjustments for:</b>					
Depreciation of PPE	30,681,250	41,103,969	73,158,905	100,014,730	140,989,994
Interest paid	-	-	-	-	-
Profit on disposal of plant and machinery					
<b>Operating profit before working capital changes</b>	<b>76,920,000</b>	<b>304,912,000</b>	<b>403,390,400</b>	<b>689,667,136</b>	<b>714,735,130</b>
<b>Working capital changes in:</b>					
(Increase)/ Decrease in Inventories	(94,720,000)	(9,472,000)	(10,419,200)	(11,461,120)	(12,607,232)
(Increase)/ Decrease in Trade and other receivables	-	(27,500,000)	(6,325,000)	(62,211,831)	8,599,394
(Decrease)/ Increase in trade and other payables	25,180,000	19,334,720	1,135,119	838,028	3,878,811
<b>Working capital changes</b>	<b>(69,540,000)</b>	<b>(56,306,720)</b>	<b>(17,879,319)</b>	<b>(72,834,923)</b>	<b>(129,027)</b>
<b>Cash flow generated from/ (used in) operating activities</b>					
Interest received	-	-	-	-	-
Interest paid	-	-	-	-	-
Income tax paid	(6,935,813)	(39,571,205)	(49,534,724)	(88,447,861)	(86,061,770)
<b>Net cash flows generated from/ (used in) operating activities</b>	<b>(6,935,813)</b>	<b>(39,571,205)</b>	<b>(49,534,724)</b>	<b>(88,447,861)</b>	<b>(86,061,770)</b>
<b>Investing activities</b>					
Purchase of PPE	(300,950,000)	(129,827,999)	(292,274,406)	(412,441,565)	(457,651,850)
Proceeds from disposal of PPE	-	-	-	-	-
<b>Net cash from investing activities</b>	<b>(300,950,000)</b>	<b>(129,827,999)</b>	<b>(292,274,406)</b>	<b>(412,441,565)</b>	<b>(457,651,850)</b>
<b>Financing activities</b>					
Proceeds from Shareholders' contribution/ Share capital	229,320,812				
Additional Debt/ Loan Received	83,685,000	(65,571,799)	(18,113,201)	-	-
<b>Net cash from financing activities</b>	<b>313,005,812</b>	<b>(65,571,799)</b>	<b>(18,113,201)</b>	<b>-</b>	<b>-</b>
Dividend	-	-	-	(100,000,000)	(150,000,000)
<b>Increase/ (decrease) in cash and cash equivalents</b>	<b>12,500,000</b>	<b>13,634,277</b>	<b>25,588,750</b>	<b>15,942,787</b>	<b>20,892,483</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>-</b>	<b>12,500,000</b>	<b>26,134,277</b>	<b>51,723,026</b>	<b>67,665,813</b>
Effects of foreign exchange rate fluctuations	-	-	-	-	-
<b>Cash and cash equivalents at the end of the year</b>	<b>12,500,000</b>	<b>26,134,277</b>	<b>51,723,026</b>	<b>67,665,813</b>	<b>88,558,296</b>

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**NOTES OF ACCOUNTS**

		Y1	Y2	Y3	Y4	Y5
<b>Note 2</b>	<b>Direct costs</b>					
	Opening balance of stock	-	94,720,000	104,192,000	114,611,200	126,072,320
	Purchases	368,500,000	594,000,000	772,200,000	566,280,000	622,908,000
	Closing balance	94,720,000	104,192,000	114,611,200	126,072,320	138,679,552
		<b>273,780,000</b>	<b>584,528,000</b>	<b>761,780,800</b>	<b>554,818,880</b>	<b>610,300,768</b>
<b>Note 1</b>	<b>Revenue</b>					
	Sales	550,000,000	1,320,000,000	1,716,000,000	1,887,600,000	2,076,360,000
<b>Note 3</b>	<b>Adminstrative expenses</b>				-	
	Salary & Wages	110,000,000	290,400,000	377,520,000	445,473,600	525,658,848
	Rent	36,000,000	43,200,000	50,976,000	60,151,680	70,978,982
	Bank charges		-	-	-	-
	Licence and permit	21,000,000	25,200,000	29,736,000	35,088,480	41,404,406
	Communication & Internet	4,800,000	5,760,000	6,796,800	8,020,224	9,463,864
	Other administrative expenses		-	-	-	-
	Sales and marketing expenses	27,500,000	66,000,000	85,800,000	94,380,000	103,818,000
	<b>199,300,000</b>	<b>430,560,000</b>	<b>550,828,800</b>	<b>643,113,984</b>	<b>751,324,101</b>	

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<b>FIXED ASSET SCHEDULE- Y1</b>					
	<b>25.00%</b>	<b>12.50%</b>	<b>4.00%</b>	<b>12.50%</b>	
<b>Particular of Assets</b>	<b>Computers&amp; Accessories</b>	<b>Machinery&amp; equipments</b>	<b>Land &amp; building</b>	<b>Furniture &amp; Fittings</b>	<b>Total</b>
At cost as at 01.04.2026					-
Additions	12,500,000	162,500,000	100,000,000	25,950,000	300,950,000
<b>Balance as at 31/03/2027</b>	<b>12,500,000</b>	<b>162,500,000</b>	<b>100,000,000</b>	<b>25,950,000</b>	<b>300,950,000</b>
<b>DEPRECIATION</b>					
<b>Opening balance</b>					-
Charge for the year	3,125,000	20,312,500	4,000,000	3,243,750	30,681,250
<b>Closing balance</b>	<b>3,125,000</b>	<b>20,312,500</b>	<b>4,000,000</b>	<b>3,243,750</b>	<b>30,681,250</b>
<b>NBV as at 31/03/2027</b>	<b>9,375,000</b>	<b>142,187,500</b>	<b>96,000,000</b>	<b>22,706,250</b>	<b>270,268,750</b>
<b>FIXED ASSET SCHEDULE- Y2</b>					
	<b>25.00%</b>	<b>12.50%</b>	<b>2.00%</b>	<b>12.50%</b>	
<b>Particular of Assets</b>	<b>Computers&amp; Accessories</b>	<b>Machinery&amp; equipments</b>	<b>land &amp; building</b>	<b>Furniture &amp; Fittings</b>	<b>Total</b>
At cost as at 01.04.2027	12,500,000	162,500,000	100,000,000	25,950,000	300,950,000
Additions		129,827,999			129,827,999
<b>Balance as at 31/03/2028</b>	<b>12,500,000</b>	<b>292,327,999</b>	<b>100,000,000</b>	<b>25,950,000</b>	<b>430,777,999</b>
<b>DEPRECIATION</b>					
<b>Opening balance</b>	3,125,000	20,312,500	4,000,000	3,243,750	<b>30,681,250</b>
Charge for the year	2,343,750	34,001,937	1,920,000	2,838,281	<b>41,103,969</b>
Closing balance	5,468,750	54,314,437	5,920,000	6,082,031	71,785,219
					-
<b>NBV as at 31/03/2028</b>	<b>7,031,250</b>	<b>238,013,562</b>	<b>94,080,000</b>	<b>19,867,969</b>	<b>358,992,780</b>
<b>FIXED ASSET SCHEDULE- Y3</b>					
	<b>25.00%</b>	<b>12.50%</b>	<b>2.00%</b>	<b>12.50%</b>	
<b>Particular of Assets</b>	<b>Computers&amp; Accessories</b>	<b>Machinery&amp; equipments</b>	<b>land &amp; building</b>	<b>Furniture &amp; Fittings</b>	<b>Total</b>
Opening balance	12,500,000	292,327,999	100,000,000	25,950,000	430,777,999
Additions	6,000,000	275,074,406		11,200,000	292,274,406
<b>Balance as at 31/03/2029</b>	<b>18,500,000</b>	<b>567,402,405</b>	<b>100,000,000</b>	<b>37,150,000</b>	<b>723,052,405</b>
<b>DEPRECIATION</b>					
<b>Opening balance</b>	5,468,750	54,314,437	5,920,000	6,082,031	<b>71,785,219</b>
Charge for the year	3,257,813	64,135,996	1,881,600	3,883,496	<b>73,158,905</b>
<b>Closing balance</b>	<b>8,726,563</b>	<b>118,450,433</b>	<b>7,801,600</b>	<b>9,965,527</b>	<b>144,944,123</b>
<b>NBV as at end of Y4</b>	<b>9,773,438</b>	<b>448,951,972</b>	<b>92,198,400</b>	<b>27,184,473</b>	<b>578,108,282</b>

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<b>FIXED ASSET SCHEDULE- Y4</b>					
	<b>25.00%</b>	<b>12.50%</b>	<b>2.00%</b>	<b>12.50%</b>	
<b>Particular of Assets</b>	<b>Computers&amp; Accessories</b>	<b>Machinery&amp; equipments</b>	<b>land &amp; building</b>	<b>Furniture &amp; Fittings</b>	<b>Total</b>
Opening balance	18,500,000	567,402,405	100,000,000	37,150,000	723,052,405
Additions		256,000,000	132,841,565	23,600,000	412,441,565
<b>Closing balance</b>	<b>18,500,000</b>	<b>823,402,405</b>	<b>232,841,565</b>	<b>60,750,000</b>	<b>1,135,493,970</b>
<b>DEPRECIATION</b>					
Opening balance	8,726,563	118,450,433	7,801,600	9,965,527	144,944,123
Charge for the year	1,046,875	88,118,996	4,500,799	6,348,059	100,014,730
Closing balance	9,773,438	206,569,430	12,302,399	16,313,586	244,958,853
<b>NBV as at end of Y5</b>	<b>8,726,563</b>	<b>616,832,975</b>	<b>220,539,166</b>	<b>44,436,414</b>	<b>890,535,117</b>

<b>FIXED ASSET SCHEDULE- Y5</b>					
	<b>25.00%</b>	<b>12.50%</b>	<b>2.00%</b>	<b>12.50%</b>	
<b>Particular of Assets</b>	<b>Computers&amp; Accessories</b>	<b>Machinery&amp; equipments</b>	<b>land &amp; building</b>	<b>Furniture &amp; Fittings</b>	<b>Total</b>
Opening balance	18,500,000	823,402,405	232,841,565	60,750,000	1,135,493,970
Additions	20,000,000	320,000,000	99,151,850	18,500,000	457,651,850
<b>Balance as at 31/12/2022</b>	<b>38,500,000</b>	<b>1,143,402,405</b>	<b>331,993,415</b>	<b>79,250,000</b>	<b>1,593,145,820</b>
<b>DEPRECIATION</b>					
Opening balance	9,773,438	206,569,430	12,302,399	16,313,586	244,958,853
Charge for the year	9,625,000	117,104,122	6,393,820	7,867,052	140,989,994
Closing balance	19,398,438	323,673,552	18,696,220	24,180,638	385,948,847
<b>NBV as at end of Y5</b>	<b>19,101,563</b>	<b>819,728,853</b>	<b>313,297,195</b>	<b>55,069,362</b>	<b>1,207,196,973</b>