



# **Fgura Local Council**

**Business Plan  
for the  
Period  
2022 - 2026**

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**Overview and Summary**



Pierre Dalli  
Mayor



Ritianne Bonnici - Deputy  
Executive Secretary

**Statement of Income and Expenditure**

**DESCRIPTION**

A	B	C	D	E	F (A+B+C+D+E)
BUDGET Jan-Dec 2022	BUDGET Jan-Dec 2023	BUDGET Jan-Dec 2024	BUDGET Jan-Dec 2025	BUDGET Jan-Dec 2026	BUDGET Period 2022-2026
€	€	€	€	€	€

**Income**

Funds received from Central Government (1)	747,000	754,470	762,015	769,635	777,331	3,810,451
Income raised from Bye-Laws (2)	21,000	21,210	21,422	21,636	21,853	107,121
Income raised from LES (3)	2,500	2,525	2,550	2,576	2,602	12,753
Investment Income (4)	75	75	75	75	75	375
Other Income (5)	50,000	52,500	60,000	65,450	72,000	299,950
<b>TOTAL</b>	<b>820,575</b>	<b>830,780</b>	<b>846,062</b>	<b>859,372</b>	<b>873,860</b>	<b>4,230,649</b>

**Expenditure**

Personal Emoluments (6)	210,346	214,051	217,830	221,685	225,617	1,089,528
Operations and Maintenance (7)	450,322	459,328	468,515	477,885	487,443	2,343,494
Administration (8)	86,600	88,332	90,099	91,901	93,739	450,670
Finance Cost (9)	10,750	10,000	9,500	8,500	7,000	45,750
Other Expenditure (10)	58,951	58,951	58,951	58,951	58,951	294,755
<b>TOTAL</b>	<b>816,969</b>	<b>830,662</b>	<b>844,895</b>	<b>858,922</b>	<b>872,749</b>	<b>4,224,197</b>

**Surplus / Deficit**

	<b>3,606</b>	<b>118</b>	<b>1,167</b>	<b>450</b>	<b>1,111</b>	<b>6,452</b>
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**Statement of Financial Position**

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
	€	€	€	€	€	€
<b>Non-current Assets</b>						
Property, Plant and Equipment (16)	1,533,119	1,709,168	1,885,217	1,911,266	1,897,315	8,936,085
<b>Current Assets</b>						
Inventories (11)	-	-	-	-	-	-
Receivables (12)	44,000	44,000	44,000	44,000	44,000	220,000
Cash and Cash Equivalents (13)	634,565	445,758	257,500	217,525	216,711	1,772,058
<b>Total Current Assets</b>	<b>678,565</b>	<b>489,758</b>	<b>301,500</b>	<b>261,525</b>	<b>260,711</b>	<b>1,992,058</b>
<b>Current Liabilities (14)</b>						
Payables	137,179	149,303	155,927	166,551	170,675	779,635
<b>Total Current Liabilities</b>	<b>137,179</b>	<b>149,303</b>	<b>155,927</b>	<b>166,551</b>	<b>170,675</b>	<b>779,635</b>
<b>Net Current Assets</b>	<b>541,386</b>	<b>340,455</b>	<b>145,573</b>	<b>94,974</b>	<b>90,036</b>	<b>1,212,423</b>
<b>Non-current liabilities (15)</b>	<b>230,000</b>	<b>205,000</b>	<b>185,000</b>	<b>160,000</b>	<b>140,000</b>	<b>920,000</b>
<b>Net Assets</b>	<b>1,844,505</b>	<b>1,844,623</b>	<b>1,845,790</b>	<b>1,846,240</b>	<b>1,847,351</b>	<b>9,228,508</b>
<b>Reserves</b>						
Retained Funds	1,844,505	1,844,623	1,845,790	1,846,240	1,847,351	9,228,508

**Financial Situation Indicator**

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
	€	€	€	€	€	€
Current Assets	678,565	489,758	301,500	261,525	260,711	1,992,058
Current Liabilities	137,179	149,303	155,927	166,551	170,675	779,635
<b>Working Capital</b>	<b>541,386</b>	<b>340,455</b>	<b>145,573</b>	<b>94,974</b>	<b>90,036</b>	<b>1,212,423</b>
Government Allocation	732,169	739,491	746,886	754,354	761,898	3,734,798
<b>FSI</b>	<b>74 %</b>	<b>46 %</b>	<b>19 %</b>	<b>13 %</b>	<b>12 %</b>	<b>32 %</b>

**Cash Budget**

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET Jan-Dec 2022 €	BUDGET Jan-Dec 2023 €	BUDGET Jan-Dec 2024 €	BUDGET Jan-Dec 2025 €	BUDGET Jan-Dec 2026 €	BUDGET Period 2022-2026 €
<b>Cash Inflows</b>						
Government cash inflows	747,000	754,470	762,015	769,635	777,331	3,810,451
Cash flows from Bye-Laws & L.N fees	21,000	21,210	21,422	21,636	21,853	107,121
Local Enforcement cash flows	2,500	2,525	2,550	2,576	2,602	12,753
<b>Finance cash flows</b>						
Loan Proceeds	(22,876)	(22,876)	(22,876)	(22,876)	(22,876)	(114,380)
Investment income	75	75	75	75	75	375
	(22,801)	(22,801)	(22,801)	(22,801)	(22,801)	(114,005)
<b>Capital cash flow</b>						
Proceeds from disposal of assets						-
Cash received from EU funds						-
Cash received from Twinning						-
Cash from Community Services						-
Other Cash Inflows	50,000	52,500	60,000	65,450	72,000	299,950
<b>TOTAL Inflows</b>	<b>797,699</b>	<b>807,904</b>	<b>823,186</b>	<b>836,496</b>	<b>850,984</b>	<b>4,116,269</b>
<b>Cash Outflows</b>						
Personal Emoluments	210,346	214,051	217,830	221,685	225,617	1,089,529
Operations & Maintenance	450,322	459,328	468,515	477,885	487,443	2,343,494
Administration	86,600	88,332	90,099	91,901	93,739	450,670
Finance						-
<b>Capital</b>						
Acquisition of property						-
Construction	200,000	200,000	200,000	50,000	10,000	660,000
Improvements	20,000	20,000	20,000	20,000	20,000	100,000
Special programmes						-
Office furniture/equipment	15,000	15,000	15,000	15,000	15,000	75,000
	235,000	235,000	235,000	85,000	45,000	835,000
Cash outflows re EU projects						-
Cash outflows re Twinning						-
Cash outflows re Community Services						-
						-
<b>TOTAL Outflows</b>	<b>982,268</b>	<b>996,711</b>	<b>1,011,444</b>	<b>876,471</b>	<b>851,799</b>	<b>4,718,693</b>
<b>SURPLUS / (DEFICIT)</b>	<b>(184,569)</b>	<b>(188,807)</b>	<b>(188,258)</b>	<b>(39,975)</b>	<b>(814)</b>	<b>(602,423)</b>
Brought forward (Bank /Cash Bal.)	819,134	634,565	445,758	257,500	217,525	819,134
Carry forward	634,565	445,758	257,500	217,525	216,711	216,711

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Detailed Estimates of Income

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
	€	€	€	€	€	€
<b>Income</b>						
<b>1 Funds received form Central Government:</b>						
0001 In terms of section 55 CAP 363	732,169	739,491	746,886	754,354	761,898	3,734,798
0002-0004 In terms of section 58 CAP 363	-	-	-	-	-	-
0005-0019 Other Income	14,831	14,979	15,129	15,280	15,433	75,653
	<b>747,000</b>	<b>754,470</b>	<b>762,015</b>	<b>769,635</b>	<b>777,331</b>	<b>3,810,451</b>
<b>2 Bye-Laws &amp; Legal Fees</b>						
0021-0025 Community Services	-	-	-	-	-	-
0026-0035 Income from Permits	21,000	21,210	21,422	21,636	21,853	107,121
	<b>21,000</b>	<b>21,210</b>	<b>21,422</b>	<b>21,636</b>	<b>21,853</b>	<b>107,121</b>
<b>3 Local Enforcement Income</b>						
0037 Commission from Regional Committees	2,000	2,020	2,040	2,061	2,081	10,202
0038-0055 Contraventions	500	505	510	515	520	2,551
	<b>2,500</b>	<b>2,525</b>	<b>2,550</b>	<b>2,576</b>	<b>2,602</b>	<b>12,753</b>
<b>4 Investment Income</b>						
0091-0095 Bank interest	75	75	75	75	75	375
0096-0099 Income received from Government Securities	-	-	-	-	-	-
	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>375</b>
<b>5 General Income</b>						
0056-0065 Sponsorships	-	-	-	-	-	-
0066-0069 Documents & Information	-	-	-	-	-	-
0070-0075 EU Funds	-	-	-	-	-	-
0076-0080 Twinning	-	-	-	-	-	-
0081-0089 Insurance Claims	-	-	-	-	-	-
0100-0109 Donations	-	-	-	-	-	-
0110-0119 Contributions	-	-	-	-	-	-
0120-0129 General Income	50,000	52,500	60,000	65,450	72,000	299,950
	<b>50,000</b>	<b>52,500</b>	<b>60,000</b>	<b>65,450</b>	<b>72,000</b>	<b>299,950</b>
<b>Total</b>	<b>820,575</b>	<b>830,780</b>	<b>846,062</b>	<b>859,372</b>	<b>873,860</b>	<b>4,230,649</b>

Detailed Estimates of Expenditure

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
€	€	€	€	€	€	
<b>6 Personal Emoluments</b>						
1100 Mayor's Allowance	15,750	16,065	16,386	16,714	17,048	81,964
1200 Employees' Salaries & Wages	135,000	137,700	140,454	143,263	146,128	702,545
1300 Bonuses	11,000	11,220	11,444	11,673	11,907	57,244
1400 Income Supplements	1,696	1,696	1,696	1,696	1,696	8,480
1500 Social Security Contributions	13,500	13,770	14,045	14,326	14,613	70,255
1600 Allowances	23,400	23,400	23,400	23,400	23,400	117,000
1700 Overtime	10,000	10,200	10,404	10,612	10,824	52,040
	<b>210,346</b>	<b>214,051</b>	<b>217,830</b>	<b>221,685</b>	<b>225,617</b>	<b>1,089,528</b>
<b>7 Operations and Maintenance</b>						
2100-2149 Public Utilities	4,000	4,080	4,162	4,245	4,330	20,816
2200-2259 Public Materials & Supplies	3,300	3,366	3,433	3,502	3,572	17,173
2300-2399 Repairs & Upkeep	60,000	61,200	62,424	63,672	64,946	312,242
2400-2449 Rent	5,500	5,610	5,722	5,837	5,953	28,622
3010 Street Lighting	10,000	10,200	10,404	10,612	10,824	52,040
3020 Lease of Equipment	-	-	-	-	-	-
3030 Insurance	8,000	8,160	8,323	8,490	8,659	41,632
3035 Bank Charges	700	714	728	743	758	3,643
3038 Penalties	-	-	-	-	-	-
3040 Waste Disposal	75,000	76,500	78,030	79,591	81,182	390,303
3041 Refuse Collection	70,000	71,400	72,828	74,285	75,770	364,283
3042 Bulky Refuse Collection	25,000	25,500	26,010	26,530	27,061	130,101
3043 Bins on wheels	-	-	-	-	-	-
3045 Bring in sites	-	-	-	-	-	-
3051 Road & Street Cleaning	67,572	68,923	70,302	71,708	73,142	351,647
3052 Cleaning & Maintenance of Non-Urban Areas	-	-	-	-	-	-
3053 Cleaning of Public Conveniences	5,000	5,100	5,202	5,306	5,412	26,020
3055 Cleaning of Council Premises	-	-	-	-	-	-
3060 Cleaning & Maintenance of Parks & Gardens	-	-	-	-	-	-
3061 Cleaning & Maintenance of Soft Areas	21,000	21,420	21,848	22,285	22,731	109,285
3062 Cleaning & Maintenance of Beaches & CA	-	-	-	-	-	-
3063 Cleaning & Maintenance of Country Non-Urban	-	-	-	-	-	-
3064 Other Contractual Services	1,500	1,530	1,561	1,592	1,624	7,806
3070-3090 Consultation Fees	750	765	780	796	812	3,903
3100-3139 Contract & Project Management	18,000	18,360	18,727	19,102	19,484	93,673
3300-3379 Hospitality	25,000	25,500	26,010	26,530	27,061	130,101
3380-3389 Community	40,000	40,800	41,616	42,448	43,297	208,162
3600-3694 Local Enforcement Expenses	10,000	10,200	10,404	10,612	10,824	52,040
3700-3799 EU Projects	-	-	-	-	-	-
3800-3899 Twinning	-	-	-	-	-	-
	<b>450,322</b>	<b>459,328</b>	<b>468,515</b>	<b>477,885</b>	<b>487,443</b>	<b>2,343,494</b>

Detailed Estimates of Expenditure (Continued)

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
€	€	€	€	€	€	
<b>8 Administration &amp; Other Expenditure</b>						
2150-2199 Office Utilities	15,000	15,300	15,606	15,918	16,236	78,061
2260-2299 Office Materials & Supplies	5,000	5,100	5,202	5,306	5,412	26,020
2450-2499 Office Rent	-	-	-	-	-	-
2500-2599 National & International Memberships	600	612	624	637	649	3,122
2600-2699 Office Services	15,000	15,300	15,606	15,918	16,236	78,061
2700-2799 Transport	2,500	2,550	2,601	2,653	2,706	13,010
2800-2899 Travel	-	-	-	-	-	-
2900-2999 Information Services	14,000	14,280	14,566	14,857	15,154	72,857
3050 Office Cleaning	6,000	6,120	6,242	6,367	6,495	31,224
3140-3199 Professional Services	27,000	27,540	28,091	28,653	29,226	140,509
3200-3299 Training	-	-	-	-	-	-
3345 Office Hospitality	-	-	-	-	-	-
3400-3499 Incidental Expenses	1,500	1,530	1,561	1,592	1,624	7,806
	<b>86,600</b>	<b>88,332</b>	<b>90,099</b>	<b>91,901</b>	<b>93,739</b>	<b>450,670</b>
<b>9 Finance Costs</b>						
3036 Interest on Bank Loan	10,750	10,000	9,500	8,500	7,000	45,750
	<b>10,750</b>	<b>10,000</b>	<b>9,500</b>	<b>8,500</b>	<b>7,000</b>	<b>45,750</b>
<b>10 Other Expenditure</b>						
3500-3599 Loss / (Profit) on Disposal of assets	-	-	-	-	-	-
3695 Increase/(Decrease) in allowance for bad debts	-	-	-	-	-	-
8000-8099 Depreciation (charge for the year)	58,951	58,951	58,951	58,951	58,951	294,755
	<b>58,951</b>	<b>58,951</b>	<b>58,951</b>	<b>58,951</b>	<b>58,951</b>	<b>294,755</b>
<b>Total</b>	<b>816,969</b>	<b>830,662</b>	<b>844,895</b>	<b>858,922</b>	<b>872,749</b>	<b>4,224,197</b>

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Detailed Estimates of Statement of Financial Position

DESCRIPTION	A	B	C	D	E	F (A+B+C+D+E)
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Period
	2022	2023	2024	2025	2026	2022-2026
	€	€	€	€	€	€
<b>11 Inventory</b>						
5201-5249 Stationery						-
5250-5299 Consumables						-
						-
<b>12 Receivables</b>						
0201-0209 Receivables	24,000	24,000	24,000	24,000	24,000	120,000
0210-0219 LES Receivables						-
0220-0229 Receivables from EU						-
0250 Prepayments & Accrued income	20,000	20,000	20,000	20,000	20,000	100,000
						-
	<b>44,000</b>	<b>44,000</b>	<b>44,000</b>	<b>44,000</b>	<b>44,000</b>	<b>220,000</b>
<b>13 Cash &amp; Equivalents</b>						
001-5099 Bank & Cash Balances	634,565	445,758	257,500	217,525	216,711	1,772,058
	<b>634,565</b>	<b>445,758</b>	<b>257,500</b>	<b>217,525</b>	<b>216,711</b>	<b>1,772,058</b>
<b>14 Payables</b>						
4000 Payables	58,174	99,303	105,927	116,551	120,675	500,630
4100 Accruals	50,000	50,000	50,000	50,000	50,000	250,000
4150 Deferred Income						-
Short-term Borrowings	29,005	29,005	29,005	29,005	29,005	145,025
						-
	<b>137,179</b>	<b>149,303</b>	<b>156,927</b>	<b>166,551</b>	<b>170,675</b>	<b>895,655</b>
<b>15 Non Current Liabilities</b>						
4200 Long Term Borrowings	230,000	205,000	185,000	160,000	140,000	920,000
						-
	<b>230,000</b>	<b>205,000</b>	<b>185,000</b>	<b>160,000</b>	<b>140,000</b>	<b>920,000</b>

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16 Depreciation of Property, Plant and Equipment

Asset	Trees	Const Works	Furniture & Fittings	Urban Impr	Office Equipment, P&M	Motor Vehicles	Property	Property held for development	Assets not yet capitalised	Total
% of depreciation	€	€	€	€	€	€	€	€	€	€
	0%	10%	7.5%	10%	20%	20%	1%	1%	0%	
<b>Cost</b>										
As at 01 January 2022	11,988	1,627,044	184,920	490,752	475,982	11,586	465,711	874,165	29,932	4,172,080
Additions		200,000	5,000	20,000	10,000					235,000
Disposals										
As at 31 December 2022	<b>11,988</b>	<b>1,827,044</b>	<b>189,920</b>	<b>510,752</b>	<b>485,982</b>	<b>11,586</b>	<b>465,711</b>	<b>874,165</b>	<b>29,932</b>	<b>4,407,080</b>
<b>Grants/ other reimbursements</b>										
As at 01 January 2022		353,071	150,806	43,410	373,642			186,322		1,107,251
Additions										
Transfers										
As at 31 December 2022	-	<b>353,071</b>	<b>150,806</b>	<b>43,410</b>	<b>373,642</b>	-	-	<b>186,322</b>	-	<b>1,107,251</b>
<b>Accumulated Depreciation</b>										
As at 01 January 2022	-	1,204,082	29,631	385,813	53,719	11,586	-	22,928	-	1,707,759
Charge for the year	-	14,785	2,500	16,475	13,000	-	4,650	7,541	-	58,951
Released on disposal										
As at 31 December 2022	-	<b>1,218,867</b>	<b>32,131</b>	<b>402,288</b>	<b>66,719</b>	<b>11,586</b>	<b>4,650</b>	<b>30,469</b>	-	<b>1,766,710</b>
<b>Budgeted NBV 31 Dec 2021</b>	10,502	95,712	16,020	183,875	53,698	-	461,061	663,656	-	1,484,524
<b>Budgeted NBV 31 Dec 2022</b>	11,988	255,106	6,983	65,054	45,621	-	461,061	657,374	29,932	1,533,119

16 Depreciation of Property, Plant and Equipment

Asset	Trees	Const Works	Furniture & Fittings	Urban Impr	Office Equipment, PI&M	Motor Vehicles	Property	Property held for development	Assets not yet capitalised	Total
% of depreciation	0%	10%	7.5%	10%	20%	20%	1%	1%	0%	
Cost	€	€	€	€	€	€	€	€	€	€
As at 01 January 2023	11,988	1,827,044	189,920	510,752	485,982	11,586	465,711	874,165	29,932	4,407,080
Additions	-	200,000	5,000	20,000	10,000	-	-	-	-	235,000
Disposals	-	-	-	-	-	-	-	-	-	-
As at 31 December 2023	11,988	2,027,044	194,920	530,752	495,982	11,586	465,711	874,165	29,932	4,642,080
<b>Grants/ other reimbursements</b>										
As at 01 January 2023	-	353,071	150,806	43,410	373,642	-	-	186,322	-	1,107,251
Additions	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-
As at 31 December 2023	-	353,071	150,806	43,410	373,642	-	-	186,322	-	1,107,251
<b>Accumulated Depreciation</b>										
As at 01 January 2023	-	1,218,867	32,131	402,288	66,719	11,586	4,650	30,469	-	1,766,710
Charge for the year	-	14,785	2,500	16,475	13,000	-	4,650	7,541	-	58,951
Released on disposal	-	-	-	-	-	-	-	-	-	-
As at 31 December 2023	-	1,233,652	34,631	418,763	79,719	11,586	9,300	38,010	-	1,825,661
<b>Budgeted NBV 31 Dec 2022</b>	11,988	255,106	6,983	65,054	45,621	-	461,061	657,374	29,932	1,533,119
<b>Budgeted NBV 31 Dec 2023</b>	11,988	440,321	9,483	68,579	42,621	-	456,411	649,833	29,932	1,709,168

*[Handwritten marks]*

16 Depreciation of Property, Plant and Equipment

Asset	Const Works	Furniture & Fittings	Urban Impr	Office Equipment, P&M	Motor Vehicles	Property	Property held for development	Assets not yet capitalised	Total
% of depreciation	10%	7.5%	10%	20%	20%	1%	1%	0%	
Cost	€	€	€	€	€	€	€	€	€
As at 01 January 2025	11,988	199,920	550,752	505,982	11,586	465,711	874,165	29,932	4,877,080
Additions	50,000	5,000	20,000	10,000					
Disposals									
As at 31 December 2025	11,988	204,920	570,752	515,982	11,586	465,711	874,165	29,932	4,962,080
<b>Grants/ other reimbursements</b>									
As at 01 January 2025	-	150,806	43,410	373,642	-	-	186,322	-	1,107,251
Additions	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
As at 31 December 2025	-	150,806	43,410	373,642	-	-	186,322	-	1,107,251
<b>Accumulated Depreciation</b>									
As at 01 January 2025	-	37,131	435,238	92,719	11,586	13,950	45,551	-	1,884,612
Charge for the year	14,785	2,500	16,475	13,000	-	4,650	7,541	-	58,951
Released on disposal									
As at 31 December 2025	-	39,631	451,713	105,719	11,586	18,600	53,092	-	1,943,563
<b>Budgeted NBV 31 Dec 2024</b>	11,988	625,536	72,104	39,621	-	451,761	642,292	29,932	1,885,217
<b>Budgeted NBV 31 Dec 2025</b>	11,988	660,751	75,629	36,621	-	447,111	634,751	29,932	1,911,266

*[Handwritten signature]*

