

Presidio Trust

Summary of Revenue, Expenses and Reserves to Operate & Renew the Presidio

FY 2022 (Board Approved) and FY 2023 (Draft)

Presented to the Board on September 23, 2021

Note: The Board of Directors approved the Fiscal Year 2022 draft budget at the September 23, 2021 meeting, the Fiscal Year 2023 draft budget is only a projection for comparison purposes and will not be approved until September 2022.

| | | 1 | 2 | 3 4 | | 5 | 6 | 7 |
|------------------------------------------------------|----------------------------------------------------------------|-------------------------|-------------------------------|-------------------------------------------|--------------|-------------------------------|-------------------------------------------|--------------|
| | | Fiscal Year 2021 Budget | Fiscal Year 2022 Draft Budget | Fiscal Year 2022 vs 2021 Variance (2-1=3) | | Fiscal Year 2023 Draft Budget | Fiscal Year 2023 vs 2022 Variance (5-2=6) | |
| | | | | \$ | % | | \$ | % |
| BUSINESS PERFORMANCE | | | | | | | | |
| 1 | Business Revenue | 103,304 | 121,306 | 18,001 | 17% | 129,331 | 8,025 | 7% |
| 2 | Expenses to Operate Businesses | (40,742) | (42,517) | (1,775) | 4% | (43,026) | (508) | 1% |
| 3 | Annual Reserve for Renewal of Buildings | 0 | (12,032) | (12,032) | - | (12,513) | (481) | 4% |
| 4 | Surplus/Loss to Operate & Renew Businesses | 62,562 | 66,756 | 4,194 | 7% | 73,792 | 7,036 | 11% |
| PARK PERFORMANCE | | | | | | | | |
| 5 | Revenue from Park Operations | 18,262 | 21,191 | 2,929 | 16% | 23,481 | 2,290 | 11% |
| 6 | Expenses to Operate & Renew the Park | (71,341) | (72,729) | (1,388) | 2% | (72,159) | 571 | -4% |
| 7 | Annual Reserve for Renewal of Utilities & Infrastructure | 0 | (8,658) | (8,658) | - | (9,005) | (346) | 4% |
| 8 | Annual Reserve for Renewal of Land, Forest & Other Park Assets | 0 | (9,105) | (9,105) | - | (9,469) | (364) | 4% |
| 9 | Surplus/Loss to Operate & Renew the Park | (53,079) | (69,301) | (16,222) | 31% | (67,151) | 2,157 | -4% |
| SUMMARY OF AGENCY PERFORMANCE | | | | | | | | |
| 10 | Surplus/Loss From Businesses | 62,562 | 66,756 | 4,194 | 7% | 73,792 | 7,036 | 11% |
| 11 | Surplus/Loss from the Park | (53,079) | (69,301) | (16,222) | 31% | (67,151) | 2,150 | -3% |
| 12 | Contingency for Unexpected Events | (5,400) | (5,500) | (100) | 2% | (5,500) | 0 | 0% |
| 13 | Surplus/Loss from Businesses + Park | 4,083 | (8,045) | (12,128) | -297% | 1,141 | 9,185 | -114% |
| AGENCY PERFORMANCE INCLUDING EXTERNAL FUNDING | | | | | | | | |
| 14 | External Funding | 0 | 73,950 | 73,950 | - | 7,000 | (66,950) | -91% |
| 15 | Total Surplus/Loss for the Year | 4,083 | 65,905 | 61,822 | 1514% | 8,141 | (57,765) | -88% |

| Summary Information | | | | | | | | |
|---------------------------------------------------------------------|-----------|-----------|---------|------|-----------|--------|-------|--|
| Total Operating Revenue | 121,567 | 142,497 | 20,931 | 17% | 152,812 | 10,315 | 7% | |
| Total Operating Expenses (excludes the renewal reserves) | (117,483) | (120,746) | (3,263) | 3% | (120,684) | 62 | -0.1% | |
| Surplus/Loss without renewal reserve & capital improvement projects | 4,083 | 21,751 | 17,667 | 433% | 32,128 | 10,377 | 47.7% | |

Presidio Trust

Detailed Statement of Revenue, Expenses and Project Costs (Obligation Basis)

FY 2022 (Board Approved) and FY 2023 (Draft)

Presented to the Board on September 23, 2021

Note: The Board of Directors approved the Fiscal Year 2022 draft budget at the September 23, 2021 meeting, the Fiscal Year 2023 draft budget is only a projection for comparison purposes and will not be approved until September 2022.

| | | | 1 | 2 | 3 4 | | 5 | 6 | 7 |
|-------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------------------|----------------------------------|-------------------------------------------------|-----------------|----------------------------------|-------------------------------------------------|-------------|
| | | | Fiscal Year 2021 Budget | Fiscal Year 2022 Draft Budget | Fiscal Year 2022 vs 2021 Variance (2-1=3) | | Fiscal Year 2023 Draft Budget | Fiscal Year 2023 vs 2022 Variance (5-2=6) | |
| | | | | | \$ | % | | \$ | % |
| Business Division | 1A | Residential Revenue | 58,522 | 61,310 | 2,788 | 5% | 63,153 | 1,843 | 3% |
| | 1B | Commercial Revenue | 31,303 | 41,376 | 10,073 | 32% | 46,092 | 4,716 | 11% |
| | 1C | Hospitality Revenue | 13,479 | 18,619 | 5,141 | 38% | 20,086 | 1,467 | 8% |
| | 1 | Total Business Revenue | 103,304 | 121,306 | 18,001 | 17% | 129,331 | 8,025 | 7% |
| | 2 | Less: Business Division Operating Expenses | (24,856) | (25,174) | (318) | 1% | (26,089) | (915) | 4% |
| 3 | Less: Land & Building Stewardship Expenses related to Business Division Operations | (8,702) | (9,209) | (507) | 6% | (9,301) | (92) | 1% | |
| 4 | Less: Portion of Administrative Expenses (30%) | (6,386) | (6,638) | (253) | 4% | (6,440) | 198 | -3% | |
| 5 | Business Division Net Operating Income (NOI) | 63,361 | 80,284 | 16,923 | 27% | 87,500 | 7,216 | 9% | |
| Other Divisions | 6A | Land & Building Stewardship Revenue (Utilities, SDC) | 16,631 | 18,170 | 1,539 | 9% | 19,167 | 997 | 5% |
| | 6B | Park Revenue (e.g. Parking, Special Park Uses) | 1,631 | 3,021 | 1,390 | 85% | 4,314 | 1,293 | 43% |
| | 6 | Other Revenue (service district charges, utilities, parking, special events, permits) | 18,262 | 21,191 | 2,929 | 16% | 23,481 | 2,290 | 11% |
| | 7 | Less: Land & Building Stewardship Operating Expenses | (40,010) | (39,592) | 419 | -1% | (40,609) | (1,017) | 3% |
| | 8 | Less: Park Development & Visitor Engagement Operating Expenses | (14,568) | (14,157) | 411 | -3% | (13,733) | 424 | -3% |
| | 9 | Less: Portion of Administrative Expenses (70%) | (14,900) | (15,490) | (590) | 4% | (15,028) | 462 | -3% |
| 10 | Other Divisions NOI | (51,216) | (48,047) | 3,168 | -6% | (45,889) | 2,158 | -4% | |
| 11 | Less: Business & Operations Improvement Projects Pool | 0 | (2,332) | (2,332) | - | (1,369) | 964 | -41% | |
| 12 | Trust NOI Before Renewal Reserve | 12,146 | 29,905 | 17,759 | 146% | 40,243 | 10,338 | 35% | |
| Agency Activities | 13A | Renewal Reserve for Buildings | 0 | (12,032) | (12,032) | - | (12,513) | (481) | 4% |
| | 13B | Renewal Reserve for Utilities & Other Infrastructure | 0 | (8,658) | (8,658) | - | (9,005) | (346) | 4% |
| | 13C | Renewal Reserve for Land, Forest & Other Park Assets | 0 | (9,105) | (9,105) | - | (9,469) | (364) | 4% |
| | 13 | Total Allocation to the Renewal Reserve | 0 | (29,795) | (29,795) | - | (30,987) | (1,192) | 4% |
| 14 | Net Results After Annual Reserves | 12,146 | 109 | (12,036) | -99% | 9,256 | 9,146 | 8353% | |
| 15 | Other Agency Revenue (interest and prior year deobligations) | 2,487 | 2,487 | (0) | 0% | 2,517 | 30 | 1% | |
| 16 | Less: Debt Service | (5,149) | (5,141) | 8 | 0% | (5,132) | 9 | 0% | |
| 17 | Contingency for Unexpected Events | (5,400) | (5,500) | (100) | 2% | (5,500) | 0 | 0% | |
| 18 | Net Results After Agency Activities | 4,083 | (8,045) | (12,128) | -297% | 1,141 | 9,185 | -114% | |
| Agency Activities (continued) | 19A | Federal Appropriations | 0 | 47,000 | - | - | 7,000 | (40,000) | -85% |
| | 19B | Grants | 0 | 26,950 | - | - | 0 | - | - |
| | 19C | Donations | 0 | 0 | - | - | 0 | - | - |
| | 19 | External Funding Sources | 0 | 73,950 | 73,950 | 0% | 7,000 | (66,950) | -91% |
| | 20 | Net Results After External Funding Sources | 4,083 | 65,905 | 61,822 | 1514% | 8,141 | (57,765) | -88% |
| | 21 | Renewal Projects | (15,647) | (29,308) | (13,661) | 87% | (37,371) | (8,063) | 28% |
| | 22 | Capital Improvement Projects | (47,604) | (18,191) | 29,413 | -62% | (24,441) | (6,250) | 34% |
| | 23 | Total Renewal/Capital Projects | (63,251) | (47,499) | 15,752 | -25% | (61,812) | (14,313) | 30% |
| 24 | Renewal Reserve Add-Back | 0 | 29,795 | 29,795 | 0% | 30,987 | 1,192 | 4% | |
| 25 | Trust Net Results | (59,168) | 48,202 | 107,370 | -181% | (22,684) | (70,886) | -147% | |
| 26 | Carryforward (savings from prior years) | 104,007 | 60,853 | (43,154) | -41% | 109,055 | 48,202 | 79% | |
| 27 | Trust Net Results after Carryforward | 44,839 | 109,055 | 64,215 | 143% | 86,370 | (22,684) | -21% | |

Presidio Trust

Cash Reserve Allocation

FY 2022 (Board Approved) and FY 2023 (Draft)

Presented to the Board on September 23, 2021

Note: The Board of Directors approved the Fiscal Year 2022 draft budget at the September 23, 2021 meeting, the Fiscal Year 2023 draft budget is only a projection for comparison purposes and will not be approved until September 2022.

| | Allocation of Reserves | End of Fiscal Year 2021 | | Fiscal Year 2022 | | | | | | Fiscal Year 2023 | | | | | |
|----------|-----------------------------------------------------|-------------------------------------|----------------------------------------------------------------------------------|------------------|-------------------------------------------------|----------------------------------|-----------------------------------|-------------------------------------|----------------------------------------------------------------------------------|------------------|-------------------------------------------------|----------------------------------|-----------------------------------|-------------------------------------|----------------------------------------------------------------------------------|
| | | Condition Index ("CI") ⁶ | Total Additional Renewal \$\$ to Achieve 80% Condition Index Target ⁷ | Beginning Amount | Addition/Reduction During the Year ⁸ | Use During the Year ⁹ | Additional Spending ¹⁰ | Ending Condition Index ⁶ | Total Additional Renewal \$\$ to Achieve 80% Condition Index Target ⁷ | Beginning Amount | Addition/Reduction During the Year ⁸ | Use During the Year ⁹ | Additional Spending ¹⁰ | Ending Condition Index ⁶ | Total Additional Renewal \$\$ to Achieve 80% Condition Index Target ⁷ |
| 1 | Renewal & Capital Reserves | | | 15,476 | 93,636 | (45,720) | | | | 65,472 | 35,198 | (52,579) | | | |
| 2 | Renewal Reserve ¹ | 66% | 186,009 | 0 | 29,795 | (29,308) | 2,080 | 66% | 193,181 | 2,567 | 30,987 | (37,371) | 6,384 | 66% | 191,856 |
| 2A | Buildings | 79% | 3,923 | 0 | 12,032 | (14,112) | 2,080 | 80% | 1,127 | 0 | 12,513 | (12,809) | 295 | 80% | (261) |
| 2B | Utilities & Other Infrastructure | 43% | 139,999 | 0 | 8,658 | (7,441) | 0 | 42% | 147,762 | 1,217 | 9,005 | (10,680) | 1,675 | 43% | 151,327 |
| 2C | Land, Forest & Other Park Assets | 69% | 42,087 | 0 | 9,105 | (7,755) | 0 | 69% | 44,292 | 1,350 | 9,469 | (13,882) | 4,413 | 71% | 40,790 |
| 3 | Capital Improvements Reserve ² | | | 9,375 | 31,741 | (16,412) | | | | 24,704 | 4,211 | (13,513) | | | |
| 4 | Reserve for Future Renewal and Capital Improvements | | | 6,101 | 32,100 | 0 | | | | 38,201 | 0 | (1,695) | | | |
| 5 | Operating Reserves | | | 45,377 | (16) | 0 | | | | 45,361 | 29 | 0 | | | |
| 6 | Security Deposits and Pre-paid Rent ³ | | | 11,829 | 0 | 0 | | | | 11,829 | 0 | 0 | | | |
| 7 | Estimated Bad Debt from COVID ⁴ | | | 3,361 | 0 | 0 | | | | 3,361 | 0 | 0 | | | |
| 8 | Operating Reserve ⁵ | | | 30,187 | (16) | 0 | | | | 30,171 | 29 | 0 | | | |
| 9 | Totals | 66% | 186,009 | 60,853 | 93,621 | (45,720) | 2,080 | 66% | 193,181 | 110,833 | 35,227 | (52,579) | 6,384 | 66% | 191,856 |

1 Renewal is the replacement of an existing asset with a similar-performing asset, such as replacing an electrical substation or a water main. Per the Board reserve policy, starting in FY22, each year we will allocate money from our operating income to the renewal reserve to maintain a stable funding stream for renewal projects; this will keep the park from deteriorating. For FY22, we will contribute at least 2% of the current replacement value of Trust assets to the renewal reserves. (We are assuming an average 50 year expected service life for our assets.) We will refine the amounts needed for renewal and the annual reserve amounts as we implement renewal planning software.

2 Capital improvements are improvements to existing park assets or the creation of new park assets. This reserve includes funding for existing multi-year capital improvement projects, such as the Tunnel Tops park project and the East Mason warehouse rehabilitation project, that are continuing beyond FY21. This reserve also includes funds for capital improvement projects slated to be performed in FY22 and FY23.

3 Estimate based on most recent security deposit and pre-paid rent balances through July 2021. Currently forecasting no change in balance; however, we will develop forecasting methodology to refine projection in the future.

4 Estimated bad debt from COVID is money we have set aside to cover unexpected rent or other payment defaults from tenants due to the disruption in the economy from the pandemic. We anticipate forecasting partial application of this funding in the revised budget to be submitted in November 2021 after the close of the fiscal year. We expect to resolve outstanding issues with tenants through FY22, applying funding from the reserve as needed. If all outstanding tenant issues are resolved by the end FY22, we will reduce any unneeded or unused portion of the reserve, making it available for other uses.

5 Per the Board reserve policy, we aim to have three months of operating expenses set aside in a reserve to keep the park going in the event of significant unexpected events such as natural disasters, economic downturns or pandemics. Having these funds were critical to the Trust's survival during the economic downturn from the COVID-19 pandemic since we were not eligible for loans or other financial assistance.

6 The Condition Index indicates the percentage of our assets that are within their expected service life. Our target is an industry standard of 80%. Ideally the target would be 100%, however that would require over \$400M to cover all of our deferred maintenance.

7 Total amount needed to invest in renewal of assets to reach 80% condition index target, this accounts for roughly half of our total deferred maintenance total of over \$400M.

8 Amount added to or reduced from a reserve.

9 Amount used for the purpose of the reserve.

10 Amount spent in addition to the required annual reserve in column H, which contributes to an improvement in the condition index and reduction in deferred maintenance.

Presidio Trust

Renewal + Capital Improvement Plan (Obligation Basis)

FY 2022 through FY 2026

Presented to the Board on September 23, 2021

| Renewal Plan | | | | | | |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------|---------------|---------------|-------------------------------------|
| (Dollars in Thousands) | | | | | | |
| | | | (1) = | (2) + | (3) + | (4) + (5) + (6) |
| | Project | | FY22-23 Project Budget | FY22 | FY23 | FY24 FY25 FY26 |
| 1 | Building Renewal | | | | | |
| 2 | Building Renewal | | 26,921 | 14,112 | 12,809 | |
| 2A | <i>Capital turns and cyclic renewal</i> | | 25,491 | 12,682 | 12,809 | |
| 2B | <i>Other Building Renewal</i> | | 1,430 | 1,430 | | |
| 3 | Subtotal - Building Renewal | | 26,921 | 14,112 | 12,809 | |
| 4 | Utilities & Other Infrastructure | | | | | |
| 5 | Utilities Renewal | | 17,615 | 7,084 | 10,532 | |
| 5A | <i>Utilities studies and condition assessments</i> | | 3,063 | 2,183 | 879 | |
| 5B | <i>Utilities renewal and upgrades</i> | | 5,272 | 2,864 | 2,409 | |
| 5C | <i>Electrical substation 70 consolidation</i> | | 6,773 | 1,844 | 4,929 | |
| 5D | <i>Electrical substation 107 switchgear upgrade</i> | | 2,507 | 192 | 2,315 | |
| 6 | Technology Renewal | | 506 | 358 | 149 | |
| 7 | Subtotal - Utilities & Other Infrastructure | | 18,121 | 7,441 | 10,680 | |
| 8 | Land, Forest & Other Park Assets | | | | | |
| 9 | Landscape Renewal | | 10,780 | 5,390 | 5,390 | |
| 10 | Transportation-related projects | | 10,780 | 2,310 | 8,470 | |
| 10A | <i>Federal Highway Administration (FHWA) funding for transportation program (e.g., pavement, traffic calming, ADA accessibility, etc.)</i> | | 4,620 | 2,310 | 2,310 | |
| 10B | <i>Bus fleet conversion to battery electric</i> | | 6,160 | | 6,160 | |
| 11 | Other Park Assets Renewal | | 77 | 55 | 22 | |
| 12 | Subtotal - Land, Forest, & Other Park Assets | | 21,637 | 7,755 | 13,882 | |
| 13 | Total | | 66,679 | 29,308 | 37,371 | |

Presidio Trust

Renewal + Capital Improvement Plan (Obligation Basis)

FY 2022 through FY 2026

Presented to the Board on September 23, 2021

| Capital Improvement Plan | | | | | | | | | | |
|---------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------|--------------------------------|------------------------------|------------------------|--------------|---------------|--------------|----------|----------|
| (Dollars in Thousands) | | | | | | | | | | |
| Items shaded in gray are anticipated to be completed in FY21. | | | | | | | | | | |
| | Project | FY 2021 and Before | | FY 2022 and After | | | | | | |
| | | (1) - | (2) = | (3) | (4) = | (5) + | (6) + | (7) + | (8) + | (9) |
| | | Total Project Budget Approved | Spending + Budget through FY21 | Remaining Budget to be Spent | FY22-26 Project Budget | FY22 | FY23 | FY24 | FY25 | FY26 |
| 14 | Strategic Goal #1: Be Visited and Loved by All | | | | | | | | | |
| 15 | Tunnel Tops, including Youth Campus | 116,862 | 116,609 | 253 | 27,203 | 4,278 | 20,230 | 2,695 | | |
| 15A | <i>Funds raised by the Golden Gate National Parks Conservancy</i> | 96,587 | 96,334 | 253 | 253 | 235 | 18 | | | |
| 15B | <i>Presidio Trust funds</i> | 20,275 | 20,275 | | | | | | | |
| 15C | <i>California grant funds for Outpost Meadows</i> | | | | 26,950 | 4,043 | 20,213 | 2,695 | | |
| 16 | Park Projects (SFO, memorial sites, etc.) | 3,533 | 3,533 | | | | | | | |
| 17 | Public access improvements | 721 | 711 | 10 | | | | | | |
| 18 | Improvements to visitor sites | 1,229 | 1,229 | | | | | | | |
| 19 | Presidio Theatre | 959 | 959 | | | | | | | |
| 20 | Subtotal - Strategic Goal #1: Be Visited and Loved by All | 123,304 | 123,041 | 263 | 27,203 | 4,278 | 20,230 | 2,695 | - | - |
| 21 | Strategic Goal #2: Be a Model of Environmental Stewardship | | | | | | | | | |
| 22 | Restoration of Quartermaster Reach Marsh and connection to Crissy Field Marsh | 23,043 | 23,053 | (10) | | | | | | |
| 9B | <i>Sponsored funds for Quartermaster Reach Marsh</i> | 4,590 | 4,590 | | | | | | | |
| 23 | Mountain Lake water overflow control project | 4,295 | 4,295 | | | | | | | |
| 24 | Subtotal - Strategic Goal #2: Be a Model of Environmental Stewardship | 27,338 | 27,348 | (10) | - | - | - | - | - | - |
| 25 | Strategic Goal #3: Be a Model of Operational Excellence in Public Service | | | | | | | | | |
| 26 | East Mason rehabilitation for leasing | 10,190 | 1,690 | 8,500 | 8,500 | 8,500 | | | | |

Presidio Trust

Renewal + Capital Improvement Plan (Obligation Basis)

FY 2022 through FY 2026

Presented to the Board on September 23, 2021

| | | | | | | | | | | |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|--------------|--------------|--------------|----------|----------|----------|----------|
| 27 | Relocation of Trust staff, tenant improvements and commissions of Buildings 103, 36, 1051, and 49 | 3,500 | 3,500 | | | | | | | |
| 28 | Transportation-related projects | 12,234 | 12,230 | 4 | | | | | | |
| 28A | <i>Federal Highway Administration (FHWA) funding for transportation program (e.g., pavement, traffic calming, ADA accessibility, etc.)</i> | 8,434 | 8,429 | 4 | | | | | | |
| 28B | <i>Other sponsored funds for Transportation-related projects</i> | 490 | 490 | | | | | | | |
| 28C | <i>Presidio Trust funds</i> | 3,311 | 3,311 | | | | | | | |
| 29 | Electrical substation 568 switchgear replacement | 4,310 | 4,310 | | | | | | | |
| 30 | Restaurants capital contribution | 3,291 | 3,291 | | | | | | | |
| 31 | Gorgas warehouses rehabilitation for leasing | 15,103 | 15,103 | | | | | | | |
| 32 | Tenant and residential improvements | 1,113 | 1,113 | | | | | | | |
| 33 | Other remediation sites > \$25K | 1,096 | 1,096 | | | | | | | |
| 34 | Remediation site - Lendrum Court | 7,761 | 7,761 | | | | | | | |
| 35 | Trust facility rehabilitation and maintenance projects > \$25K | 1,264 | 1,264 | | | | | | | |
| 36 | Subtotal - Strategic Goal #3: Be a Model of Operational Excellence in Public Service | 59,863 | 51,358 | 8,504 | 8,500 | 8,500 | - | - | - | - |

Capital Improvement Plan (continued)

| (Dollars in Thousands) | | | | | | | | | | |
|------------------------|----------------------------------------------------------------|--------------------------------|------------------------------|------------------------|---------------|---------------|---------------|--------------|----------|----------|
| Project | FY 2021 and Before | | FY 2022 and After | | | | | | | |
| | (1) - | (2) = | (3) | (4) = | (5) + | (6) + | (7) + | (8) + | (9) | |
| | Total Project Budget Approved | Spending + Budget through FY21 | Remaining Budget to be Spent | FY22-26 Project Budget | FY22 | FY23 | FY24 | FY25 | FY26 | |
| 37 | Foundational to All Our Work/Risk Mitigation | | | | | | | | | |
| 38 | Park Reconstruction due to Doyle Drive | 42,281 | 41,641 | 640 | 640 | 640 | | | | |
| 39 | Funding of and Contracting for Building 643 Improvements | 7,398 | 7,398 | | | | | | | |
| 40 | Subtotal - Foundational to All Our Work/Risk Mitigation | | | | | | | | | |
| | | 49,679 | 49,039 | 640 | 640 | 640 | - | - | - | - |
| 41 | Capital Projects Pool | 8,984 | - | 8,984 | 8,984 | 4,773 | 4,211 | | | |
| 42 | Total | 260,184 | 250,787 | 9,397 | 36,343 | 18,191 | 24,441 | 2,695 | - | - |