

RFACTD LIMITED

Yenagoa, Bayelsa State — Nigeria

INVESTMENT MEMORANDUM & COMPREHENSIVE INDUSTRIAL FEASIBILITY STUDY

Project Entity RFACTD Limited	Document Trilogy Integrated Phased Industrial Feasibility Study & Operational Master Capital Budget
Prepared By Okubozi Tekearede Bozimor CEO & Chief Research Officer, RFACTD Ltd	Date of Record May 2026 Subject to Annual Strategic Review
Investment Horizon 10 Years (Phase 1–5) Phase 1 Target: 24 Months	Phase 1 Capital Requirement ₦27B – ₦47B (Revised)
Security Classification Strictly Confidential – Private and commercial in Confidence	Regional Anchor Yenagoa, Bayelsa State, Federal Capital Territory Logistics Corridors, Nigeria

SECTION 1: EXECUTIVE SUMMARY & VENTURE REPOSITIONING THESIS

1.1 Structural Strategic Pivot

This document establishes the definitive institutional architecture for RFACTD Ltd., formalizing the complete structural pivot from a capital-heavy commodity float glass manufacturer to **West Africa’s premier vertically integrated specialty glass processing, fabrication, and advanced materials innovation hub**. Historically, large scale primary float glass ventures within sub-Saharan Africa have faced severe execution bottlenecks, often resulting in project stagnation due to astronomical upfront capital requirements (typically exceeding 120 Billion Naira for continuous greenfield melting lines), prolonged gestational timelines (36 to 48 months before initial revenue), and severe exposure to macro-economic foreign exchange (FX) volatility. RFACTD Ltd., eliminates these structural vulnerabilities through a disciplined, phased execution strategy known as the **Dual-Engine Architecture**:

1. **The Industrial Engine:** Immediate deployment of downstream processing and precision fabrication facilities utilizing readily available primary glass inputs. This serves as an immediate, high-margin cash generator.
2. **The Advanced Material Innovation Engine:** Systematic cross-subsidization of long-term, high valuation R&D pipelines, transitioning the company into advanced deep-tech intellectual property (IP) licensing.

1.2 Macroeconomic Imbalance & Marketing Capture Window

Nigeria's glass market sits within a broader West African construction and packaging boom. With a population exceeding ₦220 million, an urbanization rate of 4.3% per annum, and a federal government infrastructure deficit exceeding ₦50 Trillion, structural demand for architectural, security, and specialty glass is secular and expanding. Nigeria imports an estimated ₦800 Billion to ₦1.2 Trillion in glass products annually, this includes tempered architectural glass, security glazing, specialty façade systems, laboratory glass, mirrors, and container glass. All these are products that a well-capitalized, technically competent domestic manufacturer can supply at superior quality, shorter lead times, and competitive landed cost. RFACTD Limited is uniquely positioned to capture a meaningful share of this market through a phased, disciplined industrial strategy anchored in glass processing, specialty fabrication, and ultimately, advanced materials innovation. RFACTD Ltd. will secure localized market dominance by capturing demand across five distinct-high structural facades.

- Premium real estate and high-rise structural facades.
- Defense, banking, and tactical security glazing systems.
- Custom, returnable pharmaceutical and beverage glass packaging.
- Specialized marine and offshore infrastructure glazing.
- High-technology smart glass layers, energy-efficient facades, and thin-film electronics

1.3 The Infrastructure & Environmental Masterstroke

A core differentiator of this venture is its direct coupling with regional climate-resilience infrastructure. Raw material extraction is intrinsically tied to the **strategic dredging of the major river systems and U-shaped basins of Bayelsa State**. This approach delivers a powerful dual-impact solution:

- **Civil Protection & Mitigation:** Dredging expands river channel capacity, directly lowering flood risks in the Niger Delta region.
- **Raw Material Sovereignty:** The high-grade silica sand recovered from dredging operatives serves as the primary batch input for RFACTD's melting furnaces, minimizing raw material logistics costs.

By framing raw material harvesting as an active flood-mitigation mechanism, RFACTD Ltd. uniquely qualifies to unlock concessional Environment, Social, and Governance (ESG) capital pools, multinational climate finance, carbon credits, and green bonds. This significantly lowers the venture's blended cost of capital.

1.4 Five Strategic Pillars

- **Import Substitution Moat:** Nigeria's ₦800B+ annual glass import bill is the market. Domestic, high-quality processing at landed-cost parity is unassailable positioning.
- **Geographic & Logistical Advantage:** Bayelsa State's waterway access, dredging integration, and proximity to oil & gas maritime demand creates structural moats unavailable to landlocked competitors.
- **Dual-Engine Architecture:** Cash-generating Industrial Arm funds an Innovation Engine (RFACTD Materials Lab), ensuring the business does not depend on R&D timelines for commercial survival.
- **ESG & Climate Finance Leverage:** Flood mitigation, flare gas monetization, and dredging integration position RFACTD uniquely for climate finance, green bonds, and development bank capital.
- **Phased De-risking:** Five clearly defined phases allow investors to enter at multiple risk/return inflection points, from near-term processing revenue to long-term advanced materials upside.

SECTION 2: SYNTHESIS, CRITIQUE, AND RECONCILIATION OF PRIOR FRAMEWORKS

To establish absolute technical and financial alignment, this study combines two fundamental reference studies into a unified master blueprint.

2.1 The Baseline Engineering Survey

Our initial baseline engineering survey outlined a traditional production facility designed around local sand availability, general civil construction parameters, and technical partnerships with Raw Materials Research and Development Council (RMRDC).

- **Baseline Capital Investment:** Fixed at a flat **₦40.7 Billion'**
- **Financial Horizon:** Projected an average Net profit of **₦850,400,000 annually** over a fixed 15-year facility lifecycle.
- **Strategic Vulnerability Identified:** The baseline model assumed immediate capital deployment into a rigid, single-phase factory footprint. It did not account for complex downstream processing machinery, automated cutting or tempering systems, modular power redundancy, or the multi-phase transition into advanced materials.

2.2 The Institutional Strategy Blueprint

The subsequent institutional roadmap expanded the investment timeline into a 10-year horizon, dividing operations into five distinct execution 5 phases. It introduced the concept of the Dual-Engine Architecture and optimized the projects capital structure.

- **Phase 1 Capital Bandwidth:** Budgeted flexibly between **₦19.5 Billion and ₦35.0 Billion** depending on initial energy infrastructure scale.
- **Operational Footprint:** Establishes a 150 Tons Per Day (TPD) total ecosystem throughput capacity.
- **Energy Sovereignty:** Addressed the critical risk of grid unreliability by detailing a captive hybrid industrial microgrid (utilizing Solar PV, localized battery storage, and flare-gas monetization pipelines).

SECTION 3: DETAILED PHASED BREAKDOWN & REWORKED CAPITAL BUDGETS

Every phase below is modeled as an independent operational milestone, complete with its strategic focus, daily production targets, revenue projections, and line-item Capital Expenditure (CAPEX) budget.

PHASE 1: Downstream Specialty Glass Processing & Infrastructure Foundation

- **Execution Window:** Months 0 to 24 (Encompassing Phase 0 Planning through Phase 1C Full Activation).
- **Strategic Objective:** Establish immediate commercial presence and high-margin cash flow deploying state-of-the-art downstream processing lines. The facility will import primary float glass sheets and process them into architectural, safety, and decorative products while initiating small-scale and harvesting and trial melts.
- **Ecosystem Throughput Profile:** Targeting a base capacity of **44 to 65 TPD**, engineered to scale into a **150 TPD** total integrated footprint.

Table 3.1: Phase 1 Daily Throughput Capacity Model

Production Segment	Low-Band Target TPD	High-Band Target (TPD)
Imported Floats Sheet Secondary Processing (Tempering/Laminating)	25	35
Bottle, Container, & Specialized Packaging Optimization	8	12
Laminated Security & Custom Architectural Glass Fabrication	8	13
Local Sand Harvesting & Modular Trial Furnace Melting	3	5

- **Target Revenue Horizon:** ₦3,800,000,000 to ₦9,500,000,000 per annum.
- **Target EBITDA Margin:** 16.3% to 20.4%

Itemized Phase 1 Capital Expenditure (CAPEX) Rework:

- Specialized Fabrication Line Procurement:** ₦5,500,000,000 - ₦7,000,000,000
 - *Allocation:* Purchase and calibration of automated industrial tempering furnaces, CNC glass cutting tables, high-pressure laminating autoclaves, automated insulating glass unit (IGU) assembly lines, and Silvering conveyor mirrors.
 - Captive Industrial Energy Systems:** ₦4,000,000,000 - ₦7,000,000,000
 - *Allocation:* Deployment of a captive 5 to 8 MW Solar PV array, heavy industrial lithium-ion battery energy storage systems (BESS), and synchronized backup diesel generation sets to ensure zero voltage fluctuations on the tempering and laminating lines.
 - Modular Trial Furnace Infrastructure:** ₦1,000,000,000 - ₦2,000,000,000
 - *Allocation:* Installation of a small-footprint pilot recuperative furnace to perform initial trial melts, testing the purity and mechanical behavior of silica sand recovered from regional dredging operations.
 - Marine Harvesting & Heavy Logistics Assets:** ₦1,000,000,000 - ₦3,000,000,000
 - *Allocation:* Acquisition of industrial cutter suction dredgers, specialized sand washing and classification machinery, shoreline stabilization elements, and initial inland waterway transport barges.
 - Flare-Gas Capture Engineering & Permissions:** ₦2,000,000,000 - ₦5,000,000,000
 - *Allocation:* Environmental impact assessments, regulatory filings with upstream petroleum regulators, and preliminary pipeline routing engineering to capture nearby oil and gas flare fields for Phase 2 energy conversion.
 - R&D Framework & Global Tech Transfer JVs:** ₦1,000,000,000 – ₦2,000,000,000
 - *Allocation:* Establishment of the RFACTD Materials Lab; retaining institutional operating partners from Germany, Turkey, or China for technology transfer and local workforce training.
 - Foreign Exchange (FX) Buffer & Working Capital:** ₦3,000,000,000 – ₦5,000,000,000
 - *Allocation:* Buffer cash reserves to fund initial raw material imports (float sheets, interlayers, PVB films) and protect operations from currency fluctuations.
 - Industrial Project Contingency Reserve:** ₦2,000,000,000 – ₦4,000,000,000
 - *Allocation:* A standardized 15% contingency pool to manage supply chain inflation and civil construction variances.
- **TOTAL COMPREHENSIVE PHASE 1 REWORKED BUDGET:** ₦19,500,000,000 to ₦35,000,000,000

PHASE 2: Energy Sovereignty & Regional Footprint Expansion

- **Execution Window:** Years 2 to 5.
- **Strategic Objective:** Achieve complete energy independence by ending grid and diesel reliance. Transition the facility to local gas-to-power generation, scale local sand melting, introduce marine-grade glass production, and enter the broader ECOWAS export market.
- **Ecosystem Throughput Profile:** Scaling output to **107 to 146 TPD**.
- **Target Revenue Horizon:** ₦10,000,000,000 to ₦20,000,000,000 per annum.
- **Target EBITDA Margin:** 20.5% to 25.0%.

Itemized Phase 2 Capital Expenditure (CAPEX) Breakdown:

1. **Captive Flare-Gas Power Station Deployment:** ₦6,000,000,000 – ₦12,000,000,000
 - *Allocation:* Installation of a 5 to 15 MW gas-turbine power plant utilizing captured flare gas from regional oil fields, lowering power costs to a predictable, low-risk baseload.
2. **Modular Furnace Expansion & Continuous Melting:** ₦4,000,000,000 – ₦8,000,000,000
 - *Allocation:* Commissioning of mid-scale continuous melting end-fired furnaces optimized for container glass and specialty marine glazing formulations using local silica sand.
3. **Advanced Processing Line Additions:** ₦2,000,000,000 – ₦3,000,000,000
 - *Allocation:* Custom curved/bent glass lines, architectural bullet-resistant laminating layers, and high-volume automated edge-polishing equipment.
4. **Bulk Consumables & Trade Finance Working Capital:** ₦2,000,000,000 – ₦4,000,000,000
 - *Allocation:* Funding bulk purchases of soda ash, limestone, clarifying agents, and managing cross-border trade finance cycles for regional exports.
5. **Marine Fleet Expansion & Transport Barges:** ₦1,000,000,000 – ₦2,000,000,000
 - *Allocation:* Expanding the company's maritime shipping logistics with additional transport barges and tugboats to support cost-effective coastal shipping along the West African seaboard.
6. **Gas Wellhead Gathering Pipelines & Scrubbers:** ₦1,000,000,000 – ₦3,000,000,000
 - *Allocation:* Installation of regional gas collection pipelines and field scrubbing units directly at localized flare wellheads in partnership with upstream energy operators.
7. **International Marine & Architectural Certifications:** ₦1,500,000,000 – ₦3,000,000,000
 - *Allocation:* Securing offshore-grade certifications for marine glazing systems and establishing international compliance documentation to support structured distribution.
8. **Phase 2 Project Contingency Reserve:** ₦2,000,000,000 – ₦4,000,000,000
 - *Allocation:* Standard buffer for large-scale electrical and mechanical engineering installations.
- **TOTAL COMPREHENSIVE PHASE 2 REWORKED BUDGET:** ₦19,500,000,000 to ₦39,000,000,000

PHASE 3: Deep Tech Commercialization & Advanced Materials Coating Platform

- **Execution Window:** Years 5 to 8.
- **Strategic Objective:** Monetize advanced R&D by scaling the production of smart glass and specialty coatings. RFACTD will introduce Magnetron Sputtering Vacuum Deposition (MSVD) lines to manufacture electrochromic (smart) glass, building-integrated photovoltaics (BIPV), and low-emissivity (Low-E) energy-saving architectural glass.
- **Ecosystem Throughput Profile:** Scaling total volume to **125 to 175 TPD**.
- **Target Revenue Horizon:** ₦20,000,000,000 to ₦35,000,000,000 per annum.
- **Target EBITDA Margin:** 25.1% to 30.0%.

Itemized Phase 3 Capital Expenditure (CAPEX) Breakdown:

- 1. **Magnetron Sputtering Vacuum Deposition (MSVD) Lines:** ₦3,000,000,000 – ₦6,000,000,000
 - *Allocation:* Acquisition of large-area vacuum deposition chambers to apply microscopic, multi-layer metallic and metal oxide coatings to glass surfaces, enabling high-margin smart and low-E properties.
- 2. **Microgrid Optimization & Renewable Integration:** ₦4,000,000,000 – ₦8,000,000,000
 - *Allocation:* Integrating supplementary wind systems and advanced energy management into the facility's microgrid, driving energy costs down to optimized industrial targets.
- 3. **Institutional R&D Center & Cleanroom Construction:** ₦3,000,000,000 – ₦6,000,000,000
 - *Allocation:* Construction of a world-class materials science center to anchor patent filings and technology transfer joint ventures.
- 4. **Multi-Currency Export Cycle Working Capital:** ₦3,000,000,000 – ₦5,000,000,000
 - *Allocation:* Financing international export cycles and managing multi-currency operational reserves across the ECOWAS region.
- 5. **Regional Distribution Nodes (ECOWAS Hubs):** ₦500,000,000 – ₦1,000,000,000
 - *Allocation:* Establishing secure warehousing and regional distribution infrastructure in logistics hubs like Ghana, Senegal, and Côte d'Ivoire.
- 6. **Advanced Chemical Gas Purifiers:** ₦500,000,000 – ₦1,500,000,000
 - *Allocation:* Upgrading flare gas processing with deep chemical purifiers to ensure ultra-pure methane delivery for precision industrial manufacturing.
- 7. **Phase 3 Project Contingency Reserve:** ₦2,000,000,000 – ₦4,000,000,000
 - *Allocation:* Safeguard reserve for high-technology hardware installations.
- **TOTAL COMPREHENSIVE PHASE 3 REWORKED BUDGET:** ₦16,000,000,000 to ₦31,500,000,000

PHASE 4: Thin-Film Semiconductor integration & Transparent Electronics

- **Execution Window:** Years 8 to 12.
- **Strategic Objective:** Transition the business model toward high-margin intellectual property licensing and advanced electronic integration. RFACTD will embed thin-film transparent conductive oxides (TCOs) and micro-circuitry layers directly onto architectural glass substrates.
- **Target Revenue Horizon:** ₦35,000,000,000 to ₦70,000,000,000 per annum.
- **Target EBITDA Margin:** 30.1% to 35.0%.

Itemized Phase 4 Capital Expenditure (CAPEX) Framework:

- **Micro-Electronics Cleanroom Environments (40% of Phase Allocation):** Construction of specialized Class 100/ISO 5 cleanroom facilities to handle semiconductor-grade thin-film chemical vapor deposition (CVD) without particulate contamination.
- **AI-Integrated Manufacturing Upgrades (20% of Phase Allocation):** Integrating high-performance edge computing and real-time vision systems across cutting, tempering, and coating lines to enable automated defect detection and predictive quality control.
- **Global Patent Defense, Compliance, & JV Capital Matching (15% of Phase Allocation):** Establishing global intellectual property protections and funding joint venture co-investments alongside global industry majors entering sub-Saharan Africa.
- **Operational Scaling Capital & FX Stabilization Pool (25% of Phase Allocation):** General cash reserves to manage raw material inventories and stabilize international trade transactions.
- **ESTIMATED COMPREHENSIVE PHASE 4 CAPITAL REQUIREMENT:** ₦30,000,000,000 to ₦60,000,000,000+

PHASE 5: Macro-Scale Greenfield Float Glass Plant Construction

- **Execution Window:** Years 12+.
- **Strategic Objective:** The final phase of our structural roadmap. Leveraging accumulated capital, technical expertise, and an established customer base to build a large-scale, multi-line integrated greenfield float glass manufacturing plant, securing absolute manufacturing sovereignty across the African continent.
- **Target Revenue Horizon:** ₦70,000,000,000 to ₦150,000,000,000+ per annum.
- **Target EBITDA Margin:** 35.1% to 42.0%.

Itemized Phase 5 Capital Expenditure (CAPEX) Framework:

- **Continuous Float Line Plant Infrastructure (55% of Phase Allocation):** Construction of a massive industrial batch plant, high-temperature melting furnaces, molten tin bath forming chambers, controlled cooling annealing lehrs, and automated high-speed glass packing stacks.
- **Baseload Microgrid Scaling (20–80 MW) (20% of Phase Allocation):** Expanding power generation with high-capacity industrial gas turbine networks integrated with waste heat recovery systems for maximum thermal efficiency.
- **Deepwater Shipping Interfacing & Rail Access (10% of Phase Allocation):** Construction of dedicated industrial loading quays in Bayelsa State to process continuous incoming chemical shipments and accommodate large container export vessels.
- **Continuous Cycle Operational Working Capital (15% of Phase Allocation):** Multi-billion Naira cash reserve engineered to sustain unbroken 24/7 furnace melting operations, maintain massive sand stockpiles, and support large-scale continental distribution networks.
- **ESTIMATED COMPREHENSIVE PHASE 5 CAPITAL REQUIREMENT: ₦120,000,000,000 to ₦400,000,000,000+**

SECTION 4: PRODUCT PORTFOLIO & HIGH-MARGIN PERFORMANCE METRICS

By prioritizing downstream processing in Phase 1, RFACTD avoids the low-margin pricing pressures common to raw commodities. The initial processed product mix is optimized for maximum return on investment:

1. **Tempered Architectural Glass (35% Volume Share):** High-strength safety glass tailored for modern construction and commercial real estate facades.
 - *Target Gross Margin: 32% – 40%*
2. **Laminated Security Glass (20% Volume Share):** Multi-layered safety systems engineered for bullet-resistant and high-security defense, banking, and government applications.
 - *Target Gross Margin: 35% – 45%*
3. **Insulated Glazing Units (IGUs) (15% Volume Share):** Double and triple-glazed hermetically sealed assemblies optimized for thermal and acoustic insulation in energy-efficient developments and specialized medical labs.
 - *Target Gross Margin: 30% – 38%*
4. **Premium Specialty Mirror & Retail Lines (30% Volume Share):** Automated copper-free silvering mirror runs, custom backlit LED assemblies, and returnable container systems for premium consumer brands.
 - *Target Gross Margin: 40% – 60%*

SECTION 5: CONSOLIDATED 10-YEAR FINANCIAL FORECASTING & EVALUATION METRICS

5.1 Financial Performance Outlook

The financial matrix below represents a conservative, industrial forecasting model. It incorporates standard equipment depreciation, localized asset maintenance cycles, and a gradual market adoption curve across sub-Saharan Africa.

Table 5.1 & 5.2: Consolidated 10-Year Pro-Forma Income Statement (₦Billions)

Metric	Year 1	Year 2	Year 3	Year 5	Year 10
Gross Projected Revenue	3.80	5.40	7.80	13.50	40.00
Operating Cost Base (OPEX)	3.18	5.40	7.80	13.50	40.00
EBITDA	0.62	1.10	1.90	3.70	28.00
Interest, Tax, & Depreciation	0.31	0.46	0.80	1.58	4.80
Net Corporate Profit (NP)	0.31	0.64	1.10	2.20	7.20
Retained Capital for R&D Pod	0.05	0.10	0.22	0.50	2.00

Year	Revenue (₦B)	Gross Profit (₦B)	EBITDA (₦B)	EBITDA %	Net Profit (₦B)
Year 1	₦3.8	₦1.3	₦0.62	16.3%	₦0.31
Year 2	₦5.4	₦2.0	₦1.10	20.4%	₦0.64
Year 3	₦7.8	₦3.1	₦1.90	24.4%	₦1.10
Year 4	₦10.2	₦4.1	₦2.60	25.5%	₦1.52
Year 5	₦13.5	₦5.5	₦3.78	28.0%	₦2.20
Year 6	₦17.0	₦7.0	₦4.76	28.0%	₦2.80
Year 7	₦21.0	₦8.8	₦5.88	28.0%	₦3.50
Year 8	₦26.0	₦11.2	₦7.54	29.0%	₦4.40
Year 9	₦33.0	₦14.6	₦9.90	30.0%	₦5.90
Year 10	₦40.0	₦18.0	₦12.00	30.0%	₦7.20

Cumulative 10-Year Value Creation
Cumulative Revenue (Yr 1–10): ~₦177B | Cumulative EBITDA: ~₦49.6B | Cumulative Net Profit: ~₦29.1B | Estimated Enterprise Value at Year 10 (8–12x EBITDA): ₦96B – ₦144B

5.2 Investor Return Metrics

- **Target Internal Rate of Return (IRR):** Blended 10-year equity IRR modeled at **18% to 26%**.
- **Capital Payback Horizon:** Calculated at **5 to 7 Years** post Phase 1 deployment.
- **Terminal Enterprise Value (Year 10):** Estimated at **₦96.0 Billion to ₦144.0 Billion** using conservative trailing EBITDA multiples, with significant valuation upside as the Advanced Materials Lab matures into independent patent and IP generation.

SECTION 6: RISK MITIGATION & OPERATIONAL SOVEREIGNTY PROTOCOLS

Industrial manufacturing in the regional ecosystem requires explicit safeguards against structural vulnerabilities:

- **Foreign Exchange (FX) Exposure:** Primary sheet imports in Phase 1 create short-term FX exposure. RFACTD mitigates this by invoicing regional ECOWAS buyers in US Dollars or Euros, creating a natural hedge to self-fund the import supply chain.
- **Furnace Thermal Instability:** Unplanned power losses can cause molten glass to solidify, leading to catastrophic equipment failure. RFACTD mitigates this risk by keeping its captive microgrid completely isolated from the national grid, utilizing automated solar, battery, and gas generation loops.
- **Technical Labor & Engineering Gaps:** Advanced glass manufacturing requires highly specialized engineering expertise. RFACTD addresses this through structured joint-venture partnerships with established operators from Germany, Turkey, and China, securing

SECTION 7: STRATEGIC INSIGHTS & CONCLUSION

This comprehensive study provides a definitive roadmap for a highly competitive, risk-mitigated manufacturing enterprise. RFACTD Limited bypasses the capital inefficiencies of traditional greenfield projects by focusing on high-margin downstream processing in its initial phase, generating strong cash flows to systematically fund its long-term expansion.

By linking its primary raw material sourcing with critical regional flood-mitigation dredging, the project establishes a robust operational moat and unlocks access to high-value global ESG and climate-finance capital pools.

RFACTD Limited is structured to transform the regional industrial landscape. Glass serves as our practical commercial entry point, building the cash flows, infrastructure, and institutional credibility required to scale. The ultimate destination of RFACTD Limited is the mastery of advanced materials, energy-integrated manufacturing, and deep-tech intellectual property, establishing a world-class industrial organization across the African continent. This document stands as our definitive operational blueprint.

At the end of a disciplined 10-year execution of this strategy, RFACTD will have built:

- A ~~₦40B–₦45B~~ annual revenue industrial platform — among the largest manufacturing businesses in Nigeria
- An enterprise valued at ~~₦96B–₦144B~~ by institutional metrics — with advanced materials upside driving further premium
- 400–700 direct and 1,500–3,000 indirect jobs in Bayelsa State and the Niger Delta region
- West Africa's first genuine advanced glass research and development capability

- A credible path to Phase 5 — true integrated float glass production — now financed by the cash flow this plan generates
- An institutional brand that commands partnerships with Saint-Gobain, Xinyi, AGC, and other global glass majors

Final Statement — For the Record

This is not a glass company. Glass is the entry point. The ultimate destination is mastery of advanced materials, energy-integrated manufacturing, and AI-enhanced industrial systems — the infrastructure of the next African industrial civilization. RFACTD's ambition is not to be Nigeria's glass producer. It is to be one of Africa's defining deep-tech industrial organizations. This feasibility study is the first credible document in that journey.

Okubozi Tekearede Bozimor

Chief Executive Officer & Chief Research Officer

RFACTD Limited | Yenagoa, Bayelsa State, Nigeria

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