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# Table of Contents

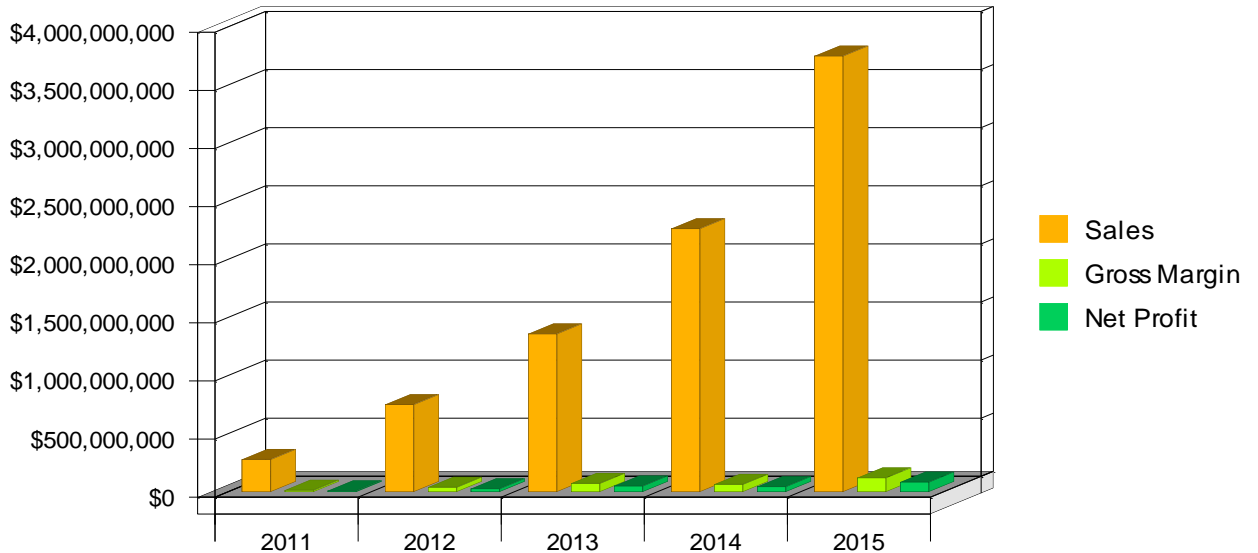
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1. Executive Summary .....	4
1.1. Objectives .....	5
1.2. Mission.....	5
1.3. Keys to Success.....	5
2. Company Summary .....	5
2.1. Company Ownership .....	5
2.2. Start-up Summary .....	6
3. Products.....	7
3.1. Product Description .....	7
3.2. Competitive Comparison .....	11
3.6. Future Products .....	11
4. Market Analysis Summary.....	11
4.1. Market Segmentation .....	11
4.2. Target Market Segment Strategy .....	13
4.3.3. Competition and Buying Patterns .....	13
6.1.3. Opportunities.....	14
6.5. Marketing Strategy.....	14
6.5.2. Pricing Strategy.....	17
6.6. Sales Strategy.....	17
6.6.1. Sales Forecast.....	20
6.8. Milestones .....	29
7.3. Management Team Gaps .....	42
8.1. Start-up Funding .....	48
8.3. Key Financial Indicators .....	49
8.4. Break-even Analysis .....	49
8.5. Projected Profit and Loss .....	50
8.6. Projected Cash Flow .....	53
8.7. Projected Balance Sheet.....	55
8.8. Business Ratios .....	56
8.9. Long-term Plan .....	.....
8.10. Valuation.....	58
8.11. The Investment Offering.....	59
8.12. Use of Funds .....	.....
8.13. Payback .....	60

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## 1. Executive Summary

### Highlights



The profit of the company rises at such a high level because of the invention of the new trends in market strategy made by the highly educated research team of the Brain Chamber. In future every company all over the world is going to implement the same pattern invented by us. Company is going to patent these trends soon. These trends includes:-

- 1) Brain Chamber Pattern.( Brain Chamber Committee)
- 2) Manufacturing Sensor System.
- 3) Postal mean random cross checking method.

## **1.1.Objectives**

We at Brain Chamber have set our objectives from the beginning as:

- To be the company with the highest contribution in the inventive technological market the stakes set out to be more than 60%.
- To do research in diversified fields.
- To carry out research only in areas those has some value and are commercially exploitable.

## **1.2.Mission**

Our mission is to excel in the field of technology research and be able to deliver the best and cutting edge technology to our customers which will prove as great value addition to them.

## **1.3.Keys to Success**

Following are our keys to success:

- We engage only in research that results in value addition of our customers.
- We set strict yet manageable deadlines for each of our projects and don't believe in spending more time than it deserves.
- We believe in inventive thinking rather than innovative thinking because an invention helps you capture the entire market while innovation are merely a better working model of something that already exist and there already is completion to certain extent.

## **2. Company Summary**

Our company Brain Chamber is involved in commercial R & D. We already have two national patents (issued by govt. of India) the third project would be soon filed for patent .We believe that a good idea is one which proves to be a commercial success, because the masses are the ultimate judges of any idea .We always keep that in mind and work on ideas that we think would have an exceptional value.

### **2.1.Company Ownership**

Brain Chamber is a privately held Research Oriented Corporation. Mr.Udaysinh S. Ghatge, the founder of Brain Chamber, is the majority owner. All hold as a director body of the company.

## 2.2.Start-up Summary

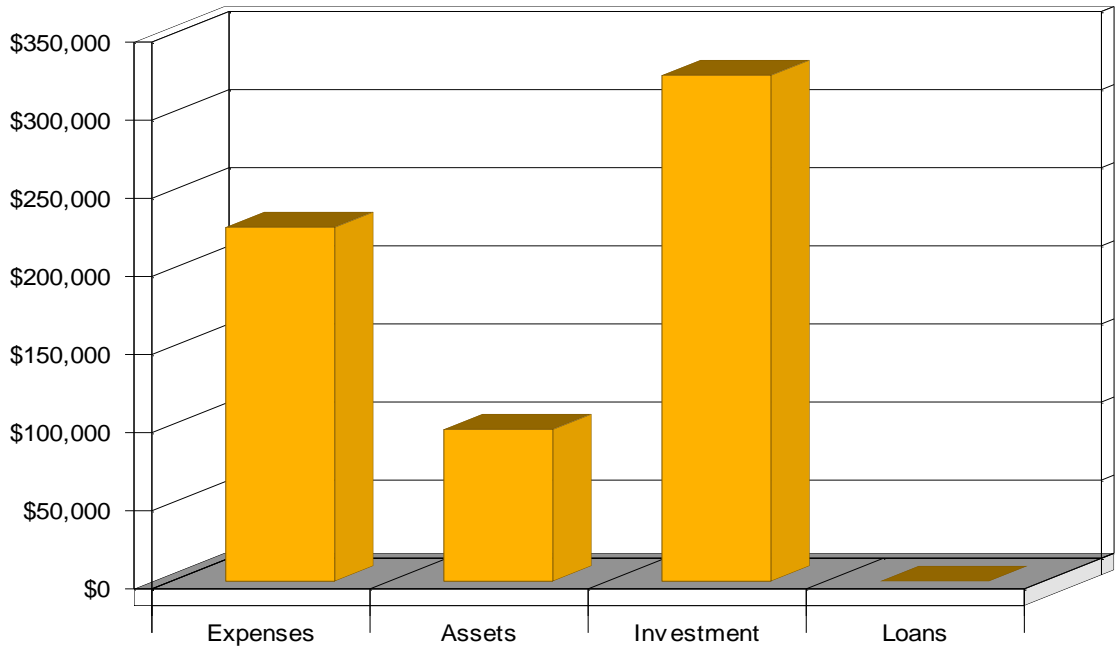
The company founder, Mr. Udaysinh Ghatge, will handle day-to-day operations of the business and will work collaboratively to ensure that this business venture is a success.

### Start Up

<b>Particulars</b>	<b>Note no.</b>	<b>Rs.</b>
Salary	<b>1</b>	\$4,02,750
Land		\$3,00,000
Patents	<b>2</b>	\$3,61,250
Computers (12 x 35,000)		\$4,20,000
R & D		\$4,50,000
R & D Set up		\$1,29,500
Traveling expenses (40,000 x 36mths)		\$36,000
Legal and Consultation		\$54,000
Miscellaneous Expenses	<b>3</b>	\$71,550
Business Promotion		100% escalation
Extra events from business plan		Add up in plan
<b>Total cost of project</b>		<b>\$18,15,550</b>

**Graph and calculation is 17.37% of total estimation for tabular error in presentation**

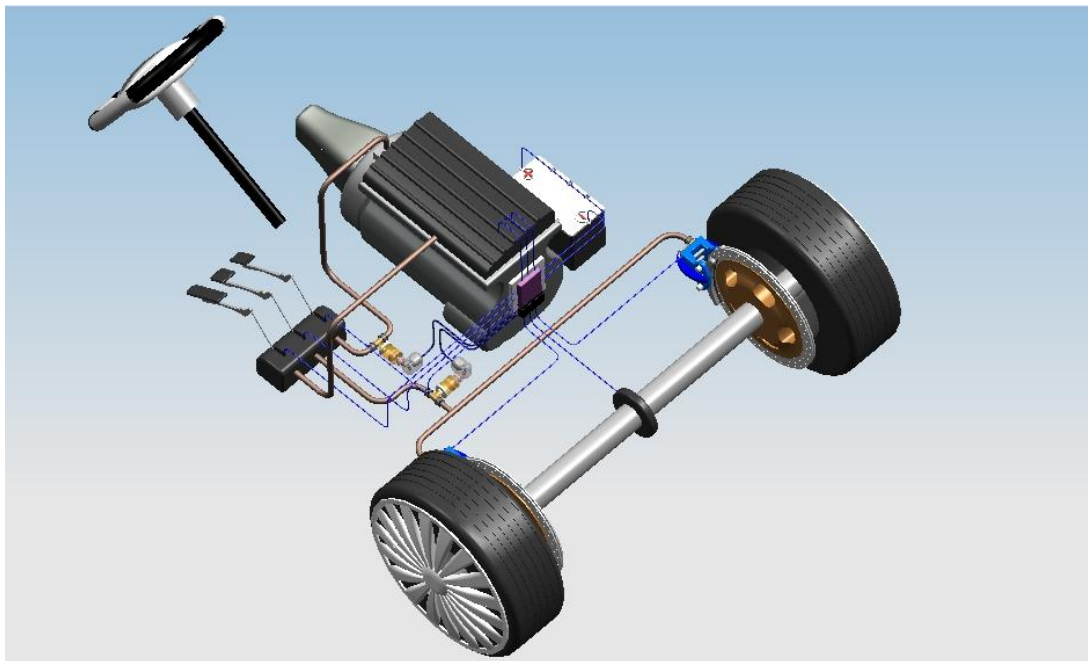
**Start-up**

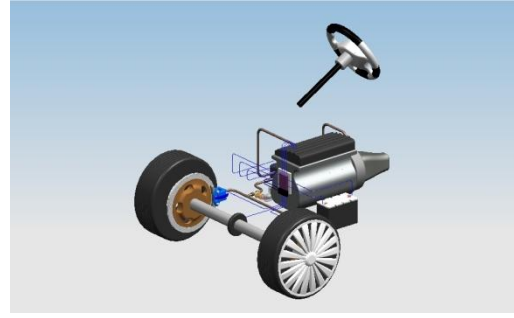
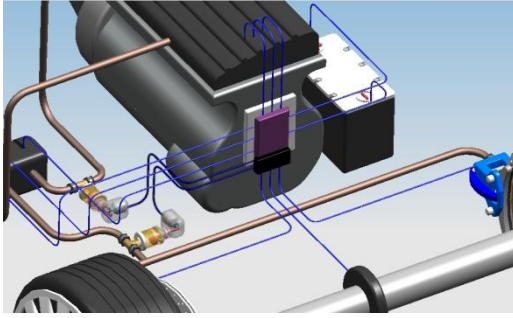


**3. Products**

**Product Description (National patented:- 1881/mum/2007 and 1882/mum/2007)**

**International patent no:- (PCT/IN2008/000605)**





## Slant Engine (An intelligence Clutch System)

18 International Patents

(1568 Sensors data are linked with patents)

The present invention relates with the safety features for the cars. It is electronic control based system device.

- 1) Accidents occur due to misguide or improper judgment of the driver on a slope. On a slope during pick up, if driver do not operate the clutch, brake and accelerator properly then car moves back, this may cause accident. Also if there is less slope then driver press more accelerator which make more fuel to burn, this will directly affect on fuel efficiency.

**Solution:** - In such condition slant engine formulate and execute the exact displacement of clutch, brake and accelerator by receiving data from ECU.

- 2) Judgment of the clutch, brake and accelerator fails in case of new driver, which makes the car to get shut down or gives jerks. Hence the car engine gets more maintenance.

**Solution:** - Slant Engine makes the car to get pick up as what exactly driver needed and as what engine requires from the operating condition of both clutch and brake.

- 3) Car is in reverse gear on slope then it moves forward during pick up. In all such cases Slant Engine works very effectively.
- 4) This system makes the driver to eliminate the use of clutch for every time. When driver has to change the gear at that time only he has to press the clutch pedal and then once it releases then driver just have to handle brake and accelerator then according to requirement of pick up, the clutch get actuated by Slant Engine.
- 5) If driver moves car with some speed and suddenly applied the brake then it is not necessary to operate clutch, at this time clutch get operated by Slant Engine.
- 6) Also when he suddenly presses the accelerator and releases brake then in accordance with brake and accelerator, clutch get operated by Slant Engine device. This will give the exact pick up to vehicle.
- 7) Some drivers pickups their car in second gear with knocking. This is defectively affecting on Clutch plate, pressure plate and pilot bearing (clutch bearing).



**Solution:** - Slant engine formulates and execute the exact operating condition of clutch at the engagement of second gear, which in turn makes the car to pick up without knocking.

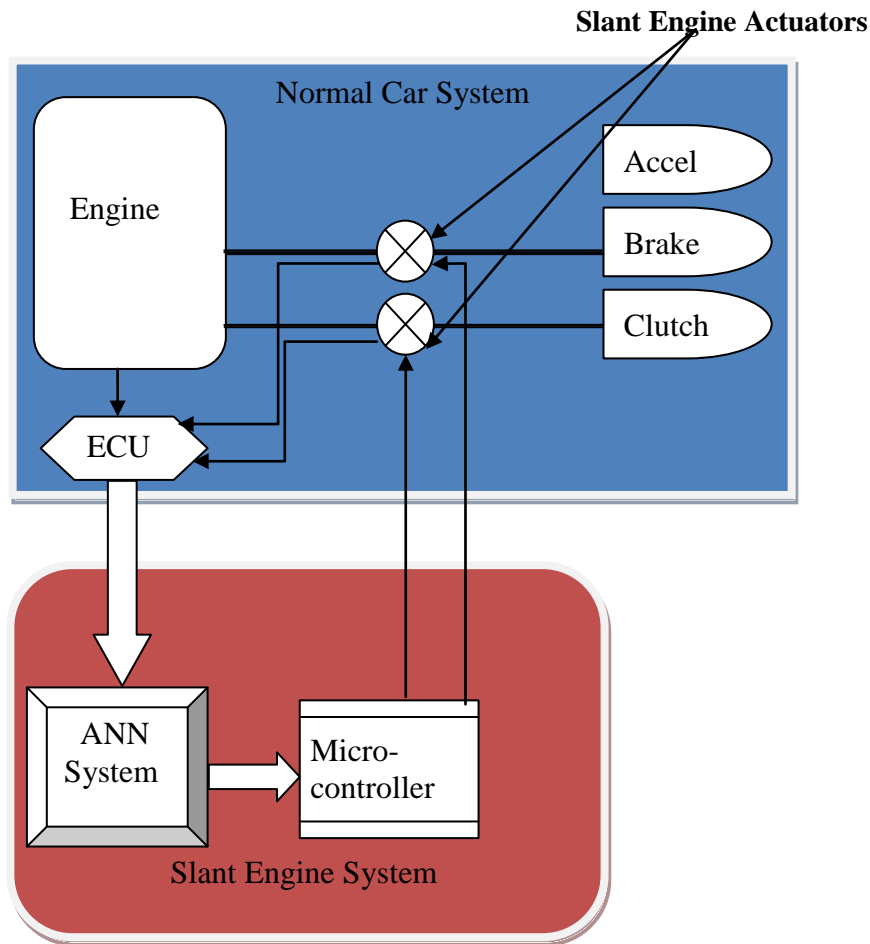
- 8) In traffic when you engage the gears once then we have to just handle the brake and accelerator.
- 9) During the working condition of Slant Engine, It will not oppose the driver's way of operation. First preference is given for driver. If driver wants to operate the clutch rudely, he can. Driver will not understand, whether it's working inside or not. This will definitely increases the driving comfort.
- 10) Provision of ON and OFF is given on dashboard. It executes to operate as per the convenience of driver's demand.
- 11) The main advantage is that the problems of clutch plate wear out, jerks to engine and engine parts and vehicle parts get minimize.
- 12) Beside this when driver is inexpert in driving then he can also pick up the vehicle very satisfactorily. Device can also get fitted in to the motorcycles, heavy transportation vehicles, containers and other transporting Medias.
- 13) Slant Engine can also be get fitted to sell out vehicles.

**Technical overview:** - In general it is an understanding device between driver and Engine. For example if driver want to pickup his car suddenly, suppose 100km in 5 seconds, but car is of capacity around 70km in 5 sec. This time driver presses the more accelerator without proper judgment of clutch. But Slant engine understands the need of driver by his operating condition. It makes the driver to operate clutch and accelerator as he wish. But in actual operation it operates the exact maximum accelerator with proper judgment of clutch to pickup vehicle at 70km in 5 sec. So driver will never understand that Slant engine is operating inside or not.

We have used ANN (Artificial Neural Network) system. System is unique for all existing vehicles. We need to change only sizes of actuators as per the designs of vehicle. Working of actuator is same for all.

There are different vehicles; every 5-6 months pickup get changes; clutch, brake and accelerator play increases; clutch, brake and accelerator actuators are different; but the device is single hence we require ANN system.

Simply how it operates.



**Advantages:** Most reward and conscientious hence no technical matter is kept open.

1. Suits every type of vehicle (2, 3, 4, multi-wheelers, heavy duty machineries and water boats)
2. Attachment to all the existing automobiles.
3. Safe and Secure.
4. This engine runs on software commands which formulate by it and gives expected output to the operator.
5. One engine can be run in three different ways, which are totally different concepts and outputs.
6. It has its own memory which guesses operator requests.
7. Self locking unit.

8. Works on automatic and manual commands.
9. No chance of failure.
10. It works with very negligible maintenances.
11. Its command gets change with change in operator.
12. Very light in weight.

It can't be heist due to coding, which setup monopoly in market

### **3.1.Competitive Comparison**

We are the first and sole inventor of this automotive control system technology.

As this is a new concept and a entirely new invention, having all its rights and patents with Brain Chamber, there is no competing product in the global market, nor is there any such product in development anywhere else in the world.

### **3.2.Future Products**

Our company has always studied the perception of the parts, researched it today and implemented it in such a way that the human race will have an incredible future. Thus combining the past, present and future for the human race, our company has always worked towards finding solution of commonly faced technological problems. We endorse inventive thoughts and progressively bring them to reality. Our company is in a costal of idea's we have various concepts in our minds and want to implement them for the betterment of life and so that are projects will prove beneficial to every one. Many think that the field of mechanics has developed to its fullest and is come to a point of infiltration.

Our company has proved it every time that it is not true that there can't be a new invention in the field of mechanics. Our company has acquired two national patents and will be filing the third national patent, shortly. We will also be filing international patents for our radical projects. We do not force on just one part of life and hence want to develop application for different fields in life.

## **4. Market Analysis Summary**

Brain Chamber will be focusing on high-technology manufacturers of products and services who want to sell into markets in all over the world. These are mostly faced with the exciting opportunity of being the first-mover in the current product Slant Engine in whole automobile Engineering sector. The consistent popularity of Slant Engine, combined with the growing interest in the Automobile sector, has been proven to be a winning concept in other markets and will produce the same results in large and medium scale companies.

### **4.1.Market Segmentation**

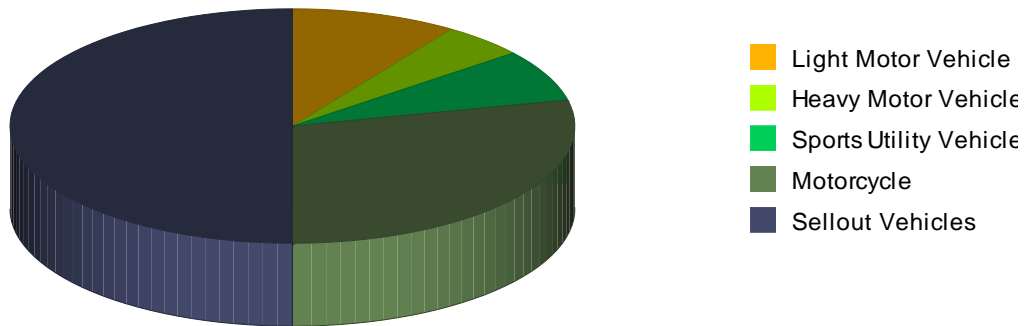
**Large manufacturer corporations:** Our most important market segment is the large automotive manufacturers, such as GM, DaimlerChrysler, Honda, Toyota, Nissan, Ford, BMW, Volks Wagon. These companies will be calling on Brain Chamber for development

functions that are better spun off than managed in-house, for market research, and for market forums.

**Medium-sized growth companies:** Other 57 Automotive manufacturers, Key automotive accessories manufacturers such as Bosch, Aisin Seiki, ADVICS, Continental, Delphi, Denso, Hella, Pioneer, Freescale Semiconductor, Recognix Technologies, Siemens VDO, TRW Automotive, TYCO, Valeo and some related high-growth fields, Brain Chamber will offer an attractive development alternative to the company that is management constrained and unable to address opportunities in new markets and new market segments.

<b>Market Analysis</b>							
	Growt h	2011	2012	2013	2014	2015	CAG R
<b>Potential Customers</b>	8%	90,401,799	97,290,416	104,703,946	112,682,387	121,268,785	7.62%
<b>Light Motor Vehicle</b>	8%	45,200,899	48,645,208	52,351,973	56,341,193	60,634,392	7.62%
<b>Heavy Motor Vehicle</b>	8%	67,801,349	72,967,812	78,527,959	84,511,789	90,951,587	7.62%
<b>Sports Utility Vehicle</b>	8%	271,205,397	291,871,248	314,111,837	338,047,159	363,806,353	7.62%
<b>Motorcycle</b>	8%	474,609,445	510,774,685	549,695,716	591,582,530	636,661,119	7.62%
<b>Sellout Vehicles</b>	7.62%	949,218,889	1,021,549,369	1,099,391,431	1,183,165,058	1,273,322,236	7.62%
<b>Total</b>							

## Market Analysis (Pie)



### 4.2. Target Market Segment Strategy

As indicated by the previous table and Illustration, we must focus on all automotive manufacturers in the whole world. These 65 high-tech car manufacturing companies are the key customers for Brain Chamber. Brain Chamber's target market covers a wide range of ages: from members of Generation next who grew up surrounded by Invention of value additions, to Baby Boomers who have come to the realization that people today cannot afford to ignore these value additions, ultimate customers for Brain Chamber.

#### 4.2.1. Competition and Buying Patterns

We carry our research in general technology since we believe in diversity. Hence, for the entire spectrum of technology we treat all of the companies that lie in our current research scope as competition.

We have always aspired to think out of the box and our researched is based on that point of view. Hence, most of our projects will be researching and as such our effective competition becomes very limited.

### 4.2.2. Opportunities

This business plan has been prepared to obtain financing in the amount of \$18,15,550 to complete the product development, set up manufacturing on licencing and implement an aggressive sales and marketing program. Brain Chamber Technologies Pvt. Ltd. is a new company which has National Patent on Slant Engine Research for consumer, commercial and industrial applications with a potential market of over \$85312585 over the 5 years.

Brain Chamber Technologies Pvt. Ltd. will be profitable within the first year of operations and conservatively expects to achieve sales of almost \$280283000 million with net profits of over \$10687513 by the end of the fourth year. The company will be self-sustaining by the end of the first year. The major markets for the new product are throughout whole world. An extensive market survey has revealed that no other product presently on the market compares with Brain Chamber Technologies Pvt. Ltd. in terms of features, benefits and inventions.

Full production can begin within two and half year after financing has been arranged. Brain Chamber Technologies Pvt. Ltd. is prepared to offer equity return for investment in the Company. The Company will also consider other arrangements to obtain the necessary finances.

### 4.3. Marketing Strategy

- For the Slant Engine Sales strategy Brain Chamber company is going to form a Brain Chamber Slant Engine Committee.
- Every car has its own design structure, hence it is better to design Slant Engine in respective car company. It is also become cheap to manufacture Slant Engine in Car Company itself. Hence Brain Chamber Slant Engine Committee decided to give all rights of design, mgf. & sales to car company. If Car Company never accepts to bond with Brain Chamber Slant Engine Committee within the date of acceptance then the respective car company will not be given the respective rights.
- **Bond:** - Every car which is going to be launch with Slant Engine has to be get registered through Brain Chamber manufacturing sensor department. If any car get evade or any fraud happen with Brain Chamber Manufacturing Sensor Department, then legal action & all rights of Slant Engine will be taken from respective car company.
- **Bond:** - Every car which is going to be launch with Slant Engine Mobile Unit has to be get registered through Brain Chamber Manufacturing Sensor Department. If any car get evade or any fraud happen with Brain Chamber Manufacturing Sensor Department, then legal action & all the rights of Slant Engine Mobile Units will be taken from respective car company.
- Brain Chamber Company had saturated this technology by getting patents on Slant Engine & Slant Engine Mobile Unit and almost many system patents. Beside this if any one invent any new Slant Engine & wanted to market global then they are to be permitted, but if any system match up with Brain Chamber Slant Engine or with other car, mgf., individual research, research team companies those are the part of

Brain Chamber Slant Engine Committee then legal action & all the rights of Slant Engine & Slant Engine Mobile Units will be taken respective car company.

- **Bond:** - If Car Company never accepts to bond with Brain Chamber Slant Engine Committee within the date of acceptance then the respective car company will not be given the respective Slant Engine rights.
- **Bond:** - If Car Company never accept to bond with Brain Chamber Slant Engine Mobile Unit Committee within the date of acceptance then the respective car company will not be given the respective Slant Engine Mobile Unit rights.
- **Bond :-** The car company in Brain Chamber Slant Engine Committee has its own rights to sale Slant Engine at any cost as they desire, but have to inform & registered through Brain Chamber Manufacturing Sensor Department & Brain Chamber Slant Engine Committee
- **Bond:** - The car company in Brain Chamber Slant Engine Mobile Unit Committee has its own rights to sale Slant Engine Mobile Unit at any cost as they desire, but have to inform & registered through Brain Chamber Manufacturing Sensor Department & Brain Chamber Slant Engine Mobile Unit Committee.
  
- **Bond:** - If any company violates the rules of Brain Chamber Slant Engine Committee then legal action & all the rights of Slant Engine will be taken from respective company.
  
- **Bond:** - If any company violates rules of Brain Chamber Slant Engine Mobile Unit Committee then legal action & all the rights of Slant Engine Mobile Unit will be taken from respective company.
  
- **Committee Bond:** - The car company which is not from Brain Chamber Slant Engine Committee will not have any rights to use other car companies, manufacturing companies, research based companies, new inventions. Those are from Brain Chamber Slant Engine Committee will have rights to use other car companies, manufacturing companies, research based companies new inventions.

**Advantage:-** So if Car Company wants to use the new invented part of any other company then they must have to be a member of Brain Chamber Slant Engine Committee.

- **Similarly for Brain Chamber Slant Engine Mobile Unit Committee.**

**Committee Bond:** - The car companies which are ready to come in Brain Chamber Slant Engine Committee after the date of acceptance then respective car company have to pay more down payments & have to satisfy with minimum shares rates.

- Similarly for Brain Chamber Slant Engine Mobile Unit Committee
  - Once the car company joins the Brain Chamber Slant Engine Committee then respective car company will get rights to manufacture Slant Engine mobile unit & market it global for their companies' cars. Hence the respective car company will become a part of Brain Chamber Slant Engine Mobile Unit Committee.
  - If car company do not join the B.C.S.E.C. then respective car company will not get rights to manufacture Slant Engine mobile unit & market it global for their companies cars. Hence the respective car company loses the chance to be a part of Brain Chamber Slant Engine Mobile Unit Committee.

- The shares distribution of Slant Engine mobile unit is same as that of Slant Engine.
- **Bond** - Every part of the Slant Engine & Slant Engine Mobile Unit have to be sale from the respective car company agencies. (it will set up the monopoly in market. This will stop the duplication of Slant Engine & Slant Engine Mobile Unit Parts.)
- Every car company have to fit the Slant Engine Unit inbuilt in their cars & have to give one Slant Engine Mobile Unit with one fourth of rate & remaining three fourth of rate have to be get compensate from inbuilt unit. (This will attract the customer & they buy one Slant Engine Mobile Unit from the company when they desire. This will also help to market our unit in competition with other manufacturing or any else competitive company. This will also help to generate funds from Slant Engine & Slant Engine Mobile Unit maintenance; hence there is no loss from this strategy. Beside this the customer will also sale this product if he don't want with more price. Hence indirectly he will become our distributor.

**Terms** - The companies will be always be updated with latest innovations in design.

**Bond-** Any innovations and improvements carried out by any company regarding slant engine will be immediately available to member companies of he committee.

### **Company Advantage**

If any innovation or improvements regarding slant engine, developed by a company or individual, are used by the committee members, then the respective company or individual will be enumerated with % shares.

Due to such an '% shares' sharing arrangement, many research based companies or individual researchers will be encouraged to innovate and improve the slant engine technology. Thus the slant engine technology will be rapidly and constantly updated and improved.

### **Terms**

Collaboration rights of car and manufacturing companies are preserved with us. Hence the designs of the particular device will have to be registered to Brain Chamber. This will be helpful for the car and motorcycle to constantly update the technology

### **Brain Chamber Advantages**

Instead of being the sole manufacturer of the slant engine technology, Brain Chamber will provide technology licensing to other third party companies interested in manufacturing the slant engine product. The license would include complete selling and marketing rights in lieu for a fixed price royalty.

### **Terms (Reseller Companies)**

1. For each product using the slant engine technology, Brain Chamber will be paid a fixed amount as a royalty by the manufacturing company.
2. All products that use the slant engine technology will bear a "Licensed by Brain Chamber" remark.



3. All maintenance and guaranty/warranty claims will be heard by the manufacturing company. Replacement products will also attract the same fixed amount of royalty for Brain Chamber.

## **Not to be done**

**Bond:-** The company which don't want to deliver its design to other companies, are permitted.

**Reason:-** If you make the above bond then in future any particular company will develop its own product and setup its own monopoly. This will enable that particular company to develop its own slant engine offering and have their own marketing strategy

### **4.3.1 Pricing Strategy**

The pricing rights of the Slant Engine and Slant Engine Mobile Units are purely depends in the hand of the cars and motorcycle companies.

As Brain Chamber adopted the OPEN SOURCE CODE marketing strategy, hence all rights of manufacturing, pricing and marketing are in the hand of the respective companies to whom the rights are given. Brain Chamber company don't want to fall in the competition pattern in any kind, as the company is corely involved in the field of research. This will make the company to target its all energy in the field of inventive and innovative research.

### **4.4.Sales Strategy**

We use a **OPEN SOURCE CODE** strategy for sales.

**Total Unit Cost:** - This cost includes manufacturing cost and shares which are to be given to car companies.

Any company to whom Brain Chamber deliver rights of the Slant Engine and Slant Engine Mobile Unit have to pay the fixed amount of \$10 from every said device in all types of vehicle except motorcycles and have to pay fixed cost of \$5 from each product of motorcycles.

Company has to pay the fixed amount of cost from the replacement product.

The profited shares: - The total market capture by the Slant Engine between the years 2011 to 2015 is given below.

**Slant Engine Market Capture**

<b>Year</b>	<b>Market Capture</b>
2011	0.10%
2012	0.25%
2013	0.42%
2014	0.65%
2015	1%

The total market capture by the Slant Engine Mobile Unit between the years 2011 to 2015 is given below. These Slant Engine Mobile units are attached only to sell out vehicles. These also get fitted for the new vehicles which depend on the demand of the customer that whether he wants the vehicle with or without Slant Engine.

We have made a plan that up to 2015 all car companies will implement the Slant engine as a inbuilt device in their cars. Hence we have concentrated on, the Slant Engine Mobile Units getting attached only to the sold out vehicles.

Here we have considered that, 5 years after purchasing the car, customers will be rarely interested for the attachment of the Slant Engine mobile Unit, because after 5 years most of the vehicles get scraped.

**Slant Engine Mobile Unit Market Capture**

<b>Year</b>	<b>Market Capture</b>
2011	0.10%
2012	0.25%
2013	0.42%
2014	0.65%
2015	1%

**Market Research of India**

(Year 2007)

**Sell out vehicles are not considered. Hence respective profit margin will not be considered**

**Indian Market sell**

Light Motor Vehicle: - 1787600

Heavy motor Vehicle: - 893800

Sports utility Vehicle: - 1340700

Motorcycles: -5362800

**Total: - 93,84,900**

**Total World market : - 47,46,09,444**

Indian Market shares in comparison with world market was **1.9773%**

Advantage:- 1) Near about 2% sell all over world is from India itself.

2) Target capture of 1% sell in 2015 will be captured from India itself before time of prediction.

3) 0.10% sell in 2011 make annual net profit around \$1,06,87,513 in Indian currency it worth around 42.75 crore with total profit/sale is 3.81%

4) 1% sell in 2015 make annual net profit around \$8,53,12,585 in Indian currency it worth around 341.25crore with total profit/sale is 2.27%

2.27% margin comes due to the reduction in valuation of product by keeping low rate increment for price quoted. In future we can maintain the profit range or can be increase.

5) 1.9773% sell from India up to 2015 make net profit around \$16,86,88,574, in Indian currency it worth around 674.47 crore with total profit/sale is 2.27%

#### 4.4.1. Sales Forecast

##### The detail sales of Light Motor Vehicles:- (By Region & Country (ooos))

	2007	2008	2009	2010	2011	2012	2013
<b>Europe</b>							
Austria	209.3	165	99.8	78.9	99.4	105.7	102.2
Belgium	814.5	743.9	785.8	961.7	969.9	956.1	962.6
Bosnia- Herzegovina	4.3	5.3	4.9	5	4.7	4.1	5.3
Czech Republic	814.7	814.8	930.7	987.4	1,054.10	1,130.00	1,148.60
Finland	31.7	27.4	25.4	23.6	25.2	32.6	35.6
France	2,982.00	3,217.60	3,274.10	3,297.20	3,480.80	3,485.30	3,530.40
Germany	5,266.90	5,436.00	5,443.90	5,387.70	5,650.40	5,866.10	5,706.40
Hungary	225.5	335	349.6	344.3	370.8	352.5	405.5
Italy	1,277.40	1,257.20	1,292.60	1,295.40	1,226.60	1,280.30	1,367.50
Netherlands	65.2	62.4	71.7	71.2	78.8	74.3	73
Poland	641.8	690.5	719.8	847.9	947.9	1,008.50	1,055.40
Portugal	127.2	141.5	176.4	181.2	169.1	155.7	143.9
Romania	220.6	317.4	341	344.1	330.4	318.7	311.9
Russia	1,471.20	1,575.30	1,708.10	1,909.10	2,035.40	2,154.60	2,195.60
Serbia	20.4	26.2	24.3	16.4	15.7	14.9	14.3
Slovakia	512.3	581.9	762.8	778.6	762.4	737.8	800.6
Slovenia	193.1	138.9	139.4	128.9	122.7	108.6	104.4
Spain	2,670.60	2,381.80	2,442.70	2,585.20	2,502.60	2,458.70	2,527.60
Sweden	342.7	314.1	334.1	340.9	323	308.1	307.7
Turkey	1,019.20	1,104.10	1,082.70	1,122.90	1,102.10	1,137.80	1,186.70
Ukraine	263.4	276.5	262.9	232.9	228.2	224.9	220.7
United Kingdom	1,641.80	1,654.60	1,609.00	1,566.20	1,586.80	1,633.20	1,690.80
<b>Total Europe Light Vehicle Production</b>	<b>20,815.60</b>	<b>21,267.50</b>	<b>21,881.90</b>	<b>22,506.50</b>	<b>23,087.30</b>	<b>23,548.20</b>	<b>23,896.80</b>
<b>Greater China</b>							
China	6,562.60	7,561.90	8,287.10	9,003.90	9,568.40	10,075.90	10,352.10
Taiwan	347.3	412.7	423.9	419.2	415.9	410.8	400.3
<b>Total Greater China Light Vehicle Production</b>	<b>6,909.90</b>	<b>7,974.50</b>	<b>8,711.00</b>	<b>9,423.10</b>	<b>9,984.30</b>	<b>10,486.70</b>	<b>10,752.40</b>
<b>Japan/Korea</b>							
Japan	10,702.40	10,958.10	11,320.10	11,148.50	11,031.50	10,978.20	10,989.30
South Korea	3,765.20	3,759.90	3,766.40	3,837.90	3,813.70	3,751.60	3,698.30
<b>Total Japan/Korea Light Vehicle Production</b>	<b>14,467.60</b>	<b>14,717.90</b>	<b>15,086.50</b>	<b>14,986.40</b>	<b>14,845.20</b>	<b>14,729.70</b>	<b>14,687.60</b>
<b>Middle East/Africa</b>							
Iran	1,061.10	1,095.70	1,169.40	1,277.50	1,328.80	1,386.50	1,404.40
South Africa	553.2	628.8	663.4	664.7	658.8	658.6	658.9

Total Middle East/Africa Light Vehicle Production	1,614.30	1,724.50	1,832.80	1,942.20	1,987.60	2,045.10	2,063.30
<b>North America</b>							
Canada	2,508.50	2,534.30	2,700.00	2,692.60	2,634.70	2,610.40	2,572.60
Mexico	1,943.60	2,072.90	2,063.10	2,156.90	2,460.80	2,526.10	2,540.60
United States	10,930.10	10,939.10	10,885.70	11,439.80	11,622.30	11,555.10	11,705.80
<b>Total North America Light Vehicle Production</b>	<b>15,382.10</b>	<b>15,546.30</b>	<b>15,648.70</b>	<b>16,289.20</b>	<b>16,717.80</b>	<b>16,691.60</b>	<b>16,819.00</b>
<b>South America</b>							
Argentina	447.8	464.7	518.6	533.3	571.1	590.9	596
Brazil	2,453.00	2,630.10	2,673.40	2,867.60	3,102.90	3,290.10	3,460.60
Chile	9.7	9.9	9.9	10.1	10.5	10.8	11
Colombia	111.2	108.1	100.9	107.2	108.1	111.6	115
Ecuador	52	53.8	55.9	56.1	57.7	59.2	60.9
Uruguay	3.9	4.8	5.7	6.2	6.8	7.4	8.2
Venezuela	172.1	179.9	184.9	189.5	198	209.3	214.6
<b>Total South America Light Vehicle Production</b>	<b>3,249.60</b>	<b>3,451.20</b>	<b>3,549.20</b>	<b>3,770.00</b>	<b>4,055.10</b>	<b>4,279.20</b>	<b>4,466.20</b>
<b>South Asia</b>							
Australia	369.4	384.4	392.2	352.1	354.9	376	396
India	1,787.60	2,277.60	2,963.50	3,448.50	3,733.80	4,061.70	4,284.00
Indonesia	418.9	514.4	540.8	569.2	571.7	592.3	602.9
Kazakhstan	13	16.3	20.6	15.5	18.1	19.4	19
Malaysia	522.9	595.3	614.2	597.5	610.9	613.5	604
Philippines	74.6	91.7	93	95.9	82.5	86.7	81.4
Thailand	1,336.90	1,456.30	1,575.60	1,705.20	1,916.10	1,990.90	2,046.50
<b>Total South Asia Light Vehicle Production</b>	<b>4,523.50</b>	<b>5,336.10</b>	<b>6,199.90</b>	<b>6,783.90</b>	<b>7,288.00</b>	<b>7,740.60</b>	<b>8,033.90</b>

**The detail sales of Heavy Motor Vehicles:-  
(By Region & Country (ooos))**

	2007	2008	2009	2010	2011	2012	2013
<b>Europe</b>							
Austria	104.65	82.5	49.9	39.45	49.7	52.85	51.1
Belgium	407.25	371.95	392.9	480.85	484.95	478.05	481.3
Bosnia-Herzegovina	2.15	2.65	2.45	2.5	2.35	2.05	2.65
Czech Republic	407.35	407.4	465.35	493.7	527.05	565	574.3
Finland	15.85	13.7	12.7	11.8	12.6	16.3	17.8
France	1491	1608.8	1637.05	1648.6	1740.4	1742.65	1765.2
Germany	2633.45	2718	2721.95	2693.85	2825.2	2933.05	2853.2

Hungary	112.75	167.5	174.8	172.15	185.4	176.25	202.75
Italy	638.7	628.6	646.3	647.7	613.3	640.15	683.75
Netherlands	32.6	31.2	35.85	35.6	39.4	37.15	36.5
Poland	320.9	345.25	359.9	423.95	473.95	504.25	527.7
Portugal	63.6	70.75	88.2	90.6	84.55	77.85	71.95
Romania	110.3	158.7	170.5	172.05	165.2	159.35	155.95
Russia	735.6	787.65	854.05	954.55	1017.7	1077.3	1097.8
Serbia	10.2	13.1	12.15	8.2	7.85	7.45	7.15
Slovakia	256.15	290.95	381.4	389.3	381.2	368.9	400.3
Slovenia	96.55	69.45	69.7	64.45	61.35	54.3	52.2
Spain	1335.3	1190.9	1221.35	1292.6	1251.3	1229.35	1263.8
Sweden	171.35	157.05	167.05	170.45	161.5	154.05	153.85
Turkey	509.6	552.05	541.35	561.45	551.05	568.9	593.35
Ukraine	131.7	138.25	131.45	116.45	114.1	112.45	110.35
United Kingdom	820.9	827.3	804.5	783.1	793.4	816.6	845.4
<b>Total Europe Heavy Vehicle Production</b>	<b>10407.8</b>	<b>10633.75</b>	<b>10940.95</b>	<b>11253.25</b>	<b>11543.65</b>	<b>11774.1</b>	<b>11948.4</b>
<b>Greater China</b>	0	0	0	0	0	0	0
China	3281.3	3780.95	4143.55	4501.95	4784.2	5037.95	5176.05
Taiwan	173.65	206.35	211.95	209.6	207.95	205.4	200.15
<b>Total Greater China Heavy Vehicle Production</b>	<b>3454.95</b>	<b>3987.25</b>	<b>4355.5</b>	<b>4711.55</b>	<b>4992.15</b>	<b>5243.35</b>	<b>5376.2</b>
<b>Japan/Korea</b>	0	0	0	0	0	0	0
Japan	5351.2	5479.05	5660.05	5574.25	5515.75	5489.1	5494.65
South Korea	1882.6	1879.95	1883.2	1918.95	1906.85	1875.8	1849.15
<b>Total Heavy Vehicle Production</b>	<b>7233.8</b>	<b>7358.95</b>	<b>7543.25</b>	<b>7493.2</b>	<b>7422.6</b>	<b>7364.85</b>	<b>7343.8</b>
<b>Middle East/Africa</b>	0	0	0	0	0	0	0
Iran	530.55	547.85	584.7	638.75	664.4	693.25	702.2
South Africa	276.6	314.4	331.7	332.35	329.4	329.3	329.45
<b>Total Middle East/Africa Heavy Vehicle Production</b>	<b>807.15</b>	<b>862.25</b>	<b>916.4</b>	<b>971.1</b>	<b>993.8</b>	<b>1022.55</b>	<b>1031.65</b>
<b>North America</b>	0	0	0	0	0	0	0
Canada	1254.25	1267.15	1350	1346.3	1317.35	1305.2	1286.3
Mexico	971.8	1036.45	1031.55	1078.45	1230.4	1263.05	1270.3
United States	5465.05	5469.55	5442.85	5719.9	5811.15	5777.55	5852.9
<b>Total North America Heavy</b>							

<b>Vehicle Production</b>	<b>7691.05</b>	<b>7773.15</b>	<b>7824.35</b>	<b>8144.6</b>	<b>8358.9</b>	<b>8345.8</b>	<b>8409.5</b>
<b>South America</b>	0	0	0	0	0	0	0
Argentina	223.9	232.35	259.3	266.65	285.55	295.45	298
Brazil	1226.5	1315.05	1336.7	1433.8	1551.45	1645.05	1730.3
Chile	4.85	4.95	4.95	5.05	5.25	5.4	5.5
Colombia	55.6	54.05	50.45	53.6	54.05	55.8	57.5
Ecuador	26	26.9	27.95	28.05	28.85	29.6	30.45
Uruguay	1.95	2.4	2.85	3.1	3.4	3.7	4.1
Venezuela	86.05	89.95	92.45	94.75	99	104.65	107.3
<b>Total South America</b>							
<b>Heavy Vehicle Production</b>	<b>1624.8</b>	<b>1725.6</b>	<b>1774.6</b>	<b>1885</b>	<b>2027.55</b>	<b>2139.6</b>	<b>2233.1</b>
<b>South Asia</b>	0	0	0	0	0	0	0
Australia	184.7	192.2	196.1	176.05	177.45	188	198
India	893.8	1138.8	1481.75	1724.25	1866.9	2030.85	2142
Indonesia	209.45	257.2	270.4	284.6	285.85	296.15	301.45
Kazakhstan	6.5	8.15	10.3	7.75	9.05	9.7	9.5
Malaysia	261.45	297.65	307.1	298.75	305.45	306.75	302
Philippines	37.3	45.85	46.5	47.95	41.25	43.35	40.7
Thailand	668.45	728.15	787.8	852.6	958.05	995.45	1023.25
<b>Total South Asia Heavy Vehicle Production</b>	<b>2261.75</b>	<b>2668.05</b>	<b>3099.95</b>	<b>3391.95</b>	<b>3644</b>	<b>3870.3</b>	<b>4016.95</b>

**The detail sales of Sports Utility Vehicles (S.U.V.):-**  
(By Region & Country (ooos))

	2007	2008	2009	2010	2011	2012	2013
<b>Europe</b>							
Austria	156.975	123.75	74.85	59.175	74.55	79.275	76.65
Belgium	610.875	557.925	589.35	721.275	727.425	717.075	721.95
Bosnia-Herzegovina	3.225	3.975	3.675	3.75	3.525	3.075	3.975
Czech Republic	611.025	611.1	698.025	740.55	790.575	847.5	861.45
Finland	23.775	20.55	19.05	17.7	18.9	24.45	26.7
France	2236.5	2413.2	2455.575	2472.9	2610.6	2613.975	2647.8
Germany	3950.175	4077	4082.925	4040.775	4237.8	4399.575	4279.8
Hungary	169.125	251.25	262.2	258.225	278.1	264.375	304.125
Italy	958.05	942.9	969.45	971.55	919.95	960.225	1025.625
Netherlands	48.9	46.8	53.775	53.4	59.1	55.725	54.75
Poland	481.35	517.875	539.85	635.925	710.925	756.375	791.55
Portugal	95.4	106.125	132.3	135.9	126.825	116.775	107.925
Romania	165.45	238.05	255.75	258.075	247.8	239.025	233.925

Russia	1103.4	1181.475	1281.075	1431.825	1526.55	1615.95	1646.7
Serbia	15.3	19.65	18.225	12.3	11.775	11.175	10.725
Slovakia	384.225	436.425	572.1	583.95	571.8	553.35	600.45
Slovenia	144.825	104.175	104.55	96.675	92.025	81.45	78.3
Spain	2002.95	1786.35	1832.025	1938.9	1876.95	1844.025	1895.7
Sweden	257.025	235.575	250.575	255.675	242.25	231.075	230.775
Turkey	764.4	828.075	812.025	842.175	826.575	853.35	890.025
Ukraine	197.55	207.375	197.175	174.675	171.15	168.675	165.525
United Kingdom	1231.35	1240.95	1206.75	1174.65	1190.1	1224.9	1268.1
<b>Total Europe S.U.V.</b>							
<b>Production</b>	<b>15611.7</b>	<b>15950.63</b>	<b>16411.43</b>	<b>16879.88</b>	<b>17315.48</b>	<b>17661.15</b>	<b>17922.6</b>
<b>Greater China</b>	0	0	0	0	0	0	0
China	4921.95	5671.425	6215.325	6752.925	7176.3	7556.925	7764.075
Taiwan	260.475	309.525	317.925	314.4	311.925	308.1	300.225
<b>Total Greater China S.U.V.</b>							
<b>Production</b>	<b>5182.425</b>	<b>5980.875</b>	<b>6533.25</b>	<b>7067.325</b>	<b>7488.225</b>	<b>7865.025</b>	<b>8064.3</b>
<b>Japan/Korea</b>	0	0	0	0	0	0	0
Japan	8026.8	8218.575	8490.075	8361.375	8273.625	8233.65	8241.975
South Korea	2823.9	2819.925	2824.8	2878.425	2860.275	2813.7	2773.725
<b>Total Japan/Korea S.U.V.</b>							
<b>Production</b>	<b>10850.7</b>	<b>11038.43</b>	<b>11314.88</b>	<b>11239.8</b>	<b>11133.9</b>	<b>11047.28</b>	<b>11015.7</b>
<b>Middle East/Africa</b>	0	0	0	0	0	0	0
Iran	795.825	821.775	877.05	958.125	996.6	1039.875	1053.3
South Africa	414.9	471.6	497.55	498.525	494.1	493.95	494.175
<b>Total Middle East/Africa S.U.V.</b>							
<b>Production</b>	<b>1210.725</b>	<b>1293.375</b>	<b>1374.6</b>	<b>1456.65</b>	<b>1490.7</b>	<b>1533.825</b>	<b>1547.475</b>
<b>North America</b>	0	0	0	0	0	0	0
Canada	1881.375	1900.725	2025	2019.45	1976.025	1957.8	1929.45
Mexico	1457.7	1554.675	1547.325	1617.675	1845.6	1894.575	1905.45
United States	8197.575	8204.325	8164.275	8579.85	8716.725	8666.325	8779.35
<b>Total North America S.U.V.</b>							
<b>Production</b>	<b>11536.58</b>	<b>11659.73</b>	<b>11736.53</b>	<b>12216.9</b>	<b>12538.35</b>	<b>12518.7</b>	<b>12614.25</b>
<b>South America</b>	0	0	0	0	0	0	0
Argentina	335.85	348.525	388.95	399.975	428.325	443.175	447
Brazil	1839.75	1972.575	2005.05	2150.7	2327.175	2467.575	2595.45
Chile	7.275	7.425	7.425	7.575	7.875	8.1	8.25
Colombia	83.4	81.075	75.675	80.4	81.075	83.7	86.25
Ecuador	39	40.35	41.925	42.075	43.275	44.4	45.675
Uruguay	2.925	3.6	4.275	4.65	5.1	5.55	6.15
Venezuela	129.075	134.925	138.675	142.125	148.5	156.975	160.95
<b>Total South America S.U.V.</b>	<b>2437.2</b>	<b>2588.4</b>	<b>2661.9</b>	<b>2827.5</b>	<b>3041.325</b>	<b>3209.4</b>	<b>3349.65</b>



**Production**

<b>South Asia</b>	0	0	0	0	0	0	0
Australia	277.05	288.3	294.15	264.075	266.175	282	297
India	1340.7	1708.2	2222.625	2586.375	2800.35	3046.275	3213
Indonesia	314.175	385.8	405.6	426.9	428.775	444.225	452.175
Kazakhstan	9.75	12.225	15.45	11.625	13.575	14.55	14.25
Malaysia	392.175	446.475	460.65	448.125	458.175	460.125	453
Philippines	55.95	68.775	69.75	71.925	61.875	65.025	61.05
Thailand	1002.675	1092.225	1181.7	1278.9	1437.075	1493.175	1534.875
<b>Total South Asia S.U.V. Production</b>	<b>3392.625</b>	<b>4002.075</b>	<b>4649.925</b>	<b>5087.925</b>	<b>5466</b>	<b>5805.45</b>	<b>6025.425</b>

**The detail sales of Motorcycles:-  
(By Region & Country (ooos))**

	2007	2008	2009	2010	2011	2012	2013
<b>Europe</b>							
Austria	627.9	495	299.4	236.7	298.2	317.1	306.6
Belgium	2443.5	2231.7	2357.4	2885.1	2909.7	2868.3	2887.8
Bosnia- Herzegovina	12.9	15.9	14.7	15	14.1	12.3	15.9
Czech Republic	2444.1	2444.4	2792.1	2962.2	3162.3	3390	3445.8
Finland	95.1	82.2	76.2	70.8	75.6	97.8	106.8
France	8946	9652.8	9822.3	9891.6	10442.4	10455.9	10591.2
Germany	15800.7	16308	16331.7	16163.1	16951.2	17598.3	17119.2
Hungary	676.5	1005	1048.8	1032.9	1112.4	1057.5	1216.5
Italy	3832.2	3771.6	3877.8	3886.2	3679.8	3840.9	4102.5
Netherlands	195.6	187.2	215.1	213.6	236.4	222.9	219
Poland	1925.4	2071.5	2159.4	2543.7	2843.7	3025.5	3166.2
Portugal	381.6	424.5	529.2	543.6	507.3	467.1	431.7
Romania	661.8	952.2	1023	1032.3	991.2	956.1	935.7
Russia	4413.6	4725.9	5124.3	5727.3	6106.2	6463.8	6586.8
Serbia	61.2	78.6	72.9	49.2	47.1	44.7	42.9
Slovakia	1536.9	1745.7	2288.4	2335.8	2287.2	2213.4	2401.8
Slovenia	579.3	416.7	418.2	386.7	368.1	325.8	313.2
Spain	8011.8	7145.4	7328.1	7755.6	7507.8	7376.1	7582.8
Sweden	1028.1	942.3	1002.3	1022.7	969	924.3	923.1
Turkey	3057.6	3312.3	3248.1	3368.7	3306.3	3413.4	3560.1
Ukraine	790.2	829.5	788.7	698.7	684.6	674.7	662.1
United Kingdom	4925.4	4963.8	4827	4698.6	4760.4	4899.6	5072.4
<b>Total Europe Motorcycles Production</b>	<b>62446.8</b>	<b>63802.5</b>	<b>65645.7</b>	<b>67519.5</b>	<b>69261.9</b>	<b>70644.6</b>	<b>71690.4</b>
<b>Greater China</b>	0	0	0	0	0	0	0
China	19687.8	22685.7	24861.3	27011.7	28705.2	30227.7	31056.3
Taiwan	1041.9	1238.1	1271.7	1257.6	1247.7	1232.4	1200.9
<b>Total Greater</b>	<b>20729.7</b>	<b>23923.5</b>	<b>26133</b>	<b>28269.3</b>	<b>29952.9</b>	<b>31460.1</b>	<b>32257.2</b>

**China**

**Motorcycles  
Production**

<b>Japan/Korea</b>	0	0	0	0	0	0	0
Japan	32107.2	32874.3	33960.3	33445.5	33094.5	32934.6	32967.9
South Korea	11295.6	11279.7	11299.2	11513.7	11441.1	11254.8	11094.9

**Total**

**Japan/Korea  
Motorcycles  
Production**

<b>43402.8</b>	<b>44153.7</b>	<b>45259.5</b>	<b>44959.2</b>	<b>44535.6</b>	<b>44189.1</b>	<b>44062.8</b>
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**Middle**

**East/Africa**

	0	0	0	0	0	0	0
Iran	3183.3	3287.1	3508.2	3832.5	3986.4	4159.5	4213.2
South Africa							
	1659.6	1886.4	1990.2	1994.1	1976.4	1975.8	1976.7

**Total Middle  
East/Africa**

**Motorcycles  
Production**

<b>4842.9</b>	<b>5173.5</b>	<b>5498.4</b>	<b>5826.6</b>	<b>5962.8</b>	<b>6135.3</b>	<b>6189.9</b>
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**North America**

	0	0	0	0	0	0	0
Canada	7525.5	7602.9	8100	8077.8	7904.1	7831.2	7717.8
Mexico	5830.8	6218.7	6189.3	6470.7	7382.4	7578.3	7621.8
United States	32790.3	32817.3	32657.1	34319.4	34866.9	34665.3	35117.4

**Total North  
America**

**Motorcycles  
Production**

<b>46146.3</b>	<b>46638.9</b>	<b>46946.1</b>	<b>48867.6</b>	<b>50153.4</b>	<b>50074.8</b>	<b>50457</b>
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**South America**

	0	0	0	0	0	0	0
Argentina	1343.4	1394.1	1555.8	1599.9	1713.3	1772.7	1788
Brazil	7359	7890.3	8020.2	8602.8	9308.7	9870.3	10381.8
Chile	29.1	29.7	29.7	30.3	31.5	32.4	33
Colombia	333.6	324.3	302.7	321.6	324.3	334.8	345
Ecuador	156	161.4	167.7	168.3	173.1	177.6	182.7
Uruguay	11.7	14.4	17.1	18.6	20.4	22.2	24.6
Venezuela	516.3	539.7	554.7	568.5	594	627.9	643.8

**Total South  
America**

**Motorcycles  
Production**

<b>9748.8</b>	<b>10353.6</b>	<b>10647.6</b>	<b>11310</b>	<b>12165.3</b>	<b>12837.6</b>	<b>13398.6</b>
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**South Asia**

	0	0	0	0	0	0	0
Australia	1108.2	1153.2	1176.6	1056.3	1064.7	1128	1188
India	5362.8	6832.8	8890.5	10345.5	11201.4	12185.1	12852
Indonesia	1256.7	1543.2	1622.4	1707.6	1715.1	1776.9	1808.7
Kazakhstan	39	48.9	61.8	46.5	54.3	58.2	57
Malaysia	1568.7	1785.9	1842.6	1792.5	1832.7	1840.5	1812
Philippines	223.8	275.1	279	287.7	247.5	260.1	244.2
Thailand	4010.7	4368.9	4726.8	5115.6	5748.3	5972.7	6139.5

**Total South Asia**

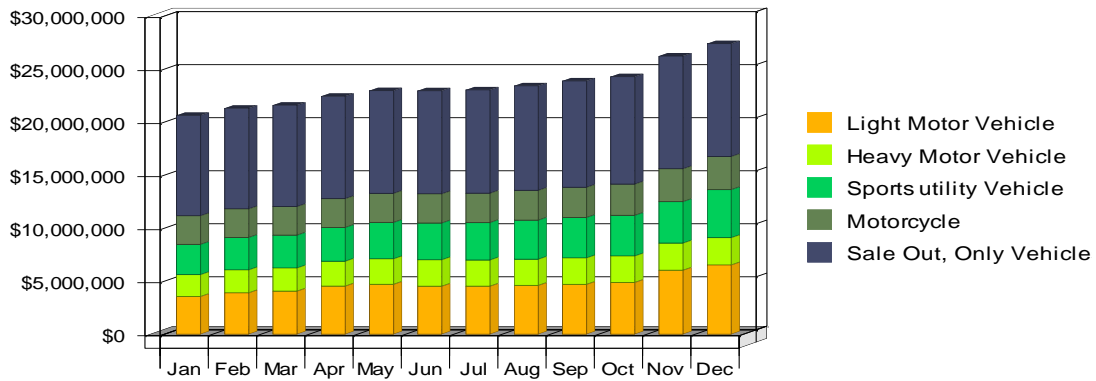
**Motorcycles  
Production**

<b>13570.5</b>	<b>16008.3</b>	<b>18599.7</b>	<b>20351.7</b>	<b>21864</b>	<b>23221.8</b>	<b>24101.7</b>
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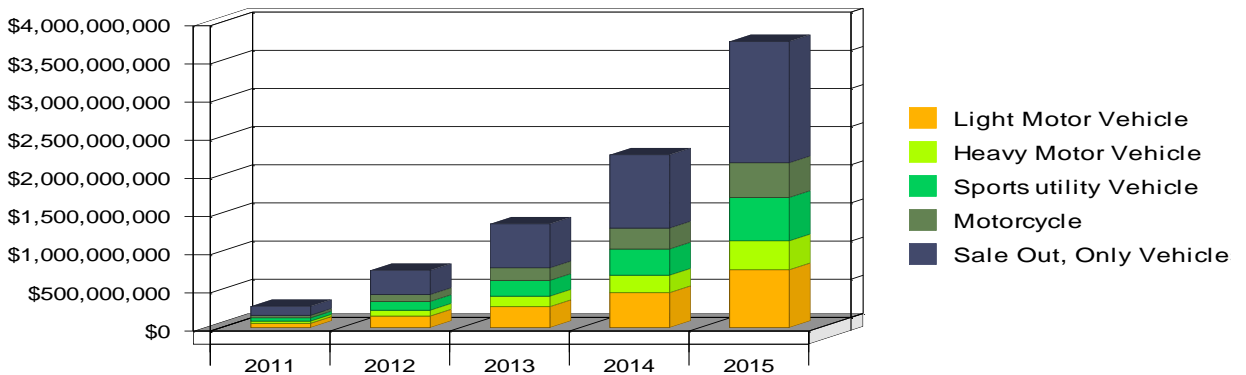
<b>Sales Forecast</b>					
	2011	2012	2013	2014	2015
<b>Unit Sales</b>					
<b>Light Motor Vehicle</b>	90,570	243,226	439,756	732,435	1,212,688
<b>Heavy Motor Vehicle</b>	45,941	121,613	219,878	366,218	606,343
<b>Sports utility Vehicle</b>	67,802	182,419	329,817	549,327	909,516
<b>Motorcycle</b>	271,199	729,678	1,319,270	2,197,306	3,638,064
<b>Sale Out, Only Vehicles</b>	474,750	1,276,936	2,308,722	3,845,286	6,366,611
<b>Total Unit Sales</b>	950,262	2,553,872	4,617,443	7,690,572	12,733,222
<b>Unit Prices</b>	2011	2012	2013	2014	2015
<b>Light Motor Vehicle</b>	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00
<b>Heavy Motor Vehicle</b>	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00
<b>Sports utility Vehicle</b>	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00
<b>Motorcycle</b>	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00
<b>Sale Out, Only Vehicles</b>	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00
<b>Sales</b>					
<b>Light Motor Vehicle</b>	\$56,606,250	\$152,016,250	\$274,847,500	\$457,771,875	\$757,930,000
<b>Heavy Motor Vehicle</b>	\$28,713,125	\$76,008,125	\$137,423,750	\$228,886,250	\$378,964,375
<b>Sports utility Vehicle</b>	\$42,376,250	\$114,011,875	\$206,135,625	\$343,329,375	\$568,447,500
<b>Motorcycle</b>	\$33,899,875	\$91,209,750	\$164,908,750	\$274,663,250	\$454,758,000
<b>Sale Out, Only Vehicles</b>	\$118,687,500	\$319,234,000	\$577,180,500	\$961,321,500	\$1,591,652,750
<b>Total Sales</b>	\$280,283,000	\$752,480,000	\$1,360,496,125	\$2,265,972,250	\$3,751,752,625
<b>Direct Unit Costs</b>	2011	2012	2013	2014	2015
<b>Light Motor Vehicle</b>	\$615.00	\$615.00	\$615.00	\$614.00	\$613.00
<b>Heavy Motor Vehicle</b>	\$615.00	\$615.00	\$615.00	\$614.00	\$613.00
<b>Sports utility Vehicle</b>	\$615.00	\$615.00	\$615.00	\$614.00	\$613.00
<b>Motorcycle</b>	\$120.00	\$120.00	\$120.00	\$119.00	\$118.00
<b>Sale Out, Only Vehicles</b>	\$225.00	\$225.00	\$225.00	\$241.00	\$240.00
<b>Direct Cost of Sales</b>					
<b>Light Motor Vehicle</b>	\$55,700,550	\$149,583,990	\$270,449,940	\$449,715,090	\$743,377,744
<b>Heavy Motor Vehicle</b>	\$28,253,715	\$74,791,995	\$135,224,970	\$224,857,852	\$371,688,259

<b>Sports utility Vehicle</b>	\$41,698,230	\$112,187,685	\$202,837,455	\$337,286,778	\$557,533,308
<b>Motorcycle</b>	\$32,543,880	\$87,561,360	\$158,312,400	\$261,479,414	\$429,291,552
<b>Sale Out, Only Vehicles</b>	\$106,818,750	\$287,310,600	\$519,462,450	\$926,713,926	\$1,527,986,640
<b>Subtotal Direct Cost of Sales</b>	\$265,015,125	\$711,435,630	\$1,286,287,215	\$2,200,053,060	\$3,629,877,503

### Sales Monthly



### Sales by Year



**(The dates of the milestones, changes as per current timeline)**

#### 4.5.Milestones

**Event No.:-1 [Data Collection]**  
(1<sup>st</sup> January 2007 onwards )

- 1) All over the world the selections of Scientist, their work, project, research are done.
- 2) Data Collection of scientists work & scientist those are necessary for Brain Chamber is going on.

**Total Costing :-** **NIL**

**Event No.:-2 [Plan Approval]**  
(14<sup>th</sup> mar2008 to 14<sup>th</sup> April 2008)

- 1) The approval of plan will take place before meeting with venture

**Total Costing :-** **NIL**

**Event No.:-3 [Start up plan of action]**  
(22<sup>nd</sup> Sept 2008 to 2<sup>nd</sup> April 2010)

- 1)
  - Meeting with venture
- 2)
  - Funding
- 3) 21<sup>th</sup> Sept
  - Office work and recruitment work completes
- 4) 22<sup>nd</sup> Sept
  - Research start.
- 5) 22<sup>nd</sup> Sept2008 to 2<sup>nd</sup> April 2010 – Detail research of slant Engine & slant Engine mobile unit.
- 6) 4<sup>th</sup> 5<sup>th</sup> Nov
  - Examiner meeting
- 7) 15<sup>th</sup> Nov
  - Meeting with Hon. Scientist Raghunath Maselkar.
- 8) 17<sup>th</sup> Nov
  - Meeting with lawyers.

**Total Costing :-**

**Event No:- 4 [Start up Expenses Details]**  
(22<sup>nd</sup> Sept 2008 to 2<sup>nd</sup> April 2010)

**Note 1 : Salary**

Particulars	Rs.
<b>Technical staff</b>	
Salary to MD (\$875pm x 36mths)	\$31,500
Mechanical Head (1 x \$1,250pm x 18mths)	\$22,500
Electronic Head (1 x \$1,250pm x 18mths)	\$22,500
Mechanical Enggs.(3 x\$750pm x 18mths)	\$40,500

Electronics Enggs. (5 x \$875pm x 18mths)	\$78,750
Documentation Enggs (2 x \$750 x 18mths)	\$27,000
Design. Engg. (2 x \$625pm x 18mths)	\$22,500
Work Shop persons (2 x \$100 x 18mths)	\$3,600
<b>Office &amp; Administration Staff</b>	
Business Oper <sup>n</sup> head (1 x \$2,500pm x 36mths)	\$90,000
Assistance for BOP (2 x \$625 x 36mths )	\$45,000
Accountant (1 x \$250pm x 36mths)	\$9,000
A/C assistance (1 x \$125pm x 36mths)	\$4,500
<b>Others</b>	
Office boys (2 x \$75pm x 36mths)	\$5,400
<b>Total</b>	<b>\$4,02,750</b>

**Note 2 : Patents**

Particulars	Rs
National (15 x \$250)	\$3,750
International (15 x \$18,750)	\$2,81,250
Consultation (\$5,000 each patent, considering examination calls)	\$75,000
<b>Total</b>	<b>\$3,60,000</b>

**Note 3 : Miscellaneous Expenses**

Particular	Rs
Stationery (\$250pm x 36mths)	\$9,000
Light bill (\$500pm x 36mths)	\$18,000
Internet (\$75pm x 36mths)	\$2,700
Telephone (\$625pm x 36mths)	\$22,500

Documentation (\$375 x 36mths)	\$13,500
Water bill (\$37.5x 36mths)	\$1,350
Others (\$125 x 36mths)	\$4,500
<b>Total</b>	<b>\$71,550</b>

**Description of remained content**

- **Land**

- a) 4035 sq. feet x \$60 = \$2,42,100
- (8% duty + \$2,42,100) = \$2,62,500
- b) Furniture = \$37,500
- Total = \$3,00,000**

- **R & D Set up**

- a) Vehicle ( Car + motorcycle )  

\$12,500 + \$1,250

}

\$13,750
- c) Torque Sensors  
 (Specially used for the re-engineering) = \$5,000  
 (\$1,250 x 4 pieces)
- d) Torque sensor testing device = \$37,500
- e) Lift internal along with pad friction = \$12,500
- f) Tyre pressure monitoring system = \$15,000
- g) Electric power steering = \$2,000
- h) Cad Software = \$18,750
- i) Manufacturing sensor implementation = \$25,000
- Total = \$1,29,500**

- **Legal & Consultation**

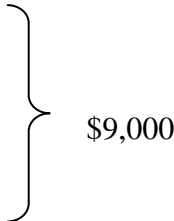
- A) Technical**

- a) Consultation for mtl testing
  - b) Contract base development
  - c) \$2,500 x 18mths
  - d) Major part includes ANN system
- }

\$45,000

hardware implementation.

**B) Administration Legal and others**

- a) Recruitment consultations
  - b) Advisory consultations
  - c) Contingent events
  - d) \$500 x 18mths
- 

**Recruitments of very senior posts will be appointed once the research completes**

- **Senior Vice President, Business Operations.**
- **Senior Vice President, Corporate Development**
- **Senior Vice President, Global Sales & Business Development**

**Job description for below posts**

- **Senior Vice President, Business Operations.**

**Job description:-**

Respective person will take responsibilities for Brain Chamber business operations, a leader of the global strategy practice and worked with a wide range of firms on strategy development, business model transformation and operational issues. An experience includes extensive work in consumer software and hardware technology, online consumer services, and Internet media markets, competing on the Edge: Strategy as Structured Chaos, which introduced a new strategic model for competing in volatile markets.

- **Senior Vice President, Corporate Development**

**Job description:-**

Respective person will take responsibilities for Brain Chamber as vice president of corporate development. Today as senior vice president and chief legal officer, he leads Brain Chamber global teams for legal, government relations, corporate development (investment projects) and new business development (strategic partnerships and licensing opportunities).

In future he will work for a wide variety of technology companies to help them manage complex transactions such as mergers, acquisitions and initial public offerings.



- **Senior Vice President, Global Sales & Business Development**

**Job description:-**

He will be the senior vice president of global sales and business development. Person is directly responsible for Brain chamber's worldwide revenue generation efforts as well as the day-to-day operations of the company's sales organization. As Brain Chamber's "business founder," led the development and implementation of the company's initial business model.

He will be the experienced for 3-4 years of high-technology consumer and enterprise experience, holding key positions at several start-ups, he will held positions in marketing, product management, and business development.

He is an industry veteran who oversees the teams that manage Brain Chamber's innovative product portfolio and go-to-market strategies. In this role, he will oversee the design, creation and improvement of all of Brain Chamber's products, from consumer offerings to publisher and business services. He directs the teams with a special focus on delivering exceptional user experience, continuous innovation, and highly relevant, accountable, and untraditional marketing.

**Total Costing:- contingent**

**Start up expenses are divided in three sections**

**1<sup>st</sup> Step for funding**

This includes full costing of major events as follows.

2) Land	\$3,00,000
3) Patents	\$3,61,250
4) R & D Set up	\$1,29,500
5) Computers	\$10,500
6) Miscellaneous	\$11,950
7) Rest events in divided structure	\$2,77,350
8) Escalation includes contingent events	Depends
9) Other structured events	from plan
<b>Total:-</b>	<b>\$11,01,050</b>

**2<sup>nd</sup> Step for funding**

This includes

1) Miscellaneous	\$11,950
2) Rest events in divided structure	\$2,77,350
3) Escalation includes contingent events	
4) Other structured events	
<b>Total:-</b>	<b>\$2,89,300</b>



**Event No:-7 [International patent]**

- 1) Two patents are filled
- 2) To increase co-ordination between International lawyer & us.
- 3) To follow up the procedure.
- 4) Fees will be Increased, its on procedure that we follow.
- 5) International patent is filled in countries like

**Europe**

Austria, Belgium, Bosnia-Herzegovina, Czech-Republic, Finland, France, Germany, Hungary, Italy, Netherlands, Poland, Portugal, Romania, Russia, Serbia, Slovakia, Slovenia, Spain, Sweden, Turkey, Ukraine, United Kingdom

**Greater China**

China, Taiwan

**Japan/Korea**

Japan, South Korea

**Middle East/Africa**

Iran, South Africa

**North America**

Canada, Mexico, United States

**South America**

Argentina, Brazil, Chile, Colombia, Ecuador, Uruguay, Venezuela

**South Asia**

Australia, Indonesia, Kazakhstan, Malaysia, Philippines, Thailand

- 7) Filing fees of patents are tentatively mentioned.
- 8) Costing included in patent details.

**Total Costing :- 2 x \$18,750 = \$37,750**

**Event No:-8 [New Research Initiation]**

- 1) Brain Chamber is having one more very ground breaking concept.
- 2) Brain Chamber will involve for 10 days in this project.
- 3) The main concept work on Slant Engine will not be out of action.
- 4) Only Patent work will be carried out.
- 5) After patent procedure the concept will be opened in front of venture.
- 6) National patent fees for this project will be remunerated from Brain Chamber.
- 7) If B.O.D. from venture wants to enroll this project in current business plan then necessary steps will be taken.

**Total Costing:- NIL**

**Event No:-9 [System Innovative International Patents filling]**

- 1) International patent funding
- 2) On 17<sup>th</sup> Dec.08 -International Patent filling.
- 3) Costing included in patent details

**Total Costing:-**

**Patent filing (\$18,750 per patent x 15) \$2,81,250**

**Event No:-10 [Animation]**

- 1) Animation in Maya software
- 2) Detail Design of SLANT ENGINE with its animation working.
- 3) Hiring a team from Kolhapur and Mumbai.
- 4) This will helpful for the presentation of Brain Chamber Slant Engine and advertising

**Total Costing: - \$ 5,000**

**Event No:-11 [List of manufacturing, car companies]**

- 1) In this total detail explanation of Marketing & Sale strategy is developed.

**Total Costing: - NIL**

**Event No:- 12 [Brain Chamber Marketing Department].**

- 1) New marketing plans are created for Slant Engine.
- 2) Creativity in marketing structures is developed.
- 3) Sales strategies for Slant Engine are developed.
- 4) Every different idea from 6<sup>th</sup> sense department are analyzed with current markets.
- 5) Every idea will get created with different marketing staff with different marketing & sales strategies from Brain Chamber marketing department.
- 6) Global marketing structure is handled by the Brain Chamber marketing department head office.

**Total Costing:- NIL**

**Event No:- 13 [Testing of the device]**

- 1) Car get implemented with Slant Engine & Slant Engine Mobile Unit.
- 2) Testing of different cars with Slant Engine & Slant Engine Mobile Unit.
- 3) Durability & reliability of both these units are tested.
- 4) Some design modification of the device take place, basis on the car and motorcycle used for the Slant Engine Mobile Unit

**Total Costing :- NIL**

**Event No:-14 [Manufacturing Sensor Implementation]**

- 1) Research of the Mgf sensor will take place.
- 2) Every part of Slant Engine & Slant Engine Mobile Unit gets implemented with manufacturing sensor.
- 3) Testing of manufacturing sensor unit.
- 4) Durability & reliability is tested.

**Total Costing:**  
**\$6250**

**Event No:-15 [Previous deals with Car and motorcycle Companies]**

- 1) Car and Motorcycle companies are privately deal up with the Brain Chamber.
- 2) Formation of the Slant Engine Committee will take first in which car and motorcycle companies will be privately deal up with Brain Chamber. Once the main market is in hand of the Brain Chamber's Slant Engine committee then manufacturing companies will not have any other way to market directly with the car or motorcycle companies all over the world.
- 3) Car and motorcycle companies are deal up with the Brain Chamber before the launching of the Slant Engine through Conference. This will help us to deal privately with the car companies without waking up of the any competitive company in any respect regarding this said device.
- 4) Every company meeting will be taken privately.
- 5) Depending upon the motorcycles companies the dealing cost may get revise.

**Total Costing:** **\$50000**  
**( Depends upon the situation.)**

**Event No:-16 [The grand Conference]**

- 1) For global advertisement purpose.
- 2) "We are going to deal with any body in specific time interval and we had saturated the technology" this statement we have to pass through conference. This will pull the companies to our door.
- 3) To increase public awareness, in turn increase the awareness among the car and motorcycle companies.
- 4) Taken at India.
- 5) Add will be given in the news papers, car magazines, News channels or TV advertisements.

**Total Costing:** **= \$25000**

**Depends upon the situation.**

**Event No:-17 [Post deals with Car and motorcycle Companies]**

- 1) Remaining car and motorcycle companies are privately deal up with the Brain Chamber.
- 2) Every company meeting will be taken privately.
- 3) Depending upon the motorcycles companies the dealing cost may get revise.

**Total Costing:** **= \$50000**

**Depends upon the situation.**

**Event No:- 18 [Manufacturing companies deal]**

- 1) List out the manufacturing companies.
- 2) World top 10 manufacturing companies are privately deal up for Slant Engine at the initial stage. In future it goes on increasing.
- 3) After the formation of the Slant Engine committee with car and motorcycle companies, manufacturing companies will be given second preference to be the part of it.

**Total Costing:** **= \$12500**

**Depends upon the situation.**

**Event No:-19 [Slant Engine Manufacturing Plant Setup]**

- 1) Once the conference will take place, every car and motorcycle company set up their manufacturing plant structure (includes collaboration with manufacturing companies or manufacture it by own) for Slant Engine to maintain their market standards.
- 2) Testing of Slant Engine with cars.
- 3) Design edition of car.
- 4) Implementation of Slant Engine.

**Total Costing: -  
NIL.**

**Event No:- 20 [Collaboration between the companies].**

- 1) Car, motorcycle and manufacturing companies are get collaborated with each other.
- 2) Slant Engine Designs are getting edited as per the Car and motorcycle designs.
- 3) Collaboration rights of car and manufacturing companies are preserved with us. Hence the designs of the particular device will have to be registered to Brain Chamber. This will be helpful for the car and motorcycle to constantly update the technology.

**Total Costing:-  
NIL.**

**Event No:-21 [Grand Conference by Brain Chamber]**

- 1) Main intension to increase awareness of Slant Engine & Slant Engine Mobile Unit all over the world.
- 2) Every research team, manufacturing companies are invited.
- 3) This will be carried out in different 7 continents of all over world.
- 4) Invitation is given before conference to every continent major countries manufacturing & research teams through technology directory of respective country.
- 5) At the time of conference the interested manufacturing companies, research teams or other companies are deal up with the Brain Chamber Slant Engine or Slant Engine Mobile Unit committees.
- 6) Funding for this event will be taken from Brain Chamber.
- 7) Contract will be given to add agency.

**Total Costing: - From Brain Chamber**

Conference in various Auto shows

- 1) 10 peoples.
  - 2) Cars – 3
  - 3) Traveling = \$1590.90 x 10
  - 4) Cars = 3 x \$2727.27
  - 5) Living food = 10 x \$909.90
- Total = \$33181.8181  
for 7 times = 14,60,000 x 7

**Total Costing:-** **= \$232272.72**

**Event No:-22 [Brain Chamber Slant Engine & Slant Engine Mobile Unit departments]**

- Two departments are established.
- Keeps each & every information of Slant Engine & Slant Engine Mobile Unit Sales all over world.
- Record of every car, motorcycle and manufacturing companies sales will be kept.

**Total Costing : From Brain Chamber**

**Event No:-23 [Launching of cars and motorcycles with Slant Engine].**

- Every Car company starts producing their cars with Brain Chamber Slant Engine.
- Brain Chamber reaches globally.

**Event No:-24 [Launching of cars and motorcycles with Slant Engine Mobile Unit].**

- Every car company start producing their cars with Brain Chamber Slant Engine Mobile Unit.
- Brain Chamber reaches globally.

**Total Costing:-  
NIL.**

**Event No:-25 [6<sup>th</sup> Sense Department]**

This year Brain Chamber Company has three different ideas which are very out of box. They are as comparable as Slant Engine. Company wants to just create some important inventions regarding these ideas. This year company wants to take a competition related with 6<sup>th</sup> sense. Company also focuses on ideas those are created accidentally from India & out of India. In future company is going to keep persons those are having 6<sup>th</sup> sense. The implementation of such activity & investing funds are risky but these funds are invested not from other investor. Brain Chamber Company itself is going to invest in 6<sup>th</sup> sense.

Brain Chamber Company is having diverse field of interest, hence company not going to trace on particular sides which are from society Education. Company believes in accidental, imaginative & trial & error projects. Idea & talent are the just part of 6<sup>th</sup> sense department, hence company will also focus on persons those are illiterate.

India is a country of Brain, it has been proved, only requirement of just support their zeal, hence in future there will be a immense hold up from the company, "Brain Chamber."

**Event No:-26 [Research idea department]**

Brain Chamber company is going to expand in diverse field of researches. Every project is handover by different engineers & scientists in future, but they are the part of the Brain Chamber Company. In future company is going to collaborate with other companies for research or projects, hence the engineers or scientists for the respective research or projects are selected from the Research ides department of Brain Chamber.

Research idea department (R.I.D) of Brain Chamber Company is a unity of scientists, 6<sup>th</sup> sense, Engineers & talented persons. This department will going to keep records of each & every activity, individual work, achievements, creativity, & behavior of persons those are the part of Brain Chamber Company. In the year of 2009 our company is going to handle some important research simultaneously with Slant Engine, Slant Engine Mobile Unit & manufacturing sensor.



*Milestones*

Milestone	Budget
• Data Collection	\$0
• Plan Approval	\$0
• Start up plan of action	-----
• Start up Expenses in steps ( Step 1 )	\$11,01,050
• Start up Expenses in steps ( Step 2 )	\$2,89,300
• Start up Expenses in steps ( Step 3 )	\$4,25,200
• National Patent Filing	\$3,750
• Detail Designing And Research	-----
• Manufacturing sensor system patent	\$38,500
• International patent	\$18,750
• New Research Initiation	\$0
• System Innovative International Patents filling	\$2,81,250
• Animation	\$ 5,000
• List of manufacturing & car companies	\$0
• Brain Chamber Marketing Department	\$0
• Testing of the device	\$0
• Manufacturing Sensor Implementation	\$6,250
• Previous deals with Car and motorcycle Companies	<b>\$50,000 (escalation)</b>
• The grand Conference	\$25,000
• Post deals with Car and motorcycle Companies	<b>(escalation)</b>
• Manufacturing companies deal	\$12,500
• Slant Engine Manufacturing Plant Setup	\$0
• Collaboration between the companies	\$0
• Grand Conference by Brain Chamber	-----

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<ul style="list-style-type: none"> <li>• <b>Brain Chamber Slant Engine &amp; Slant Engine Mobile Unit departments</b></li> <li>• <b>Launching of cars and motorcycles with Slant Engine</b></li> <li>• <b>6th Sense Department</b></li> <li>• <b>Research idea department</b></li> </ul>	<p>-----</p> <p>---</p> <p>-----</p> <p>-----</p>
<b>Totals</b>	<b>\$18,64,300</b>

#### 4.6. Management Team Gaps

We realize that we have major management team gaps; however, those gaps will be filled on a temporary basis by a virtual management team. This team will be compensated for specific services that they have provided. Using this method, the company will not feel pressured to hire someone that may not be a good fit with our company simply because they are qualified to fill the position. For research and development the company will search for design engineers and consultants.

#### Our Accounting System

##### A) Facilitating operations

Main features include:

- Payroll
- Purchasing
- Billing and cash collections
- Cash expenditure
- Property records

##### B) Management control Reports

Main features:

- Comparison of actual performance and results against plans, goals, and timetables
- Very detail oriented
- Problems and out-of-control areas highlighted.

##### C) Management decision making reports

Main features:

- Based on profit and cash flow models
- Designed for decision making analysis by managers
- Global focus on primary factors that drive profit, cash flow, and financial condition.

##### D) External financial reports

Main features:

- Three primary financial statements, as well as footnotes and other disclosures
- Prepared according to generally accepted accounting principles (GAAP)
- May be audited by CPA
- Financial reporting by publicly owned corporations also governed by federal securities laws.

**E) Tax returns**

Main types are:

- Federal and state income taxes
- Property taxes
- Sales taxes
- Payroll taxes

## **Brain Chamber 8 Rules for being a Market-Driven Leader**

**Based on**

Assign the right people to the right jobs



### **Rule 1:- Work as a trusted advisor**

The way today's leaders create a sustainable, growing, and successful company is to instill a company culture of working as trusted advisors to prospects and customers alike. Leading companies understand market problems and buyer behaviors before building products. These companies appreciate learning from their existing customers, but it doesn't stop there. They also recognize that current customers are not their only target market and thus study market problems of non-customers as well. They interact with the market, not only to ask questions, but to participate. So valued is their knowledge base, these leaders are viewed as market experts in their vertical market and industry, and often participating in their customer's strategic forums. People in market-driven companies largely ignore the competition. And they most definitely do not care about technology for technology's sake. Instead they focus a majority of their energies on the problems that buyers are willing to spend money to solve. By first understanding market problems, and then building the products people want to buy (communicating to buyers an understanding of their problems) everything else falls into place.

#### **After Innovation, What Next?**

As early-stage technology companies like FeedBurner begin to scale, there is the very real challenge of keeping the trusted advisor culture intact. While in startup mode, the culture forces outside-in thinking. But as companies mature, people tend to look inward for an answer, which almost always leads to struggles and can often mean failure. This is where market-driven leadership plays a critical role. Leaders at successful companies keep pointing people outward.

### **Rule 2:- Build from the outside – in.**

Market-driven leaders understand the complete picture of market problems before building products. They develop solutions in the context of the total customer experience. Product managers, executives, and marketers in technology companies regularly meet with people in the marketplace and observe how they do business in order to understand the full scope of their usage requirements and their most

significant obstacles to adoption. The most important thing they do is to live in the prospect's world and look at all the touch points that matter. Leading companies interview potential customers and study what they do. When Scott Cook first built Quicken, he actually went into homes and studied the process of how families paid bills and managed their finances. He didn't rely on intuition, or competitive intelligence, or the advice of smart friends. Instead, Cook directly observed the problems his potential customers have in his chosen marketplace.

In-depth interviewing (like Scott Cook did with families) is by far the most effective way to learn about market problems, and meeting with people on their own turf (for example, in their workplace) is always best. But there are other ways, including joining industry associations, and attending conferences your buyers attend to understand the issues. Read the same blogs and trade publications that your buyers read. This knowledge is the starting point to knowing what products to build. The finishing touches come from putting the right bridges in place to ensure that the total customer experience is complete. How successful would the iPod have been if it ignored access to music (through relationships with industry to distribute) and the medium for simple download (iTunes)? Creating a company culture that develops products that people know they need and want to buy because the picture is complete (like the iPod) is the ultimate sustainable advantage.

### **Rule 3:- Simple Is Smart**

Whenever market-driven leaders create products or solutions—for potential new customers, existing customers, or even new markets—it is always in the context of creating a simple solution to the problems people have. Contrast this with the development and marketing programs of the typical technology company. Most companies deliver solutions and messages from their own narrow, insular, and egotistical perspective. They talk about the new super widget. They announce a new feature. They obsess about the latest revision (version 2.309b). They insist on comparing their widget against the competition by using superlatives and jargon. What these poorly executed programs don't do is speak directly to the market problems that people have, and in simple terms, describe how technology can solve those problems. Most products and communications are hard to understand, hard to use, and worst of all, completely out of context in the total customer experience. The best companies create solutions that are narrow and deep. They organize around a single market problem and solve it completely with a solution that to the buyer seems simple, obvious and most importantly handles all the related tasks in one easy step. Often, this means specializing in a single vertical market or industry. Customer communications programs are not one size fits all either. Instead, tailor to the context of each market or industry you serve.

### **Rule 4:- Leadership Is Distributed**

“66% of technology companies view the role of product management as strategic and 52% have either product managers or business unit managers reporting directly to the CEO... those that did were twice as likely to be leaders.”

At industry-leading organizations focused on a market-driven approach, company operations are driven from the business unit or product management level. Leadership is distributed. Why? Because the business unit leaders and the product managers who work there are the people who are closest to the marketplace and best understand the problems buyers face. Product managers and business unit leaders are the people charged with developing the products people want to buy. Winning companies recognize it is better to distribute leadership and to employ a bottom-up strategic planning process that drives the business forward than it is for functional senior managers to collaborate on decision making and push new strategies, processes, and plans out to the organization.

A top-down approach is much less likely to succeed. At many of the struggling companies, strategies for the business have been developed outside of an understanding of market problems. At these less successful companies, strategy is typically developed by committees chock full of company insiders without input from the marketplace. At some of these industry laggards, a finance-driven approach is used where a slew of MBA-types crunch numbers all day and dictates what happens at the strategic level of the business. At other organizations, strategy is dreamed up in the vacuum of a conference room by well meaning C-level executives who base decisions on instinct, prejudice, and stuff that has worked well in the past. If the C-suite is not taking proper input from The business unit level product managers, however, then their efforts to steer the ship often end up hitting icebergs. For example, how many mergers help to solve market problems?

## **Rule 5:- Stop Being a Vendor**

In getting it Done, Roger Fisher relates a story about a railroad expert being summoned because a brand new diesel locomotive would not start, no matter what the engineer did. After a short time of studying, the expert gave the locomotive a tap with a hammer and it started right up. Although very appreciative, railroad executives were somewhat surprised to get a bill for \$1,000 and asked the expert to itemize it. The reply came back in two lines:

Hitting the Locomotive with a hammer (\$10)

Knowing where to hit (\$990)

We've watched a sequential decline each year in the level of "trust" between vendors and customers. We've learned that the most successful organizations are ones their customers view as trusted advisors. Importantly, the way they get there is to ensure all of their customer-facing functions hold the discipline of being a problem-solver and solution-seller instead of a vendor. Industry leaders don't push solutions at their customers and walk away. Instead, they develop programs to partner with their customers in the process of continuous problem solving. "As a result, market-driven leaders today garner customer satisfaction rates, renewal rates, and net Promoter Scores<sup>2</sup> that are 20 percent higher than industry averages." how do they do this? A formal customer relations program is the first step. The best programs include both electronic and personal contact management, early access to products, "loyalty" programs such as preferred licensing terms, "named" support staff, escalation paths for resolving conflicts, and customer advisory councils and conferences. The second step is to develop a professional and responsive sales organization (or channel partners) that provide added value in the sales and service processes. Importantly, industry leaders employ a sales organization that is compensated both to sell to and retain current customers.

## **Rule 6:- Marketing with a Big**

"Marketing is too important to be left to the marketing people."

Industry leaders understand that marketing is more than just "marcom" (marketing communications) and that the role of marketing involves much more than just creating a message and delivering that message with the tools of advertising and public relations. Unfortunately, in many less successful organizations, the promotional aspects of marketing are all that really occurs. Companies are more likely to fail when they get busy doing what they think

is "marketing" without first going out into the market to understand what products people want to buy. Companies get into trouble when they throw bucketfuls of money at the promotional aspects of marketing such as advertising, tradeshow, PR, media relations, analyst relations, and the like. <sup>2</sup> <http://www.netpromoter.com/calculate/nps.php> without paying due attention to the problem identification, market definition, and product management aspects of marketing. Successful companies understand that marketing is not just promotion and advertising. Industry leaders focus first on the marketplace and identifying market problems that exist that can be solved with

technology. These industry leaders organize around both inbound marketing (understanding market problems and buyers) as well as what is more traditionally defined as marketing, the outbound components including the creation of a go-to-market strategy. We've dubbed this success factor of industry leaders "Marketing with a Big." the difference between just marketing and Marketing is a focus on Marketing as the fundamental driver of a business.

## **Rule 7:- Measure Only What Matters**

Measurement is a tricky thing for most companies, but not market-driven leaders. Successful companies don't fall prey to the typical requirements of the C-suite, investors, boards, industry analysts, and Wall Street for managing the minutia and death by metrics. Of course, nobody would argue that data and metrics don't have value, particularly when the numbers provide visibility and transparency into company performance. The problem with measuring marketing activities is that too many companies have trained their employees to measure the wrong things. At the typical technology company, functional line managers deliver detailed metrics on such things as the number of sales leads, the number of "PR hits" (magazine and newspaper articles that mention the company), engineering productivity rates and waterfall charts, regional sales performance and more. Well, guess what? Those things don't matter and only serve to create a management environment that works hard but not smart! Market-driven leaders measure only what matters. Their C-suite needs are dominated by demands for real measurements that help them run the business. When done right, the measurement will not just be a way to dole out MBO bonuses, but will serve as the dashboard for how the company is run. Metrics will help answer questions such as: Should you increase spending to build new and innovative products? Should you expand your marketing programs? Develop new channels?

Increase or decrease your marketing staff? The Power of Pragmatic Marketing

### **How do you know where you fit?**

Executives and staff at many companies already think they are market-driven. Hey, the mission statement even says so! yet, when we go into these organizations and actually measure the things that people do all day, we unavoidably hear about problems and opportunities that originate from inside-out thinking (Apple Newton) instead of outside-in (the buyers' perspective which leads to breakthrough products like the iPod). In other words, technology companies are increasingly ineffective because their field and customer facing organizations spend more time postulating and pontificating around scenarios that support their offerings than listening and learning about problems their customers actually have (and are willing to spend money to solve). Your opinion, although interesting, is irrelevant!

### **When was the last time you bought your company's product?**

#### **What really matters is the buyers' opinion.**

Of course, each company will have different measurements that matter and varied things of importance to manage the business. But there are some real measurements that may be used to assess how market-driven your organization is right now. We challenge you to objectively answer the following questions. If you answer "yes" to all of them, congratulations because you're market-driven!

- Do you meet your product delivery schedules?
- Are your product requirements defined by needs of the market?
- Is the focus of your research and innovation on addressing an understood and well-defined market need?
- Do you first look outside for new technologies before building them yourself?
- Are product positioning and messages based on the specific quantified problems of a well-defined market and buyer?
- Is the positioning statement done before development begins?



- Can a customer or prospect understand the “value to them” of a product or feature by reading the first few lines of any of your marketing deliverables (data sheets, brochures, fact sheets, etc.)?
- Does your web site focus more on market problems, market segments, buyer personas, and solutions than on your products, technology, and company?
- Do you have a marketing programs strategy?  
When you have a meeting with a customer, do you spend the largest percentage of the time listening versus talking?
- Does someone other than sales routinely visit non-customers?
- Do you have someone who is your chief prospect advocate?
- Can an average salesperson quickly locate the right tools to present your product strategy or to close a deal?
- Are your channels selling all of your products?
- Is part of your marketing programs budget and sales goals allocated to customer satisfaction and customer retention?
- Do you measure product profitability including estimating fixed costs on a pro-rated basis?
- Do you retire non-performing products?

Market-driven companies can answer and quantify these questions. They work better, achieve results faster and have happier customers that return their calls when someone wants to ask them what problem they can help them with next. The ultimate measurement is product profitability. If you find an urgent problem, solve it in an innovative way and clearly communicate to your buyers that you solved the problem. You eliminate the cost of educating the market or creating the need. These costs are often the difference between being profitable or not.

### **Rule 8:- Every decisions in single time phase.**

We think any private/ individual decision in the world would be taken within 1 hr. Normal peoples are thinking 5-10 min daily for one decision and he is taking decision after 6-7 days. If he prefers to take decision after thinking or analyzing continuously for 1 hr then you are free to take other decisions, very effectively. Also taking decisions as like a normal man harms you to take right decisions because, whatever you think at 1<sup>st</sup> day will not be linked perfectly with thing of 7<sup>th</sup> day. So if 1<sup>st</sup> day thought is affecting on 7<sup>th</sup> day thought then it will spoil our plans.

**Discussion as a factor:** - We consider discussion is just a factor. Whatever decisions you have taken with continuous thinking that way of frequency level will not be getting generated in discussions. Some annulment changes you can take but not the main stream of your thought. Discussions just play a role of relief not a creator. Carry discussions with those peoples to whom you have to open your thought and give them 1 hr to think and to raise written points. Otherwise discussion will take another mode, which may lead you to make change fully. Every decision will not be taken for profit. So these main instructions you have to make clear with your discussion team. These will lead to think your discussion team in proper channel. Whatever you are with your thought, it is just take it in to discussions in which, 1<sup>st</sup> discussion has to carry with some changes and in 2<sup>nd</sup> discussion you have to just take an advice.

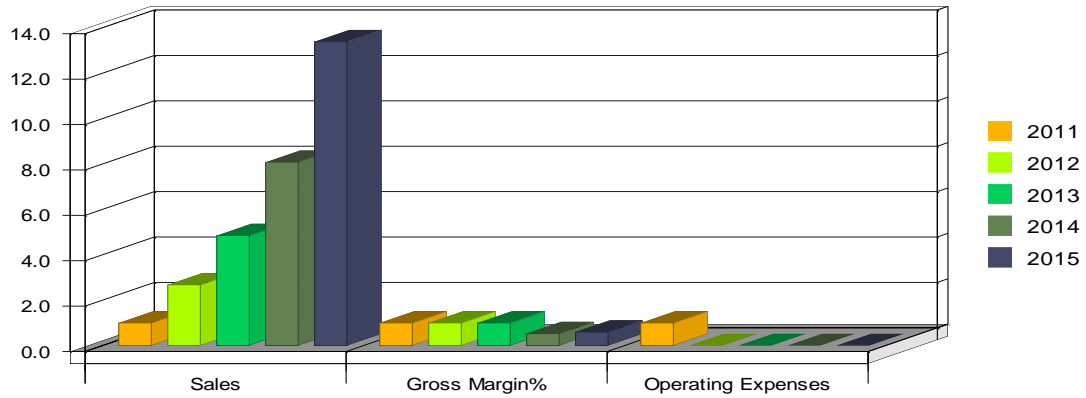
**4.7. Start-up Funding**

<b><i>Start-up Funding</i></b>	
<b>Start-up Expenses to Fund</b>	\$226,645
<b>Start-up Assets to Fund</b>	\$97,270
<b>Total Funding Required</b>	\$323,915
<b>Assets</b>	
<b>Non-cash Assets from Start-up</b>	\$2,500
<b>Cash Requirements from Start-up</b>	\$94,770
<b>Additional Cash Raised</b>	\$0
<b>Cash Balance on Starting Date</b>	\$94,770
<b>Total Assets</b>	\$97,270
<b>Liabilities and Capital</b>	
<b>Liabilities</b>	
<b>Current Borrowing</b>	\$0
<b>Long-term Liabilities</b>	\$0
<b>Accounts Payable (Outstanding Bills)</b>	\$0
<b>Other Current Liabilities (interest-free)</b>	\$0
<b>Total Liabilities</b>	\$0
<b>Capital</b>	
<b>Planned Investment</b>	
<b>Owner</b>	\$0
<b>Investor</b>	\$0
<b>Additional Investment Requirement</b>	\$323,915
<b>Total Planned Investment</b>	\$323,915
<b>Loss at Start-up (Start-up Expenses)</b>	(\$226,645)
<b>Total Capital</b>	\$97,270
<b>Total Capital and Liabilities</b>	\$97,270
<b>Total Funding</b>	\$323,915



**4.8. Key Financial Indicators**

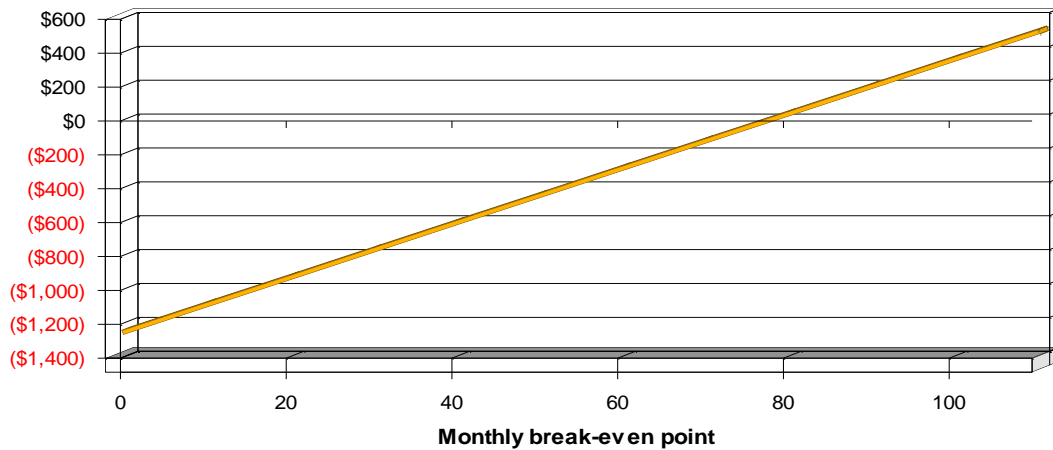
**Benchmarks**



**4.9. Break-even Analysis**

<i>Break-even Analysis</i>	
<b>Monthly Units Break-even</b>	100
<b>Monthly Revenue Break-even</b>	\$29,928
<b>Assumptions:</b>	
Average Per-Unit Revenue	\$299.56
Average Per-Unit Variable Cost	\$287.00
Estimated Monthly Fixed Cost	\$1,255

**Break-even Analysis**

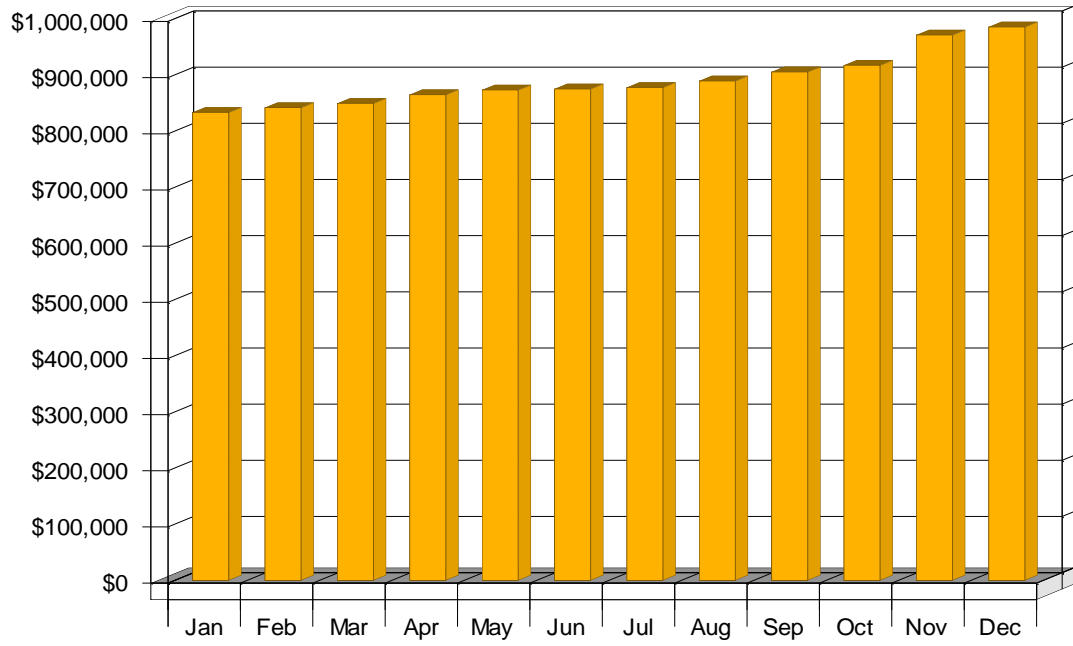


Break-even point = where line intersects with 0

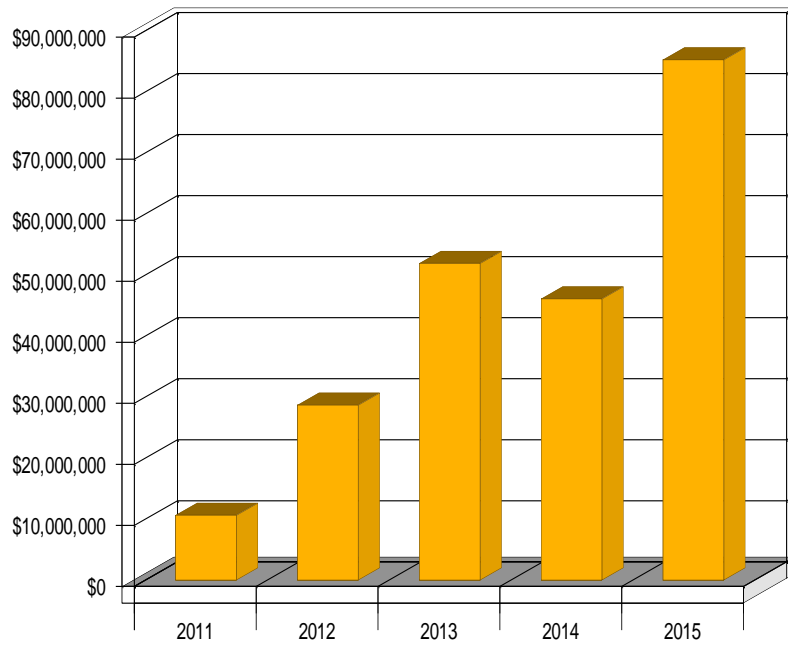
**4.10. Projected Profit and Loss**

<i>Pro Forma Profit and Loss</i>					
	2011	2012	2013	2014	2015
<b>Sales</b>	\$280,283,000	\$752,480,000	\$1,360,496,125	\$2,265,972,250	\$3,751,752,625
<b>Direct Costs of Goods</b>	\$265,015,125	\$711,435,630	\$1,286,287,215	\$2,200,053,060	\$3,629,877,503
<b>Other Costs of Goods</b>	\$0	\$0	\$0	\$0	\$0
	-----	-----	-----	-----	-----
<b>Cost of Goods Sold</b>	\$265,015,125	\$711,435,630	\$1,286,287,215	\$2,200,053,060	\$3,629,877,503
<b>Gross Margin</b>	\$15,267,875	\$41,044,370	\$74,208,910	\$65,919,190	\$121,875,122
<b>Gross Margin %</b>	5.45%	5.45%	5.45%	2.91%	3.25%
<b>Expenses</b>					
<b>Payroll</b>	\$0	\$0	\$0	\$0	\$0
<b>Marketing/Promotion</b>	\$0	\$0	\$0	\$0	\$0
<b>Depreciation</b>	\$0	\$0	\$0	\$0	\$0
<b>Rent</b>	\$0	\$0	\$0	\$0	\$0
<b>Utilities</b>	\$0	\$0	\$0	\$0	\$0
<b>Insurance</b>	\$0	\$0	\$0	\$0	\$0
<b>Payroll Taxes</b>	\$0	\$0	\$0	\$0	\$0
<b>Other</b>	\$0	\$0	\$0	\$0	\$0
	-----	-----	-----	-----	-----
<b>Total Operating Expenses</b>	\$0	\$0	\$0	\$0	\$0
<b>Profit Before Interest and Taxes</b>	\$15,267,875	\$41,044,370	\$74,208,910	\$65,919,190	\$121,875,122
<b>EBITDA</b>	\$15,267,875	\$41,044,370	\$74,208,910	\$65,919,190	\$121,875,122
<b>Interest Expense</b>	\$0	\$0	\$0	\$0	\$0
<b>Taxes Incurred</b>	\$4,580,363	\$12,313,311	\$22,262,673	\$19,775,757	\$36,562,537
<b>Other Income</b>					
<b>Other Income Account Name</b>	\$0	\$0	\$0	\$0	\$0
<b>Other Income Account Name</b>	\$0	\$0	\$0	\$0	\$0
<b>Total Other Income</b>	\$0	\$0	\$0	\$0	\$0
<b>Other Expense</b>					
<b>Other Expense Account Name</b>	\$0	\$0	\$0	\$0	\$0
<b>Other Expense Account Name</b>	\$0	\$0	\$0	\$0	\$0
<b>Total Other Expense</b>	\$0	\$0	\$0	\$0	\$0
<b>Net Other Income</b>	\$0	\$0	\$0	\$0	\$0
<b>Net Profit</b>	\$10,687,513	\$28,731,059	\$51,946,237	\$46,143,433	\$85,312,585
<b>Net Profit/Sales</b>	3.81%	3.82%	3.82%	2.04%	2.27%

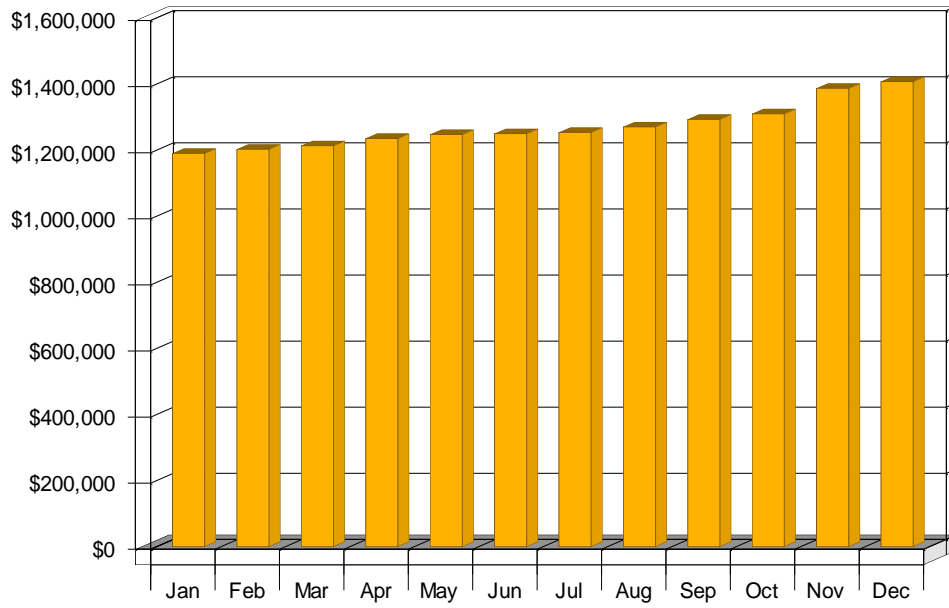
**Profit Monthly**



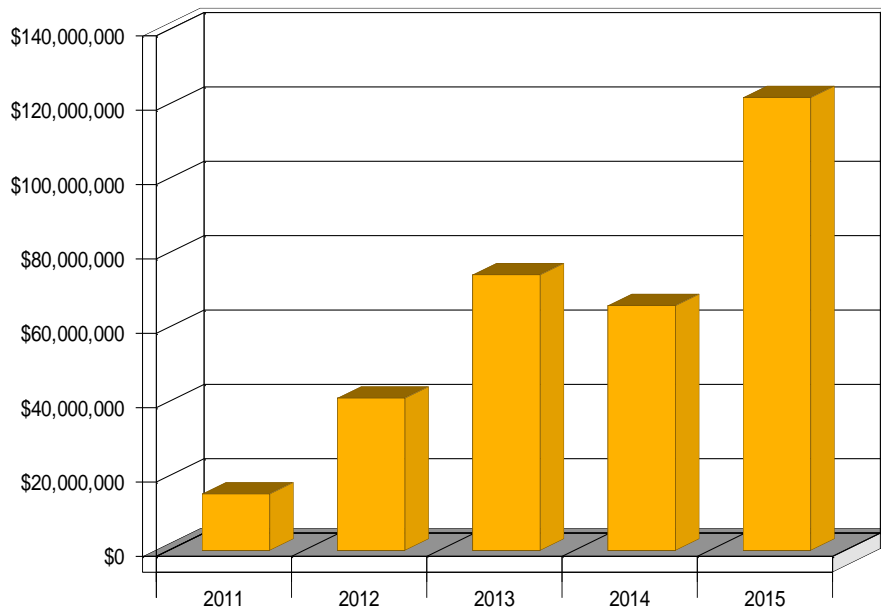
**Profit Yearly**



**Gross Margin Monthly**



**Gross Margin Yearly**

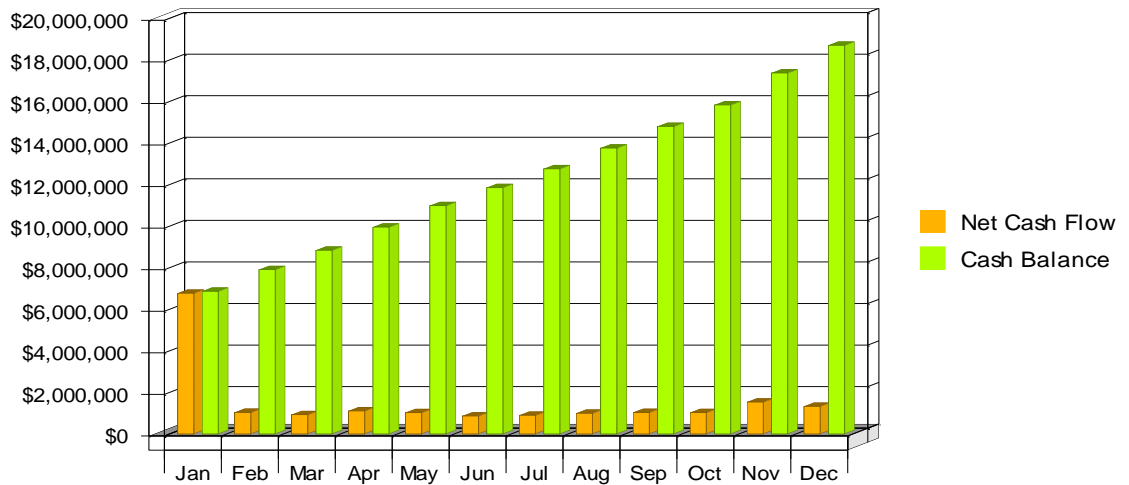


**4.11. Projected Cash Flow**

<i>Pro Forma Cash Flow</i>						
	2011	2012	2013	2014	2015	
<b>Cash Received</b>						
<b>Cash from Operations</b>						
<b>Cash Sales</b>	\$280,283,000	\$752,480,000	\$1,360,496,125	\$2,265,972,250	\$3,751,752,625	
<b>Subtotal Cash from Operations</b>	\$280,283,000	\$752,480,000	\$1,360,496,125	\$2,265,972,250	\$3,751,752,625	
<b>Additional Cash Received</b>						
<b>Non Operating (Other) Income</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Sales Tax, VAT, HST/GST Received</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>New Current Borrowing</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>New Other Liabilities (interest-free)</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>New Long-term Liabilities</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Sales of Other Current Assets</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Sales of Long-term Assets</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>New Investment Received</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal Cash Received</b>	\$280,283,000	\$752,480,000	\$1,360,496,125	\$2,265,972,250	\$3,751,752,625	
<b>Expenditures</b>	2011	2012	2013	2014	2015	
<b>Expenditures from Operations</b>						
<b>Cash Spending</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Bill Payments</b>	\$261,667,645	\$711,848,045	\$1,292,527,944	\$2,194,862,271	\$3,626,806,855	
<b>Subtotal Spent on Operations</b>	\$261,667,645	\$711,848,045	\$1,292,527,944	\$2,194,862,271	\$3,626,806,855	
<b>Additional Cash Spent</b>						
<b>Non Operating (Other) Expense</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Sales Tax, VAT, HST/GST Paid Out</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Principal Repayment of Current Borrowing</b>	\$0	\$0	\$0	\$0	\$0	\$0

<b>Other Liabilities Principal Repayment</b>	\$0	\$0	\$0	\$0	\$0
<b>Long-term Liabilities Principal Repayment</b>	\$0	\$0	\$0	\$0	\$0
<b>Purchase Other Current Assets</b>	\$0	\$0	\$0	\$0	\$0
<b>Purchase Long-term Assets</b>	\$0	\$0	\$0	\$0	\$0
<b>Dividends</b>	\$0	\$0	\$0	\$0	\$0
<b>Subtotal Cash Spent</b>	\$261,667,645	\$711,848,045	\$1,292,527,944	\$2,194,862,271	\$3,626,806,855
<b>Net Cash Flow</b>	\$18,615,355	\$40,631,955	\$67,968,181	\$71,109,979	\$124,945,770
<b>Cash Balance</b>	\$18,710,125	\$59,342,080	\$127,310,260	\$198,420,239	\$323,366,009

### Cash



**4.12. Projected Balance Sheet**

<i>Pro Forma Balance Sheet</i>					
	2011	2012	2013	2014	2015
<b>Assets</b>					
<b>Current Assets</b>					
<b>Cash</b>	\$18,710,125	\$59,342,080	\$127,310,260	\$198,420,239	\$323,366,009
<b>Other Current Assets</b>	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
<b>Total Current Assets</b>	\$18,712,625	\$59,344,580	\$127,312,760	\$198,422,739	\$323,368,509
<b>Long-term Assets</b>					
<b>Long-term Assets</b>	\$0	\$0	\$0	\$0	\$0
<b>Accumulated Depreciation</b>	\$0	\$0	\$0	\$0	\$0
<b>Total Long-term Assets</b>	\$0	\$0	\$0	\$0	\$0
<b>Total Assets</b>	\$18,712,625	\$59,344,580	\$127,312,760	\$198,422,739	\$323,368,509
<b>Liabilities and Capital</b>	2011	2012	2013	2014	2015
<b>Current Liabilities</b>					
<b>Accounts Payable</b>	\$7,927,843	\$19,828,738	\$35,850,682	\$60,817,228	\$100,450,412
<b>Current Borrowing</b>	\$0	\$0	\$0	\$0	\$0
<b>Other Current Liabilities</b>	\$0	\$0	\$0	\$0	\$0
<b>Subtotal Current Liabilities</b>	\$7,927,843	\$19,828,738	\$35,850,682	\$60,817,228	\$100,450,412
<b>Long-term Liabilities</b>	\$0	\$0	\$0	\$0	\$0
<b>Total Liabilities</b>	\$7,927,843	\$19,828,738	\$35,850,682	\$60,817,228	\$100,450,412
<b>Paid-in Capital</b>	\$323,915	\$323,915	\$323,915	\$323,915	\$323,915
<b>Retained Earnings</b>	(\$226,645)	\$10,460,868	\$39,191,927	\$91,138,164	\$137,281,597
<b>Earnings</b>	\$10,687,513	\$28,731,059	\$51,946,237	\$46,143,433	\$85,312,585
<b>Total Capital</b>	\$10,784,783	\$39,515,842	\$91,462,079	\$137,605,512	\$222,918,097
<b>Total Liabilities and Capital</b>	\$18,712,625	\$59,344,580	\$127,312,760	\$198,422,739	\$323,368,509
<b>Net Worth</b>	\$10,784,783	\$39,515,842	\$91,462,079	\$137,605,512	\$222,918,097

**4.13. Business Ratios**

<i>Ratio Analysis</i>						
	2011	2012	2013	2014	2015	Industry Profile
<b>Sales Growth</b>	0.00%	168.47%	80.80%	66.55%	65.57%	0.00%
<b>Percent of Total Assets</b>						
<b>Other Current Assets</b>	0.01%	0.00%	0.00%	0.00%	0.00%	100.00%
<b>Total Current Assets</b>	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Long-term Assets</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Total Assets</b>	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Current Liabilities</b>	42.37%	33.41%	28.16%	30.65%	31.06%	0.00%
<b>Long-term Liabilities</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Total Liabilities</b>	42.37%	33.41%	28.16%	30.65%	31.06%	0.00%
<b>Net Worth</b>	57.63%	66.59%	71.84%	69.35%	68.94%	100.00%
<b>Percent of Sales</b>						
<b>Sales</b>	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Gross Margin</b>	5.45%	5.45%	5.45%	2.91%	3.25%	0.00%
<b>Selling, General &amp; Administrative Expenses</b>	1.63%	1.64%	1.64%	0.87%	0.97%	0.00%
<b>Advertising Expenses</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Profit Before Interest and Taxes</b>	5.45%	5.45%	5.45%	2.91%	3.25%	0.00%
<b>Main Ratios</b>						
<b>Current</b>	2.36	2.99	3.55	3.26	3.22	0.00
<b>Quick</b>	2.36	2.99	3.55	3.26	3.22	0.00
<b>Total Debt to Total Assets</b>	42.37%	33.41%	28.16%	30.65%	31.06%	0.00%
<b>Pre-tax Return on Net Worth</b>	141.57%	103.87%	81.14%	47.90%	54.67%	0.00%
<b>Pre-tax Return on Assets</b>	81.59%	69.16%	58.29%	33.22%	37.69%	0.00%
<b>Additional Ratios</b>	2011	2012	2013	2014	2015	
<b>Net Profit Margin</b>	3.81%	3.82%	3.82%	2.04%	2.27%	n.a
<b>Return on Equity</b>	99.10%	72.71%	56.80%	33.53%	38.27%	n.a
<b>Activity Ratios</b>						
<b>Accounts Payable Turnover</b>	34.01	36.50	36.50	36.50	36.50	n.a
<b>Payment Days</b>	8	7	8	8	8	n.a
<b>Total Asset</b>	14.98	12.68	10.69	11.42	11.60	n.a



<b>Turnover</b>						
<b>Debt Ratios</b>						
<b>Debt to Net Worth</b>	0.74	0.50	0.39	0.44	0.45	n.a
<b>Current Liab. to Liab.</b>	1.00	1.00	1.00	1.00	1.00	n.a
<b>Liquidity Ratios</b>						
<b>Net Working Capital</b>	\$10,784,783	\$39,515,842	\$91,462,079	\$137,605,512	\$222,918,097	n.a
<b>Interest Coverage</b>	0.00	0.00	0.00	0.00	0.00	n.a
<b>Additional Ratios</b>						
<b>Assets to Sales</b>	0.07	0.08	0.09	0.09	0.09	n.a
<b>Current Debt/Total Assets</b>	42%	33%	28%	31%	31%	n.a
<b>Acid Test</b>	2.36	2.99	3.55	3.26	3.22	n.a
<b>Sales/Net Worth</b>	25.99	19.04	14.87	16.47	16.83	n.a
<b>Dividend Payout</b>	0.00	0.00	0.00	0.00	0.00	n.a

**4.14. Valuation**

<i>Investment Analysis</i>						
	Start	2011	2012	2013	2014	2015
<b>Initial Investment</b>						
<b>Investment</b>	\$323,915	\$0	\$0	\$0	\$0	\$0
<b>Dividends</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Ending Valuation</b>	\$0	\$0	\$0	\$0	\$0	\$2,626,228,500
<b>Combination as Income Stream</b>	(\$323,915)	\$0	\$0	\$0	\$0	\$2,626,228,500
<b>Percent Equity Acquired</b>	35%					
<b>Net Present Value (NPV)</b>	\$1,482,143,054					
<b>Internal Rate of Return (IRR)</b>	505%					
<b>Assumptions</b>						
<b>Discount Rate</b>	10.00%					
<b>Valuation Earnings Multiple</b>		10	10	10	10	10
<b>Valuation Sales Multiple</b>		2	2	2	2	2
<b>Investment (calculated)</b>	\$323,915	\$0	\$0	\$0	\$0	\$0
<b>Dividends</b>		\$0	\$0	\$0	\$0	\$0
<b>Calculated Earnings-based Valuation</b>		\$106,880,000	\$287,310,000	\$519,460,000	\$461,430,000	\$853,130,000
<b>Calculated Sales-based Valuation</b>		\$560,570,000	\$1,504,960,000	\$2,720,990,000	\$4,531,940,000	\$7,503,510,000
<b>Calculated Average Valuation</b>		\$333,725,000	\$896,135,000	\$1,620,225,000	\$2,496,685,000	\$4,178,320,000

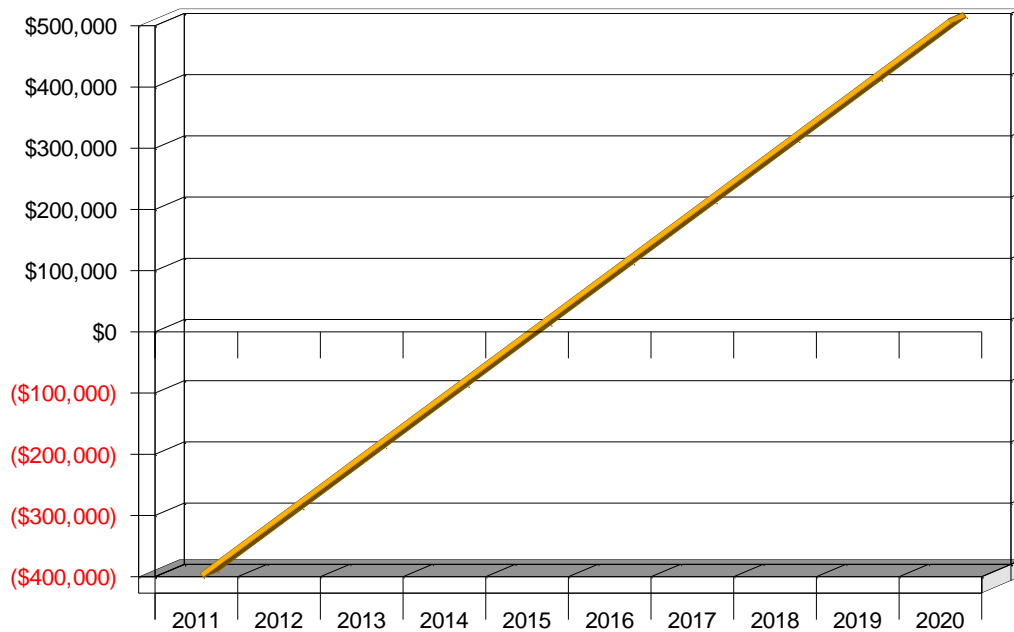
**4.15. The Investment Offering**

<i>Investment Offering</i>				
	Seed	Round 1	Round 2	Exit
Proposed Year:	1	2	3	5
<b>Valuation, Investment, Shares</b>				
Investment Amount	\$586,695	\$0	\$0	
Equity Share Offering Percentage	50.00%	50.00%	50.00%	
Valuation	\$1,173,390	\$0	\$0	\$42,656,293
Investor Exit Payout	\$5,332,037	\$10,664,073	\$21,328,147	
Investor Years Until Exit	4	3	2	
Investor IRR	73.63%	0.00%	0.00%	
<b>Share Ownership</b>				
	Year 1	Year 2	Year 3	Year 5
Founders' Shares	50	50	50	50
Stock Split Multiple		0	0	0
Stock Options Issued	0	0	0	0
Investor Shares Issued	80	160	320	
Price per share	\$7,333.69	\$0.00	\$0.00	\$66,650.46
Options Holders' Shares	0	0	0	0
Year 1 Investors' Shares	80	80	80	80
Year 2 Investors' Shares		160	160	160
Year 3 Investors' Shares			320	320
Total Shares Outstanding	160	320	640	640
<b>Equity Ownership Percentage</b>				
	Year 1	Year 2	Year 3	Year 5
Founders' Equity	50.00%	25.00%	12.50%	12.50%
Option Holders' Equity	0.00%	0.00%	0.00%	0.00%
Year 1 Investors' Equity	50.00%	25.00%	12.50%	12.50%
Year 2 Investors' Equity		50.00%	25.00%	25.00%
Year 3 Investors' Equity			50.00%	50.00%
Total Equity	100.00%	100.00%	100.00%	100.00%
Investors' Equity	50.00%	75.00%	87.50%	87.50%
Founders' & Employees' Equity	50.00%	25.00%	12.50%	12.50%

**4.16. Payback**

<i>Payback</i>						
<b>Projected Payback Calculation</b>						
<b>Investment</b>	Investment	2011	2012	2013	2014	2015
<b>Cash Returns by Year</b>	\$500,000					
<b>Combination as Income Stream</b>	(\$500,000)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>Cumulative Net Cash Flow to Investors</b>	(\$500,000)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>Payback Period</b>	(\$500,000)	(\$400,000)	(\$300,000)	(\$200,000)	(\$100,000)	\$0
		5 years				

**Payback Period**



## Appendix

<b>Sales Forecast</b>													
		Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11
<b>Unit Sales</b>													
<b>Light Motor Vehicle</b>	8%	5,699	6,255	6,500	7,265	7,533	7,245	7,255	7,365	7,523	7,820	9,654	10,456
<b>Heavy Motor Vehicle</b>	8%	3,300	3,455	3,500	3,750	3,850	3,985	3,945	3,956	3,990	3,995	4,100	4,115
<b>Sports utility Vehicle</b>	8%	4,560	4,895	4,950	5,100	5,489	5,550	5,650	5,890	6,100	6,120	6,250	7,248
<b>Motorcycle</b>	8%	21,566	21,589	21,600	21,700	21,900	22,025	22,150	22,500	22,800	23,569	24,800	25,000
<b>Sale Out, Only Vehicles</b>	8%	37,896	37,965	38,256	38,654	38,789	38,900	39,000	39,450	40,150	40,540	42,550	42,600
<b>Total Unit Sales</b>		73,021	74,159	74,806	76,469	77,561	77,705	78,000	79,161	80,563	82,044	87,354	89,419
<b>Unit Prices</b>		Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11
<b>Light Motor Vehicle</b>		\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00
<b>Heavy Motor Vehicle</b>		\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00
<b>Sports utility Vehicle</b>		\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00
<b>Motorcycle</b>		\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00

## Appendix

<b>cle Sale Out, Only Vehicles</b>		\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00
<b>Sales Light Motor Vehicle</b>		\$3,561,875	\$3,909,375	\$4,062,500	\$4,540,625	\$4,708,125	\$4,528,125	\$4,534,375	\$4,603,125	\$4,701,875	\$4,887,500	\$6,033,750	\$6,535,000
<b>Heavy Motor Vehicle</b>		\$2,062,500	\$2,159,375	\$2,187,500	\$2,343,750	\$2,406,250	\$2,490,625	\$2,465,625	\$2,472,500	\$2,493,750	\$2,496,875	\$2,562,500	\$2,571,875
<b>Sports utility Vehicle</b>		\$2,850,000	\$3,059,375	\$3,093,750	\$3,187,500	\$3,430,625	\$3,468,750	\$3,531,250	\$3,681,250	\$3,812,500	\$3,825,000	\$3,906,250	\$4,530,000
<b>Motorcy cle</b>		\$2,695,750	\$2,698,625	\$2,700,000	\$2,712,500	\$2,737,500	\$2,753,125	\$2,768,750	\$2,812,500	\$2,850,000	\$2,946,125	\$3,100,000	\$3,125,000
<b>Sale Out, Only Vehicles</b>		\$9,474,000	\$9,491,250	\$9,564,000	\$9,663,500	\$9,697,250	\$9,725,000	\$9,750,000	\$9,862,500	\$10,037,500	\$10,135,000	\$10,637,500	\$10,650,000
<b>Total Sales</b>		\$20,644,125	\$21,318,000	\$21,607,750	\$22,447,875	\$22,979,750	\$22,965,625	\$23,050,000	\$23,431,875	\$23,895,625	\$24,290,500	\$26,240,000	\$27,411,875
<b>Direct Unit Costs</b>		Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11
<b>Light Motor Vehicle</b>	0.00 %	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00
<b>Heavy Motor Vehicle</b>	0.00 %	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00
<b>Sports utility Vehicle</b>	0.00 %	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00	\$615.00
<b>Motorcy</b>	0.00 %	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00

## Appendix

Sale Out, Only Vehicles	%												
	0.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00
	%												
<b>Direct Cost of Sales</b>													
<b>Light Motor Vehicle</b>		\$3,504,8 85	\$3,846,8 25	\$3,997,5 00	\$4,467,9 75	\$4,632,7 95	\$4,455,6 75	\$4,461,8 25	\$4,529,4 75	\$4,626,6 45	\$4,809,3 00	\$5,937,2 10	\$6,430,4 40
<b>Heavy Motor Vehicle</b>		\$2,029,5 00	\$2,124,8 25	\$2,152,5 00	\$2,306,2 50	\$2,367,7 50	\$2,450,7 75	\$2,426,1 75	\$2,432,9 40	\$2,453,8 50	\$2,456,9 25	\$2,521,5 00	\$2,530,7 25
<b>Sports utility Vehicle</b>		\$2,804,4 00	\$3,010,4 25	\$3,044,2 50	\$3,136,5 00	\$3,375,7 35	\$3,413,2 50	\$3,474,7 50	\$3,622,3 50	\$3,751,5 00	\$3,763,8 00	\$3,843,7 50	\$4,457,5 20
<b>Motorcy cle</b>		\$2,587,9 20	\$2,590,6 80	\$2,592,0 00	\$2,604,0 00	\$2,628,0 00	\$2,643,0 00	\$2,658,0 00	\$2,700,0 00	\$2,736,0 00	\$2,828,2 80	\$2,976,0 00	\$3,000,0 00
<b>Sale Out, Only Vehicles</b>		\$8,526,6 00	\$8,542,1 25	\$8,607,6 00	\$8,697,1 50	\$8,727,5 25	\$8,752,5 00	\$8,775,0 00	\$8,876,2 50	\$9,033,7 50	\$9,121,5 00	\$9,573,7 50	\$9,585,0 00
<b>Subtotal Direct Cost of Sales</b>		\$19,453, 305	\$20,114, 880	\$20,393, 850	\$21,211, 875	\$21,731, 805	\$21,715, 200	\$21,795, 750	\$22,161, 015	\$22,601, 745	\$22,979, 805	\$24,852, 210	\$26,003, 685

## Appendix

<b>Pro Forma Profit and Loss</b>												
	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11
<b>Sales</b>	\$20,644,125	\$21,318,000	\$21,607,750	\$22,447,875	\$22,979,750	\$22,965,625	\$23,050,000	\$23,431,875	\$23,895,625	\$24,290,500	\$26,240,000	\$27,411,875
<b>Direct Costs of Goods</b>	\$19,453,305	\$20,114,880	\$20,393,850	\$21,211,875	\$21,731,805	\$21,715,200	\$21,795,750	\$22,161,015	\$22,601,745	\$22,979,805	\$24,852,210	\$26,003,685
<b>Other Costs of Goods</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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<b>Cost of Goods Sold</b>	\$19,453,305	\$20,114,880	\$20,393,850	\$21,211,875	\$21,731,805	\$21,715,200	\$21,795,750	\$22,161,015	\$22,601,745	\$22,979,805	\$24,852,210	\$26,003,685
<b>Gross Margin</b>	\$1,190,820	\$1,203,120	\$1,213,900	\$1,236,000	\$1,247,945	\$1,250,425	\$1,254,250	\$1,270,860	\$1,293,880	\$1,310,695	\$1,387,790	\$1,408,190
<b>Gross Margin %</b>	5.77%	5.64%	5.62%	5.51%	5.43%	5.44%	5.44%	5.42%	5.41%	5.40%	5.29%	5.14%
<b>Expenses</b>												
<b>Payroll</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Marketing/Pro motion</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Depreciation</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Rent</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Utilities</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Insurance</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Payroll Taxes</b>	15% \$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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<b>Total Operating Expenses</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Profit Before Interest and Taxes</b>	\$1,190,820	\$1,203,120	\$1,213,900	\$1,236,000	\$1,247,945	\$1,250,425	\$1,254,250	\$1,270,860	\$1,293,880	\$1,310,695	\$1,387,790	\$1,408,190



## Appendix

<b>EBITDA</b>	\$1,190,820	\$1,203,120	\$1,213,900	\$1,236,000	\$1,247,945	\$1,250,425	\$1,254,250	\$1,270,860	\$1,293,880	\$1,310,695	\$1,387,790	\$1,408,190
<b>Interest Expense</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Taxes Incurred</b>	\$357,246	\$360,936	\$364,170	\$370,800	\$374,384	\$375,128	\$376,275	\$381,258	\$388,164	\$393,209	\$416,337	\$422,457
<b>Other Income</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Income Account Name</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Income Account Name</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Other Income</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Expense</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Expense Account Name</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Expense Account Name</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Other Expense</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net Other Income</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net Profit</b>	\$833,574	\$842,184	\$849,730	\$865,200	\$873,562	\$875,298	\$877,975	\$889,602	\$905,716	\$917,487	\$971,453	\$985,733
<b>Net Profit/Sales</b>	4.04%	3.95%	3.93%	3.85%	3.80%	3.81%	3.81%	3.80%	3.79%	3.78%	3.70%	3.60%

## Appendix

<b>Pro Forma Cash Flow</b>												
	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11
<b>Cash Received</b>												
<b>Cash from Operations</b>												
<b>Cash Sales</b>	\$20,644,125	\$21,318,000	\$21,607,750	\$22,447,875	\$22,979,750	\$22,965,625	\$23,050,000	\$23,431,875	\$23,895,625	\$24,290,500	\$26,240,000	\$27,411,875
<b>Subtotal Cash from Operations</b>	\$20,644,125	\$21,318,000	\$21,607,750	\$22,447,875	\$22,979,750	\$22,965,625	\$23,050,000	\$23,431,875	\$23,895,625	\$24,290,500	\$26,240,000	\$27,411,875
<b>Additional Cash Received</b>												
<b>Non Operating (Other) Income</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Sales Tax, VAT, HST/GST Received</b>	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>New Current Borrowing</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>New Other Liabilities (interest-free)</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>New</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

## Appendix

	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11
<b>Long-term Liabilities</b>												
<b>Sales of Other Current Assets</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Sales of Long-term Assets</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>New Investment Received</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal Cash Received</b>	\$20,644,125	\$21,318,000	\$21,607,750	\$22,447,875	\$22,979,750	\$22,965,625	\$23,050,000	\$23,431,875	\$23,895,625	\$24,290,500	\$26,240,000	\$27,411,875
<b>Expenditures</b>												
<b>Expenditures from Operations</b>												
<b>Cash Spending</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Bill Payments</b>	\$13,867,386	\$20,276,237	\$20,673,359	\$21,335,279	\$21,949,134	\$22,095,086	\$22,147,516	\$22,431,199	\$22,855,618	\$23,258,082	\$24,699,887	\$26,078,864
<b>Subtotal Spent on Operations</b>	\$13,867,386	\$20,276,237	\$20,673,359	\$21,335,279	\$21,949,134	\$22,095,086	\$22,147,516	\$22,431,199	\$22,855,618	\$23,258,082	\$24,699,887	\$26,078,864
<b>Additional Cash Spent</b>												

## Appendix

<b>Non Operating (Other) Expense</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Sales Tax, VAT, HST/GST Paid Out</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Principal Repayment of Current Borrowing</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Liabilities</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Principal Repayment Long-term Liabilities</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Principal Repayment Long-term Assets</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Current Assets</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Current Assets</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Dividends</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	\$13,867,	\$20,276,	\$20,673,	\$21,335,	\$21,949,	\$22,095,	\$22,147,	\$22,431,	\$22,855,	\$23,258,	\$24,699,	\$26,078,	
<b>Cash Spent</b>	386	237	359	279	134	086	516	199	618	082	887	864	

## Appendix

<b>Net Cash Flow Cash Balance</b>	\$6,776,739	\$1,041,764	\$934,391	\$1,112,597	\$1,030,616	\$870,539	\$902,484	\$1,000,676	\$1,040,007	\$1,032,418	\$1,540,113	\$1,333,012
	\$6,871,509	\$7,913,273	\$8,847,664	\$9,960,261	\$10,990,876	\$11,861,415	\$12,763,900	\$13,764,576	\$14,804,583	\$15,837,001	\$17,377,114	\$18,710,125

<i>Pro Forma Balance Sheet</i>													
	Starting Balance	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11
<b>Assets</b>													
<b>Current Assets</b>													
<b>Cash</b>	\$94,770	\$6,871,509	\$7,913,273	\$8,847,664	\$9,960,261	\$10,990,876	\$11,861,415	\$12,763,900	\$13,764,576	\$14,804,583	\$15,837,001	\$17,377,114	\$18,710,125
<b>Other Current Assets</b>	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
<b>Total Current Assets</b>	\$97,270	\$6,874,009	\$7,915,773	\$8,850,164	\$9,962,761	\$10,993,376	\$11,863,915	\$12,766,400	\$13,767,076	\$14,807,083	\$15,839,501	\$17,379,614	\$18,712,625
<b>Long-term Assets</b>													
<b>Long-term Assets</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Accumulated Depreciation</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Long-term Assets</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

## Appendix

<b>Total Assets</b>	\$97,270	\$6,874,009	\$7,915,773	\$8,850,164	\$9,962,761	\$10,993,376	\$11,863,915	\$12,766,400	\$13,767,076	\$14,807,083	\$15,839,501	\$17,379,614	\$18,712,625
<b>Liabilities and Capital</b>		Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11
<b>Current Liabilities</b>													
<b>Accounts Payable</b>	\$0	\$5,943,165	\$6,142,745	\$6,227,406	\$6,474,803	\$6,631,857	\$6,627,098	\$6,651,608	\$6,762,682	\$6,896,973	\$7,011,904	\$7,580,564	\$7,927,843
<b>Current Borrowing</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Current Liabilities</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal Current Liabilities</b>	\$0	\$5,943,165	\$6,142,745	\$6,227,406	\$6,474,803	\$6,631,857	\$6,627,098	\$6,651,608	\$6,762,682	\$6,896,973	\$7,011,904	\$7,580,564	\$7,927,843
<b>Long-term Liabilities</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Liabilities</b>	\$0	\$5,943,165	\$6,142,745	\$6,227,406	\$6,474,803	\$6,631,857	\$6,627,098	\$6,651,608	\$6,762,682	\$6,896,973	\$7,011,904	\$7,580,564	\$7,927,843
<b>Paid-in Capital</b>	\$323,915	\$323,915	\$323,915	\$323,915	\$323,915	\$323,915	\$323,915	\$323,915	\$323,915	\$323,915	\$323,915	\$323,915	\$323,915
<b>Retained Earnings</b>	(\$226,645)	(\$226,645)	(\$226,645)	(\$226,645)	(\$226,645)	(\$226,645)	(\$226,645)	(\$226,645)	(\$226,645)	(\$226,645)	(\$226,645)	(\$226,645)	(\$226,645)
<b>Earnings</b>	\$0	\$833,574	\$1,675,758	\$2,525,488	\$3,390,688	\$4,264,250	\$5,139,547	\$6,017,522	\$6,907,124	\$7,812,840	\$8,730,327	\$9,701,780	\$10,687,513
<b>Total Capital</b>	\$97,270	\$930,844	\$1,773,028	\$2,622,758	\$3,487,958	\$4,361,520	\$5,236,817	\$6,114,792	\$7,004,394	\$7,910,110	\$8,827,597	\$9,799,050	\$10,784,783
<b>Total Liabilities and</b>	\$97,270	\$6,874,009	\$7,915,773	\$8,850,164	\$9,962,761	\$10,993,376	\$11,863,915	\$12,766,400	\$13,767,076	\$14,807,083	\$15,839,501	\$17,379,614	\$18,712,625

## Appendix

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<b>Capital</b>														
<b>Net Worth</b>	\$97,270	\$930,844	\$1,773,028	\$2,622,758	\$3,487,958	\$4,361,520	\$5,236,817	\$6,114,792	\$7,004,394	\$7,910,110	\$8,827,597	\$9,799,050	\$10,784,783	