

Business Plan

RANSOM BERKAT PACKAGING

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Table of Contents

- 1 Executive Summary..... 3**
 - 1.1 The Quick Pitch..... 3
 - 1.2 The Problem 3
 - 1.3 The Solution..... 3
 - 1.4 Highlights..... 3
 - 1.5 Keys to Success..... 3
- 2 Our Team & Organization 4**
 - 2.1 Mission Statement 4
 - 2.2 Management & Team..... 4
 - 2.3 Company Goals and Objectives..... 4
- 3 Products & Services 5**
- 4 Market Analysis 6**
 - 4.1 Market Summary..... 6
 - 4.2 Customers..... 6
 - 4.3 Competition..... 7
- 5 Strategy & Implementation 8**
 - 5.1 Milestones (Keys to Success)..... 8
 - 5.2 Customer Acquisition 8
 - 5.3 Pricing Strategy and Revenue Model 8
- 6 Financial Plan & Projections 9**
 - 6.1 Start-up Expenses & Funding 9
 - 6.2 Sales Forecast 10
 - 6.3 3-Year Sales Forecast..... 11
 - 6.4 Profit and Loss Projection..... 12
 - 6.5 Balance Sheet 13
 - 6.6 3-Year Cash Flow 14
 - 6.7 Break-Even Analysis..... 15

1 Executive Summary

1.1 The Quick Pitch

We sell customized, low MoQ, fast moving disposable packaging products to coffee shops, restaurants, and hotels

1.2 The Problem

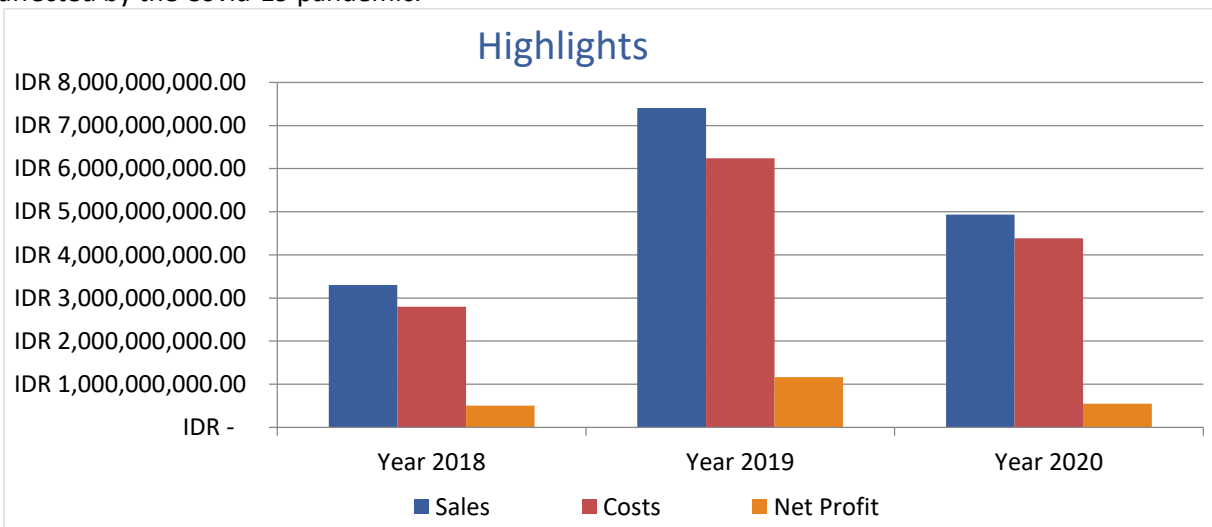
Problem that occurs is that distribution network provided by existing manufacturer and distributor is still fairly limited

1.3 The Solution

We purchase products in bulk from manufacturer and then we sell them to UKM(Usaha Kecil dan Menengah)/SMEs

1.4 Highlights

The graph below shows strong annual growth from 2018 to 2020. However, the decrease of net profit in 2020 was mainly affected by the Covid-19 pandemic.



1.5 Keys to Success

In order to be successful, we need seed capital funding to:

- Purchase more products and warehouses in main cities across Indonesia (Jakarta, Surabaya, Medan)
- Build inventory, manufacturing and Customer Relationship Management (CRM) system using Internet of Things (IoT) and Software as a Service (Saas)
- Vertical integration through acquisitions of manufacturers

2 Our Team & Organization

2.1 Mission Statement

We are here to provide UKM/SMEs with customizable, low MoQ packaging products. We do that by ensuring quality products, services to be consistently accessible and available to our customers. It is also important to maximize the safety of our staffs and satisfaction at work, all the while maximizing shareholders return.

2.2 Management & Team

Our management team comprises of three (3) individuals with business management and hospitality background. Moreover, our administration and customer service team comprises of five (5) individuals with company administration background. Lastly, our workshop includes six (6) experienced silk-screen printing operators.]

If funding secure, we would need to add Human Resources, General Affair, and Operational Management Department.

Professional and Advisory Support	
Board of Directors	Kevin Pangestu, Jonathan Pangestu, Wilson Pangestu
Management Advisory Board	Kevin Pangestu
Attorney	N/A
Accountant	Laras Noviyanti
Insurance Agent	N/A
Banker	N/A
Consultant(s)	N/A
Mentors and Key Advisors	N/A

2.3 Company Goals and Objectives

GOALS	OBJECTIVES
1.Enhance staff expertise	1. Schedule regular training seminars
	2. Have all staff certified
2. Increase customer access to our products	1. Build warehouses for distribution centers across cities in Indonesia.

3 Products & Services

Our products include:

- Plastic cup
- Paper cup
- Paper bowl
- Paper lunch box
- Plastic bottle
- Etc.

Our services include:

- Silk screen printing
- Warehousing
- Delivery & Logistics

4 Market Analysis

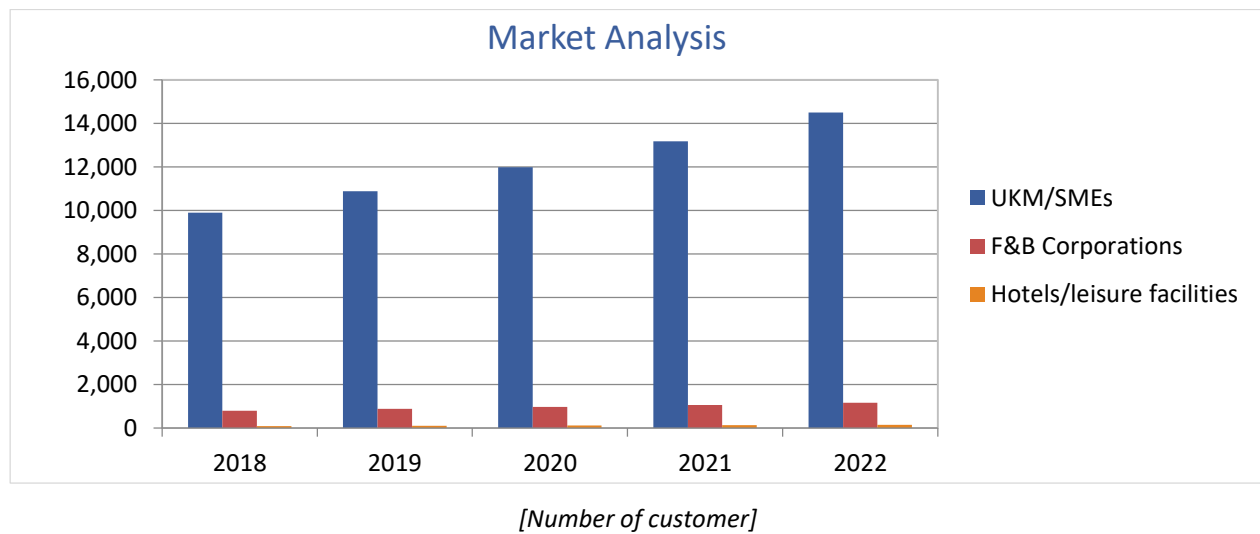
4.1 Market Summary

According to depkop.go.id, in 2018 there are 64.199.606 UKM/SME players in Indonesia. The number increased 5-8% each year since 2016. Targeting UKM/SMEs that are in F&B business, the number narrowed down to 2,173,798. This shows huge potential of disposable packaging F&B business.

Moreover, the increase demand for disposable packaging products was supported by the increase in online foods & beverages delivery of around 133% from 2018 to 2019, according to Gofood (source: infokomputer.grid.id).

4.2 Customers

Our target audiences including UKM/SMEs, F&B Corporations, Hotels/leisure facilities.



4.3 Competition

Competition in 2020 has increased significantly compared to the previous years. Our current competitors including manufacturers that sell directly to customer, as well as reseller/agents that purchase from manufacturers in bulk and sell in retail.

Our business has the competitive advantages of:

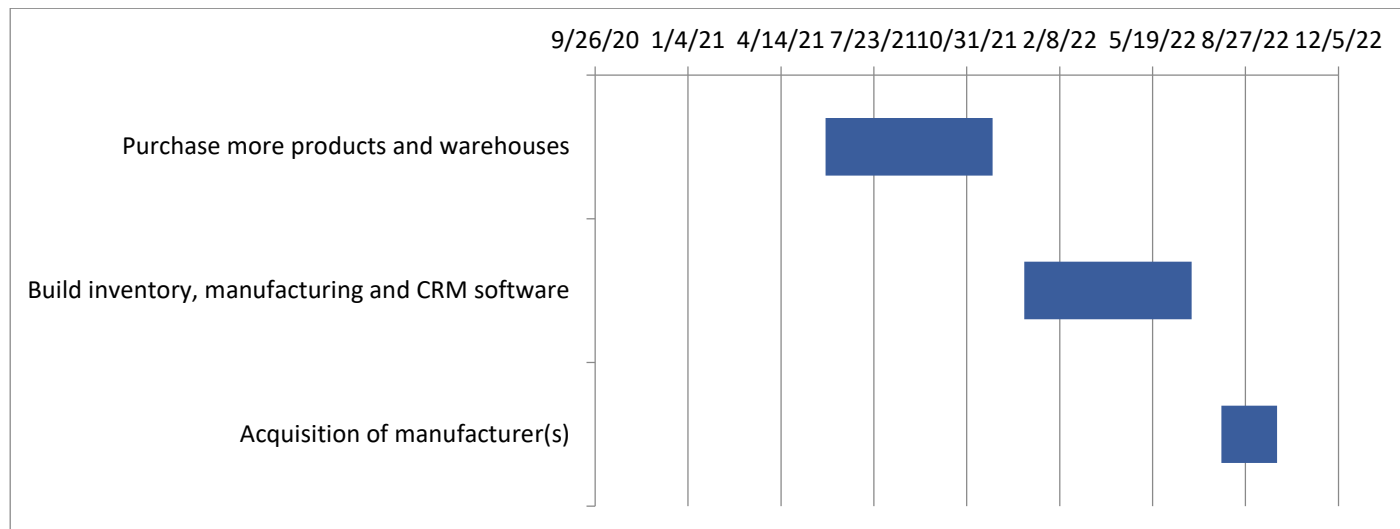
1. Screen printing workshop to serve low MoQ customized, printed products
2. Standard Operating Procedure (SOP) to ensure quality products and customer service
3. Market resilience proven during Covid-19

SWOT Analysis	
STRENGTHS <ul style="list-style-type: none">- Access to skilled staff- Company culture- Industry relationships	WEAKNESSES <ul style="list-style-type: none">- Location- Availability of capital
OPPORTUNITIES <ul style="list-style-type: none">- Growing number of F&B businesses- Limited existing distribution network of manufacturers and distributors	THREATS <ul style="list-style-type: none">- Government regulations concerning plastic use- Political climate- Growing number of competitors- Manufacturers that serve low MoQ orders

5 Strategy & Implementation

5.1 Milestones (Keys to Success)

There are several steps that we think is necessary to achieve success. This includes purchasing more products and warehouses, building inventory, manufacturing, and CRM software, and acquisition of manufacturer(s).



Milestone	Start Date	Duration	End Date	Budget
Purchase more products and warehouses	6/1/2021	180	11/28/2021	IDR 10,000,000,000.00
Build inventory, manufacturing and CRM software	1/1/2022	180	6/30/2022	IDR 1,000,000,000.00
Acquisition of manufacturer(s)	8/1/2022	60	9/30/2022	IDR 10,000,000,000.00
Total				IDR 21,000,000,000.00

5.2 Customer Acquisition

We gain customers through:

- Digital ads such as Google ads, Instagram ads. Budget is usually 10% profit from previous month's profit.
- Partnerships with manufacturer
- Direct selling

5.3 Pricing Strategy and Revenue Model

Purchase products in bulk, add value in the process such as customized printing & sell them within the range of 10%-70% mark up prices.

6 Financial Plan & Projections

6.1 Start-up Expenses & Funding

Start-up Expenses	
<i>Fixed Costs</i>	
Products	IDR 7,600,000,000.00
Rent for 2 years (4 warehouses & offices)	IDR 2,400,000,000.00
Legal and Permits	IDR 15,000,000.00
Stationery and Supplies	IDR 100,000,000.00
Insurance	IDR 50,000,000.00
Acquisition of manufacturer(s)	IDR 10,000,000,000.00
Office Equipment	IDR 100,000,000.00
Software Development	IDR 1,000,000,000.00
Digital Advertisements	IDR 500,000,000.00
Total Fixed Costs	IDR 21,765,000,000.00
<i>Average Monthly Costs</i>	
Utilities (4 warehouses & offices)	IDR 40,000,000.00
Salaries / Wages	IDR 175,000,000.00
Total Average Monthly Costs	IDR 215,000,000.00
x Number of Months:	IDR 6.00
Total Monthly Costs	IDR 1,290,000,000.00
Total Startup Expenses	IDR 23,055,000,000.00
Start-up Assets	
<i>Funding</i>	
Investor	IDR 23,055,000,000.00
Total Owner Funding	IDR 23,055,000,000.00
<i>Loans</i>	
Bank Loan 1	IDR -
Bank Loan 2	IDR -
Other	
Total Loans	IDR -
<i>Other</i>	
Grant 1	IDR -
Grant 2	IDR -
Other	
Total Other Funding	IDR -
Total Start-up Assets	IDR 23,055,000,000.00

6.2 Sales Forecast

Units Sold	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Total Units Sold
Plastic Products	2000000	2200000	2420000	2662000	2928200	3221020	3543122	4251746	5102096	6122515	7347018	8816421	50614138
Paper Products	100000	110000	121000	133100	146410	161051	177156	212587	255105	306126	367351	440821	2530707

Unit Price													Avg Unit Price															
Plastic Products	IDR	470.00	IDR	470.00	IDR	470.00	IDR	470.00	IDR	470.00	IDR	470.00	IDR	470.00	IDR	470.00	IDR	470.00	IDR	470.00	IDR	470.00	IDR	470.00	IDR	470.00		
Paper Products	IDR	500.00	IDR	500.00	IDR	500.00	IDR	500.00	IDR	500.00	IDR	500.00	IDR	500.00	IDR	500.00	IDR	500.00	IDR	500.00	IDR	500.00	IDR	500.00	IDR	500.00	IDR	500.00

Sales Growth Rate													Avg Growth Rate															
Plastic Products	0%	10%	10%	10%	10%	10%	10%	10%	10%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	15%	
Paper Products	0%	10%	10%	10%	10%	10%	10%	10%	10%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	15%

Revenue													Total Revenue													
Plastic Products	IDR	940,000,000.00	IDR	1,034,000,000.00	IDR	1,137,400,000.00	IDR	1,251,140,000.00	IDR	1,376,254,000.00	IDR	1,513,879,400.00	IDR	1,665,267,340.00	IDR	1,998,320,808.00	IDR	2,397,984,969.60	IDR	2,877,581,963.52	IDR	3,453,098,356.22	IDR	4,143,718,027.47	IDR	23,788,644,864.81
Paper Products	IDR	50,000,000.00	IDR	55,000,000.00	IDR	60,500,000.00	IDR	66,550,000.00	IDR	73,205,000.00	IDR	80,525,500.00	IDR	88,578,050.00	IDR	106,293,660.00	IDR	127,552,392.00	IDR	153,062,870.40	IDR	183,675,444.48	IDR	220,410,533.38	IDR	2,265,353,450.26
Total Revenue	IDR	990,000,000.00	IDR	1,089,000,000.00	IDR	1,197,900,000.00	IDR	1,317,690,000.00	IDR	1,449,459,000.00	IDR	1,594,404,900.00	IDR	1,753,845,390.00	IDR	2,104,614,468.00	IDR	2,525,537,361.60	IDR	3,030,644,833.92	IDR	3,636,773,800.70	IDR	4,364,128,560.84	IDR	25,053,998,315.07

Unit COGS													Avg COGS															
Plastic Products	IDR	335.00	IDR	335.00	IDR	335.00	IDR	335.00	IDR	335.00	IDR	335.00	IDR	335.00	IDR	335.00	IDR	335.00	IDR	335.00	IDR	335.00	IDR	335.00	IDR	335.00	IDR	335.00
Paper Products	IDR	375.00	IDR	375.00	IDR	375.00	IDR	375.00	IDR	375.00	IDR	375.00	IDR	375.00	IDR	375.00	IDR	375.00	IDR	375.00	IDR	375.00	IDR	375.00	IDR	375.00	IDR	375.00

Margin Per Unit													Avg Margin															
Plastic Products	IDR	135.00	IDR	135.00	IDR	135.00	IDR	135.00	IDR	135.00	IDR	135.00	IDR	135.00	IDR	135.00	IDR	135.00	IDR	135.00	IDR	135.00	IDR	135.00	IDR	135.00	IDR	135.00
Paper Products	IDR	125.00	IDR	125.00	IDR	125.00	IDR	125.00	IDR	125.00	IDR	125.00	IDR	125.00	IDR	125.00	IDR	125.00	IDR	125.00	IDR	125.00	IDR	125.00	IDR	125.00	IDR	125.00

Gross Profit													Total													
Plastic Products	IDR	270,000,000.00	IDR	297,000,000.00	IDR	326,700,000.00	IDR	359,370,000.00	IDR	395,307,000.00	IDR	434,837,700.00	IDR	478,321,470.00	IDR	573,985,764.00	IDR	688,782,916.80	IDR	826,539,500.16	IDR	991,847,400.19	IDR	1,190,216,880.23	IDR	6,832,908,631.38
Paper Products	IDR	12,500,000.00	IDR	13,750,000.00	IDR	15,125,000.00	IDR	16,637,500.00	IDR	18,301,250.00	IDR	20,131,375.00	IDR	22,144,512.50	IDR	26,573,415.00	IDR	31,888,098.00	IDR	38,265,717.60	IDR	45,918,861.12	IDR	55,102,633.34	IDR	316,338,362.56
Total Gross Profit	IDR	282,500,000.00	IDR	310,750,000.00	IDR	341,825,000.00	IDR	376,007,500.00	IDR	413,608,250.00	IDR	454,969,075.00	IDR	500,465,982.50	IDR	600,559,179.00	IDR	720,671,014.80	IDR	864,805,217.76	IDR	1,037,766,261.31	IDR	1,245,319,513.57	IDR	7,149,246,993.95

6.3 3-Year Sales Forecast

We expect 10-20% annual sales growth for the next 3 years once warehouse expansion and software development is complete.

	2021	2022	2023	2022 vs 2021	2023 vs 2022
Total Units Sold				% Change	
Plastic Products	50,614,138	55,675,552	61,243,107	10%	10%
Paper Products	3,530,707	3,883,778	4,272,155	10%	10%

Avg Unit Price	Difference									
Plastic Products	IDR	470.00	IDR	517.00	IDR	568.70	IDR	47.00	IDR	51.70
Paper Products	IDR	500.00	IDR	550.00	IDR	605.00	IDR	50.00	IDR	55.00

Avg Sales Growth Rate	Difference									
Plastic Products		10%		10%		10%		0%		0%
Paper Products		10%		10%		10%		0%		0%

Total Revenue	Difference									
Plastic Products	IDR	23,788,644,864.81	IDR	26,167,509,351.29	IDR	28,784,260,286.42	IDR	2,378,864,486.48	IDR	2,616,750,935.13
Paper Products	IDR	1,265,353,450.26	IDR	1,391,888,795.29	IDR	1,531,077,674.81	IDR	126,535,345.03	IDR	139,188,879.53
Total Revenue	IDR	25,053,998,315.07	IDR	27,559,398,146.58	IDR	30,315,337,961.23	IDR	2,505,399,831.51	IDR	2,755,939,814.66

Avg Unit COGS	Difference									
Plastic Products	IDR	335.00	IDR	368.50	IDR	405.35	IDR	33.50	IDR	36.85
Paper Products	IDR	375.00	IDR	412.50	IDR	453.75	IDR	37.50	IDR	41.25

Avg Margin Per Unit	Difference									
Plastic Products	IDR	135.00	IDR	148.50	IDR	163.35	IDR	13.50	IDR	14.85
Paper Products	IDR	125.00	IDR	137.50	IDR	151.25	IDR	12.50	IDR	13.75

Total Gross Profit	Difference									
Plastic Products	IDR	6,832,908,630.00	IDR	8,267,819,442.30	IDR	10,004,061,525.18	IDR	1,434,910,812.30	IDR	1,736,242,082.88
Paper Products	IDR	441,338,375.00	IDR	534,019,433.75	IDR	646,163,514.84	IDR	92,681,058.75	IDR	112,144,081.09
Total Gross Profit	IDR	7,274,247,005.00	IDR	8,801,838,876.05	IDR	10,650,225,040.02	IDR	1,527,591,871.05	IDR	1,848,386,163.97

6.4 Profit and Loss Projection

INCOME		2021 % of OI		2022 % of OI		2023 % of OI	
Operating Income							
Plastic Products	IDR 6,832,908,630.00	IDR 0.94	IDR 8,267,819,442.30	IDR 0.94	IDR 10,004,061,525.18	IDR 0.94	
Paper Products	IDR 441,338,375.00	IDR 0.06	IDR 534,019,433.75	IDR 0.06	IDR 646,163,514.84	IDR 0.06	
Total Operating Income (OI)	IDR 7,274,247,005.00	IDR 1.00	IDR 8,801,838,876.05	IDR 1.00	IDR 10,650,225,040.02	IDR 1.00	
Non-Operating Income							
Interest Income							
Rental Income							
Gifts Received							
Donations							
Total Non-Operating Income	IDR -		IDR -		IDR -		
Total INCOME	IDR 7,274,247,005.00	IDR 1.00	IDR 8,801,838,876.05	IDR 1.00	IDR 10,650,225,040.02	IDR 1.00	
EXPENSES							
Operating Expenses							
Accounting and Legal		-		-		-	
Advertising	IDR 500,000,000.00	IDR 0.07	IDR 500,000,000.00	IDR 0.06	IDR 500,000,000.00	IDR 0.05	
Depreciation		-		-		-	
Dues and Subscriptions		-		-		-	
Insurance	IDR 50,000,000.00	IDR 0.01	IDR 50,000,000.00	IDR 0.01	IDR 50,000,000.00	IDR 0.00	
Interest Expense		-		-		-	
Maintenance and Repairs	IDR 50,000,000.00	IDR 0.01	IDR 50,000,000.00	IDR 0.01	IDR 50,000,000.00	IDR 0.00	
Office Supplies	IDR 50,000,000.00	IDR 0.01	IDR 500,000,000.00	IDR 0.06	IDR 500,000,000.00	IDR 0.05	
Payroll Expenses		-		-		-	
Postage		-		-		-	
Rent	IDR 1,200,000,000.00	IDR 0.16	IDR 1,200,000,000.00	IDR 0.14	IDR 1,320,000,000.00	IDR 0.12	
Research and Development		-		-		-	
Salaries and Wages	IDR 2,100,000,000.00	IDR 0.29	IDR 2,310,000,000.00	IDR 0.26	IDR 2,541,000,000.00	IDR 0.24	
Taxes and Licenses	IDR 50,000,000.00	IDR 0.01	IDR 50,000,000.00	IDR 0.01	IDR 50,000,000.00	IDR 0.00	
Telephone	IDR 100,000,000.00	IDR 0.01	IDR 110,000,000.00	IDR 0.01	IDR 121,000,000.00	IDR 0.01	
Travel		-		-		-	
Utilities		-		-		-	
Web Hosting and Domains	IDR 24,000,000.00	IDR 0.00	IDR 26,400,000.00	IDR 0.00	IDR 29,040,000.00	IDR 0.00	
Total Operating Expenses	IDR 4,124,000,000.00	IDR 0.57	IDR 4,796,400,000.00	IDR 0.54	IDR 5,161,040,000.00	IDR 0.48	
Non-Recurring Expenses							
Furniture, Equipment & Software	IDR 100,000,000.00	IDR 0.01	IDR 50,000,000.00	IDR 0.01	IDR 50,000,000.00	IDR 0.00	
Gifts Given		-		-		-	
Total Non-Recurring Expenses	IDR 100,000,000.00	IDR 0.01	IDR 50,000,000.00	IDR 0.01	IDR 50,000,000.00	IDR 0.00	
Total EXPENSES	IDR 4,224,000,000.00	IDR 0.58	IDR 4,846,400,000.00	IDR 0.55	IDR 5,211,040,000.00	IDR 0.49	
Net Income Before Taxes	IDR 3,050,247,005.00		IDR 3,955,438,876.05		IDR 5,439,185,040.02		
Income Tax Expense	IDR 581,939,760.40		IDR 704,147,110.08		IDR 852,018,003.20		
NET INCOME	IDR 2,468,307,244.60		IDR 3,251,291,765.97		IDR 4,587,167,036.82		
Owner Distributions / Dividends							
Adjustment to Retained Earnings	IDR 2,468,307,244.60		IDR 3,251,291,765.97		IDR 4,587,167,036.82		

6.5 Balance Sheet

Assets		2020
Current Assets		
Cash	IDR	100,000,000.00
Accounts receivable	IDR	63,759,857.00
Inventory	IDR	363,175,443.06
Prepaid expenses	IDR	-
Short-term investments	IDR	-
Total current assets	IDR	526,935,300.06
Fixed (Long-Term) Assets		
Long-term investments	IDR	-
Property, plant, and equipment (Less accumulated depreciation)	IDR	74,000,240.00
Intangible assets	IDR	-
Total fixed assets	IDR	74,000,240.00
Other Assets		
Deferred income tax	IDR	546,438,523.86
Other	IDR	-
Total Other Assets	IDR	546,438,523.86
Total Assets	IDR	1,147,374,063.92
Liabilities and Owner's Equity		
Current Liabilities		
Accounts payable	IDR	357,253,911.26
Short-term loans	IDR	55,000,000.00
Income taxes payable	IDR	-
Accrued salaries and wages	IDR	-
Unearned revenue	IDR	-
Current portion of long-term debt	IDR	-
Total current liabilities	IDR	412,253,911.26
Long-Term Liabilities		
Long-term debt	IDR	-
Deferred income tax	IDR	-
Total long-term liabilities	IDR	-
Owner's Equity		
Owner's investment	IDR	100,000,000.00
Retained earnings	IDR	635,120,152.66
Total owner's equity	IDR	735,120,152.66
Total Liabilities and Owner's Equity	IDR	1,147,374,063.92
Common Financial Ratios		
Debt Ratio (Total Liabilities / Total Assets)		0.36
Current Ratio (Current Assets / Current Liabilities)		1.28
Working Capital (Current Assets - Current Liabilities)		114,681,389
Assets-to-Equity Ratio (Total Assets / Owner's Equity)		1.56
Debt-to-Equity Ratio (Total Liabilities / Owner's Equity)		0.56

6.6 3-Year Cash Flow

CASH BALANCE		2021		2022		2023	
Date Ending		12/31/2021		12/31/2022		12/31/2023	
Cash at Beginning of Period	IDR	23,055,000,000.00	IDR	25,091,367,484.20	IDR	27,738,512,140.09	
Cash at End of Period	IDR	25,091,367,484.20	IDR	27,738,512,140.09	IDR	31,573,661,173.71	
CASH INFLOWS		IDR	2,021.00	IDR	2,022.00	IDR	2,023.00
<i>Cash from Operations</i>							
Receipts from Customers	IDR	25,053,998,315.07	IDR	27,559,398,146.58	IDR	30,315,337,961.23	
Gross Rents	IDR	-	IDR	-			
Total Cash from Operations	IDR	25,053,998,315.07	IDR	27,559,398,146.58	IDR	30,315,337,961.23	
<i>Cash from Financing</i>							
Issuance of Stock	IDR	-	IDR	-	IDR	-	
Borrowing	IDR	-	IDR	-	IDR	-	
Total Cash from Financing	IDR	-	IDR	-	IDR	-	
<i>Cash from Investing</i>							
Sale of Property and Equipment	IDR	-	IDR	-	IDR	-	
Collection of Principal on Loans	IDR	-	IDR	-	IDR	-	
Sale of Investment Securities	IDR	-	IDR	-	IDR	-	
Total Cash from Investing	IDR	-	IDR	-	IDR	-	
Total Cash Inflows	IDR	25,053,998,315.07	IDR	27,559,398,146.58	IDR	30,315,337,961.23	
CASH OUTFLOWS		2021		2022		2023	
<i>Operations</i>							
Wages	IDR	2,100,000,000.00	IDR	2,310,000,000.00	IDR	2,541,000,000.00	
Inventory Purchases	IDR	17,779,751,310.07	IDR	18,757,559,270.53	IDR	19,665,112,921.21	
General Operating Expenses	IDR	2,555,939,760.40	IDR	3,140,547,110.08	IDR	3,422,058,003.20	
Interest	IDR	-	IDR	-	IDR	-	
Income Taxes	IDR	581,939,760.40	IDR	704,147,110.08	IDR	852,018,003.20	
Total Outflows from Operations	IDR	23,017,630,830.87	IDR	24,912,253,490.69	IDR	26,480,188,927.61	
<i>Financing</i>							
Repayment of Loans	IDR	-	IDR	-	IDR	-	
Repurchase of Stocks	IDR	-	IDR	-	IDR	-	
Dividends Paid	IDR	-	IDR	-	IDR	-	
Total Outflows from Financing	IDR	-	IDR	-	IDR	-	
<i>Investing</i>							
Purchase of Property and Equipment	IDR	-	IDR	-	IDR	-	
Making Loans to Other Entities	IDR	-	IDR	-	IDR	-	
Purchase of Investment Securities	IDR	-	IDR	-	IDR	-	
Total Outflows from Investing	IDR	-	IDR	-	IDR	-	
Total Cash Outflows	IDR	23,017,630,830.87	IDR	24,912,253,490.69	IDR	26,480,188,927.61	
NET CASH FLOW	IDR	2,036,367,484.20	IDR	2,647,144,655.89	IDR	3,835,149,033.62	

6.7 Break-Even Analysis

Selling Price (per unit)	IDR	470.00
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STARTUP COSTS		
Total Startup Costs	IDR	23,055,000,000.00

VARIABLE COSTS	Per Unit	
<i>Variable Costs based on dollar amount per unit</i>		
Cost of Goods Sold	IDR	265.00
Direct Labor	IDR	60.00
Overhead	IDR	10.00
Other (specify)	IDR	-
Total	IDR	335.00

<i>Variable Costs based on percentage per unit</i>		
Commissions		0.00%
Other (specify)		0.00%
Total		-

Total Variable Cost per Unit	IDR	335.00
Contribution Margin per Unit	IDR	135.00
Contribution Margin Ratio		28.72%

Break-Even Point		
Break-Even Units		170,777,778 units
Break-Even Sales	IDR	80,265,555,555.56