

MemorEase, Inc.

2024

Business Plan

Presented by Group 1

Ian Cox

Som Ashutosh

Tina Soni

Rahul Raj Singh

Yashveer Yadav

Nikunj Muchhal

1. Executive Summary-

1.1 Product Overview

Vision

MemorEase as a company intends to offer a compact, audio-based reminder device designed with a single-button interface to help elderly individuals manage their daily schedules and remember appointments easily. This intuitive tool empowers users to set and receive voice reminders without the need for complex technology, catering specifically to those with limited tech experience or cognitive impairments.

Mission

Our mission at MemorEase is to empower elderly individuals with a simple, audio-based reminder device that fosters independence and confidence. By prioritising ease of use and accessibility, we provide a dependable solution for those with memory challenges, helping them manage daily tasks, appointments, and important reminders effortlessly. MemorEase is committed to bridging the digital divide in eldercare, offering a trusted, non-intrusive technology that respects and supports the unique needs of seniors and their caregivers.

Business Structure

MemorEase is structured as a Limited Liability Company (LLC) with a commitment to social responsibility and innovation in eldercare technology.

Founders and Team

The founding team at MemorEase consists of students and researchers from the Indian Institute of Technology Kanpur with backgrounds in Design, Mechanical, IT, Architecture, Technologies, and Healthcare solutions. Each member brings expertise and dedication to addressing the real-world challenges faced by elderly users.

Core Values

- **Simplicity:** Creating intuitive designs with easy navigation.
- **Empathy:** Prioritising features that genuinely support users' daily lives.
- **Integrity:** Ensuring high-quality, dependable devices that users can trust.
- **Inclusivity:** Making technology accessible to all, especially those often underserved by mainstream tech solutions.

1.2. Market Analysis

Target Market

The primary market for MemorEase consists of elderly individuals living independently or with limited caregiver support. Secondary markets include healthcare providers, home health agencies, and retirement communities seeking reliable memory aid tools for their residents.

Industry Trends

- **Ageing Population:** The 65+ demographic is growing rapidly, and assistive technology spending is expected to increase in response to the demand for age-friendly devices.
- **Focus on Aging in Place:** Many seniors and families prioritise living independently at home, driving the need for home-based solutions like MemorEase.
- **Digital Divide:** A substantial portion of elderly individuals prefer devices that avoid complex digital interfaces, making simple, dedicated-use tools like MemorEase highly appealing.

Competitive Landscape

While MemorEase competes with general-purpose smartphone apps and multifunctional reminder devices, it differentiates itself as a single-function, one-button device focused solely on accessible, reliable reminders.

2. Industry, Company & Product

2.1 Industry Overview

Background

Voice-based assistance is increasingly essential, providing hands-free convenience across many applications, from writing to controlling home devices. Popular technologies like Alexa, Siri, and Cortana continue to expand their capabilities and user reach.

The need for user-friendly voice technology is especially strong among older adults facing age-related memory challenges. The World Alzheimer's Report 2019 estimates that approximately 12.5% of the global population of 8.2 billion is over 65, with 6-7% experiencing significant forgetfulness. By 2050, the number of individuals with memory-related conditions is projected to nearly triple from 55 million to 139 million.

Primary Market Segment

MemorEase's primary audience consists of individuals aged 60+ with mild memory impairments or age-related forgetfulness. This segment includes seniors with limited experience with advanced technology, particularly in regions with significant aging populations, such as Japan, India, and South Korea.

Secondary Market Segments:

The secondary market includes caregivers who support elderly individuals, as well as people of any age who experience forgetfulness. In India alone, the elderly population spans both urban and rural areas, with varying income levels:

- **Caregivers** who support elderly individuals
- **Individuals of any age** experiencing forgetfulness

In India, the elderly population is diverse, spanning both urban and rural areas:

- **Urban Market:** Of the 30 million elderly in urban areas, a significant portion (40% in the middle-income group and 50% in the upper-income group) have shown interest in voice-activated products.
- **Rural Market:** Among the 73 million rural elderly, a smaller segment—approximately 5-10%—may adopt digital health solutions, given proper awareness and access to technology.

2.1. Company Overview

Mission Statement

Empowering elderly individuals and their caregivers through simple, intuitive reminder technology that promotes independence and enhances daily living.

Vision

To become a leading provider of accessible, audio-based reminder solutions that prioritise ease of use, reliability, and dignity for elderly users.

Business Structure

MemorEase is structured as a Limited Liability Company (LLC) with a commitment to social responsibility and innovation in eldercare technology.

Core Values

- **Simplicity:** Creating intuitive designs with easy navigation.
- **Empathy:** Prioritising features that genuinely support users' daily lives.
- **Integrity:** Ensuring high-quality, dependable devices that users can trust.
- **Inclusivity:** Making technology accessible to all, especially those often underserved by mainstream tech solutions.

Competitive Landscape

MemorEase competes with general-purpose smartphone apps and multifunctional reminder devices. However, MemorEase differentiates itself by being a single-function, one-button device focused solely on providing accessible, reliable reminders.

When analysing the competitive landscape for an audio-based, one-button reminder device like MemorEase, it's essential to look at both specialised products (such as the Reminder Rosie Talking Clock) and more general voice-activated virtual assistants (like Amazon Alexa and Google Assistant). Each of these types of devices has unique features, capabilities, and market positioning, which impact their market share and appeal among elderly users. Broadly we can categorise the competitors into three groups: Specialised Devices, General Voice-activated Smart Devices, and Emerging Competitors.

1. Specialised Reminder Devices for Elderly Users

- **Reminder Rosie Talking Clock:** The Reminder Rosie is a voice-controlled reminder clock that specifically targets elderly individuals, allowing users to set personalised, spoken reminders. Unlike multi-functional devices, Reminder Rosie focuses solely on reminders, with the intent of simplifying use for seniors who may not be comfortable with complex technology. Its market appeal lies in this singular purpose, which eliminates distractions and makes it accessible for those with memory challenges or cognitive impairments.
- **Competitors in Specialised Reminders:** Other notable specialised devices include DayClox (digital day clocks with alarm reminders), Memo Clock, and Reminder Assist, each designed for simplicity and with similar audiences in mind. These devices collectively occupy a smaller niche within the broader smart home market, appealing primarily to elderly users or caregivers focused on managing time-sensitive tasks.
- **Market Size & Share:** The global market for elderly care technology was valued at approximately \$11 billion in 2022, with devices like Reminder Rosie capturing a small, though growing, segment within this market. This niche is estimated to grow at a compound annual growth rate (CAGR) of about 5-7% over the next few years, driven by increased demand for elderly care solutions as populations age. Exact market share data for

Reminder Rosie and its closest competitors are limited due to their specialised nature, but they hold strong positions within elderly care channels.

2. General Voice-Activated Smart Assistants

- **Amazon Alexa:** Amazon's Alexa-enabled devices, particularly the Echo Dot and Echo Show, offer a wide range of functionalities, including reminders, alarms, entertainment, and smart home control. For seniors, Alexa's reminder functionality can be especially valuable, allowing voice-set alarms for medication, appointments, and daily routines. However, Alexa's broad feature set, while beneficial for some, may be overwhelming for elderly users who are looking for a simpler, more targeted solution.
- **Google Assistant:** Google's Nest Hub and other Assistant-enabled devices also serve as competitors. Like Alexa, Google Assistant can set reminders and alarms but has the added advantage of integrating with Google Calendar, making it an appealing choice for tech-savvy users. However, Google Assistant is similarly complex, potentially presenting a learning curve for older users who prefer straightforward functionality.
- **Market Size & Share:** As of 2023, Amazon and Google dominate the global smart speaker market, valued at around \$10 billion, with Amazon holding approximately 30% market share and Google about 20% of the market. These tech giants have extensive reach and resources, enabling them to continue innovating and growing within the smart home sector at a CAGR of about 20% globally. While Amazon and Google primarily focus on a broad consumer base, their accessibility features, particularly for reminders, make them popular among some elderly users.

3. Emerging Competitors and Wearable Devices

- **Apple Watch and Other Wearables:** Though not strictly a reminder device, wearables like the Apple Watch provide health and reminder functions that can benefit elderly users. Apple's health focus and its emergency features, such as fall detection, make it a valuable

tool for some seniors. The reminders feature, although secondary, is widely used for medication and activity prompts, positioning Apple as a player in the market for elderly care, albeit indirectly.

- **Market Size & Share:** Wearable devices hold a significant share in health technology for seniors, especially with a market size estimated at \$70 billion in 2023 and an expected growth rate of 10-12% CAGR. Apple, Fitbit (Google-owned), and Samsung dominate this sector, with Apple holding around 30% of the wearables market share.

Direct Comparison and Differentiation Opportunities for MemorEase

- **Functionality and Simplicity:** While Reminder Rosie offers a simple, straightforward reminder function, it lacks portability and some modern design features. MemorEase could differentiate by providing a one-button, portable audio reminder device designed for seamless, on-the-go use.
- **Audience-Specific Targeting:** MemorEase aims to offer a purpose-built device that serves as a gentle yet effective memory aid for elderly users, without extraneous functionalities that could complicate its use. Unlike Alexa or Google Assistant, MemorEase would specifically cater to seniors who prioritise reliability and simplicity over a broad feature set.
- **Caregiver Integration:** Unlike other devices, MemorEase could offer features that facilitate caregiver involvement, such as caregiver-triggered remote reminders. This focus on ease-of-use for both seniors and caregivers could help MemorEase establish itself within senior living communities and healthcare networks, a less-saturated channel compared to the general smart speaker market.

The reminder device market for elderly users is a growing, segmented field, ranging from specialised devices like Reminder Rosie to mainstream smart home solutions like Alexa and Google Assistant. MemorEase can position itself as a focused, user-friendly, and accessible device with unique caregiver integration, targeting seniors who may find other options too complex or intimidating. The estimated market potential for eldercare reminder devices and technologies offers a promising growth opportunity, with MemorEase having the potential to carve a unique niche in this expanding landscape.

2.2. Product Overview

Audio Note Reminder is an intuitive, voice-only reminder system designed to help users create and manage time-based reminders effortlessly through simple spoken commands. Built with elderly individuals, caregivers, and anyone preferring hands-free interaction in mind, the product avoids complicated menus, using just one multifunctional button and a clear visual indicator for ease of operation.

The device operates through a single button with flexible functionality. A simple press plays back any stored messages or notes, while pressing twice initiates playback mode, allowing users to hear upcoming reminders. Holding the button initiates recording mode, letting users add new reminders with ease. Additionally, a small built-in light indicates the device's status, signalling whether it's active or recording, so users always feel in control,

Key Features

- **Multifunctional Button with Simple Operation:** Designed for accessibility, the single button allows users to navigate the device's functions easily through different types of presses.
- **Speech-Only Interface:** With voice commands, users can create and play reminders without needing to navigate screens or menus.
- **Time-Specific Alerts:** Reminders are set to play at the designated times, preventing missed tasks and helping users stay organised.
- **Intuitive Visual Indicator:** A small light provides quick feedback on device status, including on/off and recording modes, adding to user confidence.

Target Benefits

- **Enhanced Memory Support:** For individuals experiencing age-related memory challenges, this device supports their independence and daily routines.
- **Accessible Design for All Ages:** While designed with elderly users in mind, the simplicity and multifunctional design suit anyone looking for a streamlined, voice-first experience.

- **Encouragement of Digital Confidence:** With a straightforward, button-based interface and clear visual signals, elderly users feel empowered to engage with technology that's simple yet effective.

In summary, **Audio Note Reminder** serves as a practical, voice-based solution that combines innovative design with a user-friendly approach. This tool provides an effective way for users to stay organised, manage reminders, and maintain independence.

3. Market Analysis & Research-

Segmentation

Globally, the world is entering into a drastic shift in demographics. Due to welcomed and much needed advances in medical technology, the average lifespan has been increasing worldwide. At the same time birth rates are dropping in many countries, a trend that is predicted to continue as other countries develop economically. Together these trends will mean a higher demand for elderly care, or greater need for individuals to stay independent as long as possible.

In India, the elderly population is rapidly increasing. According to the World Health Organization (WHO), over 103 million elderly people live in India, and this is expected to double by 2050.

This increasing elderly population brings with it a greater demand for elderly care. One aspect of care is with memory. It is estimated that 40% of individuals >65 years experience mild memory impairment. (<1% will develop dementia). In India alone this constitutes a market of around 40 million.

This can result in serious deterioration of quality of life (QoL) or even threaten their lives. Elderly individuals frequently struggle with memory lapses, leading to missed tasks and potential health risks.

Technology presents a possible solution for these individuals to help them stick to their schedules, and remember appointments and medication timings. However, these are also precisely the individuals who report struggling with technology the most.

Targeting

Individuals aged 60+ with mild memory impairments or normal age-related forgetfulness, who have limited experience with technology, living in countries with significant elderly populations, such as Japan, India and South Korea.

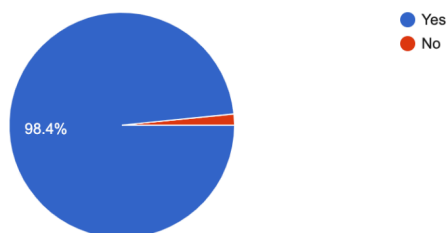
- **Primary Market:** Individuals aged 60+ with mild memory impairments, limited tech experience, and an interest in simple, supportive technology.
- **Urban Segment:** 50-60% of the 30 million urban elderly are familiar with smartphones, translating to 12-15 million potential users.
- **Rural Segment:** Among 73 million rural elderly, 5-10% might be early adopters of digital health solutions, providing an emerging market of 3-7 million users, albeit with technology access challenges.

3.1. Survey Results

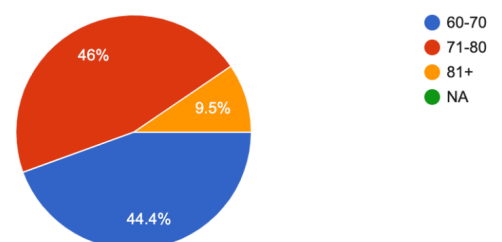
In order to understand the target audience and their needs we circulated an online survey form for getting the personal preference of the users and their nearby persons.

Below mentioned are the charts of the results of the survey form which help us in developing our product further-

Do you have or know any elderly person in/outside your family
63 responses

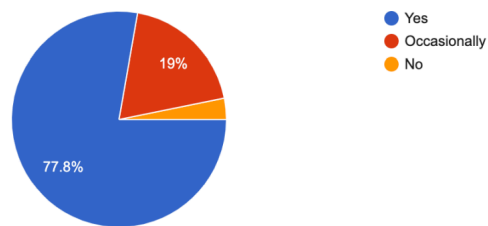


If yes, what is their age group?
63 responses



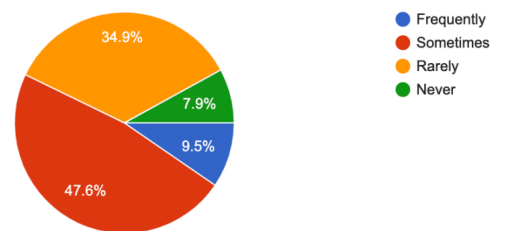
Do the elderly at home take medications regularly?

63 responses



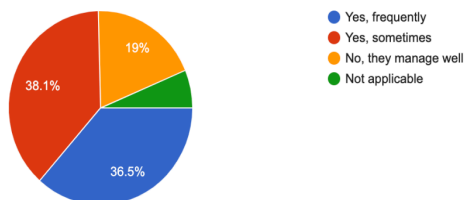
How often do they forget to take their medications or perform daily tasks?

63 responses



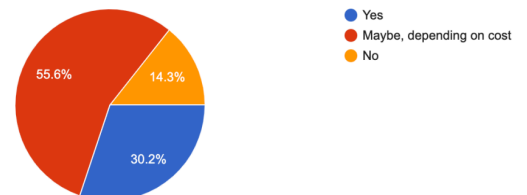
Do they face challenges using mobile phones or modern gadgets for tasks like setting reminders or making calls?

63 responses



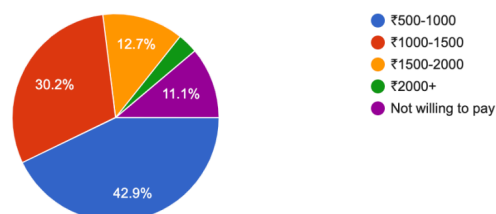
Would you be interested in a pocket-sized, audio-based device that reminds the elderly to take medications or complete tasks via voice notes?

63 responses



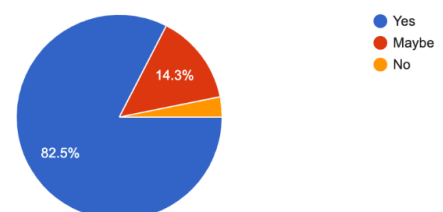
How much would you be willing to pay for such a device?

63 responses



Would you be willing to recommend such a device to others if it proved helpful for your family members?

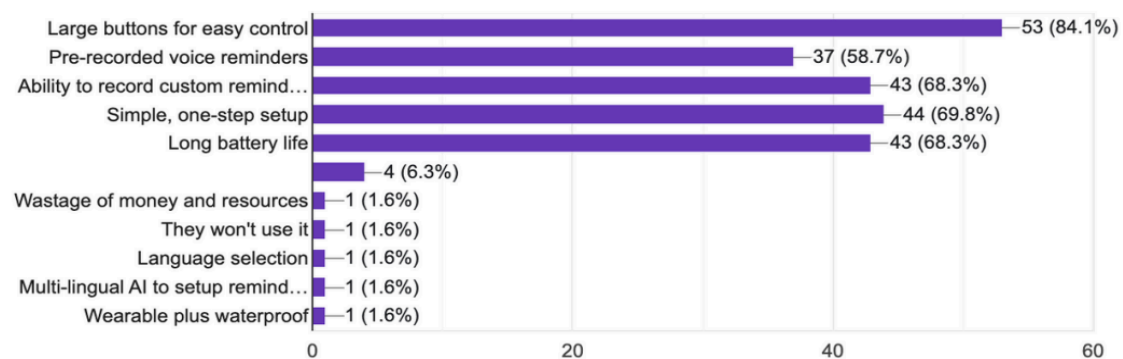
63 responses



What features do you think would make this device more useful for elderly individuals?

(Select all that apply)

63 responses



4. Marketing & Sales Plan-

Target Audience

Primary: Elderly individuals aged 65+

Secondary: Adult children and caregivers seeking supportive tools for ageing family members.

Marketing Channels

- **Healthcare Partnerships:** Collaborations with eldercare facilities, home health agencies, and geriatric clinics.
- **Direct Sales and Online Retail:** Sales via e-commerce platforms and targeted eldercare retail channels.
- **Influencer Marketing:** Leveraging healthcare influencers and gerontology experts to raise awareness.
- **Community Outreach:** Participation in senior expos, health fairs, and community workshops to showcase device benefits directly.

Positioning Statement

MemorEase is a dedicated audio reminder device designed to provide elderly users with an accessible, reliable solution for managing their daily schedules with ease.

5. Operations

5.1. Operations Plan

This operational plan is structured to support product quality, efficient manufacturing, and a customer-focused approach that ensures a smooth path to market and ongoing satisfaction. Adjusting timelines or adding more specifics can further align the plan with your goals and resources.

Manufacturing and Production

MemorEase plans to partner with local manufacturers for efficient, cost-effective production of the device, focusing on high-quality materials and reliable technology.

Distribution Strategy

The device will be distributed through direct sales on the MemorEase website and through partnerships with eldercare suppliers, healthcare organisations, and online retailers.

Customer Support

MemorEase will offer dedicated customer support to address user needs, provide setup assistance, and ensure satisfaction. Support will include phone, email, and web-based troubleshooting resources.

5.2. Product Development and Design.

Goal: Develop a fully functional prototype and finalise the product design, ensuring ease of use, durability, and aesthetic appeal.

Key Activities:

- **Prototype Design and Testing:** Develop initial prototypes, focusing on single-button functionality, light indicators, and voice responsiveness.

- **User Testing and Feedback:** Conduct tests with the target audience (elderly individuals and caregivers) to refine usability and confirm design choices.
- **Final Product Design:** Integrate user feedback into the final design, with a focus on ergonomics and accessibility.

Timeline: 3-6 months for initial design and prototype testing.

5.3. Manufacturing and Assembly

Goal: Establish manufacturing processes that ensure consistent product quality and timely production.

Key Activities:

- **Supplier Selection:** Partner with trusted suppliers for components like microphones, speakers, LEDs, and housing materials.
- **Quality Control:** Implement strict quality checks for each unit, focusing on audio quality, durability, and battery life.
- **Assembly:** Assemble components in-house or with a third-party assembler, depending on cost and production scale.

Timeline: 2-4 months for setup; ongoing production based on demand forecasts.

5.4. Supply Chain and Inventory Management

Goal: Ensure a smooth supply chain for parts and finished products, maintaining cost-efficiency and availability.

Key Activities:

- **Inventory Planning:** Maintain a stock of critical components based on sales forecasts, particularly for launches and seasonal demands.
- **Vendor Management:** Build relationships with reliable vendors for ongoing component supply and negotiate bulk pricing for cost efficiency.

- **Storage and Fulfilment:** Establish warehousing and distribution centres to handle inventory, order fulfilment, and returns processing.

Timeline: Ongoing, with quarterly reviews to adjust inventory and supply based on market demand.

5.5. Marketing and Distribution Strategy

Goal: Reach target customers effectively and build awareness around the product's unique benefits.

Key Activities:

- **Channel Partnerships:** Partner with major online marketplaces (Amazon, eBay) and specialty stores focused on elderly care and assistive technology.
- **Promotional Campaigns:** Launch digital marketing campaigns targeting caregivers, families, and seniors, highlighting the simplicity and benefits of Audio Note Reminder.
- **Educational Outreach:** Develop instructional materials and in-store demos to demonstrate the product's functionality in senior centres and healthcare settings.

Timeline: Begin marketing 3 months before the product launch; sustain with regular campaigns and events throughout the year.

5.6. Customer Support and After-Sales Service

Goal: Provide responsive, accessible support to ensure customer satisfaction and foster long-term loyalty.

Key Activities:

- **User Guides and Tutorials:** Create easy-to-follow user guides (both print and video) that cover device setup, operation, and troubleshooting.

- **Customer Support:** Offer dedicated phone and email support, with a focus on helping elderly customers and caregivers.
- **Warranty and Repairs:** Provide a one-year warranty covering any malfunctions, with an option for paid repairs and support after the warranty period.

Timeline: Ongoing, with customer support starting at product launch.

5.7. Product Improvement and Feedback Loop

Goal: Continuously improve product quality and usability based on customer feedback and industry trends.

Key Activities:

- **Customer Surveys and Feedback:** Regularly collect customer feedback through surveys, focusing on ease of use, reliability, and desired features.
- **Data Analysis:** Analyse data from support channels and returns to identify common issues and areas for improvement.
- **Product Iteration:** Implement design and feature improvements based on feedback, potentially releasing updated models annually or biannually.

Timeline: Ongoing, with quarterly reviews for improvement opportunities.

6. Management

Our Team: We are 6 students and co-founders with unique backgrounds and perspectives.

Together we identified the problem of forgetfulness as one we wanted to solve. So we focused our collective efforts to help elderly individuals keep track of appointments and medicine regimens. As designers we also wanted to think about this from a user centred perspective.

Founders and Team

The founding team at MemorEase consists of students and researchers from the Indian Institute of Technology Kanpur with backgrounds in Design, Mechanical, IT, Architecture, Technologies, and Healthcare solutions. Each member brings expertise and dedication to addressing the real-world challenges faced by elderly users.

Roles and Responsibilities:

Product Development: Focus on designing user-friendly interfaces and ensuring the device meets the specific needs of the target demographic.

Market Research: Conduct ongoing market analysis to understand customer needs and preferences.

Customer Support: Establish a responsive support system to assist users and gather feedback for product improvement.

7. Financial Projections

Revenue Projections:

Key Assumptions: Annual Growth expected after Year 1 = 75%

Annual Growth expected after Year 2 = 200%

Sales through E-Commerce platforms

The growth to be achieved by incremental product enhancements and marketing.

Name of Product	Y1	Y2	Y3
MemorEase	1000	1750	5250
Total (Units)	1000	1750	5250

Total Revenue from Sales:

Key Assumptions: The selling price per component is Rs. 950/- per unit after discounts.

Cost of components, manufacturing, assembly, packaging, logistics and other direct / indirect expenses have been taken into account, while deriving the actual selling price.

Revenue (Rs)	Y1	Y2	Y3
MemorEase	9,50,000	16,62,500	49,87,500
Total (In Lacs)	9.50	16.60	49.90

Expenses:

Product Cost (per unit):

Key Assumptions: Raw material / components are purchased in bulk.

Inhouse manufacturing (Plastic Injection Moulding) and Assembly.

Particular	Cost (Rs)
Electronics Components	370
Manufacturing of Casing (Injection Moulding including raw material)	60
Assembly (Soldering)	20
Total (per unit)	450

Total Product Cost:

Product Cost (Rs)	Y1	Y2	Y3
MemorEase	4,50,000	7,87,500	23,62,500
Total (In Lacs)	4.50	7.90	23.60

Capital Expense:

Key Assumptions: Equipment for conducting R&D, manufacturing (Injection moulding machine) assembly and packaging to be procured in the first year.

Equipment for enhanced R&D and prototyping to be added in subsequent years for making incremental product enhancements.

Capital Expense (Rs)	Y1	Y2	Y3
Basic Prototyping /R&D facility/Tool & Setup cost	5,00,000	2,00,000	2,00,000
Total (In Lacs)	5.0	2.0	2.0

Marketing & After Sales Expenses:

Key Assumptions: The cost of marketing is considered as a percentage of Revenue after discussion with a few start-ups. (50% of Y1; 25% of Y2; 20% of Y3 Revenues)

Marketing & After Sales Expenses (Rs)	Y1	Y2	Y3
@ 50 % of Revenue generated for first, 25 % for second and 20 % for third year	4,75,000	4,15,625	9,97,500
Total (In Lacs)	4.75	4.16	9.98

Operational Expenses:

Key Assumptions: To conduct the operations, office and other related activities to play an important role. This office is required to have availability of essential services i.e Rent, Electricity, Phone, Internet, Printer(s), Xerox and required Stationery items for its smooth operation. The office running cost is estimated @ Rs 25,000/- per month. This cost is further escalated @ 10% for each year of operation, towards the inflation in cost of operation of various services including stationery items.

Packaging and Logistics cost has also been considered as operational expenses to offer the desired service to customers.

Operational Expenses (Rs)	Y1	Y2	Y3
Office Expenses @ Rs. 25,000/- per month escalated by 10% every year	3,00,000	3,30,000	3,63,000
Packaging & Logistical Expenses (Delivery) @ Rs.50 per item	50,000	87,500	2,62,500
Total	3,50,000	4,17,500	6,25,500
Total (In Lacs)	3.50	4.18	6.26

Manpower Cost:

Key Assumptions: An increment of 15% annually has been considered to retain the manpower.

Manpower Cost (Rs)	Rate per Annum in lacs	Y1	Y2	Y3
Manpower 1	3.0			4.0
Manpower 2	2.4	2.4	2.8	3.0
Total (In Lacs)	-	2.4	2.8	7.0

Total Expenses:

TOTAL Expenses (Rs)	Y1	Y2	Y3
Total (In Lacs)	20.2	21.0	49.0

Total Profit:

TOTAL Profit (Rs)	Y1	Y2	Y3
Total (In Lacs)	-10.65	-4.34	0.85

PROFIT & LOSS STATEMENT

INR (LACS)	Y1	Y2	Y3
Sales Revenue	9.5	16.63	49.88
Cost of Goods Sold (COGS)	4.5	7.88	23.63
Gross Profit	5	8.75	26.25
Operating Expenses			
Office Expense	3	3.3	3.63
Logistics Expense	0.5	0.88	2.63
Marketing / Sales Expenses	4.75	4.16	9.98
Manpower Expense	2.4	2.8	7.0
Total Operating Expense	10.65	11.14	23.44
Operating Earnings	-5.65	-2.39	2.81
Earnings Before Income Tax	-5.65	-2.39	2.81

BALANCE SHEET:

Key Assumptions: Depreciation on Fixed Assets, Interest on Loans and Taxes have not been considered while preparing the Financial Records.

	Year 1	Year 2	Year 3
ASSETS			
Current Assets			
Cash	14.35	9.96	10.77
Inventory	0	0	0
Total Current Assets	14.35	9.96	10.77
Fixed Assets			
Equipment	5	7	9
Net Fixed Assets	5	7	9
Total Assets	19.35	16.96	19.77
LIABILITIES AND EQUITY			
Current Liabilities			
Accounts Payable	0	0	0
Short-term Loans	0	0	0
Total Current Liabilities	0	0	0
Long-term Liabilities			
Long-term Loans	15	15	15
Total Liabilities	15	15	15
Equity			
Owner's Equity	10	10	10
Retained Earnings	-5.65	-8.04	-5.23

Total Equity	4.35	1.96	4.77
Total Liabilities and Equity	19.35	16.96	19.77