



Blumpa

Simples Assim.

Series A Information Package

12.23.2014

1. Executive Summary

- 2. The Market
- 3. Business Model
- 4. Competition
- 5. KPIs & Current Financials
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Executive Summary



1. Blumpa is the **first and leading** on-demand marketplace & subscription cleaning services company in Brazil. We bring the offline to the online through the ubiquity of mobile phones and broadband. We are "Uber" for home services: high value added experiences "at the touch of a button", from end to end. However, in the long-term we believe part of our customers will see Blumpa's "Cleaning as a Service" subscription plans as a replacement for their independent professional cleaners ("**Diaristas**") and even for their monthly full time domestic employees ("**Mensalistas**").
2. Blumpa tackles the increasing problem of hiring and managing cleaning services for residential and small & medium business in an innovative and effective way:
 - *For its customers, Blumpa offers the fastest, easiest and most reliable way of getting their place cleaned in Brazil. Customers are "lost" among the many requirements of the new legislation (PEC) and the macro-trends from full time workers ("**Mensalistas**") to independent professional cleaners ("**Diaristas**"). Blumpa provides an end-to-end solution which relieves customer from the pain of hiring and managing Domestic Employees.*
 - *For its Professional Service Providers ("**Diaristas**"), Blumpa offers cleaning jobs close to their homes at a very flexible work schedule and above the market compensation. More and more, Domestic Employees try to improve their quality of life, but end up losing precious time commuting from home to work due to increased traffic and geographic growth of large cities.*
3. Blumpa has raised a minimum seed investment thus far, but has been able to achieve product-market fit and grow consistently. Starting from Sales of R\$14,4K in January 2014, Blumpa reached R\$95K in November 2014, which means an average monthly growth rate of ~21%.
4. Blumpa operates in the untapped and fragmented Domestic Labor Market in Brazil, which is the largest worldwide. Within this market, we estimate the Independent Professional Cleaning Services ("**Diarista's**") segment in Brazil to be R\$ 20 billion, and expect it to achieve R\$ 37 billion in 2018. In the medium term, Blumpa will expand its scope to other residential services and its reach to other Latin American countries.
5. Blumpa is raising R\$ 3 million in order to quickly expand its operations to the 20 largest cities in Brazil, refine its technology and erect barriers to entry for potential copy cats. According to Blumpa's business plan, it should reach Gross Sales of over R\$ 50 million by 2018 and become a positive Free Cash Flow business by the end of 2017.

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There's a shift in the supply profile for domestic labor in Brazil



- Brazilian socio-demographic and economic changes
- Legislative changes: domestic workers are empowered

Until 2012

Full time workers:
- Low cost, low expectations



Full time monthly worker

Time consuming selection process

Low productivity

Somehow informal

Fixed income

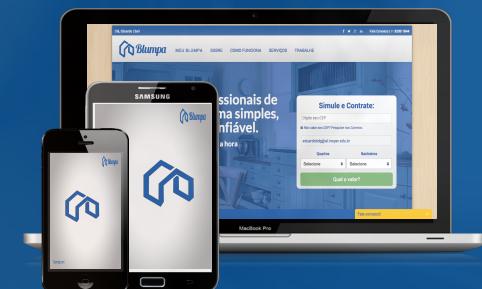
2012+

Franchise frenze in Brazil:
- 20 years behind US



2014+

On-demand & subscription mktplace:
- Technological Leapfrog



Autonomous

Effective and fast one-time process

High productivity

Formal

Flexible but stable income

The domestic labor market in Brazil is experimenting structural changes, which are incentivizing households to experiment new alternatives to hire and manage domestic employees

Households

- Decreased time spent by women with home activities (increased participation of women in the labor market)
- Decreased average size of metropolitan residences (decreased demand for sleep over domestic workers)
- Decreased average number of members per family (decreased workload of home services per residence)
- Decreased willingness from class B & C to perform home activities due to greater purchasing power (increased demand for domestic labor)

Domestic employees

- Increased social & economic aspiration from domestic employees, who now aim to achieve higher education, climb social pyramid and improve quality of life (eg: desire to spend more time with their small kids)
- Increased minimum wage, in which is based most monthly domestic employees' salaries.
- Increased commuting time from residence to work due to increased traffic and increased distance from residence to work in metropolitan regions
- Increased efficiency of cleaning services due to new technologies & products and better work force capacitation

✓ *Even before PEC was implemented, hiring and maintaining a domestic employee had become a real pain to Brazilian households*

- *Brazilian socio-demographic & economic changes favor an increase in the number of autonomous workers ("Diaristas") at the expense of monthly employees ("Mensalistas")*

Brazilian legislative changes (PEC Empregadas Domésticas)

- PEC (Proposed Amendment to the Constitution which regulates domestic hiring and equates it to CLT)

Key issues brought by the PEC

1. Payment of FGTS, extra hours, and additionals for night shifts.
2. Indemnification for firing if not for Just Cause.
3. Payment of all taxes involved in the CLT contract (INSS, FGTS, Union Contribution etc.).
4. Labor relationship and PEC apply only if employees works 3 or more days a week in the same household

Impacts on households

1. Cost increase estimated in at least 40% to an employee who works 10 hours a day on week-days.
 - Additionals for night shifts increase burden even more, and decreases incentives for hiring sleep-over employees.
2. Need to pay charge of 40% over FGTS for firing without just cause disincentivize hiring
3. More bureaucracy for the employer caused by needs to pay taxes and track overtime
4. PEC increased the already existing long-term liability risks generated by the Brazilian Labor Law
 - Risks apply to monthly employees ("mensalistas") but not to independent cleaning professionals ("diaristas")

- ✓ **PEC generates strong incentives for shifting from monthly CLT domestic contracts to independent cleaning professionals (from "mensalistas" to "diaristas")**
- ✓ **The effects of the legislation are expected to really take place after 2015, when the legislation will be fully in force.**

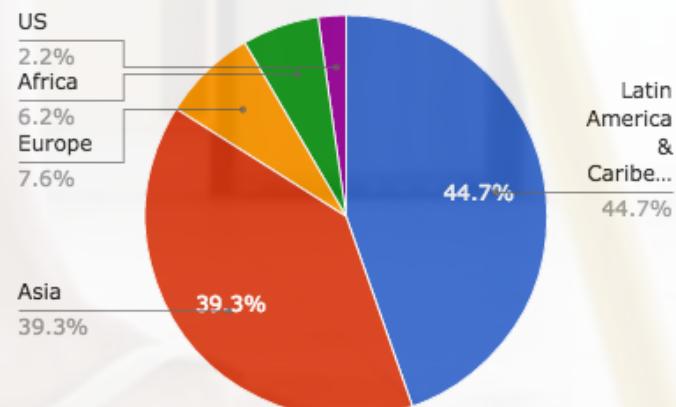
Domestic labor around the world: Brazil is the number 1

Nº of Domestic Workers by Country (Top 20)

Country/Territory	Domestic Workers
1 Brazil	7,223,000.00
2 India	4,206,600.00
3 Indonesia	2,405,800.00
4 Philippines	1,926,000.00
5 Mexico	1,851,800.00
6 South Africa	1,140,000.00
7 Colombia	987,400.00
8 Argentina	797,000.00
9 Saudi Arabia	784,500.00
10 Spain	747,000.00
11 United States	667,000.00
12 France	589,900.00
13 Chile	484,700.00
14 Peru	475,300.00
15 Venezuela	445,400.00
16 Italy	419,400.00
17 Bangladesh	331,000.00
18 Pakistan	284,700.00
19 Hong Kong (China)	267,800.00
20 Malaysia	253,000.00

Source: International Labour Organization, 2013

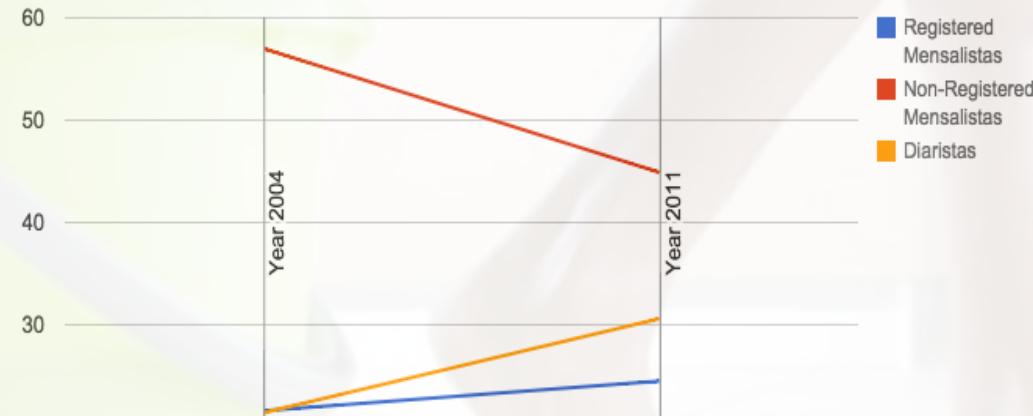
% of Domestic Worker by Continent, of the 40 top in the ranking



Not only Brazil is the world's largest market, with 20% of women between the ages of 18-60 working as a domestic worker, but also Latin America is home to 45% of the worldwide domestic workers

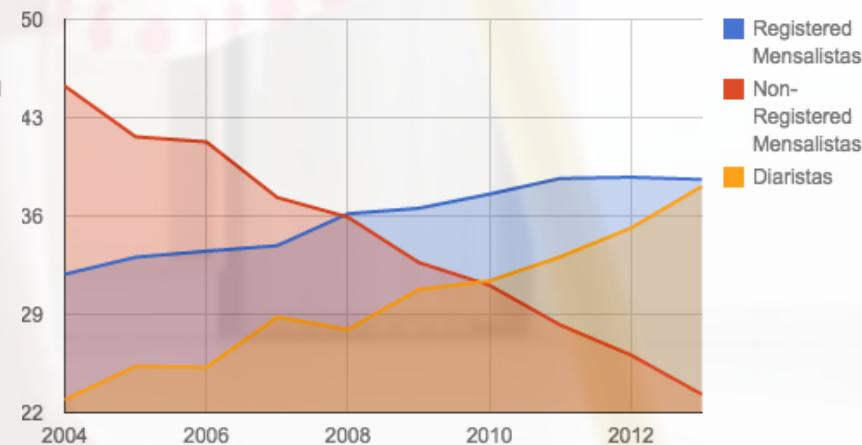
Domestic labor market in Brazil

Segmentation of women domestic workers, Brazil (%)



Source: IBGE. Pnad Elaboration: DIEESE

Segmentation of women domestic workers, São Paulo City (%)

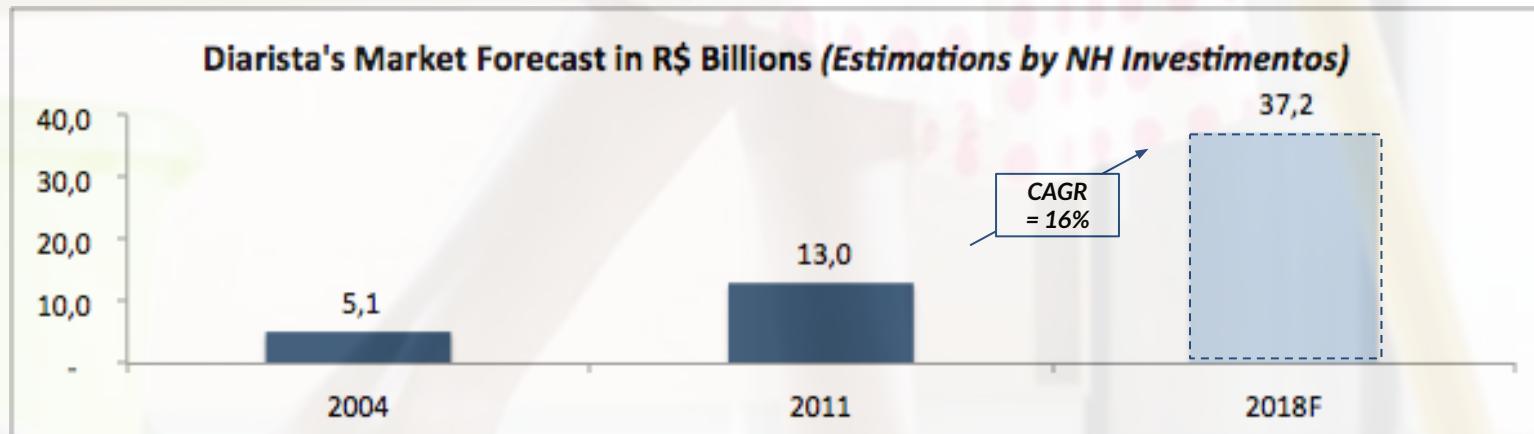


Source: Secretaria de Planejamento e Desenvolvimento Regional. Convênio Seade-Dieese e MTE/FAT.

Obs: (a) Excludes individuals with no License (Carteira de Trabalho) (b) Full time Workers were defined by individuals working only in one Household c) Diaristas (timely hiring professional cleaners) were considered when the professional used to work in more than one household

- ✓ Judging by São Paulo's figures, it seems that the national shift towards "diaristas" is just beginning.
 - In São Paulo, the share of "diaristas" increased from 23% to 38% in 10 years (5,8% per year)
 - In Brazil, the share of "diaristas" increased from 22% to 31% in 7 years (5% per year)

The "Diarista's" market in Brazil is large and grows fast



Year	# of Domestic Employees in Millions	(%) of Employees who are Diaristas (SP)	(%) of Employees who are Diaristas (Brazil)	# of Diaristas in Brasil in Millions	\$ Weekly Income in R\$ (excludes inflation)	\$ Monthly Income in R\$ (adjusted for inflation)	Annual Market Size in R\$ Billions (adjusted for inflation)
Source	Dieese, 2013, Analysis NH Investimentos (assumes CAGR # employees 2013:2018 = -0,7%)	Seade e PED, 2014	Analysis NH Investimentos (assumes a lag between SP and Brazil)	Analysis NH Investimentos (# of Domestic Employees X (%) of Employees who are Diaristas)	Seade e PED, 2014. Analysis NH Investimentos (assumes CAGR 2013:2018 = 5%, which is CAGR 11:13 x 75%)	Analysis NH Investimentos (based on historical IGPM. Assumption of accumulated inflation 2014:2018 =33%)	Analysis NH Investimentos (assumes accumulated inflation 2014:2018 =33%)
2004	6,02	22,90	22,90	1,38	131	310	5,1
2011	6,16	33,10	31,11	1,92	156	564	13,0
2013	5,48	38,10	35,81	1,96	189	819	19,3
2018F	5,30	46,48	42,30	2,24	240	1.385	37,2

Actual figures by Dieesse, IBGE, etc.

Estimations by NH Investimentos

✓ We expect the "diaristas" market to grow at a CAGR of 16% between 2011 and 2018

- Excluding inflation, growth is mainly driven by the expected increase in the real annual income, which is caused by the reduction in the overall # of domestic employees and increases in minimum wage

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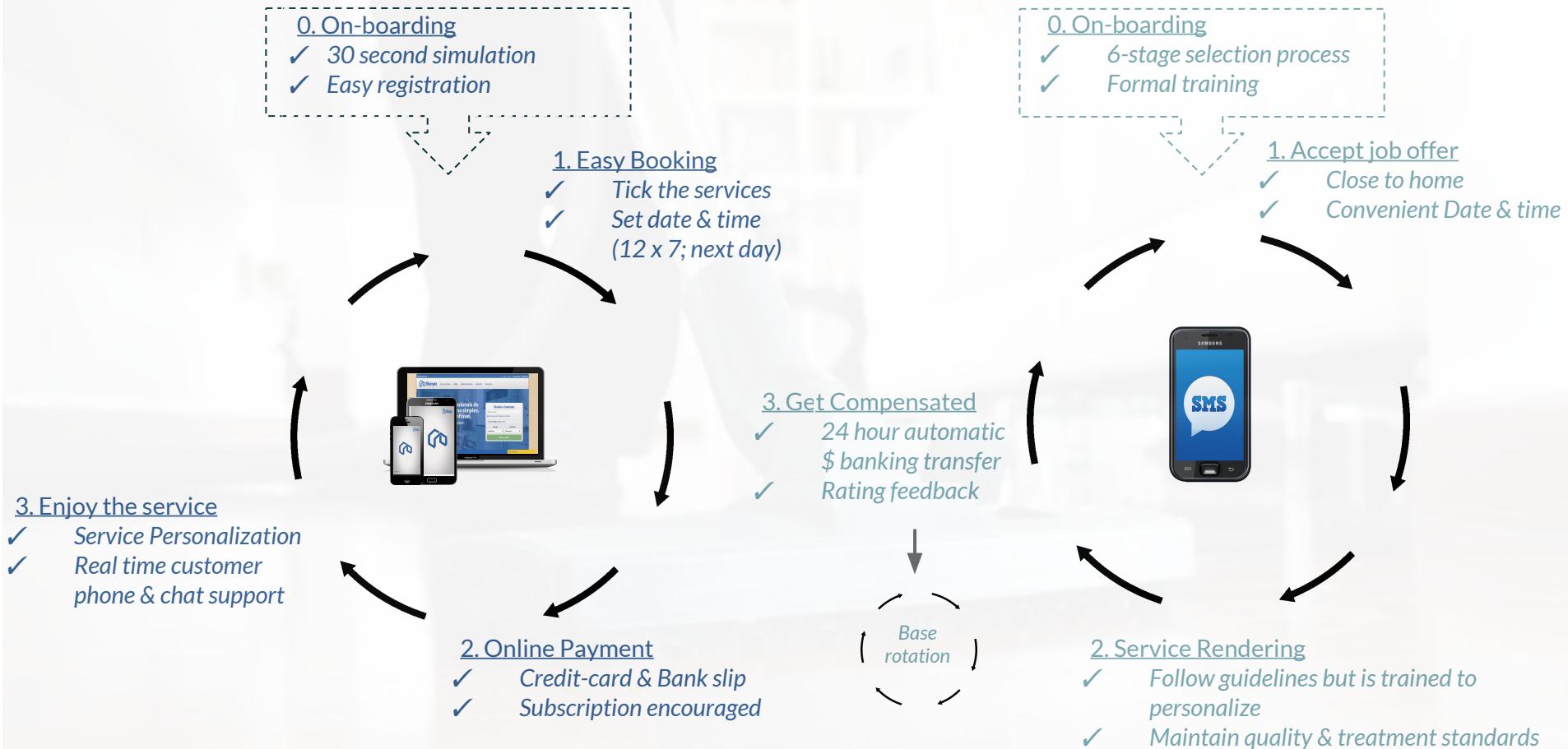
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What is Blumpa?

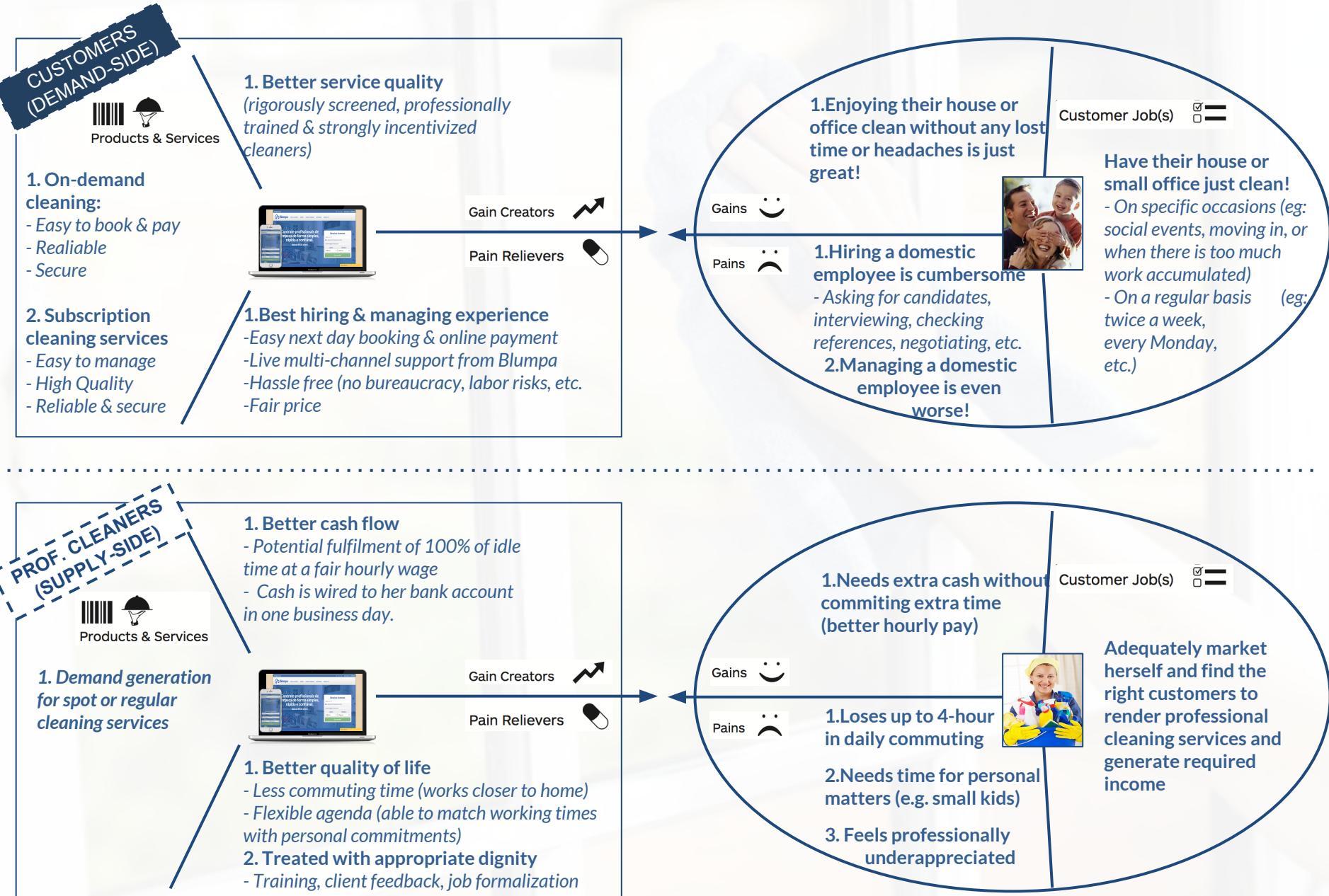


- Blumpa is the first and leading on-demand & subscription cleaning services marketplace in Brazil, which is the largest market for domestic cleaning services worldwide. By matching supply and demand and providing liquidity, Blumpa tackles the increasing problem of domestic labor in an innovative and efficient way:
 - For its customers, Blumpa offers the fastest, easiest and most reliable way of getting their place cleaned in Brazil.
 - For its Professional Service Providers ("Profissionais autônomas de limpeza"), Blumpa offers cleaning jobs close to their homes at a very flexible work schedule and above the market compensation.
- Blumpa is an End-to-End Platform. In 1 minute, a customer can book a convenient day and time to have her place cleaned, and pay for the services in our platform. After that, we match the job location, requested date and skills with our base of Professional Cleaners, and pick the best one for that specific job. After the service is completed the money is wired to the professional.
- Blumpa offers a great experience (Customer Love). Booking and paying for a next-day cleaning job or managing a regular Cleaner that renders her service every week can be done from a webapp , website, chat or phone call. If anything goes wrong, clients can reach our multi-channel customer service. The same is true for the Professional Cleaners, who can call us anytime whenever anything unexpected arises.
- Blumpa's value proposition has been well received by both sides. Since when we started in November 2013, we have rendered more than 5.000 jobs. On the supply side, we have been able to build a loyal base of 350 Cleaning Professionals.

How it works?

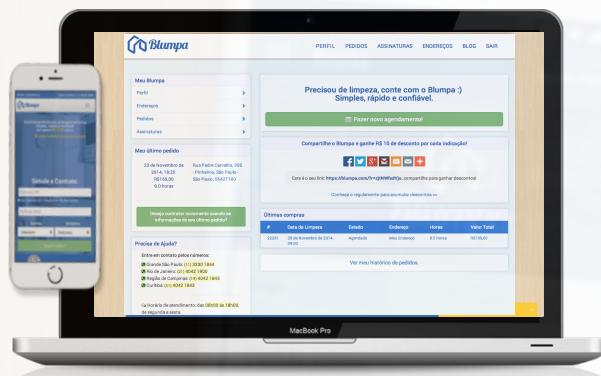


Blumpa has achieved Product - Market fit

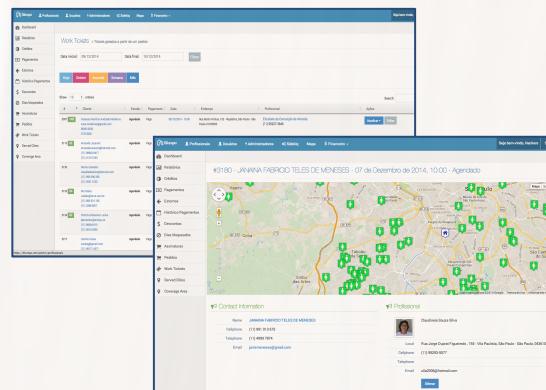


What about our Technology?

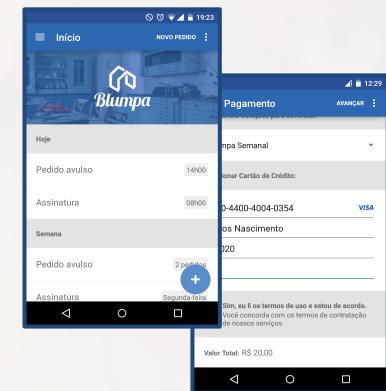
Our Website & Mobile site:
User friendly but Resourceful



Our Back-End:
Sophisticated & Automated



Our App (on the way):
Convenient & Experience driven



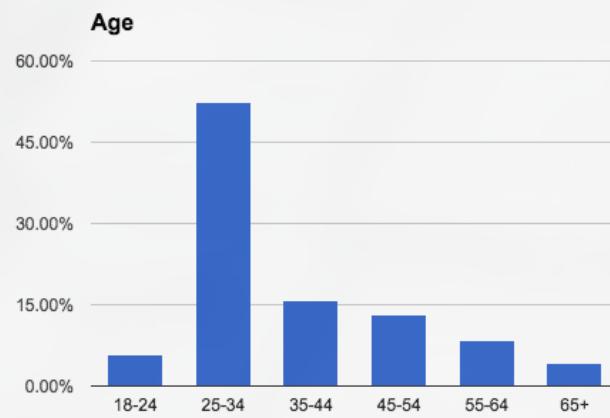
We believe in great technologies and user centered design!

- We believe we can differentiate ourselves in the marketspace in Brazil through our technology. We are building a great platform which allow us to scale very fast and keep fixed costs low by continuous process improvement and automatization.
- We are product oriented. All features developed by the product team were thought off after being seen as needed by the Operations & Customer Service teams. We develop features needed to scale not the ones that are nice to have.
- Blumpa is the first company in LatAm to be in the Grow Stage of Google's Startup Launch program. We were granted with not only free access to some of its services but also some other benefits, such as specialized mentorship sessions in themes ranging from compliance to best practices on Google Play.

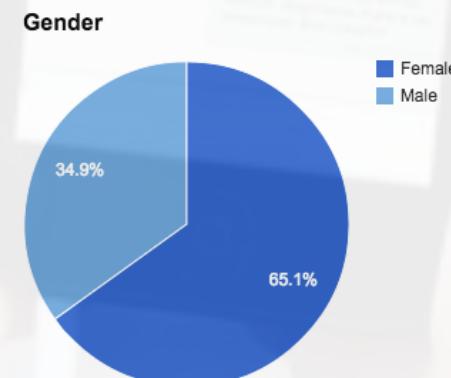
Who are our main clients?

Segments	Who is it?	Type of Use	Benefits Perceived	Frequency
Young Couples or Young Families	Generation Y couples with or without small kids	Maintenance and special occasions	Reliable and easy to book	Once a week
Young Single Professionals	Generation X and Y professionals	Maintenance and hard cleaning	Reliable, fast, booking at any time and for next day	Once a week
Elderly Couples	Baby Boomers and X Generation	Special help with hard spots, hard cleaning	Reliable, easy to book/use and quality assured	Once every other week
University Students	Tech-savvy Generation Z living on their own	Maintenance, hard cleaning, special occasions	Easy to book, booking at any time and for next day	Once every other week and Once a week

Demographics of Visitors

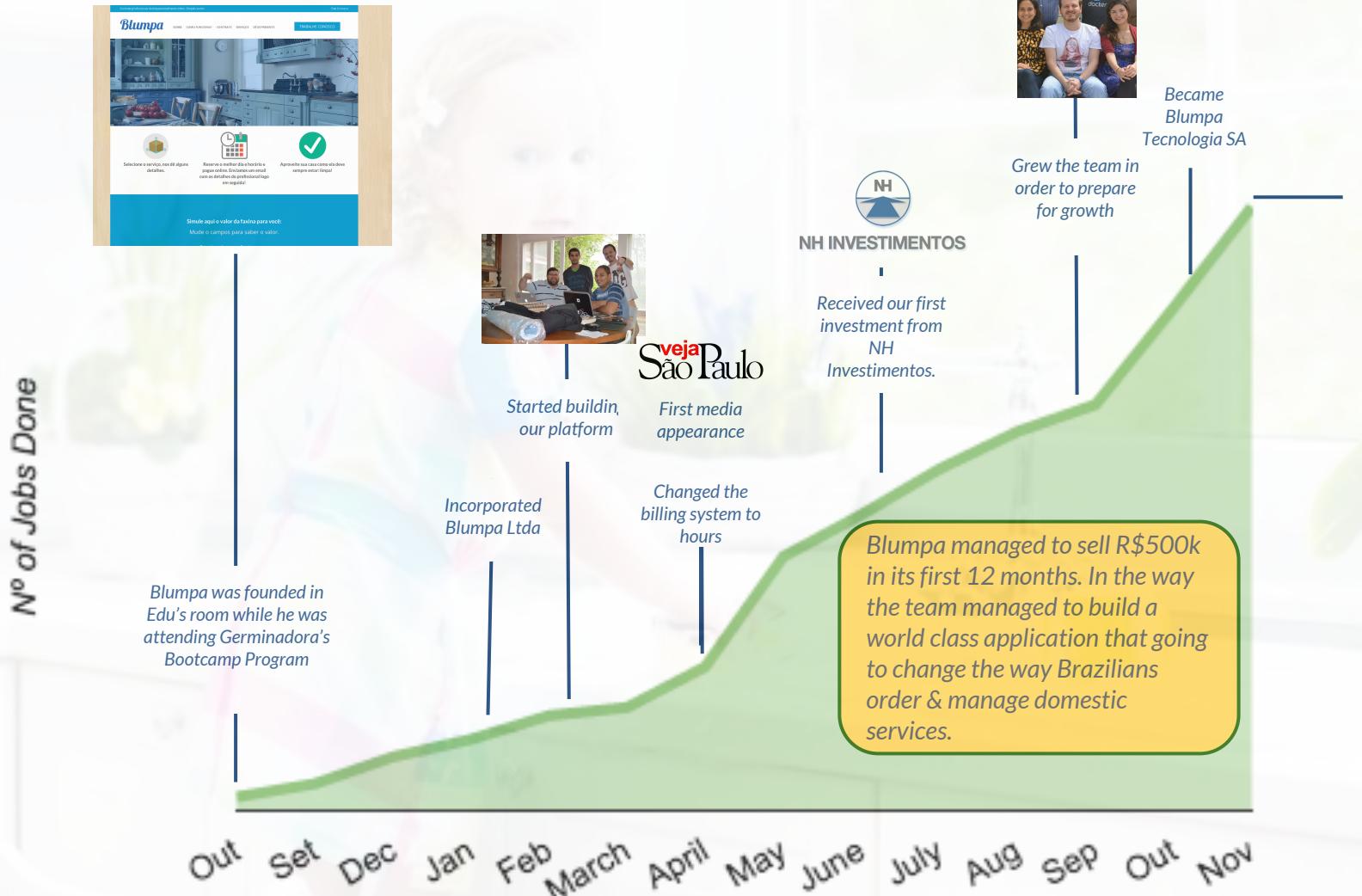


Data extracted from unique visitors of blumpa.com

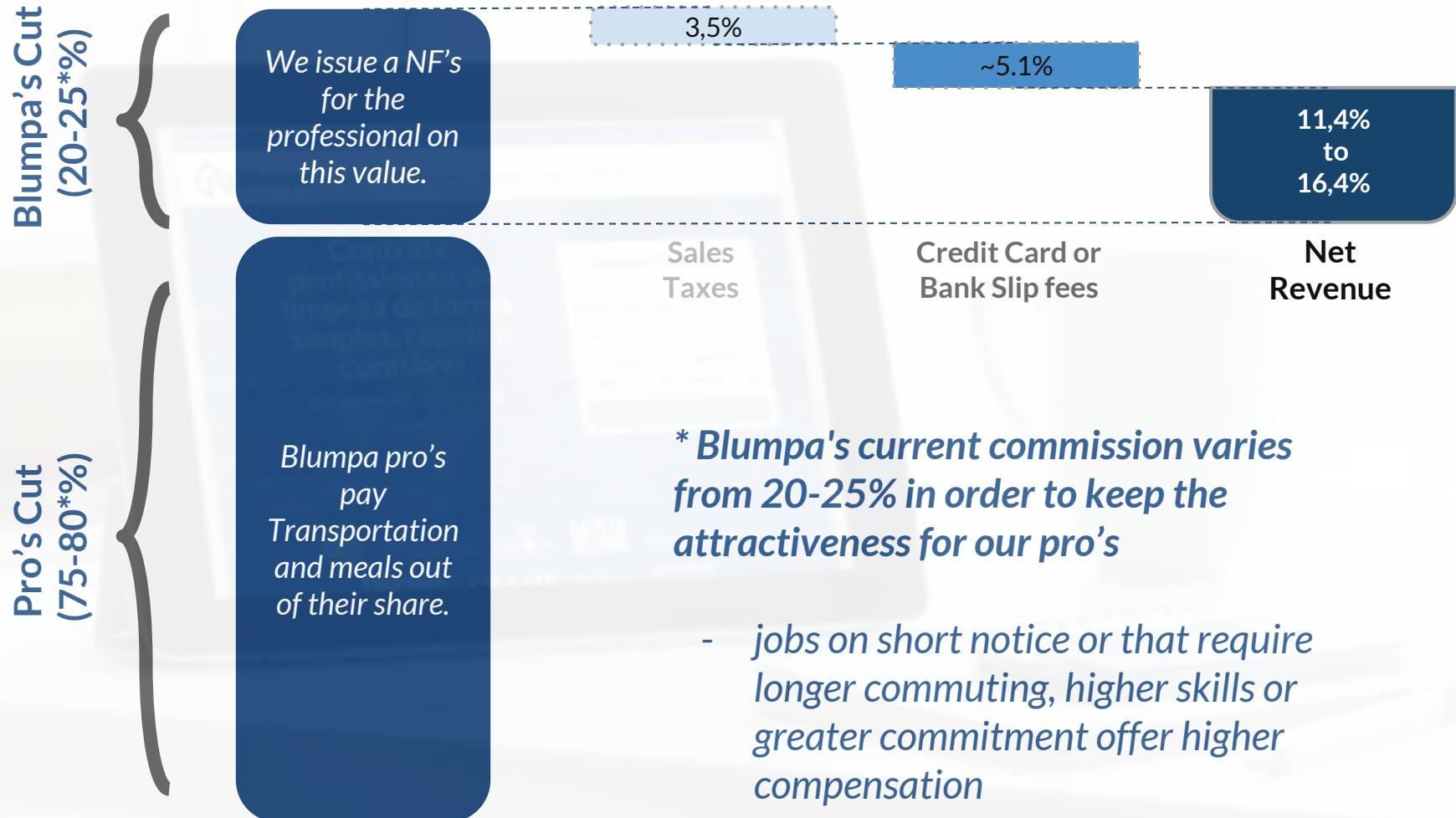


What is our short history?

Blumpa's timeline



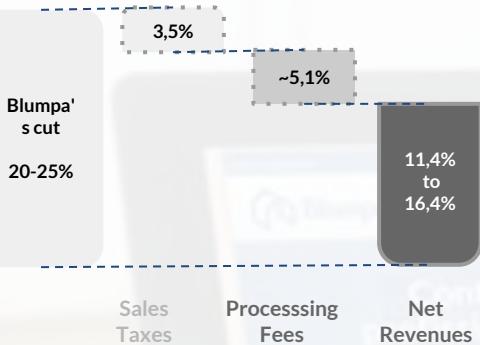
What are our current Unit Economics?



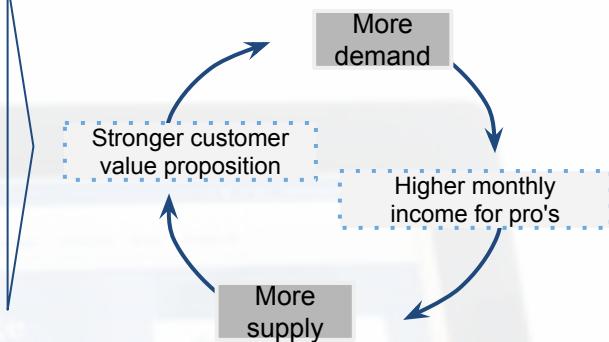
Network effects will generate increasing returns for Blumpa



1. Current Unit Economics



2. Network effects

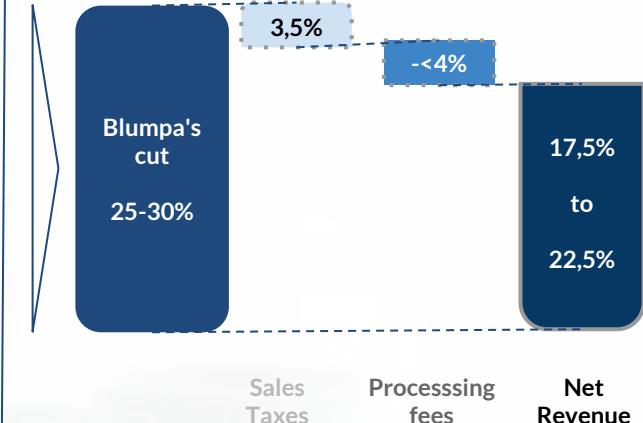


Drivers of network effect in Blumpa's model:

- Utilization: As Blumpa expands, we generate more demand for each of our professionals. Given the higher hourly pay, they can make substantially more income than they currently do. As a result, the number of professionals available in our platform increases.

- Faster response time: As Blumpa expands, the average time between service ordering and rendering diminishes. That happens because the likelihood of having an available professional geographically close to the customer increases. The faster Blumpa's response, the stronger the on-demand value proposition.

3. Improved Future Unit Economics



Drivers of improvements in future economics:

- **Increased scale and bargaining power, result in:**
 - Increase in Blumpa's average comission (from 20-25% to 25-30%) given the significant increase in Professional's overall monthly income and the decreased premium required for matching jobs with low attractiveness (eg: remote areas or on short notice) with professionals.
 - Decrease in the average processing fee (from ~5% to <4%) given significant increase in overall processing volume

- **In addition, Blumpa will launch new products and increase value added in the current ones, which should increase average ticket**

Blumpa has a positive social impact



Blumpa organizes monthly breakfasts in which it offers lectures about basic financial education and job formalization (MEI). In addition, Blumpa supports non profit organizations that are focused on women professionalization, empowerment and entrepreneurship.

In addition to being a potentially highly profitable business, Blumpa is also a supporter of its professionals in their quest to improve quality of life. Blumpa allows them to:

- Make an over the market hourly rate
- Enjoy their time with more flexibility
- Obtain higher employment formalization and social benefits by becoming MEI (Micro Empreendedora Individual) and invoicing customers
- Attain new skills and higher capacitation (eg: we encourage a free training program through a partnership with Casa Bombril (NGO)

Organizational Chart

Eduardo del Giglio, Founder & CEO

- ✓ BA in Economics, Insper
- ✓ Experience with Private Equity and M&A.
- ✓ Analyst at Cukierman & Co. Investment House and Catalyst-Fund (Tel-Aviv)
- ✓ Analyst at BIG - Brazil Internet Group. Roll up of e-Commerce companies.

Growth

Product Team

2 Senior Developers
1 Front end, UX, mobile specialist

Professional Support

1 Operations Analyst
1 Professional Cleaners interm

Customer Support

1 Customer Service Analysts

Marketing

Activities temporarily performed by Eduardo and the tech team. Short list of candidates prepared.

Finance & Administrative

Activities mainly performed by Eduardo

Build a state of the art application with the necessary features to support and propulse our Growth

Attract , select, check references, monitor performance, engage and develop the best professionals.

Delight our customers with personalized multichannel Customer Services. For us, Customer Support is an investment and not an expense.

Analyze, set strategies, implement and monitor the best campaigns. Build strategic partnerships.

Run whatever activity related to Finance & Accounting, HR, Legal, Office management required to provide agility and support operations growth

Blumpa's total current monthly payroll expenses (including taxes and benefits) is only R\$ 20K

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On-demand home services players worldwide

	HOMEJOY	handy	Helping
Year founded	July, 2012	January, 2012	January, 2014
Total Funding	US\$39,7M	US\$45,7M	Estimated €21M
Services	Cleaning, will soon start other home services	Cleaning, fixing, plumbing, mounting, moving, painting & assembling	Cleaning
Locations	US, UK, Germany, France & Canada	US, UK & Canada	Australia, Brazil, France, Germany, Sweden, Netherlands, Italy & Spain
Estimated Sales	US\$50M/yr	US\$52M/yr	€1.4M/yr
Acquisitions			
Backed by	 	 	

Competition - Market space in Brazil



- Blumpa is “Uber like” for home services: high value added experiences from end to end
- Blumpa differentiates from Helpling by being run by a "real founder" and having its technology & processes adapted to Brazil (eg: Customers are more cautious, and "Diaristas" are less educated & tech savvy than in Europe)
- Despite different types of players competing for the same share of wallet, Blumpa believes its main competitor is the "gray/informal market", which accounts for the vast majority of "Diaristas" hired in Brazil

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Current KPIs: Number of Jobs and Number of Users

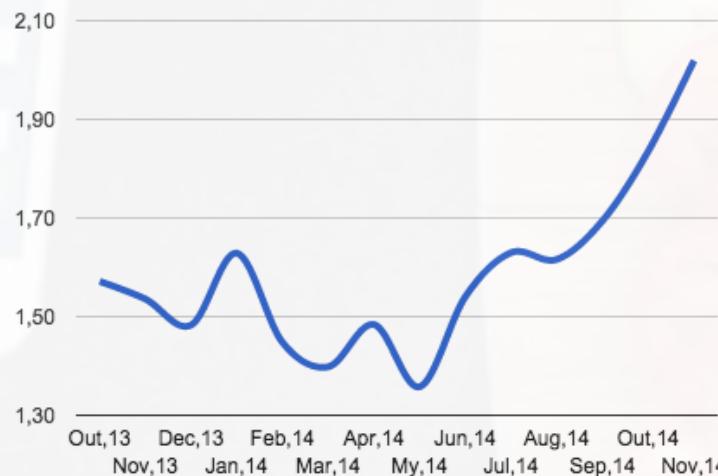
Nº of Jobs per Month



Nº de Active User on the Month

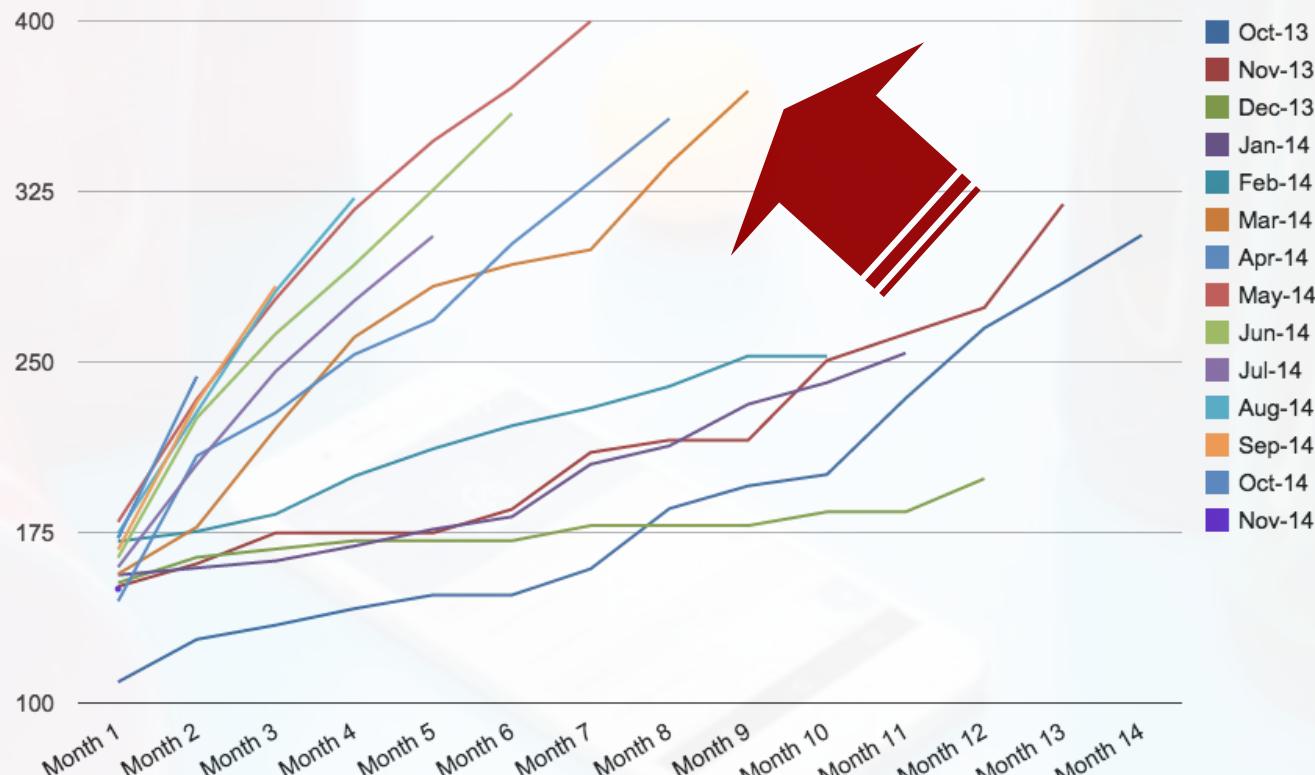


Nº of Jobs per Active User Per Month



Current KPIs: Life Time Value

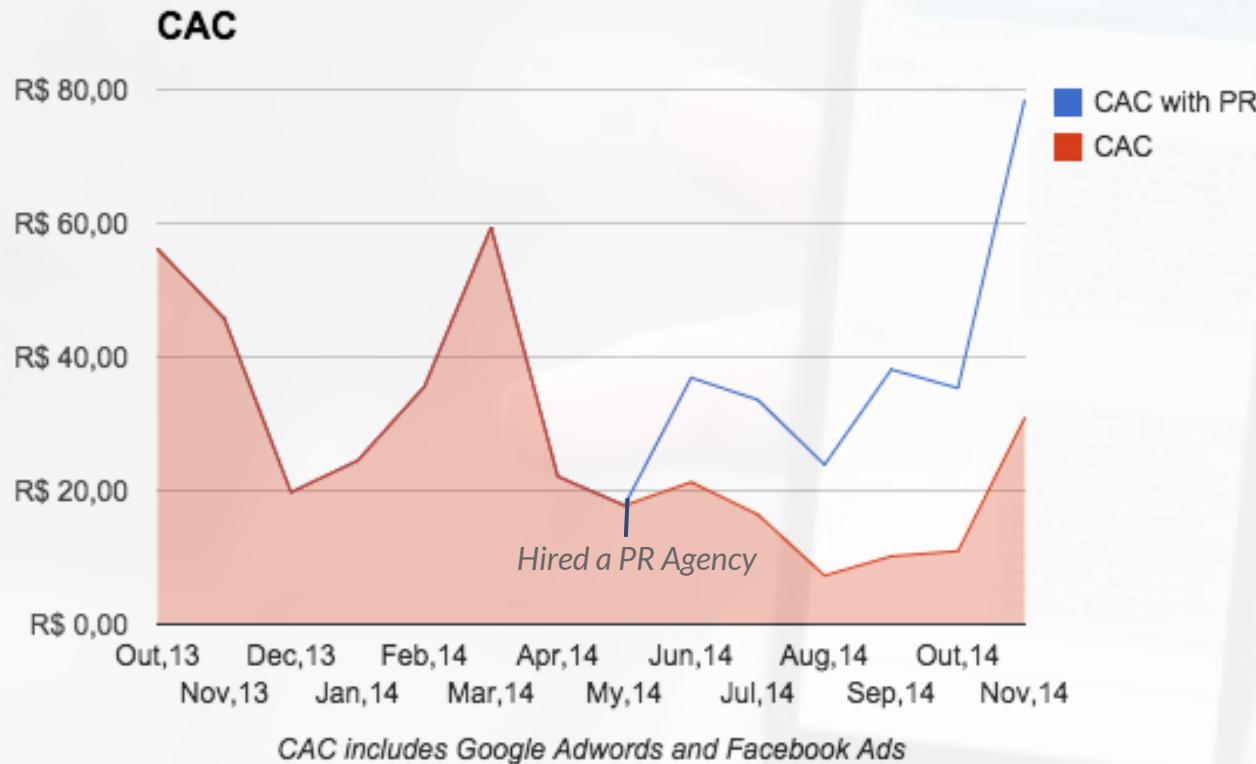
Gross average spending per user per Group
(grouped per month of first purchase)



Note: We're not able to add purchases of clients paying with bank slip/deposit prior to the adoption of the current PSP. It was in Mid April.

There is a clear trend towards improving the Life Time Value of each co-hort since Blumpa started operating

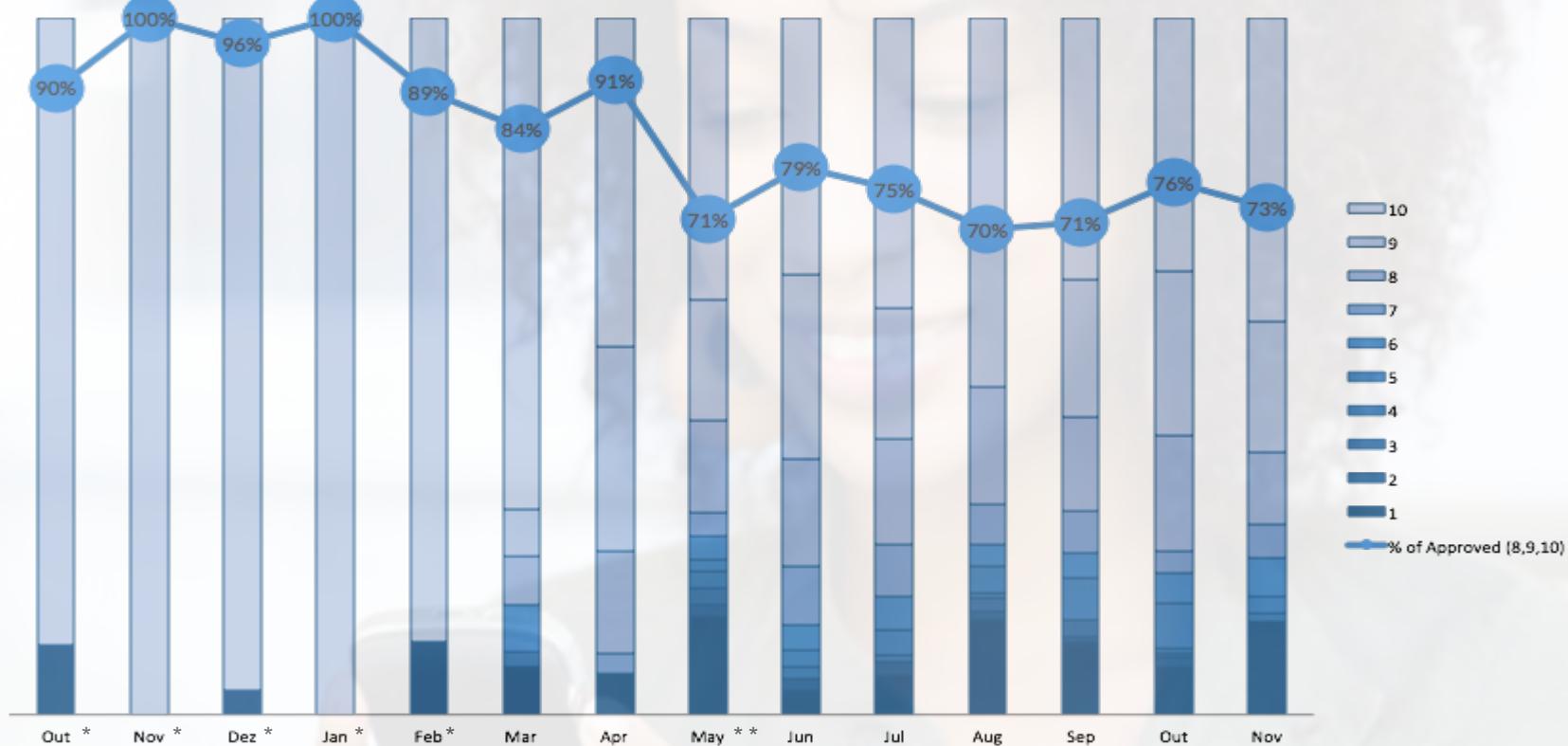
Current KPIs: Customer Acquisition Cost (CAC)



Our Average Ticket is R\$111 which generates a Average Gross Revenue for Blumpa of R\$24.9 and a Net one of R\$15.4 per purchase.

Current KPIs: Customer Satisfaction

Answers to the question "Would you recommend Blumpa to someone else? (1-10)?"

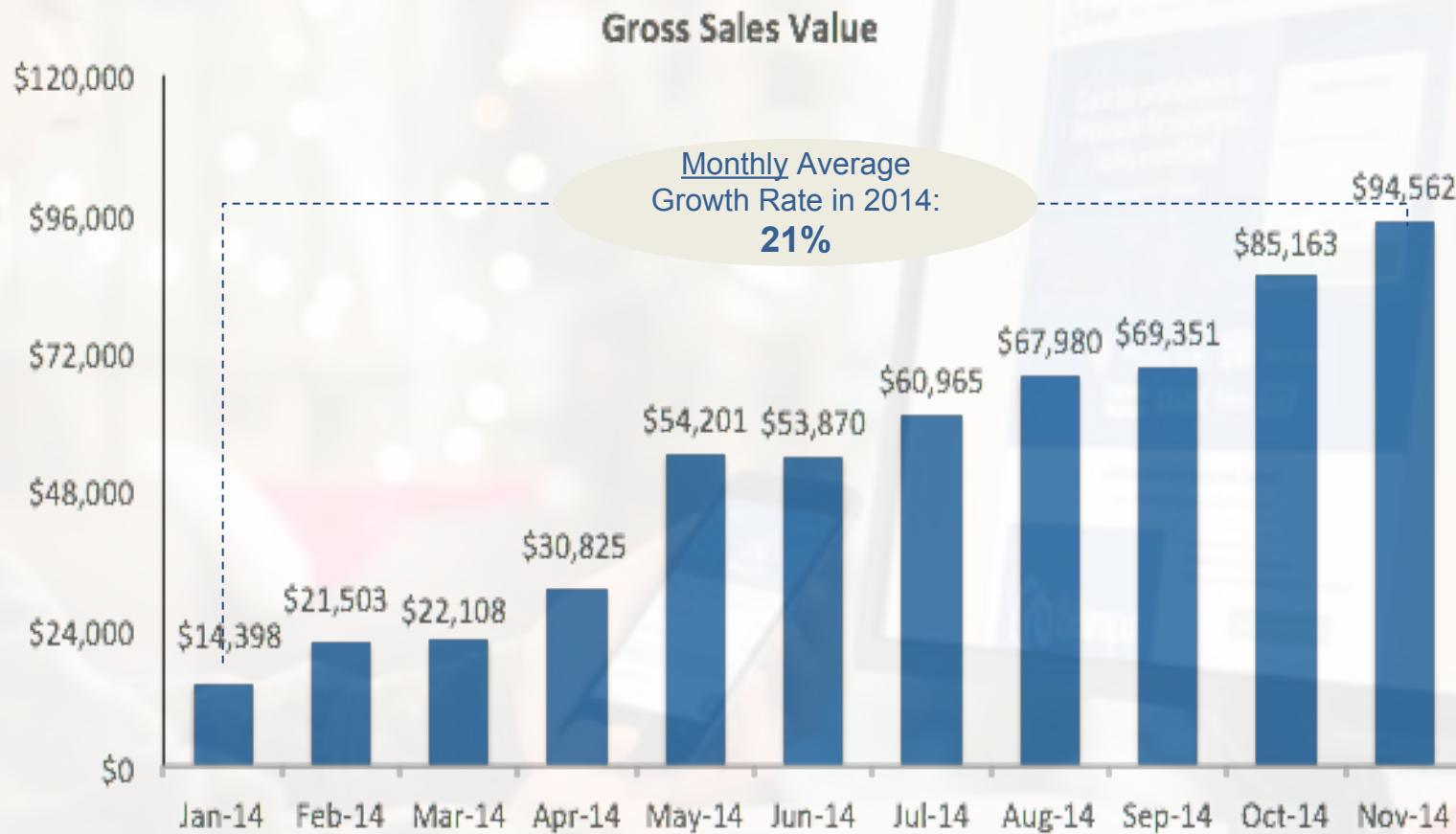


* There was no scale for respondents ("just answer yes or no")

** First spike in sales caused by being featured at Veja São Paulo shifted Blumpa to new baseline and generated a drop in rating in May/ June

Despite our consistent growth and very limited resources, we have been able to stabilize our approval rates (grades 8,9 and 10) in 73%

Gross Sales (in R\$)



Blumpa has been growing consistently at an average monthly rate of 21% in 2014

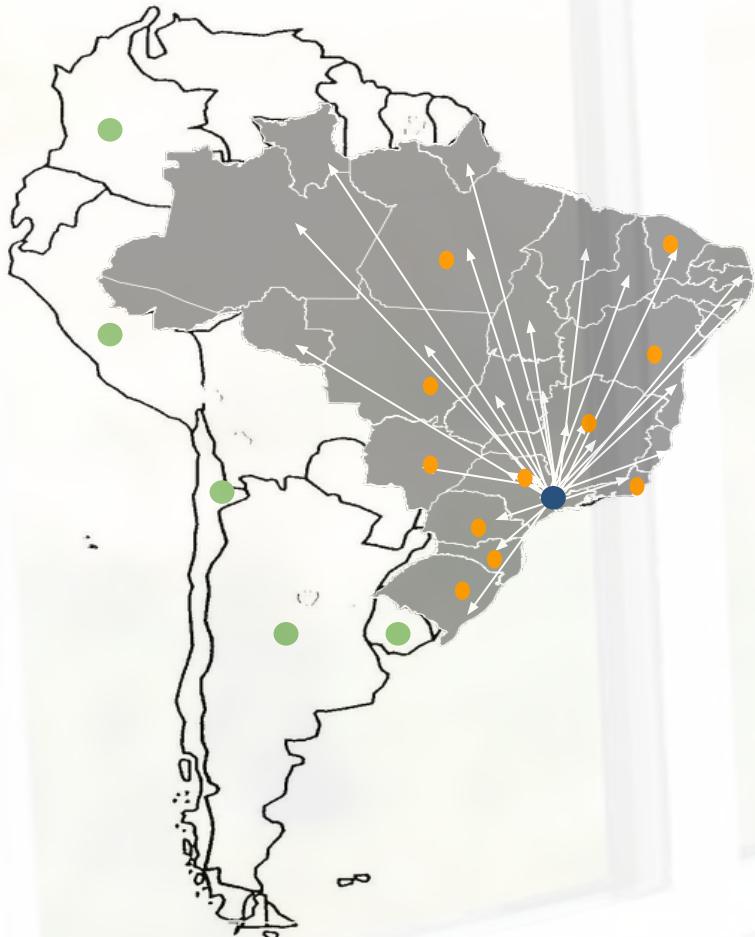
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Growth Strategy - Geography:

Blumpa will operate in every relevant Brazilian market, and can potentially expand to other major economies in LatAm. Given its scalable business model & technology, Blumpa can operate remotely and expand fast. Thus, it intends to open few bricks and mortar Regional and Country Offices within the next 5 years.



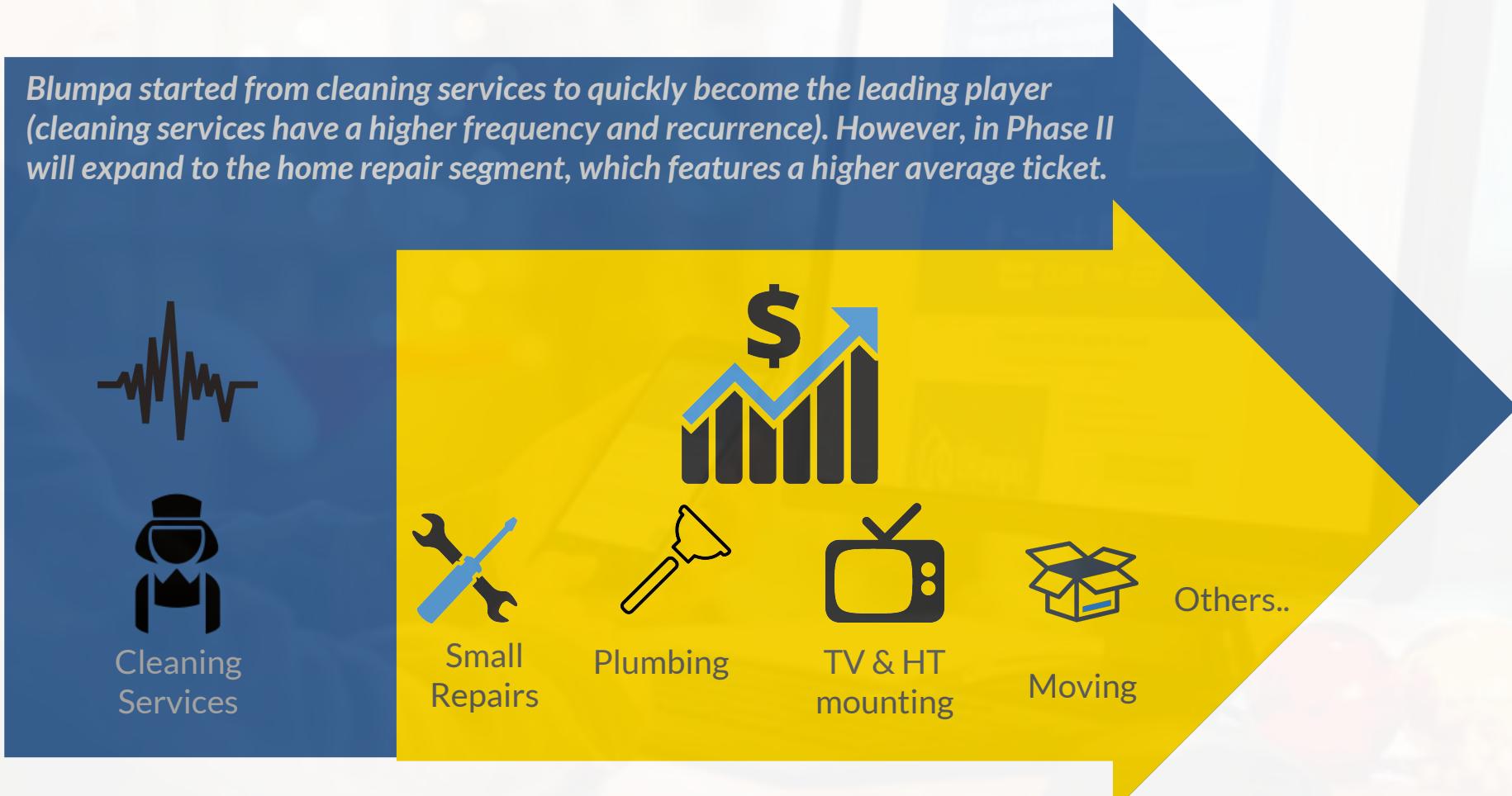
- **Blumpa Head Quarters**
 - ✓ Finance & Administrative
 - ✓ Tech and Product
 - ✓ Customers & Professionals Care
 - ✓ Marketing for Customers & Professionals
 - ✓ Business Development
 - ✓ Human Resources
 - ✓ City Launching team
- **Regional Teams (1 to 2 professionals per region)**
 - ✓ Acquisition & Management of Professionals network
 - ✓ Local marketing
- **Country Teams (5 to 10 professionals per country)**
 - ✓ Strategy & Organization yet to be defined

Blumpa already operates in over 20 municipalities in the states of São Paulo, Rio de Janeiro, Paraná

Growth Strategy - Scope:

Blumpa wants to be place where you go when you need any kind of home services in a simple, fast and reliable way.

Blumpa started from cleaning services to quickly become the leading player (cleaning services have a higher frequency and recurrence). However, in Phase II will expand to the home repair segment, which features a higher average ticket.

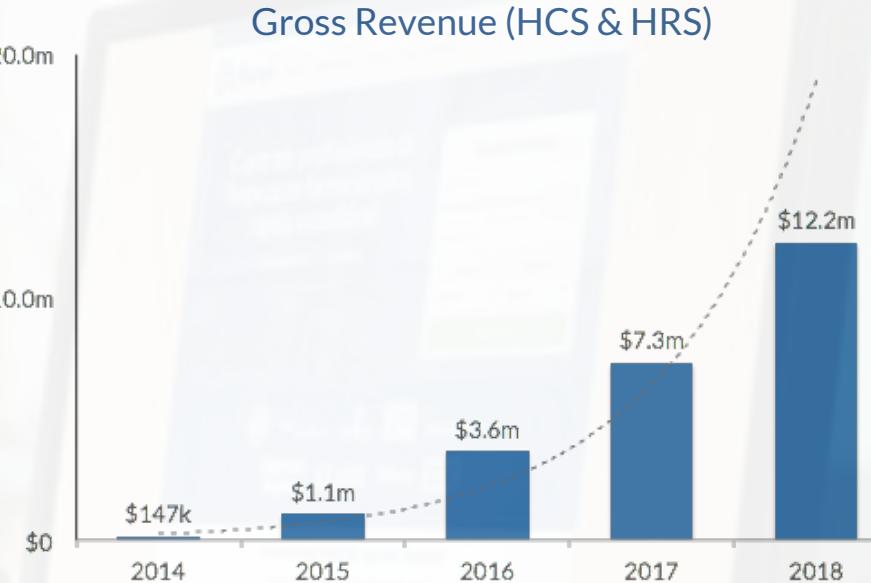


Key financial projections (figures in R\$)

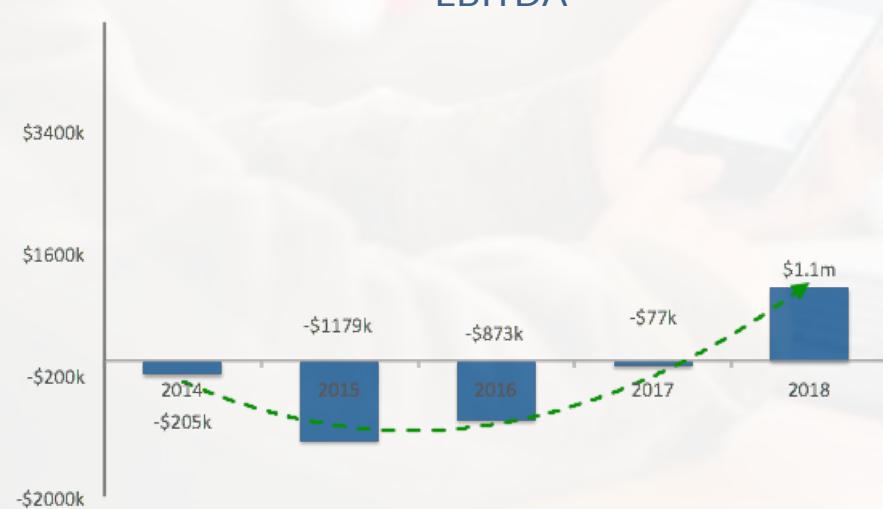
Gross Sales Volume (HCS & HRS)



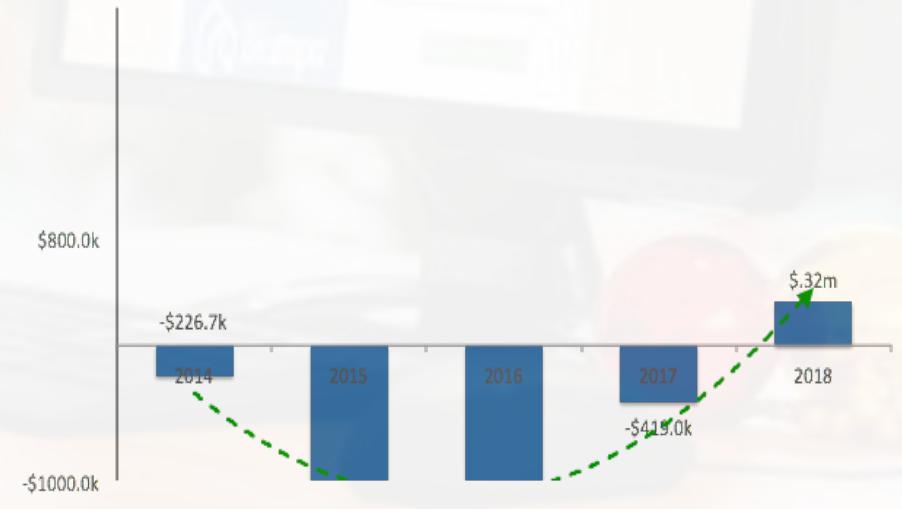
Gross Revenue (HCS & HRS)



EBITDA



Free Cash Flow



The Series A deal

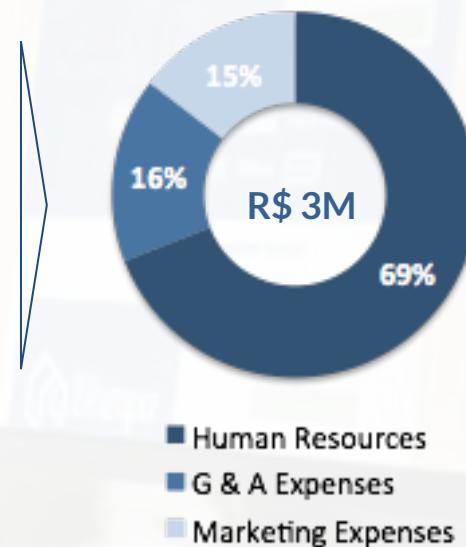
Proposed Transaction:

- We intend to raise BRL 3.0M

Use of Proceeds:

- Hire a triple A management team & staff to:
 - ✓ *Expand coverage and preempt competition*
 - 16 new selected markets
 - ✓ *Refine our current technology*
 - website, Android app, new iPhone app, back-end
 - ✓ *Develop new market segments*
 - eg: Home Repair Services
 - ✓ *Improve internal key processes*
 - eg: customer service, training for pro's, booking etc.
- Increase marketing budget to:
 - ✓ *Acquire new customers*
 - ✓ *Launch new customer & professional cleaners retention initiatives*

Use of Proceeds in (%)



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5 Frequently Asked Questions



Q1: How do we avoid disintermediation risks (eg: being cut off from customers and professionals)?

A: We want people to use us because we add great value. We are building a unique product and will provide a differentiated experience, which will lead customers to deliberately utilize us. Regarding the supply side, more and more, they will see Blumpa as a reliable partner, one who not only pay above the market but also generate a large demand for their services. Finally, we are deploying negative and positive incentives for both sides of the marketplace, which will make them even more loyal to Blumpa.

Q2: How do we avoid labor risks (eg: being sued by professionals)?

A: Professional Cleaners are our clients and we act as an intermediary who distributes them. We have consulted multiple lawyers and Labor Judges regarding this matter, and not only we have signed robust contracts with each Professional Cleaner, but also we implemented internal procedures to offset any potential labor risk.

Q3: How do we avoid civil risks (eg: property damages or missing items caused by cleaners)?

A: As Blumpa operates a marketplace, it is not responsible for any damage or missing item. We can and do make reimbursements whenever there's damages as a marketing initiative. In addition, we also have insurance coverage against big damages. Finally, so far, we have not had any complaint regarding missing items - probably because of the effective centralized vetting process and incentives mechanisms we have created.

Q4: How do we avoid poor service quality risks (eg: customers complains and refunding requests)?

A: Professionals registered with Blumpa are continuously evaluated for the services performed. We only keep active professionals that perform well and in cases of misconduct we evaluate individually every case and sanctions might be applied. We also offer to redo services that we feel were bad performed.

Q5: How do we avoid customer distrust risks (eg: customers afraid of letting a stranger clean their home)?

A: Customers do trust Blumpa just like they trust AirBnB, Uber and many other sharing economy platforms. In their first time, they frequently hire a basic cleaning service and supervise the professional. Soon, they notice that Blumpa's rigorous vetting process and incentive mechanisms probably make the hiring process safer and more efficient than the one they utilized before. Once they repeat their purchase or become a subscriber, we incentivize them to promote us in their social networks through our member get member program.

A new flock of cleaning services franchising companies started up since 2012



Year founded	2012	2012	2012	2012	2011
# of franchises (estimated)	40	45	460	129	50
Locations	Brazil	Brazil	Brazil & Portugal	Brazil & Chile	Brazil
Origin	São José do Rio Preto	São José do Rio Preto	Portugal	São José do Rio Preto	São José do Rio Preto
Comments	Spin off from Doutor Resolve	Founded by ex-director of Doutor Resolve	Belongs to NBrand Group	Founded by ex-director of Doutor Resolve	Founded by someone associated with Dr. Resolve

However, a cleaning franchise is not as competitive as a pure online service (eg: Blumpa)!

- Because of the bricks & mortar DNA and misalignment with franchisees, it's not so easy for a franchise to establish a cutting edge online operation and offer customer a seamless on-demand mobile hiring experience
- Fragmented structure and overlapping activities make franchises less cost-effective (eg: every franchisee has its own pro-labore, office rent and local marketing costs)

New Design on the way!



The screenshot shows the current Blumpa website design. At the top, there's a navigation bar with links like 'SAIBA MAIS', 'SERVIÇOS', 'BLOG', 'TRABALHE', 'AJUDA', and 'ENTRAR'. Below the navigation is a large banner featuring a woman smiling in a kitchen setting with the text 'Sua casa bela' and 'Contrate profissionais de limpeza de forma simples, rápida e confiável.' A green 'Book Now' button is visible. The main content area has a blue background with the text 'Veja a forma mais fácil de agendar faxinas!' and a video thumbnail showing a person using a laptop. Below the video, it says 'Você [contrata](#) profissionais de limpeza em poucos passos.'

The screenshot shows a concept for the new Blumpa website design. It features a testimonial quote: 'Fiquei muito satisfeita. A profissional que me atendeu, aten deu muito simpática e educada, executou um serviço de ótima qualidade. Mostrou também bastante honestidade e ganhou nossa confiança. O resultado desse ótimo serviço prestado, indiquei com certeza.' Below the testimonial are logos for 'JORNAL DO BRASIL', 'FOLHA DE S.PAULO', 'Empresas & Negócios', 'EXAME', 'SÁTURAS DO PÓVO', 'abt', 'CARTAS AO POVO', 'Diário', 'FOLHA', and 'ESTADÃO'. The main content area has a blue background with the text 'Sua casa é nossa casa!' and a list of qualities for professionals: 'Possuem experiência com limpeza.', 'Trabalham mais próximo do local onde residem.', 'Têm referências e antecedentes.', 'São entrevistadas pessoalmente.', and 'Possuem histórico de boas qualificações.'. There are also icons for 'Avaliados', 'Treinados', and 'Identificados'.

The whole experience and visual concept of Blumpa is being redesigned and re-imagined. The new design will be thoughtful, clean and even simpler to understand and use.

Key Premises for Blumpa's Financial Model



1. We plan a decreasing Monthly Growth in GSV (Gross Sales Value): from 18% in 2015 to 4% in 2018 (our current level in 2014 was 21%).
2. We used Average Number of Jobs per Accumulated User as a KPI for projecting our overall recurrency. Growing recurrency will be one of our main goals. Thus, we believe through our strategies, we will be able to increase this KPI by 50% (from 0,44 in December 2014 to 0,66 in December 2018). This means that on average, each customer currently uses Blumpa once every 8 weeks, and we will increase frequency to once every 6 weeks.
3. We intend to expand to one new major market every two months.
4. We will enter the Home Repair Services market in 2016.
5. We assumed Brazilian inflation will convert to the center of the goal of 4.5%. All values in the Business Plan are nominal.



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Thanks!