

# COMMERCIAL CULTIVATION OF STEVIA



## 1.0 INTRODUCTION

Stevia is a subtropical perennial plant that produces sweet steviol glycosides in the leaves which is also known as 'Cheeni Tulsi' or 'Mou Tulsi'. Plants grown at higher latitudes actually have a higher percentage of sweet glycosides. The plant can be utilized as a source for production of a natural sweetener (food), as a source of chlorophyll (non-food, Oral-hygiene product, medicine) as a source of phytosterols (Non-food, Medicine: raw stuff for the synthesis of oral contraceptives, cholesterol suppressing medicine, antitumour activity against prostrate tumours and activity against rheumatism), the sweetener can be converted into gibberellins by fermentation (Non-food-Agrochemicals), the vegetative residue can be used as animal feed and the stalks can be used as a source of cellulose (Non-food: Cellulose industry).

Its medicinal uses include regulating blood sugar, preventing hypertension, treatment of skin disorders and prevention of tooth decay. The compound obtained from stevia is considered to be the best alternate source for diabetes. The added value for this new crop can go up to a considerable extent.

This project profile is for commercial cultivation of Stevia with cultivation area of 3 hectares.

## 2.0 MARKET POTENTIAL

The market opportunity for Stevia is good. Statistics indicate that in some countries upto 30% of their sugar has been replaced by stevioside-like sweetness products.

## 3.0 PACKAGE OF PRACTICES

**(i) Soil:** Stevia prefers a well-drained fertile sandy loam or loam soil, high in organic matter with ample supply of water. It prefers acidic to neutral (pH 6-7) soil for better growth. It requires a consistent supply of moisture, but not waterlogged. Too much soil moisture can cause rot.

**(ii) Climate:** It is a semi-humid subtropical plant that shows higher leaf production under high light intensity and warm temperature. Day length is more critical than light intensity. Long spring and summer days favour leaf growth. Short days trigger blossoming. Stevia prefers partial shade during considerable summer sunshine.

**(iii) Propagation:** Stevia is usually propagated by stem cuttings, which root easily. The sweetness in leaves varies with different varieties. Therefore, for propagation cutting should be obtained from a source, which is high in stevioside and low in associated bitterness. Rooting can be enhanced by using commercial rooting hormones. Cutting should be 2-4 inches long, from leaf axils of

current year growth with atleast two leaf buds above ground. All the lower leaves are removed keeping 2 or 3 small leaves. Treatment with paclobutrazol @ 100 ppm has been found to induce the root initiation in short time. Effective outcome of this treatment can be obtained when the cuttings are planted during the month of February-March. Propagation can be done in other period also with varying success.

**(iv) Land Preparation:** Land is either disced and /or harrowed twice to prepare a fairly smooth, firm-planting surface. Around 50 MT of FYM/ha has to be applied as a basal dressing during the last ploughing to incorporate the manure with the soil. With proper drainage and irrigation channels the field is divided into plots of convenient size.

Forming raised beds is the most economical way to grow Stevia. The raised bed should be of 15 cm in height and 60 cm in width. The distance between two rows should be 40 cm and that between each plant 23 cm. This would give a plant population of around 75,000 per hectare.

**(v) Planting:** March to mid May gives better results. Immediately after planting, one irrigation is necessary. The concentration of stevioside in the leaves increases when the plants are grown under long day condition where vegetative period is longer and steviol glycoside yields will be higher.

**(vi) Irrigation:** It needs irrigation, as Stevia cannot stand drought. Sprinkler irrigation (micro sprinklers) is found to be advantageous since the herb is highly sensitive to water stress and requires frequent light irrigation. During summer, irrigation at 3-5 days interval gives best results.

**(vii) Manures & Fertilizers:** Under average condition application of FYM @ 50 t/ha and fertilizers N-60 kg, P205 30 kg and K2O 45 kg/ha is recommended. N is applied in three splits once at basal and remaining two applications after first and second cutting. Stevia plants prefer low nitrogen, but high level of phosphorus and potassium. Slow release nitrogen sources are better due to requirement of low level of N and steady release of N from source. Sometimes stevia shows the symptoms of boron deficiency, which leads to leaf spot and that can be rectified by spraying Borax 6 %. Since the feeder roots tend to be quite near the surface, addition of compost for extra nutrients is beneficial.

**(viii) Harvesting:** Time of harvesting depends on land type, variety and growing season. The first harvest of the

crop can be had in four months after planting and subsequent harvest once every 3 months. Generally it can be scheduled for mid to late September when plants are 50-70 cm in height. Short days induce flowering. Optimum yield (biomass) and stevioside quality and quantity is best obtained just before flowering. The easiest harvesting technique is to cut the branches off with pruning shears before stripping the leaves. The tips of the stems can be clipped off and added to harvest yield, as they contain as much stevioside as do the leaves. On an average three commercial harvests can be obtained per year.

It is better to cut the plants leaving about 10 cm stem portion from the ground. This will facilitate new flushes to emerge, which can be harvested as the next crop. For domestic use leaves may be used fresh for tea or may be combined with mint leaves.

**(ix) Drying:** Immediately after harvest the herb is dried. This can be accomplished on a screen or net. The freshly harvested plants can be hung upside down and dried in the shade. It can also be dried using simple drying racks inside transparent poly house or transparent glass roofing or by passing dry air just above room temperature.

Drying of the stem and soft green leaf material is completed immediately after harvesting utilizing a drying wagon or a kiln or done naturally in case of large-scale production. Depending on weather conditions and density of loading, it generally takes 24 to 48 hours to dry stevia at 400 to 500 °C. The drying process does not require excessive heat; more important is good air circulation. On a moderately warm fall day, stevia can be quickly dried in the full sun in about 12 hours. (Longer drying time will lower the stevioside content of the final product). A home dehydrator can also be used, although sun drying is the preferred method.

After adequate drying, the leaves are stripped of the stems/ twigs and packed and stored in cool, dry place. For large-scale commercial production artificial drying and threshing of the dry herbs to separate leaves may be employed.

**(x) Yield:** About 15000kg/ha of green herb is obtained which on drying gives about 4166 kg/ha. After separating stems this yields about 3000 kg/ha in the first year. Yield goes on decreasing from 3 year of planting and hence terminated.

#### 4.0 COST OF THE PROJECT

The estimated project cost is given below.

| Particulars                          | Amount (Rs lacs) |
|--------------------------------------|------------------|
| Land & Site Development              | -                |
| Building & Civil Works               | 3.67             |
| Misc. Assets                         | 0.85             |
| Cost of Seedlings                    | 4.50             |
| Land Preparation                     | 0.15             |
| Planting                             | 0.45             |
| Preliminary & Pre-operative Expenses | 0.42             |
| Working Capital                      | 1.90             |
| <b>TOTAL</b>                         | <b>11.94</b>     |

**4.1 Land & Site Development:** No cost has been considered for land & site development. It is assumed that the unit will be set up in existing farmland.

**4.2 Building & Civil Works:** Details of building & civil works are given below.

| Particulars  | Area (Sqft) | Rate (Rs) | Amount (Rs)   |
|--|-------------|-----------|---------------|
| Labour quarter cum Store room (Brick wall, CGI sheet roof, concrete floor) | 720         | 400       | 288000        |
| Drying Shed (Open shed with CGI sheet roof)                                | 1000        | 50        | 50000         |
| Add: Electrification, etc @ 10%  |             |           | 28800         |
| <b>TOTAL</b>   |             |           | <b>366800</b> |
| Say (Rs. in lacs)  |             |           | <b>3.67</b>   |

**4.3 Misc. Assets:** Details of miscellaneous assets are given below.

| Particulars   | Quantity | Rate (Rs) | Amount (Rs)  |
|---|----------|-----------|--------------|
| Water supply system (STW boring, storage tank, 3 hp pump set, pipes & fittings) | 1        | 75000     | 75000        |
| Miscellaneous items   | LS       | LS        | 10000        |
| <b>TOTAL</b>  |          |           | <b>85000</b> |
| Say (Rs. in lacs)   |          |           | <b>0.85</b>  |

**4.4 Cost of Seedlings:** Details of expenses for purchase of seedlings is given below.

|   |        |
|---|--------|
| 4.4 Cost of Seedlings Details of expenses for purchase of seedlings is given below. |        |
| Target area for cultivation (in ha)   | 3      |
| No. of seedlings required per ha  | 75000  |
| Total No. of seedlings required   | 225000 |
| Price of a seedling (Rs)  | 2      |
| Total cost (Rs)   | 450000 |
| Sav (Rs. in lacs)   | 4.50   |

**4.5 Land Preparation:** Details of expenses for land preparation is given below.

| Particulars                               | Mandays/ha | Rate (Rs) | Area under crop (ha) | Amount (Rs) |
|---|------------|-----------|----------------------|-------------|
| Engagement of labour for land preparation | 25         | 200       | 3                    | 15000       |
| Say (Rs. in lacs)                         |            |           |                      | <b>0.15</b> |

**4.6 Planting:** Details of expenses for planting are given below.

| Particulars                                    | Mandays/ha | Rate (Rs) | Area under crop (ha) | Amount (Rs) |
|--|------------|-----------|----------------------|-------------|
| Engagement of labour for planting of seedlings | 75         | 200       | 3                    | 45000       |
| Say (Rs. in lacs)                              |            |           |                      | <b>0.45</b> |

**4.7 Preliminary & Pre-operative Expenses:** Details of preliminary & pre-operative expenses are given below.

| Particulars                    | Amount (Rs lacs) |
|--------------------------------|------------------|
| Travelling expenses            | 0.20             |
| Interest during implementation | 0.12             |
| Miscellaneous expenses         | 0.10             |
| <b>TOTAL</b>                   | <b>0.42</b>      |

**4.8 Working Capital:** Details of working capital are given below.

| Working capital calculation for Yr 1    | Period (Month) | Amount (Rs lacs) |
|---|----------------|------------------|
| Manures & Fertilizers                   | 3              | 0.09             |
| Weed control & Intercultural Operations | 3              | 0.11             |
| Harvesting                              | 3              | 0.18             |
| Post Harvest Operations                 | 3              | 0.18             |
| Power                                   | 3              | 0.02             |
| Salary                                  | 3              | 0.27             |
| Finished goods                          | 1              | 0.30             |
| Receivables                             | 1              | 0.75             |
| <b>TOTAL</b>                            |                | <b>1.90</b>      |
| Working capital margin in Yr 1 (100%)   | 1.90           |                  |

**5.0 MEANS OF FINANCE**

The means of finance for the project is estimated as below.

| Particulars                         | Percent     | Amount (Rs lacs) |
|-------------------------------------|-------------|------------------|
| <b>EQUITY</b>                       |             |                  |
| A. Equity from Promoters            | 40%         | 4.78             |
| B. Subsidy from Central/State Govt. | -           |                  |
| <b>DEBT</b>                         |             |                  |
| Term Loan from Banks/FIs            | 60%         | 7.17             |
| <b>TOTAL</b>                        | <b>100%</b> | <b>11.94</b>     |

**6.0 PROFITABILITY STATEMENT**

(Rs. in lacs)

| Particulars                             | Yr 1 | Yr 2 | Yr 3 |
|---|------|------|------|
| <b>A. INCOME</b>                        |      |      |      |
| Yield of dry leaves per annum (in kg)   | 9000 | 9000 | 9000 |
| Price of dry leaves (Rs. per kg)        | 100  | 100  | 100  |
| Income from sale of spikes (Rs lakh)    | 9.00 | 9.00 | 9.00 |
| <b>B. OPERATING EXPENSES</b>            |      |      |      |
| Manures & Fertilizers                   | 0.36 | 0.06 | 0.06 |
| Weed control & Intercultural Operations | 0.45 | 0.45 | 0.45 |
| Harvesting                              | 0.72 | 0.72 | 0.72 |
| Post Harvest Operations                 | 0.72 | 0.72 | 0.72 |
| Power                                   | 0.09 | 0.09 | 0.09 |
| Salary                                  | 1.08 | 1.08 | 1.08 |
| Repair & Maintenance                    | 0.04 | 0.05 | 0.06 |
| Miscellaneous Expenses                  | 0.09 | 0.09 | 0.09 |
| Total Operating Expenses                | 3.55 | 3.26 | 3.27 |
| Less: operating expenses capitalised    | 1.90 | 0.00 | 0.00 |
| Operating profit                        | 7.35 | 5.74 | 5.73 |

**C. FINANCIAL EXPENSES**

|  |      |      |      |
|--|------|------|------|
| Depreciation                               | 0.18 | 0.18 | 0.18 |
| Interest on Term Loan                      | 0.57 | 0.39 | 0.14 |
| Expenses on purchase seedlings written off | 1.50 | 1.50 | 1.50 |
| Expenses on land preparation written off   | 0.05 | 0.05 | 0.05 |
| Expenses on planting written off           | 0.15 | 0.15 | 0.15 |
| Net Profit                                 | 4.91 | 3.47 | 3.71 |
| Net cash accruals                          | 6.78 | 5.35 | 5.59 |
| Principle repayment                        | 0.80 | 3.19 | 3.19 |

**6.1 Estimation of Production:** Production of dry leaves is estimated as below.

| Particulars  | Unit    | Quantity |      |
|--|---------|----------|------|
| Yield of fresh herbs/ha/harvest  | kg      | 5000     |      |
| Area under crop  | ha      | 3        |      |
| Total yield  | kg      | 15000    |      |
| Recovery of dry leaves from fresh herbs                                  | percent | 20%      |      |
| Yield of dry leaves/harvest  | kg      | 3000     |      |
|  | Yr 1    | Yr 2     | Yr 3 |
| No. of harvests/annum (3 year crop cycle & gestation period of 3 months) | 3       | 3        | 3    |
| Yield of dry leaves per annum (in kg)                                    | 9000    | 9000     | 9000 |

**6.2 Manures & Fertilizers:** Expenses on manures & fertilizers is estimated as below.

| Particulars   | Kg/ha | Source | Nutrient % | Kg/ha (source) | Cost/kg of Source (Rs) | Cost/ha (Rs) | Area under crop (ha) | Amount (Rs) |
|---|-------|--------|------------|----------------|------------------------|--------------|----------------------|-------------|
| Application of Nitrogen (Basal dose)  | 20    | Urea   | 46%        | 43             | 5.50                   | 239          | 3                    | 717         |
| Application of Phosphorus   | 30    | SSP    | 16%        | 188            | 4.00                   | 750          | 3                    | 2250        |
| Application of Potassium  | 45    | MOP    | 60%        | 75             | 12.00                  | 900          | 3                    | 2700        |
| Application of Nitrogen (2nd dose)  | 20    | Urea   | 46%        | 43             | 5.50                   | 239          | 3                    | 717         |
| Application of Nitrogen (3rd dose)  | 20    | Urea   | 46%        | 43             | 5.50                   | 239          | 3                    | 717         |
|   |       |        |            |                |                        | Yr 1         | Yr 2                 | Yr 3        |
| Annual schedule of application of fertilizers (Nos)                                 |       |        |            |                |                        | 1            | 1                    | 1           |
| Expenses on fertilizers/annum (Rs)  |       |        |            |                |                        | 6385         | 6385                 | 6385        |
| Application of Manures during land preparation in Year 1 (50000 kg/ha @ Rs 0.20/kg) |       |        |            |                |                        | 30000        |                      |             |
| Expenses on manures & fertilizers/annum (Rs)  |       |        |            |                |                        | 36386        | 6386                 | 6386        |

**6.3 Weed Control & Intercultural Operations:** Expenses on weed control & intercultural operations is estimated as below.

| Particulars  | Mandays/ha | Rate (Rs) | Area under crop (ha) | Cost/annum (Rs) |
|--|------------|-----------|----------------------|-----------------|
| Engagement of labour for weed control & intercultural operations   | 75         | 200       | 3                    | 45000           |
|  |            | Yr 1      | Yr 2                 | Yr 3            |
| Number of weed control & intercultural operations per annum        |            | 1         | 1                    | 1               |
| Expenses on weed control & intercultural operations per annum (Rs) |            | 45000     | 45000                | 45000           |

**6.4 Harvesting:** Expenses on harvesting is estimated as below.

| Particulars  | Mandays/ha | Rate (Rs) | Area under crop (ha) | Cost/harvest (Rs) |
|--|------------|-----------|----------------------|-------------------|
| Engagement of labour for harvesting                                      | 40         | 200       | 3                    | 24000             |
|  |            | Yr 1      | Yr 2                 | Yr 3              |
| No. of harvests/annum (3 year crop cycle & gestation period of 3 months) |            | 3         | 3                    | 3                 |
| Expenses on harvest per annum (Rs)                                       |            | 72000     | 72000                | 72000             |

**6.5 Post Harvest Operations:** Expenses on post harvest operations is estimated as below.

| Particulars  | Mandays/ha | Rate (Rs) | Area under crop (ha) | Cost/operation (Rs) |
|--|------------|-----------|----------------------|---------------------|
| Engagement of labour for post harvest operations   | 40         | 200       | 3                    | 24000               |
|  |            | Yr 1      | Yr 2                 | Yr 3                |
| No. of post harvest operations/annum               |            | 3         | 3                    | 3                   |
| Expenses on post harvest operations per annum (Rs) |            | 72000     | 72000                | 72000               |

**6.6 Power:** Expenses on power is estimated as below.

| Particulars                      | Quantity | Power (Kw) | Total (Kw) | Hrs/day | kwh/day |
|----------------------------------|----------|------------|------------|---------|---------|
| 3 HP Pumpset                     | 1        | 2.24       | 2.24       | 1       | 2.24    |
| General Lighting                 | 4        | 0.10       | 0.36       | 8       | 2.88    |
| Power requirement/day (kwh)      |          |            |            |         | 5.12    |
| Days/annum                       |          | 360        |            |         |         |
| Rate per unit (Rs)               |          | 5          |            |         |         |
| Expenses on power per annum (Rs) |          | 9212       |            |         |         |

**6.7 Salary:** Expenses on salary is estimated as given below.

| Particulars of Employee | Numbers | Salary/Month (Rs) | Cost/annum (Rs) |
|-------------------------|---------|-------------------|-----------------|
| Manager (Self)          | 0       | 0                 | 0               |
| Helpers                 | 3       | 3000              | 108000          |
| Total                   |         |                   | 108000          |

**6.8 Repairs & Maintenance:** Expenses on repairs & maintenance in the 1<sup>st</sup> year is estimated as given below. It is assumed that expenses on repairs & maintenance will increase @ 25% every subsequent year.

| Particulars            | Cost (Rs) | Rate | Amount (Rs lacs) |
|------------------------|-----------|------|------------------|
| Building & Civil Works | 3.67      | 1%   | 0.04             |
| Misc. Assets           | 0.85      | 1%   | 0.01             |
| Total                  |           |      | 0.05             |

**6.9 Miscellaneous Expenses:** Miscellaneous expenses have been assumed at 1% of sales.**6.10 Depreciation:** Depreciation has been calculated by straight line method. The details of calculation are given below.

| Description            | Cost (Rs) | Rate  | Amount/annum (Rs lacs) |
|------------------------|-----------|-------|------------------------|
| Building & Civil Works | 3.67      | 3.34% | 0.12                   |
| Misc. Assets           | 0.85      | 6.23% | 0.05                   |
| Total                  |           |       | 0.18                   |



**6.11 Interest on Term Loan & Principal Repayment:** Interest rate has been assumed at 8%. Duration of Loan repayment has been considered for a period of 3 years including moratorium period of 33 months with equal monthly instalments. The details of calculation are given below.

(Rs. in lacs)

| Month    | Year            | 1    | 2    | 3    |
|----------|-----------------|------|------|------|
| Month 1  | Opening balance | 7.17 | 6.37 | 3.19 |
|          | Repayment       | 0.00 | 0.27 | 0.27 |
|          | Interest (8%)   | 0.05 | 0.04 | 0.02 |
|          | Closing balance | 7.17 | 6.11 | 2.92 |
| Month 2  | Opening balance | 7.17 | 6.11 | 2.92 |
|          | Repayment       | 0.00 | 0.27 | 0.27 |
|          | Interest        | 0.05 | 0.04 | 0.02 |
|          | Closing balance | 7.17 | 5.84 | 2.65 |
| Month 3  | Opening balance | 7.17 | 5.84 | 2.65 |
|          | Repayment       | 0.00 | 0.27 | 0.27 |
|          | Interest        | 0.05 | 0.04 | 0.02 |
|          | Closing balance | 7.17 | 5.57 | 2.39 |
| Month 4  | Opening balance | 7.17 | 5.57 | 2.39 |
|          | Repayment       | 0.00 | 0.27 | 0.27 |
|          | Interest        | 0.05 | 0.04 | 0.02 |
|          | Closing balance | 7.17 | 5.31 | 2.12 |
| Month 5  | Opening balance | 7.17 | 5.31 | 2.12 |
|          | Repayment       | 0.00 | 0.27 | 0.27 |
|          | Interest        | 0.05 | 0.04 | 0.01 |
|          | Closing balance | 7.17 | 5.04 | 1.86 |
| Month 6  | Opening balance | 7.17 | 5.04 | 1.86 |
|          | Repayment       | 0.00 | 0.27 | 0.27 |
|          | Interest        | 0.05 | 0.03 | 0.01 |
|          | Closing balance | 7.17 | 4.78 | 1.59 |
| Month 7  | Opening balance | 7.17 | 4.78 | 1.59 |
|          | Repayment       | 0.00 | 0.27 | 0.27 |
|          | Interest        | 0.05 | 0.03 | 0.01 |
|          | Closing balance | 7.17 | 4.51 | 1.33 |
| Month 8  | Opening balance | 7.17 | 4.51 | 1.33 |
|          | Repayment       | 0.00 | 0.27 | 0.27 |
|          | Interest        | 0.05 | 0.03 | 0.01 |
|          | Closing balance | 7.17 | 4.25 | 1.06 |
| Month 9  | Opening balance | 7.17 | 4.25 | 1.06 |
|          | Repayment       | 0.00 | 0.27 | 0.27 |
|          | Interest        | 0.05 | 0.03 | 0.01 |
|          | Closing balance | 7.17 | 3.98 | 0.80 |
| Month 10 | Opening balance | 7.17 | 3.98 | 0.80 |
|          | Repayment       | 0.27 | 0.27 | 0.27 |
|          | Interest        | 0.05 | 0.03 | 0.01 |
|          | Closing balance | 6.90 | 3.72 | 0.53 |
| Month 11 | Opening balance | 6.90 | 3.72 | 0.53 |
|          | Repayment       | 0.27 | 0.27 | 0.27 |
|          | Interest        | 0.05 | 0.02 | 0.00 |
|          | Closing balance | 6.64 | 3.45 | 0.27 |
| Month 12 | Opening balance | 6.64 | 3.45 | 0.27 |
|          | Repayment       | 0.27 | 0.27 | 0.27 |
|          | Interest        | 0.04 | 0.02 | 0.00 |
|          | Closing balance | 6.37 | 3.19 | 0.00 |

|  |                     |      |      |      |
|--|---------------------|------|------|------|
|  | Principal Repayment | 0.80 | 3.19 | 3.19 |
|  | Interest            | 0.57 | 0.39 | 0.14 |

**7.0 DEBT SERVICE COVERAGE RATIO (DSCR)**

(Rs. in lacs)

| Year                          | 1    | 2    | 3    | TOTAL |
|-------------------------------|------|------|------|-------|
| Profit After Tax (Net Profit) | 4.91 | 3.47 | 3.71 |       |
| Depreciation                  | 0.18 | 0.18 | 0.18 |       |
| Interest                      | 0.57 | 0.39 | 0.14 |       |
| Total                         | 5.65 | 4.04 | 4.03 | 13.71 |
| Interest                      | 0.57 | 0.39 | 0.14 |       |
| Loan repayment                | 0.80 | 3.19 | 3.19 |       |
| Total                         | 1.36 | 3.58 | 3.32 | 8.27  |
| DSCR                          | 4.14 | 1.13 | 1.21 |       |

Average DSCR = 1.66

**8.0 BREAK EVEN POINT (BEP)**

(Rs. In lacs)

| Year                                    | 1    | 2    | 3    |
|---|------|------|------|
| A. Net sales (Rs. lakh)                 | 9.00 | 9.00 | 9.00 |
| B. Variable cost                        |      |      |      |
| Manures & Fertilizers                   | 0.36 | 0.06 | 0.06 |
| Weed control & Intercultural Operations | 0.45 | 0.45 | 0.45 |
| Harvesting                              | 0.72 | 0.72 | 0.72 |
| Post Harvest Operations                 | 0.72 | 0.72 | 0.72 |
| Power                                   | 0.09 | 0.09 | 0.09 |
| Miscellaneous Expenses                  | 0.09 | 0.09 | 0.09 |
| Total variable cost                     | 2.44 | 2.14 | 2.14 |
| C. Contribution (A-B)                   | 6.56 | 6.86 | 6.86 |
| D. Fixed & Semi-fixed Costs             |      |      |      |
| Salary                                  | 1.08 | 1.08 | 1.08 |
| Repair & Maintenance                    | 0.04 | 0.05 | 0.06 |
| Interest on Term Loan                   | 0.57 | 0.39 | 0.14 |
| Depreciation                            | 0.18 | 0.18 | 0.18 |
| Total fixed cost                        | 1.86 | 1.69 | 1.45 |
| E. BREAK EVEN POINT                     | 28%  | 25%  | 21%  |

**TECHNICAL CONSULTANT**

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