



B

BENTA BERRY

Your Skin is Different

Creation over the Internet of the 1st premium skin care
brand exclusively for youth 12 to 24 yrs. from all 5
continents, made in France, with a leading research
university label

Paris – September 2011
bentaberry.fr / bentaberry.com



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Summary

Market opportunity

The market

Key success factors

Operating plan

Financials

Appendix

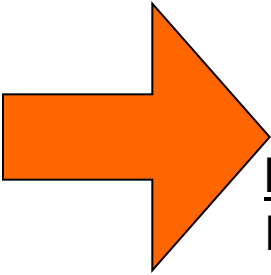


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Origin of the brand

Genesis of the brand :

- Skin problems have universally and over time been identified as the primary source of personal discomfort for young men and women
- No cosmetic or skin care lines exists exclusively designed for youth (12-24 yrs.). Youth are either directed to 1) aggressive, pharmaceutical or prescription based products or to 2) cosmetic lines not specifically adapted to their skin type
- It is difficult to sell products to adolescents: marketing is inefficient with negative messaging in relation to 'skin problems' versus education to explain a natural phenomenon in the growth cycle. A plethora of products with complicated labeling together with poorly adapted physical locations result in inefficient targeting of this population



Because “Your Skin is Different “, Benta Berry has created the first product line specifically dedicated to young skin from all 5 continents (age 12 to 24 yrs.), developed by a French expert in cosmetology, Dr. Naima Zerrouk



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Brand Differentiators – Your Skin is Different

- **Youth are born with a natural skin balance which requires daily care in order to maintain the skin's protective hydro-lipidic barrier.** Hormonal development during the ages of 12 to 24, along with stress and pollution affect this natural balance increasing the secretion of sebum which, if not addressed, can cause skin problems. Studies show an increase in skin care problems at young ages with stress and pollution as major contributing factors. A recent MIT study indicates that 10% of skin problems are genetic and 90% environmental
- **Effective skin care comes from good hygiene** that follows the 24 hour chono-biological clock of youth with peaks in the secretion of sebum throughout the day, and the use of quality products adapted to their skin type enhancing the natural regeneration process
- **A unique combination designed for youth from all 5 continents**, formulas for Benta Benta products use natural ingredients especially selected from around the world for their proven effectiveness in caring for skin in different cultures. Products are paraben-free and non-comedogenic
- **Because youth are nomadic, travel size packaging makes products easily transportable** for use throughout the day and in any location. Smaller dosages prevent overabundance in use for more effective results
- **A classy design, in high-end soft touch tubes** with adult and positive labeling makes them desirable to handle and exhibit

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Brand Values – Committed to Youth

- **For and By Youth**, Benta Berry encourages the involvement of youth in brand development, a key success factor for brand adoption. Benta Berry's supports youth encouraging innovation and community involvement. Support takes the form of case study workshops with universities, student internships and event sponsoring along with a Benta Prize awarded annually for meaningful projects. Benta Berry brand ambassadors were selected by internet fans through an online selection process as representatives of the youth we see everyday all around us
- **Social Business** : BENTA BERRY offers job opportunities for young people and women, 2 precarious population in our modern world . The objective is to help students financing their studies with an adapted job (without any constraints, no more stress), and help women becoming independent and proud of their life. Our idea is to offer job adapted to women and young people, not the contrary. Women have their constraints (children, school, etc), students have their constraints (university , exams, etc), BENTA BERRY has to be a positive alternative
- **Healthy and environmentally aware**, Benta Berry supports sustainable development. Products are derived from natural ingredients. Benta Berry values initiatives that focus on the well-being of youth and social involvement such as the 4LTrophy and the EDEC Sailing Race
- **Multi-cultural and multi-ethnic**, Benta Berry is an 'all-inclusive' brand whose products are suitable for youth from around the world because pigmentation is not a differentiator for young skin. Benta Berry is a global brand supporting the global community of youth while connecting locally through country specific initiatives
- **Innovative and in movement**, **Benta Berry is** in-step with youth today. Benta Berry is a digital brand connecting with its target audience online, receptive to the changing moods of its target audience
- **Transparent and truthful**, Benta Berry respects the intelligence of youth providing high quality products with positive, mature messaging, and brand transparency



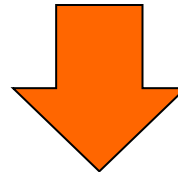
Benta Berry's partners were especially selected for their adhesion to brand values



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Made in France – Why so important ?

- Benta Berry's cosmetics are manufactured by Alban Muller, President of the Cosmetic Valley in France, innovator in sustainable development and 'eco-conception', (Ecological Design) and world leader in the production of natural ingredients
- Products are produced in compliance with European standards that outline safety, environmental protection and chemical substance regulations under the 'REACH' standard ('enRegistrement, Evaluation et Autorisation des substances Chimiques'). The standard was recently updated with new obligations to be implemented by 2013
- The REACH standard protects consumers by requiring end-to-end traceability of ingredients
- Products have been dermatologically tested, are paraben-free and non comedogenic

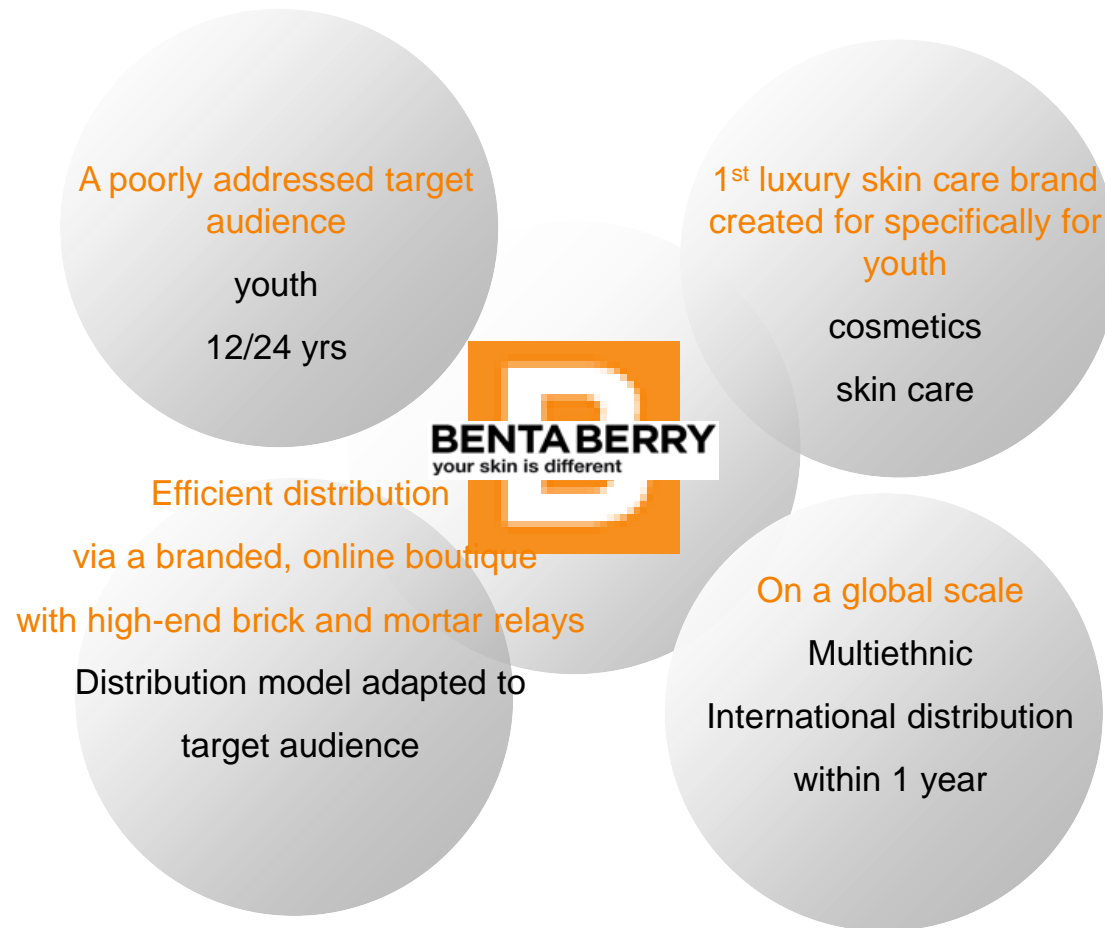


The right formulas, together with the best natural ingredients and the highest production standards enable Benta Berry to deliver on its commitment to youth of quality and effectiveness



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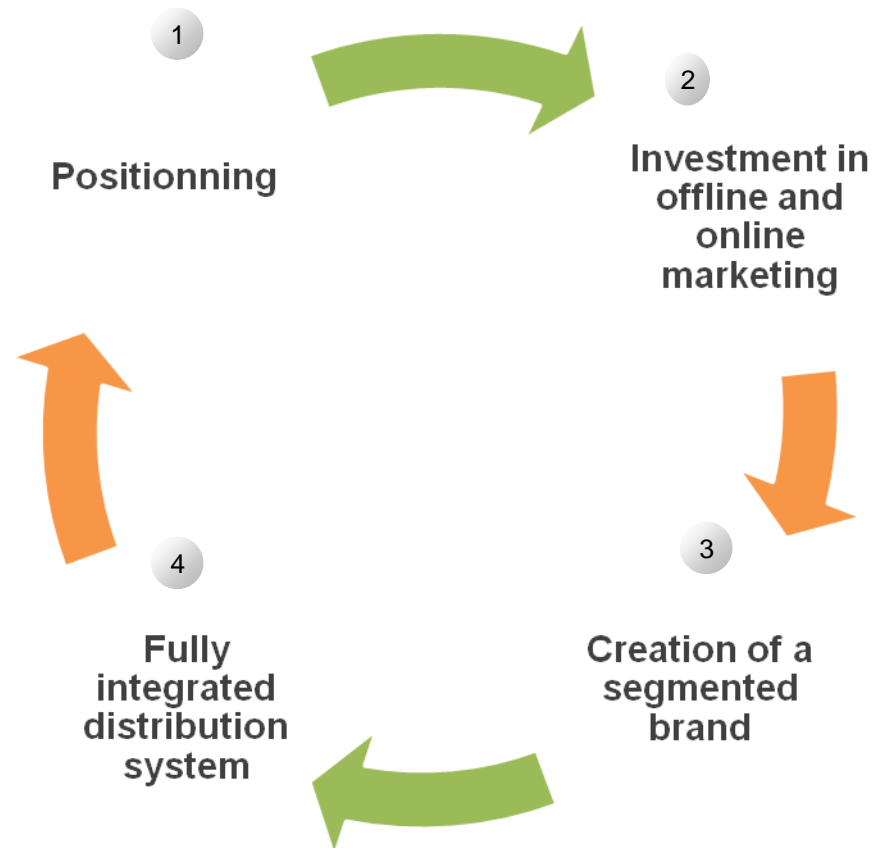
A coherent approach





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An efficient business model





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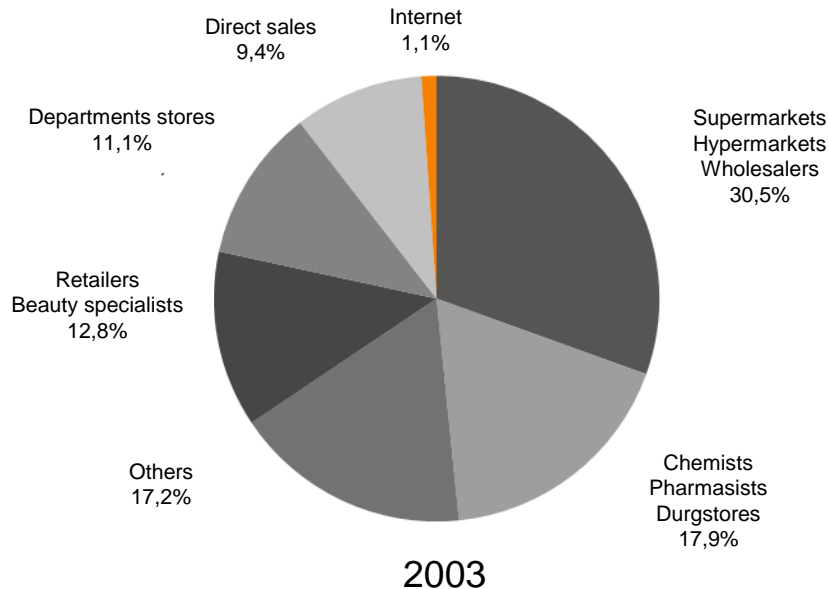
Financials

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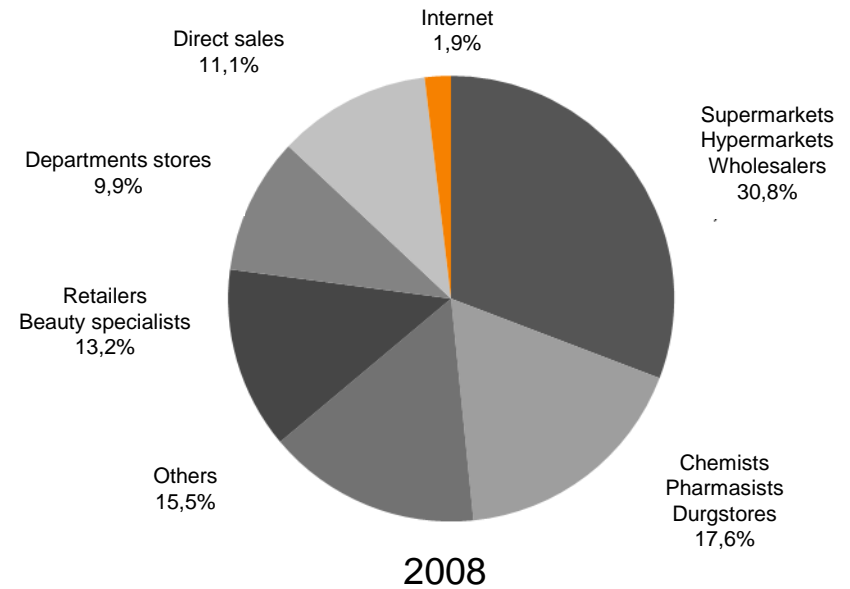
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Distribution channels



Source: Euromonitor International, December 2009

Note: Others include discounters, small and other grocery retailers, variety stores, other health and beauty retailers, outdoor markets, other non-grocery retailers, vending and homeshopping. Distribution data excludes travel retail.



Source: Euromonitor International, December 2009

→ The e-commerce channel is for the most part underutilized as a sales channel, in particular for the target audience 12-24 yrs, whereas this audience is the top consumer group of this distribution channel

→ Limited direct sales by brands over the internet

→ A plethora and confused set of offerings



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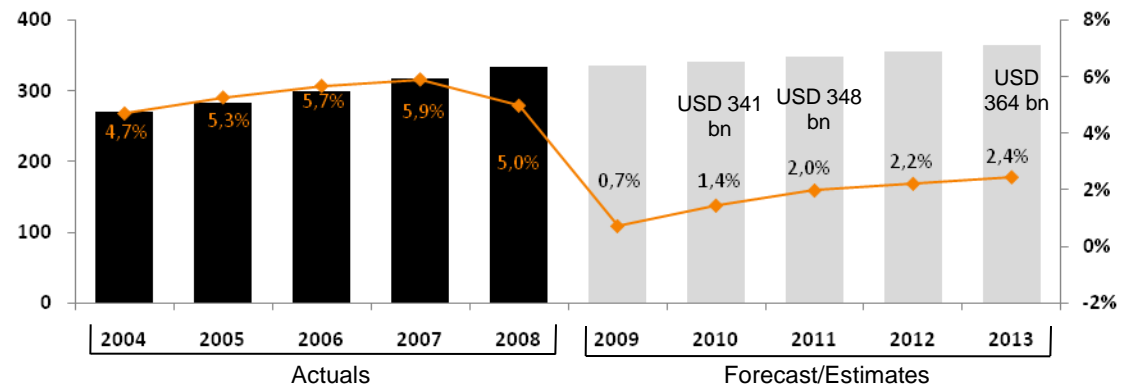
A quantifiable global market

Cosmetic and Beauty Care Market

Skin Care 22%
 Sun Protection 2%
 Hair Care 19%
 Bath and Shower 8%
 Male Products 8%
 Deodorants 5%
 Perfume 11%
 Baby Care 1%
 Cosmetics & Hair Color 13%
 Oral Hygiene 10%
 Depilatories 1%

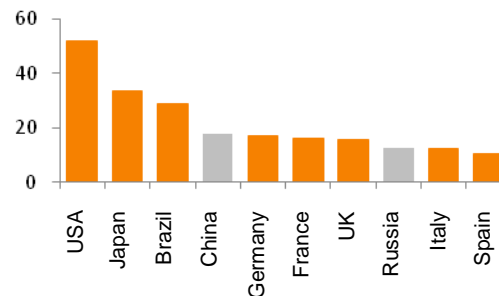
Source: Euromonitor International, 2006 figures

Size and Estimates of the Global Market



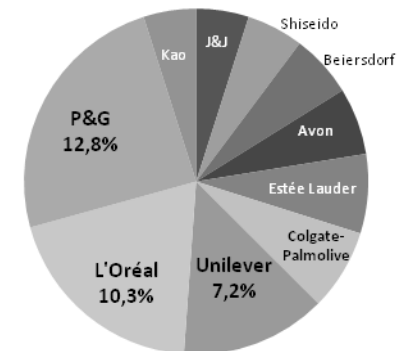
Source: Euromonitor International, December 2009

Countries



Source: Euromonitor International, December 2009

Producers



Source: Euromonitor International, 2006 figures



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Key success factors

A new luxury brand exclusively for youth 12-24 yrs, Benta Berry has 100% brand ownership

An innovative product backed by a world renown research university, Benta Berry has 100% ownership of product formulas

A complete 'Made in France' product line for boys and girls

A top quality, 'eco' friendly manufacturing process using 100% all natural active ingredients

A standalone, and branded online boutique with 'brick and mortar' relays

A complete online and offline marketing mix adapted to target audience based on positive messaging

An outsourced business model for controlling costs, access to customer data, and ease of international development

An experienced team t



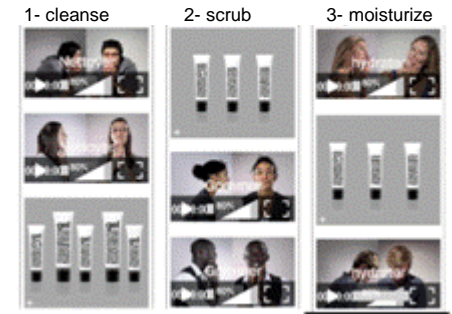
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A new luxury brand adapted to youth

- A recognized Premium brand : a positive and enhancing approach to addressing youth
 - dialogue with youth using positive and educational messaging : skin problems are a normal and transitional stage in the growth process
 - create a BENTA BERRY community with buy-in to brand values : youth must fully adopt the brand as their own, created 'for and by' youth
 - a brand identity relayed via classy, desirable products, positive language, brand values that encourage well-being, and a healthy lifestyle; products which will become collector's items over time
 - BENTA BERRY has full ownership for its brand with branding registered around the world including for web site URLs

- A multi-ethnic brand
 - the skin care line was developed for young skin from around the world - multi-ethnic
 - a brand for youth from all 5 continents
 - locally sourced active ingredients specifically selected from around the world based on cultural practices facilitate identification with country specific traditions

- A 'nomadic' brand
 - adapted to the lifestyle and habits of youth; nomadic in nature, always in movement, adventurous
 - respects the essence of 'chrono-biology' tied to the 24 hour daily cycle optimizing the benefits of the active ingredients
 - smaller product format : 30ml maximum, travel- size format easily transportable





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Products backed by a leading research university

→ BENTA BERRY's objective is to create innovative products developed in pre-selected and well known research centers :

- The Université Paris Descartes located in Paris, France, has 9 different research and teaching entities covering all aspects of health and human biology including medical, pharmaceutical and dental schools, also noted as a leading world health organization, top in Europe for quality and excellence in research

→ A research university label : a commitment to innovation and the best credentials :

- The BENTA BERRY formulas for the skin care line were developed by Dr. Naima Zeerouk, Doctor in Pharmacy and member INSERM (Institut National de la Sante et de la Recherche Medicale)*, Professor and Research Scientist, responsible for Europe's first Master's program in Cosmetology, part of the cosmetic research unit at l'Université Paris Descartes
- Essential to underlining the quality behind the brand
- A partnership with the Université Descartes will enable the Université to accompany BENTA BERRY in the development of its product line

→ A complete and original product line

- The originality of the line lies in its unique composition ; new and subtle complexes "Made in France", composed of all natural active ingredients derived from fruit and plants that help protect, treat and regulate young skin from all 5 continents age 12 to 24 yrs.

*National Institute for Health and Medical Research





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A complete and innovative line



→ Preventive face and body line for boys

ligne garçons	ligne garçons	ligne garçons	ligne garçons	ligne garçons
Gel nettoyant Visage garçons - Ligne préventive	Soin gommant purifiant Visage garçons - Ligne préventive	Crème très hydratante Visage garçons - Ligne préventive	Déodorant spray garçons	Gel nettoyant gommant Corps garçons
Gel nettoyant Visage garçons à base d'adifs 100 % naturels	Soin gommant purifiant Visage garçons à base d'adifs 100% naturels	Crème hydratante non grasse Visage garçons à base d'adifs à 100% naturels	Déodorant spray à base d'adifs 100% naturels A la paille d'ailun - sans alcool - sans parabène	Gel nettoyant gommant Corps garçons à base d'adifs 100% naturels
en savoir +	en savoir +	en savoir +	en savoir +	en savoir +
6,00 €	12,00 €	15,00 €	10,00 €	18,00 €
Ajouter au panier	Ajouter au panier	Ajouter au panier	Ajouter au panier	Ajouter au panier



B

A complete and innovative line



→ Regulating G-1 face and body line for boys and girls

<p>ligne filles et garçons ^x</p> <p>Gel nettoyant G-1 filles et garçons - Ligne régulatrice</p> <p>Gel nettoyant Visage G-1 filles et garçons à base d'actifs 100% naturels - effet matifiant</p> <p>en savoir ⁺</p> <p>8,00 € Ajouter au panier ⁺</p>	<p>ligne filles et garçons ^x</p> <p>Soin gommant G-1 filles et garçons - Ligne régulatrice</p> <p>Soin gommant régulateur G-1 Visage filles et garçons à base d'actifs 100% naturels - effet matifiant</p> <p>en savoir ⁺</p> <p>14,00 € Ajouter au panier ⁺</p>	<p>ligne filles et garçons ^x</p> <p>Crème hydratante G-1 filles et garçons - Ligne régulatrice</p> <p>Crème hydratante régulatrice G-1 Visage filles et garçons à base d'actifs 100% naturels - effet matifiant</p> <p>en savoir ⁺</p> <p>18,00 € Ajouter au panier ⁺</p>	<p>ligne filles et garçons ^x</p> <p>Stick à lèvres</p> <p>Stick hydratant protecteur filles et garçons à base d'actifs 100% naturels</p> <p>en savoir ⁺</p> <p>8,00 € Ajouter au panier ⁺</p>



B

A complete and innovative line



→ A variety of product packs

pack

Pack Visage spécial filles - Ligne préventive

Trois soins filles pour un soin complet du Visage. Un effet non gras et matifiant en trois actions.

en savoir +

29,00 € Ajouter au panier



pack

Pack Visage spécial garçons - Ligne préventive

Trois soins garçons pour un soin complet du Visage. Un effet non gras et matifiant en trois actions.

en savoir +

29,00 € Ajouter au panier

pack

Pack nettoyant Visage et Corps garçons - Ligne préventive

Un soin Visage et deux soins Corps garçons. Effet matifiant.

en savoir +

34,00 € Ajouter au panier

pack

Pack G-1 Visage et Corps pour les filles - Ligne régulatrice

Trois soins Visage G-1 et un soin Corps filles. Effet Matifiant et non gras en trois actions.

en savoir +

49,00 € Ajouter au panier



B

A complete and innovative line



→ Perfume
→ for girls
→ for boys



→ A sun tan line
(planned for 2012)





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A high-end manufacturing process

- BENTA BERRY has chosen to externalize product production in order to guaranty the very best manufacturing process
 - partners were selected based on pre-defined criteria in harmonization with brand values

- Creation of a true center of excellence with the Group Alban Muller
 - BENTA BERRY products are manufactured and packaged in France at Alban Muller's industrial facility. Alban Muller, President of the Cosmetic Valley in France, was instrumental in creating the 'Eco-Responsible' Charter with both energy efficient and environmentally friendly processes
 - Alban Müller assures that 1) each ingredient comes from the very best production, 2) each product respects industry standards and 3) each product is quality tested

- Development of formulas made from all natural active ingredients is compliant with the rules and regulations associated with the treatment of natural products and respects environmentally friendly best practices
 - Benta Berry's product formulas comes from fruit and plant extracts developed in compliance with the highest level of ecological design regulations and standards

- Products are compliant with cosmetic product laws and regulations and meet international requirements including for the USA, Europe, and Asia including Japan
 - AFSSAPS compliant (Agence Française de Sécurité Sanitaire des Produit de Santé)*
 - Compliant with 2013 European Directives



*French Agency for the Safety of Health Care Products



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A high quality manufacturing process using 100% natural ingredients

Natural ingredients

Cranberry from Quebec

La canneberge est une plante vivace originaire du Québec au Canada, qui produit des fruits : les baies rouges. Riche en vitamines C, cet anti-oxydant offre des vertus cosmétiques essentielles dans la gamme BENTA BERRY et notamment par ses propriétés exfoliantes et énergisantes.

Organic apple from Normandy

Bien sûr il n'est plus à expliquer les bienfaits de la pomme. Elle dévoile aujourd'hui ses trésors pour la peau : elle hydrate, adoucit et possède des vertus anti oxydantes. Quoi de mieux pour une peau jeune.

BENTA BERRY l'a mise à la place qu'elle méritait dans son jardin d'actifs.

Camelia oil from Japan

Originaire du Japon, l'huile de Camélia est extraite d'un arbre dont le feuillage toujours vert fleurit toute l'année même sous la neige. Pour ses vertus fortifiantes et nutritives cette huile est utilisée par les japonais, depuis des siècles, sur les cheveux et le corps.

BENTA BERRY a utilisé ses bienfaits dans sa Crème Très Hydratante Visage Filles.

Dragon fruit from Vietnam

Le fruit du dragon appelé aussi pitaya est originaire d'Amérique Centrale mais on le retrouve aujourd'hui dans d'autres pays et notamment au Vietnam. La plante est cultivée pour son fruit de cactées très apprécié. Riche en vitamine C, il est revitalisant et hydratant.

Pineapple from Brazil

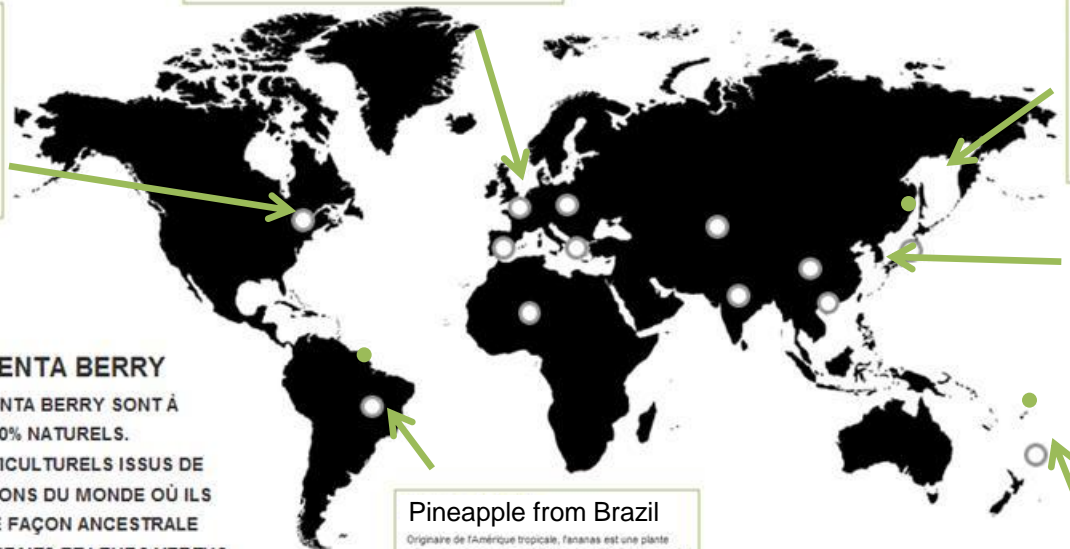
Originaire de l'Amérique tropicale, l'ananas est une plante cultivée aujourd'hui dans beaucoup de régions chaudes pour les bienfaits de ses fruits délicieux. Ses vertus cosmétiques sont connues depuis fort longtemps et notamment dans la prévention des acnés : se frotter un morceau d'ananas sur la peau avait la propriété de neutraliser les corps gras.

Ces propriétés exceptionnelles en ont fait un fruit essentiel du jardin BENTA BERRY.

Tamanu oil from Polynesia

Dans les temps anciens, l'arbre sacré des polynésiens aussi appelé ATI était planté dans l'enceinte des marae royaux afin que les dieux puissent s'abriter sous son ombrage. Les enfants étaient plongés dans des bains de Tamanu pour prévenir toute infection cutanée et coups de soleil.

Cet arbre aux vertus sacrées a une place centrale dans le jardin d'actifs BENTA BERRY pour ses actions restructurantes, purifiantes et anti oxydantes.



LE JARDIN BENTA BERRY

LES PRODUITS BENTA BERRY SONT À BASE D'ACTIFS 100% NATURELS. DES ACTIFS MULTICULTURELS ISSUS DE TOUTES LES RÉGIONS DU MONDE OÙ ILS SONT UTILISÉS DE FAÇON ANCESTRALE POUR LEURS BIENFAITS ET LEURS VERTUS COSMÉTIQUES.

Pomme Bio de Normandie	Bardane	Mangue d'Inde	Canneberge du Québec	Ananas du Brésil	La Framboise d'Europe	Lamier Blanc d'Europe
Kiwi de Chine	Huile de Camélia du Japon	Kigelia Africana du Sénégal	Huile de Tamanu de Polynésie	Fruit du Dragon du Vietnam	La Fraise	



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Distribution exclusively over the internet supported by Brick and Mortar

A uniquely branded e-commerce site

→ Solid fundamentals :

- a positive attitude by consumer base vis a vis shopping over the internet
- A distribution channel undergoing massive development with strong upside potential
- cosmetic sales 22% / yr from 2003 to 2008 vs. +4-5% for cosmetic sales via other channels

Global internet sales for cosmetics and skin care

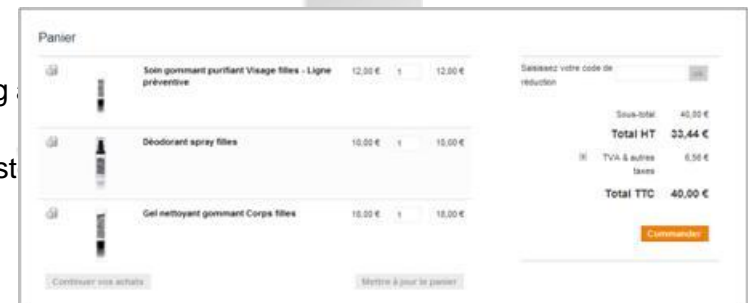
x 3

→ BENTA BERRY has selected the internet as its primary distribution channel

- messaging addressed to target audience (youth) in their favorite environment
- born online, brand objective is to be interactive with its audience, creating BENTA BERRY community enforcing brand values
- several selective physical points of presence for growth: pop-up stores, store corners in exclusive locations, unique location events

→ BENTA BERRY's internet presence will be supported by select 'brick and mortar' relays

- unique, high-end locations will be selected to enable Benta Berry to connect with its target audience, and experience the Benta Berry brand
- social business : 1st experience on october 2011, BENTA BERRY has signed with the 1st Student Organisation in France for 3 months "Sales on Campus"





B

Marketing and communication mix

BENTA BERRY

your skin is different

4 marketing and communication channels for maximum access and exposure to the adolescent and young adult target audience

1

Online Marketing and Communication

- BLOG
- OPERATION CASTING
- SOCIAL MEDIA MARKETING
- SEARCH ENGINE OPTIMIZATION

2

Physical Locations 'Brick and Mortar'

- POP UP STORE OBERKAMPF
- SMART STORE (Paris)
- CITADIUM (Paris)
- Sales on Campus

3

Sponsoring and Events

- WEB SERIES BentaONE
- LAUNCH PARTY BentaONE
- BUSINESS SCHOOL COMPETITION ESG
- WEB SERIES « The trainees »
- 4L TROPHY
- COURSE DE L'EDHEC

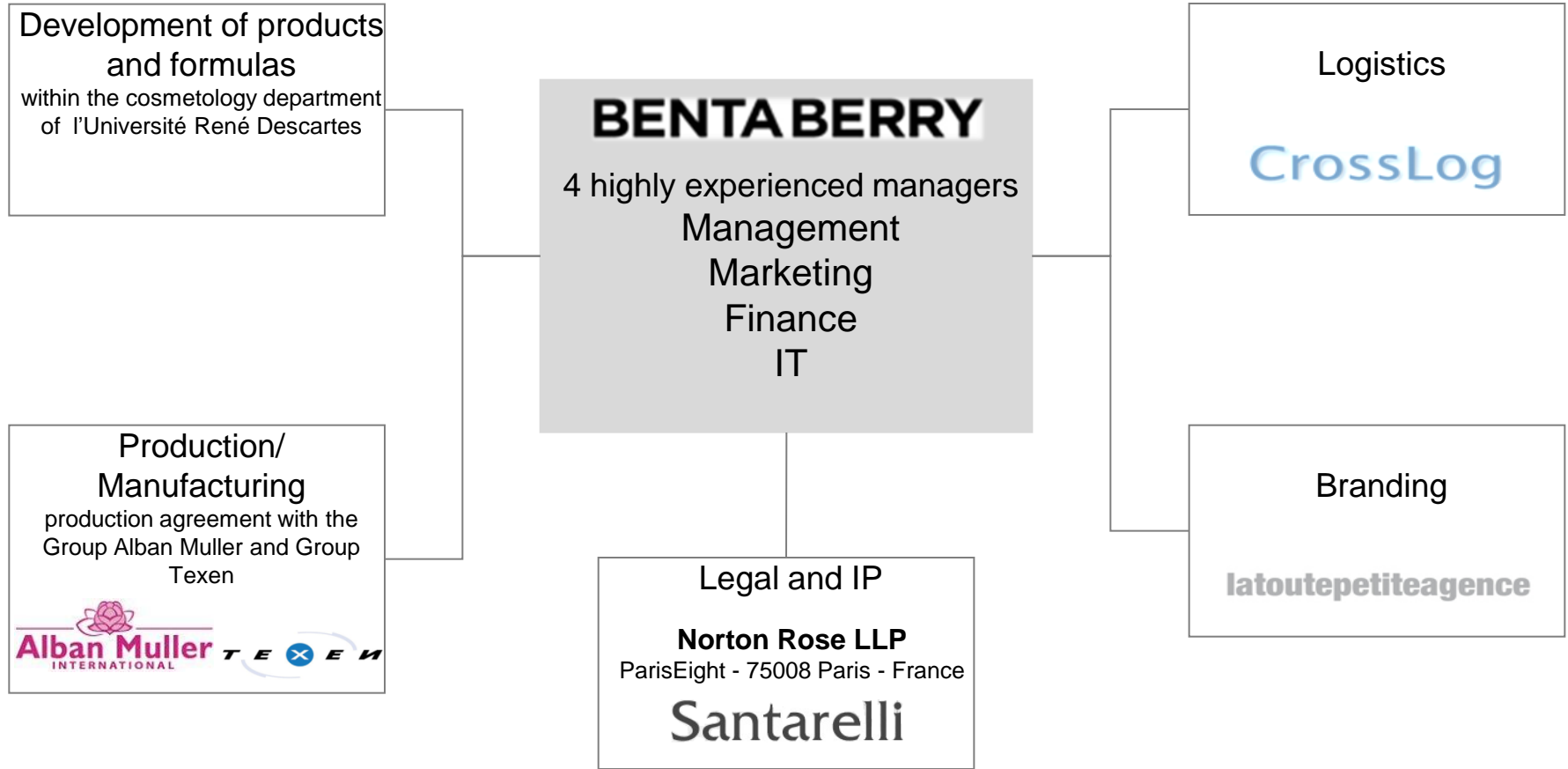
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Public Relations

- PR OFFLINE (CHAMAREL)
- PRT ONLINE (RED STILETTOS, ICONOPRESS)

**B**

An outsourced business model





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International development



A staged approach to international development

2010 : Products Development

2011 : France

2012 : Europe, Korea, Mexico and Brazil, Japan

2013 : USA West Coast

**B**

An experienced team

Marie-Pierre SCHMITZ – Founder, and CEO

48 yrs, married, 2 children, 17 and 19 yrs

D.E.A Droit des Affaires – ASSAS – Paris II (Doctorate in Business Law)

20 yrs in senior management in Finance : Banque Indosuez, Paribas Asset Management

Co-CEO and Founder of a Private Equity/Hedge Fund registered with the French Stock Exchange

Raphaëlle Tuck Sherman - Marketing

45 yrs, married, 3 children, 16 and 13 yrs . EM Lyon (Business School)

15 yrs experience in International Marketing - Yves Saint Laurent – Sanofi Beauté

2 yrs - L'Oréal Luxe - Germany/Austria

2 yrs CMO Easyviz, (internet sales platform for eyeglass wear)

Mary Dupont-Madinier (French/American) - Business Development - USA (planned for 2011)

55 yrs, married, 3 children 25, 22, 18 yrs.

(Rutgers University, George Washington University (BA, Master Program)

25 yrs. experience in International Business Development based in the USA, France and the UK. Thales, Cable & Wireless, EDS (now Hewlett Packard)

Guillaume DASTOT – Engineering and IT

38 yrs, married, 2 children, 3 and 6 yrs. Engineering - FIUPSO – Université Paris-Sud Orsay

Thomson, DGA, Altran Technologies, Aucland Groupe, Europ@web, Meetic (Director of Operations)

Consultant for Orange and Voyages SNCF

Elias Abi Ghanem – Finance

31 yrs, single

Collège Notre Dame de Jamhour – MBA Lebanese American University – Beyrouth

7 yrs experience in finance – Co-manager of Paris based Hedge Fund

**B**

Key experts and industrial partners



Doctor Naïma ZERROUK – R&D, Formula Development
51 yrs, married, 1 child, 17 yrs
Doctor in Pharmacy– Université Paris Descartes
Hospital Practitioner, Responsible for Masters in Cosmetology - l'Université Paris Descartes



Alban MULLER – General Manager and Founder, Group ALBAN MULLER - President of the Cosmetic Valley
Alban Muller specialized in products development for the cosmetic sector, tested and approved high-tech natural ingredients and extracts, plant complexes and active ingredients from bio-technology
Developed a global and unique ecologically friendly approach having chosen to create a fully integrated manufacturing process for organic products in France Production agreement with BENTA BERRY



Christian BARAVAGLIO – CEO and Founder - The TEXEN Group
3rd largest global group specialized in plastic injection molds/packages for the cosmetics and beauty sector. Has provided extensive support and advice to BENTA BERRY for the development and manufacturing of packaging of tubes for the BENTA BERRY complete product line



Valentine Pozzo di Borgo
Valentine Pozzo di Borgo created the 2 perfumes fragrances 'Reve de Parfum' for BENTA BERRY in collaboration with the Group TAKASAGO, one of the leading, global Japanese perfumers



John-Paul Welton
BENTA BERRY naturally turned to John Paul Welton for the creation of a unique perfume element for the launch of their product line exclusively dedicated to young skin. John-Paul fully supported and understood the philosophy and values of this new brand made from 100% natural ingredients, giving the products through their perfume and olfactive element a truly unique identify



Stanislas WOLFF – Photographer 37 yrs
Economics Degree. With photography as his passion, Stanislas, has become an up and coming photographer based in Paris working with top brands. Specialized in portraiture, his use of shading and blurring make the pictorial element of his photography unusual and interesting



Havas Sports & Entertainment – Strategic Marketing/Communication Advisor
Community Management - Facebook, animation of blog and forums, public relation campaigns in association with on-line and offline events and initiatives
Coordination of operational initiatives for BENTA BERRY



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Operating Plan

	2008	2009	2010		2011		2012		2013	
			S1	S2	S1	S2	S1	S2	S1	S2
Products	Concepts & Formulas		Test and Validation	August 10 : Production Launch	Perfume Launch		Launch Sun Tan Line Launch make-up line	Launch hair and body line New perfume line		
Platforms	Concepts, audit and development		Dec 10 : Site Launch June 10 - Blog on Line		Launch European platforms	Launch US West platform	Launch US East platform and Brazil		Launch platform Asia Pacific	
Marketing	Concepts and Pre-launch		Launch		Brand development See detailed marketing and communication plan					
Organization	Organization and Start up		April 10 - Brand Creation		Hiring, study international development and logistics					
International Development					Sales Launch France	Germany + UK + US West	US East + Brazil		ASIA	

**B**

Financing Needs

BENTA BERRY needs an estimated 3M€ in additional financing

1st round : April 2010 = € 250.000 / 2nd Round October 2010 = € 700.000

0.5M€

- BENTA BERRY development outside of France in 2012 Europe
 - 100.000€ / zone
 - Duplication of the French strategy: financing of online casting, blog, launch event, sponsoring events, and other country specific events/opportunities)
 - development of a BENTA BERRY research lab within University research facilities : 25k€ per zone

0.5M€

- PR / Marketing and Communication

0.5M€

- Development of technical platforms for international development and growth (servers, hiring/staff)

1 -1.5 M€

- Social Business : France, Audience Acquisition, Campus
- Audience Acquisition / site traffic : V2 Web Site
- Principal means - social media marketing strategy via Facebook : Facebook store, Facebook Connect, with objective to send people from physical locations/events to the online presence
- Brand Videos for audience acquisition and sales enhancement
- Creation of scenario around « Who is BENTA BERRY » via a close and self-managed creative group of young internet users



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In progress - Global P&L 2012 - 2016

k€	2012	2013	2014	2015	2016
Sales Net	1 016	4 135	12 349	16 583	20 401
Allocations	25	10	10	10	10
Total Revenue	1 041	4 145	12 359	16 593	20 411
Growth %	n/a	298%	198%	34%	23%
Net Global Margin	770	3 127	9 511	12 738	15 649
% total revenue	76%	76%	77%	77%	77%
Personnel	280	835	1 131	1 187	1 247
Marketing	406	1 490	3 704	4 145	4 080
Logistics	133	465	1 391	1 867	2 296
Other	7	15	65	81	97
Total variable costs	827	2 806	6 292	7 282	7 721
Start up costs	107	107	6	6	6
Other fixed costs	531	822	1 152	1 286	1 473
Total fixed costs	624	916	1 144	1 278	1 464
EBITDA	-548	-476	2 090	4 193	6 479
% total revenue	-53%	-11%	17%	25%	32%
Depreciation/ amortization	107	107	6	6	6
Operating Income	-656	-584	2 084	4 187	6 473
% total revenue	-63%	-14%	17%	25%	32%