

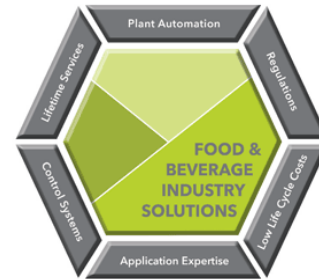
INSTRUCTIONS BEFORE STARTING THE SIMULATION

To: All Participants

Your team has been placed in charge as Directors on the Board of a company. The rules for managing your business are explained in the Participant Manual. These rules would be clarified, amplified and may be modified by other documents and instructions by the Simulation Administrator from time to time. He will also inform you the tenure of your team's appointment. Please be guided by the following, too:

1. The winning Criterion for evaluation of the performance of your Team is the **Cumulative Profit after Tax (Cum PAT)** at the end of the last quarter of this event.
2. Your team will be given a unique **Team ID** and **Group ID**. These would identify your team in all Decision Form. The responsibility of keeping the login id and password safe rests entirely on the team. In case of loss, new login id and password **WILL NOT BE PROVIDED**.
3. You will also receive login id and password for downloading and uploading information as well as Decision Form. The safety of login and password will be the sole responsibility of the team. In case of loss, these will not be changed. However, the same login password will be provided to your team.
4. Your team will be given a **Standard Decision Form in Excel Format** for each Quarter. You will submit the same on time through the method explained by the Games Administrator at the end of every Quarter. Once the time deadline is reached, this form will not be available for revision, modification of entries or for any other reason. If your team submits a blank form, the previous Qtr decisions will be incorporated automatically. Requests for resubmission of the form will **NOT** be entertained. Please maintain a backup of the Form for your record.
5. Chairperson must authorize the decisions of his Team for each quarter.
6. The length of each Quarter may range from 30 minutes to 75 minutes. Please submit the Decision Form within the stipulated deadline as announced. You will not be allowed to get any extension in time limit for submission of the Decision Form.
7. The **Sector Analysis Report (SAR)** gives you an overview of the industry. Cost and other constraints for the case are shown in the **Starting Conditions**. The financial position of your Company at the beginning of the Game (Quarter zero) is given in the **Management Report (MR)**. A comparative statement of the Teams competing in your Group is given in the **Sector Update (SU)**. More information would be made available to you at prices mentioned in the **Information Packages** section of the **Starting Conditions** will be made available to you by the Simulation Administrator.
8. Changes in the external environment and some managerial proposal may be communicated through the quarterly **Gazettes**. Please note that it is your responsibility to ensure that you received a set of Decision Forms and copies of the Gazette for every Quarter.
9. **On receipt of the Management Report and Sector Update of any Quarter, you must verify their contents against the Decisions taken by you. If you do not report any unexplainable discrepancy between your decision data and your results within 20 minutes thereafter, the data used for the process will be considered good and binding on the Team.** No change will be accepted, thereafter. However, the SIMULATION ADMINISTRATOR RESERVES THE RIGHT TO REPROCESS THE RESULT OF ANY QUARTER. HIS DECISIONS ARE FINAL AND BINDING ON ALL PARTICIPANTS, THEIR TEAMS AND SPONSORING BODIES.

SECTOR ANALYSIS REPORT – BEVERAGE INDUSTRY



Purified Water, Fruit juices, pulp and concentrates, and energy drinks are doing very well in the beverage market for the past few years. Various juices, milk products, health beverages have also been contributing largely in the rising demand of beverages. The leading beverage companies are exporting various products to the international markets every year.

Publicity happens through media and also through supply at remote places having strong Dealer networking, the beverage products are liked by mass and utility is increasing. People are health conscious and spending money on hygienic drinking products.

BVG – HEALTH & WELLNESS SECTOR (H&W)

A variety of illness are affecting sections of the Affluent Urban Population (AUP) today. High levels of stress at workplace, and sudden change in lifestyles due to the evolution of nuclear families and working couples, has results in increased intake of outside food. All these factors have caused increased obesity levels among affluent urban Chanakyans, making them highly susceptible to disorders such as diabetes and hypertension. Doctor’s prescription for such patients is avoid foods with a high sugar, salt, calorie and cholesterol content and to increase intake of foods rich in fibre, water and minerals. Given higher levels of awareness, large sections of the AUP also resort to consuming health and wellness products.



BVG is a generic name or short for a set of beverages mainly targeted at the AUP within the health and wellness sector and classified under the Food and Beverages industry.

The Products



(1)MinAqua: MinAqua is defined as natural and flavored water fortified with minerals, vitamins etc. The product shall be packed in sealed retail containers suitable for preventing the possible adulteration or contamination of water and shall be in accordance with the applicable sections of the Code of Hygienic Practice for Packaged Drinking water.

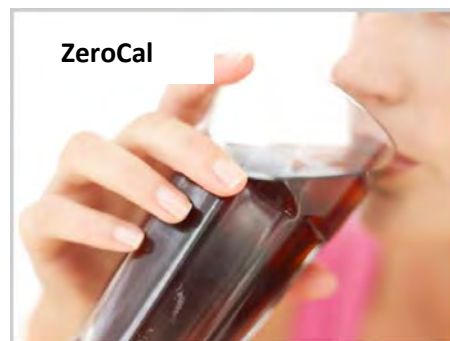
The fortified water is differentiated based on the source of the water and the assistive contents. Water taken for drinking from minerals wells, artesian wells, springs, glaciers etc are typically categorized as MinAqua because of their high natural minerals content and their health and wellness properties. Misbranding, inability to comply with any microbiological criteria established in accordance with the law can lead heavy penalties.

Growth rate is nearly 40% per annum. However, MinAqua which is a niche premium product within this category is expected to grow by a lower rate.

About 20% of the requirement is supplied by the players selling unbranded water in unorganized sector. There are consumers who are sometimes not aware about brand and on some occasion, the need compels buyers to buy unbranded products.



(2) ZeroCal: is a light carbonated soft drink directed at weight loss for consumers on-the-go lifestyle. It is low in calories and caters to a health conscious audience. These products serve their primary purpose of quenching thirst without adding calories. Target consumers are the Affluent Urban Population (AUP) that is affected by threat of diabetes and obesity. ZeroCal sales are helped by the media focus on health, affordability and availability. However, a closer examination of the ZeroCal beverage reveals that consumer interest in high protein / low-carbohydrate diets, particularly in more developed markets is at times a fad. For example, in the U.S., where the low-carb claims is losing steam. Product innovation can drive excitement and trial, but only enhancement that meet more sustainable needs of health and convenience of consumer will enjoy long-term success. This segment is registering a strong growth.



(3) Juicy beverages have fruits juice as its base and pulp concentrate of various fruits are added. The target consumer is a health conscious family unit looking for a refurbishment of one's health. These beverages are low in sugar, calories, cholesterol, and diabetic impact.

They also leave a refreshing feeling and therefore, visual impact as well as packaging must address all these requirements. The visual must communicate the presence of fruits as fruits are seen as elixirs of good health. The consumers in this segment are more health savvy than they are taste conscious. They are more serious about health issues and therefore are less impulsive, more price conscious in their purchases unlike those in the ZeroCal



segment. They also prefer fruit juice with different flavor. Some of the customers keep such variety in their home and also use them on daily basis as a part of their diet. The children at home also like such beverage and hence, parents are less worried about its cost.



(4) Spark, a niche product, is a heavily fortified drink with natural herbs and ingredients and is supposed to energize you to do the higher level of activity. Spark beverage companies are formulating products using an array of energy boosting additives and ingredients such as green tea, yerba mate and ginkgo biloba, and cranberry extracts. The base could be plain juice, water, milk etc. Although Asia Pacific remained the leading region, its market share is expected to gradually decline as other markets evolve. The North American region is the second largest and has seen impressive volume gains.

Spark drinks are a niche segment within the BVG category. Its sustained growth rate is the testament of its strength. However, an undisputed brand leader has recently seen its market share getting eroded because of the broadening and proliferation of brands. Spark beverage formulations are also encroaching on the other H&W beverage segments, such as a MinAqua, ZeroCal and Juicy.

Raw Materials and Packaging

All the four products are a combination of two basic ingredients. Water, milk or fruits juices provide the base in which the additives, ingredients, preservatives and color etc dissolved to “pack the punch” for these beverages. Packaging is another major input whose appearance, feel, safety and hygienic condition can make or break the product. All the beverages are packed in various sizes to suit different customer needs. However, for the purpose of this exercise all the pack sizes are converted into one equivalent size of packaging. The required raw material and packaging input costs are mentioned in the starting conditions. Additives are naturally subject to the vagaries of nature. There are no expected shortages and uncertainties in the case of the base. Packaging costs are susceptible to price and volume variations.

Pricing

There are several beverages similar to fruits BVG, carbonated water etc available in the market but the H7W customer is invariably willing to pay a higher “health premium” over that of several other regular offerings. Most of these products are niche with a specific customer category in mind. Brand promotions, appropriate positioning, distribution, product innovations etc could also play an important role in the eventual volume as well as revenue sales of the products. Unmet demand might automatically go to the competitors.

The agency has also cited their research to indicate price points beyond which sales could be a non event. For example, consumers of MinAqua are not willing to buy at price point **less than Cu.150 and higher than Cu.240**. ZeroCal is to sell between price points of **Cu.240 and Cu.300**. The market research report highlights a ZeroCal consumer is more conscious of the product and promotion than the other P's. Juicy is to sell between **Cu.600 to Cu.1001** and Spark is likely to sell between price points of **Cu.1200 and Cu.1800**. Consumers of Spark are not very price sensitive and are willing to pay extra for exclusivity while those for Juicy are price and health conscious.

Market research on consumer behavior for the ZeroCal and Spark sector indicate that there is a snob factor to the sales for these products. Certain exclusivity is what the customers expect from the product.

Demand Drivers

Market researchers have mainly predicted that demand originates from (i) the urban segment within Chanakya and (ii) population which is mobile and visible on road, rail and airports. They have collected data which could form the basis of predicting demand for the various H&W beverage products.

Total Industry Demand for 10 teams* in Q0	Q1	Q2	Q3	Q4
MinAqua	61,426	69,389	78,386	88,550
ZeroCal	35,450	39,906	44,923	50,573
Juicy		41,820	47,140	53,143
Spark		5,126	5,786	6,530

The demand shown in the above table is in units and also given at the bottom-left of Management Report (MR)

These segments do not take into consideration any additional demand that may arise from exports and foreign departmental stores like DS Mart, Discount Value Stores (DVC) looking to outsource and the overall growth in the economy. The rise in economy indexes like GDP and Index of Industrial Production (IIP) may increase the demand by around 4-8%. Overall demand in the industry is also affected by the concerted price and product development efforts of the industry. If overall prices are tending downward, the industry demand will get a boost. If average prices are tending up there could be a negative impact for some product segments.

*If number of teams are 8 then total demand will be apportioned accordingly for all quarters i.e. Q1 MinAqua total Industry demand will be $(61,426/10 \text{ teams}) \times 8 \text{ teams} = 49,138$

The Health and Wellness Consumer

The H&W consumer is not driven by a common theme across the world. Country specific factors play an important role in this sector. Low cholesterol drinks, for example, have been well received in some countries but have been greeted with skepticism in others due to their significantly higher price as compared to traditional products. Further, the huge popularity of amino acid drinks in Japan has not been repeated in other markets such as Europe or the US. In Chanakya, health and wellness drinks around the theme of heart and cardiac problems are expected to sell.

One universal trend that has driven sales of health and wellness products is increased consumer concern and awareness for personal health. Media attention has amplified consumer health awareness. This has created a more educated, but often more confused, consumer. This may explain the high level of product innovation, but relatively short life span of the product in the market.

Disbandment of Plant and Machinery (P & M)

There are possibilities to sell off your Plant and Machinery on a given Book Value. An example of disbandment is given below:

In Case you disband Plant and Machinery in Quarter 1 of the game (This is not possible in 1st Qtr. However, for the purpose of understanding the disbandment, an example is given)

Suppose the disbandment is to be made at a Book Value of **103%** of Quarter 0 (Zero)

1. The Capital gain or loss (over 100% is gain and below 100% is loss) will be shown under extraordinary items and premium will be taxed.
2. The P&M can be sold as per Asset number (#) shown in the **Sector Update**. In this case, in Quarter 0, Your Machinery having capacity to produce 10000 units per Quarter is shown as Asset No. 1. If you are deciding to sell it off the conditions are:
 - a. The entire block of 10,000 units will be sold and not part of it
 - b. It is sold at the beginning of the Quarter. Hence, you cannot use it for production in Q1
 - c. It should have run for a minimum of One Quarter. Since it has run in Q0, it qualifies for disbandment.
 - d. You receive only Cash and that is not your profit.
 - e. The Cash will come in the same Quarter.
3. The realization @ 103% will be as follows:
 - a. Cash Realized $103\% \times \text{Book value}$ i.e. $(\text{Cu. } 100 - \text{Cu } 10 \text{ accumulated depreciation})$
 - b. The Depreciated value = $\text{Cu. } 90 \text{ per unit}$ i.e. $10,000 \text{ units} \times 90 = \text{Cu } 900,000$
 - c. The Disbandment value will be $103\% \text{ of Cu } 900,000 = \text{Cu } 927,000$
 - d. $\text{Cu } 900,000$ shown under capital expenditure (inflow)
 - e. On the income statement under extraordinary gains of $\text{Cu } 27,000$
 - f. On the Balance Sheet, the value of machinery would be lower by $\text{Cu } 900,000$
4. Likewise the plant # 1 has a capacity of 15,000 units. The entire lot can be sold at 103% of its book value of $\text{Cu. } 200$. It will be reflected on the financial statements as depicted for machinery.
5. You cannot buy and sell the same plant and machinery in the same quarter.

The report and references to company names and situations is only for academic and game simulation purposes. The situations are contrived without any prejudice or bias to any company or its products and do not in any way actual business situations or company activities.



MANAGEMENT REPORT

Ltd.

Results of Quarter
0

DESCRIPTION	CU
INCOME	
Net Sales Revenue	1,860,000
Other Income	0
Total Income	1,860,000
EXPENSES	
FG Op Inv (incl Contract Mfg)	0
Raw Materials Consumed	630,000
+Packaging (Manpower)	60,000
=Total Direct Costs	690,000
+Warehousing Charges	36,000
+Production Overheads	300,000
=Cost of Production (CoP)	1,026,000
Goods Available for Sale (Op+CoP)	1,026,000
Less FG Closing Inventory	0
=Cost of Goods Sold	1,026,000
Gross Profits	834,000
Selling, Dist & Admin Expenses	293,000
Bad Debts	0
Cash Discount+Bill Disc Chges	0
Information Package	0
Product Design & Certification	0
EBITDA	541,000
Depreciation & GW amortization	400,000
EBIT	141,000
Bank Overdraft Interest	0
Shark Loan Interest	0
2/3 year Term Loan Interest	0
Bond Interest	0
Misc Exp, Royalty, TM etc	0
Total Financial Expenses	0
Corporate Tax	35,250
Ext item,Inv write off, disband	0
Profit After Tax (PAT)	105,750
Appropriations	
Dividend on Preference Shares	0
Dividend on Equity Shares	0
Net Income to Retained Earnings	105,750

DESCRIPTION	CU
Operation Cash Inflows	1,860,000
Sales Revenue Collection	
Current Quarter	1,860,000
Previous Quarter	0
Operation Cash Outflows	1,239,000
RM & Contract Mfg payment	
Current Quarter	550,000
Previous Quarter	0
Packaging (Manpower)	
Current Quarter	60,000
Previous Quarter	0
Warehousing Charges	36,000
Production Overheads	300,000
Selling, Dist and Admin costs	293,000
Information Package	0
Product Design & Certification	0
Interest Flows	0
Net Interest Paid	0
Interest on Bank OD	0
Interest on Term loans	0
Interest on Bonds	0
Shark Loan Interest	0
Income from Investments (+)	0
Corporate Tax	35,250
Ext item,inv writeoff, disband(+/-)	0
Net Operational Flows	585,750
Appropriations	
Preference Dividend	0
Equity Dividend	0
Capital Inflows	
Overdraft and Loans Taken	0
Capital Raised	0
Pref Shares Issued	0
Equity Shares Issued	0
Capital Outflows	
Investments	0
Principal Repayments	0
LC Amount Repayed	0
Cap Expenditure	0
Net Capital Flows	0
Misc Exp, Royalty, TM etc	0
Opening Balance Cash	500,000
Shark Loans Raised	0
Closing Balance	1,085,750

DESCRIPTION	CU
Share Holders' Funds	
Equity Share Capital (FV=10)	4,500,000
Res & Surplus or Ret Earnings (Eq share prem: 0.00)	105,750
Preference Share capital (Pr. share prem: 0.00)	0
Loan Funds	0
Two Year Term Loan	0
Three Year Term Loan	0
Bonds	0
Total Sources	4,605,750
Fixed Assets	
Assembly Plant (incl Plant under inst)	3,000,000
less Accumulated Depreciation	300,000
Machinery (incl Mach under instal)	1,000,000
less Accumulated Depreciation	100,000
Total Fixed Assets	3,600,000
Investments & Vendor Deposits	0
Current Assets	1,555,750
RM+FG Inv	470,000
Accounts Receivables	0
Cash on Hand	1,085,750
Less Current Liabilities	550,000
Accounts Payables	550,000
Maturing Term Loans	0
Bonds maturing	0
Bank Overdraft	0
Shark Loans	0
Total Net Current Assets	1,005,750
Total Application of Funds	4,605,750

#	AMOUNT	INTRATE	DURATION	ENDS IN	AMOUNT DUE	EQI

Report on the Market submitted by : **Your Corporate Planning Dept**

Forecast of General Economic Environment

Qtr->	0	1	2	3	4
Index (Base)					
GDP	102	104	105	106	109
STK IDX	12900	13000	13500	13650	13750
CPI	100	101	104	105	106
IIP	100	102	104	106	108
PLR (%pa)	10.0	10.0	10.0	10.0	10.0

Actual Or Forecasted Demand for the Domestic Sector; Export, Tenders etc is extra and as given in Gz, emails (in Units)

Product	Qtr->	0	1	2	3	4
MinAqu		0	61,426	69,389	78,386	88,550
ZCal		0	35,450	39,906	44,923	50,573
Juicy		0		41,820	47,140	53,143
Spark		0		5,126	5,786	6,530

Finished Goods	MinAqu	ZCal	Juicy	Spark
Order Enq Recd Dom(units)	6,000	3,000		
Opening Inventory (units)				
Actual Production (units)	6,000	3,000		
Equivalent Capacity Used	6,000	3,000		
Proc from Contract Mfg (units)				
Sale Dom + Export+Var (units)	6,000	3,000		
FG Closing Inventory (units)				
Material Consumed / unit				
Water	9.00	8.00		
Add	1.00	2.00		
Material Consumed (units)				
Water	54,000	24,000		
Add	6,000	6,000		
Packaging Cost/Unit	5.00	10.00	10.00	10.00
Your Direct Cost pu	70.00	90.00		
Avg Ind Selling Price CU	190.00	240.00		
Your Market Share %(units)	10.00	10.00		

Raw Material	Numbers		Value Cu.	
	Water	Add	Water	Add
Opening Inventory				
Fresh Purchases	100,000	30,000	500,000	600,000
Consumption	78,000	12,000	390,000	240,000
Closing Inventory	22,000	18,000	110,000	360,000
WtAvg Proc Price pu	5.00	20.00		
WAvg Cons Price pu	5.00	20.00		

Messages

Sector Update

Issued at the end of Quarter No:

0

Team No:

0

Company Name	Team00	Team01	Team02	Team03	Team04	Team05	Team06	Team07	Team08	Team09
Plant Capacity (for next qtr)	15000	15000	15000	15000	15000	15000	15000	15000	15000	15000
Machine Capacity (for next qtr)	10000	10000	10000	10000	10000	10000	10000	10000	10000	10000
Plant Capacity thru Productivity Gains										
Machine Capacity thru Productivity Gains										
Equity Share Price on Stk Exc	7.53	7.53	7.53	7.53	7.53	7.53	7.53	7.53	7.53	7.53
Winning Criterion (CUMPAT(000)00)	1.057	1.057	1.057	1.057	1.057	1.057	1.057	1.057	1.057	1.057

Key Performance Data (Information Package # 6 - Price Cu.50,000)

Average Packaging Cost	6.67	6.67	6.67	6.67	6.67	6.67	6.67	6.67	6.67	6.67
Net Income Margin	0.0569	0.0569	0.0569	0.0569	0.0569	0.0569	0.0569	0.0569	0.0569	0.0569
Debt to Equity Ratio										
Current Ratio	2.83	2.83	2.83	2.83	2.83	2.83	2.83	2.83	2.83	2.83
Earnings Per Share	0.2350	0.2350	0.2350	0.2350	0.2350	0.2350	0.2350	0.2350	0.2350	0.2350
Return on Equity	0.0230	0.0230	0.0230	0.0230	0.0230	0.0230	0.0230	0.0230	0.0230	0.0230
Return on Investment	0.0205	0.0205	0.0205	0.0205	0.0205	0.0205	0.0205	0.0205	0.0205	0.0205
Collection in Curr Qtr/Sales	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Efficiency and Activity Ratios ((Information Package # 7 - Price Cu.40,000)

Prod Dev /Sales										
S & D & Info Pack Cost/Sales	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Material Cost/Sales	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33
Financial Cost/Sales										
Days Sales Outstanding										
FG Inventory Holding Days										
Sales/Total Assets	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36

Market Share Data (Information Package # 8 - Price Cu.125,000)

MinAqu	Mkt Share % units	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
	Avg Price / Unit	190	190	190	190	190	190	190	190	190
	Sale/Ord Enq	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
ZCal	Mkt Share % units	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
	Avg Price / Unit	240	240	240	240	240	240	240	240	240
	Sale/Ord Enq	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Juicy										
	Avg Price / Unit									
	Sale/Ord Enq									
Spark										
	Avg Price / Unit									
	Sale/Ord Enq									
Market Share (Rs Sales)		0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10

Contract Sales (no charge)

MinAqu	Price Quotation	
	Qty Awarded	
ZCal	Price Quotation	
	Qty Awarded	
Juicy	Price Quotation	
	Qty Awarded	
Spark	Price Quotation	
	Qty Awarded	

Industry Wide Inventory Levels (Information Package # 9

- Price Cu.25,000)

MinAqu		
ZCal		
Juicy	Water	220,000
Spark	Add	180,000

Asset List (no Charge)

Plant #	1
Capacity (units)	15000
Remaining Life (qtrs)	9
Machine #	1
Capacity (units)	10000
Remaining Life (qtrs)	9

Starting Conditions 1 - BVG

Raw Material		
Consumption of Raw Material for one unit of Product	Water	Add
MinAqua	9	1
ZeroCal	8	2
Juicy	6	4
Spark	6	5
Raw Material Cost per unit (Cu.)	5	20
Constraints on Purchase as % increase or decrease over previous quarter	NA	60%
Spot Rates	NA	30
Cash Outflow on the Raw Material Purchases		
in current quarter	50%	50%

Warehousing Costs on Quarter End Inventory of (Cu.)	Cost (Cu.) per unit
Finished Goods (MinAqua, ZeroCal, Juicy, Spark)	6
Raw Material (Water in NIL) , Add	2
Payment Terms in current Quarter	100%

Direct Packaging Cost pu of FG	Cost (cu.)
MinAqua (Base Rate BR)	5 per unit
ZeroCal, Juicy, Spark (2 x BR)	10 per unit
Payment Terms in current Quarter	100%

Production Overheads per qtr Cu.	Cost
Fixed Per Quarter	3,00,000
Payment Terms in current Quarter	100%

Plant & Machine Capacities per quarter	Plant	Machine
Present Capacity per Qtr	15,000	10,000
Life in Quarters	10	10
Cost per unit for adding capacity	200	100
Lead time for Acquiring capacity in Qtrs	1	1
Potential Capacity utilization of Plant & Machine	100%	
Option to disband Plant & Machine at present	N.A	
Payment in current Quarter for capital expenditure	100%	

Starting Conditions 2 - BVG

Marketing Data	
Fixed Branding, Distribution & Marketing Costs per qtr in Cu.	200,000
Dealer Margins, Incentives, Marketing costs per qtr as % of retail sales	5%
Payment terms for the marketing expenditure in current Qtr	100%
Organized Sector share for MinAqua	80%
Organized Sector share for ZeroCal, Juicey & Spark	100%
Collections in Current Quarter for all products	100%

Information Package Costs (Cu.)	
6 Key Performance Ratios	50,000
7 Efficiency and Activity Ratios	40,000
8 Market Share data	125,000
9 Industry wide Inventory Levels	25,000
10 Comparative Abridged Financial Statements	125,000
Payment Terms in current Qtr	100%

Financial Costs and Data	
Maximum Permissible Debt to Equity Ratio	1
Minimum Cash Balance to be maintained at the Quarter end	500,000
Rate of Interest for 3 yr loans are between	13% to 15%
Bank OD interest % p.a. approximately	17% to 19%
Short term rate of interest% on investments approx p.a.	8%
Sharkloan Interest (annual):Number of times CIBOR	4
3 yr term loan processing charges in Cu.	15,000
3 yr term loan foreclosure charges (% on prepayment amount excl EQI)	1%
Maximum Bank OD Limit as % of Total Current Assets at Q0	388,000
Face value of Equity Share	10
Corporate Tax Rate %	25%

CHANAKYA

Business Decision Game

Quarter No.

TRIAL

1

Submission @

BVG - HEALTH & WELLNESS INDUSTRY

Decisions	Name of Finished Products	
	MinAqua	ZeroCal
Total Production including Contract if any		
Domestic Selling Price (Cu)		

Fresh Purchase of Water (Units)	
Fresh Purchase of Add (Units)	

CEO's Signature _____