Business Plan

& Valuation Presentation

Contents

OUR
VISION & MISSION

Our Mission

Industrious exists to redefine flexible work by delivering hospitality-grade design, quiet and productive environments, and a service-centric experience within premium spaces. Through trusted landlord partnerships and end-to-end operating excellence, it enables professionals and growing companies to focus on their work, culture, and growth—without the burdens of traditional real estate. The organization continually elevates the workplace standard, drives smoother occupancy for owners, and creates measurable value through consistent, high-quality experiences that people choose and rely on every day.

Our Vision

Industrious aspires to become the global standard for premium flexible work and building operating solutions, where every workspace feels like a high-end hospitality environment and every interaction reinforces trusted partnerships. In twenty years, it aims to set the benchmark for occupancy quality, service excellence, and seamless integration with property owners, shaping a world where flexible work is the default, accessible, and transformative foundation for businesses of all sizes.

Summary Financials Dashboard

Key performance indicators
(Base Scenario Y3)

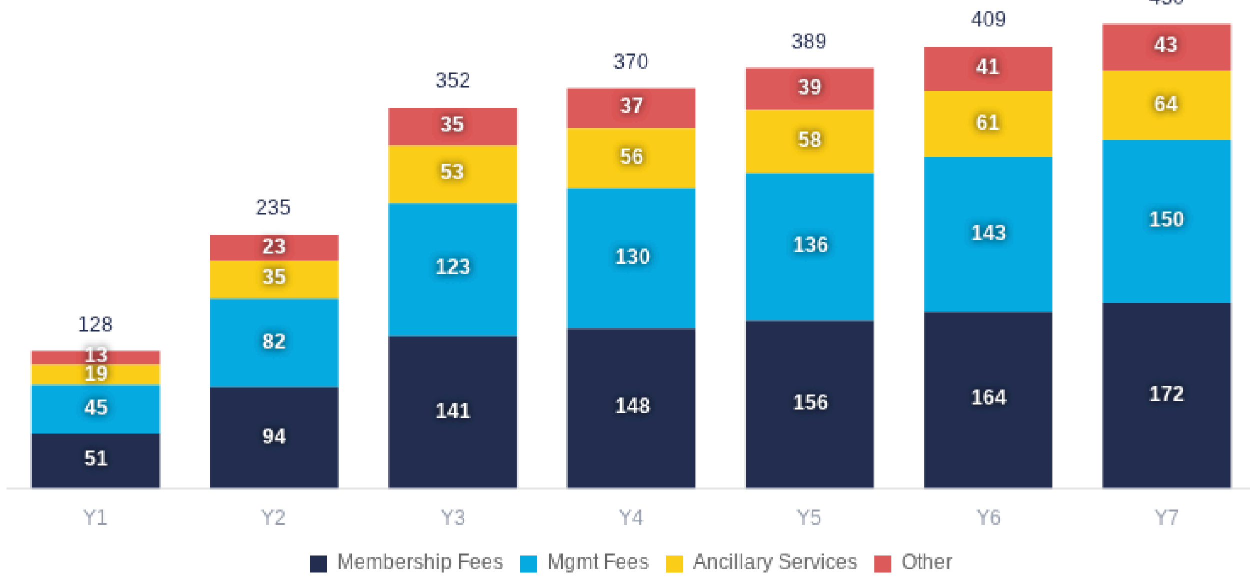
$ 352k
Revenue

$ 250k
Gross Profit

$ 201k
EBITDA

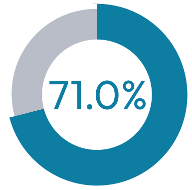
0.00%
Target Market Share

Projected Revenue (thnd USD)

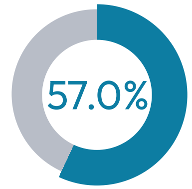


Margins
(Stabilized by Y3)

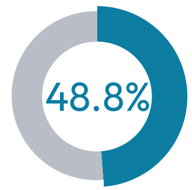
GP Margin



EBITDA Margin



PbT Margin



Project Phases

Phase 1: Foundational

Phase 2: Core Expansion &

Phase 3: New Profit Streams

Phase 4: Long-Term, High-

Funding round is aimed to accelerate the development of Phases and create core infrastructure for operations.

Investment will be used to finance CAPEX, WC buffers, etc.

Investment $ 227k

Y1 CAPEX $ 219k

WC $ 26k

About the Company: General Overview

General Overview

Industrious is a premium flexible workplace operator that began in 2012 in New York, founded by Jamie Hodari and Justin Stewart. The company emerged from a desire to elevate the shared workspace experience beyond the noise and churn of early models, targeting professionals and growing companies willing to invest in hospitality-grade design, quiet work floors, and a service layer with hotel-like standards. Industrious distinguishes itself through a high-touch, guest-centric approach, delivering thoughtfully designed environments, community programming, and reliable operational excellence. Its asset-light model emphasizes partnerships with landlords, operating workplace floors on behalf of building owners rather than bearing direct lease risk, which supports scalable expansion and diversified locations. Over time, Industrious built a reputation for consistent quality, strong service metrics, and a brand promise centered on productivity and comfort within premium spaces. The company's strategic trajectory has included capital and ownership transitions, culminating in notable investment activity and an integrated positioning within the broader real estate ecosystem. This evolution aligns Industrious with shifts toward flexible, service-enabled workplaces as a core component of modern real estate portfolios and enterprise real estate strategies.

The Main Phases: Projects & Impacts

01 Phase 1: Foundational Offering

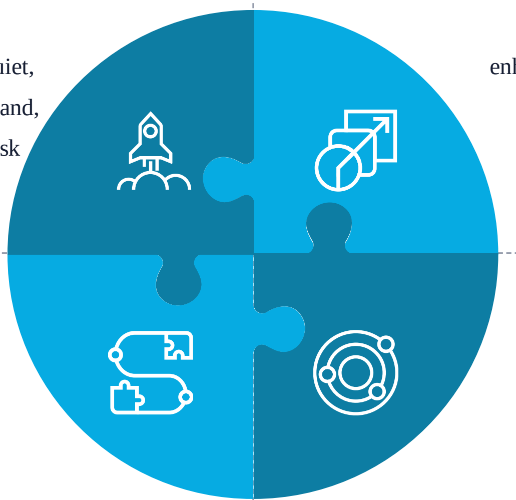
Phase I.

Industrious launches as a hospitality-grade flexible workspace, establishing a premium, landlord-partnered platform that delivers quiet, bundled services and design-forward environments. It validates demand, scales through strategic partnerships, and minimizes balance-sheet risk while proving the model's differentiating experience.

02 Phase 2: Core Expansion & Defense

Phase II

The firm expands core offerings, broadening locations and tenancy options, enhancing service layers and occupancy metrics to defend market share. It pursues scale with hotel-grade service, aiming for steady growth though long-term momentum may plateau without further diversification.



Phase 3: New Profit Streams 03

Phase III

Industrious explores adjacent profit streams—landlord platform enhancements, end-to-end building operations, and data-driven services—to monetize ecosystem advantages beyond conventional leasing, creating new revenue per location.

Phase 4: Long-Term, High-Impact Bets 04

Phase IV.

The strategy pivots toward high-risk, high-reward bets—global platform expansion, broader real estate solutions, and speculative ventures in adjacent tech-enabled real estate services—holding potential for transformative, long-horizon growth.

Product Impact on Core Stakeholders

Main Stakeholder	Product Benefits
Landlords / Building Owners	Partnerships with property owners who host Industrious spaces, benefiting from reliable occupancy, premium services, and revenue-sharing opportunities.
Tenants / Members	Professionals and companies using Industrious spaces for productive, hospitality-grade experiences with access to premium amenities and flexible terms.
Investors & Financial Partners	Capital providers and lenders seeking growth, stable cash flows, and portfolio diversification through a scalable, partnership-driven model.
CBRE & Global Platform Stakeholders	Strategic integration with CBRE's Building Operations & Experience segment to scale the platform globally and leverage synergies across real estate services.
Employees & Management Team	Team members benefiting from a growth-oriented organization, clear career paths, and exposure to hospitality-grade service standards and operations.
Local Communities & Regulators	Communities hosting Industrious locations and regulators overseeing real estate operations, safety, and impact on local economy and urban development.
Technology & Data Partners	Vendors and partners supplying software, data analytics, and connected services to enhance operations, efficiency, and member experience.

Sources: Company's Proprietary Assessment

Key Performance Components

Competitive Advantage

Premium Hospitality-Grade Design

Industrious delivers high-end, quiet, hotel-like environments that differentiate from traditional coworking. The focus on aesthetics, acoustics, and guest-level service creates a superior experience that attracts premium tenants and justifies higher pricing.

Landlord Partnership Model

Operating floors on behalf of building owners reduces balance-sheet risk for investors while expanding scalable footprints. This asset-light approach accelerates growth through strategic landlord relationships and shared revenue streams.

End-to-End Building Experience

Leveraging CBRE integration, Industrious offers comprehensive operations and services beyond space provision. The platform enables seamless occupancy, facilities, and experience management at scale for global tenants.

Marketing and Growth Strategy

Position Industrious as the premium, hospitality-like workspace. Emphasize quiet floors, design-led environments, and superior service to command higher occupancy, longer leases, and landlord partnerships as CBRE-backed scale accelerates global reach.

Leverage CBRE integration to expand campus-style portfolios. Build co-branding opportunities with building owners, streamline operators on behalf of owners, and accelerate occupancy across strategic markets.

Scale the Industrious experience into a global platform under CBRE's Building Operations & Experience, standardizing service, design, and operations to attract multinational tenants seeking premium flexible space.

Target Groups

	Industries	Description
I	Small to mid-sized professional services firms	Professional services teams (law, consulting, accounting) seeking premium, distraction-free spaces with hospitality-grade service and scalable, landlord-partnered spaces.
II	Technology startups and scale-ups	Growth-focused tech companies needing flexible, high-quality workspaces with reliable service layers to support rapid hiring and collaboration.
III	Creative and design-forward companies	Firms in media, design, architecture, and creative industries looking for quiet floors, premium interiors, and a brand-aligned environment.
IV	Enterprise and corporate real estate teams	In-house real estate and facilities teams seeking scalable, service-forward workplace solutions managed in partnership with landlords.
V	Landlords and real estate developers	Property owners seeking premium, low-risk occupancy, asset performance uplift, and a hospitality-grade operational model through Industrious partnerships.
VI	Hybrid and distributed teams	Organizations adopting flexible-first strategies needing multiple locations with consistent service quality and experience across sites.
VII	Global firms expanding internationally	Multinational companies requiring consistent, premium flexible workspace options as they enter new markets through a trusted, scalable platform.

Sources: Company's Proprietary Assessment

Painpoints & Solutions

Solution from Phase I to Phase IV

	Painpoints	Solution
1	**Fragmented, Inconsistent Guest Experience** Prospects struggle with inconsistent quality across flexible-workspaces, including noise management, service gaps, and design variability that erodes perceived value.	Implement a standardized hospitality-grade service layer and design-forward environments across partner buildings to deliver a consistent, premium experience.
2	**Balancing Balance-Sheet Risk with Growth** Operators face pressure to scale without taking on large lease commitments or material balance-sheet risk.	Leverage landlord-partnered models and managed occupancy structures to validate demand while minimizing balance-sheet exposure.
3	**Limited Access to Prime Locations** High-quality, well-located flexible-work options are scarce, hindering growth and premium positioning.	Expand through strategic landlord partnerships to secure premium floors and design-forward spaces in sought-after districts.
4	**Defending Market Share Amid Competition** As offerings proliferate, retaining tenants becomes harder without expanding services and occupancy metrics.	Enhance core offerings with hotel-grade service, broader tenancy options, and data-driven occupancy optimization to defend share.
5	**Service Layer Complexity across Locations** Managing a uniform service experience across diverse properties is operationally challenging and costly.	Standardize operating protocols and centralized vendor management to deliver uniform, high-quality services at scale.
6	**Inefficient Revenue Per Location** Limited monetization beyond basic leasing caps potential growth and profitability per site.	Introduce value-added services and data-driven offerings (e.g., occupancy analytics, operational efficiencies) to lift revenue per location.
7	**Reliance on Lease Risk Shifts** Heavy reliance on leasing risk can constrain speed to scale and flexibility in economic downturns.	Strengthen landlord-partnered operating model and explore end-to-end building operations to diversify revenue streams beyond traditional leasing.

Strategic Analysis: SWOT

Strength	Premium brand with hospitality-grade design and quiet, service-oriented experiences that command premium rents and high tenant satisfaction.
Weaknesses	Dependency on landlord partnerships limits control over portfolio mix and balance sheet risk exposure to occupancy cycles.
Opportunities	Scale via CBRE-backed platform, expanding globally with standardized operations and end-to-end building solutions for landlords and tenants.
Threats	Macro real estate cycles and competitive coworking pricing pressure from new entrants and alternative flexible workspace models.

Sources: Company's Proprietary Assessment

Pestel: Analysis

P	E	S	T	E	L
Political 7 / 10	Economic 8 / 10	Social 7 / 10	Technological 8 / 10	Environmental 6 / 10	Legal 7 / 10
Regulatory Environment: Zoning, permits, and lease-related regulations affecting flexible space operators.	Market Demand: High-end flexible workspace demand from corporates and professionals; sensitivity to enterprise IT and travel trends.	Workplace Trends: Shift toward hybrid work, amenity-driven spaces, and hospitality-like experiences.	Building Tech: IoT, access control, and facility management tech enhancing operational efficiency.	Sustainability: Energy efficiency, green certifications, and ESG reporting for tenants.	Lease &Contract Law: Partnerships with landlords governed by master lease and service agreements.
Urban Development Policy: Government incentives or restrictions on commercial real estate and mixed-use developments.	Interest Rates & Financing: Cost of debt and cap rates impacting leasing partnerships and landlord economics.	Employee Wellbeing: Demand for quiet floors, service quality, and community as a differentiator.	Data Analytics: Leveraging usage data for optimization and tenant personalization.	Climate Resilience: Physical risks to properties; resilience of portfolio to climate events.	Data Privacy: Compliance with tenant data and workplace privacy regulations; evolving policies.

Industrious operates in a high-value, hospitality-oriented real estate niche; regulatory clarity, favorable financing, and tech-enabled operations will drive scalable growth within the flexible workspace model.

Scores reflect the relative importance and potential impact of each PESTEL factor on the business

VRIO Framework: Analysis

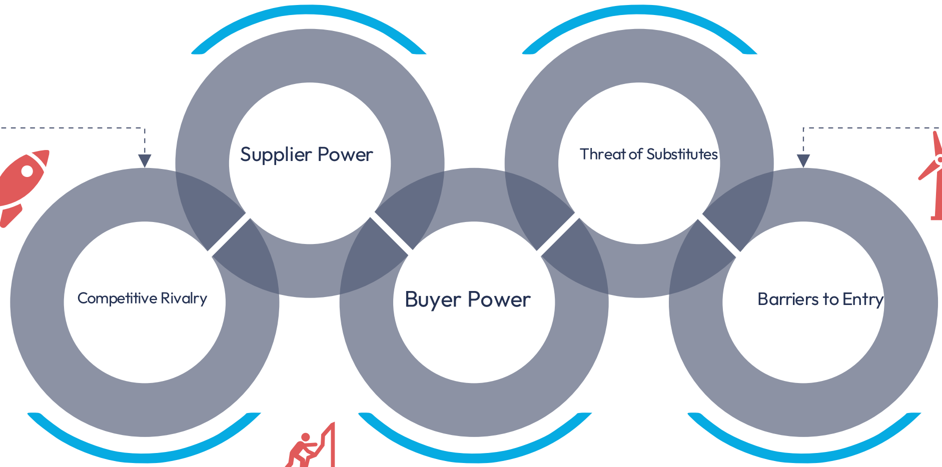
Value (V)	Rarity (R)	Imitability (I)	Organization (O)	
Does the resource or capability enable the firm to exploit an opportunity or neutralize a threat in the environment?	Is the resource or capability controlled by only a few firms or no other firms?	Is the resource or capability costly for other firms to imitate?	Is the firm organized to exploit the resource or capability?	
Provides premium, hospitality-grade flexible spaces and end-to-end operating capability, enabling landlords and tenants to capture demand for high-quality, service-oriented workplaces.	Access to a globally scalable, asset-light model via landlord partnerships and strong brand in premiumflex space is relatively rare.	Hospitality-grade design, service layers, and landlord-partnership network require significant sunk costs and time, creating high imitation barriers.	CBRE acquisition and leadership integration likely enhance the ability to exploit the resource; however, cultural and operating model alignment across entities matters.	Industrious, now part of CBRE, exhibits valuable, relatively rare capabilities with moderate to high imitability barriers; organizational alignment will determine sustained competitive advantage in scalable flexible workspace.
Yes	Yes	Yes	Yes	Sustainable Com petitive Advantag e
No	No	No	No	
Competitive Disa dvantage	Competitive Parit y	Temporary Comp etitive Advantage	Unused Competit ive Advantage	

Porter’s Five Forces: Analysis

Moderate; landlords and property owners control space, but Industrious partners with many operators.

Moderate; traditional offices, in-house facilities, and other flexible models compete.

High number of flexible workspace providers and hotel-like operators.



Low to Moderate; capital access and brand matter, but platform partnerships reduce risk for new entrants.

Moderate to High; corporate clients and landlords demand value, occupancy efficiency, and reliability.

Industrious operates in a competitive, asset-light market with strong brand and landlord partnerships; focus on differentiation and scalable operations to sustain advantage.

High
Moderate
Low

Management Team

Overview

Overview

Overview

Overview

History & Roadmap

Stage 6: Global end-to-end solution

Position Industrious as CBRE's flagship flexible workplace platform

Stage 4: Scale across markets

Extend floor-by-floor operating model to new cities

Stage 2: Expand portfolio partnerships

Onboard key landlords into the Industrious operating platform globally

Jun 2028

Jan 2028

Sep 2027

Mar 2027

Nov 2026

Jul 2026

Stage 5: Digital platform and data

Launch data-driven space optimization and member experience apps

Stage 3: Enhance hospitality-grade service

Roll out premium service layer and hotel-like guest programs

Stage 1: Stabilize and integrate with CBRE

CBRE completes integration, aligns Industr ious operations with BOE standards

Current Status .

Draft roadmap prepared for stakeholder alignment with CBRE integration underway

Organizational and Marketing Tasks

#	Check List Item	Status	Priority	Area	ETA
General Planning and Organization					
1	Define corporate vision, mission, and core values	Not Started	High	CEO	1 month
2	Establish legal entity structure and governance framework	Not Started	High	CFO	1 month
3	Develop initial business plan, financial model, and top-line targets	Not Started	High	CFO	1 month
4	Create go-to-market strategy for Phase 1 offering	Not Started	High	CMO	2 months
5	Define technology & product strategy alignment with Phase 1	Not Started	Medium	CIO	2 months
6	Set up core operating model and partner ecosystem framework	Not Started	Medium	COO	2 months
7	Establish key performance indicators (KPIs) and reporting cadence	Not Started	Medium	CFO	1 month
8	Risk management and compliance initial plan	Not Started	Low	CLO	3 months
Marketing					
1	Define branding architecture for Industrious CBRE integration (brand, sub-branding, messaging, visual identity)	Not Started	High	CMO	1 month
2	Develop go-to-market (GTM) plan for Phase 1 offerings with landlord-partner focus and hospitality-grade positioning	Not Started	High	CMO	1 month
3	Create landlord-partner recruitment collateral and co-branding guidelines	Not Started	High	CBO	2 months
4	Launch digital marketing playbook targeting enterprise tenants and growth-stage firms	Not Started	Medium	CRO	2 months
5	Develop content strategy and thought leadership around hospitality-grade flexible space and operator model	Not Started	Medium	CMO	3 months
6	Partnership marketing plan with key landlords and property management partners	Not Started	High	CSO	2 months
7	Investor and stakeholder communications kit highlighting Phase 1 value proposition and risk profile	Not Started	Low	CFO	3 months

Overview of Phases

#	Check List Item	Status	Priority	Area	ETA
Phase 1 & Technical Set Up for next Phases					
1	Define target landlord-partner profile and value proposition	Not Started	High	CPO	M06 2026
2	Establish hospitality-grade service standards and bundled offerings	Not Started	High	CPO	M07 2026
3	Design initial premium workspace concept and design-forward environment	Not Started	High	CTO	M07 2026
4	Develop landlord-partner operating model and risk-sharing framework	Not Started	High	CFO	M08 2026
5	Create go-to-market plan with partner recruitment milestones	Not Started	Medium	CMO	M09 2026
6	Build initial technology backbone for platform (booking, service delivery, analytics)	Not Started	High	CIO	M06 2026
7	Define financial model and initial cap table assumptions for partner-led growth	Not Started	High	CFO	M06 2026
8	Set up governance and executive cadence for Phase 1 execution	Not Started	Medium	CEO	M06 2026
Phase 2					
1	Expand location footprint: identify and secure new city/market targets with high demand for premium flexible workspace	Not Started	High	CFO	M09 2026
2	Enhance hotel-grade service layer: standardize operations, service training, and guest experience programs across all locations	Not Started	High	COO	M07 2026
3	Tenant mix optimization and pricing strategy: develop tiered memberships and bundled services to improve occupancy and ARPU	Not Started	High	CFO	M08 2026
4	Partnerships with landlords: formalize landlord-partnered operating agreements and KPI dashboards	Not Started	Medium	CPO	M09 2026
5	Facilities and operations scalability: implement centralized procurement and vendor management to drive cost efficiency	Not Started	Medium	CFO	M10 2026

Overview of Phases

#	Check List Item	Status	Priority	Area	ETA
Phase 3					
1	Develop landlord platform enhancements roadmap and API exposure	Not Started	High	CIO	Q3 2026
2	Define end-to-end building operations service playbook and standard operating procedures	Not Started	High	COO	Q4 2026
3	Launch data-driven services pilot (occupancy, utilization, and guest insights) across initial locations	Not Started	High	CIO	M06 2027
4	Create monetization model for ecosystem revenue per location (revenue sharing, licensing, and platform fees)	Not Started	Medium	CFO	Q1 2027
5	Build landlord-onboarding and partner-management toolkit (vendor portal, SLAs, and compliance checks)	Not Started	Medium	CPO	Q4 2026
6	Develop data governance and privacy framework for data-driven services	Not Started	High	CIO	M07 2027
7	Pilot end-to-end building operations outsourcing with select properties	Not Started	Medium	COO	M12 2027
8	Scale data infrastructure for multi-location operations (cloud, analytics, security)	Not Started	High	CTO	Q2 2028
Phase 4					
1	Phase 4 Task 1: Define Global Platform Expansion Blueprint	Not Started	High	CEO	Q3 2026
2	Phase 4 Task 2: Identify and Validate Adjacent Real Estate Service Bets	Not Started	High	CPO	Q4 2026
3	Phase 4 Task 3: Establish Global Platform Governance and Compliance Framework	Not Started	Medium	CLO	Q1 2027
4	Phase 4 Task 4: Build Strategic Partnerships for Global Scale	Not Started	High	CSO	Q2 2027
5	Phase 4 Task 5: Develop End-to-End Real Estate Services Roadmap	Not Started	Medium	CPO	Q3 2027
6	Phase 4 Task 6: Create Global Platform Architecture & Data Strategy	Not Started	High	CIO	Q4 2027
7	Phase 4 Task 7: Secure Capital & Financing Framework for Global Rollout	Not Started	High	CFO	Q1 2028
8	Phase 4 Task 8: Pilot First Global Market Entry and Learnings	Not Started	Medium	CEO	Q2 2028

Core Risks & Mitigation Strategies

1. Operation and maintenance risks

#	Risk Type	Area	Mitigation Strategy
1	Reliance on landlord-partnered model sensitivity	COO	Diversify supply through multiple markets and owner-types; establish standard partnership playbooks.
2	Service delivery consistency and quality control across locations	CPO	Implement centralized training, standardized SOPs, and regular QA audits.
3	Technology and platform reliability	CTO	Sustain robust IT operations, incident response, and redundancy planning.
4	Supply chain and vendor risk	CFO	Maintain multi-vendor strategies and second-source arrangements; vendor risk reviews.
5	Capital efficiency and burn rate at scale	CFO	Tighten capex controls, phased expansions, and monetization of assets.

2. Regulatory and legal risks

#	Risk Type	Area	Mitigation Strategy
1	License and permitting compliance failures	CFO	Map all jurisdictions; maintain proactive license renewals; establish a regulatory liaison.
2	Lease-ownership and governing law conflicts	CLO	Standardize contract templates; engage top-tier real estate counsel.
3	Data privacy and employee data protection	CIO	Implement robust data governance and DPIAs; appoint a DPO.
4	Workplace safety and accessibility regulations	CRO	Establish company-wide safety programs; routine audits across properties.
5	Antitrust and competition concerns	CFO	Maintain independent pricing signals; document competitive practices.

Sources: Company's Proprietary Assessment

Core Risks & Mitigation Strategies

3. Strategic/Market Risk

#	Risk Type	Area	Mitigation Strategy
1	Market adoption risk if premium model falters	CCO	Differentiate with ongoing service innovation and measurable ROI
2	Dependence on landlord partnerships	CPO	Diversify partnerships and self-ownership options where feasible
3	Execution risk in phase transitions	CTO	Maintain a phased roadmap with clear milestones and pilots
4	Competitive intensity from global players	CMO	Leverage data, brand, and bespoke hospitality to defend premium segment
5	Macro real estate cycle risk	CFO	Scenario planning and flexible tenancy options to weather cycles

4. Finance risk

#	Risk Type	Area	Mitigation Strategy
1	Cash flow volatility	CFO	Secure multi-year occupancy commitments and diversify revenue streams.
2	Funding runway risk	CFO	Establish staged funding milestones and maintain liquidity buffers.
3	Debt and financing costs	CFO	Lock in favorable terms with fixed or hedged debt where possible.
4	Valuation and exit risk	CFO	Diversify funding sources and maintain independent valuation controls.
5	Dependency on landlords/partners	CEO	Strengthen partner incentives and diversify landlord relationships.

5. Other general risks

#	Risk Type	Area	Mitigation Strategy
1	Macroeconomic sensitivity to office demand	CFO	Diversify tenant mix; maintain flexible cost base and cash reserves.
2	Brand dilution with rapid expansion	CIO	Maintain strict service standards and phased growth milestones.
3	Dependence on landlord partnerships	CFO	Strengthen alternative partnership models and long-term SLAs.
4	Technology integration risk	CTO	Invest in scalable architecture and robust vendor governance.
5	Competition from new entrants	CMO	Differentiate via hospitality-grade service and ecosystem partnerships.

Sources: Company's Proprietary Assessment

Market Overview (TAM, SAM and SOM)

Target Available Market (TAM)	Commercial Leasin g Subindustry	$ 255,000,000k	Source: TAM is based on third party market estimation provided by IBIS World. CAGR is based on open source web research. Expected CAGR for industry is 5.10%
Service Available Market (SAM)	0.25%	Industrious' premium, landlord-partnered model targets a small, high-quality slice of office leasing. A conservative SAM is about 0.25% of the US office TAM (roughly tens of billions of dollars), reflecting enrollment of mid-market and enterprise-adjacent tenants seeking hospitality-grade spaces and services. Constraints include competition, cyclical office...	
Service Obtainable Market Y1-Y3 (SOM)	Year 1 0.02000% Year 2 0.03500% Year 3 0.05000%	Given Industrious' premium hospitality-led positioning and landlord-partnered model, the accessible SAM for SMEs is relatively concentrated and fragmented, with a few large operators dominating but room for niche growth. The company's capital base (approx. 0.227k USDk) relative to a modest SAM implies a very small initial takedown. Early market..	

Funding Allocation

The funding will be used to finance the CAPEX and cash deficit from Year 1 operations, aiming to expedite the development process. In subsequent years the company plans to sustain operations without requiring major additional capital injection.
Table below presents the overview of expected inflows and outflows.

The total investment required is $ 227k

Y1 Cash Flow Stream (thnd USD)	Inflows	Outlows
Gross Profit	91	
Payroll Expenses		8
Marketing and Branding		3
Rent & Utilities		1
Communication Expenses		1
CAPEX		219
Office supplies		1
Legal and Professional Fees		1
Training and Development		1
Other Miscellaneous		1
Representation and Entert.		0
CAPEX & WC shortage Y1		147
Buffer		80
Total Required Investment (thnd USD)		227

Payroll Expenses
3.22%

Marketing and Branding
1.07%

Rent & Utilities
0.54%

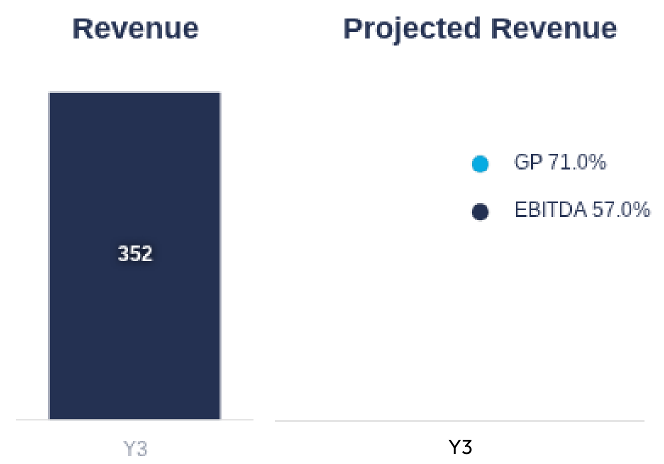
Communication Expenses
0.54%

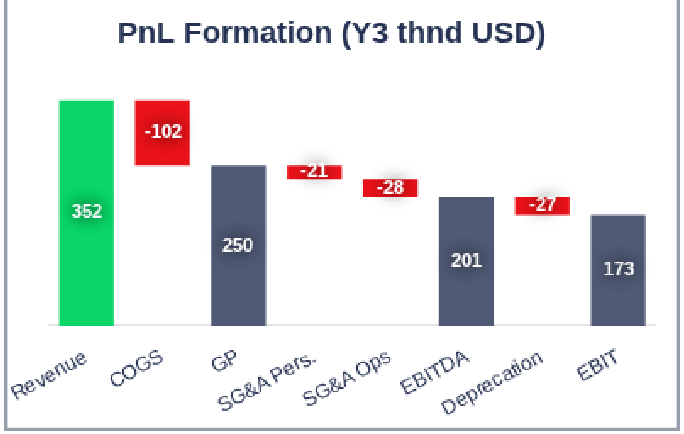
CAPEX
92.48%

Other
2.15%

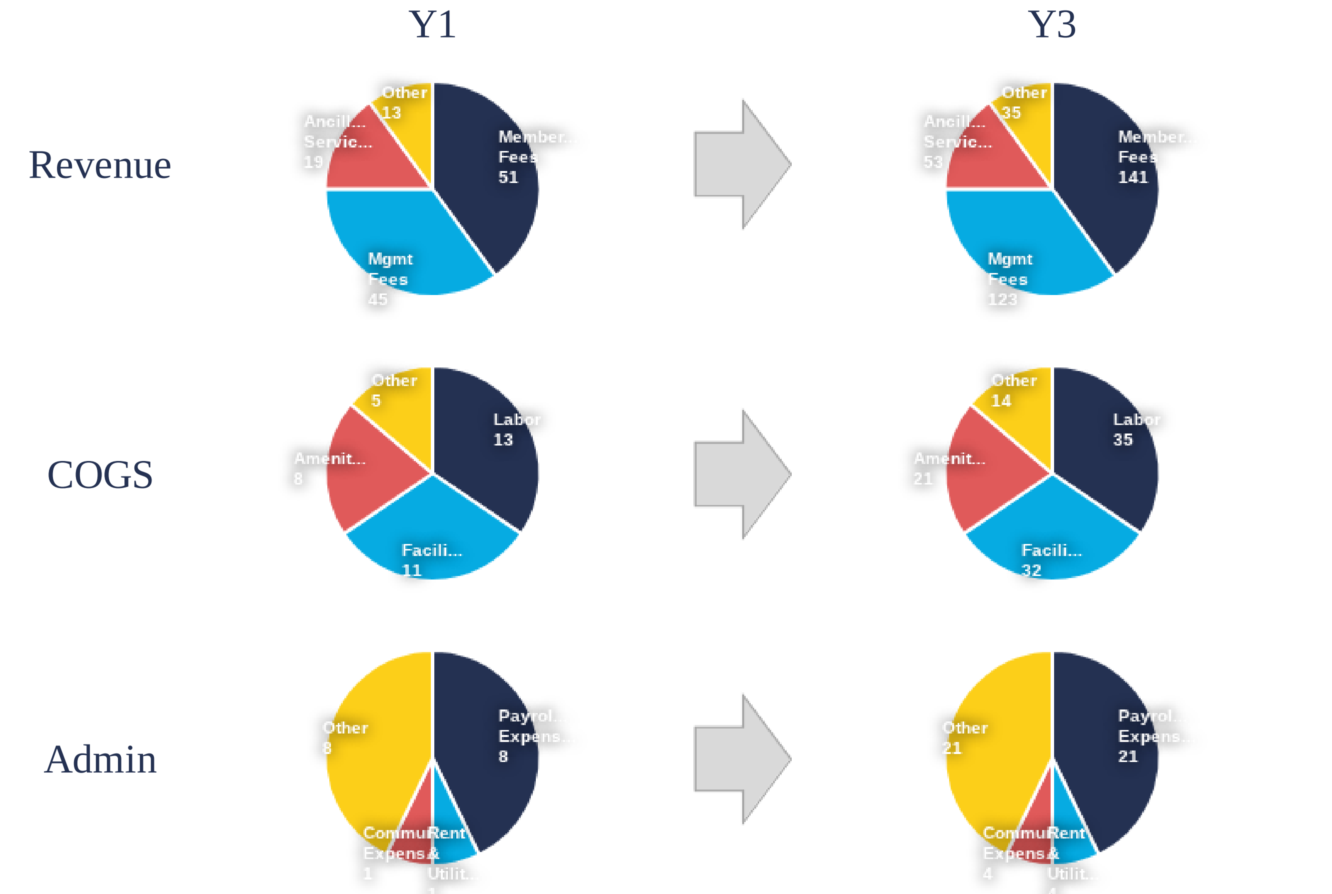
Financials Dashboard

Y3 PL formation and Margins





Business Line Breakdown (thnd USD)

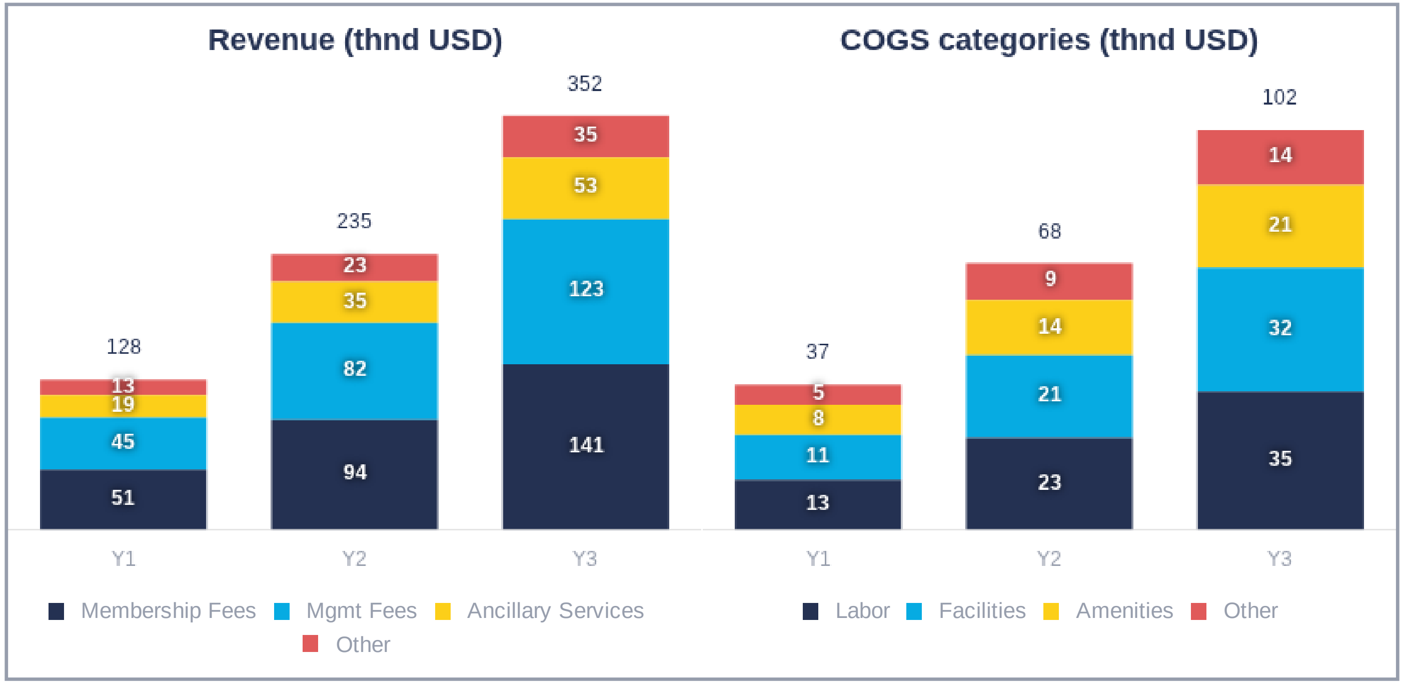


Revenue Formation Narrative

Industrious operates in the premium, landlord-partnered segment of the Lessors of Real Estate industry, targeting a high-quality slice of office leasing where hospitality-grade design and service underpin higher tenant willingness to pay. The total addressable market is 255,000,000k USD, with a realistically addressable segment (SAM) of 0. Our serviceable opportunity is further refined by a line-up of four revenue streams that together generate our Year 1–3 revenue trajectory: Membership Fees, Mgmt Fees, Ancillary Services and Other contributing 40%, 35%, 15%, and 10% respectively of total revenue. Based on the provided SOM percentages, we project a market share of 0 in Year 1, expanding to 0 in Year 2 and 0 in Year 3, yielding revenue growth from 127.5k USD in Year 1 to 234.504k USD in Year 2 and 352.092k USD in Year 3. The four lines of business map to revenue composition with names and shares as follows: Membership Fees at 40, Mgmt Fees at 35, Ancillary Services at 15 and Other at 10. The company's capital base is 227k USD, enabling focused partnerships and selective SME unit expansion to capture steady, recurring revenue as occupancy and credibility mature. In this market, we expect gradual share gains and cross-leasing opportunities rather than abrupt scale, aligning with the long-horizon value of Industrious' premium model and CBRE-backed platform strategy.

$ 352k Y3 Projected Revenue

0.00% Market Share



Revenue Calculation Details

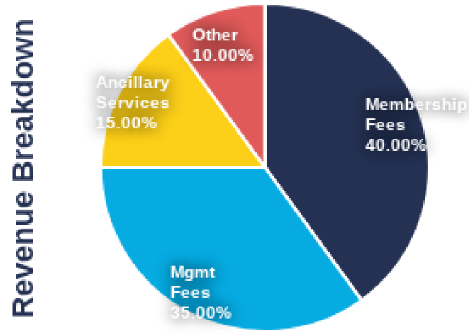
Revenue Formation	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Membership Fees	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*	*40.00%*
Mgmt Fees	*35.00%*	*35.00%*	*35.00%*	*35.00%*	*35.00%*	*35.00%*	*35.00%*	*35.00%*	*35.00%*	*35.00%*	*35.00%*	*35.00%*	*35.00%*	*35.00%*	*35.00%*
Ancillary Services	*15.00%*	*15.00%*	*15.00%*	*15.00%*	*15.00%*	*15.00%*	*15.00%*	*15.00%*	*15.00%*	*15.00%*	*15.00%*	*15.00%*	*15.00%*	*15.00%*	*15.00%*
Other	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*
Membership Fees	3	3	3	4	4	4	5	5	5	5	5	5	51	94	141
Mgmt Fees	3	3	3	3	3	3	4	4	4	5	5	5	45	82	123
Ancillary Services	1	1	1	1	1	1	2	2	2	2	2	2	19	35	53
Other	1	1	1	1	1	1	1	1	1	1	1	1	13	23	35
Total Revenue (thnd USD)	8	8	8	10	10	10	12	12	12	13	13	13	128	235	352

Total revenue is expected to reach $ 352k by year 3.

Main revenue driver are:

- Membership Fees which generates $ 141k by Year 3
- Mgmt Fees which generates $ 123k by Year 3

Expected CAGR for total Revenue in Y1-Y3 is 66.18 %



COGS Calculation Details

COGS Formation	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Labor	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*	*10.00%*
Facilities	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*	*9.00%*
Amenities	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*
Other	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*	*4.00%*
Labor	1	1	1	1	1	1	1	1	1	1	1	1	13	23	35
Facilities	1	1	1	1	1	1	1	1	1	1	1	1	11	21	32
Amenities	0	0	0	1	1	1	1	1	1	1	1	1	8	14	21
Other	0	0	0	0	0	0	0	0	0	1	1	1	5	9	14
Total COGS (thnd USD)	2	2	2	3	3	3	3	3	3	4	4	4	37	68	102

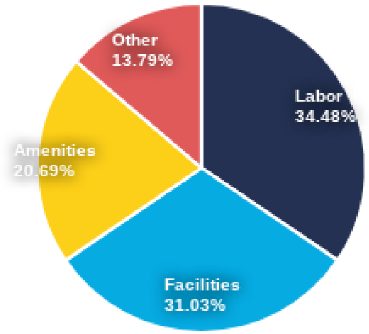
Total COGS is expected to reach '$ 102k by year 3.

Main revenue driver are:

- Labor which generates $ 35k by Year 3
- Facilities which generates $ 32k by Year 3

Expected CAGR for total COGS in Y1-Y3 is 66.18 %

COGS Breakdown



SG&A Calculation Details

OPEX Formation	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Payroll Expenses	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*	*6.00%*
Rent & Utilities	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*
Communication Expenses	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*
Office supplies	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*
Legal and Professional Fees	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*
Marketing and Branding	*2.00%*	*2.00%*	*2.00%*	*2.00%*	*2.00%*	*2.00%*	*2.00%*	*2.00%*	*2.00%*	*2.00%*	*2.00%*	*2.00%*	*2.00%*	*2.00%*	*2.00%*
Representation and Entertainment	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*
Training and Development	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*
Other Miscellaneous	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*	*1.00%*

Payroll Expenses	0	0	0	1	1	1	1	1	1	1	1	1	8	14	21
Rent & Utilities	0	0	0	0	0	0	0	0	0	0	0	0	1	2	4
Communication Expenses	0	0	0	0	0	0	0	0	0	0	0	0	1	2	4
Office supplies	0	0	0	0	0	0	0	0	0	0	0	0	1	2	4
Legal and Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0	1	2	4
Marketing and Branding	0	0	0	0	0	0	0	0	0	0	0	0	3	5	7
Representation and Entertainment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Training and Development	0	0	0	0	0	0	0	0	0	0	0	0	1	2	4
Other Miscellaneous	0	0	0	0	0	0	0	0	0	0	0	0	1	2	4
Total SG&A (thnd USD)	1	1	1	1	1	1	2	2	2	2	2	2	18	33	49

PaT Expectations

Income Statement (thnd USD)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Revenue	**8**	**8**	**8**	**10**	**10**	**10**	**12**	**12**	**12**	**13**	**13**	**13**	**128**	**235**	**352**
Membership Fees	3	3	3	4	4	4	5	5	5	5	5	5	51	94	141
Mgmt Fees	3	3	3	3	3	3	4	4	4	5	5	5	45	82	123
Ancillary Services	1	1	1	1	1	1	2	2	2	2	2	2	19	35	53
Other	1	1	1	1	1	1	1	1	1	1	1	1	13	23	35
COGS	**-2**	**-2**	**-2**	**-3**	**-3**	**-3**	**-3**	**-3**	**-3**	**-4**	**-4**	**-4**	**-37**	**-68**	**-102**
Labor	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-13	-23	-35
Facilities	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-11	-21	-32
Amenities	-0	-0	-0	-1	-1	-1	-1	-1	-1	-1	-1	-1	-8	-14	-21
Other	-0	-0	-0	-0	-0	-0	-0	-0	-0	-1	-1	-1	-5	-9	-14
Gross Profit	6	6	6	7	7	7	8	8	8	9	9	9	91	166	250
SG&A Personal Expenses	-0	-0	-0	-1	-1	-1	-1	-1	-1	-1	-1	-1	-8	-14	-21
SG&A Operating Expenses	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-10	-19	-28
EBITDA	5	5	5	5	5	5	7	7	7	8	8	8	73	134	201
Depreciation	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-2	-27	-27	-27
EBIT	2	2	2	3	3	3	4	4	4	5	5	5	45	106	173
Interest Expense	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-1	-1	-1
Profit before Tax	2	2	2	3	3	3	4	4	4	5	5	5	44	105	172
Tax	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-11	-27	-45
Profit after Tax (thnd USD)	2	2	2	2	2	2	3	3	3	4	4	4	32	78	127

Sources: Company's Proprietary Planning

Balance Sheet Statement

Balance Sheet (thnd USD)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Cash & Cash Equivalents	20	25	29	33	38	43	47	54	60	66	73	80	80	188	343
Accounts Receivable	8	8	8	10	10	10	12	12	12	13	13	13	13	24	37
Inventory	2	2	3	3	3	3	3	3	4	4	4	4	4	6	11
Prepaid Expenses	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1
Deferred Tax Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Current Assets	31	35	40	45	51	56	63	69	76	83	91	98	98	220	392
Leasehold improvements and fit-out for leased spaces	139	138	137	135	134	133	132	131	130	128	127	126	126	112	98
Furniture, fixtures and equipment (FF&E)	42	41	41	40	40	39	39	38	38	37	37	36	36	30	24
Technology, property management systems and security	31	31	30	30	29	29	28	28	27	27	26	26	26	19	13
Branding, design, training and soft infrastructure	5	5	5	5	5	5	5	5	5	5	4	4	4	3	2
Non-Current Assets	217	215	213	210	208	206	203	201	199	197	194	192	192	164	137
Total Assets	248	250	252	256	259	262	266	270	274	280	285	290	290	384	529
Accounts Payable	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1
Short-Term Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Interest Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Deferred Tax Liabilities	1	1	2	2	3	4	5	6	7	9	10	11	11	27	45
Current Liabilities	1	2	2	3	4	5	6	7	8	9	11	12	12	28	46
Loans and Other Borrowings	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19
Non-Current Liabilities	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19
Total Liabilities	20	20	21	21	22	23	24	25	26	28	29	31	31	47	65
Paid-In Capital	227	227	227	227	227	227	227	227	227	227	227	227	227	227	227
Retained Earnings	-	-	-	-	-	-	-	-	-	-	-	-	-	32	110
Current Period Earnings	2	3	5	7	9	12	15	18	21	25	29	32	32	78	127
Total Equity	229	230	232	234	236	239	242	245	248	252	256	259	259	337	464

Cash Flow Statement - Direct

Cash Flow Statement - Direct (thnd USD)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Initial Balance	24	20	25	29	33	38	43	47	54	60	66	73	-	80	188
Cash from Sales of Goods / Services	-	8	8	8	10	10	10	12	12	12	13	13	114	223	340
Payments to Employees / Vendors	-3	-3	-4	-4	-4	-5	-5	-5	-5	-6	-6	-6	-59	-103	-155
Advances Paid / Received	-	-	-0	-	-	-0	-	-	-0	-	-	-0	-1	-0	-1
Taxes Paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-11	-27
Interest Paid	-	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-1	-1	-1
CF from Operating Activities	-3	4	4	4	5	5	5	7	6	6	7	7	54	108	156
Acquisition of															
Leasehold improvements and fit-out for leased spaces	-	-	-	-	-	-	-	-	-	-	-	-	-140	-	-
Furniture, fixtures and equipment (FF&E)	-	-	-	-	-	-	-	-	-	-	-	-	-42	-	-
Technology, property management systems and security	-	-	-	-	-	-	-	-	-	-	-	-	-32	-	-
Branding, design, training and soft infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-5	-	-
CF from Investing Activities	-	-	-	-	-	-	-	-	-	-	-	-	-219	-	-
Loans Received / Paid	-	-	-	-	-	-	-	-	-	-	-	-	19	-	-
Investments Received / Paid	-	-	-	-	-	-	-	-	-	-	-	-	227	-	-
CF from Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-	246	-	-
Ending Balance	20	25	29	33	38	43	47	54	60	66	73	80	80	188	343

Assumptions:

- invoices are paid in 30 days;
- inventory is built for the next month;
- salaries are paid in the same month;
- half of admin expenses except salaries is prepaid;
- half of admin expenses except salaries is paid in 30 days;
- interest expenses are paid in the next month.

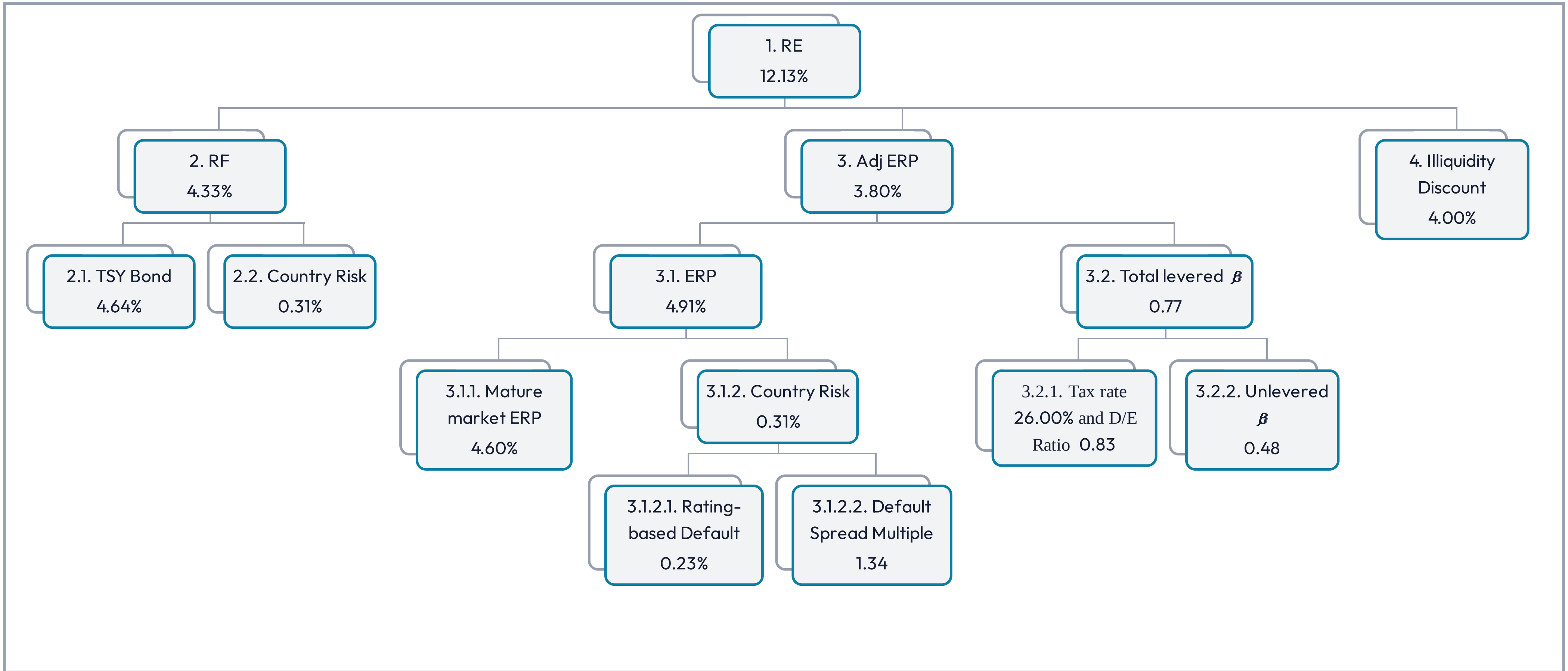
Cash Flow Statement - Indirect

Cash Flow Statement - Indirect (thnd USD)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3
Initial Balance	24	20	25	29	33	38	43	47	54	60	66	73	-	80	188
EBIT	2	2	2	3	3	3	4	4	4	5	5	5	45	106	173
Δ Receivables & Prepaids	-8	-	-0	-2	-	-0	-2	-	-0	-2	-	-0	-14	-11	-13
Δ Payables	0	-	-	0	-	-	0	-	-	0	-	-	1	0	0
Δ Inventory	-	-	-0	-	-	-1	-	-	-0	-	-	-0	-4	-2	-4
Δ Depreciation	2	2	2	2	2	2	2	2	2	2	2	2	27	27	27
Tax Paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-11	-27
Interest Expenses	-	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-1	-1	-1
CF from Operating Activities	-3	4	4	4	5	5	5	7	6	6	7	7	54	108	156
Acquisition of															
Leasehold improvements and fit-out for leased spaces	-	-	-	-	-	-	-	-	-	-	-	-	-140	-	-
Furniture, fixtures and equipment (FF&E)	-	-	-	-	-	-	-	-	-	-	-	-	-42	-	-
Technology, property management systems and security	-	-	-	-	-	-	-	-	-	-	-	-	-32	-	-
Branding, design, training and soft infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-5	-	-
CF from Investing Activities	-	-	-	-	-	-	-	-	-	-	-	-	-219	-	-
Loans Received / Paid	-	-	-	-	-	-	-	-	-	-	-	-	19	-	-
Investments Received / Paid	-	-	-	-	-	-	-	-	-	-	-	-	227	-	-
CF from Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-	246	-	-
Ending Balance	20	25	29	33	38	43	47	54	60	66	73	80	80	188	343

Assumptions:
- invoices are paid in 30 days;
- inventory is built for the next month;
- salaries are paid in the same month;
- half of admin expenses except salaries is prepaid;
- half of admin expenses except salaries is paid in 30 days;
- interest expenses are paid in the next month.

Cost of Capital Estimation

Required Return on Equity Derivation



Sources: Aswath Damodaran, web search

Cost of Capital: CAPM Inputs

Methodology

Weighted Average Cost of Capital is calculated using Capital Asset Pricing Model (CAPM). Since the company is purely equity funded the WACC is equal to its Required Return on Equity R(E). The main research inputs used in calculations are based on studies published by professor at Stern School of Business Aswath Damodaran. Return on Equity R(E) is R(E)=R(F)+β ⁎ (ERP), where: R(F) is Risk Free Rate. The basis for calculation of R(F) is the average of the yield of USD 30 Year TSY Bond. The horizon. ERP is Mature Market Equity Risk Premium. It incorporates market estimates for Rating-Based Default Spread and Default Spread Multiple (β) is average equity betas of correspondingindustries. Despite the company has no debt, the unlevered beta was levered with industry average figures to reflect the long-term D/E ration in the capital structure. Additionally, Illiquidity Risk Premiumof 4% is added to the estimated Return on Equity to reflect risk associated with firm being Privately Held vs Publicly Traded Companies.

Additional Assumptions

To calculate the companies Firm Value, its future Free Cash Flow to Equity (FCFE) is discounted using estimated Required Return on Equity.

The 3rd-year projected cash flow is used as a representation of the long-term Free Cash Flow to the Equity (FCFE). This approach may understate the valuation because cash flows are expected to grow more aggressively in the first 10 years, and the growth from years 4 to 10 is not reflected in this calculation. Long-term growth rate of 5% is applied.

After discounting the cashflows and measuring the Firm Value it is adjusted to historical estimate of Start-up firm's survival rate. The allows to incorporate risk of start-ups fails.

Survival of new establishments

	Proportion of firms that were started in 1998 that survived through						
	Year 1	*Year 2*	*Year 3*	*Year 4*	*Year 5*	*Year 6*	*Year 7*
Natural resources	82.33%	69.54%	59.41%	49.56%	43.43%	39.96%	36.68%
Construction	80.69%	65.73%	53.56%	42.59%	36.96%	33.36%	29.96%
Manufacturing	84.19%	68.67%	56.98%	47.41%	40.88%	37.03%	33.91%
Transportation	82.58%	66.82%	54.70%	46.68%	38.21%	34.12%	31.02%
Information	80.75%	62.85%	49.49%	37.70%	31.24%	28.29%	24.78%
Financial activities	84.09%	69.57%	58.56%	49.24%	43.93%	40.34%	36.90%
Business services	82.32%	66.82%	55.13%	44.28%	38.11%	34.46%	31.08%
Health services	85.59%	72.83%	63.73%	55.37%	50.09%	46.47%	43.71%
Leisure	81.15%	64.99%	53.61%	43.76%	38.11%	34.54%	31.40%
Other services	80.72%	64.81%	53.32%	43.88%	37.05%	32.33%	28.77%
All firms	81.24%	65.77%	54.29%	44.36%	38.29%	34.44%	31.18%

http://pages.stern.nyu.edu/~adamodar/New_Home_Page/datafile/ctryprem.html https://pages.stern.nyu.edu/~adamodar/pdfiles/papers/younggrowth.pdf http://pages.stern.nyu.edu/~adamodar/

Business Valuation

DCF	(thnd USD)	Y1	Y2	Y3	Y4	Y5	Y6	Y7
	Profit after Tax	**32**	**78**	**127**	**134**	**141**	**148**	**155**
	Growth% Y4-Y7				5.10%	5.10%	5.10%	5.10%
	Growth% Y7	3.50%						
	WACC'	**12.13%**						
	PV Y1-Y7 at Y0	29	62	90	85	79	74	70
	PV Y7 --> Y0	835						
	NPV (thnd USD)	1,323						

Assumed 3Y Survival Rate 50%

Final Valuation $ 662k

The valuation is conducted using the Discounted Cash Flow (DCF) method. In this method, the projected cash flows for a period of 7 years, along with a terminal value, are discounted at a rate of 12.13 % to determine the Firm Value.

Starting from year 3 onwards, the cash flows are estimated to grow at a rate of 5.10 %, which is consistent with the market Compound Annual Growth Rate (CAGR) trend. Beyond year 7, the cash flows are assumed to grow at a long-term growth rate of 3.50 %.

To account for the inherent risks associated with a start-up venture, the Firm Value is adjusted using the historical survival rate of newly established firms. As indicated by the study conducted by Aswath Damodaran, there was approximately 50% probability of survival for Information sector companies. Taking into account the project's current stage of development and risk profile, the final survival rate has been assumed at 50%. This adjustment allows to incorporate the risk profile of the business and provide a more comprehensive assessment of its value.

It is important to note that if the company can successfully navigate through its initial three years of operation, it is expected to have a significantly higher likelihood of becoming a going concern. This underscores the importance of demonstrating resilience and establishing a solid foundation during the critical early stages of the business.

Sources: Company's Proprietary Planning

Scenario Analysis: Narrative

Scenario analysis explores how external and internal factors influence key assumptions in financial planning. By analyzing potential positive and negative outcomes, company can better anticipate risks and opportunities when evaluating their future cash flows and overall valuation.

KPI	Scenario	Narrative	KPI affected by
Revenue	Positive	This scenario reflects a favorable market environment or a strategic breakthrough, leading to higher projected revenue. It showcases the potential rewards of scaling and innovative approaches.	higher by 15%
	Negative	This scenario accounts for challenging conditions such as economic downturns or market disruptions, forecasting a potential revenue decrease. It emphasizes the importance of adaptability and risk management.	lower by 15%
COGS	Positive	This scenario demonstrates the benefits of operational efficiency or cost-saving strategies, resulting in reduced COGS. It highlights the value of innovation in supply chain and operations.	lower by 20%
	Negative	This scenario addresses rising costs due to external pressures, resulting in an increase in COGS. It underlines the need for proactive cost-control measures.	higher by 20%
Discount Ra te (RoE)	Positive	This scenario assumes a decrease in the discount rate (RoE) due to improved market conditions, lower perceived risk, or favorable macroeconomic factors. A lower discount rate increases the present value of future cash flows, enhancing the...	lower by 10%
		This scenario models an increase in the discount rate (RoE) driven by higher market risk, macroeconomic instability, or industry-	

Scenario Analysis: Results

Scenario analysis explores how external and internal factors influence key assumptions in financial planning. By analyzing potential positive and negative outcomes, company can better anticipate risks and opportunities when evaluating their future cash flows and overall valuation.

Scenario Analysis			Revenue		COGS		Discount Rate	
	KPIs	Base	Positive	Negative	Positive	Negative	Positive	Negative
Input	Revenue	no impact	15%	-15%	no impact	no impact	no impact	no impact
	COGS	no impact	no impact	no impact	-20%	20%	no impact	no impact
	RoE	no impact	no impact	no impact	no impact	no impact	-10%	10%
Output	Revenue Y3	$ 352k	$ 405k	$ 299k	$ 352k	$ 352k	$ 352k	$ 352k
	Gross Profit Y3	$ 250k	$ 287k	$ 212k	$ 270k	$ 230k	$ 250k	$ 250k
	GP Margin	71%	71%	71%	77%	65%	71%	71%
	EBITDA Y3	$ 201k	$ 231k	$ 171k	$ 221k	$ 180k	$ 201k	$ 201k
	EBITDA Margin	57%	57%	57%	63%	51%	57%	57%
	Net Profit Y3	$ 127k	$ 149k	$ 105k	$ 142k	$ 112k	$ 127k	$ 127k
	Profit Margin	36%	37%	35%	40%	32%	36%	36%
	Final Valuation	$ 662k	$ 779k	$ 544k	$ 741k	$ 582k	$ 780k	$ 573k

Sources: Company's Proprietary Information

Stress Test: Growth Under Pressure

Stress tests provide a comprehensive view of how businesses might perform under extreme conditions, enabling better preparation for the uncertainties of challenges.

Scenario Name

Growth Under Pressure

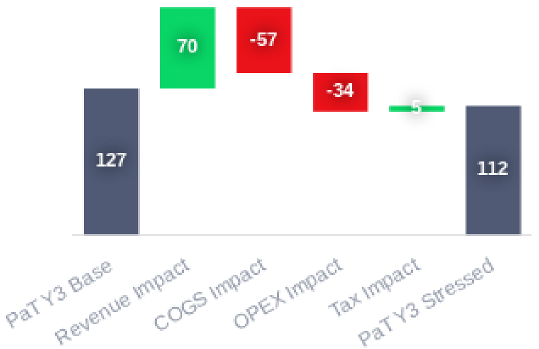
Story

This scenario explores the challenges of managing rapid growth while dealing with operational bottlenecks. A surge in demand and revenue places significant strain on supply chains and internal processes. Despite achieving higher sales volumes, inefficiencies in scaling lead to increased costs and a heightened risk perception, keeping the discount rate elevated. 'Growth Under Pressure' examines how businesses can balance seizing growth opportunities while investing in infrastructure, talent, and systems to support scalability.

KPIs impact

Revenue Higher by 20%	**COGS** Higher by 30%
OPEX Higher by 40%	**Discount Rate** unaffected

Results

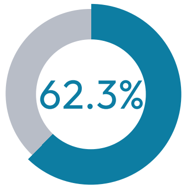


$ 583k
Valuation

$ 423k
Revenue Y3

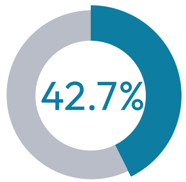
$ 180k
EBITDA

$ 112k
Profit After Tax



Gross Profit Margin Y3

EBITDA Margin Y3



Stress Test: The Perfect Storm

Stress tests provide a comprehensive view of how businesses might perform under extreme conditions, enabling better preparation for the uncertainties of challenges.

Scenario Name

The Perfect Storm

Story

This scenario simulates the convergence of adverse market conditions and rising operational challenges. A sharp downturn in market demand coincides with increased costs due to inflation and supply chain disruptions. The combination results in a dual hit to both top-line revenue and operational margins. Additionally, external factors such as economic instability elevate the discount rate, amplifying the pressure on future cash flows. Businesses facing 'The Perfect Storm' must focus on resilience through diversified revenue streams, cost-control measures, and contingency planning.

KPIs impact

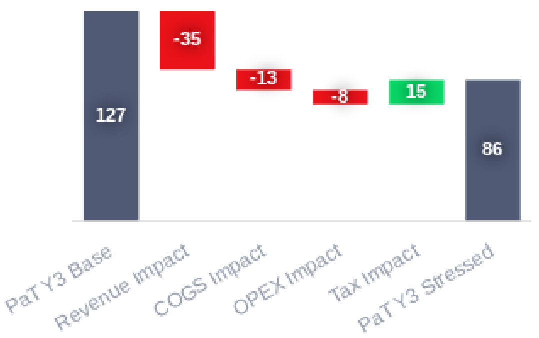
Revenue
Lower by 10%

COGS
Higher by 25%

OPEX
Higher by 30%

Discount Rate
Higher by 10%

Results

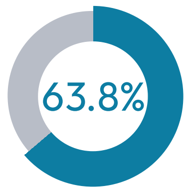


$ 382k
Valuation

$ 317k
Revenue Y3

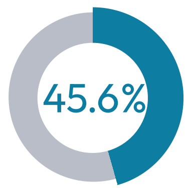
$ 144k
EBITDA

$ 86k
Profit After Tax



Gross Profit Margin Y3

EBITDA Margin Y3



Sensitivity Analysis: SAM & SOM

This sensitivity analysis evaluates the potential impact of changes in Serviceable Addressable Market (SAM) and Serviceable Obtainable Market (SOM) on key financial metrics. By simulating percentage variations in SAM and SOM, this analysis helps identify how shifts in market assumptions affect revenue, profitability, and overall valuation.

		SAM						SOM					
		-20%	-10%	-5%	5%	10%	20%	-9%	-6%	-3%	3%	6%	9%
Revenue	Y1	$ 102k	$ 115k	$ 121k	$ 134k	$ 140k	$ 153k	$ 116k	$ 120k	$ 124k	$ 131k	$ 135k	$ 139k
	Y2	$ 188k	$ 211k	$ 223k	$ 246k	$ 258k	$ 281k	$ 213k	$ 220k	$ 227k	$ 242k	$ 249k	$ 256k
	Y3	$ 282k	$ 317k	$ 334k	$ 370k	$ 387k	$ 423k	$ 320k	$ 331k	$ 342k	$ 363k	$ 373k	$ 384k
Gross Profit	Y1	$ 72k	$ 81k	$ 86k	$ 95k	$ 100k	$ 109k	$ 82k	$ 85k	$ 88k	$ 93k	$ 96k	$ 99k
	Y2	$ 133k	$ 150k	$ 158k	$ 175k	$ 183k	$ 200k	$ 152k	$ 157k	$ 162k	$ 171k	$ 176k	$ 181k
	Y3	$ 200k	$ 225k	$ 237k	$ 262k	$ 275k	$ 300k	$ 227k	$ 235k	$ 242k	$ 257k	$ 265k	$ 272k
GP Margin	Y1	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%
	Y2	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%
	Y3	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%	71%
EBITDA	Y1	$ 58k	$ 65k	$ 69k	$ 76k	$ 80k	$ 87k	$ 66k	$ 68k	$ 70k	$ 75k	$ 77k	$ 79k
	Y2	$ 107k	$ 120k	$ 127k	$ 140k	$ 147k	$ 160k	$ 122k	$ 126k	$ 130k	$ 138k	$ 142k	$ 146k
	Y3	$ 161k	$ 181k	$ 191k	$ 211k	$ 221k	$ 241k	$ 183k	$ 189k	$ 195k	$ 207k	$ 213k	$ 219k
EBITDA Margin	Y1	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%
	Y2	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%
	Y3	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%
Net Profit	Y1	$ 22k	$ 27k	$ 30k	$ 35k	$ 38k	$ 43k	$ 28k	$ 29k	$ 31k	$ 34k	$ 36k	$ 37k
	Y2	$ 58k	$ 68k	$ 73k	$ 83k	$ 88k	$ 97k	$ 69k	$ 72k	$ 75k	$ 81k	$ 84k	$ 87k
	Y3	$ 98k	$ 112k	$ 120k	$ 135k	$ 142k	$ 157k	$ 114k	$ 118k	$ 123k	$ 132k	$ 136k	$ 141k
Profit Margin	Y1	21%	24%	25%	26%	27%	28%	24%	24%	25%	26%	26%	27%
	Y2	31%	32%	33%	34%	34%	35%	32%	33%	33%	33%	34%	34%
	Y3	35%	35%	36%	36%	37%	37%	36%	36%	36%	36%	36%	37%
Final Valuation		$ 505k	$ 583k	$ 623k	$ 701k	$ 740k	$ 818k	$ 591k	$ 615k	$ 638k	$ 685k	$ 709k	$ 732k

Sources: Company's Proprietary Information

Glossary

Abbreviations

Adj – Adjusted
Admin – Administrative Expense
Av – Average
b – Billions of
B2B – Business to Business
B2C – Business to Customer
C-level – Chief level
CAGR – Compounded Annual Growth Rate
CAPEX – Capital Expenditure
CAPM – Capital Asset Pricing Model
CBDO – Chief Business Development Officer
CEO – Chief Executive Officer
CF – Cash FLow
CFO – Chief Financial Officer
COGS – Cost of OODS Sold
CPO – Chief Product Officer
CTO – Chief Technology Officer
D/E – Debt to Equity
DCF – Discounted Cash Flow
Depr. – Depreciation
Dev – Developer
EBIT – Earnings Before Interest and Taxes
EBITDA – Earnings Before Interest, Axes, Depreciation, and Amortization
HR – Human Resources
Inv. – Inventory
k – Thousands of
KPI – Key Performance Indicators
LE – Legal Entity
LFY – Last Fiscal Year
LLM – Large Language Model
m – Millions of
MTD – Month-To-Date
MVP – Minimum Viable Product
NDA – Non-Disclosure Agreement
NFT – Non-Fungible Token
NPV – Net Present Value
OPEX – Operating Expense
P&L – A Profit and Loss (P&L) Statement
PaT – Profit after Tax
PbT – Profit before Tax
PE – Private Equity
PL – Profit and Loss
POC – Proof of Concept
PPE – Property, Plant, and equipment
PV – Present Value
RE – Return on Equity

Disclaimer

The following information and valuation analysis are provided for informational purposes only and do not constitute financial or investment advice. This presentation is based on assumptions, projections, and historical data, which are subject to inherent uncertainties and risks.

Please note that the valuation results presented here are based on the Discounted Cash Flow (DCF) method and various assumptions, including projected cash flows, growth rates, discount rates, and survival rates. These assumptions are subject to change and may not accurately reflect future market conditions or the performance of the business.

The valuation does not guarantee future financial performance or the accuracy of the projections. Actual results may differ materially from those presented in this analysis due to numerous factors, including but not limited to changes in economic conditions, market dynamics, competition, regulatory factors, and unforeseen events.

Investors and stakeholders are advised to conduct their own independent research, seek professional advice, and carefully consider their individual investment objectives, risk tolerance, and financial situation before making any investment decisions. The information provided in this presentation should not be relied upon as the sole basis for making investment decisions.

Furthermore, no representation or warranty, express or implied, is made regarding the accuracy, completeness, reliability, or availability of the information and analysis presented in this presentation. We disclaim any liability for any loss or damage, including but not limited to indirect or consequential loss information provided.

Past performance is not indicative of future results. Any historical financial information included in this presentation is provided for reference purposes only and may not reflect the current financial position or performance of the business.

The valuation presentation is intended solely for the recipient's use and may not be reproduced, redistributed, or disclosed, in whole or in part, without the prior written consent of the company.
If you have any questions or concerns about this presentation or its contents, please contact our office at sdcs or call us at .