Deliverable 7 Financial Model

Team

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Financial Model Assumptions

Supplier Assumptions

- GM / Dealer would outsource production to current seat supplier
- Tooling and facilitation costs at supplier would equal \$500K and could be done in under 6-months
- Could be made for under \$138 per unit and sold at 40% mark-up of \$193 to dealer

Dealer Assumptions

- Crew training would be \$15K and added inventory would be \$7k / year
- From GM Dealer interview tray table would have retail value of \$400 installed
- From GM Dealer Interview tray table would require \$70 labor cost to install

GM Assumptions

- Tray table could be developed in 6-months at cost of \$500K
- GM makes 10% from dealer sale, but also makes money through increased car sales from option
- GM sells 80K SRX a year assume 20% purchase the tray table from dealer (16,000 per year)

Overall Assumptions

- Discount rate assumed at 10%
- Assume 4 year cycle

Financial Model Results

Supplier Financial Mod	lel															
Development Cost		GM Pays	7													
Ramp-up Cost	\$500,000															
Marketing and Support Cost	\$10,000															
Unit Production Cost		per unit														
Sales and Production Volume		units / year	_													
Unit Price Discount Rate		per unit	-													
Discount Rate	10%				Year 2				Year 3				Year 4			
	Year 1 Q1 Q2		Q3	Q4	Vear 2 Q1	Q2 Q3 Q4			Q1 Q2		Q3	Q4	Q1 Q2		Q3 Q4	
Development Cost	0	0	45	44	<u>u</u> ,	42	45	4		92	45	44	Q I	42	43	
Ramp-up Cost		-\$250,000	-\$250.000													
Marketing & Support Cost		1		-\$2,500	-\$2,500	-\$2,500	-\$2,500	-\$2,500	-\$2,500	-\$2,500	-\$2,500	-\$2,500	-\$2,500	-\$2,500	-\$2,500	-\$2,500
Production Cost				-\$550,000	-\$550,000	-\$550,000	-\$550,000	-\$550,000	-\$550,000	-\$550,000	-\$550,000	-\$550,000	-\$550,000	-\$550,000	-\$550,000	-\$550,000
Production Volume				4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000
Unit Production Cost				-\$138	-\$138	-\$138	-\$138	-\$138	-\$138	-\$138	-\$138	-\$138	-\$138	-\$138	-\$138	-\$138
Sales Revenue				\$770,000	\$770,000	\$770,000	\$770,000	\$770,000	\$770,000	\$770,000	\$770,000	\$770,000	\$770,000	\$770,000	\$770,000	\$770,000
Sales Volume				4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000
Unit Price				\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193	\$193
Period Cash Flow	\$0	-\$250,000	-\$250,000	\$225,555	\$225,555	\$225,555	\$225,555	\$225,555	\$225,555	\$225.555	\$225,555	\$225,555	\$225,555	\$225,555	\$225,555	\$225,555
PV Year 1, r=10%	\$0	-\$250,000	-\$250,000	\$225,555 \$204,342	\$225,555 \$199,358	\$225,555 \$194,495	\$225,555 \$189,752	\$225,555 \$185,123	\$225,555 \$180,608	\$225,555 \$176,203	\$225,555 \$171,906	\$225,555 \$167,713	\$225,555	\$225,555	\$225,555 \$155,738	\$225,555 \$151,939
			*9232,130	9204,34Z	\$199,300	\$194,49D	\$109,102	ψ100,123	\$100,000	\$170,203	\$171,900	9107,713	φ103,022	\$109,031	\$100,730	\$101,939
Supplier Project NPV	\$1,830,3	527														
Dealer Financial Mode																
Crew Training	\$15,000															
Inventory Purchase (30 units)	\$5,775															
Support Cost (Part Order/Storage)		per year														
	10%															
GM share of profit from every unit																
Dealer Installation Time	45	minutes	1													
Dealer Installation Time Unit Production Cost (\$70 labor)	45 \$263	per unit														
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume	45 \$263 16,000	per unit units / year														
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price	45 \$263 16,000 \$400	per unit units / year per unit														
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume	45 \$263 16,000 \$400 10%	per unit units / year per unit			IVoor 2				Voor 2				Voor 4			
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price	45 \$263 16,000 \$400 10% Year 1	per unit units / year per unit			Year 2	03	03		Year 3	03	03	04	Year 4	02	03	
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate	45 \$263 16,000 \$400 10%	per unit units / year per unit	Q3 -\$15.000	Q4	Year 2 Q1	Q2	Q3	Q4	Year 3 Q1	Q2	Q3	Q4	Year 4 Q1	Q2	Q3	Q4
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training	45 \$263 16,000 \$400 10% Year 1	per unit units / year per unit	Q3 -\$15,000 -\$5.775			Q2	Q3	Q4		Q2	Q3	Q4		Q2	Q3	Q4
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate	45 \$263 16,000 \$400 10% Year 1	per unit units / year per unit	-\$15,000			Q2 -160000	Q3 -160000	Q4 -160000		Q2 -160000	Q3 -160000	Q4 -160000		Q2 -160000	Q3 -160000	Q4 -160000
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order	45 \$263 16,000 \$400 10% Year 1	per unit units / year per unit	-\$15,000	Q4	Q1				Q1				Q1			
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost	45 \$263 16,000 \$400 10% Year 1	per unit units / year per unit	-\$15,000	Q4 -160000 -\$1,750 -\$1,050,000	Q1 -160000 -\$2,500 -\$1,050,000	-160000 -\$2,500 -\$1,050,000	-160000 -\$2,500 -\$1,050,000	-160000 -\$2,500 -\$1,050,000	Q1 -160000 -\$2,500 -\$1,050,000	-160000 -\$2,500 -\$1,050,000	-160000 -\$2,500 -\$1,050,000	-160000 -\$2,500 -\$1,050,000	Q1 -160000 -\$2,500 -\$1,050,000	-160000 -\$2,500 -\$1,050,000	-160000 -\$2,500 -\$1,050,000	-160000 -\$2,500 -\$1,050,000
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Volume	45 \$263 16,000 \$400 10% Year 1	per unit units / year per unit	-\$15,000	Q4 -160000 -\$1,750 -\$1,050,000 4000	Q1 -160000 -\$2,500 -\$1,050,000 4000	-160000 -\$2,500 -\$1,050,000 4000	-160000 -\$2,500 -\$1,050,000 4000	-160000 -\$2,500 -\$1,050,000 4000	Q1 -160000 -\$2,500 -\$1,050,000 4000	-160000 -\$2,500 -\$1,050,000 4000	-160000 -\$2,500 -\$1,050,000 4000	-160000 -\$2,500 -\$1,050,000 4000	Q1 -160000 -\$2,500 -\$1,050,000 4000	-160000 -\$2,500 -\$1,050,000 4000	-160000 -\$2,500 -\$1,050,000 4000	-160000 -\$2,500 -\$1,050,000 4000
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Volume Unit Production Cost	45 \$263 16,000 \$400 10% Year 1	per unit units / year per unit	-\$15,000	Q4 -160000 -\$1,750 -\$1,050,000 4000 -\$263	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263	-160000 -\$2,500 -\$1,050,000 4000 -\$263	-160000 -\$2,500 -\$1,050,000 4000 -\$263	-160000 -\$2,500 -\$1,050,000 4000 -\$263	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263	-160000 -\$2,500 -\$1,050,000 4000 -\$263	-160000 -\$2,500 -\$1,050,000 4000 -\$263	-160000 -\$2,500 -\$1,050,000 4000 -\$263	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263	-160000 -\$2,500 -\$1,050,000 4000 -\$263	-160000 -\$2,500 -\$1,050,000 4000 -\$263	-160000 -\$2,500 -\$1,050,000 4000 -\$263
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Cost Production Cost Sales Revenue	45 \$263 16,000 \$400 10% Year 1	per unit units / year per unit	-\$15,000	Q4 -160000 -\$1,750 -\$1,050,000 4000 -\$263 \$1,600,000	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Volume Unit Production Cost Sales Revenue Sales Volume	45 \$263 16,000 \$400 10% Year 1	per unit units / year per unit	-\$15,000	Q4 -160000 -\$1,750 -\$1,050,000 4000 \$1,600,000 4000	Q1 -160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 4000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Cost Production Cost Sales Revenue	45 \$263 16,000 \$400 10% Year 1	per unit units / year per unit	-\$15,000	Q4 -160000 -\$1,750 -\$1,050,000 4000 -\$263 \$1,600,000	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Support Cost Production Cost Production Cost Sales Revenue Sales Volume Unit Price	45 \$263 16,000 \$400 10% Year 1	per unit units / year per unit	-\$15,000 -\$5,775	Q4 -160000 -\$1,750 -\$1,750 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Cost Sales Revenue Sales Volume Unit Price Period Cash Flow	45 \$263 16,000 \$400 10% Year 1	per unit units / year per unit	-\$15,000 -\$5,775 -\$20,775	Q4 -160000 -\$1,750 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$400 \$396,388	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	Q1 -160000 -\$2,500 -\$1,055,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$2E3 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Cost Production Volume Unit Production Cost Sales Revenue Sales Volume Unit Production Cost Sales Revenue Sales Volume Unit Production Cost Period Cash Flow PV Year 1, r=10%	45 \$263 16,000 \$400 10% Year 1 Q1	per unit units / year per unit Q2	-\$15,000 -\$5,775	Q4 -160000 -\$1,750 -\$1,750 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Cost Production Volume Unit Production Cost Sales Revenue Sales Volume Unit Production Cost Sales Revenue Sales Volume Unit Production Cost Sales Revenue Sales Volume Unit Production Cost Sales Flow PV Year 1, r=10% Dealer Project NPV	45 \$263 16,000 \$400 10% Year 1	per unit units / year per unit Q2	-\$15,000 -\$5,775 -\$20,775	Q4 -160000 -\$1,750 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$400 \$396,388	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	Q1 -160000 -\$2,500 -\$1,055,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$2E3 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Cost Sales Revenue Sales Volume Unit Price Period Cash Flow PV Year 1, r=10% Dealer Project NPV GM Financial Model	45 \$263 16,000 \$400 10% Year 1 Q1 \$4,016,4	per unit units / year per unit Q2 	-\$15,000 -\$5,775 -\$20,775	Q4 -160000 -\$1,750 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$396,388	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$4000 \$395,638	Q1 -160000 -\$2,500 -\$1,055,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$2E3 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Cost Production Volume Unit Production Cost Sales Revenue Sales Volume Unit Production Cost Sales Revenue Sales Volume Unit Production Cost Period Cash Flow PV Year 1, r=10% Dealer Project NPV	45 \$263 16,000 \$400 10% Year 1 Q1 \$4,016,4 \$500,000	per unit units / year per unit Q2 	-\$15,000 -\$5,775 -\$20,775	Q4 -160000 -\$1,750 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$396,388	Q1 -160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$349,686	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$4000 \$395,638	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$316,798	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	Q1 -160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$287,004	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Cost Sales Revenue Sales Volume Unit Price Period Cash Flow PV Year 1, r=10% Dealer Project NPV GM Financial Model	45 \$263 16,000 \$400 10% Year 1 Q1 \$500,000 Year 1	per unit units / year per unit Q2 	-\$15,000 -\$5,775 -\$20,775 -\$19,292	Q4 -160000 -\$1,750 -\$1,750 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$396,388 \$359,108	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$349,686 Year 2	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$341,157	-160000 -\$2,500 -\$10,550,000 4000 -\$263 \$1,600,000 4000 \$4000 \$400 \$395,638 \$332,836	-160000 -\$2,500 -\$1,650,000 -\$263 \$1,660,000 \$4000 \$4000 \$400 \$395,638 \$324,718	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$316,798 Year 3	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$309,071	-160000 -\$2,500 -\$10,550,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$301,533	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$294,179	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$287,004	-160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 4000 \$4000 \$400 \$395,638 \$280,003	-160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 4000 \$4000 \$400 \$395,638 \$273,174	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$266,511
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Volume Unit Production Cost Sales Volume Unit Price Period Cash Flow PV Year 1, r=10% Dealer Project NPV GM Financial Model Development Cost	45 \$263 16,000 \$400 10% Year 1 Q1 \$4,016,4 \$500,000 Year 1 Q1	per unit units / year per unit Q2 	-\$15,000 -\$5,775 -\$20,775	Q4 -160000 -\$1,750 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$396,388	Q1 -160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$349,686	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$4000 \$395,638	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$316,798	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	Q1 -160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$287,004	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Cost Production Cost Sales Revenue Sales Revenue Sales Volume Unit Price Period Cash Flow PV Year 1, r=10% Dealer Project NPV GM Financial Model Development Cost	45 \$263 16,000 \$400 10% Year 1 Q1 \$500,000 Year 1	per unit units / year per unit Q2 	-\$15,000 -\$5,775 -\$20,775 -\$19,292	Q4 -160000 -\$1,750 -\$1,750 -\$263 \$1,600,000 4000 \$400 \$396,388 \$359,108	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$349,686 Year 2 Q1	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$341,157	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$332,836	-160000 -\$2,500 -\$1,050,000 4000 \$1,600,000 \$400 \$400 \$395,638 \$324,718	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$395,638 \$316,798 \$316,798 Year 3 Q1	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$309,071	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$301,533	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$294,179	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$2E3 \$1,600,000 4000 \$395,638 \$287,004 Year 4 Q1	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$280,003	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$273,174	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$266,511
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Volume Unit Production Cost Sales Revenue Sales Volume Unit Price Period Cash Flow PV Year 1, r=10% Dealer Project NPV GM Financial Model Development Cost	45 \$263 16,000 \$400 10% Year 1 Q1 \$4,016,4 \$500,000 Year 1 Q1	per unit units / year per unit Q2 	-\$15,000 -\$5,775 -\$20,775 -\$19,292	Q4 -160000 -\$1,750 -\$1,750 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$396,388 \$359,108	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$349,686 Year 2	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$341,157	-160000 -\$2,500 -\$10,550,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$332,836	-160000 -\$2,500 -\$1,650,000 -\$263 \$1,660,000 \$4000 \$4000 \$400 \$395,638 \$324,718	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$316,798 Year 3	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$309,071	-160000 -\$2,500 -\$10,550,000 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$301,533	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$294,179	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$440 \$395,638 \$287,004 Year 4	-160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 4000 \$4000 \$400 \$395,638 \$280,003	-160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$273,174	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$266,511
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Volume Unit Production Cost Sales Revenue Sales Volume Unit Price Period Cash Flow PV Year 1, r=10% Dealer Project NPV GM Financial Model Development Cost GM's share of profit from Dealer	45 \$263 16,000 \$400 10% Year 1 Q1 \$4,016,4 \$500,000 Year 1 Q1 -\$500,000	per unit units / year per unit Q2 	-\$15,000 -\$5,775 -\$20,775 -\$19,292	Q4 -160000 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$396,388 \$359,108 Q4 Q4 160000	Q1 -160000 -\$2,500 -\$1,050,000 4000 \$4000 \$4000 \$395,638 \$349,686 Year 2 Q1 160000	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$341,157	-160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$332,836 \$332,836	-160000 -\$2,500 -\$1,050,000 4000 \$1,600,000 \$400 \$395,638 \$324,718 Q4 160000	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$4000 \$400 \$400 \$400 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$309,071	-160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$301,533 Q3 160000	-160000 -\$2,500 4000 -\$263 \$1,600,000 \$400 \$400 \$395,638 \$294,179 Q4 160000	Q1 -160000 -\$2,500 -\$2,500 -\$263 \$1,600,000 4000 \$400 \$395,638 \$287,004 Year 4 Q1 160000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 \$400 \$400 \$395,638 \$280,003	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$273,174	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$266,511 \$266,511
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Cost Sales Revenue Sales Volume Unit Production Cost Sales Revenue Sales Volume Unit Production Cost Sales Revenue Sales Volume Unit Production Cost Sales Revenue Sales Volume Unit Production Cost Dealer Project NPV CGM Financial Model Development Cost GM's share of profit from Dealer Period Cash Flow	45 \$263 16,000 \$400 10% Year 1 Q1 \$500,000 Year 1 Q1 \$500,000 Year 1 Q1 \$500,000	per unit units / year per unit Q2 	-\$15,000 -\$5,775 -\$19,292 -\$19,292 -\$19,292 \$0	Q4 -160000 -\$1,750 -\$1,750 -\$1,750 -\$1,050,000 4000 -\$2263 \$1,600,000 \$400 \$396,388 \$359,108 Q4 Q4 160000 \$160,000	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 \$400 \$395,638 \$349,686 Year 2 Q1 160000 \$160,000	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$341,157 Q2 160000 \$160,000	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$332,836 Q3 160000 \$160,000	-160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 \$400 \$400 \$395,638 \$324,718 \$325,718 \$355,718 \$325,718 \$3	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 \$400 \$395,638 \$316,798 Year 3 Q1 160000 \$160,000	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$309,071 Q2 160000 \$160,000	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$301,533 Q3 160000 \$160,000	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$294,179 \$294,179	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 \$400 \$395,638 \$287,004 Year 4 Q1 160000 \$160,000	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$280,003	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$273,174 Q3 160000 \$160,000	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$400 \$400 \$400 \$40
Dealer Installation Time Unit Production Cost (\$70 labor) Sales and Production Volume Unit Price Discount Rate Crew Installation Training Initial Inventory Order GM's share of profit from every unit Marketing & Support Cost Production Cost Production Volume Unit Production Cost Sales Revenue Sales Volume Unit Price Period Cash Flow PV Year 1, r=10% Dealer Project NPV GM Financial Model Development Cost GM's share of profit from Dealer	45 \$263 16,000 \$400 10% Year 1 Q1 \$4,016,4 \$500,000 Year 1 Q1 -\$500,000	per unit units / year per unit Q2 	-\$15,000 -\$5,775 -\$20,775 -\$19,292	Q4 -160000 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$396,388 \$359,108 Q4 Q4 160000	Q1 -160000 -\$2,500 -\$1,050,000 4000 \$4000 \$4000 \$395,638 \$349,686 Year 2 Q1 160000	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$341,157	-160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$332,836 \$332,836	-160000 -\$2,500 -\$1,050,000 4000 \$1,600,000 \$400 \$395,638 \$324,718 Q4 160000	Q1 -160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$4000 \$400 \$400 \$400 \$400	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$309,071	-160000 -\$2,500 -\$1,050,000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$301,533 Q3 160000	-160000 -\$2,500 4000 -\$263 \$1,600,000 \$400 \$400 \$395,638 \$294,179 Q4 160000	Q1 -160000 -\$2,500 -\$2,500 -\$263 \$1,600,000 4000 \$400 \$395,638 \$287,004 Year 4 Q1 160000	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 \$400 \$400 \$395,638 \$280,003	-160000 -\$2,500 4000 -\$263 \$1,600,000 4000 \$400 \$400 \$395,638 \$273,174	-160000 -\$2,500 -\$1,050,000 4000 -\$263 \$1,600,000 4000 \$400 \$395,638 \$266,511 \$266,511

Sensitivity Analysis

Key Financial Uncertainties

	Supplier	Dealer	GM
Per 10% Sales Volume Change	\$1,162,683	\$2,029,646	\$815,919
Product Cost or Sales Price per \$1 change	\$16,323	\$57,167	\$0
Per 10% Development Cost Change	\$0	\$0	\$50,000
Per added month of Development Time			
(assume fixed window of opportunity for sales)	\$192,875	\$358,637	\$144,952

Note: above analysis assumes fixed window of sale and does not consider potential sales on other GM Cadillac cars

Process Notes

Summary:

We had smooth transition from the engineering design phase to the prototype building phase. We used our meetings during the week to review the progress of the build team, and address questions and problems.

Prototype Production Status:

- Purchased armrest from dealer, decomposed it, and evaluated what can be used for the prototype and what will be made at the shop or outsourced.
- The frame and leatherette covering will be used for the final prototype.
- Several components have already been outsourced to outside manufacturers.
- We also reviewed the financial model as a group, commenting on critical factors to the projected financial performance (discount rate, supplier, dealer and GM margins, etc.).

Financial Model:

• The last three weeks were also used to develop our financial model and conduct sensitivity analysis

Conference Call with GM representatives

- We found the responses of the representatives at the GM conference call (with the Cadillac Accessories Manager and one Cadillac Program Manger) very supportive of our efforts and design. They also:
 - Liked the possibility of very quick installation (way below the 45 min. limit)
 - Liked the fact that changes to other interior components was minimal.
 - Confirmed that the deliverables we are producing (these reports, the customer data, the concept drawings and prototype) are in-line with their expectations.
 - Confirmed that our retail price goals were reasonable for the accessories market and our product in particular (\$400 for both tray tables)
- Additionally, the GM executives did not see the detachability as an immediate concern, as long as it is well made, easy to use, and easily storable (will fit well in rear map pocket or behind the back seats).