



# SBDI CENTER

Sustainable Business Development  
and  
Innovation Center

## BUSINESS PLAN



**EMPOWER GREAT IDEAS TOGETHER**



# SBDI CENTER

Sustainable Business Development  
and  
Innovation Center

Dear Reader,

In front of you lies the business plan of SBDI Foundation Centre - **Sustainable Business Development and Innovation Center, Foundation**. The SBDI center is an location were educate sustainable development, product development is practiced, to create **start-ups!** The SBDI foundation, is setup for the contribution of a sustainable impact, economic grow and welfare, globalisation, with the vision and mission of the 10 principles and the 17 sustainable development goals of the United Nations Global compact.

The investment application and the development of the. SBDI foundation is an innovative centre in the field of sustainability, business and innovation which can create a huge positive economic impact.

With its unique vision, SBDI foundation provides students, start-ups and organisations support and visible improvement to their sustainable and innovative actions.

The SBDI foundation is based on the values of self-determination, empowerment and sustainability. Its vision is to help the world wide community to build their livelihoods through technology, innovation and culturally diverse enterprises.

The investment will help SBDI foundation to further develop this high-potential vision an services and further mature the organisation in short amount of time. With the support of the grant, SBDI foundation can make an initial sustainable impact, with its service and work towards a larger grant that will help grow the organisation to all levels of operation. A high growth scenario is desired as it is the key for success of organisations that provide practical guidance with a high-tech prototype lab to develop sustainable products and knowledge. Therefore, this investment is considered as the perfect first step in this growth scenario.

SBDI foundation motivates sustainability, create sustainable behavioural change, it is desired to have the organisation firmly rooted in MALANG, this due to the huge amount of Universities that are located in Malang. The SBDI foundation is eager to share its sustainable knowledge and co-create in international local networks to further foster awareness of sustainability, and increase the contribution of international organisations universitys and individuals to the sustainable development goals (SDG's) of the United Nations Global Compact. With this contribution, SBDI foundation will support organisations to be future proof as sustainability practices are imperative for organisations to operate and flourish in the future.

The SBDI foundation has been founded by international high experts executives and since the start of the organisation, SBDI foundation has had strong connections with the Universities, United Nations and Multinational Companies, and it is expected that the close collaboration will be maintained in the future. Our main focus, intensive knowledge sharing, contributions to sustainable activities, guide start-ups create employment, economic grow and welfare, globalisation due to international cooperation. SBDI foundation and the Universities can continue to be of value for each other's organisations and sustainability practices.

In conclusion, through these mutually beneficial contributions, we are convinced that an investment is not only of great value for the maximization of SBDI foundation sustainable impact, but is also of significant value for the Universities, Start-ups, students, government and the international entrepreneurial ecosystem.

**#EVERY DAY FOR A SUSTAINABLE FUTURE!  
WE BUILD OUR FUTURE!!**

In the name of the Sustainable Business Development and Innovation Center, SBDI foundation,  
Jeroen Rijneberg SBDI Foundation Founder

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# Executive Summary

## Opportunity

SBDI Foundation is a non-profit organisation in the legal form of foundation which focus on sustainable development of start-ups initiated by students that is in line with Sustainable Development Goals (SDG). SDG have 17 goals with 169 measurable achievements and deadlines that have been set up by the United Nations as world development agenda for the safety of humans and the planet earth.

SBDI foundation guide students with the implementation of the SDGs within there future business, due to a unique professional practical business development programme, we accelerate business growth and success, and decrease the chance of failure, due to practical experience programs.

Founder SBDI foundation, Mr. Jeroen Rijnenberg is specialized in Public Speaking, Sustainability, Circularity, Ekonomy, Creative Technology and Practical Business Development. Being one of the ambassadors of the University of Twente and with his passion for sustainability, he is involved in multiple innovative projects around the world. His background in Creative Technology and Innovation allows him to think practical and effective. His passion is to develop innovative technological solutions that contribute to the future of people planet and profit.

We are very optimistic that in 2025, SBDI foundation will at least produce 6 start-ups that are ready to compete in the business world and in 2025 SBDI Center will become the center of business development in Malang Raya.

## Benefits

- ✓ Workstation facilities and office space.
- ✓ Prototype labs
- ✓ Presentation rooms for, workshops and training.
- ✓ Networking and mentorship. Facilitate a “know-how” network to address start-ups companies’ unique needs such as partnerships, suppliers, and/or potential sources of capital.
- ✓ Increased the visibility and potential of a successful start-ups funding through endorsement.
- ✓ Production facilities, for the production of sustainable products.



## Main Goals:

- ✓ Create sustainable startups.
- ✓ Focus on upscale the success of the startups.
- ✓ *Practical education* to students that are interested in starting new business.
- ✓ Construction of the facilities.
- ✓ Empower the Steering Committee to operate the SBDI foundation effectively for the benefit of the community.
- ✓ Secure the foundation financial position and self-development.
- ✓ Implement 10 principles and the 17 SDG's in startups.
- ✓ Develop new sustainable products.
- ✓ Create intellectual property (IP)
- ✓ Globalisation due to international cooperation.
- ✓ International franchise of SBDI centers.

## Mission

Our mission is to improve the education, entrepreneurship and social ecosystem through encouraging the formation and growth of start-ups with sustainable integration and technology basis to increase the number of successful companies that originated and developed. We help start-ups to gain access to facilities as an: design lab, production locations, presentation rooms, work & brainstorm rooms, offices, mentors, training, professional help, capital, and other services that will lead them to the fast track of success. By fulfilling our mission, we contribute by creating a working field that will motivate our Participants in development and business.

## Objective

SBDI foundation helps to reduce the 'failure of startups' by practical education programme, professional business development, to accelerate business growth and success and decrease the chance of failure.

## Expectations

### Financial Forecast 5 Years

	2022	2023	2024	2025	2026
<b>Total investment USD</b>	<b>USD 20.000.000</b>	<b>USD 300.000</b>	<b>USD 350.000</b>	<b>USD 400.000</b>	<b>USD 500.000</b>
<b>Total Revenue</b>	<b>USD 5.000.000</b>	<b>USD 7.5.0.000</b>	<b>USD 10.000.000</b>	<b>USD 15.000.000</b>	
<b>Net turnover</b>	<b>USD 0,00</b>	<b>USD 2.000.000</b>	<b>USD 4.000.000</b>	<b>USD 6.000.000</b>	<b>USD 10.000.000</b>



## Financing Needed

The start of the first investment in 2022 with a size of USD 20.000.000 in the form of fundraising, partnerships and donations. It is required for the further professionalization of the service and the organisation. After sufficient maturing of the organisation, the next investments with strong sustainability intentions are needed. This second round of investment is expected to be the size of at least USD 300.000 in the form of fundraising, partnerships and donations. The third round will be estimated at USD 350.000. The fourth round will be estimated on USD 400.000. The total investment budget of five years will be a total of **USD 21.550.000**. The specifications and details of the investment needed for SBDI foundation will be provided in our Financial Plan.



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# SBDI Center

## Overview

SBDI foundation is a non-profit organisation in the form of foundation which legalized on December 22, 2020 and has joined United Nation Global Compact (UNGC) since March 8, 2021 until now. Mr. Jeroen Rijnenberg is the Founder and Advisor of SBDI, he is highly analytic, have a strong professionalism and possess excellent international knowledge. He is responsible for public relations, evaluate and oversight of start-ups, students, organisations/ companies and events.

SBDI foundation takes position as an investor who take risks in facilitating the start-ups that are still in the form of idea. Through 3 years of practical learning, start-ups that initiated by the students will be release to compete in the business world.

## Vision

SBDI foundation will help students, start-ups, culturally diverse enterprises and community to build their future through innovation, business development, technology and sustainability.

SBDI foundation sets three visionary goals:

- Create Impact: By facilitating startups with there needs to increase there success raid.
- Raise Opportunities: With our service, the foundation will act as a centre for opportunity for education, training, start-ups, product development and business development.
- The Epicentre: By 2025, the SBDI foundation will be the market leader for sustainable and innovative business and will have positioned Malang on the world map.

## Mission

Our mission is to improve the education, entrepreneurship and social ecosystem through encouraging the formation and growth of start-ups with techonolgy basis and increase the number of successful companies to stimulate economic grow. We help start-ups to gain access to design labs, production facilitation, presentation rooms, workshops, office, brainstorm & network rooms, mentors, training, professional helps, capital, and other sevices that will lead them the fast track to success. By fulfilling our mission, we contribute to the development of sustainable products, business and economy.

## Goals dan Milestones

1. Developing and construction the SBDI Center facilities.
2. Partnering with at least 8 universities in Malang Raya.
3. Producing 6 start-ups in 2025.
4. Making SBDI Center as an epicenter in 2025.



## Analysis SWOT

It is acknowledged that value indicators are extremely difficult to measure and the resources for measuring value indicators may not be available in the first year of a start-ups operation such as the SBDI foundation. The Steering Committee nonetheless recognizes the importance of Return on Impact as well as Return on Investment to all its partners, funders and investors.

For example, 10 people might have participated in an SBDI foundation project and they might have improved their skills by 50% and their confidence by 50%. Any measure of value indicators will require assistance, perhaps from the Universities, in development and implementation. The above information is summarized and elaborated upon with SBDI foundation as the focal point in the following SWOT analysis:

	Strengths	Weaknesses	Opportunities	Threats
Service	All facilities can be used. Design lab Production factory	Facilities need to be invested	Support from universities, government institution and companies.	Similar program
Brand	International brand International network	Copy of concept	Registered under UNGC.	Low trust from the public.
Staff	Competent students and advisors	Limited human resources.		Instability of resources for start-ups
Finance	Transparent financial management.	Lack of funding	Opportunities for fundraising, partnerships and donations.	Losing money by irresponsible individual
Operational	Engagement in the form of participant contracts and provision of motivational fees.	Motivation of participants, professional trainers. New education model	Development of new startups, development of new products. Creation of IP	Loss of trust in partners and donors
	Transparency in the form of reports that can be accessed by everyone.			



# Risk Management

## Helicopter view

- ✓ Access to services
- ✓ Minimizing risks for the start-ups and students through our facilities, and practical education programme that give our participants the needed experience for their start-ups.
- ✓ The risk of SBDI foundation growth and sales inquiries. Here it is important to organise the company adequately. However, with many years of experience team should have everything under control.
- ✓ The risk of similar foundations entering the market. Of course, this is present in any development. However, the market is gigantic and can come with several hundred centres without "cannibalizing" themselves.

RISK	PROBABILITY	IMPACT	CONTROLS
Theft	Moderate	Moderate –	Security patrol, building alarm, Steering
Vandalism	Moderate – High	Low – Moderate	Security patrol, building alarm
Fire	Moderate	Very High	Safe work practices, fire extinguishers, lightning
Natural disaster	Moderate	High – Very High	Lightning protectors, insurance
Political unrest	Very Low	High – Very High	Income diversification, lobbying
Lack of community engagement	Moderate – Low	High	Stakeholder communication, trust building, communications plan Transparantcy
Loss of funding	Moderate	Very High	Income diversification, business planning, research, relationship building, mission focus,
Loss of commitment from Steering Committee and/or SBDI	Low	Very High	Focus on motivation, engagement and participation Training, presentation, motivation speakers, facilities, motivation fee.
Lack of access to equipment, or equipment loss/failure	Low	High	Re-prioritize resources and work program Controle and facilities management



# Marketing

## Marketing Strategy

The SBDI foundation marketing plan is developed in order to support the vision and mission that is in line with the 10 principles and the SDG which set by the United Nation. SBDI foundation will focus on low-threshold and cost-effective marketing opportunities, that are provided through the extensive networks of the start-ups, universities and stakeholder. An important aspect of SBDI foundation marketing strategy is the presence of the SBDI via multi branding strategy. Now it is also important to ensure a high credibility and recognition of the SBDI foundation branding. In the next stage, SBDI foundation will base its marketing strategy on a broader industry analysis and by using a wider international network.

The marketing goals for SBDI foundation are:

- Increase SBDI foundation brand awareness.
- Connect to new start-ups, students, clients and markets.
- Develop strategic alliances (via marketing).
- Build SBDI foundation co-brands and partners.
- Enhance credibility and trustworthiness of SBDI foundation as a brand.
- Strategic partnerships.
- Story telling.
- International franchise of SBDI Center.

## Marketing Programs

Marketing programs are designed to increase brand recognition and attract new students and start-ups as well as investors and donors. Marketing programs are carried out online, physically and radio, based on free publicity.

**Online marketing.** The online marketing uses the following media:

- SBDI foundation
- Website
- Social Media Ads
- Search Engine Optimization
- Networking



**Physical marketing.** The physical marketing is in the form of brochures, flyers and business cards which will be given to the public to gain attention.

## Operational

### Location

SBDI foundation chooses a location that is familiar to Malang Raya's students which is in the area of Kanjuruhan Malang Stadion. Located on Jalan Jalan Trunujoyo Kecamatan Kepanjen Kabupaten Malang. The stadion considered to be suitable to serve as the SBDI foundation Office. Having a large open space area that is suitable for trial process in making prototype done by the students. Kanjuruhan Malang Stadium open up opportunity to have an image changed to a business center, this is in line with the vision and mission of the SBDI foundation.

To optimize the vision and mission of SBDI foundation in facilitating practical learning to the students, SBDI foundation will providing these facilities:

1. Main building which contains:
  - a. Brainstorming room = Students and start-ups can meet and exchange ideas
  - b. Workshop = Conducting workshops and presentations
2. Proto-lab reality = Students and start-ups implemented their ideas to into reality
3. Start-up office = Students get accommodation to a start-up office for the first 3 years of there startup.
4. Production location. = Start-ups can produce there products for the first 3 years.

Through the innovaton of the design lab in combination with a production location under the supervision of professionals, we increase the change of success of the start-up.

### Inspiration

Sporters like football players, have all the facilities they need to become a professional football player. This facilities are supplied by the football club. Training feed, coach, fitness rooms and so one. Its proven that this facilities increases the change of success!

SBDI Center is this football club for yong start-ups, we invest in the facilities to increases the change of success for the start-ups!



ups Kanjuruhan Malang Stadium



Main Building of SBDI Center



Renovating the main building of SBDI foundation will be our priority considering that this building will become the information center and activities of the SBDI foundation. The following is the renovation plan for the main building including required budget plan.



Front View of the Main Building of SBDI foundation

Board Brainstorming Room



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Board Directors Office of SBDI Center



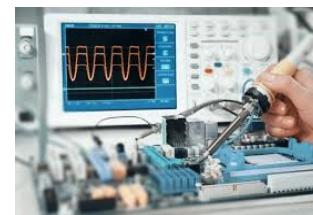
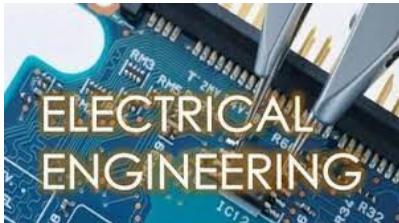
Board presentation Rooms



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### Electrical design Lab



The electrical design lab, is an environment where start-ups can develop electrical equipment to support new sustainable products, like energy control systems, product control systems, monitoring systems, and other hard and software applications.



SBDI Public presentation room



Innovation Center

The SBDI public presentation room have as goal, to give motivation speech, lectures, product presentations, networking, startup investment presentations.



SBDI Brainstor rooms



SBDI open work stations



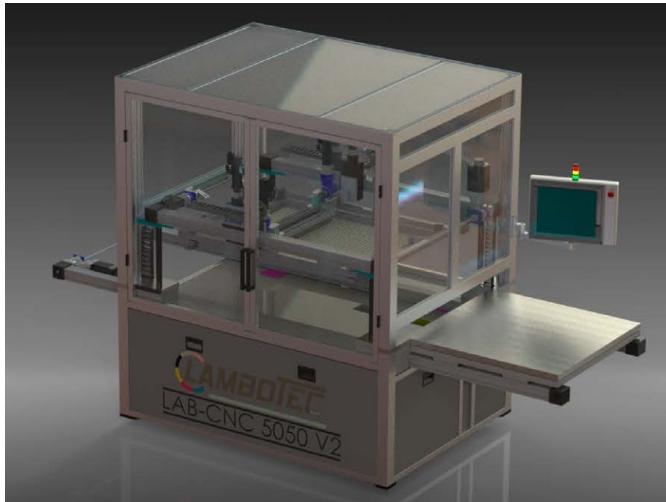
The brainstorm rooms and work stations are built to give the future startup the facilities they need to brainstorm, network and meet new people and ideas, at the workstation the idea can be translated to an development, and business plan to support the startup with the execution of their startup. The environment is open and free.

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### SBDI Nano Paste design lab

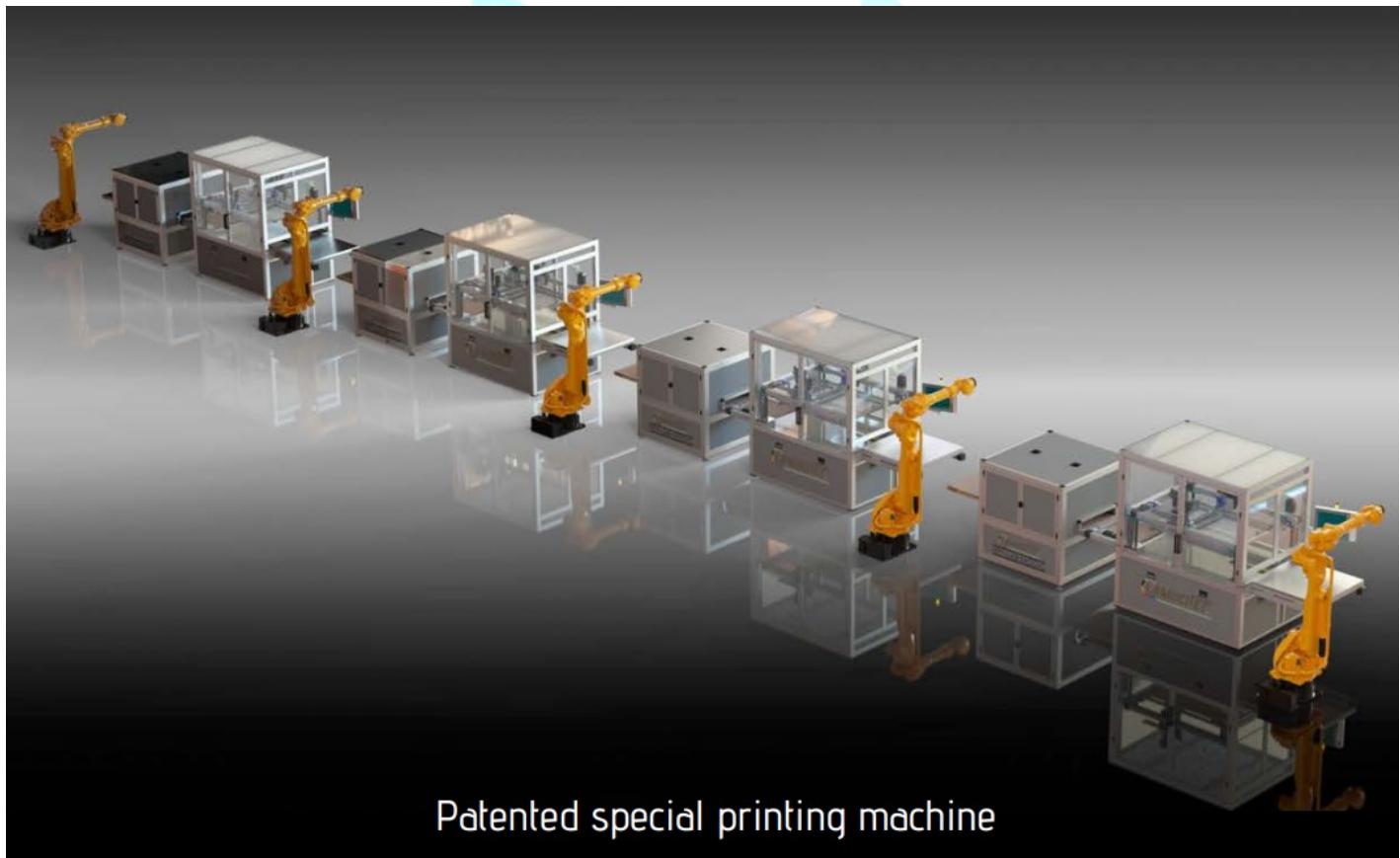
Nano printer



Nano activator and dryer



Nano Paste production Factory 10.000m2 per day

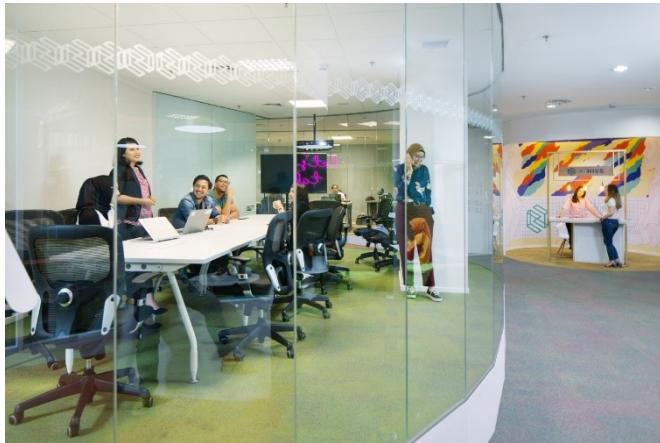


Patented special printing machine

Nano lab is created, to give our startups the state of the art Lab to develop new sustainable products. The production factory facilitate our startup the production of there developed products.



Start-up office



Start-up meeting rooms



The start-up office and meeting rooms are created to give the start-ups the facilities to start their business on a professional way.



Construction operational	Construction 2022	Construction 2023	Operational 2024	Operational 2025
Board Brainstorming Room	USD 50.000,	xxxxxxxxxx	USD 1.000	USD 1.500
Board Directors Office of SBDI Center	USD 70.000	xxxxxxxxxxx	USD 2.000	USD 2.500
Board presentation room	USD 10.000	xxxxxxxxxxxx	USD 500	USD 750
Electrical Design Lab	USD 200.000	xxxxxxxxxxxxx	USD 10.000	USD 15.000
SBDI Public presentation room	USD 150.000	xxxxxxxxxxxxx	USD 15.000	USD 20.000
SBDI Brainstorm rooms	USD 20.000	xxxxxxxxxxx	USD 2.000	USD 2.500
SBDI Open work stations	USD 40.000	xxxxxxxxxxx	USD 4.000	USD 4.500
SBDI Nano Paste Lab	USD 3.424.800	xxxxxxxxxxxx	USD 20.000	USD 25.000
SBDI production factory	USD 13.884.000	xxxxxxxxxxx	USD 150.000	USD 300.000
15 x SBDI startup office	USD 150.000	xxxxxxxxxxx	USD 10.000	USD 12.000
SBDI Building / Renovation	USD 1.5000.000		USD 15.000	USD 20.000
unforeseen expenses	USD 501.200	xxxxxxxxxxx	USD 50.000	USD 60.000
<b>Total</b>	<b>USD 20.000.000</b>	<b>USD xxxxxxx</b>	<b>USD 264.000</b>	<b>USD 463.750</b>

The above calculation give you an impression of the investment and yearly operational costs of the SBDI center. The costs are based on Indonesia construction costs and the invoice of the Nano lab and factory in the performa invoice, in the attachment of this file.



## SBDI PRACTICAL EDUCATION STRATEGY.

The SBDI education strategy is developed to give our participant startups practical experience in running and manage a company, there for the SBDI foundation and SBDI center is run by its participants for the participants under supervision of the board of directors of the SBDI foundation.

## TIME LINE PRACTICAL EDUCATION TO START-UP

### 1st year operator

The first year, the participant will start as operator with the following operational tasks.

**Operator of the CEO manager:** He will in his function fulfil all the operational tasks setup by the CEO manager. Tasks: writing reports, and monitoring operators in their tasks, steering the operators were needed.

**Operator of the CFO manager:** He will in his function fulfil all the operational tasks setup by the CFO manager. Tasks: Writing financial reports, and monitoring the financials.

**Operator of the CCO manager:** He will in his function fulfil all the communication tasks setup by the CCO manager. Tasks: Social media communication, internal communication, fundraise communication, stakeholder communication, event communication.

**Operator of the COO manager:** He will in his function fulfil all the operational tasks setup by the COO manager. Tasks: Lecture preparation, event preparation, maintain the SBDI locations, stock of operational goods, manage the operational staff.

**Operator of the CPO manager:** He will in his function fulfil all the operational tasks setup by the CPO manager. Tasks: Project monitoring, project analysing, report writing of projects, guiding start-ups with their projects.

**Operator of the CTO manager:** He will in his function fulfil all the operational tasks setup by the CTO manager. Tasks: Technical equipment management of SBDI facilities, technical support of SBDI members.

All the Operators will get a motivation fee of USD 50,- per month when they fulfil their task regarding the task description.

### 2nd year Manager

The second year, participants will upgrade to manager with the following operational tasks.

**CEO manager:** He will in his function fulfil all the tasks setup by the CEO. Tasks: Manage the managers, monitoring managers in their tasks, steering the managers when needed, fix problems and issues, report to the CEO, Educate the Operator manager.

**CFO manager:** He will in his function fulfil all the tasks setup by the CFO. Tasks: Financial controller, manage the financial operators, monitoring financial operator in their tasks, steering



the financial operator when needed, fix problems and issues, report to the CFO, Educate the Financial operator.

**CCO manager:** He will in his function fulfil all the tasks setup by the CCO. Tasks: Communication controller, manage the communication operators, monitoring communication operator in their tasks, steering the communication operator when needed, fix problems and issues, report to the CCO, Educate the Communication operator.

**COO manager:** He will in his function fulfil all the tasks setup by the COO. Tasks: Operation controller, manage the operation operator, monitoring the operation operator in their tasks, steering the operation operator when needed, fix problems and issues, report to the COO, Educate the operation operator.

**CPO manager:** He will in his function fulfil all the tasks setup by the CPO. Tasks: Project controller, manage the project operator, monitoring the project operator in their tasks, steering the project operator when needed, fix problems and issues, report to the CPO, Educate the project operator. Start-up screenings and investment relations.

**CTO manager:** He will in his function fulfil all the operational tasks setup by the CTO. Task: Technical controller, manage the Technical operator, monitoring the technical operator in their tasks, steering the technical operator were needed, fix problems and issues, report to the CTO, Educate the technical operator.

All the Managers will get a motivation fee of USD 100,- per month when they fulfil their task regarding the task description.

### 3rd year Board director

The third year, participants will upgrade to board directors with the following operational tasks.

### SBDI CHIEF EXCLUSIVE OFFICER (CEO)

The Chief exclusive officer of SBDI is responsible for decision making, and will be guided and advised by the board of advisors.

Key Responsibilities: Manager of the board, decision maker

Responsibilities include:

- ✓ Advice strategies and policies to meet the SBDI goals.
- ✓ Managing and supervising the day-to-day the tasks of the board.
- ✓ Analysing board functions, audit reports and formulating improvements to departmental workings of the board.
- ✓ Develop board strategies.
- ✓ Compiling performance reports and reporting to the board of advisors.
- ✓ Analyse problematic situations and occurrences and provide solutions to ensure company survival and growth.



- ✓ Communication stakeholders and investors.
- ✓ Train assistant CEO manager
- ✓ Evaluation report.
- ✓ Report the board of advisors
- ✓ Able and willing to present a cohesive vision and strategy to the board of advisors.

### **SBDI CHIEF FINANCIAL OFFICER (CFO)**

The Chief financial officer of SBDI is responsible for the financial process and strategy of the SBDI Centre.

Key Responsibilities: Guard the financials, make financial reports.

Responsibilities include:

- ✓ Advice strategies and policies to meet the SBDI goals.
- ✓ Managing and supervising the day-to-day financials of the SBDI
- ✓ Analysing financial, audit reports and formulating improvements to departmental workings of the board.
- ✓ Develop financial transparency strategy.
- ✓ Financial stakeholders report.
- ✓ Financial donation reports.
- ✓ Financial fundraising report.
- ✓ Start-ups report.
- ✓ Financial communication stakeholders and investors.
- ✓ Automation strategy.
- ✓ Evaluation report.
- ✓ Train assistant CFO manager.
- ✓ Report to the CEO.
- ✓ He is able and willing to present a cohesive vision and strategy to the board of advisors.

### **SBDI CHIEF COMMUNICATION OFFICER (CCO)**

The Chief Communication Officer of the SBDI foundation executive team reports to the board of directors and lead our superb in-house marketing team. The duties will include managing all marketing operations, assessing and improving existing initiatives, devising new strategies to increase revenue and to complement the organisation's objectives.

In charge as excellent leadership and campaign planning skills to successfully provide guidance to the team, and has a vast knowledge of current marketing trends.

Key Responsibilities: Developing and Managing Advertising Campaigns, organising (company conferences, trade shows, and events), Overseeing Marketing (social media marketing strategy and content marketing), Building Brand Awareness and Positioning.



Responsibilities include:

- ✓ Planning, implementing and overseeing all marketing and advertising campaigns.
- ✓ Developing communication strategy.
- ✓ Growing and developing the in-house marketing team.
- ✓ Building a network of reliable external agencies and marketing professionals.
- ✓ Conducting market research and staying abreast of competitor positioning.
- ✓ Contributing to new business development initiatives.
- ✓ Marketing budget management.
- ✓ Internal and external communication.
- ✓ Communication to stakeholders and investors.
- ✓ Evaluation report.
- ✓ Report to the CEO.
- ✓ Train the assistant CCO manager.

#### **SBDI CENTER CHIEF OPERATIONAL OFFICER (COO)**

The Chief Operational Officer from SBDI foundation is responsible for all operational task, he will guide the operational management and will develop operational strategies.

Key Responsibilities: Operational strategy, operational management.

Responsibilities include:

- ✓ Communicate with operational stakeholders.
- ✓ Develop operational strategy.
- ✓ Budgeting operational cost.
- ✓ Train operational manager.
- ✓ Evaluation report
- ✓ Report to CEO.
- ✓ Manage conflicts.

#### **SBDI CENTER CHIEF PROJECT OFFICER (CPO)**

The Chief Project Officer from SBDI foundation is responsible all the projects within the SBDI.

Key Responsibilities: Operational strategy, operational management.

Responsibilities include:

- ✓ Project development.
- ✓ Start-ups monitoring.
- ✓ Project strategy.
- ✓ Train project manager.
- ✓ Evaluation start-ups report.
- ✓ Investment relations.
- ✓ Start-ups screening.
- ✓ Report to CEO.

#### **SBDI CENTER CHIEF TECHNICAL OFFICER (CTO)**

The Chief Technical Officer from SBDI foundation is responsible all the technical aspects within the SBDI.



Key Responsibilities: Technical maintenance, technical training, technical knowledge transfer, main goal is to manage the prototype lab, up to date and observe the latest trend of new technologies

Responsibilities include:

- ✓ Product development.
- ✓ Start-ups monitoring.
- ✓ Project strategy.
- ✓ Train technical manager.
- ✓ Evaluation start-up report.
- ✓ Process communication.
- ✓ Technical start-ups screening.
- ✓ Manage protolab
- ✓ Report to CEO.

All the CEO's will get a motivation fee of USD 150,- per month when they fulfil their task regarding the task description.

#### The Board of Advisors

Main responsibilities including:

- ✓ Meet with board directors to discuss sustainable projects.
- ✓ Develop sustainability plan with key key performance measures and achievements.
- ✓ Procurement and supervision of organisation/company, event and construction company for successful project implementation.
- ✓ Identify educational, training, or other developments opportunities for the sustainability of the employees or volunteers.
- ✓ Identify and evaluate pilot projects or programs to improve the sustainable research agenda.
- ✓ Conduct a risk assessment related to sustainability or the environment.
- ✓ Present project proposals, grants, or other documents to get funding for environmental initiatives.
- ✓ Review the objectives, progression, or sustainable program status to make sure submission to policies, standards, regulations, or law
- ✓ Develop or present a strategic SBDI foundation project that will address issues such as energy use, resource conservation, recycle, decreasing pollution, waste elimination, transportation, education, and building design.
- ✓ Government communication strategy.
- ✓ Implement the SDG goals



## Out staffing

Out staffing means hiring a service provider or outside company individually to perform certain services. SBDI foundation out staffing can be defined as “the strategic use of outside resources to perform activities traditionally handled by internal staff and resources”.

SBDI foundation chooses to engage in out staffing because:

- ✓ Improve foundation focus.
- ✓ Time efficiency in doing tasks.
- ✓ Resource efficiency.

Human capital	2022	2023	2024	2025
Board of advisor operational expense	USD 10.000	USD 25.000	USD 40.000	USD 60.000
Board of directors motivational expense	USD xxxxx	USD 10.800	USD 10.800	USD 10.800
Board of manager motivational expense	USD xxxxx	USD 7.200	USD 7.200	USD 7.200
Board of operator motivational expense	USD xxxxx	USD 3.600	USD 3.600	USD 3.600
Out staffing	USD 15.000	USD 25.000	USD 45.000	USD 65.000
<b>Totals</b>	<b>USD 25.000</b>	<b>USD 71.600</b>	<b>USD 106.600</b>	<b>USD 146.600</b>

The above buget depents on the the folowing development.

1. Grow of the foundation
2. Funding & Investment
3. Start-ups
4. Motivation start-ups
5. Memberships
6. Donations
7. Intellectual properties & patents
8. SBDI management & Strategy
9. Human capital



# Organisational Structure

## Ownership & Structure

SBDI foundation is registered or formed as a legal entity in the form of a foundation, and signed by notary in Indonesia: SBDI Founder Jeroen Rijnenberg.

SBDI is official member of the United Nations Global Compact.

### Board of SBDI Foundation

### Board of SBDI Center

The board of the SBDI Foundation and Center, is run by the participants who will be future start-ups. They will play the role of CEO, CFO, CCO, COO, CTO, CPO. To practice how to run a company, this way we aiming to ingrese there sucess raid.

## Founder

The Board of Advisor

Mr. Jeroen Rijnenberg



Mr. Rijnenberg is specialized in Public Speaking, Sustainability, Circularity, Economy, Creative Technology and Practical Business Development. Being one of the ambassadors of the University of Twente and with his passion for sustainability, he is involved in multiple innovative projects around the world.

Mr. Rijnenberg background in Creative Technology and Innovation allows him to think of and develop innovative technological solutions that contribute to future generations.

When asked about the importance of a project like this, Mr. Rijnenberg says: "one of the most important things for my students and start-ups is to realize that a cultural exchange, diversity and to make them also more aware of the real world and face the problems that they might



discover, use this problem as opportunity. Therefore, his international students know is famous quotes: "network is net worth" "A problem is an opportunity" "Motion is energy" "Circular business, start with you ends with you"

The opportunity for businesses is another important topic of Mr. Rijnenberg, he talks about the experience as a faculty member and always advise his students to know, learn and develop more, and continue not miss the chance to make innovative long-term business.

He ask his student the following philosophical question: how much of your self is programmed by your self? How much of yourself is programmed by their environment and events?

To develop yourself you have to reprogram yourself based on your wishes and dreams. This is the key to your success!

Dedicated to the cause of being an Eco-warrior Mr. Rijnenberg states that: *"Earth has now become the dumping site of the people therefore it's time to clean up. As a creative technologist, I focus on coming up with feasible, innovative and sustainable solutions for a better and cleaner world."*

Mr Rijnenberg is an experienced, executive professional with a strong history of driving dynamic lobbying, managing client relationships, and substantially increasing revenues, he stands significantly with the objectives of a Win/Win vision and mission. Mr Rijnenberg is part of the UN Global Compact, a pact of the United Nations that stimulates companies to act in a socially and environmentally responsible way.

Within his excellency in identifying new business opportunities, cultivating and maintaining relationships with executive business partners, he always prompts market penetration strategies, that offers him a great proactive impact to the organisation.

He is always leveraging his expertise and insight to implement forward-thinking and strategic business with development solutions.

Besides his excellency being a business executive and humanitarian expert, he firm believes in continuous support and apply deeply the Sustainable Development Goals (SDG) of the United Nations. Therefore, he is excellent at connecting with key decision-makers and quickly building profitable, long-lasting partnerships that sustain revenue growth for both organisations.

## Functions & Composition

Mr. Jeroen Rijnenberg is the Founder of SBDI foundation. He is highly-analytical, a strong professional, and possess excellent international knowledge. Responsible for public relations, evaluate and oversight of start-ups, students, organisations/ companies and events for the successful implementation of the sustainable and innovative projects.

Key Responsibilities: Consulting and Advising the board (stakeholders, policymakers and start-ups), Collecting and Analysing (environmental projects), Identifying Critical Researches (areas such as renewable energy, climate change and food & water), Partnerships Management and Network.



Responsibilities include:

- ✓ Participate in expansion activities (investments, acquisitions, corporate alliances etc.).
- ✓ Provide leadership to specialists and start-ups for innovation and sustainability.
- ✓ Direct and establish projects that related to SBDI foundation.
- ✓ Act as the primary spokesperson, this role involves internal and external
- ✓ Monitor changes in the technology sector to discover ways the SBDI foundation can improve and develop.
- ✓ Plan and direct the implementation of new sustainable and innovative projects.
- ✓ Create and adapt technological platforms to improve the start-ups experience.
- ✓ Monitor and evaluate effectiveness of sustainability programs.
- ✓ Direct sustainability program operations to ensure the compliance with environmental or governmental regulations.
- ✓ Advisor of the SBDI board

Specialized tasks:

- ✓ International affairs development.
- ✓ Further improving and ensuring the trustworthiness of the SBDI foundation

To ensure SBDI foundation ultimate success, Mr. Rijnenberg represents the commitment of SBDI Centre to Malang city and Indonesia regarding sustainability and innovation as a core strategy.

Mr. Rijnenberg is the UNGC advisor of board of SBDI foundation and in charged with maximizing the value of the entity. He has a broad and comprehensive knowledge of all matters related to the business of the organization with an eye towards identifying new opportunities, sales prospects and driving business growth.

Key Responsibilities: Branding, Management, Monitoring and Budget Forecasting Approval, Sales Strategy, Partnerships, Network, Finances, UN Tenders and Others.

Responsibilities include:

- ✓ Make high-level decisions about policy and strategy.
- ✓ Report to the board of directors and keep them informed.
- ✓ Develop and implement operational policies and a strategic plan.
- ✓ Develop the foundation's culture and vision.
- ✓ Help with recruiting new staff members when necessary.
- ✓ Create an environment that promotes great performance and positive morale.
- ✓ Oversee the foundation's fiscal activity.

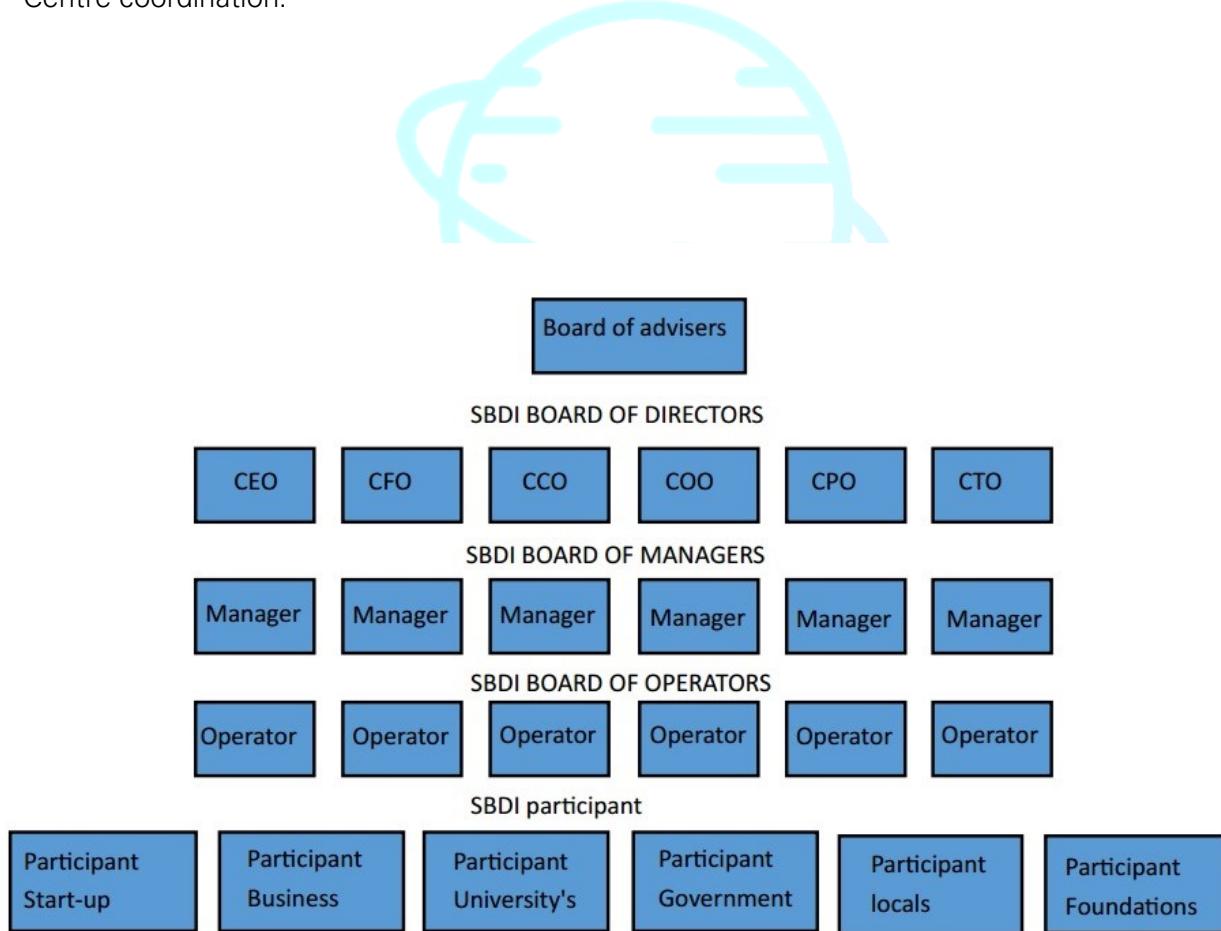


- ✓ Work with senior stakeholders, chief financial officer, chief information officer, and other executives.
- ✓ Facilitate business growth by working together with start-ups as well as business partners.

According to responsibilities assigned by the SBDI foundation, the role of Mr. Rijnenberg as the SDG advisor tends to be defined in relation to advisors, the board, for the implementation of the Sustainable Development Goals of the United Nations.

## Organogram

The operating processes of SBDI foundation must cover operation of the entire organisation, Centre's management, resident companies and start-ups management, stakeholders and Centre coordination.



## Sustainable Development Goals

An important aspect of SBDI foundation business strategy is its focus on the United Nations (UN) Sustainable Development Goals. The Sustainable Development Goals (SDGs) define global sustainable development priorities and aspirations for 2030 and seek to mobilize global efforts around a common set of goals and targets. The SDGs call for worldwide action,



work and co-operation among governments, business and civil society to end poverty and create a life of dignity and opportunity for all.

The SDGs present an opportunity for business-led solutions and technologies to be developed and implemented to address the world's biggest sustainable development challenges. As the SDGs form the global agenda for the development of our societies, they will allow leading companies to demonstrate how their business helps to advance sustainable development, both by minimizing negative impacts and maximizing positive impacts on people, planet and profit.

For SBDI foundation, the SDGs provide a common language for our communications and share purpose with our partners. Adherence and support for these SDGs also enhance the credibility of the organisation. Therefore, SBDI foundation acts as a strong advocate for the UNGC SDGs in its operations.

## SUSTAINABLE DEVELOPMENT GOALS



SBDI Foundation Primary SDGs





## UN Global Compact

SBDI foundation has officially registered under UNGC on March 8, 2021. By joining with UN Global Compact, we have taken important public step to change the world through principled business. With this participation makes the value we hold become added-value and beneficial for long term success between the community, SBDI Center and stakeholder.





## Benefits of Joining

- Unprecedented networking access with UN Global Compact participants – *representing nearly every industry sector and size, in over 160 countries*
- Access to partnerships with a range of stakeholders – *to share best practices and emerging solutions*
- Best practice guidance – *built on 15 years of successes*
- Tools, resources and trainings
- Local Network support in 85 countries
- The moral authority, knowledge and experience of the United Nations



## Financial Plan

The SBDI works with board of advisors, the operational costs of the board of advisors will be taken from operational costs. The board of SBDI consist of students, by excellent performance regarding the tasks, the students will receive a motivation fee.

Maximum fee of board of directors	USD 150	per person	per month
Maximum fee of board of managers	USD 100	per person	per month
Maximum fee of board of operators	USD 50	per person	per month



## REVENUE

The SBDI Center have the following revenue strategy.

1. Universities	Memberships	Financial/ Human capital
2. Government	Subsidiaries	Financial/ Network
3. Companies	Subsidiaries	Financial/ Partners/ Network
4. Private Sponsors	Philanthropist	Financial/ Human capital
5. Public Donations	Donations	Financial/ Human capital
6. Events	Event profit	Financial/ Human capital
7. Organisations & Foundations	Partnerships	Financials/Partnerships
8. Start-ups revenue	Profit	Financials/ partnership
9. Intellectual properties	Sales/ lease	Financials/ partnerships
10. Patents	Sales/ Lease	Financials/ Partnerships
11. Partnerships	Partnerships	Financials/ Human capital
12. JoinVentures	Partnership	Financials/ Partnerships
13. SBDI franchise	Franchise	Financials/ Human capital

### 1. UNIVERSITY MEMBERSHIP

Universities membership will gain access and opportunities to hold an events and seminars regarding start-ups and sustainability

#### Social benefit for the Universities

1. The Universities will gain a positive public reputation.
2. The Universities will gain a sustainable character, local national and international.
3. The Universities provide education to start-ups.

#### Economic benefit for the universities

1. Universities will create more start-ups.
2. More start-ups attract students.
3. National and international attraction.
4. New practical education programs.
5. More practical knowledge.

#### Sponsor package per year USD 2.000

Our goal is to get 5 universities in 2023 as sponsor with a total of USD 10.000

### 2. GOVERNMENT MEMBERSHIP

#### Social benefit for the government

1. Government will get a positive public reputation.
2. Government will get a sustainable character city, local national and international.
3. Government will support sustainable development and economic grow.



#### **Economic benefit for the government**

1. Government will create more start-ups.
2. Government will create more tax revenue.
3. Government create more technical employees.
4. Government will attract more national and international students.
5. Government will attract more investors.

Our goal is to get a yearly government contribution of USD 20.000

#### **3. COMPANY SPONSORSHIP**

##### **Social benefit for the companies**

1. The company will get a positive public reputation.
2. The company will get a sustainable character, local national and international.
3. The company will get a social character.

##### **Economic benefit for the companies**

1. Upgrade brand equity.
2. Upgrade brand loyalty.
3. Upgrade consumer loyalty, create new consumers.
4. Upgrade stakeholder loyalty.
5. Malang will attract more investors.
6. Sustainable communication national and international.

##### **Sponsor package per year USD 5.000**

Our goal is to get 10 companies in 2023 as sponsor with a total of USD 25.000

#### **4. PRIVATE SPONSORSHIP**

##### **Social benefit for the philanthropists**

1. The donor will get a positive public reputation.
2. The donor contribute in boosting the economy.
3. The donor will contribute to economic growth and welfare.
4. The donor will contribute to sustainable development.

##### **Economic benefit for the philanthropists**

1. Network sharing.
2. Knowledge exchange.
3. Start-ups knowledge for future investments.

For philanthropists, we open grant funds with a nominal value of USD 500

Our goal is to get fundraise USD 50.000 per year



## 5. PUBLIC DONATION

### **Social benefit for the donors**

1. The donors will get a positive public reputation.
2. The donors contribute in boosting the economy.
3. The donors will contribute to economic grow and welfare.
4. The donors will contribute to sustainable development.

### **Economic benefit for the donors**

1. Network sharing.
2. Knowledge exchange.
3. Start-ups knowledge.

**For the donors we accept a free gift.**

Our goal is to get fundraise a minimum of USD 100.000 per year

## 6. Events

SBDI will organises at least one event per year. The visitors and attendees of the event will enjoy the following benefit.

1. Sustainable technology knowledge.
2. New stakeholders.
3. New consumers.
4. Company branding.

### **Social benefit attendees and visitors**

1. The visitors see new sustainable technologies.
2. The visitors will see options to entrepreneurship.
3. The visitors can expand their social network.
4. The attendees get knowledge of new sustainable technology.
5. The attendees can expand their network.
6. The attendees get a positive public reputation.
2. The attendees and visitors contribute in boosting the economy.
3. The attendees and visitors will contribute to economic grow and welfare.
4. The attendees and will contribute to sustainable development.

### **Economic benefit attendees and visitors**

1. Network sharing.
2. Knowledge sharing.
3. Company branding.
4. New clients.
5. Product sales.
6. New sustainable technology (new product)



At the event we will get our direct revenue from attendees, visitors and sales.

Our goal is to raise minimum revenue of visitors USD 50.000 and attendees USD 20.000 with total of USD 70.000 per event.

## 7. Organisations & Foundations

1. The Organisations & Foundations will get a positive public reputation.
2. The Organisations & Foundations will get a sustainable character.
3. The Organisations & Foundations will support start-ups.
4. The Organisations & Foundations will support sustainable development.
5. The Organisations & Foundations will support economic grow and welfare.
6. Client loyalty by social impact.

### Economic benefit for the Organisations & Foundations

1. Access to new sustainable projects to support their fundraise actions.
2. Sustainable technology knowledge.
3. Sustainable branding.
4. New practical education programs.
6. New partnerships.
7. Expand network.

### SBDI will lobby at national and international Organisations & Foundations

Example organisations.

UNDP, UNGC, ENESCO, SDPI, Etc.

Our goal is to fundraise minimal USD 150.000 in 2022 from different Organisations & Foundations for the development and start-ups of the SBDI Centre.

## 8. Start-ups

The SBDI goal is to produce sustainable start-ups due to its practical start-ups education program. Our goal is to product at least 6 successful start-ups by 2025.

The SBDI will become 20% shareholder of the start-ups for the first 3 years, after 3 years SBDI will offer the start-ups to buy the shares back against the estimated value of the business, the value will be calculated by professionals. The following aspects will be calculated to determine the value.

1. Revenue and profit.
2. Estimated business growth of 5 years.
4. Brand equity.
5. Goodwill.

When the start-ups is not willing to buy the shares back SBDI have the authorization to offer the shares to a third party.



## 9. Intellectual properties

The SBDI center creates intellectual property in the form of researches, ideas, business plans, product developments.

These are the property of SBDI Center and can be offered to interested parties.

Our goal is to sell our lease intellectual properties for minimum USD 1.500.000 per year

## 10. Patents

All the research and development of new products will be patent under the SBDI Foundation. the patients can be sold or leased to interested parties.

Our goal is to sell or lease patents for minimum USD 2.500.000 per year

## 11. Partnerships

SBDI offers partnerships to business and individuals, the partner will gain the following benefits. New updates of product development, start-ups and investment opportunities.

Free invitation to lectures and events online and offline, communication on our website and communication tools. We like to reach a partnership for the value of minimum USD 150.000 per year

## 12. JoinVentures

SBDI offers investors to become a JoinVenture of the created start-up, due to the SBDI success raid strategy, created by the facilities of the SBDI Center we degrees the change to failure and upscale the change of success.

SBDI offers a huge benefit for the JoinVenture, financial, as well as human capital.

We like to create 2 JoinVentures per year between our startup and investors with a minimal SBDI profit of USD 200.000

## 13. SBDI franchise

SBDI foundation offers investors, governments and organisations a franchise of the SBDI Center, to promote economic growth through sustainable technology.

The SBDI foundation will guide the investor of the center with all existing operational tasks consisting of: design, development, supply chain, network partnerships, construction, business plan operational plan, marketing & communication and subsidy guidance where possible.

We like to create minimum one Franchise per 3 years with a total profit of USD 2.500.000 per Franchise.

The SBDI center aims to become the world's largest innovation network, boost economic growth, promote sustainability, accelerate the energy transition, reduce CO2 emissions and promote the United Nations' 10 principles and 17 sustainable development goals, through practical training and education of startups.

Wants to contribute to globalization and internationalization through international cooperation and exchange programs, to achieve better cooperation and understanding of different cultures.



Investment & Operational Cost	2022	2023	2024	2025	2026
Investment	USD 20.000.000	USD xxxxxxx	USD xxxxxxx	USD xxxxxxx	USD xxxxxxx
Operational cost	USD xxxxxxx	USD xxxxxxx	USD 264.000	USD 463.750	USD 4.63.750
<b>Total Cost</b>	<b>USD 20.000.000</b>	<b>USD xxxxxxx</b>	<b>USD 264.000</b>	<b>USD 463.750</b>	<b>USD 463.750</b>
Fundraise & Business Revenue	2022	2023	2024	2025	2026
Universities	USD 10.000	USD 15.000	USD 20.000	USD 20.000	USD 30.000
Government	USD 20.000	USD 30.000	USD 30.000	USD 50.000	USD 50.000
Companies	USD 25.000	USD 30.000	USD 40.000	USD 50.000	USD 60.000
Private Sponsors	USD 50.000	USD 60.000	USD 100.000	USD 120.000	USD 150.000
Public Sponsors	USD 100.000	USD 120.000	USD 150.000	USD 150.000	USD 200.000
Events	USD 70.000	USD 80.000	USD 70.000	USD 80.000	USD 100.000
Organisation & Foundations	USD 150.000	USD 200.000	USD 250.000	USD 300.000	USD 350.000
Start-ups			USD 150.000	USD 300.000	USD 1.000.000
Intellectual properties			USD 1.500.000	USD 1.500.000	USD 2.000.000
Patents			USD 2.500.000	USD 3.000.000	USD 3.500.000
Partnership	USD 150.000	USD 150.000	USD 200.000	USD 250.000	USD 300.000
JoinVenture			USD 200.000	USD 400.000	USD 800.000
SBDI franchise			USD 2.500.000		USD 2.500.000
<b>Total Revenue</b>	<b>USD 575.000</b>	<b>USD 685.999</b>	<b>USD 7.710.000</b>	<b>USD 6.140.000</b>	<b>USD 11.040.000</b>
<b>Net turnover</b>	<b>USD -19.425.000</b>	<b>USD -19.739.001</b>	<b>USD -12.020.001</b>	<b>USD -5.889.001</b>	<b>+USD 5.150.999</b>

The forecast above is based on an return of investment of a period of five years.

The SBDI Foundation is a non profit organisation, therefore the profits will be re-invested in designlabs for the following developments.

1. Biological Agriculture
2. Biological Food development
3. Biological Medicine
4. Biological construction materials



## Forecast

### Key assumptions

The financial plan depends on important assumptions. From the beginning, we recognize that collection days are critical, but not a factor we can influence easily. Interest rates, tax rates, and personnel burden are based on conservative assumptions.

Some of the more important underlying assumptions are:

- *We assume a strong economy, without major recession. That is because the service improves the competitiveness of an organisation, but may be seen as unnecessary at time of budget cuts.*
- *We assume that there are no unforeseen changes in economic policy to make our products and service immediately obsolete.*

### Estimate the number of new start-ups

The numbers below give an indication of the expected number of new start-ups that will join and be mentored by SBDI foundation. As has been shown in earlier sections of the business plan, SBDI foundation segments the start-ups in four different categories based on size and type of service (compensation of delivery or products): extra small, small, medium, and large. In the tables below, a projection is given of the growth in customer base in each of these four segments.

Category	<u>Growth Rate (new start-ups/year)</u>		
	Year 1	Year 2	Year 3
Extra Small	6	8	12
Small	4	6	8
Medium	2	3	4
Large	0.50	1	1.5



## Projects

Besides providing the mentorship and education for the start-ups and students, SBDI foundation also works on a project basis (sustainable and innovative) for support the growth of the city of Malang, and Indonesia. These projects will provide Malang city and Indonesia with significant and considerably improvement in the business development. Expected an increasing number of projects can be carried out as the trustworthiness and the knowledge of the organisation.

## Financing

### Use of funds

The initial investment for five years, with a value of USD 20.000.000 in the form of fundraising is needed for further professionalization of services and the center.

Once the foundation is mature enough, further investments with strong sustainability intentions are needed because of its importance in expanding the impact of the SBDI Foundation.

The SBDI Foundation is a non profit foundation, the profits will be used to invest in innovations of the facilities in the SBDI center, with the focus to upscale the success rate of the Start-ups.

The funds and the progress of the SBDI foundation will be 100% transparent, and can be followed on the social media channels of the SBDI foundation.

## Important

start-ups are the backbone of our current economy, they provide innovation, employment and healthy competition. They are the parties that think in a solution-oriented way and solve problems effectively.

My appeal to the world, let us offer our young people the facilities they need to develop into sustainable successful entrepreneurs. Only then we can create a better world for people, planet, and profit.

Join us with our mission, help us! support us!

Become a sponsor, member, or start your own SBDI Center.

Contact us for more Information.



## special thanks

Thank you for your time and consideration in reading this SBDI Center Foundation Plan. I hope you are inspired to empower startups. For the future of our next generation.

May we contribute to a cleaner world and a better future.

I would like to address a special word of thanks to.

- United Nations Global Compact, for inspiration, motivation and knowledge.
- University of Twente, for inspiration, motivation & knowledge.
- DesignLab Twente, for inspiration, motivation & knowledge.
- Hanergy, for inspiration, motivation & knowledge.
- Soliance for inspiration motivation & knowledge.
- O&H Concepts for inspiration, motivation, knowledge & technology.
- NaSu for inspiration, motivation, knowledge & Technology.
- BT Aviation JSC, for inspiration, motivation, knowledge & technology.
- CT coating for inspiration, motivation, knowledge & Technology.
- Terra Firm, motivation, knowledge & Technology.
- University's of Malang Indonesia, for inspiration, motivation.
- Local government of Malang Indonesia, for the opportunities.
- Government of the republic of Indonesia, for there opportunities.

- PT Elite Investment Indonesia, for the investment opportunities.
- Kalinis Holding, for the investment opportunities.
- Ampluck, for the investment opportunities.



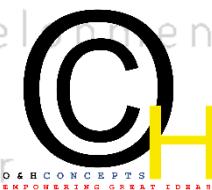
United Nations  
Global Compact



Business  
Development  
Innovation



DESIGN  
LAB  
UNIVERSITY  
OF TWENTE



**Hanergy**

**SOLLIANC**  
SOLAR RESEARCH



**NaSu**  
Naturally Sustainable

**BTAV**

**BT Aviation JSC**



CT Coating AG

**TERRAFIRM**  
SOLIDIFYING ORGANIC / INORGANIC MATERIALS



**AMPLE LUCK**  
INTERNATIONAL CAPITAL GROUP