



E. H-Cheers Business Plan

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I. Executive Summary

E.H-Cheers, a Beijing-based white spirit maker, aims to innovate the taste of white spirit and tap into the market of young generation. Through establishing a reputation and cooperation with professionals in the alcohol industry, our company hopes to enrich the taste of wine by improving ethyl hexanoate.

Ethyl hexanoate is the ester from the condensation of hexanoic acid and ethanol. It is a fatty acid ethyl ester obtained by the formal condensation of hexanoic acid with ethanol, playing a role as a metabolite. It has a pleasant apple smell and is found in alcoholics and beverages. Moreover, ethyl hexanoate is a characteristic aroma component of Chinese alcohol, and its content directly determines the quality of Chinese alcohol.

Nowadays, the traditional alcohol making industry uses grain to brew ethyl hexanoate. However, the formal brewing process takes not only a long time and costs but also the production engineering is very complicated. Our company has noticed that the production efficiency of ethyl hexanoate is low, the production steps are cumbersome, and the production cost is high. We hope to solve this problem by genetic engineering yeast.

To fill the white spirit market of young generation, the company decided to improve the taste of white spirit by bringing apple flavor to white spirit. Starting from small things, we will first position our target market in the Chinese Mainland. After opening the market in the Chinese Mainland, it will sell to overseas markets. If E.H-Cheers factory can cooperate with local administrative departments, which can increase the reputation of our products, develop the local economy and achieve mutual benefit and win-win results.

Although our production process involves genetic engineering techniques compared with traditional methods, we need fewer production costs, faster production time, and fewer production factors. Therefore, our price will be relatively low, and the price of our company's white spirit is 14.9 yuan per 300 ml. In addition to the price advantage, because our company has its warehouse, we will promote for short delivery time, comprehensive customer service, and straightforward and convenient online ordering. This will differentiate E.H-Cheers from our competitors.

To ensure that young people can consume our products, our company will mainly promote them by establishing public relations, social media advertising, and direct marketing.

II. Company Description

By modifying yeast, our company can improve ethyl hexanoate output, providing higher production efficiency and lower production cost. Finally, we will create ethyl hexanoate quickly. E.H-Cheers Company's goal of cost reduction and productivity increase has dramatically reduced the production cost and time of ethyl hexanoate and facilitated the

selling price, which makes our product market more extensive and target customer groups more diverse.

In the first year, the operation goal of our company is to expand brand awareness, let consumers know about our brand and products to attract more partners and manufacturers, increase product sales, and ensure objective market consumption share. Our sales target for the first year is to sell 50 million bottles.

After increasing brand awareness, we will not only be satisfied with the Asian market. We will promote the characteristic Chinese liquor - white spirit, to the world. Our products will also be more international, not just stick to traditional tastes. Our company will launch more peripheral products, such as our mascot dolls. As for the promotion video of our white spirit, we will cooperate with larger supermarkets and restaurants to become the supplier to the catering and alcohol retail industry and achieve higher sales volume by releasing products in a large area.

III. Our Company's Offerings

Our company will focus on using yeast to produce more ethyl hexanoate, which has the aroma of apple and will be added to the white spirit, and we will cooperate with the brewing factory to produce.

Most of the target customers of white spirit in the market are almost middle-aged or older people. High-end white spirit companies, such as Moutai and Wuliangye, almost monopolize the white spirit market. High cost and price caused by brand effect and traditional fermentation production make high-quality white spirit not affordable for ordinary people. To the contrast, fruity white spirit on the market is directly extracted from fruits and then brewed. This procedure will consume a lot of fruits, thus creating high costs and leading to a large amount of human cost consumption.

Our products will be directly cultivated through ethyl hexanoate to make fruity white spirit. At the same time, we also will continue to develop other flavors of white spirit. First of all, our product cost will be lower than the similar white spirit with fruit flavors, which makes our products lower price, high quality, and in the same high-end liquor, allowing more people can enjoy high-quality liquor bracket. Secondly, we carry on courageous innovation on the traditional white spirit taste, add fruit on the original flavor, it can break in white spirit market consumer curing age, younger packaging, publicity will attract more young people to spend, let more like white wine, but for curing taste rather than consumption of people to drink more white spirit taste. Thirdly, the traditional method of making ethyl hexanoate would consume a lot of grain. Now, E.H-Cheers has developed yeast instead of large amounts of grain, which significantly reduces the amount of grain consumed. On the environmental front, our products will also have an ecological slogan on the packaging to encourage food waste.

Before launching more fruity liquor products, our company will first launch liquor with ethyl hexanoate cultured by yeast. We will retain the patent of ethyl hexanoate production and outsource the production of liquor to a white spirit brewing company. Since the production cost of our fruity white spirit is much lower than other similar products, and the final price is only 14.9 yuan /290ml, the brewing company will be pleased to cooperate with us. When our brand is in the market for a particular influence and gains more recognition, we will cooperate with more brewing company introduce more taste in white spirit. At the same time, our brand propaganda department also will use the brand influence on public science to popularize moderate drinking benefits to the body, such as expanding cardiovascular regulation cardiovascular function, relieving fatigue, promoting appetite.

IV. Marketing Plan

I.Segmenting

Ethyl hexanoate is a colorless liquid and has a pleasant apple smell. The fermenting process of the yeast often produces it as a metabolite. It is a chemical mainly used in wines to improve the flavor and touch of the drink. Specifically, it plays an essential role in the taste of the traditional Chinese spirit. Therefore, this chemical is the key to improving the quality of the spirit.

Since the traditional method of the production of Chinese spirit is low and inefficient on ethyl hexanoate, this compound has become one of the most important limiting factors of the taste of the spirit. Therefore, our team has made our target to genetically modify the yeast using synthetic biology to increase the ethyl hexanoate content of the heart.

We also made a general market survey to classify the categories of potential customers and their corresponding buying power for Chinese spirit.

	Price willing to pay
Active Elders	High
Young adults	Low
Workers	Low
New Middle Class	High
High Class Business People	High
New Generation of Women	Low

II. Targeting

Because by employing the new yeast, the production cost of our company will be much lower and the production cycle is much shorter than our leading competitors, we have decided that our product should focus on customers who are not willing or able to pay a lot for white spirit—referring to the chart above. It is not difficult to find that the target consumer population is young adults, workers, and the new generation of women. The company will set the prices lower than the current market price to both focus on our target customers and increase sales.

III. Entrant (Barriers)

After analyzing the current market shares of the alcohol market, we have found that our main competitors are companies that have reached economies of scale. Among them were Wuliangye, Luzhou Laojiao, and Guizhou Maitai. These strong companies propose a significant challenge for us without any doubt.

Furthermore, there are other barriers as well. Since our product is aimed at the low-end market and is inexpensive, production must be in mass quantities, meaning that commercial machines must be used. However, these machines are usually both expensive and inaccessible. Experienced workers are also necessary, and high wages must be paid. In short, a lot of initial investment is needed to start the investment. Besides, the consumers may not be willing to accept a brand new to the market that they have never read of or witnessed before in terms of wine. However, the two challenges proposed above cannot diminish our resolution to run such a company: they both can be resolved to some extent by the sales of product merchandise, which both attract investment and increase the credibility of the company among the customers at the same time.

IV. SWOT analysis of Existing Competitors

Jiang Xiaobai (Only focus on one specific type of product which is relates to our topic.)	NiuLanshan	Red Star
<p>Product Description: Jiang Xiaobai Fruit Cube is a low alcoholic fruit sorghum wine with a rich, fruity aroma and aroma, containing up to 30% fruit juice and a strong fruity flavour.</p>	<p>Product Description: Niu Lanshan is made from sorghum and wheat, with peas and barley as the fermenting agent. From the crushing of raw materials to the filling of the finished wine, it undergoes more than ten processes such as pasting, fermentation and distillation.</p>	<p>Red Star is the result of a combination of traditional brewing techniques and modern microbiological technology, using high quality red sorghum, barley, bowl beans and pure water as raw materials, steamed and boiled in a clear, craft distillation.</p>
<p>Strength: Precise consumer targeting</p> <p>Excellent marketing strategy (shaping the ip)</p> <p>Complete industry chain</p> <p>Differentiated industry</p> <p>Long history of production sites</p>	<p>Strength: High level of visibility and trust</p> <p>High option among those who like to drink</p> <p>Circulation area covered</p>	<p>Strength:High productivity</p> <p>Diversified distribution channels</p> <p>Strong advertising and promotional efforts</p> <p>High brand influence</p>

<p>Weakness: Poor product quality</p> <p>Collapsing reputation</p> <p>A brand without deeper connotations</p> <p>Many counterfeit products</p> <p>The marketing model easily imitated</p> <p>Lack of professional management, high staff turnover rate</p> <p>Weak sales channels</p>	<p>Weakness: Overly low-end brand perception</p> <p>Inadequate promotion</p> <p>Inadequate differentiation cut</p>	<p>Weakness: Inadequate marketing capabilities</p> <p>Small product line with no new products to complement</p> <p>Low quality of after-sales service</p> <p>Lack of market resilience</p>
<p>Opportunities: National policy support</p> <p>Upgraded consumer attitudes</p> <p>Expanding consumer market</p>	<p>Opportunities: Improving product quality</p> <p>Sacrificing the future for corporate sustainability=</p>	<p>Opportunities: Technical environment</p> <p>Potential consumer markets</p> <p>Socio-cultural environment</p> <p>Rising consumer levels</p>
<p>Threats: Lack of user loyalty</p> <p>Plenty of substitutes</p>	<p>Threats: Market development risks</p> <p>Counterfeit and substandard products</p>	<p>Threats: High intensity of competition from existing businesses</p> <p>Threat of substitute products</p> <p>Sluggish economic environment</p> <p>Low threshold in the white wine industry</p>

V. Competitive Market

As our company is an emerging industry, we focus on the low-end liquor market in China. According to research, the low-end liquor market in China is highly competitive. Still, it has the lowest concentration of companies in the industry as the low-end market has the highest degree of regionalization. With the arrival of the demographic inflection point and increased public health awareness, moderate and healthy drinking is gradually becoming mainstream. The market demand for low-end liquor, such as beer, wine, health care wine, and fruit wine, is increasing, and the need for Chinese liquor is weak. In terms of the market pattern, there are several camps in the low-end liquor market, such as Beijing liquor (Niulangshan, Red Star,

etc.), sorghum liquor (Jiang Xiaobai), Northeast liquor (Lao Cun Chang, Longjiang Homeland, etc.). At a strategic level, Beijing liquor and Northeast liquor are dominated by a series of light bottles with a national layout and brands with a national reach and clear competitive advantage; in contrast, the influence of real estate liquor is limited to the local level; and the low-end products of some famous liquors are just a sequence in the overall product line, while the strength of the low-end liquor can pull down the brand value, with limited attention and a lack of overall competitiveness. The most similar of these brands to our aims is Jiang Xiaobai, a brewer and producer of naturally fermented distilled sorghum spirits, which targets young people and is committed to changing the habit of young people of not drinking white wine by adding fruit juice to low-end spirits to enrich their fruity taste. Jiang Xiaobai promotes confronting young people's emotions head-on, without avoidance or fear, and using alcohol to vent young people's emotions.

Before the epidemic, Jiang Xiaobai's annual revenue exceeded 1 billion yuan, 2 billion yuan, and 3 billion yuan, respectively. In the small bottle liquor market, Jiang Xiaobai's market share once exceeded 20%. They changed their products for users by differentiating them from other liquor companies, targeting young people. Since the Covid-19 epidemic, Jiang Xiaobai's market share has shrunk significantly, plummeting from 20% at its peak to 0.5% in one year. Jiang Xiaobai implemented capital increases and layoffs and contracted its non-core business (pharmaceutical company Jiang Xiaohong, offline activities). All of this was due to the downturn in the restaurant industry during the epidemic, which was a severe blow to all low-priced small-bottle liquor companies.

In the light bottle alcohol market, Niulanshan occupies a leading position with an 11% market share. In general, the low-end alcohol market is characterized by fragmentation and low concentration, and there are high expectations for leading wine companies with brand and channel power. However, the target consumers of Niulanshan are different from our company's target, so it is not the most significant competitor.

In the light bottle alcohol market, Hongxing has a 2% market share. There are many reasons why Hongxing Er Guotou, which entered the nationalized market earlier than Niulanshan, has gradually lagged behind Er Guotou for more than a decade. In terms of brand promotion, Red Star's brand positioning is vague and variable, giving up its image as the leading Er Guotou to Niulanshan. Niu Lan Shan mainly controls the price system and gradually gains a firm foothold in the nationalization process. Red Star, on the other hand, is primarily focused on profit assessment and keeps raising prices, which eventually has a negative impact on terminal sales. The current market pattern of light bottle wine has been laid, Niu Lanshan in the 15 yuan price band has established a competitive advantage; Red Star in the 25 yuan price band. From a comprehensive point of view, the growth of Red Star is weak, facing the squeeze from Niulanshan and other products.

VI. 4P Analysis

I.Product

The final product of E.H-Cheers, as shown in the picture, will be luzhou liquor with our cultured strains. We will adopt an apple-shaped appearance and the bottle body will be apple-shaped. In order to promote environmental awareness, we will also print an environmental slogan on the inside of the bottle cap.

The streamlined appearance of the bottle is not only convenient to take but also represents the uniqueness of our products. To avoid being squeezed during transportation, the outer packaging is made of glass, and there is a frosted leaf pattern on the top of the bottle body to make the shape closer to the apple. We will also print our logo and unique security label on the bottle body and bottom to prevent the appearance of counterfeit products from damaging our products in the market.



II. Price

Compared with our similar fruity white spirit products, we use traditional grain fermentation to produce ethyl hexanoate instead of traditional grain fermentation to produce ethyl hexanoate, which will greatly reduce the labor cost of traditional brewing, production cost reduction, labor will also be greatly reduced.

The outsourcing production company of our company is very mature. We control the manufacturing cost of the wine itself and the sweetener ethyl hexanoate at 4.5 yuan/bottle, and the cost of the glass packaging is 5 yuan, including the labor cost 1 yuan, freight cost 0.5. The total cost is 9 yuan, and our price is 14.9 yuan for a bottle, and the profit is 5.9 yuan. Most of the fruit-flavored white spirit on the market is expensive because of the production cost of sweetener. Now our liquor is made of our own cultured strains, and the production cost is greatly reduced. Our price will be lower than that of the same type of companies, and the production quantity will be greater than that of the same type of products.

III. Promotion

1. Online advertising
2. Online entertainment
3. Peripheral selling
4. Offline entertainment promotion
5. Brand linkage promotion

At the same time, we will also carry out sales around the products. Our company decided to launch a fun adventure game with the online mascot as the main character and a derivative animation series with the mascot as the main character. At the same time, we also have a game to introduce our products and production lines so that investors and customers can know more about our company concept and production and innovation process to get closer to customers. In terms of online publicity, we will cooperate with online self-employed on large platforms to promote and launch advertising videos. In terms of peripheral products, we will throw unique clothing and daily necessities, such as canvas bags, t-shirts, and hats. We will also launch timely defense products such as medical masks. Finally, we will sell peripheral dolls and a series of blind boxes of mascots. Offline entertainment promotion: We will cooperate with famous stars to shoot advertisements and offline billboard promotions. In addition, we will also choose to conduct product linkage with other international companies.

IV. Place

We will cooperate with agents to sell liquor products. Our company will target young people in the early stage of business, so the sales places will mainly focus on young catering and online sales. First, we will inform the public about our brand through large-scale sales and brand characteristics to improve brand awareness. It has become a new type of white spirit drink and an Internet celebrity product known to young people.

In the later stage, after improving brand awareness and influence, we will turn the market overseas and promote the brand through the taste design features on the Internet and the global network platform to obtain higher profits.

Our company has its storage warehouse. To ensure the quality of the products, our outsourcing company will directly transport the products to the warehouse for storage. Because the outer packing is of good quality, the mode of transportation will be by road, and the transportation cost will be 50 cents per bottle.

V. PEST Analysis

I. Political

At present, China's socialist market economy system has been established fundamentally, and the legal and economic systems are in the process of continuous development and improvement. The state has made clear provisions for the confirmation of the qualification of enterprise market subjects, property protection, and market operation behavior through relevant laws. Now we are in a period of rapid economic development and a stable political environment, which is a golden period for the development of liquor enterprises. China's accession to the WTO provides a good opportunity for liquor to go abroad, but at the same time, the impact of foreign liquor on liquor will be even greater. In short, China's accession to the WTO is a double-edged sword for liquor companies. The economic operation of the industry is strongly influenced by policies: with the change in demand and demand conditions in the consumer market and the adjustment of economic policies, the liquor industry has evolved from a high-tax, high-profit industry to a high-tax, low-profit industry.

II. Economic

With the slowdown of economic growth, nationwide restrictions on "three public" consumption, and prohibition of alcoholic beverages, the output of the liquor industry, in general, has shown a steady decline. China's liquor production will decline from 11.981 million kiloliters in 2017 to 7.407 million in 2020. The latest data show that China's liquor production reached a cumulative total of 7.156 million kiloliters in 2021, down 0.6% yearly. China's liquor production is expected to fall to 6.893 million kiloliters in 2022. The liquor industry is a thoroughly competitive industry with a high degree of marketization and intense market competition. In recent years, the trend has been to reduce the number of liquor enterprises. Data show that China's on-regulation liquor enterprises have dropped from 1,593 in 2017 to 1,098 in 2019, and in 2020, the epidemic's impact blocked the liquor consumption scene. The on-regulation liquor enterprises dropped to 1,040, meaning a decrease of 58 enterprises yearly, showing a continuous downward trend. To a certain extent, it shows an increasingly clear concentration trend in the Chinese liquor market. China's on-regulation liquor enterprises are expected to drop to 997 in 2022. The total number of liquor enterprises continues to decline: According to the 2001 statistics of the National Bureau of Statistics for the liquor industry, "state-owned and non-state-owned industrial enterprises with annual

product sales revenue of more than 5 million yuan", the output of the liquor industry declined, sales revenue declined, profit fell, and tax revenue rose slightly.

III. Social

The white spirit plays an essential role in constructing the national economy. The liquor industry is a significant food industry branch and has an vital position in the national economy, with tax revenues ranked second to the tobacco industry. As a new brand, we need to work on our cultural connotation through allusions, brewing origins, and the intersection with historical figures to consolidate and enhance the brand image. The most crucial driver of brand impact is "trust". It is also important to note that although "social responsibility" comes last in terms of brand impact, Ipsos' years of research in multiple industries around the world have shown that social responsibility is increasingly becoming an important indicator for consumers to evaluate companies (and their brands), and its role should not be underestimated. To stand out from the crowd, we need to innovate our products and improve the traditional winemaking process to promote and enhance the quality and taste of our wines. Secondly, we need to break the conventional product-oriented marketing approach of classic liquor brands and become a symbol of consumers' character, tastes and ideas by gaining insight into the spiritual needs of the core consumers and then pleasing them with a more grounded spiritual marketing.

IV. Technology

In today's highly developed network, putting liquor on the e-commerce platform is one of the good options. As a result, active participation in e-commerce and reaching out to the Internet has become a buzzword for liquor companies. Against the backdrop of a low liquor boom this year, it has become popular for liquor companies to go online. At present, Guizhou's Maotai, Dong wine, Sichuan's Wuliangye, Luzhou Laojiao (216.300, 0.50, 0.23%), Lang wine, Jiangsu's Yanghe, Jinshiyuan, Shaanxi's Xifeng, Anhui's Gujing, Shandong's Wuliangjing, etc. are in the wine Xian network and other B2C website sales. It seems that overnight, everyone in the liquor industry talks about e-commerce, home to do e-commerce.

Meanwhile, development of genetic engineering has made it possible to tailor yeast for differentiated liquor making purposes. It means that we may create multi-functional yeast by utilizing genetic engineering to support the long-term and diverse development of our alcohol business.

VI. Pain & Solution

Market Pains:

Even though low-end alcohol cannot be used for commercial banquets, it may fill in the market niche of young generations' leisure and daily needs. The project has a low initial profit, and it takes a long time to build our relationships with collaborators—the time to make. The time of filing process is lengthy.

Solution:

Our fruity liquor is more suitable for friends' dinner or for more people to drink. In friends' dinner, due to the wide range of our products and the trend of younger drinkers, and young people are more willing to try new products, our products will have a large market for young people, and in the future, we may try to adjust our products to fit in with formal business banquets. To adapt to consumers' tastes, we will also introduce different shades of fruit flavors. In terms of packaging, we will also introduce more formal outer packaging for the convenience of gifts.

Because the cost is low, so we will be on a large scale on the products in the market, compared with high-end liquor products, liquor products or in the end, our customers feel more widely, and the costs of production to reduce will let E.H - Cheers products with similar wine company win in the competition, we will as the supplier's place in the catering industry. After gaining enough brand awareness, we will also open our stores to sell.

VII. Operational Management**I. Production**

As a company focused on enhancing the taste of the fruity white spirit. The syrup used by a company to add fruity white spirit is very expensive, and it is challenging to extract fruity white spirit syrup. Through our research, our company came up with a method to improve the taste and reduce the difficulty by increasing the content of apple ethyl hexanoate in white spirit.

In expanding our production, we will adopt OEM model in our future business expanding.

II. Quality Control

Our company will strictly abide by the ten hygiene guidelines of the factory, and our company will strictly supervise the employees by sending inspectors to each floor. The inspectors will always manage the employees and maintain clean and hygienic staff to ensure the production channel and winery. The inspectors and department managers will carefully observe the machines and provide the regular operation and hygiene of the devices at all times. Strive to make hygiene as clean as possible. At the same time, it ensures employees' personal safety in the production process.

III. Financial Planning

After searching and understanding this kind of wine on the Internet, the cost of our product is 4.5. The cost of apple-style glass bottle is 5, including labor cost 1 freight cost 0.5, the total cost is 10. The price is 14.9, so the profit is 4.9.

The annual sales limit is 50 millions bottles tentatively set for 100 workers.

IV. Location

Our company has determined that the first factory and warehouse will be opened in Gansu Province in 2023 by studying various regions. Gansu has many breweries, and our company has a complete transportation system to ensure that the products arrive safely and quickly. And will gradually set up a division of labor in other areas and expand our division progressively.

V. Legal Environment

This is not our first fruity white spirit. However, the method of improving taste and reducing difficulty developed by our company will be patented, and we will register as a liability company.

VI. Personnel

E.h-Cheers classifies employees into five categories. First, there will be staff responsible for the logistics of products, including logistics transportation, to ensure the safety of products in the transportation process. Then, there will be staff working in a lab dedicated to producing ethyl hexanoate, and we will do further research to reduce the time and cost of creating ethyl hexanoate. In the lab, HR will hire more developers to continue developing other flavors, so there will be developers constantly experimenting with innovation. To ensure the quality of the products, we will also have supervision personnel to supervise the production line, laboratory, and transportation to ensure drinking safety. Finally, we have the publicity department, which will launch the product-related peripheral in real-time and publish publicity about moderate drinking.

VII. Inventory

Most of our company's costs are fixed, and after we grow ethyl hexanoate with yeast, we have almost no variable costs. Since our production line is outsourced to other liquor production companies, we do not need any production equipment.

The equipment required by our company includes but is not limited to: plasmids, autoclaves, PCR equipment, etc.

VIII. Supply Chain

Our supplier will provide us with the necessary equipment for brewing, such as a shredder, fermenter, brewing equipment, filtration equipment, storage tank, and lamp inspection. After setting up the factory and machinery, E.H-Cheers will have a long-term relationship with the supplier to obtain a lower product price. By reducing the cost, E.H-Cheers will reduce the market price and make the product more affordable for the public.

In the future development, our company will consider establishing contact with more suppliers and brewing plants. Since our company is a start-up, we may not have a superior position in bargaining with suppliers. However, with the development of our company and significantly the increase in our sales and market share, our bargaining power with suppliers will become stronger and stronger.

VIII. Conclusion

As mentioned in the marketing plan, our products' fruity taste comes from ethyl hexanoate rather than fruit. Our company abandons the traditional method of brewing ethyl hexanoate from grain. In contrast, we cultivate ethyl hexanoate with yeast, significantly reducing the time and raw material cost of producing fruity white spirit. It improves production efficiency and reduces labor costs. Therefore, the price of our products will be lower than that of similar products, which will enable our products to gain a wide range of product popularity through mass release. It will attract many customers to the restaurant industry, and we will be one of the largest suppliers in the lower end of the alcohol market to secure market share. At the same time, we will also establish good relationships with brewing companies and supply chains to ensure the production of our products. With the popularity of the brand, we will also launch more products. The publicity department will also carry out the surrounding sales and promotion.

Our ten-year plan will be to promote our products to the world so that people worldwide can drink different Chinese white spirits and improve people's quality of life. In addition, our method of yeast cultivation of ethyl caproate also avoids fruit and food waste, so we will also carry out environmental publicity to contribute to reducing food waste caused by brewing.