FH AACHEN
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Business Plan

„BECARE“

***B**attery **E**lectric **Ca**r **Re**nt*
-Emission free mobility-

By

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CONTENT

1 Introduction

1.1 Concept

BECARE provides our customers to enlarge their experiences by renting a future-ready-vehicle. The customer can choose to feel emission free mobility either by car or a Segway-trip.

1.1.1 Car rental

Battery electric vehicles (BEV) get more and more aware in the heads of the people. They are silent, produce less emission and are as comfortable as “conventional” cars. Further they attract attention to the public not only through the new technology used to propel the car, but also due to designs from extravagant till unimposing.
The aim of BECARE S.R.L. is to rent BEV’s to the public. Tourists can rent an electric car to make their holidays more mobile and discover the holiday scenic attractions. Other customers can rent a car in case of transporting till enjoying the new technologies and novelty. Furthermore, the concept of BECARE rent electric cars as a emission free vehicle to the customer by charging the battery by sun, that means getting electricity from PV-systems. The Customer should drive the car without thinking about the gasoline costs and can easily charge the battery at home or BECARE‘s fast loading station.
Customer who drives our electric cars combines the useful with ecological awareness and do not pay more than for normal rentable cars while saving our environment.

1.1.2 Segway rental

The Segway technology gives our customers the possibility to combine mobility and highest amount of flexibility with vitality.
Our customers rent the Segways for a one day till several day trips and are free to discover their environment in a new way.

The Segways are official approved and homologates fur road service.
Futher the BECARE's concept is, to introduce every costumer or potential costumer in the techniques of the Segway and how to handle it, to get the most out of this vehicle.

1.2 Location

The BECARE S.R.L. is established on the Spanish island Majorca. The company is located in the central point of Palma to be central for our Costumers and close to the Airport.

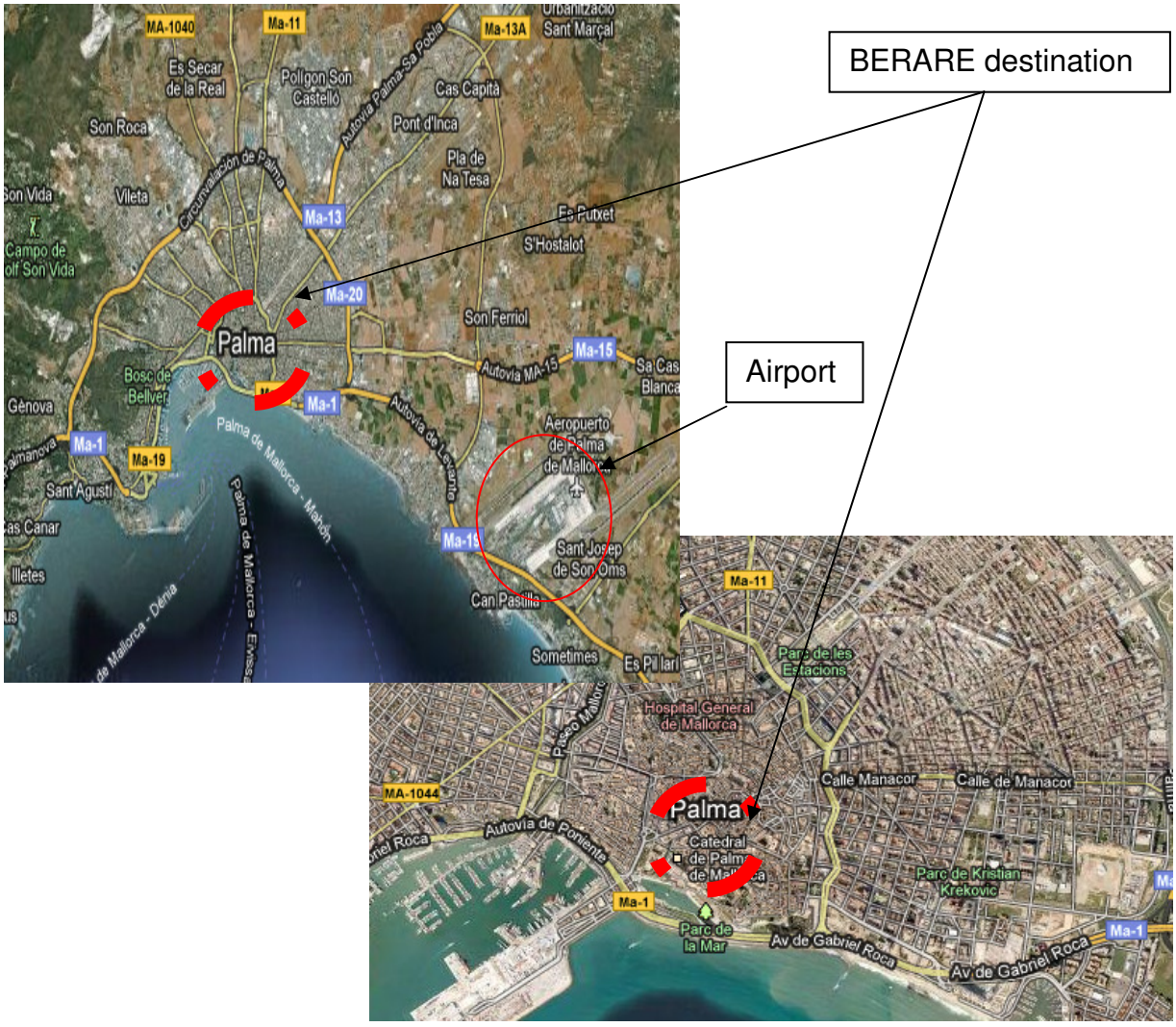
Facts about Majorca:

Majorca is an island located in the Mediterranean Sea, one of the Balearic Islands.

It is largest by area and second most populated island of Spain (after Tenerife in the Canary Islands).

The capital of the island, Palma, is also the capital of the autonomous community of the Balearic Islands. The Cabrera archipelago is administratively grouped with Majorca (in the municipality of Palma). The anthem of Majorca is *La Balanguera*.

Like the other Balearic Islands of Ibiza, Formentera and Minorca, the island is a highly popular holiday destination, particularly for tourists from Germany, the United Kingdom and to a lesser extent, Ireland. The name derives from Latin *insula maior*, "larger island"; later *Maiorica*, "the larger one" in comparison to Menorca.[1]



Why BECARE does choose Majorca?

BECARE S.R.L. is established in Majorca due two FOUR key parameters.
Our Company makes it possible to rent battery electric vehicles with no emission output, by charging the batteries with a PV-panel system- calculated for the amount of power needed, to recharge several batteries at the same time. First key parameter of Majorca is, that the island offers an average sun-hours of 7.5 per day with a solar radiation of 2000 kWh/m² a.
Secondly, the limited range of battery electric vehicles is sufficient to explore an island like Majorca with 3,640.11 km^2. Further Palma is one of the most famous locations and both, close to the sea and hinterland and makes it possible to explore many sites with one battery charge.
BECARE, located in Majorca-Palma, reaches classical Tourists, business people, tourists on an adventure trip and also inhabitants.
At least, Majorca is changing its image from a tourist famous party island to an island which attends all groups of ages and presents its environment to gain new experiences and impressions.

2 Market analysis

The market analysis is supposed to ensure the potential in our business sector.
As already known there are a lot of rent-a-car services in Palma de Majorca.
In order to react on that situation we provide BEV's instead of conventional cars.

2.1 Current market

The current market situation gives a short overview in how far the rent of BEV's is possible in Palma. Our research on that field showed, that there is actually no possibility to rent a battery-electric-car on the island. As the first company that satisfies this market we suggest there will be a great request.

2.2 Target market

There are about ten million tourists visiting the island Palma de Majorca every year.
We assume that about ten percentage of the tourist rent a car (that means every tenth person). So our customers are mainly tourists but also business people and inhabitants that are interest in the new technology of BEV's.
Furthermore we rent our Segway's. Considering the great mobility you have with such a future-trend-vehicle we think that there is a huge demand for renting a Segway. Our target groups are first of all the classical tourists who want to explore the places of interest during their vacation in Palma. The second group are the customers which like to gain new experiences due to the fact that Segway's are a new technology.

2.3 Competitors

We assume that there are about ten rent-a-car companies which are well established in Palma. The calculation of the business plan reveals that we have to rent our vehicles in a slightly higher price category than our competitors in order to be profitable. But if we take into account that our company is not a conventional rent-a-car service due to the fact that we are providing an emission free mobility, we suggest that the higher price is acceptable.

3 Legal form of the Company

According to the business plan, BECARE is plant to be established as an Limited Liability Company in Spain (Sociedad de Responsabilidad Limitada, S.R.L., or S.L.), because the shareholders are not personable liable for the company debts.
The Limited Liability Company, or Sociedad de Responsabilidad Limitada, in Spain is another type of Spanish stock company. Like the Sociedad Anónima, the Sociedad de Responsabilidad Limitada is an autonomous legal entity and shareholders are not responsible for debts incurred by the company. All sociedades must pay Company Tax (Impuesto sobre Sociedades). Yet the Sociedad de Responsabilidad Limitada's minimum required investment is considerably less than for a Sociedad Anónima. (There are also different reporting requirements for each type of sociedad.) In addition, a Sociedad de Responsabilidad Limitada's shares cannot be traded on the stock exchange.
To start a Sociedad de Responsabilidad Limitada in Spain, you will need to draft and notarize articles of incorporation and have a minimum available investment of €3,005.06. You will also need to register with the Commercial Registry in Spain (Registro Mercantil), request a CIF (Código de Identificación Fiscal, Tax Identification Code), register to pay IAE tax (Impuesto de Actividades Económicas), register with Social Security (Seguridad Social) for you and workers if you plan to hire some and fulfill other obligations. Consult with your comunidad autonóma and a legal advisor for further details.

4 Market strategy

Our market strategy is based on a clean and sustainable image. Therefor we provide our electricity for the BEVs by photovoltaic system. The emission free idea is a new concept to establish in the existing renting market. To offer our customers the highest level of comfort our renting system is web based as well as we offer onside service (local office). The online booking system makes it easy and comfortable to schedule the reception of the car on the preferred time. To acquire customers we use different media for advertising:

- The internet is a great way to call attention to our services.
- Advertising by different media (Radio, TV, print media)
- Local advertising in tourist hot spots (Airport, sights, beach promenade etc.)

Because our service concept is innovative and unique in Majorca we hope to show up in tv/radio and become well known by giving interviews.
The target groups are all generations with driving license.

5 Technical Background

5.1 BEV (Battery Electric Vehicles)

An electric car or battery electric vehicle (BEV) is a battery powered automobile which is propelled by an electric motor.
The concept of battery electric vehicles is to charge batteries on board vehicles for propulsion using the electric grid.
Battery electric cars are becoming more and more attractive with the advancement of new battery technology (Lithium Ion) that have higher power and energy density (i.e. greater possible acceleration and more range with less batteries) and higher oil prices.

What advantages do BEV's offer?

An electric motor is 400% to 600% more efficient than an internal combustion engine (ICE) and produces zero emissions at the point of use. BEVs can use electricity from anywhere including sustainable energy resources (wind and sun). Further electric vehicles are simple, silent, and affordable to operate.
Internal combustion engines are relatively inefficient at converting on-board fuel energy to propulsion as most of the energy is wasted as heat. Whereas electric motors are more efficient in converting stored energy into driving a vehicle, and electric drive vehicles do not consume energy while at rest or coasting, and some of the energy lost when braking is captured and reused through regenerative braking, which captures as much as one fifth of the energy normally lost during braking.[79]
Typically, conventional gasoline engines effectively use only 15% of the fuel energy content to move the vehicle or to power accessories, and diesel engines can reach on-board efficiencies of 20%, while electric drive vehicles have on-board efficiency of around 80%.

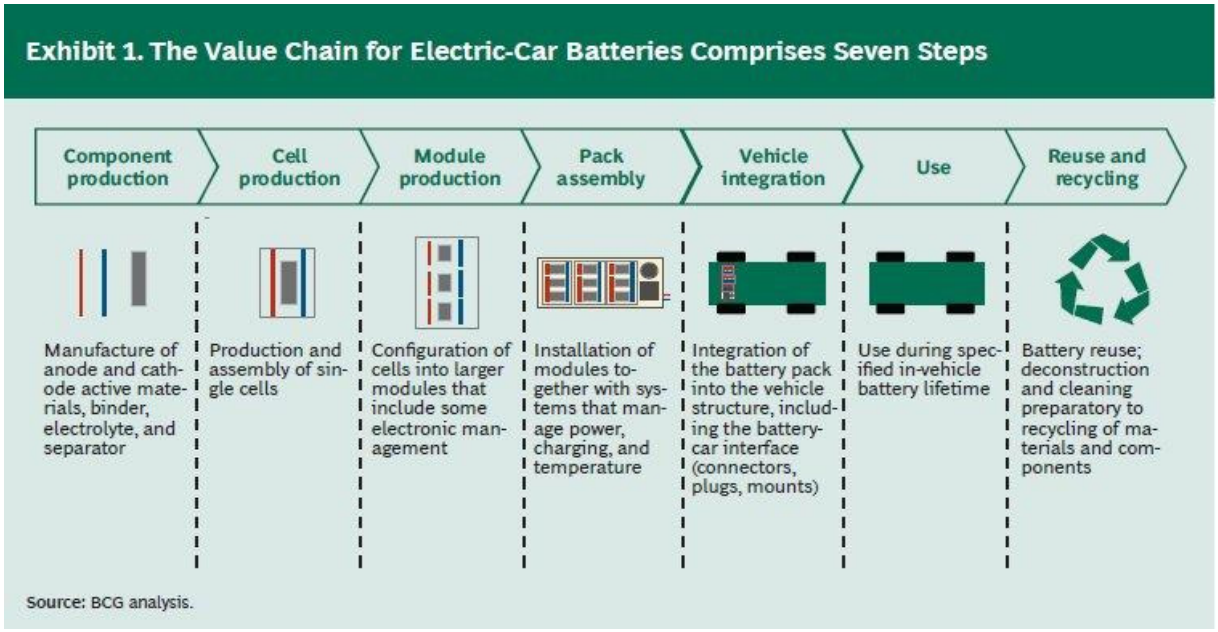
Are there any disadvantages?

EV's produce less road way noise compared to internal combustion powered car. On the one hand it is a great advantage but on the other hand it endanger the pedestrians due to the fact, that EV's can be lately recognized because of the low noise level.

The range of a BEV depends on the battery type but is much more limited compared to ICE powered cars. According to a study, the average American drives less than 64 km /day so the limitation of range is not deciding.[1]

5.2 State of the art battery technology

Lithium-ion batteries compromise a family of battery chemistries that employ various of anode and kathode materials. Each combination has distinct advantages and disadvantages in terms of safety, performance cost, and other parameters. The most prominent technologies for automotive application are lithium-nickel-cobalt-aluminum (NCA), lithium-nickel-manganese-cobalt (NMC), lithium-manganese-spinel (LMO), lithium titanate (LTO), lithium iron phosphate (LFP). The technology that is currently most prevalent a consumer application is lithium-cobalt-oxide (LCO), which is generally considered unsuitable for automotive application because of its inherent safety risks. All automotive battery chemistries require elaborate monitoring, balancing, and cooling systems to control the chemical release of energy, prevent thermal runaway, and ensure a reasonably long life span for the cells.



5.3 State of the art Photovoltaic technology

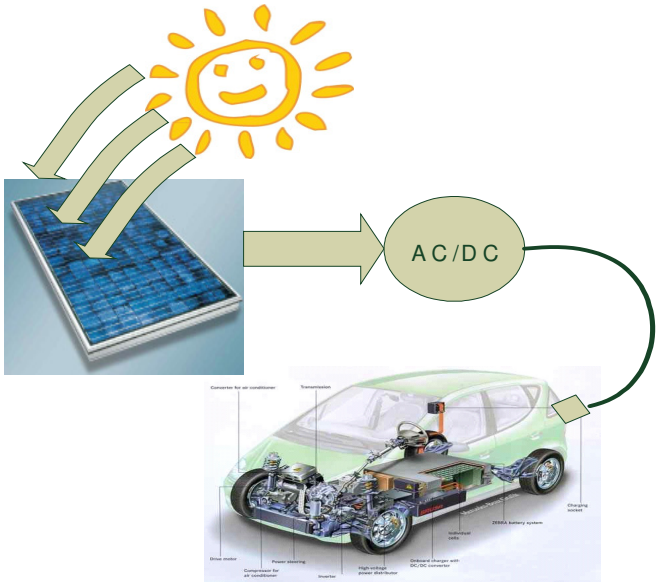
Solar power first gained wide public awareness due to the 1970's energy crisis as an alternative source for thermal heat and electricity production. Solar technology has made great advances till then. Due to the unlasting resources discussion and increasing power demand while reducing emissions, solar power technology is increasing. Solar pane-technology can be distinguished in solar thermal panels and photovoltaic (PV) panels.

Photovoltaic panels use the sunlight to produce electricity. PV is a method of generating electrical power by converting solar radiation into direct current electricity using semiconductors that exhibit the photovoltaic effect. Photovoltaic power generation employs solar panels comprising a number of cells containing a photovoltaic material.[1]

When more power is required than a single cell can deliver, cells are electrically connected together to form photovoltaic modules, or solar panels.

<u>Photovoltaic panels in the BECARE rent system:</u>

The electricity produced by the PV panels is supplied to the grid. The panel system is calculated with the amount of electricity which is needed to charge several batteries at the same time.



6 Cost calculation

6.1 Estimated amount of income by renting (Costumer flow)

BEV income by renting

Cars **Year**	**1**	**2**	**3**	
Rent/car (average)	60	60	60	€/d
Amount of rented cars (average)	6	7	8	Amt/d
Days of rent/year	320	340	345	d/a
Rental income	**115.200**	**142.800**	**165.600**	**€/a**

BECARE S.R.L. rent cars for 60 € per day. These costs are calculated for the first years and vary in the following business years due to changes in amount of rented cars and economy changes in focus on electric car technology.

As BECARE is specialized in BEV's technology we are highly depending on production costs of BEVs itself and improvements in the battery technology. As these parameters changes we have to adapt our prices. According to state of the art of BEV's technology, BECARE calculates a decrease of production costs which expense the range of renting prices.

The rental income increases by further establishment and promotion in the market. Actually BECARE assume a maximum amount of rated cars of about 6 cars per day and 345 days per year (up to 8 cars in the further years). Thus total standstill of 45 days per year is calculated (only in the first year).

SEGWAY income by renting

Segways **Year:**	**1**	**2**	**3**	
Rent/Segway	45	45	45	€/d
Amount of rented Segways (average)	8	8	8	Amt/d
Days of rent/year	320	340	345	d/a
Rental income	**115200**	**122400**	**124200**	**€/a**

The renting costs of a Segway are 45€ per day. BECARE S.R.L. assume an amount of rented Segways of 8 amt./d (average maximum) as Segways are already introduced into the market and cover the costumer's trend. The days of renting per year increase after the company's establishment due to an increasing in costumer flow. After the third year BECARE assume a constant rental income of 124200 €/a

6.2 Estimated income by the photovoltaic system

Electricity		
Compensation for electricity fed into the grid	32	Cent/kWh
Electricity output	32.850	kWh/a
Income	**10.512**	**€/a**

The electricity produced by BECARE's PV-system is fed into the grid for 32 cent per kWh. Further 32.850 kWh per year electricity output are calculated by sunshine hours and the sun's radiation rate in Spain, Majorca.
Thereby a total income by PV-system of **10.512 €** per year is provided.

Additional PV-panel calculation for dimensioning

Required power of the batteries		*30*	kWh
Loading operations per day		*3*	
Loading operations per year		*1095*	
Sun's radiation level of Majorca		*2000*	kWh/m²a
Sun hours per day		*4,4*	h/d
Sun-days per year		*365*	d/a
Efficiency of PV-panel		*10%*	%
Power of PV-panel		200	kWh/m²a
Electricity output		32850	kWh/a
Dimension of PV-system		164,25	m²
Panel cost per m²		600	€/m²
Investment		**98550**	**€**
Interest rate PV-only		**5913**	**€/a**

6.3 BEV costs

BEVs

Amount	**Cost Position**	Costs per Car	Costs
10	batterie electric cars	20.000 €	200.000 €

Batery leasing costs

Amount	**Cost Position**	Costs per item	Costs/year
	Batteries	85 €	1.020 €
10			10.200 €
10	Tire equipment	60 €	2.400 €

Total	201.020,00 €

BECARE assume a purchase price of 26000 €. Due to subsidies from the Spanish state of maximal 6000 € per electric car and quantity discount of the automotive manufacture, BECARE calculates with costs of 20000€ per vehicle. Furthermore the BEV's batteries are leased for 85€ per month and unit. Including the tire equipment we consider total BEV costs of 201.020€.

6.4 Segway costs

Position	**Costs**	
Segway	5000	€
10 Units	**50000**	**€**
Lifetime	5	a
Insurance	310	€/month
Insurance for 10 units	3100	€/a
Costs per year (including depreciation)	**13100**	**€/a**

In order reach an economic renting of Segways, BECARE buys 10 Segways. We calculate 5.000 € per unit which is probably the highest market price. The total costs of insurance (Allianz) are about 3.100€ per year. Thus BECARE assume total costs for investment of Segways of 50.000 € and variable costs (insurance and depreciation of Segways) of 13.100€.

6.5 Investment and depreciation costs

Depreciation costs

The depreciation costs could not be calculated in accordance with the Spanish system, so BECARE calculated the depreciation costs in accordance with the German law (supposing that the German law is the most complicated). The individual cost positions are calculated as follows:

Investment goods	Investment expenditures in €	Depreciation rate in years	Depreciation rate	Depreciation € p.a.
Cars	200.000	5	20%	40.000
Segways	50.000	5	20%	10.000
Building	150.000	20	5%	7.500
PV-System	98.550	10	10%	9.855
Tools	5.000	10	10%	500
Total	250.000			67.855

The investment calculations of the single positions are explained in the specific chapter. Costs for Tools are estimated with 5000 € in order to handle small repairs. The Building costs are calculated for a small building which will be our Service-Office. The BEV'S will be parked on our Area (see also "Total fixed costs").

6.5.1 Total fixed costs

According to the property prices in Mallorca, Palma, we assume building and area costs of about 325.000 €. These costs are all inclusive, labour, utilities and material are included. To guarantee highest amount of safety in case of unexpected situations, our company further included 100.000 € as unexpected costs.

The PV-system costs of 98.550 € include costs of installation as well as the costs of the PV-panels.

As the BECARE S.R.L. will be established in Spain, the foundation costs are calculated as 3.006 €.

In order to cover the total fix costs of 746.556 €, 20% is covered be sponsorships and 20% by equity which leads to 298.622€. For the company's integration into the market, a credit for the remaining 60% (447.934 €) is necessary.

Positions			Share of total	Costs [€]	
Building costs				150.000	€
Area Costs				175.000	€
BEV costs				200.000	€
Tools				5.000	€
PV-system				98.550	€
Licenses				5.000	€
Administration costs				5.000	€
Foundation of company				3.006	€
Notary				5.000	€
Unexpected costs				100.000	€
Total fix costs				**746.556**	**€**
Sponsorships (for start-up)			20%	149.311	€
Equity			20%	149.311	€

6.5.2 Unexpected costs see 6.3.1

Unexpected costs include an extension of building costs and range of time as well as any problems occurring during the establishment of BECARE S.R.L. and the integration time into the market.

6.6 Total variable costs per year

Positions	Delay [year]	Amount	Unit costs /a	Costs [€]	
BEV costs					
Insurance		10	1.500	15.000	€/a
Repair costs		10	200	2.000	€/a
Tire equipment		40	60	2.400	€/a
Utilities (elektricity)				8.000	€/a
Leasing costs (Battery)		10	1.020	10.200	€/a
Segway costs					
Insurance		10	310	3.100	€/a
Additional expenses					
Car cleaners				1000	€/a
Water, Gas				4000	€/a
Commercial costs				5.000	€/a
Electricity costs				6.453	€/a
Financing costs					
Taxes				-	€/a
Interest rate		6%	447.934	26.876	€/a
Payback (Credit)	10			22.397	€/a
Labour costs					
Labour costs		3	45.000	135.000	€/a
Depreciation costs				67.855	€/a
Total variable costs				**286.884**	**€/a**

The BEVs and Segways are fully comprehensive insured. Further the Segways are insured against inappropriate handling with 5% deductible (min 150€). BECARE assume 200€ repair costs per car as the cars are under guarantee and one set of tires for each car every year. As batteries for BEV'S are still in improvement and not affordable, all batteries are leased over 3 years (leasing costs 1020€ car/a).

6.6.1 Electricity costs

Regarding to our PV-System BECARE assumes that there will be additional electricity costs for the charging of the BEV's and the lighting of the building (etc.) of about 6.453 €/a.

Building etc.	3000	kWh/a
Electricity for BEV's	32850	kWh/a
Electricity price/kWh	18	Cent/kWh
Electricity costs	**6453**	**€/a**

6.6.2 Labour costs

As the BECARE S.R.L. is established and managed in equal parts, the total labour costs are 135.000 € per year. An individual increase of salary is not possible as well as changes in the amount of salary in the first 10 years is not scheduled.

Labour costs	Amount	Per Person	Costs	
Labour costs	3	45.000	135.000	€/a

6.6.3 Financing costs

Financing costs	Payback time [a]	Interest rate	Unit cost [€]	Cost	
Interest rate		6%	447.934	26.876	€/a
Payback (Credit)	10			44.793	€/a

(First year)

The BECARE S.R.L. assumes an interest rate of about 6 % over 10 years with 44.793 € payback per year. After 10 years, the credit of 447.934 € is liquidated.

6.7 Total income per year

The total income of BECARE is calculated for 10 years. The total income is composed of income by electricity and cars as well as Segway renting.

Total Income **Year:**	**1**	**2**	**3**	**4**	**5**	
Electricity						
Compensation for electricity fed into the grid	32	32	32	32	32	Cent/kWh
Electricity output	32.850	32.850	32.850	32.850	32.850	kWh/a
Income	**10.512**	**10.512**	**10.512**	**10.512**	**€/a**	**€/a**
Cars						
Rent/car (average)	60	60	60	60	60	€/d
Amount of rented cars (average)	6	7	8	8	8	Amt/d
Days of rent/year	320	340	345	345	345	d/a
Rental income	**115.200**	**142.800**	**165.600**	**165.600**	**165.600**	**€/a**
Segways						
Rent/Segway	45	45	45	45	45	€/d
Amount of rented Segways/day (average)	8	8	8	8	8	Amt
Days of rent/year	320	340	345	345	345	d/a
Rental income	**115200**	**122400**	**124200**	**124200**	**124200**	**€/a**
Advertising revenue BEV (Renault)	**10.000**	**10.000**	**10.000**	**10.000**	**10.000**	**€/a**
Total income	**250.912**	**285.712**	**310.312**	**310.312**	**310.312**	**€/a**

Total Income	**Year:**	**6**	**7**	**8**	**9**	**10**	
Electricity							
Compensation for electricity fed into the grid		32	32	32	32	32	Cent/kWh
Electricity output		32.850	32.850	32.850	32.850	32.850	kWh/a
Income		**10.512**	**10.512**	**10.512**	**10.512**	**10.512**	**€/a**
Cars							
Rent/car (average)		60	60	60	60	60	€/d
Amount of rented carsaverage)		8	8	8	8	8	Amt/d
Days of rent/year		345	345	345	345	345	d/a
Rental income		**165.600**	**165.600**	**165.600**	**165.600**	**165.600**	**€/a**
Segways							
Rent/Segway		45	45	45	45	45	€/d
Amount of rented Segways (average)		8	8	8	8	8	Amt/d
Days of rent/year		345	345	345	345	345	d/a
Rental income		**124200**	**124200**	**124200**	**124200**	**124200**	**€/a**
Advertising revenue BEV (Renault)		**10.000**	**10.000**	**10.000**	**10.000**	**10.000**	**€/a**
Total income		**310.312**	**310.312**	**310.312**	**310.312**	**310.312**	**€/a**

BECARE S.R.L. assume a stable income by electricity due to the PV-panels of **10.512 €/a.** After the third year the income by BEV and Segway renting becomes also constant and BECARE assume a total income of about **310.312 €/a** without taxes.

6.8 Cash Flow

The table shows the cash flow of BECARE S.R.L. over 10 years. As BECARE is established in Spain, the text rate is 40%.

According to the BECARE's cash flow, the company becomes profitable with the third year. The repayment of the credit is stable with 44.793.36 € per year.

Year	1	2	3	4	5	6	7	8	9	10
Turnover/Revenue	250.912,00 €	285.712,00 €	310.312,00 €	310.312,00 €	310.312,00 €	310.312,00 €	310.312,00 €	310.312,00 €	310.312,00 €	310.312,00 €
Depreciation costs	67.855,00 €	67.855,00 €	67.855,00 €	67.855,00 €	67.855,00 €	67.855,00 €	67.855,00 €	67.855,00 €	67.855,00 €	67.855,00 €
Labour cost	135.000,00 €	135.000,00 €	135.000,00 €	135.000,00 €	135.000,00 €	135.000,00 €	135.000,00 €	135.000,00 €	135.000,00 €	135.000,00 €
BEV costs	37.600,00 €	37.600,00 €	37.600,00 €	37.600,00 €	37.600,00 €	37.600,00 €	37.600,00 €	37.600,00 €	37.600,00 €	37.600,00 €
Segway costs	3.100,00 €	3.100,00 €	3.100,00 €	3.100,00 €	3.100,00 €	3.100,00 €	3.100,00 €	3.100,00 €	3.100,00 €	3.100,00 €
Additional expensives	16.453,00 €	16.453,00 €	16.453,00 €	16.453,00 €	16.453,00 €	16.453,00 €	16.453,00 €	16.453,00 €	16.453,00 €	16.453,00 €
Financing costs	26.876,02 €	24.188,41 €	21.500,81 €	18.813,21 €	16.125,61 €	13.438,01 €	10.750,41 €	8.062,80 €	5.375,20 €	2.687,60 €
Loss carried forward		35.972,02 €	34.456,43 €							
Profit before taxes(brutto):	-35.972,02 €	-34.456,43 €	-5.653,24 €	31.490,79 €	34.178,39 €	36.865,99 €	39.553,59 €	42.241,20 €	44.928,80 €	47.616,40 €
Taxes 40%:	0,00 €	0,00 €	0,00 €	12.596,32 €	13.671,36 €	14.746,40 €	15.821,44 €	16.896,48 €	17.971,52 €	19.046,56 €
Profit after taxes(netto):	**-35.972,02 €**	**-34.456,43 €**	**-5.653,24 €**	**18.894,47 €**	**20.507,03 €**	**22.119,60 €**	**23.732,16 €**	**25.344,72 €**	**26.957,28 €**	**28.569,84 €**
Cash-flow (net-proft+depreciation)	**31.882,98 €**	**33.398,57 €**	**62.201,76 €**	**86.749,47 €**	**88.362,03 €**	**89.974,60 €**	**91.587,16 €**	**93.199,72 €**	**94.812,28 €**	**96.424,84 €**
Repayment credit:	44.793,36 €	44.793,36 €	44.793,36 €	44.793,36 €	44.793,36 €	44.793,36 €	44.793,36 €	44.793,36 €	44.793,36 €	44.793,36 €
Dividend:	-12.910,38 €	-11.394,79 €	17.408,40 €	41.956,11 €	43.568,67 €	45.181,24 €	46.793,80 €	48.406,36 €	50.018,92 €	51.631,48 €

7 Conclusion

The calculation of total costs and total income shows that the business concept of the company BECARE is economically viable. The assumed customer flow is sufficient to guarantee a good economical income (long-term-perspective). Furthermore the market-analysis shows that the company concept enables the opportunity for a further expansion of the company's Car- and Segway-pool after the introduction into the market. There is for example a Battery-Changing-Station that enables the driver to change the Battery within one minute without leaving the car (completely Software-supported). This system would be a great service for the customers, because they can change their battery whenever they like (24h/d).

An incalculable factor that can have a bad influence to the economic situation of the company is the economic cooperation between the company and automotive-manufacturers. As far as the researches shows there are many projects of automotive-manufacturers to provide the introduction of BEV's into the market. The idea of an emission-free car-rent-business seems to be a good possibility for the automotive-industry to enter the market. For this reason we assume even a greater support of automotive-manufacturers than expected in our calculation.

At least there will be an additional expansion measure. BECARE will offer "Guided Segway tours" (GST) to explore the island. BECARE plans to offer an "Adventure-Tour" and a "Sight-seeing-Tour" to reach almost all of our customers.

7.1 Literature

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