



Sample Company

Mr. John Smith

Chief Executive Officer

Business Plan

L-1 Visa Supporting Documentation
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1 Introduction

Sample Company (hereinafter referred to as the "Company") will import, distribute, and sell premium dietary supplements formulated to support overall wellness, immunity, and healthy aging. The Company's product portfolio will include innovative nutritional products utilizing advanced ingredient delivery systems designed to improve nutrient stability and bioavailability. Operating in compliance with all applicable Food and Drug Administration (FDA) regulations and the Dietary Supplement Health and Education Act (DSHEA), the Company will distribute its products throughout the United States via pharmacies, health and wellness retailers, supermarkets, wholesale distributors, and e-commerce platforms.

The Company will operate as the U.S. affiliate of Foreign Sample Company (hereinafter referred to as the "Foreign Affiliate"), an established international business based in Sample Country, engaged in nutraceutical manufacturing, healthcare consulting, commercial investments, and business development services. In addition to its broader business activities, the Foreign Affiliate develops and manufactures the nutritional products that will be imported and marketed by the Company, ensuring a reliable supply chain and consistent product quality.

Sample Company was incorporated in the State of Florida on XX XX, XXXX. The Company is owned by Mr. John Smith, who holds a 90% ownership interest, Ms. Emily Johnson, who owns 10%. Upon approval of their L-1 visa petition, Mr. Smith will serve as the Company's Chief Executive Officer, overseeing business development, strategic partnerships, and commercial operations in the United States.

The establishment of Sample Company will provide the Foreign Affiliate with a strategic presence in one of the world's largest and most competitive dietary supplement markets. The U.S. operation will strengthen relationships with distributors, retailers, suppliers, and regulatory agencies while creating new opportunities for commercial partnerships and long-term business growth. In addition, the expansion will diversify the Foreign Affiliate's revenue streams, enhance its international market presence, and further its mission of delivering innovative wellness solutions to consumers throughout the Americas.

To support its initial operations, the Company has already hired a full-time Finance Manager, a part-time Administrative Coordinator, a full-time Business Development Specialist, and a full-time Accountant. During its first year of operations¹, the Company also plans to recruit one full-time Sales Manager and XX part-time Sales Representatives to accelerate market penetration and support future growth. By the end of Year 5, the Company expects to employ a total of XX in-house personnel, with annual payroll expenses increasing steadily as the business expands.

The Company's management will evaluate performance using a range of key operational and financial indicators, including sales growth, gross profit margin, operating profitability, and overall revenue performance. Based on the accompanying financial projections, the Company anticipates consistent revenue growth over the five-year planning period as its distribution network expands and market recognition continues to increase.

2 Corporate Background

2.1 Foreign Entity Overview

Foreign Sample Company is a privately held nutraceutical manufacturer headquartered in XXXXX, specializing in the research, development, and production of premium dietary supplements for domestic and international markets. Established in 2012, the company has evolved from a regional supplement manufacturer into a diversified organization serving distributors, retailers, and private-label partners throughout Latin America. Over the years, it has expanded its capabilities through continuous investments in product development, manufacturing technologies, quality assurance, and international business development.

The Foreign Affiliate is fully owned by Mr. John Smith, who serves as the company's Chief Executive Officer and is responsible for its long-term strategic direction. Ms. Emily Johnson serves as Chief Commercial Officer, overseeing international sales, strategic partnerships, and business

¹ Year 1 starts once the Beneficiary's visa is approved.

expansion initiatives. Together, the management team has guided the company's transition from a local manufacturer into an export-oriented business with growing international operations.

Today, the Foreign Affiliate develops and manufactures a broad portfolio of dietary supplements designed to support immune health, digestive wellness, cardiovascular health, bone strength, cognitive function, and overall well-being. Its product range includes vitamins, mineral supplements, botanical extracts, probiotics, and specialty nutritional formulations available in capsules, tablets, powders, liquid supplements, and gummy formats. The company places significant emphasis on research and development, working with food scientists and nutrition specialists to improve ingredient stability, bioavailability, and product quality while complying with internationally recognized manufacturing and quality standards.

Beyond manufacturing, the Foreign Affiliate has established an integrated commercial operation that includes product branding, regulatory support, export logistics, distributor management, and private-label manufacturing services. Its products are supplied to pharmacies, health and wellness retailers, supermarkets, and online distributors across multiple international markets. The company continues to strengthen its global distribution network by developing strategic relationships with new commercial partners and identifying opportunities for expansion into high-growth regions.

The establishment of Sample Company represents the Foreign Affiliate's next phase of international growth by creating a direct commercial presence in the United States. Rather than relying exclusively on third-party distributors, the Foreign Affiliate will gain greater control over branding, customer relationships, regulatory coordination, and market development. This expansion is expected to enhance operational efficiency, strengthen customer support, and create new opportunities for long-term revenue growth.

The Foreign Affiliate has maintained consistent financial growth through increasing product demand, ongoing investments in manufacturing capacity, and the expansion of its international customer base. Its healthy financial position has enabled the company to fund product innovation, strengthen operational infrastructure, and finance its planned U.S. expansion. As demonstrated in the accompanying financial statements, the Foreign Affiliate possesses the

financial resources necessary to support the establishment and continued growth of Sample Company while maintaining stable operations in its home market. The Foreign Affiliate has generated a total of \$X,XXX,XXX in revenue in 2024 and had a total assets of \$X,XXX,XXX, with a net profit reaching \$XXX.XXX in the same year.

2.1.1 Foreign Entity’s Organizational Chart



2.2 U.S. Entity Overview

Operating as the U.S. affiliate of Foreign Sample Company, the Company will introduce nutritional products to the American market through a diversified distribution network serving retailers, pharmacies, specialty nutrition stores, healthcare providers, and e-commerce platforms. All products will be manufactured by the Foreign Affiliate in accordance with internationally recognized quality standards and distributed in full compliance with applicable U.S. Food and Drug Administration (FDA) regulations and the Dietary Supplement Health and Education Act (DSHEA).

The Company's product portfolio is distinguished by its emphasis on scientifically formulated nutritional supplements developed through structured research and product development

process. The formulation of dietary supplements involves extensive evaluation of clinical literature, ingredient selection based on scientific evidence, dosage optimization, stability and compatibility testing, quality assurance procedures, and compliance with applicable regulatory requirements before commercial production begins. This evidence-based approach is intended to maximize product safety, efficacy, and consistency while ensuring that each formulation addresses specific nutritional and wellness needs.

The Company's operations encompass the complete commercial process required to bring imported dietary supplements to the U.S. market. These activities include import coordination, inventory management, warehousing, logistics, sales, customer support, marketing, and distributor relationship management. Sample Company will work with third-party logistics providers, customs brokers, and wholesale distribution partners to ensure efficient product delivery while maintaining high standards of quality control and supply chain reliability.

Sample Company's competitive advantage lies in its direct relationship with the Foreign Affiliate, which provides access to high-quality dietary supplements supported by established manufacturing expertise and rigorous quality control standards. This integrated business model enables the Company to maintain reliable product availability, competitive pricing, and consistent quality while responding quickly to changing market demand.

The Company's long-term growth strategy consists of two phases:

- **Stage 1 – Commercial Expansion:** Sample Company will focus on expanding its U.S. distribution network, strengthening relationships with distributors and retailers, increasing brand awareness, and growing sales through strategic marketing initiatives and participation in major industry trade shows.
- **Stage 2 – Product Portfolio Expansion:** As the business continues to grow, the Company plans to introduce additional dietary supplement formulations and wellness products based on customer demand and market trends. Working closely with the Foreign Affiliate, Sample Company will evaluate new product opportunities based on thorough market

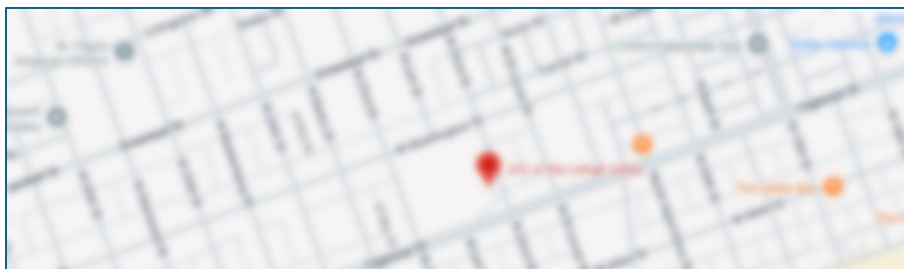
research, communicate the findings back to the Foreign Affiliate, expand its product portfolio, and increase its presence across additional U.S. retail and distribution channels.

According to Sample Source², the U.S. dietary supplements market is reflecting a compound annual growth rate (CAGR) of approximately XX%. Industry growth is being driven by increasing consumer focus on preventive healthcare, rising health and wellness awareness, an aging population, and growing demand for science-based nutritional products. Additionally, Sample Source³'s annual consumer survey found that XX% of U.S. adults use dietary supplements, with more than half identifying themselves as regular users, demonstrating the widespread acceptance of these products across the American market.

Sample Company is well positioned to capitalize on these favorable market conditions by leveraging the manufacturing capabilities and product expertise of the Foreign Affiliate while executing a localized commercial strategy tailored to the U.S. market. Through a combination of wholesale distribution, retail partnerships, e-commerce channels, and targeted business development efforts, the Company will efficiently expand its market reach while responding to evolving consumer preferences and industry trends.

2.2.1 Business Location

The Sample Company is located at Sample address. On XX X, XXXX the Sample Company entered into a lease agreement with XX. The commencement date is XX X, XXXX, and the term is five years. The Sample Company's premises occupy an area of 1,169 square feet. The monthly rent is \$X,XXX.



² Source

³ Source

2.2.2 Product Description

<i>Product Category</i>	<i>Description</i>	<i>Wholesale Price</i>	<i>Direct Cost</i>
Sample Omega-3 Fish Oil Softgels	High-potency Omega-3 supplement designed to support heart, brain, and joint health.	\$24.00	\$9.80
Sample Probiotic Digestive Support	Multi-strain probiotic supplement formulated to promote digestive and immune health.	\$27.00	\$11.40
Immune Support Complex	Vitamin C, Vitamin D3, Zinc, and botanical blend formulated to support immune function.	\$22.00	\$8.90
Joint & Mobility Formula	Combination of glucosamine, chondroitin, MSM, and collagen for joint health and mobility support.	\$32.00	\$13.60
Magnesium & Electrolyte Complex	Mineral supplement formulated to support muscle function, hydration, and energy metabolism.	\$20.00	\$8.10

2.2.3 Target Clients

Sample Target Company

Founded more than 25 years ago, Sample Target Company has grown into one of the largest wholesale distributors of sports nutrition, dietary supplements, and wellness products in the United States, generating estimated annual revenue of approximately \$XXX million. The company supplies more than XX XXX independent retailers, specialty nutrition stores, fitness centers, and e-commerce businesses nationwide through an established distribution network and sophisticated logistics infrastructure.

Sample Company intends to establish a wholesale supply relationship with Sample Target Company to increase the availability of its scientifically formulated dietary supplements across the U.S. market. Through this partnership, Sample Company would gain immediate access to a broad customer base while reducing market entry barriers and accelerating product penetration. In turn, Sample Target Company would benefit by expanding its portfolio with premium, internationally manufactured nutritional products that complement its existing offerings and address growing consumer demand for high-quality wellness solutions.

Sample Target Company

Established more than 15 years ago, Sample Target Company is one of North America's leading distributors of natural, organic, specialty, and wellness products, with estimated annual revenue exceeding \$XX billion. The company serves tens of thousands of supermarkets, health food

stores, pharmacies, independent retailers, and online merchants through an extensive nationwide distribution network.

Sample Company views Sample Target Company as a strategic distribution partner capable of supporting nationwide market expansion while providing efficient inventory management and logistics services. By leveraging Sample Target Company's established retail relationships, Sample Company will be able to introduce its product portfolio to a significantly larger customer base without the need to develop an extensive direct sales infrastructure during its early years of operation. For Sample Target Company, the relationship represents an opportunity to diversify its health and wellness portfolio by offering scientifically formulated dietary supplements manufactured by an experienced international producer with established quality standards.

Sample Target Company

Sample Target Company has become one of the world's largest online retailers of vitamins, nutritional supplements, sports nutrition products, and wellness solutions. The company generates estimated annual revenue exceeding \$X billion and serves millions of customers across more than XXX countries, making it one of the most influential e-commerce platforms within the global dietary supplement industry.

Sample Company intends to utilize Sample Target Company as a key online sales channel to strengthen its digital presence within the United States and increase brand recognition among health-conscious consumers. Listing its products on this established marketplace would enable the Company to reach a broad customer audience, benefit from an existing e-commerce infrastructure, and generate valuable customer feedback to support future product development.

2.2.4 Business Investment

The Foreign Company invested a total of \$XXX,XXX.XX into the Sample Company. The Sample Company has funded all of its investments using capital provided by the Foreign Affiliate, without obtaining financing from banks or other lending institutions.

Funds invested:	
From Foreign Company	\$XXX,XXX.XX
Total investment	\$XXX,XXX.XX

2.2.5 Year 1 Operational Timeline

MONTH	ACTION
MONTH 1	Sample Company will continue strengthening its operational infrastructure by refining internal procedures, expanding coordination with the Foreign Affiliate, and preparing for increased commercial activity in the U.S. market. Management will finalize inventory planning and establish sales priorities for the first year.
MONTH 2	The Company will expand its business development efforts by identifying prospective distributors, retailers, pharmacies, and e-commerce partners. Meetings will be scheduled with potential customers to introduce the Company's product portfolio and establish new commercial relationships.
MONTH 3	Sample Company will continue building its distribution network by negotiating commercial agreements with wholesalers and logistics providers while coordinating import schedules with the Foreign Affiliate to ensure consistent product availability.
MONTH 4	The Company will increase its marketing efforts through digital advertising, industry networking, and promotional campaigns designed to strengthen brand recognition and generate new sales opportunities throughout the United States.
MONTH 5	Management will evaluate customer feedback and sales performance to optimize pricing strategies, product positioning, and inventory management. The Company will also continue training employees on product knowledge, regulatory compliance, and customer service best practices.
MONTH 6	Sample Company will focus on expanding sales by increasing outreach to additional retail chains, health and wellness stores, and regional distributors. Management will negotiate long-term supply agreements with key customers and continue strengthening relationships with existing accounts.
MONTH 7	The Company will participate in industry conferences, trade shows, and networking events to promote its products, identify new business opportunities, and strengthen relationships with suppliers, distributors, and strategic partners.
MONTH 8	Sample Company and the Foreign Affiliate will jointly evaluate market demand and determine the feasibility of introducing additional dietary supplement products into the U.S. market. The companies will collaborate on product selection, marketing strategies, and launch planning.
MONTH 9	Sample Company will exhibit at a major U.S. dietary supplement and natural products trade show, such as SupplySide West or Natural Products Expo East, to showcase its product portfolio, meet potential distributors and retail buyers, and strengthen relationships with existing business partners. The Company will also evaluate competitor offerings and identify emerging consumer trends to support future product development.

MONTH 10	The Company will conduct a series of business development meetings with regional pharmacy chains, health and wellness retailers, and specialty distributors. In collaboration with the Foreign Affiliate, management will assess opportunities to introduce additional supplement formulations based on customer demand and market feedback. The Company will also launch targeted digital marketing campaigns aimed at increasing brand awareness and lead generation.
MONTH 11	Sample Company will collaborate with the Foreign Affiliate to prepare sales forecasts, production schedules, and inventory requirements for the following year. The companies will also evaluate opportunities to expand into additional U.S. regions and introduce new distribution channels.
MONTH 12	The Company's management will complete its annual strategic review, measuring operational performance against established objectives and preparing the Year 2 business plan. Strategic priorities will include expanding market share, increasing product availability, strengthening commercial partnerships, and launching additional product lines as appropriate.

3 Qualifying Relationship & Ownership

Sample Company and Foreign Sample Company maintain a qualifying affiliate relationship under the L-1 visa regulations based on their common ownership and control. Both entities are majority-owned by Mr. Smith, with substantially identical ownership interests, ensuring that the companies operate under unified strategic direction and management.

The affiliate relationship extends beyond common ownership and is reflected in the companies' integrated business operations. Foreign Sample Company will manufacture the dietary supplements that Sample Company will import, market, and distribute throughout the United States. In addition, the Foreign Affiliate will provide manufacturing expertise, product development support, quality assurance, and ongoing supply chain coordination to ensure consistent product quality and reliable inventory management.

The two companies will work closely on business planning and strategic decision-making. Foreign Sample Company will actively participate in evaluating opportunities to introduce new product lines, reviewing market expansion initiatives, approving major operational investments, and developing long-term commercial strategies. Sample Company will contribute market intelligence, customer feedback, sales performance data, and regulatory updates from the U.S. market, allowing both companies to continuously refine their products and business strategy.

Through regular communication between their management teams, the companies will coordinate product launches, marketing initiatives, pricing strategies, inventory planning, and

distributor relationships. This collaborative approach will ensure that both entities operate as an integrated international business while leveraging each company's strengths to support continued growth and expansion in the U.S. dietary supplement market.

4 Industry Overview

4.1 Overview of the U.S. Dietary Supplements Industry

The United States represents one of the largest and most developed dietary supplements markets in the world. According to Sample Source⁴, the U.S. dietary supplements market was valued at approximately \$XXX.X billion in 2024 and is projected to expand at a compound annual growth rate (CAGR) of X.X% between 2025 and 2030. Continued growth is driven by increasing consumer awareness of preventive healthcare, rising demand for nutritional support, and a growing emphasis on maintaining long-term health and wellness.

Several demographic and lifestyle trends continue to support industry expansion. Consumers are increasingly incorporating dietary supplements into their daily routines to support immune function, cardiovascular health, cognitive performance, energy levels, weight management, and overall wellness. In addition, the growing prevalence of chronic conditions—including diabetes, obesity, cardiovascular disease, and osteoporosis—has encouraged many individuals to seek nutritional products as part of broader preventive health strategies.

The aging U.S. population represents another significant driver of demand. As older adults seek nutritional solutions that support healthy aging, mobility, bone health, and cognitive function, demand for scientifically developed vitamins and mineral supplements continues to increase. At the same time, younger consumers have accelerated market growth through increased interest in preventive wellness, fitness, and personalized nutrition.

Digital commerce has also transformed the dietary supplement industry. Online marketplaces, manufacturer websites, and specialty e-commerce retailers have expanded consumer access to

⁴ Source

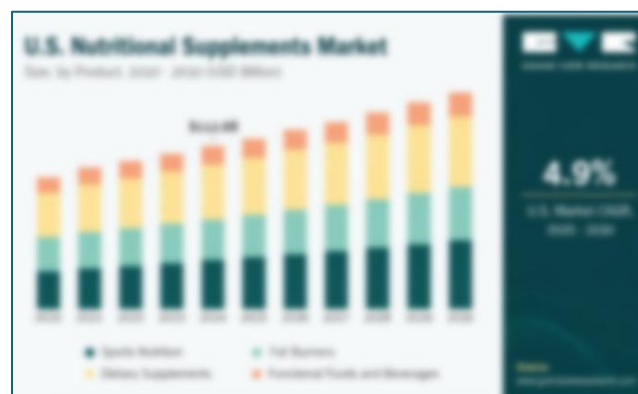
nutritional products while allowing manufacturers to provide detailed product information, scientific research, customer reviews, and educational content. The continued growth of digital purchasing channels has significantly increased market accessibility while creating additional opportunities for both established manufacturers and new market entrants.

Regulatory oversight remains an important component of the industry. Dietary supplements marketed in the United States are regulated by the U.S. Food and Drug Administration (FDA) under the Dietary Supplement Health and Education Act (DSHEA). Manufacturers and distributors are responsible for ensuring product safety, proper labeling, and compliance with Current Good Manufacturing Practices (cGMP), helping maintain product quality and consumer confidence throughout the marketplace.

Growing awareness of nutritional deficiencies has further contributed to increasing demand for vitamin and mineral supplements. According to Market.us, consumers are becoming increasingly proactive in addressing nutrient deficiencies through evidence-based nutritional products, while healthcare professionals are more frequently recommending supplementation as part of comprehensive wellness programs. Rising participation in sports and fitness activities has also increased demand for specialized nutritional products designed to support athletic performance, recovery, and overall health.

4.2 Market Overview

The U.S. dietary supplements industry represents one of the largest and fastest-growing segments of the health and wellness market.



Demand for dietary supplements continues to increase as consumers become more proactive about maintaining their health and addressing nutritional gaps. The growing prevalence of chronic conditions, including cardiovascular disease, diabetes, and obesity, has encouraged many individuals to incorporate nutritional supplements into their daily wellness routines as a complement to traditional healthcare. At the same time, the aging U.S. population is driving greater demand for products that promote bone, joint, cognitive, and cardiovascular health, creating additional long-term opportunities for companies operating in this sector⁵.

The regulatory environment also supports continued market development by providing clear standards for product safety and labeling. In the United States, dietary supplements are regulated by the Food and Drug Administration (FDA) under the Dietary Supplement Health and Education Act (DSHEA). Manufacturers and distributors are responsible for ensuring that their products comply with all applicable regulatory requirements before they are introduced to the marketplace. These regulations promote consumer confidence while encouraging responsible product development and commercialization⁶.

Another significant driver of industry growth is the continued expansion of e-commerce and digital marketing. Online sales channels have made dietary supplements more accessible to consumers by offering convenient



purchasing options, product comparisons, customer reviews, and educational content. In addition, digital advertising and social media have increased consumer awareness of health and wellness products, particularly among younger demographics that actively seek preventive health solutions and wellness-focused lifestyles⁷.

⁵ Source

⁶ Source

⁷ Source

Within the broader dietary supplements industry, the mineral supplements segment was valued at approximately \$XX billion in 20XX and is projected to grow at a CAGR of XX% during the forecast period. Increasing awareness of nutrient deficiencies, higher participation in sports and fitness activities, and rising healthcare costs continue to drive demand for mineral-based nutritional products. These trends are expected to create favorable opportunities for companies engaged in the importation, distribution, and commercialization of dietary supplements⁸.

5 Marketing Strategy

5.1 Go-to-Market Plan

Sample Company will continue expanding its presence in the U.S. dietary supplement market through a phased growth strategy focused on wholesalers, pharmacies, health and wellness retailers, specialty nutrition stores, and e-commerce platforms. The Company will prioritize building long-term distribution relationships while continuously expanding its customer base across the United States.

5.2 Branding and Publicity Strategy

Word-of-Mouth Marketing

Consumer recommendations remain one of the most influential drivers of purchasing decisions. According to Sample Source,⁹ approximately XX% of consumers trust recommendations from friends and family more than traditional advertising, while XX% place the same level of trust in online reviews written by other customers. By encouraging satisfied customers to share their experiences and testimonials, Sample Company will strengthen its brand reputation, increase consumer confidence, and support long-term customer acquisition through positive referrals.

⁸ Source

⁹ Source

Online Review Management

Online reviews have become an essential component of the purchasing process. Qualtrics reports that nearly XX% of consumers research businesses online before making a purchasing decision, and companies with strong customer ratings generally experience higher levels of trust, customer loyalty, and revenue growth. To capitalize on this trend, the Sample Company will actively manage its presence on platforms such as Google Reviews, responding to customer feedback, encouraging reviews, and maintaining a positive online reputation that supports future sales.

Industry Trade Shows and Exhibitions

Participation in industry trade shows will provide the Sample Company with direct access to retailers, distributors, healthcare professionals, and health-conscious consumers. These events will allow the Company to showcase its premium nutritional innovations through product demonstrations, educational presentations, and sampling opportunities while establishing valuable business relationships with prospective distribution partners. Face-to-face interaction will also enable the Company to communicate the unique benefits of its microencapsulated iron technology and other ingredients, strengthening brand credibility and generating qualified sales leads.

Print Advertising

The Company will advertise in magazines and industry publications that focus on health, wellness, nutrition, parenting, and related lifestyle topics. This marketing strategy will target readers who actively seek information about nutritional products and preventative healthcare solutions. Unlike many digital advertisements, print publications often remain in circulation for extended periods, providing repeated exposure and reinforcing the Company's position as a trusted provider of premium dietary supplements.

Promotional Materials

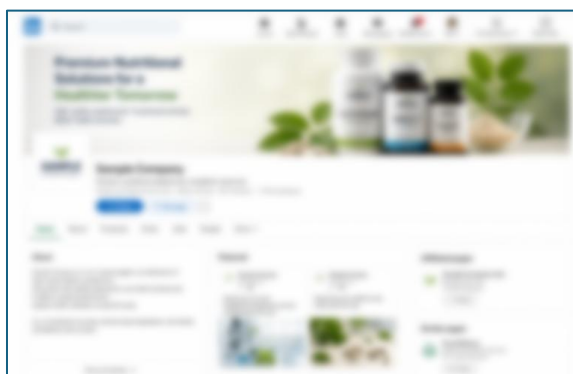
The Sample Company will utilize brochures, flyers, product information sheets, branded merchandise, and product samples to increase brand awareness and support marketing

initiatives. These materials will be distributed through retail partners, trade shows, healthcare professionals, community events, and direct marketing campaigns. By providing consumers with informative and visually appealing promotional materials, the Company will reinforce brand recognition, educate potential customers about product benefits, and encourage future purchases through clear calls to action, including website information, promotional offers, and QR codes linking directly to online sales channels.

5.3 Website



Sample Company already maintains a professional corporate website that serves as its primary marketing and customer information platform. The website will be continuously updated and optimized through search engine optimization (SEO) to improve online visibility and generate qualified business leads. In addition, the Company also utilizes Google Ads, LinkedIn, and Instagram to increase brand awareness, promote its products, and engage with distributors, retailers, and end consumers. To further strengthen its



market presence, the Company will regularly participate in leading industry trade shows and health & wellness exhibitions, where it will showcase its product portfolio, meet prospective distributors and retail partners, and identify new business opportunities.

5.4 Partnership Strategy

Sample Company has established a network of strategic partners to support the efficient importation, storage, and nationwide distribution of its dietary supplement portfolio throughout the United States. The Company will collaborate with international freight forwarders collectively handling more than XXX XXX international shipments annually, experienced customs brokers processing over XX XXX FDA-regulated imports each year, and third-party logistics (3PL) providers operating a combined network of more than XX fulfillment centers strategically located across the United States. These partners provide specialized expertise in customs clearance, FDA import documentation, inventory management, warehousing, order fulfillment, and transportation, allowing Sample Company to maintain efficient operations while minimizing delivery times and ensuring product availability across key markets.

In addition to its logistics partners, Sample Company will work closely with its Foreign Affiliate through regular inventory forecasting, sales planning, product launch coordination, and market performance reviews. Ongoing collaboration will enable both entities to align production schedules with U.S. demand, optimize inventory levels, introduce new dietary supplement formulations based on evolving consumer preferences, and respond efficiently to changing market conditions. By combining the Foreign Affiliate's manufacturing expertise with an experienced network of logistics and supply chain partners, Sample Company will establish a reliable operational infrastructure capable of supporting long-term commercial growth and expanding distribution throughout the United States.

6 Beneficiary's Role

6.1 Chief Executive Officer: Mr. John Smith

Mr. John Smith is an executive with more than twenty years of experience in business management, international operations, and the dietary supplement industry. Throughout his career, he has led business expansion initiatives, managed cross-border commercial operations, and developed strategic partnerships with distributors, manufacturers, and retail organizations. His experience in executive leadership, supply chain management, and international business development has positioned him to successfully oversee the continued growth of Sample Company in the United States.

Education

- In 2001, Mr. John Smith earned a **Bachelor of Business Administration (B.B.A.)** from **Sample University**.
- In 2004, Mr. John Smith completed a **Master of Business Administration (MBA)** with a concentration in International Business at **Sample University**.

Professional Experience

Since **2021**, Mr. John Smith has served as the **Chief Executive Officer** of **Foreign Sample Company**. He is responsible for the following:

- Provides strategic leadership and establishes the Company's long-term business objectives.
- Oversees international operations, commercial expansion, and organizational development.
- Leads executive decision-making related to business growth, investments, and strategic partnerships.

Since **2017**, Mr. John Smith has served as the **Director of International Business Development** at **Foreign Sample Company**. He is responsible for the following:

- Develops and implements international market expansion strategies.

- Establishes relationships with distributors, wholesalers, and strategic business partners.
- Negotiates commercial agreements and identifies new market opportunities.

From 2012 to 2017, Mr. John Smith worked as the **Operations Manager** at **Sample Company**. He was responsible for the following:

- Managed day-to-day business operations and supply chain activities.
- Coordinated production planning, inventory management, and logistics.
- Supervised operational teams and implemented process improvement initiatives.

From 2006 to 2012, Mr. John Smith worked as the **Business Development Manager** at **Sample Company**. He was responsible for the following:

- Identified new business opportunities and developed strategic client relationships.
- Conducted market research and competitive analysis to support commercial growth.
- Assisted in developing sales strategies and expanding the Company's customer base.

6.2 Detailed Duties at the US Company

As Chief Executive Officer, Mr. John Smith will be responsible for the overall strategic direction, executive leadership, and business development of Sample Company. He will establish the Company's long-term objectives, oversee the implementation of its growth strategy, and ensure that all operations are aligned with the business goals of both Sample Company and Foreign Sample Company. He will also supervise the executive management team, approve key business initiatives, and monitor the Company's financial and operational performance.

Mr. Smith will oversee the Company's commercial operations, including sales strategy, distribution network expansion, major customer relationships, and strategic partnerships with wholesalers, retailers, logistics providers, and other key stakeholders. He will evaluate new market opportunities, approve significant commercial agreements, and coordinate with the Foreign Affiliate on inventory planning, product portfolio decisions, and future product introductions to support continued business growth.

As the Company's senior executive, Mr. Smith will represent Sample Company in negotiations with strategic partners, industry organizations, and major customers while ensuring that the

Company maintains strong corporate governance, financial discipline, and compliance with all applicable U.S. laws and regulations. Through his executive leadership, Mr. Smith will guide the Company's continued expansion and strengthen its position within the U.S. dietary supplement market.

6.3 Time Allocation

Year 1

Duty	Time Allocation
Develop the Company's strategic objectives and oversee implementation of the U.S. business plan.	15%
Lead negotiations with distributors, wholesalers, logistics providers, and other strategic business partners.	15%
Establish and expand the Company's distribution network throughout the United States.	12%
Direct business development initiatives and evaluate new commercial opportunities.	12%
Supervise the management team and monitor departmental performance.	12%
Coordinate with Foreign Sample Company on inventory planning, pricing strategies, and new product introductions.	10%
Review financial performance, approve budgets, and monitor key performance indicators.	10%
Approve corporate policies and ensure compliance with applicable U.S. laws and regulations.	6%
Represent the Company in executive meetings, trade shows, and negotiations with major business partners.	5%
Evaluate long-term expansion opportunities and strategic initiatives.	3%

Year 5

Duty	Time Allocation
Establish the Company's long-term strategic direction and approve major corporate initiatives.	20%
Oversee the executive management team and evaluate organizational performance.	15%
Evaluate new investment opportunities, product portfolio expansion, and strategic partnerships.	15%
Direct corporate growth initiatives and expansion into new geographic markets and distribution channels.	12%
Review financial performance, approve annual budgets, and establish long-term financial objectives.	12%

Duty	Time Allocation
Coordinate executive-level planning with Foreign Sample Company regarding corporate strategy and future business development.	10%
Represent the Company before major commercial partners, industry organizations, and strategic stakeholders.	8%
Review corporate governance policies, risk management initiatives, and organizational performance.	5%
Approve executive hiring decisions and organizational development initiatives.	3%

6.4 Beneficiary's Critical Role at the US Company

The Beneficiary's physical presence in the United States will be essential to successfully establish and expand Sample Company's operations. As Chief Executive Officer of the U.S. company, the Beneficiary will provide executive leadership for all aspects of the Company's operations, including strategic planning, business development, commercial partnerships, sales growth, financial oversight, and organizational development. The Beneficiary will also lead negotiations with wholesalers, retailers, distributors, logistics providers, and other strategic partners to establish a strong commercial presence in the U.S. market. These executive responsibilities require regular in-person meetings, contract negotiations, and relationship management activities that cannot be effectively performed from abroad.

The Beneficiary is uniquely qualified to lead the U.S. operation based on extensive executive leadership experience within the foreign corporate group. At the Foreign Affiliate, the Beneficiary has been responsible for defining the Company's strategic direction, overseeing corporate development and investment initiatives, and representing the organization before financial institutions, investors, and strategic business partners. In addition, the Beneficiary has served as Chairman of the Board for affiliated companies in Sample Countries, as well as General Manager of the Sample Country operating company, providing executive oversight across multiple jurisdictions and coordinating the expansion of the corporate group's international operations. This experience has given the Beneficiary comprehensive knowledge of the Company's business model, organizational structure, operational processes, and long-term strategic objectives.

The Beneficiary's background in corporate legal and financial consulting further enhances the ability to lead the U.S. entity. Having directed corporate structuring projects, investment initiatives, and legal and financial advisory services, the Beneficiary possesses the executive expertise necessary to establish efficient internal procedures, negotiate complex commercial agreements, manage strategic partnerships, and ensure that the U.S. operation is developed in accordance with the Foreign Affiliate's established business practices.

The Beneficiary will also serve as the principal executive liaison between the Foreign Affiliate and the U.S. company, ensuring effective coordination of inventory planning, product launches, commercial strategies, and long-term business development initiatives. By maintaining close communication between both entities, the Beneficiary will facilitate the transfer of operational knowledge, align manufacturing and commercial objectives, and ensure that the Company's products and growth strategy are adapted to the specific needs of the U.S. dietary supplement market.

Accordingly, the Beneficiary's relocation to the United States is essential to establish the Company's executive leadership structure, direct its commercial expansion, and implement the strategic vision of the Foreign Affiliate within the U.S. market.

7 Job Creation and Economic Impact

7.1 U.S. Employment Projections

Category	2019	2020	2021	2022	2023
Direct Employment	1,000	1,000	1,000	1,000	1,000
Indirect Employment	1,000	1,000	1,000	1,000	1,000
Total Employment	2,000	2,000	2,000	2,000	2,000
Direct Employment	1,000	1,000	1,000	1,000	1,000
Indirect Employment	1,000	1,000	1,000	1,000	1,000
Total Employment	2,000	2,000	2,000	2,000	2,000

Category	2019	2020	2021	2022	2023
Direct Employment	1,000	1,000	1,000	1,000	1,000
Indirect Employment	1,000	1,000	1,000	1,000	1,000
Total Employment	2,000	2,000	2,000	2,000	2,000
Direct Employment	1,000	1,000	1,000	1,000	1,000
Indirect Employment	1,000	1,000	1,000	1,000	1,000
Total Employment	2,000	2,000	2,000	2,000	2,000

7.2 Personnel Description

7.2.1 Operations Manager

The Operations Manager oversees the Company's day-to-day operational activities, including inventory management, warehousing, logistics coordination, and order fulfillment. This employee works closely with suppliers, freight forwarders, customs brokers, and third-party logistics providers to ensure efficient distribution of products throughout the United States.

<i>Reports To</i>	<i>Direct Reports</i>
<i>Chief Executive Officer</i>	Administrative Assistant (Year 1) Logistics Coordinator (Year 5) Warehouse Associate (Year 4)

7.2.2 Administrative Assistant

The Sample Company has already hired one Administrative Assistant, Ms. Jane Doe.

The Administrative Assistant supports the Company's daily administrative operations by managing correspondence, coordinating meetings, maintaining company records, and assisting management with office administration. This employee also supports communication with suppliers, customers, and logistics partners while ensuring efficient office operations.

<i>Reports To</i>	<i>Direct Reports</i>
<i>Operations Manager</i>	None

7.2.3 Accountant

The Sample Company has already hired one Accountant, **Mr. John Doe**.

The Accountant prepares and maintains the Company's financial records in accordance with U.S. accounting standards. This employee manages accounts payable and receivable, prepares financial statements, supports budgeting activities, and ensures compliance with applicable tax and financial reporting requirements.

<i>Reports To</i>	<i>Direct Reports</i>
<i>Sales Manager (Year 1)</i> <i>Finance Manager (Year 5)</i>	None

7.2.4 Sales Manager

The Sample Company will hire one Sales Manager in Year 1.

The Sales Manager oversees the Company's commercial activities by leading the sales team, developing sales strategies, and expanding relationships with distributors, wholesalers,

pharmacies, and retail partners. This employee monitors sales performance and identifies new business opportunities to support the Company's continued growth.

Reports To	Direct Reports
<i>Chief Executive Officer</i>	Accountant (Year 1) Sales Representative (Year 1) Marketing Coordinator (Year 5) Customer Support Specialist (Year 3)

7.2.5 Sales Representative

The Sample Company will hire one Sales Representative in Year 1.

The Sales Representative develops new business opportunities by promoting the Company's dietary supplement portfolio to wholesalers, distributors, pharmacies, health and wellness retailers, and other commercial customers. This employee prepares quotations, negotiates commercial agreements, maintains customer relationships, and utilizes the Company's CRM system to manage sales activities.

Reports To	Direct Reports
<i>Sales Manager</i>	None

7.2.6 Finance Manager

The Sample Company will hire one Finance Manager in Year 5.

The Finance Manager oversees the Company's financial planning, budgeting, financial reporting, and cash flow management. This employee supports executive management by providing financial analysis, monitoring business performance, and ensuring compliance with applicable financial regulations and internal policies.

Reports To	Direct Reports
<i>Chief Executive Officer</i>	Accountant (Year 5) Accounts Payable Specialist (Year 5)

7.2.7 Logistics Coordinator

The Sample Company will hire one Logistics Coordinator in Year 5.

The Logistics Coordinator manages inbound and outbound shipments, coordinates with freight forwarders and third-party logistics providers, monitors inventory movement, and ensures timely delivery of products throughout the Company's distribution network.

<i>Reports To</i>	<i>Direct Reports</i>
<i>Operations Manager</i>	None

7.2.8 Warehouse Associate

The Sample Company will hire one Warehouse Associate in Year 4.

The Warehouse Associate assists with receiving shipments, maintaining inventory records, preparing customer orders, and ensuring the warehouse operates safely and efficiently.

<i>Reports To</i>	<i>Direct Reports</i>
<i>Operations Manager</i>	None

7.2.9 Marketing Coordinator

The Sample Company will hire one Marketing Coordinator in Year 5.

The Marketing Coordinator supports the Company's marketing initiatives by coordinating digital marketing campaigns, preparing promotional materials, managing social media activities, and assisting with trade show participation and product launches.

<i>Reports To</i>	<i>Direct Reports</i>
<i>Sales Manager</i>	None

7.2.10 Customer Support Specialist

The Sample Company will hire one Customer Support Specialist in Year 3.

The Customer Support Specialist provides post-sale support to distributors and commercial customers by responding to inquiries, coordinating order updates, resolving customer issues, and maintaining long-term client relationships.

<i>Reports To</i>	<i>Direct Reports</i>
<i>Sales Manager</i>	None

7.2.11 Accounts Payable Specialist

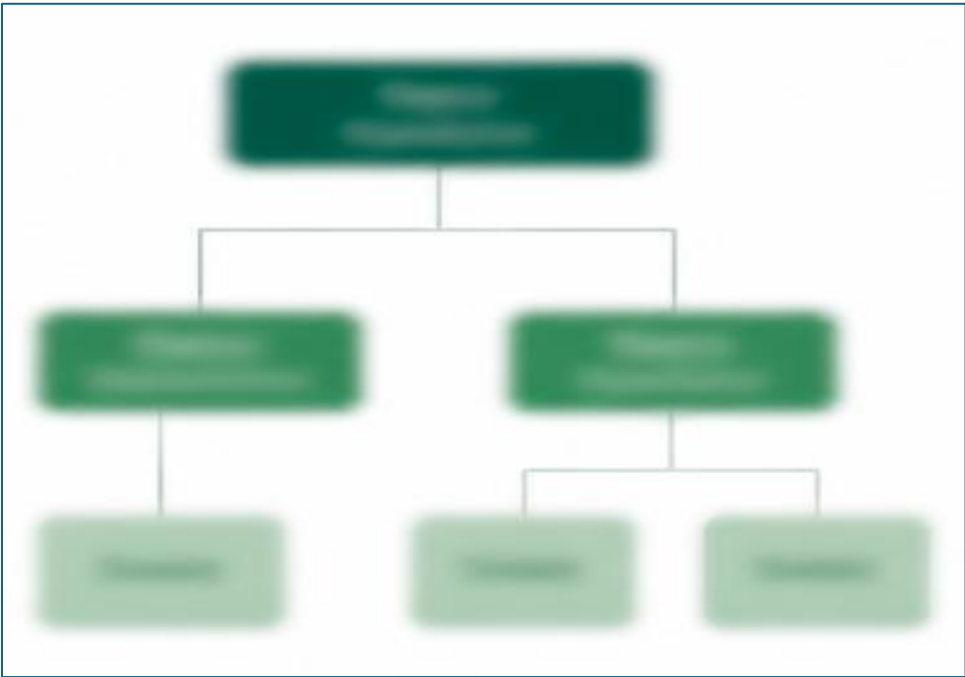
The Sample Company will hire one Accounts Payable Specialist in Year 5.

The Accounts Payable Specialist processes vendor invoices, prepares payments, reconciles supplier accounts, maintains payment records, and assists with month-end financial closing activities.

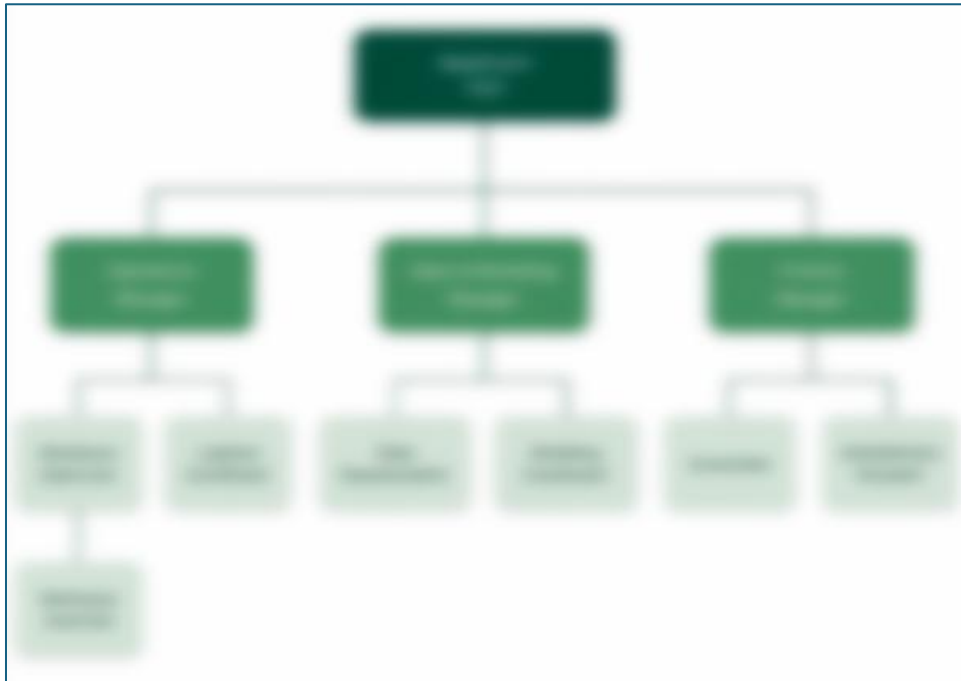
<i>Reports To</i>	<i>Direct Reports</i>
<i>Finance Manager</i>	None

7.3 Organizational Chart

Year 1



Year 5

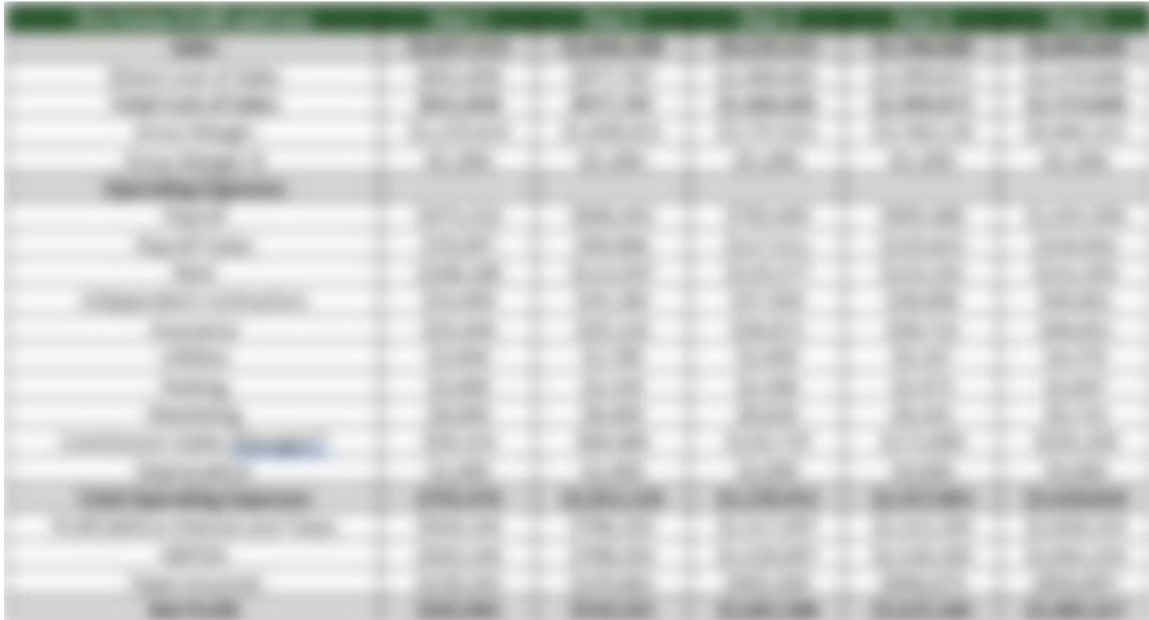


8 Financial Plan

8.1 Historical Financials

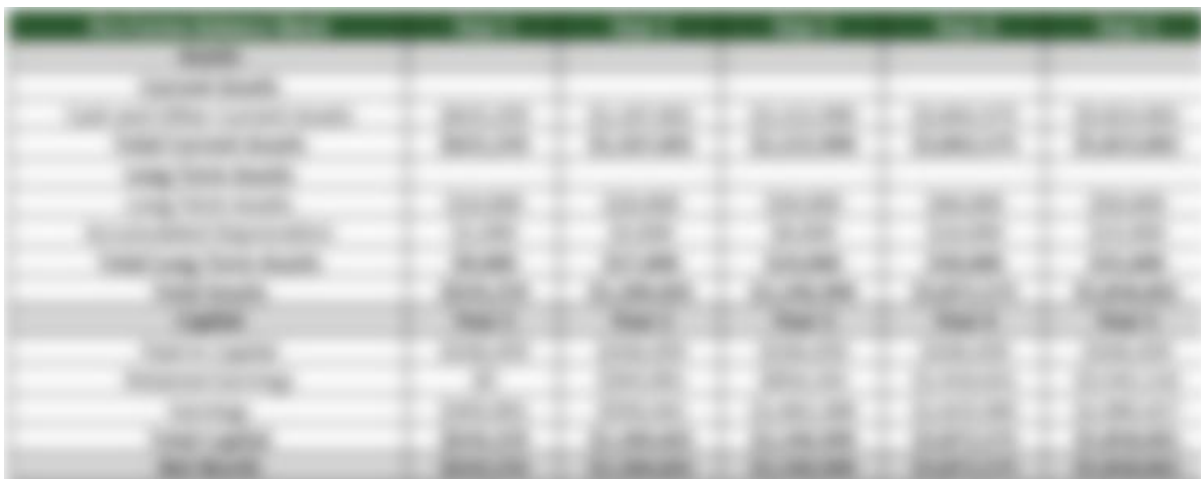
Sample Company has already commenced business operations in the United States and has begun generating revenue through its commercial activities. The Company's initial operating results demonstrate the viability of its business model and its ability to establish a presence in the U.S. dietary supplement market. The financial statements presented below reflect the Company's operating performance to date and provide evidence of its existing business activities in the United States.

8.3 Profit and Loss Table



The image shows a blurred screenshot of a Profit and Loss table. It appears to have multiple columns, likely representing different time periods or categories, and several rows of data. The text is too blurry to read, but the structure suggests a standard financial statement layout.

8.4 Balance Sheet



The image shows a blurred screenshot of a Balance Sheet table. It appears to have multiple columns, likely representing different time periods or categories, and several rows of data. The text is too blurry to read, but the structure suggests a standard financial statement layout.

9 US Entity's Business Feasibility and Operations Viability

The Sample Company has been established to serve as the U.S. commercial and operational affiliate of the Foreign Company, introducing its proprietary portfolio of scientifically formulated dietary supplements and innovative nutritional technologies to the United States. The Sample Company will import, market, distribute, and commercialize finished products manufactured by

the Foreign Company while simultaneously functioning as its North American business development, regulatory coordination, and customer support hub. This integrated operating structure establishes a clear relationship between the two entities, with the Foreign Company contributing proprietary products, manufacturing expertise, research capabilities, and intellectual property, while the Sample Company assumes responsibility for U.S. market expansion, sales development, distribution management, regulatory compliance, customer relationship management, and long-term commercial growth. Through this complementary structure, the Sample Company will enable the Foreign Company to establish a meaningful and sustainable presence in one of the world's largest dietary supplement markets.

The Company is entering a highly attractive and expanding industry with strong long-term growth fundamentals. The Company's commercialization strategy is well aligned with current industry purchasing patterns. Although traditional retail channels continue to account for the majority of dietary supplement sales, the online distribution channel is projected to be the fastest-growing segment of the market, driven by consumers' increasing preference for convenient purchasing, detailed product information, subscription services, and direct-to-consumer engagement. At the same time, healthcare practitioners continue to play an influential role in recommending clinically supported nutritional products, particularly for individuals with diagnosed nutritional deficiencies.¹⁰ By combining retail distribution, e-commerce, and healthcare-focused sales channels, the Sample Company is positioned to capitalize on multiple high-growth avenues within the U.S. dietary supplements market

The Sample Company's products address this growing market demand by offering advanced dietary supplements developed using proprietary manufacturing technologies designed to improve nutrient stability, bioavailability, and consumer tolerability. These technological advantages allow the Company to differentiate itself within an increasingly competitive marketplace by providing innovative nutritional solutions that emphasize product quality, scientific formulation, and manufacturing consistency. As consumers become increasingly selective and healthcare professionals place greater importance on evidence-based nutritional

¹⁰ Source

products, the Company's access to proprietary technologies, scientifically developed formulations, and established manufacturing expertise provides a meaningful competitive advantage.

The Sample Company also demonstrates a high degree of operational readiness to commence and sustain business activities immediately upon approval of this petition. Commercial office space has already been secured to support executive management and day-to-day operations, while the Company has established the administrative and operational infrastructure necessary to conduct business in the United States. Relationships have been established with third-party logistics providers, customs brokers, warehousing partners, transportation providers, and other key vendors to facilitate product importation, inventory management, and nationwide distribution. In addition, the Company has developed a comprehensive first-year operating plan outlining specific objectives related to product importation, regulatory compliance, customer acquisition, sales development, marketing initiatives, distribution expansion, and operational management.

The Sample Company is also adequately capitalized to support its initial operations until recurring revenues are generated. The Foreign Company has committed substantial financial resources to establish the U.S. operation, including funding for startup expenses, inventory procurement, office operations, personnel costs, marketing activities, working capital, and ongoing business development initiatives. The accompanying financial projections demonstrate sufficient liquidity to sustain operations while the Company establishes its customer base, expands its distribution network, and increases product sales throughout the United States. This financial commitment significantly reduces operational risk during the Company's formative years and demonstrates the Foreign Company's long-term commitment to the success of the U.S. enterprise.

Beyond its initial executive leadership, the Sample Company has developed a realistic and scalable organizational structure that clearly demonstrates its intention to become a substantial operating enterprise rather than remain dependent upon a single individual. The Company's staffing plan provides for the progressive addition of management, finance, administration, sales, and operational personnel over the coming years as business activities expand. This planned

workforce growth reflects increasing operational complexity, broader geographic coverage, higher sales volumes, and expanding customer support requirements. As the Company continues to grow, additional personnel will assume responsibility for day-to-day operational functions, allowing executive management to focus on strategic planning, organizational development, and continued market expansion. This long-term staffing strategy clearly demonstrates that the Sample Company's business model extends well beyond the employment of the Beneficiary and is designed to create a sustainable U.S. business with meaningful employment opportunities.

The Beneficiary will play an indispensable executive role in establishing and expanding the Sample Company's U.S. operations. Leveraging extensive executive experience gained while leading the Foreign Company's operations, the Beneficiary possesses the institutional knowledge, strategic vision, and operational expertise necessary to successfully transfer the Company's business model, proprietary technologies, commercial strategy, and operational standards to the United States. In an executive capacity, the Beneficiary will direct the Company's overall strategy, oversee financial performance, organizational development, regulatory compliance, supply chain coordination, business development initiatives, strategic partnerships, and cross-border collaboration between the U.S. and Foreign entities. The Beneficiary will also supervise senior personnel, delegate operational responsibilities to an expanding management team, and guide the implementation of the Company's long-term growth strategy, ensuring that the U.S. operation evolves into a profitable and self-sustaining enterprise with a growing workforce, expanding customer base, and increasing market presence. Given the Beneficiary's unique knowledge of the Foreign Company's operations, proprietary products, and long-term strategic objectives, the Beneficiary's executive leadership is essential to the successful establishment, continued development, and long-term viability of the Sample Company's U.S. operations.