

CONFIDENTIAL

BOBBY O'S SLICES + PIES

THAT'S A BIGGER PIZZA

BUSINESS PLAN

Prepared May 2018

CONTACT INFORMATION

Bob Oertel
bobby@bobby-os.com

918-586-2455

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Executive Summary

Opportunity

Problem

While midtown offers many shopping and dining opportunities, a NY-style pizza shop serving by the slice (a staple in many urban areas) is not one of them.

1. No quick pizza lunch options for Hillcrest Medical Center in the neighborhood.
2. Several restaurants in midtown offer pizza on their menu, but none provide NY-style slices from open till close.
3. Where is a pizza restaurant that offers gluten free food prepared in a separate room in a separate oven?
4. No restaurants in Tulsa serve slices from a 26" pie
5. Not enough options exist for family-friendly dining on this stretch of 11th St/Route 66.

Solution

Bobby O's Slices + Pies is a new concept to Tulsa that brings New York-style pizza to Route 66. Food can be prepared for quick take out, fast-casual, full service dine-in, or home delivery.



Our main attraction is an extra-large slice cut from a 26" pizza pie. Most customers will choose a slice with traditional red sauce and mozzarella. Patrons will then have the option to customize their slices by adding

toppings from a long list of ingredients. These toppings will include seasonal options as well as Oklahoma inspired combinations.

Other menu items include slices from a white 26" pie (red sauce replaced with an oil, garlic, and ricotta mix), non-dairy mozzarella for Vegans, and a gluten-free crust option that is prepared and cooked in a separate room with GF utensils and GF oven.

Dough and sauce are made on site daily, and we are currently building relationships with local/regional sources for traditional italian meats. Our menu will include unique, exotic, and regional specialties.

Our location is ideal for family dining; it caters to both health conscious mothers and calorie seeking teenagers, it offers a great meal at a reasonable price, it is a place that you can feel comfortable having a drink while your kids are busy with activities. These are things that a large portion of patrons in Tulsa desire.

Market

This strip of 11th Street along Route 66 is becoming defined as a go-to spot for dining, shopping, and nightlife in Tulsa. Community developers are currently working with the city to have this corridor of 11th St. from S. Peoria Ave. to S. Utica Ave designated as the Meadow Gold District. Additionally efforts are being made by the city to offer incentives for use of large neon signs along this portion of Route 66. These developments are coupled with the resurgence of commercial activity and reasonable property rates. These are the amenities that attract many young adults to live in and near this part of Mid-Town, creating an ideal location for a concept like Bobby O's.



Our first-tier targeted consumers are between the ages of 23 and 45 and live within a 3 mile radius. as they

have supplementary income for dining out and entertainment. They are also more likely to try new products and services. In addition, they often desire food delivery more frequently than other demographics. These folks are crucial for building a sustainable business model in this neighborhood.

Our second-tier targeted consumers are employees and visitors to the Hillcrest Medical Center campus and surrounding healthcare community. This group represents 10,000 people per day and many of the dollars spent during lunchtime within a 1-mile radius of 1502 E. 11th.

Our third-tier targeted consumer is the tourist that is traveling through Tulsa along Historic Route 66. The property at 1502 E. 11th Street provides the perfect stop along this journey to provide some historic perspective (the building was once a bustling Standard Oil Service station) and a place to eat for the whole family...even picky eaters that may have celiac disease...

We will also focus citywide on families with children 10 to 18 year-olds, as they gravitate towards pizza as a staple. Our source of income from this second age group would mostly be generated through their parents and via partnerships with local schools.

During lunch and through the daytime hours we'll offer everyone's favorite meal... PIZZA with salads, soup, and gluten free meal options. To attract teens and tweens, we'll offer dessert items alongside homemade shakes & malts, fine art activities, and opportunities for all patrons to learn the art of tossing pizza dough.

Once the sun goes down, we will need to rely on marketing and building our brand as a destination for dinner and entertainment. We will continue to build on the Route 66 legacy and drive revenue by transitioning from our standard meal service into later evening hours offering a late night "To-Go" counter and modifying our floor plan into a venue showcasing local and regional music acts.

Competition

Tulsa is no stranger to pizza; bake-at-home, fast casual, dine-in and delivery options abound in most neighborhoods. However, we can easily differentiate Bobby O's from this competition:

- NY Style Slices
- Location (Meadow Gold District/Route 66)
- Independent/Neighborhood ownership
- Delivery of higher quality pizza to area
- X-Large slice from 26" pizza pie
- Comfortable and family friendly atmosphere

- Live music entertainment
- Late night hours

Why Us?

Tulsa needs a restaurant that specializes in New York-style slices with a family-friendly environment, great customer service, reasonable pricing, home delivery, and late-night hours. We are positioned to create high-quality pizza that is distinctive in taste and size, in addition to providing both Fast Casual AND Full Service dining options. Our food will garner loyalty and will stimulate a buzz among various market segments, and our top-notch customer service will keep our patrons coming back.

We will also maintain quality staff by offering competitive wages with plenty of opportunities for advancement and periodic monetary bonuses. Free meals to our restaurant and neighborhood eateries will also be awarded on a regular basis. Incentives will be based on aptitude during training and performing job duties, excellent attendance, exhibiting courteous customer service, and meeting productivity benchmarks.

Expectations

Forecast

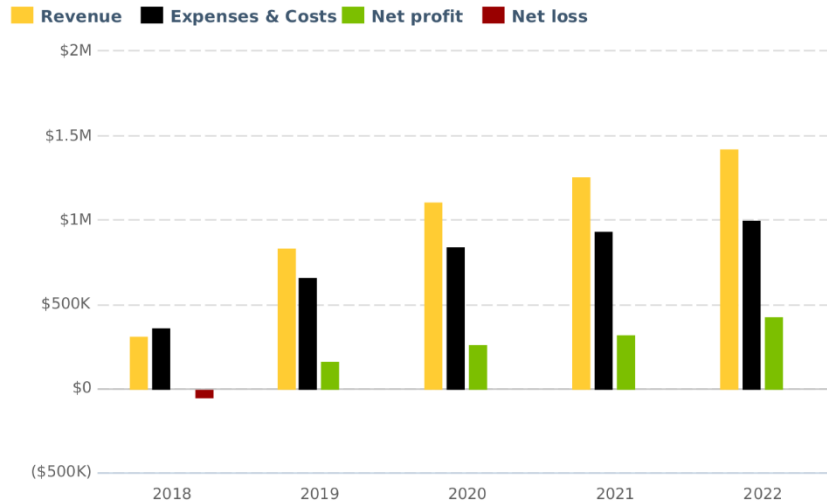
Like all new businesses, we suspect that 2018 will fall short of turning a profit, while year two and beyond will witness substantial growth and cash flow increases. We made conservative assumptions based on sales at a similar but more established restaurant. We also took into account variables including startup marketing efforts, trends in seasons and weather, area events and tourism, etc.

Year one begins in June 2018 and we project sales at just over \$340,000 for the remainder of the year. We further project that revenue will increase to over \$970,000 and net profit of \$140,000 in 2020. This 2020 forecast assumes we can serve an average of 12 customers per hour, 81 hours a week, with an average ticket of \$20 per customer.

Our minimal menu will help keep food costs low, and incentives will be set for both management and other employees to get cash bonuses for meeting cost control benchmarks. These incentive bonuses are reflected as an expense based on percentage of sales in this budget.

Our partnership with US Foods will keep the price of foodstuffs consistent for forecasting credibility.

Financial Highlights by Year



Financing Needed

We have estimated that we need \$275,000 startup capital. Bob & Kristen Oertel have invested \$25,000 so far into Oertel Food + Entertainment, Ltd. and are positioned to add an additional \$80,000 once the terms of the partnership are reached. We have obtained one investor that will provide \$100,000 and we will secure a third prospective investor for the remaining \$70,000.

The start up money will be used to purchase new double deck ovens, a refurbished Hobart mixer, walkin cooler, pizza prep refrigerator, other kitchen equipment, property improvements and revisions, furniture, payroll, inventory, marketing, lease and other operating capital.

Opportunity

Problem & Solution

Problems Worth Solving

Fast, high-quality lunches are in heavy demand along this corridor along this portion of 11th St. Midtown has a number of dining options, but none offer pizza by the slice that is prepared to order with myriad topping options left to the customer's whim. Additionally there are extremely limited options for the direct delivery of a quality pizza in Midtown. There are not any destination pizza joints along Route 66 in Oklahoma that offer a quality experience. Moreover, this location provides an opportunity to rehabilitate an historic structure along Route 66 while creating jobs for local Tulsans.

Our solution

Bobby O's shares a unique experience by serving handmade and regionally inspired pizza slices with showmanship and impeccable customer service. These are among a host of other distinctive qualities that will allow this concept to stand out from other pizzerias and restaurants in the area.

Our marquee product is a gigantic slice of pizza cut from a 26" thin crust pie. According to our research, this is the largest slice of pizza in town. Beyond its unique size, the flavor and textures of the pizza adhere to authentic NY pizza recipes and are combined with high quality produce, meats, and sometimes exotic toppings. Our prices are competitive and have been derived by surveying costs for a single serving of pizza with two toppings among Tulsa's moderate to highly priced competitors.

Although we found that most of our competitors that serve quality pizza do not directly deliver to many areas of Midtown. Pie Hole does offer delivery in select areas but their quality of their product has diminished over the past few years. This leaves a wide lane open for Bobby O's to capture a large segment of households that would appreciate an alternative to Papa John's, Dominoes, and Mazzio's for pizza delivery. Additionally, we would offer delivery until 12AM on Thursday, Friday, and Saturday.

**Blaze now offers delivery through Doordash*

A location on Route 66 and near Hillcrest is beneficial to this concept's success. It is a prime spot for lunch rush and is in a fantastic place to capture visitors driving through Tulsa and heading to the University of Tulsa, Downtown, or the new Gathering Place opening in mid 2018.

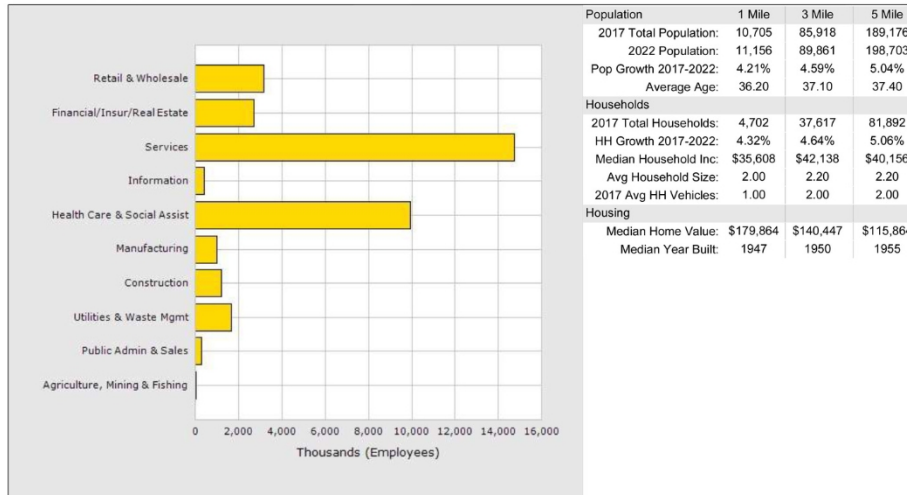
This location also provides the opportunity to continue serving slices for folks looking for late night food. I have been one of those people in Midtown after hours wishing there was somewhere to get quality nourishment!

Target Market

About 1 in 8 Americans eats pizza any given day, and more than half (53%) are ages 25 to 44*. Within a one mile radius from this property there are a large number of middle aged adults and there is an extremely large number of single adults. These are prime pizza consumers!

With this location, we are well situated to serve four core groups: Hillcrest Medical Center employees and visitors, travelers on Route 66, families out for a weekend meal, and the 23-45 year old (3 mile radius) crowd looking for evening food and entertainment. Our research suggests that those segments together represent a pool of more than X potential customers per day that spend X amount of \$ on dining out. Factor in the broad decline of the fast-food industry, the complementary rising popularity of fast-casual options, the cool factor attached to this building and history, and you end up with the potential for a successful and sustainable restaurant business.

Daytime Employees for 1 Mile Radius
1502 E 11th St, Tulsa, OK 74120



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4/5/2018

1 Mile Radius

3 Mile Radius

Competition

All of the Tulsa pizzerias receiving accolades in 2016 "Best Pizza" by the Tulsa World are locally owned and operated. New York-Style is still a favorite, but Sevastano's which is known for its deep-dish style got best in show. Personalization and unique toppings are still trending here as well as the idea that you can get pizza as a lunch option without ordering a large pie and having copious amounts of leftovers.

The following are who we see as our competitors in Tulsa that offer pizza and other similar menu items:

- **Andolini's**
- **Blaze**
- **Mario's**
- **NYC Pizza**
- **Pie Hole**
- **Umberto's**

Out of these pizzerias, only Pie Hole delivers directly to some areas of the 74105 and 74114 ZIP codes*, and none provide entertainment that adds to their patrons' experience and makes it memorable.

** Blaze now offers delivery through Doordash*

Blaze is the closest dedicated pizza restaurant in Brookside. Its focus is on individual orders and speedy delivery of the product in a fast-casual dining environment. They are the largest direct threat to our primary target market as they offer fast service, adult beverage options, and are less than a half mile away from our prospective location.

Bricktown Brewery and Mondo's round out the other restaurants serving pizza in Brookside. The character of our pizza differs in size, quality, and style among these neighborhood competitors. Our special customer service, family-friendly environment, and live music provide further factors that differentiate us from these other Brookside restaurants.

Another minimal threat will be the launching of Gathering Place. This recreational development looks to bring an additional 1 Million people to Tulsa per year and is slated to open late spring or early summer 2018. We believe Brookside will host much more foot traffic in the near future and is a great neighborhood where commercial and residential property value is steadily increasing. Although the Gathering Place may cause a dip in sales after it first opens to the public, its impact in the long run will be positive and substantial.

Execution

Marketing & Sales

Marketing Plan

We are able to derive an estimated sales volume at \$40,000 per month with sales of 177 slices per day (29 days per month) at the average price of one slice and two toppings for \$7.80. We have outlined our Startup Marketing Plan and the continuing four forms of Marketing Strategies to be implemented month one through perpetuity until amended.

We are currently communicating with BentoBox, a leader in websites specifically built for restaurants and a US Foods Value Added Partner. Multiple add-ons will be included to connect with our customers and drive growth and revenue.

Distinctions that will be pushed through branding, interior design, and marketing campaigns are:

- Scale - Oversized
- Old School NY Slices
- Neighborhood Feel - Family Friendly
- Extra Special Customer Service - We CARE
- Hip (but not TOO hip)

Start-Up Marketing Plan

- Paper
 - USPS "Every Door Direct Mail"
Select neighborhoods in 74105 and 74114 ZIP codes
 - Branded large postcard detailing company mission and providing offers
 - Free Delivery of orders over \$26
 - BOGO (Buy one get one free coupon for any menu item)
*Delivery excluded
 - Menus and offers distributed to hotels and event centers within 25 miles radius
- Paperless (Digital)

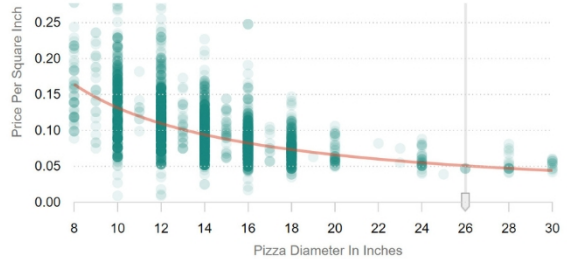
- Website and social media channels for Food + Entertainment
Hiring channels and employment opportunities create buzz among older high school and college students
 - Stories in Tulsa World, TULSAFOOD.COM, Oklahoma Magazine, etc.
 - Online review sites like Facebook, Trip advisor, Google Maps, etc.
 - Yelp, Groupon, and other coupon bargain sites
- Events
 - Lead Up and Grand Opening

Continuing Acquisition Marketing Plan

- Paper (Advertising)
 - USPS "Every Door Direct Mail" Oversized Postcards with deals
 - Continue expanding distance radius and broader categories of locations to dispense menus and offers
 - Menus and offers attached to carry-out and delivery orders (customer sustaining power)
- Paperless (Digital)
 - Website, email marketing and social media channels
 - Online review sites such as Yelp, facebook, Trip advisor etc
 - Yelp & Other Coupons bargain sites (Groupon etc)
- Events
 - Live Jazz
 - Tech & Entertainment Events
 - Collegiate events
 - Beacon Tech
 - In-store event game night
 - Sunday NFL VR 360° Game
 - Wednesday Live VR 360° Game
 - Beer & Wine coupling with Pizza
- Royalty programs
 - Bobby O's app
 - Flye
 - Online Reviews

- Referral program - unique discount codes from friends

Show the math of ordering large 26" pizza pies:



One **26-inch** pizza has roughly the same area as **3.4** 14-inch pizzas or **10.6** 8-inch pizzas.

To get the same amount of pizza you get in a **26-inch** pizza, you'd have to spend an extra **\$22.99** on 14-inch pizzas, or an extra **\$60.12** on 8-inch pizzas.



Sales Plan

Patrons will be able to pay for their purchases with cash, debit and credit cards, or through our Bobby O's app. Our app will also have the capability of storing common orders, tracking loyalty programs, and providing a much used tool for our target market to order through.

"67% of customers who have placed an order online will visit the restaurant more frequently versus those who have not." PMQ

We believe that through our first year of operation, most sales will come from dine-in customers and these sales will be handled by the register attendant or wait staff interfacing with the restaurant's Point Of Sale system. There will be 2 terminals. We are currently reviewing Avero and Revel products as they are partners associated with the US Foods Value Added Services providers. Once the business becomes established, a much larger percentage of transactions will occur online.

The POS system we do choose will be responsible for processing payment and gathering data from our dine-in sales in addition to our other POS activities including home deliveries and delivery management, online purchases, pre-ordering, coupons and discounts, etc. The POS will also help track inventory; text and email receipts; analyze customer and sales data; facilitate invoicing; and help manage employees, among other capabilities.

During peak hours we will have a dedicated attendant at the primary POS terminal that will handle walk-up, call-in, on-line, and to-go order customers. At other times, our bartender will be responsible for handling to-go customers that are paying with cash or cards. Most patrons will have already paid through the online process or the Bobby O's app. If no transaction is necessary, any employee can ensure that the proper order is given to the patron.

Operations

Locations & Facilities

This forecast assumes finding a location with 2200 square feet priced at \$24 psf (including any CAM) for 5 years. This comes to \$4400 per month rent expense. We are waiting to customize a floor plan for the right prospective property. The zones preferred for this restaurant concept are:

- Entry / To-Go / Wait / Bar
- Dough Throwing / Kitchen / Oven
- Dough Mixer / Flour Storage
- Gluten Free Room
- Walkin Cooler / Refrigeration
- Delivery Station
- Restrooms
- Storage
- Mechanical

We will be open 7 days a week for a total of 76 hours per week. Hours of operation for Dine In, To-Go & Delivery are currently slated as:

- Sunday, Monday, Tuesday, Wednesday
11:00 am - 9:00 pm
- Thursday, Friday & Saturday
11:00 am - 11:00 pm

Technology

This area will deal with our more sophisticated kitchen equipment, our POS system, security, delivery maps, and online presence including the Bobby O's app. We will also be purchasing TVs and a simple PA system with speakers.

Equipment & Tools

The primary equipment in most pizza shops are the ovens and dough mixers. For our 5 year outlook, we can achieve our sales goals with the following major purchases.

OVENS

Double deck oven with a minimum interior of 60" width and 36" depth with minimum of 120K BTUs per deck. The item shown here is a Bakers Pride Y-602 Super Deck Y Series.

Current Price: \$19,210 New & Delivered. We have estimated \$6,500 for the proper hood fitted for this oven and an additional \$2,500 in the startup budget to pay for installation of the oven and the hood.



DOUGH MIXER

We feel it is not necessary to buy a new mixer. Hobarts are the industry standard and we will purchase a refurbished 60 Qt. mixer with hook, accessories, and warranty for approximately \$7000.



Other equipment needed in the kitchen includes a pizza prep refrigerator, a dough cooler, dishwasher, walk-in cooler, counter top oven for gluten free cooking, 2 sauce cookers, ice machine, pizza peels, dough dockers, pizza cutters, dough pans and dough sheeters. We'll also need high quality pizza pans and knives.

We will need to purchase tables, chairs, barstools, and possibly booths for our optimal layout. Each table will need to have napkin dispensers, salt and pepper shakers, parmesan and oregano shakers, and other essential tabletop items. Drinkware and dining utensils will be needed and we will also acquire proper plates/trays for our large slices .

Keg coolers and refrigeration for bottled drinks and to go dishes will be needed for the bar area.

Milestones & Metrics

Milestones Table

Milestone	Due Date	Who's Responsible	Details
Finish Business Plan	Completed	Bob	Get this plan complete!
Secure Investor	Completed	Bob	
Secure property lease	Completed	Bob	Find location, revise business plan, arrive at agreement with investor(s), Sign Lease.
Secure General Contractor for Improvements	May 09, 2018		We will be doing a lot of the work but need to secure contractor for some of the larger tasks and to get proper builder's risk insurance.
Have Oven Delivered	May 31, 2018	Bob	
Soft Opening	July 19, 2018		
Open store	July 26, 2018	Bob	Grand Opening

Key metrics

Our focus right now is on the most basic metrics: daily revenue, food costs, payroll, utilities, and profit margins. Marketing metrics will be extremely important in the first 2 years, and controlling food costs and payroll will be key...both being rewarded by achieving benchmark goals in each category.

We are currently investigating how our startup can best be handled so that data can be flowing from the start.

Company

Overview

Oertel Food + Entertainment, Ltd. is the name of our Limited Liability Corporation. This is where investment money will go and the company will do business as "Bobby O's Slices + Pies".

Bob & Kristen Oertel are the primary owners, there is one investor, and we are currently looking for a third investor to reach our start up capital goal.

We foresee growth continuing from opening through the next decade. Plans are for Bob to spend less time at the 11th St. location starting late 2021 and begin working on a second location. Two to three stores are the growth ceiling that we would care to manage. By 2030 we will look to an exit strategy that consists of:

- Finalizing terms with partners on their continued ownership status
- Transferring portion of stock ownership to family members
- Finalizing terms of selling stock to key employees using an employee stock ownership plan (ESOP)

Team

Management team

General Manager

Bob Oertel is the owner/operator and has five years experience in the Pizza Industry and over 2 decades marketing commercial and economic development. With Bobby O's, he is pulling his knowledge from these two disciplines together to bring something new to Brookside and the Tulsa metro.

In the mid-to-late-nineties, Bob worked at Papa Keno's Pizzeria in downtown Lawrence, KS, and over the course of three and a half years became the corporate office manager. His knowledge of the product, creativity in marketing, and organizational skills helped build on the brand in Lawrence.

Bob then contributed in expanding to the Kansas City area with stores in the River Market and in Old Overland Park. Many financial and business growth milestones were achieved while he was a part of the management team that employed over 50 workers. Papa Keno's celebrated its 25th Anniversary recently and opened a new location in the Crossroads area of Kansas City October 2, 2017.

We will use a talent service to find the best candidates for the other two members of the management team.

Their descriptions are below.

Assistant Manager

Summary of Position:

Oversee, coordinate and execute the planning, organizing, training and leadership necessary to achieve stated objectives in sales, costs, employee retention, guest service and satisfaction, food quality, cleanliness and sanitation.

Duties & Responsibilities:

- Be primary pizza maker when on shift
- Understand completely all policies, procedures, standards, specifications, guidelines and training programs
- Ensure that all guests feel welcome and are given responsive, friendly and courteous service at all times
- Ensure that all food and products are consistently prepared and served according to the restaurant's recipes, portioning, cooking and serving standards
- Assist other staff members to complete opening, closing and prep lists
- Actively manage other staff members by working hands on in making food, servicing customers and overseeing the coordination of deliveries.
- Achieve company objectives in sales, service, quality, appearance of facility and sanitation and cleanliness through training of employees and creating a positive, productive working environment
- Control cash and other receipts by adhering to cash handling and reconciliation procedures in accordance with restaurant policies and procedures
- Make employment and termination decisions consistent with General Manager guidelines for approval or review and with their prior consent
- Fill in where needed to ensure guest service standards and efficient operations
- Continually strive to develop your staff in all areas of managerial and professional development
- Prepare all required paperwork, including forms, reports and schedules in an organized and timely manner
- Ensure that all equipment is kept clean and kept in excellent working condition through personal inspection and by following the restaurant's preventative maintenance programs
- Ensure that all products are received in correct unit count and condition and deliveries are performed in accordance with the restaurant's receiving policies and procedures
- Oversee and ensure that restaurant policies on employee performance appraisals are followed and completed on a timely basis

- Schedule labor as required by anticipated business activity while ensuring that all positions are staffed when and as needed and labor cost objectives are met
- Be knowledgeable of restaurant policies regarding personnel and administer prompt, fair and consistent corrective action for any and all violations of company policies, rules and procedures
- Fully understand and comply with all federal, state, county and municipal regulations that pertain to health, safety and labor requirements of the restaurant, employees and guests
- Provide advice and suggestions to General Manager as needed

Qualifications:

- Be 21 years of age
- High School diploma or equivalent required
- Have knowledge of service and food, generally involving at least three years of Quick Service Restaurant or comparable business with preferred minimum of 1 year of management experience in that business
- Possess excellent basic math skills and have the ability to operate a cash register or POS system
- Qualified candidates must have excellent customer service and employee relation skills. Must be willing and able to fill in where needed, including as delivery driver which means having a reliable vehicle and a good driving record
- Must be detail oriented with the capability to oversee restaurant operations and multiple areas simultaneously in a fast paced environment
- Must be able to perform under pressure in a high volume restaurant including moving and responding quickly for long periods of time
- Be able to work in a standing position for long periods of time (up to 10 hours)
- Be able to reach, bend, stoop and frequently lift up to 50 pounds
- Must be able to work day, nights and weekends. Must have the stamina to work 40 to 50 hours per week

Bar & Wait Staff Manager

Duties & Responsibilities:

- Manage the business aspects of the bar, such as keeping a current liquor license, negotiating supplier contracts, taking inventory and reordering supplies, managing budgets, and setting goals
- Assist in hiring and training staff to provide excellent service to patrons

- Creating effective schedules and quickly resolving conflicts to ensure that bar is well staffed during peak hours
- Setting and enforcing quality and safety controls
- Working with diverse personalities both on the staff and patrons
- Planning and taking part in promotional events
- Diffusing tense situations between patrons or staff members to prevent possible safety or legal issues, ejecting unruly persons, if needed
- Maintaining a fun, safe atmosphere for patrons

Qualifications:

- Be 21 years of age
- High School Diploma
- Restaurant or management experience
- Strong understanding of business management and accounting principles
- Excellent computer, problem-solving, and customer service skills
- Exceptional communication and interpersonal skills
- Ability to diffuse tense situations and resolve conflicts
- Willingness to work during peak hours, including nights, weekends, and holidays
- Effectively delegate responsibilities and maximize resources
- Decisiveness
- Ability to walk, stand, and occasionally carry heavy items in a fast-paced, stressful environment

Advisors

Ryan Keith
Tulsa Entrepreneur
Owns 7 successful businesses and employees over 200 staff

Andy Collinsworth
Former VP of Operations
Papa Keno's Pizzeria

Financial Plan

Forecast

Key assumptions

Our financial forecast is based upon years of experience running a pizza shop, what a double deck oven's capacity is on any given day, and an understanding of the needs and wants of the consumers located daily in this area of town, and of the many tourists who travel along Route 66. We also reviewed financial statements from two different stores with very similar restaurant concepts for 2016 and 2017. We have done the due diligence and research in providing realistic costs for equipment, property and lease, marketing, food and inventory, etc.

The location for this restaurant is key because it offers a bountiful volume of professionals during the lunchtime hours and is transitioning into a destination for food, shopping, and nightlife. This provides a solid foundation for this concept.

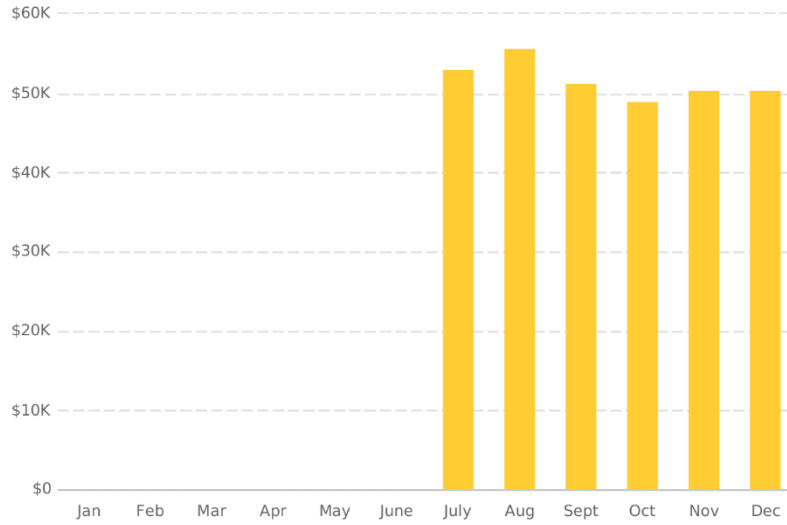
Pricing

We have determined our pricing based on what the local market is currently paying, our location, estimated pricing from a potential distributor, and our quality. For the purpose of this plan, we have assumed the following in our starting prices for the forecast. Price increases generally occur around February.

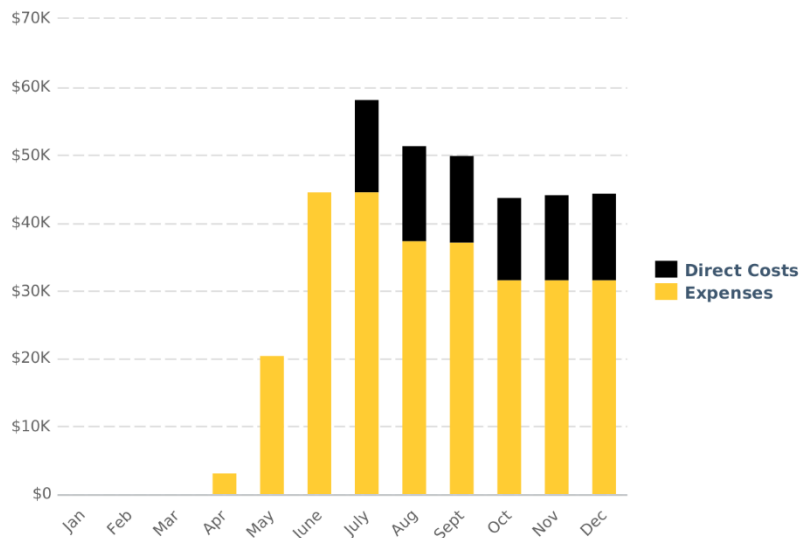
- (1) Slice + 2 Toppings = One Average Adult Serving = \$7.80
- (1) 18" Authentic Pie + 2 Toppings = Four Average Adult Servings = \$22.00
- (1) 26" NY Thin Crust Pie + 2 Toppings = Eight Average Adult Servings = \$36.00
- (1) Calzone = 18 Oz. + 2 Fillings = One Average Adult Serving = \$9.00
- (1) 10" Gluten-Free Pizza + 2 Toppings = \$12.00
- (1) Salad = 1.50 Oz. of Greens + Type + Dressing = \$4.00
- (1) Large Salad = 3.50 Oz. of Greens + Type + Dressing = \$9.00
- (1) Dessert = 2.0 Oz. Misc. = \$4.50
- (1) Adult Beverage = Beer or Wine Serving = \$5.00

- (1) Adult Beverage Premium = \$8.00
- (1) Standard Beverage = 16.0 Oz. Fountain = \$2.50

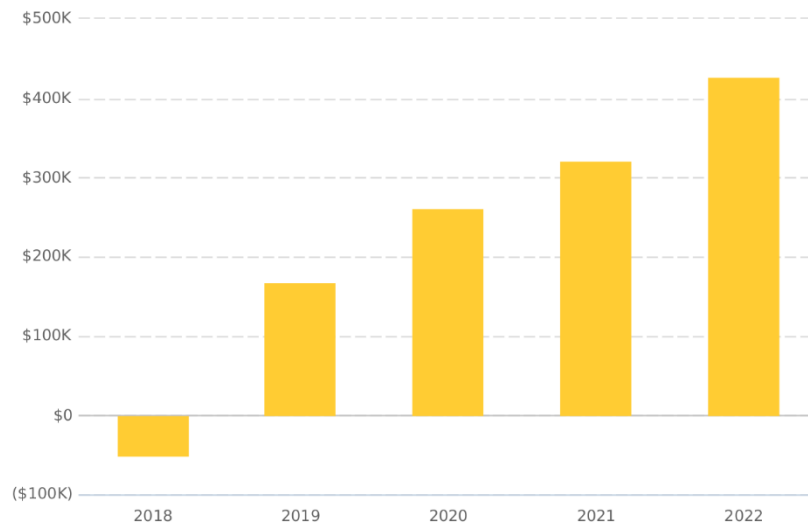
Revenue by Month



Expenses by Month



Net Profit (or Loss) by Year



Financing

Use of funds

The start up money will be used for

- Deposits, licenses, and fees
- Property improvements including brickwork, bar, and storefront revisions
- New double stack oven
- Walkin Cooler
- Refurbished Hobart mixer, pizza prep refrigerator, and other kitchen equipment
- Furniture
- Inventory
- Marketing
- Consulting and Professional Services
- Cash-On-Hand
- Menu experimentation
- Hiring and Training

- Funds to cover expenses for 8 months in scenario of meeting only 50% of projections

We will also want to make sure we have funds available for further building upgrades, furniture upgrades, and payroll increases in 2020.

All of these items are needed to properly get this business started.

Sources of Funds

We have estimated that we need \$275,000 startup capital. The Oertels are investing \$105,000 into Oertel Food + Entertainment, Ltd. and have obtained one investor for an additional \$100,000. We are in the process of placing the last investor of \$70,000. The company stock will be split and distributions will be paid accordingly.

The start up money will be used to purchase new double deck ovens, a refurbished Hobart mixer, walkin cooler, pizza prep refrigerator, other kitchen equipment, property improvements, furniture, build out of bar, inventory, marketing, cash on hand, and funds to cover expenses for 10 months in scenario of meeting only 50% of projections.

Accounts and lines of credit will be created with US Foods, our alcoholic beverage distributor, and other vendors. These early accounts will help establish a strong business credit standing that allows for future leveraging and growth.

Statements

Projected Profit and Loss

	2018	2019	2020	2021	2022
Revenue	\$310,148	\$833,919	\$1,109,859	\$1,256,868	\$1,429,100
Direct Costs	\$77,864	\$208,418	\$279,112	\$317,935	\$361,422
Gross Margin	\$232,284	\$625,501	\$830,747	\$938,933	\$1,067,678
Gross Margin %	75%	75%	75%	75%	75%
Operating Expenses					
Salaries & Wages	\$115,237	\$217,187	\$247,877	\$281,076	\$269,890
Employee Related Expenses	\$21,967	\$43,438	\$49,575	\$56,215	\$53,978
Rent	\$13,656	\$27,312	\$27,312	\$28,440	\$28,440
Utilities	\$10,800	\$23,200	\$23,950	\$24,000	\$25,000
Coupons & Give-Aways	\$7,754	\$20,848	\$27,746	\$31,422	\$35,727
Paper & To-Go Containers	\$6,203	\$16,678	\$22,198	\$25,137	\$28,582
Marketing & Printing	\$8,000	\$9,400	\$10,700	\$12,000	\$10,000
Insurance: General, Food, Property, & Worker's Com	\$5,600	\$9,950	\$10,550	\$11,200	\$11,800
Training & Incentives	\$1,285	\$4,169	\$5,550	\$6,284	\$7,146
Misc. Equipment Lease	\$4,900	\$8,400	\$3,500	\$0	\$0
Accounting Services	\$4,300	\$6,000	\$6,800	\$7,200	\$7,200
POS and other software subscriptions	\$2,800	\$4,800	\$5,600	\$6,000	\$7,000
Music / Entertainment	\$2,700	\$4,600	\$5,300	\$5,500	\$6,000
Telephone / Internet / Cable	\$1,960	\$2,760	\$3,530	\$3,600	\$3,800

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Linen / Uniform	\$2,100	\$4,400	\$5,280	\$5,400	\$5,800
Legal Services	\$3,000	\$2,000	\$2,000	\$2,000	\$3,000
Security Service	\$1,050	\$1,800	\$2,300	\$2,400	\$2,800
Licenses & Fees	\$1,794	\$1,900	\$2,000	\$2,100	\$2,200
Apparel	\$880	\$1,000	\$1,200	\$1,500	\$1,500
Dumpster & Recycling	\$910	\$1,595	\$1,655	\$1,720	\$1,760
Art Corner Supplies	\$780	\$1,280	\$1,280	\$1,300	\$1,400
Misc.	\$700	\$1,200	\$1,200	\$1,200	\$1,200
Office Supplies / Postage	\$160	\$240	\$240	\$240	\$240
POS Equipment, Add-Ons, and Fees	\$8,000		\$4,000		
Leasehold Improvements	\$40,000		\$10,000		
Start Up Miscellaneous	\$3,000				
Design Consultants & Architect	\$2,500		\$2,000		
Wall Graphics	\$2,000				
Amortization of Other Current Assets	\$583	\$1,000	\$1,000	\$958	\$1,000
Total Operating Expenses	\$274,619	\$415,158	\$484,342	\$516,893	\$515,463
Operating Income	(\$42,335)	\$210,343	\$346,405	\$422,040	\$552,215
Interest Incurred					
Depreciation and Amortization	\$8,457	\$13,729	\$19,617	\$19,059	\$17,662
Income Taxes	\$0	\$29,165	\$65,357	\$80,596	\$106,911
Total Expenses	\$360,940	\$666,469	\$848,429	\$934,483	\$1,001,458
Net Profit	(\$50,792)	\$167,450	\$261,430	\$322,385	\$427,642
Net Profit / Sales	(16%)	20%	24%	26%	30%

Projected Balance Sheet

	Starting Balances	2018	2019	2020	2021	2022
Cash	\$22,000	\$134,467	\$286,942	\$481,120	\$738,573	\$1,082,147
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$417	\$417	\$417	\$458	\$458
Total Current Assets	\$22,000	\$134,884	\$287,358	\$481,537	\$739,031	\$1,082,605
Long-Term Assets	\$0	\$82,550	\$82,550	\$104,550	\$104,550	\$104,550
Accumulated Depreciation	\$0	(\$8,457)	(\$22,186)	(\$41,803)	(\$60,862)	(\$78,524)
Total Long-Term Assets	\$0	\$74,093	\$60,364	\$62,747	\$43,688	\$26,026
Total Assets	\$22,000	\$208,977	\$347,723	\$544,284	\$782,719	\$1,108,631
Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$12,361	\$16,056	\$20,218	\$26,724
Sales Taxes Payable	\$0	\$12,769	\$19,640	\$22,980	\$26,772	\$30,440
Short-Term Debt						
Prepaid Revenue						
Total Current Liabilities	\$0	\$12,769	\$32,001	\$39,036	\$46,990	\$57,164
Long-Term Debt						
Total Liabilities	\$0	\$12,769	\$32,001	\$39,036	\$46,990	\$57,164
Paid-In Capital	\$22,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000
Retained Earnings	\$0	\$0	(\$98,728)	(\$3,182)	\$166,344	\$376,825
Earnings		(\$50,792)	\$167,450	\$261,430	\$322,385	\$427,642
Total Owner's Equity	\$22,000	\$196,208	\$315,722	\$505,248	\$735,729	\$1,051,467

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Total Liabilities & Equity	\$22,000	\$208,977	\$347,723	\$544,284	\$782,719	\$1,108,631
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Projected Cash Flow Statement

	2018	2019	2020	2021	2022
Net Cash Flow from Operations					
Net Profit	(\$50,792)	\$167,450	\$261,430	\$322,385	\$427,642
Depreciation & Amortization	\$9,040	\$14,729	\$20,617	\$20,017	\$18,662
Change in Accounts Receivable	\$0	\$0	\$0	\$0	\$0
Change in Inventory	\$0	\$0	\$0	\$0	\$0
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$12,361	\$3,695	\$4,162	\$6,506
Change in Sales Tax Payable	\$12,769	\$6,871	\$3,340	\$3,792	\$3,668
Change in Prepaid Revenue					
Net Cash Flow from Operations	(\$28,983)	\$201,411	\$289,082	\$350,357	\$456,478
Investing & Financing					
Assets Purchased or Sold	(\$83,550)	(\$1,000)	(\$23,000)	(\$1,000)	(\$1,000)
Investments Received	\$225,000				
Change in Long-Term Debt					
Change in Short-Term Debt					
Dividends & Distributions		(\$47,936)	(\$71,904)	(\$91,904)	(\$111,904)
Net Cash Flow from Investing & Financing	\$141,450	(\$48,936)	(\$94,904)	(\$92,904)	(\$112,904)

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Cash at Beginning of Period	\$22,000	\$134,467	\$286,942	\$481,120	\$738,573
Net Change in Cash	\$112,467	\$152,475	\$194,178	\$257,453	\$343,574
Cash at End of Period	\$134,467	\$286,942	\$481,120	\$738,573	\$1,082,147

Appendix

Profit and Loss Statement (With monthly detail)

2018	Jan '18	Feb '18	Mar '18	Apr '18	May '18	June '18	July '18	Aug '18	Sept '18	Oct '18	Nov '18	Dec '18
Total Revenue							\$53,172	\$55,690	\$51,416	\$49,006	\$50,393	\$50,471
Direct Costs												
Slice Cost							\$5,616	\$6,739	\$5,616	\$5,242	\$5,616	\$5,990
18" Pie Cost							\$1,122	\$1,010	\$1,234	\$1,571	\$1,683	\$1,571
Adult Beverage Cost							\$1,680	\$1,440	\$1,200	\$960	\$1,080	\$960
Dessert Cost							\$1,040	\$945	\$945	\$945	\$945	\$1,102
Other Beverage Cost							\$988	\$912	\$912	\$836	\$760	\$684
Adult Beverage Premium							\$840	\$672	\$672	\$588	\$420	\$378
14" Pizza Pie Cost							\$540	\$630	\$720	\$540	\$720	\$720
Large Salad Cost							\$410	\$479	\$342	\$342	\$376	\$274
Side Salad Cost							\$417	\$379	\$342	\$341	\$228	\$227
10" Gluten-Free Pizza Pie Cost							\$288	\$302	\$360	\$288	\$260	\$259
Breadstick Cost							\$300	\$280	\$280	\$280	\$260	\$240
26" Pie Cost							\$166	\$99	\$132	\$166	\$133	\$99
Calzone Cost							\$54	\$54	\$68	\$45	\$45	\$54
Pizza Sliver Cost							\$95	\$79	\$64	\$63	\$47	\$64
Total Direct Costs							\$13,556	\$14,021	\$12,886	\$12,206	\$12,572	\$12,623
Gross Margin							\$39,616	\$41,669	\$38,530	\$36,800	\$37,821	\$37,848

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Gross Margin %			75%	75%	75%	75%	75%	75%
Operating Expenses								
Salaries and Wages								
General Manager (0.93)		\$2,000	\$2,000	\$2,000	\$2,000	\$2,500	\$2,500	\$2,500
Start Up Restaurant Consultant (0.95)	\$1,000	\$1,200	\$1,600	\$1,200	\$400			
Asst. Manager (0.92)			\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Shift Manager (0.4)								
Gluten Free, Soup, and Veggie Prep (0.92)			\$1,750	\$1,750	\$1,750	\$1,750	\$1,750	\$1,750
Gluten Free, Soup, and Veggie Prep B (0.9)				\$875	\$875	\$875	\$875	\$875
Register & Expedite A (0.92)			\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Register & Expedite B (0.9)				\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Slice Open (0.92)			\$1,333	\$1,333	\$1,333	\$1,334	\$1,334	\$1,334
Slice Close (0.9)				\$1,333	\$1,333	\$1,334	\$1,334	\$1,334
Slice Cover (0.73)								
Oven Open (0.92)			\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Oven Close (0.9)				\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Oven Cover A (0.7)								

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Oven Cover B (0.53)									
Total Salaries & Wages	\$1,000	\$3,200	\$12,683	\$16,991	\$16,191	\$16,293	\$16,293	\$16,293	\$16,293
Employee Related Expenses		\$400	\$2,217	\$3,158	\$3,158	\$3,259	\$3,258	\$3,259	\$3,258
Rent	\$2,276				\$2,276	\$2,276	\$2,276	\$2,276	\$2,276
Utilities				\$800	\$2,400	\$2,200	\$1,800	\$1,800	\$1,800
Coupons & Give-Aways				\$1,329	\$1,393	\$1,285	\$1,225	\$1,260	\$1,262
Paper & To-Go Containers				\$1,063	\$1,114	\$1,029	\$980	\$1,008	\$1,009
Marketing & Printing			\$2,000	\$3,000	\$600	\$600	\$600	\$600	\$600
Insurance: General, Food, Property, & Worker's Com			\$800	\$800	\$800	\$800	\$800	\$800	\$800
Training & Incentives					\$278	\$258	\$245	\$252	\$252
Misc. Equipment Lease			\$700	\$700	\$700	\$700	\$700	\$700	\$700
Accounting Services		\$800	\$500	\$500	\$500	\$500	\$500	\$500	\$500
POS and other software subscriptions			\$400	\$400	\$400	\$400	\$400	\$400	\$400
Music / Entertainment				\$700	\$400	\$400	\$400	\$400	\$400
Telephone / Internet / Cable		\$350	\$230	\$230	\$230	\$230	\$230	\$230	\$230
Linen / Uniform			\$300	\$300	\$300	\$300	\$300	\$300	\$300
Legal Services		\$2,000	\$1,000						
Security Service			\$150	\$150	\$150	\$150	\$150	\$150	\$150
Licenses & Fees		\$1,794							
Apparel			\$880						
Dumpster & Recycling			\$130	\$130	\$130	\$130	\$130	\$130	\$130

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Art Corner Supplies						\$300	\$80	\$80	\$80	\$80	\$80	\$80	\$80
Misc.						\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Office Supplies / Postage				\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
POS Equipment, Add-Ons, and Fees						\$8,000							
Leasehold Improvements				\$10,000	\$10,000	\$10,000	\$10,000	\$5,000	\$5,000				
Start Up Miscellaneous							\$3,000						
Design Consultants & Architect				\$1,500	\$1,000								
Wall Graphics					\$2,000								
Amortization of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83
Total Operating Expenses	\$0	\$0	\$0	\$3,276	\$20,064	\$43,493	\$43,535	\$36,303	\$36,092	\$30,571	\$30,641	\$30,644	\$30,644
Operating Income	\$0	\$0	\$0	(\$3,276)	(\$20,064)	(\$43,493)	(\$3,919)	\$5,366	\$2,438	\$6,229	\$7,180	\$7,204	\$7,204
Interest Incurred													
Depreciation and Amortization	\$0	\$0	\$0	\$0	\$482	\$1,111	\$1,144	\$1,144	\$1,144	\$1,144	\$1,144	\$1,144	\$1,144
Income Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$0	\$0	\$0	\$3,276	\$20,546	\$44,604	\$58,235	\$51,468	\$50,121	\$43,922	\$44,357	\$44,411	\$44,411
Net Profit	\$0	\$0	\$0	(\$3,276)	(\$20,546)	(\$44,604)	(\$5,063)	\$4,222	\$1,295	\$5,084	\$6,036	\$6,060	\$6,060
Net Profit / Sales							(10%)	8%	3%	10%	12%	12%	12%

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2019	Jan '19	Feb '19	Mar '19	Apr '19	May '19	June '19	July '19	Aug '19	Sept '19	Oct '19	Nov '19	Dec '19
Total Revenue	\$45,947	\$48,433	\$55,933	\$56,508	\$68,961	\$75,190	\$86,690	\$82,758	\$82,981	\$75,755	\$79,722	\$75,041
Direct Costs												
Slice Cost	\$5,242	\$5,241	\$5,242	\$5,990	\$7,488	\$8,237	\$10,138	\$9,293	\$10,137	\$8,871	\$10,137	\$9,715
18" Pie Cost	\$1,570	\$1,683	\$1,683	\$1,959	\$2,081	\$2,325	\$2,448	\$2,326	\$2,325	\$2,326	\$2,387	\$2,203
Adult Beverage Cost	\$960	\$1,440	\$1,920	\$1,200	\$1,800	\$2,100	\$2,100	\$2,250	\$1,950	\$1,800	\$1,500	\$1,500
Dessert Cost	\$945	\$945	\$1,103	\$1,312	\$1,050	\$1,050	\$1,225	\$1,225	\$1,050	\$1,050	\$1,400	\$1,575
Other Beverage Cost	\$684	\$684	\$1,056	\$792	\$1,144	\$1,056	\$1,144	\$1,232	\$1,056	\$1,056	\$968	\$880
Adult Beverage Premium	\$378	\$420	\$672	\$588	\$672	\$840	\$941	\$896	\$717	\$627	\$448	\$448
14" Pizza Pie Cost	\$540	\$450	\$810	\$540	\$720	\$900	\$810	\$720	\$810	\$630	\$720	\$630
Large Salad Cost	\$205	\$274	\$410	\$342	\$411	\$478	\$548	\$478	\$479	\$547	\$411	\$273
Side Salad Cost	\$152	\$170	\$228	\$417	\$455	\$531	\$569	\$607	\$569	\$569	\$455	\$227
10" Gluten-Free Pizza Pie Cost	\$216	\$230	\$288	\$303	\$288	\$432	\$570	\$532	\$456	\$380	\$456	\$380
Breadstick Cost	\$280	\$280	\$320	\$432	\$480	\$504	\$504	\$504	\$480	\$432	\$456	\$432
26" Pie Cost	\$83	\$132	\$66	\$140	\$175	\$210	\$262	\$280	\$279	\$280	\$210	\$175
Calzone Cost	\$67	\$90	\$108	\$81	\$135	\$144	\$180	\$270	\$270	\$270	\$225	\$180
Pizza Sliver Cost	\$79	\$63	\$95	\$143	\$158	\$159	\$174	\$143	\$126	\$127	\$127	\$95
Total Direct Costs	\$11,402	\$12,104	\$14,000	\$14,238	\$17,057	\$18,966	\$21,612	\$20,755	\$20,706	\$18,964	\$19,899	\$18,715
Gross Margin	\$34,545	\$36,329	\$41,932	\$42,270	\$51,905	\$56,223	\$65,078	\$62,004	\$62,275	\$56,791	\$59,822	\$56,326
Gross Margin %	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Operating Expenses												
Salaries and Wages												

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General Manager (0.93)	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200
Start Up Restaurant Consultant (0.95)												
Asst. Manager (0.92)	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200
Shift Manager (0.4)												
Gluten Free, Soup, and Veggie Prep (0.92)	\$1,802	\$1,802	\$1,802	\$1,802	\$1,802	\$1,802	\$1,803	\$1,803	\$1,803	\$1,803	\$1,803	\$1,803
Gluten Free, Soup, and Veggie Prep B (0.9)	\$901	\$901	\$901	\$901	\$901	\$901	\$901	\$901	\$901	\$902	\$902	\$902
Register & Expedite A (0.92)	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545
Register & Expedite B (0.9)	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545
Slice Open (0.92)	\$1,373	\$1,373	\$1,373	\$1,373	\$1,373	\$1,373	\$1,373	\$1,373	\$1,374	\$1,374	\$1,374	\$1,374
Slice Close (0.9)	\$1,373	\$1,373	\$1,373	\$1,373	\$1,373	\$1,373	\$1,373	\$1,373	\$1,374	\$1,374	\$1,374	\$1,374
Slice Cover (0.73)					\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900
Oven Open (0.92)	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545	\$1,545
Oven Close (0.9)	\$1,030	\$1,030	\$1,030	\$1,030	\$1,030	\$1,030	\$1,030	\$1,030	\$1,030	\$1,030	\$1,030	\$1,030
Oven Cover A (0.7)							\$833	\$833	\$834	\$834	\$834	\$834
Oven Cover B (0.53)												
Total Salaries & Wages	\$16,614	\$16,614	\$16,614	\$16,614	\$17,514	\$17,714	\$19,248	\$19,248	\$19,251	\$19,252	\$19,252	\$19,252
Employee Related Expenses	\$3,323	\$3,323	\$3,323	\$3,323	\$3,502	\$3,543	\$3,850	\$3,849	\$3,851	\$3,850	\$3,850	\$3,851

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Rent	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276
Utilities	\$1,800	\$1,800	\$1,500	\$1,500	\$1,500	\$2,000	\$2,400	\$2,600	\$2,400	\$2,000	\$2,000	\$1,700
Coupons & Give-Aways	\$1,148	\$1,211	\$1,399	\$1,412	\$1,724	\$1,880	\$2,167	\$2,069	\$2,075	\$1,894	\$1,993	\$1,876
Paper & To-Go Containers	\$919	\$969	\$1,118	\$1,130	\$1,380	\$1,503	\$1,734	\$1,655	\$1,660	\$1,515	\$1,595	\$1,500
Marketing & Printing	\$600	\$600	\$600	\$600	\$1,200	\$1,000	\$800	\$800	\$800	\$800	\$800	\$800
Insurance: General, Food, Property, & Worker's Com	\$800	\$800	\$800	\$800	\$800	\$850	\$850	\$850	\$850	\$850	\$850	\$850
Training & Incentives	\$230	\$242	\$279	\$283	\$345	\$376	\$433	\$414	\$415	\$379	\$398	\$375
Misc. Equipment Lease	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700
Accounting Services	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
POS and other software subscriptions	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Music / Entertainment	\$0	\$400	\$0	\$400	\$400	\$600	\$800	\$600	\$400	\$400	\$200	\$400
Telephone / Internet / Cable	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230	\$230
Linen / Uniform	\$300	\$300	\$300	\$300	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Legal Services				\$2,000								
Security Service	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Licenses & Fees				\$1,900								
Apparel					\$1,000							
Dumpster & Recycling	\$130	\$130	\$130	\$130	\$130	\$135	\$135	\$135	\$135	\$135	\$135	\$135
Art Corner Supplies	\$80	\$80	\$80	\$80	\$80	\$400	\$80	\$80	\$80	\$80	\$80	\$80
Misc.	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Office Supplies / Postage	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20

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POS Equipment, Add-Ons, and Fees												
Leasehold Improvements												
Start Up Miscellaneous												
Design Consultants & Architect												
Wall Graphics												
Amortization of Other Current Assets	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83
Total Operating Expenses	\$30,404	\$30,928	\$30,602	\$34,932	\$34,434	\$34,861	\$37,356	\$37,160	\$36,775	\$36,014	\$36,013	\$35,679
Operating Income	\$4,142	\$5,401	\$11,329	\$7,338	\$17,471	\$21,363	\$27,721	\$24,844	\$25,500	\$20,777	\$23,810	\$20,647
Interest Incurred												
Depreciation and Amortization	\$1,144	\$1,144	\$1,144	\$1,144	\$1,144	\$1,144	\$1,144	\$1,144	\$1,144	\$1,144	\$1,144	\$1,145
Income Taxes	\$0	\$0	\$0	\$0	\$0	\$1,877	\$5,316	\$4,740	\$4,871	\$3,927	\$4,533	\$3,901
Total Expenses	\$42,949	\$44,176	\$45,748	\$50,313	\$52,635	\$56,848	\$65,428	\$63,800	\$63,495	\$60,049	\$61,590	\$59,438
Net Profit	\$2,998	\$4,257	\$10,185	\$6,194	\$16,327	\$18,341	\$21,262	\$18,960	\$19,485	\$15,706	\$18,132	\$15,603
Net Profit / Sales	7%	9%	18%	11%	24%	24%	25%	23%	23%	21%	23%	21%

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2020	Jan '20	Feb '20	Mar '20	Apr '20	May '20	June '20	July '20	Aug '20	Sept '20	Oct '20	Nov '20	Dec '20
Total Revenue	\$69,605	\$71,289	\$84,756	\$77,494	\$96,175	\$101,896	\$122,191	\$116,059	\$100,682	\$91,862	\$90,077	\$87,773
Direct Costs												
Slice Cost	\$8,871	\$8,448	\$8,870	\$8,026	\$10,982	\$10,560	\$13,839	\$13,392	\$10,713	\$10,267	\$10,714	\$10,267
18" Pie Cost	\$2,203	\$2,326	\$2,448	\$2,703	\$2,838	\$3,244	\$3,378	\$3,109	\$2,973	\$2,568	\$2,703	\$2,838
Adult Beverage Cost	\$1,500	\$1,800	\$3,000	\$1,800	\$2,310	\$2,970	\$3,630	\$3,300	\$2,970	\$2,310	\$1,980	\$1,980
Dessert Cost	\$1,050	\$1,400	\$1,400	\$1,260	\$1,260	\$1,680	\$1,890	\$2,100	\$1,680	\$1,260	\$1,260	\$1,260
Other Beverage Cost	\$880	\$880	\$1,400	\$1,200	\$1,400	\$1,600	\$1,700	\$1,400	\$1,300	\$1,300	\$1,200	\$1,200
Adult Beverage Premium	\$403	\$448	\$806	\$762	\$896	\$1,075	\$1,143	\$999	\$905	\$761	\$667	\$523
14" Pizza Pie Cost	\$630	\$600	\$900	\$800	\$1,000	\$1,000	\$1,100	\$900	\$900	\$900	\$800	\$900
Large Salad Cost	\$206	\$342	\$615	\$753	\$836	\$752	\$920	\$919	\$920	\$1,003	\$920	\$836
Side Salad Cost	\$228	\$189	\$380	\$432	\$519	\$562	\$606	\$648	\$779	\$864	\$692	\$606
10" Gluten-Free Pizza Pie Cost	\$380	\$380	\$532	\$608	\$608	\$760	\$960	\$640	\$640	\$480	\$480	\$480
Breadstick Cost	\$432	\$480	\$504	\$588	\$672	\$672	\$728	\$840	\$728	\$560	\$560	\$560
26" Pie Cost	\$209	\$280	\$210	\$184	\$276	\$331	\$386	\$442	\$442	\$331	\$221	\$220
Calzone Cost	\$162	\$135	\$108	\$165	\$165	\$231	\$275	\$275	\$275	\$330	\$220	\$198
Pizza Sliver Cost	\$95	\$111	\$158	\$194	\$211	\$264	\$282	\$352	\$316	\$264	\$212	\$176
Total Direct Costs	\$17,248	\$17,819	\$21,332	\$19,473	\$23,974	\$25,702	\$30,835	\$29,317	\$25,541	\$23,200	\$22,626	\$22,045
Gross Margin	\$52,356	\$53,470	\$63,424	\$58,020	\$72,202	\$76,194	\$91,356	\$86,742	\$75,142	\$68,662	\$67,450	\$65,728
Gross Margin %	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Operating Expenses												
Salaries and Wages												

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General Manager (0.93)	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800
Start Up Restaurant Consultant (0.95)													
Asst. Manager (0.92)	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400	\$3,400
Shift Manager (0.4)													
Gluten Free, Soup, and Veggie Prep (0.92)	\$1,856	\$1,856	\$1,856	\$1,856	\$1,856	\$1,857	\$1,857	\$1,857	\$1,857	\$1,857	\$1,857	\$1,857	\$1,857
Gluten Free, Soup, and Veggie Prep B (0.9)	\$928	\$928	\$928	\$928	\$928	\$928	\$928	\$928	\$928	\$928	\$929	\$929	\$929
Register & Expedite A (0.92)	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,592	\$1,592	\$1,592	\$1,592
Register & Expedite B (0.9)	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,592	\$1,592	\$1,592	\$1,592
Slice Open (0.92)	\$1,414	\$1,414	\$1,414	\$1,414	\$1,414	\$1,414	\$1,415	\$1,415	\$1,415	\$1,415	\$1,415	\$1,415	\$1,415
Slice Close (0.9)	\$1,414	\$1,414	\$1,414	\$1,414	\$1,414	\$1,414	\$1,415	\$1,415	\$1,415	\$1,415	\$1,415	\$1,415	\$1,415
Slice Cover (0.73)	\$927	\$927	\$927	\$927	\$927	\$927	\$927	\$927	\$927	\$927	\$927	\$927	\$927
Oven Open (0.92)	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,591	\$1,592	\$1,592	\$1,592	\$1,592
Oven Close (0.9)	\$1,060	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061
Oven Cover A (0.7)	\$858	\$858	\$858	\$858	\$858	\$858	\$858	\$858	\$858	\$859	\$859	\$859	\$859
Oven Cover B (0.53)						\$833	\$833	\$833	\$833	\$834	\$834	\$834	\$834
Total Salaries & Wages	\$19,630	\$19,631	\$19,631	\$19,631	\$20,464	\$21,265	\$21,267	\$21,267	\$21,267	\$21,272	\$21,273	\$21,273	\$21,273
Employee Related Expenses	\$3,926	\$3,926	\$3,926	\$3,926	\$4,093	\$4,253	\$4,254	\$4,253	\$4,253	\$4,254	\$4,255	\$4,255	\$4,254

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Rent	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276	\$2,276
Utilities	\$1,750	\$1,750	\$1,750	\$1,750	\$1,800	\$2,200	\$2,400	\$2,600	\$2,100	\$2,100	\$2,000	\$1,750
Coupons & Give-Aways	\$1,740	\$1,782	\$2,119	\$1,937	\$2,405	\$2,547	\$3,055	\$2,901	\$2,517	\$2,297	\$2,252	\$2,194
Paper & To-Go Containers	\$1,392	\$1,426	\$1,695	\$1,550	\$1,924	\$2,038	\$2,443	\$2,322	\$2,013	\$1,838	\$1,801	\$1,756
Marketing & Printing	\$800	\$800	\$800	\$800	\$1,500	\$1,200	\$800	\$800	\$800	\$800	\$800	\$800
Insurance: General, Food, Property, & Worker's Com	\$850	\$850	\$850	\$850	\$850	\$900	\$900	\$900	\$900	\$900	\$900	\$900
Training & Incentives	\$348	\$357	\$424	\$387	\$481	\$510	\$611	\$580	\$503	\$460	\$450	\$439
Misc. Equipment Lease	\$700	\$700	\$700	\$700	\$700	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accounting Services	\$500	\$500	\$500	\$500	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600
POS and other software subscriptions	\$400	\$400	\$400	\$400	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Music / Entertainment	\$0	\$400	\$0	\$400	\$1,000	\$400	\$1,000	\$500	\$600	\$400	\$400	\$200
Telephone / Internet / Cable	\$230	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Linen / Uniform	\$400	\$400	\$400	\$400	\$460	\$460	\$460	\$460	\$460	\$460	\$460	\$460
Legal Services								\$2,000				
Security Service	\$150	\$150	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Licenses & Fees				\$2,000								
Apparel					\$1,200							
Dumpster & Recycling	\$135	\$135	\$135	\$135	\$135	\$140	\$140	\$140	\$140	\$140	\$140	\$140
Art Corner Supplies	\$80	\$80	\$80	\$80	\$80	\$400	\$80	\$80	\$80	\$80	\$80	\$80
Misc.	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Office Supplies / Postage	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20

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POS Equipment, Add-Ons, and Fees					\$4,000							
Leasehold Improvements			\$10,000									
Start Up Miscellaneous												
Design Consultants & Architect		\$2,000										
Wall Graphics												
Amortization of Other Current Assets	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83
Total Operating Expenses	\$35,510	\$38,066	\$36,389	\$48,427	\$45,170	\$40,392	\$41,489	\$42,883	\$39,720	\$39,080	\$38,890	\$38,326
Operating Income	\$16,846	\$15,404	\$27,035	\$9,594	\$27,032	\$35,802	\$49,866	\$43,860	\$35,422	\$29,582	\$28,559	\$27,403
Interest Incurred												
Depreciation and Amortization	\$1,144	\$1,338	\$1,339	\$1,755	\$1,755	\$1,755	\$1,755	\$1,755	\$1,755	\$1,756	\$1,755	\$1,755
Income Taxes	\$3,140	\$2,813	\$5,139	\$1,568	\$5,056	\$6,809	\$9,622	\$8,421	\$6,733	\$5,566	\$5,360	\$5,130
Total Expenses	\$57,043	\$60,036	\$64,199	\$71,223	\$75,955	\$74,657	\$83,702	\$82,376	\$73,749	\$69,601	\$68,632	\$67,256
Net Profit	\$12,562	\$11,252	\$20,558	\$6,271	\$20,221	\$27,237	\$38,489	\$33,684	\$26,933	\$22,261	\$21,444	\$20,518
Net Profit / Sales	18%	16%	24%	8%	21%	27%	31%	29%	27%	24%	24%	23%

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	2018	2019	2020	2021	2022
Total Revenue	\$310,148	\$833,919	\$1,109,859	\$1,256,868	\$1,429,100
Direct Costs					
Slice Cost	\$34,819	\$95,731	\$124,949	\$141,120	\$163,152
18" Pie Cost	\$8,191	\$25,316	\$33,331	\$37,128	\$39,933
Adult Beverage Cost	\$7,320	\$20,520	\$29,550	\$34,500	\$39,600
Dessert Cost	\$5,922	\$13,930	\$17,500	\$22,050	\$21,525
Other Beverage Cost	\$5,092	\$11,752	\$15,460	\$16,000	\$18,700
Adult Beverage Premium	\$3,570	\$7,647	\$9,388	\$10,332	\$11,172
14" Pizza Pie Cost	\$3,870	\$8,280	\$10,430	\$12,100	\$13,225
Large Salad Cost	\$2,223	\$4,856	\$9,022	\$11,362	\$13,680
Side Salad Cost	\$1,934	\$4,949	\$6,505	\$7,405	\$10,017
10" Gluten-Free Pizza Pie Cost	\$1,757	\$4,531	\$6,948	\$7,896	\$8,800
Breadstick Cost	\$1,640	\$5,104	\$7,324	\$8,400	\$9,860
26" Pie Cost	\$795	\$2,292	\$3,532	\$3,864	\$4,453
Calzone Cost	\$320	\$2,020	\$2,539	\$2,750	\$3,900
Pizza Sliver Cost	\$412	\$1,489	\$2,635	\$3,027	\$3,405
Total Direct Costs	\$77,864	\$208,418	\$279,112	\$317,935	\$361,422
Gross Margin	\$232,284	\$625,501	\$830,747	\$938,933	\$1,067,678
Gross Margin %	75%	75%	75%	75%	75%
Operating Expenses					
Salaries and Wages					
General Manager (0.93)	\$18,000	\$34,200	\$42,600	\$52,000	\$32,000
Start Up Restaurant Consultant (0.95)	\$5,400				
Asst. Manager (0.92)	\$21,000	\$37,400	\$39,800	\$40,800	\$44,400
Shift Manager (0.4)				\$14,400	\$14,400
Gluten Free, Soup, and Veggie Prep (0.92)	\$12,250	\$21,630	\$22,279	\$22,947	\$23,636
Gluten Free, Soup, and Veggie Prep B (0.9)	\$5,250	\$10,815	\$11,139	\$11,474	\$11,818
Register & Expedite A (0.92)	\$10,500	\$18,540	\$19,096	\$19,669	\$20,259

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Register & Expedite B (0.9)	\$9,000	\$18,540	\$19,096	\$19,669	\$20,259
Slice Open (0.92)	\$9,335	\$16,480	\$16,974	\$17,484	\$18,008
Slice Close (0.9)	\$8,002	\$16,480	\$16,974	\$17,484	\$18,008
Slice Cover (0.73)		\$7,200	\$11,124	\$11,458	\$11,801
Oven Open (0.92)	\$10,500	\$18,540	\$19,096	\$19,669	\$20,259
Oven Close (0.9)	\$6,000	\$12,360	\$12,731	\$13,113	\$13,506
Oven Cover A (0.7)		\$5,002	\$10,300	\$10,609	\$10,927
Oven Cover B (0.53)			\$6,668	\$10,300	\$10,609
Total Salaries & Wages	\$115,237	\$217,187	\$247,877	\$281,076	\$269,890
Employee Related Expenses	\$21,967	\$43,438	\$49,575	\$56,215	\$53,978
Rent	\$13,656	\$27,312	\$27,312	\$28,440	\$28,440
Utilities	\$10,800	\$23,200	\$23,950	\$24,000	\$25,000
Coupons & Give-Aways	\$7,754	\$20,848	\$27,746	\$31,422	\$35,727
Paper & To-Go Containers	\$6,203	\$16,678	\$22,198	\$25,137	\$28,582
Marketing & Printing	\$8,000	\$9,400	\$10,700	\$12,000	\$10,000
Insurance: General, Food, Property, & Worker's Com	\$5,600	\$9,950	\$10,550	\$11,200	\$11,800
Training & Incentives	\$1,285	\$4,169	\$5,550	\$6,284	\$7,146
Misc. Equipment Lease	\$4,900	\$8,400	\$3,500	\$0	\$0
Accounting Services	\$4,300	\$6,000	\$6,800	\$7,200	\$7,200
POS and other software subscriptions	\$2,800	\$4,800	\$5,600	\$6,000	\$7,000
Music / Entertainment	\$2,700	\$4,600	\$5,300	\$5,500	\$6,000
Telephone / Internet / Cable	\$1,960	\$2,760	\$3,530	\$3,600	\$3,800
Linen / Uniform	\$2,100	\$4,400	\$5,280	\$5,400	\$5,800
Legal Services	\$3,000	\$2,000	\$2,000	\$2,000	\$3,000
Security Service	\$1,050	\$1,800	\$2,300	\$2,400	\$2,800
Licenses & Fees	\$1,794	\$1,900	\$2,000	\$2,100	\$2,200
Apparel	\$880	\$1,000	\$1,200	\$1,500	\$1,500
Dumpster & Recycling	\$910	\$1,595	\$1,655	\$1,720	\$1,760
Art Corner Supplies	\$780	\$1,280	\$1,280	\$1,300	\$1,400
Misc.	\$700	\$1,200	\$1,200	\$1,200	\$1,200
Office Supplies / Postage	\$160	\$240	\$240	\$240	\$240

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POS Equipment, Add-Ons, and Fees	\$8,000		\$4,000		
Leasehold Improvements	\$40,000		\$10,000		
Start Up Miscellaneous	\$3,000				
Design Consultants & Architect	\$2,500		\$2,000		
Wall Graphics	\$2,000				
Amortization of Other Current Assets	\$583	\$1,000	\$1,000	\$958	\$1,000
Total Operating Expenses	\$274,619	\$415,158	\$484,342	\$516,893	\$515,463
Operating Income	(\$42,335)	\$210,343	\$346,405	\$422,040	\$552,215
Interest Incurred					
Depreciation and Amortization	\$8,457	\$13,729	\$19,617	\$19,059	\$17,662
Income Taxes	\$0	\$29,165	\$65,357	\$80,596	\$106,911
Total Expenses	\$360,940	\$666,469	\$848,429	\$934,483	\$1,001,458
Net Profit	(\$50,792)	\$167,450	\$261,430	\$322,385	\$427,642
Net Profit / Sales	(16%)	20%	24%	26%	30%

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Balance Sheet (With Monthly Detail)

	Starting Balances	Jan '18	Feb '18	Mar '18	Apr '18	May '18	June '18	July '18	Aug '18	Sept '18	Oct '18	Nov '18	Dec '18
Cash	\$22,000	\$47,000	\$47,000	\$47,000	\$242,724	\$182,610	\$100,700	\$97,395	\$107,589	\$114,492	\$111,322	\$122,879	\$134,467
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$917	\$833	\$750	\$667	\$583	\$500	\$417
Total Current Assets	\$22,000	\$47,000	\$47,000	\$47,000	\$242,724	\$182,610	\$101,617	\$98,228	\$108,339	\$115,158	\$111,906	\$123,379	\$134,884
Long-Term Assets	\$0	\$0	\$0	\$0	\$0	\$41,050	\$78,550	\$82,550	\$82,550	\$82,550	\$82,550	\$82,550	\$82,550
Accumulated Depreciation	\$0	\$0	\$0	\$0	\$0	(\$482)	(\$1,593)	(\$2,737)	(\$3,881)	(\$5,025)	(\$6,169)	(\$7,313)	(\$8,457)
Total Long-Term Assets	\$0	\$0	\$0	\$0	\$0	\$40,568	\$76,957	\$79,813	\$78,669	\$77,525	\$76,381	\$75,237	\$74,093
Total Assets	\$22,000	\$47,000	\$47,000	\$47,000	\$242,724	\$223,178	\$178,574	\$178,041	\$187,008	\$192,684	\$188,287	\$198,616	\$208,977
Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,530	\$9,275	\$13,656	\$4,175	\$8,468	\$12,769
Short-Term Debt													
Prepaid Revenue													
Total Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,530	\$9,275	\$13,656	\$4,175	\$8,468	\$12,769
Long-Term Debt													

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Total Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,530	\$9,275	\$13,656	\$4,175	\$8,468	\$12,769
Paid-In Capital	\$22,000	\$47,000	\$47,000	\$47,000	\$246,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000
Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Earnings		\$0	\$0	\$0	(\$3,276)	(\$23,822)	(\$68,426)	(\$73,489)	(\$69,267)	(\$67,972)	(\$62,888)	(\$56,852)	(\$50,792)
Total Owner's Equity	\$22,000	\$47,000	\$47,000	\$47,000	\$242,724	\$223,178	\$178,574	\$173,511	\$177,733	\$179,028	\$184,112	\$190,148	\$196,208
Total Liabilities & Equity	\$22,000	\$47,000	\$47,000	\$47,000	\$242,724	\$223,178	\$178,574	\$178,041	\$187,008	\$192,684	\$188,287	\$198,616	\$208,977

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2019	Jan '19	Feb '19	Mar '19	Apr '19	May '19	June '19	July '19	Aug '19	Sept '19	Oct '19	Nov '19	Dec '19
Cash	\$129,837	\$139,449	\$155,627	\$155,057	\$177,494	\$203,354	\$218,580	\$249,566	\$281,228	\$271,117	\$300,810	\$286,942
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$333	\$250	\$167	\$83	\$0	\$917	\$833	\$750	\$667	\$583	\$500	\$417
Total Current Assets	\$130,171	\$139,699	\$155,793	\$155,140	\$177,494	\$204,271	\$219,413	\$250,316	\$281,894	\$271,700	\$301,310	\$287,358
Long-Term Assets	\$82,550	\$82,550	\$82,550	\$82,550	\$82,550	\$82,550	\$82,550	\$82,550	\$82,550	\$82,550	\$82,550	\$82,550
Accumulated Depreciation	(\$9,601)	(\$10,745)	(\$11,889)	(\$13,033)	(\$14,177)	(\$15,321)	(\$16,465)	(\$17,609)	(\$18,753)	(\$19,897)	(\$21,041)	(\$22,186)
Total Long-Term Assets	\$72,949	\$71,805	\$70,661	\$69,517	\$68,373	\$67,229	\$66,085	\$64,941	\$63,797	\$62,653	\$61,509	\$60,364
Total Assets	\$203,120	\$211,504	\$226,454	\$224,657	\$245,867	\$271,499	\$285,498	\$315,257	\$345,691	\$334,353	\$362,818	\$347,723
Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$1,877	\$5,316	\$10,056	\$14,927	\$3,927	\$8,460	\$12,361
Sales Taxes Payable	\$3,914	\$8,041	\$12,806	\$4,815	\$10,690	\$17,096	\$7,386	\$14,437	\$21,507	\$6,455	\$13,247	\$19,640
Short-Term Debt												
Prepaid Revenue												
Total Current Liabilities	\$3,914	\$8,041	\$12,806	\$4,815	\$10,690	\$18,973	\$12,702	\$24,493	\$36,434	\$10,382	\$21,707	\$32,001
Long-Term Debt												
Total Liabilities	\$3,914	\$8,041	\$12,806	\$4,815	\$10,690	\$18,973	\$12,702	\$24,493	\$36,434	\$10,382	\$21,707	\$32,001
Paid-In Capital	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000
Retained Earnings	(\$50,792)	(\$50,792)	(\$50,792)	(\$50,792)	(\$51,784)	(\$52,776)	(\$53,768)	(\$54,760)	(\$55,752)	(\$56,744)	(\$57,736)	(\$98,728)

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Earnings	\$2,998	\$7,255	\$17,441	\$23,635	\$39,962	\$58,303	\$79,564	\$98,524	\$118,009	\$133,715	\$151,848	\$167,450
Total Owner's Equity	\$199,206	\$203,463	\$213,648	\$219,842	\$235,177	\$252,526	\$272,796	\$290,764	\$309,257	\$323,971	\$341,111	\$315,722
Total Liabilities & Equity	\$203,120	\$211,504	\$226,454	\$224,657	\$245,867	\$271,499	\$285,498	\$315,257	\$345,691	\$334,353	\$362,818	\$347,723

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2020	Jan '20	Feb '20	Mar '20	Apr '20	May '20	June '20	July '20	Aug '20	Sept '20	Oct '20	Nov '20	Dec '20
Cash	\$289,170	\$302,739	\$323,726	\$293,695	\$328,012	\$370,587	\$393,045	\$445,884	\$488,975	\$471,822	\$507,147	\$481,120
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$333	\$250	\$167	\$83	\$0	\$917	\$833	\$750	\$667	\$583	\$500	\$417
Total Current Assets	\$289,503	\$302,989	\$323,892	\$293,778	\$328,012	\$371,504	\$393,878	\$446,634	\$489,642	\$472,406	\$507,647	\$481,537
Long-Term Assets	\$82,550	\$89,550	\$89,550	\$104,550	\$104,550	\$104,550	\$104,550	\$104,550	\$104,550	\$104,550	\$104,550	\$104,550
Accumulated Depreciation	(\$23,330)	(\$24,668)	(\$26,007)	(\$27,762)	(\$29,517)	(\$31,272)	(\$33,027)	(\$34,782)	(\$36,538)	(\$38,293)	(\$40,048)	(\$41,803)
Total Long-Term Assets	\$59,220	\$64,882	\$63,543	\$76,788	\$75,033	\$73,278	\$71,523	\$69,768	\$68,012	\$66,257	\$64,502	\$62,747
Total Assets	\$348,724	\$367,871	\$387,436	\$370,567	\$403,046	\$444,782	\$465,401	\$516,402	\$557,654	\$538,663	\$572,149	\$544,284
Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$15,501	\$18,314	\$11,092	\$1,568	\$6,624	\$13,433	\$9,622	\$18,043	\$24,776	\$5,566	\$10,926	\$16,056
Sales Taxes Payable	\$5,931	\$12,005	\$19,226	\$6,602	\$14,796	\$23,478	\$10,411	\$20,299	\$28,877	\$7,827	\$15,501	\$22,980
Short-Term Debt												
Prepaid Revenue												
Total Current Liabilities	\$21,432	\$30,319	\$30,318	\$8,170	\$21,420	\$36,911	\$20,033	\$38,342	\$53,653	\$13,393	\$26,427	\$39,036
Long-Term Debt												
Total Liabilities	\$21,432	\$30,319	\$30,318	\$8,170	\$21,420	\$36,911	\$20,033	\$38,342	\$53,653	\$13,393	\$26,427	\$39,036
Paid-In Capital	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000
Retained Earnings	\$67,730	\$66,738	\$65,746	\$64,754	\$63,762	\$62,770	\$61,778	\$60,786	\$59,794	\$58,802	\$57,810	(\$3,182)

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Earnings	\$12,562	\$23,815	\$44,372	\$50,643	\$70,864	\$98,101	\$136,591	\$170,274	\$197,207	\$219,468	\$240,913	\$261,430
Total Owner's Equity	\$327,292	\$337,552	\$357,118	\$362,397	\$381,626	\$407,871	\$445,368	\$478,060	\$504,001	\$525,270	\$545,722	\$505,248
Total Liabilities & Equity	\$348,724	\$367,871	\$387,436	\$370,567	\$403,046	\$444,782	\$465,401	\$516,402	\$557,654	\$538,663	\$572,149	\$544,284

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	Starting Balances	2018	2019	2020	2021	2022
Cash	\$22,000	\$134,467	\$286,942	\$481,120	\$738,573	\$1,082,147
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$417	\$417	\$417	\$458	\$458
Total Current Assets	\$22,000	\$134,884	\$287,358	\$481,537	\$739,031	\$1,082,605
Long-Term Assets	\$0	\$82,550	\$82,550	\$104,550	\$104,550	\$104,550
Accumulated Depreciation	\$0	(\$8,457)	(\$22,186)	(\$41,803)	(\$60,862)	(\$78,524)
Total Long-Term Assets	\$0	\$74,093	\$60,364	\$62,747	\$43,688	\$26,026
Total Assets	\$22,000	\$208,977	\$347,723	\$544,284	\$782,719	\$1,108,631
Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$12,361	\$16,056	\$20,218	\$26,724
Sales Taxes Payable	\$0	\$12,769	\$19,640	\$22,980	\$26,772	\$30,440
Short-Term Debt						
Prepaid Revenue						
Total Current Liabilities	\$0	\$12,769	\$32,001	\$39,036	\$46,990	\$57,164
Long-Term Debt						
Total Liabilities	\$0	\$12,769	\$32,001	\$39,036	\$46,990	\$57,164
Paid-In Capital	\$22,000	\$247,000	\$247,000	\$247,000	\$247,000	\$247,000
Retained Earnings	\$0	\$0	(\$98,728)	(\$3,182)	\$166,344	\$376,825
Earnings		(\$50,792)	\$167,450	\$261,430	\$322,385	\$427,642
Total Owner's Equity	\$22,000	\$196,208	\$315,722	\$505,248	\$735,729	\$1,051,467
Total Liabilities & Equity	\$22,000	\$208,977	\$347,723	\$544,284	\$782,719	\$1,108,631

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Cash Flow Statement (With Monthly Detail)

2018	Jan '18	Feb '18	Mar '18	Apr '18	May '18	June '18	July '18	Aug '18	Sept '18	Oct '18	Nov '18	Dec '18
Net Cash Flow from Operations												
Net Profit	\$0	\$0	\$0	(\$3,276)	(\$20,546)	(\$44,604)	(\$5,063)	\$4,222	\$1,295	\$5,084	\$6,036	\$6,060
Depreciation & Amortization	\$0	\$0	\$0	\$0	\$482	\$1,194	\$1,227	\$1,227	\$1,227	\$1,227	\$1,227	\$1,227
Change in Accounts Receivable	\$0						\$0	\$0	\$0	\$0	\$0	\$0
Change in Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Accounts Payable	\$0			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Sales Tax Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$4,530	\$4,745	\$4,381	(\$9,481)	\$4,293	\$4,301
Change in Prepaid Revenue												
Net Cash Flow from Operations	\$0	\$0	\$0	(\$3,276)	(\$20,064)	(\$43,410)	\$694	\$10,194	\$6,903	(\$3,169)	\$11,557	\$11,588
Investing & Financing												
Assets Purchased or Sold					(\$41,050)	(\$38,500)	(\$4,000)					
Investments Received	\$25,000			\$199,000	\$1,000							
Change in Long-Term Debt												

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Change in Short-Term Debt												
Dividends & Distributions												
Net Cash Flow from Investing & Financing	\$25,000			\$199,000	(\$40,050)	(\$38,500)	(\$4,000)					
Cash at Beginning of Period	\$22,000	\$47,000	\$47,000	\$47,000	\$242,724	\$182,610	\$100,700	\$97,395	\$107,589	\$114,492	\$111,322	\$122,879
Net Change in Cash	\$25,000	\$0	\$0	\$195,724	(\$60,114)	(\$81,910)	(\$3,306)	\$10,194	\$6,903	(\$3,169)	\$11,557	\$11,588
Cash at End of Period	\$47,000	\$47,000	\$47,000	\$242,724	\$182,610	\$100,700	\$97,395	\$107,589	\$114,492	\$111,322	\$122,879	\$134,467

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2019	Jan '19	Feb '19	Mar '19	Apr '19	May '19	June '19	July '19	Aug '19	Sept '19	Oct '19	Nov '19	Dec '19
Net Cash Flow from Operations												
Net Profit	\$2,998	\$4,257	\$10,185	\$6,194	\$16,327	\$18,341	\$21,262	\$18,960	\$19,485	\$15,706	\$18,132	\$15,603
Depreciation & Amortization	\$1,227	\$1,227	\$1,227	\$1,227	\$1,227	\$1,227	\$1,227	\$1,227	\$1,227	\$1,227	\$1,227	\$1,227
Change in Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0	\$0	\$0	\$1,877	\$3,439	\$4,740	\$4,871	(\$11,000)	\$4,533	\$3,901
Change in Sales Tax Payable	(\$8,855)	\$4,127	\$4,765	(\$7,991)	\$5,875	\$6,406	(\$9,710)	\$7,051	\$7,070	(\$15,052)	\$6,792	\$6,393
Change in Prepaid Revenue												
Net Cash Flow from Operations	(\$4,630)	\$9,612	\$16,178	(\$570)	\$23,429	\$27,852	\$16,218	\$31,978	\$32,654	(\$9,119)	\$30,685	\$27,124
Investing & Financing												
Assets Purchased or Sold						(\$1,000)						
Investments Received												
Change in Long-Term Debt												
Change in Short-Term Debt												
Dividends & Distributions					(\$992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$40,992)

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Net Cash Flow from Investing & Financing					(\$992)	(\$1,992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$40,992)
Cash at Beginning of Period	\$134,467	\$129,837	\$139,449	\$155,627	\$155,057	\$177,494	\$203,354	\$218,580	\$249,566	\$281,228	\$271,117	\$300,810
Net Change in Cash	(\$4,630)	\$9,612	\$16,178	(\$570)	\$22,437	\$25,860	\$15,226	\$30,986	\$31,662	(\$10,111)	\$29,693	(\$13,868)
Cash at End of Period	\$129,837	\$139,449	\$155,627	\$155,057	\$177,494	\$203,354	\$218,580	\$249,566	\$281,228	\$271,117	\$300,810	\$286,942

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2020	Jan '20	Feb '20	Mar '20	Apr '20	May '20	June '20	July '20	Aug '20	Sept '20	Oct '20	Nov '20	Dec '20
Net Cash Flow from Operations												
Net Profit	\$12,562	\$11,252	\$20,558	\$6,271	\$20,221	\$27,237	\$38,489	\$33,684	\$26,933	\$22,261	\$21,444	\$20,518
Depreciation & Amortization	\$1,227	\$1,422	\$1,422	\$1,838	\$1,838	\$1,838	\$1,838	\$1,838	\$1,838	\$1,838	\$1,838	\$1,838
Change in Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$3,140	\$2,813	(\$7,222)	(\$9,524)	\$5,056	\$6,809	(\$3,811)	\$8,421	\$6,733	(\$19,210)	\$5,360	\$5,130
Change in Sales Tax Payable	(\$13,709)	\$6,074	\$7,221	(\$12,624)	\$8,194	\$8,682	(\$13,067)	\$9,888	\$8,578	(\$21,050)	\$7,674	\$7,479
Change in Prepaid Revenue												
Net Cash Flow from Operations	\$3,220	\$21,562	\$21,978	(\$14,039)	\$35,309	\$44,567	\$23,450	\$53,831	\$44,083	(\$16,161)	\$36,317	\$34,965
Investing & Financing												
Assets Purchased or Sold		(\$7,000)		(\$15,000)		(\$1,000)						
Investments Received												
Change in Long-Term Debt												
Change in Short-Term Debt												
Dividends & Distributions	(\$992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$60,992)

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Net Cash Flow from Investing & Financing	(\$992)	(\$7,992)	(\$992)	(\$15,992)	(\$992)	(\$1,992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$992)	(\$60,992)
Cash at Beginning of Period	\$286,942	\$289,170	\$302,739	\$323,726	\$293,695	\$328,012	\$370,587	\$393,045	\$445,884	\$488,975	\$471,822	\$507,147
Net Change in Cash	\$2,228	\$13,570	\$20,986	(\$30,031)	\$34,317	\$42,575	\$22,458	\$52,839	\$43,091	(\$17,153)	\$35,325	(\$26,027)
Cash at End of Period	\$289,170	\$302,739	\$323,726	\$293,695	\$328,012	\$370,587	\$393,045	\$445,884	\$488,975	\$471,822	\$507,147	\$481,120

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	2018	2019	2020	2021	2022
Net Cash Flow from Operations					
Net Profit	(\$50,792)	\$167,450	\$261,430	\$322,385	\$427,642
Depreciation & Amortization	\$9,040	\$14,729	\$20,617	\$20,017	\$18,662
Change in Accounts Receivable	\$0	\$0	\$0	\$0	\$0
Change in Inventory	\$0	\$0	\$0	\$0	\$0
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$12,361	\$3,695	\$4,162	\$6,506
Change in Sales Tax Payable	\$12,769	\$6,871	\$3,340	\$3,792	\$3,668
Change in Prepaid Revenue					
Net Cash Flow from Operations	(\$28,983)	\$201,411	\$289,082	\$350,357	\$456,478
Investing & Financing					
Assets Purchased or Sold	(\$83,550)	(\$1,000)	(\$23,000)	(\$1,000)	(\$1,000)
Investments Received	\$225,000				
Change in Long-Term Debt					
Change in Short-Term Debt					
Dividends & Distributions		(\$47,936)	(\$71,904)	(\$91,904)	(\$111,904)
Net Cash Flow from Investing & Financing	\$141,450	(\$48,936)	(\$94,904)	(\$92,904)	(\$112,904)
Cash at Beginning of Period	\$22,000	\$134,467	\$286,942	\$481,120	\$738,573
Net Change in Cash	\$112,467	\$152,475	\$194,178	\$257,453	\$343,574
Cash at End of Period	\$134,467	\$286,942	\$481,120	\$738,573	\$1,082,147

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