Coastal Grill & Brew Co

Business Plan

Mission Statement

Coastal Grill & Brew Co. provides high-quality and healthy food, along with great beer, served quickly, at reasonable prices in a friendly, fast-casual environment.

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Executive Summary

New Co. Inc. ("the Company") will purchase and operate a franchise of the popular Southern California eatery Coastal Grill & Brew Co., which "offers customers healthy food and great beer in a fast-casual environment." Coastal Grill & Brew Co.'s flagship restaurant in Huntington Beach and subsequent Orange County and Southern California locations serve residents delicious meals that include balanced portions and several options for all diets. Several new Coastal Grill & Brew Co. locations are expected in the next few years. New Co. will launch its first franchise location in the affluent coastal town of Costa Mesa.

The new Coastal Grill & Brew Co. in Costa Mesa will offer the same beautiful interiors and fresh-off-the-grill concept that has become very popular in the region, with dishes that fuse fresh seafood and traditional American, Latin American, and Mediterranean foods. New Co. will benefit from the excellent franchise-development guidelines created by Coastal Grill & Brew Co., which includes a streamlined business model and a truly unique menu with options that vary from seafood to steak, chicken, pork, and vegetarian. Each Coastal Grill & Brew Co. also produces delicious lagers and ales that are perfect for pairing with meals or just for drinking on the beer-garden style patio. (New Co. will initially purchase beer from Coastal Grill's production brewery to save costs before installing a microbrewing system onsite.)

Fast-casual brands such as Coastal Grill & Brew Co. have been the fastest-growing component of the restaurant industry in recent years and will continue to grow at a rapid pace, and brew pubs are the most profitable sector of the brewery industry – pairing two of America's most promising trends. Costa Mesa is a perfect location for expansion. It is a growing community of over 113,000 that is home to major retail destinations like the South Coast Plaza, Metro Pointe, The Triangle, and Soco Collection. It is also adjacent to Newport Beach and numerous affluent housing developments.

New Co. is led by Jenn Segel, a restauranteur who has established multiple Orange County eateries. She sees the Coastal Grill & Brew Co. model as a great opportunity to enter the Costa Mesa market where there is limited fresh-off-the-grill and brewpub competition.

New Co. is currently seeking funding for this new restaurant venture. Ms. Segel is investing $50,000 in personal funds and is also seeking a loan of $400,000 for purchasing the franchise and for funding startup operations.

Objectives

- Attain funding for franchise purchase, real estate lease, and build out
- Establish Coastal Grill & Brew Co. as a premium healthy fast-casual restaurant in Costa Mesa
- Capture a large share of the local healthy farm-to-market take-out business from the location
- Become a community hub known for great beer and a fantastic beer garden
- Offer great mobile and online ordering
- Expand to additional locations in California

Keys to Success

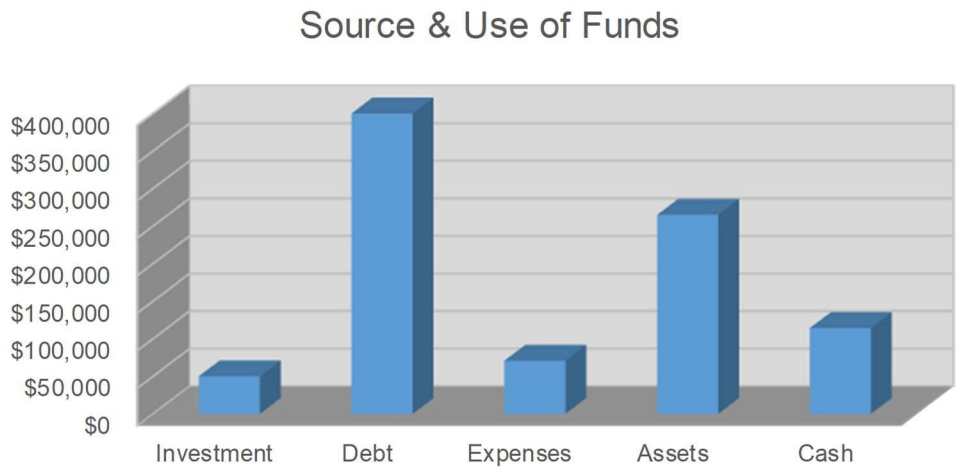
- Using Coastal Grill's corporate mobile app that is available in all app stores for free download and easy on-the-go ordering
- Use strong viral marketing and public relations to drive customer awareness
- Always maintain the highest possible level of quality to ensure positive reviews and word-of-mouth recommendations
- Become an integral part of the local community and charitable organizations

Pre-Operating Source and Use of Funds

Pre-Operating Use of Funds	
Expenses	
Marketing & Advertising	$5,000
Travel & Entertainment	$2,500
Legal & Accounting	$1,500
Professional Services	$500
Rent Deposit	$9,500
Staff/Payroll	$5,000
Franchise Fee	$45,000
Fees/Dues/Subscriptions	$500
Insurance	$800
Office Supplies	$450
Total Expenses	$70,750
Assets	
Inventory	$15,000
Property	$100,000
Equipment	$150,000
Other Long-Term Assets	$0
Total Assets	$265,000
Total Use of Funds	$335,750

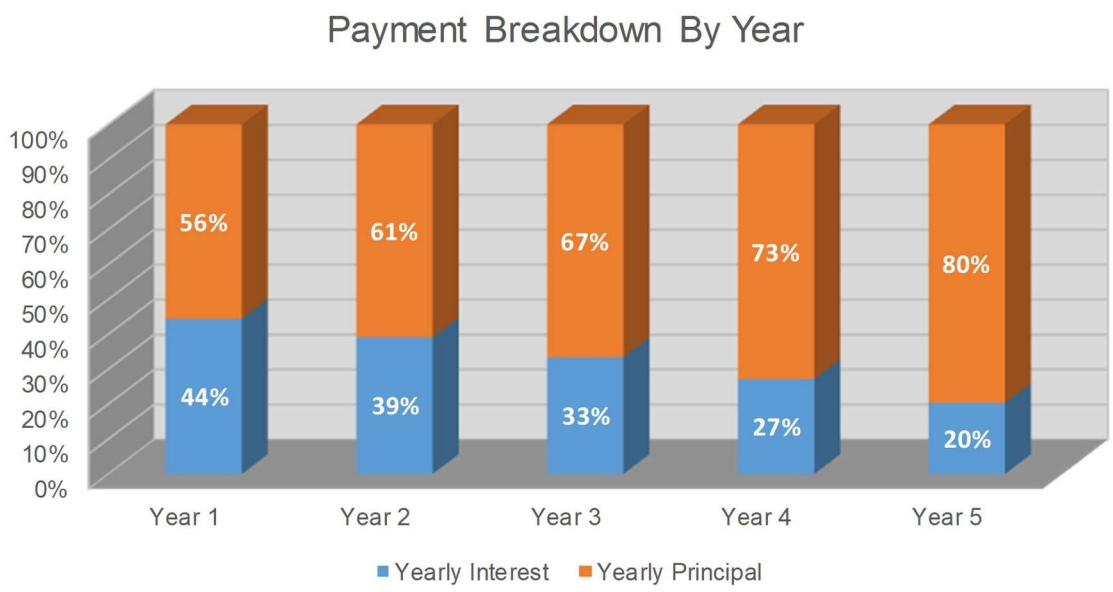
Pre-Operating Source of Funds	
Investment	
Owner	$50,000
Investor	$0
Total Investment	$50,000
Debt	
Current Debt	$0
Long-Term Debt	$400,000
Total Debt	$400,000
Total Source of Funds	$450,000

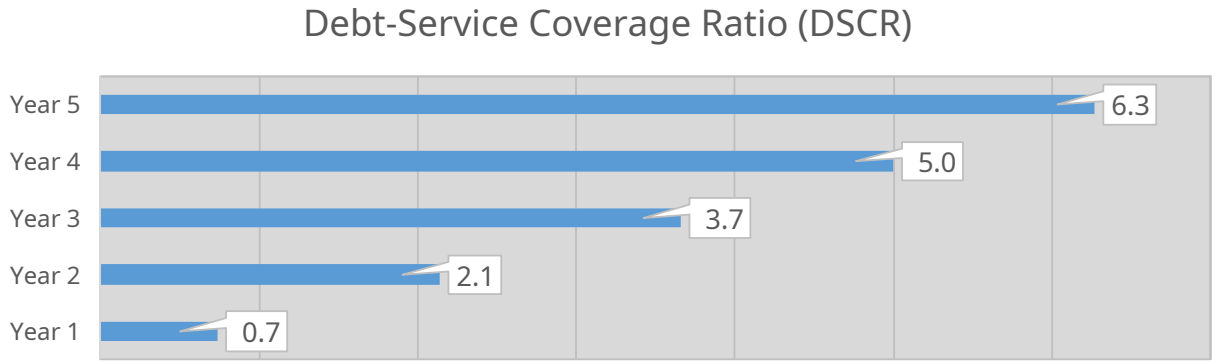
Total Source & Use of Funds	
Total Source of Funds	$450,000
Total Use of Funds	$335,750
Month 1 Starting Cash	$114,250



Debt Overview

Debt Overview					
	Year 1	Year 2	Year 3	Year 4	Year 5
Starting Balance	$400,000	$357,029	$310,026	$258,614	$202,380
Yearly Interest	$34,256	$30,225	$25,816	$20,993	$15,718
Yearly Principal	$42,971	$47,002	$51,412	$56,234	$61,510
Total Payments	$77,228	$77,228	$77,228	$77,228	$77,228
Ending Balance	$357,029	$310,026	$258,614	$202,380	$140,870





Company Summary

New Co. is an S-Corp that was registered with the state California in 2018 to purchase and operate a franchise c Coastal Grill & Brew Co., Inc., which was founded in Huntington Beach in 2013. Coastal Grill & Brew Co.'s ini and additional locations were established specifically fo multi-store franchise expansion.

Company Location

New Co., Inc. is headquartered in Costa Mesa, CA, surrounded by a thriving affluent population in Orange County and Southern California, presenting fertile ground for restaurant sales.

Company Ownership

New Co., Inc. is wholly owned by Jenn Segel (100%).

Products and Services

The purchase of a Coastal Grill & Brew Co. franchise allows the Company to hit the ground running from day one, with a market-tested restaurant model that signifies quality and capitalizes on the consuming public's desire for authenticity, comfort, familiarity, healthfulness, and affordable prices, with each location catered to its specific surrounding market. The Costa Mesa location is perfect for offering fresh-off-the-boat fish along with other quality meals and fresh beers. Menu categories include:

- Appetizers
- Soups
- Sliders
- Salads
- Pita Wraps
- Seafood Bowls
- Entrees
- Sides
- Drinks
- Dessert

The Coastal Grill & Brew Co. brand – young, healthy, and energetic – will be mirrored in its extensive use of mobile technology, with online ordering and payments via an app (such as Grubhub) for quick pick-up with no lines. Coastal Grill & Brew Co. will also be promoted heavily for its charitable component, as a portion of sales will go to a charity partner of choice.

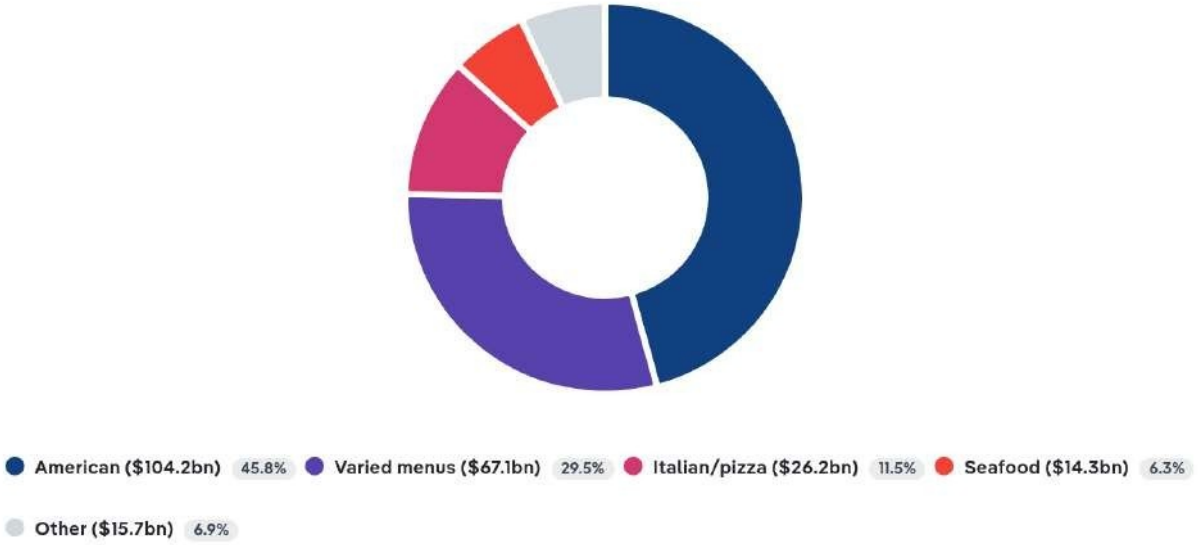
Coastal Grill & Brew Co.'s business model has been designed with standardized operational procedures, making it much easier than opening a new restaurant with no history, for a recognizable brand associated with fast, healthy, and affordable high-quality meals and great beer. Vibrant interior design with modern elements and an outdoor "beer garden" complement the model.

Initially, the restaurant will open with just the restaurant and to-go ordering options. The brewery options will be started at a later date. At the outset, the Company will buy its beer from the corporate Coastal Grill & Brew Co. production brewery, making it quick and easy to sell high-margin, award-winning beers including a variety of standard and seasonal beers. Eventually, a microbrewery onsite will make and sell beer exclusively to Coastal Grill & Brew Co. patrons. This not only adds a unique twist to the franchise business model but is a proven profitable sales item that most restaurants have to purchase from outside vendors.

Market Analysis

Nationally, restaurants will generate record sales in 2023 – reaching nearly $1 trillion at nearly 1 million locations. An estimated 500,000 new jobs were created in 2023, for total employment of 15.5 million, according to the National Restaurant Association.

Within this market, chain restaurants are a sizable portion of sales and among the most consistent sales generators year after year. Chain restaurants, as outlined below, maintained a nearly 5% compound annual growth rate from 2013 to 2018, with estimated 2018 revenue of $143.6 billion.[1]



In California, restaurants had estimated sales of over $152 billion in 2023, with more than 85,700 locations employing more than 1.82 million people. By 2028, the industry is projected to add another 120,000 jobs in California, growing to over 1.94 million.[2]

In addition, craft breweries have buoyed the larger beer market in recent years. In 2022, overall beer sales were $115 billion, down slightly from 2021, according to the industry trade group Brewers Association, following a historic upward trajectory before a COVID-related decline. Craft beer, however, grew by 5% in 2022, reaching $28.4 billion and accounting for nearly 25% of the total market. “The primary reasons for the larger dollar sales increase were price increases and the continued shift back in beer volume to bars and restaurants from packaged sales,” states the Brewers Association.[3]

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[1] IBISWorld. “Chain Restaurants in the U.S.” March 2024. IBISWorld.com.

[2] National Restaurant Association. “California Restaurants at a Glance.” https://www.restaurant.org/Downloads/PDFs/State-Statistics/California.pdf

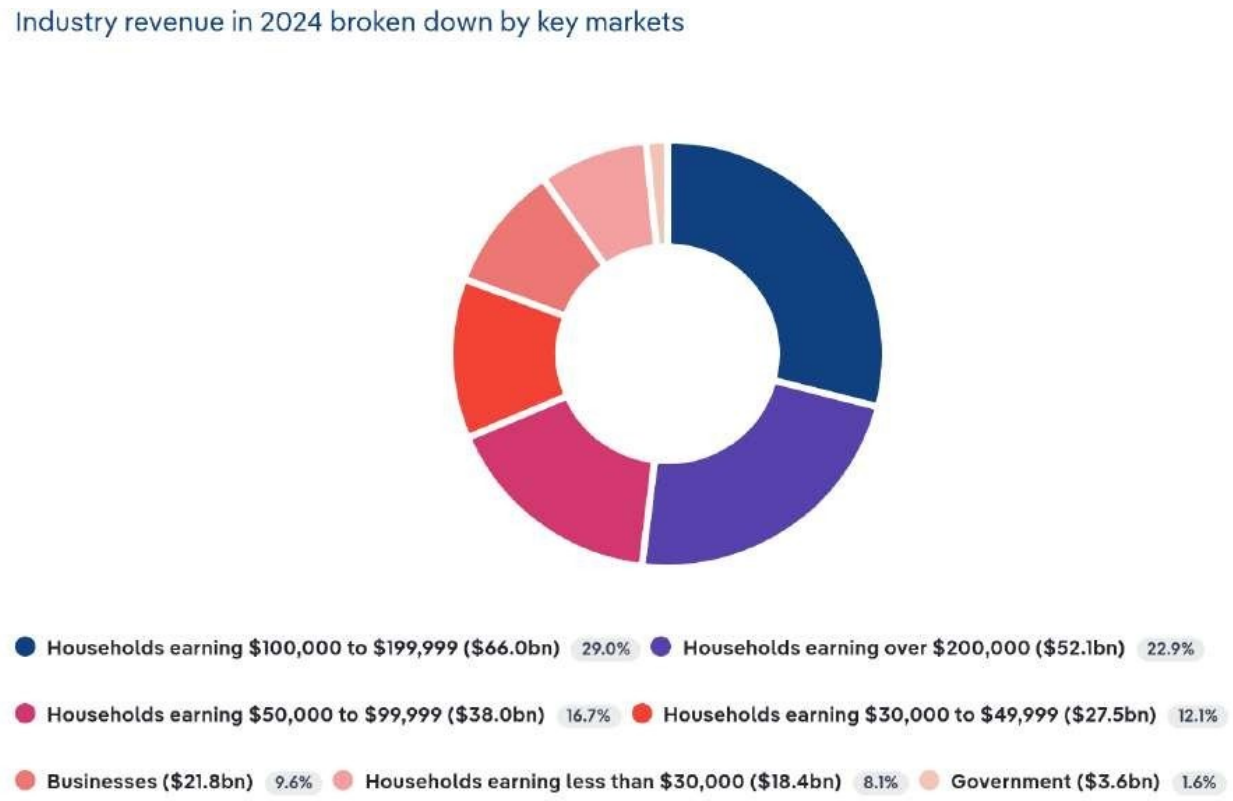
[3] Brewers Association. “National beer sales & production data.” https://www.brewersassociation.org/statistics-and-data/national-beer-stats/

Market Segmentation

Coastal Grill & Brew Co. will present consumers with a better alternative to standard chain eateries and other traditional seafood restaurants near each location, with fast, delicious and classic off-the-grill meals and beer. The site will be near multiple businesses, shopping centers, schools, and residential communities.

Customers will be from all demographics, but the average customers are young professionals in their 30s looking for great food and a place to hang out. Coastal Grill & Brew Co. strives to provide a fun environment for people to enjoy a beverage and food.

"Typical" customer groups for chain restaurants are broken down as follows."[4]



With that said, the target market includes a wide range of individuals in the local and surrounding area.

Clients will be people of all ages, though mid-income and above professionals are a large part of the local demographic and will be a major focus.

[4] IBISWorld. "Chain Restaurants in the U.S." March 2024. IBISWorld.com.

Location and Demographics Summary

The immediate market of Costa Mesa and the surrounding Orange County area presents the Company with a highly affluent and active customer base from which to draw. This is one of the highest-income areas of the U.S. and is currently underserved by restaurants.

Costa Mesa is home to over 113,000 people and major retail destinations like the South Coast Plaza, Metro Pointe, The Triangle, Soco Collection, and companies like ELP Intermediate, Experian, Hurley, Volcom, Vans and more.[5]

Demographics for this area are further detailed below.

U.S. Census Bureau American Communities Survey[6]		
Fact	Costa Mesa, CA	Orange County, CA
Population estimates, 2023	113,825	3,190,400
Population estimates base, 2020	110,078	3,010,265
Population, percent change – 2020 to 2023	3.40%	6.00%
Population, Census, 2010	109,960	3,010,232
Persons under 5 years, percent	6.10%	5.90%
Persons under 18 years, percent	20.60%	22.10%
Persons 65 years and over, percent	10.00%	14.30%
Female persons, percent	48.90%	50.60%
Median value of owner-occupied housing units, 2016	$637,200	$584,200
Households, 2023	40,855	1,017,012
Persons per household, 2023	2.71	3.04
Total accommodation and food services sales, 2023 ($1,000)	530,564	9,050,642
Median household income 2023	$70,438	$78,145

There are few restaurants dedicated to providing clean food menus with a true fish- and farm-to-table concept, especially in a fast-casual format with attached breweries. There are a handful of chains locally with similar concepts of fresh food in innovative dishes, such as Bear Flag Fish Company, California Fish Grill, Cava Grill, Luna Grill, Tender Greens and Mendocino Farms.

Coastal Grill & Brew Co. brings many of these concepts under one roof, with a niche focus, which will stand out in the health-conscious Costa Mesa market.

[5] City of Costa Mesa. "The Costa Mesa Advantage." http://www.costamesaca.gov/modules/showdocument.aspx?documentid=18660
[6] Census.gov

Industry Summary

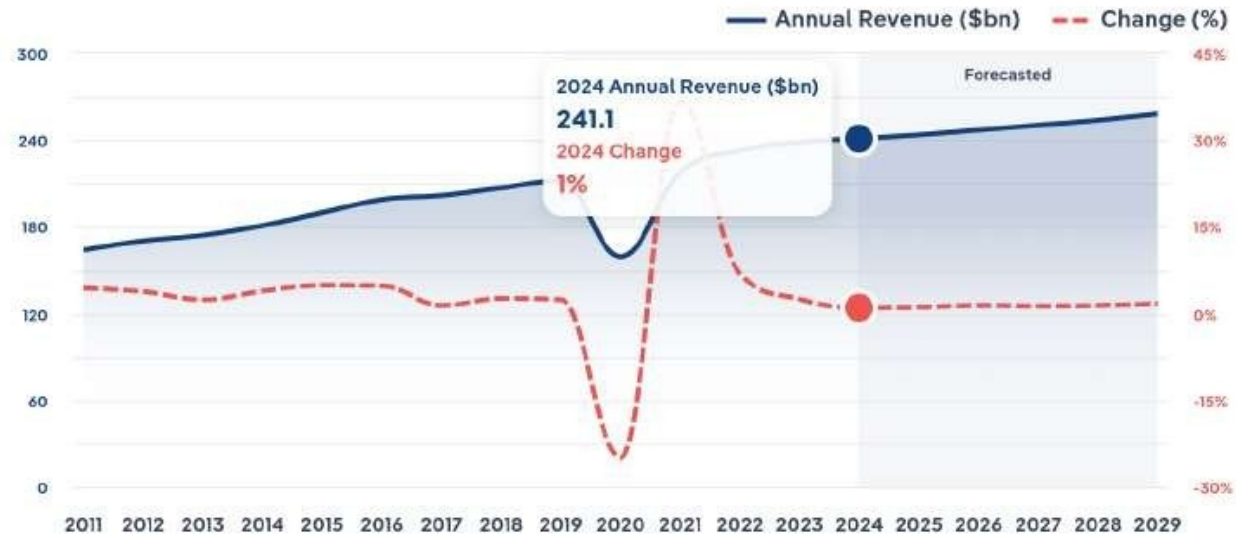
This industry includes single-location, independent or family-operated restaurants that provide food services to patrons who order and are served while seated (i.e. waiter and waitress service) and pay after eating. These businesses may sell alcohol and other beverages in addition to providing food services to guests.[7]

Revenue	Employees	Businesses
$241.1bn	**2m**	**147k**
'19-'24 ↑ 2.6 %	'19-'24 ↓ 4.0 %	'19-'24 ↑ 0.6 %
'24-'29 ↑ 1.4 %	'24-'29 ↑ 0.7 %	'24-'29 ↑ 1.1 %

Profit	Profit Margin	Wages
$10.6bn	**4.4%**	**$76.0bn**
'19-'24 ↓ 1.9 %	'19-'24 ↓ 1.1 pp	'19-'24 ↓ 0.2 %
		'24-'29 ↑ 0.9 %

Revenue

Total value ($) and annual change from 2011 – 2029. Includes 5-year outlook.



[7] IBISWorld. "Single Location, Full-Service Restaurants in the U.S." Feb. 2024. IBISWorld.com.

High-end restaurants tend to focus on areas with more affluent customers rather than following the population distribution. Due to the high average check at these restaurants, their target customers are limited to high-income earners. Since high-profile locations come at a higher price tag, restaurants that can't afford this expense will cater to local customers. Many of these restaurants are mom-and-pop shops that primarily serve a local area.

Year	Revenue ($ Million)	IVA ($ Million)	Establishments (Units)	Enterprises (Units)	Employment (Units)	Wages ($ Million)
2018	207,017.5	90,517.8	159,689	141,983	3,003,112	75,198.6
2019	212,061.2	92,799.3	161,084	143,496	2,992,290	76,682.6
2020	159,277.4	65,963.5	157,688	140,389	2,897,397	56,896.1
2021	217,827.6	84,669.3	156,801	140,505	2,306,580	71,022.1
2022	232,777.7	88,974.1	161,381	144,263	2,404,412	74,407.2
2023	238,686.4	90,788.0	163,796	146,342	2,438,926	75,634.7
2024	241,149.6	91,662.7	165,090	147,495	2,445,887	75,962.7
2025	243,690.1	92,438.0	166,488	148,743	2,453,918	76,322.3
2026	247,088.9	93,387.2	168,024	150,079	2,466,620	76,851.3
2027	250,418.4	94,247.1	169,550	151,404	2,479,234	77,372.8
2028	253,934.2	95,224.6	171,566	153,189	2,496,757	78,027.5
2029	258,344.2	96,848.3	174,093	155,410	2,535,852	79,276.0

State	Establishments	Establishments %	Revenue $	Revenue %	Wages $	Wages %	Employment Units
California	22,427	13.6	29,748,740,096.0	12.3	9,634,249,728.0	12.7	425,816

Marketing Strategy & Implementation

Coastal Grill & Brew Co.'s marketing goal is to develop, as soon as possible, brand recognition associated with the restaurant's mission, unique presentation, and types of food. This goal will be achieved through a combination of traditional and internet-based initiatives. Traditional initiatives, which have been proven very effective, include using strong community outreach in each market it opens. This will include simple tactics such as using flyers and mailers in the area, as well as organizing public events, such as grand openings and outreach initiatives at chamber of commerce, city, and local events, will garner public relations coverage. Marketing tactics are further outlined below:

Internet Marketing:

- Website: The Company will be listed on the corporate Coastal Grill & Brew Co. website and will also have its own site for pushing information to potential customers. The website will be built before the new restaurant is open. This presents an opportunity to establish Coastal Grill & Brew Co.'s name and location and offer up-to-date information.
- SEO: The restaurant business lends itself well to search engine optimization (SEO), because restaurants and new eating options are major topics of discussion for people on internet forums, social media platforms, and sites like Yelp. If someone Googles "seafood restaurants," "healthy food," "craft beer" or similar terms from a local IP address or mobile phone, the Coastal Grill & Brew Co. website will ideally have prominent placement.
- SMO: Social media optimization (SMO) will include Instagram, Facebook, and Twitter sites, etc., which is effective for SEO and mobile and local search. These sites, along with Yelp, will allow the Company to not only communicate with prospective patrons but also to talk with current customers about the things they like and don't like, areas of potential improvement, and overall ideas for the restaurant. Other social networking sites, such as LinkedIn, Living Social, FourSquare, Meetup, or Pinterest, are popular ways to share information as well. Online ordering platforms including Grubhub and others also help reach new customers.
- E-mail marketing: Coastal Grill & Brew Co. will engage with customers to sign up for an email list that will promote specials and announce new features of the restaurant, upcoming new menu items, openings of new locations, and more.
- PPC/CPM: Coastal Grill & Brew Co. will potentially use a pay-per-click (PPC) and CPM (cost-per-thousand impressions) campaign that advertises the Company and its services along the sidebars of search engines and on relevant websites with text and banner ads for the above-mentioned terms and other pertinent searches.
- Google My Business: The Company will set up a free business page on Google. This is a simple and effective way to increase online visibility and make it possible for Coastal

Grill & Brew Co. to advertise hours of operation, reviews, location, and contact information.

- Geofence Marketing: The Company will use geo-fencing, which markets to customers who physically go through a pre-determined location-based “fence” area. When a person goes through this “fenced” area their mobile device is triggered, and they are sent incentives or information about Coastal Grill & Brew Co. This will include individuals in Costa Mesa as well as those residing in outlying towns.
- Online Directories: Coastal Grill & Brew Co. will be listed in online directories and review sites like Yelp to enhance SEO and reduce PPC spending.

Traditional Marketing:

- Print Media: Purchasing ads in appropriate newspapers and other publications is a cost-effective way of marketing to reach consumers in towns all across the target demo.
- Print Collateral: Coastal Grill & Brew Co. will use product catalogs, brochures, flyers, and business cards, as well as direct mail postcards that will be sent to potential residential and business customers in the region.
- Radio: Ads in key markets will be placed to promote Coastal Grill & Brew Co.
- Relationship Marketing: This strategy will allow the Company to focus on customer-building. Enhancing existing relationships with customers and improving customer loyalty. This will be extended to local businesses as well. Building a strong relationship with local businesses allows for more referrals.
- Transactional Marketing: This marketing strategy will allow the Company to upsell products to existing or new customers while they are in the restaurant. Ensuring that staff are completely knowledgeable about the products and services, special deals or promotions, will allow them to persuade customers to increase their purchases.
- Public Relations: Free publicity can often be generated by creating and sending out press releases to newspapers, TV news stations, magazines and websites. These can generate awareness of Coastal Grill & Brew Co. and its innovative gym and fitness systems.

Company Milestones

- Year 1: Successful launch and opening, generating word-of-mouth advertising by way of the food and service.
- Year 3: Be known as one of the top restaurants in the area; expand business, opening at least one new restaurant in Orange County.
- Year 5: Have at least 3 restaurants open operating profitably.

SWOT Analysis

The following is a summary of the Company's strengths, weaknesses, opportunities, & threats.

STRENGTHS

- Unique and health-conscious menu
- Fresh ingredients and delicious flavors
- Low food and labor costs
- Quick table turnover
- Takeout friendly
- Experienced management and motivated staff

WEAKNESSES

- New business in the market
- High overhead for expansion
- Need for high-level marketing/financial strategies

OPPORTUNITIES

- Capture large share of emerging healthy fast-casual market segment
- A brandable and catchy name/logo
- Easily replicated system
- Fast-casual is the fastest-growing restaurant segment

THREATS

- Other general restaurants locally
- The restaurant industry always has inherent risks

Management Summary

Brian Butler, President & Lead Financial Modeler

Brian Butler is the founder of Butler Consultants. He is the lead f modeler and consultant, leveraging a background in business ar financial analysis. His many qualifications and experience make sound leader and extraordinary financial modeler. He excels at preparing financial projections for start-up and existing busines including the creation of income statements, cash flows, balance sheets, sales forecasts, personnel rollouts, and more. Brian has extensive experience creating financial models for just about any industry out there.

Brian holds a Concordia University, Harvard case-based Master's of Business Administration with a focus in Entrepreneurship. He also holds three separate Bachelor's Degrees in Information Systems, Business with a focus in Finance, and Economics.

Brian is also an avid classic car collector, having spent the past couple decades buying old cars and restoring them beyond their previous glory. A husband, and a father of 3 boys, he also spends his spare time building a great life and ensuring there's always something fun going on.

Jon Rossitto, VP of Operations & Lead Researcher

Jon has been writing market analysis and business plans for over a decade. With thousands of plans under his belt, there is almost nothing he hasn't written about. Past jobs included early stints in retail, agriculture, facilities management, the restaurant industry, and public service, though a passion was found in golf course management, working at multiple facilities. He then settled into writing as a career, utilizing a degree in journalism from the University of Oregon while often combining real-world interests with the journalism field, covering sports, golf course management and the business of golf while at a newspaper in Oregon and then at a golf magazine in Florida.

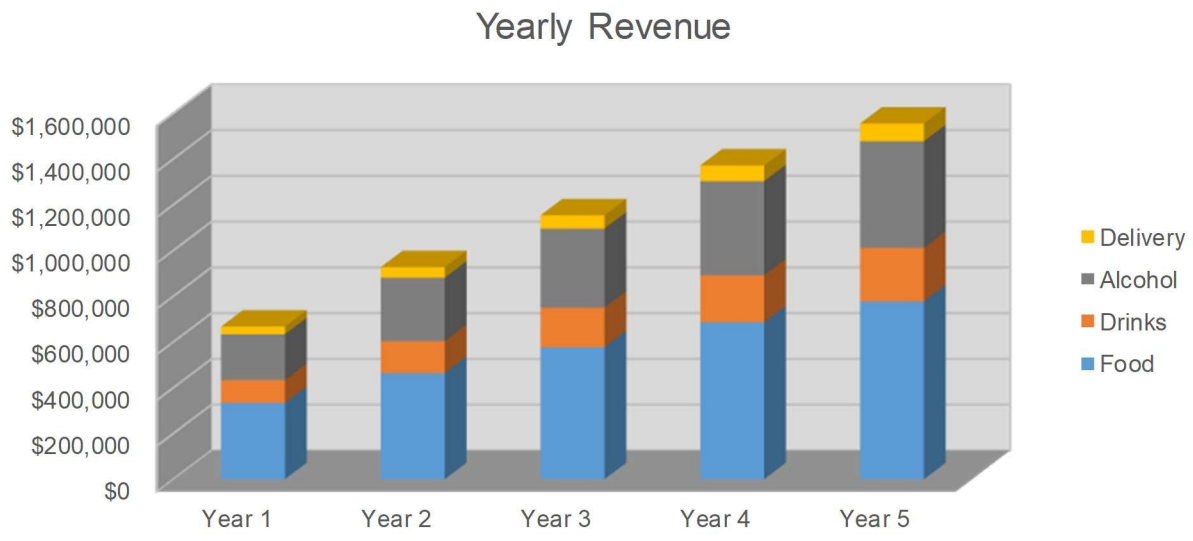
In addition to having written about nearly any industry on the planet, he's an aficionado in varied topics that revolve around combining creativity and practicality: Architecture, construction, landscaping, furniture making, brewing, winemaking, and green technology. Traveling to see the world is also always on his mind, getting to know where people live and how that shapes their lives. In addition to having lived in all four corners of the U.S., he's visited over 40 states and 12 countries.

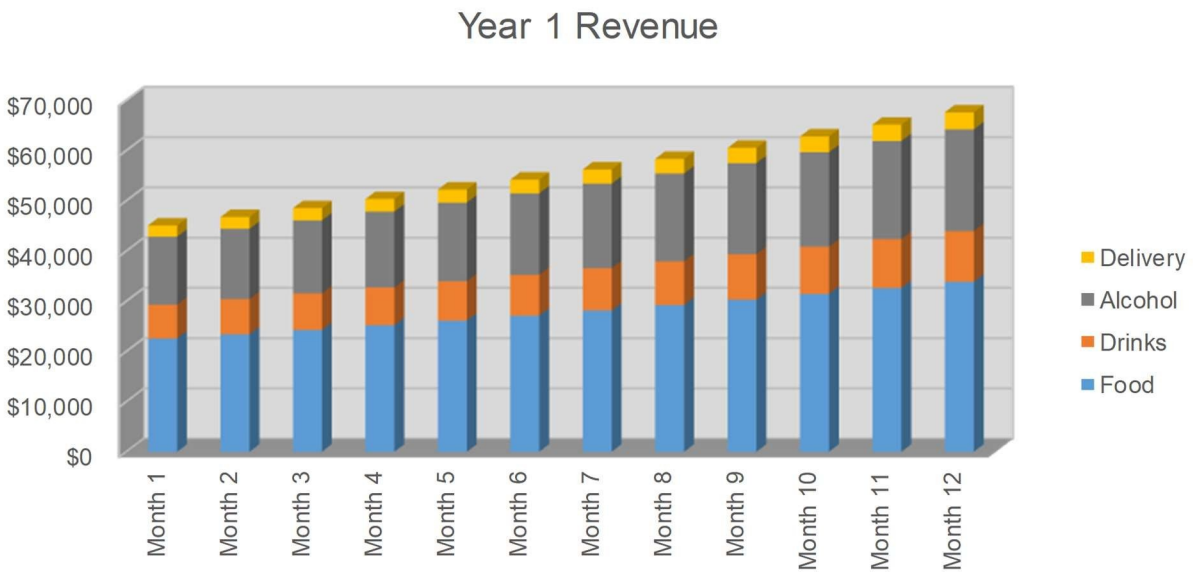
Jon is an avid woodworker, wine-taster and beer enthusiast. His woodwork takes cues from the American Craftsman and British Arts and Crafts movements. His passions for wine and beer often couple with a love of travel, though he still hasn't reached his goal of hitting both Oktoberfest in Germany and Pilsner Fest in the Czech Republic in the same trip. Maybe this year!

Financial Summary

Revenue Forecast

Yearly Revenue					
	Year 1	Year 2	Year 3	Year 4	Year 5
Units					
Food	27,825	38,663	48,105	57,194	64,854
Drinks	33,336	46,322	57,633	68,523	77,701
Alcohol	28,574	39,704	49,400	58,734	66,600
Delivery	5,556	7,720	9,606	11,421	12,950
Unit Price					
Food	$12.00	$12.00	$12.00	$12.00	$12.00
Drinks	$3.00	$3.00	$3.00	$3.00	$3.00
Alcohol	$7.00	$7.00	$7.00	$7.00	$7.00
Delivery	$6.00	$6.00	$6.00	$6.00	$6.00
Revenue					
Food	$333,898	$463,958	$577,257	$686,331	$778,248
Drinks	$100,009	$138,965	$172,900	$205,570	$233,102
Alcohol	$200,019	$277,930	$345,801	$411,141	$466,203
Delivery	$33,336	$46,322	$57,633	$68,523	$77,701
Gross Revenue	$667,263	$927,175	$1,153,591	$1,371,565	$1,555,254
Unit Cost					
Food	$4.20	$4.20	$4.20	$4.20	$4.20
Drinks	$0.90	$0.90	$0.90	$0.90	$0.90
Alcohol	$2.10	$2.10	$2.10	$2.10	$2.10
Delivery	$1.00	$1.00	$1.00	$1.00	$1.00
Direct Costs					
Food	$116,864	$162,385	$202,040	$240,216	$272,387
Drinks	$30,003	$41,690	$51,870	$61,671	$69,930
Alcohol	$60,006	$83,379	$103,740	$123,342	$139,861
Delivery	$5,556	$7,720	$9,606	$11,421	$12,950
Direct Cost of Revenue	$212,429	$295,174	$367,256	$436,650	$495,128


Yearly Revenue
$1,600,000
$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
Year 1
Year 2
Year 3
Year 4
Year 5
Delivery
Alcohol
Drinks
Food

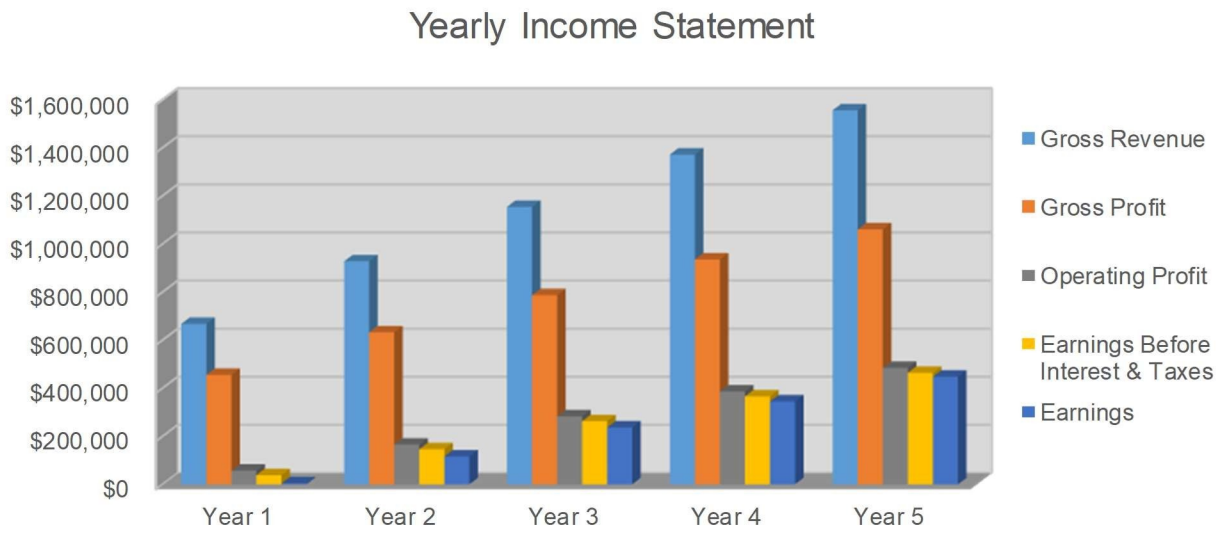

Year 1 Revenue
$70,000
$60,000
$50,000
$40,000
$30,000
$20,000
$10,000
$0
Month 1
Month 2
Month 3
Month 4
Month 5
Month 6
Month 7
Month 8
Month 9
Month 10
Month 11
Month 12
Delivery
Alcohol
Drinks
Food

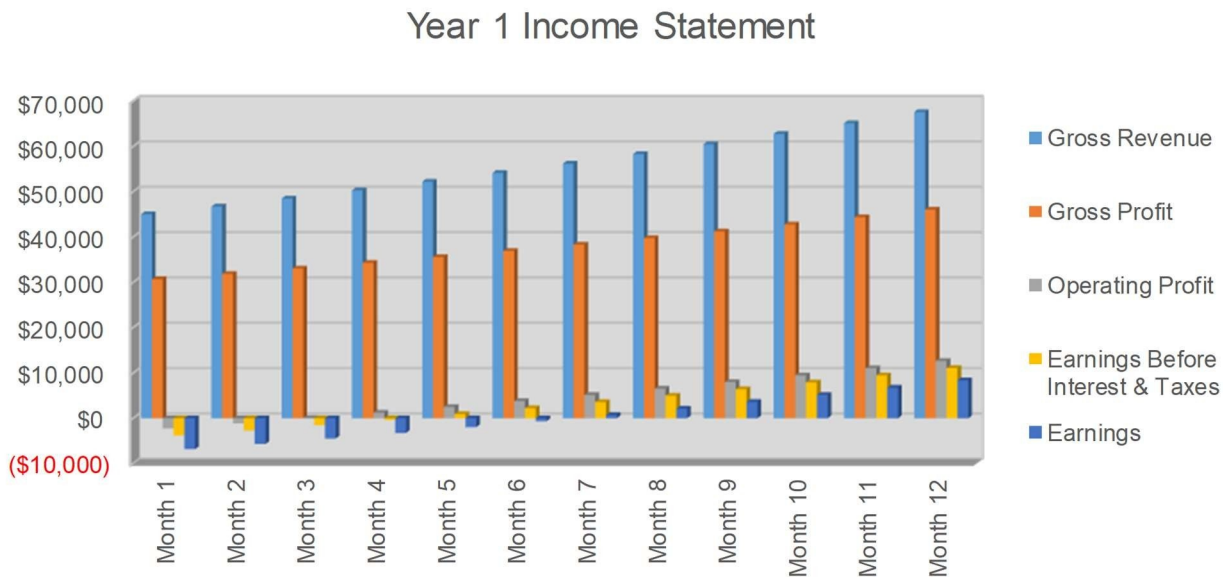
Personnel Forecast

Yearly Personnel					
	Year 1	Year 2	Year 3	Year 4	Year 5
Headcount					
Manager	1	1	1	1	1
Brew Master	1	1	1	1	1
Cooks	2	3	3	3	3
Wait Staff	8	9	10	10	10
Support Staff	1	1	1	2	2
Total Headcount	13	15	16	17	17
Compensation					
Manager	$60,000	$64,800	$69,984	$75,583	$81,629
Brew Master	$40,000	$42,000	$44,100	$46,305	$48,620
Cooks	$28,000	$28,840	$29,705	$30,596	$31,514
Wait Staff	$10,000	$10,300	$10,609	$10,927	$11,255
Support Staff	$15,000	$15,450	$15,914	$16,391	$16,883
Payroll					
Manager	$60,000	$64,800	$69,984	$75,583	$81,629
Brew Master	$40,000	$42,000	$44,100	$46,305	$48,620
Cooks	$56,000	$86,520	$89,116	$91,789	$94,543
Wait Staff	$80,000	$92,700	$106,090	$109,273	$112,551
Support Staff	$15,000	$15,450	$15,914	$32,782	$33,765
Total Payroll	$251,000	$301,470	$325,203	$355,731	$371,108

Income Statement

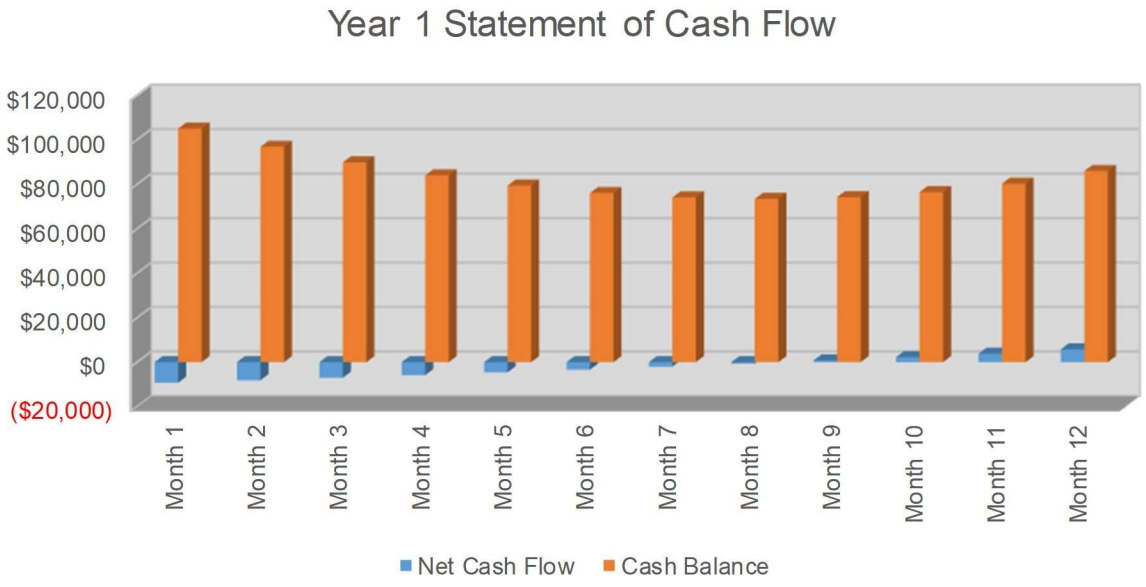
Yearly Income Statement					
	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	$667,263	$927,175	$1,153,591	$1,371,565	$1,555,254
Direct Cost of Revenue	$212,429	$295,174	$367,256	$436,650	$495,128
Other Direct Costs	$0	$0	$0	$0	$0
Total Cost of Revenue	$212,429	$295,174	$367,256	$436,650	$495,128
Gross Profit	$454,834	$632,001	$786,335	$934,916	$1,060,125
Gross Profit Percentage	68.2%	68.2%	68.2%	68.2%	68.2%
Operating Expenses					
Marketing & Advertising	$10,200	$10,710	$11,246	$11,808	$12,398
Travel & Entertainment	$3,000	$3,150	$3,308	$3,473	$3,647
Merchant Fees	$13,345	$18,543	$23,072	$27,431	$31,105
Rent	$51,000	$53,550	$56,228	$59,039	$61,991
Utilities	$6,000	$6,300	$6,615	$6,946	$7,293
Insurance	$3,600	$3,780	$3,969	$4,167	$4,376
Professional Fees	$3,000	$3,150	$3,308	$3,473	$3,647
Office Supplies	$1,800	$1,890	$1,985	$2,084	$2,188
Dues & Subscriptions	$900	$945	$992	$1,042	$1,094
Auto	$5,400	$5,670	$5,954	$6,251	$6,564
Cleaning & Janitorial	$3,600	$3,780	$3,969	$4,167	$4,376
Web Hosting/Internet	$300	$315	$331	$347	$365
Leased Equipment	$900	$945	$992	$1,042	$1,094
Telephones	$1,200	$1,260	$1,323	$1,389	$1,459
Total Payroll	$251,000	$301,470	$325,203	$355,731	$371,108
Payroll Taxes	$30,120	$36,176	$39,024	$42,688	$44,533
Payroll Benefits	$12,550	$15,074	$16,260	$17,787	$18,555
Total Operating Expenses	$397,915	$466,708	$503,777	$548,865	$575,792
Operating Profit	$56,919	$165,292	$282,559	$386,050	$484,334
Operating Profit Percentage	8.5%	17.8%	24.5%	28.1%	31.1%
Depreciation	$18,750	$19,375	$20,000	$20,625	$21,250
Earnings Before Interest & Taxes	$38,169	$145,917	$262,559	$365,425	$463,084
EBIT Percentage	5.7%	15.7%	22.8%	26.6%	29.8%
Interest Expense	$34,256	$30,225	$25,816	$20,993	$15,718
Taxes Accrued	$0	$0	$0	$0	$0
Earnings	$3,912	$115,692	$236,743	$344,432	$447,366
Earnings Percentage	0.6%	12.5%	20.5%	25.1%	28.8%


Yearly Income Statement
$1,600,000
$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
Year 1
Year 2
Year 3
Year 4
Year 5
Gross Revenue
Gross Profit
Operating Profit
Earnings Before Interest & Taxes
Earnings


Year 1 Income Statement
$70,000
$60,000
$50,000
$40,000
$30,000
$20,000
$10,000
$0
($10,000)
Month 1
Month 2
Month 3
Month 4
Month 5
Month 6
Month 7
Month 8
Month 9
Month 10
Month 11
Month 12
Gross Revenue
Gross Profit
Operating Profit
Earnings Before Interest & Taxes
Earnings

Statement of Cash Flow

Yearly Statement of Cash Flow					
	Year 1	Year 2	Year 3	Year 4	Year 5
Operating Activities					
Cash Received					
Gross Revenue	$667,263	$927,175	$1,153,591	$1,371,565	$1,555,254
Total Cash Received	$667,263	$927,175	$1,153,591	$1,371,565	$1,555,254
Cash Used					
Cost of Revenue	$212,429	$295,174	$367,256	$436,650	$495,128
Payroll/Taxes/Benefits	$293,670	$352,720	$380,488	$416,206	$434,197
Other Operating Expenses	$104,245	$113,988	$123,289	$132,659	$141,595
Additional Inventory	$7,961	$6,220	$6,284	$5,675	$4,508
Interest Expense	$34,256	$30,225	$25,816	$20,993	$15,718
Taxes Accrued	$0	$0	$0	$0	$0
Total Cash Used	$652,561	$798,328	$903,132	$1,012,182	$1,091,146
Net Cash From/(Used By) Operating	$14,701	$128,847	$250,459	$359,383	$464,108
Investing Activities					
Cash Received					
Proceeds from Property/Land	$0	$0	$0	$0	$0
Proceeds from Equipment	$0	$0	$0	$0	$0
Total Cash Received	$0	$0	$0	$0	$0
Cash Used					
Purchase of Property/Land	$0	$0	$0	$0	$0
Purchase of Equipment	$0	$5,000	$5,000	$5,000	$5,000
Total Cash Used	$0	$5,000	$5,000	$5,000	$5,000
Net Cash From/(Used By) Investing	$0	($5,000)	($5,000)	($5,000)	($5,000)
Financing Activities					
Cash Received					
Proceeds from Investors	$0	$0	$0	$0	$0
Proceeds from Long-Term Debt	$0	$0	$0	$0	$0
Total Cash Received	$0	$0	$0	$0	$0
Cash Used					
Dividends Paid	$0	$0	$0	$0	$0
Repayment of Long-Term Debt	$42,971	$47,002	$51,412	$56,234	$61,510
Total Cash Used	$42,971	$47,002	$51,412	$56,234	$61,510
Net Cash From/(Used By) Financing	($42,971)	($47,002)	($51,412)	($56,234)	($61,510)
Net Cash Flow	($28,270)	$76,845	$194,047	$298,148	$397,598
Cash Balance	$85,980	$162,825	$356,872	$655,020	$1,052,618


Year 1 Statement of Cash Flow
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$0
($20,000)
Month 1
Month 2
Month 3
Month 4
Month 5
Month 6
Month 7
Month 8
Month 9
Month 10
Month 11
Month 12
Net Cash Flow
Cash Balance

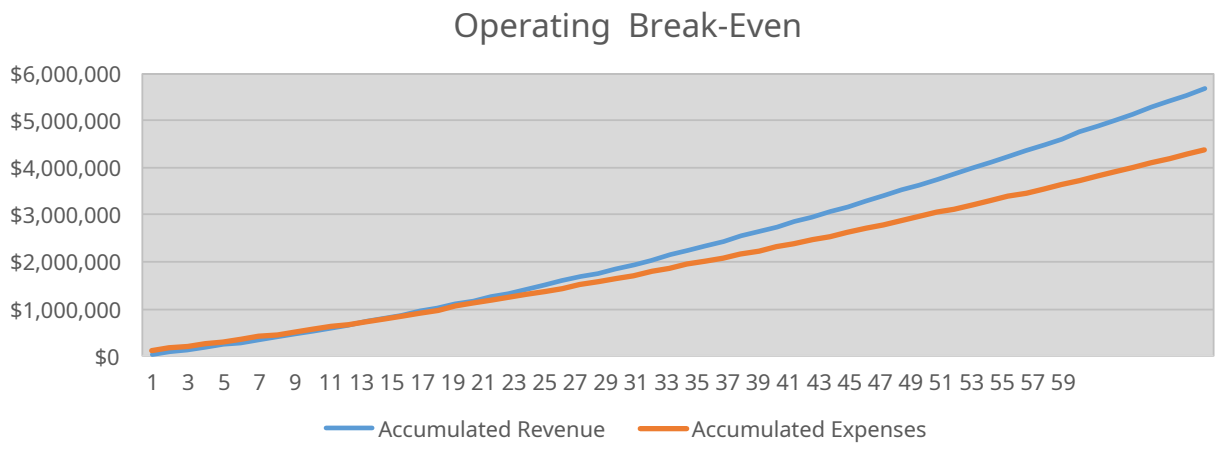
Balance Sheet

Yearly Balance Sheet					
	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash	$85,980	$162,825	$356,872	$655,020	$1,052,618
Inventory	$22,961	$29,181	$35,465	$41,140	$45,647
Other Current Assets	$0	$0	$0	$0	$0
Total Current Assets	$108,941	$192,006	$392,337	$696,160	$1,098,266
Long-Term Assets					
Property	$100,000	$100,000	$100,000	$100,000	$100,000
Equipment	$150,000	$155,000	$160,000	$165,000	$170,000
Other Long-Term Assets	$0	$0	$0	$0	$0
Accumulated Depreciation	($18,750)	($38,125)	($58,125)	($78,750)	($100,000)
Total Long-Term Assets	$231,250	$216,875	$201,875	$186,250	$170,000
Total Assets	$340,191	$408,881	$594,212	$882,410	$1,268,266
Liabilities					
Current Liabilities					
Current Debt	$0	$0	$0	$0	$0
Total Current Liabilities	$0	$0	$0	$0	$0
Long-Term Liabilities					
Long-Term Debt	$357,029	$310,026	$258,614	$202,380	$140,870
New Long-Term Debt	$0	$0	$0	$0	$0
Total Long-Term Liabilities	$357,029	$310,026	$258,614	$202,380	$140,870
Total Liabilities	$357,029	$310,026	$258,614	$202,380	$140,870
Shareholders' Equity					
Paid-in Capital					
Owner	$50,000	$50,000	$50,000	$50,000	$50,000
Investor	$0	$0	$0	$0	$0
New Paid-in Capital	$0	$0	$0	$0	$0
Total Paid-in Capital	$50,000	$50,000	$50,000	$50,000	$50,000
Retained Earnings					
Previous Retained Earnings	($70,750)	($66,838)	$48,855	$285,597	$630,030
Current Earnings	$3,912	$115,692	$236,743	$344,432	$447,366
Total Retained Earnings	($66,838)	$48,855	$285,597	$630,030	$1,077,395
Total Shareholders' Equity	($16,838)	$98,855	$335,597	$680,030	$1,127,395
Total Liabilities & Equity	$340,191	$408,881	$594,212	$882,410	$1,268,266

Break-Even Analysis

The Operating Break-Even accounts for the Company's revenue and expenses on the Income Statement.

Break-Even	
Analysis	Month
Operating Break-Even	14



Best & Worst Case

The Best and Worst Case analysis illustrates what the Company's financial statements might look like with an increase or decrease in Revenue.

Best Case -- Revenue Increase By: 10%					
	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	$733,989	$1,019,892	$1,268,950	$1,508,722	$1,710,779
Total Cost of Revenue	$233,672	$324,692	$403,981	$480,315	$544,641
Gross Profit	$500,317	$695,201	$864,969	$1,028,407	$1,166,138
Gross Profit Percentage	68.2%	68.2%	68.2%	68.2%	68.2%
Total Operating Expenses	$397,915	$466,708	$503,777	$548,865	$575,792
Operating Profit	$102,402	$228,492	$361,192	$479,542	$590,346
Operating Profit Percentage	14.0%	22.4%	28.5%	31.8%	34.5%
Earnings Before Interest & Taxes	$83,652	$209,117	$341,192	$458,917	$569,096
EBIT Percentage	11.4%	20.5%	26.9%	30.4%	33.3%
Interest Expense	$34,256	$30,225	$25,816	$20,993	$15,718
Taxes Accrued	$0	$0	$0	$0	$0
Earnings	$49,396	$178,892	$315,376	$437,924	$553,378
Earnings Percentage	6.7%	17.5%	24.9%	29.0%	32.3%
Net Cash Flow	$17,213	$140,045	$272,681	$391,640	$503,611
Cash Balance	$131,463	$271,508	$544,189	$935,829	$1,439,440

Worst Case -- Revenue Decrease By: 10%					
	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	$600,536	$834,457	$1,038,232	$1,234,409	$1,399,728
Total Cost of Revenue	$191,186	$265,657	$330,530	$392,985	$445,616
Gross Profit	$409,350	$568,801	$707,702	$841,424	$954,113
Gross Profit Percentage	68.2%	68.2%	68.2%	68.2%	68.2%
Total Operating Expenses	$397,915	$466,708	$503,777	$548,865	$575,792
Operating Profit	$11,435	$102,092	$203,925	$292,559	$378,321
Operating Profit Percentage	1.9%	12.2%	19.6%	23.7%	27.0%
Earnings Before Interest & Taxes	($7,315)	$82,717	$183,925	$271,934	$357,071
EBIT Percentage	-1.2%	9.9%	17.7%	22.0%	25.5%
Interest Expense	$34,256	$30,225	$25,816	$20,993	$15,718
Taxes Accrued	$0	$0	$0	$0	$0
Earnings	($41,571)	$52,492	$158,109	$250,941	$341,353
Earnings Percentage	-6.9%	6.3%	15.2%	20.3%	24.4%
Net Cash Flow	($73,754)	$13,645	$115,414	$204,657	$291,586
Cash Balance	$40,496	$54,141	$169,555	$374,212	$665,797

Appendix A – Year 1 Financials

Year 1 Monthly Forecast illustrates the Company's first 12 months after the Pre-Operating stage.

Year 1 Revenue											
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 1
Units											
Food	1,878	1,949	2,022	2,098	2,176	2,258	2,343	2,431	2,522	2,617	2,715
Drinks	2,250	2,334	2,422	2,513	2,607	2,705	2,807	2,912	3,022	3,135	3,253
Alcohol	1,929	2,001	2,076	2,154	2,235	2,319	2,406	2,496	2,590	2,687	2,788
Delivery	375	389	404	419	435	451	468	485	504	523	542
Unit Price											
Food	$12.00	$12.00	$12.00	$12.00	$12.00	$12.00	$12.00	$12.00	$12.00	$12.00	$12.00
Drinks	$3.00	$3.00	$3.00	$3.00	$3.00	$3.00	$3.00	$3.00	$3.00	$3.00	$3.00
Alcohol	$7.00	$7.00	$7.00	$7.00	$7.00	$7.00	$7.00	$7.00	$7.00	$7.00	$7.00
Delivery	$6.00	$6.00	$6.00	$6.00	$6.00	$6.00	$6.00	$6.00	$6.00	$6.00	$6.00
Revenue											
Food	$22,536	$23,382	$24,260	$25,171	$26,116	$27,097	$28,114	$29,170	$30,265	$31,402	$32,581
Drinks	$6,750	$7,003	$7,266	$7,539	$7,822	$8,116	$8,421	$8,737	$9,065	$9,405	$9,759
Alcohol	$13,500	$14,007	$14,533	$15,079	$15,645	$16,232	$16,842	$17,474	$18,130	$18,811	$19,517
Delivery	$2,250	$2,334	$2,422	$2,513	$2,607	$2,705	$2,807	$2,912	$3,022	$3,135	$3,253
Gross Revenue	$45,036	$46,727	$48,482	$50,302	$52,191	$54,150	$56,184	$58,293	$60,482	$62,753	$65,109
Unit Cost											
Food	$4.20	$4.20	$4.20	$4.20	$4.20	$4.20	$4.20	$4.20	$4.20	$4.20	$4.20
Drinks	$0.90	$0.90	$0.90	$0.90	$0.90	$0.90	$0.90	$0.90	$0.90	$0.90	$0.90
Alcohol	$2.10	$2.10	$2.10	$2.10	$2.10	$2.10	$2.10	$2.10	$2.10	$2.10	$2.10
Delivery	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00
Direct Costs											
Food	$7,888	$8,184	$8,491	$8,810	$9,141	$9,484	$9,840	$10,209	$10,593	$10,991	$11,403
Drinks	$2,025	$2,101	$2,180	$2,262	$2,347	$2,435	$2,526	$2,621	$2,720	$2,822	$2,928
Alcohol	$4,050	$4,202	$4,360	$4,524	$4,693	$4,870	$5,052	$5,242	$5,439	$5,643	$5,855
Delivery	$375	$389	$404	$419	$435	$451	$468	$485	$504	$523	$542
Direct Cost of Revenue	$14,338	$14,876	$15,435	$16,014	$16,615	$17,239	$17,887	$18,558	$19,255	$19,978	$20,728

Year 1 Personnel											
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month
Headcount											
Manager	1	1	1	1	1	1	1	1	1	1	
Brew Master	1	1	1	1	1	1	1	1	1	1	
Cooks	2	2	2	2	2	2	2	2	2	2	
Wait Staff	8	8	8	8	8	8	8	8	8	8	
Support Staff	1	1	1	1	1	1	1	1	1	1	
Total Headcount	13	13	13	13	13	13	13	13	13	13	
Compensation											
Manager	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,00
Brew Master	$3,333	$3,333	$3,333	$3,333	$3,333	$3,333	$3,333	$3,333	$3,333	$3,333	$3,33
Cooks	$2,333	$2,333	$2,333	$2,333	$2,333	$2,333	$2,333	$2,333	$2,333	$2,333	$2,33
Wait Staff	$833	$833	$833	$833	$833	$833	$833	$833	$833	$833	$83
Support Staff	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,25
Payroll											
Manager	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,00
Brew Master	$3,333	$3,333	$3,333	$3,333	$3,333	$3,333	$3,333	$3,333	$3,333	$3,333	$3,33
Cooks	$4,667	$4,667	$4,667	$4,667	$4,667	$4,667	$4,667	$4,667	$4,667	$4,667	$4,66
Wait Staff	$6,667	$6,667	$6,667	$6,667	$6,667	$6,667	$6,667	$6,667	$6,667	$6,667	$6,66
Support Staff	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,250	$1,25
Total Payroll	$20,917	$20,917	$20,917	$20,917	$20,917	$20,917	$20,917	$20,917	$20,917	$20,917	$20,91

Year 1 Income Statement

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Mo
Gross Revenue	$45,036	$46,727	$48,482	$50,302	$52,191	$54,150	$56,184	$58,293	$60,482	$62,753	$6
Direct Cost of Revenue	$14,338	$14,876	$15,435	$16,014	$16,615	$17,239	$17,887	$18,558	$19,255	$19,978	$2
Other Direct Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Total Cost of Revenue	$14,338	$14,876	$15,435	$16,014	$16,615	$17,239	$17,887	$18,558	$19,255	$19,978	$2
Gross Profit	$30,698	$31,851	$33,047	$34,288	$35,575	$36,911	$38,297	$39,735	$41,227	$42,775	$4
Gross Profit Percentage	68.2%	68.2%	68.2%	68.2%	68.2%	68.2%	68.2%	68.2%	68.2%	68.2%	
Operating Expenses											
Marketing & Advertising	$850	$850	$850	$850	$850	$850	$850	$850	$850	$850	
Travel & Entertainment	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	
Merchant Fees	$901	$935	$970	$1,006	$1,044	$1,083	$1,124	$1,166	$1,210	$1,255	$
Rent	$4,250	$4,250	$4,250	$4,250	$4,250	$4,250	$4,250	$4,250	$4,250	$4,250	$
Utilities	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	
Insurance	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	
Professional Fees	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	
Office Supplies	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150	
Dues & Subscriptions	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	
Auto	$450	$450	$450	$450	$450	$450	$450	$450	$450	$450	
Cleaning & Janitorial	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	
Web Hosting/Internet	$25	$25	$25	$25	$25	$25	$25	$25	$25	$25	
Leased Equipment	$75	$75	$75	$75	$75	$75	$75	$75	$75	$75	
Telephones	$100	$100	$100	$100	$100	$100	$100	$100	$100	$100	
Total Payroll	$20,917	$20,917	$20,917	$20,917	$20,917	$20,917	$20,917	$20,917	$20,917	$20,917	$2
Payroll Taxes	$2,510	$2,510	$2,510	$2,510	$2,510	$2,510	$2,510	$2,510	$2,510	$2,510	$
Payroll Benefits	$1,046	$1,046	$1,046	$1,046	$1,046	$1,046	$1,046	$1,046	$1,046	$1,046	$
Total Operating Expenses	$32,948	$32,982	$33,017	$33,054	$33,091	$33,131	$33,171	$33,213	$33,257	$33,303	$3
Operating Profit	($2,250)	($1,131)	$30	$1,234	$2,484	$3,781	$5,126	$6,522	$7,970	$9,472	$1
Operating Profit Percentage	-5.0%	-2.4%	0.1%	2.5%	4.8%	7.0%	9.1%	11.2%	13.2%	15.1%	
Depreciation	$1,563	$1,563	$1,563	$1,563	$1,563	$1,563	$1,563	$1,563	$1,563	$1,563	$
Earnings Before Interest & Taxes	($3,812)	($2,693)	($1,533)	($328)	$922	$2,218	$3,563	$4,959	$6,407	$7,910	$
EBIT Percentage	-8.5%	-5.8%	-3.2%	-0.7%	1.8%	4.1%	6.3%	8.5%	10.6%	12.6%	
Interest Expense	$3,000	$2,974	$2,948	$2,922	$2,896	$2,869	$2,842	$2,816	$2,788	$2,761	$
Taxes Accrued	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Earnings	($6,812)	($5,668)	($4,481)	($3,250)	($1,974)	($651)	$721	$2,144	$3,619	$5,149	$
Earnings Percentage	-15.1%	-12.1%	-9.2%	-6.5%	-3.8%	-1.2%	1.3%	3.7%	6.0%	8.2%	

Year 1 Statement of Cash Flow											
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Mo
Operating Activities											
Cash Received											
Gross Revenue	$45,036	$46,727	$48,482	$50,302	$52,191	$54,150	$56,184	$58,293	$60,482	$62,753	$6
Total Cash Received	$45,036	$46,727	$48,482	$50,302	$52,191	$54,150	$56,184	$58,293	$60,482	$62,753	$6
Cash Used											
Cost of Revenue	$14,338	$14,876	$15,435	$16,014	$16,615	$17,239	$17,887	$18,558	$19,255	$19,978	$2
Payroll/Taxes/Benefits	$24,473	$24,473	$24,473	$24,473	$24,473	$24,473	$24,473	$24,473	$24,473	$24,473	$2
Other Operating Expenses	$8,476	$8,510	$8,545	$8,581	$8,619	$8,658	$8,699	$8,741	$8,785	$8,830	$
Additional Inventory	$563	$584	$606	$629	$653	$677	$703	$729	$756	$785	
Interest Expense	$3,000	$2,974	$2,948	$2,922	$2,896	$2,869	$2,842	$2,816	$2,788	$2,761	$
Taxes Accrued	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Total Cash Used	$50,849	$51,417	$52,006	$52,619	$53,255	$53,916	$54,603	$55,316	$56,057	$56,826	$5
Net Cash From/(Used By) Operating	($5,813)	($4,690)	($3,525)	($2,317)	($1,064)	$234	$1,581	$2,977	$4,425	$5,927	$
Investing Activities											
Cash Received											
Proceeds from Property/Land	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Proceeds from Equipment	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Total Cash Received	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Cash Used											
Purchase of Property/Land	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Purchase of Equipment	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Total Cash Used	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Net Cash From/(Used By) Investing	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Financing Activities											
Cash Received											
Proceeds from Investors	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Proceeds from Long-Term Debt	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Total Cash Received	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Cash Used											
Dividends Paid	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
Repayment of Long-Term Debt	$3,436	$3,461	$3,487	$3,514	$3,540	$3,566	$3,593	$3,620	$3,647	$3,675	$
Total Cash Used	$3,436	$3,461	$3,487	$3,514	$3,540	$3,566	$3,593	$3,620	$3,647	$3,675	$
Net Cash From/(Used By) Financing	($3,436)	($3,461)	($3,487)	($3,514)	($3,540)	($3,566)	($3,593)	($3,620)	($3,647)	($3,675)	($
Net Cash Flow	($9,249)	($8,151)	($7,012)	($5,830)	($4,604)	($3,332)	($2,012)	($643)	$778	$2,252	$
Cash Balance	$105,001	$96,850	$89,838	$84,008	$79,404	$76,071	$74,059	$73,416	$74,194	$76,446	$8

Year 1 Balance Sheet										
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Assets										
Current Assets										
Cash	$105,001	$96,850	$89,838	$84,008	$79,404	$76,071	$74,059	$73,416	$74,194	$76,446
Inventory	$15,563	$16,148	$16,754	$17,383	$18,036	$18,713	$19,416	$20,145	$20,901	$21,686
Other Current Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Current Assets	$120,565	$112,998	$106,592	$101,391	$97,439	$94,784	$93,475	$93,561	$95,095	$98,132
Long-Term Assets										
Property	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Equipment	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000
Other Long-Term Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Accumulated Depreciation	($1,563)	($3,125)	($4,688)	($6,250)	($7,813)	($9,375)	($10,938)	($12,500)	($14,063)	($15,625)
Total Long-Term Assets	$248,438	$246,875	$245,313	$243,750	$242,188	$240,625	$239,063	$237,500	$235,938	$234,375
Total Assets	$369,002	$359,873	$351,905	$345,141	$339,627	$335,409	$332,537	$331,061	$331,032	$332,507
Liabilities										
Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Current Debt	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-Term Liabilities										
Long-Term Debt	$396,564	$393,103	$389,616	$386,102	$382,562	$378,996	$375,403	$371,783	$368,135	$364,461
New Long-Term Debt	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Long-Term Liabilities	$396,564	$393,103	$389,616	$386,102	$382,562	$378,996	$375,403	$371,783	$368,135	$364,461
Total Liabilities	$396,564	$393,103	$389,616	$386,102	$382,562	$378,996	$375,403	$371,783	$368,135	$364,461
Shareholders' Equity										
Paid-in Capital										
Owner	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000
Inves tor	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Paid-in Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Paid-in Capital	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000
Retained Earnings										
Previous Retained Earnings	($70,750)	($77,562)	($83,230)	($87,711)	($90,961)	($92,935)	($93,587)	($92,866)	($90,722)	($87,103)
Current Earnings	($6,812)	($5,668)	($4,481)	($3,250)	($1,974)	($651)	$721	$2,144	$3,619	$5,149
Total Retained Earnings	($77,562)	($83,230)	($87,711)	($90,961)	($92,935)	($93,587)	($92,866)	($90,722)	($87,103)	($81,954)
Total Shareholders' Equity	($27,562)	($33,230)	($37,711)	($40,961)	($42,935)	($43,587)	($42,866)	($40,722)	($37,103)	($31,954)
Total Liabilities & Equity	$369,002	$359,873	$351,905	$345,141	$339,627	$335,409	$332,537	$331,061	$331,032	$332,507

Loan Amortization Schedule

Long-Term Debt Interest Rate 9.00% Term 7.0

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Mo
Balance	$400,000	$396,564	$393,103	$389,616	$386,102	$382,562	$378,996	$375,403	$371,783	$368,135	$36
Interest	$3,000	$2,974	$2,948	$2,922	$2,896	$2,869	$2,842	$2,816	$2,788	$2,761	$
Principal	$3,436	$3,461	$3,487	$3,514	$3,540	$3,566	$3,593	$3,620	$3,647	$3,675	$
	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Mo
Balance	$357,029	$353,271	$349,485	$345,670	$341,827	$337,955	$334,054	$330,124	$326,164	$322,175	$31
Interest	$2,678	$2,650	$2,621	$2,593	$2,564	$2,535	$2,505	$2,476	$2,446	$2,416	$
Principal	$3,758	$3,786	$3,814	$3,843	$3,872	$3,901	$3,930	$3,960	$3,989	$4,019	$
	Month 25	Month 26	Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Mo
Balance	$310,026	$305,916	$301,774	$297,602	$293,398	$289,163	$284,896	$280,597	$276,266	$271,903	$26
Interest	$2,325	$2,294	$2,263	$2,232	$2,200	$2,169	$2,137	$2,104	$2,072	$2,039	$
Principal	$4,110	$4,141	$4,172	$4,204	$4,235	$4,267	$4,299	$4,331	$4,364	$4,396	$
	Month 37	Month 38	Month 39	Month 40	Month 41	Month 42	Month 43	Month 44	Month 45	Month 46	Mo
Balance	$258,614	$254,118	$249,589	$245,025	$240,427	$235,795	$231,127	$226,425	$221,688	$216,915	$21
Interest	$1,940	$1,906	$1,872	$1,838	$1,803	$1,768	$1,733	$1,698	$1,663	$1,627	$
Principal	$4,496	$4,530	$4,564	$4,598	$4,632	$4,667	$4,702	$4,737	$4,773	$4,809	$
	Month 49	Month 50	Month 51	Month 52	Month 53	Month 54	Month 55	Month 56	Month 57	Month 58	Mo
Balance	$202,380	$197,462	$192,508	$187,516	$182,487	$177,420	$172,315	$167,171	$161,989	$156,769	$15
Interest	$1,518	$1,481	$1,444	$1,406	$1,369	$1,331	$1,292	$1,254	$1,215	$1,176	$
Principal	$4,918	$4,955	$4,992	$5,029	$5,067	$5,105	$5,143	$5,182	$5,221	$5,260	$