



BANK LOAN

Business Plan

Sample Company

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Strictly Confidential



Readership Agreement

Sample Company Business Plan's undersigned reader hereby acknowledges that all information provided herein is entirely confidential. Therefore, the reader agrees not to disclose anything found within this business plan document without the express written consent of Sample Company (hereafter also referred to as "Sample Company" and the "company").

The undersigned reader also acknowledges that all information presented in this business plan is, in all aspects, confidential in nature – other than the information available in the public domain through alternative means. Furthermore, the reader acknowledges that unauthorized disclosure or use of the same may cause serious harm to Sample Company.

This business plan document will be immediately returned to Sample Company upon request.

This is a business plan. It does not imply an offer of any securities.

Applicable Law

The laws in the Sample City shall govern this contract.

Signature

Printed Name



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1.0 Executive Summary

The restaurant industry in Sample Country has seen a dynamic recovery from the pandemic-related downturns, demonstrating significant resilience. The sector is expected to grow at a compound annual growth rate (CAGR) of X.X% over the next five years, culminating in a market size of \$XXX.X billion.¹ This growth trajectory is underpinned by an increase in consumer spending on fine-dining experiences, which are bolstered by higher disposable incomes and a rekindled interest in premium dining services. The industry's potential for growth is especially pronounced in the fine-dining segment, which continues to attract consumers looking for unique and high-quality culinary experiences. Despite facing initial setbacks during the pandemic, the sector's rapid rebound is a testament to its enduring appeal and adaptability, presenting lucrative opportunities for innovative and upscale dining concepts.

Sample Subsidiary emerges as a vibrant new venture under the esteemed Sample Company portfolio, specializing in high-end Mexican cuisine in the bustling urban setting of Sample City. Under the culinary direction of the acclaimed Chef Jane Doe, the restaurant delivers a sophisticated dining experience, blending authentic Mexican flavors with contemporary culinary techniques. Chef Doe's commitment to authenticity is showcased through the use of nixtamalized heirloom corn and a selection of locally-sourced, sustainable ingredients from nearby farms. Originally established as a catering and pre-order business, Sample Company has successfully cultivated substantial brand recognition and customer loyalty, which it seeks to further enhance by transitioning into a full-service restaurant. This new expansion aims to leverage the established brand to introduce a novel dining concept to the market, promising an exclusive blend of tradition and innovation.

Sample Subsidiary is poised to implement a strategic phased expansion to align with the ongoing growth within the restaurant industry. The initial phase focuses on the establishment of a flagship location that promises to offer a state-of-the-art dining experience. This phase involves significant capital investment aimed at constructing a contemporary dining space equipped with the latest culinary technology and elegant decor. Following the launch, the company plans to intensify efforts to broaden its market reach and customer base through targeted marketing campaigns and active community engagement. These efforts include digital marketing, local events, culinary workshops, and partnerships with other local businesses to enhance visibility and attract a diverse clientele. The long-term strategy encompasses menu diversification to include seasonal and innovative dishes that cater to evolving consumer tastes, as well as exploring potential opportunities for geographic and operational expansion based on market research and customer feedback.

In positioning itself within the competitive landscape, Sample Subsidiary aims to distinguish itself by offering a unique culinary journey that highlights the rich cultural heritage of Mexico with a modern interpretation. The management team's deep industry knowledge and Chef Doe's culinary expertise are expected to drive the restaurant's success and establish it as a leader in the local upscale dining scene. Looking ahead, Sample Company envisions broadening its influence by potentially introducing new locations and expanding its culinary offerings to other cities, capitalizing on the strong foundation it has built in Sample City.



1.1 Financing Summary

The purpose of this business plan is to obtain a bank loan of \$1M, which will augment owners' funding of \$0.6M, for a total investment of \$1.6M. Funding allocated toward key development activities – including essential capital expenses, restaurant buildout, equipment and technology purchases, salaries, sales and marketing initiatives, and other critical operating expenses. Please see section 7.1 for a detailed breakdown of the use of funds.

| Startup Expenses | | Post Financing Liabilities | |
|-------------------------------|------------------|----------------------------|------------------|
| Menu | 1,500 | Loan | 1,000,000 |
| Branding, uniforms and aprons | 5,000 | Mortgage | 0 |
| Legal and accounting fees | 8,000 | Other Bank Debt | 0 |
| PR and marketing | 80,000 | Total Liabilities | 1,000,000 |
| Working capital (3 months) | 477,217 | Post Financing Investments | |
| Contingency | 145,783 | Owner | 600,000 |
| Total Startup Expenses | 717,500 | Investor | 0 |
| Startup Assets | | Total Investments | 600,000 |
| Buildout | 500,000 | Post Financing Funding | |
| Kitchen & bar equipment | 150,000 | Total Liabilities | 1,000,000 |
| Furniture & décor | 80,000 | Total Planned Investment | 600,000 |
| Architectural work | 40,000 | Total Funding | 1,600,000 |
| Website | 15,000 | | |
| Signage | 62,000 | | |
| Audiovisual | 5,000 | | |
| Security | 4,500 | | |
| POS | 2,500 | | |
| License | 11,000 | | |
| Office equipment | 2,500 | | |
| Inventory | 10,000 | | |
| Total Startup Assets | 882,500 | | |
| Total Requirements | | | |
| Total Startup Expenses | 717,500 | | |
| Total Startup Assets | 882,500 | | |
| Total Requirements | 1,600,000 | | |

2.0 Sample Company Overview

2.1 Business Description

Sample Subsidiary, is a Sample City based restaurant concentrating in Mexican cuisine where Chef Jane Doe showcases what Mexico means to her through Mexican gastronomy. Jane has been featured on the cover of S Magazine in 20XX (cover story for guide to Mexican cuisine in Sample City), cover of Eat and Drink by Sample City Morning News in 20XX, and recently featured at top 25 new taqueria in California by California Monthly (20XX) with articles and products featured in Bon Appetite, Texas Monthly, Edible DFW, Food Network Magazine, Sample City Morning News, D Magazine, Sample City Observer, and many more as mentioned previously. Sample Subsidiary is the service Jane is providing by showcasing traditional Mexican cooking techniques taught from her grandmother with modern touch and seasonality focused.



Mission

Our mission is to deliver innovative Mexican cuisine using sustainable, locally-sourced ingredients, ensuring a memorable dining experience.

Vision

Our vision is to lead in culinary excellence for Mexican dining, expanding nationally with a commitment to sustainability and community.

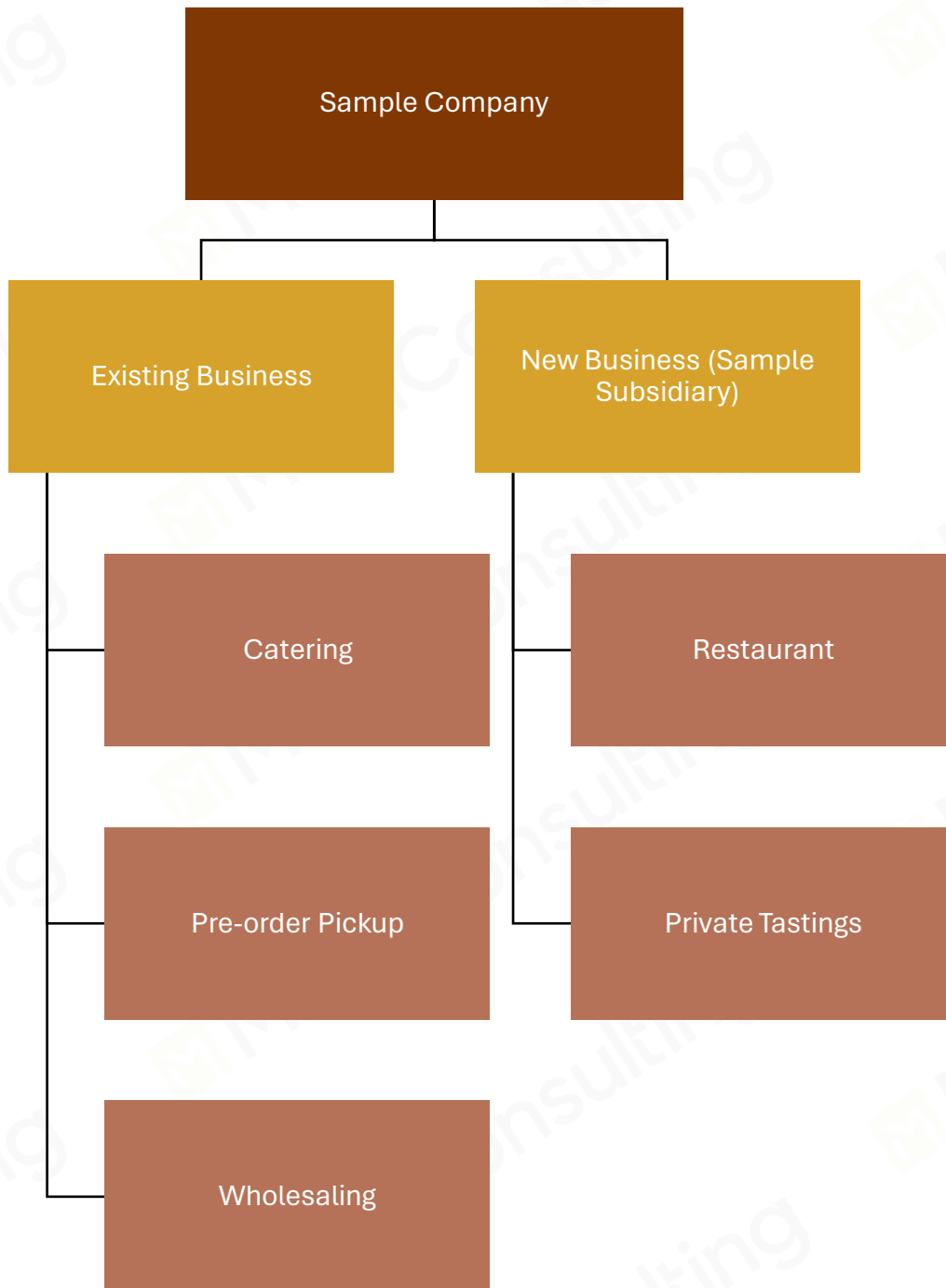
2.1.1 The Restaurant Concept

The restaurant concept will be unique in the region that will encompass a concept tasting dinner menu, which includes 7 courses with ability to add 1 or 2 more courses and a chef's tasting menu that consists 10+ courses. Unlike an 'a la carte menu', a chef's tasting menu is a cohesive experience through which the guest is guided by the chef of the restaurant. Each course seamlessly flows from the previous plate and into the following dish.



The restaurant utilizes a sourcing system that is unparalleled to ultimately deliver the most fresh and unique ingredients available. This is done through the company's farm; which is located south of Sample City. The farm is a regenerated off grid farm - solar panels, rainwater collection, etc.) where we utilized local produce. What cannot be grown through the farm, management carefully selects and sources ingredients and products from local farms and ranches.

2.1.2 New Proposed Corporate Structure



2.2 Management Team

Jane Doe - Co-owner / Chef

Jane Doe hails from the vibrant town of Sample City. Mornings in the bustling mercado were her playground, where she accompanied her adored Abuela Maria, absorbing the wisdom of ingredient selection. With her grandmother's passing, Jane purpose crystallized: she would become a culinary maestra, preserving Abuela Maria's legacy. In XX09, she graduated from the renowned Culinary Institute of Veracruz. The kitchens of acclaimed establishments, like El Sol (garde manger), La Cosecha (chef de partie), Delicioso (sous chef), and Sabores (sous chef), nurtured her talent. However, it was a transformative journey into the heartland of Mexico that shaped Jane's destiny. She ventured deep into the maize fields, unraveling the secrets of heirloom corn. Upon her return, she partnered with her childhood friend, Alejandro, and founded La Casa Azteca, a temple of Mexican gastronomy. Their vision: to pay homage to the cultural significance of maíz and the vibrancy of seasonal, local ingredients.



John Doe - Co-owner / Chief Gopher

John Doe is a visionary thinker, adept at unraveling complex problems with his astute intellect. With a degree in Economics from the esteemed University of North Atlantis, he possesses a sharp analytical mind coupled with a keen sense of creativity. During his time in the vibrant culinary landscape of Sample City, John honed his skills in fine dining establishments, including the renowned Gourmet Haven, Pacific Seafood Emporium, Oceanic Delights, Savory Bites, and Prime Cut Steakhouse. It was here that his passion for gastronomy flourished, and he mastered the art of crafting exquisite dishes. After completing his degree, John embarked on a surprising career trajectory, venturing into the world of finance as a licensed broker at Global Finance Associates. With a knack for strategic planning and a deep understanding of market trends, he navigated the complexities of the financial landscape with finesse.



2.3 Three Year Objectives

Sample Company has identified the following three-year objectives:

- **Secure Funding and Resources:** Obtain the necessary funding and partnerships to finance initial setup and improvements, ensuring a solid foundation for the flagship location.
- **Launch and Expand:** Successfully implement the initial go-to-market plan to launch the full-service operations, setting the stage for future growth and diversification of service lines.
- **Cultivate Leadership:** Position Sample Subsidiary as a leading dining destination in Sample City by delivering a high-quality, exclusive dining experience that generates consistent revenue and expansion opportunities.
- **Innovate and Adapt:** Develop new menu items and service lines that respond to customer feedback and market trends, enhancing our offerings and driving new revenue sources.
- **Strengthen Digital Engagement:** Enhance the website and social media platforms to become comprehensive marketing tools that increase customer engagement and brand recognition within the competitive Sample City restaurant market.
- **Optimize Marketing and Sales:** Execute focused marketing and sales strategies to surpass sales targets and strengthen customer retention by leveraging detailed market analysis and performance metrics.
- **Enhance Partnerships:** Build strategic relationships with key stakeholders to diversify our menu, streamline operations, and secure a competitive advantage in the market.

2.4 Keys to Success

Access to suitably skilled and trained staff on hourly rates is required to meet peak patron demand periods in full-service restaurants.

It is important for industry establishments to operate in good, easily accessible locations that are close to target markets (particularly in major urban centers).

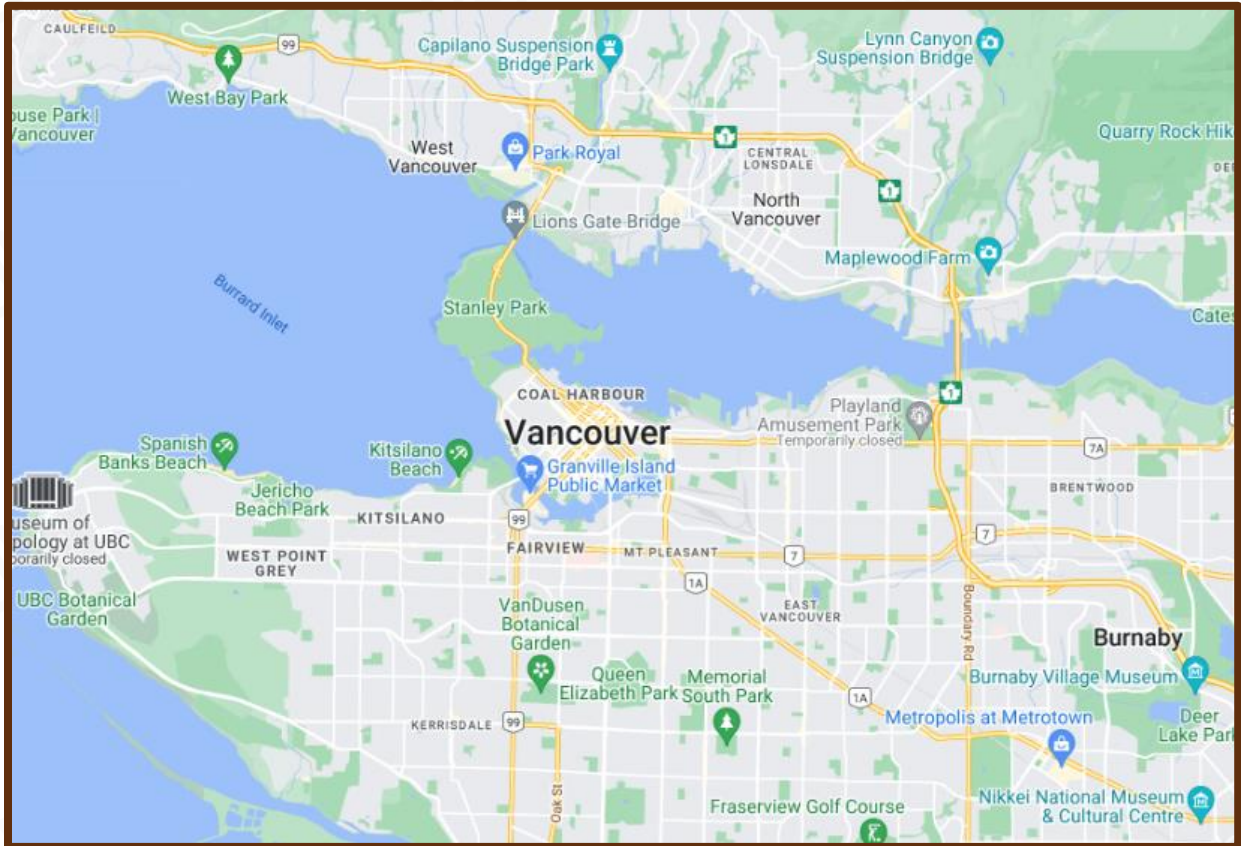
Controlling orders, stock, and food waste, which are significant costs, can reduce unnecessary expenses, improve efficiency, and mitigate environmental impact.

To maintain low costs and profit on meals, operators must ensure that menu pricing and portion control processes are undertaken thoroughly.

Clear positioning with target markets enables industry operators to build a competitive advantage relative to undifferentiated competitors.

2.5 Locational Analysis

2.5.1 Locational Target



| Headquarters | Locational Target |
|---|--|
| Sample Street, Sample City | <p>The company is located in Sample City. As part of its strategic growth initiatives, Sample Company targets the Sample City restaurant market, aiming to expand its influence within this urban area. The company's broader geographic target includes potential expansion into other major cities based on the success and reception of their flagship location in Sample City. This strategy aligns with their long-term objectives to scale operations and reach new customer demographics in urban centers that appreciate innovative and high-quality dining experiences.</p> |
| <p>Business Hours</p> <p>Mon: 8:00 am – 8:00 pm</p> <p>Tues: 8:00 am – 8:00 pm</p> <p>Wed: 8:00 am – 8:00 pm</p> <p>Thurs: 8:00 am – 8:00 pm</p> <p>Fri: 8:00 am – 8:00 pm</p> <p>Sat: 9:00 am – 5:00 pm</p> <p>Sun: 9:00 am – 5:00 pm</p> | |



2.5.2 Sample City Locational Analysis

Population Growth

Sample Country has observed considerable population growth, particularly in its major urban areas such as Sample City. As of 20XX, Sample City's population is estimated at around X.X million, marking a growth rate of approximately X.XX% since 20XX. The city's demographic is predominantly composed of young adults aged XX to XX, who account for about XX.X% of the population. This segment is crucial as it consists of active consumers and a workforce that could significantly impact the local restaurant industry. ⁱⁱ

Income and Employment

The median individual income in Sample City stands at approximately \$XX,XXX, with household median income around \$XX,XXX as of 20XX. There is a notable presence of young professionals, and a significant portion of households earn above \$XXX,XXX annually. This demographic is an ideal target for dining and entertainment industries due to their disposable income. ⁱⁱⁱ

Cultural Diversity

Sample City is renowned for its cultural diversity, hosting communities from over XXX different ethnic origins and supporting a multilingual environment with XXX languages spoken. This diverse cultural landscape offers a fertile ground for ethnic cuisine restaurants that cater to varied culinary preferences and experiences. ^{iv}

Household Structure

In Sample City, there is a considerable number of multi-generational and one-person households, with over XX,XXX multigenerational homes and XXX,XXX single-person residences. The diversity in household compositions suggests a wide range of dietary needs and dining habits, influencing the types of restaurant services and marketing strategies that could be successful.

Housing and Affordability Challenges

Despite the city's economic growth, there are ongoing challenges with housing affordability and a low rental property vacancy rate, currently at X.X%. These housing issues could affect residential decisions and spending behaviors, potentially impacting dining out frequencies and preferences among the population. ^v

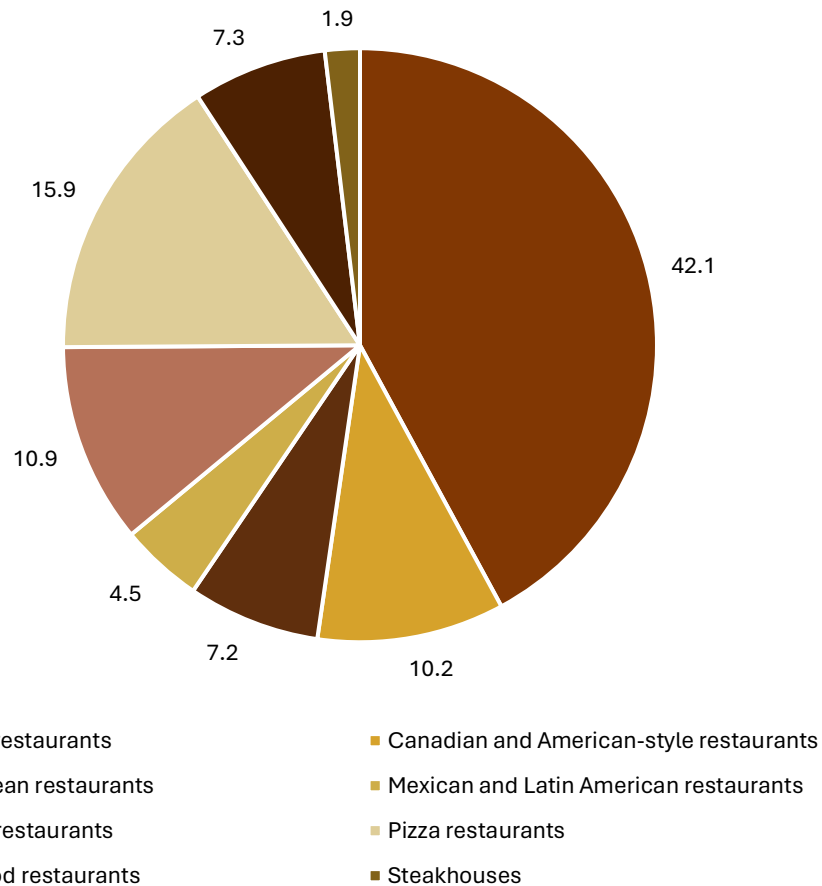
Conclusion

The demographics of Sample City depict a dynamic and growing urban center with a young, diverse population ready to embrace innovative dining concepts. The combination of affluence and cultural diversity within the city underscores a strong potential market for new and unique culinary experiences.

3.0 Industry Overview

3.1 Industry Description

Full-Service Restaurants Market Segments (%)



Source: Sample Source^{vi}

The Full-Service Restaurants industry in Canada includes restaurants that provide food services to patrons who order and are served while seated (i.e. waiter or waitress service) and pay after eating. These establishments may provide this type of food service to patrons in combination with selling alcoholic and other beverages.

What's included in the industry?

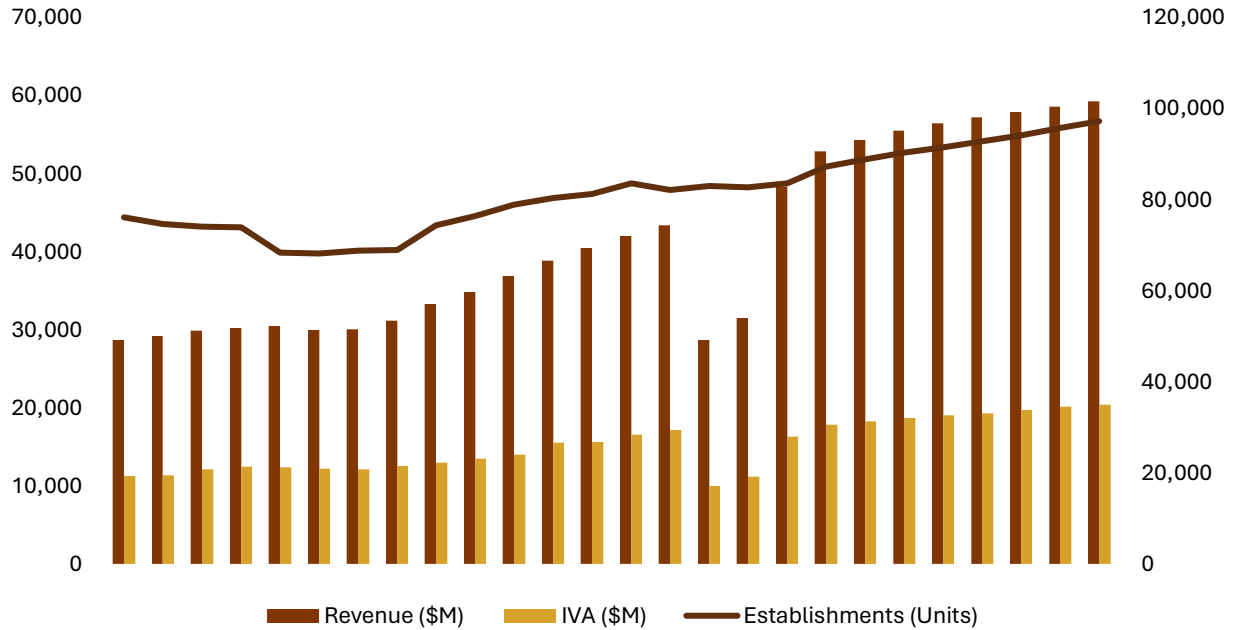
- Serving food and beverages to customers
- Owning and operating full-service restaurants
- Managing chain or franchised restaurants



3.2 Market Size

IBISWorld (20XX) states the Sample Country Single Location Full-Service Restaurants market is expected to generate staggering revenues of \$XXX.X billion in year 20XX, with the market showing adequate growth of X.X% (CAGR 20XX-20XX) through 20XX, to reach annual revenues of \$XXX.XX billion by year 20XX.^{vii}

Sample Country Full-Service Restaurants Industry Performance



3.3 Market Structure

Industry structure summarizes vital factors such as competition and profitability in the Sample Country Full-Service Restaurants industry. Within this business plan, industry structure is defined in terms of underlying characteristics that shape the competitive strategy for operators that offer similar products and services. Ultimately, industry structure can determine whether the Full-Service Restaurants industry is favorable to enter and operate in.

| | |
|----------------------|-----------------------|
| Concentration: | Low |
| Barriers to Entry: | Low & Steady |
| Regulation & Policy: | Moderate & Increasing |
| Life Cycle: | Mature |
| Revenue Volatility: | Very High |
| Assistance: | Low & Increasing |
| Competition: | High & Increasing |
| Innovation: | Moderate |

3.4 Key Market Drivers



Sample Company has identified the following key market drivers:

- **Consumer spending:** When economic conditions are favorable, consumers are more likely to spend money eating out at restaurants and vice versa. A rise in consumer spending represents an opportunity for the industry.^{viii}
- **Number of households earning \$XXXK or more:** Full-service restaurants tend to draw customers from higher-income households. Given this factor, growth in households earning more than \$XXX,XXX will benefit the industry.^{ix}
- **Corporate profit:** The industry derives a share of its annual revenue from corporate customers and business people who entertain restaurant clients. Volatility in corporate profit poses a potential threat to the industry.^x
- **Per capita alcohol consumption:** Alcohol sales, including wine, beer and spirits, garner relatively high product prices. Therefore, most restaurants will try to maximize this revenue stream. A fall in per capita alcohol consumption will reduce industry revenue.^{xi}

3.5 Current Trends



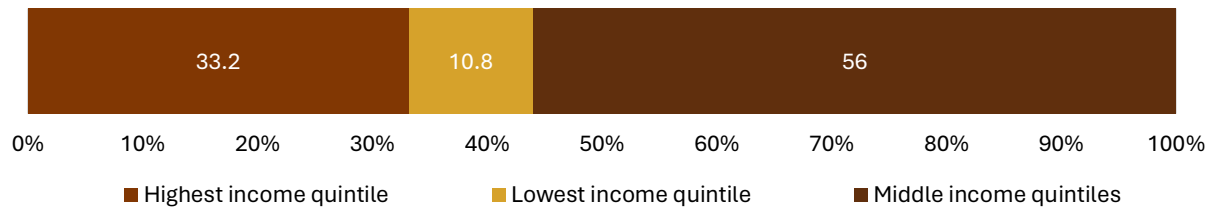
Sample Company has identified the following key market trends:

- **Localization and Chef-Centric Dining:** Consumers increasingly prefer local establishments with distinctive chef-driven concepts over traditional, large chain restaurants. ^{xii}
- **Health and Sustainability Focus:** There is a rising demand for health-conscious and environmentally sustainable dining options, including farm-to-table experiences and menus with healthier alternatives like chicken and tofu. ^{xiii}
- **Impact of COVID-19:** The pandemic accelerated the closure of unprofitable small-scale restaurants and shifted operational focus towards delivery and take-out services, supported by temporary relief efforts from food delivery platforms. ^{xiv}
- **Adaptive Menu Strategies:** Restaurants are quickly adapting menus to include healthy, gourmet meals to stay competitive against fast-casual chains, sometimes incorporating more expensive, high-quality ingredients. ^{xv}
- **Rise of Fine Dining:** Despite economic challenges, fine dining has found renewed interest among affluent consumers, particularly for niche, luxury dining experiences and business-related events in urban centers. ^{xvi}



3.6 Market Segmentation

Full-Service Restaurants Industry Consumer Segments (%)



Source: Sample Source^{xvii}

The following table outlines the target market for Sample Company. The analysis identifies specific consumer segments that the restaurant aims to attract, based on demographic, behavioral, and psychographic factors. Understanding these segments helps in crafting tailored marketing strategies and menu offerings that resonate with potential customers' preferences and lifestyles.

| Target | Description | Characteristics |
|-----------------------------------|--|--|
| Young Professionals | Individuals aged 25-40, working in sectors like technology, finance, and creative industries. | High disposable income, enjoys dining out, prefers quality and unique dining experiences, often influenced by social media trends. |
| Families | Parents with children, looking for family-friendly dining options that offer a diverse menu. | Values a comfortable and welcoming atmosphere, seeks value for money and healthy options for kids. |
| Food Enthusiasts | Culinary aficionados who appreciate high-quality, authentic Mexican cuisine and are willing to pay a premium for an exceptional dining experience. | Frequently dines out, active on food blogs and social media platforms, looks for authenticity and chef-driven concepts. |
| Tourists | Visitors to Sample City interested in exploring local flavors and unique dining experiences as part of their travel itinerary. | Seeks convenience, located in tourist-heavy areas, interested in local cuisine and cultural experiences. |
| Health-Conscious Consumers | Individuals focused on wellness and healthy eating, preferring restaurants that offer organic, farm-to-table, and nutritious menu options. | Prefers dining establishments that highlight fresh ingredients, transparency in sourcing, and innovative health-focused dishes. |



4.0 Competitor Analysis

4.1 Direct Competitors

Below is a table that presents a detailed comparison of three prominent dining establishments in Sample City, each offering unique takes on Mexican and Latin cuisines. This comparative analysis includes key information such as website links, specific cuisines offered, special features that distinguish each restaurant, their physical location on Main Street, customer ratings from Google, and the price range. This format allows for an easy overview and side-by-side comparison, aiding potential customers, investors, or analysts in understanding the competitive landscape and unique selling propositions of each venue.

4.1.1 Sample Competitor 1

- **Website:** samplecompetitor.com
- **Cuisine:** Traditional Mexican fare including weekend brunch, lunch, and dinner.
- **Menu Highlights:** Specializes in sophisticated Mexican service with a variety of tacos, enchiladas, rellenos, and beer & mezcal margaritas.
- **Location:** 1234 Main Street, Sample City
- **Customer Rating:** 4.4 stars from 700 reviews on Google.
- **Price Range:** \$\$

4.1.2 Sample Competitor 2

- **Website:** samplecompetitor.com
- **Cuisine:** Michoacán-inspired cuisine emphasizing family recipes curated by Chef John Doe.
- **Menu Highlights:** Offers both counter-service tacos and a room for reserved dining with a chef's tasting menu.
- **Location:** 1234 Main Street, Sample City
- **Customer Rating:** 4.4 stars from 1,500 reviews on Google.
- **Price Range:** \$\$

4.1.3 Sample Competitor 2

- **Website:** samplecompetitor.com
- **Cuisine:** Contemporary Latin dining with an in-house masa program.
- **Menu Highlights:** Noted for its modern take on Latin cuisine.
- **Location:** 1234 Main Street, Sample City
- **Customer Rating:** 4.4 stars from 66 reviews on Google.
- **Price Range:** \$\$\$



4.2 Competitive Advantages

Sample Subsidiary enjoys several competitive advantages over its competition in Sample City, as follows:

- **Chef-Driven Menu:** Sample Subsidiary features a menu curated by a renowned chef known for her innovative take on traditional Mexican dishes. This offers a unique dining experience that emphasizes culinary craftsmanship and authenticity, appealing particularly to food enthusiasts who appreciate high-quality, chef-driven concepts.
- **Focus on Local and Sustainable Ingredients:** The restaurant commits to sourcing ingredients locally and maintaining sustainable practices. This not only enhances the flavor and freshness of the dishes but also resonates with the growing demographic of health-conscious and environmentally aware consumers.
- **Strategic Location:** Positioned in a bustling area of Sample City known for its vibrant food scene and high foot traffic, Sample Subsidiary benefits from both visibility and accessibility. Its proximity to business districts and entertainment venues also makes it a convenient choice for both casual diners and professionals.
- **Modern, Culturally Rich Ambiance:** The interior design of Sample Subsidiary reflects a modern yet authentic Mexican culture, creating an inviting atmosphere that enhances the dining experience. This ambiance, combined with high-quality service, positions the restaurant as a premier destination for both locals and tourists seeking a distinctive dining environment.
- **Diverse Culinary Offerings:** Unlike competitors that might focus on standard Mexican fare, Sample Subsidiary offers a diverse menu that includes lesser-known regional specialties and contemporary interpretations of classic dishes. This variety caters to a wide range of palates and can attract a broader customer base.
- **Robust Digital Presence:** With a strong online presence and active engagement on social media, the restaurant effectively markets its offerings and shares behind-the-scenes content and stories about its sustainable practices and menu creation. This transparency and storytelling build a loyal community and attract diners who value authenticity and ethical dining choices.
- **Tailored Marketing Strategies:** Leveraging data-driven marketing strategies, Sample Subsidiary identifies and targets its core demographic segments with personalized promotions and offers. This targeted approach helps in efficiently reaching potential customers and building lasting relationships.
- **Innovative Customer Experience:** Beyond dining, Sample Subsidiary provides an experience that includes cooking classes, chef meet-and-greet sessions, and special tasting events. These offerings not only enhance customer engagement but also reinforce the restaurant's reputation as a culinary leader in the community.



5.0 Go-to-Market Overview

Sample Subsidiary's overall strategy is to finish building out our Sample City location of the Sample Subsidiary restaurant while simultaneously exploring new opportunities to scale and grow all subsidiaries and revenue streams under the Sample Company brand. Additionally, Sample Subsidiary will pursue viable menu extension and diversification opportunities to generate new revenue streams and unique competitive advantages through scale. Sample Subsidiary will strive to create an optimal value proposition through strategic go-to-market objectives and pathways to future revenue generation.

5.1 Phasing Strategy

Phase 1 – Location Due Diligence, Build-Out & Launch (0 – 3 Months)

Phase one of the initial go-to-market campaign will be to source strategic fundraising capital to initiate the leasehold improvement stages of the proposed location for the restaurant. Within phase one, management will be responsible for working with professional contractors to conduct leasehold improvements and equipment acquisition and installation. Additionally, all necessary permits, licenses, and applications will be processed to ensure the new location is fully compliant with municipal regulations before initiating operations. Other operational outputs within phase one will include completing webpage and social media design, along with any other additional operation outputs required to begin initial operations.

| Activity | Estimated Time Frame |
|--------------------------------|----------------------|
| Design Phase Start | Month 1 |
| Design Phase Complete | Month 1 |
| Bid Date | Month 1 |
| Bid Opening | Month 1 |
| Obtain All Permits | Month 1 |
| Award Contracts | Month 1 |
| Start Construction | Month 2 |
| Construction Complete | Month 2 |
| Interior Design Phase Start | Month 2 |
| Interior Design Phase Complete | Month 2 |

| | |
|--|---------|
| Install Equipment and Commence Hiring | Month 3 |
| Staff Training and Final Preparation | Month 3 |
| Commence Marketing | Month 3 |

Phase 2 – Brand Awareness Campaign (3-6 Months)

Once a thorough due diligence phase has been established, leasehold improvement has been complete and all staff is trained prepped for operations, a heavy emphasis on brand awareness strategies will be implemented to begin to create a following behind brand. Initial marketing efforts will be introduced, utilizing both digital advertising strategies as well as outbound cold lead generation with key industry stakeholders. Within phase two, operational inefficiencies will be corrected to ensure a seamless experience for our customers which includes a pre-launch training phase. This will allow for any operational inefficiencies to be corrected as well as intel gathering of subjective feedback to improve on the service offering and overall dining experience for our customers. It will be a key strategy to ensure we encourage feedback from our test phase before introducing the restaurant to the market.

| Paid Media | |
|-----------------------------------|---|
| Facebook/Instagram | <ul style="list-style-type: none"> • Brand awareness campaign • Remarketing campaign • Retention campaign |
| Google Network | <ul style="list-style-type: none"> • Search ad retargeting • Search conversion ads • YouTube conversion ads |
| Peripheral Social Channels | <ul style="list-style-type: none"> • Twitter • Instagram |
| Direct Sales | |
| Guerilla Marketing | <ul style="list-style-type: none"> • Direct messaging to social media followers • Facebook group blasts • Cold Lead LinkedIn messaging |
| Partnership Marketing | |
| Potential Partnership | <ul style="list-style-type: none"> • Email placements |



| | |
|-------------------------------|---|
| | <ul style="list-style-type: none">• Standard podcast reads• Articles• Dedicated email blasts• Customized podcast reads• Homepage interstitial |
| Outreach | |
| Email Marketing | <ul style="list-style-type: none">• Post-install series• Churn prevention series• Content emails• Email campaigns |
| Facebook Group Content | <ul style="list-style-type: none">• Content marketing |
| Organic | |
| Social Marketing | <ul style="list-style-type: none">• Twitter, Instagram & Facebook Posts |
| Live Events Marketing | <ul style="list-style-type: none">• Social Streams |
| Other | <ul style="list-style-type: none">• Podcasts• Search Engine Optimization• Blog Posts - Inbound Marketing |

Phase 3 –Operational Scale & Expansion (Years 2 – 5)

Phase three of the initial go-to-market campaign will involve additional further scaling to increase capacity and expand Sample Subsidiary’s operational capabilities. Consistent dedication to effective digital marketing strategies will be present. At this stage, the company will seek viable expansion opportunities and begin to scale the farm and introduce future products. Potential other restaurant locations will be analyzed in the region that present favorable opportunity to expansion.



5.2 SWOT Analysis

Strengths

- High-quality Mexican cuisine with an exceptional core value proposition
- Excellent Sample City location with significant foot traffic and limited direct competition
- Innovative strategic marketing and digital technologies to enhance organizational recognition
- Experienced and dedicated management team with extensive capabilities and culinary skills
- Network of key industry stakeholders to strengthen our organization's Sample City presence
- World-class service and support driven by years' exposure in the market

Weaknesses

- Comparatively low initial awareness relative to more established restaurants
- Limited capacity and economies of scale relative to larger, more established competitors
- Significant initial CAPEX and strategic funding necessary prior to grand opening

Opportunities

- Evolving positive industry trends and demand for quality Mexican cuisine
- Developing new products and services to meet existing demand and future market opportunities
- Partnering with key stakeholders to reduce costs, increase efficiencies, and launch product lines
- Targeting new Sample City patron demographics based on outstanding demand

Threats

- Competitors entering key Sample City target markets
- Evolving negative industry trends and macroeconomic shifts (e.g., reduced disposable income)
- Changing patron tastes and needs leading to reduced demand for Mexican cuisine

6.0 Marketing Plan

Sample Subsidiary's marketing strategy is crucial to our long-term success and covers the following objectives:

1. Emphasizing the Sample Subsidiary brand name and our unique and exclusive Mexican cuisine offering by focusing on online advertising using multiple lead generation strategies.
2. Creating an exceptional restaurant experience, supported by a quality website and social media presence that is user-friendly, effective, and appealing, attracting and converting new patrons.
3. Creating robust direct outreach and sales strategies to build rapport with potential patrons and key industry stakeholders across the Sample City restaurant market.
4. Generating significant yearly sales growth and reducing patron acquisition costs through effective digital outbound marketing methods.

Sample Subsidiary's marketing strategy focuses on innovative, patron-centric advertising and marketing plans. Our target demographics' needs fundamentally determine how we promote our Mexican cuisine offering. Patron-focused marketing encompasses more than just prompting Sample City residents to visit Sample Subsidiary cuisine; our marketing plan strives to add value for patrons at every level. Sample Subsidiary designs each marketing element to generate brand recognition and credibility, retain loyalty, and create engagements and referrals in Sample City and beyond.



Advertising & Promotion Strategy

Social Media

Social media will be at the forefront of Sample Subsidiary's advertising strategy. Social media platforms such as Facebook, Instagram, Twitter, Snapchat, Tiktok, Pinterest, and LinkedIn allow the company to advertise directly to the target audience and track progress in real-time. Social media platforms are also an effective way to create a following behind the Sample Subsidiary brand, track popular trends, and offer promotions to followers. An emphasis on social media advertising will be continuously implemented while consistently finding ways to reduce the cost of acquiring patrons.



Industry Conferences & Events

Sample Subsidiary will attend numerous Sample City and BC restaurant industry conferences, trade shows, and events in the early stages of our company's expansion plans, further building positive word-of-mouth and leveraging management's 40 years' experience in the industry. Doing so will help create strategic, long-lasting relationships and establish a meaningful physical presence in the Sample City restaurant industry. By attending notable events, Sample Subsidiary can gain recognition and strategic partners. Over time, we can develop these professional relationships into multifaceted, long-term partnerships.

Website

The Sample Subsidiary website is being designed to effectively tell the story behind our brand and promote our unique Mexican menu. Prospective patrons can easily navigate through our website, learn about the brand and menu, make reservations, and navigate from the site to social media platforms. We will consistently integrate and monitor website ads and SEO to ensure that our website appears when visitors search for related queries. Sample Subsidiary also integrates conversion funnel optimization to ensure that the website converts optimally. Optimizing conversion funneling ensures users do not drop out during website usage.

Website Pay-Per-Click Ads

Sample Subsidiary will utilize a pay-per-click strategy through Google AdWords. This platform allows us to reach target markets while adhering to a strict budget plan. Pay-per-click advertising efficiently targets our demographic and drives traffic through search engines. We will also utilize Google Places to help patrons effectively find our location. Pay-per-click advertising is an efficient advertising model used to drive traffic to our website and is commonly associated with first-tier search engines. Pay-per-click advertising will be an integral advertising platform for generating leads and traffic to our website.





7.0 Financial Forecasts

7.1 Use of Funds

| Startup Expenses | |
|-------------------------------|----------------|
| Menu | 1,500 |
| Branding, uniforms and aprons | 5,000 |
| Legal and accounting fees | 8,000 |
| PR and marketing | 80,000 |
| Working capital (3 months) | 477,217 |
| Contingency | 145,783 |
| Total Startup Expenses | 717,500 |

| Startup Assets | |
|-----------------------------|----------------|
| Buildout | 500,000 |
| Kitchen & bar equipment | 150,000 |
| Furniture & décor | 80,000 |
| Architectural work | 40,000 |
| Website | 15,000 |
| Signage | 62,000 |
| Audiovisual | 5,000 |
| Security | 4,500 |
| POS | 2,500 |
| License | 11,000 |
| Office equipment | 2,500 |
| Inventory | 10,000 |
| Total Startup Assets | 882,500 |

| Total Requirements | |
|---------------------------|------------------|
| Total Startup Expenses | 717,500 |
| Total Startup Assets | 882,500 |
| Total Requirements | 1,600,000 |

| Post Financing Liabilities | |
|----------------------------|------------------|
| Loan | 1,000,000 |
| Mortgage | 0 |
| Other Bank Debt | 0 |
| Total Liabilities | 1,000,000 |

| Post Financing Investments | |
|----------------------------|----------------|
| Owner | 600,000 |
| Investor | 0 |
| Total Investments | 600,000 |

| Post Financing Funding | |
|--------------------------|------------------|
| Total Liabilities | 1,000,000 |
| Total Planned Investment | 600,000 |
| Total Funding | 1,600,000 |

7.2 Loan Details

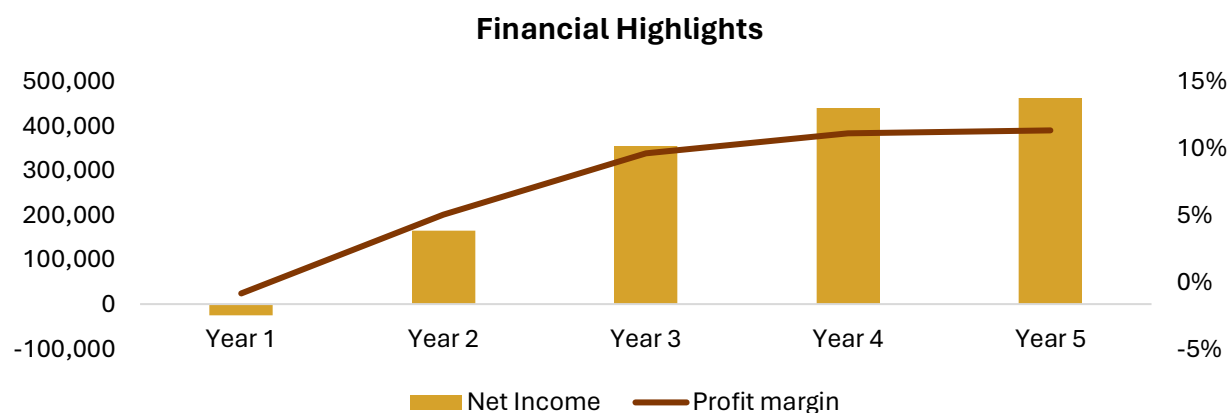
| Loan Details | |
|----------------------|-----------|
| Loan Amount | 1,000,000 |
| Loan Term (months) | 120 |
| Interest Rate | 8.00% |
| Monthly Payment | 11,986 |
| Total of 36 Payments | 431,487 |
| Total Interest | 264,262 |



7.3 Financial Highlights

The financial highlights indicate robust growth over a five-year period. Revenue escalates from approximately \$2.9M in Year 1 to over \$4.1 million by Year 5, totaling \$17.9M across the five years. Growth is mainly driven by our innovative chefs-curated menus, strategic location in a high-traffic area, and strong focus on local and sustainable ingredients that attract a diverse and affluent customer base. EBITDA shows a strong upward trend, starting at \$0.1M in Year 1 and reaching \$0.6M by Year 5, with the EBITDA margin increasing over the period to a high of 11.1%. Net income also grows significantly, starting at (\$0.0)M and culminating at around \$0.5M, equating to a total of roughly \$14M, and reflects a steady increase in the profit margin, ending at 11.3% in Year 5 and averaging 7.8% over the entire period.

| Financial Highlights | | | | | | |
|----------------------|-----------|-----------|-----------|-----------|-----------|------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | 5 years |
| Revenue | 2,910,634 | 3,279,776 | 3,695,733 | 3,965,305 | 4,085,914 | 17,937,363 |
| Gross profit | 2,048,224 | 2,307,990 | 2,600,701 | 2,790,400 | 2,875,273 | 12,622,589 |
| EBITDA | 104,598 | 289,812 | 475,017 | 554,237 | 571,997 | 1,995,660 |
| Net Income | (25,336) | 164,429 | 354,460 | 438,795 | 461,976 | 1,394,324 |
| Gross margin | 70.4% | 70.4% | 70.4% | 70.4% | 70.4% | 70.4% |
| EBITDA margin | 3.6% | 8.8% | 12.9% | 14.0% | 14.0% | 11.1% |
| Profit margin | -0.9% | 5.0% | 9.6% | 11.1% | 11.3% | 7.8% |



7.4 Unit Economics

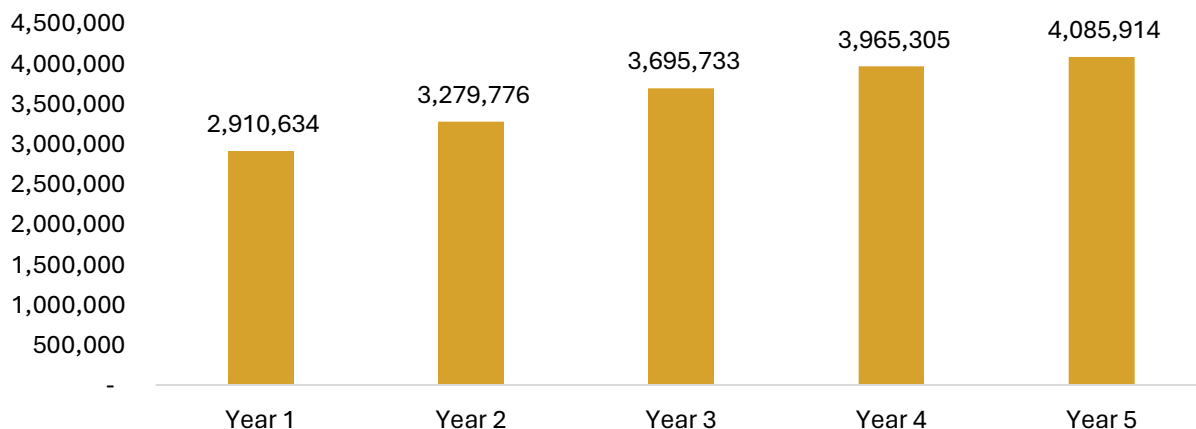
| Unit Economics | | | | | | |
|-----------------------|-----------|-----------|-----------|-----------|-----------|------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | 5 years |
| Covers | 21,560 | 24,295 | 27,376 | 29,373 | 30,266 | 132,869 |
| Average Cover Value | 135 | 135 | 135 | 135 | 135 | 135 |
| Revenue | 2,910,634 | 3,279,776 | 3,695,733 | 3,965,305 | 4,085,914 | 17,937,363 |
| Direct Cost Per Cover | 40 | 40 | 40 | 40 | 40 | 40 |
| COGS | 862,410 | 971,785 | 1,095,032 | 1,174,905 | 1,210,641 | 5,314,774 |



7.5 Projected Profit & Loss

| Pro Forma Income Statement (expressed in Sample Currency) For the years ended December 31, | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| Revenue | 2,910,634 | 3,279,776 | 3,695,733 | 3,965,305 | 4,085,914 |
| Direct cost of revenue | 862,410 | 971,785 | 1,095,032 | 1,174,905 | 1,210,641 |
| Gross margin | 2,048,224 | 2,307,990 | 2,600,701 | 2,790,400 | 2,875,273 |
| Expenses | | | | | |
| Startup Costs | | | | | |
| Paper goods and menu | 2,500 | - | - | - | - |
| Branding, uniforms and aprons | 4,500 | - | - | - | - |
| Legal and accounting fees | 10,000 | - | - | - | - |
| PR and marketing | 10,000 | - | - | - | - |
| Operating Expenses | | | | | |
| Rent | 144,000 | 148,320 | 152,770 | 157,353 | 162,073 |
| Insurance | 15,600 | 16,380 | 17,199 | 18,059 | 18,601 |
| Utilities | 72,000 | 75,600 | 79,380 | 83,349 | 85,849 |
| Credit card processing fee | 49,481 | 55,756 | 62,827 | 67,410 | 69,461 |
| Legal and professional fees | 7,200 | 7,560 | 7,938 | 8,335 | 8,585 |
| Marketing and advertising | 12,000 | 13,200 | 14,520 | 15,972 | 16,451 |
| Misc SG&A | 84,000 | 92,400 | 101,640 | 111,804 | 115,158 |
| Salaries and wages | 1,532,345 | 1,608,963 | 1,689,411 | 1,773,881 | 1,827,098 |
| Total Expenses | 1,943,626 | 2,018,179 | 2,125,685 | 2,236,163 | 2,303,276 |
| EBITDA | 104,598 | 289,812 | 475,017 | 554,237 | 571,997 |
| Depreciation and amortization expense | 73,533 | 73,533 | 73,533 | 73,533 | 73,533 |
| Interest expense | 56,401 | 51,849 | 47,024 | 41,909 | 36,487 |
| Earnings (loss) before taxes | (25,336) | 164,429 | 354,460 | 438,795 | 461,976 |
| Income taxes | - | - | - | - | - |
| Net income (loss) | (25,336) | 164,429 | 354,460 | 438,795 | 461,976 |

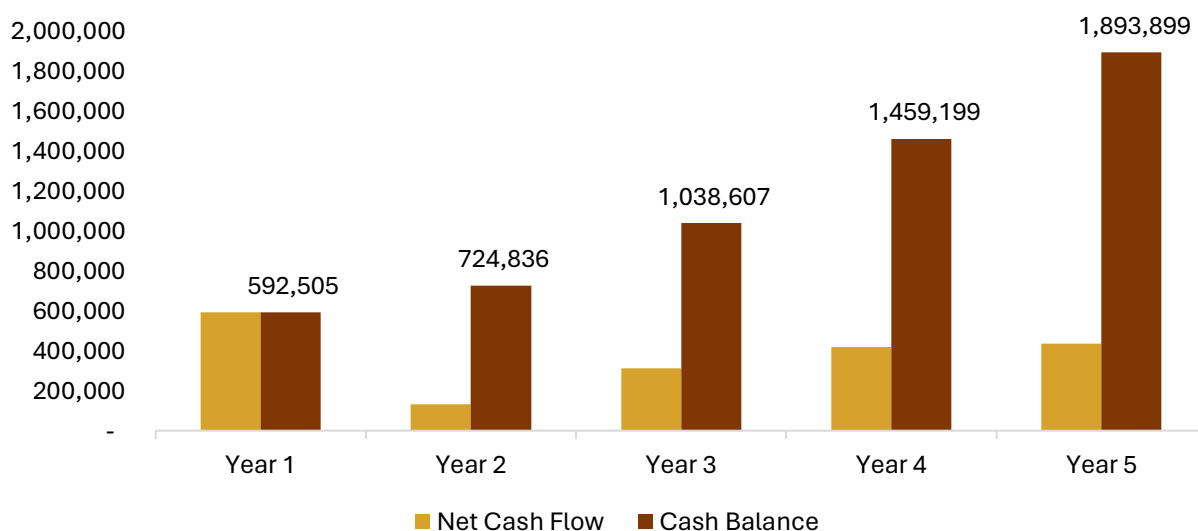
Revenue by Year



7.6 Projected Cash Flow

| Pro Forma Statement of Cash Flows | | | | | |
|---|----------------|----------------|------------------|------------------|------------------|
| (expressed in Sample Currency) | | | | | |
| For the years ended December 31, | | | | | |
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| Cash provided from (used in): | | | | | |
| CASH FLOW FROM (USED IN) OPERATING ACTIVITIES: | | | | | |
| Net income (loss) | (25,336) | 164,429 | 354,460 | 438,795 | 461,976 |
| Adjustments for: | | | | | |
| Depreciation and amortization | 73,533 | 73,533 | 73,533 | 73,533 | 73,533 |
| (Increase)/decrease in accounts receivable | (251,848) | (31,941) | (35,992) | (9,726) | (10,022) |
| (Increase)/decrease in inventory | (74,622) | (9,464) | (10,664) | (2,882) | (2,970) |
| (Increase)/decrease in prepaid expenses | (12,802) | (1,624) | (1,830) | (494) | (509) |
| Increase/(decrease) in accounts payable | 231,948 | 17,817 | 19,508 | 11,727 | 8,473 |
| | (59,127) | 212,751 | 399,016 | 510,953 | 530,481 |
| CASH FLOW FROM (USED IN) FINANCING ACTIVITIES: | | | | | |
| Issuance of debt | 1,000,000 | - | - | - | - |
| Issuance of share capital | 600,000 | - | - | - | - |
| Repayment of debt | (75,868) | (80,420) | (85,245) | (90,360) | (95,782) |
| Distributions | - | - | - | - | - |
| | 1,524,132 | (80,420) | (85,245) | (90,360) | (95,782) |
| CASH FLOW FROM (USED IN) INVESTING ACTIVITIES: | | | | | |
| Additions to capital assets | (872,500) | - | - | - | - |
| | (872,500) | - | - | - | - |
| Change in cash | 592,505 | 132,331 | 313,771 | 420,593 | 434,700 |
| Cash, Beginning of year | - | 592,505 | 724,836 | 1,038,607 | 1,459,199 |
| Cash, end of year | 592,505 | 724,836 | 1,038,607 | 1,459,199 | 1,893,899 |

Cash Balance



7.7 Projected Balance Sheet

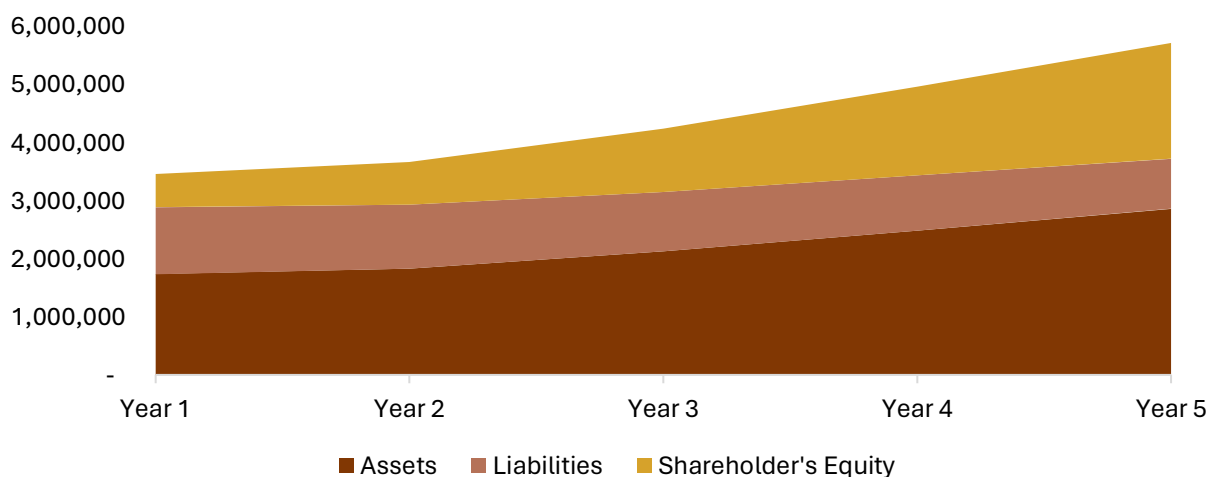
Pro Forma Balance Sheet

(expressed in Sample Currency)

For the years ended December 31,

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|------------------|------------------|------------------|------------------|------------------|
| ASSETS | | | | | |
| Current assets | | | | | |
| Cash | 592,505 | 724,836 | 1,038,607 | 1,459,199 | 1,893,899 |
| Accounts receivable | 251,848 | 283,789 | 319,781 | 329,507 | 339,529 |
| Inventory | 74,622 | 84,086 | 94,750 | 97,632 | 100,601 |
| Prepaid expenses | 12,802 | 14,426 | 16,256 | 16,750 | 17,259 |
| Long term assets | | | | | |
| PPE, net | 798,967 | 725,433 | 651,900 | 578,367 | 504,833 |
| Land | - | - | - | - | - |
| Total Assets | 1,730,744 | 1,832,570 | 2,121,293 | 2,481,455 | 2,856,122 |
| LIABILITIES | | | | | |
| Current liabilities | | | | | |
| Account payable | 231,948 | 249,764 | 269,273 | 281,000 | 289,473 |
| Long term liabilities | | | | | |
| Long term loan | 924,132 | 843,712 | 758,467 | 668,107 | 572,325 |
| Total liabilities | 1,156,080 | 1,093,476 | 1,027,740 | 949,107 | 861,798 |
| SHAREHOLDER'S EQUITY | | | | | |
| Owner's equity | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 |
| Retained earnings | (25,336) | 139,093 | 493,553 | 932,348 | 1,394,324 |
| Total shareholder's equity | 574,664 | 739,093 | 1,093,553 | 1,532,348 | 1,994,324 |
| Total liabilities and shareholder's equity | 1,730,744 | 1,832,570 | 2,121,293 | 2,481,455 | 2,856,122 |

Balance Sheet

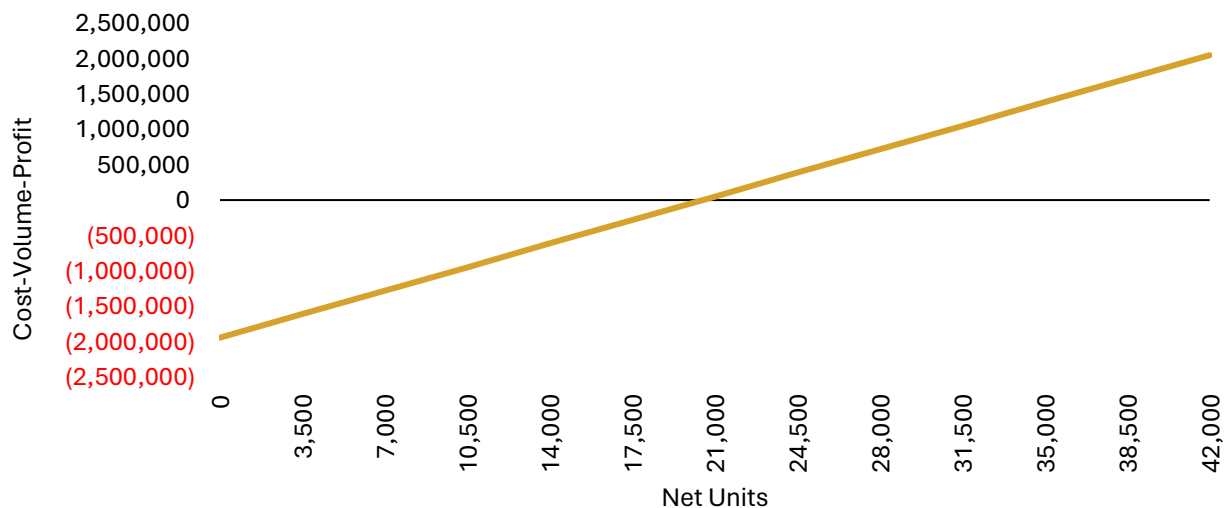


7.8 Break-Even Analysis

| Break Even Analysis | |
|--|------------------|
| Total Fixed Expenses (first year expenses) | 1,943,626 |
| Contribution margin (per cover) | |
| Selling price | 135 |
| Variable costs | 40 |
| Contribution Margin | 95 |
| Breakeven even covers | 20,459 |
| Breakeven sales | 2,762,006 |

| Break Even Analysis | | | | | |
|---------------------|-----------|------------------|--------------------|--------------------|-------------|
| Covers | Revenue | Fixed Costs (FC) | Variable Cost (VC) | Total Cost (FC+VC) | Net Profit |
| 0 | 0 | 1,943,626 | 0 | 1,943,626 | (1,943,626) |
| 3,500 | 472,500 | 1,943,626 | 140,000 | 2,083,626 | (1,611,126) |
| 7,000 | 945,000 | 1,943,626 | 280,000 | 2,223,626 | (1,278,626) |
| 10,500 | 1,417,500 | 1,943,626 | 420,000 | 2,363,626 | (946,126) |
| 14,000 | 1,890,000 | 1,943,626 | 560,000 | 2,503,626 | (613,626) |
| 17,500 | 2,362,500 | 1,943,626 | 700,000 | 2,643,626 | (281,126) |
| 21,000 | 2,835,000 | 1,943,626 | 840,000 | 2,783,626 | 51,374 |
| 24,500 | 3,307,500 | 1,943,626 | 980,000 | 2,923,626 | 383,874 |
| 28,000 | 3,780,000 | 1,943,626 | 1,120,000 | 3,063,626 | 716,374 |
| 31,500 | 4,252,500 | 1,943,626 | 1,260,000 | 3,203,626 | 1,048,874 |
| 35,000 | 4,725,000 | 1,943,626 | 1,400,000 | 3,343,626 | 1,381,374 |
| 38,500 | 5,197,500 | 1,943,626 | 1,540,000 | 3,483,626 | 1,713,874 |
| 42,000 | 5,670,000 | 1,943,626 | 1,680,000 | 3,623,626 | 2,046,374 |

Break Even Analysis





8.0 Appendix

8.1 Monthly Profit and Loss

| Pro Forma Income Statement (expressed in Sample Currency) For the year ended December 31, | | | | | | | | | | | | |
|--|----------|---------|---------|---------|---------|---------|---------|---------|---------|----------|----------|----------|
| | Year 1 | | | | | | | | | | | |
| | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 |
| Revenue | 229,500 | 231,795 | 234,113 | 236,454 | 238,819 | 241,207 | 243,619 | 246,055 | 248,516 | 251,001 | 253,511 | 256,046 |
| Direct cost of revenue | 68,000 | 68,680 | 69,367 | 70,060 | 70,761 | 71,469 | 72,183 | 72,905 | 73,634 | 74,371 | 75,114 | 75,865 |
| Gross profit | 161,500 | 163,115 | 164,746 | 166,394 | 168,058 | 169,738 | 171,436 | 173,150 | 174,881 | 176,630 | 178,396 | 180,180 |
| Expenses | | | | | | | | | | | | |
| Startup Costs | | | | | | | | | | | | |
| Paper goods and menu | 2,500 | - | - | - | - | - | - | - | - | - | - | - |
| Branding, uniforms and aprons | 4,500 | - | - | - | - | - | - | - | - | - | - | - |
| Legal and accounting fees | 10,000 | - | - | - | - | - | - | - | - | - | - | - |
| PR and marketing | 10,000 | - | - | - | - | - | - | - | - | - | - | - |
| Operating Expenses | | | | | | | | | | | | |
| Rent | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| Insurance | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 |
| Utilities | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| Credit card processing fee | 3,902 | 3,941 | 3,980 | 4,020 | 4,060 | 4,101 | 4,142 | 4,183 | 4,225 | 4,267 | 4,310 | 4,353 |
| Legal and professional fees | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 |
| Marketing and advertising | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Misc SG&A | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 |
| Salaries and Wages | 127,695 | 127,695 | 127,695 | 127,695 | 127,695 | 127,695 | 127,695 | 127,695 | 127,695 | 127,695 | 127,695 | 127,695 |
| Total Expenses | 186,497 | 159,536 | 159,575 | 159,615 | 159,655 | 159,696 | 159,737 | 159,778 | 159,820 | 159,862 | 159,905 | 159,948 |
| EBITDA | (24,997) | 3,579 | 5,171 | 6,778 | 8,402 | 10,042 | 11,699 | 13,371 | 15,061 | 16,768 | 18,491 | 20,232 |
| Depreciation and amortization expense | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 |
| Interest expense | 4,868 | 4,838 | 4,807 | 4,777 | 4,747 | 4,716 | 4,686 | 4,655 | 4,624 | 4,593 | 4,561 | 4,530 |
| Earnings (loss) before taxes | (35,992) | (7,386) | (5,764) | (4,127) | (2,472) | (802) | 885 | 2,589 | 4,310 | 6,047 | 7,802 | 9,575 |
| Income taxes | - | - | - | - | - | - | - | - | - | - | - | - |
| Net income (loss) | (35,992) | (7,386) | (5,764) | (4,127) | (2,472) | (802) | 885 | 2,589 | 4,310 | 6,047 | 7,802 | 9,575 |

8.2 Monthly Statement of Cash Flows

| Pro Forma Statement of Cash Flows (expressed in Sample Currency) For the years ended December 31, | | | | | | | | | | | | |
|--|-----------|----------|---------|---------|---------|---------|---------|---------|---------|----------|----------|----------|
| | Year 1 | | | | | | | | | | | |
| | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 |
| Cash provided from (used in): | | | | | | | | | | | | |
| CASH FLOW FROM (USED IN) OPERATING ACTIVITIES: | | | | | | | | | | | | |
| Net income (loss) | (35,992) | (7,386) | (5,764) | (4,127) | (2,472) | (802) | 885 | 2,589 | 4,310 | 6,047 | 7,802 | 9,575 |
| Adjustments for: | | | | | | | | | | | | |
| Depreciation and amortization | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 | 6,128 |
| (Increase)/decrease in accounts receivable | (225,738) | (2,257) | (2,280) | (2,303) | (2,326) | (2,349) | (2,373) | (2,396) | (2,420) | (2,444) | (2,469) | (2,494) |
| (Increase)/decrease in inventory | (66,885) | (669) | (676) | (682) | (689) | (696) | (703) | (710) | (717) | (724) | (732) | (739) |
| (Increase)/decrease in prepaid expenses | (11,475) | (115) | (116) | (117) | (118) | (119) | (121) | (122) | (123) | (124) | (126) | (127) |
| Increase/(decrease) in accounts payable | 250,325 | (25,850) | 714 | 721 | 729 | 736 | 743 | 751 | 758 | 766 | 773 | 781 |
| | (83,638) | (30,150) | (1,994) | (379) | 1,251 | 2,897 | 4,560 | 6,239 | 7,935 | 9,648 | 11,378 | 13,124 |
| CASH FLOW FROM (USED IN) FINANCING ACTIVITIES: | | | | | | | | | | | | |
| Issuance of debt | 1,000,000 | - | - | - | - | - | - | - | - | - | - | - |
| Issuance of share capital | 600,000 | - | - | - | - | - | - | - | - | - | - | - |
| Repayment of debt | (6,155) | (6,185) | (6,215) | (6,245) | (6,276) | (6,306) | (6,337) | (6,368) | (6,399) | (6,430) | (6,461) | (6,493) |
| Distributions | - | - | - | - | - | - | - | - | - | - | - | - |
| | 1,593,845 | (6,185) | (6,215) | (6,245) | (6,276) | (6,306) | (6,337) | (6,368) | (6,399) | (6,430) | (6,461) | (6,493) |
| CASH FLOW FROM (USED IN) INVESTING ACTIVITIES: | | | | | | | | | | | | |
| Additions to capital assets | (872,500) | - | - | - | - | - | - | - | - | - | - | - |
| | (872,500) | - | - | - | - | - | - | - | - | - | - | - |
| Change in cash | 637,708 | (36,334) | (8,209) | (6,625) | (5,025) | (3,409) | (1,777) | (128) | 1,537 | 3,218 | 4,917 | 6,632 |
| Cash, Beginning of year | - | 637,708 | 601,373 | 593,164 | 586,540 | 581,515 | 578,106 | 576,330 | 576,201 | 577,738 | 580,956 | 585,873 |
| Cash, end of year | 637,708 | 601,373 | 593,164 | 586,540 | 581,515 | 578,106 | 576,330 | 576,201 | 577,738 | 580,956 | 585,873 | 592,505 |



9.0 References

i Source

ii Source

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