

CONFIDENTIAL

# Cancer Support Center Houston

## Business Plan

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# Executive Summary

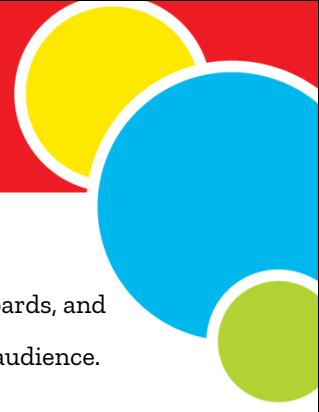
## Summary

Cancer Support Center Houston, founded by the inspirational Nicola Molina-Carranza, is dedicated to meeting the unique needs of cancer patients through a wide range of exceptional beauty services. With personal experience battling ovarian cancer, Nicola understands the deep desire cancer patients have to not only look and feel beautiful but to be heard and understood. This powerful motivation is what sparked the creation of our remarkable business.

At Cancer Support Center Houston, our primary mission is to provide a safe and uplifting haven where cancer patients can receive top-notch beauty services at discounted rates, all while being inspired to overcome their challenges. Strategically located near a hospital, we ensure easy accessibility for our target market. Our focus at Cancer Support Center Houston is primarily on serving women, a potential market of approximately 1 million individuals. Our goal is to raise awareness about our business and form strategic partnerships to touch as many lives as possible. While we will initially operate as a limited liability company (LLC), we have grand plans for future growth, including the establishment of a nonprofit division.

What sets Cancer Support Center Houston apart is our exceptional range of products and services specifically designed to enhance the self-esteem of female cancer patients. From wigs and lashes to counseling and empowering products, we offer an array of innovative services aimed at uplifting and inspiring cancer patients on their journey to recovery.

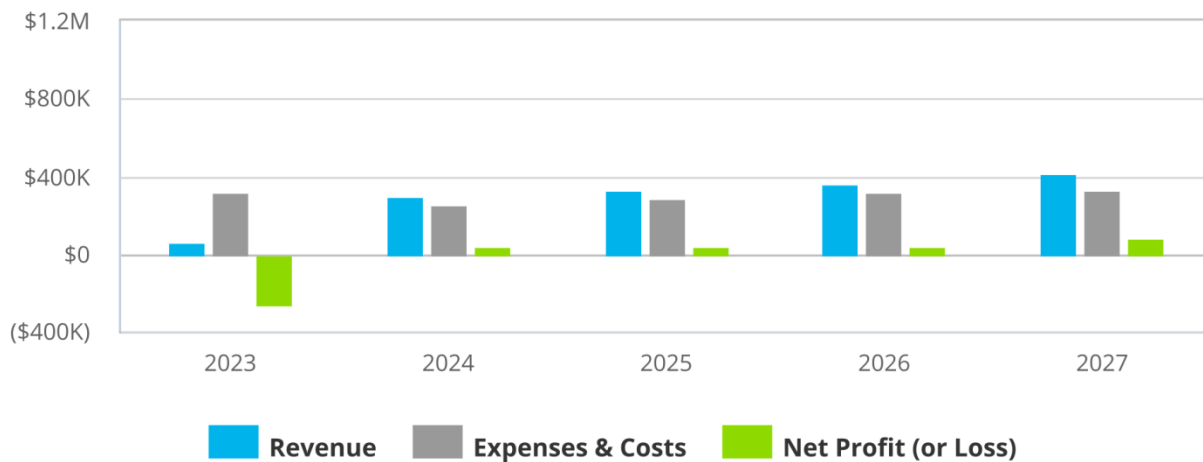
The market for hair wigs and lashes was valued at a staggering \$1.93 billion in 2019, with projections indicating it will reach an impressive \$3 billion by 2028. The eyelash extension industry alone was valued at \$1.36 billion in 2019 and is expected to soar to \$2.31 billion. This remarkable growth is fueled by the increasing awareness among women regarding the transformative power of enhancing their beauty. In today's digital age, where social media plays a significant role, beauty has taken center stage, with women now allocating an average of \$1,800 per year to beauty products. In the vibrant city of Houston, where women earn an average salary of \$32,000, we are strategically positioned to capture the attention of our



target market. With a comprehensive marketing plan that leverages social media platforms, billboards, and word-of-mouth recommendations, we are confident in our ability to reach and resonate with our audience.

## Expectations

### Financial Highlights by Year



### Financing Needed

The Cancer Support Center Houston is actively seeking a funding amount of \$250,000 to address key areas crucial to our spa business. These areas include the renovation of our facility, the acquisition of specialized equipment, the implementation of a comprehensive marketing strategy, the development of a user-friendly website, and the coverage of initial operational expenses. Securing this funding will empower us to deliver outstanding services and support to individuals and families impacted by cancer within our community.

*Please take a moment to review the detailed financial plan outlining the allocation of these funds.*



# Company Overview

## Background

Nicola Molina-Carranza, a stage four cancer patient, experienced firsthand the immense support she needed during her battle with cancer. She soon realized that this support primarily came from her friends and family, and there wasn't a dedicated place for cancer patients to turn to for comprehensive assistance. Motivated by her journey, Nicola envisioned creating a haven where cancer patients could find solace and rejuvenation, all while feeling beautiful inside and out. Thus, the idea for Cancer Support Center Houston was born.

At Cancer Support Center Houston, our primary aim is to provide a wide range of support services tailored specifically for cancer patients. We understand the crucial importance of support, education, and self-care in the journey of healing and recovery. By offering a holistic approach to care, we aspire to create a nurturing environment that addresses the physical, emotional, and psychological needs of our patients.

Our cornerstone service is our spa facility, where patients can enjoy a well-deserved pampering experience. From soothing massages to revitalizing facials, our highly skilled professionals are dedicated to providing a moment of respite and relaxation amidst the challenges of cancer treatment. We believe that feeling good on the outside can greatly impact one's well-being on the inside.

Moreover, Cancer Support Center Houston goes beyond the traditional spa experience. We recognize that knowledge is power, especially when it comes to cancer prevention, treatment options, and overall well-being. We offer educational programs and workshops led by expert healthcare providers to empower our patients. These sessions cover a wide range of topics, including nutrition, exercise, stress management, and coping strategies, equipping patients with the tools they need to confidently navigate their cancer journey.

At the heart of our organization is our unwavering commitment to patient support. We understand that cancer affects not only the individual but also their loved ones. With that in mind, we provide a compassionate and empathetic support network that extends to patients' families and caregivers. We foster



a sense of community and belonging, creating opportunities for patients and their loved ones to connect, share experiences, and find solace in the company of others who truly understand.

In summary, Cancer Support Center Houston is more than just a spa. It is a sanctuary for cancer patients, where they can find the support, education, and moments of respite they need to navigate their cancer journey. By offering a comprehensive range of services, we aim to empower our patients and provide them with the tools and resources necessary to lead fulfilling and meaningful lives, even in the face of cancer.

## Mission & Vision

### Current Alternatives

#### Mission

Our mission is to establish Cancer Support Center Houston as the premier destination for cancer patients seeking the support they need.

#### Vision

We envision creating an environment that is characterized by compassion, empathy, and unwavering support, positioning us as one of the leading institutions for cancer patient support.

#### Goals

- Secure funding of \$250,000
- Gain significant media coverage
- Establish strategic corporate partnerships

#### Objectives

- Apply for SBA loans to support our growth
- Build a strong and recognizable brand presence



## Structure

One of the main objectives of Cancer Support Center Houston is to provide support and enhance the self-esteem of cancer patients, helping them feel more beautiful and confident during their journey. The company will initially operate as a limited liability company (LLC) to establish a strong foundation for growth and sustainability. As we strive to make a significant impact in the lives of cancer patients, our long-term plan includes expanding our organization into a nonprofit entity. This strategic move will enable us to receive donations and grants, allowing us to extend our reach and provide assistance to a larger number of individuals affected by cancer.

## Team

### **Nicola Molina Carranza - Founder**

As the founder of Cancer Support Center Houston (CSCH), Nicola John brings a personal understanding of the challenges and emotions faced by cancer patients. With firsthand experience, she can empathize with their needs and desires, ensuring that CSCH offers the best possible support. Nicola is a Certified IV technician and a former licensed nurse.

### **Jorge Molina - Business Experience**

Jorge, Nicola's husband, has over 10 years of experience working as a J.P. Morgan and Chase business-to-business representative. His expertise in the corporate sector will contribute to the strategic growth and management of CSCH.

### **Sonzarae West - Beauty Advisor**

Person A will play a crucial role in assisting Nicola in delivering exceptional service to the clients of CSCH. With extensive experience as an eyelash technician, She will provide valuable guidance and support, enabling Nicola to enhance the spa experience and cater to the unique needs of cancer patients.



# Products & Services

## Product

Cancer Support Center Houston (CSCH) is a leading spa dedicated to providing a wide range of specialized products and services to support individuals affected by cancer. We are committed to creating a nurturing environment where patients can receive the support they need while also embracing their inner and outer beauty, empowering them to feel confident and strong. At CSCH, we understand the unique needs of our clients and strive to cater to them with our diverse selection of services specifically designed for cancer patients.

In addition to our extensive range of services, CSCH takes pride in offering a carefully curated selection of products that are tailored to meet the distinctive needs of cancer patients. Our product lineup includes:

- **Wigs:** We offer a wide variety of high-quality wigs made from premium materials to ensure optimal comfort, durability, and a natural appearance. Our wigs are designed to provide our clients with a sense of normalcy and confidence during their journey.
- **Hats/Wraps:** For patients who prefer a more casual and comfortable option, we provide a selection of stylish hats and wraps that are specifically crafted for individuals experiencing hair loss. These accessories not only help our clients maintain their personal style but also provide protection and comfort.
- **Eyelashes:** Enhance your natural beauty with our collection of premium eyelashes, carefully selected to cater to the unique needs and preferences of cancer patients. These eyelashes are designed to provide a subtle and elegant touch, allowing our clients to feel beautiful and confident.

At CSCH, our mission is to empower cancer patients by providing them with the support they need to overcome the challenges of their journey. We understand that each individual has specific requirements, which is why our comprehensive array of products and services is tailored to meet their specific needs. Our goal is to ensure that every client receives the care, attention, and personalized support they deserve.





In addition to our services and products for patients, we also have a gift shop that caters to individuals visiting their loved ones at hospitals. Our gift shop offers a wide range of products, including T-shirts, cups, pillows, flowers, and more. Each item is carefully selected to feature a positive or get-well message, providing comfort and support to those who need it most.

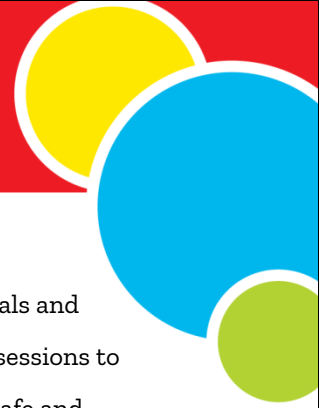
## Services

At Cancer Support Center Houston, we pride ourselves on offering meticulously curated services that prioritize the well-being and satisfaction of our clients. Our goal is to provide an exceptional experience that not only addresses their physical needs but also uplifts their spirits and instills a heightened sense of self-confidence.

When it comes to our services, we go above and beyond to ensure that each client receives personalized care and attention. We understand that every individual is unique, and their journey with cancer is no exception. That's why we offer various services tailored to their specific needs and preferences.

Here are some of the outstanding services we provide:

- **Wig Installation:** Our highly skilled professionals are dedicated to helping patients find the perfect wig that aligns with their unique style and preferences. We understand that hair loss can be a sensitive issue, and we strive to create a comfortable and natural appearance that boosts their confidence and self-esteem.
- **Eyebrow Tattoo:** We offer specialized services for eyebrow tattooing, providing patients with an opportunity to regain their self-assurance and enhance their facial features. Our experts are trained in the latest techniques and will work closely with each client to achieve natural-looking results that complement their beauty.
- **Eyelash Installation:** Our team of trained experts excels in eyelash installation services, catering to clients who desire fuller and more voluminous lashes. We understand that eyelashes can play a significant role in enhancing one's natural beauty, and we are committed to helping our clients achieve the captivating look they desire.



- **Counseling:** We understand that the emotional toll of cancer can be immense for individuals and their loved ones. That's why our experienced professionals offer personalized counseling sessions to provide the necessary support and guidance during this challenging period. We create a safe and compassionate environment where clients can share their thoughts, emotions, and concerns while receiving valuable guidance and coping strategies.
- **IV Hydration:** In addition to our other services, we also provide IV hydration therapy for our clients. This therapy involves administering fluids and medication directly into the bloodstream, ensuring efficient absorption and delivery. Whether clients require hydration, vitamins, or other medications, our trained staff will ensure that they receive the necessary care in a safe and comfortable environment.

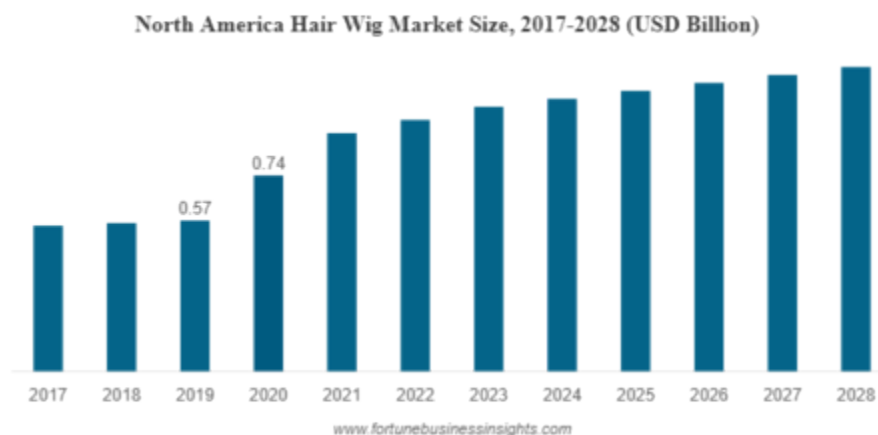
We are dedicated to making a positive impact on the lives of our clients, and our exceptional services are a testament to our commitment. At Cancer Support Center Houston, we strive to go above and beyond to meet the diverse needs of every individual who walks through our doors.

# Market Analysis

## Industry Analysis

### Wig

According to a report by [Fortune Business Insight](#), the global hair wig market has shown remarkable resilience, even during the pandemic. In 2020, the market was valued at \$1.95 billion and is projected to reach an impressive \$3 billion by the year 2028. This growth can be attributed to the increasing emphasis on outward beauty and the rising expenditure on beauty products, which aligns with the trends observed in the cosmetic and beauty market.



It is worth noting that the North American hair wig market is expected to experience continued growth. One of the significant drivers behind this demand surge in North America is the desire among consumers to resemble their favorite movie characters. As a result, companies have responded by producing wigs that closely resemble these characters, further boosting the region's demand. North America holds the biggest market share with \$0.78 billion.

In addition to the hair wig market, the hair salon industry has also demonstrated noteworthy growth. According to [Ibis World](#), the hair salon market in the United States alone was valued at \$51.6 billion in 2022.



This industry has the potential to generate around 1.3 million job opportunities and is expected to continue expanding in the coming years.

### *Eyelash*

According to a report by [Verified Market Research](#), the eyelash extension market shows great potential for growth. In 2020, the market was valued at \$1.36 billion and is projected to reach \$2.31 billion by 2028, exhibiting a promising compound annual growth rate (CAGR) of 6.95% from 2021 to 2028.

A key driver of this growth is the influence of fashion trends and the impact of social media. In today's digital age, where appearances matter more than ever, consumers are increasingly focusing on enhancing their overall appearance. Women, in particular, are becoming more conscious of their looks and are keen on maintaining a presentable appearance at all times.

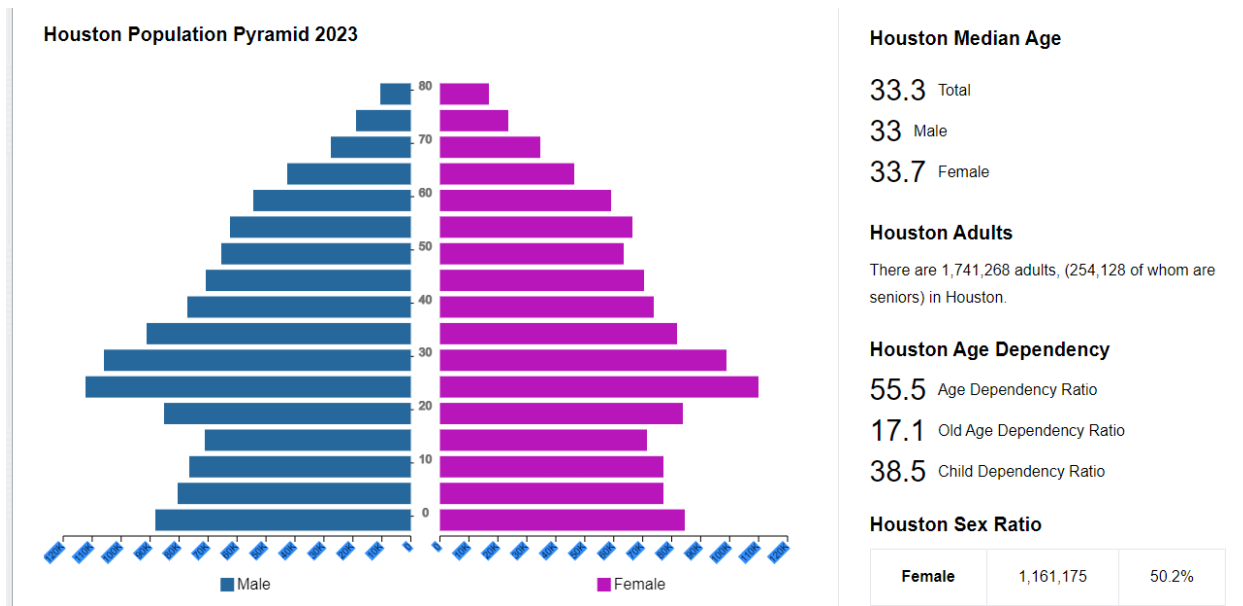
Furthermore, the rise in the number of women in the workforce has contributed to the demand for eyelash extensions. As individuals strive to excel in their careers, women aspire to look their best while working, as it enhances their confidence and professionalism.

In terms of market performance, it is noteworthy that Ardell emerged as one of the top-selling eyelash extension brands in 2019, with a remarkable record of selling 7 million units. Another notable brand, Lash Couture, closely followed with a commendable 4 million units sold.

These figures highlight the robust demand and popularity of eyelash extensions among consumers. As the market continues to evolve, it is essential for businesses in the industry, such as the Cancer Support Center Houston, to capitalize on this growing trend and offer high-quality products and services to meet the increasing demand.

### *Demographic*

[World Population Review](#) states that Houston is estimated to have a population of 2.2 million, with 50.2% females. It is the largest city in Texas and the 4th largest in the country. Houston has an average household income of \$84,179 with a median age of 33.



Furthermore, Houston is considered a multicultural city, mainly due to its academic institutions, industries, and status as a port city. The population is expected to continue to grow, presenting opportunities for businesses in various sectors.

Target Market

In identifying our target market, we have determined that our primary focus will be on females, a demographic that comprises approximately 1.1 million individuals. This figure is supported by a report from Fortune Business Insights, which highlights the significant role cancer patients play in driving the demand for wigs. As we are well aware, the use of chemotherapy, a common treatment for cancer, often results in the unfortunate consequence of hair loss. This prevailing trend underscores the need for a specialized service that caters to the unique needs of individuals undergoing cancer treatment.

Customer Analysis

When conducting an analysis of our customer base, it is crucial to consider the demographic breakdown. In particular, the female demographic stands out, with a higher employment rate compared to males.



Additionally, women have an average salary of \$32,000 per year. Understanding the spending patterns of our target customers is essential, especially when it comes to the amount they invest in beauty and salon services.

**\$37,255** Average Earning

**\$41,159** Average Male

**\$32,339** Average Female

According to a source from [Wise Bread](#), the average woman spends a significant sum of \$1,800 per year on beauty salon visits. This highlights the importance of the beauty industry in the lives of our target customers. Furthermore, [Psychology Today](#) states that women place a higher emphasis on their beauty due to social promotions and marketing of the feminine image.

In today's digital age, social media has further amplified women's self-awareness regarding their outward appearance. This increased awareness has led to a rise in the consumption of beauty products, including wigs and eyelashes. As a result, our spa, the Cancer Support Center Houston, can tap into this growing market by offering a wide range of beauty services and products that cater to the unique needs and preferences of our female customers.



## SWOT

### Strengths

- We have a strong understanding of the needs and requirements of cancer patients.
- We are fortunate to have experienced advisors who provide valuable guidance.
- We have implemented an effective pricing strategy.

### Weaknesses

- Although we are relatively new to the market, we are continuously working on establishing our presence.
- Currently, we have limited funding, which poses a challenge for expansion and growth.

### Opportunities

- We are among the few companies that offer specialized spa services for cancer patients. This unique offering sets us apart from competitors.
- There is sustained demand for such services, indicating a promising market.
- We have identified potential for market growth and are strategically positioning ourselves to capitalize on it.

### Threats

- Financial challenges for patients due to high medical bills may affect their ability to afford our services.
- Economic factors can impact consumer spending and influence the demand for our services.



## Marketing plan

At the heart of Cancer Support Center Houston, lies our compelling mission to elevate our brand through an extensive and comprehensive marketing strategy. We anchor ourselves in the unique story of our founder, leveraging her inspiring personal journey and expertise in the beauty industry to attract and engage potential clients. Our marketing strategies are meticulously crafted to resonate with our target audience and include:

- *Digital Marketing*

- Creation of a dynamic website infused with detailed product information, compelling testimonials, and an intuitive online store.
- Incorporation of Search Engine Optimization (SEO) to enhance our online presence and visibility.
- Active and creative engagement on social media platforms such as Instagram, Facebook, and YouTube to generate interest in our distinctive products and services.
- Constructive partnerships with influencers and beauty bloggers to amplify the reach of our brand.

- *Offline Marketing*

- Active participation in local trade shows, beauty expos, and community events to interact directly with potential customers.
- Distribution of engaging print materials, like brochures and flyers, across salons, spas, and beauty supply stores.
- Placement of compelling advertisements in local newspapers, magazines, and online classifieds.
- Rollout of appealing referral programs to reward our existing customers and foster a strong sense of community.

- *Strategic Partnerships*





- Forming synergistic alliances with salons, barbershops, and beauty supply stores to cross-promote products and services.
- Collaboration with makeup artists, stylists, and estheticians to curate exclusive package deals.
- Offering exclusive benefits and discounts to our loyal customers, fanning the flames of repeat business.

#### Customer Experience

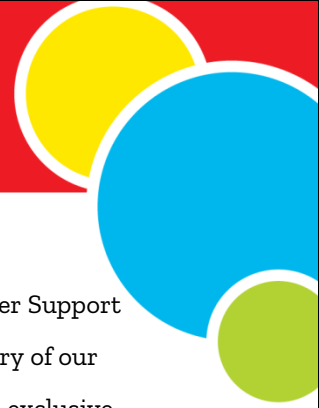
- Ensuring nothing short of an exceptional customer service experience, tailored to each client at our spa.
- Offering professional consultations for customers seeking advice on hair wigs or eyelashes.
- Providing dedicated after-sales support, including maintenance tips for wigs and eyelash extension care guides.
- Regularly soliciting customer feedback and reviews to foster continuous improvement of our products and services.

#### Billboard

To supplement our digital efforts, a visually engaging digital billboard will be strategically positioned in a high-traffic area. This powerful medium will serve to attract potential customers who may not frequent social media but are often on the move. By placing our brand under the spotlight, we aim to spark interest and pique curiosity about our unique services.

#### Membership

Experience the host of enticing benefits that our exclusive membership program offers. By becoming a member, individuals unlock significant discounts, priority treatment, and timely notifications of upcoming events while enjoying the privilege of reserving seats ahead of others. This sense of inclusivity and exclusivity reinforces the bond between our brand and our loyal members.



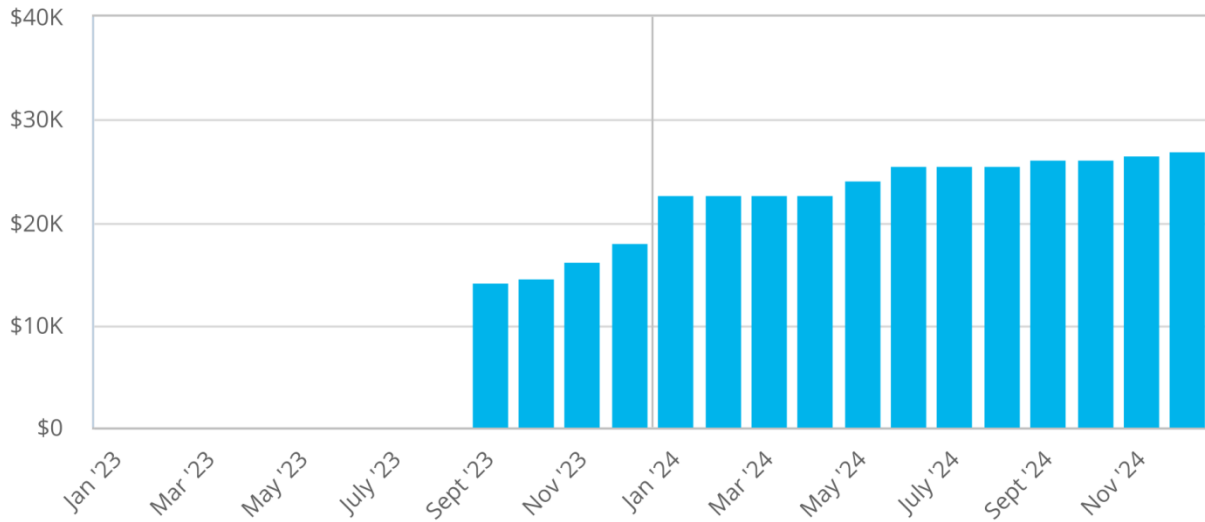
With these strategic marketing endeavors, we are confident of not only raising the profile of Cancer Support Center Houston but also reaching and resonating with our target markets. From the inspiring story of our founder, engaging social media content, and eye-catching billboards, to our informative flyers and exclusive membership programs, we aim to become a trusted and compassionate haven for those seeking beauty services and support on their journey to regain confidence.



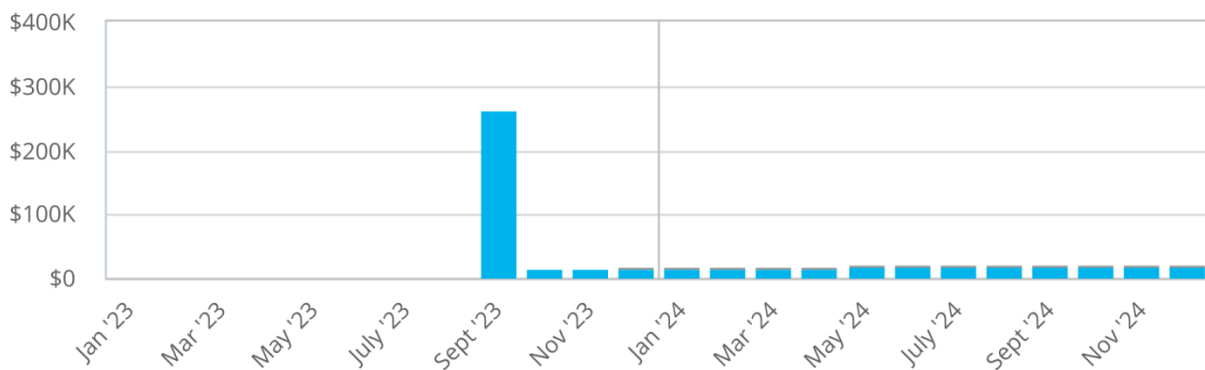
# Financial Plan

## Forecast

### Revenue by Month



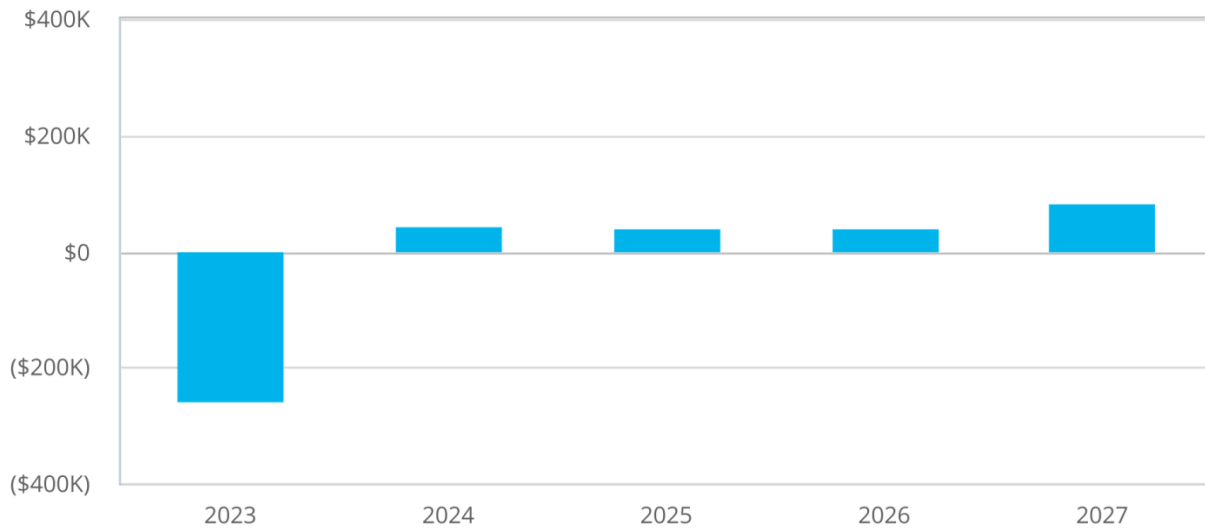
### Expenses by Month



Direct Costs
  Expenses



**Net Profit (or Loss) by Year**



## Financing

**Sources of Funds**

The Cancer Support Center Houston plans to secure funding for its spa operations. We will pursue a business loan from a bank, targeting \$250,000. This funding will support initial expenses, equipment, staff, and marketing campaigns. With the bank's support, we can provide top-quality cancer support services and deliver exceptional experiences to our clients.

**Use of Funds**

The funding will be allocated as follows:

- - Building lease \$63,000
- - First three months' expenses of \$27,950
- - Renovations: \$40,000
- - Furniture: \$35,000
- - Equipment: \$25,000



- - LLC & State compliance: \$20,000
- - Business insurance: \$600
- - Website development: \$2,000
- - Marketing: \$20,000
- - Inventory: \$16,450

## Statements

### Projected Profit and Loss

	2023	2024	2025	2026	2027
<b>Revenue</b>	<b>\$62,859</b>	<b>\$297,660</b>	<b>\$333,428</b>	<b>\$362,083</b>	<b>\$419,794</b>
<b>Direct Costs</b>	<b>\$8,564</b>	<b>\$40,168</b>	<b>\$45,302</b>	<b>\$49,242</b>	<b>\$59,302</b>
Gross Margin	\$54,295	\$257,492	\$288,126	\$312,841	\$360,492
<b>Gross Margin %</b>	<b>86%</b>	<b>87%</b>	<b>86%</b>	<b>86%</b>	<b>86%</b>
<b>Operating Expenses</b>					
Salaries & Wages	\$6,600	\$33,000	\$59,400	\$79,200	\$79,200
Employee Related Expenses	\$1,320	\$6,600	\$11,880	\$15,840	\$15,840
Rent	\$36,000	\$108,000	\$108,000	\$108,000	\$108,000
Utilities	\$1,100	\$3,300	\$3,300	\$3,300	\$3,300
Marketing	\$3,143	\$14,883	\$16,671	\$18,104	\$20,990
Repairs and Maintenance	\$600	\$3,200	\$3,500	\$3,500	\$3,500
Insurance	\$140	\$420	\$420	\$420	\$420
General Administration	\$3,000	\$12,900	\$14,350	\$14,350	\$16,500
Startup Expense	\$250,000				
<b>Total Operating Expenses</b>	<b>\$301,903</b>	<b>\$182,303</b>	<b>\$217,521</b>	<b>\$242,714</b>	<b>\$247,750</b>
<b>Operating Income</b>	<b>(\$247,608)</b>	<b>\$75,189</b>	<b>\$70,605</b>	<b>\$70,127</b>	<b>\$112,742</b>
Interest Incurred	\$7,492	\$29,730	\$29,311	\$28,838	\$28,306
Depreciation and Amortization					



Gain or Loss from Sale of Assets					
Income Taxes	\$0	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$317,960</b>	<b>\$252,201</b>	<b>\$292,134</b>	<b>\$320,794</b>	<b>\$335,358</b>
<b>Net Profit</b>	<b>(\$255,101)</b>	<b>\$45,459</b>	<b>\$41,294</b>	<b>\$41,289</b>	<b>\$84,436</b>
<b>Net Profit / Sales</b>	<b>(406%)</b>	<b>15%</b>	<b>12%</b>	<b>11%</b>	<b>20%</b>

## Projected Balance Sheet

	2023	2024	2025	2026	2027
Cash	(\$2,821)	\$41,267	\$79,068	\$116,605	\$197,214
Accounts Receivable	\$0	\$0	\$0	\$0	\$0
Inventory					
Other Current Assets					
<b>Total Current Assets</b>	<b>(\$2,821)</b>	<b>\$41,267</b>	<b>\$79,068</b>	<b>\$116,605</b>	<b>\$197,214</b>
Long-Term Assets					
Accumulated Depreciation					
<b>Total Long-Term Assets</b>					
<b>Total Assets</b>	<b>(\$2,821)</b>	<b>\$41,267</b>	<b>\$79,068</b>	<b>\$116,605</b>	<b>\$197,214</b>
Accounts Payable	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$3,046	\$4,981	\$5,214	\$5,660	\$6,563
Short-Term Debt	\$3,306	\$3,725	\$4,198	\$4,730	\$5,330
Prepaid Revenue					
<b>Total Current Liabilities</b>	<b>\$6,352</b>	<b>\$8,706</b>	<b>\$9,412</b>	<b>\$10,390</b>	<b>\$11,893</b>
Long-Term Debt	\$245,927	\$242,202	\$238,005	\$233,275	\$227,945
<b>Long-Term Liabilities</b>	<b>\$245,927</b>	<b>\$242,202</b>	<b>\$238,005</b>	<b>\$233,275</b>	<b>\$227,945</b>
<b>Total Liabilities</b>	<b>\$252,279</b>	<b>\$250,908</b>	<b>\$247,416</b>	<b>\$243,665</b>	<b>\$239,838</b>
Paid-In Capital					
Retained Earnings		(\$255,101)	(\$209,642)	(\$168,348)	(\$127,059)

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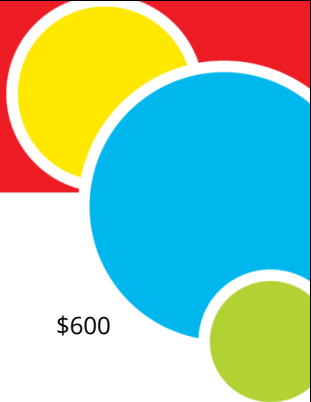




Earnings	(\$255,101)	\$45,459	\$41,294	\$41,289	\$84,436
<b>Total Owner's Equity</b>	<b>(\$255,101)</b>	<b>(\$209,642)</b>	<b>(\$168,348)</b>	<b>(\$127,059)</b>	<b>(\$42,623)</b>
<b>Total Liabilities &amp; Equity</b>	<b>(\$2,821)</b>	<b>\$41,267</b>	<b>\$79,068</b>	<b>\$116,605</b>	<b>\$197,214</b>

## Projected Cash Flow Statement

	2023	2024	2025	2026	2027
<b>Net Cash Flow from Operations</b>					
Net Profit	(\$255,101)	\$45,459	\$41,294	\$41,289	\$84,436
Depreciation & Amortization					
Change in Accounts Receivable	\$0	\$0	\$0	\$0	\$0
Change in Inventory					
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0	\$0	\$0
Change in Sales Tax Payable	\$3,046	\$1,935	\$233	\$446	\$903
Change in Prepaid Revenue					
<b>Net Cash Flow from Operations</b>	<b>(\$252,055)</b>	<b>\$47,394</b>	<b>\$41,527</b>	<b>\$41,735</b>	<b>\$85,339</b>
<b>Investing &amp; Financing</b>					
Assets Purchased or Sold					
<b>Net Cash from Investing</b>					
Investments Received					
Dividends & Distributions					



Change in Short-Term Debt	\$3,306	\$419	\$472	\$532	\$600
Change in Long-Term Debt	\$245,927	(\$3,725)	(\$4,198)	(\$4,730)	(\$5,330)
<b>Net Cash from Financing</b>	<b>\$249,233</b>	<b>(\$3,306)</b>	<b>(\$3,725)</b>	<b>(\$4,198)</b>	<b>(\$4,730)</b>
Cash at Beginning of Period	\$0	(\$2,821)	\$41,267	\$79,068	\$116,605
Net Change in Cash	(\$2,821)	\$44,088	\$37,802	\$37,537	\$80,609
<b>Cash at End of Period</b>	<b>(\$2,821)</b>	<b>\$41,267</b>	<b>\$79,068</b>	<b>\$116,605</b>	<b>\$197,214</b>

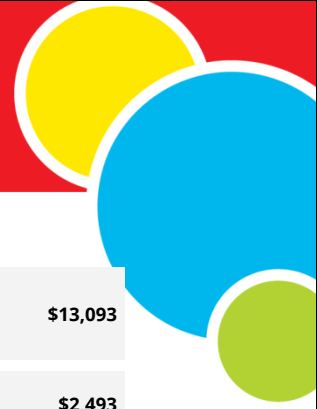


# Appendix

## Profit and Loss Statement (With Monthly Detail)

2023	Jan '23	Feb '23	Mar '23	Apr '23	May '23	June '23	July '23	Aug '23	Sept '23	Oct '23	Nov '23	Dec '23
<b>Total Revenue</b>									\$14,125	\$14,525	\$16,150	\$18,060
<b>Total Direct Costs</b>									\$1,891	\$1,935	\$2,264	\$2,474
Gross Margin									\$12,234	\$12,590	\$13,886	\$15,586
<b>Gross Margin %</b>									87%	87%	86%	86%
<b>Operating Expenses</b>												
Salaries and Wages									\$1,650	\$1,650	\$1,650	\$1,650
Employee Related Expenses									\$330	\$330	\$330	\$330
Rent									\$9,000	\$9,000	\$9,000	\$9,000
Utilities									\$275	\$275	\$275	\$275
Marketing									\$706	\$726	\$807	\$903
Repairs and Maintenance									\$150	\$150	\$150	\$150
Insurance									\$35	\$35	\$35	\$35
General Administration									\$750	\$750	\$750	\$750
Startup Expense									\$250,000			

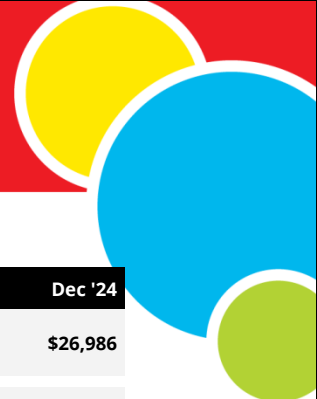
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<b>Total Operating Expenses</b>	<b>\$262,896</b>	<b>\$12,916</b>	<b>\$12,997</b>	<b>\$13,093</b>
<b>Operating Income</b>	<b>(\$250,663)</b>	<b>(\$327)</b>	<b>\$888</b>	<b>\$2,493</b>
Interest Incurred		\$2,500	\$2,497	\$2,495
Depreciation and Amortization				
Gain or Loss from Sale of Assets				
Income Taxes	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$264,787</b>	<b>\$17,351</b>	<b>\$17,759</b>	<b>\$18,062</b>
<b>Net Profit</b>	<b>(\$250,663)</b>	<b>(\$2,827)</b>	<b>(\$1,609)</b>	<b>(\$2)</b>
<b>Net Profit / Sales</b>	<b>(1,775%)</b>	<b>(19%)</b>	<b>(10%)</b>	<b>0%</b>

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2024	Jan '24	Feb '24	Mar '24	Apr '24	May '24	June '24	July '24	Aug '24	Sept '24	Oct '24	Nov '24	Dec '24
<b>Total Revenue</b>	\$22,746	\$22,746	\$22,746	\$22,746	\$24,146	\$25,576	\$25,576	\$25,576	\$26,101	\$26,101	\$26,611	\$26,986
<b>Total Direct Costs</b>	\$3,121	\$3,121	\$3,121	\$3,121	\$3,275	\$3,432	\$3,432	\$3,432	\$3,490	\$3,490	\$3,546	\$3,587
Gross Margin	\$19,625	\$19,625	\$19,625	\$19,625	\$20,871	\$22,144	\$22,144	\$22,144	\$22,611	\$22,611	\$23,065	\$23,399
<b>Gross Margin %</b>	<b>86%</b>	<b>86%</b>	<b>86%</b>	<b>86%</b>	<b>86%</b>	<b>87%</b>	<b>87%</b>	<b>87%</b>	<b>87%</b>	<b>87%</b>	<b>87%</b>	<b>87%</b>
<b>Operating Expenses</b>												
Salaries and Wages	\$1,650	\$1,650	\$1,650	\$1,650	\$3,300	\$3,300	\$3,300	\$3,300	\$3,300	\$3,300	\$3,300	\$3,300
Employee Related Expenses	\$330	\$330	\$330	\$330	\$660	\$660	\$660	\$660	\$660	\$660	\$660	\$660
Rent	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
Utilities	\$275	\$275	\$275	\$275	\$275	\$275	\$275	\$275	\$275	\$275	\$275	\$275
Marketing	\$1,137	\$1,137	\$1,137	\$1,137	\$1,207	\$1,279	\$1,279	\$1,279	\$1,305	\$1,305	\$1,331	\$1,349
Repairs and Maintenance	\$150	\$250	\$250	\$250	\$250	\$250	\$300	\$300	\$300	\$300	\$300	\$300
Insurance	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35
General Administration	\$750	\$750	\$750	\$950	\$950	\$950	\$1,200	\$1,200	\$1,200	\$1,200	\$1,500	\$1,500
Startup Expense												
<b>Total Operating Expenses</b>	<b>\$13,327</b>	<b>\$13,427</b>	<b>\$13,427</b>	<b>\$13,627</b>	<b>\$15,677</b>	<b>\$15,749</b>	<b>\$16,049</b>	<b>\$16,049</b>	<b>\$16,075</b>	<b>\$16,075</b>	<b>\$16,401</b>	<b>\$16,419</b>
<b>Operating Income</b>	<b>\$6,298</b>	<b>\$6,198</b>	<b>\$6,198</b>	<b>\$5,998</b>	<b>\$5,194</b>	<b>\$6,395</b>	<b>\$6,095</b>	<b>\$6,095</b>	<b>\$6,536</b>	<b>\$6,536</b>	<b>\$6,665</b>	<b>\$6,980</b>
Interest Incurred	\$2,492	\$2,490	\$2,487	\$2,484	\$2,482	\$2,479	\$2,476	\$2,474	\$2,471	\$2,468	\$2,465	\$2,462

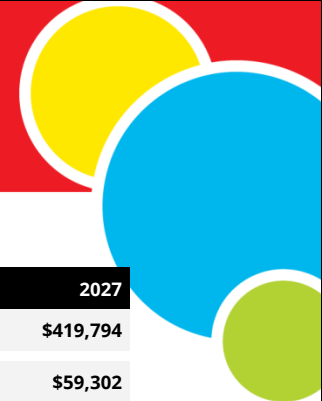
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Depreciation and Amortization												
Gain or Loss from Sale of Assets												
Income Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$18,940</b>	<b>\$19,038</b>	<b>\$19,035</b>	<b>\$19,233</b>	<b>\$21,434</b>	<b>\$21,660</b>	<b>\$21,957</b>	<b>\$21,954</b>	<b>\$22,036</b>	<b>\$22,033</b>	<b>\$22,412</b>	<b>\$22,469</b>
<b>Net Profit</b>	<b>\$3,806</b>	<b>\$3,708</b>	<b>\$3,711</b>	<b>\$3,514</b>	<b>\$2,712</b>	<b>\$3,916</b>	<b>\$3,619</b>	<b>\$3,622</b>	<b>\$4,066</b>	<b>\$4,068</b>	<b>\$4,200</b>	<b>\$4,518</b>
<b>Net Profit / Sales</b>	<b>17%</b>	<b>16%</b>	<b>16%</b>	<b>15%</b>	<b>11%</b>	<b>15%</b>	<b>14%</b>	<b>14%</b>	<b>16%</b>	<b>16%</b>	<b>16%</b>	<b>17%</b>

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	2023	2024	2025	2026	2027
<b>Total Revenue</b>	<b>\$62,859</b>	<b>\$297,660</b>	<b>\$333,428</b>	<b>\$362,083</b>	<b>\$419,794</b>
<b>Total Direct Costs</b>	<b>\$8,564</b>	<b>\$40,168</b>	<b>\$45,302</b>	<b>\$49,242</b>	<b>\$59,302</b>
Gross Margin	\$54,295	\$257,492	\$288,126	\$312,841	\$360,492
<b>Gross Margin %</b>	<b>86%</b>	<b>87%</b>	<b>86%</b>	<b>86%</b>	<b>86%</b>
<b>Operating Expenses</b>					
Salaries and Wages	\$6,600	\$33,000	\$59,400	\$79,200	\$79,200
Employee Related Expenses	\$1,320	\$6,600	\$11,880	\$15,840	\$15,840
Rent	\$36,000	\$108,000	\$108,000	\$108,000	\$108,000
Utilities	\$1,100	\$3,300	\$3,300	\$3,300	\$3,300
Marketing	\$3,143	\$14,883	\$16,671	\$18,104	\$20,990
Repairs and Maintenance	\$600	\$3,200	\$3,500	\$3,500	\$3,500
Insurance	\$140	\$420	\$420	\$420	\$420
General Administration	\$3,000	\$12,900	\$14,350	\$14,350	\$16,500
Startup Expense	\$250,000				
<b>Total Operating Expenses</b>	<b>\$301,903</b>	<b>\$182,303</b>	<b>\$217,521</b>	<b>\$242,714</b>	<b>\$247,750</b>
<b>Operating Income</b>	<b>(\$247,608)</b>	<b>\$75,189</b>	<b>\$70,605</b>	<b>\$70,127</b>	<b>\$112,742</b>
Interest Incurred	\$7,492	\$29,730	\$29,311	\$28,838	\$28,306
Depreciation and Amortization					
Gain or Loss from Sale of Assets					
Income Taxes	\$0	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$317,960</b>	<b>\$252,201</b>	<b>\$292,134</b>	<b>\$320,794</b>	<b>\$335,358</b>
<b>Net Profit</b>	<b>(\$255,101)</b>	<b>\$45,459</b>	<b>\$41,294</b>	<b>\$41,289</b>	<b>\$84,436</b>
<b>Net Profit / Sales</b>	<b>(406%)</b>	<b>15%</b>	<b>12%</b>	<b>11%</b>	<b>20%</b>

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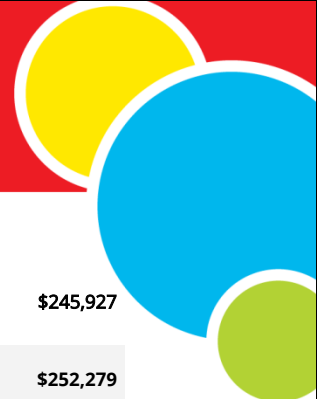




**Balance Sheet (With Monthly Detail)**

2023	Jan '23	Feb '23	Mar '23	Apr '23	May '23	June '23	July '23	Aug '23	Sept '23	Oct '23	Nov '23	Dec '23
Cash									\$220	(\$2,834)	(\$3,690)	(\$2,821)
Accounts Receivable									\$0	\$0	\$0	\$0
Inventory												
Other Current Assets												
<b>Total Current Assets</b>									<b>\$220</b>	<b>(\$2,834)</b>	<b>(\$3,690)</b>	<b>(\$2,821)</b>
Long-Term Assets												
Accumulated Depreciation												
<b>Total Long-Term Assets</b>												
<b>Total Assets</b>									<b>\$220</b>	<b>(\$2,834)</b>	<b>(\$3,690)</b>	<b>(\$2,821)</b>
Accounts Payable									\$0	\$0	\$0	\$0
Income Taxes Payable									\$0	\$0	\$0	\$0
Sales Taxes Payable									\$883	\$908	\$1,917	\$3,046
Short-Term Debt									\$3,209	\$3,241	\$3,273	\$3,306
Prepaid Revenue												
<b>Total Current Liabilities</b>									<b>\$4,092</b>	<b>\$4,149</b>	<b>\$5,190</b>	<b>\$6,352</b>
Long-Term Debt									\$246,791	\$246,506	\$246,218	\$245,927

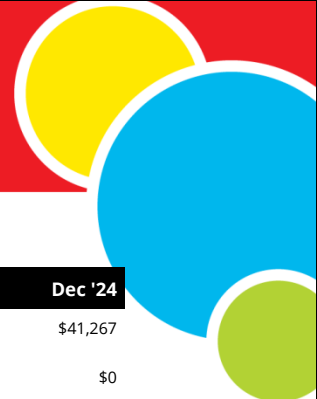
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Long-Term Liabilities	\$246,791	\$246,506	\$246,218	\$245,927
<b>Total Liabilities</b>	<b>\$250,883</b>	<b>\$250,655</b>	<b>\$251,408</b>	<b>\$252,279</b>
Paid-In Capital				
Retained Earnings				
Earnings	(\$250,663)	(\$253,489)	(\$255,098)	(\$255,101)
<b>Total Owner's Equity</b>	<b>(\$250,663)</b>	<b>(\$253,489)</b>	<b>(\$255,098)</b>	<b>(\$255,101)</b>
<b>Total Liabilities &amp; Equity</b>	<b>\$220</b>	<b>(\$2,834)</b>	<b>(\$3,690)</b>	<b>(\$2,821)</b>

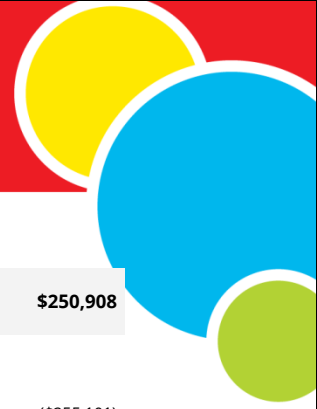
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2024	Jan '24	Feb '24	Mar '24	Apr '24	May '24	June '24	July '24	Aug '24	Sept '24	Oct '24	Nov '24	Dec '24
Cash	(\$901)	\$3,966	\$8,833	\$9,234	\$13,184	\$18,425	\$18,837	\$23,778	\$29,192	\$29,779	\$35,354	\$41,267
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventory												
Other Current Assets												
<b>Total Current Assets</b>	<b>(\$901)</b>	<b>\$3,966</b>	<b>\$8,833</b>	<b>\$9,234</b>	<b>\$13,184</b>	<b>\$18,425</b>	<b>\$18,837</b>	<b>\$23,778</b>	<b>\$29,192</b>	<b>\$29,779</b>	<b>\$35,354</b>	<b>\$41,267</b>
Long-Term Assets												
Accumulated Depreciation												
<b>Total Long-Term Assets</b>												
<b>Total Assets</b>	<b>(\$901)</b>	<b>\$3,966</b>	<b>\$8,833</b>	<b>\$9,234</b>	<b>\$13,184</b>	<b>\$18,425</b>	<b>\$18,837</b>	<b>\$23,778</b>	<b>\$29,192</b>	<b>\$29,779</b>	<b>\$35,354</b>	<b>\$41,267</b>
Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$1,421	\$2,843	\$4,265	\$1,421	\$2,930	\$4,529	\$1,598	\$3,197	\$4,828	\$1,632	\$3,295	\$4,981
Short-Term Debt	\$3,339	\$3,372	\$3,406	\$3,440	\$3,475	\$3,509	\$3,544	\$3,580	\$3,616	\$3,652	\$3,688	\$3,725
Prepaid Revenue												
<b>Total Current Liabilities</b>	<b>\$4,760</b>	<b>\$6,215</b>	<b>\$7,671</b>	<b>\$4,861</b>	<b>\$6,405</b>	<b>\$8,038</b>	<b>\$5,142</b>	<b>\$6,777</b>	<b>\$8,444</b>	<b>\$5,284</b>	<b>\$6,983</b>	<b>\$8,706</b>
Long-Term Debt	\$245,634	\$245,337	\$245,037	\$244,735	\$244,429	\$244,120	\$243,809	\$243,494	\$243,176	\$242,854	\$242,530	\$242,202
<b>Long-Term Liabilities</b>	<b>\$245,634</b>	<b>\$245,337</b>	<b>\$245,037</b>	<b>\$244,735</b>	<b>\$244,429</b>	<b>\$244,120</b>	<b>\$243,809</b>	<b>\$243,494</b>	<b>\$243,176</b>	<b>\$242,854</b>	<b>\$242,530</b>	<b>\$242,202</b>

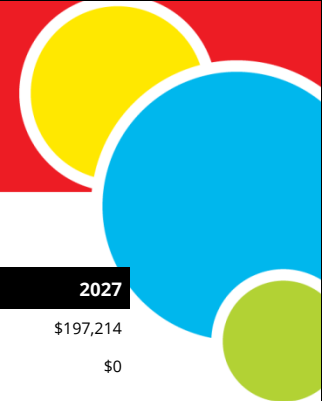
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<b>Total Liabilities</b>	<b>\$250,394</b>	<b>\$251,552</b>	<b>\$252,709</b>	<b>\$249,596</b>	<b>\$250,834</b>	<b>\$252,159</b>	<b>\$248,951</b>	<b>\$250,271</b>	<b>\$251,619</b>	<b>\$248,138</b>	<b>\$249,513</b>	<b>\$250,908</b>
Paid-In Capital												
Retained Earnings	(\$255,101)	(\$255,101)	(\$255,101)	(\$255,101)	(\$255,101)	(\$255,101)	(\$255,101)	(\$255,101)	(\$255,101)	(\$255,101)	(\$255,101)	(\$255,101)
Earnings	\$3,806	\$7,514	\$11,225	\$14,739	\$17,451	\$21,367	\$24,986	\$28,608	\$32,674	\$36,742	\$40,942	\$45,459
<b>Total Owner's Equity</b>	<b>(\$251,295)</b>	<b>(\$247,587)</b>	<b>(\$243,876)</b>	<b>(\$240,362)</b>	<b>(\$237,650)</b>	<b>(\$233,733)</b>	<b>(\$230,114)</b>	<b>(\$226,493)</b>	<b>(\$222,427)</b>	<b>(\$218,359)</b>	<b>(\$214,159)</b>	<b>(\$209,642)</b>
<b>Total Liabilities &amp; Equity</b>	<b>(\$901)</b>	<b>\$3,966</b>	<b>\$8,833</b>	<b>\$9,234</b>	<b>\$13,184</b>	<b>\$18,425</b>	<b>\$18,837</b>	<b>\$23,778</b>	<b>\$29,192</b>	<b>\$29,779</b>	<b>\$35,354</b>	<b>\$41,267</b>

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	2023	2024	2025	2026	2027
Cash	(\$2,821)	\$41,267	\$79,068	\$116,605	\$197,214
Accounts Receivable	\$0	\$0	\$0	\$0	\$0
Inventory					
Other Current Assets					
<b>Total Current Assets</b>	<b>(\$2,821)</b>	<b>\$41,267</b>	<b>\$79,068</b>	<b>\$116,605</b>	<b>\$197,214</b>
Long-Term Assets					
Accumulated Depreciation					
<b>Total Long-Term Assets</b>					
<b>Total Assets</b>	<b>(\$2,821)</b>	<b>\$41,267</b>	<b>\$79,068</b>	<b>\$116,605</b>	<b>\$197,214</b>
Accounts Payable	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$3,046	\$4,981	\$5,214	\$5,660	\$6,563
Short-Term Debt	\$3,306	\$3,725	\$4,198	\$4,730	\$5,330
Prepaid Revenue					
<b>Total Current Liabilities</b>	<b>\$6,352</b>	<b>\$8,706</b>	<b>\$9,412</b>	<b>\$10,390</b>	<b>\$11,893</b>
Long-Term Debt	\$245,927	\$242,202	\$238,005	\$233,275	\$227,945
<b>Long-Term Liabilities</b>	<b>\$245,927</b>	<b>\$242,202</b>	<b>\$238,005</b>	<b>\$233,275</b>	<b>\$227,945</b>
<b>Total Liabilities</b>	<b>\$252,279</b>	<b>\$250,908</b>	<b>\$247,416</b>	<b>\$243,665</b>	<b>\$239,838</b>
Paid-In Capital					
Retained Earnings		(\$255,101)	(\$209,642)	(\$168,348)	(\$127,059)
Earnings	(\$255,101)	\$45,459	\$41,294	\$41,289	\$84,436
<b>Total Owner's Equity</b>	<b>(\$255,101)</b>	<b>(\$209,642)</b>	<b>(\$168,348)</b>	<b>(\$127,059)</b>	<b>(\$42,623)</b>
<b>Total Liabilities &amp; Equity</b>	<b>(\$2,821)</b>	<b>\$41,267</b>	<b>\$79,068</b>	<b>\$116,605</b>	<b>\$197,214</b>

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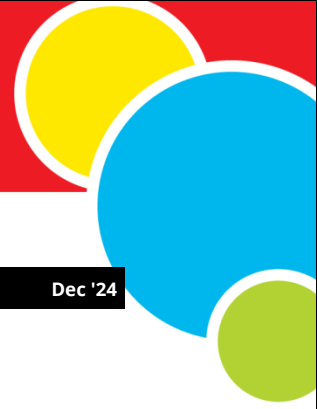
**Cash Flow Statement (With Monthly Detail)**

2023	Jan '23	Feb '23	Mar '23	Apr '23	May '23	June '23	July '23	Aug '23	Sept '23	Oct '23	Nov '23	Dec '23
<b>Net Cash Flow from Operations</b>												
Net Profit									(\$250,663)	(\$2,827)	(\$1,609)	(\$2)
Depreciation & Amortization												
Change in Accounts Receivable									\$0	\$0	\$0	\$0
Change in Inventory												
Change in Accounts Payable									\$0	\$0	\$0	\$0
Change in Income Tax Payable									\$0	\$0	\$0	\$0
Change in Sales Tax Payable									\$883	\$25	\$1,009	\$1,129
Change in Prepaid Revenue												
<b>Net Cash Flow from Operations</b>									<b>(\$249,780)</b>	<b>(\$2,802)</b>	<b>(\$600)</b>	<b>\$1,127</b>
<b>Investing &amp; Financing</b>												
Assets Purchased or Sold												

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<b>Net Cash from Investing</b>				
Investments Received				
Dividends & Distributions				
Change in Short-Term Debt	\$3,209	\$32	\$32	\$33
Change in Long-Term Debt	\$246,791	(\$285)	(\$288)	(\$291)
<b>Net Cash from Financing</b>	<b>\$250,000</b>	<b>(\$253)</b>	<b>(\$256)</b>	<b>(\$258)</b>
Cash at Beginning of Period	\$0	\$220	(\$2,834)	(\$3,690)
Net Change in Cash	\$220	(\$3,055)	(\$856)	\$869
<b>Cash at End of Period</b>	<b>\$220</b>	<b>(\$2,834)</b>	<b>(\$3,690)</b>	<b>(\$2,821)</b>



2024	Jan '24	Feb '24	Mar '24	Apr '24	May '24	June '24	July '24	Aug '24	Sept '24	Oct '24	Nov '24	Dec '24
<b>Net Cash Flow from Operations</b>												
Net Profit	\$3,806	\$3,708	\$3,711	\$3,514	\$2,712	\$3,916	\$3,619	\$3,622	\$4,066	\$4,068	\$4,200	\$4,518
Depreciation & Amortization												
Change in Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Inventory												
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Sales Tax Payable	(\$1,625)	\$1,422	\$1,422	(\$2,844)	\$1,509	\$1,599	(\$2,931)	\$1,599	\$1,631	(\$3,196)	\$1,663	\$1,686
Change in Prepaid Revenue												
<b>Net Cash Flow from Operations</b>	<b>\$2,181</b>	<b>\$5,130</b>	<b>\$5,133</b>	<b>\$670</b>	<b>\$4,221</b>	<b>\$5,515</b>	<b>\$688</b>	<b>\$5,221</b>	<b>\$5,697</b>	<b>\$872</b>	<b>\$5,863</b>	<b>\$6,204</b>
<b>Investing &amp; Financing</b>												
Assets Purchased or Sold												
<b>Net Cash from Investing</b>												

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Investments Received												
Dividends & Distributions												
Change in Short-Term Debt	\$33	\$33	\$34	\$34	\$34	\$35	\$35	\$35	\$36	\$36	\$37	\$37
Change in Long-Term Debt	(\$294)	(\$297)	(\$300)	(\$303)	(\$306)	(\$309)	(\$312)	(\$315)	(\$318)	(\$321)	(\$324)	(\$328)
<b>Net Cash from Financing</b>	<b>(\$261)</b>	<b>(\$263)</b>	<b>(\$266)</b>	<b>(\$269)</b>	<b>(\$271)</b>	<b>(\$274)</b>	<b>(\$277)</b>	<b>(\$279)</b>	<b>(\$282)</b>	<b>(\$285)</b>	<b>(\$288)</b>	<b>(\$291)</b>
Cash at Beginning of Period	(\$2,821)	(\$901)	\$3,966	\$8,833	\$9,234	\$13,184	\$18,425	\$18,837	\$23,778	\$29,192	\$29,779	\$35,354
Net Change in Cash	\$1,920	\$4,867	\$4,867	\$401	\$3,950	\$5,241	\$411	\$4,941	\$5,414	\$587	\$5,575	\$5,913
<b>Cash at End of Period</b>	<b>(\$901)</b>	<b>\$3,966</b>	<b>\$8,833</b>	<b>\$9,234</b>	<b>\$13,184</b>	<b>\$18,425</b>	<b>\$18,837</b>	<b>\$23,778</b>	<b>\$29,192</b>	<b>\$29,779</b>	<b>\$35,354</b>	<b>\$41,267</b>

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	2023	2024	2025	2026	2027
<b>Net Cash Flow from Operations</b>					
Net Profit	(\$255,101)	\$45,459	\$41,294	\$41,289	\$84,436
Depreciation & Amortization					
Change in Accounts Receivable	\$0	\$0	\$0	\$0	\$0
Change in Inventory					
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0	\$0	\$0
Change in Sales Tax Payable	\$3,046	\$1,935	\$233	\$446	\$903
Change in Prepaid Revenue					
<b>Net Cash Flow from Operations</b>	<b>(\$252,055)</b>	<b>\$47,394</b>	<b>\$41,527</b>	<b>\$41,735</b>	<b>\$85,339</b>
<b>Investing &amp; Financing</b>					
Assets Purchased or Sold					
<b>Net Cash from Investing</b>					
Investments Received					
Dividends & Distributions					
Change in Short-Term Debt	\$3,306	\$419	\$472	\$532	\$600
Change in Long-Term Debt	\$245,927	(\$3,725)	(\$4,198)	(\$4,730)	(\$5,330)
<b>Net Cash from Financing</b>	<b>\$249,233</b>	<b>(\$3,306)</b>	<b>(\$3,725)</b>	<b>(\$4,198)</b>	<b>(\$4,730)</b>
Cash at Beginning of Period	\$0	(\$2,821)	\$41,267	\$79,068	\$116,605
Net Change in Cash	(\$2,821)	\$44,088	\$37,802	\$37,537	\$80,609
<b>Cash at End of Period</b>	<b>(\$2,821)</b>	<b>\$41,267</b>	<b>\$79,068</b>	<b>\$116,605</b>	<b>\$197,214</b>

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