

Sample Restaurant Business Plan

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Financial Forecast

The projected annual sales of \$608000 in year one, \$628064 in year two, and \$643766 in year three are based on estimates from an existing restaurant operation. The net income for the year one operating period is projected at \$18622. Year two operating period is projected at \$20173, and year three at \$21367.

Capital Required / Financing

Loan #1: Equipment, Lease Holds & Working Capital A loan in the amount of \$50000 will be acquired to purchase the assets required and to complete the leasehold improvements for the project. The term of the loan is 5 years at 7.00% interest rate.

Line of Credit: A line of credit in the amount is \$10000 will be financed through a local financial institution. The line of credit will be accessed to cover unforeseen shortfalls in working capital required for the project. The interest on the line of credit will be paid based on an as used basis and will be calculated at 7.00% based on the balance outstanding.

Mailing

Sample Business Plan - Restaurant
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The World 55555-5555

Contacts

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Southwest Credit Union Ltd.
Swift Current, SK Phone
306-778-1800

Lawyer / Solicitor

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Swift Current, SK
306-773-7025

Business Description

This is a new restaurant that will be a totally unique concept for the anywhere. The idea came to the owner when the current facility was offered to him because of his ownership of a Family Restaurant. This location has proven in the past to be an excellent place for a restaurant. This restaurant, tentatively named Restaurant, will serve a dual purpose by providing family dining as well as an area for upscale intimate dining. A diverse family menu will sport generous portions at reasonable prices and will also have a unique Texas Midwestern theme. The fine dining area will have its' own smaller yet unique menu, which will be changed on a regular basis. The decor of Restaurant will follow a south western styling with brick, beige colours, black metal tubing, a fountain and garden styling. One of the more unique features of this restaurant is that in addition to its' very unique decor it will provide entertainment via a live cooking exhibition that will be used to serve food directly to a portion of the clientele.

Business Vision / Business History

The mission will be to exceed the customers' expectations in every sense by providing ambiance for every sensory perception. The atmosphere and food will please the customers hearing, taste, smell, touch and sight, and provide an exciting creative environment. The employees will be trained with exceptional customer service and will be empowered to make decisions based on the business philosophies.

Ownership Structure

An incorporated company will be formed with Any Person as the sole shareholder. The information for the new business is as follows: Restaurant's Family Restaurant Ltd. - tentative Box 5000 Swift Current, SK S9H 4M6 Phone (306) 773-0380 Fax (306) 778-6906 Owner: Any Person About the Owner: Any Person is an active member of the community who currently owns and operates another Family Restaurant at the corner of Hwy 13 & 41. Any Person has operated this restaurant for four and one half years. Prior to this he worked in the restaurant industry as a sales person for food equipment suppliers for several years. Any Person is a member and director on the City Chamber of Commerce. He also serves on the leadership team for the new Business Retention and Expansion initiative.

Products Descriptions

The operation will be a full service restaurant that serves mostly western style foods that include the following: Family Dining Menu This menu will consist of a diverse array of items for breakfast, lunch and dinner, which will be served all day. The portions will be large and the prices will be reasonable. A variety of side dishes, appetizers, drinks, liquor, deserts and other items will be offered to augment the menu. While the menu will mostly consist of western style food, it will be flavoured with the theme of Texas Midwestern. Items like steak and ribs with their own unique flavour will be part of the menu.

Fine Dining Menu: This menu will consist of gourmet specialties served to meet the ultimate dining pleasure. It will be augmented with a variety of wines, liquors, deserts and other items to compliment the menu and enhance the experience. Menus will be changed and updated on an ongoing basis to reflect the demands of the customers.

Unique Features: This restaurant is about more than great food; it is about creating dining pleasure and entertainment for the customers. There will be several unique features that will be new to the community. The restaurant will house a cooking show. A special kiosk will be set up where food will be prepared in front of the customers. Certain tables will be reserved for ticketed clients who wish to have front row viewing and watch their food being prepared by the chef. The entire restaurant will be able to view the cooking show, however, the main kitchen will serve most of the restaurant. The fine dining area will provide a very intimate, quality atmosphere for those who wish to have that special night out. The idea will be to provide a dining pleasure that appeals to persons wishing to celebrate that special occasion or that intimate meal with that special person. Smorgs will be scheduled for certain days. The smorgs will be unique and will offer made to order omelettes, waffles and other foods that can be quickly created in the open cooking kiosk.

Additionally, the idea is to also offer the open cook show for viewing on channel 10 cable. Details will be provided as this idea develops further.

Research & Development

Through his existing establishment, Any Person has defined a need for something new and different in the market place. He realizes that the population is aging and that he must cater to that group. The older population also serve to draw in a large portion of family dining because they are often the central figure in a family outing. Any Person also knows the expected traffic that will be drawn off the highway due to the excellent location of this new restaurant and the draw from the motels in the vicinity.

Production Processes

Only the best quality produce will be used in the production of the food. Staff will be trained in exceptional customer service. Menus will change regularly to accommodate customer demands. Nightly features will be offered in the fine dining section.

Market Size, Growth & Trends

Recent years have seen the start-up of several new restaurants in the city, particularly franchise operations. The industry is fairly stable though there is no major growth expected in the near future. One should consider that the Any Where economy is currently stagnant because poor grain prices and drought in the agricultural sector, and there is little activity in the oil and gas industry. It is expected that the local economy will improve in the next few year with several new initiatives underway for economic generation and the push for a new regional hospital in Any Where.

The size of Anywhere remains constant, however, it has become an aging population. Anywhere is also considered a great place to raise a family and there is a sizable population of families with school age children. The population is approximately 16,000 and the trading area for the city is considered around 45,000. Another key area of the market is tourism or highway traffic. Tourism has become one of anywhere's primary industries with regular and constant growth. This trend is likely to continue into the future to maintain a stable or small amount of growth in the restaurant industry, for those located along the Trans Canada highway. Any Person's current restaurant, the other place, produces 75% of it's sales from highway traffic.

Product Segments

The following are groups or segments of potential customers:

- Seniors
- Families
- Business
- Executives – 25 to 60 years
- Travellers – all ages & families

Consumer Demographics

This restaurant will provide a lure for the general population no matter the age or appetite. The most significant demographics to consider in the local restaurant industry are the aging population, and the families with school age children. Tourism and travellers are also a significant portion of the potential market for a restaurant located on the Main highway.

Industry Participants / Competition

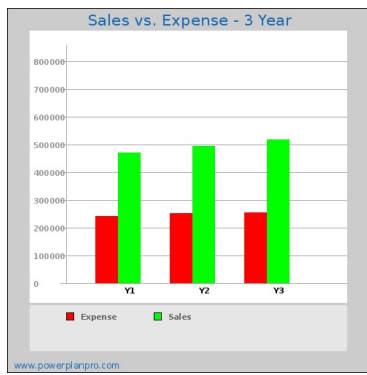
There are basically three groups of restaurants existing in Any Where. These are as follows:

- Fast Food – All major franchises. They rely on people in a hurry, people on a tight budget, children, and highway traffic.
- Family Restaurants – Mostly privately owned restaurants with few franchises. They rely on family's and people with moderate to upper incomes, highway traffic(depending on location), and serve to offer some variety to the local population.
- Fine Dining - Mostly privately owned restaurants with few franchises. They rely mostly on special occasions, upper income family's, and travellers.

Market Share & Sales Forecast

It is reasonable to assume that given the location, size of operation, and Unique concept of this restaurant, that it will produce sales in excess of the existing operation. The projections set out in this plan, however, are based on a more conservative estimate.

The projected annual sales of \$608000 in year one, \$628064 in year two, and \$643766 in year three are based on estimates from an existing restaurant operation. The net income for the year one operating period is projected at \$18622. Year two operating period is projected at \$20173, and year three at \$21367.



Marketing & Promotion Strategy

A marketing program will be developed around the central theme of the restaurant and will be promoted through radio and newspaper advertising, posters, and the yellow pages. Coupons will be issued for the family dining section to encourage immediate sales. Visible signage will be erected to attract both local and highway traffic. It is expected that word of mouth will be a powerful medium for drawing in local traffic. Any Person is also very active in the community and will promote the restaurant through his affiliation with many groups and organizations. Charity events will be sponsored for additional public relations and a 10% discount will be applied to seniors to attract that market.

Product Strategy / Pricing Strategy

The restaurant will provide a two-part product strategy to attract customers. These are as follows: Family Dining – Quality food, large portions and menu, quality service and entertainment. Fine Dining – Gourmet foods, elegant ambiance and setting for pleasurable mood, and unique entertainment experience.

Facility Requirements / Location Analysis

Restaurant's will be located in the Holiday Inn on the North Service Road East. The restaurant contains 100 seats and is in a 165-room Motel. The space will be leased at \$4106 per month plus 10% of overall Utilities and 20% of the Motel property taxes.

Production Process / Work Flow

The restaurant will draw from a pool of existing employees, from Humpty's, to accommodate part time requirements. Other staff will be hired and trained as required. There is always a shortage of qualified staff in the restaurant industry and it is anticipated that 40% of hired staff come qualified, while 60% require training. The training will be preformed by management and other qualified staff who are familiar with procedures, policy and the philosophies. Some outsourcing of training will occur in areas like customer service and conflict management.

Operations / Production Description

The regular hours of operation will be 6:00am to 12:00am seven days a week. The only expected day of closure will be Christmas Day and the hours may be extended in the busy summer season. This location offers a capacity for 100 persons in addition to a kitchen and preparation area. There will be qualified staff available at all times. The business will require a city business licence, a liquor licence and a Saskatchewan Health Inspection. There are no problems anticipated in acquiring these.

Management Controls & Policies

Customer service policies will be adopted for training of all employees to ensure the highest standards are met and maintained. Other policies for day-to-day operations will be implemented to ensure smooth operations and accountability of employees. These would include: Till slips for day-to-day sales Spreadsheets to record day-to-day sales & expense Accounts payable records in accounting software Monthly inventory counts 100% cash sales

Inventory / Buying & Control

An inventory of between \$8000 and \$12000 will be carried. The inventory turn over in the restaurant is high due to the need for fresh produce and meats. The projection has allowed for an inventory of \$15000. Family Restaurant's will utilize suppliers of the existing operation with the potential for volume discounts and future savings on supplies and inventory. No amount has been budgeted for potential discounts. The following are the expected suppliers and their terms of payment:

- Serca/Bridge – 7 day/C.O.D.
- Wholesale – C.O.D.
- Treen's Packers – 15 days
- Grama Bep's – 30 days

Organizational Structure

Management: Any Person Responsible for overall management, operations and training.

Restaurant Supervisor: To be hired Responsible for service staff (waiters, hosts, etc.), scheduling of front-end operations and inventory, and training in conjunction with management.

Kitchen Supervisor: To be hired Responsible for kitchen staff, scheduling of kitchen operations, kitchen inventory and training in conjunction with management.

Strengths & Weaknesses

Any person brings much strength to the restaurant from his experience. He currently operates a restaurant that houses a team of 15 staff members. Any Person started work in the food industry selling food supplies when he was 18. He travelled southwest Any Place from somewhere to another place and gained a good understanding of the Any Where Trading area. He moved to Another Town and worked in the restaurant equipment and chemical industry for 8 years, which further increased his knowledge of the restaurant industry. He has owned and operated A Family Restaurant for the past 5 years and has gained valuable experience in the operation of a successful restaurant.

Any Person loves dealing with the public and has very good people skills. He also realizes his weakness for bookkeeping and the day-to-day accounting systems for which he hires competent people to accommodate. Any Person's experience and knowledge of his own strengths and weakness will ensure that supervisors with appropriate skills are hired to assist in the management of the restaurant. One of the key strengths of the new restaurant is that costs will be lowered as a result of the ability to balance and streamline the assets and employee base of two operations. In particular Any Person will manage both restaurants reducing the cost of management salary to both locations.

Salaries Compensation

Any Person: \$2000 month

Restaurant Supervisor: \$1600 - \$2000 month

Kitchen Supervisor: \$2000 - \$2400 month

Position Descriptions

Chefs: Prepare food specifically designed for this style of restaurant

Waiters: Serve the clients and offer superior customer service and satisfaction

Hosts: Greet and seat the customers, list house specials and events, initiate relations with the customer for the ultimate dining experience.

Bussing: Clear tables efficiently and provide additional service to customers as requested.

Wages

Chefs: \$1800 to \$2400 month

Waiters: \$6.00 per hour plus tips

Hosts: \$8.00 per hour plus tips

Bussing: \$6.00 per hour plus tips

Market Training

The manager and supervisors will perform most of the training appropriate to this operation. Other industry appropriate training will be sought to accommodate the best quality training available. Any Place Best training from Tourism Any Place offers many brief courses and seminars that may be utilized.

SECTION N1 - PROJECT COST & FINANCING SUMMARY

Project Cost Summary

All values are based on best estimate from industry operating statistics, and actual professional appraisals or cost quotes from suppliers.

Buildings	150,001
Renovations / Leasehold Improvements	68,000
Manufacturing / Warehouse Equipment	54,500
Inventory Opening	20,000
Total Project Costs	<u>292,501</u>

Project Financing Summary

Contributed Cash	82,000
Loans / Leases	195,750
Line of Credit	14,751
Total Financing	<u>292,501</u>

Note: A line of credit of 14,751 will be required for the initial startup of the operation. This line of credit will be secured from a financial institution and interest charges will only be incurred on the amount used or outstanding. The actual amount required for an operating line of credit required to cover operations in the first year will be shown in the cash flow projections based on the expected events of the first twelve months of operation.

The following notes detail the specific assets, loans and contributions for the project.

Building Cost:

The total building cost of the project is 150,001. The purchase cost or development cost of additional buildings required including utility installation & hook up for water, sewer, power, energy, engineers, consultants and contractors is 150,001.

Renovations or Leasehold Improvements:

The total cost for renovations and leasehold improvements is 68,000. This cost involves necessary renovations, leasehold improvements or development cost of the building/facility including all necessary costs for services such as water, sewer, power, energy, etc.

Equipment & Furniture Cost:

The total equipment & furniture cost of the project is 54,500. The purchase cost for all additional equipment & furniture required is 54,500. This included all retail / display equipment & furnishing, all manufacturing / warehousing equipment, and all office equipment & furniture.

Inventory Cost:

The initial cost for the purchase of inventory required is 20,000. The total opening inventory value of the project is 20,000.

Total Assets Contributed:

No assets have been contributed to this project.

Total Assets Purchased:

The total cost of assets purchased for the project is 292,501. This included:

Buildings	150,001
Renovations / Leasehold Improvements	68,000
Manufacturing / Warehouse Equipment	54,500
Inventory Opening	20,000

Total Cash Contributed:

Proprietor/Partner/Shareholders Loans	72,000
Sale of Shares / Stock (Corp. Only)	10,000

The total amount of cash contributed to purchase assets and cover the required funds for working capital of the project is 82,000.

Total Contributed Equity:

Proprietor/Partner/Shareholders Loans	72,000
Sale of Shares / Stock	10,000

The total contributed equity involving assets contributed to the project, and cash contributed towards the purchase of assets and the required working capital of the project is 82,000.

Financing Required:

The total amount of financing required to be borrowed to purchase assets and cover working capital required is 195,750. And will be financed through the loans stated below.

Loans/Leases #1: (Year 1 Loan)	144,750
Loans/Leases #2: (Year 1 Loan)	51,000

No line of credit is required for this project.

New Loans

Loan #1 [Building Loan] (Starting in year 1):

The loan amount is **\$144,750** and will be accessed to purchase some or all of the additional assets required for the project.

The term of the loan is **15** years at **5.5%** interest rate.

Loan #2 [Equipment Loan] (Starting in year 1):

The loan amount is **\$51,000** and will be accessed to purchase some or all of the additional assets required for the project.

The term of the loan is **5** years at **7%** interest rate.

Loan / Lease #2 (Year 1 Loan)

The loan amount is 51,000 and will be accessed to purchase some or all of the additional assets required for the project. The term of the loan is 5 years at 7.00% interest rate.

Line of Credit:

No line of credit is required for the first year operation of this project.

Summary of Project Funding:

This would included any loans in year two or three.

Cash Contributed for Project	82,000
Loans / leases	195,750

This section will provide notes about sales, cost of goods and margins to be expected for the operation.

Sales:

The projected annual sales of 476,781 in year one, 500,737 in year two, and 526,008 in year three are based on estimate only. For the year one operating period, sales are incurred by the following categories:

New at an annual total of 780.
Food & Liquor Sales at an annual total of 476,001.

The projected revenue generated from each sale category on an annual and monthly basis is based on industry operating statistics as well as consultations with professionals and suppliers. The total sales percentage break down incurred by the stated categories in the year one operating period are as follows:

New at 0.2% of total annual sales.
Food & Liquor Sales at 99.8% of total annual sales.

The monthly break down of total sales incurred in the year one operating period are as follows: Month 1 at 5.9% of total annual sales, Month 2 at 6.3%, Month 3 at 6.7% , Month 4 at 7.3%, Month 5 at 8.5%, Month 6 at 9.0%, Month 7 at 9.0% , Month 8 at 9.4%, Month 9 at 9.4%, Month 10 at 9.4%, Month 11 at 9.4%, Month 12 at 9.4%.

Charge & Cash Sales:

There will be no charge sales in this business operation. The business will operate strictly on a cash basis.

Cost of Sales & Gross Margin:

The over all cost of goods sold (COGS) and gross margin (GM) percentages for the stated sales categories are as follows:

New with a 43.0% COGS and 57.0% GM
Food & Liquor Sales with a 30.0% COGS and 70.0% GM

All cost of sales and gross margin percentages are based on industry operating statistics and consultations with professionals and suppliers. Please note that the cost of sales percentages represents the costs of the products (inventory) that was sold during the period as a percentage of total sales. The cost of sales include all freight, insurance, direct labor, materials and any other expenses directly related to the purchase of goods to be sold to the consumer.

The gross margin is the difference between total sales and cost of goods sold as a percentage of total sales, and represents the margin of profit the business generates. With all goods and services combined, the overall average cost of sales is 30.0% with an overall average gross margin of 70.0% for the first year of operation.

Gross Margin Dollars:

The annual gross margin dollars after deducting the direct cost of inventory replacement to total gross sales incurred for the year one operating period is 333,646. Year two is projected at 350,415, and year three at 368,109.

The following notes explain the operating expenses for the project.

Sales & Expense Increases:

Sales are projected to increase by 5.0% in year 2, and increase 5.0% in year three. Expenses are projected to increase by 4.1% in year 2 and increase 1.3% in year 3 to adjust for inflation and increases or decreases in the normal operation costs. (Year one includes setup and one time fees for this calculation.)

Depreciation:

Depreciation is the expense which approximates the use of the firm's fixed assets. Yearly depreciation expense is based on an annual rate, which varies according to the asset categories. The depreciation rate in the year of acquisition of all assets is only 50% of the normal allowance.

Accounting:

The total projected expense for accounting for the year one operating period is estimated at 1,700. The total expense involves:

1. Bookkeeping fees of 1,200 in the first year for professional bookkeeping service.
2. Accounting fees of 500 for the preparation of year end financial statements for income tax purposes.

Advertising/Marketing:

To ensure that an increased share of market is captured, advertising and marketing is estimated at 1,200 for the first operating period. Advertising / marketing has been budgeted as 0.3% of sales in the first year, 0.2% in year two and 0.2% in year three. Advertising and marketing have been budgeted including the following items:

Radio & Television	600
Newspaper / Publication	600

The advertising / marketing fees in the operating period of year two are projected to increase by 3.0% and increase in year three by 3.1%.

Bad Debt:

The projected amount of bad debt expense for the year one operating period is 954. Bad debt will be incurred from bad cheques or poor credit customers and has been estimated at 0.20000000000000001% of total gross sales. The bad debt expense in the year two and year three operating periods is projected to increase or decrease commensurate with sales incurred.

Bank Charges:

Bank charges for the year one operating period have been projected at 2,400. This estimate includes bank service fees for the following: fees for cheque writing; fees on all sales conducted by Visa or Master Card; fees for all sales conducted by a point of purchase debit card terminal. The year two and year three operating periods projected estimate will increase or decrease commensurate with sales incurred.

Business License:

The business license fee for the year one operating period is projected at 101. The business license fee from city hall or local rural municipal office is based on the type of business operation, and the square footage of operating space used. The business license fee in the operating period of year two is projected to increase by 3.0% and increase in year three by 2.9%.

Business Name Search & Registration:

The business name search & registration fee will be a one time charge of 360, with an annual renewal of 50. These costs will cover government registration cost for the business. The business name search & registration fee in the operating period of year two is projected to increase by 0.0% and increase in year three by 0.0%.

Other Licenses:

The expected first year costs for other licenses is 250. Other licenses will cover the cost of special licenses required to operate this type of business. The other licenses fees in the operating period of year two are projected to increase 3.2% and increase in year three by 3.1%.

Delivery, Freight & Postage:

Delivery & freight expense for the year one operating period is projected at 3,960. This expense will include charges other than direct delivery charges to bring in inventory. Normal delivery & freight charges from suppliers are included in the cost of sales total. This expense is passed on to the consumer through the retail sales price. The delivery & freight expense in the year two and year three operating periods is projected to increase or decrease with sales incurred.

Depreciation:

The calculated depreciation for year one operating period is projected at 10,900. Year two is projected at 20,438, and year three at 17,944. The depreciation has been calculated using the capital cost allowance method. The depreciation rate in the year of acquisition is only 50%, which is the norm for most locations.

Insurance:

Insurance expense for the year one operating period is projected at 2,400. This expense is for comprehensive business liability insurance, with full replacement for fire and theft, public liability, product liability, business interruption and any other protection required. The insurance expense in the year two is projected to increase by 3.0% and increase in year three by 3.0%.

Legal Fees:

There will be a one time legal fees in year one for the business setup of 2000. The legal fees are setup to cover costs associated with preparation of contracts, purchase of land or buildings, the registration and incorporation of the business, and other misc. items. The legal fees in the operating period of year two are projected to increase by 0.0% and increase in year three by 0.0%.

Interest Payments:

Loan #1 [Building Loan] (Starting in Year 1)

The interest payment on loan #1 for the year one operating period is projected at 7,802.

The year two payment is projected at 7,441.

The year three payment is projected at 7,060.

Loan #2 [Equipment Loan] (Starting in Year 1)

The interest payment on loan #2 for the year one operating period is projected at 3,290.

The year two payment is projected at 2,652.

The year three payment is projected at 1,968.

Loan / Lease #2 (Year 1 Loan) Interest Payments:

The interest payment on the loan #2 for the year one operating period is projected at 3,290. The year two payment is projected at 2,652, and the year three payment at 1,968.

Principal Payments:

Loan #1 [Building Loan] (Starting in Year 1)

The principal payment on loan #1 for the year one operating period is projected at 6,391.

The year two payment is projected at 6,751.

The year three payment is projected at 7,132.

Loan #2 [Equipment Loan] (Starting in Year 1)

The principal payment on loan #2 for the year one operating period is projected at 8,828.

The year two payment is projected at 9,466.

The year three payment is projected at 10,150.

Loan / Lease #2 (Year 1 Loan) Principal Payments:

The loan principal payment for loan #2 in the year one operating period is projected at 8,828. The year two payment is projected at 9,466 and the year three payment at 10,150.

Line of Credit Interest Payments:

The amount of line of credit interest incurred for the year one operating period is projected at 7. Year two operating period is projected at 0, and year three at 0. The line of credit interest rate was set at 9%.

Miscellaneous Expense:

As a contingency, the amount of 840 in the first year has been budgeted for unforeseen operating costs (unusual expenses). The miscellaneous expense in the operating period of year two is projected to increase by 3.0% and increase in year three by 3.0%.

Office / Store Supplies:

Office & store supplies expense for the year one operating period has been projected at 3,000. This amount will cover all office supplies such as pens, paper, stationary, letterhead, cash register supplies, receipts, invoices, journal books, postage, business cards, etc. The office & store supplies expense in the operating period of year two is projected to increase by 3.0% and increase in year three by 3.0%.

Property Tax:

Property tax expense for the year one operating period has been projected at 6,200. The property tax expense in the operating period of year two is projected to increase by 4.8% and increase in year three by 3.0%.

Repairs & Maintenance:

Repairs & maintenance expense for the year one operating period is projected at 1,200. This expense is incurred from vehicle, equipment, and facilities repairs. The repairs & maintenance expense in the operating period of year two is projected to increase by 3.0% and increase in year three by 3.0%.

Telephone & Communications:

Telephone & communications expense for the year one operating period is projected at 1,200. There will also be one time setup fees and deposits of 120 in the first year. This expense will be incurred to accommodate hook up services for telephone, cellular phone, fax line, and computer line; as well as anticipated long distance charges related general business and re-supply orders, facsimile, computer line charges, and internet connections. The telephone expense in the operating period of year two is projected to increase by 3.0% and increase in year three by 3.0%.

Utilities:

Utilities expense for the year one operating period is projected at 36,000. One time setup fees and deposits of 300 will also be incurred in the first year. This expense will be incurred to accommodate all hook up service fees and deposit charges, as well as regular monthly usage fees for water, sewer, power, energy, and garbage pick up. The utilities expense in the operating period of year two is projected to increase by 3.0% and increase in year three by 3.0%.

Vehicle Expense:

Vehicle expense for the year one operating period is projected at 1,200. This expense includes licenses & registration, the cost of fuel, oil, and general maintenance for vehicles operated by the business. The vehicle expense in the operating period of year two is projected to increase by 3.0% and increase in year three by 3.0%.

Wages / Salaries Management:

Management wages expense in the year one operating period is projected at 24,000. This amount is to ensure that management is fully remunerated for their qualifications and the level of responsibility associated with this business operation. Modest performance increase has been built in at 3.0% in year two and 3.0% in year three.

Wages / Salaries Employees:

Employees wages expense in the year one operating period is projected at 120,000. This amount includes employees that will work full time at 40 hours per week; employees that will work part time and casual for various amounts of hours per week; and also commission and contract positions. The employees wages expense is projected to increase by 3.0% in year two and increase by 3.0% in year three.

Wage Benefits:

Wage benefits expense in the year one operating period is projected at 11,040. This expense will involve pensions and other benefits, holiday pay, vacation pay, and other items that the business will be required to remit or pay, and has been estimated at 8% of total wages paid. The wage benefit expense is projected to increase by 3.0% in year two and increase by 3.0% in year three.

Total Expenses:

The total operating expenses for the year one operating period is projected at 244,867. Year two operating period is projected to increase to 254,888, and to increase in year three to 258,080.

This section is an overview of the income, cash position and the break even point for the business.

Operating Income Before Income Tax & Line of Credit Interest:

The total operating income for the year one operating period is projected at 88,779. Year two operating period is projected to be 95,527 with year three projected at 110,029.

Net Income Before Tax:

The net income for the year one operating period is projected at 88,772. Year two operating period is projected at 95,527, and year three at 110,029. Please note that the net income is calculated after depreciation deductions, and before loan principal payments and income tax deductions.

Cash Surplus/Deficit:

The cash surplus for the year one operating period is projected at 67,897. Year two surplus is projected at 147,330, and year three surplus at 230,208. The cash surplus or deficit total is calculated by adding back depreciation and then subtracting debt principal payments towards the long term debt. As well as taking into consideration any sales conducted on credit terms.

Breakeven Sales Volume:

The breakeven sales volume for the year one operating period is projected at 349,820 with an average monthly sales volume required of 29,152. Year two operating period breakeven sales volume is projected at 364,126 with an average monthly breakeven sales volume of 30,344; and year three breakeven sales volume is projected at 368,686 with an average monthly breakeven sales volume of 30,724.

Breakeven sales are calculated by dividing total annual expenses, including loan principal payments by the average projected gross margin obtained from gross sales incurred. Breakeven sales volume increased in year two because all expenses have increased by 4.1% and have increased in year three because all expenses have increased by 1.3% to adjust for inflation, fluctuations in the operations and sales, and other variables.

Financial projections should not be considered as statements of fact because they depend on future events that can not be guaranteed. Consequently, the actual financial results of this operation may vary from projections and descriptions that are attached herein

The attached documents have been prepared by "Sample Restaurant Business Plan". "Sample Restaurant Business Plan" does not assume any liability or responsibility for assumptions made in this financial projections or business plan.

FINANCIAL PROJECTIONS

PROJECT ASSUMPTIONS - PAGE 1

NAME: Sample Restaurant Business Plan												PERIOD: December 2012 - November 2013					DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)						
MONTHLY SALES %	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	TOTAL										
YEAR 1	5.9%	6.3%	6.7%	7.3%	8.5%	9.0%	9.0%	9.4%	9.4%	9.4%	9.4%	9.4%	100%										

TOTAL SALES:	YEAR 1	476,781	YEAR 2	500,737	YEAR 3	526,008										
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SALES % BY CATEGORY - YEAR 1

New	0.0%											New	100.0%
New	0.2%											New	57.0%
New	0.0%											New	100.0%
New	0.0%											New	100.0%
Food & Liquor Sales	99.8%											Food & Liquor Sales	70.0%

GROSS MARGIN % - YEAR 1

COST OF SALES % - YEAR 1

New	0.0%
New	43.0%
New	0.0%
New	0.0%
Food & Liquor Sales	30.0%

CHARGE SALES %

30 DAY R.O.A.	0.0%
60 DAY R.O.A.	0.0%
90 DAY R.O.A.	0.0%

CASH SALES %

100.0%

CASH PURCHASES %

30 DAY R.O.A.	100.0%
60 DAY R.O.A.	0.0%
90 DAY R.O.A.	0.0%

	Opening	Year 1	Year 2	Year 3	Year 1 Dep. Rate
Building(s)		150,001	0	0	5.0%
Renovations / Leasehold Improvements		68,000	0	0	5.0%
Manufacturing / Warehouse Equipment		54,500	0	0	20.0%
Inventory Costs	20,000	1,000	1,000	2,000	
TOTAL ASSETS	20,000	273,501	1,000	2,000	

PROJECT ASSUMPTIONS - PAGE 2

NAME: Sample Restaurant Business Plan **PERIOD:** December 2012 - November 2013 **DATE PREPARED:** 08/27/2011
(Unaudited - See Notice to Reader)

CONTRIBUTED CASH		CONTRIBUTED ASSETS		TOTAL CONTRIBUTED EQUITY	
YEAR 1	YEAR 1	YEAR 1	YEAR 1	YEAR 1	YEAR 1
82,000	0	0	82,000	82,000	82,000

LINE OF CREDIT INTEREST RATE 9% **MINIMUM CASH BALANCE** 20,000

NEW LOANS & LEASES

	AMOUNT	TERM	INTEREST RATE	(BLENDED PAYMENTS)
Building Loan	144,750	15	5.50%	YEAR 1
Equipment Loan	51,000	5	7.00%	YEAR 1

SALES INCREASE

YEAR 2	YEAR 3	ADVERTISING (% OF SALES) YEAR 1
5.0%	5.0%	0.3%

EXPENSE INCREASE

YEAR 2	YEAR 3	WAGE BENEFITS (% OF TOTAL WAGES)
4.1%	1.3%	8.0%

INCOME TAX RATE

YEAR 1	YEAR 2	YEAR 3
15.00%	20.00%	20.00%

PRO-FORMA SALES SUMMARY - YEAR 1 MONTHLY

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013												DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)		
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	TOTAL		
SALES															
New	0	0	0	0	0	0	0	0	0	0	0	0	0		
New	300	0	0	480	0	0	0	0	0	0	0	0	780		
New	0	0	0	0	0	0	0	0	0	0	0	0	0		
New	0	0	0	0	0	0	0	0	0	0	0	0	0		
Food & Liquor Sales	28,000	30,000	32,000	40,000	40,000	43,000	43,000	45,000	45,000	45,000	45,000	45,000	476,001		
TOTAL SALES	28,300	30,000	32,000	40,480	40,480	43,000	43,000	45,000	45,000	45,000	45,000	45,000	476,781		

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013												DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)		
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	TOTAL		
COST OF SALES															
New	0	0	0	0	0	0	0	0	0	0	0	0	0		
New	129	0	0	206	0	0	0	0	0	0	0	0	335		
New	0	0	0	0	0	0	0	0	0	0	0	0	0		
New	0	0	0	0	0	0	0	0	0	0	0	0	0		
Food & Liquor Sales	8,400	9,000	9,600	12,000	12,000	12,900	12,900	13,500	13,500	13,500	13,500	13,500	142,800		
TOTAL COST OF SALES	8,529	9,000	9,600	12,206	12,206	12,900	12,900	13,500	13,500	13,500	13,500	13,500	143,135		

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013												DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)		
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	TOTAL		
GROSS MARGIN															
New	0	0	0	0	0	0	0	0	0	0	0	0	0		
New	171	0	0	274	0	0	0	0	0	0	0	0	445		
New	0	0	0	0	0	0	0	0	0	0	0	0	0		
New	0	0	0	0	0	0	0	0	0	0	0	0	0		
Food & Liquor Sales	19,600	21,000	22,400	28,000	28,000	30,100	30,100	31,500	31,500	31,500	31,500	31,500	333,201		
TOTAL GROSS MARGIN	19,771	21,000	22,400	28,274	28,274	30,100	30,100	31,500	31,500	31,500	31,500	31,500	333,646		

PRO-FORMA SALES SUMMARY - 3 YEARS

NAME: Sample Restaurant Business Plan		PERIOD: December 2012 - November 2013			DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)		
		YEAR 1	YEAR 1 %	YEAR 2	YEAR 2 %	YEAR 3	YEAR 3 %
SALES							
New	0	0.0 %	0	0.0 %	0	0.0 %	0.0 %
New	780	0.2 %	936	0.2 %	1,217	0.2 %	0.2 %
New	0	0.0 %	0	0.0 %	0	0.0 %	0.0 %
New	0	0.0 %	0	0.0 %	0	0.0 %	0.0 %
Food & Liquor Sales	476,001	99.8 %	499,801	99.8 %	524,791	99.8 %	99.8 %
TOTAL SALES	476,781	100%	500,737	100%	526,008	100%	100%
COST OF SALES							
New	0	0.0 %	0	0.0 %	0	0.0 %	0.0 %
New	335	43.0 %	382	40.9 %	462	38.0 %	38.0 %
New	0	0.0 %	0	0.0 %	0	0.0 %	0.0 %
New	0	0.0 %	0	0.0 %	0	0.0 %	0.0 %
Food & Liquor Sales	142,800	30.0 %	149,940	30.0 %	157,437	30.0 %	30.0 %
TOTAL COST OF SALES	143,135	30.0 %	150,322	30.0 %	157,899	30.0 %	30.0 %
GROSS MARGIN							
New	0	100 %	0	100 %	0	100 %	100 %
New	445	57.0 %	554	59.1 %	755	62.0 %	62.0 %
New	0	100 %	0	100 %	0	100 %	100 %
New	0	100 %	0	100 %	0	100 %	100 %
Food & Liquor Sales	333,201	70.0 %	349,861	70.0 %	367,354	70.0 %	70.0 %
TOTAL GROSS MARGIN	333,646	70.0 %	350,415	70.0 %	368,109	70.0 %	70.0 %

PRO-FORMA INCOME STATEMENT - YEAR 1 MONTHLY

	PERIOD: December 2012 - November 2013												DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)			
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	TOTAL			
NAME: Sample Restaurant Business Plan																
TOTAL SALES	28,300	30,000	32,000	35,000	40,480	43,000	43,000	45,000	45,000	45,000	45,000	45,001	476,781			
TOTAL COST OF SALES	8,529	9,000	9,600	10,500	12,206	12,900	12,900	13,500	13,500	13,500	13,500	13,500	143,135			
TOTAL GROSS MARGIN	19,771	21,000	22,400	24,500	28,274	30,100	30,100	31,500	31,500	31,500	31,500	31,501	333,646			
EXPENSES																
Accounting	100	100	100	100	100	100	100	100	100	100	100	100	1,700			
Advertising / Marketing	100	100	100	100	2,500	100	100	100	100	100	100	100	3,600			
Bad Debt	80	80	80	80	80	80	80	80	80	80	80	74	954			
Bank Charges	200	200	200	200	200	200	200	200	200	200	200	200	2,400			
Business License	101	0	0	0	0	0	0	0	0	0	0	0	101			
Business Name Search & Registration	0	360	0	0	0	0	0	0	0	0	0	50	410			
Other Licenses	250	0	0	0	0	0	0	0	0	0	0	0	250			
Delivery, Freight & Postage	330	330	330	330	330	330	330	330	330	330	330	330	3,960			
Depreciation	908	908	908	908	908	908	908	908	908	908	908	912	10,900			
Insurance	200	200	200	200	200	200	200	200	200	200	200	200	2,400			
Interest on Loans	961	954	948	941	935	928	921	914	908	901	894	887	11,092			
Legal Fees	0	0	2,000	0	0	0	0	0	0	0	0	0	2,000			
Miscellaneous Expenses	70	70	70	70	70	70	70	70	70	70	70	70	840			
Office Supplies	250	250	250	250	250	250	250	250	250	250	250	250	3,000			
Property Tax Expense	0	0	0	0	0	0	6,200	0	0	0	0	0	6,200			
Repairs & Maintenance	100	100	100	100	100	100	100	100	100	100	100	100	1,200			
Telephone & Communications	100	220	100	100	100	100	100	100	100	100	100	100	1,320			
Utilities	3,000	3,000	3,300	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,300			
Vehicle Expense	100	100	100	100	100	100	100	100	100	100	100	100	1,200			
Wages / Salaries - MGMT	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000			
Wages / Salaries - EMP	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000			
Wage Benefits	920	920	920	920	920	920	920	920	920	920	920	920	11,040			
TOTAL EXPENSES	19,770	19,892	21,706	19,399	21,793	19,386	25,579	19,372	19,366	19,359	19,352	19,893	244,867			
Operating Income	1	1,108	694	5,101	6,481	10,714	4,521	12,128	12,134	12,141	12,148	11,608	88,779			
Less L/C Interest	0	7	0	0	0	0	0	0	0	0	0	0	7			
NET INCOME BFR TAX	1	1,101	694	5,101	6,481	10,714	4,521	12,128	12,134	12,141	12,148	-1,708	88,772			
Less Tax Provision												13,316	13,316			
NET INCOME	1	1,101	694	5,101	6,481	10,714	4,521	12,128	12,134	12,141	12,148	-1,708	75,456			

PRO-FORMA INCOME STATEMENT - 3 YEARS

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013			DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)		
	YEAR 1	YEAR 2	YEAR 3	YEAR 1%	YEAR 2%	YEAR 3%
TOTAL SALES	476,781	500,737	526,008	100%	100%	100%
TOTAL COST OF SALES	143,135	150,322	157,899	30.0%	30.0%	30.0%
TOTAL GROSS MARGIN	333,646	350,415	368,109	70.0%	70.0%	70.0%
EXPENSES						
Accounting	1,700	1,751	1,803	0.4%	0.3%	0.3%
Advertising / Marketing	3,600	1,236	1,274	0.8%	0.2%	0.2%
Bad Debt	954	1,001	1,052	0.20%	0.20%	0.20%
Bank Charges	2,400	2,472	2,546	0.5%	0.5%	0.5%
Business License	101	104	107	0.0%	0.0%	0.0%
Business Name Search & Registration	410	50	50	0.1%	0.0%	0.0%
Other Licenses	250	258	266	0.1%	0.1%	0.1%
Delivery, Freight & Postage	3,960	4,079	4,201	0.8%	0.8%	0.8%
Depreciation	10,900	20,438	17,944	2.3%	4.1%	3.4%
Insurance	2,400	2,472	2,546	0.5%	0.5%	0.5%
Interest on Loans	11,092	10,093	9,028	2.3%	2.0%	1.7%
Legal Fees	2,000	0	0	0.4%	0.0%	0.0%
Miscellaneous Expenses	840	865	891	0.2%	0.2%	0.2%
Office Supplies	3,000	3,090	3,183	0.6%	0.6%	0.6%
Property Tax Expense	6,200	6,500	6,695	1.3%	1.3%	1.3%
Repairs & Maintenance	1,200	1,236	1,273	0.3%	0.2%	0.2%
Telephone & Communications	1,320	1,236	1,273	0.3%	0.2%	0.2%
Utilities	36,300	37,080	38,193	7.6%	7.4%	7.3%
Vehicle Expense	1,200	1,236	1,273	0.3%	0.2%	0.2%
Wages / Salaries - MGMT	24,000	24,720	25,462	5.0%	5.2%	5.3%
Wages / Salaries - EMP	120,000	123,600	127,308	25.2%	24.7%	24.2%
Wage Benefits	11,040	11,371	11,712	2.3%	2.3%	2.2%
TOTAL EXPENSES	244,867	254,888	258,080	53.8%	53.0%	51.1%
Operating Income	88,779	95,527	110,029	18.6%	19.1%	20.9%
Less L/C Interest	7	0	0	0.0%	0.0%	0.0%
NET INCOME BFR TAX	88,772	95,527	110,029	18.6%	19.1%	20.9%
Less Tax Provision	13,316	19,105	22,006	2.8%	3.8%	4.2%
NET INCOME	75,456	76,422	88,023	15.8%	15.3%	16.7%

PRO-FORMA CASH FLOW STATEMENT - YEAR 1 MONTHLY

NAME: Sample Restaurant Business Plan		PERIOD: December 2012 - November 2013											DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)				
		Opening	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	TOTAL		
TOTAL SALES		28,300	30,000	32,000	35,000	40,480	43,000	43,000	45,000	45,000	45,000	45,000	45,000	45,001	476,781		
Cash Sales		28,300	30,000	32,000	35,000	40,480	43,000	43,000	45,000	45,000	45,000	45,000	45,000	45,001	476,781		
30 Days R.O.A.			0	0	0	0	0	0	0	0	0	0	0	0	0		
60 Days R.O.A.			0	0	0	0	0	0	0	0	0	0	0	0	0		
90 Days R.O.A.			0	0	0	0	0	0	0	0	0	0	0	0	0		
Other R.O.A.															0		
Contributed Cash		82,000													82,000		
Equity		0													0		
Loans/Leases Proceeds		195,750													195,750		
Depreciation (Add Back)		908	908	908	908	908	908	908	908	908	908	908	908	912	10,900		
Accounts Payable		13,737	14,034	15,240	14,537	16,587	15,730	18,827	16,024	16,020	16,017	16,014	16,014	16,284	189,051		
Increase																	
TOTAL CASH IN		277,750	42,945	48,148	50,445	57,975	59,638	62,735	61,932	61,928	61,925	61,922	62,197	954,482			
LESS:																	
Inventory Purchases		20,000	8,612	9,083	9,683	12,289	12,983	12,983	13,583	13,583	13,583	13,583	13,583	13,587	164,135		
Cash Expenses		18,862	18,984	20,798	18,491	20,885	18,478	24,671	18,464	18,458	18,451	18,444	18,444	18,981	233,967		
Non-Cash Expenses		908	908	908	908	908	908	908	908	908	908	908	908	912	10,900		
Assets Purch.		272,501													272,501		
Dividends Paid														3,773	3,773		
Principal - Loans/Leases		1,231	1,239	1,245	1,251	1,258	1,264	1,272	1,278	1,285	1,292	1,299	1,305	15,219			
Account Payable		0	13,737	14,034	15,240	14,537	16,587	15,730	18,827	16,024	16,020	16,017	16,014	172,767			
Decrease																	
L/C Interest		0	0	7	0	0	0	0	0	0	0	0	0	0	7		
Contr. Cash Repaid														0	0		
Income Tax Paid														13,316	13,316		
TOTAL CASH OUT		20,000	302,114	43,958	46,668	46,473	49,877	50,220	53,060	50,258	50,254	50,251	50,251	886,585			
NET CASH GAIN/LOSS		257,750	-259,169	984	1,480	3,972	8,098	9,418	7,171	8,872	11,671	11,671	11,671	-5,691	67,897		
CASH AT START		257,750	-1,419	-435	1,045	5,017	13,115	22,533	29,704	38,576	50,246	61,917	73,588	0			
CUMULATIVE CASH		257,750	-1,419	-435	1,045	5,017	13,115	22,533	29,704	38,576	50,246	61,917	73,588	67,897			
LESS MIN. CASH BAL.		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000			
TOTAL L/C REQUIRED		0	21,419	20,435	18,955	14,983	6,885	0	0	0	0	0	0	0			
SURPLUS CASH		257,750	0	0	1,045	5,017	13,115	22,533	29,704	38,576	50,246	61,917	73,588	67,897			
ACCT. RECEIVABLE		0	0	0	0	0	0	0	0	0	0	0	0	0			
ACCT. PAYABLE		0	13,737	14,034	15,240	14,537	16,587	15,730	18,827	16,024	16,017	16,014	16,014	16,284			
INVENTORY LEVEL		20000	20,083	20,166	20,249	20,332	20,415	20,498	20,581	20,664	20,747	20,830	20,913	21,000			

PRO-FORMA CASH FLOW STATEMENT - 3 YEAR				
NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013		DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)	
	YEAR 1	YEAR 2	YEAR 3	
TOTAL SALES	476,781	500,737	526,008	
Cash Sales	476,781	500,737	526,008	
30 Days R.O.A.	0	0	0	
60 Days R.O.A.	0	0	0	
90 Days R.O.A.	0	0	0	
Other R.O.A.	0	0	0	
Contributed Cash	82,000	0	0	
Equity	0	0	0	
Loans/Leases Proceeds	195,750	0	0	
Depreciation (Add Back)	10,900	20,438	17,944	
Accounts Payable Increase	189,051	192,886	200,018	
TOTAL CASH IN	954,482	714,061	743,970	
LESS:				
Inventory Purchases	164,135	151,322	159,899	
Cash Expenses	233,967	234,450	240,136	
Non-Cash Expenses	10,900	20,438	17,944	
Assets Purchased	272,501	0	0	
Dividends Paid	3,773	0	4,401	
Principal - Loans/Leases	15,219	16,217	17,282	
Account Payable Decrease	172,767	193,096	199,424	
L/C Interest	7	0	0	
Contr. Cash Repaid	0	0	0	
Income Tax Paid	13,316	19,105	22,006	
TOTAL CASH OUT	886,585	634,628	661,092	
NET CASH GAIN/LOSS	67,897	79,433	82,878	
CASH AT START	0	67,897	147,330	
CUMULATIVE CASH	67,897	147,330	230,208	
LESS MIN. CASH BAL.	20,000	20,000	20,000	
TOTAL L/C REQUIRED	0	0	0	
SURPLUS CASH	67,897	147,330	230,208	
ACCT. RECEIVABLE	0	0	0	
ACCT. PAYABLE	16,284	16,074	16,668	
INVENTORY LEVEL	21,000	22,000	24,000	

PRO-FORMA BALANCE SHEET

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013		DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)	
	OPENING	YEAR 1	YEAR 2	YEAR 3
CURRENT ASSETS				
Cash On Hand	257,750	67,897	147,330	230,208
Accounts Receivable		0	0	0
Inventory	20,000	21,000	22,000	24,000
Other Current Assets	0	0	0	0
TOTAL CURRENT ASSETS	277,750	88,897	169,330	254,208
FIXED ASSETS				
Building(s)		150,001	150,001	150,001
Renovations / Leasehold Imp.		68,000	68,000	68,000
Manufacturing / Warehouse Equipment		54,500	54,500	54,500
Accumulated Depreciation		10,900	31,338	49,282
TOTAL FIXED ASSETS	0	261,601	241,163	223,219
TOTAL ASSETS	277,750	350,498	410,493	477,427
CURRENT LIABILITIES				
Line of Credit Utilized		0	0	0
Accounts Payable		16,284	16,074	16,668
Current Portion of L.T.D.	15,219	16,217	17,282	18,418
TOTAL CURRENT	15,219	32,501	33,356	35,086
LONG TERM DEBT				
Loans/Leases - see schedule	195,750	180,531	164,314	147,032
Less Current Portion of L.T.D.	15,219	16,217	17,282	18,418
TOTAL LONG TERM DEBT	180,531	164,314	147,032	128,614
TOTAL LIABILITIES	195,750	196,815	180,388	163,700
EQUITY				
Contributed Cash (SHL Loans, etc)	72,000	72,000	72,000	72,000
Share Purchase	10,000	10,000	10,000	10,000
Retained Earnings		0	71,683	148,105
Current Year Earnings		88,772	95,527	110,029
Less Dividends		3,773	0	4,401
Less Income Tax		13,316	19,105	22,006
Equity - Other	0	0	0	0
TOTAL EQUITY	82,000	153,683	230,105	313,727
TOTAL LIABILITIES & EQUITY	277,750	350,498	410,493	477,427

RATIO ANALYSIS

	PERIOD: December 2012 - November 2013		DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)		
	OPENING	YEAR 1	YEAR 2	YEAR 3	YEAR 3
COST OF GOODS SOLD (%)		30.0%	30.0%	30.0%	30.0%
GROSS MARGIN (%)		70.0%	70.0%	70.0%	70.0%
TOTAL EXPENSES TO SALES (%)		51.4%	50.9%	49.1%	49.1%
NET PROFIT BFR. TAX TO SALES (%)		18.6%	19.1%	20.9%	20.9%
CURRENT RATIO		2.7 : 1	5.1 : 1	7.2 : 1	7.2 : 1
QUICK RATIO		2.1 : 1	4.4 : 1	6.6 : 1	6.6 : 1
A/R COLLECTION PERIOD (DAYS)		0 : 1	0 : 1	0 : 1	0 : 1
SALES TO EQUITY		3.1 : 1	2.2 : 1	1.7 : 1	1.7 : 1
FIXED ASSETS TO EQUITY	0.0 : 1	1.7 : 1	1.0 : 1	0.7 : 1	0.7 : 1
CURRENT DEBT TO EQUITY	0.2 : 1	0.2 : 1	0.1 : 1	0.1 : 1	0.1 : 1
TOTAL DEBT TO EQUITY	2.4 : 1	1.3 : 1	0.8 : 1	0.5 : 1	0.5 : 1
RETURN ON INVESTMENT AFTER TAX (%)		92.0%	93.2%	107.3%	107.3%
RETURN ON NET WORTH AFTER TAX (%)		49.1%	33.2%	28.1%	28.1%
PLAN SALES VOLUME		476,781	500,737	526,008	526,008
BREAK EVEN SALES VOLUME INCLUDES TOTAL EXPENSES (INCL. DEPRECIATION), PLUS L/C INTEREST, PLUS LOAN PRINCIPLE PAYMENTS, PLUS OWNERS DRAW OR DIVIDENDS BY THE GROSS MARGIN PERCENTAGE		349,820	364,126	368,686	368,686
AVERAGE MONTHLY BREAK EVEN SALES VOLUME		29,152	30,344	30,724	30,724
INVENTORY TURNOVER (TIMES)		7	7	7	7

DEPRECIATION SCHEDULE

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013		DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)	
	Opening	Year 1	Year 2	Year 3
BUILDING				
OPENING BOOK VALUE			146,251	138,938
ADD ACQUISITIONS		150,001	0	0
LESS DISPOSALS		0	0	0
DEPRECIATIONS		3,750	7,313	6,947
ENDING BOOK VALUE		146,251	138,938	131,991
RENOV./LEASE HOLD IMPROVEMENTS				
OPENING BOOK VALUE			66,300	62,985
ADD ACQUISITIONS		68,000	0	0
LESS DISPOSALS		0	0	0
DEPRECIATIONS		1,700	3,315	3,149
ENDING BOOK VALUE		66,300	62,985	59,836
EQUIPMENT & FURNITURE (ALL TYPES)				
OPENING BOOK VALUE			49,050	39,240
ADD ACQUISITIONS		54,500	0	0
LESS DISPOSALS		0	0	0
DEPRECIATIONS		5,450	9,810	7,848
ENDING BOOK VALUE		49,050	39,240	31,392
VEHICLES				
OPENING BOOK VALUE			0	0
ADD ACQUISITIONS		0	0	0
LESS DISPOSALS		0	0	0
DEPRECIATIONS		0	0	0
ENDING BOOK VALUE		0	0	0
GOODWILL, FRAN.FEES, PATENT & COPY,, AND ALL INTANGIBLE ASSETS				
OPENING BOOK VALUE			0	0
ADD ACQUISITIONS		0	0	0
LESS DISPOSALS		0	0	0
DEPRECIATIONS		0	0	0
ENDING BOOK VALUE		0	0	0
OTHER ASSETS				
OPENING BOOK VALUE			0	0
ADD ACQUISITIONS		0	0	0
LESS DISPOSALS		0	0	0
DEPRECIATIONS		0	0	0
ENDING BOOK VALUE		0	0	0

LOAN SCHEDULE

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013	DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)
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LOAN/LEASE #1
 (Building Loan) (BLENDED PAYMENTS)
 PRINCIPAL AMOUNT: 144,750
 INTEREST RATE: 5.50%
 NUMBER OF YEARS: 15 PAYMENT IS: 1,183
 PAYMENT DUE: Monthly

LOAN/LEASE #2
 (Equipment Loan) (BLENDED PAYMENTS)
 PRINCIPAL AMOUNT: 51,000
 INTEREST RATE: 7.00%
 NUMBER OF YEARS: 5 PAYMENT IS: 1,010
 PAYMENT DUE: Monthly

PMT	PRINCIPAL	INT	BALANCE	
1		519	663	144,231
2		522	661	143,709
3		524	659	143,185
4		526	656	142,659
5		529	654	142,130
6		531	651	141,599
7		534	649	141,065
8		536	647	140,529
9		539	644	139,990
10		541	642	139,449
11		544	639	138,905
12		546	637	138,359
YEAR1	6,391	7,802		

PMT	PRINCIPAL	INT	BALANCE	
1		712	298	50,288
2		716	293	49,572
3		721	289	48,851
4		725	285	48,126
5		729	281	47,397
6		733	276	46,664
7		738	272	45,926
8		742	268	45,184
9		746	264	44,438
10		751	259	43,687
11		755	255	42,932
12		760	250	42,172
YEAR1	8,828	3,290		

PMT	PRINCIPAL	INT	BALANCE	
13		549	634	137,810
14		551	632	137,259
15		554	629	136,705
16		556	627	136,149
17		559	624	135,590
18		561	621	135,029
19		564	619	134,465
20		566	616	133,899
21		569	614	133,330
22		572	611	132,758
23		574	608	132,184
24		576	606	131,608
YEAR2	6,751	7,441		

PMT	PRINCIPAL	INT	BALANCE	
13		764	246	41,408
14		768	242	40,640
15		773	237	39,867
16		777	233	39,090
17		782	228	38,308
18		786	223	37,522
19		791	219	36,731
20		796	214	35,935
21		800	210	35,135
22		805	205	34,330
23		810	200	33,520
24		814	195	32,706
YEAR2	9,466	2,652		

PMT	PRINCIPAL	INT	BALANCE	
25		580	603	131,028
26		582	601	130,446
27		585	598	129,861
28		588	595	129,274
29		590	593	128,684
30		593	590	128,091
31		596	587	127,495
32		598	584	126,897
33		601	582	126,296
34		604	579	125,692
35		607	576	125,085
36		608	572	124,477
YEAR3	7,132	7,060		

PMT	PRINCIPAL	INT	BALANCE	
25		819	191	31,887
26		824	186	31,063
27		829	181	30,234
28		833	176	29,401
29		838	172	28,563
30		843	167	27,720
31		848	162	26,872
32		853	157	26,019
33		858	152	25,161
34		863	147	24,298
35		868	142	23,430
36		874	135	22,556
YEAR3	10,150	1,968		

PMT	PRINCIPAL	INT	BALANCE	
37		612	571	123,865
38		615	568	123,250
39		618	565	122,632
40		621	562	122,011
41		623	559	121,388
42		626	556	120,762
43		629	553	120,133
44		632	551	119,501
45		635	548	118,866
46		638	545	118,228
47		641	542	117,587
48		644	538	116,943
YEAR4	7,534	6,658		

PMT	PRINCIPAL	INT	BALANCE	
37		878	132	21,678
38		883	126	20,795
39		889	121	19,906
40		894	116	19,012
41		899	111	18,113
42		904	106	17,209
43		909	100	16,300
44		915	95	15,385
45		920	90	14,465
46		925	84	13,540
47		931	79	12,609
48		937	74	11,672
YEAR4	10,884	1,234		

PMT	PRINCIPAL	INT	BALANCE	
49		647	536	116,296
50		650	533	115,646
51		653	530	114,993
52		656	527	114,337
53		659	524	113,678

PMT	PRINCIPAL	INT	BALANCE	
49		942	68	10,730
50		947	63	9,783
51		953	57	8,830
52		958	52	7,872
53		964	46	6,908

54	662	521	113,016
55	665	518	112,351
56	668	515	111,683
57	671	512	111,012
58	674	509	110,338
59	677	506	109,661
60	677	502	108,984
YEAR5	7,959	6,233	

54	970	40	5,938
55	975	35	4,963
56	981	29	3,982
57	987	23	2,995
58	992	17	2,003
59	998	12	1,005
60	1,004	5	1
YEAR5	11,671	447	

SENSITIVITY ANALYSIS

SENSITIVITY ANALYSIS - YEAR 1 - PRO-FORMA SALES SUMMARY

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013			DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)	
SALES	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2
New	0	0	0	0	0
New	624	702	780	858	936
New	0	0	0	0	0
New	0	0	0	0	0
Food & Liquor Sales	380,801	428,401	476,001	523,601	571,201
TOTAL SALES	381,425	429,103	476,781	524,459	572,137
COST OF SALES					
New	0	0	0	0	0
New	268	302	335	369	403
New	0	0	0	0	0
New	0	0	0	0	0
Food & Liquor Sales	114,240	128,520	142,800	157,080	171,360
TOTAL COST OF SALES	114,508	128,822	143,135	157,449	171,763
GROSS MARGIN					
New	0	0	-142,800	0	0
New	356	400	-142,020	489	533
New	0	0	-142,800	0	0
New	0	0	-142,800	0	0
Food & Liquor Sales	266,561	299,881	333,201	366,521	399,841
TOTAL GROSS MARGIN	266,917	300,281	333,646	367,010	400,374

SENSITIVITY ANALYSIS - YEAR 1 - PRO-FORMA INCOME STATEMENT

NAME: Sample Restaurant Business Plan		PERIOD: December 2012 - November 2013			DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)	
	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2	
TOTAL SALES	381,425	429,103	476,781	524,459	572,137	
TOTAL COST OF SALES	114,508	128,822	143,135	157,449	171,763	
TOTAL GROSS MARGIN	266,917	300,281	333,646	367,010	400,374	
EXPENSES						
Accounting	1,700	1,700	1,700	1,700	1,700	
Advertising / Marketing	3,600	3,600	3,600	3,600	3,600	
Bad Debt	954	954	954	954	954	
Bank Charges	2,400	2,400	2,400	2,400	2,400	
Business License	101	101	101	101	101	
Business Name Search & Registration	410	410	410	410	410	
Other Licenses	250	250	250	250	250	
Consulting Fees	0	0	0	0	0	
Delivery, Freight & Postage	3,960	3,960	3,960	3,960	3,960	
Depreciation	10,900	10,900	10,900	10,900	10,900	
Dues, Fees, Subscriptions & Royalties	0	0	0	0	0	
Insurance	2,400	2,400	2,400	2,400	2,400	
Interest on Loans	11,316	11,197	11,092	10,987	10,868	
Interest on SH/Private Loans	0	0	0	0	0	
Legal Fees	2,000	2,000	2,000	2,000	2,000	
Miscellaneous Expenses	840	840	840	840	840	
Office Supplies	3,000	3,000	3,000	3,000	3,000	
Property Tax Expense	6,200	6,200	6,200	6,200	6,200	
Rent or Lease	0	0	0	0	0	
Repairs & Maintenance	1,200	1,200	1,200	1,200	1,200	
Shop Supplies	0	0	0	0	0	
Telephone & Communications	1,320	1,320	1,320	1,320	1,320	
Travel Expense	0	0	0	0	0	
Utilities	36,300	36,300	36,300	36,300	36,300	
Vehicle Expense	1,200	1,200	1,200	1,200	1,200	
Wages / Salaries - MGMT	25,200	24,720	24,000	23,280	22,800	
Wages / Salaries - EMP	126,000	123,600	120,000	116,400	114,000	
Wage Benefits	11,592	11,371	11,040	10,709	10,488	
Other Expenses	0	0	0	0	0	
TOTAL EXPENSES	252,652	249,532	244,867	240,201	237,081	
Operating Income	14,265	50,749	88,779	126,809	163,293	
Less L/C Interest	702	152	7	0	0	
NET INCOME BFR TAX	13,563	50,597	88,772	126,809	163,293	
Less Tax Provision	2,034	7,590	13,316	19,021	24,494	
NET INCOME	11,529	43,007	75,456	107,788	138,799	

SENSITIVITY ANALYSIS - YEAR 1 - PRO-FORMA CASH FLOW STATEMENT

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013	DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)			
	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2
TOTAL SALES	381,425	429,103	476,781	524,459	572,137
Cash Sales	381,425	429,103	476,781	524,459	572,137
30 Days R.O.A.	0	0	0	0	0
60 Days R.O.A.	0	0	0	0	0
90 Days R.O.A.	0	0	0	0	0
Other R.O.A.	0	0	0	0	0
Contributed Cash	82,000	82,000	82,000	82,000	82,000
Equity	0	0	0	0	0
Loans/Leases Proceeds	195,750	195,750	195,750	195,750	195,750
Depreciation (Add Back)	10,900	10,900	10,900	10,900	10,900
Accounts Payable Increase	178,629	184,226	189,051	193,873	199,472
TOTAL CASH IN	848,704	901,979	954,482	1,006,982	1,060,259
LESS:					
Inventory Purchases	135,508	149,822	164,135	178,449	192,763
Cash Expenses	241,752	238,632	233,967	229,301	226,181
Non-Cash Expenses	10,900	10,900	10,900	10,900	10,900
Assets Purchased	272,501	272,501	272,501	272,501	272,501
Dividends Paid	576	2,150	3,773	5,389	6,940
Principal - Loans/Leases	15,137	15,181	15,219	15,258	15,302
Account Payable Decrease	163,371	168,422	172,767	177,103	182,158
L/C Interest	702	152	7	0	0
Contr. Cash Repaid	0	0	0	0	0
Income Tax Paid	2,034	7,590	13,316	19,021	24,494
TOTAL CASH OUT	842,481	865,350	886,585	907,922	931,239
NET CASH GAIN/LOSS	6,223	36,629	67,897	99,060	129,020
CASH AT START	0	0	0	0	0
CUMULATIVE CASH	6,223	36,629	67,897	99,060	129,020
LESS MIN. CASH BAL.	20,000	20,000	20,000	20,000	20,000
TOTAL L/C REQUIRED	13,777	0	0	0	0
SURPLUS CASH	6,223	36,629	67,897	99,060	129,020
ACCT. RECEIVABLE	0	0	0	0	0
ACCT. PAYABLE	15,258	15,804	16,284	16,770	17,314
INVENTORY LEVEL	21,000	21,000	21,000	21,000	21,000

SENSITIVITY ANALYSIS - YEAR 1 - PRO-FORMA BALANCE SHEET

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013			DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)	
	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2
CURRENT ASSETS					
Cash On Hand	6,223	36,629	67,897	99,060	129,020
Accounts Receivable	0	0	0	0	0
Inventory	21,000	21,000	21,000	21,000	21,000
Other Current Assets	0	0	0	0	0
TOTAL CURRENT ASSETS	27,223	57,629	88,897	120,060	150,020
FIXED ASSETS					
Building(s)	150,001	150,001	150,001	150,001	150,001
Renovations / Leasehold Imp.	68,000	68,000	68,000	68,000	68,000
Manufacturing / Warehouse Equipment	54,500	54,500	54,500	54,500	54,500
Accumulated Depreciation	10,900	10,900	10,900	10,900	10,900
TOTAL FIXED ASSETS	261,601	261,601	261,601	261,601	261,601
TOTAL ASSETS	288,824	319,230	350,498	381,661	411,621
CURRENT LIABILITIES					
Line of Credit Utilized	0	0	0	0	0
Accounts Payable	15,258	15,804	16,284	16,770	17,314
Current Portion of L.T.D.	16,151	16,187	16,217	16,249	16,285
TOTAL CURRENT	31,409	31,991	32,501	33,019	33,599
LONG TERM DEBT					
Loans/Leases - see schedule	180,612	180,569	180,531	180,493	180,448
Less Current Portion of L.T.D.	16,151	16,187	16,217	16,249	16,285
TOTAL LONG TERM DEBT	164,461	164,382	164,314	164,244	164,163
TOTAL LIABILITIES	195,870	196,373	196,815	197,263	197,762
EQUITY					
Contributed Cash (SHL Loans, etc)	72,000	72,000	72,000	72,000	72,000
Share Purchase	10,000	10,000	10,000	10,000	10,000
Retained Earnings	0	0	0	0	0
Current Year Earnings	13,563	50,597	88,772	126,809	163,293
Less Dividends	576	2,150	3,773	5,389	6,940
Less Income Tax	2,034	7,590	13,316	19,021	24,494
Equity - Other	0	0	0	0	0
TOTAL EQUITY	92,953	122,857	153,683	184,399	213,859
TOTAL LIABILITIES & EQUITY	288,823	319,230	350,498	381,662	411,621

SENSITIVITY ANALYSIS - YEAR 1 - RATIO ANALYSIS

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013		DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)		
	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2
COST OF GOODS SOLD (%)	30.0%	30.0%	30.0%	30.0%	30.0%
GROSS MARGIN (%)	70.0%	70.0%	70.0%	70.0%	70.0%
TOTAL EXPENSES TO SALES (%)	66.2%	58.2%	51.4%	45.8%	41.4%
NET PROFIT BFR. TAX TO SALES (%)	3.6%	11.8%	18.6%	24.2%	28.5%
CURRENT RATIO	0.9 : 1	1.8 : 1	2.7 : 1	3.6 : 1	4.5 : 1
QUICK RATIO	0.2 : 1	1.1 : 1	2.1 : 1	3.0 : 1	3.8 : 1
A/R COLLECTION PERIOD (DAYS)	0 : 1	0 : 1	0 : 1	0 : 1	0 : 1
SALES TO EQUITY	4.1 : 1	3.5 : 1	3.1 : 1	2.8 : 1	2.7 : 1
FIXED ASSETS TO EQUITY	2.8 : 1	2.1 : 1	1.7 : 1	1.4 : 1	1.2 : 1
CURRENT DEBT TO EQUITY	0.3 : 1	0.3 : 1	0.2 : 1	0.2 : 1	0.2 : 1
TOTAL DEBT TO EQUITY	2.1 : 1	1.6 : 1	1.3 : 1	1.1 : 1	0.9 : 1
RETURN ON INVESTMENT AFTER TAX (%)	14.1%	52.4%	92.0%	131.4%	169.3%
RETURN ON NET WORTH AFTER TAX (%)	12.4%	35.0%	49.1%	58.5%	64.9%
PLAN SALES VOLUME	381,425	429,103	476,781	524,459	572,137
BREAK EVEN SALES VOLUME INCLUDES TOTAL EXPENSES (INCL. DEPRECIATION), PLUS L/C INTEREST, PLUS LOAN PRINCIPLE PAYMENTS, PLUS OWNERS DRAW OR DIVIDENDS BY THE GROSS MARGIN PERCENTAGE	361,934	356,691	349,820	343,144	338,687
AVERAGE MONTHLY BREAK EVEN SALES VOLUME	30,161	29,724	29,152	28,595	28,224
INVENTORY TURNOVER (TIMES)	5 : 1	6 : 1	7 : 1	7 : 1	8 : 1

SENSITIVITY ANALYSIS - YEAR 2 - PRO-FORMA SALES SUMMARY

NAME: Sample Restaurant Business Plan		PERIOD: December 2012 - November 2013			DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)	
SALES		Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2
New		0	0	0	0	0
New		749	842	936	1,030	1,123
New		0	0	0	0	0
New		0	0	0	0	0
Food & Liquor Sales		399,841	449,821	499,801	549,781	599,761
TOTAL SALES		400,590	450,663	500,737	550,811	600,884
COST OF SALES						
New		0	0	0	0	0
New		306	344	382	420	458
New		0	0	0	0	0
New		0	0	0	0	0
Food & Liquor Sales		119,952	134,946	149,940	164,934	179,928
TOTAL COST OF SALES		120,258	135,290	150,322	165,355	180,387
GROSS MARGIN						
New		0	0	0	0	0
New		443	498	554	610	665
New		0	0	0	0	0
New		0	0	0	0	0
Food & Liquor Sales		279,889	314,875	349,861	384,847	419,833
TOTAL GROSS MARGIN		280,332	315,373	350,415	385,456	420,497

SENSITIVITY ANALYSIS - YEAR 2 - PRO-FORMA INCOME STATEMENT

NAME: Sample Restaurant Business Plan		PERIOD: December 2012 - November 2013			DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)	
	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2	
TOTAL SALES	400,590	450,663	500,737	550,811	600,884	
TOTAL COST OF SALES	120,258	135,290	150,322	165,355	180,387	
TOTAL GROSS MARGIN	280,332	315,373	350,415	385,456	420,497	
EXPENSES						
Accounting	1,751	1,751	1,751	1,751	1,751	
Advertising / Marketing	1,236	1,236	1,236	1,236	1,236	
Bad Debt	1,001	1,001	1,001	1,001	1,001	
Bank Charges	2,472	2,472	2,472	2,472	2,472	
Business License	104	104	104	104	104	
Business Name Search & Registration	50	50	50	50	50	
Other Licenses	258	258	258	258	258	
Consulting Fees	0	0	0	0	0	
Delivery, Freight & Postage	4,079	4,079	4,079	4,079	4,079	
Depreciation	20,438	20,438	20,438	20,438	20,438	
Dues, Fees, Subscriptions & Royalties	0	0	0	0	0	
Insurance	2,472	2,472	2,472	2,472	2,472	
Interest on Loans	10,508	10,293	10,093	9,896	9,687	
Interest on SH/Private Loans	0	0	0	0	0	
Legal Fees	0	0	0	0	0	
Miscellaneous Expenses	865	865	865	865	865	
Office Supplies	3,090	3,090	3,090	3,090	3,090	
Property Tax Expense	6,500	6,500	6,500	6,500	6,500	
Rent or Lease	0	0	0	0	0	
Repairs & Maintenance	1,236	1,236	1,236	1,236	1,236	
Shop Supplies	0	0	0	0	0	
Telephone & Communications	1,236	1,236	1,236	1,236	1,236	
Travel Expense	0	0	0	0	0	
Utilities	37,080	37,080	37,080	37,080	37,080	
Vehicle Expense	1,236	1,236	1,236	1,236	1,236	
Wages / Salaries - MGMT	25,956	25,462	24,720	23,978	23,484	
Wages / Salaries - EMP	129,780	127,308	123,600	119,892	117,420	
Wage Benefits	11,940	11,712	11,371	11,030	10,802	
Other Expenses	0	0	0	0	0	
TOTAL EXPENSES	263,088	259,779	254,888	250,001	246,699	
Operating Income	17,244	55,594	95,527	135,455	173,798	
Less L/C Interest	0	0	0	0	0	
NET INCOME BFR TAX	17,244	55,594	95,527	135,455	173,798	
Less Tax Provision	3,449	11,119	19,105	27,091	34,760	
NET INCOME	13,795	44,475	76,422	108,364	139,038	

SENSITIVITY ANALYSIS - YEAR 2 - PRO-FORMA CASH FLOW STATEMENT

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013		DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)		
	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2
TOTAL SALES	400,590	450,663	500,737	550,811	600,884
Cash Sales	400,590	450,663	500,737	550,811	600,884
30 Days R.O.A.	0	0	0	0	0
60 Days R.O.A.	0	0	0	0	0
90 Days R.O.A.	0	0	0	0	0
Other R.O.A.	0	0	0	0	0
Contributed Cash	0	0	0	0	0
Equity	0	0	0	0	0
Loans/Leases Proceeds	0	0	0	0	0
Depreciation (Add Back)	20,438	20,438	20,438	20,438	20,438
Accounts Payable Increase	181,954	187,816	192,886	197,959	203,824
TOTAL CASH IN	602,982	658,917	714,061	769,208	825,146
LESS:					
Inventory Purchases	121,258	136,290	151,322	166,355	181,387
Cash Expenses	242,650	239,341	234,450	229,563	226,261
Non-Cash Expenses	20,438	20,438	20,438	20,438	20,438
Assets Purchased	0	0	0	0	0
Dividends Paid	0	0	0	0	0
Principal - Loans/Leases	16,151	16,187	16,217	16,249	16,285
Account Payable Decrease	182,049	187,969	193,096	198,232	204,153
L/C Interest	0	0	0	0	0
Contr. Cash Repaid	0	0	0	0	0
Income Tax Paid	3,449	11,119	19,105	27,091	34,760
TOTAL CASH OUT	585,995	611,344	634,628	657,928	683,284
NET CASH GAIN/LOSS	16,987	47,573	79,433	111,280	141,862
CASH AT START	6,223	36,629	67,897	99,060	129,020
CUMULATIVE CASH	23,210	84,202	147,330	210,340	270,882
LESS MIN. CASH BAL.	20,000	20,000	20,000	20,000	20,000
TOTAL L/C REQUIRED	0	0	0	0	0
SURPLUS CASH	23,210	84,202	147,330	210,340	270,882
ACCT. RECEIVABLE	0	0	0	0	0
ACCT. PAYABLE	15,163	15,651	16,074	16,497	16,985
INVENTORY LEVEL	22,000	22,000	22,000	22,000	22,000

SENSITIVITY ANALYSIS - YEAR 2 - PRO-FORMA BALANCE SHEET

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013			DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)	
	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2
CURRENT ASSETS					
Cash On Hand	23,210	84,202	147,330	210,340	270,882
Accounts Receivable	0	0	0	0	0
Inventory	22,000	22,000	22,000	22,000	22,000
Other Current Assets	0	0	0	0	0
TOTAL CURRENT ASSETS	45,210	106,202	169,330	232,340	292,882
FIXED ASSETS					
Building(s)	150,001	150,001	150,001	150,001	150,001
Renovations / Leasehold Imp.	68,000	68,000	68,000	68,000	68,000
Manufacturing / Warehouse Equipment	54,500	54,500	54,500	54,500	54,500
Accumulated Depreciation	31,338	31,338	31,338	31,338	31,338
TOTAL FIXED ASSETS	241,163	241,163	241,163	241,163	241,163
TOTAL ASSETS	286,373	347,365	410,493	473,503	534,045
CURRENT LIABILITIES					
Line of Credit Utilized	0	0	0	0	0
Accounts Payable	15,163	15,651	16,074	16,497	16,985
Current Portion of L.T.D.	17,233	17,261	17,282	17,306	17,333
TOTAL CURRENT	32,396	32,912	33,356	33,803	34,318
LONG TERM DEBT					
Loans/Leases - see schedule	164,461	164,382	164,314	164,244	164,163
Less Current Portion of L.T.D.	17,233	17,261	17,282	17,306	17,333
TOTAL LONG TERM DEBT	147,228	147,121	147,032	146,938	146,830
TOTAL LIABILITIES	179,624	180,033	180,388	180,741	181,148
EQUITY					
Contributed Cash (SHL Loans, etc)	72,000	72,000	72,000	72,000	72,000
Share Purchase	10,000	10,000	10,000	10,000	10,000
Retained Earnings	10,953	40,857	71,683	102,399	131,859
Current Year Earnings	17,244	55,594	95,527	135,455	173,798
Less Dividends	0	0	0	0	0
Less Income Tax	3,449	11,119	19,105	27,091	34,760
Equity - Other	0	0	0	0	0
TOTAL EQUITY	106,748	167,332	230,105	292,763	352,897
TOTAL LIABILITIES & EQUITY	286,372	347,365	410,493	473,504	534,045

SENSITIVITY ANALYSIS - YEAR 2 - RATIO ANALYSIS

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013		DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)		
	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2
COST OF GOODS SOLD (%)	30.0%	30.0%	30.0%	30.0%	30.0%
GROSS MARGIN (%)	70.0%	70.0%	70.0%	70.0%	70.0%
TOTAL EXPENSES TO SALES (%)	65.7%	57.6%	50.9%	45.4%	41.1%
NET PROFIT BFR. TAX TO SALES (%)	4.3%	12.3%	19.1%	24.6%	28.9%
CURRENT RATIO	1.4 : 1	3.2 : 1	5.1 : 1	6.9 : 1	8.5 : 1
QUICK RATIO	0.7 : 1	2.6 : 1	4.4 : 1	6.2 : 1	7.9 : 1
A/R COLLECTION PERIOD (DAYS)	0 : 1	0 : 1	0 : 1	0 : 1	0 : 1
SALES TO EQUITY	3.8 : 1	2.7 : 1	2.2 : 1	1.9 : 1	1.7 : 1
FIXED ASSETS TO EQUITY	2.3 : 1	1.4 : 1	1.0 : 1	0.8 : 1	0.7 : 1
CURRENT DEBT TO EQUITY	0.3 : 1	0.2 : 1	0.1 : 1	0.1 : 1	0.1 : 1
TOTAL DEBT TO EQUITY	1.7 : 1	1.1 : 1	0.8 : 1	0.6 : 1	0.5 : 1
RETURN ON INVESTMENT AFTER TAX (%)	16.8%	54.2%	93.2%	132.2%	169.6%
RETURN ON NET WORTH AFTER TAX (%)	12.9%	26.6%	33.2%	37.0%	39.4%
PLAN SALES VOLUME	400,590	450,663	500,737	550,811	600,884
BREAK EVEN SALES VOLUME INCLUDES TOTAL EXPENSES (INCL. DEPRECIATION), PLUS L/C INTEREST, PLUS LOAN PRINCIPLE PAYMENTS, PLUS OWNERS DRAW OR DIVIDENDS BY THE GROSS MARGIN PERCENTAGE	375,840	371,113	364,126	357,144	352,427
AVERAGE MONTHLY BREAK EVEN SALES VOLUME	31,320	30,926	30,344	29,762	29,369
INVENTORY TURNOVER (TIMES)	5 : 1	6 : 1	7 : 1	8 : 1	8 : 1

SENSITIVITY ANALYSIS - YEAR 3 - PRO-FORMA SALES SUMMARY

NAME: Sample Restaurant Business Plan		PERIOD: December 2012 - November 2013			DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)	
SALES	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2	
New	0	0	0	0	0	
New	1,217	1,217	1,217	1,217	1,217	
New	0	0	0	0	0	
New	0	0	0	0	0	
Food & Liquor Sales	524,791	524,791	524,791	524,791	524,791	
TOTAL SALES	526,008	526,008	526,008	526,008	526,008	
COST OF SALES						
New	0	0	0	0	0	
New	462	462	462	462	462	
New	0	0	0	0	0	
New	0	0	0	0	0	
Food & Liquor Sales	157,437	157,437	157,437	157,437	157,437	
TOTAL COST OF SALES	157,899	157,899	157,899	157,899	157,899	
GROSS MARGIN						
New	0	0	0	0	0	
New	755	755	755	755	755	
New	0	0	0	0	0	
New	0	0	0	0	0	
Food & Liquor Sales	367,354	367,354	367,354	367,354	367,354	
TOTAL GROSS MARGIN	280,332	280,332	350,415	385,456	420,497	

SENSITIVITY ANALYSIS - YEAR 3 - PRO-FORMA INCOME STATEMENT

NAME: Sample Restaurant Business Plan		PERIOD: December 2012 - November 2013			DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)	
	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2	
TOTAL SALES	526,008	526,008	526,008	526,008	526,008	
TOTAL COST OF SALES	157,899	157,899	157,899	157,899	157,899	
TOTAL GROSS MARGIN	280,332	315,373	350,415	385,456	420,497	
EXPENSES						
Accounting	1,803	1,803	1,803	1,803	1,803	
Advertising / Marketing	1,274	1,274	1,274	1,274	1,274	
Bad Debt	1,052	1,052	1,052	1,052	1,052	
Bank Charges	2,546	2,546	2,546	2,546	2,546	
Business License	107	107	107	107	107	
Business Name Search & Registration	50	50	50	50	50	
Other Licenses	266	266	266	266	266	
Consulting Fees	0	0	0	0	0	
Delivery, Freight & Postage	4,201	4,201	4,201	4,201	4,201	
Depreciation	17,944	17,944	17,944	17,944	17,944	
Dues, Fees, Subscriptions & Royalties	0	0	0	0	0	
Insurance	2,546	2,546	2,546	2,546	2,546	
Interest on Loans	9,219	9,117	9,028	8,940	8,838	
Interest on SH/Private Loans	0	0	0	0	0	
Legal Fees	0	0	0	0	0	
Miscellaneous Expenses	891	891	891	891	891	
Office Supplies	3,183	3,183	3,183	3,183	3,183	
Property Tax Expense	6,695	6,695	6,695	6,695	6,695	
Rent or Lease	0	0	0	0	0	
Repairs & Maintenance	1,273	1,273	1,273	1,273	1,273	
Shop Supplies	0	0	0	0	0	
Telephone & Communications	1,273	1,273	1,273	1,273	1,273	
Travel Expense	0	0	0	0	0	
Utilities	38,193	38,193	38,193	38,193	38,193	
Vehicle Expense	1,273	1,273	1,273	1,273	1,273	
Wages / Salaries - MGMT	25,462	25,462	25,462	25,462	25,462	
Wages / Salaries - EMP	127,308	127,308	127,308	127,308	127,308	
Wage Benefits	11,712	11,712	11,712	11,712	11,712	
Other Expenses	0	0	0	0	0	
TOTAL EXPENSES	258,271	258,169	258,080	257,992	257,890	
Operating Income	109,838	109,940	110,029	110,117	110,219	
Less L/C Interest	0	0	0	0	0	
NET INCOME BFR TAX	109,838	109,940	110,029	110,117	110,219	
Less Tax Provision	21,968	21,988	22,006	22,023	22,044	
NET INCOME	87,870	87,952	88,023	88,094	88,175	

SENSITIVITY ANALYSIS - YEAR 3 - PRO-FORMA CASH FLOW STATEMENT

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013	DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)			
	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2
TOTAL SALES	526,008	526,008	526,008	526,008	526,008
Cash Sales	526,008	526,008	526,008	526,008	526,008
30 Days R.O.A.	0	0	0	0	0
60 Days R.O.A.	0	0	0	0	0
90 Days R.O.A.	0	0	0	0	0
Other R.O.A.	0	0	0	0	0
Contributed Cash	0	0	0	0	0
Equity	0	0	0	0	0
Loans/Leases Proceeds	0	0	0	0	0
Depreciation (Add Back)	17,944	17,944	17,944	17,944	17,944
Accounts Payable Increase	200,113	200,062	200,018	199,974	199,922
TOTAL CASH IN	744,065	744,014	743,970	743,926	743,874
LESS:					
Inventory Purchases	159,899	159,899	159,899	159,899	159,899
Cash Expenses	240,327	240,225	240,136	240,048	239,946
Non-Cash Expenses	17,944	17,944	17,944	17,944	17,944
Assets Purchased	0	0	0	0	0
Dividends Paid	4,394	4,398	4,401	4,405	4,409
Principal - Loans/Leases	17,233	17,261	17,282	17,306	17,333
Account Payable Decrease	198,600	199,041	199,424	199,806	200,247
L/C Interest	0	0	0	0	0
Contr. Cash Repaid	0	0	0	0	0
Income Tax Paid	21,968	21,988	22,006	22,023	22,044
TOTAL CASH OUT	660,365	660,756	661,092	661,431	661,822
NET CASH GAIN/LOSS	83,700	83,258	82,878	82,495	82,052
CASH AT START	23,210	84,202	147,330	210,340	270,882
CUMULATIVE CASH	106,910	167,460	230,208	292,835	352,934
LESS MIN. CASH BAL.	20,000	20,000	20,000	20,000	20,000
TOTAL L/C REQUIRED	0	0	0	0	0
SURPLUS CASH	106,910	167,460	230,208	292,835	352,934
ACCT. RECEIVABLE	0	0	0	0	0
ACCT. PAYABLE	16,676	16,672	16,668	16,665	16,660
INVENTORY LEVEL	24,000	24,000	24,000	24,000	24,000

SENSITIVITY ANALYSIS - YEAR 3 - PRO-FORMA BALANCE SHEET

NAME: Sample Restaurant Business Plan		PERIOD: December 2012 - November 2013			DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)	
	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2	
CURRENT ASSETS						
Cash On Hand		106,910	167,460	230,208	292,835	352,934
Accounts Receivable		0	0	0	0	0
Inventory		24,000	24,000	24,000	24,000	24,000
Other Current Assets		0	0	0	0	0
TOTAL CURRENT ASSETS		130,910	191,460	254,208	316,835	376,934
FIXED ASSETS						
Building(s)		150,001	150,001	150,001	150,001	150,001
Renovations / Leasehold Imp.		68,000	68,000	68,000	68,000	68,000
Manufacturing / Warehouse Equipment		54,500	54,500	54,500	54,500	54,500
Accumulated Depreciation		49,282	49,282	49,282	49,282	49,282
TOTAL FIXED ASSETS		223,219	223,219	223,219	223,219	223,219
TOTAL ASSETS		354,129	414,679	477,427	540,054	600,153
CURRENT LIABILITIES						
Line of Credit Utilized		0	0	0	0	0
Accounts Payable		16,676	16,672	16,668	16,665	16,660
Current Portion of L.T.D.		18,390	18,407	18,418	18,432	18,448
TOTAL CURRENT		35,066	35,079	35,086	35,097	35,108
LONG TERM DEBT						
Loans/Leases - see schedule		147,228	147,121	147,032	146,938	146,830
Less Current Portion of L.T.D.		18,390	18,407	18,418	18,432	18,448
TOTAL LONG TERM DEBT		128,838	128,714	128,614	128,506	128,382
TOTAL LIABILITIES		163,904	163,793	163,700	163,603	163,490
EQUITY						
Contributed Cash (SHL Loans, etc)		72,000	72,000	72,000	72,000	72,000
Share Purchase		10,000	10,000	10,000	10,000	10,000
Retained Earnings		24,748	85,332	148,105	210,763	270,897
Current Year Earnings		109,838	109,940	110,029	110,117	110,219
Less Dividends		4,394	4,398	4,401	4,405	4,409
Less Income Tax		21,968	21,988	22,006	22,023	22,044
Equity - Other		0	0	0	0	0
TOTAL EQUITY		190,224	250,886	313,727	376,452	436,663
TOTAL LIABILITIES & EQUITY		354,128	414,679	477,427	540,055	600,153

SENSITIVITY ANALYSIS - YEAR 3 - RATIO ANALYSIS

NAME: Sample Restaurant Business Plan	PERIOD: December 2012 - November 2013		DATE PREPARED: 08/27/2011 (Unaudited - See Notice to Reader)		
	Pessimistic 1	Pessimistic 2	Projected	Optimistic 1	Optimistic 2
COST OF GOODS SOLD (%)	30.0%	30.0%	30.0%	30.0%	30.0%
GROSS MARGIN (%)	70.0%	70.0%	70.0%	70.0%	70.0%
TOTAL EXPENSES TO SALES (%)	49.1%	49.1%	49.1%	49.0%	49.0%
NET PROFIT BFR. TAX TO SALES (%)	20.9%	20.9%	20.9%	20.9%	21.0%
CURRENT RATIO	3.7 : 1	5.5 : 1	7.2 : 1	9.0 : 1	10.7 : 1
QUICK RATIO	3.0 : 1	4.8 : 1	6.6 : 1	8.3 : 1	10.1 : 1
A/R COLLECTION PERIOD (DAYS)	0 : 1	0 : 1	0 : 1	0 : 1	0 : 1
SALES TO EQUITY	2.8 : 1	2.1 : 1	1.7 : 1	1.4 : 1	1.2 : 1
FIXED ASSETS TO EQUITY	1.2 : 1	0.9 : 1	0.7 : 1	0.6 : 1	0.5 : 1
CURRENT DEBT TO EQUITY	0.2 : 1	0.1 : 1	0.1 : 1	0.1 : 1	0.1 : 1
TOTAL DEBT TO EQUITY	0.9 : 1	0.7 : 1	0.5 : 1	0.4 : 1	0.4 : 1
RETURN ON INVESTMENT AFTER TAX (%)	107.2%	107.3%	107.3%	107.4%	107.5%
RETURN ON NET WORTH AFTER TAX (%)	46.2%	35.1%	28.1%	23.4%	20.2%
PLAN SALES VOLUME	526,008	526,008	526,008	526,008	526,008
BREAK EVEN SALES VOLUME INCLUDES TOTAL EXPENSES (INCL. DEPRECIATION), PLUS L/C INTEREST, PLUS LOAN PRINCIPLE PAYMENTS, PLUS OWNERS DRAW OR DIVIDENDS BY THE GROSS MARGIN PERCENTAGE	368,959	368,813	368,686	368,560	368,414
AVERAGE MONTHLY BREAK EVEN SALES VOLUME	30,747	30,734	30,724	30,713	30,701
INVENTORY TURNOVER (TIMES)	7 : 1	7 : 1	7 : 1	7 : 1	7 : 1

Complete this form for: (1) each proprietor, or (2) each limited partner who owns 20% or more interest and each general partner, or (3) each stockholder owning 20% or more of voting stock, or (4) any person or entity providing a guaranty on the loan.

Name	John Doe	Business Phone	
Residence Address	418 Hedge Way	Residence Phone	555-555-5555
Address	Los Angeles, California 55555		
Business Name of Applicant/Borrower	Sample Restaurant Business Plan	Current Employer if other than Business Name	Sample Restaurant Business Plan

Assets		Liabilities	
Cash on hand & in Banks	25200	Accounts Payable	1200
Savings Accounts	52000	Notes Payable to Banks and Others	0
IRA or Other Retirement Account	106000	Installment Account (Auto)	6540
Accounts & Notes Receivable	0	Mo. Payments -- 219	
Life Insurance - Cash Surrender Value	0	Credit Cards	5500
Stocks and Bonds	0	Mo. Payments -- 80	
Real Estate	250000	Loan on Life Insurance	
Automobile - Present Value	23000	Mortgages on Real Estate	84000
Other Assets	0	Unpaid Taxes	0
		Other Liabilities	0
		Total Liabilities	97240
Total Assets	456200	NET WORTH	358960

Section 1. Source of Income		This section left blank
Salary	68000	
Net Investment Income	0	
Real Estate Income	680	
Other Income	0	

Description of Other Income in Section 1
 * Alimony or child support payments need not be disclosed in "Other Income" unless it is desired to have such payments counted toward total income

Section 2. Note Payable to Banks and Others. (Use attachments if necessary. Each attachment must be identified as a part of this statement and signed.)

Name and Address of Noteholders(s)	Amount Owing	Original Amount	Monthly Payment	Interest Rate	Secured By
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Section 3. Stocks and Bonds. (Use attachments if necessary. Each attachment must be identified as a part of this statement and signed.)

Number of Shares	Name of Securities	Cost	Market Value	Date of Acquisition
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Section 4. Stock in Privately Held Companies. (Use attachments if necessary. Each attachment must be identified as a part of this statement and signed.)

Company Name	Number of Shares	Amount Invested	Estimated Market Value
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Section 5. Real Estate Owned. (List each parcel separately. Each attachment must be identified as a part of this statement and signed.)

Type Of Property	House
Address	somewhere
Date Purchased	2001
Original Cost	150000
Present Market Value	250000
Name & Address of Mortgage Holder	here
Mortgage Acct Number	444444
Mortgage Balance	84000
Monthly Payment Amount	618

Section 6. Other Personal Property and Other Assets. (Describe, and if any is pledged as security, state name and address of lien holder, amount of lien, terms of payment and if delinquent, describe delinquency.)

2010 Ford Ventura

Section 7. Accounts and Notes Receivable. (Use attachments if necessary. Each attachment must be identified as a part of this statement and signed.)

From Whom Owing	Balance Owing	Original Amount	Original Date	Due Date
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Section 8. Unpaid Taxes (Describe in detail, as to type, to whom payable, when due, amount, and to what property, if any, a tax lien attaches.)

Section 9. Other Liabilities. (Describe in detail.)

loan on Ventura

Section 10. Life Insurance Held. (Give face amount and cash surrender value of policies - name of insurance company and beneficiaries.)

Signature	Date	SSN/SIN
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