

Business Plan For:

[Company Name
Confidential]

Prepared by:



Confidentiality Agreement

The undersigned reader acknowledges that the information provided by XXXXXXXXXX in this business plan is confidential; therefore, reader agrees not to disclose it without the express written permission of XXXXXXXXXX.

It is acknowledged by reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by reader, may cause serious harm or damage to XXXXXX.

Upon request, this document is to be immediately returned to XXXXXXXXXX.

Signature

Name (typed or printed)

Date

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

Table of Contents

1.0 Executive Summary	1
Chart: Highlights	1
1.1 Objectives.....	1
1.2 Mission.....	2
1.3 Keys to Success	2
2.0 Company Summary.....	2
2.1 Company Ownership.....	2
2.2 Start-up Summary.....	2
Table: Start-up.....	3
Chart: Start-up	3
3.0 Services.....	3
4.0 Market Analysis Summary	4
4.1 Market Segmentation	4
Table: Market Analysis.....	5
Chart: Market Analysis (Pie).....	5
5.0 Strategy and Implementation Summary	5
5.1 SWOT Analysis	5
5.1.1 Strengths.....	5
5.1.2 Weaknesses.....	5
5.1.3 Opportunities	6
5.1.4 Threats	6
5.2 Competitive Edge	6
5.3 Marketing Strategy	7
5.4 Sales Strategy	7
5.4.1 Sales Forecast.....	7
Table: Sales Forecast	8
Chart: Sales Monthly	8
Chart: Sales by Year.....	8
5.5 Milestones.....	8
Table: Milestones	8
6.0 Management Summary.....	9
6.1 Personnel Plan	9
Table: Personnel.....	9
7.0 Financial Plan	9
7.1 Start-up Funding	9
Table: Start-up Funding	9
7.2 Important Assumptions	11
Table: General Assumptions.....	11
7.3 Break-even Analysis.....	11
Table: Break-even Analysis.....	11
Chart: Break-even Analysis	11
7.4 Projected Profit and Loss.....	11
Table: Profit and Loss.....	12
Chart: Profit Monthly	12

Table of Contents

Chart: Profit Yearly	13
7.5 Projected Cash Flow	13
Table: Cash Flow	13
Chart: Cash	14
7.6 Projected Balance Sheet.....	14
Table: Balance Sheet.....	14
7.7 Business Ratios	14
Table: Ratios	15
7.8 Long-term Plan.....	16
Table: Sales Forecast	1
Table: Personnel.....	1
Table: Profit and Loss.....	1
Table: Cash Flow	1
Table: Balance Sheet.....	2

1.0 Executive Summary

Identity theft affects as many as 700,000 people per year in XXXXX. Identity theft and industrial espionage costs the XXXXXX economy as much as \$3 billion annually and another \$45 billion per year in lost profits and opportunities. Furthermore, national laws such as the Personal Information Protection and Electronic Documents Act (PIPEDA) include strict regulations to businesses on the destruction of personal information once that information is no longer required for business operations. This has served to make the information destruction industry a rapidly growing industry, measured at \$220 million annually and growing at the rate of 10%-20% annually. Low overhead costs also result in low barriers to entry and good returns on capital.

XXXXXXXXXX, Inc. will enter the information destruction industry providing secure, efficient, simple, cost effective, and environmentally friendly document shredding services. Our target customers will be small businesses and residential customers in the XXXXX metropolitan area. In addition, we will also provide data destruction services for customers that are discarding old computers, PDA's and cell phones, one of the only shredding companies to offer this service.

Electronic data and paper documents are destroyed via equipment in our XXXXXX mobile units. Large document destruction orders that cannot be handled in our mobile units will be done off-site. All paper waste will be delivered to certified recycling facilities to ensure paper waste is recycled and not sent to a landfill. Certificates of destruction are delivered for each order once the destruction services have been completed.

To cover start-up costs and initial working capital, a bank loan of \$XX,XXX, under the XXXXXXXX Small Business Financing Program, is being requested.

XXXXXXXX, founder and president of XXXXXXXXXX, Inc., has a strong background in project management and employee supervision. He holds a B.Sc (Hons) degree from XXXXXXXXXX University in XXXXXX in XXXXXXXX and Management. XXXXXXXX will be able to put his educational training and business experience to use leading the day-to-day operations of XXXXXXXX, Inc.

Chart: Highlights

[Chart removed to protect client confidentiality]

1.1 Objectives

The objectives for XXXXXXXXXX, Inc. are as follows:

1. To penetrate the document and electronic media destruction market for small businesses in the XXXXXXXXXX, geographic area. Within the next four months is it our objective to obtain gross sales of \$XX,XXX monthly.
2. To expand our market penetration in the next five years in the XXXXXX area to residential customers. Our goal is to achieve \$XX,XXX in monthly sales solely from residential customers.

3. To establish profitability. Through aggressive marketing and advertising, and the strong pricing structure developed by our franchisor, we anticipate being profitable in our first year of operation, increasing sales by 10% annually the second and third year of operation, and 20% annually in years three and five.
4. To conduct our business with an emphasis on the environment. All of our paper waste will be delivered to certified recycling facilities, rather than to a landfill.
5. To establish our company not only as a document and data destruction service, but also as a source for information on privacy laws and regulations, as well as identity theft issues.

1.2 Mission

The mission of XXXXXXXXX, Inc. is to provide stellar service to our customers in the document destruction industry; providing our customers peace of mind by delivering unparalleled service and security for the information they value.

1.3 Keys to Success

Keys to success for our company will include:

1. Establishing the XXXXXXXXX brand name as a reliable brand in our markets of operation.
2. Quality service.
3. Competitive pricing.
4. Flexible hours, allowing our customers to depend on us to be there when they need us, not at our convenience.

2.0 Company Summary

XXXXXXXXXX, Inc. owns and operates a document and data destruction company that will be located in XXXXXXXXX. We provide the most secure, efficient, cost effective, and environmentally friendly plans available for destroying a company's, or residential customer's, confidential information, including destruction of electronic data such as computers, PDA's, and cell phones. We will provide complete on-site and off-site destruction services. The company will be incorporated under the laws of XXXXXXXXXXXXX.

2.1 Company Ownership

XXXXXXXXXX, Inc. will be incorporated in XXXXXXXXXXXX by XXXXXXXXXXXX, with equal shares held by his spouse. The corporation will be based in XXXXXXXXX.

2.2 Start-up Summary

The company's president, XXXXXXXXXXXX, will handle day-to-day operations of the business and will be its sole employee for the first year of operation.

It is estimated that the start-up costs will be \$XX,XXX. This amount includes the lease of a van, equipment, signage, legal costs, advertising and marketing, initial working capital, and related expenses. XXXXXXXXXXXX will request a 5-year small business loan from a bank to fund the start up costs.

Table: Start-up

<i>Start-up</i>	
Requirements	
Start-up Expenses	
Vehicle Lease	\$XX,XXX
Shredding Containers	\$XXX
Corporate Brochures	\$XXX
Letterhead/Business Cards	\$XXX
Exhibit Displays	\$X,XXX
Advertising Material	\$XXX
Lettering for Vehicle	\$X,XXX
Cell Phones	\$XXX
Computer Software/Database	\$XXX
Uniforms	\$X,XXX
Initial Marketing/Sales	\$X,XXX
Office Equipment	\$XXX
Office Supplies	\$XXX
Forms Printing	\$XX
Vehicle Insurance	\$X,XXX
Business Insurance	\$XXX
Professional Fees	\$XXX
Vehicle Registration	\$XXX
Permits/Company Formation	\$XXX
Total Start-up Expenses	\$XX,XXX
Start-up Assets	
Cash Required	\$XX,XXX
Other Current Assets	\$XX
Long-term Assets	\$XX
Total Assets	\$XX,XXX
Total Requirements	\$XX,XXX

Chart: Start-up

[Chart removed to protect client confidentiality]

3.0 Services

XXXXXXXX, Inc. will offer information destruction services for both business and residential customers.

Our uniformed employees will take a customer's documents from their location directly to our truck fully equipped for on-site secure destruction where the materials will be destroyed. Once the materials are destroyed, a certificate of destruction will be provided to our customer. Rather than shredded documents ending up in a landfill, we ensure all of our waste materials are recycled delivered to certified recycling centers, eliminating any environmental impact.

In addition to document destruction services, XXXXXXXX is one of very few destruction companies that also provide destruction of electronic information. If a customer is discarding a computer, PDA, or cell phone, they may contact us and we will destroy all electronic data saved on those items.

We will also provide educational and consulting services for our customers, providing them with the latest information in privacy laws and regulations, identity theft risks, and document security, and providing advice and counsel on minimizing the risk of identity theft and violations of applicable laws.

4.0 Market Analysis Summary

Identity theft and industrial espionage affects more than one million individuals and businesses each year, with a total economic cost of over \$50 billion. In addition, legislation such as the Personal Information Protection and Electronic Documents Act (PIPEDA) has stringent mandates about how personal information is collected, used, and disclosed by private sector organizations in the course of their business activities. Under the regulations of PIPEDA, businesses must "destroy, erase, or render anonymous" all personal data that is no longer required. Not only are businesses bound to destroy any documents that include personal data, but they are also required to destroy any personal data contained in electronic media, such as computers, PDA's, and cell phones, when they discard those electronic items.

In the personal, residential sector, industry analysis reveals that almost 75% of XXXXXXXX are concerned about identity theft, and almost 30% of XXXXXXXX say they, or someone they know, have already been the victims of identity theft. Indeed, 2006 statistics from PhoneBusters, the XXXXXXXX anti-fraud call centre, show that personal identity theft costs over \$15 million per year, effecting approximately 8,000 individuals annually.

Privacy legislation in XXXXXXXX, and the increasing concern of personal identity theft, has allowed for healthy growth in the document and information destruction industry. According to Industry XXXXXXXX, the shredding industry is a \$250 million industry growing at an annual rate of 12%-20%.

4.1 Market Segmentation

XXXXXXX in XXXXXXXX will focus on the following target customers:

- **Small Business and Companies:** These companies have 1-50 employees. Although the number of potential customers in this market is smaller than our other market segment, the potential for sales in this segment is greater, since all companies have document destruction needs and internal document disposal is not cost-effective or efficient. Outsourcing disposal services is an excellent solution that can reduce a business's disposal costs by as much as 25% compared to internal disposal options.
- **Residential Customers:** As mentioned earlier, identity theft is a major concern of XXXXXXXX and the concern is growing each year. While home paper shredders are available at office supply stores, they do not shred documents as completely as our document destruction service. Additionally, our service of electronic data destruction is invaluable to residential customers, who typically replace their computers every five years and cell phones every two years.

Table: Market Analysis

Market Analysis							
		Year 1	Year 2	Year 3	Year 4	Year 5	
Potential Customers	Growth						CAGR
Small Business Commercial Customers	X%	XX,XXX	XX,XXX	XX,XXX	XX,XXX	XX,XXX	X.XX%
Residential Customers	X%	X,XXX	X,XXX	X,XXX	X,XXX	X,XXX	X.XX%
Total	X.XX%	X,XXX	X,XXX	X,XXX	X,XXX	X,XXX	X.XX%

Chart: Market Analysis (Pie)

[Chart removed to protect client confidentiality]

5.0 Strategy and Implementation Summary

XXXXXXXX will aggressively market its services as an expert in the field of document and data destruction, and the prevention of identity theft. We will offer complete information destruction services at a competitive price, with unrivalled service.

5.1 SWOT Analysis

The following SWOT Analysis captures the key strengths and weaknesses within our company and highlights opportunities and threats facing our organization.

5.1.1 Strengths

1. The information destruction industry has seen rapid growth, between XX% and XX% annually.
2. The XXXXXX region is XXXX largest metropolitan area in XXXXX. XXXXX was recently selected as one of the best cities worldwide to live in, and the economy of XXXXX and XXXXX is very stable and healthy.
3. Our management team will be experts in the field of document and data destruction, and applicable laws and regulations, as well as in the field of identity theft prevention, offering expert consultation to customers in those areas of expertise.

5.1.2 Weaknesses

1. XXXXXXXX will initially operate out of the home of its president, XXXXXXXX, to reduce overhead costs. Some potential customers may perceive this an operation less professional than competitors. To offset this, we will maintain a separate phone line at XXXXXXXX's home office, dedicated to the business only, and answered professionally with the business name only.
2. XXXXXXXX is starting operations 100% loan financed, with very little capital contribution coming from XXXXXXXX. This results in significantly decreased profit margins and net

worth during the terms of the loans. The loans are necessary, however, to cover start-up costs and initial working capital. It is planned that our aggressive sales and marketing strategies will result in rapid sales growth, offsetting the liability of the loans.

3. The information destruction industry is heavily reliant on legislation mandating the treatment of personal data. We will need to keep up with changing legislation to ensure we are conducting operations in compliance with all related regulations, and to exploit any opportunities created by additional legislation or changes to existing legislation or regulations.

5.1.3 Opportunities

1. As concern about the privacy of personal information and industrial espionage continues to grow, it is expected that additional legislation, either on the national or provincial level, will be created, expanding the types of personal information that must be destroyed, and mandate guarantees of that destruction. This will result in additional expansion of the industry.
2. The percentage of the population with computers, PDA's, and/or cell phones is at an all time high. Additionally, these products have a relatively short lifespan: Consumers generally replace their computers every five to eight years, their PDA's every five years, and their cell phones every two to three years. This creates an enormous opportunity for us to provide data destruction services for those discarded items.

5.1.4 Threats

There are several companies offering information destruction services in the XXXXXX area. With relatively low barriers to entry, compared to other industries, and the growth of the information destruction industry and privacy laws, it is expected that other competitors will emerge in the next few years. We will combat the threat from competitors by aggressively marketing our services, utilizing a professional marketing company, and also by maintaining a strategy of acquiring other smaller document destruction companies in our market areas.

As of this writing, our largest competitors in the XXXXXX area are Iron Mountain Shredding, Shred-it, Enviroshreds, and Recall. Only Enviroshreds targets the small business market segment and highlights their environmentally friendly waste disposal. None of the competitors listed here actively market services for destroying electronic data on computers, PDA's, or cell phones.

5.2 Competitive Edge

XXXXXXXXXX competitive edge is our quick response to a customer's request for services. A customer places an order through our toll-free phone number, and the order is placed in our service queue. We will respond within 24 hours of a customer request, have their information destroyed, and provide an immediate certificate of destruction to the customer once we have completed the destruction of their documents on-site in our fully equipped mobile shredding vehicle. XXXXXXXXXXXX will also be one of the few information destruction services that offer both document and electronic data destruction. Our customers will be able to utilize our services not only for the destruction of confidential paper-based information, but also for the destruction of electronic data on discarded computers, PDA's, and cell phones.

We will also target small businesses and residential customers in the XXXXXX area. Most competitors target large businesses, and their pricing models and bundled packages are geared towards those businesses. With our focus on small businesses and residential customers, and

the pricing structure geared towards that niche, we will have a competitive edge over our competitors, whose pricing is usually over the budget of our market niche.

Finally, XXXXXXXXXX commitment to the environment is a distinct competitive advantage. Unlike other document destruction companies that simply send their waste to landfills, we are committed to recycling all of our paper waste. In an era of heightened awareness of global warming and environmental impacts, more consumers are specifically looking for environmentally committed vendors to do business with.

5.3 Marketing Strategy

We will be entering into an agreement with a professional marketing company that will provide us with the following marketing services:

- A professionally designed website, complete with a form that potential customers can complete to schedule an initial consultation with us.
- A dedicated telemarketing agent and sales manager to aggressively contact potential customers about our services. These contacts will be made with a professionally developed customer list, customized for our target markets.
- A marketing email campaign, designed to send XXX to XXXX emails per month to potential customers in our geographic market.

Our agreement projects a goal of \$XXXX in monthly sales within the first six months of operation. After achieving that goal for a 4 month period, we will also pay a bonus commission for each month with sales in excess of \$XXXXX.

5.4 Sales Strategy

In partnership with our professional sales outsourcing company, we will aggressively target those potential customers that are missed in the sales strategy of other information destruction companies: small businesses and individuals. Rather than pay a large monthly retainer fee for a relatively small volume of shredding, small businesses can utilize our services at a pay-per-container rate. For residential consumers, we will aggressively market our services as an alternative to home shredding machines, which are seeing a decline in customer satisfaction. With an increase in telecommuting employees and home-based businesses, our small business and residential strategic focus will fill in an important niche gap in the information destruction industry.

5.4.1 Sales Forecast

Sales forecast data is shown in the table below. As the data indicates, XXXXXXXXXX plans sales of \$XXXXXX the first year with increases of XX% in years two and three, an increase of XX% in years three through five.

Table: Sales Forecast

<i>Sales Forecast</i>	Year 1	Year 2	Year 3	Year 4	Year 5
Sales					
Business Document Destruction	\$XXXXX	\$XXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Data Destruction	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Sales	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX

Chart: Sales Monthly

[Chart removed to protect client confidentiality]

Chart: Sales by Year

[Chart removed to protect client confidentiality]

5.5 Milestones

In order to successfully begin operations, several important milestones must be completed. The following chart and table detail those milestones and the related budget, which are included with the expenses shown in the projected Profit and Loss Statement later in this plan.

Table: Milestones

<i>Milestones</i>	Start Date	End Date	Budget	Manager	Department
Milestone					
Totals					

6.0 Management Summary

XXXXXXXX, founder and president of XXXXXX, Inc. will be the sole member of the management team initially, with Mrs. XXXXXXXX serving on the company's Board of Directors. As the company expands to other markets, XXXXXXXX will evaluate the need to hire additional management personnel to cover expanded operations.

6.1 Personnel Plan

At the start of operations, XXXXXXXX will be the sole employee, handling management as well as day-to-day operations and customer service. As our company grows, we will need to hire another document destruction specialist and administrative assistance. Both of these hires are planned for the third year of operation. Additional personnel needs will be evaluated as needed.

Table: Personnel

<i>Personnel Plan</i>	Year 1	Year 2	Year 3	Year 4	Year 5
President	\$x	\$x	\$x	\$x	\$x
Certified Destruction Agent	\$x	\$x	\$x	\$x	\$x
Administration	\$x	\$x	\$x	\$x	\$x
Total People	X	X	X	X	X
Total Payroll	\$x	\$x	\$x	\$x	\$x

7.0 Financial Plan

The following sections outline the Financial Plan of XXXXXXXXX, Inc.

7.1 Start-up Funding

The start-up costs for XXXXXXXX, Inc. will consist of a truck lease, equipment, signage, advertising and marketing, initial working capital, and other related costs. The total start-up costs will be \$XXXXX, which will be financed from a bank loan through the XXXXX Small Business Financing Program. The following table details the start-up costs.

Table: Start-up Funding

<i>Start-up Funding</i>	
Start-up Expenses to Fund	\$XXXXX
Start-up Assets to Fund	\$XXXXX
Total Funding Required	\$XXXXX
Assets	\$XXXXX
Non-cash Assets from Start-up	\$XXXXX
Cash Requirements from Start-up	\$XXXXX
Additional Cash Raised	\$XXXXX
Cash Balance on Starting Date	\$XXXXX
Total Assets	\$XXXXX

XXXXXXXX, Inc.

	\$XXXXX
	\$XXXXX
Liabilities and Capital	\$XXXXX
	\$XXXXX
Liabilities	\$XXXXX
Current Borrowing	\$XXXXX
Long-term Liabilities	\$XXXXX
Accounts Payable (Outstanding Bills)	\$XXXXX
Other Current Liabilities (interest-free)	\$XXXXX
Total Liabilities	\$XXXXX
	\$XXXXX
Capital	\$XXXXX
	\$XXXXX
Planned Investment	\$XXXXX
Owner	\$XXXXX
Investor	\$XXXXX
Additional Investment Requirement	\$XXXXX
Total Planned Investment	\$XXXXX
Loss at Start-up (Start-up Expenses)	(\$XXXXX)
Total Capital	(\$XXXXX)
Total Capital and Liabilities	\$XXXXX
Total Funding	\$XXXXX

7.2 Important Assumptions

The following table summarizes key financial assumptions used for the projections in this plan.

Table: General Assumptions

<i>General Assumptions</i>	Year 1	Year 2	Year 3	Year 4	Year 5
Plan Month	1	2	3	4	5
Current Interest Rate	X.XX%	X.XX%	X.XX%	X.XX%	X.XX%
Long-term Interest Rate	X.XX%	X.XX%	X.XX%	X.XX%	X.XX%
Tax Rate	X.XX%	X.XX%	X.XX%	X.XX%	X.XX%
Other	0	0	0	0	0

7.3 Break-even Analysis

The following table summarizes the break-even analysis, including monthly sales break-even points. With our current expense projections, \$11,006 in monthly revenue is required to break even.

Table: Break-even Analysis

<i>Break-even Analysis</i>	
Monthly Revenue Break-even	\$XXXXX
Assumptions:	
Average Percent Variable Cost	X%
Estimated Monthly Fixed Cost	\$XXXXX

Chart: Break-even Analysis

[Chart removed to protect client confidentiality]

7.4 Projected Profit and Loss

As the Profit and Loss table below indicates, our company expects to realize a substantial profit in its first year of operation, steadily increasing throughout the first five years of operation. In the third year of operation, there is a decrease in profitability due to the purchase of a second vehicle and additional staffing expenses. Through our strong sales growth, however, profitability increases again in the fourth year.

Table: Profit and Loss

<i>Pro Forma Profit and Loss</i>					
	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Expenses					
Payroll	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Marketing/Promotion	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Depreciation	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Payroll Taxes	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Van Lease	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Telephone	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Containers	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Brochures	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Newsletters	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Letterhead/Business Cards	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Computer Support	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Uniforms	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Association Fees	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Conference Exhibitor Fees	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Office Supplies	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Postage	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Forms Printing	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Vehicle Insurance	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Business Insurance	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Professional Fees	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Vehicle Maintenance	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Equipment Maintenance	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Vehicle Registration	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Temporary Staffing	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Fuel	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Marketing/Sales Commissions	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Operating Expenses	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Profit Before Interest and Taxes	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
EBITDA	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Interest Expense	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Taxes Incurred	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Net Profit	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Net Profit/Sales	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%

Chart: Profit Monthly

[Chart removed to protect client confidentiality]

Chart: Profit Yearly

[Chart removed to protect client confidentiality]

7.5 Projected Cash Flow

The company's estimated cash flow projection is outlined in the following table. Our low overhead will ensure positive cash balances during our phase of building a customer base. Detailed monthly numbers for the first year of operation are included in the appendix.

Table: Cash Flow

<i>Pro Forma Cash Flow</i>					
	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Received					
Cash from Operations					
Cash Sales	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Cash from Receivables	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Subtotal Cash from Operations	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Additional Cash Received					
Goods & Services Tax Received	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
New Current Borrowing	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
New Other Liabilities (interest-free)	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
New Long-term Liabilities	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Sales of Other Current Assets	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Sales of Long-term Assets	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
New Investment Received	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Subtotal Cash Received	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Expenditures	Year 1	Year 2	Year 3	Year 4	Year 5
Expenditures from Operations					
Cash Spending	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Bill Payments	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Subtotal Spent on Operations	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Additional Cash Spent	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Goods & Services Tax Paid Out	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Principal Repayment of Current Borrowing	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Other Liabilities Principal Repayment	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Long-term Liabilities Principal Repayment	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Purchase Other Current Assets	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Purchase Long-term Assets	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Dividends	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Subtotal Cash Spent	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Net Cash Flow	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX
Cash Balance	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX	\$XXXXXX

Chart: Cash

[Chart removed to protect client confidentiality]

7.6 Projected Balance Sheet

Our projected balance sheet is shown below. We do not foresee any difficulty meeting our debt obligations throughout the first five years of operation. A detailed monthly balance sheet for the first year of operation is included in the appendix.

Table: Balance Sheet

<i>Pro Forma Balance Sheet</i>					
	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Accounts Receivable	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Other Current Assets	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Current Assets	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Long-term Assets	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Long-term Assets	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Accumulated Depreciation	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Long-term Assets	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Assets	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Liabilities and Capital	Year 1	Year 2	Year 3	Year 4	Year 5
Current Liabilities					
Accounts Payable	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Current Borrowing	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Other Current Liabilities	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Subtotal Current Liabilities	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Long-term Liabilities	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Liabilities	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Paid-in Capital	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Retained Earnings	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Earnings	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Capital	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Liabilities and Capital	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Net Worth	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX

7.7 Business Ratios

Business ratios for the years of this plan are shown below. Industry profile ratios based on the North American Industry Classification System (NAICS) code 561990, Business Support Services, are shown for comparison.

Table: Ratios

<i>Ratio Analysis</i>	Year 1	Year 2	Year 3	Year 4	Year 5	Industry Profile
Sales Growth	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Percent of Total Assets						
Accounts Receivable	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Other Current Assets	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Total Current Assets	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Long-term Assets	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Total Assets	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Current Liabilities	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Long-term Liabilities	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Total Liabilities	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Net Worth	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Percent of Sales	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Sales	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Gross Margin	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Selling, General & Administrative Expenses	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Advertising Expenses	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Profit Before Interest and Taxes	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Main Ratios						
Current	XX.XX	XX.XX	XX.XX	XX.XX	XX.XX	XX.XX
Quick	XX.XX	XX.XX	XX.XX	XX.XX	XX.XX	XX.XX
Total Debt to Total Assets	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Pre-tax Return on Net Worth	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Pre-tax Return on Assets	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Additional Ratios	Year 1	Year 2	Year 3	Year 4	Year 5	
Net Profit Margin	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	n.a
Return on Equity	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	n.a
Activity Ratios						
Accounts Receivable Turnover	XX.XX	XX.XX	XX.XX	XX.XX	XX.XX	n.a
Collection Days	XX	XX	XX	XX	XX	n.a
Accounts Payable Turnover	X.XX	X.XX	X.XX	X.XX	X.XX	n.a
Payment Days	XX	XX	XX	XX	XX	n.a
Total Asset Turnover	X.XX	X.XX	X.XX	X.XX	X.XX	n.a
Debt Ratios						
Debt to Net Worth	X.XX	X.XX	X.XX	X.XX	X.XX	n.a
Current Liab. to Liab.	X.XX	X.XX	X.XX	X.XX	X.XX	n.a
Liquidity Ratios						
Net Working Capital	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	n.a
Interest Coverage	XX.XX	XX.XX	XX.XX	XX.XX	XX.XX	n.a
Additional Ratios						
Assets to Sales	X.XX	X.XX	X.XX	X.XX	X.XX	n.a
Current Debt/Total Assets	X%	X%	X%	X%	X%	n.a
Acid Test	X.XX	X.XX	X.XX	X.XX	X.XX	n.a
Sales/Net Worth	X.XX	X.XX	X.XX	X.XX	X.XX	n.a
Dividend Payout	X.XX	X.XX	X.XX	X.XX	X.XX	n.a

7.8 Long-term Plan

Our long term plan consists of expansion through organic growth and acquisition. In partnership with our selected marketing and sales outsourcing company, along with internal marketing activities such as quarterly newsletters and industry conference exhibitions, we plan on realizing substantial growth within the first five years of operation, ultimately positioning ourselves as the "one-stop shop" for document and data destruction, as well as consulting in the document destruction, privacy, and identity theft prevention fields.

Organic growth will only partially realize our expansion plans, however. In addition to organic growth, after the fifth year of operation, our plan is to consistently monitor other small companies in our industry as targets of acquisition. This strategy will not only reduce competition, by acquiring competitors into the XXXXXXXX brand, but will also give us opportunities to expand our customer base within the XXXXXX market, as well as expanding into other geographic markets such as XXXXXX and XXXXXXXX.

Appendix

Table: Sales Forecast

<i>Sales Forecast</i>	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Sales												
Business Document Destruction	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Data Destruction	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Total Sales	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX

Appendix

Table: Personnel

<i>Personnel Plan</i>	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
President	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Certified Destruction Agent	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Administration	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Total People	X	X	X	X	X	X	X	X	X	X	X	X
Total Payroll	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX

Appendix

Table: Profit and Loss

<i>Pro Forma Profit and Loss</i>	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Sales	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Expenses		\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Payroll	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Marketing/Promotion	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Depreciation	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Payroll Taxes	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Van Lease	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Telephone	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Containers	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Brochures	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Newsletters	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Letterhead/Business Cards	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Computer Support	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Uniforms	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Association Fees	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Conference Exhibitor Fees	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Office Supplies	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Postage	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Forms Printing	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Vehicle Insurance	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Business Insurance	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Professional Fees	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Vehicle Maintenance	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Equipment Maintenance	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Vehicle Registration	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Temporary Staffing	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Fuel	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Marketing/Sales Commissions	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Total Operating Expenses	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Profit Before Interest and Taxes	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
EBITDA	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX
Interest Expense	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX	\$XXXX

Appendix

Taxes Incurred	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Net Profit	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Net Profit/Sales	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%

Appendix

Table: Cash Flow

<i>Pro Forma Cash Flow</i>	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Cash Received												
Cash from Operations												
Cash Sales	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Cash from Receivables	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Subtotal Cash from Operations	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Additional Cash Received	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Sales Tax Received	X.XX% \$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
New Current Borrowing	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
New Other Liabilities (interest-free)	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
New Long-term Liabilities	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Sales of Other Current Assets	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Sales of Long-term Assets	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
New Investment Received	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Subtotal Cash Received	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Expenditures	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Expenditures from Operations												
Cash Spending	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Bill Payments	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Subtotal Spent on Operations	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Additional Cash Spent	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Sales Tax, Paid Out	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Principal Repayment of Current Borrowing	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Other Liabilities Principal Repayment	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Long-term Liabilities Principal Repayment	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Purchase Other Current Assets	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Purchase Long-term Assets	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Dividends	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Subtotal Cash Spent	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Net Cash Flow	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX
Cash Balance	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX

Appendix

Table: Balance Sheet

<i>Pro Forma Balance Sheet</i>		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Assets	Starting Balances												
Current Assets													
Cash	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Accounts Receivable	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Other Current Assets	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Current Assets	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Long-term Assets													
Long-term Assets	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Accumulated Depreciation	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Long-term Assets	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Assets	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Liabilities and Capital													
Current Liabilities													
Accounts Payable	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Current Borrowing	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Other Current Liabilities	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Subtotal Current Liabilities	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Long-term Liabilities	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Liabilities	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Paid-in Capital	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Retained Earnings	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Earnings	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Capital	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Total Liabilities and Capital	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX
Net Worth	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX	\$XXXXX