



Taco Port, LLC

BUSINESS PLAN

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EXECUTIVE SUMMARY

Taco Port, LLC (also referred to as “the Company”) is bringing authentic Tex-Mex cuisine to the residents, students, and visitors of Greensboro, North Carolina. The Company has found an ideal restaurant space on Spring Garden Street, adjacent to the University of North Carolina Greensboro and Greensboro College, as well as the Greensboro Coliseum. This will ensure access to numerous customers: both the student body and the many residents who live in this area. Taco Port will emphasize its use of fresh ingredients and locally sourced products, as well as its focus on Tex-Mex cuisine—including a range of breakfast tacos, which are not typically found in Mexican restaurants in the region. The space is roughly 2,200 square feet and is already designed for use as a restaurant, but the Company will make minor changes to the interior/exterior and will also purchase some new equipment. The dining area can accommodate up to 48 dine-in guests; however, during COVID-19, Taco Port will implement social distancing protocols and will seat no more than 24. The Company will also have a robust carryout and delivery system (using third-party platforms such as GrubHub), to ensure maximum safety and profitability.

Taco Port will benefit from its location on Spring Garden Street and will partner with UNC Greensboro to become a UNCG Flex partner. This region is diverse, but more than 45.0% of households within a five-mile radius of the Taco Port location earn \$50,000 or more per year—and 28.7% earn \$100,000 or more. Spring Garden Street also sees daily traffic counts of roughly 16,500 vehicles, which conservatively estimating at 5% purchasing meals at \$13 each would yield potential daily earnings of \$10,725. The Company will continually find creative ways to expand its take-out service, with targeted promotions to all of the student housing communities surrounding the restaurant. Specials such as Tex-Mex Tapas night, as well as accommodating outdoor seating with heaters/fans as needed seasonally, will attract local customers. Taco Port will also provide sample tastings once a week and provide free wi-fi within the restaurant for customers.

The Company will operate within a major segment of the \$148.1 billion *Single Location Full-Service Restaurants* industry: the \$54.6 billion *Mexican Restaurants* industry, which has benefited from the increasing popularity of Mexican cuisine in the U.S. This segment has also benefited from domestic adaptations of traditional Mexican food, such as Tex-Mex, as well as consumer preference for healthier, convenient food options that are relatively inexpensive. Over the next five years, rising consumer spending is expected to support

revenue growth—and the *Mexican Restaurants* industry is anticipated to grow at an annualized rate of 6.8% to reach \$75.8 billion in 2025.

Taco Port will deploy a marketing strategy that uses both print and digital methods while leveraging the extensive business and management experience of its owner/operators. The Company will place ads in local publications and send direct mailers to nearby residents and businesses. Taco Port is currently creating a robust and easy to navigate website, and the Company will be active on major social media platforms, such as Facebook, Instagram, and Twitter. Taco Port will also benefit from being a certified veteran-owned (VOSB) and minority-owned (MBE) small business. Most importantly, Taco Port will serve authentic Tex-Mex cuisine, deliver outstanding customer service, and be active in the local community—ensuring referrals from satisfied customers.

The Company was founded by husband-and-wife team Alfredo and Kimberly Fernandez. Mr. Fernandez is a seasoned A&P Mechanic with 25+ years of experience who currently works as a Flight Mechanic for Omni Air International. He grew up in San Antonio and would watch his mother pour her heart into cooking for the family. Her recipes for authentic Tex-Mex and her passion for serving great food are what Taco Port is all about. By the age of 16, Mr. Fernandez was grilling fajitas and learning the art of Tex-Mex cooking. Kim Fernandez brings more than 15 years of experience in administrative support, customer service, data entry, and management. She is detail-oriented and resourceful, and always ensures that tasks are completed with accuracy and efficiency. She is currently an Executive Assistant for the City of Greensboro.

The Company will also benefit from having two successful restaurateurs as mentors. Marcelo Marino is currently the Director of Culinary Arts at Guilford Technical Community College. He has opened several restaurants that incorporated fresh and sustainable food. Brad Semon is the current Manager of the Painted Plate, one of Greensboro's premier caterers. He has been in the restaurant industry for over 40 years.

To achieve the Company's objectives, Taco Port is seeking \$120,000 in total funding through bank or Small Business Administration (SBA)-backed lending. The bank or SBA-backed loan will be paid back from the cash flow of the business within ten years, collateralized by the assets of the Company, and backed by the personal integrity, experience, and a contractual guarantee from the owners. The owners are investing \$30,000 to fund the launch of Taco Port.

Company Ownership

Taco Port is a Limited Liability Company registered in the state of North Carolina.

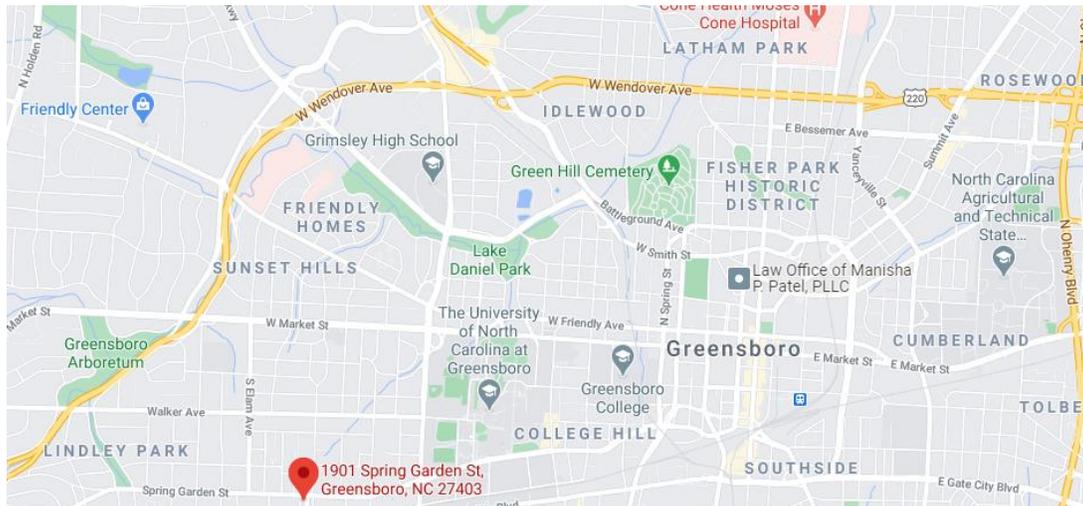
The Company is owned by Alfredo Fernandez (51%) and Kimberly Fernandez (49%).

Company Location

The restaurant will be located at:

1901 Spring Garden Street

Greensboro, North Carolina, 27403



COMPANY HIGHLIGHTS



Total Revenue*

\$911,090

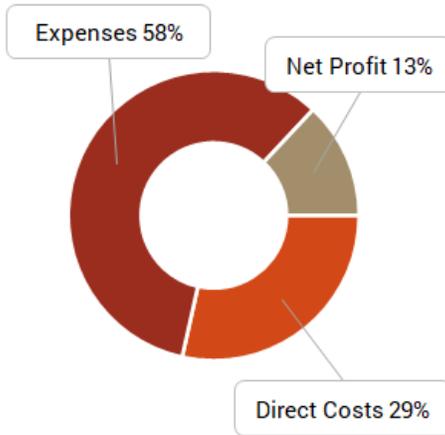
Net Profit*

\$118,656

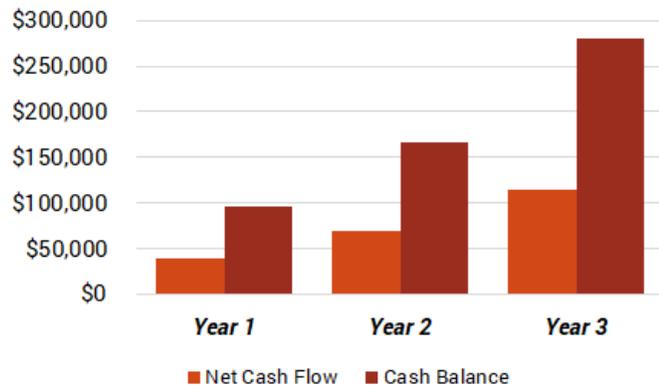
Net Profit Percentage*

13.0%

*Year 3



Year 3



	Year 1	Year 2	Year 3
Total Revenue	\$575,000	\$767,237	\$911,090
Gross Margin	\$411,125	\$548,574	\$651,429
Operating Expenses	\$380,183	\$470,763	\$526,873
EBITDA*	\$42,357	\$89,226	\$135,972
Net Profit	\$22,978	\$70,843	\$118,656
Net Profit %	4.0%	9.2%	13.0%

*Earnings Before Interest, Taxes, Depreciation, & Amortization

Debt Service Coverage Ratio

Year 1 **1.95**

Year 2 **4.11**

Year 3 **6.26**

Use Of Funds

The table below outlines the sources and uses of funding:

SOURCES & USES

<i>SOURCES OF FUNDS</i>	
Loan	\$120,000
Owner Investment	\$30,000
TOTAL SOURCES	\$150,000
<i>USES OF FUNDS</i>	
START-UP EXPENSES	
Legal & Professional Fees	\$3,000
Website Development	\$1,000
Lease Deposit	\$11,400
Research & Development	\$500
Serv Safe Certification	\$300
Kitchen Cleaning	\$2,100
Marketing	\$5,000
Brochures & Printed Materials	\$500
Supplies	\$3,000
HVAC Repair & Exterior Maintenance	\$2,450
Other/Misc	\$1,500
Total Start-up Expenses	\$30,750
START-UP ASSETS	
Working Capital	\$57,175
Inventory	\$5,000
Furniture	\$5,000
Security System	\$2,000
Equipment	\$25,000
Vinyls	\$1,500
PPE & Uniforms	\$800
Signage	\$13,775
POS System	\$2,000
Deck Buildout	\$7,000
Total Start-up Assets	\$119,250
TOTAL USES	\$150,000

TACO PORT: AN OVERVIEW

Taco Port will be a family-owned and operated fast-casual restaurant that serves traditional Tex-Mex cuisine, with an emphasis on fresh ingredients with meat, meatless, and gluten-free menu options for a more inclusive customer experience. The Company has found an ideal restaurant lease space (2,200 square feet) at the corner of Spring Garden Street and Chapman Street, near Greensboro College, the University of North Carolina Greensboro, and the Greensboro Coliseum. This location will provide easy access to numerous customers in the region, and the Company will cater to a diverse market of college students (18-24), middle-class working families (25-34), and older adults (35+).

Open at 6:00 a.m. on weekdays, a highlight of Taco Port's menu will be its breakfast tacos, which are widely known as part of Tex-Mex cuisine but are generally not offered in other local Mexican restaurants and food trucks. The Company's focus on authentic, family recipes for tacos, fajita plates, nachos, quesadillas, and other Tex-



Mex inspired dishes will set it apart from other competitors who serve more traditional Mexican cuisine. During the week, Taco Port will be open until 9:00 p.m., and will be open from 11:00 a.m. to 8:00 p.m. on Saturdays and closed on Sundays. Taco Port's location can seat up to 48 customers, and while the Company will provide dine-in services, it will also focus on answering the demand for quick, contactless delivery service by partnering with third-party platforms such as DoorDash, Uber Eats, and GrubHub. Taco Port will also provide convenient and safe carryout options, allowing the restaurant to thrive during the COVID-19 pandemic. In addition, the Company will partner with the University of North Carolina's Flex Student Meal Program.

The Company will emphasize cleanliness, food safety, and food quality—and will ensure the safety of all guests and staff through the following procedures:

- Seating 24 customers max during COVID-19, with adequate space between them
- Disinfecting all surfaces in the shop every 30 minutes
- Strict handwashing procedures for all employees
- Strict mask-wearing policy for all staff & customers

Menu

The following is the Company's current working menu:

BREAKFAST MENU

(served 6am to 10:30am)

- 1** STREET TACOS (4"/5" Mini Corn or Flour Tortillas)
CHOICE OF ANY 3 TACOS, SALSA/PICO DE GALLO
 - a. *Beef Chorizo, Egg & Cheese – 3 for \$7*
 - b. *Beef Kielbasa Sausage, Egg & Cheese – 3 for \$7*
 - c. *Vegan Bacon, Egg & Cheese – 3 for \$7*
 - d. *Potato, Egg & Cheese – 3 for \$6.50*
 - e. *Bean & Cheese – 3 for \$6*
 - f. *Egg & Cheese – 3 for \$6*

- 2** VEGAN TACOS (8" Corn or Flour Tortillas) – 2 TACOS & YOUR CHOICE OF SALSA/PICO DE GALLO
 - a. *Vegan Bacon, Egg & Cheese - \$7*
 - b. *Spinach, Egg & Cheese - \$7*
 - c. *Bean & Cheese - \$6*

- 3** BREAKFAST TACOS (8" Corn or Flour Tortillas) - 2 TACOS & YOUR CHOICE OF SALSA/PICO DE GALLO
 - a. *Beef Chorizo, Egg & Cheese – 2 for \$8*
 - b. *Beef Kielbasa Sausage, Egg & Cheese – 2 for \$8*
 - c. *Brisket, Egg & Cheese – 2 for \$9.50*
 - d. *Potato, Egg & Cheese – 2 for \$7.50*
 - e. *Egg & Cheese – 2 for \$7.50*
 - f. *Bean & Cheese – 2 for \$6*

- 4** BREAKFAST PLATES (8" Corn or Flour Tortillas)
(SERVED WITH REFRIED BEANS, HASHBROWNS, SALSA, 2 TORTILLAS, COFFEE)
 - a. **2 fried or Scrambled Eggs with Beef Kielbasa Sausage - \$9.50*
 - b. *Spanish Omelette (eggs, pico de gallo, cheese) - \$10*
 - c. *Chili Cheese Omelette (eggs w/chili cheese) - \$10*
 - d. *Migas (tortilla chips, eggs and cheese) - \$9*

- 5** VEGAN BREAKFAST PLATE (8" Corn or Flour Tortillas)
(SERVED WITH REFRIED BEANS, HASHBROWNS, SALSA, 2 TORTILLAS, COFFEE)
 - a. *Migas (tortilla chips, plant-based eggs-cheese) - \$10*
 - b. *Plant-based eggs w/pico de gallo & Vegan Bacon - \$10*
 - c. *Plant-based eggs w/spinach and vegan bacon - \$10*

LUNCH & DINNER MENU

(served 11am to closing)

1

STREET TACOS (4"/5" Mini Corn or Flour Tortillas)

CHOICE OF ANY 3 TACOS, SALSA/PICO DE GALLO

- a. *Beef Fajita* – 3 for \$7.50
- b. *Char-Broiled Chicken* – 3 for \$7
- c. *Brisket* – 3 for \$8
- d. *Ground Beef & Cheese* – 3 for \$9.50
- e. *Shredded Beef (beef & rice)* - 3 for \$7.50

2

STREET VEGAN TACOS (4"/5" Mini Corn or Flour Tortillas)

CHOICE OF ANY 3 TACOS, SALSA/PICO DE GALLO

- a. *Beans, Vegan Cheese* - 3 for \$6
- b. *Rice, Black Beans* - 3 for \$6
- c. *Beans, Cheese, Grilled Onions and Peppers* - 3 for \$6

3

TACOS (8" Corn or Flour Tortillas) – 2 TACOS & YOUR CHOICE OF SALSA/PICO DE GALLO

- a. *Beer Battered Fish (cod, red cabbage, special tarter sauce & Texas Pete sauce)* - \$9.50
- b. *Beef Fajita* - \$9
- c. *Char-Broiled Chicken* - \$8
- d. *Brisket* - \$9.50
- e. *Ground Beef & Cheese* - \$8
- f. *Shredded Beef* - \$9

> **MAKE IT A COMBO** – *Chips/Red Salsa & Fountain Drink* – \$3.50

> **MAKE IT A MEAL** – *Rice, Black Beans & Fountain Drink* – \$4

4

RICE BOWLS (Includes rice, black beans, cheese, salsa, pico de gallo)

- a. *Steak* - \$9
- b. *Char-Broiled Chicken* - \$8.50
- c. *Ground Beef* - \$8.50
- d. *Vegan (grilled onion & peppers, vegan cheese)* - \$7.50

5 QUESADILLAS (Flour tortillas, cheese, sour cream, your choice salsa/pico de gallo)

- a. *Ground Beef* - \$8.50
- b. *Char-Broiled Chicken* - \$8
- c. *Steak* - \$9
- d. *Cheese* - \$7
- e. *Vegan Cheese* - \$7.50

6 NACHOS (Black beans, cheese, sour cream, jalapenos, salsa/pico de gallo)

- a. *Ground Beef* - \$9
- b. *Char-Broiled Chicken* - \$8
- c. *Steak* - \$9
- d. *Chesse* - \$7
- e. *Vegan Cheese* - \$7.50

7 FRIED BURRITOS (Cheese, beans, sour cream, salsa or hot sauce)

- a. *Ground Beef* - \$8.50
- b. *Char-Broiled Chicken* - \$8
- c. *Shredded Beef* - \$9
- d. *Bean & Cheese* - \$7

ADDITIONS

- Seasoned Rice - \$1.50
- Black Beans / Refried Beans – \$1.50
- Extra Salsa or Pico De Gallo – \$.60
- Taco Port Chips & Creamy Queso – \$5.50
- Jalapenos - \$.50
- Sour Cream - \$.50
- Shredded lettuce - \$.50
- Guacamole - \$2
- Sliced Avocado (half) - \$2.50
- Cholula or Texas Pete Hot Sauces (upon request)

SALADS

(include saltine crackers)

- Awesome Salad (cucumber, green bell pepper, tomatoes, red onion, black olives, sliced cheese, olive oil and dash of red wine vinegar, salt, pepper) – \$7.50
- Spinach Salad (spinach, shredded lettuce, red onion, bell pepper, tomato, cucumber, olive oil dressing, salt, pepper) – \$6.50 / Add grilled chicken - \$3

BEVERAGES

DRINKS

- Pepsi / Dr. Pepper / Sprite / Root Beer – \$2.50
- Coffee – \$2.25
- Orange Juice – \$2.60
- Tea - \$2.50
- Bottled Water – \$2

BOTTLED DRINKS

- Mexican Coke – \$3
- Jarritos (orange, lime, fruit) – \$2.60

BEER (bottle)

- Corona - \$3.50
- Modelo Especial - \$3.50
- Sol - \$3.50
- Stella Artois - - \$4

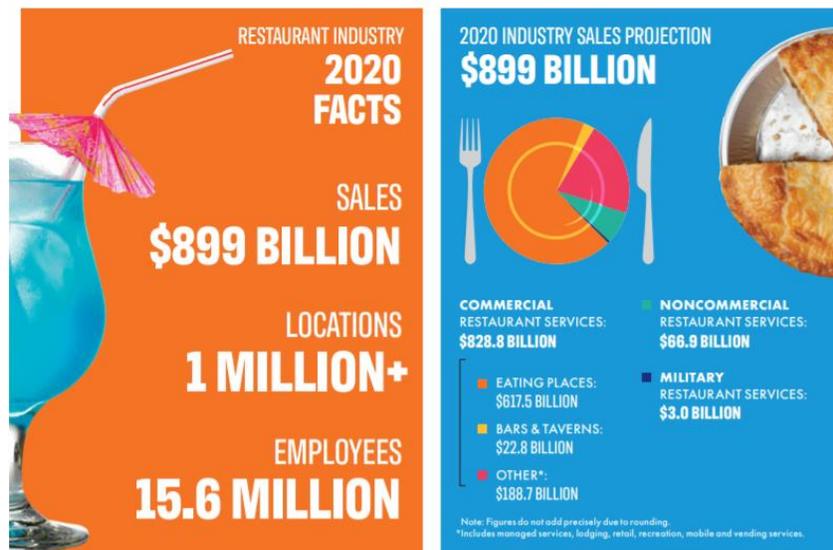
WINE - \$5 per glass

- White Sangria
- Red Sangria
- Lugana White Wine
- Prosecco
- Stella Rosa (sweet red)
- Lambrusco Red Wine (dry)

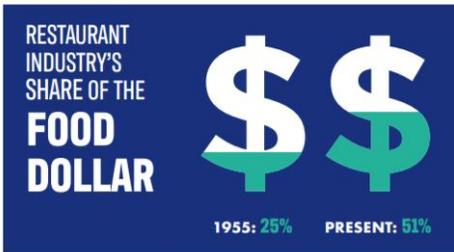
MARKET ANALYSIS SUMMARY

The restaurant industry is expected to continue growing, with projected sales of \$899 billion in 2020 alone. The industry has been adding jobs faster than the national average for 13 consecutive years. Today, the restaurant industry employs 15.6 million people, and there are more than one million restaurant locations throughout the U.S. More than half of American adults have worked in a restaurant at one point in their lives, and the restaurant industry employs more women and minority management professionals than any other industry.

One trend in 2020 is growing consumer interest in takeout and delivery options, due primarily to the ongoing COVID-19 pandemic. 52% of consumers say that purchasing takeout or delivery food is essential, 58% are more likely to have restaurant food delivered today than they were two years ago, and 61% are more likely to pick up takeout food for dinner than they were two years ago. Taco Port will embrace this trend by making it easy for consumers to purchase to-go orders and have food delivered through third-party apps. The following infographics from the National Restaurant Association provide an overview of the industry.¹



¹ National Restaurant Association. "National Statistics." <https://restaurant.org/research/restaurant-statistics/restaurant-industry-facts-at-a-glance>

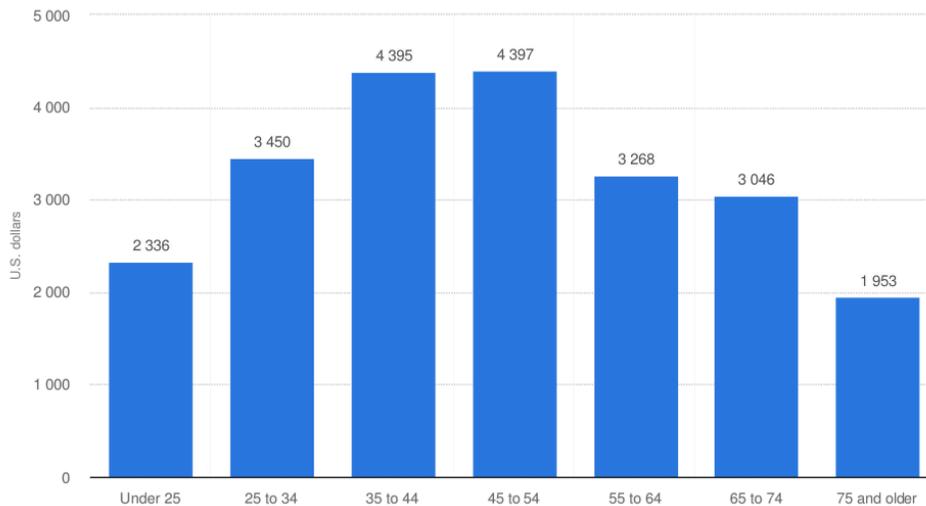


CONSUMER TRENDS BY THE NUMBERS

- 63%** Consumers who say they would rather spend money on an experience such as a restaurant or other activity, compared to purchasing an item from a store.
- 58%** Consumers who say they are more likely to incorporate restaurant-prepared items — such as a main dish, side or dessert — into their home-prepared meals than they were two years ago.
- 52%** Consumers who say purchasing takeout or delivery food is essential to the way they live.
- 58%** Consumers who say they are more likely to have restaurant food delivered than they were two years ago.
- 56%** Consumers (age 21+) who say they would be likely to order alcoholic beverages if they were offered as part of a food delivery order from a restaurant.
- 61%** Employed adults who say they are more likely to pick up takeout food for dinner on the way home from work than they were two years ago.
- 76%** Consumers who say they are more likely to visit a restaurant that offers locally sourced food.
- 68%** Consumers who say they would be likely to take advantage of a house account if it was offered by a restaurant in their community.
- 48%** Consumers who say the availability of discounts for dining on less busy days of the week would make them choose one restaurant over another.
- 49%** Consumers who say they are likely to make a restaurant choice based on how much a restaurant supports charitable activities and the local community.

According to the Bureau of Labor Statistics, U.S. households spent an average of \$3,459 on takeout, in-restaurant dining, and fast-food meals in 2018.² These figures are higher depending on age, as seen in the following chart from market research firm Statista. Consumers between the ages of 35 and 54 spent the most annually on food away from home, with an average of \$4,396.³

Average food away from home household expenditure in the United States in 2018, by age (in U.S. dollars)



Source
Bureau of Labor Statistics
© Statista 2019

Additional Information:
United States; Bureau of Labor Statistics; 2018

A recent Deloitte survey found that 83% of Americans say that traditional fast-casual food is unhealthy, and younger generations are becoming more conscious of what they eat.⁴ Taco Port will capitalize on consumers' desire for fast, affordable, healthy food options, providing high-quality Tex-Mex cuisine that is much healthier than the food found at chain competitors.

² MSN/The Daily Meal. "This is how much..." <https://www.msn.com/en-us/foodanddrink/foodnews/this-is-how-much-the-average-household-spends-eating-out-versus-eating-at-home>

³ Statista. <https://www.statista.com/statistics/241038/average-us-food-away-from-home-household-expenditures-by-age>

⁴ Multi-briefs: Exclusive. "Fast food trends..." <https://exclusive.multibriefs.com/content/fast-food-trends-shift-as-consumers-seek-healthy-quick-offerings/food-beverage>

Mexican food is one of the most popular ethnic cuisines in the U.S., and no matter where you are in the country you can be sure of finding a Mexican restaurant. There are several reasons why Mexican food has become a staple in the U.S. These include:⁵

- It contains fresh ingredients from all food groups, including protein, grains, and vegetables.
- Many ingredients are farm fresh rather than coming from a can.
- It is flavorful, using a variety of powerful and delicious spices and savory sauces.
- It is affordable.
- It offers many options.

When most Americans think of Mexican food, what they're usually thinking of is the fusion creation called Tex-Mex. Largely a result of Tejano culture (Texans of Mexican heritage), Tex-Mex first came into existence when Americans encountered Mexican food and began adding their own twists. There are several notable differences between authentic Mexican and Tex-Mex, including the use of cheddar cheese, sour cream, and cumin (not typically used in traditional Mexican cuisine).⁶

Mexican food is the most popular cuisine in 27 states and is second only to Chinese throughout the country. 50% of Americans eat Mexican food at least once a month. The following charts from Chef's Pencil⁷ and Statista⁸ provide additional details.

⁵ El Indio. "Why is Mexican Food..." <https://www.elindiosandiego.net/why-is-mexican-food-so-well-loved-in-the-united-states>

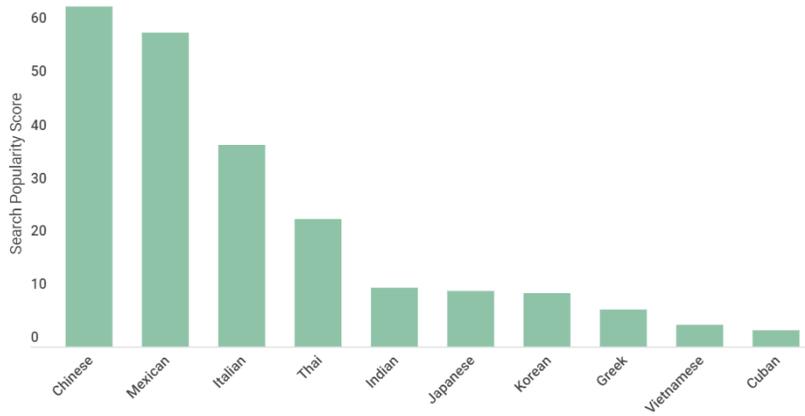
⁶ Spoon University. "The Difference Between Tex-Mex and Mexican..." <https://spoonuniversity.com/lifestyle/tex-mex-vs-mexican-food>

⁷ Chef's Pencil. "Most Popular Ethnic Cuisines..." <https://www.chefspencil.com/most-popular-ethnic-cuisines-in-america>

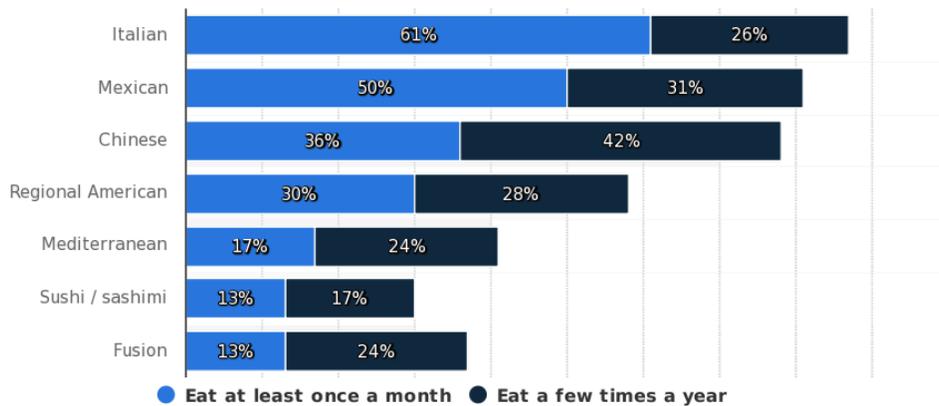
⁸ Statista. <https://www.statista.com/statistics/460323/frequency-us-consumers-eat-ethnic-cuisine-by-menu>

Most Popular Ethnic Cuisines in America

An analysis of Google Trends data by Chef's Pencil.



How often do you eat the following ethnic cuisines?*



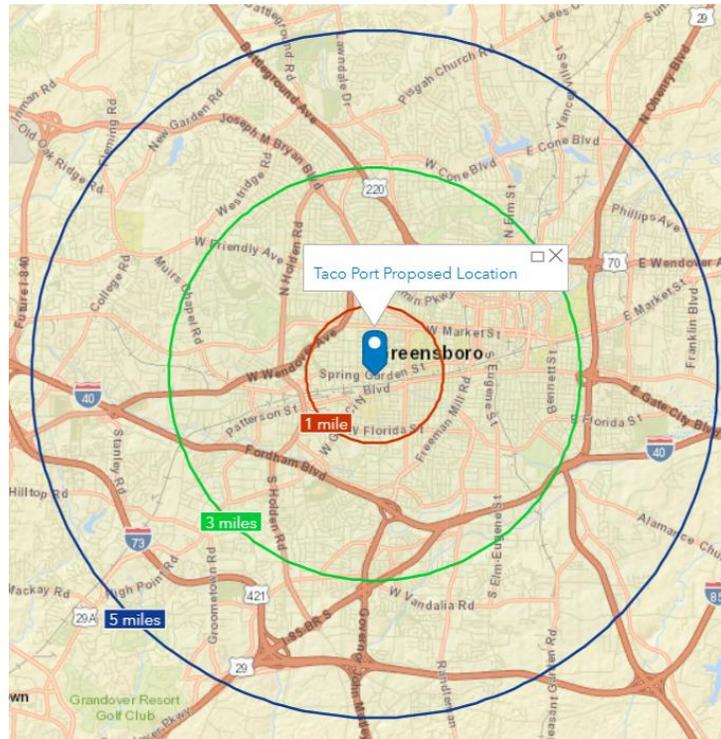
Source
Nation's Restaurant News
© Statista 2018

Additional Information:
United States; Nation's Restaurant News; August, 2015**; 1,000 respondents; 18 years and older

Location Analysis

The Company's proposed location is at the corner of Spring Garden Street and Chapman Street in Greensboro, North Carolina (Guilford County). This region will provide easy access to numerous potential customers, as it is near two major schools (University of North Carolina Greensboro and Greensboro College) as well as the Greensboro Coliseum Complex. It is also near the popular residential neighborhoods of Sunset Hills and Lindley Park.

Greensboro is the third-largest city in North Carolina and is centrally located in the state's Piedmont Triad region, and the city is ranked number 54 of the most diverse cities in America, with a Hispanic population of approximately 8.7 percent.⁹ The following data set from market research firm ESRI provides a population summary of the region surrounding Taco Port's proposed location. This data has been keyed to radii of 1, 3, and 5 miles.¹⁰



Market Profile - Radial Analysis			
1901 Spring Garden Street, Greensboro, North Carolina, 27403			
	1 mile	3 miles	5 miles
2020 Total Population	13,592	88,760	208,815
2025 Total Population	13,876	91,652	216,943
2020-2025 Annual Rate	0.41%	0.64%	0.77%
2020 Total Daytime Population	14,327	120,197	242,360
Workers	6,947	68,592	242,360
Residents	7,380	51,605	118,442
2020 Households	4,781	35,973	86,471
2020 Families	1,675	17,613	45,827
2020 Average Family Size	2.96	3.04	3.01
2020 Population by Age			
Total	13,590	88,759	208,815
0 - 4	2.9%	5.5%	5.6%

⁹ Data USA. <https://datausa.io/profile/geo/greensboro-nc>

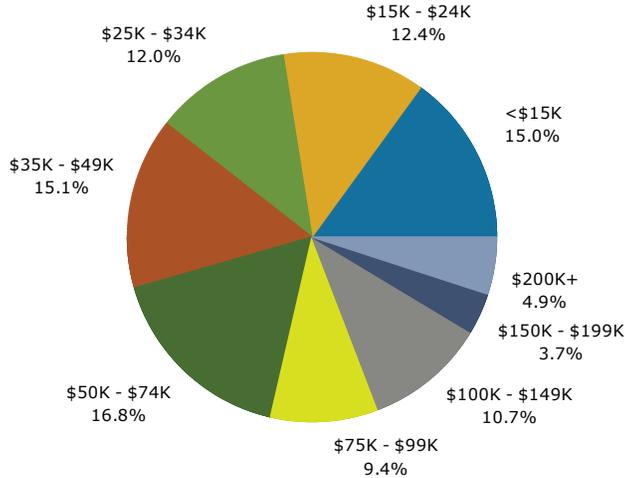
¹⁰ Business Analyst Online. Source: <http://bao.arcgis.com/en/log-in>

5 - 9	2.6%	5.2%	5.4%
10 - 14	2.7%	5.1%	5.4%
15 - 24	48.9%	22.6%	18.8%
25 - 34	13.3%	14.8%	15.0%
35 - 44	8.0%	11.5%	11.9%
45 - 54	6.9%	10.9%	11.3%
55 - 64	7.2%	10.7%	11.2%
65 - 74	4.6%	7.9%	8.7%
75 - 84	2.0%	4.0%	4.5%
85 +	0.9%	1.9%	2.2%
18 +	89.2%	81.0%	80.3%
<i>Median Age</i>			
2010	23.7	31.2	33.4
2020	23.9	32.7	34.9
2025	23.9	33.4	36.0
<i>2020 Population by Sex</i>			
Males	6,109	42,909	99,300
Females	7,484	45,850	109,515
<i>Per Capita Income</i>			
2020	\$21,284	\$26,841	\$28,650
2025	\$22,761	\$28,772	\$31,136
<i>Median Household Income</i>			
2020	\$37,738	\$39,663	\$44,403
2025	\$39,278	\$41,573	\$47,348
<i>2020 Households by Income</i>			
Household Income Base	4,781	35,973	86,471
<\$15,000	21.9%	19.2%	14.9%
\$15,000 - \$24,999	14.2%	12.8%	12.4%
\$25,000 - \$34,999	10.3%	12.5%	12.0%
\$35,000 - \$49,999	14.9%	14.4%	15.2%
\$50,000 - \$74,999	15.9%	15.0%	16.8%
\$75,000 - \$99,999	8.4%	8.4%	9.4%
\$100,000 - \$149,999	8.5%	9.4%	10.7%
\$150,000 - \$199,999	2.7%	3.3%	3.6%
\$200,000+	3.3%	5.1%	4.9%
Average Household Income	\$57,602	\$65,661	\$68,922

This region is socioeconomically diverse, but there is a high number of middle- and upper-income households within a five-mile radius of the Company's location. As seen in the following income summary chart from ESRI, more than 45.0% of households in this region earn \$50,000 or more per year, and 28.7% earn \$100,000 or more. Although Taco Port will

appeal to consumers from all backgrounds, consumers with higher levels of disposable income tend to spend more on food away from home.¹¹

2020 Household Income



The following ESRI table shows the restaurant market potential for the area surrounding the Company's location (five-mile radius). Note that consumers in this area spent at family and fast-food restaurants at rates that are in line with, and often higher than, the national average (MPI score of 100).¹²

Restaurant Market Potential (5-mile radius)			
Product/Consumer Behavior	Expected Number of Adults	Percent	MPI
Went to family restaurant/steak house in last 6 months	118,817	71.2%	97
Went to family restaurant/steak house 4+ times/month	40,634	24.3%	93
Spent at family restaurant last 30 days: <\$1-30	14,112	8.5%	107
Spent at family restaurant last 30 days: \$31-50	15,251	9.1%	99
Spent at family restaurant last 30 days: \$51-100	22,533	13.5%	91
Spent at family restaurant last 30 days: \$101-200	12,738	7.6%	82
Went to family restaurant last 6 months: for breakfast	20,265	12.1%	94

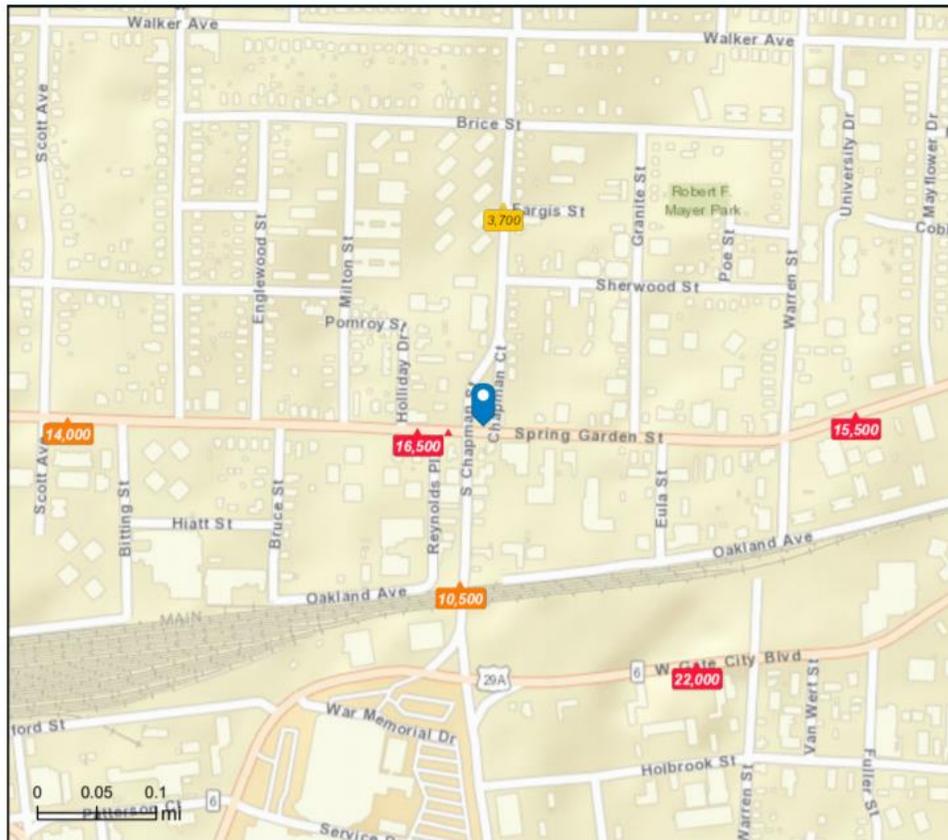
¹¹ Business Analyst Online. Source: <http://bao.arcgis.com/en/log-in>

¹² Business Analyst Online. Source: <http://bao.arcgis.com/en/log-in>

Went to family restaurant last 6 months: for lunch	30,415	18.2%	98
Went to family restaurant last 6 months: for dinner	71,061	42.6%	94
Went to family restaurant last 6 months: for snack	3,936	2.4%	120
Went to family restaurant last 6 months: on weekday	47,690	28.6%	96
Went to family restaurant last 6 months: on weekend	62,946	37.7%	94
Went to fast food restaurant in the last 6 months: eat in	57,223	34.3%	96
Went to fast food restaurant in the last 6 months: home delivery	16,476	9.9%	117
Went to fast food restaurant in the last 6 months: take-out/drive-thru	76,475	45.8%	100
Went to fast food restaurant in the last 6 months: take-out/walk-in	36,503	21.9%	105
Went to fast food restaurant in the last 6 months: breakfast	57,212	34.3%	99
Went to fast food restaurant in the last 6 months: lunch	80,574	48.3%	98
Went to fast food restaurant in the last 6 months: dinner	77,715	46.5%	102
Went to fast food restaurant in the last 6 months: snack	22,029	13.2%	107
Went to fast food restaurant in the last 6 months: weekday	94,544	56.6%	97
Went to fast food restaurant in the last 6 months: weekend	77,839	46.6%	100
Went to fast food restaurant in the last 6 months: Chipotle Mex. Grill	21,928	13.1%	104
Went to family restaurant last 6 months: Chili's Grill & Bar	18,587	11.1%	106
<p>Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.</p> <p>Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2020 and 2025.</p>			

This is also a heavily trafficked region of the city. Nearest the Company's location, Spring Garden Street sees daily traffic counts of 16,500 vehicles.¹³

¹³ Business Analyst Online. Source: <http://bao.arcgis.com/en/log-in>



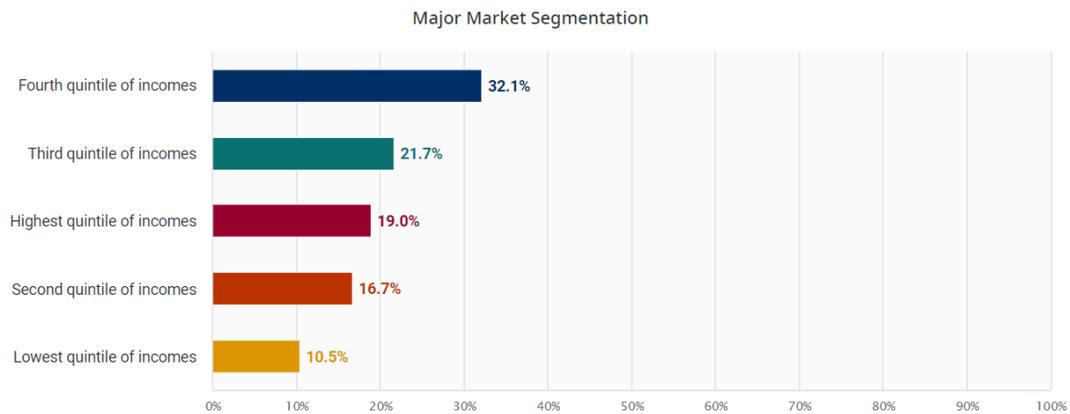
Market Segmentation

The Company will target consumers of all ages and backgrounds. According to the U.S. Census Bureau, the average consumer spends 5.2% of their annual expenditure on food and beverages purchased away from home. Market research firm Toast finds that 61% of adults would rather spend money dining out vs. purchasing an item from a store, and 51% of diners go out to eat more than once a week.¹⁴

The *Mexican Restaurant* industry depends on growth in consumer disposable income and has benefited from a surge in the nation's immigrant population, as well as overall consumer interest in health consciousness. Between 2015 and 2020, Mexican restaurants surged in popularity due to certain chains, notably Chipotle Mexican Grill, marketing themselves as a healthier option than traditional fast-casual food. According to the Bureau of Labor Statistics (BLS), households in the lowest two income quintiles spend 36.3% of their

¹⁴ Toast. <https://pos.toasttab.com/blog/restaurant-management-statistics>

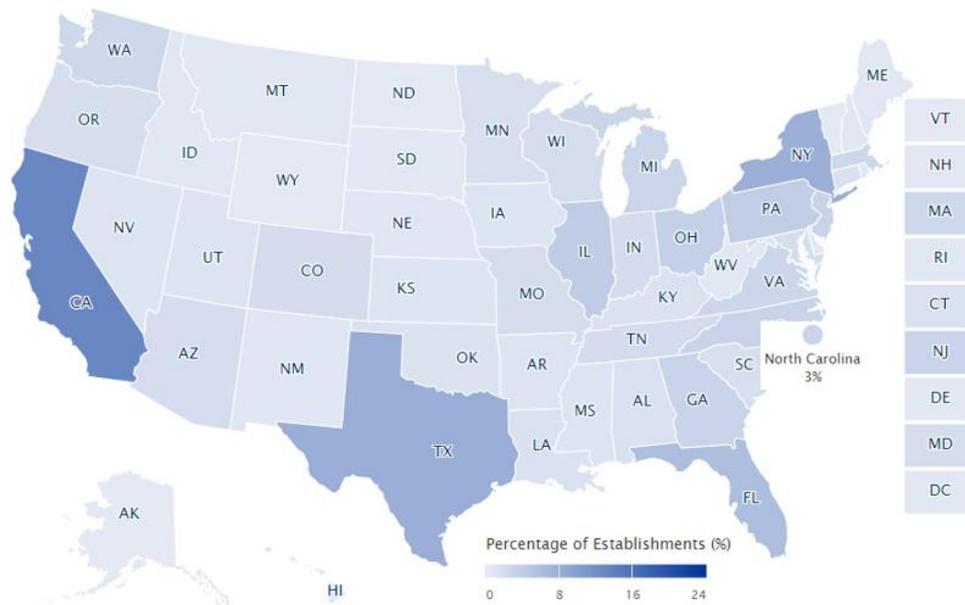
total food budget on dining out, whereas those in the middle two income quintiles spend 43.5 percent. Households in the highest income quintile allocate 48.9% of their food budget to dining out. As seen in the following infographic and map from market research firm IBISWorld, Mexican restaurants cater to a diverse range of customers, and the state of North Carolina has an estimated 3.0% of all industry establishments.¹⁵ Furthermore, North Carolina is one of the few states in the U.S. that is allowing dine-in at restaurants (with restrictions and protocols).¹⁶



¹⁵ US SPECIALIZED INDUSTRY REPORT OD4305. "Mexican Restaurants." Source: IBISWorld.com

¹⁶ Open Table. "A State-by-State..." <https://blog.opentable.com/2021/states-provinces-restaurants-reopen-guide-coronavirus>

Business Concentration in the United States



Industry Analysis

Taco Port will operate within the \$148.1 billion *Single Location Full-Service Restaurants* industry, which includes independent or family-owned restaurants that typically offer alcoholic and other beverages for patrons to enjoy with a sit-down meal in a mid- to high-end atmosphere.¹⁷

This industry has enjoyed steady growth over the past five years, due to the improving economy and rising consumer confidence. The fine-dining segment has done particularly well, thanks to the quick recovery of income for affluent consumers and the corporate sector at large. Market research firm IBISWorld estimates that industry revenue grew at an annualized rate of 1% between 2015 and 2020. Unfortunately, the mandatory closure of many restaurants due to the COVID-19 outbreak has hurt the industry in 2020, causing an anticipated revenue decline of 16.9% in this year alone. But IBISWorld expects the industry to fully recover over the next five years, forecasting growth at an annualized rate of 8.6% to reach \$223.9 billion in 2025. Mexican restaurants are one of the most popular, generating 13.1% of total revenue in 2020. The following infographics from IBISWorld provide a snapshot of the *Single Location Full-Service Restaurants* industry.¹⁸

¹⁷ US INDUSTRY (NAICS) REPORT 72211B. "Single Location Full-Service Restaurants in the US." Source: IBISWorld.com

¹⁸ Ibid.

Key External Drivers

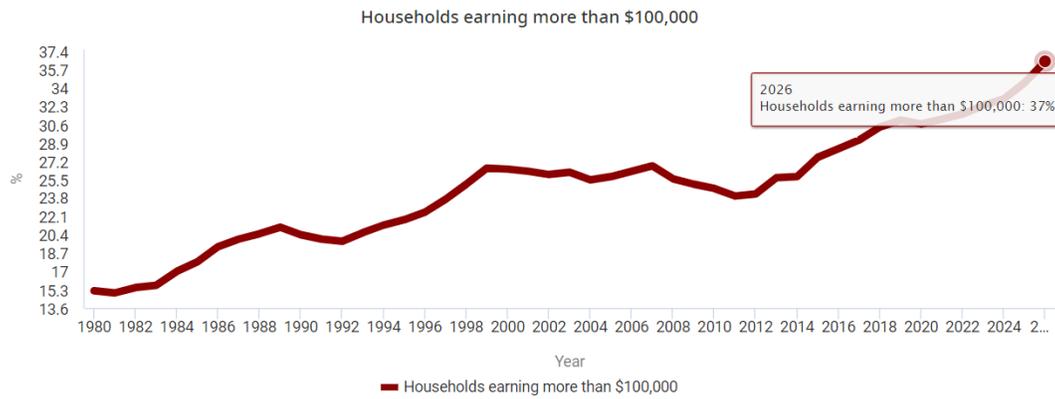
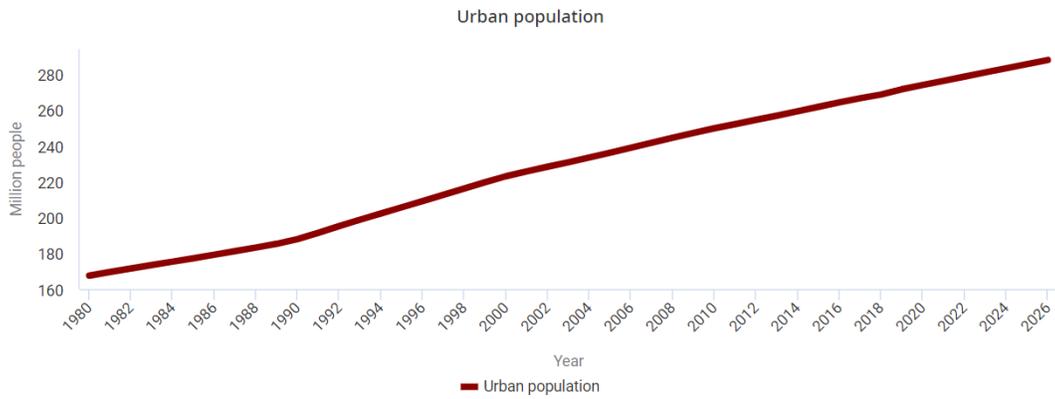
Consumer spending

Consumer Confidence Index

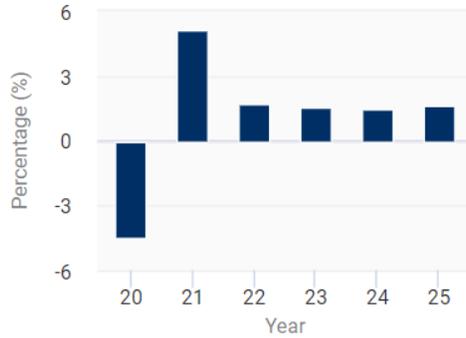
Healthy eating index

Households earning more than \$100,000

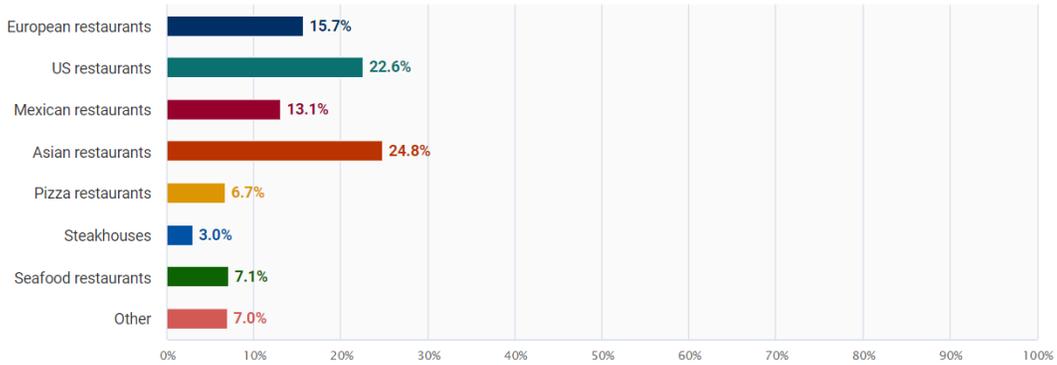
Urban population



Industry Outlook 2020–2025



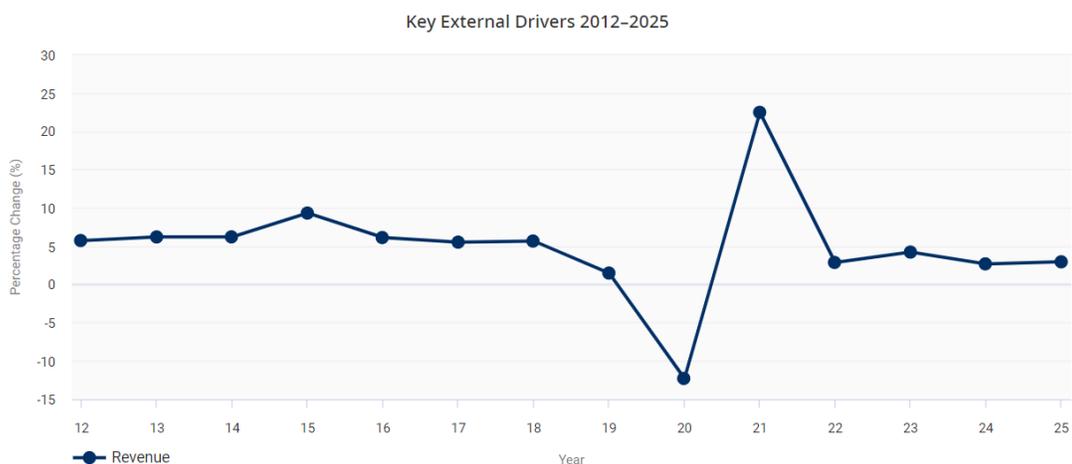
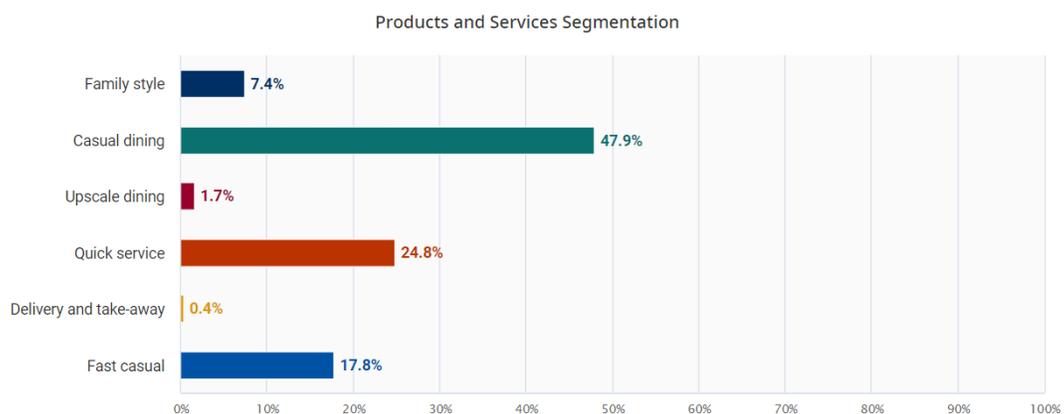
Products and Services Segmentation



As the economy continues to improve, full-service restaurants will compete aggressively for their share of the revenue. The food sector is increasingly dominated by large chains that draw revenue away from smaller, privately owned establishments. But restaurants such as Taco Port are largely unaffected by this trend, as they offer the consumer a memorable experience with attentive service, an enjoyable atmosphere, and high-quality food prepared by skilled chefs.

More specifically, the Company will operate within the \$54.6 billion *Mexican Restaurants* industry, which has shown robust growth over the past five years but has also been affected by the COVID-19 pandemic. Mexican-style cuisine has entered the mainstream American diet, due to an increase in the Hispanic immigrant population and the popularity of domestic adaptations of Mexican cuisine, such as Tex-Mex. Over the coming years, fast-casual Mexican restaurants are expected to outperform those in the full-service sector, and rising consumer confidence is expected to support revenue growth. Mexican restaurants

will likely continue to adapt to changing consumer preferences for high-quality food by developing innovative and health-focused menus, and the industry expansion will be underpinned by the further market acceptance of Mexican-style cuisine over the next five years. IBISWorld anticipates that revenue in the *Mexican Restaurants* industry will grow at an annualized rate of 6.8% to reach \$75.8 billion in 2025. The following IBISWorld infographics provide a snapshot of the industry.¹⁹



¹⁹ US SPECIALIZED INDUSTRY REPORT OD4305. "Mexican Restaurants." Source: IBISWorld.com

Competitors

Taco Port will face direct competition from other Mexican and Tex-Mex restaurants in the same region, as well as indirect competition from restaurants that serve other cuisine. The following is a list of potential competitors:

Freeman's Grub & Pub

<https://www.facebook.com/freemansgrubandpub>

4.7 ★★★★★ 481 Google reviews

\$\$ · Pub

Overview: One of the Company's nearest competitors, Freeman's Grub & Pub serves North American classics with some mixed international flavors in a neighborhood bar & kitchen. The pub's menu includes jalapeno poppers, chicken wings, pulled pork sandwiches, Banh Mi sandwiches, beef brisket, street corn, and more. Freeman's Grub & Pub has no official website, relying instead on a Facebook page to provide information to customers. The restaurant receives mostly favorable customer feedback and has a 4.7-star review based on 481 Google reviews.

Barberitos Southwestern Grille & Cantina

<https://www.barberitos.com>

4.4 ★★★★★ 334 Google reviews

\$ · Southwestern restaurant (US)

Overview: Another nearby competitor, Barberitos Southwestern Grille & Cantina is an order-at-the-counter chain known for standard Southwestern staples such as tacos, burritos, and a salsa bar. In addition to its standard restaurant fare, the company also provides extensive catering options for events of all sizes. Barberitos uses locally sourced items and fresh ingredients, and every order comes with free chips and homemade salsas. The Barberitos location on Spring Garden Street receives mixed feedback and has a 4.4-star rating based on 334 Google reviews.

Salsarita's Fresh Mexican Grill

<https://salsaritas.com>

3.7 ★★★★★ 23 Google reviews

\$ · Mexican restaurant

Overview: Salsarita's is a counter-serve Mexican chain that offers customized burritos, tacos, quesadillas, bowls, salads, and nachos in a unique and colorful space. The company provides contactless mobile and online ordering for curbside and in-restaurant pickup. Salsarita's also offers Fiesta Packs that come loaded with

everything needed to feed up to five people. The location nearest to Taco Port receives mixed feedback and has a 3.7-star rating based on 23 Google reviews.

Kiosko Mexican Grill

<https://kioscomexicangrill.squarespace.com>

4.6 ★★★★★ 1,233 Google reviews

\$\$ · Mexican restaurant

Overview: Located on Spring Garden Street approximately 1.2 miles from Taco Port, Kiosko Mexican Grill is known for a variety of margaritas and south-of-the-border cuisine, as well as a unique outdoor patio. Menu items include quesadillas, chimichangas, burritos, fajitas, and a range of platters. Food is prepared fresh daily and all sauces are made from scratch. The restaurant is highly regarded and has a 4.6-star rating based on an impressive 1,233 Google reviews.

Competitive Edge

Taco Port will leverage its ideal location near the University of North Carolina Greensboro (approx. 19,800 students) and Greensboro College (approx. 1,300 students) to tap into the student market. The Company will partner with UNC Greensboro to be part of its Flex Meal Plan, making it easy for students to choose Taco Port to get a quick, healthy meal—and Taco Port will also partner with North Carolina A&T University, which is less than five miles away from the Company's location. Taco Port will benefit from the extensive business and management experience of its owner/operators and the ongoing support of its restaurateur mentors, who will help guide Taco Port to success. The Company will also benefit from being a certified veteran-owned (VOSB) and minority-owned (MBE) small business. Most importantly, Taco Port will serve authentic Tex-Mex inspired cuisine and be focused on creating a sense of community, ensuring referrals from satisfied customers.

STRATEGY & IMPLEMENTATION SUMMARY

Taco Port will develop a brand that communicates its mission to provide authentic Tex-Mex cuisine for the residents and visitors of Greensboro, North Carolina. The Company will always operate with honesty, integrity, and a focus on delivering quality food and top-notch customer service. A cohesive brand identity, including a memorable logo and all necessary marketing collateral, will transmit a clear message of these values to the Company's customers and guide the development of marketing campaigns. Taco Port plans to utilize a direct marketing approach that relies on traditional and digital methods as well as local outreach. This strategy is specifically designed to reach potential customers throughout its region of operations.

Objectives

The Company has identified the following objectives and benchmarks as it begins operations:

Short-term

- Partner with the Chamber of Commerce to help spread the word throughout the community
- Build its brand and reputation as a premier Tex-Mex restaurant in the Greensboro region
- Build a base of repeat customers that is large enough to sustain the business

Long-term

- Enhance its customer base to sustain the business and support its growth objectives
- Generate enough revenue to expand operations, opening two more North Carolina Taco Port locations (one in Kernersville; one in Kitty Hawk)
- Offer a custom-branded product line, such as homemade organic tortillas and hot sauces, as well as branded promotional items
- Become a regional chain

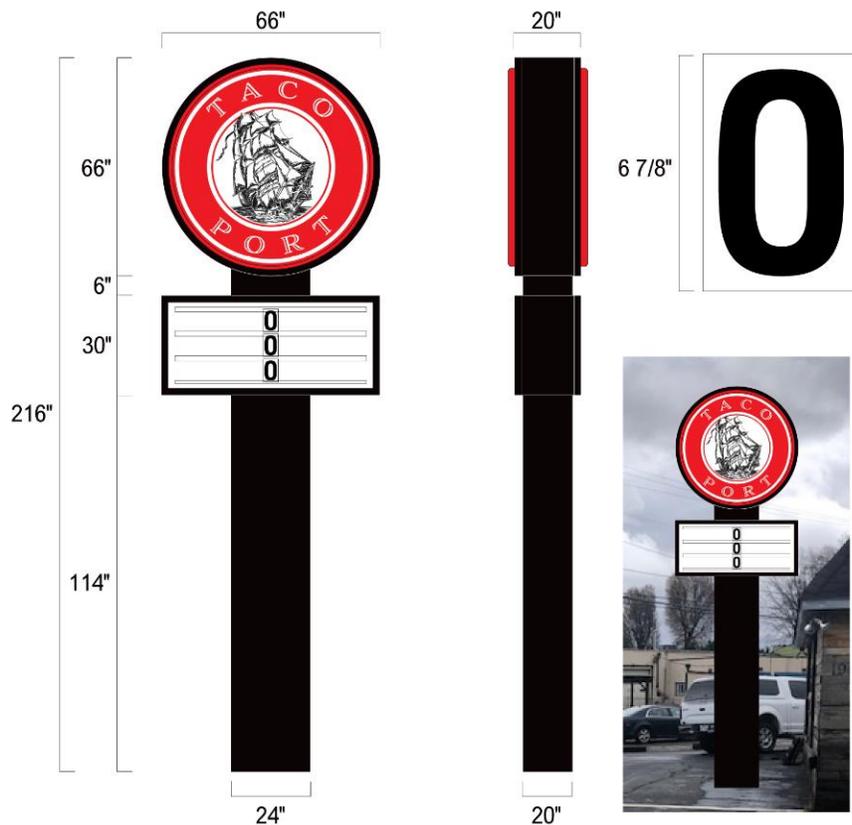
Marketing Strategy

Taco Port will use a direct sales approach and a variety of advertising channels to increase its exposure among prospective customers. Specific channels will include:

Print/digital media: The Company will place ads in local and regional print & digital publications, such as the *Rhino Times*. These advertisements will communicate key value propositions of the business and will also include any limited-time discounts or other incentives.

**RHINO
TIMES**

Signage/Outdoor advertising: The Company has already budgeted to create eye-catching outdoor signage that will draw in customers and add style to the restaurant space. The following images are schematics for the Taco Port signage created by the Burchette Sign Corporation:





Direct mail: Taco Port will send mailers and postcards directly to local residences and businesses. Mailers will provide the Company’s contact information, a description of menu items, and any current promotions. Even in the digital age, consumers prefer to receive restaurant coupons in the mail. In a January 2018 survey by Valassis, the top two channels where U.S. internet users looked for restaurant coupons were mail (42%) and TV (27%). Millennials were the only generation that regularly sought out information via digital channels. As seen in the following chart from digital market research firm eMarketerPro, when asked which channel they preferred, all generations cited mail—with an overall average of 55 percent.²⁰

²⁰ Source: eMarketerPro

Preferred Ad Types for Receiving Restaurant Offers, Promotions or Information According to US Internet Users, by Demographic, Jan 2018

% of respondents in each group

	Millennials	Gen X	Baby boomers	Parents	Total
Mailed	44%	55%	61%	48%	55%
TV	31%	27%	18%	36%	25%
Newspapers	22%	21%	27%	26%	24%
Mobile	40%	26%	8%	40%	23%
Online (desktop)	34%	17%	15%	31%	22%
None of the above	10%	15%	18%	8%	14%

*Note: millennials born 1982-1999; Gen X born 1965-1981; baby boomers born 1946-1964; parents have children under 18 in their household
Source: Valassis, "Tempting the Dynamic Restaurant Customer" in conjunction with The NPD Group, April 10, 2018*

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www.eMarketer.com

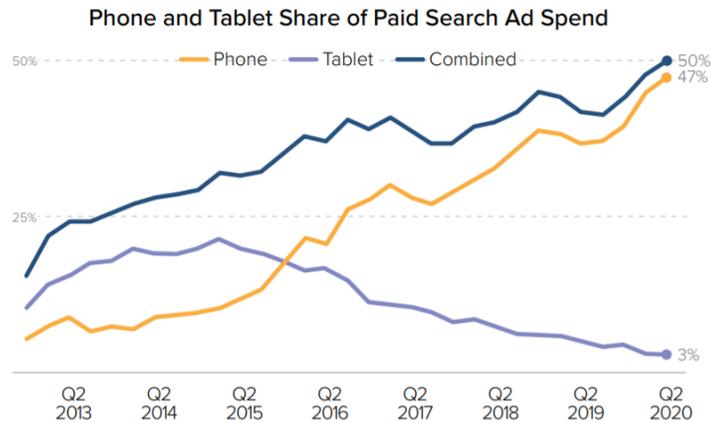
Word of mouth: In the modern world, word travels faster than ever before between family members, peers, and colleagues who are pleased with their experiences with a particular business. The Company will actively cultivate this effective and inexpensive resource to generate interest in its Tex-Mex cuisine. According to research conducted by Nielsen’s Harris Poll Online, word of mouth remains among the most trusted forms of advertising: 82% of consumers around the world say they trust earned advertising, such as word of mouth or recommendations from friends and family, above all other forms of advertising.²¹

Website: Taco Port is currently creating a robust, visually appealing, and easy to navigate website to generate interest in its premium Tex-Mex cuisine (tacoportgso.com). This website will be search engine optimized and mobile compatible, and will include menu information, client testimony, photo gallery, company profile, location, and contact information.

Internet advertising: Taco Port will use a combination of internet advertising methods including Pay-per-Click, Google AdWords, Tags, and banner ads as well as search engine optimization of its website. The Company will also place its business information in online directories such as Yelp and CitySearch. In Q2 2020, phones and tablets accounted for a combined 50% of all search ad spend, as seen in the following chart from market research firm Merkle.²²

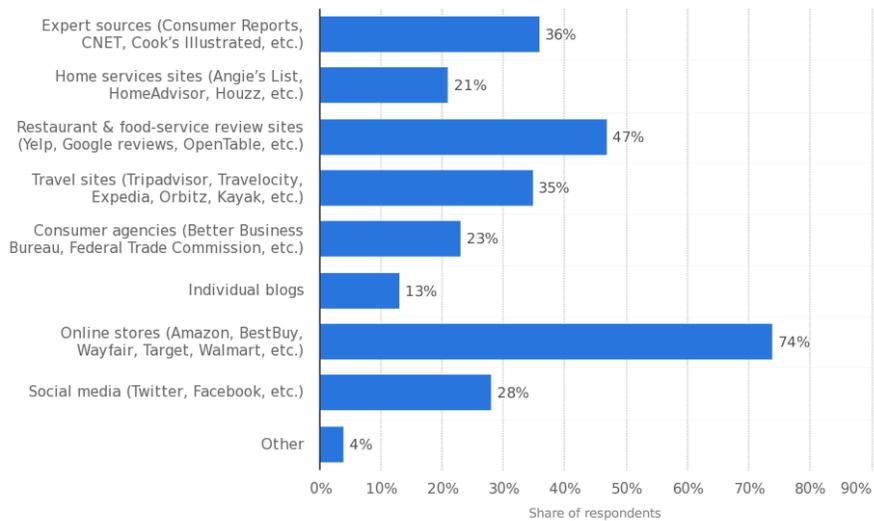
²¹ Ambassador. "How Are Consumers Influenced by Referral Marketing" March 9, 2016. Source: <https://www.getambassador.com/blog/how-are-consumers-influenced-by-referral-marketing>

²² Merkle. "Digital Marketing Report Q2 2020." Downloads/MERKLE_Digital_Marketing_Report_Q2_2020.pdf



Online reviews: After launching, the Company will cultivate positive Yelp and Google reviews. Many customers use these reviews to gauge the quality of a business, making them especially important tools. As seen in the following chart from Statista, 47% of consumers used Yelp/Google reviews within the last six months to find information about product and service providers.²³

Which of the following sources have you used to read online reviews within the last six months about products and service providers?

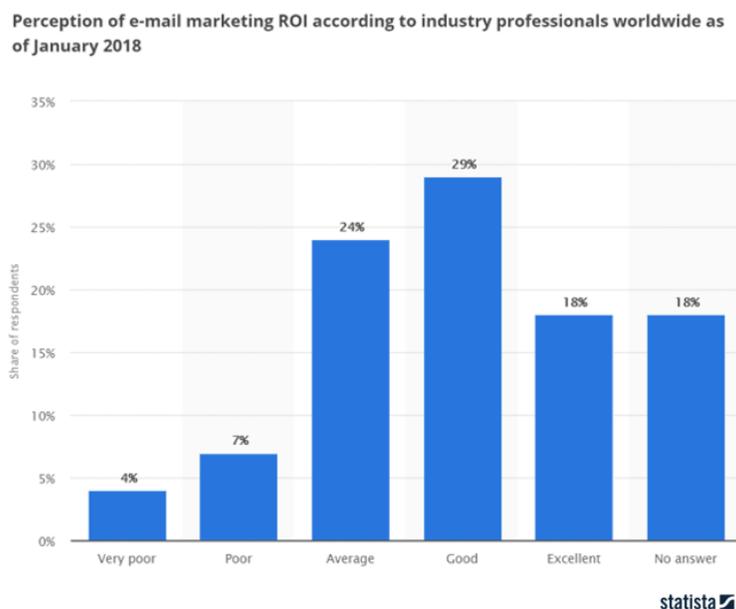


Sources
Worldpay; Socratic Technologies
© Statista 2018

Additional information:
United States; Socratic Technologies; April 2017; 501 respondents; 25 years and older

²³ Statista. <https://www.statista.com/statistics/713288/online-review-sources-type-usa>

Email marketing: Current and prospective customers will benefit from receiving strategic email updates and newsletters regularly. This will provide Taco Port's database of clients and opt-in members with information regarding promotional specials, upcoming events, and relevant business news. All emails will be optimized for desktop and mobile viewing. Email marketing delivers a high ROI: an average of \$44 per dollar spent. The following chart from Statista shows that email is still key for effective business marketing.²⁴

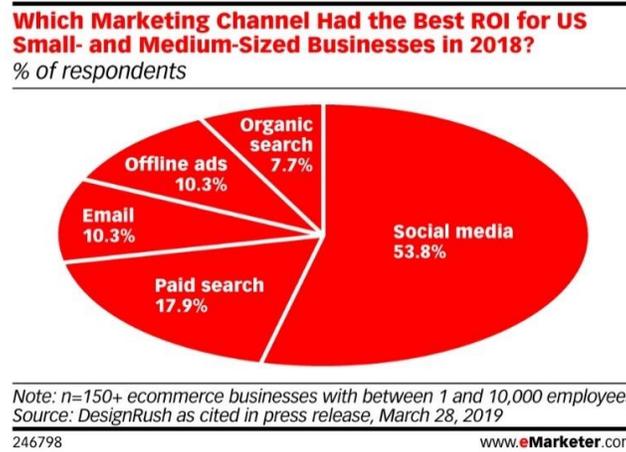


Social Media: Taco Port will develop a distinctive and authentic presence on social networking sites, including Facebook, Instagram, and Twitter. About 68% of all internet users in the U.S. are active on social networks, with 79% of adults using Facebook.²⁵ Meanwhile, 89% of all Millennial consumers are active social network users, and 63% of Millennials report using social media to stay updated on the activity of their favorite

²⁴ "Perception of e-mail marketing ROI according to industry professionals worldwide as of January 2018." Chart. May 30, 2018. Statista. Accessed December 12, 2019. <https://www.statista.com/statistics/959488/email-marketing-roi-effectiveness-perception/>

²⁵ Pew Research Center. "Social Media Update 2016" November 11, 2016. Source: <http://www.pewinternet.org/2016/11/11/social-media-update-2016/>

brands.²⁶ Social media marketing offers small businesses the highest ROI, as seen in the following chart from eMarketer.²⁷



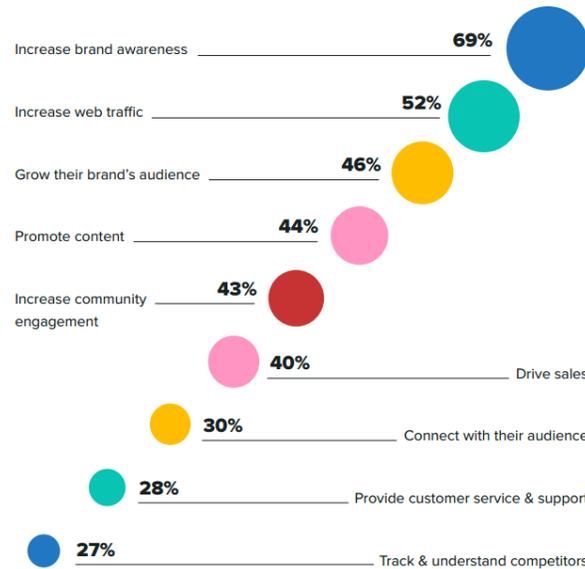
According to a recent report from Sproutsocial.com, maintaining a presence on social media is essential for any business that cares about its bottom line. When consumers follow a brand on social media, Sprout's research shows that 89% will buy from that brand and 75% will increase their spending with that brand. As seen in the following infographic from Sprout Social, increasing brand awareness and web traffic are the top two goals for social media marketers.²⁸

²⁶ Pick, Tom. "104 fascinating social media and marketing statistics for 2014 (and 2015)." B2C. 2014. Source: <http://www.business2community.com/social-media/104-fascinating-social-media-marketing-statistics-2014-2015-01084935>

²⁷ Source: eMarketerPro

²⁸ Sprout Social. <https://sproutsocial.com/insights/data/index>

Marketer's primary goals for social media



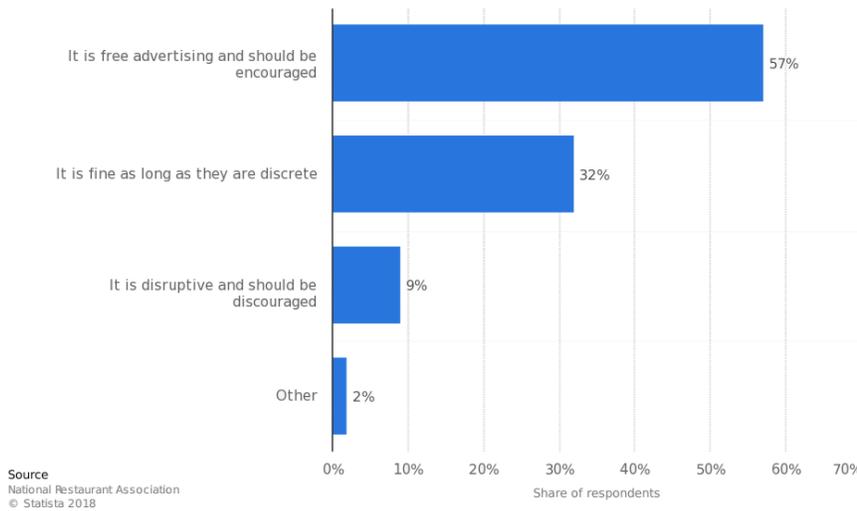
Instagram: Taco Port will specifically focus on Instagram to subtly represent the brand. The Instagram account will not attempt to hard-sell the Company's Tex-Mex restaurant, but will be a simple, clean, organic representation of the space. Customers who post pictures related to Taco Port (food, décor, etc.) with the appropriate hashtag (#tacoportgreensboro) will be eligible for a prize.



Each month, one winner will receive a restaurant gift card and will have their picture reposted on the Company's official IG page. This will make customers feel like they are connected to the restaurant, while being gently steered by organic marketing techniques. It will also be an easy way for the Company to acquire affordable, high-quality photographs for its own Instagram page. The following chart from Statista shows how restaurant chefs feel about customers taking photos of their restaurant and food and posting them on social media. 57% feel that it is free advertising and should be encouraged.²⁹

²⁹ Statista. <https://www.statista.com/statistics/374725/chef-perceptions-of-diners-posting-photos-of-food-online-us>

How do you feel about customers taking photos of their restaurant food and posting them on social media while dining?



Earned media: The Company will benefit from earned media, or free publicity, gained through blogs, television news coverage, radio coverage, and print articles in local newspapers and relevant magazines. While the value of earned media is more difficult to quantify, the potential for word of mouth as a result is high.

Grassroots marketing: The Company recognizes that building strong, lasting relationships with the Greensboro community will be vital to its long-term success. Taco Port will engage in direct outreach with local residents through special events, sponsorships, donations, and other initiatives that strengthen the community as well as Taco Port’s reputation within it.

Chamber of Commerce: Taco Port will become a member of the local Chamber of Commerce. Benefits of this membership include being listed in the Chamber’s monthly newsletter, as well as having access to various networking events. This also will facilitate business through travel, as the Chamber of Commerce brings tourism and revenue to the community and encourages networking while promoting business locally.

Soft Launch/Grand Opening

“You only have one shot at that opening coverage,” says Elizabeth Hamel, account supervisor at market research firm Wagstaff Worldwide. Taco Port will work to ensure that the restaurant’s soft launch is memorable by:

- Creating an opening press release
- Producing high-quality photographs to showcase the unique Tex-Mex cuisine
- Generating an aura of excitement and mystery as the space is being created

The Company's official grand opening event will be designed to generate initial buzz for Taco Port, signaling its formal launch. This event will feature live music by local artists and special discounts on food.

Food Delivery Services: The Company will partner with one or more popular online food delivery platforms such as DoorDash, Caviar, GrubHub, Eat24, and UberEats. Ordering online is quick and convenient for customers and minimizes the risks of getting order details wrong through traditional phone call delivery services. Outsourcing delivery services also allows the Company to increase revenue without having to invest in costly in-house delivery drivers and vehicles. In addition, these delivery services organically spread the Company's brand throughout the region.



MANAGEMENT SUMMARY

Alfredo C. Fernandez – Owner

Al Fernandez is a seasoned A&P Mechanic with 25+ years of experience in the aeronautics industry, who currently works as a Flight Mechanic for Omni Air International. In this role, he is responsible for the airworthiness of B-762, B-763, and B-772 aircraft and performs routine, non-routine, and preventative maintenance in accordance with OAI manuals. Mr. Fernandez is also responsible for fueling aircraft and collecting fuel samples, troubleshooting all systems, communicating with the Director of Quality Control, and documentation of all maintenance tasks. Prior to this, Mr. Fernandez was an A&P Mechanic for Strom Aviation, handling inspections to return aircraft to safe and operational status.

Mr. Fernandez is a Veteran who studied aviation at the Naval Air Training Center in Millington, Tennessee, and he completed coursework in General Aviation and Powerplants at the Hallmark Institute of Aeronautics in San Antonio, Texas. He earned his A&P License from Aviation Education Consultants. He is a dedicated and hardworking professional who is excited to bring his passion to the culinary world, and he is determined to make Taco Port one of the top Tex-Mex restaurants in the Greensboro area. Mr. Fernandez grew up in San Antonio with eight siblings. He would watch his mother pour her heart into cooking for the family and took note of the ingredients she used for authentic Tex-Mex, which is what Taco Port is all about. By the age of 16, Mr. Fernandez was grilling fajitas and learning the art of Tex-Mex cooking.

Kimberly W. Fernandez – Owner

Kimberly Fernandez brings more than 15 years of experience in administrative support, customer service, data entry, and management. She is detail-oriented and resourceful, and always ensures that tasks are completed with accuracy and efficiency. Mrs. Fernandez is currently an Executive Assistant for the City of Greensboro, where she prepares materials and facilitates logistics for meetings and events of the Guilford County Workforce Development Board and its respective committees. She also serves as an Equal Employment Officer for all applicants in the WIOA (Workforce Innovation and Opportunity Act) system and maintains contacts with elected officials, community stakeholders, and other partners. This position requires her to balance multiple priorities and effectively communicate on a wide range of projects, while maintaining confidentiality in executive-level matters.

Before this, Mrs. Fernandez was an International Flight Attendant for Omni Air International in Dallas, Texas, where she provided outstanding customer service and ensured passenger safety and comfort on flights. She has worked in retail and also served as an Office Manager in her previous career roles. With her extensive business, customer service, and management experience, she will be instrumental to the successful launch and ongoing success of Taco Port.

Chef Marcelo Marino – Mentor

Marcelo Marino is a culinary professional who will help mentor the owners and provide support. He is currently the Director of Culinary Arts for Guilford Technical Community College in Greensboro, NC. He has opened several restaurants and assisted in developing the Spanish program at Le Cordon Bleu.

Mr. Marcelo has an Associate of Science in the Culinary Arts/Chef Training from the Atlantic Culinary Academy and a Bachelor of Business Administration from American Intercontinental University.

Chef Brad Semon – Mentor

Brad Semon is the Manager of the Painted Plate (founded in 1993), one of the North Carolina Triad's premier caterers for events of all sizes. Mr. Semon has been in the restaurant industry for more than 40 years. The Painted Plate is a chef-driven concept with a highly trained staff that prepares five-star restaurant quality cuisine. Mr. Semon will lend his knowledge to the owners of Taco Port, ensuring that they achieve success.

FINANCIAL PROJECTIONS

Key financial metrics are shown below.

FINANCIAL METRICS

	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>
PROFITABILITY			
Gross Margin/Revenue	72%	72%	72%
EBITDA/Revenue	7%	12%	15%
NET PROFIT %	4%	9%	13%
DEBT RATIOS			
Debt/Assets	0.9	0.6	0.3
Interest Coverage Ratio	5.32	12.80	23.04
Debt Service Coverage Ratio	1.95	4.11	6.26
DAYS ON HAND			
Receivables	0	0	0
Inventory	30	30	30
Payables	30	30	30
LOAN ASSUMPTIONS			
Loan Principal Payments	\$13,770	\$14,765	\$15,832
Loan Interest Payments	\$7,964	\$6,968	\$5,901
Total Principal & Interest Payments	\$21,733	\$21,733	\$21,733

The following is a three-year revenue forecast. Direct costs include all costs which can be directly tied to revenue and include “cost of goods.”

REVENUE FORECAST

	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>
REVENUE			
Breakfast Tacos	\$40,250	\$53,707	\$63,776
Breakfast Plates	\$28,750	\$38,362	\$45,554
Street Tacos	\$92,000	\$122,758	\$145,774
Street Vegan Tacos	\$57,500	\$76,724	\$91,109
Tacos & Fried Burritos	\$120,750	\$161,120	\$191,329
Rice Bowls, Quesadillas, Nachos	\$86,250	\$115,086	\$136,663
Sides/Additions	\$46,000	\$61,379	\$72,887
Drinks	\$40,250	\$53,707	\$63,776
Beer & Wine	\$63,250	\$84,396	\$100,220
Total Revenue	\$575,000	\$767,237	\$911,090
DIRECT COST OF REVENUE			
Breakfast Tacos	\$12,075	\$16,112	\$19,133
Breakfast Plates	\$8,625	\$11,509	\$13,666
Street Tacos	\$27,600	\$36,827	\$43,732
Street Vegan Tacos	\$17,250	\$23,017	\$27,333
Tacos & Fried Burritos	\$36,225	\$48,336	\$57,399
Rice Bowls, Quesadillas, Nachos	\$25,875	\$34,526	\$40,999
Sides/Additions	\$13,800	\$18,414	\$21,866
Drinks	\$4,025	\$5,371	\$6,378
Beer & Wine	\$12,650	\$16,879	\$20,044
Subtotal Cost of Revenue	\$158,125	\$210,990	\$250,550
Shrinkage	\$5,750	\$7,672	\$9,111
Total Direct Costs	\$163,875	\$218,662	\$259,661
GROSS MARGIN	\$411,125	\$548,574	\$651,429
GROSS MARGIN/REVENUE	71.5%	71.5%	71.5%

The table below shows the units and pricing assumptions underlying the revenue forecast:

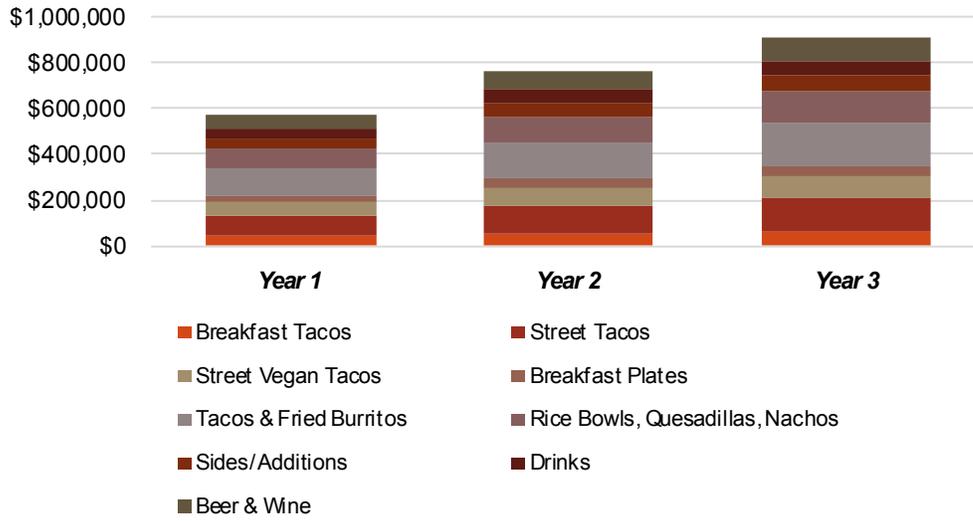
UNIT ASSUMPTIONS

	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>
UNITS			
Breakfast Tacos	5,696	7,600	9,025
Breakfast Plates	2,938	3,920	4,655
Street Tacos	11,646	15,539	18,452
Street Vegan Tacos	9,583	12,787	15,185
Tacos & Fried Burritos	14,123	18,844	22,378
Rice Bowls, Quesadillas, Nachos	10,592	14,133	16,783
Sides/Additions	25,205	33,632	39,938
Drinks	16,165	21,569	25,613
Beer & Wine	15,808	21,093	25,048
Total Units	111,756	149,119	177,077
UNIT PRICE			
Breakfast Tacos	\$7.07	\$7.07	\$7.07
Breakfast Plates	\$9.79	\$9.79	\$9.79
Street Tacos	\$7.90	\$7.90	\$7.90
Street Vegan Tacos	\$6.00	\$6.00	\$6.00
Tacos & Fried Burritos	\$8.55	\$8.55	\$8.55
Rice Bowls, Quesadillas, Nachos	\$8.14	\$8.14	\$8.14
Sides/Additions	\$1.83	\$1.83	\$1.83
Drinks	\$2.49	\$2.49	\$2.49
Beer & Wine	\$4.00	\$4.00	\$4.00
DIRECT UNIT COST			
Breakfast Tacos	\$2.12	\$2.12	\$2.12
Breakfast Plates	\$2.94	\$2.94	\$2.94
Street Tacos	\$2.37	\$2.37	\$2.37
Street Vegan Tacos	\$1.80	\$1.80	\$1.80
Tacos & Fried Burritos	\$2.57	\$2.57	\$2.57
Rice Bowls, Quesadillas, Nachos	\$2.44	\$2.44	\$2.44
Sides/Additions	\$0.55	\$0.55	\$0.55
Drinks	\$0.25	\$0.25	\$0.25
Beer & Wine	\$0.80	\$0.80	\$0.80

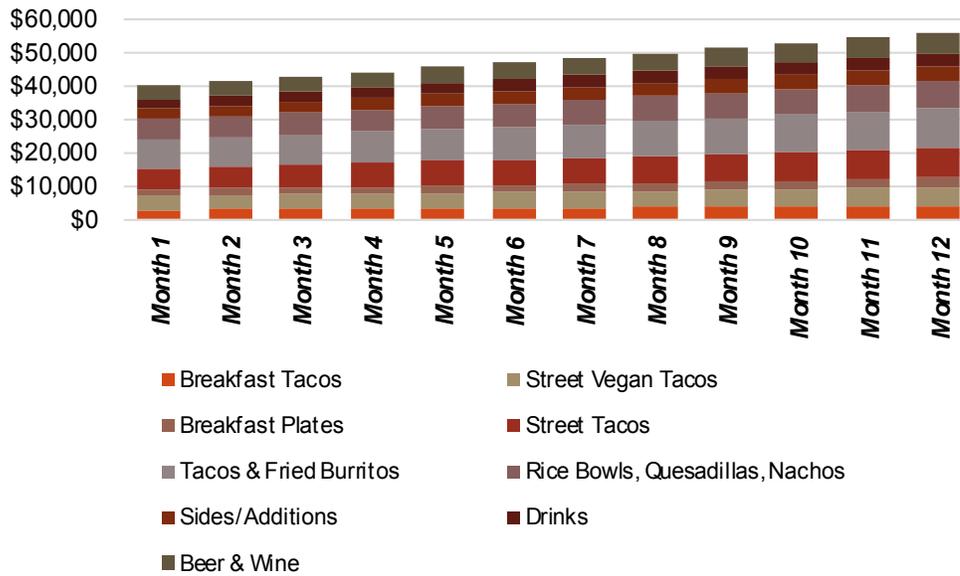
CUSTOMER ASSUMPTIONS

	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>
Average Check	\$16.50	\$16.50	\$16.50
Estimated Customers	34,848	46,499	55,218
Estimated Customers per Week	670	894	1,062
Estimated Customers per Day	96	128	152

Annual Revenue



Year 1 Revenue Monthly



The Company's personnel forecast is outlined below. Personnel wages indicate the average wage per position and personnel costs are total wages for each position.

PERSONNEL FORECAST

	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>
STAFF COUNT PER POSITION			
Owner/Manager	2	2	2
Manager	0	1	1
Senior Cook	2	2	3
Prep Cook	1	1	1
Servers	3	4	4
HR Rep	1	1	1
Total Staff Count	9	11	12
SALARY PER POSITION			
Owner/Manager	\$37,500	\$39,375	\$41,344
Manager	\$0	\$42,000	\$44,100
Senior Cook	\$24,960	\$26,208	\$27,518
Prep Cook	\$11,700	\$12,285	\$12,899
Servers	\$10,400	\$10,920	\$11,466
HR Rep	\$26,000	\$27,300	\$28,665
TOTAL PAYROLL BY POSITION			
Owner/Manager	\$75,000	\$78,750	\$82,688
Manager	\$0	\$42,000	\$44,100
Senior Cook	\$49,920	\$52,416	\$82,555
Prep Cook	\$11,700	\$12,285	\$12,899
Servers	\$31,200	\$43,680	\$45,864
HR Rep	\$26,000	\$27,300	\$28,665
Total Payroll	\$193,820	\$256,431	\$296,771
Payroll/Revenue	33.7%	33.4%	32.6%

The Company intends to deploy its funding to maximize growth and profitability. In the Profit and Loss table below, gross margin equals revenue minus direct costs. The “bottom line” or profit (as measured before and after interest, taxes, depreciation, and amortization) equals gross margin minus operating expenses.

PRO FORMA PROFIT & LOSS

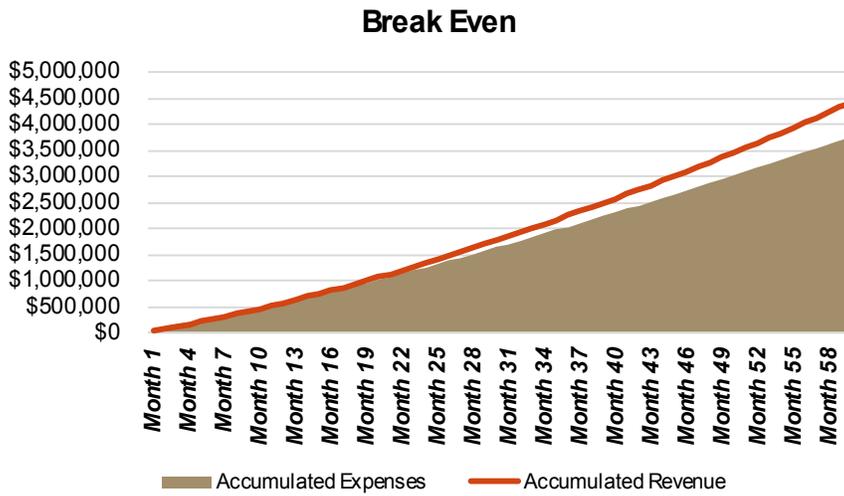
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>
Total Revenue	\$575,000	\$767,237	\$911,090
Total Direct Cost of Revenue	\$163,875	\$218,662	\$259,661
Gross Margin	\$411,125	\$548,574	\$651,429
Gross Margin/Revenue	72%	72%	72%
EXPENSES			
Marketing	\$40,250	\$46,034	\$45,554
Rent	\$45,600	\$46,968	\$48,377
Utilities	\$4,200	\$4,326	\$4,456
Insurance	\$2,000	\$2,060	\$2,122
Contractors	\$6,000	\$6,180	\$6,365
Professional Fees	\$3,000	\$3,090	\$3,183
Fees, Dues & Subscriptions	\$7,200	\$7,416	\$7,638
Merchant Fees	\$14,375	\$19,181	\$22,777
Supplies	\$17,250	\$23,017	\$27,333
Other/Misc	\$6,000	\$6,180	\$6,365
Depreciation	\$11,415	\$11,415	\$11,415
Payroll Taxes & Benefits	\$29,073	\$38,465	\$44,516
Total Payroll	\$193,820	\$256,431	\$296,771
Total Op. Expenses	\$380,183	\$470,763	\$526,873
Profit Before Int. & Tax	\$30,942	\$77,811	\$124,557
EBITDA*	\$42,357	\$89,226	\$135,972
Interest Expense	\$7,964	\$6,968	\$5,901
Taxes Incurred	\$0	\$0	\$0
NET PROFIT	\$22,978	\$70,843	\$118,656
NET PROFIT %	4%	9%	13%

*Earnings Before Interest, Taxes, Depreciation, & Amortization

The table and chart below demonstrate when the Company is expected to become profitable. Break-even occurs when accumulated revenue equals accumulated expenses. According to the forecasted financials, month 12 will be the point at which break-even will occur.

BREAK-EVEN ANALYSIS

Break-Even Month	12
Accumulated Gross Revenue	\$575,000



The following depiction of the Company’s projected cash flow shows that the Company expects to maintain sufficient cash balances over the three years of this plan. The “pro forma cash flow” table differs from the “pro forma profit and loss” (P&L) table. Pro forma cash flow is intended to represent the actual flow of cash in and out of the Company. In comparison, the revenue and expense projections on the P&L table include “non-cash” items and exclude funding and investment illustrations.

CASH FLOW

	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>
OPERATING			
Net Profit	\$22,978	\$70,843	\$118,656
Adjustments to Net Profit			
Depreciation & Amortization	\$11,415	\$11,415	\$11,415
(Increases)/Decreases in Accounts Receivable	\$0	\$0	\$0
(Additions)/Depletions of Inventory	(\$10,212)	(\$4,080)	(\$2,447)
Increases/(Decreases) in Accounts Payable	\$29,379	\$5,480	\$2,866
Net Cash From Operating Activities	\$53,561	\$83,658	\$130,490
INVESTING			
Purchase of Other Current Assets	\$0	\$0	\$0
Sale of Other Current Assets	\$0	\$0	\$0
Purchase of Land	\$0	\$0	\$0
Sale of Land	\$0	\$0	\$0
Purchase Long-Term Assets	\$0	\$0	\$0
Sale of Long-Term Assets	\$0	\$0	\$0
Net Cash From Investing Activities	\$0	\$0	\$0
FINANCING			
Investment	\$0	\$0	\$0
Dividends	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0
Current Borrowing Repay.	\$0	\$0	\$0
New Long-Term Liabilities	\$0	\$0	\$0
Long-Term Liability Repay	(\$13,770)	(\$14,765)	(\$15,832)
Net Cash From Financing Activities	(\$13,770)	(\$14,765)	(\$15,832)
Net Cash Flow	\$39,791	\$68,893	\$114,657
Beginning Cash	\$57,175	\$96,966	\$165,859
ENDING CASH	\$96,966	\$165,859	\$280,516

The balance sheet below highlights the Company's projected assets, liabilities, and capital:

BALANCE SHEET

	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>
ASSETS			
Current Assets			
Cash	\$96,966	\$165,859	\$280,516
Accounts Receivable	\$0	\$0	\$0
Inventory	\$15,212	\$19,292	\$21,739
Other Current Assets	\$0	\$0	\$0
Total Current Assets	\$112,178	\$185,151	\$302,255
Fixed Assets			
Long-Term Assets	\$57,075	\$57,075	\$57,075
Accum. Depreciation	\$11,415	\$22,830	\$34,245
Land	\$0	\$0	\$0
Total Fixed Assets	\$45,660	\$34,245	\$22,830
Total Assets	\$157,838	\$219,396	\$325,085
LIABILITIES			
Current Liabilities			
Accounts Payable	\$29,379	\$34,859	\$37,725
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0
Subtotal Current Liabilities	\$29,379	\$34,859	\$37,725
Long-term Liabilities	\$106,230	\$91,465	\$75,633
Total Liabilities	\$135,610	\$126,325	\$113,358
CAPITAL			
Paid-in Capital	\$30,000	\$30,000	\$30,000
Retained Earnings	(\$30,750)	(\$7,772)	\$63,071
Earnings	\$22,978	\$70,843	\$118,656
Total Capital	\$22,228	\$93,071	\$211,727
TOTAL CAPITAL + LIABILITIES	\$157,838	\$219,396	\$325,085

The sensitivity analysis below assumes that revenues are 15% higher or lower than figures projected earlier in this business plan:

BEST CASE SCENARIO

<i>REVENUE IS 15% GREATER THAN PROJECTED</i>			
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>
Revenue	\$661,250	\$882,322	\$1,047,753
Cost of Goods	\$188,456	\$251,462	\$298,610
Gross Margin	\$472,794	\$630,860	\$749,144
Gross Margin/Revenue	72%	72%	72%
Operating Expenses	\$388,147	\$477,731	\$532,774
Net Profit	\$84,647	\$153,129	\$216,370
Net Profit/Revenue	13%	17%	21%
Cash Flow	\$101,460	\$151,179	\$212,372
Cash Balance	\$158,635	\$309,814	\$522,185

WORST CASE SCENARIO

<i>REVENUE IS 15% LESS THAN PROJECTED</i>			
	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>
Revenue	\$488,750	\$652,151	\$774,426
Cost of Goods	\$139,294	\$185,863	\$220,712
Gross Margin	\$349,456	\$466,288	\$553,715
Gross Margin/Revenue	72%	72%	72%
Operating Expenses	\$388,147	\$477,731	\$532,774
Net Profit	(\$38,691)	(\$11,443)	\$20,941
Net Profit/Revenue	-8%	-2%	3%
Cash Flow	(\$21,877)	(\$13,394)	\$16,943
Cash Balance	\$35,298	\$21,904	\$38,847

APPENDIX: FIRST YEAR FINANCIALS

REVENUE FORECAST: YEAR 1 MONTHLY

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
REVENUE												
Breakfast Tacos	\$2,836	\$2,921	\$3,009	\$3,099	\$3,192	\$3,288	\$3,386	\$3,488	\$3,593	\$3,700	\$3,811	\$3,926
Breakfast Plates	\$2,026	\$2,087	\$2,149	\$2,214	\$2,280	\$2,348	\$2,419	\$2,491	\$2,566	\$2,643	\$2,722	\$2,804
Street Tacos	\$6,483	\$6,677	\$6,877	\$7,084	\$7,296	\$7,515	\$7,740	\$7,973	\$8,212	\$8,458	\$8,712	\$8,973
Street Vegan Tacos	\$4,052	\$4,173	\$4,298	\$4,427	\$4,560	\$4,697	\$4,838	\$4,983	\$5,132	\$5,286	\$5,445	\$5,608
Tacos & Fried Burritos	\$8,508	\$8,764	\$9,026	\$9,297	\$9,576	\$9,863	\$10,159	\$10,464	\$10,778	\$11,101	\$11,434	\$11,777
Rice Bowls, Quesadillas, Nachos	\$6,077	\$6,260	\$6,447	\$6,641	\$6,840	\$7,045	\$7,257	\$7,474	\$7,699	\$7,930	\$8,167	\$8,412
Sides/Additions	\$3,241	\$3,338	\$3,439	\$3,542	\$3,648	\$3,758	\$3,870	\$3,986	\$4,106	\$4,229	\$4,356	\$4,487
Drinks	\$2,836	\$2,921	\$3,009	\$3,099	\$3,192	\$3,288	\$3,386	\$3,488	\$3,593	\$3,700	\$3,811	\$3,926
Beer & Wine	\$4,457	\$4,590	\$4,728	\$4,870	\$5,016	\$5,167	\$5,322	\$5,481	\$5,646	\$5,815	\$5,989	\$6,169
Total Revenue	\$40,516	\$41,731	\$42,983	\$44,273	\$45,601	\$46,969	\$48,378	\$49,829	\$51,324	\$52,864	\$54,450	\$56,083
DIRECT COST OF REVENUE												
Breakfast Tacos	\$851	\$876	\$903	\$930	\$958	\$986	\$1,016	\$1,046	\$1,078	\$1,110	\$1,143	\$1,178
Breakfast Plates	\$608	\$626	\$645	\$664	\$684	\$705	\$726	\$747	\$770	\$793	\$817	\$841
Street Tacos	\$1,945	\$2,003	\$2,063	\$2,125	\$2,189	\$2,255	\$2,322	\$2,392	\$2,464	\$2,537	\$2,614	\$2,692
Street Vegan Tacos	\$1,215	\$1,252	\$1,289	\$1,328	\$1,368	\$1,409	\$1,451	\$1,495	\$1,540	\$1,586	\$1,633	\$1,682
Tacos & Fried Burritos	\$2,552	\$2,629	\$2,708	\$2,789	\$2,873	\$2,959	\$3,048	\$3,139	\$3,233	\$3,330	\$3,430	\$3,533
Rice Bowls, Quesadillas, Nachos	\$1,823	\$1,878	\$1,934	\$1,992	\$2,052	\$2,114	\$2,177	\$2,242	\$2,310	\$2,379	\$2,450	\$2,524
Sides/Additions	\$972	\$1,002	\$1,032	\$1,063	\$1,094	\$1,127	\$1,161	\$1,196	\$1,232	\$1,269	\$1,307	\$1,346
Drinks	\$284	\$292	\$301	\$310	\$319	\$329	\$339	\$349	\$359	\$370	\$381	\$393
Beer & Wine	\$891	\$918	\$946	\$974	\$1,003	\$1,033	\$1,064	\$1,096	\$1,129	\$1,163	\$1,198	\$1,234
Subtotal Cost of Revenue	\$11,142	\$11,476	\$11,820	\$12,175	\$12,540	\$12,916	\$13,304	\$13,703	\$14,114	\$14,538	\$14,974	\$15,423
Shrinkage	\$405	\$417	\$430	\$443	\$456	\$470	\$484	\$498	\$513	\$529	\$544	\$561
Total Direct Costs	\$11,547	\$11,893	\$12,250	\$12,618	\$12,996	\$13,386	\$13,788	\$14,201	\$14,627	\$15,066	\$15,518	\$15,984
GROSS MARGIN	\$28,969	\$29,838	\$30,733	\$31,655	\$32,605	\$33,583	\$34,590	\$35,628	\$36,697	\$37,798	\$38,932	\$40,099
GROSS MARGIN/REVENUE	71.5%											

REVENUE FORECAST: YEAR 2 MONTHLY

	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24
REVENUE												
Breakfast Tacos	\$4,004	\$4,084	\$4,166	\$4,249	\$4,334	\$4,421	\$4,510	\$4,600	\$4,692	\$4,786	\$4,881	\$4,979
Breakfast Plates	\$2,860	\$2,917	\$2,976	\$3,035	\$3,096	\$3,158	\$3,221	\$3,286	\$3,351	\$3,418	\$3,487	\$3,556
Street Tacos	\$9,153	\$9,336	\$9,523	\$9,713	\$9,907	\$10,105	\$10,308	\$10,514	\$10,724	\$10,938	\$11,157	\$11,380
Street Vegan Tacos	\$5,720	\$5,835	\$5,952	\$6,071	\$6,192	\$6,316	\$6,442	\$6,571	\$6,702	\$6,837	\$6,973	\$7,113
Tacos & Fried Burritos	\$12,013	\$12,253	\$12,498	\$12,748	\$13,003	\$13,263	\$13,529	\$13,799	\$14,075	\$14,357	\$14,644	\$14,937
Rice Bowls, Quesadillas, Nachos	\$8,581	\$8,752	\$8,927	\$9,106	\$9,288	\$9,474	\$9,663	\$9,857	\$10,054	\$10,255	\$10,460	\$10,669
Sides/Additions	\$4,576	\$4,668	\$4,761	\$4,857	\$4,954	\$5,053	\$5,154	\$5,257	\$5,362	\$5,469	\$5,579	\$5,690
Drinks	\$4,004	\$4,084	\$4,166	\$4,249	\$4,334	\$4,421	\$4,510	\$4,600	\$4,692	\$4,786	\$4,881	\$4,979
Beer & Wine	\$6,293	\$6,418	\$6,547	\$6,678	\$6,811	\$6,947	\$7,086	\$7,228	\$7,373	\$7,520	\$7,671	\$7,824
Total Revenue	\$57,205	\$58,349	\$59,516	\$60,706	\$61,920	\$63,159	\$64,422	\$65,710	\$67,025	\$68,365	\$69,732	\$71,127
DIRECT COST OF REVENUE												
Breakfast Tacos	\$1,201	\$1,225	\$1,250	\$1,275	\$1,300	\$1,326	\$1,353	\$1,380	\$1,408	\$1,436	\$1,464	\$1,494
Breakfast Plates	\$858	\$875	\$893	\$911	\$929	\$947	\$966	\$986	\$1,005	\$1,025	\$1,046	\$1,067
Street Tacos	\$2,746	\$2,801	\$2,857	\$2,914	\$2,972	\$3,032	\$3,092	\$3,154	\$3,217	\$3,282	\$3,347	\$3,414
Street Vegan Tacos	\$1,716	\$1,750	\$1,785	\$1,821	\$1,858	\$1,895	\$1,933	\$1,971	\$2,011	\$2,051	\$2,092	\$2,134
Tacos & Fried Burritos	\$3,604	\$3,676	\$3,750	\$3,824	\$3,901	\$3,979	\$4,059	\$4,140	\$4,223	\$4,307	\$4,393	\$4,481
Rice Bowls, Quesadillas, Nachos	\$2,574	\$2,626	\$2,678	\$2,732	\$2,786	\$2,842	\$2,899	\$2,957	\$3,016	\$3,076	\$3,138	\$3,201
Sides/Additions	\$1,373	\$1,400	\$1,428	\$1,457	\$1,486	\$1,516	\$1,546	\$1,577	\$1,609	\$1,641	\$1,674	\$1,707
Drinks	\$400	\$408	\$417	\$425	\$433	\$442	\$451	\$460	\$469	\$479	\$488	\$498
Beer & Wine	\$1,259	\$1,284	\$1,309	\$1,336	\$1,362	\$1,389	\$1,417	\$1,446	\$1,475	\$1,504	\$1,534	\$1,565
Subtotal Cost of Revenue	\$15,731	\$16,046	\$16,367	\$16,694	\$17,028	\$17,369	\$17,716	\$18,070	\$18,432	\$18,800	\$19,176	\$19,560
Shrinkage	\$572	\$583	\$595	\$607	\$619	\$632	\$644	\$657	\$670	\$684	\$697	\$711
Total Direct Costs	\$16,303	\$16,629	\$16,962	\$17,301	\$17,647	\$18,000	\$18,360	\$18,727	\$19,102	\$19,484	\$19,874	\$20,271
GROSS MARGIN	\$40,901	\$41,720	\$42,554	\$43,405	\$44,273	\$45,159	\$46,062	\$46,983	\$47,923	\$48,881	\$49,859	\$50,856
GROSS MARGIN/REVENUE	71.5%											

UNIT ASSUMPTIONS: YEAR 1 MONTHLY

UNITS	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Breakfast Tacos	401	413	426	439	452	465	479	494	508	524	539	556
Breakfast Plates	207	213	220	226	233	240	247	255	262	270	278	287
Street Tacos	821	845	871	897	924	951	980	1,009	1,039	1,071	1,103	1,136
Street Vegan Tacos	675	696	716	738	760	783	806	830	855	881	907	935
Tacos & Fried Burritos	995	1,025	1,056	1,087	1,120	1,154	1,188	1,224	1,261	1,298	1,337	1,377
Rice Bowls, Quesadillas, Nachos	746	769	792	816	840	865	891	918	945	974	1,003	1,033
Sides/Additions	1,776	1,829	1,884	1,941	1,999	2,059	2,121	2,184	2,250	2,317	2,387	2,458
Drinks	1,139	1,173	1,208	1,245	1,282	1,320	1,360	1,401	1,443	1,486	1,531	1,577
Beer & Wine	1,114	1,147	1,182	1,217	1,254	1,291	1,330	1,370	1,411	1,453	1,497	1,542
Total Units	7,875	8,111	8,354	8,605	8,863	9,129	9,403	9,685	9,975	10,274	10,583	10,900
UNIT PRICE												
Breakfast Tacos	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07
Breakfast Plates	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79
Street Tacos	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90
Street Vegan Tacos	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00
Tacos & Fried Burritos	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55
Rice Bowls, Quesadillas, Nachos	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14
Sides/Additions	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83
Drinks	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49
Beer & Wine	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00
DIRECT UNIT COST												
Breakfast Tacos	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12
Breakfast Plates	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94
Street Tacos	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37
Street Vegan Tacos	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80
Tacos & Fried Burritos	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57
Rice Bowls, Quesadillas, Nachos	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44
Sides/Additions	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55
Drinks	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25
Beer & Wine	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80

UNIT ASSUMPTIONS: YEAR 2 MONTHLY

UNITS	Month																							
	13	14	15	16	17	18	19	20	21	22	23	24	13	14	15	16	17	18	19	20	21	22	23	24
Breakfast Tacos	567	578	590	601	613	626	638	651	664	677	691	705	567	578	590	601	613	626	638	651	664	677	691	705
Breakfast Plates	292	298	304	310	316	323	329	336	342	349	356	363	292	298	304	310	316	323	329	336	342	349	356	363
Street Tacos	1,159	1,182	1,205	1,229	1,254	1,279	1,305	1,331	1,357	1,385	1,412	1,441	1,159	1,182	1,205	1,229	1,254	1,279	1,305	1,331	1,357	1,385	1,412	1,441
Street Vegan Tacos	953	972	992	1,012	1,032	1,053	1,074	1,095	1,117	1,139	1,162	1,185	953	972	992	1,012	1,032	1,053	1,074	1,095	1,117	1,139	1,162	1,185
Tacos & Fried Burritos	1,405	1,433	1,462	1,491	1,521	1,551	1,582	1,614	1,646	1,679	1,713	1,747	1,405	1,433	1,462	1,491	1,521	1,551	1,582	1,614	1,646	1,679	1,713	1,747
Rice Bowls, Quesadillas, Nachos	1,054	1,075	1,096	1,118	1,141	1,163	1,187	1,210	1,235	1,259	1,285	1,310	1,054	1,075	1,096	1,118	1,141	1,163	1,187	1,210	1,235	1,259	1,285	1,310
Sides/Additions	2,508	2,558	2,609	2,661	2,714	2,769	2,824	2,880	2,938	2,997	3,057	3,118	2,508	2,558	2,609	2,661	2,714	2,769	2,824	2,880	2,938	2,997	3,057	3,118
Drinks	1,608	1,640	1,673	1,707	1,741	1,776	1,811	1,847	1,884	1,922	1,960	2,000	1,608	1,640	1,673	1,707	1,741	1,776	1,811	1,847	1,884	1,922	1,960	2,000
Beer & Wine	1,573	1,604	1,636	1,669	1,702	1,736	1,771	1,807	1,843	1,880	1,917	1,955	1,573	1,604	1,636	1,669	1,702	1,736	1,771	1,807	1,843	1,880	1,917	1,955
Total Units	11,118	11,341	11,567	11,799	12,035	12,275	12,521	12,771	13,027	13,287	13,553	13,824	11,118	11,341	11,567	11,799	12,035	12,275	12,521	12,771	13,027	13,287	13,553	13,824
UNIT PRICE																								
Breakfast Tacos	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07	\$7.07
Breakfast Plates	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79	\$9.79
Street Tacos	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90	\$7.90
Street Vegan Tacos	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00
Tacos & Fried Burritos	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55	\$8.55
Rice Bowls, Quesadillas, Nachos	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14	\$8.14
Sides/Additions	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83	\$1.83
Drinks	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49	\$2.49
Beer & Wine	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00
DIRECT UNIT COST																								
Breakfast Tacos	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12	\$2.12
Breakfast Plates	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94	\$2.94
Street Tacos	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37	\$2.37
Street Vegan Tacos	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80
Tacos & Fried Burritos	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57	\$2.57
Rice Bowls, Quesadillas, Nachos	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44
Sides/Additions	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55	\$0.55
Drinks	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25
Beer & Wine	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80

PERSONNEL FORECAST: YEAR 1 MONTHLY

STAFF COUNT PER POSITION	Month											
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Owner/Manager	2	2	2	2	2	2	2	2	2	2	2	2
Manager	0	0	0	0	0	0	0	0	0	0	0	0
Senior Cook	2	2	2	2	2	2	2	2	2	2	2	2
Prep Cook	1	1	1	1	1	1	1	1	1	1	1	1
Servers	3	3	3	3	3	3	3	3	3	3	3	3
HR Rep	1	1	1	1	1	1	1	1	1	1	1	1
Total Staff Count	9											
SALARY PER POSITION												
Owner/Manager	\$3,125	\$3,125	\$3,125	\$3,125	\$3,125	\$3,125	\$3,125	\$3,125	\$3,125	\$3,125	\$3,125	\$3,125
Manager	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333
Senior Cook	\$2,080	\$2,080	\$2,080	\$2,080	\$2,080	\$2,080	\$2,080	\$2,080	\$2,080	\$2,080	\$2,080	\$2,080
Prep Cook	\$975	\$975	\$975	\$975	\$975	\$975	\$975	\$975	\$975	\$975	\$975	\$975
Servers	\$867	\$867	\$867	\$867	\$867	\$867	\$867	\$867	\$867	\$867	\$867	\$867
HR Rep	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167
TOTAL PAYROLL BY POSITION												
Owner/Manager	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250	\$6,250
Manager	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Senior Cook	\$4,160	\$4,160	\$4,160	\$4,160	\$4,160	\$4,160	\$4,160	\$4,160	\$4,160	\$4,160	\$4,160	\$4,160
Prep Cook	\$975	\$975	\$975	\$975	\$975	\$975	\$975	\$975	\$975	\$975	\$975	\$975
Servers	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600	\$2,600
HR Rep	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167
Total Payroll	\$16,152											
Payroll/Revenue	39.9%	38.7%	37.6%	36.5%	35.4%	34.4%	33.4%	32.4%	31.5%	30.6%	29.7%	28.8%

PERSONNEL FORECAST: YEAR 2 MONTHLY

	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24
STAFF COUNT PER POSITION												
Owner/Manager	2	2	2	2	2	2	2	2	2	2	2	2
Manager	1	1	1	1	1	1	1	1	1	1	1	1
Senior Cook	2	2	2	2	2	2	2	2	2	2	2	2
Prep Cook	1	1	1	1	1	1	1	1	1	1	1	1
Servers	4	4	4	4	4	4	4	4	4	4	4	4
HR Rep	1	1	1	1	1	1	1	1	1	1	1	1
Total Staff Count	11											
SALARY PER POSITION												
Owner/Manager	\$3,281	\$3,281	\$3,281	\$3,281	\$3,281	\$3,281	\$3,281	\$3,281	\$3,281	\$3,281	\$3,281	\$3,281
Manager	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Senior Cook	\$2,184	\$2,184	\$2,184	\$2,184	\$2,184	\$2,184	\$2,184	\$2,184	\$2,184	\$2,184	\$2,184	\$2,184
Prep Cook	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024
Servers	\$910	\$910	\$910	\$910	\$910	\$910	\$910	\$910	\$910	\$910	\$910	\$910
HR Rep	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275
TOTAL PAYROLL BY POSITION												
Owner/Manager	\$6,563	\$6,563	\$6,563	\$6,563	\$6,563	\$6,563	\$6,563	\$6,563	\$6,563	\$6,563	\$6,563	\$6,563
Manager	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Senior Cook	\$4,368	\$4,368	\$4,368	\$4,368	\$4,368	\$4,368	\$4,368	\$4,368	\$4,368	\$4,368	\$4,368	\$4,368
Prep Cook	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024	\$1,024
Servers	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640	\$3,640
HR Rep	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275	\$2,275
Total Payroll	\$21,369											
Payroll/Revenue	37.4%	36.6%	35.9%	35.2%	34.5%	33.8%	33.2%	32.5%	31.9%	31.3%	30.6%	30.0%

PRO FORMA PROFIT & LOSS: YEAR 1 MONTHLY

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Total Revenue	\$40,516	\$41,731	\$42,983	\$44,273	\$45,601	\$46,969	\$48,378	\$49,829	\$51,324	\$52,864	\$54,450	\$56,083
Total Direct Cost of Revenue	\$11,547	\$11,893	\$12,250	\$12,618	\$12,996	\$13,386	\$13,788	\$14,201	\$14,627	\$15,066	\$15,518	\$15,984
Gross Margin	\$28,969	\$29,838	\$30,733	\$31,655	\$32,605	\$33,583	\$34,590	\$35,628	\$36,697	\$37,798	\$38,932	\$40,099
Gross Margin/Revenue	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%
EXPENSES												
Marketing	\$2,836	\$2,921	\$3,009	\$3,099	\$3,192	\$3,288	\$3,386	\$3,488	\$3,593	\$3,700	\$3,811	\$3,926
Rent	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800	\$3,800
Utilities	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350
Insurance	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167
Contractors	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Professional Fees	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Fees, Dues & Subscriptions	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600
Merchant Fees	\$1,013	\$1,043	\$1,075	\$1,107	\$1,140	\$1,174	\$1,209	\$1,246	\$1,283	\$1,322	\$1,361	\$1,402
Supplies	\$1,215	\$1,252	\$1,289	\$1,328	\$1,368	\$1,409	\$1,451	\$1,495	\$1,540	\$1,586	\$1,633	\$1,682
Other/Misc	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Depreciation	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951
Payroll Taxes & Benefits	\$2,423	\$2,423	\$2,423	\$2,423	\$2,423	\$2,423	\$2,423	\$2,423	\$2,423	\$2,423	\$2,423	\$2,423
Total Payroll	\$16,152	\$16,152	\$16,152	\$16,152	\$16,152	\$16,152	\$16,152	\$16,152	\$16,152	\$16,152	\$16,152	\$16,152
Total Op. Expenses	\$30,757	\$30,909	\$31,065	\$31,226	\$31,392	\$31,563	\$31,740	\$31,921	\$32,108	\$32,300	\$32,499	\$32,703
Profit Before Int. & Tax	(\$1,788)	(\$1,071)	(\$332)	\$428	\$1,212	\$2,019	\$2,851	\$3,707	\$4,589	\$5,497	\$6,433	\$7,397
EBITDA*	(\$937)	(\$120)	\$619	\$1,380	\$2,163	\$2,971	\$3,802	\$4,658	\$5,540	\$6,449	\$7,384	\$8,348
Interest Expense	\$700	\$694	\$687	\$680	\$674	\$667	\$661	\$654	\$647	\$640	\$633	\$627
Taxes Incurred	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET PROFIT	(\$2,488)	(\$1,764)	(\$1,019)	(\$252)	\$538	\$1,352	\$2,190	\$3,053	\$3,942	\$4,857	\$5,800	\$6,770
NET PROFIT %	-6%	-4%	-2%	-1%	1%	3%	5%	6%	8%	9%	11%	12%

*Earnings Before Interest, Taxes, Depreciation, & Amortization

PRO FORMA PROFIT & LOSS: YEAR 2 MONTHLY

	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24
Total Revenue	\$57,205	\$58,349	\$59,516	\$60,706	\$61,920	\$63,159	\$64,422	\$65,710	\$67,025	\$68,365	\$69,732	\$71,127
Total Direct Cost of Revenue	\$16,303	\$16,629	\$16,962	\$17,301	\$17,647	\$18,000	\$18,360	\$18,727	\$19,102	\$19,484	\$19,874	\$20,271
Gross Margin	\$40,901	\$41,720	\$42,554	\$43,405	\$44,273	\$45,159	\$46,062	\$46,983	\$47,923	\$48,881	\$49,859	\$50,856
Gross Margin/Revenue	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%
EXPENSES												
Marketing	\$3,432	\$3,501	\$3,571	\$3,642	\$3,715	\$3,790	\$3,865	\$3,943	\$4,021	\$4,102	\$4,184	\$4,268
Rent	\$3,914	\$3,914	\$3,914	\$3,914	\$3,914	\$3,914	\$3,914	\$3,914	\$3,914	\$3,914	\$3,914	\$3,914
Utilities	\$361	\$361	\$361	\$361	\$361	\$361	\$361	\$361	\$361	\$361	\$361	\$361
Insurance	\$172	\$172	\$172	\$172	\$172	\$172	\$172	\$172	\$172	\$172	\$172	\$172
Contractors	\$515	\$515	\$515	\$515	\$515	\$515	\$515	\$515	\$515	\$515	\$515	\$515
Professional Fees	\$258	\$258	\$258	\$258	\$258	\$258	\$258	\$258	\$258	\$258	\$258	\$258
Fees, Dues & Subscriptions	\$618	\$618	\$618	\$618	\$618	\$618	\$618	\$618	\$618	\$618	\$618	\$618
Merchant Fees	\$1,430	\$1,459	\$1,488	\$1,518	\$1,548	\$1,579	\$1,611	\$1,643	\$1,676	\$1,709	\$1,743	\$1,778
Supplies	\$1,716	\$1,750	\$1,785	\$1,821	\$1,858	\$1,895	\$1,933	\$1,971	\$2,011	\$2,051	\$2,092	\$2,134
Other/Misc	\$515	\$515	\$515	\$515	\$515	\$515	\$515	\$515	\$515	\$515	\$515	\$515
Depreciation	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951
Payroll Taxes & Benefits	\$3,205	\$3,205	\$3,205	\$3,205	\$3,205	\$3,205	\$3,205	\$3,205	\$3,205	\$3,205	\$3,205	\$3,205
Total Payroll	\$21,369	\$21,369	\$21,369	\$21,369	\$21,369	\$21,369	\$21,369	\$21,369	\$21,369	\$21,369	\$21,369	\$21,369
Total Op. Expenses	\$38,456	\$38,588	\$38,722	\$38,859	\$38,998	\$39,141	\$39,286	\$39,434	\$39,585	\$39,740	\$39,897	\$40,057
Profit Before Int. & Tax	\$2,445	\$3,132	\$3,832	\$4,546	\$5,275	\$6,018	\$6,776	\$7,549	\$8,337	\$9,142	\$9,962	\$10,799
EBITDA*	\$3,397	\$4,083	\$4,783	\$5,497	\$6,226	\$6,969	\$7,727	\$8,500	\$9,288	\$10,093	\$10,913	\$11,750
Interest Expense	\$620	\$613	\$606	\$599	\$592	\$585	\$577	\$570	\$563	\$556	\$548	\$541
Taxes Incurred	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET PROFIT	\$1,826	\$2,519	\$3,226	\$3,947	\$4,683	\$5,433	\$6,198	\$6,979	\$7,774	\$8,586	\$9,414	\$10,258
NET PROFIT %	3%	4%	5%	7%	8%	9%	10%	11%	12%	13%	13%	14%

*Earnings Before Interest, Taxes, Depreciation, & Amortization

CASH FLOW: YEAR 1 MONTHLY

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
OPERATING												
Net Profit	(\$2,488)	(\$1,764)	(\$1,019)	(\$252)	\$538	\$1,352	\$2,190	\$3,053	\$3,942	\$4,857	\$5,800	\$6,770
Adjustments to Net Profit												
Depreciation & Amortization	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951
(Increases)/Decreases in AR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Additions)/Depletions of Inventory	(\$5,989)	(\$330)	(\$340)	(\$350)	(\$360)	(\$371)	(\$382)	(\$394)	(\$405)	(\$418)	(\$430)	(\$443)
Increases/(Decreases) in AP	\$23,156	\$485	\$500	\$515	\$531	\$547	\$563	\$580	\$598	\$616	\$635	\$654
Net Cash From Operating Activities	\$15,630	(\$658)	\$92	\$865	\$1,660	\$2,479	\$3,322	\$4,191	\$5,085	\$6,007	\$6,955	\$7,932
INVESTING												
Purchase of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Long-Term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash From Investing Activities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FINANCING												
Investment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Borrowing Repay.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Long-Term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-Term Liability Repay	(\$1,111)	(\$1,118)	(\$1,124)	(\$1,131)	(\$1,137)	(\$1,144)	(\$1,151)	(\$1,157)	(\$1,164)	(\$1,171)	(\$1,178)	(\$1,185)
Net Cash From Financing Activities	(\$1,111)	(\$1,118)	(\$1,124)	(\$1,131)	(\$1,137)	(\$1,144)	(\$1,151)	(\$1,157)	(\$1,164)	(\$1,171)	(\$1,178)	(\$1,185)
Net Cash Flow	\$14,519	(\$1,775)	(\$1,032)	(\$266)	\$523	\$1,335	\$2,172	\$3,034	\$3,921	\$4,836	\$5,778	\$6,748
Beginning Cash	\$57,175	\$71,694	\$69,919	\$68,887	\$68,621	\$69,144	\$70,479	\$72,650	\$75,684	\$79,605	\$84,441	\$90,219
ENDING CASH	\$71,694	\$69,919	\$68,887	\$68,621	\$69,144	\$70,479	\$72,650	\$75,684	\$79,605	\$84,441	\$90,219	\$96,966

CASH FLOW: YEAR 2 MONTHLY

	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24
OPERATING												
Net Profit	\$1,826	\$2,519	\$3,226	\$3,947	\$4,683	\$5,433	\$6,198	\$6,979	\$7,774	\$8,586	\$9,414	\$10,258
Adjustments to Net Profit												
Depreciation & Amortization	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951	\$951
(Increases)/Decreases in AR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(Increases)/Depletions of Inventory	(\$304)	(\$310)	(\$317)	(\$323)	(\$329)	(\$336)	(\$343)	(\$349)	(\$356)	(\$364)	(\$371)	(\$378)
Increases/(Decreases) in AP	\$65	\$445	\$454	\$463	\$472	\$482	\$491	\$501	\$511	\$522	\$532	\$543
Net Cash From Operating Activities	\$2,538	\$3,605	\$4,315	\$5,039	\$5,777	\$6,530	\$7,298	\$8,082	\$8,880	\$9,695	\$10,526	\$11,374
INVESTING												
Purchase of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Long-Term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Long-Term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash From Investing Activities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FINANCING												
Investment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Borrowing Repay.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Long-Term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-Term Liability Repay	(\$1,191)	(\$1,198)	(\$1,205)	(\$1,212)	(\$1,219)	(\$1,227)	(\$1,234)	(\$1,241)	(\$1,248)	(\$1,255)	(\$1,263)	(\$1,270)
Net Cash From Financing Activities	(\$1,191)	(\$1,198)	(\$1,205)	(\$1,212)	(\$1,219)	(\$1,227)	(\$1,234)	(\$1,241)	(\$1,248)	(\$1,255)	(\$1,263)	(\$1,270)
Net Cash Flow	\$1,346	\$2,406	\$3,109	\$3,826	\$4,558	\$5,304	\$6,064	\$6,841	\$7,632	\$8,440	\$9,263	\$10,103
Beginning Cash	\$96,966	\$98,313	\$100,719	\$103,828	\$107,654	\$112,211	\$117,515	\$123,579	\$130,420	\$138,052	\$146,492	\$155,755
ENDING CASH	\$98,313	\$100,719	\$103,828	\$107,654	\$112,211	\$117,515	\$123,579	\$130,420	\$138,052	\$146,492	\$155,755	\$165,859

BALANCE SHEET: YEAR 1 MONTHLY

	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												
Current Assets												
Cash	\$71,694	\$69,919	\$68,887	\$68,621	\$69,144	\$70,479	\$72,650	\$75,684	\$79,605	\$84,441	\$90,219	\$96,966
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventory	\$10,989	\$11,319	\$11,658	\$12,008	\$12,368	\$12,739	\$13,122	\$13,515	\$13,921	\$14,338	\$14,769	\$15,212
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$82,684	\$81,238	\$80,546	\$80,629	\$81,512	\$83,218	\$85,772	\$89,199	\$93,526	\$98,779	\$104,987	\$112,178
Fixed Assets												
Long-Term Assets	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075
Accum. Depreciation	\$951	\$1,903	\$2,854	\$3,805	\$4,756	\$5,708	\$6,659	\$7,610	\$8,561	\$9,513	\$10,464	\$11,415
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Fixed Assets	\$56,124	\$55,173	\$54,221	\$53,270	\$52,319	\$51,368	\$50,416	\$49,465	\$48,514	\$47,563	\$46,611	\$45,660
Total Assets	\$138,807	\$136,410	\$134,767	\$133,899	\$133,831	\$134,586	\$136,188	\$138,664	\$142,040	\$146,342	\$151,598	\$157,838
LIABILITIES												
Current Liabilities												
Accounts Payable	\$23,156	\$23,642	\$24,141	\$24,656	\$25,187	\$25,734	\$26,297	\$26,877	\$27,475	\$28,091	\$28,726	\$29,379
Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$23,156	\$23,642	\$24,141	\$24,656	\$25,187	\$25,734	\$26,297	\$26,877	\$27,475	\$28,091	\$28,726	\$29,379
Long-Term Liabilities												
Total Liabilities	\$118,889	\$117,771	\$116,647	\$115,516	\$114,379	\$113,235	\$112,085	\$110,927	\$109,763	\$108,593	\$107,415	\$106,230
CAPITAL												
Paid-in Capital												
Retained Earnings	(\$30,750)	(\$30,750)	(\$30,750)	(\$30,750)	(\$30,750)	(\$30,750)	(\$30,750)	(\$30,750)	(\$30,750)	(\$30,750)	(\$30,750)	(\$30,750)
Earnings	(\$2,488)	(\$4,253)	(\$5,272)	(\$5,524)	(\$4,985)	(\$3,633)	(\$1,443)	\$1,610	\$5,551	\$10,409	\$16,208	\$22,978
Total Capital	(\$3,238)	(\$5,003)	(\$6,022)	(\$6,274)	(\$5,735)	(\$4,383)	(\$2,193)	\$860	\$4,801	\$9,659	\$15,458	\$22,228
TOTAL CAPITAL + LIABILITIES	\$138,807	\$136,410	\$134,767	\$133,899	\$133,831	\$134,586	\$136,188	\$138,664	\$142,040	\$146,342	\$151,598	\$157,838

BALANCE SHEET: YEAR 2 MONTHLY

	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24
ASSETS												
Current Assets												
Cash	\$98,313	\$100,719	\$103,828	\$107,654	\$112,211	\$117,515	\$123,579	\$130,420	\$138,052	\$146,492	\$155,755	\$166,859
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventory	\$15,516	\$15,826	\$16,143	\$16,466	\$16,795	\$17,131	\$17,473	\$17,823	\$18,179	\$18,543	\$18,914	\$19,292
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$113,828	\$116,545	\$119,970	\$124,119	\$129,006	\$134,646	\$141,053	\$148,243	\$156,232	\$165,035	\$174,669	\$185,151
Fixed Assets												
Long-Term Assets	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075	\$57,075
Accum. Depreciation	\$12,366	\$13,318	\$14,269	\$15,220	\$16,171	\$17,123	\$18,074	\$19,025	\$19,976	\$20,928	\$21,879	\$22,830
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Fixed Assets	\$44,709	\$43,758	\$42,806	\$41,855	\$40,904	\$39,953	\$39,001	\$38,050	\$37,099	\$36,148	\$35,196	\$34,245
TOTAL ASSETS	\$158,537	\$160,302	\$162,777	\$165,974	\$169,910	\$174,598	\$180,054	\$186,293	\$193,330	\$201,182	\$209,865	\$219,396
LIABILITIES												
Current Liabilities												
Accounts Payable	\$29,444	\$29,889	\$30,342	\$30,805	\$31,277	\$31,759	\$32,250	\$32,751	\$33,262	\$33,784	\$34,316	\$34,859
Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$29,444	\$29,889	\$30,342	\$30,805	\$31,277	\$31,759	\$32,250	\$32,751	\$33,262	\$33,784	\$34,316	\$34,859
Long-Term Liabilities	\$105,039	\$103,840	\$102,635	\$101,423	\$100,203	\$98,977	\$97,743	\$96,502	\$95,254	\$93,998	\$92,735	\$91,465
Total Liabilities	\$134,483	\$133,729	\$132,977	\$132,228	\$131,480	\$130,735	\$129,993	\$129,253	\$128,516	\$127,782	\$127,052	\$126,325
CAPITAL												
Paid-in Capital												
Retained Earnings	(\$7,772)	(\$7,772)	(\$7,772)	(\$7,772)	(\$7,772)	(\$7,772)	(\$7,772)	(\$7,772)	(\$7,772)	(\$7,772)	(\$7,772)	(\$7,772)
Earnings	\$1,826	\$4,345	\$7,571	\$11,519	\$16,202	\$21,635	\$27,833	\$34,812	\$42,586	\$51,172	\$60,585	\$70,843
Total Capital	\$24,054	\$26,573	\$29,799	\$33,747	\$38,430	\$43,863	\$50,061	\$57,040	\$64,814	\$73,400	\$82,814	\$93,071
TOTAL CAPITAL + LIABILITIES	\$158,537	\$160,302	\$162,777	\$165,974	\$169,910	\$174,598	\$180,054	\$186,293	\$193,330	\$201,182	\$209,865	\$219,396