# S'WICH IT UP

...a childhood favorite, all grown up.



# **Table of Contents**

Executive Summary
Company Summary
Management Plan
Legal Form of Business4
Management Team4
Advisory Board5
Operations Plan
Weekly Operations Plan5
Company Milestones6
Industry and Target Market Analysis Summary
Industry Profile
Competition & New Entrants7
Critical Success Factors
Critical Risk
Competitive Advantage
Target Market9
Marketing Plan
Marketing Objective
Marketing Mix10
Pro Forma Financials

#### **Executive Summary**

...a childhood favorite, all grown up.

**Mission Statement:** To provide Burquenos, young & old, an out of this world gourmet peanut butter & jelly inspired sandwich experience. S'wich It Up uses local ingredients and will provide gluten-free, contaminant-free products for those with special dietary needs.

**Management Plan:** S'wich It Up will be a member-managed Limited Liability Company, organized in the state of New Mexico, and operating out of a custom built food truck. Head Chef Jason Salvagno and Anthony Salvagno are owner-operators, and will share the responsibilities of day-to-day operations.

**Operations Plan:** S'wich It Up will operate 5 days a week, serve lunch and dinner each day, and operate 12-2am Friday and Saturday nights. Sandwiches will be served in less than 5 minutes. **Industry and Target Market:** We will cater to the needs of a growing food truck marketplace in the Albuquerque metropolitan area. Our product caters to the child in all of us; those who prefer a healthy dining option; those who have special dietary need; and those who desire a low-cost, quality product.

**Marketing Plan:** S'wich It Up will use crowdfunding, social media, Groupon/Alibi Bucks, and press publicity to distinguish itself in the marketplace.

**Financial Statement:** S'wich it up will need \$55k in starting capital. The owner contribution of cash and goods is 27% with the remaining 73% obtained through a 5-year loan from the Loan Fund at 7.88%.

#### **Company Summary**

S'wich It Up will be a food truck operating in the Albuquerque metro area serving up gourmet peanut butter and jelly inspired sandwiches. S'wich It Up will use locally sourced ingredients to make a variety of tantalizing sandwiches, serving customers with speed and a smile. The menu will be rotated seasonally and will include options for the growing number of customers who require a gluten-free, contaminant-free option.

#### **Management Plan**

#### **Legal Form of Business**

The business will become a Member Managed Limited Liability Company in the state of New Mexico by August 2013. The business will be owned and operated by brothers Anthony (50%) and Jason Salvagno (50%).

#### **Management Team**

Jason Salvagno is a classically trained chef from the Culinary Institute of America with eight years of restaurant management experience. He is currently the sous chef of Marche Burette at the Amelia Island Plantation, an Omni Resort. He also served as the head chef of the Falcon's Nest, another Amelia Island Plantation restaurant. He managed a kitchen staff of three, was responsible for inventory/equipment purchasing, maintaining employee schedules, and ensuring restaurant safety compliance. Jason will serve as the head chef of S'wich It Up.

Anthony is a PhD candidate in biophysics at the University of New Mexico. His expertise in molecular biology provides a deep understanding of food cross-contamination which he can leverage to maintain a safe dining experience. He also has five years of experience in graphic design, branding, and social marketing. In August of 2012, he launched his own design firm, IheartAnthony, Inc. Anthony will provide marketing and branding expertise to S'wich It Up, and will work alongside Jason on the truck.

#### **Advisory Board**

An advisory board will be established to help the entity succeed; this board will be comprised of experienced community leaders and professionals whose main objective will be to help the management team of S'wich It Up achieve business goals. The members of the advisory board will meet at the end of each quarter. Members of the board will include:

- Saliha Qasemi 2011-12 Association of Graduate Business Students President
- Cynthia Beiser Director of STEPS, member of the City of ABQ Food Truck Task Force
- Bob Gramley Counselor at the New Mexico Small Business Development Center
- **Pat Humf** ABQ Food Truck Co-op founder and owner of the Gedunk food truck
- Kirsten Watts Clinical Nutritionist at UNMH Pediatric Nephrology

#### **Operations Plan**

#### **Weekly Operations Plan**

Operational efficiency will be crucial for the success of S'wich It Up. Base nut butters will be supplied by Sunland, Inc. Jams will be supplied by both Heidi's Raspberry Farm and made in-house. Spreads will be prepared weekly at the truck commissary; breads will be picked up twice a week from Fano Breads; gluten-free breads will be baked every morning on the truck. Other inventory will be obtained weekly from Costco.

S'wich It Up staff will begin prepping for lunch at 10am and dinner at 4pm. An hour of cleaning time will be necessary at the end of each serving shift. The food truck will be stored nightly at Malcom Services, which will also provide truck maintenance. The truck will be open for the following regular business hours:

	S'Wich It Up Weekly Serving Hours													
	Sun	un Mon Tue Wed Thu Fri Sat												
Lunch			11AM - 1PM											
Dinner			5PM - 8PM											
Late Night						11PM - 2PM	11PM - 2PM							

Strategic selling locations include: local breweries, near UNM facilities, Talin Market, Downtown, Kirtland Air Force Base, Clear Channel office complex, Brick Light District, and the Intel facility in Rio Rancho. Special events throughout the year will include: Sandia Green Chile Festival, wine/beer festivals, Battle of the Food Trucks, the SW Coffee and Chocolate Festival, Rt 66 Summerfest, Cosmic Carnival, and the ABQ Balloon Fiesta.

#### **Company Milestones**

**Present-September:** Establish entity, secure financing, launch crowdfunding campaign, acquire food truck, and open for business. **Years 1-2:** Add a part-time employee and increase hours until part-time position becomes a full-time one, decreasing the hours of the owners on the truck.

Years 3-4: Add a second full-time employee, removing both owners from truck operation. Year
5: Evaluate options for additional truck/stationary carts. Long Term: Bulk manufacture spreads for retail, brick-and-mortar restaurant, and franchising the brand with multiple trucks in multiple cities.

#### **Industry and Target Market Analysis Summary**

#### **Industry Profile**

The mobile food services industry includes vendors who primarily prepare and serve food from a motorized or nonmotorized vehicle. Motorized and nonmotorized vehicles include food trucks, food carts/stands, and trailers. As of 2011, Albuquerque had 105 mobile food carts (<u>http://tiny.cc/t279tw</u>) today this number is estimated to be over 130. The industry is being incubated by STEPS (Southeast Team for Entrepreneurial Success) and the city of Albuquerque Food Truck Task Force.

#### **Competition & New Entrants**

Our primary goal is to serve lunch and dinner, thus all food providers in the Albuquerque area are indirect competitors. While there are no food trucks that sell peanut butter and jelly sandwiches, there are a few brick and mortar competitors selling a basic sandwich: Flying Star Cafe, The Grove, Relish, Which Wich, and Slate Street Cafe. None of the above vendors provide a contaminant-free, gluten-free option.

Among the many food trucks that operate in Albuquerque, we chose to focus on trucks that currently operate in locations similar to, and including, the ones we plan to operate it. After surveying these locations, these trucks were determined to be: Supper Truck, Gedunk, Seasonal Palate, Rustic, Boiler Monkey, and Sebastiano's. Most of the trucks sell a unique and specific style of food. Some trucks don't prepare their food on the truck, placing a limitation of how much they can sell in a shift. During peak hours, customers may be forced to wait 15 to 30 minutes for their order.

#### **Critical Success Factors**

To compete in the food truck industry, it is important to be accessible to our customerbase with real-time location and menu information. High traffic locations with professional customers who have little to no food options during short lunch breaks are a big priority.

Establishing a good relationship with customers is important to drive repeat business. This relationship will be based on excellent service and excellent throughput time, when compared to other food trucks. S'wich It Up will feature a seasonal menu with quality, local ingredients and weekly specials to maintain product intrigue.

We plan to establish a reputation as a trusted provider of gluten-free food. It is vital for us to be open with our customers about the steps we take to ensure a cross-contaminant free kitchen

space.

#### **Critical Risk**

Threats to the success of S'wich It Up include truck performance issues, weather conditions, location limitations, customer preference, and customer awareness. In order to maximize customer awareness, we plan to advertise via a number of outlets, heavily use social media, and run special promotions. Customer dining preference is also a major obstacle. To overcome this hurdle, we need to separate our product from the standard pb&j sandwich and provide sandwiches that appeal to a broad customer base.

Location limitations arise as a result of proposed zoning changes specific to mobile food vendors. The food truck industry is relatively new to Albuquerque, and consequently, there are not a lot of city ordinances governing the food truck industry at this time. We will become members of the City of Albuquerque Food Truck Task Force to ensure that zoning issues and other legal requirements meet the needs of S'wich it Up and other food truck operators.

The truck we are purchasing will come with a 3 year warranty on parts and labor. This will help us manage the risks of mechanical failure. Malcom Services, our overnight storage provider, has an on-site mechanic that will be routinely checking the truck for issues and making maintenance suggestions.

#### **Competitive Advantage**

Our biggest competitive advantages lie in our pricing and our preparation time. Since all spreads and breads will be prepared prior to service hours, the average customer wait time will be under five minutes. The average wait time at other food trucks can be in excess of 15 minutes. Most of our menu items are priced \$5.00 or less, while competitive options on other trucks tend to sell above \$7.00.

One distinct competitive advantage is our appeal to children. Children are notoriously picky eaters, and while other food trucks have high quality food, it may not appeal to them. PB&J sandwiches are a go-to option for children lunches. S'wich It Up couples a low price point, with a healthy option for parental appeal, and a food children love.

Those with gluten allergies often struggle to find a safe place to eat out. Many choose to dine in because there are not many contaminant-free options available to them. By incorporating gluten-free upon startup, we can ensure a contaminant-free kitchen space so customers can feel safe eating out. As far as we know, there are no gluten-free options available on Albuquerque food trucks.

#### **Target Market**

We surveyed 42 customers at the Talin Market food truck pod. Our respondents ranged from age 18 to over 65. Results showed that those most interested in dining at a food truck selling pb&j inspired sandwiches were in the 25-34 age group (45%) 64% of all customers polled indicated they would eat at a pb&j inspired food truck. Of the remaining few who selected "no interest", 80% (29% overall) indicated they would pay at least \$5 for the sample sandwich (honey-lavender peanut butter and green chile jelly on honey banana bread).

Based on the results of the survey and other factors our target market is: (1) adults aged 20-35, (2) adults working in high employment areas like Kirtland, UNM, Clear Channel, Sandia, Intel, etc, (3) families, (4) customers with dietary needs including vegetarians/vegans and those who require gluten-free food, and (5) the after-hours crowd.

We also would like to take advantage of dietary trends. Peanuts are rich in nutrients, providing over 30 essential nutrients and phytonutrients. Peanuts are a good source of niacin, folate, fiber, vitamin E, magnesium and phosphorus. They also are naturally free of trans-fats and sodium, and contain about 25% protein (a higher proportion than in any true nut). Current dietary trends like the "Paleo" diet, encourage nutritional value, low fat, and high protein in the diet. S'wich It Up would provide tasty options that meet these diet considerations, which is a distinct advantage over competitors.

#### **Marketing Plan**

#### **Marketing Objective**

To establish ourselves as a great place to eat, where customers can count on mouthwatering menu options without spending their entire lunch hour waiting for food. Secondarily, we want to establish our kitchen as a trusted contaminant-free space where customers needing gluten free options can dine comfortably.

#### **Marketing Mix**

**Product:** S'wich It Up will specialize in creating gourmet peanut butter and jelly inspired sandwiches. The menu will include the classic pb&j sandwich, dessert sandwiches, savory sandwiches, and creative twists on the classic sandwich. We will also be providing gluten-free, contaminant-free options for customers who have serious dietary needs. The unique peanut butter spreads will be paired with equally unique jellies and matched to specialty breads.

All of our breads will be made locally and purchased fresh a few times a week from local baker Fano Breads. Our gluten-free contaminant-free options will be baked daily in the truck oven and prepared in a dedicated contaminant-free section of the truck. The jams will be purchased from local producers, and/or made by us at our commissary.

**Place:** Our sandwiches will only be available for purchase via the truck. The truck will have an appealing graphic wrap designed to attract customer attention. This is a method that has worked for other trucks, as having a professionally wrapped vehicle makes customers feel more

10

comfortable in approaching the truck. In 6-10 years, we hope to bulk manufacture our spreads and sell them in local retail stores like Whole Foods, Montanita Co-op, and farmer's markets. We also plan to franchise S'wich It Up; so, multiple trucks can increase the availability of the sandwiches.

**Price:** After reviewing other prices for entree items of similar quality from other food trucks, we found that our prices were \$2-\$3 lower than most other food truck competitors. Brick and Mortar competitors selling standard pb&j sandwiches price them from \$4 to \$7. Maintaining low prices will help us build a market share. As long as our supplier prices remain stable, we do not anticipate price increases. Our opening day menu is provided:

Opening Day Menu
Classic S'wich \$4
Peanut Butter, Heidi's Raspberry Jelly, White/Wheat Bread
New Mexico S'wich \$5
Honey-Lavender Peanut Butter, Green Chile Jam, Green Chile Bread
Good Morning S'wich \$5
Honey Peanut Butter, Granola, Mashed Bananas, 9-Grain Bread
Hearty S'wich \$7
Garlic-Thyme Peanut Butter, Tomato-Jalapeno Jam, Roasted Chicken, Rosemary-Zucchini Bread
Smore S'wich \$5
Peanut Butter, Nutella, Roasted Marshmallows, Cinnamon Raisin Bread
Substitute contaminant-free, gluten-free bread in any sandwich \$1
Apple Fries w/ PB dipping cup \$2
Bottled Water \$1

**Promotion**: We plan to promote our business through the following methods: (1) **A crowdfunding campaign** will raise starting funds for the business, and it will provide free marketing and build up before we are operational. Contributions generate rewards like free sandwiches, which will build the customer base. (2) **Social media** will allow us to provide daily updates on location and menu specials, and we can reward social followers with exclusive specials. (3) **Groupon/Alibi Bucks** will drive sales and name recognition among customers. Currently, no food trucks make use of this opportunity. (3) **Press publicity** through newspapers like The Daily Lobo, The Weekly Alibi, and The Albuquerque Journal we can create a buzz around our concept. (4) **Joining** the **ABQ Food Truck Co-op** allows us to reach an established list of 1,801 food truck lovers. (5) By **sampling** when there is high foot traffic, we will give customers the opportunity to try our sandwiches before dining with us.

#### **Pro Forma Financials**

This plan makes use of the following assumptions: (1) The owners are providing 27% equity investment in the business in cash and goods. (2) The business secures a loan, through the Loan Fund, of \$40,000 for 5 years at 7.88%, to equip a custom built fully furnished Chevrolet P-30 food truck with 3 year warranty. (3) The food cost is an average of 28.9% of the product pricing. (4) Sales have been adjusted for seasonality, including weather, holidays, and special events. (5) Both of the owners will be working on the truck full time in Year 1, with reduction in hours through years 2-5. (6) A commissary is required for daily operations. (7) Ingredients will be supplied by Fano Breads, Heidi's Raspberry Farm, Sunland Peanut Butter, and Costco. (8) We will use professional resources in the form of legal, accounting, and insurance advice.

S'wich It Up			
Sources & Uses of Funds			
March 2013			
	Owner	Loan	Total
Current Assets			
Cash	6,309	0	6,309
Food Inventory	577	0	577
Total Current Assets	6,886	0	6,886
Fixed Assets			
Office Equipment	706	0	706
Kitchen Equipment	439	0	439
Vehicles	6,970	40,000	46,970
Total Fixes Assets	8,115	40,000	48,115
Total Assets	15,000	40,000	55,000
	27.27%	72.73%	100.00%
Vehicle Loan	40,000 60	) months	7.88%

Cash			
Cash	3,792	0	3, <b>7</b> 92
Legal	1,500	0	1,500
Accounting	200 817	0	200
Insurance Total Cash	6,309	0	817 6,309
	0,000	Ŭ	0,000
Food Inventory			
30lb Sunland PB Fano White Bread	65 10	0	65 10
Fano Wheat Bread	10	0	10
Fano Cinn-Raisin Bread	15	õ	15
Fano Green Chile Bread	15	0	15
Gluten-Free Flour Mix	55	0	55
Sugar Yeast	22 5	0	22 5
2- 26.5oz Nutella	10	Ő	10
3-10oz Marshmallows	6	0	6
Bottled Water	10	0	10
5lb Chicken Olive Oil	21 12	0	21 12
Bananas	7	0	7
Apples	33	ō	33
Tomatoes	24	0	24
Garlic	4	0	4
Pectin 6lbs Honey	46 16	0	46 16
Salt	2	ŏ	2
Pepper	5	0	5
Butter	8	0	8
Granola	24 21	0	24 21
Fry Holders Aluminum Foil	21	0	21
Plastic Wrap	10	Ő	10
Trash Bags	14	0	14
Gloves	11	0	11
Sandwich Wrap	12 5	0	12 5
Paper Bags Purple Masking Tape	4	0	5 4
Napkins	51	ō	51
Bleach, 60oz	4	0	4
Totai Food Inventory	577	0	577
Office Equipment			
POS - Square	0	0	0
QuickBooks	176	0	176
iPhone	330	0	330
Business Cards Office Supplies	150 50	0	150 50
Total Office Equipment	706	Ő	706
Kitchen Equipment	60		
3 Pullman 9x4x4 Loaf Pan Update Inter. Sandwich Spread 2 Sets	69 13	0	69 13
10-6L Containers	57	0	57
Strainer	1	Ō	1
Stainless Steel Mixing Bowls	11	0	11
Kitchen Thermometer	8 59	0	8
5lb Fire Extinguisher 10 Lids	26	0	59 26
2 Sets Measuring Cups	12	õ	12
2 Sets Measuring Spoons	2	0	2
Paper Towels	8	0	8
Paper Towel Dispenser Napkin Dispenser	12 23	0	12 23
Dish Detergent	23	0	23
Soap Dispenser	10	ō	10
6pc Silicone Spatula Set	50	0	50
Sponges Hand Soan	6 6	0	6 6
Hand Soap Scrub Brush	6 7	0	6 7
Bucket	5	0	5
2 Simple Human 10L Trash	36	0	36
Mop	15	0	15
Total Kitchen Equipment	439	0	439
Vehicles			
Used Chevrolet P30 - Custom Built	6,9 <b>7</b> 0	40,000	46,970
Total Vehicles	6,970	40,000	46,970

Sources and Uses of Funds 3/21/2013

### Income Statement

S'wich It Up

Date: 3/21/2013	Planned 9/30/2013	Planned 10/31/2013	Planned 11/30/2013	Planned 12/31/2013	Planned 1/31/2014	Planned 2/28/2014	Planned 3/31/2014	Planned 4/30/2014	Planned 5/31/2014	Planned 6/30/2014	Planned 7/31/2014	Planned 8/31/2014	Total 2014
Luck Dech O. Mil									-				
Lunch Basic Swich Lunch Smore Swich	800 500	880 550	792 495	713 446	642 401	577 361	635 397	699 437	768 480	845 528	930 581	1,023	9,304
Lunch Granola Swich	800	880	792	713	642	577	635	699	768	526 845	930	639 1,023	5,815 9,304
Lunch HonLav Swich	1,200	1,320	1,188	1,069	962	866	953	1,048	1,153	1,268	1,395	1,534	13,956
Lunch Meat Swich	2,100	2,310	2,079	1,871	1,684	1,516	1,667	1,834	2,017	2,219	2,441	2,685	24,423
Lunch Fruit/Cup Side	1,000	1,100	990	891	802	722	794	873	961	1,057	1,162	1,279	11,631
Lunch Gluten Free	100	110	99	89	80	72	79	87	96	106	116	128	1,162
Lunch Water	700	770	693	624	561	505	556	611	672	740	814	895	8,141
Dinner Basic Swich Dinner Smore Swich	400 500	440 550	396 495	356 446	321 401	289 361	318 397	349 437	384	423	465	511	4,652
Dinner Granola Swich	400	440	396	356	321	289	318	437 349	480 384	528 423	581 465	639 511	5,815 4,652
Dinner HonLav Swich	700	770	693	624	561	505	556	611	672	740	814	895	4,032
Dinner Meat Swich	2,100	2,310	2,079	1,871	1,684	1,516	1,667	1,834	2,017	2,219	2,441	2,685	24,423
Dinner Gluten Free	60	66	59	53	48	43	48	52	58	63	70	77	697
Dinner Fruit/Cup Side	240	264	238	214	192	173	191	210	231	254	279	307	2,793
Dinner Water	100	110	99	89	80	72	79	87	96	106	116	128	1,162
Late Night Gourmet Swich	600	660	594	535	481	433	476	524	576	634	697	767	6,977
Late Night Gluten Free Late Night Fruit/Cup Side	16 16	18 18	16 16	14 14	13 13	12 12	13 13	14 14	15 15	17 17	19	20	187
Late Night Water	160	176	158	143	128	115	127	140	154	169	19 186	20 205	187 1,861
Revenue	12,492	13,742	12,367	11,131	10,017	9,016	9,919	10,909	11,997	13,201	14,521	15,971	145,283
Olassia Oh ish				070		•••							
Classic S'wich S'more S'wich	291 295	320 325	288 292	259	233	210	231	254	280	307	338	372	3,383
S'more S'wich HonLav S'wich	295 521	325 573	292 516	263 464	237 418	213 376	234 413	258 455	284 500	312 550	343	377	3,433
Granola S'wich	434	477	430	404 387	348	3/6	413	455	500 417	550 459	605 504	666 555	6,057 5,048
Meat Sandwich	1,667	1,834	1,651	1,486	1,337	1,203	1,324	1,456	1,602	1,762	1,938	2,132	5,048 19,392
Gluten Free Bread Option	123	136	122	110	99	89	98	108	118	130	143	158	1,434
Fruit & Peanut Butter Cup Side	141	155	140	126	113	102	112	123	136	149	164	180	1,641
Bottled Water	96	106	95	86	77	69	76	84	92	101	112	123	1,117
Classic Wrap+Tape+Napkin	6	7	6	5	5	4	5	5	6	6	7	8	70
Smore Wrap+Tape+Napkin	5	5	5	4	4	3	4	4	5	5	6	6	56
HonLav Wrap+Tape+Napkin Granola Wrap+Tape+Napkin	6 8	6 9	6 8	5 7	4	4	4	5 7	5	6 9	7	7	65
Meat Wrap+Tape+Napkin	12	13	12	11	10	9	10	10	12	13	10 14	11 15	97 141
Credit Card	206	227	204	184	165	149	164	180	198	218	240	264	2,399
Cost of Revenues	3,811	4,193	3,775	3,397	3,057	2,750	3,027	3,328	3,663	4,027	4,431	4,874	44,333
Total Gross Profit	8,681	9,549	8,592	7,734	6,960	6,266	6,892	7,581	8,334	9,174	10,090	11,097	100,950
Business License	35	0	0	0	0	0	0	0	0	0	0	0	25
Fire Permits	175	ő	ő	ŏ	ŏ	ő	ő	0 0	0	0	0	0	35 175
Food Service Permit	200	0	0	0	0	0	0	0	Ő	Ő	Ő	ő	200
Parking	105	105	105	105	105	105	105	105	105	105	105	105	1,260
General Liability	650	0	0	0	0	0	0	0	0	0	0	0	650
Commercial Auto	167	167	167	167	167	167	167	167	167	167	167	167	2,004
Anthony Salary	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,004
Jason Salary Wages	1,667 0	1,667 0	1,667 0	1,667 0	1,667	1,667 0	1,667	1,667	1,667	1,667	1,667	1,667	20,004
Payroll Taxes	523	523	523	523	0 523	523	80 536	80 536	80 536	80 536	80 536	80 536	480
Basic Health	190	190	190	190	190	190	190	190	190	190	190	190	6,354 2,280
Workers' Comp	600	0	0	0	0	0	0	0	0	0	0	0	600
Legal	1,500	0	0	0	0	0	0	0	0	Ő	Ő	õ	1,500
Accounting	63	63	63	63	63	63	63	713	63	63	63	63	1,406
Fuel	333	333	333	333	333	333	333	333	333	333	333	333	3,996
Propane	80	80	80	80	80	80	80	80	80	80	80	80	960
Truck Maintenance Truck Overnight Storage	80 100	0 100	0 100	0 100	80 100	0 100	0 100	0 100	80 100	0	0	0	240
Truck Electricity Bill	50	50	50	50	50	50	50	50	50	100 50	100 50	100 50	1,200
Water/Waste	40	40	40	40	40	40	40	40	40	50 40	50 40	50 40	600 480
Commissary	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Cleaning Supplies	135	27	27	27	27	27	27	27	27	27	27	27	432
Office Supplies	706	0	0	0	96	0	0	0	96	0	0	0	898
Internet	60	60	60	60	60	60	60	60	60	60	60	60	720
Telephone	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Depreciation Operating Expenses	804 10,130	<u>804</u> 6,076	6,076	<u>804</u> 6,076	<u>804</u> 6,252	<u>804</u> 6,076	<u>804</u> 6,169	<u>804</u> 6,819	6,345	<u>804</u> 6,169	<u>804</u> 6,169	<u> </u>	9,642 78,520
Total Operating Income/(Loss)	(1,449)	3,473	2,516	1,658	708	190	723	762	1,989	3,005			
Interest Expense (-)	(1,449)	(263)	(259)		(252)						3,921	4,928	22,430
Profit Before Tax	(1,711)	3,211	(259)	(200)	(252)	(240)	. ,	522	1,752	2,772	• •		(2,951)
Total Income Taxes	0	3,211	2,257	1,403	457	(66)	0	522	1,752	2,772	3,692	4,703	19,479
Net Income	(1,711)	3,211	2,257	1,403	457				1,752	2,772		0	0
		5,211	2,201	1,403	40/	(36)	4/9	522	1,752	2,112	3,692	4,703	19,479

#### **Balance Sheet**

S'wich It Up

Date: 3/21/2013	Planned 9/30/2013	Planned 10/31/2013	Planned 11/30/2013	Planned 12/31/2013	Planned 1/31/2014	Planned 2/28/2014	Planned 3/31/2014	Planned 4/30/2014	Planned 5/31/2014	Planned 6/30/2014	Planned 7/31/2014	Planned 8/31/2014
Cash	5,166	8,691	11,299	13,018	13,724	13,913	14,551	15,265	17,153	20,101	23,931	28,456
Food Inventory	812	755	657	592	589	586	666	709	805	858	943	1,342
Current Assets	5,977	9,446	11,957	13,610	14,313	14,499	15,217	15,974	17,958	20,958	24,875	29,798
Office Equipment Kitchen Equipment Vehicles Gross Fixed Assets	706 439 <u>46,970</u> 48,115	706 439 <u>46,970</u> 48,115	706 439 <u>46,970</u> 48,115	706 439 	706 439 46,970 48,115	706 439 <u>46,970</u> 48,115	706 439 <u>46,970</u> 48,115	706 439 <u>46,970</u> 48,115	706 439 46,970 48,115	706 439 <u>46,970</u> 48,115	706 439 <u>46,970</u> 48,115	706 439 <u>46,970</u> 48,115
Accumulated Depreciation (-) Net Fixed Assets	<u>(804)</u> 47,311	(1,607) 46,508	(2,411) 45,704	(3,214) 44,901	<u>(4,018)</u> 44,097	(4,821) 43,294	<u>(5,625)</u> 42,490	(6,428) 41,687	<u>(7,232)</u> 40,883	(8,035) 40,080	(8,839) 39,276	<u>(9,642)</u> 38,473
Total Assets	53,289	55,954	57,661	58,511	58,411	57,792	57,707	57,661	58,842	61,038	64,151	68,271
Notes Payable-Bank Trade Accounts Payable	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
Current Portion LTD	40,000	39,454	38,904	38,351	37,794	37,233	36,669	36,101	35,530	34,954	34,375	33,792
Total Current Liabilities	40,000	39,454	38,904	38,351	37,794	37,233	36,669	36,101	35,530	34,954	34,375	33,792
Total Long Term Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Total Liabilities	40,000	39,454	38,904	38,351	37,794	37,233	36,669	36,101	35,530	34,954	34,375	33,792
Partner Investment Retained Earnings Owner's Equity	15,000 (1,711) 13,289	15,000 <u>1,500</u> 16,500	15,000 3,757 18,757	15,000 5,160 20,160	15,000 5,617 20,617	15,000 5,559 20,559	15,000 6,038 21,038	15,000 6,560 21,560	15,000 8,312 23,312	15,000 11,084 26,084	15,000 14,776 29,776	15,000 <u>19,479</u> 34,479
Total Liabilities & Equity	53,289	55,954	57,661	58,511	58,411	57,792	57,707	57,661	58,842	61,038	64,151	68,271

#### **Cash Flow Report**

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Date: 3/21/2013	Planned 9/30/2013	Planned 10/31/2013	Planned 11/30/2013	Planned 12/31/2013	Planned 1/31/2014	Planned 2/28/2014	Planned 3/31/2014	Planned 4/30/2014	Planned 5/31/2014	Planned 6/30/2014	Planned 7/31/2014	Planned 8/31/2014	Total 2014
Net Profit After Tax	(1,711)	3,211	2,257	1,403	457	(50)	470	500	4 760			1 700	
Plus: Depreciation & Amortization	804	804	2,257	1,403	457	(58)	479	522	1,752	2,772	3,692	4,703	19,479
Non-Recurring (Gains) / Losses	004	0	0	804	804 0	804	804 0	804	804	804	804	804	9,642
Income Statement Cash Flow	(908)					0		0	0	0	0	0	0
Income Statement Cash Flow	(906)	4,014	3,061	2,207	1,260	746	1,283	1,325	2,556	3,576	4,495	5,506	29,121
Accounts Receivable - Decr.(Incr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventories - Decr. (Incr.)	(812)	57	98	66	2	3	(80)	(43)	(96)	(52)	(86)	(399)	(1,342)
Prepalds - Decr. (Incr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Receivables - Decr. (Incr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Current Assets - Decr. (Incr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Accounts Payable - Incr. (Decr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Accounts Payable - Incr. (Decr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Accrued Expenses - Incr. (Decr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Taxes Payable - Incr. (Decr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Current Liabilities - Incr. (Decr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Non-Current Liabilities - Incr. (Decr.)	0	0	0	.0	0	0	0	0	0	0	0	0	0
Operating Cash Flow	(1,719)	4,071	3,158	2,272	1,263	749	1,203	1,282	2,460	3,523	4,410	5,108	27,779
Marketable Securities - Decr. (Incr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Long Term Investments - Decr. (Incr.)	0	0	ō	ő	õ	õ	Ő	Ő	ő	ő	ő	0	0
Land - Decr. (Incr.)	0	0	ő	ő	õ	ő	Ő	0	ő	0	0	0	0
Fixed Assets - Decr. (Incr.)	(48,115)	ů	õ	Ő	ő	ő	ő	ő	ő	0	0	0	(48,115)
Non-Recurring Gains (Losses)	0	Ő	Ő	ő	õ	ő	ő	Ő	0	ő	0	0	(40,113)
Intangible Assets - Decr. (Incr.)	ō	0 0	ő	ő	ő	ő	Ő	0	Ő	ő	0	ŏ	0
Other Non-Current Assets - Decr. (Incr.)	ō	Ő	ő	ő	ő	ŏ	0 0	0 0	Ő	ő	ő	0	0
Investing Cash Flow	(48,115)	0	0	0	0	0	0	0	0	0	0		(48,115)
	1.1.1.1.1.1.1												140,110)
Cash Flow Before Financing	(49,834)	4,071	3,158	2,272	1,263	749	1,203	1,282	2,460	3,523	4,410	5,108	(20,336)
Notes Payable - Incr.(Decr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Long Term Debt Incr. (Decr.)	40,000	(546)	(550)	(553)	(557)	(561)	(564)	(568)	(572)	(575)	(579)	(583)	33,792
Debt Financing Cash Flow	40,000	(546)	(550)	(553)	(557)	(561)	(564)	(568)	(572)	(575)	(579)	(583)	33,792
Capital Stock - Incr. (Decr.)	15.000	0	0	0	0	0	0	0	0	0	0	0	15,000
Dividends and Owners' Draws	0	ŏ	ő	õ	0	ŏ	ő	0	ő	0 0	0	0	15,000
Adjustments to Retained Earnings	ő	Ő	ő	ő	0	ŏ	ŏ	0	Ő	0	0	ő	0
Equity Financing Cash Flow	15,000	0	0	0	0	0	0	0	0	0	0	0	15,000
Financing Cash Flow	55,000	(546)	(550)	(553)	(557)	(561)	(564)	(568)	(572)	(575)	(579)	(583)	48,792
		10.107	(000)	(000)	(0017	(001)		(000)	(012)	(0/0/	(0/0)	(303)	40,132
Beginning Cash	0	5,166	8,691	11,299	13,018	13,724	13,913	14,551	15,265	17,153	20,101	23,931	0
Operating Cash Flow	(1,719)	4,071	3,158	2,272	1,263	749	1,203	1,282	2,460	3,523	4,410	5,108	27,779
Investing Cash Flow	(48,115)	0	0	0	0	0	0	0	0	0	0	0	(48,115)
Financing Cash Flow	55,000	(546)	(550)	(553)	(557)	(561)	(564)	(568)	(572)	(575)	(579)		48,792
Comprehensive Cash Flow	5,166	3,525	2,609	1,719	706	189	639	714	1,888	2,948	3,830	4,525	28,456
Ending Cash	5,166	8,691	11,299	13,018	13,724	13,913	14,551	15,265	17,153	20,101	23,931	28,456	28,456

#### Income Statement S'wich It Up

Date: 3/21/2013	Planned 9/30/2014	Planned 10/31/2014	Planned 11/30/2014	Planned 12/31/2014	Planned 1/31/2015	Planned 2/28/2015	Planned 3/31/2015	Planned 4/30/2015	Planned 5/31/2015	Planned 6/30/2015	Planned 7/31/2015	Planned 8/31/2015	Total 2015
Lunch Basic Swich	800	880	792	713	642	577	635	699	768	845	930	1 0 2 2	0.204
Lunch Smore Swich	500	550	495	446	401	361	397	437	480	528	930 581	1,023 639	9,304 5,815
Lunch Granola Swich	800	880	792	713	642	577	635	699	768	845	930	1,023	9,304
Lunch HonLav Swich	1,200	1,320	1,188	1,069	962	866	953	1,048	1,153	1,268	1,395	1,534	13,956
Lunch Meat Swich	2,100	2,310	2,079	1,871	1,684	1,516	1,667	1,834	2,017	2,219	2,441	2,685	24,423
Lunch Fruit/Cup Side	1,000	1,100	990	891	802	722	794	873	961	1,057	1,162	1,279	11,631
Lunch Gluten Free Lunch Water	1,000 700	1,100 770	990 693	891 624	802	722	794	873	961	1,057	1,162	1,279	11,631
Dinner Basic Swich	400	440	396	524 356	561 321	505 289	556 318	611 349	672 384	740 423	814 465	895 511	8,141
Dinner Smore Swich	500	550	495	446	401	361	397	437	480	423 528	403 581	639	4,652 5,815
Dinner Granola Swich	400	440	396	356	321	289	318	349	384	423	465	511	4,652
Dinner HonLav Swich	700	770	693	624	561	505	556	611	672	740	814	895	8,141
Dinner Meat Swich	2,100	2,310	2,079	1,871	1,684	1,516	1,667	1,834	2,017	2,219	2,441	2,685	24,423
Dinner Gluten Free	2,100	2,310	2,079	1,871	1,684	1,516	1,667	1,834	2,017	2,219	2,441	2,685	24,423
Dinner Fruit/Cup Side	240	264	238	214	192	173	191	210	231	254	279	307	2,793
Dinner Water Late Night Gourmet Swich	100 600	110 660	99 594	89 535	80 481	72 433	79 476	87 524	96 576	106 634	116 697	128	1,162
Late Night Gluten Free	600	660	594	535	481	433	476	524 524	576	634 634	697 697	767 767	6,977 6,977
Late Night Fruit/Cup Side	16	18	16	14	13	12	13	14	15	17	19	20	187
Late Night Water	160	176	158	143	128	115	127	140	154	169	186	205	1,861
Revenue	16,016	17,618	15,856	14,272	12,843	11,560	12,716	13,987	15,382	16,925	18,616	20,477	186,268
Classic Stuich	201	220	200	250	000	210	004	054	000	207		070	
Classic S'wich S'more S'wich	291 295	320 325	288 292	259 263	233 237	210 213	231 234	254 258	280 284	307 312	338 343	372	3,383
HonLav S'wich	295 521	573	292 516	203 464	237 418	376	234 413	258 455	284 500	312 550	343 605	377 666	3,433 6,057
Granola S'wich	434	477	430	387	348	313	345	379	417	459	504	555	5,048
Meat Sandwich	1,667	1,834	1,651	1,486	1,337	1,203	1,324	1,456	1,602	1,762	1,938	2,132	19,392
Gluten Free Bread Option	2,590	2,849	2,564	2,308	2,077	1,869	2,056	2,262	2,488	2,737	3,010	3,311	30,121
Fruit & Peanut Butter Cup Side	515	566	509	459	413	371	409	449	494	544	598	658	5,985
Bottled Water	96	106	95	86	77	69	76	84	92	101	112	123	1,117
Classic Wrap+Tape+Napkin	6 5	75	6 5	5	5	4	5	5	6	6	7	8	70
Smore Wrap+Tape+Napkin HonLav Wrap+Tape+Napkin	5 6	5	5	4	4	3	4	4	5 5	5 6	6 7	6	56
Granola Wrap+Tape+Napkin	8	9	8	7	7	6	7	5	8	9	10	7 11	65 97
Meat Wrap+Tape+Napkin	12	13	12	11	10	9	10	10	12	13	14	15	141
Credit Card	264	291	262	235	212	191	210	231	254	279	307	338	3,074
Cost of Revenues	6,710	7,381	6,644	5,979	5,382	4,841	5,328	5,859	6,447	7,090	7,799	8,579	78,039
Total Gross Profit	9,306	10,237	9,212	8,293	7,461	6,719	7,388	8,128	8,935	9,835	10,817	11,898	108,229
Business License	35	0	0	0	0	0	0	0	0	0	0	0	35
Fire Permits	100	0	Ő	Ō	Ő	ō	ō	ŏ	ŏ	Ő	ő	ŏ	100
Food Service Permit	200	0	0	0	0	0	0	0	0	0	0	0	200
Parking	105	105	105	105	105	105	105	105	105	105	105	105	1,260
General Liability	650	0	0	0	0	0	0	0	0	0	0	0	650
Commercial Auto	167	167	167	167	167	167	167	167	167	167	167	167	2,004
Anthony Salary Jason Salary	1,917 1,917	1,917 1,917	1,917 1,917	1,917 1,917	1,917 1,917	1,917 1,917	1,917	1,917	1,917	1,917	1,917	1,917	23,004
Wages	680	680	680	680	680	680	1,917 1,360	1,917 1,360	1,917 1,360	1,917 1,360	1,917 1,360	1,917 1,360	23,004
Payroll Taxes	709	709	709	709	709	709	815	815	815	815	815	815	12,240 9,144
Basic Health	190	190	190	190	190	190	190	190	190	190	190	190	2,280
Workers' Comp	600	0	0	0	0	0	0	0	0	0	0	0	600
Legal	0	0	0	0	0	0	0	0	0	0	0	0	0
Accounting	63	63	63	63	63	63	63	713	63	63	63	63	1,406
Fuel	333	333	333	333	333	333	333	333	333	333	333	333	3,996
Propane Truck Maintenance	80 80	80 0	80 0	80 0	80 80	80	80	80	80	80	80	80	960
Truck Overnight Storage	100	100	100	100	100	0 100	0 100	0 100	80 100	0 100	0 100	0 100	240
Truck Electricity Bill	50	50	50	50	50	50	50	50	50	50	50	50	1,200 600
Water/Waste	40	40	40	40	40	40	40	40	40	40	40	40	480
Commissary	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Cleaning Supplies	135	27	27	27	27	27	27	27	27	27	27	27	432
Office Supplies	706	0	0	0	96	0	0	0	96	0	0	0	898
Internet	60	60	60	60	60	60	60	60	60	60	60	60	720
Telephone Depreciation	100 804	100 804	100 804	100 804	100 804	100	100	100	100	100	100	100	1,200
Operating Expenses	9,921	7,442	7,442	7,442	7,618	804 7,442	804 8,228	<u>804</u> 8,878	804 8,404	804 8,228	8,228	804 8,228	<u>9,642</u> 97,495
Total Operating Income/(Loss)	(615)	2,795	1,770	851	(157)					1,607	2,589	3,670	10,734
Interest Expense (-)	(222)	(218)	(214)	(210)									(2,403)
Profit Before Tax	(836)	2,577	1,556	641	(363)	(925)	(1,038)	(944)	341	1,421	2,407	3,492	8,331
Total Income Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	(836)	2,577	1,556	641	(363)	(925)	(1,038)	(944)	341	1,421	2,407	3,492	8,331

#### **Balance Sheet**

S'wich It Up

Date: 3/21/2013	Planned 9/30/2014	Planned 10/31/2014	Planned 11/30/2014	Planned 12/31/2014	Planned 1/31/2015	Planned 2/28/2015	Planned 3/31/2015	Planned 4/30/2015	Planned 5/31/2015	Planned 6/30/2015	Planned 7/31/2015	Planned 8/31/2015
Cash	27,750	30,640	32,576	33,538	33,381	32,659	31,674	30,843	31,199	32,710	35,143	38,581
Food Inventory	1,429	1,329	1,157	1,042	1,037	1,031	1,172	1,248	1,418	1,509	1,660	1,887
Current Assets	29,178	31,968	33,734	34,580	34,418	33,690	32,846	32,091	32,617	34,219	36,804	40,469
Office Equipment Kitchen Equipment Vehicles Gross Fixed Assets	706 439 <u>46,970</u> 48,115	706 439 <u>46,970</u> 48,115	706 439 <u>46,970</u> 48,115	706 439 46,970 48,115	706 439 <u>46,970</u> 48,115							
Accumulated Depreciation (-) Net Fixed Assets	<u>(10,446)</u> 37,669	(11,249) 36,866	(12,053) 36,062	(12,856) 35,259	(13,660) 34,455	(14,463) 33,652	(15,267) 32,848	(16,070) 32,045	<u>(16,874)</u> 31,241	(17,677) 30,438	<u>(18,481)</u> 29,634	<u>(19,284)</u> 28,831
Total Assets	66,847	68,834	69,796	69,839	68,873	67,342	65,694	64,135	63,858	64,657	66,438	69,299
Notes Payable-Bank Trade Accounts Payable	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0	0 0	0 0	0 0
Current Portion LTD	33,205	32,614	32,020	31,421	30,819	30,212	29,602	28,988	28,369	27,747	27,120	26,489
Total Current Liabilities	33,205	32,614	32,020	31,421	30,819	30,212	29,602	28,988	28,369	27,747	27,120	26,489
Total Long Term Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Total Liabilities	33,205	32,614	32,020	31,421	30,819	30,212	29,602	28,988	28,369	27,747	27,120	26,489
Partner Investment Retained Earnings Owner's Equity	15,000 <u>18,643</u> 33,643	15,000 21,220 36,220	15,000 22,776 37,776	15,000 23,417 38,417	15,000 23,055 38,055	15,000 22,130 37,130	15,000 21,092 36,092	15,000 20,148 35,148	15,000 20,489 35,489	15,000 21,910 36,910	15,000 <u>24,317</u> 39,317	15,000 27,810 42,810
Total Liabilities & Equity	66,847	68,834	69,796	69,839	68,873	67,342	65,694	64,135	63,858	64,657	66,438	69,299

#### Cash Flow Report S'wich It Up

Date: 3/21/2013	Planned 9/30/2014	Planned 10/31/2014	Planned 11/30/2014	Planned 12/31/2014	Planned 1/31/2015	Planned 2/28/2015	Planned 3/31/2015	Planned 4/30/2015	Planned 5/31/2015	Planned 6/30/2015	Planned 7/31/2015	Planned 8/31/2015	Total 2015
Net Profit After Tax	(836)	2,577	1,556	641	(363)	(925)	(1.038)	(044)	341	4 404	0.407	0.400	
Plus: Depreciation & Amortization	804	804	804	804	804	(923) 804	804	(944) 804	804	1,421	2,407	3,492	8,331
Non-Recurring (Gains) / Losses	0	0	0	0	0	004	004	0	804	804	804	804	9,642
Income Statement Cash Flow	(33)	3,381	2,360	1,445	441	(121)	(234)	Wester state of the local state		0	0	0	0
income of atement of an Flow	(33)	5,501	2,300	1,440	441	(121)	(234)	(140)	1,145	2,225	3,211	4,296	17,973
Accounts Receivable - Decr.(Incr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventories - Decr. (Incr.)	(87)	100	172	116	4	6	(141)	(76)	(170)	(91)	(151)	(227)	(1,887)
Prepalds - Decr. (Incr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Receivables - Decr. (Incr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Current Assets - Decr. (Incr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Accounts Payable - Incr. (Decr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Accounts Payable - Incr. (Decr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Accrued Expenses - Incr. (Decr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Taxes Payable - Incr. (Decr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Current Liabilities - Incr. (Decr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Non-Current Liabilities - Incr. (Decr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Cash Flow	(119)	3,481	2,531	1,560	445	(115)	(375)	(216)	974	2,133	3,060	4,069	16,086
Marketable Securities - Decr. (Incr.)	0	0	0	0	0	0	0	•				-	
Long Term Investments - Decr. (Incr.)	0	0	0	0	-	-	-	0	0	0	0	0	0
	0	0	-		0	0	0	0	0	0	0	0	0
Land - Decr. (Incr.)	0	-	0	0	0	0	0	0	0	0	0	0	0
Fixed Assets - Decr. (Incr.)	-	0	0	•	0	0	0	0	0	0	0	0	(38,473)
Non-Recurring Gains (Losses)	0	0	0	0	0	0	0	0	0	0	0	0	0
Intangible Assets - Decr. (Incr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Non-Current Assets - Decr. (Incr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Investing Cash Flow	0	0	0	0	0	0	0	0	0	0	0	0	(38,473)
Cash Flow Before Financing	(119)	3,481	2,531	1,560	445	(115)	(375)	(216)	974	2,133	3,060	4,069	(22,387)
Notes Payable - Incr.(Decr.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Long Term Debt Incr. (Decr.)	(587)	(591)	(595)	(598)	(602)	(606)	(610)	(614)	(618)	(622)	(627)	(631)	26,489
Debt Financing Cash Flow	(587)	(591)	(595)	(598)	(602)	(606)	(610)	(614)	(618)	(622)	(627)	(631)	26,489
Capital Stock - incr. (Decr.)	0	0	0	0	0	0	0	0	0	0	0	-	45 000
Dividends and Owners' Draws	0	0	0	0	0	0	-	0	+		-	0	15,000
Adjustments to Retained Earnings	0	0	0	0	0	0	0		0	0	0	0	0
Equity Financing Cash Flow	0	0	0	0	0	0	0	0	0	0	0	0	0
Equity Financing Cash Filow	0	0	0	U	0	0	0	0	0	0	0	0	15,000
Financing Cash Flow	(587)	(591)	(595)	(598)	(602)	(606)	(610)	(614)	(618)	(622)	(627)	(631)	41,489
Beginning Cash	28,456	27,750	30,640	32,576	33,538	33,381	32,659	31,674	30,843	31,199	32,710	35,143	28,456
Operating Cash Flow	(119)	3,481	2.531	1,560	445	(115)	(375)	(216)	974	2,133	3,060	4,069	16,086
Investing Cash Flow	0	0	0	0	0	0	(0.0,	(2.10)	0	2,100	0,000	4,003	(38,473)
Financing Cash Flow	(587)	(591)	(595)	(598)	(602)	(606)	(610)	(614)	(618)	(622)	(627)	(631)	(36,473) 41,489
Comprehensive Cash Flow	(706)	2,890	1,937	962	(157)	(722)	(985)	(831)	356	1,511	2,433	3,438	38,581
Ending Cash	27,750	30,640	32,576	33,538	33,381	32,659	31,674	30,843	31,199	32,710	35,143	38,581	

# Income Statement

Date: 3/21/2013	Planned 8/31/2016	Planned 8/31/2017	Planned 8/31/2018
Lunch Basic Swich	13,086	18,403	25,882
Lunch Smore Swich	8,178	11,502	16,176
Lunch Granola Swich	13,086	18,403	25,882
Lunch HonLav Swich	19,628	27,605	38,822
Lunch Meat Swich	34,349	48,308	67,941
Lunch Fruit/Cup Side	16,356	23,003	32,352
Lunch Gluten Free	16,356	23,003	32,352
Lunch Water	11,450	16,102	22,648
Dinner Basic Swich	6,542	9,201	12,941
Dinner Smore Swich	8,178	11,502	16,176
Dinner Granola Swich	6,542	9,201	12,941
Dinner HonLav Swich	11,450	16,102	22,648
Dinner Meat Swich	34,349	48,308	67,941
Dinner Gluten Free Dinner Fruit/Cup Side	34,349	48,308	67,941
Dinner Water	3,927 1,637	5,523 2,302	7,764 3,235
Late Night Gourmet Swich	9,815	13,801	3,235 19,411
Late Night Gluten Free	9,815	13,801	19,411
Late Night Fruit/Cup Side	263	367	519
Late Night Water	2,618	3,679	5,177
Revenue	261,974	368,424	518,160
			0.0,.00
Classic S'wich	4,758	6,695	9,414
S'more S'wich	4,831	6,791	9,552
HonLav S'wich	8,518	11,980	16,850
Granola S'wich	7,097	9,985	14,040
Meat Sandwich	27,273	38,356	53,945
Gluten Free Bread Option	42,364	59,580	83,795
Fruit & Peanut Butter Cup Side	8,417	11,839	16,649
Bottled Water	1,571	2,209	3,105
Classic Wrap+Tape+Napkin	98	139	194
Smore Wrap+Tape+Napkin	78	109	157
HonLav Wrap+Tape+Napkin	92	130	180
Granola Wrap+Tape+Napkin	137	193	272
Meat Wrap+Tape+Napkin Credit Card	198	276	389
Cost of Revenues	4,323	6,078	8,551
COSt of Revenues	109,755	154,360	217,093
Total Gross Profit	152,219	214,064	301,067
Business License	35	35	35
Fire Permits	100	100	100
Food Service Permit	200	200	200
Parking	1,260	1,260	1,260
General Liability	650	650	650
Commercial Auto	2,004	2,004	2,004
Anthony Salary	26,172	30,432	34,992
Jason Salary	26,172	30,432	34,992
Wages	17,280	51,840	51,840
Payroll Taxes Basic Health	10,926	17,688	19,128
	2,280	2,280 600	2,280
Workers' Comp	600 0	000	1,200
Legal Accounting	1,406	1,406	0 1,406
Fuel	3,996	3,996	3,996
Propane	3,990 960	3,990	960
Truck Maintenance	240	240	240
Truck Overnight Storage	1,200	1,200	1,200
Truck Electricity Bill	600	600	600
Water/Waste	480	480	480
Commissary	1,200	1,200	1,200
Cleaning Supplies	432	432	432
Office Supplies	898	898	898
Internet	720	720	720
Telephone	1,200	1,200	1,200
Depreciation	9,642	9,642	9,642
Operating Expenses	110,653	160,495	171,655
Total Operating Income/(Loss)	41,566	53,569	129,412
Interest Expense (-)	(1,806)	(1,161)	(463)
Profit Before Tax	39,760	52,408	128,949
Total Income Taxes	0	0	0
Net Income	39,760	52,408	128,949

## **Balance Sheet**

S'wich It Up

Cash 79,317 131,744	260,207
Food Inventory 2,655 3,733	4,619
Current Assets 81,972 135,478	264,826
Office Equipment 706 706	706
Kitchen Equipment 439 439	439
Vehicles 46,970 46,970	46,970
Gross Fixed Assets 48,115 48,115	48,115
Accumulated Depreciation (-) (28,927) (38,569)	(48,211)
Net Fixed Assets 19,188 9,546	(96)
Total Assets101,160145,024	264,730
Notes Payable-Bank 0 0	0
Trade Accounts Payable   0   0	0
Current Portion LTD 18,590 10,046	803
Total Current Liabilities 18,590 10,046	803
Total Long Term Liabilities 0 0	0
Total Liabilities 18,590 10,046	803
Partner Investment 15,000 15,000	15,000
Retained Earnings67,570 119,978	248,927
Owner's Equity 82,570 134,978	263,927
Total Liabilities & Equity <u>101,160 145,024</u>	264,730

# Cash Flow Report S'wich It Up

	Planned	Planned	Planned
Date: 3/21/2013	8/31/2016		
Bate: 0/21/2010	0/01/2010	0/31/2017	0/31/2010
Net Profit After Tax	39,760	52,408	128,949
Plus: Depreciation & Amortization	9,642	9,642	9,642
Non-Recurring (Gains) / Losses	0,042	0,042	0,042
Income Statement Cash Flow	49,402	62,050	138,591
	40,402	02,000	100,001
Accounts Receivable - Decr.(Incr.)	0	0	0
Inventories - Decr. (Incr.)	(767)	(1,079)	(886)
Prepaids - Decr. (Incr.)	0	0	0
Other Receivables - Decr. (Incr.)	0	0	0
Other Current Assets - Decr. (Incr.)	0	0	0
Accounts Payable - Incr. (Decr.)	0	0	0
Other Accounts Payable - Incr. (Decr.)	0	0	0
Accrued Expenses - Incr. (Decr.)	0	0	0
Taxes Payable - Incr. (Decr.)	0	0	0
Other Current Liabilities - Incr. (Decr.)	0	0	0
Other Non-Current Liabilties - Incr. (Decr.)	0	0	0
Operating Cash Flow	48,635	60,972	137,705
		·····	
Marketable Securities - Decr. (Incr.)	0	0	0
Long Term Investments - Decr. (Incr.)	0	0	0
Land - Decr. (Incr.)	0	0	0
Fixed Assets - Decr. (Incr.)	0	0	0
Non-Recurring Gains (Losses)	0	0	0
Intangible Assets - Decr. (Incr.)	0	0	0
Other Non-Current Assets - Decr. (Incr.)	0	0	0
Investing Cash Flow	0	0	0
-			
Cash Flow Before Financing	48,635	60,972	137,705
Notes Payable - Incr.(Decr.)	0	0	0
Long Term Debt Incr. (Decr.)	(7,899)	(8,544)	(9,243)
Debt Financing Cash Flow	(7,899)	(8,544)	(9,243)
	(,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	(0,0 )	(0,2.0)
Capital Stock - Incr. (Decr.)	0	0	0
Dividends and Owners' Draws	0	0	0
Adjustments to Retained Earnings	0	0	0
Equity Financing Cash Flow	0	0	0
Financing Cash Flow	(7,899)	(8,544)	(9,243)
Beginning Cash	38,581	79,317	131,744
Operating Cash Flow	48,635	60,972	137,705
Investing Cash Flow	0	0	0
Financing Cash Flow	(7,899)	(8,544)	(9,243)
Comprehensive Cash Flow	40,736	52,427	128,463
Ending Cash	79,317	131,744	260 207
	10,017	101,744	260,207