



# **EB-5 VISA BUSINESS PLAN PHO RESTAURANT**

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## MISSION STATEMENT

*NHA PHO strives to deliver prompt, professional, and friendly service; to maintain a clean, and comfortable premises for our patrons; to provide fast and fresh food that appeals to diverse palates.*

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## EXECUTIVE SUMMARY

Nha Pho (also referred to as “the Company”) is an innovative Vietnamese casual fast food concept that is expected to launch in the highly underserved communities of Allen City and Dallas City, Texas. With over 40 years of experience handed down from grandparents and strong and tireless improvements made by food gurus, Nha Pho is proud to bring this culinary delight to the United States as a healthy, delicious alternative to fast food. Patrons can enjoy a hot steamy bowl of Pho in less than a minute. The Company is in the midst of transplanting its concept as it has developed a formula for success that it will replicate throughout Texas. The new establishments will offer unrivaled contemporary Vietnamese Pho Cuisine, featuring warm, minimalistic décor and embrace friendly service. The Company will be open for Lunch and Dinner and focus heavily on takeout orders.

**Market Size:** The Company is entering the market at a time when the industry in which it operates is experiencing substantial growth. According to market research firm IBISWorld, the fast food industry has seen an average annual growth rate of 2.5% over the last five years, positioning industry revenue to be around \$225.1bn in 2015, a 1.4% increase from 2014. These trends are expected to continue over the next several years, as is the overall growth in the industry. The industry is projected to see an average annual growth rate of 2% over the next five years.<sup>1</sup> Asian Food represents 10% of the overall industry, and Texas being the third largest Asian populated state. These trends bode extremely well for organizations as Nha Pho, as they show the long-term potential that the market and industry in general hold.

**Marketing and Distribution:** To reach these goals, marketing for Nha Pho will be done through a variety of mediums with the Internet and word of mouth being the primary driver. The Company has will develop a user-friendly portal that outlines its menu and hours of operation. Moving forward plans call for the Company’s website to be Search Engine Optimized (SEO). The Company will also have a social media presence via Facebook, Twitter, and many online food review sites.

**Target Market:** The Company will target blue-collar workers and students that earn \$25 - \$50K year, otherwise known as the third quintile wage earners. This represents 23.4% of the total market size. Studies show that as household income reaches \$60,000, the expenditure shifts to full-service and sit-down dining at higher prices. Households in the lowest income quintile that earn \$20,260 in 2011 (latest available data) cannot easily afford to eat out.

**Competition and Competitive Advantages:** Nha Pho faces competition from several competitors, with the most notable being Pho Crystal, Vietnamese Cuisine, and El Fenix. Despite a highly-competitive field, Nha Pho has a significant advantage over other restaurants in the market. These competitive advantages include:

- **Intellectual Property:** Nha Pho owns its logos and website.
- **Quality Leadership Strategy:** The Company will offer its food products that are meticulously sourced, delivered fresh and priced competitively.
- **Differentiation Strategy:** Nha Pho will focus on quality ingredients in Pho, boldly reinterpreted cuisine as well as authentically Vietnamese dishes and deliver exceptional customer service.
- **Operational Effectiveness Strategy:** The Company will operate with as little overhead as possible to meet revenue goals while maintaining positive cash flow and efficient business operations.

**Management:** *Name confidential* and *name confidential* are the principles of Nha Pho. *Name confidential* is a seasoned business professional, the EB-5 Applicant and largest stakeholder of Nha Pho. He is well connected and attuned to the needs of his targeted market. *Name confidential* will be the minority stakeholder of the company. Their work ethic and business acumen will be the key drivers that propel this venture towards a position of lasting success. *Name confidential* has extensive industry experience and is a successful food industry expert.

<sup>1</sup> “Fast Food restaurant Industry in the US.” IBISWorld. 2014. Obtained at [www.ibisworld.com](http://www.ibisworld.com).

## OBJECTIVES

The purpose of this plan is to provide relevant officials with the information necessary to evaluate Nha Pho in the marketplace. As such, this plan achieves the following objectives:

- There is a viable market opportunity given the researched industry conditions and projected trends
- To be able to generate and sustain over 10 jobs over the course of 5 years
- The team set in place is qualified to executive and carry this venture forward
- A correct capital structure is set in place to optimize a sustainable highly profitable operation

To achieve the Company's objectives, the EB-5 Applicant will invest \$500K and directly hire at least 10 permeant positions. The funding will be allocated in a variety of ways including staffing, operations, and marketing initiatives. The investment risk is minimal based on the management experience and industry growth rates. Nha Pho's financial model shows consistent growth for the brand over the next three years. By year five, plans call for the Company to achieve **\$2.4M** in annual gross revenue with a net profit of **\$293K** or approximately **12%**.

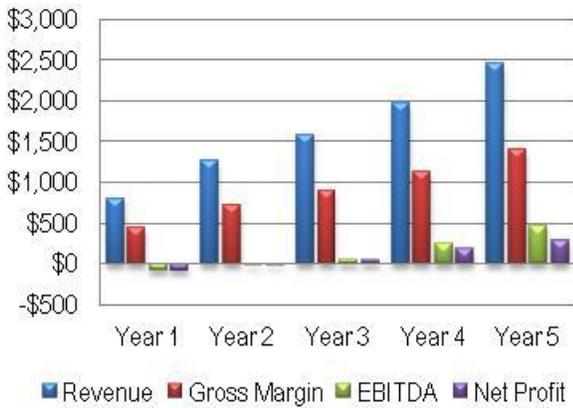


## FINANCIAL OBJECTIVES

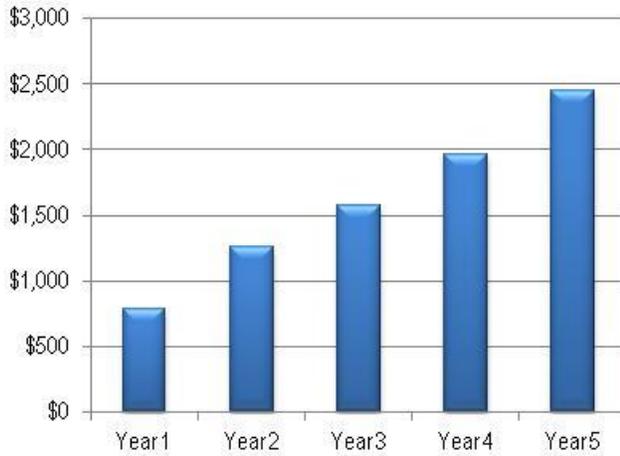
The following table and graphs illustrate the financial goals of Nha Pho during the next five years. The financials are explained in detail throughout the duration of the plan.

Financial Highlights (\$1,000's)																		
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Y1	Y2	Y3	Y4	Y5	
Revenue	0	0	0	63	71	71	78	86	94	94	110	118	784	1255	1569	1961	2,451	
Gross Margin	0	0	0	36	40	40	45	49	54	54	63	67	449	718	898	1,123	1,403	
Operating Expenses	113	39	39	39	39	39	39	39	39	39	39	39	543	739	856	882	959	
EBITDA	-112	-38	-38	-2	2	2	7	11	16	16	25	29	-84	-10	54	254	459	
Net Profit	-113	-39	-39	-3	1	1	6	10	15	15	24	28	-94	-21	42	183	293	
Gross Margin/Revenue	0%	0%	0%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	57%	
EBITDA/Revenue	0%	0%	0%	-4%	3%	3%	9%	13%	17%	17%	22%	25%	-11%	-1%	3%	13%	19%	
Net Profit/Revenue	0%	0%	0%	-5%	2%	2%	7%	12%	16%	16%	22%	24%	-12%	-2%	3%	9%	12%	
Net Cash Flow	106	-38	-38	25	6	2	10	15	19	16	31	32	185	-11	13	161	274	
Cash Balance - Ending	106	68	30	54	60	62	72	87	106	121	153	185	185	174	188	349	623	

**Projected Operating Highlights By Year (\$1,000's)**



**Projected Revenue By Year (\$1,000's)**



## START-UP SUMMARY

The following tables and graphs detail the funding the business will need to bring the vision to reality. Start-up funding includes all the expenditures, both start-up assets and start-up expenses, incurred before the Company starts earning revenue. The working capital element of the asset table represents the balance of cash at the beginning of Month 1 of the financial projections.

Use of Start-up Funding	
<b>Expenses</b>	
Legal & Professional	\$2,500
Restaurant Consultation	\$5,000
Licenses	\$5,000
Grand Opening Advertising	\$8,500
Website Development	\$1,000
Leasehold Improvement	\$40,000
Interior Designer	\$12,000
<b>Total Start-up Expenses</b>	<b>\$74,000</b>
<b>Long-term Assets</b>	
Furniture, Fixture & Equipments	\$80,000
Computer & Accessories	\$30,000
Kitchen Equipment	\$50,000
POS	\$10,000
Store Front Signage	\$15,000
HVAC	\$18,000
<b>Total Long-Term Assets</b>	<b>\$203,000</b>
<b>Short-Term Assets</b>	
Working Capital	\$129,000
Inventory	\$90,000
Other Current Assets	\$4,000
<b>Total Short-Term Assets</b>	<b>\$223,000</b>
<b>Total Expenses &amp; Assets</b>	
Total Start-up Expenses	\$74,000
Total Start-up Assets	\$426,000
<b>Total Funding Requirements</b>	<b>\$500,000</b>

Total Start-up Funding	
Total Amount Being Requested	\$0
Total Funds Already Received	\$500,000
<b>Total Funding</b>	<b>\$500,000</b>
<b>New Start-up Funding Being Requested</b>	
Bank Amount Being Requested	\$0
Line-of-Credit (LOC) Requested	\$0
Investor Amount Being Requested	\$0
<b>Total Amount Being Requested</b>	<b>\$0</b>
<b>Start-up Funding Already Received</b>	
Applicant Contribution	\$500,000
Investor Contribution	\$0
<b>Total Funding Already Received</b>	<b>\$500,000</b>
<b>Start-up Capital and Liabilities</b>	
Loss at Start-up (Start-up Expenses)	(\$74,000)
Total Funds Received & Requested	\$500,000
<b>Cash Balance on Starting Date</b>	<b>\$223,000</b>

As shown in the charts above and the graph below, the total start-up funding needed to set up two restaurants and successfully implement this venture is **\$500K**. The applicant will invest **\$500K** in personal funds to create the Company's brand. As depicted above, **\$74K** will be used for start-up expenses; **\$203K** will be used to purchase long-term assets, **\$90K** will be used for purchasing inventory; and **\$4K** will be used for rent deposit (Other Current Assets). The remaining balance of **\$129K** will be used for working capital.



## THE RESTAURANT

Nha Pho plans to open two restaurants in Texas. The new restaurants will open in Allen, TX and Dallas, TX. The Company expects to charge approximately \$8 per cover and deliver outstanding traditional style Pho dishes in a Vietnamese Cuisine in a welcoming environment.

The restaurants are located at:

### Allen City, TX

Bethany Corners  
801 S. Greenville Ave,  
Allen, TX 75002

### Dallas City, TX

Northview Plaza  
10675 E Northwest Highway,  
Dallas, TX 75238



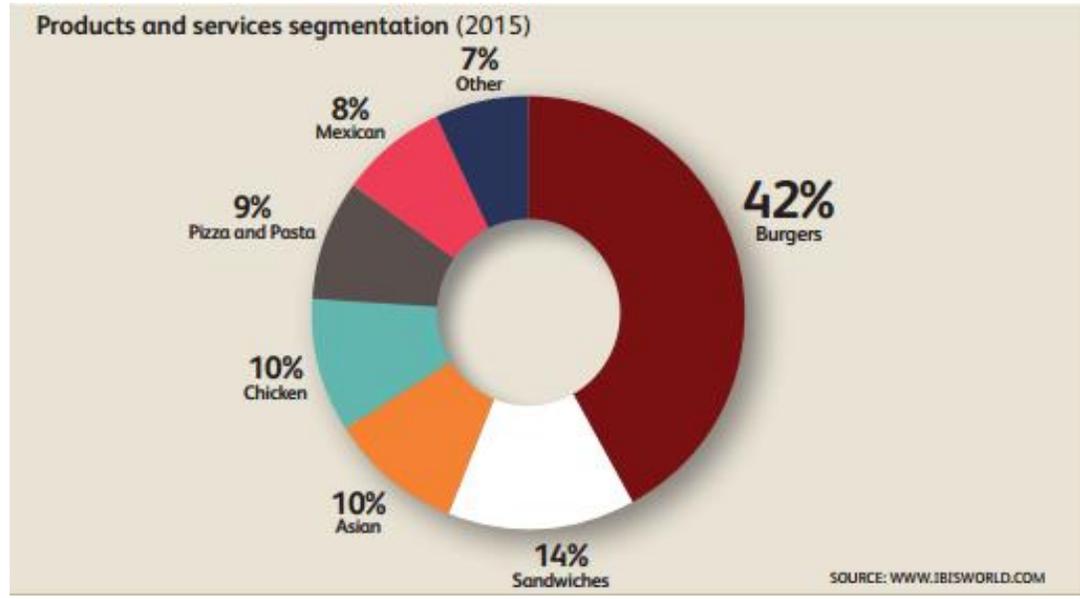
## The PHỞ

Phở is a savory Vietnamese rice noodle soup acclaimed for its flavorful broth and nutritious, and healthy ingredients. Phở is a consummate Vietnamese dish; its evolution includes influences from Chinese and French (Western) cultures. The rice noodles (bánh phở) originated in China while the incorporation of beef (and other meats) accommodated Vietnamese's taste for French and Western flavors. The blend of seasoning, spices and other ingredients used in the broth and dish itself are uniquely Vietnamese. It is the consummate Vietnamese "comfort" food. Nha Pho has taken this age old prized cuisine and reinterupts it by integrating a wide variety choices including choices of beef, meatball, chicken, fish ball, shrimp, seafood or vegetable. Making excellent phở require two key ingredients; fresh rice noodles (bánh phở) and savory soup stock. The rice noodles of Nha Pho are made fresh from the finest white rice available and mass-produced under the Company's strict specifications based on its traditional family recipe. The rich, vibrant broth is produced after long hours of simmering in a pot of stock, flavored by our unique blend of Asian spices. This process follows a family recipe passed down from parent to child for many generations. The Company recently enhanced it for large-scale production. Which include refining it further to reduce fat content, but retain the distinct flavors and aromas unique to Vietnamese Phở. This effort was so successful that it has been adopted for use in upscale restaurants, hospitals, and other institutional dining facilities, serving Vietnamese and Asian-style dishes. Phở has been a breakfast dish, traditionally. Today, it has evolved as a dish that can be eaten any time of the day or night. It's perfect for a quick lunch, afternoon snack, light evening meal, bedtime snack, or even as "pick-me-up" meal after a night out on the town. Assembling a bowl is quite easy. The noodles are placed in a bowl and topped with customer's choice of beef, chicken, seafood, or our unique meatless, vegetarian-tofu medley. Steaming savory Phở is then added. Thinly sliced onions are added and adorned with scallions and cilantro. The Phở is served with generous amounts of bean sprouts, lime wedges, basil, and sliced chilies. The customers can also add a dash of nước mắm (Vietnamese fish sauce) or a generous dollop of Hoisin sauce to tantalize their taste buds. The Company also plans to offer spring rolls and egg rolls with peanuts sauce along with delicious Phở.

## MARKET ANALYSIS: FAST FOOD RESTAURANTS IN THE US

**Key Statistics Snapshot**

Revenue	Annual Growth 10-15	Annual Growth 15-20	
<b>\$225.1bn</b>	<b>2.5%</b>	<b>2.0%</b>	
Profit	Wages	Businesses	
<b>\$11.5bn</b>	<b>\$55.4bn</b>	<b>199,680</b>	



According to IBISWorld, the Fast Food Restaurants industry has experienced steady growth over the five years to 2015, as convenient and affordable food remains popular with consumers. While the low price point of the industry’s products typically places fast food restaurants with a competitive advantage over other segments of the food-services sector, rising consumer sentiment, which has spurred a greater amount of spending on discretionary items such as meals, has increased competition overall. Furthermore, with the rise of fast-casual concepts rapidly gaining market share, major industry operators have had to alter their offerings to effectively compete. Over the five-year period, the industry’s response to changes in consumer preferences away from processed foods high in sugar, fat, and salt, has helped spur demand. Over the five years to 2015. Revenue is expected to grow at an average rate of 2.5% per year. In 2015, revenue is expected to grow an additional 2.1% to total \$225.1 billion. Over the past five years, fast food operators have performed with varying degrees of success depending on the products they offer and their method of service. Successful operators will need to adapt to changing consumer preferences as the traditional concept of fast food evolves to include a wider variety of options. As plenty of opportunities remain for new fast food concepts and products, the industry’s long era of growth is far from over. As a result of these trends, industry revenue is expected to grow at an annualized rate of 2.0% over the five years to 2020 to \$248.7 billion. These growth trends bode extremely well for Nha Pho as it establishes its brand in the marketplace.<sup>2</sup>

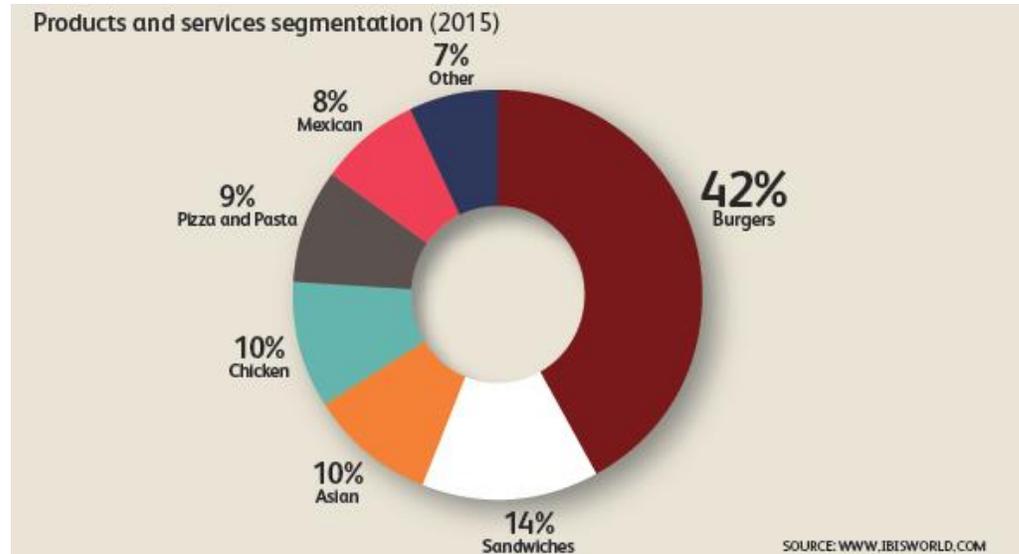
<sup>2</sup> Ibid.

## MARKET SIZE AND SEGMENTATION

In 2014, IBISWorld indicated that fast food Asian Restaurants account for \$22.5BN of market revenue. This is approximately 10% of the fast food industry overall. In states such as Texas, where variations such as Tex-Mex have been adopted, Mexican-style restaurants can account for well over 20.0% of all establishments. Growing immigration has contributed to a rise in Mexican food consumption over the past five years.

### Asian food

There are estimated to be over 40,000 Chinese restaurants in the United States, with the majority of these fast food restaurants that pay for quick-service food products before eating. However, unlike other food types, there are relatively few Asian chain restaurants. Panda Express is the



largest Asian fast food chain in the United States, with just over 1,500 units. The business model of Asian fast food restaurants, which often rely on family labor or undocumented workers to fulfill cooking and serving duties, does not suit the franchise model that other fast-food restaurants rely on. Also, most of the public equates Chinese food with economical pricing, which makes it difficult for chains to raise prices. Asian food is a diverse category that can be broken down into some regional styles based on the peoples and cultures of those regions. The main broad types include: East Asian (including Chinese, Japanese, and Korean restaurants); Southeast Asian (including Vietnamese, Thai and Malaysian restaurants); and South Asian (including Indian, Sri Lankan and Bangladeshi restaurants). Other variations such as Middle Eastern and Central Asian cuisines have been included in the 'Other' category for the purposes of this report.

Asian food remains popular in states with high Asian populations, such as California, New York and Texas (Texas stands third highest Asian populated state), but is also popular in a variety of geographic locations due to its diversity. Society's adoption and acceptance of ethnic foods, in general, has increased over the past half-century as tastes have developed, and people become more adventurous in trying other cuisines. Higher rates of global travel and increased exposure to new cultures have also driven growth in the popularity of ethnic cuisine. These trends bode well for Nha Pho, as they show the substantial profits that are available for successful industry players.<sup>3</sup>

<sup>3</sup> Ibid.

## LOCAL ANALYSIS CITY 1: ALLEN CITY

According to the 2010 census, the city had a total population of 84,246 increased from 43,554 at the 2000 census. Allen is a city in Collin County, TX; and is bordered by Frisco and Plano to the west, McKinney to the north, Lucas and Parker to the east and south, and Plano to the south.



DEMOGRAPHICS	ALLEN CITY, TX
<i>Total Population</i>	<b>84,246 (2010 Census)</b>
<i>Total Households</i>	14,205 Households.
<i>Age range</i>	44% are between the ages of 25 to 44.
<i>Gender</i>	49.9% Male   50.1% Female
<i>Race</i>	72% of the total population is white; 8.4% is Black or African American; 12.9% is Asian, and the remaining 4.8% is other races.
<i>Family Structure</i>	Roughly 10,598 (74.6%) are married-couple family HHs, 7,886 (55.5%) HH with own children under 18 years and 1,054 (7.4%) are female only family HHs.
<i>Income</i>	Median HH income for this segment is \$78,924. 46.3% fall under the median income and the remaining 53.7% fall above this benchmark.
<i>Occupation</i>	76.3% of 16 years and over are employed.
<i>Education</i>	36.1% of 25 year-olds and over have a bachelor's degree or equivalent.

## LOCAL ANALYSIS CITY 2: DALLAS CITY



Dallas is the fourth most populous metropolitan area of United States and a major city in Texas. According to the 2010 census, the city had a total population of 1,197,816 increased from 1,188,580 at the 2000 census. Dallas is the county seat of Dallas County. Portions of the city extend into neighboring Collin, Denton, Kaufman, and Rockwall counties. Around 25% of Texan population dwell in Dallas–Fort Worth Metroplex.

DEMOGRAPHICS	DALLAS CITY, TX
<i>Total Population</i>	<b>1,197,816 (2010 Census)</b>
<i>Total Households</i>	458,057 Households.
<i>Age range</i>	32.5% are between the ages of 25 to 44.
<i>Family Structure</i>	Roughly 165,500 (36.1%) are married-couple family HHs, 81,196 (17.7%) HH with own children under 18 years and 73,404 (16%) are female only family HHs.
<i>Income</i>	Median HH income for this segment is \$40,921. 50.3% fall under the median income and the remaining 49.7% fall above this benchmark.
<i>Occupation</i>	60.7% of 16 years and over are employed.
<i>Education</i>	18.1% of 25 year-olds and over have a bachelor's degree or equivalent.

## TARGET MARKET

The major markets for the Fast Food Restaurants industry can be segmented based on some factors including income, age, geographic location and family structure. Consumption patterns of fast food differ from full-service restaurants where income is a more important determinant of demand.

### Income

Every income levels eat fast food. The extent to which different demographics dines out. Households that make less than \$50,000 per year spend 36.6% of their food budget on dining out. Families that make between \$50,000 and \$75,000 per year spend 42.4% of their food budget on dining out, while households that pull in more than \$75,000 per year spend 45.7% of their food budget on dining out. For households that make less than \$50,000 per year, an average of \$1,626 per year is spent on dining out, while those making between \$50,000 and \$75,000 a year spend an average of \$2,711 a year dining out. Households that make more than \$75,000 per year spend an average of \$ 4,490 annually dining out.

### Age

Consumers aged 18 to 25 spend 46.4% of their food budget dining out, which is an average of \$2,352 per year. This age group contributes the greatest share of industry revenue. People 25 to 35 years old are a close second in overall contribution to industry revenues, spending 44.8% of their budget (or an average of \$2,668 per year) dining out. Those from 35 to 50 years old spend 42.3% of their food budget dining out, which amounts to an average of \$3,165 per year. Consumers aged from 50 to 65 years old spend 42.8% of their budget dining out (an annual average of \$2,991), while those 65 or older spend 37.0% of their food budget dining out (an average of \$1,926 per year).

Consumers are expected to become even more health-conscious, and many Americans will steer clear of fast-food establishments such as hamburger and pizza restaurants and delivery outlets. They will continue to crave products made from fresh and organic ingredients, resulting in an increased focus on using high-quality goods. Nha Pho will meet their demands.

## MARKET NEEDS

According to IBIS Research, Fast casual restaurants that do not offer table service, but provide a higher quality of food and ambiance compared to traditional fast food restaurants, have been experiencing particularly strong growth over the past five years. For instance, fast-casual restaurants such as Chipotle and Five Guys that offer customizable, gourmet meals have stolen market share away from operators such as McDonald's and Burger King. Additionally, with Shake Shack's Initial Public Offering (IPO) in January 2015, fast casual concepts are growing at a rapid pace and increasing their scale in order to compete more efficiently with the industry's larger juggernauts. As a result, major players have introduced their fast-casual concepts. For example, Yum Brands opened its first KFC Eleven restaurant in Louisville, KY, in 2013, offering products such as rice bowls and salads not traditionally associated with KFC. The market is in need of the food menu that is being offered by Nha Pho. The current landscape is filled with restaurants that that fail to deliver fresh, quality food at a competitive price point in this niche industry. With the Asian demographics and target market projected to have strong growth trends over the course of the next several years, the need for products and services that keep the consumer satisfied will rise exponentially. This is precisely the area that Nha Pho will address and one that will allow the Company to remain relevant well into the future.

## BRANDING AND MARKETING

Nha Pho recognizes that maintaining a sterling, the well-regarded brand is essential for propagating a firm standing in the local fast food market. To raise brand awareness among its intended audiences, the Company will emphasize friendly service. The Company's branding, values, and the mission will aid in fueling word-of-mouth buzz and building a loyal customer following.

By upholding a positive corporate image in addition to providing its top- quality fresh food at a competitive price, Nha Pho' will increase its market share, stand out among its competitors, and become a dominant player in the local area. Moving forward, Nha Pho will strive to meet the following objectives as it accomplishes specific keys to success:

### OBJECTIVES

- Become a recognized fast-casual food leader in the local area that it serves.
- Develop a healthy and friendly customer service model.
- Remain flexible in menu offerings.
- Stay attuned to the marketplace and integrate new meet the taste of its local demographics.

### KEYS TO SUCCESS

**The business expertise of operators.** Business expertise is required as this industry has high turnover but low margins; thus, losses are easily made.

**Effective cost controls.** Cost controls are necessary for this low-margin industry, mainly related to minimizing food waste.

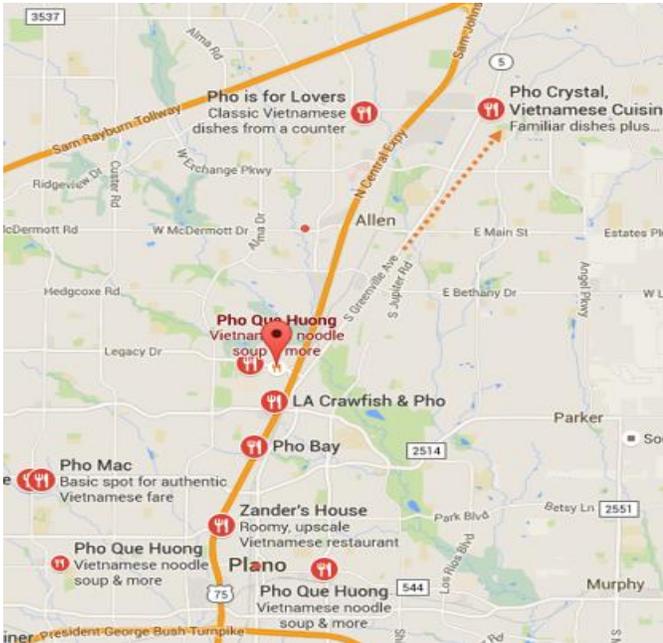
**Having a clear market position.** Clear market positioning gives operators a competitive advantage over competitors.

**Access to the multiskilled and flexible workforce.** Industry operators need access to a good supply of skilled, casual workers to meet peak service demand periods.

## LOCAL COMPETITIVE ANALYSIS

Nha Pho is keenly aware that it must consistently analyze the local competitive landscape to accelerate its position in the marketplace. As the Company builds its position and competitive advantages, it will continue to execute a marketing plan that highlights the benefits of its services. Any business that operates with a similar model serves as a direct or indirect competitor. The identified competitors are described below:

### Vietnamese restaurants in Allen City:



Number of Vietnamese restaurants in the area: 11

Nearest competitor: Pho Crystal, Vietnamese



Cuisine

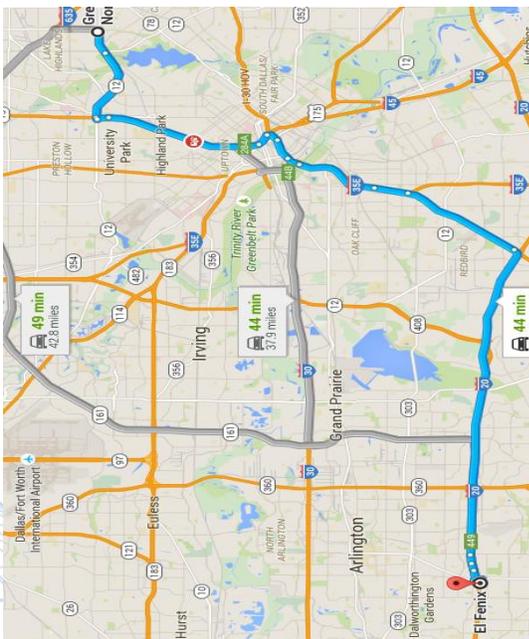
Reviews on Yelp: 4.5 Stars, 180 Reviews

Average price point: Under \$6

Hours of operation: 11:00am – 10pm

Distance: 4.1 Miles

### Vietnamese restaurants in Dallas City:



Number of Vietnamese restaurants in the area: 2

No Nearby Competitor

Nearest competitor: El Fenix



Reviews on Yelp: 3.5 Stars, 157 Reviews

Average price point: Under \$15

Hours of operation: 11:00am – 10pm

Distance: 42.8 Miles

## COMPETITIVE ADVANTAGES

The following is a listing of the primary competitive advantages of the Company upon entering the market.

- Friendly service
- Knowledge and expertise of founders for more than 40 years
- Sourcing of quality ingredients
- Convenience of location
- Cost effective pricing

## SWOT ANALYSIS

The following is a listing of the key strengths and weaknesses of Nha Pho as well as the opportunities and threats that exist within the marketplace.



## CONCENTRATION AND BARRIERS TO ENTRY

Industry concentration is low to moderate, with the top four players expected to garner about 36.2% of the available market share in 2015. This low concentration is an indication of the array of food concepts and styles available in this industry, with no major individual player being dominant. Therefore, it is not extremely difficult for an operator to enter the industry with a new or existing food concept. Industry regulation and licensing are significant, from health and food service regulations to licensing for liquor sales and general occupational health and safety issues (particularly about safety in kitchen operations). Regardless, these issues do not create any insurmountable barriers to either entering or operating in this industry.

### Barriers to Entry checklist

Competition	High
Concentration	Low
Life Cycle Stage	Mature
Capital Intensity	Low
Technology Change	Medium
Regulation & Policy	Medium
Industry Assistance	None

SOURCE: WWW.IBISWORLD.COM

## RISK ANALYSIS

**Risk Analysis:** The risks involved with Nha Pho will be minimal. The business operates with little overhead; a vital factor that bodes well for long-term sustainability and the creation of a durable business model. However, relatively low barriers to entry have fostered a competitive landscape with a vast range of available products and services. In order to face the risks as a new business in the marketplace, the Company must implement an extremely effective marketing campaign, build industry connections and communicate its value to potential customers while focusing on how it uniquely fills a market need. With that being said, the Company stands as a viable business opportunity that has the potential to deliver significant returns to any investor or lending institution.

## MARKETING CAMPAIGN

Marketing for Nha Pho will be done through a variety of channels including the internet, email marketing, social media, and word of mouth. Internet efforts will be driven through a user-friendly website, which will feature SEO (Search Engine Optimization) that allows it to rank higher in popular search engines like Google and Yahoo. In addition to the website, plans also call for developing an adamant social media presence through Instagram, Facebook, and Twitter. Yelp is also an important channel in this industry. Word of mouth will round out the marketing model and has the potential of providing the most cost-effective campaign. Other channels include Eater ([www.eater.com](http://www.eater.com)), and Seamless ([seamless.com](http://seamless.com)) and Eat 24 ([eat24hours.com](http://eat24hours.com)). The Company also looks to target Urban Spoon ([urbanspoon.com](http://urbanspoon.com)), and Gayot ([gayot.com](http://gayot.com)). Finally, the company will seek out strategic partnerships with surrounding businesses to promote the company's brand.

### **Social Media:**

The Company will manage its brand and engage with customers on social media sites, such as Instagram, Facebook, and Twitter. Social media has the potential to reach millions of potential clients. Instagram has emerged as another important social media platform for food bloggers who are trying to expand their sphere of influence and their number of readers. Unlike the kind of super-polished, well-produced food photography typical to food blogs, Instagram offers food bloggers an opportunity to share quicker, on-the-fly moments from their lives as foodies that readers can relate to. The Company will utilize popular food blogging, local influencers and food review sites including Eater ([www.eater.com](http://www.eater.com)), Urban Spoon ([www.urbanspoon.com](http://www.urbanspoon.com)) and Eat 24 ([www.eat24hours.com](http://www.eat24hours.com)) to promote the restaurant and the dishes offered will be helpful to analyse the customer taste and provides rapid feedback.

### **Networking:**

Networking will be a low-cost means for Nha Pho to generate partnerships and growth while bolstering personal commitments to the Company. Networking is also a way to build credibility for businesses operating in the Restaurant industry. Opportunities will be created by establishing networks of compatible companies and business people.

### **Email marketing:**

In the later stage, the Company will also use email marketing to engage customers, increase sales and promote online service. Properly executed with the right strategies, email marketing will be a cost effective method to retain and enroll new customers.

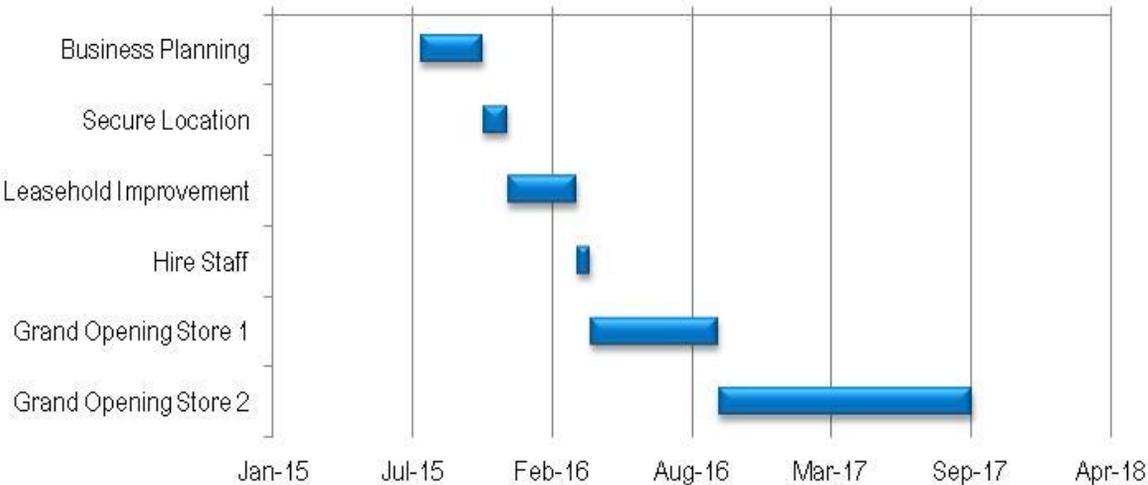
### **Website:**

A well-optimized website with proper site structure, page layout, and clear and easy navigation, along with targeted keywords embedded throughout the site will be constructed and will ensure proper search engine placement and saturation. The Company's website is an important marketing asset. Along with Search Engine Optimization (SEO), the website is easily navigable, highly informative and will serve as a platform to generate new business. At a later stage, the Company also plans to launch a web-based application and mobile application to offer online menu and ordering in subsequent years.

## MILESTONES

The tentative milestones are shown below. Management reserves the right to make changes to this schedule as needed.

Milestones			
	Start Date	Duration (days)	Manager
Business Planning	08/01/2015	90.00	Huy Ton
Secure Location	10/30/2015	35.00	Huy Ton
Leasehold Improvement	12/04/2015	100.00	Huy Ton
Hire Staff	03/13/2016	19.00	Huy Ton
Grand Opening Store 1	04/01/2016	183.00	Huy Ton
Grand Opening Store 2	10/01/2016	365.00	Huy Ton



**MANAGEMENT**

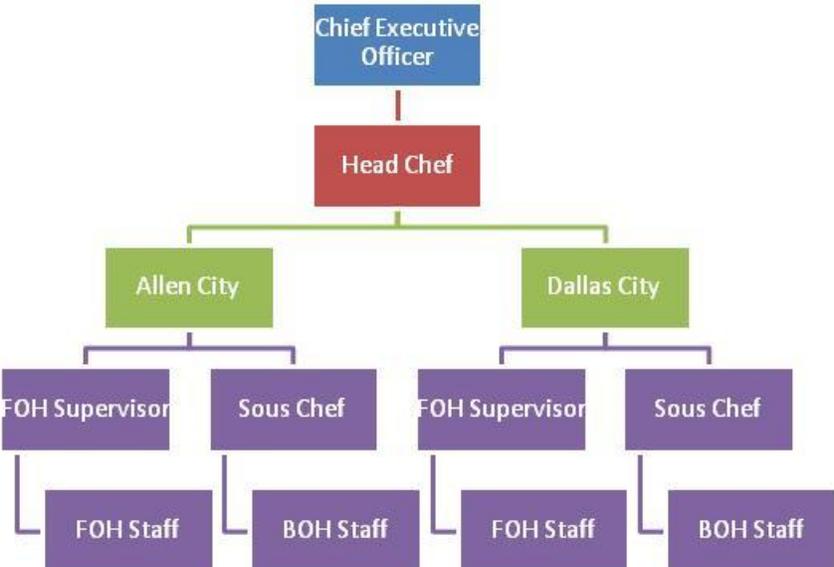
**EB-5 APPLICANT: *Name Confidential***

*Name confidential*, has more than five years of concrete experience in management and the consulting field and has acquired material experience for more than two years in the fast food industry. *Name confidential* has experience-based knowledge; he has always been a self-motivator and accomplished every goal he set out to pursue throughout his career. His professional interests focus on building a successful business through Vietnamese Casual Fast Food line where he has over two years of hands-on experience and legacy from forefathers for around 40 years. Also, he has excellent communication skills, time-management skills, and overall organizational skills. He has been preparing and researching for this venture for the past three years. His strategic planning and execution make him well suited to lead the Company.

***Name Confidential***

*Name confidential* has more than ten years of experience managing quality control and operations, and provides professional services as an improvement expert in Six Sigma processes. He also has food industry and related experience of more than three years. *Name confidential* will serve as General Manager of the Company and will directly report to *name confidential*.

**ORGANIZATIONAL CHART**



## PERSONNEL FORECAST

The personnel forecast below shows the staffing needs for the next five years.

Personnel Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Management Count</b>					
Chief Executive Officer	1	1	1	1	1
Head Chief / BOH Manag	1	1	1	1	1
FOH Supervisor	2	3	3	3	3
Sous Chef	2	2	2	2	2
BOH Staff	4	4	6	6	7
FOH Staff	4	4	6	6	7
<b>Total Personnel</b>	<b>14</b>	<b>15</b>	<b>19</b>	<b>19</b>	<b>21</b>
<b>Management Salary</b>					
Chief Executive Officer	\$60,000	\$61,800	\$63,654	\$65,564	\$67,531
Head Chief / BOH Manag	\$52,000	\$53,560	\$55,167	\$56,822	\$58,526
FOH Supervisor	\$48,000	\$49,440	\$50,923	\$52,451	\$54,024
Sous Chef	\$42,000	\$43,260	\$44,558	\$45,895	\$47,271
BOH Staff	\$23,000	\$23,690	\$24,401	\$25,133	\$25,887
FOH Staff	\$19,000	\$19,570	\$20,157	\$20,762	\$21,385
<b>Management Cost</b>					
Chief Executive Officer	\$60,000	\$61,800	\$63,654	\$65,564	\$67,531
Head Chief / BOH Manag	\$39,000	\$53,560	\$55,167	\$56,822	\$58,526
FOH Supervisor	\$48,000	\$148,320	\$152,770	\$157,353	\$162,073
Sous Chef	\$42,000	\$86,520	\$89,116	\$91,789	\$94,543
BOH Staff	\$46,000	\$94,760	\$146,404	\$150,796	\$181,207
FOH Staff	\$38,000	\$78,280	\$120,943	\$124,571	\$149,693
<b>Total Payroll</b>	<b>\$273,000</b>	<b>\$523,240</b>	<b>\$628,053</b>	<b>\$646,894</b>	<b>\$713,573</b>

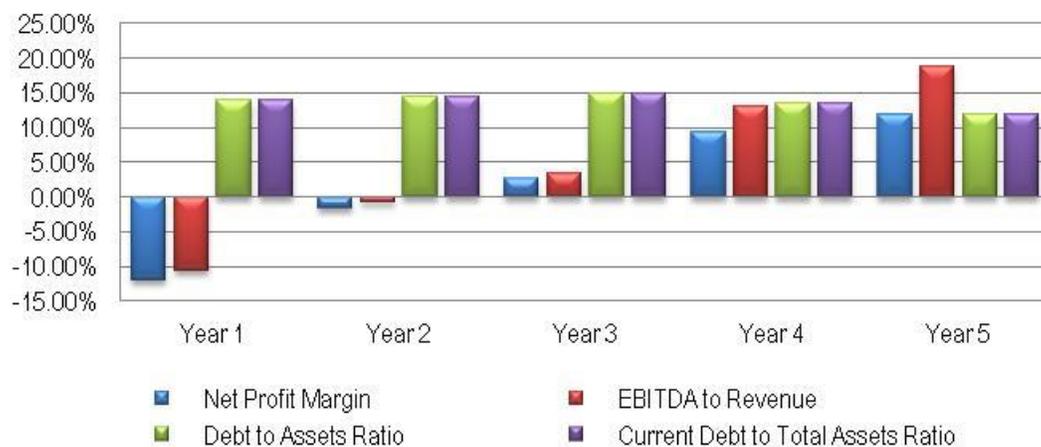
**Personnel Assumptions:** (1) Costs are based on average wages.

## FINANCIAL INDICATORS

The following table summarizes Nha Pho’s projected financial performance with standardized measurement indicators used to evaluate the profitability, leverage, asset turnover and liquidity. As with any long-range projection, accuracy is based on reasonable estimates of return on investment and past performance. The Company believes the following numbers are attainable and reasonable. However, actual results will vary.

Financial Indicators					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Profitability %'s:</b>					
Gross Margin	57.25%	57.25%	57.25%	57.25%	57.25%
Net Profit Margin	-11.96%	-1.63%	2.69%	9.35%	11.96%
EBITDA to Revenue	-10.67%	-0.83%	3.41%	12.93%	18.72%
Return on Assets	-19.88%	-4.55%	8.38%	25.97%	28.58%
Return on Equity	-23.10%	-5.32%	9.86%	30.01%	32.42%
<b>Activity Ratios:</b>					
Accounts Payable Turnover	5.10	8.20	8.90	8.83	8.63
Asset Turnover	1.66	2.78	3.12	2.78	2.39
<b>Leverage Ratios:</b>					
Debt to Equity	0.16	0.17	0.18	0.16	0.13
Debt to Assets Ratio	13.94%	14.50%	14.97%	13.44%	11.84%
Interest Coverage Ratio	N/A	N/A	N/A	N/A	N/A
<b>Liquidity Ratios:</b>					
Current Ratio	4.24	4.10	4.07	5.19	6.52
Current Debt to Total Assets Ratio	13.94%	14.50%	14.97%	13.44%	11.84%
<b>Additional Indicators:</b>					
Revenue to Equity Ratio	1.93	3.25	3.67	3.21	2.71

Financial Indicators

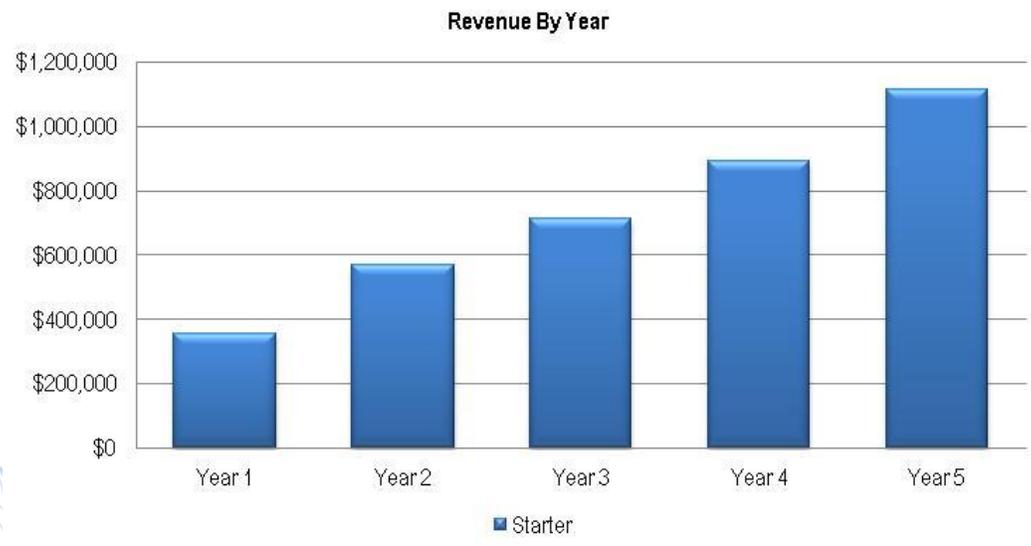


## REVENUE FORECAST

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

Revenue Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Total</b>					
Starter	89,129	142,606	178,258	222,823	278,528
Meals	31,195	49,912	62,390	77,988	97,484
Beverages	71,303	114,085	142,606	178,258	222,822
<b>Price</b>					
Starter	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00
Meals	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00
Beverages	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50
<b>Revenue</b>					
Starter	\$356,516	\$570,426	\$713,032	\$891,290	\$1,114,113
Meals	\$249,560	\$399,296	\$499,120	\$623,900	\$779,875
Beverages	\$178,258	\$285,212	\$356,515	\$445,644	\$557,055
<b>Total Revenue</b>	<b>\$784,334</b>	<b>\$1,254,934</b>	<b>\$1,568,667</b>	<b>\$1,960,834</b>	<b>\$2,451,042</b>
<b>Direct Cost</b>					
Starter	\$1.60	\$1.60	\$1.60	\$1.60	\$1.60
Meals	\$3.20	\$3.20	\$3.20	\$3.20	\$3.20
Beverages	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
<b>Direct Cost of Revenue</b>					
Starter	\$142,606	\$228,170	\$285,213	\$356,516	\$445,645
Meals	\$99,824	\$159,718	\$199,648	\$249,560	\$311,950
Beverages	\$71,303	\$114,085	\$142,606	\$178,258	\$222,822
<b>Subtotal Cost of Revenue</b>	<b>\$313,733</b>	<b>\$501,973</b>	<b>\$627,467</b>	<b>\$784,334</b>	<b>\$980,417</b>

**Revenue Forecast Assumptions:** (1) Revenue and costs are based on averages. (2) Revenue projection has been estimated on the basis of targeting 70% of Vietnamese population within 5 mile area with 15% coverage while non-Vietnamese population will be projected to target at 40% within 5 mile area with 15% coverage. (3) Cost of revenue is projected at 40% of gross revenue.



## BREAK-EVEN ANALYSIS

The following break-even analysis shows the revenue necessary to break-even in the first year of operation. Break-even is where revenue equals expenses. As shown below, the Company is expected to incur average monthly fixed costs of \$45,237 in Year 1. To cover fixed costs and variable costs, which rise and fall with revenue, the Company must, on average, achieve revenue of \$79,017 per month to break-even.

Year 1 Break-even Analysis	
Monthly Revenue Break-even	\$79,017
Assumptions:	
Average Monthly Revenue	\$65,361
Average Monthly Variable Cost	\$27,942
Estimated Monthly Fixed Cost	\$45,237



## PROJECTED INCOME STATEMENT

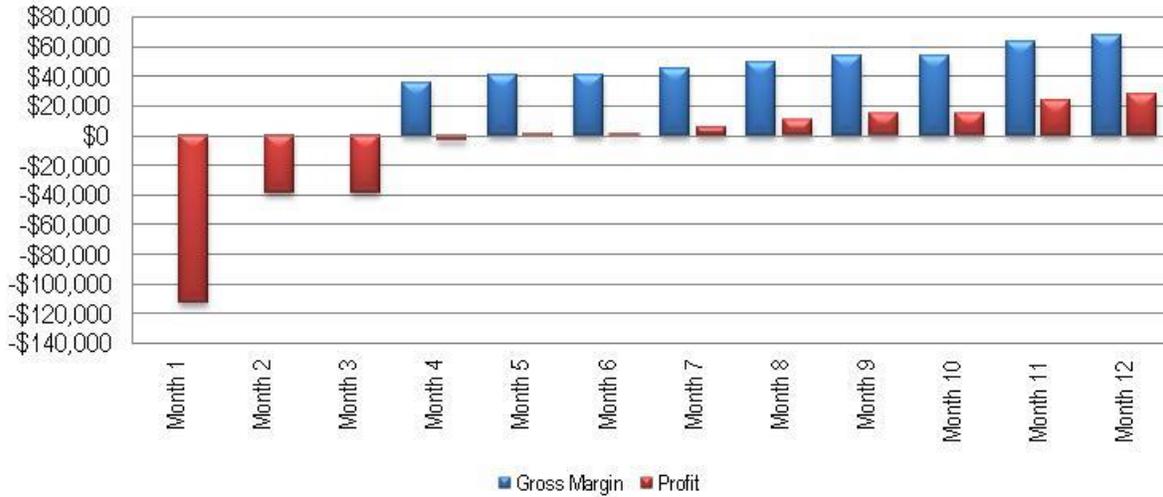
Nha Pho intends to deploy its funding to maximize growth and profitability. In the Income Statement table below, gross margin equals sales minus direct costs. The “bottom line” or profit (as measured before and after interest, taxes, depreciation and amortization) equals gross margin minus operating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

Pro Forma Income Statement					
	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$784,334	\$1,254,934	\$1,568,667	\$1,960,834	\$2,451,042
Subtotal Cost of Revenue	\$313,733	\$501,973	\$627,467	\$784,334	\$980,417
Merchant Credit Card Fees	\$21,569	\$34,511	\$43,138	\$53,923	\$67,404
Total Cost of Revenue	\$335,303	\$536,484	\$670,605	\$838,256	\$1,047,821
<b>Gross Margin</b>	<b>\$449,031</b>	<b>\$718,449</b>	<b>\$898,062</b>	<b>\$1,122,577</b>	<b>\$1,403,222</b>
Gross Margin/Revenue	57.25%	57.25%	57.25%	57.25%	57.25%
<b>Expenses</b>					
Rent	\$60,000	\$61,500	\$63,038	\$64,613	\$66,229
General Insurance Liability	\$3,216	\$3,296	\$3,379	\$3,463	\$3,550
Business License/Permits	\$2,400	\$2,460	\$2,522	\$2,585	\$2,649
Telephone/Internet	\$6,000	\$6,150	\$6,304	\$6,461	\$6,623
Website Hosting/Updates	\$420	\$431	\$441	\$452	\$464
Marketing & Advertising	\$60,000	\$61,500	\$63,038	\$64,613	\$66,229
Supplies	\$14,400	\$14,760	\$15,129	\$15,507	\$15,895
Utilities	\$9,000	\$9,225	\$9,456	\$9,692	\$9,934
Professional Services	\$3,600	\$3,690	\$3,782	\$3,877	\$3,974
Travel & Entertainment	\$3,000	\$3,075	\$3,152	\$3,231	\$3,311
Startup Cost	\$74,000	\$0	\$0	\$0	\$0
Facility Maintenance	\$3,600	\$3,690	\$3,782	\$3,877	\$3,974
Repair & Maintenance	\$1,200	\$1,230	\$1,261	\$1,292	\$1,325
Miscellaneous Expenses	\$1,800	\$1,854	\$1,910	\$1,967	\$2,026
Depreciation	\$10,150	\$10,150	\$11,400	\$12,900	\$14,650
Payroll Taxes	\$17,063	\$32,703	\$39,253	\$40,431	\$44,598
Total Personnel	\$273,000	\$523,240	\$628,053	\$646,894	\$713,573
<b>Total Operating Expenses</b>	<b>\$542,849</b>	<b>\$738,953</b>	<b>\$855,898</b>	<b>\$881,856</b>	<b>\$959,003</b>
Profit Before Interest and Taxes	(\$93,818)	(\$20,504)	\$42,164	\$240,721	\$444,219
EBITDA	(\$83,668)	(\$10,354)	\$53,564	\$253,621	\$458,869
Taxes Incurred	\$0	\$0	\$0	\$57,312	\$151,035
<b>Net Profit</b>	<b>(\$93,818)</b>	<b>(\$20,504)</b>	<b>\$42,164</b>	<b>\$183,409</b>	<b>\$293,185</b>
Net Profit/Revenue	-11.96%	-1.63%	2.69%	9.35%	11.96%

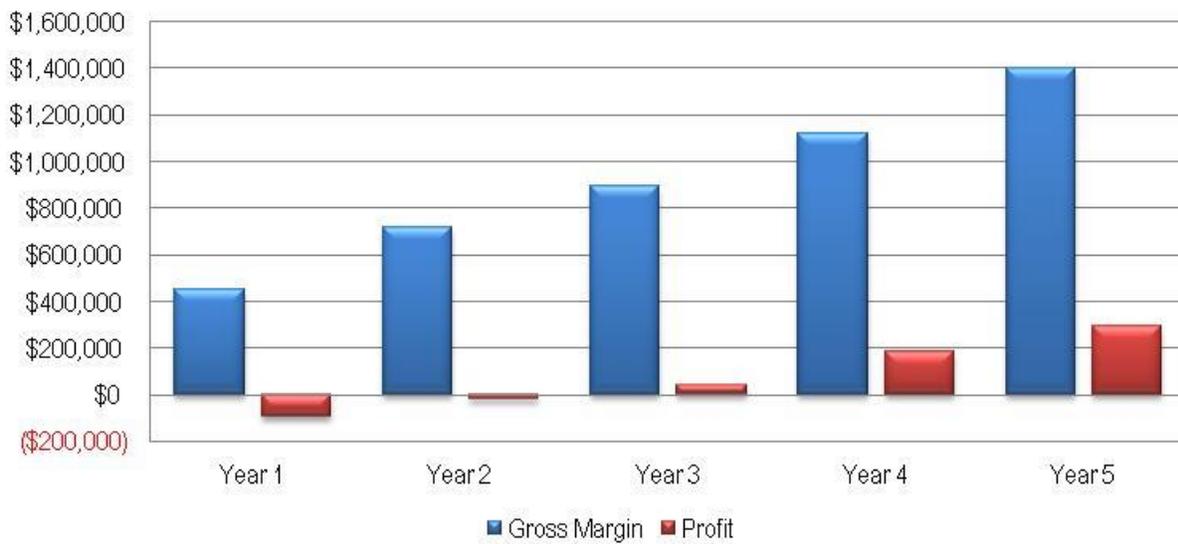
**Income Statement Assumptions:** (1) Depreciation is based on 20 years; (2) Total payroll taxes are 6.25%; (3) Company taxes are based on 34%.

The charts below represent the total revenue monthly and for the next five years. The charts illustrate the percentage of revenue allocated to cost of goods (COG), operating expenses, taxes and interest. The net income piece represents revenue less the aforementioned expenditures.

**Gross Margin & Profit Monthly**



**Gross Margin & Profit Yearly**



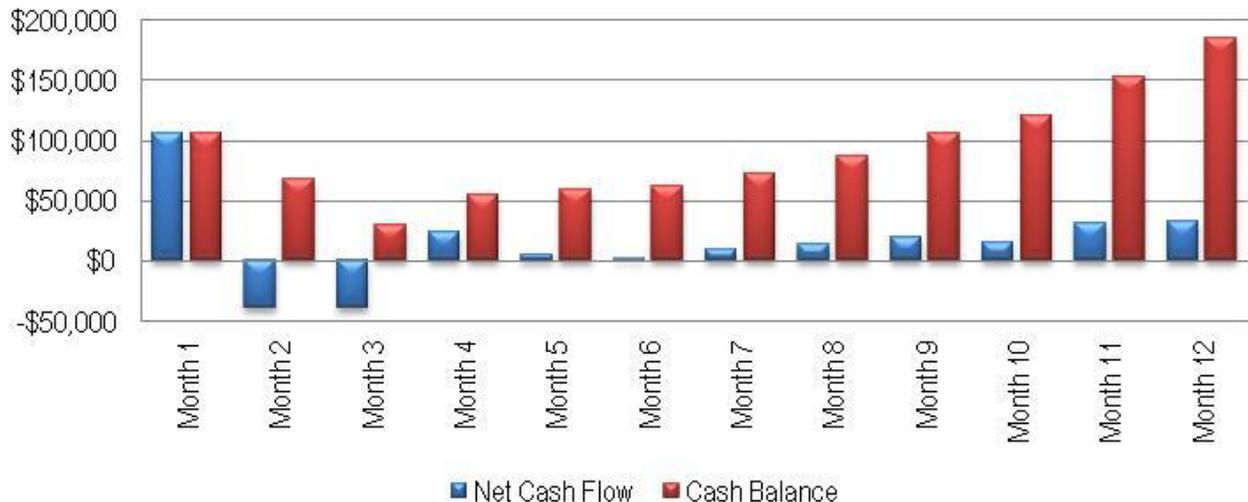
## PROJECTED CASH FLOW

The following depictions of Nha Pho’s projected cash flow show that the Company expects to maintain sufficient cash balances over the five years of this plan. The “pro forma cash flow” table differs from the “pro forma income statement” table. Pro forma cash flow is intended to represent the actual flow of cash in and out of Nha Pho. In comparison, the revenue and expense projections on the income statement include “non-cash” items and exclude funding and investment illustrations.

Pro Forma Cash Flow					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Cash Received</b>					
Revenue	\$784,334	\$1,254,934	\$1,568,667	\$1,960,834	\$2,451,042
Owner Contribution	\$500,000	\$0	\$0	\$0	\$0
<b>Subtotal Cash Received</b>	<b>\$1,284,334</b>	<b>\$1,254,934</b>	<b>\$1,568,667</b>	<b>\$1,960,834</b>	<b>\$2,451,042</b>
<b>Expenditures</b>					
<b>Expenditures from Operations</b>					
Total Personnel	\$273,000	\$523,240	\$628,053	\$646,894	\$713,573
Bill Payments	\$455,231	\$742,404	\$877,125	\$1,098,046	\$1,403,136
<b>Subtotal Spent on Operations</b>	<b>\$728,231</b>	<b>\$1,265,644</b>	<b>\$1,505,178</b>	<b>\$1,744,941</b>	<b>\$2,116,709</b>
<b>Additional Cash Spent</b>					
Start-up Costs	\$74,000	\$0	\$0	\$0	\$0
Purchase Inventory	\$90,000	\$0	\$25,000	\$25,000	\$25,000
Purchase Long-term Assets	\$203,000	\$0	\$25,000	\$30,000	\$35,000
<b>Subtotal Cash Spent</b>	<b>\$1,099,231</b>	<b>\$1,265,644</b>	<b>\$1,555,178</b>	<b>\$1,799,941</b>	<b>\$2,176,709</b>
<b>Net Cash Flow</b>	<b>\$185,103</b>	<b>(\$10,710)</b>	<b>\$13,489</b>	<b>\$160,893</b>	<b>\$274,334</b>
<b>Cash Balance</b>	<b>\$185,103</b>	<b>\$174,392</b>	<b>\$187,881</b>	<b>\$348,774</b>	<b>\$623,108</b>

**Cash Flow Assumptions:** (1) Owner Contribution is \$500,000.

Year1 Cash



## PROJECTED BALANCE SHEET

A balance sheet is a snapshot of Nha Pho’s financial condition. The balance sheet has three parts: assets, liabilities and ownership equity.

Pro Forma Balance Sheet					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Assets</b>					
<b>Current Assets</b>					
Cash	\$185,103	\$174,392	\$187,881	\$348,774	\$623,108
Inventory	\$90,000	\$90,000	\$115,000	\$140,000	\$165,000
Other Current Assets	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
<b>Total Current Assets</b>	<b>\$279,103</b>	<b>\$268,392</b>	<b>\$306,881</b>	<b>\$492,774</b>	<b>\$792,108</b>
<b>Long-term Assets</b>					
Long-term Assets	\$203,000	\$203,000	\$228,000	\$258,000	\$293,000
Accumulated Depreciation	\$10,150	\$20,300	\$31,700	\$44,600	\$59,250
<b>Total Long-term Assets</b>	<b>\$192,850</b>	<b>\$182,700</b>	<b>\$196,300</b>	<b>\$213,400</b>	<b>\$233,750</b>
<b>Total Assets</b>	<b>\$471,953</b>	<b>\$451,092</b>	<b>\$503,181</b>	<b>\$706,174</b>	<b>\$1,025,858</b>
<b>Liabilities and Capital</b>					
<b>Current Liabilities</b>					
Accounts Payable	\$65,770	\$65,414	\$75,339	\$94,922	\$121,421
<b>Subtotal Current Liabilities</b>	<b>\$65,770</b>	<b>\$65,414</b>	<b>\$75,339</b>	<b>\$94,922</b>	<b>\$121,421</b>
<b>Total Liabilities</b>	<b>\$65,770</b>	<b>\$65,414</b>	<b>\$75,339</b>	<b>\$94,922</b>	<b>\$121,421</b>
Paid-in Capital	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Retained Earnings	\$0	(\$93,818)	(\$114,321)	(\$72,157)	\$111,252
Earnings	(\$93,818)	(\$20,504)	\$42,164	\$183,409	\$293,185
<b>Total Capital</b>	<b>\$406,182</b>	<b>\$385,679</b>	<b>\$427,843</b>	<b>\$611,252</b>	<b>\$904,437</b>
<b>Total Liabilities and Capital</b>	<b>\$471,953</b>	<b>\$451,092</b>	<b>\$503,181</b>	<b>\$706,174</b>	<b>\$1,025,858</b>
<b>Net Worth</b>	<b>\$406,182</b>	<b>\$385,679</b>	<b>\$427,843</b>	<b>\$611,252</b>	<b>\$904,437</b>

## SENSITIVITY ANALYSIS

The sensitivity analysis below assumes that revenues are 10% higher or 10% lower than figures projected earlier in this business plan.

Best Case Scenario (Revenue Increases by 10%)					
	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$862,767	\$1,380,427	\$1,725,534	\$2,156,917	\$2,696,146
Cost of Goods	\$368,833	\$590,133	\$737,666	\$922,082	\$1,152,603
Gross Margin	\$493,934	\$790,294	\$987,868	\$1,234,835	\$1,543,544
Gross Margin/Revenue	57.25%	57.25%	57.25%	57.25%	57.25%
Operating Expenses	\$542,849	\$738,953	\$855,898	\$881,856	\$959,003
Net Profit	(\$97,296)	\$33,885	\$87,100	\$232,966	\$385,797
Cash Flow	\$181,625	\$43,679	\$58,425	\$210,449	\$366,946
Cash Balance	\$181,625	\$225,303	\$283,728	\$494,178	\$861,124
Net Profit/Revenue	-11.28%	2.45%	5.05%	10.80%	14.31%

Worst Case Scenario (Revenue Decreases by 10%)					
	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$705,900	\$1,129,440	\$1,411,800	\$1,764,750	\$2,205,938
Cost of Goods	\$301,772	\$482,836	\$603,545	\$754,431	\$943,038
Gross Margin	\$404,128	\$646,605	\$808,256	\$1,010,320	\$1,262,899
Gross Margin/Revenue	57.25%	57.25%	57.25%	57.25%	57.25%
Operating Expenses	\$542,849	\$738,953	\$855,898	\$881,856	\$959,003
Net Profit	(\$160,695)	(\$92,349)	(\$47,642)	\$84,786	\$200,572
Cash Flow	\$118,225	(\$82,555)	(\$76,317)	\$62,269	\$181,721
Cash Balance	\$118,225	\$35,670	(\$40,647)	\$21,622	\$203,343
Net Profit/Revenue	-22.76%	-8.18%	-3.37%	4.80%	9.09%

## FINANCIAL ASSUMPTIONS

The assumptions below provide growth rates, cash on hand, and the terms of funding based on an initial contribution amount of \$500,000.

Financial Assumptions					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Growth Assumptions</b>					
Total Revenue Growth		60%	25%	25%	25%
Total Expense Growth		36%	16%	3%	9%
<b>Personnel Assumptions</b>					
Average Salary Growth		3%	3%	3%	3%
Payroll Growth		92%	20%	3%	10%
<b>Cash Assumptions</b>					
Months of Cash on Hand	1	3	3	5	8
Bill Payment Term (Days)	32	32	32	32	32
<b>Loan Assumptions</b>					
<b>LOC Loan (Interest Only)</b>					
Line-of-Credit Monthly Payment	\$0	\$0	\$0	\$0	\$0
<b>Fixed Rate Loan</b>					
Loan Term	N/A				
Loan Rate	N/A				
Monthly Loan Payment	\$0	\$0	\$0	\$0	\$0
Average Monthly Interest	\$0	\$0	\$0	\$0	\$0
Average Monthly Principle	\$0	\$0	\$0	\$0	\$0

## APPENDIX: YEAR ONE FINANCIALS

Year 1 Revenue Forecast												
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
<b>Total</b>												
Starter	0	0	0	7,130	8,022	8,022	8,913	9,804	10,695	10,695	12,478	13,369
Meals	0	0	0	2,496	2,808	2,808	3,120	3,431	3,743	3,743	4,367	4,679
Beverages	0	0	0	5,704	6,417	6,417	7,130	7,843	8,556	8,556	9,982	10,695
<b>Price</b>												
Starter	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00
Meals	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00	\$8.00
Beverages	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50
<b>Revenue</b>												
Starter	\$0	\$0	\$0	\$28,521	\$32,086	\$32,086	\$35,652	\$39,217	\$42,782	\$42,782	\$49,912	\$53,477
Meals	\$0	\$0	\$0	\$19,965	\$22,460	\$22,460	\$24,956	\$27,452	\$29,947	\$29,947	\$34,938	\$37,434
Beverages	\$0	\$0	\$0	\$14,261	\$16,043	\$16,043	\$17,826	\$19,608	\$21,391	\$21,391	\$24,956	\$26,739
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$62,747</b>	<b>\$70,590</b>	<b>\$70,590</b>	<b>\$78,433</b>	<b>\$86,277</b>	<b>\$94,120</b>	<b>\$94,120</b>	<b>\$109,807</b>	<b>\$117,650</b>
<b>Direct Cost</b>												
Starter	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160	\$160
Meals	\$3.20	\$3.20	\$3.20	\$3.20	\$3.20	\$3.20	\$3.20	\$3.20	\$3.20	\$3.20	\$3.20	\$3.20
Beverages	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
<b>Direct Cost of Revenue</b>												
Starter	\$0	\$0	\$0	\$11,409	\$12,835	\$12,835	\$14,261	\$15,687	\$17,113	\$17,113	\$19,965	\$21,391
Meals	\$0	\$0	\$0	\$7,986	\$8,984	\$8,984	\$9,982	\$10,981	\$11,979	\$11,979	\$13,975	\$14,974
Beverages	\$0	\$0	\$0	\$5,704	\$6,417	\$6,417	\$7,130	\$7,843	\$8,556	\$8,556	\$9,982	\$10,695
<b>Subtotal Cost of Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,099</b>	<b>\$28,236</b>	<b>\$28,236</b>	<b>\$31,373</b>	<b>\$34,511</b>	<b>\$37,648</b>	<b>\$37,648</b>	<b>\$43,923</b>	<b>\$47,060</b>

## Year 1 Personnel Forecast

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
<b>Management Count</b>												
Chief Executive Officer	1	1	1	1	1	1	1	1	1	1	1	1
Head Chief / BOH Manager	0	0	0	1	1	1	1	1	1	1	1	1
FOH Supervisor	0	0	0	1	1	1	1	1	1	2	2	2
Sous Chef	0	0	0	1	1	1	1	1	1	2	2	2
BOH Staff	0	0	0	2	2	2	2	2	2	4	4	4
FOH Staff	0	0	0	2	2	2	2	2	2	4	4	4
<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>14</b>	<b>14</b>	<b>14</b>
<b>Management Salary</b>												
Chief Executive Officer	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Head Chief / BOH Manager	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333
FOH Supervisor	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Sous Chef	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
BOH Staff	\$1,917	\$1,917	\$1,917	\$1,917	\$1,917	\$1,917	\$1,917	\$1,917	\$1,917	\$1,917	\$1,917	\$1,917
FOH Staff	\$1,583	\$1,583	\$1,583	\$1,583	\$1,583	\$1,583	\$1,583	\$1,583	\$1,583	\$1,583	\$1,583	\$1,583
<b>Management Cost</b>												
Chief Executive Officer	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Head Chief / BOH Manager	\$0	\$0	\$0	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333
FOH Supervisor	\$0	\$0	\$0	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$8,000	\$8,000	\$8,000
Sous Chef	\$0	\$0	\$0	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$7,000	\$7,000	\$7,000
BOH Staff	\$0	\$0	\$0	\$3,833	\$3,833	\$3,833	\$3,833	\$3,833	\$3,833	\$7,667	\$7,667	\$7,667
FOH Staff	\$0	\$0	\$0	\$3,167	\$3,167	\$3,167	\$3,167	\$3,167	\$3,167	\$6,333	\$6,333	\$6,333
<b>Total Payroll</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$23,833</b>	<b>\$23,833</b>	<b>\$23,833</b>	<b>\$23,833</b>	<b>\$23,833</b>	<b>\$23,833</b>	<b>\$38,333</b>	<b>\$38,333</b>	<b>\$38,333</b>

## Year 1 Income Statement

	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	\$0	\$0	\$0	\$62,747	\$70,590	\$70,590	\$78,433	\$86,277	\$94,120	\$94,120	\$109,807	\$117,650
Subtotal Cost of Revenue	\$0	\$0	\$0	\$25,099	\$28,236	\$28,236	\$31,373	\$34,511	\$37,648	\$37,648	\$43,923	\$47,060
Merchant Credit Card Fees	\$0	\$0	\$0	\$1,726	\$1,941	\$1,941	\$2,157	\$2,373	\$2,588	\$2,588	\$3,020	\$3,235
Total Cost of Revenue	\$0	\$0	\$0	\$26,824	\$30,177	\$30,177	\$33,530	\$36,883	\$40,236	\$40,236	\$46,942	\$50,295
<b>Gross Margin</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,922</b>	<b>\$40,413</b>	<b>\$40,413</b>	<b>\$44,903</b>	<b>\$49,393</b>	<b>\$53,884</b>	<b>\$53,884</b>	<b>\$62,864</b>	<b>\$67,355</b>
Gross Margin/Revenue	N/A	N/A	N/A	57.25%	57.25%	57.25%	57.25%	57.25%	57.25%	57.25%	57.25%	57.25%
<b>Expenses</b>												
Rent	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
General Insurance Liability	\$268	\$268	\$268	\$268	\$268	\$268	\$268	\$268	\$268	\$268	\$268	\$268
Business License/Permits	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Telephone/Internet	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Website Hosting/Updates	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35
Marketing & Advertising	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Supplies	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
Utilities	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750
Professional Services	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Travel & Entertainment	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Startup Cost	\$74,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Facility Maintenance	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Repair & Maintenance	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Miscellaneous Expenses	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Depreciation	\$846	\$846	\$846	\$846	\$846	\$846	\$846	\$846	\$846	\$846	\$846	\$846
Payroll Taxes	\$1,422	\$1,422	\$1,422	\$1,422	\$1,422	\$1,422	\$1,422	\$1,422	\$1,422	\$1,422	\$1,422	\$1,422
Total Personnel	\$22,750	\$22,750	\$22,750	\$22,750	\$22,750	\$22,750	\$22,750	\$22,750	\$22,750	\$22,750	\$22,750	\$22,750
<b>Total Operating Expenses</b>	<b>\$113,071</b>	<b>\$39,071</b>	<b>\$39,071</b>	<b>\$39,071</b>	<b>\$39,071</b>	<b>\$39,071</b>	<b>\$39,071</b>	<b>\$39,071</b>	<b>\$39,071</b>	<b>\$39,071</b>	<b>\$39,071</b>	<b>\$39,071</b>
Profit Before Interest and Taxes	(\$113,071)	(\$39,071)	(\$39,071)	(\$3,148)	\$1,342	\$1,342	\$5,832	\$10,323	\$14,813	\$14,813	\$23,794	\$28,284
<b>Net Profit</b>	<b>(\$113,071)</b>	<b>(\$39,071)</b>	<b>(\$39,071)</b>	<b>(\$3,148)</b>	<b>\$1,342</b>	<b>\$1,342</b>	<b>\$5,832</b>	<b>\$10,323</b>	<b>\$14,813</b>	<b>\$14,813</b>	<b>\$23,794</b>	<b>\$28,284</b>
Net Profit/Revenue	N/A	N/A	N/A	-5.02%	1.90%	1.90%	7.44%	11.96%	15.74%	15.74%	21.67%	24.04%

### Year 1 Cash Flow

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
<b>Additional Cash Received</b>												
Revenue	\$0	\$0	\$0	\$62,747	\$70,590	\$70,590	\$78,433	\$86,277	\$94,120	\$94,120	\$109,807	\$117,650
Owner Contribution	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal Cash Received</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$62,747</b>	<b>\$70,590</b>	<b>\$70,590</b>	<b>\$78,433</b>	<b>\$86,277</b>	<b>\$94,120</b>	<b>\$94,120</b>	<b>\$109,807</b>	<b>\$117,650</b>
<b>Total Personnel</b>	<b>\$22,750</b>	<b>\$22,750</b>	<b>\$22,750</b>	<b>\$22,750</b>	<b>\$22,750</b>	<b>\$22,750</b>	<b>\$22,750</b>	<b>\$22,750</b>	<b>\$22,750</b>	<b>\$22,750</b>	<b>\$22,750</b>	<b>\$22,750</b>
<b>Bill Payments</b>	<b>\$0</b>	<b>\$15,475</b>	<b>\$15,475</b>	<b>\$15,475</b>	<b>\$42,299</b>	<b>\$45,652</b>	<b>\$45,652</b>	<b>\$49,005</b>	<b>\$52,358</b>	<b>\$55,711</b>	<b>\$55,711</b>	<b>\$62,417</b>
<b>Additional Cash Spent</b>												
Start-up Costs	\$74,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Inventory	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$203,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Cash Spent</b>	<b>\$393,750</b>	<b>\$38,225</b>	<b>\$38,225</b>	<b>\$38,225</b>	<b>\$65,049</b>	<b>\$68,402</b>	<b>\$68,402</b>	<b>\$71,755</b>	<b>\$75,108</b>	<b>\$78,461</b>	<b>\$78,461</b>	<b>\$85,167</b>
<b>Net Cash Flow</b>	<b>\$106,250</b>	<b>(\$38,225)</b>	<b>(\$38,225)</b>	<b>\$24,522</b>	<b>\$5,541</b>	<b>\$2,188</b>	<b>\$10,031</b>	<b>\$14,522</b>	<b>\$19,012</b>	<b>\$15,659</b>	<b>\$31,346</b>	<b>\$32,483</b>
<b>Cash Balance</b>	<b>\$106,250</b>	<b>\$68,025</b>	<b>\$29,800</b>	<b>\$54,322</b>	<b>\$59,863</b>	<b>\$62,051</b>	<b>\$72,082</b>	<b>\$86,604</b>	<b>\$105,616</b>	<b>\$121,274</b>	<b>\$152,620</b>	<b>\$185,103</b>

## Year 1 Balance Sheet

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
<b>Current Assets</b>												
Cash	\$ 106,250	\$ 68,025	\$ 29,800	\$ 54,322	\$ 59,863	\$ 62,051	\$ 72,082	\$ 86,604	\$ 105,616	\$ 121,274	\$ 152,620	\$ 185,103
Inventory	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Other Current Assets	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
<b>Total Current Assets</b>	<b>\$ 200,250</b>	<b>\$ 162,025</b>	<b>\$ 123,800</b>	<b>\$ 148,322</b>	<b>\$ 153,863</b>	<b>\$ 156,051</b>	<b>\$ 166,082</b>	<b>\$ 180,604</b>	<b>\$ 199,616</b>	<b>\$ 215,274</b>	<b>\$ 246,620</b>	<b>\$ 279,103</b>
<b>Long-term Assets</b>	<b>\$ 203,000</b>	<b>\$ 203,000</b>										
Accumulated Depreciation	\$ 846	\$ 1,692	\$ 2,538	\$ 3,383	\$ 4,229	\$ 5,075	\$ 5,921	\$ 6,767	\$ 7,613	\$ 8,458	\$ 9,304	\$ 10,150
<b>Total Long-term Assets</b>	<b>\$ 202,154</b>	<b>\$ 201,308</b>	<b>\$ 200,463</b>	<b>\$ 199,617</b>	<b>\$ 198,771</b>	<b>\$ 197,925</b>	<b>\$ 197,079</b>	<b>\$ 196,233</b>	<b>\$ 195,388</b>	<b>\$ 194,542</b>	<b>\$ 193,696</b>	<b>\$ 192,850</b>
<b>Total Assets</b>	<b>\$ 402,404</b>	<b>\$ 363,333</b>	<b>\$ 324,263</b>	<b>\$ 347,939</b>	<b>\$ 352,634</b>	<b>\$ 353,976</b>	<b>\$ 363,161</b>	<b>\$ 376,837</b>	<b>\$ 395,003</b>	<b>\$ 409,816</b>	<b>\$ 440,316</b>	<b>\$ 471,953</b>
<b>Current Liabilities</b>												
Accounts Payable	\$ 15,475	\$ 15,475	\$ 15,475	\$ 42,299	\$ 45,652	\$ 45,652	\$ 49,005	\$ 52,358	\$ 55,711	\$ 55,711	\$ 62,417	\$ 65,770
<b>Subtotal Current Liabilities</b>	<b>\$ 15,475</b>	<b>\$ 15,475</b>	<b>\$ 15,475</b>	<b>\$ 42,299</b>	<b>\$ 45,652</b>	<b>\$ 45,652</b>	<b>\$ 49,005</b>	<b>\$ 52,358</b>	<b>\$ 55,711</b>	<b>\$ 55,711</b>	<b>\$ 62,417</b>	<b>\$ 65,770</b>
<b>Total Liabilities</b>	<b>\$ 15,475</b>	<b>\$ 15,475</b>	<b>\$ 15,475</b>	<b>\$ 42,299</b>	<b>\$ 45,652</b>	<b>\$ 45,652</b>	<b>\$ 49,005</b>	<b>\$ 52,358</b>	<b>\$ 55,711</b>	<b>\$ 55,711</b>	<b>\$ 62,417</b>	<b>\$ 65,770</b>
<b>Paid-in Capital</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>										
<b>Earnings</b>	<b>(\$ 113,071)</b>	<b>(\$ 152,141)</b>	<b>(\$ 191,212)</b>	<b>(\$ 194,360)</b>	<b>(\$ 193,018)</b>	<b>(\$ 191,676)</b>	<b>(\$ 185,844)</b>	<b>(\$ 175,521)</b>	<b>(\$ 160,708)</b>	<b>(\$ 145,895)</b>	<b>(\$ 122,102)</b>	<b>(\$ 93,818)</b>
<b>Total Capital</b>	<b>\$ 386,929</b>	<b>\$ 347,859</b>	<b>\$ 308,788</b>	<b>\$ 305,640</b>	<b>\$ 306,982</b>	<b>\$ 308,324</b>	<b>\$ 314,156</b>	<b>\$ 324,479</b>	<b>\$ 339,292</b>	<b>\$ 354,105</b>	<b>\$ 377,898</b>	<b>\$ 406,182</b>
<b>Total Liabilities and Capital</b>	<b>\$ 402,404</b>	<b>\$ 363,333</b>	<b>\$ 324,263</b>	<b>\$ 347,939</b>	<b>\$ 352,634</b>	<b>\$ 353,976</b>	<b>\$ 363,161</b>	<b>\$ 376,837</b>	<b>\$ 395,003</b>	<b>\$ 409,816</b>	<b>\$ 440,316</b>	<b>\$ 471,953</b>
<b>Net Worth</b>	<b>\$ 386,929</b>	<b>\$ 347,859</b>	<b>\$ 308,788</b>	<b>\$ 305,640</b>	<b>\$ 306,982</b>	<b>\$ 308,324</b>	<b>\$ 314,156</b>	<b>\$ 324,479</b>	<b>\$ 339,292</b>	<b>\$ 354,105</b>	<b>\$ 377,898</b>	<b>\$ 406,182</b>