

| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total | % |
|---------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|-----|
| | 1st | 2nd | 3rd | 4th | 5th | 6th | 7th | 8th | 9th | 10th | 11th | 12th | | |
| Income | | | | | | | | | | | | | | |
| Sales/Cash(1) | 25,213 | 26,497 | 29,749 | 34,679 | 33,811 | 32,008 | 26,009 | 27,009 | 44,000 | 27,044 | 26,089 | 28,080 | 360,080 | 100 |
| Purchases (32%) | 8,068 | 8,479 | 9,520 | 11,097 | 10,822 | 10,240 | 8,320 | 8,640 | 14,888 | 8,654 | 8,320 | 8,560 | 115,200 | 32 |
| Gross Profit | 17,145 | 18,018 | 20,229 | 23,582 | 22,989 | 21,768 | 17,689 | 18,369 | 29,112 | 18,390 | 17,680 | 19,520 | 244,880 | 68 |
| Expenses - Variable | | | | | | | | | | | | | | |
| Payroll Expense (16%) | 4,034 | 4,240 | 4,760 | 5,549 | 5,411 | 5,120 | 4,160 | 4,328 | 7,040 | 4,327 | 4,160 | 4,480 | 57,600 | 16 |
| Payroll Taxes (28% of payroll) | 807 | 848 | 952 | 1,119 | 1,082 | 1,024 | 832 | 864 | 1,408 | 865 | 832 | 896 | 11,520 | 3 |
| Related Fringe Benefits(2) | 202 | 212 | 238 | 277 | 271 | 256 | 208 | 216 | 352 | 216 | 208 | 224 | 2,880 | 1 |
| Sub-total | 5,043 | 5,299 | 5,950 | 6,936 | 6,764 | 6,400 | 5,200 | 5,408 | 8,800 | 5,409 | 5,200 | 5,600 | 72,000 | 20 |
| Expenses - Fixed | | | | | | | | | | | | | | |
| Advertising (includes Mo.H.D Fee) | 254 | 254 | 254 | 254 | 254 | 254 | 254 | 254 | 254 | 254 | 254 | 254 | 3,048 | 1 |
| Accounting & Legal | 420 | 420 | 420 | 420 | 420 | 420 | 420 | 420 | 420 | 420 | 420 | 420 | 5,040 | 1 |
| Rent | 3,487 | 3,487 | 3,487 | 3,487 | 3,487 | 3,487 | 3,487 | 3,487 | 3,487 | 3,487 | 3,487 | 3,487 | 41,844 | 12 |
| Utilities/Telephone | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 12,000 | 3 |
| Insurance | 585 | 585 | 585 | 585 | 585 | 585 | 585 | 585 | 585 | 585 | 585 | 585 | 7,020 | 2 |
| Loan Payments(3) | 3,375 | 3,375 | 3,375 | 3,375 | 3,375 | 3,375 | 3,375 | 3,375 | 3,375 | 3,375 | 3,375 | 3,375 | 40,500 | 11 |
| Owner Draw | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 30,000 | 8 |
| Sales Tax(4) | 205 | 205 | 205 | 205 | 205 | 205 | 205 | 205 | 205 | 205 | 205 | 205 | 2,460 | 1 |
| Sub-total | 11,826 | 11,826 | 11,826 | 11,826 | 11,826 | 11,826 | 11,826 | 11,826 | 11,826 | 11,826 | 11,826 | 11,826 | 141,912 | 39 |
| Total Cash Paid Out | 16,869 | 17,125 | 17,776 | 18,762 | 18,590 | 18,226 | 17,026 | 17,226 | 20,626 | 17,235 | 17,026 | 17,426 | 213,912 | 59 |
| Monthly Cash Surplus (deficit) | | | | | | | | | | | | | | |
| | 276 | 899 | 2,454 | 4,829 | 4,897 | 3,534 | 654 | 1,134 | 9,294 | 1,155 | 654 | 1,614 | 50,888 | |
| Beginning Cash(5) | 10,000 | 10,276 | 11,169 | 13,622 | 18,442 | 22,849 | 26,383 | 27,037 | 28,171 | 37,465 | 38,620 | 39,274 | | |
| Cash Flow Monthly | 276 | 899 | 2,454 | 4,829 | 4,897 | 3,534 | 654 | 1,134 | 9,294 | 1,155 | 654 | 1,614 | | |
| Cash Flow Cumulative | 10,276 | 11,169 | 13,622 | 18,442 | 22,849 | 26,383 | 27,037 | 28,171 | 37,465 | 38,620 | 39,274 | 40,888 | | |

Notes:

(1) Sales figures taken from actual first year revenue figures of the North Point Plaza Fran's Ice Shoppe adjusted down to 81% for size and location and with seasonal adjustment for month of the year. North Point Plaza Fran's Ice Shoppe did \$444,176 in sales in the first year. Principals feel that \$360,000 (81% of \$444,176 = \$360,000 rounded) is a conservative figure based on extensive research with four other Fran's locations in malls in California.

(2) Related Fringe Benefits is computed at 5% of payroll expense.

(3) \$250,000 @10.5% for 10 years (P&L) = \$3375/mo.

(4) Food consumed on premises is subject to sales tax. This expense will vary but we assumed a fixed amount each month.

(5) Working capital of \$30,000 less \$20,000 for pre-opening supplies, expenses, labor, training, etc. = \$10,000 beginning cash.