

# **Trucking Company**

#### **ADDRESS**

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http://www.example.com

# Business Plan

[YEAR]

**Prepared By** 

John Doe



## A great moving experience.

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# **Executive Summary**

**Products Served** 

**Customer Focus** 

**Mission Statement** 

**Vision Statement** 

**Success Factors** 

**Financial Summary** 



Before you think about how to start a Trucking business, you must create a detailed Trucking business plan. It will not only guide you in the initial phases of your startup but will also help you later on.

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#### 

Maxwell Truck Service Inc. is a trucking company that will be based in Detroit - Michigan.

We will provide daily freight services (trucking services, moving services and bulk

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#### **Products Served**

Maxwell Truck Service

Maxwell Truck Service Will be able to provide local and long-distance transportation services:

· General Freight

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#### **Customer Focus**

Maxwell Truck Service

Maxwell Truck Service will primarily serve manufacturers and distributors within the U.S. The demographics of these customers are as follows:

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#### **Mission Statement**

Our mission is to ensure that we build a trucking company that will operate in the whole of the United States of America and Canada; a company that will boast of having some of the best and reliable truck drivers in the whole of the United States of America

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#### **Vision Statement**

Maxwell Truck Service

Our Vision is to become one of the preferred choices of individuals and organizations when it comes to the demand for trucking services in the whole of the United States of America.

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#### **Success Factors**

Maxwell Truck Service is uniquely qualified to succeed for the following reasons:

· Maxwell Truck Service will fill a specific market niche in the growing manufacturing and

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# **Financial Summary**

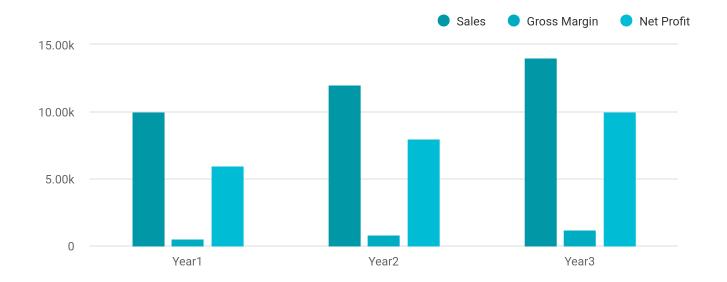
#### 

Maxwell Truck Services seeking total funding of \$230,000 of debt capital to open its trucking business. The capital will be used for funding capital expenditures and location build-out, hiring initial employees, marketing expenses, and working capital.

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#### 3 Year profit forecast





# **Company Summary**

History
Business Structure
Startup summary

#### 

Maxwell Truck Service Inc. is a family business; it is owned by John Moore and family. John Moore is an investor who has an interest in the trucking industry. The company will be fully financed by John Moore and he will be the founding chief operating of

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## History

#### 

As the number of businesses grows in the U.S., the need for a reliable transportation vehicle also increases. In 2015, John Moore decided to meet this market need by investing in a small fleet of trucks to provide transportation services to small businesses.

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#### **Business Structure**

#### 

Our business structure will be designed in such a way that it can accommodate but full-time employees and part-time / contract staff; those who just want to take some time off to generate additional incomes.

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# Startup summary

## Startup cost



| Cost distribution | Amount |
|-------------------|--------|
| Expenses          | 50,000 |
| Assets            | 80,000 |
| Investment        | 35,000 |

| Start-up Expenses        | Amount    |
|--------------------------|-----------|
| Legal                    | \$75,500  |
| Consultants              | \$0       |
| Insurance                | \$62,750  |
| Rent                     | \$22,500  |
| Research and Development | \$42,750  |
| Expensed Equipment       | \$42,750  |
| Signs                    | \$1,250   |
| TOTAL START-UP EXPENSES  | \$247,500 |
| Start-up Assets          | \$0       |
| Cash Required            | \$322,500 |
| Start-up Inventory       | \$52,625  |
| Other Current Assets     | \$222,500 |

| Start-up Expenses                         | Amount    |
|---|-----------|
| Long-term Assets                          | \$125,000 |
| TOTAL ASSETS                              | \$121,875 |
| Total Requirements                        | \$245,000 |
| START-UP FUNDING                          | \$0       |
| START-UP FUNDING                          | \$273,125 |
| Start-up Expenses to Fund                 | \$121,875 |
| Start-up Assets to Fund                   | \$195,000 |
| TOTAL FUNDING REQUIRED                    | \$0       |
| Assets                                    | \$203,125 |
| Non-cash Assets from Start-up             | \$118,750 |
| Cash Requirements from Start-up           | \$0       |
| Additional Cash Raised                    | \$118,750 |
| Cash Balance on Starting Date             | \$121,875 |
| TOTAL ASSETS                              | \$0       |
| Liabilities and Capital                   | \$0       |
| Liabilities                               | \$0       |
| Current Borrowing                         | \$0       |
| Long-term Liabilities                     | \$0       |
| Accounts Payable (Outstanding Bills)      | \$0       |
| Other Current Liabilities (interest-free) | \$0       |
| TOTAL LIABILITIES                         | \$0       |
| Capital                                   | \$0       |
| Planned Investment                        | \$0       |
| Investor 1                                | \$312,500 |
| Investor 2                                | \$0       |
| Other                                     | \$0       |
| Additional Investment Requirement         | \$0       |
| TOTAL PLANNED INVESTMENT                  | \$695,000 |

| Start-up Expenses                    | Amount    |
|--------------------------------------|-----------|
| Loss at Start-up (Start-up Expenses) | \$313,125 |
| TOTAL CAPITAL                        | \$221,875 |
| TOTAL CAPITAL AND LIABILITIES        | \$221,875 |
| Total Funding                        | \$265,000 |

# Products and services

#### 

Maxwell Truck Service Inc. is a company that looks forward to delivering excellent services in terms of helping our customers move goods and equipment from one destination to another destination. We want to be known as the trucking company that truly

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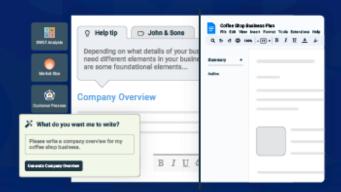


# **Upmetrics** vs Business Plan Templates

You have a unique business with a distinct vision, and your business plan must reflect that.

Although it won't be possible with generic templates.







Upmetrics guided builder prompts you with tailored questions and helps answer them to create your business plan. You also have access to Al Assistant and other resources to seek guidance and ensure you're on the right track.

Start your planning today

# Market Analysis

Market Trends

Market Segmentation

Target Market Segment Strategy



The most important component of an effective Trucking business plan is its accurate marketing analysis. If you are starting on a smaller scale, you can do marketing analysis yourself by taking help from

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#### **Market Trends**

#### Maxwell Truck Service

The market trends as it involves the trucking industry especially in the United States and Canada are indeed dynamic and at the same challenging. But one thing is certain, once a trucking company can gain credibility, it will be much easier for the co To unlock help try Upmetrics! 🔒

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## **Market Segmentation**

#### 

There are several potential customer segments that we will provide our transportation services to. Major customer segments include the food industry, PC, and semiconductor manufacturers, and retailers. The chart and table below outline the current market size To unlock help try Upmetrics! 🔒

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#### Target Market Segment Strategy

#### 

Maxwell Truck Service will focus its marketing budget on a selected industry niche. A narrowserved market focus will help strengthen the company's reputation as a reliable transportation services provider and will generate favorable referrals. To unlock help try Upmetrics! 🔒

**SWOT Analysis** 

#### 

Going by our vision, our mission, and the kind of business we want to set – up, we don't have any other option than to follow due process. Following due process involves hiring business a consultant to help us conduct a SWOT analysis and prepare a trucking

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#### Strength

Our areas of strength in the U.S include; size advantages, cost advantages, supply chain, customer loyalty, and strong reputation amongst domestic industry players.

#### Weakness

Our weakness could be lack of finance, high debt burden, cost structure, lack of scale compared to our peers who have already gained ground in the industry.

#### Opportunity

The opportunities that are available to us as a trucking company in the United States are the online market, new services, new technology, and of course the opening of new markets.

#### Threat

Some of the threats that we are likely going to face are mature markets, a bad economy (economy downturn), stiff competition, volatile costs, and rising fuel prices.

# Strategy & Implementations

Sales Plan Advertising Strategy



After identifying the market demand, market trends, and the potential customers of the startup, the next step is to define an effective strategy for attracting those customers. Like marketing analysis

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#### Sales Plan



At the time of this writing, Maxwell Truck Service has a lease arrangement with various companies. The company's pricing is based on miles per thousands of pounds of cargo transported. We will be able to charge competitive rates, as we have represent the transported transported.

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## **Advertising Strategy**

→ Maxwell Truck Service

Maxwell Truck Service Expects its target market to be individuals working and/or living within Michigan. Maxwell Truck Service promotions strategy to reach these individuals includes:

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Maxwell Truck Service will announce its product launching several weeks in advance through publicity pieces in multiple newspapers and publications. Regular advertisements will run to maintain exposure to relevant markets.

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#### **Publications**

#### 

We will drive attention toward Maxwell Truck Service By renting billboard ad spaces along routes or highways that hold heavy traffic. Advertising on heavily traveled commute routes is an opportunity to alert large numbers of businesses of our opening. To unlock help try Upmetrics! 🔒

#### **Commuter Advertising**

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#### 

Maxwell Truck Service will create an aggressive client referral program that gives discounts to existing clients for every successful referral.

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#### **Client Referral Programs**

Start writing here..

#### Maxwell Truck Service

Maxwell Truck Service will blanket businesses with direct mail pieces. These pieces will provide general information on Maxwell Truck Service, offer discounts, and/or provide other enticements for people to use our services.

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#### **Direct Mail**

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#### Maxwell Truck Service

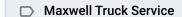
Maxwell Truck Service will maintain a website and publish an update on ongoing promotions, discounts, and new feature upgrades on our fleet of trucks. It will invest resources in two forms of geographically-focused internet promotion organic search engine of To unlock help try Upmetrics! 🙃

#### **Online Marketing**

# **Operations Plan**

Locations & Facilities
Milestones & Metrics

## Locations & Facilities



Our company will offer both for-hire trucking as well as private carriers. Most of their business will be derived from private carriers. For the private carrier segment, both truckload (TL) and less than truckload (LTL) will be offered. Our company's services will To unlock help try Upmetrics!

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#### Milestones & Metrics



# Financial Plan

**Important Assumptions** 

Brake-even Analysis

**Projected Profit and Loss** 

**Projected Cash Flow** 

**Projected Balance Sheet** 

**Business Ratios** 



The last component of the Trucking business plan is an in-depth financial plan. The financial plan crafts a detailed map of all the expenses needed for the startup and how these expenses will be met by

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#### 

The company will be financed by John himself and he will control the direction of the business to make sure that it is expanding at the forecasted rate. As for the Trucking business start-up, no equity funding or outside loans will be required. With the help of fin To unlock help try Upmetrics! 🔒

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## **Important Assumptions**

The financial projections of the company are forecast on the basis of the following assumptions. These assumptions are quite conservative and are expected to show deviation but to a limited level such that the company's major financial strategy will not be affected.

|                         | Year 1 | Year 2 | Year 3 |
|-------------------------|--------|--------|--------|
| Plan Month              | 1      | 2      | 3      |
| Current Interest Rate   | 10,00% | 11,00% | 12,00% |
| Long-term Interest Rate | 10,00% | 10,00% | 10,00% |
| Tax Rate                | 26,42% | 27,76% | 28,12% |
| Other                   | 0      | 0      | 0      |

## **Brake-even Analysis**

| Monthly Units Break-even       | 5530      |
|--------------------------------|-----------|
| Monthly Revenue Break-even     | \$159 740 |
| Assumptions:                   |           |
| Average Per-Unit Revenue       | \$260,87  |
| Average Per-Unit Variable Cost | \$0,89    |
| Estimated Monthly Fixed Cost   | \$196 410 |

# **Projected Profit and Loss**

|                                   | 2024           | 2025           | 2026           |
|-----------------------------------|----------------|----------------|----------------|
| Revenue                           | \$2,261,700.69 | \$3,866,441.96 | \$6,758,753.34 |
| Long-Distance Freight<br>Services | \$1,910,080    | \$3,430,400    | \$6,161,000    |
| Unit Sales                        | 955            | 1,715          | 3,081          |
| Unit Price                        | \$2,000        | \$2,000        | \$2,000        |
| Local Delivery Services           | \$226,491      | \$287,515.50   | \$409,951.50   |
| Unit Sales                        | 1,510          | 1,917          | 2,733          |
| Unit Price                        | \$150          | \$150          | \$150          |
| Leasing of Trucks                 | \$125,129.69   | \$148,526.46   | \$187,801.84   |
| Cost Of Sales                     | \$385,608.69   | \$667,848.98   | \$1,178,018.15 |
| General Costs                     | \$385,608.69   | \$667,848.98   | \$1,178,018.15 |
| Fuel and Maintenance<br>Costs     | \$30,596.25    | \$46,189.42    | \$62,823.82    |
| Diesel Fuel                       | \$13,485.17    | \$19,246.29    | \$24,409.30    |
| Truck Maintenance                 | \$17,111.08    | \$26,943.13    | \$38,414.52    |
| Driver and Staff Related<br>Costs | \$355,012.44   | \$621,659.56   | \$1,115,194.33 |
| Driver Salaries                   | \$322,738.58   | \$565,145.06   | \$1,013,813.01 |
| Staff Welfare                     | \$32,273.86    | \$56,514.50    | \$101,381.32   |
| Revenue Specific Costs            | \$0            | \$0            | \$0            |
| Personnel Costs (Direct<br>Labor) | \$0            | \$0            | \$0            |
| Gross Margin                      | \$1,876,092    | \$3,198,592.98 | \$5,580,735.19 |
| Gross Margin (%)                  | 82.95%         | 82.73%         | 82.57%         |

| Operating Expense                   | \$1,454,508.51 | \$1,547,561.36 | \$1,678,939.13 |
|-------------------------------------|----------------|----------------|----------------|
| Payroll Expense (Indirect<br>Labor) | \$1,323,000    | \$1,357,815.60 | \$1,393,600.32 |
| Driving Staff                       | \$741,000      | \$761,070      | \$781,699.20   |
| Truck Drivers                       | \$525,000      | \$540,750      | \$556,972.80   |
| Delivery Coordinators               | \$216,000      | \$220,320      | \$224,726.40   |
| Office Staff                        | \$380,640      | \$388,252.80   | \$396,017.88   |
| Administrative Assistants           | \$175,680      | \$179,193.60   | \$182,777.40   |
| Customer Service<br>Representatives | \$204,960      | \$209,059.20   | \$213,240.48   |
| Management                          | \$201,360      | \$208,492.80   | \$215,883.24   |
| Operations Manager                  | \$109,200      | \$113,568      | \$118,110.72   |
| HR Manager                          | \$92,160       | \$94,924.80    | \$97,772.52    |
| General Expense                     | \$131,508.51   | \$189,745.76   | \$285,338.81   |
| Vehicle and Equipment               | \$26,252.79    | \$35,673.36    | \$43,757.65    |
| Truck Repairs                       | \$20,227.79    | \$28,869.36    | \$36,613.45    |
| Equipment Upgrades                  | \$6,025        | \$6,804        | \$7,144.20     |
| Administrative Costs                | \$27,804.70    | \$28,287.13    | \$28,830.73    |
| Office Rent                         | \$24,000       | \$24,000       | \$24,000       |
| Utilities                           | \$3,804.70     | \$4,287.13     | \$4,830.73     |
| Marketing and Advertising           | \$77,451.02    | \$125,785.27   | \$212,750.43   |
| Digital Marketing                   | \$67,851.02    | \$115,993.27   | \$202,762.59   |
| Print Advertising                   | \$9,600        | \$9,792        | \$9,987.84     |
| Bad Debt                            | \$0            | \$0            | \$0            |
| Amortization of Current Assets      | \$0            | \$0            | \$0            |

| 2024 2025 | 2026 |
|-----------|------|
|-----------|------|

| EBITDA                              | \$421,583.49   | \$1,651,031.62 | \$3,901,796.06 |
|-------------------------------------|----------------|----------------|----------------|
| Additional Expense                  | \$60,919.42    | \$58,106.63    | \$55,120.32    |
| Long Term Depreciation              | \$50,160       | \$50,160       | \$50,160       |
| Gain or loss from Sale of<br>Assets | \$0            | \$0            | \$0            |
| EBIT                                | \$371,423.49   | \$1,600,871.62 | \$3,851,636.06 |
| Interest Expense                    | \$10,759.42    | \$7,946.62     | \$4,960.34     |
| EBT                                 | \$360,664.07   | \$1,592,924.99 | \$3,846,675.74 |
| Income Tax Expense /<br>Benefit     | \$0            | \$0            | \$0            |
| Total Expense                       | \$1,901,036.62 | \$2,273,516.97 | \$2,912,077.60 |
| Net Income                          | \$360,664.07   | \$1,592,924.99 | \$3,846,675.74 |
| Net Income (%)                      | 15.95%         | 41.20%         | 56.91%         |
| Retained Earning Opening            | \$0            | \$342,664.07   | \$1,927,589.06 |
| Owner's Distribution                | \$18,000       | \$8,000        | \$8,000        |
| Retained Earning Closing            | \$342,664.07   | \$1,927,589.06 | \$5,766,264.80 |

# **Projected Cash Flow**

|               | 2024           | 2025           | 2026           |
|---------------|----------------|----------------|----------------|
| Cash Received | \$2,261,700.69 | \$3,866,441.96 | \$6,758,753.34 |
| Cash Paid     | \$1,850,876.62 | \$2,223,356.97 | \$2,861,917.60 |

|                              | 2024           | 2025           | 2026           |
|------------------------------|----------------|----------------|----------------|
| COS & General Expenses       | \$517,117.20   | \$857,594.74   | \$1,463,356.96 |
| Salary & Wages               | \$1,323,000    | \$1,357,815.60 | \$1,393,600.32 |
| Interest                     | \$10,759.42    | \$7,946.62     | \$4,960.34     |
| Sales Tax                    | \$0            | \$0            | \$0            |
| Income Tax                   | \$0            | \$0            | \$0            |
| Net Cash From<br>Operations  | \$410,824.07   | \$1,643,084.99 | \$3,896,835.74 |
| Assets Sell                  | \$0            | \$0            | \$0            |
| Assets Purchase              | \$500,000      | \$0            | \$0            |
| Net Cash From<br>Investments | (\$500,000)    | \$0            | \$0            |
| Amount Received              | \$250,000      | \$0            | \$0            |
| Loan Received                | \$200,000      | \$0            | \$0            |
| Common Stock                 | \$0            | \$0            | \$0            |
| Preferred Stock              | \$0            | \$0            | \$0            |
| Owner's Contribution         | \$50,000       | \$0            | \$0            |
| Amount Paid                  | \$63,604.70    | \$56,417.49    | \$59,403.80    |
| Loan Capital                 | \$45,604.70    | \$48,417.50    | \$51,403.78    |
| Dividends & Distributions    | \$18,000       | \$8,000        | \$8,000        |
| Net Cash From Financing      | \$186,395.30   | (\$56,417.49)  | (\$59,403.80)  |
| Summary                      |                |                |                |
| Starting Cash                | \$0            | \$97,219.37    | \$1,683,886.87 |
| Cash In                      | \$2,511,700.69 | \$3,866,441.96 | \$6,758,753.34 |

|                | 2024           | 2025           | 2026           |
|----------------|----------------|----------------|----------------|
| Cash Out       | \$2,414,481.32 | \$2,279,774.46 | \$2,921,321.40 |
| Change in Cash | \$97,219.37    | \$1,586,667.50 | \$3,837,431.94 |
| Ending Cash    | \$97,219.37    | \$1,683,886.87 | \$5,521,318.81 |

# **Projected Balance Sheet**

|                          | 2024         | 2025           | 2026           |
|--------------------------|--------------|----------------|----------------|
| Assets                   | \$547,059.37 | \$2,083,566.87 | \$5,870,838.81 |
| Current Assets           | \$97,219.37  | \$1,683,886.87 | \$5,521,318.81 |
| Cash                     | \$97,219.37  | \$1,683,886.87 | \$5,521,318.81 |
| Accounts Receivable      | \$0          | \$0            | \$0            |
| Inventory                | \$0          | \$0            | \$0            |
| Other Current Assets     | \$0          | \$0            | \$0            |
| Long Term Assets         | \$449,840    | \$399,680      | \$349,520      |
| Gross Long Term Assets   | \$500,000    | \$500,000      | \$500,000      |
| Accumulated Depreciation | (\$50,160)   | (\$100,320)    | (\$150,480)    |
|                          |              |                |                |

| 5,870,838.83 | \$2,083,566.87                    | \$547,059.38                       | Liabilities & Equity                   |  |
|--------------|-----------------------------------|------------------------------------|--|--|
| \$54,574.03  | \$105,977.81                      | \$154,395.31                       | Liabilities                            |  |
| \$0          | \$51,403.78                       | \$48,417.50                        | Current Liabilities                    |  |
| \$0          | \$0                               | \$0                                | Accounts Payable                       |  |
| \$0          | \$0                               | \$0                                | Income Tax Payable                     |  |
| \$0          | \$0                               | \$0                                | Sales Tax Payable                      |  |
| \$0          | \$51,403.78                       | \$48,417.50                        | Short Term Debt                        |  |
| \$54,574.03  | \$54,574.03                       | \$105,977.81                       | Long Term Liabilities                  |  |
| \$54,574.03  | \$54,574.03                       | \$105,977.81                       | Long Term Debt                         |  |
|              | \$51,403.78<br><b>\$54,574.03</b> | \$48,417.50<br><b>\$105,977.81</b> | Short Term Debt  Long Term Liabilities |  |

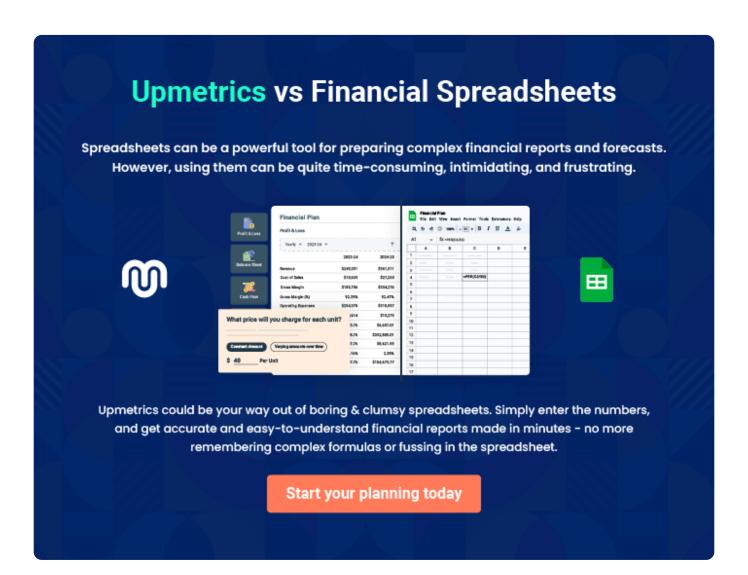
|                      | 2024         | 2025           | 2026           |
|----------------------|--------------|----------------|----------------|
| Equity               | \$392,664.07 | \$1,977,589.06 | \$5,816,264.80 |
| Paid-in Capital      | \$0          | \$0            | \$0            |
| Common Stock         | \$0          | \$0            | \$0            |
| Preferred Stock      | \$0          | \$0            | \$0            |
| Owner's Contribution | \$50,000     | \$50,000       | \$50,000       |
| Retained Earnings    | \$342,664.07 | \$1,927,589.06 | \$5,766,264.80 |
| Check                | \$0          | \$0            | \$0            |

# **Business Ratios**

|                         | Year 1  | Year 2  | Year 3  | Industry Profile |
|-------------------------|---------|---------|---------|------------------|
| Sales Growth            | 4,35%   | 30,82%  | 63,29%  | 4,00%            |
| Percent of Total Assets |         |         |         |                  |
| Accounts Receivable     | 5,61%   | 4,71%   | 3,81%   | 9,70%            |
| Inventory               | 1,85%   | 1,82%   | 1,79%   | 9,80%            |
| Other Current Assets    | 1,75%   | 2,02%   | 2,29%   | 27,40%           |
| Total Current Assets    | 138,53% | 150,99% | 163,45% | 54,60%           |
| Long-term Assets        | -9,47%  | -21,01% | -32,55% | 58,40%           |
| TOTAL ASSETS            | 100,00% | 100,00% | 100,00% | 100,00%          |
| Current Liabilities     | 4,68%   | 3,04%   | 2,76%   | 27,30%           |
| Long-term Liabilities   | 0,00%   | 0,00%   | 0,00%   | 25,80%           |
| Total Liabilities       | 4,68%   | 3,04%   | 2,76%   | 54,10%           |
| NET WORTH               | 99,32%  | 101,04% | 102,76% | 44,90%           |
| Percent of Sales        |         |         |         |                  |
| Sales                   | 100,00% | 100,00% | 100,00% | 100,00%          |
| Gross Margin            | 94,18%  | 93,85%  | 93,52%  | 0,00%            |

|  | Year 1    | Year 2    | Year 3    | Industry Profile |
|--|-----------|-----------|-----------|------------------|
| Selling, General & Administrative Expenses | 74,29%    | 71,83%    | 69,37%    | 65,20%           |
| Advertising Expenses                       | 2,06%     | 1,11%     | 0,28%     | 1,40%            |
| Profit Before Interest and Taxes           | 26,47%    | 29,30%    | 32,13%    | 2,86%            |
| Main Ratios                                |           |           |           |                  |
| Current                                    | 25,86     | 29,39     | 32,92     | 1,63             |
| Quick                                      | 25,4      | 28,88     | 32,36     | 0,84             |
| Total Debt to Total Assets                 | 2,68%     | 1,04%     | 0,76%     | 67,10%           |
| Pre-tax Return on Net Worth                | 66,83%    | 71,26%    | 75,69%    | 4,40%            |
| Pre-tax Return on Assets                   | 64,88%    | 69,75%    | 74,62%    | 9,00%            |
| Additional Ratios                          |           |           |           |                  |
| Net Profit Margin                          | 19,20%    | 21,16%    | 23,12%    | N.A.             |
| Return on Equity                           | 47,79%    | 50,53%    | 53,27%    | N.A.             |
| Activity Ratios                            |           |           |           |                  |
| Accounts Receivable Turnover               | 4,56      | 4,56      | 4,56      | N.A.             |
| Collection Days                            | 92        | 99        | 106       | N.A.             |
| Inventory Turnover                         | 19,7      | 22,55     | 25,4      | N.A.             |
| Accounts Payable Turnover                  | 14,17     | 14,67     | 15,17     | N.A.             |
| Payment Days                               | 27        | 27        | 27        | N.A.             |
| Total Asset Turnover                       | 1,84      | 1,55      | 1,26      | N.A.             |
| Debt Ratios                                |           |           |           |                  |
| Debt to Net Worth                          | 0         | -0,02     | -0,04     | N.A.             |
| Current Liab. to Liab.                     | 1         | 1         | 1         | N.A.             |
| Liquidity Ratios                           |           |           |           |                  |
| Net Working Capital                        | \$120 943 | \$140 664 | \$160 385 | N.A.             |
| Interest Coverage                          | 0         | 0         | 0         | N.A.             |
| Additional Ratios                          |           |           |           |                  |
| Assets to Sales                            | 0,45      | 0,48      | 0,51      | N.A.             |
| Current Debt/Total Assets                  | 4%        | 3%        | 2%        | N.A.             |

|                 | Year 1 | Year 2 | Year 3 | Industry Profile |
|-----------------|--------|--------|--------|------------------|
| Acid Test       | 23,66  | 27,01  | 30,36  | N.A.             |
| Sales/Net Worth | 1,68   | 1,29   | 0,9    | N.A.             |
| Dividend Payout | 0      | 0      | 0      | N.A.             |



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★ ★ ★ ★

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