

**SEPUN**

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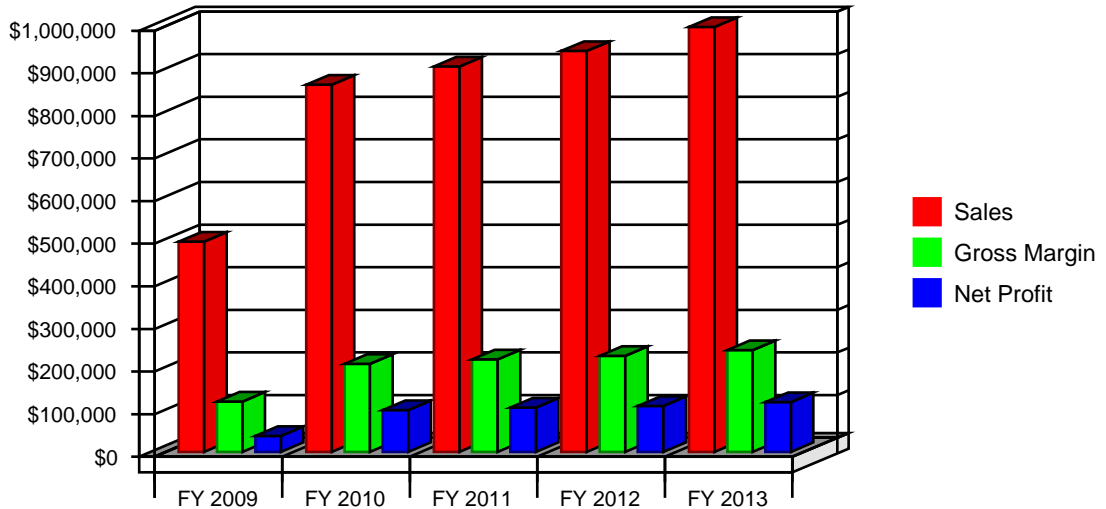
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## 1.0 Executive Summary

### Highlights



## 1.1 Objectives

We want to begin construction and operation of our feedlot and finishing operations. Our objectives are to increase our production livestock and improve our handling of the animals. Our design concept for our handling facilities will consider many factors like: minimum space required per animal, the type of housing, feed quality, water quality, waste handling ect... We need to minimise stress, for stress affect Ph in the animal wich affects the meet eating quality, and with the new livestock handling corals we can increase production will maintaining good quality.

Our handling facilities will have the capacity to feed 200 cattle, finish 100 pigs, and 350 goats. Our cattle who started on grass will be feed forage and minimum concentrate to suppliment the diet. The pigs on our farm will be finished in barns with straw beedding; will our goats roam virtually free on the farm.

Our production goals for next year are to slaughter 450 heads of cattle, 360 pigs, and 800 goats. This will yeild approximatly 172800 lbs of beef, 52000 lbs of porc and 29000 lbs of goat meat.

## 1.2 Mission

We will strive to be the premier meat processor. Our mission is to revive the Haitian economy by empowering Haitian farmers with the knowledge to compete in the global economy. Our main focus will be producing quality meat at a great value. We will feature a large selection of freshly process meat, delivered in refrigerated vans to our customers.

Meat producers can help feed Haiti and revive the economy by improving the local product. More efficient food supply and marketing would be of direct benefit to Haitian consumers, with improved access to affordable and safe food supplies, and to Haitian farmers as well, through enhanced income-earning opportunities.

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Currently, there is no literature produced to quantify the numbers of meat processor that operates in Haiti, but it is estimated that these operations produce 40% of the country's meat consumed. The remaining demand is imported from Haiti's economic partners. The meat industry can be an important component to the Haitian economy. Haiti's meat industry annually could spend in:

- Feed grains for livestock
- Construction for facilities
- Supplies
- Trucking to deliver products to consumers
- Veterinary care

A secondary objective of this project is to establish conditions for small farmer development and enhance their managerial and entrepreneurial skills, so that farmers can make sound decisions with respect to enterprise management and resource allocation. The longer-term goal is to enhance the livelihoods of small farmers, particularly through higher incomes.

"Economics is meant to be about efficient allocation of resources to meet everyone's needs. However, local power politics and ideologies have continued to influence policies in such a way that decision-making remains concentrated in the hands of a few narrow interests. The result is that Haiti's resources are allocated to meet a few people's wants, not everyone's needs".

## 1.3 Keys to Success

The keys to our success are:

1. Execution of our primary goal to serve nothing but the highest quality meat at unbelievably low prices produced in a clean environment.
2. Hiring the best people available, training, motivating and encouraging them.
3. Controlling cost at all times, in all areas.

## 2.0 Company Summary

Sepun abattoir is a family-owned and operated food processing company. The property is located near the rural town of Croix-Des-Bouquets a central location where many hog farmers sell their livestock to the market place. Situated next to a mango field where the farmers use their products for export, the total property consists of 6 hectares, located 30 minutes from Port-au-Prince metropolitan area. Sepun Abattoir SA will be a multi species meat processor with the capacity to produce 60 heads per day.

## 2.1 Company Ownership

Raymonde and Jose Pun are the main shareholders of Sepun Abattoir a privately – held enterprise. A corporation is been formed as a means of creating liability protection of the owners and attract new investors.

## 2.2 Company History

Jose Pun when he retired in 2001 brought a property where he decided to raise pigs for a hobby. After three years his hobby grew to a 15 sows operation producing 200 market hogs per year. Most of the pigs were sold at the public market place. Michel Pun Jose's son realised that the family had an opportunity to build a sound farm enterprise, and developed plans to build a small "abattoir" with the capacity to expand operations.

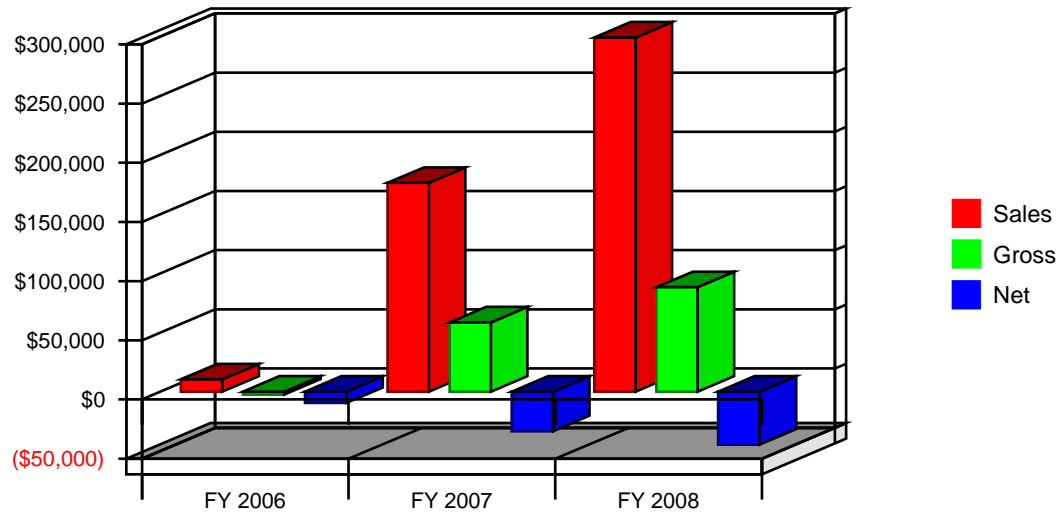
Sepun Abattoir is forecasting cautious growth during the next years of operation . We foresee no less than 5% growth of revenues per year.

**Table: Past Performance**

Past Performance			
	FY 2006	FY 2007	FY 2008
Sales	\$10,588	\$176,422	\$299,250
Gross Margin	(\$2,393)	\$58,534	\$88,308
Gross Margin %	-22.60%	33.18%	29.51%
Operating Expenses	\$5,922	\$82,134	\$99,606
Balance Sheet			
	FY 2006	FY 2007	FY 2008
Current Assets			
Cash	\$13,924	(\$8,616)	(\$3,956)
Other Current Assets	\$28,523	\$31,719	\$16,124
Total Current Assets	\$42,447	\$23,103	\$12,168
Long-term Assets			
Capital Assets	\$200,678	\$330,844	\$334,331
Accumulated Depreciation	\$0	\$0	\$0
Total Long-term Assets	\$200,678	\$330,844	\$334,331
Total Assets	\$243,125	\$353,947	\$346,499
Current Liabilities			
Current Borrowing	\$15,209	\$10,141	\$14,792
Other Current Liabilities (interest free)	\$10,441	\$44,091	\$8,960
Total Current Liabilities	\$25,650	\$54,232	\$23,752
Long-term Liabilities			
Total Liabilities	\$52,317	\$158,536	\$150,878
Total Liabilities	\$77,967	\$212,768	\$174,630
Paid-in Capital	\$174,633	\$174,633	\$216,621
Retained Earnings	\$0	\$0	\$1
Earnings	(\$9,475)	(\$33,454)	(\$44,753)
Total Capital	\$165,158	\$141,179	\$171,869
Total Capital and Liabilities	\$243,125	\$353,947	\$346,499

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## Past Performance



### 3.0 Products

Sepun Abattoir will have broad customer appeal due to our variety of meat cuts and low prices. We will compete at the wholesale and retail segment of the market. Sepun Abattoir will compete at the wholesale segment of the market by supplying to supermarkets and butchers large cuts like beef forequarter, beef hindquarter, pork loin and pork shoulders. These standard wholesale meat cuts are typically sold for further processing to the average household consumer.

Sepun Abattoir will compete at the retail segment of the market by supplying to restaurants and Hotels large quantities of retail cuts. Our capabilities of producing retail cuts like ribeye steaks, sirloin steaks, shortloin steaks, pork chops, spare ribs and pork roast.

### 4.0 Market Analysis Summary

We have been selling to our clients, small restaurants, butchers and individuals. Once we expand our handling facilities we will receive commitment from large distributors to sell more than \$350,000US of product for the year. There are several large grocery chains that have been approached and are in various stages of interest in carrying the Sepun Abattoir line of product.

### 4.1 Market Segmentation

Grocery Stores: our market research indicates about 12 potential customers who buys hole sale cuts to further process for the retail market.

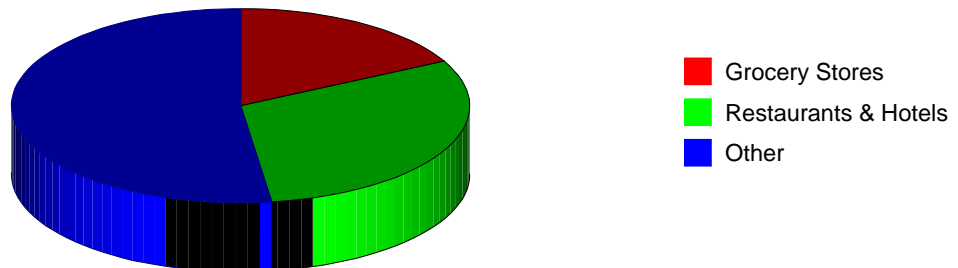
Restaurants & Hotels: our customer surveys indicate a strong market among the restaurants operating in the metropolitan area. There are 20 such businesses most of them with good potential to grow and purchase more product.

Public institutions: state run programs like the kitchen at the penintensary are our client. There are many of these government run institutions that are used to stimulate growth in economy buy spending money in purchasing goods from local producers.

**Table: Market Analysis**

Market Analysis		2008	2009	2010	2011	2012	
Potential Customers	Growth						CAGR
Grocery Stores	15%	4	5	6	7	8	18.92%
Restaurants & Hotels	7%	7	7	7	7	7	0.00%
Other	3%	12	12	12	12	12	0.00%
<b>Total</b>	<b>4.09%</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>4.09%</b>

Market Analysis (Pie)





## 4.2 Target Market Segment Strategy

## 4.3 Industry Analysis

Sepun Abattoir slaughters cattle, goats, and pigs. We also provide a meat delivery service to our clients. While our procedures and production techniques may be standards to abide by in developed countries; the production of meat which concentrates on quality while respecting the welfare of the livestock is not a universal concept in Haiti. When we finish our livestock we assure ourselves of the animals health and welfare, so this combination will provide us with good meat eating quality.

### 4.3.1 Competition and Buying Patterns

Sepun Abattoir faces competition from a variety of competitors:

- **Imported meat:** Being price conscious a large percentage of the consumers have chosen cheaper imported cuts. Since these products are secondary cuts in most markets, suppliers can flood our markets with these cheap products.
- **Meat producers:** We are also competing with other meat producers, but our products are not the same. Some of these producers do not use proper slaughtering techniques.

## 5.0 Strategy and Implementation Summary

### 5.1 Competitive Edge

Sepun Abattoir will rely on a two part competitive advantage to help us become the premier local meat producer.

- **Good quality meat.**
- 

### 5.2 Marketing Strategy

The goal of the marketing strategy will be to raise awareness levels regarding Sepun Abattoir quality and value. We need to carve ourselves a reputation as the best of Haitian porc, beef, and goat.

### 5.3 Sales Strategy

To maintain growth we need to assure ourselves a continuous customer base. We will work at converting first time customers into longterm customers. If we focus on the customer's experience they will be happy, and a happy customer will come back.

#### 5.3.1 Sales Forecast

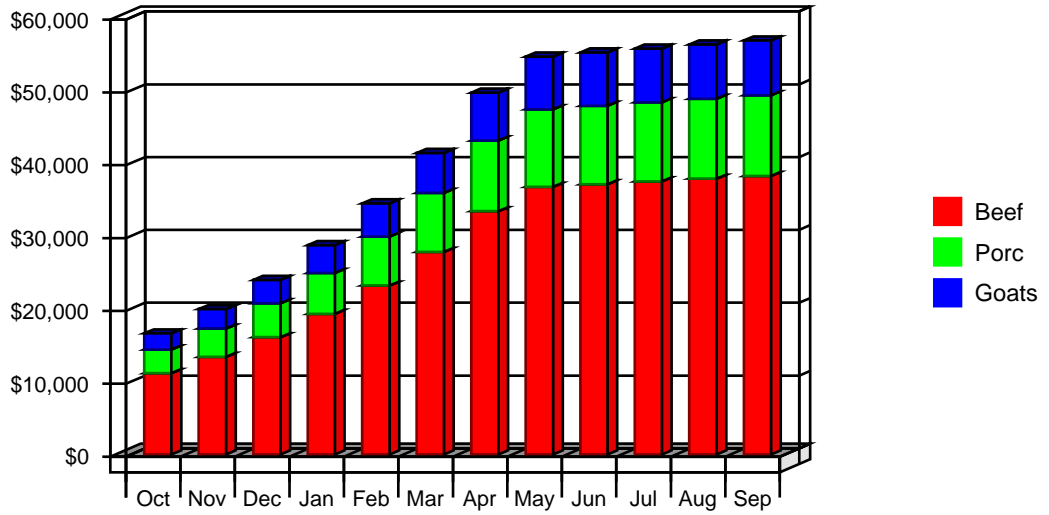
We expect sales to be modest during the first few months but will grow incrementally. In consequence sales for the following year will exceed growth of 40%.

**Table: Sales Forecast**

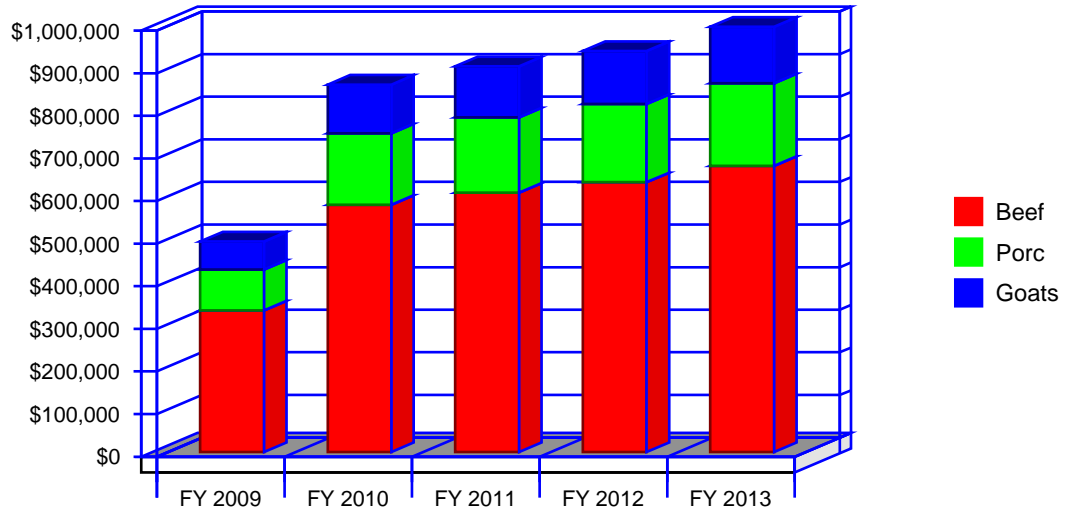
Sales Forecast	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>Unit Sales</b>					
Beef	174,761	305,148	320,405	333,221	353,215
Porc	48,117	84,026	88,227	91,756	97,262
Goats	30,390	53,069	55,722	57,951	61,428
Total Unit Sales	253,268	442,243	464,354	482,928	511,905
<b>Unit Prices</b>					
Beef	\$1.90	\$1.90	\$1.90	\$1.90	\$1.90
Porc	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Goats	\$2.15	\$2.15	\$2.15	\$2.15	\$2.15
<b>Sales</b>					
Beef	\$332,046	\$579,781	\$608,770	\$633,120	\$671,109
Porc	\$96,234	\$168,052	\$176,454	\$183,512	\$194,524
Goats	\$65,339	\$114,098	\$119,802	\$124,595	\$132,070
Total Sales	\$493,618	\$861,932	\$905,026	\$941,227	\$997,703
<b>Direct Unit Costs</b>					
Beef	\$1.43	\$1.43	\$1.43	\$1.43	\$1.43
Porc	\$1.40	\$1.40	\$1.40	\$1.40	\$1.40
Goats	\$1.94	\$1.94	\$1.94	\$1.94	\$1.94
<b>Direct Cost of Sales</b>					
Beef	\$249,034	\$434,836	\$456,577	\$474,840	\$503,331
Porc	\$67,364	\$117,636	\$123,518	\$128,458	\$136,167
Goats	\$58,805	\$102,689	\$107,822	\$112,135	\$118,863
Subtotal Direct Cost of Sales	\$375,203	\$655,161	\$687,917	\$715,434	\$758,361

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## Sales Monthly



## Sales by Year



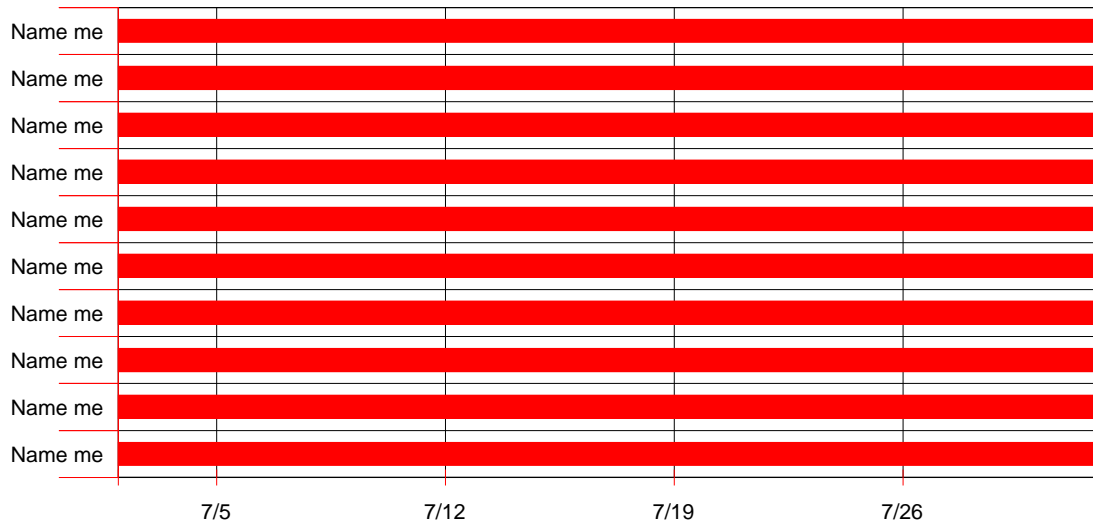
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## 5.4 Milestones

**Table: Milestones**

Milestone	Start Date	End Date	Budget	Manager	Department
Name me	7/2/2010	8/1/2010	\$0	ABC	Department
Name me	7/2/2010	8/1/2010	\$0	ABC	Department
Name me	7/2/2010	8/1/2010	\$0	ABC	Department
Name me	7/2/2010	8/1/2010	\$0	ABC	Department
Name me	7/2/2010	8/1/2010	\$0	ABC	Department
Name me	7/2/2010	8/1/2010	\$0	ABC	Department
Name me	7/2/2010	8/1/2010	\$0	ABC	Department
Name me	7/2/2010	8/1/2010	\$0	ABC	Department
Name me	7/2/2010	8/1/2010	\$0	ABC	Department
Name me	7/2/2010	8/1/2010	\$0	ABC	Department
Totals			\$0		

### Milestones



## 6.0 Management Summary

Michel J Pun is our director of operation, he attended Florida International University majoring in Civil and Environmental Engineering. Michel has also attended several seminars on animal and meat production like the Pork 101 exploring quality, consistency and value at Iowa State University.

## 6.1 Personnel Plan

**Table: Personnel**

Personnel Plan	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Director of operation	\$12,000	\$12,000	\$12,500	\$13,000	\$13,000
Director of Sales and Marketing	\$12,000	\$12,000	\$12,500	\$13,000	\$13,000
Vetnerian	\$3,000	\$3,500	\$3,500	\$3,500	\$4,000
Tractor operator	\$2,000	\$2,000	\$2,500	\$3,000	\$3,000
Worker	\$2,000	\$2,500	\$2,500	\$3,000	\$3,000
Worker II	\$2,000	\$2,500	\$2,500	\$3,000	\$3,000
Total People	0	0	0	0	0
Total Payroll	\$33,001	\$34,500	\$36,000	\$38,500	\$39,000

## 7.0 Financial Plan

### 7.1 Important Assumptions

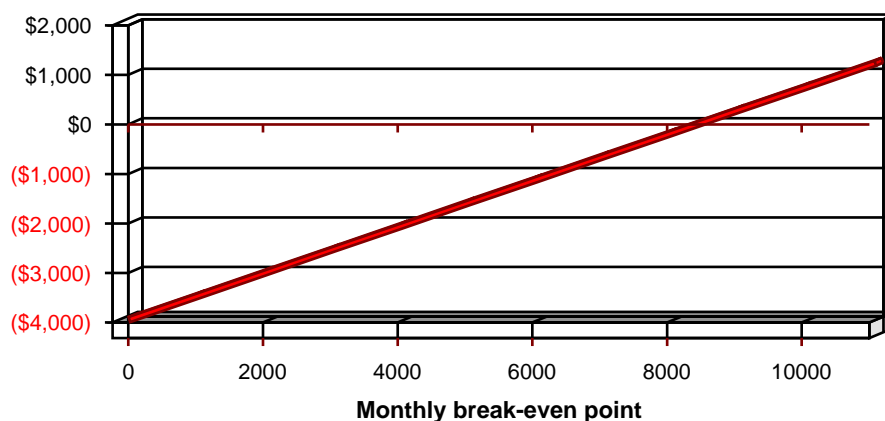
### 7.2 Break-even Analysis

**Table: Break-even Analysis**

Break-even Analysis	
Monthly Units Break-even	8,457
Monthly Revenue Break-even	\$16,483
<b>Assumptions:</b>	
Average Per-Unit Revenue	\$1.95
Average Per-Unit Variable Cost	\$1.48
Estimated Monthly Fixed Cost	\$3,954

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## Break-even Analysis



Break-even point = where line intersects with 0

## 7.3 Projected Profit and Loss

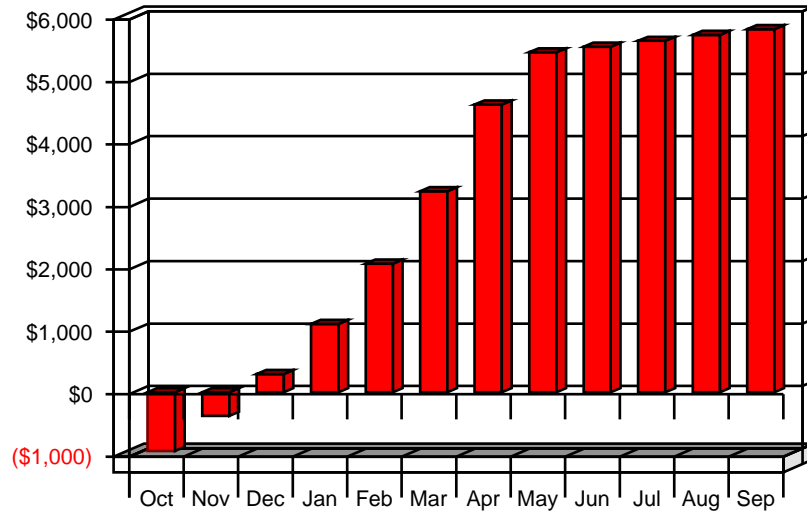
The following table indicates projected profit and loss.

**Table: Profit and Loss**

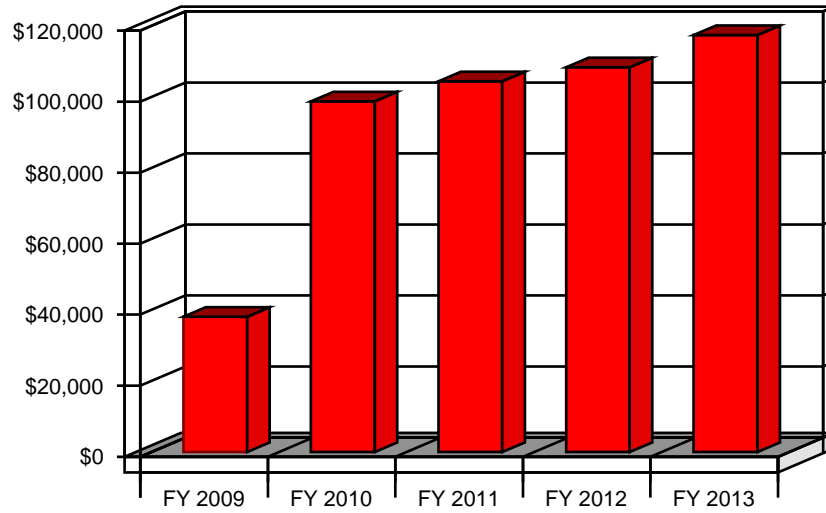
Pro Forma Profit and Loss					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Sales	\$493,618	\$861,932	\$905,026	\$941,227	\$997,703
Direct Costs of Goods	\$375,203	\$655,161	\$687,917	\$715,434	\$758,361
Other Costs of Goods	\$0	\$0	\$0	\$0	\$0
Cost of Goods Sold	\$375,203	\$655,161	\$687,917	\$715,434	\$758,361
Gross Margin	\$118,416	\$206,771	\$217,109	\$225,793	\$239,341
Gross Margin %	23.99%	23.99%	23.99%	23.99%	23.99%
<b>Expenses</b>					
Payroll	\$33,001	\$34,500	\$36,000	\$38,500	\$39,000
Marketing/Promotion	\$0	\$0	\$0	\$0	\$0
Depreciation	\$0	\$0	\$0	\$0	\$0
Maintenance and repair	\$1,000	\$1,000	\$1,100	\$1,200	\$1,200
Utilities	\$4,500	\$4,500	\$5,000	\$5,000	\$5,000
Insurance	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Payroll Taxes	\$4,950	\$5,175	\$5,400	\$5,775	\$5,850
Other	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$47,450	\$49,175	\$51,500	\$54,475	\$55,050
Profit Before Interest and Taxes	\$70,965	\$157,596	\$165,609	\$171,318	\$184,291
EBITDA	\$70,965	\$157,596	\$165,609	\$171,318	\$184,291
Interest Expense	\$16,567	\$16,567	\$16,567	\$16,567	\$16,567
Taxes Incurred	\$16,319	\$42,309	\$44,713	\$46,425	\$50,317
Net Profit	\$38,079	\$98,720	\$104,329	\$108,326	\$117,407
Net Profit/Sales	7.71%	11.45%	11.53%	11.51%	11.77%

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## Profit Monthly

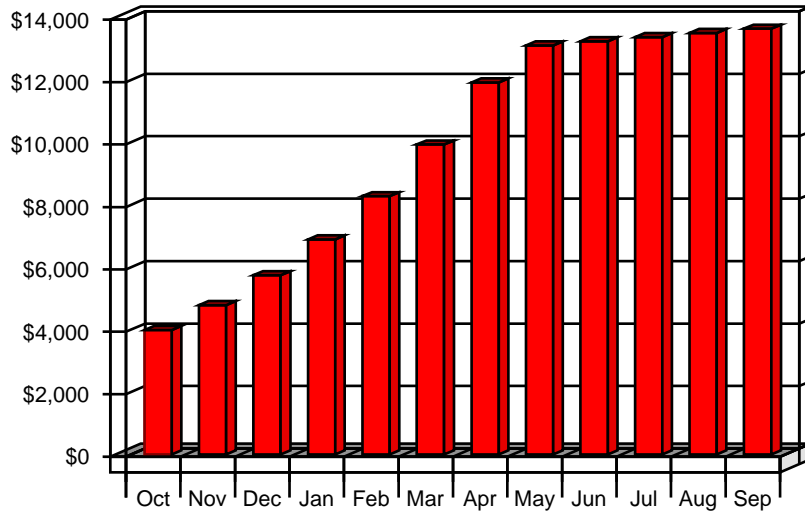


## Profit Yearly

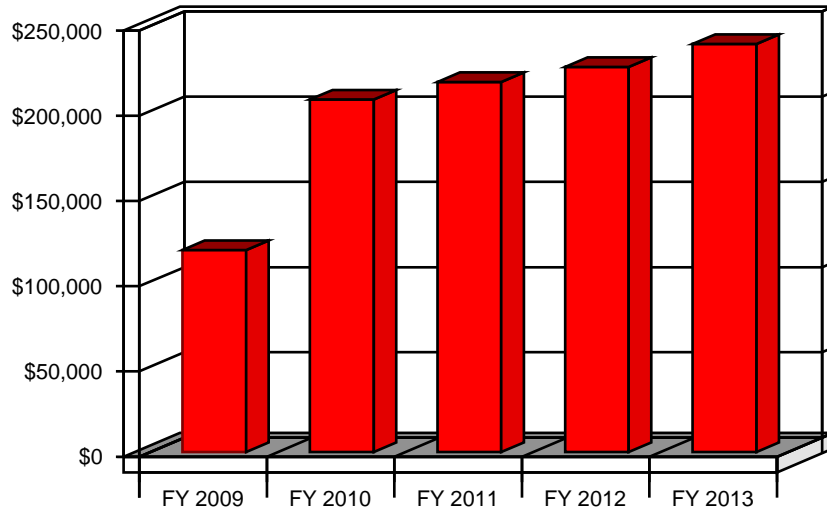


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## Gross Margin Monthly



## Gross Margin Yearly





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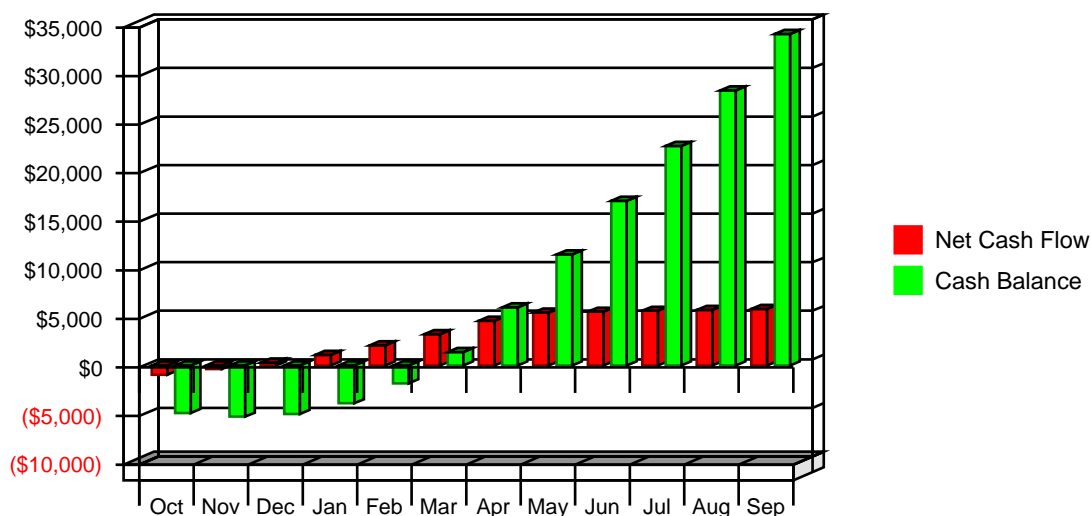
## 7.4 Projected Cash Flow

**Table: Cash Flow**

Pro Forma Cash Flow	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>Cash Received</b>					
<b>Cash from Operations</b>					
Cash Sales	\$493,618	\$861,932	\$905,026	\$941,227	\$997,703
Subtotal Cash from Operations	\$493,618	\$861,932	\$905,026	\$941,227	\$997,703
<b>Additional Cash Received</b>					
Sales Tax, VAT, HST/GST Received	\$0	\$0	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Received	\$493,618	\$861,932	\$905,026	\$941,227	\$997,703
<b>Expenditures</b>					
<b>Expenditures from Operations</b>					
Cash spending	\$455,540	\$763,211	\$800,697	\$832,901	\$880,296
Subtotal Spent on Operations	\$455,540	\$763,211	\$800,697	\$832,901	\$880,296
<b>Additional Cash Spent</b>					
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent	\$455,540	\$763,211	\$800,697	\$832,901	\$880,296
<b>Net Cash Flow</b>	<b>\$38,079</b>	<b>\$98,720</b>	<b>\$104,329</b>	<b>\$108,326</b>	<b>\$117,407</b>
<b>Cash Balance</b>	<b>\$34,123</b>	<b>\$132,843</b>	<b>\$237,172</b>	<b>\$345,498</b>	<b>\$462,905</b>

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## Cash



## 7.5 Projected Balance Sheet

**Table: Balance Sheet**

Pro Forma Balance Sheet					
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
<b>Assets</b>					
<b>Current Assets</b>					
Cash	\$34,123	\$132,843	\$237,172	\$345,498	\$462,905
Other Current Assets	\$16,124	\$16,124	\$16,124	\$16,124	\$16,124
<b>Total Current Assets</b>	<b>\$50,247</b>	<b>\$148,967</b>	<b>\$253,296</b>	<b>\$361,622</b>	<b>\$479,029</b>
<b>Long-term Assets</b>					
Long-term Assets	\$334,331	\$334,331	\$334,331	\$334,331	\$334,331
Accumulated Depreciation	\$0	\$0	\$0	\$0	\$0
<b>Total Long-term Assets</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>
<b>Total Assets</b>	<b>\$384,578</b>	<b>\$483,298</b>	<b>\$587,627</b>	<b>\$695,953</b>	<b>\$813,360</b>
<b>Liabilities and Capital</b>					
<b>Current Liabilities</b>					
Current Borrowing	\$14,792	\$14,792	\$14,792	\$14,792	\$14,792
Other Current Liabilities	\$8,960	\$8,960	\$8,960	\$8,960	\$8,960
<b>Subtotal Current Liabilities</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>
<b>Long-term Liabilities</b>					
<b>Total Liabilities</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>
Paid-in Capital	\$216,621	\$216,621	\$216,621	\$216,621	\$216,621
Retained Earnings	(\$44,752)	(\$6,673)	\$92,047	\$196,376	\$304,702
Earnings	\$38,079	\$98,720	\$104,329	\$108,326	\$117,407
<b>Total Capital</b>	<b>\$209,948</b>	<b>\$308,668</b>	<b>\$412,997</b>	<b>\$521,323</b>	<b>\$638,730</b>
<b>Total Liabilities and Capital</b>	<b>\$384,578</b>	<b>\$483,298</b>	<b>\$587,627</b>	<b>\$695,953</b>	<b>\$813,360</b>
<b>Net Worth</b>	<b>\$209,948</b>	<b>\$308,668</b>	<b>\$412,997</b>	<b>\$521,323</b>	<b>\$638,730</b>

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## 7.6 Business Ratios

**Table: Ratios**

Ratio Analysis	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Industry Profile
Sales Growth	64.95%	74.61%	5.00%	4.00%	6.00%	0.00%
<b>Percent of Total Assets</b>						
Other Current Assets	4.19%	3.34%	2.74%	2.32%	1.98%	100.00%
Total Current Assets	13.07%	30.82%	43.10%	51.96%	58.90%	100.00%
Long-term Assets	86.93%	69.18%	56.90%	48.04%	41.10%	0.00%
Total Assets	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Current Liabilities	6.18%	4.91%	4.04%	3.41%	2.92%	0.00%
Long-term Liabilities	39.23%	31.22%	25.68%	21.68%	18.55%	0.00%
Total Liabilities	45.41%	36.13%	29.72%	25.09%	21.47%	0.00%
Net Worth	54.59%	63.87%	70.28%	74.91%	78.53%	100.00%
<b>Percent of Sales</b>						
Sales	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Gross Margin	23.99%	23.99%	23.99%	23.99%	23.99%	0.00%
Selling, General & Administrative Expenses	16.28%	12.54%	12.46%	12.48%	12.22%	0.00%
Advertising Expenses	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Profit Before Interest and Taxes	14.38%	18.28%	18.30%	18.20%	18.47%	0.00%
<b>Main Ratios</b>						
Current	2.12	6.27	10.66	15.22	20.17	0.00
Quick	2.12	6.27	10.66	15.22	20.17	0.00
Total Debt to Total Assets	45.41%	36.13%	29.72%	25.09%	21.47%	0.00%
Pre-tax Return on Net Worth	25.91%	45.69%	36.09%	29.68%	26.26%	0.00%
Pre-tax Return on Assets	14.14%	29.18%	25.36%	22.24%	20.62%	0.00%
<b>Additional Ratios</b>						
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	
Net Profit Margin	7.71%	11.45%	11.53%	11.51%	11.77%	n.a
Return on Equity	18.14%	31.98%	25.26%	20.78%	18.38%	n.a
<b>Activity Ratios</b>						
Accounts Payable Turnover	9.05	12.17	12.17	12.17	12.17	n.a
Total Asset Turnover	1.28	1.78	1.54	1.35	1.23	n.a
<b>Debt Ratios</b>						
Debt to Net Worth	0.83	0.57	0.42	0.33	0.27	n.a
Current Liab. to Liab.	0.14	0.14	0.14	0.14	0.14	n.a
<b>Liquidity Ratios</b>						
Net Working Capital	\$26,495	\$125,215	\$229,544	\$337,870	\$455,277	n.a
Interest Coverage	4.28	9.51	10.00	10.34	11.12	n.a
<b>Additional Ratios</b>						
Assets to Sales	0.78	0.56	0.65	0.74	0.82	n.a
Current Debt/Total Assets	6%	5%	4%	3%	3%	n.a
Acid Test	2.12	6.27	10.66	15.22	20.17	n.a
Sales/Net Worth	2.35	2.79	2.19	1.81	1.56	n.a
Dividend Payout	0.00	0.00	0.00	0.00	0.00	n.a

## 7.7 Long-term Plan

## Appendix

**Appendix Table: Sales Forecast**

Sales Forecast		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Unit Sales</b>													
Beef	0%	5,890	7,068	8,481	10,178	12,214	14,656	17,588	19,346	19,540	19,735	19,933	20,132
Porc	0%	1,621	1,946	2,335	2,802	3,363	4,035	4,843	5,327	5,380	5,434	5,488	5,543
Goats	0%	1,024	1,229	1,475	1,770	2,124	2,549	3,058	3,364	3,398	3,432	3,466	3,501
<b>Total Unit Sales</b>		<b>8,535</b>	<b>10,243</b>	<b>12,291</b>	<b>14,750</b>	<b>17,701</b>	<b>21,240</b>	<b>25,489</b>	<b>28,037</b>	<b>28,318</b>	<b>28,601</b>	<b>28,887</b>	<b>29,176</b>
<b>Unit Prices</b>		<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>
Beef		\$1.90	\$1.90	\$1.90	\$1.90	\$1.90	\$1.90	\$1.90	\$1.90	\$1.90	\$1.90	\$1.90	\$1.90
Porc		\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Goats		\$2.15	\$2.15	\$2.15	\$2.15	\$2.15	\$2.15	\$2.15	\$2.15	\$2.15	\$2.15	\$2.15	\$2.15
<b>Sales</b>													
Beef		\$11,191	\$13,429	\$16,114	\$19,338	\$23,207	\$27,846	\$33,417	\$36,757	\$37,126	\$37,497	\$37,873	\$38,251
Porc		\$3,242	\$3,892	\$4,670	\$5,604	\$6,726	\$8,070	\$9,686	\$10,654	\$10,760	\$10,868	\$10,976	\$11,086
Goats		\$2,202	\$2,642	\$3,171	\$3,806	\$4,567	\$5,480	\$6,575	\$7,233	\$7,306	\$7,379	\$7,452	\$7,527
<b>Total Sales</b>		<b>\$16,635</b>	<b>\$19,964</b>	<b>\$23,955</b>	<b>\$28,748</b>	<b>\$34,499</b>	<b>\$41,397</b>	<b>\$49,678</b>	<b>\$54,644</b>	<b>\$55,192</b>	<b>\$55,743</b>	<b>\$56,301</b>	<b>\$56,864</b>
<b>Direct Unit Costs</b>		<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>
Beef	75.00%	\$1.43	\$1.43	\$1.43	\$1.43	\$1.43	\$1.43	\$1.43	\$1.43	\$1.43	\$1.43	\$1.43	\$1.43
Porc	70.00%	\$1.40	\$1.40	\$1.40	\$1.40	\$1.40	\$1.40	\$1.40	\$1.40	\$1.40	\$1.40	\$1.40	\$1.40
Goats	90.00%	\$1.94	\$1.94	\$1.94	\$1.94	\$1.94	\$1.94	\$1.94	\$1.94	\$1.94	\$1.94	\$1.94	\$1.94
<b>Direct Cost of Sales</b>													
Beef		\$8,393	\$10,072	\$12,085	\$14,504	\$17,405	\$20,885	\$25,063	\$27,568	\$27,845	\$28,122	\$28,405	\$28,688
Porc		\$2,269	\$2,724	\$3,269	\$3,923	\$4,708	\$5,649	\$6,780	\$7,458	\$7,532	\$7,608	\$7,683	\$7,760
Goats		\$1,981	\$2,378	\$2,854	\$3,425	\$4,110	\$4,932	\$5,917	\$6,509	\$6,575	\$6,641	\$6,707	\$6,774
<b>Subtotal Direct Cost of Sales</b>		<b>\$12,644</b>	<b>\$15,174</b>	<b>\$18,209</b>	<b>\$21,851</b>	<b>\$26,223</b>	<b>\$31,466</b>	<b>\$37,760</b>	<b>\$41,535</b>	<b>\$41,952</b>	<b>\$42,371</b>	<b>\$42,794</b>	<b>\$43,223</b>

# Appendix

**Appendix Table: Personnel**

Personnel Plan		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Director of operation	0%	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Director of Sales and Marketing	0%	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Vetnerian	0%	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Tractor operator	0%	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167
Worker	0%	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167
Worker II	0%	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167	\$167
Total People		0	0	0	0	0	0	0	0	0	0	0	0
Total Payroll		\$2,751	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750

## Appendix

**Appendix Table: Profit and Loss**

Pro Forma Profit and Loss												
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Sales	\$16,635	\$19,964	\$23,955	\$28,748	\$34,499	\$41,397	\$49,678	\$54,644	\$55,192	\$55,743	\$56,301	\$56,864
Direct Costs of Goods	\$12,644	\$15,174	\$18,209	\$21,851	\$26,223	\$31,466	\$37,760	\$41,535	\$41,952	\$42,371	\$42,794	\$43,223
Other Costs of Goods	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost of Goods Sold	\$12,644	\$15,174	\$18,209	\$21,851	\$26,223	\$31,466	\$37,760	\$41,535	\$41,952	\$42,371	\$42,794	\$43,223
Gross Margin	\$3,991	\$4,789	\$5,747	\$6,896	\$8,276	\$9,931	\$11,918	\$13,109	\$13,240	\$13,372	\$13,506	\$13,641
Gross Margin %	23.99%	23.99%	23.99%	23.99%	23.99%	23.99%	23.99%	23.99%	23.99%	23.99%	23.99%	23.99%
<b>Expenses</b>												
Payroll	\$2,751	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750	\$2,750
Marketing/Promotion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance and repair	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83
Utilities	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375	\$375
Insurance	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333
Payroll Taxes	15% \$413	\$413	\$413	\$413	\$413	\$413	\$413	\$413	\$413	\$413	\$413	\$413
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$3,955	\$3,954	\$3,954	\$3,954	\$3,954	\$3,954	\$3,954	\$3,954	\$3,954	\$3,954	\$3,954	\$3,954
Profit Before Interest and Taxes	\$36	\$835	\$1,792	\$2,942	\$4,322	\$5,976	\$7,963	\$9,155	\$9,286	\$9,418	\$9,552	\$9,687
EBITDA	\$36	\$835	\$1,792	\$2,942	\$4,322	\$5,976	\$7,963	\$9,155	\$9,286	\$9,418	\$9,552	\$9,687
Interest Expense	\$1,381	\$1,381	\$1,381	\$1,381	\$1,381	\$1,381	\$1,381	\$1,381	\$1,381	\$1,381	\$1,381	\$1,381
Taxes Incurred	(\$403)	(\$164)	\$124	\$468	\$882	\$1,379	\$1,975	\$2,332	\$2,372	\$2,411	\$2,451	\$2,492
Net Profit	(\$941)	(\$382)	\$288	\$1,093	\$2,059	\$3,217	\$4,608	\$5,442	\$5,534	\$5,626	\$5,720	\$5,815
Net Profit/Sales	-5.66%	-1.91%	1.20%	3.80%	5.97%	7.77%	9.28%	9.96%	10.03%	10.09%	10.16%	10.23%

## Appendix

### Appendix Table: Cash Flow

Pro Forma Cash Flow												
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Cash Received</b>												
<b>Cash from Operations</b>												
Cash Sales	\$16,635	\$19,964	\$23,955	\$28,748	\$34,499	\$41,397	\$49,678	\$54,644	\$55,192	\$55,743	\$56,301	\$56,864
Subtotal Cash from Operations	\$16,635	\$19,964	\$23,955	\$28,748	\$34,499	\$41,397	\$49,678	\$54,644	\$55,192	\$55,743	\$56,301	\$56,864
<b>Additional Cash Received</b>												
Sales Tax, VAT, HST/GST Received	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Received	\$16,635	\$19,964	\$23,955	\$28,748	\$34,499	\$41,397	\$49,678	\$54,644	\$55,192	\$55,743	\$56,301	\$56,864
<b>Expenditures</b>												
<b>Expenditures from Operations</b>												
Cash spending	\$17,576	\$20,345	\$23,667	\$27,655	\$32,440	\$38,180	\$45,070	\$49,202	\$49,658	\$50,117	\$50,581	\$51,049
Subtotal Spent on Operations	\$17,576	\$20,345	\$23,667	\$27,655	\$32,440	\$38,180	\$45,070	\$49,202	\$49,658	\$50,117	\$50,581	\$51,049
<b>Additional Cash Spent</b>												
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent	\$17,576	\$20,345	\$23,667	\$27,655	\$32,440	\$38,180	\$45,070	\$49,202	\$49,658	\$50,117	\$50,581	\$51,049
<b>Net Cash Flow</b>	<b>(\$941)</b>	<b>(\$382)</b>	<b>\$288</b>	<b>\$1,093</b>	<b>\$2,059</b>	<b>\$3,217</b>	<b>\$4,608</b>	<b>\$5,442</b>	<b>\$5,534</b>	<b>\$5,626</b>	<b>\$5,720</b>	<b>\$5,815</b>
<b>Cash Balance</b>	<b>(\$4,897)</b>	<b>(\$5,279)</b>	<b>(\$4,991)</b>	<b>(\$3,898)</b>	<b>(\$1,839)</b>	<b>\$1,378</b>	<b>\$5,986</b>	<b>\$11,428</b>	<b>\$16,962</b>	<b>\$22,588</b>	<b>\$28,308</b>	<b>\$34,123</b>



## Appendix

**Appendix Table: Balance Sheet**

Pro Forma Balance Sheet													
Assets	Starting Balances	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>Current Assets</b>													
Cash	(\$3,956)	(\$4,897)	(\$5,279)	(\$4,991)	(\$3,898)	(\$1,839)	\$1,378	\$5,986	\$11,428	\$16,962	\$22,588	\$28,308	\$34,123
Other Current Assets	\$16,124	\$16,124	\$16,124	\$16,124	\$16,124	\$16,124	\$16,124	\$16,124	\$16,124	\$16,124	\$16,124	\$16,124	\$16,124
<b>Total Current Assets</b>	<b>\$12,168</b>	<b>\$11,227</b>	<b>\$10,845</b>	<b>\$11,133</b>	<b>\$12,226</b>	<b>\$14,285</b>	<b>\$17,502</b>	<b>\$22,110</b>	<b>\$27,552</b>	<b>\$33,086</b>	<b>\$38,712</b>	<b>\$44,432</b>	<b>\$50,247</b>
<b>Long-term Assets</b>													
Long-term Assets	\$334,331	\$334,331	\$334,331	\$334,331	\$334,331	\$334,331	\$334,331	\$334,331	\$334,331	\$334,331	\$334,331	\$334,331	\$334,331
Accumulated Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Long-term Assets</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>	<b>\$334,331</b>
<b>Total Assets</b>	<b>\$346,499</b>	<b>\$345,558</b>	<b>\$345,176</b>	<b>\$345,464</b>	<b>\$346,557</b>	<b>\$348,616</b>	<b>\$351,833</b>	<b>\$356,441</b>	<b>\$361,883</b>	<b>\$367,417</b>	<b>\$373,043</b>	<b>\$378,763</b>	<b>\$384,578</b>
<b>Liabilities and Capital</b>													
<b>Current Liabilities</b>													
Current Borrowing	\$14,792	\$14,792	\$14,792	\$14,792	\$14,792	\$14,792	\$14,792	\$14,792	\$14,792	\$14,792	\$14,792	\$14,792	\$14,792
Other Current Liabilities	\$8,960	\$8,960	\$8,960	\$8,960	\$8,960	\$8,960	\$8,960	\$8,960	\$8,960	\$8,960	\$8,960	\$8,960	\$8,960
<b>Subtotal Current Liabilities</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>	<b>\$23,752</b>
<b>Long-term Liabilities</b>	<b>\$150,878</b>	<b>\$150,878</b>	<b>\$150,878</b>	<b>\$150,878</b>	<b>\$150,878</b>	<b>\$150,878</b>	<b>\$150,878</b>	<b>\$150,878</b>	<b>\$150,878</b>	<b>\$150,878</b>	<b>\$150,878</b>	<b>\$150,878</b>	<b>\$150,878</b>
<b>Total Liabilities</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>	<b>\$174,630</b>
<b>Capital</b>													
Paid-in Capital	\$216,621	\$216,621	\$216,621	\$216,621	\$216,621	\$216,621	\$216,621	\$216,621	\$216,621	\$216,621	\$216,621	\$216,621	\$216,621
Retained Earnings	\$1	(\$44,752)	(\$44,752)	(\$44,752)	(\$44,752)	(\$44,752)	(\$44,752)	(\$44,752)	(\$44,752)	(\$44,752)	(\$44,752)	(\$44,752)	(\$44,752)
Earnings	(\$44,753)	(\$941)	(\$1,323)	(\$1,035)	\$58	\$2,117	\$5,334	\$9,942	\$15,384	\$20,918	\$26,544	\$32,264	\$38,079
<b>Total Capital</b>	<b>\$171,869</b>	<b>\$170,928</b>	<b>\$170,546</b>	<b>\$170,834</b>	<b>\$171,927</b>	<b>\$173,986</b>	<b>\$177,203</b>	<b>\$181,811</b>	<b>\$187,253</b>	<b>\$192,787</b>	<b>\$198,413</b>	<b>\$204,133</b>	<b>\$209,948</b>
<b>Total Liabilities and Capital</b>	<b>\$346,499</b>	<b>\$345,558</b>	<b>\$345,176</b>	<b>\$345,464</b>	<b>\$346,557</b>	<b>\$348,616</b>	<b>\$351,833</b>	<b>\$356,441</b>	<b>\$361,883</b>	<b>\$367,417</b>	<b>\$373,043</b>	<b>\$378,763</b>	<b>\$384,578</b>
<b>Net Worth</b>	<b>\$171,869</b>	<b>\$170,928</b>	<b>\$170,546</b>	<b>\$170,834</b>	<b>\$171,927</b>	<b>\$173,986</b>	<b>\$177,203</b>	<b>\$181,811</b>	<b>\$187,253</b>	<b>\$192,787</b>	<b>\$198,413</b>	<b>\$204,133</b>	<b>\$209,948</b>