



Auto Paradise, Inc.

BUSINESS PLAN and FINANCIAL PROPOSAL

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It is acknowledged by reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by reader, may cause serious harm or damage to Auto Paradise, Inc.

Upon request, this document is to be immediately returned to Bobby V. Lewallen Jr.

Signature

Print Name

Date

This is a business plan. It does not imply an offering of securities.

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Auto Paradise

1.0 Executive Summary

Auto Paradise is a dynamic start-up company requiring \$934,100 to establish a two-bay automatic and four-bay self-serve car wash that will provide exceptional car care services to the members of the San Angelo community. Quality services that will exceed expectations will establish Auto Paradise as the premiere car wash service in San Angelo, Texas. Bobby and Vicki Lewallen are pledging \$45,000 and are looking for investors to raise an additional \$150,000, which represents 20% of the company stock, to establish the company and to secure a Small Business Administration (SBA) loan of \$740,400. Auto Paradise will be dedicated to offering the highest quality laser car wash, self-serve car wash and vacuum/shampoo services. Auto Paradise will also offer ATM services and will sell reverse osmosis (RO) water on site.

Auto Paradise has a strong management team. Mr. Lewallen, who will be the President and Chief Executive Officer of the Auto Paradise Texas Corporation (C), has extensive leadership, management and organizational experience. He has served our country for the last 10 years as an officer in the United States Army. During those 10 years, he served one year as a Brigade Logistics Officer and two years as a Company Commander. As such, he helped plan, coordinate and execute several complex deployments and missions.

Extensive research indicates that the mild winter climate in San Angelo will support steady year-round sales. Further, Auto Paradise's Avenue N location and marketing campaign will attract the local residents, Angelo State University community and Goodfellow Air Force Base customers. Auto Paradise will be near the intersection of two major roads in San Angelo. Direct competition is limited to outdated "tunnel" or friction car washes, lube & washes and convenience stores. Auto Paradise will boast the Laserwash 4000 "touchless, spot-free" system. Washing Equipment of Texas (WET) is located in San Angelo and will provide all equipment and maintenance support.

Auto Paradise will open approximately 90 days after securing financing. Mr. Lewallen is offering several ways to invest in Auto Paradise:

1. Company stock: Mr. Lewallen is offering 20% of company stock to investors: offering 1% of company stock for \$7,500. This capital will help establish the first Auto Paradise location. Auto Paradise plans to distribute \$2,500 per 1% share each of the first three years.
2. Secured Investment: Mr. Lewallen is offering a guaranteed 10% annual return for a three year investment. Mr. Lewallen is willing to secure these investments with personal assets/investments.

The SBA loan that Mr. Lewallen will secure from Compass Bank in San Antonio is structured to ensure Auto Paradise's success during the early months of operation. The \$740,400 loan includes two elements designed to help build operating capital. First, the loan includes a 10% (\$69,000) construction contingency that will convert to operating capital if the construction costs are consistent with the estimate. It also includes nine months of interim interest which will defer the long-term mortgage payment.

Mr. Lewallen's ability and willingness to invest substantial cash in launching this business is furthered by the lack of personal dependence on business profits during the first 6-12 months of business. These factors will enable Mr. Lewallen to expand to a second location within the first two years of operation.

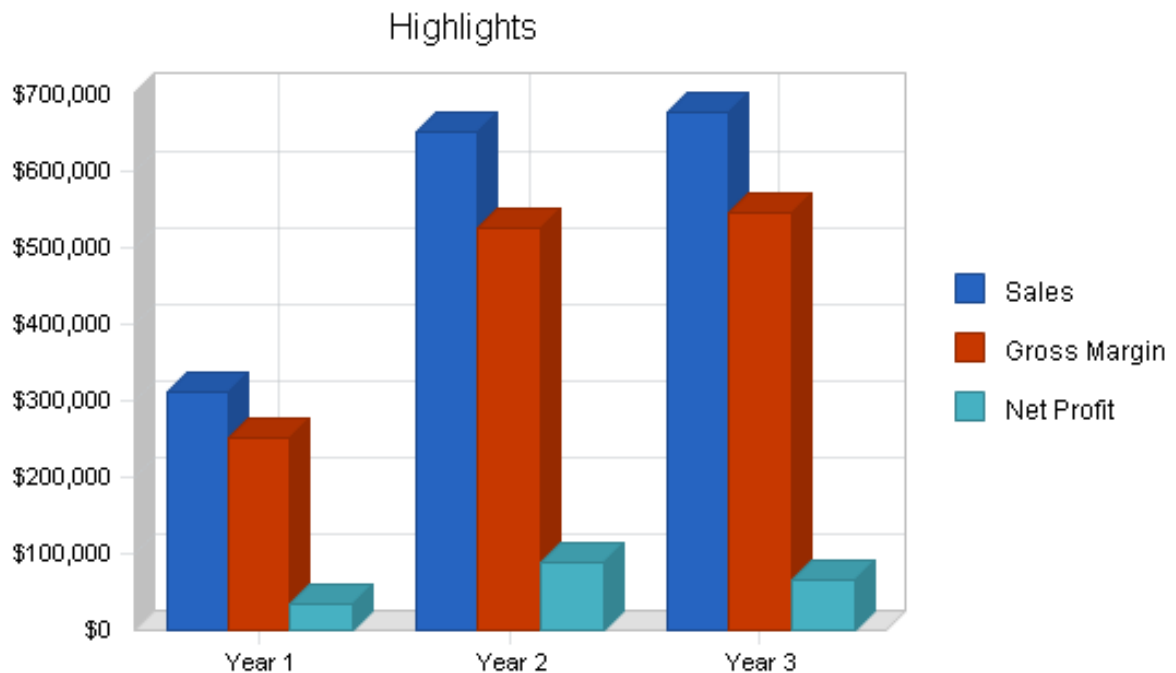
Auto Paradise

1.1 Objectives

1. Average monthly sales of \$28,000.
2. Establish second site 12 months after first Auto Paradise opens.
3. Provide initial investors a 33% (\$2,500/share) distribution each of the first three years to recover initial investment.

1.2 Mission

Auto Paradise is dedicated to providing its customers the ultimate car care experience. Focusing all of its energy and resources on customer satisfaction and value, while providing owners and employees an excellent reward.



1.3 Keys to Success

Auto Paradise will be near the intersection of two major roads in San Angelo. Direct competition is limited to outdated "tunnel" or friction car washes, lube & washes and convenience stores.

Auto Paradise will boast the Laserwash 4000 "touchless, spot-free" system. Washing Equipment of Texas (WET) is located in San Angelo and will provide all equipment and

Auto Paradise

maintenance support.

Auto Paradise

2.0 Company Summary

Auto Paradise is a dynamic start-up company that will provide exceptional car care services to the members of the San Angelo community. Quality services that exceed expectations will establish Auto Paradise as the premiere car wash service in San Angelo, Texas. It will provide that following products and services to the local community:

1. Two Laser Automatic "touch-free and spot-free" car wash bays
2. Four "self-serve" bays
3. Vacuum and car wash vending services
4. Reverse osmosis drinking water.

Auto Paradise will establish its first location one lot from the intersection of Avenue N and Byrant Avenue, which are two of the busiest streets in San Angelo. The lot faces Avenue N and will be accessible from two sides. The ATM and RO dispensers will be accessible from a side road and will not interfere with the car wash traffic.

The facility will have two automatic car wash bays, four self-serve bays and an equipment room/office in the middle of the bays. It will also have four high powered vacuum islands (eight total vacuums), vending area, and an ATM/RO water area.

2.1 Company Ownership

Mr. Lewallen will create Auto Paradise as a Texas C corporation based in Tom Green County. Mr. and Mrs. Lewallen will be the majority owners (80%) with principal investors owning the remaining 20%. As of this writing, it has not yet been chartered and Mr. Lewallen is still considering alternatives.

2.2 Start-up Summary

Total projected start-up expenses (including construction, equipment, land, landscaping and related start-up expenses) come to \$934,100. The start-up costs are to be financed by direct owner investment and long term financing.

A. Investment Options. Auto Paradise will open approximately 90 days after securing financing. Mr. Lewallen is offering several ways to invest in Auto Paradise:

1. **Company stock:** Mr. Lewallen is offering 20% of company stock to investors. Auto Paradise is offering 1% of company stock for \$7,500. Capital will help establish the first Auto Paradise location and provide "head start" on the second location. Auto Paradise plans to distribute \$2,500 per 1% share each of the first three years.
2. **Secured Investment:** Mr. Lewallen is offering a guaranteed 10% return for a three year investment. Mr. Lewallen is willing to secure these investments with personal assets/investments.

B. Financing. The SBA loan that Mr. Lewallen will secure from the SBA is structured to ensure Auto Paradise's success during the early months of operation. The \$740,400 loan includes two elements designed to help build operating capital. First, the loan includes a 10% (\$69,000)

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construction contingency that will convert to operating capital if the construction costs are consistent with the estimate. It also includes 9 months of interim interest which will defer the long-term mortgage payment for 9 months (6 months of operation).

C. **Land.** Auto Paradise is in the process of securing a lot near (one lot from corner) the intersection of Bryant Ave. and Avenue N, which are two of the busiest streets in San Angelo. The lot will be 165' along Avenue N and 175' deep. The purchase is pending the results of a phase I environmental inspection, which is expected to produce favorable results.

D. **Construction.** Getting a firm construction bid is the next step in the process after securing the initial investors. The architect plans and an actual bid will be the last elements necessary to secure bank financing. The estimates included are from previous projects and are considered generous (on the high-side). The estimated \$390,000 includes total construction costs for two automatic and four self-serve bays, parking lot, signage, landscaping and architect fees.

E. **Construction Contingency.** The 10% construction contingency will cover any unexpected expenses or shortfalls. This may be re-negotiated as a "line of credit" in order to reduce the amount of the loan.

F. **Equipment.** Washing Equipment of Texas (WET) has provided a detailed estimate for the purchase and installation of the equipment for two automatic bays, four self-serve bays, four vacuum islands (eight vacuums) and a reverse osmosis water dispenser. WET, which is located in San Angelo, will also provide all maintenance and repair services.

The assumptions are shown in the following tables and chart.

Auto Paradise

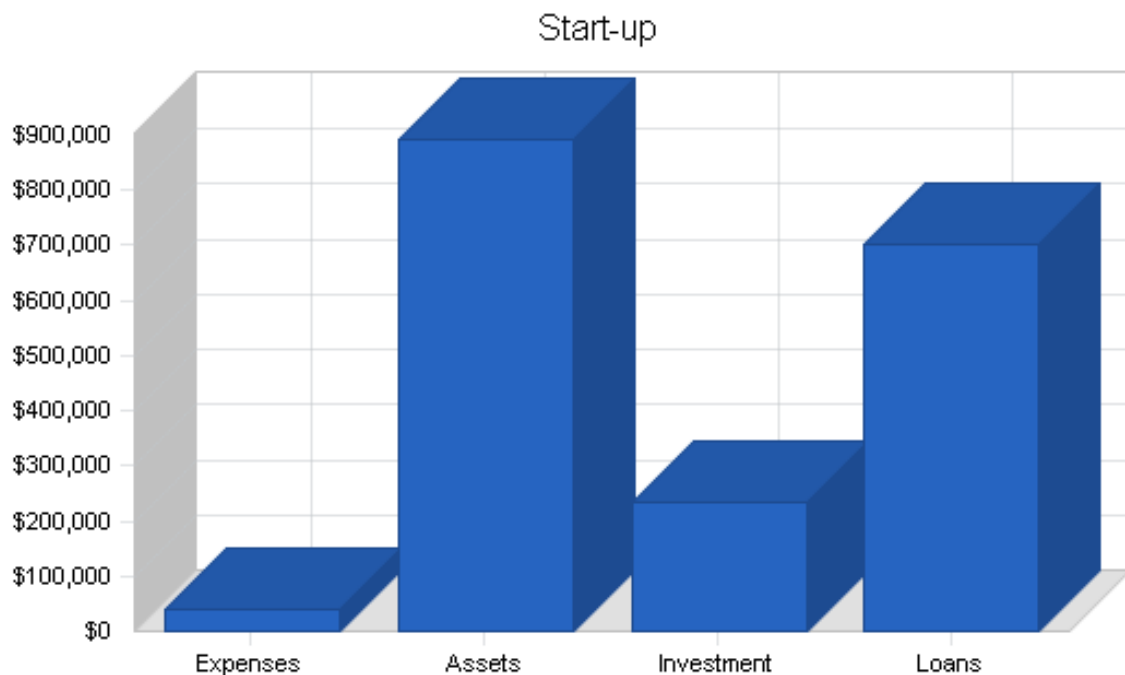
Table: Start-up Funding

Start-up Funding	
Start-up Expenses to Fund	\$40,500
Start-up Assets to Fund	\$893,500
Total Funding Required	\$934,000
Assets	
Non-cash Assets from Start-up	\$799,000
Cash Requirements from Start-up	\$94,500
Additional Cash Raised	\$0
Cash Balance on Starting Date	\$94,500
Total Assets	\$893,500
Liabilities and Capital	
Liabilities	
Current Borrowing	\$0
Long-term Liabilities	\$700,000
Accounts Payable (Outstanding Bills)	\$0
Other Current Liabilities (interest-free)	\$0
Total Liabilities	\$700,000
Capital	
Planned Investment	
Bobby Lewallen	\$45,000
Additional Investors (20% Ownership)	\$150,000
10% Construction Contingency	\$39,000
Additional Investment Requirement	\$0
Total Planned Investment	\$234,000
Loss at Start-up (Start-up Expenses)	(\$40,500)
Total Capital	\$193,500
Total Capital and Liabilities	\$893,500
Total Funding	\$934,000

Auto Paradise

Table: Start-up

Start-up	
Requirements	
Start-up Expenses	
Project Closing Costs	\$25,000
Summit Funding Fee	\$10,500
Misc (Legal/CPA/Misc)	\$5,000
Total Start-up Expenses	\$40,500
Start-up Assets	
Cash Required	\$94,500
Other Current Assets	\$0
Long-term Assets	\$799,000
Total Assets	\$893,500
Total Requirements	\$934,000



3.0 Services

Auto Paradise realizes the car wash industry, top to bottom, is a service industry. Auto Paradise will establish itself as the premier car wash facility in San Angelo by providing a quality service for a competitive price and by focusing our staff on customer service. We will offer the following services to the San Angelo community:

- Laser "touch-free and spot-free" car wash (4 different washes: \$5, \$6, \$7, \$8)
- Four "self-serve" bays (\$1.25 for 4 min cycle)
- Vacuum and car wash vending services(\$.75 for 4 min cycle)
- Reverse osmosis drinking water (\$.25/gal)

Auto Paradise

- First Convenience Bank Goldkey ATM services.

Auto Paradise

4.0 Market Analysis Summary

Auto Paradise will be focusing on Angelo State University students, local residents and Goodfellow Air force Base drive-by traffic for repeat customers. The volume of drive-by traffic (approx. 14,000 - 17000 cars/day) will provide a high volume of opportunity customers. Our most important group of potential customers are those customers who live and work in the immediate area. Those college students, college faculty and local residents who will want a quick, quality car wash at a competitive price. We will also aggressively pursue building relationships with the local car dealerships to develop additional business opportunities.

4.1 Market Segmentation

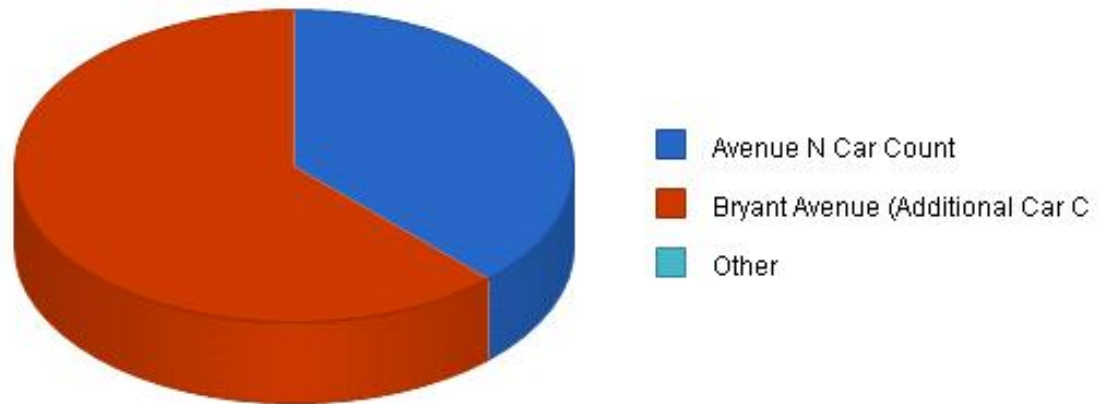
1. College Students/Faculty, Local Residents and Goodfellow Air Force Base traffic.
2. Drive-by Opportunities: 1998 Department of Transportation data indicates the following:
 - Avenue N car count: 14,000 cars per day.
 - Bryant Avenue car count: 37,000 cars per day (37,000 - 14,000 = 23,000 additional cars).

Table: Market Analysis

Market Analysis							
Potential Customers	Growth	Year 1	Year 2	Year 3	Year 4	Year 5	CAGR
Avenue N Car Count	3%	14,000	14,420	14,853	15,299	15,758	3.00%
Bryant Avenue (Additional Car Count)	3%	23,000	23,690	24,401	25,133	25,887	3.00%
Other	0%	0	0	0	0	0	0.00%
Total	3.00%	37,000	38,110	39,254	40,432	41,645	3.00%

Auto Paradise

Market Analysis (Pie)



4.2 Competition and Buying Patterns

Extensive research indicates that the mild winter climate in San Angelo will support steady year round sales. Further, Auto Paradise's location and marketing campaign will attract residential, Angelo State University and Goodfellow Air Force Base customers.

Direct competition is limited to outdated "tunnel" or friction car washes, lube and wash and convenience stores.

Auto Paradise will boast the Laserwash 4000 "touchless, spot-free" system. Laserwash is widely recognized as the leader in automatic car wash systems. It will also have attendants on duty Monday - Saturday to provide additional customer service and car preparation. Washing Equipment of Texas (WET) of San Angelo will provide all car wash supplies, equipment and maintenance support. The Laserwash system is a fast, convenient, high quality car wash system that does not damage your car, while offering a great value to its customers. Auto Paradise will increase its customer base by also offering four self-serve bays for those "do-it-yourself" customers.

5.0 Strategy and Implementation Summary

The following topics describe our competitive edge, marketing strategy and sales strategy.

5.1 Marketing Strategy

Marketing in our car wash business relies on the name recognition of the Laserwash system as

Auto Paradise

an industry leader and the "curbside" appeal of the site for first time customers. Quality service will bring customers back time and time again. Also, use of a local radio station and the "word of mouth" advertising of satisfied customers will grow our customer base. We will offer a competitive price for all budgets. Our base wash will be \$5 and our deluxe wash will be \$8.

5.2 Competitive Edge

We start with a critical competitive edge: there is no competitor in San Angelo that offers a 2-bay, 24 hour, automatic and self-serve combination car wash. Our competitors consist of "event washes." We define "event washes" as self-serve, lube+wash, gas+wash and friction washes. Currently, San Angelo customers must plan significant time and/or effort to get a quality car wash. Our positioning in these areas are very hard to match if we maintain our focus on customer service, speed, quality and reliability.

5.3 Sales Strategy

Sales in our business is client service. It is repeat business. We will ensure the following elements are the building blocks of our marketing/sales strategy:

- 24 hour service availability
- quality service at good value (attendants on duty: 10 - 6, Mon - Sat, who are always focused on customer satisfaction)
- Reliability in all seasons/weather.

5.3.1 Sales Forecast

The following table and chart give a run-down on forecasted sales. We expect to average over \$26,000 in overall sales by the third month of operation. Being an all cash business we also expect to at least break-even during the first two months of operation.

Because of the all-weather capabilities of the Laserwash 4000 system and the mild winters in West Texas, we expect to have relatively consistent sales throughout the year. Variable expenses have been averaged to account for fluctuation in price from season to season.

Plan years 2004 and 2005 have the income and expenses for two sites with the same assumptions for the second site during its first year of operation.

Projected Gross Revenue:

1. Both Automatic Bays are projected to average 61 cars/day the first two months and 105 cars/day after the business is well established. Wash prices will vary, currently \$5.00 to \$8.00, depending on the options the customers selects. Projected automatic wash revenue assumes an average of \$6.25 per wash.
2. Self-Serve Bay income is projected at \$1,500 per month. This assumes 40 cycles per bay each day. A cycle is \$1.25 for 4 minutes. The average self-serve customer spends \$4.50 per wash.
3. Vacuum and Vending revenue is projected to be 5% of aggregate automatic and self-serve revenue. This projection is based on a vacuum price of \$.75 for 4 minutes.

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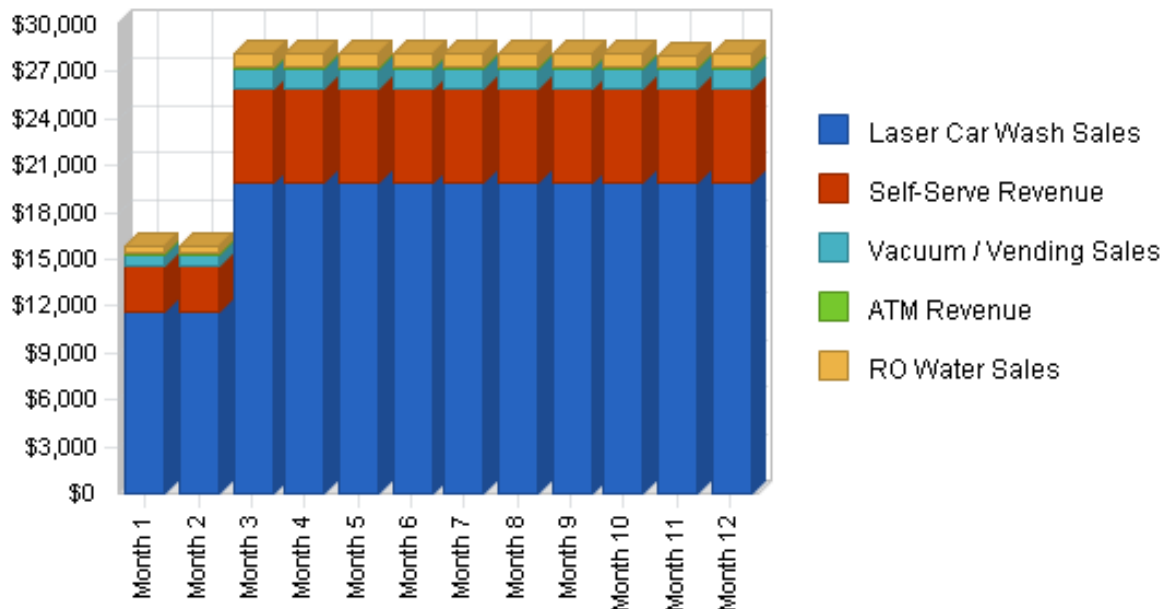
4. Reverse Osmosis Water revenue is projected to be \$750 per/month. Drinking water in San Angelo is a significant market. Reverse osmosis water will be offered at \$.25 per/gallon.
5. ATM revenue is projected to be \$100/month. First Convenience Bank will fully maintain the ATM.

Note: All numbers assume a second site is opened at the beginning of the second year.

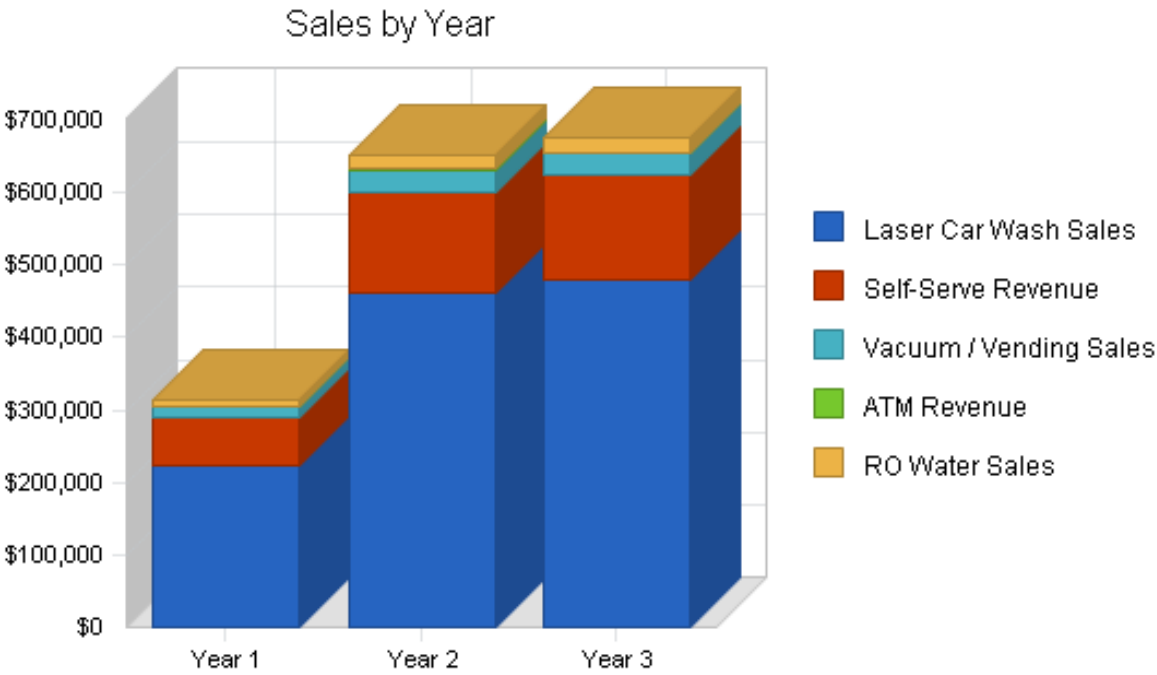
Table: Sales Forecast

Sales Forecast			
	Year 1	Year 2	Year 3
Sales			
Laser Car Wash Sales	\$222,802	\$462,334	\$479,064
Self-Serve Revenue	\$66,000	\$138,000	\$144,000
Vacuum / Vending Sales	\$14,440	\$29,600	\$30,672
ATM Revenue	\$1,096	\$2,224	\$2,304
RO Water Sales	\$8,500	\$19,224	\$19,920
Total Sales	\$312,838	\$651,382	\$675,960
Direct Cost of Sales			
Laser Car Wash Sales	\$50,130	\$104,025	\$107,789
Self-Serve Revenue	\$7,333	\$15,332	\$15,998
Vacuum / Vending Sales	\$2,834	\$5,950	\$6,231
ATM Revenue	\$0	\$0	\$0
RO Water Sales	\$0	\$0	\$0
Subtotal Direct Cost of Sales	\$60,297	\$125,307	\$130,018

Sales Monthly



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6.0 Management Summary

Auto Paradise has a strong management team. Mr. Lewallen, who will be the President and Chief Executive Officer of the Auto Paradise Texas Corporation (C), has extensive leadership, management and organization experience. He has served our country for the last 10 years as an officer in the United States Army. During those 10 years, he served one year as a Brigade logistics officer and two years as a company commander. As such, he helped plan, coordinate and execute several complex deployments and missions.

6.1 Personnel Plan

The following table summarizes our personnel expenditures for the first three years, with compensation increasing from less than \$50,000 the first year to about \$140K in the third. Mr. Lewallen will be the CEO and will manage the Avenue N location. Two attendants will staff the wash Monday - Saturday. They will provide customer service, vehicle prep at the automatic washes and maintain the car wash site. The detailed monthly personnel plan for the first year is included in the appendix.

Table: Personnel

Personnel Plan			
	Year 1	Year 2	Year 3
2 Attendants, 1st site	\$24,000	\$24,000	\$24,000
Manager, 1st site (Owner)	\$18,000	\$36,000	\$36,000
2 Attendants, 2nd site	\$0	\$24,000	\$24,000
Manager, 2nd site (Owner)	\$0	\$18,000	\$36,000
Total People	3	5	5
Total Payroll	\$42,000	\$102,000	\$120,000

Auto Paradise

7.0 Financial Plan

Our business is an "all cash" business that will pay for all variable and fixed expenses monthly. Thus, we will rapidly build cash flow to finance future growth. During the first nine months (six months of operation), two key issues will assist Auto Paradise in rapidly building capital:

1. Nine months (three months construction, six months of operation) of deferred long-term loan repayment (\$7,081 savings/month)
2. CEO/manager will not receive a salary for at least six months (\$3,000 savings/month).

7.1 Important Assumptions

The financial plan depends on important assumptions, most of which are shown in the following table as annual assumptions. From the beginning, we recognize that variable expenses are critical. Cost of water, sewer and electricity are our largest expenses. Water is our major concern in West Texas. We are planning for this possibility by installing all of the required storage, electrical and plumbing for a total water reclamation system.

Two of the more important underlying assumptions are:

1. We assume our long term financing includes nine months of interim interest for repayment.
2. We assume a sound economy, without major recession despite our modest pricing.
3. We assume, of course, that there are no unforeseen changes in local regulations that will interrupt our service.

Table: General Assumptions

General Assumptions			
	Year 1	Year 2	Year 3
Plan Month	1	2	3
Current Interest Rate	7.50%	7.50%	7.50%
Long-term Interest Rate	8.00%	8.00%	8.00%
Tax Rate	20.83%	20.00%	20.83%
Other	0	0	0

7.2 Break-even Analysis

The break-even analysis table below the following revenue sources:

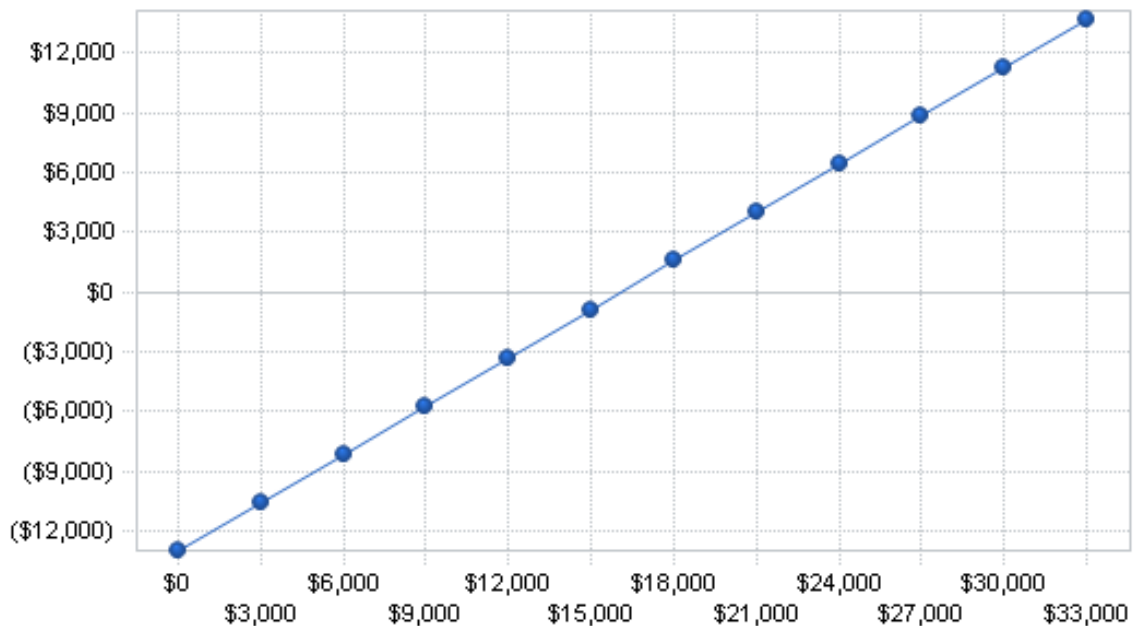
1. Laser Car Wash Sales
2. Vacuum/vending sales
3. ATM revenue
4. Reverse Osmosis water revenue.

Auto Paradise

Table: Break-even Analysis

Break-even Analysis	
Monthly Revenue Break-even	\$16,059
Assumptions:	
Average Percent Variable Cost	19%
Estimated Monthly Fixed Cost	\$12,964

Break-even Analysis



7.3 Projected Profit and Loss

Projected Revenue. See "Sales Forecast" for a detailed breakdown of projected revenue.

Projected Operating Expenses.

1. Direct Cost of Automatic Sales.
 - Chemicals. Average 8.6% of gross revenue. Chemicals include soap, wax and salt.
 - Utilities. Average 13.9% of gross revenue. Utilities include water, electricity, gas and sewer.
2. Direct Cost of Self-Serve Sales. Total cost averages 11.1% of self-serve revenue.
3. Direct Cost of Vacuum/Vending Sales. Average 1% of aggregate automatic and self-serve revenue.
4. Variable/Fixed Expenses
 - Labor. Labor is estimated to be \$2,000/month with an additional 15% burden to cover related payroll taxes and workman's compensation insurance. Based on two part time employees, 70 total hours/week @ \$6.50/hr.
 - Repair and Maintenance includes \$750/month for monthly service provided by WET and \$100/month to clean each wash bay pit.
 - Real Estate Taxes are estimated at 3% of value of land and construction costs

Auto Paradise

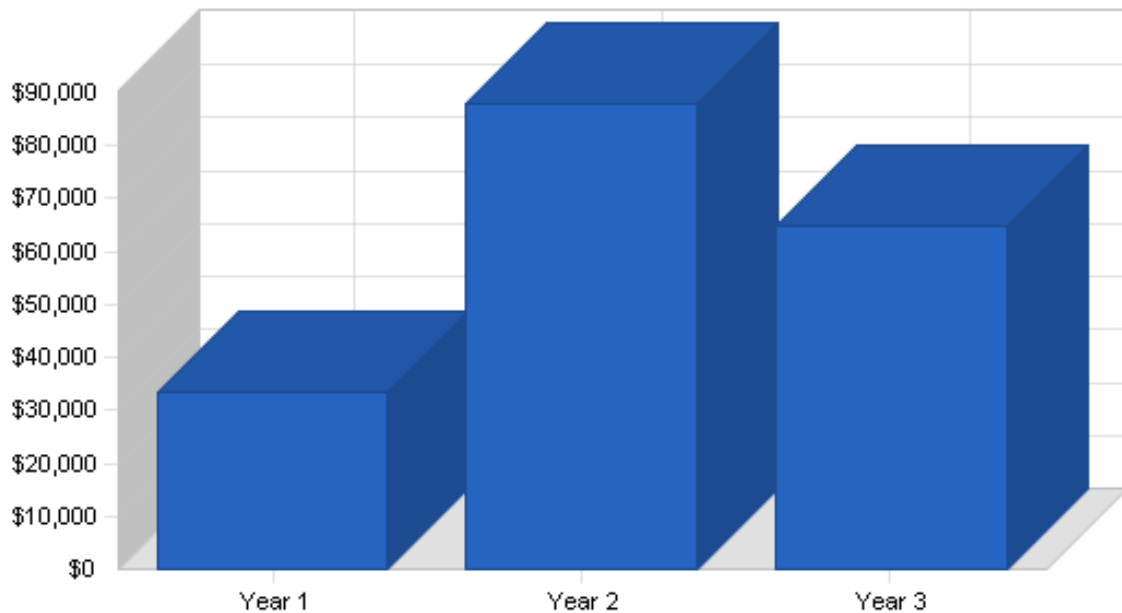
(\$500,000).

- General Liability Insurance is estimated at \$1800/year.

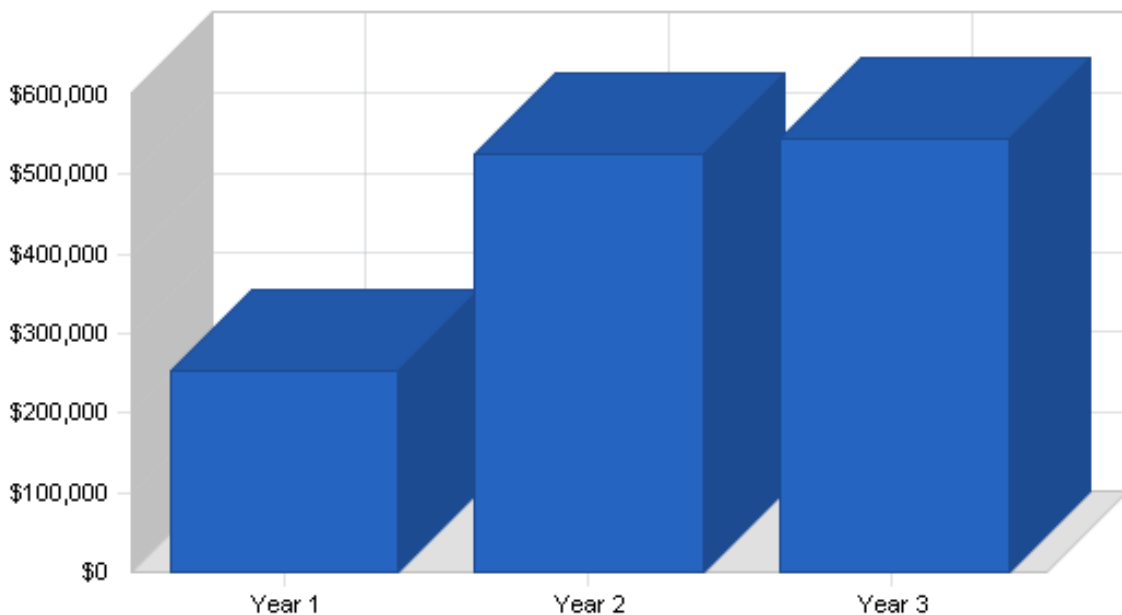
Depreciation. Depreciation was calculated as follows:

- Equipment. \$295,000 , 6 years , 12 months = \$4,097/month
- Construction: \$390,000 , 15 years , 12 months = \$2,167/month

Profit Yearly



Gross Margin Yearly



Auto Paradise

Table: Profit and Loss

Pro Forma Profit and Loss			
	Year 1	Year 2	Year 3
Sales	\$312,838	\$651,382	\$675,960
Direct Cost of Sales	\$60,297	\$125,307	\$130,018
Other Production Expenses	\$0	\$0	\$0
Total Cost of Sales	\$60,297	\$125,307	\$130,018
Gross Margin	\$252,541	\$526,075	\$545,942
Gross Margin %	80.73%	80.76%	80.77%
Expenses			
Payroll	\$42,000	\$102,000	\$120,000
Sales and Marketing and Other Expenses	\$17,400	\$34,800	\$34,800
Depreciation	\$75,168	\$150,336	\$150,336
Accounting / Legal	\$1,200	\$2,400	\$2,400
Dumpster / Telephone / Pager	\$1,500	\$3,000	\$3,000
Insurance	\$1,800	\$3,600	\$3,600
Repairs / Maintenance	\$10,200	\$20,400	\$20,400
Payroll Taxes	\$6,300	\$15,300	\$18,000
Other	\$0	\$0	\$0
Total Operating Expenses	\$155,568	\$331,836	\$352,536
Profit Before Interest and Taxes	\$96,973	\$194,239	\$193,406
EBITDA	\$172,141	\$344,575	\$343,742
Interest Expense	\$55,603	\$84,490	\$111,401
Taxes Incurred	\$7,963	\$21,950	\$17,084
Net Profit	\$33,407	\$87,800	\$64,920
Net Profit/Sales	10.68%	13.48%	9.60%

7.4 Projected Cash Flow

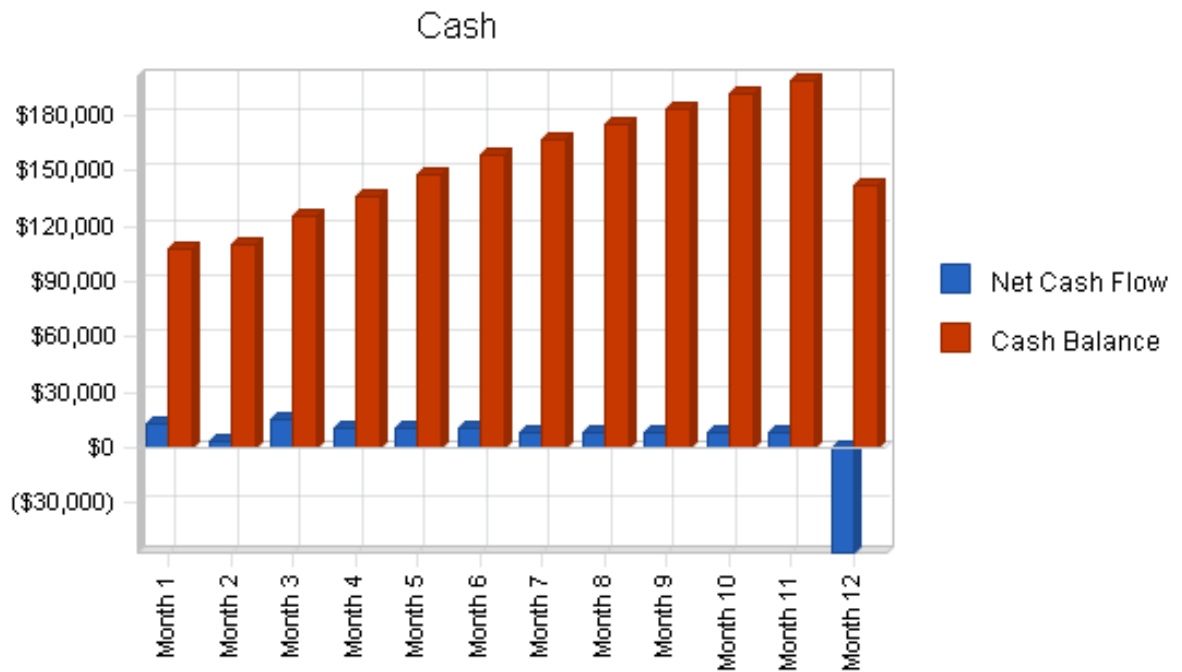
The following table outlines are estimated cash flow.

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Table: Cash Flow

Pro Forma Cash Flow			
	Year 1	Year 2	Year 3
Cash Received			
Cash from Operations			
Cash Sales	\$312,838	\$651,382	\$675,960
Subtotal Cash from Operations	\$312,838	\$651,382	\$675,960
Additional Cash Received			
Sales Tax, VAT, HST/GST Received	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$771,390	\$0
Sales of Other Current Assets	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0
Subtotal Cash Received	\$312,838	\$1,422,772	\$675,960
Expenditures			
	Year 1	Year 2	Year 3
Expenditures from Operations			
Cash Spending	\$42,000	\$102,000	\$120,000
Bill Payments	\$148,606	\$299,321	\$338,283
Subtotal Spent on Operations	\$190,606	\$401,321	\$458,283
Additional Cash Spent			
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$9,168	\$40,808	\$57,792
Purchase Other Current Assets	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$857,100	\$0
Dividends	\$65,000	\$65,000	\$65,000
Subtotal Cash Spent	\$264,774	\$1,364,229	\$581,075
Net Cash Flow	\$48,064	\$58,543	\$94,885
Cash Balance	\$142,564	\$201,107	\$295,992

Auto Paradise



7.5 Projected Balance Sheet

The following table indicates our estimated balance sheet totals.

Auto Paradise

Table: Balance Sheet

Pro Forma Balance Sheet			
	Year 1	Year 2	Year 3
Assets			
Current Assets			
Cash	\$142,564	\$201,107	\$295,992
Other Current Assets	\$0	\$0	\$0
Total Current Assets	\$142,564	\$201,107	\$295,992
Long-term Assets			
Long-term Assets	\$799,000	\$1,656,100	\$1,656,100
Accumulated Depreciation	\$75,168	\$225,504	\$375,840
Total Long-term Assets	\$723,832	\$1,430,596	\$1,280,260
Total Assets	\$866,396	\$1,631,703	\$1,576,252
Liabilities and Capital			
Current Liabilities			
Accounts Payable	\$13,656	\$25,582	\$28,003
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0
Subtotal Current Liabilities	\$13,656	\$25,582	\$28,003
Long-term Liabilities	\$690,832	\$1,421,414	\$1,363,622
Total Liabilities	\$704,488	\$1,446,996	\$1,391,625
Paid-in Capital	\$234,000	\$234,000	\$234,000
Retained Earnings	(\$105,500)	(\$137,093)	(\$114,293)
Earnings	\$33,407	\$87,800	\$64,920
Total Capital	\$161,907	\$184,707	\$184,627
Total Liabilities and Capital	\$866,396	\$1,631,703	\$1,576,252
Net Worth	\$161,907	\$184,707	\$184,627

7.6 Business Ratios

Business ratios for the years of this plan are shown below. Industry profile ratios based on the Standard Industrial Classification (SIC) code 7542, Car washes, are shown for comparison.

Auto Paradise

Table: Ratios

Ratio Analysis				
	Year 1	Year 2	Year 3	Industry Profile
Sales Growth	n.a.	108.22%	3.77%	3.00%
Percent of Total Assets				
Other Current Assets	0.00%	0.00%	0.00%	26.40%
Total Current Assets	16.45%	12.32%	18.78%	44.60%
Long-term Assets	83.55%	87.68%	81.22%	55.40%
Total Assets	100.00%	100.00%	100.00%	100.00%
Current Liabilities	1.58%	1.57%	1.78%	29.30%
Long-term Liabilities	79.74%	87.11%	86.51%	27.80%
Total Liabilities	81.31%	88.68%	88.29%	57.10%
Net Worth	18.69%	11.32%	11.71%	42.90%
Percent of Sales				
Sales	100.00%	100.00%	100.00%	100.00%
Gross Margin	80.73%	80.76%	80.77%	0.00%
Selling, General & Administrative Expenses	70.15%	67.28%	71.06%	68.20%
Advertising Expenses	0.38%	0.37%	0.36%	1.50%
Profit Before Interest and Taxes	31.00%	29.82%	28.61%	2.70%
Main Ratios				
Current	10.44	7.86	10.57	1.53
Quick	10.44	7.86	10.57	0.88
Total Debt to Total Assets	81.31%	88.68%	88.29%	57.10%
Pre-tax Return on Net Worth	25.55%	59.42%	44.42%	3.40%
Pre-tax Return on Assets	4.77%	6.73%	5.20%	8.00%
Additional Ratios				
	Year 1	Year 2	Year 3	
Net Profit Margin	10.68%	13.48%	9.60%	n.a
Return on Equity	20.63%	47.53%	35.16%	n.a
Activity Ratios				
Accounts Payable Turnover	11.88	12.17	12.17	n.a
Payment Days	27	23	29	n.a
Total Asset Turnover	0.36	0.40	0.43	n.a
Debt Ratios				
Debt to Net Worth	4.35	7.83	7.54	n.a
Current Liab. to Liab.	0.02	0.02	0.02	n.a
Liquidity Ratios				
Net Working Capital	\$128,907	\$175,525	\$267,989	n.a
Interest Coverage	1.74	2.30	1.74	n.a
Additional Ratios				
Assets to Sales	2.77	2.50	2.33	n.a
Current Debt/Total Assets	2%	2%	2%	n.a
Acid Test	10.44	7.86	10.57	n.a
Sales/Net Worth	1.93	3.53	3.66	n.a
Dividend Payout	1.95	0.74	1.00	n.a

Appendix

Table: Sales Forecast

Sales 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
Sales													
Laser Car Wash Sales	0%	\$11,596	\$11,596	\$19,961	\$19,961	\$19,961	\$19,961	\$19,961	\$19,961	\$19,961	\$19,961	\$19,961	\$19,961
Self-Serve Revenue	0%	\$3,000	\$3,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Vacuum / Vending Sales	0%	\$730	\$730	\$1,298	\$1,298	\$1,298	\$1,298	\$1,298	\$1,298	\$1,298	\$1,298	\$1,298	\$1,298
ATM Revenue	0%	\$50	\$50	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$96	\$100
RO Water Sales	0%	\$500	\$500	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750
Total Sales		\$15,876	\$15,876	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,105	\$28,109
Direct Cost of Sales													
Laser Car Wash Sales		\$2,609	\$2,609	\$4,491	\$4,491	\$4,491	\$4,491	\$4,491	\$4,491	\$4,491	\$4,491	\$4,491	\$4,491
Self-Serve Revenue		\$333	\$333	\$667	\$667	\$667	\$667	\$667	\$667	\$667	\$667	\$667	\$667
Vacuum / Vending Sales		\$146	\$146	\$260	\$260	\$260	\$206	\$260	\$260	\$260	\$260	\$260	\$260
ATM Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
RO Water Sales		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Direct Cost of Sales		\$3,088	\$3,088	\$5,417	\$5,417	\$5,417	\$5,364	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417

Appendix

Table: Personnel

Personnel Plan													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
2 Attendants, 1st site	0%	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Manager, 1st site (Owner)	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
2 Attendants, 2nd site	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Manager, 2nd site (Owner)	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total People		3	3	3	3	3	3	3	3	3	3	3	3
Total Payroll		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000

Appendix

Table: General Assumptions

General Assumptions	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Plan Month	1	2	3	4	5	6	7	8	9	10	11	12
Current Interest Rate	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%	7.50%
Long-term Interest Rate	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Tax Rate	30.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Other	0	0	0	0	0	0	0	0	0	0	0	0

Appendix

Table: Profit and Loss

Pro Forma Profit and Loss												
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Sales	\$15,876	\$15,876	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,105	\$28,109
Direct Cost of Sales	\$3,088	\$3,088	\$5,417	\$5,417	\$5,417	\$5,364	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417
Other Production Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales	\$3,088	\$3,088	\$5,417	\$5,417	\$5,417	\$5,364	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417
Gross Margin	\$12,787	\$12,787	\$22,692	\$22,692	\$22,692	\$22,745	\$22,692	\$22,692	\$22,692	\$22,692	\$22,688	\$22,692
Gross Margin %	80.55%	80.55%	80.73%	80.73%	80.73%	80.92%	80.73%	80.73%	80.73%	80.73%	80.72%	80.73%
Expenses												
Payroll	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Sales and Marketing and Other Expenses	\$1,450	\$1,450	\$1,450	\$1,450	\$1,450	\$1,450	\$1,450	\$1,450	\$1,450	\$1,450	\$1,450	\$1,450
Depreciation	\$6,264	\$6,264	\$6,264	\$6,264	\$6,264	\$6,264	\$6,264	\$6,264	\$6,264	\$6,264	\$6,264	\$6,264
Accounting / Legal	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Dumpster / Telephone / Pager	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125	\$125
Insurance	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Repairs / Maintenance	\$850	\$850	\$850	\$850	\$850	\$850	\$850	\$850	\$850	\$850	\$850	\$850
Payroll Taxes 15%	\$300	\$300	\$300	\$300	\$300	\$300	\$750	\$750	\$750	\$750	\$750	\$750
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$11,239	\$11,239	\$11,239	\$11,239	\$11,239	\$11,239	\$14,689	\$14,689	\$14,689	\$14,689	\$14,689	\$14,689
Profit Before Interest and Taxes	\$1,548	\$1,548	\$11,453	\$11,453	\$11,453	\$11,506	\$8,003	\$8,003	\$8,003	\$8,003	\$7,999	\$8,003
EBITDA	\$7,812	\$7,812	\$17,717	\$17,717	\$17,717	\$17,770	\$14,267	\$14,267	\$14,267	\$14,267	\$14,263	\$14,267
Interest Expense	\$4,662	\$4,656	\$4,651	\$4,646	\$4,641	\$4,636	\$4,631	\$4,626	\$4,621	\$4,616	\$4,611	\$4,606
Taxes Incurred	(\$934)	(\$622)	\$1,360	\$1,361	\$1,362	\$1,374	\$674	\$675	\$676	\$677	\$678	\$679
Net Profit	(\$2,179)	(\$2,486)	\$5,441	\$5,445	\$5,449	\$5,496	\$2,697	\$2,701	\$2,705	\$2,710	\$2,710	\$2,718
Net Profit/Sales	-13.73%	-15.66%	19.36%	19.37%	19.39%	19.55%	9.60%	9.61%	9.62%	9.64%	9.64%	9.67%

Appendix

Table: Cash Flow

Pro Forma 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
Cash Received												
Cash from Operations												
Cash Sales	\$15,876	\$15,876	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,105	\$28,109
Subtotal Cash from Operations	\$15,876	\$15,876	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,105	\$28,109
Additional Cash Received												
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	\$15,876	\$15,876	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,109	\$28,105	\$28,109
Expenditures												
Expenditures from Operations												
Cash Spending	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Bill Payments	\$326	\$9,801	\$10,242	\$14,404	\$14,400	\$14,394	\$14,342	\$14,148	\$14,144	\$14,139	\$14,135	\$14,131
Subtotal Spent on Operations	\$2,326	\$11,801	\$12,242	\$16,404	\$16,400	\$16,394	\$19,342	\$19,148	\$19,144	\$19,139	\$19,135	\$19,131
Additional Cash Spent												
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	\$764	\$764	\$764	\$764	\$764	\$764	\$764	\$764	\$764	\$764	\$764	\$764
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	\$65,000
Subtotal Cash Spent	\$3,090	\$12,565	\$13,006	\$17,168	\$17,164	\$17,158	\$20,106	\$19,912	\$19,908	\$19,903	\$19,899	\$84,895
Net Cash Flow	\$12,785	\$3,311	\$15,103	\$10,941	\$10,945	\$10,951	\$8,003	\$8,197	\$8,201	\$8,206	\$8,206	(\$56,786)
Cash Balance	\$107,285	\$110,596	\$125,699	\$136,640	\$147,586	\$158,536	\$166,539	\$174,737	\$182,938	\$191,144	\$199,349	\$142,564

Appendix

Table: Balance Sheet

Pro Forma Balance Sheet													
Assets	Starting Balances	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Current Assets													
Cash	\$94,500	\$107,285	\$110,596	\$125,699	\$136,640	\$147,586	\$158,536	\$166,539	\$174,737	\$182,938	\$191,144	\$199,349	\$142,564
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$94,500	\$107,285	\$110,596	\$125,699	\$136,640	\$147,586	\$158,536	\$166,539	\$174,737	\$182,938	\$191,144	\$199,349	\$142,564
Long-term Assets													
Long-term Assets	\$799,000	\$799,000	\$799,000	\$799,000	\$799,000	\$799,000	\$799,000	\$799,000	\$799,000	\$799,000	\$799,000	\$799,000	\$799,000
Accumulated Depreciation	\$0	\$6,264	\$12,528	\$18,792	\$25,056	\$31,320	\$37,584	\$43,848	\$50,112	\$56,376	\$62,640	\$68,904	\$75,168
Total Long-term Assets	\$799,000	\$792,736	\$786,472	\$780,208	\$773,944	\$767,680	\$761,416	\$755,152	\$748,888	\$742,624	\$736,360	\$730,096	\$723,832
Total Assets	\$893,500	\$900,021	\$897,068	\$905,907	\$910,584	\$915,266	\$919,952	\$921,691	\$923,625	\$925,562	\$927,504	\$929,445	\$866,396
Liabilities and Capital													
Current Liabilities													
Accounts Payable	\$0	\$9,465	\$9,762	\$13,924	\$13,920	\$13,916	\$13,871	\$13,676	\$13,672	\$13,668	\$13,664	\$13,660	\$13,656
Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$0	\$9,465	\$9,762	\$13,924	\$13,920	\$13,916	\$13,871	\$13,676	\$13,672	\$13,668	\$13,664	\$13,660	\$13,656
Long-term Liabilities													
Total Liabilities	\$700,000	\$699,236	\$698,472	\$697,708	\$696,944	\$696,180	\$695,416	\$694,652	\$693,888	\$693,124	\$692,360	\$691,596	\$690,832
Paid-in Capital													
Retained Earnings	(\$40,500)	(\$40,500)	(\$40,500)	(\$40,500)	(\$40,500)	(\$40,500)	(\$40,500)	(\$40,500)	(\$40,500)	(\$40,500)	(\$40,500)	(\$40,500)	(\$105,500)
Earnings	\$0	(\$2,179)	(\$4,666)	\$775	\$6,220	\$11,670	\$17,166	\$19,863	\$22,564	\$25,270	\$27,979	\$30,690	\$33,407
Total Capital	\$193,500	\$191,321	\$188,834	\$194,275	\$199,720	\$205,170	\$210,666	\$213,363	\$216,064	\$218,770	\$221,479	\$224,190	\$161,907
Total Liabilities and Capital	\$893,500	\$900,021	\$897,068	\$905,907	\$910,584	\$915,266	\$919,952	\$921,691	\$923,625	\$925,562	\$927,504	\$929,445	\$866,396
Net Worth	\$193,500	\$191,321	\$188,834	\$194,275	\$199,720	\$205,170	\$210,666	\$213,363	\$216,064	\$218,770	\$221,479	\$224,190	\$161,907