

Step 1 - Enter info about your company in yellow shaded boxes below.

Preparer Name	Company Name	Starting Month	Starting Year

Step 2 - Read the following instructions

This Microsoft Excel Workbook is designed to provide those starting a business or already running a business with information that will allow them to make a "go/no-go" decision. It will help a potential entrepreneur project operating profit, develop a projected income statement, balance sheet and cash flow forecast.

It is designed for a wide variety of users, from those who have little or no accounting or Excel experience to those who may be well versed in finance, accounting and the use of Microsoft Excel.

The workbook contains a number of worksheets, each documented two ways. Extensive directions and guidance for a particular page or on a specific accounting topic are found in blue boxes (like this one) on pages that are not self-explanatory.

The second way this workbook is documented is using Excel comments in a given cell. Comments are normally hidden from sight. If you see a red triangle in the upper right corner of a cell, you can hover your mouse over the triangle to see the note. As your mouse moves away from the triangle, the comment will disappear.

Comments will have a beige background. Each comment may have a specific direction for that cell, may be a reminder of something the author believes important, or may have some additional information about the accounting topic. The cells and formulas in this workbook are protected. Cells with yellow or light blue backgrounds are designed for user input. All other cells are designed to generate data based on user input.

The cells with formulas in this workbook are locked. If changes are needed, the unlock code is "1234." Please use caution when unlocking the spreadsheets. If you want to change a formula, we strongly recommend that you save a copy of this

Color-Coding:

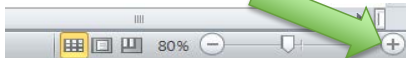
Enter Data Here

Adjust as Needed

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Need to make the numbers bigger? Increase the magnification. This will either be located in the lower right-hand corner, or in the Functions bar at the top of the page.



Start-Up Expenses Year I (Starting Balance Sheet)

Prepared By:
Owner

Company Name:
Company I

Fixed Assets	Amount	Depreciation (years)	Notes
Real Estate-Land		Not Depreciated	
Real Estate-Buildings		20	
Leasehold Improvements		7	
Equipment		7	
Furniture and Fixtures		5	
Vehicles		5	
Other		5	
Total Fixed Assets	\$ -		

Operating Capital	Amount	Notes
Pre-Opening Salaries and Wages		
Prepaid Insurance Premiums		
Inventory		
Legal and Accounting Fees		
Rent Deposits		
Utility Deposits		
Supplies		
Advertising and Promotions		
Licenses		
Other Initial Start-Up Costs		
Working Capital (Cash On Hand)		
Total Operating Capital	\$ -	
Total Required Funds	\$ -	

Sources of Funding	Percentage	Totals	Loan Rate	Term in Months	Monthly Payments	Notes
Owner's Equity	0.00%					
Outside Investors	0.00%					
Additional Loans or Debt						
Commercial Loan	0.00%		9.00%	84	-	
Commercial Mortgage	0.00%		9.00%	240	-	
Credit Card Debt	0.00%		7.00%	60	-	
Vehicle Loans	0.00%		6.00%	48	-	
Other Bank Debt	0.00%		5.00%	36	-	
Total Sources of Funding	0.00%	\$ -	Cell D 42 must equal cell C3 I		\$ -	
Total Funding Needed		\$ -	You are fully funded (Balanced)			

Existing Businesses ONLY -- Calculating Cash on Hand	
Cash	-
+ Accounts Receivable	-
+ Prepaid Expenses	-
- Accounts Payable	-
- Accrued Expenses	-
Total Cash on Hand	\$ -

Payroll Year I

Prepared By: Company Name:
 Owner Company I

Employee Types	Number of Owners /Employees	Average Hourly Pay (to 2 decimal places, ex. \$15.23)	Estimated Hrs./Week (per person)	Estimated Pay/Month (Total)	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Annual Totals
Owner(s)				\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Full-Time Employees				\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Part-Time Employees				\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Independent Contractors				\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Total Salaries and Wages	0	\$ -	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payroll Taxes and Benefits	Wage Base Limit	Percentage of Salary/Wage		Estimated Taxes & Benefits/Month (Total)	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Annual Totals
Social Security	\$ 117,000	6.20%		\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Medicare	--	1.45%		\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Federal Unemployment Tax (FUTA)	\$ 7,000	0.60%		\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
State Unemployment Tax (SUTA)	\$ 7,000	3.45%		\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Employee Pension Programs	--	0.00%		\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Worker's Compensation	--	0.00%		\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Employee Health Insurance	--	0.00%		\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Other Employee Benefit Programs	--	0.00%		\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Total Payroll Taxes and Benefits		11.70%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Salaries and Related Expenses				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Payroll Years 1-3

Prepared By:

Owner

Company Name:

Company I

Employee Types	Year 1 Totals	Growth Rate 1 to 2	Second Year	Growth Rate 2 to 3	Third Year
Owner(s)	-	20.0%	-	30.0%	-
Full-Time Employees	-	20.0%	-	30.0%	-
Part-Time Employees	-	10.0%	-	30.0%	-
Independent Contractors	-	3.0%	-	3.0%	-
Total Salaries and Wages	\$ -		\$ -		\$ -
Payroll Taxes and Benefits					
Social Security	-	20.0%	-	30.0%	-
Medicare	-	20.0%	-	30.0%	-
Federal Unemployment Tax (FUTA)	-	20.0%	-	30.0%	-
State Unemployment Tax (SUTA)	-	20.0%	-	30.0%	-
Employee Pension Programs	-	0.0%	-	0.0%	-
Worker's Compensation	-	3.0%	-	3.0%	-
Employee Health Insurance	-	3.0%	-	3.0%	-
Other Employee Benefit Programs	-	10.0%	-	10.0%	-
Total Payroll Taxes and Benefits	\$ -		\$ -		\$ -
Total Salaries and Related Expenses	\$ -		\$ -		\$ -

Sales Forecast Year I

Prepared By: _____ Company Name: _____
 Owner _____ Company I _____

Complete This Chart First:				
Product Lines	Units	Sales Price Per Unit	COGS Per Unit	Margin Per Unit
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -

Product Lines	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Annual Totals	Category Breakdown	Category / Total
Product 1															
Units Sold													0		0.0%
Total Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total COGS	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total Margin	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Product 2															
Units Sold													0		0.0%
Total Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total COGS	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Margin	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Product 3															
Units Sold													0		0.0%
Total Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total COGS	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Margin	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Product 4															
Units Sold													0		0.0%
Total Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total COGS	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Margin	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Product 5															
Units Sold													0		0.0%
Total Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total COGS	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Margin	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Product 6															
Units Sold													0		0.0%
Total Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total COGS	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Margin	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total Units Sold	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Margin	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		

Sales Forecast Years 1-3

Prepared by: Company Name:
 Owner Company I

Growth Rate Year 1 to Year 2: 10.00%
 Growth Rate Year 2 to Year 3: 10.00%

Product Lines	Year 1 Totals	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 2 Totals	Category Breakdown	Category / Total
Product 1																
Sold	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0.0%
Total Sales	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Total COGS	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Total Margin	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Product 2																
Sold	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0.0%
Total Sales	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Total COGS	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Margin	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Product 3																
Sold	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0.0%
Total Sales	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Total COGS	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Margin	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Product 4																
Sold	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0.0%
Total Sales	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Total COGS	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Margin	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Product 5																
Sold	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0.0%
Total Sales	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Total COGS	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Margin	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Product 6																
Sold	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0.0%
Total Sales	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Total COGS	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Margin	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	-	0.0%
Total Units Sold	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Total Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Total Margin	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	

Sales Forecast Years 1-3

Product Lines	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 3 Totals	Category Breakdown	Category / Total
Product 1															
Sold	0	0	0	0	0	0	0	0	0	0	0	0	0		0.0%
Total Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total COGS	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total Margin	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Product 2															
Sold	0	0	0	0	0	0	0	0	0	0	0	0	0		0.0%
Total Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total COGS	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Margin	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Product 3															
Sold	0	0	0	0	0	0	0	0	0	0	0	0	0		0.0%
Total Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total COGS	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Margin	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Product 4															
Sold	0	0	0	0	0	0	0	0	0	0	0	0	0		0.0%
Total Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total COGS	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Margin	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Product 5															
Sold	0	0	0	0	0	0	0	0	0	0	0	0	0		0.0%
Total Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total COGS	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Margin	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Product 6															
Sold	0	0	0	0	0	0	0	0	0	0	0	0	0		0.0%
Total Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total COGS	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Margin	-	-	-	-	-	-	-	-	-	-	-	-	\$ -	0.0%	0.0%
Total Units Sold	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Margin	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		

Additional Inputs

Prepared By:
Owner

Company Name:
Company 1

Accounts Receivable (A/R) Days Sales Outstanding			
Percent of Collections	Year 1	Year 2	Year 3
Paid within 30 days	100%	100%	100%
Paid between 30 and 60 days	0%	0%	0%
Paid in more than 60 days	0%	0%	0%
Allowance for bad debt	0%	0%	0%
This should equal 100% ---->	100%	100%	100%

Accounts Payable (A/P)			
Percent of Disbursements	Year 1	Year 2	Year 3
Paid within 30 days	100%	100%	100%
Paid between 30 and 60 days	0%	0%	0%
Paid in more than 60 days	0%	0%	0%
This should equal 100% ---->	100%	100%	100%

Line of Credit Assumptions	
Desired Minimum Cash Balance	0
Line of Credit Interest Rate	8.00%

Additional Fixed Assets Purchases																
Fixed Assets	Depreciation (years)	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 1 Totals	Year 2 Total	Year 3 Total
Real Estate	20	\$ -												\$ -		
Leasehold Improvements	7	\$ -												\$ -		
Equipment	7	\$ -												\$ -		
Furniture and Fixtures	5	\$ -												\$ -		
Vehicles	5	\$ -												\$ -		
Other Fixed Assets	5	\$ -												\$ -	\$ -	\$ -
Total Additional Fixed Assets		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Income Tax Assumptions	
Effective Income Tax Rate - Year 1	0.0%
Effective Income Tax Rate - Year 2	0.0%
Effective Income Tax Rate - Year 3	0.0%

Amortization of Start-Up Costs	
Amortization Period in Years	3

Operating Expenses Year I

Prepared By:
Owner

Company Name:
Company I

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Annual Totals
Expenses													
Advertising													\$ -
Car and Truck Expenses													\$ -
Commissions and Fees													\$ -
Contract Labor (Not included in payroll)													\$ -
Insurance (other than health)													\$ -
Legal and Professional Services													\$ -
Licenses													\$ -
Office Expense													\$ -
Rent or Lease -- Vehicles, Machinery, Equipment													\$ -
Rent or Lease -- Other Business Property													\$ -
Repairs and Maintenance													\$ -
Supplies													\$ -
Travel, Meals and Entertainment													\$ -
Utilities													\$ -
Miscellaneous													\$ -
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses													
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Interest													
Commercial Loan	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Commercial Mortgage	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Credit Card Debt	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Vehicle Loans	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Other Bank Debt	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Line of Credit	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Bad Debt Expense	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Total Other Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Fixed Operating Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Expenses Years 1-3

Prepared By:

Owner

Company Name:

Company I

Line Item	First Year	Growth Rate 1 to 2	Second Year	Growth Rate 2 to 3	Third Year
Advertising	-	3.0%	-	3.0%	-
Car and Truck Expenses	-	3.0%	-	3.0%	-
Commissions and Fees	-	5.0%	-	5.0%	-
Contract Labor (Not included in payroll)	-	3.0%	-	3.0%	-
Insurance (other than health)	-	3.0%	-	3.0%	-
Legal and Professional Services	-	3.0%	-	3.0%	-
Licenses	-	5.0%	-	5.0%	-
Office Expense	-	3.0%	-	3.0%	-
Rent or Lease -- Vehicles, Machinery, Equipment	-	3.0%	-	3.0%	-
Rent or Lease -- Other Business Property	-	3.0%	-	3.0%	-
Repairs and Maintenance	-	5.0%	-	5.0%	-
Supplies	-	3.0%	-	3.0%	-
Travel, Meals and Entertainment	-	3.0%	-	3.0%	-
Utilities	-	3.0%	-	3.0%	-
Miscellaneous	-	3.0%	-	3.0%	-
Total Expenses	\$ -		\$ -		\$ -
Other Expenses					
Depreciation	-		-		-
Interest					
Commercial Loan	-		-		-
Commercial Mortgage	-		-		-
Credit Card Debt	-		-		-
Vehicle Loans	-		-		-
Other Bank Debt	-		-		-
Line of Credit	-		-		-
Bad Debt Expense	-		-		-
Total Other Expenses	\$ -		\$ -		\$ -
Total Operating Expenses	\$ -		\$ -		\$ -

Cash Flow Forecast Year I

Prepared By:

Owner

Company Name:

Company I

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Totals
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cash Inflows													
Cash Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Total Cash Inflows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cash Outflows													
Investing Activities													
New Fixed Asset Purchases	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Additional Inventory													\$ -
Cost of Goods Sold	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Operating Activities													
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Payroll	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Taxes	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Financing Activities													
Loan Payments	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Owners Distribution													\$ -
Line of Credit Interest													\$ -
Line of Credit Repayments													\$ -
Dividends Paid													\$ -
Total Cash Outflows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Cash Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Line of Credit Drawdown	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Line of Credit Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Cash Flow Forecast Years 1-3

Prepared By: Company Name:
 Owner Company I

	Year 1 Totals	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Beginning Balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cash Inflows													
Cash Sales	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Receivable	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Inflows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cash Outflows													
Investing Activities													
New Fixed Asset Purchases	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Additional Inventory	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Goods Sold	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Operating Activities													
Operating Expenses	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Payroll	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Taxes	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Financing Activities													
Loan Payments	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Owners Distribution	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Line of Credit Interest	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Line of Credit Repayments	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Dividends Paid	\$ -	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Outflows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Cash Balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Line of Credit Drawdown	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash Balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Line of Credit Balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Cash Flow Forecast Years 1-3

	Year 2 Totals
Beginning Balance	
Cash Inflows	
Cash Sales	\$ -
Accounts Receivable	\$ -
Total Cash Inflows	\$ -
Cash Outflows	
Investing Activities	
New Fixed Asset Purchases	\$ -
Additional Inventory	\$ -
Cost of Goods Sold	\$ -
Operating Activities	
Operating Expenses	\$ -
Payroll	\$ -
Taxes	
Financing Activities	
Loan Payments	\$ -
Owners Distribution	\$ -
Line of Credit Interest	\$ -
Line of Credit Repayments	\$ -
Dividends Paid	\$ -
Total Cash Outflows	\$ -
Net Cash Flows	\$ -
Operating Cash Balance	
Line of Credit Drawdown	\$ -
Ending Cash Balance	
Line of Credit Balance	

Cash Flow Forecast Years 1-3

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 3 Totals
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cash Inflows													
Cash Sales	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Total Cash Inflows	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Cash Outflows													
Investing Activities													
New Fixed Asset Purchases	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Additional Inventory													\$ -
Cost of Goods Sold	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Operating Activities													
Operating Expenses	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Payroll	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Taxes	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Financing Activities													
Loan Payments	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Owners Distribution													\$ -
Line of Credit Interest	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Line of Credit Repayments													\$ -
Dividends Paid													\$ -
Total Cash Outflows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Cash Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Line of Credit Drawdown	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Line of Credit Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Income Statement Year I

Prepared By:

Owner

Company Name:

Company I

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Annual Totals
Revenue													
Product 1	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Product 2	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Product 3	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Product 4	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Product 5	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Product 6	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost of Goods Sold													
Product 1	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Product 2	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Product 3	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Product 4	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Product 5	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Product 6	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Total Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gross Margin	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses													
Advertising	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Car and Truck Expenses	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Commissions and Fees	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Contract Labor (Not included in payroll)	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Insurance (other than health)	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Legal and Professional Services	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Licenses	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Office Expense	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Rent or Lease -- Vehicles, Machinery, Equipment	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Rent or Lease -- Other Business Property	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Repairs and Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Supplies	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Travel, Meals and Entertainment	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Miscellaneous	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Other Expense 1													
Other Expense 2													
Total Operating Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Income (Before Other Expenses)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Expenses													
Amortized Start-up Expenses	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Interest													
Commercial Loan	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Commercial Mortgage	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Credit Card Debt	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Vehicle Loans	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Other Bank Debt	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Line of Credit	-	-	-	-	-	-	-	-	-	-	-	-	\$ -

Income Statement Year I

Bad Debt Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$	-	
Total Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	\$	-
Net Income Before Income Tax	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Income Tax	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Net Profit/Loss	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-

Income Statement Years 1-3

Prepared By:
Owner

Company Name:
Company I

Revenue	First Year		Second Year		Third Year	
Product 1	-		-		-	
Product 2	-		-		-	
Product 3	-		-		-	
Product 4	-		-		-	
Product 5	-		-		-	
Product 6	-		-		-	
Total Revenue	\$ -	100%	\$ -	100%	\$ -	100%
Cost of Goods Sold						
Product 1	-		-		-	
Product 2	-		-		-	
Product 3	-		-		-	
Product 4	-		-		-	
Product 5	-		-		-	
Product 6	-		-		-	
Total Cost of Goods Sold	-	0%	-	0%	-	0%
Gross Margin	-	0%	-	0%	-	0%
Payroll	-		-		-	
Operating Expenses						
Advertising	-		-		-	
Car and Truck Expenses	-		-		-	
Commissions and Fees	-		-		-	
Contract Labor (Not included in payroll)	-		-		-	
Insurance (other than health)	-		-		-	
Legal and Professional Services	-		-		-	
Licenses	-		-		-	
Office Expense	-		-		-	
Rent or Lease -- Vehicles, Machinery, Equipment	-		-		-	
Rent or Lease -- Other Business Property	-		-		-	
Repairs and Maintenance	-		-		-	
Supplies	-		-		-	
Travel, Meals and Entertainment	-		-		-	
Utilities	-		-		-	
Miscellaneous	-		-		-	
Other Expense 1						
Other Expense 2						
Total Operating Expenses	\$ -	0%	\$ -	0%	\$ -	0%
Income (Before Other Expenses)	\$ -	0%	\$ -	0%	\$ -	0%
Other Expenses						
Amortized Start-up Expenses	-		-		-	
Depreciation	-		-		-	
Interest						
Commercial Loan	-		-		-	
Commercial Mortgage	-		-		-	
Credit Card Debt	-		-		-	
Vehicle Loans	-		-		-	
Other Bank Debt	-		-		-	
Line of Credit	-		-		-	
Bad Debt Expense	-		-		-	
Total Other Expenses	\$ -	0%	\$ -	0%	\$ -	0%
Net Income Before Income Tax	\$ -		\$ -		\$ -	
Income Tax	\$ -		\$ -		\$ -	
Net Income/Loss	\$ -	0%	\$ -	0%	\$ -	0%

Balance Sheet Years 1-3

Prepared By:

Owner

Company Name:

Company I

ASSETS	First Year	Second Year	Third Year
Current Assets			
Cash	-	-	-
Accounts Receivable	-	-	-
Inventory	-	-	-
Prepaid Expenses	-	-	-
Other Initial Costs	-	-	-
Total Current Assets	\$ -	\$ -	\$ -
Fixed Assets			
Real Estate -- Land	-	-	-
Real Estate -- Buildings	-	-	-
Leasehold Improvements	-	-	-
Equipment	-	-	-
Furniture and Fixtures	-	-	-
Vehicles	-	-	-
Other	-	-	-
Total Fixed Assets	\$ -	\$ -	\$ -
(Less Accumulated Depreciation)	\$ -	\$ -	\$ -
Total Assets	\$ -	\$ -	\$ -
LIABILITIES & EQUITY			
Liabilities			
Accounts Payable	-	-	-
Commercial Loan Balance	-	-	-
Commercial Mortgage Balance	-	-	-
Credit Card Debt Balance	-	-	-
Vehicle Loans Balance	-	-	-
Other Bank Debt Balance	-	-	-
Line of Credit Balance	-	-	-
Total Liabilities	\$ -	\$ -	\$ -
Equity			
Common Stock	-	-	-
Retained Earnings	-	-	-
Dividends Dispersed/Owners Draw	-	-	-
Total Equity	\$ -	\$ -	\$ -
Total Liabilities and Equity	\$ -	\$ -	\$ -
Balance sheet in or out of balance?	\$ -	\$ -	\$ -
	Balanced!	Balanced!	Balanced!

Breakeven Analysis

Prepared By:

Owner

Company Name:

Company I

Gross Margin % of Sales	
Gross Margin	\$ -
Total Sales	\$ -
Gross Margin/Total Sales	0.0%
Total Fixed Expenses	
Payroll	\$ -
Operating Expenses	\$ -
Operating + Payroll	\$ -
Breakeven Sales in Dollars (Annual)	
Gross Margin % of Sales	0.0%
Total Fixed Expenses	\$ -
Yearly Breakeven Amount	\$ -
Monthly Breakeven Amount	\$ -

Financial Ratios - Year 1

Prepared By:

Owner

Company Name:

Company 1

Ratios	Year One	Year Two	Year Three	Industry Norms	Notes
Liquidity					
Current Ratio	0.0	0.0	0.0		
Quick Ratio	0.0	0.0	0.0		
Safety					
Debt to Equity Ratio	0.0	0.0	0.0		
Debt-Service Coverage Ratio - DSCR	0.0	0.0	0.0		
Profitability					
Sales Growth	0.0%	0.0%	0.0%		
COGS to Sales	0.0%	0.0%	0.0%		
Gross Profit Margin	0.0%	0.0%	0.0%		
SG&A to Sales	0.0%	0.0%	0.0%		
Net Profit Margin	0.0%	0.0%	0.0%		
Return on Equity (ROE)	0.0%	0.0%	0.0%		
Return on Assets	0.0%	0.0%	0.0%		
Owner's Compensation to Sales	0.0%	0.0%	0.0%		
Efficiency					
Days in Receivables	0.0	0.0	0.0		
Accounts Receivable Turnover	0.0	0.0	0.0		
Days in Inventory	0.0	0.0	0.0		
Inventory Turnover	0.0	0.0	0.0		
Sales to Total Assets	0.0	0.0	0.0		

Diagnostic Tools - Year I

Prepared By:

Owner

Company Name:

Company I

General Financing Assumptions	Value	Findings
Owner's Cash Injection into the Business	0.0%	Owner's injection might be too low in relation to the amount of money needed
Cash Request as percent of Total Required Funds	0.0%	Cash request seems reasonable with respect to total request
Loan Assumptions	Value	Findings
Commercial Loan Interest rate	9.0%	Interest rate seems reasonable
Commercial Loan Term in Months	84	Loan term seems within range for this type of loan
Commercial Mortgage Interest rate	9.0%	Interest rate seems reasonable
Commercial Mortgage Term in Months	240	Loan term seems within range for this type of loan
Debt-Service Coverage	0.0%	Calculated loan payments relative to operating profit seem reasonable
Income Statement	Value	Findings
Gross Margin as a Percent of Sales	0.0%	Gross margin percentage seems very low
Owner's Compensation Lower Limit Check	\$ -	An owner's compensation amount has not been established
Owner's Compensation Upper Limit Check	0.0%	Owner's compensation seems reasonable
Advertising Expense Levels as a Percent of Sales	0.0%	Advertising as a percent of sales may be too low
Profitability Levels	\$ -	The business is not showing a profit
Profitability as a Percent of Sales	0.0%	The projection does not seem highly unreasonable
Cash Flow Statement	Value	Findings
Desired Operating cash Flow Levels	\$ -	The financial projection provides the desired level of cash flow
Line of Credit Drawdowns	\$ -	The business doesn't seem to require a line of credit
Accounts Receivable Ratio to Sales	0.0%	Accounts receivable amount as a percent of sales seems reasonable
Balance Sheet	Value	Findings
Does the Year I Balance Sheet Balance?	\$ -	The balance sheet does balance
Debt to Equity Ratio	0.0%	Very comfortable
Breakeven Analysis	Value	Findings
Do Sales Exceed the Breakeven Level?	\$ -	The sales projection is less than the break-even amount

COGS Calculator

Prepared By:

Owner

Company Name:

Company I

Variable Costs of Products	
Timeframe:	Month
Product Line:	Widget
Raw materials	
Labor used to produce product	
Costs associated with shipping and storing raw materials	
Production facility expenses (use fraction of total if facility is used for other items)	
Total Product Expenses	\$ -
Number Units Sold in timeframe used	
Cost of Goods Sold Per Unit	Please enter all information.

Variable Costs of Services	
Timeframe:	Month
Product Line:	Project
Amount spent on labor during timeframe	
Amount spent on materials during this timeframe	
List any other variable costs associated with the delivery of your service during this timeframe.	
Total Service Expenses	\$ -
Number Units Sold During Timeframe	
Cost of Goods Sold Per Unit	Please enter all information.

Date Last Revised	Revised By	Notes
6/21/2013	Heather Hendy	<p>Tab 3a, cell O55: added margin from 6th product. Tab 3b, cells O49 and AD49: added margins from 6th product. Tab 7b: added % sales for lines 23 and 59 for all three years.</p> <p>Updated Tabs 5a, 5b, 7a, and 7b to automatically carry over debt categories from Tab 1 in case they are edited. Updated Tabs 5b, 7a and 7b to carry over expense categories from tab 5a in case they are edited.</p>
7/14/2013	Heather Hendy	<p>Tab 8 Balance Sheet Cell F41 comes from E41 + tab 6b cell AB24 + tab 6b cell AB27.</p> <p>However tab 6b cell AB27 did not have a sum total in the cell.</p> <p>So when paying Dividends in Year 3 the total for the year is not calculated and carried over to the Balance Sheet. This has now been updated.</p>
4/23/2014	Heather Hendy	<p>Comments were added to the calculation for Social Security taxes to clarify that salaries above the wage base limited (\$117,000 currently) will cause the estimate to be overstated and will require manual calculation.</p>
11/12/2015	Joe Clarke	<p>Corrected an error (typo) in Amortization Table.</p> <p>Corrected an error in the calculation of Income Tax for Year 3 on Tab 7b and set defaults on Tab 4 to those needed by most startups.</p>
4/3/2016	Joe Clarke	<p>Corrected the calculation of income tax on Tabs 7a and 7b to realize interest expenses from all loan types as well as bad debt.</p>
5/18/2016	Joe Clarke	