

BUSINESS PLAN / FINANCIAL FORECAST

Red Oak Freight

A proposed regional dry-van carrier selling loaded-mile capacity from three owned tractors and trailers.

PLANNING EDITION / 2026-10-20

YEAR 1 REVENUE

696,625.67

USD

YEAR 1 NET INCOME

-141,035.80

USD

STARTUP USES

353,000.00

USD

Your guide to the plan

Detailed · Clear & Professional | Investor fundraising

Forecast from 2027-01-01 | 3 operating years | USD | base

01	Executive summary	2
02	Company & management	2
03	Products & business model	3
04	Market & competition	4
05	Marketing & sales	4
06	Operations & milestones	5
07	Funding request & use of funds	6
08	Financial plan	6
09	Risks & contingencies	7
10	Supporting documents	8
11	Annual financial appendix	9

Planning forecast. Assumptions require review; proposed funding is not secured.

01

Executive summary

Red Oak Freight proposes a three-tractor regional dry-van carrier in Dallas-Fort Worth, Texas, USA; lanes to be validated. A proposed regional dry-van carrier selling loaded-mile capacity from three owned tractors and trailers. The central launch decision is: Can the paid three-truck fleet collect sufficient loaded-mile fees after fuel, repairs, insurance and empty movement?

Business overview

Shippers and authorized intermediaries with defined freight, lane, timing and payment requirements. Three tractors supply one available-mile pool. Loaded realization is applied once, then spot, dedicated, expedited, multistop and drop-and-hook freight divide sold loaded miles. Seasonal demand changes within a fixed fleet ceiling. The business will accept assignments within this service boundary and quote separately or refer work that falls outside it.

Key priorities

Test paid loads on specific lanes and record loaded/empty miles, driver time, fuel, detention, repair interruption and collection. The seasonal pattern is an assumption, not an observed freight series. Dedicated and spot work compete for the same tractor. Repeat shipper interest matters only when the collected fee supports the actual complete movement. The proposed first operating month is January 2027. The owner should confirm service readiness, paid staffing and available cash before opening the calendar.

Financial highlights

The proposal requires \$600,000.00 in equity. Launch spending is \$353,000.00, leaving \$247,000.00 in opening cash. Year 1 revenue is \$696,625.67 and net income is -\$141,035.80. The first-year operating shortfall means sales do not yet cover the paid team and overhead. Funding provides time to establish demand; it does not remove that shortfall. The initial project outlay is not recovered within three operating years.

02

Company & management

Red Oak Freight will operate as an independent service business. The working owner will control scope, staffing, commercial terms and weekly cash decisions; legal formation and the ownership agreement must be completed before trading.

Company background

Red Oak Freight is a fictional Dallas-Fort Worth regional carrier with three used sleeper tractors, three dry-van trailers and leased parking/admin space. It does not operate a brokerage or own customer cargo. Lanes and actual operating eligibility remain unverified. No carrier authority, shipper contract, driver credential or insured fleet is presented as already obtained.

Ownership & management

The proposed owner contribution is \$400,000.00; the remaining \$200,000.00 is sought from external equity investors. The owner is also paid for an operating role. Investment valuation, ownership percentages, voting rights and distribution terms remain to be agreed.

Team & responsibilities

Three paid drivers operate the three tractors. Half-time dispatch/billing and half-time operations management are separately compensated coverage budgets, not additional drivers. Driver payroll sits outside direct fuel and repair purchases and is counted once. The illustrative employee allowance applies to each paid salary row; an actual roster must also handle leave, qualification and disruption. Drivers: 3 × \$6,000.00 monthly, plus a 15% employer-cost allowance; Dispatch billing: 1 × \$2,500.00 monthly, plus a 15% employer-cost allowance; Operations manager: 1 × \$3,750.00 monthly, plus a 15% employer-cost allowance. A weekly roster must cover delivery, preparation, travel, administration, leave and absence. The owner's salary appears once in payroll; contributed time is not an additional cash contribution.

03

Products & business model

The offer is limited to work the team can define, price and deliver consistently. Each agreement should identify the buyer, included tasks, access requirements, deliverables, acceptance and payment terms.

Products & services

The five loaded-mile categories are spot freight, dedicated lanes, expedited freight, multistop retail and drop-and-hook work. They allocate the same fleet mileage once. The price is per loaded mile, rather than per trip, new customer or all road miles. Special accessories, cargo resale and broker commissions are not added as separate revenue streams.

Pricing & revenue streams

29700 available loaded mile units per month × 68% utilization = 20196 sold units before ramp and seasonality. This shared capacity pool allocates completed work. 5 mutually exclusive service shares allocate that pool once. Each price is per loaded mile. The 3-month ramp, 4% annual requested-volume growth, normalized monthly seasonality and 2% annual price growth are illustrative. Fractional units are expected monthly averages, not partial completed customer assignments. Actual scheduling, completed work and collections still need validation. Spot freight: 35% of the shared capacity at \$2.90 per loaded mile. Dedicated lanes: 30% of the shared capacity at \$3.10 per loaded mile. Expedited: 10% of the shared capacity at \$3.75 per loaded mile. Multistop retail: 15% of the shared capacity at \$3.35 per loaded mile. Drop and hook: 10% of the shared capacity at \$2.85 per loaded mile. Fees exclude customer sales tax. Confirm scope and any exceptional materials before accepting a fixed price.

Customer value

The proposed promise is a defined lane movement with agreed freight handling, timing and documentation. An available-mile assumption cannot certify a compliant or feasible driver schedule. Lane routing, rest, detention and empty repositioning require operational review. No guaranteed delivery performance, fuel surcharge recovery or exclusive dedicated contract is demonstrated.

04 Market & competition

The initial market is the specific buyer and buying occasion described below. The launch should be justified by paid work in a practical service area, rather than by applying a market-share percentage to a broad industry estimate.

Target customers

Shippers and authorized intermediaries with defined freight, lane, timing and payment requirements. Confirm who commissions the work, who supplies access or records and who authorizes payment. Keep the initial territory small enough to support the promised response and delivery time.

Demand & validation

Test paid loads on specific lanes and record loaded/empty miles, driver time, fuel, detention, repair interruption and collection. The seasonal pattern is an assumption, not an observed freight series. Dedicated and spot work compete for the same tractor. Repeat shipper interest matters only when the collected fee supports the actual complete movement.

Competition & positioning

Buyers may use another carrier, a broker-arranged alternative or a different freight schedule. Compare equipment, lane, loading constraints, claims responsibility and payment terms. No market-rate index or competitor cost advantage is claimed. A higher per-mile fee can still produce poor contribution if empty miles, waiting or cargo exposure are greater.

05 Marketing & sales

The acquisition process should bring in work that fits the team and produces collected contribution after delivery costs. Track qualified opportunities, accepted quotes, completed work and cash received as separate steps.

Customer acquisition

Dispatch and management would seek suitable shippers and approved intermediaries and screen lane fit before accepting work. Recurring customer acquisition and load-board systems are separate from launch promotion. Track collected contribution by lane and source. Do not imply access to a private shipper network, authority status or completed performance history.

Sales process

Confirm the authorized counterparty, freight, equipment fit, lane, rate, accessorial terms and delivery evidence before dispatch. Invoice accepted completed movements under the blended collection assumption. There is no factored-receivable facility, prepaid freight account or customer credit insurance in the model. Billing/credit contingency is a paid scenario allowance, not a forecast write-off ledger.

Retention & measurement

Retain dispatch and delivery records, investigate detention and claims, and review collected lane contribution before renewing work. A dedicated allocation is a scenario category rather than an executed contract. A repeat buyer does not justify overbooking the fixed fleet. Any performance statement or reference requires actual records and permission.

06

Operations & milestones

Delivery must fit the paid team's hours, equipment and service window. Work should enter the calendar only after scope, competence, access and required resources are confirmed.

Facilities & resources

Launch assets include three used tractors, three trailers, securement/safety equipment and office hardware. Fuel and selected spares have a small physical holding allowance; outside repairs and tolls cannot be stocked. Parking deposit and major unquoted condition work are excluded. First-year repair ratios remain fixed in the narrowed case, making aging and major failures explicit sensitivities. The launch asset budget is Three used sleeper tractors: \$255,000.00; Three dry-van trailers: \$75,000.00; Securement and safety equipment: \$6,000.00; Office equipment: \$4,500.00.

Service delivery

Screen the load and counterparty, verify dispatch readiness, plan the actual route and driver schedule, record pickup/delivery evidence and reconcile mileage before invoicing. This is a commercial outline, not a transport safety procedure. Empty repositioning and downtime reduce realized loaded miles. Three tractors cannot become additional fleet capacity because several freight categories appear in the forecast.

Launch & development milestones

Validate operating eligibility, driver and equipment readiness, actual insurance, parking and maintenance terms, then complete controlled paid lane trials. Review loaded realization, detention, repair cost and receivable timing. Do not add a tractor until demand and funding are evidenced. The example supplies no operating approval, completed lane test or committed fleet finance.

07

Funding request & use of funds

All proposed equity must be available before launch payments. The funding plan separates equipment and setup spending from the cash reserve needed to support operations.

Use of funds

Launch spending totals \$353,000.00: \$340,500.00 for assets, \$10,500.00 for expensed setup and \$2,000.00 for opening inventory. Setup covers an allowance for formation, professional preparation, training and launch work. Refundable premises deposits and additional site work are excluded until scoped quotes are available.

Sources of funding

Total proposed equity is \$600,000.00, comprising \$400,000.00 from the owner and \$200,000.00 from external investors. Neither contribution is committed. No borrowing is included, and financing receipts are separate from earned revenue.

Owner contribution

The owner must confirm the availability and transfer date of the \$400,000.00 contribution. Salary pays for the owner's continuing operating work. The company still needs cash for payroll, equipment and supplier invoices, even when the owner contributes additional time.

Funding request

The external equity request is \$200,000.00. Receiving all proposed equity leaves \$247,000.00 of opening cash and a forecast funding gap of \$0.00. The gap measures a cash shortfall after assumed funding; it is not a substitute for the investment request. Agree investor rights and reporting before accepting funds.

08

Financial plan

The forecast covers January 2027-December 2029 in USD, with launch spending reported separately. Its usefulness depends on the service mix, fee, staffing cost and collection terms below.

Forecast assumptions

29700 available loaded mile units per month × 68% utilization = 20196 sold units before ramp and seasonality. This shared capacity pool allocates completed work. 5 mutually exclusive service shares allocate that pool once. Each price is per loaded mile. The 3-month ramp, 4% annual requested-volume growth, normalized monthly seasonality and 2% annual price growth are illustrative. Fractional units are expected monthly averages, not partial completed customer assignments. Actual scheduling, completed work and collections still need validation. Direct costs are 45.5% of net fees. Only purchased materials enter inventory; outside services are not stocked. Salaries are operating expenses, outside the direct-cost ratio. Salaries and fixed overhead grow 3% annually. Collections take 30 days, supplier payments 5 days and inventory coverage 2 days. The 21% flat income-tax provision and 15% employer-cost allowance are simplified planning inputs.

Financial outlook

Year 1: revenue \$696,625.67, EBITDA -\$76,321.51, net income -\$141,035.80 and closing cash \$116,183.28. Year 2: revenue \$798,897.88, EBITDA -\$35,890.21, net income -\$100,604.49 and closing cash \$76,858.18. Year 3: revenue \$847,470.84, EBITDA -\$24,048.94, net income -\$88,763.23 and closing cash \$49,165.50. The first-year operating shortfall means sales do not yet cover the paid team and overhead. Funding provides time to establish demand; it does not remove that shortfall. EBITDA excludes depreciation, interest and income tax; net income includes depreciation and the tax provision.

Cash needs & financial resilience

The lowest forecast cash balance is \$46,361.34, and the funding gap is \$0.00. Positive monthly operating EBITDA is not reached within the three years. The initial project outlay is not recovered within three operating years. Cash differs from profit because of equipment spending, depreciation, collection delays and financing. Review the monthly low point before committing the reserve.

Debt & repayment

No debt or investor distributions are included. Any borrowing option needs an amount, draw date, interest rate and repayment schedule before its affordability can be assessed. Pre-tax project payback measures recovery of the operating investment; it is not a promised dividend, investor return or financing approval.

09

Risks & contingencies

The main exposure is committing paid resources before collected sales justify them. The owner should use the service-specific risks below to decide when to narrow the offer, defer spending or stop.

Key risks

The forecast retains losses throughout the horizon and no recovery of startup uses. Fuel, insurance, repairs, empty miles, cargo claims and slower collections can worsen cash while salaries continue. Used equipment may require much more work than the initial repair ratio. The proposed external equity is a scenario assumption, not available finance.

Contingency actions

Accept lanes against verified driver/equipment constraints and collected contribution, rather than fee per loaded mile alone. Test fuel increases, weaker loaded realization, downtime and delayed collection while retaining payroll. Narrow lanes or defer equipment commitments when evidence is weak. Additional equity supplies reserve but does not establish profitable carrier economics.

10

Supporting documents

The launch decision needs commercial evidence as well as a forecast. Maintain an organized working file so that costs, commitments and delivery capacity can be reviewed before money is spent.

Available supporting information

The operating proposal defines the customer, service boundary, paid roles, launch assets and collection terms. The accompanying annual financial statements set out earnings, cash flow and the balance sheet for the three-year period. All funding remains a proposal; the business is at the prelaunch stage.

Documents to obtain

Actual authority and registration requirements, driver qualifications, compliant dispatch arrangements, inspected equipment, cargo/auto cover, maintenance and parking quotes, counterparty terms, paid lane logs and signed equity commitments remain outstanding. No current rate quote, carrier license, proven delivery record or secured financing is attached. Record the actual fee, total delivery effort and date of payment for each trial assignment. Update the forecast and funding decision when quotes, commitments or measured results change a material assumption.

THE FINANCIAL FORECAST

Annual financial appendix

All amounts are USD and cover the forecast period. Operating years exclude pre-opening expenses; closing balances are never added together.

Cash & operating summary

Indicator	USD
Minimum cash, including prelaunch	46,361.34
Unfunded cash gap	0.00
Operating-period net income	-330,403.52
Final closing cash	49,165.50

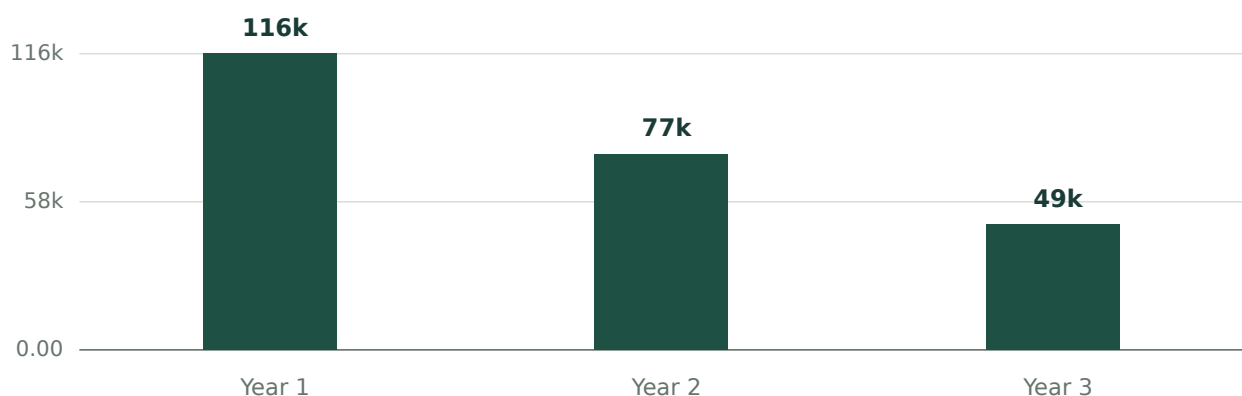
Profit and loss - USD

Item	Year 1	Year 2	Year 3
Revenue	696,625.67	798,897.88	847,470.84
Cost of goods sold	316,964.68	363,498.53	385,599.28
Gross profit	379,660.99	435,399.35	461,871.56
Operating expenses	455,982.50	471,289.56	485,920.50
EBITDA	-76,321.51	-35,890.21	-24,048.94
Depreciation	64,714.29	64,714.28	64,714.29
Interest expense	0.00	0.00	0.00
Income tax	0.00	0.00	0.00
Net income	-141,035.80	-100,604.49	-88,763.23

Cash flow - USD

Item	Year 1	Year 2	Year 3
Opening cash	247,000.00	116,183.28	76,858.18
Operating cash flow	-130,816.72	-39,325.10	-27,692.68
Investing cash flow	0.00	0.00	0.00
Financing cash flow	0.00	0.00	0.00
Net cash movement	-130,816.72	-39,325.10	-27,692.68
Closing cash	116,183.28	76,858.18	49,165.50

Closing cash, year by year



Year-end cash balances. Exact figures appear in the cash-flow table above.

Balance sheet - USD

Item	Year 1	Year 2	Year 3
Cash	116,183.28	76,858.18	49,165.50
Receivables	59,621.13	63,246.08	67,091.44
Inventory	1,371.29	1,454.66	1,543.10
Fixed assets, net	275,785.71	211,071.43	146,357.14
Total assets	452,961.41	352,630.35	264,157.18
Payables	4,497.21	4,770.64	5,060.70
Loan balances	0.00	0.00	0.00
Total liabilities	4,497.21	4,770.64	5,060.70
Equity	448,464.20	347,859.71	259,096.48
Reconciliation difference	0.00	0.00	0.00

Launch budget & proposed funding

Item	USD
Setup expenses	10,500.00
Asset purchases	340,500.00
Opening stock purchases	2,000.00
Equity contributions	600,000.00
Loan proceeds	0.00
Cash at launch	247,000.00
Opening inventory balance	2,000.00
Opening loan balance	0.00

Operating break-even - USD

Measure	Year 1	Year 2	Year 3
Break-even revenue	841,999.97	867,260.19	893,278.35
Margin of safety	-145,374.30	-68,362.31	-45,807.51

Project payback

Measure	Forecast result
Initial project outlay (USD)	353,000.00
Payback	Not recovered within the forecast
Final cumulative project cash (USD)	-550,834.50

Review before committing

11 financial checks passed; 0 require attention. The forecast is a planning scenario, not an audit, financing approval or promised return.

Planning model, not audited accounts or tax advice. Revenue is invoiced as earned; monthly subscriptions only. Annual prepayments, refundable deposits, milestone invoices, unbilled contract assets, customer taxes, seller settlements, capitalized interest and tax-loss carryforwards are not modeled.

Collection and supplier terms use 30-day monthly interpolation. Inventory purchases and non-stock direct costs use supplier terms; operating costs, setup costs, taxes and opening stock are paid immediately. Stock coverage applies only to linked goods costs. Production stock is tracked separately at unit cost.

Fictional editorial scenario. Prices, workload, wages, costs and financing are illustrative planning inputs, not current quotes, measured local averages or actual company results.

Source first-year three-tractor loaded-mile format retained for 36 months: 29,700 available miles, 68% realization, original mix/fees and seasonality. Staffing/assets fixed; three-month ramp and 4% requested growth replace later fleet expansion. Direct costs use first-year 45.5%, without source aging steps. Stock is a new two-day physical fuel/spares allowance linked only to goods; five-day blended payment lag retained. Setup paid once, deposit excluded. Simplified tax 21%; 2% fees and 3% payroll/fixed-cost growth.

A 15% illustrative employer allowance is added to paid salaries. The flat 21% native tax provision is a simplified planning input, not an entity or personal tax opinion. Customer sales-tax receipts/remittances and owner distributions are outside this scenario.

All equity is proposed, uncommitted month-0 cash. No debt is modeled. Opening cash is a reserve, not an extra startup expense. Asset/setup/insurance/premises allowances need scoped quotes; refundable premises deposits and site-specific additional works are excluded.

Calculation basis: operating and pre-opening periods remain separate. Stock, supplier terms, depreciation and debt terms affect profit and cash differently. Payback is project cash before financing, not an investor distribution. Review the assumptions and accounting policies alongside these statements.