

FINANCIAL REPORT / 01

The financial picture

Cedar Aquifer | USD | 3 operating years | base scenario

Revenue, profit and cash flow.

Year 1 revenue

603,790.00

USD

Year 1 net income

-121,235.99

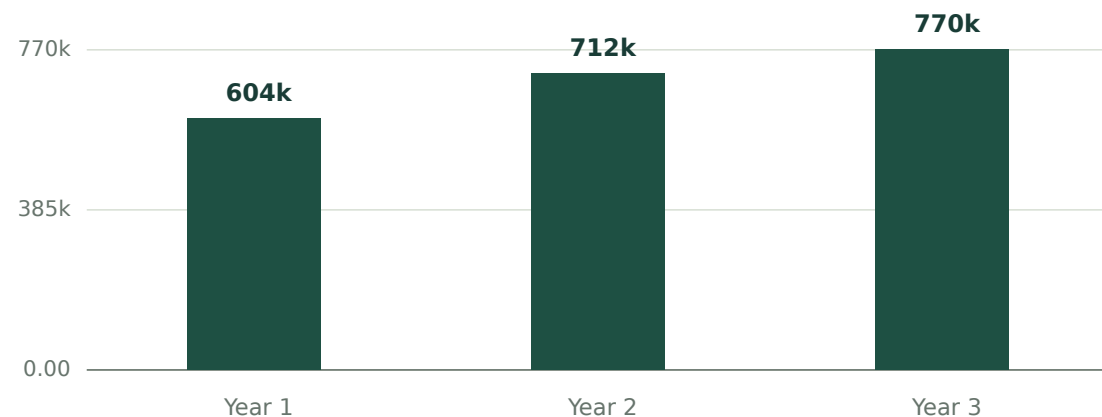
USD

Minimum cash

144,587.95

Includes the pre-opening period

ANNUAL REVENUE



Inside this report

- 02 Profit & loss
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- 04 Year-end balance sheet
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Planning forecast. Populated illustrative inputs are complete but unverified. Proposed funding is not a commitment.

FINANCIAL REPORT / 02

Profit & loss

USD | Annual operating results; pre-opening expenses are separate.

Measure	Year 1	Year 2	Year 3
Net revenue	603,790.00	712,164.72	769,992.72
Cost of sales	211,326.50	249,257.88	269,497.44
Gross profit	392,463.50	462,906.84	500,495.28
Operating expenses	421,413.78	436,764.12	450,961.08
EBITDA	-28,950.28	26,142.72	49,534.20
Depreciation	92,285.71	92,285.72	92,285.71
Interest expense	0.00	0.00	0.00
Tax provision	0.00	0.00	0.00
Net income	-121,235.99	-66,143.00	-42,751.51

YEAR 1 EBITDA

-28,950.28

YEAR 2 EBITDA

26,142.72

YEAR 3 EBITDA

49,534.20

Expense rows are positive charges. Net income retains its sign. Tax is the planning provision; annual losses do not reverse provisions already calculated within the year.

FINANCIAL REPORT / 03

Cash flow

USD | Flows exclude launch; opening and closing cash are balances.

Measure	Year 1	Year 2	Year 3
Opening cash	186,350.00	147,975.63	172,865.93
Customer collections	581,834.00	710,381.90	768,065.12
Supplier payments	198,794.59	248,727.48	268,923.98
Operating expenses paid	421,413.78	436,764.12	450,961.08
Interest paid	0.00	0.00	0.00
Tax provision paid	0.00	0.00	0.00
Operating cash flow	-38,374.37	24,890.30	48,180.06
Investing cash flow	0.00	0.00	0.00
Financing cash flow	0.00	0.00	0.00
Net change in cash	-38,374.37	24,890.30	48,180.06
Closing cash	147,975.63	172,865.93	221,045.99

Supplier payments differ from cost of sales because stock and supplier terms affect timing. Positive financing cash is funding, not customer revenue or profit.

FINANCIAL REPORT / 04

Year-end balance sheet

USD | Closing positions at the end of each operating year.

Measure	Year 1	Year 2	Year 3
Cash	147,975.63	172,865.93	221,045.99
Accounts receivable	21,956.00	23,738.82	25,666.42
Inventory	5,635.37	6,092.97	6,587.71
Net fixed assets	447,714.29	355,428.57	263,142.86
Total assets	623,281.29	558,126.29	516,442.98
Accounts payable	12,167.28	13,155.28	14,223.48
Loan balance	0.00	0.00	0.00
Total liabilities	12,167.28	13,155.28	14,223.48
Equity and retained earnings	611,114.01	544,971.01	502,219.50
Reconciliation difference	0.00	0.00	0.00

Closing balances show the end-of-year position; monthly balances are never summed. A zero reconciliation difference means assets equal liabilities plus equity.

FINANCIAL REPORT / 05

Launch budget & funding

USD | Before opening; proposed sources and uses.

STARTUP USES

Use	USD
Fixed assets	540,000.00
Expensed setup	17,650.00
Opening inventory	6,000.00
Total startup uses	563,650.00

PROPOSED FUNDING

Source / balance	USD
Combined equity	750,000.00
Loan proceeds	0.00
Cash after startup uses	186,350.00

MINIMUM CASH THROUGHOUT THE FORECAST

144,587.95

USD

UNFUNDED CASH GAP

0.00

A deficit measure, not secured financing

Equity and loans shown here are planning assumptions. Cash remaining after launch is the initial operating buffer; it is not an additional startup expense.

FINANCIAL REPORT / 06

Break-even & project payback

USD | Operating profitability and investment recovery are separate measures.

Annual measure	Year 1	Year 2	Year 3
Break-even revenue	650,484.00	669,999.01	690,098.85
Margin of safety	-46,694.00	42,165.71	79,893.87

PROJECT PAYBACK

Not reached within 3 years

Project measure	USD
Initial project outlay	563,650.00
Cumulative project cash at forecast end	-528,954.01
Peak project cash deficit	605,412.05

Operating break-even excludes depreciation, interest and income tax. Project payback uses pre-tax project cash before financing and is not a dividend or an investor payout.

FINANCIAL REPORT / 07

Assumptions & review

The operating assumptions, accounting policies and items requiring review.

11 financial checks passed | 0 need attention | 6 forecast warnings

- 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 five-year crew-day case narrowed to 36 months: one rig, 20 available days and the original five shares/fees; fixed paid roster, three-month ramp and 6% requested growth. Owner economic pay has no employer allowance; actual employees have 15%. Fourteen physical stock days apply only to goods, replacing nine blended days; payment uses 19 blended days. Setup paid once; deposit excluded. Source tax treatment replaced by a simplified 21% provision. Fee, payroll and fixed-cost growth are 2%, 3% and 3%.
- Employer-cost allowances follow each paid role row. A zero allowance on owner economic remuneration does not establish the owner's personal tax treatment. The flat 21% income-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.