

XYZ Test Company

Forecast period Jan 1, 2026 – Dec 31, 2028 | Prepared October 15, 2026

Print ranges are set on most tabs.

Open a tab, then choose File > Print.

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Opened in Protected View? Click Enable Editing in the yellow bar at the top of Excel so your figures load and calculate.

PLEASE DO NOT CHANGE FIGURES IN THIS WORKBOOK. To make a change, go back to Startup Financial Plan AI, change your inputs and download a new workbook — it costs nothing during your 12 months and keeps your plan under version control. The loaded tabs are protected; changing figures here turns the control checks on tab 14 red.

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2	2 Dashboard	Layer 1 — Understand	One-page overview	KPIs, four charts with a plain-English sentence under each, plan insights, financial health with targets
3	3 Key Assumptions	Layer 3 — Verify	What drives the forecast	Pricing, volume, growth, staffing, costs, financing — the 15 Years 2–3 boxes (print them from tab 3A)
4	4 Startup & Funding	Layer 3 — Verify	Initial capital	Startup assets, inventory, reserve; owner, family and investor equity; loans
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6	6 Cost Model	Layer 3 — Verify	Cost structure	Variable costs, payroll & labor, fixed operating, non-operating
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11	11 Benchmark Analysis	Layer 2 — Analyze	Test reasonableness	Company ratios vs. benchmark ranges you enter (or the optional benchmarking add-on)
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14	14 Control Checks	Controls	Accuracy & completeness	Automatic checks that the loaded figures are complete, agree and balance
	IN Profile	Inputs	Plan data (loaded)	Company profile, labels, products, funding, assumptions, benchmarks
	IN Year 1 FS	Inputs	Year 1 statements (loaded)	Income statement, balance sheet, cash flow — monthly
	IN Year 2 FS	Inputs	Year 2 statements (loaded)	Income statement, balance sheet, cash flow — monthly
	IN Year 3 FS	Inputs	Year 3 statements (loaded)	Income statement, balance sheet, cash flow — monthly
	IN Profile Summary	Inputs	Your plan data — printable	A short, print-friendly summary of the IN Profile tab

HOW TO USE THIS WORKBOOK — THREE LAYERS

Executive Dashboard → KPIs → charts → forecast insights. Start here: you can understand the forecast without opening another tab.

Layer 1 — Understand

Financial Ratios → Benchmark Analysis → Break-Even & Sensitivity. Interpret performance, test reasonableness and see the risks. Change the yellow cells on tab 12 to test scenarios.

Layer 2 — Analyze

Key Assumptions → Startup & Funding → Sales Forecast → Cost Model → Income Statement → Balance Sheet → Cash Flow → Monthly Detail. For your CPA, SCORE mentor, consultant, investor or banker to drill into.

Layer 3 — Verify

CONVENTIONS

Live formulas

Every figure outside the IN tabs is a formula. Change an input and the whole workbook recalculates.

Loaded inputs

Grey cells with blue text on the four IN tabs were loaded from your plan in Startup Financial Plan AI. Do not edit them here: to change a figure, go back to the software, make the change there and download a new workbook.

Scenario levers

Yellow cells on tab 11 (your benchmark ranges) and tab 12 (what-if levers) are yours to change. They do not alter the loaded statements.

Signs

Statements show revenue as positive and costs in parentheses. The IN tabs use the accounting sign convention: debits positive, credits negative.

Protection

Tabs are protected without a password to prevent accidental changes. Your figures come from your plan, so change them in the software, not here — changing figures here turns the control checks red. The yellow cells on tabs 11 and 12 are the only cells meant for your own entries.

Control checks

Tab 14 re-checks completeness, agreement to your locked statements and balance every time the file opens.

Printing

Each report is set up to print: open the tab and use File > Print. Tab 3A prints your Years 2–3 targets on one page.

FINANCIAL FORECASTING DISCLAIMER

A forecast prepared with Startup Financial Plan AI is an estimate based on the information and assumptions that you provide. Actual results may differ substantially from the forecast. Startup Financial Plan LLC does not verify your information, and it does not audit, certify, or examine any report.

The Software does not provide accounting, tax, legal, investment, or lending advice. Income taxes are estimated using U.S. federal and state corporate income tax rates. A forecast does not guarantee that a lender will approve a loan or that an investor will provide funding.

You should review every report carefully before you rely on it or share it, and you should consult a qualified professional before you make significant financial decisions.

ABOUT THIS FILE

Template version	XLWB-TPL-1.6
Load ID	CS1-XYZ-DEMO-0003
Loaded (UTC)	2026-10-15T12:00:00Z
Software release	Case Study No. 1 demonstration load
Source	Locked statements: XYZ-FY2026-STMT-LOCK-v2.0 / XYZ-FY2027-STMT-LOCK-S9v1.1 / XYZ-FY2028-STMT-LOCK-S9v1.1
Produced by	Startup Financial Plan AI — https://startupfinancialplan.ai
Support	matt@startupfinancialplan.ai

WHERE DID THIS WORKBOOK COME FROM?

This three-year financial plan was produced with Startup Financial Plan AI, a ten-step financial planning service built by a retired financial professional for U.S. startup and small business owners.

[Received this workbook with a loan application, or from a client? See how it was built, and refer other business owners to the same service, at https://startupfinancialplan.ai](https://startupfinancialplan.ai)

[TRAINING VIDEO: watch the Step 10 Excel Workbook walk-through on YouTube - https://youtu.be/29cXa6InVV0](https://youtu.be/29cXa6InVV0)

[COMPANION PDF FINANCIAL PLAN: this workbook is one of two deliverables. Startup Financial Plan AI also produces your PDF Financial Plan from the same figures - a presentation-ready report of your plan for banks, investors and advisors. Use the workbook for the numbers and what-if changes, and the PDF to present your plan.](#)

Questions about the service: matt@startupfinancialplan.ai

2 Executive Dashboard

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

One-page overview — how much you sell, whether you are profitable, whether you have enough cash, and what drives the results.

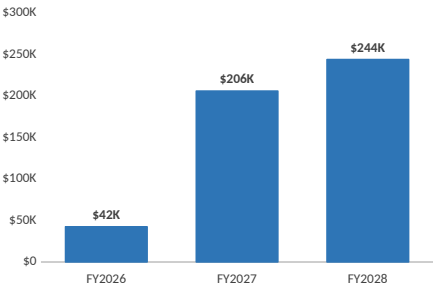
3-YEAR REVENUE	YEAR 3 REVENUE	YEAR 3 NET INCOME	YEAR 3 ENDING CASH	BREAK-EVEN POINT	FUNDING REQUIRED
\$492,154	\$243,863	(\$13,744)	(\$24,162)	Not within 36 mo.	\$142,000
<i>Years 1–3 combined</i>	<i>Up 18.5% on Year 2</i>	<i>Net margin -5.6%</i>	<i>Lowest: (\$24,162) in Dec 2028</i>	<i>Year 3 break-even sales \$263,520</i>	<i>Raised at startup; about \$24,162 more needed (first shortfall Aug 2027)</i>

WHAT YOU SHOULD KNOW ABOUT THIS PLAN

ALERT	Cash: cash turns negative in August 2027 (month 20). About \$24,162 of additional funding is needed by December 2028 to keep cash at zero.
ALERT	Profitability: no month with sales shows positive net income within 36 months. The net loss narrows from \$34,987 in Year 2 to \$13,744 in Year 3; Year 3 product sales would need to rise about 8% to break even.
NOTE	Gross margin: margin on product sales moves from 66.8% in Year 1 to 69.9% in Year 3 (+3.1 points).
NOTE	Largest cost: Payroll Expense (W-2) is the largest operating expense in Year 2 at \$64,584 (40% of operating expenses).
NOTE	Leverage: loans are 36% of the \$142,000 raised at startup; loans payable fall from \$45,733 at the end of Year 1 to \$27,852 at the end of Year 3.

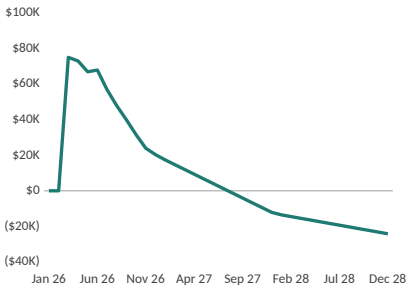
THE FINANCIAL PICTURE — four questions every owner asks

Are my sales growing?



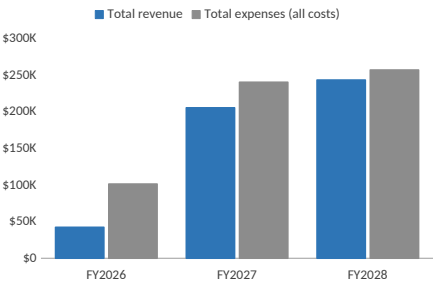
Total revenue is \$42,413 in FY2026, \$205,878 in FY2027 and \$243,863 in FY2028, up 18% on the year before.

Will I have enough cash?



Cash is lowest at (\$24,162) in Dec 2028. Cash first falls below zero in Aug 2027 — arrange more funding before then.

Are my sales covering my costs?



In FY2028, revenue of \$243,863 does not cover total costs of \$257,606 (all costs, including depreciation, interest and tax).

When will I make a profit?



The plan shows a loss of \$59,176 in FY2026, a loss of \$34,987 in FY2027 and a loss of \$13,744 in FY2028.

FINANCIAL HEALTH — 12 decision ratios (details on 10 Financial Ratios)

Area	Metric	FY2026	FY2027	FY2028	Status (Y3)	What it means — and the target
Growth	Revenue growth %	n/a	385.4%	18.5%	Healthy	Year 3 revenue is 18.5% above Year 2 (Year 2 grows 385% over a partial start-up Year 1). Target: rule of thumb at least 5%
Profitability	Gross margin % (product sales)	66.8%	68.6%	69.9%	Healthy	Each \$1 of product sales leaves 70 cents after product costs in Year 3. Target: rule of thumb at least 35%
Profitability	Operating margin %	-134.2%	-15.4%	-4.6%	Concern	After depreciation, operations lose 4.6% of revenue in Year 3. Target: rule of thumb at least 5%

Profitability	Net profit margin %	-139.5%	-17.0%	-5.6%	Concern	The business loses 5.6% of every revenue dollar in Year 3. Target: rule of thumb at least 3%
Liquidity	Current ratio	2.72x	overdrawn	overdrawn	Concern	Cash is overdrawn at the end of Year 3, so short-term obligations are not covered — see the funding shortfall on 12 Break-Even. Target: rule of thumb at least 1.50
Liquidity	Quick ratio	2.37x	overdrawn	overdrawn	Concern	Cash is overdrawn at the end of Year 3, so liquid assets do not cover short-term obligations. Target: rule of thumb at least 1.00
Leverage	Debt-to-equity	1.48x	neg. equity	neg. equity	Concern	Total equity is negative at the end of Year 3: accumulated losses exceed the money invested. Target: rule of thumb at most 1.50
Coverage	Debt service coverage	-7.13x	-1.71x	0.02x	Concern	Cash earnings (EBITDA) cover loan payments 0.02 times in Year 3. Target: rule of thumb at least 1.25
Efficiency	Asset turnover	0.53x	n/a	n/a	N/A	Not meaningful while cash is overdrawn or total assets are zero. Target: rule of thumb at least 1.00
Working capital	A/R days	n/a	n/a	n/a	N/A	Not applicable — sales are collected when made. Target: rule of thumb at most 45
Working capital	Inventory days	n/a	19 days	19 days	Healthy	Inventory on hand covers about 19 days of product costs. Target: rule of thumb at most 90
Cash	Cash runway (months)	3.4 mo	0.0 mo	0.0 mo	Concern	Cash is used up by the end of Year 3 — additional funding is needed. Target: rule of thumb at least 6.0

Status colours: green = Healthy (on or above target) · yellow = Monitor (review) · red = Concern (act) · grey = N/A (does not apply). Targets are your own benchmark ranges (tab 11) where you entered them, otherwise general rules of thumb (tab 10). This plan is a planning tool — see the notice on 1 Introduction.

3 Key Assumptions

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

What drives your plan — Year 1 plan inputs and the 15 Years 2–3 choices made in Step 9. Section C also prints on its own from tab 3A Execution Targets.

A. BUSINESS PROFILE

Company	XYZ Test Company
Business type	Sole proprietorship — single owner
Industry / NAICS	Consumer products / retail
Forecast period	Forecast period Jan 1, 2026 – Dec 31, 2028
First operating month	March 2026
First sales month	August 2026

B. YEAR 1 PLAN DRIVERS (Steps 1–4)

Product / service	Unit	Price	Unit cost	Unit margin	Units sold Y1	Revenue Y1
Sales Revenue — Frozen Foods	units	\$18.50	\$5.14	72% / \$13.36	1,330	\$24,605
Sales Revenue — Dry Goods	units	\$7.50	\$3.82	49% / \$3.68	600	\$4,500
Sales Revenue — Cosmetics	units	\$12.30	\$4.65	62% / \$7.65	960	\$11,808

△ **CRITICAL ASSUMPTION** — your Year 1 prices and units above drive every later year and every profit figure. Have a sound basis for each estimate so the plan is realistic, not overly optimistic.

Total startup funding raised	\$142,000
Inventory policy	Inventory held at about 18.7 days of product cost
Payroll taxes & benefits load	0.0%
Income tax rate	0.0%
Depreciation method	Straight-line; starts the month after purchase
Loan payments	Start the month after the asset is acquired; see 4 Startup & Funding for terms
Check	No payroll taxes or benefits are included. If you pay W-2 wages, lenders expect employer payroll taxes — check Step 1.

C. YEARS 2–3 — YOUR 15 BOXES (Step 9 Forecast Builder) — printable on tab 3A Execution Targets

Box	Adjustment	Field	Year 2	Year 3	Recommended	Typical range	Status	Owner note
1	Sell more	Growth in units sold	10.0%	15.0%	10.0% / 15.0%	5.0%–25.0% / 5.0%–30.0%	Recommended	
2	Raise prices	Average price increase	2.0%	3.0%	2.0% / 3.0%	1.0%–5.0% / 2.0%–6.0%	Recommended	
3	Add a new product or service	New-line sales for the year	-	-	\$0 / \$0	Note required if planned	None planned	
		New-line cost of goods, % of its sales	45.0%	45.0%	45.0% / 45.0%			
4	Supplier price increases	Increase in your unit cost	3.0%	3.5%	3.0% / 3.5%	2.0%–6.0% / 2.0%–7.0%	Recommended	
5	Better buying power	Gross-margin improvement	1.0 pts	1.5 pts	1.0 / 1.5	0.0–3.0 / 0.0–4.0	Recommended	
6	Raises for your team	Annual raise	3.5%	3.5%	3.5% / 3.5%	2.5%–5.0% / 2.5%–5.0%	Recommended	
7	New hires	New full-time employees	0.0 FTE	0.0 FTE	0 / 0	0–2 / 0–3	None planned	
		Average annual salary per hire	\$45,000	\$45,000	\$45,000 / \$45,000			
8	Contractor rates	Rate increase	3.0%	3.0%	3.0% / 3.0%	2.0%–5.0% / 2.0%–5.0%	Recommended	
9	Rent	Annual rent increase	3.0%	3.0%	3.0% / 3.0%	0.0%–5.0% / 0.0%–5.0%	Recommended	
10	Marketing	Increase in marketing spend	10.0%	10.0%	10.0% / 10.0%	5.0%–20.0% / 5.0%–25.0%	Recommended	
11	Insurance	Premium increase	5.0%	5.0%	5.0% / 5.0%	3.0%–8.0% / 3.0%–8.0%	Recommended	
12	Everyday overhead	Method (Per line / One rate)	Per line	Per line	Per line / Per line		Recommended	
		One rate for all lines (if chosen)	3.0%	3.0%	3.0% / 3.0%	0.0%–8.0% / 0.0%–8.0%		
13	Buy equipment or vehicles	Purchase amount	-	-	\$0 / \$0	Note required if planned	None planned	
		Useful life	5 yrs	5 yrs	5 / 5			
14	New loan or owner money	New loan amount	-	-	\$0 / \$0	Note required if planned	None planned	

	Owner money put in	-	-	\$0 / \$0	Note required if planned		
15	Take money out or set surplus aside	Owner distributions · surplus cash set aside	\$0 · \$0	\$0 · \$0	\$0 / \$0	Note required if planned	None planned

D. HANDLED AUTOMATICALLY — nothing for the owner to enter

Starting point for Year 2	December 2026 run-rate × 12 (G-01): December product sales \$15,291 × 12 = \$183,492; seasonal index 1.00 because Case Study 1 defines no Step 3 seasonal pattern. Flat monthly lines (office, legal, HR, insurance) use the normal monthly amount × 12.
Seasonality & product mix	No seasonal pattern is defined in Case Study 1, so Years 2–3 are spread evenly over 12 months at the December 2026 product mix.
One-time Year 1 items	Crowdfunding other income (\$1,500) does not repeat. Case Study 1 has no startup-cost or grant items.
Everyday overhead rates	Recommended per-line rates: Office supplies +3% / +3%; Accounting & bookkeeping +3% / +3% (base \$1,395 incl. \$195 annual filing fee); Legal fees 0% / 0%; HR support 0% / +5%.
Loan interest & principal	Existing schedules continue: Furniture & Fixtures 7.0%, \$98.10/month; Vehicle 8.0%, \$891.90/month (combined \$990.00). No new loans.
Year 1 carry-overs	None — Year 1 is cash basis (no receivables, payables or tax payable).

Sources: Steps 1–4 (Year 1 plan) and Step 9 Years 2 & 3 Forecast Builder. Values are loaded by the software; change them in the app and re-download.

3A Execution Targets — Years 2 and 3

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

The targets your plan depends on. Print this page (File > Print) and keep it in front of you as you run the business.

If a target is not obtainable, go back to Step 9 in Startup Financial Plan AI, change it, and download a new workbook — it costs nothing during your 12 months. A plan you can actually execute is worth more than an optimistic one.

YEARS 2–3 — YOUR 15 BOXES (Step 9 Forecast Builder)								
Box	Adjustment	Field	Year 2	Year 3	Recommended	Typical range	Status	Owner note
1	Sell more	Growth in units sold	10.0%	15.0%	10.0% / 15.0%	5.0%–25.0% / 5.0%–30.0%	Recommended	
2	Raise prices	Average price increase	2.0%	3.0%	2.0% / 3.0%	1.0%–5.0% / 2.0%–6.0%	Recommended	
3	Add a new product or service	New-line sales for the year	-	-	\$0 / \$0	Note required if planned	None planned	
		New-line cost of goods, % of its sales	45.0%	45.0%	45.0% / 45.0%			
4	Supplier price increases	Increase in your unit cost	3.0%	3.5%	3.0% / 3.5%	2.0%–6.0% / 2.0%–7.0%	Recommended	
5	Better buying power	Gross-margin improvement	1.0 pts	1.5 pts	1.0 / 1.5	0.0–3.0 / 0.0–4.0	Recommended	
6	Raises for your team	Annual raise	3.5%	3.5%	3.5% / 3.5%	2.5%–5.0% / 2.5%–5.0%	Recommended	
7	New hires	New full-time employees	0.0 FTE	0.0 FTE	0 / 0	0–2 / 0–3	None planned	
		Average annual salary per hire	\$45,000	\$45,000	\$45,000 / \$45,000			
8	Contractor rates	Rate increase	3.0%	3.0%	3.0% / 3.0%	2.0%–5.0% / 2.0%–5.0%	Recommended	
9	Rent	Annual rent increase	3.0%	3.0%	3.0% / 3.0%	0.0%–5.0% / 0.0%–5.0%	Recommended	
10	Marketing	Increase in marketing spend	10.0%	10.0%	10.0% / 10.0%	5.0%–20.0% / 5.0%–25.0%	Recommended	
11	Insurance	Premium increase	5.0%	5.0%	5.0% / 5.0%	3.0%–8.0% / 3.0%–8.0%	Recommended	
12	Everyday overhead	Method (Per line / One rate)	Per line	Per line	Per line / Per line		Recommended	
		One rate for all lines (if chosen)	3.0%	3.0%	3.0% / 3.0%	0.0%–8.0% / 0.0%–8.0%		
13	Buy equipment or vehicles	Purchase amount	-	-	\$0 / \$0	Note required if planned	None planned	
		Useful life	5 yrs	5 yrs	5 / 5			
14	New loan or owner money	New loan amount	-	-	\$0 / \$0	Note required if planned	None planned	
		Owner money put in	-	-	\$0 / \$0	Note required if planned		
15	Take money out or set surplus aside	Owner distributions · surplus cash set aside	\$0 · \$0	\$0 · \$0	\$0 / \$0	Note required if planned	None planned	

4 Startup Costs & Funding

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

Initial capital requirements and where the money comes from (Steps 1–2).

A. USES OF FUNDS — what the startup money pays for

#	Use of funds	Category	Amount	% of total
1	Furniture & Fixtures	Fixed asset	\$10,000	7.0%
2	Vehicles	Fixed asset	\$50,000	35.2%
3	Initial inventory	Inventory	\$3,012	2.1%
4	Working capital & operating reserve (balance of funds raised)	Reserve	\$78,988	55.6%

Total uses of funds

\$142,000

B. SOURCES OF FUNDS — where the money comes from

#	Source of funds	Type	Amount	% of total	Month received
1	Owner personal savings	Equity	\$75,000	52.8%	Mar 2026
2	Family investment	Equity	\$15,000	10.6%	Jun 2026
3	Crowdfunding campaign	Other income	\$1,500	1.1%	Apr 2026
4	Furniture & Fixtures term loan	Debt	\$6,500	4.6%	Apr 2026
5	Vehicle term loan	Debt	\$44,000	31.0%	May 2026

Total sources of funds

\$142,000

Check: sources – uses (should be zero)

-

C. CAPITALIZATION MIX

Funding type	Amount	% of total
Owner & investor equity	\$90,000	63.4%
Loans	\$50,500	35.6%
Other (grants, crowdfunding)	\$1,500	1.1%

D. LOAN TERMS

#	Loan	Principal	APR	Term (mo.)	Monthly payment	First payment	Annual debt service
1	Furniture & Fixtures term loan	\$6,500	7.00%	84	\$98.10	May 2026	\$1,177
2	Vehicle term loan	\$44,000	8.00%	60	\$891.90	Jun 2026	\$10,703

E. FIXED ASSETS ACQUIRED

#	Asset class	In service	Cost (end Y1)	Life (yrs)	Annual depreciation
1	Furniture & Fixtures	Apr 2026	\$10,000	7.0	\$1,429
2	Vehicles	May 2026	\$50,000	5.0	\$10,000

F. CHART DATA — Sources and Uses of Startup Funding

Component	Sources	Uses
Equity	\$90,000	-
Debt	\$50,500	-
Other income	\$1,500	-
Fixed assets	-	\$60,000
Inventory	-	\$3,012
Pre-opening	-	-
Reserve & other	-	\$78,988

5 Sales Forecast

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

Where revenue comes from — units × price by product, monthly Year 1 and annual Years 1–3.

A. GROWTH DRIVERS (Step 9 boxes 1–3)

Driver	FY2026	FY2027	FY2028
Growth in units sold	Base year	10.0%	15.0%
Average price increase	Base year	2.0%	3.0%
New product / service sales	Base year	-	-

Year 2 base

December 2026 run-rate × 12 (G-01): December product sales \$15,291 × 12 = \$183,492; seasonal index 1.00 because Case Study 1 defines no Step 3 seasonal pattern. Flat monthly lines (office, legal, HR, insurance) use the normal m

Check: December sales are 2.0 times the September–November average. Year 2 starts from December, so a strong December raises Years 2 and 3. If December is a seasonal peak, set your seasonal pattern in Step 3.

B. UNITS AND AVERAGE PRICE BY PRODUCT

Units sold	FY2026	FY2027	FY2028	Avg. price	FY2026	FY2027	FY2028
Sales Revenue — Frozen Foods	1,330	7,524	8,653		\$18.50	\$18.87	\$19.44
Sales Revenue — Dry Goods	600	2,508	2,884		\$7.50	\$7.65	\$7.88
Sales Revenue — Cosmetics	960	3,564	4,099		\$12.30	\$12.55	\$12.92

C. REVENUE BY PRODUCT — units × price reconciled to the income statement

Units × price	FY2026	FY2027	FY2028	Per income sta	FY2026	FY2027	FY2028	Diff FY2026	Diff FY2027	Diff FY2028
Sales Revenue — Frozen Foods	\$24,605	\$141,978	\$168,173		\$24,605	\$141,978	\$168,173	-	-	-
Sales Revenue — Dry Goods	\$4,500	\$19,186	\$22,726		\$4,500	\$19,186	\$22,726	-	-	-
Sales Revenue — Cosmetics	\$11,808	\$44,714	\$52,964		\$11,808	\$44,714	\$52,964	-	-	-

Total product sales **\$40,913** **\$205,878** **\$243,863**

Growth in total product sales

Year 2 vs Year 1 annualized from December (\$183,492)

12.2%

403.2%

18.5%

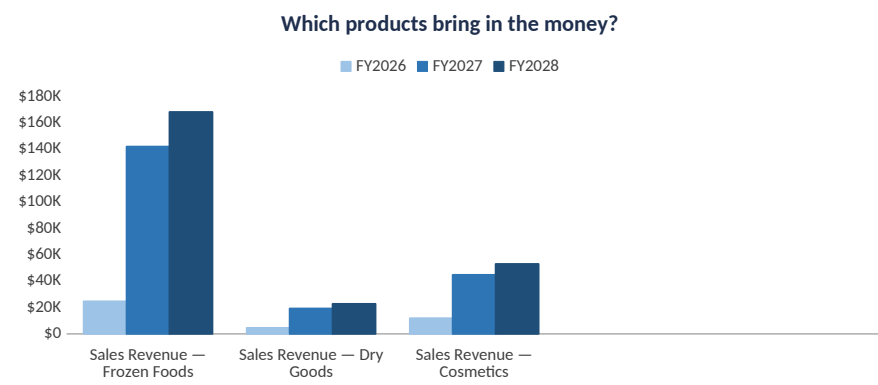
D. YEAR 1 MONTHLY — units sold and revenue

Units sold	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Total
Sales Revenue — Frozen Foods	-	-	-	-	-	-	-	150	160	190	260	570	1,330
Sales Revenue — Dry Goods	-	-	-	-	-	-	-	60	80	120	150	190	600
Sales Revenue — Cosmetics	-	-	-	-	-	-	-	-	200	230	260	270	960

Revenue	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Total
Sales Revenue — Frozen Foods	-	-	-	-	-	-	-	\$2,775	\$2,960	\$3,515	\$4,810	\$10,545	\$24,605
Sales Revenue — Dry Goods	-	-	-	-	-	-	-	\$450	\$600	\$900	\$1,125	\$1,425	\$4,500
Sales Revenue — Cosmetics	-	-	-	-	-	-	-	-	\$2,460	\$2,829	\$3,198	\$3,321	\$11,808

Total product sales	-	-	-	-	-	-	-	\$3,225	\$6,020	\$7,244	\$9,133	\$15,291	\$40,913
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Sales Revenue — Frozen Foods is your largest product line in FY2028, at 69% of product sales.

6 Cost Model

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

The cost structure — variable product costs, people, fixed operating costs and non-operating costs.

A. VARIABLE COSTS — cost of goods sold by product

Product	Unit cost Y1	Unit cost Y3	FY2026	FY2027	FY2028	Change Y2	Change Y3	% of sales Y3
COGS — Frozen Foods	\$5.14	\$4.99	\$6,836	\$38,414	\$43,199	461.9%	12.5%	25.7%
COGS — Dry Goods	\$3.82	\$3.87	\$2,292	\$9,676	\$11,176	322.2%	15.5%	49.2%
COGS — Cosmetics	\$4.65	\$4.63	\$4,464	\$16,623	\$18,991	272.4%	14.2%	35.9%

Total cost of goods sold			\$13,592	\$64,713	\$73,366			30.1%
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B. OPERATING EXPENSES BY LINE

Expense	Category	Behaviour	FY2026	FY2027	FY2028	Change Y2	Change Y3	% of rev. Y3
Payroll Expense (W-2)	PAY	Fixed	\$33,350	\$64,584	\$66,844	93.7%	3.5%	27.4%
Labor — Subcontractors	LAB	Fixed	\$19,315	\$39,737	\$40,930	105.7%	3.0%	16.8%
Office Supplies	GA	Fixed	\$699	\$1,236	\$1,273	76.8%	3.0%	0.5%
Marketing & Promotion	MKT	Fixed	\$22,940	\$51,348	\$56,483	123.8%	10.0%	23.2%
Legal Fees	GA	Fixed	\$350	\$600	\$600	71.4%	-	0.2%
HR Support	GA	Fixed	\$350	\$600	\$630	71.4%	5.0%	0.3%
Accounting & Bookkeeping	GA	Fixed	\$895	\$1,437	\$1,480	60.5%	3.0%	0.6%
Insurance	GA	Fixed	\$1,050	\$1,890	\$1,985	80.0%	5.0%	0.8%

Total operating expenses			\$78,949	\$161,432	\$170,224			69.8%
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Year 2 starts from December's run-rate × 12 (see 5 Sales Forecast), so Year 2 costs rise with Year 2 sales and a full year of operations — not from price increases alone.

C. OPERATING EXPENSE MIX BY CATEGORY

Category	Code	FY2026	FY2027	FY2028	% of opex Y3
Payroll & benefits	PAY	\$33,350	\$64,584	\$66,844	39.3%
Contract labor	LAB	\$19,315	\$39,737	\$40,930	24.0%
Marketing & promotion	MKT	\$22,940	\$51,348	\$56,483	33.2%
Rent & occupancy	OCC	-	-	-	-
General & administrative	GA	\$3,344	\$5,763	\$5,968	3.5%
Other operating	OTH	-	-	-	-
Total (agrees to section B)		\$78,949	\$161,432	\$170,224	

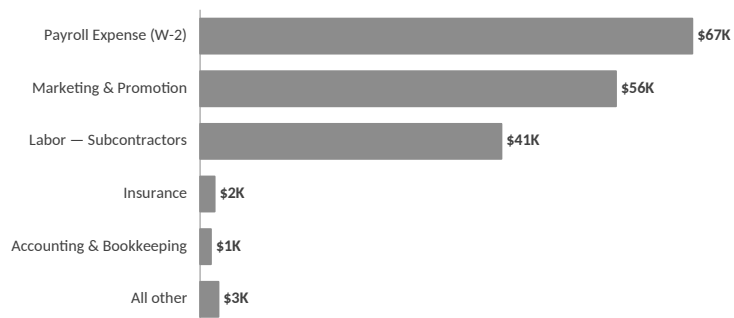
D. NON-OPERATING & ONE-TIME COSTS

Item	FY2026	FY2027	FY2028
Depreciation	\$6,786	\$11,429	\$11,429
Interest	\$2,262	\$3,292	\$2,587
Income taxes	-	-	-
One-time startup / pre-opening	-	-	-

E. TOTAL COST STRUCTURE

Measure	FY2026	FY2027	FY2028
Total costs (COGS + opex + non-operating)	\$101,589	\$240,865	\$257,606
Payroll & labor share of operating expenses	66.7%	64.6%	63.3%
Operating expenses as % of total revenue	186.1%	78.4%	69.8%

Where is my money going? (Year 3 operating expenses)



Payroll Expense (W-2) is your largest operating expense in FY2028 at \$66,844, 39% of operating expenses. The five largest lines make up 99%.

7 Income Statement

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

Profitability — Years 1–3 with % of revenue, and monthly detail for Year 1. All amounts link to 13 Monthly Detail.

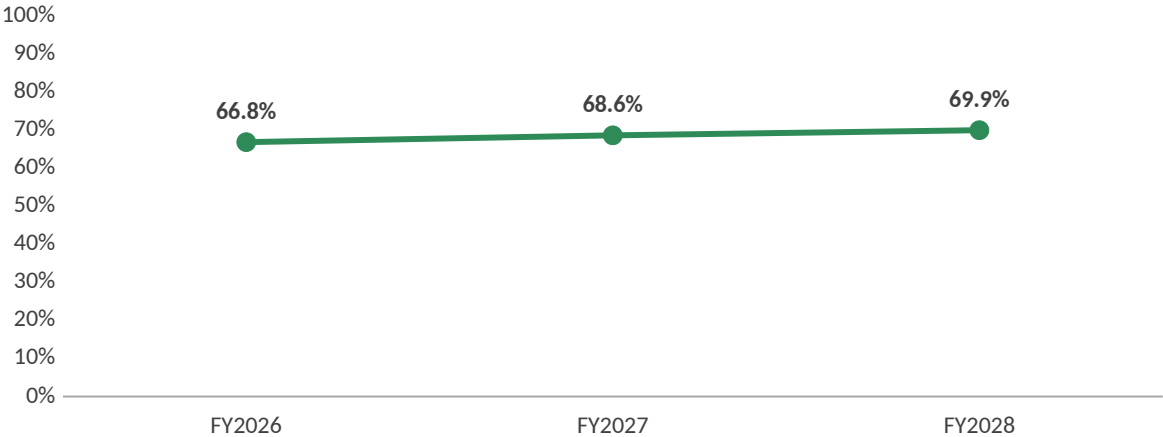
	FY2026	FY2027	FY2028	3-Year	% of rev.	% of rev.	% of rev.
	Year 1	Year 2	Year 3	Total	Year 1	Year 2	Year 3
REVENUE							
Sales Revenue — Frozen Foods	\$24,605	\$141,978	\$168,173	\$334,756	58.0%	69.0%	69.0%
Sales Revenue — Dry Goods	\$4,500	\$19,186	\$22,726	\$46,412	10.6%	9.3%	9.3%
Sales Revenue — Cosmetics	\$11,808	\$44,714	\$52,964	\$109,486	27.8%	21.7%	21.7%
Sales revenue (products & services)	\$40,913	\$205,878	\$243,863	\$490,654	96.5%	100.0%	100.0%
Other Income — Crowdfunding	\$1,500	-	-	\$1,500	3.5%	-	-
Total revenue	\$42,413	\$205,878	\$243,863	\$492,154	100.0%	100.0%	100.0%
COST OF GOODS SOLD							
COGS — Frozen Foods	(\$6,836)	(\$38,414)	(\$43,199)	(\$88,449)	(16.1%)	(18.7%)	(17.7%)
COGS — Dry Goods	(\$2,292)	(\$9,676)	(\$11,176)	(\$23,144)	(5.4%)	(4.7%)	(4.6%)
COGS — Cosmetics	(\$4,464)	(\$16,623)	(\$18,991)	(\$40,077)	(10.5%)	(8.1%)	(7.8%)
Total cost of goods sold	(\$13,592)	(\$64,713)	(\$73,366)	(\$151,671)	(32.0%)	(31.4%)	(30.1%)
Gross profit	\$28,821	\$141,165	\$170,496	\$340,483	68.0%	68.6%	69.9%
OPERATING EXPENSES							
Payroll Expense (W-2)	(\$33,350)	(\$64,584)	(\$66,844)	(\$164,778)	(78.6%)	(31.4%)	(27.4%)
Labor — Subcontractors	(\$19,315)	(\$39,737)	(\$40,930)	(\$99,982)	(45.5%)	(19.3%)	(16.8%)
Office Supplies	(\$699)	(\$1,236)	(\$1,273)	(\$3,208)	(1.6%)	(0.6%)	(0.5%)

Marketing & Promotion	(\$22,940)	(\$51,348)	(\$56,483)	(\$130,771)	(54.1%)	(24.9%)	(23.2%)
Legal Fees	(\$350)	(\$600)	(\$600)	(\$1,550)	(0.8%)	(0.3%)	(0.2%)
HR Support	(\$350)	(\$600)	(\$630)	(\$1,580)	(0.8%)	(0.3%)	(0.3%)
Accounting & Bookkeeping	(\$895)	(\$1,437)	(\$1,480)	(\$3,812)	(2.1%)	(0.7%)	(0.6%)
Insurance	(\$1,050)	(\$1,890)	(\$1,985)	(\$4,925)	(2.5%)	(0.9%)	(0.8%)

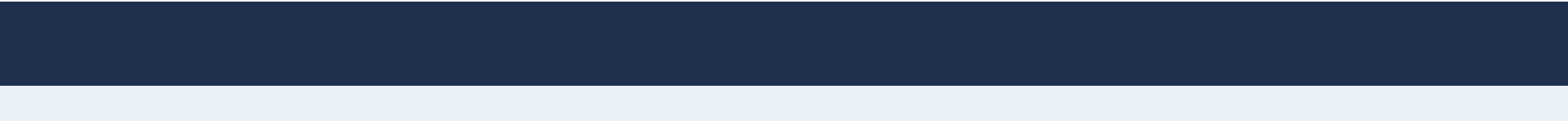
Total operating expenses	(\$78,949)	(\$161,432)	(\$170,224)	(\$410,606)	(186.1%)	(78.4%)	(69.8%)
Operating income before depreciation (EBITDA)	(\$50,128)	(\$20,267)	\$272	(\$70,123)	(118.2%)	(9.8%)	0.1%
NON-OPERATING & ONE-TIME ITEMS							
One-time startup / pre-opening expenses	-	-	-	-	-	-	-
Depreciation expense	(\$6,786)	(\$11,429)	(\$11,429)	(\$29,643)	(16.0%)	(5.6%)	(4.7%)
Interest expense	(\$2,262)	(\$3,292)	(\$2,587)	(\$8,141)	(5.3%)	(1.6%)	(1.1%)
Income tax expense	-	-	-	-	-	-	-
Total non-operating & one-time items	(\$9,048)	(\$14,720)	(\$14,016)	(\$37,784)	(21.3%)	(7.1%)	(5.7%)
Net income (loss)	(\$59,176)	(\$34,987)	(\$13,744)	(\$107,906)	(139.5%)	(17.0%)	(5.6%)
Gross margin % (on total revenue)	68.0%	68.6%	69.9%	69.2%			
Net margin %	(139.5%)	(17.0%)	(5.6%)	(21.9%)			

Notes: Year 1 includes start-up months before the first sale. Years 2–3 start from the December run-rate. Costs appear in parentheses. Blank rows are unused line slots in the standard model.

Am I keeping enough of each sales dollar? (gross margin %)



After product costs you keep 70 cents of each sales dollar in FY2028, compared with 67 cents in FY2026.



Monthly detail — Year 1 (FY2026)

Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Total FY2026
-	-	-	-	-	-	-	\$2,775	\$2,960	\$3,515	\$4,810	\$10,545	\$24,605
-	-	-	-	-	-	-	\$450	\$600	\$900	\$1,125	\$1,425	\$4,500
-	-	-	-	-	-	-	-	\$2,460	\$2,829	\$3,198	\$3,321	\$11,808
-	-	-	-	-	-	-	\$3,225	\$6,020	\$7,244	\$9,133	\$15,291	\$40,913
-	-	-	\$1,500	-	-	-	-	-	-	-	-	\$1,500
-	-	-	\$1,500	-	-	-	\$3,225	\$6,020	\$7,244	\$9,133	\$15,291	\$42,413
-	-	-	-	-	-	-	(\$771)	(\$822)	(\$977)	(\$1,336)	(\$2,930)	(\$6,836)
-	-	-	-	-	-	-	(\$229)	(\$306)	(\$458)	(\$573)	(\$726)	(\$2,292)
-	-	-	-	-	-	-	-	(\$930)	(\$1,070)	(\$1,209)	(\$1,256)	(\$4,464)
-	-	-	-	-	-	-	(\$1,000)	(\$2,058)	(\$2,505)	(\$3,118)	(\$4,911)	(\$13,592)
-	-	-	\$1,500	-	-	-	\$2,225	\$3,962	\$4,740	\$6,015	\$10,380	\$28,821
-	-	-	-	-	(\$4,500)	(\$4,500)	(\$4,500)	(\$4,500)	(\$4,950)	(\$5,200)	(\$5,200)	(\$33,350)
-	-	-	-	-	(\$2,500)	(\$2,500)	(\$2,500)	(\$2,500)	(\$2,950)	(\$3,150)	(\$3,215)	(\$19,315)
-	-	-	-	-	(\$100)	(\$100)	(\$100)	(\$100)	(\$100)	(\$100)	(\$99)	(\$699)
-	-	-	-	-	(\$2,600)	(\$2,600)	(\$2,800)	(\$3,400)	(\$3,800)	(\$3,850)	(\$3,890)	(\$22,940)
-	-	-	-	-	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$350)
-	-	-	-	-	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$350)

-	-	-	-	-	(\$100)	(\$100)	(\$100)	(\$100)	(\$100)	(\$100)	(\$295)	(\$895)
-	-	-	-	-	(\$150)	(\$150)	(\$150)	(\$150)	(\$150)	(\$150)	(\$150)	(\$1,050)
-	-	-	-	-	(\$10,050)	(\$10,050)	(\$10,250)	(\$10,850)	(\$12,150)	(\$12,650)	(\$12,949)	(\$78,949)
-	-	-	\$1,500	-	(\$10,050)	(\$10,050)	(\$8,025)	(\$6,888)	(\$7,411)	(\$6,635)	(\$2,569)	(\$50,128)
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	(\$119)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$6,786)
-	-	-	-	(\$38)	(\$331)	(\$327)	(\$322)	(\$318)	(\$313)	(\$309)	(\$304)	(\$2,262)
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	(\$157)	(\$1,283)	(\$1,279)	(\$1,274)	(\$1,270)	(\$1,265)	(\$1,261)	(\$1,256)	(\$9,048)
-	-	-	\$1,500	(\$157)	(\$11,333)	(\$11,329)	(\$9,300)	(\$8,158)	(\$8,676)	(\$7,897)	(\$3,825)	(\$59,176)

8 Balance Sheet

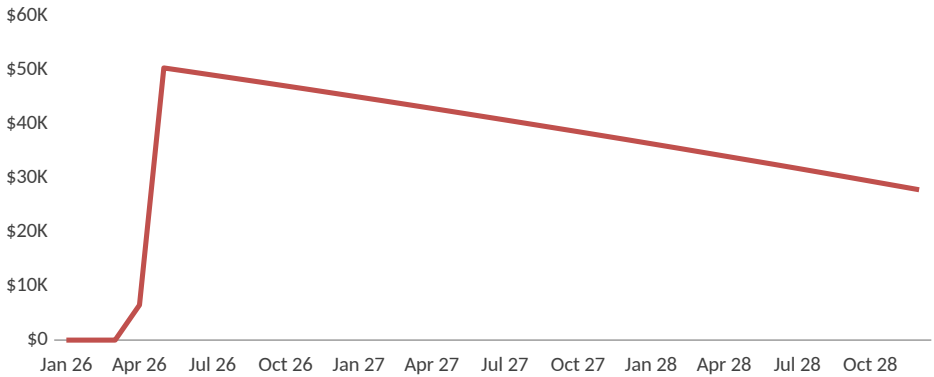
XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

Financial position at each year end, and at each month end in Year 1.

	FY2026	FY2027	FY2028
	Year 1 (year end)	Year 2 (year end)	Year 3 (year end)
ASSETS			
Cash	\$20,330	(\$12,112)	(\$24,162)
Accounts receivable	-	-	-
Inventory	\$3,012	\$3,308	\$3,750
Prepaid & other current assets	-	-	-
Total current assets	\$23,343	(\$8,804)	(\$20,412)
Furniture & Fixtures	\$10,000	\$10,000	\$10,000
Vehicles	\$50,000	\$50,000	\$50,000
Less: accumulated depreciation	(\$6,786)	(\$18,214)	(\$29,643)
Net fixed assets	\$53,214	\$41,786	\$30,357
Other non-current assets	-	-	-
Total assets	\$76,557	\$32,982	\$9,945
LIABILITIES			
Accounts payable	-	-	-
Accrued liabilities	-	-	-
Income taxes payable	-	-	-
Line of credit	-	-	-
Loans payable — due within 12 months	\$8,588	\$9,293	\$10,055
Total current liabilities (due within 12 months)	\$8,588	\$9,293	\$10,055
Long-term loans and other long-term liabilities	\$37,144	\$27,852	\$17,797
Total long-term liabilities	\$37,144	\$27,852	\$17,797
Total liabilities	\$45,733	\$37,144	\$27,852
EQUITY			
Contributed capital — Owner	\$75,000	\$75,000	\$75,000
Contributed capital — Family	\$15,000	\$15,000	\$15,000
Owner distributions (current year)	-	-	-
Retained earnings — beginning of year	-	(\$59,176)	(\$94,163)
Net income (loss) — year to date	(\$59,176)	(\$34,987)	(\$13,744)
Total equity	\$30,824	(\$4,163)	(\$17,906)
Total liabilities & equity	\$76,557	\$32,982	\$9,945
Balance check (assets – liabilities & equity)	-	-	-
Memo: total loans payable (due within 12 months + after 12 months)	\$45,733	\$37,144	\$27,852

Retained earnings are carried forward; cash is the result of the cash flow statement — never typed.

How quickly am I paying down my loans?



Loans payable are \$45,733 at the end of FY2026 and \$27,852 at the end of FY2028.

9 Cash Flow Statement

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

Liquidity — Years 1–3 and monthly Year 1, in the same order as the software's locked statement.

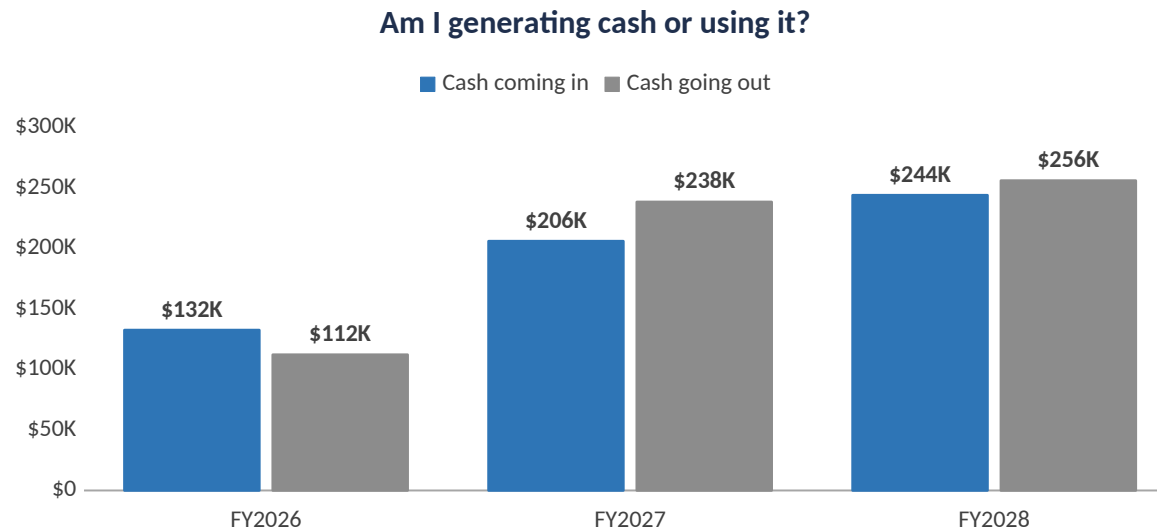
	FY2026	FY2027	FY2028	3-Year
	Year 1	Year 2	Year 3	Total
Beginning cash	-	\$20,330	(\$12,112)	-
FINANCING ACTIVITIES				
Capital contributed — Owner	\$75,000	-	-	\$75,000
Capital contributed — Family	\$15,000	-	-	\$15,000
Other income received (grants, crowdfunding)	\$1,500	-	-	\$1,500
New loan proceeds	-	-	-	-
Loan payments (principal + interest)	(\$7,029)	(\$11,880)	(\$11,880)	(\$30,789)
Line of credit — net draw / (repayment)	-	-	-	-
Distributions to owners	-	-	-	-
Net cash from financing activities	\$84,471	(\$11,880)	(\$11,880)	\$60,711
INVESTING ACTIVITIES				
Acquire fixed assets (cash paid)	(\$9,500)	-	-	(\$9,500)
Proceeds from sale of assets	-	-	-	-
Net cash from investing activities	(\$9,500)	-	-	(\$9,500)
OPERATING ACTIVITIES				
Cash from customers (sales)	\$40,913	\$205,878	\$243,863	\$490,654
Operating expenses paid	(\$78,949)	(\$161,432)	(\$170,224)	(\$410,606)
Inventory purchases (ramp-up & replenish)	(\$16,605)	(\$65,008)	(\$73,808)	(\$155,421)
One-time startup costs paid	-	-	-	-
Income taxes paid	-	-	-	-

Other operating cash flows	-	-	-	-
Net cash from operating activities	(\$54,641)	(\$20,562)	(\$170)	(\$75,373)
Net change in cash	\$20,330	(\$32,442)	(\$12,050)	(\$24,162)
Ending cash	\$20,330	(\$12,112)	(\$24,162)	(\$24,162)

△ **NEGATIVE CASH** at the end of FY2027 and FY2028: go back to Step 9, Box 14 (new loans and owner money), and add financing to cover the shortfall.

Check: ending cash – balance sheet cash	-	-	-	-
<i>Memo: assets bought with loans (no cash paid at purchase)</i>	\$50,500	-	-	\$50,500

Presentation follows the software (Option A / KISS): loan payments are one combined principal-plus-interest line under financing; interest is also expensed



In FY2028, cash coming in is \$243,863 and cash going out is \$255,913, so cash decreases by \$12,050.

Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Total FY2026
-	-	-	\$75,000	\$73,000	\$66,902	\$67,849	\$56,808	\$47,793	\$39,915	\$31,515	\$23,889	-
-	-	\$75,000	-	-	-	-	-	-	-	-	-	\$75,000
-	-	-	-	-	\$15,000	-	-	-	-	-	-	\$15,000
-	-	-	\$1,500	-	-	-	-	-	-	-	-	\$1,500
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	(\$98)	(\$990)	(\$991)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$7,029)
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	\$75,000	\$1,500	(\$98)	\$14,010	(\$991)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	\$84,471
-	-	-	(\$3,500)	(\$6,000)	-	-	-	-	-	-	-	(\$9,500)
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	(\$3,500)	(\$6,000)	-	-	-	-	-	-	-	(\$9,500)
-	-	-	-	-	-	-	\$3,225	\$6,020	\$7,244	\$9,133	\$15,291	\$40,913
-	-	-	-	-	(\$10,050)	(\$10,050)	(\$10,250)	(\$10,850)	(\$12,150)	(\$12,650)	(\$12,949)	(\$78,949)
-	-	-	-	-	(\$3,012)	-	(\$1,000)	(\$2,058)	(\$2,505)	(\$3,118)	(\$4,911)	(\$16,605)
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	(\$13,062)	(\$10,050)	(\$8,025)	(\$6,888)	(\$7,411)	(\$6,635)	(\$2,569)	(\$54,641)
-	-	\$75,000	(\$2,000)	(\$6,098)	\$948	(\$11,041)	(\$9,015)	(\$7,878)	(\$8,401)	(\$7,625)	(\$3,559)	\$20,330

-	-	\$75,000	\$73,000	\$66,902	\$67,849	\$56,808	\$47,793	\$39,915	\$31,515	\$23,889	\$20,330	\$20,330
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10 Financial Ratios

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

Twelve ratios that help a startup owner make decisions — with a plain-English reading and a traffic light.

Traffic lights: Green = Healthy Yellow = Monitor Red = Concern Grey = N/A (does not apply)

Area	Metric	FY2026	FY2027	FY2028	Status (Y3)	What it tells you (Year 3)	How it is calculated	Better if	Healthy at	Concern at	Target used
Growth	Revenue growth %	n/a	385.4%	18.5%	Healthy	Year 3 revenue is 18.5% above Year 2 (Year 2 grows 385% over a partial start-up Year 1).	Total revenue + prior-year total revenue – 1	Higher	5.0%	0.0%	rule of thumb at least 5%
Profitability	Gross margin % (product sales)	66.8%	68.6%	69.9%	Healthy	Each \$1 of product sales leaves 70 cents after product costs in Year 3.	(Product sales – COGS) ÷ product sales	Higher	35.0%	20.0%	rule of thumb at least 35%
Profitability	Operating margin %	-134.2%	-15.4%	-4.6%	Concern	After depreciation, operations lose 4.6% of revenue in Year 3.	(EBITDA – depreciation) ÷ total revenue	Higher	5.0%	0.0%	rule of thumb at least 5%
Profitability	Net profit margin %	-139.5%	-17.0%	-5.6%	Concern	The business loses 5.6% of every revenue dollar in Year 3.	Net income ÷ total revenue	Higher	3.0%	0.0%	rule of thumb at least 3%
Liquidity	Current ratio	2.72x	overdrawn	overdrawn	Concern	Cash is overdrawn at the end of Year 3, so short-term obligations are not covered — see the funding shortfall on 12 Break-Even.	Current assets + current liabilities (incl. loans due within 12 months; n/a while cash is overdrawn)	Higher	1.50x	1.00x	rule of thumb at least 1.50
Liquidity	Quick ratio	2.37x	overdrawn	overdrawn	Concern	Cash is overdrawn at the end of Year 3, so liquid assets do not cover short-term obligations.	(Current assets – inventory) ÷ current liabilities	Higher	1.00x	0.50x	rule of thumb at least 1.00
Leverage	Debt-to-equity	1.48x	neg. equity	neg. equity	Concern	Total equity is negative at the end of Year 3: accumulated losses exceed the money invested.	Total liabilities ÷ total equity	Lower	1.50x	3.00x	rule of thumb at most 1.50
Coverage	Debt service coverage	-7.13x	-1.71x	0.02x	Concern	Cash earnings (EBITDA) cover loan payments 0.02 times in Year 3.	EBITDA ÷ loan payments (principal + interest)	Higher	1.25x	1.00x	rule of thumb at least 1.25
Efficiency	Asset turnover	0.53x	n/a	n/a	N/A	Not meaningful while cash is overdrawn or total assets are zero.	Product sales ÷ year-end total assets (n/a while cash is overdrawn)	Higher	1.00x	0.50x	rule of thumb at least 1.00
Working capital	A/R days	n/a	n/a	n/a	N/A	Not applicable — sales are collected when made.	Accounts receivable ÷ product sales × 365	Lower	45 days	60 days	rule of thumb at most 45
Working capital	Inventory days	n/a	19 days	19 days	Healthy	Inventory on hand covers about 19 days of product costs.	Inventory ÷ cost of goods sold × 365	Lower	90 days	120 days	rule of thumb at most 90
Cash	Cash runway (months)	3.4 mo	0.0 mo	0.0 mo	Concern	Cash is used up by the end of Year 3 — additional funding is needed.	Year-end cash ÷ average monthly net cash outflow (operating, investing, debt service, distributions)	Higher	6.0 mo	3.0 mo	rule of thumb at least 6.0

Why these ratios matter: Revenue growth % — Is the business expanding?; Gross margin % (product sales) — Is the basic business model profitable?; Operating margin % — Can operations support themselves?; Net profit margin % — How much ultimately remains?.

Year 1 is a partial start-up year (sales begin part-way through), so Year 1 ratios are not comparable with Years 2–3. Year 1 inventory days are shown as n/a: a full opening stock measured against only a few months of sales would overstate them.

Targets are general rules of thumb for small businesses (Healthy at / Concern at), or your own benchmark ranges where you entered them on 11 Benchmark Analysis.

11 Benchmark Analysis

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

Your ratios compared with benchmark ranges — a reasonableness test, not a pass/fail rule.

Enter your own benchmark ranges in the yellow cells (columns F–G) — see where to find them below. Industry data is available as an optional benchmarking add-on.

Industry: Consumer products / retail

Start-ups are rarely ready for benchmarking: until a business reaches steady, normal profitability, its ratios are not comparable with established companies. This tab is included for owners who want to record benchmark ranges as future targets to work toward as you update your plan.

Metric	FY2026	FY2027	FY2028	Your low	Your high	Year 3 vs range	Basis / note	Industry low (add-on)	Industry high (add-on)
Revenue growth %	n/a	385.4%	18.5%			No benchmark			
Gross margin % (product sales)	66.8%	68.6%	69.9%			No benchmark			
Operating margin %	-134.2%	-15.4%	-4.6%			No benchmark			
Net profit margin %	-139.5%	-17.0%	-5.6%			No benchmark			
Current ratio	2.72x	overdrawn	overdrawn			No benchmark			
Quick ratio	2.37x	overdrawn	overdrawn			No benchmark			
Debt-to-equity	1.48x	neg. equity	neg. equity			No benchmark			
Debt service coverage	-7.13x	-1.71x	0.02x			No benchmark			
Asset turnover	0.53x	n/a	n/a			No benchmark			
A/R days	n/a	n/a	n/a			No benchmark			
Inventory days	n/a	19 days	19 days			No benchmark			
Cash runway (months)	3.4 mo	0.0 mo	0.0 mo			No benchmark			

Reference ranges describe typical established businesses; startup economics can differ significantly in the first years.

"Below range" or "Above range" is a prompt to review the assumption behind the number, not a judgment that the forecast is wrong.

WHERE TO FIND BENCHMARKS FOR YOUR BUSINESS

ProSight Financial Association (formerly RMA) Annual Statement Studies — financial ratios by six-digit NAICS code; many banks and public libraries provide access.

Your industry trade association — most publish annual cost, margin and pricing surveys for members.

U.S. Census Bureau (census.gov) and SBA (sba.gov) — industry revenue, payroll and business-size data.

Your SCORE mentor, CPA or banker — ask for the typical ranges for a business of your type and size.

How to enter: percentages as 35% (or 0.35), ratios as numbers (1.5), days as whole numbers (45), runway as months (6). Leave a cell blank if you have no figure.

12 Break-Even & Sensitivity

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

Break-even sales, margin of safety, monthly milestones and simple downside / base / upside scenarios.

A. BREAK-EVEN ANALYSIS (annual)				
Measure	FY2026	FY2027	FY2028	What it means
Product sales	\$40,913	\$205,878	\$243,863	Sales of your products and services (not other income).
Cost of goods sold	\$13,592	\$64,713	\$73,366	What the products you sold cost you.
Variable operating expenses	-	-	-	Costs that rise with sales — commissions, freight, card fees.
Total variable costs	\$13,592	\$64,713	\$73,366	Cost of goods sold + variable operating expenses.
Contribution margin	\$27,321	\$141,165	\$170,496	Product sales – total variable costs: what your sales contribute toward fixed costs.
Contribution margin ratio	66.8%	68.6%	69.9%	Contribution margin ÷ product sales.
Fixed operating expenses	\$78,949	\$161,432	\$170,224	Operating costs that do not change with sales (rent, salaries, insurance...).
Depreciation	\$6,786	\$11,429	\$11,429	Spreads the cost of equipment and vehicles over their lives.
Interest	\$2,262	\$3,292	\$2,587	Interest on your loans.
One-time startup costs	-	-	-	One-time start-up costs (Year 1 only).
Total fixed costs	\$87,997	\$176,152	\$184,240	The four fixed-cost lines above, added together.
Less: other income	\$1,500	-	-	Grants, crowdfunding and other income that also help cover fixed costs.
Pre-tax profit (loss)	(\$59,176)	(\$34,987)	(\$13,744)	Contribution margin – total fixed costs + other income.
Break-even product sales	\$129,529	\$256,904	\$263,520	(Total fixed costs – other income) ÷ contribution margin ratio: the sales needed to cover every cost.
Surplus (shortfall) vs break-even — margin of safety (\$)	(\$88,616)	(\$51,026)	(\$19,658)	Your sales – break-even sales. Positive = a surplus above break-even; in parentheses = a shortfall still to close.
Surplus (shortfall) vs break-even — margin of safety (%)	(216.6%)	(24.8%)	(8.1%)	Surplus (shortfall) as a % of your sales.
Sales increase needed to break even	216.6%	24.8%	8.1%	How much product sales would need to rise to reach break-even.
Check: pre-tax profit – (net income + income tax)	-	-	-	Control check — should be zero.

B. MONTHLY MILESTONES (36 months)	
First month with sales and positive net income	None in 36 months
... calendar month	
Lowest month-end cash balance	(\$24,162)
... in month number	36
... calendar month	December 2028
First month cash is negative	20
... calendar month	August 2027
Additional funding needed to keep cash at zero	\$24,162

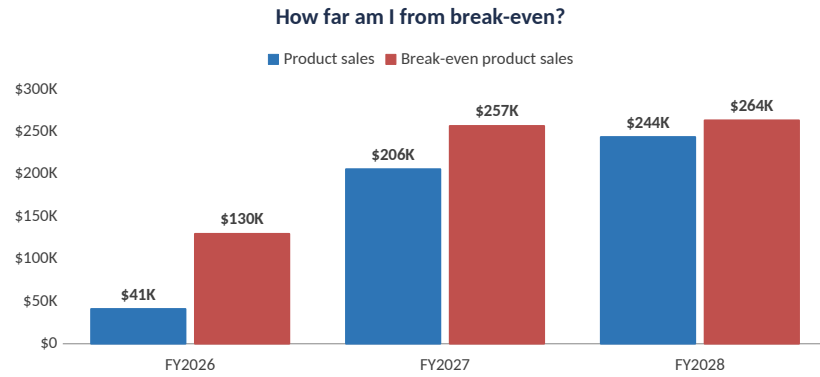
C. SCENARIOS — change the yellow cells to test the forecast			
Lever	Downside	Base	Upside
Change in units sold (Years 2–3)	-15.0%	0.0%	10.0%
Change in average price	-3.0%	0.0%	2.0%
Change in fixed operating costs	5.0%	0.0%	0.0%
Result	Downside	Base	Upside
Year 2 product sales	\$169,746	\$205,878	\$230,995
Year 2 pre-tax profit (loss)	(\$69,483)	(\$34,987)	(\$16,341)
Year 3 product sales	\$201,065	\$243,863	\$273,614
Year 3 pre-tax profit (loss)	(\$54,048)	(\$13,744)	\$8,671
Year 3 ending cash (base cash + change in profit)	(\$98,963)	(\$24,162)	\$16,898

Scenarios hold costs that do not vary with volume at base levels; taxes and timing of cash are simplified.

These what-ifs never change your plan. To change the plan itself, go back to Step 9 in Startup Financial Plan AI and download a new workbook — it costs nothing during your 12 months and is the preferred way to make changes.

D. SENSITIVITY — Year 3 pre-tax profit by change in units sold (rows) and price (columns)

Units sold ↓ / Price →	-5.0%	-2.5%	0.0%	+2.5%	+5.0%
-20%	(\$57,597)	(\$52,720)	(\$47,843)	(\$42,966)	(\$38,088)
-10%	(\$41,767)	(\$36,280)	(\$30,793)	(\$25,306)	(\$19,820)
0%	(\$25,937)	(\$19,840)	(\$13,744)	(\$7,647)	(\$1,551)
+10%	(\$10,106)	(\$3,400)	\$3,306	\$10,012	\$16,718
+20%	\$5,724	\$13,040	\$20,356	\$27,671	\$34,987



To break even in FY2028 you need product sales of \$263,520. The plan shows \$243,863, a shortfall of \$19,658.

13 Detailed Monthly Data — 36 Months

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

Supporting schedule behind the summarized statements. Every figure links to the input tabs; nothing on this tab is typed.

Line item	FY2026	FY2026	FY2026	FY2026	FY2026	FY2026	FY2026	FY2026	FY2026	FY2026	FY2026	FY2026	FY2027
	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27
Month number	1	2	3	4	5	6	7	8	9	10	11	12	13

INCOME STATEMENT (revenue positive; costs shown in parentheses)

Sales Revenue — Frozen Foods	-	-	-	-	-	-	-	\$2,775	\$2,960	\$3,515	\$4,810	\$10,545	\$11,831
Sales Revenue — Dry Goods	-	-	-	-	-	-	-	\$450	\$600	\$900	\$1,125	\$1,425	\$1,599
Sales Revenue — Cosmetics	-	-	-	-	-	-	-	-	\$2,460	\$2,829	\$3,198	\$3,321	\$3,726

Sales revenue (products & services)	-	-	-	-	-	-	-	\$3,225	\$6,020	\$7,244	\$9,133	\$15,291	\$17,157
Other Income — Crowdfunding	-	-	-	\$1,500	-	-	-	-	-	-	-	-	-

Total revenue	-	-	-	\$1,500	-	-	-	\$3,225	\$6,020	\$7,244	\$9,133	\$15,291	\$17,157
COGS — Frozen Foods	-	-	-	-	-	-	-	(\$771)	(\$822)	(\$977)	(\$1,336)	(\$2,930)	(\$3,201)
COGS — Dry Goods	-	-	-	-	-	-	-	(\$229)	(\$306)	(\$458)	(\$573)	(\$726)	(\$806)
COGS — Cosmetics	-	-	-	-	-	-	-	-	(\$930)	(\$1,070)	(\$1,209)	(\$1,256)	(\$1,385)

Total cost of goods sold	-	-	-	-	-	-	-	(\$1,000)	(\$2,058)	(\$2,505)	(\$3,118)	(\$4,911)	(\$5,393)
Gross profit	-	-	-	\$1,500	-	-	-	\$2,225	\$3,962	\$4,740	\$6,015	\$10,380	\$11,764
Payroll Expense (W-2)	-	-	-	-	-	(\$4,500)	(\$4,500)	(\$4,500)	(\$4,500)	(\$4,950)	(\$5,200)	(\$5,200)	(\$5,382)
Labor — Subcontractors	-	-	-	-	-	(\$2,500)	(\$2,500)	(\$2,500)	(\$2,500)	(\$2,950)	(\$3,150)	(\$3,215)	(\$3,311)
Office Supplies	-	-	-	-	-	(\$100)	(\$100)	(\$100)	(\$100)	(\$100)	(\$100)	(\$99)	(\$103)
Marketing & Promotion	-	-	-	-	-	(\$2,600)	(\$2,600)	(\$2,800)	(\$3,400)	(\$3,800)	(\$3,850)	(\$3,890)	(\$4,279)
Legal Fees	-	-	-	-	-	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)
HR Support	-	-	-	-	-	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)
Accounting & Bookkeeping	-	-	-	-	-	(\$100)	(\$100)	(\$100)	(\$100)	(\$100)	(\$100)	(\$295)	(\$120)
Insurance	-	-	-	-	-	(\$150)	(\$150)	(\$150)	(\$150)	(\$150)	(\$150)	(\$150)	(\$158)

Total operating expenses	-	-	-	-	-	(\$10,050)	(\$10,050)	(\$10,250)	(\$10,850)	(\$12,150)	(\$12,650)	(\$12,949)	(\$13,453)
Operating income before depreciation (EBITDA)	-	-	-	\$1,500	-	(\$10,050)	(\$10,050)	(\$8,025)	(\$6,888)	(\$7,411)	(\$6,635)	(\$2,569)	(\$1,689)
One-time startup / pre-opening expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	(\$119)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)
Interest expense	-	-	-	-	(\$38)	(\$331)	(\$327)	(\$322)	(\$318)	(\$313)	(\$309)	(\$304)	(\$300)
Income tax expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Total non-operating & one-time items	-	-	-	-	(\$157)	(\$1,283)	(\$1,279)	(\$1,274)	(\$1,270)	(\$1,265)	(\$1,261)	(\$1,256)	(\$1,252)
Net income (loss)	-	-	-	\$1,500	(\$157)	(\$11,333)	(\$11,329)	(\$9,300)	(\$8,158)	(\$8,676)	(\$7,897)	(\$3,825)	(\$2,941)

BALANCE SHEET (month-end; liabilities & equity shown as positive balances)

Cash	-	-	\$75,000	\$73,000	\$66,902	\$67,849	\$56,808	\$47,793	\$39,915	\$31,515	\$23,889	\$20,330	\$17,356
Accounts receivable	-	-	-	-	-	-	-	-	-	-	-	-	-

Inventory	-	-	-	-	-	\$3,012	\$3,012	\$3,012	\$3,012	\$3,012	\$3,012	\$3,012	\$3,308
Prepaid & other current assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Total current assets	-	-	\$75,000	\$73,000	\$66,902	\$70,862	\$59,821	\$50,806	\$42,928	\$34,527	\$26,902	\$23,343	\$20,664
Furniture & Fixtures	-	-	-	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Vehicles	-	-	-	-	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
(unused fixed asset class)	-	-	-	-	-	-	-	-	-	-	-	-	-
(unused fixed asset class)	-	-	-	-	-	-	-	-	-	-	-	-	-
Less: accumulated depreciation	-	-	-	-	(\$119)	(\$1,071)	(\$2,024)	(\$2,976)	(\$3,929)	(\$4,881)	(\$5,833)	(\$6,786)	(\$7,738)
Net fixed assets	-	-	-	\$10,000	\$59,881	\$58,929	\$57,976	\$57,024	\$56,071	\$55,119	\$54,167	\$53,214	\$52,262
Other non-current assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Total assets	-	-	\$75,000	\$83,000	\$126,783	\$129,790	\$117,797	\$107,830	\$98,999	\$89,646	\$81,068	\$76,557	\$72,926
Accounts payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Income taxes payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Line of credit	-	-	-	-	-	-	-	-	-	-	-	-	-
Loans payable	-	-	-	\$6,500	\$50,440	\$49,781	\$49,117	\$48,449	\$47,777	\$47,100	\$46,419	\$45,733	\$45,043
Other long-term liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Total liabilities	-	-	-	\$6,500	\$50,440	\$49,781	\$49,117	\$48,449	\$47,777	\$47,100	\$46,419	\$45,733	\$45,043
Memo: loans payable due within 12 months	-	-	-	\$746	\$8,203	\$8,258	\$8,311	\$8,366	\$8,421	\$8,477	\$8,533	\$8,588	\$8,645
Memo: current liabilities incl. loans due within 12 months	-	-	-	\$746	\$8,203	\$8,258	\$8,311	\$8,366	\$8,421	\$8,477	\$8,533	\$8,588	\$8,645
Contributed capital — Owner	-	-	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Contributed capital — Family	-	-	-	-	-	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
(unused capital source)	-	-	-	-	-	-	-	-	-	-	-	-	-
Owner distributions (current year)	-	-	-	-	-	-	-	-	-	-	-	-	-
Retained earnings — beginning of year	-	-	-	-	-	-	-	-	-	-	-	-	(\$59,176)
Net income (loss) — year to date	-	-	-	\$1,500	\$1,343	(\$9,990)	(\$21,320)	(\$30,619)	(\$38,778)	(\$47,454)	(\$55,350)	(\$59,176)	(\$2,941)
Total equity	-	-	\$75,000	\$76,500	\$76,343	\$80,010	\$68,680	\$59,381	\$51,222	\$42,546	\$34,650	\$30,824	\$27,883
Total liabilities & equity	-	-	\$75,000	\$83,000	\$126,783	\$129,790	\$117,797	\$107,830	\$98,999	\$89,646	\$81,068	\$76,557	\$72,926
Check: total assets – total liabilities & equity	-	-	-	-	-	-	-	-	-	-	-	-	-
Check: BS net income YTD – IS net income YTD	-	-	-	-	-	-	-	-	-	-	-	-	-

CASH FLOW STATEMENT (cash in positive; cash out in parentheses — software order)

Beginning cash	-	-	-	\$75,000	\$73,000	\$66,902	\$67,849	\$56,808	\$47,793	\$39,915	\$31,515	\$23,889	\$20,330
FINANCING ACTIVITIES													
Capital contributed — Owner	-	-	\$75,000	-	-	-	-	-	-	-	-	-	-
Capital contributed — Family	-	-	-	-	-	\$15,000	-	-	-	-	-	-	-
(unused capital source)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other income received (grants, crowdfunding)	-	-	-	\$1,500	-	-	-	-	-	-	-	-	-
New loan proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-
Loan payments (principal + interest)	-	-	-	-	(\$98)	(\$990)	(\$991)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)
Line of credit — net draw / (repayment)	-	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to owners	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash from financing activities	-	-	\$75,000	\$1,500	(\$98)	\$14,010	(\$991)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)
INVESTING ACTIVITIES													
Acquire fixed assets (cash paid)	-	-	-	(\$3,500)	(\$6,000)	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash from investing activities	-	-	-	(\$3,500)	(\$6,000)	-	-	-	-	-	-	-	-
OPERATING ACTIVITIES													
Cash from customers (sales)	-	-	-	-	-	-	-	\$3,225	\$6,020	\$7,244	\$9,133	\$15,291	\$17,157
Operating expenses paid	-	-	-	-	-	(\$10,050)	(\$10,050)	(\$10,250)	(\$10,850)	(\$12,150)	(\$12,650)	(\$12,949)	(\$13,453)
Inventory purchases (ramp-up & replenish)	-	-	-	-	-	(\$3,012)	-	(\$1,000)	(\$2,058)	(\$2,505)	(\$3,118)	(\$4,911)	(\$5,688)
One-time startup costs paid	-	-	-	-	-	-	-	-	-	-	-	-	-

Income taxes paid	-	-	-	-	-	-	-	-	-	-	-	-	-
Other operating cash flows	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash from operating activities	-	-	-	-	-	(\$13,062)	(\$10,050)	(\$8,025)	(\$6,888)	(\$7,411)	(\$6,635)	(\$2,569)	(\$1,984)
Net change in cash	-	-	\$75,000	(\$2,000)	(\$6,098)	\$948	(\$11,041)	(\$9,015)	(\$7,878)	(\$8,401)	(\$7,625)	(\$3,559)	(\$2,974)
Ending cash	-	-	\$75,000	\$73,000	\$66,902	\$67,849	\$56,808	\$47,793	\$39,915	\$31,515	\$23,889	\$20,330	\$17,356
Check: ending cash – balance sheet cash	-	-	-	-	-	-	-	-	-	-	-	-	-

13 Detailed Monthly Data — 36 Mont

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2026

Supporting schedule behind the summarized statements. Every financial statement is supported by a detailed schedule.

Line item	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2028	FY2028
	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	Jan-28	Feb-28
Month number	14	15	16	17	18	19	20	21	22	23	24	25	26
INCOME STATEMENT (revenue positive; costs shown)													
Sales Revenue — Frozen Foods	\$11,831	\$11,831	\$11,831	\$11,831	\$11,831	\$11,831	\$11,831	\$11,831	\$11,831	\$11,831	\$11,831	\$14,014	\$14,014
Sales Revenue — Dry Goods	\$1,599	\$1,599	\$1,599	\$1,599	\$1,599	\$1,599	\$1,599	\$1,599	\$1,599	\$1,599	\$1,599	\$1,894	\$1,894
Sales Revenue — Cosmetics	\$3,726	\$3,726	\$3,726	\$3,726	\$3,726	\$3,726	\$3,726	\$3,726	\$3,726	\$3,726	\$3,726	\$4,414	\$4,414
Sales revenue (products & services)	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$20,322	\$20,322
Other Income — Crowdfunding	-	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$20,322	\$20,322
COGS — Frozen Foods	(\$3,201)	(\$3,201)	(\$3,201)	(\$3,201)	(\$3,201)	(\$3,201)	(\$3,201)	(\$3,201)	(\$3,201)	(\$3,201)	(\$3,201)	(\$3,600)	(\$3,600)
COGS — Dry Goods	(\$806)	(\$806)	(\$806)	(\$806)	(\$806)	(\$806)	(\$806)	(\$806)	(\$806)	(\$806)	(\$806)	(\$931)	(\$931)
COGS — Cosmetics	(\$1,385)	(\$1,385)	(\$1,385)	(\$1,385)	(\$1,385)	(\$1,385)	(\$1,385)	(\$1,385)	(\$1,385)	(\$1,385)	(\$1,385)	(\$1,583)	(\$1,583)
Total cost of goods sold	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$6,114)	(\$6,114)
Gross profit	\$11,764	\$11,764	\$11,764	\$11,764	\$11,764	\$11,764	\$11,764	\$11,764	\$11,764	\$11,764	\$11,764	\$14,208	\$14,208
Payroll Expense (W-2)	(\$5,382)	(\$5,382)	(\$5,382)	(\$5,382)	(\$5,382)	(\$5,382)	(\$5,382)	(\$5,382)	(\$5,382)	(\$5,382)	(\$5,382)	(\$5,570)	(\$5,570)
Labor — Subcontractors	(\$3,311)	(\$3,311)	(\$3,311)	(\$3,311)	(\$3,311)	(\$3,311)	(\$3,311)	(\$3,311)	(\$3,311)	(\$3,311)	(\$3,311)	(\$3,411)	(\$3,411)
Office Supplies	(\$103)	(\$103)	(\$103)	(\$103)	(\$103)	(\$103)	(\$103)	(\$103)	(\$103)	(\$103)	(\$103)	(\$106)	(\$106)
Marketing & Promotion	(\$4,279)	(\$4,279)	(\$4,279)	(\$4,279)	(\$4,279)	(\$4,279)	(\$4,279)	(\$4,279)	(\$4,279)	(\$4,279)	(\$4,279)	(\$4,707)	(\$4,707)
Legal Fees	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)
HR Support	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$50)	(\$53)	(\$53)
Accounting & Bookkeeping	(\$120)	(\$120)	(\$120)	(\$120)	(\$120)	(\$120)	(\$120)	(\$120)	(\$120)	(\$120)	(\$120)	(\$123)	(\$123)
Insurance	(\$158)	(\$158)	(\$158)	(\$158)	(\$158)	(\$158)	(\$158)	(\$158)	(\$158)	(\$158)	(\$158)	(\$165)	(\$165)
Total operating expenses	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$14,185)	(\$14,185)
Operating income before depreciation (EBITDA)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	\$23	\$23
One-time startup / pre-opening expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation expense	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)	(\$952)
Interest expense	(\$295)	(\$291)	(\$286)	(\$282)	(\$277)	(\$272)	(\$267)	(\$263)	(\$258)	(\$253)	(\$248)	(\$243)	(\$238)
Income tax expense	-	-	-	-	-	-	-	-	-	-	-	-	-
Total non-operating & one-time items	(\$1,248)	(\$1,243)	(\$1,239)	(\$1,234)	(\$1,229)	(\$1,225)	(\$1,220)	(\$1,215)	(\$1,210)	(\$1,205)	(\$1,201)	(\$1,196)	(\$1,191)
Net income (loss)	(\$2,937)	(\$2,932)	(\$2,927)	(\$2,923)	(\$2,918)	(\$2,913)	(\$2,909)	(\$2,904)	(\$2,899)	(\$2,894)	(\$2,889)	(\$1,173)	(\$1,168)
BALANCE SHEET (month-end; liabilities & equity shown)													
Cash	\$14,677	\$11,998	\$9,319	\$6,640	\$3,961	\$1,283	(\$1,396)	(\$4,075)	(\$6,754)	(\$9,433)	(\$12,112)	(\$13,522)	(\$14,489)
Accounts receivable	-	-	-	-	-	-	-	-	-	-	-	-	-

Inventory	\$3,308	\$3,308	\$3,308	\$3,308	\$3,308	\$3,308	\$3,308	\$3,308	\$3,308	\$3,308	\$3,308	\$3,750	\$3,750
Prepaid & other current assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Total current assets	\$17,985	\$15,306	\$12,627	\$9,948	\$7,269	\$4,590	\$1,912	(\$767)	(\$3,446)	(\$6,125)	(\$8,804)	(\$9,771)	(\$10,739)
Furniture & Fixtures	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Vehicles	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
(unused fixed asset class)	-	-	-	-	-	-	-	-	-	-	-	-	-
(unused fixed asset class)	-	-	-	-	-	-	-	-	-	-	-	-	-
Less: accumulated depreciation	(\$8,690)	(\$9,643)	(\$10,595)	(\$11,548)	(\$12,500)	(\$13,452)	(\$14,405)	(\$15,357)	(\$16,310)	(\$17,262)	(\$18,214)	(\$19,167)	(\$20,119)
Net fixed assets	\$51,310	\$50,357	\$49,405	\$48,452	\$47,500	\$46,548	\$45,595	\$44,643	\$43,690	\$42,738	\$41,786	\$40,833	\$39,881
Other non-current assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Total assets	\$69,294	\$65,663	\$62,032	\$58,401	\$54,769	\$51,138	\$47,507	\$43,875	\$40,244	\$36,613	\$32,982	\$31,062	\$29,142
Accounts payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Income taxes payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Line of credit	-	-	-	-	-	-	-	-	-	-	-	-	-
Loans payable	\$44,348	\$43,649	\$42,945	\$42,236	\$41,523	\$40,805	\$40,083	\$39,355	\$38,623	\$37,886	\$37,144	\$36,398	\$35,646
Other long-term liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Total liabilities	\$44,348	\$43,649	\$42,945	\$42,236	\$41,523	\$40,805	\$40,083	\$39,355	\$38,623	\$37,886	\$37,144	\$36,398	\$35,646
Memo: loans payable due within 12 months	\$8,702	\$8,759	\$8,817	\$8,875	\$8,934	\$8,993	\$9,052	\$9,111	\$9,172	\$9,232	\$9,293	\$9,354	\$9,416
Memo: current liabilities incl. loans due within 12 months	\$8,702	\$8,759	\$8,817	\$8,875	\$8,934	\$8,993	\$9,052	\$9,111	\$9,172	\$9,232	\$9,293	\$9,354	\$9,416
Contributed capital — Owner	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Contributed capital — Family	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
(unused capital source)	-	-	-	-	-	-	-	-	-	-	-	-	-
Owner distributions (current year)	-	-	-	-	-	-	-	-	-	-	-	-	-
Retained earnings — beginning of year	(\$59,176)	(\$59,176)	(\$59,176)	(\$59,176)	(\$59,176)	(\$59,176)	(\$59,176)	(\$59,176)	(\$59,176)	(\$59,176)	(\$59,176)	(\$94,163)	(\$94,163)
Net income (loss) — year to date	(\$5,878)	(\$8,810)	(\$11,737)	(\$14,660)	(\$17,578)	(\$20,492)	(\$23,400)	(\$26,304)	(\$29,203)	(\$32,098)	(\$34,987)	(\$1,173)	(\$2,341)
Total equity	\$24,946	\$22,014	\$19,087	\$16,164	\$13,246	\$10,333	\$7,424	\$4,520	\$1,621	(\$1,273)	(\$4,163)	(\$5,336)	(\$6,504)
Total liabilities & equity	\$69,294	\$65,663	\$62,032	\$58,401	\$54,769	\$51,138	\$47,507	\$43,875	\$40,244	\$36,613	\$32,982	\$31,062	\$29,142
Check: total assets – total liabilities & equity	-	-	-	-	-	-	-	-	-	-	-	-	-
Check: BS net income YTD – IS net income YTD	-	-	-	-	-	-	-	-	-	-	-	-	-

CASH FLOW STATEMENT (cash in positive; cash out i													
Beginning cash	\$17,356	\$14,677	\$11,998	\$9,319	\$6,640	\$3,961	\$1,283	(\$1,396)	(\$4,075)	(\$6,754)	(\$9,433)	(\$12,112)	(\$13,522)
FINANCING ACTIVITIES													
Capital contributed — Owner	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital contributed — Family	-	-	-	-	-	-	-	-	-	-	-	-	-
(unused capital source)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other income received (grants, crowdfunding)	-	-	-	-	-	-	-	-	-	-	-	-	-
New loan proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-
Loan payments (principal + interest)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)
Line of credit — net draw / (repayment)	-	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to owners	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash from financing activities	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)
INVESTING ACTIVITIES													
Acquire fixed assets (cash paid)	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash from investing activities	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATING ACTIVITIES													
Cash from customers (sales)	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$17,157	\$20,322	\$20,322
Operating expenses paid	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$13,453)	(\$14,185)	(\$14,185)
Inventory purchases (ramp-up & replenish)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$5,393)	(\$6,556)	(\$6,114)
One-time startup costs paid	-	-	-	-	-	-	-	-	-	-	-	-	-

Income taxes paid	-	-	-	-	-	-	-	-	-	-	-	-	-
Other operating cash flows	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash from operating activities	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$1,689)	(\$420)	\$23
Net change in cash	(\$2,679)	(\$2,679)	(\$2,679)	(\$2,679)	(\$2,679)	(\$2,679)	(\$2,679)	(\$2,679)	(\$2,679)	(\$2,679)	(\$2,679)	(\$1,410)	(\$967)
Ending cash	\$14,677	\$11,998	\$9,319	\$6,640	\$3,961	\$1,283	(\$1,396)	(\$4,075)	(\$6,754)	(\$9,433)	(\$12,112)	(\$13,522)	(\$14,489)
Check: ending cash – balance sheet cash	-	-	-	-	-	-	-	-	-	-	-	-	-

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2026

Supporting schedule behind the summarized statements. Every fi

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Inventory	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,012	\$3,308	\$3,750
Prepaid & other current assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Total current assets	(\$11,706)	(\$12,673)	(\$13,641)	(\$14,608)	(\$15,575)	(\$16,543)	(\$17,510)	(\$18,477)	(\$19,445)	(\$20,412)	\$23,343	(\$8,804)	(\$20,412)
Furniture & Fixtures	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Vehicles	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
(unused fixed asset class)	-	-	-	-	-	-	-	-	-	-	-	-	-
(unused fixed asset class)	-	-	-	-	-	-	-	-	-	-	-	-	-
Less: accumulated depreciation	(\$21,071)	(\$22,024)	(\$22,976)	(\$23,929)	(\$24,881)	(\$25,833)	(\$26,786)	(\$27,738)	(\$28,690)	(\$29,643)	(\$6,786)	(\$18,214)	(\$29,643)
Net fixed assets	\$38,929	\$37,976	\$37,024	\$36,071	\$35,119	\$34,167	\$33,214	\$32,262	\$31,310	\$30,357	\$53,214	\$41,786	\$30,357
Other non-current assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Total assets	\$27,223	\$25,303	\$23,383	\$21,463	\$19,544	\$17,624	\$15,704	\$13,785	\$11,865	\$9,945	\$76,557	\$32,982	\$9,945
Accounts payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Income taxes payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Line of credit	-	-	-	-	-	-	-	-	-	-	-	-	-
Loans payable	\$34,889	\$34,128	\$33,361	\$32,590	\$31,813	\$31,031	\$30,244	\$29,452	\$28,654	\$27,852	\$45,733	\$37,144	\$27,852
Other long-term liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Total liabilities	\$34,889	\$34,128	\$33,361	\$32,590	\$31,813	\$31,031	\$30,244	\$29,452	\$28,654	\$27,852	\$45,733	\$37,144	\$27,852
Memo: loans payable due within 12 months	\$9,478	\$9,540	\$9,603	\$9,666	\$9,730	\$9,794	\$9,859	\$9,924	\$9,989	\$10,055	\$8,588	\$9,293	\$10,055
Memo: current liabilities incl. loans due within 12 months	\$9,478	\$9,540	\$9,603	\$9,666	\$9,730	\$9,794	\$9,859	\$9,924	\$9,989	\$10,055	\$8,588	\$9,293	\$10,055
Contributed capital — Owner	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Contributed capital — Family	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
(unused capital source)	-	-	-	-	-	-	-	-	-	-	-	-	-
Owner distributions (current year)	-	-	-	-	-	-	-	-	-	-	-	-	-
Retained earnings — beginning of year	(\$94,163)	(\$94,163)	(\$94,163)	(\$94,163)	(\$94,163)	(\$94,163)	(\$94,163)	(\$94,163)	(\$94,163)	(\$94,163)	-	(\$59,176)	(\$94,163)
Net income (loss) — year to date	(\$3,504)	(\$4,662)	(\$5,815)	(\$6,963)	(\$8,106)	(\$9,244)	(\$10,377)	(\$11,504)	(\$12,627)	(\$13,744)	(\$59,176)	(\$34,987)	(\$13,744)
Total equity	(\$7,667)	(\$8,825)	(\$9,978)	(\$11,126)	(\$12,269)	(\$13,407)	(\$14,540)	(\$15,667)	(\$16,789)	(\$17,906)	\$30,824	(\$4,163)	(\$17,906)
Total liabilities & equity	\$27,223	\$25,303	\$23,383	\$21,463	\$19,544	\$17,624	\$15,704	\$13,785	\$11,865	\$9,945	\$76,557	\$32,982	\$9,945
Check: total assets – total liabilities & equity	-	-	-	-	-	-	-	-	-	-	-	-	-
Check: BS net income YTD – IS net income YTD	-	-	-	-	-	-	-	-	-	-	-	-	-

CASH FLOW STATEMENT (cash in positive; cash out in negative)													
Beginning cash	(\$14,489)	(\$15,456)	(\$16,424)	(\$17,391)	(\$18,358)	(\$19,326)	(\$20,293)	(\$21,260)	(\$22,227)	(\$23,195)	-	\$20,330	(\$12,112)
FINANCING ACTIVITIES													
Capital contributed — Owner	-	-	-	-	-	-	-	-	-	-	\$75,000	-	-
Capital contributed — Family	-	-	-	-	-	-	-	-	-	-	\$15,000	-	-
(unused capital source)	-	-	-	-	-	-	-	-	-	-	-	-	-
Other income received (grants, crowdfunding)	-	-	-	-	-	-	-	-	-	-	\$1,500	-	-
New loan proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-
Loan payments (principal + interest)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$7,029)	(\$11,880)	(\$11,880)
Line of credit — net draw / (repayment)	-	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to owners	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash from financing activities	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	(\$990)	\$84,471	(\$11,880)	(\$11,880)
INVESTING ACTIVITIES													
Acquire fixed assets (cash paid)	-	-	-	-	-	-	-	-	-	-	(\$9,500)	-	-
Proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash from investing activities	-	-	-	-	-	-	-	-	-	-	(\$9,500)	-	-
OPERATING ACTIVITIES													
Cash from customers (sales)	\$20,322	\$20,322	\$20,322	\$20,322	\$20,322	\$20,322	\$20,322	\$20,322	\$20,322	\$20,322	\$40,913	\$205,878	\$243,863
Operating expenses paid	(\$14,185)	(\$14,185)	(\$14,185)	(\$14,185)	(\$14,185)	(\$14,185)	(\$14,185)	(\$14,185)	(\$14,185)	(\$14,185)	(\$78,949)	(\$161,432)	(\$170,224)
Inventory purchases (ramp-up & replenish)	(\$6,114)	(\$6,114)	(\$6,114)	(\$6,114)	(\$6,114)	(\$6,114)	(\$6,114)	(\$6,114)	(\$6,114)	(\$6,114)	(\$16,605)	(\$65,008)	(\$73,808)
One-time startup costs paid	-	-	-	-	-	-	-	-	-	-	-	-	-

Income taxes paid	-	-	-	-	-	-	-	-	-	-	-	-	-
Other operating cash flows	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash from operating activities	\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23	\$23	(\$54,641)	(\$20,562)	(\$170)
Net change in cash	(\$967)	(\$967)	(\$967)	(\$967)	(\$967)	(\$967)	(\$967)	(\$967)	(\$967)	(\$967)	\$20,330	(\$32,442)	(\$12,050)
Ending cash	(\$15,456)	(\$16,424)	(\$17,391)	(\$18,358)	(\$19,326)	(\$20,293)	(\$21,260)	(\$22,227)	(\$23,195)	(\$24,162)	\$20,330	(\$12,112)	(\$24,162)
Check: ending cash – balance sheet cash	-	-	-	-	-	-	-	-	-	-	-	-	-

14 Control Checks

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

Accuracy and completeness tests. These run automatically when the workbook opens; the software runs the same tests before it builds the file.

Template version (built in) XLWB-TPL-1.6
Tolerance for agreement tests \$0.01
Data present on input tabs? TRUE
Statement lines per year (IS + BS + 68

STAGE STATUS — read by the software (Tier 3) and shown to the owner						
Stage	Code	Result	Message shown to the owner	Failed	Review	Name
S1	WB-S1	PASS	Your Input Financials Are Now Fully Loaded	0	0	CHK_S1_RESULT / _MSG
S2	WB-S2	PASS	Your Workbook Totals Agree to Your Locked Financial Statements	0	0	
S3	WB-S3	PASS	Your Financial Statements Balance and Tie Together	0	0	CHK_S2_RESULT / _MSG
S4	WB-S4	PASS	Your Financial Ratio Calculations Are Done and Appear Correct	0	0	CHK_S3_RESULT / _MSG
S5	WB-S5	PASS	Your Excel Workbook Is Ready — Download Your Excel Workbook	0	0	CHK_S4_RESULT / _MSG
CHK_OVERALL_RESULT / _MSG						

CHECK CATALOGUE		First failing check: none						
ID	Stage	Severity	Test	FY2026	FY2027	FY2028	Result	What it proves
L01	S1	Blocking	Company name and Year 1 start date are loaded	OK	—	—	PASS	The workbook knows whose forecast it is and which years it covers.
L02	S1	Blocking	Software filled the template version it expected	OK	—	—	PASS	The loader and this template agree on the input map.
L03	S1	Blocking	Load ID, load timestamp and preparation date are present	OK	—	—	PASS	The file can be traced to one specific generation run.
L04	S1	Blocking	Income statement: every monthly cell holds a number	OK	OK	OK	PASS	No income statement line or month was skipped (unused slots must be 0).
L05	S1	Blocking	Balance sheet: every month-end cell holds a number	OK	OK	OK	PASS	No balance sheet line or month was skipped.
L06	S1	Blocking	Cash flow and memo lines: every monthly cell holds a number	OK	OK	OK	PASS	No cash flow line or month was skipped.
L07	S1	Blocking	Locked statement totals loaded for every line and all 10 control totals	OK	OK	OK	PASS	The independent comparison figures are present.
L08	S1	Blocking	Locked statement ID, lock timestamp and opening cash present	OK	OK	OK	PASS	Each year is tied to a locked statement set.
L09	S1	Blocking	Plan profile loaded: a revenue line, all 15 box statuses and the rate boxes	OK	—	—	PASS	Assumption and sales tabs have what they need.
A01	S2	Blocking	Total revenue: workbook total = locked statement total	OK	OK	OK	PASS	The monthly detail adds up to the figure on the locked statement.
A02	S2	Blocking	Total cost of goods sold: workbook total = locked statement total	OK	OK	OK	PASS	The monthly detail adds up to the figure on the locked statement.
A03	S2	Blocking	Gross profit: workbook total = locked statement total	OK	OK	OK	PASS	The monthly detail adds up to the figure on the locked statement.
A04	S2	Blocking	Total operating expenses: workbook total = locked statement total	OK	OK	OK	PASS	The monthly detail adds up to the figure on the locked statement.

A05	S2	Blocking	Net income: workbook total = locked statement total	OK	OK	OK	PASS	The monthly detail adds up to the figure on the locked statement.
A06	S2	Blocking	Total assets: workbook total = locked statement total	OK	OK	OK	PASS	The monthly detail adds up to the figure on the locked statement.
A07	S2	Blocking	Total liabilities: workbook total = locked statement total	OK	OK	OK	PASS	The monthly detail adds up to the figure on the locked statement.
A08	S2	Blocking	Total equity: workbook total = locked statement total	OK	OK	OK	PASS	The monthly detail adds up to the figure on the locked statement.
A09	S2	Blocking	Net change in cash: workbook total = locked statement total	OK	OK	OK	PASS	The monthly detail adds up to the figure on the locked statement.
A10	S2	Blocking	Ending cash: workbook total = locked statement total	OK	OK	OK	PASS	The monthly detail adds up to the figure on the locked statement.
A11	S2	Blocking	Every statement line: 12-month total = locked statement line	OK	OK	OK	PASS	Line-by-line agreement, not just in total.
A12	S2	Blocking	Presentation tabs agree to locked totals (revenue, net income, assets, L+E, cash)	OK	OK	OK	PASS	The workbook's own formulas reproduce the software's statements.
I01	S3	Blocking	Balance sheet balances at every month end	OK	OK	OK	PASS	Assets = liabilities + equity in all 36 months.
I02	S3	Blocking	Cash flow ending cash = balance sheet cash every month	OK	OK	OK	PASS	The cash flow statement articulates with the balance sheet.
I03	S3	Blocking	Balance sheet net income YTD = income statement every month	OK	OK	OK	PASS	The income statement articulates with the balance sheet.
I04	S3	Blocking	Opening cash = prior year ending cash	OK	OK	OK	PASS	Years 1–3 are one continuous cash story.
I05	S3	Blocking	Retained earnings roll forward (prior RE + prior net income + prior distributions)	OK	OK	OK	PASS	Each year closes properly into the next.
I06	S3	Blocking	Change in accumulated depreciation = depreciation expense	OK	OK	OK	PASS	Depreciation on the income statement reaches the balance sheet (no disposals assumed).
I07	S3	Blocking	Change in contributed capital = capital received on the cash flow	OK	OK	OK	PASS	Owner and investor money is recorded once, consistently.
I08	S3	Advisory	Loans roll forward (cash borrowings, payments less interest, assets bought with loans)	OK	OK	OK	PASS	Loan balances move only by borrowing and principal repaid (assumes interest paid = interest expense, no asset sales).
I09	S3	Advisory	Sign convention: revenue lines credit (≤ 0), expense lines debit (≥ 0)	OK	OK	OK	PASS	The loader wrote debits as positive and credits as negative.
R01	S4	Blocking	No calculation errors anywhere in the statements and analysis tabs	OK	—	—	PASS	Every formula evaluated.
R02	S4	Blocking	Ratio cross-foot: gross margin $\times$ sales and net margin $\times$ revenue reproduce the statements	OK	OK	OK	PASS	Ratios are computed from the right statement lines.
R03	S4	Blocking	Dashboard KPIs and expense mix agree to the statements	OK	—	—	PASS	What the owner sees first is consistent with the detail.
R04	S4	Blocking	Break-even schedule reproduces pre-tax profit	OK	OK	OK	PASS	Fixed / variable split covers every cost.
R05	S4	Advisory	Sales forecast: units $\times$ price agrees to income statement revenue (within \$1)	OK	OK	OK	PASS	Product data loaded on IN Profile matches the statements.
R06	S4	Advisory	Startup sources of funds = uses of funds	OK	—	—	PASS	The startup funding table is complete.
R07	S4	Advisory	Benchmark ranges present when the benchmark set is marked Loaded	OK	—	—	PASS	The benchmark tab has data to compare against.
I10	S3	Advisory	Loan memo: the amount due within 12 months never exceeds the loan balance	OK	OK	OK	PASS	The current portion shown on the balance sheet is possible (added v1.2 from Toluwa's review, 8 Oct 2026).

Blocking checks must all pass before the software offers the download. Advisory checks flag items to review; they do not stop the download.

The software runs these same tests on the data before writing it (Tier 1). Excel re-runs them here every time the file is opened (Tier 2).

Tolerance is one cent. Agreement tests compare the monthly detail with totals taken separately from the locked statements.

IN Profile Summary — your plan data, ready to print

XYZ Test Company | Forecast period Jan 1, 2026 – Dec 31, 2028

A short summary of what was loaded from your plan (the full record is on the IN Profile tab). Blank product, loan and funding slots are not shown.

A. COMPANY

Field	Value
Legal company name	XYZ Test Company
Business type	Sole proprietorship — single owner
Industry	Consumer products / retail
NAICS code	—
Year 1 fiscal year start date	Jan 1, 2026
First operating month	Mar 1, 2026
First sales month	Aug 1, 2026
Workbook prepared on	Oct 15, 2026

B. PRODUCTS AND SERVICES

Product / service	Unit	Price Y1	Price Y2	Price Y3	Unit cost Y1	Unit cost Y2	Unit cost Y3	Units Y1	Units Y2	Units Y3
Sales Revenue — Frozen Foods	units	18.50	18.87	19.44	5.14	5.11	4.99	1,330	7,524	8,653
Sales Revenue — Dry Goods	units	7.50	7.65	7.88	3.82	3.86	3.87	600	2,508	2,884
Sales Revenue — Cosmetics	units	12.30	12.55	12.92	4.65	4.66	4.63	960	3,564	4,099

C. YEAR 1 MONTHLY UNITS

Product / service	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1	
Sales Revenue — Frozen Foods	0	0	0	0	0	0	0	0	150	160	190	260	570	1,330
Sales Revenue — Dry Goods	0	0	0	0	0	0	0	0	60	80	120	150	190	600
Sales Revenue — Cosmetics	0	0	0	0	0	0	0	0	0	200	230	260	270	960

D. START-UP COSTS AND FUNDING

Use of funds	Category	Amount
Furniture & Fixtures	Fixed asset	10,000.00
Vehicles	Fixed asset	50,000.00
Initial inventory	Inventory	3,012.46
Working capital & operating reserve (balance o	Reserve	78,987.54

Source of funds	Type	Amount	Month received
Owner personal savings	Equity	75,000.00	Mar-26
Family investment	Equity	15,000.00	Jun-26
Crowdfunding campaign	Other income	1,500.00	Apr-26
Furniture & Fixtures term loan	Debt	6,500.00	Apr-26
Vehicle term loan	Debt	44,000.00	May-26

Loan	Principal	APR	Term (months)	Monthly payment	First payment
Furniture & Fixtures term loan	6,500.00	7.00%	84	98.10	May-26

Vehicle term loan	44,000.00	8.00%	60	891.90	Jun-26
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E. YEARS 2-3 — YOUR 15 BOXES

Box title / field	Unit	Year 2	Year 3
Sell more — Growth in units sold	%	10.0%	15.0%
Raise prices — Average price increase	%	2.0%	3.0%
Add a new product or service — New-line sales	\$	-	-
New-line cost of goods, % of its sales	%	45.0%	45.0%
Supplier price increases — Increase in your unit	%	3.0%	3.5%
Better buying power — Gross-margin improvement	pts	1.0 pts	1.5 pts
Raises for your team — Annual raise	%	3.5%	3.5%
New hires — New full-time employees	FTE	0.0	0.0
Average annual salary per hire	\$	\$45,000	\$45,000
Contractor rates — Rate increase	%	3.0%	3.0%
Rent — Annual rent increase	%	3.0%	3.0%
Marketing — Increase in marketing spend	%	10.0%	10.0%
Insurance — Premium increase	%	5.0%	5.0%
Everyday overhead — Method (Per line / One time)		Per line	Per line
One rate for all lines (if chosen)	%	3.0%	3.0%
Buy equipment or vehicles — Purchase amount	\$	-	-
Useful life	yrs	5	5
New loan or owner money — New loan amount	\$	-	-
Owner money put in	\$	-	-
Take money out or set surplus cash aside — dollars	\$	-	-