

SAMPLE LOGO



Sample Company
The Applicant
Sample Address

Disclosure Notice: This is not an offer to purchase or sell securities. This overview is for informational purposes and is not an offer to sell or a solicitation of an offer to buy any securities in XYZ Company, a for-profit corporation (the “Company”), and may not be relied upon in connection with the purchase or sale of any security. No security described in this business plan has been registered under the Securities Act of 1933 and may not be offered or sold in the U.S. or to persons in the U.S. unless the securities are registered under the act, or an exemption from the registration requirements of the act is available. Interests in the fund, if offered, will only be available to parties who are “accredited investors” (as defined in rule 501 promulgated pursuant to the Securities Act of 1933, as amended) and who are interested in investing in the incorporation on their own behalf.

Any offering or solicitation will be made only to qualified prospective investors pursuant to a confidential offering memorandum, and the subscription documents, all of which should be read in their entirety. The limited partnership and the general partner may be formed at a later date based upon investor interest.

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1 PRELIMINARY DETAILS

1.1 CONFIDENTIALITY STATEMENT

The information, data, and drawings embodied in this business plan are strictly confidential and are supplied on the understanding that they will be held confidentially and not disclosed to third parties without the prior written consent of XYZ Company, Sample Address.

1.2 PURPOSE OF THIS DOCUMENT

This comprehensive business plan refers to a foreign investor who is applying for an immigrant visa. Using the EB-5 Immigration program, the investor is providing the capital investment necessary for a New Commercial Enterprise (NCE) in order to obtain U.S. permanent residency.

2 EB-5 DEFINITION

Company: XYZ Company, Sample Address, is the New Commercial Enterprise and Job Creating Entity (JCE). XYZ Company can be referred to as the "Company" or "Sample Franchise" in this business plan.

EB-5 Investor: An EB-5 Investor may also be known simply as "Investor" or be referred to as an EB-5 Member or a foreign investor.

EB-5 Program: There are two distinct EB-5 pathways for an alien investor to gain lawful permanent residence: The Basic Program and the EB-5 Immigrant Investor Regional Center Program created by Section 610 of the Departments of Commerce, Justice, and State, the Judiciary, and Related Agencies Appropriations Act, 1993 (8 US C. 1153 Note), as amended from time to time and as implemented in Volume 8 of the code of Federal Regulations ("CFR") § 204.6(M)(3) (The "RC Program"). Both programs require that the alien investor make a capital investment of either \$XXX,XXX or \$XXX,XXX,XXX (depending on whether the investment is in a TEA) in a New Commercial Enterprise located within the U.S. The New Commercial Enterprise must create or preserve XX full-time jobs for qualifying U.S. workers within two years of the alien investor's admission to the U.S. as a Conditional Permanent Resident (CPR). Notably, an alien investing in a New Commercial Enterprise under the Basic Program may satisfy the job creation requirements only through the creation of direct jobs.

EBITDA: EBITDA is an acronym for "Earnings Before Interest, Taxes, Depreciation, and Amortization." Interest expense is a function of leverage, not operations; Depreciation expense is an accounting convention, not an operational indicator; Taxes are considered "non-operational" in a sense because they can be affected by a variety of accounting and tax conventions; and Amortization expense is another accounting convention dealing with the amortization of intangibles. Therefore, EBITDA is a much stronger indicator of ongoing, operational strength than Operating Cash Flow, Free Cash Flow, Net Operating Income, or Net Income. An accurate, in-depth description of EBITDA can be found here: www.wallstreetoasis.com/forums/ebitda-vs-operating-cash-flow-vs-free-cash-flow and www.investopedia.com

Full-time Job: USCIS defines a full-time job as a single full-time position or time-share positions that equate to over 35 hours per week.

High Unemployment Area: A geographical area that has experienced unemployment of at least 150 percent of the national average rate. See INA § 203(b)(5)(B)(ii).

Immigration Act: The Immigration Act at 8 USC 1153(b)(5)(A)(i)–(iii), (B)(i)–(iii), (C)(i)–(iii) and (D).

Job Creating Entity (JCE): Referring to the Company, this is the business operation creating direct employment in order to meet job creation requirements. The Job Creating Entity is the target organization for EB-5 invested funds, typically made as a direct equity investment into the Company.

Minimum EB-5 Investment: As defined by the USCIS the minimum investment for each foreign EB-5 investor is \$500,000.00 (U.S.) in case a company operates in a Targeted Employment Area (TEA).

New Commercial Enterprise (NCE): Referring to the Company for this direct investment, a New Commercial Enterprise is one that was created on or after - 1/11/2016. This is the enterprise in which the EB-5 Investor will be investing. For the purposes of this EB-5 Investment, XYZ Company is the New Commercial Enterprise.

Qualified U.S. Worker: A qualified U.S. worker is a U.S. citizen, lawful permanent resident, or other qualified immigrant. Any jobs created for non-immigrant (foreign) workers and/or members of the EB-5 investor's family are not qualifying under the EB-5 Program.

Registered Office: The Company is to be headquartered at the following office location: XYZ Company, Sample Address.

Targeted Employment Area (TEA): A TEA may be a Rural Area or a High Unemployment Area as designated by the appropriate state authority.

United States Citizenship and Immigration Service (USCIS): USCIS is the government agency that oversees lawful immigration to the U.S. USCIS also manages and adjudicates the EB-5 Immigrant Investment Program.

3 MATTER OF HO

Regarding Matter of Ho, 22 I&N Dec. 2006: A comprehensive business plan as contemplated by the regulations should contain, at minimum, a description of the business, its products and/or services, and its objectives. The following business plan was drafted pursuant to the Matter of Ho standard.

The plan should contain a market analysis, including the names of competing businesses and their relative strengths and weaknesses, a comparison of the competition's products and pricing structures, and a description of the target market/prospective customers of the NCE. *See Section 9.*

If applicable, it should describe the manufacturing or production process, the materials required, and the supply sources. *See Section 6.*

The plan should detail any contracts executed for the supply of materials and/or the distribution of products. *See Section 6.*

It should discuss the marketing strategy of the business, including pricing, advertising, and servicing. *See Section 6.*

The plan should set forth the business's organizational structure and its personnel's experience. *See Section 8.*

It should explain the business's staffing requirements and contain a timetable for hiring, as well as job descriptions for all positions. *See Section 8.*

It should contain sales, cost, as well as operating expense and income projections and detail the bases therefore. Most importantly, the business plan must be credible. *See Section 7.*

4 EXECUTIVE SUMMARY

This business plan has been created to support the EB-5 application for XYZ Company d.b.a. Sample Franchise, and refers to the foreign investor who is applying for an immigrant visa. Using the EB-5 Immigration program, the investor is providing the capital investment necessary for an NCE in order to obtain U.S. permanent residency.

XYZ Company is a Sample City-based company that will operate a fast-casual restaurant under the name *Sample Franchise*. Sample Franchise is a brand created by XYZ Company's parent company, Sample Franchise LLC. Sample Franchise is a fast-casual restaurant providing fresh and wholesome food in a comfortable setting. The Company will ensure that customers are satisfied by offering attentive and personalized service.

Sample Franchise LLC is a Sample City-based company that operates fast-casual restaurants, the fastest growing segment of the U.S. restaurant industry. The company is led by two of Sample Region's most experienced and successful restaurateurs, Mr. John Doe 1 and Mr. John Doe 2. Sample Franchise LLC intends to open XX restaurants in leading retail and restaurant destinations in Sample Region. The company already opened its first Sample Franchise restaurant in Sample Location, which has been operating since Month 20XX, and intends to open its second restaurant in Sample Area, which will be managed by XYZ Company.

Sample Franchise LLC is a subsidiary company of Sample Company LLC, a Sample City-based company actively developing innovative restaurant brands and restaurant destinations in South Sample State. (For the corporate ownership structure, see Section 4.1 Organizational Flow.) Opening each Sample Franchise restaurant requires an investment of \$X.X million. To that end, \$XXX,XXX will come from equity contributed by Sample Company from its own equity for each restaurant, and \$X million will come from the Applicant. In addition, Sample Company will contribute an upfront one-time investment of \$XXX,XXX to develop the brand elements that will be used in all the restaurants (restaurant development costs are presented in Section 6.9 Restaurant Development Costs).

The Company's restaurant is located at Sample Address. The restaurant will start its operations upon issuance of the Applicant's visa. The Applicant will own XX.XX% of Sample Franchise LLC after the EB-5 investment.

XYZ Company was formed as a Limited Liability Company on Sample Date in the Sample State. The Company is 100% owned by Sample Franchise LLC. The Company will be run by a total of XX employees, including three Managers, five Cashiers, ten Dishwashers, and seven Cooks, who will carry out the day-to-day functions of the establishment.

Location

XYZ Company's restaurant is located at Sample Address. The premises is X,XXX square feet. This location services the affluent cities of Sample City and Sample City 2 and the University of Sample City. The restaurant is on sample route, with direct visibility to more than XX,XXX cars driving by it daily.

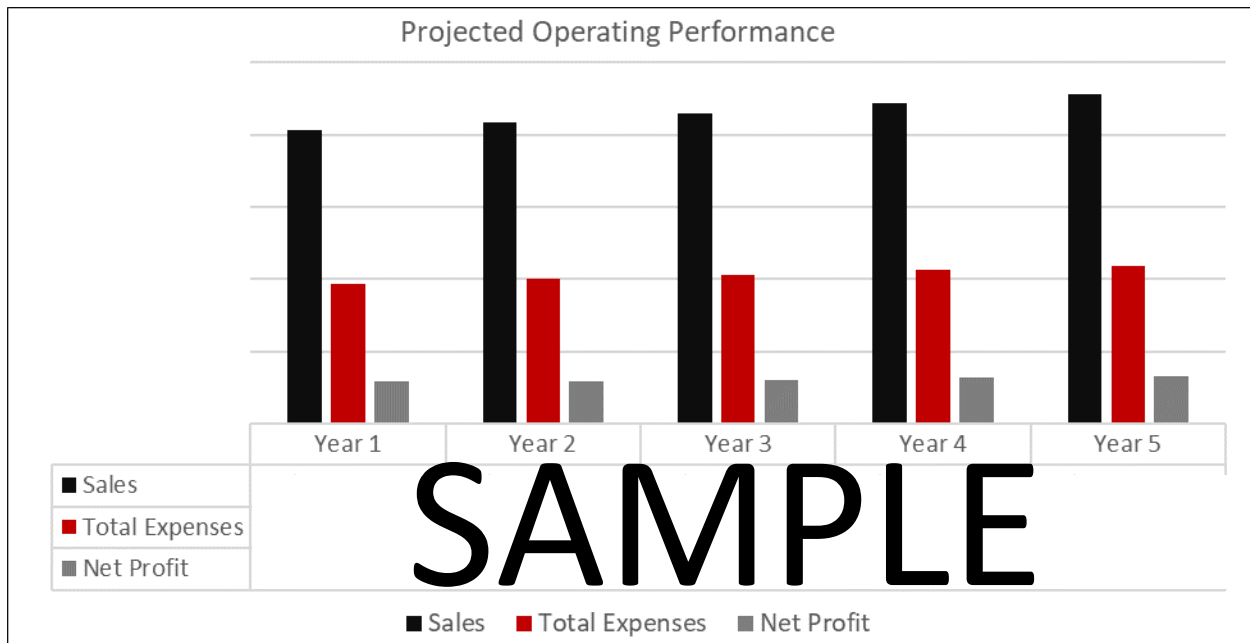


Images courtesy of Google Maps.

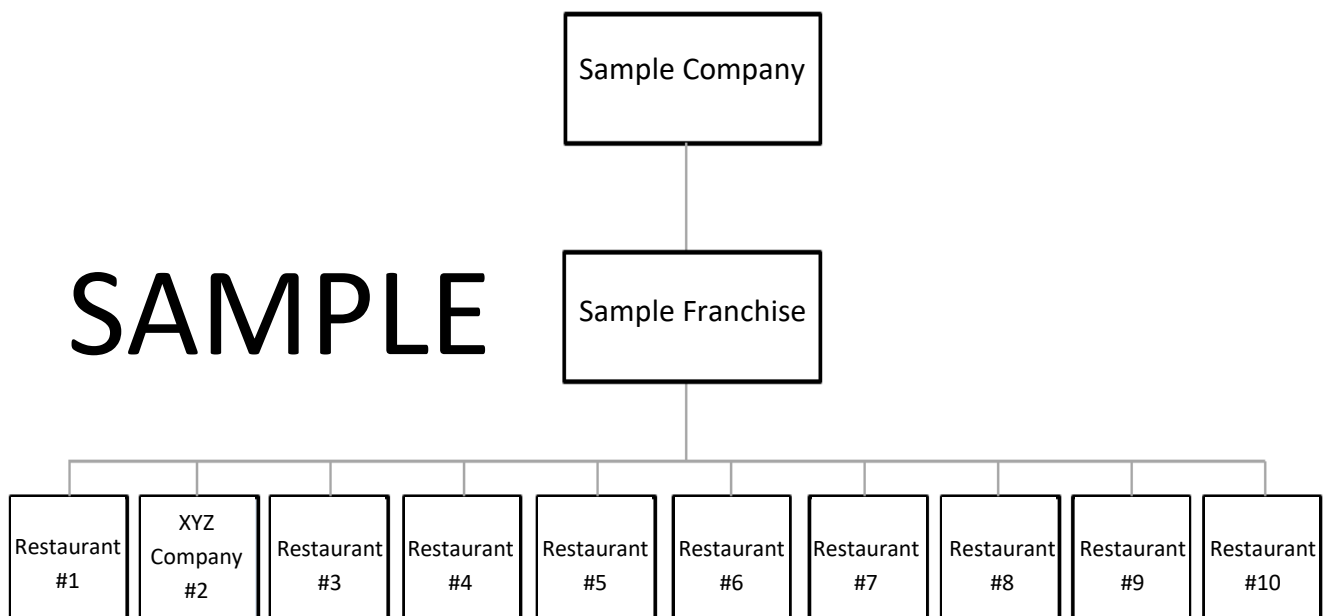
The restaurant will be open from 11:00 a.m. to 10:00 p.m., seven days a week. Sample Franchise will address inquiries via telephone, email, social media, and website.

Investment Summary

Owner and EB-5 investor (the Applicant) will invest \$XXX,XXX,XXX. The Company projects Year 1 sales to be \$XXX,XXX,XXX with net profits of \$XXX,XXX, and Year 5 sales to be \$XXX,XXX,XXX with net profits of \$XXX,XXX. The graph below shows the projected growth of the business:



4.1 ORGANIZATIONAL FLOW



4.2 MANAGEMENT

Mr. John Doe 1 and Mr. John Doe 2, the management executives behind Sample Franchise, are accomplished, active restaurateurs with a proven record of accomplishment of successful restaurant brand creation in Sample State. Mr. John Doe 1 was part of the management team that helped develop Sample Brand, an existing national chain of fast-casual restaurants sold in 20XX to Sample Company for \$XX million. Mr. John Doe 2 was the owner of two of Sample franchises. The two businessmen are co-owners of Sample Company, a full-service restaurant operating in Sample Area since 20XX, and are co-owners of Sample Company, currently operating in Sample Area. Mr. John Doe 1 and Mr. John Doe 2 actively continue to develop innovative restaurant brands in Sample State through their company Sample Company, mentioned above.

More detailed bios of Mr. John Doe 1 and Mr. John Doe 2 are presented in Section 6.2 Management Profiles.



5 IMMIGRATION INVESTMENT STRUCTURE

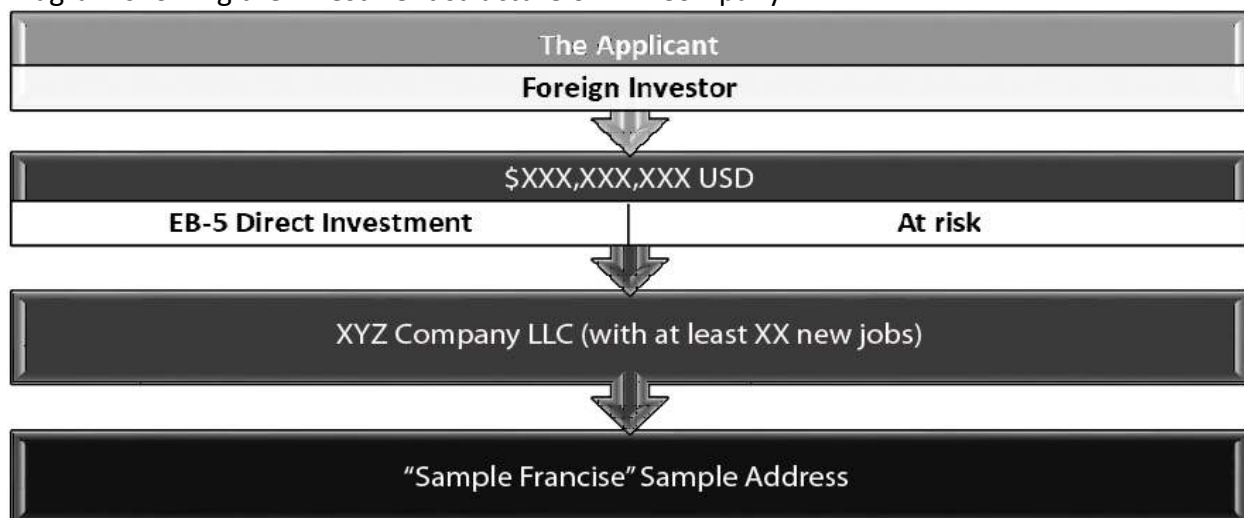
5.1 INVESTMENT STRUCTURE

XYZ Company intends to participate in the EB-5 Program with a “direct EB-5” project. In order to successfully use the program in this way, the Company, a U.S. Corporation, will provide an investment opportunity to one EB-5 investor, the Applicant, thus putting his capital “at risk.” XYZ Company, in accordance with the USCIS EB-5 Immigrant Investor Visa program, will create a minimum of XX permanent, full-time jobs per immigrant investor who has subscribed to the EB-5 project. Such jobs will be verified with the USCIS through tax records.

XYZ Company has been organized as a for-profit corporation with Sample Franchise LLC as its owner. The Applicant will own XX.XX% of Sample Franchise LLC after the EB-5 investment.

The Applicant will personally make an investment of substantial capital in XYZ Company, as he will make an at-risk capital contribution in the amount of \$XXX,XXX,XXX.

Diagram showing the investment structure of XYZ Company:



5.2 INVESTMENT OBJECTIVES

The company seeks equity investment for the following purposes:

- ✧ To build a strong reputation for quality and excellent customer service
- ✧ To create at least XX new permanent job positions
- ✧ To maintain a strong marketing campaign to support growth of the business and further develop the Sample Franchise brand
- ✧ To enhance its overall marketing strategy
- ✧ To manage and provide staffing for the Company

5.3 CAPITAL INTERESTS

The EB-5 investor's capital will complete the financing required to set up and begin XYZ Company's operations. The EB-5 investment is a critical part of the Company's overall capitalization.

The EB-5 project has been organized, as detailed herein, in such a way as to meet the requirements of the EB-5 Program.

The EB-5 investor will have to present his personal facts and circumstances and meet certain EB-5 Program and offering requirements in order to subscribe to the Company and achieve a favorable outcome of her Form I-526 adjudication, including:

- ✧ An Investor must demonstrate that he or she has made an at-risk investment of at least \$X,XXX,XXX into the NCE.
- ✧ The Investor shall be responsible for all immigration fees and costs.
- ✧ Investor funds may come from any legal foreign or U.S. source, including gifts, loans, executive pension funds, trusts, and divorce settlements.
- ✧ The investment must be received from the person seeking the visa, from clearly identifiable and legal funds.
- ✧ Borrowed investment funds qualify as long as they are not secured by the assets of the target U.S. investment.

5.4 RETURN ON INVESTMENT

There is no guarantee of return on the EB-5 Investors' at-risk investment.

5.5 EXIT STRATEGY FOR THE INVESTOR

The investor intends to develop a long-term sustainable business. The Applicant anticipates leaving the original investment in the Company while it matures.

5.6 METHOD OF INVESTMENT

The principal investor will be an Alien Entrepreneur, or "EB-5 Investor," desiring to take advantage of the EB-5 Program offered pursuant to the Immigration Act. The EB-5 Program permits a qualified EB-5 Investor to obtain U.S. permanent residency (i.e., a "green card") for such EB-5 Investor and members of his/her immediate family within two (2) years after making an active investment, which in this case totals to \$X,XXX,XXX.

Under Section 203(b)(5) of the Immigration Act, immigrant visas are available to qualified foreign individuals seeking permanent resident status on the basis of an investment of capital in an NCE which qualifies under the EB-5 Program.

The EB-5 Program provides for the issuance of conditional or temporary (i.e. 24 months) green cards to a qualified foreign investor (and their family) that invests a minimum of \$XXX,XXX (U.S.) in an NCE that creates at least XX (XX) full-time permanent jobs for U.S. workers.

If the NCE creates the jobs required by the EB-5 Program, unconditional or permanent green cards will be issued after the expiration of the twenty-four (24) month conditional or temporary residency status period.

The investment is required to be maintained for a period of not less than three (3) years.

As a permanent resident, provided that he/she is physically present in the U.S. for at least 180 days after issuance of a green card and/or has obtained a Re-entry Permit, if necessary, before departing from the U.S., a green card holder and his/her family are free to return to their country of origin for business or personal purposes, as long as he/she maintains a residence in the U.S. and can maintain business and professional interest in his/her country of origin or, subject to the regulations of his/her country of origin, elsewhere.

If a qualified foreign investor and/or his/her family elects to become citizens of the U.S., the period after the issuance of conditional permanent residence status is credited against the five (5) year period required to be spent as a permanent resident in the U.S. in order to qualify to be eligible to be a U.S. citizen.

Upon receipt of conditional permanent resident status, a qualified foreign investor and his/her family (i.e. spouse and children under the age of 21 at the time of application) are entitled to the same benefits as all other lawful permanent residents of the U.S., including:

- ✧ Living and working anywhere in the U.S.
- ✧ No employment authorization required to accept employment in the U.S.
- ✧ Ability to develop and operate one or more businesses in the U.S.
- ✧ Ability to sponsor relatives to acquire green cards
- ✧ Freedom to travel within and outside of the U.S. and return to the U.S. without obtaining an additional visa or authorization
- ✧ Educational benefits afforded to permanent residents of the U.S., such as admission to state universities at resident costs
- ✧ Qualification to become a citizen of the U.S. after he/she has been a permanent resident for more than five (5) years

6 XYZ COMPANY D.B.A. SAMPLE FRANCHISE

XYZ Company is a Sample City-based company that will operate a fast-casual restaurant named Sample Franchise. The Company will offer fresh and wholesome food in a comfortable setting. High-quality products, competitive prices, and attentive customer service will secure a loyal customer base.

Sample Franchise's customers stand in line to order their food and pay for their food before sitting down to eat. Food is prepared fresh upon each order and a customer has a buzzard that goes off once order is ready. Sample Franchise uses real plates and utensils, as opposed to paper and plastic.

The Company obtains ingredients locally and nationally from purveyors who use only the highest quality produce, meats, and seafood. Sample Franchise's produce is delivered daily. Sample Franchise's customers include local residents, tourists, employees from local businesses, individuals who relocate to South Sample State during the winter months, and students.

Sample Franchise's state-of-the-art point-of-sales (POS) system automates operations as follows:

- ✧ The employee begins a new order or check by entering food items the customer orders.
- ✧ The POS sends the order information to the kitchen or bar in the form of a printed ticket or on a digital display monitor.
- ✧ The kitchen employees read the order and make the appropriate food or beverage for the front-of-house employee to serve the customer.
- ✧ The employee will read the total charge on the POS display, and collect payment from the customer.

The POS system also:

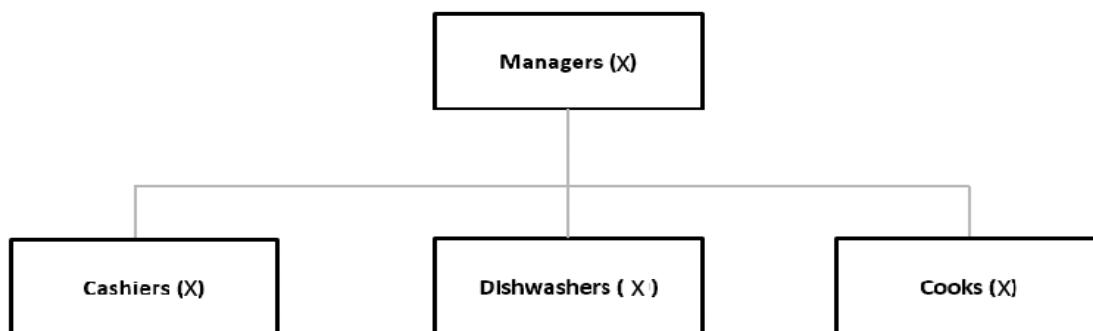
- ✧ Calculates the amount due for every order entered
- ✧ Records the method of payment
- ✧ Keeps track of cash in the cash drawer
- ✧ Creates hourly and daily sales reports
- ✧ Allows hourly employees to clock in and out
- ✧ Calculates labor and payroll data
- ✧ Records daily check averages for each worker
- ✧ Keeps track of menu items sold
- ✧ Records information on repeat customers

The most prominent suppliers for Sample Franchise are Supplier 1 and Supplier 2 as well as several local vendors. The Company has developed solid, long-lasting relationships built on honesty, integrity, and trust with suppliers that share the same commitment to the customer.

The Company will have 25 full-time employees in Year 1. Each position will be filled before the opening of the restaurant, since the Company needs all employees available as soon as the Company start its operations. The Company will have a grand opening event that will be advertised through mass media and social media.

6.1 ORGANIZATIONAL STRUCTURE (YEAR 1)

XYZ Company plans to have XX full-time employees in Year 1, excluding the Applicant. The Company's organizational structure is shown below. XYZ Company will keep the same employee headcount by the end of Year 5. .



6.2 MANAGEMENT PROFILES

6.2.1 THE APPLICANT

(missing info)

6.2.2 MR. JOHN DOE 1

Mr. John Doe 1 is a management executive of Sample Company and Sample Franchise LLC.

Mr. John Doe 1 joined Sample Company in 20XX, and was instrumental in the company's recent win of a XX-year lease with the Sample City for three restaurants, a marina and retail space on a seven-acre waterfront property in Sample Area, currently known as the Sample Name and Sample Name property. Since 20XX, Mr. John Doe 1 has co-owned and operated the Sample Company restaurant in Sample Area, and since 20XX the Sample Restaurant in Sample Area. Previously, he co-owned and managed two Sample restaurants in Downtown Sample City and Midtown Sample City, which were later sold for \$XX million sale to Sample Company in 20XX.

Before joining Sample Company, Mr. John Doe 1 was the Chief Financial Officer and Vice President of Sample Company, Inc. where he oversaw XX corporate personnel. Sample Company is an airport and turnpike concessions operator with over 125 points-of-sale across nine airports and two turnpikes, generating over \$XXX million in annual sales. Before leaving Sample Company in late 20XX, Mr. John Doe 1 assisted in winning the Sample Turnpike concession, which was the largest turnpike concession contract in history valued at over \$X billion.

Mr. John Doe 1's career began in 20XX, when he joined the "Big Four" public accounting firm Sample Firm, where he worked in the Assurance Advisory and Fraud Investigation and Dispute Services practices. He was promoted to the Manager and during his time there, he assisted clients such as Several Sample Clients. Mr. John Doe 1 is a certified public accountant. He holds a bachelor of science degree in accounting from the Sample University and a master of business administration degree from Sample University.

6.2.3 MR. JOHN DOE 2

Mr. John Doe 2 is a management executive of Sample Company and Sample Franchise LLC.

From 20XX to 20XX, Mr. John Doe 2 partnered with Mr. John Doe 3, the Chief Executive Officer of Sample Restaurant Group, as the Executive Vice President and Chief Financial Officer, where he managed all business functions of the XXX-employee company. He also negotiated development deals with the Sample Corp., as well as assisted in the development and operation of Sample Brand 1 and Sample Brand 2, two innovative restaurant brands that were both semi-finalists for the Sample Award in 20XX. Prior to joining Sample Restaurant Group, Mr. John Doe 2 worked with the Sample City-based Sample Company for five years as the Vice President of Finance, where he was instrumental to the company's sustained financial success. He became part owner of the Sample Company in Sample Area in 20XX.

In 20XX, he worked at Sample Brand as the Director of Accounting in the Latin America Region. In just one year, he helped put policies and controls in place that elevated the region from a last place ranking to second place in terms of its finance and internal controls. Mr. John Doe 2's career began in 20XX, when he joined the "Big Four" firm Sample Firm. He was promoted to the position of the Audit Manager. During his time with the company, he helped make a positive impact for clients such as Several Sample Clients.

Mr. John Doe 2 is a certified public accountant. He holds a bachelor of science degree in accounting from the Sample University, a master of accounting degree from Sample University, and a certificate of foodservice management from Sample University.

6.2.4 CHIEF OPERATING OFFICER: MR. JOHN DOE 3

Mr. John Doe 3 joined Sample Group as the Chief Operating Officer in 20XX. A veteran of the hospitality industry, he began his career in his hometown of Sample Town, Sample Island at the renowned boutique hotel Sample Hotel. Throughout his eleven-year tenure, he apprenticed in all facets of upscale European hotel and restaurant operations.

Upon completing his University studies, he moved to Sample City to serve as Director of Sales and Marketing for the resort and later served as a Sales Consultant to Sample Brand.

In 20XX, he relocated to Sample State, first to work with Sample Award-winning John Doe 4 at his flagship restaurant located at the Sample Restaurant in Sample City and later to Sample City where he joined Sample Company to lead in the creation of its fine dining operations.

During Mr. John Doe 3's tenure as the Chief Operating Officer at Sample Company, the company evolved into an award winning and nationally acclaimed multi-brand restaurant group, earning Sample Award nominations for Sample Bar as well as Sample Restaurant and named one of the "50 Coolest Restaurant Companies in the Land" by Sample Magazine. Other concepts developed during his term were Sample Concept, and most recently, the quick service restaurant Sample restaurant.

Mr. John Doe 3 attended the Sample University where he majored in Accounting and Marketing. He is also a First Level Cicerone, an avid craft beer aficionado, and has served as a Board Member for the Sample City Chapter of the Sample State Restaurant and Lodging Association.

6.3 PRODUCTS

Sample Franchise is a fast-casual restaurant providing fresh and wholesome food in a comfortable setting. While the Company will sell various types of foods and drinks, the primary categories are burgers, salads, tacos, bowls, skillet, soda, beers, teas, and wines. In addition, Sample Franchise offers meats that are hormone-free and antibiotic-free, and fresh ingredients for all side dishes.

6.3.1 HANDHELDS

Sample Franchise offers handhelds such as Sample Franchise burger, garden burger, chicken salad served in bread, and blue's steak tacos. The price of these products varies between \$X to \$XX per serving.

6.3.2 BITES

The Company offers bites such as black bean hummus, spicy edamame, roasted Brussels sprouts, and roasted sweet potatoes. The price of these products is \$X per serving.

6.3.3 SALADS

Sample Franchise sells salads such as harvest cobb salad, sweet potato house salad, beet salad, and spicy Thai salad. Customers can also add meat including chicken, beef, and tuna. The price of salads varies between \$X to \$XX per serving.

6.3.4 SAMPLE BOWLS AND SKILLETS

Sample Franchise offers skillets such as rotisserie chicken skillet, pesto harvest skillet, and cauliflower skillet, as well as bowls such as Cuban hipster bowl, curry roasted vegetable bowl, and bean bowl. Harvest bowls and skillets can also be customized by adding extra protein ingredients. The price of these products varies between \$X to \$XX per serving.

6.3.5 DRINKS

The Company also offers drinks such as organic cane sugar Sample Franchise soda, unsweetened iced tea, craft beer, pinot noir, chardonnay, and sparkling rosé. The price of drinks varies between \$X to \$XX.

6.4 SUPPLIERS

Sample Franchise will be supplied and supported by the following companies:

Supplier 1 is a Sample City-based leading restaurant supplier. The company has been in operation since 20XX in Sample Area, Sample State. Supplier 1 sells poultry, pork, fresh and frozen seafood, frozen food, refrigerated food, fresh produce, dry goods, beverages, disposals, and chemicals. The company strives to continuously improve and innovate its products and services. In addition, Supplier 1 is one of the fastest growing, respected, and progressive food service distributors in the Southeast.

Supplier 2 is the global leader in selling, marketing, and distributing food products to restaurants, healthcare and educational facilities, lodging establishments, and other customers who prepare meals away from home. Its family of products also includes equipment and supplies for the foodservice and hospitality industries. The company operates XXX distribution facilities serving approximately XXX,XXX customers.

6.5 MARKETING STRATEGY

Website and Social Media

Being part of a restaurant chain, XYZ Company will have the advantage of having most of its marketing efforts taken care of. The chain allows each of its restaurant outlets to use the website www.SampleWebsite.com through a specific restaurant location or number. The Company will not conduct any marketing efforts on its own and will rely on the larger organization's professional crew, which specializes in media services.

The website features a home page that gives the history of the company, the menu, a blog, the location list, links to social media pages (Facebook and Instagram), and contact information. Customers are also able to place orders through a specific restaurant location.

Sample Franchise is present and communicating its updates on Facebook and Instagram.

By focusing on social media communication, Sample Franchise builds awareness and credibility while also allowing its employees to communicate directly with customers and understand their needs.

The information and feedback obtained from customers help Sample Franchise continuously improve customer service and consequently sales.

Loyalty Programs

Sample Franchise has loyalty programs that reward repeat customers. Loyalty programs increase and improve Sample Franchise's reputation as well as increase revenues and the average profit per customer.

6.6 MISSION & GOALS

Sample Franchise's main goal is to establish a strong reputation for customer satisfaction and to offer the most attentive, courteous, and personalized service.

Mission for XYZ Company:

- ✧ Provide a superior hospitality experience in quality, comfort, friendliness, design, and value
- ✧ Create a menu that customers will strongly identify with, causing them to make it a regular part of their lives
- ✧ Do everything possible to preserve and nurture ecosystems, both internally and externally
- ✧ Build a strong reputation for quality products and excellent customer service
- ✧ Know customers' preferences and anticipate their future needs
- ✧ Exceed customers' expectations by delivering high-quality products

Goals for XYZ Company:

- ✧ Create at least XX new permanent job positions
- ✧ Constantly improve customer service
- ✧ Be profitable starting in Year 1
- ✧ Become a respected employer for local workers
- ✧ Implement marketing and advertising programs to raise the brand's profile and create awareness of the brand's uniqueness
- ✧ Achieve annual sales in excess of \$X million in the first full year of operation, with X% growth in subsequent years

6.7 PRICING

The list below outlines the average price for each type of product:

Products	Price
Handhelds	\$XX to \$XX
Bites	\$XX
Salads	\$XX to \$XX
Harvest Bowls and Skillets	\$XX to \$XX
Drinks	\$XX to \$XX

6.8 KEYS TO SUCCESS

The Company's key to success are as follows:

- ✧ **Effective training of employees** – Employees will be trained in delivering service, working safely and efficiently, and encouraging the purchase of additional items
- ✧ **Effective operations and controls** – Constant oversight of business volume and operational expenses to make sure that expenses remain in balance with traffic, revenues, and trends
- ✧ **Implementation of concept** – Consistent implementation of the brand's unique characteristics and experience
- ✧ **Marketing** – Targeted marketing to increase brand awareness
- ✧ **Delivering great value** – Providing customers with flavorful food and a restaurant experience that is inexpensive

6.9 RESTAURANT DEVELOPMENT COSTS

The restaurant development process consists of four phases. The table below shows total development costs broken down by phase.

Restaurant Development Costs

DEVELOPMENT PHASES	Costs
Phase 1: Concept Development	\$XXX,XXX
Phase 2: Design	\$XXX,XXX
Phase 3: Build-Out	\$XXX,XXX
Phase 4: Pre-Opening	\$XXX,XXX
Total	\$X,XXX,XXX

Cost Breakdown Phase 1

Phase 1: Concept Development	Expenses
Restaurant Designer	\$XXX,XXX
Branding Consultant	\$XXX,XXX
Website Design	\$XXX,XXX
Chef / Franchise Fees	\$XXX,XXX
Travel Expenses	\$XXX,XXX
Attorney's Fees	\$XXX,XXX
Consultant Fees (Menu)	\$XXX,XXX
Total	\$XXX,XXX

Cost Breakdown Phase 2

Phase 2: Design	Expenses
Architect of Record	\$XXX,XXX
Restaurant Designer	\$XXX,XXX
Lighting Consultant	\$XXX,XXX
Kitchen Planner	\$XXX,XXX
Attorney's Fees	\$XXX,XXX
Management Fees	\$XXX,XXX
Lease Security Deposit	\$XXX,XXX
Total	\$XXX,XXX

Cost Breakdown Phase 3

Phase 3: Build-out	Expenses
Point-of-Sale System	\$XXX,XXX
CompEat Software	\$XXX,XXX
Office Computer	\$XXX,XXX
AV System	\$XXX,XXX
Alarm System	\$XXX,XXX
Camera System	\$XXX,XXX
Furniture	\$XXX,XXX
Kitchen Equipment	\$XXX,XXX
Hood Exhaust	\$XXX,XXX
Signage	\$XXX,XXX
Permit Fees	\$XXX,XXX
Leasehold Improvements	\$XXX,XXX
Total	\$XXX,XXX

Cost Breakdown Phase 4

Phase 4: Pre-opening	Expenses
Payroll - Training	\$XXX,XXX
Pre-Opening Operating Expenses	\$XXX,XXX
Operating Supplies and Equipment	\$XXX,XXX
Inventory	\$XXX,XXX
Office Supplies	\$XXX,XXX
Business and Liquor Licenses	\$XXX,XXX
Working Capital	\$XXX,XXX
Marketing and Public Relations	\$XXX,XXX
Total	\$XXX,XXX

7 FINANCIAL

Due to its numerous business advantages and expertise, Management believes that: (i) XYZ Company will be profitable; and (ii) the EB-5 Investor will achieve a reasonable return on their investment.

Please see the pro forma financial projections below for further details.

NOTE: Cautionary Statements Regarding Projections

The forward-looking statements included herein are also based on certain current budgeting considerations, and other assumptions relating to the ability of the management to obtain returns, successfully market products, and procure sufficient capital to expand operations. Assumptions relating to the proceeding and foregoing information involve judgments by the management that are difficult to predict accurately and are subject to numerous factors that may materially affect the results.

Budgeting, investment, and other managerial decisions are subjective and are thus susceptible to interpretations and periodic revisions based on actual experience and business developments. The impact of such revisions may cause the management to alter budgets and amend strategies, any or all of which may materially affect the results.

The foregoing considerations, as well as a variety of other factors not set forth herein, could cause the actual results and experience of management to differ widely or materially from the anticipated results or other expectations in the forward-looking statements.

The management of XYZ Company has prepared projections regarding the anticipated financial performance of the project. The projections are hypothetical and may be based on certain assumptions that may prove to be inaccurate and that are subject to future conditions that may be beyond the control of the management, such as general industry conditions. The Company may experience unanticipated costs or lower revenues than forecasted. There are no assurances that the results that may be shown in the projections will in fact be realized. The projections have been prepared by the management in consultation with other industry experts. However, since the projections are based upon numerous assumptions, which may or may not prove to be true, neither the independent experts or counsel to the Company can provide any level of assurance with respect to any of them.

7.1 TIMELINE OF INVESTMENT OPERATIONS

The following table is a timeline of investment, hiring, and operations.

- Timeline of Investment and Operations																						
	Year 0		Year 1				Year 2				Year 3				Year 4				Year 5			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Hiring of the employees																						
File for I-526																						
Approval of I-526																						
Receive Temporary Permanent resident card																						
File for I-829																						
Approval of I-829																						
E-85 at Risk Investment																						

Foreign Investment Funds Transfer

The Applicant will invest funds totaling \$X,XXX,XXX in the Company.

Investor Immigration Petition:

This timeline anticipates that the Investor's I-526 petition will be approved by USCIS approximately 12 to 16 months from submission.

Permits:

The Company is currently in the process of acquiring a business license, and any other permits and licenses required for their operations.

Hiring for Operations:

All interviewing, hiring, and training of employees will start and end before the beginning of Year 1. The Company will hire a total of 25 employees, excluding the Applicant.

7.2 SOURCE OF PROCEEDS

The principal capital includes a \$X,XXX,XXX investment that will be made by an alien investor for the purpose of the EB-5 Program, which grants lawful conditional and permanent resident status in the U.S. to foreign investors who make qualifying investments under the Immigration Act.

Investor	EB-5 Direct Financing
The Applicant	\$X,XXX,XXX

The Company will finance the investment from the Applicant's personal funds.

7.3 USE OF PROCEEDS

The proceeds will be used to fund the overall project:

Item	Amount
Architect of Record	\$XXX,XXX
Restaurant Designer	\$XXX,XXX
Lighting Consultant	\$XXX,XXX
Kitchen Planner	\$XXX,XXX
Attorney's Fees	\$XXX,XXX
Management Fees	\$XXX,XXX
Lease Security Deposit	\$XXX,XXX
Point-of-Sale System	\$XXX,XXX
CompEat Software	\$XXX,XXX
Office Computer	\$XXX,XXX
AV System	\$XXX,XXX
Alarm System	\$XXX,XXX
Camera System	\$XXX,XXX
Furniture	\$XXX,XXX
Kitchen Equipment	\$XXX,XXX
Hood Exhaust	\$XXX,XXX
Signage	\$XXX,XXX
Permit Fees	\$XXX,XXX
Leasehold Improvements	\$XXX,XXX
Office Supplies	\$XXX,XXX
Total	\$X,XXX,XXX

7.4 NUMBERS

7.3.1 SALES FORECASTS

Sales Forecast	Year 1	Year 2	Year 3	Year 4	Year 5
Sales					
Food Sales	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Beverage Sales	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Total Sales	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Direct Cost of Sales	Year 1	Year 2	Year 3	Year 4	Year 5
Food Cost	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Beverage Cost	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Subtotal Direct Cost of Sales	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX

7.3.2 PROFIT AND LOSS

Pro Forma Profit and Loss	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Sales Growth %	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Direct Cost of Sales	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Gross Margin	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Gross Margin %	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%
Expenses					
Total Payroll Expenses	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Total Operating Expenses	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Total General Restaurant Expenses	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Total Repair and Maintenance Expenses	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Total Marketing Expenses	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Total Occupancy and Fees	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Total Expenses	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Net Income Before Taxes	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
EBITDA	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Taxes Incurred	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Net Profit	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Net Profit/Sales	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%

7.3.3 CASH FLOW

Pro Forma Cash Flow	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Received					
Cash from Operations					
Cash Sales	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Subtotal Cash from Operations	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Subtotal Cash Received	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Expenditures	Year 1	Year 2	Year 3	Year 4	Year 5
Expenditures from Operations					
Cash Spending	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Subtotal Spent on Operations	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Subtotal Cash Spent	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Net Cash Flow	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Cash Balance	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX

7.3.4 BALANCE SHEET

Pro Forma Balance Sheet	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash and Inventory	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Total Current Assets	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Long-term Assets					
Long-term Assets	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Total Long-term Assets	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Total Assets	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Capital	Year 1	Year 2	Year 3	Year 4	Year 5
Paid-in Capital	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Retained Earnings	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Earnings	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Total Capital	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX
Net Worth	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX	\$X,XXX,XXX

7.4 FEASIBILITY ANALYSIS

According to Sample Source,¹ key success factors for companies operating in the Fast Casual Restaurant Industry are as follows:

Targeting millennials: Millennials aged 20-35 are the target consumers for the fast and casual food market. Sample Franchise will specifically target this age group. According to Sample Source, there are XX.X million millennials in the U.S. The Company will attract millennials and retain them as returning customers.

More options: Restaurants are expanding their menus, offering more vegan and gluten-free options. Sample Franchise offers a wide variety of healthy options including salads, all natural grass fed burgers, vegetable bowls, and all natural chicken skillet, among others.

Premium products: Consumers are increasingly willing to spend more money for premium, healthy snacks and ingredients. Sample Franchise has premium healthy food on the menu including the Sample Taco (all natural grass feed, free range steak, organic GMO free, organic blue corn tortillas, caramelized shallots, chimichurri vinaigrette, avocado, and fresh cilantro).

Embracing technology: Restaurant are deploying beacons and other mobile technologies to enhance the dining experience. The Company will use innovative technology, including POS system and Sample Restaurant Management Software.

Continuous innovation: Constant innovation of packaging will lead to a higher demand for fast food and snacks.

¹ Source

8 EMPLOYMENT AND STAFFING

8.1 STAFFING

Sample Franchise will be staffed by a team of XX employees, including three Managers who will be trained and incentivized to lead and supervise in order to achieve the restaurant's performance goals. The following chart outlines the proposed job descriptions and salary by appointment.

Title	Job Role	Salary
Managers	<ul style="list-style-type: none"> • Develop the team and oversee the financial performance of the restaurant • Coordinate daily front of the house and back of the house restaurant operations • Respond efficiently and accurately to customer complaints <ul style="list-style-type: none"> • Regularly review product quality and research new vendors • Organize and supervise shifts • Appraise staff performance and provide feedback to improve productivity • Create detailed reports on weekly, monthly, and annual revenues and expenses 	\$XX,XXX/year
Cashiers	<ul style="list-style-type: none"> • Process orders through the point-of-sale (POS) system • Ensure every guest is greeted in a friendly, professional, and timely manner • Receive payments and present change to customers • Appeal to impatient customers, especially during rush hours • Manage the register, including all credit card and cash operations 	\$XX,XXX/year
Dishwashers	<ul style="list-style-type: none"> • Collect used kitchenware from dining and kitchen areas <ul style="list-style-type: none"> • Load and unload dishwashing machines • Wash specific items by hand • Store clean dishes, glasses, and equipment appropriately <ul style="list-style-type: none"> • Set up workstations before meal prep begins 	\$XX,XXX/year
Cooks	<ul style="list-style-type: none"> • Set up workstations with all needed ingredients and cooking equipment <ul style="list-style-type: none"> • Prepare ingredients to use in cooking • Cook food in various utensils or grillers • Check food while cooking to stir or turn • Keep a sanitized and orderly environment in the kitchen 	\$XX,XXX/year

All the above listed jobs are full-time with at least 40 hours per week of scheduled work time.

8.2 PERSONNEL PLAN

Number of Employees per Position	Year 1	Year 2	Year 3	Year 4	Year 5
Managers	XX	XX	XX	XX	XX
Cashiers	XX	XX	XX	XX	XX
Dishwashers	XX	XX	XX	XX	XX
Cooks	XX	XX	XX	XX	XX
Total Employees	XX	XX	XX	XX	XX

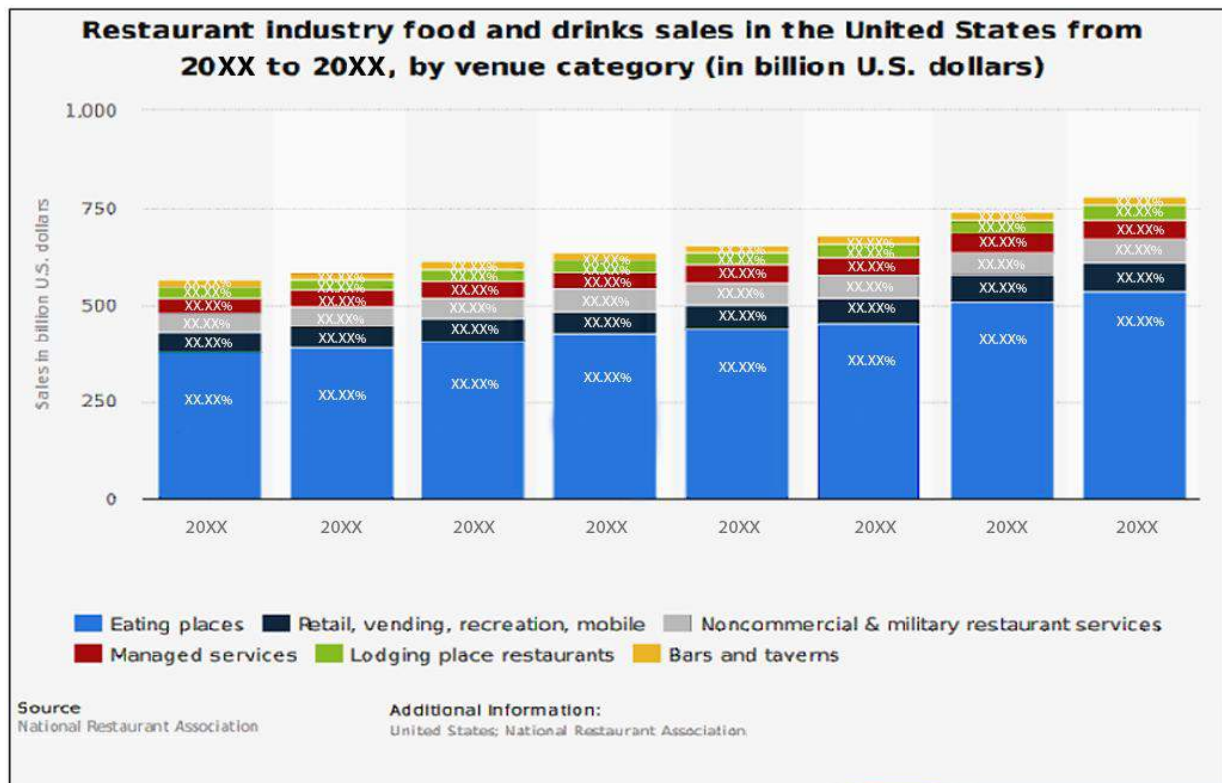
Designated Salary per Position	Year 1	Year 2	Year 3	Year 4	Year 5
Managers	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Cashiers	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Dishwashers	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX
Cooks	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX	\$XXX,XXX



9 INDUSTRY & MARKET ANALYSIS

9.1 RESTAURANT INDUSTRY OVERVIEW

This statistic provided by Sample Source,² shows the restaurant industry food and drinks sales in the U.S. from 20XX to 20XX, by venue category.



The Restaurant Industry in the U.S. is a large one, with food and drink sales reaching \$XXX billion in 20XX. This figure rose even further in 20XX, exceeding \$XXX billion. The majority of these sales are generated in general eating places each year, including full service restaurants, limited service restaurants, cafeterias, and bars. Within this venue category, full service restaurants make the most sales, with around \$XXX billion in 20XX. Limited service restaurants followed close behind with \$XXX billion dollars for that year.

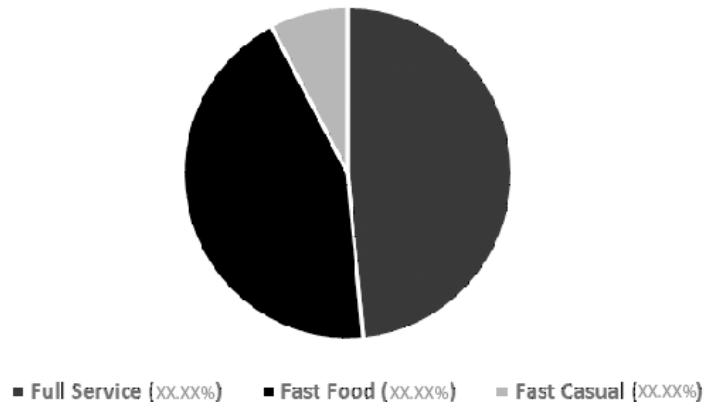
According to Sample Source,³ restaurant sales in 20XX exceeded \$XXX billion, marking the seventh consecutive year of growth. There are over one million food service locations in the U.S., and the industry employees over XX million people and is expected to add an additional X.X million by 20XX.

Fast casual segment is the smallest portion of the industry, coming in at only X.X% of market share. However, the growth of this small segment far surpasses the rest of the industry.

² Source

³ Source

Market share by industry segment



Fast casual restaurant 20XX sales were XX.XX% over 20XX, and revenue grew another XX.XX% from 20XX to 20XX. The restaurant industry as a whole, in comparison, grew only XX.XX% in 20XX and XX.XX% in 20XX.

9.2 INDUSTRY SEGMENT: FAST-CASUAL RESTAURANTS

The Company will operate in the Fast-casual Restaurant Industry. Fast casual restaurants provide a quality meal experience superior in all ways to fast-food restaurants such as Sample Brand 1 and Sample Brand 2, but below the full-service price of casual sit-down restaurants such as Sample Brand 3 and Sample Brand 4. Leading examples of the fast-casual restaurant model are Sample Brand 5 and Sample Brand 6.

9.3 INDUSTRY ANALYSIS

Industry Performance

According to Sample Source,⁴ the Fast Casual Industry has enjoyed explosive growth over the past several years, but it appears that the novelty of offering high-quality food in a quick setting at a fair price is waning. The industry was worth \$XX billion in 20XX and is expected to reach \$XX billion in 20XX. Fast casual restaurants increased their collective annual sales by XX.XX% in 20XX, and by XX% in 20XX.

The industry is still leading the restaurant sector when it comes to growth. Sample Group reported earlier this year that although traffic growth will stall in the year ahead for restaurateurs nationwide, limited-service chains (which combine quick service restaurants and fast casuals) show an estimated X% rate of growth in overall traffic. That is slightly better than the flat growth for that total business sector in 20XX, and far better than the anticipated loss of X% of business for full-service restaurants in 20XX.

⁴ Source

Industry Outlook

According to the latest market study released by Sample Source,⁵ the Fast Casual Restaurant industry in the U.S. is expected to reach \$XX.XX billion by 20XX, growing at a compound annual growth rate (CAGR) of more than XX%. Owing to the growing health-consciousness among consumers, the fast casual restaurants in the U.S. are introducing healthy meals in their food menus. They are coming up with nutritious options and unique, high-quality, and better-for-you food ingredients to help customers in reducing their total calorie intake. Some fast casual restaurants such as Sample restaurant 1, Sample restaurant 2, and Sample restaurant 3 are offering fresh salads in their menu, containing fresh vegetables. Also, the demand for fast casual restaurants serving gluten-free food is increasing from the growing awareness about celiac disease. Sample restaurant 4, Sample restaurant 5, and Sample restaurant 6 are some of the fast casual restaurants that offer gluten-free food in their menu. Such strategies help these restaurants to increase their customer base, besides strengthening their loyalty.

Vendors in the industry are coming up with several innovations in packaging for home delivery and takeaway food. They are offering biodegradable packaging, compostable packaging, and customized packaging of food products. Corrugated packaging is the most recent development in the market among restaurant market players as well as customers as its thermal properties keep food hot.

Competitive Landscape and Key Vendors

The Fast Casual Restaurants industry in the U.S. is highly fragmented because of the presence of numerous small and large market players. The heterogeneous nature of the market has made it difficult to retain customers' loyalty and has intensified competition among the market players. Vendors in the market are competing in terms of pricing strategy, product and packaging innovation, service, quality of food, menu variation, and the calories intake per meals. To gain a competitive edge over their peers, several players are providing customized solutions, menus, and services coupled with attractive customer loyalty-based offers.

Leading vendors in the industry are:

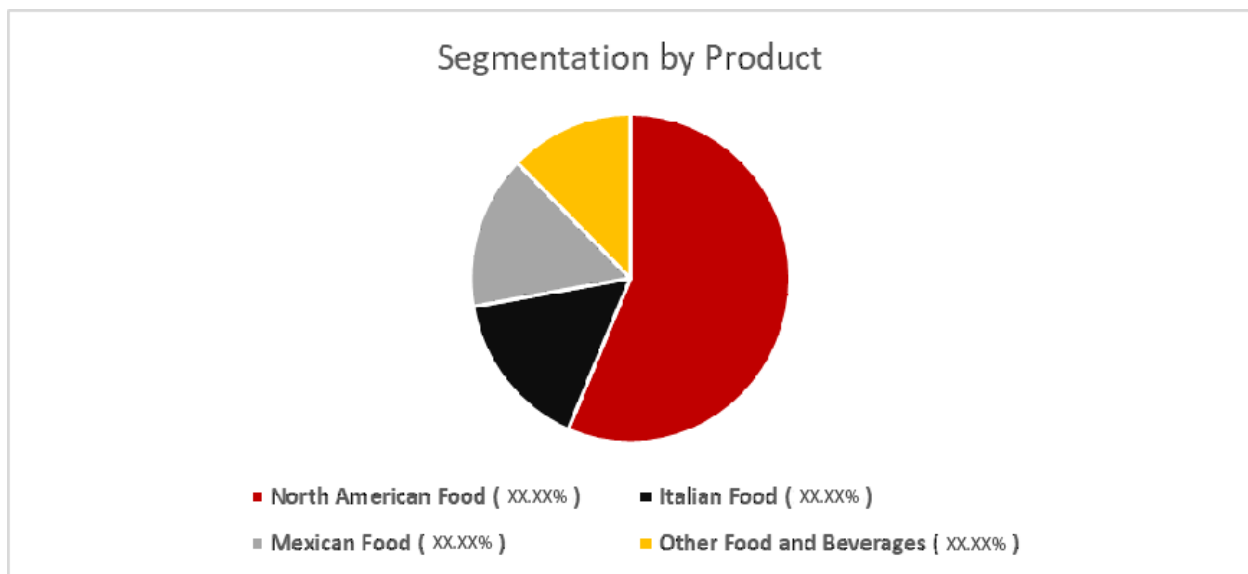
- ✖ Sample restaurant 1
- ✖ Sample restaurant 2
- ✖ Sample restaurant 3
- ✖ Sample restaurant 4
- ✖ Sample restaurant 5

Other prominent vendors in the fast casual restaurants market in the U.S. include Several Sample restaurants.

⁵ Source

Segmentation by Product

North American food will continue to dominate the Fast Casual Restaurants market in the U.S. and is likely to occupy around XX% of the overall market revenue by 20XX. Much of the segment's growth is due to the increasing consumption of sandwiches, burgers, or other quick serve foods by children and teenagers on a daily basis. Several fast casual restaurants in the U.S. are including healthy meal options in their menu to cater to the daily nutritional requirements of children and teenagers. The market penetration of breakfast sandwiches, egg dishes, pancakes, waffles, and French toast for breakfast at fast casual restaurants is anticipated to rise during the forecast period, which will further boost the sales of the North American food in the coming years.



North American foods will continue to dominate the market in the U.S. and is likely to occupy a total share of around XX%, growing at a CAGR of more than XX% by 20XX.

Around XX% of children and teenagers in the U.S. have sandwiches, burgers, or other quick serve foods on a daily basis. About XX% of them obtain XX% of their daily diet requirements from these foods. Therefore, fast casual restaurants in the U.S. are including many healthy meal options in their menu to cater to the daily nutritional requirements of children and teenagers.

Italian food is the second highest segment in the market in the U.S. and is likely to occupy a total share of over XX%, growing at a CAGR of almost XX% by 20XX.

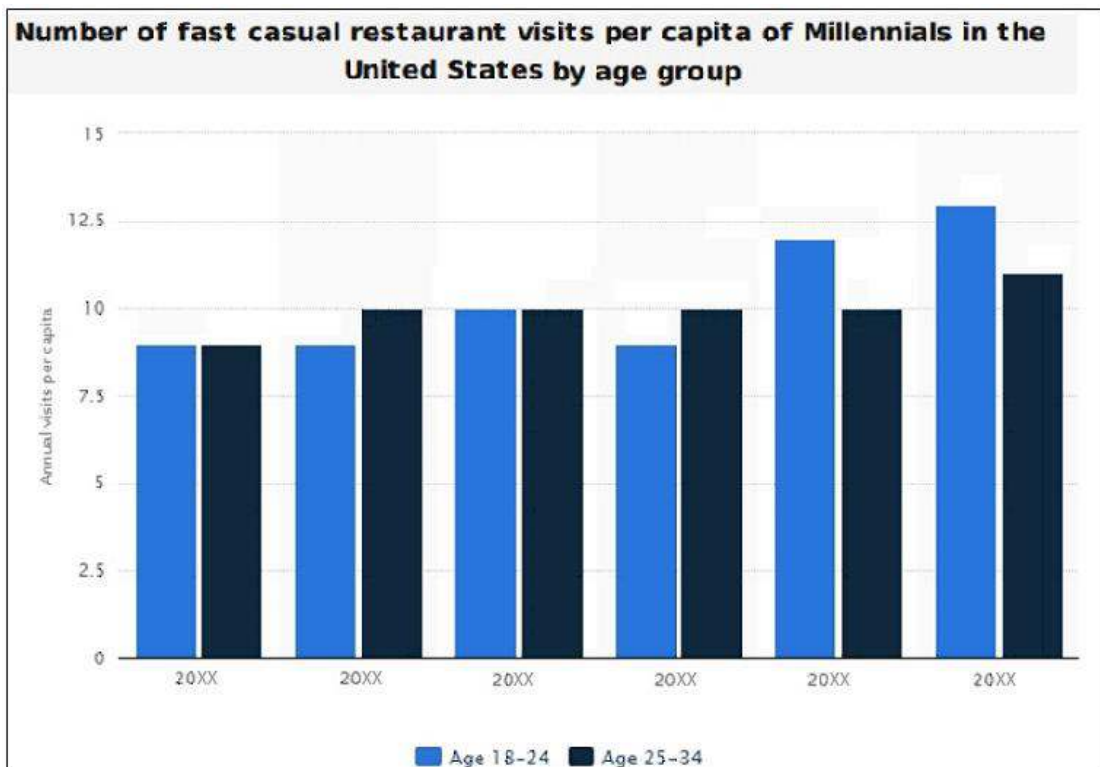
The growing demand for customization in pizza and rising consumer preference for fast casual pizza are key driving factors for market growth in this region. Customization is a key element that numerous consumers in the U.S. look for, especially millennials. For example, pizza restaurants like Sample Restaurant serve custom-crafted personal-sized pizza to customers with any toppings for one price.

Mexican food is the fastest growing segment in the market in the U.S. and is likely to occupy a total share of above XX%, growing at a CAGR of almost XX% by 20XX.

The rising popularity for Tex-Mex cuisine in the fast casual restaurants is the main impetus for market growth. Burritos, salsa, tacos, fajitas, and nachos are extremely popular food served in fast casual restaurants in the U.S. For example, Sample restaurant offers wide variety of burritos and tacos.

Target Consumers

Millennials, those aged between 20 and 35 years, are the target consumers for the Fast Casual Restaurants market in the U.S. According to Sample Source,⁶ millennials today number XX.X million and represent more than one quarter of the U.S. population. Their size exceeds that of the XX.X million baby boomers. In 20XX, around XX% of the millennials in the U.S. used social media, online advertising, and online ratings to gain information about the food available in fast casual restaurants. Furthermore, as today's consumers face a time crunch, many consumers prefer to eat in fast casual restaurants during work hours. In terms of employment scenario, XX% of people aged between 15 and 64 in the U.S. had a paid job in 20XX, and out of which, around XX% of men had a paid job in comparison to XX% of women. This has reduced the time spent cooking at home and increased the visits to fast casual restaurants. This has encouraged people to increase their spending on eating out, leading to the increase in demand for foodservice establishments.



⁶ Source

9.4 MARKET ANALYSIS

9.4.1 INTRODUCTION

Sample City

XYZ Company's restaurant is located in the Sample City, Sample State, which provides an advantageous environment for the development of the Company's business. Sample City is a city in Sample County in the Sample metropolitan area. The city is X.XX square miles. Sample City's central business district is directly served by the Sample City Metrorail at the Sample City station on Sample Street, connecting the suburb to downtown Sample City, and Sample City International Airport.

According to Sample Source,⁷ Sample City has a population of XXX,XXX. The city has an annual per capita income of approximately \$XX,XXX and a median annual household income of approximately \$XX,XXX. According to Sample Source,⁸ the unemployment rate in Sample City in Month 20XX was X.X%, the lowest rate since Month 20XX, when the unemployment rate was XX.X%.

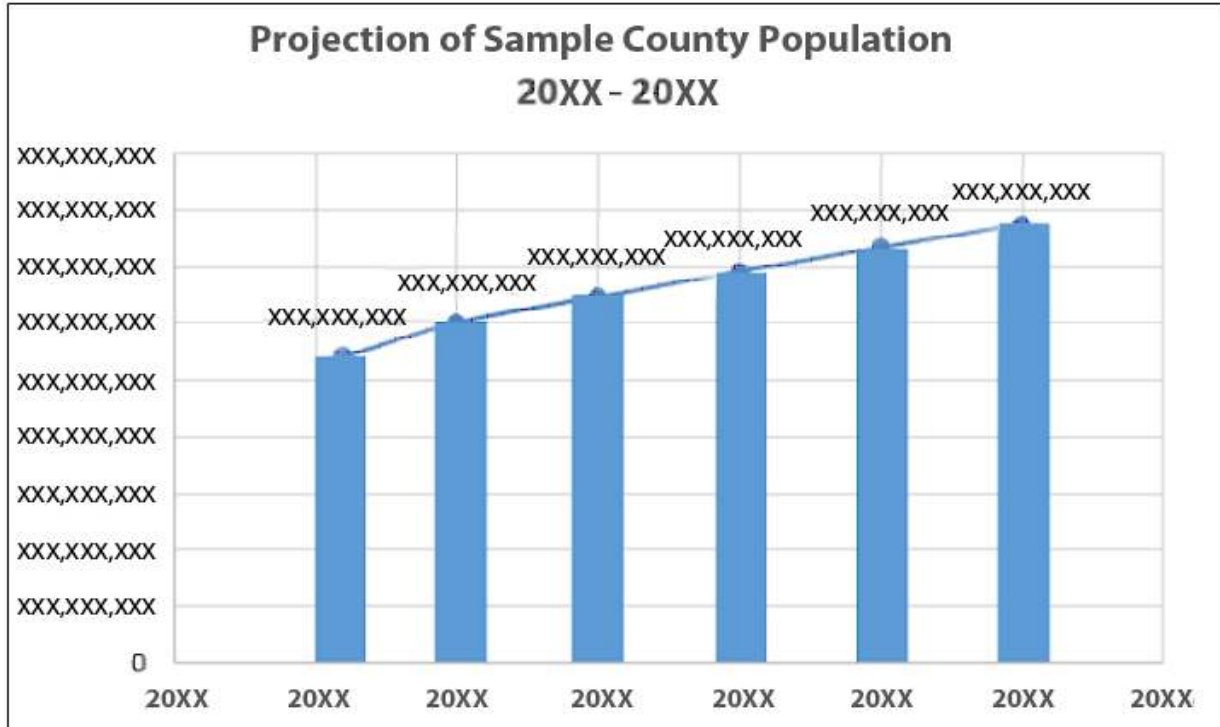
These statistics clearly show that, at least from the economic perspective, the opportunity to conduct business in the city of Sample City is favorable.

Sample County

In addition to being a richly diverse county with a vibrant economy and lifestyle, Sample County carries the distinction of being the U.S. hub of Latin American business as well as an international tourism destination. More than XX major corporations have their Latin American headquarters located here, including Sample Companies. Sample County is a leading U.S. destination for its rich economy, cultural diversity, and cosmopolitan flair.

⁷ Source

⁸ Source



The county is served by Sample Airport, the second busiest airport in international traffic in the U.S. (behind Sample Airport in Sample City), and processing over XX million domestic and international passengers a year. Sample County's colleges and universities enroll more than XXX,XXX students, and include Sample State University, with XX,XXX students, and the Sample University, with more than XX,XXX undergraduate and graduate students from around the world. Home to XX hospitals, Sample County has the largest concentration of medical facilities in Sample State. Sample County is a major world tourism and shopping destination, hosting more than XX million visitors a year. The region is raising its profile as an international art destination, hosting the annual Sample International Show, attended by more than XX,XXX international and domestic visitors.

Statistics (20XX) – Miami Dade County ⁹	
Total population	X,XXX,XXX
Average household income	\$ XXX,XXX
Number of households	X,XXX,XXX
Land area in square miles	X,XXX,XXX
Population 25-34 years old	X,XXX,XXX
Population 35-44 years old	X,XXX,XXX
Population 45-54 years old	X,XXX,XXX

⁹ Source

9.4.2 DEMAND DETERMINANTS

The industry is sensitive to factors that affect the growth in household disposable income, which gives consumers the ability to spend money on out-of-home dining. Household disposable income is sensitive to changes in labor market growth and movements in tax and interest rates. High gas prices also negatively affect disposable incomes.

Demographic trends

The changing age structure of the population is influencing change within the industry. Baby boomers are a major group that influences industry revenue growth. Not only do they comprise a significant percentage of the population, but they also generally have the highest amount of disposable income to spend on restaurant meals.

Health consciousness

Rising health consciousness has a direct effect on industry operators as American consumers have become increasingly concerned about fat content, fried food, and salt content, especially when dining out. As such, rising concerns over the nutritional value of restaurant meals are likely to influence demand for certain foods on menus, thus encouraging industry players to alter their product mix.

Convenience

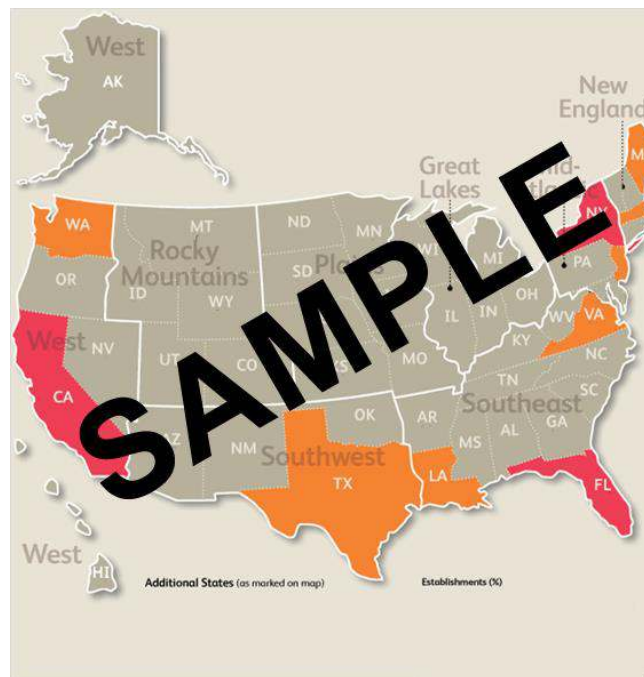
Convenience and value for one's money and time are other important demand determinants. Recent social trends such as busier lifestyles, heavier workloads, and longer working hours, have helped boost demand for restaurant services and convenience food as time-poor consumers look to cut down cooking time and make better use of their spare time.

9.4.3 LOCATION-BASED MARKET ANALYSIS

Location is of utmost importance for a food business. Operating in an environment where residents are open to trying new food can prove vital for the Company's growth and expansion.



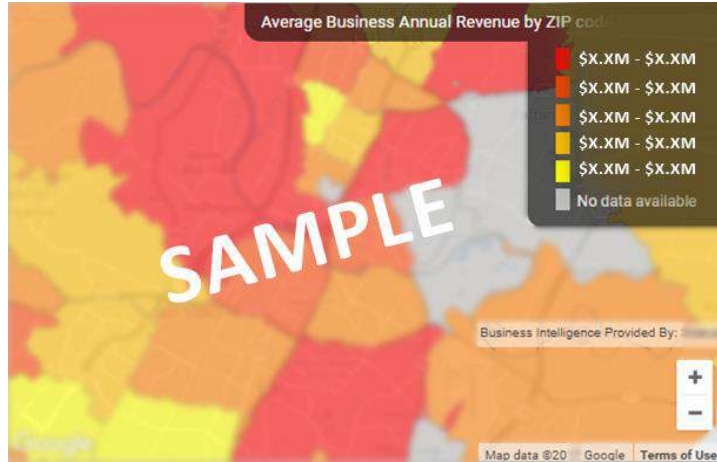
According to Sample Source,¹⁰ companies in the Fast-casual Restaurant Industry in the Sample County area have average annual revenues of \$X,XXX,XXX, which is higher than national averages of \$X,XXX,XXX.



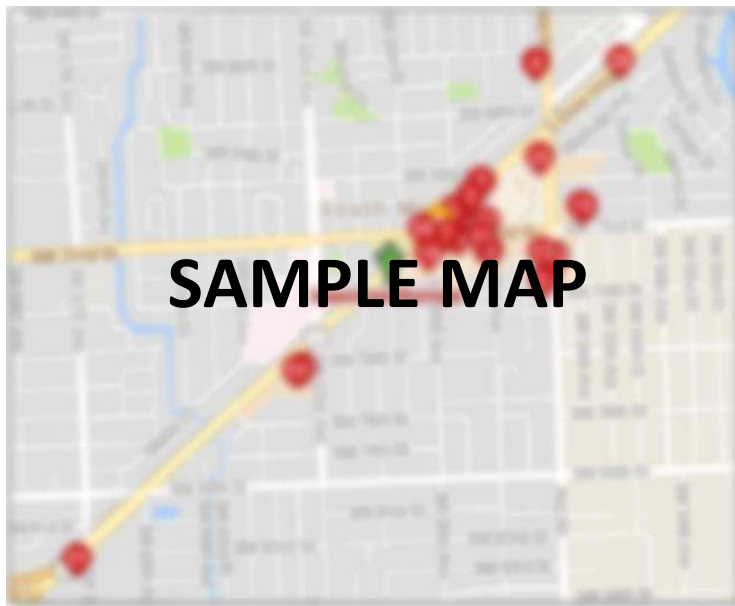
According to Sample Source,¹¹ the industry's business locations are largely distributed according to population and per capita income. Since the industry provides location-contingent food service to consumers, successful operators need to be located near their customer base. For this reason, the industry is heavily concentrated in the Southeast (XX.X% of total establishments), West (XX.X%), and Mid-Atlantic (XX.X%) regions, mainly due to population distribution and size.

¹⁰ Source

¹¹ Source



Sample Franchise is located in an area of Sample City where annual average per-business revenues in the Fast-casual Restaurants Industry are high and range anywhere from \$X.X million to \$X.X million. Moreover, the restaurant is near an area where revenues are the highest and range from \$X.X million to \$X.X million. Such positioning will significantly help Sample Franchise as it further develops.



According to Sample Source,¹² there are at least XX businesses in a two-mile radius that could compete with the Company, including XX that operate within a one-mile radius.

As portrayed in the map above, the competition in the Fast-casual Restaurants Industry in Sample City is strong. Even though the Company will encounter competition, there is an excellent opportunity for the Company because the demand for Sample Franchise's offerings is even greater than the number of fast-casual restaurants in the area. This demand, paired with the Company's superior customer service, will enable the Company to obtain a notable market share.

¹² Source

9.4.4 COMPANY'S TARGETS

Local Residents

According to Sample Source,¹³ Sample City has a population of XX,XXX. The Company will target local residents in Sample City with a variety of products. Sample Franchise will attract local residents and retain as returning customers, which will help the Company expand its business.

Tourists

Sample Franchise will target tourists, particularly ones who visit Sample County for a short amount of time. According to Sample Source,¹⁴ an estimated XX.X million visitors stayed at least for one night in Sample County in 20XX, up X.X% over the previous year. The Company will target tourists who are seeking establishments that can deliver food in a timely manner and still provide a pleasant environment and flavorful foods.

Employees from local businesses

Sample Franchise will target employees who work in the nearby businesses. These individuals have a need for flavorful foods, which is exactly what the Company will offer. The superior service and competitive prices will distinguish Sample Franchise from its competitors.

Individuals who relocate to South Sample State during the winter months

Sample Franchise will target individuals who reside in the Sample County area during the winter months. According to Sample Source,¹⁵ to Sample County's X,XXX,XXX residents the migration adds another XXX,XXX. Many people like to travel to cities in South Sample State during the winter months. This is because destinations in South Sample State provide a nice break from the cold and snowy weather that many other parts of the world encounter from October to March each year. These individuals will choose Sample Franchise because of its ability to provide high-quality food and service.

Students

The Company will also specifically target students attending Sample University. Sample Franchise is located X.X miles away from the university. With approximately XX,XXX students, Sample University will play a large part in the Company's target market.

¹³ Source

¹⁴ Source

¹⁵ Source

COMPETITOR ANALYSIS

Restaurant	Characteristics	How Sample Franchise differentiates itself	Distance from Sample Franchise
Competitor 1 Hours 10:45 am - 10:00 pm	<ul style="list-style-type: none"> National fast-casual chain serving Mexican fare of meat bowls, fajitas, burritos, tacos topped with rice, beans, veggies, and salads Meat and other foods have been cooked prior to ordering, and orders are assembled in front of the customer as he/she moves along an “assembly line” of ingredients No desserts, coffee, or alcohol All paper and plastic utensils Entrée Price Range: \$X.XX to \$X.XX 	<ul style="list-style-type: none"> Sample Franchise offers a superior meal experience and a broader menu that is not limited to Mexican food Sample Franchise is synergistic with Chipotle, as its American food menu offers an entirely new option to the fast-casual customer Menu Price Range: \$X - \$XX 	X.X miles
Competitor 2 Hours 6:00 am - 11:00 pm	<ul style="list-style-type: none"> National chain of bakery-café, expanded with light fare options of pre-packaged soups, salads, sandwiches, and pasta with pre-packaged sauces No meat entrees, burgers, or French fries Desserts are limited to pastries <ul style="list-style-type: none"> No alcohol Wide selection of coffees and teas Customers order, pay, and then wait while standing to get their food Sandwich Price Range: \$X.XX to \$X.XX Meal Salad Price Range: : \$X.XX to \$X.XX 	<ul style="list-style-type: none"> Sample Franchise has a more gourmet style, a larger menu, and more substantial meal options Panera has nothing to offer the customer who wants a full entree meal or burger meal For many customers, Panera might end up being a choice for breakfast, while Sample Franchise will be a decidedly superior choice for lunch or dinner Meal Price Range: \$X to \$XX 	X.X miles
Competitor 3 Hours 11:00 am - 11:00 pm	<ul style="list-style-type: none"> A growing national chain serving all natural Angus beef burgers on potato rolls Menu also includes hot dogs, shakes, and frozen custard blended with artisanal local ingredients <ul style="list-style-type: none"> Serves wine and beer Burger Price Range: \$X.XX to \$X.XX 	<ul style="list-style-type: none"> Sample Franchise’s menu goes beyond the hamburger and hot dog offerings of Shake Shack, thus offering more meal options Sample Franchise’s burger selection contains more gourmet elements Its dessert selection is also wider Menu Price Range: \$X to \$XX 	X.X miles
Competitor 4 Hours 11:00 am - 10:00 pm	<ul style="list-style-type: none"> National chain operating in the so-called “better burger” category <ul style="list-style-type: none"> Meat is freshly grilled, and restaurants serve beer Menu is limited to burgers and hot dogs <ul style="list-style-type: none"> All paper and plastic utensils Burger Price Range: \$X.XX to \$X.XX 	<ul style="list-style-type: none"> Sample Franchise’s burgers are more gourmet, which outdo Five Guys in the “better burger” option by presenting ingredients and combinations that elevate a burger meal Sample Franchise’s menu services everyone who does not want burgers Menu Price Range: \$X to \$XX 	X.X miles

While consumers do have options, Sample Franchise will present a unique proposition. The restaurant will serve freshly made American food, ranging from full meals to burgers and sandwiches, but prepared with gourmet style and ingredients that resonate with the “foodie” culture that has emerged among U.S. consumers over the past decade. From celebrity chef TV shows to food magazines to internet sites, today’s consumers are widely exposed to a new, higher level of gastronomy that offers creative and innovative food combinations. Sample Franchise will bring this experience to the fast-casual segment, placing the brand in its own category.

9.4.5 COMPETITIVE ADVANTAGES

Innovative Menu

Sample Franchise has an innovative gourmet menu containing selections such as quinoa burger topped with sweet potato fries and beer caramelized onions; turkey, smashed avocado, cranberry, brie and mashed potato waffle melts; and apricot, walnut and brie stuffed chicken breast with roasted potatoes, among others. Therefore, the Company’s menu items will easily attract a wide range of customers with different needs and preferences.

Uniqueness

Sample Franchise is the only fast-casual restaurant brand offering full meals of all-American fare, as opposed to the ethnic food currently dominating the fast-casual sector.

Fresh Ingredients

Sample Franchise obtains ingredients locally and nationally from foragers, farmers, and specialty purveyors who use only the highest quality seasonal produce, meats, and ingredients. The Company’s produce is freshly picked and delivered daily.

Parent Company Support

XYZ Company has an advantage over its competitors because of the backing it receives from its parent company, Sample Franchise LLC. The Company is able to attract funding from abroad to support its growth and prevent cash flow shortages. Besides providing financial support to XYZ Company, Sample Franchise LLC will also offer guidance to the Company’s management.

Superior Customer Service

The success of the Company will directly be linked to its ability to satisfy customers. Superior service starts with a courteous and professionally trained staff, as there is no better way to obtain new and retain existing customers. The Company’s friendly service and clean restaurant will make customers feel welcome. Sample Franchise will strive to meet customer expectations and surpass them when possible.

9.4.6 SWOT ANALYSIS

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis provides a transparent look at the business proposition, showing the opportunity management will pursue and the strengths it brings to the venture, with which it will overcome weaknesses and threats as necessary.

Strengths	Weaknesses
<ul style="list-style-type: none">✧ Highly experienced management team with a track record of successful restaurant brands in South Sample State✧ Innovation appeal by creating a gourmet American food menu✧ Fast-casual restaurant model performs better even when consumers' spending ability weakens	<ul style="list-style-type: none">✧ New brand will need time to become recognized by consumers✧ Low industry profit margins require the need for large sales volume
Opportunities	Threats
<ul style="list-style-type: none">✧ Capitalize on the growing craze of fast-casual dining with a new fast-casual restaurant brand with a "foodie" all-American fare menu✧ Enter the growing South Sample State market and its trendy restaurant scene✧ Operate in thriving retail and entertainment destinations that curate the tenant mix to include crowd-pleasing restaurant brands✧ An economic turnaround can greatly impact the success of the Company	<ul style="list-style-type: none">✧ Food commodity prices could increase, affecting financial projections✧ Economy could weaken, affecting consumer demand for restaurant food✧ Presence of competitors that offer similar food at competitive prices

10 REGIONAL INFORMATION

10.1 SAMPLE CITY, SAMPLE STATE

South Miami Population Demographics

Total Population	75,387
Male Population	37,286
Female Population	38,091
Percent Change Since 2000	5.21%
Percent Change Since 2010	4.11%
Median Age	45.48



Occupational employment in South Miami

White Collar	75,386
Blue Collar	9,901



Number of Households in South Miami

Total Households	29,796
Family Households	19,796
Non-Family Households	9,999
Households With Children	9,999
Households Without Children	21,445
Average People Per Household	2.53



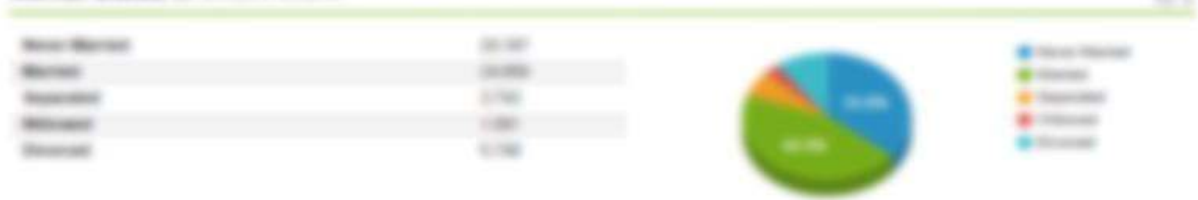
South Miami Education Statistics

No High School	5,499
Some High School	9,499
Some College	7,499
Associate Degree	4,799
Bachelor's Degree	19,499
Graduate Degree	7,499



SAMPLE

Market Status in South Africa



Household Income and Average Income in South Africa



SAMPLE

Average Household Income	100,000
Median Household Income	100,000
Percent Increase/Decrease in Income Since 2000	10%
Percent Increase/Decrease in Income Since 2000	10%
Average Household Size (World)	2.5
Median House Sale Price	1,000,000
Home Tax Rate	1.00%
Average Household Total Expenditure	100,000

10.2 SAMPLE COUNTY, SAMPLE STATE

Sample County, Sample State, Population Demographics



SAMPLE



SAMPLE

10.3 SAMPLE STATE, U.S.

