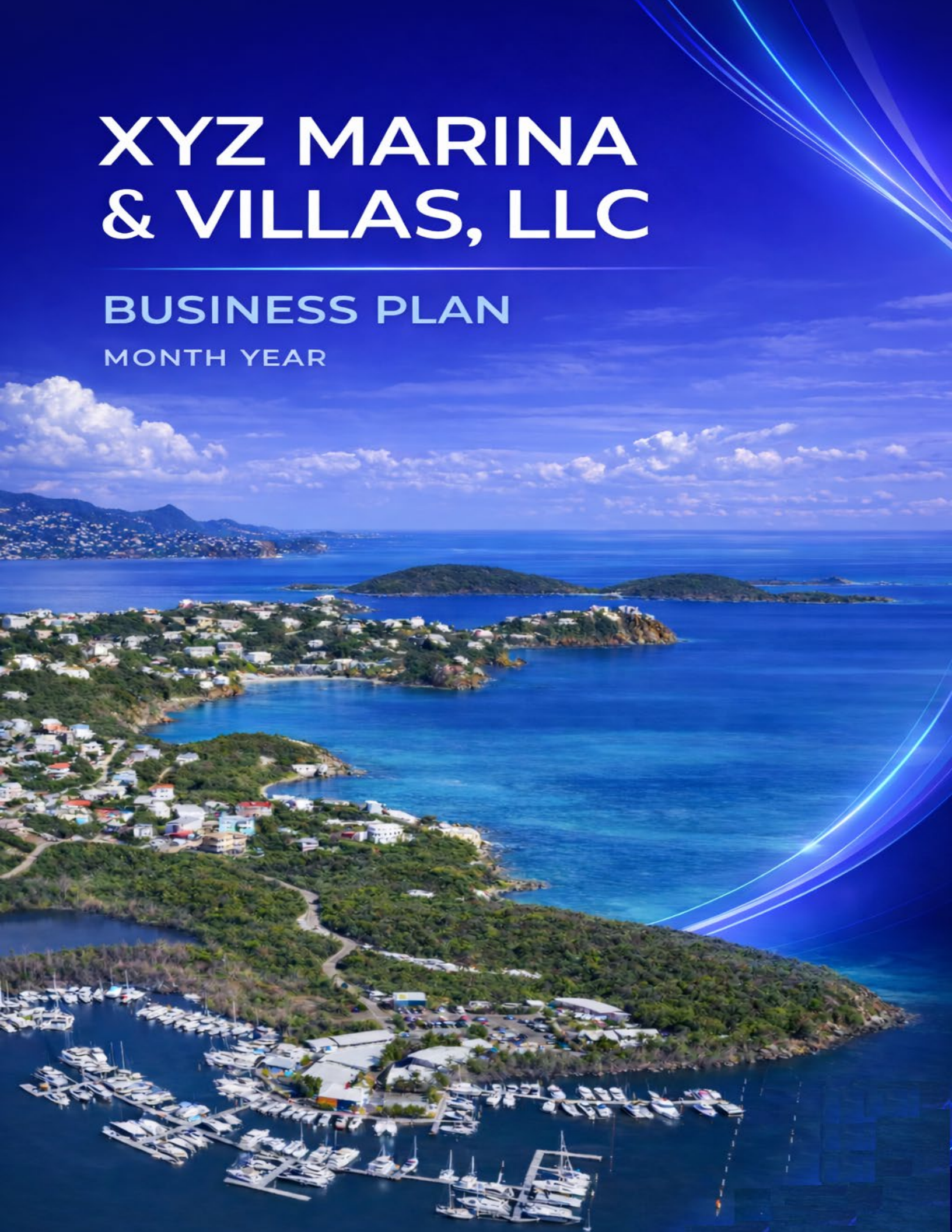


# XYZ MARINA & VILLAS, LLC

BUSINESS PLAN

MONTH YEAR



# TABLE OF CONTENTS

<b>1. EXECUTIVE SUMMARY .....</b>	<b>3</b>	<b>5. MARKETING PLAN.....</b>	<b>13</b>
<b>2. COMPANY OVERVIEW .....</b>	<b>4</b>	5.1. OVERVIEW .....	13
2.1. MISSION STATEMENT .....	4	5.2. OBJECTIVES .....	13
2.2. VISION STATEMENT .....	4	5.3. BRANDING STRATEGY .....	13
2.3. COMPANY DESCRIPTION .....	4	5.4. SALES .....	13
2.4. GROWTH STRATEGY .....	4	5.4. SIGNAGE.....	13
<b>3. THE BUSINESS MODEL .....</b>	<b>5</b>	5.5. INTERNET MARKETING .....	13
3.1. PROPERTY OVERVIEW .....	5	5.6. PRINT ADVERTISING.....	13
3.2. THE MARINA.....	5	5.7. AFFILIATE MARKETING .....	13
3.2.1. DESCRIPTION .....	5	5.6. SPONSORSHIPS .....	13
3.2.2. SERVICES & PRODUCTS .....	6	5.7. PUBLIC RELATIONS .....	13
3.3. QUARRY MINING OPERATIONS.....	6	<b>6. OPERATIONAL PLAN .....</b>	<b>14</b>
3.3.1. OVERVIEW .....	6	6.1. MARINA OPERATIONAL HOURS.....	14
3.2.2. CONCRETE GRAVEL/SAND .....	6	6.2. LEGAL STRUCTURE.....	14
3.2.3. ASPHALT .....	6	6.3. EQUIPMENT .....	14
3.2.4. LARIMAR .....	6	6.4. COMPUTER SOFTWARE .....	14
3.4. REAL ESTATE DEVELOPMENT .....	6	6.5. FACILITY MANAGEMENT .....	14
<b>4. THE MARKET .....</b>	<b>7</b>	6.6. CUSTOMER SERVICE.....	14
4.1. TARGET CUSTOMERS .....	7	6.7. SCHEDULING .....	14
4.2. ABC RESIDENT DEMOGRAPHIC STATS .....	8	6.8. SECURITY & SAFETY.....	14
4.3. ABC TOURISM STATS.....	8	6.9. ACCOUNTING.....	15
4.2. U.S. & ABC MARINA MARKET ANALYSIS .....	8	6.10. CONTINUOUS MANAGEMENT.....	15
4.4.1. U.S. MARINA MARKET .....	8	6.11. SUPPLIES.....	15
4.4.2. U.S. ABC MARINA MARKET .....	8	6.11.1. MARINA .....	15
4.5. ABC REAL ESTATE MARKET ANALYSIS.....	8	6.11.2. MINING .....	15
4.5.1. COMMERCIAL REAL ESTATE MARKET .....	8	6.12. LEGAL & INSURANCE.....	15
4.5.2. RESIDENTIAL REAL ESTATE MARKET 4.....	8	6.13. LICENSES & PERMITS .....	15
4.6. ABC QUARRY MINING MARKET ANALYSIS .....	8	6.14. CLEANING & MAINTENANCE .....	15
4.7. MARINA PROFILE OF DIRECT COMPETTORS .....	8	6.13. SECURITY SYSTEM.....	15
4.7.1. XYZ YACHT HARBOR .....	8	<b>7. THE MANAGEMENT.....</b>	<b>16</b>
4.7.2. XYZ MARINA.....	9	7.1. JOHN DOE, MANAGING PARTNER .....	16
4.7.3. XYZ BAY MARINA .....	9	7.2. JOHN DOE, MANAGING PARTNER .....	16
4.7.4. XYZ BOAT YARD & MARINA .....	9	<b>8. FINANCING .....</b>	<b>17</b>
4.7.5. XYZ REEF RESORT & MARINA .....	9	8.1. CAPITAL REQUIREMENTS.....	17
4.7.6. ABC YACHT CLUB .....	9	8.2. RISK ANALYSIS .....	17
4.7.7. XYZ BEACH MARINA .....	10	8.3. EXIT STRATEGY.....	17
4.7.8. ABC MARINA CENTER .....	10	<b>9. FINANCIALS .....</b>	<b>18</b>
4.7.9. XYZ RIVER MARINA .....	10	9.1. SALES .....	18
4.7.10. XYZ BAY SHIPYARD .....	10	9.1.1. SALES & COST ASSUMPTIONS .....	18
4.8. MARINA COMPETITIVE ANALYSIS.....	10	9.1.2. SALES & REVENUE FORECAST .....	19
4.9. CONDOMINIUM PROFILE OF DIRECT		9.2. EXPENSES.....	20
COMPETTORS.....	11	9.2.1. GENERAL & ADMINISTRATIVE EXPENSES .....	20
4.9.1. XYZ VILLAGE CONDOMINIUMS .....	11	9.2.2. SELLING & MARKETING EXPENSES .....	20
4.9.2. XYZ CONDOS .....	11	9.2.3. STAFF HEADCOUNT & SALARIES .....	20
4.9.3. THE XYZ CONDOMINIUMS .....	11	9.3. PRO-FORMA ANNUAL SUMMARIES.....	21
4.9.4. XYZ BAY VILLAGE CONDOMINIUMS .....	11	9.3.1. INCOME STATEMENT .....	21
4.9.5. XYZ VILLAGE .....	11	9.3.2. STATEMENT OF CASH FLOWS .....	21
4.9.6. XYZ BY THE SEA .....	11	9.3.3. BALANCE SHEET .....	22
4.9.7. THE XYZ CONDOMINIUMS .....	11		
4.9.8. XYZ VILLAGE .....	12		
4.9.9. XYZ MANOR .....	12		
4.9.10. XYZ VILLAS .....	12		
4.9.11. XYZ HILLS CONDOMINIUMS .....	12		

# 1. EXECUTIVE SUMMARY

## THE COMPANY

- XYZ Marina & Villas, LLC
- LLC registered in ABC in 2012
- 15-acre property located at 1234 XYZ Dr., ABC, ABC 12345
- Marina acquisition, commercial retail space, and condominium complex

## THE MANAGEMENT

- John Doe, Managing Partner
- John Doe, Managing Partner

## THE BUSINESS MODEL



- 206 boat slip marina
- 15 acres of waterfront mixed-use property
- Asphalt, concrete, and larimar quarry
- 7-building, 210-unit condominium complex (222,000 livable sf)
- 17,500 sf of leasable commercial (retail/office) space

## TARGET CUSTOMERS

- Local boaters
- International yacht owners
- Tourists & charter companies
- Construction companies
- Hardware stores

## U.S. MARINA MARKET

Revenue <b>\$6.0bn</b> '19-'24 <span style="color:red">↓1.8%</span> 24-'29 <span style="color:green">↑1.7%</span>	Employees <b>32,504</b> '19-'24 <span style="color:red">↓2.1%</span> 24-'29 <span style="color:green">↑0.6%</span>	Businesses <b>7,883</b> '19-'24 <span style="color:red">↓5.3%</span> 24-'29 <span style="color:red">↓1.5%</span>
Profit <b>\$1.1bn</b> '19-'24 <span style="color:red">↓2.2%</span>	Profit Margin <b>18.5%</b> '19-'24 <span style="color:red">↓0.3pp</span>	Wages <b>\$1.5bn</b> '19-'24 <span style="color:red">↓0.5%</span> 24-'29 <span style="color:green">↑0.9%</span>

## ABC MARINA MARKET

- A \$xxx million industry that has incurred a 2.7% CAGR since 2020.
- ABC's strong tourism has experienced robust growth and projected a 7% increase in cruise and air travel in 2025.

## ABC REAL ESTATE MARKET

- ABC commercial leasing rate ≈ \$20/SFY
- ABC median home listing price = \$482,000
- ABC housing inventory = 251 homes
- ABC house price average/sf = \$511

## MARKETING

- Signage
- Print advertising
- Internet marketing
- Outdoor advertising
- Sponsorships
- Public relations

## FINANCING

<b>Capital expenditures:</b>	
Marina property acquisition	\$36,023,750
Marina equipment acquisition	\$1,976,250
Land acquisition	\$5,000,000
Quarry acquisition	\$15,000,000
Condominium building construction (250,000 sf x \$325/sf)	\$81,250,000
Condominium common area construction (7,500 sf x \$200/sf)	\$1,500,000
Condominium parking lot construction (75,000 x \$10/sf)	\$750,000
Commercial retail/office construction (17,500 x \$150/sf)	\$2,625,000
Quarry equipment	\$15,000,000
<b>Total capital expenditures</b>	<b>\$159,125,000</b>
<b>Working capital:</b>	
Production cost	\$4,293,750
Marketing	\$550,000
General & administrative	\$2,100,000
<b>Total working capital</b>	<b>\$6,943,750</b>
<b>Total capital requirements</b>	<b>\$166,068,750</b>
Equity	\$22,856,250
Debt	\$143,212,500

## 2. COMPANY OVERVIEW

### 2.1. MISSION STATEMENT

- Establish a dynamic and sustainable community with a marina, condominium complex, and commercial office/retail space

### 2.2. VISION STATEMENT

- Position XYZ Marina as an urbanistic island in ABC with excellent livability, tourism, and walkability

### 2.3. COMPANY DESCRIPTION

- XYZ Marina & Villas, LLC
- Registered as a limited liability company in Florida in 2012
- Owned and led by John Doe (80% equity) and John Doe (20% equity)
- This property will be located at 1234 XYZ Drive, ABC, ABC 12345
- Will acquire and operate a marina, 7 commercial buildings, and a quarry
- Will construct a 2-building, 210-unit condominium complex
- This project will directly address \$120M in annual imports, reduces costs for contractors, and supply \$30B+ in regional construction and hurricane recovery work.

### 2.4. GROWTH STRATEGY

#### Ramp-Up Phase (4 months):

- Conduct a property inspection and environmental impact assessment
- Ensure compliance with ABC building codes and land use regulations.
- Verify coastal zone permits
- Acquire the marina, quarry property, land, and 7 commercial buildings
- Secure \$166.07M in financing (\$22.86M equity; \$143.21M debt)

- Purchase marina and mining equipment and supplies
- Implement capital improvements
- Hire operational management and staff.
- Develop marketing materials, websites, and social media profiles

#### Start Up Phase (Month 1- 21):

- Train operational management and staff
- Launch marketing & sales effort
- Purchase quarry equipment
- Construct 7 commercial buildings and a 2-building condominium complex
- Launch marketing for the marina
- Launch quarry mining operations
- Promote social media profiles
- Garner customer reviews

#### Growth Phase (Month 22-48):

- Launch condominium and commercial retail sales and marketing
- Become valued community members
- Garner more customer reviews
- Develop efficient operations

#### Expansion Phase (Month 49-60):

- Implement new forms of marketing
- Improve operational efficiency
- Potentially secure \$250M to \$500M in additional financing to acquire 15 acres of land, construct an 8-acre hotel resort with restaurants, bars, retail space, fitness center, psychological/occupational therapy
- Potentially obtain a \$25M U.S. government TIF tax break by re-zoning agricultural land for commercial use

## 3. THE BUSINESS MODEL

### 3.1. PROPERTY OVERVIEW



- 3.5 acre marina
- 15 acres of waterfront mixed-use property; zoned W-1, which permits hotel development; adjacent to the marina
- 206 boat slips (including new dock of 40 small boat slips and 20 catamaran slips)
- 17,500 sf of leasable commercial retail shore side space comprised of 7 commercial buildings
- 275,000 sf (222,000 livable sf) 210-unit, 2-building condominium complex; 210-car parking lot, clubhouse, fitness center, pool, garden, conference room, office
- 45,000 sf of retail/office, 100-car parking space comprised of 2 parking lots
- A new reverse osmosis plant that will double the existing plant's output, while using half as much electricity
- Pile driving barge that can drive new pilings in-place at a greatly reduced cost relative to outside contractors
- 2 new generators have been purchased with proceeds from hurricane insurance.
- Free high-speed internet
- Buildings have undergone recent renovations due to storm damage.
- New stainless-steel infrastructure has been installed. Electrical upgrades have been ongoing in the last 12 months.

### 3.2. THE MARINA

#### 3.2.1. DESCRIPTION

- XYZ Marina
- Located in ABC Bay, ABC, which is considered the 'hurricane hole' location for boat slips as it is protected by hills on the southeast and northeast of the marina.
- Unlike other marinas, it will not require its boat owners to vacate their slips prior to a storm, making XYZ a preferred and sought-after location for boat owners.



#### 3.2.2. SERVICES & PRODUCTS

- **Boat slip rental:** a temporary or permanent agreement with a marina or dock owner to use a designated space, or "slip," to securely moor a boat. These rentals offer a secure place to dock a boat, along with amenities like fuel, restrooms, and potential community access, saving homeowner space at home
- **Vessel repair & maintenance:** changing engine oil, lubricating fittings, and painting the hull bottom
- **Vessel provisioning:** Acquiring and stocking a ship or yacht with all the necessary supplies for a voyage, including food, beverages, cleaning products, spare parts, and personal items

- **Vessel mechanical services:** the design, installation, maintenance, inspection, and repair of the mechanical systems found on a vessel, including propulsion, power generation, pumps, piping, and HVAC systems
- **Boat hauling:** the process of moving a boat out of the water and transporting it from one location to another by land or water
- **Fuel Services:**
  - Marine-grade gasoline
  - Marine diesel
- **Waste disposal**
- **Laundry services**

### 3.3. REAL-ESTATE DEVELOPMENT



- 275,000 sf (222,000 livable sf) of 210-unit condominium complex comprised of 2 buildings and 1 common area
  - 30 800 sf Studio units
  - 90 1000 sf 1BD/1BA units
  - 90 1200 sf 2BD/2BA units
  - Clubhouse
  - Pool
  - Jacuzzi
  - Fitness center
  - Garden
  - Administrative office
  - Conference room
- 17,500 sf of leasable retail/office shore-side space comprised of 7 commercial buildings

## 3.4. QUARRY MINING OPERATIONS

### 3.4.1. OVERVIEW

- Will acquire and operate a 22-acre concrete, asphalt, and larimar quarry in ABC, ABC – the first scalable, long term aggregate source in the territory

### 3.4.2. CONCRETE GRAVEL/SAND

- Concrete gravel, or construction aggregate, is mined from deposits found in rivers, streams, lakes, and quarries
- Extracted material is sorted, screened, and washed at processing plants before being used as a key component in concrete, asphalt, and for various construction fill and base applications.



### 3.4.3. ASPHALT

- Asphalt is mined from natural asphalt deposits, such as bitumen-impregnated rock, or derived from crude oil during the refining process
- Natural asphalt consists of a natural deposit of rock that has been infused with hydrocarbons, creating a substance that was historically used for paving.



### 3.4.4. LARIMAR

- A rare blue variety of pectolite that is mined. The mining process is small-scale and done by hand, with miners descending into deep, narrow shafts in the mountainside to extract it



# 4. THE MARKET

## 4.1. TARGET CUSTOMERS

- **Local boaters:** residents seeking reliable marina services and community events
- **International yacht owners:** visitors travelling the Caribbean seeking a safe and well-equipped marina
- **Tourists & charter companies:** vacationers and tour operators requiring docking, provisioning, and amenities
- **Construction companies**
- **Hardware stores**

## 4.2. ABC RESIDENT DEMOGRAPHIC STATS<sup>1</sup>

- Total Population = 103,500 in this
- Males per 100 females = 90.1
- People per sq. km = 298.3

## 4.3. ABC TOURISM STATS<sup>2</sup>

ABC Cruise Visitors: YTD 2025 July						
	2025		2024		Per cent change	
	Calls	Passengers	Calls	Passengers	Calls	Passengers
Jan	85	174,579	68	178,013	25.0%	-1.9%
Feb	69	169,614	61	197,701	13.1%	-14.2%
Mar	62	150,873	58	194,763	6.9%	-22.5%
Apr	46	173,856	49	174,823	-6.1%	-0.6%
May	25	104,186	36	136,422	-30.6%	-23.6%
Jun	31	129,773	28	106,666	10.7%	21.7%
Jul	36	140,925	27	99,661	33.3%	41.4%
<b>YTD</b>	<b>354</b>	<b>1,043,806</b>	<b>327</b>	<b>1,088,049</b>	<b>8.3%</b>	<b>-4.1%</b>
<b>Average</b>		<b>2,949</b>		<b>3,327</b>		<b>-11.4%</b>

XYZ Air Visitors: YTD 2025 July			
	2025	2024	% change
Jan	87,733	89,305	-1.8%
Feb	82,242	89,642	-8.3%
Mar	98,575	105,939	-7.0%
Apr	81,354	84,594	-3.8%
May	80,107	85,894	-6.7%
Jun	87,956	82,852	6.2%
Jul	90,078	80,506	11.9%
<b>YTD</b>	<b>608,048</b>	<b>618,732</b>	<b>-1.7%</b>

## 4.4. U.S. & ABC MARINA MARKET ANALYSIS

### 4.4.1. U.S. MARINA MARKET ANALYSIS<sup>3</sup>

Revenue <b>\$6.0bn</b> '19-'24 <span style="color:red">↑1.8%</span> '24-'29 <span style="color:green">↓1.7%</span>	Employees <b>32,504</b> '19-'24 <span style="color:red">↑2.1%</span> '24-'29 <span style="color:green">↓0.6%</span>	Businesses <b>7,883</b> '19-'24 <span style="color:red">↓5.3%</span> '24-'29 <span style="color:red">↓1.5%</span>
Profit <b>\$1.1bn</b> '19-'24 <span style="color:red">↓2.2%</span>	Profit Margin <b>18.5%</b> '19-'24 <span style="color:red">↓0.3pp</span>	Wages <b>\$1.5bn</b> '19-'24 <span style="color:red">↓0.5%</span> '24-'29 <span style="color:green">↓0.9%</span>

- Pleasure craft docking, launching, storage and utilities services (\$3.0bn) 50.2%
- Fuel and merchandise sales (\$1.0bn) 17.3%
- Repairs and maintenance services (\$821.3m) 13.6%
- Food and beverage sales (\$477.1m) 7.9%
- Other (\$664.3m) 11.0%

- Industry revenue has grown at a CAGR of 2.4 % over the past five years to 2025.
- Marinas provide essential services like slip and buoy rentals, boat launching and out-of-water storage.
- Marinas benefit from being close to high-tourism areas.
- Recreational boating participation is climbing, driven by the increasing popularity of boat rentals through peer-to-peer platforms.

### 4.4.2. ABC MARINA MARKET ANALYSIS

- There is steady demand and exclusivity in the luxury marina market, with increasing interest from international investors.<sup>4</sup>
- The market benefits from a booming recreational boating industry, which has seen increasing sales of new boats.
- ABC's strong tourism shows robust growth, with projected increases in cruise and air arrivals for 2025<sup>5</sup>

<sup>1</sup> "ABC, US"; U.S. Census Bureau; July 2025

<sup>2</sup> "The United States ABC", The ABC Bureau of Economic Research; Tourism Analytics; July 2025

<sup>3</sup> Marinas in the U.S."; IBIS World, March 2025

<sup>4</sup> "The Luxury Real Estate & Resort Marina Village at XYZ Bay"; Island Time BVI; May 5, 2025

<sup>5</sup> "ABC Report Strong Mid-Year Tourism Growth"; PR Newswire; June 17, 2025

- There's a positive outlook for developing a commercial repair facility capable of handling larger vessels, which could be a key differentiator in the local market.<sup>6</sup>

## 4.5. ABC, REAL ESTATE STATS

### 4.5.1. COMMERCIAL REAL ESTATE MARKET

- In 2025, commercial leasing prices per square foot (PSF) for ABC, ABC are in the range of around \$20 PSF/YR or higher, though specific rates depend on location, property type, and market conditions.<sup>7</sup>
- Opportunities in ABC, ABC, ABC, and ABC are attractive for businesses targeting locals and tourists alike.
  - ABC: 54 commercial listings
  - ABC: 20 commercial listings
  - ABC: 8 commercial listings
- Condos continue to be a strong market segment for both buyers and investors:
  - ABC: 105 condos
  - ABC: 69 condos
  - ABC: 13 condos
- The available land listings from each island are:
  - ABC: 345 land listings
  - ABC: 185 land listings
  - ABC: 79 land listings<sup>8</sup>

### 4.5.2. RESIDENTIAL REAL ESTATE MARKET

- For 2025, housing inventory in ABC is roughly 251 homes, ranging from \$500 to \$9.6 million, and a median listing home price of \$482,000, as of September 2025<sup>9</sup>
- In 2025, residential property prices per square foot in the U.S. ABC varied significantly by island, with ABC houses averaging \$511/sq. ft.<sup>10</sup>

<sup>6</sup> "ABC Shipyard Feasibility Study"; ABC Economic Authority; May 9, 2024

<sup>7</sup> "ABC Properties for Lease"; Crexi; November 18, 2024

<sup>8</sup> "ABC Real Estate Market Update"; ABC Real Estate Brokers; June 2025

- The average price for a condo in ABC, in 2025 generally ranges from \$200,000 for smaller units in less desirable areas to over \$1 million for luxury properties in prime locations.<sup>11</sup>

## 4.6. ABC QUARRY MINING MARKET ANALYSIS<sup>12</sup>

- The quarry mining market in the U.S. ABC (ABC) focuses on providing construction aggregates, such as sand, gravel, and stone, for local development projects
- ABC quarry mining market relies heavily on imports.
- The primary role of quarrying in ABC is to supply building materials for the local construction industry.
- The demand for aggregates is driven by construction projects across the islands, which is a common characteristic of small island economies.
- While large-scale local operations are not detailed, regional suppliers and suppliers of quarrying equipment, such as NSG, serve the market.

## 4.7. MARINA PROFILE OF DIRECT COMPETITORS

### 4.7.1. XYZ HARBOR

<b>Address</b>	1234 XYZ, ABC, ABC 12345
<b>Founded</b>	1968
<b>Services</b>	<ul style="list-style-type: none"> <li>• Boat slip rental (87 slips)</li> <li>• Vessel provisioning</li> <li>• Vessel maintenance</li> <li>• Waste disposal</li> <li>• Boat hauling</li> <li>• Laundry services</li> </ul>



<sup>9</sup> "ABC Housing Market"; Realtor.com; 2025

<sup>10</sup> "ABC: Housing Prices & Price/Sq. Ft."; Properstar; 2025

<sup>11</sup> "ABC Condos for Sale"; ABC Real Estate; 2025

<sup>12</sup> How Does a Rock Quarry Make Money? Hello Gravel, January 6, 2024

#### 4.7.2. XYZ MARINA

<b>Address</b>	1234 XYZ Grande, Suite 123, ABC, ABC 12345
<b>Founded</b>	2004
<b>Services</b>	<ul style="list-style-type: none"> <li>• Boat slip rental (127 slips)</li> <li>• Vessel maintenance &amp; repair</li> <li>• Vessel mechanical services</li> <li>• Travel lift</li> <li>• Boat hauling</li> <li>• Vessel provisioning</li> <li>• Boat storage</li> <li>• Laundry services</li> <li>• Free Wi-Fi access</li> </ul>



#### 4.7.5. ABC MARINA CENTER

<b>Address</b>	1234 XYZ Bay, ABC, ABC 12345
<b>Founded</b>	2014
<b>Services</b>	<ul style="list-style-type: none"> <li>• Boat slip rental (125 slips)</li> <li>• Vessel provisioning</li> <li>• Fuel services</li> <li>• Boat hauling</li> <li>• Travel lift</li> <li>• Rail system</li> <li>• Boat prep and painting</li> <li>• Boat storage</li> <li>• Laundry services</li> </ul>



#### 4.7.3. XYZ REEF RESORT SPA & MARINA

<b>Address</b>	1234 XYZ Rd., ABC, ABC 12345
<b>Founded</b>	1984
<b>Services</b>	<ul style="list-style-type: none"> <li>• Boat slip rental (154 slips)</li> <li>• Vessel provisioning</li> <li>• Boat hauling</li> <li>• Vessel maintenance &amp; repair</li> <li>• Vessel mechanical services</li> <li>• Boat storage</li> <li>• Fuel services</li> <li>• 40 guestrooms / 4 tennis courts / swimming pool</li> </ul>



#### 4.7.6. XYZ RIVER MARINA

<b>Address</b>	123 XYZ Rd, ABC, ABC 12345
<b>Founded</b>	2017
<b>Services</b>	<ul style="list-style-type: none"> <li>• Boat slip rental (55 slips)</li> <li>• Vessel maintenance &amp; repair</li> <li>• Vessel mechanical services</li> <li>• Ship chandlery</li> <li>• Boat hauling</li> <li>• Vessel provisioning</li> </ul>



#### 4.7.4. XYZ BEACH MARINA

<b>Address</b>	1234 XYZ Bay Rd, XYZ Bay, ABC, ABC 12345
<b>Founded</b>	≈ 1981
<b>Services</b>	<ul style="list-style-type: none"> <li>• Slip rentals (55)</li> <li>• Vessel maintenance &amp; repair</li> <li>• Vessel mechanical services</li> <li>• Vessel provisioning</li> <li>• Boat hauling</li> <li>• Fuel services</li> </ul>



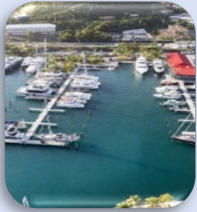
#### 4.7.7. XYZ BAY SHIPYARD

<b>Address</b>	Prince Street, Cruz Bay, VI St. John
<b>Founded</b>	1975
<b>Services</b>	<ul style="list-style-type: none"> <li>• Boat slip rental (65)</li> <li>• Vessel provisioning</li> <li>• Vessel maintenance &amp; repair</li> <li>• Vessel mechanical services</li> <li>• Boat hauling</li> <li>• Boat storage</li> <li>• Travel lift</li> <li>• Catamaran rentals</li> <li>• Fuel services</li> </ul>



#### 4.7.8. XYZ BAY MARINA

<b>Address</b>	1234 XYZ Bay Marina, Suite 123, ABC, ABC 12345
<b>Founded</b>	1917
<b>Services</b>	<ul style="list-style-type: none"> <li>• Boat slip rental (87 slips)</li> <li>• Vessel provisioning</li> <li>• Boat hauling</li> <li>• Laundry service</li> <li>• Vessel maintenance &amp; repair</li> <li>• Pub/restaurant</li> <li>• Ice cream &amp; coffee shop</li> <li>• Travel lift</li> <li>• Mail services</li> <li>• Pet groomer</li> <li>• Fitness studio</li> <li>• Fuel services (315-ft fuel dock; pump out station)</li> <li>• Free high-speed internet access</li> <li>• Full-service concierge desk</li> </ul>



- XYZ, XYZ, XYZ, and XYZ provide both marina services and a resort.
- XYZ, XYZ, XYZ, XYZ, and XYZ are small businesses with small marinas with a limited range of marina services.

#### Competitive factors include:

- **Service Differentiation:** Marinas compete by offering premium amenities (spa, dining, concierge), advanced security, and personalized customer service to attract high-value clientele
- **Pricing Strategies:** Slip fees and service charges vary widely, with luxury marinas commanding premium rates. Seasonal discounts and loyalty programs are used to retain regular customers
- **Location Advantage:** Proximity to popular tourist destinations, airports, and downtown areas enhances a marina's attractiveness
- **Partnerships & Alliances:** Collaboration with charter companies, tour operators, and local businesses is common to create integrated tourism experiences

#### 4.7.9. XYZ BOAT YARD & MARINA

<b>Address</b>	1234 XYZ, ABC, ABC 12345
<b>Founded</b>	≈ 2015
<b>Services</b>	<ul style="list-style-type: none"> <li>• Boat slip rental (55 slips)</li> <li>• Vessel provisioning</li> <li>• Vessel cleaning</li> <li>• Boat hauling</li> <li>• Boat storage</li> <li>• Restaurant</li> <li>• Laundry services</li> <li>• Fuel services</li> <li>• Free Wi-Fi access</li> </ul>



### 4.9. CONDOMINIUM PROFILE OF DIRECT COMPETITORS

#### 4.9.1. XYZ VILLAGE CONDOMINIUMS

<b>Address</b>	1234 XYZ Village, ABC, ABC 12345
<b>Founded</b>	1988
<b># Units</b>	225
<b>Distance</b>	0.3 mile



#### 4.8. MARINA COMPETITIVE ANALYSIS

- ABC marina services market is moderately concentrated, including several prominent operators.
- XYZ, XYZ, XYZ, XYZ XYZ are the most prominent operators in ABC and each provide 85 to 150 boat slips, as well as a full range of marina services.

#### 4.9.2. XYZ GARDENS CONDOS

<b>Address</b>	XYZ Retreat, ABC, ABC 12345
<b># Units</b>	125
<b>Distance</b>	0.3 mile



#### 4.9.6. XYZ BY THE SEA

<b>Address</b>	1234 Bay Rd, ABC, ABC 12345
<b>Founded</b>	2019
<b># Units</b>	32
<b>Distance</b>	1.5 miles



#### 4.9.3. THE XYZ CONDOMINIUMS

<b>Address</b>	12345 XYZ Estate, ABC, ABC 12345
<b>Founded</b>	1979
<b># Units</b>	75
<b>Distance</b>	0.5 mile



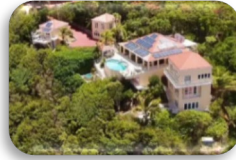
#### 4.9.7. THE XYZ CONDOMINIUMS

<b>Address</b>	1234 Rd., ABC, ABC 12345
<b># Units</b>	15
<b>Distance</b>	1.7 miles



#### 4.9.4. XYZ BAY VILLAGE CONDOMINIUMS

<b>Address</b>	123 XYZ Bay, ABC, ABC 12345
<b>Founded</b>	1992
<b># Units</b>	60
<b>Distance</b>	0.7 mile



#### 4.9.8. XYZ VILLAGE

<b>Address</b>	1234 XYZ Bay Rd, ABC, ABC 12345
<b># Units</b>	225
<b>Distance</b>	2 miles



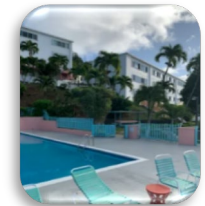
#### 4.9.5. XYZ POINT VILLAGE ISLAND TIME 5G

<b>Address</b>	1234 XYZ Pt, ABC, ABC 12345
<b>Founded</b>	1975
<b># Units</b>	75
<b>Distance</b>	1.2 miles



#### 4.9.9. XYZ MANOR

<b>Address</b>	1234 XYZ Rd., ABC, ABC 12345
<b>Founded</b>	1969
<b># Units</b>	84
<b>Distance</b>	2.3 miles



#### 4.9.10. XYZ HILLS CONDOMINIUMS

<b>Address</b>	1234 XYZ Dr., ABC, ABC 12345
<b>Founded</b>	1993
<b># Units</b>	150
<b>Distance</b>	2.5 miles



## 5. MARKETING PLAN

### 5.1. OVERVIEW

- Will utilize both traditional and digital channels tailored to the unique culture and opportunities of ABC

### 5.2. OBJECTIVES

- Increase slip occupancy by 25% within 12 months
- Boost brand recognition among local and international boaters
- Develop strategic partnerships with tourism operators and local businesses
- Enhance customer experience and loyalty

### 5.3. BRANDING STRATEGY

- Will distinguish itself through its location, facilities, and personalized service
- Emphasize safety, convenience, and hospitality in all communications
- Highlight proximity to popular islands and attractions

### 5.4. SALES

- Introduce loyalty programs for repeat customers and referrals
- Offer concierge services, provisioning, and on-site amenities
- Gather feedback through surveys and respond promptly to reviews

### 5.5. SIGNAGE

- Will display prominent signage to enhance visibility of its property and its offerings, to secure bookings
- Will engage a marketing firm to manage signage and outdoor advertising

### 5.6. INTERNET MARKETING

- Leverage social media channels (*Instagram, Facebook, TikTok*) to showcase marina life, events, and local scenery
- Implement targeted PPC advertising and search engine optimization to reach boaters and travelers

### 5.7. OUTDOOR MARKETING

- Billboard advertising along Highway 30, Highway 32, Highway 35, Highway 38, and Highway 308 in ABC

### 5.8. PRINT ADVERTISING

- *ABC Daily News*
- *ABC Source*
- *ABC Consortium*
- *The Herald*
- *ABC Avis*

### 5.9. AFFILIATE MARKETING

- Collaborate with charter companies, yacht clubs, hotels, restaurants, and tour operators for cross-promotions

### 5.10. SPONSORSHIPS

- Sponsor and host local events such as regattas, fishing tournaments, and cultural festivals

### 5.11. PUBLIC RELATIONS

- Engage with local TV, radio, print, and online media to share success stories and information about the marina development

## 6. OPERATIONAL PLAN

### 6.1. MARINA OPERATIONAL HOURS

- Monday - Thursday: 12PM - 10PM
- Friday: 11AM - 11PM
- Saturday: 11AM - 11PM
- Sunday: 11AM - 11PM

### 6.2. LEGAL STRUCTURE

- Established as a limited liability company in Florida in 2012

### 6.3. EQUIPMENT

Quarry mining Equipment				
Item	Qty	Unit Cost	Shipping	Total
CAT 350 Excavators	2	\$1,408,000	\$40,000	\$2,816,000
CAT 336 Excavators	2	\$1,251,030	\$40,000	\$2,542,060
CAT 420 Backhoe Loader	1	\$750,000	\$20,000	\$770,000
CAT 262D3 Skid Steers	3	\$180,000	\$20,000	\$560,000
Terex J-1175 Jaw Crusher	1	\$749,000	\$20,000	\$769,000
Terex C-1550 Cone Crusher	1	\$1,164,600	\$20,000	\$1,184,600
Terex 696 Scalping Screen	1	\$493,430	\$20,000	\$513,430
Conveyors & Feeders				\$300,000
<b>Total quarry equipment</b>				<b>\$9,455,090</b>

Marina Equipment	Quantity	Unit Cost	Cost
Floating & fixed docks (15,700 sf x \$30/sf)	206	\$3,000	\$618,000
Mooring cleats & bollards (157)	206	\$75	\$15,450
Dock ladders	206	\$200	\$41,200
Pilings & pile caps	206	\$200	\$41,200
Dock lighting	206	\$175	\$36,050
Dock boxes	206	\$400	\$82,400
Mid-range power pedestals	206	\$1,750	\$360,500
Boat lifts	206	\$5,000	\$1,030,000
Travel lift (boat hoist)	5	\$15,000	\$75,000
Marina forklift	2	\$50,000	\$100,000
Pressure washers	15	\$4,000	\$60,000
Marina electric fuel transfer pumps	10	\$400	\$4,000
Oil spill containment kits	15	\$500	\$7,500
Fire extinguishers	15	\$100	\$1,500
Emergency shut-off valves	10	\$200	\$2,000
Defibrillators (AED)	3	\$1,500	\$4,500
Surveillance cameras	10	\$300	\$3,000
Emergency communication devices	3	\$700	\$2,100
Wi-Fi routers & network equipment	2	\$1,100	\$2,200
Restroom & shower equipment			\$10,000
Ice machines	3	\$600	\$1,800
Vending machines	3	\$3,750	\$11,250
Signage			\$5,000
Pump-out stations	4	\$6,000	\$24,000
Recycling & waste bins	206	\$100	\$20,600
Hazardous waste containers	40	\$900	\$36,000
Point-of-sale (POS) systems	5	\$2,000	\$10,000
Office computers & printers	5	\$2,000	\$10,000
Two-way radios	20	\$300	\$6,000
Golf carts or utility vehicles	5	\$2,750	\$13,750
<b>Total marina equipment - New value</b>			<b>\$2,635,000</b>
Marina equipment -estimated depreciation		25%	\$658,750
<b>Total marina equipment - Discounted value</b>			<b>\$1,976,250</b>

### 6.4. COMPUTER SOFTWARE

- Marina management
- Sales management
- Inventory management
- Accounting & financial management
- Billing

### 6.5. FACILITY MANAGEMENT

- Maintain docks, slips, and common areas through scheduled inspections and routine maintenance
- Ensure all safety equipment is up-to-date and accessible, including fire extinguishers, life rings, and emergency signage
- Implement waste management protocols and recycling initiatives to minimize environmental impact

### 6.6. CUSTOMER SERVICE

- Train staff to provide courteous, knowledgeable assistance to boaters and visitors
- Offer concierge services such as provisioning, fueling, and shuttle arrangements
- Implement a digital booking and communication system to streamline reservations and inquiries.

### 6.7. SCHEDULING

- Employ a marina manager, dockhands, maintenance staff, and customer service representatives
- Develop shift schedules to ensure coverage during peak hours and events.
- Provide ongoing training in safety customer service, and marina operations

## 6.8. SECURITY & SAFETY

- Install surveillance cameras and lighting throughout the marina for enhanced safety
- Conduct regular safety drills and emergency preparedness training
- Maintain clear protocols for responding to medical emergencies, severe weather, and security incidents

## 6.9. ACCOUNTING

- Will engage a competent CPA for financial reporting and fiscal audit duties
- Will produce monthly budgets, accounts payable, accounts receivable, payroll, operating expense, and financial performance reports
- Will monitor operational costs and revenues to ensure profitability
- Will prepare annual budgets for marketing and sales planning

## 6.10. CONTINUOUS IMPROVEMENT

- Solicit feedback from customers and staff to identify areas for improvement
- Keep abreast of industry trends and best practices for marina management
- Implement new technologies and services to enhance customer experience and operational efficiency

## 6.11. SUPPLIES

### 6.11.1. MARINA

- Safety gear
- Electrical & sanitation systems
- General maintenance tools

### 6.11.2. MINING

- Safety equipment
- Communication systems
- Gas monitors
- Blasting tools

## 6.12. LEGAL & INSURANCE

- Will retain the services of a business attorney to handle all legal matters related to the operation of the business, such as regulatory compliance, contract administration, employment, and corporate business issues
- Will manage operational risks by securing insurance to minimize business exposure associated with this type of business and ensure operations to be within the guidelines of federal, state, and local regulation

## 6.13. LICENSES & 1 PERMITS

- Business license from ABC Department of Licensing & Consumer Affairs
- Environmental Permits from ABC Department of Planning & Natural Resources
- Capital Improvement Permit from the U.S. Army Corps of Engineers Caribbean District
- Health & safety certifications
- Fire safety approvals
- Permits for fuel storage and sales
- Coastal zone management permits
- Will ensure Coast Guard regulations compliance for marina operations and vessel safety

## 6.14. CLEANING & MAINTENANCE

- Will maintain facility cleanliness daily, including equipment and functional areas.

## 6.15. SECURITY SYSTEM

- Will implement state-of-the-art security systems to monitor the perimeter of the property and ensure that incidents are recorded

## 7. THE MANAGEMENT

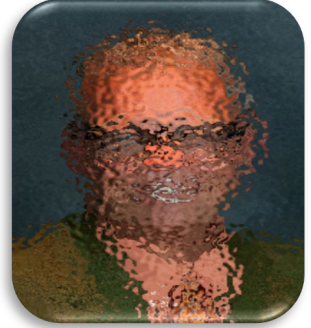
### 7.1. JOHN DOE, MANAGING PARTNER

- Removed info
- Removed info
- Removed info
- Removed info
- Removed info
- Removed info
- Removed info
- Removed info
- Removed info
- Removed info



### 7.2 JOHN DOE, MANAGING PARTNER

- Removed info
- Removed info
- Removed info
- Removed info
- Removed info
- Removed info
- Removed info
- Removed info
- Removed info
- Removed info



# 8. FINANCING

## 8.1. CAPITAL REQUIREMENTS

Table 1 XYZ Marina & Villas, LLC Capital Requirements	
<b>Capital expenditures:</b>	
Marina property acquisition	\$36,023,750
Marina equipment acquisition	\$1,976,250
Land acquisition	\$5,000,000
Quarry acquisition	\$15,000,000
Condominium building construction (250,000 sf x \$325/sf)	\$81,250,000
Condominium common area construction (7,500 sf x \$200/sf)	\$1,500,000
Condominium parking lot construction (75,000 x \$10/sf)	\$750,000
Commercial retail/office construction (17,500 x \$150/sf)	\$2,625,000
Quarry equipment	\$15,000,000
<b>Total capital expenditures</b>	<b>\$159,125,000</b>
<b>Working capital:</b>	
Production cost	\$4,293,750
Marketing	\$550,000
General & administrative	\$2,100,000
<b>Total working capital</b>	<b>\$6,943,750</b>
<b>Total capital requirements</b>	<b>\$166,068,750</b>
<b>Equity</b>	<b>\$22,856,250</b>
<b>Debt</b>	<b>\$143,212,500</b>

## 8.2. RISKS ANALYSIS

- Increased competition:** If the Company is unable to penetrate the market at a maximal rate, the Company will increase sales & marketing
- Higher customer acquisition costs:** If there are higher than expected customer acquisition costs, the Company will explore new forms of marketing and lower operational costs.
- Economic/industry downturn:** If there is an economic and/or industry downturn, the Company will minimize costs including cost of advertising and labor costs.
- Environmental & regulatory changes:** Will monitor the environment to effectively manage changes in taxes, politics, industry laws, society, and internal operations.
- Legal issues:** Will abate risks such as fraud, liability risk, injury, and lawsuits by adhering to rigid operational procedures, thorough staff training, operational policies, and operational manuals, as well as obtaining legal counsel and liability insurance.

## 8.3. EXIT STRATEGY

- After growing the business for 5 to 10 years, the Company will seek to sell the business or be acquired from a company in the marine and/or real estate industry.

# 9. FINANCIALS

## 9.1. SALES

### 9.1.1. SALES & COST ASSUMPTIONS

	Year 1	Year 2	Year 3	Year 4	Year 5	
<b>Sales:</b>						
<b>Marina boat slip rentals:</b>						
Size (# of slips)	206	206	206	206	206	# slips available
<b>Total # marina boat slip rentals:</b>	85%	86%	87%	88%	89%	occupancy rate
<b>Marina services sales:</b>						
Fuel sales (gallons per month)	3%	1.5%	1%	0.5%	0.3%	monthly growth rate
Maintenance services (# jobs)	30	30	30	30	30	# monthly orders
Food & beverage (# orders)	6000	6000	6000	6000	6000	# monthly orders
Retail sales (#orders)	250	250	250	250	250	# monthly orders
<b>Quarry/mining product sales:</b>						
Asphalt	3%	2%	1.5%	1%	0.5%	monthly growth rate
Crushed stones (tons)	3%	2%	1.5%	1%	0.5%	monthly growth rate
Gravel (tons)	3%	2%	1.5%	1%	0.5%	monthly growth rate
Sand (cubic yards)	3%	2%	1.5%	1%	0.5%	monthly growth rate
Larimar (carats)	3%	2%	1.5%	1%	0.5%	monthly growth rate
<b>Commercial real estate leasing:</b>						
Commercial retail/office leasing sf		60%	70%	80%	90%	occupancy rate
					17,500	sf
<b>Condominium sales</b>						
Studio condominium units		1	1	0.67	0.33	per month
1BD/1BA condominium units		3	3	2	1	per month
2BD/2BA condominium units		3	3	2	1	per month
<b>Revenues:</b>						
<b>Marina boat slip rental revenues</b>	\$3,500	\$3,605	\$3,713	\$3,825	\$3,939	per month
<b>Marina services revenues:</b>						
Fuel sale revenues	\$6.00	\$6.18	\$6.37	\$6.56	\$6.75	price per gallon
Maintenance service revenues	\$500	\$515	\$530	\$546	\$563	charge per job
Food & beverage revenues	\$25	\$26	\$27	\$27	\$28	price per order
Retail revenues	\$20	\$21	\$21	\$22	\$23	price per order
<b>Marina services revenues</b>						
<b>Quarry mining revenues:</b>						
Asphalt revenues	\$15.00	\$15.45	\$15.91	\$16.39	\$16.88	price per ton
Concrete crushed stone revenues	\$15.00	\$15.45	\$15.91	\$16.39	\$16.88	price per ton
Concrete gravel revenues	\$13.00	\$13.39	\$13.79	\$14.21	\$14.63	price per ton
Concrete sand revenues	\$12.00	\$12.36	\$12.73	\$13.11	\$13.51	price per ton
Larimar revenues	\$40.00	\$41.20	\$42.44	\$43.71	\$45.02	price per carat
<b>Quarry mining revenues</b>						
<b>Commercial retail/office leasing revenues</b>		\$2.35	\$2.42	\$2.49	\$2.57	per sf
<b>Conodmium revenues:</b>						
Studio condominium revenues	\$480,000	\$494,400	\$509,232	\$524,509	\$540,173	per condominium
1BD/1BA condominium revenues	\$595,000	\$612,850	\$631,236	\$650,173	\$669,173	per condominium
2BD/2BA condominium revenues	\$708,000	\$729,240	\$751,117	\$773,651	\$796,365	per condominium
<b>Condominium revenues</b>						
<b>Total revenues</b>						
<b>Cost of Sales:</b>						
<b>Marina Services</b>						
<b>Marina rental</b>						
Direct labor						
<b>Marina services</b>						
Fuel cost	85%	85%	85%	85%	85%	of revenues
Maintenance services	35%	35%	35%	35%	35%	of revenues
Food & beverage	25%	25%	25%	25%	25%	of revenues
Retail sales	50%	50%	50%	50%	50%	of revenues
<b>Total cost of sales - marina services</b>						
<b>Total cost of sales - marina services</b>						
<b>Quarry mining revenues:</b>						
Direct labor						
<b>Cost of mining supplies:</b>						
Asphalt	40%	40%	40%	40%	40%	of revenues
Crushed stones (tons)	40%	40%	40%	40%	40%	of revenues
Gravel (tons)	40%	40%	40%	40%	40%	of revenues
Sand (cubic yards)	35%	35%	35%	35%	35%	of revenues
Larimar (carats)	30%	30%	30%	30%	30%	of revenues

## 9.1.2. SALES & REVENUE FORECAST

<b>Table 2 XYZ Marina &amp; Villas, LLC Sales &amp; Revenue Forecast</b>					
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Sales:</b>					
<b>Marina boat slip rentals:</b>					
Size (# of slips)	2,472	2,472	2,472	2,472	2,472
Total # marina boat slip rentals:	2,101	2,101	2,101	2,101	2,101
<b>Marina services sales:</b>					
Fuel sales (gallons per month)	354,801	458,072	529,991	577,994	603,722
Maintenance services (# jobs)	360	360	360	360	360
Food & beverage (# orders)	72,000	72,000	72,000	72,000	72,000
Retail sales (#orders)	3,000	3,000	3,000	3,000	3,000
<b>Quarry/mining product sales:</b>					
Asphalt	212,880	284,052	348,567	403,294	439,822
Crushed stones (tons)	141,920	189,368	232,378	268,863	293,215
Gravel (tons)	141,920	189,368	232,378	268,863	293,215
Sand (cubic yards)	141,920	189,368	232,378	268,863	293,215
Larimar (carats)	2,838	3,787	4,648	5,377	5,864
<b>Commercial real estate leasing:</b>					
Commercial leasing sf (at year-end)	-	10,500	12,250	14,000	15,750
<b>Condominium sales</b>					
Studio condominium units	-	6	12	8	4
1BD/1BA condominium units	-	18	36	24	12
2BD/2BA condominium units	-	18	36	24	12
<b>Revenues:</b>					
<b>Marina boat slip rental revenues</b>	<b>\$7,354,200</b>	<b>\$7,574,826</b>	<b>\$7,802,071</b>	<b>\$8,036,133</b>	<b>\$8,277,217</b>
<b>Marina services revenues:</b>					
Fuel sale revenues	2,128,804	2,830,883	3,373,603	3,789,539	4,076,967
Maintenance service revenues	180,000	185,400	190,962	196,691	202,592
Food & beverage revenues	1,800,000	1,854,000	1,909,620	1,966,909	2,025,916
Retail revenues	60,000	61,800	63,654	65,564	67,531
<b>Marina services revenues</b>	<b>\$4,168,804</b>	<b>\$4,932,083</b>	<b>\$5,537,839</b>	<b>\$6,018,702</b>	<b>\$6,373,005</b>
<b>Quarry mining revenues:</b>					
Asphalt revenues	3,193,207	4,388,598	5,546,927	6,610,352	7,425,350
Concrete crushed stone revenues	2,128,804	2,925,732	3,697,952	4,406,901	4,950,234
Concrete gravel revenues	1,844,964	2,535,635	3,204,891	3,819,314	4,290,203
Concrete sand revenues	1,703,044	2,340,586	2,958,361	3,525,521	3,960,187
Larimar revenues	113,536	156,039	197,224	235,035	264,012
<b>Quarry mining revenues</b>	<b>\$8,983,555</b>	<b>\$12,346,590</b>	<b>\$15,605,356</b>	<b>\$18,597,123</b>	<b>\$20,889,986</b>
<b>Commercial retail/office leasing revenues</b>	<b>-</b>	<b>\$74,025</b>	<b>\$355,814</b>	<b>\$418,843</b>	<b>\$485,335</b>
<b>Conodmium revenues:</b>					
Studio condominium revenues	-	\$2,880,000	\$5,932,800	\$4,094,225	\$2,077,055
1BD/1BA condominium revenues	-	\$10,710,000	\$22,062,600	\$15,149,652	\$7,802,071
2BD/2BA condominium revenues	-	\$12,744,000	\$26,252,640	\$18,026,813	\$9,283,809
<b>Condominium revenues</b>	<b>-</b>	<b>\$26,334,000</b>	<b>\$54,248,040</b>	<b>\$37,270,690</b>	<b>\$19,162,935</b>
<b>Total revenues</b>	<b>\$20,506,559</b>	<b>\$51,261,524</b>	<b>\$83,549,119</b>	<b>\$70,341,492</b>	<b>\$55,188,478</b>
<b>Cost of Sales:</b>					
Direct labor	\$490,000	\$587,100	\$604,713	\$622,854	\$641,540
Fuel cost	\$1,809,484	\$2,406,251	\$2,867,563	\$3,221,108	\$3,465,422
Maintenance services	\$63,000	\$64,890	\$66,837	\$68,842	\$70,907
Food & beverage	\$450,000	\$463,500	\$477,405	\$491,727	\$506,479
Retail sales	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765
<b>Total cost of sales - marina services</b>	<b>\$2,842,484</b>	<b>\$3,552,641</b>	<b>\$4,048,345</b>	<b>\$4,437,314</b>	<b>\$4,718,113</b>
<b>Quarry mining revenues:</b>					
Direct labor	\$750,000	\$824,000	\$901,765	\$928,818	\$956,682
Cost of mining supplies:					
Asphalt	\$1,277,283	\$1,755,439	\$2,218,771	\$2,644,141	\$2,970,140
Crushed stones (tons)	\$851,522	\$1,170,293	\$1,479,181	\$1,762,761	\$1,980,093
Gravel (tons)	\$737,986	\$1,014,254	\$1,281,957	\$1,527,726	\$1,716,081
Sand (cubic yards)	\$596,065	\$819,205	\$1,035,426	\$1,233,932	\$1,386,065
Larimar (carats)	\$34,061	\$46,812	\$59,167	\$70,510	\$79,204
<b>Total cost of mining supplies</b>	<b>\$4,246,916</b>	<b>\$5,630,003</b>	<b>\$6,976,267</b>	<b>\$8,167,888</b>	<b>\$9,088,266</b>
<b>Total cost of sales - all operations</b>	<b>\$7,089,400</b>	<b>\$9,182,643</b>	<b>\$11,024,611</b>	<b>\$12,605,201</b>	<b>\$13,806,380</b>
<b>Gross margin</b>	<b>\$13,417,159</b>	<b>\$42,078,881</b>	<b>\$72,524,508</b>	<b>\$57,736,291</b>	<b>\$41,382,098</b>

## 9.2. OPERATING EXPENSES

### 9.2.1. GENERAL & ADMINISTRATIVE EXPENSES

Table 3 XYZ Marina & Villas, LLC General & Administrative Expenses					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Wages &amp; salaries</b>	\$1,455,000	\$1,632,550	\$1,734,572	\$1,786,609	\$1,840,207
<b>Payroll expense</b>	\$145,500	\$163,255	\$173,457	\$178,661	\$184,021
<b>Benefits</b>	\$58,200	\$65,302	\$69,383	\$71,464	\$73,608
<b>Insurance</b>	\$18,000	\$21,600	\$23,760	\$24,948	\$25,696
<b>Internet</b>	\$6,000	\$7,200	\$7,920	\$8,316	\$8,565
<b>Telephone</b>	\$9,000	\$10,800	\$11,880	\$12,474	\$12,848
<b>Licenses &amp; Permits</b>	\$12,000	\$14,400	\$15,840	\$16,632	\$17,131
<b>Office expense</b>	\$7,200	\$8,640	\$9,504	\$9,979	\$10,279
<b>Professional fees</b>	\$9,000	\$10,800	\$11,880	\$12,474	\$12,848
<b>Repairs &amp; maintenance</b>	\$60,000	\$72,000	\$79,200	\$83,160	\$85,655
<b>Travel</b>	\$9,000	\$10,800	\$11,880	\$12,474	\$12,848
<b>Meals &amp; entertainment</b>	\$6,000	\$7,200	\$7,920	\$8,316	\$8,565
<b>Utilities</b>	\$54,000	\$64,800	\$71,280	\$74,844	\$77,089
<b>Miscellaneous expenses</b>	\$6,000	\$7,200	\$7,920	\$8,316	\$8,565
<b>Total general &amp; administrative expenses</b>	<b>\$1,854,900</b>	<b>\$2,096,547</b>	<b>\$2,236,396</b>	<b>\$2,308,667</b>	<b>\$2,377,927</b>

### 9.2.2. SELLING & MARKETING EXPENSES

Table 4 XYZ Marina & Villas, LLC Selling & Marketing Expenses					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Sales &amp; marketing labor</b>	\$0	\$90,000	\$154,500	\$127,308	\$131,127
<b>Branding consulting</b>	\$60,000	\$66,000	\$69,300	\$72,765	\$76,403
<b>Outdoor advertising</b>	\$120,000	\$132,000	\$138,600	\$145,530	\$152,807
<b>Signage</b>	\$10,000	\$8,000	\$8,500	\$8,750	\$10,000
<b>Internet marketing</b>	\$90,000	\$99,000	\$103,950	\$109,148	\$114,605
<b>Print advertising</b>	\$90,000	\$99,000	\$103,950	\$109,148	\$114,605
<b>Sponsorships</b>	\$60,000	\$66,000	\$69,300	\$72,765	\$76,403
<b>Public relations</b>	\$36,000	\$39,600	\$41,580	\$43,659	\$45,842
<b>Total selling &amp; marketing expenses</b>	<b>\$466,000</b>	<b>\$509,600</b>	<b>\$535,180</b>	<b>\$561,764</b>	<b>\$590,665</b>

### 9.2.3. STAFF HEADCOUNT & SALARIES

Table 5 XYZ Marina & Villas, LLC Staff Headcount					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager	1	1	1	1	1
Administrative/Reception	1	1	1	1	1
Dockmaster	1	1	1	1	1
Assistant Dockmaster	1	2	2	2	2
Dockhands	2	3	3	3	3
Maintenance	2	2	2	2	2
Security	2	2	2	2	2
Fuel Dock Attendant	2	2	2	2	2
Harbormaster	1	1	1	1	1
Quarry Manager	1	1	1	1	1
Operations Supervisor	1	1	1	1	1
Equipment Operators	2	3	4	4	4
Driller/Blaster	2	2	2	2	2
Crusher Operator	2	2	2	2	2
Maintenance Technician	2	2	2	2	2
Laborers	3	3	3	3	3
Safety Officer	1	1	1	1	1
Weighbridge Clerk/Scale House Operator	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Condo Sales Agent	-	2	1	1	1
Commercial Leasing Agent	-	1	1	1	1
Accountant	1	1	1	1	1
<b>Total headcount</b>	<b>29</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>33</b>

Table 6 XYZ Marina & Villas, LLC Staff Salaries (Annualized Rate)					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager	\$85,000	\$87,550	\$90,177	\$92,882	\$95,668
Administrative/Reception	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Dockmaster	\$55,000	\$56,650	\$58,350	\$60,100	\$61,903
Assistant Dockmaster	\$45,000	\$46,350	\$47,741	\$49,173	\$50,648
Dockhands	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Maintenance	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275
Security	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020
Fuel Dock Attendant	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Harbormaster	\$70,000	\$72,100	\$74,263	\$76,491	\$78,786
Quarry Manager	\$80,000	\$82,400	\$84,872	\$87,418	\$90,041
Operations Supervisor	\$65,000	\$66,950	\$68,959	\$71,027	\$73,158
Equipment Operators	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275
Driller/Blaster	\$55,000	\$56,650	\$58,350	\$60,100	\$61,903
Crusher Operator	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275
Maintenance Technician	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275
Laborers	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Safety Officer	\$55,000	\$56,650	\$58,350	\$60,100	\$61,903
Weighbridge Clerk/Scale House Operator	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Administrative Assistant	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Condo Sales Agent		\$60,000	\$61,800	\$63,654	\$65,564
Commercial Leasing Agent		\$60,000	\$61,800	\$63,654	\$65,564
Accountant	\$60,000	\$61,800	\$63,654	\$65,564	\$67,531

## 9.3. PRO-FORMA ANNUAL FINANCIAL STATEMENT SUMMARIES

### 9.3.1. INCOME STATEMENT

Schedule 1 XYZ Marina & Villas, LLC Pro-Forma Income Statement					
	Year 1	Year 2	Year 3	Year 4	Year 5
Revenues	\$20,506,559	\$35,637,524	\$51,363,679	\$48,220,454	\$43,827,614
Cost of Sales	\$7,089,400	\$9,182,643	\$11,024,611	\$12,605,201	\$13,806,380
Marketing expense	\$466,000	\$516,600	\$689,680	\$689,072	\$721,792
General & administrative	\$1,854,900	\$2,096,547	\$2,236,396	\$2,308,667	\$2,377,927
<b>Net operating income</b>	<b>\$11,096,259</b>	<b>\$23,841,734</b>	<b>\$37,412,992</b>	<b>\$32,617,514</b>	<b>\$26,921,515</b>
Depreciation	\$5,018,127	\$5,018,127	\$5,018,127	\$5,018,127	\$5,018,127
Interest expense	\$8,619,298	\$8,354,612	\$8,073,320	\$7,774,382	\$7,456,690
<b>Income before taxes</b>	<b>(\$2,541,166)</b>	<b>\$10,468,995</b>	<b>\$24,321,545</b>	<b>\$19,825,005</b>	<b>\$14,446,698</b>
Income taxes	\$0	\$0	\$0	\$0	\$0
<b>Net income</b>	<b>(\$2,541,166)</b>	<b>\$10,468,995</b>	<b>\$24,321,545</b>	<b>\$19,825,005</b>	<b>\$14,446,698</b>

### 9.3.2. STATEMENT OF CASH FLOWS

Schedule 2 XYZ Marina & Villas, LLC Pro-Forma Statements of Cash Flows					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Cash flows from operations:</b>					
<b>Net Income:</b>	<b>(\$2,541,166)</b>	<b>\$10,468,995</b>	<b>\$24,321,545</b>	<b>\$19,825,005</b>	<b>\$14,446,698</b>
Depreciation & amortization	\$5,018,127	\$5,018,127	\$5,018,127	\$5,018,127	\$5,018,127
Increase (decrease) in accrued liabilities	\$69,113	(\$43,264)	\$1,615	\$824	\$849
Increase (decrease) in accrued taxes	\$0	\$0	\$0	\$0	\$0
Increase (decrease) in accounts payable	\$10,900	(\$1,090)	\$981	\$540	\$340
Increase (decrease) in accounts receivable	\$0	\$0	\$0	\$0	\$0
<b>Net cash flows from operations</b>	<b>\$2,556,974</b>	<b>\$15,442,768</b>	<b>\$29,342,269</b>	<b>\$24,844,495</b>	<b>\$19,466,014</b>
<b>Cash flows from investing:</b>					
Capital expenditures	\$159,125,000	\$0	\$0	\$0	\$0
Prepaid expenses	\$0	\$0	\$0	\$0	\$0
<b>Net cash flows from investing</b>	<b>\$159,125,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Cash flows from financing:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Proceeds from issuance of debt	\$143,212,500	\$0	\$0	\$0	\$0
Debt service payments	(\$3,857,659)	(\$3,698,649)	(\$4,693,184)	(\$4,987,610)	(\$5,300,506)
Proceeds from sale of stock	\$22,856,250	\$0	\$0	\$0	\$0
<b>Net cash flows from financing</b>	<b>\$162,211,091</b>	<b>(\$3,698,649)</b>	<b>(\$4,693,184)</b>	<b>(\$4,987,610)</b>	<b>(\$5,300,506)</b>
Net increase (decrease) in cash	\$5,643,065	\$11,744,119	\$24,649,085	\$19,856,886	\$14,165,508
Beginning cash balance	\$0	\$5,643,065	\$17,387,184	\$42,036,269	\$61,893,155
<b>Ending cash balance</b>	<b>\$5,643,065</b>	<b>\$17,387,184</b>	<b>\$42,036,269</b>	<b>\$61,893,155</b>	<b>\$76,058,663</b>

### 9.3.3. BALANCE SHEET

<b>Schedule 3</b>					
<b>XYZ Marina &amp; Villas, LLC</b>					
<b>Pro-Forma Balance Sheet</b>					
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Assets:</b>					
<b>Current assets</b>					
Cash & marketable items	\$5,643,065	17,387,184	\$42,036,269	\$61,893,155	\$76,058,663
Prepaid expenses	\$0	\$0	\$0	\$0	\$0
Accounts receivable	\$0	\$0	\$0	\$0	\$0
<b>Total current assets</b>	<b>\$5,643,065</b>	<b>\$17,387,184</b>	<b>\$42,036,269</b>	<b>\$61,893,155</b>	<b>\$76,058,663</b>
Marina property acquisition	\$36,023,750	\$36,023,750	\$36,023,750	\$36,023,750	\$36,023,750
Marina equipment acquisition	\$1,976,250	\$1,976,250	\$1,976,250	\$1,976,250	\$1,976,250
Land acquisition	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000
Quarry acquisition	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000
Condominium building construction	\$81,250,000	\$81,250,000	\$81,250,000	\$81,250,000	\$81,250,000
Condominium common area construction	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Condominium parking lot construction	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
Commercial retail/office construction	\$2,625,000	\$2,625,000	\$2,625,000	\$2,625,000	\$2,625,000
Quarry equipment	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000	\$15,000,000
Gross operational assets	\$159,125,000	\$159,125,000	\$159,125,000	\$159,125,000	\$159,125,000
Accumulated depreciation	\$5,018,127	\$10,036,255	\$15,054,382	\$20,072,509	\$25,090,636
Net operational assets	\$154,106,873	\$149,088,745	\$144,070,618	\$139,052,491	\$134,034,364
<b>Total assets</b>	<b>\$159,749,938</b>	<b>\$166,475,930</b>	<b>\$186,106,887</b>	<b>\$200,945,646</b>	<b>\$210,093,026</b>
<b>Liabilities &amp; Shareholders' Equity:</b>					
<b>Current liabilities</b>					
Accounts payable	\$10,900	\$9,810	\$10,791	\$11,331	\$11,670
Accrued liabilities	\$69,113	\$25,849	\$27,464	\$28,288	\$29,137
Accrued taxes	\$0	\$0	\$0	\$0	\$0
<b>Total current liabilities</b>	<b>\$80,013</b>	<b>\$35,659</b>	<b>\$38,255</b>	<b>\$39,619</b>	<b>\$40,807</b>
<b>Total long-term liabilities</b>	<b>\$138,993,358</b>	<b>\$134,509,530</b>	<b>\$129,744,411</b>	<b>\$124,680,353</b>	<b>\$119,298,603</b>
<b>Total liabilities</b>	<b>\$139,073,371</b>	<b>\$134,545,189</b>	<b>\$129,782,666</b>	<b>\$124,719,971</b>	<b>\$119,339,410</b>
<b>Shareholders' equity</b>					
Common stock	\$22,856,250	\$22,856,250	\$22,856,250	\$22,856,250	\$22,856,250
Retained earnings	(\$2,541,166)	\$7,927,829	\$32,249,374	\$52,074,378	\$66,521,076
<b>Total shareholders' equity</b>	<b>\$20,315,084</b>	<b>\$30,784,079</b>	<b>\$55,105,624</b>	<b>\$74,930,628</b>	<b>\$89,377,326</b>
<b>Total liabilities &amp; equity</b>	<b>\$159,388,455</b>	<b>\$165,329,268</b>	<b>\$184,888,289</b>	<b>\$199,650,600</b>	<b>\$208,716,736</b>