

Call for Expressions of Interests: Invitation for Investment Proposals in Agri-enterprise establishment in CARLEP Programme Areas

1 Background

The commercial Agriculture and Resilient Livelihoods Enhancement Programme (CARLEP) aims to facilitate transformation of a subsistence-based rural agricultural economy into a sustainable value chain and market driven productive sector by promoting climate smart approaches in agriculture and strengthening capacities of communities and local institutions. It builds on prior IFAD interventions focused on increased agricultural production and makes a basic shift in approach towards marketing and climate resilient farming practices.

In addition, the Programme provides a window of support for entrepreneurs, particularly young entrepreneurs, to start businesses linked to the selected value chains. One of the strategies adopted to stimulate private investments in small and medium-scale Agri-enterprise and achieve relatively quick result is introduction of a matching grant scheme. Using matching grant as an interim instrument to co-finance (in kind) productive investments is to attract youths in agri-businesses that would have wider benefits across the agricultural value chains besides fulfilling the goal of national food self-sufficiency.

The MG will initially operate under three Windows for investments (*Window 1: Production Enterprise; Window 2: Service Provider Enterprise; Window 3: Manufacturing Enterprise*), each targeting a particular scale of innovation investment and linked to the function and support services along the value chain.

2 Thematic investment priorities

CARLEP will support Agri-enterprise development in 6 Programme Dzongkhags (Lhuentse, Monggar, Pemagatshel, Samdrup Jongkhar, Trashigang and Trashiyangtse). The aim is to allow youth entrepreneurs to engage in productive Agri-businesses and obtain gainful employment in agriculture sector. Depending on the gap in agricultural value chains, supply and demand mismatch and inadequate support of agricultural entrepreneurs, matching grant scheme will be prioritized to the following thematic areas:

2.1 Commercial Heifer Production Enterprise

The region has been outsourcing dairy cattle from India and other regions within the country. Live animal import has huge implications in terms of economy, importation of diseases and animal welfare aspects. The project that engages in sustainable production of dairy heifers and cows could minimize import besides contributing towards dairy value chain development in the region. In addition, such an enterprise could be in a position to fill the demand gap of dairy heifers and cows from other regions. Total number of heifer Production Enterprise anticipated is as given in the Table.

Dzongkhags	Anticipated No. of proposals
Lhuentse	1
Monggar	2
Pemagatshel	2
Samdrup Jongkhar	1
Trashigang	2
Trashi Yangtse	1
Total No. of enterprises	9

2.2 Dairy equipment maintenance and service enterprise

Dairy sector in the east has grown considerably and lot of dairy value chain infrastructures and equipment (milk chillers, deep freezer, refrigerator, chaff cutter, display chillers, etc.) have been supported by the Projects. The maintenance of those equipment has become an issue which will impact on the sustainability without a single maintenance and service center in place. With the continuous growth of dairy sector in the region, the demand for this service will grow further which is a compelling force for taking it up as an enterprise capable of catering to 6 Programme Dzongkhags. The Programme anticipates at least one such enterprise in the region.

2.3 Commercial Dairy farming

Although the programme supports smallholders' dairy farmers and groups, their goals and trajectories of growth have inherently been unclear and yet there are break-even herd sizes required for a viable commercial business. Thus, there is a need to support inclusive horizontal models in which smallholders grow into small commercial and subsequently larger-scale farmers, so that they can make a proper living out of dairy and can be shareholders in milk processing plants. The project has targeted establishment of 16 commercial dairy farms (>10 cows) in the programme areas as shown below.

Dzongkhags	Anticipated No. of proposals
Lhuentse	2
Monggar	4
Pemagatshel	3
Samdrup Jongkhar	2
Trashigang	4
Trashi Yangtse	1
Total No. of enterprises	16

2.4 Commercial Poultry Enterprise

This project is targeted towards increasing self-sufficiency in chicken and eggs, and reducing dependency on the import of livestock products and in doing so, helping reduce the negative balance of trade. With low investment and easy adoption of poultry farming; it provides a great opportunity to encourage young farmers to take up on a commercial scale. Under this initiative, with the CARLEP project providing a space for quick implementation of the projects on the ground, the unemployed youth can not only be gainfully engaged and improve their own lives but they would also contribute significantly to the nation's effort to achieve food security.

Poultry enterprises can be broadly categorized into layer and broiler farm. Total number of proposals to be anticipated and approved under this scheme are as given in the Table below.

Dzongkhags	Layer farms (>3000 birds)	Broiler farm
Lhuentse	1	-
Monggar	3	-
Pemagatshel	1	1
Samdrup Jongkhar	2	10

Trashigang	3	-
Trashi Yangtse	1	-
Total No. of farms	11	16

2.5 Commercial Trout Farming

The project will support the establishment of one number trout hatchery and 3 units trout culture within the project area. With increased per capita purchasing power and concern for health care, there is a growing demand for fish which is currently substituted through import from neighboring countries.

2.6 Mushroom Enterprise

Mushroom is a nutritionally rich food and fetches good income in the market. Although consumer demand for mushroom is growing, there is hardly any successful mushroom enterprise engaged in commercialization. Investments driven by market brings good returns and mushroom farming is one of the avenues to be explored by our youths.

Dzongkhags	No. of mushroom enterprise
Lhuentse	1
Monggar	4
Pemagatshel	1
Samdrup Jongkhar	2
Trashigang	4
Trashi Yangtse	1
Total No. of enterprise	13

2.7 Commercial vegetable farming

Vegetables are traditionally produced by our farmers at subsistence level and dependency on imported vegetables has further dwindled the interests in vegetable cultivation. However, COVID-19 has greatly impacted farmers and consumers with significant supply deficit within country when the import restrictions were put in place with closure of border gates. Vegetable self-sufficiency could be achieved only through investments in specialized vegetable farming focusing on Cole crops and high-value crops. The Programme is anticipating 12 commercial vegetable farming proposals from 6 Programme Dzongkhags.

2.8 Agro-based processing enterprise

The project will support any agro-based processing enterprise ranging from small-scale processing to medium to large-scale processing. With prior and on-going project interventions in agricultural production, production base has increased substantially. However, value addition component is found to be missing in the value chain link because of which our farmers face difficulty in marketing their produce.

3 Eligibility

An applicant showing EOI shall fulfil following eligibility criteria:

- Eligible actors shall be all private actors working in the targeted supply chain cluster, including producers, traders, agribusinesses, service providers and input providers. The producer group from Identified value chain clusters shall be prioritized.
- Solid business plans which include a proper assessment of markets, risks, technical feasibility, financial viability, cost per beneficiary, reliability of other actors in the value chain.
- Producers may be individuals or those organized in informal farmer groups or formal associations or agricultural cooperatives; other private sector actors may have a different legal status such as company/joint-stock, partnership or sole proprietorship;
- Applicants have demonstrated to have access to sufficient funds for investment and working capital;
- An accredited financial institution has approved /sanctioned the loan in principle (for grant applicants requiring a loan);
- The intended sub-project is financially viable and technically feasible;
- No double financing of the same activity under different grant mechanisms, regardless of the fund source.
- Matching Grant shall be one-time support.
- Preference shall be given to youths

4 Expression of Interests

An applicant wishing to apply for matching grant scheme for enterprise establishment on the above thematic areas is required to send an official communication containing detailed project proposal/business plan addressed to: **Office of the Programme management, CARLEP, Wengkhar, Mongar and sent to carlep2016@gmail.com duly verified and endorsed by Dzongkhag Agriculture Officer and Dzongkhag Livestock Officer.**

A template for the Expression of Interest is attached hereto as Annex 1.

The Expression of Interest shall include the Applicant's identification, Project proposal/Business Plan duly verified by Dzongkhag RNR Sector Heads. The business plan/project proposal template is attached hereto as Annex 2

The Expressions of Interest, including the submitted documents, shall be either in English or Dzongkha.

5 Submission of expression of interests

- The Expressions of Interest shall be submitted on or before the Deadline **both** by (i) e-mail **and** (ii) registered mail. The Expressions of Interest sent by registered mail shall consist of a closed single package, and shall contain the Expression of Interest, together with its attachments, in paper form.
- **The Deadline for the submission of Expressions of Interest is until 21th April 2021 from the date of announcement.**
- The Expressions of Interest shall indicate the reference number of the call and the name of the Applicant and shall be sent to the following address:

Postal Address:

**Office of the Programme Management
Commercial Agriculture and Resilient Livelihoods Enhancement Programme
Wengkhar: Monggar
Post Box No. 146
Telephone No. 04 641 237**

- The electronic version of the Expression of Interest shall be sent to: carlep2016@gmail.com , stating in the subject of the email: "Call for EOI – name of applicant"
- The Applicants may withdraw their Expression of Interest at any stage of the Selection process, by sending (i) an email and (ii) a letter to the above-mentioned addresses.

6 Evaluation/Selection process

The proposal meeting eligibility criteria and the proposed investment consistent with the priority investment area and within the budget limit set out in the matching grant guideline (Attached hereto as Annex 2) will be short-listed for field verification. The following documents should be attached with proposal for **W2** and **W3** to confirm their eligibility:

- Organization registration and renewal documents.
- Certificates /proof of experience in the relevant field
- Proof of adequate credit in the personal account for beneficiary contribution, or If not, loan approval from credible financial institutions.
- Social and Environment clearance, in case of **Medium-scale enterprise under W3**.

Gewog Extension Officer and Dzongkhag Sector head shall conduct field verification for applicant under **W1**, while Technical Evaluation Team will conduct field verification for **W2** and **W3**.

The field verification team will conduct an onsite visit, interact with proponents and stakeholders to ensure the credibility of both the proponent and the investment plan. The verification team will ensure the compilation of all the eligibility and selection criteria, grant solicitation, evaluation, and approval process, and also ensure that the proposed cost is eligible. The verification team will verify the following:

- Documents supporting eligibility criteria,
- Records of past financial documents (books of account, financial reports),
- Technical feasibility of the proposed investment,
- Market and marketing channels
- Financial viability
- Reliability and correctness of the proposal,
- Credibility, management and financial capacity of the applicant,
- Expected benefit to the beneficiary community.

If the proposed investment is not found feasible through technical, financial, business or managerial perspective during assessment, the evaluation team will report to MGC. Accordingly, MGC will immediately notify the applicant on the rejection of proposed investment along with the ground of rejection.

The Matching Grant Committee shall recommend PD to invite expert (technical, Management, Financial) as needed for appraisal of **W3** proposal.

All the members of the Committees should disclose any potential conflict of interest. If any member has a potential conflict of interest he/she will not be involved in the evaluation process. In such a case, the Programme Director will arrange for the replacement of such members.

7 Project support under CARLEP matching grant scheme

Matching Grant (MG) is a partial grant mechanism to stimulate private investment in small and medium-scale agri-enterprises based on a specific project rationale for particular purposes and on condition that the recipient makes a specified contribution for the same purpose or sub-project. A matching grant is a one-time support to project beneficiaries in the form of materials (support in kind), while the matching contributions can be either in cash or in-kind, or a combination of both. They may or may not be provided together with other financial services, such as loans, or linked to them. For more information and matching grant guideline, please visit www.carlep.gov.bt.

Fund Ceiling for Each Investment Window Against Scale of Investment is as shown in the Table.

Investment Scale	Fund ceiling/Percentage for cost-sharing
Semi-Commercial Producer (W1) <i>(Investment Scale do be decided based on production scale)</i>	Fund ceiling – Nu.0.25 million or 50% of total fixed cost or whichever the lower
Commercial Producer (W1) <i>(Investment Scale do be decided based on production scale)</i>	Fund ceiling – Nu.0.75 million or 50% of total fixed cost or whichever the lower
Micro-scale Service Provider (W2) <i>(Total investment less than Nu. 1 million)</i>	Fund ceiling – Nu.0.5 million or 50% of total fixed cost or whichever the lower
Small-scale Service Provider, and Small-scale Manufacturing Enterprise (W2 and W3) <i>(Total investment – Nu. 1 million to 10 million)</i>	Fund ceiling – Nu. 1 million or 40% of total fixed cost or whichever the lower
Medium-scale Manufacturing Enterprise (W3) <i>(Total investment – Nu. 10 – 100 million)</i>	Fund ceiling – Nu. 3 million or 30% of total fixed cost or whichever the lower

Annex 1. Cover letter

Date:

The Program Director,
Office of the Programme Management
CARLEP,
Wengkhar: Monggar.

Sub: **Expression of Interests (EOI) for**.....(*Insert name of proposed enterprise*)

Sir/madam,

Herewith I am submitting my Expression of Interest in response to call for the expression of interests vide letter No.....(*Insert call for EOI No.*) for establishment of.....(*Please insert proposed name of enterprise*).

The undersigned, by signing this form certifies/certify and declare(s) that the information contained in this Expression of Interest and its Appendices is complete and correct in all its elements.

The undersigned has enclosed the following documents:

1. Applicant identification form as annex 2
2. Eligibility criteria form as annex 3
3. Project proposal/Business plan duly verified and endorsed by RNR Sector Heads as annex 4

The Applicant acknowledges and agrees that, if selected, to be abided by the project implementation guidelines.

Yours sincerely,

Signature(s):

Applicant's name:

Date and Place:

Annex 2. Applicant identification

APPLICANT NAME	
CID No. (Please attach a copy of identity card)	
House No.	
Thram No.	
CONTACT DETAILS	Address: Telephone: E-mail:
Business Registration No. if any	

SI No.	Criteria	Check-list
1	Minimum Qualification	
	1.1 School Drop-out	<input type="checkbox"/>
	1.2 VTI/TTI Graduate	<input type="checkbox"/>
	1.3 Diploma	<input type="checkbox"/>
	1.4 Graduate	<input type="checkbox"/>
	1.5 Others (NFE, monastic education, etc)	<input type="checkbox"/>
2	Mode of Farm Operation	
	2.1 Individual Youth	<input type="checkbox"/>
	2.2 Youth Group	<input type="checkbox"/>
3	Financing Mode	
	3.1 Self-Finance	<input type="checkbox"/>
	3.2 Loans from CSI/PSL, etc (Financial Institutions)	<input type="checkbox"/>
4	Land tenure for enterprise establishment	
	4.1 Private Owned Land	<input type="checkbox"/>
	4.2 Private Leased Land	<input type="checkbox"/>
	4.3 Community Leased Land	<input type="checkbox"/>
	4.4 Institute Land	<input type="checkbox"/>
	4.5 SRL Land	<input type="checkbox"/>
5	Type of enterprise	
	5.1 Heifer production farm	<input type="checkbox"/>
	5.2 Dairy equipment maintenance and service enterprise	<input type="checkbox"/>
	5.3 Dairy farming	<input type="checkbox"/>
	5.4 Poultry farm	<input type="checkbox"/>
	5.5 Trout culture	<input type="checkbox"/>
	5.6 Mushroom enterprise	<input type="checkbox"/>
	5.7 Commercial vegetable farming	<input type="checkbox"/>
	5.8 Agro-based processing enterprise (Please specify)	<input type="checkbox"/>

Annex 4. Project proposal template

Applicants are asked to provide an outline investment proposal (“Business Plan”). The Business Plan should provide concise information on the following items:

- Executive summary
- Project profile
- Background
- SWOT analysis
- Market analysis (Target market, Total market valuation, Market trend, Profile of competitors, Competitive advantage)
- Marketing/ sales strategy (Marketing strategy, sales strategy, pricing)
- Operational plan (Management organizational chart, staffing, operations)
- Financial projections (Profit and loss statement, balance sheet, Cash flow statement)
- Conclusion

1. Executive Summary

<< Introduce promoters here, and the reason you are now preparing this Business Plan.

This section should not be completed until the business plan is written. It will highlight all milestones in the company’s development over the next five years. It should sum up the following areas:

Purpose of the plan

Product or service and its advantages

Market opportunity

Management team

Track record, if any

Financial projections

Funding requirements

Financial projections should be summarized and highlighted. The following format is suggested as a guide:

	Year 1	Year 2	Year 3
Sales			
Net Profit			
Investment			
Employment (No)			

Remember that potential investors often make a provisional judgement based on the executive summary, and that their decision to read the main body of the business plan will depend on the information presented here. The appendices at the back of the plan contain more detailed information to support the main text of the business plan. >>

2. Company Description

Promoters and Shareholders

<< Description of the people involved in starting the business:

Promoters

Management structure and areas of responsibility

Shareholders names, no. of shares, % shareholding and cash investment to date

Products and services

<< Explain clearly what your product or service is and what it does.

Background to its development

Benefits and Features

Unique selling points

Advantages to customers

Disadvantages or weak points

Future developments >>

Long Term Aim of the Business

<< State the long-term aim of the new business. >>

Objectives

<< State the specific milestones to be achieved by the company over the next five years (sales, exports, employment, product development, etc). >>

SWOT Analysis

<< Analyze the strengths and weaknesses of the business and product or service, the opportunities that exist in the marketplace, and the threats to the viability of the project. This is best done in a matrix diagram as follows:

Strengths	Weaknesses
Opportunities	Threats

>>

3. Market Analysis

<< This section covers market research and competitor analysis. You must show that you have done the market research to justify the projections made in your business plan. It must demonstrate that there is a viable market and that you can beat the competition in the market for sales. >>

Target Market

<< The market to which you are planning to sell the product or service. Analyze the segments of this market as follows:

- Size of each market segment
- Is the segment growing or declining?
- Characteristics of potential customers in each segment >>

Total Market Valuation

<< Show the total potential value of the market for this type of product or service, in all the targeted markets, domestic and international. >>

Market Trends

<< Analyze what is happening in the market:

- Recent changes
- Future predictions
- Drivers such as demographic changes, economic and legislative factors
- Implications for your product or service
- Your plans to meet future demands and changes in the market >>

Profile of Competitors

<<Analysis of your competitors in the market:

- What are the competing products and services?
- Profile of key players (company size, turnover, profitability etc) and their market share
- Advantages and disadvantages of the competitors' offerings >>

Competitive Advantage

<< This is your assessment of why potential customers will choose to buy your product in place of those profiled above. Advantages may include:

- Unique features
- Price
- New technologies or systems
- Better value to customers in terms of efficiency or ROI or cost/benefit ratios
- Greater compatibility with existing systems
- Include any independent validation or case studies >>

Benefits to Farming Community

<< This is what your product or service provides to potential customers in terms of their own business goals. Does your product or service enable them to:

- Increase Production?
- Increase efficiencies
- Save money?
- Save time?
- Maximize resources?
- Reduce errors?

Reduce downtime?

Improve Customer Service, reduce churn, increase loyalty

What will buying your product or service actually do for the customer? >>

4. Marketing/Sales Strategy

<< This section sets out your strategies for reaching your target market, arousing their interest in your product or service, and actually delivering the product or service to them in sales. >>

Marketing Strategy

<< How you will position your product or service in the market and differentiate it from its competitors:

Which segments of the market will be targeted first and why?

How will this be developed to reach the full target market?

How will you differentiate your product or service?

What key benefits will be highlighted?

What potential customers have you already targeted?

Have you a test site in operation, and what feedback is coming from this?

What contacts can be used to generate market awareness and sales?

Who will do the marketing: staff, agency, reps? >>

Sales Strategy

<< How you will sell your product or service to the target market.

Directly

Retail

Distributor

Agent

Sales rep

Revenue Sharing Partners

Analyze for each method the costs involved, whether it will reach the intended market efficiently, the control you would retain over the pricing and positioning, the logistics, and the overall integration with your marketing strategy. State the advantages of the methods you have chosen to sell your product or service. >>

Pricing

<< How you will set the price charged for your product or service. Considerations include:

Competitors' prices

Level of competition in the market

Perception of quality-price relationship by customers

Production costs and overheads

Chain of distribution and the added-value at each stage

The extent to which the buyer can control the price

State how each product or service will be priced, referring to the income sources above. >>

Marketing and Communications Strategy

<< How you will promote your product or service in the marketplace.

Advertising – where, when, how, to whom

Public relations

Direct marketing

Website and internet marketing

Exhibitions and conferences

Word of mouth >>

5. Operations Plan

<< This is where you will outline the intended structure of the company in terms of management, number of employees, and the physical operational requirements to produce or supply the product or service. >>

Management (including Board) Organization Chart

<< Include a diagram of the way in which the management of the new venture will be organized. This should show the areas of responsibility of each manager and the employees to be taken on over the next three years. >>

Staffing

<< State what employees will be taken on over the next three years, with which skills, in which areas of the business. >>

Training Plans

<< Outline the planned employee and management development to be undertaken in order to maintain a skilled workforce. This should also tie in with the future market developments and any new product or service developments. >>

Operations

<< State the physical requirements of the business:

Premises

Equipment

Production facilities

Infrastructure

Communications facilities

Costs involved

Suppliers >>



6. Financial Projections

I	Key Assumptions	p
II	Profit and Loss Accounts	p
III	Balance Sheets	p
IV	Cashflow	p

I Key Assumptions

<< This section reviews the key assumptions used in the financial projections. It is a guide to explain how key figures in the financial projections were arrived at. Included here should be items such as:

- Income sources
- Number of employees projected for each year and their intended salaries
- Projected investment in equipment and materials
- Projected R&D costs
- Depreciation allowed for
- Expected rent and rates charges
- Creditor days expected and debtor days allowed
- Expense calculations

This section should be brief and to the point. Further detail regarding these items can be placed in the Appendices.
>>

II Profit & Loss Accounts

<< Attach here projected profit and loss accounts for the first three years of the company's operations. >>

III Balance Sheets

<< Attach here projected balance sheets for the first three years of the company's operations. >>

IV Cashflow

<< Attach here a monthly cashflow prediction for the first two years of the company's operations. >>

7. Funding Requirements

<< State here the total funding requirements of the business, and how those are intended to be provided. You will also need to state the approximate breakdown of how these funds are to be spent.

Sources:

- Applicant's funds
 - Bank lending
 - Grants (Matching Grant)
 - Investment already received
 - Investment sought
-

Required for:

- Equipment
- R&D
- Marketing
- Staffing >>

Table 1. Sample Table for Investment Requirement

FIXED COST INVESTMET							
[your business entity name]						January 1, 2020	
	Own Equity		Matching Grant (CARLEP_IFAD)		Loan Amount		TOTAL COST
FIXED COST ITEMS	Actual Cost	% of Total Cost	Actual Cost	% of Total Cost	Actual Cost	% of Total Cost	TOTAL
Construction of Processing House	Nu. X	50%	Nu.0	0%	Nu. X	50%	Nu. XX
Procurement of Equipment	Nu. 0	0%	Nu. X	100%	Nu. 0	0%	Nu. XX
Supplies	Nu. 0	0%	Nu. X	20%	Nu. X	80%	Nu. XX
Furniture & Fixtures	Nu. X	50%	Nu.0	0%	Nu. X	50%	Nu. XX
Advertising/Marketing	Nu. 0	0%	Nu.0	0%	Nu. X	100%	Nu. XX
Computer Equipment	Nu. 0	0%	Nu.0	0%	Nu. X	100%	Nu. XX
Xx	Nu. X	50%	Nu.0	0%	Nu. X	50%	Nu. XX
Xx	Nu. 0	0%	Nu.0	0%	Nu. X	100%	Nu. XX
Xx	Nu. X	50%	Nu.0	0%	Nu. X	50%	Nu. XX
Xx	Nu. X	50%	Nu.0	0%	Nu. X	50%	Nu. XX
Xx	Nu. X	50%	Nu.0	0%	Nu. X	50%	Nu. XX
Xx	Nu. X	50%	Nu.0	0%	Nu. X	50%	Nu. XX
Miscellaneous							
ESTIMATED FIXED COST	NU . X	X%	Nu. X	X%	Nu. X	X%	Nu. XX

8. Exit Strategy

<<A sound investment exit plan is another important component of an investment proposal. As its name suggests, this section of your proposal should include information on how investors can divest of their investments with your business or company. Exit plans should also include information for how your business will deal with business failure.>>

9. Appendices

<< This section is used to provide the detailed data on which the main text of the business plan is based, and to provide extra information of interest to the readers of the business plan. Items for inclusion in appendices vary from business to business, but normally include some of the following:

- Promoters' CVs
- Detailed financial assumptions
- Detailed market research findings
- Promotional literature
- Product or service information
- Testimonials or letters of intent from customers
- Proposed timetable and project milestones >>

Table 2. Sample table for Proposed Timetable and project Milestone

Delivery calendar	Milestones and deliverables
	<i>Add and vary the suggested project milestones below, as required</i>
February 2020	Construction of Processing Shed
March 2020	Procurement of Equipment
April 2020	Consultation Meeting with stakeholder
August 2020	Installation of equipment
August 2020	Start production
December 2020	Marketing Campaign

Table 3. Sample for Total Project Start-up Cost

TOTAL PROJECT START-UP COSTS	
[your business entity name]	January 1, 2020
Total Capital Expenditure	
Procurement of Equipment	Nu. X
Construction of Processing House	Nu. X
Raw Material	Nu. X
Supplies	Nu. X
Furniture & Fixtures	Nu. X
Advertising/Marketing	Nu. X
	Nu. X
	Nu. X
	Nu. X
	Nu. X
	Nu. X
	Nu. X
	Nu. X
	Nu. X
	Nu. X
	Nu. X
	Nu. X
	Nu. X
	Nu. X
X	Nu. X
X	Nu. X
Miscellaneous	Nu. X
ESTIMATED START-UP BUDGET	
	Nu.XX

Table 4. Sample for profit and Loss Statement (Monthly)

Profit and Loss Statement														
[Business name]	January 1, 2018													
REVENUE	JAN	FEB	MA R	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	
Estimated Product Sales	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0

Less Sales Returns & Discounts	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Service Revenue	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Other Revenue	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Net Sales	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Cost of Goods Sold	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Gross Profit	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
EXPENSES	JAN	FEB	MA R	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD
Salaries & Wages	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Marketing/Advertising	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Sales Commissions	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Rent	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Utilities	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Website Expenses	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Internet/Phone	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Insurance	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Travel	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Legal/Accounting	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Office Supplies	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Interest Expense	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Other 1	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0	Nu.0
Total Expenses													Nu.0
Income Before Taxes													Nu.0

Income Tax Expense	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!
NET INCOME	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!	#VA LUE!