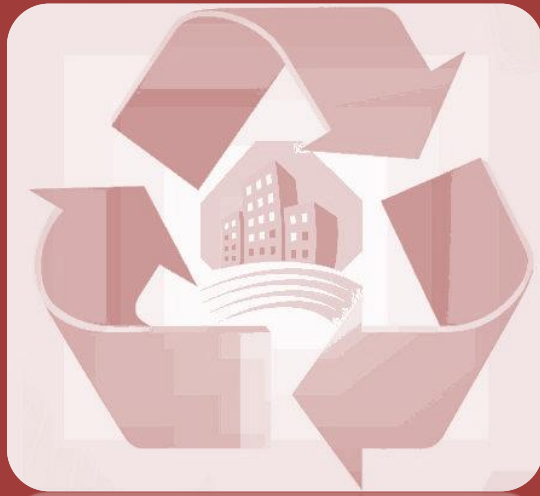


# ***Business Plan***



***Casper Real Estate  
Investments LLC***

*Creating Solid  
Investments  
through  
Refurbishing  
Apartments*



## CONFIDENTIALITY AGREEMENT

This agreement is to acknowledge that the information provided by Bolaji Sofola, CEO of **Casper Real Estate Investments LLC** in this business plan is unique to this business and confidential; therefore, anyone reading this plan agrees not to disclose any of the information contained herein without the express written permission of **Casper Real Estate Investments LLC**. It is also acknowledged by the reader that unauthorized dissemination of the information furnished in this business plan, other than information that is in the public domain, may cause serious harm or damage to **Casper Real Estate Investments LLC** and will be kept in the strictest confidence.

Upon request, this document is to be immediately returned to **Casper Real Estate Investments LLC**

Signature \_\_\_\_\_

Name (typed or printed) \_\_\_\_\_

Date \_\_\_\_\_

This is the business plan for **Casper Real Estate Investments LLC**. The presentation of this business plan does not imply an offering of securities.



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## I. Executive Summary

### Purpose of the Plan

The purpose of this plan is to provide potential investors with the information necessary to evaluate the merits of the value proposition and growth strategy of **Casper Real Estate Investments LLC**. Additionally, it will serve as a guide for management by establishing goals against which performance can be measured.

### Introduction

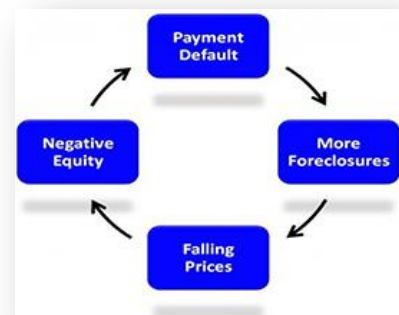
**Casper Real Estate Investments (CREI)** is a real estate investment company focused on purchasing multi-family housing facilities below current Fair Market Value (FMV), refurbishing them and renting the units near market rates to provide a steady stream of long term income for the founders while providing a reasonable return for the investors. The initial base of operations will be in Oklahoma City, OK, but **CREI** intends to expand to other larger cities in the area such as Tulsa OK and Dallas TX. The business model for **CREI** is simple, but effective and profitable. The Five-fold purpose of **CREI** is to:

- Purchase Multi-Family Apartment Complexes at 80-90% of current FMV that will allow **CREI** to obtain financing for the properties with little or no money down.
- Repair and/or remodel the properties for no more than 10% of the purchase price.
- Maintain a minimum of 95% Occupancy within each facility.
- Achieve an annual return of investment of at least 10% APR for the investors. The investors will be repaid in year four including the interest accrued to date.
- Build a solid multi-family property real-estate business in Oklahoma/Texas for the founder over the next five years.
- Gain long term appreciation in the property values that will result in substantial equity when properties are sold in the future.

**CREI** believes the slow, steady growth will create a solid and sustainable real estate business model. The market conditions are perfect for the founder to partner with strong equity investors to form a company that focuses on the purchase of multi-family facilities. The company will use market research from Loopnet.com, foreclosure.com, MLS and local Real Estate companies to locate the very best valued properties on the market. As **CREI** has the opportunity it will work with existing property owners that wish to exit the industry, especially if **CREI** can assume their loans or purchase through an owner finance situation.

### The Problem

The personal home mortgage market is weak and does not show any immediate signs for improving. Strategic default in mortgages continues to be an ongoing issue for many lenders, with no substantial relief in sight. With home prices hitting new lows in the first quarter of 2011 prices are now 32.7% lower nationally than they were at their peak in 2006





Q1<sup>1</sup>. This has caused a precarious housing situation with the lingering recession. Roughly 23.2 percent of all single-family home owners who have a mortgage, are underwater on their property, according to third-quarter data from Zillow.<sup>2</sup> Year-over-year change in delinquency rate: 14.7% May 2010 compared to 18.3% in May 2011. Total U.S foreclosure pre-sale inventory rate: 4.12% May 2010 compared to 4.11% in May 2011<sup>3</sup>. The housing issues are forcing more individuals and families to apartment living. In addition to those that have lost their homes, very few young adults that are entering the housing market are able to afford or obtain a mortgage.

## The Solution

There is an increasing demand for apartment rentals by individuals and families. **CREI** will be in the position, with a strong equity partner, to purchase multi-family housing facilities, at a discount, refurbish them into very attractive apartment locations and offer them at market pricing. Apartment living is becoming a viable long-term alternative to home purchases for many individuals and families. They have experienced first-hand the precarious issues related to home ownership, from market changes, to variable mortgage rates, to repair and upkeep of a home. For many people the total cost of ownership is much greater than anticipated and very difficult to budget. These factors make apartment living the preferred housing method for more people each year. Since **CREI** is starting small, the founder realizes that it will require focus, dedication and stamina to achieve success and realize the goal of establishing a solid base of properties. **CREI** is committed to make sure this goal is achieved, by strategic acquisitions, employing sound management strategies, and hiring expert management personnel.

## Market Opportunity

### *Fundamental change in US housing market*

“The U.S. is on the cusp of fundamental change in our housing dynamics as changing demographics and changing housing preferences drive more people away from the typical suburban house and toward the type of housing that rental housing offers.” “Families with children made up more than half of households decades ago, but they made up only one-third of households in 2000, and by 2025, they will be closer to one-fifth.”

“In their place are growing numbers of households who are more likely to choose renting—single parents, couples without children and empty nesters. By 2025, singles and unrelated individuals living together will comprise forty percent of households.”<sup>4</sup>

### *All three legs of the apartment investment stool are in place*

Leg one is that there should be a million or more new renters every year for the next decade. Leg two is that there has been hardly any new apartment construction the last eight or nine years and practically none in the last three. In fact between design, approvals and permitting not much new apartment construction can even get started for a year or two. The third leg is that there is fixed rate financing available today at rates that may not be seen for many years.



Investing in an apartment building now can provide a conservative investor with steady cash flow that will rise with inflation and provide capital appreciation which is paid for by tenants.<sup>5</sup>

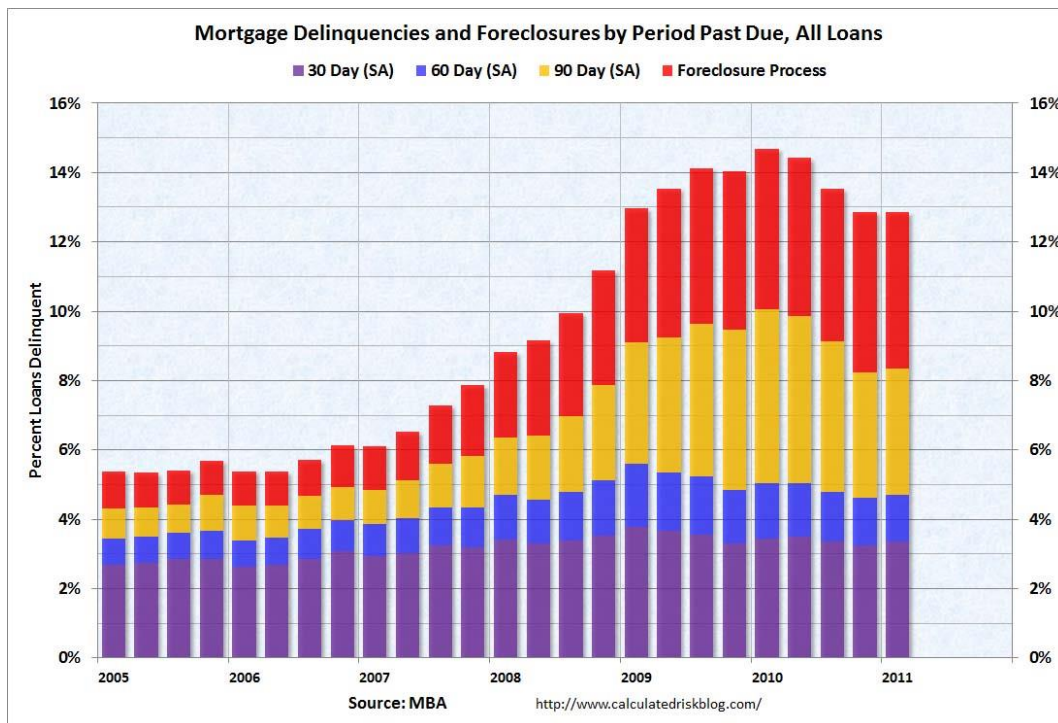
### Weak Housing Market

There is still a significant amount of global economic instability, especially in the housing market. The market opportunity for **CREI** is very strong as more home owners are faced with the reality that long-term apartment living is necessary, and in many ways a desirable solution. Never in recent history has the housing crises been so severe forcing an entire new segment of the population to consider renting instead of purchasing a home. While there has been some slight decline in delinquent mortgages within the past six months, the rate of delinquent mortgages and foreclosures are still at record high levels. Based on the recent statistics below, the market opportunity to capture new apartment dwellers is huge and will not abate any time soon. **CREI** focus will enable it to take advantage of this opportunity.

The Lender Processing Services (LPS) reported that 12.84 percent of mortgage loans were either one payment delinquent or in the foreclosure process in Q1 2011 (seasonally adjusted). This is essentially the same as in Q4. There was a significant decline in Not Seasonally Adjusted (NSA) delinquencies, but that is the usual seasonal pattern.<sup>6</sup> It breaks down as:

- 2.24 million loans less than 90 days delinquent.
- 1.96 million loans 90+ days delinquent.
- 2.18 million loans in foreclosure process.

The following graph shows the percent of loans delinquent by days past due.







Although the demand for apartments is increasing, we see another market opportunity as a result of the economic chaos. Some of the companies that own apartment complexes which have not been managed well have fallen into financial problems. These apartment complexes are considered 'Class B & C' facilities which need refurbishing or rehabilitation.

Class B apartments can be defined as those housing units that fit the definition of "working class" housing, serving from 80% to 120% of an area's medium income. This target market tends to be renters by necessity, not by choice, and tend not to move as often as other tenant classes.

One easy way to serve the market is not with new units but with Class C properties that are retrofitted into Class B properties. This type of retrofit typically involves upgrading both the units (kitchen cabinets, countertops, appliances, carpet, and vinyl flooring) and the complex (new landscaping, renovated clubhouse, new fitness center, theater, and Internet Cafe.)

Many companies that own Class C facilities are desperate to find suitable buyers for their properties. The companies with financial problems are willing to sell at a discount, have the existing mortgages assumed, or provide owner financing of the properties. This opens up the opportunity for **CREI** to purchase these properties at discounts ranging from 15% - 25% below Fair Market Value.

## Competitive Advantage

**CREI** has an advantage over its competitors due to our focus on lower acquisition cost coupled with the ability to refurbish/rehabilitate these properties with our own partner companies. Our goal is to purchase the properties at 15-25% below the current Fair Market Value (FMV). This will allow us to refurbish the properties to increase their value and allow us to rent at, or slightly above market rate. This will allow us to keep our properties nearly full at all times and maintain sufficient profitability. **CREI** understands that profitability in the real-estate rental market is also based on volume. Although our plan is to start small, so that the company can achieve profitable growth, by the end of our fifth year we are projecting good cash reserves and a solid portfolio of rental properties. The highlights of those advantages will be listed here and expanded on later in the plan.

## Business Model

The founder of **CREI**, Bolaji Sofola, is a successful medical doctor and a longtime resident of Oklahoma. His family has been involved in real estate investments since his childhood and he has extensive knowledge of the industry.

The business model for **CREI** is quite simple.

- Purchase Class B & C apartment complexes
  - In safe working class communities
  - At 15%-25% below current Fair Market Value
  - Refurbish/rehab those buildings to bring them up to high standards
  - Add new or enhanced amenities to make the community more attractive



- Focus on solid individuals and families that may be new to the rental market and/or previous home owners
- Rent at or slightly above market rates drawing a solid base of renters
- Screen all renters through background checks and rent only to those who are willing to abide by the community's code of conduct
- Ensure renter satisfaction through professional management of facilities
- Handle all service calls immediately
- Provide a safe and secure community
- Strive for occupancy rates of 95% or above at all time with all facilities

## Growth Opportunity

The growth opportunities for **CREI** in the multi-family housing market are substantial and projected to grow for many years. National and local rent reports for the first quarter of 2011 are showing more good news for the multifamily real estate sector, with upticks in occupancy and continued gains in effective rents (rents net of concessions) in practically every major metropolitan area in the country.

According to a report from Dallas-based apartment research firm Axiometrics, effective rents grew 4.65 percent for the year ending February 2011, the largest such gain since the firm began tracking rent fundamentals in 1996. "I think we are going to see an even better year in 2011 than we saw in 2010," says Axiometrics president Ron Johnsey. "We are starting to see job growth come back and a near lack of new supply entering the market."<sup>7</sup>

Occupancy Rate			
Market	Rate	Basis Point Growth	
		Monthly	Annually
Detroit, MI	90.39%	171	275
Oklahoma City, OK	94.35%	138	355
Cape Coral, FL	92.28%	112	239
Montgomery, AL	87.64%	70	-86
Tacoma, WA	94.18%	70	302
Fort Lauderdale, FL	94.26%	68	49
Reno, NV	95.94%	66	267
Albuquerque, NM	95.14%	65	170
Corpus Christi, TX	92.69%	63	11
Augusta, GA	93.28%	62	-44
West Palm Beach, FL	93.79%	55	-14
Phoenix, AZ	92.51%	54	275
Sacramento, CA	94.60%	53	51
National	93.24%	15	125

CREDIT: Axiometrics

Our initial market, Oklahoma City ranks very well in this study.

According to Axiometrics, national occupancy also moved upward, increasing to a national rate of 93.24 percent in February. That largely matches similar first quarter data reported by Carrollton, Texas-based research company, RealPage's MPF Research which clocked 2011 Q1 national occupancy at 93.6 percent, up 0.1 percentage point over the previous quarter and 0.8 percentage points higher than the previous year.

"I wasn't expecting a whole lot to happen on the occupancy side this time, simply because half of last year's total demand showed up in the first quarter," says MPF vice president of research Greg Willett. "That's a huge block of leases that are up for renewal, and operators had to concentrate on keeping those renters in place rather than putting effort into attracting new residents."



Overall rent growth, which began an unanticipated surge in 2010, despite a lack of job and corresponding household creation, looks to continue at a trajectory that could push national apartment rents to historic highs by the end of the year. According to MPF, rent pricing increased 1.1 percent in the first quarter, taking the rise for the 12 months ending in March to 3.3 percent. The firm has forecast a 5.5 percent growth for 2011. “The telling story for the first quarter is really what happened on the rent number,” Willett says. “We were going to have to get some pretty decent growth this quarter if we were going to

meet these high expectations for the year in total, and we actually did it. I think by the 3rd quarter of this year, we will have made up the hole that was dug during the recession: We are back to 2007 numbers, and moving forward from there we are reaching new highs.”

Still, rent growth could slow in luxury Class A properties, especially if inflation continues unabated. “If you look at the rising cost of food, the rising cost of gasoline, and combine that with rising rents, you are likely to see movement into the B Class assets,” Johnsey says. “We expect that sector to firm up and be really strong in 2011 and 2012 as inflation moves renters out of the As.”

Sticker shock seems as yet to have unaffected renewals, however. Willett noted anecdotally that renters who had fueled the early 2010 occupancy surge displayed little reticence to renew in the first quarter of 2011. “Again, it’s more good news for the apartment sector,” he says.<sup>8</sup>

The demographic profile of the U.S. has been undergoing massive transformation within a mere 50 years, and the apartment industry has been feeling at the least the trickle-down effects. As the latest data from the census bureau indicates, the U.S. population has hit 308.7 million, an almost 10 percent increase from 281.4 million in 2000. The population is inexorable marching towards a projected half a billion by 2040. The majority of babies born in the country are now members of minorities.

The biggest trend that preoccupies most apartment companies today is the entry of the Echo Boomers into the renter market. This is the cohort born between 1980 and 1995, and they number 80 million. The “best estimate” is that there are about 15 million Echo Boomers that will enter the prime renter age of 18 to 34 this decade, according to Kern.<sup>9</sup>

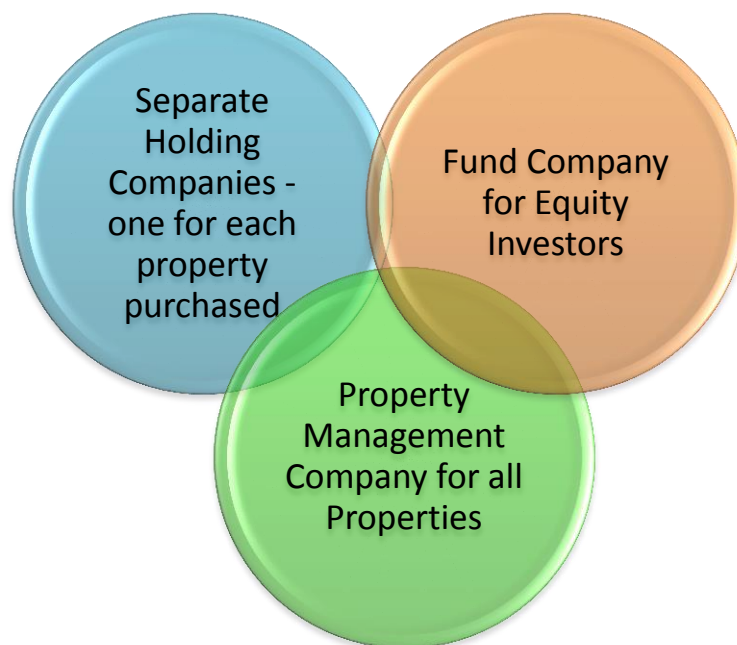


## Corporate Structure Overview

**Casper Real Estate Investments LLC** is a startup company based in Oklahoma with a founder who has many years of experience in the multi-family property investment market. Within this business plan, we are referring to **CREI** which includes separate company structures for:

- A separate 'holding' company for each of the properties
- A company for the overall management of the properties
- A company which will be utilized as an investment vehicle for the equity investments

For the purpose of this business plan all associated 'sub-companies' are included within **CREI**. This facilitates understanding and allows the combined flow of information and structure between the companies.

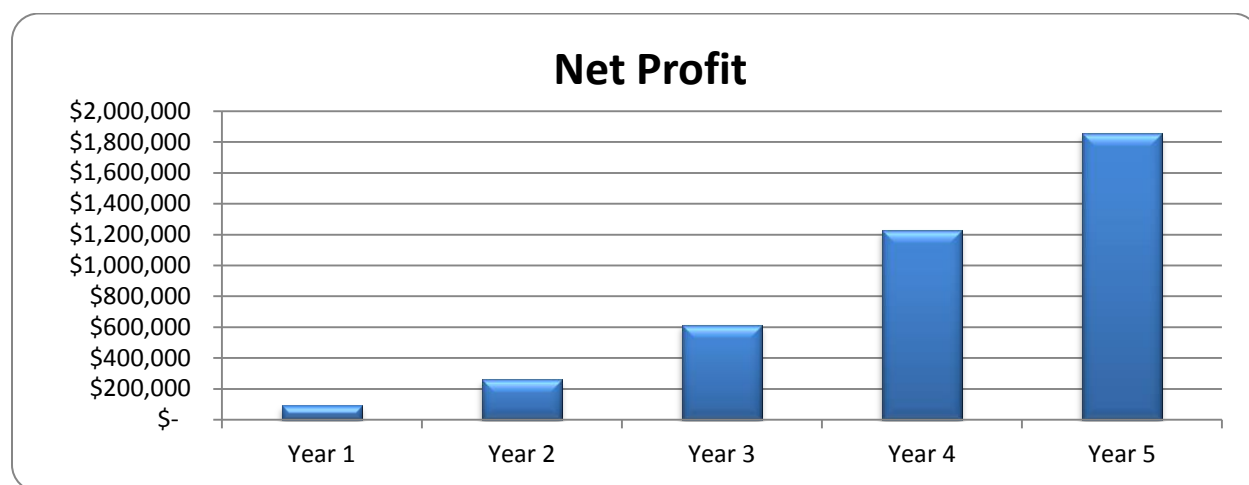


## Financial Projections

**CREI's** financial projections show that the Company will utilize the requested investor funding to refurbish/rehabilitate each of the properties purchased. The properties themselves will be purchased through conventional financing, an assumption of an existing mortgage owner financing from the current owner. The funding entity of the property will hold the 1<sup>st</sup> lien on the property and the equity investors will be the 2<sup>nd</sup> lien holder on each of the properties. Based on the planned growth model the equity investment will be utilized in years one and two. The investors will be paid back in years four and five, including a 10% per annum interest for the amount of time that the funds are used on particular projects. If the investors choose to roll their investment to new properties they will continue to earn interest on their investment.



Within this five year plan a total of six properties are scheduled to be purchased. This gradual, but steady growth will ensure a strong company structure, adequate cash flow and profitability. The investment for refurbishing/rehabilitation will ensure liquidity during the next two year ramp up while we enhance and refine the **CREI** business model. The refinement of this process to a larger scale during the first two years will impact profitability. Subsequent years reflect the true potential of the business model. The Company projects a steady growth with significant net profit over the next five years as its business plan is implemented.



## Financial Need and Use of Funds

### *Source and Use of Funds*

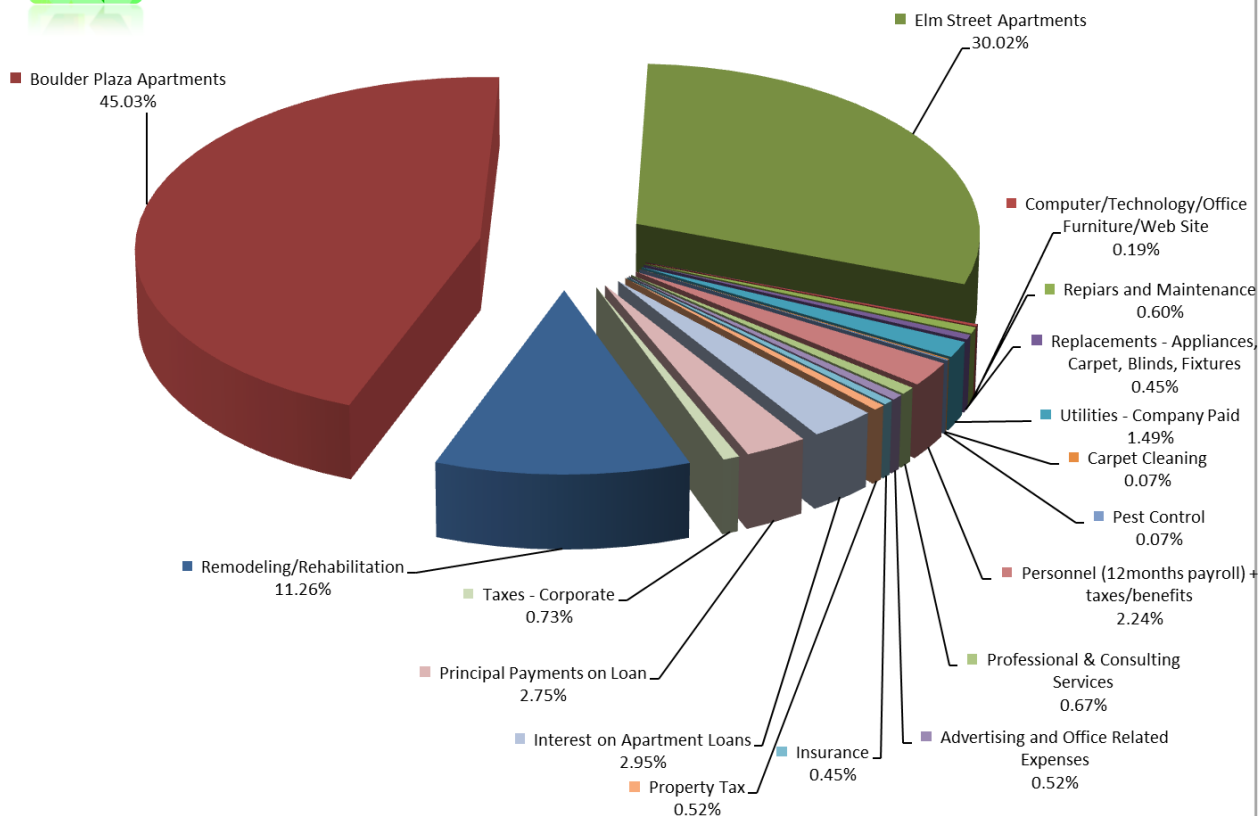
**CREI** will execute this business plan based on the founder's research, planning and ability to purchase the desired properties. In addition, **CREI** is actively seeking private money equity investors' to finance the refurbishment/rehabilitation of the properties through an open line of credit covering the five years of this business plan. Within this period of time **CREI** we become self-funding and would be able to pay off the investors in years 4 and 5 with interest. The monies needed to fund property investments during this five year period will be \$1 Million (USD). The funds will be drawn, as needed, to refurbish/rehabilitate the class B & C properties that are purchased. Once the **CREI** project/process is in motion, the line of credit equity investment will be used to continue the perpetual motion of the company allowing it to purchase property on an on-going basis. The equity investment will assure that **CREI** has sufficient liquidity during the course of this business plan and long term into the future. The market for our business model is strong and growth is expected to continue for several years.

### *Return on Investment*

**CREI** financial projections will allow investors to earn a 10% annual return on all monies invested, which will be paid out in year five. In addition to the interest earned, the investment group will be granted a 2<sup>nd</sup> lien position in each property purchased until their investment is paid in full. **CREI** anticipates the purchase of two properties in year one and expanding to 6 properties by the end of year 5. Based on the sophisticated financial model that we have constructed the 1<sup>st</sup> year source and use of funds is displayed below. The full five year financial model is available upon request.



## Use of Funds - 12 Months



Sources of Funds - 12 Months		
Cash Equity from Investors	\$ 600,000	11.12%
Loans for Apartment Complexes (Two in Year 1)	\$ 4,000,000	74.14%
Recognized Revenue - Year 1	\$ 795,270	14.74%
<b>TOTAL Sources</b>	<b>\$ 5,395,270</b>	<b>100.00%</b>
Uses of Funds - 12 Months		
Remodeling/Rehabilitation	\$ 600,000	11.26%
Boulder Plaza Apartments	\$ 2,400,000	45.03%
Elm Street Apartments	\$ 1,600,000	30.02%
Brighton Place Apartments	\$ -	0.00%
New Investment Year 3	\$ -	0.00%
New Investment Year 4	\$ -	0.00%
New Investment Year 5	\$ -	0.00%
Computer/Technology/Office Furniture/Web Site	\$ 10,000	0.19%
Repiars and Maintenance	\$ 31,806	0.60%
Replacements - Appliances, Carpet, Blinds, Fixtures	\$ 23,856	0.45%
Utilities - Company Paid	\$ 79,530	1.49%
Carpet Cleaning	\$ 3,978	0.07%
Pest Control	\$ 3,978	0.07%
Personnel (12months payroll) + taxes/benefits	\$ 119,280	2.24%
Professional & Consulting Services	\$ 35,784	0.67%
Advertising and Office Related Expenses	\$ 27,828	0.52%
Insurance	\$ 23,856	0.45%
Property Tax	\$ 27,834	0.52%
Interest on Apartment Loans	\$ 157,120	2.95%
Principal Payments on Loan	\$ 146,546	2.75%
Taxes - Corporate	\$ 38,721	0.73%
<b>Total Use of Funds</b>	<b>\$ 5,330,117</b>	<b>100.00%</b>



## II. The Enterprise

### Mission Statement

The **Vision** of **CREI** is to be a leading investment company in Oklahoma by ***“Creating Solid Investments Through Refurbishing Apartments.”***

This **Mission** of **CREI** is to assist individuals and families in finding affordable, quality apartments in a modern, clean and safe environment.

We **Value** each renter and conduct all transactions in a highly ethical, professional manner that will bring the occupants delight. Our desire is also to provide a safe investment opportunity with a solid return.



### Business Objectives

#### *Provide Solid Investment and a Good Return for the Private Money Investor*

- Allows the private money investor(s) to receive a solid ROI in a program and process that has been proven and provides a very secure investment.
- A solid Return on Investment of 10% payable in year five allows the investors to remain active, assuring fiscal discipline throughout the process.
- For every property purchased, **CREI** will grant a 2<sup>nd</sup> lien position to the investors on all properties purchased, assuring their investment will be secured by the property, allowing on-going equity to be obtained with every transaction.
- Since the goal is to obtain the properties at a discount of the current Fair Market Value (FMV), equity growth will be built into every transaction.



### Organization

#### *Legal Structure*

**Casper Real Estate Investments LLC (CREI)** is a Limited Liability Company established in the State of Oklahoma. **CREI** will be used as the parent Operating and Management Company for all the real estate investments.

**Casper Real Estate Holdings (I – VI) LLC** will be a separate LLC created for each individual property purchased. Each Limited Liability Company established will be registered in the state where the property is located. **Casper Real Estate Holdings (XX)** will actually purchase each property and will be the holding companies for each Real Estate property.

**Casper Investments LLC** will be a Limited Liability Company whose sole purpose is to be a fund account for investors of **CREI**. This LLC will hold the 2<sup>nd</sup> lien position for all properties purchased by **CREI**.





The organizational structures were chosen based on the advice of tax experts within the Real Estate Investment industry. It provides the most advantages and security for all parties involved.

*A tiered structure can actually simplify your tax accounting and improve your liability protection. For example, a group of real estate investors might setup a "parent" limited liability company that, in turn, owns "child" limited liability companies. And each of the "child" limited liability companies would own a separate real estate investment property.*

*In such a tiered structure, the income and deductions of all the real estate investment properties would appear on one partnership income tax return for the parent--which would be convenient. And then each individual property would "live" inside its own individual limited liability company--which would mean that in a worst-case-scenario-situation, something really bad happening at one of the properties would affect only that property.*<sup>10</sup>(Stephen L. Nelson, CPA, MBA, MS-tax)

### **Company Ownerships**

**Casper Real Estate Investments LLC (CREI)** is a single member company owned by Bolaji Sofola. **Casper Real Estate Holdings (I – VI) LLC** will be single member companies owned by Bolaji Sofola.

**Casper Investments LLC** - all investors within the **CREI** umbrella will be members of this LLC and will maintain the 2<sup>nd</sup> lien position on all properties

### **Location and Premises**

**Casper Real Estate Investments LLC (CREI)** exact location has not been established, but will be in Oklahoma. Utilizing the advances of today's technology **CREI** will function as a virtual company where business will be transacted wherever the founder is located at that moment.

### **Intellectual Property**

**Casper Real Estate Investments LLC (CREI)** will maintain copyright protection for its proprietary business model and concepts, its training programs, and its investment programs. **CREI** will also maintain a website at <http://www.CasperREI.com> which is the web portal for all information about the properties in their portfolio.







### III. The Business Concept and Revenue Model

#### The Business Concept

##### *CREI Business Model*

**CREI** business model is designed to buy Class B & C multi-family rental properties that need some refurbishment/rehabilitation. We will purchase these properties at 15-25% below current Fair Market Value (FMV). Once these properties are purchased we will invest approximately 10% of the purchase price back into the property to modernize the units, repair/refurbish the buildings and to enhance the grounds and other amenities of the property. We will then rent these units at or above current market rates.

When the properties are secured, all remodeling and repairs that are required will be performed immediately. Once they are '**CREI-Certified**' any vacant units will be rented immediately. The goal for every unit within the **CREI** property rented within 90 days of purchase of the property.

**CREI** will continually conduct the research needed to ensure that all properties purchased fit within the parameters prescribed by our business model. This will allow maximum return on investment and mitigate risk.

#### Revenue Model

The line-of credit funding vehicle that **CREI** is requesting will benefit the business by being able to refurbish/rehabilitate the purchased properties immediately upon acquisition of property. With the focus of obtaining several properties over the next five years we will create a collaborative working relationship with lending institutions that have distressed properties and are willing to discount the financing. We will also work with current property owners who are willing to sell at a substantial discount, will allow us to assume their financing at a discount, or who will finance the properties themselves.

The following listing shows the individual categories for potential revenue:

Revenue Forecast -Annual					
Revenue Streams	Year 1	Year 2	Year 3	Year 4	Year 5
Boulder Plaza Apartments	\$ 522,900	\$ 537,840	\$ 557,760	\$ 577,680	\$ 597,600
Elm Street Apartments	\$ 242,250	\$ 499,800	\$ 510,000	\$ 530,400	\$ 550,800
Brighton Place Apartments	\$ -	\$ 882,000	\$ 900,000	\$ 936,000	\$ 972,000
New Investment Year 3	\$ -	\$ -	\$ 1,345,200	\$ 1,390,800	\$ 1,436,400
New Investment Year 4	\$ -	\$ -	\$ -	\$ 2,027,760	\$ 2,084,880
New Investment Year 5	\$ -	\$ -	\$ -	\$ -	\$ 2,838,600
Laundry and Miscellaneous Income per Unit	\$ 30,120	\$ 76,320	\$ 121,920	\$ 179,040	\$ 247,440
<b>Total revenue</b>	<b>\$ 795,270</b>	<b>\$ 1,995,960</b>	<b>\$ 3,434,880</b>	<b>\$ 5,641,680</b>	<b>\$ 8,727,720</b>



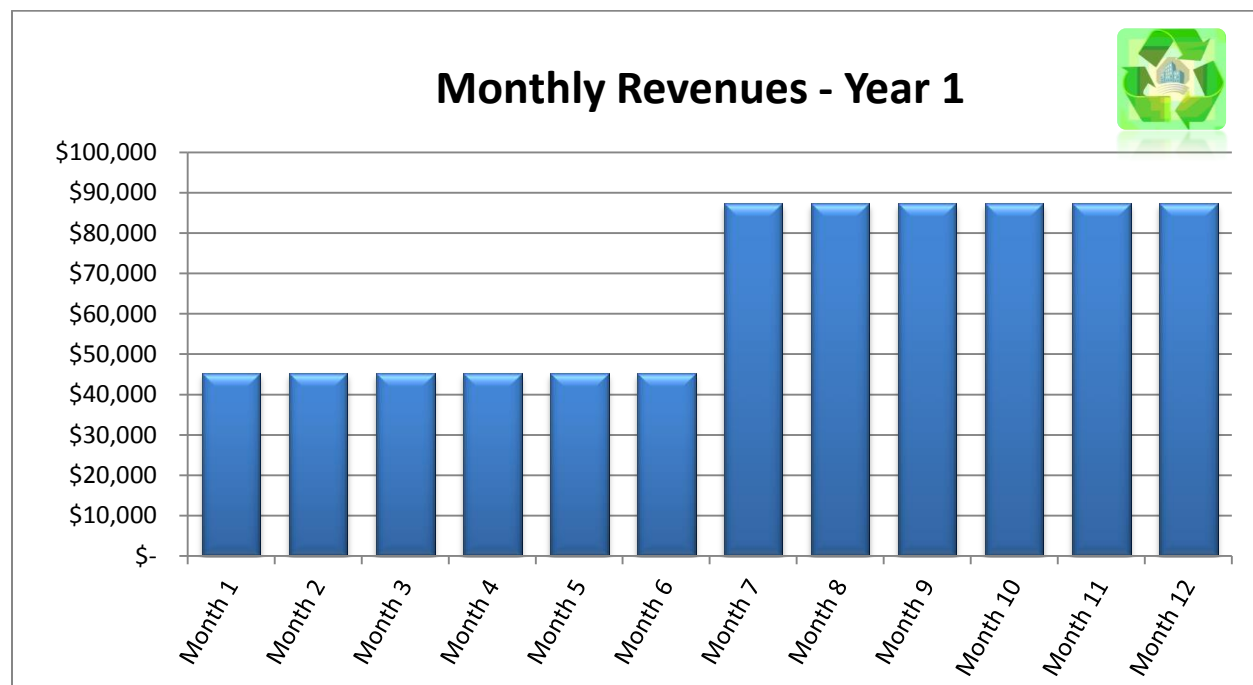
Our tentative target for number of rental units for the next five years is:

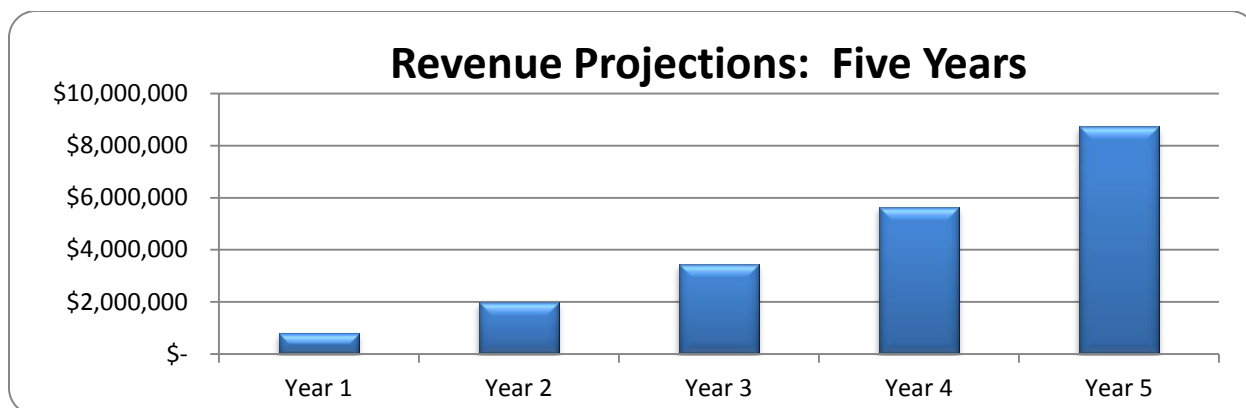
Total Units Purchased Each Year	Cumulative	New This Year
Units Purchased Year 1	176	176
Units Purchased Year 2	334	158
Units Purchased Year 3	534	200
Units Purchased Year 4	784	250
Units Purchased Year 5	1,084	300

The financial model is a sophisticated business model that will allow us to run multiple projections based on the number of properties purchased, purchase price of the property and the projected monthly rent charged on each unit. The revenue forecast above reflects a conservative model.

**Please refer to the financial model for additional assumptions details.**

Based on the projected sales levels and general assumptions above **CREI** should reach the following revenue goals. These goals are projected *conservatively*. This revenue will build on gradually as we prove the model using ever increasing numbers of rental units. The Financial model is built to allow for gradual ramp up over 5 years.





## Investment Details

### *The Amount of Investment Funds Requested*

**CREI** has determined that \$1 Million open line of credit would be required during the 5 years covered in this business plan. It has been determined that the funds will primarily be utilized in Years 1 and 2 in order to refurbish/remodel the first three properties. Internal cash flow will be utilized to refurbish/remodel the next three properties, but cash flow will not be sufficient to repay the investor funding, with interest, until Years 4 & 5. Based on the projected growth rates by year five, all future growth can be funded internally.

### *Business Benefits*

The funds will benefit the business providing the resources to refurbish/remodel the Class B & C properties purchased at 15-25% below FMV. We will then be able to rent these properties at full occupancy at or above market rates. With the ability to form a long term collaborative relationships with current property owners, realtors, banks and other mortgage companies we will be able to achieve the purchase price discounts that we desire.

### *Investment Repayments*

The investment partners will be 100% members in **Casper Real Estate Fund LLC**. This company will be assigned the 2<sup>nd</sup> lien position on all properties purchased. Since the properties will be purchased at a discount of FMV the members will also have 'built in' equity in these properties. During Year 4 and 5 **CREI** will repay the investment fund completely including 10% per annum interest for all monies that were invested. We will also protect the investors' monies through Key Man, Title, Hazard, Business loss and Fire Insurance on every property purchased.



## IV. The Market

### Apartment Rental - Industry Overview – Market Trends

#### Good Investment Trends in Apartment Rentals

If you are looking for proof that apartment rentals are a good investment, look no further than the national averages showing vacancies declining and rents increasing across the board with the very minor exception of small vacancy increase for larger apartments. Here is where you will find a good investment.

U.S. National Average Rent Trends for January 2011												
	1 Bedroom			2 Bedrooms			3 Bedrooms			4 or more Bedrooms		
	W. E. 1/21/11	W. E. 1/14/11	Change	W. E. 1/21/11	W. E. 1/14/11	Change	W. E. 1/21/11	W. E. 1/14/11	Change	W. E. 1/21/11	W. E. 1/14/11	Change
Vacancy	3.5%	3.6%	↓ -2.8%	4.0%	4.1%	↓ -2.4%	4.5%	4.7%	↓ -4.3%	8.9%	8.8%	↑ 1.1%
Rent	\$1,004	\$1,002	↑ 0.2%	\$1,226	\$1,226	No Change	\$1,386	\$1,386	No Change	\$1,425	\$1,411	↑ 0.3%
Rent / Sq. Ft	\$1.33	\$1.33	No Change	\$1.15	\$1.15	No Change	\$1.02	\$1.02	No Change	\$0.84	\$0.84	No Change

Early proof that apartment rentals are a good investment was the steady but moderate rent increases during 2010, while all other commercial real estate sectors struggled. Last year, national apartment rents increased an average of 2.5%. January 2011 saw very little upward movement in rents but the primary vacancy indicator did decline.

Another indicator of apartments as a good investment is vacancy rates well below 5% and falling for 1, 2, and 3 bedroom apartments, indicating that buildings are essentially full. Unfortunately, driving apartments as a good investment are the ongoing home foreclosures across the country. In fact, 2011 is likely to be the biggest year yet for foreclosures. Home foreclosures will apply persistent downward pressure on apartment vacancy rates and continue making apartments a good investment throughout 2011 and for many years to come.<sup>11</sup>

#### Rent Spikes Coming For a Good Investment in Apartment Buildings

With very little new construction of new apartments completing during 2011, there can be little doubt that rents will continue increasing. While 2010 saw a modest rise in rents of 2.5%, the expected increase in occupancy of 0.8% during 2011 is expected to easily drive up rents by 5.1% during 2011.

Employment is slowly beginning to pick in early 2011. Especially encouraging to one and two bedroom rental owners is the fact that youth hiring was the strongest in 2010 since 1984. This means young adults will be moving out of family homes for the first time or setting out on their own if they have been living with roommates for several years. Everywhere the indicators say apartments are a good investment.



If the more than 1.2 million foreclosures come to fruition during 2011, apartment rent increases are expected to exceed 5.9%. With all indicators pointing in a positive direction, there can be little doubt that apartment buildings will remain a good investment well into the future.<sup>12</sup>

### ***Apartments Continue as Good Investment Through 2012 and Beyond***

While we anticipate apartments to be a good investment for years to come, the rapid upswing of rents is likely to slow during 2013 through 2015. Rent increases are seen continuing to surge during 2012 although at a slightly slower pace than 2011 as new construction begins easing high occupancy rates. Rents are expected to continue upward during 2013, 2014, and 2015. However, some foreclosed homeowners may begin venturing back into the homeownership market if the economy does in fact continue to recover.<sup>13</sup>

### ***Apartment Buildings Going From Good Investment to Great***

In a report released January 6, REIS (a national commercial real estate data company) shows the apartment building sector continuing to lead the commercial real estate turn around. Your chance to get in on a good investment that will soon turn into a great one may soon pass by if you don't take action now.

Apartment vacancies hit bottom at the end of 2009 and have been improving ever since. In the fourth quarter of 2010, the national vacancy rate fell to 6.6%, down 0.5% from the third quarter. There was a net gain of 58,000 apartments rented in the fourth quarter compared to the third.

With low vacancy rates, rents are now going up. Apartment building owners know this is a good investment when average advertised rents now stand at \$1,042. Accounting for move in incentives and other perks, the effective rent rate is \$986.

Edging this good investment towards a great one is that a 100-unit complex now brings in revenue of \$98,600 each month or \$1,183,200 annually.

Building owners with a good investment know that apartments are one of the best ways of creating a reliable stream of cash flow to their bank accounts month in and month out. People from every walk of life succeed with a good investment in an apartment complex.<sup>14</sup>

### ***Filling Basic Needs Makes for a Good Investment***

The facts go on and on to make the case that apartment building ownership is a good investment. Filling people's basic needs is virtually always a good investment approach. The downside is almost nonexistent. When home foreclosures go up, apartment vacancies go down. When apartment vacancies go down, rents go up. With vacancy rates now well below double digits you can expect rents to spike upward later this year. That is when apartment building ownership will go from being a good investment to being a great investment.



Probably the single biggest mistake keeping individuals from making this good investment is the perception that they personally have to qualify for a loan. That's not how commercial loans work. The cash flow generated by the apartment building is the biggest factor underwriters look at when approving a loan. When it comes to a good investment, these loans are approved.<sup>15</sup>

### ***More Americans renting by choice***

Low prices and a maintenance-free lifestyle are just some of the reasons some Americans prefer renting cheap apartments instead of buying a home.

A recent survey from Apartments.com indicated that many Americans are drawn to apartment renting because of its relatively low-maintenance lifestyle. Sixty-percent of respondents said that they favored apartment renting; mostly because living in an affordable apartment offers them convenience and amenities that they might not enjoy were they to purchase a house. Additionally, as an indication that the economy continues to push many people towards renting cheap apartments, survey respondents added that the high cost of homeownership deters them from buying a home.

Yet many respondents seemed to enjoy renting an apartment not just for its affordability, but also as a lifestyle choice. Some told the survey that they enjoyed the flexibility apartment renting offers, which allowed them to move when they were ready. Renting a cheap apartment also gave them access to some top neighborhoods where they might not have been able to buy a home, renters told the survey.

Former homeowners also called renting the better investment, turned off on housing due to costs of upkeep and house prices.

Many more Americans might be drawn to finding a cheap apartment to rent if national home prices don't stabilize soon. A recent report from CoreLogic showed that while national home prices were flat in August from the previous month, they fluctuated wildly from state to state and failed to garner the confidence of many homeowners and buyers.<sup>16</sup>

### ***The Apartment Building Investment Triple Opportunity Is Right Now***

For value investors, Demand, Supply and the Cost of Acquisition are the three factors affecting the apartment building investment decision and all are saying the time to buy is now. There is a tidal wave of new renters coming into the market and there has been little apartment construction to meet this growing demand. Outside of the gateway cities the prices of existing apartment buildings remain below the cost of building new. Fixed rate financing is available for apartment buildings at rates lower than we will see again for years if not decades.

*"The multifamily sector is probably the only commercial real estate sector that has very positive fundamentals behind it," said Jeffrey Baker, managing director at Savills LLC, a real estate investment bank that raises capital for multifamily owners and developers. "You've got a*



*demographic that is producing more households that want to rent an apartment. You've got virtually no new supply that's been added over the last several years."*<sup>17</sup>

### ***Demand = DEMOGRAPHICS***

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The population of the US has grown 10% since 2000 to 308.7 million. If population growth keeps its current pace and the average household size does not increase further, household growth must pick up to at least 1.1 million per year. Even the slightest decline in household size would allow housing demand to grow by 1.3 million annually. A combination of improving household growth and a steady or falling homeownership rate will produce the strongest growth in rental demand since the 1980s. *CBRE Econometric Advisors*<sup>18</sup>

There are typically two sources of demand growth for apartments; Young people ("Echo Boomers" currently) moving out on their own and new immigrants. Those two sources, particularly the Eco Boomers, are making themselves felt but there are two additional sources of apartment demand that are driving down vacancy (and rents up). Those are the renters by choice and renters by necessity both driven by the mortgage meltdown and housing collapse.

### ***Echo Boomers are unbundling***

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While they stayed home or moved in with friends during the recession, with the upturn in the economy Eco Boomers are moving out on their own again. The best estimate is that about 15 million of the children of baby boomers will enter the prime renter age of 18 to 34 this decade.<sup>19</sup> These renters will grow by 4.5 million by 2015.<sup>20</sup>

"We see the entry of the Echo Boomers into that apartment market continuing for another 10 years," says John Orehek, president and CEO of Security Properties. Orehek says his company is already witnessing the effects of this latest demographic wave. "From an age perspective, every year, the average renter age is falling."<sup>21</sup>

On Average over a million people legally immigrate to the US every year. The majority of immigrants are renters by choice if not necessity.

### ***Home ownership is falling, creating more renters***

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The homeownership rate may decline to 65 percent by 2015 from [from a high of 69% in '06], creating 4.5 million new renter households, according to a March 2 report by Green Street Advisors Inc. "For every 1% decline in the homeownership rate, you get over a million potential new renters," says *Richard Anderson, managing director at BMO Capital Markets*.<sup>22</sup>

Cause number one, foreclosures, according to RealtyTrac (<http://www.realtytrac.com/>). About 3 million homes have been repossessed since the housing boom ended in 2006. That number could balloon to about 6 million by 2013.<sup>23</sup>





The real estate collapse and mortgage meltdown has had a big effect on Baby Boomers who are just starting (or at least were planning) to retire. With their equity gone, tighter lending requirements and tax advantages in jeopardy a home is no longer viewed as a cash machine for supporting their lifestyle. Given all that, the prospect of paying for and maintaining a single family home doesn't seem to be worth the effort and is making more and more Boomers renters by choice as well as by necessity.

Boomers number about 77 million according to the latest data. The Baby Boomers will be re-emerging in significance when they sell their homes, says Orehek. Indeed, between 2009 and 2025, the older, 55- to 74-year-old, age group will increase by a hefty 76 percent. Already, MyNewPlace shows an increase in the age of its visitors. In 2008, fewer than 15 percent of visitors were 55 years and older. This year, visitors who were 55 years and older made up 23 percent of all visitors to the site—a 55 percent increase in two years.

Beyond the demographics, apartment demand will further sharpen if more homeowners become renters in the face of higher down-payment requirements and lower loan limits, among the options for the phasing out of Fannie and Freddie. *Chris Macke, senior real estate strategist for CoStar.*

*20% Down Mortgages coming... [B]orrowers will need to come up with a 20 percent down payment if they want to snag the best deal on their mortgage going forward. Per government sources, the Office of the Comptroller of the Currency and the FDIC have agreed on a 20 percent down payment for a so-called "Qualified Residential Mortgage". – Katherine Swanberg, President, Real Estate Association of Puget Sound.<sup>24</sup>*

### ***No New SUPPLY***

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This growing wave of demand is about to meet little to no new construction, which can only mean one thing, rising rents. From the experts:

There's nearly no new construction in the multifamily space, and Nadji [of Marcus & Millichap] predicts even less for the rest of this year and in 2012. "We're still only two years beyond the financial crisis when permitting and financing plummeted," he said. "The planning, permitting and financing cycle takes a while to recover." *Investors.com*<sup>25</sup>

We expect the national average vacancy rate to decline through at least 2013 as demand substantially outpaces supply. After falling by 2.9% in 2009, we believe that effective rents will increase from 2011-2014. *David J. Lynn, Ph.D., Clarion ING Dec 2010*<sup>26</sup>

Industry experts project that approximately 99,000 new apartment units will be delivered in 2010, well below the long-term average of 146,000 units.





Apartment completions will total 53,000 units this year [2011], 46 percent fewer than delivered in 2010. New supply will again fall critically short of demand, which is expected to reach 158,000 units. U.S. apartment vacancy will decrease 110 basis points in 2011 to 5.8 percent as a result, matching the decline recorded in 2010. *M&M 2011 National Apartment Report*

### ... Which means vacancies are falling

"The vacancy rate has fallen faster than we expected because renters are not buying homes or condos," Dupre + Scott wrote in their October apartment report. "Never underestimate the power of bad news to instill fear in consumers. They are afraid prices will fall more after they buy. They are afraid they will lose their jobs. They are afraid they may need to use money they have saved to live on, so they don't want to put it into a down payment." For apartment owners, things will keep getting better, Scott added Friday. "Next year's low level of production will push vacancies lower and rents higher, particularly in 2012 and beyond." *Seattle PI 11/19/2010*

According to New York-based property research firm Reis, U.S. apartment vacancies fell to a two-year low in the fourth quarter as rents rose. The national apartment vacancy rate dropped to 6.6 percent from 8 percent a year earlier and from 7.1 percent in the third quarter. It was the lowest since 2008's third quarter, when the rate was 6.2 percent, says *Reis*.

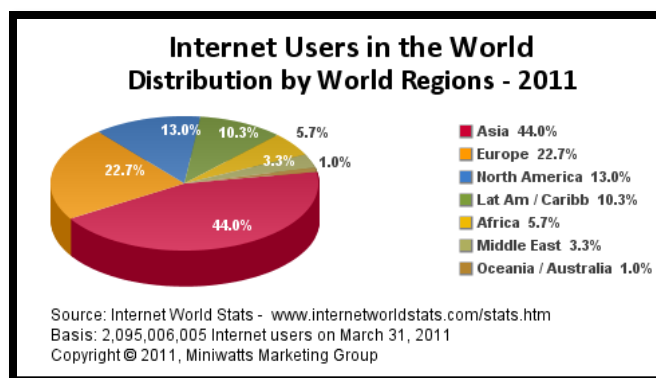
### ... and rents will rise bringing increasing values

Property market analyzer Green Street Advisors predicts that revenue growth per square foot will rise in every major U.S. metro apartment market this year. The key drivers are young adults who moved in with family or friends between 2005 and 2009.

## Internet Trends

### *Internet Growth Allows Renters to Locate Good Apartments*

Regardless of the industry, no one can ignore the internet as being an integral required part of their business strategy. Prospective renters use the internet to look for suitable housing. [www.CasperRei.com](http://www.CasperRei.com) will need to show all of our apartments, information about each property, and units that are available. We will use the internet, including social media tools, to help spread our message to individuals and businesses that are in need of our services. <sup>27</sup>





In 2011, 272 million people in North America are online, 78.3% of the total population. The average 2010 internet user, according to the US Census, is between the ages of 18 and 34 and 45 to 64, predominately white and with at least a high school education. Users are equally split between males and females.<sup>28</sup>

The social networking internet sites continue to experience phenomenal growth of unique visitors. According to a 'comScore', the top social networking site, Facebook's U.S. audience grew to 153.9 million in December of 2010, an increase of 38%.<sup>29</sup>

While **CREI** will use the internet for searching properties to purchase we will also list the properties that we have for rent through [www.CasperRei.com](http://www.CasperRei.com) and other real estate based web sites. We need to take advantage of this powerful information source in order to attract as many renters as possible. This will be a very important part of our overall marketing strategy.

NORTH AMERICA INTERNET USERS AND POPULATION STATISTICS						
<u>NORTH AMERICA REGION</u>	Population ( 2011 Est. )	% Pop. of World	Internet Users, Latest Data	Penetration (% Population)	Growth (2000-2011)	% Users of World
<u>North America</u>	347,394,870	5.0 %	272,066,000	78.3 %	151.7 %	13.0 %
<u>Rest of the World</u>	6,582,660,284	95.0 %	1,822,940,005	27.7 %	620.8 %	87.0 %
<b>WORLD TOTAL</b>	6,930,055,154	100.0 %	2,095,006,005	30.2 %	480.4 %	100.0 %

30

All growth sectors concerning residential and commercial real estate look very positive which will enhance the opportunities for the positive outcome of **CREI**

Industry	Revenue	Profit	Growth 2010-15	Wages	# of Businesses
<b>Apartment Rental<sup>31</sup></b>	\$106.1bn	\$27.2bn	4.4%	\$14.5bn	440,269
<b>Property Management<sup>32</sup></b>	\$42.7bn	\$5.5bn	6.0%	\$23.6bn	164,732

## Industry Participants and Competitive Analysis

### Industry Participants

As we have completed our research, there are other companies with similar business models, but the market is so large and the demand is so strong that we do not feel that any competition will hinder our planned and steady growth.



## Competitive Advantages

Ultimately our competitive advantage will be the ability for us to purchase the properties below market value, make the repairs/remodeling as needed and rent at a rate that is at or above the market rates for rental units. Our first class personal services, desirable properties, available amenities, and modern facilities will translate into renters who are very satisfied with our properties.

In order to control and monitor the purchase, repair/remodeling and enhancements of the properties, **CREI** has assembled a team of professionals to handle the process from start to finish. The **CREI** team has over 60 years of combined experience in refurbishing/rehabilitation of commercial properties as well as property and project management experience. In addition we always use third party analysis to determine the project potential prior to investing in a property.

Our key team members include:

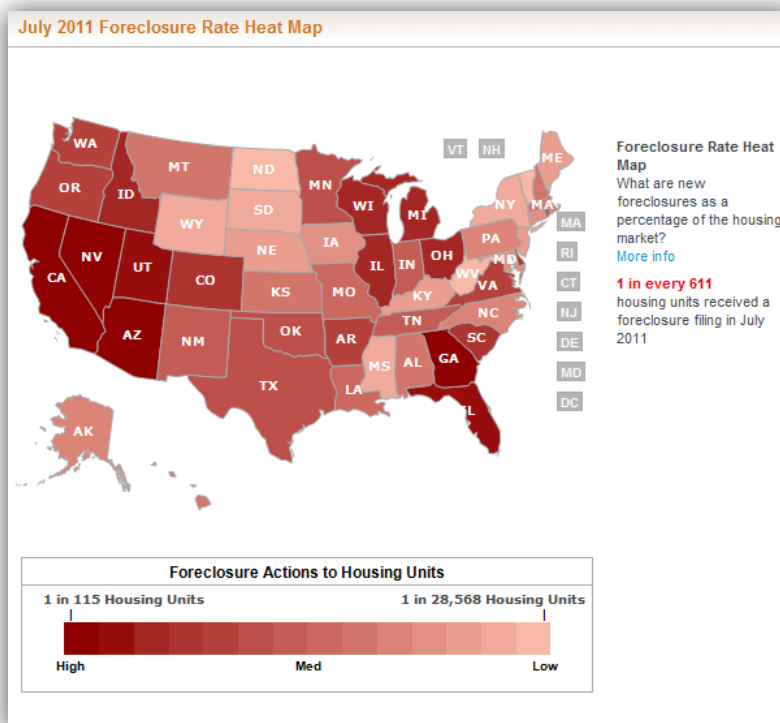
- **Gina Sofola:** Project and construction management
  - Will create projects' scope, budgets, time line and construction schedules and provide project and construction management expertise, including management controls.
  - General and sub-contractors will report directly to Gina
- **Ingrid Bunn:** Aesthetics and curb appeal
  - Will design, coordinate rehabs and provide project & construction management expertise
  - General contractors, landscapers will report to Ingrid
- **Thomas Pryor:** Vice President, property management, business operations
  - Will be responsible for developing and establishing internal systems to ensure efficient daily operations, including conducting site checks for property management, evaluating marketing strategies, and facilitating continuing education/lectures on property management
  - Property managers will report to Thomas
- **Contract Positions**
  - Security
  - Real estate agents
  - Personal accountant
  - Insurance agent.





## V. Growth Strategy

**CREI** centers its strategy on the premise that the company is in a market that has potential for stronger growth during the next ten years. A survey conducted by Harris Interactive for the National Apartment Association in May 2010 found that 76% of those surveyed now believe that renting is a better option than buying in the current real estate market, up from 71% in 2008. Especially sobering was the fact that 78% of those surveyed were homeowners.<sup>33</sup> In addition to the strong demand for rental properties due to so many families losing their homes, the shift towards renting apartments instead of buying homes will keep the demand very strong.



We are diligently dissecting every aspect of this business to ensure that each facet of our company remains popular and contributive to the goal of a highly profitable enterprise. We want to think strategically and proactively about everything we do so that all business actions are geared toward providing additional quality properties and a solid return for our investors. We will work closely with banks, mortgage companies, apartment renters, realtors, local businesses and local governments in focusing our efforts to bring value to the rental property market.



## Strategic Initiatives

Our overall strategy will encompass the following objectives:

- Seek and locate an equity funding partner(s) for \$1 Million Line of Credit
- Continue research and source the first two properties to purchase during the first 12 months
- Create internal process systems to ensure that the business model executes flawlessly to handle the additional growth
- Prepare the **CREI** team for the acquisitions and planned refurbish/rehabilitation
- Begin marketing campaign in conjunction with direct contacts
- Strengthen our business relationships with local realtors and other leads to source the best possible deals
- Sign up with loopnet.com, foreclosure.com, Zillow.com and other sites that will facilitate in the research of available properties
- Continue planning and refining marketing efforts to effectively meet the needs of our marketplace with our competitive advantages
- Focus our marketing efforts towards maximizing occupancy rates
- Build up the listing of satisfied renters and encourage them to leave positive comments on all web associated sites that list renters comments
- Build on the concept that **CREI** vision is ***“Creating Solid Investments Through Refurbishing Apartments”***
- Grow the business in conjunction with the sales assumptions as listed earlier
- Provide investor return to match our projections
- Provide customer delight in every transaction

## Brand Strategy

Building a strong business brand will require a coordination of many factors. As such, **CREI** will focus on several core elements that will help build and strengthen the backbone of the brand.

- **CREI** creates the brand by providing the best solution to investors through purchasing Class B & C Apartment properties and refurbishing/remodeling them to high quality standards
- **CREI** creates the brand by providing individuals and the best value for affordable, quality, rental properties in safe and secure areas
- **CREI** creates the brand by providing a collaborative work environment for all partners and associates involved with the company
- **CREI** creates the brand by providing a solid ROI for investors
- **CREI** creates the brand by providing a strong business model that involves minimum risk
- **CREI** creates the brand by providing customer delight and responsiveness in every transaction and interaction with





## Marketing Strategy

**CREI** is aware of all the choices we face in relation to our marketing strategy. With 15+ years of business and medical practice experience the founder has planned systems for success which have been tested and tried. **CREI** will work diligently to improve and streamline all processes.

- **The model is economically sound.** Purchasing properties at approximately 15-25% below the current FMV allows low cost of acquisition and low base cost for renting.
- **The team is fully trained** having been operating in this field for many years they have a successful track record.
- **With substantial project management experience the CREI team will create the systems needed for success refurbish/rehab of properties which will result in low vacancy rates and higher overall rent.** This will include utilizing technology through our own web site and other real estate sites focused on reaching potential renters. Personalization of contacts to our renters will be utilized to create strong and lasting customers and good referral sources.
- **We have a robust external team** including our real estate team, financial and legal team that specialize in the real estate industry and especially in the distressed properties market segment. The cost of these team members are incorporated into our financial model.
- **We are able to scale** through the efforts by gradually expanding into increasingly more profitable properties and markets.



### *Provide Individuals, Families and Businesses Quality Rental Properties at an Affordable Price.*

- Provide for individuals looking for apartment rental units that are affordable, good quality and secure/safe location.
- Provide families that were previous home owners a fresh start in a quality and safe apartment to rent until they are able to get back to a better financial position.
- Provide peace of mind for our customers that each location is affordable, of good quality, safe and secure
- Eliminates the fear of uncertainty and doubt that comes with renting, especially from displaced home owners that have lost their homes in the economic downturn.

## Positioning Statement

The founder positions the company in profitable “niche” market segment purchasing apartment properties below FMV. His team repairs/remodels them as needed and quickly rents them to individuals and families. By focusing on areas of the city that are both safe and secure, the demand will be very strong.

## Pricing Strategy

Pricing for all rental units will be at, or slightly above, the current market price for rental units. This will be determined by using Zillow ‘rent *Zestimate*’ which estimates rental pricing for various apartments within a given region.



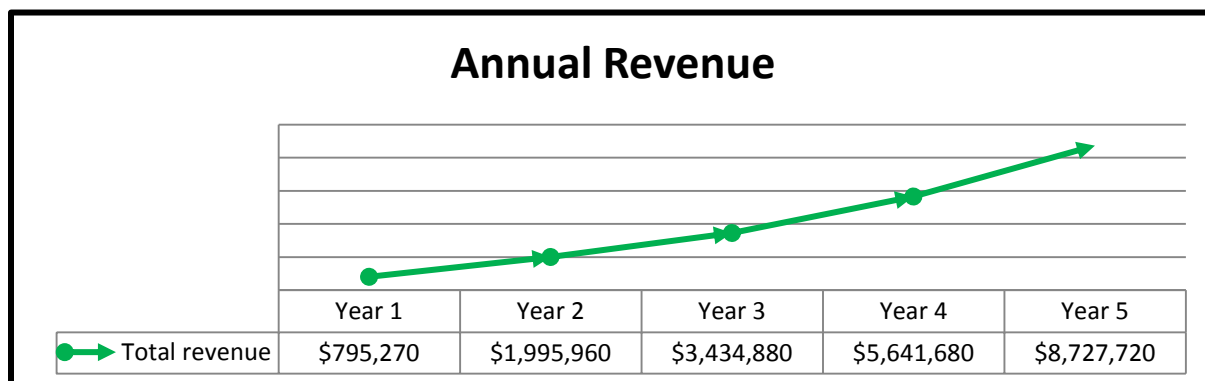
### Sales Strategy

**CREI** will utilize 'word of mouth' marketing both in the traditional sense, and more importantly utilizing the social networking sites to carry on the name of excellent value in safe and secure properties. Utilization of Social Media/Networking will be used as well as Search Engine Optimization to get properties in front of people seeking rentals.



### Sales Forecast

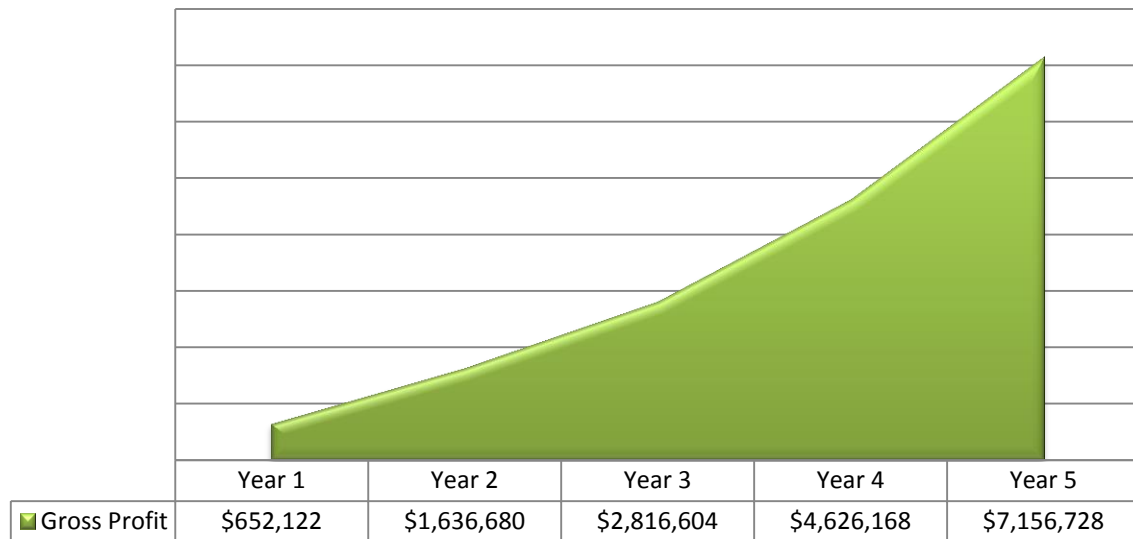
**CREI** has developed a projected sales forecast for the next five years of operations. This market will grow quickly and using the financial model as a tool it will be updated and maintained even after the model is implemented. **CREI** knows that in order to make its business plan succeed, everything has to flow in a logical manner from management visions, to personnel training, to customer acquisition and flawless execution. **CREI** is committed to continue making sound monetary decisions and reasonable market assumptions about the way we do business. The five years of gross profits and revenue are projected below.



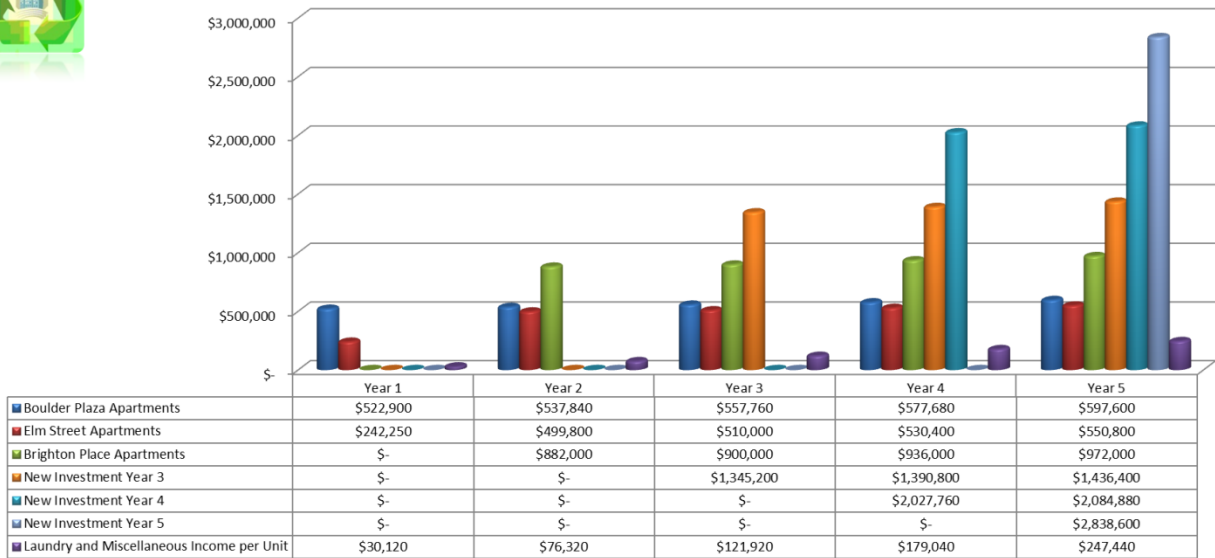




## Annual Gross Profit



## Revenue by Revenue Stream







## Sales Programs

**CREI** sales program is centered on purchasing apartment properties at levels 15-25% below FMV. The properties will be purchased using conventional financing, assumption of existing loans or through owner financing. This process allows for maximum ROI without tying up large amounts of capital. The investor capital will be used to finance the refurbishing/remodeling of each property once it is purchased. The revenue that is generated can be infused back into the company for additional growth

**CREI** will incorporate assumptions into their sales calculation in order to make sure the company stays focused on what is their core business model. The minimum assumptions are to invest in at least 6 properties during the next five years.

Property Listing - Potential Monthly Rent per Unit	Average Rent per Unit
Boulder Plaza Apartments – Year 1	\$525
Elm Street Apartments – Year 1	\$475
Brighton Place Apartments – Year 2	\$475
New Investment Year 3	\$550
New Investment Year 4	\$650
New Investment Year 5	\$750
Laundry and Miscellaneous Income per Unit	\$20
Rent Annual Increase Percentage	3.00%

## Strategic Alliances

**CREI** will work with a network of industry related companies, organizations, and associations in alliances to accomplish its major strategies. **CREI** is also committed to networking with rental associations, business groups and government agencies that may have a mutually favorable impact on our businesses. This will include local city governments, chamber of commerce, local housing authorities, state housing programs and real estate agents. A great strength of this company is its vast understanding of the multi-family rental market and the potential for tremendous growth that it represents.

**CREI** is willing to form strategic alliances within the business community, associations, leagues, team groups and government in a manner that will be mutually beneficial for everyone involved. We anticipate that these types of alliances will also be a driving force to grow our business at a very rapid pace.

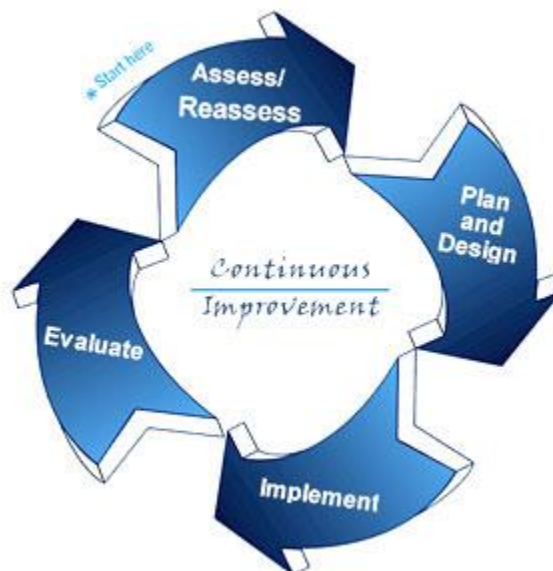


## Milestones

**CREI** will strive to reach the following Milestones during the first 6 months of this plan

### Timeline Business Expansion:

- |  |           |
|--|-----------|
| • Register <b>Casper Real Estate Investments LLC</b>                       | Month 1   |
| • Register <b>Casper Real Estate Holdings I LLC</b>                        | Month 1   |
| • Register <b>Casper Investments LLC</b>                                   | Month 1   |
| • Obtain Equity Investment operating line of credit for the five year plan | Month 1   |
| • Partner with real estate, legal and accounting consultants               | Month 2   |
| • Establish relationships with property funding companies                  | Month 2   |
| • Execute the first purchase of properties                                 | Month 2   |
| • Ready the <b>CREI</b> team and begin refurbish/rehab of first property   | Month 2   |
| • Contract for website development   | Month 2-3 |
| • Create Marketing materials for focus of business                         | Month 2-3 |
| • Establishing key relationships in Associations, Business, and Gov.       | Month 1-3 |
| • Purchase of equipment for internal use as needed                         | Month 4   |
| • Start date for marketing activities for enhanced property                | Month 4   |
| • Register <b>Casper Real Estate Holdings II LLC</b>                       | Month 6   |
| • Continual Refinement   |           |





**CREI** is very pleased with the accomplishment of this business plan as the achievement of a significant company milestone. The next goal is to plan a meticulous launch of the business. After that we will begin working to achieve our revenue and financial goals.

***Initial Goals – High Level:***

**6 months (October to April 2012):**

- Secure Equity Line of Credit through Investors
- Secure financing for properties
- Ready **CREI** for first refurbish/rehab
- Obtain first property purchase
- Purchase additional equipment if needed
- Launch Aggressive marketing campaign focusing on upgrades to the facility



**One year:**

- Purchase a total of two multi-family apartment properties (176 units)
- Reach our projected revenue goal of \$795k in rent

**Two years:**

- Purchase a total of three multi-family apartment properties (334 units)
- Reach our projected revenue goal of \$2 Million in rent
- Be recognized in the Industry as the company that is ***“Creating Solid Investments Through Refurbishing Apartments”***

**Three years:**

- Purchase a total of four multi-family apartment properties (534 units)
- Reach our projected revenue goal of \$3.4 Million in rent
- Expand to additional cities such as the Dallas marketplace

**Four years:**

- Purchase a total of five multi-family apartment properties (784 units)
- Reach our projected revenue goal of \$5.6 Million in rent
- Analyze expansion into other Metropolitan Statistical Areas (MSAs) in U.S.

**Five years:**

- Purchase a total of six multi-family apartment properties (1,084 units)
- Reach our projected revenue goal of \$8.7 Million in rent
- Prepare to expand to other U.S. Cities



## VI. Web Plan Summary



**CREI** realizes that the web plan is crucial since nearly 80% of all Americans utilize the internet today. Since we will create information about each of our properties this will also be our data/rent hub web portal. We will take great care in enhancing our solid web site that supplements our business model. It is imperative that our web marketing strategy is able to drive potentially thousands of clients to our business.

The web portal will contain all properties under the **CREI** umbrella. The units that are available for rental will be indicated along with the pertinent information about the property including pictures, specs, rental cost and terms. Rental contracts will be available through the site as well as the ability to make rental payments online with a debit/credit card ACH or eCheck.

### Web Marketing Strategy

The Internet is a crucial component of the **CREI** business model. The web site will be robust and capable of supporting the large amounts of content, rental information and data. It will also be scalable, created with an eye toward supporting new and improved technologies. Pictures and virtual tours will be part of the web site so that prospective renters will see the property features.

The impact of effective web marketing cannot be minimized since it will be crucial in growing and supporting the company. With this in mind, as part of the marketing efforts, there will be an aggressive web marketing strategy to maximize the impact that it will drive business to our company. The highlights of the features and benefits are found in the Marketing Strategy section of the business plan.



A variety of Internet strategies will be used to market **CasperREI.com** during the next five years including the following.

- **Social networking websites.** Social networking websites LinkedIn.com, Facebook.com Twitter.com and other similar sites will be used to promote and advance potential subscribers and allow them to be aware of the services that we offer. LinkedIn and Facebook.com traffic will be used to build client interest while Twitter # **CasperREI.com** announces activities and news.
- **Email campaigns.** As part of the registration process, **CasperREI.com** will capture the renter or potential renter email address and will also give an opportunity to include the emails addresses of others that may be interested in rental properties. The email campaign feature will also serve



as a great viral marketing component as most recipients of email referrals are prone to pass them on within their personal or business networks.

- **SEO (Search Engine Optimization) PPC.** Search Engine Optimization campaigns that use strategically placed key words that register in search engines. Pay per Click campaigns via Google.com and other similar sites will also be used to drive qualified potential subscribers to the [CasperREI.com](http://CasperREI.com) website
- **Banner advertisements.** Banner advertisements will be placed on strategic real estate based websites throughout the Internet and Mobile Apps that cater to the [CasperREI.com](http://CasperREI.com) target clients. Banner advertisements will be both static and rotating with banner type depending on the volume of visitors that the website reports. Websites that are used to advertise will also be asked to include [CasperREI.com](http://CasperREI.com) in any email communication to their member database as the goal is to maximize the relationship.

## Search Engine Optimization

- Strategize use of the right words to ensure website is created correctly so we can coordinate all marketing with tactical use of keywords.
- Be open to creatively envisioning new keywords for the ongoing SEO strategy, which is to allow target members to find us easily.
- We will employ professionals in order to maximize the Company's advantage through SEO " best practices"

To assist in the success of our web marketing campaigns we will utilize the best tools available on the market today of which two are listed below. It is also imperative the web design company utilized understands the importance of web marketing.



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online marketing made easy



## VII. Management Summary

Management is the core of any organization. It is not just personnel and individuals' resumes but vision, talent, and commitment that lead to success. **CREI** is led by Dr. Bolaji Sofola medical doctor, real estate investor, and business person. Dr. Bolaji Sofola is creating **CREI** based on his passion for the displaced homeowner where rental property is now their only option. His goals, as business owner, is to be successful as an investor, but also in his desire to provide quality housing for those that choose or are forced to rent apartments instead of purchasing a home.

### Dr. Bolaji Sofola

#### *Profile*

Dr. Sofola has been a practicing Urologist in Ardmore, Oklahoma since 2003. Prior to practicing in Ardmore, he managed a successful solo urological practice in Port Arthur, Texas for six years.

In addition to running two successful medical practices, Dr. Sofola has participated in the acquisition, rehabilitation, construction, leasing, and management of single and multi-family residential dwellings.

Dr. Sofola sits on the board of a project management and consulting firm, Sofola and Associates, Inc., which specializes in construction, renovation and facilities management of commercial properties. This company and its principals have over 27 years of engineering, construction and facility management experience. Their clients have included: The City of Kansas City, Bristol-Myers Squibb, Master Card, Jones Lang LaSalle, Proctor & Gamble, and many others. He has used this firm in the past and will continue to use them as his primary commercial consultant.

Dr. Sofola is originally from Oklahoma. He is familiar with the real estate markets in north Texas, Houston, Oklahoma City, Tulsa and Lawton. His goal is to acquire, renovate and lease distressed properties in these areas, and to bring them to profitability by working out reasonable financing and bringing in strong, experienced property managers.

Dr. Sofola has the required skills and experience to be a successful owner of this apartment community, and will oversee all management to ensure a continued high occupancy level and good Net Operating Income (NOI).

### Gina Sofola

President and Sr. Project Manager - GINA SOFOLA & ASSOCIATES/ 1999 - Current

With 25 years of experience as an Industrial Engineer in Construction and Facility Management her breadth of knowledge encompasses every aspect of Program and Project Management. She brings a thorough knowledge of the design/construction process, regulatory issues governing bodies and hands on experience as a Facility Operations Executive with in-depth understanding of means and best practices, building systems, building management methodologies/processes, corporate structures and the human factors that influence them.



Her responsibilities include developing and implementing logistical strategies and reporting vehicles to meet project deliverables and evaluating or developing internal systems and mechanisms to facilitate consistent methodologies in strategic planning, project management, maintenance, utilities and infrastructure management.

Ms. Sofola worked as a Project Manager/Engineer (in both a consultant and/or employment capacity) for top Fortune 500 Companies Bristol-Myers Squibb Co. and Johnson & Johnson, Inc. Her background with the private sector gives her keen business execution acumen. She has developed frameworks for a variety of planning issues especially in the areas of infrastructure preventive and predictive maintenance, outsourcing specifications, vendor qualifications and contract development. Her unique ability to create a project environment that fosters creativity, accountability, productivity, and team excellence coupled with her strong technical grounding guarantees clients that every attention is paid to finding discriminating solutions to complex problems.

As the President of Gina Sofola and Associates, Project Management Consultants. She directed and oversaw the general management and direction of professional activities, and client accounts. She established the company in 1999 as a full service Project Management provider and developed a network of associates and professional staff in New York, New Jersey, Connecticut, Missouri, Colorado and Oklahoma. The company's projects ranged from multi-million dollar redevelopment programs, out of the ground construction & interior renovations, building infrastructure and transportation, to establishing and implementing facility management programs.

### Thomas Pryor

Vice President of Business & Systems Development - Sofola and Associates, Inc.

In this capacity he will be responsible for developing and improving internal business systems for the purpose of ensuring client satisfaction, internal efficiencies and effectiveness. He brings over 27 years hands on technical and management experience from military and private sector operations. His demonstrated leadership and proven track record to succeed have opened doors of increasing responsibility and have proven instrumental in gaining consensus among colleagues and stakeholders.

### Ingrid Bunn

Sr. Project Manager/Architect – Project Management, Programming & Research, Estimation

Ms. Bunn is a Senior Project Manager with over 25 years' experience in Design, Construction, Project Administration and Management. She holds a Bachelor of Interior Architecture/Architecture from Kansas State University, with associated studies in Architecture from University of Arizona, and Universidad Autonoma De Guadalajara.



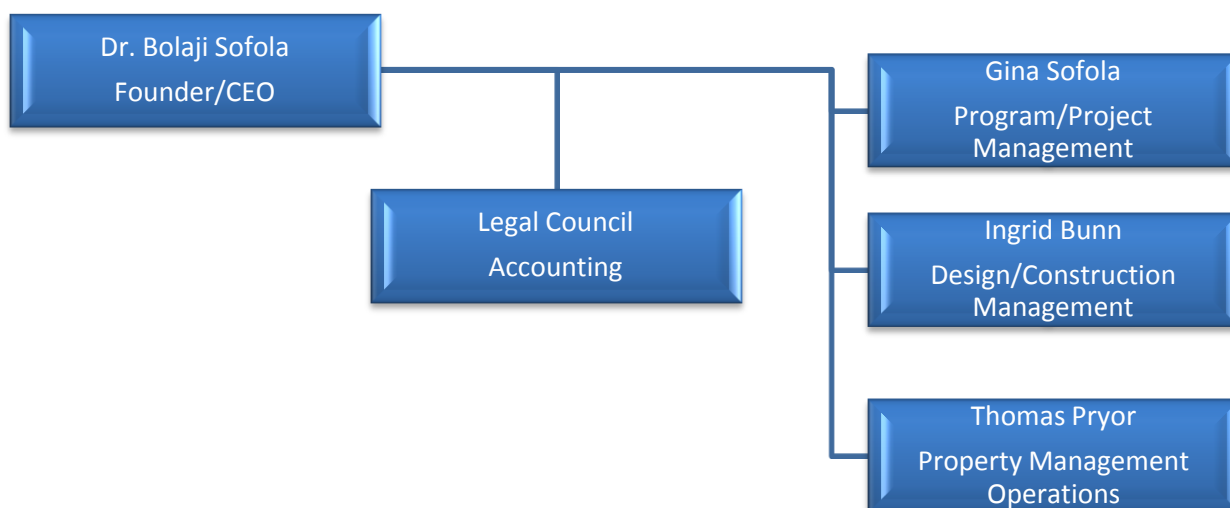


She has a strong background in planning, design, and construction and has held positions of responsibility in every aspect of a project's life cycle from feasibility to post construction management. Her broad experience has included commercial, institutional, and educational projects. She currently leads Constructability and Design reviews and regularly leads interdisciplinary team of Architects, Engineers, and other Technical Consultants in reviewing design documents for regulatory, and code compliance as well as for the evaluation of specified construction materials and methods. Responsible for estimating/3<sup>rd</sup> Party Validation and value management, Ms. Bunn works with other project managers to provide value management support and budget and cost control. As a preconstruction manager, her duties have been to manage projects from their inception. She has been involved in multiple projects of varying scales ranging from \$5,000 to \$24.5 Million in construction costs. The experience acquired during her architectural career includes project management, coordination, client relations, cost estimating, production of contract documents, marketing, proposals, graphics and presentations, design, along with other related knowledge.

Ms. Bunn currently resides in Missouri. She will be supporting the efforts of our management team by providing research, programming, design/documentation, and estimation assistance.

### Organizational Structure

**CREI** knows how important the organizational structure is to the success of a company. While **CREI** will remain small with a limited direct staff, each position within this company will have a detailed job description as well as a well-defined relationship to the whole. Additional crucial members will be added to the team at the appropriate time. A possible organizational structure is listed below:



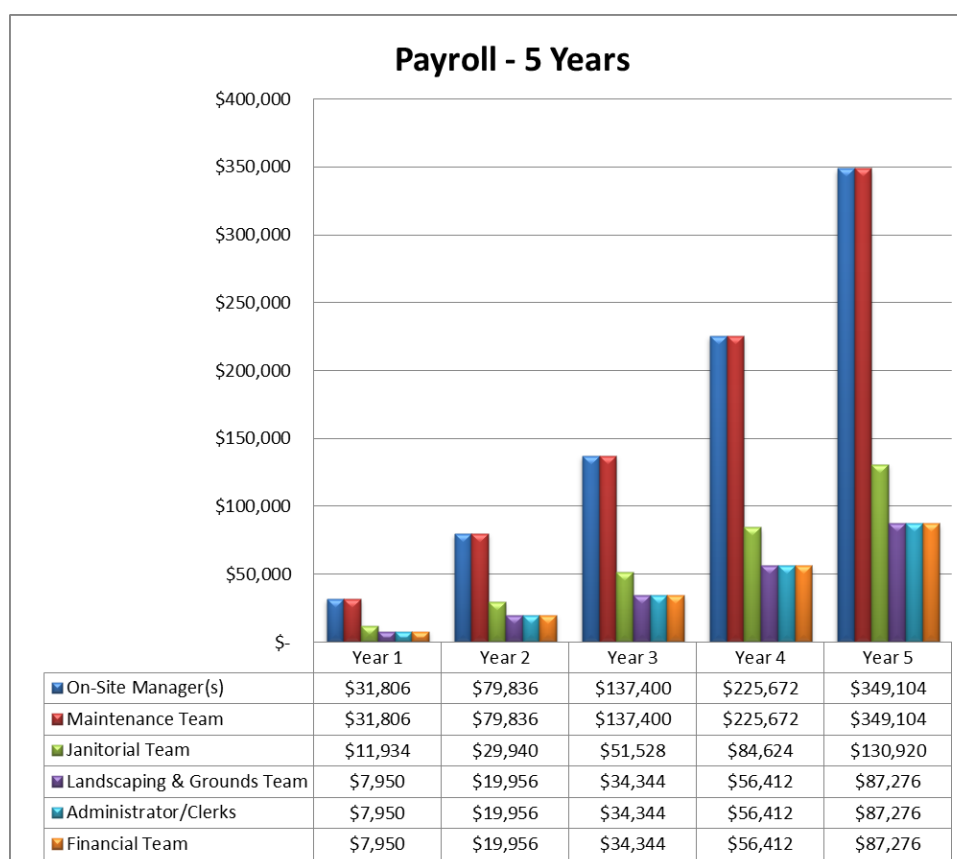




## People

The **CREI** team that will be handling the refurbish/rehab of the properties is included in that cost in our five year business plan. The staff members listed below is the actual staff that will be running the daily operations of each property on an on-going basis. All aspects of the business have been sufficiently analyzed to determine every position required to run a fully functioning operation that can complete all of the strategies and programs to be undertaken. We emphasize a lean, low-overhead business model that outsources whenever possible.

Payroll						
Position	Pay rate	Year 1	Year 2	Year 3	Year 4	Year 5
On-Site Manager(s)	\$ 2,651	\$ 31,806	\$ 79,836	\$ 137,400	\$ 225,672	\$ 349,104
Maintenance Team	\$ 2,651	\$ 31,806	\$ 79,836	\$ 137,400	\$ 225,672	\$ 349,104
Janitorial Team	\$ 995	\$ 11,934	\$ 29,940	\$ 51,528	\$ 84,624	\$ 130,920
Landscaping & Grounds Team	\$ 663	\$ 7,950	\$ 19,956	\$ 34,344	\$ 56,412	\$ 87,276
Administrator/Clerks	\$ 663	\$ 7,950	\$ 19,956	\$ 34,344	\$ 56,412	\$ 87,276
Financial Team	\$ 663	\$ 7,950	\$ 19,956	\$ 34,344	\$ 56,412	\$ 87,276
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Annual Payroll</b>		<b>\$ 99,396</b>	<b>\$ 249,480</b>	<b>\$ 429,360</b>	<b>\$ 705,204</b>	<b>\$ 1,090,956</b>
<b>Monthly Payroll</b>		<b>\$ 8,283</b>	<b>\$ 20,790</b>	<b>\$ 35,780</b>	<b>\$ 58,767</b>	<b>\$ 90,913</b>





## I. SWOT Analysis

What follows is a listing of the strengths and weaknesses of the **CREI** business model along with the opportunities and threats that exist within the marketplace.

### Strengths

#### *Concept and Knowledge*

The founders' passion and desire to take advantage of the opportunity in the multi-family residential estate markets helped to create the concepts based on his knowledge in the market. Expanding this dream is important. Being successful business persons and entrepreneurs he has the stamina, passion and drive needed to succeed.

#### *Renter/Investor Focused*

**CREI** will ensure that each renter is provided a clean and safe living environment with many amenities and that the investor is able to achieve a good ROI

#### *Timing*

The timing for this business within this industry could not be any better. The need is great and the demand is growing stronger each day. The market has been hit hard and there is not much hope that it improve soon. The increase in demand for apartments is escalating and the monthly rent amounts are also increasing each year. There are many years of very strong demand forecasted.

#### *The Internet as the foundation*

The Internet is by far the most powerful communications tool ever created and will serve as the foundation and marketing presence for the **CREI** business model. At its core, **CREI** is **“Creating Solid Investments Through Refurbishing Apartments”** We will focus on our core values for the company that are found in the marketing strategy portion of the business plan.



### Weaknesses

#### *Lack of funding*

In order to reach the desired levels of success and impact as projected, **CREI** must aggressively pursue a strong infusion of working capital line of credit that will allow the refurb/rehab or the multi-family properties that are purchased. This will allow the company to grow exponentially to the next level.

### SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	<b>S</b> Strengths	<b>W</b> Weaknesses
External origin (attributes of the environment)	<b>O</b> Opportunities	<b>T</b> Threats



### **Limited staff**

Even though **CREI** has a talented person and team forging the company as it begins. The scope of the business mandates more in the way of collaborative partners and more staff members. Property management, realtors and other team members may be added to the team to drive the project to success.

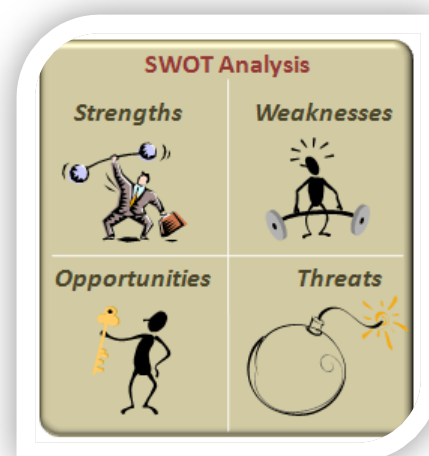
### **Opportunities**

#### ***It is a great time to invest in rental property***

All of the market research and actual data delivers a very large opportunity in the multi-family real estate market. The housing industry is not expected to recover for years and there are many more individuals and families that either choose or are forced to live in apartments.

### **Technology**

Technology is the only element of business that never regresses. As such, it is imperative for management to stay abreast of the latest cutting edge technologies that can be integrated into the **CREI** business model, giving the organization the capability to remain viable and effectively compete for market share.



### **Weakened Economy**

When the economy is recessed or weak, potential home owners may not be able to purchase houses and many others have lost their homes through foreclosure. This forces many more individuals and families to choose apartment living over home ownership. The renter and investors benefits by getting involved in the real estate market now.

### **Threats**

#### ***Competition***

As described previously, the demand for good quality, secure and safe rental properties is at an all-time high. Although there will be competition, **CREI** has abundant opportunity to expand on the market. We must serve our rental clients with excellence to ensure that we have the happy clients base needed to maintain the competitive edge and be profitable.

### **Copy Cats**

Copy cats are always a concern when dealing in any market especially with a growing demand. Demand will far outstrip supply for the types of services we offer the rental market. Our top quality customer services will not be easily duplicated. We will provide residential renters with delight in every transaction so that even when competition rises, our current and previous renters will tell others to use our properties.



## VIII. Financial Plan

**CREI** used the founders' business savvy and experience to create the concept that is both tangible and profitable. In order to advance this concept to reality a large investment is needed. **CREI** seeks \$1 Million open line of credit in the form of an equity investment that will span the five years of this business plan. These funds will be used primarily to fund the refurbish/remodel of the rental properties. We have fully developed this financial plan to cover our next five years in business. The purpose of our financial plan is to survey solid growth through our exciting business model punctuated by a healthy relation between continually increasing revenues, and diligent monitoring of an optimum cost structure.

### Key Assumptions

**US Corporate Income taxes – 30%** (Pass through to the LLC Members) Tax minimization will always be at the forefront of our mind. Setting up a separate holding company apart from the operating company will allow both entities to maximize income and expenses prior to passing on the remaining earnings to the founders.

**Rate of inflation was not factored in directly**

**Payroll Taxes & Benefits – 20% of payroll**

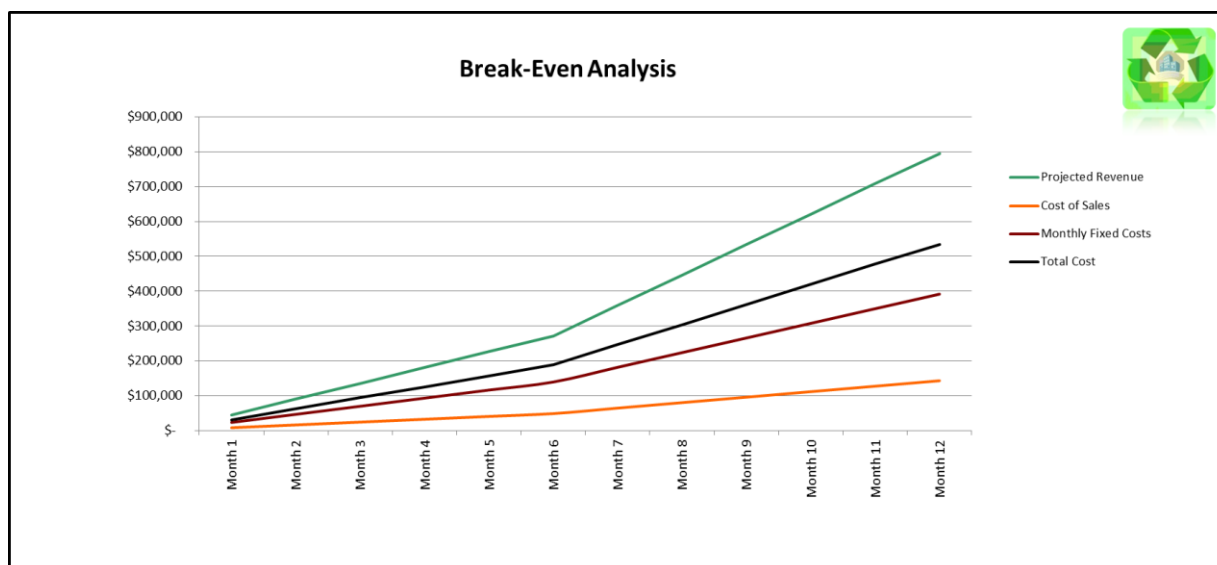
### Key Financial Indicators

**CREI** recognizes that the most important financial indicators are cash and bottom line. **CREI** will constantly monitor the flow of revenue to the company as well as the expense requirements that deplete the company of its cash. **CREI** will always try to improve the ratio of revenue and expenses to generate a healthier bottom line in addition to a healthier cash base.

### Explanation of Break-even Analysis

The break-even analysis for **CREI** calculates at what point the company becomes profitable, and also at what point the company will be operating at a loss. The analysis takes into consideration forecasted revenues as well as regular running fixed costs and average per unit sales price also known as per unit revenue. We surpass break-even in Year 1 as we achieve “take-off” and achieve the next level of business – full establishment and expansion.

Break-Even Analysis					
Category	1 <sup>st</sup> Year*	2 <sup>nd</sup> Year	3 <sup>rd</sup> Year	4th Year	5th Year
<b>Sales</b>					
Net Projected Monthly Sales	\$66,273	\$166,330	\$286,240	\$470,140	\$727,310
Monthly Cost of Sales	\$11,929	\$29,940	\$51,523	\$84,626	\$130,916
Monthly Fixed Costs	\$32,642	\$81,080	\$127,093	\$193,353	\$315,802
<b>Break-Even Monthly Sales</b>	<b>\$44,571</b>	<b>\$111,020</b>	<b>\$178,616</b>	<b>\$277,979</b>	<b>\$446,718</b>
Annual Breakeven Sales	\$534,852	\$1,332,240	\$2,143,392	\$3,335,748	\$5,360,616



### Explanation of Projected Balance Sheet

The projected **Balance Sheet** for **CREI** highlights total assets, total liabilities, and owners' equity. The salient feature of our projected **Balance Sheet** is that it demonstrates the relationship between what we will own in assets and the way this is balanced by equity investment funds and owners' existing equity. We seek an equity investment of \$1 Million open line of credit to cover the investment into multi-family apartment properties. (see **Balance Sheet**).

### Explanation of Projected Profit & Loss

The projected **Profit & Loss Statement** for **CREI** highlights the relation between our sales forecast and our operating expenses. These figures are based on our experience in the industry and our projected sales for the next five years. Please note: we make every attempt to present conservative projections with incremental growth (see **Profit & Loss Statement**).

### Explanation of Projected Cash Flow

The projected **Cash Flow Statement** for **CREI** represents what we believe our business will take in and what it will spend. Cash flow will be crucial to the survival of our business. We are confident that we will have ample cash on hand to ensure that investors can be paid on time. We offer this statement of our business's positive cash flow as perhaps the single most powerful gauge of our expected financial performance (see **Cash Flow Statement**).

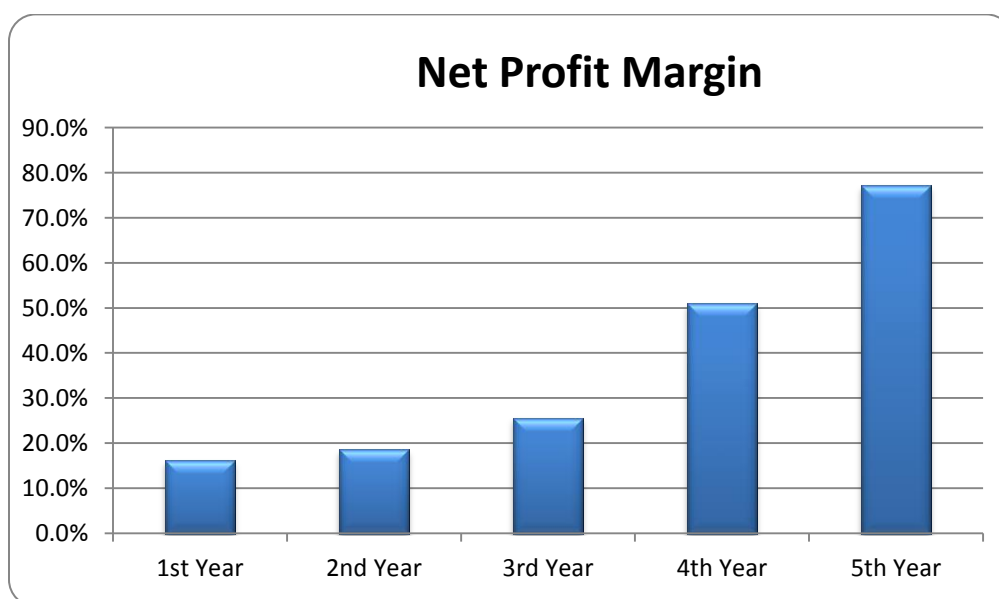


## Business Ratios

At the very least, we will always subscribe three ratios as quantitative measures of our financial health. These numbers derive from our five-year projections for Current Assets, Total Assets, Current Liabilities, Net Profit, and Gross Sales. Of course, we will be utilizing more and different statistics, but these ratios will always be at the core of our financial reports: [1] the Current Ratio, [2] the Net Profit Margin Ratio, and [3] the Return on Investment Ratio.

Business Ratios					
Ratios	1 <sup>st</sup> Year	2 <sup>nd</sup> Year	3 <sup>rd</sup> Year	4th Year	5th Year
Current Assets	\$65,153	\$237,457	\$428,491	\$533,934	\$1,359,912
Current Liabilities	\$0	\$0	\$0	\$0	\$0
<b>Current Ratio</b>	$\infty$	$\infty$	$\infty$	$\infty$	$\infty$
Net Profit	\$129,066	\$371,364	\$878,131	\$1,751,577	\$2,651,745
Gross Sales	\$795,270	\$1,995,960	\$3,434,880	\$3,434,880	\$3,434,880
<b>Net Profit Margin Ratio</b>	16.2%	18.6%	25.6%	51.0%	77.2%
Net Profit	\$129,066	\$371,364	\$878,131	\$1,751,577	\$2,651,745
Total Assets	\$4,543,800	\$8,828,748	\$11,911,431	\$15,317,524	\$19,833,146
<b>Return on Asset Ratio</b>	2.8%	4.2%	7.4%	11.4%	13.4%

## Net Profit Margin





## Long-term Plan and Financial Highlights

**CREI** believes that its long-term prospects for continuing a successful business are excellent. We believe that this industry, and the strong foundation of experience that management and advisors brings to the company, lends itself to positive results over the long-term. With a market-sensitive management team and excellent systems in place to monitor competitive shifts or changes, **CREI** is ideally positioned

- To implement its business plan through the next five years, and execute successful payoff strategies for the equity investment within five years (should the investors choose to be bought out)
- To become a respected and recognized leader buying multi-family apartment properties.
- To continue growing on through the next decade.





## IX. Notes

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- <sup>1</sup> <http://www.experian.com/decision-analytics/strategic-default-report-2011.html>
- <sup>2</sup> <http://www.irvinehousingblog.com/blog/comments/strategic-mortgage-default-will-become-common-and-accepted-in-2011/>
- <sup>3</sup> <http://loanrateupdate.blogspot.com/2011/07/mortgage-delinquency-rates-climb-in.html>
- <sup>4</sup> <http://www.american-apartment-owners-association.org/blog/2011/09/26/renter-demographic-changing/>
- <sup>5</sup> <http://ashworthpartners.com/the-apartment-building-investment-triple-opportunity-is-right-now/>
- <sup>6</sup> <http://www.calculatedriskblog.com/2011/05/mba-total-delinquencies-essentially.html>
- <sup>7</sup> <http://multifamilyexecutive.com/rent-trends/apartment-industry-trends-towards-record-growth.aspx>
- <sup>8</sup> <http://multifamilyexecutive.com/rent-trends/apartment-industry-trends-towards-record-growth.aspx>
- <sup>9</sup> <http://www.mhfihousingnews.com/news/national/the-effects-of-demographics-on-the-apartment-industry/1004029460.html>
- <sup>10</sup> <http://www.llcsexplained.com/can-one-llc-own-another-llc.htm>
- <sup>11</sup> <http://www.realestateinvestments.net/good-investment-trends-in-apartment-rentals/>
- <sup>12</sup> <http://www.realestateinvestments.net/good-investment-trends-in-apartment-rentals/>
- <sup>13</sup> <http://www.realestateinvestments.net/good-investment-trends-in-apartment-rentals/>
- <sup>14</sup> <http://www.realestateinvestments.net/apartment-buildings-going-from-good-investment-to-great/>
- <sup>15</sup> <http://www.realestateinvestments.net/apartment-buildings-going-from-good-investment-to-great/>
- <sup>16</sup> <http://www.mycheapapartments.com/news/Market-Trends/More-Americans-renting-by-choice->
- <sup>17</sup> <http://www.bloomberg.com/news/2011-03-04/apartment-investors-in-u-s-not-scared-by-vinyl-siding-in-search-for-yield.html>
- <sup>18</sup> <http://www.cbre.com/NR/rdonlyres/5BA8F201-8B80-4CEB-A193-70E5F3D9FC8A/890252/TheRentalDecadebyCBREEconometricAdvisors.pdf>
- <sup>19</sup> <http://www.mhfihousingnews.com/news/national/the-effects-of-demographics-on-the-apartment-industry/>
- <sup>20</sup> <http://www.nationalpropertyinvestment.net/custom/index.cfm?id=202703>
- <sup>21</sup> <http://www.mhfihousingnews.com/news/national/the-effects-of-demographics-on-the-apartment-industry/>
- <sup>22</sup> <http://www.time.com/time/business/article/0,8599,2013302,00.html>
- <sup>23</sup> <http://www.bloomberg.com/news/2011-01-13/u-s-foreclosure-filings-may-jump-20-this-year-as-crisis-peaks.html>
- <sup>24</sup> [KatherineSwanberg@msn.com](mailto:KatherineSwanberg@msn.com)
- <sup>25</sup> <http://www.investors.com/NewsAndAnalysis/Article/561129/201101271645/Major-US-Apartment-Markets-Forecast-To-Rebound-In-2011.aspx>
- <sup>26</sup> [http://nreionline.com/property/multifamily/multifamily\\_sector\\_improve\\_1206/](http://nreionline.com/property/multifamily/multifamily_sector_improve_1206/)
- <sup>27</sup> <http://www.internetworldstats.com/stats.htm>
- <sup>28</sup> <http://www.census.gov/>
- <sup>29</sup> comScore, PR, 2011. U.S. DIGITAL YEAR IN REVIEW 2010. *A Recap of the Year in Digital Media*
- <sup>30</sup> <http://www.internetworldstats.com/stats14.htm>
- <sup>31</sup> IBISWorld industry Report 53111 Apartment Rental in the US November 2010
- <sup>32</sup> IBISWorld industry Report 53131 Property Management in the US December 2010
- <sup>33</sup> <http://www.worldpropertychannel.com/us-markets/residential-real-estate-1/real-estate-news-rent-versus-buy-a-home-david-neithercut-equity-residential-wall-street-journal-homes-for-rent-condos-for-rent-national-apartment-association-3040.php>



## X. Financial Appendices

### Pro Forma Balance Sheet

#### 5-Year Balance Sheet

Balance Sheet Projection					
ASSETS	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Current Assets</b>					
Cash	\$ 65,153	\$ 237,457	\$ 428,491	\$ 533,934	\$ 1,359,912
Accounts Receivable	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Current</b>	\$ 65,153	\$ 237,457	\$ 428,491	\$ 533,934	\$ 1,359,912
<b>Fixed Assets</b>					
Computer/Technology/Office Furniture/Web Site	\$ 10,000	\$ 15,000	\$ 20,000	\$ 25,000	\$ 30,000
Boulder Plaza Apartments	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000
Elm Street Apartments	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000
Brighton Place Apartments	\$ -	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000
New Investment Year 3	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
New Investment Year 4	\$ -	\$ -	\$ -	\$ 3,500,000	\$ 3,500,000
New Investment Year 5	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
Remodeling/Rehabilitation	\$ 600,000	\$ 1,000,000	\$ 1,300,000	\$ 1,650,000	\$ 2,050,000
Other Adj. for Rounding	\$ 1	\$ 1	\$ 2	\$ 4	\$ 4
Accumulated Depreciation	\$ (131,354)	\$ (423,710)	\$ (837,062)	\$ (1,391,414)	\$ (2,106,770)
<b>Total Fixed</b>	\$ 4,478,647	\$ 8,591,291	\$ 11,482,940	\$ 14,783,590	\$ 18,473,234
<b>Other</b>					
Goodwill	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Other</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL ASSETS</b>	\$ 4,543,800	\$ 8,828,748	\$ 11,911,431	\$ 15,317,524	\$ 19,833,146
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Accounts Payable	\$ -	\$ -	\$ -	\$ -	\$ -
Loan Balance	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Current</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Long Term Liabilities</b>					
Mortgage and Loan	\$ 3,853,455	\$ 7,478,450	\$ 9,946,442	\$ 12,726,432	\$ 15,785,831
Other Long Term Debt	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Long Term</b>	\$ 3,853,455	\$ 7,478,450	\$ 9,946,442	\$ 12,726,432	\$ 15,785,831
<b>Total Liabilities</b>	\$ 3,853,455	\$ 7,478,450	\$ 9,946,442	\$ 12,726,432	\$ 15,785,831
<b>Shareholder Equity</b>					
Paid in Capital	\$ 600,000	\$ 1,000,000	\$ 1,000,000	\$ 400,000	\$ -
Retained Earnings	\$ -	\$ 90,345	\$ 350,298	\$ 964,989	\$ 2,191,092
Current Year Income/Loss	\$ 90,345	\$ 259,953	\$ 614,691	\$ 1,226,103	\$ 1,856,223
<b>Total Owner Equity</b>	\$ 690,345	\$ 1,350,298	\$ 1,964,989	\$ 2,591,092	\$ 4,047,315
<b>TOTAL LIABILITIES AND EQUITY</b>	\$ 4,543,800	\$ 8,828,748	\$ 11,911,431	\$ 15,317,524	\$ 19,833,146



## Pro Forma Profit & Loss Statement

### 5-Year Profit and Loss

Profit and Loss Statement - Five-Year Annual					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenue</b>					
Recognized Revenue	\$ 795,270	\$ 1,995,960	\$ 3,434,880	\$ 5,641,680	\$ 8,727,720
<b>Total Revenue</b>	<b>\$ 795,270</b>	<b>\$ 1,995,960</b>	<b>\$ 3,434,880</b>	<b>\$ 5,641,680</b>	<b>\$ 8,727,720</b>
<b>Direct Costs</b>					
Direct Costs	\$ 143,148	\$ 359,280	\$ 618,276	\$ 1,015,512	\$ 1,570,992
<b>Total Direct Costs</b>	<b>\$ 143,148</b>	<b>\$ 359,280</b>	<b>\$ 618,276</b>	<b>\$ 1,015,512</b>	<b>\$ 1,570,992</b>
<b>Gross Margin</b>	<b>\$ 652,122</b>	<b>\$ 1,636,680</b>	<b>\$ 2,816,604</b>	<b>\$ 4,626,168</b>	<b>\$ 7,156,728</b>
<b>Operating Expenses</b>					
Salaries	\$ 99,396	\$ 249,480	\$ 429,360	\$ 705,204	\$ 1,090,956
Employer Payroll Taxes and Benefits	\$ 19,884	\$ 49,896	\$ 85,872	\$ 141,036	\$ 218,196
Depreciation	\$ 131,354	\$ 292,356	\$ 413,352	\$ 554,352	\$ 715,356
Professional Services (Accountant/Lawyer)	\$ 7,950	\$ 19,956	\$ 34,344	\$ 56,412	\$ 87,276
Consulting Services (Management/Operations/	\$ 27,834	\$ 69,864	\$ 120,216	\$ 197,460	\$ 305,472
Advertising/Marketing	\$ 3,978	\$ 9,984	\$ 17,172	\$ 28,212	\$ 43,644
Bank Fees	\$ 1,986	\$ 4,992	\$ 8,592	\$ 14,100	\$ 21,816
Elevator Contract	\$ 7,950	\$ 19,956	\$ 34,344	\$ 56,412	\$ 87,276
Fire/Security Protection Monitoring	\$ 1,986	\$ 4,992	\$ 8,592	\$ 14,100	\$ 21,816
Insurance	\$ 23,856	\$ 59,880	\$ 103,044	\$ 169,248	\$ 261,828
Office Supplies	\$ 3,978	\$ 9,984	\$ 17,172	\$ 28,212	\$ 43,644
Property Tax	\$ 27,834	\$ 69,864	\$ 120,216	\$ 197,460	\$ 305,472
Telephone	\$ 5,964	\$ 14,964	\$ 25,764	\$ 42,312	\$ 65,460
Trash / Waste Disposal	\$ 1,986	\$ 4,992	\$ 8,592	\$ 14,100	\$ 21,816
Interest on Apartment Loans	\$ 157,120	\$ 384,156	\$ 511,841	\$ 655,971	\$ 814,959
Interest on Investor Equity	\$ -	\$ -	\$ -	\$ -	\$ 399,996
<b>Total Operating Expenses</b>	<b>\$ 523,056</b>	<b>\$ 1,265,316</b>	<b>\$ 1,938,473</b>	<b>\$ 2,874,591</b>	<b>\$ 4,504,983</b>
<b>Operating Profit</b>	<b>\$ 129,066</b>	<b>\$ 371,364</b>	<b>\$ 878,131</b>	<b>\$ 1,751,577</b>	<b>\$ 2,651,745</b>
<b>Company Tax Rate as Percent 30%</b>	<b>\$ 38,721</b>	<b>\$ 111,411</b>	<b>\$ 263,440</b>	<b>\$ 525,474</b>	<b>\$ 795,522</b>
<b>Net Profit</b>	<b>\$ 90,345</b>	<b>\$ 259,953</b>	<b>\$ 614,691</b>	<b>\$ 1,226,103</b>	<b>\$ 1,856,223</b>



## Pro Forma Cash Flow Statement

### 5-Year Cash Flow

Cash Flow -Five Year Annual					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Operating Activities</b>					
Net Income (after taxes)	\$ 90,345	\$ 259,953	\$ 614,691	\$ 1,226,103	\$ 1,856,223
<b>Adjustments to Reconcile</b>					
Depreciation & Amortization	\$ 131,354	\$ 292,356	\$ 413,352	\$ 554,352	\$ 715,356
<b>Change In:</b>					
Accounts Receivable	\$ -	\$ -	\$ -	\$ -	\$ -
Inventories	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts Payable	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Cash From Operating Activities</b>	<b>\$ 221,699</b>	<b>\$ 552,309</b>	<b>\$ 1,028,043</b>	<b>\$ 1,780,455</b>	<b>\$ 2,571,579</b>
<b>Investing Activities</b>					
Capital Expenditures*	\$ (4,610,000)	\$ (4,405,000)	\$ (3,305,000)	\$ (3,855,000)	\$ (4,405,000)
Other Non-Expensed Expenditures*	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Cash Used in Investing</b>	<b>\$ (4,610,000)</b>	<b>\$ (4,405,000)</b>	<b>\$ (3,305,000)</b>	<b>\$ (3,855,000)</b>	<b>\$ (4,405,000)</b>
<b>Financing Activities</b>					
Loan on Apartment Projects	\$ 4,000,000	\$ 4,000,000	\$ 3,000,000	\$ 3,500,000	\$ 4,000,000
Decrease Long Term Debt (Loans)	\$ (146,546)	\$ (375,005)	\$ (532,009)	\$ (720,012)	\$ (940,601)
Repayment of Investments	\$ -	\$ -	\$ -	\$ (600,000)	\$ (400,000)
Dividends Paid	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Capital	\$ 600,000	\$ 400,000	\$ -	\$ -	\$ -
<b>Cash (Used In)From Financing</b>	<b>\$ 4,453,454</b>	<b>\$ 4,024,995</b>	<b>\$ 2,467,991</b>	<b>\$ 2,179,988</b>	<b>\$ 2,659,399</b>
<b>Increase (Decrease) in Cash</b>	<b>\$ 65,153</b>	<b>\$ 172,304</b>	<b>\$ 191,034</b>	<b>\$ 105,443</b>	<b>\$ 825,978</b>
				\$ -	\$ -
<b>Cash, Beginning of Year</b>	<b>\$ -</b>	<b>\$ 65,153</b>	<b>\$ 237,457</b>	<b>\$ 428,491</b>	<b>\$ 533,934</b>
<b>Cash , End of Year</b>	<b>\$ 65,153</b>	<b>\$ 237,457</b>	<b>\$ 428,491</b>	<b>\$ 533,934</b>	<b>\$ 1,359,912</b>

## 12-month Profit & Loss Statement



Profit and Loss Statement - Year One													
Revenue	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Revenue	\$ 45,235	\$ 45,235	\$ 45,235	\$ 45,235	\$ 45,235	\$ 45,235	\$ 87,310	\$ 87,310	\$ 87,310	\$ 87,310	\$ 87,310	\$ 87,310	\$ 795,270
<b>Total Revenue</b>	\$ 45,235	\$ 45,235	\$ 45,235	\$ 45,235	\$ 45,235	\$ 45,235	\$ 87,310	\$ 87,310	\$ 87,310	\$ 87,310	\$ 87,310	\$ 87,310	\$ 795,270
<b>Direct Costs</b>													
Direct Costs	\$ 8,142	\$ 8,142	\$ 8,142	\$ 8,142	\$ 8,142	\$ 8,142	\$ 15,716	\$ 15,716	\$ 15,716	\$ 15,716	\$ 15,716	\$ 15,716	\$ 143,148
<b>Total Direct Costs</b>	\$ 8,142	\$ 8,142	\$ 8,142	\$ 8,142	\$ 8,142	\$ 8,142	\$ 15,716	\$ 15,716	\$ 15,716	\$ 15,716	\$ 15,716	\$ 15,716	\$ 143,148
<b>Gross Margin</b>	\$ 37,093	\$ 37,093	\$ 37,093	\$ 37,093	\$ 37,093	\$ 37,093	\$ 71,594	\$ 71,594	\$ 71,594	\$ 71,594	\$ 71,594	\$ 71,594	\$ 652,122
<b>Operating Expenses</b>													
Salaries	\$ 5,653	\$ 5,653	\$ 5,653	\$ 5,653	\$ 5,653	\$ 5,653	\$ 10,913	\$ 10,913	\$ 10,913	\$ 10,913	\$ 10,913	\$ 10,913	\$ 99,396
Employer Payroll Taxes and Benefits	\$ 1,131	\$ 1,131	\$ 1,131	\$ 1,131	\$ 1,131	\$ 1,131	\$ 2,183	\$ 2,183	\$ 2,183	\$ 2,183	\$ 2,183	\$ 2,183	\$ 19,884
Depreciation	\$ 7,659	\$ 7,962	\$ 8,114	\$ 8,114	\$ 8,114	\$ 8,114	\$ 13,349	\$ 13,652	\$ 13,955	\$ 14,107	\$ 14,107	\$ 14,107	\$ 131,354
Professional Services (Accountant/Lawyer)	\$ 452	\$ 452	\$ 452	\$ 452	\$ 452	\$ 452	\$ 873	\$ 873	\$ 873	\$ 873	\$ 873	\$ 873	\$ 7,950
Consulting Services (Managment/Operations/Realty)	\$ 1,583	\$ 1,583	\$ 1,583	\$ 1,583	\$ 1,583	\$ 1,583	\$ 3,056	\$ 3,056	\$ 3,056	\$ 3,056	\$ 3,056	\$ 3,056	\$ 27,834
Advertising/Marketing	\$ 226	\$ 226	\$ 226	\$ 226	\$ 226	\$ 226	\$ 437	\$ 437	\$ 437	\$ 437	\$ 437	\$ 437	\$ 3,978
Bank Fees	\$ 113	\$ 113	\$ 113	\$ 113	\$ 113	\$ 113	\$ 218	\$ 218	\$ 218	\$ 218	\$ 218	\$ 218	\$ 1,986
Elevator Contract	\$ 452	\$ 452	\$ 452	\$ 452	\$ 452	\$ 452	\$ 873	\$ 873	\$ 873	\$ 873	\$ 873	\$ 873	\$ 7,950
Fire/Security Protection Monitoring	\$ 113	\$ 113	\$ 113	\$ 113	\$ 113	\$ 113	\$ 218	\$ 218	\$ 218	\$ 218	\$ 218	\$ 218	\$ 1,986
Insurance	\$ 1,357	\$ 1,357	\$ 1,357	\$ 1,357	\$ 1,357	\$ 1,357	\$ 2,619	\$ 2,619	\$ 2,619	\$ 2,619	\$ 2,619	\$ 2,619	\$ 23,856
Office Supplies	\$ 226	\$ 226	\$ 226	\$ 226	\$ 226	\$ 226	\$ 437	\$ 437	\$ 437	\$ 437	\$ 437	\$ 437	\$ 3,978
Property Tax	\$ 1,583	\$ 1,583	\$ 1,583	\$ 1,583	\$ 1,583	\$ 1,583	\$ 3,056	\$ 3,056	\$ 3,056	\$ 3,056	\$ 3,056	\$ 3,056	\$ 27,834
Telephone	\$ 339	\$ 339	\$ 339	\$ 339	\$ 339	\$ 339	\$ 655	\$ 655	\$ 655	\$ 655	\$ 655	\$ 655	\$ 5,964
Trash /Waste Disposal	\$ 113	\$ 113	\$ 113	\$ 113	\$ 113	\$ 113	\$ 218	\$ 218	\$ 218	\$ 218	\$ 218	\$ 218	\$ 1,986
Interest on Apartment Loans	\$ 10,000	\$ 9,963	\$ 9,925	\$ 9,887	\$ 9,849	\$ 9,811	\$ 16,440	\$ 16,377	\$ 16,313	\$ 16,249	\$ 16,185	\$ 16,121	\$ 157,120
Interest on Investor Equity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Operating Expenses</b>	\$ 31,000	\$ 31,266	\$ 31,380	\$ 31,342	\$ 31,304	\$ 31,266	\$ 55,545	\$ 55,785	\$ 56,024	\$ 56,112	\$ 56,048	\$ 55,984	\$ 523,056
<b>Operating Profit</b>	\$ 6,093	\$ 5,827	\$ 5,713	\$ 5,751	\$ 5,789	\$ 5,827	\$ 16,049	\$ 15,809	\$ 15,570	\$ 15,482	\$ 15,546	\$ 15,610	\$ 129,066
<b>Company Tax Rate as Percent 30%</b>	\$ 1,828	\$ 1,748	\$ 1,714	\$ 1,725	\$ 1,737	\$ 1,748	\$ 4,815	\$ 4,743	\$ 4,671	\$ 4,645	\$ 4,664	\$ 4,683	\$ 38,721
<b>Net Profit</b>	\$ 4,265	\$ 4,079	\$ 3,999	\$ 4,026	\$ 4,052	\$ 4,079	\$ 11,234	\$ 11,066	\$ 10,899	\$ 10,837	\$ 10,882	\$ 10,927	\$ 90,345
Cummulative Profit/Loss	\$ 4,265	\$ 8,344	\$ 12,343	\$ 16,369	\$ 20,421	\$ 24,500	\$ 35,734	\$ 46,800	\$ 57,699	\$ 68,536	\$ 79,418	\$ 90,345	

## 12-month Cash Flow Statement



Cash Flow - Year One													
	Mth 1	Mth 2	Mth 3	Mth 4	Mth 5	Mth 6	Mth 7	Mth 8	Mth 9	Mth 10	Mth 11	Mth 12	TOTAL
<b>Operating Activities</b>													
Net Income (after taxes)	\$ 4,265	\$ 4,079	\$ 3,999	\$ 4,026	\$ 4,052	\$ 4,079	\$ 11,234	\$ 11,066	\$ 10,899	\$ 10,837	\$ 10,882	\$ 10,927	\$ 90,345
<b>Adjustments to Reconcile</b>													
Depreciation & Amortization	\$ 7,659	\$ 7,962	\$ 8,114	\$ 8,114	\$ 8,114	\$ 8,114	\$ 13,349	\$ 13,652	\$ 13,955	\$ 14,107	\$ 14,107	\$ 14,107	\$ 131,354
<b>Change In:</b>													
Accounts Receivable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inventories	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts Payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Cash From Operating Activities</b>	\$ 11,924	\$ 12,041	\$ 12,113	\$ 12,140	\$ 12,166	\$ 12,193	\$ 24,583	\$ 24,718	\$ 24,854	\$ 24,944	\$ 24,989	\$ 25,034	\$ 221,699
<b>Investing Activities</b>													
Capital Expenditures*	\$ (2,505,000)	\$ (100,000)	\$ (50,000)	\$ -	\$ -	\$ -	\$ (1,705,000)	\$ (100,000)	\$ (100,000)	\$ (50,000)	\$ -	\$ -	\$ (4,610,000)
Other Non-Expensed Expenditures*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Cash Used in Investing</b>	\$ (2,505,000)	\$ (100,000)	\$ (50,000)	\$ -	\$ -	\$ -	\$ (1,705,000)	\$ (100,000)	\$ (100,000)	\$ (50,000)	\$ -	\$ -	\$ (4,610,000)
<b>Financing Activities</b>													
Loan on Apartment Projects	\$ 2,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
Decrease Long Term Debt (Loans)	\$ (8,979)	\$ (9,016)	\$ (9,054)	\$ (9,092)	\$ (9,130)	\$ (9,168)	\$ (15,192)	\$ (15,255)	\$ (15,319)	\$ (15,383)	\$ (15,447)	\$ (15,511)	\$ (146,546)
Repayment of Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dividends Paid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Capital	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
<b>Cash (Used In)From Financing</b>	\$ 2,741,021	\$ (9,016)	\$ (9,054)	\$ (9,092)	\$ (9,130)	\$ (9,168)	\$ 1,834,808	\$ (15,255)	\$ (15,319)	\$ (15,383)	\$ (15,447)	\$ (15,511)	\$ 4,453,454
<b>Increase (Decrease) in Cash</b>	\$ 247,945	\$ (96,975)	\$ (46,941)	\$ 3,048	\$ 3,036	\$ 3,025	\$ 154,391	\$ (90,537)	\$ (90,465)	\$ (40,439)	\$ 9,542	\$ 9,523	\$ 65,153
<b>Cash, Beginning of Month</b>	\$ -	\$ 247,945	\$ 150,970	\$ 104,029	\$ 107,077	\$ 110,113	\$ 113,138	\$ 267,529	\$ 176,992	\$ 86,527	\$ 46,088	\$ 55,630	\$ -
<b>Cash, End of Month</b>	\$ 247,945	\$ 150,970	\$ 104,029	\$ 107,077	\$ 110,113	\$ 113,138	\$ 267,529	\$ 176,992	\$ 86,527	\$ 46,088	\$ 55,630	\$ 65,153	\$ 65,153
*From Source and Use of Funds													



## 12-month Revenue Projections

### Revenue Forecast-Year One

Revenue Streams	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Boulder Plaza Apartments	\$ 43,575	\$ 43,575	\$ 43,575	\$ 43,575	\$ 43,575	\$ 43,575	\$ 43,575	\$ 43,575	\$ 43,575	\$ 43,575	\$ 43,575	\$ 43,575	\$ 522,900
Elm Street Apartments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,375	\$ 40,375	\$ 40,375	\$ 40,375	\$ 40,375	\$ 40,375	\$ 242,250
Brighton Place Apartments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Investment Year 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Investment Year 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Investment Year 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Laundry and Miscellaneous Income per Unit	\$ 1,660	\$ 1,660	\$ 1,660	\$ 1,660	\$ 1,660	\$ 1,660	\$ 3,360	\$ 3,360	\$ 3,360	\$ 3,360	\$ 3,360	\$ 3,360	\$ 30,120
<b>Total revenue</b>	\$ 45,235	\$ 45,235	\$ 45,235	\$ 45,235	\$ 45,235	\$ 45,235	\$ 87,310	\$ 87,310	\$ 87,310	\$ 87,310	\$ 87,310	\$ 87,310	\$ 795,270
<b>Direct Costs</b>													
Repairs and Maintenance	\$ 1,809	\$ 1,809	\$ 1,809	\$ 1,809	\$ 1,809	\$ 1,809	\$ 3,492	\$ 3,492	\$ 3,492	\$ 3,492	\$ 3,492	\$ 3,492	\$ 31,806
Replacements - Appliances, Carpet, Blinds, Fixtures	\$ 1,357	\$ 1,357	\$ 1,357	\$ 1,357	\$ 1,357	\$ 1,357	\$ 2,619	\$ 2,619	\$ 2,619	\$ 2,619	\$ 2,619	\$ 2,619	\$ 23,856
Utilities - Company Paid	\$ 4,524	\$ 4,524	\$ 4,524	\$ 4,524	\$ 4,524	\$ 4,524	\$ 8,731	\$ 8,731	\$ 8,731	\$ 8,731	\$ 8,731	\$ 8,731	\$ 79,530
Carpet Cleaning	\$ 226	\$ 226	\$ 226	\$ 226	\$ 226	\$ 226	\$ 437	\$ 437	\$ 437	\$ 437	\$ 437	\$ 437	\$ 3,978
Pest Control	\$ 226	\$ 226	\$ 226	\$ 226	\$ 226	\$ 226	\$ 437	\$ 437	\$ 437	\$ 437	\$ 437	\$ 437	\$ 3,978
<b>Total Direct Costs</b>	\$ 8,142	\$ 8,142	\$ 8,142	\$ 8,142	\$ 8,142	\$ 8,142	\$ 15,716	\$ 15,716	\$ 15,716	\$ 15,716	\$ 15,716	\$ 15,716	\$ 143,148
<b>Gross Profit</b>	\$ 37,093	\$ 37,093	\$ 37,093	\$ 37,093	\$ 37,093	\$ 37,093	\$ 71,594	\$ 71,594	\$ 71,594	\$ 71,594	\$ 71,594	\$ 71,594	\$ 652,122

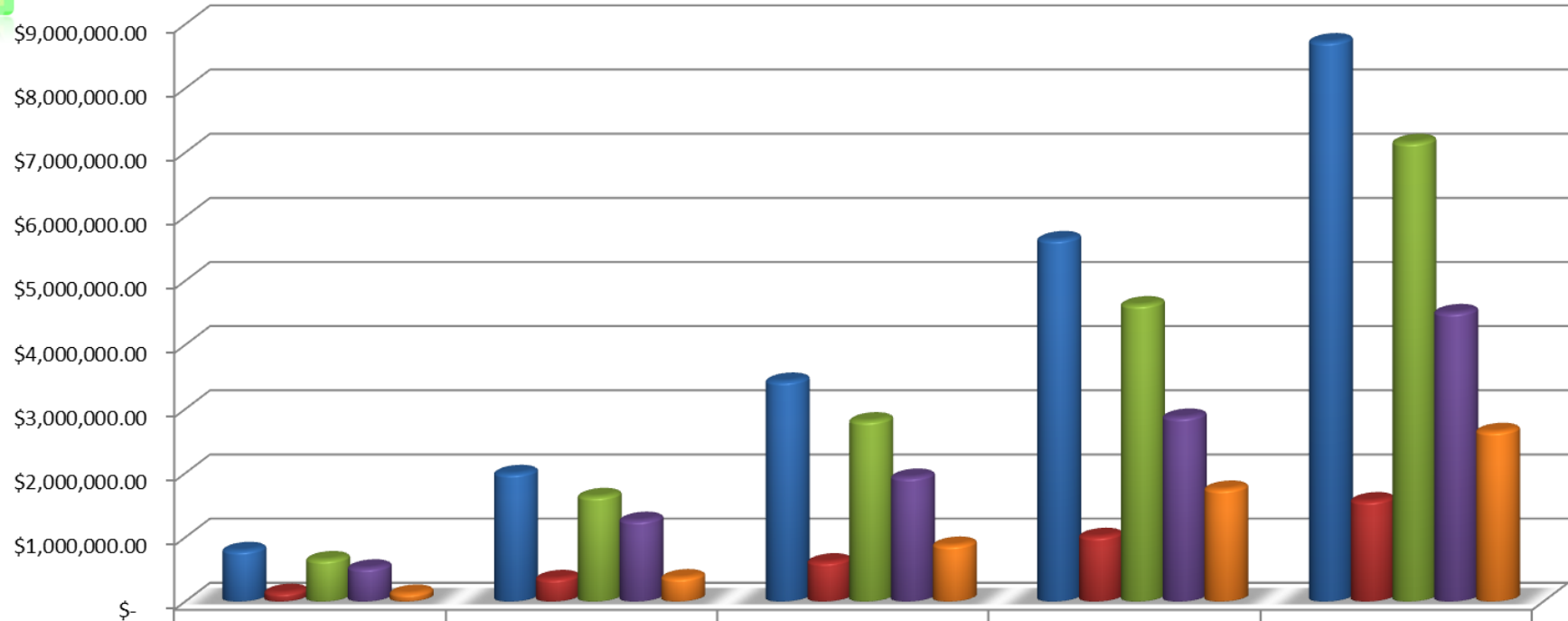




## Financial Highlights



### Financial Highlights



	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$795,270.00	\$1,995,960.00	\$3,434,880.00	\$5,641,680.00	\$8,727,720.00
Direct Costs	\$143,148.00	\$359,280.00	\$618,276.00	\$1,015,512.00	\$1,570,992.00
Gross Margin	\$652,122.00	\$1,636,680.00	\$2,816,604.00	\$4,626,168.00	\$7,156,728.00
Operating Expenses	\$523,056.00	\$1,265,316.00	\$1,938,473.00	\$2,874,591.00	\$4,504,983.00
Operating Profit	\$129,066.00	\$371,364.00	\$878,131.00	\$1,751,577.00	\$2,651,745.00



## Financial Highlights

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$ 795,270	\$ 1,995,960	\$ 3,434,880	\$ 5,641,680	\$ 8,727,720
Direct Costs	\$ 143,148	\$ 359,280	\$ 618,276	\$ 1,015,512	\$ 1,570,992
Gross Margin	\$ 652,122	\$ 1,636,680	\$ 2,816,604	\$ 4,626,168	\$ 7,156,728
	82%	82%	82%	82%	82%
Total Operating Expenses	\$ 523,056	\$ 1,265,316	\$ 1,938,473	\$ 2,874,591	\$ 4,504,983
Operating Profit	\$ 129,066	\$ 371,364	\$ 878,131	\$ 1,751,577	\$ 2,651,745
	16%	19%	26%	31%	30%
EBITDA	\$ 260,420	\$ 663,720	\$ 1,291,483	\$ 2,305,929	\$ 3,367,101
	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$ 795,270	\$ 1,995,960	\$ 3,434,880	\$ 5,641,680	\$ 8,727,720
Cash	\$ 65,153	\$ 237,457	\$ 428,491	\$ 533,934	\$ 1,359,912
Year over Year Revenue Growth		151%	72%	64%	55%