



Business Plan

Executive Summary

Apex Insurance & Investment Group Agency has been serving the personal and business insurance needs of Florida individuals and businesses for many years. We are members of the Independent Insurance Agents of Florida and are Trusted Choice agents among other trade associations such as Member of the Florida Professional Insurance Agents of Florida and Specialty Agent with whom we work closely to provide timely and accurate risk management services.

We make sure that you are covered today and in the future for your Auto, Home, Life, & Business Insurance, so that you can focus on what is important to you & your family. Our objective is to assist you in identifying your needs and concerns so that we can put together a plan that's easy to understand.

Since homeowners insurance is usually the priority for our customers, we have made it a Priority to make the process of quoting, writing and servicing this line of business a top priority. We also know that most of our clients desire to have an agency that can meet all of their insurance needs. To that request we can say, yes we can! Thank you for allowing Apex Insurance Agency to help you in the process of insuring one of your most valuable possessions, your home.

The companies we represent are some of the finest in the industry. We make sure the companies we represent have excellent customer service as well as a reputation for fast and fair claims assistance. We will find the best company for your specific needs and give you the highest level of protection.

Apex Insurance Agency stands to be a profitable business which will provide salary and dividends for Paul Jacques, its sole owner. Salary to Paul Jacques plus profits will increase moderately but steadily. The Agency have been in operation for over 12 years, relying only on Paul Jacques savings and personal borrowings. To finance expansion (hiring new employees) Apex Insurance Agency require loan.

Objectives.

Objectives

Apex Insurance Agency will judge its success on meeting the following objectives:

- 1. Build revenues quickly by selling insurance to the affluent and middle-class community.**
- 2. Buy an office and add 3 associates insurance agent.**
- 3. Reach revenues and constantly increase by at least 25% on a yearly basis.**

Mission

The mission of Apex Insurance Agency is to create a more protected community by offering property, casualty, and life insurance to residents of the state of Florida from a wide range of insurance sources.

Keys to Success

To achieve its objectives, Apex Insurance Agency will follow these principles:

1. Remain independent of direct affiliate ties to any specific insurance providers
2. Think of each client's needs holistically to consider all the potential risks in their lives
3. Maintain a reputation of care, fairness, empathy, and expertise

Company Summary

Apex Insurance Agency was founded by Paul Jacques as a local, independent insurance agent providing personal insurance products to residents of the state of Florida. The business started in March of 2006 in Delray Beach FL with Paul Jacques as the owner and only employee, and continue to grow through the establishment of a local office and the addition of associate agents to better serve the community. Paul Jacques is an experienced salesperson and a certified insurance agent. The business broker insurance purchases for property insurance (home & contents, valuable possessions, renter's insurance), personal liability, and life insurance.

Company Ownership

Apex Insurance Agency was founded and owned entirely by Paul Jacques. The business is currently incorporated as a LLC. We are currently looking to hire one additional agent. We have hired that additional agent starting January 25 2016.

Services

Apex Insurance Agency will offer the following personal insurance products:

1. Home and Contents:

- Homeowner's Insurance
- Condo Insurance
- Auto Insurance Personal and business
- Renter's Insurance
- Seasonal and Secondary Locations
- Flood Insurance

2. Valuable Items:

- Jewelry
- Fine Art
- Silver
- Furs
- Other Collectible Items

3. Personal Liability

4. Life Insurance

- Term Life
- Whole Life/Universal Life
- Second-to-Die

All of these products will be offered to individuals and businesses. The insurance products will be provided by any of the major insurance providers in existence, with attention paid to smaller providers who offer specialized insurance products.

While offering these products, Apex Insurance agency will provide the following services:

- Consult with clients on their insurance needs to determine a course of action
- Assist existing clients with insurance claims and understanding their insurance policy
- Referring clients to additional providers who can reduce their risk (locksmiths, security professionals, etc.)

Market Analysis Summary

The market for personal insurance consists of all adult individuals, potentially, as there are products available which are appropriate for every type of person from the moment they leave their parents' home to the day they die. Therefore, the market for an insurance agent selling personal insurance in the state Florida is synonymous

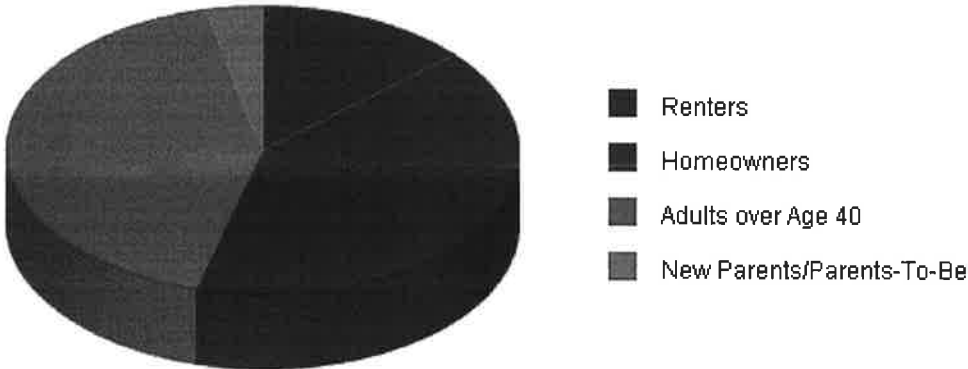
with the adult population of Florida. In 2008, the population of adults (18 and older) in the town Delray Beach was estimated at 64,072. The town has an overall annual growth rate of 5% due to new developments in the town and an aging population with ever-increasing life expectancies.

Within this target market, the market segments on which Apex Insurance Agency will focus include renters, homeowners, individuals over 40 years of age, and new parents/parents-to-be.

Market Segmentation

The market segments described include a great deal of overlap. For example, many adults over the age of 40 are also homeowners and the remainder are renters. The new parent segment are also either homeowners or renters, generally. Each segment has different needs for insurance products, however, and those who fall into more than one segment have a need for more than one product.

Market Analysis (Pie)



Target Market Segment Strategy

Apex Insurance Agency will focus its initial marketing on those at the younger end of the spectrum and middle class, including renters and new parents/parents-to-be. The strategy will be to begin by selling renter's insurance and life insurance to clients and then earn their ongoing trust in order to sell additional insurance policies to them as new needs arise. Younger clients will also serve as a longer annuity as insurance policies are renewed year after year.

Service Business Analysis

The United States Department of Labor offers the following summary of the insurance industry:

Most people have their first contact with an insurance company through an insurance sales agent. These workers help individuals, families, and businesses select insurance policies that provide the best protection for their lives, health, and property.

Insurance sales agents, commonly referred to as "producers" in the insurance industry, sell one or more types of insurance, such as property and casualty, life, health, disability, and long-term care. Property and casualty insurance agents sell policies that protect individuals and businesses from financial loss resulting from automobile accidents, fire, theft, storms, and other events that can damage property. For businesses, property and casualty insurance can also cover injured workers' compensation, product liability claims, or medical malpractice claims.

Life insurance agents specialize in selling policies that pay beneficiaries when a policyholder dies. Depending on the policyholder's circumstances, a cash-value policy can be designed to provide retirement income, funds for the education of children, or other benefits as well. Life insurance agents also sell annuities that promise a retirement income. Health insurance agents sell health insurance policies that cover the costs of medical care and loss of income due to illness or injury. They also may sell dental insurance and short-term and long-term-disability insurance policies. Agents may specialize in any one of these product areas, or function as generalists, providing multiple products to a single customer.

An increasing number of insurance sales agents are offering comprehensive financial planning services to their clients. These services include retirement planning, estate planning, and assistance in setting up pension plans for businesses. As a result, many insurance agents are involved in "cross-selling" or "total account development". Besides offering insurance, these agents may become licensed to sell mutual funds, variable annuities, and other securities. This practice is most common with life insurance agents who already sell annuities, but many property and casualty agents also sell financial products.

Insurance sales agents also prepare reports, maintain records, and seek out new clients. In the event that policy holders experience a loss, agents help them settle their insurance claims. Increasingly, some agents are also offering their clients financial analysis or advice on how to minimize risk.

Insurance sales agents working exclusively for one insurance company are referred to as captive agents. Independent insurance agents, or brokers, represent several companies and match insurance policies for their clients with the company that offers the best rate and coverage.

Technology has greatly affected the insurance business, making it much more efficient and giving the agent the ability to take on more clients. Agents' computers are now linked directly to insurance carriers via the Internet, making the tasks of obtaining price quotes and processing applications and service requests faster and easier. Computers also allow agents to be better informed about new products that the insurance carriers may be offering.

The growing use of the Internet in the insurance industry has altered the relationship between agent and client. Agents formerly used to devote much of their time to marketing and selling products to new clients. Now, clients are increasingly obtaining insurance quotes from a company's Web site and then contacting the company directly to purchase policies. This interaction gives the client a more active role in selecting their policy, while reducing the amount of time agents spend actively seeking new clients. Insurance sales agents also obtain many new accounts through referrals, so it is important that they maintain regular contact with their clients to ensure that the clients' financial needs are being met. Developing a satisfied clientele that will recommend an agent's services to other potential customers is a key to success for agents.

Competition and Buying Patterns

Customers seek insurance through one or more of the following:

- Referrals from trusted friends, family, and colleagues
- Brand names of national companies (Allstate, State Farm, Geico, Progressive, etc.)
- Local office location

The greater the insurance need of an individual, the more likely they are to seek a local office where they can meet with an agent and discuss their needs in person. For the target markets of home insurance, renters and new parents/parents-to-be in Florida, the primary competition will come from national insurance carriers rather than other independent agents.

Strategy and Implementation Summary

Apex Insurance Agency intends to target clients on the younger side of the total potential market in order to build up a client base for long-term service. This is also a target market that is ignored by other local independent insurance agents, making it easier to establish a foothold in the market this way. This implementation will include:

- Advertising to new parents/parents-to-be (in need of life insurance) and renters (in need of renters insurance)
- Sell additional insurance policies to these clients as the years go on
- Maintain a high policy renewal rate and high client retention rate through excellent service

Competitive Edge

Apex Insurance Agency will establish its competitive edge through a single-minded focus on personal insurance. By being and staying an expert on personal insurance products and providers, Apex Insurance Agency will be a one-stop-shop for individuals looking to minimize the risks in their lives for themselves and for their families. To maintain this expertise, Apex Insurance Agency will devote time and energy to training and course work, and will subscribe to trade periodicals and newsletters. Apex Insurance Agency will also spend time learning about the specific risks and problems associated with the insurance market in Florida in order to better serve its residents.

Marketing Strategy

The marketing strategy for Apex Insurance Agency involves an initial focus on the target markets chosen, new parents/parents-to-be and renters. Renters require renter's insurance and valuable items insurance. It is often the first time they will have purchased insurance in their lives. New parents require life insurance to protect their family and their children. Both groups may only purchase policies with small premiums at the moment, but their loyalty will turn into an annuity of renewals and opportunities to sell additional policies as they age.

To reach these target markets, Apex Insurance Agency will engage in the following tactics:

- Advertising in Florida's parent newsletters
- Posting flyers at apartment buildings
- Direct mail to apartment tenants and inclusion in books of coupons/flyers provided to new tenants
- Creating a basic website
- Search engine marketing: Bidding for keywords about renter's and life insurance locally to come up in search results
- Yellow Pages listing

Sales Strategy

The sales strategy of Apex Insurance Agency will be an aggressive one based on profiling and targeting individuals in the initial target market. Paul Jacques will have initial phone conversations with clients and then meet them at their home or office to discuss further. He will bring his laptop with him to all sales calls to search for insurance options for clients on the spot whenever possible.

Potential, actual, and past clients will all be managed through a CRM database in InsurancePro our management software which will contain contact information and data on the relationship, and will generate reminders for follow-ups and next steps automatically.

Paul Jacques will encourage referrals through his interactions with clients by asking them directly and by offering gifts to those who refer clients.

Sales Forecast

Property insurance and life insurance will be the main drivers of business. Customers who use other products will typically be customers who have first purchased property or life insurance. Cost of sales is low as the revenues earned come directly from the insurance providers generally as a commission on the policies sold and renewed. The commissions will range between 10% and 15% depending on the insurance provider, but Paul

estimates an average of a 10% commission on policies sold, leading to the per unit commissions listed in the forecast. Cost of sales consist of the fees involved with submitting and processing a client's paperwork and the costs of travel (gasoline/tolls) that can be directly attributed to sales calls at client homes and is estimated to start at 16% of sales in the first year and to drop to 15% in future years as travel costs can be saved due to the volume of sales calls being made as well as some clients who do not need sales visits due to renewals.

By building business through Paul Jacques own sales work and then through an additional associate, the business is expected to significantly grow its revenue streams, especially in the target market of younger clients, in these first three years of operation.

Management Summary

Paul Jacques was be the only employee of the agency in its first year. Mr. Jacques continue to direct the company going forward and have hired 2 associates agents and a CSR. These agent will prospect, sell, and fulfill policy requests for clients and will answer questions of clients just as Paul Jacques will. However, Jacques will manage the marketing and finances of the firm and will set guidelines for training and education which the associate agent must follow.

Personnel Plan

Paul Jacques will escalate his salary as the year goes forward. Although the business is currently a sole proprietorship, his salary is recorded to better illustrate the tax burden he will face. The associate agents will be compensated with a base salary, a 5% commission on sales, and a percentage of net profits which will increase based on performance. The associate agent will have an initial salary of \$30,000 per year, but will be hired part way into the second year of operation.

Training for the associate agent (and future associate agents) will begin with direct, on the job training by Paul Jacques and the office Manager on sales calls. Ongoing training will include required course work to maintain certification as well as additional events in the community, conferences, and reading material.

Financial Plan

The business will finance its growth from a combination of the free cash flows generated by the business and a loan taken out in the second year to finance the hiring on new agents. Beyond the first three years, growth will be possible by adding more agents and moving to a larger office space when the initial space is no longer adequate (when a third associate must be added).

The business is well positioned.

Cash Flow Analysis

QC East Holdings LLC/Apex Insurance & Investment Group LLC

Through 12/31/2020

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Total	
Cash Balance	-	(37,995)	(75,990)	(116,700)	(100,950)	(85,200)	(69,450)	(53,700)	(37,950)	(22,200)	(6,450)	2,007	-	
CASH RECEIPTS														
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
TOTAL CASH RECEIPTS	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	339,912	
CASH DISBURSEMENTS														
NNN Cost													-	
Property Insurance	-	-	2,565	-	-	-	-	-	-	-	-	-	2,565	
Utility	35	35	35	35	35	35	35	35	35	35	35	35	35	420
Water	35	35	35	60	60	60	60	60	60	60	60	60	60	645
Eelectric	30	30	30	110	110	110	110	110	110	110	110	110	110	1,080
Maintenance			150	150	150	150	150	150	150	150	150	150	150	1,500
Payroll	6,500	6,500	6,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500		
Property Tax	-	-	-	-	-	-	-	-	-	-	7,293	-	7,293	
Building Renovation	55,000	55,000	55,000										165,000	
Mortgage - Building	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Mortgage - Principal Paydown	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL CASH DISBURSEMENTS	66,321	66,321	69,036	12,576	12,576	12,576	12,576	12,576	12,576	12,576	12,576	19,869	5,076	235,155
NET CASH FLOW	(37,995)	(37,995)	(40,710)	15,750	15,750	15,750	15,750	15,750	15,750	15,750	15,750	8,457	23,250	104,757
CASH POSITION/LOC (-)	(37,995)	(75,990)	(116,700)	(100,950)	(85,200)	(69,450)	(53,700)	(37,950)	(22,200)	(6,450)	2,007	25,257	104,757	

Cash Flow Analysis

QC East Holdings LLC/Apex Insurance & Investment Group LLC

Through 12/31/2021

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Total
Cash Balance	104,757	66,762	28,767	(11,943)	3,807	19,557	35,307	51,057	66,807	82,557	98,307	106,764	104,757
CASH RECEIPTS													
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
TOTAL CASH RECEIPTS	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	339,912
CASH DISBURSEMENTS													
NNN Cost													-
Property Insurance	-	-	2,565	-	-	-	-	-	-	-	-	-	2,565
Utility	35	35	35	35	35	35	35	35	35	35	35	35	420
Water	35	35	35	60	60	60	60	60	60	60	60	60	645
Eelectric	30	30	30	110	110	110	110	110	110	110	110	110	
Maintenance			150	150	150	150	150	150	150	150	150	150	
Payroll	6,500	6,500	6,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	
Property Tax	-	-	-	-	-	-	-	-	-	-	7,293	-	7,293
Building Renovation	55,000	55,000	55,000										165,000
Mortgage - Building	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Mortgage - Principal Paydown	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CASH DISBURSEMENTS	66,321	66,321	69,036	12,576	12,576	12,576	12,576	12,576	12,576	12,576	19,869	12,576	232,575
NET CASH FLOW	(37,995)	(37,995)	(40,710)	15,750	15,750	15,750	15,750	15,750	15,750	15,750	8,457	15,750	107,337
CASH POSITION/LOC (-)	66,762	28,767	(11,943)	3,807	19,557	35,307	51,057	66,807	82,557	98,307	106,764	122,514	212,094

Cash Flow Analysis

QC East Holdings LLC/Apex Insurance & investment Group LLC

Through 12/31/2022

	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Total
Cash Balance	212,094	174,099	136,104	95,369	111,119	126,869	142,619	158,369	174,119	189,869	205,619	214,076	212,094
CASH RECEIPTS													
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Rental Income	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
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TOTAL CASH RECEIPTS	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	28,326	339,912
CASH DISBURSEMENTS													
NNN Cost													-
Property Insurance	-	-	2,565	-	-	-	-	-	-	-	-	-	2,565
Utility	35	35	35	35	35	35	35	35	35	35	35	35	420
Water	35	35	60	60	60	60	60	60	60	60	60	60	670
Eelectric	30	30	30	110	110	110	110	110	110	110	110	110	1,080
Maintenance			150	150	150	150	150	150	150	150	150	150	
Payroll	6,500	6,500	6,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	
Property Tax	-	-	-	-	-	-	-	-	-	-	7,293	-	7,293
Building Renovation	55,000	55,000	55,000										165,000
Mortgage - Building	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	4,721	56,652
Mortgage - Principal Paydown	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CASH DISBURSEMENTS	66,321	66,321	69,061	12,576	12,576	12,576	12,576	12,576	12,576	12,576	19,869	12,576	233,680
NET CASH FLOW	(37,995)	(37,995)	(40,735)	15,750	15,750	15,750	15,750	15,750	15,750	15,750	8,457	15,750	106,232
CASH POSITION/LOC (-)	174,099	136,104	95,369	111,119	126,869	142,619	158,369	174,119	189,869	205,619	214,076	229,826	318,326