

EXHIBIT A

Case 16-13704 - Doc 8-1 Filed 09/28/16 Entered 09/28/16 14:18:13 Desc Exhibit A										9 Week				13 Week		
Cosi, Inc. 13 WEEK CASH FLOW - FORECAST - 28 Store Closu										Sum				Sum		
Week Ended:	1	2	3	4	5	6	7	8	9	Forecast	12/5/2016	12/12/2016	12/19/2016	12/26/2016	Forecast	Assuptions
Revenue:																
Store Revenue	874,647	1,062,763	1,119,144	1,121,194	1,103,759	1,148,820	1,114,526	1,150,921	745,502	9,441,275	1,148,477	1,149,098	1,085,876	615,039	13,439,765	A
Franchisee Royalty Revenue	35,182	36,098	36,450	37,348	36,867	37,199	35,579	37,037	27,982	319,743	35,902	37,659	36,479	24,507	454,289	B
Total Revenue	909,829	1,098,861	1,155,593	1,158,542	1,140,626	1,186,019	1,150,106	1,187,958	773,484	9,761,018	1,184,379	1,186,757	1,122,355	639,545	13,894,055	
Cash Receipts:																
Store Receipts	928,831	1,114,989	1,174,192	1,176,345	1,158,038	1,202,199	1,166,958	1,205,215	779,525	9,906,292	1,192,339	1,195,767	1,129,384	635,024	14,058,807	C
Franchisee Receipts	35,182	36,098	36,450	37,348	36,867	37,199	35,579	37,037	27,982	319,743	35,902	37,659	36,479	24,507	454,289	D
Total Receipts	964,013	1,151,087	1,210,642	1,213,692	1,194,905	1,239,398	1,202,538	1,242,252	807,507	10,226,035	1,228,242	1,233,426	1,165,863	659,531	14,513,096	
Cash Disbursements:																
Operating Disbursements																
Store Labor and Taxes	-	821,232	-	804,472	-	804,472	-	803,466	756,204	3,989,846	-	-	803,466	-	4,793,313	E
G&A Labor and Taxes	-	121,565	-	113,325	-	113,325	-	107,491	107,491	563,197	-	-	107,491	-	670,688	F
Benefits	25,400	20,000	42,400	20,000	52,400	20,000	42,400	20,000	187,200	429,800	-	-	-	-	429,800	G
Total Labor, Taxes and Benefits	25,400	962,797	42,400	937,797	52,400	937,797	42,400	930,957	1,050,895	4,982,843	-	-	910,957	-	5,893,801	
COGS	287,404	351,177	370,291	370,986	365,075	380,352	368,726	381,064	298,297	3,173,372	380,235	380,446	359,013	263,181	4,556,247	H
Sales Tax	17,000	17,000	400,000	17,000	15,000	15,000	15,000	278,827	408,534	1,183,361	-	-	-	-	1,183,361	I
Rents	891,661	-	-	-	-	891,661	-	-	-	1,783,322	891,661	-	-	-	2,674,982	G
Repairs and Maintenance	46,852	46,852	46,852	46,852	46,852	46,852	46,852	46,852	46,852	421,667	46,852	46,852	46,852	46,852	609,074	K
Utilities	35,550	35,550	53,674	35,550	35,550	35,550	53,674	35,550	35,550	356,202	35,550	35,550	53,674	35,550	516,527	L
General & Administrative	77,020	64,320	98,179	256,580	288,320	195,695	68,420	160,679	88,320	1,297,533	112,968	461,643	116,679	184,552	2,173,375	M
Total Operating Disbursements	1,380,887	1,477,696	1,011,396	1,664,766	803,198	2,502,907	595,072	1,833,930	1,928,448	13,198,300	1,467,267	924,491	1,487,175	530,135	17,607,368	
Net Operating Cash	(416,873)	(326,609)	199,245	(451,073)	391,707	(1,263,509)	607,466	(591,678)	(1,120,941)	(2,972,265)	(239,025)	308,935	(321,312)	129,396	(3,094,272)	
Non-operating Disbursements																
DIP Interest and Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	N
Key Employee Incentive Plan (KEIP)	-	-	-	77,400	-	-	-	77,400	-	154,800	-	-	103,200	-	258,000	O
Critical Vendor Payments/Deposits	275,000	-	-	-	-	-	-	-	-	275,000	-	-	-	-	275,000	P
Unsecured Creditor Committee Legal Fees	-	-	-	25,000	-	-	-	25,000	-	50,000	-	-	-	25,000	75,000	Q
DIP Lender Legal Fees	-	-	-	5,000	-	-	-	-	-	5,000	-	-	-	-	5,000	R
Company Legal Fees	-	-	-	100,000	-	-	-	100,000	-	200,000	-	-	-	100,000	300,000	S
TOG Professional Fees	-	-	-	52,000	-	-	-	52,000	13,000	117,000	13,000	13,000	13,000	13,000	169,000	T
DIP CRO Professional Fees	-	13,800	13,800	19,800	13,800	13,800	13,800	19,800	13,800	122,400	13,800	13,800	13,800	266,800	430,600	U
US Trustee Fees	-	-	-	-	-	-	-	-	20,000	20,000	-	-	-	-	20,000	V
Other Restructuring Costs	56,000	-	-	-	-	-	-	-	-	56,000	-	-	-	-	56,000	W
Lease Assumption Cures	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X
Executory Contract Cures	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y
Total Non-operating Disbursements	331,000	13,800	13,800	279,200	13,800	13,800	13,800	274,200	46,800	1,000,200	26,800	26,800	130,000	404,800	1,588,600	
Total Disbursements	1,711,887	1,491,496	1,025,196	1,943,966	816,998	2,516,707	608,872	2,108,130	1,975,248	14,198,500	1,494,067	951,291	1,617,175	934,935	19,195,968	
Cash Receipts less total expenditures	(747,873)	(340,409)	185,445	(730,273)	377,907	(1,277,309)	593,666	(865,878)	(1,167,741)	(3,972,465)	(265,825)	282,135	(451,312)	(275,404)	(4,682,872)	
Beginning Cash Balances	950,000	1,000,000	1,000,000	1,185,445	1,000,000	1,377,907	1,000,000	1,593,666	1,000,000	950,000	1,000,000	1,000,000	1,282,135	1,000,000	950,000	
Net Weekly Cash Activity (from above)	(747,873)	(340,409)	185,445	(730,273)	377,907	(1,277,309)	593,666	(865,878)	(1,167,741)	(3,972,465)	(265,825)	282,135	(451,312)	(275,404)	(4,682,872)	
Advance from DIP Facility	797,873	340,409	-	544,828	-	899,402	-	272,212	1,167,741	4,022,465	265,825	-	169,177	275,404	4,732,872	
Ending Cash Balances	1,000,000	1,000,000	1,185,445	1,000,000	1,377,907	1,000,000	1,593,666	1,000,000	1,000,000	1,000,000	1,000,000	1,282,135	1,000,000	1,000,000	1,000,000	
Total Cumulative Change in Cash	50,000	50,000	235,445	50,000	427,907	50,000	643,666	50,000	50,000	50,000	50,000	332,135	50,000	50,000	50,000	
DIP Facility, Beginning Balance	-	797,873	1,138,283	1,138,283	1,683,111	1,683,111	2,582,512	2,582,512	2,854,724	-	4,022,465	4,288,290	4,288,290	4,457,467	-	
Advance	797,873	340,409	-	544,828	-	899,402	-	272,212	1,167,741	4,022,465	265,825	-	169,177	275,404	4,732,872	
DIP Facility, Ending Balance	797,873	1,138,283	1,138,283	1,683,111	1,683,111	2,582,512	2,582,512	2,854,724	4,022,465	4,022,465	4,288,290	4,288,290	4,457,467	4,732,872	4,732,872	
Restricted Cash from the Sale of Gift Cards	-	1,096	1,099	1,099	1,099	5,064	4,296	4,322	4,322	22,398	17,660	14,884	14,884	14,865	84,692	Z

GENERAL		This plan assumes the closing of 29 stores just before the petition date. It does not assume the payments for curing executory contracts or leases which amount to an estimated \$1.2m (see U and V below). It does contemplate a deposit of \$250k paid to the DIP lender pre-bankruptcy (amount is reflected in the opening cash balance). Please note there are three possible events that could give up side to this plan. The first is a lease breakup payment from MIT in the amount of \$600k. The second is an initial franchise fee due from Purdue for \$35k. The third is a premium reimbursement from Hays Insurance for \$37k. None of these have been included in the plan. The plan assumes that the bankruptcy will end on the 28th of November. If that date moves, adjustments to the plan would be necessary to be sure that all payroll, trust fund taxes and other fiduciary obligations incurred in the bankruptcy are paid in full.
A	Store Revenue	Based 2015 store sales for the same weeks reduced by a factor of 30% and then further reduced by a blended comp base -8% for week 1, -10% for weeks 2 - 5 and trending back to -8% over the next 4 weeks. The 29% represents the average sales from the exiting stores over the last month in comparison to the total store sales. An additional adjustment was made to reduce sales of gift cards by an additional 30% assuming purchases of gift cards will be hurt by the publicity of the bankruptcy.
B	Franchisee Royalty Revenue	Calculated as 5% of franchisee revenue. Franchisee revenue based year over year same week franchisee store revenue reduced by -5% store comps. The -5% store comp is a bit more conservative than the recent trend of -3%. No one-time development fees or initial franchise fees have been included (see general note above).
C	Store Receipts	Store receipts = store sales grossed up for sales tax (7%) less cc fees (2%). The net effect of segregating gift card sales has been considered as well. A separate line tracks the restricted cash from gift card sales (see Z below)
D	Franchisee Receipts	Franchise receipts = franchisee royalty fees. Note that the marketing funding fees (1% of franchisee sales) have been removed from this model as the company anticipates franchisee push back in the absence of quantifiable ongoing marketing initiatives (pending).
E	Store Labor and Taxes	Based on recent historical labor by store for ongoing stores. Assumes a vast majority of exiting store employees are laid off prior to filing. Employees from exiting stores that remain for a period of time are there to assist in the store closing or have transferred to other stores..
F	G&A Labor and Taxes	Includes all of corporate salaries and operation management salaries (no store managers). Reductions to head count made on an employee by employee basis. Per the operations manager, the is operating throughout this period with one less area manager than is optimal.
G	Benefits	Includes all benefits (medical, vision, dental, life, etc.). The Company is self insured for medical. A motion will be filed to allow prepetition claims to be covered. Therefore in the course of this budget, medical claim reimburse is not expected to go down. As the employees from the exiting stores represent less than 10% of the total employees on the company medical plan, the future savings is expected to be approximately \$2k per week.
H	COGS	Includes COGS and Paper. Based on average actual cash paid for COGs from P4 - P9 2016 reduced by 29% for store closures (29% based on Sales reduction excluding -8 comp base). This was further reduced by a factor of 2.25% to account for lost volume discounts. etc.
I	Sales Tax	Trust Fund Tax. The first month represents payments of sales tax for September for all 72 stores. The following months represents sales tax on the 44 remaining stores. Note that the company follows a 4-4-5 month in the time period to which the sales tax being paid relates.
J	Rents	Assumes paying all rents on time for 44 locations. It does not contemplate curing the arrearage on these stores (see U below).
K	Repairs and Maintenance	This line reflects payments for our standard R&M contracts for pests, oven cleanings, maintenance, as well as payments to vendors for general R&M. It was based an average weekly cash outlay from P4-P9 2016 reduced by 30% for store closures. This amounts to approximately \$40k per week. We have also included approximately \$8k in what we would traditionally be called capex using the same theory (recent historical outlay less 30%).
L	Utilities	Utilities were based on average weekly cash outlay from P3-P6 2016 for seasonal reasons reduced by 30% store closures.
M	General & Administrative	Used specific identification. Includes costs for IT systems (wk. 13 \$45k due for Ultipro), accounting fees (wk. 5 \$75k), legal, SEC costs (wk. 5 \$100k legal SEC / wk. 6 \$65k Nasdaq), and insurance (WK 4 \$65k / WK 11 renewal down payment \$300k)
N	DIP Interest and Fees	DIP Lender to provide cash requirements of the financing arrangement.
O	Key Employee Retention Plan (KERP)	General estimate of payout under key employee retention plan. The plan assumes the payout of 30% in 30 days, 30% in 60 days and 40% in 90 days and amounts to \$258k in total which was agreed to by the DIP lender.
P	Critical Vendor Payments/Deposits	General estimate of possible key vendor and utility deposits/prepayments.
Q	Unsecured Creditor Committee Legal Fees	Estimate of legal fees for the unsecured creditors committee
R	Company Legal Fees	Legal fees for the company's bankruptcy counsel - Mirick O'Connell
S	DIP Lender Legal Fees	Legal Fees incurred by the DIP lender related to the DIP financing
T	Professional Fees	Professional fees for the company's interim CFO - The O'Connor Group
U	DIP CRO Professional Fees	DIP Lenders Professional Fees include \$13.8k per week in fees. \$6k per month per diem in October and November and \$3k in December. A maximum of \$250k in success fees paid in December.
V	US Trustee Fees	Monthly reporting fees for payable to the US Trustee's office. It is based on fee structure that is outlined in the Operating Guidelines which is based off of total disbursements
W	Other Restructuring Costs	These costs relate to the cost of the store closing estimated at \$2k per store.
X	Lease Assumption Cures	Estimated at \$900k based on the expected outstanding rent on the petition date for all stores leases that will be assumed. Subject to discussion and negotiation with DIP Lender
Y	Executory Contract Cures	Estimated at \$470k based on the estimated outstanding balance on the petition date of all other executory contracts that are expected to be assumed. Subject to discussion and negotiation with DIP Lender
Z	Restricted Cash from Gift Card Sales	The net cash from gift card sales has been segregated from operating cash. Sales were based off last year sales for the same months, reduced by the same negative year over year sales comps as regular stores sales and then further reduced by 30% to reflect consumers reluctance to buy gift cards when a company is in bankruptcy. Redemptions are calculated by taking 70% of each weeks sales with a six week lag in use.