13-WEEK CASH FLOW MODEL

Illustrative work sample - anonymized

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WHAT THIS IS

A working 13-week direct-method cash flow model of the kind we build and operate weekly for companies in restructuring, carve-out, or liquidity-constrained situations. Every formula, roll-forward, and control in this file is live - open any cell and the logic is visible.

WHAT THIS SAMPLE SHOWS

As delivered, the model runs an illustrative facility-services debtor with roughly $8.5M of annualized revenue and 120 employees, 13 weeks out from a projection start of 7/13/2026. It opens at $458K of cash, draws down through an accounts-payable catch-up and the runoff of the existing receivable book, troughs at roughly $48K in week 7, then recovers as collections on new sales reach full run-rate - closing near $141K. That trough is the point of the exercise: it is the week the company is closest to the wall, and it is visible eleven weeks before it arrives. Change any assumption and the trough moves - which is exactly the question a lender, sponsor, or trustee is really asking.

ANONYMIZATION NOTICE

This file contains NO client data. The debtor, customers, vendors, bank accounts, case number, and every figure are fictitious and were authored for this sample - they are not a rescaling of any real engagement, so no underlying client figures can be derived from them. The transaction-detail tab (TD) is synthetically generated. What is real is the structure: the model architecture, formula logic, and reporting cadence are exactly what I deploy in live engagements.

HOW THE MODEL FLOWS

Inputs (leaf data)	AR Aging | AP Aging | TD (transaction detail export) | PL Budget
Assumption layer	Assumptions tab - collection probability by aging bucket, payment probability by bucket, weekly timing curves, DSO lag curve, revenue conservatism factor
Engines	AR Forecast | AP Forecast | Recurring Exp | Collections - each converts a leaf input into a weekly cash timing profile
Output	Weekly Cash Flow Model - 13 weeks: beginning cash, receipts, disbursements, ending cash, rolling forward week to week
Court reporting	MORS Projection - ties actuals (from TD) to projections and produces the Monthly Operating Report cash lines

TAB GUIDE

Tab	Purpose
Weekly Cash Flow Model	The deliverable. 13 weekly columns; ending cash rolls into next week's beginning cash.
MORS Projection	Monthly Operating Report cash lines (items 19-23). Actuals pulled from TD via SUMIFS; projections indexed off the weekly model. Row 11 is a tie-out check to the balance sheet.
AR Forecast	Two-track receipts: (1) statistical - aging buckets x collection probability x weekly timing curve; (2) scheduled - known/confirmed payments that override the statistical forecast for flagged customers.
AP Forecast	Aging buckets x payment probability. Pre-petition buckets carry ~0% probability (stayed claims); post-petition carries 100%. A zone flag prevents double-counting vendors already captured in Recurring Exp.
Recurring Exp	Weekly run-rate for recurring costs. Empirical lines use a 4-week trailing average off TD; fixed lines pull from PL Budget by month handle. Column T documents the basis for every line - this is what a trustee or lender asks about first.
Collections	New-sales collections: budgeted revenue x conservatism factor, spread over a Net-30 lag curve.
Assumptions	Every judgment call in one place. Change a probability here and the whole model moves.
AR Aging / AP Aging	Input tabs - drop-in replacements for the accounting-system aging exports.
TD	Transaction detail export. Drives trailing run-rates and MOR actuals.
BS / PL Budget	Opening cash balances and the monthly budget the fixed costs are anchored to.

DESIGN POINTS WORTH NOTING

- Direct method, not indirect. Receipts and disbursements are forecast from source detail (aging, payroll cadence, vendor terms) - not backed into from net income. This is what a lender or trustee will accept.

- Every assumption is visible and documented. The Assumptions tab holds all judgment; the Recurring Exp tab carries a written rationale per line. Nothing is buried inside a formula where a reviewer cannot find it.

- Statistical and scheduled receipts are kept separate. Known payments override the probabilistic forecast rather than being averaged into it - the single biggest source of error in weak 13-week models.

- Pre- vs. post-petition is handled explicitly. Payment probability by aging bucket encodes the automatic stay; stayed claims cannot leak into the disbursement forecast.
- Built-in tie-outs. The MOR tab reconciles to the balance sheet; ending cash rolls forward with no manual entry.

- Refresh is a data swap, not a rebuild. Replace the aging exports and the transaction detail and the full 13 weeks re-forecast - which is what makes a weekly cadence sustainable.

TO DRIVE IT

Change 'Weekly Cash Flow Model' cell B5 (the projection start date), or any figure on the Assumptions tab, and the 13 weeks re-forecast. Excel recalculates on open.

Meridian Facility Services, LLC

13-Week Cash Flow Projection · Case No. 26-10457-XYZ (Illustrative)

	Week Beginning:												
	07/13/26	07/20/26	07/27/26	08/03/26	08/10/26	08/17/26	08/24/26	08/31/26	09/07/26	09/14/26	09/21/26	09/28/26	10/05/26
Beginning Cash Balance	**$457,611**	**$365,985**	**$297,206**	**$219,320**	**$184,771**	**$115,703**	**$62,102**	**$48,182**	**$83,007**	**$93,055**	**$103,348**	**$114,072**	**$126,174**
Community First DIP	287,331												
Regions Operating 4412	38,900												
MMKT Reserve (7730)	118,900												
Legacy Checking *2201	0												
Payments Platform Clearing	12,480												
Cash Receipts / Inflows:													
Received from AR (AR Forecast)	154,921	144,306	95,882	115,671	47,571	4,272	1,927	33,684	218	218	218	218	218
New Sales Collection	0	0	0	8,395	41,976	100,743	142,768	159,755	168,495	168,741	169,172	170,550	172,876
Total Inflow	**$154,921**	**$144,306**	**$95,882**	**$124,066**	**$89,547**	**$105,015**	**$144,695**	**$193,440**	**$168,713**	**$168,959**	**$169,390**	**$170,768**	**$173,094**
Cash Disbursements / Outflows:													
Accounts Payable (AP Forecast)	87,983	54,521	15,205	0	0	0	0	0	0	0	0	0	0
Estimated Payables													
Payroll													
Service Payroll	86,986	86,986	86,986	86,986	86,986	86,986	86,986	86,986	86,986	86,986	86,986	86,986	86,986
Non-Service Payroll	11,658	11,658	11,658	11,658	11,658	11,658	11,658	11,658	11,658	11,658	11,658	11,658	11,658
Marketing Payroll	3,128	3,128	3,128	3,128	3,128	3,128	3,128	3,128	3,128	3,128	3,128	3,128	3,128
Sales Payroll	5,481	5,481	5,481	5,481	5,481	5,481	5,481	5,481	5,481	5,481	5,481	5,481	5,481
Employer Payroll Taxes	10,725	10,725	10,725	10,725	10,725	10,725	10,725	10,725	10,725	10,725	10,725	10,725	10,725
Rent & Lease	2,509	2,509	2,509	2,509	2,509	2,509	2,509	2,509	2,509	2,509	2,509	2,509	2,509
Auto & Rental Cars	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620
Utilities	870	870	870	870	870	870	870	870	870	870	870	870	870
Software & Apps	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600
Insurance	13,555	13,555	13,555	13,555	13,555	13,555	13,555	13,555	13,555	13,555	13,555	13,555	13,555
Professional Fees	8,704	8,704	8,704	8,755	8,755	8,755	8,755	8,755	8,806	8,806	8,806	8,806	8,857
Other OPEX													
Gear & Equipment	1,842	1,842	1,842	1,842	1,842	1,842	1,842	1,842	1,842	1,842	1,842	1,842	1,842
Advertising & Marketing	3,154	3,154	3,154	3,154	3,154	3,154	3,154	3,154	3,154	3,154	3,154	3,154	3,154
Dues & Subscriptions	474	474	474	474	474	474	474	474	474	474	474	474	474
Membership & Subscriptions	652	652	652	652	652	652	652	652	652	652	652	652	652
Office Supplies & Expenses	455	455	455	455	455	455	455	455	455	455	455	455	455
Postage & Delivery	167	167	167	167	167	167	167	167	167	167	167	167	167
Recruiting costs	775	775	775	775	775	775	775	775	775	775	775	775	775
Financials													
DIP Adequate Protection	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920
Merchant Account Fees	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065
Equipment Note Interest	22	22	22	22	22	22	22	22	22	22	22	22	22
Bank Charges & Fees	202	202	202	202	202	202	202	202	202	202	202	202	202
Total Outflow	**246,547**	**213,085**	**173,769**	**158,615**	**158,615**	**158,615**	**158,615**	**158,615**	**158,666**	**158,666**	**158,666**	**158,666**	**158,717**
Net Cashflow	**(91,626)**	**(68,779)**	**(77,887)**	**(34,549)**	**(69,068)**	**(53,600)**	**(13,920)**	**34,825**	**10,047**	**10,293**	**10,724**	**12,102**	**14,378**
Ending Cash Balance	**365,985**	**297,206**	**219,320**	**184,771**	**115,703**	**62,102**	**48,182**	**83,007**	**93,055**	**103,348**	**114,072**	**126,174**	**140,552**

Meridian Facility Services, LLC	Actual	Projections			Total
Beginning	07/01/26	07/13/26	07/20/26	07/27/26	07/01/26
Ending	07/12/26	07/19/26	07/26/26	07/31/26	07/31/26
Days	**12**	**7**	**7**	**5**	**31**
19. Total opening balance	398,670	457,611	365,985	297,206	398,670
20. Total cash receipts	292,749	154,921	144,306	68,487	660,463
21. Total cash disbursements	233,807	246,547	213,085	124,121	817,560
22. Net cash flow	58,941	(91,626)	(68,779)	(55,633)	(157,097)
23. Cash on hand at end of month	457,611	365,985	297,206	241,573	241,573
check	0				

35. Projected Cash Receipts	660,000
36. Projected Cash Disbursements	818,000
37. Projected Net Cash Flow for the Next Month	-158,000

STATISTICAL COLLECTION

Week Beginning:

Name	Outstanding	Net Collectible	07/13/26	07/20/26	07/27/26	08/03/26	08/10/26	08/17/26	08/24/26	08/31/26	09/07/26	09/14/26	09/21/26	09/28/26	10/05/26
Pemberton Square Apartments	57,316	47,477	11,138	15,705	9,495	7,852	3,286	-	-	-	-	-	-	-	-
Whitfield & Marsh Property Grc	61,250	49,000	12,250	14,700	9,800	7,350	4,900	-	-	-	-	-	-	-	-
Tri-County Municipal Authority	33,181	26,545	6,636	7,963	5,309	3,982	2,654	-	-	-	-	-	-	-	-
Halloran Asset Management	64,091	49,791	10,842	13,011	8,674	6,505	5,621	1,927	1,927	1,284	-	-	-	-	-
The Delacroix Companies	109,420	87,822	19,024	22,829	17,564	14,932	11,127	2,345	-	-	-	-	-	-	-
Sable Creek Communities	22,476	17,980	4,495	5,394	3,596	2,697	1,798	-	-	-	-	-	-	-	-
Nine Elms Corporate Center	33,770	22,971	5,470	6,564	4,376	3,282	2,188	-	-	-	218	218	218	218	218
KLM Commercial Partners	23,620	19,368	4,630	6,235	3,874	3,118	1,512	-	-	-	-	-	-	-	-
Oakmont Facilities Trust	112,400	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bluestem Retail Trust	20,730	16,975	4,068	5,445	3,395	2,722	1,346	-	-	-	-	-	-	-	-
Rothman Industrial Park	13,640	10,912	2,728	3,274	2,182	1,637	1,091	-	-	-	-	-	-	-	-
Aurora Heights Residential	37,810	30,248	7,562	9,074	6,050	4,537	3,025	-	-	-	-	-	-	-	-
Ridgeway & Sons Realty	37,796	31,052	7,396	10,050	6,210	5,025	2,371	-	-	-	-	-	-	-	-
Grayson Fields Development	9,540	7,632	1,908	2,290	1,526	1,145	763	-	-	-	-	-	-	-	-
Torrance Bay Holdings, LLC	24,660	19,728	4,932	5,918	3,946	2,959	1,973	-	-	-	-	-	-	-	-
Cordova Plaza Associates	60,351	49,422	11,842	15,855	9,884	7,927	3,914	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statistical Subtotal	**722,051**	**486,925**	**114,921**	**144,306**	**95,882**	**75,671**	**47,571**	**4,272**	**1,927**	**1,284**	**218**	**218**	**218**	**218**	**218**

SCHEDULED COLLECTIONS — known or confirmed timing. Overrides the statistical forecast for any customer flagged "Scheduled" in AR Aging column H.

Week Beginning:

Customer		Total	07/13/2026	07/20/2026	07/27/2026	08/03/2026	08/10/2026	08/17/2026	08/24/2026	08/31/2026	09/07/2026	09/14/2026	09/21/2026	09/28/2026	10/05/2026
Oakmont Facilities Trust		112,400	40,000			40,000				32,400					
		-													
		-													
		-													
		-													
		-													
		-													
Scheduled Subtotal		**112,400**	**40,000**	**-**	**-**	**40,000**	**-**	**-**	**-**	**32,400**	**-**	**-**	**-**	**-**	**-**
TOTAL (Statistical + Scheduled)	**722,051**	**599,325**	**154,921**	**144,306**	**95,882**	**115,671**	**47,571**	**4,272**	**1,927**	**33,684**	**218**	**218**	**218**	**218**	**218**

Meridian Facility Services, LLC

Weekly Cash Flow Model - Accounts Payable for Cash Flow

Week Beginning:

Name	Total Amount	Net Payable	07/13/26	07/20/26	07/27/26	08/03/26	08/10/26	08/17/26	08/24/26	08/31/26	09/07/26	09/14/26	09/21/26	09/28/26	10/05/26	Cash Treatment	Incl (auto: 1 if AP Aging Zone=B)
Duncan Janitorial Wholesale	14,961	14,961	7,992	5,000	1,968	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
Merit Insurance Brokers	8,975	8,975	5,385	3,590	-	-	-	-	-	-	-	-	-	-	-	Excl - Recurring Exp covers it	0
Crestline Capital (Pre-Petition)	119,700	6,180	3,090	3,090	-	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
Bayside Fuel & Auto	5,970	5,970	3,184	1,990	796	-	-	-	-	-	-	-	-	-	-	Excl - Recurring Exp covers it	0
Whitcomb & Reyes LLP	30,500	30,500	16,450	10,350	3,700	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
Paycrest Payroll Solutions	2,280	2,280	1,140	684	456	-	-	-	-	-	-	-	-	-	-	Excl - Recurring Exp covers it	0
Tri-State Uniform & Linen	6,960	6,960	3,694	2,302	964	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
Municipal Power & Water	1,780	1,780	979	623	178	-	-	-	-	-	-	-	-	-	-	Excl - Recurring Exp covers it	0
Kessler Chemical & Sanitary	13,915	13,915	8,284	4,045	1,586	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
State Dept of Revenue	24,311	24,311	14,586	9,724	-	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
Ironclad Equipment Rental	3,145	3,145	1,573	944	629	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
Fleetwatch Telematics	720	720	360	216	144	-	-	-	-	-	-	-	-	-	-	Excl - Recurring Exp covers it	0
Bright Path Staffing Agency	18,950	18,950	10,105	6,315	2,530	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
Sundale Software Licensing	2,910	2,910	1,601	1,019	291	-	-	-	-	-	-	-	-	-	-	Excl - Recurring Exp covers it	0
Nordyne Safety Equipment	9,171	9,171	5,810	2,016	1,344	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
General Unsecured Claims (Pre-	42,550	1,298	649	649	-	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
Apex Waste Services	4,620	4,620	2,541	1,617	462	-	-	-	-	-	-	-	-	-	-	Excl - Recurring Exp covers it	0
Harborline Fleet Leasing	8,691	8,691	4,673	2,935	1,082	-	-	-	-	-	-	-	-	-	-	Excl - Recurring Exp covers it	0
Colton Print & Signage	810	810	432	270	108	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
Statewide Telecom	1,281	1,281	704	448	128	-	-	-	-	-	-	-	-	-	-	Excl - Recurring Exp covers it	0
Hartwell Accounting Group	12,000	12,000	6,600	4,200	1,200	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
Cardpoint Merchant Services	980	980	490	294	196	-	-	-	-	-	-	-	-	-	-	Excl - Recurring Exp covers it	0
Meadowlark Grounds Maintenai	6,390	6,390	3,408	2,130	852	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
Lindell Facility Consultants	7,500	7,500	4,500	3,000	-	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
Recruit Northwest Partners	1,620	1,620	810	486	324	-	-	-	-	-	-	-	-	-	-	Include (non-recurring)	1
Total	**350,690**	**157,710**	**87,983**	**54,521**	**15,205**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**		

Meridian Facility Services, LLC

Recurring Expenses for Weekly Cash Flow

Week Beginning:

Recurring Expenses:	4-Week Sum	Adjustments	Weekly Run-Rat	07/13/26	07/20/26	07/27/26	08/03/26	08/10/26	08/17/26	08/24/26	08/31/26	09/07/26	09/14/26	09/21/26	09/28/26	10/05/26
Service Payroll	347,945	0	86,986	86,986	86,986	86,986	86,986	86,986	86,986	86,986	86,986	86,986	86,986	86,986	86,986	86,986
Non-Service Payroll	46,634	0	11,658	11,658	11,658	11,658	11,658	11,658	11,658	11,658	11,658	11,658	11,658	11,658	11,658	11,658
Marketing Payroll	12,510	0	3,128	3,128	3,128	3,128	3,128	3,128	3,128	3,128	3,128	3,128	3,128	3,128	3,128	3,128
Sales Payroll	21,922	0	5,481	5,481	5,481	5,481	5,481	5,481	5,481	5,481	5,481	5,481	5,481	5,481	5,481	5,481
Employer Payroll Taxes			10,725	10,725	10,725	10,725	10,725	10,725	10,725	10,725	10,725	10,725	10,725	10,725	10,725	10,725
Rent & Lease			2,509	2,509	2,509	2,509	2,509	2,509	2,509	2,509	2,509	2,509	2,509	2,509	2,509	2,509
Auto & Rental Cars	10,479	0	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620	2,620
Utilities			870	870	870	870	870	870	870	870	870	870	870	870	870	870
Software & Apps			1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600
Gear & Equipment	7,368	0	1,842	1,842	1,842	1,842	1,842	1,842	1,842	1,842	1,842	1,842	1,842	1,842	1,842	1,842
Advertising & Marketing	12,616	0	3,154	3,154	3,154	3,154	3,154	3,154	3,154	3,154	3,154	3,154	3,154	3,154	3,154	3,154
Dues & Subscriptions			474	474	474	474	474	474	474	474	474	474	474	474	474	474
Membership & Subscriptions	2,609	0	652	652	652	652	652	652	652	652	652	652	652	652	652	652
Office Supplies & Expenses	1,819	0	455	455	455	455	455	455	455	455	455	455	455	455	455	455
Postage & Delivery	668	0	167	167	167	167	167	167	167	167	167	167	167	167	167	167
Recruiting costs	3,099	0	775	775	775	775	775	775	775	775	775	775	775	775	775	775
Insurance			13,555	13,555	13,555	13,555	13,555	13,555	13,555	13,555	13,555	13,555	13,555	13,555	13,555	13,555
DIP Adequate Protection			1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920
Merchant Account Fees	4,261	0	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065
Equipment Note Interest	89	0	22	22	22	22	22	22	22	22	22	22	22	22	22	22
Bank Charges & Fees	807	0	202	202	202	202	202	202	202	202	202	202	202	202	202	202
Professional Fees				$8,704	$8,704	$8,704	$8,755	$8,755	$8,755	$8,755	$8,755	$8,806	$8,806	$8,806	$8,806	$8,857
TOTAL WEEKLY RECURRING E	**472,826**		**149,860**	**158,564**	**158,564**	**158,564**	**158,615**	**158,615**	**158,615**	**158,615**	**158,615**	**158,666**	**158,666**	**158,666**	**158,666**	**158,717**
Number of Employees			120	120	120	120	120	120	120	120	120	120	120	120	120	120

Meridian Facility Services, LLC

Collections for Weekly Cash Flow

	Week Beginning: 07/13/26	07/20/26	07/27/26	08/03/26	08/10/26	08/17/26	08/24/26	08/31/26	09/07/26	09/14/26	09/21/26	09/28/26	10/05/26
Estimated Weekly Revenue (Accrual)													
Assumed Weekly Sales	$167,905	$167,905	$167,905	$168,888	$168,888	$168,888	$168,888	$175,535	$175,535	$175,535	$175,535	$170,856	$170,856
Forecasted Cash Collections													
Collections from New Sales	$0	$0	$0	$8,395	$41,976	$100,743	$142,768	$159,755	$168,495	$168,741	$169,172	$170,550	$172,876

A/R COLLECTIONS

Bucket	Probability	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	Check
CURRENT	80%	25%	30%	20%	15%	10%	0%	0%	0%	0%	0%	0%	0%	0%	100%
1 - 30	90%	20%	40%	20%	20%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
31 - 60	82%	0%	0%	20%	30%	30%	20%	0%	0%	0%	0%	0%	0%	0%	100%
61 - 90	65%	0%	0%	0%	0%	20%	30%	30%	20%	0%	0%	0%	0%	0%	100%
91 AND OVER	17%	0%	0%	0%	0%	0%	0%	0%	0%	20%	20%	20%	20%	20%	100%

A/P PAYMENTS

Bucket	Payment Probability	Rationale	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	Check
CURRENT	100%	*Post-petition (current period)*	50%	30%	20%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
1 - 30	100%	*Post-petition (current period)*	60%	40%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
31 - 60	100%	*Post-petition (prior period)*	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
61 - 90	15%	*Mix of pre- & post-petition / subject to stay*	50%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
91 AND OVER	0%	*Pre-petition claim (stayed)*	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

New Sales Collection Assumptions (lag from invoice) — Net-30 curve, mean 37.5d = DSO 38

Lag		W0	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	Check
% Collected	100%	0%	0%	0%	5%	20%	35%	25%	10%	5%	0%	0%	100%

CASH ACCOUNTS (transaction detail)

Community First DIP	Yes
Regions Operating 4412	Yes
MMKT Reserve (7730)	Yes
Legacy Checking *2201	No
Payments Platform Clearing	Yes

Revenue Conservatism Factor 1.03

Revenue conservatism factor. Trailing-3-month collections anchor vs. current-month budget. Set >1.00 when trailing actuals run above budget, <1.00 when below. Recalibrated at each weekly refresh.

A/R Aging Summary Report

Meridian Facility Services, LLC

As of Jul 12, 2026

Customer	CURRENT	1 - 30	31 - 60	61 - 90	91 AND OVER	Total	Zone
Pemberton Square Apartments LP	41,075.90	16,240.00	-	-	-	57,315.90	
Whitfield & Marsh Property Group	61,250.00	-	-	-	-	61,250.00	
Tri-County Municipal Authority	33,180.70	-	-	-	-	33,180.70	
Halloran Asset Management	54,210.85	-	-	9,880.00	-	64,090.85	
The Delacroix Companies	95,120.40	-	14,300.00	-	-	109,420.40	
Sable Creek Communities	22,475.60	-	-	-	-	22,475.60	
Nine Elms Corporate Center	27,350.00	-	-	-	6,420.00	33,770.00	
KLM Commercial Partners	18,900.00	4,720.30	-	-	-	23,620.30	
Oakmont Facilities Trust	112,400.00	-	-	-	-	112,400.00	Scheduled
Bluestem Retail Trust	16,820.00	3,910.45	-	-	-	20,730.45	
Rothman Industrial Park	13,640.00	-	-	-	-	13,640.00	
Aurora Heights Residential	37,810.25	-	-	-	-	37,810.25	
Ridgeway & Sons Realty	29,640.00	8,155.75	-	-	-	37,795.75	
Grayson Fields Development	9,540.00	-	-	-	-	9,540.00	
Torrance Bay Holdings, LLC	24,660.15	-	-	-	-	24,660.15	
Cordova Plaza Associates	48,930.50	11,420.00	-	-	-	60,350.50	

Meridian Facility Services, LLC

A/P Aging Summary

As of Jul 12, 2026

Vendor	Current	1 - 30	31 - 60	61 - 90	91 and over	Total	Zone
Duncan Janitorial Wholesale	9,840.60	5,120.00	-	-	-	14,960.60	B
Merit Insurance Brokers	-	8,975.40	-	-	-	8,975.40	A
Crestline Capital (Pre-Petition)	-	-	-	41,200.00	78,500.00	119,700.00	B
Bayside Fuel & Auto	3,980.25	1,990.00	-	-	-	5,970.25	A
Whitcomb & Reyes LLP	18,500.00	12,000.00	-	-	-	30,500.00	B
Paycrest Payroll Solutions	2,280.00	-	-	-	-	2,280.00	A
Tri-State Uniform & Linen	4,820.00	2,140.00	-	-	-	6,960.00	B
Municipal Power & Water	890.00	890.00	-	-	-	1,780.00	A
Kessler Chemical & Sanitary	7,930.20	4,165.00	1,820.00	-	-	13,915.20	B
State Dept of Revenue	-	24,310.55	-	-	-	24,310.55	B
Ironclad Equipment Rental	3,145.00	-	-	-	-	3,145.00	B
Fleetwatch Telematics	720.00	-	-	-	-	720.00	A
Bright Path Staffing Agency	12,650.00	6,300.00	-	-	-	18,950.00	B
Sundale Software Licensing	1,455.00	1,455.00	-	-	-	2,910.00	A
Nordyne Safety Equipment	6,720.90	-	2,450.00	-	-	9,170.90	B
General Unsecured Claims (Pre-Pet.)	-	-	-	8,650.00	33,900.00	42,550.00	B
Apex Waste Services	2,310.00	2,310.00	-	-	-	4,620.00	A
Harborline Fleet Leasing	5,410.75	3,280.00	-	-	-	8,690.75	A
Colton Print & Signage	540.00	270.00	-	-	-	810.00	B
Statewide Telecom	640.30	640.30	-	-	-	1,280.60	A
Hartwell Accounting Group	6,000.00	6,000.00	-	-	-	12,000.00	B
Cardpoint Merchant Services	980.45	-	-	-	-	980.45	A
Meadowlark Grounds Maintenance	4,260.00	2,130.00	-	-	-	6,390.00	B
Lindell Facility Consultants	-	7,500.00	-	-	-	7,500.00	B
Recruit Northwest Partners	1,620.00	-	-	-	-	1,620.00	B
TOTAL	**94,693.45**	**89,476.25**	**4,270.00**	**49,850.00**	**112,400.00**	**350,689.70**	

Meridian Facility Services, LLC

Balance Sheet (Condensed — Illustrative)

As of July 12, 2026

	Total As of Jul 12, 2026	Total As of Jun 30, 2026
ASSETS		
Current Assets		
Bank Accounts		
Community First DIP	287,331.49	231,750.00
Regions Operating 4412	38,900.00	38,900.00
MMKT Reserve (7730)	118,900.00	118,900.00
Legacy Checking *2201	0.00	0.00
Payments Platform Clearing	12,480.00	9,120.00
Total Bank Accounts	**457,611.49**	**398,670.00**
Accounts Receivable		
Accounts Receivable (A/R)	722,050.85	612,480.00
Total Accounts Receivable	**722,050.85**	**612,480.00**
Other Current Assets		
Prepaid Insurance	38,500.00	44,100.00
Security Deposits	16,200.00	16,200.00
Payroll Tax Receivable	24,750.00	24,750.00
Undeposited Funds	9,840.00	6,310.00
Total Other Current Assets	**89,290.00**	**91,360.00**
Total Current Assets	**1,268,952.34**	**1,102,510.00**
Fixed Assets, net		
Vehicles & Equipment, net of depreciation	214,300.00	219,600.00
Furniture & Fixtures, net	18,450.00	19,100.00
Total Fixed Assets	**232,750.00**	**238,700.00**
TOTAL ASSETS	**1,501,702.34**	**1,341,210.00**
LIABILITIES AND EQUITY		
Liabilities		
Post-Petition Liabilities		
Accounts Payable (post-petition)	96,420.00	88,350.00
Accrued Payroll	74,100.00	71,800.00
Accrued Payroll Taxes	22,850.00	21,400.00
Total Post-Petition Liabilities	**193,370.00**	**181,550.00**
Secured / Priority Claims		
Secured Lender — Term Loan	**842,000.00**	**848,500.00**
Equipment & Vehicle Notes	164,300.00	168,900.00
Priority Tax Claims (IRS/State)	311,500.00	311,500.00
Total Secured / Priority	**1,317,800.00**	**1,328,900.00**
General Unsecured Claims (pre-petition, stayed)	1,284,600.00	1,284,600.00
Total Liabilities	**2,795,770.00**	**2,795,050.00**
Total Equity (Deficit)	**(1,294,067.66)**	**(1,453,840.00)**
TOTAL LIABILITIES AND EQUITY	**1,501,702.34**	**1,341,210.00**

Condensed for illustration. Only the Bank Accounts block (rows 10–16) and A/R (row 18) feed the cash flow model; the remainder is presented in summary form.