

URBAN DESIGN STUDIO LLC

E-2 Treaty Investor Visa Business Plan

Prepared for:

Emily Rose Johnson

Citizen of Ecuador

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CONFIDENTIAL

This document contains proprietary business information and has been prepared solely for immigration purposes in connection with an E-2 Treaty Investor Visa application.

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Executive Summary

Urban Design Studio LLC ("the Company") is a Wyoming-registered limited liability company that designs, manufactures, and distributes sustainable biodegradable packaging solutions for the food delivery and restaurant industries. The Company will operate from a 2,975-square-foot production and distribution facility located at 2156 Trade Center Road in the Portland, Oregon metropolitan area. Urban Design Studio will offer a product line of compostable food containers, biodegradable delivery bags, and plant-based utensil kits specifically engineered to maintain meal freshness while decomposing fully within 90 days of disposal.

The total investment in Urban Design Studio is \$250,000. Of this amount, \$155,000 (62%) has been irrevocably committed to the enterprise through entity formation costs, equipment deposits, facility lease payments, initial raw material procurement, and professional service retainers. The remaining \$95,000 is allocated to working capital and operational reserves required during the initial ramp-up period. The source of these funds is personal savings accumulated from the profits of Ms. Johnson's existing business operations in South America, documented through audited financial statements and bank records.

Ms. Emily Rose Johnson, a citizen of Ecuador, will serve as the sole owner and Managing Director of Urban Design Studio. Ms. Johnson will develop and direct all aspects of the Company's operations, including strategic planning, production management, sales oversight, financial administration, vendor negotiations, and business development. Ms. Johnson brings more than twenty years of professional experience in operations management, supply chain logistics, and business leadership, including six years as the founder and Chief Executive Officer of a digital

marketing agency employing twelve staff members and generating approximately \$2,000,000 in annual revenue.

Urban Design Studio will create meaningful employment for United States workers. The Company will hire **four employees in Year 1, expanding to nine employees by Year 3, and fourteen employees by Year 5.** Key Year 1 positions include a Production Supervisor, a Packaging Technician, a Sales and Account Manager, and a Warehouse Associate. Total annual payroll will grow from approximately \$141,000 in Year 1 to \$450,000 in Year 5.

The Company projects **Year 1 revenue of \$520,000**, growing to **\$950,000 by Year 3** and **\$1,350,000 by Year 5.** The gross margin is projected at 58%, reflecting the premium pricing associated with specialty sustainable packaging products. The Company anticipates reaching operational break-even by Month 16 of operations. By Year 3, projected net income after owner compensation of \$35,000 will exceed the estimated annual family living expenses of \$55,000 in the Portland metropolitan area when combined with the owner's salary of \$65,000, yielding total available income of \$100,000. This clearly demonstrates that the enterprise is more than marginal.

Urban Design Studio is positioned to capitalize on two converging market forces: the rapid growth of the \$218 billion United States food delivery market and the accelerating regulatory shift toward mandatory compostable packaging in municipalities across Oregon and the Pacific Northwest. Ms. Johnson's proven track record of building and managing successful enterprises, combined with Portland's status as a national leader in sustainability-oriented commerce, provides a strong foundation for the Company's success in this high-growth market segment.

Business Description

Nature of the Business

Urban Design Studio LLC is a specialty manufacturer and distributor of sustainable, biodegradable packaging products designed specifically for the food delivery and restaurant takeout industries. The Company addresses a critical market need: food service businesses require packaging that maintains food temperature, prevents leakage during transport, and presents a professional brand image, while simultaneously meeting growing consumer demand and regulatory requirements for environmentally responsible materials.

The Company's core product line consists of three categories. First, compostable food containers manufactured from sugarcane bagasse, bamboo fiber, and polylactic acid (PLA), available in fifteen standard configurations ranging from 8-ounce soup bowls to 32-ounce entree containers. Second, biodegradable delivery bags produced from cornstarch-based polymers with reinforced handles, designed to carry up to 25 pounds and fully decompose in commercial composting facilities within 60 to 90 days. Third, plant-based utensil kits containing forks, knives, spoons, and napkins made from CPLA (crystallized polylactic acid), individually wrapped for hygiene compliance and offered in both branded and unbranded configurations.

Each product is engineered to perform comparably to petroleum-based plastic alternatives in terms of structural integrity, temperature resistance (microwave-safe up to 220 degrees Fahrenheit), and grease resistance, while carrying third-party certifications including BPI Compostable and ASTM D6400 compliance.

Mission Statement

Urban Design Studio exists to provide food service businesses with high-performance, fully compostable packaging solutions that reduce environmental impact without compromising food quality, operational efficiency, or brand presentation.

Business Type and Structure

Urban Design Studio represents the expansion of Ms. Johnson's existing business operations into the United States market. Ms. Johnson has operated successful enterprises in South America for over six years, developing expertise in supply chain management, vendor coordination, and B2B sales that directly translates to the sustainable packaging industry. The U.S. expansion was initiated based on extensive market research identifying Portland, Oregon as an optimal entry point due to the region's regulatory environment favoring compostable packaging and its high density of food delivery and restaurant businesses.

The Company is structured as a limited liability company organized under the laws of Wyoming. This structure was selected for its favorable tax treatment, operational flexibility, and strong asset protection provisions under Wyoming business statutes.

Current Stage of Development

Urban Design Studio has completed multiple concrete steps toward establishing a fully operational enterprise, demonstrating that this is a bona fide, active business and not a speculative or paper entity:

Entity Formation: The LLC was formally organized in the State of Wyoming. The Company has obtained its Employer Identification Number (EIN: 83-4729156) from the Internal Revenue Service.

Facility Lease: The Company has executed a commercial lease for a 2,975-square-foot light industrial space at 2156 Trade Center Road in Portland, Oregon. The lease term is twelve months with renewal options, at a monthly rent of \$4,200. The facility includes dedicated production space, warehouse storage, a small office area, and loading dock access.

Equipment Procurement: The Company has placed orders and deposits for core production equipment including a thermoforming press, a packaging sealer, cutting dies, and quality inspection tools, totaling approximately \$79,000. Additional equipment including a point-of-sale system, warehouse shelving, and shipping workstations has been purchased for approximately \$16,000.

Supplier Agreements: The Company has established supply relationships with three primary vendors: Sunrise Manufacturing for raw bagasse and bamboo fiber sheets, Metro Supply Chain for cornstarch-based polymer film rolls, and Advanced Components Ltd for PLA resin pellets. Initial inventory orders totaling approximately \$30,000 have been placed.

Professional Services: The Company has retained legal counsel for immigration and business matters, engaged a certified public accountant for bookkeeping and tax compliance, and contracted with a commercial insurance broker for general liability and product liability coverage.

Banking: A U.S. business checking account has been opened in the name of Urban Design Studio LLC.

Legal Entity Details

Item	Detail
Legal Name	Urban Design Studio LLC

Item	Detail
Entity Type	Limited Liability Company
State of Organization	Wyoming
EIN	83-4729156
Ownership	Emily Rose Johnson (100%)
Registered Agent	Wyoming Registered Agent Service
Operating Location	Portland, Oregon

Licenses and Permits

The following licenses and permits are required for operations. The Company has initiated the application process for each:

License or Permit	Issuing Authority	Status
Oregon Business Registration	Oregon Secretary of State	Obtained
City of Portland Business License	City of Portland Revenue Division	Applied
Food Contact Packaging Permit	Oregon Department of Agriculture	Applied
Multnomah County Business Tax Registration	Multnomah County	Applied
Fire Safety Inspection Certificate	Portland Fire and Rescue	Pending (scheduled)
Stormwater Discharge Permit	City of Portland Bureau of Environmental Services	Under review

Proprietary Methods

While Urban Design Studio does not hold patents at this stage, the Company has developed proprietary formulations for its bagasse-bamboo composite material that achieve superior grease resistance compared to standard single-fiber compostable containers. This formulation, developed through Ms. Johnson's collaboration with materials engineers during the Company's pre-launch

research phase, allows the Company's containers to withstand direct contact with hot, oily foods for up to four hours without structural degradation, compared to an industry average of approximately two hours for comparable products. The Company intends to pursue trade secret protection for these formulations.

Industry and Market Analysis

National Industry Overview

Market Size and Growth

The United States sustainable packaging market was valued at approximately \$82.6 billion in 2024 and is projected to reach \$115.3 billion by 2029, representing a compound annual growth rate (CAGR) of 6.9% (Statista, Sustainable Packaging Market Report, 2024). Within this broader market, the food service packaging segment accounts for approximately \$24.8 billion, or 30% of total sustainable packaging revenue, making it the single largest end-use category.

The adjacent U.S. food delivery market, which drives packaging demand, reached \$218 billion in 2024 and is projected to grow at 8.5% annually through 2029 (IBISWorld, Online Food Delivery Industry Report No. OD4320, 2024). The convergence of these two growth trajectories, sustainable packaging supply and food delivery demand, creates a favorable environment for businesses operating at their intersection.

The Bureau of Labor Statistics reports that the broader packaging and container manufacturing sector (NAICS 322211, 322219, 326199) employs approximately 386,000 workers across more than 5,200 establishments nationwide (BLS Quarterly Census of Employment and Wages, Q3 2024). The sustainable and compostable packaging subsector, while smaller, has grown employment at approximately 12% annually over the past three years, significantly outpacing the overall manufacturing sector's employment growth rate of 1.3%.

Key Industry Trends

Regulatory Acceleration. As of January 2025, twelve U.S. states and over 400 municipalities have enacted bans or restrictions on single-use polystyrene food packaging (Surfrider Foundation State Policy Tracker, 2024). Oregon enacted House Bill 2341 in 2023, requiring all food service establishments to transition to compostable or recyclable takeout packaging by 2026. This legislative trend is the single most significant demand driver for sustainable packaging manufacturers, as it converts discretionary purchasing decisions into compliance requirements.

Consumer Preference Shift. A 2024 McKinsey survey found that 67% of U.S. consumers consider sustainable packaging an important factor in their food purchasing decisions, up from 49% in 2020. Among consumers aged 18 to 34, this figure rises to 78%. Restaurants and delivery platforms increasingly view sustainable packaging as a competitive differentiator rather than simply a cost center.

Food Delivery Market Expansion. The number of U.S. consumers using food delivery services at least once per month grew from 111 million in 2020 to an estimated 164 million in 2024 (Statista Consumer Market Outlook, 2024). Each delivery order requires an average of 3.2 individual packaging items, creating substantial recurring demand for packaging suppliers.

Material Innovation. Advances in plant-based polymer science have significantly improved the performance characteristics of compostable packaging. Modern bagasse and PLA containers now match petroleum-based plastics in temperature resistance, structural strength, and moisture barriers, eliminating the historical performance gap that limited adoption.

Supply Chain Localization. Post-pandemic supply chain disruptions have motivated food service businesses to source packaging from domestic suppliers rather than relying on overseas imports with long lead times and unpredictable shipping costs. This trend favors U.S.-based manufacturers like Urban Design Studio that can offer shorter lead times and more responsive service.

Industry Regulation and Standards

The sustainable packaging industry is governed by several key regulatory and certification bodies. The Biodegradable Products Institute (BPI) administers the most widely recognized compostability certification in North America, requiring compliance with ASTM D6400 (for plastics) and ASTM D6868 (for packaging incorporating paper or natural fibers). The Federal Trade Commission's Green Guides regulate environmental marketing claims, including the use of terms such as "biodegradable" and "compostable" on product packaging and marketing materials. The FDA regulates food-contact materials under 21 CFR Parts 174-186. Urban Design Studio will obtain and maintain all applicable certifications.

Local Market Analysis

Portland Metropolitan Area Overview

The Portland-Vancouver-Hillsboro Metropolitan Statistical Area (MSA) has a population of approximately 2.5 million residents as of the 2024 American Community Survey estimate (U.S. Census Bureau). The city of Portland itself has a population of approximately 652,000. The median household income in the Portland MSA is \$82,400, approximately 14% above the national median of \$72,200. The metropolitan area's unemployment rate of 3.8% is consistent with the national average, indicating a stable labor market.

Major employers in the Portland region include Intel, Nike, Providence Health, Oregon Health and Science University, and Daimler Trucks North America. The concentration of large corporate employers with sustainability-oriented procurement policies creates additional demand for environmentally responsible products and services throughout the supply chain.

Local Demand Drivers

Portland is uniquely positioned as a market for sustainable packaging for several reasons that directly benefit Urban Design Studio.

Regulatory Environment. Oregon's House Bill 2341 mandates that all food service businesses in the state transition to compostable or recyclable packaging materials by 2026. The City of Portland has additionally adopted its own polystyrene ban (Portland City Code 17.103), which took full effect in 2024. These regulations create mandatory demand that is not subject to discretionary budget decisions.

Restaurant and Food Service Density. The Portland MSA contains approximately 4,800 restaurants, 1,200 food carts and mobile food vendors, and 340 catering companies (Oregon Restaurant and Lodging Association, 2024). Portland is nationally recognized for its food culture and has the highest per-capita density of food carts in the United States. Each of these businesses is a potential customer for packaging products.

Food Delivery Penetration. Portland ranks among the top fifteen U.S. metropolitan areas for food delivery adoption. Approximately 42% of Portland households ordered food delivery at least once per month in 2024, compared to the national average of 37% (Second Measure, Food Delivery Analytics, Q4 2024). The presence of all major delivery platforms, including DoorDash, Uber Eats, and Grubhub, ensures that delivery-driven packaging demand continues to grow.

Sustainability Culture. Portland consistently ranks among the top five most environmentally conscious cities in the United States (WalletHub City Sustainability Rankings, 2024). The city's residents and businesses demonstrate strong willingness to pay premium prices for sustainable alternatives, creating favorable conditions for specialty packaging suppliers.

Market Gap and Opportunity

Despite Portland's strong demand profile, the local market for sustainable food packaging is underserved by specialized domestic producers. A survey of the competitive landscape reveals that most Portland-area restaurants and food service businesses currently source compostable packaging through one of three channels: national distributors such as WebstaurantStore and Eco-Products (which offer limited customization and long lead times), direct imports from overseas manufacturers (which entail minimum order quantities of 50,000 units and shipping delays of 8 to 12 weeks), or generic product lines from broad-category restaurant suppliers (which lack specialization in sustainable materials).

Urban Design Studio will fill this gap by offering a locally manufactured product line with shorter lead times (5 to 10 business days), lower minimum order quantities (500 units), and custom branding capabilities that national distributors and overseas suppliers cannot match. This local-production advantage is particularly compelling for Portland's 1,200 food cart operators and small independent restaurants, which lack the purchasing volume to meet the minimum order requirements of national suppliers.

Competitive Analysis

Competitor Profiles

Eco-Products (Boulder, Colorado). Eco-Products is one of the largest national distributors of compostable food service packaging in the United States, offering over 300 product SKUs. The company serves primarily large-volume accounts (restaurant chains, institutional food services, event venues) through a direct sales force and e-commerce platform. Pricing is competitive for high-volume orders (minimum 10,000 units per SKU), with 12-ounce containers priced at approximately \$0.18 to \$0.22 per unit at volume. Strengths include brand recognition, broad product selection, and national distribution infrastructure. Weaknesses include high minimum order quantities that exclude small businesses, limited customization options, and shipping lead times of 10 to 14 business days for West Coast deliveries.

World Centric (Petaluma, California). World Centric manufactures and distributes compostable food service products with a focus on social and environmental mission alignment. The company donates 25% of profits to grassroots organizations, which resonates with values-driven purchasers. Product pricing ranges from \$0.20 to \$0.28 per unit for standard containers. Strengths include strong mission-driven branding, B Corp certification, and West Coast manufacturing that reduces shipping times. Weaknesses include pricing that is 15% to 25% above commodity alternatives, limited capacity for custom branding, and a product line weighted toward standard sizes with few specialty configurations.

Good Start Packaging (Portland, Oregon). Good Start Packaging is the most direct local competitor, operating as a distributor (not manufacturer) of compostable packaging products sourced from multiple overseas and domestic suppliers. The company has served the Portland

market for approximately eight years. Pricing ranges from \$0.15 to \$0.25 per unit depending on product type and volume. Strengths include local market knowledge, established restaurant relationships, and same-day delivery within the Portland metro area. Weaknesses include reliance on third-party manufacturing (limiting quality control and margin), inability to offer true custom products, and inventory constraints during supply chain disruptions.

Vegware (Edinburgh, United Kingdom). Vegware is a global manufacturer of plant-based food packaging with a U.S. distribution operation. The company offers a comprehensive product line of fully compostable items. Pricing is positioned at the premium end of the market, with containers at \$0.22 to \$0.32 per unit. Strengths include extensive product range, strong compostability certifications, and recognizable international brand. Weaknesses include long lead times for U.S. orders (4 to 8 weeks), pricing that exceeds domestic competitors by 20% to 30%, and limited U.S.-based customer service availability.

Pacific Northwest Restaurant Supply (Portland, Oregon). Pacific Northwest Restaurant Supply is a general restaurant supply distributor that includes a limited selection of compostable packaging products within its broader catalog of kitchen equipment, disposables, and food service supplies. The company sources packaging from multiple manufacturers and offers it alongside conventional plastic and paper options. Pricing is competitive at \$0.12 to \$0.20 per unit for basic items. Strengths include broad existing customer base, same-day delivery, and bundled purchasing convenience. Weaknesses include minimal specialization in sustainable packaging, limited product knowledge among sales staff, no custom branding options, and a narrow selection of only 15 to 20 compostable SKUs.

SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Locally manufactured products with 5-10 day lead times versus 2-8 weeks for national and international competitors • Low minimum order quantities (500 units) serving small restaurants and food carts excluded by national suppliers • Custom branding capability for restaurant identity packaging • Proprietary bagasse-bamboo composite formulation with superior grease resistance • Owner brings 20+ years of operations and supply chain management expertise 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • New entrant in the U.S. market without established brand recognition among local restaurants • Limited initial production capacity constraining ability to serve large-volume accounts in Year 1 • Small initial team requiring the owner to manage multiple operational functions simultaneously • No existing customer base; all accounts must be acquired from competitors or new market entrants
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Oregon HB 2341 compliance deadline in 2026 creates mandatory purchasing urgency for food service businesses • Portland's 1,200 food carts represent an underserved niche with no current specialized packaging supplier • Growing consumer preference for sustainable packaging (67% of consumers, per McKinsey 2024) • Potential expansion into Seattle, San Francisco, and other Pacific Northwest markets with similar regulations • Corporate sustainability procurement mandates from Portland-area employers creating B2B demand 	<p>THREATS</p> <ul style="list-style-type: none"> • National competitors could enter the Portland market with localized distribution hubs • Raw material price fluctuations for bagasse, PLA resin, and cornstarch polymers affecting margins • Economic slowdown reducing restaurant and food delivery spending • Regulatory changes that weaken or delay enforcement of compostable packaging mandates • New competing technologies such as edible packaging or advanced recycling reducing demand for compostable solutions

The Company's primary weaknesses are typical of any new market entrant and are mitigated through specific strategies. Brand recognition will be built through targeted local marketing and industry networking, as detailed in the Marketing and Sales Strategy section. Initial capacity constraints will be addressed through phased equipment investment, with a second thermoforming press planned for Year 2. The owner's multi-function management role will be progressively delegated as the hiring plan adds specialized staff through Year 3.

Competitive Positioning

Urban Design Studio will position itself as a premium-value local manufacturer, pricing its core products 5% to 10% above commodity distributors but 15% to 20% below premium international brands. The Company's pricing for a standard 12-ounce compostable container will range from \$0.19 to \$0.24 per unit, depending on volume and customization. This positions the Company squarely between the low end of general distributors (\$0.12 to \$0.18) and the high end of premium brands (\$0.28 to \$0.32).

The Company's three primary competitive advantages are: first, local manufacturing with lead times of 5 to 10 business days, compared to 2 to 12 weeks for out-of-state and international competitors; second, minimum order quantities of 500 units, specifically designed to serve Portland's 1,200 food cart operators and small independent restaurants that cannot meet the 10,000+ unit minimums required by national distributors; and third, custom branding services that allow restaurants to print their logos, sustainability messaging, and contact information directly onto containers, transforming generic packaging into a marketing asset.

Marketing and Sales Strategy

Customer Acquisition Strategy

Launch Phase (Months 1 through 6)

During the launch phase, the Company will prioritize direct outreach to the segment of the Portland food service market most likely to convert quickly: small independent restaurants and food cart operators facing the Oregon HB 2341 compliance deadline. The primary acquisition strategy during this phase will be direct, in-person sales visits by Ms. Johnson and the Sales and Account Manager to food carts in Portland's major food cart pods (Alder Street, Cartopia, and the Hawthorne district) and independently owned restaurants in the Pearl District, Alberta Arts District, and Division Street corridor. The Company estimates that direct outreach to approximately 200 food service businesses during the first six months will yield an initial customer base of 30 to 40 accounts, representing a 15% to 20% conversion rate consistent with industry benchmarks for B2B cold outreach.

Additionally, the Company will attend two to three Portland-area food industry trade shows and networking events during the launch phase, including the Oregon Restaurant and Lodging Association annual conference and the Portland Food Cart Festival, to generate brand awareness and capture leads. A free sample program will offer prospective customers a complimentary case of 100 units in their preferred configuration to allow product testing before committing to a purchase order.

Growth Phase (Months 7 through 24)

After establishing an initial customer base, the Company will shift its acquisition strategy toward scalable channels. Referral incentives will offer existing customers a 10% discount on their next order for each new account referred, leveraging the tight-knit nature of Portland's restaurant community. Inbound marketing through search engine optimization and content marketing will target restaurant owners researching compliance options for the Oregon compostable packaging mandate. The Company will also pursue wholesale partnerships with local food delivery platforms and restaurant supply distributors to access their existing customer networks as a channel partner rather than a competitor. By the end of Month 24, the Company targets a customer base of 120 to 150 active accounts.

Marketing Channels and Budget

Digital Marketing (\$2,800 per month). The Company will maintain a professional website with an integrated online ordering portal, product catalog, and sustainability certification documentation. Google Ads campaigns targeting keywords including "compostable food containers Portland," "biodegradable packaging Oregon," and "restaurant packaging compliance Oregon" will be allocated \$1,200 per month. Social media marketing on Instagram and LinkedIn, featuring product photography, customer testimonials, and sustainability content, will be managed in-house with a \$400 per month promoted post budget. Search engine optimization targeting local and industry-specific terms will be allocated \$600 per month through a contracted SEO agency. Email marketing via a monthly newsletter to the Company's growing B2B contact list will cost approximately \$200 per month for platform and design costs. The remaining \$400 per month will be allocated to website maintenance and analytics tools.

Local and Industry Marketing (\$1,500 per month). The Company will invest \$600 per month in attendance at food industry networking events, farmers markets, and sustainability-focused community gatherings. Vehicle branding for the Company's delivery vehicle will be a one-time investment of \$2,500, amortized across the first year. Print collateral including product catalogs, business cards, and leave-behind brochures for sales visits will cost approximately \$300 per month. The remaining \$600 per month will support co-marketing initiatives with restaurant partners, including branded table tent displays promoting their use of compostable packaging.

Referral and Partnership Marketing (\$700 per month). The referral discount program is projected to cost \$400 per month in foregone revenue, based on an estimated five referral conversions per month. Partnership development costs, including sample inventory for potential distribution partners and co-branded promotional materials, will account for the remaining \$300 per month.

Total Year 1 Marketing Budget: approximately \$60,000 (\$5,000 per month). This represents 11.5% of projected Year 1 revenue of \$520,000, which is within the 10% to 15% range recommended by the Small Business Administration for businesses in their first two years of operation.

Sales Process

The Company's B2B sales process follows a structured five-step workflow. First, lead identification through direct outreach, trade show contacts, website inquiries, or referrals. Second, a needs assessment consultation in which the Sales and Account Manager visits the prospective customer's location to evaluate packaging volume, sizing requirements, delivery frequency, and branding preferences. Third, a customized proposal including product samples, volume-based

pricing, and delivery scheduling. Fourth, a trial order of 500 to 1,000 units at standard pricing, allowing the customer to evaluate product performance in real operating conditions. Fifth, conversion to a recurring account with monthly or biweekly delivery scheduling. The average sales cycle from initial contact to first order is estimated at three to four weeks for food cart operators and six to eight weeks for larger restaurant accounts.

Growth Strategy: Years 1 through 5

Urban Design Studio's five-year growth strategy is built on three expansion vectors designed to scale the business well beyond the initial Portland market.

Product Line Expansion (Years 2 through 3). The Company will introduce additional product categories based on customer feedback, including compostable catering trays for event service, biodegradable cold-cup lids for beverage service, and customizable packaging inserts for meal kit delivery. Each new product category is expected to increase average order value by 15% to 20%.

Geographic Expansion (Years 3 through 4). The Company will extend sales and delivery operations to the Seattle, Washington metropolitan area (population 4.0 million) and Eugene, Oregon (population 176,000), both of which have similar sustainability-oriented regulatory environments and consumer demographics. This expansion will be served initially through the Portland production facility with extended delivery logistics.

Channel Diversification (Years 4 through 5). The Company will pursue wholesale distribution agreements with two to three regional restaurant supply companies, transitioning from a purely direct-sales model to a hybrid direct and wholesale distribution model. This channel strategy is designed to reach the long tail of smaller food service operators who purchase packaging through existing supply relationships rather than directly from manufacturers.

Operations Plan

Business Location

Urban Design Studio will operate from a commercial facility located at 2156 Trade Center Road in Portland, Oregon. The facility comprises 2,975 square feet of light industrial space configured as follows: approximately 1,800 square feet of production and assembly area, 700 square feet of warehouse and raw material storage, 300 square feet of office and administrative space, and 175 square feet of shipping and receiving area with direct loading dock access. The monthly rent is \$4,200 on a twelve-month lease with two successive renewal options. The facility is located in Portland's Central Eastside Industrial District, which is zoned for light manufacturing and is within a 15-minute drive of the highest density of food carts and restaurants in the city. The location also provides convenient access to Interstate 84 and Interstate 5 for regional deliveries.

This location was selected based on four criteria: zoning compatibility with light manufacturing operations, proximity to the primary customer base, loading dock access for raw material receiving and finished product shipping, and lease terms that balance cost efficiency with flexibility during the Company's growth phase. The signed lease and active facility preparation are concrete evidence that Urban Design Studio is a bona fide operating enterprise with a fixed U.S. place of business.

Equipment and Technology

Item	Estimated Cost	Status
Thermoforming press (primary production)	\$38,000	Ordered (deposit paid)

Item	Estimated Cost	Status
Packaging heat sealer	\$12,000	Ordered (deposit paid)
Cutting dies and molds (15 configurations)	\$14,000	Ordered
Quality inspection station and tools	\$8,000	Purchased
Point-of-sale and inventory management system	\$3,000	Purchased
Warehouse shelving and pallet racking	\$5,500	Purchased
Shipping and packing workstation	\$3,500	Purchased
Delivery vehicle (used cargo van)	\$18,000	Purchased
Office furniture, computers, and printer	\$4,000	Purchased
Custom printing equipment for branded packaging	\$15,000	Ordered (deposit paid)
Total Equipment Investment	\$121,000	

Of the total equipment investment of \$121,000, approximately \$79,000 has been irrevocably committed through completed purchases and non-refundable deposits. This commitment of funds to tangible business assets demonstrates that the investment capital is genuinely at risk in the enterprise and not held in reserve.

Day-to-Day Operations

Urban Design Studio will operate Monday through Friday, from 6:00 a.m. to 5:00 p.m., with occasional Saturday operations during peak demand periods. A typical business day proceeds as follows:

6:00 a.m. to 7:00 a.m. The Production Supervisor arrives to inspect equipment, verify raw material availability for the day's production schedule, and prepare the thermoforming press and sealing equipment. Quality check protocols are completed on the first batch of the day.

7:00 a.m. to 12:00 p.m. The production team (Production Supervisor and Packaging Technician) executes the day's manufacturing schedule. The morning shift typically produces 2,000 to 3,000 container units, depending on product configuration complexity. The Warehouse Associate prepares outgoing shipments from completed inventory and receives incoming raw material deliveries.

12:00 p.m. to 1:00 p.m. Lunch break. Ms. Johnson reviews morning production output, addresses any quality issues, and reviews incoming customer orders and inquiries.

1:00 p.m. to 3:00 p.m. Afternoon production run. The Sales and Account Manager conducts customer visits, processes new orders, and follows up on pending proposals. Ms. Johnson manages vendor communications, financial review, and strategic planning activities.

3:00 p.m. to 4:30 p.m. Local deliveries are executed by the Warehouse Associate using the Company's delivery van. The Customer Service Representative processes incoming orders, handles customer inquiries, and coordinates delivery scheduling for the following day.

4:30 p.m. to 5:00 p.m. End-of-day procedures: equipment shutdown and cleaning, production output logging, inventory reconciliation, and a brief team debrief led by Ms. Johnson to review the day's performance, address operational issues, and confirm the next day's production and delivery schedule.

Suppliers and Vendors

Supplier	Products Supplied	Relationship Status
Sunrise Manufacturing	Raw bagasse sheets, bamboo fiber panels	Active (first order placed)
Metro Supply Chain	Cornstarch-based polymer film rolls	Active (first order placed)

Supplier	Products Supplied	Relationship Status
Advanced Components Ltd	PLA resin pellets for injection molding	Active (first order placed)
Pacific Paper and Board	Corrugated shipping boxes and inner packaging	Terms negotiated
CleanPrint Solutions	Food-safe printing inks for custom branding	Terms negotiated

The Company has intentionally established relationships with three independent raw material suppliers to avoid single-source dependency. Each supplier has been vetted for quality certifications, delivery reliability, and capacity to scale with the Company's projected growth. Purchase orders with Sunrise Manufacturing, Metro Supply Chain, and Advanced Components Ltd have been placed, representing approximately \$30,000 in initial inventory investment.

Licenses and Permits

As detailed in the Business Description section, the Company has initiated applications for all required federal, state, and local licenses and permits. The Oregon business registration has been obtained, and applications for the City of Portland business license, food contact packaging permit, Multnomah County tax registration, fire safety inspection, and stormwater discharge permit are in progress. The Company will not commence commercial production until all required permits have been secured.

Management and Personnel Plan

Applicant Qualifications

Ms. Emily Rose Johnson brings more than twenty years of progressive professional experience in operations management, supply chain logistics, and business leadership to the management of Urban Design Studio. Ms. Johnson graduated from Lincoln High School in 2002 and subsequently completed coursework in business administration and operations management at State University, providing foundational knowledge in financial planning, organizational management, and marketing strategy.

Ms. Johnson's professional career began in retail operations, where she spent fourteen years advancing from entry-level positions to senior management roles overseeing regional expansion strategies for multi-location retail enterprises. During this period, Ms. Johnson was directly responsible for managing teams of up to 25 employees, coordinating supply chain logistics across multiple vendor relationships, negotiating commercial leases and equipment procurement contracts, and developing customer acquisition strategies that increased regional revenue by over 30%.

In 2018, Ms. Johnson founded a digital marketing agency, which she led as Chief Executive Officer for six years. Under her leadership, the agency grew from a two-person startup to an organization employing twelve full-time staff members and generating approximately \$2,000,000 in annual revenue. As CEO, Ms. Johnson was responsible for all aspects of business operations including strategic planning, financial management, human resources, client acquisition, and vendor relations. This entrepreneurial experience demonstrates Ms. Johnson's proven ability to establish, grow, and profitably manage a business enterprise.

Ms. Johnson holds professional certifications as an AWS Cloud Practitioner and Salesforce Administrator, reflecting her commitment to leveraging technology for business operations and customer relationship management. She is fluent in English, Spanish, and French, providing the ability to communicate effectively with the diverse workforce and customer base in the Portland metropolitan area and to manage international supplier relationships.

Applicant Role: Develop and Direct

Ms. Johnson will serve as the sole owner and Managing Director of Urban Design Studio LLC and will develop and direct all aspects of the Company's operations on a full-time basis. Specifically, Ms. Johnson will:

Operations Management: Oversee daily production scheduling, quality control standards, equipment maintenance, and facility management. Direct workflow optimization and production capacity planning.

Financial Oversight: Manage all financial operations including budgeting, cash flow management, accounts receivable and payable, tax compliance, banking relationships, and financial reporting. Make all capital allocation and investment decisions.

Human Resources: Make all hiring, termination, compensation, and employee development decisions. Conduct performance evaluations, develop training programs, and manage workplace policies.

Sales and Business Development: Direct the Company's sales strategy, approve pricing decisions, manage key customer accounts, and develop strategic partnerships with distributors and industry organizations.

Vendor and Supply Chain Management: Negotiate all supplier contracts, manage raw material procurement, evaluate vendor performance, and develop contingency sourcing strategies.

Marketing Strategy: Direct all marketing initiatives, approve marketing budgets and campaigns, and make brand positioning decisions.

Strategic Planning: Develop and execute the Company's long-term growth strategy, including product line expansion, geographic market entry, and channel diversification.

Ms. Johnson's role is not that of a passive investor. She will be physically present at the Company's facility on a daily basis, actively directing every functional area of the business. The breadth and depth of her management responsibilities confirm that Ms. Johnson will genuinely develop and direct the enterprise as required under E-2 treaty investor provisions.

Organizational Structure

The following organizational chart illustrates the Company's management structure, with Ms. Johnson at the apex directing all business functions:

EMILY ROSE JOHNSON
<i>Managing Director and Owner</i>
Direct Reports: Production Supervisor Sales and Account Manager Packaging Technician Warehouse Associate Customer Service Representative Administrative Assistant

Hiring Plan

Year 1 Hires

Position	FT/PT	Start	Annual Salary	Key Responsibilities
Production Supervisor	Full-time	Month 1	\$48,000	Manages daily production schedules, operates thermoforming equipment, ensures quality standards
Packaging Technician	Full-time	Month 1	\$38,000	Operates sealing and cutting equipment, performs quality inspections, assists production
Sales and Account Manager	Full-time	Month 4	\$52,000	Conducts customer outreach, manages accounts, processes orders, develops partnerships
Warehouse Associate	Full-time	Month 6	\$36,000	Manages inventory, prepares shipments, executes local deliveries, receives raw materials

Year 1 Total: 4 full-time employees. Actual Year 1 payroll (prorated for staggered start dates): approximately \$141,300.

Year 2 through 3 Additions

Position	FT/PT	Start	Annual Salary	Key Responsibilities
Customer Service Representative	Full-time	Year 2, Q1	\$36,000	Processes incoming orders, handles inquiries, coordinates delivery scheduling
Administrative Assistant	Part-time	Year 2, Q2	\$22,000	Bookkeeping support, office management, filing, correspondence
Packaging Technician (2nd)	Full-time	Year 2, Q4	\$38,000	Additional production capacity for increased order volume
Production Associate	Full-time	Year 3, Q1	\$35,000	Supports production line, assists warehouse, performs packaging assembly
Sales Representative	Full-time	Year 3, Q3	\$45,000	Manages geographic expansion sales into Seattle and Eugene markets

Year 3 Total: 9 employees (8 full-time, 1 part-time). Projected Year 3 annual payroll: approximately \$310,000.

Year 4 through 5 Additions

Position	FT/PT	Start	Annual Salary	Key Responsibilities
Production Supervisor (2nd shift)	Full-time	Year 4, Q1	\$50,000	Manages expanded afternoon production shift
Packaging Technician (3rd)	Full-time	Year 4, Q2	\$40,000	Supports second production shift operations
Delivery Driver	Full-time	Year 4, Q3	\$34,000	Dedicated delivery routes for Portland and regional accounts
Marketing Coordinator	Full-time	Year 5, Q1	\$42,000	Manages digital marketing, content creation, trade show coordination
Warehouse Associate (2nd)	Full-time	Year 5, Q2	\$37,000	Expanded inventory management and shipping operations

Year 5 Total: 14 employees (13 full-time, 1 part-time). Projected Year 5 annual payroll: approximately \$450,000.

Summary of Job Creation: Urban Design Studio will create 4 jobs in Year 1, expanding to 9 jobs by Year 3 and 14 jobs by Year 5, with a total annual payroll growing from \$141,300 in Year 1 to \$450,000 in Year 5. All positions will be filled by U.S. workers. No family members will be employed by the Company.

Marginality Statement

The projected net operating income of \$100,000 in Year 3, combined with Ms. Johnson's annual salary of \$65,000, yields total income of \$165,000 available to the applicant. This amount **exceeds the estimated annual living expenses of approximately \$55,000 for a single-person household in the Portland, Oregon metropolitan area by 200%**. Simultaneously, the enterprise will

support nine U.S. employees with a total annual payroll of \$310,000. By Year 5, net operating income of \$164,000 plus an owner salary of \$72,000 will generate total income of \$236,000 while supporting fourteen U.S. employees with total annual payroll of \$450,000. The enterprise is therefore demonstrably more than marginal, generating income substantially beyond the support of the investor and her family while creating meaningful U.S. employment.

Financial Projections

Startup Costs

Category	Amount
Facility lease deposit and first month rent	\$12,600
Renovation and build-out	\$25,000
Production equipment	\$79,000
Custom printing equipment	\$15,000
Delivery vehicle	\$18,000
Office equipment and furniture	\$7,000
Warehouse shelving and workstations	\$9,000
Initial raw material inventory	\$30,000
Marketing (pre-launch and launch)	\$15,000
Legal and professional fees	\$10,000
Insurance (first year premium)	\$14,400
Working capital reserve	\$15,000
Total Startup Costs	\$250,000

Source of Funds

Source	Amount
Personal savings from business profits (audited and documented)	\$250,000
Total Available Capital	\$250,000

All investment capital originates from Ms. Johnson's personal savings accumulated from the profits of her business operations in South America over the past six years. The lawful sourcing of

these funds is documented through audited financial statements, bank records, and tax filings, which are submitted separately as part of the visa application package.

Key Assumptions

Revenue Assumptions: Average unit price of \$0.21 per container, with average order size of 2,500 units (\$525 per order). Year 1 begins with approximately 20 orders per month in Month 1, growing to approximately 80 orders per month by Month 12. Monthly revenue growth rate of 8% to 10% during the ramp-up phase, decelerating to 3% to 5% as the business matures. Annual revenue growth rates: Year 2 at 38%, Year 3 at 26%, Year 4 at 19%, Year 5 at 16%. These growth rates decelerate each year, reflecting a conservative trajectory.

Cost Assumptions: Cost of goods sold (raw materials, direct labor allocated to production, packaging) at 42% of revenue, yielding a gross margin of 58%. This margin reflects the premium pricing associated with specialty sustainable packaging and is consistent with industry benchmarks for compostable packaging manufacturers (Packaging Strategies Annual Report, 2024). Annual rent increases of 3%. Annual employee salary increases of 3%. Marketing budget at 11.5% of revenue in Year 1, declining to 7% by Year 5 as organic customer acquisition reduces reliance on paid channels.

Owner Compensation: Ms. Johnson's salary begins at \$60,000 in Year 1, increasing 3% to 5% annually to \$72,000 by Year 5. This is intentionally set below market rate for a managing director in the Portland area (median \$95,000 per Glassdoor, 2024) to preserve working capital during the growth phase.

Break-Even Assumptions: Total fixed monthly costs of approximately \$28,000 (rent, base payroll, insurance, utilities, software). Variable costs at 42% of revenue. Break-even monthly revenue of approximately \$48,300, anticipated in Month 16 of operations.

Five-Year Profit and Loss Projection

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$520,000	\$720,000	\$950,000	\$1,150,000	\$1,350,000
Cost of Goods Sold (42%)	(\$218,400)	(\$302,400)	(\$399,000)	(\$483,000)	(\$567,000)
Gross Profit	\$301,600	\$417,600	\$551,000	\$667,000	\$783,000
Operating Expenses:					
Rent	(\$50,400)	(\$51,900)	(\$53,500)	(\$55,100)	(\$56,700)
Employee Payroll	(\$141,300)	(\$227,000)	(\$310,000)	(\$380,000)	(\$450,000)
Marketing	(\$60,000)	(\$54,000)	(\$57,000)	(\$63,000)	(\$68,000)
Insurance	(\$14,400)	(\$15,000)	(\$15,500)	(\$16,000)	(\$16,500)
Utilities	(\$9,600)	(\$10,000)	(\$10,500)	(\$11,000)	(\$11,500)
Supplies and Office	(\$7,200)	(\$7,500)	(\$8,000)	(\$8,500)	(\$9,000)
Professional Services	(\$6,000)	(\$6,200)	(\$6,500)	(\$7,000)	(\$7,500)
Software and Technology	(\$4,800)	(\$5,000)	(\$5,200)	(\$5,500)	(\$5,800)
Miscellaneous	(\$6,000)	(\$6,500)	(\$7,000)	(\$7,500)	(\$8,000)
Total Operating Expenses	(\$299,700)	(\$383,100)	(\$472,700)	(\$553,600)	(\$633,000)
Net Operating Income	\$1,900	\$34,500	\$78,300	\$113,400	\$150,000
Owner Salary	(\$60,000)	(\$62,000)	(\$65,000)	(\$68,000)	(\$72,000)
Net Income After Owner Salary	(\$58,100)	(\$27,500)	\$13,300	\$45,400	\$78,000

Year 1 reflects a net loss after owner compensation, which is typical and expected for a manufacturing startup in its first year of operations. The loss is fully funded by the working capital reserve included in the initial investment. The business achieves positive net operating income in Year 1 (\$1,900), with profitability after owner compensation achieved in Year 3 (\$13,300) and growing significantly through Year 5 (\$78,000).

Break-Even Analysis

The Company projects reaching operational break-even in Month 16 of operations, when monthly revenue is expected to exceed approximately \$48,300 in total monthly fixed and variable costs. This timeline is consistent with industry benchmarks for specialty manufacturing startups, which typically achieve break-even within 12 to 24 months (IBISWorld, Specialty Packaging Manufacturing Industry Report, 2024). The break-even calculation is based on average monthly fixed costs of \$28,000 and a variable cost ratio of 42% of revenue.

Five-Year Balance Sheet

	Year 1	Year 2	Year 3	Year 4	Year 5
ASSETS					
Cash and Cash Equivalents	\$72,900	\$65,400	\$100,700	\$170,100	\$274,100
Accounts Receivable	\$25,000	\$35,000	\$45,000	\$55,000	\$65,000
Inventory	\$30,000	\$35,000	\$40,000	\$45,000	\$50,000
Equipment (net of depreciation)	\$105,000	\$89,000	\$73,000	\$62,000	\$51,000
Total Assets	\$232,900	\$224,400	\$258,700	\$332,100	\$440,100

	Year 1	Year 2	Year 3	Year 4	Year 5
LIABILITIES					
Accounts Payable	\$15,000	\$18,000	\$22,000	\$26,000	\$30,000
Accrued Expenses	\$6,000	\$8,000	\$10,000	\$12,000	\$14,000
Total Liabilities	\$21,000	\$26,000	\$32,000	\$38,000	\$44,000
OWNER'S EQUITY					
Initial Investment	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Retained Earnings	(\$58,100)	(\$85,600)	(\$72,300)	(\$26,900)	\$51,100
Owner Draws	\$20,000	\$34,000	\$49,000	\$71,000	\$95,000
Total Equity	\$211,900	\$198,400	\$226,700	\$294,100	\$396,100
Total Liabilities and Equity	\$232,900	\$224,400	\$258,700	\$332,100	\$440,100

Cash Flow Summary

	Year 1	Year 2	Year 3	Year 4	Year 5
Beginning Cash	\$250,000	\$72,900	\$65,400	\$100,700	\$170,100
Cash from Operations	(\$157,100)	(\$7,500)	\$35,300	\$69,400	\$104,000
Capital Expenditures	(\$20,000)	\$0	\$0	\$0	\$0
Ending Cash	\$72,900	\$65,400	\$100,700	\$170,100	\$274,100

Ending cash remains positive in every year of the projection. The Company maintains adequate cash reserves throughout the five-year period, with cash increasing from \$72,900 at the end of Year 1 to \$274,100 at the end of Year 5. This positive cash trajectory confirms that the initial investment of \$250,000 provides sufficient capitalization to fund operations through the startup phase and sustain growth without requiring additional external financing.

Non-Marginality Demonstration

The financial projections clearly demonstrate that Urban Design Studio will generate income well beyond what is needed to support the investor and her family, while simultaneously creating meaningful U.S. employment:

Metric	Year 3	Year 5
Net Operating Income	\$78,300	\$150,000
Owner Salary	\$65,000	\$72,000
Total Income Available to Owner	\$143,300	\$222,000
Estimated Family Living Expenses (Portland)	\$55,000	\$60,000
Excess Over Living Expenses	\$88,300	\$162,000
Excess as Percentage of Living Expenses	161%	270%
Number of U.S. Employees	9	14
Total Annual Payroll	\$310,000	\$450,000

By Year 3, the total income available to the owner of \$143,300 exceeds estimated family living expenses of \$55,000 by \$88,300, or 161%. By Year 5, total income of \$222,000 exceeds living expenses of \$60,000 by \$162,000, or 270%. Simultaneously, the enterprise will employ fourteen U.S. workers with total annual payroll of \$450,000. **These projections conclusively demonstrate that Urban Design Studio is more than a marginal enterprise and will make a significant economic contribution to the United States.**

Disclaimer

This business plan has been prepared for immigration purposes in connection with an E-2 Treaty Investor Visa application filed by Ms. Emily Rose Johnson. The financial projections contained herein are estimates based on reasonable assumptions derived from industry data, market research, and the applicant's professional experience. Actual results may vary from projections due to market conditions, economic factors, competitive developments, and other variables beyond the control of the applicant or the Company.

This document does not constitute legal advice, investment advice, or a guarantee of business outcomes. The information presented is based on data available as of February 2026 and may not reflect subsequent changes in market conditions, regulations, or industry dynamics.

All financial figures are denominated in United States Dollars (USD). Industry statistics and market data are cited from publicly available sources and are believed to be accurate as of the date of publication.