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Glossary:

Shelf Corporations

Shelf corporations or off the shelf companies are companies that have been formed on a prior date. Such a corporation is also called an aged shelf corporation. More helpful information and research support about this topic follows.

An Aged Corporation

The aged corporation or aged shelf corporation has no shareholders and, usually unless required to be filed to keep the company in good standing, may not have no officers or directors. This benefit can maintain anonymity when you add nominee officers and directors to your company, which is available through Companies Incorporated, after you acquire it.

Off the Shelf Corporation Details

You can accept the off the shelf corporations with the current name or you can change the name of the company to another name if you wish. You can become the new officer and directors or you can choose to remain anonymous and have officers and directors. The name of the corporation can be changed.

An Aged Shelf Corporation

You will receive the articles of incorporation for an aged shelf corporation or articles of organization for an aged shelf LLC. The articles will be file-stamped by the state, province, country or jurisdiction in which it was originally formed. You will receive the federal employer identification number (FEIN), also called the Tax Identification or Tax ID number. You will receive the company record book, a large binder containing essential company documents. You will be given stock certificates for a corporation or membership certificates for an LLC. You will also receive minutes for meetings, one year of registered agent services, a corporate seal and telephone support to answer your questions.

The shelf corporations do not have any tax liability or legal obligations. They are ready to open a bank account, obtain corporate credit, and start business.

Why Should You Acquire Your Own Shelf Corporation?

When a business has some years behind it customer trust tends to be enhanced. Lenders are more willing to lend to your company and manufacturers and wholesalers are more willing to offer financing terms. On big reason for obtaining an aged shelf corporation is because it makes it much easier for you to obtain corporate credit.

What is a Companies Incorporated shelf corporation?

A shelf corporation is a corporation that has been formed on a prior date. Typically, it will not have conducted business. It does not hold assets, has not incurred liability and has yet to issue stock. These corporations are also referred to as seasoned shelf corporations. When you purchase a Companies Incorporated aged shelf corporation, it will arrive in your possession with articles of incorporation file stamped by the government with its incorporation date as well as:

Articles of Incorporation

Action of Sole Incorporator" document which transfers the company to you

Minutes of meetings

A corporate kit (record book)

Stock certificates

A corporate seal

Corporate Bylaws

A corporation checklist letting you know items to keep your company in good standing

Registered agent service

Federal Tax ID Number

Other important documents

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What are the types of aged shelf corporations?

Shelf and aged corporations can be any type of legal entity. This includes U.S. domestic corporations, as well as offshore and international entities. The term "shelf" or "aged" only refers to the fact that the company has already been filed and is sitting "on a shelf" waiting to be purchased.

What shelf corporation age is right for me?

It is important to choose the age appropriate to your needs. For a building contractor or consulting company the number of years in business is important to the clientele. In order to obtain government contracts, the typical age requirement is two years. Moreover, for a business that wants to build corporate credit, the older the better. The key issues are the perceptions of the potential customers and potential lenders. How old does the business need to be to convince the client or the banker that the business is secure and stable? Is the age of your business important? It usually is to a customer or lender.

What does a shelf corporation age mean?

The age of a shelf corporation is just as real as the age of a human being. The law calls a corporation a person. It is an artificial person. It is separate from the people who own it. The owners of a shelf corporation, as with any other legal entity, are just as separate from each other as two people are separate. The H.J. Heinz company started in 1869. The original owners, officers and directors have long since passed. However, the age of the company truly remains intact.

Additional shelf corporation benefits?

Immediate availability - The company formed is ready to be shipped for immediate delivery rather than needing to wait for government filing.

Credibility to customers

Increased ability to bid on government contracts. Many state and federal contracts require that the business be between two and five years

Easier access to credit

Easier to obtain venture capital

Easier to take a company "public" and sell shares on a stock exchange if certain criterion are met Less lead time to incorporate your company

Ability to bid or present your business in an arena where candidate companies have to breech an existence duration threshold for contractual adherence

Immediately creating a company existence longevity appearance

Access to investment opportunities

Less limitations when applying for corporate credit

Buyers of shelf corporations have some big advantages over newly filed businesses. First, the benefits mentioned above. Then, the advantage of being able to purchase an established corporation and yet put themselves in as officers, directors and shareholders, giving them immediate control of the business.

What is a shell corporation or corporate shell?

Corporate shells are "shelf corporations," as they are known, that are also companies that have already been formed. These types of companies usually do not have shareholders, officers or directors (unless required to be filed to maintain good standing). They generally have no assets or liabilities. Such an entity is analogous to a new home that has been built and is ready for you to occupy.

Why should I use or acquire a Shelf Corporation?

Shelf corporations enable new owners to engage into business, credit, or real estate agreements as an established company without having to go through the entire process and waiting time frames of establishing a brand new corporation. Most potential creditors or business resources are hesitant to engage brand new or up-start corporations. By approaching them as an

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established corporation or company (obviously, the more years the corporation has been in existence, the better), the more likely your company will be taken seriously and this may grant your business more access to credit lines, banking relationships, leases, etc. These banking relationships, agreements, Dun & Bradstreet-type rating systems, etc., should all be considered when looking at potential aged corporations. Additionally, it is of paramount importance that these shelf corporations are acquired from trusted sources that know the intricacies of weeding out those with potential built-in or existing liability.

Key Issues

Shelf an Aged Corporation Advantages

Saving time by foregoing the time and expense of forming a brand new corporation

Instant access to contract and government contract bidding. Most state require that your company be in business for a specified minimum length of time.

Instance credibility and an appearance of corporate longevity.

More attractive to potential investors and investment capital

Faster and easier access to banking relationships and lines of credit

BUSINESS CREDIT

Business Credit Basics

In order for your company to thrive, it is critical to establish a business credit identity separate from your personal credit identity. Once that credit identity for your business has been established, the next step is to continue to build your business credit rating. You can minimize your efforts, which will mean it will take quite a bit of time to improve your business credit rating, or you can maximize your efforts, which will result in much quicker results.

Similar to your personal credit, your business credit profile is made up of many factors, including how long you have been in business, the size of your company assets, and the history of your payments. By consciously focusing on each of these components and making smart decisions about how to improve each of them, you can continue to build business credit and improve your overall credit rating.

Passive Credit Building

From year to year, as your company continues to operate, you are positively impacting your business credit score, whether you know it or not. Because many large companies (including financial institutions, credit card companies, utility companies, and some government agencies) report your payment history to Dun & Bradstreet and other credit bureaus, you are building your business credit file just by paying your monthly obligations. This information cannot be kept hidden, and other companies may access the information in your file by paying a fee to the credit reporting agencies. In order to ensure that you are building a positive credit profile, it is important to maintain on-time payments, a sound balance sheet, and to avoid legal action against you. Each of these components reflects positively on your overall credit rating.

How to Build Business Credit - The Building Blocks

No single aspect of a company's credit profile can determine or undermine that company's credit worthiness. Each of the following factors influences a company's overall credit score:

Paying all monthly obligations on time

Maintaining a solid balance sheet

Avoiding legal troubles

Establishing business credit and sustaining a strong business identity

More emphasis may be placed on one of these factors or the other by potential lenders when they evaluate your credit history. For instance, whereas a potential vendor will be interested to see your payment history on your monthly obligations, when applying for a commercial loan, the lender will be most likely to emphasize the importance of a solid balance sheet. Finally, your

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litigation history is more likely to be an issue to any insurance companies that are attempting to rate your policy.

Importance of Borrowing

Benjamin Franklin once said, "To understand the value of money, go and try to borrow some." For some small businesses and corporations, this is a difficult lesson to learn. Nevertheless, business borrowing is a vital part of successfully running a company, and all business owners should learn this lesson in order to understand how to borrow more effectively.

Even though your word may be your bond, a positive business credit rating is crucial to borrowing money on good terms. No business can build business credit or secure needed funding simply by promising to repay it. Business lending institutions will evaluate certain standards in order to determine whether or not they will lend to your business.

This chapter will explain many of the reasons why you may need to borrow money as your business evolves. Primarily it will discuss the credit analysis method of the Five C's which commercial lenders rely on to assess corporate credit worthiness. This chapter will also analyze the lending opportunities larger companies often take advantage of and factor in the obstacles that often face smaller companies.

Why Should You Borrow Money for Your Business?

Unless you are lucky enough to have just won the lottery or have an enormous private trust fund, it is likely that you will need to look beyond your own private funds to finance the establishment and expansion of a business.

You could patiently wait to save enough funds required in order to support the growth of your business, but this will stall your business plans considerably. For instance, if you saved \$1,000 a month in an account that paid you 5% interest, it would take you nearly seven years to save \$100,000.

Or you could try to find investors to finance your business by becoming your partners. In situations where an individual will bring more than just money to the partnership, such as knowledge of the industry, contacts, or other characteristics may be helpful to the development of the business. However, when securing needed funding is the only benefit to the deal, bringing in additional partners may not be desirable. When making a decision like this, it is important to weigh the impact of diminished ownership and decision-making during the time that the investor has a vested interest in your business.

On the other hand, you can maintain autonomy and expedite the growth of your company if you don't wait to save money or add partners. When it comes to financing your business, there are many good reasons why borrowing money makes sense:

Obtaining Assets – This means purchasing needed equipment or real property in order for your business to run effectively. By securing a business loan, instead of leasing needed items, you can buy them. You may also have the opportunity to purchase the facility that you operate from, for example an office/medical building, storefront, warehouse, or factory.

Replacing Existing Financing – This means upgrading the terms of any existing debt by replacing it with improved financing options. For example, you may have taken out a loan when your business was just starting out and you had not yet established a positive credit profile. However, once you build business credit, you are able to take advantage of more favorable terms for your financing, including releasing any ties to collateral, reducing interest rates, or eliminating other terms of the loan by securing funding from a new lender.

<u>Acquiring Equity</u> When a business has multiple owners, whenever one of the owners leaves the company, the remaining owners typically acquire the departing owner's "equity" or share of the company. Depending on the size of the company and the ownership interest at stake, commercial lending may be required to finance the purchase.

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<u>Working Capital</u> – Many businesses face cash flow challenges, whether it be from seasonal highs and lows, unforeseen circumstances such as uninsured losses, or slow revenue from accounts payable. At times like these, if you establish business credit then you will have access needed funding to take care of necessary financial obligations.

Size Matters

The size of a company is an important factor when it comes to applying for business or corporate credit. Large companies and corporations can access funding in many ways that are not available to smaller companies, including:

Public Offerings – Public corporations can raise funds by offering ownership in their businesses through the sales of stocks and bonds.

Commercial Funding – Most commercial financial institutions are more likely to loan to larger companies and corporations than to small companies. Since the process involved to loan a large amount of money is basically the same as what is required to lend a small amount of money, it is simply more profitable for a lender to issue larger loan amounts than smaller ones. Because they are the most coveted borrowers, large companies also have more flexibility when borrowing capital when the economy is uncertain and other lending opportunities become more stringent or disappear. At times like these, small businesses often have a very difficult time qualifying for loans from these types of lenders.

Favorable Lending Terms – Unlike small businesses, large businesses and corporations traditionally qualify for the most lenient loan programs, including those with the lowest interest rates. According to the U.S. Small Business Administration (SBA), in November 2003 large corporate borrowers with the lowest risk were charged only 5.5% interest on fixed-rate loans whereas small businesses (borrowing microloans of less than \$100,000) were charged 6.53%. Small and medium-sized businesses and corporations have a more difficult time qualifying for commercial lending programs. According to the November 2005 report from the Office of Advocacy of the SBA, in recent years access to small loans (less than \$1,000,000) and microloans (less than \$100,000) has continued to decline while the total dollars borrowed through larger loans has continued to increase.

As a result of the difficulty in qualifying for traditional bank loans, smaller businesses and corporations often seek out alternative, more costly financing opportunities. Credit card borrowing, finance company loans, and private lender loans are all alternatives that small business resort to in order to secure needed funding when commercial loan programs are not available to them.

But this does not mean that small companies and corporations have to rely solely on high-interest, costly funding opportunities. By increasing creditworthiness, small business owners can benefit from even greater access to affordable financing options.

Summary

No matter what stage of growth your business is in, there are many reasons to consider borrowing funds that will help you achieve your business objectives.

Your ability to qualify for lending opportunities with reasonable repayment terms depends on a variety of factors which will be reviewed by the lending institutions and will affect the amount and terms of your loan.

Recognizing the differences between large corporate access to financing and small to mid-sized business access to financing is very important. Large companies and corporations have greater access to business credit and funding options with lower interest rates and more favorable loan terms.

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The 5 C's of Business Credit

Lending institutions want to lend money because it's the way they make money. However, they only want to lend money to a borrower who is able to repay the loan on time and in full.

When lending financing over a certain limit to small businesses, lenders customarily analyze the worthiness of the borrower by using the Five C's: capacity, capital collateral, conditions, and character. Each of these criteria helps the lender to determine the overall risk of the loan. While each of the C's is evaluated, none of them on their own will prevent or ensure access to financing. There is no automatic formula or guaranteed percentages that are used with the Five C's. They are only a variety of factors that lenders evaluate to determine how much of a risk the potential borrower is for the financial institution.

Note: When lending small amounts of money under \$50,000 (small is a relative term to each lender) typically eligibility depends solely on personal and business credit scores. A credit analysis is not usually performed. Depending on the personal and business credit scores, they either will or will not approve the loan.

Understanding Credit Analysis

To determine if you will be able to establish business credit, consider each of the following C's to see how you would look to a potential lender:

Capacity – This is an evaluation of your ability to repay the loan. The financial institution wants to know how you will repay the funds before it will approve your loan. Capacity is evaluated by several components, including the following:

—Cash Flow refers to the income a business generates versus the expenses it takes to run the business analyzed over a specific time period. For example, if a company regularly generates \$10,000 a month of revenue, and it has expenses of \$8,000 a month, the lender would determine that there is \$2,000 a month in cash flow that could be used to repay the loan. If a company has the same amount of expenses as income, that would mean the cash flow would be zero, and the lender would have reason to be concerned about how the company plans to repay the debt.

Business Credit Sources

For a variety of reasons, many businesses find it necessary to borrow money at one time or another. At times like these, it is very helpful to be in a situation to strengthen your company by borrowing money and raising funds. However, because financial institutions are more likely to lend funds when times are good, it is important to take advantage of borrowing opportunities even if you don't have a dire need for the money. If you are wondering how to develop large, medium and small business credit, borrowing and repaying business loans is an important step. Building business credit in this way will increase your access to funds at times when you really do need them.

Even though you need good credit to qualify for most business loans, there are certain types of financing that you can qualify for even with very little or even poor credit. By taking advantage of opportunities like these to borrow and pay back a loan it will help you establish business credit and raise your credit rating, making it easier for you to borrow in the future with even better terms.

In order to acquire the appropriate business loan for your situation, it is important to know about all of your financing options. Not every financing option will be appropriate for your situation or business type. One example of this is that only a large business that is listed on the public exchanges can sell their bonds and effectively borrow from the public.

This chapter shows you how to find financing when you need to build business credit. It covers the types of loan programs as well as the various potential lenders to consider. Once you determine the optimal loan for your situation, then you want to try to acquire the best possible financing and repayment terms. This chapter breaks down the various options available when it comes to loan terms and provides information that will be helpful in securing these terms.

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Business owners have many options ranging from personal resources to large financial institutions, when it comes to borrowing money for their company. When choosing a loan, it is important to understand the interest rate included in the terms of the loan and how your credit history can be a determining factor on the quality of these terms. The best way to work towards qualifying for the best business loans possible in the future is to be a good lender by keeping your agreements, making payments on time, and repaying all loans when they are due.

Loan Types

When applying for financing for your business, you can either consider a personal loan or a business loan. When applying for a personal loan, your individual credit rating and personal assets are considered. When applying for a business loan, your company's business credit and resources are considered, as well as the personal credit of the owner. How do you determine which type of loan is best for you?

The best possible business loan is one that is based solely on the company's credit and assets. In this situation, the lender can only seek retribution from the business if the terms of the loan are not met. All of the owner's personal assets and personal credit rating are fully protected. However, these types of loan programs are very rare, and only the most qualified companies are usually approved.

A more common type of business loan takes into consideration both the company's credit and assets as well as the owner's personal credit and is guaranteed by the owner's personal assets. While this type of loan does not protect the owner's assets, acquiring a loan like this is an important step in establishing and building business credit. The goal is to show successful business borrowing and repayment history so that in the future, your business credit will be stronger and may help you qualify for a loan that does not require your personal guarantee

<u>Commercial Loans</u> - These are the most common type of business loan. You can use these types of loan for general purposes, such as inventory purchase and marketing or developing a new product line. Or you can apply for what is know as a single purpose loan where the funds are used for a particular need, such as buying a new machine that your company needs.

<u>Business Lines of Credit</u> - This type of loan is similar to a revolving loan in that there is a fixed cap on how much a person can borrow. The difference with a business line of credit is that once you begin to repay a portion of the funds borrowed, that repaid amount is available to be borrowed again. For instance, if you have a \$50,000 line of credit, and you use it to borrow \$10,000 against it, your borrowing capacity is reduced to \$40,000. However, once you repay the \$10,000 and any interest charged, your borrowing power is increased again to \$50,000. Business lines of credit are typically established for a fixed period of time (like 2 years). However, with continued good credit, the business line of credit can be renewed, and the limit can even be increased if needed.

<u>Business Credit Cards</u> - Even though many small businesses are financed initially by the personal credit cards of the owner(s), the goal is to eventually establish credit in the name of the business and qualify for small business credit cards with lines of credit that can be used for any number of business expenses.

<u>Factoring</u> - This is a unique method of borrowing that is based on the amount of accounts receivable (funds your customers owe you based on purchases they've already made). Ultimately, factoring allows you to borrow using the funds that are owed to you as collateral. Funding is usually available within one to two days.

<u>Loans Against Retirement Plans</u> - Many retirement plans, such as a 401(k) allow you to borrow against the money that you have contributed into the plan. The law restricts the amount of the loan to 50% of the balance or \$50,000, whichever is less. To get a loan, just request information and an application from the plan administrator. Typically, you must repay the total amount borrowed in equal payments over five years. Since you are essentially borrowing the money from

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yourself, the interest rate is very low and is credited back to your account. Usually, you can receive the funds in less than a week from your request.

<u>Loans Against Life Insurance Plans</u> If you have a permanent life insurance plan, such as universal life or whole life, for more than 10 years, you may be able to borrow against the cash reserve that you have built up. The money is typically available to you within a few days of your request. The interest rates charged on this type of loan are much lower the interest rates charged for business loans. With life insurance plan loans, you have the flexibility to repay whichever amount of the loan you choose when you choose to pay it.

A company's business credit rating is influenced by many factors. Payment history, organizational structure, length of time in business, and several other aspects are taken into consideration when financial institutions are considering whether to approve a business credit application.

Understanding these dynamics and taking proactive steps to enhance your company's standing can be the difference between building solid business credit or not. Avoiding legal action and upgrading your balance sheet appearance are the kinds of steps successful businesses can take to strengthen its creditworthiness.

Number of Years in Business

Simply by staying in business, you will improve the creditworthiness of your company. Lenders are reassured by the fact that you are conducting a business that is sound enough to sustain itself when the reality is that many small businesses fail within the first year. The longer your company is successful enough to generate enough income to successfully pay its monthly obligations and satisfy its customers, the better it looks to potential lenders.

While there is nothing you can do to increase the life of your business more quickly, it is important to understand that as a start-up company, the other components of business credit will weigh more heavily until you've been in business for 3 to 5 years or more.

Non-Financial Factors

There are several other factors that are used to evaluate your company's credit and reassure potential lenders that you are a solid business, including:

<u>Federal Employer Identification Number-</u> For a variety of tax reasons, a business is required to have a separate tax ID number. Like a Social Security number for an individual, it is highly advisable for a business to have an Employer Identification Number (EIN) (CPN) Numbers work best for as long as the credit number is issued in the corporations name. If you purchase a new aged corporation and you need a new (EIN) for your new corporation, obtaining a good credit quality (CPN) is advisable as long as the CPN is issued in the corporations name.

<u>Business Location-</u> While it is advantageous for a company to have its own location separate from the home of the owner, even a home-based business can build credit. Having a separate phone line and/or fax number will enable a business to have a presence in the yellow pages, which is something that many credit rating companies verify when conducting a credit analysis.

<u>Formal Business Entities</u>- When a company takes steps to establish itself as a corporation or limited liability company (LLC), potential lenders may consider them to be better credit risks than sole proprietorships and partnerships which are much less formal business entities. While sole proprietorships and partnerships are not prevented from applying for business credit, the more fully established the company is, the more likely it is to receive credit.

Reviewing Your Business Credit Report

Review your business credit report on a regular basis in order to ensure that the reported information about your business is current and accurate. Be sure to verify that none of the following problems appear that would negatively impact your business credit report:

Previous Information : Make sure that your business credit report does not contain any old account information that has since changed.

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Missing Information: All of your pertinent information, such as accounts with your key vendors, should be included on your report.

ÚUnauthorized Information: Everything on your credit report should be familiar to you. If anything appears that you have not personally authorized, you should act quickly to investigate it.

Repairing Your Business Credit Report

If you discover that there are mistakes being reported on your business credit report, it is your responsibility to contact the business credit bureau and get the corrections made.

Send a letter to one of the business reporting bureaus (including your company name, your D-U-N-S and/or Tax ID number, and your personal contact information) explaining the error and how it should be correctly being reported. If you have any supporting documentation related to the correction you are requesting, make sure you include copies of those documents as well.

If the error is the result of a company's mistake in reporting your information to one of the business credit bureaus, it is best to contact that company directly and request that they correct the information that they are reporting. For example, if a company is incorrectly reporting that you were more than 60 days late on a payment, when in fact you were given 90 days to pay, remind the company that they were paid within the timeframe established in the terms of your agreement, and ask that they report your timely payment to one of the business credit reporting bureaus.

Updating Your Business Credit Report

If you discover any incorrect information or problems in your business credit report, you should take immediate steps to resolve them. If old information appears, such as closed accounts or paid off loans, get the information updated.

If there is information missing, such as newly opened accounts, get the information added. Notify the financial institutions or companies you do business with and ask them to report your current payment performance history to one of the credit reporting bureaus.

Adding to Your Business Credit Report

Often times, the information being reported to the business credit bureaus is correct, but there if information missing. You may have additional financial transactions that will improve your business credit profile and credit rating, so it is beneficial to notify the business credit bureau. Important information to add to your business credit profile includes:

<u>Improvements to Financial Statements</u>: The only financial statements that the business credit reporting bureaus can access directly are those of publicly-traded companies. By providing copies of your company's financial statements to one of the credit reporting bureaus, they can gain a more comprehensive understanding of your company's financial picture.

Payment History Practice

The single most important factor that affects your business credit profile and score is your payment history. If you owe money to one of your vendors and fail to make good on your promise to pay them, the vendor may cease doing business with you. And if they do continue to do business with you, it is likely that the future terms of your business transactions will be less favorable. For example, instead of granting you 30 days to pay your invoice, the vendor may require payment up front, either in part or in full.

Even more important than the payments you make to your vendors is the payments you make to large financial institutions, like banks, credit card companies, and utility companies. If you fail to make a required monthly payment on time, it will be reported to a business credit bureau such as Dun & Bradstreet which will immediately have a negative impact on your credit score. Clearly, this can have much farther reaching negative implications than not paying a bill to one of your vendors.

In order to be considered on time, a payment must be made within the terms of the agreement. Whether the payment is due on receipt of the invoice or within 30-90 days following receipt of the

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invoice, it is vital that you make the payment in the agreed upon time. Paying early can also have a very positive effect on your credit score, for example, paying a bill in 60 days that isn't due for 90 days.

Making a payment a few days late is not going to undermine an otherwise strong credit history. Unless the payment is more than 30 days late, most companies will not report the late payment to the credit bureaus. However, a pattern of 30-daya late payments or worse can severely weaken a company's business credit history and score.

Strategies for Paying on Time

Most businesses experience a cash flow problem at one time or another. For example, the customers of that business may be late making their payments, so this means your ability to pay your obligations on time may be threatened. In order to avoid these kinds of situations, it is important to develop strategies to ensure that you make your payments on time, regardless of any cash flow problems you may encounter. The following are some suggestions for how to do this:

Overdraft Checking- This is a feature that most financial institutions offer with business checking accounts to cover any negative created by writing checks for more than the balance in the account. Even though there are interest fees associated with this protection, it is worth it if it protects your credit score by keeping a late payment of your credit history.

<u>Automated Payments</u>. Many times payments are made late simply through oversight. Establishing automated payments for regular obligations (like rent, tax payments, and insurance premiums) can ensure that these payments are made on time. Owners of small businesses can even set up payments on their estimated federal taxes up to 12 months in advance by using the Electronic Federal Tax Payment System (EFTPS) (www.eftps.gov).

Negotiating New TermsOne of the most effective ways to avoid being late is to communicate with your lender as soon as you realize that your payment is going to be late. In many cases, lenders will be willing to give you an extension on your payment of up to 30 days. By renegotiating the terms of your payments, you can avoid having a late payment reported to D&B or other credit reporting bureaus. By simply renegotiating your due date to a timeframe that is more compatible with your receivables, you will protect your credit history and score. For example, if you typically receive payments on your receivables on or around the 10th of the month, you should try to arrange a due date for your payments on or around the 25th. This way you will have two weeks to deposit the payments you received from your customers and send your payment to your creditor with plenty of time before the due date. Another option to avoid making a payment late is to negotiate a new agreement with you lender to make a partial payment by the existing due date and get an extension to pay the remaining amount owed.

<u>Prioritize Payments</u>. When you run into trouble making your required payments, if you are unable to renegotiate the terms of payment with all your creditors, make sure you at least pay the accounts that will be reported to D&B or the other credit bureaus in order to protect your credit rating. Clearly this is not a strategy that you want to employ on a monthly basis if you want to keep up the good business relationships you have with your creditors. In addition, you want to always make sure to protect your relationship with your vendors who are critical to your business, even if they will not report your payments late to D&B.

Creating a Balance Sheet

When you apply for any kind of business loan, one of the first things a potential lender will ask you for is a balance sheet. This is a summary of your company's current assets and liabilities, including equipment and property owned by the company, accounts receivables, other funds owed to you, as well as any mortgages, outstanding loans, or accounts payables owed by you. By analyzing a company's balance sheet, a lender can get a feeling for the financial strength of a company.

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Building a More Impressive Balance Sheet

Since your balance sheet is going to be a key component of every future loan you apply for, it is important to make smart decisions throughout the year in regards to your assets and liabilities. Here are some critical strategies to enhance your balance sheet:

Keep Your Cash- When you anticipate that your balance sheet is going to be evaluated by a potential lender, try to keep your cash in your accounts rather than spending it on anything but assets that will be credited to the overall value of your company.

<u>Delay Writing Off Bad Debts-</u> Since one of your business assets is your accounts receivable, you should keep all accounts on your balance sheet, even the ones that have not had any payment activity. This way, all of your potential incoming funds strengthen your balance sheet by increasing your assets.

Restoring Business Credit

No matter how you try to avoid it, sometimes unforeseen circumstances can affect your business and lead to financial decisions that result in late payments that have a negative impact on your business credit profile. Some companies experience such severe financial distress that they are forced to file bankruptcy.

Once you resolve the issues that caused the negative impact to your business, you can start down the path to repairing the damage to your business credit profile. Even if you have a less than perfect business credit report, you can still obtain business credit while taking steps to strengthen your business; it will just cost you more to get it.

Unfortunately, no matter what bankruptcy option you file, time is the only way to remove the negative credit history that caused the bankruptcy. Ten years is a long time to wait for this information to drop off your credit report, so serious consideration should be given if you are considering declaring bankruptcy.

It is important to realize that re-establishing a positive business credit profile is not an easy or quick process. You must be prepared to work diligently to recover from significant financial troubles, including repairing any damages to your business credit report. Take advantage of opportunities to repay any existing debt through a business debt consolidation program if applicable. Analyze and make adjustments to any existing business-related issues that contributed to the financial troubles in order to implement long-term solutions. Finally, take the necessary steps to begin to re-establish your positive business credit profile by establishing secured business credit cards, but be careful when choosing these types of cards.

Once a negative item is reported to your business credit report, it has an immediate impact on your company's business credit profile. This will become a serious warning for anyone who requests a copy of your business credit report and may cause some companies to refuse to do business with you.

A negative business credit report can make it very difficult to qualify for additional credit. If you do find a lender who is willing to do business with you, the increased interest rates and fees associated with the loan will make the cost of borrowing money much greater. You may even have difficulty obtaining insurance if your credit problems are serious enough.

The good news is that if you are committed to staying in business, there are steps you can take to turn your credit around. However, there is no instant solution. Often times it takes just as long, if not longer, to re-establish a positive credit rating than it did to establish one in the first place. Another misconception about credit repair is that you can pay someone else to either repair or reestablish your business credit profile. The reality is that you need to be prepared to spend quite a bit of time and your own efforts to repair your damaged business credit profile.

Resolving Financial Problems

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As soon as you have re-established your company's finances, you can begin to re-establish your business credit rating. You efforts to repair your business credit should be divided in two ways: taking care of the debt that you have already accumulated and implementing smart business practices so that you can avoid similar financial difficulties in the future.

Negotiating Through a Business Debt Consultant

If you are trying to avoid declaring bankruptcy but have significantly delinquent outstanding debt, you should consider enrolling in a business debt consolidation program. Similar to consumer credit consolidation programs, the focus of these types of business credit consolidation programs is to negotiate with your business creditors in order to get you reduced interest rates and payments over extended periods of time. However, while these types of programs enable a company to re-establish a positive payment history with its creditors once the terms have been renegotiated and an agreement has been reached, they do not provide a quick fix, pay off your debt, or remove any previously reported negative information from your credit report. But if the alternatives are going out of business or declaring bankruptcy, a business credit consolidation program may be a far better option for your company.

When dealing with a business credit consolidation company (also known as debt-restructuring company) the first step is to provide them with all the information about your current outstanding debt. Once your creditors have verified this information, your debt consultant will create a budget that takes into consideration what you can comfortably pay each month. Then you begin to make monthly payments to the debt consolidation company, and they, in turn, make payments to your creditors.

You also can decide which of your creditors you want to include in your debt-restructuring. For example, if you have a critical supplier that you can afford to pay in full when that amount is due, you should keep them out of your debt consolidation plan.

Even though many consumer credit consolidation companies have popped up over the past few years, there remain only a few business consolidation firms nationwide. The largest is Corporate Turnaround (www.corporateturnaround.com). The cost of the service is included in the payments you make as part of the plan, so you ultimately pay back less than you would have if you would have continued making payments on your own and eventually paid your account in full.

The U.S. Department of Agriculture provides advice and credit counseling for ranchers and farmers at www.fsa.usda.gov/pas. If you search for "credit counseling" on their website, you will be directed to local agency offices.

There are many benefits to working with a business credit consolidation consultant including:

Communicating with Your Creditors on Your Behalf: Once you sign a contract with your credit consolidation company, you authorized the firm to deal with your creditors on your behalf. As a result, they can communicate directly with your lenders, collection agencies, or any attorneys who may have interest in your accounts. This can reduce your stress significantly, leaving you more time and energy to focus on running your business.

Avoiding Excessive Legal Fees and Bankruptcy: By working with a debt consolidation company, costly legal fees can be avoided. And as long as sincere efforts are being made to make payments to your creditors, they will be willing to work with you in order to help you avoid bankruptcy.

Beginning to Repair Your Business Credit Profile: By making the payments on time that you have negotiated with your debt consolidation consultant, you begin to have a positive impact on your business credit report.

Business Credit Improvements

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Once you have taken steps to strengthen your business practices, you can immediately begin to strengthen your credit profile. Many of the steps that you took to initially establish business credit will be applicable. There are no short-cuts to this lengthy procedure. Even though the negative information on your business credit report will not be removed, by beginning to pay your obligations on time, you will start to tip the scales and begin to create a positive credit history that will only improve over time. After re-establishing a positive payment history, you can also request credit from vendors and secured credit cards in order to begin to establish new credit.

Credit from Vendors

After you have had negative history with your vendors, they may not be willing to take the risk of extending you additional credit, but it doesn't hurt to ask. Once you have taken the necessary steps to remedy any big-picture business issues that caused your negative performance in the past, it is possible to regain a vendor's confidence in your business. Perhaps they might be willing to accept partial payment up front or lower your limit on advances. Either way, your best practice when negotiating with vendors is to use solid negotiation skills. Keep in mind that your vendors want your business and may be willing to accommodate a reasonable request from you for credit. Start with small steps that demonstrate your renewed ability to meet the terms of your financial agreements, and then build from there.

Secured Loans and Credit Cards

Once you are in situation where you are forced to re-establish your business credit, secured loans and credit cards are an excellent way to demonstrate your renewed positive credit performance. Secured credit cards are indistinguishable from unsecured cards, and when you repay the amount owed on the card, you begin to establish a positive credit history. After demonstrating this positive pattern of payment for a reasonable amount of time, the financial institution that issued the card may even be willing to make the card only partially secured by increasing your credit limit without requiring an additional deposit.

The primary value of establishing secured loans and credit cards is to enhance your business credit profile. So it is important that you make sure the financial institutions backing these cards report your account information to the business credit reporting bureaus.

When choosing which secured credit opportunity is right for you, be careful to watch out for scams that involve selling lists of secured credit opportunities. This information is something you can easily search for by yourself for free. Also be careful of 900 phone numbers, hidden processing charges and fees (that are often deferred and billed to the credit card itself), and promises to repair or clean up your credit, which is something that cannot be purchased.

Business Credit Disclaimer

The corporate credit building information contained herein is not a recommendation or opinion that is intended to substitute for a legal, tax or other professional advice. If such advice is needed, the services of a licensed attorney, accountant of other appropriate professional person should be sought. The information contained herein contains statements of opinion derived objectively through our experience in the corporate credit industry and is not meant to be interpreted as tailor made advice for any particular person or legal entity.

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maximum liability to our client is the amount of our fee for the service purchased less relevant costs.

Maintaining Creditworthiness

Every business should have a solid plan that consists of safeguards that will help you to maintain and ultimately improve your business credit reports and ratings.

Monitoring Cash Flow

The single most important factor in being able to pay your monthly obligations on time is your cash flow. Ensuring that you have the money when you need it can make a huge difference in the success of your company and the strength of your large, medium or small business credit profile. Here are some helpful tips that will assist you in successfully managing your cash flow and building business credit:

Communicate with Your Creditors: If your cash flow issues are making it difficult to meet the agreed upon terms with your creditors, it is imperative that you contact your creditors and either request an extension or renegotiate the terms of your payment agreement so that they line up better with the timing of your accounts receivables. For instance, if you agreed to net 30 days with one of your vendors but realize that you will not receive payment from one of your largest customers for 45 days, try to negotiate net 60 days so that you have sufficient time to collect the payment from your customer and make the appropriate payment to your vendor.

Safeguard Against Business Identity Theft

While individual identity theft is more common, it is also a growing concern for businesses. In the past few years, there has been an increase in attacks on businesses in order to:

Steal company documents such as stationary in order to request or divert products and supplies that the genuine company will ultimately be billed for.

Access business bank account information in order to use company credit.

The impact of business identity theft is wide reaching. Not only can it negatively impact your business credit report and overall profile, it can also have a potentially negative impact on your company's brand and/or reputation.

In order to avoid business identity theft, take steps to protect the information contained in your computer systems and guard the important documents kept on the premises. It is even important to safeguard your garbage if bank information and other sensitive information are being thrown away. A shredder is an excellent way to ensure that your company's sensitive information will not be accessible.

The Better Business Bureau has more tips on avoiding business identity theft at www.bbbonline.org/idtheft/business.asp.

Applying for Credit Cards

Established business owners typically receive credit card offers in the mail on a regular basis. Some offers are even "pre-approved." Receiving these offers in the mail is usually an indication that your company should apply for a business credit card. However, with most of these offers, your credit limit and interest rate are not determined until after you apply for the account. In order to determine the limit on a business credit card and the applicable interest rate, the credit card company will evaluate several characteristics of the business history as provided on the credit card application. Business credit card applications can usually be completed through a credit card company's secure online website. It is a good idea to consider applying for a business credit card at the bank that issued and maintains your business checking account. Since the bank already knows you as a customer, often the business credit card application process is simplified, and the credit cards can be issued more quickly, sometimes even automatically. By establishing a

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business credit card with your bank, it also enhances your business relationship with that bank, which may be useful in the future if you need to apply for a commercial loan or line of credit. When authorizing business credit cards, establishing interest rates, and setting cash advance and spending limits, the financial institution that issues the card will consider many factors including: Business Credit History: The single most important factor when applying for a business credit card is the company's credit history as reported by D&B or one of the other business credit reporting bureaus. If your business does not have any business credit, or has a history of slow payments etc., you may be denied. However, some business credit card companies will offer to approve the card if the owner is willing to give his or her personal quarantee.

Annual Business: Some business credit card companies will only approve a business credit card for a company that demonstrates a certain predetermined minimum annual business. In some cases, this minimum could be \$50,000 and in other cases it could be \$1,000,000. Before applying for a business credit card, it is a good idea to find out what the finance company's minimum expectations are so that you don't waste your time applying for an account that you will not qualify for.

Just like many people have more than one personal credit card, many companies have more than one business credit card for certain purposes. Some companies use one credit card for employee expense account charges, another for business necessities. Either way, it is helpful to have two or three business credit cards. What you don't want to do is negatively impact your business credit rating by applying for too many business credit cards or charging up high balances.

Credit Limits on Business Credit Cards

Every business credit card has a different credit limit associated with it. While the financial institution may advertise a certain high-level limit, you may not qualify for the highest possible limit when you are issued your first credit card.

Lending Criteria

Lenders base your credit limit on a variety of factors. The line of credit you are offered will depend on your business credit rating and overall profile.

When a lender establishes a credit limit on a business credit card, it goes through almost the same process that is used for any commercial lending. The financial institution reviews the company's business credit rating (if there is one), and often it will require that smaller business owners provide personal information as well as a personal guarantee on the credit extended. The biggest difference between applying for a business credit card and a formal line of credit from a bank is that no business plan or financial statements are required.

Often, the financial institution issuing the business credit card will establish an initial line of credit, such as \$20,000 based on a review of a businesses credit history. However, if a higher line of credit is requested, often additional documentation such as financial statements is required and can add additional time to your credit approval timeline.

How Much Credit Can You Get?

Most companies think that it is better to get as much credit as possible, but it is important to remember that you must be able to demonstrate your ability to successfully manage that credit in order to maintain your strong credit rating.

Your combined credit profile, including your company assets, financial needs, and the overall state of your business finances should all contribute to the amount of credit you request and will be considered when a lender decides what they will feel comfortable extending to you. It is important to anticipate not only your financial needs, but what you can and cannot manage in terms of financial responsibility.

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One way to help determine a manageable credit limit is to predict an amount that is small enough so that you can pay it off in full for at least one month during the year. This demonstrates solid business practice and shows that your finances are under control. If you cannot pay off your credit card in full for at least one month during the year, it may be seen as a reflection that you have borrowed too much, or that your income is not what you expected, or that some other form of financial trouble is affecting your business

Choosing a Business Credit Card

Most major financial institutions who offer personal credit cards offer business credit cards as well. When selecting a business credit card, it is important to consider the following:

Fees: While some credit cards have no annual fee whatsoever, others come with an annual fee of up to \$100. This fee should be carefully considered when choosing a credit card, since it is a major component of the total financing fees that a company will ultimately pay.

<u>Line of Credit</u>: If you plan to use your business credit card more for a source of operating capital, you should take this into consideration when applying for a line of credit. Since there is no such thing as a "standard" line of credit, your company's business credit profile will be the determining factor in the amount of credit you are offered.

Other Perks: Many business credit card companies offer additional rewards to try to entice a borrower into choosing their product. Cash back incentives (1-3% for every dollar charged), frequent flyer miles on a variety of airlines, free gasoline (3-5% for every purchase of gasoline you make), and other product-related incentives are offered each time you use your credit card. However, in some cases, there may be a fee for these types of reward programs, so make sure you understand the terms of the program before agreeing to participate.

The best way to stay on top of your business credit is to be informed. It is crucial that you read all of the small print in the initial application, as well as any additional information that is mailed to you from the credit card company. Remember, that an advertisement for a business credit card with no annual fee may only be available to certain customers who meet the designated criteria. There are several excellent resources on the Internet to compare business credit card options including:

CreditCards.com: (www.creditcards.com/business.php)

CardRatings.com: (www.caradratings.com)

LowCards.com: ((www.lowcards.com/businesscards.asp)

MoneySearch.com: (www.moneysearch.com/creditcards/businesscreditcards.html)

Secure vs. Unsecured Business Credit Cards

Ideally, it is best to obtain an unsecured business credit card whenever possible. However, if your company does not have any business credit, or if you have a poor credit history for one reason or another, you may want to consider applying for a secured credit card in order to establish or rebuild your credit profile.

With a secured credit card, the borrower deposits a certain amount of money into an account with the financial institution issuing the card, and this account is used as collateral for the credit card. Typically, 100% of the money deposited is reflected in the line of credit. For example, if a company deposited \$15,000 into a collateral account, it will be issued a business credit card with a \$15,000 limit.

A secured business credit card from Wells Fargo Business can provide a credit limit up to \$50,000, as long as that dollar amount is maintained in a collateral deposit account. While you

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will earn interest on the funds deposited in the collateral account, this interest is significantly lower (2.5% for the first year) than the interest charged on purchases made with the credit card (prime plus 9.9% APR for purchases and prime plus 12% APR for cash advances).

Secured credit cards are an excellent way to establish a solid business credit history, but only if you can afford to front the funds required to establish the credit card in the first place. The high cost of borrowing combined with the lack of access to significant assets make secured credit cards a better short-term solution. After approximately one year, it is best to try to convert your secured credit cards into unsecured cards by applying for an unsecured credit card with the financial institution who issued your secured card.

HOW TO BUY AGED CORPORATIONS FOR UNDER \$89.00

How to buy aged corporations for under \$89.00

- The first thing you have to do is calculate the age of who is going to be the president of the corporation and then decide what year corporation you should look to purchase. Keep in mind lenders will question this if the president of the corporation is the age of 25 and the corporation is 20 years old.
- This scenario is based on the state of Arizona. You can use the same formula for the state you reside in.
- Step 1
- Brows to your states corporation commissions' site (http://www.cc.state.az.us/) and look for active corporations, you will be looking for AD-DISSOLVED corporations.
- AD-DISSOLVED means to bring to an end by or as if by breaking up; terminate.
- (SEE SAMPLE; AD-DISSOLVED CORPORATION SAMPLE A)
- Once you have found an AD-DISSOVLED corporation you will then next check the fees that need to be paid to bring the corporation back into good standing by clicking E-File Annual Report Online.(SEE SAMPLE; CORPORATION SAMPLE B)
- If the fees are in the ball park that you would like to spend (Usually under \$89.00) you can now contact the owner or the statutory agent by phone or mail.
 - The corporation page will give you all of the contact info for the owner or the statutory agent. If you can not find any phone numbers I suggest you Google the company name and you will find some information there. I would suggest you contact the owner by mail and send them a simple letter.

(SEE SAMPLE; CORPORATION PURCHASE SAMPLE A)

GETTING STARTED!

Once you have the okay from the owner to take over (nine out of 10 corporate owners will allow you to take over and in return you will pay for the backed up fees) you will then need to obtain an new EIN# or CPN#.

Once you have your EIN# or CPN# you are now ready to get your business phone number and business address through http://www.receptionhq.com/

Once your all set up with your business phone number and address you are now ready to get your business D&B number please see http://www.dnb.com/us/

D&B Overview:

Dun & Bradstreet maintains the world's largest business database containing information on more than 100 million businesses worldwide including 38 million in the United States .

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D&B is, by far, the leading provider of business information for credit, marketing, and purchasing decisions worldwide. Today, more than 150,000 companies of all sizes rely on Dun & Bradstreet to provide the insight they need to build profitable business relationships with their customers, suppliers and business partners. We invite you to join them. The information you'll find in the D&B database is gathered and compiled from millions of trade and bank transactions, federal bankruptcy filings, and information from business owners, public utilities, and the offices of all the U.S.

Secretaries of State. We also scour hundreds of newspapers, magazines, trade publications, and electronic news services for data.

Once you have your Dunns# you will now need to start building your D&B profile. Please follow steps.

1.	Shop online with 5 corporate venders for No More than \$10.00 each. Make sure you put
	the name of your corporation as the purchaser and yes you may use your personal credit
	card to make these purchases.

(Office max, home depot, staples, sears, target)

- 1. Once you have received the product along with the invoices you will than contact D&B to add does invoices to your D&B profile to show trade lines.
- 1. Submit the invoices to D&B for trade references. Once you show 5 trade references you will than have an 80 paydex score which is equal to a 750 Fico.
- 1. Make sure you keep your Dunn's number and EIN# handy for every time you submit an application to obtain corporate credit.

You are now ready to pick and choose the lender you wish to submit to. Please see lender list.

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LENDER LIST (CLICK THE LINKS BELOW TO GET STARTED! PLEASE DO NOT UNLESS YOU HAVE COMPLETED THE SUGGESTED STEPS ABOVE.)

Key Bank - https://www.key.com/html/l-1.21.html

Race Track- http://www.racetraccard.com/

Home Depot Visa-

http://www.firstusa.com/cgi-

<u>bin/webcgi/webserve.cgi?pdn=chase_homeimprovement_rewards07&page=cont</u> &mkid=6PKZ

Sam's Club Discover-

https://www.onlinecreditcenter6.com/consumergen2/login.do?subActionId=1000&clientId=sams&langId=en&accountType=dualcard

Costco Amex-

https://www212.americanexpress.com/dsmlive/dsm/dom/us/en/phaseib/costcocashrebate_list.do?vgnextoid=9a7a64254d056010VgnVCM100000cef4ad94RCRD&vgnextchannel=e2cb0db3915e7010VgnVCM10000084b3ad94RCRD&name=costcocashrebate_list&type=intbenefitlist

Comerciahttp://www.comerica.com/vgn-ext-templating/v/index.jsp?vgnextoid=9b3e90857cf83010VgnVCM1000004302a8coRCRD

PNC Bank- http://www.financeglobe.com/Finance/card754.php

Arco Gas Card-

http://www.arco.com/modularhome.do?categoryld=6740&contentId=7022827

Arco MasterCard- http://www.arcobusinesssolutions.com/

Key Bank Visa-

http://www.cardoffers.com/introComments/posted/card.asp?idmin=489

Sears- http://www.citibank.com/us/cards/srs/commercial1.jsp

Target-

https://redcard.target.com/redcard/content/rcw_tnb_privacy_policy_nonpopup

Chevron- http://www.chevron.com/productsservices/giftcreditcards/

Wright Express MasterCard-

http://www.wrightexpress.com/MasterCard/mc-smallbiz.html

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Office Max- http://www.officemax.com/

Home Depot Corporate charge card-

http://www.homedepot.com/webapp/wcs/stores/servlet/ContentView?pn=SV_CC Commercial Credit Main&langId=-1&storeId=10051&catalogId=10053

Nordstrom- http://about.nordstrom.com/aboutus/credit/about.asp

Sterling Bank-

http://www.banksterling.com/businessbanking/bb_borrowing_money.asp

BB&T- http://www.bbt.com/bbt/Business/Products/

Sunbelt- http://www.centralsunbeltfcu.org/interior.php/pid/5/sid/28

E-lease- http://www.elease.com/

Dell- http://www.dell.com/

Union Bank- https://www.uboc.com/

Guaranty- http://www.guarantybank.com/

Arvest Bank >>	Phone: (479) 573-1134 Fax: (479) 537-1224 <u>CompanyCards@SecurityBankCard.com</u> 5000 Rogers Avenue Fort Smith, AR 72903
Bank of America >>	Phone: (404) 607-5936 Fax: (404) 607-5936 exzellia.c.dumas@bankofamerica.com Atlanta Plaza Building 600 Peachtree St. NE Atlanta, GA 30308-2265
BB&T Corporation* >>	Phone: (304) 353-1656 Fax: (252) 296-7155 dmoore@bbandt.com 2713 Forest Hills Road Wilson, NC 27893
Commerce Bank >>	Phone: (816) 234-2661 michael.oconnor@commercebank.com 825 Main St. Kansas City, MO 64105
First National Bank of Omaha >>	Phone: (402) 636-6351 <u>dwiens@fnni.com</u> 1620 Dodge Street, MS 3188 Omaha, NE 68197 -3188

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, 13th Floor, Locator 01-2139 Cleveland, OH 44114

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Fargo , 11th

Floor Salt Lake City, UT 84111

Phone: (312) 828-8929 Fax: (312) 974-9250 Bank of

Jennifer.Guy@bankofamerica.com America

>> S. LaSalle St Chicago, IL 60604

Phone: (800) 397-1235 Fax: (252) 296-7155 Branch Banking and Trust >>

dmoore@bbandt.com 2713 Forest Hills Road Wilson, NC 27893

Phone: (312) 954-2851 Chase >>

300 S. Riverside Plaza, 18th Floor

Chicago, IL 60606

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Phone: (800) 207-0835 Fax: (302) 325-6271 portia.l.hinmon@citigroup.com 4500 New Linden Hill Road Citibank >> One East Wilmington , DE 19808 Commerce Bank >> Phone: (816) 234-2661 Phone: (402) 636-6551 First National Bank of dwiens@fnni.com 1620 Dodge Street, MS 3188 >> Omaha, NE 68197 -3188 Phone: (716) 848-4726 Fax: (716) 848-4766 M & T Bank >> Lafayette Court , 5th Floor 465 Main Street Buffalo, NY 14203-1495 Phone: (216) 222-7999 Fax: (216) 222-8912 melinda.jensen@nationalcity.com National City 1900 East 9th Street , 13th Floor, Locator 01-2139 Clevelan, OH 44144 Southwest Bank of Phone: (713) 232-1271 Fax: (713) 235-8839 Texas ibreshears@_swbanktx.com 5 Post Oak Parkway Houston, TX 77027 Phone: (407) 237-4072 Fax: (407) 237-4708 CommercialCardSales@SunTrust.com SunTrust >> 200 South Orange Ave. , MC: FL-Orlando-1044 Orlando, FL 32801

HOW TO SUBMITT AN APPLICATION

U.S. Bank >>

Submitting applications are as easy as when you submit applications for your personal credit cards but instead of your social security number you will than input your EIN# tax I.D. number along with your D&B number. Make sure you put the exact phone number and business address that you got from Reception-HQ.

Phone: (612) 973-1280 Fax: (612) 973-6077

paymentsolutions@usbank.com

200 South Sixth Street

Minneapolis, MN 55402

EPMN-L25C

CONGRATULATIONS! YOU ARE ALL DONE!

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GET READY TO START THAT BUSINESS OF YOUR DREAMS BECAUSE ONCE YOU HAVE COMPLETED ALL OF THE STEPS IN THIS BOOK YOU CAN NOW START RECEIVING YOUR LINE OF CREDIT CHECK BOOKS.