

Registered User:

Code Number:

(Press F9 to update number)

Company:

License Limit:



Excellence in Planning

EXL-PLAN Super Plus

**Fully-integrated 1-5 Year Financial Planner for Substantial Businesses
US/Canadian Edition - UK/International Edition is also available**

Exl-Plan is covered by copyright. Upgraded/registered and commercial versions must not be copied or supplied to unlicensed users - see license for details.

Exl-Plan has been supplied on an 'as is' basis and Invest-Tech accepts no responsibility whatsoever for any defects, errors or losses arising from its usage.

www.planware.org

© Copyright Invest-Tech Limited 2000

For help with preparing a business plan, refer to FREEPLAN.DOC & PLAN.HTM.

If this message is visible, you should change the Default Zoom Value via the *Tools/Setup menu (try value = 75).

SUMMARY & DIAGNOSIS REPORT - 3 YEARS

Years ending Dec	2003	2004	2005	2006	Remarks
	Act/Est	Proj	Proj	Proj	
	\$000	\$000	\$000	\$000	
Sales	2,313	4,681	6,746	8,045	3-yr change is 248%
Gross margin	963	1,993	2,872	3,501	3-yr change is 264%
Operating expenses	<u>1,090</u>	<u>2,306</u>	<u>2,231</u>	<u>2,508</u>	3-yr change is 130%
Income from operations	-127	-313	641	993	Change N/A
Net income before taxes	-162	-317	764	1,112	Change N/A
Net cashflow	N/A	-38	631	832	Change N/A
Cash balance (deficit)	-110	-148	483	1,316	Change N/A
Total assets	1,405	2,219	3,241	4,627	3-yr change is 229%
<i>These ratios are based on a combination of monthly/quarterly/annual values</i>					
Peak debt as % equity		201	118	8	First yr seems high
Lowest current asset ratio (times)		0.9	1.2	1.9	First yr seems low
Peak sales/total assets (times)		2.5	2.7	2.3	All look ok
Net income before taxes as % total assets			24	24	First yr seems low
Gross margin (as % sales)		43	43	44	Full year averages
Net income before taxes (as % sales)		(6.8)	11.3	13.8	Full year averages

MONTHLY ASSUMPTIONS No. 2 - COST OF MATERIALS/GOODS, INVENTORY & PURCHASES

Set cells below to zero if not entering seasonal assumptions													Total	
Seasonal index	->>	5.00	4.00	4.00	5.00	4.00	4.00	5.00	4.00	4.00	5.00	4.00	4.00	52.0

Finished goods required (000s units or equivalent sales value in \$000):													Total
- Group1	115.0	96.5	113.0	88.0	125.5	107.5	123.0	138.5	144.5	136.0	148.5	150.0	1,486.0
- Group2	50.0	69.1	76.4	71.1	82.5	92.8	102.9	109.9	107.5	119.3	114.6	113.9	1,109.9
- Group3	24.6	34.0	37.7	35.0	40.6	45.7	50.7	54.2	53.0	58.7	56.4	56.1	546.8
- Group4	9.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	119.0
- Group5	20.8	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	240.8
- Group6	138.5	96.0	99.5	109.0	110.0	114.5	110.5	119.0	124.5	120.5	133.5	135.0	1,410.5
- Group7													
- Group8													
- Group9													
- Group10													

Unit cost of materials/packaging or goods for resale (\$/unit, or \$ 0.xx if units not used):													Average	
Set cells below to zero only if a 'pure' services business														
- Group1	->>	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36	0.36
- Group2	->>	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38
- Group3	->>	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35
- Group4	->>	0.28	0.28	0.28	0.28	0.28	0.28	0.28	0.28	0.28	0.28	0.28	0.28	0.28
- Group5	->>	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
- Group6	->>	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
- Group7	->>													
- Group8	->>													
- Group9	->>													
- Group10	->>													

Cost of materials/packaging or goods required (\$000):													
- Group1	41.4	34.7	40.7	31.7	45.2	38.7	44.3	49.9	52.0	49.0	53.5	54.0	
- Group2	19.0	26.2	29.0	27.0	31.3	35.3	39.1	41.8	40.9	45.3	43.5	43.3	
- Group3	8.6	11.9	13.2	12.3	14.2	16.0	17.7	19.0	18.5	20.6	19.8	19.6	
- Group4	2.5	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	
- Group5	5.2	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	
- Group6	41.6	28.8	29.9	32.7	33.0	34.4	33.2	35.7	37.4	36.2	40.1	40.5	
- Group7													
- Group8													
- Group9													
- Group10													

Desired inventory of material/packaging or goods for resale (\$000):													
Opening	Targets ->>												
Set cells below to zero if a 'pure' services business. Total values will be included in monthly balance sheets													
- Group1	->>	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
- Group2	->>	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
- Group3	->>	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
- Group4	->>	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
- Group5	->>	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
- Group6	->>	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0
- Group7	->>												
- Group8	->>												
- Group9	->>												
- Group10	->>												
Total inventory (\$000)		140.0	140.0	140.0	140.0	140.0	140.0	140.0	140.0	140.0	140.0	140.0	140.0

Purchases of materials/packaging & goods for resale (\$000):													Total	
- Group1	41.4	34.7	40.7	31.7	45.2	38.7	44.3	49.9	52.0	49.0	53.5	54.0	535.0	
- Group2	19.0	26.2	29.0	27.0	31.3	35.3	39.1	41.8	40.9	45.3	43.5	43.3	421.8	
- Group3	8.6	11.9	13.2	12.3	14.2	16.0	17.7	19.0	18.5	20.6	19.8	19.6	191.4	
- Group4	2.5	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	33.3	
- Group5	5.2	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	60.2	
- Group6	41.6	28.8	29.9	32.7	33.0	34.4	33.2	35.7	37.4	36.2	40.1	40.5	423.2	
- Group7														
- Group8														
- Group9														
- Group10														
Total purchases (\$000):		118.3	109.5	120.6	111.4	131.5	132.1	142.1	154.1	156.6	158.8	164.6	165.2	1,664.8

Supplementary Data & Calculations:

MONTHLY ASSUMPTIONS No. 4 - OVERHEAD EXPENSES

Set cells below to zero if not entering seasonal assumptions													Total
Seasonal index	-->	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	52.0
Use the cells below to accommodate semi-variable and indirect operating costs													Tot/Avg
Operational (indirect) expenses (\$000):													
-Indirect labor (Persons)	-->	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
-Indirect payroll/benefits (\$000/pers/m	-->	1.400	1.400	1.400	1.400	1.400	1.400	1.400	1.400	1.400	1.400	1.400	1.400
-Supervisory staff (Persons)	-->	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
-Supervisory payroll/benefits (\$000/pers/m	X = 0 to 4	1.600	1.600	1.600	1.600	1.600	1.600	1.600	1.600	1.600	1.600	1.600	1.600
-Repairs/maintenance (fixed)	1 <<>>	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	30.0
-Power (fixed)	1 <<>>	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	30.0
-Cleaning	1 <<>>												
-Utilities (fixed)	1 <<>>												
-Other operating o'heads A	1 <<>>												
-Other operating o'heads B	1 <<>>												
-Other operating o'heads C	1 <<>>												
-Other operating o'heads D	1 <<>>	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	60.0
Total operational expenses (\$000)		32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	384.0
The variable descriptions in blue can be changed													Tot/Avg
Selling & freight expenses (\$000)	X = 0 to 4												
-Freight expenses as % sales	2 <<>>	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
-Selling exps & comm's as % sales	1 <<>>	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
-Sales & marketing staff (Persons)	-->	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
-Sales payroll/benefits (\$000/pers/mtf	-->	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500
-Freight expenses		6.5	7.2	6.6	7.9	7.8	8.4	9.1	9.2	9.3	9.7	9.7	9.7
-Selling expenses/commission	X = 0 to 4	3.3	3.3	3.6	3.3	4.0	3.9	4.2	4.6	4.6	4.7	4.9	4.9
-Advertising & brochures	2 <<>>	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	96.0
-Special promotion 1	2 <<>>	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	96.0
-Special promotion 2	2 <<>>	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	96.0
-Travel expenses	2 <<>>												
-Public relations, exhibitions	2 <<>>												
-Miscellaneous selling/dist A	2 <<>>												
-Miscellaneous selling/dist B	2 <<>>												
-Miscellaneous selling/dist C	2 <<>>												
-Miscellaneous selling/dist D	2 <<>>												
Total selling & freight expenses (\$000)		46.3	47.0	46.7	47.7	48.3	48.8	49.8	50.3	50.4	50.9	51.1	588.1
The variable descriptions in blue can be changed													Tot/Avg
Management/administration staff expenses:													
-Clerical staff (Persons)	-->	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
-Clerical payroll/benefits (\$000/pers/m	-->	1.500	1.500	1.500	1.500	1.500	1.500	1.500	1.500	1.500	1.500	1.500	1.500
-Management staff (Persons)	-->	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
-Management payroll/benefits (\$000/p	-->	3.500	3.500	3.500	3.500	3.500	3.500	3.500	3.500	3.500	3.500	3.500	3.500
Total management/admin staff expenses (\$		50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	600.0
The variable descriptions in blue can be changed													Tot/Avg
Research & development													
-Staff (Persons)	-->	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
-Staff payroll/benefits (\$000/pers	X = 0 to 4	2.200	2.200	2.200	2.200	2.200	2.200	2.200	2.200	2.200	2.200	2.200	2.200
-Consultancy	1 <<>>	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	120.0
-Materials	1 <<>>												
Total research & development (\$000)		21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	252.0
The variable descriptions in blue can be changed													Total
Administration expenses (\$000):	X = 0 to 4												
-Office supplies etc.	1 <<>>	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	18.0
-Mail, telephone, telex & fax	2 <<>>	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	30.0
-Travel	2 <<>>	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	60.0
-Pensions	2 <<>>												
-Computer supplies etc.	2 <<>>												
-Vehicle expenses	2 <<>>												
-Other administration expenses A	2 <<>>												
-Other administration expenses B	2 <<>>												
-Other administration expenses C	2 <<>>												
-Other administration expenses D	2 <<>>												
-Other administration expenses E	2 <<>>												
-Other administration expenses F	2 <<>>												
Total administration expenses (\$000)		9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	108.0
The variable descriptions in blue can be changed													Total
Occupancy/general expenses (\$000)	X = 0 to 4												
-Utilities	1 <<>>	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	6.0
-Rent & property taxes	2 <<>>	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	48.0
-Professional fees & audit	1 <<>>	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	120.0
-Insurances	1 <<>>												
-Other establish expenses A	1 <<>>												
-Other establish expenses B	1 <<>>												
-Other establish expenses C	1 <<>>												
-Other establish expenses D	1 <<>>												
-Other establish expenses E	1 <<>>												
-Other establish expenses F	1 <<>>												
Total occupancy/general expenses (\$000)		14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	174.0
Total overhead expenses (\$000)		172.8	173.5	173.2	174.2	174.8	175.3	176.3	176.8	176.9	177.4	177.6	2,106.1

Supplementary Data & Calculations:

MONTHLY ASSUMPTIONS No. 5 - FIXED ASSETS

	2004	2004	2004	2004	2004	2004	2004	2004	2004	2004	2004	2004	2004	2004	2004	Year
Land, buildings & improvement <<< Opening These values will be inserted into the monthly balance sheets																
Cost or valuation (\$000)	>>> 500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	650.0	650.0	650.0	650.0			Total
Accumulated depreciation (\$000)	>>> 50.0	51.3	52.5	53.8	55.0	56.3	57.5	58.8	60.0	61.3	62.9	64.5	66.1			Total
Depreciation rate (% pa)	>>> 3.0	<<<														Total
Base depreciation on cost (enter 0) or use double declining balance (enter 1)	>>>	Enter 0 or 1														Total
Depreciation for period (\$000)		1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.6	1.6	1.6			Total
	X = 0 to 4	After entering capital expenditure, press F9 to update cost of the fixed assets above														Total
Capital expenditure (\$000)	2 <<<>>	150.0														Total
Disposal of land, buildings & improvements (\$000): Set cells below to zero if no fixed asset sales in this category																
-Proceeds	>>>															Total
-Cost	>>>															Total
-Accumulated depreciation	>>>															Total
Plant & machinery <<< Opening These values will be inserted into the monthly balance sheets																
Cost or valuation (\$000)	>>> 250.0	250.0	250.0	250.0	325.0	325.0	325.0	325.0	325.0	475.0	475.0	475.0	455.0			Total
Accumulated depreciation (\$000)	>>> 75.0	77.9	80.8	83.6	86.4	90.4	94.3	98.1	101.9	105.6	111.8	117.8	113.8			Total
Depreciation rate (% pa)	>>> 10.0	<<<														Total
Base depreciation on cost (enter 0) or use double declining balance (enter 1)	>>>	1.0	Enter 0 or 1													Total
Depreciation for period (\$000)		2.9	2.9	2.8	2.8	4.0	3.9	3.8	3.8	3.7	6.2	6.1	6.0			Total
	X = 0 to 4	After entering capital expenditure, press F9 to update cost of the fixed assets above														Total
Capital expend excl lease (\$000)	2 <<<>>	150.0														Total
Set cells below to zero if finance leasing is not being used to acquire fixed assets in this category																
New leases (\$000)	>>>	75.0														Total
Interest on new leases (\$000)	>>>															Total
Repayments on new leases (\$000)	>>>															Total
Disposal of plant & machinery (\$000): Set cells below to zero if no fixed asset sales in this category																
-Proceeds	>>>															Total
-Cost	>>>															Total
-Accumulated depreciation	>>>															Total
Computers & equipment <<< Opening These values will be inserted into the monthly balance sheets																
Cost or valuation (\$000)	>>> 50.0	50.0	50.0	40.0	100.0	100.0	100.0	100.0	100.0	100.0	150.0	150.0	150.0			Total
Accumulated depreciation (\$000)	>>> 25.0	26.0	27.1	23.1	24.0	26.0	28.1	30.2	32.3	34.4	36.5	39.6	42.7			Total
Depreciation rate (% pa)	>>> 25.0	<<<														Total
Base depreciation on cost (enter 0) or use double declining balance (enter 1)	>>>	1.0	Enter 0 or 1													Total
Depreciation for period (\$000)		1.0	1.0	1.0	0.8	2.1	2.1	2.1	2.1	2.1	2.1	3.1	3.1			Total
	X = 0 to 4	After entering capital expenditure, press F9 to update cost of the fixed assets above														Total
Capital expend excl lease (\$000)	1 <<<>>	50.0														Total
Set cells below to zero if finance leasing is not being used to acquire fixed assets in this category																
New leases (\$000)	>>>	60.0														Total
Interest on new leases (\$000)	>>>															Total
Repayments on new leases (\$000)	>>>															Total
Disposal of plant & machinery (\$000): Set cells below to zero if no fixed asset sales in this category																
-Proceeds	>>>	25.0														Total
-Cost	>>>	10.0														Total
-Accumulated depreciation	>>>	5.0														Total
Automobiles, vehicles etc. <<< Opening These values will be inserted into the monthly balance sheets																
Cost or valuation (\$000)	>>> 50.0	50.0	50.0	40.0	100.0	100.0	100.0	100.0	100.0	100.0	150.0	150.0	150.0			Total
Accumulated depreciation (\$000)	>>> 25.0	26.0	27.1	23.1	24.0	26.0	28.1	30.2	32.3	34.4	36.5	39.6	42.7			Total
Depreciation rate (% pa)	>>> 25.0	<<<														Total
Base depreciation on cost (enter 0) or use double declining balance (enter 1)	>>>	1.0	Enter 0 or 1													Total
Depreciation for period (\$000)		1.0	1.0	1.0	0.8	2.1	2.1	2.1	2.1	2.1	2.1	3.1	3.1			Total
	X = 0 to 4	After entering capital expenditure, press F9 to update cost of the fixed assets above														Total
Capital expend excl lease (\$000)	1 <<<>>	50.0														Total
Set cells below to zero if finance leasing is not being used to acquire fixed assets in this category																
New leases (\$000)	>>>	60.0														Total
Interest on new leases (\$000)	>>>															Total
Repayments on new leases (\$000)	>>>															Total
Disposal of automobiles, vehicles etc. (\$000): Set cells below to zero if no fixed asset sales in this category																
-Proceeds	>>>	25.0														Total
-Cost	>>>	10.0														Total
-Accumulated depreciation	>>>	5.0														Total
Fixed Asset Summary																
	Opening															Total
Cost or valuation (\$000)	850.0	850.0	850.0	830.0	1,025.0	1,025.0	1,025.0	1,025.0	1,025.0	1,325.0	1,425.0	1,425.0	1,405.0			Total
Accumulated depreciation (\$000)	175.0	181.3	187.5	183.6	189.3	198.7	208.0	217.3	226.5	235.6	247.6	261.5	265.3			Total
Depreciation for period (\$000)		6.3	6.2	6.2	5.7	9.4	9.3	9.3	9.2	9.1	11.9	13.9	13.8			Total
Capital expenditure (\$000)										300.0	100.0					Total
New leases (\$000)					195.0											Total
Interest on new leases (\$000)					5.0	5.0		5.0	5.0		5.0	5.0				Total
Repayments on new leases (\$000)					4.0	8.0		4.0	8.0		4.0	8.0				Total
Disposal of fixed assets (\$000):																
-Proceeds				50.0									50.0			Total
-Cost				20.0									20.0			Total
-Accumulated depreciation				10.0									10.0			Total

MONTHLY ASSUMPTIONS No. 6 - FUNDING, INTEREST RATES & RELATED ITEMS

Interest													Avg/Tot		
Interest rates (% pa):															
-Cash at bank	-->	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	
-Short-term loans/Line of credit	-->	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	
-Longterm debt/notes	-->	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	
Int payable on 'other loans' (\$000)	-->													Total	
Enter all increases and repayments as positive values															
Increases in longterm debt/notes (\$000)	-->	50.0								250.0	250.0				550.0
Longterm debt/note repayments (\$000)	-->	25.0					25.0			25.0				100.0	
													Total		
Increases in 'other loans' (\$000)	-->	125.0												125.0	
'Other loan' repayments (\$000)	-->										25.0			25.0	
Leases															
Leases from prior years (\$000):															
Set cells below to zero if no finance leases outstanding													Total		
-Interest expense	-->	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0				45.0	
-Repayments	-->	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0				90.0	
Allocation of Debt															
Opening values entered via opening balance sheet															
Total longterm debt/notes (\$000)	Opening	200.0	175.0	175.0	225.0	200.0	200.0	200.0	175.0	175.0	425.0	650.0	650.0	650.0	
Total 'other loans' (\$000)		50.0	50.0	50.0	50.0	50.0	50.0	175.0	175.0	175.0	175.0	150.0	150.0	150.0	
Total leases (\$000)		90.0	80.0	70.0	60.0	241.0	223.0	213.0	199.0	181.0	171.0	167.0	159.0	159.0	
On first use, set cells below to zero and revise later															
Proportions payable within one year:	Opening														
-Longterm debt/notes (as % total)	-->	50.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	
-'Other loans' (as % total)	-->	50.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	
-Leases (as % total)	-->	100.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	
Various Items													Total		
Miscellaneous income (\$000)	-->	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	120.0	
Operating lease payments (\$000)	-->	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	66.0	
Intangible asset amortization (\$000)	-->	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	60.0	
On first use, set cells below to zero and revise later													Total		
Changes (+/-) in accrued expenses (\$00)	-->	(20.0)												(20.0)	
Changes (+/-) in prepaid expenses (\$000)	-->	(10.0)												(10.0)	
On first use, set cells below in range 20-40% and revise later															
Approximate % of total payroll costs relating to taxes & benefits for all staff (%)	-->	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	40.0	
Stocks & Shares															
Proceeds of new stock issues (\$000)	-->	25.0						300.0						325.0	
No. of new shares issued (000s)	-->	15.0						100.0						115.0	
No of shares issued & fully-paid at opening balance sheet date (000s)	-->	500.0	<<												
Tax & Dividends															
Effective federal/state tax rate for year (%)	-->	7.0	<<												
X = 0 to 4															
Dividends for current year (\$000)	4	<<<<<<													
* Set row to zeros for Ltd Co	-->														
* Set row to zeros for Ltd Co	-->														

Supplementary Data & Calculations:

MONTHLY ASSUMPTIONS No. 7 - OPENING BALANCE SHEET ITEMS, RECEIVABLES & PAYABLES

Phasing out of opening balance sheet items*		Opening values entered via opening balance sheet *12 month total for each item must equal opening value in first column, otherwise ERR is indicated in Column B - Press F9 to ch													Total	
Accounts receivable (\$000)	->>	285.0	135.0	100.0	50.0											285.0
Accounts payable (\$000)	->>	210.0	95.0	75.0	40.0											210.0
Capital expend. creditors (\$000)	->>	45.0			45.0											45.0
Payroll taxes/benefits payable (\$)	->>	25.0	25.0													25.0
Taxes due (\$000)	->>															
Dividends due (\$000)	->>															

Collection patterns for payables & receivables for current year*		Months of credit given/taken:						Total* %
		Under 1	1-2	2-3	3-4	4-5	5-6	
Accounts payable for material/packaging & goods (% distribution *):								
- Group1	->>	20.0	50.0	15.0	10.0	5.0		100.0
- Group2	->>	20.0	50.0	15.0	10.0	5.0		100.0
- Group3	->>	20.0	50.0	15.0	10.0	5.0		100.0
- Group4	->>	20.0	50.0	15.0	10.0	5.0		100.0
- Group5	->>	20.0	50.0	15.0	10.0	5.0		100.0
- Group6	->>	20.0	50.0	15.0	10.0	5.0		100.0
- Group7	->>	20.0	50.0	15.0	10.0	5.0		100.0
- Group8	->>	20.0	50.0	15.0	10.0	5.0		100.0
- Group9	->>	20.0	50.0	15.0	10.0	5.0		100.0
- Group10	->>	20.0	50.0	15.0	10.0	5.0		100.0
Accounts receivable (% distribution *):								
- Group1	->>	15.0	65.0	10.0	5.0	5.0		100.0
- Group2	->>	15.0	65.0	10.0	5.0	5.0		100.0
- Group3	->>	15.0	65.0	10.0	5.0	5.0		100.0
- Group4	->>	15.0	65.0	10.0	5.0	5.0		100.0
- Group5	->>	15.0	65.0	10.0	5.0	5.0		100.0
- Group6	->>	15.0	65.0	10.0	5.0	5.0		100.0
- Group7	->>	15.0	65.0	10.0	5.0	5.0		100.0
- Group8	->>	15.0	65.0	10.0	5.0	5.0		100.0
- Group9	->>	15.0	65.0	10.0	5.0	5.0		100.0
- Group10	->>	15.0	65.0	10.0	5.0	5.0		100.0
*Total for each row must equal 100%, otherwise an ERROR is indicated - Press F9 to check							100.0	

Supplementary Data & Calculations:

MONTHLY ASSUMPTIONS No. 8 - SALES & RELATED TAXES

Specify descriptive term for sales or input/output tax: Sales Tax Press F9 to update Set cells below to zero if sales taxes (or other similar taxes) are not applicable
 e.g. enter "Sales Tax", "GST" for Goods & Services Tax, "VAT" for Value Added Tax etc.

Average Sales Tax rates on sales (%):

- Group1	-->	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
- Group2	-->	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
- Group3	-->	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
- Group4	-->	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
- Group5	-->	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
- Group6	-->	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
- Group7	-->											
- Group8	-->											
- Group9	-->											
- Group10	-->											

Total Sales Tax on sales (\$000):

- Group1	7.0	7.7	6.7	8.1	6.0	9.1	7.4	8.8	9.8	10.2	9.5	10.5
- Group2	2.3	4.0	4.9	5.4	4.9	5.9	6.6	7.3	7.7	7.5	8.4	8.0
- Group3	1.2	2.0	2.4	2.7	2.4	2.9	3.2	3.6	3.8	3.7	4.2	3.9
- Group4	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
- Group5	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
- Group6	4.3	5.3	4.8	5.0	5.5	5.5	5.8	5.5	6.0	6.3	6.0	6.8
- Group7												
- Group8												
- Group9												
- Group10												
Total Sales Tax on sales (\$000)	16.9	21.0	20.9	23.2	20.9	25.5	25.0	27.2	29.5	29.7	30.2	31.3

Calculate Sales Tax on an invoice (enter 0) or cash-received (enter 1) basis ? --> Enter 0 or 1
 Enter "1" for each payment month

Mark months when Sales Tax paid to S -->

1	1	1	1	1	1	1	1	1	1	1	1	1
---	---	---	---	---	---	---	---	---	---	---	---	---

Average Sales Tax rate for purchases of materials/packaging & goods (%) -->

Percent of all other non-payroll expenses (operating exs etc) subject to Sales Tax: -->

90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
------	------	------	------	------	------	------	------	------	------	------	------	------

Average Sales Tax rate for non-payroll -->

90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0	90.0
------	------	------	------	------	------	------	------	------	------	------	------	------

Total Sales Tax on non-payroll expenses (\$000)

Percent of capital expenditure, lease repayments and interest subject to Sales Tax (%) -->

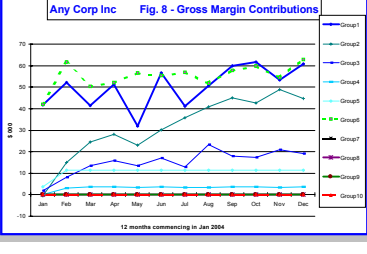
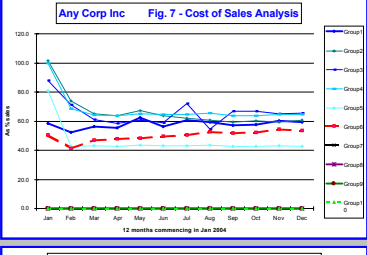
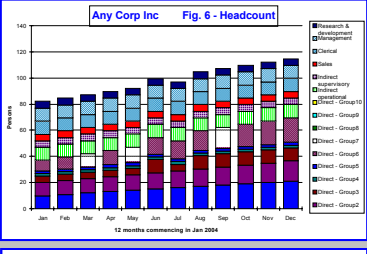
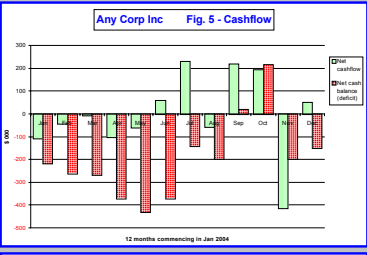
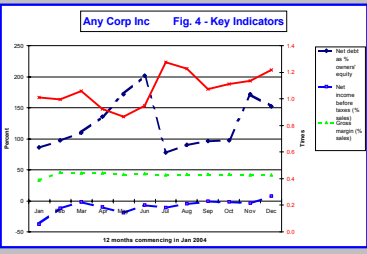
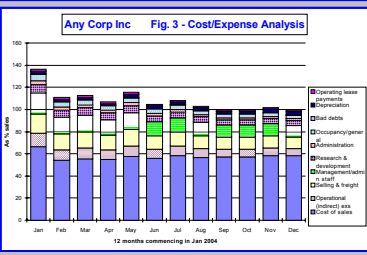
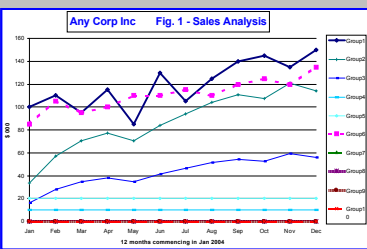
80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0
------	------	------	------	------	------	------	------	------	------	------	------	------

Average Sales Tax rate for these items -->

80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0
------	------	------	------	------	------	------	------	------	------	------	------	------

Sales Tax on capex & leases less disposals(\$000)

Supplementary Data & Calculations:



12 Months to end Dec	2003 Year	2004 Jan	2004 Feb	2004 Mar	2004 Apr	2004 May	2004 Jun	2004 Jul	2004 Aug	2004 Sep	2004 Oct	2004 Nov	2004 Dec	2004 Year	As % Sales	% Chge in Year
INCOME STATEMENTS	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000		
Sales:																
- Group1	800.0	100.0	110.0	95.0	115.0	85.0	130.0	105.0	125.0	140.0	145.0	135.0	150.0	1,435.0	31	79
- Group2		33.5	57.0	70.4	77.1	70.4	83.8	93.8	103.9	110.6	107.2	120.6	113.9	1,042.2	22	
- Group3		16.5	28.1	34.7	38.0	34.7	41.3	46.2	51.2	54.5	52.8	59.4	56.1	513.5	11	
- Group4		10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	120.0	3	
- Group5		20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	240.0	5	
- Group6	420.0	85.0	105.0	95.0	100.0	110.0	110.0	115.0	110.0	120.0	125.0	120.0	135.0	1,330.0	28	217
- Group7	205.0															-100
- Group8	206.0															-100
- Group9	207.0															-100
- Group10	475.0															-100
Total sales	2,313.0	265.0	330.1	325.1	360.1	330.1	395.1	390.0	420.1	455.1	460.0	465.0	485.0	4,680.7	100	102
Cost of sales:																
-Materials/packaging/goods	850.0	111.6	108.4	111.7	114.2	115.8	127.0	137.0	143.1	154.7	153.5	159.7	164.0	1,600.8	34	88
-Direct labor	225.0	38.4	43.0	42.8	50.2	45.6	57.7	55.3	60.9	67.5	68.7	71.7	76.1	677.9	14	201
-Other direct	275.0	25.9	27.2	25.5	33.3	28.6	36.1	36.2	34.8	37.1	41.1	41.2	42.2	409.2	9	49
Cost of sales	1,350.0	175.9	178.6	180.1	197.8	190.0	220.8	228.5	238.7	259.3	263.3	272.6	282.3	2,687.9	57	99
Gross margin	963.0	89.1	151.5	145.0	162.3	140.1	174.3	161.5	181.4	195.8	196.7	192.4	202.7	1,992.8	43	107
Overhead expenses:																
-Operational (indirect)	150.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	384.0	8	156
-Selling & freight	200.0	46.3	47.0	46.7	47.7	48.3	48.8	49.8	50.3	50.4	50.9	51.1	51.1	588.1	13	194
-Management/admin staff	215.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	600.0	13	179
-Research & development	200.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	252.0	5	26
-Administration	75.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	108.0	2	44
-Occupancy/general	150.0	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	14.5	174.0	4	16
Bad debts	5.0	1.3	1.7	1.6	1.8	1.7	2.0	2.0	2.1	2.3	2.3	2.3	2.4	23.4	1	368
Depreciation	50.0	6.3	6.2	6.2	5.7	9.4	9.3	9.3	9.2	9.1	11.9	13.9	13.8	110.3	2	121
Operating lease payments	45.0	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	66.0	1	47
Total operating expenses	1,090.0	185.9	186.8	186.5	187.2	191.3	192.1	193.0	193.5	193.8	197.1	199.3	199.3	2,305.8	49	112
Income from operations	(127.0)	(96.8)	(35.3)	(41.4)	(24.9)	(51.2)	(17.8)	(31.5)	(12.2)	2.0	(0.4)	(6.9)	3.4	(313.0)	-7	
Other income/expenses:																
-Profit(loss) disposal of fixed assets				40.0									40.0	80.0	2	
-Intangible asset amortization		5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	60.0	1	
-Miscellaneous income	75.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	120.0	3	60
Total other income (expenses)	75.0	5.0	5.0	45.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	45.0	140.0	3	87
Earnings before interest & tax	(52.0)	(91.8)	(30.3)	3.6	(19.9)	(46.2)	(12.8)	(26.5)	(7.2)	7.0	4.6	(1.9)	48.4	(173.0)	-4	
Interest expense/income:																
-Interest expense	57.0	3.9	4.5	5.0	5.8	6.5	6.9	6.1	3.7	5.3	5.6	9.0	9.0	71.4	2	25
-Lease interest expense	55.0	5.0	5.0	5.0	10.0	10.0	5.0	10.0	10.0	5.0	5.0	5.0	5.0	75.0	2	36
-Interest income	2.0	0.0	0.0	0.0	0.0	0.1	0.4	0.4	0.4	0.4	0.7	0.7	0.1	2.1	0	6
Net interest expense (income)	110.0	8.9	9.5	10.0	15.8	16.5	11.8	15.7	13.7	10.0	10.2	13.3	8.9	144.3	3	31
Net income before taxes	(162.0)	(100.7)	(39.8)	(6.5)	(35.6)	(62.7)	(24.6)	(42.2)	(20.9)	(3.0)	(5.6)	(15.2)	39.5	(317.3)	-7	
Taxes																
Net income	(162.0)	(100.7)	(39.8)	(6.5)	(35.6)	(62.7)	(24.6)	(42.2)	(20.9)	(3.0)	(5.6)	(15.2)	39.5	(317.3)	-7	
Dividends declared																
Transferred to reserves	(162.0)	(100.7)	(39.8)	(6.5)	(35.6)	(62.7)	(24.6)	(42.2)	(20.9)	(3.0)	(5.6)	(15.2)	39.5	(317.3)	-7	

12 Months to end Dec	2003 Dec	2004 Jan	2004 Feb	2004 Mar	2004 Apr	2004 May	2004 Jun	2004 Jul	2004 Aug	2004 Sep	2004 Oct	2004 Nov	2004 Dec
BALANCE SHEETS	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
ASSETS													
Current assets:													
Cash at bank	10.0									20.4	215.2		
Accounts receivable	285.0	388.4	403.0	390.5	442.0	425.0	480.9	488.7	520.2	561.0	575.7	586.7	608.0
Inventory	290.0	300.6	302.4	316.6	311.8	337.6	346.4	354.8	373.2	376.4	385.5	393.8	395.9
Prepaid expenses	75.0	65.0	65.0	65.0	65.0	65.0	65.0	65.0	65.0	65.0	65.0	65.0	65.0
Sales Tax recoverable													
Total current assets	660.0	753.9	770.4	772.1	818.8	827.6	892.3	908.5	958.4	1,022.8	1,241.4	1,045.5	1,068.9
Fixed assets:													
Fixed assets (gross)	850.0	850.0	850.0	830.0	1,025.0	1,025.0	1,025.0	1,025.0	1,025.0	1,325.0	1,425.0	1,425.0	1,405.0
Less: Accumulated depreciation	175.0	181.3	187.5	183.6	189.3	198.7	208.0	217.3	226.5	235.6	247.6	261.5	265.3
Net fixed assets	675.0	668.8	662.5	646.4	835.7	826.3	817.0	807.7	798.5	1,089.4	1,177.4	1,163.5	1,139.7
Net intangible assets	70.0	65.0	60.0	55.0	50.0	45.0	40.0	35.0	30.0	25.0	20.0	15.0	10.0
Total assets	1,405.0	1,487.7	1,493.0	1,473.5	1,704.5	1,698.9	1,749.3	1,751.2	1,787.0	2,137.2	2,438.8	2,224.0	2,218.6
LIABILITIES													
Current liabilities:													
Accounts payable	210.0	304.6	306.1	290.0	295.7	312.7	323.4	336.6	350.3	357.4	367.2	376.0	378.7
Capital expenditure creditors	45.0	45.0	45.0							300.0	400.0		
Accrued expenses	30.0	30.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Payroll taxes/benefits	25.0	54.5	55.6	56.7	57.8	58.9	62.2	61.1	64.4	65.5	66.6	67.7	68.9
Dividends													
Taxes													
Sales Tax payable	20.0	16.8	20.9	20.8	23.1	20.8	25.3	24.9	27.1	29.3	29.6	30.0	31.1
Short-term loans/line of credit	120.0	217.5	260.9	268.0	369.5	428.8	370.3	141.8	197.2			198.1	148.3
Current portion of longterm liabilities:													
Longterm debt/notes	100.0	43.8	43.8	56.3	50.0	50.0	50.0	43.8	43.8	106.3	162.5	162.5	162.5
Other loans	25.0	10.0	10.0	10.0	10.0	10.0	35.0	35.0	35.0	35.0	30.0	30.0	30.0
Lease debt	90.0	24.0	21.0	18.0	72.3	66.9	63.9	59.7	54.3	51.3	50.1	47.7	47.7
Total current liabilities	665.0	746.1	773.2	729.7	888.4	958.2	940.1	712.8	782.1	954.8	1,116.0	922.1	877.1
Longterm liabilities:													
Longterm debt/notes	100.0	131.3	131.3	168.8	150.0	150.0	150.0	131.3	131.3	318.8	487.5	487.5	487.5
Other loans	25.0	40.0	40.0	40.0	40.0	40.0	140.0	140.0	140.0	140.0	120.0	120.0	120.0
Lease debt		56.0	49.0	42.0	168.7	156.1	149.1	139.3	126.7	119.7	116.9	111.3	111.3
Total longterm liabilities	125.0	227.3	220.3	250.8	358.7	346.1	439.1	410.6	398.0	578.5	724.4	718.8	718.8
Equity:													
Equity investments	850.0	850.0	875.0	875.0	875.0	875.0	875.0	1,175.0	1,175.0	1,175.0	1,175.0	1,175.0	1,175.0
Retained earnings	(235.0)	(335.7)	(375.5)	(382.0)	(417.6)	(480.3)	(504.9)	(547.2)	(568.1)	(571.0)	(576.6)	(591.8)	(552.3)
Total owners' equity	615.0	514.3	499.5	493.0	457.4	394.7	370.1	627.8	606.9	604.0	598.4	583.2	622.7
Total liabilities & equity	1,405.0	1,487.7	1,493.0	1,473.5	1,704.5	1,698.9	1,749.3	1,751.2	1,787.0	2,137.2	2,438.8	2,224.0	2,218.6
CHECK balance sheets balance >>>:	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

12 Months to end Dec	2003 Year	2004 Jan	2004 Feb	2004 Mar	2004 Apr	2004 May	2004 Jun	2004 Jul	2004 Aug	2004 Sep	2004 Oct	2004 Nov	2004 Dec	2004 Year
PERFORMANCE REVIEW (Annualized averages where appropriate)														
Net debt (cash surplus) as percentage of owners' equity	59	86	97	110	135	172	201	78	90	96	98	171	152	152
Current asset ratio (times)	1.0	1.0	1.0	1.1	0.9	0.9	0.9	1.3	1.2	1.1	1.1	1.1	1.2	1.2
														Avg
Accounts receivable (days annualised)	45	45	37	37	37	39	37	38	38	37	38	38	38	38
Inventory (days annualised sales)	46	34	28	30	26	31	27	28	27	25	25	26	25	28
Accounts payable (days annualised)	31	26	25	24	23	25	24	24	25	24	24	24	24	24
As % sales:														
-Materials/packaging & goods	36.7	42.1	32.8	34.4	31.7	35.1	32.2	35.1	34.1	34.0	33.4	34.3	33.8	34.2
-Direct labor	9.7	14.5	13.0	13.2	13.9	13.8	14.6	14.2	14.5	14.8	14.9	15.4	15.7	14.5
-Gross margin	41.6	33.6	45.9	44.6	45.1	42.4	44.1	41.4	43.2	43.0	42.8	41.4	41.8	42.6
-Research & development	8.6	7.9	6.4	6.5	5.8	6.4	5.3	5.4	5.0	4.6	4.6	4.5	4.3	5.4
-Selling/freight expenses	8.6	17.5	14.2	14.4	13.2	14.6	12.4	12.8	12.0	11.1	11.1	11.0	10.5	12.6
-Income from operations	(5.5)	(36.5)	(10.7)	(12.7)	(6.9)	(15.5)	(4.5)	(8.1)	(2.9)	0.4	(0.1)	(1.5)	0.7	-6.7
-Net income before taxes	(7.0)	(38.0)	(12.1)	(2.0)	(9.9)	(19.0)	(6.2)	(10.8)	(5.0)	(0.7)	(1.2)	(3.3)	8.2	-6.8
Gross margin breakdown (\$000):														
- Group1		41.7	52.3	41.5	51.2	32.0	56.6	41.1	50.7	59.9	61.5	53.4	60.9	602.9
- Group2		(0.5)	14.9	24.6	28.0	23.1	30.3	35.7	40.7	45.0	42.8	48.8	44.7	378.0
- Group3		2.0	8.0	13.5	15.7	13.6	17.0	12.9	23.4	18.0	17.5	20.8	19.3	181.8
- Group4			3.2	3.6	3.6	3.5	3.5	3.5	3.5	3.6	3.6	3.5	3.6	38.8
- Group5		3.8	11.4	11.4	11.5	11.3	11.4	11.4	11.3	11.5	11.5	11.4	11.5	129.4
- Group6		42.1	61.7	50.4	52.3	56.6	55.4	56.8	51.8	57.8	59.8	54.4	62.9	662.0
- Group7														
- Group8														
- Group9														
- Group10														
Overall gross profit (\$000)		89.1	151.5	145.0	162.3	140.1	174.3	161.5	181.4	195.8	196.7	192.4	202.7	1992.8
Gross margin as % sales:														
- Group1		41.7	47.5	43.7	44.5	37.7	43.5	39.2	40.6	42.8	42.4	39.6	40.6	42.0
- Group2		(1.6)	26.1	34.9	36.3	32.7	36.1	38.0	39.2	40.7	39.9	40.5	39.3	36.3
- Group3		12.2	28.6	38.9	41.4	39.3	41.3	28.0	45.7	33.1	33.1	35.0	34.3	35.4
- Group4			31.5	36.0	36.4	34.9	35.5	35.3	34.7	36.2	36.4	35.3	35.6	32.3
- Group5		19.0	57.2	57.0	57.3	56.6	56.9	56.9	56.6	57.4	57.6	57.0	57.3	53.9
- Group6		49.5	58.7	53.1	52.3	51.4	50.4	49.4	47.1	48.2	47.8	45.3	46.6	49.8
- Group7														
- Group8														
- Group9														
- Group10														
Average number of employees (headcount)	82.0	84.5	87.0	89.5	92.1	99.6	97.1	104.6	107.1	109.6	112.2	114.7	98.3	98.3
Annualised sales per employee (\$000)	38.8	46.9	44.8	48.3	43.0	47.6	48.2	48.2	51.0	50.3	49.8	50.8	47.3	47.3

12 Months to end Dec	2003 Year	2004 Jan	2004 Feb	2004 Mar	2004 Apr	2004 May	2004 Jun	2004 Jul	2004 Aug	2004 Sep	2004 Oct	2004 Nov	2004 Dec	2004 Year	As % Sales	% Chge in Year
SUMMARY	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000		
Sales	2,313.0	265.0	330.1	325.1	360.1	330.1	395.1	390.0	420.1	455.1	460.0	465.0	485.0	4,680.7	100	102
Cost of sales	1,350.0	175.9	178.6	180.1	197.8	190.0	220.8	228.5	238.7	259.3	263.3	272.6	282.3	2,687.9	57	99
Gross margin	963.0	89.1	151.5	145.0	162.3	140.1	174.3	161.5	181.4	195.8	196.7	192.4	202.7	1,992.8	43	107
Expenses, interest, depn etc	1,125.0	189.7	191.3	151.5	198.0	202.8	198.9	203.7	202.3	198.8	202.3	207.6	163.2	2,310.2	49	105
Net income before taxes	(162.0)	(100.7)	(39.8)	(6.5)	(35.6)	(62.7)	(24.6)	(42.2)	(20.9)	(3.0)	(5.6)	(15.2)	39.5	(317.3)	-7	
Net cashflow	NA	(107.5)	(43.4)	(7.1)	(101.5)	(59.3)	58.5	228.5	(55.5)	217.7	194.7	(413.3)	49.9	(38.3)		NA
Cash at bank	10.0									20.4	215.2					-100
Short-term loans/line of cred	120.0	217.5	260.9	268.0	369.5	428.8	370.3	141.8	197.2			198.1	148.3	148.3		24
Assets																
Current assets	660.0	753.9	770.4	772.1	818.8	827.6	892.3	908.5	958.4	1,022.8	1,241.4	1,045.5	1,068.9	1,068.9		62
Net fixed & intangible assets	745.0	733.8	722.5	701.4	885.7	871.3	857.0	842.7	828.5	1,114.4	1,197.4	1,178.5	1,149.7	1,149.7		54
Total assets	1,405.0	1,487.7	1,493.0	1,473.5	1,704.5	1,698.9	1,749.3	1,751.2	1,787.0	2,137.2	2,438.8	2,224.0	2,218.6	2,218.6		58
Liabilities																
Current liabilities	665.0	746.1	773.2	729.7	888.4	958.2	940.1	712.8	782.1	954.8	1,116.0	922.1	877.1	877.1		32
Longterm liabilities	125.0	227.3	220.3	250.8	358.7	346.1	439.1	410.6	398.0	578.5	724.4	718.8	718.8	718.8		475
Owners' equity	615.0	514.3	499.5	493.0	457.4	394.7	370.1	627.8	606.9	604.0	598.4	583.2	622.7	622.7		1
Total liabilities & equity	1,405.0	1,487.7	1,493.0	1,473.5	1,704.5	1,698.9	1,749.3	1,751.2	1,787.0	2,137.2	2,438.8	2,224.0	2,218.6	2,218.6		58

Years ending	2004	2004	2004	2004	2005	2005	2005	2005	2006	2006	2006	2006
Dec	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr

ASSUMPTIONS FOR 2nd & 3rd YEARS AND PROJECTIONS FOR 1st YEAR - SALES & COSTS

Sales (000s units or \$000):

- Group1	-->	305	330	370	430	450	465	410	455	505	550	525	560
- Group2	-->	161	231	308	342	369	318	402	436	452	402	469	452
- Group3	-->	79	114	152	168	182	157	198	215	223	198	231	223
- Group4	-->	30	30	30	30	182	157	198	215	223	198	231	223
- Group5	-->	60	60	60	60	182	157	198	215	223	198	231	223
- Group6	-->	285	320	345	380	325	265	270	285	275	300	325	350
- Group7	-->												
- Group8	-->												
- Group9	-->												
- Group10	-->												
- New products/services	-->	-->	-->	-->	-->			10	30	40	60	70	85

Net selling prices (\$/unit):

- Group1	-->	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
- Group2	-->	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
- Group3	-->	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
- Group4	-->	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
- Group5	-->	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
- Group6	-->	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
- Group7	-->												
- Group8	-->												
- Group9	-->												
- Group10	-->												
- New products/services	-->	-->	-->	-->	-->	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

Sales (\$000):

- Group1		305	330	370	430	450	465	410	455	505	550	525	560
- Group2		161	231	308	342	369	318	402	436	452	402	469	452
- Group3		79	114	152	168	182	157	198	215	223	198	231	223
- Group4		30	30	30	30	182	157	198	215	223	198	231	223
- Group5		60	60	60	60	182	157	198	215	223	198	231	223
- Group6		285	320	345	380	325	265	270	285	275	300	325	350
- Group7													
- Group8													
- Group9													
- Group10													
- New products/services								10	30	40	60	70	85
Total sales (\$000)		920	1,085	1,265	1,410	1,690	1,519	1,686	1,851	1,941	1,906	2,082	2,116

Mats/pack & goods for resale as % sales:

- Group1	-->	36.0	36.0	36.0	36.0	35.0	34.7	34.3	34.0	33.6	33.3	33.0	32.6
- Group2	-->	38.0	38.0	38.0	38.0	38.0	38.0	38.0	38.0	38.0	38.0	38.0	38.0
- Group3	-->	35.0	35.0	35.0	35.0	35.0	34.5	34.0	33.5	33.0	32.5	32.0	31.5
- Group4	-->	28.0	28.0	28.0	28.0	35.0	34.5	34.0	33.5	33.0	32.5	32.0	31.5
- Group5	-->	25.0	25.0	25.0	25.0	35.0	34.5	34.0	33.5	33.0	32.5	32.0	31.5
- Group6	-->	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0
- Group7	-->												
- Group8	-->												
- Group9	-->												
- Group10	-->												
- New products/services	-->	-->	-->	-->	-->	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0

Direct costs as % sales:

-Total mats/pack & goods for resale		36.0	32.9	34.4	33.8	34.7	34.5	34.4	34.2	33.9	33.6	33.4	33.1
-Labor	-->	13.5	14.1	14.5	15.4	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
-Other	-->	8.5	9.0	8.5	8.8	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0

Overhead expenses (\$000):

-Operational (indirect)	-->	96	96	96	96	90	93	96	99	102	105	108	111
-Selling & freight	-->	140	145	150	153	100	103	106	109	112	115	118	121
-Management/admin staff	-->	150	150	150	150	150	152	154	156	158	160	162	164
-Research & development	-->	63	63	63	63	60	60	60	60	70	70	75	75
-Administration	-->	27	27	27	27	30	31	32	33	34	35	36	37
-Occupancy/general	-->	44	44	44	44	44	46	48	50	52	54	56	58
Total overhead expenses (\$000)		519	524	530	532	474	485	496	507	528	539	555	566

Supplementary Data & Calculations:

Years ending	2004	2004	2004	2004	2005	2005	2005	2005	2006	2006	2006	2006
Dec	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr

ASSUMPTIONS FOR 2nd & 3rd YEARS AND PROJECTIONS FOR 1st YEAR - OTHER ITEMS

Various Items													
Annualised sales per employee (\$	-->	42	44	47	49	45	46	47	48	49	50	51	52
Operating lease payments (\$000)	-->	17	17	17	17	18	18	18	18	18	18	18	18
Miscellaneous income (\$000)	-->	30	30	30	30	30	30	30	30	30	30	30	30
Bad debts (\$000)	-->	5	5	6	7	9	10	11	12	13	14	15	16
Intangible asset amortization (\$000)	-->	15	15	15	15	2							
Dividends declared (\$000)	-->									50			75
Dividend payments (\$000)	-->										50		
Tax													
Effective federal/state tax rate (%)	-->	-->	-->	-->	-->	-->	-->	7.0	-->	-->	-->	8.0	
Federal/state tax payments (\$000)						-	-	-	-	53	-	-	
Fixed Assets													
Closing fixed assets at cost (\$000)	850	830	1,025	1,325	1,405	1,405	1,440	1,690	1,665	1,665	1,890	1,870	2,170
Opening accumulated depreciation (\$000)		175	184	208	236	265	300	326	369	395	437	484	496
Composite depreciation rate (% pa)	-->	8.8	10.2	10.8	11.4	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Capital expend - excl leases (\$000)	-->			300	100			250		225			300
Capital expend payments (\$000)	-->	45			400			250		50	175		
Disposals of fixed assets (\$000):													
-Proceeds	-->	50			50		75		75			70	
-Cost	-->	20			20		25		25			20	
-Accumulated depreciation	-->	10			10		10		15			35	
Stocks & Shares													
Proceeds of new stock issues (\$000)	-->	25		300			200						
No of new shares issued (000s)	-->	15		100			50						
Debt & Loans													
Increases in longterm debt/notes (\$000)	-->	50		250	250					200			
Longterm debt/note repayments (\$000)	-->	25	25	25	25	25	25	25	25	25	25	25	25
Increase in 'other loans' (\$000)	-->		125				150						
'Other loan' repayments (\$000)	-->				25				25				25
Interest													
Interest rates (% pa):													
-Cash at bank *	-->	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
-Short-term loans/line of credit *	-->	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5	13.5
-Longterm debt/notes *	-->	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5	12.5
Int payable on 'other loans' (\$000)	-->						1	1	1	1	1	1	1
Leases													
New lease obligations (\$000)	-->		195				60						
Lease interest expense (\$000)	-->	15	25	25	10	10	10	10	10	10	10	10	10
Lease repayments (\$000)	-->	30	42	42	12	10	10	10	10	10	10	10	10
Allocation of Debt													
Total longterm debt/notes outstanding (\$000)		225	200	425	650	625	600	575	550	525	700	675	650
Total 'other loans' outstanding (\$000)		50	175	175	150	150	300	300	300	275	275	275	250
Total lease obligations outstanding (\$000)		60	213	171	159	149	199	189	179	169	159	149	139
Proportions payable within one year:													
-Longterm debt/notes (as % total)	-->	25	25	25	25	50	50	50	50	50	50	50	50
-'Other loans' (as % total) *	-->	20	20	20	20	33	33	33	33	33	33	33	33
-Leases (as % total) *	-->	30	30	30	30	30	30	30	30	30	30	30	30
Working Capital													
Accounts receivable (days sales)	-->	39	40	40	39	42	42	42	42	42	42	42	42
Inventory (days sales)	-->	31	29	27	26	28	28	28	28	28	28	28	28
Accounts payable (days costs & ex)	-->	25	26	26	26	28	28	28	28	28	28	28	28
Level of prepaid expenses (\$000)		75	65	65	65	60	60	60	60	60	60	60	60
Level of accrued expenses (\$000)		30	10	10	10	10	10	10	10	10	10	10	10
Sales Tax													
Effective Sales Tax rate for sales (%)	-->	6.4	6.4	6.5	6.5	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
Effective Sales Tax rate on inputs (%)	-->												

For items marked * in the Quarterly Assumptions, the rates entered for the fourth quarter of the third year are also used for the fourth & fifth years.

Supplementary Data & Calculations:

Change description via Tools/Setup menu

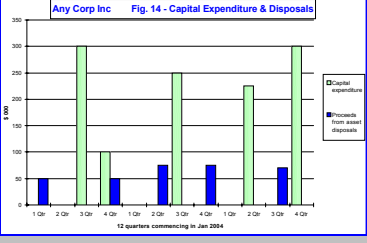
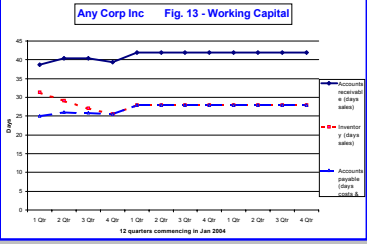
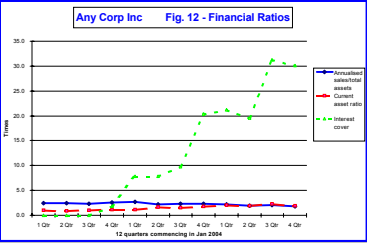
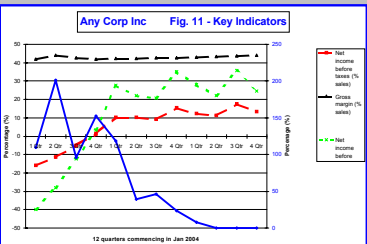
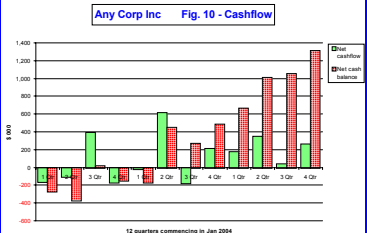
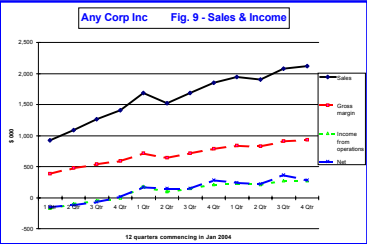


Chart Values - These items will not be printed

Any Corp Inc Fig. 9 - Sales & Income

	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr
Sales	800	1000	1200	1400	1600	1800	2000	2200	2400	2600	2800	3000
Gross	380	477	550	620	715	645	710	793	836	826	900	930
Income	194	248	285	320	370	360	400	420	450	450	475	475
Net	147	193	225	255	295	285	315	330	345	345	360	360

Any Corp Inc Fig. 10 - Cashflow

	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr
Net c	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0	-100.0
Net c	-288.0	-370.3	-25.4	-148.3	-180.3	400.8	271.7	483.2	685.1	1010.3	1055.7	1315.7

Any Corp Inc Fig. 11 - Key Indicators

	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr
Net	19.3	24.8	28.5	32.0	37.0	36.0	40.0	42.0	45.0	45.0	47.5	47.5
Net	19.3	24.8	28.5	32.0	37.0	36.0	40.0	42.0	45.0	45.0	47.5	47.5
Net	19.3	24.8	28.5	32.0	37.0	36.0	40.0	42.0	45.0	45.0	47.5	47.5
Net	19.3	24.8	28.5	32.0	37.0	36.0	40.0	42.0	45.0	45.0	47.5	47.5

Any Corp Inc Fig. 12 - Financial Ratios

	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr
Ratio	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0	5.5	6.0	6.5
Ratio	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0	5.5	6.0	6.5
Ratio	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0	5.5	6.0	6.5

Any Corp Inc Fig. 13 - Working Capital

	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr
Days	30	30	30	30	30	30	30	30	30	30	30	30
Days	20	20	20	20	20	20	20	20	20	20	20	20
Days	10	10	10	10	10	10	10	10	10	10	10	10

Any Corp Inc Fig. 14 - Capital Expenditure & Disposals

	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr
Expenditure	100	150	200	250	100	150	200	250
Disposals	50	75	100	125	50	75	100	125

ASSUMPTIONS FOR 4TH & 5TH YEARS**Sales & Costs**

Change in sales over previous year (%) ->>	44.1	19.3	15.0	10.0
Gross margin (%) ->>	42.6	43.5	43.0	45.0
Overhead expenses (\$000) ->>	1,962	2,188	2,400	2,600
Annual sales per employee (\$000) ->>	47	51	55	60

Various Items

Operating lease payments (\$000) ->>	72	72	80	90
Miscellaneous income (\$000) ->>	120	120	200	230
Bad debts (\$000) ->>	42	58	40	45
Intangible asset amortization (\$000) ->>	2			
Dividends declared (\$000) ->>		125	150	140
Effective federal/state tax rate (%) ->>	7.0	8.0	8.0	8.0

Fixed Assets

Capital expend - excl leases (\$000) ->>	250	525	350	300
Disposals of fixed assets (\$000):				
-Proceeds ->>	150	70	100	
-Cost ->>	50	20	35	
-Accumulated depreciation ->>	25	35	20	

Stocks & Shares

Proceeds of new stock issues (\$000) ->>	200			
Number of new shares issued (000s) ->>	50			

Debt & Leases

Change in longterm debt/notes (\$000) ->>	-100	100		
Change in 'other loans' (\$000) ->>	150	-50	50	50
Int payable on 'other loans' (\$000) ->>	3	4	10	10
New lease obligations (\$000) ->>	60		100	100
Lease interest (\$000) ->>	40	40	30	30
Lease repayments (\$000) ->>	40	40	50	50

Working Capital

Accounts receivable (days sales) ->>	46	44	45	45
Inventory (days sales) ->>	31	29	30	30
Accounts payable (days costs & exper) ->>	30	29	32	32

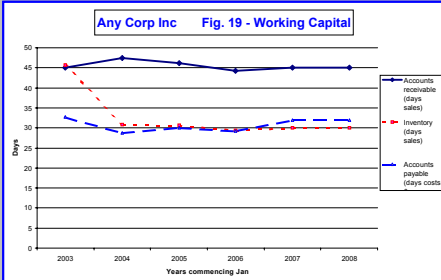
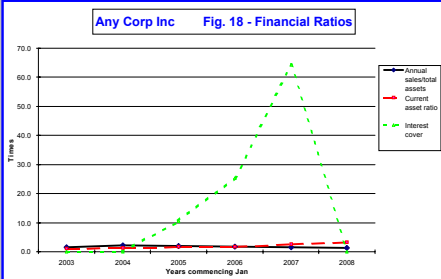
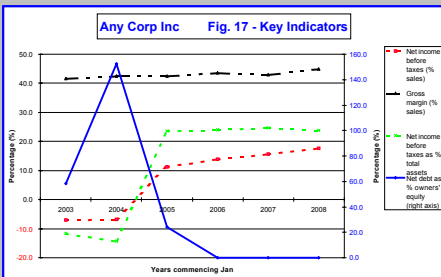
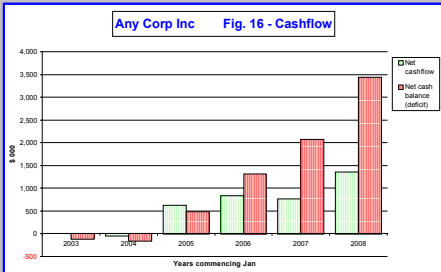
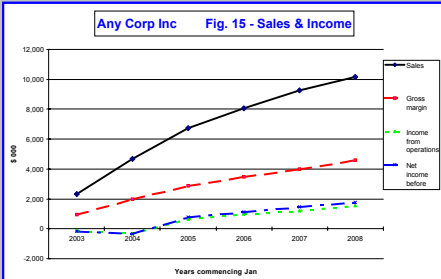


Chart Values - These items will not be printed

Any Corp Inc Fig. 15 - Sales & Income

Year	2003	2004	2005	2006	2007	2008
Sales	2313	4681	8746	8045	9232	10177
Gross	963	1993	2872	3501	3978	4580
Income	-127	-313	541	993	1221	1566
Net in	-162	-317	764	1112	1453	1785

Any Corp Inc Fig. 16 - Cashflow

Year	2003	2004	2005	2006	2007	2008
Net cashflow	-38	631	832	759	1307	
Net c	-146	483	1316	2074	3431	

Any Corp Inc Fig. 17 - Key Indicators

Year	2003	2004	2005	2006	2007	2008
Net i	58.5	152.3	23.9	na	na	na
Net e	7.0	4.8	11.3	13.8	15.7	17.5
Gross	41.8	42.6	42.6	43.5	43.0	45.0
Net e	-11.3	-14.3	23.6	24.0	24.8	23.7

Any Corp Inc Fig. 18 - Financial Ratios

Year	2003	2004	2005	2006	2007	2008
Annsl	1.6	2.1	2.1	1.7	1.6	1.4
Currt	1.0	1.2	1.8	1.9	2.5	3.3
Intere	na	na	10.6	25.4	64.2	na

Any Corp Inc Fig. 19 - Working Capital

Year	2003	2004	2005	2006	2007	2008
Acco	45.0	47.4	46.1	44.2	45.0	45.0
Inven	45.8	30.9	30.7	29.5	30.0	30.0
Acco	32.8	28.8	30.0	28.2	30.0	30.0

Years ending Dec	2004				2005				2006				2007				2008	
	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	Year	Year	Year	Year	Year	
INCOME STATEMENTS	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
Sales	920	1,085	1,265	1,410	1,690	1,519	1,686	1,851	1,941	1,906	2,082	2,116	2,313	4,681	6,746	8,045	9,252	10,177
Cost of sales	535	609	726	818	975	874	968	1,058	1,105	1,078	1,174	1,186	1,350	2,688	3,874	4,544	5,273	5,597
Gross margin	386	477	539	592	715	645	718	793	836	828	908	930	963	1,993	2,872	3,501	3,978	4,580
Overhead expenses	519	524	530	532	474	485	496	507	528	539	555	566	990	2,106	1,962	2,188	2,400	2,600
Bad debts	5	5	6	7	9	10	11	12	13	14	15	16	5	23	42	58	40	45
Depreciation	19	24	28	40	35	36	42	42	42	47	47	54	50	110	155	190	238	279
Operating lease payments	17	17	17	17	18	18	18	18	18	18	18	18	45	66	72	72	80	90
Total operating expenses	559	571	580	596	536	549	567	579	601	618	635	654	1,090	2,306	2,231	2,508	2,758	3,014
Income from operations	-174	-94	-42	-4	179	96	151	214	235	209	273	275	-127	-313	641	993	1,221	1,566
Other income/expenses:																		
-Profit (loss) fixed asset disposa	40			40		60		65			85			80	125	85	85	
-Intangible asset amortization	15	15	15	15	2									60	2			
-Miscellaneous income	30	30	30	30	30	30	30	30	30	30	30	30	75	120	120	120	200	230
Total other income (expenses)	55	15	15	55	28	90	30	95	30	30	115	30	75	140	243	205	285	230
Earnings before interest/taxes	-119	-79	-27	51	207	186	181	309	265	239	388	305	-52	-173	884	1,198	1,506	1,796
Interest expense/income:																		
-Interest expense	13	19	15	24	25	26	22	19	18	20	22	22	57	71	91	82	91	91
-Lease interest expense	15	25	25	10	10	10	10	10	10	10	10	10	55	75	40	40	30	30
-Interest income	0	0	1	1	0	3	5	4	6	8	10	12	2	2	12	36	68	110
Net interest expense (income)	28	44	39	32	35	33	28	25	22	22	22	20	110	144	120	86	53	12
Net income before taxes	-147	-123	-66	19	172	154	154	284	243	218	366	285	-162	-317	764	1,112	1,453	1,785
Taxes					-	-	-	53	-	-	-	89		53	89	116	143	
Net income	-147	-123	-66	19	172	154	154	231	243	218	366	196	-162	-317	710	1,023	1,336	1,642
Dividends declared										50		75			125	150	140	
Transferred to reserves	-147	-123	-66	19	172	154	154	231	243	168	366	121	-162	-317	710	898	1,186	1,502

Years ending Dec	2004				2005				2006				2007				2008
	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	Year	Year	Year	Year	Year
CASHFLOW STATEMENTS	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating activities																	
Net income before taxes	-147	-123	-66	19	172	154	154	284	243	218	366	285	-317	764	1,112	1,453	1,785
Taxes paid										-53				-53	-89	-116	
Profit (loss) fixed asset disposal	-40			-40		-60		-65			-85		-80	-125	-85	-85	
Non-cash items:																	
Depreciation	19	24	28	40	35	36	42	42	42	47	47	54	110	155	190	238	279
Intangible asset amortization	15	15	15	15	2								60	2			
Changes in operating assets & liabilities:																	
Inventory	-27	-30	-30	-20	-123	52	-51	-51	-28	11	-54	-10	-106	-172	-81	-111	-76
Accounts receivable	-106	-90	-80	-47	-170	79	-77	-76	-41	16	-81	-16	-323	-244	-122	-167	-114
Accounts payable	80	33	34	21	66	-28	32	31	21	-5	34	7	169	102	57	135	46
Prepaid & accrued expenses	-10				5								-10	5			
Payroll taxes/benefits	32	6	3	3									44				
Sales Tax adjustment	1	5	4	2	29	-6	6	6	3	-1	6	1	11	35	9	7	8
Net cash provided by operations	-183	-160	-92	-7	17	227	106	172	240	232	233	322	-442	521	1,027	1,381	1,811
Investing activities																	
Purchases of fixed assets	-45			-400			-250				-175		-445	-250	-225	-598	-308
Disposals of fixed assets	50			50	75		75	75		70			100	150	70	100	
Net cash provided by investing	5			-350	75		-250	75		-50	-105		-345	-100	-155	-498	-308
Financing activities																	
Issue of stock	25		300			200							325	200			
Dividends paid											-50			-50	-125	-147	
New long-term loans & debt/notes	50	125	250	250		150				200			675	150	200	50	50
Repayments of long-term loans & debt/notes	-25	-25	-25	-50	-25	-25	-25	-25	-50	-25	-25	-50	-125	-100	-150		
Lease repayments	-30	-42	-42	-12	-10	-10	-10	-10	-10	-10	-10	-10	-126	-40	-40	-50	-50
Net cash provided by financing	20	58	483	188	-35	315	-35	-35	-60	165	-85	-60	749	210	-40	-125	-147
Increase (decrease) in cash	-158	-102	391	-169	-18	617	-179	212	180	347	43	262	-38	631	832	759	1,357
Closing net cash balance (deficit)	-268	-370	20	-148	-166	451	272	483	663	1,010	1,054	1,316	-148	483	1,316	2,074	3,431

Years ending Dec	2003 Year	2004 1 Qtr	2004 2 Qtr	2004 3 Qtr	2004 4 Qtr	2005 1 Qtr	2005 2 Qtr	2005 3 Qtr	2005 4 Qtr	2006 1 Qtr	2006 2 Qtr	2006 3 Qtr	2006 4 Qtr	2003 Year	2004 Year	2005 Year	2006 Year	2007 Year	2008 Year
BALANCE SHEETS	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
ASSETS																			
Current assets:																			
Cash at bank	10			20			451	272	483	663	1,010	1,054	1,316	10		483	1,316	2,074	3,431
Accounts receivable	285	391	481	561	608	778	699	776	852	893	877	958	974	285	608	852	974	1,141	1,255
Inventory	290	317	346	376	396	519	466	517	568	596	585	639	649	290	396	568	649	760	836
Prepaid expenses	75	65	65	65	65	60	60	60	60	60	60	60	60	75	65	60	60	60	60
Sales Tax recoverable																			
Total current assets	660	772	892	1,023	1,069	1,356	1,676	1,625	1,963	2,212	2,532	2,711	2,999	660	1,069	1,963	2,999	4,035	5,582
Net fixed assets	675	646	817	1,089	1,140	1,105	1,114	1,321	1,270	1,228	1,406	1,374	1,620	675	1,140	1,270	1,620	1,817	1,939
Net intangible assets	70	55	40	25	10	8	8	8	8	8	8	8	8	70	10	8	8	8	8
Total assets	1,405	1,474	1,749	2,137	2,219	2,469	2,798	2,954	3,241	3,448	3,946	4,093	4,627	1,405	2,219	3,241	4,627	5,861	7,529
LIABILITIES																			
Current liabilities:																			
Accounts payable	210	290	323	357	379	445	417	449	480	501	496	531	538	210	379	480	538	673	719
Capital expenditure creditors	45			300							175		300	45			300	53	45
Accrued expenses	30	10	10	10	10	10	10	10	10	10	10	10	10	30	10	10	10	10	10
Payroll taxes/benefits	25	57	62	66	69	69	69	69	69	69	69	69	69	25	69	69	69	69	69
Dividends											50		75				75	101	94
Taxes									53	53			89			53	89	116	143
Sales Tax payable	20	21	25	29	31	61	54	60	66	69	68	74	76	20	31	66	76	83	91
Short-term loans/line of credit	120	268	370	148	166									120	148				
Current portion of longterm liabilities:																			
Longterm debt/notes	100	56	50	106	163	313	300	288	275	263	350	338	325	100	163	275	325	325	325
Other loans	25	10	35	35	30	50	99	99	99	91	91	91	83	25	30	99	83	99	116
Lease debt	90	18	64	51	48	45	60	57	54	51	48	45	42	90	48	54	42	57	72
Total current liabilities	665	730	940	955	877	1,157	1,009	1,031	1,107	1,107	1,357	1,157	1,605	665	877	1,107	1,605	1,584	1,682
Longterm liabilities:																			
Longterm debt/notes	100	169	150	319	488	313	300	288	275	263	350	338	325	100	488	275	325	325	325
Other loans	25	40	140	140	120	101	201	201	201	184	184	184	168	25	120	201	168	201	235
Lease debt		42	149	120	111	104	139	132	125	118	111	104	97		111	125	97	132	167
Total longterm liabilities	125	251	439	578	719	517	640	621	601	565	646	626	590	125	719	601	590	658	727
Equity:																			
Equity investments	850	875	875	1,175	1,175	1,175	1,375	1,375	1,375	1,375	1,375	1,375	1,375	850	1,175	1,375	1,375	1,375	1,375
Retained earnings	-235	-382	-505	-571	-552	-380	-226	-73	158	401	569	935	1,057	-235	-552	158	1,057	2,243	3,745
Total owners' equity	615	493	370	604	623	795	1,149	1,302	1,533	1,776	1,944	2,310	2,432	615	623	1,533	2,432	3,618	5,120
Total liabilities & equity	1,405	1,474	1,749	2,137	2,219	2,469	2,798	2,954	3,241	3,448	3,946	4,093	4,627	1,405	2,219	3,241	4,627	5,861	7,529
CHECK balance sheets balance ->:	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.00	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

Years ending Dec	2004				2005				2006				2003				2004				2005				2006				2007				2008			
	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year			
PERFORMANCE REVIEW	(Annualized where appropriate)																																			
As % total sales:																																				
-Gross margin	41.9	43.9	42.6	42.0	42.3	42.5	42.6	42.8	43.1	43.4	43.6	43.9	41.6	42.6	42.6	43.5	43.0	45.0																		
-Income from operations	(18.9)	(8.7)	(3.3)	(0.3)	10.6	6.3	9.0	11.6	12.1	11.0	13.1	13.0	(5.5)	(6.7)	9.5	12.3	13.2	15.4																		
-Net income before taxes	(16.0)	(11.3)	(5.2)	1.3	10.2	10.1	9.1	15.4	12.5	11.4	17.6	13.5	(7.0)	(6.8)	11.3	13.8	15.7	17.5																		
-Research & development	6.8	5.8	5.0	4.5	3.6	3.9	3.6	3.2	3.6	3.7	3.6	3.5	8.6	5.4	3.6	3.6	na	na																		
-Selling/freight expenses	15.2	13.3	11.9	10.8	5.9	6.8	6.3	5.9	5.8	6.0	5.7	5.7	8.6	12.6	6.2	5.8	na	na																		
Projected sales as % breakeven	69	84	93	99	133	118	127	137	139	134	143	142	88	86	129	140	144	152																		
Headcount	87	100	107	115	150	132	143	154	158	152	163	163	-	115	154	163	168	170																		
Changes over previous year (%):																																				
-Sales	-	-	-	-	84	40	33	31	15	25	23	14	-	102	44	19	15	10																		
-Net income before taxes	-	-	-	-	na	na	na	1,421	41	41	138	0	-	na	na	46	31	23																		
-Transfers to reserves	-	-	-	-	na	na	na	1,135	41	9	138	-47	-	na	na	26	32	27																		
-Owner's equity	-	-	-	-	61	210	116	146	124	69	77	59	-	1	146	59	49	42																		
-Dividends per share	-	-	-	-	-	-	-	-	-	-	-	-	-	na	na	na	20	-7																		
-Earnings per share	-	-	-	-	-	-	-	-	-	-	-	-	-	na	na	39	31	23																		
Net income before taxes/total assets (%)	(39.9)	(28.1)	(12.4)	3.4	27.9	22.0	20.8	35.1	28.2	22.1	35.8	24.7	(11.5)	(14.3)	23.6	24.0	24.8	23.7																		
Return on owners' equity (% pa)	(119.2)	(132.9)	(43.8)	12.0	86.6	53.6	47.2	60.3	54.8	44.8	63.4	32.3	(26.3)	(51.0)	46.3	42.1	36.9	32.1																		
Annual sales/total assets (times)	2.5	2.5	2.4	2.5	2.7	2.2	2.3	2.3	2.3	1.9	2.0	1.8	1.6	2.1	2.1	1.7	1.6	1.4																		
Annual sales/net fixed assets (times)	5.7	5.3	4.6	4.9	6.1	5.5	5.1	5.8	6.3	5.4	6.1	5.2	3.4	4.1	5.3	5.0	5.1	5.2																		
Net debt as percentage of owners' equity	110	201	96	152	118	39	46	24	8	na	na	na	59	152	24	na	na	na																		
Interest cover (times)	na	na	na	1.8	7.9	7.8	9.7	20.3	21.3	19.6	31.2	30.1	na	na	10.6	25.4	64.2	na																		
Current asset ratio (times)	1.1	0.9	1.1	1.2	1.2	1.7	1.6	1.8	2.0	1.9	2.3	1.9	1.0	1.2	1.8	1.9	2.5	3.3																		
Accounts receivable (days sales)	39	40	40	39	42	42	42	42	42	42	42	42	45	47	46	44	45	45																		
Inventory (days sales)	31	29	27	26	28	28	28	28	28	28	28	28	46	31	31	29	30	30																		
Accounts payable (days costs & expenses)	25	26	26	26	28	28	28	28	28	28	28	28	33	29	30	29	32	32																		
Cumulative issued shares (000s)	515	515	615	615	615	665	665	665	665	665	665	665	500	615	665	665	665	665																		
Net assets per share (\$)	0.96	0.72	0.98	1.01	1.29	1.73	1.96	2.31	2.67	2.92	3.47	3.66	1.23	1.01	2.31	3.66	5.44	7.70																		
Earnings per share (\$)	-	-	-	-	-	-	-	-	-	-	-	-	-0.32	-0.57	1.11	1.54	2.01	2.47																		
Dividend per share (\$)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.19	0.23	0.21																		
Dividend cover (times)	-	-	-	-	-	-	-	-	-	-	-	-	na	na	na	8.2	8.9	11.7																		

Actual Summary Report

Fig 1 - Sales Analysis

Fig 2 - Distribution Analysis

Fig 3 - Sales & Income

Fig 4 - Cashflow

Fig 5 - Cashflow

Fig 6 - Cashflow

Fig 7 - Cashflow

Fig 8 - Cashflow

Fig 9 - Cashflow

Fig 10 - Cashflow

Fig 11 - Cashflow

Fig 12 - Cashflow

Fig 13 - Cashflow

Fig 14 - Cashflow

Fig 15 - Cashflow

Fig 16 - Cashflow

Fig 17 - Cashflow

Fig 18 - Cashflow

Fig 19 - Cashflow

Fig 20 - Cashflow

Fig 21 - Cashflow

Fig 22 - Cashflow

Fig 23 - Cashflow

Fig 24 - Cashflow

Fig 25 - Cashflow

Fig 26 - Cashflow

Fig 27 - Cashflow

Fig 28 - Cashflow

Fig 29 - Cashflow

Fig 30 - Cashflow

Fig 31 - Cashflow

Fig 32 - Cashflow

Fig 33 - Cashflow

Fig 34 - Cashflow

Fig 35 - Cashflow

Fig 36 - Cashflow

Fig 37 - Cashflow

Fig 38 - Cashflow

Fig 39 - Cashflow

Fig 40 - Cashflow

Fig 41 - Cashflow

Fig 42 - Cashflow

Fig 43 - Cashflow

Fig 44 - Cashflow

Fig 45 - Cashflow

Fig 46 - Cashflow

Fig 47 - Cashflow

Fig 48 - Cashflow

Fig 49 - Cashflow

Fig 50 - Cashflow

Fig 51 - Cashflow

Fig 52 - Cashflow

Fig 53 - Cashflow

Fig 54 - Cashflow

Fig 55 - Cashflow

Fig 56 - Cashflow

Fig 57 - Cashflow

Fig 58 - Cashflow

Fig 59 - Cashflow

Fig 60 - Cashflow

Fig 61 - Cashflow

Fig 62 - Cashflow

Fig 63 - Cashflow

Fig 64 - Cashflow

Fig 65 - Cashflow

Fig 66 - Cashflow

Fig 67 - Cashflow

Fig 68 - Cashflow

Fig 69 - Cashflow

Fig 70 - Cashflow

Fig 71 - Cashflow

Fig 72 - Cashflow

Fig 73 - Cashflow

Fig 74 - Cashflow

Fig 75 - Cashflow

Fig 76 - Cashflow

Fig 77 - Cashflow

Fig 78 - Cashflow

Fig 79 - Cashflow

Fig 80 - Cashflow

Fig 81 - Cashflow

Fig 82 - Cashflow

Fig 83 - Cashflow

Fig 84 - Cashflow

Fig 85 - Cashflow

Fig 86 - Cashflow

Fig 87 - Cashflow

Fig 88 - Cashflow

Fig 89 - Cashflow

Fig 90 - Cashflow

Fig 91 - Cashflow

Fig 92 - Cashflow

Fig 93 - Cashflow

Fig 94 - Cashflow

Fig 95 - Cashflow

Fig 96 - Cashflow

Fig 97 - Cashflow

Fig 98 - Cashflow

Fig 99 - Cashflow

Fig 100 - Cashflow

Fig. 14 - Assets & Liabilities

The following table provides the assets and liabilities performance.

Item	2019	2018	2017	2016	2015
Assets	100	100	100	100	100
Liabilities	100	100	100	100	100

The following table provides the assets and liabilities performance.



Fig. 15 - Cashflow

The following table provides the cashflow performance.

Item	2019	2018	2017	2016	2015
Cashflow	100	100	100	100	100

The following table provides the cashflow performance.

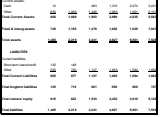
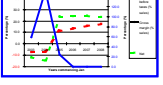


Fig. 16 - Key Indicators

The following table provides the key indicators performance.

Item	2019	2018	2017	2016	2015
Key Indicators	100	100	100	100	100

The following table provides the key indicators performance.



Quik-Plan Assumptions

- 1.
- 2.
- 3.
- 4.

Quik-Plan Assumptions Report

Year in which to start projections	2000	Enter as 4 digits - like 200X
Month for start of the projections	9	Enter month number - between 1 to 12
Currency unit	000	Enter "000 (thousands - note the " before 000), Mln (millions) or Bn (billions)
Currency symbol	US\$	Enter up to 3 characters as label and press F9 to update the units below

Assumptions for First Year

Variables	Values	Units (Press F9 to Update)	Guidance
Average monthly sales	420.0	US\$000s	Enter sales value net of all sales taxes and discounts.
Desired average finished inventory	90.0	% of sales	Express as % average monthly sales. Set to zero for a distribution or service business.
Cost of materials/goods	41.0	As % sales	} Set to zero for a labor-only service business. These can refer to } purchases/inventory for resale if a distribution business.
Target materials/goods inventory	195.0	US\$000s	
Average monthly direct costs	110.0	US\$000s	May be zero in case of a distribution business.
Average monthly overhead expenses	100.0	US\$000s	Exclude depreciation & interest.
Opening total cost of fixed assets	1,300.0	US\$000s	Use cost at the start date of projections, not the depreciated value.
Accumulated opening depreciation	350.0	US\$000s	Use value at the start day of projections.
Average depreciation rate	8.0	% p.a.	Use approximate weighted-average rate covering all fixed assets.
Planned capital expenditure for year	175.0	US\$000s	
Interest rate for cash balances	6.0	% p.a.	Use approximate weighted-average rate.
Interest rate for all debt/notes	12.0	% p.a.	Use approximate weighted-average rate.
Opening cash balance (deficit)	(100.0)	US\$000s	If deficit (e.g. short-term loan or line of credit), enter minus value.
Opening longterm debt/notes	450.0	US\$000s	Combine value of all outstanding long-term debt/loans/notes etc.
Net change in longterm debt/notes in yr	125.0	US\$000s	Use + for a net increase and - for a net reduction during the year.
Opening accounts receivable	700.0	US\$000s	As at start date of projections. Exclude expected bad debts.
Opening accounts payable	500.0	US\$000s	As at start date of projections. Include any other planned payments.
Average credit given on sales	61	Days sales	Use estimate which takes any cash sales into account.
Average credit taken for materials/goods	46	Days sales	Estimate should take account of any suppliers which give no credit.
Expected federal/state tax rate	35.0	%	Use the effective, rather than standard, rate.
Planned dividend for year	50.0	US\$000s	Indicate dividends declared.
Opening number of shares	100.0	000s	Indicate issued shares only.
Proceeds of new stock issues	100.0	US\$000s	Specify proceeds net of all fund-raising costs.
Number of new shares issued	12.0	000s	This number will be added to the opening number of shares.

Assumptions for Following Years

Variables	2nd Yr	3-5 Yrs (Enter annual averages)	
% annual change - sales	5.0	10.0	% change over previous year. Allow for volume or price changes.
Cost of materials/goods	42.0	43.0	As % sales. This should be consistent with % used for the first year.
% annual change - direct costs	4.0	7.0	} % changes over previous year. Take account of any changes in } sales volumes, cost inflation and productivity.
% annual change - overhead expenses	5.0	9.0	
Planned capital expenditure	100.0	190.0	US\$000s. Average per year.
Net change in longterm debt/notes	70.0	100.0	US\$000s. Average per year. Use + for net increase & - for net reduction
Expected federal/state tax rate	30.0	35.0	% Use the effective, not standard, rates.
Planned dividends	70.0	90.0	US\$000s. Average per year.
Proceeds of new stock issues	150.0	US\$000s	Specify proceeds net of costs.
Number of new shares issued	10.0	000s	Indicates numbers of shares.

SENSITIVITY ANALYSIS FACTORS REPORT

Months for First Year:	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
% Incr(+) or decr (-) sales volumes	->>											
% Incr(+) or decr (-) selling prices	->>											
% Incr(+) or decr (-) matl/goods costs	->>											
% Incr(+) or decr (-) overhead exs	->>											
Quarters for Three/Five* Years:	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr
% Incr(+) or decr (-) sales volumes	->>				->>							
% Incr(+) or decr (-) selling prices	->>				->>							
% Incr(+) or decr (-) matl/goods costs	->>				->>							
% Incr(+) or decr (-) overhead exs	->>				->>							

Enter percentage increases or decreases as desired and recalculate.

* For fourth-fifth years, sales volumes & prices are adjusted automatically based on the percentages used for 9-12 quarters. Changes in material & overhead expense assumptions are based on percentages specified for the fourth quarter of the third year.

What-If Analysis for First-Year Projections

The following tables explore the variability of projected fixed costs, sales volumes, sales prices, cost of sales and overhead expenses. They are automatically updated whenever the ExI-Plan model is recalculated. To use this facility, first-year projections must be complete (but not necessarily final).

Table 1 - Calculated Operating Income (\$000) for Year-Ending Dec 20

		Variations in Sales Volumes						
		-15%	-10%	-5%	Base	+5%	+10%	+15%
Variations in Sales Prices	-15%	-1,208.7	-1,144.2	-1,079.6	-1,015.1	-950.6	-886.0	-821.5
	-10%	-1,009.8	-933.5	-857.3	-781.1	-704.8	-628.6	-552.4
	-5%	-810.9	-722.9	-635.0	-547.0	-459.1	-371.2	-283.2
	Base	-611.9	-512.3	-412.6	-313.0	-213.4	-113.7	-14.1
	+5%	-413.0	-301.7	-190.3	-79.0	32.4	143.7	255.1
	+10%	-214.1	-91.0	32.0	155.1	278.1	401.2	524.2
	+15%	-15.1	119.6	254.4	389.1	523.9	658.6	793.3

Note: This analysis assumes that cost of sales are fully variable and that overhead expenses remain fixed irrespective of any sales volume changes.

Example of Interpretation: A 10% reduction in sales volumes plus a 5% increase in sales prices could result in an operating loss of 301.7 (\$000) as compared with the projected base-case operating loss of 313 (\$000).

Table 2 - Calculated Operating Income (\$000) for Year-Ending Dec 20

		Variations in Overhead Expenses						
		+15%	+10%	+5%	Base	-5%	-10%	-15%
Variations in Cost of Sales	+15%	-1,032.1	-926.8	-821.5	-716.2	-610.9	-505.6	-400.3
	+10%	-897.7	-792.4	-687.1	-581.8	-476.5	-371.2	-265.9
	+5%	-763.3	-658.0	-552.7	-447.4	-342.1	-236.8	-131.5
	Base	-628.9	-523.6	-418.3	-313.0	-207.7	-102.4	2.9
	-5%	-494.5	-389.2	-283.9	-178.6	-73.3	32.0	137.3
	-10%	-360.1	-254.8	-149.5	-44.2	61.1	166.4	271.7
	-15%	-225.7	-120.4	-15.1	90.2	195.5	300.8	406.1

Note: This analysis assumes that cost of sales and overhead expenses can be varied without any knock-on effects or consequences.

Example of Interpretation: A 10% reduction in overhead expenses could improve base-case operating income by 210.6 (\$000). In contrast, a 10% reduction in cost of sales could improve operating income by 268.8 (\$000).

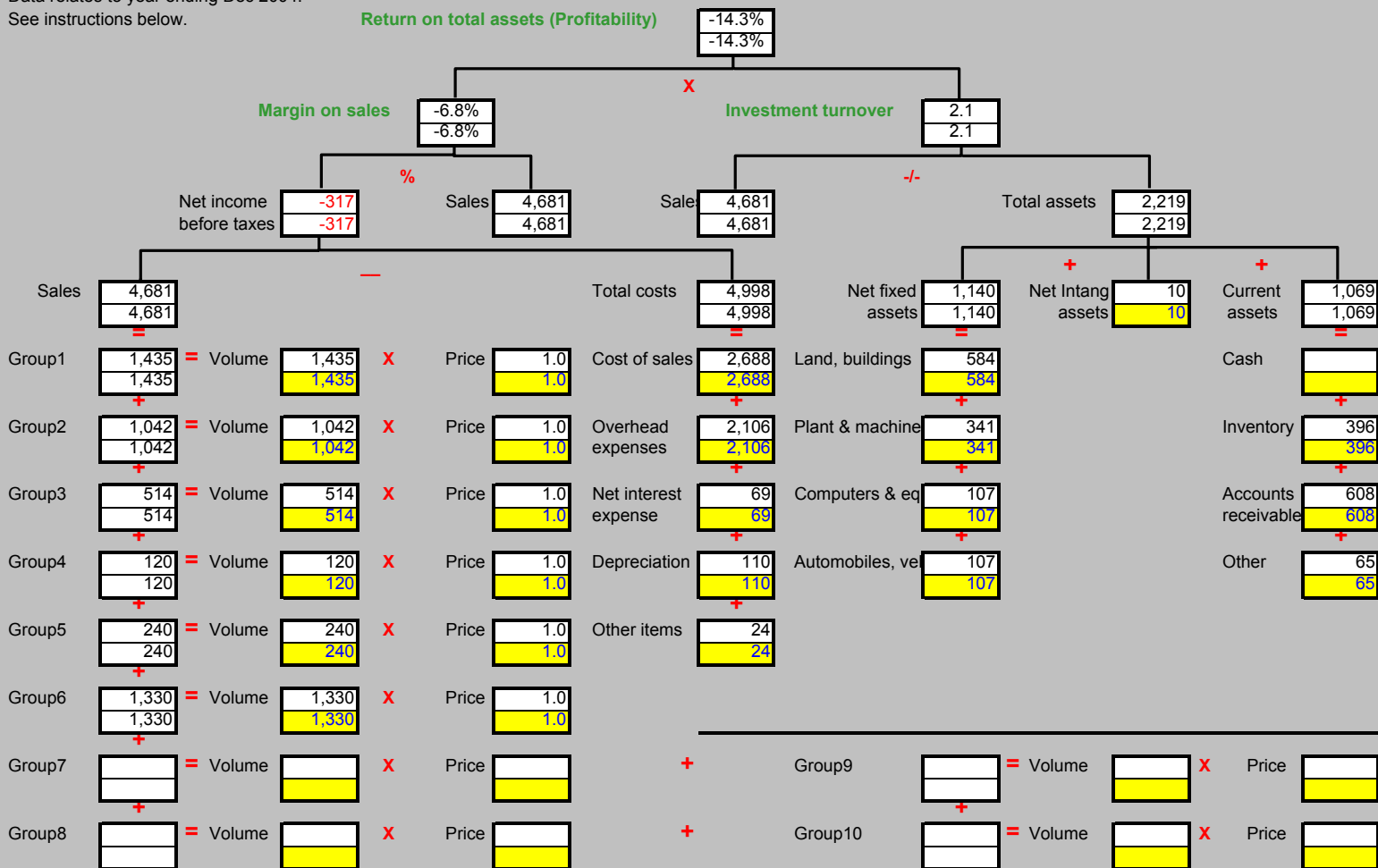
odel is

04

04

Profitability Planner

Currency values expressed as \$000.
Data relates to year ending Dec 2004.
See instructions below.



Instructions:

1. Compile preliminary first-year projections.
2. Press Update Values button to copy all calculated first-year values (in white cells) into the yellow assumption cells above.
3. Change values in yellow assumption cells individually (or in combinations to take account of interactions). Examples:
 - An increase in sale prices might require an increase in accounts receivable and a possible reduction in sales volumes.
 - A substantial increase in sales volumes will require higher cost of sales and might also need additional fixed assets plus higher receivable & inventory levels.
4. Press Recalculate Ratios button to update the profitability projection in the yellow cells.

Covering First Three Months in Year to Dec 2004	% Profile of Monthly Cashflows					Jan				Feb				Mar				
	Week 1	Week 2	Week 3	Week 4	Total	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	
	%	%	%	%	%	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
Cash receipts																		
Cash sales & accounts receivable (Note 1)	10.0	10.0	50.0	30.0	100.0	17.7	17.7	88.5	53.1	33.5	33.5	167.3	100.4	35.7	35.7	178.4	107.0	
Proceeds of new stock issues			100.0		100.0							25.0						
Increases in longterm debt/notes				100.0	100.0													
Increases in other loans				100.0	100.0													
Proceeds from disposals of fixed assets				100.0	100.0												50.0	
Sales Tax recovered from State				100.0	100.0													
Miscellaneous income received			100.0		100.0			10.0				10.0				10.0		
Interest received	25.0	25.0	25.0	25.0	100.0	0.0	0.0	0.0	0.0									
Total cash receipts						17.7	17.7	98.5	53.1	33.5	33.5	202.3	100.4	35.7	35.7	188.4	207.0	
Cash payments																		
Materials/goods accounts payable (Note 2)	50.0	30.0	10.0	10.0	100.0	59.3	35.6	11.9	11.9	78.0	46.8	15.6	15.6	68.3	41.0	13.7	13.7	
Total direct cost payments (Note 3)	25.0	25.0	25.0	25.0	100.0	6.1	6.1	6.1	6.1	14.3	14.3	14.3	14.3	18.2	18.2	18.2	18.2	
Total overhead expense payments (Note 4)	25.0	25.0	25.0	25.0	100.0	16.8	16.8	16.8	16.8	34.5	34.5	34.5	34.5	43.3	43.3	43.3	43.3	
Taxes paid				100.0	100.0													
Dividends paid				100.0	100.0													
Lease repayments			100.0		100.0			10.0				10.0				10.0		
Lease interest expense			100.0		100.0			5.0				5.0				5.0		
Total capital expend. payments (Note 5)		50.0		50.0	100.0										22.5		22.5	
Operating lease payments		50.0		50.0	100.0								2.8		2.8		2.8	
Longterm debt/note repayments				100.0	100.0		2.8		2.8		2.8							
Other loan repayments				100.0	100.0				25.0									
Sales Tax paid on o/h expense, capex etc. inp	25.0	25.0	25.0	25.0	100.0													
Sales Tax paid to State				100.0	100.0				20.0			16.8					20.9	
Opening payroll taxes/benefits paid				100.0	100.0				25.0									
Changes in prepaid expenses	25.0	25.0	25.0	25.0	100.0	(2.5)	(2.5)	(2.5)	(2.5)									
Changes in accrued expenses	25.0	25.0	25.0	25.0	100.0					5.0	5.0	5.0	5.0					
Interest paid				100.0	100.0				3.9				4.5				5.0	
Total cash payments						79.7	58.7	92.2	63.9	131.8	103.4	101.2	76.7	129.8	127.7	111.0	105.4	
Net cashflow						(62.0)	(41.0)	6.3	(10.8)	(98.4)	(69.9)	101.1	23.7	(94.1)	(92.0)	77.4	101.6	
Opening net cash balance (deficit)						(110.0)	(172.0)	(213.0)	(206.7)	(217.5)	(315.8)	(385.8)	(284.6)	(260.9)	(355.0)	(447.0)	(369.6)	
Closing net cash balances (deficit)						(172.0)	(213.0)	(206.7)	(217.5)	(315.8)	(385.8)	(284.6)	(260.9)	(355.0)	(447.0)	(369.6)	(268.0)	

Notes refer to Monthly Cashflow Projections (M_CF)

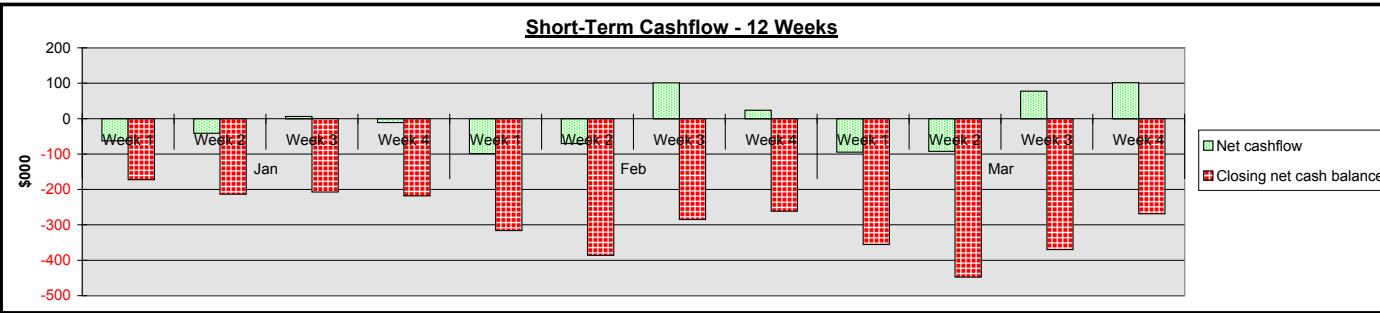


Chart Values - These items will not be printed

	Jan				Feb				Mar			
	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4
Net cashflow	(62.0)	(41.0)	6.3	(10.8)	(98.4)	(69.9)	101.1	23.7	(94.1)	(92.0)	77.4	101.6
Closing net cash balance	(172.0)	(213.0)	(206.7)	(217.5)	(315.8)	(385.8)	(284.6)	(260.9)	(355.0)	(447.0)	(369.6)	(268.0)

Years:	-4	-3	-2	-1	2003	2004	2005	2006	2007	2008
No. of Months in Year:	12	12	12	12	12	12	12	12	12	12
INCOME STATEMENTS	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	Act	Act	Act	Act	Est	Proj	Proj	Proj	Proj	Proj
Sales	200	1,000	2,313	4,681	6,746	8,046	9,262	10,177	10,997	11,897
Cost of sales	60	400	963	1,993	2,872	3,501	3,979	4,580	4,990	5,300
Gross margin	140	600	1,350	2,688	3,874	4,545	5,283	5,697	6,007	6,597
Overhead expenses	200	400	900	2,100	1,962	2,188	2,400	2,600	2,800	3,000
Depreciation	2	10	5	23	42	56	40	40	40	40
Operating lease payments	15	35	50	110	155	190	238	279	318	370
Total operating expenses	207	485	1,090	2,366	2,231	2,508	2,758	3,014	3,218	3,510
Income from operations	-187	-85	-127	-313	641	993	1,221	1,566	1,666	1,666
Other income/expenses:										
Profit (loss) fixed asset disposals					80	125	85	85		
Intangible asset amortization					60	2				
Miscellaneous income					75	120	120	200	250	250
Total other income (expenses)					75	147	245	285	285	285
Earnings before interest/taxes	-187	-85	-127	-173	884	1,198	1,506	1,796	1,796	1,796
Interest expense/income:										
Interest expense					57	71	91	82	91	91
Less interest expense					55	75	40	40	30	30
Interest income					2	2	32	36	62	112
Net interest expense (income)					55	69	110	88	63	12
Net income before taxes	-222	-114	-162	-317	764	1,112	1,463	1,785	1,785	1,785
Taxes					53	82	116	143	143	143
Net income	-222	-114	-162	-317	710	1,029	1,356	1,642	1,642	1,642
Dividends declared										
Transferred to reserves	-222	-114	-162	-317	710	888	1,186	1,502	1,502	1,502

Years:	-4	-3	-2	-1	2003	2004	2005	2006	2007	2008
No. of Months in Year:	12	12	12	12	12	12	12	12	12	12
BALANCE SHEETS	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
	Act	Act	Act	Act	Est	Proj	Proj	Proj	Proj	Proj
ASSETS										
Current assets:										
Cash at bank					10	483	1,316	2,074	3,431	3,431
Accounts receivable					295	608	802	974	1,141	1,250
Inventory					290	396	568	649	760	830
Prepaid expenses					79	65	60	60	60	60
Sales Tax recoverable										656
Total current assets					669	1,069	1,963	2,999	4,036	5,682
Net fixed assets					675	1,140	1,270	1,620	1,817	1,939
Net intangible assets					70	10	8	8	8	8
Total assets					1,405	2,219	3,241	4,627	5,861	7,629
LIABILITIES										
Current liabilities:										
Accounts payable					210	379	480	538	673	719
Capital expenditure creditors					45	10	10	10	10	10
Accrued expenses					25	69	69	69	69	69
Dividends					20	31	66	76	83	91
Taxes					120	148				
Sales Tax payable										
Short-term liabilities of credit										
Current portion of longterm liabilities:					100	163	275	328	325	325
Longterm debt/notes					25	30	59	83	99	116
Other loans					50	88	56	52	52	52
Lease debt					665	877	1,107	1,096	1,084	1,084
Total current liabilities					665	877	1,107	1,096	1,084	1,084
Longterm liabilities:					100	488	275	325	325	325
Longterm debt/notes					25	120	201	168	201	201
Other loans					111	126	92	132	132	132
Lease debt					125	719	601	990	658	727
Total longterm liabilities					125	719	601	990	658	727
Equity:					850	1,175	1,375	1,375	1,375	1,375
Equity investments					222	250	158	107	233	233
Retained earnings					615	623	1,533	2,432	3,618	5,529
Total owners' equity					1,465	2,219	3,241	4,627	5,861	7,629
Total liabilities & equity					1,465	2,219	3,241	4,627	5,861	7,629
CHECK balance sheets balance >>>	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

Years:	-4	-3	-2	-1	2003	2004	2005	2006	2007	2008
No. of Months in Year:	12	12	12	12	12	12	12	12	12	12
PERFORMANCE REVIEW										
	Act	Act	Act	Act	Est	Proj	Proj	Proj	Proj	Proj
Months per year factor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
As % total sales:										
Gross margin	n/a	n/a	25.0	40.0	41.6	42.6	42.6	43.5	43.0	45.0
Income from operations	n/a	n/a	n/a	n/a	n/a	n/a	8.5	12.3	13.2	15.4
Net income before taxes	n/a	n/a	n/a	n/a	n/a	n/a	11.3	13.8	15.7	17.5
Projected sales as % breakeven	n/a	n/a	21	82	85	86	129	140	144	152
Headcount						115	154	163	168	170
Changes over previous year (%):										
Sales	-	n/a	n/a	400	131	102	44	19	15	10
Net income before taxes	-	n/a	n/a	n/a	n/a	n/a	46	31	21	23
Transfer to reserves	-	n/a	n/a	n/a	n/a	n/a	25	32	27	27
Owner's equity	-	n/a	n/a	n/a	n/a	1	146	59	49	42
Dividends per share	-	n/a	n/a	n/a	n/a	n/a	n/a	29	7	7
Earnings per share	-	n/a	n/a	n/a	n/a	n/a	n/a	39	21	23
Net income before taxes/total assets (%)	n/a	n/a	n/a	n/a	n/a	n/a	23.6	24.0	24.8	23.7
Return on owners' equity (%)	n/a	n/a	n/a	n/a	n/a	n/a	46.3	42.1	36.9	32.1
Annual sales/total assets (times)	n/a	n/a	n/a	n/a	1.6	2.1	2.1	1.7	1.6	1.4
Annual sales/net fixed assets (times)	n/a	n/a	n/a	n/a	3.4	4.1	5.3	5.0	5.1	5.2
Net debt as percentage of owners' equity	n/a	n/a	n/a	n/a	59	152	24	n/a	n/a	n/a
Interest cover (times)	n/a	n/a	n/a	n/a	n/a	n/a	10.6	25.4	64.2	n/a
Current asset ratio (times)	n/a	n/a	n/a	n/a	1.0	1.2	1.8	1.9	2.5	3.3
Accounts receivable (days sales)	n/a	n/a	n/a	n/a	45	47	46	44	45	45
Inventory (days sales)	n/a	n/a	n/a	n/a	46	31	31	29	30	30
Accounts payable (days costs & expense)	n/a	n/a	n/a	n/a	33	29	30	29	32	32
Cumulative issued shares (000s)					500	615	665	665	665	665
Net assets per share (\$)	n/a	n/a	n/a	n/a	1.23	1.01	2.31	3.66	5.44	7.70
Earnings per share (\$)	n/a	n/a	n/a	n/a	n/a	n/a	1.11	1.54	2.01	2.47
Dividend per share (\$)	n/a	n/a	n/a	n/a	n/a	n/a	0.19	0.23	0.21	0.21
Dividend cover (times)	n/a	n/a	n/a	n/a	n/a	n/a	8.2	8.9	11.7	11.7

Long-Term Trend Charts

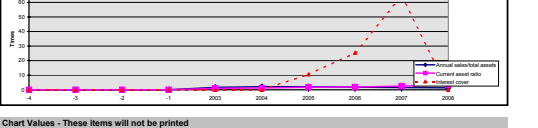
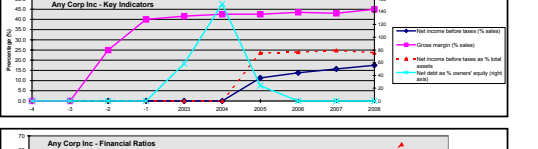
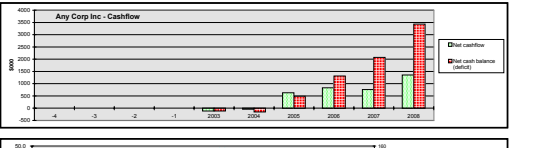
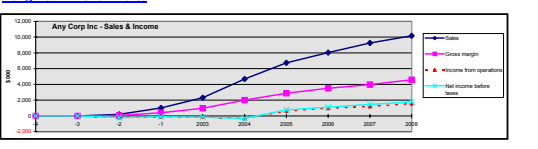


Chart Values - These Items will not be printed

Any Corp Inc - Sales & Income										
Years:	-4	-3	-2	-1	2003	2004	2005	2006	2007	2008
No. of Months in Year:	12	12	12	12	12	12	12	12	12	12
Sales	200	1,000	2,313	4,681	6,746	8,046	9,262	10,177	10,997	11,897
Gross margin	60	400	963	1,993	2,872	3,501	3,979	4,580	4,990	5,300
Income from operations	-187	-85	-127	-313	641	993	1,221	1,566	1,666	1,666
Net income before taxes	-222	-114	-162	-317	764	1,112	1,463	1,785	1,785	1,785
Transfer to reserves	-222	-114	-162	-317	710	888	1,186	1,502	1,502	1,502

Any Corp Inc - Cashflow										
Years:	-4	-3	-2	-1	2003	2004	2005	2006	2007	2008
No. of Months in Year:	12	12	12	12	12	12	12	12	12	12
Net cash balance					669	1,069	1,963	2,999	4,036	5,682
Other cash balance					70	10	8	8	8	8
Net cash balance					669	1,069	1,963	2,999	4,036	5,682

Any Corp Inc - Key Indicators										
Years:	-4	-3	-2	-1	2003	2004	2005	2006	2007	2008
No. of Months in Year:	12	12	12	12	12	12	12	12	12	12
Net income before taxes as % total asset	n/a	n/a	n/a	n/a	n/a	n/a	8.5	12.3	13.2	15.4
Net income before taxes as % owners' equity (right axis)	n/a	n/a	n/a	n/a	n/a	n/a	46.3	42.1	36.9	32.1
Annual sales/total assets	n/a	n/a	n/a	n/a	1.6	2.1	2.1	1.7	1.6	1.4
Annual sales/net										