



MANAGEMENT ACCOUNTS

SCAPA GROUP PLC

Transportation (Europe)

October 2010



Market Performance

	October			YTD			Var Month		Var YTD		
	Actual	Budget	PY	Actual	Budget	PY	Budget	PY	Budget	PY	
Sales	1,286	1,331	1,429	9,064	9,012	8,984	-45	-143	53	81	
Std Gross Margin	410	408	402	2,365	2,708	2,654	2	8	-343	-289	
% of Sales	31.9%	30.7%	28.1%	26.1%	30.0%	29.5%					
D&L	(61)	(85)		(491)	(569)		24		78		
% of sales	-4.7%	-6.4%		-5.4%	-6.3%						
R&D Direct	(9)	(9)		(65)	(65)		0		0		
R&D Allocated	(10)	(12)		(82)	(97)		2		15		
% of sales	-1.5%	-1.5%		-1.6%	-1.8%						
S&M Direct	(56)	(66)		(544)	(485)		10		-59		
S&M Allocated	(39)	(55)		(333)	(453)		16		120		
% of sales	-7.4%	-9.1%		-9.7%	-10.4%						
Market Performance	235	182		850	1,040		53		-190		
ROS	18.3%	13.7%		9.4%	11.5%						

HIGHLIGHTS

With the shortfall recovery plan now delivering improved margin the Market performance was 30% above budget. FGS was also £74k ahead of budget. Debtors remains well ahead of budget.

Performance

Forecast is that the BU will recover back to budget level (2 assumptions - the exceptional costs associated with restructuring in the BU will affect the Market performance results by £88k and S&M allocated costs deliver against committment) Oct/ Nov order intake remains at 32% however £32K of quality complaints were signed off and will affect the Nov results.

Gross Margin and Sales

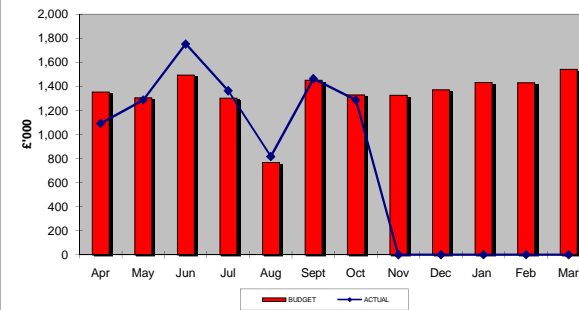
GM was delivered via a better product mix at Yazaki/ SEWS/ Lear and a £15k credit from Q2.

Pipelines and Opportunities

Lear butyl business confirmed and schedules now received.

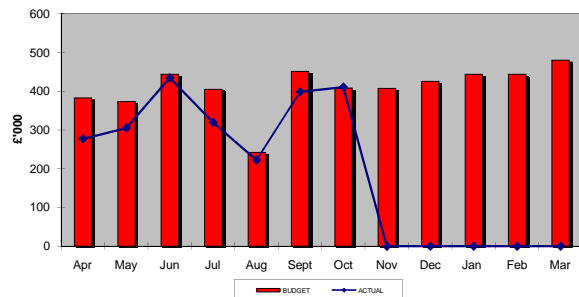
Main other opprtunities are in Seimens Yazaki in Germnay - CRM pipeline will be presented at review

Turnover



235
182
1.291209

Std Margin





Detailed

		Apr-10	May-10	Jun-10	Q1	Jul-10	Aug-10	Sep-10	Q2	Oct-10	Nov-10	Dec-10	Q3	Jan-11	Feb-11	Mar-11	Q4	FY2011
Orders	Actual	1,272	1,381	2,353	5,006	1,559	421	1,313	3,293	1,255			1,255				0	9,554
	Budget				0				0				0				0	0
	PY	1,306	1,641	1,853	4,800	1,574	425	1,445	3,444	1,030	1,348	1,255	3,632	1,501	1,345	1,418	4,265	16,140
																		0
Sales	Actual	1,092	1,287	1,753	4,132	1,364	817	1,465	3,646	1,286	0	0	1,286	0	0	0	0	9,064
	Budget	1,355	1,306	1,495	4,157	1,304	768	1,453	3,524	1,331	1,326	1,372	4,030	1,433	1,432	1,544	4,409	16,120
	PY	1,102	1,406	1,545	4,053	1,143	825	1,534	3,502	1,429	1,228	1,183	3,839	1,426	1,394	1,550	4,369	15,763
	Actual vs budget	(262)	(19)	258	(24)	60	49	12	122	(45)	(1,326)	(1,372)	(2,744)	(1,433)	(1,432)	(1,544)	(4,409)	(7,055)
	Actual vs PY	(10)	(119)	208	79	221	(8)	(69)	144	(143)	(1,228)	(1,183)	(2,553)	(1,426)	(1,394)	(1,550)	(4,369)	(6,698)
																		0
Std Gross Margin	Actual	277	305	434	1,016	319	222	398	939	410	0	0	410	0	0	0	0	2,365
	Budget	383	374	444	1,200	405	242	451	1,099	408	408	425	1,241	444	444	480	1,367	4,908
	PY	315	442	451	1,207	354	235	456	1,045	402	373	335	1,109	371	365	396	1,132	4,493
	Actual %age	25.3%	23.7%	24.8%	24.6%	23.4%	27.2%	27.2%	25.8%	31.9%	#DIV/0!	#DIV/0!	31.9%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	26.1%
	Budget %age	28.2%	28.6%	29.7%	28.9%	31.1%	31.6%	31.1%	31.2%	30.7%	30.7%	31.0%	30.8%	31.0%	31.0%	31.1%	31.0%	30.4%
																		28.5%
D&L	Actual	(61)	(72)	(93)	(226)	(79)	(46)	(79)	(204)	(61)	0	0	(61)	0	0	0	0	(491)
	Budget	(85)	(82)	(91)	(259)	(84)	(51)	(90)	(225)	(85)	(86)	(91)	(262)	(90)	(90)	(96)	(276)	(1,021)
	PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Actual % Sales	-5.6%	-5.6%	-5.3%	-5.5%	-5.8%	-5.6%	-5.4%	-5.6%	-4.7%	#DIV/0!	#DIV/0!	-4.7%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-5.4%
	Budget % Sales	-6.3%	-6.3%	-6.1%	-6.2%	-6.4%	-6.6%	-6.2%	-6.4%	-6.4%	-6.5%	-6.6%	-6.5%	-6.3%	-6.3%	-6.2%	-6.3%	-6.3%
																		0.0%
R&D	Actual	(8)	(8)	(12)	(28)	(8)	(8)	(12)	(28)	(9)	0	0	(9)	0	0	0	0	(65)
	Budget	(9)	(9)	(11)	(28)	(9)	(9)	(11)	(28)	(9)	(9)	(11)	(28)	(9)	(9)	(11)	(28)	(112)
	Actual vs budget	1	1	(1)	0	1	1	(1)	0	(0)	9	11	19	9	9	11	28	47
	Actual % Sales	-0.7%	-0.6%	-0.7%	-0.7%	-0.6%	-1.0%	-0.8%	-0.8%	-0.7%	#DIV/0!	#DIV/0!	-0.7%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-0.7%
	Budget % Sales	-0.6%	-0.7%	-0.7%	-0.7%	-0.7%	-1.1%	-0.7%	-0.8%	-0.7%	-0.7%	-0.8%	-0.7%	-0.6%	-0.6%	-0.7%	-0.6%	-0.7%
																		0
R&D Allocated	Actual	(12)	(11)	(14)	(37)	(12)	(9)	(14)	(35)	(10)	0	0	(10)	0	0	0	0	(82)
	Budget	(15)	(15)	(16)	(47)	(13)	(10)	(15)	(38)	(12)	(13)	(16)	(40)	(13)	(13)	(14)	(39)	(165)
	Actual vs budget	3	4	2	10	1	1	3	3	2	13	16	30	13	13	14	39	83
	Actual % Sales	-1.1%	-0.9%	-0.8%	-0.9%	-0.9%	-1.1%	-1.0%	-1.0%	-0.8%	#DIV/0!	#DIV/0!	-0.8%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-0.9%
	Budget % Sales	-1.1%	-1.2%	-1.1%	-1.1%	-1.0%	-1.3%	-1.0%	-1.1%	-0.9%	-1.0%	-1.1%	-1.0%	-0.9%	-0.9%	-0.9%	-0.9%	-1.0%
																		0
S&M	Actual	(69)	(75)	(131)	(275)	(66)	(56)	(91)	(213)	(56)	0	0	(56)	0	0	0	0	(544)
	Budget	(66)	(66)	(78)	(209)	(66)	(66)	(78)	(209)	(66)	(66)	(78)	(209)	(66)	(66)	(78)	(209)	(838)
	Actual vs budget	(3)	(9)	(53)	(66)	(0)	10	(13)	(4)	10	59	78	153	66	66	78	209	294
	Actual % Sales	-6.3%	-5.8%	-7.5%	-6.7%	-4.8%	-6.9%	-6.2%	-5.8%	-4.4%	#DIV/0!	#DIV/0!	-4.4%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-6.0%
	Budget % Sales	-4.8%	-5.0%	-5.2%	-5.0%	-5.0%	-8.5%	-5.4%	-5.9%	-4.9%	-4.9%	-5.7%	-5.2%	-4.6%	-4.6%	-5.1%	-4.8%	-5.2%
																		0
S&M Allocated	Actual	(47)	(52)	(63)	(162)	(41)	(38)	(53)	(132)	(39)	0	0	(39)	0	0	0	0	(333)
	Budget	(69)	(68)	(75)	(212)	(64)	(52)	(70)	(186)	(55)	(59)	(70)	(184)	(58)	(58)	(66)	(182)	(764)
	Actual vs budget	22	16	12	50	23	14	17	54	16	59	70	145	58	58	66	182	431
	Actual % Sales	-4.3%	-4.0%	-3.6%	-3.9%	-3.0%	-4.7%	-3.6%	-3.6%	-3.0%	#DIV/0!	#DIV/0!	-3.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-3.7%
	Budget % Sales	-5.1%	-5.2%	-5.0%	-5.1%	-4.9%	-6.8%	-4.8%	-5.3%	-4.1%	-4.5%	-5.1%	-4.6%	-4.1%	-4.0%	-4.3%	-4.1%	-4.7%
																		0
Market Performance	Actual	80	87	121	288	113	65	149	327	235	0	0	235	0	0	0	0	850
	Budget	139	133	172	444	169	56	188	413	182	175	160	518	208	209	215	632	2,008
	Actual vs budget	(59)	(46)	(51)	(157)	(56)	9	(39)	(86)	53	(175)	(160)	(283)	(208)	(209)	(215)	(632)	(1,158)
	Actual % Sales	7.3%	6.8%	6.9%	7.0%	8.3%	8.0%	10.2%	9.0%	18.3%	#DIV/0!	#DIV/0!	18.3%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	9.4%
	Budget % Sales	10.2%	10.2%	11.5%	10.7%	13.0%	7.3%	12.9%	11.7%	13.7%	13.2%	11.7%	12.8%	14.5%	14.6%	13.9%	14.3%	12.5%



CAUSAL

Actual v Budget (£'000)						
Month	Sales	GM	D&L	R&D	S&M	Performance
BUDGET						
Sales	1,331	408	-85	-20	-120	182
Credit Notes Raised	-2	-2				-2
Delphi Detail						
003 products	-34	-6				
1504H products	-2	-2				
1810 products	-42	-17				
2702 products	17	1				
Other Delphi	-8	6				
Delphi Total	-69	-18				-18
Yazaki	18	15				15
Leoni	12	4				4
Lemitar	-41	-9				-9
Sumitomo	51	16				16
Lear	45	23				23
Other (inc Delfingen)	-59	-27				-27
Costs						
Discounts Allowed					15	15
Customer Claims					1	1
Legal & Professional (Bureau Francis Lefebvre)						0
Agents Commission					-3	-3
-R&D Allocated				2		2
-S&M Allocated					16	16
-D&L Actual			24			24
to explain	0	0	0	0	-3	-4
ACTUAL	1,286	410	-61	-19	-95	235

Actual v Budget (£'000)						
YTD	Sales	GM	D&L	R&D	S&M	Performance
BUDGET						
Sales	9,012	2,708	-569	-162	-937	1,040
Credit Notes Raised	-84	-84				-84
003 products	-217	-40				
1504H products	-107	-83				
1810 products	-130	-52				
2702 products	100	-7				
Other Delphi	-7	-31				
Delphi Total	-362	-213				-213
Yazaki	-108	-58				-58
Leoni	-243	-70				-70
Lemitar	625	107				107
Sumitomo	305	19				19
Lear	146	89				89
Other (inc Delfingen)	-227	-131				-131
Costs						
Discounts Allowed					0	0
Customer Claims					-34	-34
Legal & Professional (Bureau Francis Lefebvre)					-2	-2
Agents Commission					-21	-21
-R&D Allocated				15		15
-S&M Allocated					120	120
-D&L Actual			78			78
to explain	0	0	0	0	-2	-3
ACTUAL	9,064	2,365	-491	-147	-877	850

Month	YTD	Month	YTD
GM Walk	GM Walk	Impact	Impact
30.7%	30.0%		
30.6%	29.4%	-0.1%	-0.7%
30.8%	28.1%	0.2%	-1.2%
31.5%	27.8%	0.7%	-0.3%
31.6%	27.8%	0.0%	0.0%
31.9%	27.0%	0.3%	-0.8%
31.9%	26.3%	0.0%	-0.7%
32.5%	26.9%	0.6%	0.5%
31.9%	26.1%	-0.6%	-0.8%
31.9%	26.1%	1.2%	-4.0%



Top 10 Customers - Large and Strategic

Customer	Turnover £'000			Std GC %			Std GM %		
	Actual	Budget	PY	Actual	Budget	PY	Actual	Budget	PY
1 Lemitar	5	46	12	48.7%	45.1%	50.7%	38.2%	23.1%	20.2%
2 Lear	106	62	95	57.5%	53.9%	52.5%	41.4%	34.2%	33.2%
3 AMPI	33	17	47	67.2%	64.0%	74.2%	50.2%	45.3%	62.7%
4 Mercedes DC	15	25	23	69.1%	71.5%	77.2%	29.6%	45.0%	52.6%
5 Cemec	0	12	2	0.0%	47.4%	45.8%	0.0%	24.2%	-15.7%
6 Eurocade	5	6	0	89.3%	84.0%	37.9%	87.0%	80.7%	3.0%
7 FILEC	1	8	5	64.5%	66.5%	67.7%	51.8%	42.2%	46.6%
8 Tramico	11	6	7	76.2%	77.3%	77.5%	15.1%	19.1%	29.1%
9 GJM S.A.	5	5	16	54.7%	72.4%	76.2%	30.4%	55.8%	62.5%
10 Trigano VDL	6	5	5	78.5%	80.4%	78.6%	63.5%	64.8%	65.4%
	188	193	212	62.5%	58.0%	63.5%	42.1%	35.9%	44.0%
1 Delphi	232	303	249	51.4%	50.7%	46.0%	28.1%	27.9%	20.8%
2 Yazaki	254	234	328	54.0%	55.8%	54.5%	29.4%	25.2%	27.5%
3 Leoni	202	190	268	50.8%	47.8%	47.4%	28.8%	28.6%	24.4%
4 Sumitomo	240	189	159	51.8%	50.8%	49.8%	29.1%	28.8%	24.6%
5 Delfingen	0	59	0	0.0%	46.9%	0.0%	0.0%	46.8%	0.0%
6 PSA	22	19	37	60.8%	61.8%	63.5%	25.8%	29.8%	35.1%
7 VW Group	11	11	15	55.5%	55.4%	51.0%	-4.8%	-4.9%	7.9%
8 Renault Group	11	10	7	75.5%	73.3%	77.2%	56.6%	38.8%	67.2%
9 Aludec	0	9	0	0.0%	54.7%	0.0%	0.0%	24.2%	0.0%
10 Kromberg & Schubert	0	0	0	0.0%	50.3%	0.0%	0.0%	23.7%	0.0%
	972	1,027	1,062	52.6%	51.7%	50.4%	28.7%	28.4%	25.0%
OTHERS	126	111	154	62.9%	66.4%	62.2%	40.9%	42.1%	28.3%
TOTAL	1,286	1,331	1,429	55.1%	53.8%	53.6%	31.9%	30.7%	28.1%

Budget Variance		
Turnover	GC	GM
-41	-18	-9
44	27	23
17	12	9
-10	-8	-7
-12	-6	-3
-1	0	0
-7	-5	-3
4	3	0
0	-1	-1
1	1	1
-5	6	10
-71	-35	-20
19	6	16
12	12	4
51	28	15
-59	-28	-28
3	1	0
0	0	0
1	1	2
-9	-5	-2
0	0	0
-55	-19	-13
15	5	5
-45	-8	2

PY Variance		
Turnover	GC	GM
-7	-3	0
11	11	12
-14	-13	-13
-8	-7	-8
-2	-1	0
5	4	4
-4	-3	-2
4	3	0
-11	-9	-9
1	1	1
-24	-17	-14
-17	5	13
-74	-41	-15
-66	-25	-7
81	45	31
0	0	0
-15	-10	-7
-4	-1	-2
4	3	2
0	0	0
0	0	0
-90	-24	14
-28	-17	8
-143	-58	8

Attrition Risk Rating	Customer Growth	Scapa Growth
3	Growing	Growing
3	Declining	Declining
2	Declining	Declining
4	Static	Static
3	Declining	Declining
2	Static	Static
2	Static	Static
2	Static	Static
2	Static	Static
2	Static	Static
3	Static	Growing
4	Growing	Declining
3	Static	Declining
3	Growing	Growing
1	Static	Static
4	Static	Static
3	Growing	Static
3	Static	Static
2	Static	Static
1	Static	Static



Top 10 Customers - Large and Strategic

Customer	Turnover £'000			Std GC %			Std GM %		
	Actual	Budget	PY	Actual	Budget	PY	Actual	Budget	PY
1 Lemitar	1,031	415	526	43.0%	43.2%	41.4%	17.4%	19.5%	18.1%
2 Lear	620	477	896	57.1%	52.8%	50.3%	38.7%	32.3%	28.5%
3 AMPI	160	103	255	67.1%	64.0%	73.9%	49.5%	44.9%	58.2%
4 Mercedes DC	110	123	110	66.3%	72.4%	73.5%	38.0%	46.2%	49.2%
5 Cemmet	114	120	203	41.5%	48.4%	47.7%	19.7%	25.8%	22.1%
6 Eurocade	14	75	69	86.3%	84.4%	88.9%	82.9%	81.3%	84.9%
7 FILEC	49	52	62	65.8%	66.3%	67.1%	43.8%	42.5%	47.4%
8 Tramico	43	38	43	75.5%	77.3%	76.6%	12.7%	19.0%	26.4%
9 GJM S.A.	21	37	34	62.1%	72.2%	70.5%	41.2%	55.3%	52.8%
10 Trignano VDL	44	38	31	79.5%	80.4%	80.5%	64.4%	64.8%	65.8%
	2,205	1,476	2,229	52.1%	56.1%	54.7%	29.0%	34.1%	33.0%
1 Delphi	1,754	2,158	1,792	49.7%	52.0%	51.4%	22.7%	30.3%	27.2%
2 Yazaki	1,446	1,554	1,589	51.2%	55.9%	53.8%	23.7%	25.9%	27.3%
3 Leoni	1,057	1,299	1,507	50.3%	47.7%	50.3%	27.1%	27.4%	26.9%
4 Sumitomo	1,542	1,240	876	49.0%	50.3%	53.0%	22.2%	26.5%	26.7%
5 Delfingen	0	297	0	70.7%	46.9%	48.9%	55.4%	46.9%	19.9%
6 PSA	164	140	183	61.9%	63.0%	64.0%	24.4%	28.0%	36.8%
7 VW Group	74	72	79	55.3%	55.5%	52.7%	-5.2%	-4.9%	8.1%
8 Renault Group	46	73	57	74.7%	73.3%	71.5%	54.8%	38.8%	48.2%
9 Aludec	3	53	0	59.5%	54.4%	61.5%	30.7%	24.6%	43.5%
10 Kromberg & Schubert	0	1	0	56.3%	50.2%	47.5%	34.8%	23.6%	21.2%
	6,085	6,887	6,085	50.6%	52.1%	52.6%	23.5%	28.4%	27.4%
OTHERS	775	648	670	64.2%	66.6%	64.6%	38.0%	38.0%	38.0%
TOTAL	9,064	9,012	8,984	52.1%	53.8%	54.0%	26.1%	30.0%	29.5%

Budget Variance		
Turnover	GC	GM
616	264	99
144	102	86
57	42	33
-13	-16	-15
-6	-11	-9
-61	-52	-50
-2	-2	0
5	3	-2
-16	-14	-12
6	5	4
728	321	135
-404	-251	-255
-108	-127	-59
-243	-89	-69
301	131	13
-297	-139	-139
23	13	1
2	1	0
-28	-20	-3
-50	-27	-12
0	0	0
-802	-509	-526
127	66	48
53	-123	-343

PY Variance		
Turnover	GC	GM
505	225	85
-276	-97	-15
-95	-81	-69
-1	-8	-13
-89	-50	-22
-55	-49	-47
-13	-9	-8
0	0	-6
-13	-11	-9
13	10	8
-24	-71	-96
-38	-51	-90
-144	-114	-92
-451	-227	-119
666	290	107
0	0	0
-20	-16	-28
-5	-1	-10
-11	-7	-2
3	2	1
0	0	0
0	-123	-233
105	65	40
81	-129	-289

Attrition Risk Rating	Customer Growth	Scapa Growth
3	Growing	Growing
3	Declining	Declining
2	Declining	Declining
4	Static	Static
3	Declining	Declining
4	Declining	Declining
2	Static	Static
2	Static	Static
3	Static	Static
2	Static	Static
4	Static	Declining
4	Growing	Declining
4	Static	Static
3	Growing	Growing
5	Static	Static
3	Static	Static
3	Growing	Static
4	Static	Static
3	Static	Static
1	Static	Static



Top 10 Customers - Large Revenue Roadmap

Key Customer		1	2	3	Q1	4	5	6	Q2	7	8	9	Q3	10	11	12	Q4	FY2011	FY2011 Fcast	FY2011 Budget	FY2011F vs FY2011B £	FY2011F vs FY2011B %	FY2010 Actual	FY2011F vs FY2010A £	FY2011F vs FY2010A %	Q4 FY2010 Actual
1 Lemitar	Actual/Fcast	54	119	292	465	344	71	146	561	5	0	0	5	0	0	0	0	1,031	1,031	643	387	60%	1,107	-76	-7%	364
	Budget	82	71	75	228	44	46	51	140	46	43	49	138	44	47	46	137	643								
	PY	92	42	96	230	102	73	109	284	12	100	117	229	154	92	118	364	1,107								
2 Lear	Actual/Fcast	76	75	112	263	68	83	101	252	106	0	0	106	0	0	0	0	620	620	822	-202	-25%	1,312	-692	-53%	273
	Budget	70	68	82	220	68	47	81	195	62	61	61	183	71	71	82	224	822								
	PY	140	200	194	534	109	53	104	267	95	83	60	238	89	67	117	273	1,312								
3 AMIPI	Actual/Fcast	21	20	26	67	19	9	32	60	33	0	0	33	0	0	0	0	160	160	194	-34	-17%	445	-284	-64%	116
	Budget	14	14	19	47	14	7	19	40	17	16	16	48	19	19	22	59	194								
	PY	30	31	50	112	24	28	44	96	47	51	22	120	34	38	44	116	445								
4 Mercedes DC	Actual/Fcast	21	4	8	34	11	21	29	61	15	0	0	15	0	0	0	0	110	110	241	-132	-55%	177	-67	-38%	29
	Budget	13	16	19	48	18	10	21	50	25	28	21	74	17	22	32	70	241								
	PY	8	21	14	44	28	6	10	44	23	36	2	61	4	13	12	29	177								
5 Cemet	Actual/Fcast	10	56	21	87	5	6	16	27	0	0	0	0	0	0	0	0	114	114	208	-94	-45%	249	-136	-54%	47
	Budget	23	15	19	57	16	10	25	51	12	17	21	50	18	12	19	49	208								
	PY	41	40	50	131	37	16	17	70	2	-1	0	1	6	26	15	47	249								
6 Eurocade	Actual/Fcast	8	0	0	8	0	0	0	0	5	0	0	5	0	0	0	0	14	14	106	-92	-87%	70	-56	-80%	0
	Budget	11	11	15	37	11	6	15	32	6	5	5	16	6	6	7	20	106								
	PY	21	0	15	36	13	6	13	32	0	0	1	1	0	0	0	0	70								
7 FILEC	Actual/Fcast	11	11	6	29	4	3	12	20	1	0	0	1	0	0	0	0	49	49	97	-48	-49%	119	-70	-59%	37
	Budget	7	7	9	23	7	4	9	20	8	8	8	24	9	9	11	30	97								
	PY	2	12	11	24	13	7	13	33	5	15	5	25	16	5	16	37	119								
8 Tramico	Actual/Fcast	0	3	7	10	3	3	16	22	11	0	0	11	0	0	0	0	43	43	70	-27	-39%	62	-19	-31%	20
	Budget	6	6	6	19	6	0	6	13	6	6	6	19	6	6	6	19	70								
	PY	0	3	13	16	3	10	7	20	7	0	0	7	7	7	7	20	62								
9 GJM S.A.	Actual/Fcast	6	1	1	8	4	0	3	7	5	0	0	5	0	0	0	0	21	21	65	-44	-68%	50	-29	-59%	10
	Budget	5	5	7	17	5	3	7	14	5	5	5	15	6	6	7	18	65								
	PY	7	1	0	8	3	1	6	10	16	6	1	23	2	7	0	10	50								
10 Trigano VDL	Actual/Fcast	7	7	9	24	2	2	10	14	6	0	0	6	0	0	0	0	44	44	64	-20	-32%	64	-20	-31%	19
	Budget	5	5	5	16	5	5	5	16	5	5	5	16	5	5	5	16	64								
	PY	3	7	8	17	2	0	6	8	5	7	6	19	5	6	8	19	64								
Subtotal	Actual/Fcast	214	297	481	993	460	199	365	1,024	188	0	0	188	0	0	0	0	2,205	2,205	2,511	-306	-12%	3,654	-1,449	-40%	915
	Budget	238	217	257	712	195	137	239	571	193	194	197	584	203	204	237	644	2,511								
	PY	344	359	450	1,153	334	201	329	864	212	296	214	722	318	260	337	915	3,654								



Top 10 Customers - Strategic Revenue Roadmap

Key Customer		1	2	3	Q1	4	5	6	Q2	7	8	9	Q3	10	11	12	Q4	FY2011		FY2011 Fcast	FY2011 Budget	FY2011F vs FY2011B £	FY2011F vs FY2011B %	FY2010 Actual	FY2011F vs FY2010A £	FY2011F vs FY2010A %	Q4 FY2010 Actual
1 Delphi	Actual/Fcast	226	241	329	796	206	174	346	726	232	0	0	232	0	0	0	0	1,754		1,754	3,738	-1,983	-53%	3,257	-1,503	-46%	936
	Budget	339	339	350	1,028	323	175	328	826	303	300	306	910	317	317	339	974	3,738									
	PY	287	281	309	877	197	171	297	665	249	257	272	779	291	324	321	936	3,257									
2 Yazaki	Actual/Fcast	146	185	282	613	249	144	186	579	254	0	0	254	0	0	0	0	1,446		1,446	2,767	-1,322	-48%	2,596	-1,150	-44%	634
	Budget	238	216	248	702	229	137	251	617	234	233	238	706	246	246	250	742	2,767									
	PY	76	220	239	534	217	198	313	727	328	189	183	700	198	268	169	634	2,596									
3 Leoni	Actual/Fcast	154	148	174	477	167	68	143	378	202	0	0	202	0	0	0	0	1,057		1,057	2,307	-1,250	-54%	2,382	-1,326	-56%	470
	Budget	213	205	215	633	189	89	198	476	190	190	201	581	202	202	213	617	2,307									
	PY	183	291	260	734	167	103	235	505	268	211	194	674	144	136	190	470	2,382									
4 Sumitomo	Actual/Fcast	221	259	308	788	140	144	230	514	240	0	0	240	0	0	0	0	1,542		1,542	2,245	-703	-31%	1,989	-448	-23%	801
	Budget	199	194	200	593	179	89	191	459	189	193	197	579	200	204	210	615	2,245									
	PY	82	125	132	339	118	79	181	378	159	132	180	471	251	230	320	801	1,989									
5 Delfingen	Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	594	-594	-100%	0	0	-87%	0
	Budget	0	0	59	59	59	59	59	178	59	59	59	178	59	59	59	178	594									
	PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
6 PSA	Actual/Fcast	27	19	32	78	30	9	25	64	22	0	0	22	0	0	0	0	164		164	242	-79	-32%	330	-167	-50%	94
	Budget	23	22	26	70	23	7	21	51	19	18	18	55	21	21	25	67	242									
	PY	27	24	32	84	16	14	33	63	37	29	24	90	38	26	30	94	330									
7 VW Group	Actual/Fcast	9	14	11	34	11	5	13	29	11	0	0	11	0	0	0	0	74		74	128	-54	-42%	133	-59	-44%	34
	Budget	9	8	11	28	9	10	14	33	11	10	10	31	9	10	16	36	128									
	PY	10	14	7	30	12	7	16	34	15	12	7	34	9	14	12	34	133									
8 Renault Group	Actual/Fcast	7	6	5	18	4	7	6	17	11	0	0	11	0	0	0	0	46		46	127	-81	-64%	85	-39	-46%	11
	Budget	10	10	12	32	10	8	12	30	10	10	10	31	11	11	12	34	127									
	PY	7	6	9	22	7	9	13	28	7	6	11	23	3	8	1	11	85									
9 Aludec	Actual/Fcast	1	0	0	1	0	0	2	2	0	0	0	0	0	0	0	0	3		3	89	-86	-96%	1	2	130%	1
	Budget	9	9	9	26	9	0	9	18	9	9	1	18	9	9	9	26	89									
	PY	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1									
10 Kromberg & Schubert	Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	1	0	-48%	0	0	-8%	0
	Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1									
	PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									
Subtotal	Actual/Fcast	791	873	1,142	2,806	807	550	950	2,307	972	0	0	972	0	0	0	0	6,085		6,085	12,238	-6,154	-50%	10,775	-4,690	-44%	2,983
	Budget	1,040	1,004	1,129	3,173	1,031	575	1,082	2,688	1,027	1,023	1,040	3,090	1,075	1,080	1,134	3,288	12,238									
	PY	672	961	988	2,621	733	581	1,088	2,401	1,062	835	872	2,769	934	1,007	1,042	2,983	10,775									
Others	Actual/Fcast	87	117	130	334	97	68	150	315	126	0	0	126	0	0	0	0	775		2,980	3,881	-902	-23%	4,988	-2,009	-40%	1,386
	Budget	77	86	109	271	77	56	132	266	111	109	136	356	156	148	173	477	1,371									
	PY	86	86	107	279	76	44	117	237	154	97	97	348	173	127	171	471	1,335									
TOTAL	Actual/Fcast	1,092	1,287	1,753	4,132	1,364	817	1,465	3,646	1,286	0	0	1,286	0	0	0	0	9,064		9,064	16,120	-7,055	-44%	15,763	-6,698	-42%	4,369
	Budget	1,355	1,306	1,495	4,157	1,304	768	1,453	3,524	1,331	1,326	1,372	4,030	1,433	1,432	1,544	4,409	16,120									
	PY	1,102	1,406	1,545	4,053	1,143	825	1,534	3,502	1,429	1,228	1,183	3,839	1,426	1,394	1,550	4,369	15,763									



Top 10 Customers - Large Margin Roadmap

Key Customer		1	2	3	Q1	4	5	6	Q2	7	8	9	Q3	10	11	12	Q4	FY2011
1 Lemitar	Actual/Fcast	19%	18%	19%	19%	16%	8%	21%	16%	38%	0%	0%	38%	0%	0%	0%	0%	17%
	Budget	16%	16%	16%	16%	24%	23%	24%	24%	23%	24%	23%	23%	24%	23%	25%	24%	21%
	PY	13%	23%	17%	17%	21%	19%	17%	19%	20%	16%	12%	14%	14%	14%	18%	15%	16%
2 Lear	Actual/Fcast	39%	35%	38%	37%	35%	39%	41%	39%	41%	0%	0%	41%	0%	0%	0%	0%	39%
	Budget	32%	32%	33%	32%	32%	29%	34%	32%	34%	34%	34%	34%	35%	35%	35%	35%	33%
	PY	23%	33%	23%	27%	28%	28%	33%	30%	33%	48%	30%	38%	36%	36%	34%	35%	31%
3 AMIPI	Actual/Fcast	53%	51%	51%	52%	49%	38%	48%	47%	50%	0%	0%	50%	0%	0%	0%	0%	49%
	Budget	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
	PY	54%	55%	60%	57%	60%	54%	58%	57%	63%	59%	57%	60%	53%	54%	55%	54%	57%
4 Mercedes DC	Actual/Fcast	48%	34%	13%	38%	27%	47%	40%	40%	30%	0%	0%	30%	0%	0%	0%	0%	38%
	Budget	47%	47%	47%	47%	47%	47%	46%	47%	45%	45%	45%	45%	45%	47%	46%	46%	46%
	PY	47%	52%	38%	46%	58%	37%	37%	50%	53%	50%	64%	51%	39%	46%	43%	44%	49%
5 Cemet	Actual/Fcast	26%	21%	10%	19%	14%	37%	19%	22%	0%	0%	0%	0%	0%	0%	0%	0%	20%
	Budget	27%	16%	35%	27%	19%	27%	28%	25%	24%	16%	23%	21%	18%	21%	17%	19%	23%
	PY	23%	25%	23%	24%	20%	25%	14%	20%	-16%	100%	0%	-134%	22%	15%	16%	16%	21%
6 Eurocade	Actual/Fcast	87%	0%	-3%	83%	0%	41%	0%	41%	87%	0%	0%	87%	0%	0%	0%	0%	83%
	Budget	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%	81%
	PY	84%	12%	58%	73%	117%	87%	87%	100%	3%	0%	20%	14%	0%	41%	0%	41%	84%
7 FILEC	Actual/Fcast	46%	43%	42%	44%	48%	40%	42%	43%	52%	0%	0%	52%	0%	0%	0%	0%	44%
	Budget	43%	43%	43%	43%	43%	43%	43%	43%	42%	42%	42%	42%	42%	42%	42%	42%	42%
	PY	39%	50%	47%	48%	46%	48%	48%	47%	47%	48%	46%	47%	44%	46%	36%	41%	45%
8 Tramico	Actual/Fcast	0%	15%	14%	14%	11%	12%	10%	11%	15%	0%	0%	15%	0%	0%	0%	0%	13%
	Budget	19%	19%	19%	19%	19%	0%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%	19%
	PY	0%	28%	27%	27%	25%	24%	26%	25%	29%	0%	0%	29%	28%	25%	27%	27%	27%
9 GJM S.A.	Actual/Fcast	53%	26%	25%	46%	34%	0%	60%	44%	30%	0%	0%	30%	0%	0%	0%	0%	41%
	Budget	55%	55%	55%	55%	56%	56%	56%	56%	56%	56%	56%	56%	56%	56%	56%	56%	55%
	PY	47%	25%	0%	44%	27%	25%	55%	43%	62%	46%	70%	59%	25%	63%	-17%	53%	52%
10 Trigano VDL	Actual/Fcast	67%	64%	65%	66%	58%	50%	66%	63%	64%	0%	0%	64%	0%	0%	0%	0%	64%
	Budget	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%
	PY	68%	66%	67%	67%	62%	66%	65%	64%	65%	67%	64%	66%	68%	64%	66%	66%	66%
Subtotal	Actual/Fcast	39%	27%	26%	29%	21%	28%	32%	26%	42%	0%	0%	42%	0%	0%	0%	0%	29%
	Budget	31%	31%	34%	32%	36%	33%	37%	36%	36%	35%	35%	35%	36%	36%	37%	36%	35%
	PY	28%	35%	29%	31%	34%	31%	34%	33%	44%	40%	25%	36%	28%	31%	31%	30%	32%

FY2011 Fcast	FY2011 Budget	FY2011F vs FY2011B £	FY2011F vs FY2011B %	FY2010 Actual	FY2011F vs FY2010A £	FY2011F vs FY2010A %	Q4 FY2010 Actual
180	136	44	33%	181	-1	0%	56
240	274	-34	-12%	409	-169	-41%	96
79	87	-8	-9%	254	-175	-69%	63
42	111	-69	-62%	86	-44	-52%	13
22	48	-26	-53%	52	-29	-57%	8
11	86	-75	-87%	59	-47	-81%	0
21	41	-20	-48%	54	-32	-60%	15
5	13	-8	-59%	17	-11	-67%	5
8	36	-27	-76%	26	-18	-68%	5
28	42	-13	-32%	42	-13	-32%	13
638	874	-235	-27%	1,178	-540	-46%	274



Top 10 Customers - Strategic Margin Roadmap

Key Customer		1	2	3	Q1	4	5	6	Q2	7	8	9	Q3	10	11	12	Q4	FY2011
1 Delphi	Actual/Fcast	17%	19%	23%	20%	23%	24%	24%	24%	28%	0%	0%	28%	0%	0%	0%	0%	23%
	Budget	31%	31%	30%	31%	32%	32%	29%	31%	28%	28%	28%	28%	28%	27%	27%	27%	29%
	PY	25%	30%	31%	29%	24%	31%	28%	28%	21%	28%	35%	28%	28%	27%	28%	28%	28%
2 Yazaki	Actual/Fcast	22%	21%	24%	22%	24%	29%	16%	23%	29%	0%	0%	29%	0%	0%	0%	0%	24%
	Budget	26%	27%	25%	26%	26%	26%	26%	26%	25%	25%	25%	25%	26%	26%	26%	26%	26%
	PY	25%	30%	27%	28%	29%	28%	25%	27%	28%	22%	22%	25%	26%	26%	13%	22%	25%
3 Leoni	Actual/Fcast	19%	25%	32%	25%	28%	32%	27%	28%	29%	0%	0%	29%	0%	0%	0%	0%	27%
	Budget	26%	26%	26%	26%	29%	30%	29%	29%	29%	29%	29%	29%	29%	29%	30%	29%	28%
	PY	28%	28%	27%	27%	30%	24%	27%	28%	24%	26%	24%	25%	29%	28%	26%	27%	27%
4 Sumitomo	Actual/Fcast	22%	21%	20%	21%	15%	17%	26%	21%	29%	0%	0%	29%	0%	0%	0%	0%	22%
	Budget	24%	24%	24%	24%	29%	28%	29%	29%	29%	29%	29%	29%	29%	29%	29%	29%	28%
	PY	28%	25%	24%	25%	34%	19%	30%	29%	25%	27%	27%	26%	20%	19%	19%	20%	24%
5 Delfingen	Actual/Fcast	0%	0%	0%	0%	55%	0%	0%	55%	0%	0%	0%	0%	0%	0%	0%	0%	55%
	Budget	0%	0%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%	47%
	PY	0%	0%	0%	0%	0%	0%	28%	28%	0%	0%	0%	0%	0%	0%	0%	0%	16%
6 PSA	Actual/Fcast	28%	21%	21%	23%	26%	19%	26%	25%	26%	0%	0%	26%	0%	0%	0%	0%	24%
	Budget	26%	25%	28%	26%	26%	34%	33%	30%	30%	29%	30%	30%	30%	30%	30%	30%	29%
	PY	41%	36%	37%	38%	38%	35%	36%	36%	35%	34%	34%	35%	20%	19%	12%	17%	31%
7 VW Group	Actual/Fcast	-5%	-5%	-5%	-5%	-7%	-5%	-5%	-6%	-5%	0%	0%	-5%	0%	0%	0%	0%	-5%
	Budget	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%
	PY	5%	6%	6%	6%	10%	10%	10%	10%	8%	10%	-27%	1%	-1%	-1%	0%	-1%	4%
8 Renault Group	Actual/Fcast	52%	54%	61%	56%	43%	50%	60%	53%	57%	0%	0%	57%	0%	0%	0%	0%	55%
	Budget	39%	38%	40%	39%	39%	35%	40%	38%	39%	38%	38%	39%	39%	40%	40%	40%	39%
	PY	53%	50%	48%	50%	34%	48%	42%	42%	67%	70%	46%	58%	56%	55%	6%	52%	50%
9 Aludec	Actual/Fcast	34%	0%	0%	34%	29%	0%	29%	29%	0%	0%	0%	0%	0%	0%	0%	0%	31%
	Budget	25%	25%	25%	25%	25%	0%	25%	25%	24%	24%	24%	24%	24%	24%	24%	24%	24%
	PY	0%	0%	0%	0%	0%	0%	44%	44%	0%	0%	0%	0%	0%	43%	0%	43%	43%
10 Kromberg & Schubert	Actual/Fcast	35%	0%	0%	35%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	35%
	Budget	24%	23%	23%	23%	24%	24%	24%	24%	24%	23%	23%	24%	23%	23%	24%	24%	24%
	PY	0%	0%	35%	31%	0%	25%	19%	20%	0%	0%	0%	0%	0%	0%	0%	0%	20%
Subtotal	Actual/Fcast	20%	21%	24%	22%	23%	24%	23%	23%	29%	0%	0%	29%	0%	0%	0%	0%	24%
	Budget	27%	27%	28%	27%	30%	31%	29%	30%	28%	29%	29%	29%	29%	28%	28%	28%	28%
	PY	27%	29%	28%	28%	29%	27%	28%	28%	25%	26%	28%	26%	25%	25%	22%	24%	26%
Others	Actual/Fcast	39%	36%	30%	35%	38%	46%	39%	41%	41%	0%	0%	41%	0%	0%	0%	0%	38%
	Budget	36%	35%	38%	37%	38%	37%	38%	38%	42%	43%	43%	43%	41%	42%	42%	41%	40%
	PY	43%	47%	40%	43%	41%	37%	38%	39%	28%	39%	41%	35%	27%	29%	38%	32%	36%
TOTAL	Actual/Fcast	25%	24%	25%	25%	23%	27%	27%	26%	32%	0%	0%	32%	0%	0%	0%	0%	26%
	Budget	28%	29%	30%	29%	31%	32%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	30%
	PY	29%	31%	29%	30%	31%	29%	30%	30%	28%	30%	28%	29%	26%	26%	26%	26%	29%

FY2011 Fcast	FY2011 Budget	FY2011F vs FY2011B £	FY2011F vs FY2011B %	FY2010 Actual	FY2011F vs FY2010A £	FY2011F vs FY2010A %	Q4 FY2010 Actual
398	1,088	-689	-63%	916	-518	-57%	260
343	712	-369	-52%	658	-315	-48%	142
287	648	-361	-56%	635	-348	-55%	129
342	623	-281	-45%	474	-132	-28%	156
0	279	-279	-100%	0	0	-57%	0
40	70	-30	-43%	102	-62	-61%	16
-4	-6	2	-39%	5	-9	-171%	0
25	50	-25	-50%	42	-17	-41%	6
1	22	-21	-95%	1	0	65%	0
0	0	0	-24%	0	0	61%	0
1,432	3,484	-2,053	-59%	2,833	-1,402	-49%	710
933	1,424	-491	-34%	1,660	-727	-44%	423
2,365	4,908	-2,543	-52%	4,493	-2,129	-47%	1,132

BU

Transportation (Europe)

Currency

GBP £ 000's

Incoming orders field in SIS represents any/all order lines created/rejected/changed on a given day or within given fiscal period regardless of a confirmed GI date.
A cancelled order would show as a negative value.

ORDERS ROADMAP

Key Customer		1 Actual	2 Actual	3 Actual	Q1	4 Actual	5 Actual	6 Actual	Q2	7 Actual	8 Actual	9 Actual	Q3	10 Actual	11 Fcast	12 Fcast	Q4	FY2011
Lemitar	ACT	54	122	672	849	302	21	-17	305	43	0	0	43	0	0	0	0	1,197
	PY	117	17	99	233	106	66	111	283	12	101	124	237	154	92	120	365	1,118
Lear	ACT	86	72	157	316	93	95	109	297	110	0	0	110	0	0	0	0	722
	PY	130	222	266	618	162	21	144	328	103	102	75	280	129	96	123	348	1,574
AMIPI	ACT	26	19	27	72	28	0	41	70	29	0	0	29	0	0	0	0	170
	PY	29	30	54	113	41	3	68	112	47	36	28	112	30	36	33	100	437
Mercedes DC	ACT	15	7	23	45	13	5	18	37	7	0	0	7	0	0	0	0	89
	PY	9	3	48	60	5	19	13	36	6	5	16	26	21	10	8	38	161
Cemet	ACT	35	67	46	148	-5	0	-3	-8	-38	0	0	-38	0	0	0	0	102
	PY	22	213	55	290	3	0	-120	-116	-38	0	32	-6	20	3	11	34	203
Eurocade	ACT	8	0	0	8	0	0	0	0	6	0	0	6	0	0	0	0	14
	PY	21	8	32	62	13	0	0	13	0	0	1	1	0	0	0	0	77
FILEC	ACT	10	9	4	24	4	4	10	18	2	0	0	2	0	0	0	0	44
	PY	8	9	19	36	11	4	8	24	13	4	18	36	8	8	16	31	126
Tramico	ACT	0	3	7	10	7	7	10	23	10	0	0	10	0	0	0	0	43
	PY	0	10	26	36	0	0	0	0	7	0	7	13	7	0	7	13	62
GJM S.A.	ACT	6	2	0	8	5	0	7	11	5	0	0	5	0	0	0	0	24
	PY	2	0	1	3	6	1	18	25	6	2	2	10	7	1	0	8	46
Trigano VDL	ACT	6	8	8	21	4	3	9	16	7	0	0	7	0	0	0	0	44
	PY	7	4	9	20	2	2	5	9	7	7	7	20	5	9	7	21	70

Delphi	ACT	230	282	333	845	353	16	371	740	256	0	0	256	0	0	0	0	1,841
	PY	245	372	269	886	330	46	280	656	249	255	306	810	286	288	322	896	3,248
Yazaki	ACT	181	264	295	740	255	81	206	543	271	0	0	271	0	0	0	0	1,554
	PY	235	217	318	771	339	126	348	813	106	190	74	370	274	214	144	632	2,586
Leoni	ACT	187	157	198	543	175	21	158	353	170	0	0	170	0	0	0	0	1,066
	PY	250	271	301	822	223	25	197	444	248	214	213	675	109	157	156	423	2,363
Sumitomo	ACT	235	231	282	748	215	95	261	571	181	0	0	181	0	0	0	0	1,499
	PY	107	146	130	383	185	40	203	428	115	207	189	511	246	256	308	811	2,131
Delfingen	ACT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PSA	ACT	27	18	39	84	27	6	26	59	24	0	0	24	0	0	0	0	167
	PY	32	20	36	87	22	7	36	65	32	30	27	90	35	29	27	91	332
VW Group	ACT	10	11	8	29	15	7	11	33	11	0	0	11	0	0	0	0	72
	PY	8	12	14	34	8	12	13	33	11	10	19	40	7	8	11	27	134
Renault Group	ACT	9	2	7	19	6	6	4	17	12	0	0	12	0	0	0	0	48
	PY	6	4	9	18	23	6	2	31	6	12	2	20	7	4	2	13	82
Aludec	ACT	0	0	1	1	1	0	0	1	0	0	0	0	0	0	0	0	2
	PY	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	2	3
Kromberg & Schubert	ACT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1



TWC - Market

	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Average	TARGET 5%
Finished Goods stock - days														
Actual	31.8	26.2	19.3	15.6	17.1	20.9	22.9						22.0	18.3
Budget	18.3	19.1	17.3	14.6	12.4	18.5	24.0	23.1	21.1	18.2	17.3	18.6	18.5	
PY			15.3	14.1	13.7	18.7	22.5	23.2	25.3	20.5	17.4	21.7	19.2	
Actual vs budget	13.5	7.1	2.0	1.0	4.7	2.4	-1.1	-23.1	-21.1	-18.2	-17.3	-18.6		
Actual vs budget %	73.8%	37.2%	11.6%	7.1%	37.9%	13.0%	-4.6%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		
Actual vs PY	31.8	26.2	4.0	1.5	3.4	2.2	0.4	-23.2	-25.3	-20.5	-17.4	-21.7		
Actual vs PY %	#DIV/0!	#DIV/0!	26.4%	11.0%	24.8%	11.9%	1.7%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		
Finished Goods stock - £'000														
Actual	1,027	846	679	578	534	594	666						703	
Budget	630	650	561	475	353	516	740	797	692	613	626	666	610	
PY	582	667	486	432	359	499	700	764	726	619	592	764	599	
Actual vs budget	397	196	118	103	181	78	-74	-797	-692	-613	-626	-666		
Actual vs budget %	63.0%	30.2%	21.0%	21.7%	51.3%	15.1%	-10.0%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		
Actual vs PY	445	179	193	146	175	95	-34	-764	-726	-619	-592	-764		
Actual vs PY %	76.5%	26.9%	39.6%	33.9%	48.9%	19.0%	-4.9%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		
Total Debtors - days														
Actual	88.6	92.4	87.7	86.0	93.5	92.4	88.0						89.8	92.5
Budget													0.0	
PY	106.1	92.2	95.6	100.3	108.4	108.4	97.2	89.5	92.9	97.4	91.1	89.7	97.4	
Actual vs budget	88.6	92.4	87.7	86.0	93.5	92.4	88.0	0.0	0.0	0.0	0.0	0.0		
Actual vs budget %	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Actual vs PY	-17.5	0.2	-7.9	-14.3	-14.9	-16.0	-9.2	-89.5	-92.9	-97.4	-91.1	-89.7		
Actual vs PY %	-16.5%	0.2%	-8.2%	-14.2%	-13.7%	-14.8%	-9.5%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		
Total Debtors - £'000														
Actual	3,842	3,965	4,086	4,199	3,891	3,557	3,610						3,879	
Budget													0	
PY	3,595	3,781	4,349	4,415	4,041	4,127	4,259	4,167	3,770	4,074	4,227	4,261	4,089	
Actual vs budget	3,842	3,965	4,086	4,199	3,891	3,557	3,610	0	0	0	0	0		
Actual vs budget %	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Actual vs PY	247	184	-263	-216	-150	-570	-649	-4,167	-3,770	-4,074	-4,227	-4,261		
Actual vs PY %	6.9%	4.9%	-6.0%	-4.9%	-3.7%	-13.8%	-15.2%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		



Pipeline

No	Customer	Status	Actual by quarter				Total actual	Target by quarter				Total target	Variance by quarter				Total variance	Comments
			Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		
1	SEWS Bordnetz (VW) 2702	2/3	0	0			0	0	0	20	115	135	0	0	(20)	(115)	(135)	Price increase could kill
2	Delphi (Ford) 2702	3	0	0			0	0	0	0	0	300	0	0	0	0	0	Dead
3	Leoni (Mercedes Benz) 311	1	0	0			0	0	0	0	0	200	0	0	0	0	0	Dead as projects stopped
4	Kromberg and Schubert (total RFQ)	1	0	0			0	0	0	0	0		0	0	0	0	0	Not successful in RFQ
5	Delphi (Ford) 205	5	10	9			19	0	0	0	0	150	10	9	0	0	19	
6	Leoni (BMW)	1	0	0			0	0	0	0	0		0	0	0	0	0	
7	Nexans (BMW)	1	0	0			0	0	0	0	0		0	0	0	0	0	
8	Federal Mogul	1	0	0			0	0	0	0	0		0	0	0	0	0	
9	SEWS Romania (Dacia Duster)	3	0	0			0	0	0	25	25	50	0	0	(25)	(25)	(50)	Impact from October onwards
10	Leoni Russia (Nissan)	3	0	0			0	0	0	25	100	125	0	0	(25)	(100)	(125)	SOP June 2011
11	Lear / Nissan 0303	5	0	0			0			50	50	100						Schedules received
			10	9	0	0	19	0	0	120	290	1,060	10	9	(70)	(240)	(291)	

Pipeline status

- 1 Contact made
- 2 Customer sent sample
- 3 Product approved
- 4 First order placed
- 5 Third order placed



NPD

No	Project	Live/successful	Actual by quarter				Total actual	Target by quarter				Total target	Variance by quarter				Total variance	Comments
			Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		
	<i>Budgeted:</i>																	
1	NPI1402 - Low cost felt and 569 replacement	3	3	22			25	59	178	178	178	595	(56)	(156)	(178)	(178)	(570)	Killed at Delfingen as lost out on pricing to competition. Selling 569A and 3520 as replacement of 569 in order to reduce costs
2	NPI1340 - Low cost foam and 568 replacement	0	0	0	0	0	0	0	7	64	87	159	0	(7)	(64)	(87)	(159)	Killed due to costs
3	NPI1237- 1830 / 1840 Hot melt acrylic	5	0	18			18	0	9	55	131	195	0	9	(55)	(131)	(177)	
4	TR045- Phoenix E675 and Ashton T2	0	0	0	0	0	0	0	0	29	53	81	0	0	(29)	(53)	(81)	Projects deleted and replaced by new requirements
5	TR154- 0487 (139647)	5	11	7			18	7	7	7	7	27	4	0	(7)	(7)	(9)	Not NPI as single SAP code and selling PY
6	NPI1298- PE foam (150557) 0.64mm	2	0	0			0	11	8	9	9	36	(11)	(8)	(9)	(9)	(36)	Progress slow and cost issues
7	NPI1287- PE foam (150558) 0.8mm	2	0	0			0	15	10	9	9	43	(15)	(10)	(9)	(9)	(43)	Progress slow and cost issues
	<i>Total Budgeted</i>		14	47	0	0	61	93	219	350	474	1,136	(79)	(172)	(350)	(474)	(1,075)	
	<i>Non budgeted:</i>																	
8	NPI1237- 1846	0	0	0	0	0	0	0	0	10	30	40	0	0	(10)	(30)	(40)	Killed due to costs
9	NPI1937- 3511 Flame retardant	4	0	0			0	0	27	81	81	190	0	(27)	(81)	(81)	(190)	Gate meeting needed. Awaiting Leoni approval. Replacement business for current 3511
10	NPI1182- Acrylic foam and adhesive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Killed due to technical solution cannot be found
	<i>Total Unbudgeted</i>		0	0	0	0	0	0	27	91	111	230	0	(27)	(91)	(111)	(230)	
	<i>TOTAL NPD</i>		14	47	0	0	61	93	246	442	585	1,366	(79)	(199)	(442)	(585)	(1,305)	



MANAGEMENT ACCOUNTS

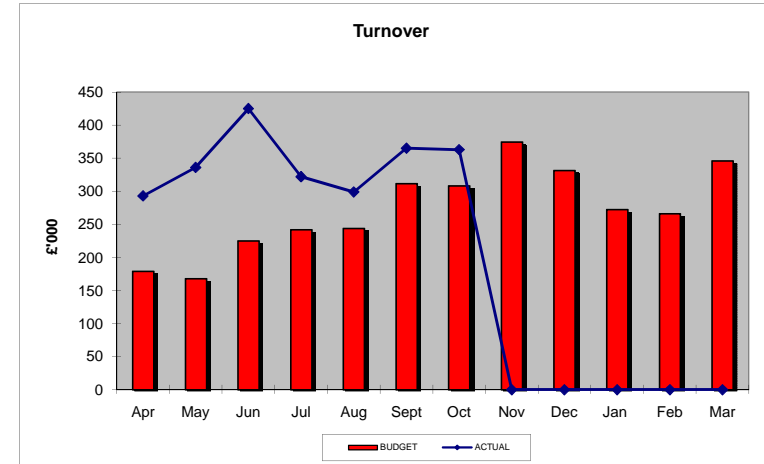
SCAPA GROUP PLC

Transportation (NA)

October 2010

£

	October			YTD			% Var Month		% Var YTD		
	Actual	Budget	PY	Actual	Budget	PY	Budget	PY	Budget	PY	
Sales	363	308	414	2,403	1,677	2,193	55	-51	726	210	
Std Gross Margin	75	73	73	638	431	482	2	2	207	156	
% of Sales	20.7%	23.6%	17.5%	26.6%	25.7%	22.0%					
D&L	(16)	(11)		(100)	(62)		-5		-38		
% of sales	-4.4%	-3.7%		-4.2%	-3.7%						
R&D Direct	0	(2)		(9)	(16)		2		7		
R&D Allocated	(2)	(4)		(19)	(33)		2		14		
% of sales	-0.6%	-2.1%		-1.2%	-2.9%						
S&M Direct	(4)	(6)		(104)	(48)		2		-56		
S&M Allocated	(29)	(18)		(152)	(135)		-11		-17		
% of sales	-9.1%	-7.9%		-10.7%	-10.9%						
Market Performance	24	30		254	138		-6		116		
ROS	6.6%	9.9%		10.6%	8.2%						



HIGHLIGHTS

TWC is looking very good as both debtor days(49.7) and FGS days (27.1) are well below the budgeted target.

Sales ended 55K higher than the budget helping the YTD sales reach 2.4M towards a budget of 1.67M.

Bookings for the month ended at 401K making the Book to Bill ratio at 1.1.

Performances

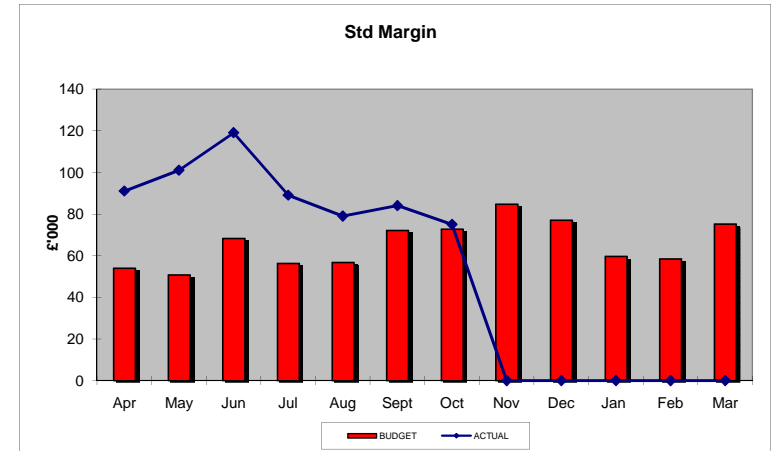
Performance ended at 6.6% vs. 9.9% as additional S&M allocated expenses were added to the BU to cover the cost of some severance and sales meeting expenditures. The additional 15K charged last month on commissions were also not reversed as expected.

SALES

Sales ended at 363K vs. a budget of 308K bringing the YTD to 2.4M towards a budget of 1.67M.

Both International Foamex(66K) and Yazaki(60K) were the two major accounts contributing one third of the total monthly sales.

No Spray did not have any sales this month but we did get an order worth 115K for the November shipment.





Detailed

		Apr-10	May-10	Jun-10	Q1	Jul-10	Aug-10	Sep-10	Q2	Oct-10	Nov-10	Dec-10	Q3	Jan-11	Feb-11	Mar-11	Q4	FY2011
Orders	Actual	416	309	574	1,299	223	281	319	823	401			401				0	2,523
	Budget				0				0				0				0	0
	PY	216	205	273	693	446	328	473	1,247	409	235	289	932	362	262	365	989	3,862
																		0
Sales	Actual	293	336	425	1,054	322	299	365	986	363	0	0	363	0	0	0	0	2,403
	Budget	179	168	225	572	242	244	312	797	308	374	332	1,014	272	266	346	885	3,268
	PY	278	173	260	711	264	340	464	1,069	414	370	296	1,080	288	271	362	922	3,781
	Actual vs budget	114	168	200	482	80	55	53	189	55	(374)	(332)	(651)	(272)	(266)	(346)	(885)	(865)
	Actual vs PY	15	163	165	343	58	(41)	(99)	(83)	(51)	(370)	(296)	(717)	(288)	(271)	(362)	(922)	(1,378)
																		0
Std Gross Margin	Actual	91	101	119	311	89	79	84	252	75	0	0	75	0	0	0	0	638
	Budget	54	51	68	173	56	57	72	185	73	85	77	235	60	58	75	193	787
	PY	80	32	67	180	60	84	85	229	73	58	62	193	49	60	92	200	803
	Actual %age	31.1%	30.1%	28.0%	29.5%	27.6%	26.4%	23.0%	25.6%	20.7%	#DIV/0!	#DIV/0!	20.7%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	26.6%
	Budget %age	30.2%	30.2%	30.4%	30.3%	23.3%	23.3%	23.2%	23.6%	22.7%	23.3%	23.1%	21.9%	21.9%	22.0%	21.7%	21.9%	24.1%
																		0
D&L	Actual	(12)	(12)	(18)	(42)	(16)	(13)	(13)	(42)	(16)	0	0	(16)	0	0	0	0	(100)
	Budget	(7)	(6)	(8)	(21)	(9)	(9)	(11)	(29)	(11)	(14)	(12)	(37)	(10)	(10)	(13)	(33)	(120)
	PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Actual % Sales	-4.1%	-3.6%	-4.2%	-4.0%	-5.0%	-4.3%	-3.6%	-4.3%	-4.4%	#DIV/0!	#DIV/0!	-4.4%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-4.2%
	Budget % Sales	-3.7%	-3.7%	-3.7%	-3.7%	-3.7%	-3.7%	-3.7%	-3.7%	-3.7%	-3.7%	-3.7%	-3.7%	-3.7%	-3.7%	-3.7%	-3.7%	-3.7%
																		0
R&D	Actual	(3)	(2)	(2)	(7)	(2)	0	0	(2)	0	0	0	0	0	0	0	0	(9)
	Budget	(2)	(2)	(3)	(7)	(2)	(2)	(3)	(7)	(2)	(2)	(3)	(7)	(2)	(2)	(3)	(7)	(28)
	PY	(1)	0	1	0	0	2	3	5	2	2	3	7	2	2	3	7	19
	Actual vs budget	-1.0%	-0.6%	-0.5%	-0.7%	-0.6%	0.0%	0.0%	-0.2%	0.0%	#DIV/0!	#DIV/0!	0.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-0.4%
	Budget % Sales	-1.2%	-1.3%	-1.2%	-1.2%	-0.9%	-0.9%	-0.9%	-0.9%	-0.7%	-0.6%	-0.8%	-0.7%	-0.8%	-0.8%	-0.8%	-0.8%	-0.9%
																		0
R&D Allocated	Actual	(2)	(3)	(3)	(8)	(3)	(3)	(3)	(9)	(2)	0	0	(2)	0	0	0	0	(19)
	Budget	(4)	(4)	(5)	(14)	(4)	(4)	(5)	(14)	(4)	(4)	(5)	(14)	(4)	(4)	(5)	(14)	(57)
	Actual vs budget	2	1	2	6	1	1	2	5	2	4	5	12	4	4	5	14	38
	Actual % Sales	-0.7%	-0.9%	-0.7%	-0.8%	-0.9%	-1.0%	-0.8%	-0.9%	-0.6%	#DIV/0!	#DIV/0!	-0.6%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-0.8%
	Budget % Sales	-2.5%	-2.6%	-2.4%	-2.5%	-1.8%	-1.8%	-1.7%	-1.8%	-1.4%	-1.2%	-1.6%	-1.4%	-1.6%	-1.7%	-1.6%	-1.6%	-1.7%
																		0
S&M	Actual	(4)	(13)	(18)	(35)	(24)	(12)	(29)	(65)	(4)	0	0	(4)	0	0	0	0	(104)
	Budget	(6)	(6)	(8)	(21)	(6)	(6)	(8)	(21)	(6)	(6)	(8)	(21)	(6)	(6)	(8)	(21)	(83)
	Actual vs budget	2	(7)	(10)	(14)	(18)	(6)	(21)	(44)	2	6	8	17	6	6	8	21	(21)
	Actual % Sales	-1.4%	-3.9%	-4.2%	-3.3%	-7.5%	-4.0%	-7.9%	-6.6%	-1.1%	#DIV/0!	#DIV/0!	-1.1%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-4.3%
	Budget % Sales	-3.6%	-3.8%	-3.5%	-3.6%	-2.7%	-2.6%	-2.5%	-2.6%	-2.1%	-1.7%	-2.4%	-2.0%	-2.4%	-2.4%	-2.3%	-2.3%	-2.5%
																		0
S&M Allocated	Actual	(20)	(23)	(24)	(67)	(15)	(16)	(25)	(56)	(29)	0	0	(29)	0	0	0	0	(152)
	Budget	(18)	(18)	(22)	(58)	(18)	(18)	(22)	(58)	(18)	(18)	(22)	(58)	(18)	(18)	(22)	(58)	(234)
	Actual vs budget	(2)	(5)	(2)	(9)	3	2	(3)	2	(11)	18	22	29	18	18	22	58	82
	Actual % Sales	-6.8%	-6.8%	-5.6%	-6.4%	-4.7%	-5.4%	-6.8%	-5.7%	-8.0%	#DIV/0!	#DIV/0!	-8.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	-6.3%
	Budget % Sales	-10.0%	-10.8%	-9.9%	-10.2%	-7.4%	-7.4%	-7.2%	-7.3%	-5.8%	-4.8%	-6.7%	-5.7%	-6.6%	-6.7%	-6.5%	-6.6%	-7.1%
																		0
Market Performance	Actual	50	48	54	152	29	35	14	78	24	0	0	24	0	0	0	0	254
	Budget	16	13	22	52	16	17	22	55	30	40	27	97	18	18	24	60	265
	Actual vs budget	34	35	32	100	13	18	(8)	23	(6)	(40)	(27)	(73)	(18)	(18)	(24)	(60)	(11)
	Actual % Sales	17.1%	14.3%	12.7%	14.4%	9.0%	11.7%	3.8%	7.9%	6.6%	#DIV/0!	#DIV/0!	6.6%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	10.6%
	Budget % Sales	9.2%	8.0%	9.7%	9.0%	6.8%	6.9%	7.2%	7.0%	9.9%	10.7%	8.1%	9.6%	6.8%	6.6%	7.0%	6.8%	8.1%



CAUSAL

Actual v Budget (£'000)							Actual v Budget (£'000)							Month	YTD	Month	YTD
Month	Sales	GM	D&L	R&D	S&M	Performance	YTD	Sales	GM	D&L	R&D	S&M	Performance	GM Walk	GM Walk	Impact	Impact
BUDGET							BUDGET										
Sales	308	73	-11	-7	-24	30	Sales	1,677	431	-62	-49	-183	138	23.6%	25.7%		
Volume							Volume										
Yazaki	38	5				5	Yazaki	181	82				82	22.4%	27.6%	-1.2%	1.9%
Airtech	5	2				2	Airtech	107	85				85	23.8%	28.9%	0.1%	3.2%
Innovative - No Spray	-11	-7				-7	Innovative - No Spray	-8	-7				-7	22.2%	25.4%	-1.4%	-0.3%
Others	30	6				6	Others	430	137				137	23.2%	27.0%	-0.4%	1.3%
Volume/Mix	-7	-3				-3	Volume/Mix	15	-90				-90	23.2%	20.2%	-0.4%	-5.5%
Costs							Costs										
-Other					0	0	-Other					-2	-2				
-Bad debts					0	0	-Bad debts					-29	-29				
-Personnel				3	3	6	-Personnel				8	18	26				
-Commissions					-1	-1	-Commissions					-43	-43				
-R&D Allocated				2		2	-R&D Allocated				14		14				
-S&M Allocated					-11	-11	-S&M Allocated					-17	-17				
-D&L Actual			-5			-5	-D&L Actual			-38			-38				
to explain	0	0	0	0	0	0	to explain	0	0	0	0	0	0				
ACTUAL	363	75	-16	-2	-33	24	ACTUAL	2,403	638	-100	-28	-256	254	20.7%	26.6%	-3.0%	0.8%



Top 10 Customers - Large and Strategic Period

Customer	Turnover £'000			Std GC %			Std GM %		
	Actual	Budget	PY	Actual	Budget	PY	Actual	Budget	PY
1 Yazaki	64	26	31	47.2%	40.6%	37.0%	12.4%	1.7%	-1.7%
2 Great Lakes Tape Corporation	15	45	44	54.0%	54.6%	21.6%	32.8%	32.6%	5.1%
3 Innovative Manufacturing INC	0	11	0	0.0%	72.5%	0.0%	0.0%	60.2%	0.0%
4 Lear EEDs & Interiors	13	25	48	46.2%	43.2%	46.0%	22.1%	27.6%	29.4%
5 Lear Corp	10	12	8	23.0%	37.4%	36.4%	-22.1%	10.4%	10.3%
6 Autokabel of North America, Inc	22	16	9	52.2%	48.8%	25.2%	39.3%	36.7%	7.7%
7 Walco Corporation	15	8	0	49.8%	51.5%	0.0%	26.3%	22.5%	0.0%
8 Lemitar Assessoria	0	7	0	0.0%	61.0%	0.0%	0.0%	44.8%	0.0%
9 Creative Foam	6	8	8	72.3%	67.2%	69.7%	51.4%	42.2%	48.2%
10 Richmond Aerovac	9	9	4	78.4%	72.7%	78.0%	26.7%	44.3%	56.3%
	155	167	152	50.0%	51.8%	37.4%	20.6%	28.9%	15.5%
1 Argent	31	24	42	51.3%	52.4%	57.2%	27.5%	23.8%	28.9%
2 Airtech	35	30	24	67.2%	64.6%	74.5%	32.9%	30.8%	51.4%
3 International Foamex	66	20	17	45.0%	37.6%	32.5%	16.9%	3.5%	5.9%
4 ITW Chronotherm	20	41	26	23.3%	25.0%	16.7%	7.5%	0.5%	5.5%
5	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
6	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
7	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
8	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
9	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
10	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	152	116	108	48.5%	43.2%	47.6%	21.5%	13.7%	24.8%
OTHERS	56	26	153	47.9%	52.3%	25.1%	18.6%	33.9%	14.5%
TOTAL	363	308	414	49.0%	48.6%	35.5%	20.7%	23.6%	17.5%

Budget Variance %		
Turnover	GC	GM
38	20	7
-29	-16	-10
-11	-8	-7
-12	-5	-4
-2	-2	-3
6	4	3
7	4	2
-7	-4	-3
-2	-1	0
0	1	-1
-12	-9	-16
7	3	3
5	4	2
46	22	10
-21	-6	1
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
37	24	17
30	13	2
55	28	2

PY Variance %		
Turnover	GC	GM
34	19	8
-29	-1	3
0	0	0
-35	-16	-11
2	-1	-3
13	9	8
15	7	4
0	0	0
-2	-1	-1
5	4	0
3	20	8
-11	-8	-4
11	6	-1
50	24	10
-5	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
44	22	6
-97	-12	-12
-51	31	2

Attrition Risk Rating	Customer Growth	Scapa Growth
1	Growing	Growing
2	Growing	Growing
1	Growing	Static
4	Declining	Declining
4	Declining	Static
1	Growing	Growing
2	Growing	Growing
3	static	static
2	static	Static
3	static	Static
1	Static	Growing
2	Growing	Static
4	Growing	Growing
3	Growing	Growing



Top 10 Customers - Large and Strategic YTD

Customer	Turnover £'000			Std GC %			Std GM %		
	Actual	Budget	PY	Actual	Budget	PY	Actual	Budget	PY
1 Yazaki	338	157	190	42.6%	39.3%	35.1%	7.2%	3.6%	2.9%
2 Great Lakes Tape Corporation	104	117	120	56.2%	59.0%	20.8%	31.6%	39.0%	4.1%
3 Innovative Manufacturing INC	163	171	199	73.4%	74.1%	73.2%	63.6%	62.3%	59.3%
4 Lear EEDs & Interiors	132	147	171	46.9%	47.6%	40.3%	24.1%	31.5%	24.3%
5 Lear Corp	57	87	84	21.1%	34.2%	38.6%	-24.7%	17.0%	17.9%
6 Autokabel of North America, Inc	127	63	56	51.2%	47.2%	27.5%	37.5%	36.0%	21.6%
7 Walco Corporation	83	79	72	49.8%	49.2%	50.7%	25.8%	26.3%	31.4%
8 Lemitar Assessoria	22	43	47	65.6%	60.8%	54.8%	51.4%	44.6%	40.7%
9 Creative Foam	34	38	35	71.0%	67.2%	69.7%	49.7%	42.1%	48.1%
10 Richmond Aerovac	48	44	32	78.4%	73.5%	76.3%	39.5%	47.1%	53.1%
	1,108	947	1,007	52.2%	53.9%	46.3%	26.6%	33.6%	27.2%
1 Argent	184	161	173	46.2%	43.7%	40.8%	20.8%	12.6%	11.9%
2 Airtech	241	133	147	71.5%	65.6%	73.8%	43.0%	32.6%	42.7%
3 International Foamex	197	89	86	41.0%	37.7%	36.5%	9.8%	4.1%	8.1%
4 ITW Chronotherm	126	230	81	22.1%	24.5%	29.4%	6.4%	1.7%	17.9%
5	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
6	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
7	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
8	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
9	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
10	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	747	613	487	48.9%	40.4%	48.2%	22.6%	11.6%	21.5%
OTHERS	548	117	699	52.8%	54.3%	25.4%	31.9%	35.4%	14.8%
TOTAL	2,403	1,677	2,193	51.3%	49.0%	40.0%	26.6%	25.7%	22.0%

Budget Variance %		
Turnover	GC	GM
181	82	19
-14	-11	-13
-8	-7	-3
-15	-8	-14
-30	-18	-29
64	35	25
4	3	1
-22	-12	-8
-4	-2	1
4	6	-2
161	68	-24
22	14	18
107	85	60
109	47	16
-104	-29	4
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
134	118	98
430	226	133
726	411	207

PY Variance %		
Turnover	GC	GM
148	77	19
-17	33	28
-37	-27	-15
-38	-7	-10
-27	-20	-29
71	50	36
12	5	-1
-26	-12	-8
-1	0	0
16	13	2
101	113	21
10	14	18
93	63	40
111	50	12
45	4	-6
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
260	131	64
-151	112	71
210	355	156

Attrition Risk Rating	Customer Growth	Scapa Growth
1	Growing	Growing
2	Growing	Growing
1	Growing	Static
1	Growing	Growing
3	Decling	Static
1	Growing	Growing
2	Growing	Growing
4	Growing	static
2	Growing	Growing
3	Growing	Growing
1	Growing	Growing
2	Growing	Growing
3	Growing	Growing
4	Growing	Growing

October 2010



Top 10 Customers - Strategic Revenue Roadmap

	Key Customer		1	2	3	Q1	4	5	6	Q2	7	8	9	Q3	10	11	12	Q4	FY2011	FY2011 Fcast	FY2011 Budget	FY2011F vs FY2011B £	FY2011F vs FY2011B %	FY2010 Actual	FY2011F vs FY2010A £	FY2011F vs FY2010A %	Q4 FY2010 Actual
1	Argent	Actual/Fcast	19	23	30	72	30	17	33	81	31	0	0	31	0	0	0	0	184	184	263	-79	-30%	305	-122	-40%	79
		Budget	18	17	23	59	24	24	31	79	24	31	26	81	13	13	18	44	263								
		PY	28	14	18	59	10	22	40	72	42	23	31	96	9	28	42	79	305								
2	Airtech	Actual/Fcast	9	43	45	97	24	52	33	109	35	0	0	35	0	0	0	0	241	241	331	-91	-27%	271	-30	-11%	98
		Budget	12	11	15	38	20	20	25	65	30	30	30	90	43	42	53	138	331								
		PY	0	11	33	44	32	25	23	80	24	17	8	49	25	33	40	98	271								
3	International Foamex	Actual/Fcast	18	23	28	69	38	11	13	62	66	0	0	66	0	0	0	0	197	197	186	11	6%	171	26	15%	40
		Budget	10	9	12	32	11	11	14	37	20	26	22	68	15	15	20	50	186								
		PY	11	3	20	33	9	12	14	36	17	24	21	62	8	15	17	40	171								
4	ITW Chronotherm	Actual/Fcast	20	15	12	47	22	12	24	58	20	0	0	20	0	0	0	0	126	126	498	-372	-75%	147	-21	-14%	32
		Budget	27	25	34	87	31	31	40	102	41	53	45	139	52	51	68	170	498								
		PY	2	1	9	12	1	24	18	43	26	18	16	60	16	6	11	32	147								
5		Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0	0	#DIV/0!	0
		Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
		PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
6		Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0	0	#DIV/0!	0
		Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
		PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
7		Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0	0	#DIV/0!	0
		Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
		PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
8		Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0	0	#DIV/0!	0
		Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
		PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
9		Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0	0	#DIV/0!	0
		Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
		PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
10		Actual/Fcast	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0	0	#DIV/0!	0
		Budget	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
		PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Subtotal	Actual/Fcast	65	104	116	285	114	93	103	310	152	0	0	152	0	0	0	0	747	747	1,278	-531	-42%	894	-147	-16%	248
		Budget	67	63	85	215	86	86	110	283	116	140	123	378	123	121	158	403	1,278								
		PY	40	29	79	149	52	83	95	230	108	82	76	267	57	82	110	248	894								
	Others	Actual/Fcast	71	124	137	333	59	50	51	160	56	0	0	56	0	0	0	0	548	1,656	1,990	-334	-17%	2,887	-1,231	-43%	673
		Budget	11	10	14	35	17	17	22	56	26	31	29	85	21	20	27	68	246								
		PY	75	69	70	214	89	104	138	332	153	109	69	331	41	55	100	196	1,073								
	TOTAL	Actual/Fcast	293	336	425	1,054	322	299	365	986	363	0	0	363	0	0	0	0	2,403	2,403	3,268	-865	-26%	3,781	-1,378	-36%	922
		Budget	179	168	225	572	242	244	312	797	308	374	332	1,014	272	266	346	885	3,268								
		PY	278	173	260	711	264	340	464	1,069	414	370	296	1,080	288	271	362	922	3,781								



Top 10 Customers - Large Margin Roadmap

	Key Customer		1	2	3	Q1	4	5	6	Q2	7	8	9	Q3	10	11	12	Q4	FY2011	FY2011 Fcast	FY2011 Budget	FY2011F vs FY2011B £	FY2011F vs FY2011B %	FY2010 Actual	FY2011F vs FY2010A £	FY2011F vs FY2010A %	Q4 FY2010 Actual
			Actual/Fcast	Budget	PY	Actual/Fcast	Budget	PY	Actual/Fcast	Budget	PY	Actual/Fcast	Budget	PY	Actual/Fcast	Budget	PY	Actual/Fcast	Budget								
1	Yazaki	Actual/Fcast	2%	6%	7%	6%	8%	5%	6%	6%	12%	0%	0%	12%	0%	0%	0%	0%	7%	24	8	16	202%	10	15	148%	6
		Budget	4%	4%	4%	4%	4%	4%	4%	4%	2%	2%	2%	2%	2%	2%	2%	2%	3%								
		PY	16%	10%	2%	10%	6%	2%	1%	2%	-2%	-2%	-2%	-2%	5%	9%	-5%	3%	2%								
2	Great Lakes Tape Corporation	Actual/Fcast	36%	62%	-41%	11%	34%	33%	34%	34%	33%	0%	0%	33%	0%	0%	0%	0%	32%	33	94	-61	-65%	35	-2	-6%	15
		Budget	56%	56%	56%	56%	39%	39%	39%	39%	33%	33%	33%	33%	29%	29%	29%	29%	35%								
		PY	14%	-6%	12%	8%	-6%	-4%	4%	2%	5%	14%	22%	13%	23%	14%	32%	25%	13%								
3	Innovative Manufacturing INC	Actual/Fcast	64%	0%	0%	64%	66%	57%	0%	63%	0%	0%	0%	0%	0%	0%	0%	0%	64%	104	149	-45	-30%	179	-76	-42%	40
		Budget	62%	63%	63%	63%	62%	62%	62%	62%	60%	60%	60%	60%	63%	63%	64%	63%	62%								
		PY	61%	54%	58%	59%	0%	57%	60%	59%	0%	61%	59%	59%	63%	62%	0%	62%	60%								
4	Lear EEDs & Interiors	Actual/Fcast	21%	26%	26%	24%	27%	24%	23%	25%	22%	0%	0%	22%	0%	0%	0%	0%	24%	32	88	-56	-64%	65	-33	-51%	16
		Budget	34%	34%	34%	34%	31%	31%	31%	31%	28%	28%	28%	28%	27%	27%	27%	27%	29%								
		PY	11%	23%	21%	18%	12%	35%	7%	25%	29%	17%	29%	27%	20%	22%	20%	21%	23%								
5	Lear Corp	Actual/Fcast	-56%	-21%	-20%	-30%	-21%	-23%	-24%	-23%	-22%	0%	0%	-22%	0%	0%	0%	0%	-25%	-14	21	-35	-167%	13	-27	-209%	-3
		Budget	20%	20%	20%	20%	16%	16%	16%	16%	10%	10%	10%	10%	9%	9%	9%	9%	14%								
		PY	18%	9%	23%	17%	24%	23%	13%	20%	10%	7%	2%	7%	-3%	-4%	-19%	-8%	9%								
6	Autokabel of North America, Inc	Actual/Fcast	40%	37%	33%	35%	35%	38%	40%	38%	39%	0%	0%	39%	0%	0%	0%	0%	38%	48	48	0	0%	24	23	95%	3
		Budget	42%	42%	42%	42%	32%	32%	32%	32%	37%	37%	37%	37%	32%	32%	33%	32%	35%								
		PY	25%	16%	0%	24%	19%	27%	26%	25%	8%	23%	25%	20%	0%	0%	34%	34%	23%								
7	Walco Corporation	Actual/Fcast	27%	21%	29%	24%	25%	0%	29%	27%	26%	0%	0%	26%	0%	0%	0%	0%	26%	22	30	-8	-27%	38	-16	-43%	6
		Budget	24%	24%	24%	24%	28%	28%	28%	28%	23%	23%	22%	23%	23%	23%	23%	23%	25%								
		PY	27%	16%	32%	26%	42%	23%	31%	34%	0%	23%	35%	30%	23%	24%	27%	25%	30%								
8	Lemitar Assessoria	Actual/Fcast	0%	55%	50%	51%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	51%	11	36	-24	-69%	21	-9	-46%	1
		Budget	44%	44%	44%	44%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%								
		PY	39%	0%	0%	39%	46%	44%	36%	42%	0%	0%	31%	31%	0%	25%	53%	44%	40%								
9	Creative Foam	Actual/Fcast	47%	0%	49%	48%	49%	51%	51%	51%	51%	0%	0%	51%	0%	0%	0%	0%	50%	17	28	-12	-41%	29	-12	-42%	6
		Budget	42%	42%	42%	42%	42%	42%	42%	42%	42%	42%	42%	42%	39%	39%	39%	39%	41%								
		PY	51%	0%	51%	51%	44%	47%	0%	46%	48%	44%	0%	45%	0%	49%	48%	49%	47%								
10	Richmond Aerovac	Actual/Fcast	54%	54%	29%	51%	42%	53%	39%	40%	27%	0%	0%	27%	0%	0%	0%	0%	40%	19	40	-21	-53%	31	-12	-39%	10
		Budget	49%	49%	49%	49%	47%	47%	47%	47%	44%	44%	44%	44%	44%	44%	44%	44%	46%								
		PY	51%	36%	70%	57%	56%	44%	46%	49%	56%	48%	55%	52%	49%	43%	54%	49%	51%								
	Subtotal	Actual/Fcast	39%	20%	18%	26%	38%	26%	24%	29%	21%	0%	0%	21%	0%	0%	0%	0%	27%	294	541	-246	-46%	445	-150	-34%	100
		Budget	42%	42%	42%	42%	29%	29%	29%	29%	29%	28%	28%	28%	28%	28%	28%	28%	31%								
		PY	43%	17%	43%	37%	22%	31%	20%	24%	15%	17%	27%	20%	24%	22%	16%	21%	25%								



Top 10 Customers - Strategic Margin Roadmap

	Key Customer		1	2	3	Q1	4	5	6	Q2	7	8	9	Q3	10	11	12	Q4	FY2011	FY2011 Fcast	FY2011 Budget	FY2011F vs FY2011B £	FY2011F vs FY2011B %	FY2010 Actual	FY2011F vs FY2010A £	FY2011F vs FY2010A %	Q4 FY2010 Actual	
1	Argent	Actual/Fcast	24%	13%	20%	19%	17%	20%	23%	20%	27%	0%	0%	27%	0%	0%	0%	0%	21%		38	45	-7	-16%	36	2	6%	6
		Budget	11%	11%	11%	11%	11%	11%	11%	11%	24%	24%	24%	24%	26%	26%	26%	26%	17%									
		PY	7%	-5%	7%	4%	2%	18%	4%	8%	29%	16%	18%	22%	-17%	12%	10%	8%	12%									
2	Airtech	Actual/Fcast	42%	42%	45%	44%	51%	49%	36%	46%	33%	0%	0%	33%	0%	0%	0%	0%	43%		103	107	-4	-4%	117	-14	-12%	44
		Budget	35%	35%	35%	35%	32%	32%	32%	32%	31%	31%	31%	31%	33%	33%	33%	33%	32%									
		PY	412%	36%	39%	35%	42%	50%	43%	45%	51%	44%	29%	45%	46%	45%	45%	45%	43%									
3	International Foamex	Actual/Fcast	11%	0%	4%	4%	3%	15%	18%	9%	17%	0%	0%	17%	0%	0%	0%	0%	10%		19	6	13	203%	12	7	56%	5
		Budget	4%	4%	4%	4%	5%	4%	4%	4%	4%	3%	3%	3%	2%	2%	3%	2%	3%									
		PY	19%	-11%	5%	8%	10%	-5%	21%	9%	6%	6%	-4%	3%	17%	10%	12%	12%	7%									
4	ITW Chronotherm	Actual/Fcast	9%	8%	-16%	2%	11%	7%	8%	9%	7%	0%	0%	7%	0%	0%	0%	0%	6%		8	5	3	59%	22	-14	-64%	4
		Budget	4%	4%	4%	4%	1%	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	1%									
		PY	32%	32%	58%	50%	63%	21%	7%	16%	6%	10%	12%	9%	12%	12%	12%	12%	15%									
5		Actual/Fcast	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0	0	0	#DIV/0!	0	0	#DIV/0!	0
		Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%									
		PY	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%									
6		Actual/Fcast	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0	0	0	#DIV/0!	0	0	#DIV/0!	0
		Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%									
		PY	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%									
7		Actual/Fcast	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0	0	0	#DIV/0!	0	0	#DIV/0!	0
		Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%									
		PY	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%									
8		Actual/Fcast	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0	0	0	#DIV/0!	0	0	#DIV/0!	0
		Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%									
		PY	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%									
9		Actual/Fcast	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0	0	0	#DIV/0!	0	0	#DIV/0!	0
		Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%									
		PY	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%									
10		Actual/Fcast	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0	0	0	#DIV/0!	0	0	#DIV/0!	0
		Budget	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%									
		PY	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%									
	Subtotal	Actual/Fcast	18%	21%	22%	21%	19%	34%	23%	25%	21%	0%	0%	21%	0%	0%	0%	0%	23%		169	164	5	3%	188	-19	-10%	59
		Budget	11%	11%	11%	11%	11%	11%	11%	11%	14%	13%	13%	13%	15%	15%	14%	15%	13%									
		PY	7%	12%	25%	18%	28%	25%	17%	22%	25%	18%	12%	19%	23%	25%	23%	24%	21%									
	Others	Actual/Fcast	25%	46%	46%	41%	18%	14%	17%	17%	19%	0%	0%	19%	0%	0%	0%	0%	32%		469	622	-153	-25%	615	-146	-24%	141
		Budget	39%	39%	39%	39%	34%	34%	34%	34%	34%	33%	34%	33%	30%	30%	30%	30%	33%									
		PY	11%	23%	0%	11%	20%	16%	17%	17%	15%	12%	19%	14%	-27%	17%	43%	21%	16%									
	TOTAL	Actual/Fcast	31%	30%	28%	30%	28%	26%	23%	26%	21%	0%	0%	21%	0%	0%	0%	0%	27%		638	787	-149	-19%	803	-165	-21%	200
		Budget	30%	30%	30%	30%	23%	23%	23%	23%	24%	23%	23%	23%	22%	22%	22%	22%	24%									
		PY	29%	19%	26%	25%	23%	25%	18%	21%	18%	16%	21%	18%	17%	22%	25%	22%	21%									

BU

Transportation (NA)

Currency

GBP £ 000's

Incoming orders field in SIS represents any/all order lines created/rejected/changed on a given day or within given fiscal period regardless of a confirmed GI date.

A cancelled order would show as a negative value.

ORDERS ROADMAP

Key Customer		1 Actual	2 Actual	3 Actual	Q1	4 Actual	5 Actual	6 Actual	Q2	7 Actual	8 Actual	9 Actual	Q3	10 Actual	11 Fcast	12 Fcast	Q4	FY2011
Yazaki	ACT	35	33	90	158	23	36	61	120	59	0	0	59	0	0	0	0	337
	PY	2	25	1	28	82	47	23	152	63	-8	78	133	54	52	20	125	439
Great Lakes Tape Corporation	ACT	9	2	17	28	13	52	27	92	10	0	0	10	0	0	0	0	130
	PY	2	24	6	32	5	44	63	112	41	39	15	95	16	10	6	32	271
Innovative Manufacturing INC	ACT	48	0	58	106	29	0	0	29	116	0	0	116	0	0	0	0	251
	PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lear EEDs & Interiors	ACT	23	21	21	64	22	17	18	57	13	0	0	13	0	0	0	0	134
	PY	17	17	19	53	27	30	19	76	38	15	15	68	32	20	26	78	276
Lear Corp	ACT	5	7	5	17	9	10	12	32	10	0	0	10	0	0	0	0	59
	PY	11	12	14	38	16	11	14	41	6	11	7	24	14	14	11	38	141
Autokabel of North America, Inc	ACT	0	14	19	34	20	16	27	63	22	0	0	22	0	0	0	0	119
	PY	15	3	0	17	8	15	8	30	13	19	14	46	0	8	10	18	112
Walco Corporation	ACT	20	10	12	42	10	13	11	34	8	0	0	8	0	0	0	0	84
	PY	1	1	27	29	18	4	10	33	15	13	1	28	11	0	14	25	114
Lemitar Assessoria	ACT	26	0	1	27	0	0	0	0	24	0	0	24	0	0	0	0	51
	PY	0	0	12	12	7	10	0	17	0	2	0	2	0	2	0	2	33
Creative Foam	ACT	6	4	7	16	0	9	2	11	6	0	0	6	0	0	0	0	34
	PY	3	7	2	11	10	6	7	23	15	0	0	15	10	1	6	17	66
Richmond Aerovac	ACT	6	9	5	19	4	9	19	32	6	0	0	6	0	0	0	0	57
	PY	3	3	12	18	5	0	3	9	5	4	7	15	9	4	4	16	58

Argent	ACT	15	11	32	57	11	33	16	60	17	0	0	17	0	0	0	0	135
	PY	51	7	4	62	59	25	27	111	15	11	29	54	44	38	38	119	347
Airtech	ACT	59	38	116	213	1	34	9	44	10	0	0	10	0	0	0	0	267
	PY	13	12	27	53	43	8	24	75	35	6	21	62	27	29	57	113	303
International Foamex	ACT	28	25	42	95	11	4	30	46	45	0	0	45	0	0	0	0	185
	PY	9	7	1	17	21	8	15	45	23	24	14	62	15	9	20	44	166
ITW Chronotherm	ACT	20	15	15	50	25	12	27	64	15	0	0	15	0	0	0	0	129
	PY	15	3	22	41	46	0	39	86	0	-19	16	-3	16	6	11	32	155
0	ACT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	ACT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	ACT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	ACT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	ACT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	PY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



TWC - Market

	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Average	TARGET 5%
Finished Goods stock - days														
Actual	39.0	20.9	23.1	21.7	28.0	28.5	28.6						27.1	45.6
Budget	66.1	93.9	111.8	76.5	76.2	53.4	48.1	47.0	52.4	51.1	54.6	57.0	65.7	
PY			78.0	72.1	57.3	38.4	31.4	32.6	42.2	45.1	43.3	39.6	48.0	
Actual vs budget	-27.1	-73.0	-88.7	-54.8	-48.2	-24.9	-19.5	-47.0	-52.4	-51.1	-54.6	-57.0		
Actual vs budget %	-41.0%	-77.7%	-79.3%	-71.6%	-63.3%	-46.6%	-40.5%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		
Actual vs PY	39.0	20.9	-54.9	-50.4	-29.3	-9.9	-2.8	-32.6	-42.2	-45.1	-43.3	-39.6		
Actual vs PY %	#DIV/0!	#DIV/0!	-70.4%	-69.9%	-51.1%	-25.8%	-9.0%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		
Finished Goods stock - £'000														
Actual	292	163	192	185	231	229	252						221	
Budget	405	413	380	324	392	307	303	353	387	348	347	370	361	
PY	487	485	386	405	395	331	319	350	367	350	327	309	376	
Actual vs budget	-113	-250	-188	-139	-161	-78	-51	-353	-387	-348	-347	-370		
Actual vs budget %	-27.9%	-60.5%	-49.5%	-42.9%	-41.1%	-25.4%	-16.8%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		
Actual vs PY	-195	-322	-194	-220	-164	-102	-67	-350	-367	-350	-327	-309		
Actual vs PY %	-40.0%	-66.4%	-50.2%	-54.3%	-41.5%	-30.8%	-20.9%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		
Total Debtors - days														
Actual	49.1	47.9	53.9	52.8	43.6	46.7	54.2						49.7	65.6
Budget	58.8	58.8	58.8	58.5	58.5	58.5	58.5	58.5	58.5	58.6	58.6	58.6	58.6	
PY	88.2	70.5	74.1	85.0	75.7	72.8	65.2	63.3	59.9	61.8	59.0	53.2	69.0	
Actual vs budget	-10	-11	-5	-5.7	-14.9	-11.8	-4.3	-58.5	-58.5	-58.6	-58.6	-58.6		
Actual vs budget %	-16.5%	-18.5%	-8.4%	-9.8%	-25.5%	-20.2%	-7.3%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		
Actual vs PY	-39	-23	-20	-32	-32	-26	-11	-63	-60	-62	-59	-53		
Actual vs PY %	-44.4%	-32.1%	-27.3%	-37.9%	-42.4%	-35.9%	-16.8%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		
Total Debtors - £'000														
Actual	504	528	635	627	494	500	618						558	
Budget	339	339	339	473	473	473	602	602	602	525	525	525	485	
PY	525	492	550	674	756	885	887	875	679	618	568	537	671	
Actual vs budget	165	189	296	154	21	27	16	-602	-602	-525	-525	-525		
Actual vs budget %	48.7%	55.8%	87.3%	32.6%	4.4%	5.7%	2.7%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		
Actual vs PY	-21	36	85	-47	-262	-385	-269	-875	-679	-618	-568	-537		
Actual vs PY %	-4.0%	7.3%	15.5%	-7.0%	-34.7%	-43.5%	-30.3%	-100.0%	-100.0%	-100.0%	-100.0%	-100.0%		



Pipeline

No	Customer	Status	Actual by quarter				Total actual	Target by quarter				Total target	Variance by quarter				Total variance
			Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
1	Check Corp	3	0				0	0	7	15	15	37	0	(7)	(15)	(15)	(37)
2	Walco	3	0				0				13	13	0	0	0	(13)	(13)
3	Walco	3	0				0				15	15	0	0	0	(15)	(15)
Total			0	0	0	0	0	0	7	15	43	65	0	(7)	(15)	(43)	(65)

Comments

1. Check Corp
2. Walco
3. Walco



NPD

No	Project	Live/successful	Actual by quarter				Total actual	Target by quarter				Total target	Variance by quarter				Total variance	Comments
			Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		