

FestMan Consulting Group

3 Statement Financial Model

Assumptions

| Income statement Assumptions | | | Historical Performance | | | | Forecast Period | | | |
|---------------------------------|---------|---------|------------------------|---------|---------|---------|-----------------|---------|---------|---------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Revenue Growth(%) | | 4.91 % | 13.03 % | 9.06 % | 5.15 % | 9.08 % | 7.76 % | 7.33 % | 8.06 % | 7.72 % |
| COGS(% of Rev) | 34.96 % | 41.00 % | 37.12 % | 36.89 % | 37.76 % | 37.26 % | 37.30 % | 37.44 % | 37.33 % | 37.36 % |
| Salaries and Benefits(% of Rev) | 23.68 % | 19.35 % | 18.04 % | 15.94 % | 16.63 % | 16.87 % | 16.48 % | 16.66 % | 16.67 % | 16.60 % |
| Rent and Overhead(000) | 10,963 | 10,125 | 10,087 | 11,020 | 11,412 | 11,818 | 12,238 | 12,674 | 13,124 | 13,591 |
| Depreciation & Amortization | 19,500 | 18,150 | 17,205 | 16,544 | 16,080 | 15,008 | 15,005 | 15,003 | 15,002 | 15,001 |
| Depreciation Charge | 39.00 % | 39.89 % | 40.63 % | 41.21 % | 41.66 % | 40.00 % | 40.00 % | 40.00 % | 40.00 % | 40.00 % |
| Interest | 5.00 % | 5.00 % | 5.00 % | 3.00 % | 3.00 % | 3.00 % | 3.00 % | 3.00 % | 3.00 % | 3.00 % |
| Taxes(% of EBIT) | 8.49 % | 31.04 % | 27.76 % | 27.53 % | 28.41 % | 28.00 % | 28.00 % | 28.00 % | 28.00 % | 28.00 % |

Balance Sheet Assumptions

[illegible]

Financial Statements

| Income Statement | | Historical Performance | | | | | | Forecast Period | | | |
|--------------------------------|--|------------------------|-----------|-----------|-----------|-----------|-----------|-----------------|-----------|-----------|-----------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Revenue | | 111,607 | 117,086 | 132,345 | 144,341 | 151,772 | 165,555 | 178,410 | 191,490 | 206,923 | 222,894 |
| Cost of Goods Sold (COGS) | | 39,023 | 48,004 | 49,123 | 53,254 | 57,310 | 61,682 | 66,555 | 71,695 | 77,253 | 83,273 |
| Gross Profit | | 72,584 | 69,082 | 83,222 | 91,087 | 94,462 | 103,873 | 111,856 | 119,795 | 129,670 | 139,621 |
| Expenses | | | | | | | | | | | |
| Salaries and Benefits | | 26,427 | 22,658 | 23,872 | 23,002 | 25,245 | 27,928 | 29,401 | 31,904 | 34,493 | 37,008 |
| Rent and Overhead | | 10,963 | 10,125 | 10,087 | 11,020 | 11,412 | 11,818 | 12,238 | 12,674 | 13,124 | 13,591 |
| Total Operating Expenses | | 37,390.00 | 32,783.00 | 33,959.00 | 34,022.00 | 36,657.00 | 39,745.51 | 41,639.36 | 44,577.21 | 47,617.95 | 50,599.10 |
| EBITDA | | 35,194.00 | 36,299.00 | 49,263.00 | 57,065.00 | 57,805.00 | 64,127.99 | 70,216.22 | 75,217.57 | 82,051.97 | 89,022.39 |
| Depreciation & Amortization | | 19,500 | 18,150 | 17,205 | 16,544 | 16,080 | 15,008 | 15,005 | 15,003 | 15,002 | 15,001 |
| EBIT | | 15,694.00 | 18,149.00 | 32,058.00 | 40,521.50 | 41,724.55 | 49,119.57 | 55,211.17 | 60,214.54 | 67,050.15 | 74,021.30 |
| Interest | | 2,500 | 2,500 | 1,500 | 900 | 900 | 900 | 900 | 900 | 900 | 900 |
| Earnings Before Tax | | 13,194 | 15,649 | 30,558 | 39,622 | 40,825 | 48,220 | 54,311 | 59,315 | 66,150 | 73,121 |
| Taxes | | 1,120 | 4,858 | 8,483 | 10,908 | 11,598 | 13,501 | 15,207 | 16,608 | 18,522 | 20,474 |
| Net Earnings | | 12,074 | 10,791 | 22,075 | 28,713 | 29,227 | 34,718 | 39,104 | 42,706 | 47,628 | 52,647 |
| Balance Sheet | | | | | | | | | | | |
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Non Current Asset | | | | | | | | | | | |
| Property & Equipment | | 45,500 | 42,350 | 40,145 | 38,602 | 37,521 | 37,513 | 37,508 | 37,505 | 37,503 | 37,502 |
| Total NCA | | 45500 | 42350 | 40145 | 38602 | 37521 | 37513 | 37508 | 37505 | 37503 | 37502 |
| Current Asset | | | | | | | | | | | |
| Cash | | 177,571 | 189,810 | 193,315 | 222,669 | 252,150 | 285,762 | 323,772 | 365,308 | 411,626 | 462,890 |
| Accounts Receivable | | 5,100 | 5,904 | 6,567 | 7,117 | 7,539 | 8,201 | 8,832 | 9,492 | 10,250 | 11,041 |
| Inventory | | 7,805 | 9,601 | 9,825 | 10,531 | 11,342 | 12,247 | 13,182 | 14,208 | 15,317 | 16,502 |
| Total Current Asset | | 190,476 | 205,315 | 209,707 | 240,317 | 271,031 | 306,210 | 345,786 | 389,008 | 437,192 | 490,433 |
| Total Assets | | 235,976 | 247,665 | 249,852 | 278,919 | 308,551 | 343,722 | 383,293 | 426,513 | 474,695 | 527,935 |
| Equities and Liabilities | | | | | | | | | | | |
| Shareholders Equity | | | | | | | | | | | |
| Equity Capital | | 170,000 | 170,000 | 170,000 | 170,000 | 170,000 | 170,000 | 170,000 | 170,000 | 170,000 | 170,000 |
| Retained Earnings | | 12,074 | 22,865 | 44,940 | 73,653 | 102,880 | 137,598 | 176,702 | 219,409 | 267,037 | 319,684 |
| Total Shareholder's Equity | | 182,074 | 192,865 | 214,940 | 243,653 | 272,880 | 307,598 | 346,702 | 389,409 | 437,037 | 489,684 |
| Liabilities | | | | | | | | | | | |
| Non current Liabilities | | | | | | | | | | | |
| Debt | | 50,000 | 50,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Current liabilities | | | | | | | | | | | |
| Accounts Payable | | 3,902 | 4,800 | 4,912 | 5,265 | 5,671 | 6,123 | 6,591 | 7,104 | 7,658 | 8,251 |
| Total Liabilities | | 53,902 | 54,800 | 34,912 | 35,265 | 35,671 | 36,123 | 36,591 | 37,104 | 37,658 | 38,251 |
| Total Equities and Liabilities | | 235,976 | 247,665 | 249,852 | 278,919 | 308,551 | 343,722 | 383,293 | 426,513 | 474,695 | 527,935 |

| Cashflows Statement | Historical Performance | | | | | | Forecast Period | | | |
|-------------------------------------|------------------------|---------|---------|---------|---------|---------|-----------------|---------|---------|---------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Net Earnings | 12,074 | 10,791 | 22,075 | 28,713 | 29,227 | 34,718 | 39,104 | 42,706 | 47,628 | 52,647 |
| Plus: Depreciation & Amortization | 19,500 | 18,150 | 17,205 | 16,544 | 16,080 | 15,008 | 15,005 | 15,003 | 15,002 | 15,001 |
| Less: Changes in Working Capital | 9,003 | 1,702 | 775 | 903 | 827 | 1,114 | 1,099 | 1,173 | 1,312 | 1,384 |
| Cash from Operations | 22,571 | 27,239 | 38,505 | 44,354 | 44,480 | 48,612 | 53,010 | 56,536 | 61,318 | 66,264 |
| Investing Cash Flow | | | | | | | | | | |
| Investments in Property & Equipment | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Cash from Investing | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Financing Cash Flow | | | | | | | | | | |
| Issuance (repayment) of debt | 0 | 0 | -20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Issuance (repayment) of equity | 170,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cash from Financing | 170,000 | 0 | -20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Increase (decrease) in Cash | 177,571 | 12,239 | 3,505 | 29,354 | 29,480 | 33,612 | 38,010 | 41,536 | 46,318 | 51,264 |
| Opening Cash Balance | 0 | 177,571 | 189,810 | 193,315 | 222,669 | 252,150 | 285,762 | 323,772 | 365,308 | 411,626 |
| Closing Cash Balance | 177,571 | 189,810 | 193,315 | 222,669 | 252,150 | 285,762 | 323,772 | 365,308 | 411,626 | 462,890 |

| Cashflows Statement Summary | | | | | | | | | | |
|-----------------------------|---------|--------|---------|--------|--------|--------|--------|--------|--------|--------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Cash from Operations | 22,571 | 27,239 | 38,505 | 44,354 | 44,480 | 48,612 | 53,010 | 56,536 | 61,318 | 66,264 |
| Cash from Investing | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Cash from Financing | 170,000 | 0 | -20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

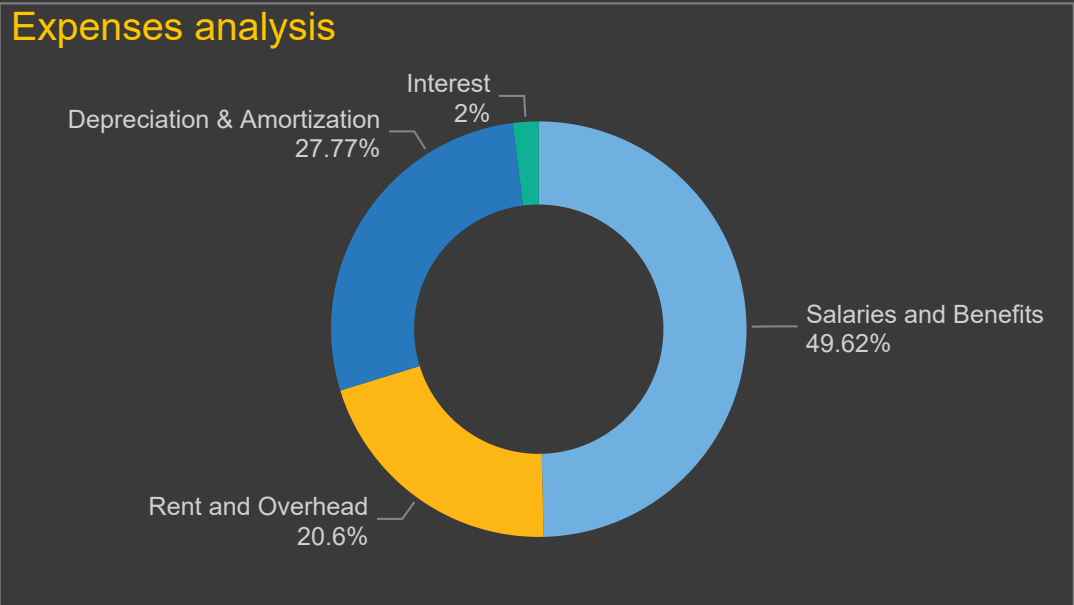
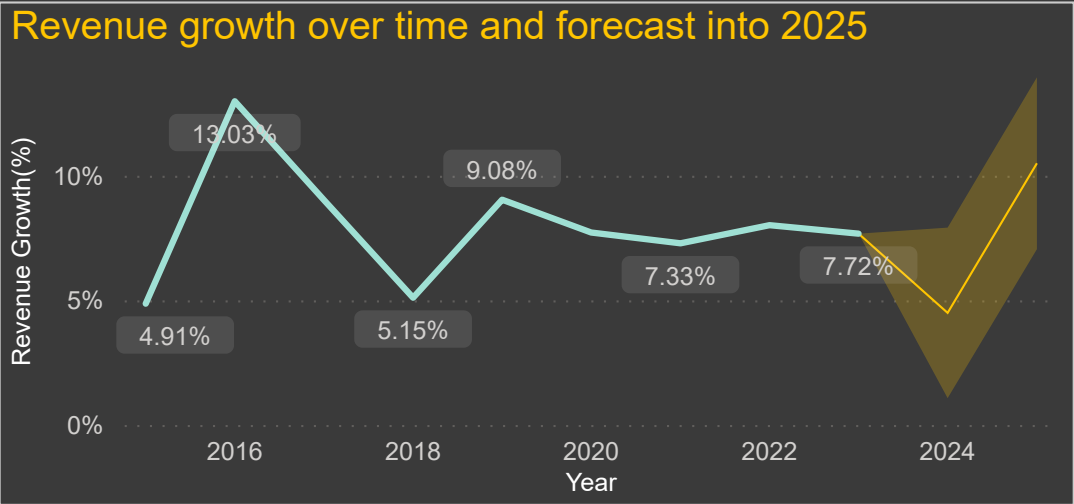
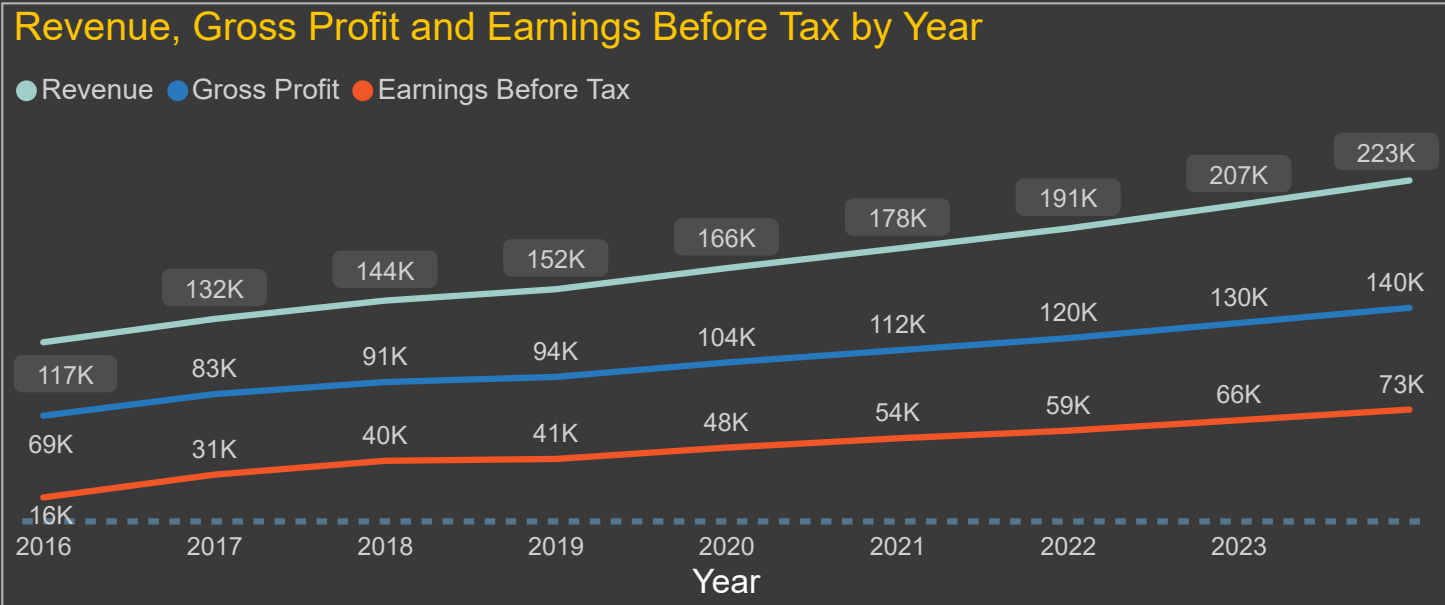
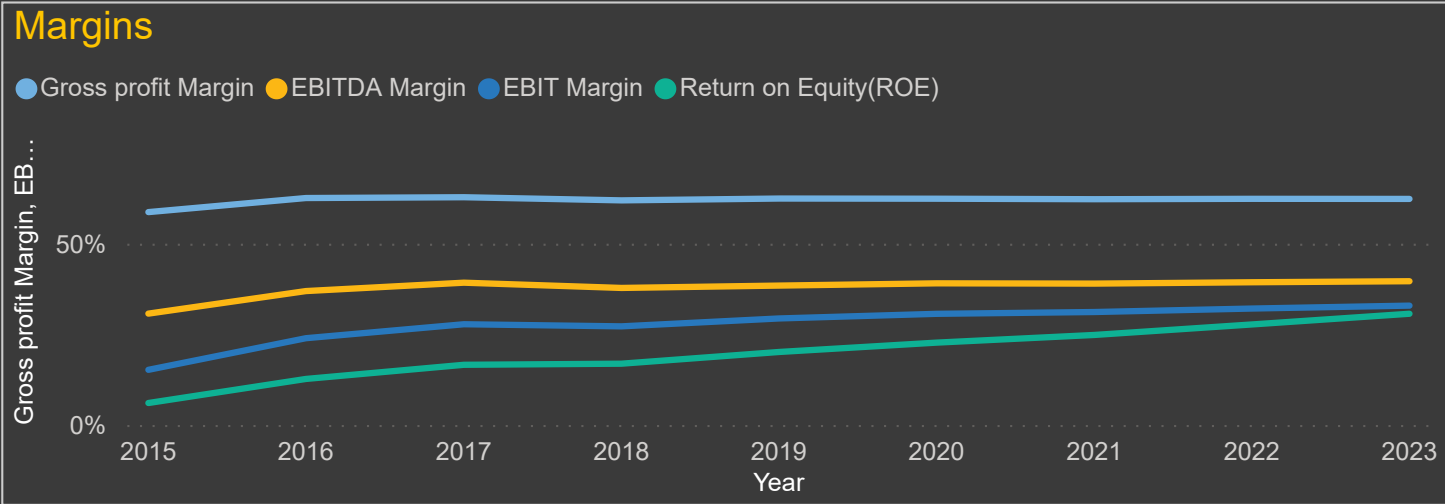
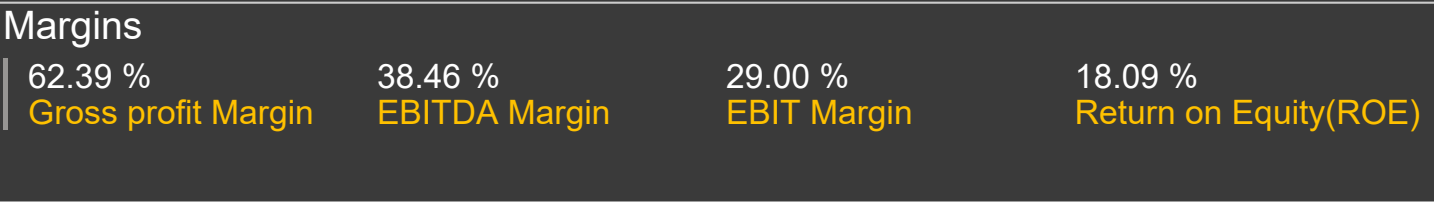
Supporting Schedules

| Debt and Interest Schedule | | Historical Performance | | | | | Forecast Period | | | |
|----------------------------|--------|------------------------|---------|--------|--------|--------|-----------------|--------|--------|--------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| Debt (Opening) | 50,000 | 50,000 | 50,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Issuance/Redemption | 0 | 0 | -20,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debt(Closing) | 50,000 | 50,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Interest | 2,500 | 2,500 | 1,500 | 900 | 900 | 900 | 900 | 900 | 900 | 900 |

| Working Capital Schedule | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---------------------------|--|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Account Receivable | | 5,100 | 5,904 | 6,567 | 7,117 | 7,539 | 8,201 | 8,832 | 9,492 | 10,250 | 11,041 |
| Inventory | | 7,805 | 9,601 | 9,825 | 10,531 | 11,342 | 12,247 | 13,182 | 14,208 | 15,317 | 16,502 |
| Account Payable | | 3,902 | 4,800 | 4,912 | 5,265 | 5,671 | 6,123 | 6,591 | 7,104 | 7,658 | 8,251 |
| Networking Capital | | 9,003 | 10,705 | 11,480 | 12,382 | 13,210 | 14,324 | 15,423 | 16,596 | 17,908 | 19,292 |
| Change in Working Capital | | 9,003 | 1,702 | 775 | 903 | 827 | 1,114 | 1,099 | 1,173 | 1,312 | 1,384 |

| Depreciation Schedule | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------------|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| PPE(Opening) | | 50,000 | 45,500 | 42,350 | 40,145 | 38,602 | 37,521 | 37,513 | 37,508 | 37,505 | 37,503 |
| Acquisition/Disposal | | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Depreciation Charge | | 19,500 | 18,150 | 17,205 | 16,544 | 16,080 | 15,008 | 15,005 | 15,003 | 15,002 | 15,001 |
| PPE(Closing) | | 45,500 | 42,350 | 40,145 | 38,602 | 37,521 | 37,513 | 37,508 | 37,505 | 37,503 | 37,502 |

Supporting Charts and Graphs



Account Receivable Days

18

Account Payables Days

36

Inventory Turnover Days

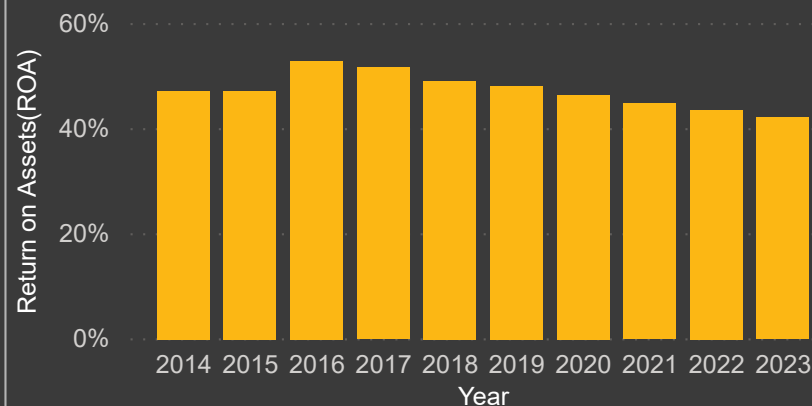
72

Date

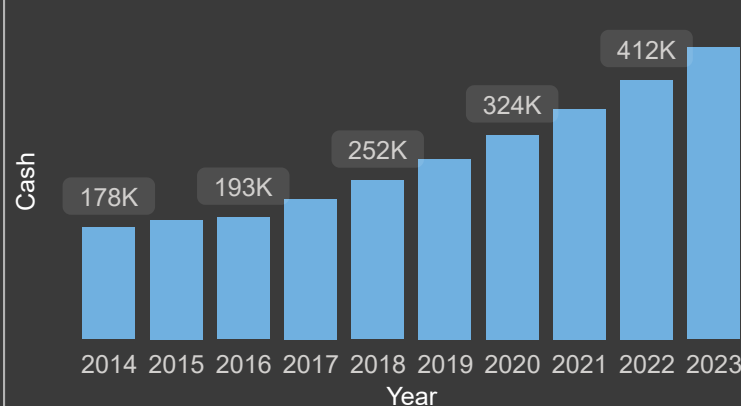
12/31/2014

12/31/2023

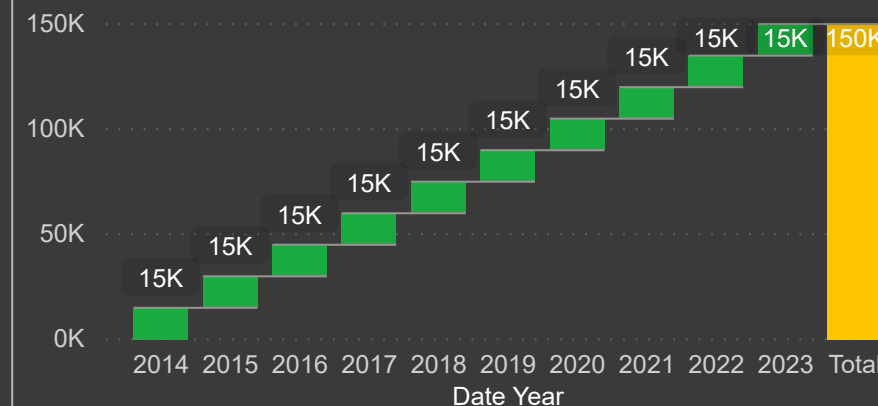
Return on Assets



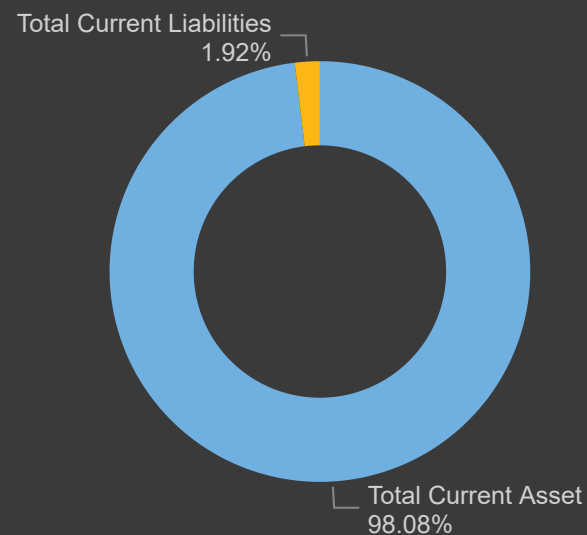
Cash by Year



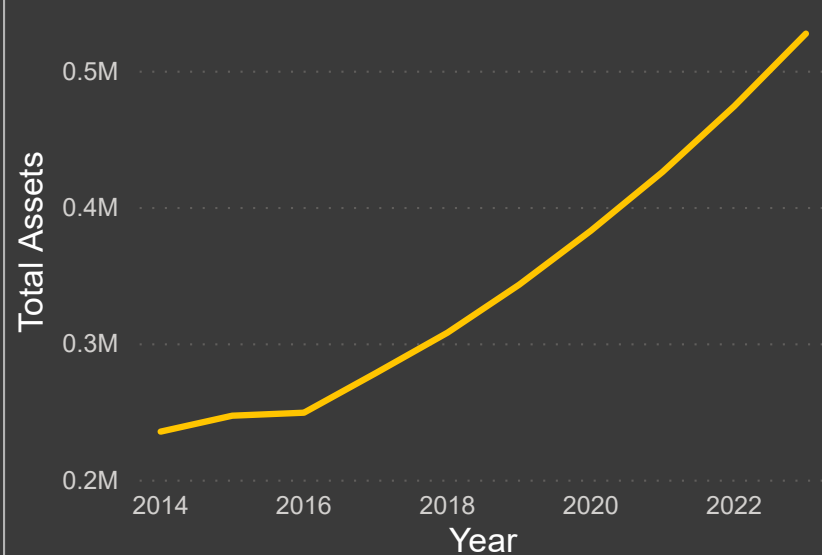
CapEx over time



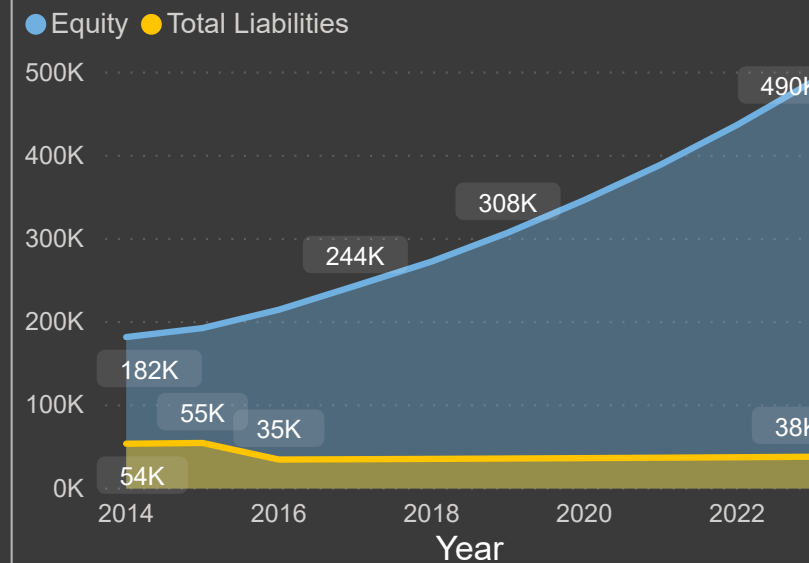
Current Asset Vs Current Liabilities



Total Assets by Year



Equity and Total Liabilities



150K

Cash from Financing

150K

Cash from Investing

463K

Cash from Operations

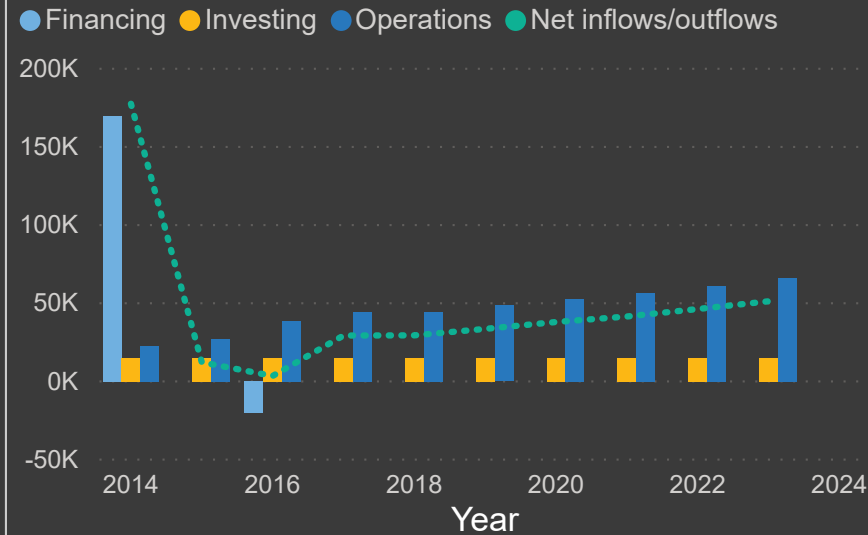
2,885K

Closing Cash Balance

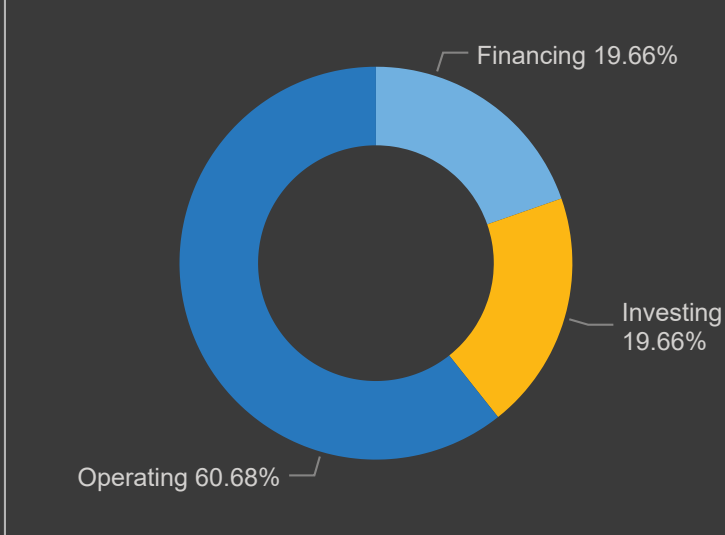
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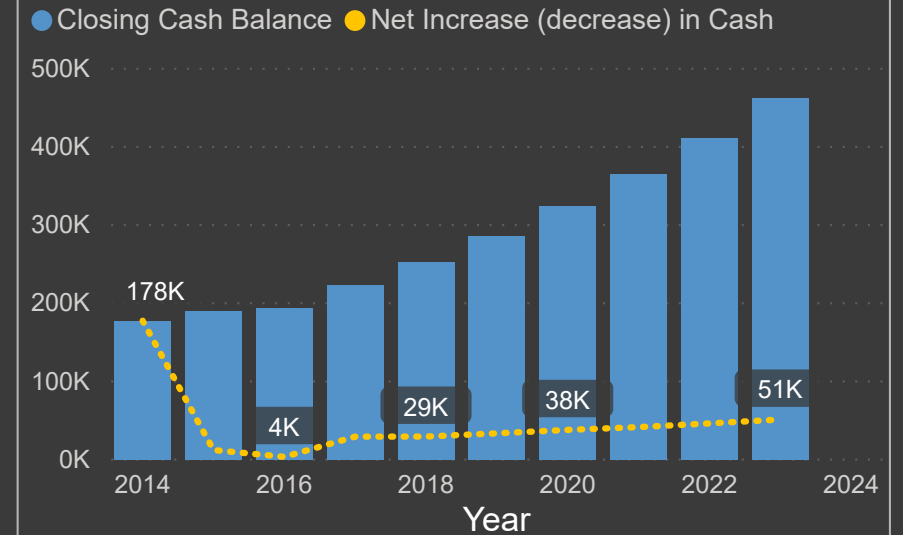
Cash from Financing, Investing and operating Activities...



Cash from activities

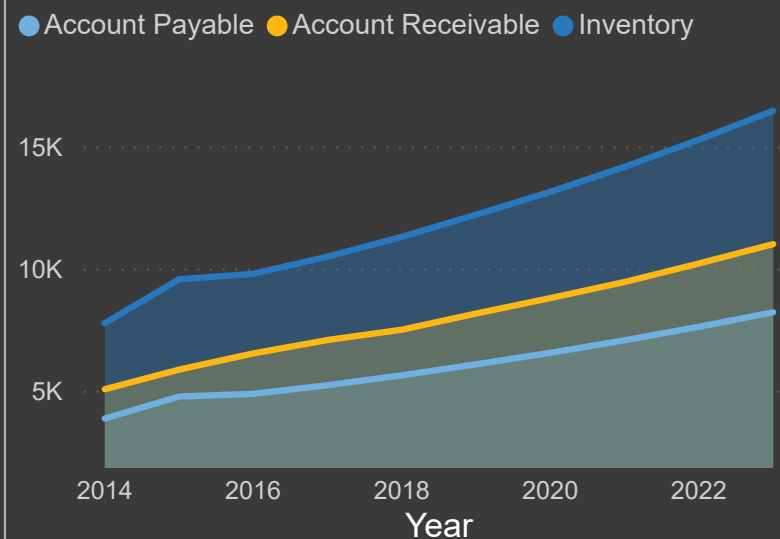


Closing Cash Balance and Net cashflows by Years



| Year | Opening Cash Balance | Closing Cash Balance |
|------|----------------------|----------------------|
| 2014 | 0 | 177,571 |
| 2015 | 177,571 | 189,810 |
| 2016 | 189,810 | 193,315 |
| 2017 | 193,315 | 222,669 |
| 2018 | 222,669 | 252,150 |
| 2019 | 252,150 | 285,762 |
| 2020 | 285,762 | 323,772 |
| 2021 | 323,772 | 365,308 |
| 2022 | 365,308 | 411,626 |
| 2023 | 411,626 | 462,890 |

Working capital over time



Closing Cash Balance by Year

