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# McLAREN GROUP LTD

## FINANCIAL STATEMENT FOR 2022 - 2026

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# McLAREN GROUP LTD

## EXECUTIVE SUMMARY

BASE SCENARIOS SUMMARY								
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Projected</u>				
				<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue Growth		6.0%	4.0%	5.0%	5.0%	6.0%	6.0%	6.0%
COGS Margin	42.0%	44.0%	44.0%	44.0%	43.0%	43.0%	43.0%	43.0%
EBITDA Margin	51.0%	49.0%	49.0%	49.0%	49.0%	49.0%	50.0%	50.0%
EBT Margin	26.0%	25.0%	24.0%	27.0%	29.0%	30.0%	32.0%	33.0%
Net Income Margin	16.0%	16.0%	16.0%	18.0%	19.0%	20.0%	21.0%	22.0%

BASE SCENARIOS SUMMARY								
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Projected</u>				
				<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue Growth		6.0%	4.0%	13.0%	12.0%	12.0%	11.0%	11.0%
COGS Margin	42.0%	44.0%	44.0%	42.0%	41.0%	40.0%	39.0%	39.0%
EBITDA Margin	51.0%	49.0%	49.0%	50.0%	52.0%	54.0%	55.0%	56.0%
EBT Margin	26.0%	25.0%	24.0%	30.0%	34.0%	38.0%	41.0%	44.0%
Net Income Margin	16.0%	16.0%	16.0%	20.0%	22.0%	25.0%	27.0%	28.0%

WORSE SCENARIOS SUMMARY								
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Projected</u>				
				<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue Growth		6.2%	4.0%	-1.5%	-1.6%	-0.4%	-0.4%	-0.4%
COGS Margin	41.5%	43.7%	43.6%	44.7%	45.8%	46.9%	48.0%	49.0%
EBITDA Margin	50.8%	48.5%	49.1%	46.8%	45.3%	43.9%	42.5%	41.1%
EBT Margin	25.7%	24.8%	23.6%	23.7%	21.9%	20.5%	19.1%	17.6%
Net Income Margin	16.3%	16.3%	16.0%	15.4%	14.2%	13.4%	12.4%	11.5%

# McLAREN GROUP LTD

## INPUTS AND ASSUMPTIONS

GENERAL	
- The first year of the forecast	2022
- The Scenarios used in this forecast are Cost Inflation, Volume and Rent	
- Square feet of All property	2,900,000.0
- Number of Houses at 2021	79.0

PRICING	
- The House Volume case used in this model	
<b>House Price</b>	<u>2022 - 2026</u>
Base	Research Forecast
Best	+5.0%
Worse	(5.0%)

COST	
- Variable cost	80.0%
- Cost Inflation	2.0%
- SG&A in 2022, to grow at Inflation	\$48 MM

DEPRECIATION	
- Depreciation method used in the forecast	Straight line Method
- Remaining life of existing asset	25 Years
- Useful life of new asset	30 Years

TAXES	
- Income Tax rate	35.0%
- All other Tax Assumptions are in the other schedule	

DEBT	
- Interest of Fixed rate term debt	4.50%
- Interest rate on Revolver	4.50%
- LIBOR rate	1.10%
- Premium on Variable rate term debt	2.25%
- Interest rate in Excess Cash	0.25%

EQUITY	
- Share price as at 31st of December, 2020	\$15 MM
- Dividend payment rate on preferred share	7.50%
- Preference Share Issuance	\$75 MM
- Common shares buyback in 2022	\$10 MM
- Dividend payment on common share	20.00%

# McLAREN GROUP LTD

## OTHER INPUT AND ASSUMPTIONS

		<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
<b>Income Statement</b>						
Cost Adjustments - Gain / (Loss) [Operation]	<i>\$MM</i>	0.0	0.0	0.0	0.0	0.0
Cost Adjustments - Gain / (Loss) [Financing]	<i>\$MM</i>	0.0	0.0	0.0	0.0	0.0
Decrease due to timing Difference	<i>\$MM</i>	60.0	60.0	60.0	60.0	60.0
<b>Cash Flow Statement</b>						
Other Operating Activities	<i>\$MM</i>	0.0	0.0	0.0	0.0	0.0
Other Investing Activities	<i>\$MM</i>	0.0	0.0	0.0	0.0	0.0
Other Financing Activities	<i>\$MM</i>	0.0	0.0	0.0	0.0	0.0
CAPEX	<i>\$MM</i>	120.0	120.0	120.0	120.0	120.0
Working Capital Days						
Accounts Receivable	<i>days</i>	214.1	214.1	214.1	214.1	214.1
Inventory	<i>days</i>	73.5	73.5	73.5	73.5	73.5
Other	<i>days</i>	7.0	7.0	7.0	7.0	7.0
Accounts Payable	<i>days</i>	40.7	40.7	40.7	40.7	40.7
Other	<i>days</i>	6.9	6.9	6.9	6.9	6.9
Asset Disposal	<i>\$MM</i>	0.0	0.0	0.0	0.0	0.0
Goodwill	<i>\$MM</i>	0.0	0.0	0.0	0.0	0.0
Intangible Asset	<i>\$MM</i>	0.0	0.0	0.0	0.0	0.0
Other Non current asset	<i>\$MM</i>	0.0	0.0	0.0	0.0	0.0
Ammortization on Fixed rate term debt	<i>\$MM</i>	70.0	70.0	70.0	70.0	70.0
Ammortization on variable term debt	<i>\$MM</i>	35.0	35.0	35.0	35.0	35.0

# McLAREN GROUP LTD

## ECONOMIC AND RENT SCHEDULE

<u>Units</u>	Projected				
	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
SCENARIOS USED:	Worse				

### ECONOMIC SCENARIOS

Cost Inflation	%	3.0%	3.0%	3.0%	3.0%	3.0%
Base		2.0%	2.0%	2.0%	2.0%	2.0%
Best		1.5%	1.5%	1.5%	1.5%	1.5%
Worse		3.0%	3.0%	3.0%	3.0%	3.0%

### RENT SCENARIOS

House Rent Growth per Square feet	%	1.0%	1.0%	1.0%	1.0%	1.0%
Base		1.5%	1.5%	1.5%	1.5%	1.5%
Best		2.5%	2.5%	2.5%	2.5%	2.5%
Worse		1.0%	1.0%	1.0%	1.0%	1.0%
Additional Houses	%	-2.0	-2.0	-1.0	-1.0	-1.0
Base		3.0	3.0	4.0	4.0	4.0
Best		8.0	8.0	9.0	9.0	9.0
Worse		(2.0)	(2.0)	(1.0)	(1.0)	(1.0)

# McLAREN GROUP LTD

## REVENUE SCHEDULE

Millions for the Year Ended December 31

	<u>Units</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Projected</u>				
					<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
<b>House Volume</b>									
Opening Number of Houses	<i>houses</i>				79.0	77.0	75.0	74.0	73.0
Additional Houses	<i>houses</i>				(2.0)	(2.0)	(1.0)	(1.0)	(1.0)
<b>Closing Number of Houses</b>				<b>79.0</b>	<b>77.0</b>	<b>75.0</b>	<b>74.0</b>	<b>73.0</b>	<b>72.0</b>
Square feet per House	<i>sq ft</i>			36,708.9	36,708.9	36,708.9	36,708.9	36,708.9	36,708.9
<b>Total Square Feet</b>	<i>sq ft</i>			<b>2,900,000.0</b>	<b>2,826,585.3</b>	<b>2,753,167.5</b>	<b>2,716,458.6</b>	<b>2,679,749.7</b>	<b>2,643,040.8</b>
<b>House Rent (Assuming rent remains the same price)</b>									
Growth in Rent per sq. foot	%				1.0%	1.0%	1.0%	1.0%	1.0%
Rent per Square Foot	<i>\$ / foot</i>			197.5	199.5	201.5	203.5	205.5	207.6
<b>Revenues</b>									
Total square feet	<i>sq ft</i>				2,826,585.3	2,753,167.5	2,716,458.6	2,679,749.7	2,643,040.8
Sales per square foot	<i>\$ / sq ft</i>				199.5	201.5	203.5	205.5	207.6
<b>Total revenues</b>	<b>\$ MM</b>			<b>572.7</b>	<b>563.9</b>	<b>554.8</b>	<b>552.8</b>	<b>550.7</b>	<b>548.7</b>

# McLAREN GROUP LTD

## COST SCHEDULE

Millions for the Year Ended December 31

		<u>Unit</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Projected									
Total Square feet			2,900,000.0	2,826,585.3	2,753,167.5	2,716,458.6	2,679,749.7	2,643,040.8	
Cost Inflation					3.0%	3.0%	3.0%	3.0%	3.0%
COST PER UNIT		<i>\$/Units</i>							
Variable cost per unit		<i>\$/Units</i>		68.9	71.0	73.1	75.3	77.6	79.9
Fixed cost per Unit		<i>\$/Units</i>			18.2	19.3	20.1	21.0	21.9
<b>Total Variable Cost per Unit</b>		<i>\$/Units</i>			<b>89.2</b>	<b>92.4</b>	<b>95.4</b>	<b>98.6</b>	<b>101.8</b>
COST IN TOTAL		<i>\$MM</i>							
Variable cost in total	0.80	<i>\$MM</i>		199.9	200.7	201.3	204.5	207.9	211.2
Fixed Cost in total	0.20	<i>\$MM</i>		50.0	51.5	53.0	54.6	56.2	57.9
<b>Total Cost</b>		<i>\$MM</i>		<b>249.9</b>	<b>252.2</b>	<b>254.3</b>	<b>259.1</b>	<b>264.1</b>	<b>269.1</b>
SG&A					<b>48.0</b>	<b>49.4</b>	<b>50.9</b>	<b>52.4</b>	<b>54.0</b>

# McLAREN GROUP LTD

## INCOME STATEMENT

Millions for the Year Ended December 31

	<i>Unit</i>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Projected</u>				
					<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue Growth			6.2%	4.0%	-1.5%	-1.6%	-0.4%	-0.4%	-0.4%
COGS (% of revenue)		41.5%	43.7%	43.6%	44.7%	45.8%	46.9%	48.0%	49.0%
SG&A (% of revenue)		7.7%	7.4%	7.3%	8.5%	8.9%	9.2%	9.5%	9.8%
<b>Revenue</b>		<b>518.5</b>	<b>550.8</b>	<b>572.7</b>	563.9	554.8	552.8	550.7	548.7
Operating Costs		215.1	240.7	249.9	252.2	254.3	259.1	264.1	269.1
SG&A		40.0	40.7	41.7	48.0	49.4	50.9	52.4	54.0
<b>Total Costs</b>		<b>255.1</b>	<b>281.4</b>	<b>291.6</b>	<b>300.2</b>	<b>303.7</b>	<b>310.0</b>	<b>316.5</b>	<b>323.1</b>
Cost Adjustments - Gain / (Loss)		-	(2.1)	0.3	-	-	-	-	-
<b>EBITDA</b>		<b>263.4</b>	<b>267.3</b>	<b>281.4</b>	<b>263.7</b>	<b>251.1</b>	<b>242.8</b>	<b>234.2</b>	<b>225.6</b>
Depreciation		70.0	70.1	75.5	76.3	80.3	84.3	88.3	92.3
<b>EBIT</b>		<b>193.4</b>	<b>197.2</b>	<b>205.9</b>	<b>187.4</b>	<b>170.8</b>	<b>158.5</b>	<b>145.9</b>	<b>133.3</b>
Cost Adjustments - Gain / (Loss)		-	-	(4.5)	-	-	-	-	-
Net Interest Expense		60.4	60.6	66.5	53.6	49.3	45.6	43.4	42.3
<b>EBT</b>		<b>133.0</b>	<b>136.6</b>	<b>134.9</b>	<b>133.8</b>	<b>121.5</b>	<b>112.9</b>	<b>102.5</b>	<b>91.0</b>
Current Taxes		33.5	30.0	32.0	25.8	21.5	18.5	14.9	10.9
Deferred Income Taxes		15.0	17.0	11.0	21.0	21.0	21.0	21.0	21.0
<b>Total Income Taxes</b>		<b>48.5</b>	<b>47.0</b>	<b>43.0</b>	<b>46.8</b>	<b>42.5</b>	<b>39.5</b>	<b>35.9</b>	<b>31.9</b>
<b>Net Income</b>		<b>84.5</b>	<b>89.6</b>	<b>91.9</b>	<b>87.0</b>	<b>79.0</b>	<b>73.4</b>	<b>66.6</b>	<b>59.1</b>
Preferred Dividend		-	-	-	(2.8)	(5.6)	(5.6)	(5.6)	(5.6)
<b>Net Income to Common</b>		<b>84.5</b>	<b>89.6</b>	<b>91.9</b>	<b>89.8</b>	<b>84.6</b>	<b>79.0</b>	<b>72.2</b>	<b>64.7</b>



# McLAREN GROUP LTD

## CASH FLOW STATEMENT

Millions for the Year Ended December 31

	<u>Unit</u>	<u>2,019.00</u>	<u>2020</u>	<u>2021</u>	<u>Projected</u>				
					<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
<b>Operating Activities</b>									
Net Income		84.5	89.6	91.9	87.0	79.0	73.4	66.6	59.1
Depreciation		70.0	70.1	75.5	76.3	80.3	84.3	88.3	92.3
Deferred Income Taxes		15.0	17.0	11.0	21.0	21.0	21.0	21.0	21.0
Changes in Working Capital		(48.0)	(67.9)	(64.5)	26.1	5.2	1.6	(0.2)	0.7
Other		3.4	(2.9)	(1.4)	0.0	0.0	0.0	0.0	0.0
<b>Operating Cash Flow</b>		<b>124.9</b>	<b>105.9</b>	<b>112.5</b>	<b>210.4</b>	<b>185.5</b>	<b>180.3</b>	<b>175.7</b>	<b>173.1</b>
<b>Investing Activities</b>									
CAPEX		(84.7)	(110.7)	(103.5)	(120.0)	(120.0)	(120.0)	(120.0)	(120.0)
Asset Dispositions		20.0	5.7	4.7	0.0	0.0	0.0	0.0	0.0
Other		(1.4)	1.6	0.3	0.0	0.0	0.0	0.0	0.0
<b>Investing Cash Flow</b>		<b>(66.1)</b>	<b>(103.4)</b>	<b>(98.5)</b>	<b>(120.0)</b>	<b>(120.0)</b>	<b>(120.0)</b>	<b>(120.0)</b>	<b>(120.0)</b>
<b>Financing Activities</b>									
Revolver Issuance / (Repayment)		23.2	(30.5)	0.0	0.0	0.0	22.2	69.3	70.4
Variable Rate Long Term Debt Issuance / (Repayment)		(46.0)	(15.0)	25.0	(35.0)	(35.0)	(35.0)	(35.0)	(35.0)
Fixed Rate Long Term Debt Issuance / (Repayment)		0.0	112.0	34.0	(70.0)	(70.0)	(70.0)	(70.0)	(70.0)
Preferred Share Issuance / (Buy-Back)		0.0	0.0	0.0	75.0	0.0	0.0	0.0	0.0
Common Share Issuance / (Buy-Back)		(25.0)	(20.0)	(10.0)	(10.0)	0.0	0.0	0.0	0.0
Preferred Share Dividends		0.0	0.0	0.0	(2.8)	(5.6)	(5.6)	(5.6)	(5.6)
Common Share Dividends		(17.7)	(19.3)	(20.2)	(18.0)	(16.9)	(15.8)	(14.4)	(12.9)
Other		6.7	4.1	(0.3)	0.0	0.0	0.0	0.0	0.0
<b>Financing Cash Flow</b>		<b>(58.8)</b>	<b>31.3</b>	<b>28.5</b>	<b>(60.8)</b>	<b>(127.5)</b>	<b>(104.2)</b>	<b>(55.7)</b>	<b>(53.1)</b>
Change in Cash Position		0.0	33.8	42.5	29.6	(62.0)	(43.9)	0.0	0.0
Beginning Cash		0.0	0.0	33.8	76.3	105.9	43.9	0.0	0.0
<b>Ending Cash</b>		<b>0.0</b>	<b>33.8</b>	<b>76.3</b>	<b>105.9</b>	<b>43.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

# McLAREN GROUP LTD

## BALANCE SHEET

Millions for the Year Ended December 31

	<i>Unit</i>	2019	2020	2021	Projected				
					2022	2023	2024	2025	2026
<b>ASSETS</b>									
Cash and Equivalents		0.0	33.8	76.3	105.9	43.9	0.0	0.0	0.0
Accounts Receivable		252.7	292.7	366.7	330.8	325.4	323.4	323.0	321.9
Inventory		48.7	49.3	43.5	50.8	51.2	52.0	53.2	54.2
Other		5.8	4.7	5.3	4.8	4.9	5.0	5.1	5.2
<b>Total Current Assets</b>		<b>307.2</b>	<b>380.5</b>	<b>491.8</b>	<b>492.3</b>	<b>425.4</b>	<b>380.4</b>	<b>381.3</b>	<b>381.3</b>
Net PP&E		1,788.5	1,829.1	1,857.1	1,900.8	1,940.5	1,976.2	2,007.9	2,035.6
Goodwill		196.4	193.3	191.9	191.9	191.9	191.9	191.9	191.9
Intangibles		57.7	47.2	40.9	40.9	40.9	40.9	40.9	40.9
Other		4.3	3.3	4.3	4.3	4.3	4.3	4.3	4.3
<b>Total Long Term Assets</b>		<b>2,046.9</b>	<b>2,072.9</b>	<b>2,094.2</b>	<b>2,137.9</b>	<b>2,177.6</b>	<b>2,213.3</b>	<b>2,245.0</b>	<b>2,272.7</b>
<b>Total Assets</b>		<b>2,354.1</b>	<b>2,453.4</b>	<b>2,586.0</b>	<b>2,630.2</b>	<b>2,603.0</b>	<b>2,593.7</b>	<b>2,626.3</b>	<b>2,654.0</b>
<b>LIABILITIES AND EQUITY</b>									
Bank Debt - Revolver		30.5	0.0	0.0	0.0	0.0	22.2	91.5	161.9
Accounts Payable		54.6	27.3	31.0	28.1	28.4	28.8	29.4	30.0
Other		7.3	4.6	4.9	4.8	4.8	4.9	5.0	5.1
<b>Total Current Liabilities</b>		<b>92.4</b>	<b>31.9</b>	<b>35.9</b>	<b>32.9</b>	<b>33.2</b>	<b>55.9</b>	<b>125.9</b>	<b>197.0</b>
Variable Rate Long Term Debt		284.3	269.3	294.3	259.3	224.3	189.3	154.3	119.3
Fixed Rate Long Term Debt		877.8	989.8	1,023.8	953.8	883.8	813.8	743.8	673.8
Deferred Income Taxes		296.8	313.8	324.8	345.8	366.8	387.8	408.8	429.8
Other		12.4	9.4	6.7	6.7	6.7	6.7	6.7	6.7
<b>Total Long Term Liabilities</b>		<b>1,471.3</b>	<b>1,582.3</b>	<b>1,649.6</b>	<b>1,565.6</b>	<b>1,481.6</b>	<b>1,397.6</b>	<b>1,313.6</b>	<b>1,229.6</b>
<b>Total Liabilities</b>		<b>1,563.7</b>	<b>1,614.2</b>	<b>1,685.5</b>	<b>1,598.5</b>	<b>1,514.8</b>	<b>1,453.5</b>	<b>1,439.5</b>	<b>1,426.6</b>
Preferred Shares		0.0	0.0	0.0	75.0	75.0	75.0	75.0	75.0
Common Shares		365.3	345.3	335.3	325.3	325.3	325.3	325.3	325.3
Retained Earnings		418.4	488.7	560.4	626.6	683.1	735.1	781.7	822.3
Other		6.7	5.2	4.8	4.8	4.8	4.8	4.8	4.8
<b>Shareholder's Equity</b>		<b>790.4</b>	<b>839.2</b>	<b>900.5</b>	<b>1,031.7</b>	<b>1,088.2</b>	<b>1,140.2</b>	<b>1,186.8</b>	<b>1,227.4</b>
<b>Total Liabilities and Equity</b>		<b>2,354.1</b>	<b>2,453.4</b>	<b>2,586.0</b>	<b>2,630.2</b>	<b>2,603.0</b>	<b>2,593.7</b>	<b>2,626.3</b>	<b>2,654.0</b>
<i>CHECK</i>		<i>0.000</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>	<i>0.000</i>

# McLAREN GROUP LTD

## DEPRECIATION SCHEDULE

Millions for the Year Ended December 31

		<i>Unit</i>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Projected</u>				
						<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Years remaining for Existing Asset		25.00								
Useful Life of New asset		30.00								
		<i>years</i>								
		<i>years</i>								
Depreciation of Existing Asset						74.3	74.3	74.3	74.3	74.3
<b>CAPEX</b>										
2,022.00	120.00	<i>\$MM</i>				2.0	4.0	4.0	4.0	4.0
2,023.00	120.00	<i>\$MM</i>					2.0	4.0	4.0	4.0
2,024.00	120.00	<i>\$MM</i>						2.0	4.0	4.0
2,025.00	120.00	<i>\$MM</i>							2.0	4.0
2,026.00	120.00	<i>\$MM</i>								2.0
<b>Total Depreciation</b>		<i>\$MM</i>				<b>76.3</b>	<b>80.3</b>	<b>84.3</b>	<b>88.3</b>	<b>92.3</b>
PP&E Schedule										
Opening Balance						1,857.1	1,900.8	1,940.5	1,976.2	2,007.9
Addition						120.0	120.0	120.0	120.0	120.0
Less: Depreciation						(76.3)	(80.3)	(84.3)	(88.3)	(92.3)
Closing Balnce						<b>1,857.1</b>	<b>1,900.8</b>	<b>1,940.5</b>	<b>2,007.9</b>	<b>2,035.6</b>

# McLAREN GROUP LTD

## TAX SCHEDULE

Millions for the Year Ended December 31

		<u>Unit</u>	<u>2019.0</u>	<u>2020.0</u>	<u>2021.0</u>	<u>Projected</u>				
						<u>2022.0</u>	<u>2023.0</u>	<u>2024.0</u>	<u>2025.0</u>	<u>2026.0</u>
Tax Rate			35.0%							
Accounting EBT		<b>A</b>				133.8	121.5	112.9	102.5	91.0
Decrease in EBT due to Timing Diffeence						60.0	60.0	60.0	60.0	60.0
Government EBT		<b>B</b>				73.8	61.5	52.9	42.5	31.0
Account Tax Rate (35% of A)						46.8	42.5	39.5	35.9	31.9
Taxes as they appear on Income Statement										
Current Taxes (35% of B)						25.8	21.5	18.5	14.9	10.9
Deferred Income Taxes						21.0	21.0	21.0	21.0	21.0
<b>Total Income Tax</b>						<b>46.8</b>	<b>42.5</b>	<b>39.5</b>	<b>35.9</b>	<b>31.9</b>

# McLAREN GROUP LTD

## WORKING CAPITAL SCHEDULE

Millions for the Year Ended December 31

	<u>Unit</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Projected</u>				
					<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Days in the Year	days		366.0	365.0	365.0	365.0	366.0	365.0	365.0
Revenue			550.8	572.7	563.9	554.8	552.8	550.7	548.7
Operating Costs			240.7	249.9	252.2	254.3	259.1	264.1	269.1
Days in									
Accounts Receivable			194.5	233.7	214.1	214.1	214.1	214.1	214.1
Inventory			75.0	72.0	73.5	73.5	73.5	73.5	73.5
Other			7.1	6.9	7.0	7.0	7.0	7.0	7.0
Accounts Payable			41.5	39.9	40.7	40.7	40.7	40.7	40.7
Other			7.0	6.7	6.9	6.9	6.9	6.9	6.9
Working Capital									
Accounts Receivable			292.7	366.7	330.8	325.4	323.4	323.0	321.9
Inventory			49.3	43.5	50.8	51.2	52.0	53.2	54.2
Other			4.7	5.3	4.8	4.9	5.0	5.1	5.2
Accounts Payable			27.3	31.0	28.1	28.4	28.8	29.4	30.0
Other			4.6	4.9	4.8	4.8	4.9	5.0	5.1
Net Working Capital			314.8	379.6	353.5	348.3	346.7	346.9	346.2
Change in Working Capital				(64.8)	26.1	5.2	1.6	(0.2)	0.7

# McLAREN GROUP LTD

## DEBT SCHEDULE

Millions for the Year Ended December 31

	<u>Unit</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>Projected</u> <u>2024</u>	<u>2025</u>	<u>2026</u>
<b>Interest rates</b>									
Interest of Fixed rate term debt					4.5%	4.5%	4.5%	4.5%	4.5%
Interest rate on Revolver					4.5%	4.5%	4.5%	4.5%	4.5%
Interest rate in Excess Cash					0.3%	0.3%	0.3%	0.3%	0.3%
LIBOR rate					1.1%	1.1%	1.1%	1.1%	1.1%
Premium on Variable rate term debt					2.3%	2.3%	2.3%	2.3%	2.3%
<b>Interest Rate on Variable Rate term Debt</b>					3.4%	3.4%	3.4%	3.4%	3.4%
<b>Cash</b>									
Beginning Balance					76.3	105.9	43.9	-	-
Change in Cash during the year					29.6	(62.0)	(43.9)	-	-
<b>Closing Balance</b>				<b>76.3</b>	<b>105.9</b>	<b>43.9</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Interest expense on Variable Rate Term Debt</b>					<b>0.3</b>	<b>0.2</b>	<b>0.1</b>	<b>-</b>	<b>-</b>
<b>Variable Rate Term Debt</b>									
Beginning Balance					294.3	259.3	224.3	189.3	154.3
Additions / (Repayments)					(35.0)	(35.0)	(35.0)	(35.0)	(35.0)
<b>Closing Balance</b>				<b>294.3</b>	<b>259.3</b>	<b>224.3</b>	<b>189.3</b>	<b>154.3</b>	<b>119.3</b>
<b>Interest expense on Variable Rate Term Debt</b>					<b>9.4</b>	<b>8.2</b>	<b>7.0</b>	<b>5.8</b>	<b>4.7</b>
<b>Fixed Rate Term Debt</b>									
Beginning Balance					1,023.8	953.8	883.8	813.8	743.8
Additions / (Repayments)					(70.0)	(70.0)	(70.0)	(70.0)	(70.0)
<b>Closing Balance</b>				<b>1,023.8</b>	<b>953.8</b>	<b>883.8</b>	<b>813.8</b>	<b>743.8</b>	<b>673.8</b>
<b>Interest expense on Fixed Rate Term Debt</b>					<b>44.5</b>	<b>41.3</b>	<b>38.2</b>	<b>35.0</b>	<b>31.9</b>

# McLAREN GROUP LTD

## DEBT SCHEDULE

Millions for the Year Ended December 31

<u>Unit</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Projected</u>			<u>2025</u>	<u>2026</u>
				<u>2022</u>	<u>2023</u>	<u>2024</u>		
<b><u>Revolver</u></b>								
Operating Cash Flow				210.4	185.5	180.3	175.7	173.1
Investing Cash Flow				(120.0)	(120.0)	(120.0)	(120.0)	(120.0)
Mandatory Debt Payment				(105.0)	(105.0)	(105.0)	(105.0)	(105.0)
Preferred shares buyback / Issuance				75.0	0.0	0.0	0.0	0.0
Common Stock Buyback / Issuance				(10.0)	0.0	0.0	0.0	0.0
Preferred Dividend				(2.8)	(5.6)	(5.6)	(5.6)	(5.6)
Common Dividend				(18.0)	(16.9)	(15.8)	(14.4)	(12.9)
<b>FCF after mandatory debt and dividend</b>				<b>29.6</b>	<b>(62.0)</b>	<b>(66.1)</b>	<b>(69.3)</b>	<b>(70.4)</b>
Beginning Balance				0.0	0.0	0.0	22.2	91.5
Additions / (Repayments)				0.0	0.0	22.2	69.3	70.4
<b>Closing Balance</b>			<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>22.2</b>	<b>91.5</b>	<b>161.9</b>
<b>Interest expense on Revolver</b>				<b>0.0</b>	<b>0.0</b>	<b>0.5</b>	<b>2.6</b>	<b>5.7</b>
<b>Net Interest Expense</b>				<b>53.6</b>	<b>49.3</b>	<b>45.6</b>	<b>43.4</b>	<b>42.3</b>

# McLAREN GROUP LTD

## EQUITY SCHEDULE

Millions for the Year Ended December 31

	<u>Unit</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Projected</u>				
					<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Common Shares									
Opening Balance					335.3	325.3	325.3	325.3	325.3
Issuance / (Buyback)					(10.0)	0.0	0.0	0.0	0.0
Closing Balance				335.3	325.3	325.3	325.3	325.3	325.3
Dividend payout ratio					20.0%	20.0%	20.0%	20.0%	20.0%
Net Income					89.8	84.6	79.0	72.2	64.7
Dividend on Common Shares					18.0	16.9	15.8	14.4	12.9
Preferred Shares									
Opening Balance					0.0	75.0	75.0	75.0	75.0
Issuance / Repayments					75.0	0.0	0.0	0.0	0.0
Closing Balance				0.0	75.0	75.0	75.0	75.0	75.0
Dividend payout ratio					7.5%	7.5%	7.5%	7.5%	7.5%
Dividend on Preferred Shares					2.8	5.6	5.6	5.6	5.6
Retained Earnings									
Opening Balance					560.4	626.6	683.1	735.1	781.7
Net Income					87.0	79.0	73.4	66.6	59.1
Less: Preferred Dividend					(2.8)	(5.6)	(5.6)	(5.6)	(5.6)
Less: Common Dividend					(18.0)	(16.9)	(15.8)	(14.4)	(12.9)
Closing Balance				560.4	626.6	683.1	735.1	781.7	822.3