
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>	Projected				
				<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>	Projected				
				<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>	Projected				
				<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%

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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	
House Price	<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%

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OTHER INPUT AND ASSUMPTIONS

		<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Income Statement						
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
Cash Flow Statement						
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
Intabdileb 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

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ECONOMIC AND RENT SCHEDULE

<u>Units</u>	<u>Projected</u>				
	<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)

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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>
House Volume										
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)
Closing Number of Houses					79.0	77.0	75.0	74.0	73.0	72.0
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
Total Square Feet	<i>sq ft</i>				2,900,000.0	2,826,585.3	2,753,167.5	2,716,458.6	2,679,749.7	2,643,040.8
House Rent (Assuming rent remains the same price)										
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
Revenues										
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
Total revenues	<i>\$ MM</i>				572.7	563.9	554.8	552.8	550.7	548.7

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COST 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>
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
Total Variable Cost per Unit		<i>\$/Units</i>				89.2	92.4	95.4	98.6	101.8
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
Total Cost		<i>\$MM</i>			249.9	252.2	254.3	259.1	264.1	269.1
SG&A						48.0	49.4	50.9	52.4	54.0

McLAREN GROUP LTD

INCOME STATEMENT

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>
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%
Revenue		518.5	550.8	572.7	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
Total Costs		255.1	281.4	291.6	300.2	303.7	310.0	316.5	323.1
Cost Adjustments - Gain / (Loss)		-	(2.1)	0.3	-	-	-	-	-
EBITDA		263.4	267.3	281.4	263.7	251.1	242.8	234.2	225.6
Depreciation		70.0	70.1	75.5	76.3	80.3	84.3	88.3	92.3
EBIT		193.4	197.2	205.9	187.4	170.8	158.5	145.9	133.3
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
EBT		133.0	136.6	134.9	133.8	121.5	112.9	102.5	91.0
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
Total Income Taxes		48.5	47.0	43.0	46.8	42.5	39.5	35.9	31.9
Net Income		84.5	89.6	91.9	87.0	79.0	73.4	66.6	59.1
Preferred Dividend		-	-	-	(2.8)	(5.6)	(5.6)	(5.6)	(5.6)
Net Income to Common		84.5	89.6	91.9	89.8	84.6	79.0	72.2	64.7

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>
Operating Activities									
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
Operating Cash Flow		124.9	105.9	112.5	210.4	185.5	180.3	175.7	173.1
Investing Activities									
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
Investing Cash Flow		(66.1)	(103.4)	(98.5)	(120.0)	(120.0)	(120.0)	(120.0)	(120.0)
Financing Activities									
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
Financing Cash Flow		(58.8)	31.3	28.5	(60.8)	(127.5)	(104.2)	(55.7)	(53.1)
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
Ending Cash		0.0	33.8	76.3	105.9	43.9	0.0	0.0	0.0

McLAREN GROUP LTD

BALANCE SHEET

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>
ASSETS									
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
Total Current Assets		307.2	380.5	491.8	492.3	425.4	380.4	381.3	381.3
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
Total Long Term Assets		2,046.9	2,072.9	2,094.2	2,137.9	2,177.6	2,213.3	2,245.0	2,272.7
Total Assets		2,354.1	2,453.4	2,586.0	2,630.2	2,603.0	2,593.7	2,626.3	2,654.0
LIABILITIES AND EQUITY									
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
Total Current Liabilities		92.4	31.9	35.9	32.9	33.2	55.9	125.9	197.0
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
Total Long Term Liabilities		1,471.3	1,582.3	1,649.6	1,565.6	1,481.6	1,397.6	1,313.6	1,229.6
Total Liabilities		1,563.7	1,614.2	1,685.5	1,598.5	1,514.8	1,453.5	1,439.5	1,426.6
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
Shareholder's Equity		790.4	839.2	900.5	1,031.7	1,088.2	1,140.2	1,186.8	1,227.4
Total Liabilities and Equity		2,354.1	2,453.4	2,586.0	2,630.2	2,603.0	2,593.7	2,626.3	2,654.0
CHECK		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

McLAREN GROUP LTD

DEPRECIATION 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>
Years remaing 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
CAPEX											
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
Total Depreciation			<i>\$MM</i>				76.3	80.3	84.3	88.3	92.3
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							1,857.1	1,900.8	1,940.5	1,976.2	2,035.6

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	A					133.8	121.5	112.9	102.5	91.0
Decrease in EBT due to Timing Diffence						60.0	60.0	60.0	60.0	60.0
Government EBT	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
Total Income Tax						46.8	42.5	39.5	35.9	31.9

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

McLAREN GROUP LTD

DEBT SCHEDULE

Millions for the Year Ended December 31

	<u>Unit</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	Projected				
					<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
<u>Revolver</u>									
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)
FCF after mandatory debt and dividend					29.6	(62.0)	(66.1)	(69.3)	(70.4)
Beginning Balance					0.0	0.0	0.0	22.2	91.5
Additions / (Repayments)					0.0	0.0	22.2	69.3	70.4
Closing Balance				0.0	0.0	0.0	22.2	91.5	161.9
Interest expense on Revolver					0.0	0.0	0.5	2.6	5.7
Net Interest Expense					53.6	49.3	45.6	43.4	42.3

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