



Little Stars Preschool

# Business Plan

2021 - 22

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Learners Today, Leaders Tomorrow.

Information provided in this business plan is unique to this business and confidential; therefore, anyone reading this plan agrees not to disclose any of the information in this business plan without prior written permission of the Company





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# Table of Contents

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|                                       |           |
|---------------------------------------|-----------|
| <b>Executive Summary</b>              | <b>3</b>  |
| Mission statement                     | 4         |
| Vision statement                      | 4         |
| Keys to Success                       | 5         |
| Business Target                       | 5         |
| 3 Year profit forecast                | 6         |
| <b>Company Summary</b>                | <b>7</b>  |
| Start-up Summary                      | 8         |
| Startup cost                          | 8         |
| Team                                  | 9         |
| Management Team                       | 9         |
| Personnel Table                       | 9         |
| Funding Required                      | 9         |
| <b>Products and Services</b>          | <b>12</b> |
| Products and Services                 | 13        |
| <b>Market Analysis</b>                | <b>14</b> |
| Market Overview                       | 15        |
| Market Trends                         | 15        |
| Target Market                         | 15        |
| <b>Strategy &amp; Implementations</b> | <b>16</b> |
| Product/Service                       | 17        |
| Price                                 | 17        |
| Promotion                             | 18        |
| Word of Mouth                         | 18        |
| Community Involvement                 | 18        |
| Fliers                                | 18        |
| Newspapers                            | 19        |
| Public Transport Advertising          | 19        |
| Web Plan Summary                      | 19        |
| Sales Strategy                        | 19        |
| <b>Management Summary</b>             | <b>20</b> |
| Personnel Plan                        | 21        |
| <b>Financial Plan</b>                 | <b>22</b> |
| Important Assumptions                 | 23        |

|                                 |    |
|---------------------------------|----|
| Brake-even Analysis .....       | 23 |
| Projected Profit and Loss ..... | 24 |
| Profit Yearly .....             | 25 |
| Gross Margin Yearly .....       | 25 |
| Projected Cash Flow .....       | 26 |
| Projected Balance Sheet .....   | 27 |
| Business Ratios .....           | 28 |

# 1.

## Executive Summary

Mission statement

Vision statement

Keys to Success

Business Target



#### REMEMBER

Before you think about how to start a Preschool service, you must create a detailed Preschool business plan. It will not only guide you in the initial phases of your startup but will also help you later on.

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#### TIP

Little Stars Preschool is a standard and well-equipped preschool that will be located in a well-populated residential estate in Asheville – North Carolina, United States of America. We are a preschool that provides daycare services for toddlers aged two to six.

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## Mission statement



#### TIP

Our mission is to provide top-level child care. We exist to attract and maintain customers. When we adhere to this maxim, everything else will fall into place. Our services will exceed the expectations of our customers. The pre-school dedicates its efforts and resources toward ensuring top-rated care giving services coupled with a high-quality activity-based learning environ

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## Vision statement



#### TIP

Our overall business goal is to position Little Stars to become the leading Pre – School brand in the educational industry in the whole of Asheville – North Carolina, and also to be amongst the top 50 preschools in the united states of America within the first 10 years of operations.

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## Keys to Success



**TIP**

The keys to success in our business are:

- **Marketing:** differentiating the Pre-School caregiving and educational services from traditional daycare offerings and interest activity programs.

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## Business Target



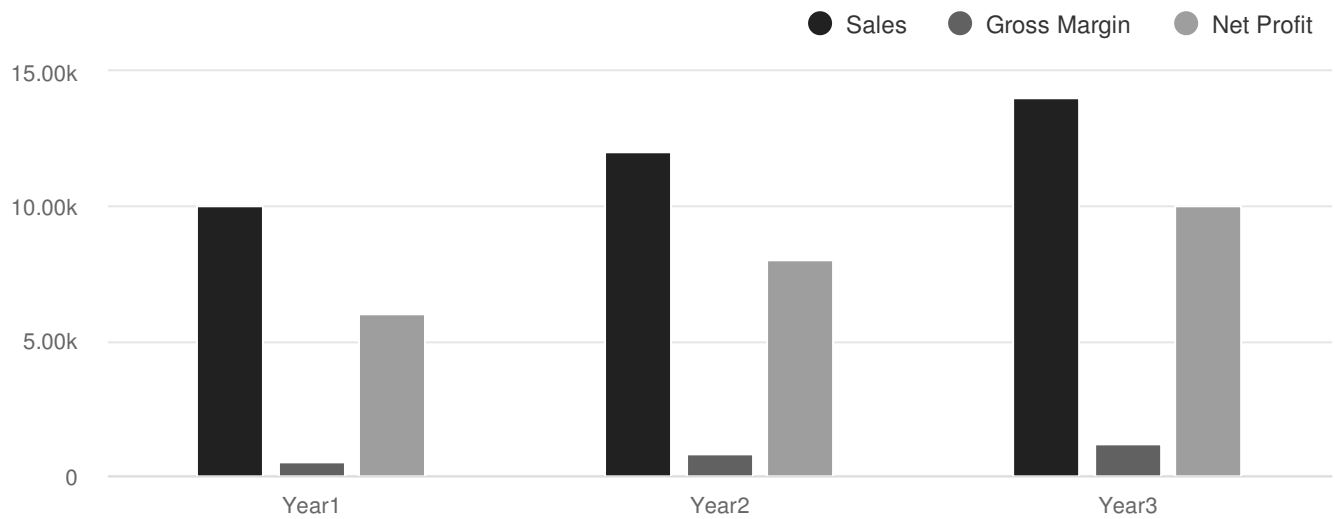
**TIP**

Our main business targets are summarized in the following column chart.

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### 3 Year profit forecast



| Financial Year | Sales | Gross Margin | Net Profit |
|----------------|-------|--------------|------------|
| Year1          | 10000 | 500          | 6000       |
| Year2          | 12000 | 800          | 8000       |
| Year3          | 14000 | 1200         | 10000      |

# 2.

## Company Summary

Start-up Summary

Team

Funding Required





TIP

The Little stars preschool will start out as a simple proprietorship, owned & founded by **Mrs. Angelina Moore & Jane Moore**. She has a Degree in Education with a bias in children's education and she has over 16 years of experience in the educational industry in the United States of America. She will be bringing in her wealth of experience to help build Little stars Pre

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## Start-up Summary



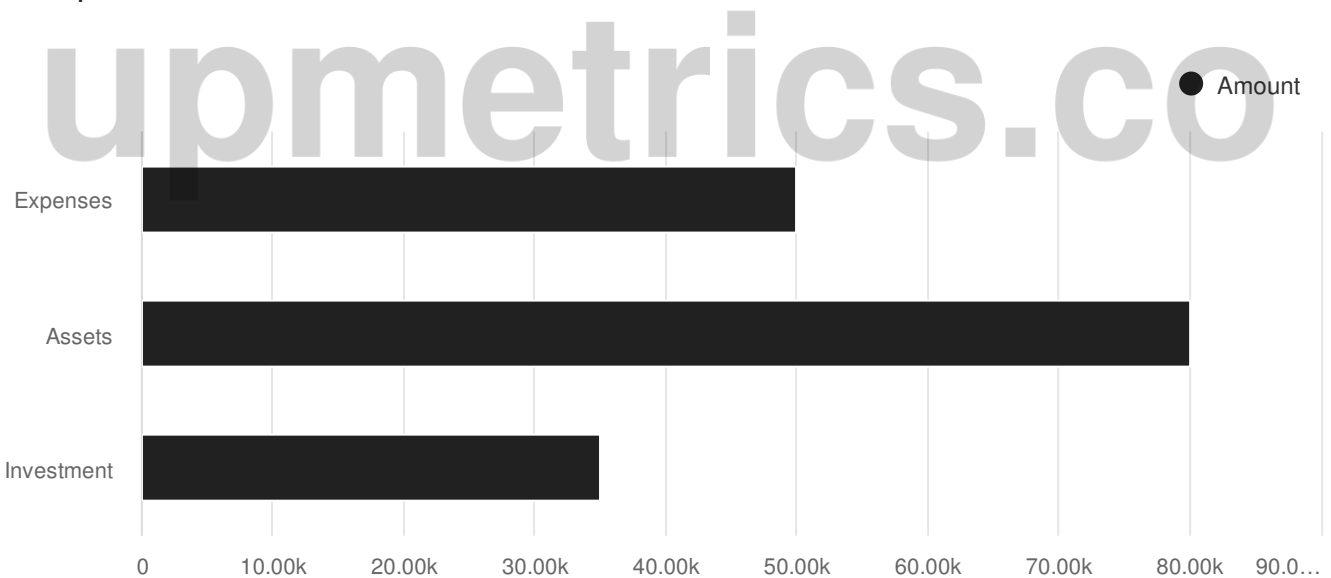
TIP

The company will obtain use of a new structure. Start-up costs will cover a number of details to convert the structure to suit the owner's concept both visually and functionally. Included in start-up costs are all the necessary expenditures to cover the pre-opening, hiring, staff training, addition and revision of equipment needs, supplying toys, soft play equipment, i

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## Startup cost



### Cost distribution

### Amount

**Expenses**

50000

**Assets**

80000

**Investment**

35000

## Team



TIP

Little stars will be led by two child care industry veterans, Angelina Moore and Jane Moore. Angelina has a sales, marketing, and management background within the industry, having spent seven years at The Toddler Warehouse. During her tenure at Toddler Warehouse, Angelina helped grow the business from \$98,000 in yearly revenue to over \$4.6 million. Angelina's partner is Jane

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## Management Team

*Start writing here..*



TIP

|                           | Year1    | Year2    | Year3    |
|---------------------------|----------|----------|----------|
| Expert Consultants (2.92) | \$89,400 | \$45,000 | \$45,000 |

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## Personnel Table

## Funding Required

The detailed startup requirements and expenses are given in the table below.

| Start-up Expenses              | Amount           |
|--------------------------------|------------------|
| Legal                          | \$75,500         |
| Consultants                    | \$0              |
| Insurance                      | \$62,750         |
| Rent                           | \$22,500         |
| Research and Development       | \$42,750         |
| Expensed Equipment             | \$42,750         |
| Signs                          | \$1,250          |
| <b>TOTAL START-UP EXPENSES</b> | <b>\$247,500</b> |
| Start-up Assets                | \$0              |
| Cash Required                  | \$322,500        |

| <b>Start-up Expenses</b>                  | <b>Amount</b>    |
|---|------------------|
| Start-up Inventory                        | \$52,625         |
| Other Current Assets                      | \$222,500        |
| Long-term Assets                          | \$125,000        |
| <b>TOTAL ASSETS</b>                       | <b>\$121,875</b> |
| Total Requirements                        | \$245,000        |
| <b>START-UP FUNDING</b>                   | <b>\$0</b>       |
| <b>START-UP FUNDING</b>                   | <b>\$273,125</b> |
| Start-up Expenses to Fund                 | \$121,875        |
| Start-up Assets to Fund                   | \$195,000        |
| <b>TOTAL FUNDING REQUIRED</b>             | <b>\$0</b>       |
| Assets                                    | \$203,125        |
| Non-cash Assets from Start-up             | \$118,750        |
| Cash Requirements from Start-up           | \$0              |
| Additional Cash Raised                    | \$118,750        |
| Cash Balance on Starting Date             | \$121,875        |
| <b>TOTAL ASSETS</b>                       | <b>\$0</b>       |
| Liabilities and Capital                   | \$0              |
| Liabilities                               | \$0              |
| Current Borrowing                         | \$0              |
| Long-term Liabilities                     | \$0              |
| Accounts Payable (Outstanding Bills)      | \$0              |
| Other Current Liabilities (interest-free) | \$0              |
| <b>TOTAL LIABILITIES</b>                  | <b>\$0</b>       |
| Capital                                   | \$0              |
| Planned Investment                        | \$0              |
| Investor 1                                | \$312,500        |
| Investor 2                                | \$0              |
| Other                                     | \$0              |
| Additional Investment Requirement         | \$0              |

| Start-up Expenses                    | Amount    |
|--------------------------------------|-----------|
| TOTAL PLANNED INVESTMENT             | \$695,000 |
| Loss at Start-up (Start-up Expenses) | \$313,125 |
| TOTAL CAPITAL                        | \$221,875 |
| TOTAL CAPITAL AND LIABILITIES        | \$221,875 |
| Total Funding                        | \$265,000 |

# 3.

## Products and Services

Products and Services



### REMEMBER

Before starting a Preschool business, you must take many things into consideration such as you must consider what types of Preschool services will you be providing to your customers. Deciding your services is extremely important since it helps you plan other components of your business so make sure to consider it before you think about how to start a Preschool [Read More](#)



### TIP

The Little Stars Preschool is going to offer daycare services within the scope of the education board in the United States of America. Our intention of starting our preschool is to soundly prepare toddlers who are under the ages of three and four for kindergarten and of course to make profits from the education industry and we will do all that is permitted by the law in the US to [Read More](#)

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## Products and Services



### kindergarten

Provide daycare services for children under the ages of three and four to prepare them for kindergarten.



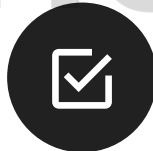
### Home Tutor Services

Offering Home Tutor Services for toddlers as requested by their parents



### Books and Materials

Retailing of Kids Educational Books and Materials



### Daycare services

Running a Standard and licensed Daycare Center

# 4.

## Market Analysis

Market Overview

Market Trends

Target Market



#### REMEMBER

The most important component of an effective Preschool business plan is its accurate marketing analysis. If you are starting on a smaller scale, you can do marketing analysis yourself by taking help from this Preschool business plan sample or other Preschool business plans available online.

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## Market Overview



#### TIP

Our target market consists of young married couples who possess a college education with a combined annual income of \$70,000 or greater. According to our research, the majority of these families work within the East Baton Rouge Parish or commute within 30 miles of the parish. Baton Rouge is an ideal location for families to raise their children, as the data identifies Ba

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## Market Trends



#### TIP

The trend in the preschool/daycare center line of business is that the keys to attracting parents to enroll in their wards are the safety, cleanliness, location, and of course the overall comfort of their toddlers.

The trend in the daycare center industry is such that players in this

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## Target Market



#### TIP

As a standard preschool/daycare center, Little Stars Pre – School offers a wide range of preschool services hence we are well trained and equipped to services a wide range of kids are of different growth levels irrespective of any challenges, etc.

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# 5.

## Strategy & Implementations

Product/Service

Price

Promotion

Web Plan Summary

Sales Strategy



#### REMEMBER

After identifying the market demand, market trends, and the potential customers of the startup, the next step is to define an effective strategy for attracting those customers. Like marketing analysis, sales strategy is also an important component of a preschool business startup and must be properly planned before you think about starting your own preschool business.

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#### TIP

Our pre-school will attempt to rapidly achieve awareness in the city about its business in the first year. To be successful in this business, you should have many students. Thus it is of great importance to have a solid marketing strategy, in order to distinguish our pre-school from the existing pre-schools. Our marketing strategy is based upon the marketing mix, which are

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## Product/Service



#### TIP

Customers will be pleasantly surprised at how attentive our pre-school is in regards to their needs. The business operates on the assumption that it will do whatever is reasonably necessary to keep the customer happy. This reflects the notion that if the customer is kept happy; long-term profits are ensured.

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## Price



#### TIP

Our pre-school must charge appropriately for the high-end, high-quality educational and caregiving services we offer. Our revenue structure has to support our cost structure, so the salaries we pay to assure quality services must be balanced by the revenue we charge. We will be price competitive in the market we serve; however, we will not subscribe to the "low price

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## Promotion



**TIP**

Our pre-school will use various ways of promoting our company so as to gain more customers and increase general awareness of our school and the services we offer.

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**TIP**

Word of mouth advertising via quality output will be used to market our pre-school. We will give incentives to parents who refer other parents to our school. These incentives will include fee discounts for every referred child who successfully enrolls at our school. We will also carry out door-to-door campaigns in our community. We will also take our child care solutions

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## Word of Mouth

*Start writing here..*



**TIP**

Maintaining and enhancing its reputation with families and in the community will be crucial in obtaining the planned market share growth of this target market. We will be active in our community, sponsoring events at the community center for families and residents.

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## Community Involvement

*Start writing here..*



**TIP**

We will use colorful, informative fliers to increase awareness of our school in the city. These fliers will be distributed to random people in the CBD, and in the suburb where we are located. We hope to get potential customers from the distribution of fliers. We will also offer monthly calendars for parents and the surrounding community.

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## Fliers

*Start writing here..*



**TIP**

We will place adverts in the Sunday mail so that more people can be aware of our pre-school. Placing our advert in the Sunday mail will ensure that our advert will be read the whole week as it is a weekly newspaper. It will also ensure that we reach the parents as it is a family newspaper. It also has wide coverage in the United States and it is read by many people.

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## Newspapers

*Start writing here..*



**TIP**

We will advertise our pre-school on commuter omnibuses which commute from the city to different locations. This will make more people aware of our pre-school.

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## Public Transport Advertising

*Start writing here..*

## Web Plan Summary



**TIP**

The pre-school website will be the virtual business card and portfolio for the center, as well as its online "home." It will showcase the campus, curriculum, and activity calendar for the school. It will also provide for an Internet background of the instructors, online projects posted by the students, and the campus newsletter. The pre-school website will be simple, yet class

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## Sales Strategy



**TIP**

The sales strategy will be based on a communication effort to explain the virtues of the program and how time at the pre-school can speed up the children's development considerably. In addition to one on one explanation of the program and its merits, the prospective parents will be given tours of the facilities. The tour of the facility will serve two purposes:

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# 6.

## Management Summary

Personnel Plan



#### REMEMBER

The management plan is also an important component of a preschool business plan since it gives you an estimate of the staff required for your startup as well as the costs incurred on their salaries. So, make sure to duly consider it before thinking about how to start a preschool business. The management plan of Preschool is as follows.

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#### TIP

Mrs. Angelina Moore and Jane Moore have extensive experience in the management of Child Care and Family Entertainment Centers, respectively. Their attached resumes detail this experience in the Big City area.

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## Personnel Plan



#### TIP

As the Personnel Plan shows, the company expects to make gradual investments in personnel over the next three years, always keeping in mind the number of children in need of care. In addition to the owners, we will need one full-time manager and 6 full-time care workers.

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# 7.

## Financial Plan

Important Assumptions

Break-even Analysis

Projected Profit and Loss

Projected Cash Flow

Projected Balance Sheet

Business Ratios



### REMEMBER

The last component of a preschool business plan is an in-depth financial plan. The financial plan crafts a detailed map of all the expenses needed for the startup and how these expenses will be met by the earned profits. It is recommended that you use [our financial planning tool](#) for guiding you through all financial aspects needed to be considered for starting a preschool [Read More](#)



### TIP

The company will be financed by John himself and he will control the direction of the business to make sure that it is expanding at the forecasted rate. As for the preschool business start-up, no equity funding or outside loans will be required. With the help of financial experts, John has developed the following financial plan for his preschool start-up business, which outlines the [Read More](#)

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## Important Assumptions

The financial projections of the company are forecast on the basis of the following assumptions. These assumptions are quite conservative and are expected to show deviation but to a limited level such that the company's major financial strategy will not be affected.

|                         | Year 1 | Year 2 | Year 3 |
|-------------------------|--------|--------|--------|
| Plan Month              | 1      | 2      | 3      |
| Current Interest Rate   | 10,00% | 11,00% | 12,00% |
| Long-term Interest Rate | 10,00% | 10,00% | 10,00% |
| Tax Rate                | 26,42% | 27,76% | 28,12% |
| Other                   | 0      | 0      | 0      |

## Brake-even Analysis

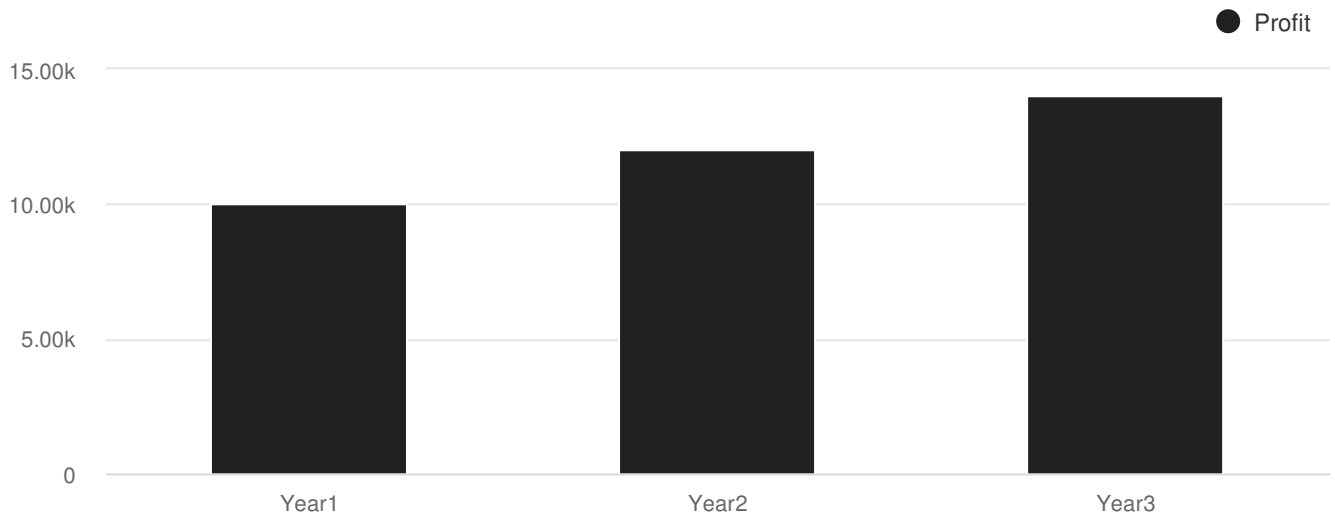
|                                |           |
|--------------------------------|-----------|
| Monthly Units Break-even       | 5530      |
| Monthly Revenue Break-even     | \$159 740 |
| <b>Assumptions:</b>            |           |
| Average Per-Unit Revenue       | \$260,87  |
| Average Per-Unit Variable Cost | \$0,89    |
| Estimated Monthly Fixed Cost   | \$196 410 |



## Projected Profit and Loss

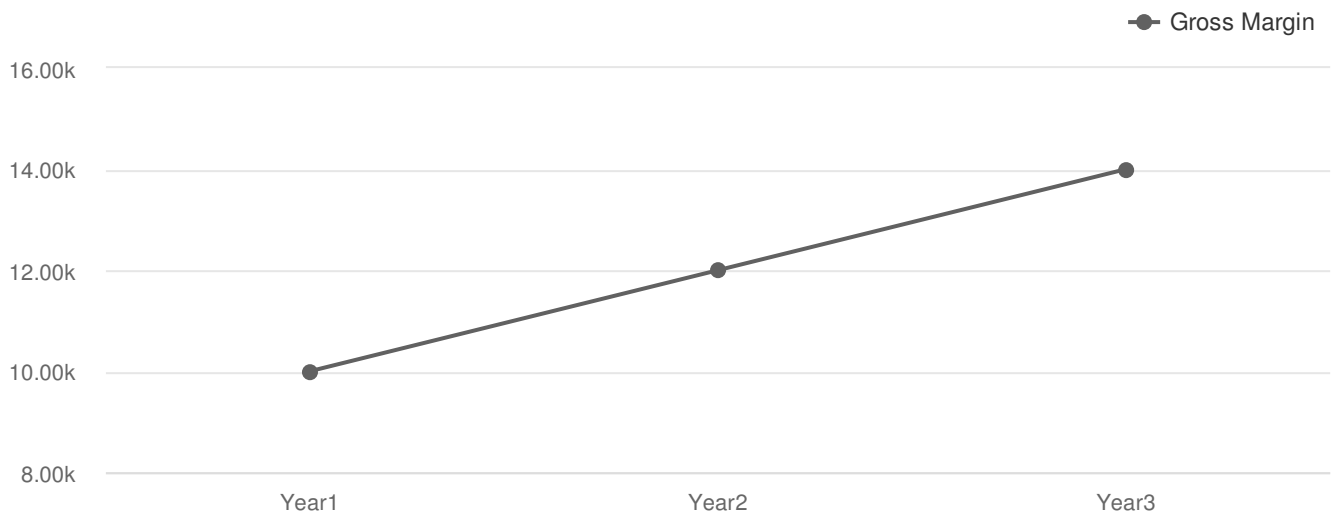
|  | Year 1    | Year 2    | Year 3    |
|--|-----------|-----------|-----------|
| <b>Sales</b>                           | \$309 069 | \$385 934 | \$462 799 |
| Direct Cost of Sales                   | \$15 100  | \$19 153  | \$23 206  |
| Other                                  | \$0       | \$0       | \$0       |
| <b>TOTAL COST OF SALES</b>             | \$15 100  | \$19 153  | \$23 206  |
| Gross Margin                           | \$293 969 | \$366 781 | \$439 593 |
| Gross Margin %                         | 94,98%    | 94,72%    | 94,46%    |
| <b>Expenses</b>                        |           |           |           |
| Payroll                                | \$138 036 | \$162 898 | \$187 760 |
| Sales and Marketing and Other Expenses | \$1 850   | \$2 000   | \$2 150   |
| Depreciation                           | \$2 070   | \$2 070   | \$2 070   |
| Leased Equipment                       | \$0       | \$0       | \$0       |
| Utilities                              | \$4 000   | \$4 250   | \$4 500   |
| Insurance                              | \$1 800   | \$1 800   | \$1 800   |
| Rent                                   | \$6 500   | \$7 000   | \$7 500   |
| Payroll Taxes                          | \$34 510  | \$40 726  | \$46 942  |
| Other                                  | \$0       | \$0       | \$0       |
| Total Operating Expenses               | \$188 766 | \$220 744 | \$252 722 |
| Profit Before Interest and Taxes       | \$105 205 | \$146 040 | \$186 875 |
| <b>EBITDA</b>                          | \$107 275 | \$148 110 | \$188 945 |
| Interest Expense                       | \$0       | \$0       | \$0       |
| Taxes Incurred                         | \$26 838  | \$37 315  | \$47 792  |
| Net Profit                             | \$78 367  | \$108 725 | \$139 083 |
| <b>Net Profit/Sales</b>                | 30,00%    | 39,32%    | 48,64%    |

## Profit Yearly



| Financial Year | Profit |
|----------------|--------|
| Year1          | 10000  |
| Year2          | 12000  |
| Year3          | 14000  |

## Gross Margin Yearly



| Financial Year | Gross Margin |
|----------------|--------------|
| Year1          | 10000        |
| Year2          | 12000        |
| Year3          | 14000        |

## Projected Cash Flow

| Cash Received                             | Year 1          | Year 2          | Year 3          |
|---|-----------------|-----------------|-----------------|
| <b>Cash from Operations</b>               |                 |                 |                 |
| Cash Sales                                | \$40 124        | \$45 046        | \$50 068        |
| Cash from Receivables                     | \$7 023         | \$8 610         | \$9 297         |
| <b>SUBTOTAL CASH FROM OPERATIONS</b>      | <b>\$47 143</b> | <b>\$53 651</b> | <b>\$59 359</b> |
| <b>Additional Cash Received</b>           |                 |                 |                 |
| Sales Tax, VAT, HST/GST Received          | \$0             | \$0             | \$0             |
| New Current Borrowing                     | \$0             | \$0             | \$0             |
| New Other Liabilities (interest-free)     | \$0             | \$0             | \$0             |
| New Long-term Liabilities                 | \$0             | \$0             | \$0             |
| Sales of Other Current Assets             | \$0             | \$0             | \$0             |
| Sales of Long-term Assets                 | \$0             | \$0             | \$0             |
| New Investment Received                   | \$0             | \$0             | \$0             |
| <b>SUBTOTAL CASH RECEIVED</b>             | <b>\$47 143</b> | <b>\$53 651</b> | <b>\$55 359</b> |
| <b>Expenditures from Operations</b>       |                 |                 |                 |
| Cash Spending                             | \$21 647        | \$24 204        | \$26 951        |
| Bill Payments                             | \$13 539        | \$15 385        | \$170 631       |
| <b>SUBTOTAL SPENT ON OPERATIONS</b>       | <b>\$35 296</b> | <b>\$39 549</b> | <b>\$43 582</b> |
| <b>Additional Cash Spent</b>              |                 |                 |                 |
| Sales Tax, VAT, HST/GST Paid Out          | \$0             | \$0             | \$0             |
| Principal Repayment of Current Borrowing  | \$0             | \$0             | \$0             |
| Other Liabilities Principal Repayment     | \$0             | \$0             | \$0             |
| Long-term Liabilities Principal Repayment | \$0             | \$0             | \$0             |
| Purchase Other Current Assets             | \$0             | \$0             | \$0             |
| Purchase Long-term Assets                 | \$0             | \$0             | \$0             |
| Dividends                                 | \$0             | \$0             | \$0             |
| <b>SUBTOTAL CASH SPENT</b>                | <b>\$35 296</b> | <b>\$35 489</b> | <b>\$43 882</b> |
| <b>Net Cash Flow</b>                      | <b>\$11 551</b> | <b>\$13 167</b> | <b>\$15 683</b> |
| <b>Cash Balance</b>                       | <b>\$21 823</b> | <b>\$22 381</b> | <b>\$28 239</b> |

## Projected Balance Sheet

| Assets                               | Year 1           | Year 2           | Year 3           |
|--------------------------------------|------------------|------------------|------------------|
| <b>Current Assets</b>                |                  |                  |                  |
| Cash                                 | \$184 666        | \$218 525        | \$252 384        |
| Accounts Receivable                  | \$12 613         | \$14 493         | \$16 373         |
| Inventory                            | \$2 980          | \$3 450          | \$3 920          |
| Other Current Assets                 | \$1 000          | \$1 000          | \$1 000          |
| <b>TOTAL CURRENT ASSETS</b>          | <b>\$201 259</b> | <b>\$237 468</b> | <b>\$273 677</b> |
| <b>Long-term Assets</b>              |                  |                  |                  |
| Long-term Assets                     | \$10 000         | \$10 000         | \$10 000         |
| Accumulated Depreciation             | \$12 420         | \$14 490         | \$16 560         |
| <b>TOTAL LONG-TERM ASSETS</b>        | <b>\$980</b>     | <b>\$610</b>     | <b>\$240</b>     |
| <b>TOTAL ASSETS</b>                  | <b>\$198 839</b> | <b>\$232 978</b> | <b>\$267 117</b> |
| <b>Current Liabilities</b>           |                  |                  |                  |
| Accounts Payable                     | \$9 482          | \$10 792         | \$12 102         |
| Current Borrowing                    | \$0              | \$0              | \$0              |
| Other Current Liabilities            | \$0              | \$0              | \$0              |
| <b>SUBTOTAL CURRENT LIABILITIES</b>  | <b>\$9 482</b>   | <b>\$10 792</b>  | <b>\$12 102</b>  |
| <b>Long-term Liabilities</b>         | <b>\$0</b>       | <b>\$0</b>       | <b>\$0</b>       |
| <b>TOTAL LIABILITIES</b>             | <b>\$9 482</b>   | <b>\$10 792</b>  | <b>\$12 102</b>  |
| Paid-in Capital                      | \$30 000         | \$30 000         | \$30 000         |
| Retained Earnings                    | \$48 651         | \$72 636         | \$96 621         |
| Earnings                             | \$100 709        | \$119 555        | \$138 401        |
| <b>TOTAL CAPITAL</b>                 | <b>\$189 360</b> | <b>\$222 190</b> | <b>\$255 020</b> |
| <b>TOTAL LIABILITIES AND CAPITAL</b> | <b>\$198 839</b> | <b>\$232 978</b> | <b>\$267 117</b> |
| <b>Net Worth</b>                     | <b>\$182 060</b> | <b>\$226 240</b> | <b>\$270 420</b> |

## Business Ratios

|  | Year 1  | Year 2  | Year 3  | Industry Profile |
|--|---------|---------|---------|------------------|
| Sales Growth                               | 4,35%   | 30,82%  | 63,29%  | 4,00%            |
| <b>Percent of Total Assets</b>             |         |         |         |                  |
| Accounts Receivable                        | 5,61%   | 4,71%   | 3,81%   | 9,70%            |
| Inventory                                  | 1,85%   | 1,82%   | 1,79%   | 9,80%            |
| Other Current Assets                       | 1,75%   | 2,02%   | 2,29%   | 27,40%           |
| Total Current Assets                       | 138,53% | 150,99% | 163,45% | 54,60%           |
| Long-term Assets                           | -9,47%  | -21,01% | -32,55% | 58,40%           |
| TOTAL ASSETS                               | 100,00% | 100,00% | 100,00% | 100,00%          |
| Current Liabilities                        | 4,68%   | 3,04%   | 2,76%   | 27,30%           |
| Long-term Liabilities                      | 0,00%   | 0,00%   | 0,00%   | 25,80%           |
| Total Liabilities                          | 4,68%   | 3,04%   | 2,76%   | 54,10%           |
| NET WORTH                                  | 99,32%  | 101,04% | 102,76% | 44,90%           |
| <b>Percent of Sales</b>                    |         |         |         |                  |
| Sales                                      | 100,00% | 100,00% | 100,00% | 100,00%          |
| Gross Margin                               | 94,18%  | 93,85%  | 93,52%  | 0,00%            |
| Selling, General & Administrative Expenses | 74,29%  | 71,83%  | 69,37%  | 65,20%           |
| Advertising Expenses                       | 2,06%   | 1,11%   | 0,28%   | 1,40%            |
| Profit Before Interest and Taxes           | 26,47%  | 29,30%  | 32,13%  | 2,86%            |
| <b>Main Ratios</b>                         |         |         |         |                  |
| Current                                    | 25,86   | 29,39   | 32,92   | 1,63             |
| Quick                                      | 25,4    | 28,88   | 32,36   | 0,84             |
| Total Debt to Total Assets                 | 2,68%   | 1,04%   | 0,76%   | 67,10%           |
| Pre-tax Return on Net Worth                | 66,83%  | 71,26%  | 75,69%  | 4,40%            |
| Pre-tax Return on Assets                   | 64,88%  | 69,75%  | 74,62%  | 9,00%            |
| <b>Additional Ratios</b>                   |         |         |         |                  |
| Net Profit Margin                          | 19,20%  | 21,16%  | 23,12%  | N.A.             |
| Return on Equity                           | 47,79%  | 50,53%  | 53,27%  | N.A.             |
| <b>Activity Ratios</b>                     |         |         |         |                  |

|                              | Year 1    | Year 2    | Year 3    | Industry Profile |
|------------------------------|-----------|-----------|-----------|------------------|
| Accounts Receivable Turnover | 4,56      | 4,56      | 4,56      | N.A.             |
| Collection Days              | 92        | 99        | 106       | N.A.             |
| Inventory Turnover           | 19,7      | 22,55     | 25,4      | N.A.             |
| Accounts Payable Turnover    | 14,17     | 14,67     | 15,17     | N.A.             |
| Payment Days                 | 27        | 27        | 27        | N.A.             |
| Total Asset Turnover         | 1,84      | 1,55      | 1,26      | N.A.             |
| <b>Debt Ratios</b>           |           |           |           |                  |
| Debt to Net Worth            | 0         | -0,02     | -0,04     | N.A.             |
| Current Liab. to Liab.       | 1         | 1         | 1         | N.A.             |
| <b>Liquidity Ratios</b>      |           |           |           |                  |
| Net Working Capital          | \$120 943 | \$140 664 | \$160 385 | N.A.             |
| Interest Coverage            | 0         | 0         | 0         | N.A.             |
| <b>Additional Ratios</b>     |           |           |           |                  |
| Assets to Sales              | 0,45      | 0,48      | 0,51      | N.A.             |
| Current Debt/Total Assets    | 4%        | 3%        | 2%        | N.A.             |
| Acid Test                    | 23,66     | 27,01     | 30,36     | N.A.             |
| Sales/Net Worth              | 1,68      | 1,29      | 0,9       | N.A.             |
| Dividend Payout              | 0         | 0         | 0         | N.A.             |