



# Cleaning Company

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# Business Plan

[YEAR]

Prepared By

**John Doe**



*Your home will be cleaned your way*

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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# 1.

## Executive summary

Market Validation

Objectives

Mission statement

Keys to success

Financial Highlights



TIP

Cleanex Maintenance Services (here on out also referred to as "CMS") is a provider of building maintenance and cleaning services. The company will be based in Jacksonville, Florida, whence it will extend a portfolio of specialized services to property owners, both residential and commercial. The focus will initially be on clientele in Florida with a subsequent

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## Market Validation



TIP

The company will operate within the cleaning industry as well as several building maintenance services industries like painting, glazing, floor, and wall coverings, etc. These industries provide a wide range of services to private households, commercial establishments, and public sector entities. In spite of slower performance at the start of the five-year period

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## Objectives



TIP

- To enhance customer service and after-sale services by establishing a representative office in Florida in 2022
- To build a market reputation for quality products and services during the forecast period.

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## Short Term (1 -3 Years)

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TIP

- To expand by opening more satellite offices across the US towards the end of the forecast period.
- To hire 30 employees in the first year and grow to 200 employees in the fifth year.

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## Long Term (3-5 years)

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## Mission statement



TIP

Our mission is to be a one-stop-shop for specialized building maintenance and cleaning services where quality and customer service are two key watchwords.

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## Keys to success



### Economies of Scope

Offering the right mix of indoor and outdoor technical and maintenance services will allow CMS to win large contracts and increase their revenue.



### Expertise

Founders will indicate their history of providing related services, complete with endorsements of satisfied clientele, in order to generate brand equity for CMS.



### Location

CMS will take advantage of the associated benefits, networking capabilities and the vast cluster of residential and commercial establishments offered by the region.



### Price Advantage

CMS will ensure hiring the best contract workers for its projects. Keeping a low margin, the company will ensure its cleaning services are offered at a market competitive price point.



### Reputation

It is important for CMS to develop a reputation locally through the provision of high quality services that embody value-for-money and seasoned expertise.



### Multi-Skilled Workforce

As CMS intends to service a wide variety of customers across multiple services of varying technicalities, the company needs to employ workers that carry suitable experience on flexible terms (so as to minimise fixed costs).

# Financial Highlights



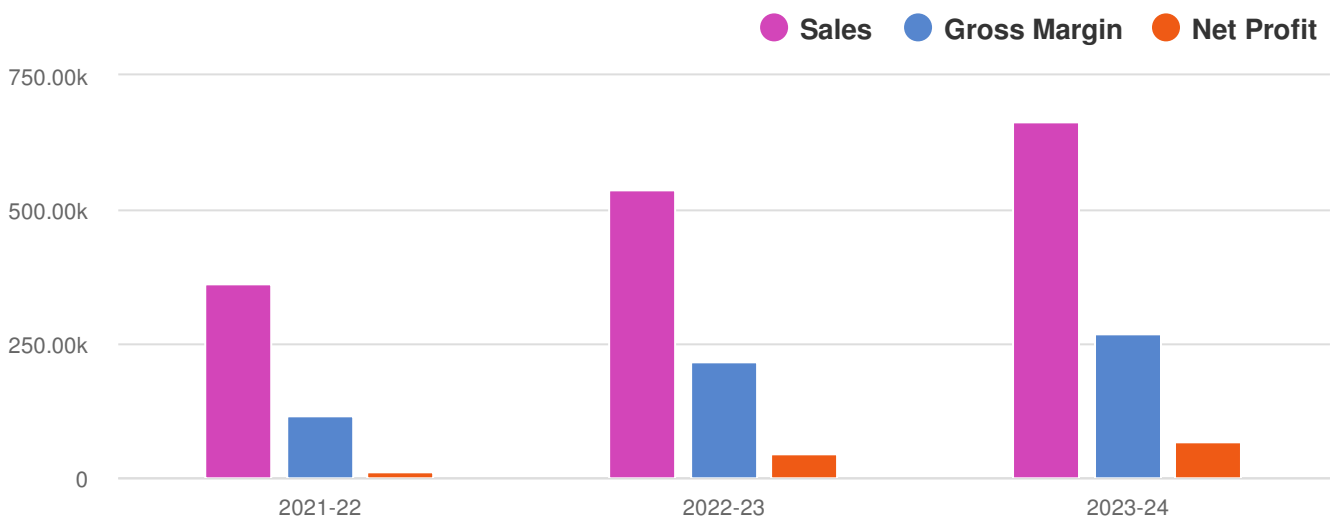
TIP

The company envisions raising an equity investment of \$50,000 through long-term borrowings, which will be used for the setup and launch of the jewelry store in the US. The company expects to steadily grow its revenues through active efforts in marketing, networking, excellent customer service, and quality products. Meanwhile, the company will establish a

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## Units Sold v/s Revenue Chart



| Financial Year | Sales  | Gross Margin | Net Profit |
|----------------|--------|--------------|------------|
| 2021-22        | 360723 | 114289       | 13038      |
| 2022-23        | 538041 | 216784       | 44360      |
| 2023-24        | 665012 | 269869       | 65638      |



# 2.

## Business overview

Company Ownership/Legal Entity

Location

Interior Operating Facilities

Hours of Operation

Startup summary



**TIP**

Headlining as a landscaping and building maintenance solutions provider, CMS seeks to cater to the key real estate and construction markets of the US.

Operating in an industry where quality in product and service plays a vital role in a company's market performance. To remain a p

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## Company Ownership/Legal Entity



**TIP**

The company will be registered as a limited liability entity with the Department of State. Further, since the company envisions setting up operations in Florida, it will also register with the local county. The business will be wholly owned and managed by the Founder Mr. Ashton, who will also be the principal investor of the business.

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## Location



**TIP**

The company will establish a business in Florida by the end of 2022. The region is considered an epicenter for food innovation, design trends, and innovative developments in manufacturing.

Location is vital for CMS as it plans to cater to the U

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## Interior Operating Facilities



**TIP**

The company will begin operations from rented office space at the heart of Florida's commercial hub. Initial investments in setting up the interior facilities, consumables, inventory, and client entertainment space will be set up. Additions to space will be made as the company expands operations.

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## Hours of Operation



**TIP**

CMS will cater to walk-in as well as online customers, as such it will be required to stay open during business hours. The company envisions opening the office at 10 am and remain open till 7 pm to entertain walk-in prospects as well as fulfill online orders.

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## Startup summary



**TIP**

A portion of the capital investment of \$50,000 will be utilized to finance a range of expenses incurred prior to the launch of the company as indicated in the table below. Accordingly, approximately \$11,500 will be spent on a range of start-up expenses (reflected in the top half of the below expense schedule) while an additional \$18,000 will be earmarked for ad

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# 3.

## Products & Services

Outdoor Cleaning & Maintenance

Indoor Cleaning & Maintenance

Customer Service



Headlining as a landscaping and building maintenance solutions provider, CMS seeks to cater to the key real estate and construction markets of the US. The company will extend the following portfolio of services:

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## Outdoor Cleaning & Maintenance



### Garden Maintenance

Price: **\$150 USD**

This service segment includes grass cutting, tree trimming, pruning, pest control, weeding, fertilising, and other basic garden activities for private households, commercial premises, government institutions, and local authorities.



### Grounds Maintenance

Price: **\$150 USD**

Similar to garden maintenance albeit for larger spaces of land such as parks, playgrounds, football pitches, cricket fields, and golf courses, and even cemeteries and grass verges, these services are offered by the company for private and public sector clients.

## Indoor Cleaning & Maintenance



### General Cleaning

Price: **\$150 USD**

Includes services related to cleaning, washing and vacuuming that are offered to residential, commercial, and public clients.

### Disinfecting

Price: **\$150 USD**

This service covers basic disinfecting projects using a variety of disinfectants, sprays and other chemical agents, as well as the demand of specialised markets requiring a range of skills, including termite management and other pest control services.




## Customer Service



**TIP**

CMS prides itself on the quality of service extended to its customers. As a part of good faith and to maintain a healthy and robust customer relationship, the company will cater to the client's specific needs even if it does not form a part of a package.

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*Start Writing here...*

# 4.

## Market Analysis

Market segmentation

Market Trends

Target market



TIP

As of May 2018, there were over 3.24 million people working in the cleaning services industry in the United States. Janitors and cleaners (not including maids and housekeeping cleaners) made up the largest portion of employees in this industry and earned a mean annual income of 28,950 U.S. dollars. Janitors and cleaners are largely employed within the

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## Market segmentation



TIP

The biggest driver to propel the residential cleaning industry is simply the time squeeze. While home cleaning may have appealed to older retirees in the past, businesses have reported that they're starting to see more clients in their 30s-50s engaging in home cleaning services. The biggest reason being — that few hours saved allows Americans to spend their week

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### Residential Cleaning

Start writing here...



TIP

The importance of creating a conducive and clean working environment is so important to the well-being of employees. Based on the Global Cleaning Industry, Commercial Cleaning reigns as the most promising and profitable segment of the industry both in terms of market share and growth. In 2019, Commercial Cleaning companies captured a whopping

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### Commercial Cleaning

Start writing here...



TIP

Speciality Cleaning is a business model known to be recession-proof – when it comes to windows, flooring, carpets and more, we can't quite do the trick without professional engagement.

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### Speciality Cleaning

Start writing here...



## Market Trends



TIP

The cleaning industry is packed with opportunities – an earlier forecast reflected that the industry will earn over \$46 billion dollars in 2020, and grow 10% by 2026. More than 1.7 million people are currently employed in the cleaning industry, yet it is still forecasted to spur a 6% year-on-year growth in new jobs because of the increase in demand. Let's

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## Target market



TIP

As a new entrant to the cleaning and building maintenance cohort of the US, CMS will follow a phased approach in engaging its primary target market. The company will initially focus on winning small- to medium-scale commercial and residential cleaning and maintenance projects in and about Florida. The objective is to build a reputation for flexibility, on-time

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## CMS Market Distribution



| Target Market       | Share |
|---------------------|-------|
| Residential Clients | 60    |
| Commercial Clients  | 40    |

## Competitive Advantage



### **Value Added Services**

CMS will dedicate itself to the wellbeing of its customers. The company will extend specific client focused services based on their requirement.



### **Price**

The company will consciously maintain a low margin for its services which allows it to control prices. CMS will thus be able to secure and distribute services at market beating price points.



### **Distribution Channels**

CMS will distribute its products through both B2B as well as B2C channels.



### **Effective Marketing**

CMS will dedicate time and effort towards networking and gaining valuable insight into the prevailing market trends in the US which will allow the company to optimise its marketing strategies and effectively penetrate the market on launch.

# 5.

## SWOT analysis



TIP

A SWOT (Strength, Weakness, Opportunity, and Threat) analysis is a useful tool for businesses to evaluate their position in the market against the potential internal and external factors that could assist or jeopardize their operations and existence. A SWOT has been conducted for PYT and is presented below.

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## Strengths

- Extensive experience of the Founders (more than 25 years)
- Prime business location in Florida amidst a growing construction/residential market
- Lean organizational structure
- Offers specialized technical and maintenance services with a focus on quality
- Experience-backed ability to take on larger projects

S

## Weaknesses

- Is new and hence unknown in the market
- Distance between company location and projects may reduce efficiencies
- A drop in specialized skills availability in London (e.g. engineering, construction & property, etc.) may affect CMS' hiring plan
- Material purchase costs have risen over the years (e.g. paints, landscaping materials, fertilizer, etc.)

W

## Opportunities

- To expand reach across the US (e.g. by appointing remote teams, opening additional offices in other major cities, etc.)
- To expand services based on the founder's vast experience
- To continue to offer flexible ABC-pricing, avoiding fixed costs, to win more client patronage

O

## Threats

- Low barriers to entry; increasing competition
- Customers defaults
- Slow economic growth in the future could stagnate the construction market in the US
- Further restrictions in buy-to-let could affect demand

T

# 6.

## Strategy & implementation

- Distribution Strategy
- Positioning Statement
- Sales strategy
- Pricing strategy



TIP

The objectives for the company's early sales and marketing initiatives will be to generate awareness of CMS as a new player in the market and to educate potential customers about its portfolio of services. Over time, as CMS becomes more established and develops a strong reputation, the marketing emphasis will shift to include more of a focus on the

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## Distribution Strategy



TIP

The company will reach its customer through both online and offline channels. CMS's comprehensive website will accept orders online and deliver them to the customer's doorstep. Customers will also have an option to physically visit the company's showroom to browse and place orders for their specialized cleaning services.

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## Marketing and Promotion Programs



www

### Website

Launch an engaging and attractive website that is a source of promotional materials



### Feedback

Create a healthy feedback loop to gauge shifting trends and align services to meet demand



### Email

Compiling attractive market materials which feature service portfolio of CMS to be sent as e-mail blasts to prospects



### Video

Crafting YouTube videos to provide a sneak-peek into the company's activities and projects carried out

## Positioning Statement



TIP

CMS' marketing objective is to position its services as specialized, affordable, and flexible to cater to any type of setting. The company will facilitate both B2B business as well as a B2C business, targeting building owners, construction contractors, and consulting firms.

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## Sales strategy



TIP

The company will leverage its existing client network and expand its client base by extending sampling and after-sales services. Employing social media advertising campaigns, e-mail marketing strategies, networking through community clusters, and creating awareness by articles and publications in popular industry media will allow the company to fur

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## Marketing Channels



### Direct Mail Marketing

CMS will mail professionally designed materials with its value proposition to these companies and provide quotes for its services.



### Social Media

Millennials and consumers in general spend a considerable time browsing social media platforms. Reaching to them through this channel will be an effective way to capture attention and position its services.



### Google Ad Campaigns

The advertising will target specific keywords relevant to CMS's offering

## Pricing strategy



TIP

The company will price its services based on the number of hours spent on the service. Ensuring low direct input costs, the company will optimize its sourcing and project delivery techniques to maintain and offer services at a low price point.

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# 7.

## Operational Plan

Management Team

Personnel Plan

Milestones



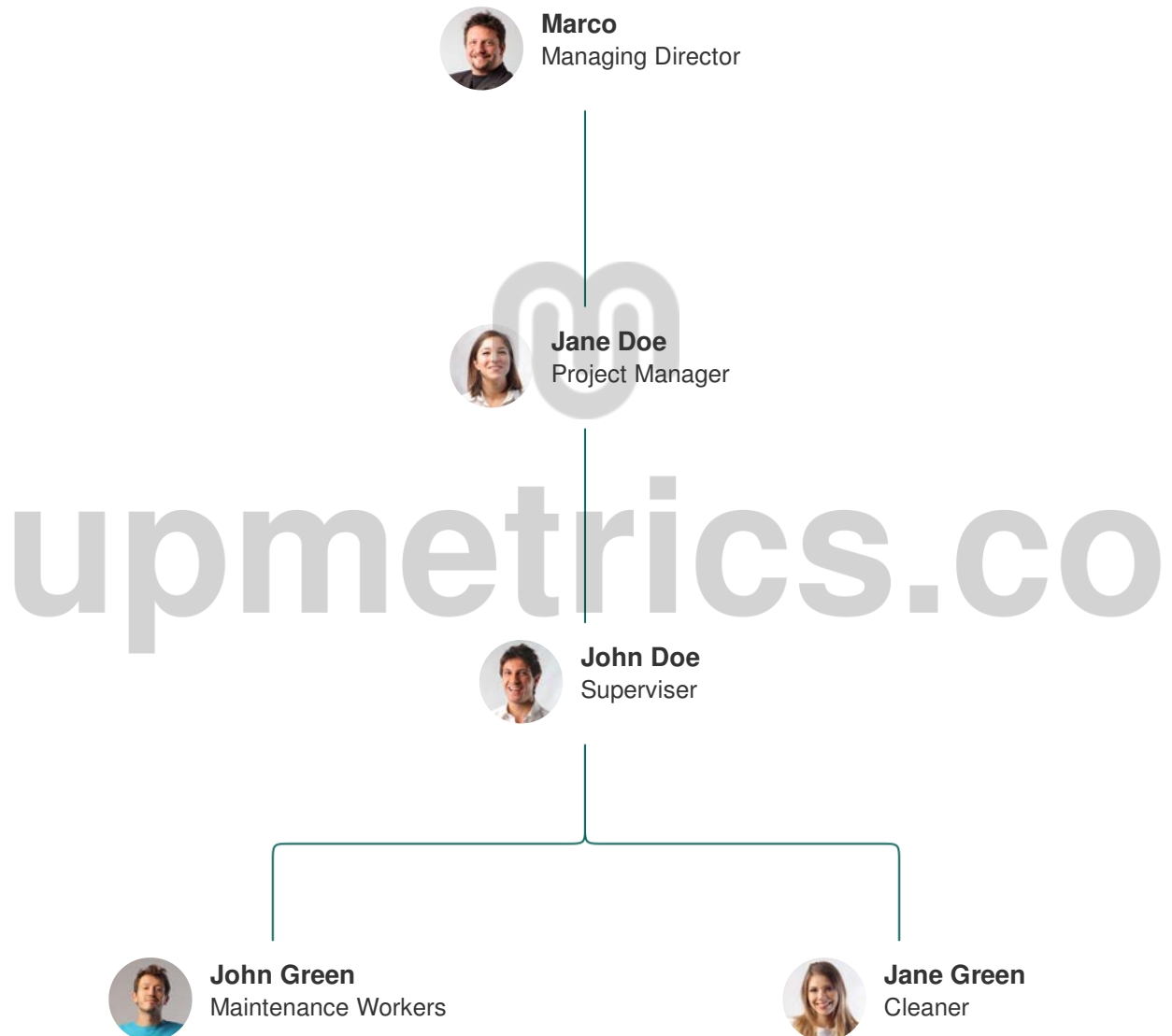


The team will be headed by Managing Director Mr. Ashton who will also oversee project operations. Joining Mr. Ashton in the Management Team will be sales and marketing executives and an office manager.

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## Organization chart



## Management Team



TIP

Mr. Ashton will serve as the Managing Director of CMS. A highly motivated and dynamic individual, Thomas boasts vast experience in the field of aesthetics having spent a career spanning 14 years essaying various white-collar roles for aesthetic companies across America. His ability to multi-task and expertly weave through operational pitfalls equips him with exceptional management

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## Personnel Plan



TIP

The company plans to create five full-time equivalent jobs in addition to the management team within the first three years of operations. Salaries for each employee are in line with the industry's benchmark.

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## Hiring plan

8

Filled

3

Hired

1

Open

| Group By Department | Position Filled | Time of Hire | Time of Start | Filled On Time |
|---------------------|-----------------|--------------|---------------|----------------|
| Maintenance Workers | 1 of 20         | 10 days      | 121 days      | 100%           |
| Supervisors         | 3 of 23         | 30 days      | 21 days       | 80%            |
| Cleaners            | 4 of 15         | 158 days     | 127 days      | 0%             |
| Project Managers    | 4 of 15         | 158 days     | 127 days      | 40%            |
|                     |                 |              |               |                |



---

## JANE DOE

*Project Manager*

Ability to cope with fast-paced and pressured work, accuracy, strong attention to detail and a strong analytical mind, ability to notice patterns within statistics, an interest in psychology and behavior, good organizational skills, excellent (spoken and written) communication skills.



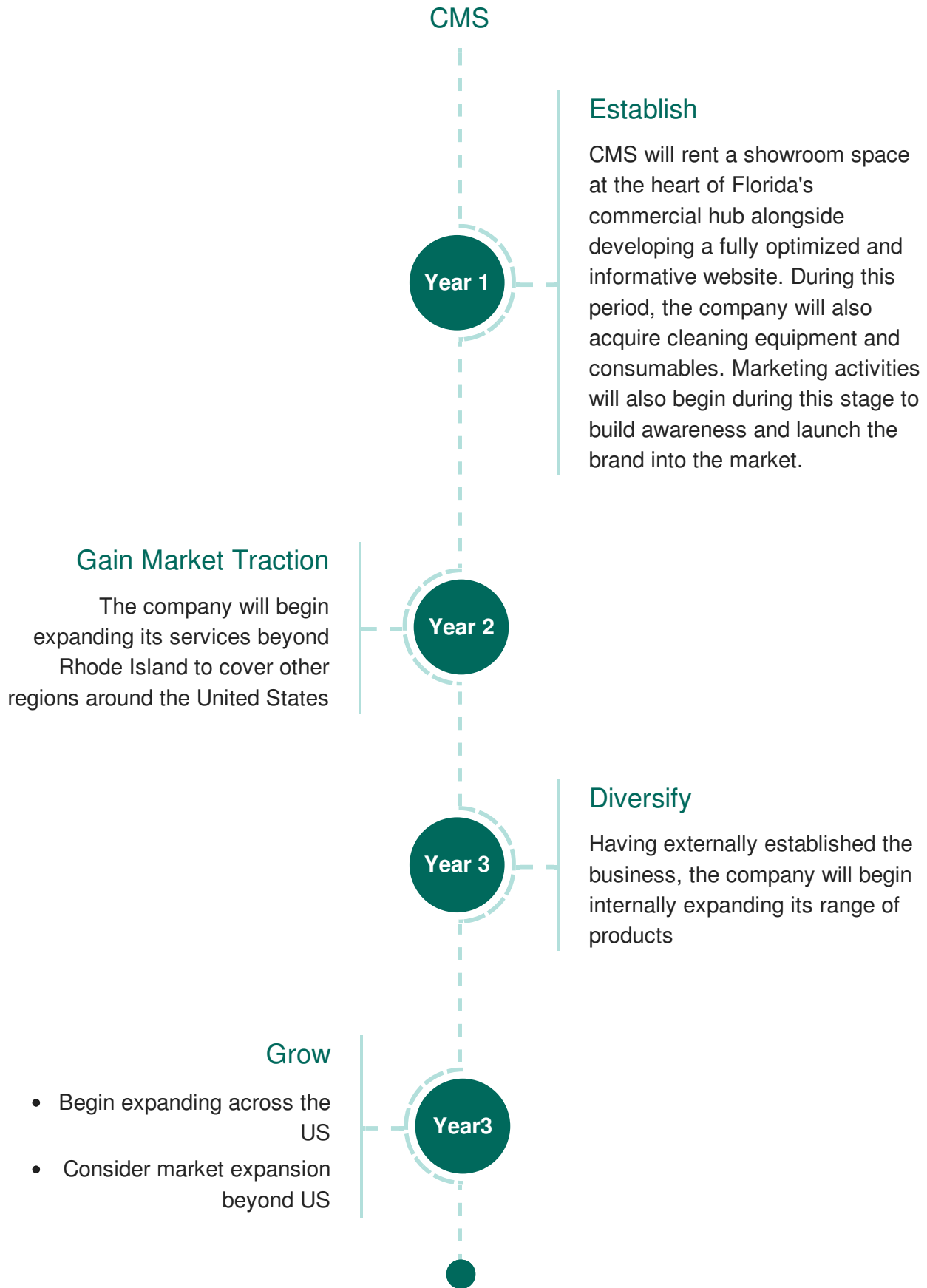
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## JOHN DOE

*Supervisor*

Preferably bilingual with ability to speak English and French fluently, problem-solving, ability to convert leads into sales, active listener, patience, and understanding of the company's products and services. Additionally, skills in social media marketing, search engine optimization, newsletter marketing, other forms of digital marketing will also be required

# Milestones



# 8.

## Financial plan

Important Assumptions

Break-even Analysis

Projected Profit and Loss

Projected Cash Flow

Projected Balance Sheet

Business Ratios



## REMEMBER

If you are going to start your own cleaning and maintenance business, then make sure you will pay special attention to your financial plan. Your financial plan should include the details about how well you manage your incomes and expenses, and how will you recover investments from the profit, etc. So, you should focus on your financial plan if you want to expand.

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## Important Assumptions

The company's financial projections are forecasted on the basis of the following assumptions. These assumptions are quite conservative and are also 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      |

## Break-even Analysis

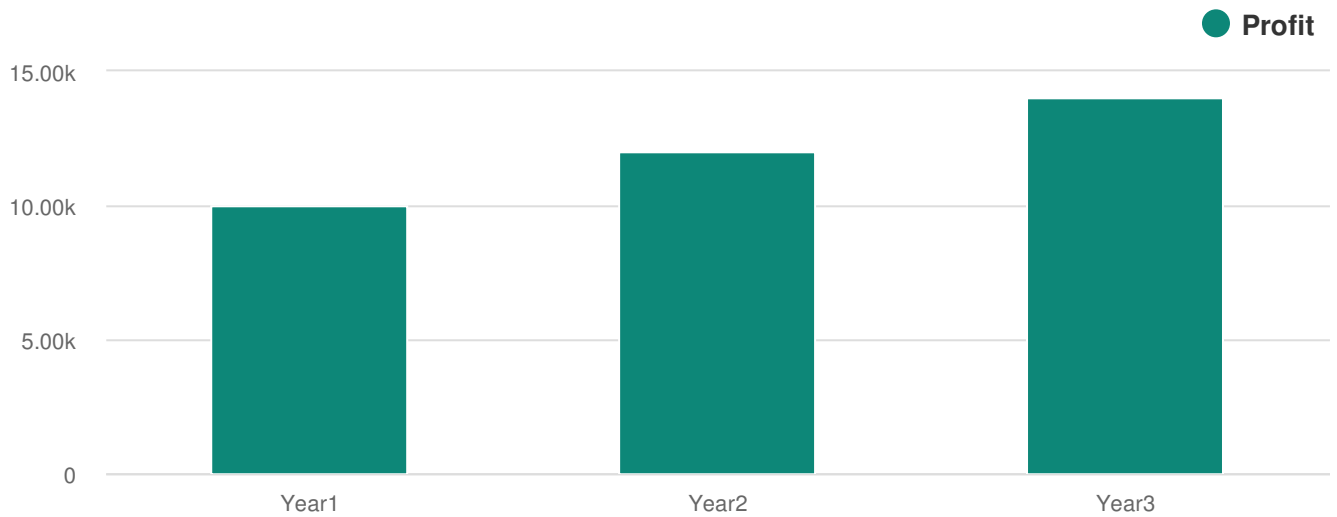
|                                |           |
|--------------------------------|-----------|
| Monthly Units Break-even       | 5530      |
| Monthly Revenue Break-even     | \$159 740 |
| <b>Assumptions:</b>            |           |
| Average Per-Unit Revenue       | \$260,87  |
| Average Per-Unit 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       |

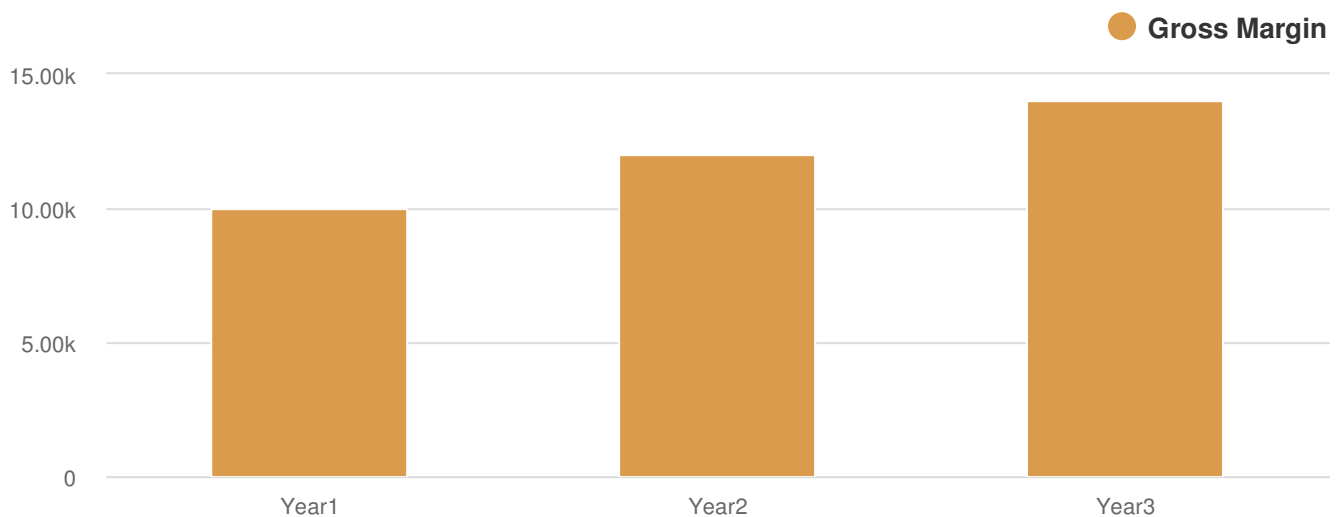
|                                        | Year 1    | Year 2    | Year 3    |
|----------------------------------------|-----------|-----------|-----------|
| TOTAL COST OF SALES                    | \$15 100  | \$19 153  | \$23 206  |
| Gross Margin                           | \$293 969 | \$366 781 | \$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> |

| Cash Received | Year 1   | Year 2   | Year 3   |
|---------------|----------|----------|----------|
| Cash Balance  | \$21 823 | \$22 381 | \$28 239 |

## Projected Balance Sheet

| Assets                               | Year 1           | Year 2           | Year 3           |
|--------------------------------------|------------------|------------------|------------------|
| Current Assets                       |                  |                  |                  |
| 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> |
| Long-term Assets                     |                  |                  |                  |
| 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>  |
| Long-term Liabilities                | \$0              | \$0              | \$0              |
| <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.             |

|                              | Year 1    | Year 2    | Year 3    | Industry profile |
|------------------------------|-----------|-----------|-----------|------------------|
| <b>Activity Ratios</b>       |           |           |           |                  |
| 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.             |

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