




Insurance Company


Secure Your family with lifeMax

Business Plan [YEAR]

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1.

Executive Summary

Objectives

Mission

Keys to Success

Financial Forecasts



REMEMBER

Before you think about how to start Insurance services, you must create a detailed Insurance agent 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

Lifemax Insurance is a general insurance company incorporated under the United States' law as a private Limited Liability Company but has a plan in the nearest future to transform into a public limited liability company. This is so as to enable us to get listed on the New York Stock Exchange. We will launch the business in the heart of The Woodlands district where

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Objectives



TIP

- To re-establish Lifemax Insurance Inc. as the market leader in quality and value-priced insurance products in The Woodlands District.
- Establish good working relationships with our present insurance markets by meeting with their decision-makers and plotting a strategy for future success. Get commitments for support and purchase.

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Mission



TIP

Lifemax Insurance Inc. is dedicated to providing insurance products that provide quality protection with value pricing. We wish to establish a successful partnership with our clients, our staff members, and our insurance companies, that respect the interests and goals of each party.

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Keys to Success



We believe the keys to success in a small town insurance business are:

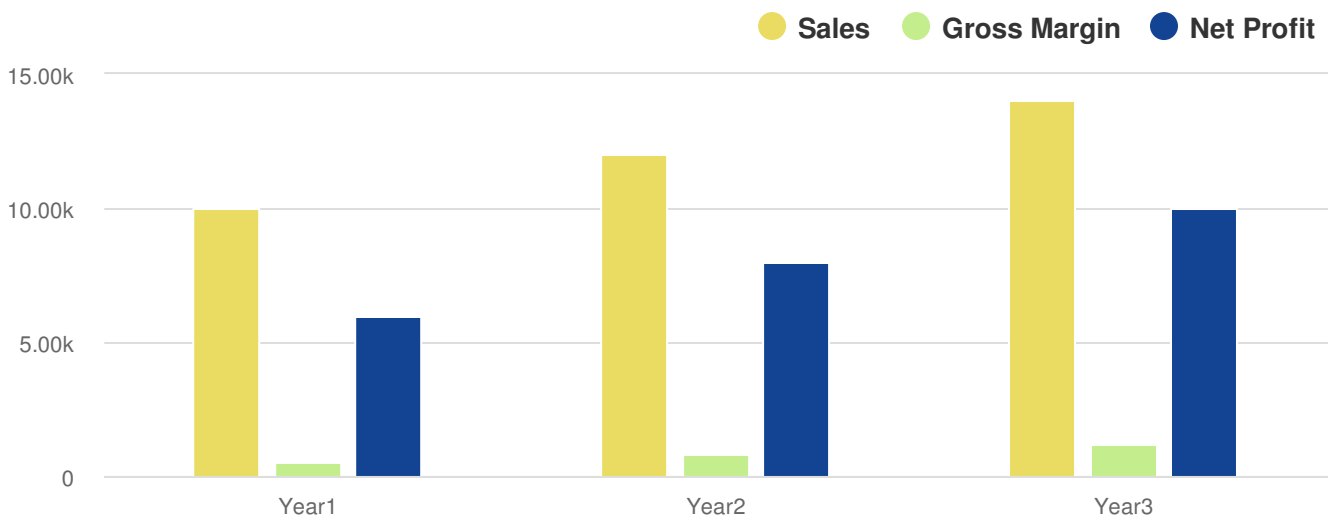
- Knowledgeable, friendly staff that can empathize with our consumer's needs and circumstances, especially in handling a loss
- Policies that meet or exceed the expectations

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Financial Forecasts

3 Year profit forecast



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

2.

Business Summary

Overview

Company History

Funding Required

Company Ownership

Company Locations and Facilities

Overview



TIP

Lifemax Insurance primarily markets and services Personal Lines Insurance. Its customers are mostly rural, lower-income families or long time resident senior citizens who demand value priced insurance premiums in keeping with their lower and fixed incomes.

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Company History



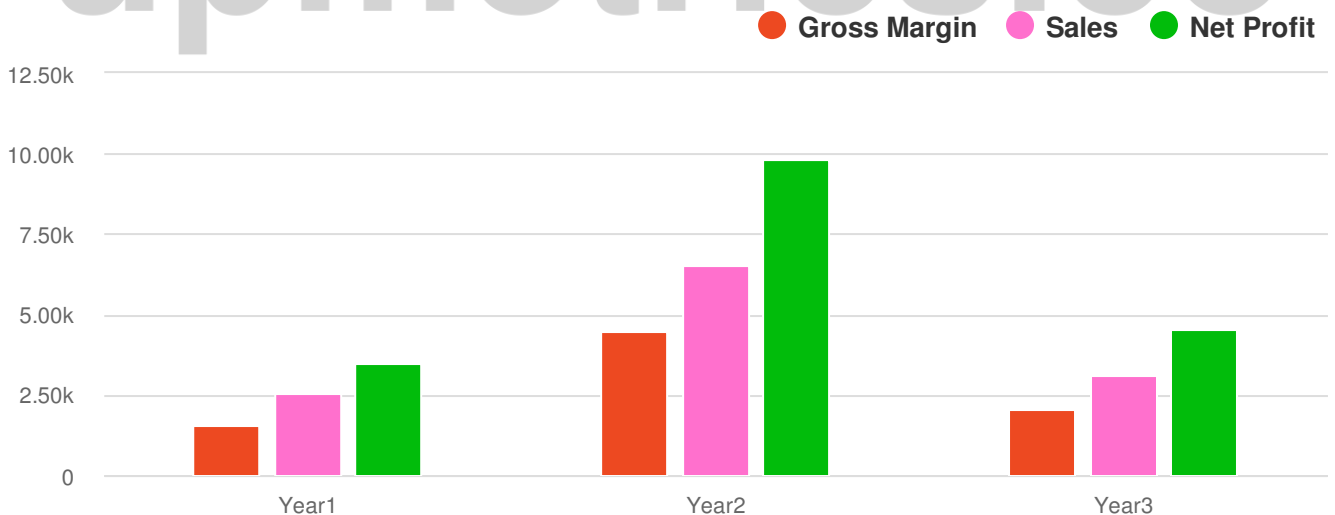
TIP

Lifemax Insurance was founded as a sole proprietorship in 1938 and was owned and operated by the founder Stan Carrington. He originally ran the operation from his home but moved to the business section of The Woodlands when he outgrew his home-based operation.

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Startup cost



Cost distribution	Gross Margin	Sales	Net Profit
Year1	1550	2548	3456
Year2	4500	6545	9854
Year3	2050	3100	4512

PAST PERFORMANCE	YEAR 1	YEAR 2	YEAR 3
Sales	\$644,023	\$660,593	\$622,309
Gross Margin	\$144,174	\$115,204	\$120,525
Gross Margin %	22.39%	17.44%	19.37%
Operating Expenses	\$597,440	\$604,559	\$560,266
Collection Period (days)	0	0	0
Balance Sheet			
Current Assets			
Cash	\$0	\$0	\$402,640
Accounts Receivable	\$0	\$0	\$255,940
Other Current Assets	\$0	\$0	\$309,137
TOTAL CURRENT ASSETS	\$0	\$0	\$967,717
Long-term Assets			
Long-term Assets	\$0	\$0	\$465,575
Accumulated Depreciation	\$0	\$0	\$181,651
TOTAL LONG-TERM ASSETS	\$0	\$0	\$283,924
Total Assets	\$0	\$0	\$1,251,641
Current Liabilities			
Accounts Payable	\$0	\$0	\$336,000
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities (interest free)	\$0	\$0	\$100,362
TOTAL CURRENT LIABILITIES	\$0	\$0	\$436,362
Long-term Liabilities	\$0	\$0	\$452,036
TOTAL LIABILITIES	\$0	\$0	\$888,398
Paid-in Capital	\$0	\$0	\$100
Retained Earnings	\$0	\$0	\$88,096
Earnings	\$0	\$0	\$275,047
TOTAL CAPITAL	\$0	\$0	\$363,243
Total Capital and Liabilities	\$0	\$0	\$1,251,641
Other Inputs			

PAST PERFORMANCE	YEAR 1	YEAR 2	YEAR 3
Payment Days	0	0	60
Sales on Credit	\$0	\$0	\$0
Receivables Turnover	0.00	0.00	0.00

Funding Required

STARTUP REQUIREMENTS	AMOUNT
Startup Expenses	
Legal (license and permits)	\$2,000
Stationery	\$2,000
Insurance	\$1,000
Rent	\$0
Computer	\$2,000
Website	\$1,000
Total Startup Expenses	\$8,000
Startup Assets	
Cash Required	\$24,000
Other Current Assets	\$0
Long-term Assets	\$0
Total Assets	\$24,000
Total Requirements	\$32,000

Company Ownership



TIP

Lifemax Insurance is a privately incorporated company in the Woodlands district and is licensed to transact both Life and General Insurance. The shares are held equally by Dr. Wilcox Carrington and Mrs. Ruth Ferguson.

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Company Locations and Facilities



TIP

Our Insurance and Real Estate brokerage operates from two central locations. Our modern attractive office in The Woodlands, at 178 Small Street, is located in a small plaza which is owned by the principals of our brokerage. It comprises 2,000 square feet.

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3.

Products and Services

Service Description

Competitive Comparison

Sales Literature

Fulfillment

Technology

Future Services



REMEMBER

Before starting an Insurance Company, you must take many things into consideration such as you must consider what types of Insurance 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.

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TIP

Lifemax Insurance is committed to providing professional sales and service for its insurance customers. We have established what we consider to be an excellent reputation in our area, and are the largest multi-line insurance broker in our trading area.

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Start Writing here...

Service Description



TIP

Lifemax Insurance provides home, automobile, and business insurance in The Woodlands District. We take pride in knowing that for over 50 years we have helped our clients to find the best coverage at the right price that suits their needs and expectations. In the event of a claim, our clients know that we are there to provide help and counsel to ensure a fast, successful resolution.

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Competitive Comparison



TIP

Our company's strength lies in the quality and depth of our products and staff. Our offices, unlike our competition, are open six days a week. Because of our larger staff, we are able to service our clients even when a client's broker is busy or out of the office on inspections.

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Start Writing here...

Sales Literature



TIP

We have recently produced a pamphlet titled "Insurance Partners" which stresses that a successful insurance partnership between the client, the broker, and the company is based upon a new concept.

Not only do the broker and the company take respo

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Fulfillment



TIP

The key to fulfilling our client's needs is provided by our principals who have over 60 years of experience between them as general insurance brokers, and our staff, many of whom have been insurance brokers well over 10 years. We have one staff member with her A.I.I.C., three staff with their C.A.I.B., and two more taking C.A.I.B. courses. One staff member is

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Technology



TIP

We have been fully computerized since 1982 and both offices and some of our producer's homes are connected to our main computer server located in The Woodlands.

As of February 1996, we have entered into an agree

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Future Services



TIP

Although Stan Smith started out as a life insurance agent, the "life" part of our business represents only 1% of our sales. We are looking to strengthen this part of our operation in the future. Due to the complexity and number of life and disability products, we are presently using an outside service: Atlantic Smith Insurance out of North Town, although two of our ge

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4.

Market Analysis

Market Segmentation

Service Business Analysis

Competitor Analysis



REMEMBER

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

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TIP

Recent demographic studies in our area reveal a total year-round population of approximately 13,000, which rises in the summer to approximately 25,000. We have a relatively high number of seniors and many younger, newly-formed families dependent on government assistance living mostly in a rural, unserved, thinly populated area. This makes it cost

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Market Segmentation



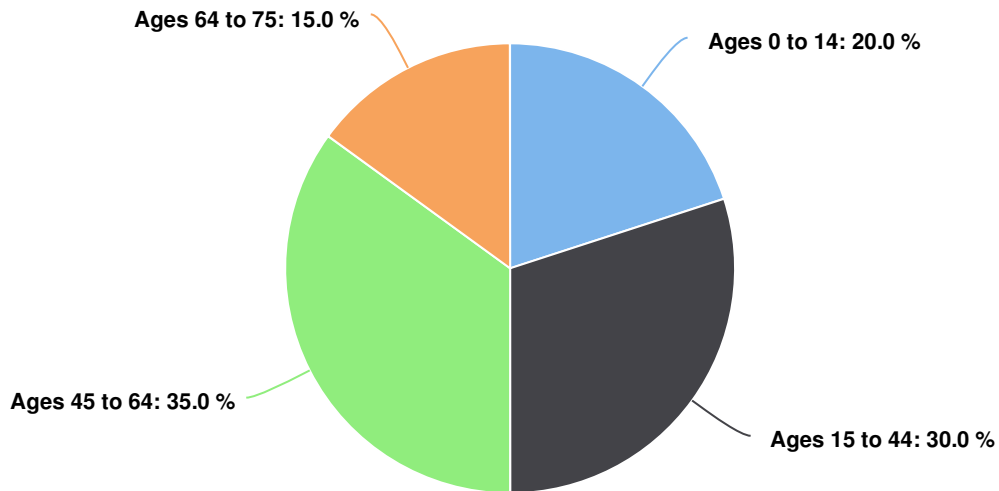
TIP

Our market consists of senior citizens, lower-income young families (many of who are on social assistance), and the small, family-run business (many of which are seasonal and based on the tourist trade). There are a few industrial risks and those that are located here are branches of larger industries that obtain their insurance through large brokers in Bigto

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Market Analysis



Segments	Market share
Ages 0 to 14	20
Ages 15 to 44	30
Ages 45 to 64	35
Ages 64 to 75	15

Potential Customers	Growt h	Year 1	Year 2	Year 3	Year 4	Year 5	CAGR
Ages 0 to 14	2%	2,550	2,601	2,653	2,706	2,760	2.00%
Ages 15 to 44	2%	4,760	4,855	4,952	5,051	5,152	2.00%
Ages 45 to 64	5%	2,885	3,029	3,180	3,339	3,506	4.99%
Ages 65 to 74	5%	1,280	1,344	1,411	1,482	1,556	5.00%
Other	2%	1,000	1,020	1,040	1,061	1,082	1.99%
Total	3.03%	12,475	12,849	13,236	13,639	14,056	3.03%

Service Business Analysis



TIP

The past few years have seen tremendous upheaval in the insurance industry. The number of players has decreased in both the broker and company communities. The automobile product has, in the mind of the public, become unaffordable, unavailable, and impossible to understand. The recession has curtailed insureds from properly maintaining their ho

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TIP

The main volume of income for our brokerage is generated by automobile premiums because they are relatively higher priced to insure than property and because automobile insurance is mandatory in the region.

As stated previously, our success is dependent on c

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Competition and Buying Patterns

Start writing here...



TIP

- Cal Roberts Insurance
- Markets - Royal, Dominion of Canada
- Patrick C. Johnson
- Markets - General Accident, Canadian Surety

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Business Participants

Start writing here...



TIP

Our trading area is rural. Premiums are relatively low and therefore not subject to large brokerages or specialty direct writers mounting aggressive advertising campaigns to bring in business. There are few group plans providing insurance coverage with the exception of our teachers. The Woodlands has two independent brokers and a Co-Operators agent, Ne

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Distributing a Service

Start writing here...

Competitor Analysis

Cal Roberts, Patrick C. Johnson, Rob Champlain

Strengths

Alternate markets, especially small farm mutual, that still continue to give low prices, still continue to write wood stoves, and allow discounts and underwriting terms such as table 1 rates on homeowners within 8 km of fire hall protection.

Weaknesses

Most are smaller, one-man operations that do not have the backup or finances to aggressively impact the marketplace.

Agents (such as Co-operators)

Strengths

Large advertising budget and competitively priced products. Their commercial is difficult to compete against in some cases because they seem to not have the same restrictions on underwriting as our markets. Also they have large capacity to write certain risks.

Weaknesses

One small operation that does not have the same hours as our offices. Staff, because of salary, do not appear to be very knowledgeable or aggressive.

Mass Markets

Strengths

Already known to our clients; will be competitively priced.

Weaknesses

An unknown quantity to our insureds. Also, if their people skills are similar to what they now exhibit, they will have great difficulty empathizing with the client and selling the client what he needs, not what they think he needs.

Gray Power

Strengths

Price

Weaknesses

A still untried, unknown quantity.

Group Plans - teachers, public employees

Strengths

Low Pricings

Weaknesses

Very little obviously, since we insure very few of the professions.

5.

Strategy and Implementation Summary

Marketing Strategy

Sales Strategy

Strategic Alliances

Service and Support

Milestones



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 an Insurance business startup and must be properly planned before you think about starting your own Ins

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TIP

Emphasize service and ongoing support. We must avoid selling only one policy at the lowest price for each customer and concentration on account selling which greatly enhances client retention.

Build an Insurance Partnership. The customer does

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Start Writing here...

Marketing Strategy



TIP

Emphasize service and support.

Build a partnership business based on account selling.

Focus on senior, claims-free personal lines business

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Start Writing here...



TIP

We have depended in the past on a small advertisement in our local newspaper, listings in the Yellow Pages, and word of mouth. We must begin to investigate alternate ways to put our name in front of the public.

All advertising has to emphasize our differentiation

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Promotion Strategy

Start writing here...



TIP

Select Seniors, We will give special attention to this market in our advertising. We will make a concerted effort to support and sponsor seniors programs in our area. We will seek out Cottage associations and offer support and advice to attract new senior clients who are recently retired or about to in the near future.

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Distribution Strategy

Start writing here...



TIP

Our target market is The Woodlands District. The ideal client is claims-free aged between 45 - 75 who owns his own home and car and is debt-free. Has exhibited stable family patterns and is known and respected in the community.

A similar profile should be used for commercial pro

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Positioning Statement

Start writing here...



TIP

Our customers are especially sensitive to value. We must ensure that our price and service are perceived to be of good value to our client.

Our markets must offer several payment options to our clients that are convenient to the client, not just to the company. Ex

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Pricing Strategy

Start writing here...

Sales Strategy



TIP

We want to emphasize the benefit of dealing with professionals who live and work in our client's area. We know their needs and their problems and we have a local reputation to protect, unlike an out-of-town market. If the out-of-town broker fails to provide proper cover or advice, they lose one client. We could stand to lose many if the public perceives a profess

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TIP

We are investigating sales incentives for our producers. They must encourage profitable new business and have a retention component. Presently, our producers receive \$10 for every new policy written in our office, with the exception of recreational vehicles.

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Sales Programs

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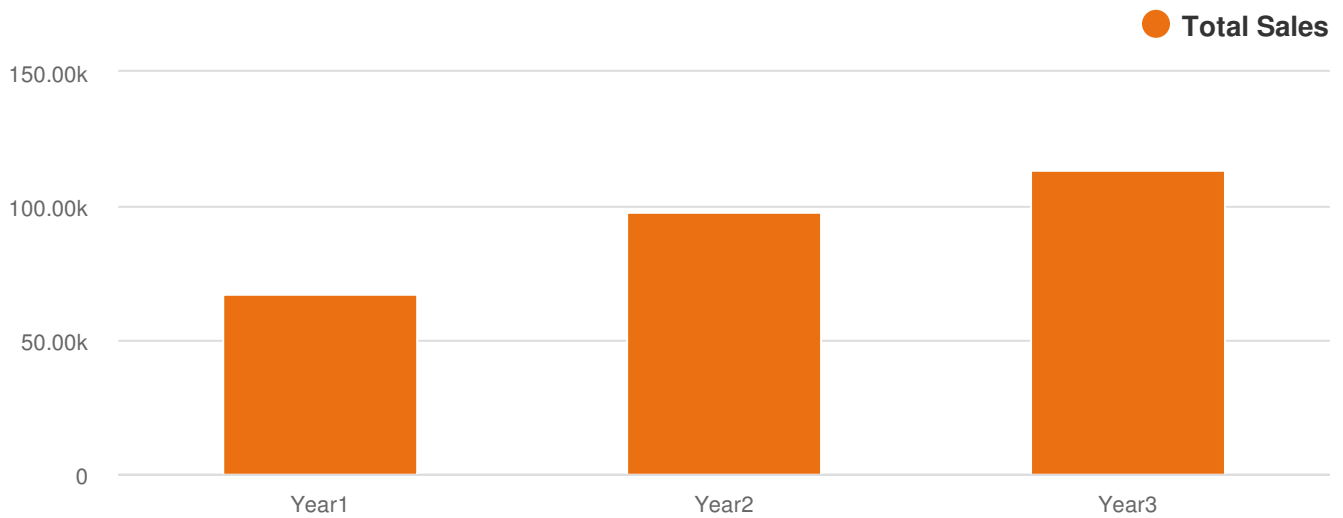
The following table and related charts show our present sales forecast. We are projecting sales to grow at a moderate but steady pace for the coming year and to continue into 1997.

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Sales Forecast

Start writing here...

Sales Yearly



Financial Year	Total Sales
Year1	66840
Year2	97760
Year3	113402

SALES FORECAST	YEAR 1	YEAR 2	YEAR 3
Sales	\$677,600	\$700,000	\$750,000
Other	\$0	\$0	\$0
TOTAL SALES	\$677,600	\$700,000	\$750,000
Direct Cost of Sales	1996	1997	1998
Sales	\$0	\$0	\$0
Other	\$0	\$0	\$0
Subtotal Direct Cost of Sales	\$0	\$0	\$0

Strategic Alliances



TIP

Some of our present companies have surveyed us to investigate co-operative advertising but we have not committed to any programs at present.

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Start Writing here...

Service and Support

Start Writing here...

Milestones

We have listed our plan milestones in the table below.

Milestone	Start Date	End Date	Budget	Manager	Department
Select Seniors	1/1/1996	12/31/1996	\$0	P. Smith	Sales
Broker Acquisition Course	4/17/1996	9/9/1996	\$250	P. Smith	Finance
Company Contacts	1/3/1996	12/31/1996	\$1,000	P. Smith	Marketing
Install Release 74	4/8/1996	7/8/1996	\$0	J. Smith	Staff
Release 74 Training	4/2/1996	8/2/1996	\$300	Staff	Staff
Jason - CAIB Course 2	5/4/1996	6/24/1996	\$395	J. Smith	Staff
Upload/download Training	1/7/1996	3/1/1996	\$1,000	J. Smith	Staff
Stephen - Remove Restriction	1/9/1996	1/10/1996	\$400	Staff	Staff
Mandatory Staff - 3hr	1/10/1996	1/10/1996	\$1,000	P. Smith	Management
Totals			\$4,345		

6.

Management Summary

Organizational Structure



TIP

Lifemax Insurance is slow to hire new people and loyal to those whom we have hired. We hire only when there is a vacancy or growth dictates more staff. Most of our people have been in our organization for over 15 years, which allows our clients and our companies to form long-lasting business relationships with their broker.

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Start Writing here...

Organizational Structure



TIP

Our brokerage is divided by the client instead of the service. Each broker is responsible not only to renew and service a client's insurance, but they also are responsible for collection and claims. We feel a client wants to deal with his or her broker, especially in a claim situation, instead of an unknown "specialist" whom they feel does not represent their interests.

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PERSONNEL PLAN	YEAR 1	YEAR 2	YEAR 3
Greg Bell	\$49,000	\$50,000	\$75,000
Associate Agent	\$0	\$35,000	\$75,000
TOTAL PEOPLE	1	2	2
Total Payroll	\$49,000	\$85,000	\$150,000

7.

Financial Plan

Startup Funding

Important Assumptions

Break-even Analysis

Projected Profit and Loss

Projected Cash Flow

Projected Balance Sheet

Business Ratios



REMEMBER

The last component of an Insurance company 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.

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TIP

The business will finance its growth from a combination of the free cash flows generated by the business and a loan taken out in the second year to finance the move to a small office space in The Woodlands. Beyond the first three years, growth will be possible by adding more agents and moving to larger office space when the initial space is no longer adequate.

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Startup Funding

Lifemax Insurance will be launched with Greg Bell's own resources, including credit card debt, personal savings, and some credit extended by vendors providing start-up services.

STARTUP FUNDING	AMOUNT
Start-up Expenses to Fund	\$8,000
Start-up Assets to Fund	\$24,000
TOTAL FUNDING REQUIRED	\$32,000
Assets	
Non-cash Assets from Start-up	\$0
Cash Requirements from Start-up	\$24,000
Additional Cash Raised	\$0
Cash Balance on Starting Date	\$24,000
TOTAL ASSETS	\$24,000
Liabilities and Capital	
Liabilities	
Current Borrowing	\$4,000
Long-term Liabilities	\$0
Accounts Payable (Outstanding Bills)	\$1,000
Other Current Liabilities (interest-free)	\$0

STARTUP FUNDING	AMOUNT
TOTAL LIABILITIES	\$5,000
Capital	
Planned Investment	
Owner	\$27,000
Investor	\$0
Additional Investment Requirement	\$0
TOTAL PLANNED INVESTMENT	\$27,000
Loss at Start-up (Start-up Expenses)	(\$8,000)
TOTAL CAPITAL	\$19,000
TOTAL CAPITAL AND LIABILITIES	\$24,000
Total Funding	\$32,000

Important Assumptions

We are assuming approximately 50% sales on credit and average interest rates of 10%. These are considered to be conservative in case our predictions are erroneous.

Since Walter is an import/export broker, the firm has no variable costs associated with it.

	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

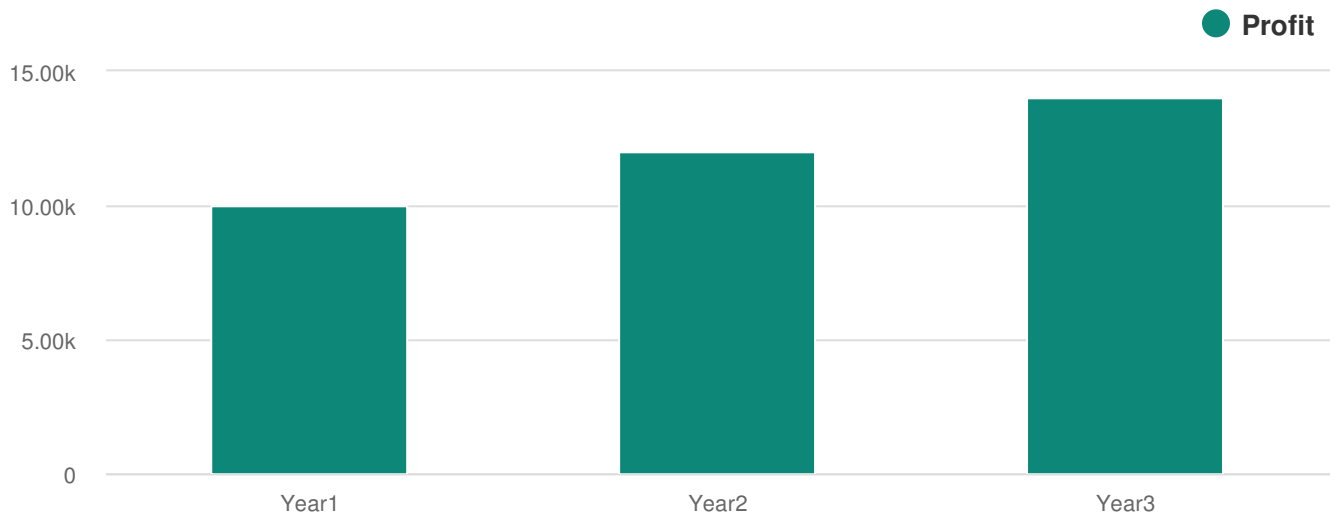
Monthly Units Break-even	5530
Monthly Revenue Break-even	\$159 740
Assumptions:	
Average Per-Unit Revenue	\$260,87

Average Per-Unit Variable Cost	\$0,89
Estimated Monthly Fixed Cost	\$196 410

Projected Profit and Loss

	Year 1	Year 2	Year 3
Sales	\$309 069	\$385 934	\$462 799
Direct Cost of Sales	\$15 100	\$19 153	\$23 206
Other	\$0	\$0	\$0
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%
Expenses			
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
EBITDA	\$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
Net Profit/Sales	30,00%	39,32%	48,64%

Profit Yearly



Financial Year

Profit

Year1

10000

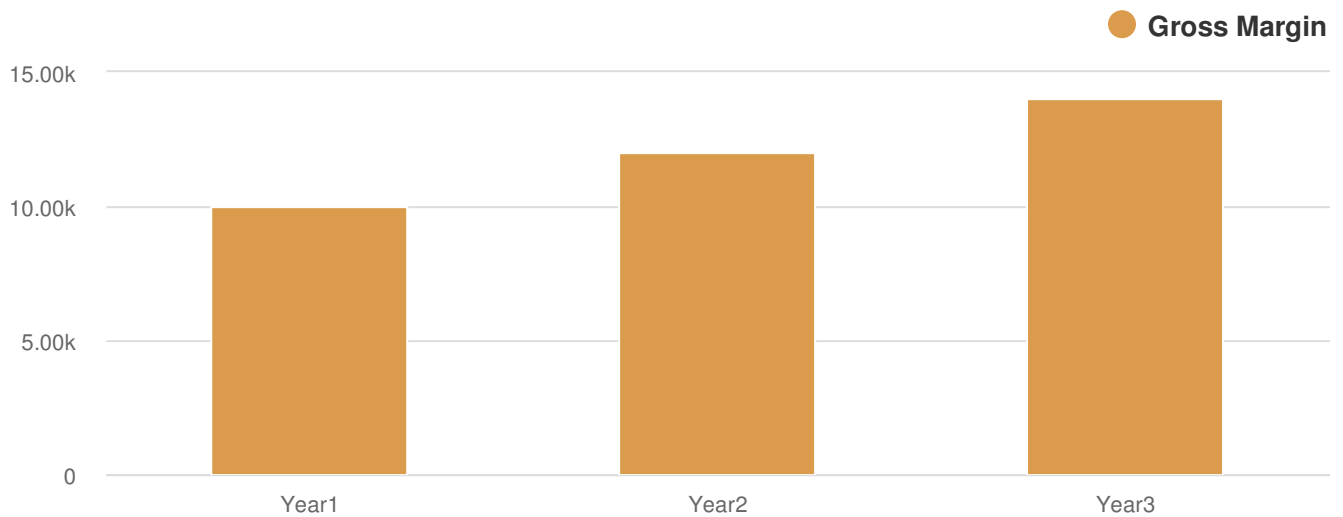
Year2

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
Cash from Operations			
Cash Sales	\$40 124	\$45 046	\$50 068
Cash from Receivables	\$7 023	\$8 610	\$9 297
SUBTOTAL CASH FROM OPERATIONS	\$47 143	\$53 651	\$59 359
Additional Cash Received			
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
SUBTOTAL CASH RECEIVED	\$47 143	\$53 651	\$55 359
Expenditures from Operations			
Cash Spending	\$21 647	\$24 204	\$26 951
Bill Payments	\$13 539	\$15 385	\$170 631
SUBTOTAL SPENT ON OPERATIONS	\$35 296	\$39 549	\$43 582
Additional Cash Spent			
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
SUBTOTAL CASH SPENT	\$35 296	\$35 489	\$43 882
Net Cash Flow	\$11 551	\$13 167	\$15 683

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
TOTAL CURRENT ASSETS	\$201 259	\$237 468	\$273 677
Long-term Assets			
Long-term Assets	\$10 000	\$10 000	\$10 000
Accumulated Depreciation	\$12 420	\$14 490	\$16 560
TOTAL LONG-TERM ASSETS	\$980	\$610	\$240
TOTAL ASSETS	\$198 839	\$232 978	\$267 117
Current Liabilities			
Accounts Payable	\$9 482	\$10 792	\$12 102
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0
SUBTOTAL CURRENT LIABILITIES	\$9 482	\$10 792	\$12 102
Long-term Liabilities	\$0	\$0	\$0
TOTAL LIABILITIES	\$9 482	\$10 792	\$12 102
Paid-in Capital	\$30 000	\$30 000	\$30 000
Retained Earnings	\$48 651	\$72 636	\$96 621
Earnings	\$100 709	\$119 555	\$138 401
TOTAL CAPITAL	\$189 360	\$222 190	\$255 020
TOTAL LIABILITIES AND CAPITAL	\$198 839	\$232 978	\$267 117
Net Worth	\$182 060	\$226 240	\$270 420

Business Ratios

	Year 1	Year 2	Year 3	Industry Profile
Sales Growth	4,35%	30,82%	63,29%	4,00%
Percent of Total Assets				
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%
Percent of Sales				
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%
Main Ratios				
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%
Additional Ratios				
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
Activity Ratios				
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.
Debt Ratios				
Debt to Net Worth	0	-0,02	-0,04	N.A.
Current Liab. to Liab.	1	1	1	N.A.
Liquidity Ratios				
Net Working Capital	\$120 943	\$140 664	\$160 385	N.A.
Interest Coverage	0	0	0	N.A.
Additional Ratios				
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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