

Sheet1

Peacock Jewelers

Income Statement

|                         |         | 1992    | 1993    | 1994    |
|-------------------------|---------|---------|---------|---------|
| Net Sales               | SALES   | 773,538 | 709,077 | 838,000 |
| Cost of Goods Sold      | COG     | 416,478 | 375,264 | 436,000 |
| Gross Profit            | GROSS   | 357,060 | 333,813 | 402,000 |
| Operating Expenses      | OP_EXP  | 395,200 | 390,133 | 380,000 |
| Operating Profit        | OP_PROF | -38,140 | -56,320 | 22,000  |
| Interest Expense        | INT_EXP | 25,000  | 25,000  | 25,000  |
| Net Profit Before Taxes | NPBT    | -63,140 | -81,320 | -3,000  |
| Taxes                   | TAX     |         |         |         |
| Net Income              | NET     | -63,140 | -81,320 | -3,000  |

Balance Sheet

|                             |            | 1992    | 1993    | 1994    |
|-----------------------------|------------|---------|---------|---------|
| <b>Assets</b>               |            |         |         |         |
| Cash and Equivalents        | CASH       | 25,000  | 20,000  | 50,000  |
| Accounts Receivable         | AR         | 33,333  | 20,000  | 20,000  |
| Inventory                   | INVENTORY  | 479,600 | 741,200 | 545,000 |
| Total Current Assets        | C_ASSETS   | 537,933 | 781,200 | 615,000 |
| Fixed Assets                | FIXED      | 50,000  | 50,000  | 56,000  |
| Total Assets                | TOT_ASSETS | 587,933 | 831,200 | 671,000 |
| <b>Liabilities</b>          |            |         |         |         |
| Accounts Payable            | AP         | 84,810  | 84,810  | 91,333  |
| Notes Payable               | NOTES      | 45,667  | 45,667  | 45,667  |
| Current Liabilities         | C_LIAB     | 130,477 | 130,477 | 137,000 |
| Long-Term Liabilities       | LT_LIAB    | 304,000 | 304,000 | 304,000 |
| Total Liabilities           | TOT_LIAB   | 434,477 | 434,477 | 441,000 |
| Net Worth/Equity            | EQUITY     | 153,457 | 396,724 | 230,000 |
| Total Liabilities/Net Worth | LIAB_NET   | 587,934 | 831,201 | 671,000 |

Other Information

|             |           | 1992    | 1993    | 1994    |
|-------------|-----------|---------|---------|---------|
| Square Feet | SQFT      | 2,900   | 2,900   | 2,900   |
| Employees   | EMPLOYEES | 9       | 8       | 10      |
| Payroll     | PAYROLL   | 198,000 | 176,800 | 225,000 |

Same-Size Statements

Income Statement

Sheet1

Net Sales  
Cost of Goods Sold  
Gross Profit  
Operating Expenses  
Operating Profit  
Interest Expense  
Net Profit Before Taxes  
Taxes  
Net Income

Balance Sheet

Assets  
Cash and Equivalents  
Accounts Receivable  
Inventory  
Total Current Assets  
Net Property  
Total Assets

Liabilities  
Accounts Payable  
Notes Payable  
Current Liabilities  
Long-Term Liabilities  
Total Liabilities  
Net Worth/Equity  
Liabilities and Net Worth

| 1992 | 1993 | 1994 | Median | Industry<br>Low | High |
|------|------|------|--------|-----------------|------|
|------|------|------|--------|-----------------|------|

Sheet1

|        |        |        |        |        |        |
|--------|--------|--------|--------|--------|--------|
| 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| 53.8%  | 52.9%  | 52.0%  | 50.2%  | 43.4%  | 55.0%  |
| 46.2%  | 47.1%  | 48.0%  | 49.9%  | 45.0%  | 56.6%  |
| 51.1%  | 55.0%  | 45.3%  | 44.3%  | 39.0%  | 49.5%  |
| -4.9%  | -7.9%  | 2.6%   | 5.4%   | 0.4%   | 9.1%   |
| 3.2%   | 3.5%   | 3.0%   | 1.4%   | 0.2%   | 2.2%   |
| -8.2%  | -11.5% | -0.4%  | 5.1%   | 0.4%   | 7.9%   |
| 0.0%   | 0.0%   | 0.0%   | #N/A   | #N/A   | #N/A   |
| -8.2%  | -11.5% | -0.4%  | #N/A   | #N/A   | #N/A   |

| Industry |        |        |        |        |        |
|----------|--------|--------|--------|--------|--------|
| 1992     | 1993   | 1994   | Median | Low    | High   |
| 4.3%     | 2.4%   | 7.5%   | #N/A   | #N/A   | #N/A   |
| 5.7%     | 2.4%   | 3.0%   | 11.9%  | 0.3%   | 14.6%  |
| 81.6%    | 89.2%  | 81.2%  | 67.4%  | 54.2%  | 84.0%  |
| 91.5%    | 94.0%  | 91.7%  | 88.5%  | 84.8%  | 97.5%  |
| 8.5%     | 6.0%   | 8.3%   | 9.3%   | 0.1%   | 11.2%  |
| 100.0%   | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

|        |        |        |        |        |        |
|--------|--------|--------|--------|--------|--------|
| 14.4%  | 10.2%  | 13.6%  | #N/A   | #N/A   | #N/A   |
| 7.8%   | 5.5%   | 6.8%   | #N/A   | #N/A   | #N/A   |
| 22.2%  | 15.7%  | 20.4%  | 24.7%  | 8.6%   | 31.2%  |
| 51.7%  | 36.6%  | 45.3%  | 22.0%  | 0.1%   | 40.1%  |
| 73.9%  | 52.3%  | 65.7%  | #N/A   | #N/A   | #N/A   |
| 26.1%  | 47.7%  | 34.3%  | 53.3%  | 38.8%  | 74.3%  |
| 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Ratios

|                               | 1992   | 1993   |
|-------------------------------|--------|--------|
| <b>Profitability Ratios</b>   |        |        |
| Net Profit Margin             | -8.2%  | -11.5% |
| Profit Margin Before Taxes    | -8.2%  | -11.5% |
| Operating Profit              | -4.9%  | -7.9%  |
| Operating Profit/Total Assets | -6.5%  | -6.8%  |
| Return on Investment          | -10.7% | -9.8%  |
| ROI Before Taxes              | -10.7% | -9.8%  |
| Return on Equity              | -41.1% | -20.5% |
| ROE Before Taxes              | -41.1% | -20.5% |
| <b>Liquidity Ratios</b>       |        |        |
| Current Ratio                 | 4.1    | 6.0    |
| Quick Ratio                   | 0.4    | 0.3    |
| Debt/Total Assets             | 73.9%  | 52.3%  |

Sheet1

|                              |       |       |
|------------------------------|-------|-------|
| Times Interest Earned        | -1.5  | -2.3  |
| Long-Term Debt/Total Capital | 66.5% | 43.4% |

Activity Ratios

|                            |      |      |
|----------------------------|------|------|
| Inventory Turnover (Sales) | 1.6  | 1.0  |
| Inventory Turnover (COG)   | 0.9  | 0.5  |
| Receivables Turnover       | 23.2 | 35.5 |
| Collection Period          | 15.7 | 10.3 |
| Fixed Asset Turnover       | 15.5 | 14.2 |
| Total Asset Turnover       | 1.3  | 0.9  |

Productivity Ratios

|                      |        |        |
|----------------------|--------|--------|
| Sales/Sq. Ft.        | 267    | 245    |
| Sales per Employee   | 85,949 | 88,635 |
| Payroll per Employee | 22,000 | 22,100 |

| 1994  | Median | Industry<br>Low | High  |
|-------|--------|-----------------|-------|
| -0.4% | #N/A   | #N/A            | #N/A  |
| -0.4% | 5.1%   | 0.4%            | 7.9%  |
| 2.6%  | 5.5%   | 1.8%            | 10.2% |
| 3.3%  | 8.2%   | 2.2%            | 15.4% |
| -0.4% | #N/A   | #N/A            | #N/A  |
| -0.4% | 7.2%   | -0.7%           | 12.2% |
| -1.3% | #N/A   | #N/A            | #N/A  |
| -1.3% | 8.9%   | -3.0%           | 20.7% |
| 4.5   | 4.3    | 2.7             | 8.5   |
| 0.5   | 0.8    | 0.4             | 1.9   |
| 65.7% | 44.2%  | 26.5%           | 62.3% |

Sheet1

|       |       |       |       |
|-------|-------|-------|-------|
| 0.9   | 5.4   | #N/A  | #N/A  |
| 56.9% | 35.0% | 17.0% | 55.3% |

|      |      |       |       |
|------|------|-------|-------|
| 1.5  | #N/A | #N/A  | #N/A  |
| 0.8  | 1.0  | 0.8   | 1.6   |
| 41.9 | 8.4  | -IN.F | -IN.F |
| 8.7  | 43.4 | -IN.F | -IN.F |
| 15.0 | 10.8 | -IN.F | -IN.F |
| 1.2  | 1.5  | 1.2   | 1.9   |

|        |         |        |         |
|--------|---------|--------|---------|
| 289    | 385     | 255    | 531     |
| 83,800 | 117,263 | 94,731 | 149,664 |
| 22,500 | 25,520  | 21,129 | 32,153  |