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Outline of Appendices

The appendices contain the models developed during the course of the research and other supporting information including outline details of the Excel Spreadsheet. Due to the number and size of the models used in the research a representative selection of models are shown rather than a complete reproduction. Appendix 4 shows the Investment Analysis Spreadsheet and the Financial Impact Analysis Program discussed in chapter four. Appendix 5 shows the VHME model of a machine based absorption system from chapter five. Appendix 6 shows three of the models used in chapter 6 for the Midland Ballscrew Company and in appendix 7, the base model used for the PP Print Company in chapter seven. For all of the models the spreadsheet logic is reproduced, although due to the size of several of the logic formulas, a representative section of the logic is shown rather than a complete printout, but which should still provide the reader with sufficient information to follow the model logic through.

Excel Spreadsheet Technical Specifications

The following text provides a brief description of the system requirements and main features of Microsoft Excel (version 2.2) for Macintosh users.

System Requirements

Runs on Macintosh Plus, Macintosh SE or Macintosh II personal computer and requires a minimum of 1MB of memory. If using Multifinder facility then 2MB of memory is recommended.

Spreadsheet Functions

Memory access - all 8MB of Macintosh memory

Worksheet size - 16,384 rows by 256 columns.

Minimal recalculation - calculates only dependent cells affected by a change, rather than the entire spreadsheet and uses memory only for cells that contain data, thereby using memory more efficiently.

Linking - Multiple spreadsheets can be displayed and linked by "clicking" the appropriate cells with a "mouse". The number of linked spreadsheets is limited only by system memory. Formula on one spreadsheet can refer to other cells on the same or other spreadsheets. This enables the user to create multi-dimensional models and to consolidate them easily.

Consolidation - "Paste Special" command copies formulas, values, formats, or combinations by adding, subtracting, multiplying, dividing or overwriting existing cell contents.

Calculation Options - Manual or automatic.

Cellnotes - Notes can be attached to any cell and stored permanently with the spreadsheet

Worksheet Protection - Hide or lock cells or documents, with optional password protection.

Search and Replace - Search spreadsheet for specific strings of data, including information within formula

Naming Capability - Identify formula by names instead of by numeric references or cell locations.

Insert, Delete, Move and Copy - Acts on any range of cells

Application Development (Macro Language)

Procedural Macro Language - 345 total functions available. This allows the automation of functional procedures using a similar series of commands as in BASIC

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Appendix 4.1 Investment Analysis Spreadsheet

This model was developed for calculating the cashflows of individual investments using discounted cashflow techniques, and gives the net present value and internal rate of return. The model has an interactive macro driven routine which guides the user through the model prompting at appropriate points for data input. (A macro is a facility for listing the a series of instructions for the computer to obey, similar to that in a computer program of a computer language such as BASIC). The advantage of using an interactive program is that users with limited computing and financial experience can perform DCF calculations for themselves. The program has five sections which require the input of data. The first requires the initial capital and non-capital start-up costs, against which any disposals of capital equipment and grants are offset. The second section quantifies additional operational costs of a new investment, while section three takes into account the the potential savings offered by the investment. Section four offers the facility to take into account capital allowances. Section five requires the user to define the range of required rates of return over which the net present value will be calculated.

	A	B	C	D	E	F	G	H	I	J	K
1											
2	***INVESTMENT ANALYSIS SPREADSHEET***										
3											
4	SECTION 1 - CAPITAL INVESTMENT		PROJECT LIFE		10						
5											
6	CAPITAL COSTS										
7		YEAR 0									
8	1.1 Capital Costs	300,000									
9	1.2 Tooling costs	290,000									
10	1.3 Installation costs	0									
11	Total	590,000									
12	Less:										
13	1.4. Capital expenditure avoided	2,000									
14	1.5 Capital grants	3,000									
15	1.6 Capital assests sold	20,000									
16	Total	25,000									
17	Total capital outlay	615,000									
18											
19	NON -CAPITAL START-UP COSTS										
20		YEAR 0									
21	1.7 Consultancy costs	10,000									
22	1.8 Training costs	3,000									
23	1.9 other start-up costs	0									
24	Total	13,000									
25	Less:										
26	1.10 Consultancy grants	0									
27	Total non-capital start-up costs	13,000									
28											
29	Total once-off investment	628,000									
30											
31											
32	SECTION 2 - OPERATIONAL COSTS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
33											
34	2.1 Labour costs	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
35	2.2 Tooling & consumables costs	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
36	2.3 Operating costs (power etc)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
37	2.4 Material costs	0	0	0	0	0	0	0	0	0	0
38	2.5 Maintenance costs	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
39	2.6 Machine programming costs	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
40	2.7 Allowance for depreciation	0	0	0	0	0	0	0	0	0	0
41											
42											
43											
44											
45											
46	Annual project running costs	31,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
47											
48											
49											
50	SECTION 3 - PROJECT SAVINGS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
51	3.1 Reduction in working capital - stocks	50,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
52	3.2 Labour costs	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
53	3.3 Maintenance costs	0	0	0	0	0	0	0	0	0	0
54	3.4 Scrap costs	0	0	0	0	0	0	0	0	0	0
55	3.5 Reduction in sub-contract work	0	0	0	0	0	0	0	0	0	0
56	3.6 Other savings arising from project	0	0	0	0	0	0	0	0	0	0
57	3.7.										
58	3.8.										
59											
60	Annual project savings	70,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
61											
62											

	A	B	C	D	E	F	G	H	I	J	K
63											
64											
65	SECTION 4 - PROJECT CASH FLOW	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
66											
67	CASH INFLOW										
68	4.1 Number of units sold	5,000	7,000	9,000	10,000	12,000	12,000	12,000	9,000	5,000	2,000
69	4.2 Selling price of unit	30	35	40	45	50	50	50	45	35	30
70	4.3 Annual revenue from project	150,000	245,000	360,000	450,000	600,000	600,000	600,000	405,000	175,000	60,000
71	4.4 Annual project savings	70,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
72	Total cash inflow before capital allowance	220,000	295,000	410,000	500,000	650,000	650,000	650,000	455,000	225,000	110,000
73											
74	4.5 Annual capital allowance (%)	0	0	0	0	0	0	0	0	0	0
75	Capital Allowance on investment	0	0	0	0	0	0	0	0	0	0
76	Tax saved on allowance	0	0	0	0	0	0	0	0	0	0
77	Total cash inflows	220,000	295,000	410,000	500,000	650,000	650,000	650,000	455,000	225,000	110,000
78											
79	CASH OUTFLOW (Before Tax)										
80	Project running costs (from section 2)	31,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000
81											
82	PROJECT CASH FLOW BEFORE TAX	189,000	274,000	389,000	479,000	629,000	629,000	629,000	434,000	204,000	89,000
83	TAXATION										
84	Tax rate for profits less than £100K	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
85	Tax rate for profits greater than £100K	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%
86	Tax Payable	66,150	95,900	136,150	167,650	220,150	220,150	220,150	151,900	71,400	22,250
87											
88	Total Annual Project Cashflow	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
89	Year 0 - Initial capital investment										
90	-628,000	122,850	178,100	252,850	311,350	408,850	408,850	408,850	282,100	132,600	66,750
91											
92	Total Cummulative Project Cashflow	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
93	Year 0 - Initial capital investment										
94	-628,000	-505,150	-327,050	-74,200	237,150	646,000	1,054,850	1,463,700	1,745,800	1,878,400	1,945,150
95											
96											
97											
98											
99	SECTION 5 - FINANCIAL ANALYSIS										
100	Financial analysis using net present value	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
101											
102	Company required rate of return (%)										
103	10%	-516,318	-369,128	-179,158	33,498	287,362	518,147	727,952	859,553	915,789	941,524
104	15%	-521,174	-386,505	-220,252	-42,236	161,034	337,791	491,493	583,712	621,406	637,905
105	20%	-525,625	-401,944	-255,619	-105,470	58,838	195,761	309,864	375,471	401,170	411,950
106	25%	-529,720	-415,736	-286,277	-158,748	-24,776	82,402	168,144	215,472	233,270	240,437
107	30%	-533,500	-428,115	-313,027	-204,014	-93,899	-9,195	55,962	90,544	103,048	107,890
108											
109	Financial analysis using internal rate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
110	of Return (IRR)										
111		#NUM!	-0.36	-0.05	0.12	0.23	0.29	0.33	0.35	0.35	0.35

Appendix 4.2 Investment Analysis Spreadsheet Logic Printout

	A	B	C	D
1				
2	*INVESTMENT ANALYSIS SPREADSHEET*			
3				
4	SECTION 1 - CAPITAL INVESTMENT		PROJECT LIFE	
5				
6	CAPITAL COSTS			
7		YEAR0		
8	1.1 Capital Costs	300000		
9	1.2 Tooling costs	290000		
10	1.3 Installation costs	0		
11	Total	=B8+B9+B10		
12	Less:			
13	1.4. Capital expenditure avoided	2000		
14	1.5 Capital grants	3000		
15	1.6 Capital assests sold	20000		
16	Total	=B13+B14+B15		
17	Total capital outlay	=B11+B16		
18				
19	NON -CAPITAL START-UP COSTS			
20		YEAR0		
21	1.7 Consultancy costs	10000		
22	1.8 Training costs	3000		
23	1.9 other start-up costs	0		
24	Total	=B21+B22+B23		
25	Less:			
26	1.10 Consultancy grants	0		
27	Total non-capital start-up costs	=B24-B26		
28				
29	Total once-off investment	=B17+B27		
30				
31				
32	SECTION 2 - OPERATIONAL COSTS	Year 1	Year 2	Year 3
33				
34	2.1 Labour costs	20000	10000	10000
35	2.2 Tooling & consumables costs	4000	4000	4000
36	2.3 Operating costs (power etc)	1000	1000	1000
37	2.4 Material costs	0	0	0
38	2.5 Maintenance costs	3000	3000	3000
39	2.6 Machine programming costs	3000	3000	3000
40	2.7 Allowance for depreciation	0	0	0
41				
42				
43				
44				
45				
46	Annual project running costs	=SUM(B34:B40)	=SUM(C34:C40)	=SUM(D34:D40)
47				
48				
49				
50	SECTION 3 - PROJECT SAVINGS	Year 1	Year 2	Year 3
51	3.1 Reduction in working capital - stocks	50000	30000	30000
52	3.2 Labour costs	20000	20000	20000
53	3.3 Maintenance costs	0	0	0
54	3.4 Scrap costs	0	0	0
55	3.5 Reduction in sub-contract work	0	0	0
56	3.6 Other savings arising from project	0	0	0
57	3.7.			
58	3.8.			
59				
60	Annual project savings	=SUM(B51:B56)	=SUM(C51:C56)	=SUM(D51:D56)
61				
62				
63				
64				
65	SECTION 4 - PROJECT CASH FLOW	Year 1	Year 2	Year 3
66				
67	CASH INFLOW			
68	4.1 Number of units sold	5000	7000	9000
69	4.2 Selling price of unit	30	35	40
70	4.3 Annual revenue from project	=B68*B69	=C68*C69	=D68*D69
71	4.4 Annual project savings	=B60	=C60	=D60
72	Total cash inflow before capital allowance	=B70+B71	=C70+C71	=D70+D71
73				
74	4.5 Annual capital allowance (%)	0	0	0
75	Capital Allowance on investment	0	0	0
76	Tax saved on allowance	0	0	0
77	Total cash inflows	=B70+B71+B76	=C70+C71+C76	=D70+D71+D76
78				
79	CASH OUTFLOW (Before Tax)			
80	Project running costs (from section 2)	=B46	=C46	=D46
81				
82	PROJECT CASH FLOW BEFORE TAX	=B77-B80	=C77-C80	=D77-D80
83	TAXATION			
84	Tax rate for profits less than £100K	0.25	0.25	0.25
85	Tax rate for profits greater than £100K	0.35	0.35	0.35
86	Tax Payable	=IF(B82<=0,0,IF(B82<100000,B82*B84,B82*B85))	=IF(C82<=0,0,IF(C82<100000,C82*C84,C82*C85))	=IF(D82<=0,0,IF(D82<1
87				
88	Total Annual Project Cashflow	Year 1	Year 2	Year 3
89	Year 0 - Initial capital investment			
90	=-B29	=B82-B86	=C82-C86	=D82-D86
91				
92	Total Cummulative Project Cashflow	Year 1	Year 2	Year 3
93	Year 0 - Initial capital investment			
94	=A90	=SUM($A$90:B90)	=SUM($A$90:C90)	=SUM($A$90:D90)
95				
96				
97				
98				
99	SECTION 5 - FINANCIAL ANALYSIS			
100	Financial analysis using net present value	Year 1	Year 2	Year 3
101				
102	Company required rate of return (%)			
103	0.1	=NPV(A103,$B$90)-$B$29	=NPV($A103,$B$90:C$90)-$B$29	=NPV($A103,$B$90:D$9
104	0.15	=NPV(A104,$B$90)-$B$29	=NPV($A104,$B$90:C$90)-$B$29	=NPV($A104,$B$90:D$9
105	0.2	=NPV(A105,$B$90)-$B$29	=NPV($A105,$B$90:C$90)-$B$29	=NPV($A105,$B$90:D$9
106	0.25	=NPV(A106,$B$90)-$B$29	=NPV($A106,$B$90:C$90)-$B$29	=NPV($A106,$B$90:D$9
107	0.3	=NPV(A107,$B$90)-$B$29	=NPV($A107,$B$90:C$90)-$B$29	=NPV($A107,$B$90:D$9
108				
109	Financial analysis using internal rate	Year 1	Year 2	Year 3
110	of Return (IRR)			
111		=IRR($A$90:$B$90)	=IRR($A$90:$C$90)	=IRR($A$90:$D$90)

	E	F	G	H	I	J	K
4	10						
32	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
34	10000	10000	10000	10000	10000	10000	10000
35	4000	4000	4000	4000	4000	4000	4000
36	1000	1000	1000	1000	1000	1000	1000
37	0	0	0	0	0	0	0
38	3000	3000	3000	3000	3000	3000	3000
39	3000	3000	3000	3000	3000	3000	3000
40	0	0	0	0	0	0	0
46	=SUM(E34:E40)	=SUM(F34:F40)	=SUM(G34:G40)	=SUM(H34:H40)	=SUM(I34:I40)	=SUM(J34:J40)	=SUM(K34:K40)
50	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
51	30000	30000	30000	30000	30000	30000	30000
52	20000	20000	20000	20000	20000	20000	20000
53	0	0	0	0	0	0	0
54	0	0	0	0	0	0	0
55	0	0	0	0	0	0	0
56	0	0	0	0	0	0	0
60	=SUM(E51:E56)	=SUM(F51:F56)	=SUM(G51:G56)	=SUM(H51:H56)	=SUM(I51:I56)	=SUM(J51:J56)	=SUM(K51:K56)
65	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
68	10000	12000	12000	12000	9000	5000	2000
69	45	50	50	50	45	35	30
70	=E68*E69	=F68*F69	=G68*G69	=H68*H69	=I68*I69	=J68*J69	=K68*K69
71	=E60	=F60	=G60	=H60	=I60	=J60	=K60
72	=E70+E71	=F70+F71	=G70+G71	=H70+H71	=I70+I71	=J70+J71	=K70+K71
74	0	0	0	0	0	0	0
75	0	0	0	0	0	0	0
76	0	0	0	0	0	0	0
77	=E70+E71+E76	=F70+F71+F76	=G70+G71+G76	=H70+H71+H76	=I70+I71+I76	=J70+J71+J76	=K70+K71+K76
80	=E46	=F46	=G46	=H46	=I46	=J46	=K46
82	=E77-E80	=F77-F80	=G77-G80	=H77-H80	=I77-I80	=J77-J80	=K77-K80
84	0.25	0.25	0.25	0.25	0.25	0.25	0.25
85	0.35	0.35	0.35	0.35	0.35	0.35	0.35
86	=IF(E82<=0,0,IF(E82<1	=IF(F82<=0,0,IF(F82<1	=IF(G82<=0,0,IF(G82<1	=IF(H82<=0,0,IF(H82<1	=IF(I82<=0,0,IF(I82<1	=IF(J82<=0,0,IF(J82<1	=IF(K82<=0,0,IF(K82<1
88	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
90	=E82-E86	=F82-F86	=G82-G86	=H82-H86	=I82-I86	=J82-J86	=K82-K86
92	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
94	=SUM($A$90:E90)	=SUM($A$90:F90)	=SUM($A$90:G90)	=SUM($A$90:H90)	=SUM($A$90:I90)	=SUM($A$90:J90)	=SUM($A$90:K90)
100	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
103	=NPV($A103,$B$90:E$9	=NPV($A103,$B$90:F$9	=NPV($A103,$B$90:G$9	=NPV($A103,$B$90:H$9	=NPV($A103,$B$90:I$90	=NPV($A103,$B$90:J$9	=NPV($A103,$B$90:K$9
104	=NPV($A104,$B$90:E$9	=NPV($A104,$B$90:F$9	=NPV($A104,$B$90:G$9	=NPV($A104,$B$90:H$9	=NPV($A104,$B$90:I$90	=NPV($A104,$B$90:J$9	=NPV($A104,$B$90:K$9
105	=NPV($A105,$B$90:E$9	=NPV($A105,$B$90:F$9	=NPV($A105,$B$90:G$9	=NPV($A105,$B$90:H$9	=NPV($A105,$B$90:I$90	=NPV($A105,$B$90:J$9	=NPV($A105,$B$90:K$9
106	=NPV($A106,$B$90:E$9	=NPV($A106,$B$90:F$9	=NPV($A106,$B$90:G$9	=NPV($A106,$B$90:H$9	=NPV($A106,$B$90:I$90	=NPV($A106,$B$90:J$9	=NPV($A106,$B$90:K$9
107	=NPV($A107,$B$90:E$9	=NPV($A107,$B$90:F$9	=NPV($A107,$B$90:G$9	=NPV($A107,$B$90:H$9	=NPV($A107,$B$90:I$90	=NPV($A107,$B$90:J$9	=NPV($A107,$B$90:K$9
109	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
111	=IRR($A$90:$E$90)	=IRR($A$90:$F$90)	=IRR($A$90:$G$90)	=IRR($A$90:$H$90)	=IRR($A$90:$I$90)	=IRR($A$90:$J$90)	=IRR($A$90:$K$90)

Appendix 4.3 Investment Analysis Spreadsheet Macro Logic Printout

This shows the logic in the macro program for the investment analysis model. Any text starting without a "=" sign is ignored by the computer which enables the user to annotate the program as required, for example, in row 2 to give the name of the program and in row 9 to highlight the logic for the first section of the program. The macro program language uses the "IF" and "GOTO" logic arguments used in the BASIC computer language. For example, in cell A11, the user is asked via a prompt box (denoted by "ALERT") whether they wish to change the data on capital costs (the text to be displayed on the screen is enclosed within quotation marks). The "IF" logic statement implies that if the user answers in the affirmative, then the computer will proceed to the next line of logic in cell A17, where the appropriate cell reference ($B$9) in the investment analysis sheet (referred to as "Ivan4" will be selected ("=SELECT(Ivan4!$B$9). In the next row of logic, the computer is instructed that the user will be entering data through the "FORMULA" function. The user is asked via another prompt box (denoted by "INPUT", followed by the text to be displayed in quotation marks) to enter the new data values. However, had the user answered negatively to the prompt box in cell A11, the GOTO statement branches the program to the next series of questions in section two starting in cell A49. Thus via, a series of "IF" and "GOTO" loops and branches within the program ,the user is taken through its data input questions. At the end of the program the user is asked whether wish to change any of the data just entered, and if not, do they want a printout of the spreadsheet results and also if the graphical display and printout of the results is required, using either Net Present Value (NPV) or Internal Rate of Return (IRR). If the user wishes to change the questions asked in the program, it is simply a case of modifying the appropriate text enclosed in quotation marks. The user does not have to use the interactive program but instead can simply use the Investment Analysis spreadsheet on its own, with the logic for DCF calculations already built-in.

```
1
2
3  FIAP1
4  FINANCIAL INVESTMENT ANALYSIS PROGRAM
5
6  =ALERT("You are starting the Investment Analysis Program",2)
7  =ALERT("The program has five sections which ask for the input of data",2)
8  =OPEN("IVAN4")
9
10
11 ***** SECTION 1 - CAPITAL & STARTUP COSTS ******
12
13 =IF(ALERT("Section 1: Want to change data on capital & start-up costs?",1),A15,GOTO(A51))
14
15 =IF(ALERT("Do you want to enter a value for new machinery?",1),A16,GOTO(A18))
16 =SELECT(ivan4I$B$8)
17 =FORMULA(INPUT("Enter the cost of the new machinery",1,"1.1 Capital costs"))
18 =IF(ALERT("Want to change Tooling costs?",1),A19,GOTO(A21))
19 =SELECT(ivan4I$B$9)
20 =FORMULA(INPUT("Enter the Tooling costs",1,))
21 =IF(ALERT("Want to change installation costs?",1),A22,GOTO(A24))
22 =SELECT(ivan4I$B$10)
23 =FORMULA(INPUT("Enter the installation costs",1,))
24 =IF(ALERT("Want to change the value of capital expenditure avoided?",1),A25,GOTO(A27))
25 =SELECT(ivan4I$B$13)
26 =FORMULA(INPUT("Enter any capital expenditure avoided",1,))
27 =IF(ALERT("Want to change the value of capital grants obtained?",1),A28,GOTO(A30))
28 =SELECT(ivan4I$B$14)
29 =FORMULA(INPUT("Enter any capital grants obtained",1,))
30 =IF(ALERT("Want to change the value of any capital assets sold off?",1),A31,GOTO(A33))
31 =SELECT(ivan4I$B$15)
32 =FORMULA(INPUT("Enter any capital assets sold",1,))
33 =IF(ALERT("Want to change consultancy fee  costs?",1),A34,GOTO(A36))
34 =SELECT(ivan4I$B$21)
35 =FORMULA(INPUT("Enter the cost of consultancy fees",1,))
36 =IF(ALERT("Want to change staff training costs?",1),A37,GOTO(A39))
37 =SELECT(ivan4I$B$22)
38 =FORMULA(INPUT("Enter staff training costs",1,))
39 =IF(ALERT("Want to change any other start-up costs?",1),A40,GOTO(A42))
40 =SELECT(ivan4I$B$23)
41 =FORMULA(INPUT("Enter any other start up costs",1,))
42 =IF(ALERT("Want to change the value of any consultancy grants?",1),A43,GOTO(A46))
43 =SELECT(ivan4I$B$26)
44 =FORMULA(INPUT("Enter any consultancy fee grants obtained",1))
45
46 =IF(ALERT("Want to change any of the section 1 data entered?",1),A16,GOTO(A51))
47 =GOTO(A15)
48
49 ***** SECTION 2 - PROJECT OPERATING COSTS *****
50
51 =IF(ALERT("Section 2: Want to change data on project running costs?",1),A54,GOTO(A302))
52
53 ****LABOUR COSTS
54 =IF(ALERT("Want to change labour costs?",1),A56,GOTO(A88))
55
56 =IF(ALERT("Want to change year 1 labour costs?",1),A57,GOTO(A59))
57 =SELECT(ivan4I$B$34)
58 =FORMULA(INPUT("Enter the labour costs for year 1",1,"2.1 Labour costs"))
59 =IF(ALERT("Want to change year 2 labour costs?",1),A60,GOTO(A62))
60 =SELECT(ivan4I$C$34)
61 =FORMULA(INPUT("Enter the labour costs for year 2",1,"2.1 Labour costs"))
62 =IF(ALERT("Want to change year 3 labour costs?",1),A63,GOTO(A65))
63 =SELECT(ivan4I$D$34)
64 =FORMULA(INPUT("Enter the labour costs for year 3",1,"2.1 Labour costs"))
65 =IF(ALERT("Want to change year 4 labour costs?",1),A66,GOTO(A68))
66 =SELECT(ivan4I$E$34)
67 =FORMULA(INPUT("Enter the labour costs for year 4",1,"2.1 Labour costs"))
68 =IF(ALERT("Want to change year 5 labour costs?",1),A69,GOTO(A71))
69 =SELECT(ivan4I$F$34)
70 =FORMULA(INPUT("Enter the labour costs for year 5",1,"2.1 Labour costs"))
71 =IF(ALERT("Want to change year 6 labour costs?",1),A72,GOTO(A74))
72 =SELECT(ivan4I$G$34)
73 =FORMULA(INPUT("Enter the labour costs for year 6",1,"2.1 Labour costs"))
74 =IF(ALERT("Want to change year 7 labour costs?",1),A75,GOTO(A77))
75 =SELECT(ivan4I$H$34)
76 =FORMULA(INPUT("Enter the labour costs for year 7",1,"2.1 Labour costs"))
77 =IF(ALERT("Want to change year 8 labour costs?",1),A78,GOTO(A80))
78 =SELECT(ivan4I$I$34)
79 =FORMULA(INPUT("Enter the labour costs for year 8",1,"2.1 Labour costs"))
80 =IF(ALERT("Want to change year 9 labour costs?",1),A81,GOTO(A83))
81 =SELECT(ivan4I$J$34)
82 =FORMULA(INPUT("Enter the labour costs for year 9",1,"2.1 Labour costs"))
83 =IF(ALERT("Want to change year 10 labour costs?",1),A84,GOTO(A88))
84 =SELECT(ivan4I$K$34)
85 =FORMULA(INPUT("Enter the labour costs for year 10",1,"2.1 Labour costs"))
86
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     A
87   ***** TOOLING & CONSUMABLES
88   =IF(ALERT("Want to change Tooling & consumables costs?",1),A90,GOTO(A123))
89
90   =IF(ALERT("Want to change year 1 Tooling & consumables costs?",1),A91,GOTO(A93))
91   =SELECT(ivan4I$B$35)
92   =FORMULA(INPUT("Enter the Tooling & consumables  costs for year 1",1,"2.2 Tooling & consumables costs"))
93   =IF(ALERT("Want to change year 2 Tooling & consumables costs?",1),A94,GOTO(A96))
94   =SELECT(ivan4I$C$35)
95   =FORMULA(INPUT("Enter the Tooling & consumables  costs for year 2",1,"2.2 Tooling & consumables costs"))
96   =IF(ALERT("Want to change year 3 Tooling & consumables costs?",1),A97,GOTO(A99))
97   =SELECT(ivan4I$D$35)
98   =FORMULA(INPUT("Enter the Tooling & consumables  costs for year 3",1,"2.2 Tooling & consumables costs"))
99   =IF(ALERT("Want to change year 4 Tooling & consumables costs?",1),A100,GOTO(A102))
100  =SELECT(ivan4I$E$35)
101  =FORMULA(INPUT("Enter the Tooling & consumables  costs for year 4",1,"2.2 Tooling & consumables costs"))
102  =IF(ALERT("Want to change year 5 Tooling & consumables costs?",1),A103,GOTO(A105))
103  =SELECT(ivan4I$F$35)
104  =FORMULA(INPUT("Enter the Tooling & consumables  costs for year 5",1,"2.2 Tooling & consumables costs"))
105  =IF(ALERT("Want to change year 6 Tooling & consumables costs?",1),A106,GOTO(A108))
106  =SELECT(ivan4I$G$35)
107  =FORMULA(INPUT("Enter the Tooling & consumables  costs for year 6",1,"2.2 Tooling & consumables costs"))
108  =IF(ALERT("Want to change year 7 Tooling & consumables costs?",1),A109,GOTO(A111))
109  =SELECT(ivan4I$H$35)
110  =FORMULA(INPUT("Enter the Tooling & consumables  costs for year 7",1,"2.2 Tooling & consumables costs"))
111  =IF(ALERT("Want to change year 8 Tooling & consumables costs?",1),A112,GOTO(A114))
112  =SELECT(ivan4I$I$35)
113  =FORMULA(INPUT("Enter the Tooling & consumables  costs for year 8",1,"2.2 Tooling & consumables costs"))
114  =IF(ALERT("Want to change year 9 Tooling & consumables costs?",1),A115,GOTO(A117))
115  =SELECT(ivan4I$J$35)
116  =FORMULA(INPUT("Enter the Tooling & consumables  costs for year 9",1,"2.2 Tooling & consumables costs"))
117  =IF(ALERT("Want to change year 10 Tooling & consumables costs?",1),A118,GOTO(A123))
118  =SELECT(ivan4I$K$35)
119  =FORMULA(INPUT("Enter the Tooling & consumables  costs for year 10",1,"2.2 Tooling & consumables costs"))
120
121
122  ***** OVERHEAD COSTS
123  =IF(ALERT("Want to change Overhead costs?",1),A125,GOTO(A158))
124
125  =IF(ALERT("Want to change year 1 Overhead costs?",1),A126,GOTO(A128))
126  =SELECT(ivan4I$B$36)
127  =FORMULA(INPUT("Enter the overhead costs for year 1",1,"2.3 Overhead costs"))
128  =IF(ALERT("Want to change year 2 Overhead costs?",1),A129,GOTO(A131))
129  =SELECT(ivan4I$C$36)
130  =FORMULA(INPUT("Enter the overhead  costs for year 2",1,"2.3 Overhead costs"))
131  =IF(ALERT("Want to change year 3 Overhead costs?",1),A132,GOTO(A134))
132  =SELECT(ivan4I$D$36)
133  =FORMULA(INPUT("Enter the overhead  costs for year 3",1,"2.3 Overhead costs"))
134  =IF(ALERT("Want to change year 4 Overhead costs?",1),A135,GOTO(A137))
135  =SELECT(ivan4I$E$36)
136  =FORMULA(INPUT("Enter the overhead  costs for year 4",1,"2.3 Overhead costs"))
137  =IF(ALERT("Want to change year 5 Overhead costs?",1),A138,GOTO(A140))
138  =SELECT(ivan4I$F$36)
139  =FORMULA(INPUT("Enter the overhead  costs for year 5",1,"2.3 Overhead costs"))
140  =IF(ALERT("Want to change year 6 Overhead costs?",1),A141,GOTO(A143))
141  =SELECT(ivan4I$G$36)
142  =FORMULA(INPUT("Enter the overhead  costs for year 6",1,"2.3 Overhead costs"))
143  =IF(ALERT("Want to change year 7 Overhead costs?",1),A144,GOTO(A146))
144  =SELECT(ivan4I$H$36)
145  =FORMULA(INPUT("Enter the overhead  costs for year 7",1,"2.3 Overhead costs"))
146  =IF(ALERT("Want to change year 8 Overhead costs?",1),A147,GOTO(A149))
147  =SELECT(ivan4I$I$36)
148  =FORMULA(INPUT("Enter the overhead  costs for year 8",1,"2.3 Overhead costs"))
149  =IF(ALERT("Want to change year 9 Overhead costs?",1),A150,GOTO(A152))
150  =SELECT(ivan4I$J$36)
151  =FORMULA(INPUT("Enter the overhead  costs for year 9",1,"2.3 Overhead costs"))
152  =IF(ALERT("Want to change year 10 Overhead costs?",1),A153,GOTO(A158))
153  =SELECT(ivan4I$K$36)
154  =FORMULA(INPUT("Enter the overhead  costs for year 10",1,"2.3 Overhead costs"))
155
156
157  ***** MATERIAL COSTS
158  =IF(ALERT("Want to change Material costs?",1),A160,GOTO(A193))
159
160  =IF(ALERT("Want to change year 1 Material costs?",1),A161,GOTO(A163))
161  =SELECT(ivan4I$B$37)
162  =FORMULA(INPUT("Enter the Materials costs for year 1",1,"2.4 Material costs"))
163  =IF(ALERT("Want to change year 2 Material costs?",1),A164,GOTO(A166))
164  =SELECT(ivan4I$C$37)
165  =FORMULA(INPUT("Enter the Materials costs for year 2",1,"2.4 Material costs"))
166  =IF(ALERT("Want to change year 3 Material costs?",1),A167,GOTO(A169))
167  =SELECT(ivan4I$D$37)
168  =FORMULA(INPUT("Enter the Materials costs for year 3",1,"2.4 Material costs"))
169  =IF(ALERT("Want to change year 4 Material costs?",1),A170,GOTO(A172))
170  =SELECT(ivan4I$E$37)
171  =FORMULA(INPUT("Enter the Materials costs for year 4",1,"2.4 Material costs"))
172  =IF(ALERT("Want to change year 5 Material costs?",1),A173,GOTO(A175))
173  =SELECT(ivan4I$F$37)
174  =FORMULA(INPUT("Enter the Materials costs for year 5",1,"2.4 Material costs"))
```

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     A
175 =IF(ALERT("Want to change year 6 Material costs?",1),A176,GOTO(A178))
176 =SELECT(ivan4I$G$37)
177 =FORMULA(INPUT("Enter the Materials costs for year 6",1,"2.4 Material costs"))
178 =IF(ALERT("Want to change year 7 Material costs?",1),A179,GOTO(A181))
179 =SELECT(ivan4I$H$37)
180 =FORMULA(INPUT("Enter the Materials costs for year 7",1,"2.4 Material costs"))
181 =IF(ALERT("Want to change year 8 Material costs?",1),A182,GOTO(A184))
182 =SELECT(ivan4I$I$37)
183 =FORMULA(INPUT("Enter the Materials costs for year 8",1,"2.4 Material costs"))
184 =IF(ALERT("Want to change year 9 Material costs?",1),A185,GOTO(A187))
185 =SELECT(ivan4I$J$37)
186 =FORMULA(INPUT("Enter the Materials costs for year 9",1,"2.4 Material costs"))
187 =IF(ALERT("Want to change year 10 Material costs?",1),A188,GOTO(A190))
188 =SELECT(ivan4I$K$37)
189 =FORMULA(INPUT("Enter the Materials costs for year 10",1,"2.4 Material costs"))
190
191
192 ***** MAINTENANCE COSTS
193 =IF(ALERT("Want to change Maintenance costs?",1),A195,GOTO(A228))
194
195 =IF(ALERT("Want to change year 1 Maintenance costs?",1),A196,GOTO(A198))
196 =SELECT(ivan4I$B$38)
197 =FORMULA(INPUT("Enter the Maintenance costs for year 1",1,"2.5 Maintenance costs"))
198 =IF(ALERT("Want to change year 2 Maintenance costs?",1),A199,GOTO(A201))
199 =SELECT(ivan4I$C$38)
200 =FORMULA(INPUT("Enter the Maintenance costs for year 2",1,"2.5 Maintenance costs"))
201 =IF(ALERT("Want to change year 2 Maintenance costs?",1),A202,GOTO(A204))
202 =SELECT(ivan4I$D$38)
203 =FORMULA(INPUT("Enter the Maintenance costs for year 3",1,"2.5 Maintenance costs"))
204 =IF(ALERT("Want to change year 4 Maintenance costs?",1),A205,GOTO(A207))
205 =SELECT(ivan4I$E$38)
206 =FORMULA(INPUT("Enter the Maintenance costs for year 4",1,"2.5 Maintenance costs"))
207 =IF(ALERT("Want to change year 5 Maintenance costs?",1),A208,GOTO(A210))
208 =SELECT(ivan4I$F$38)
209 =FORMULA(INPUT("Enter the Maintenance costs for year 5",1,"2.5 Maintenance costs"))
210 =IF(ALERT("Want to change year 6 Maintenance costs?",1),A211,GOTO(A213))
211 =SELECT(ivan4I$G$38)
212 =FORMULA(INPUT("Enter the Maintenance costs for year 6",1,"2.5 Maintenance costs"))
213 =IF(ALERT("Want to change year 7 Maintenance costs?",1),A214,GOTO(A216))
214 =SELECT(ivan4I$H$38)
215 =FORMULA(INPUT("Enter the Maintenance costs for year 7",1,"2.5 Maintenance costs"))
216 =IF(ALERT("Want to change year 8 Maintenance costs?",1),A217,GOTO(A219))
217 =SELECT(ivan4I$I$38)
218 =FORMULA(INPUT("Enter the Maintenance costs for year 8",1,"2.5 Maintenance costs"))
219 =IF(ALERT("Want to change year 9 Maintenance costs?",1),A220,GOTO(A222))
220 =SELECT(ivan4I$J$38)
221 =FORMULA(INPUT("Enter the Maintenance costs for year 9",1,"2.5 Maintenance costs"))
222 =IF(ALERT("Want to change year 10 Maintenance costs?",1),A223,GOTO(A225))
223 =SELECT(ivan4I$K$38)
224 =FORMULA(INPUT("Enter the Maintenance costs for year 10",1,"2.5 Maintenance costs"))
225
226
227 ***** MACHINE PROGRAMMING COSTS
228 =IF(ALERT("Want to change Machine programming costs?",1),A230,GOTO(A263))
229
230 =IF(ALERT("Want to change year 1 Machine programming  costs?",1),A231,GOTO(A233))
231 =SELECT(ivan4I$B$39)
232 =FORMULA(INPUT("Enter the Machine programming costs for year 1",1,"2.6 Machine Programming costs"))
233 =IF(ALERT("Want to change year 2 Machine programming  costs?",1),A234,GOTO(A236))
234 =SELECT(ivan4I$C$39)
235 =FORMULA(INPUT("Enter the Machine programming costs for year 2",1,"2.6 Machine Programming costs"))
236 =IF(ALERT("Want to change year 3 Machine programming  costs?",1),A237,GOTO(A239))
237 =SELECT(ivan4I$D$39)
238 =FORMULA(INPUT("Enter the Machine programming costs for year 3",1,"2.6 Machine Programming costs"))
239 =IF(ALERT("Want to change year 4 Machine programming  costs?",1),A240,GOTO(A242))
240 =SELECT(ivan4I$E$39)
241 =FORMULA(INPUT("Enter the Machine programming costs for year 4",1,"2.6 Machine Programming costs"))
242 =IF(ALERT("Want to change year 5 Machine programming  costs?",1),A243,GOTO(A245))
243 =SELECT(ivan4I$F$39)
244 =FORMULA(INPUT("Enter the Machine programming costs for year 5",1,"2.6 Machine Programming costs"))
245 =IF(ALERT("Want to change year 6 Machine programming  costs?",1),A246,GOTO(A248))
246 =SELECT(ivan4I$G$39)
247 =FORMULA(INPUT("Enter the Machine programming costs for year 6",1,"2.6 Machine Programming costs"))
248 =IF(ALERT("Want to change year 7 Machine programming  costs?",1),A249,GOTO(A251))
249 =SELECT(ivan4I$H$39)
250 =FORMULA(INPUT("Enter the Machine programming costs for year 7",1,"2.6 Machine Programming costs"))
251 =IF(ALERT("Want to change year 8 Machine programming  costs?",1),A252,GOTO(A254))
252 =SELECT(ivan4I$I$39)
253 =FORMULA(INPUT("Enter the Machine programming costs for year 8",1,"2.6 Machine Programming costs"))
254 =IF(ALERT("Want to change year 9 Machine programming  costs?",1),A255,GOTO(A257))
255 =SELECT(ivan4I$J$39)
256 =FORMULA(INPUT("Enter the Machine programming costs for year 9",1,"2.6 Machine Programming costs"))
257 =IF(ALERT("Want to change year 10 Machine programming  costs?",1),A258,GOTO(A263))
258 =SELECT(ivan4I$K$39)
259 =FORMULA(INPUT("Enter the Machine programming costs for year 10",1,"2.6 Machine Programming costs"))
260
```

```
     A
261
262 ***** MACHINE DEPRECIATION ALLOWANCE
263 =IF(ALERT("Want to change Machine depreciation allowance?",1),A265,GOTO(A296))
264
265 =IF(ALERT("Want to change year 1 Machine depreciation allowance?",1),A266,GOTO(A268))
266 =SELECT(ivan4I$B$40)
267 =FORMULA(INPUT("Enter the Machine depreciation allowance for year 1",1,"2.7 Machine Depreciation Allowance"))
268 =IF(ALERT("Want to change year 2 Machine depreciation allowance?",1),A269,GOTO(A271))
269 =SELECT(ivan4I$C$40)
270 =FORMULA(INPUT("Enter the Machine depreciation allowance for year 2",1,"2.7 Machine Depreciation Allowance"))
271 =IF(ALERT("Want to change year 3 Machine depreciation allowance?",1),A272,GOTO(A274))
272 =SELECT(ivan4I$D$40)
273 =FORMULA(INPUT("Enter the Machine depreciation allowance for year 3",1,"2.7 Machine Depreciation Allowance"))
274 =IF(ALERT("Want to change year 4 Machine depreciation allowance?",1),A275,GOTO(A277))
275 =SELECT(ivan4I$E$40)
276 =FORMULA(INPUT("Enter the Machine depreciation allowance for year 4",1,"2.7 Machine Depreciation Allowance"))
277 =IF(ALERT("Want to change year 5 Machine depreciation allowance?",1),A278,GOTO(A280))
278 =SELECT(ivan4I$F$40)
279 =FORMULA(INPUT("Enter the Machine depreciation allowance for year 5",1,"2.7 Machine Depreciation Allowance"))
280 =IF(ALERT("Want to change year 6 Machine depreciation allowance?",1),A281,GOTO(A283))
281 =SELECT(ivan4I$G$40)
282 =FORMULA(INPUT("Enter the Machine depreciation allowance for year 6",1,"2.7 Machine Depreciation Allowance"))
283 =IF(ALERT("Want to change year 7 Machine depreciation allowance?",1),A284,GOTO(A286))
284 =SELECT(ivan4I$H$40)
285 =FORMULA(INPUT("Enter the Machine depreciation allowance for year 7",1,"2.7 Machine Depreciation Allowance"))
286 =IF(ALERT("Want to change year 8 Machine depreciation allowance?",1),A287,GOTO(A289))
287 =SELECT(ivan4I$I$40)
288 =FORMULA(INPUT("Enter the Machine depreciation allowance for year 8",1,"2.7 Machine Depreciation Allowance"))
289 =IF(ALERT("Want to change year 9 Machine depreciation allowance?",1),A290,GOTO(A292))
290 =SELECT(ivan4I$J$40)
291 =FORMULA(INPUT("Enter the Machine depreciation allowance for year 9",1,"2.7 Machine Depreciation Allowance"))
292 =IF(ALERT("Want to change year 10 Machine depreciation allowance?",1),A293,GOTO(A296))
293 =SELECT(ivan4I$K$40)
294 =FORMULA(INPUT("Enter the Machine depreciation allowance for year 10",1,"2.7 Machine Depreciation Allowance"))
295
296 =IF(ALERT("Want to change the any of the section 2 data entered?",1),A297,GOTO(A302))
297 =GOTO(A54)
298
299
300 ***** SECTION 3 - PROJECT COST SAVINGS *****
301
302 =IF(ALERT("Section 3: Want to change data on Project Savings?",1),A305,GOTO(A517))
303
304 ***** STOCK HOLDINGS
305 =IF(ALERT("Want to change data on stock holdings?",1),A307,GOTO(A339))
306
307 =IF(ALERT("Want to change year 1 value of stock holdings?",1),A308,GOTO(A310))
308 =SELECT(ivan4I$B$51)
309 =FORMULA(INPUT("Enter the stock holding value for year 1",1,"3.1 Working Capital - Stock Holdings"))
310 =IF(ALERT("Want to change year 2 value of stock holdings?",1),A311,GOTO(A313))
311 =SELECT(ivan4I$C$51)
312 =FORMULA(INPUT("Enter the stock holding value for year 2",1,"3.1 Working Capital - Stock Holdings"))
313 =IF(ALERT("Want to change year 3 value of stock holdings?",1),A314,GOTO(A316))
314 =SELECT(ivan4I$D$51)
315 =FORMULA(INPUT("Enter the stock holding value for year 3",1,"3.1 Working Capital - Stock Holdings"))
316 =IF(ALERT("Want to change year 4 value of stock holdings?",1),A317,GOTO(A319))
317 =SELECT(ivan4I$E$51)
318 =FORMULA(INPUT("Enter the stock holding value for year 4",1,"3.1 Working Capital - Stock Holdings"))
319 =IF(ALERT("Want to change year 5 value of stock holdings?",1),A320,GOTO(A322))
320 =SELECT(ivan4I$F$51)
321 =FORMULA(INPUT("Enter the stock holding value for year 5",1,"3.1 Working Capital - Stock Holdings"))
322 =IF(ALERT("Want to change year 6 value of stock holdings?",1),A323,GOTO(A325))
323 =SELECT(ivan4I$G$51)
324 =FORMULA(INPUT("Enter the stock holding value for year 6",1,"3.1 Working Capital - Stock Holdings"))
325 =IF(ALERT("Want to change year 7 value of stock holdings?",1),A326,GOTO(A328))
326 =SELECT(ivan4I$H$51)
327 =FORMULA(INPUT("Enter the stock holding value for year 7",1,"3.1 Working Capital - Stock Holdings"))
328 =IF(ALERT("Want to change year 8 value of stock holdings?",1),A329,GOTO(A331))
329 =SELECT(ivan4I$I$51)
330 =FORMULA(INPUT("Enter the stock holding value for year 8",1,"3.1 Working Capital - Stock Holdings"))
331 =IF(ALERT("Want to change year 9 value of stock holdings?",1),A332,GOTO(A334))
332 =SELECT(ivan4I$J$51)
333 =FORMULA(INPUT("Enter the stock holding value for year 9",1,"3.1 Working Capital - Stock Holdings"))
334 =IF(ALERT("Want to change year 10 value of stock holdings?",1),A335,GOTO(A339))
335 =SELECT(ivan4I$K$51)
336 =FORMULA(INPUT("Enter the stock holding value for year 10",1,"3.1 Working Capital - Stock Holdings"))
337
338 **** LABOUR SAVINGS
339 =IF(ALERT("Want to change data on labour savings Savings?",1),A341,GOTO(A374))
340
341 =IF(ALERT("Want to change year 1 value of labour savings?",1),A342,GOTO(A344))
342 =SELECT(ivan4I$B$52)
343 =FORMULA(INPUT("Enter labour savings for year 1",1,"3.2 Labour Savings"))
344 =IF(ALERT("Want to change year 2 value of labour savings?",1),A345,GOTO(A347))
345 =SELECT(ivan4I$C$52)
346 =FORMULA(INPUT("Enter labour savings for year 2",1,"3.2 Labour Savings"))
347 =IF(ALERT("Want to change year 3 value of labour savings?",1),A348,GOTO(A350))
348 =SELECT(ivan4I$D$52)
```

```
    A
349 =FORMULA(INPUT("Enter labour savings for year 3",1,"3.2 Labour Savings"))
350 =IF(ALERT("Want to change year 4 value of labour savings?",1),A351,GOTO(A353))
351 =SELECT(ivan4l$E$52)
352 =FORMULA(INPUT("Enter labour savings for year 4",1,"3.2 Labour Savings"))
353 =IF(ALERT("Want to change year 5 value of labour savings?",1),A354,GOTO(A356))
354 =SELECT(ivan4l$F$52)
355 =FORMULA(INPUT("Enter labour savings for year 5",1,"3.2  Labour Savings"))
356 =IF(ALERT("Want to change year 6 value of labour savings?",1),A357,GOTO(A359))
357 =SELECT(ivan4l$G$52)
358 =FORMULA(INPUT("Enter labour savings for year 6",1,"3.2  Labour Savings"))
359 =IF(ALERT("Want to change year 7 value of labour savings?",1),A360,GOTO(A362))
360 =SELECT(ivan4l$H$52)
361 =FORMULA(INPUT("Enter labour savings for year 7",1,"3.2 Labour Savings"))
362 =IF(ALERT("Want to change year 8 value of labour savings?",1),A363,GOTO(A365))
363 =SELECT(ivan4l$I$52)
364 =FORMULA(INPUT("Enter labour savings for year 8",1,"3.2  Labour Savings"))
365 =IF(ALERT("Want to change year 9 value of labour savings?",1),A366,GOTO(A368))
366 =SELECT(ivan4l$J$52)
367 =FORMULA(INPUT("Enter labour savings for year 9",1,"3.2 Labour Savings"))
368 =IF(ALERT("Want to change year 10 value of labour savings?",1),A369,GOTO(A374))
369 =SELECT(ivan4l$K$52)
370 =FORMULA(INPUT("Enter labour savings for year 10",1,"3.2  Labour Savings"))
371
372
373 ***** MAINTENANCE COSTS
374 =IF(ALERT("Want to change Maintenance costs?",1),A376,GOTO(A409))
375
376 =IF(ALERT("Want to change year 1 Maintenance costs?",1),A377,GOTO(A379))
377 =SELECT(ivan4l$B$53)
378 =FORMULA(INPUT("Enter the Maintenance costs for year 1",1,"3.3 Maintenance costs"))
379 =IF(ALERT("Want to change year 2 Maintenance costs?",1),A380,GOTO(A382))
380 =SELECT(ivan4l$C$53)
381 =FORMULA(INPUT("Enter the Maintenance costs for year 2",1,"3.3 Maintenance costs"))
382 =IF(ALERT("Want to change year 2 Maintenance costs?",1),A383,GOTO(A385))
383 =SELECT(ivan4l$D$53)
384 =FORMULA(INPUT("Enter the Maintenance costs for year 3",1,"3.3 Maintenance costs"))
385 =IF(ALERT("Want to change year 4 Maintenance costs?",1),A386,GOTO(A388))
386 =SELECT(ivan4l$E$53)
387 =FORMULA(INPUT("Enter the Maintenance costs for year 4",1,"3.3 Maintenance costs"))
388 =IF(ALERT("Want to change year 5 Maintenance costs?",1),A389,GOTO(A391))
389 =SELECT(ivan4l$F$53)
390 =FORMULA(INPUT("Enter the Maintenance costs for year 5",1,"3.3 Maintenance costs"))
391 =IF(ALERT("Want to change year 6 Maintenance costs?",1),A392,GOTO(A394))
392 =SELECT(ivan4l$G$53)
393 =FORMULA(INPUT("Enter the Maintenance costs for year 6",1,"3.3 Maintenance costs"))
394 =IF(ALERT("Want to change year 7 Maintenance costs?",1),A395,GOTO(A397))
395 =SELECT(ivan4l$H$53)
396 =FORMULA(INPUT("Enter the Maintenance costs for year 7",1,"3.3 Maintenance costs"))
397 =IF(ALERT("Want to change year 8 Maintenance costs?",1),A398,GOTO(A400))
398 =SELECT(ivan4l$I$53)
399 =FORMULA(INPUT("Enter the Maintenance costs for year 8",1,"3.3 Maintenance costs"))
400 =IF(ALERT("Want to change year 9 Maintenance costs?",1),A401,GOTO(A403))
401 =SELECT(ivan4l$J$53)
402 =FORMULA(INPUT("Enter the Maintenance costs for year 9",1,"3.3 Maintenance costs"))
403 =IF(ALERT("Want to change year 10 Maintenance costs?",1),A404,GOTO(A409))
404 =SELECT(ivan4l$K$53)
405 =FORMULA(INPUT("Enter the Maintenance costs for year 10",1,"3.3 Maintenance costs"))
406
407
408 ***** SCRAP COSTS
409 =IF(ALERT("Want to change Scrap costs?",1),A411,GOTO(A444))
410
411 =IF(ALERT("Want to change year 1 Scrap costs?",1),A412,GOTO(A414))
412 =SELECT(ivan4l$B$54)
413 =FORMULA(INPUT("Enter the Scrap costs for year 1",1,"3.4 Scrap costs"))
414 =IF(ALERT("Want to change year 2 Scrap costs?",1),A415,GOTO(A417))
415 =SELECT(ivan4l$C$54)
416 =FORMULA(INPUT("Enter the Scrap costs for year 2",1,"3.4 Scrap costs"))
417 =IF(ALERT("Want to change year 3 Scrap costs?",1),A418,GOTO(A420))
418 =SELECT(ivan4l$D$54)
419 =FORMULA(INPUT("Enter the Scrap costs for year 3",1,"3.4 Scrap costs"))
420 =IF(ALERT("Want to change year 4 Scrap costs?",1),A421,GOTO(A423))
421 =SELECT(ivan4l$E$54)
422 =FORMULA(INPUT("Enter the Scrap costs for year 4",1,"3.4 Scrap costs"))
423 =IF(ALERT("Want to change year 5 Scrap costs?",1),A424,GOTO(A426))
424 =SELECT(ivan4l$F$54)
425 =FORMULA(INPUT("Enter the Scrap costs for year 5",1,"3.4 Scrap costs"))
426 =IF(ALERT("Want to change year 6 Scrap costs?",1),A427,GOTO(A429))
427 =SELECT(ivan4l$G$54)
428 =FORMULA(INPUT("Enter the Scrap costs for year 6",1,"3.4 Scrap costs"))
429 =IF(ALERT("Want to change year 7 Scrap costs?",1),A430,GOTO(A432))
430 =SELECT(ivan4l$H$54)
431 =FORMULA(INPUT("Enter the Scrap costs for year 7",1,"3.4 Scrap costs"))
432 =IF(ALERT("Want to change year 8 Scrap costs?",1),A433,GOTO(A435))
433 =SELECT(ivan4l$I$54)
434 =FORMULA(INPUT("Enter the Scrap costs for year 8",1,"3.4 Scrap costs"))
435 =IF(ALERT("Want to change year 9 Scrap costs?",1),A436,GOTO(A438))
436 =SELECT(ivan4l$J$54)
```

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     A
437 =FORMULA(INPUT("Enter the Scrap costs for year 9",1,"3.4 Scrap costs"))
438 =IF(ALERT("Want to change year 10 Scrap costs?",1),A439,GOTO(A441))
439 =SELECT(ivan4I$K$54)
440 =FORMULA(INPUT("Enter the Scrap costs for year 10",1,"3.4 Scrap costs"))
441
442
443 ***** SUB-CONTRACT COSTS
444 =IF(ALERT("Want to change Sub-Contract costs?",1),A446,GOTO(A479))
445
446 =IF(ALERT("Want to change year 1 Sub-Contract costs?",1),A447,GOTO(A449))
447 =SELECT(ivan4I$B$55)
448 =FORMULA(INPUT("Enter the Sub-Contract costs for year 1",1,"3.5 Sub-Contract costs"))
449 =IF(ALERT("Want to change year 2 Sub-Contract costs?",1),A450,GOTO(A452))
450 =SELECT(ivan4I$C$55)
451 =FORMULA(INPUT("Enter the Sub-Contract costs for year 2",1,"3.5 Sub-Contract costs"))
452 =IF(ALERT("Want to change year 3 Sub-Contract costs?",1),A453,GOTO(A455))
453 =SELECT(ivan4I$D$55)
454 =FORMULA(INPUT("Enter the Sub-Contract costs for year 3",1,"3.5 Sub-Contract costs"))
455 =IF(ALERT("Want to change year 4 Sub-Contract costs?",1),A456,GOTO(A458))
456 =SELECT(ivan4I$E$55)
457 =FORMULA(INPUT("Enter the Sub-Contract costs for year 4",1,"3.5 Sub-Contract costs"))
458 =IF(ALERT("Want to change year 5 Sub-Contract costs?",1),A459,GOTO(A461))
459 =SELECT(ivan4I$F$55)
460 =FORMULA(INPUT("Enter the Sub-Contract costs for year 5",1,"3.5 Sub-Contract costs"))
461 =IF(ALERT("Want to change year 6 Sub-Contract costs?",1),A462,GOTO(A464))
462 =SELECT(ivan4I$G$55)
463 =FORMULA(INPUT("Enter the Sub-Contract costs for year 6",1,"3.5 Sub-Contract costs"))
464 =IF(ALERT("Want to change year 7 Sub-Contract costs?",1),A465,GOTO(A467))
465 =SELECT(ivan4I$H$55)
466 =FORMULA(INPUT("Enter the Sub-Contract costs for year 7",1,"3.5 Sub-Contract costs"))
467 =IF(ALERT("Want to change year 8 Sub-Contract costs?",1),A468,GOTO(A470))
468 =SELECT(ivan4I$I$55)
469 =FORMULA(INPUT("Enter the Sub-Contract costs for year 8",1,"3.5 Sub-Contract costs"))
470 =IF(ALERT("Want to change year 9 Sub-Contract costs?",1),A471,GOTO(A473))
471 =SELECT(ivan4I$J$55)
472 =FORMULA(INPUT("Enter the Sub-Contract costs for year 9",1,"3.5 Sub-Contract costs"))
473 =IF(ALERT("Want to change year 10 Sub-Contract costs?",1),A474,GOTO(A476))
474 =SELECT(ivan4I$K$55)
475 =FORMULA(INPUT("Enter the Sub-Contract costs for year 10",1,"3.5 Sub-Contract costs"))
476
477
478 ***** OTHER PROJECT SAVINGS
479 =IF(ALERT("Want to enter other project savings?",1),A481,GOTO(A512))
480
481 =IF(ALERT("Want to change other year 1 project savings?",1),A482,GOTO(A484))
482 =SELECT(ivan4I$B$56)
483 =FORMULA(INPUT("Enter other project savings for year 1",1,"3.6 Other Project Savings"))
484 =IF(ALERT("Want to change other year 2 project savings?",1),A485,GOTO(A487))
485 =SELECT(ivan4I$C$56)
486 =FORMULA(INPUT("Enter other project savings for year 2",1,"3.6 Other Project Savings"))
487 =IF(ALERT("Want to change other year 3 project savings?",1),A488,GOTO(A490))
488 =SELECT(ivan4I$D$56)
489 =FORMULA(INPUT("Enter other project savings for year 3",1,"3.6 Other Project Savings"))
490 =IF(ALERT("Want to change other year 4 project savings?",1),A491,GOTO(A493))
491 =SELECT(ivan4I$E$56)
492 =FORMULA(INPUT("Enter other project savings for year 4",1,"3.6 Other Project Savings"))
493 =IF(ALERT("Want to change other year 5 project savings?",1),A494,GOTO(A496))
494 =SELECT(ivan4I$F$56)
495 =FORMULA(INPUT("Enter other project savings for year 5",1,"3.6 Other Project Savings"))
496 =IF(ALERT("Want to change other year 6 project savings?",1),A497,GOTO(A499))
497 =SELECT(ivan4I$G$56)
498 =FORMULA(INPUT("Enter other project savings for year 6",1,"3.6 Other Project Savings"))
499 =IF(ALERT("Want to change other year 7 project savings?",1),A500,GOTO(A502))
500 =SELECT(ivan4I$H$56)
501 =FORMULA(INPUT("Enter other project savings for year 7",1,"3.6 Other Project Savings"))
502 =IF(ALERT("Want to change other year 8 project savings?",1),A503,GOTO(A505))
503 =SELECT(ivan4I$I$56)
504 =FORMULA(INPUT("Enter other project savings for year 8",1,"3.6 Other Project Savings"))
505 =IF(ALERT("Want to change other year 9 project savings?",1),A506,GOTO(A508))
506 =SELECT(ivan4I$J$56)
507 =FORMULA(INPUT("Enter other project savings for year 9",1,"3.6 Other Project Savings"))
508 =IF(ALERT("Want to change other year 10 project savings?",1),A509,GOTO(A512))
509 =SELECT(ivan4I$K$56)
510 =FORMULA(INPUT("Enter other project savings for year 10",1,"3.6 Other Project Savings"))
511
512 =IF(ALERT("Want to change the any of the section 3 data entered?",1),A513,GOTO(A517))
513 =GOTO(A305)
514
515 ***** SECTION 4 - PROJECT CASH FLOW *****
516
517 =IF(ALERT("Section 4: Want to change data on Project Cash Flow?",1),A520,GOTO(A594))
518
519 ***** NUMBER OF UNITS SOLD
520 =IF(ALERT("Want to change the number of units sold?",1),A522,GOTO(A555))
521
522 =IF(ALERT("Want to Change the number of units sold in year 1?",1),A523,GOTO(A525))
523 =SELECT(ivan4I$B$68)
524 =FORMULA(INPUT("Enter the number of units sold in year 1",1,"4.1 Number of units sold"))
```

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    A
525 =IF(ALERT("Want to Change the number of units sold in year 2?",1),A526,GOTO(A528))
526 =SELECT(ivan4I$C$68)
527 =FORMULA(INPUT("Enter the number of units sold in year 2",1,"4.1 Number of units sold"))
528 =IF(ALERT("Want to Change the number of units sold in year 3?",1),A529,GOTO(A531))
529 =SELECT(ivan4I$D$68)
530 =FORMULA(INPUT("Enter the number of units sold in year 3",1,"4.1 Number of units sold"))
531 =IF(ALERT("Want to Change the number of units sold in year 4?",1),A532,GOTO(A534))
532 =SELECT(ivan4I$E$68)
533 =FORMULA(INPUT("Enter the number of units sold in year 4",1,"4.1 Number of units sold"))
534 =IF(ALERT("Want to Change the number of units sold in year 5?",1),A535,GOTO(A537))
535 =SELECT(ivan4I$F$68)
536 =FORMULA(INPUT("Enter the number of units sold in year 5",1,"4.1 Number of units sold"))
537 =IF(ALERT("Want to Change the number of units sold in year 6?",1),A538,GOTO(A540))
538 =SELECT(ivan4I$G$68)
539 =FORMULA(INPUT("Enter the number of units sold in year 6",1,"4.1 Number of units sold"))
540 =IF(ALERT("Want to Change the number of units sold in year 7?",1),A541,GOTO(A543))
541 =SELECT(ivan4I$H$68)
542 =FORMULA(INPUT("Enter the number of units sold in year 7",1,"4.1 Number of units sold"))
543 =IF(ALERT("Want to Change the number of units sold in year 8?",1),A544,GOTO(A546))
544 =SELECT(ivan4I$I$68)
545 =FORMULA(INPUT("Enter the number of units sold in year 8",1,"4.1 Number of units sold"))
546 =IF(ALERT("Want to Change the number of units sold in year 9?",1),A547,GOTO(A549))
547 =SELECT(ivan4I$J$68)
548 =FORMULA(INPUT("Enter the number of units sold in year 9",1,"4.1 Number of units sold"))
549 =IF(ALERT("Want to Change the number of units sold in year 10?",1),A550,GOTO(A552))
550 =SELECT(ivan4I$K$68)
551 =FORMULA(INPUT("Enter the number of units sold in year 10",1,"4.1 Number of units sold"))
552
553
554 ***** SELLING PRICE OF UNITS
555 =IF(ALERT("Want to change the selling price of units?",1),A557,GOTO(A588))
556
557 =IF(ALERT("Want to Change the selling price in year 1?",1),A558,GOTO(A560))
558 =SELECT(ivan4I$B$69)
559 =FORMULA(INPUT("Enter the selling price in year 1",1,"4.2 Selling Price"))
560 =IF(ALERT("Want to Change the selling price in year 2?",1),A561,GOTO(A563))
561 =SELECT(ivan4I$C$69)
562 =FORMULA(INPUT("Enter the selling price in year 2",1,"4.2 Selling Price"))
563 =IF(ALERT("Want to Change the selling price in year 3?",1),A564,GOTO(A566))
564 =SELECT(ivan4I$D$69)
565 =FORMULA(INPUT("Enter the selling price in year 3",1,"4.2 Selling Price"))
566 =IF(ALERT("Want to Change the selling price in year 4?",1),A567,GOTO(A569))
567 =SELECT(ivan4I$E$69)
568 =FORMULA(INPUT("Enter the selling price in year 4",1,"4.2 Selling Price"))
569 =IF(ALERT("Want to Change the selling price in year 5?",1),A570,GOTO(A572))
570 =SELECT(ivan4I$F$69)
571 =FORMULA(INPUT("Enter the selling price in year 5",1,"4.2 Selling Price"))
572 =IF(ALERT("Want to Change the selling price in year 6?",1),A573,GOTO(A575))
573 =SELECT(ivan4I$G$69)
574 =FORMULA(INPUT("Enter the selling price in year 6",1,"4.2 Selling Price"))
575 =IF(ALERT("Want to Change the selling price in year 7?",1),A576,GOTO(A578))
576 =SELECT(ivan4I$H$69)
577 =FORMULA(INPUT("Enter the selling price in year 7",1,"4.2 Selling Price"))
578 =IF(ALERT("Want to Change the selling price in year 8?",1),A579,GOTO(A581))
579 =SELECT(ivan4I$I$69)
580 =FORMULA(INPUT("Enter the selling price in year 8",1,"4.2 Selling Price"))
581 =IF(ALERT("Want to Change the selling price in year 9?",1),A582,GOTO(A584))
582 =SELECT(ivan4I$J$69)
583 =FORMULA(INPUT("Enter the selling price in year 9",1,"4.2 Selling Price"))
584 =IF(ALERT("Want to Change the selling price in year 10?",1),A585,GOTO(A588))
585 =SELECT(ivan4I$K$69)
586 =FORMULA(INPUT("Enter the selling price in year 10",1,"4.2 Selling Price"))
587
588 =IF(ALERT("Want to change the any of the section 4 data entered?",1),A589,GOTO(A594))
589 =GOTO(A520)
590
591
592 ***** SECTION 5 - FINANCIAL ANALYSIS DATA *****
593
594 =IF(ALERT("Section 5: Want to change financial analysis data?",1),A596,GOTO(A615))
595
596 =IF(ALERT("Want to change the first value for rate of return?",1),A597,GOTO(A599))
597 =SELECT(ivan4I$A$103)
598 =FORMULA(INPUT("Enter the first required rate of return on capital",1,"5.1 Rate of Return on Capital"))
599 =IF(ALERT("Want to change the second value for rate of return?",1),A600,GOTO(A602))
600 =SELECT(ivan4I$A$104)
601 =FORMULA(INPUT("Enter the second required rate of return on capital",1,"5.1 Rate of Return on Capital"))
602 =IF(ALERT("Want to change the third value for rate of return?",1),A603,GOTO(A605))
603 =SELECT(ivan4I$A$105)
604 =FORMULA(INPUT("Enter the third required rate of return on capital",1,"5.1 Rate of Return on Capital"))
605 =IF(ALERT("Want to change the fourth value for rate of return?",1),A606,GOTO(A608))
606 =SELECT(ivan4I$A$106)
607 =FORMULA(INPUT("Enter the fourth required rate of return on capital",1,"5.1 Rate of Return on Capital"))
608 =IF(ALERT("Want to change the fifth value for rate of return?",1),A609,GOTO(A611))
609 =SELECT(ivan4I$A$107)
610 =FORMULA(INPUT("Enter the fifth required rate of return on capital",1,"5.1 Rate of Return on Capital"))
```

	A
611	
612	=IF(ALERT("Want to change the any of the section 5 data entered?",1),A613,GOTO(A615))
613	=GOTO(A596)
614	
615	=IF(ALERT("Do you want to modify any data in a previous section?",1),A616,GOTO(A621))
616	=GOTO(A13)
617	
618	
619	***** DATA PRINTOUTS *****
620	
621	=SELECT(ivan4!$A$1)
622	=SAVE()
623	=SAVE.AS("ivan4",1)
624	=OPEN("ivan4")
625	=IF(ALERT("Do you want a print out of the spreadsheet analysis?",1),A626,GOTO(A628))
626	=PRINT?()
627	
628	=IF(ALERT("Do you want a graph of the results using Net Present Value?",1),A629,GOTO(A635))
629	=SELECT("R[102]C[1]:R[106]C[10]")
630	=NEW(2)
631	=IF(ALERT("Do you want a print out of the graph?",1),A632,GOTO(A642))
632	=PRINT?()
633	=GOTO(A642)
634	
635	=IF(ALERT("Do you want a results graph using Internal Rate of Return?",1),A636,GOTO(A642))
636	=SELECT("R[111]C[1]:R[111]C[10]")
637	=NEW(2)
638	=IF(ALERT("Do you want a print out of the graph?",1),A639,GOTO(A642))
639	=PRINT?()
640	
641	
642	=HALT()
643	

Appendix 4.4 Financial Impact Analysis Program

The *Financial Impact Analysis* program uses two linked spreadsheets and also has an interactive macro driven input routine to enable the user to input data without an extensive knowledge of Excel or financial analysis. The user is guided via the macro through the first spreadsheet into which the required data values are input. The macro then opens the second spreadsheet and transfers calculated values, thereby preventing the user from inadvertently altering formulas during data input. The macro then prompts the user to ready the printer, and prints the final results. After printing is complete, the files are closed and the user regains control of the computer. If the model's full capabilities are utilised, there are 316 input variables and 704 calculated variables, all controlled by the interactive macro. However, the user has the choice of bypassing variables that are not needed in the analysis. The program offers an analysis of up to five products over a five year period showing product cost, expected sales and market share, equipment cost, receivables, inventories and payables. The project cashflow is generated from the input data and NPV, IRR, ROI and payback period are calculated. The user is provided with a comprehensive projection of the expected financial results, including supporting schedules and tables. The first printout summary sheet is shown on page 25 and the second spreadsheet on pages 26 to 31.

	A	B	C	D	E	F	G
1			*FINANCIAL IMPACT ANALYSIS PROGRAM*				
2							
3							
4							
5		Year 1	Year 2	Year 3	Year 4	Year 5	Average
6	Incremental Net Sales	96,134	105,747	116,322	127,986	140,740	117,386
7	Direct Material & Freight	-3,465	-3,812	-4,193	-4,613	-5,073	-4,231
8	Direct Labor & Fringe	-2,341	-2,575	-2,833	-3,117	-3,428	-2,859
9	Variable Costs	-3,224	-3,546	-3,901	-4,292	-4,720	-3,936
10	Freight Allowed To Customer	-2,403	-2,644	-2,908	-3,200	-3,519	-2,935
11	Commissions Due	-1,442	-1,586	-1,745	-1,920	-2,111	-1,761
12	Advertising/Promotions/Samples	-3,365	-3,172	-2,908	-2,560	-2,111	-2,823
13	Distribution Expenses	-481	-529	-582	-640	-704	-587
14	Warranty Expenses	-5,287	-3,701	-2,908	-1,920	-2,111	-3,185
15	G&A,S&A,R&D Expenses	-2,884	-1,586	-1,745	-1,920	-2,111	-2,049
16	Appropriation Expense	-961	0	0	0	0	-192
17	Other Estimated Revenue	6,000	6,600	7,260	7,986	8,785	7,326
18	Total Estimated Costs	-19,853	-16,551	-16,462	-16,195	-17,102	-17,233
19	Depreciation Expense	-31,100	-31,100	-31,100	-31,100	-31,100	-31,100
20	Profit Before Income Taxes	45,181	58,096	68,760	80,692	92,539	69,054
21	Income Tax Reserves	-15,813	-20,334	-24,066	-28,242	-32,389	-24,169
22	Profit After Income Taxes	60,994	78,430	92,827	108,934	124,927	93,222
23	Deferred Income Taxes	-1,934	2,349	1,804	-1,110	-1,110	0
24	**Asset Engagement**						
25	**Working Capital Required**						
26	Receivables	15,803	17,383	19,121	21,039	23,135	19,296
27	Inventories	4,729	5,201	5,722	6,295	6,923	5,774
28	Payables	-427	-470	-517	-569	-625	-522
29	Other						
30	**Net Assets Engaged**	20,104	22,115	24,326	26,765	29,433	24,549
31	Machinery & Equipment	80,000	60,000	40,000	20,000	0	40,000
32	Tooling/Fixtures	18,000	13,500	9,000	4,500	0	9,000
33	Other	26,400	19,800	13,200	6,600	0	13,200
34	**Total Assets Engaged**	144,504	115,415	86,526	57,865	29,433	86,749
35	Average Capital Invested	72,252	129,959	100,970	72,196	43,649	83,805
36	**Cash Flow-Annual Basis**	-13,192	23,071	123,620	136,599	152,365	84,492
37	**Cash Flow-Cummulative**	-13,192	9,879	133,499	270,098	422,462	164,549
38	**Return on Investment**	84.42%	60.35%	91.93%	150.89%	286.21%	134.76%
39	**Payback Period**			**18.86 Months or**		**1.57 Years**	
40	**Internal Rate of Return**			**28.51%**			
41	**NPV Of Cash Flows @ ROR =**	15.00%	**Equals**	85,609			
42	Timing of Expenditures	155,500	0	0	0	0	
43							
44							
45							
46	PAYBACK PERIOD CALCULATOR:	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	
47							
48	Cash Flows at Time (t):	-13,192	23,071	123,620	136,599	152,365	
49	Cummulative Cash Flow:	-13,192	9,879	133,499	270,098	422,462	
50							
51	Payback Period:	1.572	1.572	1.572	1.572	1.572	
52							
53	INTERNAL RATE OF RETURN CALC						
54	**YEAR 0**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	
55	-155,500	-13,192	23,071	123,620	136,599	152,365	

	A	B	C	D	E	F	G
1	*Product Price Analysis*						
2							
3		Product #1	Product #2	Product #3	Product #4	Product #5	
4	**Unit List Price (£)**	89.95	0.00	0.00	0.00	0.00	
5	**Distributor Discounts (%)**	25.00%	25.00%	25.00%	0.00%	0.00%	
6	Gross Sales Price (£)	67.46	0.00	0.00	0.00	0.00	
7	**Quantity Discounts (%)**	5.00%	5.00%	5.00%	0.00%	0.00%	
8	**Freight Allowances (%)**	2.50%	2.50%	2.50%	0.00%	0.00%	
9	Net Sales Price	62.40	0.00	0.00	0.00	0.00	
10							
11	**Standard Material Cost**	2.31	2.64	2.49	0.00	0.00	
12	**Standard Labor Cost**	1.05	1.16	1.88	0.00	0.00	
13	**Standard Var. O'Head Cost**	2.66	2.88	2.91	0.00	0.00	
14	**Standard Fixed O'Head Cost**	1.26	1.34	1.41	0.00	0.00	
15							
16	Unit Standard Cost	7.28	8.02	8.69	0.00	0.00	
17	**Final Assembly Cost**	0.66	0.85	0.92	0.00	0.00	
18							
19	Gross Margin (£)	55.12	-8.02	-8.69	0.00	0.00	
20	Gross Margin (%)	88.33%	#DIV/0!	#DIV/0!	#NUM!	#NUM!	
21							
22	*Market Share Analysis*						
23							
24		*PRODUCT SALES FORECAST (# OF UNITS)*					
25							
26		Year 1	Year 2	Year 3	Year 4	Year 5	*YR. AVG*
27	PRODUCT #1	1,500	1,650	1,815	1,997	2,196	1,832
28	PRODUCT #2	0	0	0	0	0	0
29	PRODUCT #3	0	0	0	0	0	0
30	PRODUCT #4	0	0	0	0	0	0
31	PRODUCT #5	0	0	0	0	0	0
32							
33	*TOTALS*	1,500	1,650	1,815	1,997	2,196	1,832
34							
35		*PRODUCT MARKET FORECAST (# OF UNITS)*					
36							
37		Year 1	Year 2	Year 3	Year 4	Year 5	*YR. AVG*
38	PRODUCT #1	3,750	4,125	4,538	4,991	5,490	4,579
39	PRODUCT #2	0	0	0	0	0	0
40	PRODUCT #3	0	0	0	0	0	0
41	PRODUCT #4	0	0	0	0	0	0
42	PRODUCT #5	0	0	0	0	0	0
43							
44	*TOTALS*	3,750	4,125	4,538	4,991	5,490	
45							
46		*MARKET SHARE (% OF UNITS)*					
47							
48		Year 1	Year 2	Year 3	Year 4	Year 5	*YR. AVG*
49	PRODUCT #1	40.00%	40.00%	40.00%	40.01%	40.00%	40.00%
50	PRODUCT #2						#NUM!
51	PRODUCT #3						#NUM!
52	PRODUCT #4						#NUM!
53	PRODUCT #5						#NUM!
54							

Data Analysis Space

Incremental Net Sales

Incremental Net Sales Is Equal To Unit Sales Forecast * Gross Sales Price (Excluding Freight)

	Year 1	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
Product #1	96,134	105,747	116,322	127,986	140,740	117,386
Product #2	0	0	0	0	0	0
Product #3	0	0	0	0	0	0
Product #4	0	0	0	0	0	0
Product #5	0	0	0	0	0	0
Totals	96,134	105,747	116,322	127,986	140,740	

Direct Material and Freight In

Direct Material and Freight In Is Equal To Direct Material Cost/Unit *Unit Sales Forecast

	Year 1	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
Product #1	3,465	3,812	4,193	4,613	5,073	4,231
Product #2	0	0	0	0	0	0
Product #3	0	0	0	0	0	0
Product #4	0	0	0	0	0	0
Product #5	0	0	0	0	0	0
Totals	3,465	3,812	4,193	4,613	5,073	

Direct Labor and Fringe

Direct Labor And Fringe Cost Per Unit Is Equal To Direct Labor Cost * Fringe Rate Percentage

Direct Labor And Fringe Cost Equals DLFC/Unit * Unit Sales Forecast

Fringe Benefit Rate = 48.65%

	Year 1	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
Product #1	2,341	2,575	2,833	3,117	3,428	2,859
Product #2	0	0	0	0	0	0
Product #3	0	0	0	0	0	0
Product #4	0	0	0	0	0	0
Product #5	0	0	0	0	0	0
Totals	2,341	2,575	2,833	3,117	3,428	

	A	B	C	D	E	F	G
55							
56							
57	***Product Launching Expenses And Other Costs***						
58					*% of Net Sales*		
59	**Product #1**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	***YR. AVG***
60	Advertising/Promotions/Samples	3.50%	3.00%	2.50%	2.00%	1.50%	2.50%
61	Appropriation Expense	1.00%	0.00%	0.00%	0.00%	0.00%	0.20%
62	Distribution Expense	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
63	G&A,S&A,R&D Expenses	3.00%	1.50%	1.50%	1.50%	1.50%	1.80%
64	Warranty Costs	5.50%	3.50%	2.50%	1.50%	1.50%	2.90%
65	***TOTALS***	13.50%	8.50%	7.00%	5.50%	5.00%	7.90%
66							
67							
68							
69							
70					*% of Net Sales*		
71	**Product #2**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	***YR. AVG***
72	Advertising/Promotions/Samples	3.50%	3.00%	2.50%	2.00%	1.50%	2.50%
73	Appropriation Expense	1.00%	0.00%	0.00%	0.00%	0.00%	0.20%
74	Distribution Expense	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
75	G&A,S&A,R&D Expenses	3.00%	1.50%	1.50%	1.50%	1.50%	1.80%
76	Warranty Costs	5.50%	3.50%	2.50%	1.50%	1.50%	2.90%
77	***TOTALS***	13.50%	8.50%	7.00%	5.50%	5.00%	7.90%
78							
79							
80					*% of Net Sales*		
81	**Product #3**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	***YR. AVG***
82	Advertising/Promotions/Samples	3.50%	3.00%	2.50%	2.00%	1.50%	2.50%
83	Appropriation Expense	1.00%	0.00%	0.00%	0.00%	0.00%	0.20%
84	Distribution Expense	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
85	G&A,S&A,R&D Expenses	3.00%	1.50%	1.50%	1.50%	1.50%	1.80%
86	Warranty Costs	5.50%	3.50%	2.50%	1.50%	1.50%	2.90%
87	***TOTALS***	13.50%	8.50%	7.00%	5.50%	5.00%	7.90%
88							
89							
90					*% of Net Sales*		
91	**Product #4**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	***YR. AVG***
92	Advertising/Promotions/Samples	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
93	Appropriation Expense	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
94	Distribution Expense	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
95	G&A,S&A,R&D Expenses	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
96	Warranty Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
97	***TOTALS***	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
98							
99							
100					*% of Net Sales*		
101	**Product #5**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	***YR. AVG***
102	Advertising/Promotions/Samples	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
103	Appropriation Expense	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
104	Distribution Expense	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
105	G&A,S&A,R&D Expenses	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
106	Warranty Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
107	***TOTALS***	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
108							
109							
110					*(£)*		
111	***Other Estimated Revenue***	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	***YR. AVG***
112	Sale of Limited Marketing Rights	6,000	6,600	7,260	7,986	8,785	7,326
113	Other Revenue	0	0	0	0	0	0
114	***TOTALS***	6,000	6,600	7,260	7,986	8,785	7,326
115							
116							
117							
118							
119							
120							

Variable Costs

Variable Cost Per Unit Is Equal To Var. O'Head Cost/Unit Less Fringe Costs

Variable Costs Equal Variable Cost/Unit * Unit Sales Forecast

Fringe Benefit Rate = 48.65%

	Year 1	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
Product #1	3,224	3,546	3,901	4,292	4,720	3,936
Product #2	0	0	0	0	0	0
Product #3	0	0	0	0	0	0
Product #4	0	0	0	0	0	0
Product #5	0	0	0	0	0	0
Totals	3,224	3,546	3,901	4,292	4,720	

Customer Freight Allowances

Customer Freight Allowances Are Equal To Incremental Net Sales * Freight Allowed

	Year 1	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
Product #1	2,403	2,644	2,908	3,200	3,519	2,935
Product #2	0	0	0	0	0	0
Product #3	0	0	0	0	0	0
Product #4	0	0	0	0	0	0
Product #5	0	0	0	0	0	0
Totals	2,403	2,644	2,908	3,200	3,519	

Commissions Due to Sales Units

Sales Commissions Paid Equal: 1.50% Of Net Sales

	Year 1	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
Product #1	1,442	1,586	1,745	1,920	2,111	1,761
Product #2	0	0	0	0	0	0
Product #3	0	0	0	0	0	0
Product #4	0	0	0	0	0	0
Product #5	0	0	0	0	0	0
Totals	1,442	1,586	1,745	1,920	2,111	

Receivables (£)

Receivables Equal (Net Sales/365 Days Per Year) * Receivables Period

Receivables Period = 60 Days

	Year 1	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
Product #1	15,803	17,383	19,121	21,039	23,135	19,296
Product #2	0	0	0	0	0	0
Product #3	0	0	0	0	0	0
Product #4	0	0	0	0	0	0
Product #5	0	0	0	0	0	0
Totals	15,803	17,383	19,121	21,039	23,135	

	A	B	C	D	E	F	G
121	*CAPITAL INVESTMENT ANALYSIS*						
122							
123					(£)		
124		Year 1	Year 2	Year 3	Year 4	Year 5	*YR. AVG*
125	MACHINERY AND EQUIPMENT	100,000	0	0	0	0	16,667
126	TOOLING	22,500	0	0	0	0	3,750
127	OTHER	33,000	0	0	0	0	5,500
128							
129	*DEPRECIATION SCHEDULE*						
130	----------						
131	STRAIGHT LINE SCHEDULE						
132							
133	MACHINERY & EQUIPMENT	5					
134	TOOLING	5					
135	OTHER	5					
136							
137							
138	STRAIGHT LINE SCHEDULE	Year 1	Year 2	Year 3	Year 4	Year 5	*YR. AVG*
139	MACHINERY AND EQUIPMENT:	20,000	20,000	20,000	20,000	20,000	20,000
140	TOOLING:	4,500	4,500	4,500	4,500	4,500	4,500
141	OTHER:	6,600	6,600	6,600	6,600	6,600	6,600
142							
143	TOTAL S/L DEPRECIATION:	31,100	31,100	31,100	31,100	31,100	31,100
144							
145							
146			PROPERTY LIFE IN YEARS				
147	ACRS LOOKUP TABLE						
148		3	5	10			
149	YEAR 1	25.00%	15.00%	8.00%			
150	YEAR 2	38.00%	22.00%	14.00%			
151	YEAR 3	37.00%	21.00%	12.00%			
152	YEAR 4		21.00%	10.00%			
153	YEAR 5		21.00%	10.00%			
154	YEAR 6			10.00%			
155	YEAR 7			9.00%			
156	YEAR 8			9.00%			
157	YEAR 9			9.00%			
158	YEAR 10			9.00%			
159							
160							
161	ACRS SCHEDULE	FY'87	FY'88	FY'89	FY'90	FY'91	
162	MACHINERY & EQUIPMENT	5	5	5	5	5	
163	TOOLING	3	3	3	3	3	
164	OTHER:	5	5	5	5	5	
165							
166				£			
167	ACRS SCHEDULE	FY'87	FY'88	FY'89	FY'90	FY'91	*YR. AVG*
168	MACHINERY AND EQUIPMENT:	15,000	22,000	21,000	21,000	21,000	20,000
169	TOOLING:	5,625	8,550	8,325	0	0	4,500
170	OTHER:	4,950	7,260	6,930	6,930	6,930	6,600
171							
172	TOTAL ACRS DEPRECIATION:	25,575	37,810	36,255	27,930	27,930	31,100
173							
174							
175	*DEFERRED INCOME TAXES*			£			
176		FY'87	FY'88	FY'89	FY'90	FY'91	*YR. AVG*
177	COMPANY TAX RATE (%):	35%	35%	35%	35%	35%	
178							
179	ACRS DEPRECIATION SCHEDULE:	25,575	37,810	36,255	27,930	27,930	31,100
180	BOOK DEPRECIATION SCHEDULE:	31,100	31,100	31,100	31,100	31,100	31,100
181							
182	DEFERRED INCOME TAX:	-1,934	2,349	1,804	-1,110	-1,110	0
183							
184	COMPANY REQUIRED RATE	15.00%					
185	OF RETURN (%)						
186	(Used To Calculate NPV)						
187							
188							
189							

Inventories (£)

Inventories Equal (Standard Cost Less Final Assembly Cost * Unit Sales)/Turns Per Year

Inventory Turns Per Year = 2.1

	Year 1	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
Product #1	4,729	5,201	5,722	6,295	6,923	5,774
Product #2	0	0	0	0	0	0
Product #3	0	0	0	0	0	0
Product #4	0	0	0	0	0	0
Product #5	0	0	0	0	0	0
Totals	4,729	5,201	5,722	6,295	6,923	

Payables (£)

Payables Equal ((Material Cost Per Unit * Unit Sales)/365 Days Per Year) * Payables Period

Payables Period = 45 Days

	Year 1	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
Product #1	427	470	517	569	625	522
Product #2	0	0	0	0	0	0
Product #3	0	0	0	0	0	0
Product #4	0	0	0	0	0	0
Product #5	0	0	0	0	0	0
Totals	427	470	517	569	625	

PAGE

NUMBERING

AS ORIGINAL

	A	B	C	D	E	F	G
1		*FINANCIAL IMPACT ANALYSIS PROGRAM*					
2							
3							
4							
5		Year 1	Year 2	Year 3	Year 4	Year 5	Average
6	Incremental Net Sales	='FIAP INPUT'!YR1NET_SALES	='FIAP INPUT'!YR2NET_SALE	='FIAP INPUT'!YR3NET_SALE	='FIAP INPUT'!YR4NET_SALE	='FIAP INPUT'!YR5NET_SALE	=AVERAGE(B6:F6)
7	Direct Material & Freight	='FIAP INPUT'!YR1DMFI	='FIAP INPUT'!YR2DMFI	='FIAP INPUT'!YR3DMFI	='FIAP INPUT'!YR4DMFI	='FIAP INPUT'!YR5DMFI	=AVERAGE(B7:F7)
8	Direct Labor & Fringe	='FIAP INPUT'!YR1DLF	='FIAP INPUT'!YR2DLF	='FIAP INPUT'!YR3DLF	='FIAP INPUT'!YR4DLF	='FIAP INPUT'!YR5DLF	=AVERAGE(B8:F8)
9	Variable Costs	='FIAP INPUT'!YR1TVC	='FIAP INPUT'!YR2TVC	='FIAP INPUT'!YR3TVC	='FIAP INPUT'!YR4TVC	='FIAP INPUT'!YR5TVC	=AVERAGE(B9:F9)
10	Freight Allowed To Customer	='FIAP INPUT'!YR1CFA	='FIAP INPUT'!YR2CFA	='FIAP INPUT'!YR3CFA	='FIAP INPUT'!YR4CFA	='FIAP INPUT'!YR5CFA	=AVERAGE(B10:F10)
11	Commissions Due	='FIAP INPUT'!YR1CDS	='FIAP INPUT'!YR2CDS	='FIAP INPUT'!YR3CDS	='FIAP INPUT'!YR4CDS	='FIAP INPUT'!YR5CDS	=AVERAGE(B11:F11)
12	Advertising/Promotions/Samples	=('FIAP INPUT'!$B$60*'FIAP INPUT'!$J$9+'FIAP INPUT'!$B$72*'FIAP INP	=('FIAP INPUT'!$C$60*'FIA	=('FIAP INPUT'!$D$60*'FIA	=('FIAP INPUT'!$E$60*'FIA	=('FIAP INPUT'!$F$60*'FIA	=AVERAGE(B12:F12)
13	Distribution Expenses	=('FIAP INPUT'!$B$62*'FIAP INPUT'!$J$9+'FIAP INPUT'!$B$74*'FIAP INP	=('FIAP INPUT'!$C$62*'FIA	=('FIAP INPUT'!$D$62*'FIA	=('FIAP INPUT'!$E$62*'FIA	=('FIAP INPUT'!$F$62*'FIA	=AVERAGE(B13:F13)
14	Warranty Expenses	=('FIAP INPUT'!$B$64*'FIAP INPUT'!$J$9+'FIAP INPUT'!$B$76*'FIAP INP	=('FIAP INPUT'!$C$64*'FIA	=('FIAP INPUT'!$D$64*'FIA	=('FIAP INPUT'!$E$64*'FIA	=('FIAP INPUT'!$F$64*'FIA	=AVERAGE(B14:F14)
15	G&A,S&A,R&D Expenses	=('FIAP INPUT'!$B$63*'FIAP INPUT'!$J$9+'FIAP INPUT'!$B$75*'FIAP INP	=('FIAP INPUT'!$C$63*'FIA	=('FIAP INPUT'!$D$63*'FIA	=('FIAP INPUT'!$E$63*'FIA	=('FIAP INPUT'!$F$63*'FIA	=AVERAGE(B15:F15)
16	Appropriation Expense	=('FIAP INPUT'!$B$61*'FIAP INPUT'!$J$9+'FIAP INPUT'!$B$73*'FIAP INP	=('FIAP INPUT'!$C$61*'FIA	=('FIAP INPUT'!$D$61*'FIA	=('FIAP INPUT'!$E$61*'FIA	=('FIAP INPUT'!$F$61*'FIA	=AVERAGE(B16:F16)
17	Other Estimated Revenue	='FIAP INPUT'!$B$114	='FIAP INPUT'!$C$114	='FIAP INPUT'!$D$114	='FIAP INPUT'!$E$114	='FIAP INPUT'!$F$114	=AVERAGE(B17:F17)
18	Total Estimated Costs	=SUM(B7:B10)+SUM(B11:B17)	=SUM(C7:C10)+SUM(C11:C	=SUM(D7:D10)+SUM(D11:D	=SUM(E7:E10)+SUM(E11:E	=SUM(F7:F10)+SUM(F11:F	=AVERAGE(B18:F18)
19	Depreciation Expense	='FIAP INPUT'!$B$143	='FIAP INPUT'!$C$143	='FIAP INPUT'!$D$143	='FIAP INPUT'!$E$143	='FIAP INPUT'!$F$143	=AVERAGE(B19:F19)
20	Profit Before Income Taxes	=B6+B18+B19	=C6+C18+C19	=D6+D18+D19	=E6+E18+E19	=F6+F18+F19	=AVERAGE(B20:F20)
21	Income Tax Reserves	='FIAP INPUT'!$B$177*B20	='FIAP INPUT'!$C$177*C2	='FIAP INPUT'!$D$177*D2	='FIAP INPUT'!$E$177*E2	='FIAP INPUT'!$F$177*F2	=AVERAGE(B21:F21)
22	Profit After Income Taxes	=B20-B21	=C20-C21	=D20-D21	=E20-E21	=F20-F21	=AVERAGE(B22:F22)
23	Deferred Income Taxes	='FIAP INPUT'!$B$182	='FIAP INPUT'!$C$182	='FIAP INPUT'!$D$182	='FIAP INPUT'!$E$182	='FIAP INPUT'!$F$182	=AVERAGE(B23:F23)
24	**Asset Engagement**						
25	**Working Capital Required**						
26	Receivables	='FIAP INPUT'!$J$109	='FIAP INPUT'!$K$109	='FIAP INPUT'!$L$109	='FIAP INPUT'!$M$109	='FIAP INPUT'!$N$109	=AVERAGE(B26:F26)
27	Inventories	='FIAP INPUT'!$J$134	='FIAP INPUT'!$K$134	='FIAP INPUT'!$L$134	='FIAP INPUT'!$M$134	='FIAP INPUT'!$N$134	=AVERAGE(B27:F27)
28	Payables	='FIAP INPUT'!$J$149	='FIAP INPUT'!$K$149	='FIAP INPUT'!$L$149	='FIAP INPUT'!$M$149	='FIAP INPUT'!$N$149	=AVERAGE(B28:F28)
29	Other						
30	**Net Assets Engaged**	=SUM(B26:B29)	=SUM(C26:C29)	=SUM(D26:D29)	=SUM(E26:E29)	=SUM(F26:F29)	=AVERAGE(B30:F30)
31	Machinery & Equipment	='FIAP INPUT'!$B$125-'FIAP INPUT'!$B$139	=B31-'FIAP INPUT'!$C$139	=C31-'FIAP INPUT'!$D$139	=D31-'FIAP INPUT'!$E$139	=E31-'FIAP INPUT'!$F$139	=AVERAGE(B31:F31)
32	Tooling/Fixtures	='FIAP INPUT'!$B$126-'FIAP INPUT'!$B$140	=B32-'FIAP INPUT'!$C$140	=C32-'FIAP INPUT'!$D$140	=D32-'FIAP INPUT'!$E$140	=E32-'FIAP INPUT'!$F$140	=AVERAGE(B32:F32)
33	Other	='FIAP INPUT'!$B$127-'FIAP INPUT'!$B$141	=B33-'FIAP INPUT'!$C$141	=C33-'FIAP INPUT'!$D$141	=D33-'FIAP INPUT'!$E$141	=E33-'FIAP INPUT'!$F$141	=AVERAGE(B33:F33)
34	**Total Assets Engaged**	=SUM(B30:B33)	=SUM(C30:C33)	=SUM(D30:D33)	=SUM(E30:E33)	=SUM(F30:F33)	=AVERAGE(B34:F34)
35	Average Capital Invested	=B34/2	=(C34+B34)/2	=(D34+C34)/2	=(E34+D34)/2	=(F34+E34)/2	=AVERAGE(B35:F35)
36	**Cash Flow-Annual Basis**	=B22+B23-B35	=C22+C23+(B35-C35)	=D22+D23+(C35-D35)	=E22+E23+(D35-E35)	=F22+F23+(E35-F35)	=AVERAGE(B36:F36)
37	**Cash Flow-Cummulative**	=B36	=B37+C36	=C37+D36	=D37+E36	=E37+F36	=AVERAGE(B37:F37)
38	**Return on Investment**	=B22/B35	=C22/C35	=D22/D35	=E22/E35	=F22/F35	=AVERAGE(B38:F38)
39	**Payback Period**			**=MAX(B51:F51)*12**	**Months or**	**=MAX(B51:F51)**	**Years**
40	**Internal Rate of Return**			**=IRR(A55:F55,0.05)**			
41	**NPV Of Cash Flows @ ROR =**	='FIAP INPUT'!$B$184	Equals	=NPV(B41,B36:F36)-B42			
42	Timing of Expenditures	=SUM('FIAP INPUT'!$B$125:$B$127)	=SUM('FIAP INPUT'!$C$125	=SUM('FIAP INPUT'!$D$125	=SUM('FIAP INPUT'!$E$125	=SUM('FIAP INPUT'!$F$125	
43							
44							
45							
46	PAYBACK PERIOD CALCULATOR:	Year 1	Year 2	Year 3	Year 4	Year 5	
47							
48	Cash Flows at Time (t):	=B36	=C36	=D36	=E36	=F36	
49	Cummulative Cash Flow:	=B37	=C37	=D37	=E37	=F37	
50							
51	Payback Period:	=IF(B49<0,C51,ABS(B48/B42))	=IF(C49>0,IF(B49<0,ABS(B	=IF(D49>0,IF(C49<0,ABS(C	=IF(E49>0,IF(D49<0,ABS(D	=IF(F49>0,IF(E49<0,ABS(E	
52							
53	INTERNAL RATE OF RETURN CALC						
54	YEAR 0	Year 1	Year 2	Year 3	Year 4	Year 5	
55	=-B42	=B48	=C48	=D48	=E48	=F48	

	A	B	C	D
1	*Product Price Analysis*			
2		Product #1	Product #2	Product #3
3				
4	Unit List Price (£)	89.95	0	0
5	Distributor Discounts (%)	0.25	0.25	0.25
6	Gross Sales Price (£)	=B4-(B4*B5)	=C4-(C4*C5)	=D4-(D4*D5)
7	Quantity Discounts (%)	0.05	0.05	0.05
8	Freight Allowances (%)	0.025	0.025	0.025
9	Net Sales Price	=B6-(B6*B7)-(B6*B8)	=C6-(C6*C7)-(C6*C8)	=D6-(D6*D7)-(D6*D8)
10				
11	Standard Material Cost	2.31	2.64	2.49
12	Standard Labor Cost	1.05	1.16	1.88
13	Standard Var. O'Head Cost	2.66	2.88	2.91
14	Standard Fixed O'Head Cost	1.26	1.34	1.41
15				
16	Unit Standard Cost	=SUM(B11:B14)	=SUM(C11:C14)	=SUM(D11:D14)
17	Final Assembly Cost	0.66	0.85	0.92
18				
19	Gross Margin (£)	=B9-B16	=C9-C16	=D9-D16
20	Gross Margin (%)	=B19/B9	=C19/C9	=D19/D9
21				
22	*Market Share Analysis*			
23				
24		*PRODUCT SALES FORECAST (# OF UNITS)*		
25				
26		Year 1	Year 2	Year 3
27	PRODUCT #1	1500	1650	1815
28	PRODUCT #2	0	0	0
29	PRODUCT #3	0	0	0
30	PRODUCT #4	0	0	0
31	PRODUCT #5	0	0	0
32				
33	*TOTALS*	=SUM(B27:B31)	=SUM(C27:C31)	=SUM(D27:D31)
34				
35		*PRODUCT MARKET FORECAST (# OF UNITS)*		
36				
37		Year 1	Year 2	Year 3
38	PRODUCT #1	3750	4125	4538
39	PRODUCT #2	0	0	0
40	PRODUCT #3	0	0	0
41	PRODUCT #4	0	0	0
42	PRODUCT #5	0	0	0
43				
44	*TOTALS*	=SUM(B38:B42)	=SUM(C38:C42)	=SUM(D38:D42)
45				
46			*MARKET SHARE (%*	
47				
48		Year 1	Year 2	Year 3
49	PRODUCT #1	=IF(ISERROR(B27/B38),"",B27/B38)	=IF(ISERROR(C27/C38),"",C27/C38)	=IF(ISERROR(D27/D38),"",D27/D38)
50	PRODUCT #2	=IF(ISERROR(B28/B39),"",B28/B39)	=IF(ISERROR(C28/C39),"",C28/C39)	=IF(ISERROR(D28/D39),"",D28/D39)
51	PRODUCT #3	=IF(ISERROR(B29/B40),"",B29/B40)	=IF(ISERROR(C29/C40),"",C29/C40)	=IF(ISERROR(D29/D40),"",D29/D40)
52	PRODUCT #4	=IF(ISERROR(B30/B41),"",B30/B41)	=IF(ISERROR(C30/C41),"",C30/C41)	=IF(ISERROR(D30/D41),"",D30/D41)
53	PRODUCT #5	=IF(ISERROR(B31/B42),"",B31/B42)	=IF(ISERROR(C31/C42),"",C31/C42)	=IF(ISERROR(D31/D42),"",D31/D42)
54				

	E	F	G	H	I	J
1						
2	Product #4	Product #5			*Data Analysis Space*	
3						
4	0	0			*Incremental Net Sales*	
5	0	0				
6	=E4-(E4*E5)	=F4-(F4*F5)			Incremental Net Sales Is Eq	
7	0	0				
8	0	0				Year 1
9	=E6-(E6*E7)-(E6*E8)	=F6-(F6*F7)-(F6*F8)			Product #1	=B27*($B$9+($B$6*$B$8))
10					Product #2	=B28*($C$9+($C$6*$C$8))
11	0	0			Product #3	=B29*($D$9+($D$6*$D$8))
12	0	0			Product #4	=B30*($E$9+($E$6*$E$8))
13	0	0			Product #5	=B31*($F$9+($F$6*$F$8))
14	0	0			*Totals*	=SUM(J9:J13)
15						
16	=SUM(E11:E14)	=SUM(F11:F14)			*Direct Material and Fr*	
17	0	0				
18					Direct Material and Freight	
19	=E9-E16	=F9-F16				
20	=E19/E9	=F19/F9				Year 1
21					Product #1	=B27*$B$11
22					Product #2	=B28*$C$11
23					Product #3	=B29*$D$11
24					Product #4	=B30*$E$11
25					Product #5	=B31*$F$11
26	Year 4	Year 5	*YR. AVG*		*Totals*	=SUM(J22:J26)
27	1997	2196	=SUM(B27:F27)/COUNT(B27:F27)			
28	0	0	=SUM(B28:F28)/COUNT(B28:F28)		*Direct Labor and Fring*	
29	0	0	=SUM(B29:F29)/COUNT(B29:F29)			
30	0	0	=SUM(B30:F30)/COUNT(B30:F30)		Direct Labor And Fringe Co	
31	0	0	=SUM(B31:F31)/COUNT(B31:F31)			
32					Direct Labor And Fringe Co	
33	=SUM(E27:E31)	=SUM(F27:F31)	=SUM(B33:F33)/COUNT(B33:F33)			
34					Fringe Benefit Rate =	
35						
36						Year 1
37	Year 4	Year 5	*YR. AVG*		Product #1	=((1+$K$36)*$B$12*B27)
38	4991	5490	=SUM(B38:F38)/COUNT(B38:F38)		Product #2	=((1+$K$36)*$C$12*B28)
39	0	0	=SUM(B39:F39)/COUNT(B39:F39)		Product #3	=((1+$K$36)*$D$12*B29)
40	0	0	=SUM(B40:F40)/COUNT(B40:F40)		Product #4	=((1+$K$36)*$E$12*B30)
41	0	0	=SUM(B41:F41)/COUNT(B41:F41)		Product #5	=((1+$K$36)*$F$12*B31)
42	0	0	=SUM(B42:F42)/COUNT(B42:F42)		*Totals*	=SUM(J39:J43)
43						
44	=SUM(E38:E42)	=SUM(F38:F42)				
45						
46						
47						
48	Year 4	Year 5	*YR. AVG*			
49	=IF(ISERROR(E27/E38),"",E27/E38)	=IF(ISERROR(F27/F38),"",F27/F38)	=SUM(B49:F49)/COUNT(B49:F49)			
50	=IF(ISERROR(E28/E39),"",E28/E39)	=IF(ISERROR(F28/F39),"",F28/F39)	=SUM(B50:F50)/COUNT(B50:F50)			
51	=IF(ISERROR(E29/E40),"",E29/E40)	=IF(ISERROR(F29/F40),"",F29/F40)	=SUM(B51:F51)/COUNT(B51:F51)			
52	=IF(ISERROR(E30/E41),"",E30/E41)	=IF(ISERROR(F30/F41),"",F30/F41)	=SUM(B52:F52)/COUNT(B52:F52)			
53	=IF(ISERROR(E31/E42),"",E31/E42)	=IF(ISERROR(F31/F42),"",F31/F42)	=SUM(B53:F53)/COUNT(B53:F53)			
54						

	K	L	M	N	O
1					
2					
3					
4					
5					
6					
7					
8	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
9	=C27*($B$9+($B$6*$B$8))	=D27*($B$9+($B$6*$B$8)	=E27*($B$9+($B$6*$B$8)	=F27*($B$9+($B$6*$B$8)	=AVERAGE(J9:N9)
10	=C28*($C$9+($C$6*$C$8))	=D28*($C$9+($C$6*$C$8)	=E28*($C$9+($C$6*$C$8)	=F28*($C$9+($C$6*$C$8)	=AVERAGE(J10:N10)
11	=C29*($D$9+($D$6*$D$8))	=D29*($D$9+($D$6*$D$8)	=E29*($D$9+($D$6*$D$8)	=F29*($D$9+($D$6*$D$8)	=AVERAGE(J11:N11)
12	=C30*($E$9+($E$6*$E$8))	=D30*($E$9+($E$6*$E$8)	=E30*($E$9+($E$6*$E$8))	=F30*($E$9+($E$6*$E$8))	=AVERAGE(J12:N12)
13	=C31*($F$9+($F$6*$F$8))	=D31*($F$9+($F$6*$F$8)	=E31*($F$9+($F$6*$F$8))	=F31*($F$9+($F$6*$F$8))	=AVERAGE(J13:N13)
14	=SUM(K9:K13)	=SUM(L9:L13)	=SUM(M9:M13)	=SUM(N9:N13)	
15					
16					
17					
18					
19					
20					
21	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
22	=C27*$B$11	=D27*$B$11	=E27*$B$11	=F27*$B$11	=AVERAGE(J22:N22)
23	=C28*$C$11	=D28*$C$11	=E28*$C$11	=F28*$C$11	=AVERAGE(J23:N23)
24	=C29*$D$11	=D29*$D$11	=E29*$D$11	=F29*$D$11	=AVERAGE(J24:N24)
25	=C30*$E$11	=D30*$E$11	=E30*$E$11	=F30*$E$11	=AVERAGE(J25:N25)
26	=C31*$F$11	=D31*$F$11	=E31*$F$11	=F31*$F$11	=AVERAGE(J26:N26)
27	=SUM(K22:K26)	=SUM(L22:L26)	=SUM(M22:M26)	=SUM(N22:N26)	
28					
29					
30					
31					
32					
33					
34					
35					
36	0.4865				
37					
38	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
39	=((1+$K$36)*$B$12*C27)	=((1+$K$36)*$B$12*D27)	=((1+$K$36)*$B$12*E27)	=((1+$K$36)*$B$12*F27)	=AVERAGE(J39:N39)
40	=((1+$K$36)*$C$12*C28)	=((1+$K$36)*$C$12*D28)	=((1+$K$36)*$C$12*E28)	=((1+$K$36)*$C$12*F28)	=AVERAGE(J40:N40)
41	=((1+$K$36)*$D$12*C29)	=((1+$K$36)*$D$12*D29)	=((1+$K$36)*$D$12*E29)	=((1+$K$36)*$D$12*F29)	=AVERAGE(J41:N41)
42	=((1+$K$36)*$E$12*C30)	=((1+$K$36)*$E$12*D30)	=((1+$K$36)*$E$12*E30)	=((1+$K$36)*$E$12*F30)	=AVERAGE(J42:N42)
43	=((1+$K$36)*$F$12*C31)	=((1+$K$36)*$F$12*D31)	=((1+$K$36)*$F$12*E31)	=((1+$K$36)*$F$12*F31)	=AVERAGE(J43:N43)
44	=SUM(K39:K43)	=SUM(L39:L43)	=SUM(M39:M43)	=SUM(N39:N43)	
45					
46					
47					
48					
49					
50					
51					
52					
53					
54					

	A	B	C	D
55				
56				
57	***Product Launching Expenses Au***			
58				
59	Product #1	Year 1	Year 2	*% of Net Sales* Year 3
60	Advertising/Promotions/Samples	0.035	0.03	0.025
61	Appropriation Expense	0.01	0	0
62	Distribution Expense	0.005	0.005	0.005
63	G&A,S&A,R&D Expenses	0.03	0.015	0.015
64	Warranty Costs	0.055	0.035	0.025
65	*TOTALS*	=SUM(B60:B64)	=SUM(C60:C64)	=SUM(D60:D64)
66				
67				
68				
69				
70				*% of Net Sales*
71	Product #2	Year 1	Year 2	Year 3
72	Advertising/Promotions/Samples	0.035	0.03	0.025
73	Appropriation Expense	0.01	0	0
74	Distribution Expense	0.005	0.005	0.005
75	G&A,S&A,R&D Expenses	0.03	0.015	0.015
76	Warranty Costs	0.055	0.035	0.025
77	*TOTALS*	=SUM(B72:B76)	=SUM(C72:C76)	=SUM(D72:D76)
78				
79				
80				*% of Net Sales*
81	Product #3	Year 1	Year 2	Year 3
82	Advertising/Promotions/Samples	0.035	0.03	0.025
83	Appropriation Expense	0.01	0	0
84	Distribution Expense	0.005	0.005	0.005
85	G&A,S&A,R&D Expenses	0.03	0.015	0.015
86	Warranty Costs	0.055	0.035	0.025
87	*TOTALS*	=SUM(B82:B86)	=SUM(C82:C86)	=SUM(D82:D86)
88				
89				
90				*% of Net Sales*
91	Product #4	Year 1	Year 2	Year 3
92	Advertising/Promotions/Samples	0	0	0
93	Appropriation Expense	0	0	0
94	Distribution Expense	0	0	0
95	G&A,S&A,R&D Expenses	0	0	0
96	Warranty Costs	0	0	0
97	*TOTALS*	=SUM(B92:B96)	=SUM(C92:C96)	=SUM(D92:D96)
98				
99				
100				*% of Net Sales*
101	Product #5	Year 1	Year 2	Year 3
102	Advertising/Promotions/Samples	0	0	0
103	Appropriation Expense	0	0	0
104	Distribution Expense	0	0	0
105	G&A,S&A,R&D Expenses	0	0	0
106	Warranty Costs	0	0	0
107	*TOTALS*	=SUM(B102:B106)	=SUM(C102:C106)	=SUM(D102:D106)
108				
109				
110				*(£)*
111	*Other Estimated Revenue*	Year 1	Year 2	Year 3
112	Sale of Limited Marketing Rights	6000	6600	7260
113	Other Revenue	0	0	0
114	*TOTALS*	=SUM(B112:B113)	=SUM(C112:C113)	=SUM(D112:D113)
115				
116				
117				
118				
119				
120				

	E	F	G	H	I	J
55					***Variable Costs***	
56						
57					Variable Cost Per Unit Is Ec	
58						
59	Year 4	Year 5	*YR. AVG*		Variable Costs Equal Variat	
60	0.02	0.015	=SUM(B60:F60)/COUNT(B60:F60)			
61	0	0	=SUM(B61:F61)/COUNT(B61:F61)		Fringe Benefit Rate =	
62	0.005	0.005	=SUM(B62:F62)/COUNT(B62:F62)			
63	0.015	0.015	=SUM(B63:F63)/COUNT(B63:F63)			Year 1
64	0.015	0.015	=SUM(B64:F64)/COUNT(B64:F64)		Product #1	=(($B$13-($B$12*$K$61))*B27
65	=SUM(E60:E64)	=SUM(F60:F64)	=SUM(B65:F65)/COUNT(B65:F65)		Product #2	=(($C$13-($C$12*$K$61))*B28
66					Product #3	=(($D$13-($D$12*$K$61))*B29
67					Product #4	=(($E$13-($E$12*$K$61))*B30
68					Product #5	=(($F$13-($F$12*$K$61))*B31
69					***Totals***	=SUM(J64:J68)
70						
71	Year 4	Year 5	*YR. AVG*		***Customer Freight Allo***	
72	0.02	0.015	=SUM(B72:F72)/COUNT(B72:F72)			
73	0	0	=SUM(B73:F73)/COUNT(B73:F73)		Customer Freight Allowance	
74	0.005	0.005	=SUM(B74:F74)/COUNT(B74:F74)			
75	0.015	0.015	=SUM(B75:F75)/COUNT(B75:F75)			Year 1
76	0.015	0.015	=SUM(B76:F76)/COUNT(B76:F76)		Product #1	=J9*$B$8
77	=SUM(E72:E76)	=SUM(F72:F76)	=SUM(B77:F77)/COUNT(B77:F77)		Product #2	=J10*$C$8
78					Product #3	=J11*$D$8
79					Product #4	=J12*$E$8
80					Product #5	=J13*$F$8
81	Year 4	Year 5	*YR. AVG*		***Totals***	=SUM(J77:J81)
82	0.02	0.015	=SUM(B82:F82)/COUNT(B82:F82)			
83	0	0	=SUM(B83:F83)/COUNT(B83:F83)		***Commissions Due to Si***	
84	0.005	0.005	=SUM(B84:F84)/COUNT(B84:F84)			
85	0.015	0.015	=SUM(B85:F85)/COUNT(B85:F85)		Sales Commissions Paic	
86	0.015	0.015	=SUM(B86:F86)/COUNT(B86:F86)			
87	=SUM(E82:E86)	=SUM(F82:F86)	=SUM(B87:F87)/COUNT(B87:F87)			Year 1
88					Product #1	=J9*$L$87
89					Product #2	=J10*$L$87
90					Product #3	=J11*$L$87
91	Year 4	Year 5	*YR. AVG*		Product #4	=J12*$L$87
92	0	0	=SUM(B92:F92)/COUNT(B92:F92)		Product #5	=J13*$L$87
93	0	0	=SUM(B93:F93)/COUNT(B93:F93)		***Totals***	=SUM(J90:J94)
94	0	0	=SUM(B94:F94)/COUNT(B94:F94)			
95	0	0	=SUM(B95:F95)/COUNT(B95:F95)		***Receivables (£)***	
96	0	0	=SUM(B96:F96)/COUNT(B96:F96)			
97	=SUM(E92:E96)	=SUM(F92:F96)	=SUM(B97:F97)/COUNT(B97:F97)		Receivables Equal (Net Sal	
98					Receivables Period =	
99						
100						Year 1
101	Year 4	Year 5	*YR. AVG*		Product #1	=(J9/365)*$K$101
102	0	0	=SUM(B102:F102)/COUNT(B102:F102)		Product #2	=(J10/365)*$K$101
103	0	0	=SUM(B103:F103)/COUNT(B103:F103)		Product #3	=(J11/365)*$K$101
104	0	0	=SUM(B104:F104)/COUNT(B104:F104)		Product #4	=(J12/365)*$K$101
105	0	0	=SUM(B105:F105)/COUNT(B105:F105)		Product #5	=(J13/365)*$K$101
106	0	0	=SUM(B106:F106)/COUNT(B106:F106)		***Totals***	=SUM(J104:J108)
107	=SUM(E102:E106)	=SUM(F102:F106)	=SUM(B107:F107)/COUNT(B107:F107)			
108						
109						
110						
111	Year 4	Year 5	*YR. AVG*			
112	7986	8785	=SUM(B112:F112)/COUNT(B112:F112)			
113	0	0	=SUM(B113:F113)/COUNT(B113:F113)			
114	=SUM(E112:E113)	=SUM(F112:F113)	=SUM(B114:F114)/COUNT(B114:F114)			
115						
116						
117						
118						
119						
120						

	K	L	M	N	O
55					
56					
57					
58					
59					
60					
61	=K36				
62					
63	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
64	=(($B$13-($B$12*$K$61))*C27)	=(($B$13-($B$12*$K$61))'	=(($B$13-($B$12*$K$61))	=(($B$13-($B$12*$K$61))'	=AVERAGE(J64:N64)
65	=(($C$13-($C$12*$K$61))*C28)	=(($C$13-($C$12*$K$61))'	=(($C$13-($C$12*$K$61))'	=(($C$13-($C$12*$K$61))'	=AVERAGE(J65:N65)
66	=(($D$13-($D$12*$K$61))*C29)	=(($D$13-($D$12*$K$61))'	=(($D$13-($D$12*$K$61))'	=(($D$13-($D$12*$K$61))'	=AVERAGE(J66:N66)
67	=(($E$13-($E$12*$K$61))*C30)	=(($E$13-($E$12*$K$61))	=(($E$13-($E$12*$K$61))	=(($E$13-($E$12*$K$61))	=AVERAGE(J67:N67)
68	=(($F$13-($F$12*$K$61))*C31)	=(($F$13-($F$12*$K$61))	=(($F$13-($F$12*$K$61))	=(($F$13-($F$12*$K$61))	=AVERAGE(J68:N68)
69	=SUM(K64:K68)	=SUM(L64:L68)	=SUM(M64:M68)	=SUM(N64:N68)	
70					
71					
72					
73					
74					
75					
76	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
77	=K9*$B$8	=L9*$B$8	=M9*$B$8	=N9*$B$8	=AVERAGE(J77:N77)
78	=K10*$C$8	=L10*$C$8	=M10*$C$8	=N10*$C$8	=AVERAGE(J78:N78)
79	=K11*$D$8	=L11*$D$8	=M11*$D$8	=N11*$D$8	=AVERAGE(J79:N79)
80	=K12*$E$8	=L12*$E$8	=M12*$E$8	=N12*$E$8	=AVERAGE(J80:N80)
81	=K13*$F$8	=L13*$F$8	=M13*$F$8	=N13*$F$8	=AVERAGE(J81:N81)
82	=SUM(K77:K81)	=SUM(L77:L81)	=SUM(M77:M81)	=SUM(N77:N81)	
83					
84					
85					
86					
87		0.015	Of Net Sales		
88					
89	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
90	=K9*$L$87	=L9*$L$87	=M9*$L$87	=N9*$L$87	=AVERAGE(J90:N90)
91	=K10*$L$87	=L10*$L$87	=M10*$L$87	=N10*$L$87	=AVERAGE(J91:N91)
92	=K11*$L$87	=L11*$L$87	=M11*$L$87	=N11*$L$87	=AVERAGE(J92:N92)
93	=K12*$L$87	=L12*$L$87	=M12*$L$87	=N12*$L$87	=AVERAGE(J93:N93)
94	=K13*$L$87	=L13*$L$87	=M13*$L$87	=N13*$L$87	=AVERAGE(J94:N94)
95	=SUM(K90:K94)	=SUM(L90:L94)	=SUM(M90:M94)	=SUM(N90:N94)	
96					
97					
98					
99					
100					
101	60	Days			
102					
103	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
104	=(K9/365)*$K$101	=(L9/365)*$K$101	=(M9/365)*$K$101	=(N9/365)*$K$101	=AVERAGE(J104:N104)
105	=(K10/365)*$K$101	=(L10/365)*$K$101	=(M10/365)*$K$101	=(N10/365)*$K$101	=AVERAGE(J105:N105)
106	=(K11/365)*$K$101	=(L11/365)*$K$101	=(M11/365)*$K$101	=(N11/365)*$K$101	=AVERAGE(J106:N106)
107	=(K12/365)*$K$101	=(L12/365)*$K$101	=(M12/365)*$K$101	=(N12/365)*$K$101	=AVERAGE(J107:N107)
108	=(K13/365)*$K$101	=(L13/365)*$K$101	=(M13/365)*$K$101	=(N13/365)*$K$101	=AVERAGE(J108:N108)
109	=SUM(K104:K108)	=SUM(L104:L108)	=SUM(M104:M108)	=SUM(N104:N108)	
110					
111					
112					
113					
114					
115					
116					
117					
118					
119					
120					

	A	B	C	D
121	*CAPITAL INVESTMENT ANALYS*			
122				
123				(£)
124		Year 1	Year 2	Year 3
125	MACHINERY AND EQUIPMENT	100000	0	0
126	TOOLING	22500	0	0
127	OTHER	33000	0	0
128				
129	*DEPRECIATION SCHEDULE*			
130	-			
131	STRAIGHT LINE SCHEDULE			
132				
133	MACHINERY & EQUIPMENT	5		
134	TOOLING	5		
135	OTHER	5		
136				
137				
138	STRAIGHT LINE SCHEDULE	Year 1	Year 2	Year 3
139	MACHINERY AND EQUIPMENT:	=($B$125/$B$133)	=($B$125/$B$133)+($C	=($B$125/$B$133)+($C
140	TOOLING:	=($B$126/$B$134)	=($B$126/$B$134)+($C	=($B$126/$B$134)+($C
141	OTHER:	=($B$127/$B$135)	=($B$127/$B$135)+($C	=($B$127/$B$135)+($C
142				
143	TOTAL S/L DEPRECIATION:	=SUM(B139:B141)	=SUM(C139:C141)	=SUM(D139:D141)
144				
145				
146		PROPERTY LIFE IN YEARS		
147	ACRS LOOKUP TABLE			
148		3	5	10
149	YEAR 1	0.25	0.15	0.08
150	YEAR 2	0.38	0.22	0.14
151	YEAR 3	0.37	0.21	0.12
152	YEAR 4		0.21	0.1
153	YEAR 5		0.21	0.1
154	YEAR 6			0.1
155	YEAR 7			0.09
156	YEAR 8			0.09
157	YEAR 9			0.09
158	YEAR 10			0.09
159				
160				
161	ACRS SCHEDULE	FY'87	FY'88	FY'89
162	MACHINERY & EQUIPMENT	5	5	5
163	TOOLING	3	3	3
164	OTHER:	5	=B164	=C164
165				
166				£
167	ACRS SCHEDULE	FY'87	FY'88	FY'89
168	MACHINERY AND EQUIPMENT:	=$B$125*LOOKUP(B162,$B$148:$D$148,B149:D149)	=$B$125*LOOKUP(B162	=$B$125*LOOKUP(B162
169	TOOLING:	=$B$126*LOOKUP(B163,$B$148:$D$148,$B$149:$D$149)	=$B$126*LOOKUP(B163	=$B$126*LOOKUP(B163
170	OTHER:	=$B$127*LOOKUP(B164,$B$148:$D$148,$B$149:$D$149)	=$B$127*LOOKUP(B164	=$B$127*LOOKUP(B164
171				
172	TOTAL ACRS DEPRECIATION:	=SUM(B168:B170)	=SUM(C168:C170)	=SUM(D168:D170)
173				
174				
175	*DEFERRED INCOME TAXES*			£
176		FY'87	FY'88	FY'89
177	COMPANY TAX RATE (%):	0.35	=B177	=C177
178				
179	ACRS DEPRECIATION SCHEDULE:	=B172	=C172	=D172
180	BOOK DEPRECIATION SCHEDULE:	=B143	=C143	=D143
181				
182	DEFERRED INCOME TAX:	=(B179-B180)*B177	=(C179-C180)*C177	=(D179-D180)*D177
183				
184	COMPANY REQUIRED RATE	0.15		
185	OF RETURN (%)			
186	(Used To Calculate NPV)			
187				
188				
189				

	E	F	G	H	I	J
121						
122					*Inventories (£)*	
123						
124	Year 4	Year 5	*YR. AVG*		Inventories Equal (Standard	
125	0	0	=AVERAGE(B125,C125,D125,E125,F125,)			
126	0	0	=AVERAGE(B126,C126,D126,E126,F126,)		Inventory Turns Per	
127	0	0	=AVERAGE(B127,C127,D127,E127,F127,)			
128						Year 1
129					Product #1	=(($B$16-$B$17)*B27)/$L$126
130					Product #2	=(($C$16-$C$17)*B28)/$L$126
131					Product #3	=(($D$16-$D$17)*B29)/$L$126
132					Product #4	=(($E$16-$E$17)*B30)/$L$126
133					Product #5	=(($F$16-$F$17)*B31)/$L$126
134					*Totals*	=SUM(J129:J133)
135						
136						
137					*Payables (£)*	
138	Year 4	Year 5	*YR. AVG*			
139	=($B$125/$B$133)+($C	=($B$125/$B$133)+($C	=AVERAGE(B139:F139)		Payables Equal ((Material C	
140	=($B$126/$B$134)+($C	=($B$126/$B$134)+($C	=AVERAGE(B140:F140)			
141	=($B$127/$B$135)+($C	=($B$127/$B$135)+($C	=AVERAGE(B141:F141)		Payables Period =	
142						
143	=SUM(E139:E141)	=SUM(F139:F141)	=AVERAGE(B143:F143)			Year 1
144					Product #1	=(($B$11*B27)/365)*$K$141
145					Product #2	=(($C$11*B28)/365)*$K$141
146					Product #3	=(($D$11*B29)/365)*$K$141
147					Product #4	=(($E$11*B30)/365)*$K$141
148					Product #5	=(($F$11*B31)/365)*$K$141
149					*Totals*	=SUM(J144:J148)
150						
151						
152						
153						
154						
155						
156						
157						
158						
159						
160						
161	FY'90	FY'91				
162	5	5				
163	3	3				
164	=D164	=E164				
165						
166						
167	FY'90	FY'91	*YR. AVG*			
168	=$B$125*LOOKUP(B162	=$B$125*LOOKUP(B162	=AVERAGE(B168:F168)			
169	=$B$126*LOOKUP(B163	=$B$126*LOOKUP(B163	=AVERAGE(B169:F169)			
170	=$B$127*LOOKUP(B164	=$B$127*LOOKUP(B164	=AVERAGE(B170:F170)			
171						
172	=SUM(E168:E170)	=SUM(F168:F170)	=AVERAGE(B172:F172)			
173						
174						
175						
176	FY'90	FY'91	*YR. AVG*			
177	=D177	=E177				
178						
179	=E172	=F172	=AVERAGE(B179:F179)			
180	=E143	=F143	=AVERAGE(B180:F180)			
181						
182	=(E179-E180)*E177	=(F179-F180)*F177	=AVERAGE(B182:F182)			
183						
184						
185						
186						
187						
188						
189						

	K	L	M	N	O
121					
122					
123					
124					
125					
126		2.1			
127					
128	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
129	=(($B$16-$B$17)*C27)/$L$126	=(($B$16-$B$17)*D27)/$L	=(($B$16-$B$17)*E27)/$L	=(($B$16-$B$17)*F27)/$L	=AVERAGE(J129:N129)
130	=(($C$16-$C$17)*C28)/$L$126	=(($C$16-$C$17)*D28)/$L	=(($C$16-$C$17)*E28)/$L	=(($C$16-$C$17)*F28)/$L	=AVERAGE(J130:N130)
131	=(($D$16-$D$17)*C29)/$L$126	=(($D$16-$D$17)*D29)/$L	=(($D$16-$D$17)*E29)/$L	=(($D$16-$D$17)*F29)/$L	=AVERAGE(J131:N131)
132	=(($E$16-$E$17)*C30)/$L$126	=(($E$16-$E$17)*D30)/$L	=(($E$16-$E$17)*E30)/$L	=(($E$16-$E$17)*F30)/$L	=AVERAGE(J132:N132)
133	=(($F$16-$F$17)*C31)/$L$126	=(($F$16-$F$17)*D31)/$L	=(($F$16-$F$17)*E31)/$L	=(($F$16-$F$17)*F31)/$L	=AVERAGE(J133:N133)
134	=SUM(K129:K133)	=SUM(L129:L133)	=SUM(M129:M133)	=SUM(N129:N133)	
135					
136					
137					
138					
139					
140					
141	45	Days			
142					
143	Year 2	Year 3	Year 4	Year 5	*5 YR. AVG*
144	=(($B$11*C27)/365)*$K$141	=(($B$11*D27)/365)*K	=(($B$11*E27)/365)*K	=(($B$11*F27)/365)*K	=AVERAGE(J144:N144)
145	=(($C$11*C28)/365)*$K$141	=(($C$11*D28)/365)*K	=(($C$11*E28)/365)*K	=(($C$11*F28)/365)*K	=AVERAGE(J145:N145)
146	=(($D$11*C29)/365)*$K$141	=(($D$11*D29)/365)*K	=(($D$11*E29)/365)*K	=(($D$11*F29)/365)*K	=AVERAGE(J146:N146)
147	=(($E$11*C30)/365)*$K$141	=(($E$11*D30)/365)*K	=(($E$11*E30)/365)*K	=(($E$11*F30)/365)*K	=AVERAGE(J147:N147)
148	=(($F$11*C31)/365)*$K$141	=(($F$11*D31)/365)*K	=(($F$11*E31)/365)*K	=(($F$11*F31)/365)*$K$1	=AVERAGE(J148:N148)
149	=SUM(K144:K148)	=SUM(L144:L148)	=SUM(M144:M148)	=SUM(N144:N148)	
150					
151					
152					
153					
154					
155					
156					
157					
158					
159					
160					
161					
162					
163					
164					
165					
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Appendix 5.1

Financial Justification of Travelling Column Machining Centre

Appendix 5.2 shows the predicted cash flow for the project. The key parameters upon which this is based are as follows:

(1) The new machine would allow two old machines to be sold which is estimated to raise £30,000 and enable the company to save maintenance which would otherwise be essential of around £30,000.

(2) Since the company is not yet able to quantify the benefit in margins and absorption (although the spreadsheet models developed will assist in this task) resulting from the early acquisitions of CNC equipment, this project has been considered purely on the ability of the company to sub-contract spare capacity. Over the past two to three years the volume of sub-contract has declined sharply as the company's own own work has taken priority with some work needing to be sub-contracted due to capacity constraints. The new capacity provided by the machining centre would greatly assist the situation.

The financial director projected the cash flow relating to the effect of sub-contracting a certain amount of spare capacity with the benefit shown as sales value in appendix 5.3. His arguments for this were as follows:

(i) There will be no change in the cost structure of the company as a result of the acquisition of the machining centre.

(ii) Spare labour will be utilised to cover the growth in indirect operations likely to result from increased forecast turnover.

(iii) Hours charged to sub-contract will have an equal and opposite effect on absorption, ignoring the relatively minor incremental costs of running a a new machining centre.

(3) There will be a saving in labour costs since the new machine will be able to run unmanned for a period of its usage. This will save overtime, shift labour etc, for which a normal £5,000 per annum has been included.

(4) The improvement in the quality of produced parts from the new machining centre will reduce the company's scrap and warranty which currently runs at approximately £100,000 per annum. The benefit shown in appendix 5.1 was conservatively estimated at £15,000 per annum, although the learning curve in years 1 and 2 were expected to reduce this figure considerably.

(5) The machine is assumed to be acquired in a 7 year capital lease, which will cost £144,000 per annum for 7 years.

(6) Whilst it is foreseen that maintenance costs on the new machine will be lower than would be incurred by running the present machines at capacity (warranty periods, more advanced engineering, etc), an estimate of £6,000-£7,000 for maintenance, consumables, etc has been allowed for in this forecast.

Other Considerations:

(a) The cash flow arising from shorter manufacturing times will be extremely beneficial. The effect of this will not be reflected in the forecast.

(b) There will be a reduction in the floor space attributable to the machining operation. At present space in the machine shop is at a premium.

(c) The power consumption of one machine running throughout the day and night, compared to several machines running throughout the day, and sometimes at night, is likely to be favourable. again this benefit is not included in the forecast.

Appendices 5.5 - 5.8 compare the production hours and cost benefits of producing a representative range of components on the current manufacturing facilities and the new CNC machining centre.

APPENDIX 5.2 FINANCIAL JUSTIFICATION OF CNC HORIZONTAL MACHINING CENTRE

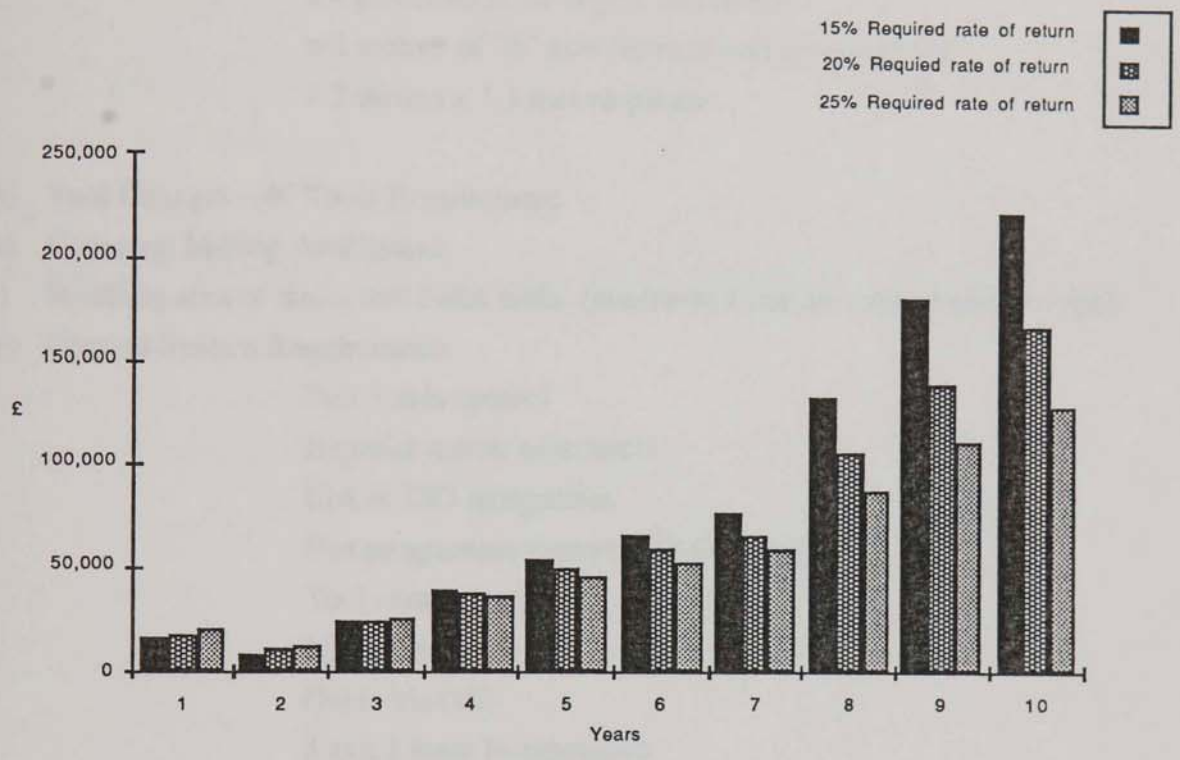
QUANTIFIABLE BENEFITS (£)

	DIRECT BENEFITS (£)	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	- Sale of Hydrotel CNC	10,000										
2	- Sale of Union 125	20,000										
3	- Saleable Hours: New CNC Machining Centre		20,000	40,000	60,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
	- Saleable Hours: Union 130 CNC		75,000	85,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000
4	- Saving on Maintenance on Union 125	30,000										
5	- Labour Reduction for unmanned machines		0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
6	- Quality /Warranty		5,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
	Total	**60,000**	**100,000**	**140,000**	**175,000**	**180,000**	**180,000**	**180,000**	**180,000**	**180,000**	**180,000**	**180,000**

	RELATIVE COSTS (£)	Year0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	- Lease (7 Years) Cost £640,000		144,000	144,000	144,000	144,000	144,000	144,000	144,000			
2	- Maintenance & Sundries		6,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
	Total	**0**	**150,000**	**151,500**	**151,500**	**151,500**	**151,500**	**151,500**	**151,500**	**7,500**	**7,500**	**7,500**

	CASH FLOW DURING YEAR (£)	**60,000**	**-50,000**	**-11,500**	**23,500**	**28,500**	**28,500**	**28,500**	**28,500**	**172,500**	**172,500**	**172,500**
	Surplus/(Deficit) Brought Forward	0	60,000	10,000	-1,500	22,000	50,500	79,000	107,500	136,000	308,500	481,000
	Surplus/(Deficit) Carried Forward	60,000	10,000	-1,500	22,000	50,500	79,000	107,500	136,000	308,500	481,000	653,500

DCF Analysis using Net Present Value	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
10%	14,545	5,041	22,697	42,163	59,859	75,947	90,572	171,044	244,201	310,707
15%	16,522	7,826	23,278	39,573	53,742	66,064	76,778	133,168	182,204	224,843
20%	18,333	10,347	23,947	37,691	49,144	58,689	66,643	106,761	140,193	168,052
25%	20,000	12,640	24,672	36,346	45,684	53,156	59,132	88,073	111,226	129,748
30%	21,538	14,734	25,430	35,409	43,085	48,989	53,531	74,678	90,944	103,457



Appendix 5.3 - DCF Analysis using NPV of Machining Centre

Appendix 5.4

Required Specification For Travelling Column Machining Centre

	Type	Horizontal Travelling Column		General Description
(i)	Transverse	Longitudinal	(X axis)	6 metres
			(Y axis)	2 metres
			(Z axis)	1 metre

(ii) Rotary Index Table (Index Load Capacity 15000 Kgs)
x 4 positions in 90 degree increments
x 2 metres of 'W' axis forward and reverse travel
x 2 metres x 1.5 metres platen

(iii) Tool Changer - 40 Tools Requirement

(iv) Universal Milling Attachment

(v) Working area of tables and index table (minimum 6 metres - maximum 8 metres)

(vi) Control System Requirements
Full 5 axis control
Imperial-metric switchable
EIA or ISO recognition
Part programme storage/Edit facilities
Tool compensation
Mirror image
Over-ride (all)
3 axis Linear Interpolation
2 axis Circular Interpolation
Tool data input
Cutter diameter compensation
Built in diagnostics

(vii) Swarf Conveyor System

(viii) Coolant - through spindle and independent supply

(viv) Guarding to conform to Health and Safety requirements

Since this specification was drawn up the company has been offered by one supplier the addition of a fully loaded Universal Milling attachment with its own 20 tool changer. The advantage of a fully automated milling head with tool changer would make certain that the company can achieve at least 4 hours unmanned working per shift.

APPENDIX 5.5 PROJECTED SUN-CONTRACT SALES

NEW HORIZONTAL CNC MACHINING CENTRE

Total Available Hours	Year 1	Year 2	Year 3	Year 4	Thereafter
(Double Shifting Basis)	3,500	3,500	3,500	3,500	3,500
Internal Usage (hours)	2,200	2,200	2,300	2,300	2,300
Saleable Capacity (Maximum)	1,300	1,300	1,200	1,200	1,200
Saleable Hours (Anticipated)	400	800	1,200	1,200	1,200
Hourly Rate (£)	50	50	50	54	54
Annual Sub-Contract Sales	**20,000**	**40,000**	**60,000**	**64,800**	**64,800**

UNION 130 CNC BORER

Total Available Hours	Year 1	Year 2	Year 3	Year 4	Thereafter
(Double Shifting Basis)	3,500	3,500	3,500	3,500	3,500
Internal Usage (hours)	0	0	0	0	0
Saleable Capacity (Maximum)	3,500	3,500	3,500	3,500	3,500
Saleable Hours (Anticipated)	2,500	2,800	3,200	3,200	3,200
Hourly Rate (£)	30	30	30	30	30
Annual Sub-Contract Sales	**75,000**	**84,000**	**96,000**	**96,000**	**96,000**

APPENDIX 5.6

COMPARISION OF PRODUCTION IN HOURS TO PRODUCE A REPRESENTATIVE RANGE OF COMPONENTS ON PRESENT MACHINES AND PROPOSED CNC MACHINING CENTRE

CATEGORY	COMPONENT DESCRIPTION	PRESENT MANUFACTURING HOURS	ESTIMATED CNC MANUFACTURING HOURS	PRODUCTION SAVINGS IN HOURS PER UNIT	(£) SAVINGS PER UNIT AT £24 BURDEN RATE
Category A	Frames (20-40)	55	18	37	888
Category B	Frames (50-100)	90	25	65	1,560
Category C	Double Sided (Majors)	80	20	60	1,440
Category D	Frames (Coinmaster & K Type	90	25	65	1,560
	Slides	40	12	28	672
	Con Rods	25	6	19	456
Category E	Main Frames (25-50)	25	6	19	456
	Side Frames	10	3	7	168
	Top Beams	18	5	13	312
	Bottom Beam	20	6	14	336
	Spacer Frames	8	2	6	144
Category F	Side Frames (80-155)	24	3	21	504
	Top Beam	12	6	6	144
	Bottom Beam	12	8	4	96
	Spacer Frames	12	3	9	216
All Categories	Major Components				
	Legs LH & RH	6	2	4	96
	Slides	32	8	24	576
	Bolster Plates	7	2	5	120

APPENDIX 5.7

COMPARISION OF HOURS TO PRODUCE THE 1988 PRODUCTION PLAN ON CONVENTIONAL AND PROPOSED CNC MACHINING CENTRE

CATEGORY	COMPONENT DESCRIPTION	UNITS IN FORECAST	HOURS PER UNIT CONVENTIONAL	1988 PRODUCTION PLAN	HOURS PER UNIT CNC MACHINE	HOURS TO PRODUCE PLAN ON CNC
Category A	Frames (20-40)	11	55	605	18	198
Category B	Frames (50-100)	33	90	2970	25	825
Category C	Double Sided (Majors)	3	80	240	20	60
Category D	Frame (Coinmaster K Type)	4	90	360	25	100
	Slides	4	40	160	12	48
	Con Rods	4	25	100	6	24
Category E	Main Frames (25-50)	5	25	125	6	30
	Side Frames	10	10	100	3	30
	Top Beam	10	18	180	5	50
	Bottom Beam	10	20	200	6	60
	Spacer Frame	5	8	40	2	10
Category F	Side Frames (80-115)	24	12	288	3	72
	Top Beam	12	25	300	6	72
	Bottom Beam	12	30	360	8	96
	Spacer Frame	12	15	180	3	36
All Categories	Legs	44	6	264	2	88
Various	Slides	44	32	1408	8	352
	Bolster Plates	51	7	357	2	102
TOTAL		298		8237		2253

APPENDIX 5.8

SUMMARY OF ESTIMATED SAVINGS OFFERED BY CNC MACHINING CENTRE

CATEGORY	COMPONENT DESCRIPTION	UNITS IN FORECAST	HOURS SAVED PER UNIT X FORECAST	CNC £ SAVINGS AT £24 BURDEN RATE
Category A	Frames (20-40)	11	407	9,768
Category B	Frames (50-100)	33	2145	51,480
Category C	Double Sided (Majors)	3	180	4,320
Category D	Frame (Coinmaster K Type)	4	260	6,240
	Slides	4	112	2,688
	Con Rods	4	76	1,824
Category E	Main Frames (25-50)	5	95	2,280
	Side Frames	10	70	1,680
	Top Beam	10	130	3,120
	Bottom Beam	10	140	3,360
	Spacer Frame	5	30	720
Category F	Side Frames (80-115)	24	216	5,184
	Top Beam	12	228	5,472
	Bottom Beam	12	264	6,336
	Spacer Frame	12	144	3,456
All Categories	Legs	44	176	4,224
Various	Slides	44	1056	25,344
	Bolster Plates	51	255	6,120
TOTAL		298	5984	143,616

Appendix 5.9

VHME Absorption Model 5.1

Model 5.1 projects the machine-based overhead absorption figures of the company based on the 1989 production schedule, using its existing main production machines of which only the Cincinnati T30, Mazak Slant Turn and Mazak QT15 are CNC. The model consists of three linked spreadsheets

Model 5.1 - Spreadsheet One

Sheet	Rows	
1	1-41	**Production Schedule** - The vertical axis shows the names of the presses in the product range made by the company, against which the user enters the number of units to be made of each type over the year. Existing products can also be deleted and/or new ones added. The lead time is the average time taken to manufacture the press from the placement of the customer order.
2	42-83	**Machine Hours Required Per Product** - This sheet requires the user to input the number of hours required on each of the ten main "bottleneck" machine tools in the factory to manufacture each press.
3	84-130	**Percentage of Machine Loading Per Product in Months** - This Sheet takes the total number of machining hours needed to manufacture each press from sheet 2, and requires the user to specify the percentage of machining performed in each month over the manufacturing lead time of each press
4	131-459	**Loading Per Product** - Sheets 4.1 to 4.8 take the number of hours required from sheet 2 and the percentage of machining performed each month to show the total loading of machine hours during the manufacturing lead time. Since the longest manufacturing leadtime is that of roll forming equipment at eight months, successive sheets run to 4.8.
5	460-942	**VHME Machine Capacity in Hours Required per Month** - Sheets 5.1 to 5.2 combine the loading profile calculated in sheets 4.1 to 4.8 with the production schedule to calculate the actual number of machining hours required for each product on each of the machines.

SHEET 1: PRODUCTION SCHEDULE ***Number of Press Units per Month Scheduled for Production***

DATA INPUT

PRODUCT	LEAD TIME	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
GI 30	3	0	1	0	0	1	0	0	0	1	0	0	0	3
GI 60	3	1	0	1	0	1	0	2	0	0	1	1	1	8
GI 90	3	0	1	1	0	1	0	0	1	1	0	0	0	5
GP 30	3	0	1	0	0	0	0	0	0	0	0	0	1	2
GP 40	3	0	0	0	0	0	1	0	0	1	0	0	0	2
GP 55	3	0	1	1	0	0	0	0	0	2	0	0	0	4
GP 75	3	0	1	0	0	1	0	0	0	1	0	0	0	3
AH 40	3	1	0	0	0	2	0	0	0	0	0	0	0	3
AH 80	3	0	1	0	0	0	0	0	0	0	1	0	0	2
GI 120	4	0	0	0	1	0	0	0	0	1	0	1	0	3
GI 160-250	4	0	0	1	0	0	0	0	0	0	1	0	0	2
AH 120	4	0	0	0	0	1	0	0	0	0	0	0	0	1
PRESS BRAKE 25	4	0	1	0	0	0	0	0	0	0	0	0	0	1
PRESS BRAKE 35	4	0	0	0	1	0	0	0	0	0	0	0	0	1
PRESS BRAKE 50	4	0	0	0	0	0	1	0	0	0	0	0	0	1
PRESS BRAKE 80	4	0	0	0	0	0	0	0	0	1	0	0	0	1
PRESS BRAKE 110	4	0	0	0	0	0	0	0	0	0	0	1	0	1
GS RANGE	4	0	1	0	0	0	0	0	0	0	1	0	0	2
K100	5	0	1	0	0	0	0	0	0	0	0	0	0	1
CM 1	5	0	0	1	0	0	0	0	0	0	0	0	0	1
K180	5	0	0	0	0	1	0	0	0	0	0	0	0	1
CM 2	5	0	0	0	0	0	0	0	0	0	0	1	0	1
K 360	5	0	0	0	0	0	0	0	0	1	0	0	0	1
CM 3	5	0	0	0	0	0	0	0	0	0	0	0	1	1
CM160	5	1	1	0	0	0	0	0	0	0	1	0	0	3
K600	5	0	0	0	0	0	0	0	1	0	0	0	0	1
ROLLFORM EQU	8	1	0	0	0	0	1	0	0	0	0	0	0	2
TOOLING	8	1	0	0	0	0	1	0	0	0	0	0	0	2
SPARES (per month)	1	1	1	1	1	1	1	1	1	1	1	1	1	12
TOTALS		6	11	6	3	9	5	3	3	10	6	5	4	59

SHEET 2: MACHINE HOURS REQUIRED PER PRODUCT

DATA INPUT

PRODUCT	PRODUCTION LEAD TIME IN MONTHS	MACHINE REFERENCE														TOTALS
		UNION 130	UNION 125	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30		0	77	40	30	21	7	23	0	0	0	200	170	0	0	568
GI 60		0	88	44	42	24	13	28	0	0	0	214	180	0	0	633
GI 90		145	51	46	61	37	19	32	0	0	0	220	180	0	0	791
GP 30		0	132	23	25	10	13	14	0	3	0	150	15	0	0	385
GP 40		0	146	27	28	14	14	16	0	0	0	150	15	0	0	410
GP 55		0	151	25	32	19	16	18	0	0	0	160	15	0	0	436
GP 75		115	77	31	37	27	14	13	0	0	0	160	15	0	0	489
AH 40		0	109	31	32	23	10	13	0	10	0	200	150	0	0	578
AH 80		0	143	28	41	28	12	13	0	0	0	230	160	0	0	655
GI 120		156	47	49	78	47	20	16	0	0	0	300	160	0	0	873
GI 160-250		174	38	58	92	61	31	28	0	0	0	310	175	0	0	967
AH 120		93	211	10	51	32	14	13	0	8	0	330	180	0	0	942
PRESS BRAKE 25		0	65	21	0	18	0	16	0	0	0	120	80	0	0	320
PRESS BRAKE 35		0	76	26	0	20	0	17	0	0	0	125	80	0	0	344
PRESS BRAKE 50		0	82	31	0	20	0	19	0	0	0	130	90	0	0	372
PRESS BRAKE 80		0	97	39	0	19	0	21	0	0	0	140	100	0	0	416
PRESS BRAKE 110		0	117	40	0	20	0	22	0	0	0	160	120	0	0	479
GS RANGE		130	100	30	50	20	27	10	10	0	0	300	180	0	68	925
K100		157	23	40	19	1	11	29	0	11	0	250	130	0	0	671
CM 1		152	26	38	21	0	9	11	0	8	0	280	150	0	35	730
K180		160	42	36	22	10	16	32	0	10	0	260	130	0	0	718
CM 2		172	61	34	23	12	18	31	0	10	0	300	160	0	0	821
K 360		170	98	38	24	16	20	30	0	0	0	300	160	0	0	856
CM 3		183	100	33	22	4	10	16	0	0	0	330	180	0	42	920
CM160		183	100	33	22	14	22	31	0	0	0	315	180	0	0	900
K600		190	190	55	80	10	24	10	20	40	0	330	190	0	40	1179
ROLLFORM EQU		20	20	380	0	0	0	360	560	40	0	200	200	0	0	1780
TOOLING (3 SETS)		0	0	0	0	0	0	640	240	0	0	200	200	0	80	1360
SPARES (per month)		0	160	100	100	140	270	215	140	160	100			0	535	1920
SERVICE														22166	0	22166
TOTAL		2200	2627	1386	932	667	610	1737	970	300	100	6364	3745	22166	800	44604

SHEET 3: PERCENTAGE OF MACHINE LOADING PER PRODUCT IN MONTHS

DATA INPUT

PRODUCT	TOTAL 100%	SPREAD OF LOADING IN MONTHS							
		MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8
GI 30	OK	20%	60%	20%					
GI 60	OK	20%	60%	20%					
GI 90	OK	20%	60%	20%					
GP 30	OK	20%	60%	20%					
GP 40	OK	20%	60%	20%					
GP 55	OK	20%	60%	20%					
GP 75	OK	20%	60%	20%					
AH 40	OK	20%	60%	20%					
AH 80	OK	20%	60%	20%					
Mechanical Fitting	OK		50%	50%					
Electrical Fitting	OK		50%	50%					
GI 120	OK	20%	40%	20%	20%				
GI 160-250	OK	20%	40%	20%	20%				
AH 120	OK	20%	40%	20%	20%				
PRESS BRAKE 25	OK	20%	40%	20%	20%				
PRESS BRAKE 35	OK	20%	40%	20%	20%				
PRESS BRAKE 50	OK	20%	40%	20%	20%				
PRESS BRAKE 80	OK	20%	40%	20%	20%				
PRESS BRAKE 110	OK	20%	40%	20%	20%				
GS RANGE	OK	20%	40%	20%	20%				
Mechanical Fitting	OK			50%	50%				
Electrical Fitting	OK			50%	50%				
K100	OK	15%	35%	35%	15%	0%			
CM 1	OK	15%	35%	35%	15%	0%			
K180	OK	15%	35%	35%	15%	0%			
CM 2	OK	15%	35%	35%	15%	0%			
K 360	OK	15%	35%	35%	15%	0%			
CM 3	OK	15%	35%	35%	15%	0%			
CM160	OK	15%	35%	35%	15%	0%			
K600	OK	15%	35%	35%	15%	0%			
Mechanical Fitting	OK				50%	50%			
Electrical Fitting	OK				50%	50%			
ROLLFORM EQU	OK	0%	0%	20%	40%	40%	0%	0%	0%
TOOLING (3 SETS)	OK	0%	0%	20%	40%	40%	0%	0%	0%
Mechanical Fitting								50%	50%
Electrical Fitting								50%	50%
SPARES		100%							

SHEET 4.1 LOADING PER PRODUCT: MONTH 1

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		UNION 130	UNION 125	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	20%	0.0	15.4	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0				0.0	
GI 60	20%	0.0	17.6	8.8	8.4	4.8	2.6	5.6	0.0	0.0	0.0				0.0	
GI 90	20%	29.0	10.2	9.2	12.2	7.4	3.8	6.4	0.0	0.0	0.0				0.0	
GP 30	20%	0.0	26.4	4.6	5.0	2.0	2.6	2.8	0.0	0.6	0.0				0.0	
GP 40	20%	0.0	29.2	5.4	5.6	2.8	2.8	3.2	0.0	0.0	0.0				0.0	
GP 55	20%	0.0	30.2	5.0	6.4	3.8	3.2	3.6	0.0	0.0	0.0				0.0	
GP 75	20%	23.0	15.4	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0				0.0	
AH 40	20%	0.0	21.8	6.2	6.4	4.6	2.0	2.6	0.0	2.0	0.0				0.0	
AH 80	20%	0.0	28.6	5.6	8.2	5.6	2.4	2.6	0.0	0.0	0.0				0.0	
GI 120	20%	31.2	9.4	9.8	15.6	9.4	4.0	3.2	0.0	0.0	0.0				0.0	
GI 160-250	20%	34.8	7.6	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0				0.0	
AH 120	20%	18.6	42.2	2.0	10.2	6.4	2.8	2.6	0.0	1.6	0.0				0.0	
PRESS BRAKE 25	20%	0.0	13.0	4.2	0.0	3.6	0.0	3.2	0.0	0.0	0.0				0.0	
PRESS BRAKE 35	20%	0.0	15.2	5.2	0.0	4.0	0.0	3.4	0.0	0.0	0.0				0.0	
PRESS BRAKE 50	20%	0.0	16.4	6.2	0.0	4.0	0.0	3.8	0.0	0.0	0.0				0.0	
PRESS BRAKE 80	20%	0.0	19.4	7.8	0.0	3.8	0.0	4.2	0.0	0.0	0.0				0.0	
PRESS BRAKE 110	20%	0.0	23.4	8.0	0.0	4.0	0.0	4.4	0.0	0.0	0.0				0.0	
GS RANGE	20%	26.0	20.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0				13.6	
K100	15%	23.6	3.5	6.0	2.9	0.2	1.7	4.4	0.0	1.7	0.0				0.0	
CM 1	15%	22.8	3.9	5.7	3.2	0.0	1.4	1.7	0.0	1.2	0.0				5.3	
K180	15%	24.0	6.3	5.4	3.3	1.5	2.4	4.8	0.0	1.5	0.0				0.0	
CM 2	15%	25.8	9.2	5.1	3.5	1.8	2.7	4.7	0.0	1.5	0.0				0.0	
K 360	15%	25.5	14.7	5.7	3.6	2.4	3.0	4.5	0.0	0.0	0.0				0.0	
CM 3	15%	27.5	15.0	5.0	3.3	0.6	1.5	2.4	0.0	0.0	0.0				6.3	
CM160	15%	27.5	15.0	5.0	3.3	2.1	3.3	4.7	0.0	0.0	0.0				0.0	
K600	15%	28.5	28.5	8.3	12.0	1.5	3.6	1.5	3.0	6.0	0.0				6.0	
ROLLFORM EQU	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
TOOLING (3 SETS)	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
SPARES	100%	0.0	160.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0	
SERVICE																

SHEET 4.2 LOADING PER PRODUCT: MONTH 2

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE													
		UNION 130	UNION 125	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract
GI 30	60%	0.0	46.2	24.0	18.0	12.6	4.2	13.8	0.0	0.0	0.0	100.0	85.0		0.0
GI 60	60%	0.0	52.8	26.4	25.2	14.4	7.8	16.8	0.0	0.0	0.0	107.0	90.0		0.0
GI 90	60%	87.0	30.6	27.6	36.6	22.2	11.4	19.2	0.0	0.0	0.0	110.0	90.0		0.0
GP 30	60%	0.0	79.2	13.8	15.0	6.0	7.8	8.4	0.0	1.8	0.0	75.0	7.5		0.0
GP 40	60%	0.0	87.6	16.2	16.8	8.4	8.4	9.6	0.0	0.0	0.0	75.0	7.5		0.0
GP 55	60%	0.0	90.6	15.0	19.2	11.4	9.6	10.8	0.0	0.0	0.0	80.0	7.5		0.0
GP 75	60%	69.0	46.2	18.6	22.2	16.2	8.4	7.8	0.0	0.0	0.0	80.0	7.5		0.0
AH 40	60%	0.0	65.4	18.6	19.2	13.8	6.0	7.8	0.0	6.0	0.0	100.0	75.0		0.0
AH 80	60%	0.0	85.8	16.8	24.6	16.8	7.2	7.8	0.0	0.0	0.0	115.0	80.0		0.0
GI 120	40%	62.4	18.8	19.6	31.2	18.8	8.0	6.4	0.0	0.0	0.0				0.0
GI 160-250	40%	69.6	15.2	23.2	36.8	24.4	12.4	11.2	0.0	0.0	0.0				0.0
AH 120	40%	37.2	84.4	4.0	20.4	12.8	5.6	5.2	0.0	3.2	0.0				0.0
PRESS BRAKE 25	40%	0.0	26.0	8.4	0.0	7.2	0.0	6.4	0.0	0.0	0.0				0.0
PRESS BRAKE 35	40%	0.0	30.4	10.4	0.0	8.0	0.0	6.8	0.0	0.0	0.0				0.0
PRESS BRAKE 50	40%	0.0	32.8	12.4	0.0	8.0	0.0	7.6	0.0	0.0	0.0				0.0
PRESS BRAKE 80	40%	0.0	38.8	15.6	0.0	7.6	0.0	8.4	0.0	0.0	0.0				0.0
PRESS BRAKE 110	40%	0.0	46.8	16.0	0.0	8.0	0.0	8.8	0.0	0.0	0.0				0.0
GS RANGE	40%	52.0	40.0	12.0	20.0	8.0	10.8	4.0	4.0	0.0	0.0				27.2
K100	35%	55.0	8.1	14.0	6.7	0.4	3.9	10.2	0.0	3.9	0.0				0.0
CM 1	35%	53.2	9.1	13.3	7.4	0.0	3.2	3.9	0.0	2.8	0.0				12.3
K180	35%	56.0	14.7	12.6	7.7	3.5	5.6	11.2	0.0	3.5	0.0				0.0
CM 2	35%	60.2	21.4	11.9	8.1	4.2	6.3	10.9	0.0	3.5	0.0				0.0
K 360	35%	59.5	34.3	13.3	8.4	5.6	7.0	10.5	0.0	0.0	0.0				0.0
CM 3	35%	64.1	35.0	11.6	7.7	1.4	3.5	5.6	0.0	0.0	0.0				14.7
CM160	35%	64.1	35.0	11.6	7.7	4.9	7.7	10.9	0.0	0.0	0.0				0.0
K600	35%	66.5	66.5	19.3	28.0	3.5	8.4	3.5	7.0	14.0	0.0				14.0
ROLLFORM EQU	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
TOOLING (3 SETS)	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
SPARES	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0

SHEET 4.3 LOADING PER PRODUCT: MONTH 3

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		UNION 130	UNION 125	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	20%	0.0	15.4	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0	100.0	85.0		0.0	
GI 60	20%	0.0	17.6	8.8	8.4	4.8	2.6	5.6	0.0	0.0	0.0	107.0	90.0		0.0	
GI 90	20%	29.0	10.2	9.2	12.2	7.4	3.8	6.4	0.0	0.0	0.0	110.0	90.0		0.0	
GP 30	20%	0.0	26.4	4.6	5.0	2.0	2.6	2.8	0.0	0.6	0.0	75.0	7.5		0.0	
GP 40	20%	0.0	29.2	5.4	5.6	2.8	2.8	3.2	0.0	0.0	0.0	75.0	7.5		0.0	
GP 55	20%	0.0	30.2	5.0	6.4	3.8	3.2	3.6	0.0	0.0	0.0	80.0	7.5		0.0	
GP 75	20%	23.0	15.4	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0	80.0	7.5		0.0	
AH 40	20%	0.0	21.8	6.2	6.4	4.6	2.0	2.6	0.0	2.0	0.0	100.0	75.0		0.0	
AH 80	20%	0.0	28.6	5.6	8.2	5.6	2.4	2.6	0.0	0.0	0.0	115.0	80.0		0.0	
GI 120	20%	31.2	9.4	9.8	15.6	9.4	4.0	3.2	0.0	0.0	0.0	150.0	80.0		0.0	
GI 160-250	20%	34.8	7.6	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0	155.0	87.5		0.0	
AH 120	20%	18.6	42.2	2.0	10.2	6.4	2.8	2.6	0.0	1.6	0.0	165.0	90.0		0.0	
PRESS BRAKE 25	20%	0.0	13.0	4.2	0.0	3.6	0.0	3.2	0.0	0.0	0.0	60.0	40.0		0.0	
PRESS BRAKE 35	20%	0.0	15.2	5.2	0.0	4.0	0.0	3.4	0.0	0.0	0.0	62.5	40.0		0.0	
PRESS BRAKE 50	20%	0.0	16.4	6.2	0.0	4.0	0.0	3.8	0.0	0.0	0.0	65.0	45.0		0.0	
PRESS BRAKE 80	20%	0.0	19.4	7.8	0.0	3.8	0.0	4.2	0.0	0.0	0.0	70.0	50.0		0.0	
PRESS BRAKE 110	20%	0.0	23.4	8.0	0.0	4.0	0.0	4.4	0.0	0.0	0.0	80.0	60.0		0.0	
GS RANGE	20%	26.0	20.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0	150.0	90.0		13.6	
K100	35%	55.0	8.1	14.0	6.7	0.4	3.9	10.2	0.0	3.9	0.0				0.0	
CM 1	35%	53.2	9.1	13.3	7.4	0.0	3.2	3.9	0.0	2.8	0.0				12.3	
K180	35%	56.0	14.7	12.6	7.7	3.5	5.6	11.2	0.0	3.5	0.0				0.0	
CM 2	35%	60.2	21.4	11.9	8.1	4.2	6.3	10.9	0.0	3.5	0.0				0.0	
K 360	35%	59.5	34.3	13.3	8.4	5.6	7.0	10.5	0.0	0.0	0.0				0.0	
CM 3	35%	64.1	35.0	11.6	7.7	1.4	3.5	5.6	0.0	0.0	0.0				14.7	
CM160	35%	64.1	35.0	11.6	7.7	4.9	7.7	10.9	0.0	0.0	0.0				0.0	
K600	35%	66.5	66.5	19.3	28.0	3.5	8.4	3.5	7.0	14.0	0.0				14.0	
ROLLFORM EQU	20%	4.0	4.0	76.0	0.0	0.0	0.0	72.0	112.0	8.0	0.0				0.0	
TOOLING (3 SETS)	20%	0.0	0.0	0.0	0.0	0.0	0.0	128.0	48.0	0.0	0.0				16.0	
SPARES	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	

SHEET 4.4 LOADING PER PRODUCT: MONTH 4

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		UNION 130	UNION 125	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 60	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 90	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 55	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 75	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 120	20%	31.2	9.4	9.8	15.6	9.4	4.0	3.2	0.0	0.0	0.0	150.0	80.0		0.0	
GI 160-250	20%	34.8	7.6	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0	155.0	87.5		0.0	
AH 120	20%	18.6	42.2	2.0	10.2	6.4	2.8	2.6	0.0	1.6	0.0	165.0	90.0		0.0	
PRESS BRAKE 25	20%	0.0	13.0	4.2	0.0	3.6	0.0	3.2	0.0	0.0	0.0	60.0	40.0		0.0	
PRESS BRAKE 35	20%	0.0	15.2	5.2	0.0	4.0	0.0	3.4	0.0	0.0	0.0	62.5	40.0		0.0	
PRESS BRAKE 50	20%	0.0	16.4	6.2	0.0	4.0	0.0	3.8	0.0	0.0	0.0	65.0	45.0		0.0	
PRESS BRAKE 80	20%	0.0	19.4	7.8	0.0	3.8	0.0	4.2	0.0	0.0	0.0	70.0	50.0		0.0	
PRESS BRAKE 110	20%	0.0	23.4	8.0	0.0	4.0	0.0	4.4	0.0	0.0	0.0	80.0	60.0		0.0	
GS RANGE	20%	26.0	20.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0	150.0	90.0		13.6	
K100	15%	23.6	3.5	6.0	2.9	0.2	1.7	4.4	0.0	1.7	0.0	125.0	65.0		0.0	
CM 1	15%	22.8	3.9	5.7	3.2	0.0	1.4	1.7	0.0	1.2	0.0	140.0	75.0		5.3	
K180	15%	24.0	6.3	5.4	3.3	1.5	2.4	4.8	0.0	1.5	0.0	130.0	65.0		0.0	
CM 2	15%	25.8	9.2	5.1	3.5	1.8	2.7	4.7	0.0	1.5	0.0	150.0	80.0		0.0	
K 360	15%	25.5	14.7	5.7	3.6	2.4	3.0	4.5	0.0	0.0	0.0	150.0	80.0		0.0	
CM 3	15%	27.5	15.0	5.0	3.3	0.6	1.5	2.4	0.0	0.0	0.0	165.0	90.0		6.3	
CM160	15%	27.5	15.0	5.0	3.3	2.1	3.3	4.7	0.0	0.0	0.0	157.5	90.0		0.0	
K600	15%	28.5	28.5	8.3	12.0	1.5	3.6	1.5	3.0	6.0	0.0	165.0	95.0		6.0	
ROLLFORM EQU	40%	8.0	8.0	152.0	0.0	0.0	0.0	144.0	224.0	16.0	0.0				0.0	
TOOLING (3 SETS)	40%	0.0	0.0	0.0	0.0	0.0	0.0	256.0	96.0	0.0	0.0				32.0	
SPARES	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	

SHEET 4.5 LOADING PER PRODUCT: MONTH 5

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		UNION 130	UNION 125	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 60	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 90	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 55	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 75	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 160-250	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 25	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 35	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 50	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 110	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GS RANGE	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K100	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	125.0	65.0		0.0	
CM 1	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	140.0	75.0		0.0	
K180	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	130.0	65.0		0.0	
CM 2	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	150.0	80.0		0.0	
K 360	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	150.0	80.0		0.0	
CM 3	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	165.0	90.0		0.0	
CM160	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	157.5	90.0		0.0	
K600	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	165.0	95.0		0.0	
ROLLFORM EQU	40%	8.0	8.0	152.0	0.0	0.0	0.0	144.0	224.0	16.0	0.0				0.0	
TOOLING (3 SETS)	40%	0.0	0.0	0.0	0.0	0.0	0.0	256.0	96.0	0.0	0.0				32.0	
SPARES	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	

SHEET 4.6 LOADING PER PRODUCT: MONTH 6

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		UNION 130	UNION 125	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 60	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 90	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 55	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 75	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 160-250	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 25	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 35	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 50	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 110	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GS RANGE	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K100	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 1	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K180	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 2	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K 360	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 3	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM160	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K600	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
ROLLFORM EQU	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
TOOLING (3 SETS)	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
SPARES	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	

SHEET 4.7 LOADING PER PRODUCT: MONTH 7

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		UNION 130	UNION 125	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 60	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 90	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 55	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 75	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 160-250	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 25	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 35	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 50	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 110	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GS RANGE	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K100	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 1	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K180	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 2	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K 360	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 3	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM160	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K600	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
ROLLFORM EQU	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0	
TOOLING (3 SETS)	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0	
SPARES	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	

SHEET 4.8 LOADING PER PRODUCT: MONTH 8

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		UNION 130	UNION 125	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 60	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 90	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 55	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 75	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 160-250	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 25	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 35	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 50	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 110	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GS RANGE	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K100	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 1	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K180	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 2	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K 360	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 3	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM160	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K600	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
ROLLFORM EQU	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0	
TOOLING (3 SETS)	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0	
SPARES	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	

SHEET 5.1: VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH

FEBRUARY	MACHINE REFERENCE														
PRODUCT	UNION 130	UNION 125	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GI 60	0.0	17.6	8.8	8.4	4.8	2.6	5.6	0.0	0.0	0.0	0.0	0.0		0.0	
GI 90	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GP 30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GP 40	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GP 55	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GP 75	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
AH 40	0.0	21.8	6.2	6.4	4.6	2.0	2.6	0.0	2.0	0.0	0.0	0.0		0.0	
AH 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GI 120	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GI 160-250	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
AH 120	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
PRESS BRAKE 25	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
PRESS BRAKE 35	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
PRESS BRAKE 50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
PRESS BRAKE 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
PRESS BRAKE 110	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GS RANGE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
K100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
CM 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
K180	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
CM 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
K 360	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
CM 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
CM160	27.5	15.0	5.0	3.3	2.1	3.3	4.7	0.0	0.0	0.0	0.0	0.0		0.0	
K600	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
SERVICE													1900.0		
ROLLFORM EQU	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
TOOLING (3 SETS)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
OPENING STOCK	270.0	130.0	110.0	160.0	5.0	4.0	200.0	0.0	0.0	0.0	605.0	533.0		0.0	
SPARES	0.0	160.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0	
TOTAL HOURS	297.5	344.4	230.0	278.1	156.5	281.9	427.9	140.0	162.0	100.0	605.0	533.0	1900.0	535.0	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
503		MARCH	MACHINE REFERENCE															
504			UNION	UNION	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
505		PRODUCT	130.0	125.0	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
506		GI 30	0.0	15.4	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0	0.0	0.0		0.0		
507		GI 60	0.0	52.8	26.4	25.2	14.4	7.8	16.8	0.0	0.0	0.0	107.0	90.0		0.0		
508		GI 90	29.0	10.2	9.2	12.2	7.4	3.8	6.4	0.0	0.0	0.0	0.0	0.0		0.0		
509		GP 30	0.0	26.4	4.6	5.0	2.0	2.6	2.8	0.0	0.6	0.0	0.0	0.0		0.0		
510		GP 40	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
511		GP 55	0.0	30.2	5.0	6.4	3.8	3.2	3.6	0.0	0.0	0.0	0.0	0.0		0.0		
512		GP 75	23.0	15.4	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0	0.0	0.0		0.0		
513		AH 40	0.0	65.4	18.6	19.2	13.8	6.0	7.8	0.0	6.0	0.0	100.0	75.0		0.0		
514		AH 80	0.0	28.6	5.6	8.2	5.6	2.4	2.6	0.0	0.0	0.0	0.0	0.0		0.0		
515																		
516		GI 120	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
517		GI 160-250	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
518		AH 120	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
519		PRESS BRAKE 25	0.0	13.0	4.2	0.0	3.6	0.0	3.2	0.0	0.0	0.0	0.0	0.0		0.0		
520		PRESS BRAKE 35	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
521		PRESS BRAKE 50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
522		PRESS BRAKE 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
523		PRESS BRAKE 110	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
524		GS RANGE	26.0	20.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0	0.0	0.0		13.6		
525																		
526		K100	23.6	3.5	6.0	2.9	0.2	1.7	4.4	0.0	1.7	0.0	0.0	0.0		0.0		
527		CM 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
528		K180	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
529		CM 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
530		K 360	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
531		CM 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
532		CM160	91.5	50.0	16.5	11.0	7.0	11.0	15.5	0.0	0.0	0.0	0.0	0.0		0.0		
533		K600	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
534																		
535		SERVICE													1980.0			
536		ROLLFORM EQU	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
537		TOOLING (3 SETS)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
538		OPENING STOCK											605.0	533.0				
539		SPARES	0.0	160.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
540		TOTAL HOURS	193.1	490.9	216.3	213.5	211.4	318.1	287.3	142.0	168.3	100.0	812.0	698.0	1980.0	548.6		
541																		
542		*SHEET 5.2*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
543		APRIL	MACHINE REFERENCE															
544			UNION	UNION	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
545		PRODUCT	130.0	125.0	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
546		GI 30	0.0	46.2	24.0	18.0	12.6	4.2	13.8	0.0	0.0	0.0	100.0	85.0		0.0		
547		GI 60	0.0	35.2	17.6	16.8	9.6	5.2	11.2	0.0	0.0	0.0	107.0	90.0		0.0		
548		GI 90	116.0	40.8	36.8	48.8	29.6	15.2	25.6	0.0	0.0	0.0	110.0	90.0		0.0		
549		GP 30	0.0	79.2	13.8	15.0	6.0	7.8	8.4	0.0	1.8	0.0	75.0	7.5		0.0		
550		GP 40	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
551		GP 55	0.0	120.8	20.0	25.6	15.2	12.8	14.4	0.0	0.0	0.0	80.0	7.5		0.0		
552		GP 75	69.0	46.2	18.6	22.2	16.2	8.4	7.8	0.0	0.0	0.0	80.0	7.5		0.0		
553		AH 40	0.0	21.8	6.2	6.4	4.6	2.0	2.6	0.0	2.0	0.0	100.0	75.0		0.0		
554		AH 80	0.0	85.8	16.8	24.6	16.8	7.2	7.8	0.0	0.0	0.0	115.0	80.0		0.0		
555																		
556		GI 120	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
557		GI 160-250	34.8	7.6	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0	0.0	0.0		0.0		
558		AH 120	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
559		PRESS BRAKE 25	0.0	26.0	8.4	0.0	7.2	0.0	6.4	0.0	0.0	0.0	0.0	0.0		0.0		
560		PRESS BRAKE 35	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
561		PRESS BRAKE 50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
562		PRESS BRAKE 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
563		PRESS BRAKE 110	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
564		GS RANGE	52.0	40.0	12.0	20.0	8.0	10.8	4.0	4.0	0.0	0.0	0.0	0.0		27.2		
565																		
566		K100	55.0	8.1	14.0	6.7	0.4	3.9	10.2	0.0	3.9	0.0	0.0	0.0		0.0		
567		CM 1	22.8	3.9	5.7	3.2	0.0	1.4	1.7	0.0	1.2	0.0	0.0	0.0		5.3		
568		K180	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
569		CM 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
570		K 360	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
571		CM 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
572		CM160	128.1	70.0	23.1	15.4	9.8	15.4	21.7	0.0	0.0	0.0	0.0	0.0		0.0		
573		K600	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
574																		
575		SERVICE													1828.0			
576		ROLLFORM EQU	4.0	4.0	76.0	0.0	0.0	0.0	72.0	112.0	8.0	0.0	0.0	0.0		0.0		
577		TOOLING (3 SETS)	0.0	0.0	0.0	0.0	0.0	0.0	128.0	48.0	0.0	0.0	0.0	0.0		16.0		
578		OPENING STOCK											555.0	483.0				
579		SPARES	0.0	160.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
580		TOTAL HOURS	481.7	795.6	404.6	341.0	288.2	370.4	556.1	304.0	176.9	100.0	1322.0	925.5	1828.0	583.5		
581																		
582		*SHEET 5.3*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

ASTON UNIVERSITY
LIBRARY AND
INFORMATION SERVICES

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
583		MAY	MACHINE REFERENCE															
584			UNION	UNION	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
585		PRODUCT	130.0	125.0	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
586		GI 30	0.0	15.4	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0	100.0	85.0		0.0		
587		GI 60	0.0	52.8	26.4	25.2	14.4	7.8	16.8	0.0	0.0	0.0	107.0	90.0		0.0		
588		GI 90	116.0	40.8	36.8	48.8	29.6	15.2	25.6	0.0	0.0	0.0	220.0	180.0		0.0		
589		GP 30	0.0	26.4	4.6	5.0	2.0	2.6	2.8	0.0	0.6	0.0	75.0	7.5		0.0		
590		GP 40	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
591		GP 55	0.0	120.8	20.0	25.6	15.2	12.8	14.4	0.0	0.0	0.0	160.0	15.0		0.0		
592		GP 75	23.0	15.4	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0	80.0	7.5		0.0		
593		AH 40	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
594		AH 80	0.0	28.6	5.6	8.2	5.6	2.4	2.6	0.0	0.0	0.0	115.0	80.0		0.0		
595																		
596		GI 120	31.2	9.4	9.8	15.6	9.4	4.0	3.2	0.0	0.0	0.0	0.0	0.0		0.0		
597		GI 160-250	69.6	15.2	23.2	36.8	24.4	12.4	11.2	0.0	0.0	0.0	0.0	0.0		0.0		
598		AH 120	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
599		PRESS BRAKE 25	0.0	13.0	4.2	0.0	3.6	0.0	3.2	0.0	0.0	0.0	60.0	40.0		0.0		
600		PRESS BRAKE 35	0.0	15.2	5.2	0.0	4.0	0.0	3.4	0.0	0.0	0.0	0.0	0.0		0.0		
601		PRESS BRAKE 50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
602		PRESS BRAKE 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
603		PRESS BRAKE 110	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
604		GS RANGE	26.0	20.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0	150.0	90.0		13.6		
605																		
606		K100	55.0	8.1	14.0	6.7	0.4	3.9	10.2	0.0	3.9	0.0	0.0	0.0		0.0		
607		CM 1	53.2	9.1	13.3	7.4	0.0	3.2	3.9	0.0	2.8	0.0	0.0	0.0		12.3		
608		K180	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
609		CM 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
610		K 360	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
611		CM 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
612		CM160	91.5	50.0	16.5	11.0	7.0	11.0	15.5	0.0	0.0	0.0	157.5	90.0		0.0		
613		K600	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
614																		
615		SERVICE													1728.0			
616		ROLLFORM EQU	8.0	8.0	152.0	0.0	0.0	0.0	144.0	224.0	16.0	0.0	0.0	0.0		0.0		
617		TOOLING (3 SETS)	0.0	0.0	0.0	0.0	0.0	0.0	256.0	96.0	0.0	0.0	0.0	0.0		32.0		
618		OPENING STOCK																
619		SPARES	0.0	160.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
620		TOTAL HOURS	473.5	608.2	451.8	313.6	269.2	354.8	736.9	462.0	183.3	100.0	1224.5	685.0	1728.0	592.9		
621																		
622		*SHEET 5.4*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
623		JUNE	MACHINE REFERENCE															
624			UNION	UNION	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
625		PRODUCT	130.0	125.0	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
626		GI 30	0.0	15.4	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0	0.0	0.0		0.0		
627		GI 60	0.0	35.2	17.6	16.8	9.6	5.2	11.2	0.0	0.0	0.0	107.0	90.0		0.0		
628		GI 90	58.0	20.4	18.4	24.4	14.8	7.6	12.8	0.0	0.0	0.0	110.0	90.0		0.0		
629		GP 30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
630		GP 40	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
631		GP 55	0.0	30.2	5.0	6.4	3.8	3.2	3.6	0.0	0.0	0.0	80.0	7.5		0.0		
632		GP 75	23.0	15.4	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0	0.0	0.0		0.0		
633		AH 40	0.0	43.6	12.4	12.8	9.2	4.0	5.2	0.0	4.0	0.0	0.0	0.0		0.0		
634		AH 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
635																		
636		GI 120	62.4	18.8	19.6	31.2	18.8	8.0	6.4	0.0	0.0	0.0	0.0	0.0		0.0		
637		GI 160-250	34.8	7.6	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0	155.0	87.5		0.0		
638		AH 120	18.6	42.2	2.0	10.2	6.4	2.8	2.6	0.0	1.6	0.0	0.0	0.0		0.0		
639		PRESS BRAKE 25	0.0	13.0	4.2	0.0	3.6	0.0	3.2	0.0	0.0	0.0	60.0	40.0		0.0		
640		PRESS BRAKE 35	0.0	30.4	10.4	0.0	8.0	0.0	6.8	0.0	0.0	0.0	0.0	0.0		0.0		
641		PRESS BRAKE 50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
642		PRESS BRAKE 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
643		PRESS BRAKE 110	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
644		GS RANGE	26.0	20.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0	150.0	90.0		13.6		
645																		
646		K100	23.6	3.5	6.0	2.9	0.2	1.7	4.4	0.0	1.7	0.0	125.0	65.0		0.0		
647		CM 1	53.2	9.1	13.3	7.4	0.0	3.2	3.9	0.0	2.8	0.0	0.0	0.0		12.3		
648		K180	24.0	6.3	5.4	3.3	1.5	2.4	4.8	0.0	1.5	0.0	0.0	0.0		0.0		
649		CM 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
650		K 360	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
651		CM 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
652		CM160	27.5	15.0	5.0	3.3	2.1	3.3	4.7	0.0	0.0	0.0	315.0	180.0		0.0		
653		K600	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
654																		
655		SERVICE													1828.0			
656		ROLLFORM EQU	8.0	8.0	152.0	0.0	0.0	0.0	144.0	224.0	16.0	0.0	0.0	0.0		0.0		
657		TOOLING (3 SETS)	0.0	0.0	0.0	0.0	0.0	0.0	256.0	96.0	0.0	0.0	0.0	0.0		32.0		
658		OPENING STOCK																
659		SPARES	0.0	160.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
660		TOTAL HOURS	359.0	494.1	403.1	260.4	243.8	327.1	699.3	462.0	187.6	100.0	1102.0	650.0	1828.0	592.9		
661																		
662		*SHEET 5.5*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
663		JULY	MACHINE REFERENCE															
664			UNION	UNION	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
665		PRODUCT	130.0	125.0	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
666		GI 30	0.0	46.2	24.0	18.0	12.6	4.2	13.8	0.0	0.0	0.0	100.0	85.0		0.0		
667		GI 60	0.0	52.8	26.4	25.2	14.4	7.8	16.8	0.0	0.0	0.0	107.0	90.0		0.0		
668		GI 90	87.0	30.6	27.6	36.6	22.2	11.4	19.2	0.0	0.0	0.0	110.0	90.0		0.0		
669		GP 30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
670		GP 40	0.0	29.2	5.4	5.6	2.8	2.8	3.2	0.0	0.0	0.0	0.0	0.0		0.0		
671		GP 55	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
672		GP 75	69.0	46.2	18.6	22.2	16.2	8.4	7.8	0.0	0.0	0.0	80.0	7.5		0.0		
673		AH 40	0.0	130.8	37.2	38.4	27.6	12.0	15.6	0.0	12.0	0.0	200.0	150.0		0.0		
674		AH 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
675																		
676		GI 120	31.2	9.4	9.8	15.6	9.4	4.0	3.2	0.0	0.0	0.0	150.0	80.0		0.0		
677		GI 160-250	34.8	7.6	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0	155.0	87.5		0.0		
678		AH 120	37.2	84.4	4.0	20.4	12.8	5.6	5.2	0.0	3.2	0.0	0.0	0.0		0.0		
679		PRESS BRAKE 25	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
680		PRESS BRAKE 35	0.0	15.2	5.2	0.0	4.0	0.0	3.4	0.0	0.0	0.0	62.5	40.0		0.0		
681		PRESS BRAKE 50	0.0	16.4	6.2	0.0	4.0	0.0	3.8	0.0	0.0	0.0	0.0	0.0		0.0		
682		PRESS BRAKE 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
683		PRESS BRAKE 110	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
684		GS RANGE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
685																		
686		K100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	125.0	65.0		0.0		
687		CM 1	22.8	3.9	5.7	3.2	0.0	1.4	1.7	0.0	1.2	0.0	140.0	75.0		5.3		
688		K180	56.0	14.7	12.6	7.7	3.5	5.6	11.2	0.0	3.5	0.0	0.0	0.0		0.0		
689		CM 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
690		K 360	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
691		CM 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
692		CM160	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	157.5	90.0		0.0		
693		K600	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
694																		
695		SERVICE													1828.0			
696		ROLLFORM EQU	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
697		TOOLING (3 SETS)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
698		OPENING STOCK																
699		SPARES	0.0	160.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
700		TOTAL HOURS	338.0	647.4	294.3	311.3	281.7	339.4	325.5	140.0	179.9	100.0	1387.0	860.0	1828.0	540.3		
701																		
702		*SHEET 5.6*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
703		AUGUST	MACHINE REFERENCE															
704			UNION	UNION	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
705		PRODUCT	130.0	125.0	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
706		GI 30	0.0	15.4	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0	100.0	85.0		0.0		
707		GI 60	0.0	52.8	26.4	25.2	14.4	7.8	16.8	0.0	0.0	0.0	107.0	90.0		0.0		
708		GI 90	29.0	10.2	9.2	12.2	7.4	3.8	6.4	0.0	0.0	0.0	110.0	90.0		0.0		
709		GP 30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
710		GP 40	0.0	87.6	16.2	16.8	8.4	8.4	9.6	0.0	0.0	0.0	75.0	7.5		0.0		
711		GP 55	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
712		GP 75	23.0	15.4	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0	80.0	7.5		0.0		
713		AH 40	0.0	43.6	12.4	12.8	9.2	4.0	5.2	0.0	4.0	0.0	200.0	150.0		0.0		
714		AH 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
715																		
716		GI 120	31.2	9.4	9.8	15.6	9.4	4.0	3.2	0.0	0.0	0.0	150.0	80.0		0.0		
717		GI 160-250	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
718		AH 120	18.6	42.2	2.0	10.2	6.4	2.8	2.6	0.0	1.6	0.0	165.0	90.0		0.0		
719		PRESS BRAKE 25	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
720		PRESS BRAKE 35	0.0	15.2	5.2	0.0	4.0	0.0	3.4	0.0	0.0	0.0	62.5	40.0		0.0		
721		PRESS BRAKE 50	0.0	32.8	12.4	0.0	8.0	0.0	7.6	0.0	0.0	0.0	0.0	0.0		0.0		
722		PRESS BRAKE 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
723		PRESS BRAKE 110	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
724		GS RANGE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
725																		
726		K100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
727		CM 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	140.0	75.0		0.0		
728		K180	56.0	14.7	12.6	7.7	3.5	5.6	11.2	0.0	3.5	0.0	0.0	0.0		0.0		
729		CM 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
730		K 360	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
731		CM 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
732		CM160	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
733		K600	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
734																		
735		SERVICE													1828.0			
736		ROLLFORM EQU	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0		
737		TOOLING (3 SETS)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0		
738		OPENING STOCK																
739		SPARES	0.0	160.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
740		TOTAL HOURS	157.8	499.3	220.4	213.9	220.3	310.6	288.2	140.0	169.1	100.0	1389.5	915.0	1828.0	535.0		
741																		
742		*SHEET 5.7*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
743		SEPTEMBER	MACHINE REFERENCE															
744			UNION	UNION	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
745		PRODUCT	130.0	125.0	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
746		GI 30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
747		GI 60	0.0	105.6	52.8	50.4	28.8	15.6	33.6	0.0	0.0	0.0	214.0	180.0		0.0		
748		GI 90	29.0	10.2	9.2	12.2	7.4	3.8	6.4	0.0	0.0	0.0	0.0	0.0		0.0		
749		GP 30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
750		GP 40	0.0	29.2	5.4	5.6	2.8	2.8	3.2	0.0	0.0	0.0	75.0	7.5		0.0		
751		GP 55	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
752		GP 75	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
753		AH 40	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
754		AH 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
755																		
756		GI 120	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
757		GI 160-250	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
758		AH 120	18.6	42.2	2.0	10.2	6.4	2.8	2.6	0.0	1.6	0.0	165.0	90.0		0.0		
759		PRESS BRAKE 25	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
760		PRESS BRAKE 35	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
761		PRESS BRAKE 50	0.0	16.4	6.2	0.0	4.0	0.0	3.8	0.0	0.0	0.0	65.0	45.0		0.0		
762		PRESS BRAKE 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
763		PRESS BRAKE 110	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
764		GS RANGE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
765																		
766		K100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
767		CM 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
768		K180	24.0	6.3	5.4	3.3	1.5	2.4	4.8	0.0	1.5	0.0	130.0	65.0		0.0		
769		CM 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
770		K 360	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
771		CM 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
772		CM160	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
773		K600	28.5	28.5	8.3	12.0	1.5	3.6	1.5	3.0	6.0	0.0	0.0	0.0		6.0		
774																		
775		SERVICE													1900.0			
776		ROLLFORM EQU	4.0	4.0	76.0	0.0	0.0	0.0	72.0	112.0	8.0	0.0	100.0	100.0		0.0		
777		TOOLING (3 SETS)	0.0	0.0	0.0	0.0	0.0	0.0	128.0	48.0	0.0	0.0	100.0	100.0		16.0		
778		OPENING STOCK																
779		SPARES	0.0	160.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
780		TOTAL HOURS	104.1	402.4	265.3	193.7	192.4	301.0	470.9	303.0	177.1	100.0	849.0	587.5	1900.0	557.0		
781																		
782		*SHEET 5.8*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
783		OCTOBER	MACHINE REFERENCE															
784			UNION	UNION	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
785		PRODUCT	130.0	125.0	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
786		GI 30	0.0	15.4	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0	0.0	0.0		0.0		
787		GI 60	0.0	35.2	17.6	16.8	9.6	5.2	11.2	0.0	0.0	0.0	214.0	180.0		0.0		
788		GI 90	116.0	40.8	36.8	48.8	29.6	15.2	25.6	0.0	0.0	0.0	110.0	90.0		0.0		
789		GP 30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
790		GP 40	0.0	29.2	5.4	5.6	2.8	2.8	3.2	0.0	0.0	0.0	0.0	0.0		0.0		
791		GP 55	0.0	60.4	10.0	12.8	7.6	6.4	7.2	0.0	0.0	0.0	0.0	0.0		0.0		
792		GP 75	23.0	15.4	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0	0.0	0.0		0.0		
793		AH 40	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
794		AH 80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
795																		
796		GI 120	31.2	9.4	9.8	15.6	9.4	4.0	3.2	0.0	0.0	0.0	0.0	0.0		0.0		
797		GI 160-250	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
798		AH 120	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
799		PRESS BRAKE 25	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
800		PRESS BRAKE 35	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
801		PRESS BRAKE 50	0.0	16.4	6.2	0.0	4.0	0.0	3.8	0.0	0.0	0.0	65.0	45.0		0.0		
802		PRESS BRAKE 80	0.0	19.4	7.8	0.0	3.8	0.0	4.2	0.0	0.0	0.0	0.0	0.0		0.0		
803		PRESS BRAKE 110	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
804		GS RANGE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
805																		
806		K100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
807		CM 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
808		K180	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	130.0	65.0		0.0		
809		CM 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
810		K 360	25.5	14.7	5.7	3.6	2.4	3.0	4.5	0.0	0.0	0.0	0.0	0.0		0.0		
811		CM 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
812		CM160	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
813		K600	66.5	66.5	19.3	28.0	3.5	8.4	3.5	7.0	14.0	0.0	0.0	0.0		14.0		
814																		
815		SERVICE													1828.0			
816		ROLLFORM EQU	8.0	8.0	152.0	0.0	0.0	0.0	144.0	224.0	16.0	0.0	0.0	0.0		0.0		
817		TOOLING (3 SETS)	0.0	0.0	0.0	0.0	0.0	0.0	256.0	96.0	0.0	0.0	0.0	0.0		32.0		
818		OPENING STOCK																
819		SPARES	0.0	160.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
820		TOTAL HOURS	270.2	490.8	384.8	244.6	222.3	319.2	688.6	467.0	190.0	100.0	519.0	380.0	1828.0	581.0		
821																		
822		*SHEET 5.9*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
823		NOVEMBER	MACHINE REFERENCE															
824			UNION	UNION	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
825		PRODUCT	130.0	125.0	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
826		GI 30	0.0	46.2	24.0	18.0	12.6	4.2	13.8	0.0	0.0	0.0	100.0	85.0		0.0		
827		GI 60	0.0	17.6	8.8	8.4	4.8	2.6	5.6	0.0	0.0	0.0	0.0	0.0		0.0		
828		GI 90	116.0	40.8	36.8	48.8	29.6	15.2	25.6	0.0	0.0	0.0	220.0	180.0		0.0		
829		GP 30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
830		GP 40	0.0	87.6	16.2	16.8	8.4	8.4	9.6	0.0	0.0	0.0	75.0	7.5		0.0		
831		GP 55	0.0	181.2	30.0	38.4	22.8	19.2	21.6	0.0	0.0	0.0	160.0	15.0		0.0		
832		GP 75	69.0	46.2	18.6	22.2	16.2	8.4	7.8	0.0	0.0	0.0	80.0	7.5		0.0		
833		AH 40	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
834		AH 80	0.0	28.6	5.6	8.2	5.6	2.4	2.6	0.0	0.0	0.0	0.0	0.0		0.0		
835																		
836		GI 120	62.4	18.8	19.6	31.2	18.8	8.0	6.4	0.0	0.0	0.0	0.0	0.0		0.0		
837		GI 160-250	34.8	7.6	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0	0.0	0.0		0.0		
838		AH 120	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
839		PRESS BRAKE 25	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
840		PRESS BRAKE 35	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
841		PRESS BRAKE 50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
842		PRESS BRAKE 80	0.0	38.8	15.6	0.0	7.6	0.0	8.4	0.0	0.0	0.0	0.0	0.0		0.0		
843		PRESS BRAKE 110	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
844		GS RANGE	26.0	20.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0	0.0	0.0		13.6		
845																		
846		K100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
847		CM 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
848		K180	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
849		CM 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
850		K 360	59.5	34.3	13.3	8.4	5.6	7.0	10.5	0.0	0.0	0.0	0.0	0.0		0.0		
851		CM 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
852		CM160	27.5	15.0	5.0	3.3	2.1	3.3	4.7	0.0	0.0	0.0	0.0	0.0		0.0		
853		K600	66.5	66.5	19.3	28.0	3.5	8.4	3.5	7.0	14.0	0.0	0.0	0.0		14.0		
854																		
855		SERVICE													1900.0			
856		ROLLFORM EQU	8.0	8.0	152.0	0.0	0.0	0.0	144.0	224.0	16.0	0.0	0.0	0.0		0.0		
857		TOOLING (3 SETS)	0.0	0.0	0.0	0.0	0.0	0.0	256.0	96.0	0.0	0.0	0.0	0.0		32.0		
858		OPENING STOCK																
859		SPARES	0.0	160.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
860		TOTAL HOURS	469.7	817.2	482.3	360.1	293.8	368.7	742.7	469.0	190.0	100.0	635.0	295.0	1900.0	594.6		
861																		
862		*SHEET 5.10*	***VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH***															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
863		DECEMBER	MACHINE REFERENCE															
864			UNION	UNION	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
865		PRODUCT	130.0	125.0	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
866		GI 30	0.0	15.4	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0	100.0	85.0		0.0		
867		GI 60	0.0	70.4	35.2	33.6	19.2	10.4	22.4	0.0	0.0	0.0	107.0	90.0		0.0		
868		GI 90	29.0	10.2	9.2	12.2	7.4	3.8	6.4	0.0	0.0	0.0	110.0	90.0		0.0		
869		GP 30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
870		GP 40	0.0	29.2	5.4	5.6	2.8	2.8	3.2	0.0	0.0	0.0	75.0	7.5		0.0		
871		GP 55	0.0	60.4	10.0	12.8	7.6	6.4	7.2	0.0	0.0	0.0	160.0	15.0		0.0		
872		GP 75	23.0	15.4	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0	80.0	7.5		0.0		
873		AH 40	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
874		AH 80	0.0	85.8	16.8	24.6	16.8	7.2	7.8	0.0	0.0	0.0	115.0	80.0		0.0		
875																		
876		GI 120	62.4	18.8	19.6	31.2	18.8	8.0	6.4	0.0	0.0	0.0	150.0	80.0		0.0		
877		GI 160-250	69.6	15.2	23.2	36.8	24.4	12.4	11.2	0.0	0.0	0.0	0.0	0.0		0.0		
878		AH 120	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
879		PRESS BRAKE 25	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
880		PRESS BRAKE 35	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
881		PRESS BRAKE 50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
882		PRESS BRAKE 80	0.0	19.4	7.8	0.0	3.8	0.0	4.2	0.0	0.0	0.0	70.0	50.0		0.0		
883		PRESS BRAKE 110	0.0	23.4	8.0	0.0	4.0	0.0	4.4	0.0	0.0	0.0	0.0	0.0		0.0		
884		GS RANGE	52.0	40.0	12.0	20.0	8.0	10.8	4.0	4.0	0.0	0.0	0.0	0.0		27.2		
885																		
886		K100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
887		CM 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
888		K180	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
889		CM 2	25.8	9.2	5.1	3.5	1.8	2.7	4.7	0.0	1.5	0.0	0.0	0.0		0.0		
890		K 360	59.5	34.3	13.3	8.4	5.6	7.0	10.5	0.0	0.0	0.0	0.0	0.0		0.0		
891		CM 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
892		CM160	64.1	35.0	11.6	7.7	4.9	7.7	10.9	0.0	0.0	0.0	0.0	0.0		0.0		
893		K600	28.5	28.5	8.3	12.0	1.5	3.6	1.5	3.0	6.0	0.0	165.0	95.0		6.0		
894																		
895		SERVICE													1790.0			
896		ROLLFORM EQU	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
897		TOOLING (3 SETS)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
898		OPENING STOCK																
899		SPARES	0.0	160.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
900		TOTAL HOURS	413.9	670.6	299.6	321.8	276.2	357.0	326.9	147.0	167.5	100.0	1132.0	600.0	1790.0	568.2		
901																		
902		*SHEET 5.11*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
903		JANUARY	MACHINE REFERENCE															
904			UNION	UNION	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
905		PRODUCT	130.0	125.0	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
906		GI 30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
907		GI 60	0.0	88.0	44.0	42.0	24.0	13.0	28.0	0.0	0.0	0.0	214.0	180.0		0.0		
908		GI 90	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
909		GP 30	0.0	26.4	4.6	5.0	2.0	2.6	2.8	0.0	0.6	0.0	0.0	0.0		0.0		
910		GP 40	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
911		GP 55	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
912		GP 75	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
913		AH 40	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
914		AH 80	0.0	28.6	5.6	8.2	5.6	2.4	2.6	0.0	0.0	0.0	115.0	80.0		0.0		
915																		
916		GI 120	93.6	28.2	29.4	46.8	28.2	12.0	9.6	0.0	0.0	0.0	150.0	80.0		0.0		
917		GI 160-250	34.8	7.6	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0	155.0	87.5		0.0		
918		AH 120	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
919		PRESS BRAKE 25	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
920		PRESS BRAKE 35	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
921		PRESS BRAKE 50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
922		PRESS BRAKE 80	0.0	19.4	7.8	0.0	3.8	0.0	4.2	0.0	0.0	0.0	70.0	50.0		0.0		
923		PRESS BRAKE 110	0.0	46.8	16.0	0.0	8.0	0.0	8.8	0.0	0.0	0.0	0.0	0.0		0.0		
924		GS RANGE	26.0	20.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0	150.0	90.0		13.6		
925																		
926		K100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
927		CM 1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
928		K180	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
929		CM 2	60.2	21.4	11.9	8.1	4.2	6.3	10.9	0.0	3.5	0.0	0.0	0.0		0.0		
930		K 360	25.5	14.7	5.7	3.6	2.4	3.0	4.5	0.0	0.0	0.0	150.0	80.0		0.0		
931		CM 3	27.5	15.0	5.0	3.3	0.6	1.5	2.4	0.0	0.0	0.0	0.0	0.0		6.3		
932		CM160	64.1	35.0	11.6	7.7	4.9	7.7	10.9	0.0	0.0	0.0	0.0	0.0		0.0		
933		K600	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	165.0	95.0		0.0		
934																		
935		SERVICE													1828.0			
936		ROLLFORM EQU	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0		
937		TOOLING (3 SETS)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0		
938		OPENING STOCK																
939		SPARES	0.0	160.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
940		TOTAL HOURS	331.6	511.1	259.1	253.1	239.9	330.1	307.2	142.0	164.1	100.0	1369.0	942.5	1828.0	554.9		
941																		
942		***SHEET 5.12***	***VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH***															

Model 5.1 - Spreadsheet Two

Sheet	Rows	
6	1-155	**Machine Absorption** - This machine requires the user to enter for each machine and each month: the hourly charge rate, the hours available on a particular machine and the efficiency of a machine. The efficiency is given as the percentage of the total hours available on a particular machine when it is actually engaged in productive work. The overload on a particular machine is also shown as is the number of hours subcontracted.
7	211-247	**Summary of Absorption Charges** - This sheet displays a summary of the absorption charges over the year for each machine, together with a summary of the hours subcontracted to outside customers.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1		*SHEET 6: MACHINE ABSORPTION*														
2		*DATA INPUT*														
3		MACHINE	MACHINE	February	March	April	May	June	July	August	September	October	November	December	January	MACHINE
4		UNION	Charge Rate per Hour (£)	35	35	35	35	35	35	35	35	35	35	35	35	UNION
5		130	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	130
6			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
7			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
8			Hours Required	297	193	482	519	405	384	204	104	270	470	460	378	4165
9			Total Charge (£)	10,411	6,757	10,710	10,710	10,710	10,710	7,130	3,644	9,457	10,710	10,710	10,710	
10			- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Overload	Overload	Average O/L
11			-% Overload			57%	70%	32%	25%				53%	50%	23%	13%
12			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
13			- Hours Subcontracted	0	0	130	167	53	32	0	0	0	118	108	26	
14			- Hrs O/L to carry Frwd	0	0	46	46	46	46	0	0	0	46	46	46	
15			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
16			- Hours subcontracted	0	113	0	0	0	0	102	202	0	0	0	0	
17			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
18			- Subcontract Gross Profit	0	791	0	0	0	0	716	1,413	0	0	0	0	
19			- Material Cost of Sales S/C	0	3,953	0	0	0	0	3,581	7,067	0	0	0	0	
20																
21		UNION	Charge Rate per Hour (£)	35	35	35	35	35	35	35	35	35	35	35	35	UNION
22		125	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	125
23			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
24			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
25			Hours Required	344	529	841	654	540	693	545	448	537	863	716	557	7269
26			Total Charge (£)	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	
27			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
28			-% Overload	13%	73%	175%	114%	76%	127%	78%	47%	75%	182%	134%	82%	98%
29			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
30			- Hours Subcontracted	0	177	490	302	188	341	193	96	185	511	365	205	
31			- Hrs O/L to carry Frwd	38	46	46	46	46	46	46	46	46	46	46	46	
32			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
33			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
34			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
35			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
36			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	
37																
38		CINCINNATI	Charge Rate per Hour (£)	65	65	65	65	65	65	65	65	65	65	65	65	CINCINNATI
39		T30	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	T30
40			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
41			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	324	3888
42			Hours Required	230	216	405	500	452	343	239	265	385	531	348	283	4198
43			Total Charge (£)	14,947	14,060	21,060	21,060	21,060	21,060	15,555	17,241	21,060	21,060	21,060	18,415	
44			- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	OK	OK	Overload	Overload	Overload	OK	Average O/L
45			-% Overload			25%	54%	39%	6%			19%	64%	7%		8%
46			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
47			- Hours Subcontracted	0	0	32	128	79	0	0	0	12	158	0	0	
48			- Hrs O/L to carry Frwd	0	0	49	49	49	19	0	0	49	49	24	0	
49			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
50			- Hours subcontracted	94	108	0	0	0	0	85	59	0	0	0	0	
51			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
52			- Subcontract Gross Profit	1,223	1,400	0	0	0	0	1,101	764	0	0	0	0	
53			- Material Cost of Sales S/C	6,113	7,001	0	0	0	0	5,506	3,819	0	0	0	0	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
54		*SHEET 6: MACHINE ABSORPTION Continued*														
55		WEBSTER BENNETT	Charge Rate per Hour (£)	20	20	20	20	20	20	20	20	20	20	20	20	WEBSTER BENNETT
56			Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	Totals
57			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	3240
58			Hrs Avail Incl Efficiency	270	270	270	270	270	270	270	270	270	270	270	270	3546
59			Hours Required	278	222	341	354	301	342	254	194	245	360	362	294	
60			Total Charge (£)	5,400	4,431	5,400	5,400	5,400	5,400	5,088	3,874	4,892	5,400	5,400	5,400	
61			- Under/Overload	Overload	OK	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Overload	Overload	Average O/L
62			-% Overload	3%		26%	31%	11%	27%				33%	34%	9%	9%
63			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
64			- Hours Subcontracted	0	0	31	44	0	32	0	0	0	50	52	0	
65			- Hrs O/L to carry Frwd	8	0	41	41	31	41	0	0	0	41	41	24	
66			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
67			- Hours subcontracted	0	48	0	0	0	0	0	76	0	0	0	0	
68			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
69			- Subcontract Gross Profit	0	194	0	0	0	0	0	305	0	0	0	0	
70			- Material Cost of Sales S/C	0	969	0	0	0	0	0	1,526	0	0	0	0	
71																
72		BINNS & BERRY	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	BINNS & BERRY
73			Hours available/month	190	190	190	190	190	190	190	190	190	190	190	190	Totals
74			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	1710
75			Hrs Avail Incl Efficiency	143	143	143	143	143	143	143	143	143	143	143	143	3123
76			Hours Required	157	225	310	291	265	303	242	214	244	315	298	261	
77			Total Charge (£)	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	
78			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
79			-% Overload	10%	58%	117%	104%	86%	113%	70%	50%	71%	121%	109%	83%	83%
80			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
81			- Hours Subcontracted	0	61	146	127	101	139	78	50	80	151	134	97	
82			- Hrs O/L to carry Frwd	14	21	21	21	21	21	21	21	21	21	21	21	
83			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
84			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
85			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
86			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
87			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	
88																
89		POREBA	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	POREBA
90			Hours available/month	190	190	190	190	190	190	190	190	190	190	190	190	.
91			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
92			Hrs Avail Incl Efficiency	143	143	143	143	143	143	143	143	143	143	143	143	1710
93			Hours Required	282	339	392	376	348	361	332	322	341	390	378	351	4213
94			Total Charge (£)	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	
95			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
96			-% Overload	98%	138%	175%	164%	145%	153%	133%	126%	139%	174%	166%	147%	146%
97			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
98			- Hours Subcontracted	118	176	228	212	185	197	168	159	177	226	215	188	
99			- Hrs O/L to carry Frwd	21	21	21	21	21	21	21	21	21	21	21	21	
100			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
101			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
102			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
103			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
104			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
105		*SHEET 6: MACHINE ABSORPTION Continued*														
106		MAZAK	Charge Rate per Hour (£)	45	45	45	45	45	45	45	45	45	45	45	45	MAZAK
107		SLANT TURN	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	SLANT TURN
108			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
109			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	324	3888
110			Hours Required	428	336	568	786	748	374	337	484	737	791	376	356	6319
111			Total Charge (£)	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	
112			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
113			-% Overload	32%	4%	75%	142%	131%	15%	4%	49%	128%	144%	16%	10%	63%
114			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
115			- Hours Subcontracted	55	0	195	413	375	1	0	111	365	419	3	0	
116			- Hrs O/L to carry Frwd	49	12	49	49	49	49	13	49	49	49	49	32	
117			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
118			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
119			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
120			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
121			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	
122																
123		MAZAK	Charge Rate per Hour (£)	45	45	45	45	45	45	45	45	45	45	45	45	MAZAK
124		QT15	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	QT15
125			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
126			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	324	3888
127			Hours Required	140	142	304	462	511	189	140	303	467	518	196	142	3512
128			Total Charge (£)	6,300	6,390	13,680	14,580	14,580	8,487	6,300	13,635	14,580	14,580	8,802	6,390	
129			- Under/Overload	OK	OK	OK	Overload	Overload	OK	OK	OK	Overload	Overload	OK	OK	Average O/L
130			-% Overload				43%	58%				44%	60%			No O/L
131			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
132			- Hours Subcontracted	0	0	0	89	138	0	0	0	94	145	0	0	
133			- Hrs O/L to carry Frwd	0	0	0	49	49	0	0	0	49	49	0	0	
134			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
135			- Hours subcontracted	184	182	0	0	0	135	184	0	0	0	128	182	
136			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
137			- Subcontract Gross Profit	1,656	1,638	0	0	0	1,219	1,656	0	0	0	1,156	1,638	
138			- Material Cost of Sales S/C	8,280	8,190	0	0	0	6,093	8,280	0	0	0	5,778	8,190	
139																
140		HYDROTEL	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	HYDROTEL
141		.	Hours available/month	190	190	190	190	190	190	190	190	190	190	190	190	.
142			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
143			Hrs Avail Incl Efficiency	162	162	162	162	162	162	162	162	162	162	162	162	1938
144			Hours Required	162	169	184	206	212	204	193	201	214	214	192	188	2340
145			Total Charge (£)	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	
146			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
147			-% Overload	0%	4%	14%	27%	31%	26%	20%	25%	33%	33%	19%	17%	21%
148			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
149			- Hours Subcontracted	0	0	0	20	26	18	8	16	29	29	6	3	
150			- Hrs O/L to carry Frwd	1	7	23	24	24	24	24	24	24	24	24	24	
151			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
152			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
153			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
154			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
155			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
156		*SHEET 6: MACHINE ABSORPTION Continued*														
157		PLANER	Charge Rate per Hour (£)	12	12	12	12	12	12	12	12	12	12	12	12	PLANER
158			Hours available/month	190	190	190	190	190	190	190	190	190	190	190	190	.
159			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
160			Hrs Avail Incl Efficiency	143	143	143	143	143	143	143	143	143	143	143	143	1710
161			Hours Required	100	100	100	100	100	100	100	100	100	100	100	100	1200
162			Total Charge (£)	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	
163			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
164			-% Overload													No O/L
165			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
166			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
167			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
168			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
169			- Hours subcontracted	43	43	43	43	43	43	43	43	43	43	43	43	
170			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
171			- Subcontract Gross Profit	102	102	102	102	102	102	102	102	102	102	102	102	
172			- Material Cost of Sales S/C	510	510	510	510	510	510	510	510	510	510	510	510	
173																
174		Mechanical Fitting	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	16	Mechanical
175			Hours available/month	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	Fitting
176			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
177			Hrs Avail Incl Efficiency	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	31500
178			Hours Required	605	812	1322	1225	1102	1387	1390	849	519	635	1132	1369	12346
179			Total Charge (£)	9,680	12,992	21,152	19,592	17,632	22,192	22,232	13,584	8,304	10,160	18,112	21,904	
180			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
181			-% Overload													No O/L
182			- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
183		Electrical Fitting	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	16	Electrical
184			Hours available/month	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	Fitting
185			Machine Efficiency	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	Totals
186			Hrs Avail Incl Efficiency	750	750	750	750	750	750	750	750	750	750	750	750	9000
187			Hours Required	533	698	926	861	761	871	1036	873	503	295	600	943	8897
188			Total Charge (£)	8,528	11,168	12,000	12,000	12,000	12,000	12,000	12,000	8,048	4,720	9,600	12,000	
189			- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Average O/L
190			-% Overload			23%	15%	1%	16%	38%	16%				26%	No O/L
191			- Hrs Ovld to carry Frwd	0.0	0.0	175.5	110.5	10.5	120.5	285.5	123.0	0.0	0.0	0.0	192.5	
192		Service	Charge Rate per Hour (£)	15	15	15	15	15	15	15	15	15	15	15	15	Service
193		.	Hours available/month	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	.
194			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
195			Hrs Avail Incl Efficiency	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	19380
196			Hours Required	1900	2265	2478	2591	2804	3017	3230	3515	3728	4013	4188	4401	38130
197			Total Charge (£)	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	
198			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
199			-% Overload	18%	40%	53%	60%	74%	87%	100%	118%	131%	148%	159%	173%	97%
200			- Hrs Ovld to carry Frwd	285.0	650.0	863.0	976.0	1189.0	1402.0	1615.0	1900.0	2113.0	2398.0	2573.0	2786.0	
201																
202		SUB CONTRACT	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	SUB CONTRACT
203		.	Hours available/month	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	.
204			Machine Efficiency	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
205			Hrs Avail Incl Efficiency	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	Total
206			Hours Required	653	963	1639	1682	1363	1300	982	877	1157	1982	1447	1073	15118
207			Total Charge (£)	11,754	17,334	29,498	30,282	24,531	23,396	17,672	15,793	20,832	35,684	26,038	19,317	
208			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
209			-% Overload													
210			- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

SHEET 7: SUMMARY OF ABSORPTION CHARGES

MACHINE	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS (£)
UNION 130	10,411	6,757	10,710	10,710	10,710	10,710	7,130	3,644	9,457	10,710	10,710	10,710	**112,368**
UNION 125	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	**128,520**
CINCINNATI T30	14,947	14,060	21,060	21,060	21,060	21,060	15,555	17,241	21,060	21,060	21,060	18,415	**227,637**
WEBSTER BENNETT	5,400	4,431	5,400	5,400	5,400	5,400	5,088	3,874	4,892	5,400	5,400	5,400	**61,485**
BINNS & BERRY	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	**30,780**
POREBA	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	**30,780**
MAZAK SLANT TURN	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	**174,960**
MAZAK QT15	6,300	6,390	13,680	14,580	14,580	8,487	6,300	13,635	14,580	14,580	8,802	6,390	**128,304**
HYDROTEL	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	**34,884**
PLANER	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	**14,400**
Mechanical Fitting	9,680	12,992	21,152	19,592	17,632	22,192	22,232	13,584	8,304	10,160	18,112	21,904	**197,536**
Electrical Fitting	8,528	11,168	12,000	12,000	12,000	12,000	12,000	12,000	8,048	4,720	9,600	12,000	**126,064**
Service	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	**290,700**
Sub Contract	11,754	17,334	29,498	30,282	24,531	23,396	17,672	15,793	20,832	35,684	26,038	19,317	**272,132**
													0
TOTALS (£)	125,772	131,883	172,252	172,376	164,665	161,997	144,728	138,523	145,925	161,066	158,474	152,887	**1,830,549**

Average Monthly Aborption	152,546

Summary of Subcontract Machine Hours Sold to Outside Customers

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS (£)
Number of Hours Sold	321	494	43	43	43	178	414	379	43	43	171	225	**2,393**
Subcontract Sales Turnover	17,884	24,747	612	612	612	7,924	21,451	15,506	612	612	7,546	10,440	**108,557**
Cost of Material	14,903	20,623	510	510	510	6,603	17,876	12,921	510	510	6,288	8,700	**90,464**
Gross Profit	2,981	4,125	102	102	102	1,321	3,575	2,584	102	102	1,258	1,740	**18,093**

Total Production Hours Available Incl Efficiency	89,196
Total Production Hours Required	99,259
Total Factory Overload (%)	11.3%
CNC Machine Hrs Available	11,664
Conventional Machine Hrs Available	17,652
CNC Machine Hrs as a Percentage	66%

Hours Subcontracted	15,118
Hours S/C as % of Hrs Available	16.9%
Hours S/C as % of Hrs Required	15.2%

Average Monthly Subcontract Sales	9,046
Average Monthly Subcontract Profit	1,508

Sheet	Rows	
	1-120	**Operating Budget** - This is the main output of the model into which all the values calculated in the model are linked to. Rows 1 to 25 show a summary of the operating budget. Row 13 shows the manufacturing costs, below which in row 14 are machine based absorption values calculated by the model. Rows 27 to 120 show a more detailed breakdown of the operating budget, with the manufacturing absorption values shown in row 95.
8	121-158	**Product Data Sheet** - The selling price for each press is given in this sheet. The value of the material used in each press can either be specified directly by the user, or given as a percentage of the selling price.
9	159-198	**Production Schedule** - This is automatically copied across from sheet 1 in the first spreadsheet of the model.
10	199-239	**Sales Schedule** - Due to the complexity of the credit and payment arrangements with individual customers, the model assumes that the company receives payment for the press in the month following its manufacturing leadtime.
11	240-307	**Sales Turnover** - This links the sales schedule in sheet 10 with the selling price of each press in the product data of sheet 8 to give the sales turnover value. The sheet also requires the user to input the outstanding sales from the previous year to be entered as opening stock.
12	308-350	**Machine Hours Required per Product** - This is copied across from sheet 2 on spreadsheet one. Due to the need to close down one of the other spreadsheets during printing to provide enough memory space, all cell references display "REF!" although this does not affect the calculated values.

13 351-394 **Labour Absorption By Product (Labour Cost of Sales)** - The machine hours required given in sheet 12 is multiplied by the charge rate per machine from sheet 6 in spreadsheet two to give the labour absorption for each product.

14 395-466 **Labour Absorption Per Product Per Month** - This takes the values calculated in sheet 13 and multiples them with the actual sales schedule obtained from sheet 10 to give the labour absorption charges associated with each product over twelve months of the model. The sheet also requires the user to input the outstanding labour absorption cost per product of the opening stock carried forward from the previous year.

15 467-538 **Material Cost of Sales** - The material cost per product from product data sheet 8 is multiplied by the sales schedule of sheet 10 to give the material cost of sales. The sheet also requires the user to input the outstanding material cost of the opening stock carried forward from the previous year.

16 539-576 **Manufacturing Overheads** - This requires the user to input the administrative and service costs of the business. The categories used within this sheet can be changed if required by the user.

17 577-599 **Engineering Overheads** - This requires the user to input the costs of the design office which includes such items as CAD/CAM maintenance and the depreciation of the equipment used in the department.

18 600-624 **Sales and Marketing Overheads** - This requires the user to list all the costs relating to sales and marketing including advertising, promotion and travelling expenses.

VHME OPERATING BUDGET FOR THE YEAR ENDING 31 JANUARY 1990

OPERATING BUDGET SUMMARY	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Sales	3,270,085	1,022,675	616,413	234,476	503,783	437,514	408,622	473,013	1,376,620	1,383,203	205,220	327,032	10,258,655
Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gross Sales	3,270,085	1,022,675	616,413	234,476	503,783	437,514	408,622	473,013	1,376,620	1,383,203	205,220	327,032	10,258,655
Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
Net Sales	3,268,085	967,175	568,413	225,976	501,283	430,514	403,122	470,513	1,352,620	1,380,703	193,220	302,032	10,063,655
Cost of Sales	3,001,919	908,806	518,952	192,941	413,055	359,703	309,856	418,707	934,239	1,084,024	154,174	283,235	8,579,611
Gross Profit	266,166	58,370	49,461	33,035	88,228	70,811	93,266	51,805	418,381	296,679	39,046	18,797	1,484,044
Manufacturing Costs	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964
Less Absorption	125,772	131,883	172,252	172,376	164,665	161,997	144,728	138,523	145,925	161,066	158,474	152,887	1,830,549
Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994
Less Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933
Adjusted Gross Profit	244,249	39,363	53,377	59,044	118,024	99,516	89,550	16,551	417,591	304,239	40,255	17,808	1,499,568
Sales & Marketing Costs	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910
Research & Development Expenditure	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000
Operating Profit	207,094	-1,487	13,682	21,199	80,034	59,296	53,745	-22,949	377,896	266,394	2,265	-22,512	1,034,658
Overdraft Interest	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000
Lease Interest	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000
Reorganisation	0	0	0	0	0	0	0	0	0	0	0	0	0
Profit Before Taxation	166,094	-42,487	-27,318	-19,801	39,034	18,296	12,745	-63,949	336,896	225,394	-38,736	-63,512	542,658

Cost Centre	SALES BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F10	Presses	109,328	92,686	245,208	84,357	168,000	126,000	75,000	210,000	78,000	52,000	32,000	159,000	1,431,579
F11	CM Presses	101,500	0	179,668	0	0	130,000	195,000	80,000	0	75,000	0	0	761,168
F12	Press Brakes	0	0	0	0	0	15,000	0	18,000	0	22,000	0	0	55,000
F13	HME Spares & Services	110,132	104,625	126,652	99,119	77,092	104,625	77,092	99,119	132,159	104,626	110,133	104,626	1,250,000
F14	Sub-Contract	17,884	24,747	612	612	612	7,924	21,451	15,506	612	7,546	10,440	108,557	
F15	Bronx Spares & Service	45,815	43,524	52,687	41,234	32,070	43,524	32,070	41,234	54,978	43,524	45,815	43,525	520,000
F16	Bronx Tooling	5,727	5,441	6,586	5,154	4,009	5,441	4,009	5,154	6,871	5,441	5,726	5,441	65,000
F20	Rollforming Machines	2,875,699	747,652	0	0	218,000	0	0	0	1,100,000	1,076,000	0	0	6,017,351
F21	Rollforming Spares	4,000	4,000	5,000	4,000	4,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000	50,000
	TOTAL GROSS SALES	3,270,085	1,022,675	616,413	234,476	503,783	437,514	408,622	473,013	1,376,620	1,383,203	205,220	327,032	10,258,655
S14	Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
P44/6	Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
	TOTAL NET SALES	3,268,085	967,175	568,413	225,976	501,283	430,514	403,122	470,513	1,352,620	1,380,703	193,220	302,032	10,063,655

COST OF SALES BUDGET

Cost Centre	Direct Labour	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F50	Presses	50,428	41,709	82,068	45,209	84,203	68,368	23,706	109,874	33,316	30,020	19,918	81,739	670,558
F51	CM Presses	42,250	0	74,786	0	0	22,453	39,532	17,431	0	18,178	0	0	214,630
F52	Press Brakes	0	0	0	0	0	7,884	0	8,755	0	9,620	0	0	26,259
F53	HME Spares & Service	28,137	26,690	32,477	25,243	19,456	26,690	19,456	25,243	33,925	26,690	28,137	26,690	318,834
F54	Sub-Contract	0	0	0	0	0	0	0	0	0	0	0	0	0
F55	Bronx Spares & Service	15,867	15,047	18,322	14,231	10,957	15,047	10,957	14,231	19,140	15,047	15,867	15,047	179,760
F56	Bronx Tooling	0	0	0	0	0	0	0	0	0	0	0	0	0
F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0
F58	Scrap	667	666	667	666	667	666	667	666	667	667	667	667	8,000
F59	Warrenty	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000
F60	Rollforming Machines	380,000	168,152	0	0	30,200	0	0	0	122,060	200,000	0	0	900,412
F61	Rollforming Spares	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
	Total Direct Labour	522,099	257,014	213,070	90,099	150,233	145,858	99,068	180,950	213,858	304,972	69,339	128,893	2,375,453

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
60	Cost																
61	Centre	Materials	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
62	F50	Presses	61,633	50,977	144,750	46,896	86,900	69,300	41,250	115,500	42,900	28,600	17,600	87,450	793,756		
63	F51	CM Presses	51,638	0	91,407	0	0	71,500	107,250	44,000	0	41,250	0	0	407,045		
64	F52	Press Brakes	0	0	0	0	0	8,250	0	9,900	0	12,100	0	0	30,250		
65	F53	HME Spares & Service	37,003	35,128	42,629	33,253	25,751	35,128	25,751	33,253	44,504	35,128	37,003	35,128	419,659		
66	F54	Sub-Contract	14,903	20,623	510	510	510	6,603	17,876	12,921	510	510	6,288	8,700	90,464		
67	F55	Bronx Spares & Service	12,251	11,626	14,126	11,001	8,500	11,626	8,500	11,001	14,752	11,626	12,251	11,626	138,886		
68	F56	Bronx Tooling	5,110	4,855	5,877	4,599	3,577	4,855	3,577	4,599	6,131	4,855	5,109	4,855	57,999		
69	F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0		
70	F58	Scrap	3,333	3,333	3,333	3,333	3,334	3,333	3,334	3,333	3,334	3,333	3,334	3,333	40,000		
71	F59	Warrenty	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000		
72	F60	Rollforming Machines	2,290,699	522,000	0	0	131,000	0	0	0	605,000	638,400	0	0	4,187,099		
73	F61	Rollforming Spares	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000		
74		Total Materials	2,479,820	651,792	305,882	102,842	262,822	213,845	210,788	237,757	720,381	779,052	84,835	154,342	6,204,158		
75																	
76		COST OF GOODS SOLD	3,001,919	908,806	518,952	192,941	413,055	359,703	309,856	418,707	934,239	1,084,024	154,174	283,235	8,579,611		
77																	
78		GROSS PROFIT	266,166	58,370	49,461	33,035	88,228	70,811	93,266	51,805	418,381	296,679	39,046	18,797	1,484,044		
79		Gross Profit as % of Sales >	8.1%	6.0%	8.7%	14.6%	17.6%	16.4%	23.1%	11.0%	30.9%	21.5%	20.2%	6.2%	14.7%		
80																	
81	DEPT																
82	No	MANUFACTURING ABSORPTION	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
83		Manufacturing Payroll - Direct	53,310	55,460	67,130	52,541	40,875	41,588	54,453	72,599	57,478	60,502	60,502	57,480	673,918		
84		Manufacturing Payroll - Indirect	32,283	32,283	36,336	32,285	32,285	32,289	32,292	32,292	32,295	32,298	32,298	36,344	395,580		
85		Manufacturing Overheads (less Depron)	20,555	20,545	21,755	19,535	19,090	20,580	18,755	23,445	20,755	19,135	23,790	20,070	248,010		
86		Depreciation	13,866	13,172	15,945	12,479	9,706	9,706	12,479	16,639	13,172	13,866	13,866	13,172	158,068		
87		Total	120,014	121,460	141,166	116,840	101,956	104,163	117,979	144,975	123,700	125,801	130,456	127,066	1,475,576		
88																	
89	P53/4	Archive Depreciation	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	74,700		
90	P56	Sales Recharge	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-28,000		
91	P56	Engineering Recharge	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-15,000		
92		Manufacturing Costs Total	10,460	10,460	10,460	10,460	10,481	10,481	10,481	10,481	10,481	10,481	10,481	10,481	125,688		
93		MANUFACTURING COSTS TOTAL	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964		
94																	
95		LESS: Manufacturing Absorption	125,772	131,883	172,252	172,376	164,665	161,997	144,728	138,523	145,925	161,066	158,474	152,887	1,830,549		
96																	
97		ENGINEERING ABSORPTION	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
98		Engineering Payroll	14,390	14,391	15,477	16,563	17,649	17,649	17,649	17,650	17,650	17,650	17,650	17,650	202,018		
99		Engineering Overheads	8,368	9,633	9,241	9,268	9,105	9,373	8,368	9,633	9,241	9,268	9,105	9,373	109,976		
100		Engineering Recharge	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000		
101		Total Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994		
102																	
103		LESS: Engineering Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933		
104		ADJUSTED GROSS PROFIT	244,249	39,363	53,377	59,044	118,024	99,516	89,550	16,551	417,591	304,239	40,255	17,808	1,499,568		
105																	
106		SALES & MARKETING BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
107		Sales & Marketing Payroll	15,930	15,930	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	177,660		
108		Sales & Marketing Overheads	18,225	21,920	21,115	20,265	20,410	21,640	18,225	21,920	21,115	20,265	20,410	21,740	247,250		
109		Total Sales & Marketing	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910		
110																	
111		Research & Development Budget	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000		
112		OPERATING PROFIT	207,094	-1,487	13,682	21,199	80,034	59,296	53,745	-22,949	377,896	266,394	2,265	-22,512	1,034,658		
113																	
114		FINANCE BUDGETS	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
115		Overdraft Interest Budget	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000		
116		Lease Interest Budget	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	72,000		
117		Reorganisation Budget	0	0	0	0	0	0	0	0	0	0	0	0	0		
118																	
119		PROFIT BEFORE TAXATION	166,094	-42,487	-27,318	-19,801	39,034	18,296	12,745	-63,949	336,896	225,394	-38,736	-63,512	542,658		
120																	

SHEET 8: PRODUCT DATA SHEET

PRODUCT	PRODUCTION LEAD TIME IN MONTHS	SELLING PRICE PER UNIT (£)	Cost of Material as a Percentage of Selling Price	VALUE OF MATERIAL PER UNIT (£)
GI 30	3	18,000	55.0%	9,900
GI 60	3	26,000	55.0%	14,300
GI 90	3	32,000	55.0%	17,600
GP 30	3	20,000	55.0%	11,000
GP 40	3	23,000	55.0%	12,650
GP 55	3	28,000	55.0%	15,400
GP 75	3	30,000	55.0%	16,500
AH 40	3	22,000	55.0%	12,100
AH 80	3	30,000	55.0%	16,500
GI 120	4	60,000	55.0%	33,000
GI 160-250	4	75,000	55.0%	41,250
AH 120	4	55,000	55.0%	30,250
PRESS BRAKE 25	4	15,000	55.0%	8,250
PRESS BRAKE 35	4	18,000	55.0%	9,900
PRESS BRAKE 50	4	22,000	55.0%	12,100
PRESS BRAKE 80	4	27,000	55.0%	14,850
PRESS BRAKE 110	4	35,000	55.0%	19,250
GS RANGE	4	40,000	55.0%	22,000
K100	5	65,000	55.0%	35,750
CM 1	5	80,000	55.0%	44,000
K180	5	75,000	55.0%	41,250
CM 2	5	55,000	55.0%	30,250
K 360	5	125,000	55.0%	68,750
CM 3	5	60,000	55.0%	33,000
CM160	5	130,000	55.0%	71,500
K600	5	150,000	55.0%	82,500
ROLLFORM ECU	8	1,000,000	55.0%	550,000
TOOLING	8	100,000	55.0%	55,000

SHEET 9: PRODUCTION SCHEDULE

PRODUCT	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS	Comparision
GI 30	0	1	0	0	1	0	0	0	1	0	0	0	3	1704
GI 60	1	0	1	0	1	0	2	0	0	1	1	1	8	5064
GI 90	0	1	1	0	1	0	0	1	1	0	0	0	5	3955
GP 30	0	1	0	0	0	0	0	0	0	0	0	1	2	770
GP 40	0	0	0	0	0	1	0	0	1	0	0	0	2	820
GP 55	0	1	1	0	0	0	0	0	2	0	0	0	4	1744
GP 75	0	1	0	0	1	0	0	0	1	0	0	0	3	1467
AH 40	1	0	0	0	2	0	0	0	0	0	0	0	3	1734
AH 80	0	1	0	0	0	0	0	0	0	1	0	0	2	1310
GI 120	0	0	0	1	0	0	0	0	1	0	1	0	3	2619
GI 160-250	0	0	1	0	0	0	0	0	0	1	0	0	2	1934
AH 120	0	0	0	0	1	0	0	0	0	0	0	0	1	942
PRESS BRAKE 25	0	1	0	0	0	0	0	0	0	0	0	0	1	320
PRESS BRAKE 35	0	0	0	1	0	0	0	0	0	0	0	0	1	344
PRESS BRAKE 50	0	0	0	0	0	1	0	0	0	0	0	0	1	372
PRESS BRAKE 80	0	0	0	0	0	0	0	0	1	0	0	0	1	416
PRESS BRAKE 110	0	0	0	0	0	0	0	0	0	0	1	0	1	479
GS RANGE	0	1	0	0	0	0	0	0	0	1	0	0	2	1850
K100	0	1	0	0	0	0	0	0	0	0	0	0	1	671
CM 1	0	0	1	0	0	0	0	0	0	0	0	0	1	730
K180	0	0	0	0	1	0	0	0	0	0	0	0	1	718
CM 2	0	0	0	0	0	0	0	0	0	0	1	0	1	821
K 360	0	0	0	0	0	0	0	0	1	0	0	0	1	856
CM 3	0	0	0	0	0	0	0	0	0	0	0	1	1	920
CM160	1	1	0	0	0	0	0	0	0	1	0	0	3	2700
K600	0	0	0	0	0	0	0	1	0	0	0	0	1	1179
ROLLFORM EQU	1	0	0	0	0	1	0	0	0	0	0	0	2	3560
TOOLING	1	0	0	0	0	1	0	0	0	0	0	0	2	2720
TOTALS														
SPARES (PER MONTH)	1	1	1	1	1	1	1	1	1	1	1	1	12	23040
														0
TOTALS	6	11	6	3	9	5	3	3	10	6	5	4	59	65759

SHEET 10: SALES SCHEDULE

PRODUCT	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
GI 30				0	1	0	0	1	0	0	0	1	3
GI 60				1	0	1	0	1	0	2	0	0	5
GI 90				0	1	1	0	1	0	0	1	1	5
GP 30				0	1	0	0	0	0	0	0	0	1
GP 40				0	0	0	0	0	1	0	0	1	2
GP 55				0	1	1	0	0	0	0	0	2	4
GP 75				0	1	0	0	1	0	0	0	1	3
AH 40				1	0	0	0	2	0	0	0	0	3
AH 80				0	1	0	0	0	0	0	0	0	1
GI 120					0	0	0	1	0	0	0	0	1
GI 160-250					0	0	1	0	0	0	0	0	1
AH 120					0	0	0	0	1	0	0	0	1
PRESS BRAKE 25					0	1	0	0	0	0	0	0	1
PRESS BRAKE 35					0	0	0	1	0	0	0	0	1
PRESS BRAKE 50					0	0	0	0	0	1	0	0	1
PRESS BRAKE 80					0	0	0	0	0	0	0	0	0
PRESS BRAKE 110					0	0	0	0	0	0	0	0	0
GS RANGE					0	1	0	0	0	0	0	0	1
K100						0	1	0	0	0	0	0	1
CM 1						0	0	1	0	0	0	0	1
K180						0	0	0	0	1	0	0	1
CM 2						0	0	0	0	0	0	0	0
K 360						0	0	0	0	0	0	0	0
CM 3						0	0	0	0	0	0	0	0
CM160						1	1	0	0	0	0	0	2
K600						0	0	0	0	0	0	0	0
ROLLFORM EQU									1	0	0	0	1
TOOLING									1	0	0	0	1
SPARES (PER MONTH)	1	1	1	1	1	1	1	1	1	1	1	1	12
TOTALS	1	1	1	3	7	7	4	10	5	5	2	7	41

SHEET 11: SALES TURNOVER

	PRODUCT	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Presses	GI 30 - Sales T/O in Period				0	18,000	0	0	18,000	0	0	0	18,000	54,000
	- Sales T/O from Opening Stock													0
	GI 60 - Sales T/O in Period				26,000	0	26,000	0	26,000	0	52,000	0	0	130,000
	- Sales T/O from Opening Stock													0
	GI 90 - Sales T/O in Period				0	32,000	32,000	0	32,000	0	0	32,000	32,000	160,000
	- Sales T/O from Opening Stock													0
	GP 30 - Sales T/O in Period				0	30,000	0	0	0	0	0	0	0	30,000
	- Sales T/O from Opening Stock													0
	GP 40 - Sales T/O in Period				0	0	0	0	0	23,000	0	0	23,000	46,000
	- Sales T/O from Opening Stock													0
	GP 55 - Sales T/O in Period				0	28,000	28,000	0	0	0	0	0	56,000	112,000
	- Sales T/O from Opening Stock		25,686											25,686
	GP 75 - Sales T/O in Period				0	30,000	0	0	30,000	0	0	0	30,000	90,000
	- Sales T/O from Opening Stock													0
	AH 40 - Sales T/O in Period				22,000	0	0	0	44,000	0	0	0	0	66,000
	- Sales T/O from Opening Stock													0
	AH 80 - Sales T/O in Period				0	30,000	0	0	0	0	0	0	0	30,000
	- Sales T/O from Opening Stock				36,357									36,357
	GI 120 - Sales T/O in Period				0	0	0	0	60,000	0	0	0	0	60,000
	- Sales T/O from Opening Stock		67,000											67,000
	GI 160-250 - Sales T/O in Period				0	0	0	75,000	0	0	0	0	0	75,000
	- Sales T/O from Opening Stock	59,500		245,208										304,708
	AH 120 - Sales T/O in Period				0	0	0	0	0	55,000	0	0	0	55,000
	- Sales T/O from Opening Stock	49,828												49,828
	PRESS BRAKE 25- Sales T/O in Period				0	0	15,000	0	0	0	0	0	0	15,000
	- Sales T/O from Opening Stock													0
Press	PRESS BRAKE 35- Sales T/O in Period				0	0	0	0	18,000	0	0	0	0	18,000
	- Sales T/O from Opening Stock													0
Brakes	PRESS BRAKE 50 - Sales T/O in Period				0	0	0	0	0	0	22,000	0	0	22,000
	- Sales T/O from Opening Stock													0
	PRESS BRAKE 80 - Sales T/O in Period				0	0	0	0	0	0	0	0	0	0
	- Sales T/O from Opening Stock													0
	PRESS BRAKE 110 - Sales T/O in Period				0	0	0	0	0	0	0	0	0	0
	- Sales T/O from Opening Stock													0
Presses	GS RANGE - Sales T/O in Period				0	0	40,000	0	0	0	0	0	0	40,000
	- Sales T/O from Opening Stock													0
	K 100 - Sales T/O in Period				0	0	0	65,000	0	0	0	0	0	65,000
	- Sales T/O from Opening Stock													0
CM	CM 1 - Sales T/O in Period				0	0	0	0	80,000	0	0	0	0	80,000
	- Sales T/O from Opening Stock	101,500												101,500
Presses	K 180 - Sales T/O in Period				0	0	0	0	0	0	75,000	0	0	75,000
	- Sales T/O from Opening Stock			72,569										72,569
	CM 2 - Sales T/O in Period				0	0	0	0	0	0	0	0	0	0
	- Sales T/O from Opening Stock													0
	K 360 - Sales T/O in Period				0	0	0	0	0	0	0	0	0	0
	- Sales T/O from Opening Stock													0
	CM 3 - Sales T/O in Period				0	0	0	0	0	0	0	0	0	0
	- Sales T/O from Opening Stock													0
	CM 160 - Sates T/O in Period				0	0	130,000	130,000	0	0	0	0	0	260,000
	- Sales T/O from Opening Stock													0
	K 600 - Sales T/O in Period				0	0	0	0	0	0	0	0	0	0
	- Sales T/O from Opening Stock			107,099										107,099
RM	ROLLFORM EQU - Sales T/O in Period				0	0	0	0	0	1,000,000	0	0	0	1,000,000
	- Sales T/O from Opening Stock	2,664,129	747,652			218,000					1,076,000			4,705,781
	TOOLING - Sales T/O in Period				0	0	0	0	0	100,000	0	0	0	100,000
	- Sales T/O from Opening Stock	211,570												211,570
	TOTALS	3,086,527	840,338	424,876	84,357	386,000	271,000	270,000	308,000	1,178,000	1,225,000	32,000	159,000	8,265,098
	TOTAL - PRESSES	109,328	92,686	245,208	84,357	168,000	126,000	75,000	210,000	78,000	52,000	32,000	159,000	1,286,751
	TOTAL - CM/K PRESSES	101,500	0	179,668	0	0	130,000	195,000	80,000	0	75,000	0	0	654,069
	TOTAL - PRESS BRAKES	0	0	0	0	0	15,000	0	18,000	0	22,000	0	0	159,828
	TOTAL - ROLLFORMING & TOOLING	2,875,699	747,652	0	0	218,000	0	0	0	1,100,000	1,076,000	0	0	6,017,351

SHEET 12: MACHINE HOURS REQUIRED PER PRODUCT

PRODUCT	MACHINE REFERENCE														TOTAL
	UNION 130	UNION 125	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL	PLANER	Mechanical Fitting	Electrical Fitting	Service	Sub Contract	
GI 30	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	568
GI 60	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	633
GI 90	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	791
GP 30	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	385
GP 40	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	410
GP 55	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	436
GP 75	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	489
AH 40	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	578
AH 80	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	655
GI 120	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	873
GI 160-250	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	967
AH 120	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	842
PRESS BRAKE 25	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	320
PRESS BRAKE 35	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	344
PRESS BRAKE 50	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	372
PRESS BRAKE 80	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	416
PRESS BRAKE 110	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	479
GS RANGE	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	925
K100	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	671
CM 1	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	730
K180	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	718
CM 2	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	821
K 360	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	856
CM 3	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	920
CM160	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	900
K600	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	1179
ROLLFORM EQU	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	1780
TOOLING (3 SETS)	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	1360
OPENING STOCK															0
SPARES (per set)	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	1920
SERVICE	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	22166
TOTAL	2200	2627	1386	932	667	610	1737	970	300	100	6364	3745	22166	800	44604

SHEET 13: LABOUR ABSORPTION BY PRODUCT (Labour Cost of Sales)

			MACHINE REFERENCE													
			UNION 130	UNION 125	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL	PLANER	Mechanical Fitting	Electrical Fitting	Service	Sub Contract 0	TOTAL HOURS
		CHARGE RATE PER MACHINE	35	35	65	20	18	18	45	45	18	12	16	16	15	18	
		PRODUCT															
		GI 30	0	2,695	2,600	600	378	126	1,035	0	0	0	3,200	2,720	0	0	13,354
		GI 60	0	3,080	2,860	840	432	234	1,260	0	0	0	3,424	2,880	0	0	15,010
		GI 90	5,075	1,785	2,990	1,220	666	342	1,440	0	0	0	3,520	2,880	0	0	19,918
		GP 30	0	4,620	1,495	500	180	234	630	0	54	0	2,400	240	0	0	10,353
	Presses	GP 40	0	5,110	1,755	560	252	252	720	0	0	0	2,400	240	0	0	11,289
		GP 55	0	5,285	1,625	640	342	288	810	0	0	0	2,560	240	0	0	11,790
		GP 75	4,025	2,695	2,015	740	486	252	585	0	0	0	2,560	240	0	0	13,598
		AH 40	0	3,815	2,015	640	414	180	585	0	180	0	3,200	2,400	0	0	13,429
		AH 80	0	5,005	1,820	820	504	216	585	0	0	0	3,680	2,560	0	0	15,190
		GI 120	5,460	1,645	3,185	1,560	846	360	720	0	0	0	4,800	2,560	0	0	21,136
		GI 160-250	6,090	1,330	3,770	1,840	1,098	558	1,260	0	0	0	4,960	2,800	0	0	23,706
		AH 120	3,255	7,385	650	1,020	576	252	585	0	144	0	5,280	2,880	0	0	22,027
		PRESS BRAKE 25	0	2,275	1,365	0	324	0	720	0	0	0	1,920	1,280	0	0	7,884
	Press	PRESS BRAKE 35	0	2,660	1,890	0	360	0	765	0	0	0	2,000	1,280	0	0	8,755
	Brakes	PRESS BRAKE 50	0	2,870	2,015	0	360	0	855	0	0	0	2,080	1,440	0	0	9,620
		PRESS BRAKE 80	0	3,395	2,535	0	342	0	945	0	0	0	2,240	1,600	0	0	11,057
		PRESS BRAKE 110	0	4,095	2,600	0	360	0	990	0	0	0	2,560	1,920	0	0	12,525
	Presses	GS RANGE	4,550	3,500	1,950	1,000	360	486	450	450	0	0	4,800	2,880	0	1,224	21,650
		K100	5,495	805	2,600	380	18	198	1,305	0	198	0	4,000	2,080	0	0	17,079
	CM	CM 1	5,320	910	2,470	420	0	162	495	0	144	0	4,480	2,400	0	630	17,431
	Presses	K180	5,800	1,470	2,340	440	180	288	1,440	0	180	0	4,160	2,080	0	0	18,178
		CM 2	6,020	2,135	2,210	460	216	324	1,395	0	180	0	4,800	2,560	0	0	20,300
		K 360	5,950	3,430	2,470	480	288	360	1,350	0	0	0	4,800	2,560	0	0	21,688
		CM 3	6,405	3,500	2,145	440	72	180	720	0	0	0	5,280	2,880	0	756	22,378
		CM160	6,405	3,500	2,145	440	252	396	1,395	0	0	0	5,040	2,880	0	0	22,453
		K600	6,650	6,650	3,575	1,600	180	432	450	900	720	0	5,280	3,040	0	720	30,197
	RM	ROLLFORM EQU	700	700	24,700	0	0	0	16,200	25,200	720	0	3,200	3,200	0	0	74,620
		TOOLING (3 SETS)	0	0	0	0	0	0	28,800	10,800	0	0	3,200	3,200	0	1,440	47,440
		SPARES (per set)	0	5,600	6,500	2,000	2,520	4,860	9,675	6,300	2,880	1,200	0	0	0	9,630	51,165
		SERVICE	0	0	0	0	0	0	0	0	0	0	0	0	332,490	0	332,490
		TOTAL	77,000	81,945	90,090	18,640	12,006	10,980	78,165	43,650	5,400	1,200	101,824	59,920	332,490	14,400	937,710

SHEET 14: LABOUR ABORPTION PER PRODUCT PER MONTH (Labour Cost of Sales Per Month)

		PRODUCT	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
		GI 30 - Labour Cost in Period	0	0	0	0	13,354	0	0	13,354	0	0	0	13,354	40,062
		- Labour Cost Opening Stock													
		GI 60 - Labour Cost in Period	0	0	0	15,010	0	15,010	0	15,010	0	30,020	0	0	75,050
		- Labour Cost Opening Stock													
		GI 90 - Labour Cost in Period	0	0	0	0	19,918	19,918	0	19,918	0	0	19,918	19,918	99,590
		- Labour Cost Opening Stock													
		GP 30 - Labour Cost in Period	0	0	0	0	10,353	0	0	0	0	0	0	0	10,353
		- Labour Cost Opening Stock													
	Presses	GP 40 - Labour Cost in Period	0	0	0	0	0	0	0	0	11,289	0	0	11,289	22,578
		- Labour Cost Opening Stock													
		GP 55 - Labour Cost in Period	0	0	0	0	11,790	11,790	0	0	0	0	0	23,580	47,160
		- Labour Cost Opening Stock		11,559											
		GP 75 - Labour Cost in Period	0	0	0	0	13,598	0	0	13,598	0	0	0	13,598	40,794
		- Labour Cost Opening Stock													
		AH 40 - Labour Cost inPeriod	0	0	0	13,429	0	0	0	26,858	0	0	0	0	40,287
		- Labour Cost Opening Stock													
		AH 80 - Labour Cost in Period	0	0	0	0	15,190	0	0	0	0	0	0	0	15,190
		- Labour Cost Opening Stock				16,770									
		GI 120 - Labour Cost in Period	0	0	0	0	0	0	0	21,136	0	0	0	0	21,136
		- Labour Cost Opening Stock		30,150											
		GI 160-250 - Labour Cost in Period	0	0	0	0	0	0	23,706	0	0	0	0	0	23,706
		- Labour Cost Opening Stock	27,445		82,068										
		AH 120 - Labour Cost in Period	0	0	0	0	0	0	0	0	22,027	0	0	0	22,027
		- Labour Cost Opening Stock	22,983												
		PRESS BRAKE 25 - Labour Cost in Period	0	0	0	0	0	7,884	0	0	0	0	0	0	7,884
		- Labour Cost Opening Stock													
	Press	PRESS BRAKE 35 - Labour Cost in Period	0	0	0	0	0	0	0	8,755	0	0	0	0	8,755
		- Labour Cost Opening Stock													
	Brakes	PRESS BRAKE 50 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	9,620	0	0	9,620
		- Labour Cost Opening Stock													
		PRESS BRAKE 80 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Labour Cost Opening Stock													
		PRESS BRAKE 110 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Labour Cost Opening Stock													
	Presses	GS RANGE - Labour Cost in Period	0	0	0	0	0	21,650	0	0	0	0	0	0	21,650
		- Labour Cost Opening Stock													
		K100 - Labour Cost in Period	0	0	0	0	0	0	17,079	0	0	0	0	0	17,079
		- Labour Cost Opening Stock													
	CM	CM 1 - Labour Cost in Period	0	0	0	0	0	0	0	17,431	0	0	0	0	17,431
		- Labour Cost Opening Stock	42,250												
	Presses	K180 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	18,178	0	0	18,178
		- Labour Cost Opening Stock			30,206										
		CM 2 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Labour Cost Opening Stock													
		K 360 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Labour Cost Opening Stock													
		CM 3 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Labour Cost Opening Stock													
		CM160 - Labour Cost in Period	0	0	0	0	0	22,453	22,453	0	0	0	0	0	44,906
		- Labour Cost Opening Stock													
		K600 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Labour Cost Opening Stock			44,580										
	RM	ROLLFORM EQU - Labour Cost in Period	0	0	0	0	0	0	0	0	74,620	0	0	0	74,620
		- Labour Cost Opening Stock	380,000	168,152			30,200					200,000			
		TOOLING (3 SETS)	0	0	0	0	0	0	0	0	47,440	0	0	0	47,440
		- Labour Cost Opening Stock													
		SPARES (per set)	51,165	51,165	51,165	51,165	51,165	51,165	51,165	51,165	51,165	51,165	51,165	51,165	613,980
		SERVICE	0	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL	523,843	261,026	208,019	96,374	165,568	149,870	114,403	187,225	206,541	308,983	71,083	132,904	1,339,476
		TOTAL - PRESSES	50,428	41,709	82,068	45,209	84,203	68,368	23,706	109,874	33,316	30,020	19,918	81,739	479,583
		TOTAL - CM/K PRESSES	42,250	0	74,786	0	0	22,453	39,532	17,431	0	18,178	0	0	97,594
		TOTAL - PRESS BRAKES	0	0	0	0	0	7,884	0	8,755	0	9,620	0	0	26,259
		TOTAL - ROLLFORMING & TOOLING	380,000	168,152	0	0	30,200	0	0	0	122,060	200,000	0	0	122,060

SHEET 15: MATERIAL COST OF SALES

	PRODUCT	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
	GI 30 - Material Cost in Period	0	0	0	0	9,900	0	0	9,900	0	0	0	9,900	29,700
	- Material Cost, Opening Stock													
	GI 60 - Material Cost in Period	0	0	0	14,300	0	14,300	0	14,300	0	28,600	0	0	71,500
	- Material Cost, Opening Stock													
	GI 90 - Material Cost in Period	0	0	0	0	17,600	17,600	0	17,600	0	0	17,600	17,600	88,000
	- Material Cost, Opening Stock													
	GP 30 - Material Cost in Period	0	0	0	0	11,000	0	0	0	0	0	0	0	11,000
	- Material Cost, Opening Stock													
Presses	GP 40 - Material Cost in Period	0	0	0	0	0	0	0	0	12,650	0	0	12,650	25,300
	- Material Cost, Opening Stock													
	GP 55 - Material Cost in Period	0	0	0	0	15,400	15,400	0	0	0	0	0	30,800	61,600
	- Material Cost, Opening Stock		14,127											
	GP 75 - Material Cost in Period	0	0	0	0	16,500	0	0	16,500	0	0	0	16,500	49,500
	- Material Cost, Opening Stock													
	AH 40 - Material Cost in Period	0	0	0	12,100	0	0	0	24,200	0	0	0	0	36,300
	- Material Cost, Opening Stock													
	AH 80 - Material Cost in Period	0	0	0	0	16,500	0	0	0	0	0	0	0	16,500
	- Material Cost, Opening Stock				20,496									
	GI 120 - Material Cost in Period	0	0	0	0	0	0	0	33,000	0	0	0	0	33,000
	- Material Cost, Opening Stock		36,850											
	GI 160-250 - Material Cost in Period	0	0	0	0	0	0	41,250	0	0	0	0	0	41,250
	- Material Cost, Opening Stock	33,543		144,750										
	AH 120 - Material Cost in Period	0	0	0	0	0	0	0	0	30,250	0	0	0	30,250
	- Material Cost, Opening Stock	28,090												
	PRESS BRAKE 25 - Material Cost in Period	0	0	0	0	0	8,250	0	0	0	0	0	0	8,250
	- Material Cost, Opening Stock													
Press	PRESS BRAKE 35 - Material Cost in Period	0	0	0	0	0	0	0	9,900	0	0	0	0	9,900
	- Material Cost, Opening Stock													
Brakes	PRESS BRAKE 50 - Material Cost in Period	0	0	0	0	0	0	0	0	0	12,100	0	0	12,100
	- Material Cost, Opening Stock													
	PRESS BRAKE 80 - Material Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
	- Material Cost, Opening Stock													
	PRESS BRAKE 110 - Material Cost in Perio	0	0	0	0	0	0	0	0	0	0	0	0	0
	- Material Cost, Opening Stock													
Presses	GS RANGE - Material Cost in Period	0	0	0	0	0	22,000	0	0	0	0	0	0	22,000
	- Material Cost, Opening Stock													
	K100 - Material Cost in Period	0	0	0	0	0	0	35,750	0	0	0	0	0	35,750
	- Material Cost, Opening Stock													
CM	CM 1 - Material Cost in Period	0	0	0	0	0	0	0	44,000	0	0	0	0	44,000
	- Material Cost, Opening Stock	51,638												
Presses	K180 - Material Cost in Period	0	0	0	0	0	0	0	0	0	41,250	0	0	41,250
	- Material Cost, Opening Stock			36,920										
	CM 2 - Material Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
	- Material Cost, Opening Stock													
	K 360 - Material Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
	- Material Cost, Opening Stock													
	CM 3 - Material Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
	- Material Cost, Opening Stock													
	CM160 - Material Cost in Period	0	0	0	0	0	71,500	71,500	0	0	0	0	0	143,000
	- Material Cost, Opening Stock													
	K600 - Material Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
	- Material Cost, Opening Stock			54,487										
RM	ROLLFORM EQU - Material Cost in Period	0	0	0	0	0	0	0	0	550,000	0	0	0	550,000
	- Material Cost, Opening Stock	2,093,129	522,000			131,000					638,400			
	TOOLING (3 SETS) - Material Cost in Perio	0	0	0	0	0	0	0	0	55,000	0	0	0	55,000
	- Material Cost, Opening Stock	197,570												
	SPARES (per month)	0	0	0	0	0	0	0	0	0	0	0	0	0
	SERVICE													
	TOTAL	2,403,970	572,977	236,157	46,896	217,900	149,050	148,500	169,400	647,900	720,350	17,600	87,450	1,415,150
	TOTAL - PRESSES	61,633	50,977	144,750	46,896	86,900	69,300	41,250	115,500	42,900	28,600	17,600	87,450	515,900
	TOTAL - CM/K PRESSES	51,638	0	91,407	0	0	71,500	107,250	44,000	0	41,250	0	0	264,000
	TOTAL - PRESS BRAKES	0	0	0	0	0	8,250	0	9,900	0	12,100	0	0	30,250
	TOTAL - ROLLFORMING & TOOLING	2,290,699	522,000	0	0	131,000	0	0	0	605,000	638,400	0	0	605,000

SHEET 16: MANUFACTURING OVERHEADS

TOTAL ADMINISTRATION & SERVICE	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Vending Machine	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Office Equipment Repairs	50	50	50	50	50	50	50	50	50	50	50	50	600
Audit Fees	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Professional Fees	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Consultancy	0	0	0	0	0	0	0	0	0	0	0	0	0
Bank Charges	300	500	300	300	500	1,000	300	500	300	300	500	1,000	5,800
Telephone Calls	1,850	2,250	2,250	1,850	1,900	1,900	1,850	2,250	2,250	1,850	1,900	1,900	24,000
Telephone Rental	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Admin Stationary	650	750	800	750	720	830	650	750	800	750	720	830	9,000
Admin Printing	180	230	250	240	210	240	180	230	250	240	210	240	2,700
Postage	925	1,125	1,125	925	950	950	925	1,125	1,125	925	950	950	12,000
Subs & Donations	400	400	400	400	400	500	400	400	400	400	400	500	5,000
Sundry Admin Expenses	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Misc Small Equipment	200	200	200	200	200	250	200	200	200	200	200	250	2,500
Data Processing Maintenance	2,250	2,870	2,600	2,540	2,300	2,500	2,250	2,870	2,600	2,540	2,300	2,490	30,110
First Aid & Safety	75	85	90	90	80	80	75	85	90	90	80	80	1,000
Cleaning	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Employee Recruitment Admin	0	500	0	500	0	500	0	500	0	0	3,000	0	5,000
Agency Labour	200	0	200	0	200	200	200	0	200	100	0	200	1,500
Education Admin	0	0	0	0	0	0	0	0	0	0	0	0	0
Travel Admin	2,000	100	2,000	200	100	100	200	3,000	1,000	200	2,000	100	11,000
Entertaining	0	0	0	0	0	0	0	0	0	0	0	0	0
Auto Expenses Admin	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Bad Debts	750	750	750	750	750	750	750	750	750	750	750	750	9,000
Social Activities	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation - F & F	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	16,800
Depreciation - Motor Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	0
Security	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Data Processing Consumables	75	85	90	90	80	80	75	85	90	90	80	80	1,000
Depreciation - F & F Leased	750	750	750	750	750	750	750	750	750	750	750	750	9,000
Depreciation - Data Process Purchased	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation - Data Process Leased	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	33,000
TOTAL	20,555	20,545	21,755	19,535	19,090	20,580	18,755	23,445	20,755	19,135	23,790	20,070	248,010

SHEET 17: ENGINEERING OVERHEADS

ENGINEERING OVERHEADS	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Design Office Stationary	130	180	175	170	165	180	130	180	175	170	165	180	2,000
Design Office Reproduction	390	540	525	510	495	540	390	540	525	510	495	540	6,000
Design Office Equipment Repairs	130	180	175	170	165	180	130	180	175	170	165	180	2,000
Employee Recruitment Design Office	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Education Design Office	1,740	2,200	1,950	2,000	1,800	1,900	1,740	2,200	1,950	2,000	1,800	1,900	23,180
Travel Design Office	390	540	525	510	495	540	390	540	525	510	495	540	6,000
Depreciation - Engineering Leased	1,958	1,958	1,958	1,958	1,958	1,958	1,958	1,958	1,958	1,958	1,958	1,958	23,496
Service Manuals	195	270	263	255	247	270	195	270	263	255	247	270	3,000
Engineering Consultancy	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	22,500
CAD/CAM Maintainance	150	150	150	150	150	150	150	150	150	150	150	150	1,800
Patents & Trade Marks	340	500	490	460	470	490	340	500	490	460	470	490	5,500
Micro-Filming	100	130	115	125	140	140	100	130	115	125	140	140	1,500
Inspection Equipment	300	390	345	375	420	420	300	390	345	375	420	420	4,500
Strain Guaging	100	130	115	125	140	140	100	130	115	125	140	140	1,500
Sundries	70	90	80	85	85	90	70	90	80	85	85	90	1,000
													0
TOTAL	8,368	9,633	9,241	9,268	9,105	9,373	8,368	9,633	9,241	9,268	9,105	9,373	109,976

SHEET 18: SALES & MARKETING OVERHEADS

SALES & MARKETING OVERHEADS	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Exhibtion Expenses	4,000	4,100	4,200	4,100	4,300	4,300	4,000	4,100	4,200	4,100	4,300	4,300	50,000
Sales Dept Stationary	175	210	225	220	210	210	175	210	225	220	210	210	2,500
Sales Dept Telephone Calls	250	330	290	290	280	310	250	330	290	290	280	310	3,500
Sales Dept Sundries	70	90	80	85	85	90	70	90	80	85	85	90	1,000
Sales Dept Advertising	1,200	1,750	1,400	1,500	1,450	1,450	1,200	1,750	1,400	1,500	1,450	1,450	17,500
Sales Dept Travel (Home)	320	400	360	370	380	420	320	400	360	370	380	420	4,500
Sales Dept Travel (Overseas)	3,000	3,950	3,400	3,600	3,750	3,800	3,000	3,950	3,400	3,600	3,750	3,800	43,000
Sales Dept Entertaining (Home)	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Sales Dept Entertaining (Overseas)	320	400	360	370	380	420	320	400	360	370	380	420	4,500
Sales Dept Equipment Maintenance	50	80	60	70	55	60	50	80	60	70	55	60	750
Sales Dept Small Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Dept Auto Expenses	2,500	3,200	2,900	2,900	2,750	2,750	2,500	3,200	2,900	2,900	2,750	2,750	34,000
Sales Dept Recharge	2,000	2,000	3,000	2,000	2,000	3,000	2,000	2,000	3,000	2,000	2,000	3,000	28,000
Sales Dept Promotion Expenses	400	520	460	460	430	480	400	520	460	460	430	480	5,500
Sales Dept E.C.G.D	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Sales Dept Private Medical	200	200	200	200	200	200	200	200	200	200	200	300	2,500
Sales Dept Consultancy	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Literature	750	1,250	1,000	950	900	900	750	1,250	1,000	950	900	900	11,500
Photography & Videos	240	340	280	300	290	300	240	340	280	300	290	300	3,500
Public Relations Promotion	750	1,100	900	850	950	950	750	1,100	900	850	950	950	11,000
													0
TOTAL	18,225	21,920	21,115	20,265	20,410	21,640	18,225	21,920	21,115	20,265	20,410	21,740	247,250

Appendix 5.10

VHME Absorption Model 5.2

Model 5.2 - Spreadsheet One

SHEET 1: PRODUCTION SCHEDULE ***Number of Press Units per Month Scheduled for Production***

DATA INPUT

PRODUCT	LEAD TIME	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
GI 30	3	0	1	0	0	1	0	0	0	1	0	0	0	3
GI 60	3	1	0	1	0	1	0	2	0	0	1	1	1	8
GI 90	3	0	1	1	0	1	0	0	1	1	0	0	0	5
GP 30	3	0	1	0	0	0	0	0	0	0	0	0	1	2
GP 40	3	0	0	0	0	0	1	0	0	1	0	0	0	2
GP 55	3	0	1	1	0	0	0	0	0	2	0	0	0	4
GP 75	3	0	1	0	0	1	0	0	0	1	0	0	0	3
AH 40	3	1	0	0	0	2	0	0	0	0	0	0	0	3
AH 80	3	0	1	0	0	0	0	0	0	0	1	0	0	2
GI 120	4	0	0	0	1	0	0	0	0	1	0	1	0	3
GI 160-250	4	0	0	1	0	0	0	0	0	0	1	0	0	2
AH 120	4	0	0	0	0	1	0	0	0	0	0	0	0	1
PRESS BRAKE 25	4	0	1	0	0	0	0	0	0	0	0	0	0	1
PRESS BRAKE 35	4	0	0	0	1	0	0	0	0	0	0	0	0	1
PRESS BRAKE 50	4	0	0	0	0	0	1	0	0	0	0	0	0	1
PRESS BRAKE 80	4	0	0	0	0	0	0	0	0	1	0	0	0	1
PRESS BRAKE 110	4	0	0	0	0	0	0	0	0	0	0	1	0	1
GS RANGE	4	0	1	0	0	0	0	0	0	0	1	0	0	2
K100	5	0	1	0	0	0	0	0	0	0	0	0	0	1
CM 1	5	0	0	1	0	0	0	0	0	0	0	0	0	1
K180	5	0	0	0	0	1	0	0	0	0	0	0	0	1
CM 2	5	0	0	0	0	0	0	0	0	0	0	1	0	1
K 360	5	0	0	0	0	0	0	0	0	1	0	0	0	1
CM 3	5	0	0	0	0	0	0	0	0	0	0	0	1	1
CM160	5	1	1	0	0	0	0	0	0	0	1	0	0	3
K600	5	0	0	0	0	0	0	0	1	0	0	0	0	1
ROLLFORM EQU	8	1	0	0	0	0	1	0	0	0	0	0	0	2
TOOLING	8	1	0	0	0	0	1	0	0	0	0	0	0	2
SPARES (per month)	1	1	1	1	1	1	1	1	1	1	1	1	1	12
TOTALS		6	11	6	3	9	5	3	3	10	6	5	4	59

SHEET 2: MACHINE HOURS REQUIRED PER PRODUCT

DATA INPUT

PRODUCT	PRODUCTION LEAD TIME IN MONTHS	MACHINE REFERENCE														TOTALS
		Travl/C CNC M/Centre	. .	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30		25		40	30	21	7	23	0	0	0	200	170	0	0	516
GI 60		28		44	42	24	13	28	0	0	0	214	180	0	0	573
GI 90		50		46	61	37	19	32	0	0	0	220	180	0	0	645
GP 30		40		23	25	10	13	14	0	3	0	150	15	0	0	293
GP 40		38		27	28	14	14	16	0	0	0	150	15	0	0	302
GP 55		40		25	32	19	16	18	0	0	0	160	15	0	0	325
GP 75		52		31	37	27	14	13	0	0	0	160	15	0	0	349
AH 40		32		31	32	23	10	13	0	10	0	200	150	0	0	501
AH 80		41		28	41	28	12	13	0	0	0	230	160	0	0	553
GI 120		60		49	78	47	20	16	0	0	0	300	160	0	0	730
GI 160-250		60		58	92	61	31	28	0	0	0	310	175	0	0	815
AH 120		85		10	51	32	14	13	0	8	0	330	180	0	0	723
PRESS BRAKE 25		19		21	0	18	0	16	0	0	0	120	80	0	0	274
PRESS BRAKE 35		22		26	0	20	0	17	0	0	0	125	80	0	0	290
PRESS BRAKE 50		25		31	0	20	0	19	0	0	0	130	90	0	0	315
PRESS BRAKE 80		24		39	0	19	0	21	0	0	0	140	100	0	0	343
PRESS BRAKE 110		35		40	0	20	0	22	0	0	0	160	120	0	0	397
GS RANGE		70		30	50	20	27	10	10	0	0	300	180	0	68	765
K100		50		40	19	1	11	29	0	11	0	250	130	0	0	541
CM 1		52		38	21	0	9	11	0	8	0	280	150	0	35	604
K180		60		36	22	10	16	32	0	10	0	260	130	0	0	576
CM 2		67		34	23	12	18	31	0	10	0	300	160	0	0	655
K 360		75		38	24	16	20	30	0	0	0	300	160	0	0	663
CM 3		80		33	22	4	10	16	0	0	0	330	180	0	42	717
CM160		80		33	22	14	22	31	0	0	0	315	180	0	0	697
K600		100		55	80	10	24	10	20	40	0	330	190	0	40	899
ROLLFORM EQU		0		380	0	0	0	360	560	40	0	200	200	0	0	1740
TOOLING (3 SETS)		0		0	0	0	0	640	240	0	0	200	200	0	80	1360
SPARES (per month)		100		100	100	140	270	215	140	160	100			0	535	1860
SERVICE														22166	0	22166
TOTAL		1410	0	1386	932	667	610	1737	970	300	100	6364	3745	22166	800	41187

SHEET 3: PERCENTAGE OF MACHINE LOADING PER PRODUCT IN MONTHS

DATA INPUT

PRODUCT	TOTAL 100%	SPREAD OF LOADING IN MONTHS							
		MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8
GI 30	OK	20%	60%	20%					
GI 60	OK	20%	60%	20%					
GI 90	OK	20%	60%	20%					
GP 30	OK	20%	60%	20%					
GP 40	OK	20%	60%	20%					
GP 55	OK	20%	60%	20%					
GP 75	OK	20%	60%	20%					
AH 40	OK	20%	60%	20%					
AH 80	OK	20%	60%	20%					
Mechanical Fitting	OK		50%	50%					
Electrical Fitting	OK		50%	50%					
GI 120	OK	20%	40%	20%	20%				
GI 160-250	OK	20%	40%	20%	20%				
AH 120	OK	20%	40%	20%	20%				
PRESS BRAKE 25	OK	20%	40%	20%	20%				
PRESS BRAKE 35	OK	20%	40%	20%	20%				
PRESS BRAKE 50	OK	20%	40%	20%	20%				
PRESS BRAKE 80	OK	20%	40%	20%	20%				
PRESS BRAKE 110	OK	20%	40%	20%	20%				
GS RANGE	OK	20%	40%	20%	20%				
Mechanical Fitting	OK			50%	50%				
Electrical Fitting	OK			50%	50%				
K100	OK	15%	35%	35%	15%	0%			
CM 1	OK	15%	35%	35%	15%	0%			
K180	OK	15%	35%	35%	15%	0%			
CM 2	OK	15%	35%	35%	15%	0%			
K 360	OK	15%	35%	35%	15%	0%			
CM 3	OK	15%	35%	35%	15%	0%			
CM160	OK	15%	35%	35%	15%	0%			
K600	OK	15%	35%	35%	15%	0%			
Mechanical Fitting	OK				50%	50%			
Electrical Fitting	OK				50%	50%			
ROLLFORM EQU	OK	0%	0%	20%	40%	40%	0%	0%	0%
TOOLING (3 SETS)	OK	0%	0%	20%	40%	40%	0%	0%	0%
Mechanical Fitting								50%	50%
Electrical Fitting								50%	50%
SPARES		100%							

SHEET 4.1 LOADING PER PRODUCT: MONTH 1

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		Travl/C CNC M/Centre	. .	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	20%	5	0	8	6	4.2	1.4	4.6	0	0	0				0	
GI 60	20%	5.6	0	8.8	8.4	4.8	2.6	5.6	0	0	0				0	
GI 90	20%	10	0	9.2	12.2	7.4	3.8	6.4	0	0	0				0	
GP 30	20%	8	0	4.6	5	2	2.6	2.8	0	0.6	0				0	
GP 40	20%	7.6	0	5.4	5.6	2.8	2.8	3.2	0	0	0				0	
GP 55	20%	8	0	5	6.4	3.8	3.2	3.6	0	0	0				0	
GP 75	20%	10.4	0	6.2	7.4	5.4	2.8	2.6	0	0	0				0	
AH 40	20%	6.4	0	6.2	6.4	4.6	2	2.6	0	2	0				0	
AH 80	20%	8.2	0	5.6	8.2	5.6	2.4	2.6	0	0	0				0	
GI 120	20%	12	0	9.8	15.6	9.4	4	3.2	0	0	0				0	
GI 160-250	20%	12	0	11.6	18.4	12.2	6.2	5.6	0	0	0				0	
AH 120	20%	17	0	2	10.2	6.4	2.8	2.6	0	1.6	0				0	
PRESS BRAKE 25	20%	3.8	0	4.2	0	3.6	0	3.2	0	0	0				0	
PRESS BRAKE 35	20%	4.4	0	5.2	0	4	0	3.4	0	0	0				0	
PRESS BRAKE 50	20%	5	0	6.2	0	4	0	3.8	0	0	0				0	
PRESS BRAKE 80	20%	4.8	0	7.8	0	3.8	0	4.2	0	0	0				0	
PRESS BRAKE 110	20%	7	0	8	0	4	0	4.4	0	0	0				0	
GS RANGE	20%	14	0	6	10	4	5.4	2	2	0	0				13.6	
K100	15%	7.5	0	6	2.85	0.15	1.65	4.35	0	1.65	0				0	
CM 1	15%	7.8	0	5.7	3.15	0	1.35	1.65	0	1.2	0				5.25	
K180	15%	9	0	5.4	3.3	1.5	2.4	4.8	0	1.5	0				0	
CM 2	15%	10.05	0	5.1	3.45	1.8	2.7	4.65	0	1.5	0				0	
K 360	15%	11.25	0	5.7	3.6	2.4	3	4.5	0	0	0				0	
CM 3	15%	12	0	4.95	3.3	0.6	1.5	2.4	0	0	0				6.3	
CM160	15%	12	0	4.95	3.3	2.1	3.3	4.65	0	0	0				0	
K600	15%	15	0	8.25	12	1.5	3.6	1.5	3	6	0				6	
ROLLFORM EQU	0%	0	0	0	0	0	0	0	0	0	0				0	
TOOLING (3 SETS)	0%	0	0	0	0	0	0	0	0	0	0				0	
SPARES	100%	100	0	100	100	140	270	215	140	160	100				535	
SERVICE																

SHEET 4.2 LOADING PER PRODUCT: MONTH 2

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		Travl/C CNC M/Centre	.	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	60%	15	0	24	18	12.6	4.2	13.8	0	0	0	100	85		0	
GI 60	60%	16.8	0	26.4	25.2	14.4	7.8	16.8	0	0	0	107	90		0	
GI 90	60%	30	0	27.6	36.6	22.2	11.4	19.2	0	0	0	110	90		0	
GP 30	60%	24	0	13.8	15	6	7.8	8.4	0	1.8	0	75	7.5		0	
GP 40	60%	22.8	0	16.2	16.8	8.4	8.4	9.6	0	0	0	75	7.5		0	
GP 55	60%	24	0	15	19.2	11.4	9.6	10.8	0	0	0	80	7.5		0	
GP 75	60%	31.2	0	18.6	22.2	16.2	8.4	7.8	0	0	0	80	7.5		0	
AH 40	60%	19.2	0	18.6	19.2	13.8	6	7.8	0	6	0	100	75		0	
AH 80	60%	24.6	0	16.8	24.6	16.8	7.2	7.8	0	0	0	115	80		0	
GI 120	40%	24	0	19.6	31.2	18.8	8	6.4	0	0	0				0	
GI 160-250	40%	24	0	23.2	36.8	24.4	12.4	11.2	0	0	0				0	
AH 120	40%	34	0	4	20.4	12.8	5.6	5.2	0	3.2	0				0	
PRESS BRAKE 25	40%	7.6	0	8.4	0	7.2	0	6.4	0	0	0				0	
PRESS BRAKE 35	40%	8.8	0	10.4	0	8	0	6.8	0	0	0				0	
PRESS BRAKE 50	40%	10	0	12.4	0	8	0	7.6	0	0	0				0	
PRESS BRAKE 80	40%	9.6	0	15.6	0	7.6	0	8.4	0	0	0				0	
PRESS BRAKE 110	40%	14	0	16	0	8	0	8.8	0	0	0				0	
GS RANGE	40%	28	0	12	20	8	10.8	4	4	0	0				27.2	
K100	35%	17.5	0	14	6.65	0.35	3.85	10.15	0	3.85	0				0	
CM 1	35%	18.2	0	13.3	7.35	0	3.15	3.85	0	2.8	0				12.25	
K180	35%	21	0	12.6	7.7	3.5	5.6	11.2	0	3.5	0				0	
CM 2	35%	23.45	0	11.9	8.05	4.2	6.3	10.85	0	3.5	0				0	
K 360	35%	26.25	0	13.3	8.4	5.6	7	10.5	0	0	0				0	
CM 3	35%	28	0	11.55	7.7	1.4	3.5	5.6	0	0	0				14.7	
CM160	35%	28	0	11.55	7.7	4.9	7.7	10.85	0	0	0				0	
K600	35%	35	0	19.25	28	3.5	8.4	3.5	7	14	0				14	
ROLLFORM EQU	0%	0	0	0	0	0	0	0	0	0	0				0	
TOOLING (3 SETS)	0%	0	0	0	0	0	0	0	0	0	0				0	
SPARES	0%	0	0	0	0	0	0	0	0	0	0				0	

SHEET 4.3 LOADING PER PRODUCT: MONTH 3

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		Travl/C CNC M/Centre	.	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	20%	5	0	8	6	4.2	1.4	4.6	0	0	0	100	85		0	
GI 60	20%	5.6	0	8.8	8.4	4.8	2.6	5.6	0	0	0	107	90		0	
GI 90	20%	10	0	9.2	12.2	7.4	3.8	6.4	0	0	0	110	90		0	
GP 30	20%	8	0	4.6	5	2	2.6	2.8	0	0.6	0	75	7.5		0	
GP 40	20%	7.6	0	5.4	5.6	2.8	2.8	3.2	0	0	0	75	7.5		0	
GP 55	20%	8	0	5	6.4	3.8	3.2	3.6	0	0	0	80	7.5		0	
GP 75	20%	10.4	0	6.2	7.4	5.4	2.8	2.6	0	0	0	80	7.5		0	
AH 40	20%	6.4	0	6.2	6.4	4.6	2	2.6	0	2	0	100	75		0	
AH 80	20%	8.2	0	5.6	8.2	5.6	2.4	2.6	0	0	0	115	80		0	
GI 120	20%	12	0	9.8	15.6	9.4	4	3.2	0	0	0	150	80		0	
GI 160-250	20%	12	0	11.6	18.4	12.2	6.2	5.6	0	0	0	155	87.5		0	
AH 120	20%	17	0	2	10.2	6.4	2.8	2.6	0	1.6	0	165	90		0	
PRESS BRAKE 25	20%	3.8	0	4.2	0	3.6	0	3.2	0	0	0	60	40		0	
PRESS BRAKE 35	20%	4.4	0	5.2	0	4	0	3.4	0	0	0	62.5	40		0	
PRESS BRAKE 50	20%	5	0	6.2	0	4	0	3.8	0	0	0	65	45		0	
PRESS BRAKE 80	20%	4.8	0	7.8	0	3.8	0	4.2	0	0	0	70	50		0	
PRESS BRAKE 110	20%	7	0	8	0	4	0	4.4	0	0	0	80	60		0	
GS RANGE	20%	14	0	6	10	4	5.4	2	2	0	0	150	90		13.6	
K100	35%	17.5	0	14	6.65	0.35	3.85	10.15	0	3.85	0				0	
CM 1	35%	18.2	0	13.3	7.35	0	3.15	3.85	0	2.8	0				12.25	
K180	35%	21	0	12.6	7.7	3.5	5.6	11.2	0	3.5	0				0	
CM 2	35%	23.45	0	11.9	8.05	4.2	6.3	10.85	0	3.5	0				0	
K 360	35%	26.25	0	13.3	8.4	5.6	7	10.5	0	0	0				0	
CM 3	35%	28	0	11.55	7.7	1.4	3.5	5.6	0	0	0				14.7	
CM160	35%	28	0	11.55	7.7	4.9	7.7	10.85	0	0	0				0	
K600	35%	35	0	19.25	28	3.5	8.4	3.5	7	14	0				14	
ROLLFORM EQU	20%	0	0	76	0	0	0	72	112	8	0				0	
TOOLING (3 SETS)	20%	0	0	0	0	0	0	128	48	0	0				16	
SPARES	0%	0	0	0	0	0	0	0	0	0	0				0	

SHEET 4.4 LOADING PER PRODUCT: MONTH 4

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		Travl/C CNC M/Centre	.	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 60	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 90	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 55	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 75	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 120	20%	12.0	0.0	9.8	15.6	9.4	4.0	3.2	0.0	0.0	0.0	150.0	80.0		0.0	
GI 160-250	20%	12.0	0.0	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0	155.0	87.5		0.0	
AH 120	20%	17.0	0.0	2.0	10.2	6.4	2.8	2.6	0.0	1.6	0.0	165.0	90.0		0.0	
PRESS BRAKE 25	20%	3.8	0.0	4.2	0.0	3.6	0.0	3.2	0.0	0.0	0.0	60.0	40.0		0.0	
PRESS BRAKE 35	20%	4.4	0.0	5.2	0.0	4.0	0.0	3.4	0.0	0.0	0.0	62.5	40.0		0.0	
PRESS BRAKE 50	20%	5.0	0.0	6.2	0.0	4.0	0.0	3.8	0.0	0.0	0.0	65.0	45.0		0.0	
PRESS BRAKE 80	20%	4.8	0.0	7.8	0.0	3.8	0.0	4.2	0.0	0.0	0.0	70.0	50.0		0.0	
PRESS BRAKE 110	20%	7.0	0.0	8.0	0.0	4.0	0.0	4.4	0.0	0.0	0.0	80.0	60.0		0.0	
GS RANGE	20%	14.0	0.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0	150.0	90.0		13.6	
K100	15%	7.5	0.0	6.0	2.9	0.2	1.7	4.4	0.0	1.7	0.0	125.0	65.0		0.0	
CM 1	15%	7.8	0.0	5.7	3.2	0.0	1.4	1.7	0.0	1.2	0.0	140.0	75.0		5.3	
K180	15%	9.0	0.0	5.4	3.3	1.5	2.4	4.8	0.0	1.5	0.0	130.0	65.0		0.0	
CM 2	15%	10.1	0.0	5.1	3.5	1.8	2.7	4.7	0.0	1.5	0.0	150.0	80.0		0.0	
K 360	15%	11.3	0.0	5.7	3.6	2.4	3.0	4.5	0.0	0.0	0.0	150.0	80.0		0.0	
CM 3	15%	12.0	0.0	5.0	3.3	0.6	1.5	2.4	0.0	0.0	0.0	165.0	90.0		6.3	
CM160	15%	12.0	0.0	5.0	3.3	2.1	3.3	4.7	0.0	0.0	0.0	157.5	90.0		0.0	
K600	15%	15.0	0.0	8.3	12.0	1.5	3.6	1.5	3.0	6.0	0.0	165.0	95.0		6.0	
ROLLFORM EQU	40%	0.0	0.0	152.0	0.0	0.0	0.0	144.0	224.0	16.0	0.0				0.0	
TOOLING (3 SETS)	40%	0.0	0.0	0.0	0.0	0.0	0.0	256.0	96.0	0.0	0.0				32.0	
SPARES	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	

SHEET 4.5 LOADING PER PRODUCT: MONTH 5

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		Travl/C CNC M/Centre	. .	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 60	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 90	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 55	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 75	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 160-250	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 25	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 35	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 50	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 110	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GS RANGE	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K100	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	125.0	65.0		0.0	
CM 1	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	140.0	75.0		0.0	
K180	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	130.0	65.0		0.0	
CM 2	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	150.0	80.0		0.0	
K 360	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	150.0	80.0		0.0	
CM 3	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	165.0	90.0		0.0	
CM160	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	157.5	90.0		0.0	
K600	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	165.0	95.0		0.0	
ROLLFORM EQU	40%	0.0	0.0	152.0	0.0	0.0	0.0	144.0	224.0	16.0	0.0				0.0	
TOOLING (3 SETS)	40%	0.0	0.0	0.0	0.0	0.0	0.0	256.0	96.0	0.0	0.0				32.0	
SPARES	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	

SHEET 4.6 LOADING PER PRODUCT: MONTH 6

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		Travl/C CNC M/Centre	.	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 60	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 90	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 55	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 75	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 160-250	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 25	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 35	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 50	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 110	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GS RANGE	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K100	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 1	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K180	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 2	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K 360	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 3	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM160	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K600	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
ROLLFORM EQU	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
TOOLING (3 SETS)	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
SPARES	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	

SHEET 4.7 LOADING PER PRODUCT: MONTH 7

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE														
		Travl/C CNC M/Centre	.	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 60	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 90	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 55	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GP 75	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GI 160-250	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
AH 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 25	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 35	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 50	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
PRESS BRAKE 110	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
GS RANGE	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K100	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 1	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K180	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 2	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K 360	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM 3	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
CM160	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
K600	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	
ROLLFORM EQU	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0	
TOOLING (3 SETS)	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0	
SPARES	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0	

SHEET 4.8 LOADING PER PRODUCT: MONTH 8

PRODUCT	PERCENTAGE OF LOADING	MACHINE REFERENCE													
		Travl/C CNC M/Centre	.	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract
GI 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
GI 60	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
GI 90	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
GP 30	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
GP 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
GP 55	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
GP 75	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
AH 40	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
AH 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
GI 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
GI 160-250	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
AH 120	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
PRESS BRAKE 25	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
PRESS BRAKE 35	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
PRESS BRAKE 50	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
PRESS BRAKE 80	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
PRESS BRAKE 110	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
GS RANGE	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
K100	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
CM 1	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
K180	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
CM 2	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
K 360	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
CM 3	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
CM160	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
K600	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0
ROLLFORM EQU	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0
TOOLING (3 SETS)	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0
SPARES	0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0				0.0

SHEET 5.1: VHME MACHINE CAPACITY REQUIRED PER MONTH

FEBRUARY	MACHINE REFERENCE															
PRODUCT	Trav/C CNC M/Centre	.	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GI 60	5.6	0.0	8.8	8.4	4.8	2.6	5.6	0.0	0.0	0.0	0.0	0.0		0.0	
GI 90	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GP 30	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GP 40	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GP 55	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GP 75	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
AH 40	6.4	0.0	6.2	6.4	4.6	2.0	2.6	0.0	2.0	0.0	0.0	0.0		0.0	
AH 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GI 120	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GI 160-250	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
AH 120	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
PRESS BRAKE 25	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
PRESS BRAKE 35	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
PRESS BRAKE 50	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
PRESS BRAKE 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
PRESS BRAKE 110	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
GS RANGE	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
K100	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
CM 1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
K180	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
CM 2	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
K 360	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
CM 3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
CM160	12	0.0	5.0	3.3	2.1	3.3	4.7	0.0	0.0	0.0	0.0	0.0		0.0	
K600	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
SERVICE													1900.0		
ROLLFORM EQU	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
TOOLING (3 SETS)	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	
OPENING STOCK	227	0.0	110.0	160.0	5.0	4.0	200.0	0.0	0.0	0.0	605.0	533.0		0.0	
SPARES	100	0.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0	
TOTAL HOURS	351.0	0.0	230.0	278.1	156.5	281.9	427.9	140.0	162.0	100.0	605.0	533.0	1900.0	535.0	

SHEET 5.1 *VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
503		MARCH	MACHINE REFERENCE															
504			Travl/C CNC	.	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
505		PRODUCT	M/Centre	.	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
506		GI 30	5	0.0	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0	0.0	0.0		0.0		
507		GI 60	16.8	0.0	26.4	25.2	14.4	7.8	16.8	0.0	0.0	0.0	107.0	90.0		0.0		
508		GI 90	10	0.0	9.2	12.2	7.4	3.8	6.4	0.0	0.0	0.0	0.0	0.0		0.0		
509		GP 30	8	0.0	4.6	5.0	2.0	2.6	2.8	0.0	0.6	0.0	0.0	0.0		0.0		
510		GP 40	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
511		GP 55	8	0.0	5.0	6.4	3.8	3.2	3.6	0.0	0.0	0.0	0.0	0.0		0.0		
512		GP 75	10.4	0.0	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0	0.0	0.0		0.0		
513		AH 40	19.2	0.0	18.6	19.2	13.8	6.0	7.8	0.0	6.0	0.0	100.0	75.0		0.0		
514		AH 80	8.2	0.0	5.6	8.2	5.6	2.4	2.6	0.0	0.0	0.0	0.0	0.0		0.0		
515																		
516		GI 120	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
517		GI 160-250	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
518		AH 120	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
519		PRESS BRAKE 25	3.8	0.0	4.2	0.0	3.6	0.0	3.2	0.0	0.0	0.0	0.0	0.0		0.0		
520		PRESS BRAKE 35	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
521		PRESS BRAKE 50	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
522		PRESS BRAKE 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
523		PRESS BRAKE 110	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
524		GS RANGE	14	0.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0	0.0	0.0		13.6		
525																		
526		K100	7.5	0.0	6.0	2.9	0.2	1.7	4.4	0.0	1.7	0.0	0.0	0.0		0.0		
527		CM 1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
528		K180	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
529		CM 2	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
530		K 360	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
531		CM 3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
532		CM160	40	0.0	16.5	11.0	7.0	11.0	15.5	0.0	0.0	0.0	0.0	0.0		0.0		
533		K600	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
534																		
535		SERVICE													1980.0			
536		ROLLFORM EQU	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
537		TOOLING (3 SETS)	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
538		OPENING STOCK											605.0	533.0				
539		SPARES	100	0.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
540		TOTAL HOURS	250.9	0.0	216.3	213.5	211.4	318.1	287.3	142.0	168.3	100.0	812.0	698.0	1980.0	548.6		
541																		
542		*SHEET 5.2*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
543		APRIL	MACHINE REFERENCE															
544			Trav/C CNC	.	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
545		PRODUCT	M/Centre	.	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
546		GI 30	15	0.0	24.0	18.0	12.6	4.2	13.8	0.0	0.0	0.0	100.0	85.0		0.0		
547		GI 60	11.2	0.0	17.6	16.8	9.6	5.2	11.2	0.0	0.0	0.0	107.0	90.0		0.0		
548		GI 90	40	0.0	36.8	48.8	29.6	15.2	25.6	0.0	0.0	0.0	110.0	90.0		0.0		
549		GP 30	24	0.0	13.8	15.0	6.0	7.8	8.4	0.0	1.8	0.0	75.0	7.5		0.0		
550		GP 40	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
551		GP 55	32	0.0	20.0	25.6	15.2	12.8	14.4	0.0	0.0	0.0	80.0	7.5		0.0		
552		GP 75	31.2	0.0	18.6	22.2	16.2	8.4	7.8	0.0	0.0	0.0	80.0	7.5		0.0		
553		AH 40	6.4	0.0	6.2	6.4	4.6	2.0	2.6	0.0	2.0	0.0	100.0	75.0		0.0		
554		AH 80	24.6	0.0	16.8	24.6	16.8	7.2	7.8	0.0	0.0	0.0	115.0	80.0		0.0		
555																		
556		GI 120	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
557		GI 160-250	12	0.0	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0	0.0	0.0		0.0		
558		AH 120	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
559		PRESS BRAKE 25	7.6	0.0	8.4	0.0	7.2	0.0	6.4	0.0	0.0	0.0	0.0	0.0		0.0		
560		PRESS BRAKE 35	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
561		PRESS BRAKE 50	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
562		PRESS BRAKE 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
563		PRESS BRAKE 110	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
564		GS RANGE	28	0.0	12.0	20.0	8.0	10.8	4.0	4.0	0.0	0.0	0.0	0.0		27.2		
565																		
566		K100	17.5	0.0	14.0	6.7	0.4	3.9	10.2	0.0	3.9	0.0	0.0	0.0		0.0		
567		CM 1	7.8	0.0	5.7	3.2	0.0	1.4	1.7	0.0	1.2	0.0	0.0	0.0		5.3		
568		K180	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
569		CM 2	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
570		K 360	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
571		CM 3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
572		CM160	56	0.0	23.1	15.4	9.8	15.4	21.7	0.0	0.0	0.0	0.0	0.0		0.0		
573		K600	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
574																		
575		SERVICE													1828.0			
576		ROLLFORM EQU	0	0.0	76.0	0.0	0.0	0.0	72.0	112.0	8.0	0.0	0.0	0.0		0.0		
577		TOOLING (3 SETS)	0	0.0	0.0	0.0	0.0	0.0	128.0	48.0	0.0	0.0	0.0	0.0		16.0		
578		OPENING STOCK											555.0	483.0				
579		SPARES	100	0.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
580		TOTAL HOURS	413.3	0.0	404.6	341.0	288.2	370.4	556.1	304.0	176.9	100.0	1322.0	925.5	1828.0	583.5		
581																		
582		*SHEET 5.3*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
583		MAY	MACHINE REFERENCE															
584			Travl/C CNC	.	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
585		PRODUCT	M/Centre	.	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
586		GI 30	5	0.0	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0	100.0	85.0		0.0		
587		GI 60	16.8	0.0	26.4	25.2	14.4	7.8	16.8	0.0	0.0	0.0	107.0	90.0		0.0		
588		GI 90	40	0.0	36.8	48.8	29.6	15.2	25.6	0.0	0.0	0.0	220.0	180.0		0.0		
589		GP 30	8	0.0	4.6	5.0	2.0	2.6	2.8	0.0	0.6	0.0	75.0	7.5		0.0		
590		GP 40	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
591		GP 55	32	0.0	20.0	25.6	15.2	12.8	14.4	0.0	0.0	0.0	160.0	15.0		0.0		
592		GP 75	10.4	0.0	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0	80.0	7.5		0.0		
593		AH 40	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
594		AH 80	8.2	0.0	5.6	8.2	5.6	2.4	2.6	0.0	0.0	0.0	115.0	80.0		0.0		
595																		
596		GI 120	12	0.0	9.8	15.6	9.4	4.0	3.2	0.0	0.0	0.0	0.0	0.0		0.0		
597		GI 160-250	24	0.0	23.2	36.8	24.4	12.4	11.2	0.0	0.0	0.0	0.0	0.0		0.0		
598		AH 120	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
599		PRESS BRAKE 25	3.8	0.0	4.2	0.0	3.6	0.0	3.2	0.0	0.0	0.0	60.0	40.0		0.0		
600		PRESS BRAKE 35	4.4	0.0	5.2	0.0	4.0	0.0	3.4	0.0	0.0	0.0	0.0	0.0		0.0		
601		PRESS BRAKE 50	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
602		PRESS BRAKE 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
603		PRESS BRAKE 110	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
604		GS RANGE	14	0.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0	150.0	90.0		13.6		
605																		
606		K100	17.5	0.0	14.0	6.7	0.4	3.9	10.2	0.0	3.9	0.0	0.0	0.0		0.0		
607		CM 1	18.2	0.0	13.3	7.4	0.0	3.2	3.9	0.0	2.8	0.0	0.0	0.0		12.3		
608		K180	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
609		CM 2	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
610		K 360	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
611		CM 3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
612		CM160	40	0.0	16.5	11.0	7.0	11.0	15.5	0.0	0.0	0.0	157.5	90.0		0.0		
613		K600	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
614																		
615		SERVICE													1728.0			
616		ROLLFORM EQU	0	0.0	152.0	0.0	0.0	0.0	144.0	224.0	16.0	0.0	0.0	0.0		0.0		
617		TOOLING (3 SETS)	0	0.0	0.0	0.0	0.0	0.0	256.0	96.0	0.0	0.0	0.0	0.0		32.0		
618		OPENING STOCK																
619		SPARES	100	0.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
620		TOTAL HOURS	354.3	0.0	451.8	313.6	269.2	354.8	736.9	462.0	183.3	100.0	1224.5	685.0	1728.0	592.9		
621																		
622		*SHEET 5.4*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
623		JUNE	MACHINE REFERENCE															
624			Travl/C CNC	.	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
625		PRODUCT	M/Centre	.	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
626		GI 30	5	0.0	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0	0.0	0.0		0.0		
627		GI 60	11.2	0.0	17.6	16.8	9.6	5.2	11.2	0.0	0.0	0.0	107.0	90.0		0.0		
628		GI 90	20	0.0	18.4	24.4	14.8	7.6	12.8	0.0	0.0	0.0	110.0	90.0		0.0		
629		GP 30	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
630		GP 40	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
631		GP 55	8	0.0	5.0	6.4	3.8	3.2	3.6	0.0	0.0	0.0	80.0	7.5		0.0		
632		GP 75	10.4	0.0	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0	0.0	0.0		0.0		
633		AH 40	12.8	0.0	12.4	12.8	9.2	4.0	5.2	0.0	4.0	0.0	0.0	0.0		0.0		
634		AH 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
635																		
636		GI 120	24	0.0	19.6	31.2	18.8	8.0	6.4	0.0	0.0	0.0	0.0	0.0		0.0		
637		GI 160-250	12	0.0	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0	155.0	87.5		0.0		
638		AH 120	17	0.0	2.0	10.2	6.4	2.8	2.6	0.0	1.6	0.0	0.0	0.0		0.0		
639		PRESS BRAKE 25	3.8	0.0	4.2	0.0	3.6	0.0	3.2	0.0	0.0	0.0	60.0	40.0		0.0		
640		PRESS BRAKE 35	8.8	0.0	10.4	0.0	8.0	0.0	6.8	0.0	0.0	0.0	0.0	0.0		0.0		
641		PRESS BRAKE 50	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
642		PRESS BRAKE 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
643		PRESS BRAKE 110	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
644		GS RANGE	14	0.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0	150.0	90.0		13.6		
645																		
646		K100	7.5	0.0	6.0	2.9	0.2	1.7	4.4	0.0	1.7	0.0	125.0	65.0		0.0		
647		CM 1	18.2	0.0	13.3	7.4	0.0	3.2	3.9	0.0	2.8	0.0	0.0	0.0		12.3		
648		K180	9	0.0	5.4	3.3	1.5	2.4	4.8	0.0	1.5	0.0	0.0	0.0		0.0		
649		CM 2	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
650		K 360	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
651		CM 3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
652		CM160	12	0.0	5.0	3.3	2.1	3.3	4.7	0.0	0.0	0.0	315.0	180.0		0.0		
653		K600	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
654																		
655		SERVICE													1828.0			
656		ROLLFORM EQU	0	0.0	152.0	0.0	0.0	0.0	144.0	224.0	16.0	0.0	0.0	0.0		0.0		
657		TOOLING (3 SETS)	0	0.0	0.0	0.0	0.0	0.0	256.0	96.0	0.0	0.0	0.0	0.0		32.0		
658		OPENING STOCK																
659		SPARES	100	0.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
660		TOTAL HOURS	293.7	0.0	403.1	260.4	243.8	327.1	699.3	462.0	187.6	100.0	1102.0	650.0	1828.0	592.9		
661																		
662		*SHEET 5.5*	***VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH***															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
663		JULY	MACHINE REFERENCE															
664			Travl/C CNC	.	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
665		PRODUCT	M/Centre	.	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
666		GI 30	15	0.0	24.0	18.0	12.6	4.2	13.8	0.0	0.0	0.0	100.0	85.0		0.0		
667		GI 60	16.8	0.0	26.4	25.2	14.4	7.8	16.8	0.0	0.0	0.0	107.0	90.0		0.0		
668		GI 90	30	0.0	27.6	36.6	22.2	11.4	19.2	0.0	0.0	0.0	110.0	90.0		0.0		
669		GP 30	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
670		GP 40	7.6	0.0	5.4	5.6	2.8	2.8	3.2	0.0	0.0	0.0	0.0	0.0		0.0		
671		GP 55	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
672		GP 75	31.2	0.0	18.6	22.2	16.2	8.4	7.8	0.0	0.0	0.0	80.0	7.5		0.0		
673		AH 40	38.4	0.0	37.2	38.4	27.6	12.0	15.6	0.0	12.0	0.0	200.0	150.0		0.0		
674		AH 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
675																		
676		GI 120	12	0.0	9.8	15.6	9.4	4.0	3.2	0.0	0.0	0.0	150.0	80.0		0.0		
677		GI 160-250	12	0.0	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0	155.0	87.5		0.0		
678		AH 120	34	0.0	4.0	20.4	12.8	5.6	5.2	0.0	3.2	0.0	0.0	0.0		0.0		
679		PRESS BRAKE 25	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
680		PRESS BRAKE 35	4.4	0.0	5.2	0.0	4.0	0.0	3.4	0.0	0.0	0.0	62.5	40.0		0.0		
681		PRESS BRAKE 50	5	0.0	6.2	0.0	4.0	0.0	3.8	0.0	0.0	0.0	0.0	0.0		0.0		
682		PRESS BRAKE 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
683		PRESS BRAKE 110	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
684		GS RANGE	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
685																		
686		K100	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	125.0	65.0		0.0		
687		CM 1	7.8	0.0	5.7	3.2	0.0	1.4	1.7	0.0	1.2	0.0	140.0	75.0		5.3		
688		K180	21	0.0	12.6	7.7	3.5	5.6	11.2	0.0	3.5	0.0	0.0	0.0		0.0		
689		CM 2	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
690		K 360	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
691		CM 3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
692		CM160	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	157.5	90.0		0.0		
693		K600	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
694																		
695		SERVICE													1828.0			
696		ROLLFORM EQU	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
697		TOOLING (3 SETS)	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
698		OPENING STOCK																
699		SPARES	100	0.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
700		TOTAL HOURS	335.2	0.0	294.3	311.3	281.7	339.4	325.5	140.0	179.9	100.0	1387.0	860.0	1828.0	540.3		
701																		
702		*SHEET 5.6*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
703		AUGUST	MACHINE REFERENCE															
704			Travl/C CNC	.	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
705		PRODUCT	M/Centre	.	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
706		GI 30	5	0.0	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0	100.0	85.0		0.0		
707		GI 60	16.8	0.0	26.4	25.2	14.4	7.8	16.8	0.0	0.0	0.0	107.0	90.0		0.0		
708		GI 90	10	0.0	9.2	12.2	7.4	3.8	6.4	0.0	0.0	0.0	110.0	90.0		0.0		
709		GP 30	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
710		GP 40	22.8	0.0	16.2	16.8	8.4	8.4	9.6	0.0	0.0	0.0	75.0	7.5		0.0		
711		GP 55	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
712		GP 75	10.4	0.0	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0	80.0	7.5		0.0		
713		AH 40	12.8	0.0	12.4	12.8	9.2	4.0	5.2	0.0	4.0	0.0	200.0	150.0		0.0		
714		AH 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
715																		
716		GI 120	12	0.0	9.8	15.6	9.4	4.0	3.2	0.0	0.0	0.0	150.0	80.0		0.0		
717		GI 160-250	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
718		AH 120	17	0.0	2.0	10.2	6.4	2.8	2.6	0.0	1.6	0.0	165.0	90.0		0.0		
719		PRESS BRAKE 25	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
720		PRESS BRAKE 35	4.4	0.0	5.2	0.0	4.0	0.0	3.4	0.0	0.0	0.0	62.5	40.0		0.0		
721		PRESS BRAKE 50	10	0.0	12.4	0.0	8.0	0.0	7.6	0.0	0.0	0.0	0.0	0.0		0.0		
722		PRESS BRAKE 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
723		PRESS BRAKE 110	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
724		GS RANGE	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
725																		
726		K100	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
727		CM 1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	140.0	75.0		0.0		
728		K180	21	0.0	12.6	7.7	3.5	5.6	11.2	0.0	3.5	0.0	0.0	0.0		0.0		
729		CM 2	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
730		K 360	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
731		CM 3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
732		CM160	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
733		K600	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
734																		
735		SERVICE													1828.0			
736		ROLLFORM EQU	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0		
737		TOOLING (3 SETS)	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0		
738		OPENING STOCK																
739		SPARES	100	0.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
740		TOTAL HOURS	242.2	0.0	220.4	213.9	220.3	310.6	288.2	140.0	169.1	100.0	1389.5	915.0	1828.0	535.0		
741																		
742		***SHEET 5.7***	***VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH***															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
743		SEPTEMBER	MACHINE REFERENCE															
744			Travl/C CNC	.	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
745		PRODUCT	M/Centre	.	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
746		GI 30	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
747		GI 60	33.6	0.0	52.8	50.4	28.8	15.6	33.6	0.0	0.0	0.0	214.0	180.0		0.0		
748		GI 90	10	0.0	9.2	12.2	7.4	3.8	6.4	0.0	0.0	0.0	0.0	0.0		0.0		
749		GP 30	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
750		GP 40	7.6	0.0	5.4	5.6	2.8	2.8	3.2	0.0	0.0	0.0	75.0	7.5		0.0		
751		GP 55	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
752		GP 75	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
753		AH 40	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
754		AH 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
755																		
756		GI 120	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
757		GI 160-250	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
758		AH 120	17	0.0	2.0	10.2	6.4	2.8	2.6	0.0	1.6	0.0	165.0	90.0		0.0		
759		PRESS BRAKE 25	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
760		PRESS BRAKE 35	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
761		PRESS BRAKE 50	5	0.0	6.2	0.0	4.0	0.0	3.8	0.0	0.0	0.0	65.0	45.0		0.0		
762		PRESS BRAKE 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
763		PRESS BRAKE 110	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
764		GS RANGE	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
765																		
766		K100	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
767		CM 1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
768		K180	9	0.0	5.4	3.3	1.5	2.4	4.8	0.0	1.5	0.0	130.0	65.0		0.0		
769		CM 2	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
770		K 360	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
771		CM 3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
772		CM160	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
773		K600	15	0.0	8.3	12.0	1.5	3.6	1.5	3.0	6.0	0.0	0.0	0.0		6.0		
774																		
775		SERVICE													1900.0			
776		ROLLFORM EQU	0	0.0	76.0	0.0	0.0	0.0	72.0	112.0	8.0	0.0	100.0	100.0		0.0		
777		TOOLING (3 SETS)	0	0.0	0.0	0.0	0.0	0.0	128.0	48.0	0.0	0.0	100.0	100.0		16.0		
778		OPENING STOCK																
779		SPARES	100	0.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
780		TOTAL HOURS	197.2	0.0	265.3	193.7	192.4	301.0	470.9	303.0	177.1	100.0	849.0	587.5	1900.0	557.0		
781																		
782		*SHEET 5.8*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
783		OCTOBER	MACHINE REFERENCE															
784			Travl/C CNC	.	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
785		PRODUCT	M/Centre	.	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
786		GI 30	5	0.0	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0	0.0	0.0		0.0		
787		GI 60	11.2	0.0	17.6	16.8	9.6	5.2	11.2	0.0	0.0	0.0	214.0	180.0		0.0		
788		GI 90	40	0.0	36.8	48.8	29.6	15.2	25.6	0.0	0.0	0.0	110.0	90.0		0.0		
789		GP 30	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
790		GP 40	7.6	0.0	5.4	5.6	2.8	2.8	3.2	0.0	0.0	0.0	0.0	0.0		0.0		
791		GP 55	16	0.0	10.0	12.8	7.6	6.4	7.2	0.0	0.0	0.0	0.0	0.0		0.0		
792		GP 75	10.4	0.0	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0	0.0	0.0		0.0		
793		AH 40	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
794		AH 80	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
795																		
796		GI 120	12	0.0	9.8	15.6	9.4	4.0	3.2	0.0	0.0	0.0	0.0	0.0		0.0		
797		GI 160-250	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
798		AH 120	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
799		PRESS BRAKE 25	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
800		PRESS BRAKE 35	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
801		PRESS BRAKE 50	5	0.0	6.2	0.0	4.0	0.0	3.8	0.0	0.0	0.0	65.0	45.0		0.0		
802		PRESS BRAKE 80	4.8	0.0	7.8	0.0	3.8	0.0	4.2	0.0	0.0	0.0	0.0	0.0		0.0		
803		PRESS BRAKE 110	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
804		GS RANGE	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
805																		
806		K100	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
807		CM 1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
808		K180	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	130.0	65.0		0.0		
809		CM 2	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
810		K 360	11.25	0.0	5.7	3.6	2.4	3.0	4.5	0.0	0.0	0.0	0.0	0.0		0.0		
811		CM 3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
812		CM160	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
813		K600	35	0.0	19.3	28.0	3.5	8.4	3.5	7.0	14.0	0.0	0.0	0.0		14.0		
814																		
815		SERVICE													1828.0			
816		ROLLFORM EQU	0	0.0	152.0	0.0	0.0	0.0	144.0	224.0	16.0	0.0	0.0	0.0		0.0		
817		TOOLING (3 SETS)	0	0.0	0.0	0.0	0.0	0.0	256.0	96.0	0.0	0.0	0.0	0.0		32.0		
818		OPENING STOCK																
819		SPARES	100	0.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
820		TOTAL HOURS	258.3	0.0	384.8	244.6	222.3	319.2	688.6	467.0	190.0	100.0	519.0	380.0	1828.0	581.0		
821																		
822		*SHEET 5.9*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
823		NOVEMBER	MACHINE REFERENCE															
824			Travl/C CNC	.	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
825		PRODUCT	M/Centre	.	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
826		GI 30	15	0.0	24.0	18.0	12.6	4.2	13.8	0.0	0.0	0.0	100.0	85.0		0.0		
827		GI 60	5.6	0.0	8.8	8.4	4.8	2.6	5.6	0.0	0.0	0.0	0.0	0.0		0.0		
828		GI 90	40	0.0	36.8	48.8	29.6	15.2	25.6	0.0	0.0	0.0	220.0	180.0		0.0		
829		GP 30	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
830		GP 40	22.8	0.0	16.2	16.8	8.4	8.4	9.6	0.0	0.0	0.0	75.0	7.5		0.0		
831		GP 55	48	0.0	30.0	38.4	22.8	19.2	21.6	0.0	0.0	0.0	160.0	15.0		0.0		
832		GP 75	31.2	0.0	18.6	22.2	16.2	8.4	7.8	0.0	0.0	0.0	80.0	7.5		0.0		
833		AH 40	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
834		AH 80	8.2	0.0	5.6	8.2	5.6	2.4	2.6	0.0	0.0	0.0	0.0	0.0		0.0		
835																		
836		GI 120	24	0.0	19.6	31.2	18.8	8.0	6.4	0.0	0.0	0.0	0.0	0.0		0.0		
837		GI 160-250	12	0.0	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0	0.0	0.0		0.0		
838		AH 120	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
839		PRESS BRAKE 25	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
840		PRESS BRAKE 35	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
841		PRESS BRAKE 50	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
842		PRESS BRAKE 80	9.6	0.0	15.6	0.0	7.6	0.0	8.4	0.0	0.0	0.0	0.0	0.0		0.0		
843		PRESS BRAKE 110	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
844		GS RANGE	14	0.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0	0.0	0.0		13.6		
845																		
846		K100	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
847		CM 1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
848		K180	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
849		CM 2	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
850		K 360	26.25	0.0	13.3	8.4	5.6	7.0	10.5	0.0	0.0	0.0	0.0	0.0		0.0		
851		CM 3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
852		CM160	12	0.0	5.0	3.3	2.1	3.3	4.7	0.0	0.0	0.0	0.0	0.0		0.0		
853		K600	35	0.0	19.3	28.0	3.5	8.4	3.5	7.0	14.0	0.0	0.0	0.0		14.0		
854																		
855		SERVICE													1900.0			
856		ROLLFORM EQU	0	0.0	152.0	0.0	0.0	0.0	144.0	224.0	16.0	0.0	0.0	0.0		0.0		
857		TOOLING (3 SETS)	0	0.0	0.0	0.0	0.0	0.0	256.0	96.0	0.0	0.0	0.0	0.0		32.0		
858		OPENING STOCK																
859		SPARES	100	0.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
860		TOTAL HOURS	403.7	0.0	482.3	360.1	293.8	368.7	742.7	469.0	190.0	100.0	635.0	295.0	1900.0	594.6		
861																		
862		*SHEET 5.10*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
863		DECEMBER	MACHINE REFERENCE															
864			Travl/C CNC	.	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
865		PRODUCT	M/Centre	.	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
866		GI 30	5	0.0	8.0	6.0	4.2	1.4	4.6	0.0	0.0	0.0	100.0	85.0		0.0		
867		GI 60	22.4	0.0	35.2	33.6	19.2	10.4	22.4	0.0	0.0	0.0	107.0	90.0		0.0		
868		GI 90	10	0.0	9.2	12.2	7.4	3.8	6.4	0.0	0.0	0.0	110.0	90.0		0.0		
869		GP 30	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
870		GP 40	7.6	0.0	5.4	5.6	2.8	2.8	3.2	0.0	0.0	0.0	75.0	7.5		0.0		
871		GP 55	16	0.0	10.0	12.8	7.6	6.4	7.2	0.0	0.0	0.0	160.0	15.0		0.0		
872		GP 75	10.4	0.0	6.2	7.4	5.4	2.8	2.6	0.0	0.0	0.0	80.0	7.5		0.0		
873		AH 40	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
874		AH 80	24.6	0.0	16.8	24.6	16.8	7.2	7.8	0.0	0.0	0.0	115.0	80.0		0.0		
875																		
876		GI 120	24	0.0	19.6	31.2	18.8	8.0	6.4	0.0	0.0	0.0	150.0	80.0		0.0		
877		GI 160-250	24	0.0	23.2	36.8	24.4	12.4	11.2	0.0	0.0	0.0	0.0	0.0		0.0		
878		AH 120	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
879		PRESS BRAKE 25	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
880		PRESS BRAKE 35	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
881		PRESS BRAKE 50	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
882		PRESS BRAKE 80	4.8	0.0	7.8	0.0	3.8	0.0	4.2	0.0	0.0	0.0	70.0	50.0		0.0		
883		PRESS BRAKE 110	7	0.0	8.0	0.0	4.0	0.0	4.4	0.0	0.0	0.0	0.0	0.0		0.0		
884		GS RANGE	28	0.0	12.0	20.0	8.0	10.8	4.0	4.0	0.0	0.0	0.0	0.0		27.2		
885																		
886		K100	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
887		CM 1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
888		K180	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
889		CM 2	10.05	0.0	5.1	3.5	1.8	2.7	4.7	0.0	1.5	0.0	0.0	0.0		0.0		
890		K 360	26.25	0.0	13.3	8.4	5.6	7.0	10.5	0.0	0.0	0.0	0.0	0.0		0.0		
891		CM 3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
892		CM160	28	0.0	11.6	7.7	4.9	7.7	10.9	0.0	0.0	0.0	0.0	0.0		0.0		
893		K600	15	0.0	8.3	12.0	1.5	3.6	1.5	3.0	6.0	0.0	165.0	95.0		6.0		
894																		
895		SERVICE													1790.0			
896		ROLLFORM EQU	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
897		TOOLING (3 SETS)	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
898		OPENING STOCK																
899		SPARES	100	0.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
900		TOTAL HOURS	363.1	0.0	299.6	321.8	276.2	357.0	326.9	147.0	167.5	100.0	1132.0	600.0	1790.0	568.2		
901																		
902		*SHEET 5.11*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
903		JANUARY	MACHINE REFERENCE															
904			Travl/C CNC	.	CINCINNATI	WEBSTER	BINNS &	POREBA	MAZAK	MAZAK	HYDROTEL	PLANER	Mechanical	Electrical	Service	Sub		
905		PRODUCT	M/Centre	.	T30	BENNETT	BERRY	.	SLANT TURN	QT15	.	.	Fitting	Fitting	.	Contract		
906		GI 30	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
907		GI 60	28	0.0	44.0	42.0	24.0	13.0	28.0	0.0	0.0	0.0	214.0	180.0		0.0		
908		GI 90	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
909		GP 30	8	0.0	4.6	5.0	2.0	2.6	2.8	0.0	0.6	0.0	0.0	0.0		0.0		
910		GP 40	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
911		GP 55	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
912		GP 75	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
913		AH 40	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
914		AH 80	8.2	0.0	5.6	8.2	5.6	2.4	2.6	0.0	0.0	0.0	115.0	80.0		0.0		
915																		
916		GI 120	36	0.0	29.4	46.8	28.2	12.0	9.6	0.0	0.0	0.0	150.0	80.0		0.0		
917		GI 160-250	12	0.0	11.6	18.4	12.2	6.2	5.6	0.0	0.0	0.0	155.0	87.5		0.0		
918		AH 120	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
919		PRESS BRAKE 25	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
920		PRESS BRAKE 35	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
921		PRESS BRAKE 50	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
922		PRESS BRAKE 80	4.8	0.0	7.8	0.0	3.8	0.0	4.2	0.0	0.0	0.0	70.0	50.0		0.0		
923		PRESS BRAKE 110	14	0.0	16.0	0.0	8.0	0.0	8.8	0.0	0.0	0.0	0.0	0.0		0.0		
924		GS RANGE	14	0.0	6.0	10.0	4.0	5.4	2.0	2.0	0.0	0.0	150.0	90.0		13.6		
925																		
926		K100	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
927		CM 1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
928		K180	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		
929		CM 2	23.45	0.0	11.9	8.1	4.2	6.3	10.9	0.0	3.5	0.0	0.0	0.0		0.0		
930		K 360	11.25	0.0	5.7	3.6	2.4	3.0	4.5	0.0	0.0	0.0	150.0	80.0		0.0		
931		CM 3	12	0.0	5.0	3.3	0.6	1.5	2.4	0.0	0.0	0.0	0.0	0.0		6.3		
932		CM160	28	0.0	11.6	7.7	4.9	7.7	10.9	0.0	0.0	0.0	0.0	0.0		0.0		
933		K600	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	165.0	95.0		0.0		
934																		
935		SERVICE													1828.0			
936		ROLLFORM EQU	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0		
937		TOOLING (3 SETS)	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0		0.0		
938		OPENING STOCK																
939		SPARES	100	0.0	100.0	100.0	140.0	270.0	215.0	140.0	160.0	100.0				535.0		
940		TOTAL HOURS	299.7	0.0	259.1	253.1	239.9	330.1	307.2	142.0	164.1	100.0	1369.0	942.5	1828.0	554.9		
941																		
942		*SHEET 5.12*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

Model 5.2 - Spreadsheet Two

	A	B	C	D	E	G	H	I	J	K	L	M	N	O	P
1		***SHEET 6: MACHINE ABSORPTION***													
2		***DATA INPUT***													
3		MACHINE	MACHINE	February	March	May	June	July	August	September	October	November	December	January	MACHINE
4		Travl/C CNC	Charge Rate per Hour (£)	70	70	70	70	70	70	70	70	70	70	70	Travl/C CNC
5		M/Centre	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	M/Centre
6			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
7			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	3672
8			Hours Required	351	296	400	340	369	288	197	258	404	409	346	4071
9			Total Charge (£)	21,420	20,713	21,420	21,420	21,420	20,167	13,804	18,078	21,420	21,420	21,420	
10			- Under/Overload	Overload	OK	Overload	Overload	Overload	OK	OK	OK	Overload	Overload	Overload	Average O/L
11			-% Overload	15%		31%	11%	21%				32%	34%	13%	11%
12			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
13			- Hours Subcontracted	0	0	48	0	17	0	0	0	52	57	0	
14			- Hrs O/L to carry Frwd	45	0	46	34	46	0	0	0	46	46	40	
15			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
16			- Hours subcontracted	0	0	0	0	0	0	109	48	0	0	0	
17			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
18			- Subcontract Gross Profit	0	0	0	0	0	0	1,523	669	0	0	0	
19			- Material Cost of Sales S/C	0	0	0	0	0	0	7,616	3,343	0	0	0	
20															
21		.	Charge Rate per Hour (£)	35	35	35	35	35	35	35	35	35	35	35	.
22		.	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	.
23			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
24			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	3672
25			Hours Required	0	0	0	0	0	0	0	0	0	0	0	0
26			Total Charge (£)	0	0	0	0	0	0	0	0	0	0	0	
27			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
28			-% Overload												No O/L
29			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
30			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	
31			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	
32			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
33			- Hours subcontracted	306	306	306	306	306	306	306	306	306	306	306	
34			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
35			- Subcontract Gross Profit	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	
36			- Material Cost of Sales S/C	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	
37															
38		CINCINNATI	Charge Rate per Hour (£)	65	65	65	65	65	65	65	65	65	65	65	CINCINNATI
39		T30	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	T30
40			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
41			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	3888
42			Hours Required	230	216	500	452	343	239	265	385	531	348	283	4198
43			Total Charge (£)	14,947	14,060	21,060	21,060	21,060	15,555	17,241	21,060	21,060	21,060	18,415	
44			- Under/Overload	OK	OK	Overload	Overload	Overload	OK	OK	Overload	Overload	Overload	OK	Average O/L
45			-% Overload			54%	39%	6%			19%	64%	7%		8%
46			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
47			- Hours Subcontracted	0	0	128	79	0	0	0	12	158	0	0	
48			- Hrs O/L to carry Frwd	0	0	49	49	19	0	0	49	49	24	0	
49			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
50			- Hours subcontracted	94	108	0	0	0	85	59	0	0	0	0	
51			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
52			- Subcontract Gross Profit	1,223	1,400	0	0	0	1,101	764	0	0	0	0	
53			- Material Cost of Sales S/C	6,113	7,001	0	0	0	5,506	3,819	0	0	0	0	

	A	B	C	D	E	G	H	I	J	K	L	M	N	O	P
54															
55		WEBSTER	Charge Rate per Hour (£)	20	20	20	20	20	20	20	20	20	20	20	WEBSTER
56		BENNETT	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	BENNETT
57			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
58			Hrs Avail Incl Efficiency	270	270	270	270	270	270	270	270	270	270	270	3240
59			Hours Required	278	222	354	301	342	254	194	245	360	362	294	3546
60			Total Charge (£)	5,400	4,431	5,400	5,400	5,400	5,088	3,874	4,892	5,400	5,400	5,400	
61			- Under/Overload	Overload	OK	Overload	Overload	Overload	OK	OK	OK	Overload	Overload	Overload	Average O/L
62			-% Overload	3%		31%	11%	27%				33%	34%	9%	9%
63			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
64			- Hours Subcontracted	0	0	44	0	32	0	0	0	50	52	0	
65			- Hrs O/L to carry Frwd	8	0	41	31	41	0	0	0	41	41	24	
66			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
67			- Hours subcontracted	0	48	0	0	0	0	76	0	0	0	0	
68			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
69			- Subcontract Gross Profit	0	194	0	0	0	0	305	0	0	0	0	
70			- Material Cost of Sales S/C	0	969	0	0	0	0	1,526	0	0	0	0	
71															
72		BINNS &	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	BINNS &
73		BERRY	Hours available/month	190	190	190	190	190	190	190	190	190	190	190	BERRY
74			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
75			Hrs Avail Incl Efficiency	143	143	143	143	143	143	143	143	143	143	143	1710
76			Hours Required	157	225	291	265	303	242	214	244	315	298	261	3123
77			Total Charge (£)	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	
78			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
79			-% Overload	10%	58%	104%	86%	113%	70%	50%	71%	121%	109%	83%	83%
80			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
81			- Hours Subcontracted	0	61	127	101	139	78	50	80	151	134	97	
82			- Hrs O/L to carry Frwd	14	21	21	21	21	21	21	21	21	21	21	
83			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
84			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	
85			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
86			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	
87			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	
88															
89		POREBA	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	POREBA
90		.	Hours available/month	190	190	190	190	190	190	190	190	190	190	190	.
91			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
92			Hrs Avail Incl Efficiency	143	143	143	143	143	143	143	143	143	143	143	1710
93			Hours Required	282	339	376	348	361	332	322	341	390	378	351	4213
94			Total Charge (£)	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	
95			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
96			-% Overload	98%	138%	164%	145%	153%	133%	126%	139%	174%	166%	147%	146%
97			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
98			- Hours Subcontracted	118	176	212	185	197	168	159	177	226	215	188	
99			- Hrs O/L to carry Frwd	21	21	21	21	21	21	21	21	21	21	21	
100			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
101			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	
102			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
103			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	
104			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	

	A	B	C	D	E	G	H	I	J	K	L	M	N	O	P
105															
106		MAZAK	Charge Rate per Hour (£)	45	45	45	45	45	45	45	45	45	45	45	MAZAK
107		SLANT TURN	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	SLANT TURN
108			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
109			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	3888
110			Hours Required	428	336	786	748	374	337	484	737	791	376	356	6319
111			Total Charge (£)	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	
112			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
113			-% Overload	32%	4%	142%	131%	15%	4%	49%	128%	144%	16%	10%	63%
114			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
115			- Hours Subcontracted	55	0	413	375	1	0	111	365	419	3	0	
116			- Hrs O/L to carry Frwd	49	12	49	49	49	13	49	49	49	49	32	
117			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
118			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	
119			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
120			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	
121			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	
122															
123		MAZAK	Charge Rate per Hour (£)	45	45	45	45	45	45	45	45	45	45	45	MAZAK
124		QT15	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	QT15
125			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
126			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	3888
127			Hours Required	140	142	462	511	189	140	303	467	518	196	142	3512
128			Total Charge (£)	6,300	6,390	14,580	14,580	8,487	6,300	13,635	14,580	14,580	8,802	6,390	
129			- Under/Overload	OK	OK	Overload	Overload	OK	OK	OK	Overload	Overload	OK	OK	Average O/L
130			-% Overload			43%	58%				44%	60%			No O/L
131			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
132			- Hours Subcontracted	0	0	89	138	0	0	0	94	145	0	0	
133			- Hrs O/L to carry Frwd	0	0	49	49	0	0	0	49	49	0	0	
134			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
135			- Hours subcontracted	184	182	0	0	135	184	0	0	0	128	182	
136			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
137			- Subcontract Gross Profit	1,656	1,638	0	0	1,219	1,656	0	0	0	1,156	1,638	
138			- Material Cost of Sales S/C	8,280	8,190	0	0	6,093	8,280	0	0	0	5,778	8,190	
139															
140		HYDROTEL	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	HYDROTEL
141		.	Hours available/month	190	190	190	190	190	190	190	190	190	190	190	.
142			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
143			Hrs Avail Incl Efficiency	162	162	162	162	162	162	162	162	162	162	162	1938
144			Hours Required	162	169	206	212	204	193	201	214	214	192	188	2340
145			Total Charge (£)	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	
146			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
147			-% Overload	0%	4%	27%	31%	26%	20%	25%	33%	33%	19%	17%	21%
148			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
149			- Hours Subcontracted	0	0	20	26	18	8	16	29	29	6	3	
150			- Hrs O/L to carry Frwd	1	7	24	24	24	24	24	24	24	24	24	
151			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
152			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	
153			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
154			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	
155			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	

	A	B	C	D	E	G	H	I	J	K	L	M	N	O	P
156															
157		PLANER	Charge Rate per Hour (£)	12	12	12	12	12	12	12	12	12	12	12	PLANER
158		.	Hours available/month	190	190	190	190	190	190	190	190	190	190	190	.
159			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
160			Hrs Avail Incl Efficiency	143	143	143	143	143	143	143	143	143	143	143	1710
161			Hours Required	100	100	100	100	100	100	100	100	100	100	100	1200
162			Total Charge (£)	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	
163			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
164			-% Overload												No O/L
165			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
166			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	
167			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	
168			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
169			- Hours subcontracted	43	43	43	43	43	43	43	43	43	43	43	
170			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
171			- Subcontract Gross Profit	102	102	102	102	102	102	102	102	102	102	102	
172			- Material Cost of Sales S/C	510	510	510	510	510	510	510	510	510	510	510	
173															
174		Mechanical	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	Mechanical
175		Fitting	Hours available/month	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	Fitting
176			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
177			Hrs Avail Incl Efficiency	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	31500
178			Hours Required	605	812	1225	1102	1387	1390	849	519	635	1132	1369	12346
179			Total Charge (£)	9,680	12,992	19,592	17,632	22,192	22,232	13,584	8,304	10,160	18,112	21,904	
180			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
181			-% Overload												No O/L
182			- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
183		Electrical	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	Electrical
184		Fitting	Hours available/month	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	Fitting
185			Machine Efficiency	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	Totals
186			Hrs Avail Incl Efficiency	750	750	750	750	750	750	750	750	750	750	750	9000
187			Hours Required	533	698	861	761	871	1036	873	503	295	600	943	8897
188			Total Charge (£)	8,528	11,168	12,000	12,000	12,000	12,000	12,000	8,048	4,720	9,600	12,000	
189			- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Average O/L
190			-% Overload			15%	1%	16%	38%	16%				26%	No O/L
191			- Hrs Ovld to carry Frwd	0.0	0.0	110.5	10.5	120.5	285.5	123.0	0.0	0.0	0.0	192.5	
192		Service	Charge Rate per Hour (£)	15	15	15	15	15	15	15	15	15	15	15	Service
193		.	Hours available/month	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	.
194			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
195			Hrs Avail Incl Efficiency	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	19380
196			Hours Required	1900	2265	2591	2804	3017	3230	3515	3728	4013	4188	4401	38130
197			Total Charge (£)	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	
198			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
199			-% Overload	18%	40%	60%	74%	87%	100%	118%	131%	148%	159%	173%	97%
200			- Hrs Ovld to carry Frwd	285.0	650.0	976.0	1189.0	1402.0	1615.0	1900.0	2113.0	2398.0	2573.0	2786.0	
201															
202		SUBCONTRACT	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	SUBCONTRACT
203		.	Hours available/month	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	.
204			Machine Efficiency	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
205			Hrs Avail Incl Efficiency	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	Total
206			Hours Required	653	786	1261	1122	943	789	781	973	1405	1031	843	11667
207			Total Charge (£)	11,754	14,141	22,698	20,192	16,979	14,193	14,058	17,506	25,295	18,563	15,165	
208			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
209			-% Overload												
210			- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

SHEET 7: SUMMARY OF ABSORPTION CHARGES

MACHINE	January	February	April	May	June	July	August	September	October	November	December	TOTALS (£)
Travel Column CNC M/Centre	21,420	20,713	21,420	21,420	21,420	20,167	13,804	18,078	21,420	21,420	21,420	**244,122**
	0	0	0	0	0	0	0	0	0	0	0	**0**
CINCINNATI T30	14,947	14,060	21,060	21,060	21,060	15,555	17,241	21,060	21,060	21,060	18,415	**227,637**
WEBSTER BENNETT	5,400	4,431	5,400	5,400	5,400	5,088	3,874	4,892	5,400	5,400	5,400	**61,485**
BINNS & BERRY	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	**30,780**
POREBA	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	**30,780**
MAZAK SLANT TURN	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	**174,960**
MAZAK QT15	6,300	6,390	14,580	14,580	8,487	6,300	13,635	14,580	14,580	8,802	6,390	**128,304**
HYDROTEL	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	**34,884**
PLANER	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	**14,400**
Mechanical Fitting	9,680	12,992	19,592	17,632	22,192	22,232	13,584	8,304	10,160	18,112	21,904	**197,536**
Electrical Fitting	8,528	11,168	12,000	12,000	12,000	12,000	12,000	8,048	4,720	9,600	12,000	**126,064**
Service	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	**290,700**
Sub Contract	11,754	14,141	22,698	20,192	16,979	14,193	14,058	17,506	25,295	18,563	15,165	**210,000**
SC in	25,613	27,380	11,220	11,220	17,313	25,006	24,181	14,563	11,220	16,998	19,410	**215,343**
TOTALS (£)	**139,930**	**145,175**	**153,314**	**151,354**	**155,914**	**154,389**	**146,361**	**137,566**	**136,602**	**149,434**	**152,981**	**1,986,994**

Average Monthly Aborption	165,583

Summary of Subcontract Machine Hours Sold to Outside Customers

	January	February	April	May	June	July	August	September	October	November	December	TOTALS (£)
Number of Hours Sold	627	687	349	349	484	617	592	396	349	477	531	**5,804**
Subcontract Sales Turnover	30,736	32,855	13,464	13,464	20,776	30,007	29,017	17,475	13,464	20,398	23,292	**258,411**
Cost of Material	25,613	27,380	11,220	11,220	17,313	25,006	24,181	14,563	11,220	16,998	19,410	**215,343**
Gross Profit	5,123	5,476	2,244	2,244	3,463	5,001	4,836	2,913	2,244	3,400	3,882	**43,069**

Total Production Hours Available incl Efficiency	89,196	Hours Subcontracted	11,667
Total Production Hours Required	91,896	Hours S/C as % of Hrs Available	13.1%
Total Factory Overload (%)	3.0%	Hours S/C as % of Hrs Required	12.7%
CNC Machine Hours Available	15,336		
Conventional Machine Hours Availble	10,308		
CNC Machine Hours as a Percentage	149%		

Average Monthly Subcontract Sales	21,534
Average Monthly Subcontract Profit	3,589

Model 5.2 - Spreadsheet Three

VHME OPERATING BUDGET FOR THE YEAR ENDING 31 JANUARY 1990

OPERATING BUDGET SUMMARY	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Sales	3,282,937	1,030,783	629,265	247,328	516,635	450,366	417,178	486,524	1,393,483	1,396,055	218,072	339,884	10,408,509
Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gross Sales	3,282,937	1,030,783	629,265	247,328	516,635	450,366	417,178	486,524	1,393,483	1,396,055	218,072	339,884	10,408,509
Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
Net Sales	3,280,937	975,283	581,265	238,828	514,135	443,366	411,678	484,024	1,369,483	1,393,555	206,072	314,884	10,213,509
Cost of Sales	3,012,629	915,563	529,662	200,956	409,940	355,048	306,661	411,697	939,752	1,088,504	161,524	279,140	8,611,075
Gross Profit	268,308	59,721	51,603	37,872	104,195	88,318	105,017	72,327	429,732	305,051	44,548	35,744	1,602,435
Manufacturing Costs	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964
Less Absorption	139,930	145,175	153,974	153,314	151,354	155,914	154,389	146,361	137,566	136,602	149,434	152,981	1,776,994
Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994
Less Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933
Adjusted Gross Profit	260,549	54,007	37,241	44,819	120,680	110,941	110,961	44,911	420,583	288,147	36,717	34,849	1,564,403
Sales & Marketing Costs	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910
Research & Development Expenditure	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000
Operating Profit	223,394	13,157	-2,454	6,974	82,690	70,721	75,156	5,411	380,888	250,302	-1,273	-5,472	1,099,493
Overdraft Interest	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000
Lease Interest	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000
Reorganisation	0	0	0	0	0	0	0	0	0	0	0	0	0
Profit Before Taxation	180,894	-29,343	-44,954	-35,526	40,190	28,221	32,656	-37,089	338,388	207,802	-43,773	-47,972	589,493

Cost Centre	SALES BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F10	Presses	109,328	92,686	245,208	84,357	168,000	126,000	75,000	210,000	78,000	52,000	32,000	159,000	1,431,579
F11	CM Presses	101,500	0	179,668	0	0	130,000	195,000	80,000	0	75,000	0	0	761,168
F12	Press Brakes	0	0	0	0	0	15,000	0	18,000	0	22,000	0	0	55,000
F13	HME Spares & Services	110,132	104,625	126,652	99,119	77,092	104,625	77,092	99,119	132,159	104,626	110,133	104,626	1,250,000
F14	Sub-Contract	30,736	32,855	13,464	13,464	13,464	20,776	30,007	29,017	17,475	13,464	20,398	23,292	258,411
F15	Bronx Spares & Service	45,815	43,524	52,687	41,234	32,070	43,524	32,070	41,234	54,978	43,524	45,815	43,525	520,000
F16	Bronx Tooling	5,727	5,441	6,586	5,154	4,009	5,441	4,009	5,154	6,871	5,441	5,726	5,441	65,000
F20	Rollforming Machines	2,875,699	747,652	0	0	218,000	0	0	0	1,100,000	1,076,000	0	0	6,017,351
F21	Rollforming Spares	4,000	4,000	5,000	4,000	4,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000	50,000
	TOTAL GROSS SALES	3,282,937	1,030,783	629,265	247,328	516,635	450,366	417,178	486,524	1,393,483	1,396,055	218,072	339,884	10,408,509
S14	Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
P44/6	Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
	TOTAL NET SALES	3,280,937	975,283	581,265	238,828	514,135	443,366	411,678	484,024	1,369,483	1,393,555	206,072	314,884	10,213,509

COST OF SALES BUDGET

Cost Centre	Direct Labour	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F50	Presses	50,428	41,709	82,068	42,514	70,378	58,253	20,486	95,314	26,176	27,780	16,558	66,934	598,598
F51	CM Presses	42,250	0	74,786	0	0	18,148	32,427	14,841	0	15,308	0	0	197,760
F52	Press Brakes	0	0	0	0	0	6,939	0	7,635	0	8,500	0	0	23,074
F53	HME Spares & Service	28,137	26,690	32,477	25,243	19,456	26,690	19,456	25,243	33,925	26,690	28,137	26,690	318,834
F54	Sub-Contract	0	0	0	0	0	0	0	0	0	0	0	0	0
F55	Bronx Spares & Service	15,867	15,047	18,322	14,231	10,957	15,047	10,957	14,231	19,140	15,047	15,867	15,047	179,760
F56	Bronx Tooling	0	0	0	0	0	0	0	0	0	0	0	0	0
F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0
F58	Scrap	667	666	667	666	667	666	667	666	667	667	667	667	8,000
F59	Warrenty	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000
F60	Rollforming Machines	380,000	168,152	0	0	30,200	0	0	0	120,660	200,000	0	0	899,012
F61	Rollforming Spares	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
	Total Direct Labour	522,099	257,014	213,070	87,404	136,408	130,493	88,743	162,680	205,318	298,742	65,979	114,088	2,282,038

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
60	Cost																
61	Centre	Materials	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
62	F50	Presses	61,633	50,977	144,760	46,896	86,900	69,300	41,250	115,500	42,900	28,600	17,600	87,450	793,756		
63	F51	CM Presses	51,638	0	91,407	0	0	71,500	107,250	44,000	0	41,250	0	0	407,045		
64	F52	Press Brakes	0	0	0	0	0	8,250	0	9,900	0	12,100	0	0	30,250		
65	F53	HME Spares & Service	37,003	35,128	42,629	33,253	25,751	35,128	25,751	33,253	44,504	35,128	37,003	35,128	419,659		
66	F54	Sub-Contract	25,613	27,380	11,220	11,220	11,220	17,313	25,006	24,181	14,563	11,220	16,998	19,410	215,343		
67	F55	Bronx Spares & Service	12,251	11,626	14,126	11,001	8,500	11,626	8,500	11,001	14,752	11,626	12,251	11,626	138,886		
68	F56	Bronx Tooling	5,110	4,855	6,877	4,599	3,577	4,855	3,577	4,599	6,131	4,855	5,109	4,855	57,999		
69	F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0		
70	F58	Scrap	3,333	3,333	3,333	3,333	3,334	3,333	3,334	3,333	3,334	3,333	3,334	3,333	40,000		
71	F59	Warrenty	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000		
72	F60	Rollforming Machines	2,290,699	522,000	0	0	131,000	0	0	0	605,000	638,400	0	0	4,187,099		
73	F61	Rollforming Spares	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000		
74		Total Materials	2,490,530	658,549	316,592	113,552	273,532	224,555	217,918	249,017	734,434	789,762	95,545	165,052	6,329,037		
75																	
76		COST OF GOODS SOLD	3,012,629	915,563	529,662	200,956	409,940	355,048	306,661	411,697	939,752	1,088,504	161,524	279,140	8,611,075		
77																	
78		GROSS PROFIT	268,308	59,721	51,603	37,872	104,195	88,318	105,017	72,327	428,732	305,051	44,548	35,744	1,602,435		
79		Gross Profit as % of Sales >	8.2%	6.1%	8.9%	15.9%	20.3%	19.9%	25.5%	14.9%	31.4%	21.9%	21.6%	11.4%	15.7%		
80																	
81	DEPT																
82	No	MANUFACTURING ABSORPTION	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
83		Manufacturing Payroll - Direct	53,310	56,460	67,130	52,541	40,875	41,588	54,453	72,599	57,478	60,502	60,502	57,480	673,918		
84		Manufacturing Payroll - Indirect	32,283	32,283	36,336	32,285	32,285	32,289	32,292	32,292	32,295	32,298	32,298	36,344	395,580		
85		Manufacturing Overheads (less Deprcn)	20,555	20,545	21,755	19,535	19,090	20,580	18,755	23,445	20,755	19,135	23,790	20,070	248,010		
86		Depreciation	13,866	13,172	15,945	12,479	9,706	9,706	12,479	16,639	13,172	13,866	13,866	13,172	158,068		
87		Total	120,014	121,460	141,166	116,840	101,956	104,163	117,979	144,975	123,700	125,801	130,456	127,066	1,475,576		
88																	
89	P53/4	Archive Depreciation	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	74,700		
90	P56	Sales Recharge	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-28,000		
91	P56	Engineering Recharge	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-15,000		
92		Manufacturing Costs Total	10,460	10,460	10,460	10,460	10,481	10,481	10,481	10,481	10,481	10,481	10,481	10,481	125,688		
93		MANUFACTURING COSTS TOTAL	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964		
94																	
95		LESS: Manufacturing Absorption	139,930	145,175	153,974	153,314	151,354	155,914	154,389	146,361	137,566	136,602	149,434	152,981	1,776,994		
96																	
97		ENGINEERING ABSORPTION	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
98		Engineering Payroll	14,390	14,391	15,477	16,563	17,649	17,649	17,649	17,650	17,650	17,650	17,650	17,650	202,018		
99		Engineering Overheads	8,368	9,633	9,241	9,268	9,105	9,373	8,368	9,633	9,241	9,268	9,105	9,373	109,876		
100		Engineering Recharge	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000		
101		Total Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994		
102																	
103		LESS: Engineering Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933		
104		ADJUSTED GROSS PROFIT	260,549	54,007	37,241	44,819	120,680	110,941	110,961	44,911	420,583	288,147	36,717	34,849	1,564,403		
105																	
106		SALES & MARKETING BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
107		Sales & Marketing Payroll	15,930	15,930	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	177,660		
108		Sales & Marketing Overheads	18,225	21,920	21,115	20,265	20,410	21,640	18,225	21,920	21,115	20,265	20,410	21,740	247,250		
109		Total Sales & Marketing	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910		
110																	
111		Research & Development Budget	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	3,000	4,000	3,000	4,000	40,000		
112		OPERATING PROFIT	223,394	13,157	-2,454	6,974	82,690	70,721	75,156	5,411	380,888	250,302	-1,273	-5,472	1,099,493		
113																	
114		FINANCE BUDGETS	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
115		Overdraft Interest Budget	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000		
116		Lease Interest Budget	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000		
117		Reorganisation Budget	0	0	0	0	0	0	0	0	0	0	0	0	0		
118																	
119		PROFIT BEFORE TAXATION	180,894	-29,343	-44,954	-35,526	40,190	28,221	32,656	-37,089	338,388	207,802	-43,773	-47,972	589,493		
120																	

SHEET 8: PRODUCT DATA SHEET

PRODUCT	PRODUCTION LEAD TIME IN MONTHS	SELLING PRICE PER UNIT (£)	Cost of Material as a Percentage of Selling Price	VALUE OF MATERIAL PER UNIT (£)
GI 30	3	18,000	55.0%	9,900
GI 60	3	26,000	55.0%	14,300
GI 90	3	32,000	55.0%	17,600
GP 30	3	20,000	55.0%	11,000
GP 40	3	23,000	55.0%	12,650
GP 55	3	28,000	55.0%	15,400
GP 75	3	30,000	55.0%	16,500
AH 40	3	22,000	55.0%	12,100
AH 80	3	30,000	55.0%	16,500
GI 120	4	60,000	55.0%	33,000
GI 160-250	4	75,000	55.0%	41,250
AH 120	4	55,000	55.0%	30,250
PRESS BRAKE 25	4	15,000	55.0%	8,250
PRESS BRAKE 35	4	18,000	55.0%	9,900
PRESS BRAKE 50	4	22,000	55.0%	12,100
PRESS BRAKE 80	4	27,000	55.0%	14,850
PRESS BRAKE 110	4	35,000	55.0%	19,250
GS RANGE	4	40,000	55.0%	22,000
K100	5	65,000	55.0%	35,750
CM 1	5	80,000	55.0%	44,000
K180	5	75,000	55.0%	41,250
CM 2	5	55,000	55.0%	30,250
K 360	5	125,000	55.0%	68,750
CM 3	5	60,000	55.0%	33,000
CM160	5	130,000	55.0%	71,500
K600	5	150,000	55.0%	82,500
ROLLFORM EQU	8	1,000,000	55.0%	550,000
TOOLING	8	100,000	55.0%	55,000

SHEET 9: PRODUCTION SCHEDULE

PRODUCT	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS	Comparision
GI 30	0	1	0	0	1	0	0	0	1	0	0	0	3	1548
GI 60	1	0	1	0	1	0	2	0	0	1	1	1	8	4584
GI 90	0	1	1	0	1	0	0	1	1	0	0	0	5	3225
GP 30	0	1	0	0	0	0	0	0	0	0	0	1	2	586
GP 40	0	0	0	0	0	1	0	0	1	0	0	0	2	604
GP 55	0	1	1	0	0	0	0	0	2	0	0	0	4	1300
GP 75	0	1	0	0	1	0	0	0	1	0	0	0	3	1047
AH 40	1	0	0	0	2	0	0	0	0	0	0	0	3	1503
AH 80	0	1	0	0	0	0	0	0	0	1	0	0	2	1106
GI 120	0	0	0	1	0	0	0	0	1	0	1	0	3	2190
GI 160-250	0	0	1	0	0	0	0	0	0	1	0	0	2	1630
AH 120	0	0	0	0	1	0	0	0	0	0	0	0	1	723
PRESS BRAKE 25	0	1	0	0	0	0	0	0	0	0	0	0	1	274
PRESS BRAKE 35	0	0	0	1	0	0	0	0	0	0	0	0	1	290
PRESS BRAKE 50	0	0	0	0	0	1	0	0	0	0	0	0	1	315
PRESS BRAKE 80	0	0	0	0	0	0	0	0	1	0	0	0	1	343
PRESS BRAKE 110	0	0	0	0	0	0	0	0	0	0	1	0	1	397
GS RANGE	0	1	0	0	0	0	0	0	0	1	0	0	2	1530
K100	0	1	0	0	0	0	0	0	0	0	0	0	1	541
CM 1	0	0	1	0	0	0	0	0	0	0	0	0	1	604
K180	0	0	0	0	1	0	0	0	0	0	0	0	1	576
CM 2	0	0	0	0	0	0	0	0	0	0	1	0	1	655
K 360	0	0	0	0	0	0	0	0	1	0	0	0	1	663
CM 3	0	0	0	0	0	0	0	0	0	0	0	1	1	717
CM160	1	1	0	0	0	0	0	0	0	1	0	0	3	2091
K600	0	0	0	0	0	0	0	1	0	0	0	0	1	899
ROLLFORM EQU	1	0	0	0	0	1	0	0	0	0	0	0	2	3480
TOOLING	1	0	0	0	0	1	0	0	0	0	0	0	2	2720
TOTALS														
SPARES (PER MONTH)	1	1	1	1	1	1	1	1	1	1	1	1	12	22320
														0
TOTALS	6	11	6	3	9	5	3	3	10	6	5	4	59	58461

SHEET 10: SALES SCHEDULE

PRODUCT	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
GI 30				0	1	0	0	1	0	0	0	1	3
GI 60				1	0	1	0	1	0	2	0	0	5
GI 90				0	1	1	0	1	0	0	1	1	5
GP 30				0	1	0	0	0	0	0	0	0	1
GP 40				0	0	0	0	0	1	0	0	1	2
GP 55				0	1	1	0	0	0	0	0	2	4
GP 75				0	1	0	0	1	0	0	0	1	3
AH 40				1	0	0	0	2	0	0	0	0	3
AH 80				0	1	0	0	0	0	0	0	0	1
GI 120					0	0	0	1	0	0	0	0	1
GI 160-250					0	0	1	0	0	0	0	0	1
AH 120					0	0	0	0	1	0	0	0	1
PRESS BRAKE 25					0	1	0	0	0	0	0	0	1
PRESS BRAKE 35					0	0	0	1	0	0	0	0	1
PRESS BRAKE 50					0	0	0	0	0	1	0	0	1
PRESS BRAKE 80					0	0	0	0	0	0	0	0	0
PRESS BRAKE 110					0	0	0	0	0	0	0	0	0
GS RANGE					0	1	0	0	0	0	0	0	1
K100						0	1	0	0	0	0	0	1
CM 1						0	0	1	0	0	0	0	1
K180						0	0	0	0	1	0	0	1
CM 2						0	0	0	0	0	0	0	0
K 360						0	0	0	0	0	0	0	0
CM 3						0	0	0	0	0	0	0	0
CM160						1	1	0	0	0	0	0	2
K600						0	0	0	0	0	0	0	0
ROLLFORM EQU									1	0	0	0	1
TOOLING									1	0	0	0	1
SPARES (PER MONTH)	1	1	1	1	1	1	1	1	1	1	1	1	12
TOTALS	1	1	1	3	7	7	4	10	5	5	2	7	41

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
240		*SHEET 11: SALES TURNOVER*															
241																	
242		PRODUCT	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
243		GI 30 - Sales T/O in Period				0	18,000	0	0	18,000	0	0	0	18,000	54,000		
244		- Sales T/O from Opening Stock													0		
245		GI 60 - Sales T/O in Period				26,000	0	26,000	0	26,000	0	52,000	0	0	130,000		
246		- Sales T/O from Opening Stock													0		
247		GI 90 - Sales T/O in Period				0	32,000	32,000	0	32,000	0	0	32,000	32,000	160,000		
248		- Sales T/O from Opening Stock													0		
249		GP 30 - Sales T/O in Period				0	30,000	0	0	0	0	0	0	0	30,000		
250		- Sales T/O from Opening Stock													0		
251	Presses	GP 40 - Sales T/O in Period				0	0	0	0	0	23,000	0	0	23,000	46,000		
252		- Sales T/O from Opening Stock													0		
253		GP 55 - Sales T/O in Period				0	28,000	28,000	0	0	0	0	0	56,000	112,000		
254		- Sales T/O from Opening Stock		25,686											25,686		
255		GP 75 - Sales T/O in Period				0	30,000	0	0	30,000	0	0	0	30,000	90,000		
256		- Sales T/O from Opening Stock													0		
257		AH 40 - Sales T/O in Period				22,000	0	0	0	44,000	0	0	0	0	66,000		
258		- Sales T/O from Opening Stock													0		
259		AH 80 - Sales T/O in Period				0	30,000	0	0	0	0	0	0	0	30,000		
260		- Sales T/O from Opening Stock				36,357									36,357		
261																	
262																	
263		GI 120 - Sales T/O in Period				0	0	0	0	60,000	0	0	0	0	60,000		
264		- Sales T/O from Opening Stock		67,000											67,000		
265		GI 160-250 - Sales T/O in Period				0	0	0	75,000	0	0	0	0	0	75,000		
266		- Sales T/O from Opening Stock	59,500		245,208										304,708		
267		AH 120 - Sales T/O in Period				0	0	0	0	0	55,000	0	0	0	55,000		
268		- Sales T/O from Opening Stock	49,828												49,828		
269		PRESS BRAKE 25- Sales T/O in Period				0	0	15,000	0	0	0	0	0	0	15,000		
270		- Sales T/O from Opening Stock													0		
271	Press	PRESS BRAKE 35- Sales T/O in Period				0	0	0	0	18,000	0	0	0	0	18,000		
272		- Sales T/O from Opening Stock													0		
273	Brakes	PRESS BRAKE 50 - Sales T/O in Period				0	0	0	0	0	0	22,000	0	0	22,000		
274		- Sales T/O from Opening Stock													0		
275		PRESS BRAKE 80 - Sales T/O in Period				0	0	0	0	0	0	0	0	0	0		
276		- Sales T/O from Opening Stock													0		
277		PRESS BRAKE 110 - Sales T/O in Period				0	0	0	0	0	0	0	0	0	0		
278		- Sales T/O from Opening Stock													0		
279	Presses	GS RANGE - Sales T/O in Period				0	0	40,000	0	0	0	0	0	0	40,000		
280		- Sales T/O from Opening Stock													0		
281																	
282																	
283		K 100 - Sales T/O in Period				0	0	0	65,000	0	0	0	0	0	65,000		
284		- Sales T/O from Opening Stock													0		
285	CM	CM 1 - Sales T/O in Period				0	0	0	0	80,000	0	0	0	0	80,000		
286		- Sales T/O from Opening Stock	101,500												101,500		
287	Presses	K 180 - Sales T/O in Period				0	0	0	0	0	0	75,000	0	0	75,000		
288		- Sales T/O from Opening Stock			72,569										72,569		
289		CM 2 - Sales T/O in Period				0	0	0	0	0	0	0	0	0	0		
290		- Sales T/O from Opening Stock													0		
291		K 360 - Sales T/O in Period				0	0	0	0	0	0	0	0	0	0		
292		- Sales T/O from Opening Stock													0		
293		CM 3 - Sales T/O in Period				0	0	0	0	0	0	0	0	0	0		
294		- Sales T/O from Opening Stock													0		
295		CM 160 - Sales T/O in Period				0	0	130,000	130,000	0	0	0	0	0	260,000		
296		- Sales T/O from Opening Stock													0		
297		K 600 - Sales T/O in Period				0	0	0	0	0	0	0	0	0	0		
298		- Sales T/O from Opening Stock			107,099										107,099		
299																	
300																	
301	RM	ROLLFORM EQU - Sales T/O in Period				0	0	0	0	0	1,000,000	0	0	0	1,000,000		
302		- Sales T/O from Opening Stock	2,664,129	747,652			218,000					1,076,000			4,705,781		
303		TOOLING - Sales T/O in Period				0	0	0	0	0	100,000	0	0	0	100,000		
304		- Sales T/O from Opening Stock	211,570												211,570		
305		TOTALS	3,086,527	840,338	424,876	84,357	386,000	271,000	270,000	308,000	1,178,000	1,225,000	32,000	159,000	8,265,098		
306																	
307		TOTAL - PRESSES	109,328	92,686	245,208	84,357	168,000	126,000	75,000	210,000	78,000	52,000	32,000	169,000	1,286,751		
308		TOTAL - CMK PRESSES	101,500	0	179,668	0	0	130,000	195,000	80,000	0	75,000	0	0	654,069		
309		TOTAL - PRESS BRAKES	0	0	0	0	0	15,000	0	18,000	0	22,000	0	0	159,828		
310		TOTAL - ROLLFORMING & TOOLING	2,875,699	747,652	0	0	218,000	0	0	0	1,100,000	1,076,000	0	0	6,017,351		

SHEET 12: MACHINE HOURS REQUIRED PER PRODUCT

PRODUCT	MACHINE REFERENCE														TOTAL
	Trav/C CNC M/Centre	.	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	516
GI 60	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	573
GI 90	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	645
GP 30	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	293
GP 40	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	302
GP 55	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	325
GP 75	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	348
AH 40	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	501
AH 80	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	553
GI 120	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	730
GI 160-250	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	815
AH 120	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	723
PRESS BRAKE 25	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	274
PRESS BRAKE 35	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	290
PRESS BRAKE 50	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	315
PRESS BRAKE 80	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	343
PRESS BRAKE 110	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	397
GS PANGE	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	765
K100	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	541
CM 1	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	604
K150	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	576
CM 2	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	655
K 360	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	663
CM 3	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	717
CM160	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	697
K600	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	899
ROLLFORM EQU	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	1740
TOOLING (3 SETS)	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	1360
OPENING STOCK															0
SPARES (per set)	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	1860
SERVICE	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	#REFI	22166
TOTAL	1410	0	1386	932	667	610	1737	970	300	100	6364	3745	22166	800	41187

SHEET 13: LABOUR ABSORPTION BY PRODUCT (Labour Cost of Sales)

			MACHINE REFERENCE														
			Trav/C CNC M/Centre	.	CINCINNATI T30	WEBSTER BENNETT	BINNS & BERRY	POREBA .	MAZAK SLANT TURN	MAZAK QT15	HYDROTEL	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract 0	TOTAL HOURS
		CHARGE RATE PER MACHINE	70	35	65	20	18	18	45	45	18	12	16	16	15	18	
		PRODUCT															
		GI 30	1,750	0	2,600	600	378	126	1,035	0	0	0	3,200	2,720	0	0	12,409
		GI 60	1,960	0	2,860	840	432	234	1,260	0	0	0	3,424	2,880	0	0	13,890
		GI 90	3,500	0	2,990	1,220	666	342	1,440	0	0	0	3,520	2,880	0	0	16,558
		GP 30	2,800	0	1,495	500	180	234	630	0	54	0	2,400	240	0	0	8,533
	Presses	GP 40	2,660	0	1,755	560	252	252	720	0	0	0	2,400	240	0	0	8,839
		GP 55	2,800	0	1,625	640	342	288	810	0	0	0	2,560	240	0	0	9,305
		GP 75	3,640	0	2,015	740	486	252	585	0	0	0	2,560	240	0	0	10,518
		AH 40	2,240	0	2,015	640	414	180	585	0	180	0	3,200	2,400	0	0	11,854
		AH 80	2,870	0	1,820	820	504	216	585	0	0	0	3,680	2,560	0	0	13,055
		GI 120	4,200	0	3,185	1,560	846	360	720	0	0	0	4,800	2,560	0	0	18,231
		GI 160-250	4,200	0	3,770	1,840	1,098	558	1,260	0	0	0	4,960	2,800	0	0	20,486
		AH 120	5,950	0	650	1,020	576	252	585	0	144	0	5,280	2,880	0	0	17,337
		PRESS BRAKE 25	1,330	0	1,365	0	324	0	720	0	0	0	1,920	1,280	0	0	6,939
	Press	PRESS BRAKE 35	1,540	0	1,690	0	360	0	765	0	0	0	2,000	1,280	0	0	7,635
	Brakes	PRESS BRAKE 50	1,750	0	2,015	0	360	0	855	0	0	0	2,080	1,440	0	0	8,500
		PRESS BRAKE 80	1,680	0	2,535	0	342	0	945	0	0	0	2,240	1,600	0	0	9,342
		PRESS BRAKE 110	2,450	0	2,600	0	360	0	990	0	0	0	2,560	1,920	0	0	10,880
	Presses	GS RANGE	4,900	0	1,950	1,000	360	486	450	450	0	0	4,800	2,880	0	1,224	18,500
		K100	3,500	0	2,600	380	18	198	1,305	0	198	0	4,000	2,080	0	0	14,279
	CM	CM 1	3,640	0	2,470	420	0	162	495	0	144	0	4,480	2,400	0	630	14,841
	Presses	K180	4,200	0	2,340	440	180	288	1,440	0	180	0	4,160	2,080	0	0	15,308
		CM 2	4,690	0	2,210	460	216	324	1,395	0	180	0	4,800	2,560	0	0	16,835
		K 360	5,250	0	2,470	480	288	360	1,350	0	0	0	4,800	2,560	0	0	17,558
		CM 3	5,600	0	2,145	440	72	180	720	0	0	0	5,280	2,880	0	756	18,073
		CM160	5,600	0	2,145	440	252	396	1,395	0	0	0	5,040	2,880	0	0	18,148
		K600	7,000	0	3,575	1,600	180	432	450	900	720	0	5,280	3,040	0	720	23,897
	RM	ROLLFORM EQU	0	0	24,700	0	0	0	16,200	25,200	720	0	3,200	3,200	0	0	73,220
		TOOLING (3 SETS)	0	0	0	0	0	0	28,800	10,800	0	0	3,200	3,200	0	1,440	47,440
		SPARES (per set)	7,000	0	6,500	2,000	2,520	4,860	9,675	6,300	2,880	1,200	0	0	0	9,630	52,565
		SERVICE	0	0	0	0	0	0	0	0	0	0	0	0	332,490	0	332,490
		TOTAL	98,700	0	90,090	18,640	12,006	10,980	78,165	43,650	5,400	1,200	101,824	59,920	332,490	14,400	867,465

SHEET 14: LABOUR ABORPTION PER PRODUCT PER MONTH (Labour Cost of Sales Per Month)

		PRODUCT	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
		GI 30 - Labour Cost in Period	0	0	0	0	12,409	0	0	12,409	0	0	0	12,409	37,227
		- Labour Cost Opening Stock													
		GI 60 - Labour Cost in Period	0	0	0	13,890	0	13,890	0	13,890	0	27,780	0	0	69,450
		- Labour Cost Opening Stock													
		GI 90 - Labour Cost in Period	0	0	0	0	16,558	16,558	0	16,558	0	0	16,558	16,558	82,790
		- Labour Cost Opening Stock													
		GP 30 - Labour Cost in Period	0	0	0	0	8,533	0	0	0	0	0	0	0	8,533
		- Labour Cost Opening Stock													
	Presses	GP 40 - Labour Cost in Period	0	0	0	0	0	0	0	0	8,839	0	0	8,839	17,678
		- Labour Cost Opening Stock													
		GP 55 - Labour Cost in Period	0	0	0	0	9,305	9,305	0	0	0	0	0	18,610	37,220
		- Labour Cost Opening Stock		11,559											
		GP 75 - Labour Cost in Period	0	0	0	0	10,518	0	0	10,518	0	0	0	10,518	31,554
		- Labour Cost Opening Stock													
		AH 40 - Labour Cost inPeriod	0	0	0	11,854	0	0	0	23,708	0	0	0	0	35,562
		- Labour Cost Opening Stock													
		AH 80 - Labour Cost in Period	0	0	0	0	13,055	0	0	0	0	0	0	0	13,055
		- Labour Cost Opening Stock				16,770									
		GI 120 - Labour Cost in Period	0	0	0	0	0	0	0	18,231	0	0	0	0	18,231
		- Labour Cost Opening Stock		30,150											
		GI 160-250 - Labour Cost in Period	0	0	0	0	0	0	20,486	0	0	0	0	0	20,486
		- Labour Cost Opening Stock	27,445		82,068										
		AH 120 - Labour Cost in Period	0	0	0	0	0	0	0	0	17,337	0	0	0	17,337
		- Labour Cost Opening Stock	22,983												
		PRESS BRAKE 25 - Labour Cost in Period	0	0	0	0	0	6,939	0	0	0	0	0	0	6,939
		- Labour Cost Opening Stock													
	Press	PRESS BRAKE 35 - Labour Cost in Period	0	0	0	0	0	0	0	7,635	0	0	0	0	7,635
		- Labour Cost Opening Stock													
	Brakes	PRESS BRAKE 50 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	8,500	0	0	8,500
		- Labour Cost Opening Stock													
		PRESS BRAKE 80 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Labour Cost Opening Stock													
		PRESS BRAKE 110 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Labour Cost Opening Stock													
	Presses	GS RANGE - Labour Cost in Period	0	0	0	0	0	18,500	0	0	0	0	0	0	18,500
		- Labour Cost Opening Stock													
		K100 - Labour Cost in Period	0	0	0	0	0	0	14,279	0	0	0	0	0	14,279
		- Labour Cost Opening Stock													
	CM	CM 1 - Labour Cost in Period	0	0	0	0	0	0	0	14,841	0	0	0	0	14,841
		- Labour Cost Opening Stock	42,250												
	Presses	K180 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	15,308	0	0	15,308
		- Labour Cost Opening Stock			30,206										
		CM 2 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Labour Cost Opening Stock													
		K 360 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Labour Cost Opening Stock													
		CM 3 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Labour Cost Opening Stock													
		CM160 - Labour Cost in Period	0	0	0	0	0	18,148	18,148	0	0	0	0	0	36,296
		- Labour Cost Opening Stock													
		K600 - Labour Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Labour Cost Opening Stock			44,580										
	RM	ROLLFORM EQU - Labour Cost in Period	0	0	0	0	0	0	0	0	73,220	0	0	0	73,220
		- Labour Cost Opening Stock	380,000	168,152			30,200					200,000			
		TOOLING (3 SETS)	0	0	0	0	0	0	0	0	47,440	0	0	0	47,440
		- Labour Cost Opening Stock													
		SPARES (per set)	52,565	52,565	52,565	52,565	52,565	52,565	52,565	52,565	52,565	52,565	52,565	52,565	630,780
		SERVICE	0	0	0	0	0	0	0	0	0	0	0	0	0
		TOTAL	525,243	262,426	209,419	95,079	153,143	135,905	105,478	170,355	199,401	304,153	69,123	119,499	1,262,861
		TOTAL - PRESSES	50,428	41,709	82,068	42,514	70,378	58,253	20,486	95,314	26,176	27,780	16,558	66,934	407,623
		TOTAL - CMK PRESSES	42,250	0	74,786	0	0	18,148	32,427	14,841	0	15,308	0	0	80,724
		TOTAL - PRESS BRAKES	0	0	0	0	0	6,939	0	7,635	0	8,500	0	0	23,074
		TOTAL - ROLLFORMING & TOOLING	380,000	168,152	0	0	30,200	0	0	0	120,660	200,000	0	0	120,660

SHEET 15: MATERIAL COST OF SALES

		PRODUCT	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
		GI 30 - Material Cost in Period	0	0	0	0	9,900	0	0	9,900	0	0	0	9,900	29,700
		- Material Cost, Opening Stock													
		GI 60 - Material Cost in Period	0	0	0	14,300	0	14,300	0	14,300	0	28,600	0	0	71,500
		- Material Cost, Opening Stock													
		GI 90 - Material Cost in Period	0	0	0	0	17,600	17,600	0	17,600	0	0	17,600	17,600	88,000
		- Material Cost, Opening Stock													
		GP 30 - Material Cost in Period	0	0	0	0	11,000	0	0	0	0	0	0	0	11,000
		- Material Cost, Opening Stock													
	Presses	GP 40 - Material Cost in Period	0	0	0	0	0	0	0	0	12,650	0	0	12,650	25,300
		- Material Cost, Opening Stock													
		GP 55 - Material Cost in Period	0	0	0	0	15,400	15,400	0	0	0	0	0	30,800	61,600
		- Material Cost, Opening Stock		14,127											
		GP 75 - Material Cost in Period	0	0	0	0	16,500	0	0	16,500	0	0	0	16,500	49,500
		- Material Cost, Opening Stock													
		AH 40 - Material Cost in Period	0	0	0	12,100	0	0	0	24,200	0	0	0	0	36,300
		- Material Cost, Opening Stock													
		AH 80 - Material Cost in Period	0	0	0	0	16,500	0	0	0	0	0	0	0	16,500
		- Material Cost, Opening Stock				20,496									
		GI 120 - Material Cost in Period	0	0	0	0	0	0	0	33,000	0	0	0	0	33,000
		- Material Cost, Opening Stock		36,850											
		GI 160-250 - Material Cost in Period	0	0	0	0	0	0	41,250	0	0	0	0	0	41,250
		- Material Cost, Opening Stock	33,543		144,750										
		AH 120 - Material Cost in Period	0	0	0	0	0	0	0	0	30,250	0	0	0	30,250
		- Material Cost, Opening Stock	28,090												
		PRESS BRAKE 25 - Material Cost in Period	0	0	0	0	0	8,250	0	0	0	0	0	0	8,250
		- Material Cost, Opening Stock													
	Press	PRESS BRAKE 35 - Material Cost in Period	0	0	0	0	0	0	0	9,900	0	0	0	0	9,900
		- Material Cost, Opening Stock													
	Brakes	PRESS BRAKE 50 - Material Cost in Period	0	0	0	0	0	0	0	0	0	12,100	0	0	12,100
		- Material Cost, Opening Stock													
		PRESS BRAKE 80 - Material Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Material Cost, Opening Stock													
		PRESS BRAKE 110 - Material Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Material Cost, Opening Stock													
	Presses	GS RANGE - Material Cost in Period	0	0	0	0	0	22,000	0	0	0	0	0	0	22,000
		- Material Cost, Opening Stock													
		K100 - Material Cost in Period	0	0	0	0	0	0	35,750	0	0	0	0	0	35,750
		- Material Cost, Opening Stock													
	CM	CM 1 - Material Cost in Period	0	0	0	0	0	0	0	44,000	0	0	0	0	44,000
		- Material Cost, Opening Stock	51,638												
	Presses	K180 - Material Cost in Period	0	0	0	0	0	0	0	0	0	41,250	0	0	41,250
		- Material Cost, Opening Stock			36,920										
		CM 2 - Material Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Material Cost, Opening Stock													
		K 360 - Material Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Material Cost, Opening Stock													
		CM 3 - Material Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Material Cost, Opening Stock													
		CM160 - Material Cost in Period	0	0	0	0	0	71,500	71,500	0	0	0	0	0	143,000
		- Material Cost, Opening Stock													
		K600 - Material Cost in Period	0	0	0	0	0	0	0	0	0	0	0	0	0
		- Material Cost, Opening Stock			54,487										
	RM	ROLLFORM EQU - Material Cost in Period	0	0	0	0	0	0	0	0	550,000	0	0	0	550,000
		- Material Cost, Opening Stock	2,093,129	522,000			131,000					638,400			
		TOOLING (3 SETS) - Material Cost in Period	0	0	0	0	0	0	0	0	55,000	0	0	0	55,000
		- Material Cost, Opening Stock	197,570												
		SPARES (per month)	0	0	0	0	0	0	0	0	0	0	0	0	0
		SERVICE													
		TOTAL	2,403,970	572,977	236,157	46,896	217,900	149,050	148,500	159,400	647,800	720,350	17,600	87,450	1,415,150
		TOTAL - PRESSES	61,633	50,977	144,750	46,896	86,900	69,300	41,250	115,500	42,900	28,600	17,600	87,450	515,900
		TOTAL - CMK PRESSES	51,638	0	91,407	0	0	71,500	107,250	44,000	0	41,250	0	0	264,000
		TOTAL - PRESS BRAKES	0	0	0	0	0	8,250	0	9,900	0	12,100	0	0	30,250
		TOTAL - ROLLFORMING & TOOLING	2,290,699	522,000	0	0	131,000	0	0	0	605,000	638,400	0	0	605,000

SHEET 16: MANUFACTURING OVERHEADS

TOTAL ADMINISTRATION & SERVICE	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Vending Machine	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Office Equipment Repairs	50	50	50	50	50	50	50	50	50	50	50	50	600
Audit Fees	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Professional Fees	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Consultancy	0	0	0	0	0	0	0	0	0	0	0	0	0
Bank Charges	300	500	300	300	500	1,000	300	500	300	300	500	1,000	5,800
Telephone Calls	1,850	2,250	2,250	1,850	1,900	1,900	1,850	2,250	2,250	1,850	1,900	1,900	24,000
Telephone Rental	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Admin Stationary	650	750	800	750	720	830	650	750	800	750	720	830	9,000
Admin Printing	180	230	250	240	210	240	180	230	250	240	210	240	2,700
Postage	925	1,125	1,125	925	950	950	925	1,125	1,125	925	950	950	12,000
Subs & Donations	400	400	400	400	400	500	400	400	400	400	400	500	5,000
Sundry Admin Expenses	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Misc Small Equipment	200	200	200	200	200	250	200	200	200	200	200	250	2,500
Data Processing Maintenance	2,250	2,870	2,600	2,540	2,300	2,500	2,250	2,870	2,600	2,540	2,300	2,490	30,110
First Aid & Safety	75	85	90	90	80	80	75	85	90	90	80	80	1,000
Cleaning	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Employee Recruitment Admin	0	500	0	500	0	500	0	500	0	0	3,000	0	5,000
Agency Labour	200	0	200	0	200	200	200	0	200	100	0	200	1,500
Education Admin	0	0	0	0	0	0	0	0	0	0	0	0	0
Travel Admin	2,000	100	2,000	200	100	100	200	3,000	1,000	200	2,000	100	11,000
Entertaining	0	0	0	0	0	0	0	0	0	0	0	0	0
Auto Expenses Admin	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Bad Debts	750	750	750	750	750	750	750	750	750	750	750	750	9,000
Social Activities	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation - F & F	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	16,800
Depreciation - Motor Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	0
Security	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Data Processing Consumables	75	85	90	90	80	80	75	85	90	90	80	80	1,000
Depreciation - F & F Leased	750	750	750	750	750	750	750	750	750	750	750	750	9,000
Depreciation - Data Process Purchased	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation - Data Process Leased	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	2,750	33,000
TOTAL	20,555	20,545	21,755	19,535	19,090	20,580	18,755	23,445	20,755	19,135	23,790	20,070	248,010

SHEET 17: ENGINEERING OVERHEADS

ENGINEERING OVERHEADS	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Design Office Stationary	130	180	175	170	165	180	130	180	175	170	165	180	2,000
Design Office Reproduction	390	540	525	510	495	540	390	540	525	510	495	540	6,000
Design Office Equipment Repairs	130	180	175	170	165	180	130	180	175	170	165	180	2,000
Employee Recruitment Design Office	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Education Design Office	1,740	2,200	1,950	2,000	1,800	1,900	1,740	2,200	1,950	2,000	1,800	1,900	23,180
Travel Design Office	390	540	525	510	495	540	390	540	525	510	495	540	6,000
Depreciation - Engineering Leased	1,958	1,958	1,958	1,958	1,958	1,958	1,958	1,958	1,958	1,958	1,958	1,958	23,496
Service Manuals	195	270	263	255	247	270	195	270	263	255	247	270	3,000
Engineering Consultancy	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	22,500
CAD/CAM Maintainance	150	150	150	150	150	150	150	150	150	150	150	150	1,800
Patents & Trade Marks	340	500	490	460	470	490	340	500	490	460	470	490	5,500
Micro-Filming	100	130	115	125	140	140	100	130	115	125	140	140	1,500
Inspection Equipment	300	390	345	375	420	420	300	390	345	375	420	420	4,500
Strain Guaging	100	130	115	125	140	140	100	130	115	125	140	140	1,500
Sundries	70	90	80	85	85	90	70	90	80	85	85	90	1,000
													0
TOTAL	8,368	9,633	9,241	9,268	9,105	9,373	8,368	9,633	9,241	9,268	9,105	9,373	109,976

SHEET 18: SALES & MARKETING OVERHEADS

SALES & MARKETING OVERHEADS	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Exhibtion Expenses	4,000	4,100	4,200	4,100	4,300	4,300	4,000	4,100	4,200	4,100	4,300	4,300	50,000
Sales Dept Stationary	175	210	225	220	210	210	175	210	225	220	210	210	2,500
Sales Dept Telephone Calls	250	330	290	290	280	310	250	330	290	290	280	310	3,500
Sales Dept Sundries	70	90	80	85	85	90	70	90	80	85	85	90	1,000
Sales Dept Advertising	1,200	1,750	1,400	1,500	1,450	1,450	1,200	1,750	1,400	1,500	1,450	1,450	17,500
Sales Dept Travel (Home)	320	400	360	370	380	420	320	400	360	370	380	420	4,500
Sales Dept Travel (Overseas)	3,000	3,950	3,400	3,600	3,750	3,800	3,000	3,950	3,400	3,600	3,750	3,800	43,000
Sales Dept Entertaining (Home)	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Sales Dept Entertaining (Overseas)	320	400	360	370	380	420	320	400	360	370	380	420	4,500
Sales Dept Equipment Maintenance	50	80	60	70	55	60	50	80	60	70	55	60	750
Sales Dept Small Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Dept Auto Expenses	2,500	3,200	2,900	2,900	2,750	2,750	2,500	3,200	2,900	2,900	2,750	2,750	34,000
Sales Dept Recharge	2,000	2,000	3,000	2,000	2,000	3,000	2,000	2,000	3,000	2,000	2,000	3,000	28,000
Sales Dept Promotion Expenses	400	520	460	460	430	480	400	520	460	460	430	480	5,500
Sales Dept E.C.G.D	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Sales Dept Private Medical	200	200	200	200	200	200	200	200	200	200	200	300	2,500
Sales Dept Consultancy	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Literature	750	1,250	1,000	950	900	900	750	1,250	1,000	950	900	900	11,500
Photography & Videos	240	340	280	300	290	300	240	340	280	300	290	300	3,500
Public Relations Promotion	750	1,100	900	850	950	950	750	1,100	900	850	950	950	11,000
													0
TOTAL	18,225	21,920	21,115	20,265	20,410	21,640	18,225	21,920	21,115	20,265	20,410	21,740	247,250

Appendix 5.11

Model 5.2.1 - Operating Budget

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
60	Cost																
61	Centre	**Materials**	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
62	F50	Presses	61,633	50,977	144,750	46,896	86,900	69,300	41,250	115,500	42,900	28,600	17,600	87,450	793,756		
63	F51	CM Presses	51,638	0	91,407	0	0	71,500	107,250	44,000	0	41,250	0	0	407,045		
64	F52	Press Brakes	0	0	0	0	0	8,250	0	9,900	0	12,100	0	0	30,250		
65	F53	HME Spares & Service	37,003	35,128	42,629	33,253	25,751	35,128	25,751	33,253	44,504	35,128	37,003	35,128	419,659		
66	F54	Sub-Contract	25,613	27,380	11,220	11,220	11,220	17,313	25,006	24,181	14,563	11,220	16,998	19,410	215,343		
67	F55	Bronx Spares & Service	12,251	11,626	14,126	11,001	8,500	11,626	8,500	11,001	14,752	11,626	12,251	11,626	138,886		
68	F56	Bronx Tooling	5,110	4,855	5,877	4,599	3,577	4,855	3,577	4,599	6,131	4,855	5,109	4,855	57,999		
69	F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0		
70	F58	Scrap	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000		
71	F59	Warrenty	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	13,500		
72	F60	Rollforming Machines	2,290,699	522,000	0	0	131,000	0	0	0	605,000	638,400	0	0	4,187,099		
73	F61	Rollforming Spares	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000		
74		Total Materials	2,490,072	658,091	316,134	113,094	273,073	224,097	217,459	248,559	733,975	789,304	95,086	164,594	6,323,537		
75																	
76		COST OF GOODS SOLD	3,011,729	914,664	528,762	200,057	409,039	354,149	305,760	410,798	938,851	1,087,604	160,623	278,240	8,600,275		
77																	
78		GROSS PROFIT	269,208	60,620	52,503	38,771	105,096	89,217	105,918	73,226	430,633	305,951	45,449	36,644	1,613,235		
79		Gross Profit as % of Sales >	8.2%	6.2%	9.0%	16.2%	20.4%	20.1%	25.7%	15.1%	31.4%	22.0%	22.1%	11.6%	15.8%		
80																	
81	DEPT																
82	No	**MANUFACTURING ABSORPTION**	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
83		Manufacturing Payroll - Direct	53,310	55,460	67,130	52,541	40,875	41,588	54,453	72,599	57,478	60,502	60,502	57,480	673,918		
84		Manufacturing Payroll - Indirect	32,283	32,283	36,336	32,285	32,285	32,289	32,292	32,292	32,295	32,298	32,298	36,344	395,580		
85		Manufacturing Overheads (less Deprcn)	20,555	20,545	21,755	19,535	19,090	20,580	18,755	23,445	20,755	19,135	23,790	20,070	248,010		
86		Depreciation	13,866	13,172	15,945	12,479	9,706	9,706	12,479	16,639	13,172	13,866	13,866	13,172	158,068		
87		Total	120,014	121,460	141,166	116,840	101,956	104,163	117,979	144,975	123,700	125,801	130,456	127,066	1,475,576		
88																	
89	P53/4	Archive Depreciation	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	74,700		
90	P56	Sales Recharge	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-28,000		
91	P56	Engineering Recharge	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-15,000		
92		Manufacturing Costs Total	10,460	10,460	10,460	10,460	10,481	10,481	10,481	10,481	10,481	10,481	10,481	10,481	125,688		
93		MANUFACTURING COSTS TOTAL	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964		
94																	
95		LESS: Manufacturing Absorption	126,071	131,937	162,210	164,792	160,326	155,580	143,577	136,238	140,509	150,677	150,999	148,736	1,771,651		
96																	
97		ENGINEERING ABSORPTION	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
98		Engineering Payroll	14,390	14,391	15,477	16,563	17,649	17,649	17,649	17,650	17,650	17,650	17,650	17,650	202,018		
99		Engineering Overheads	8,368	9,633	9,241	9,268	9,105	9,373	8,368	9,633	9,241	9,268	9,105	9,373	109,976		
100		Engineering Recharge	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000		
101		Total Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994		
102																	
103		LESS: Engineering Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933		
104		ADJUSTED GROSS PROFIT	247,590	41,668	46,377	57,196	130,553	111,505	101,050	35,687	424,427	303,122	39,182	31,504	1,569,861		
105																	
106		SALES & MARKETING BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
107		Sales & Marketing Payroll	15,930	15,930	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	177,660		
108		Sales & Marketing Overheads	18,225	21,920	21,115	20,265	20,410	21,640	18,225	21,920	21,115	20,265	20,410	21,740	247,250		
109		Total Sales & Marketing	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910		
110																	
111		Research & Development Budget	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000		
112		OPERATING PROFIT	210,435	818	6,682	19,351	92,563	71,285	65,245	-3,813	384,732	265,277	1,192	-8,817	1,104,951		
113																	
114		FINANCE BUDGETS	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
115		Overdraft Interest Budget	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000		
116		Lease Interest Budget	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000		
117		Reorganisation Budget	0	0	0	0	0	0	0	0	0	0	0	0	0		
118																	
119		PROFIT BEFORE TAXATION	167,935	-41,682	-35,818	-23,149	50,063	28,785	22,745	-46,313	342,232	222,777	-41,308	-51,317	594,951		
120																	

VHME OPERATING BUDGET FOR THE YEAR ENDING 31 JANUARY 1990

MODEL 5.2.1

OPERATING BUDGET SUMMARY	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Sales	3,282,937	1,030,783	629,265	247,328	516,635	450,366	417,178	486,524	1,393,483	1,396,055	218,072	339,884	10,408,509
Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gross Sales	3,282,937	1,030,783	629,265	247,328	516,635	450,366	417,178	486,524	1,393,483	1,396,055	218,072	339,884	10,408,509
Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
Net Sales	3,280,937	975,283	581,265	238,828	514,135	443,366	411,678	484,024	1,369,483	1,393,555	206,072	314,884	10,213,509
Cost of Sales	3,011,729	914,664	528,762	200,057	409,039	354,149	305,760	410,798	938,851	1,087,604	160,623	278,240	8,600,275
Gross Profit	269,208	60,620	52,503	38,771	105,096	89,217	105,918	73,226	430,633	305,951	45,449	36,644	1,613,235
Manufacturing Costs	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964
Less Absorption	126,071	131,937	162,210	164,792	160,326	155,580	143,577	136,238	140,509	150,677	150,999	148,736	1,771,651
Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994
Less Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933
Adjusted Gross Profit	247,590	41,668	46,377	57,196	130,553	111,505	101,050	35,687	424,427	303,122	39,182	31,504	1,569,861
Sales & Marketing Costs	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910
Research & Development Expenditure	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000
Operating Profit	210,435	818	6,682	19,351	92,563	71,285	65,245	-3,813	384,732	265,277	1,192	-8,817	1,104,951
Overdraft Interest	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000
Lease Interest	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000
Reorganisation	0	0	0	0	0	0	0	0	0	0	0	0	0
Profit Before Taxation	167,935	-41,682	-35,818	-23,149	50,063	28,785	22,745	-46,313	342,232	222,777	-41,308	-51,317	594,951

Cost Centre	SALES BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F10	Presses	109,328	92,686	245,208	84,357	168,000	126,000	75,000	210,000	78,000	52,000	32,000	159,000	1,431,579
F11	CM Presses	101,500	0	179,668	0	0	130,000	195,000	80,000	0	75,000	0	0	761,168
F12	Press Brakes	0	0	0	0	0	15,000	0	18,000	0	22,000	0	0	55,000
F13	HME Spares & Services	110,132	104,625	126,652	99,119	77,092	104,625	77,092	99,119	132,159	104,626	110,133	104,626	1,250,000
F14	Sub-Contract	30,736	32,855	13,464	13,464	13,464	20,776	30,007	29,017	17,475	13,464	20,398	23,292	258,411
F15	Bronx Spares & Service	45,815	43,524	52,687	41,234	32,070	43,524	32,070	41,234	54,978	43,524	45,815	43,525	520,000
F16	Bronx Tooling	5,727	5,441	6,586	5,154	4,009	5,441	4,009	5,154	6,871	5,441	5,726	5,441	65,000
F20	Rollforming Machines	2,875,699	747,652	0	0	218,000	0	0	0	1,100,000	1,076,000	0	0	6,017,351
F21	Rollforming Spares	4,000	4,000	5,000	4,000	4,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000	50,000
	TOTAL GROSS SALES	3,282,937	1,030,783	629,265	247,328	516,635	450,366	417,178	486,524	1,393,483	1,396,055	218,072	339,884	10,408,509
S14	Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
P44/6	Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
	TOTAL NET SALES	3,280,937	975,283	581,265	238,828	514,135	443,366	411,678	484,024	1,369,483	1,393,555	206,072	314,884	10,213,509

COST OF SALES BUDGET

Cost Centre	Direct Labour	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F50	Presses	50,428	41,709	82,068	42,514	70,378	58,253	20,486	95,314	26,176	27,780	16,558	66,934	598,598
F51	CM Presses	42,250	0	74,786	0	0	18,148	32,427	14,841	0	15,308	0	0	197,760
F52	Press Brakes	0	0	0	0	0	6,939	0	7,635	0	8,500	0	0	23,074
F53	HME Spares & Service	28,137	26,690	32,477	25,243	19,456	26,690	19,456	25,243	33,925	26,690	28,137	26,690	318,834
F54	Sub-Contract	0	0	0	0	0	0	0	0	0	0	0	0	0
F55	Bronx Spares & Service	15,867	15,047	18,322	14,231	10,957	15,047	10,957	14,231	19,140	15,047	15,867	15,047	179,760
F56	Bronx Tooling	0	0	0	0	0	0	0	0	0	0	0	0	0
F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0
F58	Scrap	600	600	600	600	600	600	600	600	600	600	600	600	7,200
F59	Warrenty	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	40,500
F60	Rollforming Machines	380,000	168,152	0	0	30,200	0	0	0	120,660	200,000	0	0	899,012
F61	Rollforming Spares	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
	Total Direct Labour	521,657	256,573	212,628	86,963	135,966	130,052	88,301	162,239	204,876	298,300	65,537	113,646	2,276,738

Appendix 5.12

Model 5.2.2 - Sheet 6 & Operating Budget

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1		*SHEET 6: MACHINE ABSORPTION*		*MODEL 5.2.2*												
2		*DATA INPUT*														
3		MACHINE	MACHINE	February	March	April	May	June	July	August	September	October	November	December	January	MACHINE
4		Travl/C CNC	Charge Rate per Hour (£)	70	70	70	70	70	70	70	70	70	70	70	70	Travl/C CNC
5		M/Centre	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	M/Centre
6			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
7			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
8			Hours Required	351	296	413	400	340	369	288	197	258	404	409	346	4071
9			Total Charge (£)	21,420	20,713	21,420	21,420	21,420	21,420	20,167	13,804	18,078	21,420	21,420	21,420	
10			- Under/Overload	Overload	OK	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Overload	Overload	Average O/L
11			-% Overload	15%		35%	31%	11%	21%				32%	34%	13%	11%
12			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
13			- Hours Subcontracted	0	0	61	48	0	17	0	0	0	52	57	0	
14			- Hrs O/L to carry Frwd	45	0	46	46	34	46	0	0	0	46	46	40	
15			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
16			- Hours subcontracted	0	0	0	0	0	0	0	109	48	0	0	0	
17			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
18			- Subcontract Gross Profit	0	0	0	0	0	0	0	1,523	669	0	0	0	
19			- Material Cost of Sales S/C	0	0	0	0	0	0	0	7,616	3,343	0	0	0	
20																
21			Charge Rate per Hour (£)	35	35	35	35	35	35	35	35	35	35	35	35	
22			Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	
23			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
24			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
25			Hours Required	0	0	0	0	0	0	0	0	0	0	0	0	0
26			Total Charge (£)	0	0	0	0	0	0	0	0	0	0	0	0	
27			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
28			-% Overload													No O/L
29			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
30			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
31			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
32			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
33			- Hours subcontracted	306	306	306	306	306	306	306	306	306	306	306	306	
34			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
35			- Subcontract Gross Profit	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	
36			- Material Cost of Sales S/C	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	
37																
38		CINCINNATI	Charge Rate per Hour (£)	65	65	65	65	65	65	65	65	65	65	65	65	CINCINNATI
39		T30	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	T30
40			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
41			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	324	3888
42			Hours Required	230	216	405	500	452	343	239	265	385	531	348	283	4198
43			Total Charge (£)	14,947	14,060	21,060	21,060	21,060	21,060	15,555	17,241	21,060	21,060	21,060	18,415	
44			- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	OK	OK	Overload	Overload	Overload	OK	Average O/L
45			-% Overload			25%	54%	39%	6%			19%	64%	7%		8%
46			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
47			- Hours Subcontracted	0	0	32	128	79	0	0	0	12	158	0	0	
48			- Hrs O/L to carry Frwd	0	0	49	49	49	19	0	0	49	49	24	0	
49			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
50			- Hours subcontracted	94	108	0	0	0	0	85	59	0	0	0	0	
51			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
52			- Subcontract Gross Profit	1,223	1,400	0	0	0	0	1,101	764	0	0	0	0	
53			- Material Cost of Sales S/C	6,113	7,001	0	0	0	0	5,506	3,819	0	0	0	0	
54																
55		WEBSTER	Charge Rate per Hour (£)	20	20	20	20	20	20	20	20	20	20	20	20	WEBSTER
56		BENNETT	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	BENNETT
57			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
58			Hrs Avail Incl Efficiency	270	270	270	270	270	270	270	270	270	270	270	270	3240
59			Hours Required	278	222	341	354	301	342	254	194	245	360	362	294	3546
60			Total Charge (£)	5,400	4,431	5,400	5,400	5,400	5,400	5,088	3,874	4,892	5,400	5,400	5,400	
61			- Under/Overload	Overload	OK	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Overload	Overload	Average O/L
62			-% Overload	3%		26%	31%	11%	27%				33%	34%	9%	9%
63			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
64			- Hours Subcontracted	0	0	31	44	0	32	0	0	0	50	52	0	
65			- Hrs O/L to carry Frwd	8	0	41	41	31	41	0	0	0	41	41	24	
66			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
67			- Hours subcontracted	0	48	0	0	0	0	0	76	0	0	0	0	
68			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
69			- Subcontract Gross Profit	0	194	0	0	0	0	0	305	0	0	0	0	
70			- Material Cost of Sales S/C	0	969	0	0	0	0	0	1,526	0	0	0	0	
71																

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
72		BINNS &	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	BINNS &
73		BERRY	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	BERRY
74			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
75			Hrs Avail Incl Efficiency	270	270	270	270	270	270	270	270	270	270	270	270	3240
76			Hours Required	157	211	288	287	261	282	232	192	222	294	300	270	2996
77			Total Charge (£)	2,817	3,804	4,860	4,860	4,699	4,860	4,176	3,463	4,001	4,860	4,860	4,858	
78			- Under/Overload	OK	OK	Overload	Overload	OK	Overload	OK	OK	OK	Overload	Overload	OK	Average O/L
79			-% Overload			7%	6%		4%				9%	11%		No O/L
80			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
81			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
82			- Hrs O/L to carry Frwd	0	0	18	17	0	12	0	0	0	24	30	0	
83			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
84			- Hours subcontracted	114	59	0	0	0	0	0	78	48	0	0	0	
85			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
86			- Subcontract Gross Profit	409	211	0	0	0	0	0	279	172	0	0	0	
87			- Material Cost of Sales S/C	2,043	1,056	0	0	0	0	0	1,397	859	0	0	0	
88																
89		POREBA	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	POREBA
90			Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	
91			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
92			Hrs Avail Incl Efficiency	270	270	270	270	270	270	270	270	270	270	270	270	3240
93			Hours Required	282	330	411	395	368	380	351	342	360	409	398	371	4395
94			Total Charge (£)	4,860	4,860	4,860	4,860	4,860	4,860	4,860	4,860	4,860	4,860	4,860	4,860	
95			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
96			-% Overload	4%	22%	52%	46%	36%	41%	30%	26%	33%	52%	47%	37%	36%
97			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
98			- Hours Subcontracted	0	19	100	85	57	69	41	31	49	99	87	60	
99			- Hrs O/L to carry Frwd	12	41	41	41	41	41	41	41	41	41	41	41	
100			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
101			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
102			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
103			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
104			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	
105																
106		MAZAK	Charge Rate per Hour (£)	45	45	45	45	45	45	45	45	45	45	45	45	MAZAK
107		SLANT TURN	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	SLANT TURN
108			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
109			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	324	3888
110			Hours Required	428	336	568	786	748	374	337	484	737	791	376	356	6319
111			Total Charge (£)	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	
112			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
113			-% Overload	32%	4%	75%	142%	131%	15%	4%	49%	128%	144%	16%	10%	63%
114			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
115			- Hours Subcontracted	55	0	195	413	375	1	0	111	365	419	3	0	
116			- Hrs O/L to carry Frwd	49	12	49	49	49	49	13	49	49	49	49	32	
117			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
118			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
119			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
120			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
121			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	
122																
123		MAZAK	Charge Rate per Hour (£)	45	45	45	45	45	45	45	45	45	45	45	45	MAZAK
124		QT15	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	QT15
125			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
126			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	324	3888
127			Hours Required	140	142	304	462	511	189	140	303	467	518	196	142	3512
128			Total Charge (£)	6,300	6,390	13,680	14,580	14,580	8,487	6,300	13,635	14,580	14,580	8,802	6,390	
129			- Under/Overload	OK	OK	OK	Overload	Overload	OK	OK	OK	Overload	Overload	OK	OK	Average O/L
130			-% Overload				43%	58%				44%	60%			No O/L
131			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
132			- Hours Subcontracted	0	0	0	89	138	0	0	0	94	145	0	0	
133			- Hrs O/L to carry Frwd	0	0	0	49	49	0	0	0	49	49	0	0	
134			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
135			- Hours subcontracted	184	182	0	0	0	135	184	0	0	0	128	182	
136			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
137			- Subcontract Gross Profit	1,656	1,638	0	0	0	1,219	1,656	0	0	0	1,156	1,638	
138			- Material Cost of Sales S/C	8,280	8,190	0	0	0	6,093	8,280	0	0	0	5,778	8,190	
139																

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
140		HYDROTEL	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	16	18	HYDROTEL
141			Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	
142			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
143			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
144			Hours Required	162	168	177	183	188	180	169	177	190	190	168	164	2116
145			Total Charge (£)	2,916	3,029	3,183	3,299	3,376	3,238	3,044	3,188	3,420	3,420	3,015	2,954	
146			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
147			-% Overload													No O/L
148			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
149			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
150			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
151			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
152			- Hours subcontracted	144	138	129	123	118	126	137	129	116	116	139	142	
153			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
154			- Subcontract Gross Profit	518	496	465	442	426	454	493	464	418	418	499	511	
155			- Material Cost of Sales S/C	2,592	2,480	2,325	2,210	2,132	2,270	2,464	2,320	2,088	2,088	2,493	2,554	
156																
157		PLANER	Charge Rate per Hour (£)	12	12	12	12	12	12	12	12	12	12	12	12	PLANER
158			Hours available/month	190	190	190	190	190	190	190	190	190	190	190	190	
159			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
160			Hrs Avail Incl Efficiency	143	143	143	143	143	143	143	143	143	143	143	143	1710
161			Hours Required	100	100	100	100	100	100	100	100	100	100	100	100	1200
162			Total Charge (£)	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	
163			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
164			-% Overload													No O/L
165			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
166			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
167			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
168			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
169			- Hours subcontracted	43	43	43	43	43	43	43	43	43	43	43	43	
170			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
171			- Subcontract Gross Profit	102	102	102	102	102	102	102	102	102	102	102	102	
172			- Material Cost of Sales S/C	510	510	510	510	510	510	510	510	510	510	510	510	
173																
174		Mechanical	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	16	Mechanical
175		Fitting	Hours available/month	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	Fitting
176			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
177			Hrs Avail Incl Efficiency	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	31500
178			Hours Required	605	812	1322	1225	1102	1387	1390	849	519	635	1132	1369	12346
179			Total Charge (£)	9,680	12,992	21,152	19,592	17,632	22,192	22,232	13,584	8,304	10,160	18,112	21,904	
180			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
181			-% Overload													No O/L
182			- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
183		Electrical	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	16	Electrical
184		Fitting	Hours available/month	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	Fitting
185			Machine Efficiency	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	Totals
186			Hrs Avail Incl Efficiency	750	750	750	750	750	750	750	750	750	750	750	750	9000
187			Hours Required	533	698	926	861	761	871	1036	873	503	295	600	943	8897
188			Total Charge (£)	8,528	11,168	12,000	12,000	12,000	12,000	12,000	12,000	8,048	4,720	9,600	12,000	
189			- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Average O/L
190			-% Overload			23%	15%	1%	16%	38%	16%				26%	No O/L
191			- Hrs Ovld to carry Frwd	0.0	0.0	175.5	110.5	10.5	120.5	285.5	123.0	0.0	0.0	0.0	192.5	
192		Service	Charge Rate per Hour (£)	15	15	15	15	15	15	15	15	15	15	15	15	Service
193			Hours available/month	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	
194			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
195			Hrs Avail Incl Efficiency	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	19380
196			Hours Required	1900	2265	2478	2591	2804	3017	3230	3515	3728	4013	4188	4401	38130
197			Total Charge (£)	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	
198			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
199			-% Overload	18%	40%	53%	60%	74%	87%	100%	118%	131%	148%	159%	173%	97%
200			- Hrs Ovld to carry Frwd	285.0	650.0	863.0	976.0	1189.0	1402.0	1615.0	1900.0	2113.0	2398.0	2573.0	2786.0	
201																
202		SUBCONTRACT	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	SUBCONTRACT
203			Hours available/month	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	
204			Machine Efficiency	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
205			Hrs Avail Incl Efficiency	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	Total
206			Hours Required	535	568	808	987	867	658	576	588	737	1098	764	615	8800
207			Total Charge (£)	9,630	10,225	14,540	17,762	15,606	11,847	10,361	10,584	13,262	19,763	13,753	11,070	
208			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
209			-% Overload													
210			- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

SHEET 7: SUMMARY OF ABSORPTION CHARGES

MACHINE	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS (£)
Travel Column CNC M/Centre	21,420	20,713	21,420	21,420	21,420	21,420	20,167	13,804	18,078	21,420	21,420	21,420	244,122
	0	0	0	0	0	0	0	0	0	0	0	0	0
CINCINNATI T30	14,947	14,060	21,060	21,060	21,060	21,060	15,555	17,241	21,060	21,060	21,060	18,415	227,637
WEBSTER BENNETT	5,400	4,431	5,400	5,400	5,400	5,400	5,088	3,874	4,892	5,400	5,400	5,400	61,485
BINNS & BERRY	2,817	3,804	4,860	4,860	4,699	4,860	4,176	3,463	4,001	4,860	4,860	4,858	52,119
POREBA	4,860	4,860	4,860	4,860	4,860	4,860	4,860	4,860	4,860	4,860	4,860	4,860	58,320
MAZAK SLANT TURN	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	174,960
MAZAK QT15	6,300	6,390	13,680	14,580	14,580	8,487	6,300	13,635	14,580	14,580	8,802	6,390	128,304
HYDROTEL	2,916	3,029	3,183	3,299	3,376	3,238	3,044	3,188	3,420	3,420	3,015	2,954	38,081
PLANER	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
Mechanical Fitting	9,680	12,992	21,152	19,592	17,632	22,192	22,232	13,584	8,304	10,160	18,112	21,904	197,536
Electrical Fitting	8,528	11,168	12,000	12,000	12,000	12,000	12,000	12,000	8,048	4,720	9,600	12,000	126,064
Service	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	290,700
Sub Contract	9,630	10,225	14,540	17,762	15,606	11,847	10,361	10,584	13,262	19,763	13,753	11,070	158,401
													0
TOTALS (£)	126,503	131,676	162,160	164,837	160,638	155,369	143,787	136,238	140,509	150,248	150,887	149,276	1,772,128

Average Monthly Aborption	147,677

Summary of Subcontract Machine Hours Sold to Outside Customers

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS (£)
Number of Hours Sold	884	883	478	471	467	610	754	799	560	465	615	672	7,658
Subcontract Sales Turnover	36,298	37,098	16,254	16,115	16,023	23,499	32,964	33,477	21,011	15,970	23,389	26,357	298,454
Cost of Material	30,248	30,915	13,545	13,430	13,352	19,583	27,470	27,898	17,509	13,308	19,491	21,964	248,712
Gross Profit	6,050	6,183	2,709	2,686	2,670	3,917	5,494	5,580	3,502	2,662	3,898	4,393	49,742

Total Production Hours Available incl Efficiency	93,990
Total Production Hours Required	91,726
Total Factory Overload (%)	-2.4%
CNC Machine Hours Available	15,336
Conventional Machine Hours Availble	15,102
CNC Machine Hours as a Percentage	102%

Hours Subcontracted	8,800
Hours S/C as % of Hrs Available	9.4%
Hours S/C as % of Hrs Required	9.6%

Average Monthly Subcontract Sales	24,871
Average Monthly Subcontract Profit	4,145

VHME OPERATING BUDGET FOR THE YEAR ENDING 31 JANUARY 1990

MODEL 5.2.2

OPERATING BUDGET SUMMARY	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Sales	3,288,499	1,035,026	632,055	249,979	519,194	453,089	420,135	490,984	1,397,019	1,398,561	221,063	342,949	10,448,552
Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gross Sales	3,288,499	1,035,026	632,055	249,979	519,194	453,089	420,135	490,984	1,397,019	1,398,561	221,063	342,949	10,448,552
Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
Net Sales	3,286,499	979,526	584,055	241,479	516,694	446,089	414,635	488,484	1,373,019	1,396,061	209,063	317,949	10,253,552
Cost of Sales	3,016,364	918,199	531,087	202,267	411,171	356,419	308,224	414,515	941,797	1,089,692	163,116	280,794	8,633,644
Gross Profit	270,135	61,327	52,968	39,213	105,522	89,671	106,411	73,970	431,222	306,369	45,947	37,155	1,619,908
Manufacturing Costs	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964
Less Absorption	126,503	131,676	162,160	164,837	160,638	155,369	143,787	136,238	140,509	150,248	150,887	149,276	1,772,128
Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994
Less Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933
Adjusted Gross Profit	248,948	42,114	46,792	57,683	131,291	111,748	101,753	36,431	425,016	303,111	39,569	32,554	1,577,011
Sales & Marketing Costs	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910
Research & Development Expenditure	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000
Operating Profit	211,793	1,264	7,097	19,838	93,301	71,528	65,948	-3,069	385,321	265,266	1,579	-7,766	1,112,101
Overdraft Interest	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000
Lease Interest	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000
Reorganisation	0	0	0	0	0	0	0	0	0	0	0	0	0
Profit Before Taxation	169,293	-41,236	-35,403	-22,662	50,801	29,028	23,448	-45,569	342,821	222,766	-40,921	-50,266	602,101

Cost Centre	SALES BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F10	Presses	109,328	92,686	245,208	84,357	168,000	126,000	75,000	210,000	78,000	52,000	32,000	159,000	1,431,579
F11	CM Presses	101,500	0	179,668	0	0	130,000	195,000	80,000	0	75,000	0	0	761,168
F12	Press Brakes	0	0	0	0	0	15,000	0	18,000	0	22,000	0	0	55,000
F13	HME Spares & Services	110,132	104,625	126,652	99,119	77,092	104,625	77,092	99,119	132,159	104,626	110,133	104,626	1,250,000
F14	Sub-Contract	36,298	37,098	16,254	16,115	16,023	23,499	32,964	33,477	21,011	15,970	23,389	26,357	298,454
F15	Bronx Spares & Service	45,815	43,524	52,687	41,234	32,070	43,524	32,070	41,234	54,978	43,524	45,815	43,525	520,000
F16	Bronx Tooling	5,727	5,441	6,586	5,154	4,009	5,441	4,009	5,154	6,871	5,441	5,726	5,441	65,000
F20	Rollforming Machines	2,875,699	747,652	0	0	218,000	0	0	0	1,100,000	1,076,000	0	0	6,017,351
F21	Rollforming Spares	4,000	4,000	5,000	4,000	4,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000	50,000
	TOTAL GROSS SALES	3,288,499	1,035,026	632,055	249,979	519,194	453,089	420,135	490,984	1,397,019	1,398,561	221,063	342,949	10,448,552
S14	Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
P44/6	Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
	TOTAL NET SALES	3,286,499	979,526	584,055	241,479	516,694	446,089	414,635	488,484	1,373,019	1,396,061	209,063	317,949	10,253,552

COST OF SALES BUDGET

Cost Centre	Direct Labour	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F50	Presses	50,428	41,709	82,068	42,514	70,378	58,253	20,486	95,314	26,176	27,780	16,558	66,934	598,598
F51	CM Presses	42,250	0	74,786	0	0	18,148	32,427	14,841	0	15,308	0	0	197,760
F52	Press Brakes	0	0	0	0	0	6,939	0	7,635	0	8,500	0	0	23,074
F53	HME Spares & Service	28,137	26,690	32,477	25,243	19,456	26,690	19,456	25,243	33,925	26,690	28,137	26,690	318,834
F54	Sub-Contract	0	0	0	0	0	0	0	0	0	0	0	0	0
F55	Bronx Spares & Service	15,867	15,047	18,322	14,231	10,957	15,047	10,957	14,231	19,140	15,047	15,867	15,047	179,760
F56	Bronx Tooling	0	0	0	0	0	0	0	0	0	0	0	0	0
F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0
F58	Scrap	600	600	600	600	600	600	600	600	600	600	600	600	7,200
F59	Warrenty	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	40,500
F60	Rollforming Machines	380,000	168,152	0	0	30,200	0	0	0	120,660	200,000	0	0	899,012
F61	Rollforming Spares	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
	Total Direct Labour	521,657	256,573	212,628	86,963	135,966	130,052	88,301	162,239	204,876	298,300	65,537	113,646	2,276,738

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
60	Cost																
61	Centre	**Materials**	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
62	F50	Presses	61,633	50,977	144,750	46,896	86,900	69,300	41,250	115,500	42,900	28,600	17,600	87,450	793,756		
63	F51	CM Presses	51,638	0	91,407	0	0	71,500	107,250	44,000	0	41,250	0	0	407,045		
64	F52	Press Brakes	0	0	0	0	0	8,250	0	9,900	0	12,100	0	0	30,250		
65	F53	HME Spares & Service	37,003	35,128	42,629	33,253	25,751	35,128	25,751	33,253	44,504	35,128	37,003	35,128	419,659		
66	F54	Sub-Contract	30,248	30,915	13,545	13,430	13,352	19,583	27,470	27,898	17,509	13,308	19,491	21,964	248,712		
67	F55	Bronx Spares & Service	12,251	11,626	14,126	11,001	8,500	11,626	8,500	11,001	14,752	11,626	12,251	11,626	138,886		
68	F56	Bronx Tooling	5,110	4,855	5,877	4,599	3,577	4,855	3,577	4,599	6,131	4,855	5,109	4,855	57,999		
69	F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0		
70	F58	Scrap	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000		
71	F59	Warrenty	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	13,500		
72	F60	Rollforming Machines	2,290,699	522,000	0	0	131,000	0	0	0	605,000	638,400	0	0	4,187,099		
73	F61	Rollforming Spares	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000		
74		Total Materials	2,494,707	661,626	318,459	115,304	275,205	226,367	219,923	252,276	736,921	791,392	97,579	167,148	6,356,906		
75																	
76		COST OF GOODS SOLD	3,016,364	918,199	531,087	202,267	411,171	356,419	308,224	414,515	941,797	1,089,692	163,116	280,794	8,633,644		
77																	
78		GROSS PROFIT	270,135	61,327	52,968	39,213	105,522	89,671	106,411	73,970	431,222	306,369	45,947	37,155	1,619,908		
79		Gross Profit as % of Sales >	8.2%	6.3%	9.1%	16.2%	20.4%	20.1%	25.7%	15.1%	31.4%	21.9%	22.0%	11.7%	15.8%		
80																	
81	DEPT																
82	No	MANUFACTURING ABSORPTION	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
83		Manufacturing Payroll - Direct	53,310	55,460	67,130	52,541	40,875	41,588	54,453	72,599	57,478	60,502	60,502	57,480	673,918		
84		Manufacturing Payroll - Indirect	32,283	32,283	36,336	32,285	32,285	32,289	32,292	32,292	32,295	32,298	32,298	36,344	395,580		
85		Manufacturing Overheads (less Deprcn)	20,555	20,545	21,755	19,535	19,090	20,580	18,755	23,445	20,755	19,135	23,790	20,070	248,010		
86		Depreciation	13,866	13,172	15,945	12,479	9,706	9,706	12,479	16,639	13,172	13,866	13,866	13,172	158,068		
87		Total	120,014	121,460	141,166	116,840	101,956	104,163	117,979	144,975	123,700	125,801	130,456	127,066	1,475,576		
88																	
89	P53/4	Archive Depreciation	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	74,700		
90	P56	Sales Recharge	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-28,000		
91	P56	Engineering Recharge	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-15,000		
92		Manufacturing Costs Total	10,460	10,460	10,460	10,460	10,481	10,481	10,481	10,481	10,481	10,481	10,481	10,481	125,688		
93		MANUFACTURING COSTS TOTAL	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964		
94																	
95		LESS: Manufacturing Absorption	126,503	131,676	162,160	164,837	160,638	155,369	143,787	136,238	140,509	150,248	150,887	149,276	1,772,128		
96																	
97		ENGINEERING ABSORPTION	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
98		Engineering Payroll	14,390	14,391	15,477	16,563	17,649	17,649	17,649	17,650	17,650	17,650	17,650	17,650	202,018		
99		Engineering Overheads	8,368	9,633	9,241	9,268	9,105	9,373	8,368	9,633	9,241	9,268	9,105	9,373	109,976		
100		Engineering Recharge	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000		
101		Total Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994		
102																	
103		LESS: Engineering Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933		
104		ADJUSTED GROSS PROFIT	248,948	42,114	46,792	57,683	131,291	111,748	101,753	36,431	425,016	303,111	39,569	32,554	1,577,011		
105																	
106		SALES & MARKETING BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
107		Sales & Marketing Payroll	15,930	15,930	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	177,660		
108		Sales & Marketing Overheads	18,225	21,920	21,115	20,265	20,410	21,640	18,225	21,920	21,115	20,265	20,410	21,740	247,250		
109		Total Sales & Marketing	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910		
110																	
111		Research & Development Budget	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000		
112		OPERATING PROFIT	211,793	1,264	7,097	19,838	93,301	71,528	65,948	-3,069	385,321	265,266	1,579	-7,766	1,112,101		
113																	
114		FINANCE BUDGETS	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
115		Overdraft Interest Budget	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000		
116		Lease Interest Budget	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000		
117		Reorganisation Budget	0	0	0	0	0	0	0	0	0	0	0	0	0		
118																	
119		PROFIT BEFORE TAXATION	169,293	-41,236	-35,403	-22,662	50,801	29,028	23,448	-45,569	342,821	222,766	-40,921	-50,266	602,101		
120																	

Appendix 5.13

Model 5.2.3 - Sheet 6 & Operating Budget

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1		*SHEET 6: MACHINE ABSORPTION*		*MODEL 5.2.3*												
2		*DATA INPUT*														
3		MACHINE	MACHINE	February	March	April	May	June	July	August	September	October	November	December	January	MACHINE
4		Travl/C CNC	Charge Rate per Hour (£)	70	70	70	70	70	70	70	70	70	70	70	70	Travl/C CNC
5		M/Centre	Hours available/month	420	420	420	420	420	420	420	420	420	420	420	420	M/Centre
6			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
7			Hrs Avail Incl Efficiency	357	357	357	357	357	357	357	357	357	357	357	357	4284
8			Hours Required	351	251	413	408	345	335	242	197	258	404	410	352	3966
9			Total Charge (£)	24,570	17,563	24,990	24,990	24,119	23,464	16,954	13,804	18,078	24,990	24,990	24,672	
10			- Under/Overload	OK	OK	Overload	Overload	OK	OK	OK	OK	OK	Overload	Overload	OK	Average O/L
11			-% Overload			16%	14%						13%	15%		No O/L
12			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
13			- Hours Subcontracted	0	0	3	0	0	0	0	0	0	0	0	0	
14			- Hrs O/L to carry Frwd	0	0	54	51	0	0	0	0	0	47	53	0	
15			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
16			- Hours subcontracted	0	106	0	0	0	0	115	160	99	0	0	0	
17			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
18			- Subcontract Gross Profit	0	1,485	0	0	0	0	1,607	2,237	1,383	0	0	0	
19			- Material Cost of Sales S/C	0	7,427	0	0	0	0	8,036	11,186	6,913	0	0	0	
20																
21		.	Charge Rate per Hour (£)	35	35	35	35	35	35	35	35	35	35	35	35	.
22		.	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	.
23			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
24			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
25			Hours Required	0	0	0	0	0	0	0	0	0	0	0	0	0
26			Total Charge (£)	0	0	0	0	0	0	0	0	0	0	0	0	
27			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
28			-% Overload													No O/L
29			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
30			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
31			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
32			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
33			- Hours subcontracted	306	306	306	306	306	306	306	306	306	306	306	306	
34			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
35			- Subcontract Gross Profit	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	
36			- Material Cost of Sales S/C	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	
37																
38		CINCINNATI	Charge Rate per Hour (£)	65	65	65	65	65	65	65	65	65	65	65	65	CINCINNATI
39		T30	Hours available/month	420	420	420	420	420	420	420	420	420	420	420	420	T30
40			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
41			Hrs Avail Incl Efficiency	378	378	378	378	378	378	378	378	378	378	378	378	4536
42			Hours Required	230	216	405	478	460	351	220	265	385	489	356	259	4115
43			Total Charge (£)	14,947	14,060	24,570	24,570	24,570	22,815	14,326	17,241	24,570	24,570	23,160	16,842	
44			- Under/Overload	OK	OK	Overload	Overload	Overload	OK	OK	OK	Overload	Overload	OK	OK	Average O/L
45			-% Overload			7%	27%	22%				2%	29%			No O/L
46			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
47			- Hours Subcontracted	0	0	0	44	25	0	0	0	0	54	0	0	
48			- Hrs O/L to carry Frwd	0	0	27	57	57	0	0	0	7	57	0	0	
49			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
50			- Hours subcontracted	148	162	0	0	0	0	158	113	0	0	0	119	
51			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
52			- Subcontract Gross Profit	1,925	2,102	0	0	0	0	2,049	1,466	0	0	0	1,546	
53			- Material Cost of Sales S/C	9,623	10,511	0	0	0	0	10,244	7,329	0	0	0	7,729	
54																
55		WEBSTER	Charge Rate per Hour (£)	20	20	20	20	20	20	20	20	20	20	20	20	WEBSTER
56		BENNETT	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	BENNETT
57			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
58			Hrs Avail Incl Efficiency	270	270	270	270	270	270	270	270	270	270	270	270	3240
59			Hours Required	278	222	341	354	301	342	254	194	245	360	362	294	3546
60			Total Charge (£)	5,400	4,431	5,400	5,400	5,400	5,400	5,088	3,874	4,892	5,400	5,400	5,400	
61			- Under/Overload	Overload	OK	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Overload	Overload	Average O/L
62			-% Overload	3%		26%	31%	11%	27%				33%	34%	9%	9%
63			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
64			- Hours Subcontracted	0	0	31	44	0	32	0	0	0	50	52	0	
65			- Hrs O/L to carry Frwd	8	0	41	41	31	41	0	0	0	41	41	24	
66			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
67			- Hours subcontracted	0	48	0	0	0	0	0	76	0	0	0	0	
68			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
69			- Subcontract Gross Profit	0	194	0	0	0	0	0	305	0	0	0	0	
70			- Material Cost of Sales S/C	0	969	0	0	0	0	0	1,526	0	0	0	0	
71																

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
72		BINNS &	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	BINNS &
73		BERRY	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	BERRY
74			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
75			Hrs Avail Incl Efficiency	270	270	270	270	270	270	270	270	270	270	270	270	3240
76			Hours Required	157	211	288	287	261	282	232	192	222	294	300	270	2996
77			Total Charge (£)	2,817	3,804	4,860	4,860	4,699	4,860	4,176	3,463	4,001	4,860	4,860	4,858	
78			- Under/Overload	OK	OK	Overload	Overload	OK	Overload	OK	OK	OK	Overload	Overload	OK	Average O/L
79			-% Overload			7%	6%		4%				9%	11%		No O/L
80			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
81			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
82			- Hrs O/L to carry Frwd	0	0	18	17	0	12	0	0	0	24	30	0	
83			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
84			- Hours subcontracted	114	59	0	0	0	0	0	78	48	0	0	0	
85			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
86			- Subcontract Gross Profit	409	211	0	0	0	0	0	279	172	0	0	0	
87			- Material Cost of Sales S/C	2,043	1,056	0	0	0	0	0	1,397	859	0	0	0	
88																
89		POREBA	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	POREBA
90		.	Hours available/month	420	420	420	420	420	420	420	420	420	420	420	420	.
91			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
92			Hrs Avail Incl Efficiency	315	315	315	315	315	315	315	315	315	315	315	315	3780
93			Hours Required	282	318	373	402	374	387	358	344	348	402	404	377	4370
94			Total Charge (£)	5,074	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	
95			- Under/Overload	OK	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
96			-% Overload		1%	19%	28%	19%	23%	14%	9%	10%	28%	28%	20%	16%
97			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
98			- Hours Subcontracted	0	0	11	40	12	24	0	0	0	40	42	15	
99			- Hrs O/L to carry Frwd	0	3	47	47	47	47	43	29	33	47	47	47	
100			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
101			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
102			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
103			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
104			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	
105																
106		MAZAK	Charge Rate per Hour (£)	45	45	45	45	45	45	45	45	45	45	45	45	MAZAK
107		SLANT TURN	Hours available/month	420	420	420	420	420	420	420	420	420	420	420	420	SLANT TURN
108			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
109			Hrs Avail Incl Efficiency	378	378	378	378	378	378	378	378	378	378	378	378	4536
110			Hours Required	428	337	556	794	756	382	292	471	745	799	384	313	6257
111			Total Charge (£)	17,010	15,170	17,010	17,010	17,010	17,010	13,156	17,010	17,010	17,010	17,010	14,076	
112			- Under/Overload	Overload	OK	Overload	Overload	Overload	Overload	OK	Overload	Overload	Overload	Overload	OK	Average O/L
113			-% Overload	13%		47%	110%	100%	1%		25%	97%	111%	1%		38%
114			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
115			- Hours Subcontracted	0	0	121	359	321	0	0	36	311	365	0	0	
116			- Hrs O/L to carry Frwd	50	0	57	57	57	4	0	57	57	57	6	0	
117			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
118			- Hours subcontracted	0	0	0	0	0	0	86	0	0	0	0	65	
119			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
120			- Subcontract Gross Profit	0	0	0	0	0	0	771	0	0	0	0	587	
121			- Material Cost of Sales S/C	0	0	0	0	0	0	3,854	0	0	0	0	2,934	
122																
123		MAZAK	Charge Rate per Hour (£)	45	45	45	45	45	45	45	45	45	45	45	45	MAZAK
124		OT15	Hours available/month	420	420	420	420	420	420	420	420	420	420	420	420	OT15
125			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
126			Hrs Avail Incl Efficiency	378	378	378	378	378	378	378	378	378	378	378	378	4536
127			Hours Required	140	142	304	462	519	197	140	303	467	526	204	142	3545
128			Total Charge (£)	6,300	6,390	13,680	17,010	17,010	8,852	6,300	13,635	17,010	17,010	9,167	6,390	
129			- Under/Overload	OK	OK	OK	Overload	Overload	OK	OK	OK	Overload	Overload	OK	OK	Average O/L
130			-% Overload				22%	37%				24%	39%			No O/L
131			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
132			- Hours Subcontracted	0	0	0	27	84	0	0	0	32	91	0	0	
133			- Hrs O/L to carry Frwd	0	0	0	57	57	0	0	0	57	57	0	0	
134			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
135			- Hours subcontracted	238	236	74	0	0	181	238	75	0	0	174	236	
136			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
137			- Subcontract Gross Profit	2,142	2,124	666	0	0	1,632	2,142	675	0	0	1,569	2,124	
138			- Material Cost of Sales S/C	10,710	10,620	3,330	0	0	8,159	10,710	3,375	0	0	7,844	10,620	
139																

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
140		HYDROTEL	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	HYDROTEL
141			Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	.
142			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
143			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
144			Hours Required	162	168	177	183	188	180	169	177	190	190	168	164	2116
145			Total Charge (£)	2,916	3,029	3,183	3,299	3,376	3,238	3,044	3,188	3,420	3,420	3,015	2,954	
146			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
147			-% Overload													No O/L
148			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
149			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
150			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
151			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
152			- Hours subcontracted	144	138	129	123	118	126	137	129	116	116	139	142	
153			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
154			- Subcontract Gross Profit	518	496	465	442	426	454	493	464	418	418	499	511	
155			- Material Cost of Sales S/C	2,592	2,480	2,325	2,210	2,132	2,270	2,464	2,320	2,088	2,088	2,493	2,554	
156																
157		PLANER	Charge Rate per Hour (£)	12	12	12	12	12	12	12	12	12	12	12	12	PLANER
158		.	Hours available/month	190	190	190	190	190	190	190	190	190	190	190	190	.
159			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
160			Hrs Avail Incl Efficiency	143	143	143	143	143	143	143	143	143	143	143	143	1710
161			Hours Required	100	100	100	100	100	100	100	100	100	100	100	100	1200
162			Total Charge (£)	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	
163			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
164			-% Overload													No O/L
165			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
166			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
167			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
168			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
169			- Hours subcontracted	43	43	43	43	43	43	43	43	43	43	43	43	
170			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
171			- Subcontract Gross Profit	102	102	102	102	102	102	102	102	102	102	102	102	
172			- Material Cost of Sales S/C	510	510	510	510	510	510	510	510	510	510	510	510	
173																
174		Mechanical Fitting	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	16	Mechanical Fitting
175			Hours available/month	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	
176			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
177			Hrs Avail Incl Efficiency	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	31500
178			Hours Required	605	812	1322	1225	1102	1387	1390	849	519	635	1132	1369	12346
179			Total Charge (£)	9,680	12,992	21,152	19,592	17,632	22,192	22,232	13,584	8,304	10,160	18,112	21,904	
180			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
181			-% Overload													No O/L
182			- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
183		Electrical Fitting	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	16	Electrical Fitting
184			Hours available/month	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	
185			Machine Efficiency	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	Totals
186			Hrs Avail Incl Efficiency	750	750	750	750	750	750	750	750	750	750	750	750	9000
187			Hours Required	533	698	926	861	761	871	1036	873	503	295	600	943	8897
188			Total Charge (£)	8,528	11,168	12,000	12,000	12,000	12,000	12,000	12,000	8,048	4,720	9,600	12,000	
189			- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Average O/L
190			-% Overload			23%	15%	1%	16%	38%	16%				26%	No O/L
191			- Hrs Ovld to carry Frwd	0.0	0.0	175.5	110.5	10.5	120.5	285.5	123.0	0.0	0.0	0.0	192.5	
192		Service	Charge Rate per Hour (£)	15	15	15	15	15	15	15	15	15	15	15	15	Service
193		.	Hours available/month	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	.
194			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
195			Hrs Avail Incl Efficiency	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	19380
196			Hours Required	1900	2265	2478	2591	2804	3017	3230	3515	3728	4013	4188	4401	38130
197			Total Charge (£)	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	
198			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
199			-% Overload	18%	40%	53%	60%	74%	87%	100%	118%	131%	148%	159%	173%	97%
200			- Hrs Ovld to carry Frwd	285.0	650.0	863.0	976.0	1189.0	1402.0	1615.0	1900.0	2113.0	2398.0	2573.0	2786.0	
201																
202		SUB CONTRACT	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	SUB CONTRACT
203		.	Hours available/month	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	.
204			Machine Efficiency	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
205			Hrs Avail Incl Efficiency	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	Total
206			Hours Required	535	549	628	747	714	596	535	557	613	829	662	570	7535
207			Total Charge (£)	9,630	9,875	11,302	13,451	12,852	10,733	9,630	10,026	11,039	14,923	11,915	10,260	
208			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
209			-% Overload													
210			- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

SHEET 7: SUMMARY OF ABSORPTION CHARGES

MACHINE	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS (£)
Travel Column CNC M/Centre	24,570	17,563	24,990	24,990	24,119	23,464	16,954	13,804	18,078	24,990	24,990	24,672	263,183
	0	0	0	0	0	0	0	0	0	0	0	0	0
CINCINNATI T30	14,947	14,060	24,570	24,570	24,570	22,815	14,326	17,241	24,570	24,570	23,160	16,842	246,240
WEBSTER BENNETT	5,400	4,431	5,400	5,400	5,400	5,400	5,088	3,874	4,892	5,400	5,400	5,400	61,485
BINNS & BERRY	2,817	3,804	4,860	4,860	4,699	4,860	4,176	3,463	4,001	4,860	4,860	4,858	52,119
POREBA	5,074	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	67,444
MAZAK SLANT TURN	17,010	15,170	17,010	17,010	17,010	17,010	13,156	17,010	17,010	17,010	17,010	14,076	195,491
MAZAK QT15	6,300	6,390	13,680	17,010	17,010	8,852	6,300	13,635	17,010	17,010	9,167	6,390	138,753
HYDROTEL	2,916	3,029	3,183	3,299	3,376	3,238	3,044	3,188	3,420	3,420	3,015	2,954	38,081
PLANER	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
Mechanical Fitting	9,680	12,992	21,152	19,592	17,632	22,192	22,232	13,584	8,304	10,160	18,112	21,904	197,536
Electrical Fitting	8,528	11,168	12,000	12,000	12,000	12,000	12,000	12,000	8,048	4,720	9,600	12,000	126,064
Service	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	290,700
Sub Contract	9,630	9,875	11,302	13,451	12,852	10,733	9,630	10,026	11,039	14,923	11,915	10,260	135,635
													0
TOTALS (£)	132,297	129,576	169,243	173,276	169,762	161,658	138,001	138,820	147,467	158,158	158,323	150,450	1,827,131

Average Monthly Aborption	152,261

Summary of Subcontract Machine Hours Sold to Outside Customers

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS (£)
Number of Hours Sold	992	1097	552	471	467	656	1081	979	611	465	661	911	8,943
Subcontract Sales Turnover	43,426	53,138	20,250	16,115	16,023	25,978	55,834	46,023	25,295	15,970	25,868	42,068	385,987
Cost of Material	36,188	44,282	16,875	13,430	13,352	21,648	46,528	38,353	21,079	13,308	21,557	35,057	321,656
Gross Profit	7,238	8,856	3,375	2,686	2,670	4,330	9,306	7,671	4,216	2,662	4,311	7,011	64,331

Total Production Hours Available incl Efficiency	97,086
Total Production Hours Required	91,484
Total Factory Overload (%)	-5.8%
CNC Machine Hours Available	17,892
Conventional Machine Hours Availble	15,642
CNC Machine Hours as a Percentage	114%

Hours Subcontracted	7,535
Hours S/C as % of Hrs Available	7.8%
Hours S/C as % of Hrs Required	8.2%

Average Monthly Subcontract Sales	32,166
Average Monthly Subcontract Profit	5,361

VHME OPERATING BUDGET FOR THE YEAR ENDING 31 JANUARY 1990

MODEL 5.2.3

OPERATING BUDGET SUMMARY	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Sales	3,295,627	1,051,066	636,051	249,979	519,194	455,568	443,005	503,530	1,401,303	1,398,561	223,542	358,660	10,536,085
Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gross Sales	3,295,627	1,051,066	636,051	249,979	519,194	455,568	443,005	503,530	1,401,303	1,398,561	223,542	358,660	10,536,085
Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
Net Sales	3,293,627	995,566	588,051	241,479	516,694	448,568	437,505	501,030	1,377,303	1,396,061	211,542	333,660	10,341,085
Cost of Sales	3,022,304	931,566	534,417	202,267	411,171	358,484	327,282	424,970	945,367	1,089,692	165,182	293,887	8,706,588
Gross Profit	271,323	64,000	53,634	39,213	105,522	90,084	110,223	76,061	431,936	306,369	46,360	39,773	1,634,497
Manufacturing Costs	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964
Less Absorption	132,297	129,576	169,243	173,276	169,762	161,658	138,001	138,920	147,467	158,158	158,323	150,450	1,827,131
Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994
Less Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933
Adjusted Gross Profit	255,931	42,687	54,540	66,122	140,416	118,451	99,778	41,204	432,688	311,021	47,418	36,347	1,646,603
Sales & Marketing Costs	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910
Research & Development Expenditure	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000
Operating Profit	218,776	1,837	14,845	28,277	102,426	78,231	63,973	1,704	392,993	273,176	9,428	-3,973	1,181,693
Overdraft Interest	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000
Lease Interest	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000
Reorganisation	0	0	0	0	0	0	0	0	0	0	0	0	0
Profit Before Taxation	176,276	-40,663	-27,655	-14,223	59,926	35,731	21,473	-40,796	350,493	230,676	-33,072	-46,473	671,693

Cost Centre	SALES BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F10	Presses	109,328	92,686	245,208	84,357	168,000	126,000	75,000	210,000	78,000	52,000	32,000	159,000	1,431,579
F11	CM Presses	101,500	0	179,668	0	0	130,000	195,000	80,000	0	75,000	0	0	761,168
F12	Press Brakes	0	0	0	0	0	15,000	0	18,000	0	22,000	0	0	55,000
F13	HME Spares & Services	110,132	104,625	126,652	99,119	77,092	104,625	77,092	99,119	132,159	104,626	110,133	104,626	1,250,000
F14	Sub-Contract	43,426	53,138	20,250	16,115	16,023	25,978	55,834	46,023	25,295	15,970	25,868	42,068	385,987
F15	Bronx Spares & Service	45,815	43,524	52,687	41,234	32,070	43,524	32,070	41,234	54,978	43,524	45,815	43,525	520,000
F16	Bronx Tooling	5,727	5,441	6,586	5,154	4,009	5,441	4,009	5,154	6,871	5,441	5,726	5,441	65,000
F20	Rollforming Machines	2,875,699	747,652	0	0	218,000	0	0	0	1,100,000	1,076,000	0	0	6,017,351
F21	Rollforming Spares	4,000	4,000	5,000	4,000	4,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000	50,000
	TOTAL GROSS SALES	3,295,627	1,051,066	636,051	249,979	519,194	455,568	443,005	503,530	1,401,303	1,398,561	223,542	358,660	10,536,085
S14	Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
P44/6	Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
	TOTAL NET SALES	3,293,627	995,566	588,051	241,479	516,694	448,568	437,505	501,030	1,377,303	1,396,061	211,542	333,660	10,341,085

COST OF SALES BUDGET

Cost Centre	Direct Labour	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F50	Presses	50,428	41,709	82,068	42,514	70,378	58,253	20,486	95,314	26,176	27,780	16,558	66,934	598,598
F51	CM Presses	42,250	0	74,786	0	0	18,148	32,427	14,841	0	15,308	0	0	197,760
F52	Press Brakes	0	0	0	0	0	6,939	0	7,635	0	8,500	0	0	23,074
F53	HME Spares & Service	28,137	26,690	32,477	25,243	19,456	26,690	19,456	25,243	33,925	26,690	28,137	26,690	318,834
F54	Sub-Contract	0	0	0	0	0	0	0	0	0	0	0	0	0
F55	Bronx Spares & Service	15,867	15,047	18,322	14,231	10,957	15,047	10,957	14,231	19,140	15,047	15,867	15,047	179,760
F56	Bronx Tooling	0	0	0	0	0	0	0	0	0	0	0	0	0
F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0
F58	Scrap	600	600	600	600	600	600	600	600	600	600	600	600	7,200
F59	Warrenty	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	40,500
F60	Rollforming Machines	380,000	168,152	0	0	30,200	0	0	0	120,660	200,000	0	0	899,012
F61	Rollforming Spares	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
	Total Direct Labour	521,657	256,573	212,628	86,963	135,966	130,052	88,301	162,239	204,876	298,300	65,537	113,646	2,276,738

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
60	Cost																
61	Centre	Materials	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
62	F50	Presses	61,633	50,977	144,750	46,896	86,900	69,300	41,250	115,500	42,900	28,600	17,600	87,450	793,756		
63	F51	CM Presses	51,638	0	91,407	0	0	71,500	107,250	44,000	0	41,250	0	0	407,045		
64	F52	Press Brakes	0	0	0	0	0	8,250	0	9,900	0	12,100	0	0	30,250		
65	F53	HME Spares & Service	37,003	35,128	42,629	33,253	25,751	35,128	25,751	33,253	44,504	35,128	37,003	35,128	419,659		
66	F54	Sub-Contract	36,188	44,282	16,875	13,430	13,352	21,648	46,528	38,353	21,079	13,308	21,557	35,057	321,656		
67	F55	Bronx Spares & Service	12,251	11,626	14,126	11,001	8,500	11,626	8,500	11,001	14,752	11,626	12,251	11,626	138,886		
68	F56	Bronx Tooling	5,110	4,855	5,877	4,599	3,577	4,855	3,577	4,599	6,131	4,855	5,109	4,855	57,999		
69	F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0		
70	F58	Scrap	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000		
71	F59	Warrenty	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	13,500		
72	F60	Rollforming Machines	2,290,699	522,000	0	0	131,000	0	0	0	605,000	638,400	0	0	4,187,099		
73	F61	Rollforming Spares	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000		
74		Total Materials	2,500,647	674,993	321,789	115,304	275,205	228,432	238,981	262,731	740,491	791,392	99,645	180,241	6,429,850		
75																	
76		COST OF GOODS SOLD	3,022,304	931,566	534,417	202,267	411,171	358,484	327,282	424,970	945,367	1,089,692	165,182	293,887	8,706,588		
77																	
78		GROSS PROFIT	271,323	64,000	53,634	39,213	105,522	90,084	110,223	76,061	431,936	306,369	46,360	39,773	1,634,497		
79		Gross Profit as % of Sales >	8.2%	6.4%	9.1%	16.2%	20.4%	20.1%	25.2%	15.2%	31.4%	21.9%	21.9%	11.9%	15.8%		
80																	
81	DEPT																
82	No	MANUFACTURING ABSORPTION	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
83		Manufacturing Payroll - Direct	53,310	55,460	67,130	52,541	40,875	41,588	54,453	72,599	57,478	60,502	60,502	57,480	673,918		
84		Manufacturing Payroll - Indirect	32,283	32,283	36,336	32,285	32,285	32,289	32,292	32,292	32,295	32,298	32,298	36,344	395,580		
85		Manufacturing Overheads (less Deprcn)	20,555	20,545	21,755	19,535	19,090	20,580	18,755	23,445	20,755	19,135	23,790	20,070	248,010		
86		Depreciation	13,866	13,172	15,945	12,479	9,706	9,706	12,479	16,639	13,172	13,866	13,866	13,172	158,068		
87		Total	120,014	121,460	141,166	116,840	101,956	104,163	117,979	144,975	123,700	125,801	130,456	127,066	1,475,576		
88																	
89	P53/4	Archive Depreciation	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	74,700		
90	P56	Sales Recharge	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-28,000		
91	P56	Engineering Recharge	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-15,000		
92		Manufacturing Costs Total	10,460	10,460	10,460	10,460	10,481	10,481	10,481	10,481	10,481	10,481	10,481	10,481	125,688		
93		MANUFACTURING COSTS TOTAL	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964		
94																	
95		LESS: Manufacturing Absorption	132,297	129,576	169,243	173,276	169,762	161,658	138,001	138,920	147,467	158,158	158,323	150,450	1,827,131		
96																	
97		ENGINEERING ABSORPTION	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
98		Engineering Payroll	14,390	14,391	15,477	16,563	17,649	17,649	17,649	17,650	17,650	17,650	17,650	17,650	202,018		
99		Engineering Overheads	8,368	9,633	9,241	9,268	9,105	9,373	8,368	9,633	9,241	9,268	9,105	9,373	109,976		
100		Engineering Recharge	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000		
101		Total Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994		
102																	
103		LESS: Engineering Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933		
104		ADJUSTED GROSS PROFIT	255,931	42,687	54,540	66,122	140,416	118,451	99,778	41,204	432,688	311,021	47,418	36,347	1,646,603		
105																	
106		SALES & MARKETING BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
107		Sales & Marketing Payroll	15,930	15,930	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	177,660		
108		Sales & Marketing Overheads	18,225	21,920	21,115	20,265	20,410	21,640	18,225	21,920	21,115	20,265	20,410	21,740	247,250		
109		Total Sales & Marketing	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910		
110																	
111		Research & Development Budget	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000		
112		OPERATING PROFIT	218,776	1,837	14,845	28,277	102,426	78,231	63,973	1,704	392,993	273,176	9,428	-3,973	1,181,693		
113																	
114		FINANCE BUDGETS	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
115		Overdraft Interest Budget	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000		
116		Lease Interest Budget	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000		
117		Reorganisation Budget	0	0	0	0	0	0	0	0	0	0	0	0	0		
118																	
119		PROFIT BEFORE TAXATION	176,276	-40,663	-27,655	-14,223	59,926	35,731	21,473	-40,796	350,493	230,676	-33,072	-46,473	671,693		
120																	



Appendix 5.14

Model 5.2.4 - Sheets 1, & Operating Budget

SHEET 1: PRODUCTION SCHEDULE ***MODEL 5.2.4***

DATA INPUT

PRODUCT	LEAD TIME	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
GI 30	3	0	1	0	0	1	0	1	0	1	0	0	0	4
GI 60	3	1	0	1	0	1	0	2	0	0	1	1	1	8
GI 90	3	0	1	1	0	1	0	0	1	1	0	0	0	5
GP 30	3	0	1	0	0	0	0	0	0	0	0	0	1	2
GP 40	3	0	0	0	1	0	0	0	0	1	0	0	0	2
GP 55	3	0	1	1	0	0	0	0	0	2	0	0	0	4
GP 75	3	0	1	0	0	1	0	0	0	1	0	0	0	3
AH 40	3	1	0	0	0	2	0	0	0	0	0	0	0	3
AH 80	3	0	1	0	0	0	1	0	0	0	1	0	0	3
GI 120	4	0	0	0	1	0	0	0	0	1	0	1	0	3
GI 160-250	4	0	0	1	0	0	0	0	0	0	1	0	0	2
AH 120	4	0	0	0	0	1	0	0	0	1	0	0	0	2
PRESS BRAKE 25	4	0	1	0	0	0	0	0	0	0	0	0	0	1
PRESS BRAKE 35	4	0	0	0	1	0	0	0	0	0	0	0	0	1
PRESS BRAKE 50	4	1	0	0	0	0	1	0	0	0	0	0	0	2
PRESS BRAKE 80	4	0	0	0	0	0	0	0	0	1	0	0	0	1
PRESS BRAKE 110	4	0	0	1	0	0	0	0	0	0	0	1	0	2
GS RANGE	4	0	1	0	0	0	0	0	0	0	1	0	0	2
K100	5	0	1	0	0	0	0	0	0	0	0	0	0	1
CM 1	5	0	0	1	0	0	0	0	0	0	0	0	0	1
K180	5	0	0	0	0	1	0	0	0	0	0	0	0	1
CM 2	5	0	0	0	0	0	0	0	0	0	0	1	0	1
K 360	5	0	0	0	0	0	0	0	0	1	0	0	0	1
CM 3	5	0	0	0	0	0	0	0	0	0	0	0	1	1
CM160	5	1	1	0	0	0	0	0	0	0	1	0	0	3
K600	5	0	0	0	0	0	0	0	1	0	0	0	0	1
ROLLFORM EQU	8	1	0	0	0	0	1	0	0	0	0	0	0	2
TOOLING	8	1	0	0	0	0	1	0	0	0	0	0	0	2
SPARES (per month)	1	1	1	1	1	1	1	1	1	1	1	1	1	12
TOTALS		7	11	7	4	9	5	4	3	11	6	5	4	64

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1		SHEET 6: MACHINE ABSORPTION		MODEL 5.2.4												
2		DATA INPUT														
3		MACHINE	MACHINE	February	March	April	May	June	July	August	September	October	November	December	January	MACHINE
4		Travl/C CNC	Charge Rate per Hour (£)	70	70	70	70	70	70	70	70	70	70	70	70	Travl/C CNC
5		M/Centre	Hours available/month	420	420	420	420	420	420	420	420	420	420	420	420	M/Centre
6			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
7			Hrs Avail Incl Efficiency	357	357	357	357	357	357	357	357	357	357	357	357	4284
8			Hours Required	356	261	425	434	377	370	262	213	280	438	434	370	4221
9			Total Charge (£)	24,920	18,263	24,990	24,990	24,990	24,990	18,372	14,896	19,618	24,990	24,990	24,990	
10			- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Overload	Overload	Average O/L
11			-% Overload			19%	22%	6%	4%				23%	21%	4%	No O/L
12			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
13			- Hours Subcontracted	0	0	15	24	0	0	0	0	0	27	23	0	
14			- Hrs O/L to carry Frwd	0	0	54	54	20	13	0	0	0	54	54	13	
15			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
16			- Hours subcontracted	0	96	0	0	0	0	95	144	77	0	0	0	
17			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
18			- Subcontract Gross Profit	0	1,345	0	0	0	0	1,324	2,019	1,075	0	0	0	
19			- Material Cost of Sales S/C	0	6,727	0	0	0	0	6,619	10,094	5,373	0	0	0	
20																
21		.	Charge Rate per Hour (£)	35	35	35	35	35	35	35	35	35	35	35	35	.
22		.	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	.
23			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
24			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
25			Hours Required	0	0	0	0	0	0	0	0	0	0	0	0	0
26			Total Charge (£)	0	0	0	0	0	0	0	0	0	0	0	0	
27			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
28			-% Overload													No O/L
29			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
30			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
31			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
32			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
33			- Hours subcontracted	306	306	306	306	306	306	306	306	306	306	306	306	
34			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
35			- Subcontract Gross Profit	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	
36			- Material Cost of Sales S/C	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	
37																
38		CINCINNATI	Charge Rate per Hour (£)	65	65	65	65	65	65	65	65	65	65	65	65	CINCINNATI
39		T30	Hours available/month	420	420	420	420	420	420	420	420	420	420	420	420	T30
40			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
41			Hrs Avail Incl Efficiency	378	378	378	378	378	378	378	378	378	378	378	378	4536
42			Hours Required	236	229	419	520	484	365	229	289	395	503	358	261	4288
43			Total Charge (£)	15,350	14,866	24,570	24,570	24,570	23,699	14,885	18,814	24,570	24,570	23,290	16,972	
44			- Under/Overload	OK	OK	Overload	Overload	Overload	OK	OK	OK	Overload	Overload	OK	OK	Average O/L
45			-% Overload			11%	38%	28%				4%	33%			No O/L
46			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
47			- Hours Subcontracted	0	0	0	86	49	0	0	0	0	68	0	0	
48			- Hrs O/L to carry Frwd	0	0	41	57	57	0	0	0	17	57	0	0	
49			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
50			- Hours subcontracted	142	149	0	0	0	0	149	89	0	0	0	117	
51			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
52			- Subcontract Gross Profit	1,844	1,941	0	0	0	0	1,937	1,151	0	0	0	1,520	
53			- Material Cost of Sales S/C	9,220	9,705	0	0	0	0	9,685	5,756	0	0	0	7,599	
54																
55		WEBSTER	Charge Rate per Hour (£)	20	20	20	20	20	20	20	20	20	20	20	20	WEBSTER
56		BENNETT	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	BENNETT
57			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
58			Hrs Avail Incl Efficiency	270	270	270	270	270	270	270	270	270	270	270	270	3240
59			Hours Required	278	222	341	360	318	360	268	214	261	381	372	304	3678
60			Total Charge (£)	5,400	4,431	5,400	5,400	5,400	5,400	5,364	4,286	5,216	5,400	5,400	5,400	
61			- Under/Overload	Overload	OK	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Overload	Overload	Average O/L
62			-% Overload	3%		26%	33%	18%	33%				41%	38%	13%	14%
63			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
64			- Hours Subcontracted	0	0	31	49	7	49	0	0	0	70	62	0	
65			- Hrs O/L to carry Frwd	8	0	41	41	41	41	0	0	0	41	41	34	
66			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
67			- Hours subcontracted	0	48	0	0	0	0	0	56	0	0	0	0	
68			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
69			- Subcontract Gross Profit	0	194	0	0	0	0	0	223	0	0	0	0	
70			- Material Cost of Sales S/C	0	969	0	0	0	0	0	1,114	0	0	0	0	
71																

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
72		BINNS & BERRY	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	BINNS & BERRY
73			Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	Totals
74			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	3240
75			Hrs Avail Incl Efficiency	270	270	270	270	270	270	270	270	270	270	270	270	3230
76			Hours Required	161	219	296	310	296	318	273	211	233	307	319	287	
77			Total Charge (£)	2,889	3,948	4,860	4,860	4,860	4,860	4,860	3,802	4,192	4,860	4,860	4,860	
78			- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	Overload	OK	OK	Overload	Overload	Overload	Average O/L
79			-% Overload			10%	15%	10%	18%	1%			14%	18%	6%	No O/L
80			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
81			- Hours Subcontracted	0	0	0	0	0	7	0	0	0	0	9	0	
82			- Hrs O/L to carry Frwd	0	0	26	40	26	41	3	0	0	37	41	17	
83			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
84			- Hours subcontracted	110	51	0	0	0	0	0	59	0	0	0	0	
85			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
86			- Subcontract Gross Profit	394	182	0	0	0	0	0	212	0	0	0	0	
87			- Material Cost of Sales S/C	1,971	912	0	0	0	0	0	1,058	0	0	0	0	
88																
89		POREBA	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	POREBA
90			Hours available/month	420	420	420	420	420	420	420	420	420	420	420	420	
91			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
92			Hrs Avail Incl Efficiency	315	315	315	315	315	315	315	315	315	315	315	315	3780
93			Hours Required	282	318	373	405	383	389	358	348	356	416	407	380	4415
94			Total Charge (£)	5,074	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	
95			- Under/Overload	OK	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
96			-% Overload		1%	19%	29%	22%	23%	14%	10%	13%	32%	29%	21%	17%
97			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
98			- Hours Subcontracted	0	0	11	43	21	27	0	0	0	53	45	18	
99			- Hrs O/L to carry Frwd	0	3	47	47	47	47	43	33	41	47	47	47	
100			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
101			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
102			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
103			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
104			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	
105																
106		MAZAK SLANT TURN	Charge Rate per Hour (£)	45	45	45	45	45	45	45	45	45	45	45	45	MAZAK SLANT TURN
107			Hours available/month	420	420	420	420	420	420	420	420	420	420	420	420	
108			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
109			Hrs Avail Incl Efficiency	378	378	378	378	378	378	378	378	378	378	378	378	4536
110			Hours Required	432	349	564	809	770	389	302	484	753	805	386	318	6360
111			Total Charge (£)	17,010	15,683	17,010	17,010	17,010	17,010	13,597	17,010	17,010	17,010	17,010	14,310	
112			- Under/Overload	Overload	OK	Overload	Overload	Overload	Overload	OK	Overload	Overload	Overload	Overload	OK	Average O/L
113			-% Overload	14%		49%	114%	104%	3%		28%	99%	113%	2%		40%
114			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
115			- Hours Subcontracted	0	0	130	375	335	0	0	49	318	370	0	0	
116			- Hrs O/L to carry Frwd	54	0	57	57	57	11	0	57	57	57	8	0	
117			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
118			- Hours subcontracted	0	0	0	0	0	0	76	0	0	0	0	60	
119			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
120			- Subcontract Gross Profit	0	0	0	0	0	0	683	0	0	0	0	540	
121			- Material Cost of Sales S/C	0	0	0	0	0	0	3,413	0	0	0	0	2,700	
122																
123		MAZAK QT15	Charge Rate per Hour (£)	45	45	45	45	45	45	45	45	45	45	45	45	MAZAK QT15
124			Hours available/month	420	420	420	420	420	420	420	420	420	420	420	420	
125			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
126			Hrs Avail Incl Efficiency	378	378	378	378	378	378	378	378	378	378	378	378	4536
127			Hours Required	140	142	304	462	519	197	140	303	467	526	204	142	3545
128			Total Charge (£)	6,300	6,390	13,680	17,010	17,010	8,852	6,300	13,635	17,010	17,010	9,167	6,390	
129			- Under/Overload	OK	OK	OK	Overload	Overload	OK	OK	OK	Overload	Overload	OK	OK	Average O/L
130			-% Overload				22%	37%				24%	39%			No O/L
131			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
132			- Hours Subcontracted	0	0	0	27	84	0	0	0	32	91	0	0	
133			- Hrs O/L to carry Frwd	0	0	0	57	57	0	0	0	57	57	0	0	
134			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
135			- Hours subcontracted	238	236	74	0	0	181	238	75	0	0	174	236	
136			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
137			- Subcontract Gross Profit	2,142	2,124	666	0	0	1,632	2,142	675	0	0	1,569	2,124	
138			- Material Cost of Sales S/C	10,710	10,620	3,330	0	0	8,159	10,710	3,375	0	0	7,844	10,620	
139																

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
140		HYDROTEL	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	HYDROTEL
141			Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	
142			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
143			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
144			Hours Required	162	168	177	183	188	180	169	177	192	193	169	166	2124
145			Total Charge (£)	2,916	3,029	3,183	3,299	3,376	3,238	3,044	3,188	3,449	3,478	3,044	2,983	
146			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
147			-% Overload													No O/L
148			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
149			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
150			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
151			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
152			- Hours subcontracted	144	138	129	123	118	126	137	129	114	113	137	140	
153			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
154			- Subcontract Gross Profit	518	496	465	442	426	454	493	464	412	406	493	505	
155			- Material Cost of Sales S/C	2,592	2,480	2,325	2,210	2,132	2,270	2,464	2,320	2,059	2,030	2,464	2,525	
156																
157		PLANER	Charge Rate per Hour (£)	12	12	12	12	12	12	12	12	12	12	12	12	PLANER
158			Hours available/month	190	190	190	190	190	190	190	190	190	190	190	190	
159			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
160			Hrs Avail Incl Efficiency	143	143	143	143	143	143	143	143	143	143	143	143	1710
161			Hours Required	100	100	100	100	100	100	100	100	100	100	100	100	1200
162			Total Charge (£)	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	
163			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
164			-% Overload													No O/L
165			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
166			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
167			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
168			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
169			- Hours subcontracted	43	43	43	43	43	43	43	43	43	43	43	43	
170			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
171			- Subcontract Gross Profit	102	102	102	102	102	102	102	102	102	102	102	102	
172			- Material Cost of Sales S/C	510	510	510	510	510	510	510	510	510	510	510	510	
173																
174		Mechanical	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	16	Mechanical
175		Fitting	Hours available/month	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	Fitting
176			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
177			Hrs Avail Incl Efficiency	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	31500
178			Hours Required	605	812	1387	1290	1257	1542	1430	989	619	635	1297	1534	13396
179			Total Charge (£)	9,680	12,992	22,192	20,632	20,112	24,672	22,872	15,824	9,904	10,160	20,752	24,544	
180			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
181			-% Overload													No O/L
182			- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
183		Electrical	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	16	Electrical
184		Fitting	Hours available/month	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	Fitting
185			Machine Efficiency	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	Totals
186			Hrs Avail Incl Efficiency	750	750	750	750	750	750	750	750	750	750	750	750	9000
187			Hours Required	533	698	971	951	918	1096	1333	1328	1043	588	690	1033	11180
188			Total Charge (£)	8,528	11,168	12,000	12,000	12,000	12,000	12,000	12,000	12,000	9,408	11,040	12,000	
189			- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	Overload	Overload	Overload	OK	OK	Overload	Average O/L
190			-% Overload			29%	27%	22%	46%	78%	77%	39%			38%	24%
191			- Hrs Ovld to carry Frwd	0.0	0.0	220.5	200.5	168.0	345.5	583.0	578.0	293.0	0.0	0.0	282.5	
192		Service	Charge Rate per Hour (£)	15	15	15	15	15	15	15	15	15	15	15	15	Service
193			Hours available/month	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	
194			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
195			Hrs Avail Incl Efficiency	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	19380
196			Hours Required	1900	2265	2478	2591	2804	3017	3230	3515	3728	4013	4188	4401	38130
197			Total Charge (£)	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	
198			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
199			-% Overload	18%	40%	53%	60%	74%	87%	100%	118%	131%	148%	159%	173%	97%
200			- Hrs Ovld to carry Frwd	285.0	650.0	863.0	976.0	1189.0	1402.0	1615.0	1900.0	2113.0	2398.0	2573.0	2786.0	
201																
202		SUB CONTRACT	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	SUB CONTRACT
203			Hours available/month	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	
204			Machine Efficiency	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
205			Hrs Avail Incl Efficiency	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	Total
206			Hours Required	535	549	640	821	754	624	535	557	613	904	707	573	7811
207			Total Charge (£)	9,630	9,875	11,518	14,784	13,568	11,223	9,630	10,026	11,039	16,278	12,722	10,310	
208			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
209			-% Overload													
210			- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

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SHEET 7: SUMMARY OF ABSORPTION CHARGES

MACHINE	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS (£)
Travel Column CNC M/Centre	24,920	18,263	24,990	24,990	24,990	24,990	18,372	14,896	19,618	24,990	24,990	24,990	270,998
	0	0	0	0	0	0	0	0	0	0	0	0	0
CINCINNATI T30	15,350	14,866	24,570	24,570	24,570	23,699	14,885	18,814	24,570	24,570	23,290	16,972	250,725
WEBSTER BENNETT	5,400	4,431	5,400	5,400	5,400	5,400	5,364	4,286	5,216	5,400	5,400	5,400	62,497
BINNS & BERRY	2,889	3,948	4,860	4,860	4,860	4,860	4,860	3,802	4,192	4,860	4,860	4,860	53,711
POREBA	5,074	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	67,444
MAZAK SLANT TURN	17,010	15,683	17,010	17,010	17,010	17,010	13,597	17,010	17,010	17,010	17,010	14,310	196,679
MAZAK QT15	6,300	6,390	13,680	17,010	17,010	8,852	6,300	13,635	17,010	17,010	9,167	6,390	138,753
HYDROTEL	2,916	3,029	3,183	3,299	3,376	3,238	3,044	3,188	3,449	3,478	3,044	2,983	38,225
PLANER	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
Mechanical Fitting	9,680	12,992	22,192	20,632	20,112	24,672	22,872	15,824	9,904	10,160	20,752	24,544	214,336
Electrical Fitting	8,528	11,168	12,000	12,000	12,000	12,000	12,000	12,000	12,000	9,408	11,040	12,000	136,144
Service	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	290,700
Sub Contract	9,630	9,875	11,518	14,784	13,568	11,223	9,630	10,026	11,039	16,278	12,722	10,310	140,604
													0
TOTALS (£)	133,122	131,739	170,499	175,650	173,991	167,038	142,018	144,576	155,103	164,259	163,368	153,854	1,875,216

Average Monthly Aborption	156,268

Summary of Subcontract Machine Hours Sold to Outside Customers

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS (£)
Number of Hours Sold	982	1067	552	471	467	656	1043	900	540	461	660	902	8,699
Subcontract Sales Turnover	42,856	51,158	20,250	16,115	16,023	25,978	52,933	41,925	22,382	15,900	25,833	41,597	372,950
Cost of Material	35,713	42,632	16,875	13,430	13,352	21,648	44,111	34,937	18,652	13,250	21,528	34,664	310,792
Gross Profit	7,143	8,526	3,375	2,686	2,670	4,330	8,822	6,987	3,730	2,650	4,306	6,933	62,158

Total Production Hours Available Incl Efficiency	97,086
Total Production Hours Required	95,767
Total Factory Overload (%)	-1.4%
CNC Machine Hours Available	17,892
Conventional Machine Hours Availble	15,642
CNC Machine Hours as a Percentage	114%

Hours Subcontracted	7,811
Hours S/C as % of Hrs Available	8.0%
Hours S/C as % of Hrs Required	8.2%

Average Monthly Subcontract Sales	31,079
Average Monthly Subcontract Profit	5,180

VHME OPERATING BUDGET FOR THE YEAR ENDING 31 JANUARY 1990

MODEL 5.2.4

OPERATING BUDGET SUMMARY	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Sales	3,295,057	1,049,086	636,051	249,979	541,194	455,568	498,104	499,432	1,428,390	1,416,491	223,507	358,189	10,651,048
Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gross Sales	3,295,057	1,049,086	636,051	249,979	541,194	455,568	498,104	499,432	1,428,390	1,416,491	223,507	358,189	10,651,048
Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
Net Sales	3,293,057	993,586	588,051	241,479	538,694	448,568	492,604	496,932	1,404,390	1,413,991	211,507	333,189	10,456,048
Cost of Sales	3,021,829	929,916	534,417	202,267	431,771	358,484	376,484	421,554	972,495	1,111,943	165,153	293,494	8,819,807
Gross Profit	271,228	63,670	53,634	39,213	106,922	90,084	116,120	75,377	431,895	302,048	46,355	39,695	1,636,241
Manufacturing Costs	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964
Less Absorption	133,122	131,739	170,499	175,650	173,991	167,039	142,018	144,576	155,103	164,259	163,368	153,854	1,875,216
Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994
Less Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933
Adjusted Gross Profit	256,661	44,520	55,796	68,496	146,045	123,831	109,693	46,176	440,283	312,801	52,458	39,672	1,696,432
Sales & Marketing Costs	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910
Research & Development Expenditure	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000
Operating Profit	219,506	3,670	16,101	30,651	108,055	83,611	73,888	6,676	400,588	274,956	14,468	-648	1,231,522
Overdraft Interest	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000
Lease Interest	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000
Reorganisation	0	0	0	0	0	0	0	0	0	0	0	0	0
Profit Before Taxation	177,006	-38,830	-26,399	-11,849	65,555	41,111	31,388	-35,824	358,088	232,456	-28,032	-43,148	721,522

Cost Centre	SALES BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F10	Presses	109,328	92,686	245,208	84,357	168,000	126,000	98,000	210,000	108,000	70,000	32,000	159,000	1,502,579
F11	CM Presses	101,500	0	179,668	0	0	130,000	195,000	80,000	0	75,000	0	0	761,168
F12	Press Brakes	0	0	0	0	22,000	15,000	35,000	18,000	0	22,000	0	0	112,000
F13	HME Spares & Services	110,132	104,625	126,652	99,119	77,092	104,625	77,092	99,119	132,159	104,626	110,133	104,626	1,250,000
F14	Sub-Contract	42,856	51,158	20,250	16,115	16,023	25,978	52,933	41,925	22,382	15,900	25,833	41,597	372,950
F15	Bronx Spares & Service	45,815	43,524	52,687	41,234	32,070	43,524	32,070	41,234	54,978	43,524	45,815	43,525	520,000
F16	Bronx Tooling	5,727	5,441	6,586	5,154	4,009	5,441	4,009	5,154	6,871	5,441	5,726	5,441	65,000
F20	Rollforming Machines	2,875,699	747,652	0	0	218,000	0	0	0	1,100,000	1,076,000	0	0	6,017,351
F21	Rollforming Spares	4,000	4,000	5,000	4,000	4,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000	50,000
	TOTAL GROSS SALES	3,295,057	1,049,086	636,051	249,979	541,194	455,568	498,104	499,432	1,428,390	1,416,491	223,507	358,189	10,651,048
S14	Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
P44/6	Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
	TOTAL NET SALES	3,293,057	993,586	588,051	241,479	538,694	448,568	492,604	496,932	1,404,390	1,413,991	211,507	333,189	10,456,048

COST OF SALES BUDGET

Cost Centre	Direct Labour	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F50	Presses	50,428	41,709	82,068	42,514	70,378	58,253	29,325	95,314	39,231	40,189	16,558	66,934	632,901
F51	CM Presses	42,250	0	74,786	0	0	18,148	32,427	14,841	0	15,308	0	0	197,760
F52	Press Brakes	0	0	0	0	8,500	6,939	10,880	7,635	0	8,500	0	0	42,454
F53	HME Spares & Service	28,137	26,690	32,477	25,243	19,456	26,690	19,456	25,243	33,925	26,690	28,137	26,690	318,834
F54	Sub-Contract	0	0	0	0	0	0	0	0	0	0	0	0	0
F55	Bronx Spares & Service	15,867	15,047	18,322	14,231	10,957	15,047	10,957	14,231	19,140	15,047	15,867	15,047	179,760
F56	Bronx Tooling	0	0	0	0	0	0	0	0	0	0	0	0	0
F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0
F58	Scrap	600	600	600	600	600	600	600	600	600	600	600	600	7,200
F59	Warrenty	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	40,500
F60	Rollforming Machines	380,000	168,152	0	0	30,200	0	0	0	120,660	200,000	0	0	899,012
F61	Rollforming Spares	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
	Total Direct Labour	521,657	256,573	212,628	86,963	144,466	130,052	108,020	162,239	217,931	310,709	65,537	113,646	2,330,421

Cost Centre	Materials	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F50	Presses	61,633	50,977	144,750	46,896	86,900	69,300	53,900	115,500	59,400	38,500	17,600	87,450	832,806
F51	CM Presses	51,638	0	91,407	0	0	71,500	107,250	44,000	0	41,250	0	0	407,045
F52	Press Brakes	0	0	0	0	12,100	8,250	19,250	9,900	0	12,100	0	0	61,600
F53	HME Spares & Service	37,003	35,128	42,629	33,253	25,751	35,128	25,751	33,253	44,504	35,128	37,003	35,128	419,659
F54	Sub-Contract	35,713	42,632	16,875	13,430	13,352	21,648	44,111	34,937	18,652	13,250	21,528	34,664	310,792
F55	Bronx Spares & Service	12,251	11,626	14,126	11,001	8,500	11,626	8,500	11,001	14,752	11,626	12,251	11,626	138,886
F56	Bronx Tooling	5,110	4,855	5,877	4,599	3,577	4,855	3,577	4,599	6,131	4,855	5,109	4,855	57,999
F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0
F58	Scrap	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
F59	Warrenty	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	13,500
F60	Rollforming Machines	2,290,699	522,000	0	0	131,000	0	0	0	605,000	638,400	0	0	4,187,099
F61	Rollforming Spares	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
	Total Materials	2,500,172	673,343	321,789	115,304	287,305	228,432	268,464	259,315	754,564	801,234	99,616	179,848	6,489,386
	COST OF GOODS SOLD	3,021,829	929,916	534,417	202,267	431,771	358,484	376,484	421,554	972,495	1,111,943	165,153	293,494	8,819,807
	GROSS PROFIT	271,228	63,670	53,634	39,213	106,922	90,084	116,120	75,377	431,895	302,048	46,355	39,695	1,636,241
	Gross Profit as % of Sales >	8.2%	6.4%	9.1%	16.2%	19.8%	20.1%	23.6%	15.2%	30.8%	21.4%	21.9%	11.9%	15.6%

DEPT No	MANUFACTURING ABSORPTION	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
	Manufacturing Payroll - Direct	53,310	55,460	67,130	52,541	40,875	41,588	54,453	72,599	57,478	60,502	60,502	57,480	673,918
	Manufacturing Payroll - Indirect	32,283	32,283	36,336	32,285	32,285	32,289	32,292	32,292	32,295	32,298	32,298	36,344	395,580
	Manufacturing Overheads (less Deprcn)	20,555	20,545	21,755	19,535	19,090	20,580	18,755	23,445	20,755	19,135	23,790	20,070	248,010
	Depreciation	13,866	13,172	15,945	12,479	9,706	9,706	12,479	16,639	13,172	13,866	13,866	13,172	158,068
	Total	120,014	121,460	141,166	116,840	101,956	104,163	117,979	144,975	123,700	125,801	130,456	127,066	1,475,576
P53/4	Archive Depreciation	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	74,700
P56	Sales Recharge	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-28,000
P56	Engineering Recharge	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-15,000
	Manufacturing Costs Total	10,460	10,460	10,460	10,460	10,481	10,481	10,481	10,481	10,481	10,481	10,481	10,481	125,688
	MANUFACTURING COSTS TOTAL	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964
	LESS: Manufacturing Absorption	133,122	131,739	170,499	175,650	173,991	167,039	142,018	144,576	155,103	164,259	163,368	153,854	1,875,216

ENGINEERING ABSORPTION	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Engineering Payroll	14,390	14,391	15,477	16,563	17,649	17,649	17,649	17,650	17,650	17,650	17,650	17,650	202,018
Engineering Overheads	8,368	9,633	9,241	9,268	9,105	9,373	8,368	9,633	9,241	9,268	9,105	9,373	109,976
Engineering Recharge	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Total Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994
LESS: Engineering Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933
ADJUSTED GROSS PROFIT	256,661	44,520	55,796	68,496	146,045	123,831	109,693	46,176	440,283	312,801	52,458	39,672	1,696,432

SALES & MARKETING BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Sales & Marketing Payroll	15,930	15,930	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	177,660
Sales & Marketing Overheads	18,225	21,920	21,115	20,265	20,410	21,640	18,225	21,920	21,115	20,265	20,410	21,740	247,250
Total Sales & Marketing	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910
Research & Development Budget	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000
OPERATING PROFIT	219,506	3,670	16,101	30,651	108,055	83,611	73,888	6,676	400,588	274,956	14,468	-648	1,231,522

FINANCE BUDGETS	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Overdraft Interest Budget	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000
Lease Interest Budget	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000
Reorganisation Budget	0	0	0	0	0	0	0	0	0	0	0	0	0
PROFIT BEFORE TAXATION	177,006	-38,830	-26,399	-11,849	65,555	41,111	31,388	-35,824	358,088	232,456	-28,032	-43,148	721,522

Appendix 5.15

Model 5.3 - Machine Hours Required-Sheet 2
Machine Absorption-Sheet 6 & Operating Budget

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1		***SHEET 6: MACHINE ABSORPTION***	***MODEL 5.3***													
2		***DATA INPUT***														
3		MACHINE	MACHINE	February	March	April	May	June	July	August	September	October	November	December	January	MACHINE
4		Travi/C CNC	Charge Rate per Hour (£)	70	70	70	70	70	70	70	70	70	70	70	70	Travi/C CNC
5		M/Centre	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	M/Centre
6			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
7			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
8			Hours Required	351	296	413	400	340	369	288	197	258	404	409	346	4071
9			Total Charge (£)	21,420	20,713	21,420	21,420	21,420	21,420	20,167	13,804	18,078	21,420	21,420	21,420	
10			- Under/Overload	Overload	OK	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Overload	Overload	Average O/L
11			-% Overload	15%		35%	31%	11%	21%				32%	34%	13%	11%
12			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
13			- Hours Subcontracted	0	0	61	48	0	17	0	0	0	52	57	0	
14			- Hrs O/L to carry Frwd	45	0	46	46	34	46	0	0	0	46	46	40	
15			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
16			- Hours subcontracted	0	0	0	0	0	0	0	109	48	0	0	0	
17			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
18			- Subcontract Gross Profit	0	0	0	0	0	0	0	1,523	669	0	0	0	
19			- Material Cost of Sales S/C	0	0	0	0	0	0	0	7,616	3,343	0	0	0	
20																
21		UNION 130	Charge Rate per Hour (£)	35	35	35	35	35	35	35	35	35	35	35	35	UNION 130
22		S/C ONLY	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	S/C ONLY
23			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
24			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
25			Hours Required	0	0	0	0	0	0	0	0	0	0	0	0	0
26			Total Charge (£)	0	0	0	0	0	0	0	0	0	0	0	0	
27			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
28			-% Overload													No O/L
29			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
30			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
31			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
32			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
33			- Hours subcontracted	306	306	306	306	306	306	306	306	306	306	306	306	
34			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
35			- Subcontract Gross Profit	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	
36			- Material Cost of Sales S/C	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	
37																
38		CINCINNATI	Charge Rate per Hour (£)	65	65	65	65	65	65	65	65	65	65	65	65	CINCINNATI
39		T30	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	T30
40			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
41			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	324	3888
42			Hours Required	230	216	405	500	452	343	239	265	385	531	348	283	4198
43			Total Charge (£)	14,947	14,060	21,060	21,060	21,060	21,060	15,555	17,241	21,060	21,060	21,060	18,415	
44			- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	OK	OK	Overload	Overload	Overload	OK	Average O/L
45			-% Overload			25%	54%	39%	6%			19%	64%	7%		8%
46			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
47			- Hours Subcontracted	0	0	32	128	79	0	0	0	12	158	0	0	
48			- Hrs O/L to carry Frwd	0	0	49	49	49	19	0	0	49	49	24	0	
49			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
50			- Hours subcontracted	94	108	0	0	0	0	85	59	0	0	0	0	
51			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
52			- Subcontract Gross Profit	1,223	1,400	0	0	0	0	1,101	764	0	0	0	0	
53			- Material Cost of Sales S/C	6,113	7,001	0	0	0	0	5,506	3,819	0	0	0	0	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
54																
55		WEBSTER	Charge Rate per Hour (£)	65	65	65	65	65	65	65	65	65	65	65	65	WEBSTER
56		BENNETT CNC	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	BENNETT CNC
57			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
58			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
59			Hours Required	143	134	199	184	159	188	137	122	147	207	190	156	1966
60			Total Charge (£)	9,269	8,726	12,929	11,980	10,361	12,204	8,912	7,917	9,584	13,471	12,331	10,137	
61			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
62			-% Overload													No O/L
63			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
64			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
65			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
66			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
67			- Hours subcontracted	163	172	107	122	147	118	169	184	159	99	116	150	
68			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
69			- Subcontract Gross Profit	2,124	2,233	1,392	1,582	1,906	1,537	2,196	2,395	2,061	1,284	1,512	1,951	
70			- Material Cost of Sales S/C	10,621	11,164	6,962	7,911	9,529	7,686	10,979	11,973	10,306	6,419	7,560	9,753	
71																
72		.	Charge Rate per Hour (£)	0	0	0	0	0	0	0	0	0	0	0	0	.
73		.	Hours available/month	0	0	0	0	0	0	0	0	0	0	0	0	.
74			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
75			Hrs Avail Incl Efficiency	0	0	0	0	0	0	0	0	0	0	0	0	0
76			Hours Required	0	0	0	0	0	0	0	0	0	0	0	0	0
77			Total Charge (£)	0	0	0	0	0	0	0	0	0	0	0	0	
78			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
79			-% Overload													No O/L
80			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
81			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
82			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
83			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
84			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
85			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
86			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
87			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	
88																
89		POREBA	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	POREBA
90		.	Hours available/month	190	190	190	190	190	190	190	190	190	190	190	190	.
91			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
92			Hrs Avail Incl Efficiency	143	143	143	143	143	143	143	143	143	143	143	143	1710
93			Hours Required	288	347	402	386	357	371	340	329	349	401	389	360	4319
94			Total Charge (£)	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	
95			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
96			-% Overload	102%	144%	182%	171%	151%	160%	138%	131%	145%	181%	173%	153%	153%
97			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
98			- Hours Subcontracted	124	183	238	222	194	207	176	165	185	237	225	196	
99			- Hrs O/L to carry Frwd	21	21	21	21	21	21	21	21	21	21	21	21	
100			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
101			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
102			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
103			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
104			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
105																
106		MAZAK	Charge Rate per Hour (£)	45	45	45	45	45	45	45	45	45	45	45	45	MAZAK
107		SLANT TURN	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	SLANT TURN
108			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
109			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	324	3888
110			Hours Required	428	336	568	786	748	374	337	484	737	791	376	356	6319
111			Total Charge (£)	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	
112			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
113			-% Overload	32%	4%	75%	142%	131%	15%	4%	49%	128%	144%	16%	10%	63%
114			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
115			- Hours Subcontracted	55	0	195	413	375	1	0	111	365	419	3	0	
116			- Hrs O/L to carry Frwd	49	12	49	49	49	49	13	49	49	49	49	32	
117			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
118			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
119			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
120			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
121			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	
122																
123		MAZAK	Charge Rate per Hour (£)	45	45	45	45	45	45	45	45	45	45	45	45	MAZAK
124		QT15	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	QT15
125			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
126			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	324	3888
127			Hours Required	140	142	304	462	511	189	140	303	467	518	196	142	3512
128			Total Charge (£)	6,300	6,390	13,680	14,580	14,580	8,487	6,300	13,635	14,580	14,580	8,802	6,390	
129			- Under/Overload	OK	OK	OK	Overload	Overload	OK	OK	OK	Overload	Overload	OK	OK	Average O/L
130			-% Overload				43%	58%				44%	60%			No O/L
131			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
132			- Hours Subcontracted	0	0	0	89	138	0	0	0	94	145	0	0	
133			- Hrs O/L to carry Frwd	0	0	0	49	49	0	0	0	49	49	0	0	
134			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
135			- Hours subcontracted	184	182	0	0	0	135	184	0	0	0	128	182	
136			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
137			- Subcontract Gross Profit	1,656	1,638	0	0	0	1,219	1,656	0	0	0	1,156	1,638	
138			- Material Cost of Sales S/C	8,280	8,190	0	0	0	6,093	8,280	0	0	0	5,778	8,190	
139																
140		HYDROTEL	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	HYDROTEL
141			Hours available/month	190	190	190	190	190	190	190	190	190	190	190	190	
142			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
143			Hrs Avail Incl Efficiency	162	162	162	162	162	162	162	162	162	162	162	162	1938
144			Hours Required	162	169	184	206	212	204	193	201	214	214	192	188	2340
145			Total Charge (£)	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	
146			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
147			-% Overload	0%	4%	14%	27%	31%	26%	20%	25%	33%	33%	19%	17%	21%
148			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
149			- Hours Subcontracted	0	0	0	20	26	18	8	16	29	29	6	3	
150			- Hrs O/L to carry Frwd	1	7	23	24	24	24	24	24	24	24	24	24	
151			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
152			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
153			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
154			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
155			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
156																
157		PLANER	Charge Rate per Hour (£)	12	12	12	12	12	12	12	12	12	12	12	12	PLANER
158		.	Hours available/month	190	190	190	190	190	190	190	190	190	190	190	190	.
159			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
160			Hrs Avail Incl Efficiency	143	143	143	143	143	143	143	143	143	143	143	143	1710
161			Hours Required	100	100	100	100	100	100	100	100	100	100	100	100	1200
162			Total Charge (£)	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	
163			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
164			-% Overload													No O/L
165			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
166			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
167			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
168			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
169			- Hours subcontracted	43	43	43	43	43	43	43	43	43	43	43	43	
170			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
171			- Subcontract Gross Profit	102	102	102	102	102	102	102	102	102	102	102	102	
172			- Material Cost of Sales S/C	510	510	510	510	510	510	510	510	510	510	510	510	
173																
174		Mechanical	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	16	Mechanical
175		Fitting	Hours available/month	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	Fitting
176			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
177			Hrs Avail Incl Efficiency	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	31500
178			Hours Required	605	812	1322	1225	1102	1387	1390	849	519	635	1132	1369	12346
179			Total Charge (£)	9,680	12,992	21,152	19,592	17,632	22,192	22,232	13,584	8,304	10,160	18,112	21,904	
180			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
181			-% Overload													No O/L
182			- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
183		Electrical	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	16	Electrical
184		Fitting	Hours available/month	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	Fitting
185			Machine Efficiency	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	Totals
186			Hrs Avail Incl Efficiency	750	750	750	750	750	750	750	750	750	750	750	750	9000
187			Hours Required	533	698	926	861	761	871	1036	873	503	295	600	943	8897
188			Total Charge (£)	8,528	11,168	12,000	12,000	12,000	12,000	12,000	12,000	8,048	4,720	9,600	12,000	
189			- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Average O/L
190			-% Overload			23%	15%	1%	16%	38%	16%				26%	No O/L
191			- Hrs Ovld to carry Frwd	0.0	0.0	175.5	110.5	10.5	120.5	285.5	123.0	0.0	0.0	0.0	192.5	
192		Service	Charge Rate per Hour (£)	15	15	15	15	15	15	15	15	15	15	15	15	Service
193		.	Hours available/month	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	.
194			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
195			Hrs Avail Incl Efficiency	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	19380
196			Hours Required	1900	2265	2478	2591	2804	3017	3230	3515	3728	4013	4188	4401	38130
197			Total Charge (£)	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	
198			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
199			-% Overload	18%	40%	53%	60%	74%	87%	100%	118%	131%	148%	159%	173%	97%
200			- Hrs Ovld to carry Frwd	285.0	650.0	863.0	976.0	1189.0	1402.0	1615.0	1900.0	2113.0	2398.0	2573.0	2786.0	
201																
202		SUB CONTRACT	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	SUB CONTRACT
203		.	Hours available/month	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	.
204			Machine Efficiency	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
205			Hrs Avail Incl Efficiency	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	Total
206			Hours Required	659	732	915	1100	1030	783	719	738	901	1215	856	754	10401
207			Total Charge (£)	11,870	13,172	16,469	19,807	18,532	14,087	12,933	13,282	16,213	21,872	15,407	13,569	
208			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
209			-% Overload													
210			- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

SHEET 7: SUMMARY OF ABSORPTION CHARGES ***MODEL 5.3***

MACHINE	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS (£)
Travel Column CNC M/Centre	21,420	20,713	21,420	21,420	21,420	21,420	20,167	13,804	18,078	21,420	21,420	21,420	244,122
	0	0	0	0	0	0	0	0	0	0	0	0	0
CINCINNATI T30	14,947	14,060	21,060	21,060	21,060	21,060	15,555	17,241	21,060	21,060	21,060	18,415	227,637
WEBSTER BENNETT	9,269	8,726	12,929	11,980	10,361	12,204	8,912	7,917	9,584	13,471	12,331	10,137	127,819
	0	0	0	0	0	0	0	0	0	0	0	0	0
POREBA	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	2,565	30,780
MAZAK SLANT TURN	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	174,960
MAZAK QT15	6,300	6,390	13,680	14,580	14,580	8,487	6,300	13,635	14,580	14,580	8,802	6,390	128,304
HYDROTEL	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	34,884
PLANER	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
Mechanical Fitting	9,680	12,992	21,152	19,592	17,632	22,192	22,232	13,584	8,304	10,160	18,112	21,904	197,536
Electrical Fitting	8,528	11,168	12,000	12,000	12,000	12,000	12,000	12,000	8,048	4,720	9,600	12,000	126,064
Service	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	290,700
Sub Contract	11,870	13,172	16,469	19,807	18,532	14,087	12,933	13,282	16,213	21,872	15,407	13,569	187,212
													0
TOTALS (£)	127,490	132,697	164,187	165,915	161,062	156,927	143,575	136,940	141,343	152,760	152,209	149,312	1,784,417

Average Monthly Aborption	148,701

Summary of Subcontract Machine Hours Sold to Outside Customers

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS (£)
Number of Hours Sold	790	810	456	470	495	602	786	700	555	447	593	681	7,385
Subcontract Sales Turnover	43,481	45,089	21,818	22,957	24,899	29,999	43,181	41,553	29,842	21,167	29,469	34,996	388,450
Cost of Material	36,234	37,574	18,182	19,131	20,749	24,999	35,984	34,628	24,868	17,639	24,558	29,163	323,708
Gross Profit	7,247	7,515	3,636	3,826	4,150	5,000	7,197	6,926	4,974	3,528	4,912	5,833	64,742

Total Production Hours Available incl Efficiency	87,918
Total Production Hours Required	87,298
Total Factory Overload (%)	-0.7%
CNC Machine Hours Available	19,008
Conventional Machine Hours Availble	5,358
CNC M/c Hrs as a % of Coventional M/c Hrs	355%

Hours Subcontracted	10,401
Hours S/C as % of Hrs Available	11.8%
Hours S/C as % of Hrs Required	11.9%

Average Monthly Subcontract Sales	32,371
Average Monthly Subcontract Profit	5,395

VHME OPERATING BUDGET FOR THE YEAR ENDING 31 JANUARY 1990

MODEL 5.3

OPERATING BUDGET SUMMARY	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Sales	3,295,682	1,043,017	637,619	256,821	528,070	459,589	430,352	499,060	1,405,850	1,403,758	227,143	351,588	10,538,548
Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gross Sales	3,295,682	1,043,017	637,619	256,821	528,070	459,589	430,352	499,060	1,405,850	1,403,758	227,143	351,588	10,538,548
Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
Net Sales	3,293,682	987,517	589,619	248,321	525,570	452,589	424,852	496,560	1,381,850	1,401,258	215,143	326,588	10,343,548
Cost of Sales	3,022,350	924,858	535,724	208,213	419,122	362,429	317,166	422,256	949,431	1,094,323	168,330	288,562	8,712,763
Gross Profit	271,332	62,659	53,895	40,108	106,448	90,160	107,686	74,305	432,419	306,935	46,814	38,026	1,630,785
Manufacturing Costs	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964
Less Absorption	127,490	132,697	164,187	165,915	161,062	156,927	143,575	136,940	141,343	152,760	152,209	149,312	1,784,417
Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994
Less Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933
Adjusted Gross Profit	251,133	44,467	49,746	59,656	132,641	113,795	102,816	37,468	427,047	306,189	41,757	33,461	1,600,177
Sales & Marketing Costs	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910
Research & Development Expenditure	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000
Operating Profit	213,978	3,617	10,051	21,811	94,651	73,575	67,011	-2,032	387,352	268,344	3,767	-6,859	1,135,267
Overdraft Interest	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000
Lease Interest	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
Reorganisation	0	0	0	0	0	0	0	0	0	0	0	0	0
Profit Before Taxation	168,978	-41,383	-34,949	-23,189	49,651	28,575	22,011	-47,032	342,352	223,344	-41,233	-51,859	595,267

Cost Centre	SALES BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F10	Presses	109,328	92,686	245,208	84,357	168,000	126,000	75,000	210,000	78,000	52,000	32,000	159,000	1,431,579
F11	CM Presses	101,500	0	179,668	0	0	130,000	195,000	80,000	0	75,000	0	0	761,168
F12	Press Brakes	0	0	0	0	0	15,000	0	18,000	0	22,000	0	0	55,000
F13	HME Spares & Services	110,132	104,625	126,652	99,119	77,092	104,625	77,092	99,119	132,159	104,626	110,133	104,626	1,250,000
F14	Sub-Contract	43,481	45,089	21,818	22,957	24,899	29,999	43,181	41,553	29,842	21,167	29,469	34,996	388,450
F15	Bronx Spares & Service	45,815	43,524	52,687	41,234	32,070	43,524	32,070	41,234	54,978	43,524	45,815	43,525	520,000
F16	Bronx Tooling	5,727	5,441	6,586	5,154	4,009	5,441	4,009	5,154	6,871	5,441	5,726	5,441	65,000
F20	Rollforming Machines	2,875,699	747,652	0	0	218,000	0	0	0	1,100,000	1,076,000	0	0	6,017,351
F21	Rollforming Spares	4,000	4,000	5,000	4,000	4,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000	50,000
	TOTAL GROSS SALES	3,295,682	1,043,017	637,619	256,821	528,070	459,589	430,352	499,060	1,405,850	1,403,758	227,143	351,588	10,538,548
S14	Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
P44/6	Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
	TOTAL NET SALES	3,293,682	987,517	589,619	248,321	525,570	452,589	424,852	496,560	1,381,850	1,401,258	215,143	326,588	10,343,548

COST OF SALES BUDGET

Cost Centre	Direct Labour	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F50	Presses	50,428	41,709	82,068	42,759	70,932	58,740	20,769	96,242	26,451	28,002	16,705	67,503	602,308
F51	CM Presses	42,250	0	74,786	0	0	18,236	32,572	14,876	0	15,338	0	0	198,058
F52	Press Brakes	0	0	0	0	0	6,958	0	7,683	0	8,548	0	0	23,189
F53	HME Spares & Service	28,137	26,690	32,477	25,243	19,456	26,690	19,456	25,243	33,925	26,690	28,137	26,690	318,834
F54	Sub-Contract	0	0	0	0	0	0	0	0	0	0	0	0	0
F55	Bronx Spares & Service	15,867	15,047	18,322	14,231	10,957	15,047	10,957	14,231	19,140	15,047	15,867	15,047	179,760
F56	Bronx Tooling	0	0	0	0	0	0	0	0	0	0	0	0	0
F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0
F58	Scrap	600	600	600	600	600	600	600	600	600	600	600	600	7,200
F59	Warrenty	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	40,500
F60	Rollforming Machines	380,000	168,152	0	0	30,200	0	0	0	120,660	200,000	0	0	899,012
F61	Rollforming Spares	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
	Total Direct Labour	521,657	256,573	212,628	87,208	136,520	130,646	88,729	163,250	205,151	298,600	65,684	114,215	2,280,861

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
60	Cost																
61	Centre	Materials	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
62	F50	Presses	61,633	50,977	144,750	46,896	86,900	69,300	41,250	115,500	42,900	28,600	17,600	87,450	793,756		
63	F51	CM Presses	51,638	0	91,407	0	0	71,500	107,250	44,000	0	41,250	0	0	407,045		
64	F52	Press Brakes	0	0	0	0	0	8,250	0	9,900	0	12,100	0	0	30,250		
65	F53	HME Spares & Service	37,003	35,128	42,629	33,253	25,751	35,128	25,751	33,253	44,504	35,128	37,003	35,128	419,659		
66	F54	Sub-Contract	36,234	37,574	18,182	19,131	20,749	24,999	35,984	34,628	24,868	17,639	24,558	29,163	323,708		
67	F55	Bronx Spares & Service	12,251	11,626	14,126	11,001	8,500	11,626	8,500	11,001	14,752	11,626	12,251	11,626	138,886		
68	F56	Bronx Tooling	5,110	4,855	5,877	4,599	3,577	4,855	3,577	4,599	6,131	4,855	5,109	4,855	57,999		
69	F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0		
70	F58	Scrap	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000		
71	F59	Warrenty	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	13,500		
72	F60	Rollforming Machines	2,290,699	522,000	0	0	131,000	0	0	0	605,000	638,400	0	0	4,187,099		
73	F61	Rollforming Spares	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000		
74		Total Materials	2,500,693	668,285	323,096	121,005	282,602	231,783	228,437	259,006	744,280	795,723	102,646	174,347	6,431,902		
75																	
76		COST OF GOODS SOLD	3,022,350	924,858	535,724	208,213	419,122	362,429	317,166	422,256	949,431	1,094,323	168,330	288,562	8,712,763		
77																	
78		GROSS PROFIT	271,332	62,659	53,895	40,108	106,448	90,160	107,686	74,305	432,419	306,935	46,814	38,026	1,630,785		
79		Gross Profit as % of Sales >	8.2%	6.3%	9.1%	16.2%	20.3%	19.9%	25.3%	15.0%	31.3%	21.9%	21.8%	11.6%	15.8%		
80																	
81	DEPT																
82	No	MANUFACTURING ABSORPTION	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
83		Manufacturing Payroll - Direct	53,310	55,460	67,130	52,541	40,875	41,588	54,453	72,599	57,478	60,502	60,502	57,480	673,918		
84		Manufacturing Payroll - Indirect	32,283	32,283	36,336	32,285	32,285	32,289	32,292	32,292	32,295	32,298	32,298	36,344	395,580		
85		Manufacturing Overheads (less Deprcn)	20,555	20,545	21,755	19,535	19,090	20,580	18,755	23,445	20,755	19,135	23,790	20,070	248,010		
86		Depreciation	13,866	13,172	15,945	12,479	9,706	9,706	12,479	16,639	13,172	13,866	13,866	13,172	158,068		
87		Total	120,014	121,460	141,166	116,840	101,956	104,163	117,979	144,975	123,700	125,801	130,456	127,066	1,475,576		
88																	
89	P53/4	Archive Depreciation	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	74,700		
90	P56	Sales Recharge	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-28,000		
91	P56	Engineering Recharge	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-15,000		
92		Manufacturing Costs Total	10,460	10,460	10,460	10,460	10,481	10,481	10,481	10,481	10,481	10,481	10,481	10,481	125,688		
93		MANUFACTURING COSTS TOTAL	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964		
94																	
95		LESS: Manufacturing Absorption	127,490	132,697	164,187	165,915	161,062	156,927	143,575	136,940	141,343	152,760	152,209	149,312	1,784,417		
96																	
97		ENGINEERING ABSORPTION	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
98		Engineering Payroll	14,390	14,391	15,477	16,563	17,649	17,649	17,649	17,650	17,650	17,650	17,650	17,650	202,018		
99		Engineering Overheads	8,368	9,633	9,241	9,268	9,105	9,373	8,368	9,633	9,241	9,268	9,105	9,373	109,976		
100		Engineering Recharge	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000		
101		Total Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994		
102																	
103		LESS: Engineering Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933		
104		ADJUSTED GROSS PROFIT	251,133	44,467	49,746	59,656	132,641	113,795	102,816	37,468	427,047	306,189	41,757	33,461	1,600,177		
105																	
106		SALES & MARKETING BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
107		Sales & Marketing Payroll	15,930	15,930	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	177,660		
108		Sales & Marketing Overheads	18,225	21,920	21,115	20,265	20,410	21,640	18,225	21,920	21,115	20,265	20,410	21,740	247,250		
109		Total Sales & Marketing	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910		
110																	
111		Research & Development Budget	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000		
112		OPERATING PROFIT	213,978	3,617	10,051	21,811	94,651	73,575	67,011	-2,032	387,352	268,344	3,767	-6,859	1,135,267		
113																	
114		FINANCE BUDGETS	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS		
115		Overdraft Interest Budget	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000		
116		Lease Interest Budget	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000		
117		Reorganisation Budget	0	0	0	0	0	0	0	0	0	0	0	0	0		
118																	
119		PROFIT BEFORE TAXATION	168,978	-41,383	-34,949	-23,189	49,651	28,575	22,011	-47,032	342,352	223,344	-41,233	-51,859	595,267		
120																	

Appendix 5.16

Model 5.4 - Machine Hours Required-Sheet 2
Machine Absorption-Sheet 6 & Operating Budget

SHEET 2: MACHINE HOURS REQUIRED PER PRODUCT
DATA INPUT

PRODUCT	PRODUCTION LEAD TIME IN MONTHS	MACHINE REFERENCE														TOTALS
		Travl/C CNC M/Centre	. .	CINCINNATI T30	WEBSTER BENTT CNC	. .	. .	MAZAK SLANT TURN	V/TCAL CNC M/CNTRE	HYDROTEL .	PLANER .	Mechanical Fitting	Electrical Fitting	Service .	Sub Contract	
GI 30		25		40	16			16	15	0	0	200	170	0	0	482
GI 60		28		44	21			20	22	0	0	214	180	0	0	529
GI 90		50		46	31			22	30	0	0	220	180	0	0	579
GP 30		40		23	11			10	18	3	0	150	15	0	0	270
GP 40		38		27	14			11	19	0	0	150	15	0	0	274
GP 55		40		25	16			13	22	0	0	160	15	0	0	291
GP 75		52		31	20			9	19	0	0	160	15	0	0	306
AH 40		32		31	18			9	15	10	0	200	150	0	0	465
AH 80		41		28	22			9	17	0	0	230	160	0	0	507
GI 120		60		49	40			11	26	0	0	300	160	0	0	646
GI 160-250		60		58	49			20	41	0	0	310	175	0	0	713
AH 120		85		10	27			9	19	8	0	330	180	0	0	668
PRESS BRAKE 25		19		21	5			11	5	0	0	120	80	0	0	261
PRESS BRAKE 35		22		26	6			12	6	0	0	125	80	0	0	277
PRESS BRAKE 50		25		31	6			13	6	0	0	130	90	0	0	301
PRESS BRAKE 80		24		39	6			15	7	0	0	140	100	0	0	331
PRESS BRAKE 110		35		40	6			15	7	0	0	160	120	0	0	383
GS RANGE		70		30	23			13	34	0	0	300	180	0	68	718
K100		50		40	7			20	20	11	0	250	130	0	0	528
CM 1		52		38	7			8	12	8	0	280	150	0	35	590
K180		60		36	10			22	26	10	0	260	130	0	0	554
CM 2		67		34	11			22	28	10	0	300	160	0	0	632
K 360		75		38	13			21	30	0	0	300	160	0	0	637
CM 3		80		33	9			11	15	0	0	330	180	0	42	700
CM160		80		33	12			22	32	0	0	315	180	0	0	674
K600		100		55	30			20	35	40	0	330	190	0	40	840
ROLLFORM EQU		0		380	0			605	315	40	0	200	200	0	0	1740
TOOLING (3 SETS)		0		0	0			599	281	0	0	200	200	0	80	1360
SPARES (per month)		100		100	75			239	391	160	100			0	535	1700
SERVICE														22166	0	22166
TOTAL		1410	0	1386	511	0	0	1827	1513	300	100	6364	3745	22166	800	40122

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1		***SHEET 6: MACHINE ABSORPTION***		***MODEL 5.4***												
2		***DATA INPUT***														
3		MACHINE	MACHINE	February	March	April	May	June	July	August	September	October	November	December	January	MACHINE
4		Trav/C CNC	Charge Rate per Hour (£)	70	70	70	70	70	70	70	70	70	70	70	70	Trav/C CNC
5		M/Centre	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	M/Centre
6			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
7			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
8			Hours Required	351	296	413	400	340	369	288	197	258	404	409	346	4071
9			Total Charge (£)	21,420	20,713	21,420	21,420	21,420	21,420	20,167	13,804	18,078	21,420	21,420	21,420	
10			- Under/Overload	Overload	OK	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Overload	Overload	Average O/L
11			-% Overload	15%		35%	31%	11%	21%				32%	34%	13%	11%
12			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
13			- Hours Subcontracted	0	0	61	48	0	17	0	0	0	52	57	0	
14			- Hrs O/L to carry Frwd	45	0	46	46	34	46	0	0	0	46	46	40	
15			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
16			- Hours subcontracted	0	0	0	0	0	0	0	109	48	0	0	0	
17			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
18			- Subcontract Gross Profit	0	0	0	0	0	0	0	1,523	669	0	0	0	
19			- Material Cost of Sales S/C	0	0	0	0	0	0	0	7,616	3,343	0	0	0	
20																
21		UNION 130	Charge Rate per Hour (£)	35	35	35	35	35	35	35	35	35	35	35	35	UNION 130
22		S/C ONLY	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	S/C ONLY
23			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
24			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
25			Hours Required	0	0	0	0	0	0	0	0	0	0	0	0	0
26			Total Charge (£)	0	0	0	0	0	0	0	0	0	0	0	0	
27			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
28			-% Overload													No O/L
29			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
30			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
31			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
32			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
33			- Hours subcontracted	306	306	306	306	306	306	306	306	306	306	306	306	
34			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
35			- Subcontract Gross Profit	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	2,142	
36			- Material Cost of Sales S/C	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	10,710	
37																
38		CINCINNATI	Charge Rate per Hour (£)	65	65	65	65	65	65	65	65	65	65	65	65	CINCINNATI
39		T30	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	T30
40			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
41			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	324	3888
42			Hours Required	230	216	405	500	452	343	239	265	385	531	348	283	4198
43			Total Charge (£)	14,947	14,060	21,060	21,060	21,060	21,060	15,555	17,241	21,060	21,060	21,060	18,415	
44			- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	OK	OK	Overload	Overload	Overload	OK	Average O/L
45			-% Overload			25%	54%	39%	6%			19%	64%	7%		8%
46			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
47			- Hours Subcontracted	0	0	32	128	79	0	0	0	12	158	0	0	
48			- Hrs O/L to carry Frwd	0	0	49	49	49	19	0	0	49	49	24	0	
49			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
50			- Hours subcontracted	94	108	0	0	0	0	85	59	0	0	0	0	
51			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
52			- Subcontract Gross Profit	1,223	1,400	0	0	0	0	1,101	764	0	0	0	0	
53			- Material Cost of Sales S/C	6,113	7,001	0	0	0	0	5,506	3,819	0	0	0	0	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
54																
55		WEBSTER	Charge Rate per Hour (£)	65	65	65	65	65	65	65	65	65	65	65	65	WEBSTER
56		BENNETT CNC	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	BENNETT CNC
57			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
58			Hrs Avail Incl Efficiency	306	306	306	306	306	306	306	306	306	306	306	306	3672
59			Hours Required	143	134	199	184	159	188	137	122	147	207	190	156	1966
60			Total Charge (£)	9,269	8,726	12,929	11,980	10,361	12,204	8,912	7,917	9,584	13,471	12,331	10,137	
61			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
62			-% Overload													No O/L
63			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
64			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
65			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
66			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
67			- Hours subcontracted	163	172	107	122	147	118	169	184	159	99	116	150	
68			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
69			- Subcontract Gross Profit	2,124	2,233	1,392	1,582	1,906	1,537	2,196	2,395	2,061	1,284	1,512	1,951	
70			- Material Cost of Sales S/C	10,621	11,164	6,962	7,911	9,529	7,686	10,979	11,973	10,306	6,419	7,560	9,753	
71																
72		.	Charge Rate per Hour (£)	0	0	0	0	0	0	0	0	0	0	0	0	.
73		.	Hours available/month	0	0	0	0	0	0	0	0	0	0	0	0	.
74			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
75			Hrs Avail Incl Efficiency	0	0	0	0	0	0	0	0	0	0	0	0	0
76			Hours Required	0	0	0	0	0	0	0	0	0	0	0	0	0
77			Total Charge (£)	0	0	0	0	0	0	0	0	0	0	0	0	
78			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
79			-% Overload													No O/L
80			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
81			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
82			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
83			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
84			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
85			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
86			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
87			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	
88																
89		.	Charge Rate per Hour (£)	0	0	0	0	0	0	0	0	0	0	0	0	.
90		.	Hours available/month	0	0	0	0	0	0	0	0	0	0	0	0	.
91			Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
92			Hrs Avail Incl Efficiency	0	0	0	0	0	0	0	0	0	0	0	0	0
93			Hours Required	0	0	0	0	0	0	0	0	0	0	0	0	0
94			Total Charge (£)	0	0	0	0	0	0	0	0	0	0	0	0	
95			- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
96			-% Overload													No O/L
97			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
98			- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
99			- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
100			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
101			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
102			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
103			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
104			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
105																
106		MAZAK	Charge Rate per Hour (£)	45	45	45	45	45	45	45	45	45	45	45	45	MAZAK
107		SLANT TURN	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	SLANT TURN
108			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
109			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	324	3888
110			Hours Required	453	340	597	856	829	365	330	528	825	864	371	352	6710
111			Total Charge (£)	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	
112			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
113			-% Overload	40%	5%	84%	164%	156%	13%	2%	63%	155%	167%	14%	9%	73%
114			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
115			- Hours Subcontracted	81	0	224	484	457	0	0	155	453	492	0	0	
116			- Hrs O/L to carry Frwd	49	16	49	49	49	41	6	49	49	49	47	28	
117			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
118			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
119			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
120			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
121			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	
122																
123		VERTICAL CNC	Charge Rate per Hour (£)	65	65	65	65	65	65	65	65	65	65	65	65	VERTICAL CNC
124		MACH/CENTRE	Hours available/month	360	360	360	360	360	360	360	360	360	360	360	360	MACH/CENTRE
125			Machine Efficiency	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	Totals
126			Hrs Avail Incl Efficiency	324	324	324	324	324	324	324	324	324	324	324	324	3888
127			Hours Required	403	513	709	804	765	547	505	609	755	824	567	531	7531
128			Total Charge (£)	21,060	21,060	21,060	21,060	21,060	21,060	21,060	21,060	21,060	21,060	21,060	21,060	
129			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
130			-% Overload	24%	58%	119%	148%	136%	69%	56%	88%	133%	154%	75%	64%	94%
131			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
132			- Hours Subcontracted	31	140	336	432	392	175	132	237	382	451	195	159	
133			- Hrs O/L to carry Frwd	49	49	49	49	49	49	49	49	49	49	49	49	
134			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
135			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
136			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
137			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
138			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	
139																
140		HYDROTEL	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	HYDROTEL
141		.	Hours available/month	190	190	190	190	190	190	190	190	190	190	190	190	.
142			Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
143			Hrs Avail Incl Efficiency	162	162	162	162	162	162	162	162	162	162	162	162	1938
144			Hours Required	162	169	184	206	212	204	193	201	214	214	192	188	2340
145			Total Charge (£)	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	
146			- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
147			-% Overload	0%	4%	14%	27%	31%	26%	20%	25%	33%	33%	19%	17%	21%
148			-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
149			- Hours Subcontracted	0	0	0	20	26	18	8	16	29	29	6	3	
150			- Hrs O/L to carry Frwd	1	7	23	24	24	24	24	24	24	24	24	24	
151			-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
152			- Hours subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
153			- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
154			- Subcontract Gross Profit	0	0	0	0	0	0	0	0	0	0	0	0	
155			- Material Cost of Sales S/C	0	0	0	0	0	0	0	0	0	0	0	0	

PLANER	Charge Rate per Hour (£)	12	12	12	12	12	12	12	12	12	12	12	12	PLANER
	Hours available/month	190	190	190	190	190	190	190	190	190	190	190	190	.
	Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
	Hrs Avail Incl Efficiency	143	143	143	143	143	143	143	143	143	143	143	143	1710
	Hours Required	100	100	100	100	100	100	100	100	100	100	100	100	1200
	Total Charge (£)	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	
	- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
	-% Overload													No O/L
	-% O/L above which to S/C	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
	- Hours Subcontracted	0	0	0	0	0	0	0	0	0	0	0	0	
	- Hrs O/L to carry Frwd	0	0	0	0	0	0	0	0	0	0	0	0	
	-% U/L at which to S/C M/c	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
	- Hours subcontracted	43	43	43	43	43	43	43	43	43	43	43	43	
	- % Profit on sub contact work	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
	- Subcontract Gross Profit	102	102	102	102	102	102	102	102	102	102	102	102	
	- Material Cost of Sales S/C	510	510	510	510	510	510	510	510	510	510	510	510	
Mechanical Fitting	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	16	Mechanical
	Hours available/month	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	Fitting
	Machine Efficiency	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	Totals
	Hrs Avail Incl Efficiency	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	2625	31500
	Hours Required	605	812	1322	1225	1102	1387	1390	849	519	635	1132	1369	12346
	Total Charge (£)	9,680	12,992	21,152	19,592	17,632	22,192	22,232	13,584	8,304	10,160	18,112	21,904	
	- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	Average O/L
	-% Overload													No O/L
	- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Electrical Fitting	Charge Rate per Hour (£)	16	16	16	16	16	16	16	16	16	16	16	16	Electrical
	Hours available/month	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	Fitting
	Machine Efficiency	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	Totals
	Hrs Avail Incl Efficiency	750	750	750	750	750	750	750	750	750	750	750	750	9000
	Hours Required	533	698	926	861	761	871	1036	873	503	295	600	943	8897
	Total Charge (£)	8,528	11,168	12,000	12,000	12,000	12,000	12,000	12,000	8,048	4,720	9,600	12,000	
	- Under/Overload	OK	OK	Overload	Overload	Overload	Overload	Overload	Overload	OK	OK	OK	Overload	Average O/L
	-% Overload			23%	15%	1%	16%	38%	16%				26%	No O/L
	- Hrs Ovld to carry Frwd	0.0	0.0	175.5	110.5	10.5	120.5	285.5	123.0	0.0	0.0	0.0	192.5	
Service	Charge Rate per Hour (£)	15	15	15	15	15	15	15	15	15	15	15	15	Service
	Hours available/month	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	.
	Machine Efficiency	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	Totals
	Hrs Avail Incl Efficiency	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	1615	19380
	Hours Required	1900	2265	2478	2591	2804	3017	3230	3515	3728	4013	4188	4401	38130
	Total Charge (£)	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	
	- Under/Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Overload	Average O/L
	-% Overload	18%	40%	53%	60%	74%	87%	100%	118%	131%	148%	159%	173%	97%
	- Hrs Ovld to carry Frwd	285.0	650.0	863.0	976.0	1189.0	1402.0	1615.0	1900.0	2113.0	2398.0	2573.0	2786.0	
SUB CONTRACT	Charge Rate per Hour (£)	18	18	18	18	18	18	18	18	18	18	18	18	SUB CONTRACT
	Hours available/month	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	.
	Machine Efficiency	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
	Hrs Avail Incl Efficiency	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	Total
	Hours Required	566	689	1013	1221	1090	750	675	809	1004	1284	826	716	10642
	Total Charge (£)	10,181	12,398	18,231	21,976	19,617	13,505	12,145	14,565	18,068	23,117	14,865	12,889	
	- Under/Overload	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	
	-% Overload													
	- Hrs Ovld to carry Frwd	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

SHEET 7: SUMMARY OF ABSORPTION CHARGES

MACHINE	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS (£)
Travel Column CNC M/Centre	21,420	20,713	21,420	21,420	21,420	21,420	20,167	13,804	18,078	21,420	21,420	21,420	244,122
	0	0	0	0	0	0	0	0	0	0	0	0	0
CINCINNATI T30	14,947	14,060	21,060	21,060	21,060	21,060	15,555	17,241	21,060	21,060	21,060	18,415	227,637
WEBSTER BENNETT	9,269	8,726	12,929	11,980	10,361	12,204	8,912	7,917	9,584	13,471	12,331	10,137	127,819
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
MAZAK SLANT TURN	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	174,960
VERTICAL CNC MACHINING CENTRE	21,060	21,060	21,060	21,060	21,060	21,060	21,060	21,060	21,060	21,060	21,060	21,060	252,720
HYDROTEL	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	2,907	34,884
PLANER	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
Mechanical Fitting	9,680	12,992	21,152	19,592	17,632	22,192	22,232	13,584	8,304	10,160	18,112	21,904	197,536
Electrical Fitting	8,528	11,168	12,000	12,000	12,000	12,000	12,000	12,000	8,048	4,720	9,600	12,000	126,064
Service	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	24,225	290,700
Sub Contract	10,181	12,398	18,231	21,976	19,617	13,505	12,145	14,565	18,068	23,117	14,865	12,889	191,557
													0
TOTALS (£)	137,997	144,029	170,764	171,999	166,062	166,352	154,982	143,083	147,114	157,921	161,360	160,736	1,882,399

Average Monthly Aborption	156,867

Summary of Subcontract Machine Hours Sold to Outside Customers

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS (£)
Number of Hours Sold	606	628	456	470	495	467	602	700	555	447	465	499	6,389
Subcontract Sales Turnover	33,545	35,261	21,818	22,957	24,899	22,688	33,245	41,553	29,842	21,167	22,535	25,168	334,677
Cost of Material	27,954	29,384	18,182	19,131	20,749	18,906	27,704	34,628	24,868	17,639	18,780	20,973	278,897
Gross Profit	5,591	5,877	3,636	3,826	4,150	3,781	5,541	6,926	4,974	3,528	3,756	4,195	55,779

Total Production Hours Available incl Efficiency	86,208
Total Production Hours Required	87,389
Total Factory Overload (%)	1.4%
CNC Machine Hours Available	19,008
Conventional Machine Hours Availble	3,648
CNC M/c Hrs as a % of Coventional M/c Hrs	521%

Hours Subcontracted	10,642
Hours S/C as % of Hrs Available	12.3%
Hours S/C as % of Hrs Required	12.2%

Average Monthly Subcontract Sales	27,890
Average Monthly Subcontract Profit	4,648

VHME OPERATING BUDGET FOR THE YEAR ENDING 31 JANUARY 1990

OPERATING BUDGET SUMMARY	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
Sales	3,285,746	1,033,189	637,619	256,821	528,070	452,278	420,416	499,060	1,405,850	1,403,758	220,209	341,760	10,484,775
Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Gross Sales	3,285,746	1,033,189	637,619	256,821	528,070	452,278	420,416	499,060	1,405,850	1,403,758	220,209	341,760	10,484,775
Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
Net Sales	3,283,746	977,689	589,619	248,321	525,570	445,278	414,916	496,560	1,381,850	1,401,258	208,209	316,760	10,289,775
Cost of Sales	3,014,070	916,668	535,724	209,628	423,909	361,945	312,573	428,408	962,894	1,097,013	163,692	285,369	8,711,892
Gross Profit	269,676	61,021	53,895	38,693	101,661	83,332	102,343	68,153	418,956	304,245	44,518	31,391	1,577,882
Manufacturing Costs	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	1,632,964
Less Absorption	137,997	144,029	170,764	171,999	166,062	166,352	154,982	143,083	147,114	157,921	161,360	160,736	1,882,399
Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994
Less Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	144,933
Adjusted Gross Profit	259,983	54,161	56,323	64,325	132,854	116,394	108,879	37,459	419,355	308,659	48,613	38,251	1,645,256
Sales & Marketing Costs	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	424,910
Research & Development Expenditure	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	40,000
Operating Profit	222,828	13,311	16,628	26,480	94,864	76,174	73,074	-2,042	379,660	270,814	10,623	-2,069	1,180,346
Overdraft Interest	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	420,000
Lease Interest	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	150,000
Reorganisation	0	0	0	0	0	0	0	0	0	0	0	0	0
Profit Before Taxation	175,328	-34,189	-30,872	-21,020	47,364	28,674	25,574	-49,542	332,160	223,314	-36,877	-49,569	610,346

Cost Centre	SALES BUDGET	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F10	Presses	109,328	92,686	245,208	84,357	168,000	126,000	75,000	210,000	78,000	52,000	32,000	159,000	1,431,579
F11	CM Presses	101,500	0	179,668	0	0	130,000	195,000	80,000	0	75,000	0	0	761,168
F12	Press Brakes	0	0	0	0	0	15,000	0	18,000	0	22,000	0	0	55,000
F13	HME Spares & Services	110,132	104,625	126,652	99,119	77,092	104,625	77,092	99,119	132,159	104,626	110,133	104,626	1,250,000
F14	Sub-Contract	33,545	35,261	21,818	22,957	24,899	22,688	33,245	41,553	29,842	21,167	22,535	25,168	334,677
F15	Bronx Spares & Service	45,815	43,524	52,687	41,234	32,070	43,524	32,070	41,234	54,978	43,524	45,815	43,525	520,000
F16	Bronx Tooling	5,727	5,441	6,586	5,154	4,009	5,441	4,009	5,154	6,871	5,441	5,726	5,441	65,000
F20	Rollforming Machines	2,875,699	747,652	0	0	218,000	0	0	0	1,100,000	1,076,000	0	0	6,017,351
F21	Rollforming Spares	4,000	4,000	5,000	4,000	4,000	5,000	4,000	4,000	4,000	4,000	4,000	4,000	50,000
	TOTAL GROSS SALES	3,285,746	1,033,189	637,619	256,821	528,070	452,278	420,416	499,060	1,405,850	1,403,758	220,209	341,760	10,484,775
S14	Commission Income	0	0	0	0	0	0	0	0	0	0	0	0	0
P44/6	Commission Expenses	2,000	55,500	48,000	8,500	2,500	7,000	5,500	2,500	24,000	2,500	12,000	25,000	195,000
	TOTAL NET SALES	3,283,746	977,689	589,619	248,321	525,570	445,278	414,916	496,560	1,381,850	1,401,258	208,209	316,760	10,289,775

COST OF SALES BUDGET

Cost Centre	Direct Labour	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
F50	Presses	50,428	41,709	82,068	44,174	75,719	62,988	22,480	101,764	27,994	29,638	17,845	72,500	629,307
F51	CM Presses	42,250	0	74,786	0	0	19,515	34,548	15,359	0	16,290	0	0	202,748
F52	Press Brakes	0	0	0	0	0	7,040	0	7,830	0	8,650	0	0	23,520
F53	HME Spares & Service	28,137	26,690	32,477	25,243	19,456	26,690	19,456	25,243	33,925	26,690	28,137	26,690	318,834
F54	Sub-Contract	0	0	0	0	0	0	0	0	0	0	0	0	0
F55	Bronx Spares & Service	15,867	15,047	18,322	14,231	10,957	15,047	10,957	14,231	19,140	15,047	15,867	15,047	179,760
F56	Bronx Tooling	0	0	0	0	0	0	0	0	0	0	0	0	0
F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	0
F58	Scrap	600	600	600	600	600	600	600	600	600	600	600	600	7,200
F59	Warrenty	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	40,500
F60	Rollforming Machines	380,000	168,152	0	0	30,200	0	0	0	132,580	200,000	0	0	910,932
F61	Rollforming Spares	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
	Total Direct Labour	521,657	256,573	212,628	88,623	141,307	136,255	92,416	169,402	218,614	301,290	66,824	119,212	2,324,801

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
60	Cost														
61	Centre	**Materials**	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
62	F50	Presses	61,633	50,977	144,750	46,896	86,900	69,300	41,250	115,500	42,900	28,600	17,600	87,450	**793,756**
63	F51	CM Presses	51,638	0	91,407	0	0	71,500	107,250	44,000	0	41,250	0	0	**407,045**
64	F52	Press Brakes	0	0	0	0	0	8,250	0	9,900	0	12,100	0	0	**30,250**
65	F53	HME Spares & Service	37,003	35,128	42,629	33,253	25,751	35,128	25,751	33,253	44,504	35,128	37,003	35,128	**419,659**
66	F54	Sub-Contract	27,954	29,384	18,182	19,131	20,749	18,906	27,704	34,628	24,868	17,639	18,780	20,973	**278,897**
67	F55	Bronx Spares & Service	12,251	11,626	14,126	11,001	8,500	11,626	8,500	11,001	14,752	11,626	12,251	11,626	**138,886**
68	F56	Bronx Tooling	5,110	4,855	5,877	4,599	3,577	4,855	3,577	4,599	6,131	4,855	5,109	4,855	**57,999**
69	F57	Other	0	0	0	0	0	0	0	0	0	0	0	0	**0**
70	F58	Scrap	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	**36,000**
71	F59	Warrenty	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	1,125	**13,500**
72	F60	Rollforming Machines	2,290,699	522,000	0	0	131,000	0	0	0	605,000	638,400	0	0	**4,187,099**
73	F61	Rollforming Spares	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	**24,000**
74		**Total Materials**	2,492,413	660,095	323,096	121,005	282,602	225,690	220,157	259,006	744,280	795,723	96,868	166,157	**6,387,091**
75															
76		COST OF GOODS SOLD	3,014,070	916,668	535,724	209,628	423,909	361,945	312,573	428,408	962,894	1,097,013	163,692	285,369	**8,711,892**
77															
78		**GROSS PROFIT**	269,676	61,021	53,895	38,693	101,661	83,332	102,343	68,153	418,956	304,245	44,518	31,391	1,577,882
79		Gross Profit as % of Sales >	8.2%	6.2%	9.1%	15.6%	19.3%	18.7%	24.7%	13.7%	30.3%	21.7%	21.4%	9.9%	15.3%
80															
81	DEPT														
82	No	**MANUFACTURING ABSORPTION**	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
83		Manufacturing Payroll - Direct	53,310	55,460	67,130	52,541	40,875	41,588	54,453	72,599	57,478	60,502	60,502	57,480	**673,918**
84		Manufacturing Payroll - Indirect	32,283	32,283	36,336	32,285	32,285	32,289	32,292	32,292	32,295	32,298	32,298	36,344	**395,580**
85		Manufacturing Overheads (less Deprcn)	20,555	20,545	21,755	19,535	19,090	20,580	18,755	23,445	20,755	19,135	23,790	20,070	**248,010**
86		Depreciation	13,866	13,172	15,945	12,479	9,706	9,706	12,479	16,639	13,172	13,866	13,866	13,172	**158,068**
87		Total	120,014	121,460	141,166	116,840	101,956	104,163	117,979	144,975	123,700	125,801	130,456	127,066	**1,475,576**
88															
89	P53/4	Archive Depreciation	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	6,225	**74,700**
90	P56	Sales Recharge	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	-2,000	-2,000	-3,000	**-28,000**
91	P56	Engineering Recharge	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	-1,250	**-15,000**
92		Manufacturing Costs Total	10,460	10,460	10,460	10,460	10,481	10,481	10,481	10,481	10,481	10,481	10,481	10,481	**125,688**
93		MANUFACTURING COSTS TOTAL	133,449	134,895	153,601	130,275	115,412	116,619	131,435	158,431	136,156	139,257	143,912	139,522	**1,632,964**
94															
95		LESS: Manufacturing Absorption	137,997	144,029	170,764	171,999	166,062	166,352	154,982	143,083	147,114	157,921	161,360	160,736	**1,882,399**
96															
97		**ENGINEERING ABSORPTION**	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
98		Engineering Payroll	14,390	14,391	15,477	16,563	17,649	17,649	17,649	17,650	17,650	17,650	17,650	17,650	**202,018**
99		Engineering Overheads	8,368	9,633	9,241	9,268	9,105	9,373	8,368	9,633	9,241	9,268	9,105	9,373	**109,976**
100		Engineering Recharge	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	**15,000**
101		Total Engineering Costs	24,008	25,274	25,968	27,081	28,004	28,272	27,267	28,533	28,141	28,168	28,005	28,273	326,994
102															
103		LESS: Engineering Absorption	9,768	9,280	11,233	10,989	8,547	11,600	10,257	13,187	17,582	13,919	14,652	13,919	**144,933**
104		ADJUSTED GROSS PROFIT	259,983	54,161	56,323	64,325	132,854	116,394	108,879	37,459	419,355	308,659	48,613	38,251	**1,645,256**
105															
106		**SALES & MARKETING BUDGET**	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
107		Sales & Marketing Payroll	15,930	15,930	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	14,580	**177,660**
108		Sales & Marketing Overheads	18,225	21,920	21,115	20,265	20,410	21,640	18,225	21,920	21,115	20,265	20,410	21,740	**247,250**
109		Total Sales & Marketing	34,155	37,850	35,695	34,845	34,990	36,220	32,805	36,500	35,695	34,845	34,990	36,320	**424,910**
110															
111		Research & Development Budget	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	**40,000**
112		OPERATING PROFIT	222,828	13,311	16,628	26,480	94,864	76,174	73,074	-2,042	379,660	270,814	10,623	-2,069	**1,180,346**
113															
114		**FINANCE BUDGETS**	February	March	April	May	June	July	August	September	October	November	December	January	TOTALS
115		Overdraft Interest Budget	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	**420,000**
116		Lease Interest Budget	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	**150,000**
117		Reorganisation Budget	0	0	0	0	0	0	0	0	0	0	0	0	**0**
118															
119		PROFIT BEFORE TAXATION	175,328	-34,189	-30,872	-21,020	47,364	28,674	25,574	-49,542	332,160	223,314	-36,877	-49,569	**610,346**
120															

Appendix 5.17

VHME Absorption Model 5.1 Logic Printout

Due to the size of the length of part of the logic used in the spreadsheet model, it is has not been considered practical to include a full printout of the entire spreadsheet logic and instead a representative sample is provided, which it is anticipated would be sufficient for a reader who wishes to build the models for themselves. In the logic of the model, the first spreadsheet is referred to as "CM", the second spreadsheet as "AB" and the third "PL". Therefore, when for example, in cell D8 of spreadsheet Two, when the logic "=CM!$C$500 appears, this tells the computer that the value for hours required on the Union 130 machine in February is read across from spreadsheet one, referred to as "CM" and the cell "C500"

Model 5.1 - Spreadsheet One Logic

SHEET 1: PRODUCTION DATA INPUT

Numb

PRODUCT	LEAD TIME	February	March	April	May	June	July	Augus	Septe	Octob	Noven	Decen	Janua	TOTALS
GI 30	3	0	1	0	0	1	0	0	0	1	0	0	0	=SUM(D6:O6)
GI 60	3	1	0	1	0	1	0	2	0	0	1	1	1	=SUM(D7:O7)
GI 90	3	0	1	1	0	1	0	0	1	1	0	0	0	=SUM(D8:O8)
GP 30	3	0	1	0	0	0	0	0	0	0	0	0	1	=SUM(D9:O9)
GP 40	3	0	0	0	0	0	1	0	0	1	0	0	0	=SUM(D10:O10)
GP 55	3	0	1	1	0	0	0	0	0	2	0	0	0	=SUM(D11:O11)
GP 75	3	0	1	0	0	1	0	0	0	1	0	0	0	=SUM(D12:O12)
AH 40	3	1	0	0	0	2	0	0	0	0	0	0	0	=SUM(D13:O13)
AH 80	3	0	1	0	0	0	0	0	0	0	1	0	0	=SUM(D14:O14)
GI 120	4	0	0	0	1	0	0	0	0	1	0	1	0	=SUM(D16:O16)
GI 160-250	4	0	0	1	0	0	0	0	0	0	1	0	0	=SUM(D17:O17)
AH 120	4	0	0	0	0	1	0	0	0	0	0	0	0	=SUM(D18:O18)
PRESS BRAKE 25	4	0	1	0	0	0	0	0	0	0	0	0	0	=SUM(D19:O19)
PRESS BRAKE 35	4	0	0	0	1	0	0	0	0	0	0	0	0	=SUM(D20:O20)
PRESS BRAKE 50	4	0	0	0	0	0	1	0	0	0	0	0	0	=SUM(D21:O21)
PRESS BRAKE 80	4	0	0	0	0	0	0	0	0	1	0	0	0	=SUM(D22:O22)
PRESS BRAKE 110	4	0	0	0	0	0	0	0	0	0	0	1	0	=SUM(D23:O23)
GS RANGE	4	0	1	0	0	0	0	0	0	0	1	0	0	=SUM(D24:O24)
K100	5	0	1	0	0	0	0	0	0	0	0	0	0	=SUM(D26:O26)
CM 1	5	0	0	1	0	0	0	0	0	0	0	0	0	=SUM(D27:O27)
K180	5	0	0	0	0	1	0	0	0	0	0	0	0	=SUM(D28:O28)
CM 2	5	0	0	0	0	0	0	0	0	0	0	1	0	=SUM(D29:O29)
K 360	5	0	0	0	0	0	0	0	0	1	0	0	0	=SUM(D30:O30)
CM 3	5	0	0	0	0	0	0	0	0	0	0	0	1	=SUM(D31:O31)
CM160	5	1	1	0	0	0	0	0	0	0	1	0	0	=SUM(D32:O32)
K600	5	0	0	0	0	0	0	0	1	0	0	0	0	=SUM(D33:O33)
ROLLFORM EQU	8	1	0	0	0	0	1	0	0	0	0	0	0	=SUM(D35:O35)
TOOLING	8	1	0	0	0	0	1	0	0	0	0	0	0	=SUM(D36:O36)
SPARES (per month)	1	1	1	1	1	1	1	1	1	1	1	1	1	=SUM(D38:O38)
TOTALS		=SUM(D6:D39)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P6:P39)-P38

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
42																		
43		***SHEET 2: MACHINE HOL***																
44		***DATA INPUT***																
45					MACHI													
46			PRODUCTION															
47		PRODUCT	LEAD TIME IN MONTHS	UNION 130	UNION 125	CINCI T30	WEBS BENN	BINNS BERR	PORET	MAZA SLANT	MAZA QT15	HYDR	PLANE	Mecha Fittin	Electa Fittin	Service	Sub Contract	TOTALS
48		GI 30	3	0	77	40	30	21	7	23	0	0	0	200	170	0	0	=SUM(D48:Q48)
49		GI 60	3	0	88	44	42	24	13	28	0	0	0	214	180	0	0	=SUM(D49:Q49)
50		GI 90	3	145	51	46	61	37	19	32	0	0	0	220	180	0	0	=SUM(D50:Q50)
51		GP 30	3	0	132	23	25	10	13	14	0	3	0	150	15	0	0	=SUM(D51:Q51)
52		GP 40	3	0	146	27	28	14	14	16	0	0	0	150	15	0	0	=SUM(D52:Q52)
53		GP 55	3	0	151	25	32	19	16	18	0	0	0	160	15	0	0	=SUM(D53:Q53)
54		GP 75	3	115	77	31	37	27	14	13	0	0	0	160	15	0	0	=SUM(D54:Q54)
55		AH 40	3	0	109	31	32	23	10	13	0	10	0	200	150	0	0	=SUM(D55:Q55)
56		AH 80	3	0	143	28	41	28	12	13	0	0	0	230	160	0	0	=SUM(D56:Q56)
57																		
58		GI 120	4	156	47	49	78	47	20	16	0	0	0	300	160	0	0	=SUM(D58:Q58)
59		GI 160-250	4	174	38	58	92	61	31	28	0	0	0	310	175	0	0	=SUM(D59:Q59)
60		AH 120	4	93	211	10	51	32	14	13	0	8	0	330	180	0	0	=SUM(D60:Q60)
61		PRESS BRAKE 25	4	0	65	21	0	18	0	16	0	0	0	120	80	0	0	=SUM(D61:Q61)
62		PRESS BRAKE 35	4	0	76	26	0	20	0	17	0	0	0	125	80	0	0	=SUM(D62:Q62)
63		PRESS BRAKE 50	4	0	82	31	0	20	0	19	0	0	0	130	90	0	0	=SUM(D63:Q63)
64		PRESS BRAKE 80	4	0	97	39	0	19	0	21	0	0	0	140	100	0	0	=SUM(D64:Q64)
65		PRESS BRAKE 110	4	0	117	40	0	20	0	22	0	0	0	160	120	0	0	=SUM(D65:Q65)
66		GS RANGE	4	130	100	30	50	20	27	10	10	0	0	300	180	0	68	=SUM(D66:Q66)
67																		
68		K100	5	157	23	40	19	1	11	29	0	11	0	250	130	0	0	=SUM(D68:Q68)
69		CM 1	5	152	26	38	21	0	9	11	0	8	0	280	150	0	35	=SUM(D69:Q69)
70		K180	5	160	42	36	22	10	16	32	0	10	0	260	130	0	0	=SUM(D70:Q70)
71		CM 2	5	172	61	34	23	12	18	31	0	10	0	300	160	0	0	=SUM(D71:Q71)
72		K 360	5	170	98	38	24	16	20	30	0	0	0	300	160	0	0	=SUM(D72:Q72)
73		CM 3	5	183	100	33	22	4	10	16	0	0	0	330	180	0	42	=SUM(D73:Q73)
74		CM160	5	183	100	33	22	14	22	31	0	0	0	315	180	0	0	=SUM(D74:Q74)
75		K600	5	190	190	55	80	10	24	10	20	40	0	330	190	0	40	=SUM(D75:Q75)
76																		
77		ROLLFORM EQU	8	20	20	380	0	0	0	360	560	40	0	200	200	0	0	=SUM(D77:Q77)
78		TOOLING (3 SETS)	8	0	0	0	0	0	0	640	240	0	0	200	200	0	80	=SUM(D78:Q78)
79																		
80		SPARES (per month)	1	0	160	100	100	140	270	215	140	160	100			0	535	=SUM(D80:Q80)
81		SERVICE	1													=O500+O540+O580+O6	0	=SUM(D81:Q81)
82		TOTAL		=SUM(D48:D81)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P48:P81)	=SUM(Q48:Q81)	=SUM(D82:Q82)
83																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
84																		
85		***SHEET 3: PERCENTAGE***																
86		***DATA INPUT***																
87			TOTAL	SPARE														
88		PRODUCT	=100%	MONTH 1	MONT	MONT	MONT	MONT	MONT	MONT	MONT							
89		GI 30	=IF(D89+E89+F89=100%,"OK","ERROR")	0.2	0.6	0.2												
90		GI 60	=IF(D90+E90+F90=100%,"OK","ERROR")	0.2	0.6	0.2												
91		GI 90	=IF(D91+E91+F91=100%,"OK","ERROR")	0.2	0.6	0.2												
92		GP 30	=IF(D92+E92+F92=100%,"OK","ERROR")	0.2	0.6	0.2												
93		GP 40	=IF(D93+E93+F93=100%,"OK","ERROR")	0.2	0.6	0.2												
94		GP 55	=IF(D94+E94+F94=100%,"OK","ERROR")	0.2	0.6	0.2												
95		GP 75	=IF(D95+E95+F95=100%,"OK","ERROR")	0.2	0.6	0.2												
96		AH 40	=IF(D96+E96+F96=100%,"OK","ERROR")	0.2	0.6	0.2												
97		AH 80	=IF(D97+E97+F97=100%,"OK","ERROR")	0.2	0.6	0.2												
98																		
99		Mechanical Fitting	=IF(D99+E99+F99=100%,"OK","ERROR")		0.5	0.5												
100		Electrical Fitting	=IF(D100+E100+F100=100%,"OK","ERROR")		0.5	0.5												
101		GI 120	=IF(D101+E101+F101+G101=100%,"OK","ERROR")	0.2	0.4	0.2	0.2											
102		GI 160-250	=IF(D102+E102+F102+G102=100%,"OK","ERROR")	0.2	0.4	0.2	0.2											
103		AH 120	=IF(D103+E103+F103+G103=100%,"OK","ERROR")	0.2	0.4	0.2	0.2											
104		PRESS BRAKE 25	=IF(D104+E104+F104+G104=100%,"OK","ERROR")	0.2	0.4	0.2	0.2											
105		PRESS BRAKE 35	=IF(D105+E105+F105+G105=100%,"OK","ERROR")	0.2	0.4	0.2	0.2											
106		PRESS BRAKE 50	=IF(D106+E106+F106+G106=100%,"OK","ERROR")	0.2	0.4	0.2	0.2											
107		PRESS BRAKE 80	=IF(D107+E107+F107+G107=100%,"OK","ERROR")	0.2	0.4	0.2	0.2											
108		PRESS BRAKE 110	=IF(D108+E108+F108+G108=100%,"OK","ERROR")	0.2	0.4	0.2	0.2											
109		GS RANGE	=IF(D109+E109+F109+G109=100%,"OK","ERROR")	0.2	0.4	0.2	0.2											
110																		
111		Mechanical Fitting	=IF(D111+E111+F111+G111=100%,"OK","ERROR")			0.5	0.5											
112		Electrical Fitting	=IF(D112+E112+F112+G112=100%,"OK","ERROR")			0.5	0.5											
113		K100	=IF(D113+E113+F113+G113+H113=100%,"OK","ERROR")	0.15	0.35	0.35	0.15	0										
114		CM 1	=IF(D114+E114+F114+G114+H114=100%,"OK","ERROR")	0.15	0.35	0.35	0.15	0										
115		K180	=IF(D115+E115+F115+G115+H115=100%,"OK","ERROR")	0.15	0.35	0.35	0.15	0										
116		CM 2	=IF(D116+E116+F116+G116+H116=100%,"OK","ERROR")	0.15	0.35	0.35	0.15	0										
117		K 360	=IF(D117+E117+F117+G117+H117=100%,"OK","ERROR")	0.15	0.35	0.35	0.15	0										
118		CM 3	=IF(D118+E118+F118+G118+H118=100%,"OK","ERROR")	0.15	0.35	0.35	0.15	0										
119		CM160	=IF(D119+E119+F119+G119+H119=100%,"OK","ERROR")	0.15	0.35	0.35	0.15	0										
120		K600	=IF(D120+E120+F120+G120+H120=100%,"OK","ERROR")	0.15	0.35	0.35	0.15	0										
121																		
122		Mechanical Fitting	=IF(D122+E122+F122+G122+H122=100%,"OK","ERROR")				0.5	0.5										
123		Electrical Fitting	=IF(D123+E123+F123+G123+H123=100%,"OK","ERROR")				0.5	0.5										
124		ROLLFORM EQU	=IF(D124+E124+F124+G124+H124+I123+J123+K123=100%,"OK","ERROR")	0	0	0.2	0.4	0.4	0	0	0							
125		TOOLING (3 SETS)	=IF(D125+E125+F125+G125+H125+I124+J124+K124=100%,"OK","ERROR")	0	0	0.2	0.4	0.4	0	0	0							
126		Mechanical Fitting								0.5	0.5							
127		Electrical Fitting								0.5	0.5							
128		SPARES		1														
129																		
130																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
131																		
132		***SHEET 4.1 LOADING F***																
133																		
134					MACH													
135			PERCENTAGE	UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANE	Mech	Elect	Service	Sub	
136		PRODUCT	OF LOADING	130	125	T30	BENN	BERRY		SLANT	QT15			Fittin	Fittin		Contract	
137		GI 30	=D89	=D48*$D89	=E48	=F48	=G48	=H48	=I48	=J48	=K48	=L48	=M48				=Q48*$D89	
138		GI 60	=D90	=D49*$D90	=E49	=F49	=G49	=H49	=I49	=J49	=K49	=L49	=M49				=Q49*$D90	
139		GI 90	=D91	=D50*$D91	=E50	=F50	=G50	=H50	=I50	=J50	=K50	=L50	=M50				=Q50*$D91	
140		GP 30	=D92	=D51*$D92	=E51	=F51	=G51	=H51	=I51	=J51	=K51	=L51	=M51				=Q51*$D92	
141		GP 40	=D93	=D52*$D93	=E52	=F52	=G52	=H52	=I52	=J52	=K52	=L52	=M52				=Q52*$D93	
142		GP 55	=D94	=D53*$D94	=E53	=F53	=G53	=H53	=I53	=J53	=K53	=L53	=M53				=Q53*$D94	
143		GP 75	=D95	=D54*$D95	=E54	=F54	=G54	=H54	=I54	=J54	=K54	=L54	=M54				=Q54*$D95	
144		AH 40	=D96	=D55*$D96	=E55	=F55	=G55	=H55	=I55	=J55	=K55	=L55	=M55				=Q55*$D96	
145		AH 80	=D97	=D56*$D97	=E56	=F56	=G56	=H56	=I56	=J56	=K56	=L56	=M56				=Q56*$D97	
146																		
147		GI 120	=D101	=D58*$D101	=E58	=F58	=G58	=H58	=I58	=J58	=K58	=L58	=M58				=Q58*$D101	
148		GI 160-250	=D102	=D59*$D102	=E59	=F59	=G59	=H59	=I59	=J59	=K59	=L59	=M59				=Q59*$D102	
149		AH 120	=D103	=D60*$D103	=E60	=F60	=G60	=H60	=I60	=J60	=K60	=L60	=M60				=Q60*$D103	
150		PRESS BRAKE 25	=D104	=D61*$D104	=E61	=F61	=G61	=H61	=I61	=J61	=K61	=L61	=M61				=Q61*$D104	
151		PRESS BRAKE 35	=D105	=D62*$D105	=E62	=F62	=G62	=H62	=I62	=J62	=K62	=L62	=M62				=Q62*$D105	
152		PRESS BRAKE 50	=D106	=D63*$D106	=E63	=F63	=G63	=H63	=I63	=J63	=K63	=L63	=M63				=Q63*$D106	
153		PRESS BRAKE 80	=D107	=D64*$D107	=E64	=F64	=G64	=H64	=I64	=J64	=K64	=L64	=M64				=Q64*$D107	
154		PRESS BRAKE 110	=D108	=D65*$D108	=E65	=F65	=G65	=H65	=I65	=J65	=K65	=L65	=M65				=Q65*$D108	
155		GS RANGE	=D109	=D66*$D109	=E66	=F66	=G66	=H66	=I66	=J66	=K66	=L66	=M66				=Q66*$D109	
156																		
157		K100	=D113	=D68*$D113	=E68	=F68	=G68	=H68	=I68	=J68	=K68	=L68	=M68				=Q68*$D113	
158		CM 1	=D114	=D69*$D114	=E69	=F69	=G69	=H69	=I69	=J69	=K69	=L69	=M69				=Q69*$D114	
159		K180	=D115	=D70*$D115	=E70	=F70	=G70	=H70	=I70	=J70	=K70	=L70	=M70				=Q70*$D115	
160		CM 2	=D116	=D71*$D116	=E71	=F71	=G71	=H71	=I71	=J71	=K71	=L71	=M71				=Q71*$D116	
161		K 360	=D117	=D72*$D117	=E72	=F72	=G72	=H72	=I72	=J72	=K72	=L72	=M72				=Q72*$D117	
162		CM 3	=D118	=D73*$D118	=E73	=F73	=G73	=H73	=I73	=J73	=K73	=L73	=M73				=Q73*$D118	
163		CM160	=D119	=D74*$D119	=E74	=F74	=G74	=H74	=I74	=J74	=K74	=L74	=M74				=Q74*$D119	
164		K600	=D120	=D75*$D120	=E75	=F75	=G75	=H75	=I75	=J75	=K75	=L75	=M75				=Q75*$D120	
165																		
166		ROLLFORM EQU	=D124	=D77*$D124	=E77	=F77	=G77	=H77	=I77	=J77	=K77	=L77	=M77				=Q77*$D124	
167		TOOLING (3 SETS)	=D125	=D78*$D125	=E78	=F78	=G78	=H78	=I78	=J78	=K78	=L78	=M78				=Q78*$D125	
168																		
169		SPARES	1	=D80*$D128	=E80	=F80	=G80	=H80	=I80	=J80	=K80	=L80	=M80				=Q80*$D128	
170		SERVICE																
171																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
172																		
173		*SHEET 4.2 LOADING F*																
174																		
175					MACH													
176			PERCENTAGE	UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANE	Mecha	Electr	Service	Sub	
177		PRODUCT	OF LOADING	130	125	T30	BENN	BERR		SLANT	OT15			Fittin	Fittin		Contract	
178		GI 30	=E89	=D48*$E89	=E48	=F48	=G48	=H48	=I48	=J48	=K48	=L48	=M48	=N48	=O48		=Q48*$E89	
179		GI 60	=E90	=D49*$E90	=E49	=F49	=G49	=H49	=I49	=J49	=K49	=L49	=M49	=N49	=O49		=Q49*$E90	
180		GI 90	=E91	=D50*$E91	=E50	=F50	=G50	=H50	=I50	=J50	=K50	=L50	=M50	=N50	=O50		=Q50*$E91	
181		GP 30	=E92	=D51*$E92	=E51	=F51	=G51	=H51	=I51	=J51	=K51	=L51	=M51	=N51	=O51		=Q51*$E92	
182		GP 40	=E93	=D52*$E93	=E52	=F52	=G52	=H52	=I52	=J52	=K52	=L52	=M52	=N52	=O52		=Q52*$E93	
183		GP 55	=E94	=D53*$E94	=E53	=F53	=G53	=H53	=I53	=J53	=K53	=L53	=M53	=N53	=O53		=Q53*$E94	
184		GP 75	=E95	=D54*$E95	=E54	=F54	=G54	=H54	=I54	=J54	=K54	=L54	=M54	=N54	=O54		=Q54*$E95	
185		AH 40	=E96	=D55*$E96	=E55	=F55	=G55	=H55	=I55	=J55	=K55	=L55	=M55	=N55	=O55		=Q55*$E96	
186		AH 80	=E97	=D56*$E97	=E56	=F56	=G56	=H56	=I56	=J56	=K56	=L56	=M56	=N56	=O56		=Q56*$E97	
187																		
188																		
189		GI 120	=E101	=D58*$E101	=E58	=F58	=G58	=H58	=I58	=J58	=K58	=L58	=M58				=Q58*$E101	
190		GI 160-250	=E102	=D59*$E102	=E59	=F59	=G59	=H59	=I59	=J59	=K59	=L59	=M59				=Q59*$E102	
191		AH 120	=E103	=D60*$E103	=E60	=F60	=G60	=H60	=I60	=J60	=K60	=L60	=M60				=Q60*$E103	
192		PRESS BRAKE 25	=E104	=D61*$E104	=E61	=F61	=G61	=H61	=I61	=J61	=K61	=L61	=M61				=Q61*$E104	
193		PRESS BRAKE 35	=E105	=D62*$E105	=E62	=F62	=G62	=H62	=I62	=J62	=K62	=L62	=M62				=Q62*$E105	
194		PRESS BRAKE 50	=E106	=D63*$E106	=E63	=F63	=G63	=H63	=I63	=J63	=K63	=L63	=M63				=Q63*$E106	
195		PRESS BRAKE 80	=E107	=D64*$E107	=E64	=F64	=G64	=H64	=I64	=J64	=K64	=L64	=M64				=Q64*$E107	
196		PRESS BRAKE 110	=E108	=D65*$E108	=E65	=F65	=G65	=H65	=I65	=J65	=K65	=L65	=M65				=Q65*$E108	
197		GS RANGE	=E109	=D66*$E109	=E66	=F66	=G66	=H66	=I66	=J66	=K66	=L66	=M66				=Q66*$E109	
198																		
199		K100	=E113	=D68*$E113	=E68	=F68	=G68	=H68	=I68	=J68	=K68	=L68	=M68				=Q68*$E113	
200		CM 1	=E114	=D69*$E114	=E69	=F69	=G69	=H69	=I69	=J69	=K69	=L69	=M69				=Q69*$E114	
201		K180	=E115	=D70*$E115	=E70	=F70	=G70	=H70	=I70	=J70	=K70	=L70	=M70				=Q70*$E115	
202		CM 2	=E116	=D71*$E116	=E71	=F71	=G71	=H71	=I71	=J71	=K71	=L71	=M71				=Q71*$E116	
203		K 360	=E117	=D72*$E117	=E72	=F72	=G72	=H72	=I72	=J72	=K72	=L72	=M72				=Q72*$E117	
204		CM 3	=E118	=D73*$E118	=E73	=F73	=G73	=H73	=I73	=J73	=K73	=L73	=M73				=Q73*$E118	
205		CM160	=E119	=D74*$E119	=E74	=F74	=G74	=H74	=I74	=J74	=K74	=L74	=M74				=Q74*$E119	
206		K600	=E120	=D75*$E120	=E75	=F75	=G75	=H75	=I75	=J75	=K75	=L75	=M75				=Q75*$E120	
207																		
208		ROLLFORM EQU	=E124	=D77*$E124	=E77	=F77	=G77	=H77	=I77	=J77	=K77	=L77	=M77				=Q77*$E124	
209		TOOLING (3 SETS)	=E125	=D78*$E125	=E78	=F78	=G78	=H78	=I78	=J78	=K78	=L78	=M78				=Q78*$E125	
210																		
211		SPARES	0	=D80*$E128	=E80	=F80	=G80	=H80	=I80	=J80	=K80	=L80	=M80				=Q80*$E128	
212																		
213																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
214																		
215		***SHEET 4.3 LOADING F***																
216																		
217					MACH													
218																		
219		PRODUCT	PERCENTAGE OF LOADING	UNION 130	UNION 125	CINCI T30	WEBS BENN	BINNS BERRY	PORE	MAZA SLANT	MAZA QT15	HYDR	PLANE	Mecha Fittin	Electr Fittin	Service	Sub Contract	
220		GI 30	=F89	=D48*$F89	=E48	=F48	=G48	=H48	=I48	=J48	=K48	=L48	=M48	=N48	=O48		=Q48*$F89	
221		GI 60	=F90	=D49*$F90	=E49	=F49	=G49	=H49	=I49	=J49	=K49	=L49	=M49	=N49	=O49		=Q49*$F90	
222		GI 90	=F91	=D50*$F91	=E50	=F50	=G50	=H50	=I50	=J50	=K50	=L50	=M50	=N50	=O50		=Q50*$F91	
223		GP 30	=F92	=D51*$F92	=E51	=F51	=G51	=H51	=I51	=J51	=K51	=L51	=M51	=N51	=O51		=Q51*$F92	
224		GP 40	=F93	=D52*$F93	=E52	=F52	=G52	=H52	=I52	=J52	=K52	=L52	=M52	=N52	=O52		=Q52*$F93	
225		GP 55	=F94	=D53*$F94	=E53	=F53	=G53	=H53	=I53	=J53	=K53	=L53	=M53	=N53	=O53		=Q53*$F94	
226		GP 75	=F95	=D54*$F95	=E54	=F54	=G54	=H54	=I54	=J54	=K54	=L54	=M54	=N54	=O54		=Q54*$F95	
227		AH 40	=F96	=D55*$F96	=E55	=F55	=G55	=H55	=I55	=J55	=K55	=L55	=M55	=N55	=O55		=Q55*$F96	
228		AH 80	=F97	=D56*$F97	=E56	=F56	=G56	=H56	=I56	=J56	=K56	=L56	=M56	=N56	=O56		=Q56*$F97	
229																		
230		GI 120	=F101	=D58*$F101	=E58	=F58	=G58	=H58	=I58	=J58	=K58	=L58	=M58	=N58	=O58		=Q58*$F101	
231		GI 160-250	=F102	=D59*$F102	=E59	=F59	=G59	=H59	=I59	=J59	=K59	=L59	=M59	=N59	=O59		=Q59*$F102	
232		AH 120	=F103	=D60*$F103	=E60	=F60	=G60	=H60	=I60	=J60	=K60	=L60	=M60	=N60	=O60		=Q60*$F103	
233		PRESS BRAKE 25	=F104	=D61*$F104	=E61	=F61	=G61	=H61	=I61	=J61	=K61	=L61	=M61	=N61	=O61		=Q61*$F104	
234		PRESS BRAKE 35	=F105	=D62*$F105	=E62	=F62	=G62	=H62	=I62	=J62	=K62	=L62	=M62	=N62	=O62		=Q62*$F105	
235		PRESS BRAKE 50	=F106	=D63*$F106	=E63	=F63	=G63	=H63	=I63	=J63	=K63	=L63	=M63	=N63	=O63		=Q63*$F106	
236		PRESS BRAKE 80	=F107	=D64*$F107	=E64	=F64	=G64	=H64	=I64	=J64	=K64	=L64	=M64	=N64	=O64		=Q64*$F107	
237		PRESS BRAKE 110	=F108	=D65*$F108	=E65	=F65	=G65	=H65	=I65	=J65	=K65	=L65	=M65	=N65	=O65		=Q65*$F108	
238		GS RANGE	=F109	=D66*$F109	=E66	=F66	=G66	=H66	=I66	=J66	=K66	=L66	=M66	=N66	=O66		=Q66*$F109	
239																		
240		K100	=F113	=D68*$F113	=E68	=F68	=G68	=H68	=I68	=J68	=K68	=L68	=M68				=Q68*$F113	
241		CM 1	=F114	=D69*$F114	=E69	=F69	=G69	=H69	=I69	=J69	=K69	=L69	=M69				=Q69*$F114	
242		K180	=F115	=D70*$F115	=E70	=F70	=G70	=H70	=I70	=J70	=K70	=L70	=M70				=Q70*$F115	
243		CM 2	=F116	=D71*$F116	=E71	=F71	=G71	=H71	=I71	=J71	=K71	=L71	=M71				=Q71*$F116	
244		K 360	=F117	=D72*$F117	=E72	=F72	=G72	=H72	=I72	=J72	=K72	=L72	=M72				=Q72*$F117	
245		CM 3	=F118	=D73*$F118	=E73	=F73	=G73	=H73	=I73	=J73	=K73	=L73	=M73				=Q73*$F118	
246		CM160	=F119	=D74*$F119	=E74	=F74	=G74	=H74	=I74	=J74	=K74	=L74	=M74				=Q74*$F119	
247		K600	=F120	=D75*$F120	=E75	=F75	=G75	=H75	=I75	=J75	=K75	=L75	=M75				=Q75*$F120	
248																		
249		ROLLFORM EQU	=F124	=D77*$F124	=E77	=F77	=G77	=H77	=I77	=J77	=K77	=L77	=M77				=Q77*$F124	
250		TOOLING (3 SETS)	=F125	=D78*$F125	=E78	=F78	=G78	=H78	=I78	=J78	=K78	=L78	=M78				=Q78*$F125	
251																		
252		SPARES	=F128	=D80*$F128	=E80	=F80	=G80	=H80	=I80	=J80	=K80	=L80	=M80				=Q80*$F128	
253																		
254																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
255																		
256		***SHEET 4.4 LOADING F***																
257																		
258				MACH														
259			PERCENTAGE	UNION	UNION	CINCI	WEBS	BINN	PORE	MAZA	MAZA	HYDR	PLANE	Mecha	Electr	Service	Sub	
260		PRODUCT	OF LOADING	130	125	T30	BENNI	BERR		SLANT	QT15			Fittin	Fittin		Contract	
261		GI 30	=G89	=D48*$G89	=E48	=F48	=G48	=H48	=I48*	=J48	=K48	=L48	=M48				=O48*$G89	
262		GI 60	=G90	=D49*$G90	=E49	=F49	=G49	=H49	=I49*	=J49	=K49	=L49	=M49				=O49*$G90	
263		GI 90	=G91	=D50*$G91	=E50	=F50	=G50	=H50	=I50*	=J50	=K50	=L50	=M50				=O50*$G91	
264		GP 30	=G92	=D51*$G92	=E51	=F51	=G51	=H51	=I51*	=J51	=K51	=L51	=M51				=O51*$G92	
265		GP 40	=G93	=D52*$G93	=E52	=F52	=G52	=H52	=I52*	=J52	=K52	=L52	=M52				=O52*$G93	
266		GP 55	=G94	=D53*$G94	=E53	=F53	=G53	=H53	=I53*	=J53	=K53	=L53	=M53				=O53*$G94	
267		GP 75	=G95	=D54*$G95	=E54	=F54	=G54	=H54	=I54*	=J54	=K54	=L54	=M54				=O54*$G95	
268		AH 40	=G96	=D55*$G96	=E55	=F55	=G55	=H55	=I55*	=J55	=K55	=L55	=M55				=O55*$G96	
269		AH 80	=G97	=D56*$G97	=E56	=F56	=G56	=H56	=I56*	=J56	=K56	=L56	=M56				=O56*$G97	
270																		
271		GI 120	=G101	=D58*$G101	=E58	=F58	=G58	=H58	=I58*	=J58	=K58	=L58	=M58	=N58	=O58		=O58*$G101	
272		GI 160-250	=G102	=D59*$G102	=E59	=F59	=G59	=H59	=I59*	=J59	=K59	=L59	=M59	=N59	=O59		=O59*$G102	
273		AH 120	=G103	=D60*$G103	=E60	=F60	=G60	=H60	=I60*	=J60	=K60	=L60	=M60	=N60	=O60		=O60*$G103	
274		PRESS BRAKE 25	=G104	=D61*$G104	=E61	=F61	=G61	=H61	=I61*	=J61	=K61	=L61	=M61	=N61	=O61		=O61*$G104	
275		PRESS BRAKE 35	=G105	=D62*$G105	=E62	=F62	=G62	=H62	=I62*	=J62	=K62	=L62	=M62	=N62	=O62		=O62*$G105	
276		PRESS BRAKE 50	=G106	=D63*$G106	=E63	=F63	=G63	=H63	=I63*	=J63	=K63	=L63	=M63	=N63	=O63		=O63*$G106	
277		PRESS BRAKE 80	=G107	=D64*$G107	=E64	=F64	=G64	=H64	=I64*	=J64	=K64	=L64	=M64	=N64	=O64		=O64*$G107	
278		PRESS BRAKE 110	=G108	=D65*$G108	=E65	=F65	=G65	=H65	=I65*	=J65	=K65	=L65	=M65	=N65	=O65		=O65*$G108	
279		GS RANGE	=G109	=D66*$G109	=E66	=F66	=G66	=H66	=I66*	=J66	=K66	=L66	=M66	=N66	=O66		=O66*$G109	
280																		
281		K100	=G113	=D68*$G113	=E68	=F68	=G68	=H68	=I68*	=J68	=K68	=L68	=M68	=N68	=O68		=O68*$G113	
282		CM 1	=G114	=D69*$G114	=E69	=F69	=G69	=H69	=I69*	=J69	=K69	=L69	=M69	=N69	=O69		=O69*$G114	
283		K180	=G115	=D70*$G115	=E70	=F70	=G70	=H70	=I70*	=J70	=K70	=L70	=M70	=N70	=O70		=O70*$G115	
284		CM 2	=G116	=D71*$G116	=E71	=F71	=G71	=H71	=I71*	=J71	=K71	=L71	=M71	=N71	=O71		=O71*$G116	
285		K 360	=G117	=D72*$G117	=E72	=F72	=G72	=H72	=I72*	=J72	=K72	=L72	=M72	=N72	=O72		=O72*$G117	
286		CM 3	=G118	=D73*$G118	=E73	=F73	=G73	=H73	=I73*	=J73	=K73	=L73	=M73	=N73	=O73		=O73*$G118	
287		CM160	=G119	=D74*$G119	=E74	=F74	=G74	=H74	=I74*	=J74	=K74	=L74	=M74	=N74	=O74		=O74*$G119	
288		K600	=G120	=D75*$G120	=E75	=F75	=G75	=H75	=I75*	=J75	=K75	=L75	=M75	=N75	=O75		=O75*$G120	
289																		
290		ROLLFORM EQU	=G124	=D77*$G124	=E77	=F77	=G77	=H77	=I77*	=J77	=K77	=L77	=M77				=O77*$G124	
291		TOOLING (3 SETS)	=G125	=D78*$G125	=E78	=F78	=G78	=H78	=I78*	=J78	=K78	=L78	=M78				=O78*$G125	
292																		
293		SPARES	=G128	=D80*$G128	=E80	=F80	=G80	=H80	=I80*	=J80	=K80	=L80	=M80				=O80*$G128	
294																		
295																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
296																		
297		***SHEET 4.5 LOADING F***																
298																		
299				MACH														
300			PERCENTAGE	UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANE	Mecha	Electr	Service	Sub	
301		PRODUCT	OF LOADING	130	125	T30	BENNI	BERRY		SLANT	QT15			Fittin	Fittin		Contract	
302		GI 30	=H89	=D48*$H89	=E48	=F48	=G48	=H48	=I48	=J48	=K48	=L48	=M48				=Q48*$H89	
303		GI 60	=H90	=D49*$H90	=E49	=F49	=G49	=H49	=I49	=J49	=K49	=L49	=M49				=Q49*$H90	
304		GI 90	=H91	=D50*$H91	=E50	=F50	=G50	=H50	=I50	=J50	=K50	=L50	=M50				=Q50*$H91	
305		GP 30	=H92	=D51*$H92	=E51	=F51	=G51	=H51	=I51	=J51	=K51	=L51	=M51				=Q51*$H92	
306		GP 40	=H93	=D52*$H93	=E52	=F52	=G52	=H52	=I52	=J52	=K52	=L52	=M52				=Q52*$H93	
307		GP 55	=H94	=D53*$H94	=E53	=F53	=G53	=H53	=I53	=J53	=K53	=L53	=M53				=Q53*$H94	
308		GP 75	=H95	=D54*$H95	=E54	=F54	=G54	=H54	=I54	=J54	=K54	=L54	=M54				=Q54*$H95	
309		AH 40	=H96	=D55*$H96	=E55	=F55	=G55	=H55	=I55	=J55	=K55	=L55	=M55				=Q55*$H96	
310		AH 80	=H97	=D56*$H97	=E56	=F56	=G56	=H56	=I56	=J56	=K56	=L56	=M56				=Q56*$H97	
311																		
312		GI 120	=H101	=D58*$H101	=E58	=F58	=G58	=H58	=I58	=J58	=K58	=L58	=M58				=Q58*$H101	
313		GI 160-250	=H102	=D59*$H102	=E59	=F59	=G59	=H59	=I59	=J59	=K59	=L59	=M59				=Q59*$H102	
314		AH 120	=H103	=D60*$H103	=E60	=F60	=G60	=H60	=I60	=J60	=K60	=L60	=M60				=Q60*$H103	
315		PRESS BRAKE 25	=H104	=D61*$H104	=E61	=F61	=G61	=H61	=I61	=J61	=K61	=L61	=M61				=Q61*$H104	
316		PRESS BRAKE 35	=H105	=D62*$H105	=E62	=F62	=G62	=H62	=I62	=J62	=K62	=L62	=M62				=Q62*$H105	
317		PRESS BRAKE 50	=H106	=D63*$H106	=E63	=F63	=G63	=H63	=I63	=J63	=K63	=L63	=M63				=Q63*$H106	
318		PRESS BRAKE 80	=H107	=D64*$H107	=E64	=F64	=G64	=H64	=I64	=J64	=K64	=L64	=M64				=Q64*$H107	
319		PRESS BRAKE 110	=H108	=D65*$H108	=E65	=F65	=G65	=H65	=I65	=J65	=K65	=L65	=M65				=Q65*$H108	
320		GS RANGE	=H109	=D66*$H109	=E66	=F66	=G66	=H66	=I66	=J66	=K66	=L66	=M66				=Q66*$H109	
321																		
322		K100	=H113	=D68*$H113	=E68	=F68	=G68	=H68	=I68	=J68	=K68	=L68	=M68	=N68	=O68		=Q68*$H113	
323		CM 1	=H114	=D69*$H114	=E69	=F69	=G69	=H69	=I69	=J69	=K69	=L69	=M69	=N69	=O69		=Q69*$H114	
324		K180	=H115	=D70*$H115	=E70	=F70	=G70	=H70	=I70	=J70	=K70	=L70	=M70	=N70	=O70		=Q70*$H115	
325		CM 2	=H116	=D71*$H116	=E71	=F71	=G71	=H71	=I71	=J71	=K71	=L71	=M71	=N71	=O71		=Q71*$H116	
326		K 360	=H117	=D72*$H117	=E72	=F72	=G72	=H72	=I72	=J72	=K72	=L72	=M72	=N72	=O72		=Q72*$H117	
327		CM 3	=H118	=D73*$H118	=E73	=F73	=G73	=H73	=I73	=J73	=K73	=L73	=M73	=N73	=O73		=Q73*$H118	
328		CM160	=H119	=D74*$H119	=E74	=F74	=G74	=H74	=I74	=J74	=K74	=L74	=M74	=N74	=O74		=Q74*$H119	
329		K600	=H120	=D75*$H120	=E75	=F75	=G75	=H75	=I75	=J75	=K75	=L75	=M75	=N75	=O75		=Q75*$H120	
330																		
331		ROLLFORM EQU	=H124	=D77*$H124	=E77	=F77	=G77	=H77	=I77	=J77	=K77	=L77	=M77				=Q77*$H124	
332		TOOLING (3 SETS)	=H125	=D78*$H125	=E78	=F78	=G78	=H78	=I78	=J78	=K78	=L78	=M78				=Q78*$H125	
333																		
334		SPARES	=H128	=D80*$H128	=E80	=F80	=G80	=H80	=I80	=J80	=K80	=L80	=M80				=Q80*$H128	
335																		
336																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
337																		
338		***SHEET 4.6 LOADING F***																
339																		
340				MACH														
341			PERCENTAGE	UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANE	Mech	Elect	Service	Sub	
342		PRODUCT	OF LOADING	130	125	T30	BENN	BERR		SLANT	QT15			Fittin	Fittin		Contract	
343		GI 30	=I89	=D48*$I89	=E48	=F48	=G48	=H48	=I48	=J48	=K48	=L48	=M48				=O48*$I89	
344		GI 60	=I90	=D49*$I90	=E49	=F49	=G49	=H49	=I49	=J49	=K49	=L49	=M49				=O49*$I90	
345		GI 90	=I91	=D50*$I91	=E50	=F50	=G50	=H50	=I50	=J50	=K50	=L50	=M50				=O50*$I91	
346		GP 30	=I92	=D51*$I92	=E51	=F51	=G51	=H51	=I51	=J51	=K51	=L51	=M51				=O51*$I92	
347		GP 40	=I93	=D52*$I93	=E52	=F52	=G52	=H52	=I52	=J52	=K52	=L52	=M52				=O52*$I93	
348		GP 55	=I94	=D53*$I94	=E53	=F53	=G53	=H53	=I53	=J53	=K53	=L53	=M53				=O53*$I94	
349		GP 75	=I95	=D54*$I95	=E54	=F54	=G54	=H54	=I54	=J54	=K54	=L54	=M54				=O54*$I95	
350		AH 40	=I96	=D55*$I96	=E55	=F55	=G55	=H55	=I55	=J55	=K55	=L55	=M55				=O55*$I96	
351		AH 80	=I97	=D56*$I97	=E56	=F56	=G56	=H56	=I56	=J56	=K56	=L56	=M56				=O56*$I97	
352																		
353		GI 120	=I101	=D58*$I101	=E58	=F58	=G58	=H58	=I58	=J58	=K58	=L58	=M58				=O58*$I101	
354		GI 160-250	=I102	=D59*$I102	=E59	=F59	=G59	=H59	=I59	=J59	=K59	=L59	=M59				=O59*$I102	
355		AH 120	=I103	=D60*$I103	=E60	=F60	=G60	=H60	=I60	=J60	=K60	=L60	=M60				=O60*$I103	
356		PRESS BRAKE 25	=I104	=D61*$I104	=E61	=F61	=G61	=H61	=I61	=J61	=K61	=L61	=M61				=O61*$I104	
357		PRESS BRAKE 35	=I105	=D62*$I105	=E62	=F62	=G62	=H62	=I62	=J62	=K62	=L62	=M62				=O62*$I105	
358		PRESS BRAKE 50	=I106	=D63*$I106	=E63	=F63	=G63	=H63	=I63	=J63	=K63	=L63	=M63				=O63*$I106	
359		PRESS BRAKE 80	=I107	=D64*$I107	=E64	=F64	=G64	=H64	=I64	=J64	=K64	=L64	=M64				=O64*$I107	
360		PRESS BRAKE 110	=I108	=D65*$I108	=E65	=F65	=G65	=H65	=I65	=J65	=K65	=L65	=M65				=O65*$I108	
361		GS RANGE	=I109	=D66*$I109	=E66	=F66	=G66	=H66	=I66	=J66	=K66	=L66	=M66				=O66*$I109	
362																		
363		K100	=I113	=D68*$I113	=E68	=F68	=G68	=H68	=I68	=J68	=K68	=L68	=M68				=O68*$I113	
364		CM 1	=I114	=D69*$I114	=E69	=F69	=G69	=H69	=I69	=J69	=K69	=L69	=M69				=O69*$I114	
365		K180	=I115	=D70*$I115	=E70	=F70	=G70	=H70	=I70	=J70	=K70	=L70	=M70				=O70*$I115	
366		CM 2	=I116	=D71*$I116	=E71	=F71	=G71	=H71	=I71	=J71	=K71	=L71	=M71				=O71*$I116	
367		K 360	=I117	=D72*$I117	=E72	=F72	=G72	=H72	=I72	=J72	=K72	=L72	=M72				=O72*$I117	
368		CM 3	=I118	=D73*$I118	=E73	=F73	=G73	=H73	=I73	=J73	=K73	=L73	=M73				=O73*$I118	
369		CM160	=I119	=D74*$I119	=E74	=F74	=G74	=H74	=I74	=J74	=K74	=L74	=M74				=O74*$I119	
370		K600	=I120	=D75*$I120	=E75	=F75	=G75	=H75	=I75	=J75	=K75	=L75	=M75				=O75*$I120	
371																		
372		ROLLFORM EQU	=I124	=D77*$I124	=E77	=F77	=G77	=H77	=I77	=J77	=K77	=L77	=M77				=O77*$I124	
373		TOOLING (3 SETS)	=I125	=D78*$I125	=E78	=F78	=G78	=H78	=I78	=J78	=K78	=L78	=M78				=O78*$I125	
374																		
375		SPARES	=I128	=D80*$I128	=E80	=F80	=G80	=H80	=I80	=J80	=K80	=L80	=M80				=O80*$I128	
376																		
377																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
378																		
379		*SHEET 4.7 LOADING F*																
380																		
381					MACH													
382			PERCENTAGE	UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANE	Mech	Elect	Service	Sub	
383		PRODUCT	OF LOADING	130	125	T30	BENN	BERR		SLANT	OT15			Fittin	Fittin		Contract	
384		GI 30	=J89	=D48*$J89	=E48	=F48	=G48	=H48	=I48	=J48	=K48	=L48	=M48				=Q48*$J89	
385		GI 60	=J90	=D49*$J90	=E49	=F49	=G49	=H49	=I49	=J49	=K49	=L49	=M49				=Q49*$J90	
386		GI 90	=J91	=D50*$J91	=E50	=F50	=G50	=H50	=I50	=J50	=K50	=L50	=M50				=Q50*$J91	
387		GP 30	=J92	=D51*$J92	=E51	=F51	=G51	=H51	=I51	=J51	=K51	=L51	=M51				=Q51*$J92	
388		GP 40	=J93	=D52*$J93	=E52	=F52	=G52	=H52	=I52	=J52	=K52	=L52	=M52				=Q52*$J93	
389		GP 55	=J94	=D53*$J94	=E53	=F53	=G53	=H53	=I53	=J53	=K53	=L53	=M53				=Q53*$J94	
390		GP 75	=J95	=D54*$J95	=E54	=F54	=G54	=H54	=I54	=J54	=K54	=L54	=M54				=Q54*$J95	
391		AH 40	=J96	=D55*$J96	=E55	=F55	=G55	=H55	=I55	=J55	=K55	=L55	=M55				=Q55*$J96	
392		AH 80	=J97	=D56*$J97	=E56	=F56	=G56	=H56	=I56	=J56	=K56	=L56	=M56				=Q56*$J97	
393																		
394		GI 120	=J101	=D58*$J101	=E58	=F58	=G58	=H58	=I58	=J58	=K58	=L58	=M58				=Q58*$J101	
395		GI 160-250	=J102	=D59*$J102	=E59	=F59	=G59	=H59	=I59	=J59	=K59	=L59	=M59				=Q59*$J102	
396		AH 120	=J103	=D60*$J103	=E60	=F60	=G60	=H60	=I60	=J60	=K60	=L60	=M60				=Q60*$J103	
397		PRESS BRAKE 25	=J104	=D61*$J104	=E61	=F61	=G61	=H61	=I61	=J61	=K61	=L61	=M61				=Q61*$J104	
398		PRESS BRAKE 35	=J105	=D62*$J105	=E62	=F62	=G62	=H62	=I62	=J62	=K62	=L62	=M62				=Q62*$J105	
399		PRESS BRAKE 50	=J106	=D63*$J106	=E63	=F63	=G63	=H63	=I63	=J63	=K63	=L63	=M63				=Q63*$J106	
400		PRESS BRAKE 80	=J107	=D64*$J107	=E64	=F64	=G64	=H64	=I64	=J64	=K64	=L64	=M64				=Q64*$J107	
401		PRESS BRAKE 110	=J108	=D65*$J108	=E65	=F65	=G65	=H65	=I65	=J65	=K65	=L65	=M65				=Q65*$J108	
402		GS RANGE	=J109	=D66*$J109	=E66	=F66	=G66	=H66	=I66	=J66	=K66	=L66	=M66				=Q66*$J109	
403																		
404		K100	=J113	=D68*$J113	=E68	=F68	=G68	=H68	=I68	=J68	=K68	=L68	=M68				=Q68*$J113	
405		CM 1	=J114	=D69*$J114	=E69	=F69	=G69	=H69	=I69	=J69	=K69	=L69	=M69				=Q69*$J114	
406		K180	=J115	=D70*$J115	=E70	=F70	=G70	=H70	=I70	=J70	=K70	=L70	=M70				=Q70*$J115	
407		CM 2	=J116	=D71*$J116	=E71	=F71	=G71	=H71	=I71	=J71	=K71	=L71	=M71				=Q71*$J116	
408		K 360	=J117	=D72*$J117	=E72	=F72	=G72	=H72	=I72	=J72	=K72	=L72	=M72				=Q72*$J117	
409		CM 3	=J118	=D73*$J118	=E73	=F73	=G73	=H73	=I73	=J73	=K73	=L73	=M73				=Q73*$J118	
410		CM150	=J119	=D74*$J119	=E74	=F74	=G74	=H74	=I74	=J74	=K74	=L74	=M74				=Q74*$J119	
411		K600	=J120	=D75*$J120	=E75	=F75	=G75	=H75	=I75	=J75	=K75	=L75	=M75				=Q75*$J120	
412																		
413		ROLLFORM EQU	=J124	=D77*$J124	=E77	=F77	=G77	=H77	=I77	=J77	=K77	=L77	=M77	=N77	=O77		=Q77*$J124	
414		TOOLING (3 SETS)	=J125	=D78*$J125	=E78	=F78	=G78	=H78	=I78	=J78	=K78	=L78	=M78	=N78	=O78		=Q78*$J125	
415																		
416		SPARES	=J128	=D80*$J128	=E80	=F80	=G80	=H80	=I80	=J80	=K80	=L80	=M80				=Q80*$J128	
417																		
418																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
419																		
420		***SHEET 4.8 LOADING F***																
421																		
422				MACH														
423			PERCENTAGE	UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANS	Mecha	Electr	Service	Sub	
424		PRODUCT	OF LOADING	130	125	T30	BENN	BERRY		SLANT	QT15			Fittin	Fittin		Contract	
425		GI 30	=K89	=D48*$K89	=E48	=F48	=G48	=H48	=I48	=J48	=K48	=L48	=M48				=Q48*$K89	
426		GI 60	=K90	=D49*$K90	=E49	=F49	=G49	=H49	=I49	=J49	=K49	=L49	=M49				=Q49*$K90	
427		GI 90	=K91	=D50*$K91	=E50	=F50	=G50	=H50	=I50	=J50	=K50	=L50	=M50				=Q50*$K91	
428		GP 30	=K92	=D51*$K92	=E51	=F51	=G51	=H51	=I51	=J51	=K51	=L51	=M51				=Q51*$K92	
429		GP 40	=K93	=D52*$K93	=E52	=F52	=G52	=H52	=I52	=J52	=K52	=L52	=M52				=Q52*$K93	
430		GP 55	=K94	=D53*$K94	=E53	=F53	=G53	=H53	=I53	=J53	=K53	=L53	=M53				=Q53*$K94	
431		GP 75	=K95	=D54*$K95	=E54	=F54	=G54	=H54	=I54	=J54	=K54	=L54	=M54				=Q54*$K95	
432		AH 40	=K96	=D55*$K96	=E55	=F55	=G55	=H55	=I55	=J55	=K55	=L55	=M55				=Q55*$K96	
433		AH 80	=K97	=D56*$K97	=E56	=F56	=G56	=H56	=I56	=J56	=K56	=L56	=M56				=Q56*$K97	
434																		
435		GI 120	=K101	=D58*$K101	=E58	=F58	=G58	=H58	=I58	=J58	=K58	=L58	=M58				=Q58*$K101	
436		GI 160-250	=K102	=D59*$K102	=E59	=F59	=G59	=H59	=I59	=J59	=K59	=L59	=M59				=Q59*$K102	
437		AH 120	=K103	=D60*$K103	=E60	=F60	=G60	=H60	=I60	=J60	=K60	=L60	=M60				=Q60*$K103	
438		PRESS BRAKE 25	=K104	=D61*$K104	=E61	=F61	=G61	=H61	=I61	=J61	=K61	=L61	=M61				=Q61*$K104	
439		PRESS BRAKE 35	=K105	=D62*$K105	=E62	=F62	=G62	=H62	=I62	=J62	=K62	=L62	=M62				=Q62*$K105	
440		PRESS BRAKE 50	=K106	=D63*$K106	=E63	=F63	=G63	=H63	=I63	=J63	=K63	=L63	=M63				=Q63*$K106	
441		PRESS BRAKE 80	=K107	=D64*$K107	=E64	=F64	=G64	=H64	=I64	=J64	=K64	=L64	=M64				=Q64*$K107	
442		PRESS BRAKE 110	=K108	=D65*$K108	=E65	=F65	=G65	=H65	=I65	=J65	=K65	=L65	=M65				=Q65*$K108	
443		GS RANGE	=K109	=D66*$K109	=E66	=F66	=G66	=H66	=I66	=J66	=K66	=L66	=M66				=Q66*$K109	
444																		
445		K100	=K113	=D68*$K113	=E68	=F68	=G68	=H68	=I68	=J68	=K68	=L68	=M68				=Q68*$K113	
446		CM 1	=K114	=D69*$K114	=E69	=F69	=G69	=H69	=I69	=J69	=K69	=L69	=M69				=Q69*$K114	
447		K180	=K115	=D70*$K115	=E70	=F70	=G70	=H70	=I70	=J70	=K70	=L70	=M70				=Q70*$K115	
448		CM 2	=K116	=D71*$K116	=E71	=F71	=G71	=H71	=I71	=J71	=K71	=L71	=M71				=Q71*$K116	
449		K 360	=K117	=D72*$K117	=E72	=F72	=G72	=H72	=I72	=J72	=K72	=L72	=M72				=Q72*$K117	
450		CM 3	=K118	=D73*$K118	=E73	=F73	=G73	=H73	=I73	=J73	=K73	=L73	=M73				=Q73*$K118	
451		CM160	=K119	=D74*$K119	=E74	=F74	=G74	=H74	=I74	=J74	=K74	=L74	=M74				=Q74*$K119	
452		K600	=K120	=D75*$K120	=E75	=F75	=G75	=H75	=I75	=J75	=K75	=L75	=M75				=Q75*$K120	
453																		
454		ROLLFORM EQU	=K124	=D77*$K124	=E77	=F77	=G77	=H77	=I77	=J77	=K77	=L77	=M77	=N77	=O77		=Q77*$K124	
455		TOOLING (3 SETS)	=K125	=D78*$K125	=E78	=F78	=G78	=H78	=I78	=J78	=K78	=L78	=M78	=N78	=O78		=Q78*$K125	
456																		
457		SPARES	=K128	=D80*$K128	=E80	=F80	=G80	=H80	=I80	=J80	=K80	=L80	=M80				=Q80*$K128	
458																		
459																		

SHEET 5.1: VHME MAC

FEBRUARY	MACH															
PRODUCT	UNION 130	UNION 125	CINCI T30	WEBS BENN	BINNS BERR	PORE	MAZA SLAN	MAZA QT15	HYDR	PLANE	Mech Fittin	Elect Fittin	Servic	Sub Contract		
GI 30	=$D6*D137	=$D6*E137	=$D6	=$D6	=$D6	=$D6	=$D6	=$D6	=$D6	=$D6	=$D6	=$D6		=$D6*Q137		
GI 60	=$D7*D138	=$D7*E138	=$D7	=$D7	=$D7	=$D7	=$D7	=$D7	=$D7	=$D7	=$D7	=$D7		=$D7*Q138		
GI 90	=$D8*D139	=$D8*E139	=$D8	=$D8	=$D8	=$D8	=$D8	=$D8	=$D8	=$D8	=$D8	=$D8		=$D8*Q139		
GP 30	=$D9*D140	=$D9*E140	=$D9	=$D9	=$D9	=$D9	=$D9	=$D9	=$D9	=$D9	=$D9	=$D9		=$D9*Q140		
GP 40	=$D10*D141	=$D10*E141	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1		=$D10*Q141		
GP 55	=$D11*D142	=$D11*E142	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1		=$D11*Q142		
GP 75	=$D12*D143	=$D12*E143	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1		=$D12*Q143		
AH 40	=$D13*D144	=$D13*E144	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1		=$D13*Q144		
AH 80	=$D14*D145	=$D14*E145	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1		=$D14*Q145		
GI 120	=$D16*D147	=$D16*E147	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1		=$D16*Q147		
GI 160-250	=$D17*D148	=$D17*E148	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1		=$D17*Q148		
AH 120	=$D18*D149	=$D18*E149	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1		=$D18*Q149		
PRESS BRAKE 25	=$D19*D150	=$D19*E150	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1	=$D1		=$D19*Q150		
PRESS BRAKE 35	=$D20*D151	=$D20*E151	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2		=$D20*Q151		
PRESS BRAKE 50	=$D21*D152	=$D21*E152	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2		=$D21*Q152		
PRESS BRAKE 80	=$D22*D153	=$D22*E153	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2		=$D22*Q153		
PRESS BRAKE 110	=$D23*D154	=$D23*E154	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2		=$D23*Q154		
GS RANGE	=$D24*D155	=$D24*E155	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2		=$D24*Q155		
K100	=$D26*D157	=$D26*E157	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2		=$D26*Q157		
CM 1	=$D27*D158	=$D27*E158	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2		=$D27*Q158		
K180	=$D28*D159	=$D28*E159	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2		=$D28*Q159		
CM 2	=$D29*D160	=$D29*E160	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2	=$D2		=$D29*Q160		
K 360	=$D30*D161	=$D30*E161	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3		=$D30*Q161		
CM 3	=$D31*D162	=$D31*E162	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3		=$D31*Q162		
CM160	=$D32*D163	=$D32*E163	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3		=$D32*Q163		
K600	=$D33*D164	=$D33*E164	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3		=$D33*Q164		
SERVICE													1900			
ROLLFORM EQU	=$D35*D166	=$D35*E166	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3		=$D35*Q166		
TOOLING (3 SETS)	=$D36*D167	=$D36*E167	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3		=$D36*Q167		
OPENING STOCK	270	130	110	160	5	4	200	=K79	=L79	=M79	605	533		=O79		
SPARES	=$D38*D169	=$D38*E169	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3	=$D3				=$D38*Q169		
TOTAL HOURS	=SUM(C466:C499)	=SUM(D466:D499)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P466:P499)		

SHEET 5.1 *VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
503		MARCH					MACH											
504			UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANS	Mecha	Electr	Servi	Sub		
505		PRODUCT	130	125	T30	BENN	BERR	.	SLANT	OT15	.	.	Fittin	Fittin	.	Contract		
506		GI 30	=$E6*D137+$D6*D178	=$E6*E137+$D6*E178	=$E6	=$E6	=$E6	=$E6	=$E6	=$E6	=$E6	=$E6	=$E6	=$E6		=$E6*Q137+$D6*Q178		
507		GI 60	=$E7*D138+$D7*D179	=$E7*E138+$D7*E179	=$E7	=$E7	=$E7	=$E7	=$E7	=$E7	=$E7	=$E7	=$E7	=$E7		=$E7*Q138+$D7*Q179		
508		GI 90	=$E8*D139+$D8*D180	=$E8*E139+$D8*E180	=$E8	=$E8	=$E8	=$E8	=$E8	=$E8	=$E8	=$E8	=$E8	=$E8		=$E8*Q139+$D8*Q180		
509		GP 30	=$E9*D140+$D9*D181	=$E9*E140+$D9*E181	=$E9	=$E9	=$E9	=$E9	=$E9	=$E9	=$E9	=$E9	=$E9	=$E9		=$E9*Q140+$D9*Q181		
510		GP 40	=$E10*D141+$D10*D182	=$E10*E141+$D10*E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1		=$E10*Q141+$D10*Q1		
511		GP 55	=$E11*D142+$D11*D183	=$E11*E142+$D11*E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1		=$E11*Q142+$D11*Q1		
512		GP 75	=$E12*D143+$D12*D184	=$E12*E143+$D12*E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1		=$E12*Q143+$D12*Q1		
513		AH 40	=$E13*D144+$D13*D185	=$E13*E144+$D13*E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1		=$E13*Q144+$D13*Q1		
514		AH 80	=$E14*D145+$D14*D186	=$E14*E145+$D14*E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1		=$E14*Q145+$D14*Q1		
515																		
516		GI 120	=$E16*D147+$D16*D189	=$E16*E147+$D16*E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1		=$E16*Q147+$D16*Q1		
517		GI 160-250	=$E17*D148+$D17*D190	=$E17*E148+$D17*E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1		=$E17*Q148+$D17*Q1		
518		AH 120	=$E18*D149+$D18*D191	=$E18*E149+$D18*E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1		=$E18*Q149+$D18*Q1		
519		PRESS BRAKE 25	=$E19*D150+$D19*D192	=$E19*E150+$D19*E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1	=$E1		=$E19*Q150+$D19*Q1		
520		PRESS BRAKE 35	=$E20*D151+$D20*D193	=$E20*E151+$D20*E1	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2		=$E20*Q151+$D20*Q1		
521		PRESS BRAKE 50	=$E21*D152+$D21*D194	=$E21*E152+$D21*E1	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2		=$E21*Q152+$D21*Q1		
522		PRESS BRAKE 80	=$E22*D153+$D22*D195	=$E22*E153+$D22*E1	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2		=$E22*Q153+$D22*Q1		
523		PRESS BRAKE 110	=$E23*D154+$D23*D196	=$E23*E154+$D23*E1	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2		=$E23*Q154+$D23*Q1		
524		GS RANGE	=$E24*D155+$D24*D197	=$E24*E155+$D24*E1	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2		=$E24*Q155+$D24*Q1		
525																		
526		K100	=$E26*D157+$D26*D199	=$E26*E157+$D26*E1	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2		=$E26*Q157+$D26*Q1		
527		CM 1	=$E27*D158+$D27*D200	=$E27*E158+$D27*E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2		=$E27*Q158+$D27*Q2		
528		K180	=$E28*D159+$D28*D201	=$E28*E159+$D28*E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2		=$E28*Q159+$D28*Q2		
529		CM 2	=$E29*D160+$D29*D202	=$E29*E160+$D29*E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2	=$E2		=$E29*Q160+$D29*Q2		
530		K 360	=$E30*D161+$D30*D203	=$E30*E161+$D30*E2	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3		=$E30*Q161+$D30*Q2		
531		CM 3	=$E31*D162+$D31*D204	=$E31*E162+$D31*E2	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3		=$E31*Q162+$D31*Q2		
532		CM160	=$E32*D163+$D32*D205	=$E32*E163+$D32*E2	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3		=$E32*Q163+$D32*Q2		
533		K600	=$E33*D164+$D33*D206	=$E33*E164+$D33*E2	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3		=$E33*Q164+$D33*Q2		
534																		
535		SERVICE													1980			
536		ROLLFORM EQU	=$E35*D166+$D35*D208	=$E35*E166+$D35*E2	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3		=$E35*Q166+$D35*Q2		
537		TOOLING (3 SETS)	=$E36*D167+$D36*D209	=$E36*E167+$D36*E2	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3		=$E36*Q167+$D36*Q2		
538		OPENING STOCK											605	533				
539		SPARES	=$E38*D169	=$E38*E169	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3	=$E3				=$E38*Q169		
540		TOTAL HOURS	=SUM(C506:C539)	=SUM(D506:D539)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P506:P539)		
541																		
542		*SHEET 5.2*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
543		APRIL					MACH											
544			UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANS	Mech	Elect	Servi	Sub		
545		PRODUCT	130	125	T30	BENN	BERRY	.	SLANT	QT15	.		Fittin	Fittin	.	Contract		
546		GI 30	=$F6*D137+$E6*D178+$D6*D220	=$F6*E137+$E6*E178	=$F6	=$F6	=$F6	=$F6	=$F6	=$F6	=$F6	=$F6	=$F6	=$F6		=$F6*Q137+$E6*Q178		
547		GI 60	=$F7*D138+$E7*D179+$D7*D221	=$F7*E138+$E7*E179	=$F7	=$F7	=$F7	=$F7	=$F7	=$F7	=$F7	=$F7	=$F7	=$F7		=$F7*Q138+$E7*Q179		
548		GI 90	=$F8*D139+$E8*D180+$D8*D222	=$F8*E139+$E8*E180	=$F8	=$F8	=$F8	=$F8	=$F8	=$F8	=$F8	=$F8	=$F8	=$F8		=$F8*Q139+$E8*Q180		
549		GP 30	=$F9*D140+$E9*D181+$D9*D223	=$F9*E140+$E9*E181	=$F9	=$F9	=$F9	=$F9	=$F9	=$F9	=$F9	=$F9	=$F9	=$F9		=$F9*Q140+$E9*Q181		
550		GP 40	=$F10*D141+$E10*D182+$D10*D224	=$F10*E141+$E10*E1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1		=$F10*Q141+$E10*Q1		
551		GP 55	=$F11*D142+$E11*D183+$D11*D225	=$F11*E142+$E11*E1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1		=$F11*Q142+$E11*Q1		
552		GP 75	=$F12*D143+$E12*D184+$D12*D226	=$F12*E143+$E12*E1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1		=$F12*Q143+$E12*Q1		
553		AH 40	=$F13*D144+$E13*D185+$D13*D227	=$F13*E144+$E13*E1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1		=$F13*Q144+$E13*Q1		
554		AH 80	=$F14*D145+$E14*D186+$D14*D228	=$F14*E145+$E14*E1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1		=$F14*Q145+$E14*Q1		
555																		
556		GI 120	=$F16*D147+$E16*D189+$D16*D230	=$F16*E147+$E16*E1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1		=$F16*Q147+$E16*Q1		
557		GI 160-250	=$F17*D148+$E17*D190+$D17*D231	=$F17*E148+$E17*E1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1		=$F17*Q148+$E17*Q1		
558		AH 120	=$F18*D149+$E18*D191+$D18*D232	=$F18*E149+$E18*E1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1		=$F18*Q149+$E18*Q1		
559		PRESS BRAKE 25	=$F19*D150+$E19*D192+$D19*D233	=$F19*E150+$E19*E1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1	=$F1		=$F19*Q150+$E19*Q1		
560		PRESS BRAKE 35	=$F20*D151+$E20*D193+$D20*D234	=$F20*E151+$E20*E1	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2		=$F20*Q151+$E20*Q1		
561		PRESS BRAKE 50	=$F21*D152+$E21*D194+$D21*D235	=$F21*E152+$E21*E1	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2		=$F21*Q152+$E21*Q1		
562		PRESS BRAKE 80	=$F22*D153+$E22*D195+$D22*D236	=$F22*E153+$E22*E1	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2		=$F22*Q153+$E22*Q1		
563		PRESS BRAKE 110	=$F23*D154+$E23*D196+$D23*D237	=$F23*E154+$E23*E1	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2		=$F23*Q154+$E23*Q1		
564		GS RANGE	=$F24*D155+$E24*D197+$D24*D238	=$F24*E155+$E24*E1	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2		=$F24*Q155+$E24*Q1		
565																		
566		K100	=$F26*D157+$E26*D199+$D26*D240	=$F26*E157+$E26*E1	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2		=$F26*Q157+$E26*Q1		
567		CM 1	=$F27*D158+$E27*D200+$D27*D241	=$F27*E158+$E27*E2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2		=$F27*Q158+$E27*Q2		
568		K180	=$F28*D159+$E28*D201+$D28*D242	=$F28*E159+$E28*E2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2		=$F28*Q159+$E28*Q2		
569		CM 2	=$F29*D160+$E29*D202+$D29*D243	=$F29*E160+$E29*E2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2	=$F2		=$F29*Q160+$E29*Q2		
570		K 360	=$F30*D161+$E30*D203+$D30*D244	=$F30*E161+$E30*E2	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3		=$F30*Q161+$E30*Q2		
571		CM 3	=$F31*D162+$E31*D204+$D31*D245	=$F31*E162+$E31*E2	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3		=$F31*Q162+$E31*Q2		
572		CM160	=$F32*D163+$E32*D205+$D32*D246	=$F32*E163+$E32*E2	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3		=$F32*Q163+$E32*Q2		
573		K600	=$F33*D164+$E33*D206+$D33*D247	=$F33*E164+$E33*E2	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3		=$F33*Q164+$E33*Q2		
574																		
575		SERVICE													1828			
576		ROLLFORM EQU	=$F35*D166+$E35*D208+$D35*D249	=$F35*E166+$E35*E2	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3		=$F35*Q166+$E35*Q2		
577		TOOLING (3 SETS)	=$F36*D167+$E36*D209+$D36*D250	=$F36*E167+$E36*E2	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3		=$F36*Q167+$E36*Q2		
578		OPENING STOCK											555	483				
579		SPARES	=$F38*D169	=$F38*E169	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3	=$F3				=$F38*Q169		
580		TOTAL HOURS	=SUM(C546:C579)	=SUM(D546:D579)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P546:P579)		
581																		
582		*SHEET 5.3*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
583		MAY					MACH											
584			UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANS	Mech	Electr	Servi	Sub		
585		PRODUCT	130	125	T30	BENN	BERRY		SLANT	OT15			Fittin	Fittin		Contract		
586		GI 30	=$G6*D137+$F6*D178+$E6*D220	=$G6*E137+$F6*E178	=$G6	=$G6	=$G6	=$G6	=$G6	=$G6	=$G6	=$G6	=$G6	=$G6		=$G6*Q137+$F6*Q178		
587		GI 60	=$G7*D138+$F7*D179+$E7*D221	=$G7*E138+$F7*E179	=$G7	=$G7	=$G7	=$G7	=$G7	=$G7	=$G7	=$G7	=$G7	=$G7		=$G7*Q138+$F7*Q179		
588		GI 90	=$G8*D139+$F8*D180+$E8*D222	=$G8*E139+$F8*E180	=$G8	=$G8	=$G8	=$G8	=$G8	=$G8	=$G8	=$G8	=$G8	=$G8		=$G8*Q139+$F8*Q180		
589		GP 30	=$G9*D140+$F9*D181+$E9*D223	=$G9*E140+$F9*E181	=$G9	=$G9	=$G9	=$G9	=$G9	=$G9	=$G9	=$G9	=$G9	=$G9		=$G9*Q140+$F9*Q181		
590		GP 40	=$G10*D141+$F10*D182+$E10*D224	=$G10*E141+$F10*E1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1		=$G10*Q141+$F10*Q1		
591		GP 55	=$G11*D142+$F11*D183+$E11*D225	=$G11*E142+$F11*E1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1		=$G11*Q142+$F11*Q1		
592		GP 75	=$G12*D143+$F12*D184+$E12*D226	=$G12*E143+$F12*E1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1		=$G12*Q143+$F12*Q1		
593		AH 40	=$G13*D144+$F13*D185+$E13*D227	=$G13*E144+$F13*E1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1		=$G13*Q144+$F13*Q1		
594		AH 80	=$G14*D145+$F14*D186+$E14*D228	=$G14*E145+$F14*E1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1		=$G14*Q145+$F14*Q1		
595																		
596		GI 120	=$G16*D147+$F16*D189+$E16*D230+$D16*D271	=$G16*E147+$F16*E1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1		=$G16*Q147+$F16*Q1		
597		GI 160-250	=$G17*D148+$F17*D190+$E17*D231+$D17*D272	=$G17*E148+$F17*E1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1		=$G17*Q148+$F17*Q1		
598		AH 120	=$G18*D149+$F18*D191+$E18*D232+$D18*D273	=$G18*E149+$F18*E1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1		=$G18*Q149+$F18*Q1		
599		PRESS BRAKE 25	=$G19*D150+$F19*D192+$E19*D233+$D19*D274	=$G19*E150+$F19*E1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1	=$G1		=$G19*Q150+$F19*Q1		
600		PRESS BRAKE 35	=$G20*D151+$F20*D193+$E20*D234+$D20*D275	=$G20*E151+$F20*E1	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2		=$G20*Q151+$F20*Q1		
601		PRESS BRAKE 50	=$G21*D152+$F21*D194+$E21*D235+$D21*D276	=$G21*E152+$F21*E1	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2		=$G21*Q152+$F21*Q1		
602		PRESS BRAKE 80	=$G22*D153+$F22*D195+$E22*D236+$D22*D277	=$G22*E153+$F22*E1	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2		=$G22*Q153+$F22*Q1		
603		PRESS BRAKE 110	=$G23*D154+$F23*D196+$E23*D237+$D23*D278	=$G23*E154+$F23*E1	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2		=$G23*Q154+$F23*Q1		
604		GS RANGE	=$G24*D155+$F24*D197+$E24*D238+$D24*D279	=$G24*E155+$F24*E1	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2		=$G24*Q155+$F24*Q1		
605																		
606		K100	=$G26*D157+$F26*D199+$E26*D240+$D26*D281	=$G26*E157+$F26*E1	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2		=$G26*Q157+$F26*Q1		
607		CM 1	=$G27*D158+$F27*D200+$E27*D241+$D27*D282	=$G27*E158+$F27*E2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2		=$G27*Q158+$F27*Q2		
608		K180	=$G28*D159+$F28*D201+$E28*D242+$D28*D283	=$G28*E159+$F28*E2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2		=$G28*Q159+$F28*Q2		
609		CM 2	=$G29*D160+$F29*D202+$E29*D243+$D29*D284	=$G29*E160+$F29*E2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2	=$G2		=$G29*Q160+$F29*Q2		
610		K 360	=$G30*D161+$F30*D203+$E30*D244+$D30*D285	=$G30*E161+$F30*E2	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3		=$G30*Q161+$F30*Q2		
611		CM 3	=$G31*D162+$F31*D204+$E31*D245+$D31*D286	=$G31*E162+$F31*E2	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3		=$G31*Q162+$F31*Q2		
612		CM160	=$G32*D163+$F32*D205+$E32*D246+$D32*D287	=$G32*E163+$F32*E2	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3		=$G32*Q163+$F32*Q2		
613		K600	=$G33*D164+$F33*D206+$E33*D247+$D33*D288	=$G33*E164+$F33*E2	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3		=$G33*Q164+$F33*Q2		
614																		
615		SERVICE													1728			
616		ROLLFORM EQU	=$G35*D166+$F35*D208+$E35*D249+$D35*D290	=$G35*E166+$F35*E2	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3		=$G35*Q166+$F35*Q2		
617		TOOLING (3 SETS)	=$G36*D167+$F36*D209+$E36*D250+$D36*D291	=$G36*E167+$F36*E2	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3		=$G36*Q167+$F36*Q2		
618		OPENING STOCK																
619		SPARES	=$G38*D169	=$G38*E169	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3	=$G3				=$G38*Q169		
620		TOTAL HOURS	=SUM(C586:C619)	=SUM(D586:D619)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P586:P619)		
621																		
622		*SHEET 5.4*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
623		JUNE					MACH											
624			UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLAN	Mech	Elect	Servi	Sub		
625		PRODUCT	130	125	T30	BENN	BERR		SLANT	QT15			Fittin	Fittin		Contract		
626		GI 30	=$H6*D137+$G6*D178+$F6*D220	=$H6*E137+$G6*E178	=$H6	=$H6	=$H6	=$H6	=$H6	=$H6	=$H6	=$H6	=$H6	=$H6		=$H6*Q137+$G6*Q178		
627		GI 60	=$H7*D138+$G7*D179+$F7*D221	=$H7*E138+$G7*E179	=$H7	=$H7	=$H7	=$H7	=$H7	=$H7	=$H7	=$H7	=$H7	=$H7		=$H7*Q138+$G7*Q179		
628		GI 90	=$H8*D139+$G8*D180+$F8*D222	=$H8*E139+$G8*E180	=$H8	=$H8	=$H8	=$H8	=$H8	=$H8	=$H8	=$H8	=$H8	=$H8		=$H8*Q139+$G8*Q180		
629		GP 30	=$H9*D140+$G9*D181+$F9*D223	=$H9*E140+$G9*E181	=$H9	=$H9	=$H9	=$H9	=$H9	=$H9	=$H9	=$H9	=$H9	=$H9		=$H9*Q140+$G9*Q181		
630		GP 40	=$H10*D141+$G10*D182+$F10*D224	=$H10*E141+$G10*E1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1		=$H10*Q141+$G10*Q1		
631		GP 55	=$H11*D142+$G11*D183+$F11*D225	=$H11*E142+$G11*E1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1		=$H11*Q142+$G11*Q1		
632		GP 75	=$H12*D143+$G12*D184+$F12*D226	=$H12*E143+$G12*E1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1		=$H12*Q143+$G12*Q1		
633		AH 40	=$H13*D144+$G13*D185+$F13*D227	=$H13*E144+$G13*E1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1		=$H13*Q144+$G13*Q1		
634		AH 80	=$H14*D145+$G14*D186+$F14*D228	=$H14*E145+$G14*E1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1		=$H14*Q145+$G14*Q1		
635																		
636		GI 120	=$H16*D147+$G16*D189+$F16*D230+$E16*D271	=$H16*E147+$G16*E1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1		=$H16*Q147+$G16*Q1		
637		GI 160-250	=$H17*D148+$G17*D190+$F17*D231+$E17*D272	=$H17*E148+$G17*E1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1		=$H17*Q148+$G17*Q1		
638		AH 120	=$H18*D149+$G18*D191+$F18*D232+$E18*D273	=$H18*E149+$G18*E1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1		=$H18*Q149+$G18*Q1		
639		PRESS BRAKE 25	=$H19*D150+$G19*D192+$F19*D233+$E19*D274	=$H19*E150+$G19*E1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1	=$H1		=$H19*Q150+$G19*Q1		
640		PRESS BRAKE 35	=$H20*D151+$G20*D193+$F20*D234+$E20*D275	=$H20*E151+$G20*E1	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2		=$H20*Q151+$G20*Q1		
641		PRESS BRAKE 50	=$H21*D152+$G21*D194+$F21*D235+$E21*D276	=$H21*E152+$G21*E1	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2		=$H21*Q152+$G21*Q1		
642		PRESS BRAKE 80	=$H22*D153+$G22*D195+$F22*D236+$E22*D277	=$H22*E153+$G22*E1	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2		=$H22*Q153+$G22*Q1		
643		PRESS BRAKE 110	=$H23*D154+$G23*D196+$F23*D237+$E23*D278	=$H23*E154+$G23*E1	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2		=$H23*Q154+$G23*Q1		
644		GS RANGE	=$H24*D155+$G24*D197+$F24*D238+$E24*D279	=$H24*E155+$G24*E1	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2		=$H24*Q155+$G24*Q1		
645																		
646		K100	=$H26*D157+$G26*D199+$F26*D240+$E26*D281+$D26*D322	=$H26*E157+$G26*E1	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2		=$H26*Q157+$G26*Q1		
647		CM 1	=$H27*D158+$G27*D200+$F27*D241+$E27*D282+$D27*D323	=$H27*E158+$G27*E2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2		=$H27*Q158+$G27*Q2		
648		K180	=$H28*D159+$G28*D201+$F28*D242+$E28*D283+$D28*D324	=$H28*E159+$G28*E2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2		=$H28*Q159+$G28*Q2		
649		CM 2	=$H29*D160+$G29*D202+$F29*D243+$E29*D284+$D29*D325	=$H29*E160+$G29*E2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2	=$H2		=$H29*Q160+$G29*Q2		
650		K 360	=$H30*D161+$G30*D203+$F30*D244+$E30*D285+$D30*D326	=$H30*E161+$G30*E2	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3		=$H30*Q161+$G30*Q2		
651		CM 3	=$H31*D162+$G31*D204+$F31*D245+$E31*D286+$D31*D327	=$H31*E162+$G31*E2	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3		=$H31*Q162+$G31*Q2		
652		CM160	=$H32*D163+$G32*D205+$F32*D246+$E32*D287+$D32*D328	=$H32*E163+$G32*E2	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3		=$H32*Q163+$G32*Q2		
653		K600	=$H33*D164+$G33*D206+$F33*D247+$E33*D288+$D33*D329	=$H33*E164+$G33*E2	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3		=$H33*Q164+$G33*Q2		
654																		
655		SERVICE													1828			
656		ROLLFORM EQU	=$H35*D166+$G35*D208+$F35*D249+$E35*D290+$D35*D331	=$H35*E166+$G35*E2	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3		=$H35*Q166+$G35*Q2		
657		TOOLING (3 SETS)	=$H36*D167+$G36*D209+$F36*D250+$E36*D291+$D36*D332	=$H36*E167+$G36*E2	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3		=$H36*Q167+$G36*Q2		
658		OPENING STOCK																
659		SPARES	=$H38*D169	=$H38*E169	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3	=$H3				=$H38*Q169		
660		TOTAL HOURS	=SUM(C626:C659)	=SUM(D626:D659)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P626:P659)		
661																		
662		*SHEET 5.5*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
663		JULY					MACH											
664			UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANE	Mecha	Electr	Servic	Sub		
665		PRODUCT	130	125	T30	BENN	BERRY	.	SLANT	QT15	.	.	Fittin	Fittin	.	Contract		
666		GI 30	=$I6*D137+$H6*D178+$G6*D220	=$I6*E137+$H6*E178+	=$I6	=$I6	=$I6	=$I6	=$I6	=$I6	=$I6	=$I6	=$I6	=$I6		=$I6*O137+$H6*O178+		
667		GI 60	=$I7*D138+$H7*D179+$G7*D221	=$I7*E138+$H7*E179+	=$I7	=$I7	=$I7	=$I7	=$I7	=$I7	=$I7	=$I7	=$I7	=$I7		=$I7*O138+$H7*O179+		
668		GI 90	=$I8*D139+$H8*D180+$G8*D222	=$I8*E139+$H8*E180+	=$I8	=$I8	=$I8	=$I8	=$I8	=$I8	=$I8	=$I8	=$I8	=$I8		=$I8*O139+$H8*O180+		
669		GP 30	=$I9*D140+$H9*D181+$G9*D223	=$I9*E140+$H9*E181+	=$I9	=$I9	=$I9	=$I9	=$I9	=$I9	=$I9	=$I9	=$I9	=$I9		=$I9*O140+$H9*O181+		
670		GP 40	=$I10*D141+$H10*D182+$G10*D224	=$I10*E141+$H10*E18	=$I10	=$I10	=$I10	=$I10	=$I10	=$I10	=$I10	=$I10	=$I10	=$I10		=$I10*O141+$H10*O18		
671		GP 55	=$I11*D142+$H11*D183+$G11*D225	=$I11*E142+$H11*E18	=$I11	=$I11	=$I11	=$I11	=$I11	=$I11	=$I11	=$I11	=$I11	=$I11		=$I11*O142+$H11*O18		
672		GP 75	=$I12*D143+$H12*D184+$G12*D226	=$I12*E143+$H12*E18	=$I12	=$I12	=$I12	=$I12	=$I12	=$I12	=$I12	=$I12	=$I12	=$I12		=$I12*O143+$H12*O18		
673		AH 40	=$I13*D144+$H13*D185+$G13*D227	=$I13*E144+$H13*E18	=$I13	=$I13	=$I13	=$I13	=$I13	=$I13	=$I13	=$I13	=$I13	=$I13		=$I13*O144+$H13*O18		
674		AH 80	=$I14*D145+$H14*D186+$G14*D228	=$I14*E145+$H14*E18	=$I14	=$I14	=$I14	=$I14	=$I14	=$I14	=$I14	=$I14	=$I14	=$I14		=$I14*O145+$H14*O18		
675																		
676		GI 120	=$I16*D147+$H16*D189+$G16*D230+$F16*D271	=$I16*E147+$H16*E18	=$I16	=$I16	=$I16	=$I16	=$I16	=$I16	=$I16	=$I16	=$I16	=$I16		=$I16*O147+$H16*O18		
677		GI 160-250	=$I17*D148+$H17*D190+$G17*D231+$F17*D272	=$I17*E148+$H17*E19	=$I17	=$I17	=$I17	=$I17	=$I17	=$I17	=$I17	=$I17	=$I17	=$I17		=$I17*O148+$H17*O19		
678		AH 120	=$I18*D149+$H18*D191+$G18*D232+$F18*D273	=$I18*E149+$H18*E19	=$I18	=$I18	=$I18	=$I18	=$I18	=$I18	=$I18	=$I18	=$I18	=$I18		=$I18*O149+$H18*O19		
679		PRESS BRAKE 25	=$I19*D150+$H19*D192+$G19*D233+$F19*D274	=$I19*E150+$H19*E19	=$I19	=$I19	=$I19	=$I19	=$I19	=$I19	=$I19	=$I19	=$I19	=$I19		=$I19*O150+$H19*O19		
680		PRESS BRAKE 35	=$I20*D151+$H20*D193+$G20*D234+$F20*D275	=$I20*E151+$H20*E19	=$I20	=$I20	=$I20	=$I20	=$I20	=$I20	=$I20	=$I20	=$I20	=$I20		=$I20*O151+$H20*O19		
681		PRESS BRAKE 50	=$I21*D152+$H21*D194+$G21*D235+$F21*D276	=$I21*E152+$H21*E19	=$I21	=$I21	=$I21	=$I21	=$I21	=$I21	=$I21	=$I21	=$I21	=$I21		=$I21*O152+$H21*O19		
682		PRESS BRAKE 80	=$I22*D153+$H22*D195+$G22*D236+$F22*D277	=$I22*E153+$H22*E19	=$I22	=$I22	=$I22	=$I22	=$I22	=$I22	=$I22	=$I22	=$I22	=$I22		=$I22*O153+$H22*O19		
683		PRESS BRAKE 110	=$I23*D154+$H23*D196+$G23*D237+$F23*D278	=$I23*E154+$H23*E19	=$I23	=$I23	=$I23	=$I23	=$I23	=$I23	=$I23	=$I23	=$I23	=$I23		=$I23*O154+$H23*O19		
684		GS RANGE	=$I24*D155+$H24*D197+$G24*D238+$F24*D279	=$I24*E155+$H24*E19	=$I24	=$I24	=$I24	=$I24	=$I24	=$I24	=$I24	=$I24	=$I24	=$I24		=$I24*O155+$H24*O19		
685																		
686		K100	=$I26*D157+$H26*D199+$G26*D240+$F26*D281+$E26*D322	=$I26*E157+$H26*E19	=$I26	=$I26	=$I26	=$I26	=$I26	=$I26	=$I26	=$I26	=$I26	=$I26		=$I26*O157+$H26*O19		
687		CM 1	=$I27*D158+$H27*D200+$G27*D241+$F27*D282+$E27*D323	=$I27*E158+$H27*E20	=$I27	=$I27	=$I27	=$I27	=$I27	=$I27	=$I27	=$I27	=$I27	=$I27		=$I27*O158+$H27*O20		
688		K180	=$I28*D159+$H28*D201+$G28*D242+$F28*D283+$E28*D324	=$I28*E159+$H28*E20	=$I28	=$I28	=$I28	=$I28	=$I28	=$I28	=$I28	=$I28	=$I28	=$I28		=$I28*O159+$H28*O20		
689		CM 2	=$I29*D160+$H29*D202+$G29*D243+$F29*D284+$E29*D325	=$I29*E160+$H29*E20	=$I29	=$I29	=$I29	=$I29	=$I29	=$I29	=$I29	=$I29	=$I29	=$I29		=$I29*O160+$H29*O20		
690		K 360	=$I30*D161+$H30*D203+$G30*D244+$F30*D285+$E30*D326	=$I30*E161+$H30*E20	=$I30	=$I30	=$I30	=$I30	=$I30	=$I30	=$I30	=$I30	=$I30	=$I30		=$I30*O161+$H30*O20		
691		CM 3	=$I31*D162+$H31*D204+$G31*D245+$F31*D286+$E31*D327	=$I31*E162+$H31*E20	=$I31	=$I31	=$I31	=$I31	=$I31	=$I31	=$I31	=$I31	=$I31	=$I31		=$I31*O162+$H31*O20		
692		CM160	=$I32*D163+$H32*D205+$G32*D246+$F32*D287+$E32*D328	=$I32*E163+$H32*E20	=$I32	=$I32	=$I32	=$I32	=$I32	=$I32	=$I32	=$I32	=$I32	=$I32		=$I32*O163+$H32*O20		
693		K600	=$I33*D164+$H33*D206+$G33*D247+$F33*D288+$E33*D329	=$I33*E164+$H33*E20	=$I33	=$I33	=$I33	=$I33	=$I33	=$I33	=$I33	=$I33	=$I33	=$I33		=$I33*O164+$H33*O20		
694																		
695		SERVICE													1828			
696		ROLLFORM EQU	=$I35*D166+$H35*D208+$G35*D249+$F35*D290+$E35*D331+$D35*D372	=$I35*E166+$H35*E20	=$I35	=$I35	=$I35	=$I35	=$I35	=$I35	=$I35	=$I35	=$I35	=$I35		=$I35*O166+$H35*O20		
697		TOOLING (3 SETS)	=$I36*D167+$H36*D209+$G36*D250+$F36*D291+$E36*D332+$D36*D373	=$I36*E167+$H36*E20	=$I36	=$I36	=$I36	=$I36	=$I36	=$I36	=$I36	=$I36	=$I36	=$I36		=$I36*O167+$H36*O20		
698		OPENING STOCK																
699		SPARES	=$I38*D169	=$I38*E169	=$I38	=$I38	=$I38	=$I38	=$I38	=$I38	=$I38	=$I38				=$I38*O169		
700		TOTAL HOURS	=SUM(C666:C699)	=SUM(D666:D699)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P666:P699)		
701																		
702		*SHEET 5.6*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
703		AUGUST					MACH											
704			UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANS	Mech	Elect	Servi	Sub		
705		PRODUCT	130	125	T30	BENN	BERRY		SLANT	QT15			Fittin	Fittin		Contract		
706		GI 30	=$J6*D137+$I6*D178+$H6*D220	=$J6*E137+$I6*E178+	=$J6	=$J6	=$J6	=$J6	=$J6	=$J6	=$J6	=$J6	=$J6	=$J6		=$J6*Q137+$I6*Q178+		
707		GI 60	=$J7*D138+$I7*D179+$H7*D221	=$J7*E138+$I7*E179+	=$J7	=$J7	=$J7	=$J7	=$J7	=$J7	=$J7	=$J7	=$J7	=$J7		=$J7*Q138+$I7*Q179+		
708		GI 90	=$J8*D139+$I8*D180+$H8*D222	=$J8*E139+$I8*E180+	=$J8	=$J8	=$J8	=$J8	=$J8	=$J8	=$J8	=$J8	=$J8	=$J8		=$J8*Q139+$I8*Q180+		
709		GP 30	=$J9*D140+$I9*D181+$H9*D223	=$J9*E140+$I9*E181+	=$J9	=$J9	=$J9	=$J9	=$J9	=$J9	=$J9	=$J9	=$J9	=$J9		=$J9*Q140+$I9*Q181+		
710		GP 40	=$J10*D141+$I10*D182+$H10*D224	=$J10*E141+$I10*E18	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1		=$J10*Q141+$I10*Q18		
711		GP 55	=$J11*D142+$I11*D183+$H11*D225	=$J11*E142+$I11*E18	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1		=$J11*Q142+$I11*Q18		
712		GP 75	=$J12*D143+$I12*D184+$H12*D226	=$J12*E143+$I12*E18	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1		=$J12*Q143+$I12*Q18		
713		AH 40	=$J13*D144+$I13*D185+$H13*D227	=$J13*E144+$I13*E18	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1		=$J13*Q144+$I13*Q18		
714		AH 80	=$J14*D145+$I14*D186+$H14*D228	=$J14*E145+$I14*E18	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1		=$J14*Q145+$I14*Q18		
715																		
716		GI 120	=$J16*D147+$I16*D189+$H16*D230+$G16*D271	=$J16*E147+$I16*E18	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1		=$J16*Q147+$I16*Q18		
717		GI 160-250	=$J17*D148+$I17*D190+$H17*D231+$G17*D272	=$J17*E148+$I17*E19	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1		=$J17*Q148+$I17*Q19		
718		AH 120	=$J18*D149+$I18*D191+$H18*D232+$G18*D273	=$J18*E149+$I18*E19	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1		=$J18*Q149+$I18*Q19		
719		PRESS BRAKE 25	=$J19*D150+$I19*D192+$H19*D233+$G19*D274	=$J19*E150+$I19*E19	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1	=$J1		=$J19*Q150+$I19*Q19		
720		PRESS BRAKE 35	=$J20*D151+$I20*D193+$H20*D234+$G20*D275	=$J20*E151+$I20*E19	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2		=$J20*Q151+$I20*Q19		
721		PRESS BRAKE 50	=$J21*D152+$I21*D194+$H21*D235+$G21*D276	=$J21*E152+$I21*E19	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2		=$J21*Q152+$I21*Q19		
722		PRESS BRAKE 80	=$J22*D153+$I22*D195+$H22*D236+$G22*D277	=$J22*E153+$I22*E19	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2		=$J22*Q153+$I22*Q19		
723		PRESS BRAKE 110	=$J23*D154+$I23*D196+$H23*D237+$G23*D278	=$J23*E154+$I23*E19	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2		=$J23*Q154+$I23*Q19		
724		GS RANGE	=$J24*D155+$I24*D197+$H24*D238+$G24*D279	=$J24*E155+$I24*E19	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2		=$J24*Q155+$I24*Q19		
725																		
726		K100	=$J26*D157+$I26*D199+$H26*D240+$G26*D281+$F26*D322	=$J26*E157+$I26*E19	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2		=$J26*Q157+$I26*Q19		
727		CM 1	=$J27*D158+$I27*D200+$H27*D241+$G27*D282+$F27*D323	=$J27*E158+$I27*E20	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2		=$J27*Q158+$I27*Q20		
728		K180	=$J28*D159+$I28*D201+$H28*D242+$G28*D283+$F28*D324	=$J28*E159+$I28*E20	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2		=$J28*Q159+$I28*Q20		
729		CM 2	=$J29*D160+$I29*D202+$H29*D243+$G29*D284+$F29*D325	=$J29*E160+$I29*E20	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2	=$J2		=$J29*Q160+$I29*Q20		
730		K 360	=$J30*D161+$I30*D203+$H30*D244+$G30*D285+$F30*D326	=$J30*E161+$I30*E20	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3		=$J30*Q161+$I30*Q20		
731		CM 3	=$J31*D162+$I31*D204+$H31*D245+$G31*D286+$F31*D327	=$J31*E162+$I31*E20	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3		=$J31*Q162+$I31*Q20		
732		CM160	=$J32*D163+$I32*D205+$H32*D246+$G32*D287+$F32*D328	=$J32*E163+$I32*E20	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3		=$J32*Q163+$I32*Q20		
733		K600	=$J33*D164+$I33*D206+$H33*D247+$G33*D288+$F33*D329	=$J33*E164+$I33*E20	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3		=$J33*Q164+$I33*Q20		
734																		
735		SERVICE													1828			
736		ROLLFORM EQU	=$J35*D166+$I35*D208+$H35*D249+$G35*D290+$F35*D331+$E35*D372+	=$J35*E166+$I35*E20	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3		=$J35*Q166+$I35*Q20		
737		TOOLING (3 SETS)	=$J36*D167+$I36*D209+$H36*D250+$G36*D291+$F36*D332+$E36*D373+	=$J36*E167+$I36*E20	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3		=$J36*Q167+$I36*Q20		
738		OPENING STOCK																
739		SPARES	=$J38*D169	=$J38*E169	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3	=$J3				=$J38*Q169		
740		TOTAL HOURS	=SUM(C706:C739)	=SUM(D706:D739)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P706:P739)		
741																		
742		*SHEET 5.7*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
743		SEPTEMBER					MACH											
744			UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANE	Mech	Elect	Servi	Sub		
745		PRODUCT	130	125	T30	BENN	BERR		SLANT	OT15			Fittin	Fittin		Contract		
746		GI 30	=$K6*D137+$J6*D178+$I6*D220	=$K6*E137+$J6*E178	=$K6	=$K6	=$K6	=$K6	=$K6	=$K6	=$K6	=$K6	=$K6	=$K6		=$K6*Q137+$J6*Q178		
747		GI 60	=$K7*D138+$J7*D179+$I7*D221	=$K7*E138+$J7*E179	=$K7	=$K7	=$K7	=$K7	=$K7	=$K7	=$K7	=$K7	=$K7	=$K7		=$K7*Q138+$J7*Q179		
748		GI 90	=$K8*D139+$J8*D180+$I8*D222	=$K8*E139+$J8*E180	=$K8	=$K8	=$K8	=$K8	=$K8	=$K8	=$K8	=$K8	=$K8	=$K8		=$K8*Q139+$J8*Q180		
749		GP 30	=$K9*D140+$J9*D181+$I9*D223	=$K9*E140+$J9*E181	=$K9	=$K9	=$K9	=$K9	=$K9	=$K9	=$K9	=$K9	=$K9	=$K9		=$K9*Q140+$J9*Q181		
750		GP 40	=$K10*D141+$J10*D182+$I10*D224	=$K10*E141+$J10*E1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1		=$K10*Q141+$J10*Q1		
751		GP 55	=$K11*D142+$J11*D183+$I11*D225	=$K11*E142+$J11*E1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1		=$K11*Q142+$J11*Q1		
752		GP 75	=$K12*D143+$J12*D184+$I12*D226	=$K12*E143+$J12*E1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1		=$K12*Q143+$J12*Q1		
753		AH 40	=$K13*D144+$J13*D185+$I13*D227	=$K13*E144+$J13*E1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1		=$K13*Q144+$J13*Q1		
754		AH 80	=$K14*D145+$J14*D186+$I14*D228	=$K14*E145+$J14*E1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1		=$K14*Q145+$J14*Q1		
755																		
756		GI 120	=$K16*D147+$J16*D189+$I16*D230+$H16*D271	=$K16*E147+$J16*E1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1		=$K16*Q147+$J16*Q1		
757		GI 160-250	=$K17*D148+$J17*D190+$I17*D231+$H17*D272	=$K17*E148+$J17*E1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1		=$K17*Q148+$J17*Q1		
758		AH 120	=$K18*D149+$J18*D191+$I18*D232+$H18*D273	=$K18*E149+$J18*E1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1		=$K18*Q149+$J18*Q1		
759		PRESS BRAKE 25	=$K19*D150+$J19*D192+$I19*D233+$H19*D274	=$K19*E150+$J19*E1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1	=$K1		=$K19*Q150+$J19*Q1		
760		PRESS BRAKE 35	=$K20*D151+$J20*D193+$I20*D234+$H20*D275	=$K20*E151+$J20*E1	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2		=$K20*Q151+$J20*Q1		
761		PRESS BRAKE 50	=$K21*D152+$J21*D194+$I21*D235+$H21*D276	=$K21*E152+$J21*E1	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2		=$K21*Q152+$J21*Q1		
762		PRESS BRAKE 80	=$K22*D153+$J22*D195+$I22*D236+$H22*D277	=$K22*E153+$J22*E1	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2		=$K22*Q153+$J22*Q1		
763		PRESS BRAKE 110	=$K23*D154+$J23*D196+$I23*D237+$H23*D278	=$K23*E154+$J23*E1	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2		=$K23*Q154+$J23*Q1		
764		GS RANGE	=$K24*D155+$J24*D197+$I24*D238+$H24*D279	=$K24*E155+$J24*E1	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2		=$K24*Q155+$J24*Q1		
765																		
766		K100	=$K26*D157+$J26*D199+$I26*D240+$H26*D281+$G26*D322	=$K26*E157+$J26*E1	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2		=$K26*Q157+$J26*Q1		
767		CM 1	=$K27*D158+$J27*D200+$I27*D241+$H27*D282+$G27*D323	=$K27*E158+$J27*E2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2		=$K27*Q158+$J27*Q2		
768		K180	=$K28*D159+$J28*D201+$I28*D242+$H28*D283+$G28*D324	=$K28*E159+$J28*E2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2		=$K28*Q159+$J28*Q2		
769		CM 2	=$K29*D160+$J29*D202+$I29*D243+$H29*D284+$G29*D325	=$K29*E160+$J29*E2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2	=$K2		=$K29*Q160+$J29*Q2		
770		K 360	=$K30*D161+$J30*D203+$I30*D244+$H30*D285+$G30*D326	=$K30*E161+$J30*E2	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3		=$K30*Q161+$J30*Q2		
771		CM 3	=$K31*D162+$J31*D204+$I31*D245+$H31*D286+$G31*D327	=$K31*E162+$J31*E2	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3		=$K31*Q162+$J31*Q2		
772		CM160	=$K32*D163+$J32*D205+$I32*D246+$H32*D287+$G32*D328	=$K32*E163+$J32*E2	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3		=$K32*Q163+$J32*Q2		
773		K600	=$K33*D164+$J33*D206+$I33*D247+$H33*D288+$G33*D329	=$K33*E164+$J33*E2	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3		=$K33*Q164+$J33*Q2		
774																		
775		SERVICE													1900			
776		ROLLFORM EQU	=$K35*D166+$J35*D208+$I35*D249+$H35*D290+$G35*D331+$F35*D372+	=$K35*E166+$J35*E2	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3		=$K35*Q166+$J35*Q2		
777		TOOLING (3 SETS)	=$K36*D167+$J36*D209+$I36*D250+$H36*D291+$G36*D332+$F36*D373+	=$K36*E167+$J36*E2	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3		=$K36*Q167+$J36*Q2		
778		OPENING STOCK																
779		SPARES	=$K38*D169	=$K38*E169	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3	=$K3				=$K38*Q169		
780		TOTAL HOURS	=SUM(C746:C779)	=SUM(D746:D779)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P746:P779)		
781																		
782		*SHEET 5.8*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
783		OCTOBER					MACH											
784			UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANE	Mecha	Electr	Servi	Sub		
785		PRODUCT	130	125	T30	BENN	BERRY	.	SLANT	OT15	.	.	Fittin	Fittin		Contract		
786		GI 30	=$L6*D137+$K6*D178+$J6*D220	=$L6*E137+$K6*E178	=$L6	=$L6	=$L6	=$L6	=$L6	=$L6	=$L6	=$L6	=$L6	=$L6		=$L6*O137+$K6*O178		
787		GI 60	=$L7*D138+$K7*D179+$J7*D221	=$L7*E138+$K7*E179	=$L7	=$L7	=$L7	=$L7	=$L7	=$L7	=$L7	=$L7	=$L7	=$L7		=$L7*O138+$K7*O179		
788		GI 90	=$L8*D139+$K8*D180+$J8*D222	=$L8*E139+$K8*E180	=$L8	=$L8	=$L8	=$L8	=$L8	=$L8	=$L8	=$L8	=$L8	=$L8		=$L8*O139+$K8*O180		
789		GP 30	=$L9*D140+$K9*D181+$J9*D223	=$L9*E140+$K9*E181	=$L9	=$L9	=$L9	=$L9	=$L9	=$L9	=$L9	=$L9	=$L9	=$L9		=$L9*O140+$K9*O181		
790		GP 40	=$L10*D141+$K10*D182+$J10*D224	=$L10*E141+$K10*E1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1		=$L10*O141+$K10*O1		
791		GP 55	=$L11*D142+$K11*D183+$J11*D225	=$L11*E142+$K11*E1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1		=$L11*O142+$K11*O1		
792		GP 75	=$L12*D143+$K12*D184+$J12*D226	=$L12*E143+$K12*E1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1		=$L12*O143+$K12*O1		
793		AH 40	=$L13*D144+$K13*D185+$J13*D227	=$L13*E144+$K13*E1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1		=$L13*O144+$K13*O1		
794		AH 80	=$L14*D145+$K14*D186+$J14*D228	=$L14*E145+$K14*E1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1		=$L14*O145+$K14*O1		
795																		
796		GI 120	=$L16*D147+$K16*D189+$J16*D230+$I16*D271	=$L16*E147+$K16*E1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1		=$L16*O147+$K16*O1		
797		GI 160-250	=$L17*D148+$K17*D190+$J17*D231+$I17*D272	=$L17*E148+$K17*E1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1		=$L17*O148+$K17*O1		
798		AH 120	=$L18*D149+$K18*D191+$J18*D232+$I18*D273	=$L18*E149+$K18*E1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1		=$L18*O149+$K18*O1		
799		PRESS BRAKE 25	=$L19*D150+$K19*D192+$J19*D233+$I19*D274	=$L19*E150+$K19*E1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1	=$L1		=$L19*O150+$K19*O1		
800		PRESS BRAKE 35	=$L20*D151+$K20*D193+$J20*D234+$I20*D275	=$L20*E151+$K20*E1	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2		=$L20*O151+$K20*O1		
801		PRESS BRAKE 50	=$L21*D152+$K21*D194+$J21*D235+$I21*D276	=$L21*E152+$K21*E1	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2		=$L21*O152+$K21*O1		
802		PRESS BRAKE 80	=$L22*D153+$K22*D195+$J22*D236+$I22*D277	=$L22*E153+$K22*E1	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2		=$L22*O153+$K22*O1		
803		PRESS BRAKE 110	=$L23*D154+$K23*D196+$J23*D237+$I23*D278	=$L23*E154+$K23*E1	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2		=$L23*O154+$K23*O1		
804		GS RANGE	=$L24*D155+$K24*D197+$J24*D238+$I24*D279	=$L24*E155+$K24*E1	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2		=$L24*O155+$K24*O1		
805																		
806		K100	=$L26*D157+$K26*D199+$J26*D240+$I26*D281+$H26*D322	=$L26*E157+$K26*E1	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2		=$L26*O157+$K26*O1		
807		CM 1	=$L27*D158+$K27*D200+$J27*D241+$I27*D282+$H27*D323	=$L27*E158+$K27*E2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2		=$L27*O158+$K27*O2		
808		K180	=$L28*D159+$K28*D201+$J28*D242+$I28*D283+$H28*D324	=$L28*E159+$K28*E2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2		=$L28*O159+$K28*O2		
809		CM 2	=$L29*D160+$K29*D202+$J29*D243+$I29*D284+$H29*D325	=$L29*E160+$K29*E2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2	=$L2		=$L29*O160+$K29*O2		
810		K 360	=$L30*D161+$K30*D203+$J30*D244+$I30*D285+$H30*D326	=$L30*E161+$K30*E2	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3		=$L30*O161+$K30*O2		
811		CM 3	=$L31*D162+$K31*D204+$J31*D245+$I31*D286+$H31*D327	=$L31*E162+$K31*E2	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3		=$L31*O162+$K31*O2		
812		CM160	=$L32*D163+$K32*D205+$J32*D246+$I32*D287+$H32*D328	=$L32*E163+$K32*E2	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3		=$L32*O163+$K32*O2		
813		K600	=$L33*D164+$K33*D206+$J33*D247+$I33*D288+$H33*D329	=$L33*E164+$K33*E2	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3		=$L33*O164+$K33*O2		
814																		
815		SERVICE													1828			
816		ROLLFORM EQU	=$L35*D166+$K35*D208+$J35*D249+$I35*D290+$H35*D331+$G35*D372+$	=$L35*E166+$K35*E2	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3		=$L35*O166+$K35*O2		
817		TOOLING (3 SETS)	=$L36*D167+$K36*D209+$J36*D250+$I36*D291+$H36*D332+$G36*D373+$	=$L36*E167+$K36*E2	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3		=$L36*O167+$K36*O2		
818		OPENING STOCK																
819		SPARES	=$L38*D169	=$L38*E169	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3	=$L3				=$L38*O169		
820		TOTAL HOURS	=SUM(C786:C819)	=SUM(D786:D819)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P786:P819)		
821																		
822		*SHEET 5.9*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
823		NOVEMBER					MACH											
824			UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANE	Mecha	Electr	Servic	Sub		
825		PRODUCT	130	125	T30	BENN	BERRY	.	SLANT	QT15	.	.	Fittin	Fittin	.	Contract		
826		GI 30	=$M6*D137+$L6*D178+$K6*D220	=$M6*E137+$L6*E178	=$M6	=$M6	=$M6	=$M6	=$M6	=$M6	=$M6	=$M6	=$M6	=$M6		=$M6*Q137+$L6*Q178		
827		GI 60	=$M7*D138+$L7*D179+$K7*D221	=$M7*E138+$L7*E179	=$M7	=$M7	=$M7	=$M7	=$M7	=$M7	=$M7	=$M7	=$M7	=$M7		=$M7*Q138+$L7*Q179		
828		GI 90	=$M8*D139+$L8*D180+$K8*D222	=$M8*E139+$L8*E180	=$M8	=$M8	=$M8	=$M8	=$M8	=$M8	=$M8	=$M8	=$M8	=$M8		=$M8*Q139+$L8*Q180		
829		GP 30	=$M9*D140+$L9*D181+$K9*D223	=$M9*E140+$L9*E181	=$M9	=$M9	=$M9	=$M9	=$M9	=$M9	=$M9	=$M9	=$M9	=$M9		=$M9*Q140+$L9*Q181		
830		GP 40	=$M10*D141+$L10*D182+$K10*D224	=$M10*E141+$L10*E1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1		=$M10*Q141+$L10*Q1		
831		GP 55	=$M11*D142+$L11*D183+$K11*D225	=$M11*E142+$L11*E1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1		=$M11*Q142+$L11*Q1		
832		GP 75	=$M12*D143+$L12*D184+$K12*D226	=$M12*E143+$L12*E1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1		=$M12*Q143+$L12*Q1		
833		AH 40	=$M13*D144+$L13*D185+$K13*D227	=$M13*E144+$L13*E1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1		=$M13*Q144+$L13*Q1		
834		AH 80	=$M14*D145+$L14*D186+$K14*D228	=$M14*E145+$L14*E1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1		=$M14*Q145+$L14*Q1		
835																		
836		GI 120	=$M16*D147+$L16*D189+$K16*D230+$J16*D271	=$M16*E147+$L16*E1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1		=$M16*Q147+$L16*Q1		
837		GI 160-250	=$M17*D148+$L17*D190+$K17*D231+$J17*D272	=$M17*E148+$L17*E1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1		=$M17*Q148+$L17*Q1		
838		AH 120	=$M18*D149+$L18*D191+$K18*D232+$J18*D273	=$M18*E149+$L18*E1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1		=$M18*Q149+$L18*Q1		
839		PRESS BRAKE 25	=$M19*D150+$L19*D192+$K19*D233+$J19*D274	=$M19*E150+$L19*E1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1	=$M1		=$M19*Q150+$L19*Q1		
840		PRESS BRAKE 35	=$M20*D151+$L20*D193+$K20*D234+$J20*D275	=$M20*E151+$L20*E1	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2		=$M20*Q151+$L20*Q1		
841		PRESS BRAKE 50	=$M21*D152+$L21*D194+$K21*D235+$J21*D276	=$M21*E152+$L21*E1	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2		=$M21*Q152+$L21*Q1		
842		PRESS BRAKE 80	=$M22*D153+$L22*D195+$K22*D236+$J22*D277	=$M22*E153+$L22*E1	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2		=$M22*Q153+$L22*Q1		
843		PRESS BRAKE 110	=$M23*D154+$L23*D196+$K23*D237+$J23*D278	=$M23*E154+$L23*E1	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2		=$M23*Q154+$L23*Q1		
844		GS RANGE	=$M24*D155+$L24*D197+$K24*D238+$J24*D279	=$M24*E155+$L24*E1	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2		=$M24*Q155+$L24*Q1		
845																		
846		K100	=$M26*D157+$L26*D199+$K26*D240+$J26*D281+$I26*D322	=$M26*E157+$L26*E1	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2		=$M26*Q157+$L26*Q1		
847		CM 1	=$M27*D158+$L27*D200+$K27*D241+$J27*D282+$I27*D323	=$M27*E158+$L27*E2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2		=$M27*Q158+$L27*Q2		
848		K180	=$M28*D159+$L28*D201+$K28*D242+$J28*D283+$I28*D324	=$M28*E159+$L28*E2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2		=$M28*Q159+$L28*Q2		
849		CM 2	=$M29*D160+$L29*D202+$K29*D243+$J29*D284+$I29*D325	=$M29*E160+$L29*E2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2	=$M2		=$M29*Q160+$L29*Q2		
850		K 360	=$M30*D161+$L30*D203+$K30*D244+$J30*D285+$I30*D326	=$M30*E161+$L30*E2	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3		=$M30*Q161+$L30*Q2		
851		CM 3	=$M31*D162+$L31*D204+$K31*D245+$J31*D286+$I31*D327	=$M31*E162+$L31*E2	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3		=$M31*Q162+$L31*Q2		
852		CM160	=$M32*D163+$L32*D205+$K32*D246+$J32*D287+$I32*D328	=$M32*E163+$L32*E2	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3		=$M32*Q163+$L32*Q2		
853		K600	=$M33*D164+$L33*D206+$K33*D247+$J33*D288+$I33*D329	=$M33*E164+$L33*E2	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3		=$M33*Q164+$L33*Q2		
854																		
855		SERVICE													1900			
856		ROLLFORM EQU	=$M35*D166+$L35*D208+$K35*D249+$J35*D290+$I35*D331+$H35*D372+	=$M35*E166+$L35*E2	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3		=$M35*Q166+$L35*Q2		
857		TOOLING (3 SETS)	=$M36*D167+$L36*D209+$K36*D250+$J36*D291+$I36*D332+$H36*D373+	=$M36*E167+$L36*E2	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3		=$M36*Q167+$L36*Q2		
858		OPENING STOCK																
859		SPARES	=$M38*D169	=$M38*E169	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3	=$M3				=$M38*Q169		
860		TOTAL HOURS	=SUM(C826:C859)	=SUM(D826:D859)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P826:P859)		
861																		
862		*SHEET 5.10*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
863		DECEMBER					MACH											
864			UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLAN	Mecha	Electr	Servi	Sub		
865		PRODUCT	130	125	T30	BENN	BERRY		SLANT	QT15			Fittin	Fittin		Contract		
866		GI 30	=$N6*D137+$M6*D178+$L6*D220	=$N6*E137+$M6*E178	=$N6	=$N6	=$N6	=$N6	=$N6	=$N6	=$N6	=$N6	=$N6	=$N6		=$N6*Q137+$M6*Q178		
867		GI 60	=$N7*D138+$M7*D179+$L7*D221	=$N7*E138+$M7*E179	=$N7	=$N7	=$N7	=$N7	=$N7	=$N7	=$N7	=$N7	=$N7	=$N7		=$N7*Q138+$M7*Q179		
868		GI 90	=$N8*D139+$M8*D180+$L8*D222	=$N8*E139+$M8*E180	=$N8	=$N8	=$N8	=$N8	=$N8	=$N8	=$N8	=$N8	=$N8	=$N8		=$N8*Q139+$M8*Q180		
869		GP 30	=$N9*D140+$M9*D181+$L9*D223	=$N9*E140+$M9*E181	=$N9	=$N9	=$N9	=$N9	=$N9	=$N9	=$N9	=$N9	=$N9	=$N9		=$N9*Q140+$M9*Q181		
870		GP 40	=$N10*D141+$M10*D182+$L10*D224	=$N10*E141+$M10*E1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1		=$N10*Q141+$M10*Q1		
871		GP 55	=$N11*D142+$M11*D183+$L11*D225	=$N11*E142+$M11*E1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1		=$N11*Q142+$M11*Q1		
872		GP 75	=$N12*D143+$M12*D184+$L12*D226	=$N12*E143+$M12*E1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1		=$N12*Q143+$M12*Q1		
873		AH 40	=$N13*D144+$M13*D185+$L13*D227	=$N13*E144+$M13*E1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1		=$N13*Q144+$M13*Q1		
874		AH 80	=$N14*D145+$M14*D186+$L14*D228	=$N14*E145+$M14*E1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1		=$N14*Q145+$M14*Q1		
875																		
876		GI 120	=$N16*D147+$M16*D189+$L16*D230+$K16*D271	=$N16*E147+$M16*E1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1		=$N16*Q147+$M16*Q1		
877		GI 160-250	=$N17*D148+$M17*D190+$L17*D231+$K17*D272	=$N17*E148+$M17*E1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1		=$N17*Q148+$M17*Q1		
878		AH 120	=$N18*D149+$M18*D191+$L18*D232+$K18*D273	=$N18*E149+$M18*E1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1		=$N18*Q149+$M18*Q1		
879		PRESS BRAKE 25	=$N19*D150+$M19*D192+$L19*D233+$K19*D274	=$N19*E150+$M19*E1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1	=$N1		=$N19*Q150+$M19*Q1		
880		PRESS BRAKE 35	=$N20*D151+$M20*D193+$L20*D234+$K20*D275	=$N20*E151+$M20*E1	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2		=$N20*Q151+$M20*Q1		
881		PRESS BRAKE 50	=$N21*D152+$M21*D194+$L21*D235+$K21*D276	=$N21*E152+$M21*E1	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2		=$N21*Q152+$M21*Q1		
882		PRESS BRAKE 80	=$N22*D153+$M22*D195+$L22*D236+$K22*D277	=$N22*E153+$M22*E1	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2		=$N22*Q153+$M22*Q1		
883		PRESS BRAKE 110	=$N23*D154+$M23*D196+$L23*D237+$K23*D278	=$N23*E154+$M23*E1	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2		=$N23*Q154+$M23*Q1		
884		GS RANGE	=$N24*D155+$M24*D197+$L24*D238+$K24*D279	=$N24*E155+$M24*E1	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2		=$N24*Q155+$M24*Q1		
885																		
886		K100	=$N26*D157+$M26*D199+$L26*D240+$K26*D281+$J26*D322	=$N26*E157+$M26*E1	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2		=$N26*Q157+$M26*Q1		
887		CM 1	=$N27*D158+$M27*D200+$L27*D241+$K27*D282+$J27*D323	=$N27*E158+$M27*E2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2		=$N27*Q158+$M27*Q2		
888		K180	=$N28*D159+$M28*D201+$L28*D242+$K28*D283+$J28*D324	=$N28*E159+$M28*E2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2		=$N28*Q159+$M28*Q2		
889		CM 2	=$N29*D160+$M29*D202+$L29*D243+$K29*D284+$J29*D325	=$N29*E160+$M29*E2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2	=$N2		=$N29*Q160+$M29*Q2		
890		K 360	=$N30*D161+$M30*D203+$L30*D244+$K30*D285+$J30*D326	=$N30*E161+$M30*E2	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3		=$N30*Q161+$M30*Q2		
891		CM 3	=$N31*D162+$M31*D204+$L31*D245+$K31*D286+$J31*D327	=$N31*E162+$M31*E2	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3		=$N31*Q162+$M31*Q2		
892		CM160	=$N32*D163+$M32*D205+$L32*D246+$K32*D287+$J32*D328	=$N32*E163+$M32*E2	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3		=$N32*Q163+$M32*Q2		
893		K600	=$N33*D164+$M33*D206+$L33*D247+$K33*D288+$J33*D329	=$N33*E164+$M33*E2	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3		=$N33*Q164+$M33*Q2		
894																		
895		SERVICE													1790			
896		ROLLFORM EQU	=$N35*D166+$M35*D208+$L35*D249+$K35*D290+$J35*D331+$I35*D372+	=$N35*E166+$M35*E2	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3		=$N35*Q166+$M35*Q2		
897		TOOLING (3 SETS)	=$N36*D167+$M36*D209+$L36*D250+$K36*D291+$J36*D332+$I36*D373+	=$N36*E167+$M36*E2	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3		=$N36*Q167+$M36*Q2		
898		OPENING STOCK																
899		SPARES	=$N38*D169	=$N38*E169	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3	=$N3				=$N38*Q169		
900		TOTAL HOURS	=SUM(C866:C899)	=SUM(D866:D899)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P866:P899)		
901																		
902		*SHEET 5.11*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
903		JANUARY					MACH											
904			UNION	UNION	CINCI	WEBS	BINNS	PORE	MAZA	MAZA	HYDR	PLANE	Mech	Elect	Servic	Sub		
905		PRODUCT	130	125	T30	BENN	BERRY		SLANT	QT15			Fittin	Fittin		Contract		
906		GI 30	=$O6*D137+$N6*D178+$M6*D220	=$O6*E137+$N6*E178	=$O6	=$O6	=$O6	=$O6	=$O6	=$O6	=$O6	=$O6	=$O6	=$O6		=$O6*Q137+$N6*Q178		
907		GI 60	=$O7*D138+$N7*D179+$M7*D221	=$O7*E138+$N7*E179	=$O7	=$O7	=$O7	=$O7	=$O7	=$O7	=$O7	=$O7	=$O7	=$O7		=$O7*Q138+$N7*Q179		
908		GI 90	=$O8*D139+$N8*D180+$M8*D222	=$O8*E139+$N8*E180	=$O8	=$O8	=$O8	=$O8	=$O8	=$O8	=$O8	=$O8	=$O8	=$O8		=$O8*Q139+$N8*Q180		
909		GP 30	=$O9*D140+$N9*D181+$M9*D223	=$O9*E140+$N9*E181	=$O9	=$O9	=$O9	=$O9	=$O9	=$O9	=$O9	=$O9	=$O9	=$O9		=$O9*Q140+$N9*Q181		
910		GP 40	=$O10*D141+$N10*D182+$M10*D224	=$O10*E141+$N10*E1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1		=$O10*Q141+$N10*Q1		
911		GP 55	=$O11*D142+$N11*D183+$M11*D225	=$O11*E142+$N11*E1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1		=$O11*Q142+$N11*Q1		
912		GP 75	=$O12*D143+$N12*D184+$M12*D226	=$O12*E143+$N12*E1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1		=$O12*Q143+$N12*Q1		
913		AH 40	=$O13*D144+$N13*D185+$M13*D227	=$O13*E144+$N13*E1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1		=$O13*Q144+$N13*Q1		
914		AH 80	=$O14*D145+$N14*D186+$M14*D228	=$O14*E145+$N14*E1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1		=$O14*Q145+$N14*Q1		
915																		
916		GI 120	=$O16*D147+$N16*D189+$M16*D230+$L16*D271	=$O16*E147+$N16*E1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1		=$O16*Q147+$N16*Q1		
917		GI 160-250	=$O17*D148+$N17*D190+$M17*D231+$L17*D272	=$O17*E148+$N17*E1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1		=$O17*Q148+$N17*Q1		
918		AH 120	=$O18*D149+$N18*D191+$M18*D232+$L18*D273	=$O18*E149+$N18*E1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1		=$O18*Q149+$N18*Q1		
919		PRESS BRAKE 25	=$O19*D150+$N19*D192+$M19*D233+$L19*D274	=$O19*E150+$N19*E1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1	=$O1		=$O19*Q150+$N19*Q1		
920		PRESS BRAKE 35	=$O20*D151+$N20*D193+$M20*D234+$L20*D275	=$O20*E151+$N20*E1	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2		=$O20*Q151+$N20*Q1		
921		PRESS BRAKE 50	=$O21*D152+$N21*D194+$M21*D235+$L21*D276	=$O21*E152+$N21*E1	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2		=$O21*Q152+$N21*Q1		
922		PRESS BRAKE 80	=$O22*D153+$N22*D195+$M22*D236+$L22*D277	=$O22*E153+$N22*E1	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2		=$O22*Q153+$N22*Q1		
923		PRESS BRAKE 110	=$O23*D154+$N23*D196+$M23*D237+$L23*D278	=$O23*E154+$N23*E1	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2		=$O23*Q154+$N23*Q1		
924		GS RANGE	=$O24*D155+$N24*D197+$M24*D238+$L24*D279	=$O24*E155+$N24*E1	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2		=$O24*Q155+$N24*Q1		
925																		
926		K100	=$O26*D157+$N26*D199+$M26*D240+$L26*D281+$K26*D322	=$O26*E157+$N26*E1	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2		=$O26*Q157+$N26*Q1		
927		CM 1	=$O27*D158+$N27*D200+$M27*D241+$L27*D282+$K27*D323	=$O27*E158+$N27*E2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2		=$O27*Q158+$N27*Q2		
928		K180	=$O28*D159+$N28*D201+$M28*D242+$L28*D283+$K28*D324	=$O28*E159+$N28*E2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2		=$O28*Q159+$N28*Q2		
929		CM 2	=$O29*D160+$N29*D202+$M29*D243+$L29*D284+$K29*D325	=$O29*E160+$N29*E2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2	=$O2		=$O29*Q160+$N29*Q2		
930		K 360	=$O30*D161+$N30*D203+$M30*D244+$L30*D285+$K30*D326	=$O30*E161+$N30*E2	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3		=$O30*Q161+$N30*Q2		
931		CM 3	=$O31*D162+$N31*D204+$M31*D245+$L31*D286+$K31*D327	=$O31*E162+$N31*E2	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3		=$O31*Q162+$N31*Q2		
932		CM160	=$O32*D163+$N32*D205+$M32*D246+$L32*D287+$K32*D328	=$O32*E163+$N32*E2	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3		=$O32*Q163+$N32*Q2		
933		K600	=$O33*D164+$N33*D206+$M33*D247+$L33*D288+$K33*D329	=$O33*E164+$N33*E2	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3		=$O33*Q164+$N33*Q2		
934																		
935		SERVICE													1828			
936		ROLLFORM EQU	=$O35*D166+$N35*D208+$M35*D249+$L35*D290+$K35*D331+$J35*D372	=$O35*E166+$N35*E2	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3		=$O35*Q166+$N35*Q2		
937		TOOLING (3 SETS)	=$O36*D167+$N36*D209+$M36*D250+$L36*D291+$K36*D332+$J36*D373	=$O36*E167+$N36*E2	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3		=$O36*Q167+$N36*Q2		
938		OPENING STOCK																
939		SPARES	=$O38*D169	=$O38*E169	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3	=$O3				=$O38*Q169		
940		TOTAL HOURS	=SUM(C906:C939)	=SUM(D906:D939)	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SU	=SUM(P906:P939)		
941																		
942		*SHEET 5.12*	*VHME MACHINE CAPACITY IN HOURS REQUIRED PER MONTH*															

Model 5.1 - Spreadsheet Two Logic

	A	B	C	D	E	F	G	H	I
1		***SHEET 6: MAC***							
2		***DATA INPUT***							
3		MACHINE	MACHINE	February	March	April	May	June	July
4		UNION	Charge Rate per Hour (£)	35	35	35	35	35	35
5		130	Hours available/month	360	360	360	360	360	360
6			Machine Efficiency	0.85	0.85	0.85	0.85	0.85	0.85
7			Hrs Avail Incl Efficiency	=D5*D6	=E5*E6	=F5*F6	=G5*G6	=H5*H6	=I5*I6
8			Hours Required	=CMI$C$500	=CMI$C$540+D14	=CMI$C$58	=CMI$C$62	=CMI$C$66	=CMI$C$70
9			Total Charge (£)	=IF(D8>D7,D4*D7,D4*D8)	=IF(E8>E7,E4*E7,E4*E8)	=IF(F8>F7,	=IF(G8>G7,(	=IF(H8>H7,	=IF(I8>I7,I
10			- Under/Overload	=IF(D8>D7,"Overload","OK")	=IF(E8>E7,"Overload","OK")	=IF(F8>F7,"(	=IF(G8>G7,"(	=IF(H8>H7,"	=IF(I8>I7,"C
11			-% Overload	=IF(D8>D7,((1/D7)*D8)-1,"")	=IF(E8>E7,((1/E7)*E8)-1,"")	=IF(F8>F7	=IF(G8>G7	=IF(H8>H7	=IF(I8>I7,(
12			-% O/L above which to S/C	0.15	0.15	0.15	0.15	0.15	0.15
13			- Hours Subcontracted	=IF(D8>D7*(1+D12),D8-D7*(1+D12),0)	=IF(E8>E7*(1+E12),E8-E7*(1+E	=IF(F8>F7(	=IF(G8>G7(	=IF(H8>H7	=IF(I8>I7*
14			- Hrs O/L to carry Frwd	=IF(D8>D7*(1+D12),D8-D7-D13,IF((D8-D7)<0,0,D8-D7))	=IF(E8>E7*(1+E12),E8-E7-E13,I	=IF(F8>F7*	=IF(G8>G7*	=IF(H8>H7	=IF(I8>I7*
15			-% U/L at which to S/C M/c	0.15	0.15	0.15	0.15	0.15	0.15
16			- Hours subcontracted	=IF((D7-D8)>(D7*0.15),D7-D8,"0")	=IF((E7-E8)>(E7*0.15),E7-E8,"0	=IF((F7-F8	=IF((G7-G8	=IF((H7-H8	=IF((I7-I8)
17			- % Profit on sub contact work	0.2	0.2	0.2	0.2	0.2	0.2
18			- Subcontract Gross Profit	=IF(D16=0,0,D4*D16*D17)	=IF(E16=0,0,E4*E16*E17)	=IF(F16=0,	=IF(G16=0,(	=IF(H16=0,	=IF(I16=0,
19			- Material Cost of Sales S/C	=IF(D16=0,0,D4*D16)	=IF(E16=0,0,E4*E16)	=IF(F16=0,	=IF(G16=0,(	=IF(H16=0,	=IF(I16=0,
20									
21		UNION	Charge Rate per Hour (£)	35	35	35	35	35	35
22		125	Hours available/month	360	360	360	360	360	360
23			Machine Efficiency	0.85	0.85	0.85	0.85	0.85	0.85
24			Hrs Avail Incl Efficiency	=D22*D23	=E22*E23	=F22*F23	=G22*G23	=H22*H23	=I22*I23
25			Hours Required	=CMI$D$500	=CMI$D$540+D31	=CMI$D$58	=CMI$D$62	=CMI$D$66	=CMI$D$70
26			Total Charge (£)	=IF(D25>D24,D21*D24,D21*D25)	=IF(E25>E24,E21*E24,E21*E25)	=IF(F25>F2	=IF(G25>G2	=IF(H25>H2	=IF(I25>I2
27			- Under/Overload	=IF(D25>D24,"Overload","OK")	=IF(E25>E24,"Overload","OK")	=IF(F25>F2	=IF(G25>G2	=IF(H25>H2	=IF(I25>I24
28			-% Overload	=IF(D25>D24,((1/D24)*D25)-1,"")	=IF(E25>E24,((1/E24)*E25)-1,""	=IF(F25>F	=IF(G25>G	=IF(H25>H	=IF(I25>I2
29			-% O/L above which to S/C	0.15	0.15	0.15	0.15	0.15	0.15
30			- Hours Subcontracted	=IF(D25>D24*(1+D29),D25-D24*(1+D29),0)	=IF(E25>E24*(1+E29),E25-E24*	=IF(F25>F2	=IF(G25>G	=IF(H25>H	=IF(I25>I2
31			- Hrs O/L to carry Frwd	=IF(D25>D24*(1+D29),D25-D24-D30,IF((D25-D24)<0,0,D25-D24))	=IF(E25>E24*(1+E29),E25-E24-(	=IF(F25>F2	=IF(G25>G:	=IF(H25>H	=IF(I25>I2
32			-% U/L at which to S/C M/c	0.15	0.15	0.15	0.15	0.15	0.15
33			- Hours subcontracted	=IF((D24-D25)>(D24*0.15),D24-D25,"0")	=IF((E24-E25)>(E24*0.15),E24-	=IF((F24-F	=IF((G24-G	=IF((H24-H	=IF((I24-I2
34			- % Profit on sub contact work	0.2	0.2	0.2	0.2	0.2	0.2
35			- Subcontract Gross Profit	=IF(D33=0,0,D21*D33*D34)	=IF(E33=0,0,E21*E33*E34)	=IF(F33=0,	=IF(G33=0,	=IF(H33=0,	=IF(I33=0,
36			- Material Cost of Sales S/C	=IF(D33=0,0,D21*D33)	=IF(E33=0,0,E21*E33)	=IF(F33=0,	=IF(G33=0,	=IF(H33=0,	=IF(I33=0,
37									
38		CINCINNATI	Charge Rate per Hour (£)	65	65	65	65	65	65
39		T30	Hours available/month	360	360	360	360	360	360
40			Machine Efficiency	0.9	0.9	0.9	0.9	0.9	0.9
41			Hrs Avail Incl Efficiency	=D39*D40	=E39*E40	=F39*F40	=G39*G40	=H39*H40	=I39*I40
42			Hours Required	=CMI$E$500	=CMI$E$540+D48	=CMI$E$58	=CMI$E$62	=CMI$E$66	=CMI$E$70
43			Total Charge (£)	=IF(D42>D41,D38*D41,D38*D42)	=IF(E42>E41,E38*E41,E38*E42)	=IF(F42>F4	=IF(G42>G4	=IF(H42>H4	=IF(I42>I4
44			- Under/Overload	=IF(D42>D41,"Overload","OK")	=IF(E42>E41,"Overload","OK")	=IF(F42>F4	=IF(G42>G4	=IF(H42>H4	=IF(I42>I41
45			-% Overload	=IF(D42>D41,((1/D41)*D42)-1,"")	=IF(E42>E41,((1/E41)*E42)-1,"(	=IF(F42>F	=IF(G42>G	=IF(H42>H	=IF(I42>I4
46			-% O/L above which to S/C	0.15	0.15	0.15	0.15	0.15	0.15
47			- Hours Subcontracted	=IF(D42>D41*(1+D46),D42-D41*(1+D46),0)	=IF(E42>E41*(1+E46),E42-E41*	=IF(F42>F4	=IF(G42>G4	=IF(H42>H4	=IF(I42>I4
48			- Hrs O/L to carry Frwd	=IF(D42>D41*(1+D46),D42-D41-D47,IF((D42-D41)<0,0,D42-D41))	=IF(E42>E41*(1+E46),E42-E41-(	=IF(F42>F4	=IF(G42>G4	=IF(H42>H4	=IF(I42>I4
49			-% U/L at which to S/C M/c	0.15	0.15	0.15	0.15	0.15	0.15
50			- Hours subcontracted	=IF((D41-D42)>(D41*0.15),D41-D42,"0")	=IF((E41-E42)>(E41*0.15),E41-	=IF((F41-F	=IF((G41-G	=IF((H41-H	=IF((I41-I4
51			- % Profit on sub contact work	0.2	0.2	0.2	0.2	0.2	0.2
52			- Subcontract Gross Profit	=IF(D50=0,0,D38*D50*D51)	=IF(E50=0,0,E38*E50*E51)	=IF(F50=0,	=IF(G50=0,	=IF(H50=0,	=IF(I50=0,
53			- Material Cost of Sales S/C	=IF(D50=0,0,D38*D50)	=IF(E50=0,0,E38*E50)	=IF(F50=0,	=IF(G50=0,	=IF(H50=0,	=IF(I50=0,

	J	K	L	M	N	O	P
1							
2							
3	August	September	October	November	December	January	MACHINE
4	35	35	35	35	35	35	=B4
5	360	360	360	360	360	360	=B5
6	0.85	0.85	0.85	0.85	0.85	0.85	Totals
7	=J5*J6	=K5*K6	=L5*L6	=M5*M6	=N5*N6	=O5*O6	=SUM(C7:O7)
8	=CMI$C$74	=CMI$C$78	=CMI$C$82	=CMI$C$86	=CMI$C$90	=CMI$C$94	=SUM(C8:O8)
9	=IF(J8>J7,	=IF(K8>K7,	=IF(L8>L7,	=IF(M8>M7	=IF(N8>N7	=IF(O8>O7,(	
10	=IF(J8>J7,"(	=IF(K8>K7,"	=IF(L8>L7,"(	=IF(M8>M7,	=IF(N8>N7,"	=IF(O8>O7,"	Average O/L
11	=IF(J8>J7	=IF(K8>K7	=IF(L8>L7	=IF(M8>M7	=IF(N8>N7	=IF(O8>O7	=IF(SUM(D8:O8)>SUM(D7:O7),((1/SUM(D7:O7))*SUM(D8:O8))-1,"No O/L")
12	0.15	0.15	0.15	0.15	0.15	0.15	
13	=IF(J8>J7	=IF(K8>K7	=IF(L8>L7	=IF(M8>M7	=IF(N8>N7	=IF(O8>O7	
14	=IF(J8>J7	=IF(K8>K7	=IF(L8>L7	=IF(M8>M7	=IF(N8>N7	=IF(O8>O7	
15	0.15	0.15	0.15	0.15	0.15	0.15	
16	=IF((J7-J8	=IF((K7-K8	=IF((L7-L8	=IF((M7-M	=IF((N7-N8	=IF((O7-O8	
17	0.2	0.2	0.2	0.2	0.2	0.2	
18	=IF(J16=0,	=IF(K16=0,	=IF(L16=0,	=IF(M16=0	=IF(N16=0,	=IF(O16=0,(	
19	=IF(J16=0,	=IF(K16=0,	=IF(L16=0,	=IF(M16=0	=IF(N16=0,	=IF(O16=0,(	
20							
21	35	35	35	35	35	35	=B21
22	360	360	360	360	360	360	=B22
23	0.85	0.85	0.85	0.85	0.85	0.85	Totals
24	=J22*J23	=K22*K23	=L22*L23	=M22*M23	=N22*N23	=O22*O23	=SUM(C24:O24)
25	=CMI$D$74	=CMI$D$78	=CMI$D$82	=CMI$D$86	=CMI$D$90	=CMI$D$94	=SUM(C25:O25)
26	=IF(J25>J2	=IF(K25>K2	=IF(L25>L2	=IF(M25>M	=IF(N25>N2	=IF(O25>O2	
27	=IF(J25>J24	=IF(K25>K2	=IF(L25>L24	=IF(M25>M2	=IF(N25>N2	=IF(O25>O2	Average O/L
28	=IF(J25>J2	=IF(K25>K	=IF(L25>L2	=IF(M25>M	=IF(N25>N	=IF(O25>O	=IF(SUM(D25:O25)>SUM(D24:O24),((1/SUM(D24:O24))*SUM(D25:O25))-1,"No O/L")
29	0.15	0.15	0.15	0.15	0.15	0.15	
30	=IF(J25>J2	=IF(K25>K	=IF(L25>L2	=IF(M25>M	=IF(N25>N	=IF(O25>O	
31	=IF(J25>J2	=IF(K25>K	=IF(L25>L2	=IF(M25>M	=IF(N25>N	=IF(O25>O2	
32	0.15	0.15	0.15	0.15	0.15	0.15	
33	=IF((J24-J	=IF((K24-K	=IF((L24-L	=IF((M24-M	=IF((N24-N	=IF((O24-O	
34	0.2	0.2	0.2	0.2	0.2	0.2	
35	=IF(J33=0,	=IF(K33=0,	=IF(L33=0,	=IF(M33=0	=IF(N33=0,	=IF(O33=0,(	
36	=IF(J33=0,	=IF(K33=0,	=IF(L33=0,	=IF(M33=0	=IF(N33=0	=IF(O33=0,(	
37							
38	65	65	65	65	65	65	=B38
39	360	360	360	360	360	360	=B39
40	0.9	0.9	0.9	0.9	0.9	0.9	Totals
41	=J39*J40	=K39*K40	=L39*L40	=M39*M40	=N39*N40	=O39*O40	=SUM(C41:O41)
42	=CMI$E$74	=CMI$E$78	=CMI$E$82	=CMI$E$86	=CMI$E$90	=CMI$E$94	=SUM(C42:O42)
43	=IF(J42>J4	=IF(K42>K4	=IF(L42>L4	=IF(M42>M	=IF(N42>N4	=IF(O42>O4	
44	=IF(J42>J41	=IF(K42>K4	=IF(L42>L41	=IF(M42>M4	=IF(N42>N4	=IF(O42>O4	Average O/L
45	=IF(J42>J	=IF(K42>K	=IF(L42>L	=IF(M42>M	=IF(N42>N	=IF(O42>O	=IF(SUM(D42:O42)>SUM(D41:O41),((1/SUM(D41:O41))*SUM(D42:O42))-1,"No O/L")
46	0.15	0.15	0.15	0.15	0.15	0.15	
47	=IF(J42>J	=IF(K42>K	=IF(L42>L	=IF(M42>M	=IF(N42>N	=IF(O42>O	
48	=IF(J42>J	=IF(K42>K	=IF(L42>L	=IF(M42>M	=IF(N42>N	=IF(O42>O	
49	0.15	0.15	0.15	0.15	0.15	0.15	
50	=IF((J41-J	=IF((K41-K	=IF((L41-L	=IF((M41-M	=IF((N41-N	=IF((O41-O	
51	0.2	0.2	0.2	0.2	0.2	0.2	
52	=IF(J50=0,	=IF(K50=0,	=IF(L50=0,	=IF(M50=0	=IF(N50=0,	=IF(O50=0,(	
53	=IF(J50=0,	=IF(K50=0,	=IF(L50=0,	=IF(M50=0	=IF(N50=0,	=IF(O50=0,(	

	A	B	C	D	E	F	G	H	I
54		*SHEET 6: MAC*							
55		WEBSTER	Charge Rate per Hour (£)	20	20	20	20	20	20
56		BENNETT	Hours available/month	360	360	360	360	360	360
57			Machine Efficiency	0.75	0.75	0.75	0.75	0.75	0.75
58			Hrs Avail Incl Efficiency	=D56*D57	=E56*E57	=F56*F57	=G56*G57	=H56*H57	=I56*I57
59			Hours Required	=CMI$F$500	=CMI$F$540+D65	=CMI$F$58	=CMI$F$62	=CMI$F$66	=CMI$F$70
60			Total Charge (£)	=IF(D59>D58,D55*D58,D55*D59)	=IF(E59>E58,E55*E58,E55*E59)	=IF(F59>F5	=IF(G59>G5	=IF(H59>H5	=IF(I59>I5
61			- Under/Overload	=IF(D59>D58,"Overload","OK")	=IF(E59>E58,"Overload","OK")	=IF(F59>F5	=IF(G59>G5	=IF(H59>H5	=IF(I59>I58
62			-% Overload	=IF(D59>D58,((1/D58)*D59)-1,"")	=IF(E59>E58,((1/E58)*E59)-1,"	=IF(F59>F	=IF(G59>G	=IF(H59>H	=IF(I59>I5
63			-% O/L above which to S/C	0.15	0.15	0.15	0.15	0.15	0.15
64			- Hours Subcontracted	=IF(D59>D58*(1+D63),D59-D58*(1+D63),0)	=IF(E59>E58*(1+E63),E59-E58*	=IF(F59>F5	=IF(G59>G5	=IF(H59>H	=IF(I59>I5
65			- Hrs O/L to carry Frwd	=IF(D59>D58*(1+D63),D59-D58-D64,IF((D59-D58)<0,0,D59-D58))	=IF(E59>E58*(1+E63),E59-E58-[	=IF(F59>F5	=IF(G59>G5	=IF(H59>H	=IF(I59>I5
66			-% U/L at which to S/C M/c	0.15	0.15	0.15	0.15	0.15	0.15
67			- Hours subcontracted	=IF((D58-D59)>(D58*0.15),D58-D59,"0")	=IF((E58-E59)>(E58*0.15),E58-	=IF((F58-F	=IF((G58-G	=IF((H58-H	=IF((I58-I5
68			- % Profit on sub contact work	0.2	0.2	0.2	0.2	0.2	0.2
69			- Subcontract Gross Profit	=IF(D67=0,0,D55*D67*D68)	=IF(E67=0,0,E55*E67*E68)	=IF(F67=0,	=IF(G67=0,	=IF(H67=0,	=IF(I67=0,
70			- Material Cost of Sales S/C	=IF(D67=0,0,D55*D67)	=IF(E67=0,0,E55*E67)	=IF(F67=0,	=IF(G67=0,	=IF(H67=0,	=IF(I67=0,
71									
72		BINNS &	Charge Rate per Hour (£)	18	18	18	18	18	18
73		BERRY	Hours available/month	190	190	190	190	190	190
74			Machine Efficiency	0.75	0.75	0.75	0.75	0.75	0.75
75			Hrs Avail Incl Efficiency	=D73*D74	=E73*E74	=F73*F74	=G73*G74	=H73*H74	=I73*I74
76			Hours Required	=CMI$G$500	=CMI$G$540+D82	=CMI$G$58	=CMI$G$62	=CMI$G$66	=CMI$G$70
77			Total Charge (£)	=IF(D76>D75,D72*D75,D72*D76)	=IF(E76>E75,E72*E75,E72*E76)	=IF(F76>F7	=IF(G76>G7	=IF(H76>H7	=IF(I76>I7
78			- Under/Overload	=IF(D76>D75,"Overload","OK")	=IF(E76>E75,"Overload","OK")	=IF(F76>F7	=IF(G76>G7	=IF(H76>H7	=IF(I76>I75
79			-% Overload	=IF(D76>D75,((1/D75)*D76)-1,"")	=IF(E76>E75,((1/E75)*E76)-1,"	=IF(F76>F	=IF(G76>G	=IF(H76>H	=IF(I76>I7
80			-% O/L above which to S/C	0.15	0.15	0.15	0.15	0.15	0.15
81			- Hours Subcontracted	=IF(D76>D75*(1+D80),D76-D75*(1+D80),0)	=IF(E76>E75*(1+E80),E76-E75*	=IF(F76>F7	=IF(G76>G	=IF(H76>H	=IF(I76>I7
82			- Hrs O/L to carry Frwd	=IF(D76>D75*(1+D80),D76-D75-D81,IF((D76-D75)<0,0,D76-D75))	=IF(E76>E75*(1+E80),E76-E75-(	=IF(F76>F7	=IF(G76>G7	=IF(H76>H	=IF(I76>I7
83			-% U/L at which to S/C M/c	0.15	0.15	0.15	0.15	0.15	0.15
84			- Hours subcontracted	=IF((D75-D76)>(D75*0.15),D75-D76,"0")	=IF((E75-E76)>(E75*0.15),E75-	=IF((F75-F	=IF((G75-G	=IF((H75-H	=IF((I75-I7
85			- % Profit on sub contact work	0.2	0.2	0.2	0.2	0.2	0.2
86			- Subcontract Gross Profit	=IF(D84=0,0,D72*D84*D85)	=IF(E84=0,0,E72*E84*E85)	=IF(F84=0,	=IF(G84=0,	=IF(H84=0,	=IF(I84=0,
87			- Material Cost of Sales S/C	=IF(D84=0,0,D72*D84)	=IF(E84=0,0,E72*E84)	=IF(F84=0,	=IF(G84=0,	=IF(H84=0,	=IF(I84=0,
88									
89		POREBA	Charge Rate per Hour (£)	18	18	18	18	18	18
90			Hours available/month	190	190	190	190	190	190
91			Machine Efficiency	0.75	0.75	0.75	0.75	0.75	0.75
92			Hrs Avail Incl Efficiency	=D90*D91	=E90*E91	=F90*F91	=G90*G91	=H90*H91	=I90*I91
93			Hours Required	=CMI$H$500	=CMI$H$540+D99	=CMI$H$58	=CMI$H$62	=CMI$H$66	=CMI$H$70
94			Total Charge (£)	=IF(D93>D92,D89*D92,D89*D93)	=IF(E93>E92,E89*E92,E89*E93)	=IF(F93>F9	=IF(G93>G9	=IF(H93>H9	=IF(I93>I9
95			- Under/Overload	=IF(D93>D92,"Overload","OK")	=IF(E93>E92,"Overload","OK")	=IF(F93>F9	=IF(G93>G9	=IF(H93>H9	=IF(I93>I92
96			-% Overload	=IF(D93>D92,((1/D92)*D93)-1,"")	=IF(E93>E92,((1/E92)*E93)-1,"	=IF(F93>F	=IF(G93>G	=IF(H93>H	=IF(I93>I9
97			-% O/L above which to S/C	0.15	0.15	0.15	0.15	0.15	0.15
98			- Hours Subcontracted	=IF(D93>D92*(1+D97),D93-D92*(1+D97),0)	=IF(E93>E92*(1+E97),E93-E92*	=IF(F93>F9	=IF(G93>G9	=IF(H93>H	=IF(I93>I9
99			- Hrs O/L to carry Frwd	=IF(D93>D92*(1+D97),D93-D92-D98,IF((D93-D92)<0,0,D93-D92))	=IF(E93>E92*(1+E97),E93-E92-[	=IF(F93>F9	=IF(G93>G9	=IF(H93>H	=IF(I93>I9
100			-% U/L at which to S/C M/c	0.15	0.15	0.15	0.15	0.15	0.15
101			- Hours subcontracted	=IF((D92-D93)>(D92*0.15),D92-D93,"0")	=IF((E92-E93)>(E92*0.15),E92-	=IF((F92-F	=IF((G92-G	=IF((H92-H	=IF((I92-I9
102			- % Profit on sub contact work	0.2	0.2	0.2	0.2	0.2	0.2
103			- Subcontract Gross Profit	=IF(D101=0,0,D89*D101*D102)	=IF(E101=0,0,E89*E101*E102)	=IF(F101=0	=IF(G101=0	=IF(H101=0	=IF(I101=0
104			- Material Cost of Sales S/C	=IF(D101=0,0,D89*D101)	=IF(E101=0,0,E89*E101)	=IF(F101=0	=IF(G101=0	=IF(H101=0	=IF(I101=0

	J	K	L	M	N	O	P
54							
55	20	20	20	20	20	20	=B55
56	360	360	360	360	360	360	=B56
57	0.75	0.75	0.75	0.75	0.75	0.75	Totals
58	=J56*J57	=K56*K57	=L56*L57	=M56*M57	=N56*N57	=O56*O57	=SUM(C58:O58)
59	=CMI$F$74	=CMI$F$78	=CMI$F$82	=CMI$F$86	=CMI$F$90	=CMI$F$94	=SUM(C59:O59)
60	=IF(J59>J5	=IF(K59>K5	=IF(L59>L5	=IF(M59>M	=IF(N59>N5	=IF(O59>O5	
61	=IF(J59>J58	=IF(K59>K5	=IF(L59>L58	=IF(M59>M5	=IF(N59>N5	=IF(O59>O5	Average O/L
62	=IF(J59>J5	=IF(K59>K	=IF(L59>L5	=IF(M59>M	=IF(N59>N	=IF(O59>O	=IF(SUM(D59:O59)>SUM(D58:O58),((1/SUM(D58:O58))*SUM(D59:O59))-1,"No O/L")
63	0.15	0.15	0.15	0.15	0.15	0.15	
64	=IF(J59>J5	=IF(K59>K	=IF(L59>L5	=IF(M59>M	=IF(N59>N	=IF(O59>O	
65	=IF(J59>J5	=IF(K59>K	=IF(L59>L5	=IF(M59>M	=IF(N59>N	=IF(O59>O5	
66	0.15	0.15	0.15	0.15	0.15	0.15	
67	=IF((J58-J	=IF((K58-K	=IF((L58-L	=IF((M58-M	=IF((N58-N	=IF((O58-O	
68	0.2	0.2	0.2	0.2	0.2	0.2	
69	=IF(J67=0,	=IF(K67=0,	=IF(L67=0,	=IF(M67=0	=IF(N67=0,	=IF(O67=0,	
70	=IF(J67=0,	=IF(K67=0	=IF(L67=0,	=IF(M67=0	=IF(N67=0	=IF(O67=0,	
71							
72	18	18	18	18	18	18	=B72
73	190	190	190	190	190	190	=B73
74	0.75	0.75	0.75	0.75	0.75	0.75	Totals
75	=J73*J74	=K73*K74	=L73*L74	=M73*M74	=N73*N74	=O73*O74	=SUM(C75:O75)
76	=CMI$G$74	=CMI$G$78	=CMI$G$82	=CMI$G$86	=CMI$G$90	=CMI$G$94	=SUM(C76:O76)
77	=IF(J76>J7	=IF(K76>K7	=IF(L76>L7	=IF(M76>M	=IF(N76>N7	=IF(O76>O7	
78	=IF(J76>J75	=IF(K76>K7	=IF(L76>L75	=IF(M76>M7	=IF(N76>N7	=IF(O76>O7	Average O/L
79	=IF(J76>J7	=IF(K76>K	=IF(L76>L7	=IF(M76>M	=IF(N76>N	=IF(O76>O	=IF(SUM(D76:O76)>SUM(D75:O75),((1/SUM(D75:O75))*SUM(D76:O76))-1,"No O/L")
80	0.15	0.15	0.15	0.15	0.15	0.15	
81	=IF(J76>J7	=IF(K76>K	=IF(L76>L7	=IF(M76>M	=IF(N76>N	=IF(O76>O	
82	=IF(J76>J7	=IF(K76>K	=IF(L76>L7	=IF(M76>M	=IF(N76>N	=IF(O76>O7	
83	0.15	0.15	0.15	0.15	0.15	0.15	
84	=IF((J75-J	=IF((K75-K	=IF((L75-L	=IF((M75-M	=IF((N75-N	=IF((O75-O	
85	0.2	0.2	0.2	0.2	0.2	0.2	
86	=IF(J84=0,	=IF(K84=0,	=IF(L84=0,	=IF(M84=0	=IF(N84=0,	=IF(O84=0,	
87	=IF(J84=0,	=IF(K84=0	=IF(L84=0,	=IF(M84=0	=IF(N84=0	=IF(O84=0,	
88							
89	18	18	18	18	18	18	=B89
90	190	190	190	190	190	190	=B90
91	0.75	0.75	0.75	0.75	0.75	0.75	Totals
92	=J90*J91	=K90*K91	=L90*L91	=M90*M91	=N90*N91	=O90*O91	=SUM(C92:O92)
93	=CMI$H$74	=CMI$H$78	=CMI$H$82	=CMI$H$86	=CMI$H$90	=CMI$H$94	=SUM(C93:O93)
94	=IF(J93>J9	=IF(K93>K9	=IF(L93>L9	=IF(M93>M	=IF(N93>N9	=IF(O93>O9	
95	=IF(J93>J92	=IF(K93>K9	=IF(L93>L92	=IF(M93>M9	=IF(N93>N9	=IF(O93>O9	Average O/L
96	=IF(J93>J9	=IF(K93>K	=IF(L93>L9	=IF(M93>M	=IF(N93>N	=IF(O93>O	=IF(SUM(D93:O93)>SUM(D92:O92),((1/SUM(D92:O92))*SUM(D93:O93))-1,"No O/L")
97	0.15	0.15	0.15	0.15	0.15	0.15	
98	=IF(J93>J9	=IF(K93>K	=IF(L93>L9	=IF(M93>M	=IF(N93>N	=IF(O93>O9	
99	=IF(J93>J9	=IF(K93>K	=IF(L93>L9	=IF(M93>M	=IF(N93>N	=IF(O93>O9	
100	0.15	0.15	0.15	0.15	0.15	0.15	
101	=IF((J92-J	=IF((K92-K	=IF((L92-L	=IF((M92-M	=IF((N92-N	=IF((O92-O	
102	0.2	0.2	0.2	0.2	0.2	0.2	
103	=IF(J101=0	=IF(K101=0	=IF(L101=0	=IF(M101=	=IF(N101=0	=IF(O101=0	
104	=IF(J101=0	=IF(K101=0	=IF(L101=0	=IF(M101=	=IF(N101=0	=IF(O101=0	

	A	B	C	D	E	F	G	H	I
105		*SHEET 6: MAC*							
106		MAZAK	Charge Rate per Hour (£)	45	45	45	45	45	45
107		SLANT TURN	Hours available/month	360	360	360	360	360	360
108			Machine Efficiency	0.9	0.9	0.9	0.9	0.9	0.9
109			Hrs Avail Incl Efficiency	=D107*D108	=E107*E108	=F107*F10	=G107*G10	=H107*H1(	=I107*I108
110			Hours Required	=CMI$I$500	=CMI$I$540+D116	=CMI$I$58(	=CMI$I$62(	=CMI$I$66(	=CMI$I$70(
111			Total Charge (£)	=IF(D110>D109,D106*D109,D106*D110)	=IF(E110>E109,E106*E109,E106	=IF(F110>F	=IF(G110>G	=IF(H110>H	=IF(I110>I
112			- Under/Overload	=IF(D110>D109,"Overload","OK")	=IF(E110>E109,"Overload","OK")	=IF(F110>F	=IF(G110>G	=IF(H110>H	=IF(I110>I1
113			-% Overload	=IF(D110>D109,((1/D109)*D110)-1,"")	=IF(E110>E109,((1/E109)*E110	=IF(F110>(	=IF(G110>(	=IF(H110>	=IF(I110>I
114			-% O/L above which to S/C	0.15	0.15	0.15	0.15	0.15	0.15
115			- Hours Subcontracted	=IF(D110>D109*(1+D114),D110-D109*(1+D114),0)	=IF(E110>E109*(1+E114),E110-	=IF(F110>F	=IF(G110>(	=IF(H110>(	=IF(I110>I
116			- Hrs O/L to carry Frwd	=IF(D110>D109*(1+D114),D110-D109-D115,IF((D110-D109)<0,0,D110-D109))	=IF(E110>E109*(1+E114),E110-	=IF(F110>F	=IF(G110>(	=IF(H110>(	=IF(I110>I
117			-% U/L at which to S/C M/c	0.15	0.15	0.15	0.15	0.15	0.15
118			- Hours subcontracted	=IF((D109-D110)>(D109*0.15),D109-D110,"0")	=IF((E109-E110)>(E109*0.15),E	=IF((F109-	=IF((G109-	=IF((H109-	=IF((I109-(
119			- % Profit on sub contact work	0.2	0.2	0.2	0.2	0.2	0.2
120			- Subcontract Gross Profit	=IF(D118=0,0,D106*D118*D119)	=IF(E118=0,0,E106*E118*E119)	=IF(F118=(	=IF(G118=(	=IF(H118=(	=IF(I118=0
121			- Material Cost of Sales S/C	=IF(D118=0,0,D106*D118)	=IF(E118=0,0,E106*E118)	=IF(F118=(	=IF(G118=(	=IF(H118=(	=IF(I118=0
122									
123		MAZAK	Charge Rate per Hour (£)	45	45	45	45	45	45
124		QT15	Hours available/month	360	360	360	360	360	360
125			Machine Efficiency	0.9	0.9	0.9	0.9	0.9	0.9
126			Hrs Avail Incl Efficiency	=D124*D125	=E124*E125	=F124*F12	=G124*G12	=H124*H12	=I124*I125
127			Hours Required	=CMI$J$500	=CMI$J$540+D133	=CMI$J$58(	=CMI$J$62(	=CMI$J$66(	=CMI$J$70(
128			Total Charge (£)	=IF(D127>D126,D123*D126,D123*D127)	=IF(E127>E126,E123*E126,E123	=IF(F127>F	=IF(G127>G	=IF(H127>H	=IF(I127>I
129			- Under/Overload	=IF(D127>D126,"Overload","OK")	=IF(E127>E126,"Overload","OK")	=IF(F127>F	=IF(G127>G	=IF(H127>H	=IF(I127>I1
130			-% Overload	=IF(D127>D126,((1/D126)*D127)-1,"")	=IF(E127>E126,((1/E126)*E127	=IF(F127>(	=IF(G127>(	=IF(H127>	=IF(I127>I
131			-% O/L above which to S/C	0.15	0.15	0.15	0.15	0.15	0.15
132			- Hours Subcontracted	=IF(D127>D126*(1+D131),D127-D126*(1+D131),0)	=IF(E127>E126*(1+E131),E127-	=IF(F127>F	=IF(G127>(	=IF(H127>	=IF(I127>I
133			- Hrs O/L to carry Frwd	=IF(D127>D126*(1+D131),D127-D126-D132,IF((D127-D126)<0,0,D127-D126))	=IF(E127>E126*(1+E131),E127-	=IF(F127>F	=IF(G127>(	=IF(H127>(	=IF(I127>I
134			-% U/L at which to S/C M/c	0.15	0.15	0.15	0.15	0.15	0.15
135			- Hours subcontracted	=IF((D126-D127)>(D126*0.15),D126-D127,"0")	=IF((E126-E127)>(E126*0.15),E	=IF((F126-	=IF((G126-	=IF((H126-	=IF((I126-(
136			- % Profit on sub contact work	0.2	0.2	0.2	0.2	0.2	0.2
137			- Subcontract Gross Profit	=IF(D135=0,0,D123*D135*D136)	=IF(E135=0,0,E123*E135*E136)	=IF(F135=(	=IF(G135=(	=IF(H135=(	=IF(I135=0
138			- Material Cost of Sales S/C	=IF(D135=0,0,D123*D135)	=IF(E135=0,0,E123*E135)	=IF(F135=(	=IF(G135=(	=IF(H135=(	=IF(I135=0
139									
140		HYDROTEL	Charge Rate per Hour (£)	18	18	18	18	18	18
141		.	Hours available/month	190	190	190	190	190	190
142			Machine Efficiency	0.85	0.85	0.85	0.85	0.85	0.85
143			Hrs Avail Incl Efficiency	=D141*D142	=E141*E142	=F141*F14	=G141*G14	=H141*H14	=I141*I142
144			Hours Required	=CMI$K$500	=CMI$K$540+D150	=CMI$K$58(	=CMI$K$62(	=CMI$K$66(	=CMI$K$70(
145			Total Charge (£)	=IF(D144>D143,D140*D143,D140*D144)	=IF(E144>E143,E140*E143,E140	=IF(F144>F	=IF(G144>G	=IF(H144>H	=IF(I144>I
146			- Under/Overload	=IF(D144>D143,"Overload","OK")	=IF(E144>E143,"Overload","OK")	=IF(F144>F	=IF(G144>G	=IF(H144>H	=IF(I144>I1
147			-% Overload	=IF(D144>D143,((1/D143)*D144)-1,"")	=IF(E144>E143,((1/E143)*E144	=IF(F144>(	=IF(G144>(	=IF(H144>	=IF(I144>I
148			-% O/L above which to S/C	0.15	0.15	0.15	0.15	0.15	0.15
149			- Hours Subcontracted	=IF(D144>D143*(1+D148),D144-D143*(1+D148),0)	=IF(E144>E143*(1+E148),E144-	=IF(F144>F	=IF(G144>(	=IF(H144>(	=IF(I144>I
150			- Hrs O/L to carry Frwd	=IF(D144>D143*(1+D148),D144-D143-D149,IF((D144-D143)<0,0,D144-D143))	=IF(E144>E143*(1+E148),E144-	=IF(F144>F	=IF(G144>(	=IF(H144>(	=IF(I144>I
151			-% U/L at which to S/C M/c	0.15	0.15	0.15	0.15	0.15	0.15
152			- Hours subcontracted	=IF((D143-D144)>(D143*0.15),D143-D144,"0")	=IF((E143-E144)>(E143*0.15),E	=IF((F143-	=IF((G143-	=IF((H143-	=IF((I143-(
153			- % Profit on sub contact work	0.2	0.2	0.2	0.2	0.2	0.2
154			- Subcontract Gross Profit	=IF(D152=0,0,D140*D152*D153)	=IF(E152=0,0,E140*E152*E153)	=IF(F152=(	=IF(G152=(	=IF(H152=(	=IF(I152=0
155			- Material Cost of Sales S/C	=IF(D152=0,0,D140*D152)	=IF(E152=0,0,E140*E152)	=IF(F152=(	=IF(G152=(	=IF(H152=(	=IF(I152=0

	J	K	L	M	N	O	P
105							
106	45	45	45	45	45	45	=B106
107	360	360	360	360	360	360	=B107
108	0.9	0.9	0.9	0.9	0.9	0.9	Totals
109	=J107*J10	=K107*K10	=L107*L10	=M107*M1	=N107*N10	=O107*O10	=SUM(C109:O109)
110	=CMI$I$74	=CMI$I$78	=CMI$I$82	=CMI$I$86	=CMI$I$90	=CMI$I$94	=SUM(C110:O110)
111	=IF(J110>J	=IF(K110>K	=IF(L110>L	=IF(M110>	=IF(N110>N	=IF(O110>O	
112	=IF(J110>J1	=IF(K110>K	=IF(L110>L	=IF(M110>M	=IF(N110>N	=IF(O110>O	Average O/L
113	=IF(J110>	=IF(K110>	=IF(L110>	=IF(M110>	=IF(N110>	=IF(O110>	=IF(SUM(D110:O110)>SUM(D109:O109),((1/SUM(D109:O109))*SUM(D110:O110))-1,"No O/L")
114	0.15	0.15	0.15	0.15	0.15	0.15	
115	=IF(J110>	=IF(K110>	=IF(L110>	=IF(M110>	=IF(N110>	=IF(O110>	
116	=IF(J110>	=IF(K110>	=IF(L110>	=IF(M110>	=IF(N110>	=IF(O110>	
117	0.15	0.15	0.15	0.15	0.15	0.15	
118	=IF((J109-	=IF((K109-	=IF((L109-	=IF((M109-	=IF((N109-	=IF((O109-	
119	0.2	0.2	0.2	0.2	0.2	0.2	
120	=IF(J118=0	=IF(K118=0	=IF(L118=0	=IF(M118=	=IF(N118=0	=IF(O118=0	
121	=IF(J118=0	=IF(K118=0	=IF(L118=0	=IF(M118=	=IF(N118=0	=IF(O118=0	
122							
123	45	45	45	45	45	45	=B123
124	360	360	360	360	360	360	=B124
125	0.9	0.9	0.9	0.9	0.9	0.9	Totals
126	=J124*J12	=K124*K12	=L124*L12	=M124*M1	=N124*N12	=O124*O12	=SUM(C126:O126)
127	=CMI$J$74	=CMI$J$78	=CMI$J$82	=CMI$J$86	=CMI$J$90	=CMI$J$94	=SUM(C127:O127)
128	=IF(J127>J	=IF(K127>K	=IF(L127>L	=IF(M127>	=IF(N127>N	=IF(O127>O	
129	=IF(J127>J1	=IF(K127>K	=IF(L127>L1	=IF(M127>M	=IF(N127>N	=IF(O127>O	Average O/L
130	=IF(J127>	=IF(K127>	=IF(L127>	=IF(M127>	=IF(N127>	=IF(O127>	=IF(SUM(D127:O127)>SUM(D126:O126),((1/SUM(D126:O126))*SUM(D127:O127))-1,"No O/L")
131	0.15	0.15	0.15	0.15	0.15	0.15	
132	=IF(J127>	=IF(K127>	=IF(L127>L	=IF(M127>	=IF(N127>	=IF(O127>O	
133	=IF(J127>	=IF(K127>	=IF(L127>L	=IF(M127>	=IF(N127>	=IF(O127>O	
134	0.15	0.15	0.15	0.15	0.15	0.15	
135	=IF((J126-	=IF((K126-	=IF((L126-	=IF((M126-	=IF((N126-	=IF((O126-	
136	0.2	0.2	0.2	0.2	0.2	0.2	
137	=IF(J135=0	=IF(K135=0	=IF(L135=0	=IF(M135=	=IF(N135=0	=IF(O135=0	
138	=IF(J135=0	=IF(K135=0	=IF(L135=0	=IF(M135=	=IF(N135=0	=IF(O135=0	
139							
140	18	18	18	18	18	18	=B140
141	190	190	190	190	190	190	=B141
142	0.85	0.85	0.85	0.85	0.85	0.85	Totals
143	=J141*J14	=K141*K14	=L141*L14	=M141*M1	=N141*N14	=O141*O14	=SUM(C143:O143)
144	=CMI$K$74	=CMI$K$78	=CMI$K$82	=CMI$K$86	=CMI$K$90	=CMI$K$94	=SUM(C144:O144)
145	=IF(J144>J	=IF(K144>K	=IF(L144>L	=IF(M144>	=IF(N144>N	=IF(O144>O	
146	=IF(J144>J1	=IF(K144>K	=IF(L144>L1	=IF(M144>M	=IF(N144>N	=IF(O144>O	Average O/L
147	=IF(J144>	=IF(K144>	=IF(L144>	=IF(M144>	=IF(N144>	=IF(O144>	=IF(SUM(D144:O144)>SUM(D143:O143),((1/SUM(D143:O143))*SUM(D144:O144))-1,"No O/L")
148	0.15	0.15	0.15	0.15	0.15	0.15	
149	=IF(J144>	=IF(K144>	=IF(L144>L	=IF(M144>	=IF(N144>	=IF(O144>O	
150	=IF(J144>	=IF(K144>	=IF(L144>L	=IF(M144>	=IF(N144>	=IF(O144>O	
151	0.15	0.15	0.15	0.15	0.15	0.15	
152	=IF((J143-	=IF((K143-	=IF((L143-	=IF((M143	=IF((N143-	=IF((O143-	
153	0.2	0.2	0.2	0.2	0.2	0.2	
154	=IF(J152=0	=IF(K152=0	=IF(L152=0	=IF(M152=	=IF(N152=0	=IF(O152=0	
155	=IF(J152=0	=IF(K152=0	=IF(L152=0	=IF(M152=	=IF(N152=0	=IF(O152=0	

	A	B	C	D	E	F	G	H	I
156		*SHEET 6: MAC*							
157		PLANER	Charge Rate per Hour (£)	12	12	12	12	12	12
158			Hours available/month	190	190	190	190	190	190
159			Machine Efficiency	0.75	0.75	0.75	0.75	0.75	0.75
160			Hrs Avail Incl Efficiency	=D158*D159	=E158*E159	=F158*F15	=G158*G15	=H158*H15	=I158*I159
161			Hours Required	=CMI$L$500	=CMI$L$540+D167	=CMI$L$58	=CMI$L$62	=CMI$L$66	=CMI$L$70
162			Total Charge (£)	=IF(D161>D160,D157*D160,D157*D161)	=IF(E161>E160,E157*E160,E157	=IF(F161>F	=IF(G161>G	=IF(H161>H	=IF(I161>I
163			- Under/Overload	=IF(D161>D160,"Overload","OK")	=IF(E161>E160,"Overload","OK")	=IF(F161>F	=IF(G161>G	=IF(H161>H	=IF(I161>I1
164			-% Overload	=IF(D161>D160,((1/D160)*D161)-1,"")	=IF(E161>E160,((1/E160)*E161	=IF(F161>	=IF(G161>	=IF(H161>	=IF(I161>I
165			-% O/L above which to S/C	0.15	0.15	0.15	0.15	0.15	0.15
166			- Hours Subcontracted	=IF(D161>D160*(1+D165),D161-D160*(1+D165),0)	=IF(E161>E160*(1+E165),E161-	=IF(F161>F	=IF(G161>G	=IF(H161>H	=IF(I161>I
167			- Hrs O/L to carry Frwd	=IF(D161>D160*(1+D165),D161-D160-D166,IF((D161-D160)<0,0,D161-D160))	=IF(E161>E160*(1+E165),E161-	=IF(F161>F	=IF(G161>G	=IF(H161>H	=IF(I161>I
168			-% U/L at which to S/C M/c	0.15	0.15	0.15	0.15	0.15	0.15
169			- Hours subcontracted	=IF((D160-D161)>(D160*0.15),D160-D161,"0")	=IF((E160-E161)>(E160*0.15),E	=IF((F160-	=IF((G160-	=IF((H160-	=IF((I160-
170			- % Profit on sub contact work	0.2	0.2	0.2	0.2	0.2	0.2
171			- Subcontract Gross Profit	=IF(D169=0,0,D157*D169*D170)	=IF(E169=0,0,E157*E169*E170)	=IF(F169=0	=IF(G169=0	=IF(H169=0	=IF(I169=0
172			- Material Cost of Sales S/C	=IF(D169=0,0,D157*D169)	=IF(E169=0,0,E157*E169)	=IF(F169=0	=IF(G169=0	=IF(H169=0	=IF(I169=0
173									
174		Mechanical	Charge Rate per Hour (£)	16	16	16	16	16	16
175		Fitting	Hours available/month	3500	3500	3500	3500	3500	3500
176			Machine Efficiency	0.75	0.75	0.75	0.75	0.75	0.75
177			Hrs Avail Incl Efficiency	=D175*D176	=E175*E176	=F175*F17	=G175*G17	=H175*H17	=I175*I176
178			Hours Required	=CMI$M$500	=CMI$M$540+D182	=CMI$M$58	=CMI$M$62	=CMI$M$66	=CMI$M$70
179			Total Charge (£)	=IF(D178>D177,D174*D177,D174*D178)	=IF(E178>E177,E174*E177,E174	=IF(F178>F	=IF(G178>G	=IF(H178>H	=IF(I178>I
180			- Under/Overload	=IF(D178>D177,"Overload","OK")	=IF(E178>E177,"Overload","OK")	=IF(F178>F	=IF(G178>G	=IF(H178>H	=IF(I178>I1
181			-% Overload	=IF(D178>D177,((1/D177)*D178)-1,"")	=IF(E178>E177,((1/E177)*E178	=IF(F178>	=IF(G178>	=IF(H178>	=IF(I178>I
182			- Hrs Ovld to carry Frwd	=IF(D178>D177,D178-D177,0)	=IF(E178>E177,E178-E177,0)	=IF(F178>F	=IF(G178>G	=IF(H178>H	=IF(I178>I
183		Electrical	Charge Rate per Hour (£)	16	16	16	16	16	16
184		Fitting	Hours available/month	1500	1500	1500	1500	1500	1500
185			Machine Efficiency	0.5	0.5	0.5	0.5	0.5	0.5
186			Hrs Avail Incl Efficiency	=D184*D185	=E184*E185	=F184*F18	=G184*G18	=H184*H18	=I184*I185
187			Hours Required	=CMI$N$500	=CMI$N$540+D191	=CMI$N$58	=CMI$N$62	=CMI$N$66	=CMI$N$70
188			Total Charge (£)	=IF(D187>D186,D183*D186,D183*D187)	=IF(E187>E186,E183*E186,E183	=IF(F187>F	=IF(G187>G	=IF(H187>H	=IF(I187>I
189			- Under/Overload	=IF(D187>D186,"Overload","OK")	=IF(E187>E186,"Overload","OK")	=IF(F187>F	=IF(G187>G	=IF(H187>H	=IF(I187>I1
190			-% Overload	=IF(D187>D186,((1/D186)*D187)-1,"")	=IF(E187>E186,((1/E186)*E187	=IF(F187>	=IF(G187>	=IF(H187>	=IF(I187>I
191			- Hrs Ovld to carry Frwd	=IF(D187>D186,D187-D186,0)	=IF(E187>E186,E187-E186,0)	=IF(F187>F	=IF(G187>G	=IF(H187>H	=IF(I187>I
192		Service	Charge Rate per Hour (£)	15	15	15	15	15	15
193			Hours available/month	1900	1900	1900	1900	1900	1900
194			Machine Efficiency	0.85	0.85	0.85	0.85	0.85	0.85
195			Hrs Avail Incl Efficiency	=D193*D194	=E193*E194	=F193*F19	=G193*G19	=H193*H19	=I193*I194
196			Hours Required	=CMI$O$500	=CMI$O$540+D200	=CMI$O$58	=CMI$O$62	=CMI$O$66	=CMI$O$70
197			Total Charge (£)	=IF(D196>D195,D192*D195,D192*D196)	=IF(E196>E195,E192*E195,E192	=IF(F196>F	=IF(G196>G	=IF(H196>H	=IF(I196>I
198			- Under/Overload	=IF(D196>D195,"Overload","OK")	=IF(E196>E195,"Overload","OK")	=IF(F196>F	=IF(G196>G	=IF(H196>H	=IF(I196>I1
199			-% Overload	=IF(D196>D195,((1/D195)*D196)-1,"")	=IF(E196>E195,((1/E195)*E196	=IF(F196>	=IF(G196>	=IF(H196>	=IF(I196>I
200			- Hrs Ovld to carry Frwd	=IF(D196>D195,D196-D195,0)	=IF(E196>E195,E196-E195,0)	=IF(F196>F	=IF(G196>G	=IF(H196>H	=IF(I196>I
201									
202		SUBCONTRACT	Charge Rate per Hour (£)	18	18	18	18	18	18
203			Hours available/month	2000	2000	2000	2000	2000	2000
204			Machine Efficiency	1	1	1	1	1	1
205			Hrs Avail Incl Efficiency	=D203*D204	=E203*E204	=F203*F20	=G203*G20	=H203*H20	=I203*I204
206			Hours Required	=CMI$P$500+D13+D30+D47+D64+D81+D98+D132+D149+D166	=CMI$P$540+E13+E30+E47+E64	=CMI$P$58	=CMI$P$62	=CMI$P$66	=CMI$P$70
207			Total Charge (£)	=IF(D206>D205,D202*D205,D202*D206)	=IF(E206>E205,E202*E205,E202	=IF(F206>F	=IF(G206>G	=IF(H206>H	=IF(I206>I
208			- Under/Overload	=IF(D206>D205,"Overload","OK")	=IF(E206>E205,"Overload","OK")	=IF(F206>F	=IF(G206>G	=IF(H206>H	=IF(I206>I2
209			-% Overload	=IF(D206>D205,((1/D205)*D206)-1,"")	=IF(E206>E205,((1/E205)*E206	=IF(F206>	=IF(G206>	=IF(H206>	=IF(I206>I
210			- Hrs Ovld to carry Frwd	=IF(D206>D205,D206-D205,0)	=IF(E206>E205,E206-E205,0)	=IF(F206>F	=IF(G206>G	=IF(H206>H	=IF(I206>I

	J	K	L	M	N	O	P
156							
157	12	12	12	12	12	12	=B157
158	190	190	190	190	190	190	=B158
159	0.75	0.75	0.75	0.75	0.75	0.75	Totals
160	=J158*J15	=K158*K15	=L158*L15	=M158*M1	=N158*N15	=O158*O15	=SUM(C160:O160)
161	=CMI$L$74	=CMI$L$78	=CMI$L$82	=CMI$L$86	=CMI$L$90	=CMI$L$94	=SUM(C161:O161)
162	=IF(J161>J	=IF(K161>K	=IF(L161>L	=IF(M161>I	=IF(N161>N	=IF(O161>O	
163	=IF(J161>J1	=IF(K161>K	=IF(L161>L	=IF(M161>M	=IF(N161>N	=IF(O161>O	Average O/L
164	=IF(J161>(	=IF(K161>	=IF(L161>(	=IF(M161>	=IF(N161>	=IF(O161>(	=IF(SUM(D161:O161)>SUM(D160:O160),((1/SUM(D160:O160))*SUM(D161:O161))-1,"No O/L")
165	0.15	0.15	0.15	0.15	0.15	0.15	
166	=IF(J161>,	=IF(K161>I	=IF(L161>L	=IF(M161>	=IF(N161>(	=IF(O161>O	
167	=IF(J161>J	=IF(K161>I	=IF(L161>L	=IF(M161>	=IF(N161>(	=IF(O161>O	
168	0.15	0.15	0.15	0.15	0.15	0.15	
169	=IF((J160-	=IF((K160-	=IF((L160-	=IF((M160	=IF((N160-	=IF((O160-	
170	0.2	0.2	0.2	0.2	0.2	0.2	
171	=IF(J169=0	=IF(K169=0	=IF(L169=0	=IF(M169=	=IF(N169=0	=IF(O169=0	
172	=IF(J169=0	=IF(K169=0	=IF(L169=0	=IF(M169=	=IF(N169=0	=IF(O169=0	
173							
174	16	16	16	16	16	16	=B174
175	3500	3500	3500	3500	3500	3500	=B175
176	0.75	0.75	0.75	0.75	0.75	0.75	Totals
177	=J175*J17	=K175*K17	=L175*L17	=M175*M1	=N175*N17	=O175*O17	=SUM(C177:O177)
178	=CMI$M$74	=CMI$M$78	=CMI$M$82	=CMI$M$86	=CMI$M$90	=CMI$M$94	=SUM(C178:O178)
179	=IF(J178>J	=IF(K178>K	=IF(L178>L	=IF(M178>	=IF(N178>N	=IF(O178>O	
180	=IF(J178>J1	=IF(K178>K	=IF(L178>L	=IF(M178>M	=IF(N178>N	=IF(O178>O	Average O/L
181	=IF(J178>(	=IF(K178>(	=IF(L178>(	=IF(M178>(	=IF(N178>(	=IF(O178>(	=IF(SUM(D178:O178)>SUM(D177:O177),((1/SUM(D177:O177))*SUM(D178:O178))-1,"No O/L")
182	=IF(J178>J	=IF(K178>K	=IF(L178>L	=IF(M178>	=IF(N178>N	=IF(O178>O	
183	16	16	16	16	16	16	=B183
184	1500	1500	1500	1500	1500	1500	=B184
185	0.5	0.5	0.5	0.5	0.5	0.5	Totals
186	=J184*J18	=K184*K18	=L184*L18	=M184*M1	=N184*N18	=O184*O18	=SUM(C186:O186)
187	=CMI$N$74	=CMI$N$78	=CMI$N$82	=CMI$N$86	=CMI$N$90	=CMI$N$94	=SUM(C187:O187)
188	=IF(J187>J	=IF(K187>K	=IF(L187>L	=IF(M187>	=IF(N187>N	=IF(O187>O	
189	=IF(J187>J1	=IF(K187>K	=IF(L187>L	=IF(M187>M	=IF(N187>N	=IF(O187>O	Average O/L
190	=IF(J187>(	=IF(K187>(	=IF(L187>(	=IF(M187>(	=IF(N187>(	=IF(O187>(	=IF(SUM(D187:O187)>SUM(D186:O186),((1/SUM(D186:O186))*SUM(D187:O187))-1,"No O/L")
191	=IF(J187>J	=IF(K187>K	=IF(L187>L	=IF(M187>	=IF(N187>N	=IF(O187>O	
192	15	15	15	15	15	15	=B192
193	1900	1900	1900	1900	1900	1900	=B193
194	0.85	0.85	0.85	0.85	0.85	0.85	Totals
195	=J193*J19	=K193*K19	=L193*L19	=M193*M1	=N193*N19	=O193*O19	=SUM(C195:O195)
196	=CMI$O$74	=CMI$O$78	=CMI$O$82	=CMI$O$86	=CMI$O$90	=CMI$O$94	=SUM(C196:O196)
197	=IF(J196>J	=IF(K196>K	=IF(L196>L	=IF(M196>	=IF(N196>N	=IF(O196>O	
198	=IF(J196>J1	=IF(K196>K	=IF(L196>L	=IF(M196>M	=IF(N196>N	=IF(O196>O	Average O/L
199	=IF(J196>(	=IF(K196>(	=IF(L196>(	=IF(M196>(	=IF(N196>(	=IF(O196>(	=IF(SUM(D196:O196)>SUM(D195:O195),((1/SUM(D195:O195))*SUM(D196:O196))-1,"No O/L")
200	=IF(J196>J	=IF(K196>K	=IF(L196>L	=IF(M196>(	=IF(N196>N	=IF(O196>O	
201							
202	18	18	18	18	18	18	=B202
203	2000	2000	2000	2000	2000	2000	=B203
204	1	1	1	1	1	1	
205	=J203*J20	=K203*K20	=L203*L20	=M203*M2	=N203*N20	=O203*O20	Total
206	=CMI$P$74	=CMI$P$78	=CMI$P$82	=CMI$P$86	=CMI$P$90	=CMI$P$94	=SUM(C206:O206)
207	=IF(J206>J	=IF(K206>K	=IF(L206>L	=IF(M206>I	=IF(N206>N	=IF(O206>O	
208	=IF(J206>J2	=IF(K206>K	=IF(L206>L2	=IF(M206>M	=IF(N206>N	=IF(O206>O	
209	=IF(J206>(	=IF(K206>(	=IF(L206>(	=IF(M206>(	=IF(N206>(	=IF(O206>(	
210	=IF(J206>J	=IF(K206>K	=IF(L206>L	=IF(M206>(	=IF(N206>N	=IF(O206>O	

SHEET 7: SUMMARY OF ABSORPTION

MACHINE	January	February	March	April	May	June
UNION 130	=D9	=E9	=F9	=G9	=H9	=I9
UNION 125	=D26	=E26	=F26	=G26	=H26	=I26
CINCINNATI T30	=D43	=E43	=F43	=G43	=H43	=I43
WEBSTER BENNETT	=D60	=E60	=F60	=G60	=H60	=I60
BINNS & BERRY	=D77	=E77	=F77	=G77	=H77	=I77
POREBA	=D94	=E94	=F94	=G94	=H94	=I94
MAZAK SLANT TURN	=D111	=E111	=F111	=G111	=H111	=I111
MAZAK QT15	=D128	=E128	=F128	=G128	=H128	=I128
HYDROTEL	=D145	=E145	=F145	=G145	=H145	=I145
PLANER	=D162	=E162	=F162	=G162	=H162	=I162
Mechanical Fitting	=D179	=E179	=F179	=G179	=H179	=I179
Electrical Fitting	=D188	=E188	=F188	=G188	=H188	=I188
Service	=D197	=E197	=F197	=G197	=H197	=I197
Sub Contract	=D207	=E207	=F207	=G207	=H207	=I207
TOTALS (£)	=SUM(D216:D230)	=SUM(E216:E230)	=SUM(F21	=SUM(G21	=SUM(H21	=SUM(I21

Summary of Subcontract Machine Ho

	January	February	March	April	May	June
Number of Hours Sold	=D16+D33+D50+D67+D84+D101+D118+D135+D152+D169	=E16+E33+E50+E67+E84+E101+	=F16+F33+	=G16+G33+	=H16+H33+	=I16+I33+I
Subcontract Sales Turnover	=D239+D240	=E239+E240	=F239+F24	=G239+G24	=H239+H24	=I239+I240
Cost of Material	=D19+D36+D53+D70+D87+D104+D121+D138+D155+D172	=E19+E36+E53+E70+E87+E104+	=F19+F36+	=G19+G36+	=H19+H36+	=I19+I36+I
Gross Profit	=D18+D35+D52+D69+D86+D103+D120+D137+D154+D171	=E18+E35+E52+E69+E86+E103+	=F18+F35+	=G18+G35+	=H18+H35+	=I18+I35+I

Total Production Hours Available incl Effic	=P7+P24+P41+P58+P75+P92+P	Hours Subcor
Total Production Hours Required	=P8+P25+P42+P59+P76+P93+P	Hours S/C as
Total Factory Overload (%)	=((1/E242)*E243)-1	Hours S/C as
CNC Machine Hrs Available	=P41+P109+P126	
Conventional Machine Hrs Available	=P7+P24+P58+P75+P92+P143+	
CNC Machine Hrs as a Percentage	=E245/E246	

	J	K	L	M	N	O	P
211							
212							
213							
214							
215	July	August	September	October	November	December	TOTALS (£)
216	=J9	=K9	=L9	=M9	=N9	=O9	=SUM(D216:O216)
217	=J26	=K26	=L26	=M26	=N26	=O26	=SUM(D217:O217)
218	=J43	=K43	=L43	=M43	=N43	=O43	=SUM(D218:O218)
219	=J60	=K60	=L60	=M60	=N60	=O60	=SUM(D219:O219)
220	=J77	=K77	=L77	=M77	=N77	=O77	=SUM(D220:O220)
221	=J94	=K94	=L94	=M94	=N94	=O94	=SUM(D221:O221)
222	=J111	=K111	=L111	=M111	=N111	=O111	=SUM(D222:O222)
223	=J128	=K128	=L128	=M128	=N128	=O128	=SUM(D223:O223)
224	=J145	=K145	=L145	=M145	=N145	=O145	=SUM(D224:O224)
225	=J162	=K162	=L162	=M162	=N162	=O162	=SUM(D225:O225)
226	=J179	=K179	=L179	=M179	=N179	=O179	=SUM(D226:O226)
227	=J188	=K188	=L188	=M188	=N188	=O188	=SUM(D227:O227)
228	=J197	=K197	=L197	=M197	=N197	=O197	=SUM(D228:O228)
229	=J207	=K207	=L207	=M207	=N207	=O207	=SUM(D229:O229)
230							=SUM(D230:O230)
231	=SUM(J21	=SUM(K21	=SUM(L21	=SUM(M2	=SUM(N21	=SUM(O21	=SUM(P216:P230)
232							
233					Average Mon		=P231/12
234							
235							
236	July	August	September	October	November	December	TOTALS (£)
237	=J16+J33+	=K16+K33+	=L16+L33+	=M16+M33	=N16+N33+	=O16+O33+	=SUM(D237:O237)
238	=J239+J24	=K239+K24	=L239+L24	=M239+M2	=N239+N24	=O239+O24	=SUM(D238:O238)
239	=J19+J36+	=K19+K36+	=L19+L36+	=M19+M36	=N19+N36+	=O19+O36+	=SUM(D239:O239)
240	=J18+J35+	=K18+K35+	=L18+L35+	=M18+M35	=N18+N35+	=O18+O35+	=SUM(D240:O240)
241							
242	=P206				Average Mon		=P238/12
243	=J242/E24				Average Mon		=P240/12
244	=J242/E24						
245							
246							
247							

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Model 5.1 - Spreadsheet Three Logic

	A	B	C	D	E	F	G	H
1		*VHME OPERATING BUDGET FOR THE YE*						
2								
3		OPERATING BUDGET SUMMARY	February	March	April	May	June	July
4		Sales	=C38	=D38	=E38	=F38	=G38	=H38
5		Commission Income	=C39	=D39	=E39	=F39	=G39	=H39
6		Total Gross Sales	=C4+C5	=D4+D5	=E4+E5	=F4+F5	=G4+G5	=H4+H5
7		Commission Expenses	=C40	=D40	=E40	=F40	=G40	=H40
8		Net Sales	=C6-C7	=D6-D7	=E6-E7	=F6-F7	=G6-G7	=H6-H7
9								
10		Cost of Sales	=C76	=D76	=E76	=F76	=G76	=H76
11		Gross Profit	=C78	=D78	=E78	=F78	=G78	=H78
12								
13		Manufacturing Costs	=C93	=D93	=E93	=F93	=G93	=H93
14		Less Absorption	=C95	=D95	=E95	=F95	=G95	=H95
15		Engineering Costs	=C101	=D101	=E101	=F101	=G101	=H101
16		Less Absorption	=C103	=D103	=E103	=F103	=G103	=H103
17		Adjusted Gross Profit	=C11-C13+C14-C15+C16	=D11-D13+D14-D15+D16	=E11-E13+E14-E15+E16	=F11-F13+F14-F15+F16	=G11-G13+G14-G15+G16	=H11-H13+H14-H15+H16
18		Sales & Marketing Costs	=C109	=D109	=E109	=F109	=G109	=H109
19		Research & Development Expenditure	=C111	=D111	=E111	=F111	=G111	=H111
20		Operating Profit	=C17-C18-C19	=D17-D18-D19	=E17-E18-E19	=F17-F18-F19	=G17-G18-G19	=H17-H18-H19
21								
22		Overdraft Interest	=C115	=D115	=E115	=F115	=G115	=H115
23		Lease Interest	=C116	=D116	=E116	=F116	=G116	=H116
24		Reorganisation	=C117	=D117	=E117	=F117	=G117	=H117
25		Profit Before Taxation	=C20-C22-C23-C24	=D20-D22-D23-D24	=E20-E22-E23-E24	=F20-F22-F23-F24	=G20-G22-G23-G24	=H20-H22-H23-H24
26								
27	Cost							
28	Centre	SALES BUDGET	February	March	April	May	June	July
29	F10	Presses	=C304	=D304	=E304	=F304	=G304	=H304
30	F11	CM Presses	=C305	=D305	=E305	=F305	=G305	=H305
31	F12	Press Brakes	=C306	=D306	=E306	=F306	=G306	=H306
32	F13	HME Spares & Services	110132	104625	126652	99119	77092	104625
33	F14	Sub-Contract	=ABID$238	=ABIE$238	=ABIF$238	=ABIG$238	=ABIH$238	=ABII$238
34	F15	Bronx Spares & Service	45815	43524	52687	41234	32070	43524
35	F16	Bronx Tooling	5727	5441	6586	5154	4009	5441
36	F20	Rollforming Machines	=C307	=D307	=E307	=F307	=G307	=H307
37	F21	Rollforming Spares	4000	4000	5000	4000	4000	5000
38		TOTAL GROSS SALES	=SUM(C29:C37)	=SUM(D29:D37)	=SUM(E29:E37)	=SUM(F29:F37)	=SUM(G29:G37)	=SUM(H29:H37)
39	S14	Commission Income	0	0	0	0	0	0
40	P44/6	Commission Expenses	2000	55500	48000	8500	2500	7000
41		TOTAL NET SALES	=C38-C40+C39	=D38-D40+D39	=E38-E40+E39	=F38-F40+F39	=G38-G40+G39	=H38-H40+H39
42								
43		COST OF SALES BUDGET						
44	Cost							
45	Centre	Direct Labour	February	March	April	May	June	July
46	F50	Presses	=C461	=D461	=E461	=F461	=G461	=H461
47	F51	CM Presses	=C462	=D462	=E462	=F462	=G462	=H462
48	F52	Press Brakes	=C463	=D463	=E463	=F463	=G463	=H463
49	F53	HME Spares & Service	28137	26690	32477	25243	19456	26690
50	F54	Sub-Contract	0	0	0	0	0	0
51	F55	Bronx Spares & Service	15867	15047	18322	14231	10957	15047
52	F56	Bronx Tooling	0	0	0	0	0	0
53	F57	Other	0	0	0	0	0	0
54	F58	Scrap	667	666	667	666	667	666
55	F59	Warrenty	3750	3750	3750	3750	3750	3750
56	F60	Rollforming Machines	=C464	=D464	=E464	=F464	=G464	=H464
57	F61	Rollforming Spares	1000	1000	1000	1000	1000	1000
58		Total Direct Labour	=SUM(C46:C57)	=SUM(D46:D57)	=SUM(E46:E57)	=SUM(F46:F57)	=SUM(G46:G57)	=SUM(H46:H57)
59								

	I	J	K	L	M	N	O	P	Q
1									
2									
3	August	September	October	November	December	January	TOTALS		
4	=I38	=J38	=K38	=L38	=M38	=N38	=SUM(C4:N4)		
5	=I39	=J39	=K39	=L39	=M39	0	=SUM(C5:N5)		
6	=I4+I5	=J4+J5	=K4+K5	=L4+L5	=M4+M5	=N4+N5	=SUM(C6:N6)		
7	=I40	=J40	=K40	=L40	=M40	=N40	=SUM(C7:N7)		
8	=I6-I7	=J6-J7	=K6-K7	=L6-L7	=M6-M7	=N6-N7	=SUM(C8:N8)		
9									
10	=I76	=J76	=K76	=L76	=M76	=N76	=SUM(C10:N10)		
11	=I78	=J78	=K78	=L78	=M78	=N78	=SUM(C11:N11)		
12									
13	=I93	=J93	=K93	=L93	=M93	=N93	=SUM(C13:N13)		
14	=I95	=J95	=K95	=L95	=M95	=N95	=SUM(C14:N14)		
15	=I101	=J101	=K101	=L101	=M101	=N101	=SUM(C15:N15)		
16	=I103	=J103	=K103	=L103	=M103	=N103	=SUM(C16:N16)		
17	=I11-I13+I14-I15+I16	=J11-J13+J14-J15+J16	=K11-K13+K14-K15+K16	=L11-L13+L14-L15+L16	=M11-M13+M14-M15+M16	=N11-N13+N14-N15+N16	=O11-O13+O14-O15+O16		
18	=I109	=J109	=K109	=L109	=M109	=N109	=SUM(C18:N18)		
19	=I111	=J111	=K111	=L111	=M111	=N111	=SUM(C19:N19)		
20	=I17-I18-I19	=J17-J18-J19	=K17-K18-K19	=L17-L18-L19	=M17-M18-M19	=N17-N18-N19	=SUM(C20:N20)		
21									
22	=I115	=J115	=K115	=L115	=M115	=N115	=SUM(C22:N22)		
23	=I116	=J116	=K116	=L116	=M116	=N116	=SUM(C23:N23)		
24	=I117	=J117	=K117	=L117	=M117	=N117	=SUM(C24:N24)		
25	=I20-I22-I23-I24	=J20-J22-J23-J24	=K20-K22-K23-K24	=L20-L22-L23-L24	=M20-M22-M23-M24	=N20-N22-N23-N24	=SUM(C25:N25)		
26									
27									
28	August	September	October	November	December	January	TOTALS		
29	=I304	=J304	=K304	=L304	=M304	=N304	=SUM(C29:N29)		
30	=I305	=J305	=K305	=L305	=M305	=N305	=SUM(C30:N30)		
31	=I306	=J306	=K306	=L306	=M306	=N306	=SUM(C31:N31)		
32	77092	99119	132159	104626	110133	104626	=SUM(C32:N32)		
33	=ABIJ$238	=ABIK$238	=ABIL$238	=ABIM$238	=ABIN$238	=ABIO$238	=SUM(C33:N33)		
34	32070	41234	54978	43524	45815	43525	=SUM(C34:N34)		
35	4009	5154	6871	5441	5726	5441	=SUM(C35:N35)		
36	=I307	=J307	=K307	=L307	=M307	=N307	=SUM(C36:N36)		
37	4000	4000	4000	4000	4000	4000	=SUM(C37:N37)		
38	=SUM(I29:I37)	=SUM(J29:J37)	=SUM(K29:K37)	=SUM(L29:L37)	=SUM(M29:M37)	=SUM(N29:N37)	=SUM(C38:N38)		
39	0	0	0	0	0	0	=SUM(C39:N39)		
40	5500	2500	24000	2500	12000	25000	=SUM(C40:N40)		
41	=I38-I40+I39	=J38-J40+J39	=K38-K40+K39	=L38-L40+L39	=M38-M40+M39	=N38-N40+N39	=SUM(C41:N41)		
42									
43									
44									
45	August	September	October	November	December	January	TOTALS		
46	=I461	=J461	=K461	=L461	=M461	=N461	=SUM(C46:N46)		
47	=I462	=J462	=K462	=L462	=M462	=N462	=SUM(C47:N47)		
48	=I463	=J463	=K463	=L463	=M463	=N463	=SUM(C48:N48)		
49	19456	25243	33925	26690	28137	26690	=SUM(C49:N49)		
50	0	0	0	0	0	0	=SUM(C50:N50)		
51	10957	14231	19140	15047	15867	15047	=SUM(C51:N51)		
52	0	0	0	0	0	0	=SUM(C52:N52)		
53	0	0	0	0	0	0	=SUM(C53:N53)		
54	667	666	667	667	667	667	=SUM(C54:N54)		
55	3750	3750	3750	3750	3750	3750	=SUM(C55:N55)		
56	=I464	=J464	=K464	=L464	=M464	=N464	=SUM(C56:N56)		
57	1000	1000	1000	1000	1000	1000	=SUM(C57:N57)		
58	=SUM(I46:I57)	=SUM(J46:J57)	=SUM(K46:K57)	=SUM(L46:L57)	=SUM(M46:M57)	=SUM(N46:N57)	=SUM(C58:N58)		
59									

	A	B	C	D	E	F	G	H
60	Cost							
61	Centre	**Materials**	February	March	April	May	June	July
62	F50	Presses	-C533	-D533	-E533	-F533	-G533	-H533
63	F51	CM Presses	-C534	-D534	-E534	-F534	-G534	-H534
64	F52	Press Brakes	-C535	-D535	-E535	-F535	-G535	-H535
65	F53	HME Spares & Service	37003	35128	42629	33253	25751	35128
66	F54	Sub-Contract	-ABID$239	-ABIE$239	-ABIF$239	-ABIG$239	-ABIH$239	-ABII$239
67	F55	Bronx Spares & Service	12251	11626	14126	11001	8500	11626
68	F56	Bronx Tooling	5110	4855	5877	4599	3577	4855
69	F57	Other	0	0	0	0	0	0
70	F58	Scrap	3333	3333	3333	3333	3334	3333
71	F59	Warrenty	1250	1250	1250	1250	1250	1250
72	F60	Rollforming Machines	-C536	-D536	-E536	-F536	-G536	-H536
73	F61	Rollforming Spares	2000	2000	2000	2000	2000	2000
74		Total Materials	=SUM(C62:C73)	=SUM(D62:D73)	=SUM(E62:E73)	=SUM(F62:F73)	=SUM(G62:G73)	=SUM(H62:H73)
75								
76		COST OF GOODS SOLD	=C58+C74	=D58+D74	=E58+E74	=F58+F74	=G58+G74	=H58+H74
77								
78		GROSS PROFIT	=C41-C76	=D41-D76	=E41-E76	=F41-F76	=G41-G76	=H41-H76
79		Gross Profit as % of Sales >	-C78/C41	-D78/D41	-E78/E41	-F78/F41	-G78/G41	-H78/H41
80								
81	DEPT							
82	No	MANUFACTURING ABSORPTION	February	March	April	May	June	July
83		Manufacturing Payroll - Direct	53310	55460	67130	52541	40875	41588
84		Manufacturing Payroll - Indirect	32283	32283	36336	32285	32285	32289
85		Manufacturing Overheads (less Depron)	-C575	-D575	-E575	-F575	-G575	-H575
86		Depreciation	13866	13172	15945	12479	9706	9706
87		Total	=SUM(C83:C86)	=SUM(D83:D86)	=SUM(E83:E86)	=SUM(F83:F86)	=SUM(G83:G86)	=SUM(H83:H86)
88								
89	P53/4	Archive Depreciation	6225	6225	6225	6225	6225	6225
90	P56	Sales Recharge	-2000	-2000	-3000	-2000	-2000	-3000
91	P56	Engineering Recharge	-1250	-1250	-1250	-1250	-1250	-1250
92		Manufacturing Costs Total	10460	10460	10460	10460	10481	10481
93		MANUFACTURING COSTS TOTAL	=C87+C89+C90+C91+C92	=D87+D89+D90+D91+D92	=E87+E89+E90+E91+E92	=F87+F89+F90+F91+F92	=G87+G89+G90+G91+G92	=H87+H89+H90+H91+H92
94								
95		LESS: Manufacturing Absorption	-ABID$231	-ABIE$231	-ABIF$231	-ABIG$231	-ABIH$231	-ABII$231
96								
97		ENGINEERING ABSORPTION	February	March	April	May	June	July
98		Engineering Payroll	14390	14391	15477	16563	17649	17649
99		Engineering Overheads	-C597	-D597	-E597	-F597	-G597	-H597
100		Engineering Recharge	1250	1250	1250	1250	1250	1250
101		Total Engineering Costs	=SUM(C98:C100)	=SUM(D98:D100)	=SUM(E98:E100)	=SUM(F98:F100)	=SUM(G98:G100)	=SUM(H98:H100)
102								
103		LESS: Engineering Absorption	9768	9280	11233	10989	8547	11600
104		ADJUSTED GROSS PROFIT	-C78-C93+C95-C101+C103	-D78-D93+D95-D101+D103	-E78-E93+E95-E101+E103	-F78-F93+F95-F101+F103	-G78-G93+G95-G101+G103	-H78-H93+H95-H101+H103
105								
106		SALES & MARKETING BUDGET	February	March	April	May	June	July
107		Sales & Marketing Payroll	15930	15930	14580	14580	14580	14580
108		Sales & Marketing Overheads	-C624	-D624	-E624	-F624	-G624	-H624
109		Total Sales & Marketing	=SUM(C107:C108)	=SUM(D107:D108)	=SUM(E107:E108)	=SUM(F107:F108)	=SUM(G107:G108)	=SUM(H107:H108)
110								
111		Research & Development Budget	3000	3000	4000	3000	3000	4000
112		OPERATING PROFIT	=C104-C109-C111	=D104-D109-D111	=E104-E109-E111	=F104-F109-F111	=G104-G109-G111	=H104-H109-H111
113								
114		FINANCE BUDGETS	February	March	April	May	June	July
115		Overdraft Interest Budget	35000	35000	35000	35000	35000	35000
116		Lease Interest Budget	6000	6000	6000	6000	6000	6000
117		Reorganisation Budget	0	0	0	0	0	0
118								
119		PROFIT BEFORE TAXATION	=C112-C115-C116-C117	=D112-D115-D116-D117	=E112-E115-E116-E117	=F112-F115-F116-F117	=G112-G115-G116-G117	=H112-H115-H116-H117
120								

	I	J	K	L	M	N	O	P	Q
60									
61	August	September	October	November	December	January	TOTALS		
62	-I533	-J533	-K533	-L533	-M533	-N533	=SUM(C62:N62)		
63	-I534	-J534	-K534	-L534	-M534	-N534	=SUM(C63:N63)		
64	-I535	-J535	-K535	-L535	-M535	-N535	=SUM(C64:N64)		
65	25751	33253	44504	35128	37003	35128	=SUM(C65:N65)		
66	-ABIJ$239	-ABIK$239	-ABIL$239	-ABIM$239	-ABIN$239	-ABIO$239	=SUM(C66:N66)		
67	8500	11001	14752	11626	12251	11626	=SUM(C67:N67)		
68	3577	4599	6131	4855	5109	4855	=SUM(C68:N68)		
69	0	0	0	0	0	0	=SUM(C69:N69)		
70	3334	3333	3334	3333	3334	3333	=SUM(C70:N70)		
71	1250	1250	1250	1250	1250	1250	=SUM(C71:N71)		
72	-I536	-J536	-K536	-L536	-M536	-N536	=SUM(C72:N72)		
73	2000	2000	2000	2000	2000	2000	=SUM(C73:N73)		
74	=SUM(I62:I73)	=SUM(J62:J73)	=SUM(K62:K73)	=SUM(L62:L73)	=SUM(M62:M73)	=SUM(N62:N73)	=SUM(C74:N74)		
75									
76	=I58+I74	=J58+J74	=K58+K74	=L58+L74	=M58+M74	=N58+N74	=O58+O74		
77									
78	=I41-I76	=J41-J76	=K41-K76	=L41-L76	=M41-M76	=N41-N76	=O41-O76		
79	-I78/I41	-J78/J41	-K78/K41	-L78/L41	-M78/M41	-N78/N41	=O78/O41		
80									
81									
82	August	September	October	November	December	January	TOTALS		
83	54453	72599	57478	60502	60502	57480	=SUM(C83:N83)		
84	32292	32292	32295	32298	32298	36344	=SUM(C84:N84)		
85	-I575	-J575	-K575	-L575	-M575	-N575	=SUM(C85:N85)		
86	12479	16639	13172	13866	13866	13172	=SUM(C86:N86)		
87	=SUM(I83:I86)	=SUM(J83:J86)	=SUM(K83:K86)	=SUM(L83:L86)	=SUM(M83:M86)	=SUM(N83:N86)	=SUM(O83:O86)		
88									
89	6225	6225	6225	6225	6225	6225	=SUM(C89:N89)		
90	-2000	-2000	-3000	-2000	-2000	-3000	=SUM(C90:N90)		
91	-1250	-1250	-1250	-1250	-1250	-1250	=SUM(C91:N91)		
92	10481	10481	10481	10481	10481	10481	=SUM(C92:N92)		
93	=I87+I89+I90+I91+I92	=J87+J89+J90+J91+J92	=K87+K89+K90+K91+K91	=L87+L89+L90+L91+L92	=M87+M89+M90+M91+M	=N87+N89+N90+N91+N91	=SUM(C93:N93)		
94									
95	-ABIJ$231	-ABIK$231	-ABIL$231	-ABIM$231	-ABIN$231	-ABIO$231	=SUM(C95:N95)		
96									
97	August	September	October	November	December	January	TOTALS		
98	17649	17650	17650	17650	17650	17650	=SUM(C98:N98)		
99	-I597	-J597	-K597	-L597	-M597	-N597	=SUM(C99:N99)		
100	1250	1250	1250	1250	1250	1250	=SUM(C100:N100)		
101	=SUM(I98:I100)	=SUM(J98:J100)	=SUM(K98:K100)	=SUM(L98:L100)	=SUM(M98:M100)	=SUM(N98:N100)	=SUM(C101:N101)		
102									
103	10257	13187	17582	13919	14652	13919	=SUM(C103:N103)		
104	-I78-I93+I95-I101+I103	-J78-J93+J95-J101+J103	-K78-K93+K95-K101+K103	-L78-L93+L95-L101+L103	-M78-M93+M95-M101+M10	-N78-N93+N95-N101+N103	=SUM(C104:N104)		
105									
106	August	September	October	November	December	January	TOTALS		
107	14580	14580	14580	14580	14580	14580	=SUM(C107:N107)		
108	-I624	-J624	-K624	-L624	-M624	-N624	=SUM(C108:N108)		
109	=SUM(I107:I108)	=SUM(J107:J108)	=SUM(K107:K108)	=SUM(L107:L108)	=SUM(M107:M108)	=SUM(N107:N108)	=SUM(C109:N109)		
110									
111	3000	3000	4000	3000	3000	4000	=SUM(C111:N111)		
112	=I104-I109-I111	=J104-J109-J111	=K104-K109-K111	=L104-L109-L111	=M104-M109-M111	=N104-N109-N111	=SUM(C112:N112)		
113									
114	August	September	October	November	December	January	TOTALS		
115	35000	35000	35000	35000	35000	35000	=SUM(C115:N115)		
116	6000	6000	6000	6000	6000	6000	=SUM(C116:N116)		
117	0	0	0	0	0	0	=SUM(C117:N117)		
118									
119	=I112-I115-I116-I117	=J112-J115-J116-J117	=K112-K115-K116-K117	=L112-L115-L116-L117	=M112-M115-M116-M11	=N112-N115-N116-N117	=SUM(C119:N119)		
120									

SHEET 8: PRODUCT DATA SHEET

PRODUCT	PRODUCTION LEAD TIME IN MONTHS	SELLING PRICE PER UNIT (£)	Cost of Material as a Percentage of Selling Price	VALUE OF MATERIAL PER UNIT (£)
GI 30	3	18000	0.55	=D126*E126
GI 60	3	26000	0.55	=D127*E127
GI 90	3	32000	0.55	=D128*E128
GP 30	3	20000	0.55	=D129*E129
GP 40	3	23000	0.55	=D130*E130
GP 55	3	28000	0.55	=D131*E131
GP 75	3	30000	0.55	=D132*E132
AH 40	3	22000	0.55	=D133*E133
AH 80	3	30000	0.55	=D134*E134
GI 120	4	60000	0.55	=D136*E136
GI 160-250	4	75000	0.55	=D137*E137
AH 120	4	55000	0.55	=D138*E138
PRESS BRAKE 25	4	15000	0.55	=D139*E139
PRESS BRAKE 35	4	18000	0.55	=D140*E140
PRESS BRAKE 50	4	22000	0.55	=D141*E141
PRESS BRAKE 80	4	27000	0.55	=D142*E142
PRESS BRAKE 110	4	35000	0.55	=D143*E143
GS RANGE	4	40000	0.55	=D144*E144
K100	5	65000	0.55	=D146*E146
CM 1	5	80000	0.55	=D147*E147
K180	5	75000	0.55	=D148*E148
CM 2	5	55000	0.55	=D149*E149
K 360	5	125000	0.55	=D150*E150
CM 3	5	60000	0.55	=D151*E151
CM160	5	130000	0.55	=D152*E152
K600	5	150000	0.55	=D153*E153
ROLLFORM EQU	8	1000000	0.55	=D155*E155
TOOLING	8	100000	0.55	=D156*E156

	I	J	K	L	M	N	O	P	Q
121									
122									
123									
124									
125									
126									
127									
128									
129									
130									
131									
132									
133									
134									
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151									
152									
153									
154									
155									
156									
157									
158									

SHEET 9: PRODUCTION SCHEDULE

PRODUCT	February	March	April	May	June	July
GI 30	0	1	0	0	1	0
GI 60	1	0	1	0	1	0
GI 90	0	1	1	0	1	0
GP 30	0	1	0	0	0	0
GP 40	0	0	0	0	0	1
GP 55	0	1	1	0	0	0
GP 75	0	1	0	0	1	0
AH 40	1	0	0	0	2	0
AH 80	0	1	0	0	0	0
GI 120	0	0	0	1	0	0
GI 160-250	0	0	1	0	0	0
AH 120	0	0	0	0	1	0
PRESS BRAKE 25	0	1	0	0	0	0
PRESS BRAKE 35	0	0	0	1	0	0
PRESS BRAKE 50	0	0	0	0	0	1
PRESS BRAKE 80	0	0	0	0	0	0
PRESS BRAKE 110	0	0	0	0	0	0
GS RANGE	0	1	0	0	0	0
K100	0	1	0	0	0	0
CM 1	0	0	1	0	0	0
K180	0	0	0	0	1	0
CM 2	0	0	0	0	0	0
K 360	0	0	0	0	0	0
CM 3	0	0	0	0	0	0
CM160	1	1	0	0	0	0
K600	0	0	0	0	0	0
ROLLFORM EQU	1	0	0	0	0	1
TOOLING	1	0	0	0	0	1
TOTALS						
SPARES (PER MONTH)	1	1	1	1	1	1
TOTALS	=SUM(C163:C196)	=SUM(D163:D196)	=SUM(E163:E196)	=SUM(F163:F196)	=SUM(G163:G196)	=SUM(H163:H196)

	I	J	K	L	M	N	O	P	Q
159									
160									
161									
162	August	September	October	November	December	January	TOTALS	Comparision	
163	0	0	1	0	0	0	=SUM(C163:N163)	-O163*Q315	
164	2	0	0	1	1	1	=SUM(C164:N164)	-O164*Q316	
165	0	1	1	0	0	0	=SUM(C165:N165)	-O165*Q317	
166	0	0	0	0	0	1	=SUM(C166:N166)	-O166*Q318	
167	0	0	1	0	0	0	=SUM(C167:N167)	-O167*Q319	
168	0	0	2	0	0	0	=SUM(C168:N168)	-O168*Q320	
169	0	0	1	0	0	0	=SUM(C169:N169)	-O169*Q321	
170	0	0	0	0	0	0	=SUM(C170:N170)	-O170*Q322	
171	0	0	0	1	0	0	=SUM(C171:N171)	-O171*Q323	
172									
173	0	0	1	0	1	0	=SUM(C173:N173)	-O173*Q325	
174	0	0	0	1	0	0	=SUM(C174:N174)	-O174*Q326	
175	0	0	0	0	0	0	=SUM(C175:N175)	-O175*Q327	
176	0	0	0	0	0	0	=SUM(C176:N176)	-O176*Q328	
177	0	0	0	0	0	0	=SUM(C177:N177)	-O177*Q329	
178	0	0	0	0	0	0	=SUM(C178:N178)	-O178*Q330	
179	0	0	1	0	0	0	=SUM(C179:N179)	-O179*Q331	
180	0	0	0	0	1	0	=SUM(C180:N180)	-O180*Q332	
181	0	0	0	1	0	0	=SUM(C181:N181)	-O181*Q333	
182									
183	0	0	0	0	0	0	=SUM(C183:N183)	-O183*Q335	
184	0	0	0	0	0	0	=SUM(C184:N184)	-O184*Q336	
185	0	0	0	0	0	0	=SUM(C185:N185)	-O185*Q337	
186	0	0	0	0	1	0	=SUM(C186:N186)	-O186*Q338	
187	0	0	1	0	0	0	=SUM(C187:N187)	-O187*Q339	
188	0	0	0	0	0	1	=SUM(C188:N188)	-O188*Q340	
189	0	0	0	1	0	0	=SUM(C189:N189)	-O189*Q341	
190	0	1	0	0	0	0	=SUM(C190:N190)	-O190*Q342	
191									
192	0	0	0	0	0	0	=SUM(C192:N192)	-O192*Q344	
193	0	0	0	0	0	0	=SUM(C193:N193)	-O193*Q345	
194									
195	1	1	1	1	1	1	=SUM(C195:N195)	-O195*Q347	
196								-O196*Q348	
197	=SUM(I163:I196)	=SUM(J163:J196)	=SUM(K163:K196)	=SUM(L163:L196)	=SUM(M163:M196)	=SUM(N163:N196)	=SUM(O163:O196)-O195	-SUM(P163:P196)	
198									

	A	B	C	D	E	F	G	H
199								
200		***SHEET 10: SALES SCHEDULE***						
201								
202		PRODUCT	February	March	April	May	June	July
203		GI 30				=C163	=D163	=E163
204		GI 60				=C164	=D164	=E164
205		GI 90				=C165	=D165	=E165
206		GP 30				=C166	=D166	=E166
207		GP 40				=C167	=D167	=E167
208		GP 55				=C168	=D168	=E168
209		GP 75				=C169	=D169	=E169
210		AH 40				=C170	=D170	=E170
211		AH 80				=C171	=D171	=E171
212								
213		GI 120					=C173	=D173
214		GI 160-250					=C174	=D174
215		AH 120					=C175	=D175
216		PRESS BRAKE 25					=C176	=D176
217		PRESS BRAKE 35					=C177	=D177
218		PRESS BRAKE 50					=C178	=D178
219		PRESS BRAKE 80					=C179	=D179
220		PRESS BRAKE 110					=C180	=D180
221		GS RANGE					=C181	=D181
222								
223		K100						=C183
224		CM 1						=C184
225		K180						=C185
226		CM 2						=C186
227		K 360						=C187
228		CM 3						=C188
229		CM160						=C189
230		K600						=C190
231								
232		ROLLFORM EQU						
233		TOOLING						
234								
235		SPARES (PER MONTH)	=C195	=D195	=E195	=F195	=G195	=H195
236								
237		TOTALS	=SUM(C203:C236)	=SUM(D203:D236)	=SUM(E203:E236)	=SUM(F203:F236)	=SUM(G203:G236)	=SUM(H203:H236)
238								
239								

	I	J	K	L	M	N	O	P	Q
189									
200									
201									
202	August	September	October	November	December	January	TOTALS		
203	-F163	-G163	-H163	-I163	-J163	-K163	=SUM(C203:N203)		
204	-F164	-G164	-H164	-I164	-J164	-K164	=SUM(C204:N204)		
205	-F165	-G165	-H165	-I165	-J165	-K165	=SUM(C205:N205)		
206	-F166	-G166	-H166	-I166	-J166	-K166	=SUM(C206:N206)		
207	-F167	-G167	-H167	-I167	-J167	-K167	=SUM(C207:N207)		
208	-F168	-G168	-H168	-I168	-J168	-K168	=SUM(C208:N208)		
209	-F169	-G169	-H169	-I169	-J169	-K169	=SUM(C209:N209)		
210	-F170	-G170	-H170	-I170	-J170	-K170	=SUM(C210:N210)		
211	-F171	-G171	-H171	-I171	-J171	-K171	=SUM(C211:N211)		
212									
213	-E173	-F173	-G173	-H173	-I173	-J173	=SUM(C213:N213)		
214	-E174	-F174	-G174	-H174	-I174	-J174	=SUM(C214:N214)		
215	-E175	-F175	-G175	-H175	-I175	-J175	=SUM(C215:N215)		
216	-E176	-F176	-G176	-H176	-I176	-J176	=SUM(C216:N216)		
217	-E177	-F177	-G177	-H177	-I177	-J177	=SUM(C217:N217)		
218	-E178	-F178	-G178	-H178	-I178	-J178	=SUM(C218:N218)		
219	-E179	-F179	-G179	-H179	-I179	-J179	=SUM(C219:N219)		
220	-E180	-F180	-G180	-H180	-I180	-J180	=SUM(C220:N220)		
221	-E181	-F181	-G181	-H181	-I181	-J181	=SUM(C221:N221)		
222									
223	-D183	-E183	-F183	-G183	-H183	-I183	=SUM(C223:N223)		
224	-D184	-E184	-F184	-G184	-H184	-I184	=SUM(C224:N224)		
225	-D185	-E185	-F185	-G185	-H185	-I185	=SUM(C225:N225)		
226	-D186	-E186	-F186	-G186	-H186	-I186	=SUM(C226:N226)		
227	-D187	-E187	-F187	-G187	-H187	-I187	=SUM(C227:N227)		
228	-D188	-E188	-F188	-G188	-H188	-I188	=SUM(C228:N228)		
229	-D189	-E189	-F189	-G189	-H189	-I189	=SUM(C229:N229)		
230	-D190	-E190	-F190	-G190	-H190	-I190	=SUM(C230:N230)		
231									
232			-C192	-D192	-E192	-F192	=SUM(C232:N232)		
233			-C193	-D193	-E193	-F193	=SUM(C233:N233)		
234									
235	-I195	-J195	-K195	-L195	-M195	-N195	=O195		
236									
237	=SUM(I203:I236)	=SUM(J203:J236)	=SUM(K203:K236)	=SUM(L203:L236)	=SUM(M203:M236)	=SUM(N203:N236)	=SUM(O203:O236)-O235		
238									
239									

227

	A	B	C	D	E	F	G	H
240		***SHEET 11: SALES TURNOVER***						
241								
242		PRODUCT	February	March	April	May	June	July
243		GI 30 - Sales T/O in Period				-$D126*F203	-$D126*G203	-$D126*H203
244		- Sales T/O from Opening Stock						
245		GI 60 - Sales T/O in Period				-$D127*F204	-$D127*G204	-$D127*H204
246		- Sales T/O from Opening Stock						
247		GI 90 - Sales T/O in Period				-$D128*F205	-$D128*G205	-$D128*H205
248		- Sales T/O from Opening Stock						
249		GP 30 - Sales T/O in Period				-$D132*F206	-$D132*G206	-$D132*H206
250		- Sales T/O from Opening Stock						
251	Presse	GP 40 - Sales T/O in Period				-$D130*F207	-$D130*G207	-$D130*H207
252		- Sales T/O from Opening Stock						
253		GP 55 - Sales T/O in Period				-$D131*F208	-$D131*G208	-$D131*H208
254		- Sales T/O from Opening Stock		25686				
255		GP 75 - Sales T/O in Period				-$D132*F209	-$D132*G209	-$D132*H209
256		- Sales T/O from Opening Stock						
257		AH 40 - Sales T/O in Period				-$D133*F210	-$D133*G210	-$D133*H210
258		- Sales T/O from Opening Stock						
259		AH 80 - Sales T/O in Period				-$D134*F211	-$D134*G211	-$D134*H211
260		- Sales T/O from Opening Stock				36357		
261								
262		GI 120 - Sales T/O in Period				-$D136*F213	-$D136*G213	-$D136*H213
263		- Sales T/O from Opening Stock		67000				
264		GI 160-250 - Sales T/O in Period				-$D137*F214	-$D137*G214	-$D137*H214
265		- Sales T/O from Opening Stock	59500		245208			
266		AH 120 - Sales T/O in Period				-$D138*F215	-$D138*G215	-$D138*H215
267		- Sales T/O from Opening Stock	49828					
268		PRESS BRAKE 25- Sales T/O in Period				-$D139*F216	-$D139*G216	-$D139*H216
269		- Sales T/O from Opening Stock						
270	Press	PRESS BRAKE 35- Sales T/O in Period				-$D140*F217	-$D140*G217	-$D140*H217
271		- Sales T/O from Opening Stock						
272	Brakes	PRESS BRAKE 50 - Sales T/O in Period				-$D141*F218	-$D141*G218	-$D141*H218
273		- Sales T/O from Opening Stock						
274		PRESS BRAKE 80 - Sales T/O in Period				-$D142*F219	-$D142*G219	-$D142*H219
275		- Sales T/O from Opening Stock						
276		PRESS BRAKE 110 - Sales T/O in Period				-$D143*F220	-$D143*G220	-$D143*H220
277		- Sales T/O from Opening Stock						
278	Presse	GS RANGE - Sales T/O in Period				-$D144*F221	-$D144*G221	-$D144*H221
279		- Sales T/O from Opening Stock						
280								
281		K 100 - Sales T/O in Period				-$D146*F223	-$D146*G223	-$D146*H223
282		- Sales T/O from Opening Stock						
283	CM	CM 1 - Sales T/O in Period				-$D147*F224	-$D147*G224	-$D147*H224
284		- Sales T/O from Opening Stock	101500					
285	Presse	K 180 - Sales T/O in Period				-$D148*F225	-$D148*G225	-$D148*H225
286		- Sales T/O from Opening Stock			72569			
287		CM 2 - Sales T/O in Period				-$D149*F226	-$D149*G226	-$D149*H226
288		- Sales T/O from Opening Stock						
289		K 360 - Sales T/O in Period				-$D150*F227	-$D150*G227	-$D150*H227
290		- Sales T/O from Opening Stock						
291		CM 3 - Sales T/O in Period				-$D151*F228	-$D151*G228	-$D151*H228
292		- Sales T/O from Opening Stock						
293		CM 160 - Sales T/O in Period				-$D152*F229	-$D152*G229	-$D152*H229
294		- Sales T/O from Opening Stock						
295		K 600 - Sales T/O in Period				-$D153*F230	-$D153*G230	-$D153*H230
296		- Sales T/O from Opening Stock			107099			
297								
298	RM	ROLLFORM EQU - Sales T/O in Period				-$D155*F232	-$D155*G232	-$D155*H232
299		- Sales T/O from Opening Stock	2664129	747652			218000	
300		TOOLING - Sales T/O in Period				-$D156*F233	-$D156*G233	-$D156*H233
301		- Sales T/O from Opening Stock	211570					
302		TOTALS	=SUM(C243:C301)	=SUM(D243:D301)	=SUM(E243:E301)	=SUM(F243:F301)	=SUM(G243:G301)	=SUM(H243:H301)
303								
304		TOTAL - PRESSES	=SUM(C243:C267)+C278+C279	=SUM(D243:D267)+D278+D279	=SUM(E243:E267)+E278+E279	=SUM(F243:F267)+F278+F279	=SUM(G243:G267)+G278+G2	=SUM(H243:H267)+H278+H2
305		TOTAL - CM/K PRESSES	=SUM(C281:C296)	=SUM(D281:D296)	=SUM(E281:E296)	=SUM(F281:F296)	=SUM(G281:G296)	=SUM(H281:H296)
306		TOTAL - PRESS BRAKES	=SUM(C268:C277)	=SUM(D268:D277)	=SUM(E268:E277)	=SUM(F268:F277)	=SUM(G268:G277)	=SUM(H268:H277)
307		TOTAL - ROLLFORMING & TOOLING	=C298+C299+C300+C301	=D298+D299+D300+D301	=E298+E299+E300+E301	=F298+F299+F300+F301	=G298+G299+G300+G301	=H298+H299+H300+H301

	I	J	K	L	M	N	O	P	Q
240									
241									
242	August	September	October	November	December	January	TOTALS		
243	=$D126*I203	=$D126*J203	=$D126*K203	=$D126*L203	=$D126*M203	=$D126*N203	=SUM(C243:N243)		
244							=SUM(C244:N244)		
245	=$D127*I204	=$D127*J204	=$D127*K204	=$D127*L204	=$D127*M204	=$D127*N204	=SUM(C245:N245)		
246							=SUM(C246:N246)		
247	=$D128*I205	=$D128*J205	=$D128*K205	=$D128*L205	=$D128*M205	=$D128*N205	=SUM(C247:N247)		
248							=SUM(C248:N248)		
249	=$D132*I206	=$D132*J206	=$D132*K206	=$D132*L206	=$D132*M206	=$D132*N206	=SUM(C249:N249)		
250							=SUM(C250:N250)		
251	=$D130*I207	=$D130*J207	=$D130*K207	=$D130*L207	=$D130*M207	=$D130*N207	=SUM(C251:N251)		
252							=SUM(C252:N252)		
253	=$D131*I208	=$D131*J208	=$D131*K208	=$D131*L208	=$D131*M208	=$D131*N208	=SUM(C253:N253)		
254							=SUM(C254:N254)		
255	=$D132*I209	=$D132*J209	=$D132*K209	=$D132*L209	=$D132*M209	=$D132*N209	=SUM(C255:N255)		
256							=SUM(C256:N256)		
257	=$D133*I210	=$D133*J210	=$D133*K210	=$D133*L210	=$D133*M210	=$D133*N210	=SUM(C257:N257)		
258							=SUM(C258:N258)		
259	=$D134*I211	=$D134*J211	=$D134*K211	=$D134*L211	=$D134*M211	=$D134*N211	=SUM(C259:N259)		
260							=SUM(C260:N260)		
261									
262	=$D136*I213	=$D136*J213	=$D136*K213	=$D136*L213	=$D136*M213	=$D136*N213	=SUM(C262:N262)		
263							=SUM(C263:N263)		
264	=$D137*I214	=$D137*J214	=$D137*K214	=$D137*L214	=$D137*M214	=$D137*N214	=SUM(C264:N264)		
265							=SUM(C265:N265)		
266	=$D138*I215	=$D138*J215	=$D138*K215	=$D138*L215	=$D138*M215	=$D138*N215	=SUM(C266:N266)		
267							=SUM(C267:N267)		
268	=$D139*I216	=$D139*J216	=$D139*K216	=$D139*L216	=$D139*M216	=$D139*N216	=SUM(C268:N268)		
269							=SUM(C269:N269)		
270	=$D140*I217	=$D140*J217	=$D140*K217	=$D140*L217	=$D140*M217	=$D140*N217	=SUM(C270:N270)		
271							=SUM(C271:N271)		
272	=$D141*I218	=$D141*J218	=$D141*K218	=$D141*L218	=$D141*M218	=$D141*N218	=SUM(C272:N272)		
273							=SUM(C273:N273)		
274	=$D142*I219	=$D142*J219	=$D142*K219	=$D142*L219	=$D142*M219	=$D142*N219	=SUM(C274:N274)		
275							=SUM(C275:N275)		
276	=$D143*I220	=$D143*J220	=$D143*K220	=$D143*L220	=$D143*M220	=$D143*N220	=SUM(C276:N276)		
277							=SUM(C277:N277)		
278	=$D144*I221	=$D144*J221	=$D144*K221	=$D144*L221	=$D144*M221	=$D144*N221	=SUM(C278:N278)		
279							=SUM(C279:N279)		
280									
281	=$D146*I223	=$D146*J223	=$D146*K223	=$D146*L223	=$D146*M223	=$D146*N223	=SUM(C281:N281)		
282							=SUM(C282:N282)		
283	=$D147*I224	=$D147*J224	=$D147*K224	=$D147*L224	=$D147*M224	=$D147*N224	=SUM(C283:N283)		
284							=SUM(C284:N284)		
285	=$D148*I225	=$D148*J225	=$D148*K225	=$D148*L225	=$D148*M225	=$D148*N225	=SUM(C285:N285)		
286							=SUM(C286:N286)		
287	=$D149*I226	=$D149*J226	=$D149*K226	=$D149*L226	=$D149*M226	=$D149*N226	=SUM(C287:N287)		
288							=SUM(C288:N288)		
289	=$D150*I227	=$D150*J227	=$D150*K227	=$D150*L227	=$D150*M227	=$D150*N227	=SUM(C289:N289)		
290							=SUM(C290:N290)		
291	=$D151*I228	=$D151*J228	=$D151*K228	=$D151*L228	=$D151*M228	=$D151*N228	=SUM(C291:N291)		
292							=SUM(C292:N292)		
293	=$D152*I229	=$D152*J229	=$D152*K229	=$D152*L229	=$D152*M229	=$D152*N229	=SUM(C293:N293)		
294							=SUM(C294:N294)		
295	=$D153*I230	=$D153*J230	=$D153*K230	=$D153*L230	=$D153*M230	=$D153*N230	=SUM(C295:N295)		
296							=SUM(C296:N296)		
297									
298	=$D155*I232	=$D155*J232	=$D155*K232	=$D155*L232	=$D155*M232	=$D155*N232	=SUM(C298:N298)		
299				1076000			=SUM(C299:N299)		
300	=$D156*I233	=$D156*J233	=$D156*K233	=$D156*L233	=$D156*M233	=$D156*N233	=SUM(C300:N300)		
301							=SUM(C301:N301)		
302	=SUM(I243:I301)	=SUM(J243:J301)	=SUM(K243:K301)	=SUM(L243:L301)	=SUM(M243:M301)	=SUM(N243:N301)	=SUM(O243:O301)		
303									
304	=SUM(I243:I267)+I278+I2	=SUM(J243:J267)+J278+J2	=SUM(K243:K267)+K278+K2	=SUM(L243:L267)+L278+L27	=SUM(M243:M267)+M278+M	=SUM(N243:N267)+N278+N2	=SUM(O241:O265)+O276+		
305	=SUM(I281:I296)	=SUM(J281:J296)	=SUM(K281:K296)	=SUM(L281:L296)	=SUM(M281:M296)	=SUM(N281:N296)	=SUM(O281:O294)		
306	=SUM(I268:I277)	=SUM(J268:J277)	=SUM(K268:K277)	=SUM(L268:L277)	=SUM(M268:M277)	=SUM(N268:N277)	=SUM(O266:O275)		
307	=I298+I299+I300+I301	=J298+J299+J300+J301	=K298+K299+K300+K301	=L298+L299+L300+L301	=M298+M299+M300+M301	=N298+N299+N300+N301	=O298+O299+O300+O301		

SHEET 12: MACHINE HOURS REQUIRED

						MACHINE REFERENCE	
		=ABI$B$4	=ABI$B$21	=ABI$B$38	=ABI$B$55	=ABI$B$72	=ABI$B$89
	PRODUCT	=ABI$B$5	=ABI$B$22	=ABI$B$39	=ABI$B$56	=ABI$B$73	=ABI$B$90
	GI 30	=CMID48	=CMIE48	=CMIF48	=CMIG48	=CMIH48	=CMII48
	GI 60	=CMID49	=CMIE49	=CMIF49	=CMIG49	=CMIH49	=CMII49
	GI 90	=CMID50	=CMIE50	=CMIF50	=CMIG50	=CMIH50	=CMII50
	GP 30	=CMID51	=CMIE51	=CMIF51	=CMIG51	=CMIH51	=CMII51
	GP 40	=CMID52	=CMIE52	=CMIF52	=CMIG52	=CMIH52	=CMII52
	GP 55	=CMID53	=CMIE53	=CMIF53	=CMIG53	=CMIH53	=CMII53
	GP 75	=CMID54	=CMIE54	=CMIF54	=CMIG54	=CMIH54	=CMII54
	AH 40	=CMID55	=CMIE55	=CMIF55	=CMIG55	=CMIH55	=CMII55
	AH 80	=CMID56	=CMIE56	=CMIF56	=CMIG56	=CMIH56	=CMII56
	GI 120	=CMID58	=CMIE58	=CMIF58	=CMIG58	=CMIH58	=CMII58
	GI 160-250	=CMID59	=CMIE59	=CMIF59	=CMIG59	=CMIH59	=CMII59
	AH 120	=CMID60	=CMIE60	=CMIF60	=CMIG60	=CMIH60	=CMII60
	PRESS BRAKE 25	=CMID61	=CMIE61	=CMIF61	=CMIG61	=CMIH61	=CMII61
	PRESS BRAKE 35	=CMID62	=CMIE62	=CMIF62	=CMIG62	=CMIH62	=CMII62
	PRESS BRAKE 50	=CMID63	=CMIE63	=CMIF63	=CMIG63	=CMIH63	=CMII63
	PRESS BRAKE 80	=CMID64	=CMIE64	=CMIF64	=CMIG64	=CMIH64	=CMII64
	PRESS BRAKE 110	=CMID65	=CMIE65	=CMIF65	=CMIG65	=CMIH65	=CMII65
	GS RANGE	=CMID66	=CMIE66	=CMIF66	=CMIG66	=CMIH66	=CMII66
	K100	=CMID68	=CMIE68	=CMIF68	=CMIG68	=CMIH68	=CMII68
	CM 1	=CMID69	=CMIE69	=CMIF69	=CMIG69	=CMIH69	=CMII69
	K180	=CMID70	=CMIE70	=CMIF70	=CMIG70	=CMIH70	=CMII70
	CM 2	=CMID71	=CMIE71	=CMIF71	=CMIG71	=CMIH71	=CMII71
	K 360	=CMID72	=CMIE72	=CMIF72	=CMIG72	=CMIH72	=CMII72
	CM 3	=CMID73	=CMIE73	=CMIF73	=CMIG73	=CMIH73	=CMII73
	CM160	=CMID74	=CMIE74	=CMIF74	=CMIG74	=CMIH74	=CMII74
	K600	=CMID75	=CMIE75	=CMIF75	=CMIG75	=CMIH75	=CMII75
	ROLLFORM ECU	=CMID77	=CMIE77	=CMIF77	=CMIG77	=CMIH77	=CMII77
	TOOLING (3 SETS)	=CMID78	=CMIE78	=CMIF78	=CMIG78	=CMIH78	=CMII78
	OPENING STOCK						
	SPARES (per set)	=CMID80	=CMIE80	=CMIF80	=CMIG80	=CMIH80	=CMII80
	SERVICE	=CMID81	=CMIE81	=CMIF81	=CMIG81	=CMIH81	=CMII81
	TOTAL	=SUM(C315:C348)	=SUM(D315:D348)	=SUM(E315:E348)	=SUM(F315:F348)	=SUM(G315:G348)	=SUM(H315:H348)

	I	J	K	L	M	N	O	P	Q
308									
309									
310									
311									
312									
313	=ABI$B$106	=ABI$B$123	=ABI$B$140	=ABI$B$157	=ABI$B$174	=ABI$B$183	=ABI$B$192	Sub Contract	TOTAL
314	=ABI$B$107	=ABI$B$124	=ABI$B$141	=ABI$B$158	=ABI$B$175	=ABI$B$184	=ABI$B$193		
315	=CMIJ48	=CMIK48	=CMIL48	=CMIM48	=CMIN48	=CMIO48	=CMIP48	=CMIO48	=SUM(C315:P315)
316	=CMIJ49	=CMIK49	=CMIL49	=CMIM49	=CMIN49	=CMIO49	=CMIP49	=CMIO49	=SUM(C316:P316)
317	=CMIJ50	=CMIK50	=CMIL50	=CMIM50	=CMIN50	=CMIO50	=CMIP50	=CMIO50	=SUM(C317:P317)
318	=CMIJ51	=CMIK51	=CMIL51	=CMIM51	=CMIN51	=CMIO51	=CMIP51	=CMIO51	=SUM(C318:P318)
319	=CMIJ52	=CMIK52	=CMIL52	=CMIM52	=CMIN52	=CMIO52	=CMIP52	=CMIO52	=SUM(C319:P319)
320	=CMIJ53	=CMIK53	=CMIL53	=CMIM53	=CMIN53	=CMIO53	=CMIP53	=CMIO53	=SUM(C320:P320)
321	=CMIJ54	=CMIK54	=CMIL54	=CMIM54	=CMIN54	=CMIO54	=CMIP54	=CMIO54	=SUM(C321:P321)
322	=CMIJ55	=CMIK55	=CMIL55	=CMIM55	=CMIN55	=CMIO55	=CMIP55	=CMIO55	=SUM(C322:P322)
323	=CMIJ56	=CMIK56	=CMIL56	=CMIM56	=CMIN56	=CMIO56	=CMIP56	=CMIO56	=SUM(C323:P323)
324									
325	=CMIJ58	=CMIK58	=CMIL58	=CMIM58	=CMIN58	=CMIO58	=CMIP58	=CMIO58	=SUM(C325:P325)
326	=CMIJ59	=CMIK59	=CMIL59	=CMIM59	=CMIN59	=CMIO59	=CMIP59	=CMIO59	=SUM(C326:P326)
327	=CMIJ60	=CMIK60	=CMIL60	=CMIM60	=CMIN60	=CMIO60	=CMIP60	=CMIO60	=SUM(C327:P327)
328	=CMIJ61	=CMIK61	=CMIL61	=CMIM61	=CMIN61	=CMIO61	=CMIP61	=CMIO61	=SUM(C328:P328)
329	=CMIJ62	=CMIK62	=CMIL62	=CMIM62	=CMIN62	=CMIO62	=CMIP62	=CMIO62	=SUM(C329:P329)
330	=CMIJ63	=CMIK63	=CMIL63	=CMIM63	=CMIN63	=CMIO63	=CMIP63	=CMIO63	=SUM(C330:P330)
331	=CMIJ64	=CMIK64	=CMIL64	=CMIM64	=CMIN64	=CMIO64	=CMIP64	=CMIO64	=SUM(C331:P331)
332	=CMIJ65	=CMIK65	=CMIL65	=CMIM65	=CMIN65	=CMIO65	=CMIP65	=CMIO65	=SUM(C332:P332)
333	=CMIJ66	=CMIK66	=CMIL66	=CMIM66	=CMIN66	=CMIO66	=CMIP66	=CMIO66	=SUM(C333:P333)
334									
335	=CMIJ68	=CMIK68	=CMIL68	=CMIM68	=CMIN68	=CMIO68	=CMIP68	=CMIO68	=SUM(C335:P335)
336	=CMIJ69	=CMIK69	=CMIL69	=CMIM69	=CMIN69	=CMIO69	=CMIP69	=CMIO69	=SUM(C336:P336)
337	=CMIJ70	=CMIK70	=CMIL70	=CMIM70	=CMIN70	=CMIO70	=CMIP70	=CMIO70	=SUM(C337:P337)
338	=CMIJ71	=CMIK71	=CMIL71	=CMIM71	=CMIN71	=CMIO71	=CMIP71	=CMIO71	=SUM(C338:P338)
339	=CMIJ72	=CMIK72	=CMIL72	=CMIM72	=CMIN72	=CMIO72	=CMIP72	=CMIO72	=SUM(C339:P339)
340	=CMIJ73	=CMIK73	=CMIL73	=CMIM73	=CMIN73	=CMIO73	=CMIP73	=CMIO73	=SUM(C340:P340)
341	=CMIJ74	=CMIK74	=CMIL74	=CMIM74	=CMIN74	=CMIO74	=CMIP74	=CMIO74	=SUM(C341:P341)
342	=CMIJ75	=CMIK75	=CMIL75	=CMIM75	=CMIN75	=CMIO75	=CMIP75	=CMIO75	=SUM(C342:P342)
343									
344	=CMIJ77	=CMIK77	=CMIL77	=CMIM77	=CMIN77	=CMIO77	=CMIP77	=CMIO77	=SUM(C344:P344)
345	=CMIJ78	=CMIK78	=CMIL78	=CMIM78	=CMIN78	=CMIO78	=CMIP78	=CMIO78	=SUM(C345:P345)
346									=SUM(C346:P346)
347	=CMIJ80	=CMIK80	=CMIL80	=CMIM80	=CMIN80	=CMIO80	=CMIP80	=CMIO80	=SUM(C347:P347)
348	=CMIJ81	=CMIK81	=CMIL81	=CMIM81	=CMIN81	=CMIO81	=CMIP81	=CMIO81	=SUM(C348:P348)
349	=SUM(I315:I348)	=SUM(J315:J348)	=SUM(K315:K348)	=SUM(L315:L348)	=SUM(M315:M348)	=SUM(N315:N348)	=SUM(O315:O348)	=SUM(P315:P348)	=SUM(O315:Q348)
350									

	A	B	C	D	E	F	G	H
351								
352		***SHEET 13: LABOUR ABSORPTION BY PI***						
353								
354							MACHINE REFERENCE	
355			=C313	=D313	=E313	=F313	=G313	=H313
356			=C314	=D314	=E314	=F314	=G314	=H314
357		CHARGE RATE PER MACHINE	=ABI$D$4	=ABI$D$21	=ABI$D$38	=ABI$D$55	=ABI$D$72	=ABI$D$89
358		PRODUCT						
359		GI 30	=C315*C$357	=D315*D$357	=E315*E$357	=F315*F$357	=G315*G$357	=H315*H$357
360		GI 60	=C316*C$357	=D316*D$357	=E316*E$357	=F316*F$357	=G316*G$357	=H316*H$357
361		GI 90	=C317*C$357	=D317*D$357	=E317*E$357	=F317*F$357	=G317*G$357	=H317*H$357
362		GP 30	=C318*C$357	=D318*D$357	=E318*E$357	=F318*F$357	=G318*G$357	=H318*H$357
363	Presse	GP 40	=C319*C$357	=D319*D$357	=E319*E$357	=F319*F$357	=G319*G$357	=H319*H$357
364		GP 55	=C320*C$357	=D320*D$357	=E320*E$357	=F320*F$357	=G320*G$357	=H320*H$357
365		GP 75	=C321*C$357	=D321*D$357	=E321*E$357	=F321*F$357	=G321*G$357	=H321*H$357
366		AH 40	=C322*C$357	=D322*D$357	=E322*E$357	=F322*F$357	=G322*G$357	=H322*H$357
367		AH 80	=C323*C$357	=D323*D$357	=E323*E$357	=F323*F$357	=G323*G$357	=H323*H$357
368								
369		GI 120	=C325*C$357	=D325*D$357	=E325*E$357	=F325*F$357	=G325*G$357	=H325*H$357
370		GI 160-250	=C326*C$357	=D326*D$357	=E326*E$357	=F326*F$357	=G326*G$357	=H326*H$357
371		AH 120	=C327*C$357	=D327*D$357	=E327*E$357	=F327*F$357	=G327*G$357	=H327*H$357
372		PRESS BRAKE 25	=C328*C$357	=D328*D$357	=E328*E$357	=F328*F$357	=G328*G$357	=H328*H$357
373	Press	PRESS BRAKE 35	=C329*C$357	=D329*D$357	=E329*E$357	=F329*F$357	=G329*G$357	=H329*H$357
374	Brakes	PRESS BRAKE 50	=C330*C$357	=D330*D$357	=E330*E$357	=F330*F$357	=G330*G$357	=H330*H$357
375		PRESS BRAKE 80	=C331*C$357	=D331*D$357	=E331*E$357	=F331*F$357	=G331*G$357	=H331*H$357
376		PRESS BRAKE 110	=C332*C$357	=D332*D$357	=E332*E$357	=F332*F$357	=G332*G$357	=H332*H$357
377	Presse	GS RANGE	=C333*C$357	=D333*D$357	=E333*E$357	=F333*F$357	=G333*G$357	=H333*H$357
378								
379		K100	=C335*C$357	=D335*D$357	=E335*E$357	=F335*F$357	=G335*G$357	=H335*H$357
380	CM	CM 1	=C336*C$357	=D336*D$357	=E336*E$357	=F336*F$357	=G336*G$357	=H336*H$357
381	Presse	K180	=C337*C$357	=D337*D$357	=E337*E$357	=F337*F$357	=G337*G$357	=H337*H$357
382		CM 2	=C338*C$357	=D338*D$357	=E338*E$357	=F338*F$357	=G338*G$357	=H338*H$357
383		K 360	=C339*C$357	=D339*D$357	=E339*E$357	=F339*F$357	=G339*G$357	=H339*H$357
384		CM 3	=C340*C$357	=D340*D$357	=E340*E$357	=F340*F$357	=G340*G$357	=H340*H$357
385		CM160	=C341*C$357	=D341*D$357	=E341*E$357	=F341*F$357	=G341*G$357	=H341*H$357
386		K600	=C342*C$357	=D342*D$357	=E342*E$357	=F342*F$357	=G342*G$357	=H342*H$357
387								
388	RM	ROLLFORM EQU	=C344*C$357	=D344*D$357	=E344*E$357	=F344*F$357	=G344*G$357	=H344*H$357
389		TOOLING (3 SETS)	=C345*C$357	=D345*D$357	=E345*E$357	=F345*F$357	=G345*G$357	=H345*H$357
390		SPARES (per set)	=C347*C$357	=D347*D$357	=E347*E$357	=F347*F$357	=G347*G$357	=H347*H$357
391		SERVICE	=C348*C$357	=D348*D$357	=E348*E$357	=F348*F$357	=G348*G$357	=H348*H$357
392		TOTAL	=SUM(C359:C391)	=SUM(D359:D391)	=SUM(E359:E391)	=SUM(F359:F391)	=SUM(G359:G391)	=SUM(H359:H391)
393								
394								

	I	J	K	L	M	N	O	P	Q
351									
352									
353									
354									
355	=I313	=J313	=K313	=L313	=M313	=N313	=O313	=P313	TOTAL HOURS
356	=I314	=J314	=K314	=L314	=M314	=N314	=O314	=P314	
357	=ABI$D$106	=ABI$D$123	=ABI$D$140	=ABI$D$157	=ABI$D$174	=ABI$D$183	=ABI$D$192	=ABI$D$202	
358									
359	=I315*I$357	=J315*J$357	=K315*K$357	=L315*L$357	=M315*M$357	=N315*N$357	=O315*O$357	=P315*P$357	=SUM(C359:P359)
360	=I316*I$357	=J316*J$357	=K316*K$357	=L316*L$357	=M316*M$357	=N316*N$357	=O316*O$357	=P316*P$357	=SUM(C360:P360)
361	=I317*I$357	=J317*J$357	=K317*K$357	=L317*L$357	=M317*M$357	=N317*N$357	=O317*O$357	=P317*P$357	=SUM(C361:P361)
362	=I318*I$357	=J318*J$357	=K318*K$357	=L318*L$357	=M318*M$357	=N318*N$357	=O318*O$357	=P318*P$357	=SUM(C362:P362)
363	=I319*I$357	=J319*J$357	=K319*K$357	=L319*L$357	=M319*M$357	=N319*N$357	=O319*O$357	=P319*P$357	=SUM(C363:P363)
364	=I320*I$357	=J320*J$357	=K320*K$357	=L320*L$357	=M320*M$357	=N320*N$357	=O320*O$357	=P320*P$357	=SUM(C364:P364)
365	=I321*I$357	=J321*J$357	=K321*K$357	=L321*L$357	=M321*M$357	=N321*N$357	=O321*O$357	=P321*P$357	=SUM(C365:P365)
366	=I322*I$357	=J322*J$357	=K322*K$357	=L322*L$357	=M322*M$357	=N322*N$357	=O322*O$357	=P322*P$357	=SUM(C366:P366)
367	=I323*I$357	=J323*J$357	=K323*K$357	=L323*L$357	=M323*M$357	=N323*N$357	=O323*O$357	=P323*P$357	=SUM(C367:P367)
368									
369	=I325*I$357	=J325*J$357	=K325*K$357	=L325*L$357	=M325*M$357	=N325*N$357	=O325*O$357	=P325*P$357	=SUM(C369:P369)
370	=I326*I$357	=J326*J$357	=K326*K$357	=L326*L$357	=M326*M$357	=N326*N$357	=O326*O$357	=P326*P$357	=SUM(C370:P370)
371	=I327*I$357	=J327*J$357	=K327*K$357	=L327*L$357	=M327*M$357	=N327*N$357	=O327*O$357	=P327*P$357	=SUM(C371:P371)
372	=I328*I$357	=J328*J$357	=K328*K$357	=L328*L$357	=M328*M$357	=N328*N$357	=O328*O$357	=P328*P$357	=SUM(C372:P372)
373	=I329*I$357	=J329*J$357	=K329*K$357	=L329*L$357	=M329*M$357	=N329*N$357	=O329*O$357	=P329*P$357	=SUM(C373:P373)
374	=I330*I$357	=J330*J$357	=K330*K$357	=L330*L$357	=M330*M$357	=N330*N$357	=O330*O$357	=P330*P$357	=SUM(C374:P374)
375	=I331*I$357	=J331*J$357	=K331*K$357	=L331*L$357	=M331*M$357	=N331*N$357	=O331*O$357	=P331*P$357	=SUM(C375:P375)
376	=I332*I$357	=J332*J$357	=K332*K$357	=L332*L$357	=M332*M$357	=N332*N$357	=O332*O$357	=P332*P$357	=SUM(C376:P376)
377	=I333*I$357	=J333*J$357	=K333*K$357	=L333*L$357	=M333*M$357	=N333*N$357	=O333*O$357	=P333*P$357	=SUM(C377:P377)
378									
379	=I335*I$357	=J335*J$357	=K335*K$357	=L335*L$357	=M335*M$357	=N335*N$357	=O335*O$357	=P335*P$357	=SUM(C379:P379)
380	=I336*I$357	=J336*J$357	=K336*K$357	=L336*L$357	=M336*M$357	=N336*N$357	=O336*O$357	=P336*P$357	=SUM(C380:P380)
381	=I337*I$357	=J337*J$357	=K337*K$357	=L337*L$357	=M337*M$357	=N337*N$357	=O337*O$357	=P337*P$357	=SUM(C381:P381)
382	=I338*I$357	=J338*J$357	=K338*K$357	=L338*L$357	=M338*M$357	=N338*N$357	=O338*O$357	=P338*P$357	=SUM(C382:P382)
383	=I339*I$357	=J339*J$357	=K339*K$357	=L339*L$357	=M339*M$357	=N339*N$357	=O339*O$357	=P339*P$357	=SUM(C383:P383)
384	=I340*I$357	=J340*J$357	=K340*K$357	=L340*L$357	=M340*M$357	=N340*N$357	=O340*O$357	=P340*P$357	=SUM(C384:P384)
385	=I341*I$357	=J341*J$357	=K341*K$357	=L341*L$357	=M341*M$357	=N341*N$357	=O341*O$357	=P341*P$357	=SUM(C385:P385)
386	=I342*I$357	=J342*J$357	=K342*K$357	=L342*L$357	=M342*M$357	=N342*N$357	=O342*O$357	=P342*P$357	=SUM(C386:P386)
387									
388	=I344*I$357	=J344*J$357	=K344*K$357	=L344*L$357	=M344*M$357	=N344*N$357	=O344*O$357	=P344*P$357	=SUM(C388:P388)
389	=I345*I$357	=J345*J$357	=K345*K$357	=L345*L$357	=M345*M$357	=N345*N$357	=O345*O$357	=P345*P$357	=SUM(C389:P389)
390	=I347*I$357	=J347*J$357	=K347*K$357	=L347*L$357	=M347*M$357	=N347*N$357	=O347*O$357	=P347*P$357	=SUM(C390:P390)
391	=I348*I$357	=J348*J$357	=K348*K$357	=L348*L$357	=M348*M$357	=N348*N$357	=O348*O$357	=P348*P$357	=SUM(C391:P391)
392	=SUM(I359:I391)	=SUM(J359:J391)	=SUM(K359:K391)	=SUM(L359:L391)	=SUM(M359:M391)	=SUM(N359:N391)	=SUM(O359:O391)	=SUM(P359:P391)	=SUM(Q359:Q391)
393									
394									

	A	B	C	D	E	F	G	H
395		*SHEET 14: LABOUR ABORPTION PER P*						
396								
397		PRODUCT	February	March	April	May	June	July
398		GI 30 - Labour Cost in Period	=C203*$Q359	=D203*$Q359	=E203*$Q359	=F203*$Q359	=G203*$Q359	=H203*$Q359
399		- Labour Cost Opening Stock						
400		GI 60 - Labour Cost in Period	=C204*$Q360	=D204*$Q360	=E204*$Q360	=F204*$Q360	=G204*$Q360	=H204*$Q360
401		- Labour Cost Opening Stock						
402		GI 90 - Labour Cost in Period	=C205*$Q361	=D205*$Q361	=E205*$Q361	=F205*$Q361	=G205*$Q361	=H205*$Q361
403		- Labour Cost Opening Stock						
404		GP 30 - Labour Cost in Period	=C206*$Q362	=D206*$Q362	=E206*$Q362	=F206*$Q362	=G206*$Q362	=H206*$Q362
405		- Labour Cost Opening Stock						
406	Presse	GP 40 - Labour Cost in Period	=C207*$Q363	=D207*$Q363	=E207*$Q363	=F207*$Q363	=G207*$Q363	=H207*$Q363
407		- Labour Cost Opening Stock						
408		GP 55 - Labour Cost in Period	=C208*$Q364	=D208*$Q364	=E208*$Q364	=F208*$Q364	=G208*$Q364	=H208*$Q364
409		- Labour Cost Opening Stock		11559				
410		GP 75 - Labour Cost in Period	=C209*$Q365	=D209*$Q365	=E209*$Q365	=F209*$Q365	=G209*$Q365	=H209*$Q365
411		- Labour Cost Opening Stock						
412		AH 40 - Labour Cost inPeriod	=C210*$Q366	=D210*$Q366	=E210*$Q366	=F210*$Q366	=G210*$Q366	=H210*$Q366
413		- Labour Cost Opening Stock						
414		AH 80 - Labour Cost in Period	=C211*$Q367	=D211*$Q367	=E211*$Q367	=F211*$Q367	=G211*$Q367	=H211*$Q367
415		- Labour Cost Opening Stock				16770		
416								
417		GI 120 - Labour Cost in Period	=C213*$Q369	=D213*$Q369	=E213*$Q369	=F213*$Q369	=G213*$Q369	=H213*$Q369
418		- Labour Cost Opening Stock		30150				
419		GI 160-250 - Labour Cost in Period	=C214*$Q370	=D214*$Q370	=E214*$Q370	=F214*$Q370	=G214*$Q370	=H214*$Q370
420		- Labour Cost Opening Stock	27445		82068			
421		AH 120 - Labour Cost in Period	=C215*$Q371	=D215*$Q371	=E215*$Q371	=F215*$Q371	=G215*$Q371	=H215*$Q371
422		- Labour Cost Opening Stock	22983					
423		PRESS BRAKE 25 - Labour Cost in Period	=C216*$Q372	=D216*$Q372	=E216*$Q372	=F216*$Q372	=G216*$Q372	=H216*$Q372
424		- Labour Cost Opening Stock						
425	Press	PRESS BRAKE 35 - Labour Cost in Period	=C217*$Q373	=D217*$Q373	=E217*$Q373	=F217*$Q373	=G217*$Q373	=H217*$Q373
426		- Labour Cost Opening Stock						
427	Brakes	PRESS BRAKE 50 - Labour Cost in Period	=C218*$Q374	=D218*$Q374	=E218*$Q374	=F218*$Q374	=G218*$Q374	=H218*$Q374
428		- Labour Cost Opening Stock						
429		PRESS BRAKE 80 - Labour Cost in Period	=C219*$Q375	=D219*$Q375	=E219*$Q375	=F219*$Q375	=G219*$Q375	=H219*$Q375
430		- Labour Cost Opening Stock						
431		PRESS BRAKE 110 - Labour Cost in Period	=C220*$Q376	=D220*$Q376	=E220*$Q376	=F220*$Q376	=G220*$Q376	=H220*$Q376
432		- Labour Cost Opening Stock						
433	Presse	GS RANGE - Labour Cost in Period	=C221*$Q377	=D221*$Q377	=E221*$Q377	=F221*$Q377	=G221*$Q377	=H221*$Q377
434		- Labour Cost Opening Stock						
435								
436		K100 - Labour Cost in Period	=C223*$Q379	=D223*$Q379	=E223*$Q379	=F223*$Q379	=G223*$Q379	=H223*$Q379
437		- Labour Cost Opening Stock						
438	CM	CM 1 - Labour Cost in Period	=C224*$Q380	=D224*$Q380	=E224*$Q380	=F224*$Q380	=G224*$Q380	=H224*$Q380
439		- Labour Cost Opening Stock	42250					
440	Presse	K180 - Labour Cost in Period	=C225*$Q381	=D225*$Q381	=E225*$Q381	=F225*$Q381	=G225*$Q381	=H225*$Q381
441		- Labour Cost Opening Stock			30206			
442		CM 2 - Labour Cost in Period	=C226*$Q382	=D226*$Q382	=E226*$Q382	=F226*$Q382	=G226*$Q382	=H226*$Q382
443		- Labour Cost Opening Stock						
444		K 360 - Labour Cost in Period	=C227*$Q383	=D227*$Q383	=E227*$Q383	=F227*$Q383	=G227*$Q383	=H227*$Q383
445		- Labour Cost Opening Stock						
446		CM 3 - Labour Cost in Period	=C228*$Q384	=D228*$Q384	=E228*$Q384	=F228*$Q384	=G228*$Q384	=H228*$Q384
447		- Labour Cost Opening Stock						
448		CM160 - Labour Cost In Period	=C229*$Q385	=D229*$Q385	=E229*$Q385	=F229*$Q385	=G229*$Q385	=H229*$Q385
449		- Labour Cost Opening Stock						
450		K600 - Labour Cost in Period	=C230*$Q386	=D230*$Q386	=E230*$Q386	=F230*$Q386	=G230*$Q386	=H230*$Q386
451		- Labour Cost Opening Stock			44580			
452								
453	RM	ROLLFORM EQU - Labour Cost in Period	=C232*$Q388	=D232*$Q388	=E232*$Q388	=F232*$Q388	=G232*$Q388	=H232*$Q388
454		- Labour Cost Opening Stock	380000	168152			30200	
455		TOOLING (3 SETS)	=C233*$Q389	=D233*$Q389	=E233*$Q389	=F233*$Q389	=G233*$Q389	=H233*$Q389
456		- Labour Cost Opening Stock						
457		SPARES (per set)	=C235*$Q390	=D235*$Q390	=E235*$Q390	=F235*$Q390	=G235*$Q390	=H235*$Q390
458		SERVICE	=C236*$Q391	=D236*$Q391	=E236*$Q391	=F236*$Q391	=G236*$Q391	=H236*$Q391
459		TOTAL	=SUM(C398:C458)	=SUM(D398:D458)	=SUM(E398:E458)	=SUM(F398:F458)	=SUM(G398:G458)	=SUM(H398:H458)
460								
461		TOTAL - PRESSES	=SUM(C398:C422)+C433+C434	=SUM(D398:D422)+D433+D434	=SUM(E398:E422)+E433+E434	=SUM(F398:F422)+F433+F434	=SUM(G398:G422)+G433+G4	=SUM(H398:H422)+H433+H4
462		TOTAL - CM/K PRESSES	=SUM(C436:C451)	=SUM(D436:D451)	=SUM(E436:E451)	=SUM(F436:F451)	=SUM(G436:G451)	=SUM(H436:H451)
463		TOTAL - PRESS BRAKES	=SUM(C423:C432)	=SUM(D423:D432)	=SUM(E423:E432)	=SUM(F423:F432)	=SUM(G423:G432)	=SUM(H423:H432)
464		TOTAL - ROLLFORMING & TOOLING	=C453+C454+C455+C456	=D453+D454+D455+D456	=E453+E454+E455+E456	=F453+F454+F455+F456	=G453+G454+G455+G456	=H453+H454+H455+H456
465								
466								

	I	J	K	L	M	N	O	P	Q
395									
396									
397	August	September	October	November	December	January	TOTALS		
398	=I203*$Q359	=J203*$Q359	=K203*$Q359	=L203*$Q359	=M203*$Q359	=N203*$Q359	=SUM(C398:N398)		
399									
400	=I204*$Q360	=J204*$Q360	=K204*$Q360	=L204*$Q360	=M204*$Q360	=N204*$Q360	=SUM(C400:N400)		
401									
402	=I205*$Q361	=J205*$Q361	=K205*$Q361	=L205*$Q361	=M205*$Q361	=N205*$Q361	=SUM(C402:N402)		
403									
404	=I206*$Q362	=J206*$Q362	=K206*$Q362	=L206*$Q362	=M206*$Q362	=N206*$Q362	=SUM(C404:N404)		
405									
406	=I207*$Q363	=J207*$Q363	=K207*$Q363	=L207*$Q363	=M207*$Q363	=N207*$Q363	=SUM(C406:N406)		
407									
408	=I208*$Q364	=J208*$Q364	=K208*$Q364	=L208*$Q364	=M208*$Q364	=N208*$Q364	=SUM(C408:N408)		
409									
410	=I209*$Q365	=J209*$Q365	=K209*$Q365	=L209*$Q365	=M209*$Q365	=N209*$Q365	=SUM(C410:N410)		
411									
412	=I210*$Q366	=J210*$Q366	=K210*$Q366	=L210*$Q366	=M210*$Q366	=N210*$Q366	=SUM(C412:N412)		
413									
414	=I211*$Q367	=J211*$Q367	=K211*$Q367	=L211*$Q367	=M211*$Q367	=N211*$Q367	=SUM(C414:N414)		
415									
416									
417	=I213*$Q369	=J213*$Q369	=K213*$Q369	=L213*$Q369	=M213*$Q369	=N213*$Q369	=SUM(C417:N417)		
418									
419	=I214*$Q370	=J214*$Q370	=K214*$Q370	=L214*$Q370	=M214*$Q370	=N214*$Q370	=SUM(C419:N419)		
420									
421	=I215*$Q371	=J215*$Q371	=K215*$Q371	=L215*$Q371	=M215*$Q371	=N215*$Q371	=SUM(C421:N421)		
422									
423	=I216*$Q372	=J216*$Q372	=K216*$Q372	=L216*$Q372	=M216*$Q372	=N216*$Q372	=SUM(C423:N423)		
424									
425	=I217*$Q373	=J217*$Q373	=K217*$Q373	=L217*$Q373	=M217*$Q373	=N217*$Q373	=SUM(C425:N425)		
426									
427	=I218*$Q374	=J218*$Q374	=K218*$Q374	=L218*$Q374	=M218*$Q374	=N218*$Q374	=SUM(C427:N427)		
428									
429	=I219*$Q375	=J219*$Q375	=K219*$Q375	=L219*$Q375	=M219*$Q375	=N219*$Q375	=SUM(C429:N429)		
430									
431	=I220*$Q376	=J220*$Q376	=K220*$Q376	=L220*$Q376	=M220*$Q376	=N220*$Q376	=SUM(C431:N431)		
432									
433	=I221*$Q377	=J221*$Q377	=K221*$Q377	=L221*$Q377	=M221*$Q377	=N221*$Q377	=SUM(C433:N433)		
434									
435									
436	=I223*$Q379	=J223*$Q379	=K223*$Q379	=L223*$Q379	=M223*$Q379	=N223*$Q379	=SUM(C436:N436)		
437									
438	=I224*$Q380	=J224*$Q380	=K224*$Q380	=L224*$Q380	=M224*$Q380	=N224*$Q380	=SUM(C438:N438)		
439									
440	=I225*$Q381	=J225*$Q381	=K225*$Q381	=L225*$Q381	=M225*$Q381	=N225*$Q381	=SUM(C440:N440)		
441									
442	=I226*$Q382	=J226*$Q382	=K226*$Q382	=L226*$Q382	=M226*$Q382	=N226*$Q382	=SUM(C442:N442)		
443									
444	=I227*$Q383	=J227*$Q383	=K227*$Q383	=L227*$Q383	=M227*$Q383	=N227*$Q383	=SUM(C444:N444)		
445									
446	=I228*$Q384	=J228*$Q384	=K228*$Q384	=L228*$Q384	=M228*$Q384	=N228*$Q384	=SUM(C446:N446)		
447									
448	=I229*$Q385	=J229*$Q385	=K229*$Q385	=L229*$Q385	=M229*$Q385	=N229*$Q385	=SUM(C448:N448)		
449									
450	=I230*$Q386	=J230*$Q386	=K230*$Q386	=L230*$Q386	=M230*$Q386	=N230*$Q386	=SUM(C450:N450)		
451									
452									
453	=I232*$Q388	=J232*$Q388	=K232*$Q388	=L232*$Q388 200000	=M232*$Q388	=N232*$Q388	=SUM(C453:N453)		
454									
455	=I233*$Q389	=J233*$Q389	=K233*$Q389	=L233*$Q389	=M233*$Q389	=N233*$Q389	=SUM(C455:N455)		
456									
457	=I235*$Q390	=J235*$Q390	=K235*$Q390	=L235*$Q390	=M235*$Q390	=N235*$Q390	=SUM(C457:N457)		
458	=I236*$Q391	=J236*$Q391	=K236*$Q391	=L236*$Q391	=M236*$Q391	=N236*$Q391	=SUM(C458:N458)		
459	=SUM(I398:I458)	=SUM(J398:J458)	=SUM(K398:K458)	=SUM(L398:L458)	=SUM(M398:M458)	=SUM(N398:N458)	=SUM(O398:O458)		
460									
461	=SUM(I398:I422)+I433+I4	=SUM(J398:J422)+J433+J4	=SUM(K398:K422)+K433+K4	=SUM(L398:L422)+L433+L43	=SUM(M398:M422)+M433+M	=SUM(N398:N422)+N433+N4	=SUM(O398:O422)+O433+O43		
462	=SUM(I436:I451)	=SUM(J436:J451)	=SUM(K436:K451)	=SUM(L436:L451)	=SUM(M436:M451)	=SUM(N436:N451)	=SUM(O436:O451)		
463	=SUM(I423:I432)	=SUM(J423:J432)	=SUM(K423:K432)	=SUM(L423:L432)	=SUM(M423:M432)	=SUM(N423:N432)	=SUM(O423:O432)		
464	=I453+I454+I455+I456	=J453+J454+J455+J456	=K453+K454+K455+K456	=L453+L454+L455+L456	=M453+M454+M455+M456	=N453+N454+N455+N456	=O453+O454+O455+O456		
465									
466									

	A	B	C	D	E	F	G	H
467		***SHEET 15: MATERIAL COST OF SALES***						
468								
469		PRODUCT	February	March	April	May	June	July
470		GI 30 - Material Cost in Period	=C203*$F126	=D203*$F126	=E203*$F126	=F203*$F126	=G203*$F126	=H203*$F126
471		- Material Cost, Opening Stock						
472		GI 60 - Material Cost in Period	=C204*$F127	=D204*$F127	=E204*$F127	=F204*$F127	=G204*$F127	=H204*$F127
473		- Material Cost, Opening Stock						
474		GI 90 - Material Cost in Period	=C205*$F128	=D205*$F128	=E205*$F128	=F205*$F128	=G205*$F128	=H205*$F128
475		- Material Cost, Opening Stock						
476		GP 30 - Material Cost in Period	=C206*$F129	=D206*$F129	=E206*$F129	=F206*$F129	=G206*$F129	=H206*$F129
477		- Material Cost, Opening Stock						
478	Presse	GP 40 - Material Cost in Period	=C207*$F130	=D207*$F130	=E207*$F130	=F207*$F130	=G207*$F130	=H207*$F130
479		- Material Cost, Opening Stock						
480		GP 55 - Material Cost in Period	=C208*$F131	=D208*$F131	=E208*$F131	=F208*$F131	=G208*$F131	=H208*$F131
481		- Material Cost, Opening Stock		14127				
482		GP 75 - Material Cost in Period	=C209*$F132	=D209*$F132	=E209*$F132	=F209*$F132	=G209*$F132	=H209*$F132
483		- Material Cost, Opening Stock						
484		AH 40 - Material Cost in Period	=C210*$F133	=D210*$F133	=E210*$F133	=F210*$F133	=G210*$F133	=H210*$F133
485		- Material Cost, Opening Stock						
486		AH 80 - Material Cost in Period	=C211*$F134	=D211*$F134	=E211*$F134	=F211*$F134	=G211*$F134	=H211*$F134
487		- Material Cost, Opening Stock				20496		
488								
489		GI 120 - Material Cost in Period	=C213*$F136	=D213*$F136	=E213*$F136	=F213*$F136	=G213*$F136	=H213*$F136
490		- Material Cost, Opening Stock		36850				
491		GI 160-250 - Material Cost in Period	=C214*$F137	=D214*$F137	=E214*$F137	=F214*$F137	=G214*$F137	=H214*$F137
492		- Material Cost, Opening Stock	33543		144750			
493		AH 120 - Material Cost in Period	=C215*$F138	=D215*$F138	0	=F215*$F138	=G215*$F138	=H215*$F138
494		- Material Cost, Opening Stock	28090					
495		PRESS BRAKE 25 - Material Cost in Period	=C216*$F139	=D216*$F139	=E216*$F139	=F216*$F139	=G216*$F139	=H216*$F139
496		- Material Cost, Opening Stock						
497	Press	PRESS BRAKE 35 - Material Cost in Period	=C217*$F140	=D217*$F140	=E217*$F140	=F217*$F140	=G217*$F140	=H217*$F140
498		- Material Cost, Opening Stock						
499	Brakes	PRESS BRAKE 50 - Material Cost in Period	=C218*$F141	=D218*$F141	=E218*$F141	=F218*$F141	=G218*$F141	=H218*$F141
500		- Material Cost, Opening Stock						
501		PRESS BRAKE 80 - Material Cost in Period	=C219*$F142	=D219*$F142	=E219*$F142	=F219*$F142	=G219*$F142	=H219*$F142
502		- Material Cost, Opening Stock						
503		PRESS BRAKE 110 - Material Cost in Period	=C220*$F143	=D220*$F143	=E220*$F143	=F220*$F143	=G220*$F143	=H220*$F143
504		- Material Cost, Opening Stock						
505	Presse	GS RANGE - Material Cost in Period	=C221*$F144	=D221*$F144	=E221*$F144	=F221*$F144	=G221*$F144	=H221*$F144
506		- Material Cost, Opening Stock						
507								
508		K100 - Material Cost in Period	=C223*$F146	=D223*$F146	=E223*$F146	=F223*$F146	=G223*$F146	=H223*$F146
509		- Material Cost, Opening Stock						
510	CM	CM 1 - Material Cost in Period	=C224*$F147	=D224*$F147	=E224*$F147	=F224*$F147	=G224*$F147	=H224*$F147
511		- Material Cost, Opening Stock	51638					
512	Presse	K180 - Material Cost in Period	=C225*$F148	=D225*$F148	=E225*$F148	=F225*$F148	=G225*$F148	=H225*$F148
513		- Material Cost, Opening Stock			36920			
514		CM 2 - Material Cost in Period	=C226*$F149	=D226*$F149	=E226*$F149	=F226*$F149	=G226*$F149	=H226*$F149
515		- Material Cost, Opening Stock						
516		K 360 - Material Cost in Period	=C227*$F150	=D227*$F150	=E227*$F150	=F227*$F150	=G227*$F150	=H227*$F150
517		- Material Cost, Opening Stock						
518		CM 3 - Material Cost in Period	=C228*$F151	=D228*$F151	=E228*$F151	=F228*$F151	=G228*$F151	=H228*$F151
519		- Material Cost, Opening Stock						
520		CM160 - Material Cost in Period	=C229*$F152	=D229*$F152	=E229*$F152	=F229*$F152	=G229*$F152	=H229*$F152
521		- Material Cost, Opening Stock						
522		K600 - Material Cost in Period	=C230*$F153	=D230*$F153	=E230*$F153	=F230*$F153	=G230*$F153	=H230*$F153
523		- Material Cost, Opening Stock			54487			
524								
525	FM	ROLLFORM EQU - Material Cost in Period	=C232*$F155	=D232*$F155	=E232*$F155	=F232*$F155	=G232*$F155	=H232*$F155
526		- Material Cost, Opening Stock	2093129	522000			131000	
527		TOOLING (3 SETS) - Material Cost in Period	=C233*$F156	=D233*$F156	=E233*$F156	=F233*$F156	=G233*$F156	=H233*$F156
528		- Material Cost, Opening Stock	197570					
529		SPARES (per month)	=C235*$F158	=D235*$F158	=E235*$F158	=F235*$F158	=G235*$F158	=H235*$F158
530		SERVICE						
531		TOTAL	=SUM(C470:C530)	=SUM(D470:D530)	=SUM(E470:E530)	=SUM(F470:F530)	=SUM(G470:G530)	=SUM(H470:H530)
532								
533		TOTAL - PRESSES	=SUM(C470:C494)+C505+C506	=SUM(D470:D494)+D505+D506	=SUM(E470:E494)+E505+E506	=SUM(F470:F494)+F505+F506	=SUM(G470:G494)+G505+G5	=SUM(H470:H494)+H505+H5
534		TOTAL - CMK PRESSES	=SUM(C508:C523)	=SUM(D508:D523)	=SUM(E508:E523)	=SUM(F508:F523)	=SUM(G508:G523)	=SUM(H508:H523)
535		TOTAL - PRESS BRAKES	=SUM(C495:C504)	=SUM(D495:D504)	=SUM(E495:E504)	=SUM(F495:F504)	=SUM(G495:G504)	=SUM(H495:H504)
536		TOTAL - ROLLFORMING & TOOLING	=C525+C526+C527+C528	=D525+D526+D527+D528	=E525+E526+E527+E528	=F525+F526+F527+F528	=G525+G526+G527+G528	=H525+H526+H527+H528
537								
538								

	I	J	K	L	M	N	O	P	Q
467									
468									
469	August	September	October	November	December	January	TOTALS		
470	=I203*$F126	=J203*$F126	=K203*$F126	=L203*$F126	=M203*$F126	=N203*$F126	=O203*$F126		
471									
472	=I204*$F127	=J204*$F127	=K204*$F127	=L204*$F127	=M204*$F127	=N204*$F127	=O204*$F127		
473									
474	=I205*$F128	=J205*$F128	=K205*$F128	=L205*$F128	=M205*$F128	=N205*$F128	=O205*$F128		
475									
476	=I206*$F129	=J206*$F129	=K206*$F129	=L206*$F129	=M206*$F129	=N206*$F129	=O206*$F129		
477									
478	=I207*$F130	=J207*$F130	=K207*$F130	=L207*$F130	=M207*$F130	=N207*$F130	=O207*$F130		
479									
480	=I208*$F131	=J208*$F131	=K208*$F131	=L208*$F131	=M208*$F131	=N208*$F131	=O208*$F131		
481									
482	=I209*$F132	=J209*$F132	=K209*$F132	=L209*$F132	=M209*$F132	=N209*$F132	=O209*$F132		
483									
484	=I210*$F133	=J210*$F133	=K210*$F133	=L210*$F133	=M210*$F133	=N210*$F133	=O210*$F133		
485									
486	=I211*$F134	=J211*$F134	=K211*$F134	=L211*$F134	=M211*$F134	=N211*$F134	=O211*$F134		
487									
488									
489	=I213*$F136	=J213*$F136	=K213*$F136	=L213*$F136	=M213*$F136	=N213*$F136	=O213*$F136		
490									
491	=I214*$F137	=J214*$F137	=K214*$F137	=L214*$F137	=M214*$F137	=N214*$F137	=O214*$F137		
492									
493	=I215*$F138	=J215*$F138	=K215*$F138	=L215*$F138	=M215*$F138	=N215*$F138	=O215*$F138		
494									
495	=I216*$F139	=J216*$F139	=K216*$F139	=L216*$F139	=M216*$F139	=N216*$F139	=O216*$F139		
496									
497	=I217*$F140	=J217*$F140	=K217*$F140	=L217*$F140	=M217*$F140	=N217*$F140	=O217*$F140		
498									
499	=I218*$F141	=J218*$F141	=K218*$F141	=L218*$F141	=M218*$F141	=N218*$F141	=O218*$F141		
500									
501	=I219*$F142	=J219*$F142	=K219*$F142	=L219*$F142	=M219*$F142	=N219*$F142	=O219*$F142		
502									
503	=I220*$F143	=J220*$F143	=K220*$F143	=L220*$F143	=M220*$F143	=N220*$F143	=O220*$F143		
504									
505	=I221*$F144	=J221*$F144	=K221*$F144	=L221*$F144	=M221*$F144	=N221*$F144	=O221*$F144		
506									
507									
508	=I223*$F146	=J223*$F146	=K223*$F146	=L223*$F146	=M223*$F146	=N223*$F146	=O223*$F146		
509									
510	=I224*$F147	=J224*$F147	=K224*$F147	=L224*$F147	=M224*$F147	=N224*$F147	=O224*$F147		
511									
512	=I225*$F148	=J225*$F148	=K225*$F148	=L225*$F148	=M225*$F148	=N225*$F148	=O225*$F148		
513									
514	=I226*$F149	=J226*$F149	=K226*$F149	=L226*$F149	=M226*$F149	=N226*$F149	=O226*$F149		
515									
516	=I227*$F150	=J227*$F150	=K227*$F150	=L227*$F150	=M227*$F150	=N227*$F150	=O227*$F150		
517									
518	=I228*$F151	=J228*$F151	=K228*$F151	=L228*$F151	=M228*$F151	=N228*$F151	=O228*$F151		
519									
520	=I229*$F152	=J229*$F152	=K229*$F152	=L229*$F152	=M229*$F152	=N229*$F152	=O229*$F152		
521									
522	=I230*$F153	=J230*$F153	=K230*$F153	=L230*$F153	=M230*$F153	=N230*$F153	=O230*$F153		
523									
524									
525	=I232*$F155	=J232*$F155	=K232*$F155	=L232*$F155 638400	=M232*$F155	=N232*$F155	=O232*$F155		
526									
527	=I233*$F156	=J233*$F156	=K233*$F156	=L233*$F156	=M233*$F156	=N233*$F156	=O233*$F156		
528									
529	=I235*$F158	=J235*$F158	=K235*$F158	=L235*$F158	=M235*$F158	=N235*$F158	=O235*$F158		
530									
531	=SUM(I470:I530)	=SUM(J470:J530)	=SUM(K470:K530)	=SUM(L470:L530)	=SUM(M470:M530)	=SUM(N470:N530)	=SUM(O470:O530)		
532									
533	=SUM(I470:I494)+I505+I5	=SUM(J470:J494)+J505+J50	=SUM(K470:K494)+K505+K5	=SUM(L470:L494)+L505+L50	=SUM(M470:M494)+M505+M	=SUM(N470:N494)+N505+N5	=SUM(O470:O494)+O505+O50		
534	=SUM(I508:I523)	=SUM(J508:J523)	=SUM(K508:K523)	=SUM(L508:L523)	=SUM(M508:M523)	=SUM(N508:N523)	=SUM(O508:O523)		
535	=SUM(I495:I504)	=SUM(J495:J504)	=SUM(K495:K504)	=SUM(L495:L504)	=SUM(M495:M504)	=SUM(N495:N504)	=SUM(O495:O504)		
536	=I525+I526+I527+I528	=J525+J526+J527+J528	=K525+K526+K527+K528	=L525+L526+L527+L528	=M525+M526+M527+M528	=N525+N526+N527+N528	=O525+O526+O527+O528		
537									
538									

	A	B	C	D	E	F	G	H
539		*SHEET 16: MANUFACTURING OVERHEAD*						
540								
541		TOTAL ADMINISTRATION & SERVICE	February	March	April	May	June	July
542		Vending Machine	250	250	250	250	250	250
543		Office Equipment Repairs	50	50	50	50	50	50
544		Audit Fees	1500	1500	1500	1500	1500	1500
545		Professional Fees	1000	1000	1000	1000	1000	1000
546		Consultancy	0	0	0	0	0	0
547		Bank Charges	300	500	300	300	500	1000
548		Telephone Calls	1850	2250	2250	1850	1900	1900
549		Telephone Rental	250	250	250	250	250	250
550		Admin Stationary	650	750	800	750	720	830
551		Admin Printing	180	230	250	240	210	240
552		Postage	925	1125	1125	925	950	950
553		Subs & Donations	400	400	400	400	400	500
554		Sundry Admin Expenses	500	500	500	500	500	500
555		Misc Small Equipment	200	200	200	200	200	250
556		Data Processing Maintenance	2250	2870	2600	2540	2300	2500
557		First Aid & Safety	75	85	90	90	80	80
558		Cleaning	250	250	250	250	250	250
559		Employee Recruitment Admin	0	500	0	500	0	500
560		Agency Labour	200	0	200	0	200	200
561		Education Admin	0	0	0	0	0	0
562		Travel Admin	2000	100	2000	200	100	100
563		Entertaining	0	0	0	0	0	0
564		Auto Expenses Admin	1000	1000	1000	1000	1000	1000
565		Bad Debts	750	750	750	750	750	750
566		Social Activities	0	0	0	0	0	0
567		Depreciation - F & F	1400	1400	1400	1400	1400	1400
568		Depreciation - Motor Vehicles	0	0	0	0	0	0
569		Security	1000	1000	1000	1000	1000	1000
570		Data Processing Consumables	75	85	90	90	80	80
571		Depreciation - F & F Leased	750	750	750	750	750	750
572		Depreciation - Data Process Purchased	0	0	0	0	0	0
573		Depreciation - Data Process Leased	2750	2750	2750	2750	2750	2750
574								
575		TOTAL	=SUM(C542:C574)	=SUM(D542:D574)	=SUM(E542:E574)	=SUM(F542:F574)	=SUM(G542:G574)	=SUM(H542:H574)
576								

	I	J	K	L	M	N	O	P	Q
539									
540									
541	August	September	October	November	December	January	TOTALS		
542	250	250	250	250	250	250	=SUM(C542:N542)		
543	50	50	50	50	50	50	=SUM(C543:N543)		
544	1500	1500	1500	1500	1500	1500	=SUM(C544:N544)		
545	1000	1000	1000	1000	1000	1000	=SUM(C545:N545)		
546	0	0	0	0	0	0	=SUM(C546:N546)		
547	300	500	300	300	500	1000	=SUM(C547:N547)		
548	1850	2250	2250	1850	1900	1900	=SUM(C548:N548)		
549	250	250	250	250	250	250	=SUM(C549:N549)		
550	650	750	800	750	720	830	=SUM(C550:N550)		
551	180	230	250	240	210	240	=SUM(C551:N551)		
552	925	1125	1125	925	950	950	=SUM(C552:N552)		
553	400	400	400	400	400	500	=SUM(C553:N553)		
554	500	500	500	500	500	500	=SUM(C554:N554)		
555	200	200	200	200	200	250	=SUM(C555:N555)		
556	2250	2870	2600	2540	2300	2490	=SUM(C556:N556)		
557	75	85	90	90	80	80	=SUM(C557:N557)		
558	250	250	250	250	250	250	=SUM(C558:N558)		
559	0	500	0	0	3000	0	=SUM(C559:N559)		
560	200	0	200	100	0	200	=SUM(C560:N560)		
561	0	0	0	0	0	0	=SUM(C561:N561)		
562	200	3000	1000	200	2000	100	=SUM(C562:N562)		
563	0	0	0	0	0	0	=SUM(C563:N563)		
564	1000	1000	1000	1000	1000	1000	=SUM(C564:N564)		
565	750	750	750	750	750	750	=SUM(C565:N565)		
566	0	0	0	0	0	0	=SUM(C566:N566)		
567	1400	1400	1400	1400	1400	1400	=SUM(C567:N567)		
568	0	0	0	0	0	0	=SUM(C568:N568)		
569	1000	1000	1000	1000	1000	1000	=SUM(C569:N569)		
570	75	85	90	90	80	80	=SUM(C570:N570)		
571	750	750	750	750	750	750	=SUM(C571:N571)		
572	0	0	0	0	0	0	=SUM(C572:N572)		
573	2750	2750	2750	2750	2750	2750	=SUM(C573:N573)		
574									
575	=SUM(I542:I574)	=SUM(J542:J574)	=SUM(K542:K574)	=SUM(L542:L574)	=SUM(M542:M574)	=SUM(N542:N574)	=SUM(O542:O574)		
576									

SHEET 17: ENGINEERING OVERHEADS

ENGINEERING OVERHEADS	February	March	April	May	June	July
Design Office Stationary	130	180	175	170	165	180
Design Office Reproduction	390	540	525	510	495	540
Design Office Equipment Repairs	130	180	175	170	165	180
Employee Recruitment Design Office	500	500	500	500	500	500
Education Design Office	1740	2200	1950	2000	1800	1900
Travel Design Office	390	540	525	510	495	540
Depreciation - Engineering Leased	1958	1958	1958	1958	1958	1958
Service Manuals	195	270	263	255	247	270
Engineering Consultancy	1875	1875	1875	1875	1875	1875
CAD/CAM Maintainance	150	150	150	150	150	150
Patents & Trade Marks	340	500	490	460	470	490
Micro-Filming	100	130	115	125	140	140
Inspection Equipment	300	390	345	375	420	420
Strain Guaging	100	130	115	125	140	140
Sundries	70	90	80	85	85	90
TOTAL	=SUM(C581:C596)	=SUM(D581:D596)	=SUM(E581:E596)	=SUM(F581:F596)	=SUM(G581:G596)	=SUM(H581:H596)

SHEET 18: SALES & MARKETING OVERH

SALES & MARKETING OVERHEADS	February	March	April	May	June	July
Exhibtion Expenses	4000	4100	4200	4100	4300	4300
Sales Dept Stationary	175	210	225	220	210	210
Sales Dept Telephone Calls	250	330	290	290	280	310
Sales Dept Sundries	70	90	80	85	85	90
Sales Dept Advertising	1200	1750	1400	1500	1450	1450
Sales Dept Travel (Home)	320	400	360	370	380	420
Sales Dept Travel (Overseas)	3000	3950	3400	3600	3750	3800
Sales Dept Entertaining (Home)	500	500	500	500	500	500
Sales Dept Entertaining (Overseas)	320	400	360	370	380	420
Sales Dept Equipment Maintenance	50	80	60	70	55	60
Sales Dept Small Equipment	0	0	0	0	0	0
Sales Dept Auto Expenses	2500	3200	2900	2900	2750	2750
Sales Dept Recharge	2000	2000	3000	2000	2000	3000
Sales Dept Promotion Expenses	400	520	460	460	430	480
Sales Dept E.C.G.D	250	250	250	250	250	250
Sales Dept Private Medical	200	200	200	200	200	200
Sales Dept Consultancy	1250	1250	1250	1250	1250	1250
Literature	750	1250	1000	950	900	900
Photography & Videos	240	340	280	300	290	300
Public Relations Promotion	750	1100	900	850	950	950
TOTAL	=SUM(C603:C623)	=SUM(D603:D623)	=SUM(E603:E623)	=SUM(F603:F623)	=SUM(G603:G623)	=SUM(H603:H623)

	I	J	K	L	M	N	O	P	Q
577									
578									
579									
580	August	September	October	November	December	January	TOTALS		
581	130	180	175	170	165	180	=SUM(C581:N581)		
582	390	540	525	510	495	540	=SUM(C582:N582)		
583	130	180	175	170	165	180	=SUM(C583:N583)		
584	500	500	500	500	500	500	=SUM(C584:N584)		
585	1740	2200	1950	2000	1800	1900	=SUM(C585:N585)		
586	390	540	525	510	495	540	=SUM(C586:N586)		
587	1958	1958	1958	1958	1958	1958	=SUM(C587:N587)		
588	195	270	263	255	247	270	=SUM(C588:N588)		
589	1875	1875	1875	1875	1875	1875	=SUM(C589:N589)		
590	150	150	150	150	150	150	=SUM(C590:N590)		
591	340	500	490	460	470	490	=SUM(C591:N591)		
592	100	130	115	125	140	140	=SUM(C592:N592)		
593	300	390	345	375	420	420	=SUM(C593:N593)		
594	100	130	115	125	140	140	=SUM(C594:N594)		
595	70	90	80	85	85	90	=SUM(C595:N595)		
596							=SUM(C596:N596)		
597	=SUM(I581:I596)	=SUM(J581:J596)	=SUM(K581:K596)	=SUM(L581:L596)	=SUM(M581:M596)	=SUM(N581:N596)	=SUM(O581:O596)		
598									
599									
600									
601									
602	August	September	October	November	December	January	TOTALS		
603	4000	4100	4200	4100	4300	4300	=SUM(C603:N603)		
604	175	210	225	220	210	210	=SUM(C604:N604)		
605	250	330	290	290	280	310	=SUM(C605:N605)		
606	70	90	80	85	85	90	=SUM(C606:N606)		
607	1200	1750	1400	1500	1450	1450	=SUM(C607:N607)		
608	320	400	360	370	380	420	=SUM(C608:N608)		
609	3000	3950	3400	3600	3750	3800	=SUM(C609:N609)		
610	500	500	500	500	500	500	=SUM(C610:N610)		
611	320	400	360	370	380	420	=SUM(C611:N611)		
612	50	80	60	70	55	60	=SUM(C612:N612)		
613	0	0	0	0	0	0	=SUM(C613:N613)		
614	2500	3200	2900	2900	2750	2750	=SUM(C614:N614)		
615	2000	2000	3000	2000	2000	3000	=SUM(C615:N615)		
616	400	520	460	460	430	480	=SUM(C616:N616)		
617	250	250	250	250	250	250	=SUM(C617:N617)		
618	200	200	200	200	200	300	=SUM(C618:N618)		
619	1250	1250	1250	1250	1250	1250	=SUM(C619:N619)		
620	750	1250	1000	950	900	900	=SUM(C620:N620)		
621	240	340	280	300	290	300	=SUM(C621:N621)		
622	750	1100	900	850	950	950	=SUM(C622:N622)		
623							=SUM(C623:N623)		
624	=SUM(I603:I623)	=SUM(J603:J623)	=SUM(K603:K623)	=SUM(L603:L623)	=SUM(M603:M623)	=SUM(N603:N623)	=SUM(O603:O623)		

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Appendix 6.1

Midland Ballscrew Company Model 6.1

This model projects the financial performance of the company assuming that the FMS is introduced according to plan, taking two years to develop and build, becoming operational at the start of 1986, within budget and that the anticipated increased sales and cost savings are achieved. The model represents what might be termed the "ideal" and is used in chapter six as a base model against which the effects of manipulating key variables can be compared.

MODEL OF COMPANY ASSUMING THAT THE FMS BECOMES OPERATIONAL IN YEAR 3 AND FULL PLANNED SALES AND COST BENEFITS ARE REALISED

Model 6.1

SALES BY CATEGORY	Pre-FMS 1984	Pre-FMS 1985	FMS Projected 1986	FMS Projected 1987	FMS Projected 1988	FMS Projected 1989	FMS Projected 1990
-Large Ballscrews	233,543	263,599	276,778	290,617	305,148	320,406	336,426
-INPUT % VALUE OF CHANGE		12.9%	5.0%	5.0%	5.0%	5.0%	5.0%
- Value of Change (£)		30,055	13,180	13,839	14,531	15,257	16,020
-Total Medium Length Ballscrews	802,805	1,083,683	2,500,000	2,750,000	3,000,000	3,000,000	3,000,000
- Value of Change (£)		280,878	1,416,317	250,000	250,000	0	0
- Percentage Change		35.0%	130.7%	10.0%	9.1%	0.0%	0.0%
- INPUT: Average Selling price		500	500	500	500	500	500
- INPUT: Number Sold		2,167	5,000	5,500	6,000	6,000	6,000
-Percentage change in output			130.7%	10.0%	9.1%	0.0%	0.0%
-Aerospace Ballscrews	175,158	253,836	291,911	335,698	386,052	443,960	510,554
-INPUT % VALUE OF CHANGE		44.9%	15.0%	15.0%	15.0%	15.0%	15.0%
- Value of Change (£)		78,678	38,075	43,787	50,355	57,908	66,594
-Small Ballscrews (under 0.5m)	58,386	87,866	96,653	106,318	116,950	128,645	141,509
-Difference from previous year (%)		50.5%	10.0%	10.0%	10.0%	10.0%	10.0%
- Value of Change (£)		29,480	8,787	9,665	10,632	11,695	12,864
-Factored Standard Ballscrews	72,982	107,392	118,131	129,944	142,939	157,233	172,956
-INPUT % VALUE OF CHANGE		47.1%	10.0%	10.0%	10.0%	10.0%	10.0%
- Value of Change (£)		34,410	10,739	11,813	12,994	14,294	15,723
-Repair Work	87,579	117,155	134,728	154,937	178,178	204,905	235,640
-INPUT % VALUE OF CHANGE		33.8%	15.0%	15.0%	15.0%	15.0%	15.0%
- Value of Change (£)		29,576	17,573	20,209	23,241	26,727	30,736
-Other	29,193	39,052	44,909	51,646	59,393	68,302	78,547
-INPUT % VALUE OF CHANGE		33.8%	15.0%	15.0%	15.0%	15.0%	15.0%
Total Sales (Model)	**1,459,646**	**1,952,582**	**3,463,111**	**3,819,161**	**4,188,660**	**4,323,450**	**4,475,633**
Percentage Change		33.8%	77.4%	10.3%	9.7%	3.2%	3.5%
Percentage Change Excluding FMS Sales		33.3%	10.8%	11.0%	11.2%	11.3%	11.5%

COST OF SALES	Year 1 1984	Year 2 1985	Tear 3 1986	Year 4 1987	Year 5 1988	Year 6 1989	Year 7 1990
Materials			0				
-Steel Bar EN 19/34	82,341	179,244	353,763	390,140	427,917	442,771	459,557
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		96,904	174,518	36,378	37,777	14,854	16,787
-Steel Balls and Tubes	10,293	22,406	44,220	48,768	53,490	55,346	57,445
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		12,113	21,815	4,547	4,722	1,857	2,098
-Other Material	10,293	22,406	44,220	48,768	53,490	55,346	57,445
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		12,113	21,815	4,547	4,722	1,857	2,098
-Bought in components	61,756	134,433	265,322	292,605	320,938	332,078	344,668
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		72,678	130,889	27,283	28,333	11,140	12,590
-Outwork	16,468	35,849	70,753	78,028	85,583	88,554	91,911
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		19,381	34,904	7,276	7,555	2,971	3,357
-Heat & Chemical Treatments	24,702	53,773	106,129	117,042	128,375	132,831	137,867
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		29,071	52,355	10,913	11,333	4,456	5,036
Materials Total	**205,852**	**448,111**	**884,406**	**975,350**	**1,069,792**	**1,106,927**	**1,148,893**
Difference from previous year (%)		117.7%	97.4%	10.3%	9.7%	3.5%	3.8%
As a percentage of Cost of Sales	29.1%	46.2%	61.6%	61.6%	61.5%	60.3%	59.1%
As a percentage of Total Company Costs	13.8%	22.2%	31.5%	32.0%	32.1%	33.3%	33.1%
Tooling							
-General Tooling	41,060	57,668	63,921	70,959	78,890	87,836	97,936
-INPUT % VALUE OF CHANGE			11%	11%	11%	11%	11%
- Value of Change (£)		16,608	6,253	7,038	7,931	8,946	10,100
-FMS Tooling	0	0	40,000	44,000	48,000	48,000	48,000
-INPUT % VALUE OF CHANGE				10%	9%	0%	0%
- Value of Change (£)		0	40,000	4,000	4,000	0	0
Tooling Total	**41,060**	**57,668**	**103,921**	**114,959**	**126,890**	**135,836**	**145,936**
Difference from previous year (%)		40.4%	80.2%	10.6%	10.4%	7.1%	7.4%
Productive Wages	433,598	510,375	408,300	449,130	494,043	543,447	597,792
-INPUT % VALUE OF CHANGE			-20%	10%	10%	10%	10%
- Value of Change (£)		76,777	-102,075	40,830	44,913	49,404	54,345
As a percentage of Cost of Sales	61.2%	52.6%	28.4%	28.4%	28.4%	29.6%	30.8%
As a percentage of Total Company Costs	29.1%	25.3%	14.5%	14.7%	14.8%	16.4%	17.2%
Value of Change (£)		76,777	-102,075	40,830	44,913	49,404	54,345
Freight	28,064	15,744	39,360	43,407	47,606	49,138	50,868
-INPUT % VALUE OF CHANGE			150%	10%	10%	3%	4%
- Value of Change (£)			23,616	4,047	4,200	1,532	1,730

Stock & WIP Movements	1984	1985	1986	1987	1988	1989	1990
Opening Stock & Work in Progress	378,330	378,330	439,700	439,700	439,700	439,700	439,700
Closing Stock & Work in Progress	378,330	439,700	439,700	439,700	439,700	439,700	439,700
Stock & WIP Movements	0	-61,370	0	0	0	0	0
Difference from Previous year		14.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Closing Stock as a percentage of Sales	25.9%	22.5%	12.7%	11.5%	10.5%	10.2%	9.8%
TOTAL COST OF SALES	**708,574**	**970,528**	**1,435,987**	**1,582,846**	**1,738,332**	**1,835,348**	**1,943,489**
Diff from Previous year		27.0%	32.4%	9.3%	8.9%	5.3%	5.6%
Other factors to add to profit				44,692			
GROSS PROFIT	**751,072**	**982,054**	**2,027,124**	**2,236,314**	**2,450,328**	**2,488,101**	**2,532,143**
Gross Profit as a % of Sales	51.5%	50.3%	58.5%	58.6%	58.5%	57.5%	56.6%
Diff from Previous year		30.8%	106.4%	10.3%	9.6%	1.5%	1.8%
Actual Gross Profit	751,072	982,054	1,324,556	1,147,542	1,115,653	1,200,639	1,418,350

	A	B	C	D	E	F	G	H	I
422		COMPANY OVERHEADS							
423			Year 1	Year 2	Tear 3	Year 4	Year 5	Year 6	Year 7
424		**Indirect Production Costs**	1984	1985	1986	1987	1988	1989	1990
425		-Production Control	0	15,000	16,500	18,150	19,965	21,962	24,158
426		*-INPUT % VALUE OF CHANGE*			10%	10%	10%	10%	10%
427		- Value of Change (£)		15,000	1,500	1,650	1,815	1,997	2,196
428		-Supervision	16,276	15,655	17,220	18,942	20,837	22,920	25,212
429		*-INPUT % VALUE OF CHANGE*			10%	10%	10%	10%	10%
430		- Value of Change (£)		-621	1,565	1,722	1,894	2,084	2,292
431		-Inspection	14,106	13,568	14,924	16,417	18,058	19,864	21,851
432		*-INPUT % VALUE OF CHANGE*			10%	10%	10%	10%	10%
433		- Value of Change (£)		-538	1,357	1,492	1,642	1,806	1,986
434		-Pensions & NI	10,127	9,741	10,715	11,786	12,965	14,262	15,688
435		-Light, Heat & Power	33,239	34,724	45,141	51,912	59,699	68,654	78,952
436		*-INPUT % VALUE OF CHANGE*			30%	15%	15%	15%	15%
437		- Value of Change (£)		1,485	10,417	6,771	7,787	8,955	10,298
438		-Other Costs	0	0	15,000	17,250	19,838	22,813	26,235
439		*-INPUT % VALUE OF CHANGE*			0%	15%	15%	15%	15%
440		- Value of Change (£)		0	15,000	2,250	2,588	2,976	3,422
441		**Total Indirect Production Costs**	73,748	88,687	119,501	134,458	151,362	170,475	192,096
442		As a percentage of total overheads	9%	8%	9%	9%	9%	11%	13%
443		Difference From Previous Year (%)		20.3%	34.7%	12.5%	12.6%	12.6%	12.7%
444									
445		**Sales & Marketing**	1984	1985	1986	1987	1988	1989	1990
446		-Salaries	26,041	29,948	34,440	39,606	45,547	52,379	60,235
447		*-INPUT % VALUE OF CHANGE*		15%	15%	15%	15%	15%	15%
448		- Value of Change (£)		3,906	0	5,166	5,941	6,832	7,857
449		-Pensions & NI	8,680	9,983	11,480	13,202	15,182	17,460	20,078
450		-Advertising & Printing	17,959	21,551	28,016	32,218	37,051	42,608	49,000
451		*-INPUT % VALUE OF CHANGE*		20%	30%	15%	15%	15%	15%
452		- Value of Change (£)		3,592	6,465	4,202	4,833	5,558	6,391
453		-Exhibitions	0	5,000	6,000	7,200	8,640	10,368	12,442
454		*-INPUT % VALUE OF CHANGE*			20%	20%	20%	20%	20%
455		- Value of Change (£)		5,000	1,000	1,200	1,440	1,728	2,074
456		-Overseas sales promotions	0	5,000	6,500	7,800	9,360	11,232	13,478
457		*-INPUT % VALUE OF CHANGE*			30%	20%	20%	20%	20%
458		- Value of Change (£)		5,000	1,500	1,300	1,560	1,872	2,246
459		-Travel	9,408	11,289	13,547	16,256	19,507	23,409	28,091
460		*-INPUT % VALUE OF CHANGE*		20%	20%	20%	20%	20%	20%
461		- Value of Change (£)		1,882	2,258	2,709	3,251	3,901	4,682
462		-Commissions	23,018	29,923	38,900	44,735	51,446	59,163	68,037
463		*-INPUT % VALUE OF CHANGE*		30%	30%	15%	15%	15%	15%
464		- Value of Change (£)		6,905	8,977	5,835	6,710	7,717	8,874
465		-Other Costs	19,504	23,405	28,086	32,299	37,144	42,716	49,123
466		*-INPUT % VALUE OF CHANGE*		20%	20%	15%	15%	15%	15%
467		**Total Sales & Marketing Costs**	104,611	136,098	166,969	193,317	223,877	259,334	300,484
468		As a percentage of total overheads	13%	13%	12%	13%	14%	17%	20%
469		Difference From Previous Year (%)		30.1%	22.7%	15.8%	15.8%	15.8%	15.9%
470									
471		**Design**	1984	1985	1986	1987	1988	1989	1990
472		-Salaries	23,871	22,961	26,405	30,365	34,920	40,158	46,182
473		*-INPUT % VALUE OF CHANGE*			15%	15%	15%	15%	15%
474		- Value of Change (£)		-911	3,444	3,961	4,555	5,238	6,024
475		-Pensions & NI	7,957	7,654	8,802	10,122	11,640	13,386	15,394
476		-CAD Expenses		2,000	5,000	6,000	7,200	8,640	10,368
477		*-INPUT % VALUE OF CHANGE*				20%	20%	20%	20%
478		- Value of Change (£)		2,000	3,000	1,000	1,200	1,440	1,728
479		**Total Design Costs**	31,828	32,614	40,206	46,487	53,760	62,184	71,944
480		As a percentage of total overheads	4%	3%	3%	3%	3%	4%	5%
481		Difference From Previous Year (%)			23.3%	15.6%	15.6%	15.7%	15.7%
482									
483									
484		**Administration**	Year 1	Year 2	Tear 3	Year 4	Year 5	Year 6	Year 7
485		ADMINISTRATION SALARIES	1984	1985	1986	1987	1988	1989	1990
486		-Salaries, Directors	31,107	44,842	51,568	59,304	68,199	78,429	90,193
487		*-INPUT % VALUE OF CHANGE*			15%	15%	15%	15%	15%
488		- Value of Change (£)		13,735	6,726	7,735	8,896	10,230	11,764
489		-Salaries, Staff	28,212	27,135	32,562	37,447	43,063	49,523	56,951
490		*-INPUT % VALUE OF CHANGE*			20%	15%	15%	15%	15%
491		- Value of Change (£)		-1,076	5,427	4,884	5,617	6,460	7,428
492		-National Insurance & Pensions	19,773	23,992	28,043	32,250	37,088	42,651	49,048
493		TOTAL	79,091	95,970	112,174	129,000	148,350	170,603	196,193
494									
495		ADMINISTRATION OFFICE OVERHEADS	1984	1985	1986	1987	1988	1989	1990
496		-Rates/Rent	21,044	33,906	40,687	44,756	49,232	54,155	59,570
497		-Insurances	20,116	22,265	26,718	29,390	32,329	35,562	39,118
498		-Postage & Telephone Charges	7,770	10,683	12,820	14,102	15,512	17,063	18,769
498		-Printing, Stationary & Advertising	5,986	6,537	7,844	8,629	9,492	10,441	11,485
500		-Motor & Travelling Expenses	9,408	11,660	13,992	15,391	16,930	18,623	20,486
501		-Repairs & Maintainance	24,906	29,346	35,215	38,737	42,610	46,871	51,559
502		-Depreciation	51,641	78,803	94,564	104,020	114,422	125,864	138,451
503		-Cleaning & Miscellaneous Expenses	18,981	0	0	0	0	0	0
504		TOTAL	159,852	193,200	231,840	255,024	280,526	308,579	339,437
505		*-INPUT % VALUE OF CHANGE*			20%	10%	10%	10%	10%
506		- Value of Change (£)		33,348	38,640	23,184	25,502	28,053	30,858
507									
508		ADMINISTRATION PROFESSIONAL CHARGES	1984	1985	1986	1987	1988	1989	1990
509		-Accountancy Charges	0	5,000	7,500	8,250	9,075	9,983	10,981
510		-Auditors Charges	6,967	2,100	3,150	3,465	3,812	4,193	4,612
511		-Consultants Charges	0	0	0	0	0	0	0
512		-Management Charges	0	8,000	12,000	13,200	14,520	15,972	17,569
513		-Computer Expenses	6,000	6,359	9,539	10,492	11,542	12,696	13,965
514		-Legal Costs	0	0	0	0	0	0	0
515		TOTAL	12,967	21,459	32,189	35,407	38,948	42,843	47,127
516		*-INPUT % VALUE OF CHANGE*			50%	10%	10%	10%	10%
517		- Value of Change (£)		8,492	10,730	3,219	3,541	3,895	4,284
518									

	A	B	C	D	E	F	G	H	I
519		ADMINISTRATION FINANCE CHARGES	1984	1985	1986	1987		1989	1990
520		-Leasing Costs	9,423	6,215	9,323	10,721	12,329	14,178	16,305
521		*-INPUT % VALUE OF CHANGE*			50%	15%	15%	15%	15%
522		- Value of Change (£)		-3,208	3,108	1,398	1,608	1,849	2,127
523		-Finance Charges (equal to 3.5% of turnover)	52,262	57,411	121,209	133,671	146,603	151,321	156,647
524									
525		- Value of Change (£)		5,149	63,798	12,462	12,932	4,718	5,326
526		-Redundancy Payments	6,814	0	30,000	0	0	0	0
527		*-INPUT % VALUE OF CHANGE*							
528		- Value of Change (£)		-6,814	30,000	-30,000	0	0	0
529		-Hire Purchase Charges	0	0	10,000	11,500	13,225	15,209	17,490
530		*-INPUT % VALUE OF CHANGE*				15%	15%	15%	15%
531		- Value of Change (£)		0	10,000	1,500	1,725	1,984	2,281
532		-Other Tax Costs	0	10,517	15,776	18,142	20,863	23,993	27,591
533		*-INPUT % VALUE OF CHANGE*			50%	15%	15%	15%	15%
534		- Value of Change (£)		10,517	5,259	2,366	2,721	3,129	3,599
535		-Doubtful Debts (equal to 1% of turnover)	0	10,427	34,631	38,192	41,887	43,234	44,756
536		- Value of Change (£)		10,427	24,204	3,560	3,695	1,348	1,522
537		-Sundries	0	24,879	37,319	42,916	49,354	56,757	65,270
538		*-INPUT % VALUE OF CHANGE*			50%	15%	15%	15%	15%
539		- Value of Change (£)		24,879	12,440	5,598	6,437	7,403	8,514
540		TOTAL	68,499	108,449	258,256	255,141	284,261	304,692	328,060
541									
542		TOTAL ADMINISTRATION COSTS	320,409	420,078	634,459	674,573	752,085	826,716	910,818
543		As a percentage of total overheads	41%	40%	46%	46%	47%	56%	60%
544		Difference From Previous Year (%)		31.1%	51.0%	6.3%	11.5%	9.9%	10.2%
545									
546		FMS FINANCE CHARGES	1984	1985	1986	1987	1988	1989	1990
547		-Continuing Staff Training			10,000	11,500	13,225	15,209	17,490
548		*-INPUT % VALUE OF CHANGE*				15%	15%	15%	15%
549		- Value of Change (£)		0	10,000	1,500	1,725	1,984	2,281
550		-Continuing Consultants Charges			10,000	11,500	13,225	15,209	17,490
551		*-INPUT % VALUE OF CHANGE*				15%	15%	15%	15%
552		- Value of Change (£)		0	10,000	1,500	1,725	1,984	2,281
553		FMS Finance Costs	252,000	370,600	370,600	370,600	370,600	118,600	0
554									
555		- Value of Change (£)		118,600	0	0	0	-252,000	-118,600
556		-Extra Machine Costs	0	0	0	0	0	0	0
557		*-INPUT % VALUE OF CHANGE*			0%	0%	0%	0%	0%
558		- Value of Change (£)		0	0	0	0	0	0
559		-Finance Charges on General Machine Replacement	0	0	20,000	20,000	20,000	20,000	20,000
560		TOTAL	252,000	370,600	410,600	413,600	417,050	169,018	54,980
561									
562		TOTAL OVERHEADS	782,596	1,048,077	1,371,735	1,462,434	1,598,134	1,487,726	1,530,321
563		Diff from Previous year		25.3%	23.6%	6.2%	8.5%	-7.4%	2.8%
564		Total Company Costs (Cost of sales & Overheads)	1,491,170	2,018,605	2,807,722	3,045,280	3,336,466	3,323,075	3,473,811
565		Diff from Previous year		35.4%	39.1%	8.5%	9.6%	-0.4%	4.5%
566									
567		NET TRADING PROFIT	-31,524	-66,023	655,389	773,880	852,194	1,000,375	1,001,822
568		Diff from Previous year		109.4%	-1092.7%	18.1%	10.1%	17.4%	0.1%
569		Actual Net Trading Profit	220,476	357,198	652,021	426,857	185,439	192,087	191,108
570		Profit as a Percentage of Sales	-2.2%	-3.4%	18.9%	20.3%	20.3%	23.1%	22.4%
571									
572		Taxable Profit		0	557,842	773,880	852,194	1,000,375	1,001,822
573		Tax Loss to carry forward	-31,524	-97,547	0	0	0	0	0
574									
575									
576		***Model 6.1***							
577									
578		***COMPANY CASH FLOW***	Year 1	Year 2	Tear 3	Year 4	Year 5	Year 6	Year 7
579			1984	1985	1986	1987	1988	1989	1990
580		SALES INCOME	1,399,705	1,870,426	3,211,356	3,759,819	4,127,077	4,300,985	4,450,269
581									
582		PAYMENTS							
583		Trade Creditors	429,147	480,432	943,326	1,116,045	1,225,860	1,283,966	1,336,731
584		Salaries	186,151	205,477	236,159	269,440	307,499	351,031	400,833
585		Productive Wages	433,598	510,375	408,300	449,130	494,043	543,447	597,792
586		Other Company Overheads	596,445	827,600	1,119,075	1,174,844	1,270,670	1,114,734	1,105,330
587		Coporation Tax	52,500	0	0	195,245	270,858	298,268	350,131
588									
589		TOTAL OPERATING PAYMENTS	1,697,841	2,023,884	2,706,861	3,204,704	3,568,930	3,591,446	3,790,818
590						0	0	0	0
591		FINANCE CHARGES	1984	1985	1986	1987	1988	1989	1990
592		Capital Expenditure - FMS Refit	0	0	0	0	0	0	250,000
593		Other General Capital Expenditures	20,000	20,000	20,000	30,000	30,000	40,000	40,000
594		TOTAL FINANCE CHARGES	20,000	20,000	20,000	30,000	30,000	40,000	290,000
595									
596		NET CASH FLOW	-318,136	-173,458	484,495	525,115	528,147	669,539	369,451
597									
598		OPENING BALANCE	34,000	-304,136	-517,594	-73,099	432,017	940,163	1,589,702
599		BALANCE BEFORE INTEREST	-284,136	-477,594	-33,099	452,017	960,163	1,609,702	1,959,153
600		Bank Interest	20,000	40,000	40,000	20,000	20,000	20,000	20,000
601		CLOSING BALANCE	-304,136	-517,594	-73,099	432,017	940,163	1,589,702	1,939,153
602									
603									

Appendix 6.2

Midland Ballscrew Company Model 6.7

In order to develop a higher profile for the company in export markets, this model shows the effect of increased sales and marketing expenses of over £100K during the two years development stage of the FMS (rows 445 to 469) and proportionally higher costs in this category thereafter compared to the base model 6.1.

MODEL OF COMPANY ASSUMING THAT THE FMS BECOMES OPERATIONAL IN YEAR 3
AND SALES AND COMMISSIONS COSTS ARE HIGHER THAN PLANNED

Model 6.7

	Pre-FMS	Pre-FMS	FMS Projected	FMS Projected	FMS Projected	FMS Projected	FMS Projected
SALES BY CATEGORY	1984	1985	1986	1987	1988	1989	1990
-Large Ballscrews	233,543	263,599	276,778	290,617	305,148	320,406	336,426
-INPUT % VALUE OF CHANGE		12.9%	5%	5%	5%	5%	5%
- Value of Change (£)		30,055	13,180	13,839	14,531	15,257	16,020
-Total Medium Length Ballscrews	802,805	1,083,683	2,500,000	2,750,000	3,000,000	3,000,000	3,000,000
- Value of Change (£)		280,878	1,416,317	250,000	250,000	0	0
- Percentage Change		35.0%	130.7%	10.0%	9.1%	0.0%	0.0%
- INPUT: Average Selling price		500	500	500	500	500	500
- INPUT: Number Sold		2,167	5,000	5,500	6,000	6,000	6,000
-Percentage change in output			130.7%	10.0%	9.1%	0.0%	0.0%
-Aerospace Ballscrews	175,158	253,836	291,911	335,698	386,052	443,960	510,554
-INPUT % VALUE OF CHANGE		44.9%	15%	15%	15%	15%	15%
- Value of Change (£)		78,678	38,075	43,787	50,355	57,908	66,594
-Small Ballscrews (under 0.5m)	58,386	87,866	96,653	106,318	116,950	128,645	141,509
-Difference from previous year (%)		50.5%	10%	10%	10%	10%	10%
- Value of Change (£)		29,480	8,787	9,665	10,632	11,695	12,864
-Factored Standard Ballscrews	72,982	107,392	118,131	129,944	142,939	157,233	172,956
-INPUT % VALUE OF CHANGE		47.1%	10%	10%	10%	10%	10%
- Value of Change (£)		34,410	10,739	11,813	12,994	14,294	15,723
-Repair Work	87,579	117,155	134,728	154,937	178,178	204,905	235,640
-INPUT % VALUE OF CHANGE		33.8%	15%	15%	15%	15%	15%
- Value of Change (£)		29,576	17,573	20,209	23,241	26,727	30,736
-Other	29,193	39,052	44,909	51,646	59,393	68,302	78,547
-INPUT % VALUE OF CHANGE		33.8%	15%	15%	15%	15%	15%
Total Sales (Model)	1,459,646	1,952,582	3,463,111	3,819,161	4,188,660	4,323,450	4,475,633
Percentage Change		33.8%	77.4%	10.3%	9.7%	3.2%	3.5%
Percentage Change Excluding FMS Sales		32.3%	10.8%	11.0%	11.2%	11.3%	11.5%

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
COST OF SALES	1984	1985	1986	1987	1988	1989	1990
Materials			0				
-Steel Bar EN 19/34	82,341	179,244	353,763	390,140	427,917	442,771	459,557
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		96,904	174,518	36,378	37,777	14,854	16,787
-Steel Balls and Tubes	10,293	22,406	44,220	48,768	53,490	55,346	57,445
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		12,113	21,815	4,547	4,722	1,857	2,098
-Other Material	10,293	22,406	44,220	48,768	53,490	55,346	57,445
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		12,113	21,815	4,547	4,722	1,857	2,098
-Bought in components	61,756	134,433	265,322	292,605	320,938	332,078	344,668
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		72,678	130,889	27,283	28,333	11,140	12,590
-Outwork	16,468	35,849	70,753	78,028	85,583	88,554	91,911
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		19,381	34,904	7,276	7,555	2,971	3,357
-Heat & Chemical Treatments	24,702	53,773	106,129	117,042	128,375	132,831	137,867
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		29,071	52,355	10,913	11,333	4,456	5,036
Materials Total	205,852	448,111	884,406	975,350	1,069,792	1,106,927	1,148,893
Difference from previous year (%)		117.7%	97.4%	10.3%	9.7%	3.5%	3.8%
As a percentage of Cost of Sales	29.1%	46.2%	61.6%	61.6%	61.5%	60.3%	59.1%
As a percentage of Total Company Costs	13.4%	21.6%	30.5%	31.1%	31.1%	32.3%	32.1%
Tooling							
-General Tooling	41,060	57,668	63,921	70,959	78,890	87,836	97,936
-INPUT % VALUE OF CHANGE			11%	11%	11%	11%	11%
- Value of Change (£)		16,608	6,253	7,038	7,931	8,946	10,100
-FMS Tooling	0	0	40,000	44,000	48,000	48,000	48,000
-INPUT % VALUE OF CHANGE				10%	9%	0%	0%
- Value of Change (£)		0	40,000	4,000	4,000	0	0
Tooling Total	41,060	57,668	103,921	114,959	126,890	135,836	145,936
Difference from previous year (%)		40.4%	80.2%	10.6%	10.4%	7.1%	7.4%
Productive Wages	433,598	510,375	408,300	449,130	494,043	543,447	597,792
-INPUT % VALUE OF CHANGE			-20%	10%	10%	10%	10%
- Value of Change (£)		76,777	-102,075	40,830	44,913	49,404	54,345
As a percentage of Cost of Sales	61.2%	52.6%	28.4%	28.4%	28.4%	29.6%	30.8%
As a percentage of Total Company Costs	28.2%	24.6%	14.1%	14.3%	14.4%	15.9%	16.7%
Value of Change (£)		76,777	-102,075	40,830	44,913	49,404	54,345
Freight	28,064	15,744	39,360	43,407	47,606	49,138	50,868
-INPUT % VALUE OF CHANGE			150%	10%	10%	3%	4%
- Value of Change (£)			23,616	4,047	4,200	1,532	1,730
Stock & WIP Movements	1984	1985	1986	1987	1988	1989	1990
Opening Stock & Work in Progress	378,330	378,330	439,700	439,700	439,700	439,700	439,700
Closing Stock & Work in Progress	378,330	439,700	439,700	439,700	439,700	439,700	439,700
Stock & WIP Movements	0	-61,370	0	0	0	0	0
Difference from Previous year		14.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Closing Stock as a percentage of Sales	25.9%	22.5%	12.7%	11.5%	10.5%	10.2%	9.8%
TOTAL COST OF SALES	708,574	970,528	1,435,987	1,582,846	1,738,332	1,835,348	1,943,489
Diff from Previous year		27.0%	32.4%	9.3%	8.9%	5.3%	5.6%
Other factors to add to profit				44,692			
GROSS PROFIT	751,072	982,054	2,027,124	2,236,314	2,450,328	2,488,101	2,532,143
Gross Profit as a % of Sales	51.5%	50.3%	58.5%	58.6%	58.5%	57.5%	56.6%
Diff from Previous year		30.8%	106.4%	10.3%	9.6%	1.5%	1.8%
Actual Gross Profit	751,072	982,054	1,324,556	1,147,542	1,115,653	1,200,639	1,418,350

	A	B	C	D	E	F	G	H	I
422		COMPANY OVERHEADS							
423			Year 1	Year 2	Tear 3	Year 4	Year 5	Year 6	Year 7
424		Indirect Production Costs	1984	1985	1986	1987	1988	1989	1990
425		-Production Control	0	15,000	16,500	18,150	19,965	21,962	24,158
426		-INPUT % VALUE OF CHANGE			10%	10%	10%	10%	10%
427		- Value of Change (£)		15,000	1,500	1,650	1,815	1,997	2,196
428		-Supervision	16,276	15,655	17,220	18,942	20,837	22,920	25,212
429		-INPUT % VALUE OF CHANGE			10%	10%	10%	10%	10%
430		- Value of Change (£)		-621	1,565	1,722	1,894	2,084	2,292
431		-Inspection	14,106	13,568	14,924	16,417	18,058	19,864	21,851
432		-INPUT % VALUE OF CHANGE			10%	10%	10%	10%	10%
433		- Value of Change (£)		-538	1,357	1,492	1,642	1,806	1,986
434		-Pensions & NI	10,127	9,741	10,715	11,786	12,965	14,262	15,688
435		-Light, Heat & Power	33,239	34,724	45,141	51,912	59,699	68,654	78,952
436		-INPUT % VALUE OF CHANGE			30%	15%	15%	15%	15%
437		- Value of Change (£)		1,485	10,417	6,771	7,787	8,955	10,298
438		-Other Costs	0	0	15,000	17,250	19,838	22,813	26,235
439		-INPUT % VALUE OF CHANGE			0%	15%	15%	15%	15%
440		- Value of Change (£)		0	15,000	2,250	2,588	2,976	3,422
441		Total Indirect Production Costs	73,748	88,687	119,501	134,458	151,362	170,475	192,096
442		As a percentage of total overheads	9%	8%	8%	9%	9%	11%	12%
443		Difference From Previous Year (%)		20.3%	34.7%	12.5%	12.6%	12.6%	12.7%
444									
445		Sales & Marketing	1984	1985	1986	1987	1988	1989	1990
446		-Salaries	26,041	33,854	37,239	40,963	45,060	49,565	54,522
447		-INPUT % VALUE OF CHANGE		30%	10%	10%	10%	10%	10%
448		- Value of Change (£)		7,812	3,385	3,724	4,096	4,506	4,957
449		-Pensions & NI	8,680	11,285	12,413	13,654	15,020	16,522	18,174
450		-Advertising & Printing	17,959	21,551	25,861	28,447	32,714	37,621	43,264
451		-INPUT % VALUE OF CHANGE		20%	20%	10%	15%	15%	15%
452		- Value of Change (£)		3,592	4,310	2,586	4,267	4,907	5,643
453		-Exhibitions	8,000	10,000	12,000	14,400	17,280	20,736	24,883
454		-INPUT % VALUE OF CHANGE			20%	20%	20%	20%	20%
455		- Value of Change (£)		2,000	2,000	2,400	2,880	3,456	4,147
456		-Overseas sales promotions	30,000	40,000	52,000	59,800	68,770	79,086	90,948
457		-INPUT % VALUE OF CHANGE			30%	15%	15%	15%	15%
458		- Value of Change (£)		10,000	12,000	7,800	8,970	10,316	11,863
459		-Travel	10,000	13,000	15,600	18,720	22,464	26,957	32,348
460		-INPUT % VALUE OF CHANGE		30%	20%	20%	20%	20%	20%
461		- Value of Change (£)		3,000	2,600	3,120	3,744	4,493	5,391
462		-Commissions (equal to 2.0% of sales turnover)	29,193	39,052	69,262	76,383	83,773	86,469	89,513
463									
464		- Value of Change (£)		9,859	30,211	7,121	7,390	2,696	3,044
465		-Other Costs	19,504	25,356	30,427	34,991	40,239	46,275	53,217
466		-INPUT % VALUE OF CHANGE		30%	20%	15%	15%	15%	15%
467		Total Sales & Marketing Costs	149,378	194,096	254,802	287,358	325,320	363,231	406,869
468		As a percentage of total overheads	18%	18%	17%	18%	19%	23%	25%
469		Difference From Previous Year (%)		29.9%	31.3%	12.8%	13.2%	11.7%	12.0%
470									
471		Design	1984	1985	1986	1987	1988	1989	1990
472		-Salaries	23,871	22,961	26,405	30,366	34,921	40,159	46,183
473		-INPUT % VALUE OF CHANGE			15%	15%	15%	15%	15%
474		- Value of Change (£)		-910	3,444	3,961	4,555	5,238	6,024
475		-Pensions & NI	7,957	7,654	8,802	10,122	11,640	13,386	15,394
476		-CAD Expenses		2,000	5,000	6,000	7,200	8,640	10,368
477		-INPUT % VALUE OF CHANGE			20%	20%	20%	20%	20%
478		- Value of Change (£)		2,000	3,000	1,000	1,200	1,440	1,728
479		Total Design Costs	31,828	32,615	40,207	46,488	53,761	62,185	71,945
480		As a percentage of total overheads	4%	3%	3%	3%	3%	4%	4%
481		Difference From Previous Year (%)			23.3%	15.6%	15.6%	15.7%	15.7%
482									
483									
484		Administration	Year 1	Year 2	Tear 3	Year 4	Year 5	Year 6	Year 7
485		ADMINISTRATION SALARIES	1984	1985	1986	1987	1988	1989	1990
486		-Salaries, Directors	31,107	44,842	51,568	59,304	68,199	78,429	90,193
487		-INPUT % VALUE OF CHANGE			15%	15%	15%	15%	15%
488		- Value of Change (£)		13,735	6,726	7,735	8,896	10,230	11,764
489		-Salaries, Staff	28,212	27,135	32,562	37,447	43,063	49,523	56,951
490		-INPUT % VALUE OF CHANGE			20%	15%	15%	15%	15%
491		- Value of Change (£)		-1,076	5,427	4,884	5,617	6,460	7,428
492		-National Insurance & Pensions	19,773	23,992	28,043	32,250	37,088	42,651	49,048
493		TOTAL	79,091	95,970	112,174	129,000	148,350	170,603	196,193
494									
495		ADMINISTRATION OFFICE OVERHEADS	1984	1985	1986	1987	1988	1989	1990
496		-Rates/Rent	21,044	33,906	40,687	44,756	49,232	54,155	59,570
497		-Insurances	20,116	22,265	26,718	29,390	32,329	35,562	39,118
498		-Postage & Telephone Charges	7,770	10,683	12,820	14,102	15,512	17,063	18,769
499		-Printing, Stationary & Advertising	5,986	6,537	7,844	8,629	9,492	10,441	11,485
500		-Motor & Travelling Expenses	9,408	11,660	13,992	15,391	16,930	18,623	20,486
501		-Repairs & Maintainance	24,906	29,346	35,215	38,737	42,610	46,871	51,559
502		-Depreciation	51,641	78,803	94,564	104,020	114,422	125,864	138,451
503		-Cleaning & Miscellaneous Expenses	18,981	0	0	0	0	0	0
504		TOTAL	159,852	193,200	231,840	255,024	280,526	308,579	339,437
505		-INPUT % VALUE OF CHANGE			20%	10%	10%	10%	10%
506		- Value of Change (£)		33,348	38,640	23,184	25,502	28,053	30,858
507									
508		ADMINISTRATION PROFESSIONAL CHARGES	1984	1985	1986	1987	1988	1989	1990
509		-Accountancy Charges	0	5,000	7,500	8,250	9,075	9,983	10,981
510		-Auditors Charges	6,967	2,100	3,150	3,465	3,812	4,193	4,612
511		-Consultants Charges	0	0	0	0	0	0	0
512		-Management Charges	0	8,000	12,000	13,200	14,520	15,972	17,569
513		-Computer Expenses	6,000	6,359	9,539	10,493	11,542	12,696	13,966
514		-Legal Costs	0	0	0	0	0	0	0
515		TOTAL	12,967	21,459	32,189	35,408	38,949	42,844	47,128
516		-INPUT % VALUE OF CHANGE			50%	10%	10%	10%	10%
517		- Value of Change (£)		8,492	10,730	3,219	3,541	3,895	4,284
518									

	A	B	C	D	E	F	G	H	I
519		ADMINISTRATION FINANCE CHARGES	1984	1985	1986	1987		1989	1990
520		-Leasing Costs	9,423	6,215	9,323	10,721	12,329	14,178	16,305
521		*-INPUT % VALUE OF CHANGE*			50%	15%	15%	15%	15%
522		- Value of Change (£)		-3,208	3,108	1,398	1,608	1,849	2,127
523		-Finance Charges (equal to 3.5% of turnover)	52,262	57,411	121,209	133,671	146,603	151,321	156,647
524									
525		- Value of Change (£)		5,149	63,798	12,462	12,932	4,718	5,326
526		-Redundancy Payments	6,814	0	30,000	0	0	0	0
527		*-INPUT % VALUE OF CHANGE*							
528		- Value of Change (£)		-6,814	30,000	-30,000	0	0	0
529		-Hire Purchase Charges	0	0	10,000	11,500	13,225	15,209	17,490
530		*-INPUT % VALUE OF CHANGE*				15%	15%	15%	15%
531		- Value of Change (£)		0	10,000	1,500	1,725	1,984	2,281
532		-Other Tax Costs	0	10,517	15,776	18,142	20,863	23,993	27,591
533		*-INPUT % VALUE OF CHANGE*			50%	15%	15%	15%	15%
534		- Value of Change (£)		10,517	5,259	2,366	2,721	3,129	3,599
535		-Doubtful Debts (equal to 1% of turnover)	0	10,427	34,631	38,192	41,887	43,234	44,756
536		- Value of Change (£)		10,427	24,204	3,560	3,695	1,348	1,522
537		-Sundries	0	24,879	37,319	42,916	49,354	56,757	65,270
538		*-INPUT % VALUE OF CHANGE*			50%	15%	15%	15%	15%
539		- Value of Change (£)		24,879	12,440	5,598	6,437	7,403	8,514
540		TOTAL	68,499	109,449	258,256	255,141	284,261	304,692	328,060
541									
542		TOTAL ADMINISTRATION COSTS	320,409	420,078	634,459	674,573	752,086	826,717	910,818
543		As a percentage of total overheads	39%	38%	43%	43%	44%	52%	56%
544		Difference From Previous Year (%)		31.1%	51.0%	6.3%	11.5%	9.9%	10.2%
545									
546		FMS FINANCE CHARGES	1984	1985	1986	1987	1988	1989	1990
547		-Continuing Staff Training			10,000	11,500	13,225	15,209	17,490
548		*-INPUT % VALUE OF CHANGE*				15%	15%	15%	15%
549		- Value of Change (£)		0	10,000	1,500	1,725	1,984	2,281
550		-Continuing Consultants Charges			10,000	11,500	13,225	15,209	17,490
551		*-INPUT % VALUE OF CHANGE*				15%	15%	15%	15%
552		- Value of Change (£)		0	10,000	1,500	1,725	1,984	2,281
553		FMS Finance Costs	252,000	370,600	370,600	370,600	370,600	118,600	0
554									
555		- Value of Change (£)		118,600	0	0	0	-252,000	-118,600
556		-Extra Machine Costs	0	0	0	0	0	0	0
557		*-INPUT % VALUE OF CHANGE*			0%	0%	0%	0%	0%
558		- Value of Change (£)		0	0	0	0	0	0
559		-Finance Charges on General Machine Replacement	0	0	20,000	20,000	20,000	20,000	20,000
560		TOTAL	252,000	370,600	410,600	413,600	417,050	169,018	54,980
561									
562		TOTAL OVERHEADS	827,363	1,106,076	1,459,569	1,556,477	1,699,578	1,591,625	1,636,708
563		Diff from Previous year		25.2%	24.2%	6.2%	8.4%	-6.5%	2.8%
564		Total Company Costs (Cost of sales & Overheads)	1,535,937	2,076,604	2,895,556	3,139,324	3,437,910	3,426,973	3,580,197
565		Diff from Previous year		35.2%	39.4%	8.4%	9.5%	-0.3%	4.5%
566									
567		NET TRADING PROFIT	-76,291	-124,022	567,555	679,837	750,750	896,476	895,435
568		Diff from Previous year		62.6%	-557.6%	19.8%	10.4%	19.4%	-0.1%
569		Actual Net Trading Profit	220,476	357,198	652,021	426,857	185,439	192,087	191,108
570		Profit as a Percentage of Sales	-5.2%	-6.4%	16.4%	17.8%	17.9%	20.7%	20.0%
571									
572		Taxable Profit		0	367,242	679,837	750,750	896,476	895,435
573		Tax Loss to carry forward	-76,291	-200,313	0	0	0	0	0
574									
575									
576		***Model 6.7***							
577									
578		***COMPANY CASH FLOW***	Year 1	Year 2	Tear 3	Year 4	Year 5	Year 6	Year 7
579			1984	1985	1986	1987	1988	1989	1990
580		SALES INCOME	1,399,705	1,870,426	3,211,356	3,759,819	4,127,077	4,300,985	4,450,269
581									
582		PAYMENTS							
583		Trade Creditors	429,147	480,432	943,326	1,116,045	1,225,860	1,283,966	1,336,731
584		Salaries	186,150	210,686	239,893	271,251	306,851	347,281	393,217
585		Productive Wages	433,598	510,375	408,300	449,130	494,043	543,447	597,792
586		Other Company Overheads	641,213	880,390	1,203,176	1,267,076	1,372,763	1,222,382	1,219,333
587		Coporation Tax	52,500	0	0	128,535	237,943	262,762	313,767
588									
589		TOTAL OPERATING PAYMENTS	1,742,608	2,081,883	2,794,696	3,232,037	3,637,459	3,659,839	3,860,840
590						0	0	0	0
591		FINANCE CHARGES	1984	1985	1986	1987	1988	1989	1990
592		Capital Expenditure - FMS Refit	0	0	0	0	0	0	250,000
593		Other General Capital Expenditures	20,000	20,000	20,000	30,000	30,000	40,000	40,000
594		TOTAL FINANCE CHARGES	20,000	20,000	20,000	30,000	30,000	40,000	290,000
595									
596		NET CASH FLOW	-362,903	-231,457	396,661	497,782	459,617	601,146	299,429
597									
598		OPENING BALANCE	34,000	-348,903	-620,359	-263,699	214,084	653,701	1,234,847
599		BALANCE BEFORE INTEREST	-328,903	-580,359	-223,699	234,084	673,701	1,254,847	1,534,275
600		Bank Interest	20,000	40,000	40,000	20,000	20,000	20,000	20,000
601		CLOSING BALANCE	-348,903	-620,359	-263,699	214,084	653,701	1,234,847	1,514,275
602									
603									

Appendix 6.3

Midland Ballscrew Company Model 6.7.1

This model as with 6.7 includes the same higher sales and marketing costs of over £100K over the two year development stage of the FMS project and proportionally higher costs thereafter, but also includes higher overhead costs of around £50K per annum to cover the need for new skills in design, computing and technical customer support.

MODEL OF COMPANY ASSUMING THAT THE FMS BECOMES OPERATIONAL IN YEAR 3
BUT SALES AND COMMISSIONS COSTS AND OVERHEADS ARE HIGHER THAN PLANNED

Model 6.7.1

	Pre-FMS	Pre-FMS	FMS Projected	FMS Projected	FMS Projected	FMS Projected	FMS Projected
SALES BY CATEGORY	1984	1985	1986	1987	1988	1989	1990
-Large Ballscrews	233,543	263,599	276,778	290,617	305,148	320,406	336,426
-INPUT % VALUE OF CHANGE		12.9%	5%	5%	5%	5%	5%
- Value of Change (£)		30,055	13,180	13,839	14,531	15,257	16,020
-Total Medium Length Ballscrews	802,805	1,083,683	2,500,000	2,750,000	3,000,000	3,000,000	3,000,000
- Value of Change (£)		280,878	1,416,317	250,000	250,000	0	0
- Percentage Change		35.0%	130.7%	10.0%	9.1%	0.0%	0.0%
- *INPUT: Average Selling price*		500	500	500	500	500	500
- *INPUT: Number Sold*		2,167	5,000	5,500	6,000	6,000	6,000
-Percentage change in output			130.7%	10.0%	9.1%	0.0%	0.0%
-Aerospace Ballscrews	175,158	253,836	291,911	335,698	386,052	443,960	510,554
-INPUT % VALUE OF CHANGE		44.9%	15%	15%	15%	15%	15%
- Value of Change (£)		78,678	38,075	43,787	50,355	57,908	66,594
-Small Ballscrews (under 0.5m)	58,386	87,866	96,653	106,318	116,950	128,645	141,509
-Difference from previous year (%)		50.5%	10%	10%	10%	10%	10%
- Value of Change (£)		29,480	8,787	9,665	10,632	11,695	12,864
-Factored Standard Ballscrews	72,982	107,392	118,131	129,944	142,939	157,233	172,956
-INPUT % VALUE OF CHANGE		47.1%	10%	10%	10%	10%	10%
- Value of Change (£)		34,410	10,739	11,813	12,994	14,294	15,723
-Repair Work	87,579	117,155	134,728	154,937	178,178	204,905	235,640
-INPUT % VALUE OF CHANGE		33.8%	15%	15%	15%	15%	15%
- Value of Change (£)		29,576	17,573	20,209	23,241	26,727	30,736
-Other	29,193	39,052	44,909	51,646	59,393	68,302	78,547
-INPUT % VALUE OF CHANGE		33.8%	15%	15%	15%	15%	15%
Total Sales (Model)	**1,459,646**	**1,952,582**	**3,463,111**	**3,819,161**	**4,188,660**	**4,323,450**	**4,475,633**
Percentage Change		33.8%	77.4%	10.3%	9.7%	3.2%	3.5%
Percentage Change Excluding FMS Sales		32.3%	10.8%	11.0%	11.2%	11.3%	11.5%

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
COST OF SALES	1984	1985	1986	1987	1988	1989	1990
Materials			0				
-Steel Bar EN 19/34	82,341	179,244	353,763	390,140	427,917	442,771	459,557
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		96,904	174,518	36,378	37,777	14,854	16,787
-Steel Balls and Tubes	10,293	22,406	44,220	48,768	53,490	55,346	57,445
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		12,113	21,815	4,547	4,722	1,857	2,098
-Other Material	10,293	22,406	44,220	48,768	53,490	55,346	57,445
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		12,113	21,815	4,547	4,722	1,857	2,098
-Bought in components	61,756	134,433	265,322	292,605	320,938	332,078	344,668
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		72,678	130,889	27,283	28,333	11,140	12,590
-Outwork	16,468	35,849	70,753	78,028	85,583	88,554	91,911
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		19,381	34,904	7,276	7,555	2,971	3,357
-Heat & Chemical Treatments	24,702	53,773	106,129	117,042	128,375	132,831	137,867
-INPUT % VALUE OF CHANGE			97.4%	10.3%	9.7%	3.5%	3.8%
- Value of Change (£)		29,071	52,355	10,913	11,333	4,456	5,036
Materials Total	**205,852**	**448,111**	**884,406**	**975,350**	**1,069,792**	**1,106,927**	**1,148,893**
Difference from previous year (%)		117.7%	97.4%	10.3%	9.7%	3.5%	3.8%
As a percentage of Cost of Sales	29.1%	46.2%	61.6%	61.6%	61.5%	60.3%	59.1%
As a percentage of Total Company Costs	13.1%	21.2%	30.1%	30.6%	30.7%	31.8%	31.6%
Tooling							
-General Tooling	41,060	57,668	63,921	70,959	78,890	87,836	97,936
-INPUT % VALUE OF CHANGE			11%	11%	11%	11%	11%
- Value of Change (£)		16,608	6,253	7,038	7,931	8,946	10,100
-FMS Tooling	0	0	40,000	44,000	48,000	48,000	48,000
-INPUT % VALUE OF CHANGE				10%	9%	0%	0%
- Value of Change (£)		0	40,000	4,000	4,000	0	0
Tooling Total	**41,060**	**57,668**	**103,921**	**114,959**	**126,890**	**135,836**	**145,936**
Difference from previous year (%)		40.4%	80.2%	10.6%	10.4%	7.1%	7.4%
Productive Wages	433,598	510,375	408,300	449,130	494,043	543,447	597,792
-INPUT % VALUE OF CHANGE			-20%	10%	10%	10%	10%
- Value of Change (£)		76,777	-102,075	40,830	44,913	49,404	54,345
As a percentage of Cost of Sales	61.2%	52.6%	28.4%	28.4%	28.4%	29.6%	30.8%
As a percentage of Total Company Costs	27.6%	24.2%	13.9%	14.1%	14.2%	15.6%	16.4%
Value of Change (£)		76,777	-102,075	40,830	44,913	49,404	54,345
Freight	28,064	15,744	39,360	43,407	47,606	49,138	50,868
-INPUT % VALUE OF CHANGE			150%	10%	10%	3%	4%
- Value of Change (£)			23,616	4,047	4,200	1,532	1,730

Stock & WIP Movements	1984	1985	1986	1987	1988	1989	1990
Opening Stock & Work in Progress	378,330	378,330	439,700	439,700	439,700	439,700	439,700
Closing Stock & Work in Progress	378,330	439,700	439,700	439,700	439,700	439,700	439,700
Stock & WIP Movements	0	-61,370	0	0	0	0	0
Difference from Previous year		14.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Closing Stock as a percentage of Sales	25.9%	22.5%	12.7%	11.5%	10.5%	10.2%	9.8%
TOTAL COST OF SALES	**708,574**	**970,528**	**1,435,987**	**1,582,846**	**1,738,332**	**1,835,348**	**1,943,489**
Diff from Previous year		27.0%	32.4%	9.3%	8.9%	5.3%	5.6%
Other factors to add to profit				44,692			
GROSS PROFIT	**751,072**	**982,054**	**2,027,124**	**2,236,314**	**2,450,328**	**2,488,101**	**2,532,143**
Gross Profit as a % of Sales	51.5%	50.3%	58.5%	58.6%	58.5%	57.5%	56.6%
Diff from Previous year		30.8%	106.4%	10.3%	9.6%	1.5%	1.8%
Actual Gross Profit	751,072	982,054	1,324,556	1,147,542	1,115,653	1,200,639	1,418,350

	A	B	C	D	E	F	G	H	I
422		COMPANY OVERHEADS							
423			Year 1	Year 2	Tear 3	Year 4	Year 5	Year 6	Year 7
424		Indirect Production Costs	1984	1985	1986	1987	1988	1989	1990
425		-Production Control	15,000	15,000	16,500	18,150	19,965	21,962	24,158
426		-INPUT % VALUE OF CHANGE			10%	10%	10%	10%	10%
427		- Value of Change (£)		0	1,500	1,650	1,815	1,997	2,196
428		-Supervision	16,276	15,655	17,220	18,942	20,837	22,920	25,212
429		-INPUT % VALUE OF CHANGE			10%	10%	10%	10%	10%
430		- Value of Change (£)		-621	1,565	1,722	1,894	2,084	2,292
431		-Inspection	14,106	13,568	27,135	29,849	32,834	36,117	39,729
432		-INPUT % VALUE OF CHANGE			100%	10%	10%	10%	10%
433		- Value of Change (£)		-538	13,568	2,714	2,985	3,283	3,612
434		-Pensions & NI	10,127	9,741	14,785	16,264	17,890	19,679	21,647
435		-Light, Heat & Power	33,239	34,724	45,141	51,912	59,699	68,654	78,952
436		-INPUT % VALUE OF CHANGE			30%	15%	15%	15%	15%
437		- Value of Change (£)		1,485	10,417	6,771	7,787	8,955	10,298
438		-Other Costs	0	10,000	15,000	17,250	19,838	22,813	26,235
439		-INPUT % VALUE OF CHANGE			0%	15%	15%	15%	15%
440		- Value of Change (£)		10,000	5,000	2,250	2,588	2,976	3,422
441		Total Indirect Production Costs	88,748	98,687	135,782	152,367	171,062	192,145	215,933
442		As a percentage of total overheads	10%	9%	9%	10%	10%	12%	13%
443		Difference From Previous Year (%)		11.2%	37.6%	12.2%	12.3%	12.3%	12.4%
444									
445		Sales & Marketing	1984	1985	1986	1987	1988	1989	1990
446		-Salaries	26,041	33,854	37,239	40,963	45,060	49,565	54,522
447		-INPUT % VALUE OF CHANGE		30%	10%	10%	10%	10%	10%
448		- Value of Change (£)		7,812	3,385	3,724	4,096	4,506	4,957
449		-Pensions & NI	8,680	11,285	12,413	13,654	15,020	16,522	18,174
450		-Advertising & Printing	17,959	21,551	25,861	28,447	32,714	37,621	43,264
451		-INPUT % VALUE OF CHANGE		20%	20%	10%	15%	15%	15%
452		- Value of Change (£)		3,592	4,310	2,586	4,267	4,907	5,643
453		-Exhibitions	8,000	10,000	12,000	14,400	17,280	20,736	24,883
454		-INPUT % VALUE OF CHANGE			20%	20%	20%	20%	20%
455		- Value of Change (£)		2,000	2,000	2,400	2,880	3,456	4,147
456		-Overseas sales promotions	30,000	40,000	52,000	59,800	68,770	79,086	90,948
457		-INPUT % VALUE OF CHANGE			30%	15%	15%	15%	15%
458		- Value of Change (£)		10,000	12,000	7,800	8,970	10,316	11,863
459		-Travel	10,000	13,000	15,600	18,720	22,464	26,957	32,348
460		-INPUT % VALUE OF CHANGE		30%	20%	20%	20%	20%	20%
461		- Value of Change (£)		3,000	2,600	3,120	3,744	4,493	5,391
462		-Commissions (equal to 2.0% of sales turnover)	29,193	39,052	69,262	76,383	83,773	86,469	89,513
463									
464		- Value of Change (£)		9,859	30,211	7,121	7,390	2,696	3,044
465		-Other Costs	19,504	25,356	30,427	34,991	40,239	46,275	53,217
466		-INPUT % VALUE OF CHANGE		30%	20%	15%	15%	15%	15%
467		Total Sales & Marketing Costs	149,378	194,096	254,802	287,358	325,320	363,231	406,869
468		As a percentage of total overheads	17%	17%	17%	18%	19%	22%	24%
469		Difference From Previous Year (%)		29.9%	31.3%	12.8%	13.2%	11.7%	12.0%
470									
471		Design	1984	1985	1986	1987	1988	1989	1990
472		-Salaries	30,000	30,000	34,500	39,675	45,626	52,470	60,341
473		-INPUT % VALUE OF CHANGE			15%	15%	15%	15%	15%
474		- Value of Change (£)		0	4,500	5,175	5,951	6,844	7,871
475		-Pensions & NI	10,000	10,000	11,500	13,225	15,209	17,490	20,114
476		-CAD Expenses	5,000	10,000	12,000	14,400	17,280	20,736	24,883
477		-INPUT % VALUE OF CHANGE			20%	20%	20%	20%	20%
478		- Value of Change (£)		5,000	2,000	2,400	2,880	3,456	4,147
479		Total Design Costs	45,000	50,000	58,000	67,300	78,115	90,696	105,337
480		As a percentage of total overheads	5%	4%	4%	4%	4%	6%	6%
481		Difference From Previous Year (%)			16.0%	16.0%	16.1%	16.1%	16.1%
482									
483									
484		Administration	Year 1	Year 2	Tear 3	Year 4	Year 5	Year 6	Year 7
485		ADMINISTRATION SALARIES	1984	1985	1986	1987	1988	1989	1990
486		-Salaries, Directors	31,107	44,842	51,568	59,304	68,199	78,429	90,193
487		-INPUT % VALUE OF CHANGE			15%	15%	15%	15%	15%
488		- Value of Change (£)		13,735	6,726	7,735	8,896	10,230	11,764
489		-Salaries, Staff	28,212	27,135	32,562	37,447	43,063	49,523	56,951
490		-INPUT % VALUE OF CHANGE			20%	15%	15%	15%	15%
491		- Value of Change (£)		-1,076	5,427	4,884	5,617	6,460	7,428
492		-National Insurance & Pensions	19,773	23,992	28,043	32,250	37,088	42,651	49,048
493		TOTAL	79,091	95,970	112,174	129,000	148,350	170,603	196,193
494									
495		ADMINISTRATION OFFICE OVERHEADS	1984	1985	1986	1987	1988	1989	1990
496		-Rates/Rent	21,044	33,906	40,687	44,756	49,232	54,155	59,570
497		-Insurances	20,116	22,265	26,718	29,390	32,329	35,562	39,118
498		-Postage & Telephone Charges	7,770	10,683	12,820	14,102	15,512	17,063	18,769
499		-Printing, Stationary & Advertising	5,986	6,537	7,844	8,629	9,492	10,441	11,485
500		-Motor & Travelling Expenses	9,408	11,660	13,992	15,391	16,930	18,623	20,486
501		-Repairs & Maintainance	24,906	29,346	35,215	38,737	42,610	46,871	51,559
502		-Depreciation	51,641	78,803	94,564	104,020	114,422	125,864	138,451
503		-Cleaning & Miscellaneous Expenses	18,981	0	0	0	0	0	0
504		TOTAL	159,852	193,200	231,840	255,024	280,526	308,579	339,437
505		-INPUT % VALUE OF CHANGE			20%	10%	10%	10%	10%
506		- Value of Change (£)		33,348	38,640	23,184	25,502	28,053	30,858
507									
508		ADMINISTRATION PROFESSIONAL CHARGES	1984	1985	1986	1987	1988	1989	1990
509		-Accountancy Charges	0	5,000	7,500	8,250	9,075	9,983	10,981
510		-Auditors Charges	6,967	2,100	3,150	3,465	3,812	4,193	4,612
511		-Consultants Charges	0	0	0	0	0	0	0
512		-Management Charges	0	8,000	12,000	13,200	14,520	15,972	17,569
513		-Computer Expenses	15,000	15,000	15,000	15,000	15,000	15,000	15,000
514		-Legal Costs	0	0	0	0	0	0	0
515		TOTAL	21,967	30,100	37,650	39,915	42,407	45,147	48,162
516		-INPUT % VALUE OF CHANGE			50%	10%	10%	10%	10%
517		- Value of Change (£)		8,133	7,550	2,265	2,492	2,741	3,015
518									

	A	B	C	D	E	F	G	H	I
519		ADMINISTRATION FINANCE CHARGES	1984	1985	1986	1987		1989	1990
520		-Leasing Costs	9,423	6,215	9,323	10,721	12,329	14,178	16,305
521		*-INPUT % VALUE OF CHANGE*			50%	15%	15%	15%	15%
522		- Value of Change (£)		-3,208	3,108	1,398	1,608	1,849	2,127
523		-Finance Charges (equal to 3.5% of turnover)	52,262	57,411	121,209	133,671	146,603	151,321	156,647
524									
525		- Value of Change (£)		5,149	63,798	12,462	12,932	4,718	5,326
526		-Redundancy Payments	6,814	0	30,000	0	0	0	0
527		*-INPUT % VALUE OF CHANGE*							
528		- Value of Change (£)		-6,814	30,000	-30,000	0	0	0
529		-Hire Purchase Charges	0	0	10,000	11,500	13,225	15,209	17,490
530		*-INPUT % VALUE OF CHANGE*				15%	15%	15%	15%
531		- Value of Change (£)		0	10,000	1,500	1,725	1,984	2,281
532		-Other Tax Costs	0	10,517	15,776	18,142	20,863	23,993	27,591
533		*-INPUT % VALUE OF CHANGE*			50%	15%	15%	15%	15%
534		- Value of Change (£)		10,517	5,259	2,366	2,721	3,129	3,599
535		-Doubtful Debts (equal to 1% of turnover)	0	10,427	34,631	38,192	41,887	43,234	44,756
536		- Value of Change (£)		10,427	24,204	3,560	3,695	1,348	1,522
537		-Sundries	0	24,879	37,319	42,916	49,354	56,757	65,270
538		*-INPUT % VALUE OF CHANGE*			50%	15%	15%	15%	15%
539		- Value of Change (£)		24,879	12,440	5,598	6,437	7,403	8,514
540		TOTAL	68,499	109,449	258,256	255,141	284,261	304,692	328,060
541									
542		TOTAL ADMINISTRATION COSTS	329,409	428,719	639,920	679,080	755,544	829,020	911,852
543		As a percentage of total overheads	38%	38%	43%	42%	43%	50%	54%
544		Difference From Previous Year (%)		30.1%	49.3%	6.1%	11.3%	9.7%	10.0%
545									
546		FMS FINANCE CHARGES	1984	1985	1986	1987	1988	1989	1990
547		-Continuing Staff Training			10,000	11,500	13,225	15,209	17,490
548		*-INPUT % VALUE OF CHANGE*				15%	15%	15%	15%
549		- Value of Change (£)		0	10,000	1,500	1,725	1,984	2,281
550		-Continuing Consultants Charges			10,000	11,500	13,225	15,209	17,490
551		*-INPUT % VALUE OF CHANGE*				15%	15%	15%	15%
552		- Value of Change (£)		0	10,000	1,500	1,725	1,984	2,281
553		FMS Finance Costs	252,000	370,600	370,600	370,600	370,600	118,600	0
554									
555		- Value of Change (£)		118,600	0	0	0	-252,000	-118,600
556		-Extra Machine Costs	0	0	0	0	0	0	0
557		*-INPUT % VALUE OF CHANGE*			0%	0%	0%	0%	0%
558		- Value of Change (£)		0	0	0	0	0	0
559		-Finance Charges on General Machine Replacement	0	0	20,000	20,000	20,000	20,000	20,000
560		TOTAL	252,000	370,600	410,600	413,600	417,050	169,018	54,980
561									
562		TOTAL OVERHEADS	864,535	1,142,102	1,499,104	1,599,706	1,747,090	1,644,110	1,694,971
563		Diff from Previous year		24.3%	23.8%	6.3%	8.4%	-6.3%	3.0%
564		Total Company Costs (Cost of sales & Overheads)	1,573,109	2,112,630	2,935,091	3,182,552	3,485,422	3,479,458	3,638,461
565		Diff from Previous year		34.3%	38.9%	8.4%	9.5%	-0.2%	4.6%
566									
567		NET TRADING PROFIT	-113,463	-160,048	528,020	636,609	703,238	843,991	837,172
568		Diff from Previous year		41.1%	-429.9%	20.6%	10.5%	20.0%	-0.8%
569		Actual Net Trading Profit	220,476	357,198	652,021	426,857	185,439	192,087	191,108
570		Profit as a Percentage of Sales	-7.8%	-8.2%	15.2%	16.7%	16.8%	19.5%	18.7%
571									
572		Taxable Profit		0	254,509	636,609	703,238	843,991	837,172
573		Tax Loss to carry forward	-113,463	-273,511	0	0	0	0	0
574									
575									
576		***Model 6.7.1***							
577									
578		***COMPANY CASH FLOW***	Year 1	Year 2	Tear 3	Year 4	Year 5	Year 6	Year 7
579			1984	1985	1986	1987	1988	1989	1990
580		SALES INCOME	1,399,705	1,870,426	3,211,356	3,759,819	4,127,077	4,300,985	4,450,269
581									
582		PAYMENTS							
583		Trade Creditors	429,147	480,432	943,326	1,116,045	1,225,860	1,283,966	1,336,731
584		Salaries	194,322	220,071	266,967	301,572	340,825	385,366	435,931
585		Productive Wages	433,598	510,375	408,300	449,130	494,043	543,447	597,792
586		Other Company Overheads	655,213	907,031	1,215,637	1,279,983	1,386,300	1,236,782	1,234,883
587		Coporation Tax	52,500	0	0	89,078	222,813	246,133	295,397
588									
589		TOTAL OPERATING PAYMENTS	1,764,780	2,117,909	2,834,231	3,235,808	3,669,841	3,695,695	3,900,734
590						0	0	0	0
591		FINANCE CHARGES	1984	1985	1986	1987	1988	1989	1990
592		Capital Expenditure - FMS Refit	0	0	0	0	0	0	250,000
593		Other General Capital Expenditures	20,000	20,000	20,000	30,000	30,000	40,000	40,000
594		TOTAL FINANCE CHARGES	20,000	20,000	20,000	30,000	30,000	40,000	290,000
595									
596		NET CASH FLOW	-385,075	-267,483	357,125	494,011	427,235	565,290	259,535
597									
598		OPENING BALANCE	34,000	-371,075	-678,558	-361,432	112,579	519,814	1,065,104
599		BALANCE BEFORE INTEREST	-351,075	-638,558	-321,432	132,579	539,814	1,085,104	1,324,639
600		Bank Interest	20,000	40,000	40,000	20,000	20,000	20,000	20,000
601		CLOSING BALANCE	-371,075	-678,558	-361,432	112,579	519,814	1,065,104	1,304,639
602									
603									

Appendix 6.4

Midland Ballscrew Company Spreadsheet Model Logic

	A	B	C	D
323		*MODEL OF COMPANY ASSUMING THAT THE FMS*		
324		*AND FULL PLANNED SALES AND COST BENEFITS*		
325				
326		*Model 6.1*		
327			Pre-FMS	
328		SALES BY CATEGORY	1984	Pre-FMS
329		-Large Ballscrews	=C139	1985
330		*-INPUT % VALUE OF CHANGE*		=D139
331		- Value of Change (£)		=(D329/C329)-1
332		-Total Medium Length Ballscrews	=C142	=D329-C329
333		- Value of Change (£)		=D142
334		- Percentage Change		=D332-C332
335		*- INPUT: Average Selling price*		=(D332/C332)-1
336		*- INPUT: Number Sold*		500
337		-Percentage change in output		=D332/D335
338		-Aerospace Ballscrews	=C145	
339		*-INPUT % VALUE OF CHANGE*		=D145
340		- Value of Change (£)		=(D338/C338)-1
341		-Small Ballscrews (under 0.5m)	=C148	=D338-C338
342		-Difference from previous year (%)		=D148
343		- Value of Change (£)		=(D341/C341)-1
344		-Factored Standard Ballscrews	=C151	=D341-C341
345		*-INPUT % VALUE OF CHANGE*		=D151
346		- Value of Change (£)		=(D344/C344)-1
347		-Repair Work	=C154	=D344-C344
348		*-INPUT % VALUE OF CHANGE*		=D154
349		- Value of Change (£)		=(D347/C347)-1
350		-Other	=C157	=D347-C347
351		*-INPUT % VALUE OF CHANGE*		=D157
352				=(D350/C350)-1
353		Total Sales (Model)	=C328+C332+C338+C341+C344+C347+C350	=D328+D332+D338+D341+
354		Percentage Change		=(D353/C353)-1
355		Percentage Change Excluding FMS Sales		=((D353-D332)/(C353-C332
356				
357			Year 1	Year 2
358		COST OF SALES	1984	1985
359				
360		**Materials**		
361		-Steel Bar EN 19/34	=C167	=D167
362		*-INPUT % VALUE OF CHANGE*		
363		- Value of Change (£)		=D361-C361
364		-Steel Balls and Tubes	=C168	=D168
365		*-INPUT % VALUE OF CHANGE*		
366		- Value of Change (£)		=D364-C364
367		-Other Material	=C169	=D169
368		*-INPUT % VALUE OF CHANGE*		
369		- Value of Change (£)		=D367-C367
370		-Bought in components	=C170	=D170
371		*-INPUT % VALUE OF CHANGE*		
372		- Value of Change (£)		=D370-C370
373		-Outwork	=C171	=D171
374		*-INPUT % VALUE OF CHANGE*		
375		- Value of Change (£)		=D373-C373
376		-Heat & Chemical Treatments	=C172	=D172
377		*-INPUT % VALUE OF CHANGE*		
378		- Value of Change (£)		=D376-C376
379		**Materials Total**	=C361+C364+C367+C370+C373+C376	=D361+D364+D367+D370+
380		Difference from previous year (%)		=(D379/C379)-1
381		As a percentage of Cost of Sales	=C379/C412	=D379/D412
382		As a percentage of Total Company Costs	=C379/(C412+C562)	=D379/(D412+D562)
383				
384		**Tooling**		
385		-General Tooling	=C178	57668
386		*-INPUT % VALUE OF CHANGE*		
387		- Value of Change (£)		=D385-C385
388		-FMS Tooling	0	0
389		*-INPUT % VALUE OF CHANGE*		
390		- Value of Change (£)		=D388-C388
391		**Tooling Total**	=C385+C388	=D385+D388
392		Difference from previous year (%)		=(D391/C391)-1
393				
394		**Productive Wages**	=C181	=D181
395		*-INPUT % VALUE OF CHANGE*		
396		- Value of Change (£)		=D394-C394
397		As a percentage of Cost of Sales	=C394/C412	=D394/D412
398		As a percentage of Total Company Costs	=C394/(C412+C562)	=D394/(D412+D562)
399		Value of Change (£)		=D394-C394
400				
401		**Freight**	=C186	=D186
402		*-INPUT % VALUE OF CHANGE*		
403		- Value of Change (£)		
404				
405		Stock & WIP Movements	1984	1985
406		Opening Stock & Work in Progress	378330	378330
407		Closing Stock & Work in Progress	=D406	=E406
408		Stock & WIP Movements	=C406-C407	=D406-D407
409		Difference from Previous year		=1-C407/D407
410		Closing Stock as a percentage of Sales	=C407/C353	=D407/D353
411				
412		**TOTAL COST OF SALES**	=C379+C391+C394+C401+C408	=D379+D391+D394+D401+
413		Diff from Previous year		=1-C412/D412
414		Other factors to add to profit		
415		GROSS PROFIT	=C353-C412	=D353-D412
416		Gross Profit as a % of Sales	=C415/C353	=D415/D353
417		Diff from Previous year		=(D415/C415)-1
418		Actual Gross Profit	=C30	=D30
419				
420				
421				

	E	F	G	H	I
323					
324					
325					
326					
327	FMS Projected	FMS Projected	FMS Projected	FMS Projected	FMS Projected
328	1986	1987	1988	1989	1990
329	=D329*(1+E330)	=E329*(1+F330)	=F329*(1+G330)	=G329*(1+H330)	=H329*(1+I330)
330	0.05	0.05	0.05	0.05	0.05
331	=E329-D329	=F329-E329	=G329-F329	=H329-G329	=I329-H329
332	=E335*E336	=F335*F336	=G335*G336	=H335*H336	=I335*I336
333	=E332-D332	=F332-E332	=G332-F332	=H332-G332	=I332-H332
334	=(E332/D332)-1	=(F332/E332)-1	=(G332/F332)-1	=(H332/G332)-1	=(I332/H332)-1
335	=E639*E640	=F639*F640	=G639*G640	=H639*H640	=I639*I640
336	=E642*E643	=F642*F643	=G642*G643	=H642*H643	=I642*I643
337	=(E336/D336)-1	=(F336/E336)-1	=(G336/F336)-1	=(H336/G336)-1	=(I336/H336)-1
338	=D338*(1+E339)	=E338*(1+F339)	=F338*(1+G339)	=G338*(1+H339)	=H338*(1+I339)
339	0.15	0.15	0.15	0.15	0.15
340	=E338-D338	=F338-E338	=G338-F338	=H338-G338	=I338-H338
341	=D341*(1+E342)	=E341*(1+F342)	=F341*(1+G342)	=G341*(1+H342)	=H341*(1+I342)
342	0.1	0.1	0.1	0.1	0.1
343	=E341-D341	=F341-E341	=G341-F341	=H341-G341	=I341-H341
344	=D344*(1+E345)	=E344*(1+F345)	=F344*(1+G345)	=G344*(1+H345)	=H344*(1+I345)
345	0.1	0.1	0.1	0.1	0.1
346	=E344-D344	=F344-E344	=G344-F344	=H344-G344	=I344-H344
347	=D347*(1+E348)	=E347*(1+F348)	=F347*(1+G348)	=G347*(1+H348)	=H347*(1+I348)
348	0.15	0.15	0.15	0.15	0.15
349	=E347-D347	=F347-E347	=G347-F347	=H347-G347	=I347-H347
350	=D350*(1+E351)	=E350*(1+F351)	=F350*(1+G351)	=G350*(1+H351)	=H350*(1+I351)
351	0.15	0.15	0.15	0.15	0.15
352					
353	=E329+E332+E338+E341+E344+E347+E350	=F329+F332+F338+F	=G329+G332+G338+G	=H329+H332+H338+	=I329+I332+I338+I
354	=(E353/D353)-1	=(F353/E353)-1	=(G353/F353)-1	=(H353/G353)-1	=(I353/H353)-1
355	=((E353-E332)/(D353-D332))-1	=((F353-F332)/(E353-	=((G353-G332)/(F353-	=((H353-H332)/(G353-	=((I353-I332)/(H353-
356					
357	Tear 3	Year 4	Year 5	Year 6	Year 7
358	1986	1987	1988	1989	1990
359					
360	=(D360*E608)*(1+E336)+((D360*(1-E608)*(1+E354)))				
361	=(D361*E$609)*(1+E$337)+((D361*(1-E$609)*(1+E$355)))	=(E361*F609)*(1+F33	=(F361*G609)*(1+G33	=(G361*H609)*(1+H33	=(H361*I609)*(1+I33
362	=(E361/D361)-1	=(F361/E361)-1	=(G361/F361)-1	=(H361/G361)-1	=(I361/H361)-1
363	=E361-D361	=F361-E361	=G361-F361	=H361-G361	=I361-H361
364	=(D364*E$609)*(1+E$337)+((D364*(1-E$609)*(1+E$355)))	=(E364*F$609)*(1+F$	=(F364*G$609)*(1+G$	=(G364*H$609)*(1+H$	=(H364*I$609)*(1+I$3
365	=(E364/D364)-1	=(F364/E364)-1	=(G364/F364)-1	=(H364/G364)-1	=(I364/H364)-1
366	=E364-D364	=F364-E364	=G364-F364	=H364-G364	=I364-H364
367	=(D367*E$609)*(1+E$337)+((D367*(1-E$609)*(1+E$355)))	=(E367*F$609)*(1+F$	=(F367*G$609)*(1+G$	=(G367*H$609)*(1+H$	=(H367*I$609)*(1+I$3
368	=(E367/D367)-1	=(F367/E367)-1	=(G367/F367)-1	=(H367/G367)-1	=(I367/H367)-1
369	=E367-D367	=F367-E367	=G367-F367	=H367-G367	=I367-H367
370	=(D370*E$609)*(1+E$337)+((D370*(1-E$609)*(1+E$355)))	=(E370*F$609)*(1+F$	=(F370*G$609)*(1+G$	=(G370*H$609)*(1+H$	=(H370*I$609)*(1+I$3
371	=(E370/D370)-1	=(F370/E370)-1	=(G370/F370)-1	=(H370/G370)-1	=(I370/H370)-1
372	=E370-D370	=F370-E370	=G370-F370	=H370-G370	=I370-H370
373	=(D373*E$609)*(1+E$337)+((D373*(1-E$609)*(1+E$355)))	=(E373*F$609)*(1+F$	=(F373*G$609)*(1+G$	=(G373*H$609)*(1+H$	=(H373*I$609)*(1+I$3
374	=(E373/D373)-1	=(F373/E373)-1	=(G373/F373)-1	=(H373/G373)-1	=(I373/H373)-1
375	=E373-D373	=F373-E373	=G373-F373	=H373-G373	=I373-H373
376	=(D376*E$609)*(1+E$337)+((D376*(1-E$609)*(1+E$355)))	=(E376*F$609)*(1+F$	=(F376*G$609)*(1+G$	=(G376*H$609)*(1+H$	=(H376*I$609)*(1+I$3
377	=(E376/D376)-1	=(F376/E376)-1	=(G376/F376)-1	=(H376/G376)-1	=(I376/H376)-1
378	=E376-D376	=F376-E376	=G376-F376	=H376-G376	=I376-H376
379	=E361+E364+E367+E370+E373+E376	=F361+F364+F367+F	=G361+G364+G367+G	=H361+H364+H367+	=I361+I364+I367+I3
380	=(E379/D379)-1	=(F379/E379)-1	=(G379/F379)-1	=(H379/G379)-1	=(I379/H379)-1
381	=E379/E412	=F379/F412	=G379/G412	=H379/H412	=I379/I412
382	=E379/(E412+E562)	=F379/(F412+F562)	=G379/(G412+G562)	=H379/(H412+H562)	=I379/(I412+I562)
383					
384					
385	=D385*(1+E386)	=E385*(1+F386)	=F385*(1+G386)	=G385*(1+H386)	=H385*(1+I386)
386	=E355	=F355	=G355	=H355	=I355
387	=E385-D385	=F385-E385	=G385-F385	=H385-G385	=I385-H385
388	40000	=E388*(1+F389)	=F388*(1+G389)	=G388*(1+H389)	=H388*(1+I389)
389		=F337	=G337	=H337	=I337
390	=E388-D388	=F388-E388	=G388-F388	=H388-G388	=I388-H388
391	=E385+E388	=F385+F388	=G385+G388	=H385+H388	=I385+I388
392	=(E391/D391)-1	=(F391/E391)-1	=(G391/F391)-1	=(H391/G391)-1	=(I391/H391)-1
393					
394	=D394*(1+E395)	=E394*(1+F395)	=F394*(1+G395)	=G394*(1+H395)	=H394*(1+I395)
395	-0.2	0.1	0.1	0.1	0.1
396	=E394-D394	=F394-E394	=G394-F394	=H394-G394	=I394-H394
397	=E394/E412	=F394/F412	=G394/G412	=H394/H412	=I394/I412
398	=E394/(E412+E562)	=F394/(F412+F562)	=G394/(G412+G562)	=H394/(H412+H562)	=I394/(I412+I562)
399	=E394-D394	=F394-E394	=G394-F394	=H394-G394	=I394-H394
400					
401	=D401*(1+E402)	=E401*(1+F402)	=F401*(1-G402)	=G401*(1+H402)	=H401*(1+I402)
402	1.5	=F354	=G354	=H354	=I354
403	=E401-D401	=F401-E401	=G401-F401	=H401-G401	=I401-H401
404					
405	1986	1987	1988	1989	1990
406	439700	=E407	=F407	=G407	=H407
407	=E406	=F406	=G406	=H406	=I406
408	=E406-E407	=F406-F407	=G406-G407	=H406-H407	=I406-I407
409	=1-D407/E407	=1-E407/F407	=1-F407/G407	=1-G407/H407	=1-H407/I407
410	=E407/E353	=F407/F353	=G407/G353	=H407/H353	=I407/I353
411					
412	=E379+E391+E394+E401+E408	=F379+F391+F394+F	=G379+G391+G394+G	=H379+H391+H394+	=I379+I391+I394+I
413	=1-D412/E412	=1-E412/F412	=1-F412/G412	=1-G412/H412	=1-H412/I412
414		44692			
415	=E353-E412	=F353-F412	=G353-G412	=H353-H412	=I353-I412
416	=E415/E353	=F415/F353	=G415/G353	=H415/H353	=I415/I353
417	=(E415/D415)-1	=(F415/E415)-1	=(G415/F415)-1	=(H415/G415)-1	=(I415/H415)-1
418	=E30	=F30	=G30	=H30	=I30
419					
420					
421					

	A	B	C	D
422		COMPANY OVERHEADS		
423			Year 1	
424		Indirect Production Costs	1984	Year 2
425		-Production Control	=C203	1985
426		*-INPUT % VALUE OF CHANGE*		15000
427		- Value of Change (£)		=D425-C425
428		-Supervision	=C206	=D206
429		*-INPUT % VALUE OF CHANGE*		
430		- Value of Change (£)		=D428-C428
431		-Inspection	=C207	=D207
432		*-INPUT % VALUE OF CHANGE*		
433		- Value of Change (£)		=D431-C431
434		-Pensions & NI	=(C428+C431)/3	=(D428+D431)/3
435		-Light, Heat & Power	=C209	=D209
436		*-INPUT % VALUE OF CHANGE*		
437		- Value of Change (£)		=D435-C435
438		-Other Costs	=C210	=D210
439		*-INPUT % VALUE OF CHANGE*		
440		- Value of Change (£)		=D438-C438
441		Total Indirect Production Costs	=C425+C428+C431+C434+C435+C438	=D425+D428+D431+D434+
442		As a percentage of total overheads	=C441/C$562	=D441/D$562
443		Difference From Previous Year (%)		=(D441/C441)-1
444				
445		Sales & Marketing	1984	
446		-Salaries	=C216	1985
447		*-INPUT % VALUE OF CHANGE*		=C446*(1+D447)
448		- Value of Change (£)		0.15
449		-Pensions & NI	=C446/3	=D446-C446
450		-Advertising & Printing	=C218	=D446/3
451		*-INPUT % VALUE OF CHANGE*		=C450*(1+D451)
452		- Value of Change (£)		0.2
453		-Exhibitions	=C219	=D450-C450
454		*-INPUT % VALUE OF CHANGE*		5000
455		- Value of Change (£)		=D453-C453
456		-Overseas sales promotions	=C220	5000
457		*-INPUT % VALUE OF CHANGE*		
458		- Value of Change (£)		=D456-C456
459		-Travel	=C221	=C459*(1+D460)
460		*-INPUT % VALUE OF CHANGE*		0.2
461		- Value of Change (£)		=D459-C459
462		-Commissions	=C222	=C462*(1+D463)
463		*-INPUT % VALUE OF CHANGE*		0.3
464		- Value of Change (£)		=D462-C462
465		-Other Costs	=C223	=C465*(1+D466)
466		*-INPUT % VALUE OF CHANGE*		0.2
467		Total Sales & Marketing Costs	=C446+C449+C450+C453+C456+C459+C462+C465	=D446+D449+D450+D453+
468		As a percentage of total overheads	=C467/C$562	=D467/D$562
469		Difference From Previous Year (%)		=(D467/C467)-1
470				
471		Design	1984	1985
472		-Salaries	=C229	=D229
473		*-INPUT % VALUE OF CHANGE*		
474		- Value of Change (£)		=D472-C472
475		-Pensions & NI	=C472/3	=D472/3
476		-CAD Expenses		2000
477		*-INPUT % VALUE OF CHANGE*		
478		- Value of Change (£)		=D476-C476
479		Total Design Costs	=C472+C475+C476	=D472+D475+D476
480		As a percentage of total overheads	=C479/C$562	=D479/D$562
481		Difference From Previous Year (%)		
482				
483				
484		Administration	Year 1	Year 2
485		ADMINISTRATION SALARIES	1984	1985
486		-Salaries, Directors	=C239	=D239
487		*-INPUT % VALUE OF CHANGE*		
488		- Value of Change (£)		=D486-C486
489		-Salaries, Staff	=C240	=D240
490		*-INPUT % VALUE OF CHANGE*		
491		- Value of Change (£)		=D489-C489
492		-National Insurance & Pensions	=(C486+C489)/3	=(D486+D489)/3
493		TOTAL	=C486+C489+C492	=D486+D489+D492
494				
495		ADMINISTRATION OFFICE OVERHEADS	1984	1985
496		-Rates/Rent	=C245	=D245
497		-Insurances	=C246	=D246
498		-Postage & Telephone Charges	=C247	=D247
499		-Printing, Stationary & Advertising	=C248	=D248
500		-Motor & Travelling Expenses	=C249	=D249
501		-Repairs & Maintainance	=C250	=D250
502		-Depreciation	=C251	=D251
503		-Cleaning & Miscellaneous Expenses	=C252	=D252
504		TOTAL	=C496+C497+C498+C499+C500+C501+C502+C503	=D496+D497+D498+D499+D5
505		*-INPUT % VALUE OF CHANGE*		
506		- Value of Change (£)		=D504-C504
507				
508		ADMINISTRATION PROFESSIONAL CHARGES	1984	1985
509		-Accountancy Charges	=C258	=D258
510		-Auditors Charges	=C259	=D259
511		-Consultants Charges	=C260	=D260
512		-Management Charges	=C261	=D261
513		-Computer Expenses	=C262	=D262
514		-Legal Costs	=C263	=D263
515		TOTAL	=C509+C510+C511+C512+C513+C514	=D509+D510+D511+D512+D5
516		*-INPUT % VALUE OF CHANGE*		
517		- Value of Change (£)		=D515-C515
518				

	E	F	G	H	I
422					
423	Year 3	Year 4	Year 5	Year 6	Year 7
424	1986	1987	1988	1989	1990
425	=D425*(1+E426)	=E425*(1+F426)	=F425*(1+G426)	=G425*(1+H426)	=H425*(1+I426)
426	0.1	0.1	0.1	0.1	0.1
427	=E425-D425	=F425-E425	=G425-F425	=H425-G425	=I425-H425
428	=D428*(1+E429)	=E428*(1+F429)	=F428*(1+G429)	=G428*(1+H429)	=H428*(1+I429)
429	0.1	0.1	0.1	0.1	0.1
430	=E428-D428	=F428-E428	=G428-F428	=H428-G428	=I428-H428
431	=D431*(1+E432)	=E431*(1+F432)	=F431*(1+G432)	=G431*(1+H432)	=H431*(1+I432)
432	0.1	0.1	0.1	0.1	0.1
433	=E431-D431	=F431-E431	=G431-F431	=H431-G431	=I431-H431
434	=(E428+E431)/3	=(F428+F431)/3	=(G428+G431)/3	=(H428+H431)/3	=(I428+I431)/3
435	=D435*(1+E436)	=E435*(1+F436)	=F435*(1+G436)	=G435*(1+H436)	=H435*(1+I436)
436	0.3	0.15	0.15	0.15	0.15
437	=E435-D435	=F435-E435	=G435-F435	=H435-G435	=I435-H435
438	15000	=E438*(1+F439)	=F438*(1+G439)	=G438*(1+H439)	=H438*(1+I439)
439	0	0.15	0.15	0.15	0.15
440	=E438-D438	=F438-E438	=G438-F438	=H438-G438	=I438-H438
441	=E425+E428+E431+E434+E435+E438	=F425+F428+F431+F	=G425+G428+G431+G	=H425+H428+H431+	=I425+I428+I431+I4
442	=E441/E$562	=F441/F$562	=G441/G$562	=H441/H$562	=I441/I$562
443	=(E441/D441)-1	=(F441/E441)-1	=(G441/F441)-1	=(H441/G441)-1	=(I441/H441)-1
444					
445	1986	1987	1988	1989	1990
446	=D446*(1+E447)	=E446*(1+F447)	=F446*(1+G447)	=G446*(1+H447)	=H446*(1+I447)
447	0.15	0.15	0.15	0.15	0.15
448	0.3	=F446-E446	=G446-F446	=H446-G446	=I446-H446
449	=E446/3	=F446/3	=G446/3	=H446/3	=I446/3
450	=D450*(1+E451)	=E450*(1+F451)	=F450*(1+G451)	=G450*(1+H451)	=H450*(1+I451)
451	0.3	0.15	0.15	0.15	0.15
452	=E450-D450	=F450-E450	=G450-F450	=H450-G450	=I450-H450
453	=D453*(1+E454)	=E453*(1+F454)	=F453*(1+G454)	=G453*(1+H454)	=H453*(1+I454)
454	0.2	0.2	0.2	0.2	0.2
455	=E453-D453	=F453-E453	=G453-F453	=H453-G453	=I453-H453
456	=D456*(1+E457)	=E456*(1+F457)	=F456*(1+G457)	=G456*(1+H457)	=H456*(1+I457)
457	0.3	0.2	0.2	0.2	0.2
458	=E456-D456	=F456-E456	=G456-F456	=H456-G456	=I456-H456
459	=D459*(1+E460)	=E459*(1+F460)	=F459*(1+G460)	=G459*(1+H460)	=H459*(1+I460)
460	0.2	0.2	0.2	0.2	0.2
461	=E459-D459	=F459-E459	=G459-F459	=H459-G459	=I459-H459
462	=D462*(1+E463)	=E462*(1+F463)	=F462*(1+G463)	=G462*(1+H463)	=H462*(1+I463)
463	0.3	0.15	0.15	0.15	0.15
464	=E462-D462	=F462-E462	=G462-F462	=H462-G462	=I462-H462
465	=D465*(1+E466)	=E465*(1+F466)	=F465*(1+G466)	=G465*(1+H466)	=H465*(1+I466)
466	0.2	0.15	0.15	0.15	0.15
467	=E446+E449+E450+E453+E456+E459+E462+E465	=F446+F449+F450+F	=G446+G449+G450+G	=H446+H449+H450+	=I446+I449+I450+I4
468	=E467/E$562	=F467/F$562	=G467/G$562	=H467/H$562	=I467/I$562
469	=(E467/D467)-1	=(F467/E467)-1	=(G467/F467)-1	=(H467/G467)-1	=(I467/H467)-1
470					
471	1986	1987	1988	1989	1990
472	=D472*(1+E473)	=E472*(1+F473)	=F472*(1+G473)	=G472*(1+H473)	=H472*(1+I473)
473	0.15	0.15	0.15	0.15	0.15
474	=E472-D472	=F472-E472	=G472-F472	=H472-G472	=I472-H472
475	=E472/3	=F472/3	=G472/3	=H472/3	=I472/3
476	5000	=E476*(1+F477)	=F476*(1+G477)	=G476*(1+H477)	=H476*(1+I477)
477		0.2	0.2	0.2	0.2
478	=E476-D476	=F476-E476	=G476-F476	=H476-G476	=I476-H476
479	=E472+E475+E476	=F472+F475+F476	=G472+G475+G476	=H472+H475+H476	=I472+I475+I476
480	=E479/E$562	=F479/F$562	=G479/G$562	=H479/H$562	=I479/I$562
481	=(E479/D479)-1	=(F479/E479)-1	=(G479/F479)-1	=(H479/G479)-1	=(I479/H479)-1
482					
483					
484	Year 3	Year 4	Year 5	Year 6	Year 7
485	1986	1987	1988	1989	1990
486	=D486*(1+E487)	=E486*(1+F487)	=F486*(1+G487)	=G486*(1+H487)	=H486*(1+I487)
487	0.15	0.15	0.15	0.15	0.15
488	=E486-D486	=F486-E486	=G486-F486	=H486-G486	=I486-H486
489	=D489*(1+E490)	=E489*(1+F490)	=F489*(1+G490)	=G489*(1+H490)	=H489*(1+I490)
490	0.2	0.15	0.15	0.15	0.15
491	=E489-D489	=F489-E489	=G489-F489	=H489-G489	=I489-H489
492	=(E486+E489)/3	=(F486+F489)/3	=(G486+G489)/3	=(H486+H489)/3	=(I486+I489)/3
493	=E486+E489+E492	=F486+F489+F492	=G486+G489+G492	=H486+H489+H492	=I486+I489+I492
494					
495	1986	1987	1988	1989	1990
496	=D496*(1+E$505)	=E496*(1+F$505)	=F496*(1+G$505)	=G496*(1+H$505)	=H496*(1+I$505)
497	=D497*(1+E$505)	=E497*(1+F$505)	=F497*(1+G$505)	=G497*(1+H$505)	=H497*(1+I$505)
498	=D498*(1+E$505)	=E498*(1+F$505)	=F498*(1+G$505)	=G498*(1+H$505)	=H498*(1+I$505)
499	=D499*(1+E$505)	=E499*(1+F$505)	=F499*(1+G$505)	=G499*(1+H$505)	=H499*(1+I$505)
500	=D500*(1+E$505)	=E500*(1+F$505)	=F500*(1+G$505)	=G500*(1+H$505)	=H500*(1+I$505)
501	=D501*(1+E$505)	=E501*(1+F$505)	=F501*(1+G$505)	=G501*(1+H$505)	=H501*(1+I$505)
502	=D502*(1+E$505)	=E502*(1+F$505)	=F502*(1+G$505)	=G502*(1+H$505)	=H502*(1+I$505)
503	=D503*(1+E$505)	=E503*(1+F$505)	=F503*(1+G$505)	=G503*(1+H$505)	=H503*(1+I$505)
504	=E496+E497+E498+E499+E500+E501+E502+E503	=F496+F497+F498+F49	=G496+G497+G498+G49	=H496+H497+H498+H4	=I496+I497+I498+I499
505	0.2	0.1	0.1	0.1	0.1
506	=E504-D504	=F504-E504	=G504-F504	=H504-G504	=I504-H504
507					
508	1986	1987	1988	1989	1990
509	=D509*(1+E$516)	=E509*(1+F$516)	=F509*(1+G$516)	=G509*(1+H$516)	=H509*(1+I$516)
510	=D510*(1+E$516)	=E510*(1+F$516)	=F510*(1+G$516)	=G510*(1+H$516)	=H510*(1+I$516)
511	=D511*(1+E$516)	=E511*(1+F$516)	=F511*(1+G$516)	=G511*(1+H$516)	=H511*(1+I$516)
512	=D512*(1+E$516)	=E512*(1+F$516)	=F512*(1+G$516)	=G512*(1+H$516)	=H512*(1+I$516)
513	=D513*(1+E$516)	=E513*(1+F$516)	=F513*(1+G$516)	=G513*(1+H$516)	=H513*(1+I$516)
514	=D514*(1+E$516)	=E514*(1+F$516)	=F514*(1+G$516)	=G514*(1+H$516)	=H514*(1+I$516)
515	=E509+E510+E511+E512+E513+E514	=F509+F510+F511+F51	=G509+G510+G511+G51	=H509+H510+H511+H5	=I509+I510+I511+I512
516	0.5	0.1	0.1	0.1	0.1
517	=E515-D515	=F515-E515	=G515-F515	=H515-G515	=I515-H515
518					

	A	B	C	D
519		ADMINISTRATION FINANCE CHARGES	1984	1985
520		-Leasing Costs	=C267	=D267
521		*-INPUT % VALUE OF CHANGE*		
522		- Value of Change (£)		=D520-C520
523		-Finance Charges (equal to 3.5% of turnover)	=C268	=D268
524				
525		- Value of Change (£)		=D523-C523
526		-Redundancy Payments	=C269	=D269
527		*-INPUT % VALUE OF CHANGE*		
528		- Value of Change (£)		=D526-C526
529		-Hire Purchase Charges	=C270	=D270
530		*-INPUT % VALUE OF CHANGE*		
531		- Value of Change (£)		=D529-C529
532		-Other Tax Costs	=C271	=D271
533		*-INPUT % VALUE OF CHANGE*		
534		- Value of Change (£)		=D532-C532
535		-Doubtful Debts (equal to 1% of turnover)	=C272	=D272
536		- Value of Change (£)		=D535-C535
537		-Sundries	=C273	=D273
538		*-INPUT % VALUE OF CHANGE*		
539		- Value of Change (£)		=D537-C537
540		TOTAL	=C520+C523+C526+C529+C532+C535+C537	=D520+D523+D526+D529+
541				
542		TOTAL ADMINISTRATION COSTS	=C493+C504+C515+C540	=D493+D504+D515+D540
543		As a percentage of total overheads	=C542/C$562	=D542/D$562
544		Difference From Previous Year (%)		=(D542/C542)-1
545				
546		FMS FINANCE CHARGES	1984	1985
547		-Continuing Staff Training		
548		*-INPUT % VALUE OF CHANGE*		
549		- Value of Change (£)		=D547-C547
550		-Continuing Consultants Charges		
551		*-INPUT % VALUE OF CHANGE*		
552		- Value of Change (£)		=D550-C550
553		FMS Finance Costs	=C645*C646	=D645*D646
554				
555		- Value of Change (£)		=D553-C553
556		-Extra Machine Costs	=C648*C649	=D648*D649
557		*-INPUT % VALUE OF CHANGE*		
558		- Value of Change (£)		=D556-C556
559		-Finance Charges on General Machine Replacement	0	0
560		TOTAL	=C547+C550+C553+C556+C559	=D547+D550+D553+D556
561				
562		TOTAL OVERHEADS	=C441+C467+C479+C542+C560	=D441+D467+D479+D542
563		Diff from Previous year		=-1-C562/D562
564		Total Company Costs (Cost of sales & Overheads)	=C412+C562	=D412+D562
565		Diff from Previous year		=(D564/C564)-1
566				
567		NET TRADING PROFIT	=C415-C562	=D415-D562
568		Diff from Previous year		=(D567/C567)-1
569		Actual Net Trading Profit	=C71	=D71
570		Profit as a Percentage of Sales	=C567/C353	=D567/D353
571				
572		Taxable Profit		=IF(D567<0,0,IF((C573+D567)
573		Tax Loss to carry forward	=IF(C567<0,C567+B574,0)	=IF((D567+C573)<0,D567+C5
574				
575				
576		***Model 6.1***		
577				
578		***COMPANY CASH FLOW***	Year 1	Year 2
579			1984	1985
580		SALES INCOME	=2*(1100000/12)+10*(C353/12)	=2*(C353/12)+10*(D353
581				
582		PAYMENTS		
583		Trade Creditors	=10*(C379+C391+C401)/12+200000	=2*((C379+C391+C401)/12)+
584		Salaries	=C428+C431+C434+C446+C449+C472+C475+C486+C489+C492	=D428+D431+D434+D446+D4
585		Productive Wages	=C394	=D394
586		Other Company Overheads	=C435+C438+C450+C453+C456+C459+C462+C465+C476+C504+C515+C540+C560	=D435+D438+D450+D453+D4
587		Coporation Tax	52500	=IF(C572<0,0,IF(C572<10000
588				
589		TOTAL OPERATING PAYMENTS	=C583+C584+C585+C586+C587	=D583+D584+D585+D586
590				
591		FINANCE CHARGES	1984	1985
592		Capital Expenditure - FMS Refit	0	0
593		Other General Capital Expenditures	20000	20000
594		TOTAL FINANCE CHARGES	=SUM(C592:C593)	=SUM(D592:D593)
595				
596		NET CASH FLOW	=C580-C589-C594	=D580-D589-D594
597				
598		OPENING BALANCE	34000	=C601
599		BALANCE BEFORE INTEREST	=C596+C598	=D596+D598
600		Bank Interest	20000	40000
601		CLOSING BALANCE	=C599-C600	=D599-D600
602				
603				

	E	F	G	H	I
519	1986	1987		1989	1990
520	=D520*(1+E521)	=E520*(1+F521)	=F520*(1+G521)	=G520*(1+H521)	=H520*(1+I521)
521	0.5	0.15	0.15	0.15	0.15
522	=E520-D520	=F520-E520	=G520-F520	=H520-G520	=I520-H520
523	=E353*0.035	=F353*0.035	=G353*0.035	=H353*0.035	=I353*0.035
524					
525	=E523-D523	=F523-E523	=G523-F523	=H523-G523	=I523-H523
526	30000	0	0	0	0
527					
528	=E526-D526	=F526-E526	=G526-F526	=H526-G526	=I526-H526
529	10000	=E529*(1+F530)	=F529*(1+G530)	=G529*(1+H530)	=H529*(1+I530)
530		0.15	0.15	0.15	0.15
531	=E529-D529	=F529-E529	=G529-F529	=H529-G529	=I529-H529
532	=D532*(1+E533)	=E532*(1+F533)	=F532*(1+G533)	=G532*(1+H533)	=H532*(1+I533)
533	0.5	0.15	0.15	0.15	0.15
534	=E532-D532	=F532-E532	=G532-F532	=H532-G532	=I532-H532
535	=0.01*E353	=0.01*F353	=0.01*G353	=0.01*H353	=0.01*I353
536	=E535-D535	=F535-E535	=G535-F535	=H535-G535	=I535-H535
537	=D537*(1+E538)	=E537*(1+F538)	=F537*(1+G538)	=G537*(1+H538)	=H537*(1+I538)
538	0.5	0.15	0.15	0.15	0.15
539	=E537-D537	=F537-E537	=G537-F537	=H537-G537	=I537-H537
540	=E520+E523+E526+E529+E532+E535+E537	=F520+F523+F526+F	=G520+G523+G526+G	=H520+H523+H526+	=I520+I523+I526+I
541					
542	=E493+E504+E515+E540	=F493+F504+F515+F	=G493+G504+G515+G	=H493+H504+H515+	=I493+I504+I515+I
543	=E542/E$562	=F542/F$562	=G542/G$562	=H542/H$562	=I542/I$562
544	=(E542/D542)-1	=(F542/E542)-1	=(G542/F542)-1	=(H542/G542)-1	=(I542/H542)-1
545					
546	1986	1987	1988	1989	1990
547	10000	=E547*(1+F548)	=F547*(1+G548)	=G547*(1+H548)	=H547*(1+I548)
548		0.15	0.15	0.15	0.15
549	=E547-D547	=F547-E547	=G547-F547	=H547-G547	=I547-H547
550	10000	=E550*(1+F551)	=F550*(1+G551)	=G550*(1+H551)	=H550*(1+I551)
551		0.15	0.15	0.15	0.15
552	=E550-D550	=F550-E550	=G550-F550	=H550-G550	=I550-H550
553	=E645*E646	=F645*F646	=G645*G646	=H645*H646	=I645*I646
554					
555	=E553-D553	=F553-E553	=G553-F553	=H553-G553	=I553-H553
556	=E648*E649	=F648*F649	=G648*G649	=H648*H649	0
557	0	0	0	0	0
558	=E556-D556	=F556-E556	=G556-F556	=H556-G556	=I556-H556
559	20000	20000	20000	20000	20000
560	=E547+E550+E553+E556+E559	=F547+F550+F553+F	=G547+G550+G553+G	=H547+H550+H553+	=I547+I550+I553+I
561					
562	=E441+E467+E479+E542+E560	=F441+F467+F479+F	=G441+G467+G479+G	=H441+H467+H479+	=I441+I467+I479+I
563	=1-D562/E562	=1-E562/F562	=1-F562/G562	=1-G562/H562	=1-H562/I562
564	=E412+E562	=F412+F562	=G412+G562	=H412+H562	=I412+I562
565	=(E564/D564)-1	=(F564/E564)-1	=(G564/F564)-1	=(H564/G564)-1	=(I564/H564)-1
566					
567	=E415-E562	=F415-F562	=G415-G562	=H415-H562	=I415-I562
568	=(E567/D567)-1	=(F567/E567)-1	=(G567/F567)-1	=(H567/G567)-1	=(I567/H567)-1
569	=E71	=F71	=G71	=H71	=I71
570	=E567/E353	=F567/F353	=G567/G353	=H567/H353	=I567/I353
571					
572	=IF(E567<0,0,IF((D573+E567)<0,0,E567+D573))	=IF(F567<0,0,IF((E573+	=IF(G567<0,0,IF((F573+	=IF(H567<0,0,IF((G573+	=IF(I567<0,0,IF((H573+
573	=IF((E567+D573)<0,E567+D573,0)	=IF((F567+E573)<0,F56	=IF((G567+F573)<0,G56	=IF((H567+G573)<0,H56	=IF((I567+H573)<0,I56
574					
575					
576					
577					
578	Year 3	Year 4	Year 5	Year 6	Year 7
579	1986	1987	1988	1989	1990
580	=2*(D353/12)+10*(E353/12)	=2*(E353/12)+10*(	=2*(F353/12)+10*(	=2*(G353/12)+10*(	=2*(H353/12)+10*(
581					
582					
583	=2*((D379+D391+D401)/12)+10*((E379+E391+E401)/12)	=2*(E379+E391+E401)	=2*(F379+F391+F401)	=2*(G379+G391+G401	=2*(H379+H391+H401
584	=E428+E431+E434+E446+E449+E472+E475+E486+E489+E492	=F428+F431+F434+F44	=G428+G431+G434+G44	=H428+H431+H434+H4	=I428+I431+I434+I446
585	=E394	=F394	=G394	=H394	=I394
586	=E435+E438+E450+E453+E456+E459+E462+E465+E476+E504+E515	=F435+F438+F450+F45	=G435+G438+G450+G45	=H435+H438+H450+H4	=I435+I438+I450+I453
587	=IF(D572<0,0,IF(D572<100000,D572*0.25,D572*0.35))	=IF(E572<0,0,IF(E572<	=IF(F572<0,0,IF(F572<	=IF(G572<0,0,IF(G572<	=IF(H572<0,0,IF(H572<
588					
589	=E583+E584+E585+E586+E587	=F583+F584+F585+F	=G583+G584+G585+G	=H583+H584+H585+	=I583+I584+I585+I
590		=IF(F567<0,F567,0)	=IF(G567<0,G567,0)	=IF(H567<0,H567,0)	=IF(I567<0,I567,0)
591	1986	1987	1988	1989	1990
592	0	0	0	0	250000
593	20000	30000	30000	40000	40000
594	=SUM(E592:E593)	=SUM(F592:F593)	=SUM(G592:G593)	=SUM(H592:H593)	=SUM(I592:I593)
595					
596	=E580-E589-E594	=F580-F589-F594	=G580-G589-G594	=H580-H589-H594	=I580-I589-I594
597					
598	=D601	=E601	=F601	=G601	=H601
599	=E596+E598	=F596+F598	=G596+G598	=H596+H598	=I596+I598
600	40000	20000	20000	20000	20000
601	=E599-E600	=F599-F600	=G599-G600	=H599-H600	=I599-I600
602					
603					

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Appendix 7.1.1 - Base Model 7.1 Operating Budget Summary

MODEL 7.1 - SUMMARY OF OPERATING BUDGETS

SALES TURNOVER	1987	1988	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
General Cartons	2,750,801	2,439,348	2,651,000	2,651,000	2,902,845	3,178,615	3,480,584
Difference from previous year/plan (%)		-11.3%	8.7%	0.0%	9.5%	9.5%	9.5%
Difference from previous year/plan		-311,453	211,652	0	251,845	275,770	301,968
As a percentage of Sales	47.2%	45.9%	45.0%	45.0%	45.3%	45.7%	46.0%
Engineering Cartons	1,704,492	1,769,525	1,915,000	1,915,000	2,058,625	2,213,022	2,378,999
Difference from previous year/plan (%)		3.8%	8.2%	0.0%	7.5%	7.5%	7.5%
Difference from previous year/plan		65,033	145,475	0	143,625	154,397	165,977
As a percentage of Sales	29.2%	33.3%	32.5%	32.5%	32.1%	31.8%	31.4%
Print	895,234	816,287	1,048,000	1,048,000	1,142,320	1,245,129	1,357,190
Difference from previous year/plan (%)		-8.8%	28.4%	0.0%	9.0%	9.0%	9.0%
Difference from previous year/plan		-78,947	231,713	0	94,320	102,809	112,062
As a percentage of Sales	15.4%	15.3%	17.8%	17.8%	17.8%	17.9%	17.9%
Software	465,478	274,445	266,000	266,000	287,280	310,262	335,083
Difference from previous year/plan (%)		-41.0%	-3.1%	0.0%	8.0%	8.0%	8.0%
Difference from previous year/plan		-191,033	-8,445	0	21,280	22,982	24,821
As a percentage of Sales	8.0%	5.2%	4.5%	4.5%	4.5%	4.5%	4.4%
Packaging Materials	1,491	0	1,000	1,000	1,080	1,166	1,260
Waste	10,359	19,681	12,000	12,000	12,960	13,997	15,117
TOTAL SALES	5,827,855	5,319,286	5,893,000	5,893,000	6,405,110	6,962,192	7,568,232
Difference from Previous Year (%)		-8.7%	10.8%	0.0%	8.7%	8.7%	8.7%
Difference from previous year/plan		-508,569	573,714	0	512,110	557,082	606,041

COMPANY DIRECT COSTS	1987	1988	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
Opening Stock	608,461	765,366	654,000	654,000	649,000	671,583	694,952
Closing Stock	765,366	667,641	649,000	649,000	671,583	694,952	719,135
STOCK DECREASE/ (INCREASE)	-156,905	97,725	5,000	5,000	-22,583	-23,369	-24,183
Closing Stock as a % of Sales Turnover	13.1%	12.6%	11.0%	11.0%	10.5%	10.0%	9.5%

MATERIALS	1987	1988	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
-Board - General	1,040,271	717,362	795,300	795,300	870,854	953,585	1,044,175
-Board - Engineering	664,383	687,355	766,000	766,000	823,450	885,209	951,599
-Paper	224,682	191,752	262,000	262,000	284,707	309,381	336,194
-Inks & Plates	130,772	102,573	117,894	117,894	128,111	139,214	151,280
-Data Duplicates	2,224	0	0	0	0	0	0
-Other Soft. Materials	31,331	7,429	9,044	9,044	9,828	10,680	11,605
Sub Total Materials	2,093,663	1,706,471	1,950,238	1,950,238	2,116,949	2,298,069	2,494,854
Difference from Previous Year (%)		-22.7%	12.5%	0.0%	7.9%	7.9%	7.9%
As a percentage of Cost of Sales	50.2%	48.7%	52.9%	52.9%	53.4%	53.6%	53.7%
-Outwork - General	359,744	251,463	203,960	203,960	216,198	229,169	242,920
-Outwork - Engineering	83,193	43,471	28,330	28,330	30,455	32,739	35,194
-Outwork - Print	256,608	204,957	162,860	162,860	177,517	193,494	210,908
-Outwork - Software	191,593	99,744	95,760	95,760	103,421	111,694	120,630
Sub Total Outwork	891,138	599,635	490,910	490,910	527,591	567,097	609,652
Difference from Previous Year (%)		-32.7%	-18.1%	0.0%	7.5%	7.5%	7.5%
Difference from previous year/plan		-291,503	-108,725	0	36,681	39,506	42,556
As a percentage of direct costs	21.4%	17.1%	13.3%	13.3%	13.3%	13.2%	13.1%
DIRECT MATERIALS	2,984,801	2,306,106	2,441,148	2,441,148	2,644,540	2,865,165	3,104,506
Difference from Previous Year (%)		-22.7%	5.9%	0.0%	8.3%	8.3%	8.4%
% of Direct Costs	71.5%	65.8%	66.2%	66.2%	66.7%	66.8%	66.8%
DIRECT LABOUR	1,030,959	835,284	972,434	972,434	1,050,229	1,134,247	1,224,987
Difference from Previous Year (%)		-19.0%	16.4%	0.0%	8.0%	8.0%	8.0%
% of Direct Costs	24.7%	23.8%	26.4%	26.4%	26.5%	26.4%	26.4%
DISTRIBUTION VARIABLE COSTS	313,423	267,323	267,323	267,323	290,045	314,699	341,449
Difference from Previous Year (%)		-14.7%	0.0%	0.0%	8.5%	8.5%	8.5%
% of Direct Costs	7.5%	7.6%	7.3%	7.3%	7.3%	7.3%	7.3%

	1987	1988	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
COST OF SALES	4,172,278	3,506,438	3,685,905	3,685,905	3,962,231	4,290,743	4,646,759
Difference from Previous Year (%)		-16.0%	5.1%	0.0%	7.5%	8.3%	8.3%
GROSS PROFIT	1,655,577	1,812,848	2,207,095	2,207,095	2,442,879	2,671,449	2,921,473
Gross Profit as a % of Sales	28.4%	34.1%	37.5%	37.5%	38.1%	38.4%	38.6%
Difference from Previous Year (%)		9.5%	21.7%	0.0%	10.7%	9.4%	9.4%

COMPANY OVERHEADS

PRODUCTION DEPARTMENT	1987	1988	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
Indirect Materials	142,962	154,326	169,347	169,347	183,741	199,360	216,305
Difference from Previous Year (%)		7.4%	8.9%	0.0%	7.8%	7.8%	7.8%
As a % of Total Overheads	21.8%	26.0%	20.0%	20.0%	20.4%	20.9%	21.3%
Indirect Labour	94,738	82,452	74,000	74,000	79,180	84,723	90,653
Difference from Previous Year (%)		-13.0%	-10.3%	0.0%	7.0%	7.0%	7.0%
As a % of Total Overheads	6.1%	5.6%	4.2%	4.2%	4.2%	4.2%	4.2%
Standing Charges	227,012	197,709	340,643	340,643	355,080	370,528	387,057
Difference from Previous Year (%)		-12.9%	72.3%	0.0%	4.2%	4.4%	4.5%
As a % of Total Overheads	34.6%	33.3%	40.3%	40.3%	39.5%	38.8%	38.1%
Other Charges	191,306	159,651	262,195	262,195	280,549	300,187	321,200
Difference from Previous Year (%)		-16.5%	64.2%	0.0%	7.0%	7.0%	7.0%
As a % of Total Overheads	12.3%	10.8%	14.9%	14.9%	14.9%	15.0%	15.0%
TOTAL PRODUCTION DEPARTMENT	656,018	594,138	846,185	846,185	898,550	954,797	1,015,215
Difference from Previous Year (%)		-9.4%	42.4%	0.0%	6.2%	6.3%	6.3%
As a % of Total Overheads	42.1%	40.3%	47.9%	47.9%	47.8%	47.6%	47.4%

	1987	1988	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
SALES DEPARTMENT	183,279	183,822	439,120	439,120	469,858	502,748	537,941
Difference from Previous Year (%)		0.3%	138.9%	0.0%	7.0%	7.0%	7.0%
As a % of Total Overheads	11.8%	12.5%	24.9%	24.9%	25.0%	25.1%	25.1%
DISTRIBUTION FIXED COSTS	125,238	116,991	122,500	122,500	131,075	140,250	148,962
Difference from Previous Year (%)		-6.6%	4.7%	0.0%	7.0%	7.0%	6.2%
As a % of Total Overheads	8.0%	7.9%	6.9%	6.9%	7.0%	7.0%	7.0%
ADMINISTRATION	580,887	561,949	166,338	166,338	177,982	190,440	203,771
Difference from Previous Year (%)		-3.3%	-70.4%	0.0%	7.0%	7.0%	7.0%
As a % of Total Overheads	37.2%	38.1%	9.4%	9.4%	9.5%	9.5%	9.5%
FINANCE DEPARTMENT	14,144	17,986	190,800	190,800	204,156	218,447	233,738
Difference from Previous Year (%)		27.2%	960.8%	0.0%	7.0%	7.0%	7.0%
As a % of Total Overheads	0.9%	1.2%	10.8%	10.8%	10.9%	10.9%	10.9%
TOTAL NON-PRODUCTION OVERHEADS	903,548	880,748	918,758	918,758	983,071	1,051,886	1,124,412
Difference from Previous Year (%)		-2.5%	4.3%	0.0%	7.0%	7.0%	6.9%

	A	B	C	D	E	F	G	H	I
109									
110		TOTAL OVERHEADS	1,559,566	1,474,886	1,764,943	1,764,943	1,881,621	2,006,683	2,139,627
111		Difference from Previous Year		-5.4%	19.7%	0.0%	6.6%	6.6%	6.6%
112		Total Direct costs + Overheads	5,731,844	4,981,324	5,450,848	5,450,848	5,843,852	6,297,425	6,786,386
113			1987	1988	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
114		NET TRADING PROFIT BEFORE TAX	96,011	337,962	442,152	442,152	561,258	664,766	781,846
115		Difference From Previous Year		252.0%	30.8%	0.0%	26.9%	18.4%	17.6%
116									
117		FINANCE CHARGES	112,788	104,106	100,077	100,077	105,081	110,335	115,852
118		Sundry Income	18,041	22,336	18,000	18,000	18,900	19,845	20,837
119									
120		NET PROFIT BEFORE TAX	1,264	256,192	360,075	360,075	475,077	574,276	686,832
121		Corporation Tax	-124,037	-2,000	108,131	108,131	168,652	200,997	240,391
122		Net Profit as a Percentage of Sales	0.0%	4.8%	6.1%	6.1%	7.4%	8.2%	9.1%
123		Exceptional Items	451,088	142,271					
124									
125		NET PROFIT AFTER TAX	-325,787	115,921	251,944	251,944	306,425	373,280	446,441
126		Difference from Previous Year		-135.6%	117.3%	0.0%	21.6%	21.8%	19.6%
127		Profit as a Percentage of Sales	-5.6%	2.2%	4.3%	4.3%	4.8%	5.4%	5.9%
128									
129									
130									
131		MODEL 7.1 - SUMMARY OF CASHFLOWS							
132									
133			1987	1988	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
134		SALES VALUE			5,893,000	5,893,000	6,405,110	6,962,192	7,568,232
135		Sundry Income			18,000	18,000	18,900	19,845	20,837
136		VAT @ 15%			0	0	0	0	0
137		SALES + VAT			5,911,000	5,911,000	6,424,010	6,982,037	7,589,070
138									
139		RECEIPTS FROM TRADING			5,855,000	5,801,450	6,390,330	6,910,594	7,487,897
140									
141		PAYMENTS (Cash outflow)			1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
142		Trade Creditors			3,215,232	3,215,232	3,433,102	3,715,650	4,019,934
143		VAT			0	0	0	0	0
144		Salaries			1,716,234	1,716,234	1,846,095	1,985,824	2,136,174
145		Non-VAT Related Overheads			313,996	313,996	335,910	359,385	384,533
146		Custom & Excise			0	0	0	0	0
147		Coporation Tax			30,000	30,000	108,131	168,652	200,997
148									
149		TOTAL OPERATING PAYMENTS			5,275,462	5,275,462	5,723,238	6,229,511	6,741,637
150									
151		OPERATING CASH FLOW			579,538	525,988	667,092	681,083	746,260
152									
153		FINANCE CHARGES			1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
154		-Contract Lease SRA2					0	0	0
155		-Hire Purchase Payments			16,000	16,000	17,600	19,360	21,296
156		-Term Loan			37,650	37,650	41,415	45,557	50,112
157		-Management Charge			25,524	25,524	30,000	35,000	40,000
158		-Capital Expenditure			100,000	100,000	100,000	150,000	150,000
159		-Term Loan Repayment			37,600	37,600	31,200	24,800	18,400
160		-Contract Lease 3B			134,400	134,400	134,400	134,400	134,400
161		-Contract Lease FLT			5,256	5,256	5,256	5,256	5,256
162		TOTAL FINANCE CHARGES			356,430	356,430	359,871	414,373	419,464
163									
164		NET CASH FLOW			223,108	169,558	307,221	266,710	326,796
165									
166					1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
167		OPENING BALANCE			-201,890	-201,890	-66,811	199,036	420,234
168		BALANCE BEFORE INTEREST			21,218	-32,332	240,410	465,746	747,030
169		Bank Interest			34,479	34,479	41,375	45,512	50,064
170									
171		CLOSING BALANCE			-13,261	-66,811	199,036	420,234	696,966
172									
173									
174									

Appendix 7.1.2 - Base Model 7.1 1989 Operating Budget

PP PRINT COMPANY OPERATING BUDGET 1999

Summary of Operating Budget	
Total Sales (£)	5,636,470
Average Sales per month (£)	469,706
Total Direct Costs & Overheads (£)	5,315,750
Ave Costs & Overheads per month (£)	442,979
Total Net Profit Predicted (£)	320,720
Average Net Profit per Month (£)	26,727
Maximum Net Profit per Month (£)	90,467
Minimum Net Profit per Month (£)	-24,865

Ratios	
Direct Costs as a % of Total Costs	69.3%
Overhead Costs as a % of Total Costs	30.7%
Gross Profit as a % of Sales	34.6%
Net Profit as a % of Sales	5.7%
Overhead to Direct Labour	167.7%
Direct Labour as a % of Total Costs	18.3%

SALES TURNOVER	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	158,400	173,020	155,400	171,000	153,750	198,900	221,000	230,000	233,000	249,000	261,000	190,000	2,394,470
Engineering Cartons	139,000	153,000	167,000	165,000	148,000	159,000	160,000	165,000	169,000	165,000	168,000	137,000	1,915,000
Print	71,000	83,000	88,000	90,000	81,000	81,000	87,000	97,000	93,000	99,000	103,000	75,000	1,048,000
Software	29,000	21,000	22,000	18,000	23,000	18,000	22,000	25,000	23,000	20,000	25,000	19,000	266,000
Packaging Materials	0	0	0	0	0	0	0	0	0	0	0	1,000	1,000
Waste	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
TOTAL SALES VALUE	398,400	431,020	433,400	445,000	406,750	457,900	491,000	518,000	519,000	534,000	559,000	423,000	5,636,470
INPUT % Difference from Budget													
General Cartons	-12%	-18%	-30%	-25%	-25%	-10%	0%	0%	0%	0%	0%	0%	
Engineering Cartons	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Print	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Packaging Materials	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Waste	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Value of Difference from Budget	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	-21,600	-37,980	-66,600	-57,000	-51,250	-22,100	0	0	0	0	0	0	-256,530
Engineering Cartons	0	0	0	0	0	0	0	0	0	0	0	0	0
Print	0	0	0	0	0	0	0	0	0	0	0	0	0
Software	0	0	0	0	0	0	0	0	0	0	0	0	0
Packaging Materials	0	0	0	0	0	0	0	0	0	0	0	0	0
Waste	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Difference from Budget	-21,600	-37,980	-66,600	-57,000	-51,250	-22,100	0	0	0	0	0	0	-256,530
Difference as a Percentage	-5.1%	-8.1%	-13.3%	-11.4%	-11.2%	-4.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-4.4%

COMPANY DIRECT COSTS												
Opening Stock	January	February	March	April	May	June	July	August	September	October	November	December
-WIP General Cartons	228,000	228,000	230,280	230,280	234,886	237,234	237,234	237,234	237,234	237,234	237,234	237,234
-WIP Engineering	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
-WIP Print	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
-WIP Software	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
-Board	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
-Paper	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
-Inks & Plates	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
-Sundries	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000
Total Opening Stock	654,000	654,000	656,280	656,280	660,886	663,234	663,234	663,234	663,234	663,234	663,234	663,234
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December
-WIP General Cartons	228,000	230,280	230,280	234,886	237,234	237,234	237,234	237,234	237,234	237,234	237,234	237,234
-WIP Engineering	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
-WIP Print	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
-WIP Software	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
-Board	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
-Paper	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
-Inks & Plates	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
-Sundries	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000
Total Closing Stock	654,000	656,280	656,280	660,886	663,234	663,234	663,234	663,234	663,234	663,234	663,234	663,234
STOCK DECREASE/ (INCREASE)	0	-2,280	0	-4,606	-2,349	0	0	0	0	0	0	-9,234
STOCK AS % OF MONTHLY TURNOVER	164.2%	152.3%	151.4%	148.5%	163.1%	144.8%	135.1%	128.0%	127.8%	124.2%	114.5%	156.8%	142.6%
INPUT % Difference from Budget												
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-WIP General Cartons	0%	1%	0%	2%	1%	0%	0%	0%	0%	0%	0%	0%	
-WIP Engineering	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-WIP Print	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-WIP Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Board	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Paper	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Inks & Plates	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Sundries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Difference from Budget	5,000	7,280	7,280	11,886	14,234	14,234	14,234	14,234	14,234	14,234	14,234	14,234	145,321
Difference as a Percentage	0.8%	1.1%	1.1%	1.8%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%

DIRECT MATERIALS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Board - General	61,560	72,162	66,600	54,056	48,585	66,300	66,300	69,000	69,900	74,700	78,300	57,000	784,443
-Board - Engineering	55,600	61,200	66,800	66,000	59,200	63,600	64,000	66,000	67,600	66,000	75,200	54,600	766,000
-Paper	17,750	20,750	22,000	22,500	20,250	20,250	21,750	24,250	23,250	24,750	25,750	18,750	262,000
-Inks & Plates	8,190	9,387	10,017	10,143	9,114	9,681	9,828	10,332	10,395	10,773	11,592	8,442	117,894
-Data Duplicates	0	0	0	0	0	0	0	0	0	0	0	0	0
-Other Soft. Materials	986	714	748	612	782	612	748	850	782	680	884	646	8,044
-Outwork - General	20,160	23,632	22,200	26,334	23,678	15,470	15,470	16,100	16,310	17,430	18,270	13,300	228,354
-Outwork - Engineering	4,170	4,590	5,010	1,650	1,480	1,590	1,600	1,650	1,690	1,650	1,880	1,370	28,330
-Outwork - Print	17,040	19,920	21,120	11,700	10,530	10,530	11,310	12,610	12,090	12,870	13,390	9,750	162,860
-Outwork - Software	10,440	7,560	7,920	6,480	8,280	6,480	7,920	9,000	8,280	7,200	9,360	6,840	95,760
Direct Materials Total	195,896	219,915	222,415	199,455	181,899	194,513	198,926	209,792	210,297	216,053	234,626	170,898	2,454,685
%OF DIRECT COSTS	67.4%	69.4%	68.6%	67.1%	64.7%	65.2%	65.6%	66.3%	66.3%	66.7%	67.8%	63.3%	66.6%
INPUT % Difference from Budget	January	February	March	April	May	June	July	August	September	October	November	December	
-Board - General	14%	14%	0%	-21%	-21%	0%	0%	0%	0%	0%	0%	0%	
-Board - Engineering	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Paper	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Inks & Plates	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Data Duplicates	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Other Soft. Materials	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - General	12%	12%	0%	65%	65%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - Engineering	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - Print	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Difference from Budget	9,720	11,394	0	-3,990	-3,588	0	0	0	0	0	0	0	13,537
Difference as a Percentage	5.2%	5.5%	0.0%	-2.0%	-1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%

DIRECT LABOUR	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Normal Time	60,000	60,000	60,000	60,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500	748,500
-Overtime	15,960	17,822	19,000	19,076	17,404	18,240	18,658	19,684	19,722	20,292	22,002	16,074	223,934
TOTAL	75,960	77,822	79,000	79,576	80,904	81,740	82,158	83,184	83,222	83,792	85,502	79,574	972,434
%OF DIRECT COSTS	26.1%	24.8%	24.4%	26.8%	28.8%	27.4%	27.1%	26.3%	26.3%	25.9%	24.7%	29.5%	26.4%
-Normal Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Overtime	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Difference from Budget	0	0	0	0	0	0	0	0	0	0	0	0	0
Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
120															
121		DISTRIBUTION VARIABLE COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
122		-Van Running Costs	800	800	800	800	800	800	800	800	800	800	800	80	9,6
123		-Freight Cartons	11,388	12,995	13,887	14,030	12,602	13,566	13,602	14,102	14,351	14,780	16,029	11,874	163,336
124		-Freight Print	2,130	2,490	2,640	2,700	2,430	2,430	2,610	2,910	2,790	2,970	3,090	2,250	31,440
125		-Freight Software	116	84	88	72	92	72	88	100	92	80	104	76	1,064
126		-Outside Storage	500	500	500	500	500	500	500	500	500	500	500	500	6,000
127		-Packing Materials	4,006	4,474	4,770	4,790	4,369	4,579	4,684	4,943	4,952	5,095	5,526	4,025	56,213
128		-Sundry	0	0	0	0	0	0	0	0	0	0	0	0	0
129		Total Distribution Variable Costs	18,940	21,343	22,685	22,892	20,793	21,947	22,284	23,355	23,485	24,225	26,049	18,325	267,323
130		-Van Running Costs	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
131		-Freight Cartons	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
132		-Freight Print	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
133		-Freight Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
134		-Outside Storage	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
135		-Packing Materials	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
136		-Sundry	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
137		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	
138		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
139															
140															
141	B	COST OF GOODS SOLD	286,076	307,686	324,100	305,913	287,183	298,200	303,368	316,331	317,004	324,070	346,177	259,797	3,685,905
142		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
143		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
144															
145	C	GROSS PROFIT(A-B=C)	133,924	161,314	175,900	196,087	170,817	181,800	187,632	201,669	201,996	209,930	232,823	153,203	2,207,095
146	D	GROSS PROFIT as % of Sales>	31.9%	34.4%	35.2%	39.1%	37.3%	37.9%	38.2%	38.9%	38.9%	39.3%	40.2%	36.2%	37.5%
147		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
148		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
149															
150															
151		COMPANY OVERHEADS													
152		PRODUCTION DEPARTMENT													
153		Indirect Materials	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
154		-Electricity/Water/Gas	7,150	7,250	5,850	5,600	3,300	2,900	2,400	2,400	2,500	3,850	6,200	8,800	56,200
155		-Consumables	8,064	9,005	9,600	9,638	8,794	9,216	9,427	9,946	9,965	10,253	11,117	8,122	113,147
156		Total	15,214	16,255	15,450	15,238	12,094	12,116	11,827	12,346	12,465	14,103	17,317	14,922	169,347
157		-Electricity/Water/Gas	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
158		-Consumables	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
159		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
160		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
161															
162															
163		Indirect Labour	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
164		-Inspection	750	750	750	750	800	800	800	800	800	800	800	800	9,400
165		-Storekeeping	1,500	1,500	1,500	1,500	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	18,800
166		-Maintainance Basic	3,650	3,650	3,650	3,650	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	45,800
167		-Maintainance Overtime	0	0	0	0	0	0	0	0	0	0	0	0	0
168															0
169		Total	5,900	5,900	5,900	5,900	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	74,000
170		-Inspection	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
171		-Storekeeping	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
172		-Maintainance Basic	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
173		-Maintainance Overtime	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
174															
175		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
176		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
177															
178															
179		Standing Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
180		-Rent & Rates/Insurance	10,866	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,933
181		-Premises - Depn	1,100	1,100	1,100	1,100	1,000	1,100	1,100	1,100	1,000	1,100	1,100	1,100	13,000
182		-Plant Lease - 38	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	134,400
183		-Plant Lease -Depn	4,150	4,200	4,250	4,300	4,360	4,450	4,550	4,650	4,700	4,800	4,900	5,000	54,310
184															
185															
186		Total	27,316	27,366	27,416	28,415	28,375	28,565	28,665	28,765	28,715	28,915	29,015	29,115	340,643
187		-Rent & Rates/Insurance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
188		-Premises - Depn	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
189		-Plant Lease - 38	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
190		-Plant Lease -Depn	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
191															
192															
193		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
194		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
195															
196															
197		Other Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
198		-Management Salaries	10,100	10,100	10,100	10,100	10,650	10,650	10,650	10,650	10,650	10,650	10,900	10,900	126,100
199		-Pension & GLS	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
200		-Managers Bonus	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	15,300
201		-Repairs & Renewals	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	62,400
202		-Training	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
203		-Welfare/Cleaning/Canteen	685	685	685	685	685	685	685	685	685	685	685	685	8,220
204		-Claims Lost Time	0	0	0	0	0	0	0	0	0	0	0	0	0
205		-Car Expenses	250	250	250	250	250	250	250	250	250	250	250	250	3,000
206		-Travel	50	50	50	50	50	50	50	50	50	50	50	50	600
207		-Contract Car Hire	855	855	855	855	855	900	900	900	900	900	900	900	10,575
208		-Sundaries	200	200	200	200	200	200	200	200	200	200	200	200	2,400
209		Total	21,415	21,415	21,415	21,415	21,965	22,010	22,010	22,010	22,010	22,010	22,260	22,260	262,195
210		-Management Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
211		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
212		-Managers Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
213		-Repairs & Renewals	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
214		-Training	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
215		-Welfare/Cleaning/Canteen	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
216		-Claims Lost Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
217		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
218		-Travel	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
219		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
220		-Sundaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
221		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
222		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
223															
224															
225		TOTAL PRODUCTION DEPT	69,845	70,936	70,181	70,968	68,734	68,991	68,802	69,421	69,490	71,328	74,892	72,597	846,185
226		%OF TOTAL OVERHEADS	48.6%	49.0%	48.7%	48.7%	47.0%	47.1%	47.0%	47.2%	47.3%	47.9%	48.8%	48.0%	47.3%
227		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
228		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
229															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
230															
231		SALES DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
232		-External Sales Salaries	14,500	14,500	14,500	14,500	15,200	15,200	15,200	15,200	15,200	15,200	15,600	15,600	180,400
233		-Internal Support Salaries	11,700	11,700	11,700	11,700	12,400	12,400	12,400	12,400	12,400	12,400	12,800	12,800	146,800
234		-Pension & GLS	950	950	950	950	950	950	950	950	950	950	950	950	11,400
235		-Bonus	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	24,600
236		-Travel & Entertaining	900	900	900	900	900	900	900	900	900	900	900	900	10,800
237		-Car Expenses	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
238		-Contract Car Hire	3,000	3,000	3,000	3,000	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	36,320
239		-Bad Debt Charge	250	250	250	250	250	250	250	250	250	250	250	250	3,000
240		-Staff Adverts	350	350	350	350	350	350	350	350	350	350	350	350	4,200
241		-Sundry	500	500	500	500	500	500	500	500	500	500	500	500	6,000
242		Total Sales Department	35,500	35,500	35,500	35,500	36,940	36,940	36,940	36,940	36,940	36,940	37,740	37,740	439,120
243		%OF TOTAL OVERHEADS	24.7%	24.5%	24.7%	24.3%	25.3%	25.2%	25.2%	25.1%	25.1%	24.8%	24.8%	25.0%	24.9%
244		-External Sales Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
245		-Internal Support Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
246		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
247		-Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
248		-Travel & Entertaining	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
249		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
250		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
251		-Bad Debt Charge	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
252		-Staff Adverts	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
253		-Sundry	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
254		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
255		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
256															
257															
258		DISTRIBUTION FIXED COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
259		-Salaries & NI	6,750	6,750	6,750	6,750	7,250	7,250	7,250	7,250	7,250	7,250	7,250	7,250	85,000
260		-Pensions & GLS	200	200	200	200	200	200	200	200	200	200	200	200	2,400
261		-Managers Bonus	125	125	125	125	125	125	125	125	125	125	125	125	1,500
262		-Depn.Metal Baskets	100	100	100	100	100	100	100	100	100	100	100	100	1,200
263		-Fork Lift Truck Exps	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
264		-Van Repairs & Maintainance	300	300	300	300	300	300	300	300	300	300	300	300	3,600
265		-Contract Van Hire	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	13,800
266		Total Distribution Fixed Costs	9,875	9,875	9,875	9,875	10,375	10,375	10,375	10,375	10,375	10,375	10,375	10,375	122,500
267		%OF TOTAL OVERHEADS	6.9%	6.8%	6.9%	6.8%	7.1%	7.1%	7.1%	7.1%	7.1%	7.0%	6.8%	6.9%	6.9%
268		-Salaries & NI	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
269		-Pensions & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
270		-Managers Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
271		-Depn.Metal Baskets	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
272		-Fork Lift Truck Exps	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
273		-Van Repairs & Maintainance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
274		-Contract Van Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
275		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
276		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
277															
278															
279		ADMINISTRATION	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
280		-Salaries	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	52,500
281		-Pension & GLS	400	400	400	400	400	400	400	400	400	400	400	400	4,800
282		-Bonus	875	875	875	875	875	875	875	875	875	875	875	875	10,500
283		-Telephone	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	19,800
284		-Print/Post/Stationary	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	18,720
285		-Bank Charges	400	400	400	400	400	400	400	400	400	400	400	400	4,800
286		-Travel	600	600	600	600	600	600	600	600	600	600	600	600	7,200
287		-Contract Car Hire	579	579	579	579	579	579	579	579	579	579	579	579	6,944
288		-F & F Depreciation	1,500	1,500	1,500	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	24,750
289		-Professional Fees	170	170	170	170	170	170	170	170	170	170	170	170	2,040
290		-Subscriptions	660	660	660	660	660	660	660	660	660	660	660	660	7,920
291		-Car Expenses	180	180	180	180	180	180	180	180	180	180	180	180	2,160
292		-Sundry & Entertaining	350	350	350	350	350	350	350	350	350	350	350	350	4,200
293		TOTAL ADMINISTRATION COSTS	13,299	13,299	13,299	14,049	14,049	14,049	14,049	14,049	14,049	14,049	14,049	14,049	166,338
294		%OF TOTAL OVERHEADS	9.3%	9.2%	9.2%	9.6%	9.6%	9.6%	9.6%	9.6%	9.6%	9.4%	9.1%	9.3%	9.4%
295		-Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
296		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
297		-Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
298		-Telephone	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
299		-Print/Post/Stationary	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
300		-Bank Charges	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
301		-Travel	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
302		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
303		-F & F Depreciation	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
304		-Professional Fees	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
305		-Subscriptions	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
306		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
307		-Sundry & Entertaining	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
308		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
309		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
310															
311															
312		FINANCE DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
313		-Salaries	7,100	7,100	7,100	7,100	7,500	7,500	7,500	7,500	7,500	7,500	7,700	7,700	88,800
314		-Directors Bonus	2,900	2,900	2,900	2,900	3,200	3,200	3,200	3,200	3,200	3,200	3,350	3,350	37,500
315		-Pension & GLS	470	470	470	470	470	470	470	470	470	470	470	470	5,640
316		-Managers Bonus	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	12,300
317		-Audit	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
318		-Accounts	400	400	400	400	400	400	400	400	400	400	400	400	4,800
319		-Old Comm	200	200	200	200	200	200	200	200	200	200	200	200	2,400
320		-Staff Adverts	300	300	300	300	300	300	300	300	300	300	300	300	3,600
321		-Computer Costs	1,050	1,050	1,050	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	15,300
322		-Car Expenses	80	80	80	80	80	80	80	80	80	80	80	80	960
323		-Contract Car Hire	325	325	325	325	325	325	325	325	325	325	325	325	3,900
324		TOTAL FINANCE DEPARTMENT	15,150	15,150	15,150	15,450	16,150	16,150	16,150	16,150	16,150	16,150	16,500	16,500	190,800
325		%OF TOTAL OVERHEADS	10.5%	10.5%	10.5%	10.6%	11.0%	11.0%	11.0%	11.0%	11.0%	10.9%	10.7%	10.9%	10.8%
326		-Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
327		-Directors Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
328		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
329		-Managers Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
330		-Audit	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
331		-Accounts	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
332		-Old Comm	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
333		-Staff Adverts	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
334		-Computer Costs	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
335		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
336		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
337		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
338		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
339															
340	E	TOTAL OVERHEADS	143,669	144,760	144,005	145,842	146,248	146,505	146,316	146,935	147,004	148,842	153,556	151,261	1,764,943
341		Total Direct Costs + Overheads	429,745	452,446	468,105	451,755	433,431	444,705	449,684	463,266	464,008	472,912	499,733	421,058	5,450,849
342		*Overheads Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
343		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
344															
345	F	NET TRADING PROFIT	-9,745	16,554	31,895	50,245	24,569	35,295	41,316	54,734	54,992	61,088	79,267	1,942	442,152
346		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
347		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
348															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
349	G	FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
350		-Bank	3,253	3,062	3,162	3,543	2,921	2,509	3,179	2,809	2,458	2,496	1,725	1,957	33,254
351		-Hire Purchase	652	652	652	652	652	652	652	652	652	652	652	652	7,824
352		-Libor Loan	3,333	3,333	3,333	3,200	3,200	3,200	3,067	3,067	3,067	2,933	2,933	2,933	37,599
353		-Management Charge	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
354															
355															
356		Total Finance Charges	9,038	8,847	8,947	9,195	8,573	8,161	8,698	8,328	7,977	7,881	7,110	7,322	100,077
357	H	SUNDRY INCOME	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
358		-Bank	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
359		-Hire Purchase	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
360		-Libor Loan	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
361		-Management Charge	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
362															
363															
364															
365		SUNDRY INCOME	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
366															
367	I	NET PROFIT BEFORE TAX	-17,283	9,207	24,448	42,550	17,496	28,634	34,118	47,906	48,515	54,707	73,657	-3,880	360,075
368		CORPORATION TAX	9,011	9,011	9,011	9,011	9,011	9,011	9,011	9,011	9,011	9,011	9,011	9,011	108,131
369															
370	I	*Net Profit B/Tax Diff from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
371		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
372		CORPORATION TAX	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
373															
374	J	NET PROFIT AFTER TAX	-26,294	196	15,437	33,539	8,485	19,623	25,107	38,895	39,504	45,696	64,646	-12,891	251,944
375		*Net Profit A/Tax Diff from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
376		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
377															
378															
379															
380		*MODEL 7.1 - PP PRINT COMPANY PROJECTED CASHFLOW 1989*													
381															

382	Summary of Cashflow Information	
383	Average RECEIPTS per month (£)	483,454
384	Total RECEIPTS per month (£)	5,801,450
385	Average PAYMENTS per Month (£)	403,907
386	Total PAYMENTS per month (£)	5,275,462
387	Total Net Funds (Receipts-Payments)	525,538
388	Maximum Bank Balance Predicted	-84,659
389	MINIMUM Bank Balance Predicted	-238,722
390	Average Bank Balance Predicted	-171,575

Credit Terms	Debtors (%)
Payments (End Month)	0%
Payments 1ms credit	0%
Payments 2ms credit	90%
Payments 3ms credit	10%
Payments 4ms credit	0%
Total = 100%	100%

CREDIT TAKEN	Creditors (%)
Payment (End Month)	0%
Payment 1ms credit taken	0%
Payment 2ms credit taken	100%
Payment 3ms Credit taken	0%
Total = 100%	100%
POST HORIZON TRADE CREDITORS	534,984
POST HORIZON TRADE DEBTORS	1,053,550

392		January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
393	SALES VALUE	420000	469000	500000	502000	458000	480000	491000	518000	519000	534000	579000	423000	5893000
394	Sundry Income	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18000
395	VAT @ 15%	0	0	0	0	0	0	0	0	0	0	0	0	0
396	SALES + VAT	421,500	470,500	501,500	503,500	459,500	481,500	492,500	519,500	520,500	535,500	580,500	424,500	5911000
397	RECEIPTS FROM TRADING													
398	Payments (End Month)	0	0	0	0	0	0	0	0	0	0	0	0	0
399	Payments 1ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
400	Payments 2ms credit	509,500	439,500	379,350	423,450	451,350	453,150	413,550	433,350	443,250	487,550	468,450	481,950	5,364,400
401	Payments 3ms credit	0	0	0	42,150	47,050	50,150	50,350	45,950	48,150	49,250	51,950	52,050	437,050
402	Payments 4ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
403														
404	Monthly Sales Revenue (£)	509,500	439,500	379,350	465,600	498,400	503,300	463,900	479,300	491,400	516,800	520,400	534,000	5,801,450
405														

406	PAYMENTS (Cash Inflow)	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
407	Trade Creditors	304,437	229,272	245,868	271,366	287,297	269,253	248,429	258,620	264,251	276,337	276,640	283,462	3215237
408	VAT	0	0	0	0	0	0	0	0	0	0	0	0	0
409	Salaries	135835	137697	138875	139451	143629	144465	144883	145909	145947	146517	149477	143549	1716234
410	Non-VAT Related Overheads	28121	28221	26821	27387	25087	24687	24054	24054	24154	25370	27720	28320	313996
411	Custom & Excise	0	0	0	0	0	0	0	0	0	0	0	0	0
412	Coporation Tax	0	0	0	0	0	0	0	0	0	0	0	0	0
413														
414	TOTAL OPERATING PAYMENTS	468,393	395,190	411,564	438,204	456,013	438,405	417,366	428,583	434,352	448,224	453,837	455,331	5,275,467
415			97947			87,670			99,355			106,818		391785
416	OPERATING CASH FLOW	41,107	44,310	-32,214	27,396	42,387	64,895	46,534	50,717	57,048	68,576	26,563	78,669	525,983
417														

418	FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
419														
420	- Hire Purchase Payments	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	16000
421	- Contract Hire Vehicles	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	37650
422	-Management Charge	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	25,524
423	-Capital Expenditure	5,000	5,000	5,000	7,500	7,500	10,000	10,000	10,000	10,000	10,000	10,500	9,500	100,000
424	-Term Loan Repayment			10,000			9,600			9,200			8,800	37,600
425	-Contract Lease 38			33,600			33,600			33,600			33,600	134,400
426	-Contract Lease FLT	438	438	438	438	438	438	438	438	438	438	438	438	5,256
427	TOTAL FINANCE CHARGES	12,036	12,036	55,636	14,536	14,536	60,236	17,036	17,036	59,836	17,036	17,536	58,936	356,430
428														
429	NET CASH FLOW	29,071	32,274	-87,850	12,860	27,851	4,659	29,498	33,681	-2,788	51,540	19,027	19,733	169,558
430														
431	OPENING BALANCE	-201,890	-175,959	-147,085	-238,722	-229,151	-204,134	-202,647	-176,157	-145,401	-151,136	-101,936	-84,659	-201,890
432	BALANCE BEFORE INTEREST	-172,819	-143,685	-234,935	-225,861	-201,300	-199,475	-173,149	-142,476	-148,189	-99,595	-82,909	-64,926	-32,332
433	Bank Interest	3,140	3,400	3,787	3,290	2,834	3,172	3,008	2,925	2,947	2,341	1,750	1,885	34,479
434														
435	CLOSING BALANCE	-175,959	-147,085	-238,722	-229,151	-204,134	-202,647	-176,157	-145,401	-151,136	-101,936	-84,559	-66,811	-66,811
436														
437														
438	CALCULATION OF VAT & TRADE CREDITORS													

439	NON-VAT RATED ITEMS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
440	Total Salaries & Wages	130,485	132,347	133,525	134,101	138,279	139,115	139,533	140,559	140,597	141,167	144,127	138,199	1,652,034
441	Total Bonuses	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	64,200
442	Sub-Total	135,835	137,697	138,875	139,451	143,629	144,465	144,883	145,909	145,947	146,517	149,477	143,549	1,716,234
443	NON-VAT RATED COSTS													
444	-Bank Charges	400	400	400	400	400	400	400	400	400	400	400	400	4,800
445	-Term Loan	3,333	3,333	3,333	3,200	3,200	3,200	3,067	3,067	3,067	2,933	2,933	2,933	37,599
446	-Hire Purchase	652	652	652	652	652	652	652	652	652	652	652	652	7,824
447	-Electricity/Gas/Water	7,150	7,250	5,850	5,600	3,300	2,900	2,400	2,400	2,500	3,850	6,200	6,800	56,200
448	-Rent/Rates/Insurance	10,866	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,933
449	-Pension + GLS	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	45,840
450	-Travel + Entertaining	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	22,800
451														
452														
453	Sub-Total	28,121	28,221	26,821	27,387	25,087	24,687	24,054	24,054	24,154	25,370	27,720	28,320	313,996
454														
455	TOTAL OVERHEADS	433,783	461,293	477,052	460,950	442,004	452,866	458,387	471,594	471,985	480,795	506,843	428,380	5,545,925
456	LESS:													
457	Salaries, Bonuses & Wages	135,835	137,697	138,875	139,451	143,629	144,465	144,883	145,909	145,947	146,517	149,477	143,549	1,716,234
458	Non-VAT Rated Costs	28,121	28,221	26,821	27,387	25,087	24,687	24,054	24,054	24,154	25,370	27,720	28,320	313,996
459	Depreciation Charged to P&L	6,850	6,900	6,950	7,750	7,710	7,900	8,000	8,100	8,050	8,250	8,350	8,450	93,260
460	Sub Total	262,977	288,475	304,406	288,362	265,578	275,814	281,445	293,531	293,834	300,656	321,296	248,061	3,422,435
461	Creditors Less:													
462	-Plant Lease	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	134,400
463	-Contract Hire Vehicles	5,909	5,909	5,909	5,909	5,949	5,994	5,994	5,994	5,994	5,994	5,994	5,994	71,543
464														
465														
466	TOTAL CREDITORS	245,868	271,366	287,297	269,253	248,429	258,620	264,251	276,337	276,640	283,462	304,102	230,867	3,216,492
467														
468														

MODEL 7.0 - PP PRINT COMPANY PLANNED OPERATING BUDGET 1989

Summary of Operating Budget	
Total Sales (£)	5,893,000
Average Sales per month (£)	491,083
Total Direct Costs & Overheads (£)	5,450,848
Ave Costs & Overheads per month (£)	454,237
Total Net Profit Predicted (£)	442,152
Average Net Profit per Month (£)	36,846
Maximum Net Profit per Month (£)	79,287
Minimum Net Profit per Month (£)	-9,745

Ratios	
Direct Costs as a % of Total Costs	67.6%
Overhead Costs as a % of Total Costs	32.4%
Gross Profit as a % of Sales	37.5%
Net Profit as a % of Sales	7.5%
Overhead to Direct Labour	181.5%
Direct Labour as a % of Total Costs	17.8%

SALES TURNOVER	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	180,000	211,000	222,000	228,000	205,000	221,000	221,000	230,000	233,000	249,000	261,000	190,000	2,651,000
Engineering Cartons	139,000	153,000	167,000	165,000	148,000	159,000	160,000	165,000	169,000	165,000	188,000	137,000	1,815,000
Print	71,000	83,000	88,000	90,000	81,000	81,000	87,000	97,000	93,000	99,000	103,000	75,000	1,048,000
Software	29,000	21,000	22,000	18,000	23,000	18,000	22,000	25,000	23,000	20,000	26,000	19,000	266,000
Packaging Materials	0	0	0	0	0	0	0	0	0	0	0	1,000	1,000
Waste	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
A TOTAL SALES VALUE	420,000	469,000	500,000	502,000	458,000	480,000	491,000	518,000	519,000	534,000	579,000	423,000	5,893,000

COMPANY DIRECT COSTS													
Opening Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	
-WIP Engineering	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	
-WIP Print	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	
-WIP Software	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
-Board	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	
-Paper	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
-Inks & Plates	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
-Sundries	34,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	
Total Opening Stock	654,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	
-WIP Engineering	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	
-WIP Print	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	
-WIP Software	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
-Board	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	
-Paper	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
-Inks & Plates	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
-Sundries	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	
Total Closing Stock	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000
STOCK DECREASE/ (INCREASE)	5,000	0	0	0	0	0	0	0	0	0	0	0	5,000
STOCK AS % OF MONTHLY TURNOVER	154.5%	138.4%	129.8%	129.3%	141.7%	135.2%	132.2%	125.3%	125.0%	121.5%	112.1%	153.4%	133.2%

DIRECT MATERIALS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Board - General	54,000	63,300	66,600	68,400	61,500	66,300	66,300	69,000	69,900	74,700	78,300	57,000	795,300
-Board - Engineering	55,600	61,200	66,800	66,000	59,200	63,600	64,000	66,000	67,600	66,000	75,200	54,800	766,000
-Paper	17,750	20,750	22,000	22,500	20,250	20,250	21,750	24,250	23,250	24,750	25,750	18,750	262,000
-Inks & Plates	8,190	9,387	10,017	10,143	9,114	9,681	9,828	10,332	10,395	10,773	11,592	8,442	117,894
-Data Duplicates	0	0	0	0	0	0	0	0	0	0	0	0	0
-Other Soft. Materials	986	714	748	612	782	612	748	850	782	680	884	646	8,044
-Outwork - General	18,000	21,100	22,200	15,980	14,350	15,470	15,470	16,100	16,310	17,430	18,270	13,300	203,960
-Outwork - Engineering	4,170	4,590	5,010	1,650	1,480	1,590	1,600	1,650	1,690	1,650	1,880	1,370	28,330
-Outwork - Print	17,040	19,920	21,120	11,700	10,530	10,530	11,310	12,610	12,090	12,870	13,390	9,750	162,860
-Outwork - Software	10,440	7,560	7,920	6,480	8,280	6,480	7,920	9,000	8,280	7,200	9,360	6,840	95,760
Direct Materials Total	186,176	208,521	222,415	203,445	185,486	194,513	198,926	209,792	210,297	216,053	234,626	170,898	2,441,148
% OF DIRECT COSTS	65.1%	67.8%	68.6%	66.5%	64.6%	65.2%	65.6%	66.3%	66.3%	66.7%	67.8%	63.3%	66.2%
	49,650	53,170	56,250	35,790	34,640	34,070	36,300	39,360	38,370	39,150	47,900	31,260	490,910
DIRECT LABOUR	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Normal Time	60,000	60,000	60,000	60,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500	748,500
-Overtime	15,960	17,822	19,000	19,076	17,404	18,240	18,658	19,684	19,722	20,292	22,002	16,074	223,934
TOTAL	75,960	77,822	79,000	79,576	80,904	81,740	82,158	83,184	83,222	83,792	85,502	79,574	972,434
% OF DIRECT COSTS	26.6%	25.3%	24.4%	26.0%	28.2%	27.4%	27.1%	26.3%	26.3%	25.9%	24.7%	29.5%	26.4%

DISTRIBUTION VARIABLE COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Van Running Costs	800	800	800	800	800	800	800	800	800	800	800	800	9,600
-Freight Cartons	11,388	12,995	13,887	14,030	12,602	13,566	13,602	14,102	14,351	14,780	16,029	11,674	163,006
-Freight Print	2,130	2,490	2,640	2,700	2,430	2,430	2,610	2,910	2,790	2,970	3,090	2,250	31,440
-Freight Software	116	84	88	72	92	72	88	100	92	80	104	76	1,064
-Outside Storage	500	500	500	500	500	500	500	500	500	500	500	500	6,000
-Packing Materials	4,006	4,474	4,770	4,790	4,369	4,579	4,684	4,943	4,952	5,095	5,526	4,025	56,213
-Sundry	0	0	0	0	0	0	0	0	0	0	0		0
Total Distribution Variable Costs	18,940	21,343	22,685	22,892	20,793	21,947	22,284	23,355	23,485	24,225	26,049	19,325	267,323
B COST OF GOODS SOLD	286,076	307,686	324,100	305,913	287,183	298,200	303,368	316,331	317,004	324,070	345,177	269,797	3,585,905
C GROSS PROFIT[A-B=C]	133,924	161,314	175,900	196,087	170,817	181,800	187,632	201,669	201,996	209,930	232,823	153,203	2,207,095
D GROSS PROFIT as % of Sales>	31.9%	34.4%	35.2%	39.1%	37.3%	37.9%	38.2%	38.9%	38.9%	39.3%	40.2%	36.2%	37.5%

COMPANY OVERHEADS													
PRODUCTION DEPARTMENT													
Indirect Materials	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Electricity/Water/Gas	7,150	7,250	5,850	5,600	3,300	2,900	2,400	2,400	2,500	3,850	6,200	6,800	56,200
-Consumables	8,064	9,005	9,600	9,638	8,794	9,216	9,427	9,946	9,965	10,253	11,117	8,122	113,147
Total	15,214	16,255	15,450	15,238	12,094	12,116	11,827	12,346	12,465	14,103	17,317	14,922	169,347
Indirect Labour	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Inspection	750	750	750	750	800	800	800	800	800	800	800	800	9,450
-Storekeeping	1,500	1,500	1,500	1,500	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	18,800
-Maintainance Basic	3,650	3,650	3,650	3,650	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	45,800
-Maintainance Overtime	0	0	0	0	0	0	0	0	0	0	0	0	0
													0
Total	5,900	5,900	5,900	5,900	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	74,000
Standing Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Rent & Rates/Insurance	10,866	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,933
-Premises - Depn	1,100	1,100	1,100	1,100	1,000	1,100	1,100	1,100	1,000	1,100	1,100	1,100	13,000
-Plant Lease - 3B	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	134,400
-Plant Lease -Depn	4,150	4,200	4,250	4,300	4,360	4,450	4,550	4,650	4,700	4,800	4,900	5,000	54,310
Total	27,316	27,366	27,416	28,415	28,375	28,565	28,665	28,765	28,715	28,915	29,015	29,115	340,643

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
580		Other Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
581		-Management Salaries	10,100	10,100	10,100	10,100	10,650	10,650	10,650	10,650	10,650	10,650	10,900	10,900	126,150
582		-Pension & GLS	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
583		-Managers Bonus	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	15,300
584		-Repairs & Renewals	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	62,400
585		-Training	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
586		-Welfare/Cleaning/Canteen	685	685	685	685	685	685	685	685	685	685	685	685	8,220
587		-Claims Lost Time	0	0	0	0	0	0	0	0	0	0	0	0	0
588		-Car Expenses	250	250	250	250	250	250	250	250	250	250	250	250	3,000
589		-Travel	50	50	50	50	50	50	50	50	50	50	50	50	600
590		-Contract Car Hire	855	855	855	855	855	900	900	900	900	900	900	900	10,575
591		-Sundaries	200	200	200	200	200	200	200	200	200	200	200	200	2,400
592		Total	21,415	21,415	21,415	21,415	21,965	22,010	22,010	22,010	22,010	22,010	22,260	22,260	262,195
593															
594		TOTAL PRODUCTION DEPT	69,845	70,936	70,181	70,968	68,734	68,991	68,802	69,421	69,490	71,328	74,892	72,597	846,185
595		%OF TOTAL OVERHEADS	48.6%	49.0%	48.7%	49.0%	47.0%	47.1%	47.0%	47.2%	47.3%	47.9%	48.6%	48.0%	47.9%
596															
597		SALES DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
598		-External Sales Salaries	14,500	14,500	14,500	14,500	15,200	15,200	15,200	15,200	15,200	15,200	15,600	15,600	180,400
599		-Internal Support Salaries	11,700	11,700	11,700	11,700	12,400	12,400	12,400	12,400	12,400	12,400	12,800	12,800	146,800
600		-Pension & GLS	950	950	950	950	950	950	950	950	950	950	950	950	11,400
601		-Bonus	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	24,600
602		-Travel & Entertaining	900	900	900	900	900	900	900	900	900	900	900	900	10,800
603		-Car Expenses	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
604		-Contract Car Hire	3,000	3,000	3,000	3,000	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	36,320
605		-Bad Debt Charge	250	250	250	250	250	250	250	250	250	250	250	250	3,000
606		-Staff Adverts	350	350	350	350	350	350	350	350	350	350	350	350	4,200
607		-Sundry	500	500	500	500	500	500	500	500	500	500	500	500	6,000
608		Total Sales Department	35,500	35,500	35,500	35,500	36,940	36,940	36,840	36,940	36,940	36,940	37,740	37,740	439,120
609		%OF TOTAL OVERHEADS	24.7%	24.5%	24.7%	24.3%	25.3%	25.2%	25.2%	25.1%	25.1%	24.8%	24.6%	25.0%	24.9%
610															
611		DISTRIBUTION FIXED COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
612		-Salaries & NI	6,750	6,750	6,750	6,750	7,250	7,250	7,250	7,250	7,250	7,250	7,250	7,250	85,000
613		-Pensions & GLS	200	200	200	200	200	200	200	200	200	200	200	200	2,400
614		-Managers Bonus	125	125	125	125	125	125	125	125	125	125	125	125	1,500
615		-Depn.Metal Baskets	100	100	100	100	100	100	100	100	100	100	100	100	1,200
616		-Fork Lift Truck Exps	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
617		-Van Repairs & Maintainance	300	300	300	300	300	300	300	300	300	300	300	300	3,600
618		-Contract Van Hire	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	13,800
619		Total Distribution Fixed Costs	9,875	9,875	9,875	9,875	10,375	10,375	10,375	10,375	10,375	10,375	10,375	10,375	122,500
620		%OF TOTAL OVERHEADS	6.9%	6.8%	6.9%	6.8%	7.1%	7.1%	7.1%	7.1%	7.1%	7.0%	6.8%	6.9%	6.9%
621															
622		ADMINISTRATION	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
623		-Salaries	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	52,500
624		-Pension & GLS	400	400	400	400	400	400	400	400	400	400	400	400	4,800
625		-Bonus	875	875	875	875	875	875	875	875	875	875	875	875	10,500
626		-Telephone	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	19,800
627		-Print/Post/Stationary	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	18,720
628		-Bank Charges	400	400	400	400	400	400	400	400	400	400	400	400	4,800
629		-Travel	600	600	600	600	600	600	600	600	600	600	600	600	7,200
630		-Contract Car Hire	579	579	579	579	579	579	579	579	579	579	579	579	6,948
631		-F & F Depreciation	1,500	1,500	1,500	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	24,750
632		-Professional Fees	170	170	170	170	170	170	170	170	170	170	170	170	2,040
633		-Subscriptions	660	660	660	660	660	660	660	660	660	660	660	660	7,920
634		-Car Expenses	180	180	180	180	180	180	180	180	180	180	180	180	2,160
635		-Sundry & Entertaining	350	350	350	350	350	350	350	350	350	350	350	350	4,200
636		TOTAL ADMINISTRATION COSTS	13,299	13,299	13,299	14,049	14,049	14,049	14,049	14,049	14,049	14,049	14,049	14,049	166,338
637		%OF TOTAL OVERHEADS	9.3%	9.2%	9.2%	9.8%	9.6%	9.6%	9.6%	9.6%	9.6%	9.4%	9.1%	9.3%	9.4%
638															
639		FINANCE DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
640		-Salaries	7,100	7,100	7,100	7,100	7,500	7,500	7,500	7,500	7,500	7,500	7,700	7,700	88,800
641		-Directors Bonus	2,900	2,900	2,900	2,900	3,200	3,200	3,200	3,200	3,200	3,200	3,350	3,350	37,500
642		-Pension & GLS	470	470	470	470	470	470	470	470	470	470	470	470	5,640
643		-Managers Bonus	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	12,300
644		-Audit	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
645		-Accounts	400	400	400	400	400	400	400	400	400	400	400	400	4,800
646		-Old Comm	200	200	200	200	200	200	200	200	200	200	200	200	2,400
647		-Staff Adverts	300	300	300	300	300	300	300	300	300	300	300	300	3,600
648		-Computer Costs	1,050	1,050	1,050	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	15,300
649		-Car Expenses	80	80	80	80	80	80	80	80	80	80	80	80	960
650		-Contract Car Hire	325	325	325	325	325	325	325	325	325	325	325	325	3,900
651		TOTAL FINANCE DEPARTMENT	15,150	15,150	15,150	15,450	16,150	16,150	16,150	16,150	16,150	16,150	16,500	16,500	190,800
652		%OF TOTAL OVERHEADS	10.5%	10.5%	10.5%	10.6%	11.0%	11.0%	11.0%	11.0%	11.0%	10.9%	10.7%	10.9%	10.8%
653															
654	E	TOTAL OVERHEADS	143,669	144,760	144,005	145,842	146,248	146,505	146,316	146,935	147,004	148,842	153,556	151,261	1,764,943
655		Total Direct Costs + Overheads	429,745	452,446	468,105	451,755	433,431	444,705	449,684	463,266	464,008	472,912	499,733	421,058	5,450,848
656															
657	F	NET TRADING PROFIT	-9,745	16,554	31,895	50,245	24,569	35,295	41,316	54,734	54,992	61,088	79,267	1,942	442,152
658															
659	G	FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
660		-Bank	3,253	3,062	3,162	3,543	2,921	2,509	3,179	2,809	2,458	2,496	1,725	1,937	32,054
661		-Hire Purchase	652	652	652	652	652	652	652	652	652	652	652	652	7,824
662		-Libor Loan	3,333	3,333	3,333	3,200	3,200	3,200	3,067	3,067	3,067	2,933	2,933	2,933	37,599
663		-Management Charge	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
664															
665															
666		Total Finance Charges	9,038	8,847	8,947	9,195	8,573	8,161	8,698	8,328	7,977	7,881	7,110	7,322	100,077
667	H	SUNDRY INCOME	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
668															
669	I	NET PROFIT BEFORE TAX	-17,283	9,207	24,448	42,550	17,496	28,634	34,118	47,906	48,515	54,707	73,657	-3,880	360,075
670		CORPORATION TAX	9,011	9,011	9,011	9,011	9,011	9,011	9,011	9,011	9,011	9,011	9,011	9,011	108,131
671															
672	J	NET PROFIT AFTER TAX	-26,294	198	15,437	33,539	8,485	19,623	25,107	38,895	39,504	45,696	64,646	-12,891	251,944
673															
674															
675															
676		*MODEL 7.0 - PP PRINT COMPANY PLANNED CASHFLOW 1989*													
677															

Summary of Cashflow Information	
Average RECEIPTS per month (£)	487,917
Total RECEIPTS per month (£)	5,855,000
Average PAYMENTS per Month (£)	403,907
Total PAYMENTS per month (£)	5,275,462
Total Net Funds (Receipts-Payments)	835,538
Maximum Bank Balance Predicted	-32,609
MINIMUM Bank Balance Predicted	-201,890
Average Bank Balance Predicted	-135,152

Credit Terms	Debtors (%)
Payments (End Month)	0%
Payments 1ms credit	0%
Payments 2ms credit	100%
Payments 3ms credit	0%
Payments 4ms credit	0%
Total = 100%	100%

CREDIT TAKEN	Creditors (%)
Payment (End Month)	0%
Payment 1ms credit taken	0%
Payment 2ms credit taken	100%
Payment 3ms Credit taken	0%
Total = 100%	0%
POST HORIZON TRADE CREDITORS	534,969
POST HORIZON TRADE DEBTORS	1,005,000

		January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
688															
689		SALES VALUE	420000	469000	500000	502000	458000	480000	491000	518000	519000	534000	579000	423000	5893000
690		Sundry Income	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18000
691		VAT @ 15%	0	0	0	0	0	0	0	0	0	0	0	0	0
692		SALES + VAT	421,500	470,500	501,500	503,500	459,500	481,500	492,500	519,500	520,500	535,500	580,500	424,500	5911000
693		RECEIPTS FROM TRADING													
694		Payments (End Month)	0	0	0	0	0	0	0	0	0	0	0	0	0
695		Payments 1ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
696		Payments 2ms credit	509,500	439,500	421,500	470,500	501,500	503,500	459,500	481,500	492,500	519,500	520,500	535,500	5,855,000
697		Payments 3ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
698		Payments 4ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
699															
700		Monthly Sales Revenue (£)	509,500	439,500	421,500	470,500	501,500	503,500	459,500	481,500	492,500	519,500	520,500	535,500	5,855,000
701															
702		PAYMENTS (Cash Inflow)	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
703		Trade Creditors	304,437	229,272	245,868	271,366	287,297	269,253	248,429	258,620	264,251	276,337	276,640	283,462	3215232
704		VAT	0	0	0	0	0	0	0	0	0	0	0	0	0
705		Salaries	135835	137697	138875	139451	143629	144465	144883	145909	145947	148517	149477	143549	1716234
706		Non-VAT Related Overheads	28121	28221	26821	27387	25087	24687	24054	24054	24154	25370	27720	28320	313886
707		Custom & Excise	0	0	0	0	0	0	0	0	0	0	0	0	0
708		Coporation Tax	0	0	0	0	0	0	0	0	0	0	30000	0	30000
709															0
710		TOTAL OPERATING PAYMENTS	468,393	395,190	411,564	438,204	456,013	438,405	417,366	428,583	434,352	448,224	483,837	455,331	5,275,462
711				97947			87,670			99,555			-36,6		391756
712		OPERATING CASH FLOW	41,107	44,310	9,936	32,296	45,487	65,095	42,134	52,917	58,148	71,276	36,66	80,169	579,536

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
713															
714		FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
715															
716		- Hire Purchase Payments	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	16000
717		- Contract Hire Vehicles	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	37650
718		-Management Charge	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	25524
719		-Capital Expenditure	5,000	5,000	5,000	7,500	7,500	10,000	10,000	10,000	10,000	10,000	10,500	9,500	100000
720		-Term Loan Repayment			10,000			9,600			9,200			8,800	37600
721		-Contract Lease 38			33,600			33,600			33,600			33,600	134400
722		-Contract Lease FLT	438	438	438	438	438	438	438	438	438	438	438	438	5256
723		TOTAL FINANCE CHARGES	12,036	12,036	55,636	14,536	14,536	60,236	17,036	17,036	59,836	17,036	17,536	58,936	356,430
724															
725		NET CASH FLOW	29,071	32,274	-45,700	17,760	30,951	4,859	25,098	35,881	-1,688	54,240	19,127	21,233	223,108
726															
727		OPENING BALANCE	-201,890	-175,959	-147,085	-196,572	-182,101	-153,984	-152,297	-130,207	-97,251	-101,886	-49,986	-32,609	-201,890
728		BALANCE BEFORE INTEREST	-172,819	-143,685	-192,785	-178,811	-151,150	-149,125	-127,199	-94,326	-98,939	-47,645	-30,859	-11,376	21,218
729		Bank Interest	3,140	3,400	3,787	3,290	2,834	3,172	3,008	2,925	2,947	2,341	1,750	1,885	34,479
730															
731		CLOSING BALANCE	-175,959	-147,085	-196,572	-182,101	-153,984	-152,297	-130,207	-97,251	-101,886	-49,986	-32,609	-13,261	-13,261
732															
733															
734		CALCULATION OF VAT & TRADE CREDITORS													
735		NON-VAT RATED ITEMS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
736		Total Salaries & Wages	130,485	132,347	133,525	134,101	138,279	139,115	139,535	140,559	140,597	141,167	144,127	138,199	1,652,034
737		Total Bonuses	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	64,200
738		Sub-Total	135,835	137,697	138,875	139,451	143,629	144,465	144,885	145,909	145,947	146,517	149,477	143,549	1,716,234
739		NON-VAT RATED COSTS													
740		-Bank Charges	400	400	400	400	400	400	400	400	400	400	400	400	4,800
741		-Term Loan	3,333	3,333	3,333	3,200	3,200	3,200	3,067	3,067	3,067	2,933	2,933	2,933	37,599
742		-Hire Purchase	652	652	652	652	652	652	652	652	652	652	652	652	7,824
743		-Electricity/Gas/Water	7,150	7,250	5,850	5,600	3,300	2,900	2,400	2,400	2,500	3,850	5,200	6,800	56,200
744		-Rent/Rates/Insurance	10,866	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,933
745		-Pension + GLS	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	45,840
746		-Travel + Entertaining	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	22,800
747															
748															
749		Sub-Total	28,121	28,221	26,821	27,387	25,087	24,687	24,054	24,054	24,154	25,370	27,720	28,320	313,996
750															
751		TOTAL OVERHEADS	433,783	461,293	477,052	460,950	442,004	452,866	456,382	471,594	471,985	480,793	506,843	428,380	5,545,925
752		LESS:													
753		Salaries, Bonuses & Wages	135,835	137,697	138,875	139,451	143,629	144,465	144,885	145,909	145,947	146,517	149,477	143,549	1,716,234
754		Non-VAT Rated Costs	28,121	28,221	26,821	27,387	25,087	24,687	24,054	24,054	24,154	25,370	27,720	28,320	313,996
755		Depreciation Charged to P&L	6,850	6,900	6,950	7,750	7,710	7,900	8,000	8,100	8,050	8,250	8,350	8,450	93,260
756		Sub Total	262,977	288,475	304,406	286,362	265,578	275,814	281,445	293,531	293,834	300,656	321,296	248,061	3,422,435
757		Creditors Less:													
758		-Plant Lease	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	134,400
759		-Contract Hire Vehicles	5,909	5,909	5,909	5,909	5,949	5,994	5,994	5,994	5,994	5,994	5,994	5,994	71,543
760															
761															
762		TOTAL CREDITORS	245,868	271,366	287,297	269,253	248,429	258,620	264,251	276,337	276,640	283,462	304,102	230,867	3,216,492

Appendix 7.1.3 - Base Model 7.1 1990 Operating Budget

MODEL 7.1 - PP PRINT COMPANY PROJECTED OPERATING BUDGET 1990

Summary of Operating Budget	
Total Sales (£)	6,405,110
Average Sales per month (£)	533,759
Total Direct Costs & Overheads (£)	5,843,852
Ave Costs & Overheads per month (£)	486,988
Total Net Profit Predicted (£)	561,258
Average Net Profit per Month (£)	46,771
Maximum Net Profit per Month (£)	92,678
Minimum Net Profit per Month (£)	396

Ratios	
Direct Costs as a % of Total Costs	67.8%
Overhead Costs as a % of Total Costs	32.2%
Gross Profit as a % of Sales	38.1%
Net Profit as a % of Sales	8.8%
Overhead to Direct Labour	179.2%
Direct Labour as a % of Total Costs	18.0%

SALES TURNOVER	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	197,100	231,045	243,090	249,660	224,475	241,995	241,995	251,850	255,135	272,655	285,795	208,050	2,902,845
Engineering Cartons	149,425	164,475	179,525	177,375	159,100	170,925	172,000	177,375	181,675	177,375	202,100	147,275	2,058,625
Print	77,390	90,470	95,920	98,100	88,290	88,290	94,830	105,730	101,370	107,910	112,270	81,750	1,142,320
Software	31,320	22,680	23,760	19,440	24,840	19,440	23,760	27,000	24,840	21,600	28,080	20,520	287,280
Packaging Materials	0	0	0	0	0	0	0	0	0	0	0	0	0
Waste	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	12,960
A TOTAL SALES VALUE	456,315	509,750	543,375	545,655	497,785	521,730	533,665	563,035	564,100	580,620	629,325	459,755	6,405,110

COMPANY DIRECT COSTS													
Opening Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	228,000	228,665	229,332	230,001	230,672	231,344	232,019	232,696	233,375	234,055	234,738	235,423	
-WIP Engineering	190,000	190,238	190,792	191,349	191,907	192,467	193,028	193,591	194,156	194,722	195,290	195,859	
-WIP Print	80,000	80,200	80,434	80,669	80,904	81,140	81,376	81,614	81,852	82,091	82,330	82,570	
-WIP Software	20,000	20,033	20,092	20,150	20,209	20,268	20,327	20,386	20,446	20,506	20,565	20,625	
-Board	62,000	62,129	62,310	62,492	62,674	62,857	63,041	63,224	63,409	63,594	63,779	63,965	
-Paper	10,000	10,021	10,050	10,079	10,109	10,138	10,168	10,197	10,227	10,257	10,287	10,317	
-Inks & Plates	30,000	30,063	30,150	30,238	30,326	30,415	30,503	30,592	30,682	30,771	30,861	30,951	
-Sundries	29,000	29,060	29,145	29,230	29,315	29,401	29,487	29,573	29,659	29,745	29,832	29,919	
Total Opening Stock	649,000	650,409	652,306	654,208	656,116	658,030	659,949	661,874	663,805	665,741	667,683	669,630	
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	228,665	229,332	230,001	230,672	231,344	232,019	232,696	233,375	234,055	234,738	235,423	236,109	
-WIP Engineering	190,238	190,792	191,349	191,907	192,467	193,028	193,591	194,156	194,722	195,290	195,859	196,431	
-WIP Print	80,200	80,434	80,669	80,904	81,140	81,376	81,614	81,852	82,091	82,330	82,570	82,811	
-WIP Software	20,033	20,092	20,150	20,209	20,268	20,327	20,386	20,446	20,506	20,565	20,625	20,686	
-Board	62,129	62,310	62,492	62,674	62,857	63,041	63,224	63,409	63,594	63,779	63,965	64,152	
-Paper	10,021	10,050	10,079	10,109	10,138	10,168	10,197	10,227	10,257	10,287	10,317	10,347	
-Inks & Plates	30,063	30,150	30,238	30,326	30,415	30,503	30,592	30,682	30,771	30,861	30,951	31,041	
-Sundries	29,060	29,145	29,230	29,315	29,401	29,487	29,573	29,659	29,745	29,832	29,919	30,006	
Total Closing Stock	650,409	652,306	654,208	656,116	658,030	659,949	661,874	663,805	665,741	667,683	669,630	671,583	
STOCK DECREASE/ (INCREASE)	-1,409	-1,897	-1,903	-1,908	-1,914	-1,919	-1,925	-1,930	-1,936	-1,942	-1,947	-1,953	-22,923
STOCK AS % OF MONTHLY TURNOVER	142.5%	128.0%	120.4%	120.2%	132.2%	126.5%	124.0%	117.9%	118.0%	115.0%	106.4%	146.1%	124.8%

DIRECT MATERIALS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Board - General	59,130	69,314	72,927	74,898	67,343	72,599	72,599	75,555	76,541	81,797	85,739	62,415	870,854
-Board - Engineering	59,770	65,790	71,810	70,950	63,640	68,370	68,800	70,950	72,670	70,950	80,840	58,910	823,450
-Paper	19,288	22,548	23,907	24,450	22,005	22,005	23,635	26,352	25,265	26,895	27,982	20,375	284,707
-Inks & Plates	8,900	10,201	10,885	11,022	9,904	10,520	10,680	11,227	11,296	11,707	12,597	9,174	128,111
-Data Duplicates	0	0	0	0	0	0	0	0	0	0	0	0	0
-Other Soft. Materials	1,071	776	813	665	850	665	813	924	850	739	961	702	9,829
-Outwork - General	19,080	22,366	23,532	16,918	15,211	16,398	16,398	17,066	17,289	18,476	19,366	14,098	216,198
-Outwork - Engineering	4,483	4,934	5,386	1,774	1,591	1,709	1,720	1,774	1,817	1,774	2,021	1,473	30,455
-Outwork - Print	18,574	21,713	23,021	12,753	11,478	11,478	12,328	13,745	13,178	14,028	14,595	10,628	177,517
-Outwork - Software	11,275	8,165	8,554	6,998	8,942	6,998	8,554	9,720	8,942	7,776	10,109	7,387	103,421
Direct Materials Total	201,571	225,806	240,834	220,428	200,963	210,742	215,526	227,312	227,847	234,141	254,209	185,161	2,644,540
% OF DIRECT COSTS	66.6%	68.2%	69.0%	66.9%	65.0%	65.7%	66.0%	66.7%	66.8%	67.1%	68.2%	63.8%	66.7%

DIRECT LABOUR	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Normal Time	64,800	64,800	64,800	65,340	68,580	68,580	68,580	68,580	68,580	68,580	68,580	68,580	808,380
-Overtime	17,237	19,248	20,520	20,602	18,796	19,699	20,151	21,259	21,300	21,915	23,762	17,360	241,849
TOTAL	82,037	84,048	85,320	85,942	87,376	88,279	88,731	89,839	89,880	90,495	92,342	85,940	1,050,229
% OF DIRECT COSTS	27.1%	25.4%	24.5%	26.1%	28.3%	27.5%	27.2%	26.4%	26.3%	25.9%	24.8%	29.6%	26.5%

DISTRIBUTION VARIABLE COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Van Running Costs	868	868	868	868	868	868	868	868	868	868	868	868	10,416
-Freight Cartons	12,356	14,100	15,067	15,223	13,673	14,719	14,758	15,301	15,571	16,036	17,391	12,666	176,862
-Freight Print	2,311	2,702	2,864	2,930	2,637	2,637	2,832	3,157	3,027	3,222	3,353	2,441	34,112
-Freight Software	126	91	95	78	100	78	95	109	100	87	113	82	1,154
-Outside Storage	543	543	543	543	543	543	543	543	543	543	543	543	6,510
-Packing Materials	4,347	4,854	5,175	5,197	4,740	4,968	5,082	5,363	5,373	5,528	5,996	4,367	60,991
-Sundry	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Distribution Variable Costs	20,550	23,157	24,613	24,838	22,560	23,812	24,178	25,340	25,481	26,284	28,263	20,968	290,045
B COST OF GOODS SOLD	302,749	331,114	348,864	329,300	308,986	320,915	326,510	340,561	341,272	348,979	372,866	290,116	3,962,231
C GROSS PROFIT(A-B=C)	153,566	178,636	194,511	216,355	188,799	200,815	207,155	222,474	222,828	231,641	256,459	169,639	2,442,879
D GROSS PROFIT as % of Sales >	33.7%	35.0%	35.8%	39.7%	37.9%	38.5%	38.8%	39.5%	39.5%	39.9%	40.8%	36.9%	38.1%

COMPANY OVERHEADS													
PRODUCTION DEPARTMENT													
Indirect Materials	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Electricity/Water/Gas	7,758	7,868	6,347	6,076	3,581	3,147	2,604	2,604	2,713	4,177	6,727	7,378	60,977
-Consumables	8,749	9,770	10,416	10,457	9,541	9,999	10,228	10,791	10,812	11,125	12,062	8,812	122,764
Total	16,507	17,637	16,763	16,533	13,122	13,146	12,832	13,395	13,525	15,302	18,789	16,190	183,741
Indirect Labour	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Inspection	803	803	803	803	856	856	856	856	856	856	856	856	10,058
-Storekeeping	1,605	1,605	1,605	1,605	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	20,116
-Maintainance Basic	3,906	3,906	3,906	3,906	4,173	4,173	4,173	4,173	4,173	4,173	4,173	4,173	49,006
-Maintainance Overtime	0	0	0	0	0	0	0	0	0	0	0	0	0
													0
Total	6,313	6,313	6,313	6,313	6,741	6,741	6,741	6,741	6,741	6,741	6,741	6,741	79,180
Standing Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Rent & Rates/Insurance	11,627	11,627	11,627	12,542	12,642	12,642	12,642	12,642	12,642	12,642	12,642	12,642	148,658
-Premises - Depn	1,177	1,177	1,177	1,177	1,070	1,177	1,177	1,177	1,070	1,177	1,177	1,177	13,310
-Plant Lease - 38	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	134,400
-Plant Lease -Depn	4,441	4,494	4,548	4,601	4,665	4,762	4,869	4,976	5,029	5,136	5,243	5,350	58,112
Total	28,444	28,498	28,551	29,620	29,577	29,781	29,888	29,995	29,941	30,155	30,262	30,369	355,280
Other Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Management Salaries	10,807	10,807	10,807	10,807	11,396	11,396	11,396	11,396	11,396	11,396	11,663	11,663	134,927
-Pension & GLS	1,926	1,926	1,926	1,926	1,926	1,926	1,926	1,926	1,926	1,926	1,926	1,926	23,112
-Managers Bonus	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	1,364	16,371
-Repairs & Renewals	5,564	5,564	5,564	5,564	5,564	5,564	5,564	5,564	5,564	5,564	5,564	5,564	66,768
-Training	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	1,070	12,840
-Welfare/Cleaning/Canteen	733	733	733	733	733	733	733	733	733	733	733	733	8,795
-Claims Lost Time	0	0	0	0	0	0	0	0	0	0	0	0	0
-Car Expenses	268	268	268	268	268	268	268	268	268	268	268	268	3,210
-Travel	54	54	54	54	54	54	54	54	54	54	54	54	642
-Contract Car Hire	915	915	915	915	915	963	963	963	963	963	963	963	11,315
-Sundaries	214	214	214	214	214	214	214	214	214	214	214	214	2,566
Total	22,914	22,914	22,914	22,914	23,503	23,551	23,551	23,551	23,551	23,814	23,814	23,814	280,547
TOTAL PRODUCTION DEPT	74,178	75,361	74,541	75,380	72,943	73,218	73,012	73,682	73,757	75,749	79,610	77,119	898,553
% OF TOTAL OVERHEADS	48.4%	48.8%	48.6%	48.5%	46.8%	46.9%	46.8%	47.0%	47.1%	47.7%	48.6%	47.8%	47.8%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
128															
129		SALES DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
130		-External Sales Salaries	15,515	15,515	15,515	15,515	16,264	16,264	16,264	16,264	16,264	16,264	16,692	16,692	193,024
131		-Internal Support Salaries	12,519	12,519	12,519	12,519	13,268	13,268	13,268	13,268	13,268	13,268	13,696	13,696	157,876
132		-Pension & GLS	1,017	1,017	1,017	1,017	1,017	1,017	1,017	1,017	1,017	1,017	1,017	1,017	12,204
133		-Bonus	2,194	2,194	2,194	2,194	2,194	2,194	2,194	2,194	2,194	2,194	2,194	2,194	26,322
134		-Travel & Entertaining	963	963	963	963	963	963	963	963	963	963	963	963	11,556
135		-Car Expenses	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	16,692
136		-Contract Car Hire	3,210	3,210	3,210	3,210	3,253	3,253	3,253	3,253	3,253	3,253	3,253	3,253	38,862
137		-Bad Debt Charge	268	268	268	268	268	268	268	268	268	268	268	268	3,210
138		-Staff Adverts	375	375	375	375	375	375	375	375	375	375	375	375	4,494
139		-Sundry	535	535	535	535	535	535	535	535	535	535	535	535	6,420
140		Total Sales Department	37,985	37,985	37,985	37,985	39,526	39,526	39,526	39,526	39,526	39,526	40,382	40,382	469,458
141		%OF TOTAL OVERHEADS	24.8%	24.6%	24.7%	24.4%	25.4%	25.3%	25.3%	25.2%	25.2%	24.9%	24.7%	25.0%	25.0%
142															
143		DISTRIBUTION FIXED COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
144		-Salaries & NI	7,223	7,223	7,223	7,223	7,758	7,758	7,758	7,758	7,758	7,758	7,758	7,758	80,950
145		-Pensions & GLS	214	214	214	214	214	214	214	214	214	214	214	214	2,568
146		-Managers Bonus	134	134	134	134	134	134	134	134	134	134	134	134	1,605
147		-Depn.Metal Baskets	107	107	107	107	107	107	107	107	107	107	107	107	1,284
148		-Fork Lift Truck Exps	1,338	1,338	1,338	1,338	1,338	1,338	1,338	1,338	1,338	1,338	1,338	1,338	16,050
149		-Van Repairs & Maintainance	321	321	321	321	321	321	321	321	321	321	321	321	3,852
150		-Contract Van Hire	1,231	1,231	1,231	1,231	1,231	1,231	1,231	1,231	1,231	1,231	1,231	1,231	14,766
151		Total Distribution Fixed Costs	10,566	10,566	10,566	10,566	11,101	11,101	11,101	11,101	11,101	11,101	11,101	11,101	131,075
152		%OF TOTAL OVERHEADS	6.9%	6.8%	6.9%	6.8%	7.1%	7.1%	7.1%	7.1%	7.1%	7.0%	6.8%	6.9%	7.0%
153															
154		ADMINISTRATION	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
155		-Salaries	4,681	4,681	4,681	4,681	4,681	4,681	4,681	4,681	4,681	4,681	4,681	4,681	56,175
156		-Pension & GLS	428	428	428	428	428	428	428	428	428	428	428	428	5,136
157		-Bonus	936	936	936	936	936	936	936	936	936	936	936	936	11,235
158		-Telephone	1,766	1,766	1,766	1,766	1,766	1,766	1,766	1,766	1,766	1,766	1,766	1,766	21,186
159		-Print/Post/Stationary	1,669	1,669	1,669	1,669	1,669	1,669	1,669	1,669	1,669	1,669	1,669	1,669	20,030
160		-Bank Charges	428	428	428	428	428	428	428	428	428	428	428	428	5,136
161		-Travel	642	642	642	642	642	642	642	642	642	642	642	642	7,704
162		-Contract Car Hire	620	620	620	620	620	620	620	620	620	620	620	620	7,434
163		-F & F Depreciation	1,605	1,605	1,605	2,408	2,408	2,408	2,408	2,408	2,408	2,408	2,408	2,408	26,483
164		-Professional Fees	182	182	182	182	182	182	182	182	182	182	182	182	2,183
165		-Subscriptions	706	706	706	706	706	706	706	706	706	706	706	706	8,474
166		-Car Expenses	193	193	193	193	193	193	193	193	193	193	193	193	2,311
167		-Sundry & Entertaining	375	375	375	375	375	375	375	375	375	375	375	375	4,494
168		TOTAL ADMINISTRATION COSTS	14,230	14,230	14,230	15,032	15,032	15,032	15,032	15,032	15,032	15,032	15,032	15,032	177,982
169		%OF TOTAL OVERHEADS	9.3%	9.2%	9.3%	9.7%	9.6%	9.6%	9.6%	9.6%	9.6%	9.5%	9.2%	9.3%	9.5%
170															
171		FINANCE DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
172		-Salaries	7,597	7,597	7,597	7,597	8,025	8,025	8,025	8,025	8,025	8,025	8,239	8,239	95,016
173		-Directors Bonus	3,103	3,103	3,103	3,103	3,424	3,424	3,424	3,424	3,424	3,424	3,585	3,585	40,125
174		-Pension & GLS	503	503	503	503	503	503	503	503	503	503	503	503	6,035
175		-Managers Bonus	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	13,161
176		-Audit	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	16,692
177		-Accounts	428	428	428	428	428	428	428	428	428	428	428	428	5,136
178		-Old Comm	214	214	214	214	214	214	214	214	214	214	214	214	2,568
179		-Staff Adverts	321	321	321	321	321	321	321	321	321	321	321	321	3,852
180		-Computer Costs	1,124	1,124	1,124	1,445	1,445	1,445	1,445	1,445	1,445	1,445	1,445	1,445	16,371
181		-Car Expenses	86	86	86	86	86	86	86	86	86	86	86	86	1,027
182		-Contract Car Hire	348	348	348	348	348	348	348	348	348	348	348	348	4,173
183		TOTAL FINANCE DEPARTMENT	16,211	16,211	16,211	16,532	17,281	17,281	17,281	17,281	17,281	17,281	17,655	17,655	204,156
184		%OF TOTAL OVERHEADS	10.6%	10.5%	10.6%	10.6%	11.1%	11.1%	11.1%	11.0%	11.0%	10.9%	10.8%	10.9%	10.9%
185															
186	E	TOTAL OVERHEADS	153,170	154,353	153,533	156,496	155,883	156,158	155,952	156,622	156,697	158,688	163,781	161,249	1,881,621
187		Total Direct Costs + Overheads	455,919	485,467	502,398	484,795	464,869	477,073	482,461	497,182	497,969	507,667	536,647	451,405	5,843,852
188															
189	F	NET TRADING PROFIT	396	24,283	40,977	60,860	32,916	44,657	51,204	65,853	66,131	72,953	92,678	8,350	561,258
190															
191	G	FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
192		-Bank	2,892	2,892	2,892	2,892	2,892	2,892	2,892	2,892	2,892	2,892	2,892	2,892	34,707
193		-Hire Purchase	685	685	685	685	685	685	685	685	685	685	685	685	8,215
194		-Libor Loan	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	38,479
195		-Management Charge	1,890	1,890	1,890	1,890	1,890	1,890	1,890	1,890	1,890	1,890	1,890	1,890	22,680
196															
197															
198		Total Finance Charges	8,757	8,757	8,757	8,757	8,757	8,757	8,757	8,757	8,757	8,757	8,757	8,757	105,081
199	H	SUNDRY INCOME	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	18,900
200															
201	I	NET PROFIT BEFORE TAX	-6,786	17,101	33,796	53,678	25,734	37,476	44,022	58,671	58,949	65,771	85,496	1,169	475,077
202		CORPORATION TAX	0	5,985	11,828	18,787	9,007	13,116	15,408	20,535	20,632	23,020	29,924	409	166,652
203															
204	J	NET PROFIT AFTER TAX	-6,786	11,116	21,967	34,891	16,727	24,359	28,614	38,136	38,317	42,751	55,572	760	308,425

MODEL 7.1 - PP PRINT COMPANY PROJECTED CASHFLOW 1990

Summary of Cashflow Information	
Average RECEIPTS per month (£)	532,528
Total RECEIPTS per month (£)	6,390,330
Average PAYMENTS per Month (£)	438,378
Total PAYMENTS per month (£)	5,723,238
Total Net Funds (Receipts-Payments)	700,772
Maximum Bank Balance Predicted	221,527
MINIMUM Bank Balance Predicted	-66,811
Average Bank Balance Predicted	82,311

Credit Terms	Debtors (%)
Payments (End Month)	0%
Payments 1ms credit	0%
Payments 2ms credit	100%
Payments 3ms credit	0%
Payments 4ms credit	0%
Total = 100%	100%

CREDIT TAKEN	Creditors (%)
Payment (End Month)	0%
Payment 1ms credit taken	0%
Payment 2ms credit taken	100%
Payment 3ms Credit taken	0%
Total = 100%	100%
POST HORIZON TRADE CREDITORS	580,639
POST HORIZON TRADE DEBTORS	1,092,230

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
SALES VALUE	456315	509750	543375	545655	497785	521730	533665	563035	564100	580620	629325	459755	6405110
Sundry Income	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	18900
VAT @ 15%	0	0	0	0	0	0	0	0	0	0	0	0	0
SALES + VAT	457,890	511,325	544,950	547,230	499,360	523,305	535,240	564,610	565,675	582,195	630,900	461,330	6424010
RECEIPTS FROM TRADING													
Payments (End Month)	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments 1ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments 2ms credit	522450	382050	457890	511325	544950	547230	499360	523305	535240	564610	565675	582195	6236280
Payments 3ms credit	53550	58050	42450	0	0	0	0	0	0	0	0	0	154050
Payments 4ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
Monthly Sales Revenue (£)	576000	440100	500340	511325	544950	547230	499360	523305	535240	564610	565675	582195	6390330

PAYMENTS (Cash Inflow)	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Trade Creditors	304,102	230,867	265,222	293,085	310,215	290,396	268,487	279,976	285,354	298,866	299,562	306,971	3433102
VAT	0	0	0	0	0	0	0	0	0	0	0	0	0
Salaries	146103	148114	149386	150008	154492	155395	155846	156954	156996	157611	160795	154393	1846095
Non-VAT Related Overheads	29907	30016	28497	29241	26745	26311	25769	25769	25877	27342	29892	30543	335810
Custom & Excise	0	0	0	0	0	0	0	0	0	0	0	0	0
Coporation Tax	0	0	0	0	0	0	0	0	0	0	108131	0	108131
TOTAL OPERATING PAYMENTS	480,112	408,997	443,105	472,335	491,452	472,102	450,102	462,699	468,227	483,819	598,380	491,907	5,723,238
		107212			96,138			108,947			116,553		428850
OPERATING CASH FLOW	95,888	31,103	57,235	38,990	53,498	75,128	49,258	60,606	67,013	80,791	-32,705	90,288	667,092

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
FINANCE CHARGES													
- Hire Purchase Payments	0	0	0	0	0	0	0	0	0	0	0	0	0
- Contract Hire Vehicles	1,467	1,467	1,467	1,467	1,467	1,467	1,467	1,467	1,467	1,467	1,467	1,467	17,600
-Management Charge	3,451	3,451	3,451	3,451	3,451	3,451	3,451	3,451	3,451	3,451	3,451	3,451	41,415
-Capital Expenditure	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
-Term Loan Repayment	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	100,000
-Contract Lease 3B			8,400			8,000			7,600			7,200	31,200
-Contract Lease FLT			33,600			33,600			33,600			33,600	134,400
TOTAL FINANCE CHARGES	438	438	438	438	438	438	438	438	438	438	438	438	5,256
	16,189	16,189	58,189	16,189	16,189	57,789	16,189	16,189	57,389	16,189	16,189	56,989	350,871
NET CASH FLOW	79,698	14,914	-954	22,801	37,309	17,339	33,069	44,417	9,624	64,602	-48,894	33,298	307,221
OPENING BALANCE	-66,811	8,440	20,906	16,503	35,856	69,717	83,608	113,229	154,197	160,373	221,527	169,185	-66,811
BALANCE BEFORE INTEREST	12,887	24,353	19,951	39,304	73,165	87,056	116,677	157,645	163,821	224,975	172,633	202,483	240,410
Bank Interest	3,448	3,448	3,448	3,448	3,448	3,448	3,448	3,448	3,448	3,448	3,448	3,448	41,376
CLOSING BALANCE	9,440	20,906	16,503	35,856	69,717	83,608	113,229	154,197	160,373	221,527	169,185	199,036	199,036

CALCULATION OF VAT & TRADE CREDITORS													
NON-VAT RATED ITEMS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Total Salaries & Wages	140,379	142,390	143,662	144,284	148,768	149,670	150,122	151,230	151,271	151,887	155,071	148,669	1,777,401
Total Bonuses	5,725	5,725	5,725	5,725	5,725	5,725	5,725	5,725	5,725	5,725	5,725	5,725	68,694
Sub-Total	146,103	148,114	149,386	150,008	154,492	155,395	155,846	156,954	156,996	157,611	160,795	154,393	1,846,095
NON-VAT RATED COSTS													
-Bank Charges	428	428	428	428	428	428	428	428	428	428	428	428	5,136
-Term Loan	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	3,290	39,479
-Hire Purchase	685	685	685	685	685	685	685	685	685	685	685	685	8,215
-Electricity/Gas/Water	7,758	7,866	6,347	6,076	3,581	3,147	2,604	2,604	2,713	4,177	6,727	7,378	60,977
-Rent/Rates/Insurance	11,627	11,627	11,627	12,642	12,642	12,642	12,642	12,642	12,642	12,642	12,642	12,642	148,658
-Pension + GLS	4,087	4,087	4,087	4,087	4,087	4,087	4,087	4,087	4,087	4,087	4,087	4,087	49,049
-Travel + Entertaining	2,033	2,033	2,033	2,033	2,033	2,033	2,033	2,033	2,033	2,033	2,033	2,033	24,396
Sub-Total	29,907	30,016	28,497	29,241	26,745	26,311	25,769	25,769	25,877	27,342	29,892	30,543	335,910
TOTAL OVERHEADS	466,085	496,121	513,057	495,460	475,539	487,749	493,143	507,870	508,662	518,366	547,351	462,114	5,971,516
LESS:													
Salaries, Bonuses & Wages	146,103	148,114	149,386	150,008	154,492	155,395	155,846	156,954	156,996	157,611	160,795	154,393	1,846,095
Non-VAT Rated Costs	29,907	30,016	28,497	29,241	26,745	26,311	25,769	25,769	25,877	27,342	29,892	30,543	335,910
Depreciation Charged to P&L	7,330	7,383	7,437	8,293	8,250	8,453	8,560	8,667	8,614	8,828	8,935	9,042	99,788
Sub Total	282,745	310,608	327,737	307,918	286,052	297,589	302,967	316,479	317,176	324,585	347,729	268,137	3,689,723
Creditors Less:													
-Plant Lease	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	134,400
-Contract Hire Vehicles	6,323	6,323	6,323	6,323	6,365	6,414	6,414	6,414	6,414	6,414	6,414	6,414	76,551
TOTAL CREDITORS	265,222	293,085	310,215	290,396	268,487	279,976	285,354	298,866	299,562	306,971	330,116	250,523	3,478,772

PARAMETER CHANGE

PERCENTAGE CHANGE FROM PREVIOUS YEARS VALUES				Value of 1%	Value of	Value of
Sales	Growth %	Inflation %	Total %	of Total Cost	Change	Growth
General Cartons	3.5%	6.0%	9.5%	29,028	251,845	92,785
Engineering Cartons	1.5%	6.0%	7.5%	20,586	143,625	28,725
Print	3.0%	6.0%	9.0%	11,423	94,320	31,440
Software	2.0%	6.0%	8.0%	2,873	21,280	5,320
Packaging Materials	2.0%	6.0%	8.0%	11	80	20
Waste	2.0%	6.0%	8.0%	130	960	240

Percentage Change in Closing Stock	Growth %	Inflation %	Total %	Value of 1%	Value of Change	Value of Growth
-WIP General Cartons	3.5%	0.0%	3.5%	2,287	665	665
-WIP Engineering	1.5%	0.0%	1.5%	1,902	238	238
-WIP Print	3.0%	0.0%	3.0%	802	200	200
-WIP Software	2.0%	0.0%	2.0%	200	33	33
-Board	2.5%	0.0%	2.5%	621	129	129
-Paper	2.5%	0.0%	2.5%	100	21	21
-Inks & Plates	2.5%	0.0%	2.5%	301	63	63
-Sundries	2.5%	0.0%	2.5%	291	60	60

Direct Production Costs				Value of 1%	Value of	Value of
DIRECT MATERIALS	Growth %	Inflation %	Total %	of Total Cost	Change	Growth
-Board - General	3.5%	6.0%	9.5%	8,709	75,554	27,836
-Board - Engineering	1.5%	6.0%	7.5%	8,235	57,450	11,490
-Paper	2.7%	6.0%	8.7%	2,847	22,707	6,987
-Inks & Plates	2.7%	6.0%	8.7%	1,281	10,217	3,144
-Data Duplicates	2.7%	6.0%	8.7%	0	0	0
-Other Soft. Materials	2.7%	6.0%	8.7%	98	784	241
-Outwork - General	0.0%	6.0%	6.0%	2,162	12,238	0
-Outwork - Engineering	1.5%	6.0%	7.5%	305	2,125	425
-Outwork - Print	3.0%	6.0%	9.0%	1,775	14,657	4,886
-Outwork - Software	2.0%	6.0%	8.0%	1,034	7,661	1,915
DIRECT LABOUR	Growth %	Inflation %	Total %			
-Normal Time	2.0%	6.0%	8.0%	8,084	59,880	14,970
-Overtime	2.0%	6.0%	8.0%	2,418	17,915	4,479
DISTRIBUTION VARIABLE COSTS	Growth %	Inflation %	Total %			
-Freight	2.5%	6.0%	8.5%	2,291	17,944	5,278
-Packing Materials	2.5%	6.0%	8.5%	610	60,991	17,939

Overhead Costs				Value of 1%	Value of	Value of
Production Department	Growth %	Inflation %	Total %	of Total Cost	Change	Growth
-Indirect Materials	2.5%	6.0%	8.5%	1,837	14,394	4,234
-Indirect Labour	1.0%	6.0%	7.0%	792	5,180	740
-Standing Charges	1.0%	6.0%	7.0%	3,551	14,437	2,062
-Other Charges	1.0%	6.0%	7.0%	2,805	18,354	2,622
Sales Department	1.0%	6.0%	7.0%	4,699	30,738	4,391
Distribution Fixed Costs	1.0%	6.0%	7.0%	1,311	8,575	1,225
Administration Costs	1.0%	6.0%	7.0%	1,780	11,644	1,663
Finance Department	1.0%	6.0%	7.0%	2,042	13,356	1,908

Appendix 7.1.4 - Base Model 7.1 1991 Operating Budget

MODEL 7.1 - PP PRINT COMPANY PROJECTED OPERATING BUDGET 1991

Summary of Operating Budget	
Total Sales (£)	6,654,606
Average Sales per month (£)	554,550
Total Direct Costs & Overheads (£)	6,176,896
Ave Costs & Overheads per month (£)	514,741
Total Net Profit Predicted (£)	477,709
Average Net Profit per Month (£)	39,809
Maximum Net Profit per Month (£)	40,689
Minimum Net Profit per Month (£)	39,191

Ratios	
Direct Costs as a % of Total Costs	69.7%
Overhead Costs as a % of Total Costs	30.3%
Gross Profit as a % of Sales	35.3%
Net Profit as a % of Sales	7.2%
Overhead to Direct Labour	165.1%
Direct Labour as a % of Total Costs	18.4%

SALES TURNOVER	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	239,252	239,252	239,252	239,252	239,252	239,252	239,252	239,252	239,252	239,252	239,252	239,252	2,871,029
Engineering Cartons	184,418	184,418	184,418	184,418	184,418	184,418	184,418	184,418	184,418	184,418	184,418	184,418	2,213,022
Print	103,761	103,761	103,761	103,761	103,761	103,761	103,761	103,761	103,761	103,761	103,761	103,761	1,245,129
Software	25,855	25,855	25,855	25,855	25,855	25,855	25,855	25,855	25,855	25,855	25,855	25,855	310,262
Packaging Materials	97	97	97	97	97	97	97	97	97	97	97	97	1,166
Waste	1,166	1,166	1,166	1,166	1,166	1,166	1,166	1,166	1,166	1,166	1,166	1,166	13,997
A TOTAL SALES VALUE	554,550	554,550	554,550	554,550	554,550	554,550	554,550	554,550	554,550	554,550	554,550	554,550	6,654,606

COMPANY DIRECT COSTS													
Opening Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	245,672	246,389	247,107	247,828	248,551	249,276	250,003	250,732	251,463	252,197	252,932	253,670	
-WIP Engineering	196,431	196,676	197,250	197,825	198,402	198,981	199,561	200,143	200,727	201,313	201,900	202,489	
-WIP Print	82,811	83,018	83,260	83,503	83,746	83,991	84,236	84,481	84,728	84,975	85,223	85,471	
-WIP Software	20,686	20,720	20,780	20,841	20,902	20,963	21,024	21,085	21,147	21,208	21,270	21,332	
-Board	64,152	64,285	64,473	64,661	64,850	65,039	65,228	65,419	65,609	65,801	65,993	66,185	
-Paper	10,347	10,369	10,399	10,429	10,460	10,490	10,521	10,551	10,582	10,613	10,644	10,675	
-Inks & Plates	31,041	31,106	31,197	31,288	31,379	31,470	31,562	31,654	31,747	31,839	31,932	32,025	
-Sundries	35,180	35,253	35,356	35,459	35,563	35,666	35,770	35,875	35,979	36,084	36,190	36,295	
Total Opening Stock	686,319	687,816	689,822	691,834	693,852	695,876	697,906	699,941	701,983	704,030	706,083	708,143	

Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	246,389	247,107	247,828	248,551	249,276	250,003	250,732	251,463	252,197	252,932	253,670	254,410	
-WIP Engineering	196,676	197,250	197,825	198,402	198,981	199,561	200,143	200,727	201,313	201,900	202,489	203,079	
-WIP Print	83,018	83,260	83,503	83,746	83,991	84,236	84,481	84,728	84,975	85,223	85,471	85,721	
-WIP Software	20,720	20,780	20,841	20,902	20,963	21,024	21,085	21,147	21,208	21,270	21,332	21,395	
-Board	64,285	64,473	64,661	64,850	65,039	65,228	65,419	65,609	65,801	65,993	66,185	66,378	
-Paper	10,369	10,399	10,429	10,460	10,490	10,521	10,551	10,582	10,613	10,644	10,675	10,706	
-Inks & Plates	31,106	31,197	31,288	31,379	31,470	31,562	31,654	31,747	31,839	31,932	32,025	32,119	
-Sundries	35,253	35,356	35,459	35,563	35,666	35,770	35,875	35,979	36,084	36,190	36,295	36,401	
Total Closing Stock	687,816	689,822	691,834	693,852	695,876	697,906	699,941	701,983	704,030	706,083	708,143	710,208	
STOCK DECREASE/ (INCREASE)	-1,497	-2,006	-2,012	-2,018	-2,024	-2,030	-2,036	-2,041	-2,047	-2,053	-2,059	-2,065	-23,889
STOCK AS % OF MONTHLY TURNOVER	124.0%	124.4%	124.8%	125.1%	125.5%	125.9%	126.2%	126.6%	127.0%	127.3%	127.7%	128.1%	126.0%

DIRECT MATERIALS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Board - General	78,381	78,381	78,381	78,381	78,381	78,381	78,381	78,381	78,381	78,381	78,381	78,381	940,567
-Board - Engineering	73,767	73,767	73,767	73,767	73,767	73,767	73,767	73,767	73,767	73,767	73,767	73,767	885,209
-Paper	25,782	25,782	25,782	25,782	25,782	25,782	25,782	25,782	25,782	25,782	25,782	25,782	309,381
-Inks & Plates	11,601	11,601	11,601	11,601	11,601	11,601	11,601	11,601	11,601	11,601	11,601	11,601	139,214
-Data Duplicates	0	0	0	0	0	0	0	0	0	0	0	0	0
-Other Soft. Materials	890	890	890	890	890	890	890	890	890	890	890	890	10,680
-Outwork - General	21,381	21,381	21,381	21,381	21,381	21,381	21,381	21,381	21,381	21,381	21,381	21,381	256,578
-Outwork - Engineering	2,728	2,728	2,728	2,728	2,728	2,728	2,728	2,728	2,728	2,728	2,728	2,728	32,739
-Outwork - Print	16,124	16,124	16,124	16,124	16,124	16,124	16,124	16,124	16,124	16,124	16,124	16,124	193,494
-Outwork - Software	9,308	9,308	9,308	9,308	9,308	9,308	9,308	9,308	9,308	9,308	9,308	9,308	111,694
Direct Materials Total	239,963	239,963	239,963	239,963	239,963	239,963	239,963	239,963	239,963	239,963	239,963	239,963	2,879,556
% OF DIRECT COSTS	66.8%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%

DIRECT LABOUR	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Normal Time	72,754	72,754	72,754	72,754	72,754	72,754	72,754	72,754	72,754	72,754	72,754	72,754	873,050
-Overtime	21,766	21,766	21,766	21,766	21,766	21,766	21,766	21,766	21,766	21,766	21,766	21,766	261,197
TOTAL	94,521	94,521	94,521	94,521	94,521	94,521	94,521	94,521	94,521	94,521	94,521	94,521	1,134,247
% OF DIRECT COSTS	26.3%	26.4%	26.4%	26.4%	26.4%	26.4%	26.4%	26.4%	26.4%	26.4%	26.4%	26.4%	26.3%

DISTRIBUTION VARIABLE COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Van Running Costs	942	942	942	942	942	942	942	942	942	942	942	942	11,301
-Freight Cartons	15,991	15,991	15,991	15,991	15,991	15,991	15,991	15,991	15,991	15,991	15,991	15,991	191,895
-Freight Print	3,084	3,084	3,084	3,084	3,084	3,084	3,084	3,084	3,084	3,084	3,084	3,084	37,012
-Freight Software	104	104	104	104	104	104	104	104	104	104	104	104	1,253
-Outside Storage	589	589	589	589	589	589	589	589	589	589	589	589	7,063
-Packing Materials	5,515	5,515	5,515	5,515	5,515	5,515	5,515	5,515	5,515	5,515	5,515	5,515	66,175
-Sundry	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Distribution Variable Cos	26,225	26,225	26,225	26,225	26,225	26,225	26,225	26,225	26,225	26,225	26,225	26,225	314,699
B COST OF GOODS SOLD	359,212	358,702	358,697	358,691	358,685	358,679	358,673	358,667	358,661	358,655	358,649	358,643	4,304,514
C GROSS PROFIT[A-B=C]	195,339	195,848	195,854	195,860	195,866	195,872	195,877	195,883	195,889	195,895	195,901	195,907	2,349,992
D GROSS PROFIT as % of Sales >	35.2%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%

COMPANY OVERHEADS													
PRODUCTION DEPARTMENT													
Indirect Materials	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Electricity/Water/Gas	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	66,160
-Consumables	11,100	11,100	11,100	11,100	11,100	11,100	11,100	11,100	11,100	11,100	11,100	11,100	133,199
Total	16,613	16,613	16,613	16,613	16,613	16,613	16,613	16,613	16,613	16,613	16,613	16,613	199,360

Indirect Labour	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Inspection	897	897	897	897	897	897	897	897	897	897	897	897	10,762
-Storekeeping	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	21,524
-Maintainance Basic	4,370	4,370	4,370	4,370	4,370	4,370	4,370	4,370	4,370	4,370	4,370	4,370	52,436
-Maintainance Overtime	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	7,060	7,060	7,060	7,060	7,060	7,060	7,060	7,060	7,060	7,060	7,060	7,060	84,723

Standing Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Rent & Rates/Insurance	13,255	13,255	13,255	13,255	13,255	13,255	13,255	13,255	13,255	13,255	13,255	13,255	159,064
-Premises - Depn	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	14,884
-Plant Lease - 3B	0	0	0	0	0	0	0	0	0	0	0	0	0
-Plant Lease -Depn	5,182	5,182	5,182	5,182	5,182	5,182	5,182	5,182	5,182	5,182	5,182	5,182	62,180
-Plant Lease - Extra Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	19,677	19,677	19,677	19,677	19,677	19,677	19,677	19,677	19,677	19,677	19,677	19,677	236,128

Other Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Management Salaries	12,031	12,031	12,031	12,031	12,031	12,031	12,031	12,031	12,031	12,031	12,031	12,031	144,372
-Pension & GLS	2,061	2,061	2,061	2,061	2,061	2,061	2,061	2,061	2,061	2,061	2,061	2,061	24,730
-Managers Bonus	1,460	1,460	1,460	1,460	1,460	1,460	1,460	1,460	1,460	1,460	1,460	1,460	17,517
-Repairs & Renewals	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953	71,442
-Training	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	1,145	13,739
-Welfare/Cleaning/Canteen	784	784	784	784	784	784	784	784	784	784	784	784	9,411
-Claims Lost Time	0	0	0	0	0	0	0	0	0	0	0	0	0
-Car Expenses	286	286	286	286	286	286	286	286	286	286	286	286	3,435
-Travel	57	57	57	57	57	57	57	57	57	57	57	57	687
-Contract Car Hire	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009	12,107
-Sundaries	229	229	229	229	229	229	229	229	229	229	229	229	2,748
Total	25,016	25,016	25,016	25,016	25,016	25,016	25,016	25,016	25,016	25,016	25,016	25,016	300,187
TOTAL PRODUCTION DEPT	68,366	68,366	68,366	68,366	68,366	68,366	68,366	68,366	68,366	68,366	68,366	68,366	820,397
% OF TOTAL OVERHEADS	44.1%	44.1%	44.1%	44.0%	43.7%	43.7%	43.7%	43.7%	43.7%	43.6%	43.6%	43.6%	43.8%

SALES DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
External Sales Salaries	17,212	17,212	17,212	17,212	17,212	17,212	17,212	17,212	17,212	17,212	17,212	17,212	206,544
Internal Support Salaries	14,006	14,006	14,006	14,006	14,006	14,006	14,006	14,006	14,006	14,006	14,006	14,006	168,072
Pension & GLS	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	13,052
Bonus	2,347	2,347	2,347	2,347	2,347	2,347	2,347	2,347	2,347	2,347	2,347	2,347	28,165
Travel & Entertaining	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	12,365
Car Expenses	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	17,860
Contract Car Hire	3,465	3,465	3,465	3,465	3,465	3,465	3,465	3,465	3,465	3,465	3,465	3,465	41,583
Bad Debt Charge	286	286	286	286	286	286	286	286	286	286	286	286	3,435
Staff Adverts	401	401	401	401	401	401	401	401	401	401	401	401	4,809
Sundry	572	572	572	572	572	572	572	572	572	572	572	572	6,869
Total Sales Department	41,896	41,896	41,896	41,896	41,896	41,896	41,896	41,896	41,896	41,896	41,896	41,896	502,744
% OF TOTAL OVERHEADS	27.0%	27.0%	27.0%	26.9%	26.8%	26.8%	26.8%	26.8%	26.8%	26.8%	26.7%	26.7%	26.9%

DISTRIBUTION FIXED COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Salaries & NI	8,110	8,110	8,110	8,110	8,110	8,110	8,110	8,110	8,110	8,110	8,110	8,110	97,317
Pensions & GLS	229	229	229	229	229	229	229	229	229	229	229	229	2,748
Managers Bonus	143	143	143	143	143	143	143	143	143	143	143	143	1,717
Depn.Metal Baskets	114	114	114	114	114	114	114	114	114	114	114	114	1,374
Fork Lift Truck Exps	1,431	1,431	1,431	1,431	1,431	1,431	1,431	1,431	1,431	1,431	1,431	1,431	17,174
Van Repairs & Mantainance	343	343	343	343	343	343	343	343	343	343	343	343	4,122
Contract Van Hire	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	15,800
Total Distribution Fixed Costs	11,688	11,688	11,688	11,688	11,688	11,688	11,688	11,688	11,688	11,688	11,688	11,688	140,250
% OF TOTAL OVERHEADS	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%

ADMINISTRATION	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Salaries	5,009	5,009	5,009	5,009	5,009	5,009	5,009	5,009	5,009	5,009	5,009	5,009	60,107
Pension & GLS	458	458	458	458	458	458	458	458	458	458	458	458	5,496
Bonus	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	12,021
Telephone	1,889	1,889	1,889	1,889	1,889	1,889	1,889	1,889	1,889	1,889	1,889	1,889	22,669
Print/Post/Stationary	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,786	1,785	1,786	1,786	1,786	21,433
Bank Charges	458	458	458	458	458	458	458	458	458	458	458	458	5,496
Travel	687	687	687	687	687	687	687	687	687	687	687	687	8,243
Contract Car Hire	663	663	663	663	663	663	663	663	663	663	663	663	7,955
F & F Depreciation	2,361	2,361	2,361	2,361	2,361	2,361	2,361	2,361	2,361	2,361	2,361	2,361	28,336
Professional Fees	195	195	195	195	195	195	195	195	195	195	195	195	2,336
Subscriptions	756	756	756	756	756	756	756	756	756	756	756	756	9,068
Car Expenses	206	206	206	206	206	206	206	206	206	206	206	206	2,473
Sundry & Entertaining	401	401	401	401	401	401	401	401	401	401	401	401	4,809
TOTAL ADMINISTRATION COSTS	15,870	15,870	15,870	15,870	15,870	15,870	15,870	15,870	15,870	15,870	15,870	15,870	190,440
% OF TOTAL OVERHEADS	10.2%	10.2%	10.2%	10.2%	10.2%	10.2%	10.2%	10.2%	10.2%	10.2%	10.1%	10.2%	10.2%

FINANCE DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Salaries	8,129	8,129	8,129	8,129	8,587	8,587	8,587	8,587	8,587	8,587	8,816	8,816	101,667
Directors Bonus	3,320	3,320	3,320	3,320	3,664	3,664	3,664	3,664	3,664	3,664	3,835	3,835	42,934
Pension & GLS	538	538	538	538	538	538	538	538	538	538	538	538	6,457
Managers Bonus	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	1,174	14,082
Audit	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	1,488	17,860
Accounts	458	458	458	458	458	458	458	458	458	458	458	458	5,496
Old Comm	229	229	229	229	229	229	229	229	229	229	229	229	2,748
Staff Adverts	343	343	343	343	343	343	343	343	343	343	343	343	4,122
Computer Costs	1,202	1,202	1,202	1,546	1,546	1,546	1,546	1,546	1,546	1,546	1,546	1,546	17,517
Car Expenses	92	92	92	92	92	92	92	92	92	92	92	92	1,099
Contract Car Hire	372	372	372	372	372	372	372	372	372	372	372	372	4,465
TOTAL FINANCE DEPARTMENT	17,345	17,345	17,345	17,689	18,490	18,490	18,490	18,490	18,490	18,490	18,891	18,891	218,447
% OF TOTAL OVERHEADS	11.2%	11.2%	11.2%	11.4%	11.8%	11.8%	11.8%	11.8%	11.8%	11.8%	12.1%	12.1%	11.7%

E	TOTAL OVERHEADS	155,165	155,165	155,165	155,508	156,310	156,310	156,310	156,310	156,310	156,310	156,711	156,711	1,872,283
	Total Direct Costs + Overheads	514,377	513,867	513,861	514,199	514,995	514,989	514,983	514,977	514,971	514,965	515,360	515,354	6,176,896
F	NET TRADING PROFIT	40,174	40,683	40,689	40,351	39,556	39,562	39,568	39,574	39,580	39,586	39,197	39,197	477,709

G	FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
	Bank	3,037	3,037	3,037	3,037	3,037	3,037	3,037	3,037	3,037	3,037	3,037	3,037	36,442
	Hire Purchase	719	719	719	719	719	719	719	719	719	719	719	719	8,626
	Libor Loan	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	41,453
	Management Charge	1,985	1,985	1,985	1,985	1,985	1,985	1,985	1,985	1,985	1,985	1,985	1,985	23,814
	Total Finance Charges	9,195	9,195	9,195	9,195	9,195	9,195	9,195	9,195	9,195	9,195	9,195	9,195	110,335
H	SUNDRY INCOME	1,654	1,654	1,654	1,654	1,654	1,654	1,654	1,654	1,654	1,654	1,654	1,654	19,845

I	NET PROFIT BEFORE TAX	32,633	33,142	33,148	32,811	32,015	32,021	32,027	32,033	32,039	32,045	31,650	31,656	387,219
	CORPORATION TAX	11,422	11,600	11,602	11,484	11,205	11,207	11,209	11,211	11,214	11,216	11,078	11,080	135,527
J	NET PROFIT AFTER TAX	21,211	21,543	21,546	21,327	20,810	20,814	20,817	20,821	20,825	20,829	20,573	20,576	251,693

MODEL 7.1 - PP PRINT COMPANY PROJECTED OPERATING BUDGET 1991

Summary of Cashflow Information	
Average RECEIPTS per month (£)	554,523
Total RECEIPTS per month (£)	6,654,272
Average PAYMENTS per Month (£)	475,584
Total PAYMENTS per month (£)	6,217,502
Total Net Funds (Receipts-Payments)	456,949
Maximum Bank Balance Predicted	-75,155
MINIMUM Bank Balance Predicted	-199,377
Average Bank Balance Predicted	-121,513

Credit Terms	Debtors (%)
Payments (End Month)	0%
Payments 1ms credit	0%
Payments 2ms credit	100%
Payments 3ms credit	0%
Payments 4ms credit	0%
Total = 100%	100%

CREDIT TAKEN	Creditors (%)
Payment (End Month)	0%
Payment 1ms credit taken	0%
Payment 2ms credit taken	100%
Payment 3ms Credit taken	0%
Total = 100%	100%
POST HORIZON TRADE CREDITORS	630,225
POST HORIZON TRADE DEBTORS	1,112,408

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
SALES VALUE	554550.47	554550.47	554550.47	554550.47	554550.47	554550.47	554550.47	554550.47	554550.47	554550.47	554550.47	554550.47	6654606
Sundry Income	1,654	1,654	1,654	1,654	1,654	1,654	1,654	1,654	1,654	1,654	1,654	1,654	19845
VAT @ 15%	0	0	0	0	0	0	0	0	0	0	0	0	0
SALES + VAT	556,204	556,204	556,204	556,204	556,204	556,204	556,204	556,204	556,204	556,204	556,204	556,204	6674451
RECEIPTS FROM TRADING													
Payments (End Month)	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments 1ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments 2ms credit	630900	461330	556204	556204	556204	556204	556204	556204	556204	556204	556204	556204	6654272
Payments 3ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments 4ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
Monthly Sales Revenue (£)	630900	461330	556204	556204	556204	556204	556204	556204	556204	556204	556204	556204	6654272

PAYMENTS (Cash Inflow)	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Trade Creditors	330,116	250,523	314,254	314,254	314,254	314,597	314,941	314,941	314,941	314,941	314,941	314,941	3727643
VAT	0	0	0	0	0	0	0	0	0	0	0	0	0
Salaries	165142	165142	165142	165142	165600	165600	165600	165600	165600	165600	165829	165829	1985824
Non-VAT Related Overheads	29949	29949	29949	29949	29949	29949	29949	29949	29949	29949	29949	29949	358385
Custom & Excise	0	0	0	0	0	0	0	0	0	0	0	0	0
Coporation Tax	0	0	0	0	0	0	0	0	0	0	14465	0	144651
TOTAL OPERATING PAYMENTS	525,206	445,614	509,344	509,344	509,802	510,146	510,489	510,489	510,489	510,489	655,369	510,718	6,217,502
		107945			108,133			107,876			107,824		431778
OPERATING CASH FLOW	105,694	15,716	46,860	46,860	46,402	46,058	45,715	45,715	45,715	45,715	-99,165	45,486	435,770

FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
	0	0	0	0	0	0	0	0	0	0	0	0	0
- Hire Purchase Payments	1,613	1,613	1,613	1,613	1,613	1,613	1,613	1,613	1,613	1,613	1,613	1,613	19,360
- Contract Hire Vehicles	3,796	3,796	3,796	3,796	3,796	3,796	3,796	3,796	3,796	3,796	3,796	3,796	45,557
-Management Charge	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	35,000
-Capital Expenditure	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	150,000
-Term Loan Repayment			6,800			5,400			6,000			5,600	24,800
-Contract Lease 38			33,600			33,600			33,600			33,600	134,400
-Contract Lease FLT	438	438	438	438	438	438	438	438	438	438	438	438	5,256
TOTAL FINANCE CHARGES	21,264	21,264	61,664	21,264	21,264	61,264	21,264	21,264	60,864	21,264	21,264	60,464	414,373
NET CASH FLOW	84,429	-5,548	-14,805	25,595	25,137	-15,206	24,451	24,451	-15,149	24,451	-120,429	-14,978	22,398
OPENING BALANCE	-195,034	-114,397	-123,738	-142,335	-120,533	-99,188	-118,187	-97,529	-76,871	-95,813	-76,155	-198,377	-195,034
BALANCE BEFORE INTEREST	-110,605	-119,946	-138,543	-116,740	-95,395	-114,394	-93,736	-73,078	-92,020	-71,363	-195,585	-214,356	-172,636
Bank Interest	3,793	3,793	3,793	3,793	3,793	3,793	3,793	3,793	3,793	3,793	3,793	3,793	45,517
CLOSING BALANCE	-114,397	-123,738	-142,335	-120,533	-99,188	-118,187	-97,529	-76,871	-95,813	-75,155	-198,377	-218,149	-218,149

CALCULATION OF VAT & TRADE CREDITORS													
NON-VAT RATED ITEMS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Total Salaries & Wages	159,017	159,017	159,017	159,017	159,475	159,475	159,475	159,475	159,475	159,475	159,704	159,704	1,912,321
Total Bonuses	6,125	6,125	6,125	6,125	6,125	6,125	6,125	6,125	6,125	6,125	6,125	6,125	73,503
Sub-Total	165,142	165,142	165,142	165,142	165,600	165,600	165,600	165,600	165,600	165,600	165,829	165,829	1,985,824
NON-VAT RATED COSTS													
-Bank Charges	458	458	458	458	458	458	458	458	458	458	458	458	5,496
-Term Loan	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	3,454	41,453
-Hire Purchase	719	719	719	719	719	719	719	719	719	719	719	719	8,626
-Electricity/Gas/Water	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	66,160
-Rent/Rates/Insurance	13,255	13,255	13,255	13,255	13,255	13,255	13,255	13,255	13,255	13,255	13,255	13,255	159,064
-Pension + GLS	4,374	4,374	4,374	4,374	4,374	4,374	4,374	4,374	4,374	4,374	4,374	4,374	52,482
-Travel + Entertaining	2,175	2,175	2,175	2,175	2,175	2,175	2,175	2,175	2,175	2,175	2,175	2,175	26,104
Sub-Total	29,949	29,949	29,949	29,949	29,949	29,949	29,949	29,949	29,949	29,949	29,949	29,949	359,385
TOTAL OVERHEADS	525,068	525,068	525,068	525,411	526,213	526,213	526,213	526,213	526,213	526,213	526,614	526,614	6,311,120
LESS:													
Salaries, Bonuses & Wages	165,142	165,142	165,142	165,142	165,600	165,600	165,600	165,600	165,600	165,600	165,829	165,829	1,985,824
Non-VAT Rated Costs	29,949	29,949	29,949	29,949	29,949	29,949	29,949	29,949	29,949	29,949	29,949	29,949	359,385
Depreciation Charged to P&L	8,898	8,898	8,898	8,898	8,898	8,898	8,898	8,898	8,898	8,898	8,898	8,898	106,773
Sub Total	321,080	321,080	321,080	321,423	321,767	321,767	321,767	321,767	321,767	321,767	321,938	321,938	3,859,138
Creditors Less:													
-Plant Lease	0	0	0	0	0	0	0	0	0	0	0	0	0
-Contract Hire Vehicles	6,826	6,826	6,826	6,826	6,826	6,826	6,826	6,826	6,826	6,826	6,826	6,826	81,910
TOTAL CREDITORS	314,254	314,254	314,254	314,597	314,941	314,941	314,941	314,941	314,941	314,941	315,113	315,113	3,777,229

PARAMETER CHANGE

PERCENTAGE CHANGE FROM PREVIOUS YEARS VALUES				Value of 1%	Value of	Value of
Sales	Growth %	Inflation %	Total %	of Total Cost	Change	Growth
General Cartons	3.5%	6.0%	9.5%	28,710	249,085	91,768
Engineering Cartons	1.5%	6.0%	7.5%	22,130	154,397	30,879
Print	3.0%	6.0%	9.0%	12,451	102,809	34,270
Software	2.0%	6.0%	8.0%	3,103	22,982	5,746
Packaging Materials	2.0%	6.0%	8.0%	12	86	22
Waste	2.0%	6.0%	8.0%	140	1,037	259

Percentage Change In Closing Stock	Growth %	Inflation %	Total %	Value of 1%	Value of Change	Value of Growth
-WIP General Cartons	3.5%	0.0%	3.5%	2,464	717	717
-WIP Engineering	1.5%	0.0%	1.5%	1,967	246	246
-WIP Print	3.0%	0.0%	3.0%	830	207	207
-WIP Software	2.0%	0.0%	2.0%	207	34	34
-Board	2.5%	0.0%	2.5%	643	134	134
-Paper	2.5%	0.0%	2.5%	104	22	22
-Inks & Plates	2.5%	0.0%	2.5%	311	65	65
-Sundries	2.5%	0.0%	2.5%	353	73	73

Direct Production Costs		Inflation %	Total %	Value of 1%	Value of	Value of
DIRECT MATERIALS	Growth %			of Total Cost	Change	Growth
-Board - General	3.5%	6.0%	9.5%	9,406	81,602	30,064
-Board - Engineering	1.5%	6.0%	7.5%	8,852	61,759	12,352
-Paper	2.7%	6.0%	8.7%	3,094	24,675	7,592
-Inks & Plates	2.7%	6.0%	8.7%	1,392	11,103	3,416
-Data Duplicates	2.7%	6.0%	8.7%	0	0	0
-Other Soft. Materials	2.7%	6.0%	8.7%	107	852	262
-Outwork - General	0.0%	6.0%	6.0%	2,566	14,523	0
-Outwork - Engineering	1.5%	6.0%	7.5%	327	2,284	457
-Outwork - Print	3.0%	6.0%	9.0%	1,935	15,977	5,326
-Outwork - Software	2.0%	6.0%	8.0%	1,117	8,274	2,068
DIRECT LABOUR	Growth %	Inflation %	Total %			
-Normal Time	2.0%	6.0%	8.0%	8,731	64,670	16,168
-Overtime	2.0%	6.0%	8.0%	2,612	19,348	4,837
DISTRIBUTION VARIABLE COSTS	Growth %	Inflation %	Total %			
-Freight	2.5%	6.0%	8.5%	2,485	19,470	5,726
-Packing Materials	2.5%	6.0%	8.5%	662	5,184	1,525

Overhead Costs				Value of 1%	Value of	Value of
Production Department	Growth %	Inflation %	Total %	of Total Cost	Change	Growth
-Indirect Materials	2.5%	6.0%	8.5%	1,994	15,618	4,594
-Indirect Labour	1.0%	6.0%	7.0%	847	5,543	792
-Standing Charges	1.0%	6.0%	7.0%	2,361	15,448	2,207
-Management Charges	1.0%	6.0%	7.0%	3,002	19,638	2,805
Sales Department	1.0%	6.0%	7.0%	5,027	32,890	4,699
Distribution Fixed Costs	1.0%	6.0%	7.0%	1,403	9,175	1,311
Administration Costs	1.0%	6.0%	7.0%	1,904	12,459	1,780
Finance Department	1.0%	6.0%	7.0%	2,184	14,291	2,042

Appendix 7.1.5 - Base Model 1992 Operating Budget

MODEL 7.1 - PP PRINT COMPANY PROJECTED OPERATING BUDGET 1992

Summary of Operating Budget	
Total Sales (£)	7,231,426
Average Sales per month (£)	602,619
Total Direct Costs & Overheads (£)	6,666,246
Ave Costs & Overheads per month (£)	555,521
Total Net Profit Predicted (£)	565,179
Average Net Profit per Month (£)	47,098
Maximum Net Profit per Month (£)	47,176
Minimum Net Profit per Month (£)	46,587

Ratios	
Direct Costs as a % of Total Costs	69.9%
Overhead Costs as a % of Total Costs	30.1%
Gross Profit as a % of Sales	35.5%
Net Profit as a % of Sales	7.8%
Overhead to Direct Labour	163.7%
Direct Labour as a % of Total Costs	18.4%

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
SALES TURNOVER													
General Cartons	261,981	261,981	261,981	261,981	261,981	261,981	261,981	261,981	261,981	261,981	261,981	261,981	3,143,777
Engineering Cartons	198,250	198,250	198,250	198,250	198,250	198,250	198,250	198,250	198,250	198,250	198,250	198,250	2,379,999
Print	113,099	113,099	113,099	113,099	113,099	113,099	113,099	113,099	113,099	113,099	113,099	113,099	1,357,190
Software	27,924	27,924	27,924	27,924	27,924	27,924	27,924	27,924	27,924	27,924	27,924	27,924	335,083
Packaging Materials	105	105	105	105	105	105	105	105	105	105	105	105	1,260
Waste	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	1,260	15,117
A TOTAL SALES VALUE	602,619	602,619	602,619	602,619	602,619	602,619	602,619	602,619	602,619	602,619	602,619	602,619	7,231,426

COMPANY DIRECT COSTS	January	February	March	April	May	June	July	August	September	October	November	December
Opening Stock												
-WIP General Cartons	254,410	255,152	255,896	256,643	257,391	258,142	258,895	259,650	260,407	261,167	261,928	262,692
-WIP Engineering	203,079	203,333	203,926	204,521	205,117	205,716	206,316	206,917	207,521	208,126	208,733	209,342
-WIP Print	85,721	85,935	86,186	86,437	86,689	86,942	87,195	87,450	87,705	87,961	88,217	88,475
-WIP Software	21,395	21,430	21,493	21,555	21,618	21,681	21,745	21,808	21,872	21,935	21,999	22,064
-Board	66,378	66,517	66,711	66,905	67,100	67,296	67,492	67,689	67,887	68,085	68,283	68,482
-Paper	10,706	10,728	10,760	10,791	10,823	10,854	10,886	10,918	10,949	10,981	11,013	11,046
-Inks & Plates	32,119	32,185	32,279	32,373	32,468	32,563	32,658	32,753	32,848	32,944	33,040	33,137
-Sundries	36,401	36,477	36,583	36,690	36,797	36,904	37,012	37,120	37,228	37,337	37,446	37,555
Total Opening Stock	710,208	711,757	713,833	715,915	718,004	720,098	722,198	724,304	726,417	728,536	730,661	732,792
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December
-WIP General Cartons	255,152	255,896	256,643	257,391	258,142	258,895	259,650	260,407	261,167	261,928	262,692	263,459
-WIP Engineering	203,333	203,926	204,521	205,117	205,716	206,316	206,917	207,521	208,126	208,733	209,342	209,953
-WIP Print	85,935	86,186	86,437	86,689	86,942	87,195	87,450	87,705	87,961	88,217	88,475	88,733
-WIP Software	21,430	21,493	21,555	21,618	21,681	21,745	21,808	21,872	21,935	21,999	22,064	22,128
-Board	66,517	66,711	66,905	67,100	67,296	67,492	67,689	67,887	68,085	68,283	68,482	68,682
-Paper	10,728	10,760	10,791	10,823	10,854	10,886	10,918	10,949	10,981	11,013	11,046	11,078
-Inks & Plates	32,185	32,279	32,373	32,468	32,563	32,658	32,753	32,848	32,944	33,040	33,137	33,233
-Sundries	36,477	36,583	36,690	36,797	36,904	37,012	37,120	37,228	37,337	37,446	37,555	37,664
Total Closing Stock	711,757	713,833	715,915	718,004	720,098	722,198	724,304	726,417	728,536	730,661	732,792	734,929
STOCK DECREASE/ (INCREASE)	-1,549	-2,076	-2,082	-2,088	-2,094	-2,100	-2,106	-2,113	-2,119	-2,125	-2,131	-2,137	-24,721
STOCK AS % OF MONTHLY TURNOVER	118.1%	118.5%	118.8%	119.1%	119.5%	119.8%	120.2%	120.5%	120.9%	121.2%	121.6%	122.0%	120.0%

DIRECT MATERIALS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Board - General	85,827	85,827	85,827	85,827	85,827	85,827	85,827	85,827	85,827	85,827	85,827	85,827	1,029,921
-Board - Engineering	79,300	79,300	79,300	79,300	79,300	79,300	79,300	79,300	79,300	79,300	79,300	79,300	951,599
-Paper	28,016	28,016	28,016	28,016	28,016	28,016	28,016	28,016	28,016	28,016	28,016	28,016	336,194
-Inks & Plates	12,607	12,607	12,607	12,607	12,607	12,607	12,607	12,607	12,607	12,607	12,607	12,607	151,280
-Data Duplicates	0	0	0	0	0	0	0	0	0	0	0	0	0
-Other Soft. Materials	967	967	967	967	967	967	967	967	967	967	967	967	11,605
-Outwork - General	22,664	22,664	22,664	22,664	22,664	22,664	22,664	22,664	22,664	22,664	22,664	22,664	271,973
-Outwork - Engineering	2,933	2,933	2,933	2,933	2,933	2,933	2,933	2,933	2,933	2,933	2,933	2,933	35,194
-Outwork - Print	17,576	17,576	17,576	17,576	17,576	17,576	17,576	17,576	17,576	17,576	17,576	17,576	210,908
-Outwork - Software	10,053	10,053	10,053	10,053	10,053	10,053	10,053	10,053	10,053	10,053	10,053	10,053	120,630
Direct Materials Total	259,942	259,942	259,942	259,942	259,942	259,942	259,942	259,942	259,942	259,942	259,942	259,942	3,119,305
% OF DIRECT COSTS	66.8%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%

DIRECT LABOUR	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Normal Time	78,575	78,575	78,575	78,575	78,575	78,575	78,575	78,575	78,575	78,575	78,575	78,575	942,894
-Overtime	23,508	23,508	23,508	23,508	23,508	23,508	23,508	23,508	23,508	23,508	23,508	23,508	282,093
TOTAL	102,082	102,082	102,082	102,082	102,082	102,082	102,082	102,082	102,082	102,082	102,082	102,082	1,224,987
% OF DIRECT COSTS	26.2%	26.3%	26.3%	26.3%	26.3%	26.3%	26.3%	26.3%	26.3%	26.3%	26.3%	26.3%	26.3%

DISTRIBUTION VARIABLE COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Van Running Costs	1,022	1,022	1,022	1,022	1,022	1,022	1,022	1,022	1,022	1,022	1,022	1,022	12,267
-Freight Cartons	17,350	17,350	17,350	17,350	17,350	17,350	17,350	17,350	17,350	17,350	17,350	17,350	208,206
-Freight Print	3,346	3,346	3,346	3,346	3,346	3,346	3,346	3,346	3,346	3,346	3,346	3,346	40,158
-Freight Software	113	113	113	113	113	113	113	113	113	113	113	113	1,359
-Outside Storage	639	639	639	639	639	639	639	639	639	639	639	639	7,664
-Packing Materials	5,983	5,983	5,983	5,983	5,983	5,983	5,983	5,983	5,983	5,983	5,983	5,983	71,800
-Sundry	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Distribution Variable Costs	28,454	28,454	28,454	28,454	28,454	28,454	28,454	28,454	28,454	28,454	28,454	28,454	341,449
B COST OF GOODS SOLD	388,929	388,402	388,396	388,390	388,384	388,378	388,372	388,366	388,360	388,353	388,347	388,341	4,661,019
C GROSS PROFIT[A-B=C]	213,690	214,216	214,222	214,229	214,235	214,241	214,247	214,253	214,259	214,265	214,272	214,278	2,570,406
D GROSS PROFIT as % of Sales >	35.5%	35.5%	35.5%	35.5%	35.6%	35.6%	35.6%	35.6%	35.6%	35.6%	35.6%	35.6%	35.5%

COMPANY OVERHEADS

PRODUCTION DEPARTMENT

Indirect Materials	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Electricity/Water/Gas	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	71,784
-Consumables	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	12,043	144,521
Total	18,025	18,025	18,025	18,025	18,025	18,025	18,025	18,025	18,025	18,025	18,025	18,025	216,305

Indirect Labour	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Inspection	960	960	960	960	960	960	960	960	960	960	960	960	11,515
-Storekeeping	1,919	1,919	1,919	1,919	1,919	1,919	1,919	1,919	1,919	1,919	1,919	1,919	23,031
-Maintainance Basic	4,676	4,676	4,676	4,676	4,676	4,676	4,676	4,676	4,676	4,676	4,676	4,676	56,107
-Maintainance Overtime	0	0	0	0	0	0	0	0	0	0	0	0	0
													0
Total	7,554	7,554	7,554	7,554	7,554	7,554	7,554	7,554	7,554	7,554	7,554	7,554	90,653

Standing Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Rent & Rates/Insurance	14,183	14,183	14,183	14,183	14,183	14,183	14,183	14,183	14,183	14,183	14,183	14,183	170,199
-Premises - Depn	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	1,327	15,926
-Plant Lease - 3B	0	0	0	0	0	0	0	0	0	0	0	0	0
-Plant Lease -Depn	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544	5,544	66,532
-Plant Lease - Extra Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	21,055	21,055	21,055	21,055	21,055	21,055	21,055	21,055	21,055	21,055	21,055	21,055	252,657

Other Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Management Salaries	12,873	12,873	12,873	12,873	12,873	12,873	12,873	12,873	12,873	12,873	12,873	12,873	154,478
-Pension & GLS	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	2,205	26,461
-Managers Bonus	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	18,743
-Repairs & Renewals	6,370	6,370	6,370	6,370	6,370	6,370	6,370	6,370	6,370	6,370	6,370	6,370	76,443
-Training	1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225	14,701
-Welfare/Cleaning/Canteen	839	839	839	839	839	839	839	839	839	839	839	839	10,070
-Claims Lost Time	0	0	0	0	0	0	0	0	0	0	0	0	0
-Car Expenses	306	306	306	306	306	306	306	306	306	306	306	306	3,675
-Travel	61	61	61	61	61	61	61	61	61	61	61	61	735
-Contract Car Hire	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	12,955
-Sundaries	245	245	245	245	245	245	245	245	245	245	245	245	2,940
Total	26,767	26,767	26,767	26,767	26,767	26,767	26,767	26,767	26,767	26,767	26,767	26,767	321,200

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
TOTAL PRODUCTION DEPT	73,401	73,401	73,401	73,401	73,401	73,401	73,401	73,401	73,401	73,401	73,401	73,401	880,815
% OF TOTAL OVERHEADS	43.9%	43.9%	43.9%	43.9%	43.9%	43.9%	43.9%	43.9%	43.9%	43.9%	43.9%	43.9%	43.9%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
128															
129		SALES DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
130		-External Sales Salaries	18,416	18,416	18,416	18,416	18,416	18,416	18,416	18,416	18,416	18,416	18,416	18,416	220,992
131		-Internal Support Salaries	14,986	14,986	14,986	14,986	14,986	14,986	14,986	14,986	14,986	14,986	14,986	14,986	179,836
132		-Pension & GLS	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	13,965
133		-Bonus	2,511	2,511	2,511	2,511	2,511	2,511	2,511	2,511	2,511	2,511	2,511	2,511	30,136
134		-Travel & Entertaining	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	13,236
135		-Car Expenses	1,593	1,593	1,593	1,593	1,593	1,593	1,593	1,593	1,593	1,593	1,593	1,593	19,111
136		-Contract Car Hire	3,708	3,708	3,708	3,708	3,708	3,708	3,708	3,708	3,708	3,708	3,708	3,708	44,494
137		-Bad Debt Charge	306	306	306	306	306	306	306	306	306	306	306	306	3,675
138		-Staff Adverts	429	429	429	429	429	429	429	429	429	429	429	429	5,145
139		-Sundry	613	613	613	613	613	613	613	613	613	613	613	613	7,356
140		Total Sales Department	44,828	44,828	44,828	44,828	44,828	44,828	44,828	44,828	44,828	44,828	44,828	44,828	537,941
141		%OF TOTAL OVERHEADS	26.8%	26.8%	26.8%	26.8%	26.8%	26.8%	26.8%	26.8%	26.8%	26.8%	26.8%	26.8%	26.8%
142															
143		DISTRIBUTION FIXED COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
144		-Salaries & NI	8,677	8,677	8,677	8,677	8,677	8,677	8,677	8,677	8,677	8,677	8,677	8,677	104,124
145		-Pensions & GLS	245	245	245	245	245	245	245	245	245	245	245	245	2,940
146		-Managers Bonus	153	153	153	153	153	153	153	153	153	153	153	153	1,838
147		-Depn.Metal Baskets	123	123	123	123	123	123	123	123	123	123	123	123	1,470
148		-Fork Lift Truck Expns	1,531	1,531	1,531	1,531	1,531	1,531	1,531	1,531	1,531	1,531	1,531	1,531	18,376
149		-Van Repairs & Maintainance	368	368	368	368	368	368	368	368	368	368	368	368	4,410
150		-Contract Van Hire	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	1,317	15,800
151		Total Distribution Fixed Costs	12,413	12,413	12,413	12,413	12,413	12,413	12,413	12,413	12,413	12,413	12,413	12,413	148,962
152		%OF TOTAL OVERHEADS	7.4%	7.4%	7.4%	7.4%	7.4%	7.4%	7.4%	7.4%	7.4%	7.4%	7.4%	7.4%	7.4%
153															
154		ADMINISTRATION	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
155		-Salaries	5,360	5,360	5,360	5,360	5,360	5,360	5,360	5,360	5,360	5,360	5,360	5,360	64,319
156		-Pension & GLS	490	490	490	490	490	490	490	490	490	490	490	490	5,880
157		-Bonus	1,072	1,072	1,072	1,072	1,072	1,072	1,072	1,072	1,072	1,072	1,072	1,072	12,863
158		-Telephone	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	2,021	24,256
159		-Print/Post/Stationary	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	22,933
160		-Bank Charges	490	490	490	490	490	490	490	490	490	490	490	490	5,880
161		-Travel	735	735	735	735	735	735	735	735	735	735	735	735	8,820
162		-Contract Car Hire	709	709	709	709	709	709	709	709	709	709	709	709	8,512
163		-F & F Depreciation	2,527	2,527	2,527	2,527	2,527	2,527	2,527	2,527	2,527	2,527	2,527	2,527	30,320
164		-Professional Fees	208	208	208	208	208	208	208	208	208	208	208	208	2,499
165		-Subscriptions	809	809	809	809	809	809	809	809	809	809	809	809	9,702
166		-Car Expenses	221	221	221	221	221	221	221	221	221	221	221	221	2,646
167		-Sundry & Entertaining	429	429	429	429	429	429	429	429	429	429	429	429	5,145
168		TOTAL ADMINISTRATION COSTS	16,981	16,981	16,981	16,981	16,981	16,981	16,981	16,981	16,981	16,981	16,981	16,981	203,771
169		%OF TOTAL OVERHEADS	10.2%	10.2%	10.2%	10.2%	10.2%	10.2%	10.2%	10.2%	10.2%	10.2%	10.2%	10.2%	10.2%
170															
171		FINANCE DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
172		-Salaries	9,065	9,065	9,065	9,065	9,065	9,065	9,065	9,065	9,065	9,065	9,065	9,065	108,784
173		-Directors Bonus	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	45,939
174		-Pension & GLS	576	576	576	576	576	576	576	576	576	576	576	576	6,909
175		-Managers Bonus	1,256	1,256	1,256	1,256	1,256	1,256	1,256	1,256	1,256	1,256	1,256	1,256	15,068
176		-Audit	1,593	1,593	1,593	1,593	1,593	1,593	1,593	1,593	1,593	1,593	1,593	1,593	19,111
177		-Accounts	490	490	490	490	490	490	490	490	490	490	490	490	5,880
178		-Old Comm	245	245	245	245	245	245	245	245	245	245	245	245	2,940
179		-Staff Adverts	368	368	368	368	368	368	368	368	368	368	368	368	4,410
180		-Computer Costs	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	1,562	18,743
181		-Car Expenses	98	98	98	98	98	98	98	98	98	98	98	98	1,176
182		-Contract Car Hire	398	398	398	398	398	398	398	398	398	398	398	398	4,778
183		TOTAL FINANCE DEPARTMENT	19,478	19,478	19,478	19,478	19,478	19,478	19,478	19,478	19,478	19,478	19,478	19,478	233,738
184		%OF TOTAL OVERHEADS	11.7%	11.7%	11.7%	11.7%	11.7%	11.7%	11.7%	11.7%	11.7%	11.7%	11.7%	11.7%	11.7%
185															
186	E	TOTAL OVERHEADS	167,102	167,102	167,102	167,102	167,102	167,102	167,102	167,102	167,102	167,102	167,102	167,102	2,005,227
187		Total Direct Costs + Overheads	556,031	555,505	555,499	555,493	555,486	555,480	555,474	555,468	555,462	555,456	555,449	555,443	6,666,246
188															
189	F	NET TRADING PROFIT	46,587	47,114	47,120	47,126	47,132	47,139	47,145	47,151	47,157	47,163	47,169	47,176	565,179
190															
191	G	FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
192		-Bank	3,189	3,189	3,189	3,189	3,189	3,189	3,189	3,189	3,189	3,189	3,189	3,189	38,264
193		-Hire Purchase	755	755	755	755	755	755	755	755	755	755	755	755	9,057
194		-Libor Loan	3,627	3,627	3,627	3,627	3,627	3,627	3,627	3,627	3,627	3,627	3,627	3,627	43,526
195		-Management Charge	2,084	2,084	2,084	2,084	2,084	2,084	2,084	2,084	2,084	2,084	2,084	2,084	25,005
196															
197															
198		Total Finance Charges	9,654	9,654	9,654	9,654	9,654	9,654	9,654	9,654	9,654	9,654	9,654	9,654	115,852
199	H	SUNDRY INCOME	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	20,837
200															
201	I	NET PROFIT BEFORE TAX	38,670	39,196	39,202	39,208	39,215	39,221	39,227	39,233	39,239	39,245	39,251	39,258	470,165
202		CORPORATION TAX	13,534	13,719	13,721	13,723	13,725	13,727	13,729	13,732	13,734	13,736	13,738	13,740	164,558
203															
204	J	NET PROFIT AFTER TAX	25,135	25,478	25,482	25,485	25,489	25,493	25,497	25,501	25,505	25,509	25,513	25,517	305,607
205															
206															
207															
208		*MODEL 7.1 - PP PRINT COMPANY PROJECTED OPERATING BUDGET 1992*													
209															
210		Summary of Cashflow Information													
211		Average RECEIPTS per month (£)	596,330												
212		Total RECEIPTS per month (£)	7,155,961												
213		Average PAYMENTS per Month (£)	511,700												
214		Total PAYMENTS per month (£)	6,690,898												
215		Total Net Funds (Receipts-Payments)	561,365												
216		Maximum Bank Balance Predicted	-104,403												
217		MINIMUM Bank Balance Predicted	-220,212												
218		Average Bank Balance Predicted	-176,155												
219															
220															

Credit Terms	Debtors (%)
Payments (End Month)	0%
Payments 1ms credit	0%
Payments 2ms credit	100%
Payments 3ms credit	0%
Payments 4ms credit	0%
Total = 100%	100%

CREDIT TAKEN	Creditors (%)
Payment (End Month)	0%
Payment 1ms credit taken	0%
Payment 2ms credit taken	100%
Payment 3ms Credit taken	0%
Total = 100%	100%
POST HORIZON TRADE CREDITORS	680,828
POST HORIZON TRADE DEBTORS	1,208,710

		January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
221	SALES VALUE	602618.812	602618.81	602618.81	602618.81	602618.81	602618.81	602618.81	602618.81	602618.81	602618.81	602618.81	602618.81	7231426
222	Sundry Income	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736	20837
223	VAT @ 15%	0	0	0	0	0	0	0	0	0	0	0	0	0
224	SALES + VAT	604,355	604,355	604,355	604,355	604,355	604,355	604,355	604,355	604,355	604,355	604,355	604,355	7252263
225	RECEIPTS FROM TRADING													
226	Payments (End Month)	0	0	0	0	0	0	0	0	0	0	0	0	0
227	Payments 1ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
228	Payments 2ms credit	556,204	556,204	604,355	604,355	604,355	604,355	604,355	604,355	604,355	604,355	604,355	604,355	7,155,961
229	Payments 3ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
230	Payments 4ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
231														
232	Monthly Sales Revenue (£)	556,204	556,204	604,355	604,355	604,355	604,355	604,355	604,355	604,355	604,355	604,355	604,355	7,155,961
233														
234	PAYMENTS (Cash Inflow)	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
235	Trade Creditors	315,113	315,113	340,444	340,444	340,444	340,444	340,444	340,444	340,444	340,444	340,444	340,444	4034665
236	VAT	0	0	0	0	0	0	0	0	0	0	0	0	0
237	Salaries	178014	178014	178014	178014	178014	178014	178014	178014	178014	178014	178014	178014	2136174
238	Non-VAT Related Overheads	32044	32044	32044	32044	32044	32044	32044	32044	32044	32044	32044	32044	384533
239	Custom & Excise	0	0	0	0	0	0	0	0	0	0	0	0	0
240	Coporation Tax	0	0	0	0	0	0	0	0	0	0	135527	0	135527
241														
242	TOTAL OPERATING PAYMENTS	525,171	525,171	550,503	550,503	550,503	550,503	550,503	550,503	550,503	550,503	686,030	550,503	6,690,898
243			117979			117,979			117,979			117,979		471915
244	OPERATING CASH FLOW	31,033	31,033	53,852	53,852	53,852	53,852	53,852	53,852	53,852	53,852	-81,674	53,852	465,063

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
FINANCE CHARGES	0	0	0	0	0	0	0	0	0	0	0	0	0
. Hire Purchase Payments	1,775	1,775	1,775	1,775	1,775	1,775	1,775	1,775	1,775	1,775	1,775	1,775	21,296
. Contract Hire Vehicles	4,176	4,176	4,176	4,176	4,176	4,176	4,176	4,176	4,176	4,176	4,176	4,176	50,112
-Management Charge	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	40,000
-Capital Expenditure	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	150,000
-Term Loan Repayment			5,200			4,800			4,400			4,000	18,400
-Contract Lease 38			33,600			33,600			33,600			33,600	134,400
-Contract Lease FLT	438	438	438	438	438	438	438	438	438	438	438	438	5,256
TOTAL FINANCE CHARGES	22,222	22,222	61,022	22,222	22,222	60,622	22,222	22,222	60,222	22,222	22,222	59,822	419,464
								08					
NET CASH FLOW	8,811	8,811	-7,170	31,630	31,630	-6,770	31,630	31,630	-6,370	31,630	-103,896	-5,970	45,599
OPENING BALANCE	-218,149	-213,510	-208,871	-220,212	-192,754	-165,295	-176,237	-148,779	-121,320	-131,862	-104,403	-212,472	-218,149
BALANCE BEFORE INTEREST	-209,338	-204,699	-216,040	-188,582	-161,124	-172,065	-144,607	-117,148	-127,690	-100,231	-208,300	-218,441	-172,550
Bank Interest	4,172	4,172	4,172	4,172	4,172	4,172	4,172	4,172	4,172	4,172	4,172	4,172	50,064
CLOSING BALANCE	-213,510	-208,871	-220,212	-192,754	-165,295	-176,237	-148,779	-121,320	-131,862	-104,403	-212,472	-222,613	-222,613

CALCULATION OF VAT & TRADE CREDITORS

NON-VAT RATED ITEMS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Total Salaries & Wages	171,461	171,461	171,461	171,461	171,461	171,461	171,461	171,461	171,461	171,461	171,461	171,461	2,057,526
Total Bonuses	6,554	6,554	6,554	6,554	6,554	6,554	6,554	6,554	6,554	6,554	6,554	6,554	78,648
Sub-Total	178,014	178,014	178,014	178,014	178,014	178,014	178,014	178,014	178,014	178,014	178,014	178,014	2,136,174
NON-VAT RATED COSTS													
-Bank Charges	490	490	490	490	490	490	490	490	490	490	490	490	5,880
-Term Loan	3,627	3,627	3,627	3,627	3,627	3,627	3,627	3,627	3,627	3,627	3,627	3,627	43,526
-Hire Purchase	755	755	755	755	755	755	755	755	755	755	755	755	9,057
-Electricity/Gas/Water	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	5,982	71,784
-Rent/Rates/Insurance	14,183	14,183	14,183	14,183	14,183	14,183	14,183	14,183	14,183	14,183	14,183	14,183	170,199
-Pension + GLS	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	56,156
-Travel + Entertaining	2,328	2,328	2,328	2,328	2,328	2,328	2,328	2,328	2,328	2,328	2,328	2,328	27,931
Sub-Total	32,044	32,044	32,044	32,044	32,044	32,044	32,044	32,044	32,044	32,044	32,044	32,044	384,533
TOTAL OVERHEADS	567,235	567,235	567,235	567,235	567,235	567,235	567,235	567,235	567,235	567,235	567,235	567,235	6,806,819
LESS:													
Salaries, Bonuses & Wages	178,014	178,014	178,014	178,014	178,014	178,014	178,014	178,014	178,014	178,014	178,014	178,014	2,136,174
Non-VAT Rated Costs	32,044	32,044	32,044	32,044	32,044	32,044	32,044	32,044	32,044	32,044	32,044	32,044	384,533
Depreciation Charged to P&L	9,521	9,521	9,521	9,521	9,521	9,521	9,521	9,521	9,521	9,521	9,521	9,521	114,248
Sub Total	347,655	347,655	347,655	347,655	347,655	347,655	347,655	347,655	347,655	347,655	347,655	347,655	4,171,865
Creditors Less:													
-Plant Lease	0	0	0	0	0	0	0	0	0	0	0	0	0
-Contract Hire Vehicles	7,211	7,211	7,211	7,211	7,211	7,211	7,211	7,211	7,211	7,211	7,211	7,211	86,537
TOTAL CREDITORS	340,444	340,444	340,444	340,444	340,444	340,444	340,444	340,444	340,444	340,444	340,444	340,444	4,085,328

PARAMETER CHANGE

PERCENTAGE CHANGE FROM PREVIOUS YEARS VALUES	Growth %	Inflation %	Total %	Value of 1% of Total Cost	Value of Change	Value of Growth
Sales						
General Cartons	3.5%	6.0%	9.5%	31,438	272,748	100,486
Engineering Cartons	1.5%	6.0%	7.5%	23,790	165,977	33,195
Print	3.0%	6.0%	9.0%	13,572	112,062	37,354
Software	2.0%	6.0%	8.0%	3,351	24,821	6,205
Packaging Materials	2.0%	6.0%	8.0%	13	93	23
Waste	2.0%	6.0%	8.0%	151	1,120	280

Percentage Change In Closing Stock	Growth %	Inflation %	Total %	Value of 1%	Value of Change	Value of Growth
-WIP General Cartons	3.5%	0.0%	3.5%	2,552	742	742
-WIP Engineering	1.5%	0.0%	1.5%	2,033	254	254
-WIP Print	3.0%	0.0%	3.0%	859	214	214
-WIP Software	2.0%	0.0%	2.0%	214	36	36
-Board	2.5%	0.0%	2.5%	665	138	138
-Paper	2.5%	0.0%	2.5%	107	22	22
-Inks & Plates	2.5%	0.0%	2.5%	322	67	67
-Sundries	2.5%	0.0%	2.5%	365	76	76

Direct Production Costs				Value of 1%	Value of	Value of
DIRECT MATERIALS	Growth %	Inflation %	Total %	of Total Cost	Change	Growth
-Board - General	3.5%	6.0%	9.5%	10,299	89,354	32,920
-Board - Engineering	1.5%	6.0%	7.5%	9,516	66,391	13,278
-Paper	2.7%	6.0%	8.7%	3,362	26,813	8,250
-Inks & Plates	2.7%	6.0%	8.7%	1,513	12,065	3,712
-Data Duplicates	2.7%	6.0%	8.7%	0	0	0
-Other Soft. Materials	2.7%	6.0%	8.7%	116	926	285
-Outwork - General	0.0%	6.0%	6.0%	2,720	15,395	0
-Outwork - Engineering	1.5%	6.0%	7.5%	352	2,455	491
-Outwork - Print	3.0%	6.0%	9.0%	2,109	17,414	5,805
-Outwork - Software	2.0%	6.0%	8.0%	1,206	8,936	2,234
DIRECT LABOUR	Growth %	Inflation %	Total %			
-Normal Time	2.0%	6.0%	8.0%	9,429	69,844	17,461
-Overtime	2.0%	6.0%	8.0%	2,821	20,896	5,224
DISTRIBUTION VARIABLE COSTS	Growth %	Inflation %	Total %			
-Freight	2.5%	6.0%	8.5%	2,696	21,125	6,213
-Packing Materials	2.5%	6.0%	8.5%	718	5,625	1,654

Overhead Costs				Value of 1%	Value of	Value of
Production Department	Growth %	Inflation %	Total %	of Total Cost	Change	Growth
-Indirect Materials	2.5%	6.0%	8.5%	2,163	16,946	4,984
-Indirect Labour	1.0%	6.0%	7.0%	907	5,931	847
-Standing Charges	1.0%	6.0%	7.0%	2,527	16,529	2,361
-Management Charges	1.0%	6.0%	7.0%	3,212	21,013	3,002
Sales Department	1.0%	6.0%	7.0%	5,379	35,192	5,027
Distribution Fixed Costs	1.0%	6.0%	7.0%	1,490	8,712	1,245
Administration Costs	1.0%	6.0%	7.0%	2,038	13,331	1,904
Finance Department	1.0%	6.0%	7.0%	2,337	15,291	2,184

Appendix 7.1.6 - Base Model Balance Sheet Summary

PP PRINT COMPANY

SUMMARY OF BALANCE SHEETS AND PROFIT & LOSS ACCOUNTS

BALANCE SHEETS

						PROJECTED	
A	FIXED ASSETS	1987	1988	1989 Plan	1989 Model	1990	1991
	Land and Buildings - Freehold	662,859	1,037,287	864,000	864,000	900,000	
	Existing Plant and Equipment	0	0	145,000	145,000	180,000	
A	Fixed Assets (Total A)	662,859	1,037,287	1,009,000	1,009,000	1,080,000	0
B	INVESTMENTS						
	Unlisted Investments	0	0	0	0		0
B	Investments (Total B)	0	0	0	0	0	0
C	CURRENT ASSETS	1987	1988	1989 Plan	1989 Model	1990	1991
	Stocks - Raw Materials	765,368	667,641	649,000	649,000	671,583	0
	- Work in Progress	0	0	0	0	0	0
	- Finished Goods	0	0	0	0	0	0
	Debtors - Trade	1,055,000	1,160,272	1,093,000	1,093,000	1,188,091	0
	- Others	0	0	48,000	48,000	50,000	0
	- Pre-Payments	0	0	0	0	0	0
	Listed Investments	0	0	0	0	0	0
	Cash at Bank and in Hand	1,497	2,465	11,000	11,000	10,000	0
C	Current Assets (Total C)	1,821,865	1,830,378	1,801,000	1,801,000	1,919,674	0
D	CURRENT LIABILITIES - Due within 1 year	1987	1988	1989 Plan	1989 Model	1990	1991
	Bank Overdraft/(Surplus)	0	0	49,956	49,956	50,000	0
	Creditors - Trade	1,573,775	1,309,808	924,000	924,000	1,004,388	0
	- Others	0	0	179,000	179,000	193,320	0
	- Preferential	0	0	0	0	0	0
	Taxation - Current	0	0	81,000	81,000	90,000	0
	Hire Purchase/Leasing Agreements	0	0	0	0	0	0
	Other Short Term Liabilities	0	0	0	0	0	0
	VAT	0	0	0	0	0	
D	CURRENT LIABILITIES (Total D)	1,573,775	1,309,808	1,233,956	1,233,956	1,337,708	0
E	NET CURRENT ASSETS (LIABILITIES) [C-D]	248,090	520,570	567,044	567,044	581,966	0
F	TOTAL ASSETS, Less Current Liabilities	910,949	1,557,857	1,576,044	1,576,044	1,661,966	0
G	AMOUNTS due after 1 year	1987	1988	1989 Plan	1989 Model	1990	1991
	Owing to Banks	0	0	0	0	0	0
	Mortgages/Secured Loans - Up to 5 years	0	0	0	0	0	0
	- 5 years or more	276,509	211,802	230,000	230,000	260,000	0
	Unsecured Loans	0	0	0	0	0	0
	Debtors	0	0	0	0	0	0
G	Amounts due after 1 year (Total F)	276,509	211,802	230,000	230,000	260,000	0
H	OTHER LIABILITIES/PROVISIONS	1987	1988	1989 Plan	1989 Model	1990	1991
	Taxation - Future	0	0	0	0	0	0
	- Deferred	21,050	105,363	105,000	105,000	120,000	0
	Specific Provisions other than Tax	0	0	0	0	0	0
H	Other Liabilities/Provisions (Total G)	21,050	105,363	105,000	105,000	120,000	0
I	NET ASSETS [A+B+C-D-F-G=H]	613,390	1,240,692	1,241,044	1,241,044	1,281,966	0
J	CAPITAL and RESERVES	1987	1988	1989 Plan	1989 Model	1990	1991
	Capital [see below]	819,999	819,999	819,999	819,999	819,999	0
	Reserves	385,045	385,045	385,045	385,045	385,045	0
	Revaluation reserve	0	498,872	499,000	499,000	499,000	
	Profit & Loss Account B/Fwd + P&L Current Year	-591,904	-463,224	-463,000	-463,000	-422,078	0
	LESS Intangible Assets	(0)	(0)	(0)	(0)	(0)	(0)
J	SURPLUS RESOURCES (Total J) [H=J]	(613,140)	(1,240,692)	(1,241,044)	(1,241,044)	(1,281,966)	(0)
		Balances OK	Balances OK	Balances OK	Balances OK	Balances OK	Balances OK

PROFIT & LOSS ACCOUNTS

		1987	1988	1989 Plan	1989 Model	1990	1991
K	SALES TURNOVER	5,827,855	5,319,286	5,893,000	5,893,000	6,405,110	
L	COST OF SALES	1987	1988	1989 Plan	1989 Model	1990	1991
	Stock Decrease/Increase	-156,905	97,725	5,000	5,000	-22,583	
	Direct Materials	2,984,801	2,306,106	2,441,148	2,441,148	2,644,540	
	Direct Labour	1,030,959	835,284	972,434	972,434	1,050,229	
	Distribution Variable	313,423	267,323	267,323	267,323	290,045	
L	TOTAL	4,172,278	3,506,438	3,685,905	3,685,905	3,962,231	0
M	GROSS PROFIT/LOSS	1,655,577	1,812,848	2,207,095	2,207,095	2,442,879	0
N	OVERHEADS	1987	1988	1989 Plan	1989 Model	1990	1991
	Production Department	656,018	594,138	846,185	846,185	898,550	
	Sales Department	183,279	183,822	439,120	439,120	469,858	
	Distribution Fixed	125,238	116,991	122,500	122,500	131,075	
	Adminstration Department	580,887	561,949	166,338	166,338	177,982	
	Finance Department	14,144	17,986	190,800	190,800	204,156	
N	TOTAL OVERHEADS	1,559,566	1,474,886	1,764,943	1,764,943	1,881,621	0
O	PRORT ON TRADING	96,011	337,962	442,152	442,152	561,258	0
P	LOAN FINANCE	112,788	104,106	100,077	100,077	105,081	
						0	
	SUB-TOTAL	-16,777	233,856	342,075	342,075	456,177	0
Q	SUNDRY INCOME	18,041	22,336	18,000	18,000	18,900	
		1987	1988	1989 Plan	1989 Model	1990	1991
R	NET PROFIT BEFORE TAX	1,264	256,192	360,075	360,075	475,077	0
S	CORPORATION TAX	-124,037	-2,000	108,131	108,131	168,652	
	Exceptional Items	451,088	142,271				
T	NET PROFIT AFTER TAX	-325,787	115,921	251,944	251,944	306,425	0

Appendix 7.1.7 - Base Model Financial Ratios Analysis

Notes to Financial Ratios Used in Model:

Standard Gearing (row 6) - This has long been the ratio most used in the United Kingdom for comparing the long term debt with invested capital. Often all or part of bank overdraft is included in long-term debt and therefore also in capital employed. Preference share capital is always included with long term debt in this ratio on the pragmatic grounds that in practice preference share dividends are almost always paid. Traditionally, the maximum safe gearing has been regarded as 33 per cent.

Current Ratio and Quick Ratios (rows 22 and 25) - A Current ratio of less than 1 indicates a liquid deficiency, with an average of around 1.5. The current ratio can however be easily distorted where a large proportion of current assets are non-press (ie, stocks,, which are not easily liquidated). The Quick ratio strips ratio of stock, with an average figure of around 0.8. A large difference between current and quick ratios can indicate large stocks. These figures should only be taken as a rough indication of the ratios which should be achieved by any particular business, since individual and industry variations from these norms are, in practice considerable. For any particular business, the important factor is the *trend* of the ratio, and whether it is in the right direction or not.

Stock Turnover (row 30) - The desired trend is an increase into number of stockturns per year. The introduction of a computer based stock control system or JIT principles into a company would be expected to assist in this task, as may new production equipment with a faster throughput time.

	A	B	C	D	E	F	G	H
1								
2		PP PRINT COMPANY FINANCIAL ANALYSIS RATIOS						
3								
4							PROJECTED	
5	1	GEARING & CAPITAL	1987	1988	1989 Plan	1989 Actual	1990	1991
6	1.1	STANDARD GEARING	30.4%	13.6%	14.6%	14.6%	15.6%	
7		[= Long Term Debt & Preference Shares/	Diff.Prev Yr>	-16.8%	1.0%	0.0%	1.1%	
8		Capital Employed (total assets)]						
9								
10	1.2	DEBT TO NET WORTH	305.1%	131.1%	126.4%	126.4%	134.0%	
11		[= Total Debt/Net Assets]	Diff.Prev Yr>	-173.9%	-4.7%	0.0%	7.6%	
12								
13	1.3	NET WORKING ASSETS : SALES% (Capital Requirement)	4.2%	9.7%	11.7%	11.7%	11.1%	
14		[= ((Stock+Debtors)-Creditors))/Sales Turnover]	Diff.Prev Yr>	5.5%	1.9%	0.0%	-0.5%	
15								
16		REQUIREMENT PER 10% INCREASE IN TURNOVER (£)	24,659	51,811	68,700	68,700	71,197	
17		REQUIREMENT PER £10,000 INCREASE IN TURNOVER (£)	423	974	1,166	1,166	1,112	
18								
19								
20								
21	2	LIQUIDITY RATIOS	1987	1988	1989 Plan	1989 Actual	1990	1991
22	2.1	CURRENT RATIO (Liquidity Ratio)	1.16	1.40	1.46	1.46	1.44	
23		[= Current Assets/Current Liabilities]	Diff.Prev Yr>	0.24	0.06	0.00	-0.02	
24								
25	2.2	QUICK RATIO (Acid Test)	0.67	0.89	0.93	0.93	0.93	
26		[= Current Assets, less Stock/Current Liabilities]	Diff.Prev Yr>	0.22	0.05	0.00	0.00	
27								
28								
29	3	ASSET EFFICIENCY RATIOS	1987	1988	1989 Plan	1989 Actual	1990	1991
30	3.1	STOCK TURNOVER (Times per Year)	5.5	5.3	5.7	5.7	5.9	
31		[= Cost of Sales/Stock]	Diff.Prev Yr>	-0.2	0.4	0.0	0.2	
32								
33	3.2	DEBTOR PERIOD GIVEN (in Days)	66	80	71	71	71	
34		[= (Debtors/Sales Turnover)*365]	Diff.Prev Yr>	14	-9	0	0	
35								
36		DEBTOR PERIOD GIVEN (in Weeks)	9.4	11.3	10.1	10.1	10.1	
37		[= 52/(Sales Turnover/Debtors)]	Diff.Prev Yr>	1.9	-1.3	0.0	0.0	
38								
39	3.3	CREDITOR PERIOD TAKEN (in Days)	99	90	68	68	68	
40		[= (Creditors/Sales Turnover)*365]	Diff.Prev Yr>	-9	-22	0	0	
41								
42		CREDITOR PERIOD TAKEN (in Weeks)	14.0	12.8	9.7	9.7	9.7	
43		[= 52/(Sales Turnover/Creditors)]	Diff.Prev Yr>	-1.2	-3.1	0.0	0.0	
44								
45								
46	4	PROFITABILITY RATIOS	1987	1988	1989 Plan	1989 Actual	1990	1991
47	4.1	GROSS PROFIT: SALES (%)	28.4%	34.1%	37.5%	37.5%	38.1%	
48		[= (Gross Profit/Sales Turnover)*100]	Diff.Prev Yr>	5.7%	3.4%	0.0%	0.7%	
49								
50	4.2	TRADING PROFIT: SALES TURNOVER (%)	1.6%	6.4%	7.5%	7.5%	8.8%	
51		[= (Trading Profit/Sales Turnover)*100]	Diff.Prev Yr>	4.7%	1.1%	0.0%	1.3%	
52								
53	4.3	NET PROFIT BEFORE TAX: SALES TURNOVER (%)	0.0%	4.8%	6.1%	6.1%	7.4%	
54		[= Net Profit Before Tax/Sales Turnover)*100]	Diff.Prev Yr>	4.8%	1.3%	0.0%	1.3%	
55								
56	4.4	RETURN ON INVESTED CAPITAL	0.2	0.3	0.4	0.4	0.4	
57		[= Trading Profit/Net Assets]	Diff.Prev Yr>	0.1	0.1	0.0	0.1	
58								
59	4.5	SALES TURNOVER: NET ASSETS (Overtrading)	9.5	4.3	4.7	4.7	5.0	
60		[= Sales Turnover/Net Assets]	Diff.Prev Yr>	-5.2	0.5	0.0	0.2	
61								
62	4.6	NET WORKING ASSETS: SALES TURNOVER (%)	4.2%	9.7%	11.7%	11.7%	11.1%	
63		[= (Net Working Assets/Sales Turnover)*100]	Diff.Prev Yr>	5.5%	1.9%	0.0%	-0.5%	
64								
65								
66								
67		KEY ITEMS FORM BALANCE SHEETS	1987	1988	1989 Plan	1989 Actual	1990	1991
68		LONG TERM DEBT, [amounts due after 1 year] (Total G)	276,509	211,802	230,000	230,000	260,000	
69		TOTAL ASSETS (Total F)	910,949	1,557,857	1,576,044	1,576,044	1,661,966	
70		TOTAL DEBT (Totals D+G+H)	1,871,334	1,626,973	1,568,956	1,568,956	1,717,708	
71		NET ASSETS (Total I)	613,390	1,240,692	1,241,044	1,241,044	1,281,966	
72		NET WORKING ASSETS [(Stock+DR's)-(CR's)]	246,593	518,105	687,000	687,000	711,966	
73		CURRENT ASSETS (Total C)	1,821,865	1,830,378	1,801,000	1,801,000	1,919,674	
74		CURRENT LIABILITIES (Total D)	1,573,775	1,309,808	1,233,956	1,233,956	1,337,708	
75		STOCK (incl Raw Material, WIP, Finished Goods)	765,368	667,641	649,000	649,000	671,583	
76		TOTAL DEBTORS	1,055,000	1,160,272	1,141,000	1,141,000	1,238,091	
77		TOTAL CREDITORS	1,573,775	1,309,808	1,103,000	1,103,000	1,197,708	
78								
79								
80								
81								
82		KEY ITEMS FORM PROFIT & LOSS ACCOUNTS	1987	1988	1989 Plan	1989 Actual	1990	1991
83		SALES TURNOVER (Total K)	5,827,855	5,319,286	5,893,000	5,893,000	6,405,110	
84		COST OF SALES (Total L)	4,172,278	3,506,438	3,685,905	3,685,905	3,962,231	
85		GROSS PROFIT (Total M)	1,655,577	1,812,848	2,207,095	2,207,095	2,442,879	
86		TRADING PROFIT (Total O)	96,011	337,962	442,152	442,152	561,258	
87		NET PROFIT BEFORE TAX (Total R)	1,264	256,192	360,075	360,075	475,077	
88		NET PROFIT AFTER TAX (Total T)	-325,787	115,921	251,944	251,944	306,425	
89								
90								
91								
92								
93								

Appendix 7.2 - 1989 Operating Budget with 3B Press
Non-Operational until June

PP PRINT COMPANY PROJECTED OPERATING BUDGET 1989 ASSUMING THAT THE 38 PRESS IS NON-OPERATIONAL FOR SIX MONTHS

Summary of Operating Budget	
Total Sales (£)	5,697,340
Average Sales per month (£)	474,778
Total Direct Costs & Overheads (£)	5,398,929
Ave Costs & Overheads per month (£)	449,911
Total Net Profit Predicted (£)	298,411
Average Net Profit per Month (£)	24,868
Maximum Net Profit per Month (£)	79,267
Minimum Net Profit per Month (£)	-15,345

Ratios	
Direct Costs as a % of Total Costs	66.8%
Overhead Costs as a % of Total Costs	33.2%
Gross Profit as a % of Sales	36.7%
Net Profit as a % of Sales	5.2%
Overhead to Direct Labour	198.8%
Direct Labour as a % of Total Costs	16.7%

SALES TURNOVER	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	180,000	173,020	182,040	186,960	168,100	181,220	221,000	230,000	233,000	249,000	261,000	190,300	2,455,340
Engineering Cartons	139,000	153,000	167,000	165,000	148,000	159,000	150,000	165,000	169,000	165,000	188,000	137,000	1,915,000
Print	71,000	83,000	88,000	90,000	81,000	81,000	87,000	97,000	93,000	99,000	103,000	75,000	1,048,000
Software	29,000	21,000	22,000	18,000	23,000	18,000	22,000	25,000	23,000	20,000	26,000	19,000	266,000
Packaging Materials	0	0	0	0	0	0	0	0	0	0	0	1,000	1,000
Waste	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
TOTAL SALES VALUE	420,000	431,020	460,040	460,960	421,100	440,220	491,000	518,000	519,000	534,000	579,000	423,300	5,697,340
INPUT % Difference from Budget													
Engineering Cartons	0%	-18%	-18%	-18%	-18%	-18%	0%	0%	0%	0%	0%	0%	
Print	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Packaging Materials	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Waste	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Value of Difference from Budget	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	0	-37,980	-39,960	-41,040	-36,900	-39,780	0	0	0	0	0	0	-195,660
Engineering Cartons	0	0	0	0	0	0	0	0	0	0	0	0	0
Print	0	0	0	0	0	0	0	0	0	0	0	0	0
Software	0	0	0	0	0	0	0	0	0	0	0	0	0
Packaging Materials	0	0	0	0	0	0	0	0	0	0	0	0	0
Waste	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Difference from Budget	0	-37,980	-39,960	-41,040	-36,900	-39,780	0	0	0	0	0	0	-195,660
Difference as a Percentage	0.0%	-8.1%	-8.0%	-8.2%	-8.1%	-8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-3.3%
						-195,660							

COMPANY DIRECT COSTS													
Opening Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	
-WIP Engineering	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	
-WIP Print	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	
-WIP Software	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
-Board	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	
-Paper	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
-Inks & Plates	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
-Sundries	34,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	
Total Opening Stock	654,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	
-WIP Engineering	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	
-WIP Print	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	
-WIP Software	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
-Board	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	
-Paper	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
-Inks & Plates	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
-Sundries	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	29,000	
Total Closing Stock	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000	649,000
STOCK DECREASE/ (INCREASE)	5,000	0	0	0	0	0	0	0	0	0	0	0	5,000
STOCK AS % OF MONTHLY TURNOVER	154.5%	150.6%	141.1%	140.8%	154.1%	147.4%	132.2%	125.3%	125.0%	121.5%	112.1%	153.4%	138.2%
INPUT % Difference from Budget													
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-WIP General Cartons	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-WIP Engineering	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-WIP Print	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-WIP Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Board	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Paper	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Inks & Plates	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Sundries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Difference from Budget	0	0	0	0	0	0	0	0	0	0	0	0	0
Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

DIRECT MATERIALS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Board - General	54,000	50,640	53,280	54,720	49,200	53,040	66,300	69,000	69,900	74,700	78,300	57,000	730,080
-Board - Engineering	55,600	61,200	66,800	66,000	59,200	63,600	64,000	66,000	67,600	66,000	75,200	54,800	766,000
-Paper	17,750	20,750	22,000	22,500	20,250	20,250	21,750	24,250	23,250	24,750	25,750	18,750	262,000
-Inks & Plates	8,190	9,387	10,017	10,143	9,114	9,681	9,828	10,332	10,395	10,773	11,592	8,442	117,894
-Data Duplicates	0	0	0	0	0	0	0	0	0	0	0	0	0
-Other Soft. Materials	986	714	748	612	782	612	748	850	782	680	884	646	9,044
-Outwork - General	18,000	35,448	37,296	26,813	24,108	25,990	15,470	16,100	16,310	17,430	18,270	13,300	264,534
-Outwork - Engineering	4,170	4,590	5,010	1,650	1,480	1,590	1,600	1,650	1,690	1,650	1,880	1,370	28,330
-Outwork - Print	17,040	19,920	21,120	11,700	10,530	10,530	11,310	12,610	12,090	12,870	13,390	9,750	162,860
-Outwork - Software	10,440	7,560	7,920	6,480	8,280	6,480	7,920	9,000	8,280	7,200	9,360	6,840	95,760
Direct Materials Total	186,176	210,209	224,191	200,618	182,944	191,773	198,926	209,792	210,297	216,053	234,626	170,898	2,436,502
% OF DIRECT COSTS	65.1%	71.2%	72.0%	69.5%	67.8%	68.3%	65.6%	66.3%	66.3%	66.7%	67.8%	63.3%	67.5%
INPUT % Difference from Budget	January	February	March	April	May	June	July	August	September	October	November	December	
-Board - General	0%	-20%	-20%	-20%	-20%	-20%	0%	0%	0%	0%	0%	0%	
-Board - Engineering	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Paper	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Inks & Plates	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Data Duplicates	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Other Soft. Materials	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - General	0%	68%	68%	68%	68%	68%	0%	0%	0%	0%	0%	0%	
-Outwork - Engineering	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - Print	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Difference from Budget	0	1,688	1,776	-2,827	-2,542	-2,740	0	0	0	0	0	0	-4,645
Difference as a Percentage	0.0%	0.8%	0.8%	-1.4%	-1.4%	-1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.2%
						-4645.6							

DIRECT LABOUR	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Normal Time	60,000	49,200	49,200	49,610	52,070	52,070	63,500	63,500	63,500	63,500	63,500	63,500	693,150
-Overtime	15,960	14,614	15,580	15,642	14,271	14,957	18,658	19,684	19,722	20,292	22,002	15,074	207,455
TOTAL	75,950	63,814	64,780	65,252	66,341	67,027	82,158	83,184	83,222	83,792	85,502	78,574	900,606
% OF DIRECT COSTS	26.6%	21.6%	20.8%	22.5%	24.6%	23.9%	27.1%	26.3%	26.3%	25.9%	24.7%	29.5%	25.0%
-Normal Time	0.0%	-18.0%	-18.0%	-18.0%	-18.0%	-18.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
-Overtime	0.0%	-18.0%	-18.0%	-18.0%	-18.0%	-18.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Difference from Budget	0	-14,008	-14,220	-14,324	-14,563	-14,713	0	0	0	0	0	0	-71,828
Difference as a Percentage	0.0%	-18.0%	-18.0%	-18.0%	-18.0%	-18.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-7.4%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
120															
121		DISTRIBUTION VARIABLE COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
122		-Van Running Costs	800	656	656	656	656	656	800	800	800	800	800	80	8,88
123		-Freight Cartons	11,388	12,995	13,887	14,030	12,602	13,566	13,602	14,102	14,351	14,780	15,029	11,674	163,206
124		-Freight Print	2,130	2,490	2,640	2,700	2,430	2,430	2,610	2,910	2,790	2,970	3,090	2,25	31,44
125		-Freight Software	116	84	88	72	92	72	88	100	92	80	104	7	1,06
126		-Outside Storage	500	500	500	500	500	500	500	500	500	500	500	50	6,00
127		-Packing Materials	4,006	4,474	4,770	4,790	4,369	4,579	4,684	4,943	4,952	5,095	5,526	4,02	56,21
128		-Sundry	0	0	0	0	0	0	0	0	0	0	0	0	0
129		Total Distribution Variable Costs	18,940	21,199	22,541	22,748	20,649	21,803	22,284	23,355	23,485	24,225	26,049	19,325	266,603
130		-Van Running Costs	0%	-18%	-18%	-18%	-18%	-18%	0%	0%	0%	0%	0%	0%	
131		-Freight Cartons	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
132		-Freight Print	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
133		-Freight Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
134		-Outside Storage	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
135		-Packing Materials	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
136		-Sundry	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
137		*Difference from Budget*	0	-144	-144	-144	-144	-144	0	0	0	0	0	0	-720
138		Difference as a Percentage	0.0%	-0.7%	-0.6%	-0.6%	-0.7%	-0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.3%
139															
140															
141	B	COST OF GOODS SOLD	286,076	295,222	311,512	288,618	269,934	280,602	303,358	316,331	317,004	324,070	346,177	269,797	3,608,710
142		*Difference from Budget*	0	-12,464	-12,588	-17,295	-17,249	-17,598	0	0	0	0	0	0	-77,193
143		Difference as a Percentage	0.0%	-4.1%	-3.9%	-5.7%	-6.0%	-5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-2.1%
144															
145	C	GROSS PROFIT(A-B=C)	133,924	135,798	148,528	172,342	151,166	159,618	187,632	201,669	201,996	209,930	232,823	153,203	2,088,628
146	D	GROSS PROFIT as % of Sales >	31.9%	31.5%	32.3%	37.4%	35.9%	36.3%	38.2%	38.9%	38.9%	39.3%	40.2%	36.2%	36.7%
147		*Difference from Budget*	0	-25,618	-27,372	-23,746	-19,651	-22,182	0	0	0	0	0	0	-118,467
148		Difference as a Percentage	0.0%	-15.8%	-15.6%	-12.1%	-11.5%	-12.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-5.4%
149															
150															
151		COMPANY OVERHEADS													
152		PRODUCTION DEPARTMENT													
153		Indirect Materials	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
154		-Electricity/Water/Gas	7,150	7,250	5,850	5,600	3,300	2,900	2,400	2,400	2,500	3,850	6,200	6,800	56,200
155		-Consumables	8,064	7,384	7,872	7,903	7,211	7,557	9,427	9,946	9,955	10,253	11,117	8,122	104,821
156		Total	15,214	14,634	13,722	13,503	10,511	10,457	11,827	12,346	12,455	14,103	17,317	14,922	161,021
157		-Electricity/Water/Gas	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
158		-Consumables	0%	-18%	-18%	-18%	-18%	-18%	0%	0%	0%	0%	0%	0%	
159		*Difference from Budget*	0	-1,621	-1,728	-1,735	-1,583	-1,659	0	0	0	0	0	0	-8,326
160		Difference as a Percentage	0.0%	-10.0%	-11.2%	-11.4%	-13.1%	-13.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-4.9%
161															
162															
163		Indirect Labour	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
164		-Inspection	750	750	750	750	800	800	800	800	800	800	800	800	9,400
165		-Storekeeping	1,500	1,500	1,500	1,500	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	18,800
166		-Maintainance Basic	3,650	3,650	3,650	3,650	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	45,800
167		-Maintainance Overtime	0	0	0	0	0	0	0	0	0	0	0	0	0
168															0
169		Total	5,900	5,900	5,900	5,900	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	74,000
170		-Inspection	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
171		-Storekeeping	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
172		-Maintainance Basic	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
173		-Maintainance Overtime	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
174															
175		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
176		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
177															
178															
179		Standing Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
180		-Rent & Rates/Insurance	10,866	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,933
181		-Premises - Depn	1,100	1,100	1,100	1,100	1,000	1,100	1,100	1,100	1,000	1,100	1,100	1,100	13,000
182		-Plant Lease - 3B	16,800	16,800	16,800	16,800	16,800	16,800	11,200	11,200	11,200	11,200	11,200	11,200	168,000
183		-Plant Lease -Depn	4,150	4,200	4,250	4,300	4,360	4,450	4,550	4,650	4,700	4,800	4,900	5,000	54,310
184															
185															
186		Total	32,916	32,966	33,016	34,015	33,975	34,165	28,665	28,765	28,715	28,915	29,015	29,115	374,243
187		-Rent & Rates/Insurance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
188		-Premises - Depn	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
189		-Plant Lease - 3B	50%	50%	50%	50%	50%	50%	0%	0%	0%	0%	0%	0%	
190		-Plant Lease -Depn	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
191															
192															
193		*Difference from Budget*	5,600	5,600	5,600	5,600	5,600	5,600	0	0	0	0	0	0	33,600
194		Difference as a Percentage	20.5%	20.5%	20.4%	19.7%	19.7%	19.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.9%
195															
196															
197		Other Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
198		-Management Salaries	10,100	10,100	10,100	10,100	10,650	10,650	10,650	10,650	10,650	10,650	10,900	10,900	126,100
199		-Pension & GLS	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
200		-Managers Bonus	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	15,300
201		-Repairs & Renewals	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	62,400
202		-Training	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
203		-Welfare/Cleaning/Canteen	685	685	685	685	685	685	685	685	685	685	685	685	8,220
204		-Claims Lost Time	0	0	0	0	0	0	0	0	0	0	0	0	0
205		-Car Expenses	250	250	250	250	250	250	250	250	250	250	250	250	3,000
206		-Travel	50	50	50	50	50	50	50	50	50	50	50	50	600
207		-Contract Car Hire	855	855	855	855	855	900	900	900	900	900	900	900	10,575
208		-Sundaries	200	200	200	200	200	200	200	200	200	200	200	200	2,400
209		Total	21,415	21,415	21,415	21,415	21,965	22,010	22,010	22,010	22,010	22,010	22,260	22,260	262,195
210		-Management Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
211		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
212		-Managers Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
213		-Repairs & Renewals	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
214		-Training	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
215		-Welfare/Cleaning/Canteen	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
216		-Claims Lost Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
217		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
218		-Travel	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
219		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
220		-Sundaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
221		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
222		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
223															
224															
225		TOTAL PRODUCTION DEPT	75,445	74,915	74,053	74,833	72,751	72,932	68,802	69,421	69,490	71,328	74,892	72,597	871,459
226		% OF TOTAL OVERHEADS	50.5%	50.4%	50.1%	50.0%	48.4%	48.5%	47.0%	47.2%	47.3%	47.9%	48.8%	48.0%	48.7%
227		*Difference from Budget*	5,600	3,979	3,872	3,865	4,017	3,941	0	0	0	0	0	0	25,274
228		Difference as a Percentage	8.0%	5.6%	5.5%	5.4%	5.8%	5.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%
229															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
230															
231		SALES DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
232		-External Sales Salaries	14,500	14,500	14,500	14,500	15,200	15,200	15,200	15,200	15,200	15,200	15,600	15,600	180,400
233		-Internal Support Salaries	11,700	11,700	11,700	11,700	12,400	12,400	12,400	12,400	12,400	12,400	12,800	12,800	146,800
234		-Pension & GLS	950	950	950	950	950	950	950	950	950	950	950	950	11,400
235		-Bonus	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	24,600
236		-Travel & Entertaining	900	900	900	900	900	900	900	900	900	900	900	900	10,800
237		-Car Expenses	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
238		-Contract Car Hire	3,000	3,000	3,000	3,000	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	36,320
239		-Bad Debt Charge	250	250	250	250	250	250	250	250	250	250	250	250	3,000
240		-Staff Adverts	350	350	350	350	350	350	350	350	350	350	350	350	4,200
241		-Sundry	500	500	500	500	500	500	500	500	500	500	500	500	6,000
242		Total Sales Department	35,500	35,500	35,500	35,500	36,940	36,940	36,940	36,940	36,940	36,940	37,740	37,740	439,120
243		%OF TOTAL OVERHEADS	23.8%	23.9%	24.0%	23.7%	24.6%	24.6%	25.2%	25.1%	25.1%	24.8%	24.6%	25.0%	24.5%
244		-External Sales Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
245		-Internal Support Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
246		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
247		-Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
248		-Travel & Entertaining	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
249		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
250		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
251		-Bad Debt Charge	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
252		-Staff Adverts	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
253		-Sundry	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
254		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	
255		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
256															
257															
258		DISTRIBUTION FIXED COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
259		-Salaries & NI	6,750	6,750	6,750	6,750	7,250	7,250	7,250	7,250	7,250	7,250	7,250	7,250	85,000
260		-Pensions & GLS	200	200	200	200	200	200	200	200	200	200	200	200	2,400
261		-Managers Bonus	125	125	125	125	125	125	125	125	125	125	125	125	1,500
262		-Depn.Metal Baskets	100	100	100	100	100	100	100	100	100	100	100	100	1,200
263		-Fork Lift Truck Exps	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
264		-Van Repairs & Maintainance	300	300	300	300	300	300	300	300	300	300	300	300	3,600
265		-Contract Van Hire	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	13,800
266		Total Distribution Fixed Costs	9,875	9,875	9,875	9,875	10,375	10,375	10,375	10,375	10,375	10,375	10,375	10,375	122,500
267		%OF TOTAL OVERHEADS	6.6%	6.6%	6.7%	6.6%	6.9%	6.9%	7.1%	7.1%	7.1%	7.0%	6.9%	6.9%	6.8%
268		-Salaries & NI	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
269		-Pensions & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
270		-Managers Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
271		-Depn.Metal Baskets	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
272		-Fork Lift Truck Exps	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
273		-Van Repairs & Maintainance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
274		-Contract Van Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
275		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
276		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
277															
278															
279		ADMINISTRATION	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
280		-Salaries	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	52,500
281		-Pension & GLS	400	400	400	400	400	400	400	400	400	400	400	400	4,800
282		-Bonus	875	875	875	875	875	875	875	875	875	875	875	875	10,500
283		-Telephone	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	19,800
284		-Print/Post/Stationary	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	18,720
285		-Bank Charges	400	400	400	400	400	400	400	400	400	400	400	400	4,800
286		-Travel	600	600	600	600	600	600	600	600	600	600	600	600	7,200
287		-Contract Car Hire	579	579	579	579	579	579	579	579	579	579	579	579	6,948
288		-F & F Depreciation	1,500	1,500	1,500	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	24,750
289		-Professional Fees	170	170	170	170	170	170	170	170	170	170	170	170	2,040
290		-Subscriptions	660	660	660	660	660	660	660	660	660	660	660	660	7,920
291		-Car Expenses	180	180	180	180	180	180	180	180	180	180	180	180	2,160
292		-Sundry & Entertaining	350	350	350	350	350	350	350	350	350	350	350	350	4,200
293		TOTAL ADMINISTRATION COSTS	13,299	13,299	13,299	14,049	14,049	14,049	14,049	14,049	14,049	14,049	14,049	14,049	165,338
294		%OF TOTAL OVERHEADS	8.9%	8.9%	9.0%	9.4%	9.3%	9.3%	9.6%	9.6%	9.6%	9.4%	9.1%	9.3%	9.3%
295		-Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
296		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
297		-Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
298		-Telephone	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
299		-Print/Post/Stationary	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
300		-Bank Charges	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
301		-Travel	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
302		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
303		-F & F Depreciation	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
304		-Professional Fees	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
305		-Subscriptions	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
306		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
307		-Sundry & Entertaining	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
308		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
309		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
310															
311															
312		FINANCE DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
313		-Salaries	7,100	7,100	7,100	7,100	7,500	7,500	7,500	7,500	7,500	7,500	7,700	7,700	88,800
314		-Directors Bonus	2,900	2,900	2,900	2,900	3,200	3,200	3,200	3,200	3,200	3,200	3,350	3,350	37,500
315		-Pension & GLS	470	470	470	470	470	470	470	470	470	470	470	470	5,640
316		-Managers Bonus	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	12,300
317		-Audit	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
318		-Accounts	400	400	400	400	400	400	400	400	400	400	400	400	4,800
319		-Old Comm	200	200	200	200	200	200	200	200	200	200	200	200	2,400
320		-Staff Adverts	300	300	300	300	300	300	300	300	300	300	300	300	3,600
321		-Computer Costs	1,050	1,050	1,050	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	16,350
322		-Car Expenses	80	80	80	80	80	80	80	80	80	80	80	80	960
323		-Contract Car Hire	325	325	325	325	325	325	325	325	325	325	325	325	3,900
324		TOTAL FINANCE DEPARTMENT	15,150	15,150	15,150	15,450	16,150	16,150	16,150	16,150	16,150	16,150	16,500	16,500	190,800
325		%OF TOTAL OVERHEADS	10.1%	10.2%	10.2%	10.3%	10.7%	10.7%	11.0%	11.0%	11.0%	10.9%	10.7%	10.9%	10.7%
326		-Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
327		-Directors Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
328		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
329		-Managers Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
330		-Audit	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
331		-Accounts	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
332		-Old Comm	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
333		-Staff Adverts	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
334		-Computer Costs	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
335		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
336		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
337		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
338		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
339															
340	E	TOTAL OVERHEADS	149,269	148,739	147,877	149,707	150,265	150,446	146,316	146,935	147,004	148,842	153,555	151,261	1,793,217
341		Total Direct Costs + Overheads	435,345	443,961	459,380	438,325	420,199	431,049	449,684	463,266	464,008	472,912	499,733	421,058	5,398,929
342		*Overheads Difference from Budge*	5,600	3,979	3,872	3,865	4,017	3,941	0	0	0	0	0	0	25,274
343		Difference as a Percentage	3.9%	2.7%	2.7%	2.7%	2.7%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
344															
345	F	NET TRADING PROFIT	-15,345	-12,941	651	22,635	901	9,171	41,316	54,734	54,992	61,088	79,267	1,942	298,419
346		*Difference from Budget*	-5,600	-29,495	-31,244	-27,610	-23,658	-26,124	0	0	0	0	0	0	-143,731
347		Difference as a Percentage	57.5%	-178.2%	-98.0%	-55.0%	-96.3%	-74.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-32.5%
348															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
349	G	FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
350		-Bank	3,253	3,062	3,162	3,543	2,921	2,509	3,179	2,809	2,458	2,496	1,725	1,937	33,554
351		-Hire Purchase	652	652	652	652	652	652	652	652	652	652	652	652	7,824
352		-Libor Loan	3,333	3,333	3,333	3,200	3,200	3,200	3,067	3,067	3,067	2,933	2,933	2,933	37,533
353		-Management Charge	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
354															
355															
356		Total Finance Charges	9,038	8,847	8,947	9,195	8,573	8,161	8,698	8,328	7,977	7,881	7,110	7,322	100,077
357	H	SUNDRY INCOME	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
358		-Bank	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
359		-Hire Purchase	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
360		-Libor Loan	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
361		-Management Charge	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
362															
363															
364															
365		SUNDRY INCOME	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
366															
367	I	NET PROFIT BEFORE TAX	-22,883	-20,288	-6,796	14,940	-6,172	2,510	34,118	47,906	48,515	54,707	73,657	-3,880	216,334
368		CORPORATION TAX	5,414	5,414	5,414	5,414	5,414	5,414	5,414	5,414	5,414	5,414	5,414	5,414	64,965
369															
370	J	*Net Profit B/Tax Diff from Budg*	-5,600	-29,495	-31,244	-27,610	-23,668	-25,124	0	0	0	0	0	0	-143,741
371		Difference as a Percentage	32.4%	-320.4%	-127.8%	-64.9%	-135.3%	-91.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-39.9%
372		CORPORATION TAX	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
373															
374	J	NET PROFIT AFTER TAX	-28,297	-25,702	-12,210	9,526	-11,586	-2,903	28,704	42,492	43,101	49,293	68,243	-9,294	151,369
375		*Net Profit A/Tax Diff from Budg*	-2,003	-25,898	-27,647	-24,013	-20,071	-22,526	3,597	3,597	3,597	3,597	3,597	3,597	-100,576
376		Difference as a Percentage	7.6%	-13205.6%	-179.1%	-71.6%	-236.5%	-114.8%	14.3%	9.2%	9.1%	7.9%	5.6%	-27.9%	-39.9%
377															
378															
379															
380		*PP PRINT COMPANY PROJECTED CASHFLOW 1989 ASSUMING THAT THE 3B PRESS IS NON-OPERATIONAL FOR SIX MONTHS*													
381															

382	Summary of Cashflow Information	
383	Average RECEIPTS per month (£)	471,612
384	Total RECEIPTS per month (£)	5,659,340
385	Average PAYMENTS per Month (£)	397,159
386	Total PAYMENTS per month (£)	5,189,943
387	Total Net Funds (Receipts-Payments)	525,397
388	Maximum Bank Balance Predicted	-109,150
389	MINIMUM Bank Balance Predicted	-201,890
390	Average Bank Balance Predicted	-158,445

Credit Terms	Debtors (%)
Payments (End Month)	0%
Payments 1ms credit	0%
Payments 2ms credit	100%
Payments 3ms credit	0%
Payments 4ms credit	0%
Total = 100%	100%

CREDIT TAKEN	Creditors (%)
Payment (End Month)	0%
Payment 1ms credit taken	0%
Payment 2ms credit taken	100%
Payment 3ms Credit taken	0%
Total = 100%	100%
POST HORIZON TRADE CREDITORS	534,959
POST HORIZON TRADE DEBTORS	1,005,000

391															
392			January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
393		SALES VALUE	420000	431020	460040	460960	421100	440220	491000	518000	519000	534000	579000	423000	5697340
394		Sundry Income	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18000
395		VAT @ 15%	0	0	0	0	0	0	0	0	0	0	0	0	0
396		SALES + VAT	421,500	432,520	461,540	462,460	422,600	441,720	492,500	519,500	520,500	535,500	580,500	424,500	5715340
397		RECEIPTS FROM TRADING													
398		Payments (End Month)	0	0	0	0	0	0	0	0	0	0	0	0	0
399		Payments 1ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
400		Payments 2ms credit	509,500	439,500	421,500	432,520	461,540	462,460	422,600	441,720	492,500	519,500	520,500	535,500	5,659,340
401		Payments 3ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
402		Payments 4ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
403															
404		Monthly Sales Revenue (£)	509,500	439,500	421,500	432,520	461,540	462,460	422,600	441,720	492,500	519,500	520,500	535,500	5,659,340
405															
406		PAYMENTS (Cash Inflow)	January	February	March	April	May	June	July	August	Septomber	October	November	December	TOTALS
407		Trade Creditors	304,437	229,272	245,868	271,289	287,201	264,547	244,160	254,077	264,251	276,640	283,462	3201541	
408		VAT	0	0	0	0	0	0	0	0	0	0	0	0	0
409		Salaries	135835	123689	124655	125127	129066	129752	144883	145909	145947	146517	149477	143549	1644406
410		Non-VAT Related Overheads	28121	28221	26821	27387	25087	24687	24054	24054	24154	25370	27720	28320	313886
411		Custom & Excise	0	0	0	0	0	0	0	0	0	0	0	0	0
412		Coporation Tax	0	0	0	0	0	0	0	0	0	0	30000	0	30000
413															0
414		TOTAL OPERATING PAYMENTS	468,393	381,182	397,344	423,803	441,354	418,986	413,097	424,040	434,352	448,224	483,837	455,331	5,189,943
415															
416		OPERATING CASH FLOW	41,107	58,318	24,156	8,717	20,186	43,474	9,503	17,680	58,148	71,276	36,663	80,169	469,397
417															
418		FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
419															
420		- Hire Purchase Payments	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	16000
421		- Contract Hire Vehicles	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	37650
422		-Management Charge	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	25,524
423		-Capital Expenditure	5,000	5,000	5,000	7,500	7,500	10,000	10,000	10,000	10,000	10,000	10,500	9,500	100,000
424		-Term Loan Repayment			10,000			9,600			9,200			8,800	37,600
425		-Contract Lease 3B			16,800			16,800			33,600			33,600	100,800
426		-Contract Lease FLT	438	438	438	438	438	438	438	438	438	438	438	438	5,256
427		TOTAL FINANCE CHARGES	12,036	12,036	38,836	14,536	14,536	43,436	17,036	17,036	59,836	17,036	17,536	58,936	322,830
428															
429		NET CASH FLOW	29,071	46,282	-14,680	-5,819	5,650	38	-7,533	644	-1,688	54,240	19,127	21,233	146,567
430															
431		OPENING BALANCE	-201,890	-175,959	-133,077	-151,544	-160,653	-157,837	-160,971	-171,511	-173,792	-178,427	-126,528	-109,150	-201,890
432		BALANCE BEFORE INTEREST	-172,819	-129,677	-147,757	-157,363	-155,003	-157,799	-168,503	-170,867	-175,480	-124,187	-107,400	-87,917	-55,323
433		Bank Interest	3,140	3,400	3,787	3,290	2,834	3,172	3,008	2,925	2,947	2,341	1,750	1,885	34,479
434															
435		CLOSING BALANCE	-175,959	-133,077	-151,544	-160,553	-157,837	-160,971	-171,511	-173,792	-178,427	-126,528	-109,150	-89,802	-89,802
436															
437															
438		CALCULATION OF VAT & TRADE CREDITORS													
439		NON-VAT RATED ITEMS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
440		Total Salaries & Wages	130,485	118,339	119,305	119,777	123,716	124,402	139,533	140,559	140,597	141,167	144,127	138,199	1,580,206
441		Total Bonuses	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	64,200
442		Sub-Total	135,835	123,689	124,655	125,127	129,066	129,752	144,883	145,909	145,947	146,517	149,477	143,549	1,644,406
443		NON-VAT RATED COSTS													
444		-Bank Charges	400	400	400	400	400	400	400	400	400	400	400	400	4,800
445		-Term Loan	3,333	3,333	3,333	3,200	3,200	3,200	3,067	3,067	3,067	2,933	2,933	2,933	37,599
446		-Hire Purchase	652	652	652	652	652	652	652	652	652	652	652	652	7,824
447		-Electricity/Gas/Water	7,150	7,250	5,850	5,600	3,300	2,900	2,400	2,400	2,500	3,850	6,200	6,800	56,200
448		-Rent/Rates/Insurance	10,866	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,933
449		-Pension + GLS	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	45,840
450		-Travel + Entertaining	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	22,800
451															
452															
453		Sub-Total	28,121	28,221	26,821	27,387	25,087	24,687	24,054	24,054	24,154	25,370	27,720	28,320	313,996
454															
455		TOTAL OVERHEADS	439,383	452,808	468,336	447,520	428,772	439,210	458,382	471,594	471,985	480,793	506,843	428,386	5,494,006
456		LESS:													
457		Salaries, Bonuses & Wages	135,835	123,689	124,655	125,127	129,066	129,752	144,883	145,909	145,947	146,517	149,477	143,549	1,644,406
458		Non-VAT Rated Costs	28,121	28,221	26,821	27,387	25,087	24,687	24,054	24,054	24,154	25,370	27,720	28,320	313,996
459		Depreciation Charged to P&L	6,850	6,900	6,950	7,750	7,710	7,900	8,000	8,100	8,050	8,250	8,350	8,450	93,260
460		Sub Total	268,577	293,998	309,910	287,256	266,909	276,871	281,445	293,531	293,834	300,656	321,296	248,067	3,442,344
461		Creditors Less:													
462		-Plant Lease	16,800	16,800	16,800	16,800	16,800	16,800	11,200	11,200	11,200	11,200	11,200	11,200	168,000
463		-Contract Hire Vehicles	5,909	5,909	5,909	5,909	5,949	5,994	5,994	5,994	5,994	5,994	5,994	5,994	71,543
464															
465															
466		TOTAL CREDITORS	245,868	271,289	287,201	264,547	244,160	254,077	264,251	276,337	276,640	283,462	304,102	230,867	3,202,801
467															
468															

Appendix 7.3 - Actual Company Results for 1989

PP PRINT COMPANY ACTUAL OPERATING BUDGET 1989

Summary of Operating Budget	
Total Sales (£)	5,422,798
Average Sales per month (£)	451,900
Total Direct Costs & Overheads (£)	5,057,050
Ave Costs & Overheads per month (£)	421,421
Total Net Profit Predicted (£)	365,748
Average Net Profit per Month (£)	30,479
Maximum Net Profit per Month (£)	82,958
Minimum Net Profit per Month (£)	-42,816

Ratios	
Direct Costs as a % of Total Costs	225.8%
Overhead Costs as a % of Total Costs	99.1%
Gross Profit as a % of Sales	35.2%
Net Profit as a % of Sales	6.7%
Overhead to Direct Labour	173.7%
Direct Labour as a % of Total Costs	57.1%

SALES TURNOVER	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	158,400	173,020	215,847	171,000	153,750	200,337	139,230	133,400	143,832	211,650	221,850	182,670	2,104,986
Engineering Cartons	162,630	174,420	140,447	176,550	164,280	170,255	177,600	178,200	222,383	189,750	191,760	162,187	2,110,462
Print	63,900	78,020	102,408	137,700	117,450	66,928	71,340	79,540	69,591	84,150	87,550	85,703	1,044,280
Software	24,070	18,900	27,935	9,900	9,430	9,625	9,240	750	0	6,000	7,800	11,693	135,343
Packaging Materials	0	0	0	0	0	0	0	0	80	0	0	3,474	3,554
Waste	980	1,000	1,092	1,100	1,120	965	4,870	5,760	1,026	2,800	2,800	660	24,173
TOTAL SALES VALUE	409,980	445,360	487,729	496,250	446,030	448,110	402,280	397,650	436,912	494,350	511,760	446,387	5,422,798
INPUT % Difference from Budget													
General Cartons	-12%	-18%	-3%	-25%	-25%	-10%	-37%	-42%	-62%	-15%	-15%	-4%	-26%
Engineering Cartons	17%	14%	-19%	7%	11%	7%	11%	8%	24%	15%	2%	16%	9%
Print	-10%	-6%	14%	53%	45%	-21%	-18%	-18%	-34%	-15%	-15%	12%	0%
Software	-17%	-10%	21%	-45%	-59%	-87%	-58%	-97%	0%	-70%	-70%	-62%	-97%
Packaging Materials	-17%	-17%	0%	0%	0%	0%	0%	0%	0%	0%	0%	71%	72%
Waste	-2%	0%	8%	10%	12%	-4%	387%	476%	180%	180%	180%	-52%	50%
Value of Difference from Budge	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	-21,600	-37,980	-6,153	-57,000	-51,250	-20,663	-81,770	-96,600	-89,168	-37,350	-39,150	-7,330	-546,814
Engineering Cartons	23,630	21,420	-26,553	11,550	16,280	11,255	17,600	13,200	53,383	24,750	3,760	25,187	195,462
Print	-7,100	-4,980	14,408	47,700	36,450	-14,072	-15,660	-17,460	-23,409	-14,850	-15,450	10,703	-3,720
Software	-4,930	-2,100	5,935	-8,100	-13,570	-8,375	-12,760	-24,250	-23,000	-14,000	-18,200	-7,307	-130,657
Packaging Materials	0	0	0	0	0	0	0	0	80	0	0	2,474	2,554
Waste	-20	0	92	100	120	-35	3,870	4,760	26	1,800	1,800	-340	12,173
Total Difference from Budget	-10,020	-23,640	-12,271	-5,750	-11,970	-31,890	-88,720	-120,350	-82,088	-39,650	-67,240	23,387	-470,202
Difference as a Percentage	-2.4%	-5.0%	-2.5%	-1.1%	-2.6%	-6.6%	-18.1%	-23.2%	-15.8%	-7.4%	-11.6%	5.5%	-8.0%

COMPANY DIRECT COSTS												
Opening Stock	January	February	March	April	May	June	July	August	September	October	November	December
-WIP General Cartons	228,000	228,000	280,000	270,000	275,400	259,900	279,312	282,000	280,000	280,000	270,000	270,000
-WIP Engineering	190,000	190,000	204,000	236,000	240,720	278,200	239,111	245,000	260,000	295,000	285,000	270,750
-WIP Print	80,000	80,000	52,500	95,200	97,104	98,400	74,556	70,000	70,000	90,000	75,000	71,250
-WIP Software	20,000	20,000	24,000	18,250	18,433	27,600	32,879	45,000	40,000	45,000	38,000	38,000
-Board	62,000	62,000	34,600	62,600	62,600	35,400	45,102	45,102	45,102	50,000	45,000	45,000
-Paper	10,000	10,000	12,700	21,700	21,700	19,900	21,998	21,998	21,998	21,998	21,998	21,998
-Inks & Plates	30,000	30,000	38,000	35,600	35,600	35,700	35,006	35,006	35,006	35,006	35,006	35,006
-Sundries	34,000	29,000	22,600	22,100	22,100	32,200	31,216	31,216	31,216	31,216	31,216	31,216
Total Opening Stock	654,000	649,000	668,400	761,450	773,657	787,300	759,180	775,322	783,322	848,220	801,220	783,220
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December
-WIP General Cartons	228,000	280,000	270,000	275,400	259,900	279,312	282,000	280,000	280,000	270,000	270,000	250,000
-WIP Engineering	190,000	204,000	236,000	240,720	278,200	239,111	245,000	260,000	295,000	285,000	270,750	240,000
-WIP Print	80,000	52,500	95,200	97,104	98,400	74,556	70,000	70,000	90,000	75,000	71,250	60,000
-WIP Software	20,000	24,000	18,250	18,433	27,600	32,879	45,000	40,000	45,000	38,000	38,000	32,000
-Board	62,000	34,600	62,600	62,600	35,400	45,102	45,102	45,102	50,000	45,000	45,000	45,000
-Paper	10,000	12,700	21,700	21,700	19,900	21,998	21,998	21,998	21,998	21,998	21,998	21,998
-Inks & Plates	30,000	38,000	35,600	35,600	35,700	35,006	35,006	35,006	35,006	35,006	35,006	35,006
-Sundries	29,000	22,600	22,100	22,100	32,200	31,216	31,216	31,216	31,216	31,216	31,216	31,216
Total Closing Stock	649,000	668,400	761,450	773,657	787,300	759,180	775,322	783,322	848,220	801,220	783,220	715,220	715,220
STOCK DECREASE/ (INCREASE)	5,000	-19,400	-93,050	-12,207	-13,644	28,120	-16,142	-8,000	-64,898	47,000	18,000	68,000	-61,220
STOCK AS % OF MONTHLY TURNOVER	158.3%	150.1%	156.1%	155.9%	176.5%	169.4%	192.7%	197.0%	194.1%	162.1%	153.0%	160.2%	188.8%
INPUT % Difference from Budget													
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-WIP General Cartons	0%	1%	0%	2%	1%	0%	-12%	-18%	-3%	0%	0%	0%	
-WIP Engineering	0%	1%	0%	2%	4%	0%	17%	14%	0%	-1%	-5%	-5%	
-WIP Print	0%	1%	0%	2%	5%	0%	0%	0%	0%	0%	-5%	-5%	
-WIP Software	0%	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	
-Board	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Paper	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Inks & Plates	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Sundries	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Difference from Budget	0	19,400	112,450	124,657	138,300	110,180	126,322	134,322	199,220	152,220	134,220	86,220	1,317,511
Difference as a Percentage	0.0%	3.0%	17.3%	19.2%	21.3%	17.0%	19.5%	20.7%	30.7%	23.5%	20.7%	10.2%	10.2%

DIRECT MATERIALS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Board - General	61,560	72,162	55,670	54,036	48,585	39,448	58,344	59,340	62,910	59,760	62,640	28,500	662,855
-Board - Engineering	47,260	52,020	90,792	72,600	65,120	70,987	70,400	72,600	68,952	51,480	58,656	32,880	753,747
-Paper	19,525	22,825	35,877	22,500	20,250	19,195	19,575	21,825	18,600	12,375	12,875	7,500	232,922
-Inks & Plates	8,190	9,387	9,890	9,129	8,203	7,510	9,828	10,332	10,395	7,541	8,114	5,909	104,428
-Data Duplicates	0	0	0	0	0	0	0	0	0	0	0	0	0
-Other Soft. Materials	986	714	0	612	782	612	748	850	782	544	707	517	7,854
-Outwork - General	20,160	23,632	44,790	26,334	23,678	18,413	21,658	22,540	22,834	17,779	18,635	13,566	274,019
-Outwork - Engineering	4,128	4,544	3,515	4,950	4,440	5,473	1,600	1,650	1,690	990	1,128	685	34,793
-Outwork - Print	18,744	21,912	60,385	43,875	39,488	16,000	22,620	25,220	24,180	7,722	8,034	4,875	293,055
-Outwork - Software	9,396	6,804	23,196	1,620	2,070	1,536	7,920	9,000	8,280	4,320	5,616	3,420	83,178
Direct Materials Total	189,949	214,000	324,116	235,656	212,615	179,174	212,693	223,357	218,623	162,511	176,406	97,862	2,446,851
% OF DIRECT COSTS	68.0%	75.7%	100.9%	74.1%	72.6%	59.1%	72.2%	70.8%	86.1%	53.2%	60.2%	38.4%	59.6%
INPUT % Difference from Budge	January	February	March	April	May	June	July	August	September	October	November	December	
-Board - General	14%	14%	0%	-21%	-21%	0%	-12%	-14%	-10%	-20%	-22%	-50%	
-Board - Engineering	-15%	-15%	0%	10%	10%	0%	10%	10%	2%	-22%	-22%	-40%	
-Paper	10%	10%	0%	0%	0%	0%	-10%	-10%	-20%	-50%	-50%	-60%	
-Inks & Plates	0%	0%	0%	-10%	-10%	0%	0%	0%	0%	-30%	-30%	-30%	
-Data Duplicates	0%	0%	0%	0%	0%	0%	0%	0%	0%	-20%	-20%	-20%	
-Other Soft. Materials	0%	0%	0%	0%	0%	0%	0%	0%	0%	-20%	-20%	-20%	
-Outwork - General	12%	12%	0%	65%	65%	0%	40%	40%	40%	2%	2%	2%	
-Outwork - Engineering	-1%	-1%	0%	200%	200%	0%	0%	0%	0%	-40%	-40%	-50%	
-Outwork - Print	10%	10%	0%	275%	275%	0%	100%	100%	100%	-40%	-40%	-50%	
-Outwork - Software	-10%	-10%	0%	-75%	-75%	0%	0%	0%	0%	-40%	-40%	-50%	
Difference from Budget	3,773	5,479	101,700	32,211	27,129	-15,339	13,767	13,565	8,326	-53,542	-58,220	-73,046	5,803
Difference as a Percentage	2.0%	2.6%	45.7%	15.8%	14.6%	-7.9%	6.9%	6.5%	4.0%	-24.8%	-24.8%	-42.7%	0.2%

DIRECT LABOUR	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Normal Time	55,200	55,200	55,200	57,475	60,325	60,325	60,325	60,325	60,325	60,325	60,325	60,325	706,675
-Overtime	11,172	12,475	13,300	15,261	13,923	14,592	17,725	18,700	18,736	16,234	17,602	12,859	182,579
TOTAL	66,372	67,675	68,500	72,736	74,248	74,917	78,050	79,025	79,061	76,559	77,927	73,184	888,254
% OF DIRECT COSTS	23.8%	24.0%	21.3%	22.9%	25.3%	24.7%	26.5%	25.1%	31.1%	25.1%	26.6%	28.8%	25.3%
-Normal Time	-8.0%	-8.0%	-8.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-20.0%	-20.0%	-20.0%	
-Overtime	-30.0%	-30.0%	-30.0%	-20.0%	-20.0%	-20.0%	-5.0%	-5.0%	-5.0%	-20.0%	-20.0%	-20.0%	
Difference from Budget	-9,588	-10,147	-10,500	-6,840	-6,668	-6,823	-4,198	-4,159	-4,161	-7,233	-7,675	-8,390	-84,180
Difference as a Percentage	-12.6%	-13.0%	-13.3%	-8.6%	-8.2%	-8.3%	-5.0%	-5.0%	-5.0%	-8.6%	-8.9%	-8.0%	-8.7%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
121		DISTRIBUTION VARIABLE COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
122		-Van Running Costs	760	760	760	760	760	760	720	720	720	640	640	640	8,640
123		-Freight Cartons	10,819	12,345	13,193	13,329	11,972	12,888	12,242	12,692	12,916	11,824	12,823	9,339	146,381
124		-Freight Print	2,024	2,366	2,508	2,565	2,309	2,309	2,349	2,619	2,511	2,376	2,472	1,800	28,208
125		-Freight Software	110	80	84	68	87	68	79	90	83	64	83	61	958
126		-Outside Storage	475	475	475	475	475	475	450	450	450	400	400	400	5,400
127		-Packing Materials	3,806	4,250	4,532	4,551	4,151	4,350	4,216	4,449	4,457	4,076	4,421	3,220	50,477
128		-Sundry	0	0	0	0	0	0	0	0	0	0	0	0	0
129		Total Distribution Variable Cost	17,993	20,276	21,551	21,747	19,753	20,850	20,056	21,020	21,137	19,380	20,839	15,460	240,061
130		-Van Running Costs	-5%	-5%	-5%	-5%	-5%	-5%	-10%	-10%	-10%	-20%	-20%	-20%	
131		-Freight Cartons	-5%	-5%	-5%	-5%	-5%	-5%	-10%	-10%	-10%	-20%	-20%	-20%	
132		-Freight Print	-5%	-5%	-5%	-5%	-5%	-5%	-10%	-10%	-10%	-20%	-20%	-20%	
133		-Freight Software	-5%	-5%	-5%	-5%	-5%	-5%	-10%	-10%	-10%	-20%	-20%	-20%	
134		-Outside Storage	-5%	-5%	-5%	-5%	-5%	-5%	-10%	-10%	-10%	-20%	-20%	-20%	
135		-Packing Materials	-5%	-5%	-5%	-5%	-5%	-5%	-10%	-10%	-10%	-20%	-20%	-20%	
136		-Sundry	-5%	-5%	-5%	-5%	-5%	-5%	-10%	-10%	-10%	-20%	-20%	-20%	
137		*Difference from Budget*	-947	-1,067	-1,134	-1,145	-1,040	-1,087	-2,228	-2,336	-2,349	-4,845	-5,210	-3,865	-27,262
138		Difference as a Percentage	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-10.0%	-10.0%	-10.0%	-20.0%	-20.0%	-20.0%	-10.2%
139															
140															
141	B	COST OF GOODS SOLD	279,314	282,551	321,116	317,932	292,873	303,061	294,657	315,401	253,922	305,449	293,172	254,496	3,514,045
142		*Difference from Budget*	-6,762	-25,135	-2,984	12,019	5,790	4,861	-8,711	-930	-63,082	-18,621	-53,005	-15,301	-171,860
143		Difference as a Percentage	-2.4%	-8.2%	-0.9%	3.9%	2.0%	1.6%	-2.9%	-0.3%	-19.9%	-5.7%	-15.3%	-5.7%	-4.7%
144															
145	C	GROSS PROFIT(A-B=C)	130,666	162,809	166,613	176,318	153,057	145,049	107,623	82,249	182,990	188,901	218,588	191,891	1,908,753
146	D	GROSS PROFIT as % of Sales >	31.9%	36.6%	34.2%	35.9%	34.3%	32.4%	26.8%	20.7%	41.9%	38.2%	42.7%	43.0%	35.2%
147		*Difference from Budget*	-3,258	1,495	-9,287	-17,769	-17,760	-36,751	-80,009	-119,420	-19,006	-21,029	-14,235	38,688	-298,342
148		Difference as a Percentage	-2.4%	0.9%	-5.3%	-9.1%	-10.4%	-20.2%	-42.6%	-59.2%	-9.4%	-10.0%	-6.1%	25.3%	-13.5%
149															
150															
151		COMPANY OVERHEADS													
152		PRODUCTION DEPARTMENT													
153		Indirect Materials	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
154		-Electricity/Water/Gas	6,435	6,525	5,265	5,040	2,970	2,610	1,920	1,920	2,000	3,080	4,960	5,440	48,165
155		-Consumables	7,258	8,105	8,640	8,674	7,915	8,294	7,542	7,957	7,972	8,202	8,894	6,498	96,949
156		Total	13,693	14,630	13,905	13,714	10,885	10,904	9,462	9,877	9,972	11,282	13,854	11,938	144,114
157		-Electricity/Water/Gas	-10%	-10%	-10%	-10%	-10%	-10%	-20%	-20%	-20%	-20%	-20%	-20%	
158		-Consumables	-10%	-10%	-10%	-10%	-10%	-10%	-20%	-20%	-20%	-20%	-20%	-20%	
159		*Difference from Budget*	-1,521	-1,626	-1,545	-1,524	-1,209	-1,212	-2,365	-2,469	-2,493	-2,821	-3,463	-2,984	-25,233
160		Difference as a Percentage	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-20.0%	-20.0%	-20.0%	-20.0%	-20.0%	-20.0%	-14.9%
161															
162															
163		Indirect Labour	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
164		-Inspection	675	675	675	675	720	720	760	760	760	760	760	760	8,700
165		-Storekeeping	1,350	1,350	1,350	1,350	1,440	1,440	1,520	1,520	1,520	1,520	1,520	1,520	17,400
166		-Maintainance Basic	3,285	3,285	3,285	3,285	3,510	3,510	3,705	3,705	3,705	3,705	3,705	3,705	42,390
167		-Maintainance Overtime	0	0	0	0	0	0	0	0	0	0	0	0	0
168															0
169		Total	5,310	5,310	5,310	5,310	5,670	5,670	5,985	5,985	5,985	5,985	5,985	5,985	68,490
170		-Inspection	-10%	-10%	-10%	-10%	-10%	-10%	-5%	-5%	-5%	-5%	-5%	-5%	
171		-Storekeeping	-10%	-10%	-10%	-10%	-10%	-10%	-5%	-5%	-5%	-5%	-5%	-5%	
172		-Maintainance Basic	-10%	-10%	-10%	-10%	-10%	-10%	-5%	-5%	-5%	-5%	-5%	-5%	
173		-Maintainance Overtime	-10%	-10%	-10%	-10%	-10%	-10%	-5%	-5%	-5%	-5%	-5%	-5%	
174															
175		*Difference from Budget*	-590	-590	-590	-590	-630	-630	-315	-315	-315	-315	-315	-315	-5,510
176		Difference as a Percentage	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-7.4%
177															
178															
179		Standing Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
180		-Rent & Rates/Insurance	10,866	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,833
181		-Premises - Depn	1,100	1,100	1,100	1,100	1,000	1,100	1,100	1,100	1,000	1,100	1,100	1,100	13,000
182		-Plant Lease - 3B	4,480	4,480	4,480	0	0	0	0	0	0	0	0	0	13,440
183		-Plant Lease -Depn	3,735	4,200	4,250	4,300	4,360	4,450	4,550	4,650	4,700	4,800	4,900	5,000	53,895
184															
185															
186		Total	20,181	20,646	20,696	17,215	17,175	17,365	17,465	17,565	17,515	17,715	17,815	17,915	219,263
187		-Rent & Rates/Insurance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
188		-Premises - Depn	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
189		-Plant Lease - 3B	-60%	-60%	-60%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	
190		-Plant Lease -Depn	-10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
191			0												
192															
193		*Difference from Budget*	-7,135	-6,720	-6,720	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-121,375
194		Difference as a Percentage	-26.1%	-24.6%	-24.5%	-39.4%	-39.5%	-39.2%	-39.1%	-38.9%	-39.0%	-38.7%	-38.6%	-38.5%	-35.6%
195															
196															
197		Other Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
198		-Management Salaries	9,090	9,090	9,090	9,090	9,585	9,585	9,585	9,585	9,585	9,585	9,810	9,810	113,490
199		-Pension & GLS	1,620	1,620	1,620	1,620	1,620	1,620	1,620	1,620	1,620	1,620	1,620	1,620	19,440
200		-Managers Bonus	1,148	1,148	1,148	1,148	1,148	1,148	1,148	1,148	1,148	1,148	1,148	1,148	13,770
201		-Repairs & Renewals	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	56,160
202		-Training	900	900	900	900	900	900	900	900	900	900	900	900	10,800
203		-Welfare/Cleaning/Canteen	617	617	617	617	617	617	617	617	617	617	617	617	7,398
204		-Claims Lost Time	0	0	0	0	0	0	0	0	0	0	0	0	0
205		-Car Expenses	225	225	225	225	225	225	225	225	225	225	225	225	2,700
206		-Travel	45	45	45	45	45	45	45	45	45	45	45	45	540
207		-Contract Car Hire	770	770	770	770	770	810	810	810	810	810	810	810	9,518
208		-Sundaries	180	180	180	180	180	180	180	180	180	180	180	180	2,160
209		Total	19,274	19,274	19,274	19,274	19,769	19,809	19,809	19,809	19,809	19,809	20,034	20,034	235,975
210		-Management Salaries	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
211		-Pension & GLS	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
212		-Managers Bonus	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
213		-Repairs & Renewals	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
214		-Training	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
215		-Welfare/Cleaning/Canteen	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
216		-Claims Lost Time	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
217		-Car Expenses	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
218		-Travel	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
219		-Contract Car Hire	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
220		-Sundaries	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
221		*Difference from Budget*	-2,142	-2,142	-2,142	-2,142	-2,197	-2,201	-2,201	-2,201	-2,201	-2,201	-2,226	-2,226	-26,220
222		Difference as a Percentage	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%
223															
224															
225		TOTAL PRODUCTION DEPT	58,457	59,859	59,185	55,513	53,498	53,748	52,721	53,236	53,281	54,791	57,688	55,872	667,848
226		% OF TOTAL OVERHEADS	44.8%	46.6%	46.3%	44.3%	42.6%	42.7%	42.3%	42.6%	41.3%	41.6%	42.5%	41.8%	43.3%
227		*Difference from Budget*	-11,388	-11,077	-10,997	-15,455	-15,236	-15,243	-16,081	-16,185	-16,209	-16,537	-17,204	-16,725	-170,337
228		Difference as a Percentage	-16.3%	-15.6%	-15.7%	-21.8%	-22.2%	-22.1%	-23.4%	-23.3%	-23.3%	-23.2%	-23.0%	-23.0%	-21.1%
229															
230															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
231		SALES DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
232		-External Sales Salaries	14,065	13,050	13,050	13,050	13,680	13,680	13,680	13,680	15,200	15,200	15,200	15,200	169,535
233		-Internal Support Salaries	10,530	8,190	8,190	8,190	8,680	8,680	8,680	8,680	11,160	11,160	11,520	11,520	115,180
234		-Pension & GLS	760	760	760	760	760	760	760	760	760	950	950	950	9,880
235		-Bonus	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,435	1,435	1,435	19,065
236		-Travel & Entertaining	855	855	855	855	855	855	855	855	855	900	900	900	10,395
237		-Car Expenses	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,300	1,300	1,300	15,015
238		-Contract Car Hire	2,850	2,850	2,850	2,850	2,888	2,888	2,888	2,888	2,888	3,040	3,040	3,040	34,862
239		-Bad Debt Charge	238	238	238	238	238	238	0	0	0	0	0	0	1,425
240		-Staff Adverts	333	333	333	333	333	333	333	333	333	333	333	333	3,993
241		-Sundry	475	475	475	475	475	475	475	475	475	475	475	475	5,700
242		Total Sales Department	32,980	29,625	29,625	29,625	30,783	30,783	30,546	30,546	34,546	34,793	35,553	35,553	384,955
243		%OF TOTAL OVERHEADS	25.3%	23.1%	23.2%	23.7%	24.5%	24.5%	24.5%	24.4%	26.8%	26.4%	26.2%	26.2%	
244		-External Sales Salaries	-3%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	0%	0%	0%	0%	
245		-Internal Support Salaries	-10%	-30%	-30%	-30%	-30%	-30%	-30%	-30%	-10%	-10%	-10%	-10%	
246		-Pension & GLS	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	0%	0%	0%	
247		-Bonus	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-30%	-30%	-30%	
248		-Travel & Entertaining	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	0%	0%	0%	
249		-Car Expenses	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	0%	0%	0%	
250		-Contract Car Hire	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	0%	0%	0%	
251		-Bad Debt Charge	-5%	-5%	-5%	-5%	-5%	-5%	-100%	-100%	-100%	-100%	-100%	-100%	
252		-Staff Adverts	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
253		-Sundry	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
254		*Difference from Budget*	-2,520	-5,875	-5,875	-5,875	-6,157	-6,157	-6,395	-6,395	-2,395	-2,148	-2,188	-2,188	-54,165
255		Difference as a Percentage	-7.1%	-16.5%	-16.5%	-16.5%	-16.7%	-16.7%	-17.3%	-17.3%	-6.5%	-5.8%	-5.8%	-5.8%	-12.3%
256															
257															
258		DISTRIBUTION FIXED COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
259		-Salaries & NI	6,750	6,750	6,750	6,750	7,250	7,250	7,250	7,250	7,250	7,468	7,468	7,468	85,653
260		-Pensions & GLS	200	200	200	200	200	200	200	200	200	206	206	206	2,418
261		-Managers Bonus	125	125	125	125	125	125	125	125	125	129	129	129	1,511
262		-Depn.Metal Baskets	100	100	100	100	100	100	100	100	100	103	103	103	1,209
263		-Fork Lift Truck Exps	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,288	1,288	1,288	15,113
264		-Van Repairs & Maintainance	300	300	300	300	300	300	300	300	300	309	309	309	3,627
265		-Contract Van Hire	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,185	1,185	1,185	13,904
266		Total Distribution Fixed Costs	9,875	9,875	9,875	9,875	10,375	10,375	10,375	10,375	10,375	10,686	10,686	10,686	123,434
267		%OF TOTAL OVERHEADS	7.6%	7.7%	7.7%	7.9%	8.3%	8.2%	8.3%	8.3%	8.0%	8.1%	7.9%	8.0%	8.0%
268		-Salaries & NI	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	3%	3%	
269		-Pensions & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	3%	3%	
270		-Managers Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	3%	3%	
271		-Depn.Metal Baskets	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	3%	3%	
272		-Fork Lift Truck Exps	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	3%	3%	
273		-Van Repairs & Maintainance	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	3%	3%	
274		-Contract Van Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	3%	3%	
275		*Difference from Budget*	0	0	0	0	0	0	0	0	0	311	311	311	934
276		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%	3.0%	3.0%	0.8%
277															
278															
279		ADMINISTRATION	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
280		-Salaries	4,244	4,244	4,244	4,244	4,244	4,244	4,244	4,244	4,244	4,375	4,375	4,375	51,319
281		-Pension & GLS	388	388	388	388	388	388	388	388	388	400	400	400	4,692
282		-Bonus	849	849	849	849	849	849	849	849	849	875	875	875	10,264
283		-Telephone	1,601	1,601	1,601	1,601	1,601	1,601	1,601	1,601	1,601	1,650	1,650	1,650	19,365
284		-Print/Post/Stationary	1,513	1,513	1,513	1,513	1,513	1,513	1,513	1,513	1,513	1,560	1,560	1,560	18,289
285		-Bank Charges	388	388	388	388	388	388	388	388	388	400	400	400	4,692
286		-Travel	582	582	582	582	582	582	582	582	582	600	600	600	7,038
287		-Contract Car Hire	562	562	562	562	562	562	562	562	562	579	579	579	6,792
288		-F & F Depreciation	1,455	1,455	1,455	2,183	2,183	2,183	2,183	2,183	2,183	2,250	2,250	2,250	24,210
289		-Professional Fees	165	165	165	165	165	165	165	165	165	170	170	170	1,994
290		-Subscriptions	640	640	640	640	640	640	640	640	640	660	660	660	7,742
291		-Car Expenses	175	175	175	175	175	175	175	175	175	180	180	180	2,111
292		-Sundry & Entertaining	340	340	340	340	340	340	340	340	340	350	350	350	4,106
293		TOTAL ADMINISTRATION COSTS	12,900	12,900	12,900	13,628	13,628	13,628	13,628	13,628	13,628	14,049	14,049	14,049	162,612
294		%OF TOTAL OVERHEADS	9.9%	10.0%	10.1%	10.9%	10.9%	10.8%	10.9%	10.9%	10.6%	10.7%	10.4%	10.5%	10.5%
295		-Salaries	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	0%	0%	0%	
296		-Pension & GLS	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	0%	0%	0%	
297		-Bonus	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	0%	0%	0%	
298		-Telephone	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	0%	0%	0%	
299		-Print/Post/Stationary	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	0%	0%	0%	
300		-Bank Charges	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	0%	0%	0%	
301		-Travel	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	0%	0%	0%	
302		-Contract Car Hire	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	0%	0%	0%	
303		-F & F Depreciation	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	0%	0%	0%	
304		-Professional Fees	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	0%	0%	0%	
305		-Subscriptions	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	0%	0%	0%	
306		-Car Expenses	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	0%	0%	0%	
307		-Sundry & Entertaining	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	0%	0%	0%	
308		*Difference from Budget*	-399	-399	-399	-421	-421	-421	-421	-421	-421	0	0	0	-3,726
309		Difference as a Percentage	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%	0.0%	0.0%	0.0%	2.2%
310															
311															
312		FINANCE DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
313		-Salaries	7,597	7,597	7,597	7,597	8,025	8,025	8,025	8,025	8,025	8,025	8,239	8,239	95,016
314		-Directors Bonus	3,103	3,103	3,103	3,103	3,424	3,424	3,424	3,424	3,424	3,424	3,585	3,585	40,125
315		-Pension & GLS	503	503	503	503	503	503	503	503	503	503	503	503	6,035
316		-Managers Bonus	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	13,161
317		-Audit	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	16,692
318		-Accounts	428	428	428	428	428	428	428	428	428	428	428	428	5,136
319		-Old Comm	214	214	214	214	214	214	214	214	214	214	214	214	2,568
320		-Staff Adverts	321	321	321	321	321	321	321	321	321	321	321	321	3,852
321		-Computer Costs	1,124	1,124	1,124	1,445	1,445	1,445	1,445	1,445	1,445	1,445	1,445	1,445	16,371
322		-Car Expenses	86	86	86	86	86	86	86	86	86	86	86	86	1,027
323		-Contract Car Hire	348	348	348	348	348	348	348	348	348	348	348	348	4,173
324		TOTAL FINANCE DEPARTMENT	16,211	16,211	16,211	16,532	17,281	17,281	17,281	17,281	17,281	17,281	17,655	17,655	204,156
325		%OF TOTAL OVERHEADS	12.4%	12.6%	12.7%	13.2%	13.8%	13.7%	13.9%	13.8%	13.4%	13.1%	13.0%	13.2%	13.2%
326		-Salaries	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
327		-Directors Bonus	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
328		-Pension & GLS	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
329		-Managers Bonus	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
330		-Audit	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
331		-Accounts	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
332		-Old Comm	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
333		-Staff Adverts	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
334		-Computer Costs	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
335		-Car Expenses	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
336		-Contract Car Hire	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
337		*Difference from Budget*	1,061	1,061	1,061	1,082	1,131	1,131	1,131	1,131	1,131	1,131	1,155	1,155	13,356
338		Difference as a Percentage	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
339															
340	E	TOTAL OVERHEADS	130,423	128,470	127,795	125,172	125,564	125,814	124,549	125,064	129,110	131,600	135,630	133,814	1,543,005
341		Total Direct Costs + Overheads	409,737	411,021	448,911	443,104	418,537	428,875	419,206	440,466	383,037	437,049	428,802	388,311	1,556,361
342		*Overheads Difference from Budg*	-13,246	-16,290	-16,210	-20,670	-20,684	-20,691	-21,767	-21,871	-17,894	-17,242	-17,926	-17,447	-221,938
343		Difference as a Percentage	-9.2%	-11.3%	-11.3%	-14.2%	-14.1%	-14.1%	-14.9%	-14.9%	-12.2%	-11.6%	-11.7%	-11.5%	-12.6%
344															
345	F	NET TRADING PROFIT	243	34,339	38,818	53,146	27,493	19,235	-16,926	-42,816	53,880	57,301	82,958	58,076	365,748
346		*Difference from Budget*	9,988	17,785	6,923	2,901	2,924	-16,060	-58,242	-97,550	-1,112	-3,787	3,691	56,134	-76,404
347		Difference as a Percentage	-102.5%	107.4%	21.7%	5.8%	11.9%	-45.5%	-141.0%	-178.2%	-2.0%	-6.2%	4.7%	2890.5%	-17.3%
348															

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
FINANCE CHARGES													
-Bank	3,253	3,062	3,162	2,834	2,337	2,007	3,179	2,809	2,458	2,496	1,725	1,937	31,259
-Hire Purchase	652	652	652	652	652	652	652	652	652	652	652	652	7,824
-Libor Loan	3,333	3,333	3,333	3,200	3,200	3,200	3,067	3,067	3,067	2,933	2,933	2,933	37,597
-Management Charge	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
Total Finance Charges	9,038	8,847	8,947	8,486	7,989	7,659	8,698	8,328	7,977	7,881	7,110	7,322	98,280
SUNDRY INCOME	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
-Bank	0%	0%	0%	-20%	-20%	-20%	0%	0%	0%	0%	0%	0%	
-Hire Purchase	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Libor Loan	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Management Charge	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
SUNDRY INCOME	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
NET PROFIT BEFORE TAX	-7,295	26,992	31,371	46,159	21,004	13,076	-24,124	-49,644	47,403	50,920	77,348	52,254	285,466
CORPORATION TAX	7,144	7,144	7,144	7,144	7,144	7,144	7,144	7,144	7,144	7,144	7,144	7,144	85,725
Net Profit B/Tax Diff from Budg	9,988	17,785	6,923	3,609	3,508	-15,558	-58,242	-97,550	-1,112	-3,787	3,691	56,134	-74,609
Difference as a Percentage	-57.8%	193.2%	28.3%	8.5%	20.1%	-54.3%	-170.7%	-203.6%	-2.3%	-6.9%	5.0%	-1446.8%	-20.7%
CORPORATION TAX	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
NET PROFIT AFTER TAX	-14,439	19,848	24,227	39,016	13,861	5,932	-31,268	-56,787	40,259	43,776	70,204	45,110	199,740
Net Profit A/Tax Diff from Budg	11,855	19,652	8,790	5,477	5,376	-13,691	-56,375	-95,683	755	-1,820	5,558	58,001	-52,254
Difference as a Percentage	-45.1%	10020.8%	56.9%	16.3%	63.4%	-69.8%	-224.5%	-246.0%	1.9%	-4.2%	8.6%	-449.9%	-20.7%

PP PRINT COMPANY ACTUAL CASHFLOW 1989

Summary of Cashflow Information	
Average RECEIPTS per month (£)	452,388
Total RECEIPTS per month (£)	5,428,651
Average PAYMENTS per Month (£)	401,490
Total PAYMENTS per month (£)	5,215,993
Total Net Funds (Receipts-Payments)	224,805
Maximum Bank Balance Predicted	-110,964
MINIMUM Bank Balance Predicted	-272,970
Average Bank Balance Predicted	-163,338

Credit Terms	Debtors (%)
Payments (End Month)	0%
Payments 1ms credit	0%
Payments 2ms credit	100%
Payments 3ms credit	0%
Payments 4ms credit	0%
Total = 100%	100%

CREDIT TAKEN	Creditors (%)
Payment (End Month)	0%
Payment 1ms credit taken	0%
Payment 2ms credit taken	100%
Payment 3ms Credit taken	0%
Total = 100%	100%
POST HORIZON TRADE CREDITORS	339,154
POST HORIZON TRADE DEBTORS	951,147

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
SALES VALUE	409980	445360	487729	496250	446030	448110	402280	397650	436912	494350	511760	446387	5422798
Sundry Income	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18000
VAT @ 15%	0	0	0	0	0	0	0	0	0	0	0	0	0
SALES + VAT	411,480	446,860	489,229	497,750	447,530	449,610	403,780	399,150	438,412	495,850	513,260	447,887	5440798
RECEIPTS FROM TRADING													
Payments (End Month)	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments 1ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments 2ms credit	509,500	439,500	411,480	446,860	489,229	497,750	447,530	449,610	403,780	399,150	438,412	495,850	5,428,651
Payments 3ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments 4ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
Monthly Sales Revenue (£)	509,500	439,500	411,480	446,860	489,229	497,750	447,530	449,610	403,780	399,150	438,412	495,850	5,428,651

PAYMENTS (Cash Inflow)	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Trade Creditors	304,437	229,272	246,754	273,743	385,769	297,534	271,922	239,628	272,850	284,523	279,570	222,208	3308210
VAT	0	0	0	0	0	0	0	0	0	0	0	0	0
Salaries	123506	121454	122279	126515	130570	131239	134372	135347	139383	137054	139621	134879	1578217
Non-VAT Related Overheads	26966	27056	25796	26387	24317	23957	23134	23134	23214	24454	26334	26814	301566
Custom & Excise	0	0	0	0	0	0	0	0	0	0	0	0	0
Coporation Tax	0	0	0	0	0	0	0	0	0	0	30000	0	30000
													0
TOTAL OPERATING PAYMENTS	454,909	377,783	394,829	426,645	540,656	452,730	429,429	398,109	435,447	446,031	475,526	383,900	5,215,993
OPERATING CASH FLOW	54,591	61,717	16,651	20,215	-51,427	45,020	18,101	51,501	-31,667	-46,881	-37,113	111,950	212,658

FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
- Hire Purchase Payments	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	16000
- Contract Hire Vehicles	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	37650
-Management Charge	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	25,524
-Capital Expenditure	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
-Term Loan Repayment			10,000			9,600			9,200			8,800	37,600
-Contract Lease 3B													0
-Contract Lease FLT	438	438	438	438	438	438	438	438	438	438	438	438	6,756
TOTAL FINANCE CHARGES	10,036	10,036	20,036	10,036	10,036	19,636	10,036	41,465	19,236	10,036	10,036	18,836	158,030
NET CASH FLOW	44,555	51,682	-3,385	10,179	-61,463	25,384	8,066	41,465	-50,903	-56,917	-47,149	93,114	54,628
OPENING BALANCE	-201,890	-160,475	-112,193	-119,365	-112,476	-176,773	-154,561	-149,504	-110,964	-164,813	-224,071	-272,870	-201,890
BALANCE BEFORE INTEREST	-157,335	-108,793	-115,578	-109,186	-173,939	-151,389	-146,496	-108,039	-161,866	-221,730	-271,220	-179,856	-147,262
Bank Interest	3,140	3,400	3,787	3,290	2,834	3,172	3,008	2,925	2,947	2,341	1,750	1,885	34,479
CLOSING BALANCE	-160,475	-112,193	-119,365	-112,476	-176,773	-154,561	-149,504	-110,964	-164,813	-224,071	-272,870	-181,741	-181,741

CALCULATION OF VAT & TRADE CREDITORS

NON-VAT RATED ITEMS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Total Salaries & Wages	118,648	116,596	117,421	121,657	125,712	126,381	129,514	130,489	134,525	132,371	134,938	130,196	1,518,446
Total Bonuses	4,858	4,858	4,858	4,858	4,858	4,858	4,858	4,858	4,858	4,683	4,683	4,683	57,771
Sub-Total	123,506	121,454	122,279	126,515	130,570	131,239	134,372	135,347	139,383	137,054	139,621	134,879	1,576,217
NON-VAT RATED COSTS													
-Bank Charges	388	388	388	388	388	388	388	388	388	400	400	400	4,692
-Term Loan	3,333	3,333	3,333	3,200	3,200	3,200	3,067	3,067	3,067	2,933	2,933	2,933	37,599
-Hire Purchase	652	652	652	652	652	652	652	652	652	652	652	652	7,824
-Electricity/Gas/Water	6,435	6,525	5,265	5,040	2,970	2,610	1,920	1,920	2,000	3,080	4,960	5,440	48,165
-Rent/Rates/Insurance	10,866	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,933
-Pension + GLS	3,471	3,471	3,471	3,471	3,471	3,471	3,471	3,471	3,471	3,679	3,679	3,679	42,275
-Travel + Entertaining	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,895	1,895	1,895	22,079
Sub-Total	26,966	27,056	25,796	26,387	24,317	23,957	23,134	23,134	23,214	24,454	26,334	26,814	301,565
TOTAL OVERHEADS	413,775	439,268	550,908	463,797	440,169	408,414	444,046	456,794	455,907	397,930	417,912	327,633	5,216,552
LESS:													
Salaries, Bonuses & Wages	123,506	121,454	122,279	126,515	130,570	131,239	134,372	135,347	139,383	137,054	139,621	134,879	1,576,217
Non-VAT Rated Costs	26,966	27,056	25,796	26,387	24,317	23,957	23,134	23,134	23,214	24,454	26,334	26,814	301,566
Depreciation Charged to P&L	6,390	6,855	6,905	7,683	7,643	7,833	7,933	8,033	7,983	8,253	8,353	8,453	92,314
Sub Total	256,913	283,902	395,928	303,213	277,639	245,386	278,607	290,280	285,327	228,169	243,604	157,487	3,246,455
Creditors Less:													
-Plant Lease	4,480	4,480	4,480	0	0	0	0	0	0	0	0	0	13,440
-Contract Hire Vehicles	5,679	5,679	5,679	5,679	5,717	5,757	5,757	5,757	5,757	5,961	5,961	5,961	69,346
TOTAL CREDITORS	246,754	273,743	385,769	297,534	271,922	239,628	272,850	284,523	279,570	222,208	237,643	151,526	3,163,669

Appendix 7.4 - 1989 Operating Budget with real figures for General Cartons Superimposed onto the Base Model

PP PRINT COMPANY OPERATING BUDGET 1989 WITH REAL FIGURES FOR GENERAL CARTONS SUPERIMPOSED ONTO THE BASE MODEL

Summary of Operating Budget	
Total Sales (£)	5,636,470
Average Sales per month (£)	469,706
Total Direct Costs & Overheads (£)	5,315,750
Ave Costs & Overheads per month (£)	442,979
Total Net Profit Predicted (£)	320,720
Average Net Profit per Month (£)	26,727
Maximum Net Profit per Month (£)	90,467
Minimum Net Profit per Month (£)	-24,865

Ratios	
Direct Costs as a % of Total Costs	69.3%
Overhead Costs as a % of Total Costs	30.7%
Gross Profit as a % of Sales	34.6%
Net Profit as a % of Sales	5.7%
Overhead to Direct Labour	167.7%
Direct Labour as a % of Total Costs	18.3%

SALES TURNOVER	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	158,400	173,020	155,400	171,000	153,750	198,900	221,000	230,000	233,000	249,000	261,000	190,000	2,394,470
Engineering Cartons	139,000	153,000	167,000	165,000	148,000	159,000	160,000	165,000	169,000	185,000	188,000	137,000	1,915,000
Print	71,000	83,000	88,000	90,000	81,000	81,000	87,000	97,000	93,000	99,000	103,000	75,000	1,048,000
Software	29,000	21,000	22,000	18,000	23,000	18,000	22,000	25,000	23,000	20,000	26,000	19,000	266,000
Packaging Materials	0	0	0	0	0	0	0	0	0	0	0	0	0
Waste	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
TOTAL SALES VALUE	398,400	431,020	433,400	445,000	406,750	457,900	491,000	518,000	519,000	534,000	579,000	423,000	5,636,470
INPUT % Difference from Budget													
General Cartons	-12%	-18%	-30%	-25%	-25%	-10%	0%	0%	0%	0%	0%	0%	
Engineering Cartons	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Print	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Packaging Materials	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Waste	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Value of Difference from Budget	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	-21,600	-37,980	-66,600	-57,000	-51,250	-22,100	0	0	0	0	0	0	-256,530
Engineering Cartons	0	0	0	0	0	0	0	0	0	0	0	0	0
Print	0	0	0	0	0	0	0	0	0	0	0	0	0
Software	0	0	0	0	0	0	0	0	0	0	0	0	0
Packaging Materials	0	0	0	0	0	0	0	0	0	0	0	0	0
Waste	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Difference from Budget	-21,600	-37,980	-66,600	-57,000	-51,250	-22,100	0	0	0	0	0	0	-256,530
Difference as a Percentage	-5.1%	-8.1%	-13.3%	-11.4%	-11.2%	-4.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-4.4%

COMPANY DIRECT COSTS													
Opening Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	228,000	228,000	230,280	230,280	234,886	237,234	237,234	237,234	237,234	237,234	237,234	237,234	
-WIP Engineering	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	
-WIP Print	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	
-WIP Software	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
-Board	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	
-Paper	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
-Inks & Plates	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
-Sundries	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	
Total Opening Stock	654,000	654,000	656,280	656,280	660,886	663,234	663,234	663,234	663,234	663,234	663,234	663,234	
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	228,000	230,280	230,280	234,886	237,234	237,234	237,234	237,234	237,234	237,234	237,234	237,234	
-WIP Engineering	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	
-WIP Print	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	
-WIP Software	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
-Board	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	
-Paper	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
-Inks & Plates	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
-Sundries	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	
Total Closing Stock	654,000	656,280	656,280	660,886	663,234	663,234	663,234	663,234	663,234	663,234	663,234	663,234	663,234
STOCK DECREASE/ (INCREASE)	0	-2,280	0	-4,606	-2,349	0	0	0	0	0	0	0	-9,234
STOCK AS % OF MONTHLY TURNOVER	164.2%	152.3%	151.4%	148.5%	163.1%	144.8%	135.1%	128.0%	127.8%	124.2%	114.5%	156.8%	142.8%
INPUT % Difference from Budget													
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-WIP General Cartons	0%	1%	0%	2%	1%	0%	0%	0%	0%	0%	0%	0%	
-WIP Engineering	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-WIP Print	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-WIP Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Board	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Paper	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Inks & Plates	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Sundries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Difference from Budget	5,000	7,280	7,280	11,886	14,234	14,234	14,234	14,234	14,234	14,234	14,234	14,234	148,321
Difference as a Percentage	0.8%	1.1%	1.1%	1.8%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%

DIRECT MATERIALS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Board - General	61,560	72,162	66,600	54,036	48,585	66,300	66,300	69,000	69,900	74,700	78,300	57,000	784,443
-Board - Engineering	55,600	61,200	66,800	66,000	59,200	63,600	64,000	66,000	67,600	66,000	75,200	54,800	766,000
-Paper	17,750	20,750	22,000	22,500	20,250	20,250	21,750	24,250	23,250	24,750	25,750	18,750	262,000
-Inks & Plates	8,190	9,387	10,017	10,143	9,114	9,681	9,828	10,332	10,395	10,773	11,592	8,442	117,894
-Data Duplicates	0	0	0	0	0	0	0	0	0	0	0	0	0
-Other Soft. Materials	986	714	748	612	782	612	748	850	782	680	884	646	9,044
-Outwork - General	20,160	23,632	22,200	26,334	23,678	15,470	15,470	15,100	16,310	17,430	18,270	13,300	228,354
-Outwork - Engineering	4,170	4,590	5,010	1,650	1,480	1,590	1,600	1,650	1,690	1,650	1,880	1,370	28,330
-Outwork - Print	17,040	19,920	21,120	11,700	10,530	10,530	11,310	12,610	12,090	12,870	13,390	9,750	162,860
-Outwork - Software	10,440	7,560	7,920	6,480	8,280	8,480	7,920	9,000	8,280	7,200	9,360	6,840	95,760
Direct Materials Total	195,896	219,915	222,415	199,455	181,899	194,513	198,926	209,792	210,297	216,053	234,626	170,898	2,454,685
%OF DIRECT COSTS	67.4%	69.4%	68.6%	67.1%	64.7%	65.2%	65.6%	66.3%	66.3%	66.7%	67.8%	63.3%	66.5%
INPUT % Difference from Budget	January	February	March	April	May	June	July	August	September	October	November	December	
-Board - General	14%	14%	0%	-21%	-21%	0%	0%	0%	0%	0%	0%	0%	
-Board - Engineering	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Paper	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Inks & Plates	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Data Duplicates	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Other Soft. Materials	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - General	12%	12%	0%	65%	65%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - Engineering	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - Print	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Difference from Budget	9,720	11,394	0	-3,890	-3,588	0	0	0	0	0	0	0	13,537
Difference as a Percentage	5.2%	5.5%	0.0%	-2.0%	-1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%

DIRECT LABOUR	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Normal Time	60,000	60,000	60,000	60,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500	63,500	748,500
-Overtime	15,960	17,822	19,000	19,076	17,404	18,240	18,658	19,684	19,722	20,292	22,002	16,074	223,934
TOTAL	75,960	77,822	79,000	79,576	80,904	81,740	82,158	83,184	83,222	83,792	85,502	79,574	972,434
%OF DIRECT COSTS	26.1%	24.6%	24.4%	26.8%	28.8%	27.4%	27.1%	26.3%	26.3%	25.9%	24.7%	29.5%	26.4%
-Normal Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Overtime	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Difference from Budget	0	0	0	0	0	0	0	0	0	0	0	0	0
Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
120															
121		DISTRIBUTION VARIABLE COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
122		-Van Running Costs	800	800	800	800	800	800	800	800	800	800	800	800	9,600
123		-Freight Cartons	11,388	12,995	13,887	14,030	12,802	13,566	13,602	14,102	14,351	14,780	16,029	11,674	163,006
124		-Freight Print	2,130	2,490	2,640	2,700	2,430	2,430	2,610	2,910	2,790	2,970	3,090	2,250	31,440
125		-Freight Software	116	84	88	72	92	72	88	100	92	80	104	72	1,054
126		-Outside Storage	500	500	500	500	500	500	500	500	500	500	500	500	6,000
127		-Packing Materials	4,006	4,474	4,770	4,790	4,369	4,579	4,684	4,943	4,952	5,095	5,526	4,025	56,213
128		-Sundry	0	0	0	0	0	0	0	0	0	0	0	0	0
129		Total Distribution Variable Costs	18,940	21,343	22,585	22,892	20,793	21,947	22,284	23,355	23,485	24,225	26,049	19,325	267,373
130		-Van Running Costs	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
131		-Freight Cartons	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
132		-Freight Print	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
133		-Freight Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
134		-Outside Storage	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
135		-Packing Materials	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
136		-Sundry	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
137		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	
138		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
139															
140															
141	B	COST OF GOODS SOLD	290,796	316,800	324,100	297,317	281,247	298,200	303,368	316,331	317,004	324,070	346,177	269,797	3,685,207
142		*Difference from Budget*	4,720	8,114	0	-8,596	-5,936	0	0	0	0	0	0	0	-698
143		Difference as a Percentage	1.6%	3.0%	0.0%	-2.8%	-2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
144															
145	C	GROSS PROFIT[A-B=C]	107,604	114,220	109,300	147,683	125,503	159,700	187,632	201,669	201,996	208,930	232,823	153,203	1,951,263
146	D	GROSS PROFIT as % of Sales>	27.0%	26.5%	25.2%	33.2%	30.9%	34.9%	38.2%	38.9%	38.9%	39.3%	40.2%	36.2%	34.6%
147		*Difference from Budget*	-26,320	-47,094	-66,600	-48,404	-45,314	-22,100	0	0	0	0	0	0	-255,832
148		Difference as a Percentage	-19.7%	-29.2%	-37.9%	-24.7%	-26.5%	-12.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-11.5%
149															
150															
151		COMPANY OVERHEADS													
152		PRODUCTION DEPARTMENT													
153		Indirect Materials	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
154		-Electricity/Water/Gas	7,150	7,250	5,850	5,600	3,300	2,900	2,400	2,400	2,500	3,850	6,200	6,800	56,200
155		-Consumables	8,064	9,005	9,600	9,638	8,794	9,216	9,427	9,946	9,965	10,253	11,117	8,125	113,147
156		Total	15,214	16,255	15,450	15,238	12,094	12,116	11,827	12,346	12,465	14,103	17,317	14,925	169,347
157		-Electricity/Water/Gas	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
158		-Consumables	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
159		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	
160		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
161															
162															
163		Indirect Labour	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
164		-Inspection	750	750	750	750	800	800	800	800	800	800	800	800	9,400
165		-Storekeeping	1,500	1,500	1,500	1,500	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	18,800
166		-Maintainance Basic	3,650	3,650	3,650	3,650	3,900	3,900	3,900	3,900	3,900	3,900	3,900	3,900	45,800
167		-Maintainance Overtime	0	0	0	0	0	0	0	0	0	0	0	0	0
168															0
169		Total	5,900	5,900	5,900	5,900	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	74,000
170		-Inspection	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
171		-Storekeeping	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
172		-Maintainance Basic	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
173		-Maintainance Overtime	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
174															
175		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
176		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
177															
178															
179		Standing Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
180		-Rent & Rates/Insurance	10,866	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,933
181		-Premises - Depn	1,100	1,100	1,100	1,100	1,000	1,100	1,100	1,100	1,000	1,100	1,100	1,100	13,000
182		-Plant Lease - 38	0	0	0	0	0	0	0	0	0	0	0	0	0
183		-Plant Lease -Depn	4,150	4,200	4,250	4,300	4,360	4,450	4,550	4,650	4,700	4,800	4,900	5,000	54,310
184															
185															
186		Total	16,116	16,166	16,216	17,215	17,175	17,365	17,465	17,565	17,515	17,715	17,815	17,915	206,243
187		-Rent & Rates/Insurance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
188		-Premises - Depn	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
189		-Plant Lease - 38	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	-100%	
190		-Plant Lease -Depn	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
191															
192															
193		*Difference from Budget*	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-134,400
194		Difference as a Percentage	-41.0%	-40.9%	-40.9%	-39.4%	-39.5%	-39.2%	-39.1%	-38.9%	-39.0%	-38.7%	-38.6%	-38.5%	-39.5%
195															
196															
197		Other Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
198		-Management Salaries	10,100	10,100	10,100	10,100	10,650	10,650	10,650	10,650	10,650	10,650	10,900	10,900	126,100
199		-Pension & GLS	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
200		-Managers Bonus	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	15,300
201		-Repairs & Renewals	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	62,400
202		-Training	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
203		-Welfare/Cleaning/Canteen	685	685	685	685	685	685	685	685	685	685	685	685	8,220
204		-Claims Lost Time	0	0	0	0	0	0	0	0	0	0	0	0	0
205		-Car Expenses	250	250	250	250	250	250	250	250	250	250	250	250	3,000
206		-Travel	50	50	50	50	50	50	50	50	50	50	50	50	600
207		-Contract Car Hire	855	855	855	855	855	900	900	900	900	900	900	900	10,575
208		-Sundaries	200	200	200	200	200	200	200	200	200	200	200	200	2,400
209		Total	21,415	21,415	21,415	21,415	21,965	22,010	22,010	22,010	22,010	22,010	22,260	22,260	262,195
210		-Management Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
211		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
212		-Managers Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
213		-Repairs & Renewals	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
214		-Training	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
215		-Welfare/Cleaning/Canteen	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
216		-Claims Lost Time	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
217		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
218		-Travel	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
219		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
220		-Sundaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
221		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
222		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
223															
224															
225		TOTAL PRODUCTION DEPT	58,645	59,736	58,981	59,768	57,534	57,791	57,602	58,221	58,290	60,128	63,692	61,397	711,785
226		%OF TOTAL OVERHEADS	44.3%	44.7%	44.4%	44.4%	42.6%	42.7%	42.6%	42.9%	42.9%	43.7%	44.7%	43.8%	43.7%
227		*Difference from Budget*	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-134,400
228		Difference as a Percentage	-16.0%	-15.8%	-16.0%	-15.8%	-16.3%	-16.2%	-16.3%	-16.1%	-16.1%	-15.7%	-15.0%	-15.4%	-15.9%
229															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
230															
231		SALES DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
232		-External Sales Salaries	14,500	14,500	14,500	14,500	15,200	15,200	15,200	15,200	15,200	15,200	15,600	15,600	180,400
233		-Internal Support Salaries	11,700	11,700	11,700	11,700	12,400	12,400	12,400	12,400	12,400	12,400	12,800	12,800	146,800
234		-Pension & GLS	950	950	950	950	950	950	950	950	950	950	950	950	11,400
235		-Bonus	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	24,600
236		-Travel & Entertaining	900	900	900	900	900	900	900	900	900	900	900	900	10,800
237		-Car Expenses	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
238		-Contract Car Hire	3,000	3,000	3,000	3,000	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	36,320
239		-Bad Debt Charge	250	250	250	250	250	250	250	250	250	250	250	250	3,000
240		-Staff Adverts	350	350	350	350	350	350	350	350	350	350	350	350	4,200
241		-Sundry	500	500	500	500	500	500	500	500	500	500	500	500	6,000
242		Total Sales Department	35,500	35,500	35,500	35,500	36,940	36,940	36,940	36,940	36,940	36,940	37,740	37,740	438,120
243		%OF TOTAL OVERHEADS	26.8%	26.6%	26.7%	26.4%	27.4%	27.3%	27.3%	27.2%	27.2%	26.8%	26.5%	26.9%	26.9%
244		-External Sales Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
245		-Internal Support Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
246		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
247		-Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
248		-Travel & Entertaining	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
249		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
250		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
251		-Bad Debt Charge	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
252		-Staff Adverts	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
253		-Sundry	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
254		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
255		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
256															
257															
258		DISTRIBUTION FIXED COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
259		-Salaries & NI	6,750	6,750	6,750	6,750	7,250	7,250	7,250	7,250	7,250	7,250	7,250	7,250	85,000
260		-Pensions & GLS	200	200	200	200	200	200	200	200	200	200	200	200	2,400
261		-Managers Bonus	125	125	125	125	125	125	125	125	125	125	125	125	1,500
262		-Depn.Metal Baskets	100	100	100	100	100	100	100	100	100	100	100	100	1,200
263		-Fork Lift Truck Exps	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
264		-Van Repairs & Maintainance	300	300	300	300	300	300	300	300	300	300	300	300	3,600
265		-Contract Van Hire	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	13,800
266		Total Distribution Fixed Costs	9,875	9,875	9,875	9,875	10,375	10,375	10,375	10,375	10,375	10,375	10,375	10,375	122,500
267		%OF TOTAL OVERHEADS	7.5%	7.4%	7.4%	7.3%	7.7%	7.7%	7.7%	7.6%	7.6%	7.5%	7.3%	7.4%	7.5%
268		-Salaries & NI	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
269		-Pensions & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
270		-Managers Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
271		-Depn.Metal Baskets	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
272		-Fork Lift Truck Exps	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
273		-Van Repairs & Maintainance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
274		-Contract Van Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
275		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
276		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
277															
278															
279		ADMINISTRATION	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
280		-Salaries	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	52,500
281		-Pension & GLS	400	400	400	400	400	400	400	400	400	400	400	400	4,800
282		-Bonus	875	875	875	875	875	875	875	875	875	875	875	875	10,500
283		-Telephone	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	19,800
284		-Print/Post/Stationary	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	1,560	18,720
285		-Bank Charges	400	400	400	400	400	400	400	400	400	400	400	400	4,800
286		-Travel	600	600	600	600	600	600	600	600	600	600	600	600	7,200
287		-Contract Car Hire	579	579	579	579	579	579	579	579	579	579	579	579	6,948
288		-F & F Depreciation	1,500	1,500	1,500	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	24,750
289		-Professional Fees	170	170	170	170	170	170	170	170	170	170	170	170	2,040
290		-Subscriptions	660	660	660	660	660	660	660	660	660	660	660	660	7,920
291		-Car Expenses	180	180	180	180	180	180	180	180	180	180	180	180	2,160
292		-Sundry & Entertaining	350	350	350	350	350	350	350	350	350	350	350	350	4,200
293		TOTAL ADMINISTRATION COSTS	13,299	13,299	13,299	14,049	14,049	14,049	14,049	14,049	14,049	14,049	14,049	14,049	166,338
294		%OF TOTAL OVERHEADS	10.0%	10.0%	10.0%	10.4%	10.4%	10.4%	10.4%	10.4%	10.3%	10.2%	9.9%	10.0%	10.2%
295		-Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
296		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
297		-Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
298		-Telephone	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
299		-Print/Post/Stationary	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
300		-Bank Charges	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
301		-Travel	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
302		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
303		-F & F Depreciation	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
304		-Professional Fees	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
305		-Subscriptions	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
306		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
307		-Sundry & Entertaining	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
308		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
309		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
310															
311															
312		FINANCE DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
313		-Salaries	7,100	7,100	7,100	7,100	7,500	7,500	7,500	7,500	7,500	7,500	7,700	7,700	88,800
314		-Directors Bonus	2,900	2,900	2,900	2,900	3,200	3,200	3,200	3,200	3,200	3,200	3,350	3,350	37,500
315		-Pension & GLS	470	470	470	470	470	470	470	470	470	470	470	470	5,640
316		-Managers Bonus	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	12,300
317		-Audit	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
318		-Accounts	400	400	400	400	400	400	400	400	400	400	400	400	4,800
319		-Old Comm	200	200	200	200	200	200	200	200	200	200	200	200	2,400
320		-Staff Adverts	300	300	300	300	300	300	300	300	300	300	300	300	3,600
321		-Computer Costs	1,050	1,050	1,050	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	15,300
322		-Car Expenses	80	80	80	80	80	80	80	80	80	80	80	80	960
323		-Contract Car Hire	325	325	325	325	325	325	325	325	325	325	325	325	3,900
324		TOTAL FINANCE DEPARTMENT	15,150	15,150	15,150	15,450	16,150	16,150	16,150	16,150	16,150	16,150	16,500	16,500	190,800
325		%OF TOTAL OVERHEADS	11.4%	11.3%	11.4%	11.5%	12.0%	11.9%	12.0%	11.9%	11.9%	11.7%	11.8%	11.8%	11.7%
326		-Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
327		-Directors Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
328		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
329		-Managers Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
330		-Audit	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
331		-Accounts	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
332		-Old Comm	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
333		-Staff Adverts	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
334		-Computer Costs	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
335		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
336		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
337		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
338		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
339															
340	E	TOTAL OVERHEADS	132,469	133,550	132,805	134,642	135,048	135,305	135,116	135,735	135,804	137,642	142,356	140,061	1,630,543
341		Total Direct Costs + Overheads	423,265	450,360	456,905	431,959	416,295	433,505	438,484	452,066	452,808	461,712	488,533	409,858	5,315,750
342		*Overheads Difference from Budget*	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-11,200	-134,400
343		Difference as a Percentage	-7.8%	-7.7%	-7.8%	-7.7%	-7.7%	-7.6%	-7.7%	-7.6%	-7.6%	-7.5%	-7.3%	-7.4%	-7.6%
344															
345	F	NET TRADING PROFIT	-24,865	-19,340	-23,505	13,041	-9,545	24,395	52,516	65,934	66,197	72,288	90,467	13,142	325,729
346		*Difference from Budget*	-15,120	-35,894	-55,400	-37,204	-34,114	-10,900	11,200	11,200	11,200	11,200	11,200	11,200	-121,437
347		Difference as a Percentage	155.2%	-216.8%	-173.7%	-74.0%	-138.8%	-30.9%	27.1%	20.5%	20.4%	18.3%	14.1%	576.7%	-27.5%
348															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
349	G	FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
350		-Bank	3,253	3,062	3,162	3,543	2,921	2,509	3,179	2,809	2,458	2,496	1,725	1,937	33,054
351		-Hire Purchase	652	652	652	652	652	652	652	652	652	652	652	652	7,824
352		-Libor Loan	3,333	3,333	3,333	3,200	3,200	3,200	3,067	3,067	3,067	2,933	2,933	2,933	37,599
353		-Management Charge	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
354															
355															
356		Total Finance Charges	9,038	8,847	8,947	9,195	8,573	8,161	8,698	8,328	7,977	7,881	7,110	7,322	100,077
357	H	SUNDRY INCOME	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
358		-Bank	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
359		-Hire Purchase	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
360		-Libor Loan	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
361		-Management Charge	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
362															
363															
364															
365		SUNDRY INCOME	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
366															
367	I	NET PROFIT BEFORE TAX	-32,403	-26,687	-30,952	5,346	-16,618	17,734	45,318	59,106	59,715	65,907	84,857	7,320	238,543
368		CORPORATION TAX	5,972	5,972	5,972	5,972	5,972	5,972	5,972	5,972	5,972	5,972	5,972	5,972	71,665
369															
370	J	*Net Profit B/Tax Diff from Budget*	-15,120	-35,894	-55,400	-37,204	-34,114	-10,900	11,209	11,209	11,209	11,209	11,209	11,209	-121,432
371		Difference as a Percentage	87.5%	-389.9%	-226.6%	-87.4%	-195.0%	-38.1%	32.8%	23.4%	23.1%	20.5%	15.2%	-288.7%	-33.7%
372		CORPORATION TAX	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
373															
374	J	NET PROFIT AFTER TAX	-38,375	-32,659	-36,924	-626	-22,590	11,762	39,346	53,134	53,743	59,935	78,885	1,348	166,978
375		*Net Profit A/Tax Diff from Budget*	-12,081	-32,855	-52,361	-34,166	-31,075	-7,861	14,239	14,239	14,239	14,239	14,239	14,239	-84,966
376		Difference as a Percentage	45.9%	-16753.1%	-339.2%	-101.9%	-366.2%	-40.1%	56.7%	36.6%	36.0%	31.2%	22.0%	-110.5%	-33.7%
377															
378															
379															
380		*PP PRINT COMPANY CASHFLOW 1989 WITH REAL FIGURES FOR GENERAL CARTONS SUPERIMPOSED ONTO THE BASE MODEL*													
381															
382		**Summary of Cashflow Information**					**Credit Terms**		**Debtors (%)**				**CREDIT TAKEN**		**Creditors (%)**
383		Average RECEIPTS per month (£)	466,539										Payment (End Month)		0%
384		Total RECEIPTS per month (£)	5,598,470				Payments (End Month)		0%				Payment 1ms credit taken		0%
385		Average PAYMENTS per Month (£)	405,035				Payments 1ms credit		0%				Payment 2ms credit taken		100%
386		Total PAYMENTS per month (£)	5,288,999				Payments 2ms credit		100%				Payment 3ms Credit taken		0%
387		Total Net Funds (Receipts-Payments)	385,472				Payments 3ms credit		0%				Total = 100%		100%
388		Maximum Bank Balance Predicted	-147,085				Payments 4ms credit		0%				POST HORIZON TRADE CREDITORS		534,869
389		MINIMUM Bank Balance Predicted	-310,973										POST HORIZON TRADE DEBTORS		1,905,000
390		Average Bank Balance Predicted	-233,739				Total = 100%		100%						
391															
392			January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
393		SALES VALUE	398400	431020	433400	445000	406750	457900	491000	518000	519000	534000	579000	423000	5636470
394		Sundry Income	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18000
395		VAT @ 15%	0	0	0	0	0	0	0	0	0	0	0	0	0
396		SALES + VAT	399,900	432,520	434,900	446,500	408,250	459,400	492,500	519,500	520,500	535,500	580,500	424,500	5654470
397		RECEIPTS FROM TRADING													
398		Payments (End Month)	0	0	0	0	0	0	0	0	0	0	0	0	0
399		Payments 1ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
400		Payments 2ms credit	509,500	439,500	399,900	432,520	434,900	446,500	408,250	459,400	492,500	519,500	520,500	535,500	5,598,470
401		Payments 3ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
402		Payments 4ms credit	0	0	0	0	0	0	0	0	0	0	0	0	0
403															
404		Monthly Sales Revenue (£)	509,500	439,500	399,900	432,520	434,900	446,500	408,250	459,400	492,500	519,500	520,500	535,500	5,598,470
405															
406		PAYMENTS (Cash Inflow)	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
407		Trade Creditors	304,437	229,272	255,588	282,760	287,297	265,263	244,842	258,620	264,251	276,337	276,640	283,462	3228769
408		VAT	0	0	0	0	0	0	0	0	0	0	0	0	0
409		Salaries	135835	137697	138875	139451	143629	144465	144883	145909	145947	146517	149477	143549	1716234
410		Non-VAT Related Overheads	26121	26221	26821	27387	25087	24687	24054	24054	24154	25370	27720	28320	313996
411		Custom & Excise	0	0	0	0	0	0	0	0	0	0	0	0	0
412		Coporation Tax	0	0	0	0	0	0	0	0	0	0	30000	0	30000
413															0
414		TOTAL OPERATING PAYMENTS	466,393	395,190	421,284	449,598	456,013	434,415	413,779	428,583	434,352	448,224	483,837	455,331	5,288,999
415															
416		OPERATING CASH FLOW	41,107	44,310	-21,384	-17,078	-21,113	12,085	-5,529	30,817	58,148	71,276	36,663	80,169	309,472
417															
418		FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
419															
420		- Hire Purchase Payments	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	16000
421		- Contract Hire Vehicles	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	37650
422		-Management Charge	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	25,524
423		-Capital Expenditure	5,000	5,000	5,000	7,500	7,500	10,000	10,000	10,000	10,000	10,000	10,500	9,500	100,000
424		-Term Loan Repayment			10,000			9,600			9,200			8,800	37,600
425		-Contract Lease 38													0
426		-Contract Lease FLT	438	438	438	438	438	438	438	438	438	438	438	438	5,256
427		TOTAL FINANCE CHARGES	12,036	12,036	22,036	14,536	14,536	26,636	17,036	17,036	26,236	17,036	17,536	25,336	222,030
428															
429		NET CASH FLOW	29,071	32,274	-43,420	-31,614	-35,649	-14,551	-22,564	13,781	31,912	54,240	19,127	54,833	87,442
430															
431		OPENING BALANCE	-201,890	-175,959	-147,085	-194,292	-229,195	-267,678	-285,401	-310,873	-300,117	-271,152	-219,253	-201,876	-201,890
432		BALANCE BEFORE INTEREST	-172,819	-143,685	-190,505	-225,905	-264,844	-282,229	-307,965	-297,192	-268,205	-216,912	-200,125	-147,043	-114,449
433		Bank Interest	3,140	3,400	3,787	3,290	2,834	3,172	3,008	2,925	2,947	2,341	1,750	1,885	34,479
434															
435		CLOSING BALANCE	-175,959	-147,085	-194,292	-229,195	-267,678	-285,401	-310,873	-300,117	-271,152	-219,253	-201,876	-148,928	-148,928
436															
437															
438		CALCULATION OF VAT & TRADE CREDITORS													
439		NON-VAT RATED ITEMS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
440		Total Salaries & Wages	130,485	132,347	133,525	134,101	138,279	139,115	139,533	140,559	140,597	141,167	144,127	138,199	1,652,034
441		Total Bonuses	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	64,200
442		Sub-Total	135,835	137,697	138,875	139,451	143,629	144,465	144,883	145,909	145,947	146,517	149,477	143,549	1,716,234
443		NON-VAT RATED COSTS													
444		-Bank Charges	400	400	400	400	400	400	400	400	400	400	400	400	4,800
445		-Term Loan	3,333	3,333	3,333	3,200	3,200	3,200	3,067	3,067	3,067	2,933	2,933	2,933	37,599
446		-Hire Purchase	652	652	652	652	652	652	652	652	652	652	652	652	7,824
447		-Electricity/Gas/Water	7,150	7,250	5,850	5,600	3,300	2,900	2,400	2,400	2,500	3,850	6,200	6,800	56,200
448		-Rent/Rates/Insurance	10,866	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,933
449		-Pension + GLS	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	45,840
450		-Travel + Entertaining	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	22,800
451															
452															
453		Sub-Total	28,121	28,221	26,821	27,387	25,087	24,687	24,054	24,054	24,154	25,370	27,720	28,320	313,996
454															
455		TOTAL OVERHEADS	432,303	461,487	465,852	445,780	427,217	441,666	447,182	460,394	460,785	469,593	495,643	417,180	5,425,062
456		LESS:													
457		Salaries, Bonuses & Wages	135,835	137,697	138,875	139,451	143,629	144,465	144,883	145,909	145,947	146,517	149,477	143,549	1,716,234
458		Non-VAT Rated Costs	28,121	28,221	26,821	27,387	25,087	24,687	24,054	24,054	24,154	25,370	27,720	28,320	313,996
459		Depreciation Charged to P&L	6,850	8,900	6,950	7,750	7,710	7,900	8,000	8,100	8,050	8,250	8,350	8,450	93,260
460		Sub Total	261,497	288,669	293,206	271,172	250,791	264,614	270,245	282,331	282,834	289,456	310,096	236,861	3,301,572
461		Creditors Less:													
462		-Plant Lease	0	0	0	0	0	0	0	0	0	0	0	0	0
463		-Contract Hire Vehicles	5,909	5,909	5,909	5,909	5,949	5,994	5,994	5,994	5,994	5,994	5,994	5,994	71,543
464															
465															
466		TOTAL CREDITORS	255,588	282,760	287,297	265,263	244,842	258,620	264,251	276,337	276,640	283,462	304,102	230,867	3,230,029
467															
468															

7.5 - Projection of the 1989 Operating Budget over the rest of the year taking into account the average value of change from the base model up until that time.

PP PRINT COMPANY ACTUAL OPERATING BUDGET WITH REAL FIGURES FOR THE FIRST SIX MONTHS OF 1989 AND PROJECTING FOR THE REST OF THE YEAR USING THE AVERAGE PERCENTAGE OF CHANGE FROM THE BASE MODEL UP UNTIL THAT TIME ASSUMING THAT THE 3B PRESS IS NOT AVAILABLE

Summary of Operating Budget	
Total Sales (£)	5,667,020
Average Sales per month (£)	472,252
Total Direct Costs & Overheads (£)	5,216,936
Ave Costs & Overheads per month (£)	434,745
Total Net Profit Predicted (£)	450,084
Average Net Profit per Month (£)	37,507
Maximum Net Profit per Month (£)	74,941
Minimum Net Profit per Month (£)	243

Ratios	
Direct Costs as a % of Total Costs	234.9%
Overhead Costs as a % of Total Costs	99.1%
Gross Profit as a % of Sales	35.3%
Net Profit as a % of Sales	7.9%
Overhead to Direct Labour	174.3%
Direct Labour as a % of Total Costs	56.9%

SALES TURNOVER	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	158,400	173,020	215,847	171,000	153,750	200,337	186,684	194,287	196,821	210,337	220,473	160,498	2,241,454
Engineering Cartons	162,630	174,420	140,447	178,550	164,280	170,255	169,788	175,094	179,338	175,094	199,501	145,381	2,032,778
Print	63,900	78,020	102,408	137,700	117,450	66,928	97,881	109,132	104,632	111,382	115,882	84,380	1,189,696
Software	24,070	18,900	27,935	9,900	9,430	9,625	14,785	16,801	15,457	13,441	17,473	12,789	190,587
Packaging Materials	0	0	0	0	0	0	0	0	0	0	0	0	0
Waste	980	1,000	1,092	1,100	1,120	965	1,041	1,041	1,041	1,041	1,041	1,041	12,505
TOTAL SALES VALUE	409,980	445,360	487,729	498,250	446,030	448,110	470,180	496,355	497,290	511,295	554,371	404,079	5,667,020
INPUT % Difference from Budget													
General Cartons	-12%	-18%	-3%	-25%	-25%	-10%	-16%	-16%	-16%	-16%	-16%	-16%	-16%
Engineering Cartons	17%	14%	-19%	7%	11%	7%	6%	6%	6%	6%	6%	6%	6%
Print	-10%	-6%	14%	53%	45%	-21%	13%	13%	13%	13%	13%	13%	12%
Software	-17%	-10%	21%	-45%	-59%	-87%	-33%	-33%	-33%	-33%	-33%	-33%	-40%
Packaging Materials	-17%	-17%	0%	0%	0%	0%	-6%	-6%	-6%	-6%	-6%	-6%	#DIV/0!
Waste	-2%	0%	8%	10%	12%	-4%	4%	4%	4%	4%	4%	4%	4%
Value of Difference from Budget	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	-21,600	-37,980	-6,153	-57,000	-51,250	-20,663	-34,316	-35,713	-36,179	-38,663	-40,527	-29,502	-409,546
Engineering Cartons	23,630	21,420	-26,553	11,550	16,280	11,255	9,788	10,094	10,338	10,094	11,501	8,381	117,778
Print	-7,100	-4,980	14,408	47,700	36,450	-14,072	10,881	12,132	11,632	12,382	12,882	9,380	141,695
Software	-4,930	-2,100	5,935	-8,100	-13,570	-8,375	-7,215	-8,199	-7,543	-6,559	-8,527	-6,231	-75,413
Packaging Materials	0	0	0	0	0	0	0	0	0	0	0	-1,000	-1,000
Waste	-20	0	92	100	120	-35	41	41	41	41	41	41	505
Total Difference from Budget	-10,020	-23,640	-12,271	-5,750	-11,970	-31,890	-20,820	-21,645	-21,710	-22,705	-24,629	-18,930	-225,980
Difference as a Percentage	-2.4%	-5.0%	-2.5%	-1.1%	-2.6%	-6.6%	-4.2%	-4.2%	-4.2%	-4.3%	-4.3%	-4.5%	-3.8%

COMPANY DIRECT COSTS													
Opening Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	228,000	228,000	280,000	270,000	275,400	259,900	279,312	281,174	283,049	284,936	286,835	288,747	
-WIP Engineering	190,000	190,000	204,000	236,000	240,720	278,200	239,111	241,901	244,723	247,578	250,466	253,388	
-WIP Print	80,000	80,000	52,500	95,200	97,104	98,400	74,556	75,550	76,557	77,578	78,613	79,661	
-WIP Software	20,000	20,000	24,000	18,250	18,433	27,600	32,879	32,989	33,099	33,209	33,320	33,431	
-Board	62,000	62,000	34,800	62,600	62,800	35,400	45,102	45,177	45,252	45,328	45,403	45,479	
-Paper	10,000	10,000	12,700	21,700	21,700	19,900	21,998	22,035	22,071	22,108	22,145	22,182	
-Inks & Plates	30,000	30,000	38,000	35,600	35,600	35,700	35,006	35,064	35,123	35,181	35,240	35,299	
-Sundries	34,000	29,000	22,600	22,100	22,100	32,200	31,216	31,268	31,320	31,372	31,425	31,477	
Total Opening Stock	654,000	649,000	668,400	761,450	773,657	787,300	759,180	765,158	771,194	777,290	783,447	789,664	
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	228,000	280,000	270,000	275,400	259,900	279,312	281,174	283,049	284,936	286,835	288,747	290,672	
-WIP Engineering	190,000	204,000	236,000	240,720	278,200	239,111	241,901	244,723	247,578	250,466	253,388	256,345	
-WIP Print	80,000	52,500	95,200	97,104	98,400	74,556	75,550	76,557	77,578	78,613	79,661	80,723	
-WIP Software	20,000	24,000	18,250	18,433	27,600	32,879	32,989	33,099	33,209	33,320	33,431	33,542	
-Board	62,000	34,800	62,600	62,800	35,400	45,102	45,177	45,252	45,328	45,403	45,479	45,555	
-Paper	10,000	12,700	21,700	21,700	19,900	21,998	22,035	22,071	22,108	22,145	22,182	22,219	
-Inks & Plates	30,000	38,000	35,600	35,600	35,700	35,006	35,064	35,123	35,181	35,240	35,299	35,358	
-Sundries	29,000	22,600	22,100	22,100	32,200	31,216	31,268	31,320	31,372	31,425	31,477	31,529	
Total Closing Stock	649,000	668,400	761,450	773,657	787,300	759,180	765,158	771,194	777,290	783,447	789,664	795,943	795,943
STOCK DECREASE/ (INCREASE)	5,000	-19,400	-93,050	-12,207	-13,644	28,120	-5,978	-6,037	-6,096	-6,156	-6,217	-6,279	-141,943
STOCK AS % OF MONTHLY TURNOVER	158.3%	150.1%	156.1%	155.9%	176.5%	169.4%	162.7%	155.4%	156.3%	153.2%	142.4%	197.0%	161.1%
INPUT % Difference from Budget													
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-WIP General Cartons	0%	1%	0%	2%	1%	0%	1%	1%	1%	1%	1%	1%	
-WIP Engineering	0%	1%	0%	2%	4%	0%	1%	1%	1%	1%	1%	1%	
-WIP Print	0%	1%	0%	2%	5%	0%	1%	1%	1%	1%	1%	1%	
-WIP Software	0%	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	
-Board	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Paper	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Inks & Plates	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Sundries	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Difference from Budget	0	19,400	112,450	124,657	138,300	110,180	116,158	122,194	128,290	134,447	140,664	146,943	1,293,682
Difference as a Percentage	0.0%	3.0%	17.3%	19.2%	21.3%	17.0%	17.9%	18.8%	19.8%	20.7%	21.7%	22.5%	22.6%

DIRECT MATERIALS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Board - General	61,560	72,162	55,670	54,036	48,585	39,448	64,753	67,390	68,269	72,957	76,473	55,670	736,973
-Board - Engineering	47,260	52,020	90,792	72,800	65,120	70,987	62,933	64,900	66,473	64,900	73,947	53,887	785,819
-Paper	19,525	22,825	35,877	22,500	20,250	19,195	22,475	25,058	24,025	25,575	26,608	19,375	283,289
-Inks & Plates	8,190	9,387	9,890	9,129	8,203	7,510	9,500	9,988	10,049	10,414	11,206	8,161	111,625
-Data Duplicates	0	0	0	0	0	0	0	0	0	0	0	0	0
-Other Soft. Materials	986	714	0	612	782	612	748	850	782	880	884	646	8,296
-Outwork - General	20,160	23,632	44,790	26,334	23,678	18,413	19,441	20,232	20,496	21,904	22,959	16,714	278,752
-Outwork - Engineering	4,128	4,544	3,515	4,950	4,440	5,473	2,681	2,745	2,811	2,745	3,127	2,279	43,418
-Outwork - Print	18,744	21,912	60,385	43,875	39,488	16,000	22,055	24,590	23,576	25,097	26,111	19,013	340,843
-Outwork - Software	9,396	6,804	23,196	1,620	2,070	1,536	5,676	6,450	5,934	5,150	6,706	4,902	79,457
Direct Materials Total	189,949	214,000	324,115	239,656	212,615	179,174	210,242	222,202	222,415	229,431	248,022	180,645	2,668,456
% OF DIRECT COSTS	68.0%	75.7%	100.9%	74.1%	72.8%	59.1%	69.3%	70.0%	70.0%	71.1%	72.0%	67.9%	72.7%
INPUT % Difference from Budget	January	February	March	April	May	June	July	August	September	October	November	December	
-Board - General	14%	14%	0%	-21%	-21%	0%	-2%	-2%	-2%	-2%	-2%	-2%	
-Board - Engineering	-15%	-15%	0%	10%	10%	0%	-2%	-2%	-2%	-2%	-2%	-2%	
-Paper	10%	10%	0%	0%	0%	0%	3%	3%	3%	3%	3%	3%	
-Inks & Plates	0%	0%	0%	-10%	-10%	0%	-3%	-3%	-3%	-3%	-3%	-3%	
-Data Duplicates	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Other Soft. Materials	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - General	12%	12%	0%	65%	65%	0%	26%	26%	26%	26%	26%	26%	
-Outwork - Engineering	-1%	-1%	0%	200%	200%	0%	66%	66%	66%	66%	66%	66%	
-Outwork - Print	10%	10%	0%	275%	275%	0%	95%	95%	95%	95%	95%	95%	
-Outwork - Software	-10%	-10%	0%	-75%	-75%	0%	-28%	-28%	-28%	-28%	-28%	-28%	
Difference from Budget	3,773	5,479	101,700	32,211	27,129	-15,339	11,316	12,410	12,118	13,378	13,396	9,747	227,318
Difference as a Percentage	2.0%	2.6%	45.7%	15.8%	14.6%	-7.9%	5.7%	5.9%	5.8%	6.2%	5.7%	5.7%	9.3%

DIRECT LABOUR	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Normal Time	55,200	55,200	55,200	57,475	60,325	60,325	60,325	60,325	60,325	60,325	60,325	60,325	705,675
-Overtime	11,172	12,475	13,300	15,261	13,923	14,592	17,725	18,700	18,736	18,234	17,602	12,859	182,579
TOTAL	66,372	67,675	68,500	72,736	74,248	74,917	78,050	79,025	79,061	78,559	77,927	73,184	888,254
% OF DIRECT COSTS	23.8%	24.0%	21.3%	22.9%	25.3%	24.7%	25.7%	24.9%	24.9%	23.7%	22.6%	27.5%	24.2%
-Normal Time	-8.0%	-8.0%	-8.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	
-Overtime	-30.0%	-30.0%	-30.0%	-20.0%	-20.0%	-20.0%	-5.0%	-5.0%	-5.0%	-20.0%	-20.0%	-20.0%	
Difference from Budget	-9,588	-10,147	-10,500	-6,840	-6,556	-6,823	-4,108	-4,139	-4,161	-7,233	-7,578	-6,393	-84,180
Difference as a Percentage	-12.6%	-13.0%	-13.3%	-8.6%	-8.2%	-8.3%	-5.0%	-5.0%	-5.0%	-8.6%	-8.9%	-8.0%	-8.7%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
121		DISTRIBUTION VARIABLE COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
122		-Van Running Costs	760	760	760	760	760	780	780	760	760	760	760	760	9,120
123		-Freight Cartons	10,819	12,345	13,193	13,329	11,972	12,888	12,922	13,397	13,633	14,041	15,228	11,090	154,856
124		-Freight Print	2,024	2,386	2,508	2,565	2,309	2,309	2,480	2,755	2,651	2,822	2,936	2,138	29,868
125		-Freight Software	110	80	84	88	87	68	84	95	87	76	99	72	1,011
126		-Outside Storage	475	475	475	475	475	475	475	475	475	475	475	475	5,700
127		-Packing Materials	3,806	4,250	4,532	4,551	4,151	4,350	4,450	4,896	4,704	4,840	5,250	3,824	53,407
128		-Sundry	0	0	0	0	0	0	0	0	0	0	0	0	0
129		Total Distribution Variable Costs	17,993	20,276	21,551	21,747	19,753	20,850	21,170	22,187	22,311	23,014	24,747	18,359	253,957
130		-Van Running Costs	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
131		-Freight Cartons	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
132		-Freight Print	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
133		-Freight Software	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
134		-Outside Storage	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
135		-Packing Materials	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
136		-Sundry	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
137		*Difference from Budget*	-967	-1,067	-1,134	-1,145	-1,040	-1,097	-1,114	-1,168	-1,174	-1,211	-1,307	-966	-13,386
138		Difference as a Percentage	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%
139															
140															
141	B	COST OF GOODS SOLD	279,314	282,551	321,116	317,932	292,973	303,061	303,485	317,378	317,690	322,847	344,478	265,909	3,668,734
142		*Difference from Budget*	-6,762	-25,135	-2,984	12,019	5,790	4,861	117	1,047	686	-1,223	-1,899	-3,888	-17,171
143		Difference as a Percentage	-2.4%	-8.2%	-0.9%	3.9%	2.0%	1.6%	0.0%	0.3%	0.2%	-0.4%	-0.5%	-1.4%	-0.5%
144															
145	C	GROSS PROFIT[A-B=C]	130,656	152,809	166,613	178,318	153,057	145,049	166,696	178,978	179,600	188,448	208,893	138,160	1,998,286
146	D	GROSS PROFIT as % of Sales>	31.9%	36.6%	34.2%	35.9%	34.3%	32.4%	35.5%	36.1%	36.1%	36.9%	37.9%	34.2%	35.3%
147		*Difference from Budget*	-3,258	1,495	-9,287	-17,769	-17,760	-26,751	-20,936	-22,691	-22,396	-21,482	-22,830	-15,043	-208,802
148		Difference as a Percentage	-2.4%	0.9%	-5.3%	-9.1%	-10.4%	-20.2%	-11.2%	-11.3%	-11.1%	-10.2%	-9.8%	-9.8%	-9.5%
149															
150															
151		COMPANY OVERHEADS													
152		PRODUCTION DEPARTMENT													
153		Indirect Materials	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
154		-Electricity/Water/Gas	6,435	6,525	5,265	5,040	2,970	2,610	2,160	2,160	2,250	3,465	5,580	6,120	50,580
155		-Consumables	7,258	8,105	8,640	8,674	7,915	8,294	8,484	8,951	8,969	9,228	10,005	7,310	101,833
156		Total	13,693	14,630	13,905	13,714	10,885	10,904	10,644	11,111	11,219	12,693	15,585	13,430	152,412
157		-Electricity/Water/Gas	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
158		-Consumables	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
159		*Difference from Budget*	-1,521	-1,626	-1,545	-1,524	-1,209	-1,212	-1,183	-1,235	-1,247	-1,410	-1,732	-1,492	-16,935
160		Difference as a Percentage	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%
161															
162															
163		Indirect Labour	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
164		-Inspection	675	675	675	675	720	720	720	720	720	720	720	720	8,460
165		-Storekeeping	1,350	1,350	1,350	1,350	1,440	1,440	1,440	1,440	1,440	1,440	1,440	1,440	16,920
166		-Maintainance Basic	3,285	3,285	3,285	3,285	3,510	3,510	3,510	3,510	3,510	3,510	3,510	3,510	41,220
167		-Maintainance Overtime	0	0	0	0	0	0	0	0	0	0	0	0	0
168															0
169		Total	5,310	5,310	5,310	5,310	5,670	5,670	5,670	5,670	5,670	5,670	5,670	5,670	66,600
170		-Inspection	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
171		-Storekeeping	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
172		-Maintainance Basic	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
173		-Maintainance Overtime	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
174															
175		*Difference from Budget*	-590	-590	-590	-590	-630	-630	-630	-630	-630	-630	-630	-630	-7,400
176		Difference as a Percentage	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%
177															
178															
179		Standing Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
180		-Rent & Rates/Insurance	10,866	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,933
181		-Premises - Depn	1,100	1,100	1,100	1,100	1,000	1,100	1,100	1,100	1,000	1,100	1,100	1,100	13,000
182		-Plant Lease - 3B	4,480	4,480	4,480	0	0	0	2,240	2,240	2,240	2,240	2,240	2,240	26,880
183		-Plant Lease -Depn	3,735	4,200	4,250	4,300	4,360	4,450	4,474	4,573	4,622	4,720	4,818	4,917	53,418
184															
185															
186		Total	20,181	20,646	20,696	17,215	17,175	17,365	19,629	19,728	19,677	19,875	19,973	20,072	232,731
187		-Rent & Rates/Insurance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
188		-Premises - Depn	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
189		-Plant Lease - 3B	-60%	-60%	-60%	-100%	-100%	-100%	-60%	-60%	-60%	-60%	-60%	-60%	
190		-Plant Lease -Depn	-10%	0%	0%	0%	0%	0%	-2%	-2%	-2%	-2%	-2%	-2%	
191			0												
192															
193		*Difference from Budget*	-7,135	-6,720	-6,720	-11,200	-11,200	-11,200	-9,036	-9,038	-9,038	-9,040	-9,042	-9,043	-108,412
194		Difference as a Percentage	-26.1%	-24.6%	-24.5%	-39.4%	-39.5%	-39.2%	-31.5%	-31.4%	-31.5%	-31.3%	-31.2%	-31.1%	-31.8%
195															
196															
197		Other Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
198		-Management Salaries	9,090	9,090	9,090	9,090	9,585	9,585	9,585	9,585	9,585	9,585	9,810	9,810	113,490
199		-Pension & GLS	1,620	1,620	1,620	1,620	1,620	1,620	1,620	1,620	1,620	1,620	1,620	1,620	19,440
200		-Managers Bonus	1,148	1,148	1,148	1,148	1,148	1,148	1,148	1,148	1,148	1,148	1,148	1,148	13,770
201		-Repairs & Renewals	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	4,680	56,150
202		-Training	900	900	900	900	900	900	900	900	900	900	900	900	10,800
203		-Welfare/Cleaning/Canteen	617	617	617	617	617	617	617	617	617	617	617	617	7,398
204		-Claims Lost Time	0	0	0	0	0	0	0	0	0	0	0	0	0
205		-Car Expenses	225	225	225	225	225	225	225	225	225	225	225	225	2,700
206		-Travel	45	45	45	45	45	45	45	45	45	45	45	45	540
207		-Contract Car Hire	770	770	770	770	770	810	810	810	810	810	810	810	9,518
208		-Sundaries	180	180	180	180	180	180	180	180	180	180	180	180	2,160
209		Total	19,274	19,274	19,274	19,274	19,769	19,809	19,809	19,809	19,809	19,809	20,034	20,034	235,975
210		-Management Salaries	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
211		-Pension & GLS	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
212		-Managers Bonus	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
213		-Repairs & Renewals	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
214		-Training	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
215		-Welfare/Cleaning/Canteen	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
216		-Claims Lost Time	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
217		-Car Expenses	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
218		-Travel	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
219		-Contract Car Hire	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
220		-Sundaries	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	-10%	
221		*Difference from Budget*	-2,142	-2,142	-2,142	-2,142	-2,197	-2,201	-2,201	-2,201	-2,201	-2,201	-2,226	-2,226	-26,220
222		Difference as a Percentage	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%	-10.0%
223															
224															
225		TOTAL PRODUCTION DEPT	58,457	59,859	59,185	55,513	53,498	53,748	55,752	56,318	56,374	58,047	61,263	58,205	687,219
226		% OF TOTAL OVERHEADS	44.8%	46.6%	46.3%	44.3%	42.6%	42.7%	43.4%	43.7%	43.7%	44.4%	45.4%	44.6%	44.4%
227		*Difference from Budget*	-11,388	-11,077	-10,997	-15,455	-15,236	-15,243	-13,050	-13,103	-13,116	-13,281	-13,629	-13,392	-158,966
228		Difference as a Percentage	-16.3%	-15.6%	-15.7%	-21.8%	-22.2%	-22.1%	-19.0%	-18.9%	-18.9%	-18.6%	-18.2%	-18.4%	-18.8%
229															
230															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
231		SALES DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
232		External Sales Salaries	14,065	13,050	13,050	13,050	13,680	13,680	13,857	13,857	13,857	13,857	14,222	14,222	164,448
233		Internal Support Salaries	10,530	8,190	8,190	8,190	8,680	8,680	9,093	9,093	9,093	9,093	9,387	9,387	107,660
234		Pension & GLS	760	760	760	760	760	760	760	760	760	760	760	760	9,120
235		Bonus	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	1,640	19,680
236		Travel & Entertaining	855	855	855	855	855	855	855	855	855	855	855	855	10,260
237		Car Expenses	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	1,235	14,820
238		Contract Car Hire	2,850	2,850	2,850	2,850	2,888	2,888	2,888	2,888	2,888	2,888	2,888	2,888	34,504
239		Bad Debt Charge	238	238	238	238	238	238	238	238	238	238	238	238	2,850
240		Staff Adverts	333	333	333	333	333	333	333	333	333	333	333	333	3,990
241		Sundry	475	475	475	475	475	475	475	475	475	475	475	475	5,700
242		Total Sales Department	32,980	29,625	29,625	29,625	30,783	30,783	31,374	31,374	31,374	31,374	32,032	32,032	372,879
243		%OF TOTAL OVERHEADS	25.3%	23.1%	23.2%	23.7%	24.5%	24.5%	24.4%	24.3%	24.3%	24.0%	23.7%	24.1%	
244		External Sales Salaries	-3%	-10%	-10%	-10%	-10%	-10%	-9%	-9%	-9%	-9%	-9%	-9%	
245		Internal Support Salaries	-10%	-30%	-30%	-30%	-30%	-30%	-27%	-27%	-27%	-27%	-27%	-27%	
246		Pension & GLS	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	
247		Bonus	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	-20%	
248		Travel & Entertaining	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
249		Car Expenses	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
250		Contract Car Hire	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
251		Bad Debt Charge	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
252		Staff Adverts	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
253		Sundry	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	-5%	
254		*Difference from Budget*	-2,520	-5,875	-5,875	-5,875	-6,157	-6,157	-5,566	-5,566	-5,566	-5,566	-5,708	-5,708	-66,141
255		Difference as a Percentage	-7.1%	-16.5%	-16.5%	-16.5%	-16.7%	-16.7%	-15.1%	-15.1%	-15.1%	-15.1%	-15.1%	-15.1%	-15.1%
256															
257															
258		DISTRIBUTION FIXED COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
259		Salaries & NI	6,750	6,750	6,750	6,750	7,250	7,250	7,250	7,250	7,250	7,250	7,250	7,250	85,000
260		Pensions & GLS	200	200	200	200	200	200	200	200	200	200	200	200	2,400
261		Managers Bonus	125	125	125	125	125	125	125	125	125	125	125	125	1,500
262		Depn.Metal Baskets	100	100	100	100	100	100	100	100	100	100	100	100	1,200
263		Fork Lift Truck Exps	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
264		Van Repairs & Maintainance	300	300	300	300	300	300	300	300	300	300	300	300	3,600
265		Contract Van Hire	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	13,800
266		Total Distribution Fixed Costs	9,875	9,875	9,875	9,875	10,375	10,375	10,375	10,375	10,375	10,375	10,375	10,375	122,500
267		%OF TOTAL OVERHEADS	7.6%	7.7%	7.7%	7.9%	8.3%	8.2%	8.1%	8.0%	8.0%	7.9%	7.7%	7.8%	7.9%
268		Salaries & NI	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
269		Pensions & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
270		Managers Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
271		Depn.Metal Baskets	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
272		Fork Lift Truck Exps	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
273		Van Repairs & Maintainance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
274		Contract Van Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
275		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	0
276		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
277															
278															
279		ADMINISTRATION	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
280		Salaries	4,244	4,244	4,244	4,244	4,244	4,244	4,244	4,244	4,244	4,244	4,244	4,244	50,925
281		Pension & GLS	388	388	388	388	388	388	388	388	388	388	388	388	4,656
282		Bonus	849	849	849	849	849	849	849	849	849	849	849	849	10,185
283		Telephone	1,601	1,601	1,601	1,601	1,601	1,601	1,601	1,601	1,601	1,601	1,601	1,601	19,206
284		Print/Post/Stationary	1,513	1,513	1,513	1,513	1,513	1,513	1,513	1,513	1,513	1,513	1,513	1,513	18,158
285		Bank Charges	388	388	388	388	388	388	388	388	388	388	388	388	4,656
286		Travel	582	582	582	582	582	582	582	582	582	582	582	582	6,984
287		Contract Car Hire	562	562	562	562	562	562	562	562	562	562	562	562	6,740
288		F & F Depreciation	1,455	1,455	1,455	2,183	2,183	2,183	2,183	2,183	2,183	2,183	2,183	2,183	24,008
289		Professional Fees	165	165	165	165	165	165	165	165	165	165	165	165	1,979
290		Subscriptions	640	640	640	640	640	640	640	640	640	640	640	640	7,682
291		Car Expenses	175	175	175	175	175	175	175	175	175	175	175	175	2,095
292		Sundry & Entertaining	340	340	340	340	340	340	340	340	340	340	340	340	4,074
293		TOTAL ADMINISTRATION COSTS	12,900	12,900	12,900	13,628	13,628	13,628	13,628	13,628	13,628	13,628	13,628	13,628	161,349
294		%OF TOTAL OVERHEADS	9.9%	10.0%	10.1%	10.9%	10.9%	10.8%	10.6%	10.6%	10.6%	10.4%	10.1%	10.3%	10.4%
295		Salaries	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	
296		Pension & GLS	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	
297		Bonus	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	
298		Telephone	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	
299		Print/Post/Stationary	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	
300		Bank Charges	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	
301		Travel	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	
302		Contract Car Hire	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	
303		F & F Depreciation	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	
304		Professional Fees	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	
305		Subscriptions	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	
306		Car Expenses	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	
307		Sundry & Entertaining	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	-3%	
308		*Difference from Budget*	-399	-399	-399	-421	-421	-421	-421	-421	-421	-421	-421	-421	-4,990
309		Difference as a Percentage	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%	-3.0%
310															
311															
312		FINANCE DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
313		Salaries	7,597	7,597	7,597	7,597	8,025	8,025	8,025	8,025	8,025	8,025	8,239	8,239	95,016
314		Directors Bonus	3,103	3,103	3,103	3,103	3,424	3,424	3,424	3,424	3,424	3,424	3,585	3,585	40,125
315		Pension & GLS	503	503	503	503	503	503	503	503	503	503	503	503	6,035
316		Managers Bonus	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	13,161
317		Audit	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	16,692
318		Accounts	428	428	428	428	428	428	428	428	428	428	428	428	5,136
319		Old Comm	214	214	214	214	214	214	214	214	214	214	214	214	2,568
320		Staff Adverts	321	321	321	321	321	321	321	321	321	321	321	321	3,852
321		Computer Costs	1,124	1,124	1,124	1,445	1,445	1,445	1,445	1,445	1,445	1,445	1,445	1,445	16,371
322		Car Expenses	86	86	86	86	86	86	86	86	86	86	86	86	1,027
323		Contract Car Hire	348	348	348	348	348	348	348	348	348	348	348	348	4,173
324		TOTAL FINANCE DEPARTMENT	16,211	16,211	16,211	16,532	17,281	17,281	17,281	17,281	17,281	17,281	17,655	17,655	204,156
325		%OF TOTAL OVERHEADS	12.4%	12.6%	12.7%	13.2%	13.8%	13.7%	13.5%	13.4%	13.4%	13.2%	13.1%	13.3%	13.2%
326		Salaries	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
327		Directors Bonus	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
328		Pension & GLS	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
329		Managers Bonus	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
330		Audit	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
331		Accounts	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
332		Old Comm	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
333		Staff Adverts	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
334		Computer Costs	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
335		Car Expenses	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
336		Contract Car Hire	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
337		*Difference from Budget*	1,061	1,061	1,061	1,082	1,131	1,131	1,131	1,131	1,131	1,131	1,155	1,155	13,356
338		Difference as a Percentage	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
339															
340	E	TOTAL OVERHEADS	130,423	128,470	127,795	125,172	125,564	125,814	128,409	128,975	129,031	130,703	134,952	132,895	1,548,202
341		Total Direct Costs + Overheads	409,737	411,021	448,911	443,104	418,537	428,875	431,894	446,352	446,721	453,550	479,430	398,804	1,561,558
342		*Overheads Difference from Budget*	-13,246	-16,290	-16,210	-20,670	-20,684	-20,691	-17,907	-17,950	-17,973	-18,139	-18,604	-18,356	-216,741
343		Difference as a Percentage	-9.2%	-11.3%	-11.3%	-14.2%	-14.1%	-14.1%	-12.2%	-12.2%	-12.2%	-12.2%	-12.1%	-12.1%	-12.3%
344															
345	F	NET TRADING PROFIT	243	34,339	38,818	53,146	27,493	19,235	38,286	50,003	50,559	57,745	74,941	5,2[illegible]	450,084
346		*Difference from Budget*	9,988	17,785	6,923	2,901	2,924	-16,060	-3,030	-4,731	-4,423	-3,343	-4,326	3,324	7,932
347		Difference as a Percentage	-102.5%	107.4%	21.7%	5.8%	11.9%	-45.5%	-7.3%	-8.6%	-8.0%	-5.5%	-5.5%	[illegible]	1.8%
348															

	B	C	D	E	F	G	H	I	J	K	L	M	N	O
349	G FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
350	-Bank	3,253	3,062	3,162	2,834	2,337	2,007	2,861	2,528	2,212	2,246	1,553	1,743	29,797
351	-Hire Purchase	652	652	652	652	652	652	652	652	652	652	652	652	7,824
352	-Libor Loan	3,333	3,333	3,333	3,200	3,200	3,200	3,067	3,067	3,067	2,933	2,933	2,933	37,599
353	-Management Charge	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
354														
355														
356	Total Finance Charges	9,038	8,847	8,947	8,486	7,989	7,659	8,380	8,047	7,731	7,631	6,938	7,128	96,822
357	H SUNDRY INCOME	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
358	-Bank	0%	0%	0%	-20%	-20%	-20%	-10%	-10%	-10%	-10%	-10%	-10%	
359	-Hire Purchase	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
360	-Libor Loan	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
361	-Management Charge	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
362														
363														
364														
365	SUNDRY INCOME	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
366														
367	I NET PROFIT BEFORE TAX	-7,295	28,992	31,371	46,159	21,004	13,076	31,406	43,456	44,338	51,614	69,504	-363	371,262
368	CORPORATION TAX	9,291	9,291	9,291	9,291	9,291	9,291	9,291	9,291	9,291	9,291	9,291	9,291	111,490
369														
370	I *Net Profit B/Tax Diff from Budget*	9,988	17,785	6,923	3,609	3,508	-15,558	-2,712	-4,450	-4,177	-3,093	-4,153	3,517	11,187
371	Difference as a Percentage	-57.8%	193.2%	28.3%	8.5%	20.1%	-54.3%	-7.9%	-9.3%	-8.8%	-5.7%	-5.6%	-90.7%	3.1%
372	CORPORATION TAX	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
373														
374	J NET PROFIT AFTER TAX	-16,586	17,701	22,080	36,869	11,714	3,785	22,115	34,165	35,047	42,323	60,213	-9,654	259,772
375	*Net Profit A/Tax Diff from Budget*	9,708	17,505	6,643	3,330	3,228	-15,838	-2,992	-4,730	-4,457	-3,373	-4,433	3,237	7,828
376	Difference as a Percentage	-36.9%	8926.0%	43.0%	9.9%	38.0%	-80.7%	-11.9%	-12.2%	-11.3%	-7.4%	-5.9%	-25.1%	3.1%
377														
378														
379	*PP PRINT COMPANY ACTUAL CASHFLOW WITH REAL FIGURES FOR THE FIRST SIX MONTHS OF 1989 AND PROJECTING FOR THE REST OF THE YEAR*													
380	*USING THE AVERAGE PERCENTAGE OF CHANGE FROM THE BASE MODEL UP UNTIL THAT TIME ASSUMING THAT THE 3B PRESS IS NOT AVAILABLE*													
381														

Summary of Cashflow Information	
Average RECEIPTS per month (£)	472,715
Total RECEIPTS per month (£)	5,672,579
Average PAYMENTS per Month (£)	406,827
Total PAYMENTS per month (£)	5,280,859
Total Net Funds (Receipts-Payments)	404,181
Maximum Bank Balance Predicted	-43,137
MINIMUM Bank Balance Predicted	-201,890
Average Bank Balance Predicted	-124,233

Credit Terms	Debtors (%)
Payments (End Month)	0%
Payments 1ms credit	0%
Payments 2ms credit	100%
Payments 3ms credit	0%
Payments 4ms credit	0%
Total = 100%	100%

CREDIT TAKEN	Creditors (%)
Payment (End Month)	0%
Payment 1ms credit taken	0%
Payment 2ms credit taken	100%
Payment 3ms Credit taken	0%
Total = 100%	100%
POST HORIZON TRADE CREDITORS	551,311
POST HORIZON TRADE DEBTORS	951,441

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
SALES VALUE	409980	445360	487729	496250	446030	448110	470180.07	496355.36	497289.84	511295.02	554371.35	404069.5	5667020
Sundry Income	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18000
VAT @ 15%	0	0	0	0	0	0	0	0	0	0	0	0	0
SALES + VAT	411,480	446,860	489,229	497,750	447,530	449,610	471,680	497,855	498,790	512,795	555,871	405,570	5685020
RECEIPTS FROM TRADING													
Payments (End Month)	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments 1ms credit	#REF!	0	0	0	0	0	0	0	0	0	0	0	0
Payments 2ms credit	#REF!	#REF!	411,480	446,860	489,229	497,750	447,530	449,610	471,680	497,855	498,790	512,795	5,672,579
Payments 3ms credit	#REF!	#REF!	#REF!	0	0	0	0	0	0	0	0	0	0
Payments 4ms credit	#REF!	#REF!	#REF!	#REF!	0	0	0	0	0	0	0	0	0
Monthly Sales Revenue (£)	509,500	439,500	411,480	446,860	489,229	497,750	447,530	449,610	471,680	497,855	498,790	512,795	5,672,579

PAYMENTS (Cash Inflow)	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Trade Creditors	#REF!	#REF!	#REF!	273,743	385,769	297,534	271,922	239,628	272,060	285,172	285,209	293,221	3384722
VAT	0	0	0	0	0	0	0	0	0	0	0	0	0
Salaries	123506	121454	122279	126515	130570	131239	134963	135937	135973	133471	135936	131194	1563036
Non-VAT Related Overheads	26966	27056	25796	26387	24317	23957	23374	23374	23464	24545	26660	27200	303101
Custom & Excise	0	#REF!	0	0	0	0	0	0	0	0	0	0	0
Coporation Tax	0	0	0	0	0	0	0	0	0	0	30000	0	30000
													0
TOTAL OPERATING PAYMENTS	454,909	377,783	394,829	426,645	540,656	452,730	430,259	398,940	431,498	443,188	477,805	451,615	5,280,859
		81975			65,520			87,196			93,208		327895
OPERATING CASH FLOW	54,591	61,717	16,651	20,215	-51,427	45,020	17,271	50,670	40,182	54,667	20,984	61,180	381,721

FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
- Hire Purchase Payments	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	16000
- Contract Hire Vehicles	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	37650
-Management Charge	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	25,524
-Capital Expenditure	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
-Term Loan Repayment			10,000			9,600			9,200			8,800	37,600
-Contract Lease 3B													0
-Contract Lease FLT	438	438	438	438	438	438	438	438	438	438	438	438	5,256
TOTAL FINANCE CHARGES	10,036	10,036	20,036	10,036	10,036	19,636	10,036	10,036	19,236	10,036	10,036	18,836	158,030
NET CASH FLOW	44,555	51,682	-3,385	10,179	-61,463	25,384	7,235	40,634	20,946	44,631	10,949	42,344	223,691
OPENING BALANCE	-201,890	-160,475	-112,193	-119,365	-112,476	-176,773	-154,561	-150,334	-112,625	-94,626	-52,336	-43,137	-201,890
BALANCE BEFORE INTEREST	-157,335	-108,793	-115,578	-109,186	-173,939	-151,389	-147,326	-109,700	-91,679	-49,995	-41,387	-793	31,801
Bank Interest	3,140	3,400	3,787	3,290	2,834	3,172	3,008	2,925	2,947	2,341	1,750	1,885	34,479
CLOSING BALANCE	-160,475	-112,193	-119,365	-112,476	-176,773	-154,561	-150,334	-112,625	-94,626	-52,336	-43,137	-2,678	-2,678

CALCULATION OF VAT & TRADE CREDITORS													
NON-VAT RATED ITEMS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Total Salaries & Wages	118,648	116,596	117,421	121,657	125,712	126,381	130,105	131,079	131,115	128,613	131,078	126,336	1,504,740
Total Bonuses	4,858	4,858	4,858	4,858	4,858	4,858	4,858	4,858	4,858	4,858	4,858	4,858	58,296
Sub-Total	123,506	121,454	122,279	126,515	130,570	131,239	134,963	135,937	135,973	133,471	135,936	131,194	1,563,036
NON-VAT RATED COSTS													
-Bank Charges	388	388	388	388	388	388	388	388	388	388	388	388	4,656
-Term Loan	3,333	3,333	3,333	3,200	3,200	3,200	3,067	3,067	3,067	2,933	2,933	2,933	37,599
-Hire Purchase	652	652	652	652	652	652	652	652	652	652	652	652	7,824
-Electricity/Gas/Water	6,435	6,525	5,265	5,040	2,970	2,610	2,160	2,160	2,250	3,465	5,580	6,120	50,580
-Rent/Rates/Insurance	10,866	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,935
-Pension + GLS	3,471	3,471	3,471	3,471	3,471	3,471	3,471	3,471	3,471	3,471	3,471	3,471	41,651
-Travel + Entertaining	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	1,822	21,856
Sub-Total	26,966	27,056	25,796	26,387	24,317	23,957	23,374	23,374	23,464	24,545	26,660	27,200	303,101
TOTAL OVERHEADS	413,775	439,268	550,908	463,797	440,189	408,414	446,251	460,436	460,548	467,338	492,585	412,211	5,455,700
LESS:													
Salaries, Bonuses & Wages	123,506	121,454	122,279	126,515	130,570	131,239	134,963	135,937	135,973	133,471	135,936	131,194	1,563,036
Non-VAT Rated Costs	26,966	27,056	25,796	26,387	24,317	23,957	23,374	23,374	23,464	24,545	26,660	27,200	303,101
Depreciation Charged to P&L	6,390	6,855	6,905	7,683	7,645	7,833	7,857	7,955	7,904	8,103	8,201	8,299	91,826
Sub Total	256,913	283,902	395,928	303,213	277,659	245,386	280,058	293,169	293,206	301,219	321,788	245,518	3,497,935
Creditors Less:													
-Plant Lease	4,480	4,480	4,480	0	0	0	2,240	2,240	2,240	2,240	2,240	2,240	26,880
-Contract Hire Vehicles	5,679	5,679	5,679	5,679	5,717	5,757	5,757	5,757	5,757	5,757	5,757	5,757	68,734
TOTAL CREDITORS	246,754	273,743	385,769	297,534	271,922	239,628	272,060	285,172	285,209	293,221	313,790	237,521	3,402,321

Appendix 7.6 - Projected 1990 Operating Budget without SRA2 Investment

PP PRINT COMPANY PROJECTED OPERATING BUDGET 1990 WITHOUT SRA2 INVESTMENT

Summary of Operating Budget	
Total Sales (£)	5,513,000
Average Sales per month (£)	459,417
Total Direct Costs & Overheads (£)	5,190,591
Ave Costs & Overheads per month (£)	432,549
Total Net Profit Predicted (£)	322,409
Average Net Profit per Month (£)	26,867
Maximum Net Profit per Month (£)	71,677
Minimum Net Profit per Month (£)	-14,572

Ratios	
Direct Costs as a % of Total Costs	67.1%
Overhead Costs as a % of Total Costs	32.9%
Gross Profit as a % of Sales	36.9%
Net Profit as a % of Sales	5.8%
Overhead to Direct Labour	185.8%
Direct Labour as a % of Total Costs	17.7%

SALES TURNOVER	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	173,000	181,000	180,000	178,000	171,000	171,000	160,000	135,000	144,000	193,000	193,000	142,000	2,321,000
Engineering Cartons	176,000	184,000	184,000	181,000	174,000	174,000	188,000	159,000	180,000	224,000	224,000	167,000	2,215,000
Print	83,000	87,000	87,000	108,000	104,000	89,000	75,000	79,000	79,000	108,000	108,000	81,000	1,088,000
Software	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	144,000
Packaging Materials	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Waste	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
A TOTAL SALES VALUE	447,750	467,750	466,750	482,750	464,750	449,750	438,750	388,750	418,750	540,750	540,750	405,750	5,513,000

COMPANY DIRECT COSTS													
Opening Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	195,806	196,785	197,769	198,758	199,752	200,750	201,754	202,763	203,777	204,796	205,820	206,849	
-WIP Engineering	299,950	301,450	302,957	304,472	305,994	307,524	309,062	310,607	312,160	313,721	315,289	316,866	
-WIP Print	70,828	71,182	71,538	71,896	72,255	72,616	72,980	73,344	73,711	74,080	74,450	74,822	
-WIP Software	32,879	33,043	33,209	33,375	33,542	33,709	33,878	34,047	34,217	34,388	34,560	34,733	
-Board	45,102	45,328	45,554	45,782	46,011	46,241	46,472	46,704	46,938	47,173	47,409	47,646	
-Paper	21,998	22,108	22,219	22,330	22,441	22,553	22,666	22,780	22,893	23,008	23,123	23,239	
-Inks & Plates	35,006	35,181	35,357	35,534	35,711	35,890	36,069	36,250	36,431	36,613	36,796	36,980	
-Sundries	31,216	31,372	31,529	31,687	31,845	32,004	32,164	32,325	32,487	32,649	32,812	32,976	
Total Opening Stock	732,785	736,449	740,131	743,832	747,551	751,289	755,045	758,820	762,615	766,428	770,260	774,111	
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	196,785	197,769	198,758	199,752	200,750	201,754	202,763	203,777	204,796	205,820	206,849	207,883	
-WIP Engineering	301,450	302,957	304,472	305,994	307,524	309,062	310,607	312,160	313,721	315,289	316,866	318,450	
-WIP Print	71,182	71,538	71,896	72,255	72,616	72,980	73,344	73,711	74,080	74,450	74,822	75,197	
-WIP Software	33,043	33,209	33,375	33,542	33,709	33,878	34,047	34,217	34,388	34,560	34,733	34,907	
-Board	45,328	45,554	45,782	46,011	46,241	46,472	46,704	46,938	47,173	47,409	47,646	47,884	
-Paper	22,108	22,219	22,330	22,441	22,553	22,666	22,780	22,893	23,008	23,123	23,239	23,355	
-Inks & Plates	35,181	35,357	35,534	35,711	35,890	36,069	36,250	36,431	36,613	36,796	36,980	37,165	
-Sundries	31,372	31,529	31,687	31,845	32,004	32,164	32,325	32,487	32,649	32,812	32,976	33,141	
Total Closing Stock	736,449	740,131	743,832	747,551	751,289	755,045	758,820	762,615	766,428	770,260	774,111	777,982	777,982
STOCK DECREASE/ (INCREASE)	-3,664	-3,682	-3,701	-3,719	-3,738	-3,756	-3,775	-3,794	-3,813	-3,832	-3,851	-3,871	-45,197
STOCK AS % OF MONTHLY TURNOVER	164.5%	158.2%	159.4%	154.9%	161.7%	167.9%	173.0%	196.2%	183.0%	142.4%	143.2%	191.7%	166.3%

DIRECT MATERIALS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Board - General	61,568	64,436	64,080	63,368	60,876	60,876	56,980	48,060	51,246	68,708	68,708	50,552	718,478
-Board - Engineering	64,944	67,896	67,896	66,789	64,205	64,205	69,283	58,761	66,420	82,650	82,650	61,650	817,299
-Paper	22,244	23,316	23,316	28,944	27,893	23,853	20,100	21,172	21,172	28,944	28,944	21,708	291,606
-Inks & Plates	9,426	9,426	9,426	9,426	9,426	9,426	9,426	9,426	9,426	9,426	9,426	9,426	113,112
-Data Duplicates	0	0	0	0	0	0	0	0	0	0	0	0	0
-Other Soft. Materials	198	198	198	198	198	198	198	198	198	198	198	198	2,376
-Outwork - General	13,057	13,661	13,585	13,435	12,906	12,906	12,906	10,189	10,868	14,566	14,566	10,717	153,362
-Outwork - Engineering	1,777	1,858	1,858	1,828	1,757	1,757	1,899	1,606	1,818	2,262	2,262	1,687	22,369
-Outwork - Print	16,600	17,400	17,400	21,600	20,800	17,800	15,000	15,800	15,800	21,600	21,600	16,200	217,600
-Outwork - Software	104	104	104	104	104	104	104	104	104	104	104	104	1,249
Direct Materials Total	189,938	198,295	197,863	205,692	198,165	191,125	185,896	165,316	177,052	228,458	228,408	172,242	2,338,450
% OF DIRECT COSTS	67.4%	67.8%	67.4%	68.2%	67.9%	66.9%	66.1%	63.1%	64.7%	70.2%	69.7%	65.2%	67.2%

DIRECT LABOUR	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Normal Time	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	696,000
-Overtime	16,000	17,822	19,000	19,076	17,404	18,240	18,658	19,684	19,722	20,292	22,002	16,074	215,193
TOTAL	74,000	75,822	77,000	77,076	75,404	76,240	76,658	77,684	77,722	78,292	80,002	74,074	911,974
% OF DIRECT COSTS	26.2%	25.9%	26.2%	25.6%	25.8%	26.7%	27.3%	29.7%	28.4%	24.0%	24.4%	28.0%	26.4%

DISTRIBUTION VARIABLE COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Van Running Costs	800	800	800	800	800	800	800	800	800	800	800	800	9,600
-Freight Cartons	11,917	11,917	11,917	11,917	11,917	11,917	11,917	11,917	11,917	11,917	11,917	11,917	143,000
-Freight Print	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	40,000
-Freight Software	116	84	88	72	92	72	88	100	92	80	104	76	1,064
-Outside Storage	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
-Packing Materials	4,006	4,474	4,770	4,790	4,369	4,579	4,684	4,943	4,952	5,095	5,526	4,025	52,000
-Sundry	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Distribution Variable Costs	21,672	22,108	22,408	22,412	22,011	22,201	22,322	22,593	22,594	22,725	23,180	21,651	267,877
B COST OF GOODS SOLD	281,946	292,543	293,570	301,461	291,842	285,810	281,101	261,799	273,555	325,643	327,739	264,096	3,481,104
C GROSS PROFIT(A-B=C)	165,804	175,207	173,180	181,289	172,908	163,940	157,649	126,951	145,195	215,107	213,011	141,654	2,031,896
D GROSS PROFIT as % of Sales >	37.0%	37.5%	37.1%	37.6%	37.2%	36.5%	35.9%	32.7%	34.7%	39.8%	39.4%	34.9%	36.8%

COMPANY OVERHEADS

PRODUCTION DEPARTMENT

Indirect Materials	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Electricity/Water/Gas	7,150	7,250	5,850	5,600	3,300	2,900	2,400	2,400	2,500	3,850	6,200	6,800	56,200
-Consumables	8,064	9,005	9,600	9,638	8,794	9,216	9,427	9,946	9,965	10,253	11,117	8,727	113,147
Total	15,214	16,255	15,450	15,238	12,094	12,116	11,827	12,346	12,465	14,103	17,317	14,822	169,347

Indirect Labour	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Inspection	750	750	750	750	800	800	800	800	800	800	800	800	9,400
-Storekeeping	1,500	1,500	1,500	1,500	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	18,800
-Maintainance Basic	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	38,400
-Maintainance Overtime	0	0	0	0	0	0	0	0	0	0	0	0	0
													0
Total	5,450	5,450	5,450	5,450	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	66,600

Standing Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Rent & Rates/Insurance	10,000	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,067
-Premises - Depn	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
-Plant Lease - 3B	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	134,400
-Plant Lease -Depn	4,150	4,200	4,250	4,300	4,360	4,450	4,550	4,650	4,700	4,800	4,900	5,000	54,310
Total	26,850	27,766	27,816	28,815	28,875	28,965	29,065	29,165	29,215	29,315	29,415	29,515	344,777

Other Charges	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Management Salaries	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	108,000
-Pension & GLS	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
-Managers Bonus	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	15,300
-Repairs & Renewals	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	62,400
-Training	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
-Welfare/Cleaning/Canteen	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	16,000
-Claims Lost Time	0	0	0	0	0	0	0	0	0	0	0	0	0
-Car Expenses	250	250	250	250	250	250	250	250	250	250	250	250	3,000
-Travel	50	50	50	50	50	50	50	50	50	50	50	50	600
-Contract Car Hire	855	855	855	855	855	900	900	900	900	900	900	900	10,575
-Sundries	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Total	20,963	20,963	20,963	20,963	20,963	21,008	21,008	21,008	21,008	21,008	21,008	21,008	251,875

TOTAL PRODUCTION DEPT	68,477	70,434	69,679	70,466	67,532	67,689	67,500	68,119	68,288	70,026	73,340	71,045	832,539
% OF TOTAL OVERHEADS	48.7%	49.4%	49.1%	49.3%	47.9%	48.0%	47.9%	48.1%	48.2%	48.8%	49.9%	49.1%	48.7%

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
596															
597		**SALES DEPARTMENT**	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
598		-External Sales Salaries	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	180,000
599		-Internal Support Salaries	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	165,000
600		-Pension & GLS	950	950	950	950	950	950	950	950	950	950	950	950	11,400
601		-Bonus	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	24,600
602		-Travel & Entertaining	900	900	900	900	900	900	900	900	900	900	900	900	10,800
603		-Car Expenses	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
604		-Contract Car Hire	3,000	3,000	3,000	3,000	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	36,320
605		-Bad Debt Charge	250	250	250	250	250	250	250	250	250	250	250	250	3,000
606		-Staff Adverts	350	350	350	350	350	350	350	350	350	350	350	350	4,200
607		-Sundry	500	500	500	500	500	500	500	500	500	500	500	500	6,000
608		Total Sales Department	32,300	32,300	32,300	32,300	32,340	32,340	32,340	32,340	32,340	32,340	32,340	32,340	387,920
609		% OF TOTAL OVERHEADS	22.9%	22.6%	22.8%	22.6%	22.9%	22.9%	23.0%	22.9%	22.8%	22.5%	22.0%	22.4%	22.7%
610															
611		**DISTRIBUTION FIXED COSTS**	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
612		-Salaries & NI	6,750	6,750	6,750	6,750	7,250	7,250	7,250	7,250	7,250	7,250	7,250	7,250	85,000
613		-Pensions & GLS	200	200	200	200	200	200	200	200	200	200	200	200	2,400
614		-Managers Bonus	125	125	125	125	125	125	125	125	125	125	125	125	1,500
615		-Depn.Metal Baskets	100	100	100	100	100	100	100	100	100	100	100	100	1,200
616		-Fork Lift Truck Exps	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
617		-Van Repairs & Maintainance	300	300	300	300	300	300	300	300	300	300	300	300	3,600
618		-Contract Van Hire	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	13,800
619		Total Distribution Fixed Costs	9,875	9,875	9,875	9,875	10,375	10,375	10,375	10,375	10,375	10,375	10,375	10,375	122,500
620		% OF TOTAL OVERHEADS	7.0%	6.9%	7.0%	6.9%	7.4%	7.4%	7.4%	7.3%	7.3%	7.2%	7.1%	7.2%	7.2%
621															
622		**ADMINISTRATION**	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
623		-Salaries	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	52,500
624		-Pension & GLS	400	400	400	400	400	400	400	400	400	400	400	400	4,800
625		-Bonus	875	875	875	875	875	875	875	875	875	875	875	875	10,500
626		-Telephone	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	21,000
627		-Print/Post/Stationary	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000
628		-Bank Charges	400	400	400	400	400	400	400	400	400	400	400	400	4,800
629		-Travel	600	600	600	600	600	600	600	600	600	600	600	600	7,200
630		-Contract Car Hire	579	579	579	579	579	579	579	579	579	579	579	579	6,948
631		-F & F Depreciation	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
632		-Professional Fees	170	170	170	170	170	170	170	170	170	170	170	170	2,040
633		-Subscriptions	660	660	660	660	660	660	660	660	660	660	660	660	7,920
634		Car Expenses	180	180	180	180	180	180	180	180	180	180	180	180	2,160
635		-Sundry & Entertaining	350	350	350	350	350	350	350	350	350	350	350	350	4,200
636		TOTAL ADMINISTRATION COSTS	14,506	14,506	14,506	14,506	14,506	14,506	14,506	14,506	14,506	14,506	14,506	14,506	174,068
637		% OF TOTAL OVERHEADS	10.3%	10.2%	10.2%	10.1%	10.3%	10.3%	10.3%	10.2%	10.2%	10.1%	9.9%	10.0%	10.2%
638															
639		**FINANCE DEPARTMENT**	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
640		-Salaries	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	90,400
641		-Directors Bonus	2,900	2,900	2,900	2,900	3,200	3,200	3,200	3,200	3,200	3,200	3,350	3,350	37,500
642		-Pension & GLS	470	470	470	470	470	470	470	470	470	470	470	470	5,640
643		-Managers Bonus	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	12,300
644		-Audit	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
645		-Accounts	400	400	400	400	400	400	400	400	400	400	400	400	4,800
646		-Old Comm	200	200	200	200	200	200	200	200	200	200	200	200	2,400
647		-Staff Adverts	300	300	300	300	300	300	300	300	300	300	300	300	3,600
648		-Computer Costs	1,050	1,050	1,050	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	15,300
649		-Car Expenses	80	80	80	80	80	80	80	80	80	80	80	80	960
650		-Contract Car Hire	325	325	325	325	325	325	325	325	325	325	325	325	3,900
651		TOTAL FINANCE DEPARTMENT	15,583	15,583	15,583	15,883	16,183	16,183	16,183	16,183	16,183	16,183	16,333	16,333	192,400
652		% OF TOTAL OVERHEADS	11.1%	10.9%	11.0%	11.1%	11.5%	11.5%	11.5%	11.4%	11.4%	11.3%	11.1%	11.3%	11.3%
653															
654	E	TOTAL OVERHEADS	140,741	142,698	141,943	143,030	140,936	141,093	140,904	141,523	141,692	143,430	146,894	144,593	1,709,487
655		Total Direct Costs + Overheads	422,687	435,241	435,514	444,491	432,779	426,903	422,005	403,322	415,247	469,073	474,633	408,696	5,190,591
656															
657	F	NET TRADING PROFIT	25,063	32,509	31,236	38,259	31,971	22,847	16,745	-14,572	3,503	71,677	66,117	-2,946	322,409
658															
659	G	FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
660		-Bank	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
661		-Hire Purchase	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	44,000
662		-Libor Loan	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	33,150
663		-Management Charge	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
664															
665															
666		Total Finance Charges	9,429	9,429	9,429	9,429	9,429	9,429	9,429	9,429	9,429	9,429	9,429	9,429	113,150
667	H	SUNDRY INCOME	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
668															
669	I	NET PROFIT BEFORE TAX	20,633	28,080	26,807	33,830	27,542	18,418	12,316	-19,001	-926	67,248	61,688	-7,375	268,259
670		CORPORATION TAX	6,738	6,738	6,738	6,738	6,738	6,738	6,738	6,738	6,738	6,738	6,738	6,738	80,858
671															
672	J	NET PROFIT AFTER TAX	13,895	21,342	20,069	27,091	20,804	11,680	5,578	-25,740	-7,665	60,509	54,950	-14,113	188,400
673															

PP PRINT COMPANY PROJECTED CASHFLOW 1990 WITHOUT SRA2 INVESTMENT

Summary of Cashflow Information	
Average RECEIPTS per month (£)	464,804
Total RECEIPTS per month (£)	5,577,647
Average PAYMENTS per Month (£)	376,230
Total PAYMENTS per month (£)	4,930,054
Total Net Funds (Receipts-Payments)	642,946
Maximum Bank Balance Predicted	178,518
MINIMUM Bank Balance Predicted	-181,741
Average Bank Balance Predicted	71,815

Credit Terms	Debtors (%)
Payments (End Month)	0%
Payments 1ms credit	0%
Payments 2ms credit	100%
Payments 3ms credit	0%
Payments 4ms credit	0%
Total = 100%	100%

CREDIT TAKEN	Creditors (%)
Payment (End Month)	0%
Payment 1ms credit taken	0%
Payment 2ms credit taken	100%
Payment 3ms Credit taken	0%
Total = 100%	0%
POST HORIZON TRADE CREDITORS	528,600
POST HORIZON TRADE DEBTORS	956,500

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
SALES VALUE	447750	467750	466750	482750	464750	449750	438750	388750	418750	540750	540750	405750	5513000
Sundry Income	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60000
VAT @ 15%	0	0	0	0	0	0	0	0	0	0	0	0	0
SALES + VAT	452,750	472,750	471,750	487,750	469,750	454,750	443,750	393,750	423,750	545,750	545,750	410,750	5573000
RECEIPTS FROM TRADING	489,500	480,000											
Payments (End Month)	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments 1ms credit	#REF!	0	0	0	0	0	0	0	0	0	0	0	0
Payments 2ms credit	513,260	447,887	452,750	472,750	471,750	487,750	469,750	454,750	443,750	393,750	423,750	545,750	5,577,647
Payments 3ms credit	#REF!	#REF!	#REF!	0	0	0	0	0	0	0	0	0	0
Payments 4ms creat	#REF!	#REF!	#REF!	#REF!	0	0	0	0	0	0	0	0	0
Monthly Sales Revenue (£)	513,260	447,887	452,750	472,750	471,750	487,750	469,750	454,750	443,750	393,750	423,750	545,750	5,577,647

PAYMENTS (Cash Inflow)	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Trade Creditors	237,643	151,526	#REF!	260,448	260,911	269,082	260,760	254,332	249,435	229,645	241,401	293,226	2959123
VAT	0	0	0	0	0	0	0	0	0	0	0	0	0
Salaries	130008	131830	133008	133084	131912	132748	133166	134192	134230	134800	136510	130582	1585074
Non-VAT Related Overheads	29699	30665	29265	29964	27664	27264	26764	26764	26864	28214	30564	31164	344857
Custom & Excise	0	#REF!	0	0	0	0	0	0	0	0	0	0	0
Coporation Tax	0	0	0	0	0	0	0	0	0	0	30000	0	30000
TOTAL OPERATING PAYMENTS	397,351	314,022	412,988	423,497	420,488	429,095	420,691	415,289	410,530	392,660	438,476	454,973	4,930,054
OPERATING CASH FLOW	115,910	133,866	39,763	49,254	51,263	58,656	49,060	39,462	33,221	1,090	-14,726	90,778	647,593

FINANCE CHARGES	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
- Hire Purchase Payments	833	833	833	833	833	833	833	833	833	833	833	833	10000
- Contract Hire Vehicles	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	37650
-Management Charge	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18000
-Capital Expenditure	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	70000
-Term Loan Repayment			10,000			9,600			9,200			8,800	37600
-Contract Lease 3B			33,600			33,600			33,600			33,600	134400
-Contract Lease FLT	438	438	438	438	438	438	438	438	438	438	438	438	5256
TOTAL FINANCE CHARGES	9,605	9,605	53,205	9,605	9,605	52,805	9,605	9,605	52,405	9,605	9,605	52,005	312,906
NET CASH FLOW	106,305	124,261	-13,442	39,649	41,658	5,851	39,455	29,857	-19,184	-8,514	-24,330	38,773	360,337
OPENING BALANCE	-181,741	-77,103	45,491	30,383	68,365	108,356	112,540	150,328	178,518	157,668	147,487	121,490	-181,741
BALANCE BEFORE INTEREST	-75,436	47,158	32,049	70,031	110,023	114,207	151,995	180,185	159,334	149,153	123,157	160,263	178,596
Bank Interest	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000
CLOSING BALANCE	-77,103	45,491	30,383	68,365	108,356	112,540	150,328	178,518	157,668	147,487	121,490	158,596	158,596

CALCULATION OF VAT & TRADE CREDITORS

NON-VAT RATED ITEMS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Total Salaries & Wages	124,658	126,480	127,658	127,734	126,562	127,398	127,816	128,842	128,880	129,450	131,160	125,232	1,531,874
Total Bonuses	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	64,200
Sub-Total	130,008	131,830	133,008	133,084	131,912	132,748	133,166	134,192	134,230	134,800	136,510	130,582	1,596,074
NON-VAT RATED COSTS													
-Bank Charges	400	400	400	400	400	400	400	400	400	400	400	400	4,800
-Term Loan	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	33,150
-Hire Purchase	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	44,000
-Electricity/Gas/Water	7,150	7,250	5,850	5,600	3,300	2,900	2,400	2,400	2,500	3,850	6,200	6,800	56,200
-Rent/Rates/Insurance	10,000	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,067
-Pension + GLS	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	45,840
-Travel + Entertaining	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	22,800
Sub-Total	29,699	30,565	29,265	29,964	27,664	27,264	26,764	26,764	26,864	28,214	30,564	31,164	344,857
TOTAL OVERHEADS	435,781	448,353	448,644	457,640	445,946	440,089	435,210	416,546	428,490	482,335	487,914	421,996	5,348,938
LESS:													
Salaries, Bonuses & Wages	130,008	131,830	133,008	133,084	131,912	132,748	133,166	134,192	134,230	134,800	136,510	130,582	1,596,074
Non-VAT Rated Costs	29,699	30,665	29,265	29,964	27,664	27,264	26,764	26,764	26,864	28,214	30,564	31,164	344,857
Depreciation Charged to P&L	8,250	8,300	8,350	8,400	8,460	8,550	8,650	8,750	8,800	8,900	9,000	9,100	103,510
Sub Total	267,823	277,557	278,020	286,191	277,909	271,526	266,629	246,839	258,595	310,420	311,839	251,149	3,304,497
Creditors Less:													
-Plant Lease	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	134,400
-Contract Hire Vehicles	5,909	5,909	5,909	5,909	5,949	5,994	5,994	5,994	5,994	5,994	5,994	5,994	71,543
TOTAL CREDITORS	250,714	260,448	260,911	269,082	260,760	254,332	249,435	229,645	241,401	293,226	294,645	233,955	3,098,554

Appendix 7.7 - Operating Budget with SRA2 Investment

PP PRINT COMPANY PROJECTED OPERATING BUDGET 1990 WITH SRA2 INVESTMENT

Summary of Operating Budget	
Total Sales (£)	5,589,160
Average Sales per month (£)	465,763
Total Direct Costs & Overheads (£)	5,219,332
Ave Costs & Overheads per month (£)	434,944
Total Net Profit Predicted (£)	369,828
Average Net Profit per Month (£)	30,819
Maximum Net Profit per Month (£)	78,767
Minimum Net Profit per Month (£)	-12,424

Ratios	
Direct Costs as a % of Total Costs	64.8%
Overhead Costs as a % of Total Costs	35.2%
Gross Profit as a % of Sales	39.5%
Net Profit as a % of Sales	6.6%
Overhead to Direct Labour	199.9%
Direct Labour as a % of Total Costs	17.6%

SALES TURNOVER	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	173,000	181,000	180,000	178,000	171,000	171,000	160,000	135,000	144,000	193,000	193,000	142,000	2,021,000
Engineering Cartons	176,000	184,000	184,000	181,000	174,000	174,000	188,000	159,000	180,000	224,000	224,000	167,000	2,215,000
Print	88,810	93,090	93,090	115,560	111,280	95,230	80,250	84,530	84,530	115,560	115,560	86,670	1,164,160
Software	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	144,000
Packaging Materials	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Waste	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
A TOTAL SALES VALUE	453,560	473,840	472,840	490,310	472,030	455,980	444,000	394,280	424,280	548,310	548,310	411,420	5,589,160
INPUT % Difference from Budget													
General Cartons	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Engineering Cartons	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Print	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Packaging Materials	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Waste	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Value of Difference from Budget	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
General Cartons	0	0	0	0	0	0	0	0	0	0	0	0	0
Engineering Cartons	0	0	0	0	0	0	0	0	0	0	0	0	0
Print	5,810	6,090	6,090	7,560	7,280	6,230	5,250	5,530	5,530	7,560	7,560	5,670	76,160
Software	0	0	0	0	0	0	0	0	0	0	0	0	0
Packaging Materials	0	0	0	0	0	0	0	0	0	0	0	0	0
Waste	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Difference from Budget	5,810	6,090	6,090	7,560	7,280	6,230	5,250	5,530	5,530	7,560	7,560	5,670	76,160
Difference as a Percentage	1.3%	1.3%	1.3%	1.6%	1.6%	1.4%	1.2%	1.4%	1.3%	1.4%	1.4%	1.4%	1.4%

COMPANY DIRECT COSTS													
Opening Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	195,806	196,785	197,769	198,758	199,752	200,750	201,754	202,763	203,777	204,796	205,820	206,849	
-WIP Engineering	299,950	301,450	302,957	304,472	305,994	307,524	309,062	310,607	312,160	313,721	315,289	316,866	
-WIP Print	70,828	71,182	71,538	71,896	72,255	72,616	72,980	73,344	73,711	74,080	74,450	74,822	
-WIP Software	32,879	33,043	33,209	33,375	33,542	33,709	33,878	34,047	34,217	34,388	34,560	34,733	
-Board	45,102	45,328	45,554	45,782	46,011	46,241	46,472	46,704	46,938	47,173	47,409	47,646	
-Paper	21,998	22,108	22,219	22,330	22,441	22,553	22,666	22,780	22,893	23,008	23,123	23,239	
-Inks & Plates	35,006	35,181	35,357	35,534	35,711	35,890	36,069	36,250	36,431	36,613	36,796	36,980	
-Sundries	31,216	31,372	31,529	31,687	31,845	32,004	32,164	32,325	32,487	32,649	32,812	32,976	
Total Opening Stock	732,785	736,449	740,131	743,832	747,551	751,289	755,045	758,820	762,615	766,428	770,260	774,111	
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	
-WIP General Cartons	196,785	197,769	198,758	199,752	200,750	201,754	202,763	203,777	204,796	205,820	206,849	207,883	
-WIP Engineering	301,450	302,957	304,472	305,994	307,524	309,062	310,607	312,160	313,721	315,289	316,866	318,450	
-WIP Print	71,182	71,538	71,896	72,255	72,616	72,980	73,344	73,711	74,080	74,450	74,822	75,197	
-WIP Software	33,043	33,209	33,375	33,542	33,709	33,878	34,047	34,217	34,388	34,560	34,733	34,907	
-Board	45,328	45,554	45,782	46,011	46,241	46,472	46,704	46,938	47,173	47,409	47,646	47,884	
-Paper	22,108	22,219	22,330	22,441	22,553	22,666	22,780	22,893	23,008	23,123	23,239	23,355	
-Inks & Plates	35,181	35,357	35,534	35,711	35,890	36,069	36,250	36,431	36,613	36,794	36,980	37,165	
-Sundries	31,372	31,529	31,687	31,845	32,004	32,164	32,325	32,487	32,649	32,812	32,976	33,141	
Total Closing Stock	736,449	740,131	743,832	747,551	751,289	755,045	758,820	762,615	766,428	770,260	774,111	777,982	777,982
STOCK DECREASE/ (INCREASE)	-3,664	-3,682	-3,701	-3,719	-3,738	-3,756	-3,775	-3,794	-3,813	-3,832	-3,851	-3,871	-45,197
STOCKAS % OF MONTHLY TURNOVER	162.4%	156.2%	157.3%	152.5%	159.2%	165.6%	170.9%	193.4%	180.6%	140.5%	141.2%	189.1%	164.1%
INPUT % Difference													
Closing Stock	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-WIP General Cartons	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	
-WIP Engineering	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	
-WIP Print	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	
-WIP Software	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	
-Board	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	
-Paper	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	
-Inks & Plates	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	
-Sundries	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	

DIRECT MATERIALS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Board - General	61,588	64,436	64,080	63,368	60,876	60,876	56,980	48,060	51,246	68,708	68,708	50,552	719,478
-Board - Engineering	64,944	67,896	67,896	66,789	64,205	64,205	69,283	58,761	66,420	82,650	82,600	61,650	817,299
-Paper	23,801	24,948	24,948	30,970	29,846	25,523	21,507	22,654	22,654	30,970	30,970	23,228	312,018
-Inks & Plates	9,426	9,426	9,426	9,426	9,426	9,426	9,426	9,426	9,426	9,426	9,426	9,426	113,112
-Data Duplicates	0	0	0	0	0	0	0	0	0	0	0	0	0
-Other Soft. Materials	198	198	198	198	198	198	198	198	198	198	198	198	2,376
-Outwork - General	13,057	13,661	13,585	13,435	12,906	12,906	12,906	10,189	10,868	14,566	14,566	10,717	153,362
-Outwork - Engineering	1,777	1,858	1,858	1,828	1,757	1,757	1,899	1,606	1,818	2,262	2,262	1,687	22,369
-Outwork - Print	7,138	7,482	7,482	9,288	8,944	7,654	6,450	6,794	6,794	9,288	9,288	6,966	93,568
-Outwork - Software	104	104	104	104	104	104	104	104	104	104	104	104	1,248
Direct Materials Total	182,033	190,009	189,577	195,406	188,252	182,649	178,753	157,792	169,528	218,172	218,122	164,528	2,234,830
% OF DIRECT COSTS	66.4%	66.8%	66.4%	67.1%	66.7%	65.8%	65.2%	62.0%	63.7%	69.1%	68.7%	64.1%	66.1%
INPUT % Difference from Budget	January	February	March	April	May	June	July	August	September	October	November	December	
-Board - General	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Board - Engineering	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Paper	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
-Inks & Plates	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Data Duplicates	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Other Soft. Materials	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - General	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - Engineering	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Outwork - Print	-57%	-57%	-57%	-57%	-57%	-57%	-57%	-57%	-57%	-57%	-57%	-57%	
-Outwork - Software	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Difference from Budget	-7,905	-8,286	-8,286	-10,286	-9,903	-8,476	-7,143	-7,524	-7,524	-10,286	-10,286	-7,714	-103,620
Difference as a Percentage	-4.2%	-4.2%	-4.2%	-5.0%	-5.0%	-4.4%	-3.8%	-4.6%	-4.2%	-4.5%	-4.5%	-4.5%	-4.4%

DIRECT LABOUR	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
-Normal Time	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	696,000
-Overtime	16,000	17,822	19,000	19,076	17,404	18,240	18,658	19,684	19,722	20,292	22,002	16,074	223,974
TOTAL	74,000	75,822	77,000	77,076	75,404	76,240	76,658	77,684	77,722	78,292	80,002	74,074	919,974
% OF DIRECT COSTS	27.0%	26.7%	27.0%	26.4%	26.7%	27.5%	28.0%	30.5%	29.2%	24.8%	25.2%	28.9%	27.2%
-Normal Time	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
-Overtime	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Difference from Budget	0	0	0	0	0	0	0	0	0	0	0	0	0
Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

PAGE

NUMBERING

AS ORIGINAL

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
230															
231		SALES DEPARTMENT	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
232		-External Sales Salaries	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	144,000
233		-Internal Support Salaries	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	132,000
234		-Pension & GLS	950	950	950	950	950	950	950	950	950	950	950	950	11,400
235		-Bonus	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	24,600
236		-Travel & Entertaining	900	900	900	900	900	900	900	900	900	900	900	900	10,800
237		-Car Expenses	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
238		-Contract Car Hire	3,000	3,000	3,000	3,000	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	36,320
239		-Bad Debt Charge	250	250	250	250	250	250	250	250	250	250	250	250	3,000
240		-Staff Adverts	350	350	350	350	350	350	350	350	350	350	350	350	4,200
241		-Sundry	500	500	500	500	500	500	500	500	500	500	500	500	6,000
242		Total Sales Department	32,300	32,300	32,300	32,300	32,340	32,340	32,340	32,340	32,340	32,340	32,340	32,340	387,920
243		%OFTOTAL OVERHEADS	21.3%	21.0%	21.1%	21.0%	21.3%	21.3%	21.3%	21.2%	21.2%	21.0%	20.6%	20.9%	21.1%
244		-External Sales Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
245		-Internal Support Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
246		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
247		-Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
248		-Travel & Entertaining	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
249		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
250		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
251		-Bad Debt Charge	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
252		-Staff Adverts	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
253		-Sundry	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
254		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	
255		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
256															
257															
258		DISTRIBUTION FIXED COSTS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
259		-Salaries & NI	6,750	6,750	6,750	6,750	7,250	7,250	7,250	7,250	7,250	7,250	7,250	7,250	85,000
260		-Pensions & GLS	200	200	200	200	200	200	200	200	200	200	200	200	2,400
261		-Managers Bonus	125	125	125	125	125	125	125	125	125	125	125	125	1,500
262		-Depn.Metal Baskets	100	100	100	100	100	100	100	100	100	100	100	100	1,200
263		-Fork Lift Truck Exps	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
264		-Van Repairs & Maintainance	300	300	300	300	300	300	300	300	300	300	300	300	3,600
265		-Contract Van Hire	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	1,150	13,800
266		Total Distribution Fixed Costs	9,875	9,875	9,875	9,875	10,375	10,375	10,375	10,375	10,375	10,375	10,375	10,375	122,500
267		%OFTOTAL OVERHEADS	6.5%	6.4%	6.5%	6.4%	6.8%	6.8%	6.8%	6.8%	6.8%	6.7%	6.6%	6.7%	6.7%
268		-Salaries & NI	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
269		-Pensions & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
270		-Managers Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
271		-Depn.Metal Baskets	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
272		-Fork Lift Truck Exps	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
273		-Van Repairs & Maintainance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
274		-Contract Van Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
275		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	
276		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
277															
278															
279		ADMINISTRATION	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
280		-Salaries	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	52,500
281		-Pension & GLS	400	400	400	400	400	400	400	400	400	400	400	400	4,800
282		-Bonus	875	875	875	875	875	875	875	875	875	875	875	875	10,500
283		-Telephone	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	21,000
284		-Print/Post/Stationary	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000
285		-Bank Charges	400	400	400	400	400	400	400	400	400	400	400	400	4,800
286		-Travel	600	600	600	600	600	600	600	600	600	600	600	600	7,200
287		-Contract Car Hire	579	579	579	579	579	579	579	579	579	579	579	579	6,948
288		-F & F Depreciation	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
289		-Professional Fees	170	170	170	170	170	170	170	170	170	170	170	170	2,040
290		-Subscriptions	660	660	660	660	660	660	660	660	660	660	660	660	7,920
291		-Car Expenses	180	180	180	180	180	180	180	180	180	180	180	180	2,160
292		-Sundry & Entertaining	350	350	350	350	350	350	350	350	350	350	350	350	4,200
293		TOTAL ADMINISTRATION COSTS	14,506	14,506	14,506	14,506	14,506	14,506	14,506	14,506	14,506	14,506	14,506	14,506	174,068
294		%OFTOTAL OVERHEADS	9.5%	9.4%	9.5%	9.4%	9.5%	9.5%	9.6%	9.5%	9.5%	9.4%	9.2%	9.4%	9.5%
295		-Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
296		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
297		-Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
298		-Telephone	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
299		-Print/Post/Stationary	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
300		-Bank Charges	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
301		-Travel	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
302		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
303		-F & F Depreciation	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
304		-Professional Fees	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
305		-Subscriptions	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
306		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
307		-Sundry & Entertaining	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
308		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	
309		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
310															
311															
312		FINANCE DEPARTMENT	January	Feoruary	March	April	May	June	July	August	September	October	November	December	TOTALS
313		-Salaries	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	7,533	90,400
314		-Directors Bonus	2,900	2,900	2,900	2,900	3,200	3,200	3,200	3,200	3,200	3,200	3,350	3,350	37,500
315		-Pension & GLS	470	470	470	470	470	470	470	470	470	470	470	470	5,640
316		-Managers Bonus	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	12,300
317		-Audit	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
318		-Accounts	400	400	400	400	400	400	400	400	400	400	400	400	4,800
319		-Old Comm	200	200	200	200	200	200	200	200	200	200	200	200	2,400
320		-Staff Adverts	300	300	300	300	300	300	300	300	300	300	300	300	3,600
321		-Computer Costs	1,050	1,050	1,050	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	15,300
322		-Car Expenses	80	80	80	80	80	80	80	80	80	80	80	80	960
323		-Contract Car Hire	325	325	325	325	325	325	325	325	325	325	325	325	3,900
324		TOTAL FINANCE DEPARTMENT	15,583	15,583	15,583	15,883	16,183	16,183	16,183	16,183	16,183	16,183	16,333	16,333	192,400
325		%OFTOTAL OVERHEADS	10.3%	10.1%	10.2%	10.3%	10.7%	10.6%	10.7%	10.6%	10.6%	10.5%	10.4%	10.5%	10.5%
326		-Salaries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
327		-Directors Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
328		-Pension & GLS	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
329		-Managers Bonus	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
330		-Audit	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
331		-Accounts	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
332		-Old Comm	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
333		-Staff Adverts	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
334		-Computer Costs	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
335		-Car Expenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
336		-Contract Car Hire	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
337		*Difference from Budget*	0	0	0	0	0	0	0	0	0	0	0	0	
338		Difference as a Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
339															
340	E	TOTAL OVERHEADS	151,914	153,821	153,016	154,053	151,899	151,966	151,677	152,196	152,315	153,953	157,317	154,822	1,839,047
341		Total Direct Costs + Overheads	426,188	438,311	438,534	445,461	434,071	429,532	425,868	406,704	418,579	469,543	475,003	411,537	5,219,332
342		*Overheads Difference from Budget*	11,173	11,123	11,073	11,023	10,963	10,873	10,773	10,673	10,623	10,523	10,423	10,323	129,560
343		Difference as a Percentage	7.9%	7.8%	7.8%	7.7%	7.8%	7.7%	7.6%	7.5%	7.5%	7.3%	7.1%	7.1%	7.6%
344															
345	F	NET TRADING PROFIT	27,372	35,529	34,306	44,849	37,959	26,448	18,132	-12,424	5,701	78,767	73,307	-117	369,828
346		*Difference from Budget*	2,309	3,020	3,070	6,590	5,988	3,600	1,387	2,148	2,198	7,090	7,190	2,829	47,420
347		Difference as a Percentage	9.2%	9.3%	9.8%	17.2%	18.7%	15.8%	8.3%	-14.7%	62.8%	9.9%	10.9%	-96.0%	14.7%

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
FINANCE CHARGES													
-Bank	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
-Hire Purchase	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	44,000
-Libor Loan	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	33,150
-Management Charge	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600
Total Finance Charges	9,429	9,429	9,429	9,429	9,429	9,429	9,429	9,429	9,429	9,429	9,429	9,429	113,150
SUNDRY INCOME	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
-Bank	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Hire Purchase	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Libor Loan	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
-Management Charge	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
SUNDRY INCOME	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
NET PROFIT BEFORE TAX	22,943	31,100	29,877	40,420	33,530	22,018	13,703	-16,853	1,272	74,338	68,873	-4,548	316,672
CORPORATION TAX	7,925	7,925	7,925	7,925	7,925	7,925	7,925	7,925	7,925	7,925	7,925	7,925	95,099
Net Profit B/Tax Diff from Budget	2,309	3,020	3,070	6,590	5,988	3,600	1,387	2,148	2,198	7,090	7,190	2,828	47,420
Difference as a Percentage	11.2%	10.8%	11.5%	19.5%	21.7%	19.5%	11.3%	-11.3%	-237.3%	10.5%	11.7%	-38.4%	17.6%
CORPORATION TAX	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
NET PROFIT AFTER TAX	15,018	23,175	21,952	32,495	25,605	14,094	5,778	-24,778	-6,653	66,413	60,953	-12,471	221,580
Net Profit A/Tax Diff from Budget	1,122	1,833	1,883	5,403	4,801	2,414	200	951	1,011	5,903	6,003	1,642	33,179
Difference as a Percentage	8.1%	8.6%	9.4%	19.9%	23.1%	20.7%	3.6%	-3.7%	-13.2%	9.8%	10.9%	-11.6%	17.6%

PP PRINT COMPANY PROJECTED CASHFLOW 1990 WITH SRA2 INVESTMENT

Summary of Cashflow Information	
Average RECEIPTS per month (£)	470,048
Total RECEIPTS per month (£)	5,640,577
Average PAYMENTS per Month (£)	372,617
Total PAYMENTS per month (£)	4,881,328
Total Net Funds (Receipts-Payments)	767,832
Maximum Bank Balance Predicted	155,847
MINIMUM Bank Balance Predicted	-181,741
Average Bank Balance Predicted	47,905

Credit Terms	Debtors (%)
Payments (End Month)	0%
Payments 1ms credit	0%
Payments 2ms credit	100%
Payments 3ms credit	0%
Payments 4ms credit	0%
Total = 100%	100%

CREDIT TAKEN	Creditors (%)
Payment (End Month)	0%
Payment 1ms credit taken	0%
Payment 2ms credit taken	100%
Payment 3ms Credit taken	0%
Total = 100%	100%
POST HORIZON TRADE CREDITORS	511,066
POST HORIZON TRADE DEBTORS	869,730

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
SALES VALUE	453560	473840	472840	490310	472030	455980	444000	394280	424280	548310	548310	411420	5589160
Sundry Income	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60000
VAT @ 15%	0	0	0	0	0	0	0	0	0	0	0	0	0
SALES + VAT	458,560	478,840	477,840	495,310	477,030	460,980	449,000	399,280	429,280	553,310	553,310	416,420	5649160
RECEIPTS FROM TRADING													
Payments (End Month)	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments 1ms credit	#REF!	0	0	0	0	0	0	0	0	0	0	0	0
Payments 2ms credit	513,260	447,887	458,560	478,840	477,840	495,310	477,030	460,980	449,000	399,280	429,280	553,310	5,640,577
Payments 3ms credit	#REF!	#REF!	#REF!	0	0	0	0	0	0	0	0	0	0
Payments 4ms credit	#REF!	#REF!	#REF!	#REF!	0	0	0	0	0	0	0	0	0
Monthly Sales Revenue (£)	513,260	447,887	458,560	478,840	477,840	495,310	477,030	460,980	449,000	399,280	429,280	553,310	5,640,577

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
PAYMENTS (Cash Inflow)													
Trade Creditors	237,643	151,526	#REF!	252,395	252,858	259,029	251,090	246,089	242,525	222,354	234,110	283,173	2875837
VAT	0	0	0	0	0	0	0	0	0	0	0	0	0
Salaries	132888	134710	135888	135964	134792	135628	136046	137072	137110	137680	139390	133462	1630634
Non-VAT Related Overheads	29699	30665	29265	29964	27664	27264	26764	26764	26864	28214	30564	31164	344857
Custom & Excise	0	#REF!	0	0	0	0	0	0	0	0	0	0	0
Coporation Tax	0	0	0	0	0	0	0	0	0	0	30000	0	30000
													0
TOTAL OPERATING PAYMENTS	400,231	316,902	408,196	418,324	415,315	421,922	413,900	409,926	406,500	388,249	434,065	447,800	4,881,328
OPERATING CASH FLOW	113,030	130,986	50,364	80,516	62,525	73,388	63,130	51,054	42,500	11,031	-4,785	105,510	759,249

	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
FINANCE CHARGES													
- Contract Lease SRA2	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	95,000
- Hire Purchase Payments	833	833	833	833	833	833	833	833	833	833	833	833	10000
- Contract Hire Vehicles	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	3,138	37650
-Management Charge	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
-Capital Expenditure	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	70,000
-Term Loan Repayment			15,000			14,600			14,200			13,800	57,600
-Contract Lease 39			33,600			33,600			33,600			33,600	134,400
-Contract Lease FLT	438	438	438	438	438	438	438	438	438	438	438	438	5,256
TOTAL FINANCE CHARGES	19,659	19,659	68,259	19,659	19,659	67,859	19,659	19,659	67,459	19,659	19,659	67,059	427,906
NET CASH FLOW	93,371	111,327	-17,895	60,857	42,866	5,529	43,471	31,396	-24,959	-8,628	-24,444	38,451	331,343
OPENING BALANCE	-181,741	-90,037	19,623	62	39,252	80,452	84,314	126,118	155,847	129,222	118,928	92,817	-181,741
BALANCE BEFORE INTEREST	-88,370	21,290	1,728	60,919	82,118	85,981	127,785	157,514	130,889	120,594	94,484	131,269	149,602
Bank Interest	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000
CLOSING BALANCE	-90,037	19,623	62	39,252	80,452	84,314	126,118	155,847	129,222	118,928	92,817	129,602	129,602

CALCULATION OF VAT & TRADE CREDITORS

NON-VAT RATED ITEMS	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
Total Salaries & Wages	127,538	129,360	130,538	130,614	129,442	130,278	130,696	131,722	131,760	132,330	134,040	128,112	1,566,434
Total Bonuses	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	64,200
Sub-Total	132,888	134,710	135,888	135,964	134,792	135,628	136,046	137,072	137,110	137,680	139,390	133,462	1,630,634
NON-VAT RATED COSTS													
-Bank Charges	400	400	400	400	400	400	400	400	400	400	400	400	4,800
-Term Loan	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	2,763	33,150
-Hire Purchase	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	3,667	44,000
-Electricity/Gas/Water	7,150	7,250	5,850	5,600	3,300	2,900	2,400	2,400	2,500	3,850	6,200	6,800	56,200
-Rent/Rates/Insurance	10,000	10,866	10,866	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	11,815	138,067
-Pension + GLS	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	3,820	45,840
-Travel + Entertaining	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	22,800
Sub-Total	29,699	30,665	29,265	29,964	27,664	27,264	26,764	26,764	26,864	28,214	30,564	31,164	344,857
TOTAL OVERHEADS	439,281	451,422	451,663	458,609	447,238	442,718	439,072	419,927	431,821	482,804	488,283	424,837	5,377,678
LESS:													
Salaries, Bonuses & Wages	132,888	134,710	135,888	135,964	134,792	135,628	136,046	137,072	137,110	137,680	139,390	133,462	1,630,634
Non-VAT Rated Costs	29,699	30,665	29,265	29,964	27,664	27,264	26,764	26,764	26,864	28,214	30,564	31,164	344,857
Depreciation Charged to P&L	8,626	8,626	8,626	8,626	8,626	8,626	8,626	8,626	8,626	8,626	8,626	8,626	103,510
Sub Total	268,068	277,421	277,884	284,055	276,156	271,200	267,636	247,465	259,221	308,284	309,703	251,585	3,298,677
Creditors Less:													
-Plant Lease	19,117	19,117	19,117	19,117	19,117	19,117	19,117	19,117	19,117	19,117	19,117	19,117	229,400
-Contract Hire Vehicles	5,909	5,909	5,909	5,909	5,949	5,994	5,994	5,994	5,994	5,994	5,994	5,994	71,543
TOTAL CREDITORS	243,042	252,395	252,858	259,029	251,090	246,089	242,525	222,354	234,110	283,173	284,592	226,474	2,997,734

Appendix 7.8 - Projected 1990 Operating Budget summary with SRA2 Investment

	A	B	C	D	E	F	G	H	I
1									
2									
3		SUMMARY OF OPERATING BUDGETS							
4					Without SRA2 Investment	With SRA2 Investment	Projection with SRA2 Investment		
5		SALES TURNOVER	1988	1989	1990 Plan	1990 Model	1991 Model	1992 Model	1993 Model
6		**General Cartons**	**2,439,348**	**2,104,986**	**2,021,000**	**2,021,000**	**2,162,470**	**2,313,843**	**2,475,812**
7		Difference from previous year/plan (%)	0.0%	-13.7%	-4.0%	0.0%	7.0%	7.0%	7.0%
8		Difference from previous year/plan	0	-334,362	-83,986	0	141,470	151,373	161,969
9		As a percentage of Sales	45.9%	38.8%	36.7%	36.2%	36.0%	35.9%	35.9%
10		**Engineering Cartons**	**1,769,525**	**2,116,642**	**2,215,000**	**2,215,000**	**2,370,050**	**2,535,954**	**2,713,470**
11		Difference from previous year/plan (%)	0.0%	19.6%	4.6%	0.0%	7.0%	7.0%	7.0%
12		Difference from previous year/plan	0	347,117	98,358	0	155,050	165,904	177,517
13		As a percentage of Sales	33.3%	39.0%	40.2%	39.6%	39.5%	39.4%	39.3%
14		**Print**	**816,287**	**1,044,280**	**1,088,000**	**1,164,160**	**1,268,934**	**1,370,449**	**1,480,085**
15		Difference from previous year/plan (%)	0.0%	27.9%	4.2%	7.0%	9.0%	8.0%	8.0%
16		Difference from previous year/plan	0	227,993	43,720	76,160	104,774	101,515	109,636
17		As a percentage of Sales	15.3%	19.2%	19.7%	20.8%	21.1%	21.3%	21.4%
18		**Software**	**274,445**	**135,343**	**144,000**	**144,000**	**154,080**	**164,866**	**176,406**
19		Difference from previous year/plan (%)	0.0%	-50.7%	6.4%	0.0%	7.0%	7.0%	7.0%
20		Difference from previous year/plan	0	-139,102	8,657	0	10,080	10,786	11,541
21		As a percentage of Sales	5.2%	2.5%	2.6%	2.6%	2.6%	2.6%	2.6%
22		Packaging Materials	0	3,554	30,000	30,000	32,100	34,347	36,751
23		Waste	19,681	24,173	15,000	15,000	16,050	17,174	18,376
24									
25		TOTAL SALES	**5,319,286**	**5,428,978**	**5,513,000**	**5,589,160**	**6,003,684**	**6,436,632**	**6,900,900**
26		Difference from Previous Year (%)	0.0%	2.1%	1.5%	1.4%	7.4%	7.2%	7.2%
27		Difference from previous year/plan	0	109,692	84,022	76,160	414,524	432,947	464,269
28									
29		COMPANY DIRECT COSTS	1988	1989	1990 Plan	1990 Model	1991 Model	1992 Model	1993 Model
30		Opening Stock	765,366	654,000	732,785	732,785	774,111	781,980	789,930
31		Closing Stock	654,000	714,246	777,982	777,982	781,980	789,930	797,960
32		STOCK DECREASE/ (INCREASE)	**111,366**	**-60,246**	**-45,197**	**-45,197**	**-7,869**	**-7,949**	**-8,030**
33		Closing Stock as a % of Sales Turnover	12.3%	13.2%	14.1%	13.9%	13.0%	12.3%	11.6%
34									
35		MATERIALS	1988	1989	1990 Plan	1990 Model	1991 Model	1992 Model	1993 Model
36		**-Board - General**	717,362	663,981	719,478	719,478	769,841	823,730	881,391
37		**-Board - Engineering**	687,355	742,619	817,299	817,299	874,510	935,726	1,001,226
38		**-Paper**	191,752	237,972	291,606	312,018	335,940	360,575	389,421
39		**-Inks & Plates**	102,573	107,509	113,112	113,112	121,784	130,715	140,300
40		**-Data Duplicates**	0	0	0	0	0	0	0
41		**-Other Soft. Materials**	7,429	7,854	2,376	2,376	2,558	2,746	2,947
42		**Sub Total Materials**	**1,706,471**	**1,759,935**	**1,943,871**	**1,964,283**	**2,104,633**	**2,253,492**	**2,415,287**
43		Difference from Previous Year (%)	0.0%	3.0%	9.5%	1.0%	6.7%	6.6%	6.7%
44		As a percentage of Cost of Sales	48.5%	50.1%	55.8%	58.1%	57.5%	57.5%	57.5%
45		**-Outwork - General**	251,463	274,019	153,362	153,362	164,097	175,584	187,875
46		**-Outwork - Engineering**	43,471	34,440	22,369	22,369	23,935	25,610	27,147
47		**-Outwork - Print**	204,957	293,055	217,600	93,568	99,182	106,125	113,554
48		**-Outwork - Software**	99,744	83,178	1,248	1,248	1,335	1,442	1,558
49		**Sub Total Outwork**	**599,635**	**684,692**	**394,579**	**270,547**	**288,550**	**308,761**	**330,133**
50		Difference from Previous Year (%)	0.0%	14.2%	-42.4%	-31.4%	6.7%	7.0%	6.9%
51		Difference from previous year/plan	0	85,057	-290,113	-124,032	18,003	20,212	21,372
52		As a percentage of direct costs	17.0%	19.5%	11.3%	8.0%	7.9%	7.9%	7.9%
53		**DIRECT MATERIALS**	**2,306,106**	**2,444,627**	**2,338,450**	**2,234,830**	**2,393,183**	**2,562,253**	**2,745,420**
54		Difference from Previous Year (%)	0.0%	6.0%	-4.3%	-4.4%	7.1%	7.1%	7.1%
55		% of Direct Costs	65.5%	69.6%	67.2%	66.1%	65.4%	65.4%	65.4%
56									
57		**DIRECT LABOUR**	**835,284**	**888,254**	**919,974**	**919,974**	**984,372**	**1,053,278**	**1,127,008**
58		Difference from Previous Year (%)	0.0%	6.3%	3.6%	0.0%	7.0%	7.0%	7.0%
59		% of Direct Costs	23.7%	25.3%	26.4%	27.2%	26.9%	26.9%	26.8%
60		**DISTRIBUTION VARIABLE COSTS**	**267,877**	**239,531**	**267,877**	**270,677**	**290,301**	**311,348**	**333,921**
61		Difference from Previous Year (%)	0.0%	-10.6%	11.8%	1.0%	7.3%	7.3%	7.3%
62		% of Direct Costs	7.6%	6.8%	7.7%	8.0%	7.9%	7.9%	8.0%
63									
64			1988	1989	1990 Plan	1990 Model	1991 Model	1992 Model	1993 Model
65		COST OF SALES	**3,520,633**	**3,512,166**	**3,481,104**	**3,380,285**	**3,659,987**	**3,918,930**	**4,198,318**
66		Difference from Previous Year (%)	0.0%	-0.2%	-0.9%	-2.9%	8.3%	7.1%	7.1%
67									
68		GROSS PROFIT	**1,798,653**	**1,916,812**	**2,031,896**	**2,208,875**	**2,343,697**	**2,517,701**	**2,702,582**
69		Gross Profit as a % of Sales	33.8%	35.3%	36.9%	39.5%	39.0%	39.1%	39.2%
70		Difference from Previous Year (%)	0.0%	6.6%	6.0%	8.7%	6.1%	7.4%	7.3%
71									
72					Without SRA2 Investment	With SRA2 Investment	Projection with SRA2 Investment		
73		COMPANY OVERHEADS							
74		PRODUCTION DEPARTMENT	1988	1989	1990 Plan	1990 Model	1991 Model	1992 Model	1993 Model
75		**Indirect Materials**	**154,326**	**144,075**	**169,347**	**169,347**	**181,625**	**194,792**	**208,915**
76		Difference from Previous Year (%)	0.0%	-7.1%	14.9%	0.0%	6.8%	6.8%	6.8%
77		As a % of Total Overheads	26.0%	21.9%	20.3%	17.6%	17.9%	18.2%	18.5%
78		**Indirect Labour**	**82,452**	**70,300**	**66,600**	**66,600**	**71,262**	**76,250**	**81,588**
79		Difference from Previous Year (%)		-14.7%	-5.3%	0.0%	7.0%	7.0%	7.0%
80		As a % of Total Overheads	5.6%	4.5%	3.9%	3.6%	3.7%	3.7%	3.7%
81		**Standing Charges**	**197,709**	**219,268**	**344,777**	**439,777**	**454,503**	**470,261**	**487,121**
82		Difference from Previous Year (%)		10.9%	57.2%	27.6%	3.3%	3.5%	3.6%
83		As a % of Total Overheads	33.3%	33.4%	41.4%	45.7%	44.8%	44.0%	43.2%
84		**Other Charges**	**159,651**	**222,866**	**251,875**	**286,435**	**306,485**	**327,939**	**350,895**
85		Difference from Previous Year (%)		39.6%	13.0%	13.7%	7.0%	7.0%	7.0%
86		As a % of Total Overheads	10.8%	14.4%	14.7%	15.6%	15.7%	15.8%	15.9%
87									
88		TOTAL PRODUCTION DEPARTMENT	**594,138**	**656,509**	**832,599**	**962,159**	**1,013,875**	**1,069,243**	**1,128,519**
89		Difference from Previous Year (%)		10.5%	26.8%	15.6%	5.4%	5.5%	5.5%
90		As a % of Total Overheads	40.3%	42.3%	48.7%	52.3%	51.9%	51.6%	51.3%
91									

	A	B	C	D	E	F	G	H	I
92			1988	1989	1990 Plan	1990 Model	1991 Model	1992 Model	1993 Model
93		SALES DEPARTMENT	183,822	388,415	387,920	387,920	415,074	444,130	475,219
94		Difference from Previous Year (%)		111.3%	-0.1%	0.0%	7.0%	7.0%	7.0%
95		As a % of Total Overheads	12.5%	25.0%	22.7%	21.1%	21.3%	21.4%	21.6%
96		DISTRIBUTION FIXED COSTS	116,991	126,175	122,500	122,500	131,075	140,250	148,962
97		Difference from Previous Year (%)		7.9%	-2.9%	0.0%	7.0%	7.0%	6.2%
98		As a % of Total Overheads	7.9%	8.1%	7.2%	6.7%	6.7%	6.8%	6.8%
99		ADMINISTRATION	561,949	175,339	174,068	174,068	186,253	199,290	213,241
100		Difference from Previous Year (%)		-68.8%	-0.7%	0.0%	7.0%	7.0%	7.0%
101		As a % of Total Overheads	38.1%	11.3%	10.2%	9.5%	9.5%	9.6%	9.7%
102		FINANCE DEPARTMENT	17,986	204,156	192,400	192,400	205,868	220,279	235,698
103		Difference from Previous Year (%)		1035.1%	-5.8%	0.0%	7.0%	7.0%	7.0%
104		As a % of Total Overheads	1.2%	13.2%	11.3%	10.5%	10.5%	10.6%	10.7%
105									
106		TOTAL NON-PRODUCTION OVERHEADS	880,748	894,085	876,888	876,888	938,270	1,003,949	1,073,120
107		Difference from Previous Year (%)		1.5%	-1.9%	0.0%	7.0%	7.0%	6.9%
108									
109									
110		TOTAL OVERHEADS	1,474,886	1,550,594	1,709,487	1,839,047	1,952,146	2,073,192	2,201,638
111		Difference from Previous Year		5.1%	10.2%	7.6%	6.1%	6.2%	6.2%
112		Total Direct costs + Overheads	4,995,519	5,062,760	5,190,591	5,219,332	5,612,133	5,992,122	6,399,957
113			1988	1989	1990 Plan	1990 Model	1991 Model	1992 Model	1993 Model
114		NET TRADING PROFIT BEFORE TAX	323,767	366,218	322,409	369,828	391,552	444,510	500,944
115		Difference From Previous Year		13.1%	-12.0%	14.7%	5.9%	13.5%	12.7%
116									
117		FINANCE CHARGES	104,106	98,282	113,150	113,150	118,808	124,748	130,985
118		Sundry Income	22,336	18,000	60,000	60,000	63,000	66,150	69,458
119									
120		NET PROFIT BEFORE TAX	241,997	285,938	269,259	316,678	335,744	385,912	439,416
121		Corporation Tax	-2,000	85,867	80,858	95,099	125,910	135,069	153,796
122		Net Profit as a Percentage of Sales		5.3%	4.9%	5.7%	5.6%	6.0%	6.4%
123		Exceptional Items	142,271	142,271					
124									
125		NET PROFIT AFTER TAX	101,726	200,071	188,400	221,580	209,835	250,843	285,620
126		Difference from Previous Year		96.7%	-5.8%	17.6%	-5.3%	19.5%	13.9%
127		Profit as a Percentage of Sales	1.9%	3.7%	3.4%	4.0%	3.5%	3.9%	4.1%
128									
129									
130									
131		*CASHFLOW*			Without SRA2 Investment	With SRA2 Investment	Projection with SRA2 Investment		
132									
133			1988	1989	1990 Plan	1990 Model	1991 Model	1992 Model	1993 Model
134		SALES VALUE			5,513,000	5,589,160	6,003,684	6,436,632	6,900,900
135		Sundry Income			60,000	60,000	63,000	66,150	69,458
136		VAT @ 15%			0	0	0	0	0
137		SALES + VAT			5,573,000	5,649,160	6,066,684	6,502,782	6,970,358
138									
139		RECEIPTS FROM TRADING			5,577,647	5,640,577	5,994,959	6,460,440	6,892,428
140									
141		PAYMENTS (Cash outflow)	1988	1989	1990 Plan	1990 Model	1991 Model	1992 Model	1993 Model
142		Trade Creditors			2,959,123	2,875,837	3,173,587	3,410,049	3,640,798
143		VAT			0	0	0	0	0
144		Salaries			1,596,074	1,630,634	1,744,778	1,866,913	1,997,597
145		Non-VAT Related Overheads			344,857	344,857	367,594	391,857	417,747
146		Custom & Excise			0	0	0	0	0
147		Coporation Tax			30,000	30,000	95,099	125,910	135,069
148									
149		TOTAL OPERATING PAYMENTS			4,930,054	4,881,328	5,381,058	5,794,728	6,191,211
150									
151		OPERATING CASH FLOW			647,593	759,249	613,901	665,712	701,218
152									
153		FINANCE CHARGES	1988	1989	1990 Plan	1990 Model	1991 Model	1992 Model	1993 Model
154		-Contract Lease SRA2				95,000	95,000	95,000	95,000
155		-HP Payments			10,000	10,000	11,000	12,100	13,310
156		-Term Loan			37,650	37,650	41,415	45,557	50,112
157		-Management Charge			18,000	18,000	30,000	35,000	40,000
158		-Capital Expenditure			70,000	70,000	80,000	100,000	150,000
159		-Term Loan Repayment			37,600	57,600	51,200	44,800	38,400
160		-Contract Lease 3B			134,400	134,400	134,400	134,400	134,400
161		-Contract Lease FLT			5,256	5,256	5,256	5,256	5,256
162		TOTAL FINANCE CHARGES			312,906	427,906	448,271	472,113	526,478
163									
164		NET CASH FLOW			334,687	331,343	165,630	193,600	174,740
165									
166			1988	1989	1990 Plan	1990 Model	1991 Model	1992 Model	1993 Model
167		OPENING BALANCE			-181,741	-181,741	129,602	271,232	438,431
168		BALANCE BEFORE INTEREST			152,946	149,602	295,232	464,831	613,171
169		Bank Interest			20,000	20,000	24,000	26,400	29,040
170									
171		CLOSING BALANCE			132,946	129,602	271,232	438,431	584,131

Appendix 7.9 - Detailed Spreadsheet Model Logic Printout

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7.9.1 - Operating Budget Summary Logic Prinout

	A	B	C	D
1				
2				
3		MODEL 7.1 - SUMMARY OF OPERATIN		
4				
5		SALES TURNOVER	1987	1988
6		General Cartons	2750801	2439348
7		Difference from previous year/plan (%)		=(D6-C6)/C6
8		Difference from previous year/plan		=D6-C6
9		As a percentage of Sales	=C6/C$25	=D6/D25
10		Engineering Cartons	1704492	1769525
11		Difference from previous year/plan (%)		=(D10-C10)/C10
12		Difference from previous year/plan		=D10-C10
13		As a percentage of Sales	=C10/C$25	=D10/D$25
14		Print	895234	816287
15		Difference from previous year/plan (%)		=(D14-C14)/C14
16		Difference from previous year/plan		=D14-C14
17		As a percentage of Sales	=C14/C$25	=D14/D$25
18		Software	465478	274445
19		Difference from previous year/plan (%)		=(D18-C18)/C18
20		Difference from previous year/plan		=D18-C18
21		As a percentage of Sales	=C18/C$25	=D18/D$25
22		Packaging Materials	1491	0
23		Waste	10359	19681
24				
25		TOTAL SALES	=C6+C10+C14+C18+C22+C23	=D6+D10+D14+D18+D22+D23
26		Difference from Previous Year (%)		=(D25-C25)/C25
27		Difference from previous year/plan		=D25-C25
28				
29		COMPANY DIRECT COSTS	1987	1988
30		Opening Stock	608461	765366
31		Closing Stock	765366	667641
32		STOCK DECREASE/ (INCREASE)	=C30-C31	=D30-D31
33		Closing Stock as a % of Sales Turnover	=C31/C25	=D31/D25
34				
35		MATERIALS	1987	1988
36		-Board - General	1040271	717362
37		-Board - Engineering	664383	687355
38		-Paper	224682	191752
39		-Inks & Plates	130772	102573
40		-Data Duplicates	2224	0
41		-Other Soft. Materials	31331	7429
42		Sub Total Materials	=C36+C37+C38+C39+C40+C41	=D36+D37+D38+D39+D40+D41
43		Difference from Previous Year (%)		=1-C42/D42
44		As a percentage of Cost of Sales	=C42/C65	=D42/D65
45		-Outwork - General	359744	251463
46		-Outwork - Engineering	83193	43471
47		-Outwork - Print	256608	204957
48		-Outwork - Software	191593	99744
49		Sub Total Outwork	=C45+C46+C47+C48	=D45+D46+D47+D48
50		Difference from Previous Year (%)		=(D49-C49)/C49
51		Difference from previous year/plan		=D49-C49
52		As a percentage of direct costs	=C49/C65	=D49/D65
53		DIRECT MATERIALS	=C36+C37+C38+C39+C40+C41+C45+C46+C47+C48	=D36+D37+D38+D39+D40+D41+D45+D46+D47+D48
54		Difference from Previous Year (%)		=(D53-C53)/C53
55		% of Direct Costs	=C53/C65	=D53/D65
56				
57		DIRECT LABOUR	1030959	835284
58		Difference from Previous Year (%)		=(D57-C57)/C57
59		% of Direct Costs	=C57/C65	=D57/D65
60		DISTRIBUTION VARIABLE COSTS	313423	='Table 7.10 1989 Op/Budget'!$O$548
61		Difference from Previous Year (%)		=(D60-C60)/C60
62		% of Direct Costs	=C60/C65	=D60/D65
63				
64			1987	1988
65		COST OF SALES	=C32+C53+C57+C60	=D32+D53+D57+D60
66		Difference from Previous Year (%)		=(D65-C65)/C65
67				
68		GROSS PROFIT	=C25-C65	=D25-D65
69		Gross Profit as a % of Sales	=C68/C25	=D68/D25
70		Difference from Previous Year (%)		=(D68-C68)/C68
71				
72				
73		COMPANY OVERHEADS		
74		PRODUCTION DEPARTMENT	1987	1988
75		Indirect Materials	142962	154326
76		Difference from Previous Year (%)		=1-C75/D75
77		As a % of Total Overheads	=C75/C88	=D75/D88
78		Indirect Labour	94738	82452
79		Difference from Previous Year (%)		=(D78-C78)/C78
80		As a % of Total Overheads	=C78/C110	=D78/D110
81		Standing Charges	227012	197709
82		Difference from Previous Year (%)		=(D81-C81)/C81
83		As a % of Total Overheads	=C81/C88	=D81/D88
84		Other Charges	191306	159651
85		Difference from Previous Year (%)		=(D84-C84)/C84
86		As a % of Total Overheads	=C84/C110	=D84/D110
87				
88		TOTAL PRODUCTION DEPARTMENT	=C75+C78+C81+C84	=D75+D78+D81+D84
89		Difference from Previous Year (%)		=(D88-C88)/C88
90		As a % of Total Overheads	=C88/C110	=D88/D110
91				
92			1987	1988
93		SALES DEPARTMENT	183279	183822
94		Difference from Previous Year (%)		=(D93-C93)/C93
95		As a % of Total Overheads	=C93/C110	=D93/D110
96		DISTRIBUTION FIXED COSTS	125238	116991
97		Difference from Previous Year (%)		=(D96-C96)/C96
98		As a % of Total Overheads	=C96/C110	=D96/D110
99		ADMINISTRATION	580887	561949
100		Difference from Previous Year (%)		=(D99-C99)/C99
101		As a % of Total Overheads	=C99/C110	=D99/D110
102		FINANCE DEPARTMENT	14144	17986
103		Difference from Previous Year (%)		=(D102-C102)/C102
104		As a % of Total Overheads	=C102/C110	=D102/D110
105				
106		TOTAL NON-PRODUCTION OVERHEADS	=C93+C96+C99+C102	=D93+D96+D99+D102
107		Difference from Previous Year (%)		=(D106-C106)/C106
108				

	E	F	G	H	I
1					
2					
3					
4					
5	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
6	='Table 7.10 1989 Op/Budget'!$O484	='Table 7.10 1989 Op/Budget'!$O16	='Table 7.15	='Table 7.16	='Table 7.17
7	-(E6-D6)/D6	-(F6-E6)/E6	-(G6-F6)/F6	-(H6-G6)/G6	-(I6-H6)/H6
8	-E6-D6	-F6-E6	-G6-F6	-H6-G6	-I6-H6
9	-E6/E25	-F6/F25	-G6/G25	-H6/H25	-I6/I25
10	='Table 7.10 1989 Op/Budget'!$O485	='Table 7.10 1989 Op/Budget'!$O17	='Table 7.15	='Table 7.16	='Table 7.17
11	-(E10-D10)/D10	-(F10-E10)/E10	-(G10-F10)/F	-(H10-G10)/G	-(I10-H10)/H
12	-E10-D10	-F10-E10	-G10-F10	-H10-G10	-I10-H10
13	-E10/E$25	-F10/F$25	-G10/G$25	-H10/H$25	-I10/I$25
14	='Table 7.10 1989 Op/Budget'!$O486	='Table 7.10 1989 Op/Budget'!$O18	='Table 7.15	='Table 7.16	='Table 7.17
15	-(E14-D14)/D14	-(F14-E14)/E14	-(G14-F14)/F	-(H14-G14)/G	-(I14-H14)/H
16	-E14-D14	-F14-E14	-G14-F14	-H14-G14	-I14-H14
17	-E14/E$25	-F14/F$25	-G14/G$25	-H14/H$25	-I14/I$25
18	='Table 7.10 1989 Op/Budget'!$O487	='Table 7.10 1989 Op/Budget'!$O19	='Table 7.15	='Table 7.16	='Table 7.17
19	-(E18-D18)/D18	-(F18-E18)/E18	-(G18-F18)/F	-(H18-G18)/G	-(I18-H18)/H
20	-E18-D18	-F18-E18	-G18-F18	-H18-G18	-I18-H18
21	-E18/E$25	-F18/F$25	-G18/G$25	-H18/H$25	-I18/I$25
22	-'Table 7.10 1989 Op/Budget'!$O488	-'Table 7.10 1989 Op/Budget'!$O20	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
23	-'Table 7.10 1989 Op/Budget'!$O489	-'Table 7.10 1989 Op/Budget'!$O21	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
24					
25	=E6+E10+E14+E18+E22+E23	=F6+F10+F14+F18+F22+F23	=G6+G10+G1	=H6+H10+H	=I6+I10+I1
26	-(E25-D25)/D25	-(F25-E25)/E25	-(G25-F25)/F	-(H25-G25)/G	-(I25-H25)/H
27	-E25-D25	-F25-E25	-G25-F25	-H25-G25	-I25-H25
28					
29	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
30	-'Table 7.10 1989 Op/Budget'!$C504	-'Table 7.10 1989 Op/Budget'!$C$54	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
31	-'Table 7.10 1989 Op/Budget'!$N515	-'Table 7.10 1989 Op/Budget'!$N$65	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
32	=E30-E31	=F30-F31	=G30-G31	=H30-H31	=I30-I31
33	-E31/E25	-F31/F25	-G31/G25	-H31/H25	-I31/I25
34					
35	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
36	-'Table 7.10 1989 Op/Budget'!$O521	-'Table 7.10 1989 Op/Budget'!$O83	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
37	-'Table 7.10 1989 Op/Budget'!$O522	-'Table 7.10 1989 Op/Budget'!$O84	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
38	-'Table 7.10 1989 Op/Budget'!$O523	-'Table 7.10 1989 Op/Budget'!$O85	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
39	-'Table 7.10 1989 Op/Budget'!$O524	-'Table 7.10 1989 Op/Budget'!$O86	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
40	-'Table 7.10 1989 Op/Budget'!$O525	-'Table 7.10 1989 Op/Budget'!$O87	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
41	-'Table 7.10 1989 Op/Budget'!$O526	-'Table 7.10 1989 Op/Budget'!$O88	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
42	=E36+E37+E38+E39+E40+E41	=F36+F37+F38+F39+F40+F41	=G36+G37+G	=H36+H37+	=I36+I37+I
43	-1-D42/E42	-1-E42/F42	-1-F42/G42	-1-G42/H42	-1-H42/I42
44	-E42/E65	-F42/F65	-G42/G65	-H42/H65	-I42/I65
45	-'Table 7.10 1989 Op/Budget'!$O527	-'Table 7.10 1989 Op/Budget'!$O89	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
46	-'Table 7.10 1989 Op/Budget'!$O528	-'Table 7.10 1989 Op/Budget'!$O90	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
47	-'Table 7.10 1989 Op/Budget'!$O529	-'Table 7.10 1989 Op/Budget'!$O91	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
48	-'Table 7.10 1989 Op/Budget'!$O530	-'Table 7.10 1989 Op/Budget'!$O92	-'Table 7.15 19	-'Table 7.16 19	-'Table 7.17 19
49	=E45+E46+E47+E48	=F45+F46+F47+F48	=G45+G46+G	=H45+H46+	=I45+I46+I
50	-(E49-D49)/D49	-(F49-E49)/E49	-(G49-F49)/F	-(H49-G49)/G	-(I49-H49)/H
51	-E49-D49	-F49-E49	-G49-F49	-H49-G49	-I49-H49
52	-E49/E65	-F49/F65	-G49/G65	-H49/H65	-I49/I65
53	=E36+E37+E38+E39+E40+E41+E45+E46+E47+E48	=F36+F37+F38+F39+F40+F41+F45+F46+F47+F48	=G36+G37+G	=H36+H37+	=I36+I37+I
54	-(E53-D53)/D53	-(F53-E53)/E53	-(G53-F53)/F	-(H53-G53)/G	-(I53-H53)/H
55	-E53/E65	-F53/F65	-G53/G65	-H53/H65	-I53/I65
56					
57	='Table 7.10 1989 Op/Budget'!$O$537	='Table 7.10 1989 Op/Budget'!$O$113	='Table 7.15	='Table 7.16	='Table 7.17
58	-(E57-D57)/D57	-(F57-E57)/E57	-(G57-F57)/F	-(H57-G57)/G	-(I57-H57)/H
59	-E57/E65	-F57/F65	-G57/G65	-H57/H65	-I57/I65
60	='Table 7.10 1989 Op/Budget'!$O$548	='Table 7.10 1989 Op/Budget'!$O$129	='Table 7.15	='Table 7.16	='Table 7.17
61	-(E60-D60)/D60	-(F60-E60)/E60	-(G60-F60)/F	-(H60-G60)/G	-(I60-H60)/H
62	-E60/E65	-F60/F65	-G60/G65	-H60/H65	-I60/I65
63					
64	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
65	=E32+E53+E57+E60	=F32+F53+F57+F60	=G32+G53+G	=H32+H53+	=I32+I53+I
66	-(E65-D65)/D65	-(F65-E65)/E65	-(G65-F65)/F	-(H65-G65)/G	-(I65-H65)/H
67					
68	=E25-E65	=F25-F65	=G25-G65	=H25-H65	=I25-I65
69	-E68/E25	-F68/F25	-G68/G25	-H68/H25	-I68/I25
70	-(E68-D68)/D68	-(F68-E68)/E68	-(G68-F68)/F	-(H68-G68)/G	-(I68-H68)/H
71					
72					
73					
74	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
75	='Table 7.10 1989 Op/Budget'!$O$561	='Table 7.10 1989 Op/Budget'!$O$156	='Table 7.15	='Table 7.16	='Table 7.17
76	-1-D75/E75	-1-E75/F75	-1-F75/G75	-1-G75/H75	-1-H75/I75
77	-E75/E88	-F75/F88	-G75/G88	-H75/H88	-I75/I88
78	='Table 7.10 1989 Op/Budget'!$O$569	='Table 7.10 1989 Op/Budget'!$O$169	='Table 7.15	='Table 7.16	='Table 7.17
79	-(E78-D78)/D78	-(F78-E78)/E78	-(G78-F78)/F	-(H78-G78)/G	-(I78-H78)/H
80	-E78/E110	-F78/F110	-G78/G110	-H78/H110	-I78/I110
81	='Table 7.10 1989 Op/Budget'!$O$578	='Table 7.10 1989 Op/Budget'!$O$186	='Table 7.15	='Table 7.16	='Table 7.17
82	-(E81-D81)/D81	-(F81-E81)/E81	-(G81-F81)/F	-(H81-G81)/G	-(I81-H81)/H
83	-E81/E88	-F81/F88	-G81/G88	-H81/H88	-I81/I88
84	='Table 7.10 1989 Op/Budget'!$O$592	='Table 7.10 1989 Op/Budget'!$O$209	='Table 7.15	='Table 7.16	='Table 7.17
85	-(E84-D84)/D84	-(F84-E84)/E84	-(G84-F84)/F	-(H84-G84)/G	-(I84-H84)/H
86	-E84/E110	-F84/F110	-G84/G110	-H84/H110	-I84/I110
87					
88	=E75+E78+E81+E84	=F75+F78+F81+F84	=G75+G78+G	=H75+H78+	=I75+I78+I
89	-(E88-D88)/D88	-(F88-E88)/E88	-(G88-F88)/F	-(H88-G88)/G	-(I88-H88)/H
90	-E88/E110	-F88/F110	-G88/G110	-H88/H110	-I88/I110
91					
92	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
93	='Table 7.10 1989 Op/Budget'!$O$608	='Table 7.10 1989 Op/Budget'!$O$242	='Table 7.15	='Table 7.16	='Table 7.17
94	-(E93-D93)/D93	-(F93-E93)/E93	-(G93-F93)/F	-(H93-G93)/G	-(I93-H93)/H
95	-E93/E110	-F93/F110	-G93/G110	-H93/H110	-I93/I110
96	='Table 7.10 1989 Op/Budget'!$O$619	='Table 7.10 1989 Op/Budget'!$O$266	='Table 7.15	='Table 7.16	='Table 7.17
97	-(E96-D96)/D96	-(F96-E96)/E96	-(G96-F96)/F	-(H96-G96)/G	-(I96-H96)/H
98	-E96/E110	-F96/F110	-G96/G110	-H96/H110	-I96/I110
99	='Table 7.10 1989 Op/Budget'!$O$636	='Table 7.10 1989 Op/Budget'!$O$293	='Table 7.15	='Table 7.16	='Table 7.17
100	-(E99-D99)/D99	-(F99-E99)/E99	-(G99-F99)/F	-(H99-G99)/G	-(I99-H99)/H
101	-E99/E110	-F99/F110	-G99/G110	-H99/H110	-I99/I110
102	='Table 7.10 1989 Op/Budget'!$O$651	='Table 7.10 1989 Op/Budget'!$O$324	='Table 7.15	='Table 7.16	='Table 7.17
103	-(E102-D102)/D102	-(F102-E102)/E102	-(G102-F102	-(H102-G102	-(I102-H102
104	-E102/E110	-F102/F110	-G102/G110	-H102/H110	-I102/I110
105					
106	-E93+E96+E99+E102	-F93+F96+F99+F102	-G93+G96+G9	-H93+H96+H9	-I93+I96-I9
107	-(E106-D106)/D106	-(F106-E106)/E106	-(G106-F106	-(H106-G106	-(I106-H106
108					

	A	B	C	D
109				
110		TOTAL OVERHEADS	=C88+C93+C96+C99+C102	=D88+D93+D96+D99+D102
111		Difference from Previous Year		=(D110-C110)/C110
112		Total Direct costs + Overheads	=C65+C110	=D65+D110
113			1987	1988
114		NET TRADING PROFIT BEFORE TAX	=C25-C112	=D25-D112
115		Difference From Previous Year		=(D114-C114)/C114
116				
117		FINANCE CHARGES	112788	104106
118		Sundry Income	18041	22336
119				
120		NET PROFIT BEFORE TAX	=C114-C117+C118	=D114-D117+D118
121		Corporation Tax	-124037	-2000
122		Net Profit as a Percentage of Sales	=C120/C25	=D120/D25
123		Exceptional Items	451088	142271
124				
125		NET PROFIT AFTER TAX	=C120-C121-C123	=D120-D121-D123
126		Difference from Previous Year		=(D125-C125)/C125
127		Profit as a Percentage of Sales	=C125/C25	=D125/D25
128				
129				=D122-D125+D126
130				=D127/D32
131		MODEL 7.1 - SUMMARY OF CASHFLOW		
132				
133			1987	1988
134		SALES VALUE		
135		Sundry Income		
136		VAT @ 15%		
137		SALES + VAT		
138				
139		RECEIPTS FROM TRADING		
140				
141		PAYMENTS (Cash outflow)		
142		Trade Creditors		
143		VAT		
144		Salaries		
145		Non-VAT Related Overheads		
146		Custom & Excise		
147		Coporation Tax		
148				
149		TOTAL OPERATING PAYMENTS		
150				
151		OPERATING CASH FLOW		
152				
153		FINANCE CHARGES		
154		-Contract Lease SRA2		
155		-Hire Purchase Payments		
156		-Term Loan		
157		-Management Charge		
158		-Capital Expenditure		
159		-Term Loan Repayment		
160		-Contract Lease 3B		
161		-Contract Lease FLT		
162		TOTAL FINANCE CHARGES		
163				
164		NET CASH FLOW		
165				
166				
167		OPENING BALANCE		
168		BALANCE BEFORE INTEREST		
169		Bank Interest		
170				
171		CLOSING BALANCE		
172				
173				
174				

	E	F	G	H	I
109					
110	=E88+E93+E96+E99+E102	=F88+F93+F96+F99+F102	=G88+G93+G	=H88+H93+	=I88+I93+I
111	-(E110-D110)/D110	-(F110-E110)/E110	-(G110-F110	-(H110-G110	-(I110-H110
112	-E65+E110	-F65+F110	-G65+G110	-H65+H110	-I65+I110
113	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
114	=E25-E112	=F25-F112	=G25-G112	=H25-H112	=I25-I112
115	-(E114-D114)/D114	-(F114-E114)/E114	-(G114-F114	-(H114-G114	-(I114-H114
116					
117	='Table 7.10 1989 Op/Budget'!$O$356	='Table 7.10 1989 Op/Budget'!$O$356	='Table 7.15	='Table 7.16	='Table 7.17
118	-'Table 7.10 1989 Op/Budget'!$O$667	-'Table 7.10 1989 Op/Budget'!$O$357	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
119					
120	=E114-E117+E118	=F114-F117+F118	=G114-G117	=H114-H117	=I114-I117
121	-'Table 7.10 1989 Op/Budget'!$O$670	-'Table 7.10 1989 Op/Budget'!$O$368	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
122	-E120/E25	-F120/F25	-G120/G25	-H120/H25	-I120/I25
123					
124					
125	=E120-E121-E123	=F120-F121-F123	=G120-G121	=H120-H121	=I120-I121
126	-(E125-D125)/D125	-(F125-E125)/E125	-(G125-F125	-(H125-G125	-(I125-H125
127	-E125/E25	-F125/F25	-G125/G25	-H125/H25	-I125/I25
128	=E122-E125+E126	=F122-F125+F126	=G122-G125	=H122-H125	=I122-I125
129	-E127/E32	-F127/F32	-G127/G32	-H127/H32	-I127/I32
130					
131					
132					
133	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
134	-E25	-F25	-G25	-H25	-I25
135	-E118	-F118	-G118	-H118	-I118
136	-'Table 7.10 1989 Op/Budget'!$O395	-'Table 7.10 1989 Op/Budget'!$O395	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
137	=SUM(E134:E136)	=SUM(F134:F136)	=SUM(G134:	=SUM(H134:	=SUM(I134:
138					
139	='Table 7.10 1989 Op/Budget'!$O$700	='Table 7.10 1989 Op/Budget'!$O$404	='Table 7.15	='Table 7.16	='Table 7.17
140					
141	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
142	-'Table 7.10 1989 Op/Budget'!$O703	-'Table 7.10 1989 Op/Budget'!$O407	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
143	-'Table 7.10 1989 Op/Budget'!$O704	-'Table 7.10 1989 Op/Budget'!$O408	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
144	-'Table 7.10 1989 Op/Budget'!$O705	-'Table 7.10 1989 Op/Budget'!$O409	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
145	-'Table 7.10 1989 Op/Budget'!$O706	-'Table 7.10 1989 Op/Budget'!$O410	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
146	-'Table 7.10 1989 Op/Budget'!$O707	-'Table 7.10 1989 Op/Budget'!$O411	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
147	-'Table 7.10 1989 Op/Budget'!$O708	-'Table 7.10 1989 Op/Budget'!$O412	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
148					
149	=SUM(E142:E148)	=SUM(F142:F148)	=SUM(G142:	=SUM(H142:	=SUM(I142:
150					
151	=E139-E149	=F139-F149	=G139-G149	=H139-H149	=I139-I149
152					
153	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
154			-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
155	-'Table 7.10 1989 Op/Budget'!$O716	-'Table 7.10 1989 Op/Budget'!$O420	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
156	-'Table 7.10 1989 Op/Budget'!$O717	-'Table 7.10 1989 Op/Budget'!$O421	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
157	-'Table 7.10 1989 Op/Budget'!$O718	-'Table 7.10 1989 Op/Budget'!$O422	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
158	-'Table 7.10 1989 Op/Budget'!$O719	-'Table 7.10 1989 Op/Budget'!$O423	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
159	-'Table 7.10 1989 Op/Budget'!$O720	-'Table 7.10 1989 Op/Budget'!$O424	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
160	-'Table 7.10 1989 Op/Budget'!$O721	-'Table 7.10 1989 Op/Budget'!$O425	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
161	-'Table 7.10 1989 Op/Budget'!$O722	-'Table 7.10 1989 Op/Budget'!$O426	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
162	=SUM(E154:E161)	=SUM(F154:F161)	=SUM(G154:	=SUM(H154:	=SUM(I154:
163					
164	=E151-E162	=F151-F162	=G151-G162	=H151-H162	=I151-I162
165					
166	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
167	='Table 7.10 1989 Op/Budget'!$C$431	='Table 7.10 1989 Op/Budget'!$C$431	='Table 7.15	='Table 7.16	='Table 7.17
168	-E164+E167	-F164+F167	-G164+G167	-H164+H167	-I164+I167
169	-'Table 7.10 1989 Op/Budget'!$O$729	-'Table 7.10 1989 Op/Budget'!$O$433	-'Table 7.15 1	-'Table 7.16 1	-'Table 7.17 1
170					
171	=E168-E169	=F168-F169	=G168-G169	=H168-H169	=I168-I169
172					
173					
174					

	A	B	C	D
175		SUMMARY OF CASH FLOWS		
176				
177		SUMMARY OF CREDIT TERMS		
178				
179		Payments (End Month)		
180		Payments 1ms credit		
181		Payments 2ms credit		
182		Payments 3ms credit		
183		Payments 4ms credit		
184		Total = 100%		
185				
186				
187				
188		SUMMARY OF CREDIT TAKEN		1988
189		Payment (End Month)		0
190		Payment 1ms credit taken		0
191		Payment 2ms credit taken		1
192		Payment 3ms Credit taken		0
193		Total = 100%		=IF(SUM(D189:D192)=100%,100%,"ERROR")
194				
195		POST HORIZON TRADE CREDITORS		='Table 7.11 1988 Op/Budget'!$O217
196		POST HORIZON TRADE DEBTORS		='Table 7.11 1988 Op/Budget'!$O218
197				
198				
199				
200				
201				
202				
203		Net Sales		
204		Cost of Sales		
205		Gross Profit		
206		Gross Profit (%)		
207		Overheads		
208		Net Profit Before Tax		
209		Net Profit (%)		
210		Opening Balance		
211		Closing Balance		

	E	F	G	H	I
175					
176					
177					
178	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
179	0	=D179	=F179	=G179	=H179
180	0	0	=F180	=G180	=H180
181	1	1	=F181	=G181	=H181
182	0	=D182	=F182	=G182	=H182
183	0	=D183	=F183	=G183	=H183
184	=IF(SUM(E179:E183)=100%,100%,"ERROR")	=IF(SUM(F179:F183)=100%,100%,"ERROR")	=IF(SUM(G179	=IF(SUM(H179	=IF(SUM(I179
185					
186					
187					
188	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
189	0	=D189	=F189	=G189	=H189
190	0	=D190	=F190	=G190	=H190
191	1	=D191	=F191	=G191	=H191
192	0	=D192	=F192	=G192	=H192
193	=IF(SUM(E189:E192)=100%,100%,"ERROR")	=IF(SUM(F189:F192)=100%,100%,"ERROR")	=IF(SUM(G189	=IF(SUM(H189	=IF(SUM(I189
194					
195	='Table 7.10 1989 Op/Budget'!$O$389	='Table 7.10 1989 Op/Budget'!$O$389	='Table 7.15	='Table 7.16	='Table 7.17
196	='Table 7.10 1989 Op/Budget'!$O$390	='Table 7.10 1989 Op/Budget'!$O$390	='Table 7.15	='Table 7.16	='Table 7.17
197					
198					
199					
200					
201					
202	1989 Plan	1989 Model	1990 Model	1991 Model	1992 Model
203	=E25	=F25	=G25	=H25	=I25
204	=E65	=F65	=G65	=H65	=I65
205	=E203-E204	=F203-F204	=G203-G204	=H203-H204	=I203-I204
206	=E205/E203	=F205/F203	=G205/G203	=H205/H203	=I205/I203
207	=E110	=F110	=G110	=H110	=I110
208	=E120	=F120	=G120	=H120	=I120
209	=E208/E203	=F208/F203	=G208/G203	=H208/H203	=I208/I203
210	=E167	=F167	=G167	=H167	=I167
211	=E171	=F171	=G171	=H171	=I171

7.9.2 - 1989 Operating Budget Logic Printout

	A	B	C	D	E	F	G
1							
2		PP PRINT COMPANY OPERATING BUDGET 1989					
3							
4		Summary of Operating Budget					
5		Total Sales (£)	=O23				
6		Average Sales per month (£)	=C5/12				
7		Total Direct Costs & Overheads (£)	=O141+O340				
8		Ave Costs & Overheads per month (£)	=AVERAGE(C141,D141,E141,F141,G141,H141,I141,J141,K141,L141,M14				
9		Total Net Profit Predicted (£)	=O345				
10		Average Net Profit per Month (£)	=AVERAGE(C345,D345,E345,F345,G345,H345,I345,J345,K345,L345,M34				
11		Maximum Net Profit per Month (£)	=MAX(C345,D345,E345,F345,G345,H345,I345,J345,K345,L345,M345,N3				
12		Minimum Net Profit per Month (£)	=MIN(C345,D345,E345,F345,G345,H345,I345,J345,K345,L345,M345,N3				
13							
14							
15		SALES TURNOVER	January	February	March	April	May
16		General Cartons	=C484*(1+C25)	=D484*(1+D25)	=E484*(1+E25)	=F484*(	=G484*
17		Engineering Cartons	=C485*(1+C26)	=D485*(1+D26)	=E485*(1+E26)	=F485*(	=G485*
18		Print	=C486*(1+C27)	=D486*(1+D27)	=E486*(1+E27)	=F486*(	=G486*
19		Software	=C487*(1+C28)	=D487*(1+D28)	=E487*(1+E28)	=F487*(	=G487*
20		Packaging Materials	=C488*(1+C29)	=D488*(1+D29)	=E488*(1+E29)	=F488*(	=G488*
21		Waste	=C489*(1+C30)	=D489*(1+D30)	=E489*(1+E30)	=F489*(	=G489*
22							
23	A	TOTAL SALES VALUE	=SUM(C16:C21)	=SUM(D16:D21)	=SUM(E16:E21)	=SUM(F	=SUM(G
24		*INPUT % Difference from Budget*					
25		General Cartons	-0.12	-0.18	-0.3	-0.25	-0.25
26		Engineering Cartons	0	0	0	0	0
27		Print	0	0	0	0	0
28		Software	0	0	0	0	0
29		Packaging Materials	0	0	0	0	0
30		Waste	0	0	0	0	0
31							
32		*Value of Difference from Budget*	January	February	March	April	May
33		General Cartons	=C16-C484	=D16-D484	=E16-E484	=F16-F4	=G16-G4
34		Engineering Cartons	=C17-C485	=D17-D485	=E17-E485	=F17-F4	=G17-G4
35		Print	=C18-C486	=D18-D486	=E18-E486	=F18-F4	=G18-G4
36		Software	=C19-C487	=D19-D487	=E19-E487	=F19-F4	=G19-G4
37		Packaging Materials	=C20-C488	=D20-D488	=E20-E488	=F20-F4	=G20-G4
38		Waste	=C21-C489	=D21-D489	=E21-E489	=F21-F4	=G21-G4
39							
40		*Total Difference from Budget*	=C23-C491	=D23-D491	=E23-E491	=F23-F	=G23-G
41		Difference as a Percentage	=C23/C491-1	=D23/D491-1	=E23/E491-1	=F23/F4	=G23/G
42							
43							
44		COMPANY DIRECT COSTS					
45		Opening Stock	January	February	March	April	May
46		-WIP General Cartons	228000	=C57	=D57	=E57	=F57
47		-WIP Engineering	190000	=C58	=D58	=E58	=F58
48		-WIP Print	80000	=C59	=D59	=E59	=F59
49		-WIP Software	20000	=C60	=D60	=E60	=F60
50		-Board	82000	=C61	=D61	=E61	=F61
51		-Paper	10000	=C62	=D62	=E62	=F62
52		-Inks & Plates	30000	=C63	=D63	=E63	=F63
53		-Sundries	34000	=C64	=D64	=E64	=F64
54		Total Opening Stock	='Table 7.11 1988 Op/Budget'!$N$47	=SUM(D46:D53)	=SUM(E46:E53)	=SUM(F	=SUM(G
55							
56		Closing Stock	January	February	March	April	May
57		-WIP General Cartons	=C48*(1+C71)	=D48*(1+D71)	=E48*(1+E71)	=F48*(1	=G48*(1
58		-WIP Engineering	=C47*(1+C72)	=D47*(1+D72)	=E47*(1+E72)	=F47*(1	=G47*(1
59		-WIP Print	=C48*(1+C73)	=D48*(1+D73)	=E48*(1+E73)	=F48*(1	=G48*(1
60		-WIP Software	=C49*(1+C74)	=D49*(1+D74)	=E49*(1+E74)	=F49*(1	=G49*(1
61		-Board	=C50*(1+C75)	=D50*(1+D75)	=E50*(1+E75)	=F50*(1	=G50*(1
62		-Paper	=C51*(1+C76)	=D51*(1+D76)	=E51*(1+E76)	=F51*(1	=G51*(1
63		-Inks & Plates	=C52*(1+C77)	=D52*(1+D77)	=E52*(1+E77)	=F52*(1	=G52*(1
64		-Sundries	=C53*(1+C78)	=D53*(1+D78)	=E53*(1+E78)	=F53*(1	=G53*(1
65		Total Closing Stock	=SUM(C57:C64)	=SUM(D57:D64)	=SUM(E57:E64)	=SUM(F	=SUM(G
66							
67		STOCK DECREASE/ (INCREASE)	=C54-C65	=D54-D65	=E54-E65	=F54-F	=G54-G
68		STOCK AS % OF MONTHLY TURNOVER	=C65/C23	=D65/D23	=E65/E23	=F65/F2	=G65/G2
69		*INPUT % Difference from Budget*					
70		Closing Stock	January	February	March	April	May
71		-WIP General Cartons	0	0.01	0	0.02	0.01
72		-WIP Engineering	0	0	0	0	0
73		-WIP Print	0	0	0	0	0
74		-WIP Software	0	0	0	0	0
75		-Board	0	0	0	0	0
76		-Paper	0	0	0	0	0
77		-Inks & Plates	0	0	0	0	0
78		-Sundries	0	0	0	0	0
79		*Difference from Budget*	=C65-C515	=D65-D515	=E65-E515	=F65-F	=G65-G
80		Difference as a Percentage	=C65/C515-1	=D65/D515-1	=E65/E515-1	=F65/F5	=G65/G
81							
82		DIRECT MATERIALS	January	February	March	April	May
83		-Board - General	=C521*(1+C97)	=D521*(1+D97)	=E521*(1+E97)	=F521*(	=G521*
84		-Board - Engineering	=C522*(1+C98)	=D522*(1+D98)	=E522*(1+E98)	=F522*(	=G522*
85		-Paper	=C523*(1+C99)	=D523*(1+D99)	=E523*(1+E99)	=F523*(	=G523*
86		-Inks & Plates	=C524*(1+C100)	=D524*(1+D100)	=E524*(1+E100)	=F524*(	=G524*
87		-Data Duplicates	=C525*(1+C101)	=D525*(1+D101)	=E525*(1+E101)	=F525*(	=G525*
88		-Other Soft. Materials	=C526*(1+C102)	=D526*(1+D102)	=E526*(1+E102)	=F526*(	=G526*
89		-Outwork - General	=C527*(1+C103)	=D527*(1+D103)	=E527*(1+E103)	=F527*(	=G527*
90		-Outwork - Engineering	=C528*(1+C104)	=D528*(1+D104)	=E528*(1+E104)	=F528*(	=G528*
91		-Outwork - Print	=C529*(1+C105)	=D529*(1+D105)	=E529*(1+E105)	=F529*(	=G529*
92		-Outwork - Software	=C530*(1+C106)	=D530*(1+D106)	=E530*(1+E106)	=F530*(	=G530*
93		Direct Materials Total	=SUM(C83:C92)	=SUM(D83:D92)	=SUM(E83:E92)	=SUM(F	=SUM(G
94		% OF DIRECT COSTS	=C93/C141	=D93/D141	=E93/E141	=F93/F1	=G93/G1
95							
96		*INPUT % Difference from Budget*	January	February	March	April	May
97		-Board - General	0.14	0.14	0	-0.21	-0.21
98		-Board - Engineering	0	0	0	0	0
99		-Paper	0	0	0	0	0
100		-Inks & Plates	0	0	0	0	0
101		-Data Duplicates	0	0	0	0	0
102		-Other Soft. Materials	0	0	0	0	0
103		-Outwork - General	0.12	0.12	0	0.65	0.65
104		-Outwork - Engineering	0	0	0	0	0
105		-Outwork - Print	0	0	0	0	0
106		-Outwork - Software	0	0	0	0	0
107		*Difference from Budget*	=C93-C531	=D93-D531	=E93-E531	=F93-F	=G93-G
108		Difference as a Percentage	=C93/C531-1	=D93/D531-1	=E93/E531-1	=F93/F5	=G93/G
109							
110		DIRECT LABOUR	January	February	March	April	May
111		-Normal Time	=C535*(1+C115)	=D535*(1+D115)	=E535*(1+E115)	=F535*(	=G535*
112		-Overtime	=C536*(1+C116)	=D536*(1+D116)	=E536*(1+E116)	=F536*	=G536*
113		TOTAL	=C111+C112	=D111+D112	=E111+E112	=F111+	=G111+
114		% OF DIRECT COSTS	=C113/C141	=D113/D141	=E113/E141	=F113/F	=G113/G
115		-Normal Time	0	0	0	0	0
116		-Overtime	0	0	0	0	0
117		*Difference from Budget*	=C113-C537	=D113-D537	=E113-E537	=F113-	=G113-
118		Difference as a Percentage	=C113/C537-1	=D113/D537-1	=E113/E537-1	=F113/F	=G113/G
119							

Ratios
Direct Costs as a % of Total Costs
Overhead Costs as a % of Total Cos
Gross Profit as a % of Sales
Net Profit as a % of Sales
Overhead to Direct Labour
Direct Labour as a % of Total Cos

	H	I	J	K	L	M	N	O
1								
2								
3								
4								
5	=O141/O341							
6	=O340/O341							
7	=O145/O23							
8	=O345/O23							
9	=O340/O113							
10	=O113/O341							
11								
12								
13								
14								
15	June	July	August	Septembe	October	November	December	TOTALS
16	=H484*(1+H25)	=I484*(1	=J484*(1	=K484*(	=L484*(1+L25)	=M484*(1+M25)	=N484*(1+N25)	=SUM(C16:N16)
17	=H485*(1+H26)	=I485*(1	=J485*(1	=K485*(	=L485*(1+L26)	=M485*(1+M26)	=N485*(1+N26)	=SUM(C17:N17)
18	=H486*(1+H27)	=I486*(1	=J486*(1	=K486*(	=L486*(1+L27)	=M486*(1+M27)	=N486*(1+N27)	=SUM(C18:N18)
19	=H487*(1+H28)	=I487*(1	=J487*(1	=K487*(	=L487*(1+L28)	=M487*(1+M28)	=N487*(1+N28)	=SUM(C19:N19)
20	=H488*(1+H29)	=I488*(1	=J488*(1	=K488*(	=L488*(1+L29)	=M488*(1+M29)	=N488*(1+N29)	=SUM(C20:N20)
21	=H489*(1+H30)	=I489*(1	=J489*(1	=K489*(	=L489*(1+L30)	=M489*(1+M30)	=N489*(1+N30)	=SUM(C21:N21)
22								
23	=SUM(H16:H21)	=SUM(I	=SUM(J	=SUM(K	=SUM(L16:L21)	=SUM(M16:M21)	=SUM(N16:N21)	=SUM(C23:N23)
24								
25	-0.1	0	0	0	0	0	0	
26	0	0	0	0	0	0	0	
27	0	0	0	0	0	0	0	
28	0	0	0	0	0	0	0	
29	0	0	0	0	0	0	0	
30	0	0	0	0	0	0	0	
31								
32	June	July	August	Septembe	October	November	December	TOTALS
33	=H16-H484	=I16-I48	=J16-J48	=K16-K4	=L16-L484	=M16-M484	=N16-N484	=SUM(C33:N33)
34	=H17-H485	=I17-I48	=J17-J48	=K17-K4	=L17-L485	=M17-M485	=N17-N485	=SUM(C34:N34)
35	=H18-H486	=I18-I48	=J18-J48	=K18-K4	=L18-L486	=M18-M486	=N18-N486	=SUM(C35:N35)
36	=H19-H487	=I19-I48	=J19-J48	=K19-K4	=L19-L487	=M19-M487	=N19-N487	=SUM(C36:N36)
37	=H20-H488	=I20-I48	=J20-J48	=K20-K4	=L20-L488	=M20-M488	=N20-N488	=SUM(C37:N37)
38	=H21-H489	=I21-I48	=J21-J48	=K21-K4	=L21-L489	=M21-M489	=N21-N489	=SUM(C38:N38)
39								
40	=H23-H491	=I23-I4	=J23-J4	=K23-K	=L23-L491	=M23-M491	=N23-N491	=SUM(C40:N40)
41	=H23/H491-1	=I23/I49	=J23/J4	=K23/K4	=L23/L491-1	=M23/M491-1	=N23/N491-1	=O23/O491-1
42								
43								
44								
46	June	July	August	Septembe	October	November	December	
46	=G57	=H57	=I57	=J57	=K57	=L57	=M57	
47	=G58	=H58	=I58	=J58	=K58	=L58	=M58	
48	=G59	=H59	=I59	=J59	=K59	=L59	=M59	
49	=G60	=H60	=I60	=J60	=K60	=L60	=M60	
50	=G61	=H61	=I61	=J61	=K61	=L61	=M61	
51	=G62	=H62	=I62	=J62	=K62	=L62	=M62	
52	=G63	=H63	=I63	=J63	=K63	=L63	=M63	
53	=G64	=H64	=I64	=J64	=K64	=L64	=M64	
54	=SUM(H46:H53)	=SUM(I	=SUM(J	=SUM(K	=SUM(L46:L53)	=SUM(M46:M53)	=SUM(N46:N53)	
56								
56	June	July	August	Septembe	October	November	December	
57	=H46*(1+H71)	=I46*(1	=J46*(1	=K46*(1	=L46*(1+L71)	=M46*(1+M71)	=N46*(1+N71)	
58	=H47*(1+H72)	=I47*(1	=J47*(1	=K47*(1	=L47*(1+L72)	=M47*(1+M72)	=N47*(1+N72)	
59	=H48*(1+H73)	=I48*(1	=J48*(1	=K48*(1	=L48*(1+L73)	=M48*(1+M73)	=N48*(1+N73)	
60	=H49*(1+H74)	=I49*(1	=J49*(1	=K49*(1	=L49*(1+L74)	=M49*(1+M74)	=N49*(1+N74)	
61	=H50*(1+H75)	=I50*(1	=J50*(1	=K50*(1	=L50*(1+L75)	=M50*(1+M75)	=N50*(1+N75)	
62	=H51*(1+H76)	=I51*(1	=J51*(1	=K51*(1	=L51*(1+L76)	=M51*(1+M76)	=N51*(1+N76)	
63	=H52*(1+H77)	=I52*(1	=J52*(1	=K52*(1	=L52*(1+L77)	=M52*(1+M77)	=N52*(1+N77)	
64	=H53*(1+H78)	=I53*(1	=J53*(1	=K53*(1	=L53*(1+L78)	=M53*(1+M78)	=N53*(1+N78)	
65	=SUM(H57:H64)	=SUM(I	=SUM(J	=SUM(K	=SUM(L57:L64)	=SUM(M57:M64)	=SUM(N57:N64)	=N65
66								
67	=H54-H66	=I54-I6	=J54-J6	=K54-K	=L54-L66	=M54-M66	=N54-N66	=SUM(C67:N67)
68	=H65/H23	=I65/I23	=J65/J23	=K65/K2	=L65/L23	=M65/M23	=N65/N23	=AVERAGE(C68,D68,E68,F68,G68,H68,I68
69								
70	June	July	August	Septembe	October	November	December	TOTALS
71	0	0	0	0	0	0	0	
72	0	0	0	0	0	0	0	
73	0	0	0	0	0	0	0	
74	0	0	0	0	0	0	0	
75	0	0	0	0	0	0	0	
76	0	0	0	0	0	0	0	
77	0	0	0	0	0	0	0	
78	0	0	0	0	0	0	0	
79	=H66-H515	=I66-I5	=J66-J5	=K66-K	=L66-L515	=M66-M515	=N66-N515	=SUM(C79:N79)
80	=H65/H515-1	=I65/I51	=J65/J5	=K65/K5	=L65/L515-1	=M65/M515-1	=N65/N515-1	=O65/O515-1
81								
82	June	July	August	Septembe	October	November	December	TOTALS
83	=H521*(1+H97)	=I521*(1	=J521*(1	=K521*(	=L521*(1+L97)	=M521*(1+M97)	=N521*(1+N97)	=SUM(C83:N83)
84	=H522*(1+H98)	=I522*(1	=J522*(1	=K522*(	=L522*(1+L98)	=M522*(1+M98)	=N522*(1+N98)	=SUM(C84:N84)
85	=H523*(1+H99)	=I523*(1	=J523*(1	=K523*(	=L523*(1+L99)	=M523*(1+M99)	=N523*(1+N99)	=SUM(C85:N85)
86	=H524*(1+H100)	=I524*(1	=J524*(1	=K524*(	=L524*(1+L100)	=M524*(1+M100)	=N524*(1+N100)	=SUM(C86:N86)
87	=H525*(1+H101)	=I525*(1	=J525*(1	=K525*(	=L525*(1+L101)	=M525*(1+M101)	=N525*(1+N101)	=SUM(C87:N87)
88	=H526*(1+H102)	=I526*(1	=J526*(1	=K526*(	=L526*(1+L102)	=M526*(1+M102)	=N526*(1+N102)	=SUM(C88:N88)
89	=H527*(1+H103)	=I527*(1	=J527*(1	=K527*(	=L527*(1+L103)	=M527*(1+M103)	=N527*(1+N103)	=SUM(C89:N89)
90	=H528*(1+H104)	=I528*(1	=J528*(1	=K528*(	=L528*(1+L104)	=M528*(1+M104)	=N528*(1+N104)	=SUM(C90:N90)
91	=H529*(1+H105)	=I529*(1	=J529*(1	=K529*(	=L529*(1+L105)	=M529*(1+M105)	=N529*(1+N105)	=SUM(C91:N91)
92	=H530*(1+H106)	=I530*(1	=J530*(1	=K530*(	=L530*(1+L106)	=M530*(1+M106)	=N530*(1+N106)	=SUM(C92:N92)
93	=SUM(H83:H92)	=SUM(I	=SUM(J	=SUM(K	=SUM(L83:L92)	=SUM(M83:M92)	=SUM(N83:N92)	=SUM(C93:N93)
94	=H93/H141	=I93/I14	=J93/J14	=K93/K1	=L93/L141	=M93/M141	=N93/N141	=O93/O141
95								
96	June	July	August	Septembe	October	November	December	
97	0	0	0	0	0	0	0	
98	0	0	0	0	0	0	0	
99	0	0	0	0	0	0	0	
100	0	0	0	0	0	0	0	
101	0	0	0	0	0	0	0	
102	0	0	0	0	0	0	0	
103	0	0	0	0	0	0	0	
104	0	0	0	0	0	0	0	
105	0	0	0	0	0	0	0	
106	0	0	0	0	0	0	0	
107	=H93-H531	=I93-I5	=J93-J5	=K93-K	=L93-L531	=M93-M531	=N93-N531	=O93-O531
108	=H93/H531-1	=I93/I53	=J93/J5	=K93/K5	=L93/L531-1	=M93/M531-1	=N93/N531-1	=O93/O531-1
109								
110	June	July	August	Septembe	October	November	December	TOTALS
111	=H535*(1+H115)	=I535*(1	=J535*(1	=K535*(	=L535*(1+L115)	=M535*(1+M115)	=N535*(1+N115)	=SUM(C111:N111)
112	=H536*(1+H116)	=I536*(1	=J536*(1	=K536*(	=L536*(1+L116)	=M536*(1+M116)	=N536*(1+N116)	=SUM(C112:N112)
113	=H111+H112	=I111+I	=J111+J	=K111+	=L111+L112	=M111+M112	=N111+N112	=SUM(C113:N113)
114	=H113/H141	=I113/I1	=J113/J1	=K113/K	=L113/L141	=M113/M141	=N113/N141	=O113/O141
115	0	0	0	0	0	0	0	
116	0	0	0	0	0	0	0	
117	=H113-H537	=I113-I	=J113-J	=K113-	=L113-L537	=M113-M537	=N113-N537	=O113-O537
118	=H113/H537-1	=I113/I5	=J113/J5	=K113/K	=L113/L537-1	=M113/M537-1	=N113/N537-1	=O113/O537-1
119								

	A	B	C	D	E	F	G
120							
121		DISTRIBUTION VARIABLE COSTS	January	February	March	April	May
122		-Van Running Costs	=C541*(1+C130)	=D541*(1+D130)	=E541*(1+E130)	=F541*(	=G541*
123		-Freight Cartons	=C542*(1+C131)	=D542*(1+D131)	=E542*(1+E131)	=F542*(	=G542*
124		-Freight Print	=C543*(1+C132)	=D543*(1+D132)	=E543*(1+E132)	=F543*(	=G543*
125		-Freight Software	=C544*(1+C133)	=D544*(1+D133)	=E544*(1+E133)	=F544*(	=G544*
126		-Outside Storage	=C545*(1+C134)	=D545*(1+D134)	=E545*(1+E134)	=F545*	=G545*
127		-Packing Materials	=C546*(1+C135)	=D546*(1+D135)	=E546*(1+E135)	=F546*(	=G546*
128		-Sundry	=C547*(1+C136)	=D547*(1+D136)	=E547*(1+E136)	=F547*	=G547*
129		Total Distribution Variable Costs	=SUM(C122:C128)	=SUM(D122:D128)	=SUM(E122:E128)	=SUM(F	=SUM(G
130		-Van Running Costs	0	0	0	0	0
131		-Freight Cartons	0	0	0	0	0
132		-Freight Print	0	0	0	0	0
133		-Freight Software	0	0	0	0	0
134		-Outside Storage	0	0	0	0	0
135		-Packing Materials	0	0	0	0	0
136		-Sundry	0	0	0	0	0
137		*Difference from Budget*	=C129-C548	=D129-D548	=E129-E548	=F129-	=G129-
138		Difference as a Percentage	=C129/C548-1	=D129/D548-1	=E129/E548-1	=F129/F	=G129/
139							
140							
141	B	COST OF GOODS SOLD	=C67+C93+C113+C129	=D67+D93+D113+D12	=E67+E93+E113+E129	=F67+F	=G67-(
142		*Difference from Budget*	=C141-C550	=D141-D550	=E141-E550	=F141-	=G141-
143		Difference as a Percentage	=C141/C550-1	=D141/D550-1	=E141/E550-1	=F141/F	=G141/
144							
145	C	GROSS PROFIT(A-B=C)	=C23-C141	=D23-D141	=E23-E141	=F23-F	=G23-(
146	D	GROSS PROFIT as % of Sales>	=C145/C23	=D145/D23	=E145/E23	=F145/F	=G145/(
147		*Difference from Budget*	=C146-C552	=D146-D552	=E146-E552	=F145-	=G146-
148		Difference as a Percentage	=C145/C552-1	=D145/D552-1	=E145/E552-1	=F145/F	=G145/(
149							
150							
151		COMPANY OVERHEADS					
152		PRODUCTION DEPARTMENT					
153		Indirect Materials	January	February	March	April	May
154		-Electricity/Water/Gas	=C559*(1+C157)	=D559*(1+D157)	=E559*(1+E157)	=F559*(	=G559*(
155		-Consumables	=C560*(1+C158)	=D560*(1+D158)	=E560*(1+E158)	=F560*(	=G560*(
156		Total	=SUM(C154:C155)	=SUM(D154:D155)	=SUM(E154:E155)	=SUM(F	=SUM(G
157		-Electricity/Water/Gas	0	0	0	0	0
158		-Consumables	0	0	0	0	0
159		*Difference from Budget*	=C156-C561	=D156-D561	=E156-E561	=F156-	=G156-
160		Difference as a Percentage	=C156/C561-1	=D156/D561-1	=E156/E561-1	=F156/F	=G156/
161							
162							
163		Indirect Labour	January	February	March	April	May
164		-Inspection	=C564*(1+C170)	=D564*(1+D170)	=E564*(1+E170)	=F564*(	=G564*(
165		-Storekeeping	=C565*(1+C171)	=D565*(1+D171)	=E565*(1+E171)	=F565*(	=G565*(
166		-Maintenance Basic	=C566*(1+C172)	=D566*(1+D172)	=E566*(1+E172)	=F566*(	=G566*(
167		-Maintenance Overtime	=C567*(1+C173)	=D567*(1+D173)	=E567*(1+E173)	=F567*(	=G567*(
168							
169		Total	=SUM(C164:C168)	=SUM(D164:D168)	=SUM(E164:E168)	=SUM(F	=SUM(G
170		-Inspection	0	0	0	0	0
171		-Storekeeping	0	0	0	0	0
172		-Maintenance Basic	0	0	0	0	0
173		-Maintenance Overtime	0	0	0	0	0
174							
175		*Difference from Budget*	=C169-C569	=D169-D569	=E169-E569	=F169-	=G169-
176		Difference as a Percentage	=C169/C569-1	=D169/D569-1	=E169/E569-1	=F169/F	=G169/(
177							
178							
179		Standing Charges	January	February	March	April	May
180		-Rent & Rates/Insurance	=C572*(1+C187)	=D572*(1+D187)	=E572*(1+E187)	=F572*(	=G572*(
181		-Premises - Depn	=C573*(1+C188)	=D573*(1+D188)	=E573*(1+E188)	=F573*(	=G573*(
182		-Plant Lease - 3B	=C574*(1+C189)	=D574*(1+D189)	=E574*(1+E189)	=F574*(	=G574*(
183		-Plant Lease -Depn	=C575*(1+C190)	=D575*(1+D190)	=E575*(1+E190)	=F575*(	=G575*(
184							
185							
186		Total	=SUM(C180:C183)	=SUM(D180:D183)	=SUM(E180:E183)	=SUM(F	=SUM(G
187		-Rent & Rates/Insurance	0	0	0	0	0
188		-Premises - Depn	0	0	0	0	0
189		-Plant Lease - 3B	-1	-1	-1	-1	-1
190		-Plant Lease -Depn	0	0	0	0	0
191							
192							
193		*Difference from Budget*	=C186-C576	=D186-D576	=E186-E576	=F186-	=G186-
194		Difference as a Percentage	=C186/C576-1	=D186/D576-1	=E186/E576-1	=F186/F	=G186/(
195							
196							
197		Other Charges	January	February	March	April	May
198		-Management Salaries	=C581*(1+C210)	=D581*(1+D210)	=E581*(1+E210)	=F581*(	=G581*(
199		-Pension & GLS	=C582*(1+C211)	=D582*(1+D211)	=E582*(1+E211)	=F582*(	=G582*(
200		-Managers Bonus	=C583*(1+C212)	=D583*(1+D212)	=E583*(1+E212)	=F583*(	=G583*(
201		-Repairs & Renewals	=C584*(1+C213)	=D584*(1+D213)	=E584*(1+E213)	=F584*(	=G584*(
202		-Training	=C585*(1+C214)	=D585*(1+D214)	=E585*(1+E214)	=F585*(	=G585*(
203		-Welfare/Cleaning/Canteen	=C586*(1+C215)	=D586*(1+D215)	=E586*(1+E215)	=F586*(	=G586*(
204		-Claims Lost Time	=C587*(1+C216)	=D587*(1+D216)	=E587*(1+E216)	=F587*(	=G587*(
205		-Car Expenses	=C588*(1+C217)	=D588*(1+D217)	=E588*(1+E217)	=F588*(	=G588*(
206		-Travel	=C589*(1+C218)	=D589*(1+D218)	=E589*(1+E218)	=F589*(	=G589*(
207		-Contract Car Hire	=C590*(1+C219)	=D590*(1+D219)	=E590*(1+E219)	=F590*(	=G590*(
208		-Sundries	=C591*(1+C220)	=D591*(1+D220)	=E591*(1+E220)	=F591*(	=G591*(
209		Total	=SUM(C198:C208)	=SUM(D198:D208)	=SUM(E198:E208)	=SUM(F	=SUM(G
210		-Management Salaries	0	0	0	0	0
211		-Pension & GLS	0	0	0	0	0
212		-Managers Bonus	0	0	0	0	0
213		-Repairs & Renewals	0	0	0	0	0
214		-Training	0	0	0	0	0
215		-Welfare/Cleaning/Canteen	0	0	0	0	0
216		-Claims Lost Time	0	0	0	0	0
217		-Car Expenses	0	0	0	0	0
218		-Travel	0	0	0	0	0
219		-Contract Car Hire	0	0	0	0	0
220		-Sundries	0	0	0	0	0
221		*Difference from Budget*	=C209-C592	=D209-D592	=E209-E592	=F209-	=G209-
222		Difference as a Percentage	=C209/C592-1	=D209/D592-1	=E209/E592-1	=F209/F	=G209/(
223							
224							
225		TOTAL PRODUCTION DEPT	=C156+C169+C186+C209	=D156+D169+D186+D	=E156+E169+E186+E209	=F156+	=G156+
226		%OF TOTAL OVERHEADS	=C225/C340	=D225/D340	=E225/E340	=F225/F	=G225/(
227		*Difference from Budget*	=C226-C594	=D226-D594	=E226-E594	=F226-	=G226-
228		Difference as a Percentage	=C225/C594-1	=D225/D594-1	=E225/E594-1	=F225/F	=G225/(
229							

	H	I	J	K	L	M	N	O
120								
121	June	July	August	Septembe	October	November	December	TOTALS
122	=H541*(1+H130)	=I541*(1	=J541*(1	=K541*(1	=L541*(1+L130)	=M541*(1+M130)	=N541*(1+N130)	=SUM(C122:N122)
123	=H542*(1+H131)	=I542*(1	=J542*(1	=K542*(1	=L542*(1+L131)	=M542*(1+M131)	=N542*(1+N131)	=SUM(C123:N123)
124	=H543*(1+H132)	=I543*(1	=J543*(1	=K543*(1	=L543*(1+L132)	=M543*(1+M132)	=N543*(1+N132)	=SUM(C124:N124)
125	=H544*(1+H133)	=I544*(1	=J544*(1	=K544*(1	=L544*(1+L133)	=M544*(1+M133)	=N544*(1+N133)	=SUM(C125:N125)
126	=H545*(1+H134)	=I545*(1	=J545*(1	=K545*(1	=L545*(1+L134)	=M545*(1+M134)	=N545*(1+N134)	=SUM(C126:N126)
127	=H546*(1+H135)	=I546*(1	=J546*(1	=K546*(1	=L546*(1+L135)	=M546*(1+M135)	=N546*(1+N135)	=SUM(C127:N127)
128	=H547*(1+H136)	=I547*(1	=J547*(1	=K547*(1	=L547*(1+L136)	=M547*(1+M136)	=N547*(1+N136)	=SUM(C128:N128)
129	=SUM(H122:H128)	=SUM(I	=SUM(J	=SUM(K	=SUM(L122:L128)	=SUM(M122:M128)	=SUM(N122:N128)	=SUM(C129:N129)
130	0	0	0	0	0	0	0	
131	0	0	0	0	0	0	0	
132	0	0	0	0	0	0	0	
133	0	0	0	0	0	0	0	
134	0	0	0	0	0	0	0	
135	0	0	0	0	0	0	0	
136	0	0	0	0	0	0	0	
137	=H129-H548	=I129-I	=J129-J	=K129-	=L129-L548	=M129-M548	=N129-N548	=O129-O548
138	=H129/H548-1	=I129/I5	=J129/J5	=K129/K	=L129/L548-1	=M129/M548-1	=N129/N548-1	=O129/O548-1
139								
140								
141	=H67+H93+H113+H129	=I67+I9	=J67+J	=K67+K	=L67+L93+L113+L12	=M67+M93+M113+M	=N67+N93+N113+N1	=O67+O93+O113+O129
142	=H141-H550	=I141-I	=J141-J	=K141-	=L141-L550	=M141-M550	=N141-N550	=O141-O550
143	=H141/H550-1	=I141/I5	=J141/J5	=K141/K	=L141/L550-1	=M141/M550-1	=N141/N550-1	=O141/O550-1
144								
145	=H23-H141	=I23-I1	=J23-J1	=K23-K	=L23-L141	=M23-M141	=N23-N141	=O23-O141
146	=H145/H23	=I145/I2	=J145/J2	=K145/K	=L145/L23	=M145/M23	=N145/N23	=O145/O23
147	=H145-H552	=I145-I	=J145-J	=K145-	=L145-L552	=M145-M552	=N145-N552	=O145-O552
148	=H145/H552-1	=I145/I5	=J145/J5	=K145/K	=L145/L552-1	=M145/M552-1	=N145/N552-1	=O145/O552-1
149								
150								
151								
152								
153	June	July	August	Septembe	October	November	December	TOTALS
154	=H559*(1+H157)	=I559*(1	=J559*(1	=K559*(1	=L559*(1+L157)	=M559*(1+M157)	=N559*(1+N157)	=SUM(C154:N154)
155	=H560*(1+H158)	=I560*(1	=J560*(1	=K560*(1	=L560*(1+L158)	=M560*(1+M158)	=N560*(1+N158)	=SUM(C155:N155)
156	=SUM(H154:H155)	=SUM(I	=SUM(J	=SUM(K	=SUM(L154:L155)	=SUM(M154:M155)	=SUM(N154:N155)	=SUM(C156:N156)
157	0	0	0	0	0	0	0	
158	0	0	0	0	0	0	0	
159	=H156-H561	=I156-I	=J156-J	=K156-	=L156-L561	=M156-M561	=N156-N561	=O156-O561
160	=H156/H561-1	=I156/I5	=J156/J5	=K156/K	=L156/L561-1	=M156/M561-1	=N156/N561-1	=O156/O561-1
161								
162								
163	June	July	August	Septembe	October	November	December	TOTALS
164	=H564*(1+H170)	=I564*(1	=J564*(1	=K564*(1	=L564*(1+L170)	=M564*(1+M170)	=N564*(1+N170)	=SUM(C164:N164)
165	=H565*(1+H171)	=I565*(1	=J565*(1	=K565*(1	=L565*(1+L171)	=M565*(1+M171)	=N565*(1+N171)	=SUM(C165:N165)
166	=H566*(1+H172)	=I566*(1	=J566*(1	=K566*(1	=L566*(1+L172)	=M566*(1+M172)	=N566*(1+N172)	=SUM(C166:N166)
167	=H567*(1+H173)	=I567*(1	=J567*(1	=K567*(1	=L567*(1+L173)	=M567*(1+M173)	=N567*(1+N173)	=SUM(C167:N167)
168								=SUM(C168:N168)
169	=SUM(H164:H168)	=SUM(I	=SUM(J	=SUM(K	=SUM(L164:L168)	=SUM(M164:M168)	=SUM(N164:N168)	=SUM(C169:N169)
170	0	0	0	0	0	0	0	
171	0	0	0	0	0	0	0	
172	0	0	0	0	0	0	0	
173	0	0	0	0	0	0	0	
174								
175	=H169-H569	=I169-I	=J169-J	=K169-	=L169-L569	=M169-M569	=N169-N569	=O169-O569
176	=H169/H569-1	=I169/I5	=J169/J5	=K169/K	=L169/L569-1	=M169/M569-1	=N169/N569-1	=O169/O569-1
177								
178								
179	June	July	August	Septembe	October	November	December	TOTALS
180	=H572*(1+H187)	=I572*(1	=J572*(1	=K572*(1	=L572*(1+L187)	=M572*(1+M187)	=N572*(1+N187)	=SUM(C180:N180)
181	=H573*(1+H188)	=I573*(1	=J573*(1	=K573*(1	=L573*(1+L188)	=M573*(1+M188)	=N573*(1+N188)	=SUM(C181:N181)
182	=H574*(1+H189)	=I574*(1	=J574*(1	=K574*(1	=L574*(1+L189)	=M574*(1+M189)	=N574*(1+N189)	=SUM(C182:N182)
183	=H575*(1+H190)	=I575*(1	=J575*(1	=K575*(1	=L575*(1+L190)	=M575*(1+M190)	=N575*(1+N190)	=SUM(C183:N183)
184								
185								
186	=SUM(H180:H183)	=SUM(I	=SUM(J	=SUM(K	=SUM(L180:L183)	=SUM(M180:M183)	=SUM(N180:N183)	=SUM(C186:N186)
187	0	0	0	0	0	0	0	
188	0	0	0	0	0	0	0	
189	-1	-1	-1	-1	-1	-1	-1	
190	0	0	0	0	0	0	0	
191								
192								
193	=H186-H578	=I186-I	=J186-J	=K186-	=L186-L578	=M186-M578	=N186-N578	=O186-O578
194	=H186/H578-1	=I186/I5	=J186/J5	=K186/K	=L186/L578-1	=M186/M578-1	=N186/N578-1	=O186/O578-1
195								
196								
197	June	July	August	Septembe	October	November	December	TOTALS
198	=H581*(1+H210)	=I581*(1	=J581*(1	=K581*(1	=L581*(1+L210)	=M581*(1+M210)	=N581*(1+N210)	=SUM(C198:N198)
199	=H582*(1+H211)	=I582*(1	=J582*(1	=K582*(1	=L582*(1+L211)	=M582*(1+M211)	=N582*(1+N211)	=SUM(C199:N199)
200	=H583*(1+H212)	=I583*(1	=J583*(1	=K583*(1	=L583*(1+L212)	=M583*(1+M212)	=N583*(1+N212)	=SUM(C200:N200)
201	=H584*(1+H213)	=I584*(1	=J584*(1	=K584*(1	=L584*(1+L213)	=M584*(1+M213)	=N584*(1+N213)	=SUM(C201:N201)
202	=H585*(1+H214)	=I585*(1	=J585*(1	=K585*(1	=L585*(1+L214)	=M585*(1+M214)	=N585*(1+N214)	=SUM(C202:N202)
203	=H586*(1+H215)	=I586*(1	=J586*(1	=K586*(1	=L586*(1+L215)	=M586*(1+M215)	=N586*(1+N215)	=SUM(C203:N203)
204	=H587*(1+H216)	=I587*(1	=J587*(1	=K587*(1	=L587*(1+L216)	=M587*(1+M216)	=N587*(1+N216)	=SUM(C204:N204)
205	=H588*(1+H217)	=I588*(1	=J588*(1	=K588*(1	=L588*(1+L217)	=M588*(1+M217)	=N588*(1+N217)	=SUM(C205:N205)
206	=H589*(1+H218)	=I589*(1	=J589*(1	=K589*(1	=L589*(1+L218)	=M589*(1+M218)	=N589*(1+N218)	=SUM(C206:N206)
207	=H590*(1+H219)	=I590*(1	=J590*(1	=K590*(1	=L590*(1+L219)	=M590*(1+M219)	=N590*(1+N219)	=SUM(C207:N207)
208	=H591*(1+H220)	=I591*(1	=J591*(1	=K591*(1	=L591*(1+L220)	=M591*(1+M220)	=N591*(1+N220)	=SUM(C208:N208)
209	=SUM(H198:H208)	=SUM(I	=SUM(J	=SUM(K	=SUM(L198:L208)	=SUM(M198:M208)	=SUM(N198:N208)	=SUM(O198:O208)
210	0	0	0	0	0	0	0	
211	0	0	0	0	0	0	0	
212	0	0	0	0	0	0	0	
213	0	0	0	0	0	0	0	
214	0	0	0	0	0	0	0	
215	0	0	0	0	0	0	0	
216	0	0	0	0	0	0	0	
217	0	0	0	0	0	0	0	
218	0	0	0	0	0	0	0	
219	0	0	0	0	0	0	0	
220	0	0	0	0	0	0	0	
221	=H209-H592	=I209-I	=J209-J	=K209-	=L209-L592	=M209-M592	=N209-N592	=O209-O592
222	=H209/H592-1	=I209/I5	=J209/J5	=K209/K	=L209/L592-1	=M209/M592-1	=N209/N592-1	=O209/O592-1
223								
224								
225	=H156+H169+H186+H2	=I156+I	=J156+J	=K156+	=L156+L169+L186+L	=M156+M169+M186+	=N156+N169+N186+	=O156+O169+O186+O209
226	=H225/H340	=I225/I5	=J225/J5	=K225/K	=L225/L340	=M225/M340	=N225/N340	=O225/O340
227	=H225-H594	=I225-I	=J225-J	=K225-	=L225-L594	=M225-M594	=N225-N594	=O225-O594
228	=H225/H594-1	=I225/I5	=J225/J5	=K225/K	=L225/L594-1	=M225/M594-1	=N225/N594-1	=O225/O594-1
229								

	A	B	C	D	E	F	G
230							
231		SALES DEPARTMENT	January	February	March	April	May
232		-External Sales Salaries	=C598*(1+C244)	=D598*(1+D244)	=E598*(1+E244)	=F598*(1	=G598*
233		-Internal Support Salaries	=C599*(1+C245)	=D599*(1+D245)	=E599*(1+E245)	=F599*(1	=G599*
234		-Pension & GLS	=C600*(1+C246)	=D600*(1+D246)	=E600*(1+E246)	=F600*(1	=G600*
235		-Bonus	=C601*(1+C247)	=D601*(1+D247)	=E601*(1+E247)	=F601*(1	=G601*
236		-Travel & Entertaining	=C602*(1+C248)	=D602*(1+D248)	=E602*(1+E248)	=F602*(1	=G602*
237		-Car Expenses	=C603*(1+C249)	=D603*(1+D249)	=E603*(1+E249)	=F603*(1	=G603*
238		-Contract Car Hire	=C604*(1+C250)	=D604*(1+D250)	=E604*(1+E250)	=F604*(1	=G604*
239		-Bad Debt Charge	=C605*(1+C251)	=D605*(1+D251)	=E605*(1+E251)	=F605*(1	=G605*
240		-Staff Adverts	=C606*(1+C252)	=D606*(1+D252)	=E606*(1+E252)	=F606*(1	=G606*
241		-Sundry	=C607*(1+C253)	=D607*(1+D253)	=E607*(1+E253)	=F607*(1	=G607*
242		Total Sales Department	=SUM(C232:C241)	=SUM(D232:D241)	=SUM(E232:E241)	=SUM(F	=SUM(G
243		%OF TOTAL OVERHEADS	=C242/C340	=D242/D340	=E242/E340	=F242/F	=G242/G
244		-External Sales Salaries	0	0	0	0	0
245		-Internal Support Salaries	0	0	0	0	0
246		-Pension & GLS	0	0	0	0	0
247		-Bonus	0	0	0	0	0
248		-Travel & Entertaining	0	0	0	0	0
249		-Car Expenses	0	0	0	0	0
250		-Contract Car Hire	0	0	0	0	0
251		-Bad Debt Charge	0	0	0	0	0
252		-Staff Adverts	0	0	0	0	0
253		-Sundry	0	0	0	0	0
254		*Difference from Budget*	=C242-C608	=D242-D608	=E242-E608	=F242-	=G242-
255		Difference as a Percentage	=C242/C608-1	=D242/D608-1	=E242/E608-1	=F242/F	=G242/G
256							
257							
258		DISTRIBUTION FIXED COSTS	January	February	March	April	May
259		-Salaries & NI	=C612*(1+C268)	=D612*(1+D268)	=E612*(1+E268)	=F612*(1	=G612*
260		-Pensions & GLS	=C613*(1+C269)	=D613*(1+D269)	=E613*(1+E269)	=F613*(1	=G613*
261		-Managers Bonus	=C614*(1+C270)	=D614*(1+D270)	=E614*(1+E270)	=F614*(1	=G614*
262		-Depn.Metal Baskets	=C615*(1+C271)	=D615*(1+D271)	=E615*(1+E271)	=F615*(1	=G615*
263		-Fork Lift Truck Exps	=C616*(1+C272)	=D616*(1+D272)	=E616*(1+E272)	=F616*(1	=G616*
264		-Van Repairs & Maintainance	=C617*(1+C273)	=D617*(1+D273)	=E617*(1+E273)	=F617*(1	=G617*
265		-Contract Van Hire	=C618*(1+C274)	=D618*(1+D274)	=E618*(1+E274)	=F618*(1	=G618*
266		Total Distribution Fixed Costs	=SUM(C259:C265)	=SUM(D259:D265)	=SUM(E259:E265)	=SUM(F	=SUM(G
267		%OF TOTAL OVERHEADS	=C266/C340	=D266/D340	=E266/E340	=F266/F	=G266/G
268		-Salaries & NI	0	0	0	0	0
269		-Pensions & GLS	0	0	0	0	0
270		-Managers Bonus	0	0	0	0	0
271		-Depn.Metal Baskets	0	0	0	0	0
272		-Fork Lift Truck Exps	0	0	0	0	0
273		-Van Repairs & Maintainance	0	0	0	0	0
274		-Contract Van Hire	0	0	0	0	0
275		*Difference from Budget*	=C266-C619	=D266-D619	=E266-E619	=F266-	=G266-
276		Difference as a Percentage	=C266/C619-1	=D266/D619-1	=E266/E619-1	=F266/F	=G266/G
277							
278							
279		ADMINISTRATION	January	February	March	April	May
280		-Salaries	=C623*(1+C295)	=D623*(1+D295)	=E623*(1+E295)	=F623*(1	=G623*
281		-Pension & GLS	=C624*(1+C296)	=D624*(1+D296)	=E624*(1+E296)	=F624*(1	=G624*
282		-Bonus	=C625*(1+C297)	=D625*(1+D297)	=E625*(1+E297)	=F625*(1	=G625*
283		-Telephone	=C626*(1+C298)	=D626*(1+D298)	=E626*(1+E298)	=F626*(1	=G626*
284		-Print/Post/Stationary	=C627*(1+C299)	=D627*(1+D299)	=E627*(1+E299)	=F627*(1	=G627*
285		-Bank Charges	=C628*(1+C300)	=D628*(1+D300)	=E628*(1+E300)	=F628*(1	=G628*
286		-Travel	=C629*(1+C301)	=D629*(1+D301)	=E629*(1+E301)	=F629*(1	=G629*
287		-Contract Car Hire	=C630*(1+C302)	=D630*(1+D302)	=E630*(1+E302)	=F630*(1	=G630*
288		-F & F Depreciation	=C631*(1+C303)	=D631*(1+D303)	=E631*(1+E303)	=F631*(1	=G631*
289		-Professional Fees	=C632*(1+C304)	=D632*(1+D304)	=E632*(1+E304)	=F632*(1	=G632*
290		-Subscriptions	=C633*(1+C305)	=D633*(1+D305)	=E633*(1+E305)	=F633*(1	=G633*
291		-Car Expenses	=C634*(1+C306)	=D634*(1+D306)	=E634*(1+E306)	=F634*(1	=G634*
292		-Sundry & Entertaining	=C635*(1+C307)	=D635*(1+D307)	=E635*(1+E307)	=F635*(1	=G635*
293		TOTAL ADMINISTRATION COSTS	=SUM(C280:C292)	=SUM(D280:D292)	=SUM(E280:E292)	=SUM(F	=SUM(G
294		%OF TOTAL OVERHEADS	=C293/C340	=D293/D340	=E293/E340	=F293/F	=G293/G
295		-Salaries	0	0	0	0	0
296		-Pension & GLS	0	0	0	0	0
297		-Bonus	0	0	0	0	0
298		-Telephone	0	0	0	0	0
299		-Print/Post/Stationary	0	0	0	0	0
300		-Bank Charges	0	0	0	0	0
301		-Travel	0	0	0	0	0
302		-Contract Car Hire	0	0	0	0	0
303		-F & F Depreciation	0	0	0	0	0
304		-Professional Fees	0	0	0	0	0
305		-Subscriptions	0	0	0	0	0
306		-Car Expenses	0	0	0	0	0
307		-Sundry & Entertaining	0	0	0	0	0
308		*Difference from Budget*	=C293-C636	=D293-D636	=E293-E636	=F293-	=G293-
309		Difference as a Percentage	=C293/C636-1	=D293/D636-1	=E293/E636-1	=F293/F	=G293/G
310							
311							
312		FINANCE DEPARTMENT	January	February	March	April	May
313		-Salaries	=C640*(1+C326)	=D640*(1+D326)	=E640*(1+E326)	=F640*(1	=G640*
314		-Directors Bonus	=C641*(1+C327)	=D641*(1+D327)	=E641*(1+E327)	=F641*(1	=G641*
315		-Pension & GLS	=C642*(1+C328)	=D642*(1+D328)	=E642*(1+E328)	=F642*(1	=G642*
316		-Managers Bonus	=C643*(1+C329)	=D643*(1+D329)	=E643*(1+E329)	=F643*(1	=G643*
317		-Audit	=C644*(1+C330)	=D644*(1+D330)	=E644*(1+E330)	=F644*(1	=G644*
318		-Accounts	=C645*(1+C331)	=D645*(1+D331)	=E645*(1+E331)	=F645*(1	=G645*
319		-Old Comm	=C646*(1+C332)	=D646*(1+D332)	=E646*(1+E332)	=F646*(1	=G646*
320		-Staff Adverts	=C647*(1+C333)	=D647*(1+D333)	=E647*(1+E333)	=F647*(1	=G647*
321		-Computer Costs	=C648*(1+C334)	=D648*(1+D334)	=E648*(1+E334)	=F648*(1	=G648*
322		-Car Expenses	=C649*(1+C335)	=D649*(1+D335)	=E649*(1+E335)	=F649*(1	=G649*
323		-Contract Car Hire	=C650*(1+C336)	=D650*(1+D336)	=E650*(1+E336)	=F650*(1	=G650*
324		TOTAL FINANCE DEPARTMENT	=SUM(C313:C323)	=SUM(D313:D323)	=SUM(E313:E323)	=SUM(F	=SUM(G
325		%OF TOTAL OVERHEADS	=C324/C340	=D324/D340	=E324/E340	=F324/F	=G324/G
326		-Salaries	0	0	0	0	0
327		-Directors Bonus	0	0	0	0	0
328		-Pension & GLS	0	0	0	0	0
329		-Managers Bonus	0	0	0	0	0
330		-Audit	0	0	0	0	0
331		-Accounts	0	0	0	0	0
332		-Old Comm	0	0	0	0	0
333		-Staff Adverts	0	0	0	0	0
334		-Computer Costs	0	0	0	0	0
335		-Car Expenses	0	0	0	0	0
336		-Contract Car Hire	0	0	0	0	0
337		*Difference from Budget*	=C324-C651	=D324-D651	=E324-E651	=F324-	=G324-
338		Difference as a Percentage	=C324/C651-1	=D324/D651-1	=E324/E651-1	=F324/F	=G324/G
339							
340	E	TOTAL OVERHEADS	=C225+C242+C266+C293+C324	=D225+D242+D266+D	=E225+E242+E266+E293	=F225+	=G225+
341		Total Direct Costs + Overheads	=C141+C340	=D141+D340	=E141+E340	=F141+	=G141+
342		*Overheads Difference from Budget*	=C340-C654	=D340-D654	=E340-E654	=F340-	=G340-
343		Difference as a Percentage	=C340/C654-1	=D340/D654-1	=E340/E654-1	=F340/F	=G340/G
344							
345	F	NET TRADING PROFIT	=C145-C340	=D145-D340	=E145-E340	=F145-	=G145-
346		*Difference from Budget*	=C345-C657	=D345-D657	=E345-E657	=F345-	=G345-
347		Difference as a Percentage	=C345/C657-1	=D345/D657-1	=E345/E657-1	=F345/F	=G345/G
348							

	H	I	J	K	L	M	N	O
230								
231	June	July	August	Septembe	October	November	December	TOTALS
232	=H598*(1+H244)	=I598*(1	=J598*(1	=K598*(1	=L598*(1+L244)	=M598*(1+M244)	=N598*(1+N244)	=SUM(C232:N232)
233	=H599*(1+H245)	=I599*(1	=J599*(1	=K599*(1	=L599*(1+L245)	=M599*(1+M245)	=N599*(1+N245)	=SUM(C233:N233)
234	=H600*(1+H246)	=I600*(1	=J600*(1	=K600*(1	=L600*(1+L246)	=M600*(1+M246)	=N600*(1+N246)	=SUM(C234:N234)
235	=H601*(1+H247)	=I601*(1	=J601*(1	=K601*(1	=L601*(1+L247)	=M601*(1+M247)	=N601*(1+N247)	=SUM(C235:N235)
236	=H602*(1+H248)	=I602*(1	=J602*(1	=K602*(1	=L602*(1+L248)	=M602*(1+M248)	=N602*(1+N248)	=SUM(C236:N236)
237	=H603*(1+H249)	=I603*(1	=J603*(1	=K603*(1	=L603*(1+L249)	=M603*(1+M249)	=N603*(1+N249)	=SUM(C237:N237)
238	=H604*(1+H250)	=I604*(1	=J604*(1	=K604*(1	=L604*(1+L250)	=M604*(1+M250)	=N604*(1+N250)	=SUM(C238:N238)
239	=H605*(1+H251)	=I605*(1	=J605*(1	=K605*(1	=L605*(1+L251)	=M605*(1+M251)	=N605*(1+N251)	=SUM(C239:N239)
240	=H606*(1+H252)	=I606*(1	=J606*(1	=K606*(1	=L606*(1+L252)	=M606*(1+M252)	=N606*(1+N252)	=SUM(C240:N240)
241	=H607*(1+H253)	=I607*(1	=J607*(1	=K607*(1	=L607*(1+L253)	=M607*(1+M253)	=N607*(1+N253)	=SUM(C241:N241)
242	=SUM(H232:H241)	=SUM(I2	=SUM(J	=SUM(K	=SUM(L232:L241)	=SUM(M232:M241)	=SUM(N232:N241)	=SUM(C242:N242)
243	=H242/H340	=I242/I3	=J242/J3	=K242/K	=L242/L340	=M242/M340	=N242/N340	=O242/O340
244	0	0	0	0	0	0	0	
245	0	0	0	0	0	0	0	
246	0	0	0	0	0	0	0	
247	0	0	0	0	0	0	0	
248	0	0	0	0	0	0	0	
249	0	0	0	0	0	0	0	
250	0	0	0	0	0	0	0	
251	0	0	0	0	0	0	0	
252	0	0	0	0	0	0	0	
253	0	0	0	0	0	0	0	
254	=H242-H608	=I242-I	=J242-J	=K242-K	=L242-L608	=M242-M608	=N242-N608	=O242-O608
255	=H242/H608-1	=I242/I6	=J242/J6	=K242/K	=L242/L608-1	=M242/M608-1	=N242/N608-1	=O242/O608-1
256								
257								
258	June	July	August	Septembe	October	November	December	TOTALS
259	=H612*(1+H268)	=I612*(1	=J612*(1	=K612*(1	=L612*(1+L268)	=M612*(1+M268)	=N612*(1+N268)	=SUM(C259:N259)
260	=H613*(1+H269)	=I613*(1	=J613*(1	=K613*(1	=L613*(1+L269)	=M613*(1+M269)	=N613*(1+N269)	=SUM(C260:N260)
261	=H614*(1+H270)	=I614*(1	=J614*(1	=K614*(1	=L614*(1+L270)	=M614*(1+M270)	=N614*(1+N270)	=SUM(C261:N261)
262	=H615*(1+H271)	=I615*(1	=J615*(1	=K615*(1	=L615*(1+L271)	=M615*(1+M271)	=N615*(1+N271)	=SUM(C262:N262)
263	=H616*(1+H272)	=I616*(1	=J616*(1	=K616*(1	=L616*(1+L272)	=M616*(1+M272)	=N616*(1+N272)	=SUM(C263:N263)
264	=H617*(1+H273)	=I617*(1	=J617*(1	=K617*(1	=L617*(1+L273)	=M617*(1+M273)	=N617*(1+N273)	=SUM(C264:N264)
265	=H618*(1+H274)	=I618*(1	=J618*(1	=K618*(1	=L618*(1+L274)	=M618*(1+M274)	=N618*(1+N274)	=SUM(C265:N265)
266	=SUM(H259:H265)	=SUM(I	=SUM(J	=SUM(K	=SUM(L259:L265)	=SUM(M259:M265)	=SUM(N259:N265)	=SUM(C266:N266)
267	=H266/H340	=I266/I3	=J266/J3	=K266/K	=L266/L340	=M266/M340	=N266/N340	=O266/O340
268	0	0	0	0	0	0	0	
269	0	0	0	0	0	0	0	
270	0	0	0	0	0	0	0	
271	0	0	0	0	0	0	0	
272	0	0	0	0	0	0	0	
273	0	0	0	0	0	0	0	
274	0	0	0	0	0	0	0	
275	=H266-H619	=I266-I	=J266-J	=K266-K	=L266-L619	=M266-M619	=N266-N619	=O266-O619
276	=H266/H619-1	=I266/I6	=J266/J6	=K266/K	=L266/L619-1	=M266/M619-1	=N266/N619-1	=O266/O619-1
277								
278								
279	June	July	August	Septembe	October	November	December	TOTALS
280	=I623*(1+H295)	=I623*(1	=J623*(1	=K623*(1	=L623*(1+L295)	=M623*(1+M295)	=N623*(1+N295)	=SUM(C280:N280)
281	=H624*(1+H296)	=I624*(1	=J624*(1	=K624*(1	=L624*(1+L296)	=M624*(1+M296)	=N624*(1+N296)	=SUM(C281:N281)
282	=H625*(1+H297)	=I625*(1	=J625*(1	=K625*(1	=L625*(1+L297)	=M625*(1+M297)	=N625*(1+N297)	=SUM(C282:N282)
283	=H626*(1+H298)	=I626*(1	=J626*(1	=K626*(1	=L626*(1+L298)	=M626*(1+M298)	=N626*(1+N298)	=SUM(C283:N283)
284	=H627*(1+H299)	=I627*(1	=J627*(1	=K627*(1	=L627*(1+L299)	=M627*(1+M299)	=N627*(1+N299)	=SUM(C284:N284)
285	=H628*(1+H300)	=I628*(1	=J628*(1	=K628*(1	=L628*(1+L300)	=M628*(1+M300)	=N628*(1+N300)	=SUM(C285:N285)
286	=H629*(1+H301)	=I629*(1	=J629*(1	=K629*(1	=L629*(1+L301)	=M629*(1+M301)	=N629*(1+N301)	=SUM(C286:N286)
287	=H630*(1+H302)	=I630*(1	=J630*(1	=K630*(1	=L630*(1+L302)	=M630*(1+M302)	=N630*(1+N302)	=SUM(C287:N287)
288	=H631*(1+H303)	=I631*(1	=J631*(1	=K631*(1	=L631*(1+L303)	=M631*(1+M303)	=N631*(1+N303)	=SUM(C288:N288)
289	=H632*(1+H304)	=I632*(1	=J632*(1	=K632*(1	=L632*(1+L304)	=M632*(1+M304)	=N632*(1+N304)	=SUM(C289:N289)
290	=H633*(1+H305)	=I633*(1	=J633*(1	=K633*(1	=L633*(1+L305)	=M633*(1+M305)	=N633*(1+N305)	=SUM(C290:N290)
291	=H634*(1+H306)	=I634*(1	=J634*(1	=K634*(1	=L634*(1+L306)	=M634*(1+M306)	=N634*(1+N306)	=SUM(C291:N291)
292	=H635*(1+H307)	=I635*(1	=J635*(1	=K635*(1	=L635*(1+L307)	=M635*(1+M307)	=N635*(1+N307)	=SUM(C292:N292)
293	=SUM(H280:H292)	=SUM(I	=SUM(J	=SUM(K	=SUM(L280:L292)	=SUM(M280:M292)	=SUM(N280:N292)	=SUM(C293:N293)
294	=H293/H340	=I293/I3	=J293/J3	=K293/K	=L293/L340	=M293/M340	=N293/N340	=O293/O340
295	0	0	0	0	0	0	0	
296	0	0	0	0	0	0	0	
297	0	0	0	0	0	0	0	
298	0	0	0	0	0	0	0	
299	0	0	0	0	0	0	0	
300	0	0	0	0	0	0	0	
301	0	0	0	0	0	0	0	
302	0	0	0	0	0	0	0	
303	0	0	0	0	0	0	0	
304	0	0	0	0	0	0	0	
305	0	0	0	0	0	0	0	
306	0	0	0	0	0	0	0	
307	0	0	0	0	0	0	0	
308	=H293-H636	=I293-I	=J293-J	=K293-K	=L293-L636	=M293-M636	=N293-N636	=O293-O636
309	=H293/H636-1	=I293/I6	=J293/J6	=K293/K	=L293/L636-1	=M293/M636-1	=N293/N636-1	=O293/O636-1
310								
311								
312	June	July	August	Septembe	October	November	December	TOTALS
313	=I640*(1+H328)	=I640*(1	=J640*(1	=K640*(1	=L640*(1+L326)	=M640*(1+M328)	=N640*(1+N328)	=SUM(C313:N313)
314	=H641*(1+H327)	=I641*(1	=J641*(1	=K641*(1	=L641*(1+L327)	=M641*(1+M327)	=N641*(1+N327)	=SUM(C314:N314)
315	=H642*(1+H328)	=I642*(1	=J642*(1	=K642*(1	=L642*(1+L328)	=M642*(1+M328)	=N642*(1+N328)	=SUM(C315:N315)
316	=H643*(1+H329)	=I643*(1	=J643*(1	=K643*(1	=L643*(1+L329)	=M643*(1+M329)	=N643*(1+N329)	=SUM(C316:N316)
317	=H644*(1+H330)	=I644*(1	=J644*(1	=K644*(1	=L644*(1+L330)	=M644*(1+M330)	=N644*(1+N330)	=SUM(C317:N317)
318	=H645*(1+H331)	=I645*(1	=J645*(1	=K645*(1	=L645*(1+L331)	=M645*(1+M331)	=N645*(1+N331)	=SUM(C318:N318)
319	=H646*(1+H332)	=I646*(1	=J646*(1	=K646*(1	=L646*(1+L332)	=M646*(1+M332)	=N646*(1+N332)	=SUM(C319:N319)
320	=H647*(1+H333)	=I647*(1	=J647*(1	=K647*(1	=L647*(1+L333)	=M647*(1+M333)	=N647*(1+N333)	=SUM(C320:N320)
321	=H648*(1+H334)	=I648*(1	=J648*(1	=K648*(1	=L648*(1+L334)	=M648*(1+M334)	=N648*(1+N334)	=SUM(C321:N321)
322	=H649*(1+H335)	=I649*(1	=J649*(1	=K649*(1	=L649*(1+L335)	=M649*(1+M335)	=N649*(1+N335)	=SUM(C322:N322)
323	=H650*(1+H336)	=I650*(1	=J650*(1	=K650*(1	=L650*(1+L336)	=M650*(1+M336)	=N650*(1+N336)	=SUM(C323:N323)
324	=SUM(H313:H323)	=SUM(I	=SUM(J	=SUM(K	=SUM(L313:L323)	=SUM(M313:M323)	=SUM(N313:N323)	=SUM(C324:N324)
325	=H324/H340	=I324/I3	=J324/J3	=K324/K	=L324/L340	=M324/M340	=N324/N340	=O324/O340
326	0	0	0	0	0	0	0	
327	0	0	0	0	0	0	0	
328	0	0	0	0	0	0	0	
329	0	0	0	0	0	0	0	
330	0	0	0	0	0	0	0	
331	0	0	0	0	0	0	0	
332	0	0	0	0	0	0	0	
333	0	0	0	0	0	0	0	
334	0	0	0	0	0	0	0	
335	0	0	0	0	0	0	0	
336	0	0	0	0	0	0	0	
337	=H324-H651	=I324-I	=J324-J	=K324-K	=L324-L651	=M324-M651	=N324-N651	=O324-O651
338	=H324/H651-1	=I324/I6	=J324/J6	=K324/K	=L324/L651-1	=M324/M651-1	=N324/N651-1	=O324/O651-1
339								
340	=H225+H242+H266+H2	=I225+I	=J225+J	=K225+K	=L225+L242+L266+L	=M225+M242+M266	=N225+N242+N266+	=O225+O242+O266+O293+O324
341	=H141+H340	=I141+I3	=J141+J3	=K141+K	=L141+L340	=M141+M340	=N141+N340	=O141+O340
342	=H340-H654	=I340-I	=J340-J	=K340-K	=L340-L654	=M340-M654	=N340-N654	=O340-O654
343	=H340/H654-1	=I340/I6	=J340/J6	=K340/K	=L340/L654-1	=M340/M654-1	=N340/N654-1	=O340/O654-1
344								
345	=H145-H340	=I145-I3	=J145-J3	=K145-K	=L145-L340	=M145-M340	=N145-N340	=O145-O340
346	=H345-H657	=I345-I	=J345-J	=K345-K	=L345-L657	=M345-M657	=N345-N657	=O345-O657
347	=H345/H657-1	=I345/I6	=J345/J6	=K345/K	=L345/L657-1	=M345/M657-1	=N345/N657-1	=O345/O657-1
348								

	A	B	C	D	E	F	G
349	G	FINANCE CHARGES	January	February	March	Apr	May
350		-Bank	=C660*(1+C358)	=D660*(1+D358)	=E660*(1+E358)	=F660*	=G660*
351		-Hire Purchase	=C661*(1+C359)	=D661*(1+D359)	=E661*(1+E359)	=F661*	=G661*
352		-Libor Loan	=C662*(1+C360)	=D662*(1+D360)	=E662*(1+E360)	=F662*	=G662*
353		-Management Charge	=C663*(1+C361)	=D663*(1+D361)	=E663*(1+E361)	=F663*	=G663*
354							
355							
356		Total Finance Charges	=SUM(C350:C353)	=SUM(D350:D353)	=SUM(E350:E353)	=SUM(F	=SUM(G
357	H	SUNDRY INCOME	=C667*(1+C365)	=D667*(1+D365)	=E667*(1+E365)	=F667*	=G667*
358		-Bank	0	0	0	0	0
359		-Hire Purchase	0	0	0	0	0
360		-Libor Loan	0	0	0	0	0
361		-Management Charge	0	0	0	0	0
362							
363							
364							
365		SUNDRY INCOME	0	0	0	0	0
366							
367	I	NET PROFIT BEFORE TAX	=C345-C356+C357	=D345-D356+D357	=E345-E356+E357	=F345-F	=G345-G
368		CORPORATION TAX	=$O368/12	=$O368/12	=$O368/12	=$O368	=$O368
369							
370	I	*Net Profit B/Tax Diff from Budget*	=C367-C669	=D367-D669	=E367-E669	=F367-	=G367-
371		Difference as a Percentage	=C367/C669-1	=D367/D669-1	=E367/E669-1	=F367/F	=G367/G
372		CORPORATION TAX	0	0	0	0	0
373							
374	J	NET PROFIT AFTER TAX	=C367-C368	=D367-D368	=E367-E368	=F367-	=G367-
375		*Net Profit A/Tax Diff from Budget*	=C374-C672	=D374-D672	=E374-E672	=F374-	=G374-
376		Difference as a Percentage	=C374/C672-1	=D374/D672-1	=E374/E672-1	=F374/F	=G374/G
377							
378							
379							
380		*PP PRINT COMPANY PROJECTED CASHFLOW 19*					
381							
382		Summary of Cashflow Information			Credit Terms		
383		Average RECEIPTS per month (£)	=AVERAGE(C404,D404,E404,F404,G404,H404,I404,J404,K404,L404,M40				
384		Total RECEIPTS per month (£)	=O404		Payments (End Month)		
385		Average PAYMENTS per Month (£)	=AVERAGE(C414,D414,E414,F414,G414,H414,I414,,K414,L414,M414,N4		Payments 1ms credit		
386		Total PAYMENTS per month (£)	=O414		Payments 2ms credit		
387		Total Net Funds (Receipts-Payments)	=O398-O414		Payments 3ms credit		
388		Maximum Bank Balance Predicted	=MAX(C431,D431,E431,F431,G431,H431,I431,J431,K431,L431,M431,N4		Payments 4ms credit		
389		MINIMUM Bank Balance Predicted	=MIN(C431,D431,E431,F431,G431,H431,I431,J431,K431,L431,M431,N4				
390		Average Bank Balance Predicted	=AVERAGE(C431,D431,E431,F431,G431,H431,I431,J431,K431,L431,M43		Total = 100%		
391							
392			January	February	March	April	May
393		SALES VALUE	=C23	=D23	=E23	=F23	=G23
394		Sundry Income	=C357	=D357	=E357	=F357	=G357
395		VAT @ 15%	=C393*0+C394*0	=D393*0+D394*0	=E393*0+E394*0	=F393*0	=G393*0
396		SALES + VAT	=SUM(C393:C395)	=SUM(D393:D395)	=SUM(E393:E395)	=SUM(F	=SUM(G
397		RECEIPTS FROM TRADING					
398		Payments (End Month)	=C396*$H$384	=D396*$H$384	=E396*$H$384	=F396*$	=G396*$
399		Payments 1ms credit	='Table 7.11 1988 Op/Budget'!$N$224*'Table 7.11 1988 Op/Budget'!$H$213	=C396*$H$385	=D396*$H$385	=E396*$	=F396*$
400		Payments 2ms credit	='Table 7.11 1988 Op/Budget'!$M$224*'Table 7.11 1988 Op/Budget'!$H$214	='Table 7.11 1988 Op/Budg	=C396*$H$386	=D396*$	=E396*$
401		Payments 3ms credit	='Table 7.11 1988 Op/Budget'!$L$224*'Table 7.11 1988 Op/Budget'!$H$215	='Table 7.11 1988 Op/Budg	='Table 7.11 1988 Op/Budget'!	=C396*$	=D396*$
402		Payments 4ms credit	='Table 7.11 1988 Op/Budget'!$K$224*'Table 7.11 1988 Op/Budget'!$H$216	='Table 7.11 1988 Op/Budg	='Table 7.11 1988 Op/Budget'!	='Table 7	=C396*$
403							
404		Monthly Sales Revenue (£)	=SUM(C398:C402)	=SUM(D398:D402)	=SUM(E398:E402)	=SUM(F	=SUM(G
405							
406		PAYMENTS (Cash Inflow)	January	February	March	April	May
407		Trade Creditors	=C466*$O384+'Table 7.11 1988 Op/Budget'!$L$294*'Table 7.11 1988 Op/Bu	=D466*$O384+C466*$O385	=E466*$O384+D466*$O385+C4	=F466*$	=G466*$
408		VAT	=C407*0	=D407*0	=E407*0	=F407*0	=G407*0
409		Salaries	=C457	=D457	=E457	=F457	=G457
410		Non-VAT Related Overheads	=C458	=D458	=E458	=F458	=G458
411		Custom & Excise	0	='Table 7.11 1988 Op/Budg	0	0	=C395+
412		Coporation Tax	0	0	0	0	0
413							
414		TOTAL OPERATING PAYMENTS	=SUM(C407:C413)	=SUM(D407:D413)	=SUM(E407:E413)	=SUM(F	=SUM(G
415				=AVERAGE(G415,J415,M41			=(C23+
416		OPERATING CASH FLOW	=C404-C414	=D404-D414	=E404-E414	=F404-	=G404-
417							
418		FINANCE CHARGES	January	February	March	April	May
419							
420		- Hire Purchase Payments	=$O420/12	=$O420/12	=$O420/12	=$O420/	=$O420/
421		- Contract Hire Vehicles	=$O421/12	=$O421/12	=$O421/12	=$O421/	=$O421/
422		-Management Charge	2127	2127	2127	2127	2127
423		-Capital Expenditure	5000	5000	5000	7500	7500
424		-Term Loan Repeyment			10000		
425		-Contract Lease 38					
426		-Contract Lease FLT	438	438	438	438	438
427		TOTAL FINANCE CHARGES	=SUM(C419:C426)	=SUM(D419:D426)	=SUM(E419:E426)	=SUM(F	=SUM(G
428							
429		NET CASH FLOW	=C416-C427	=D416-D427	=E416-E427	=F416-F	=G416-G
430							
431		OPENING BALANCE	='Table 7.11 1988 Op/Budget'!$N$263	=C435	=D435	=E435	=F435
432		BALANCE BEFORE INTEREST	=C429+C431	=D429+D431	=E429+E431	=F429+F	=G429+G
433		Bank Interest	3140	3400	3787	3290	2834
434							
435		CLOSING BALANCE	=C432-C433	=D432-D433	=E432-E433	=F432-	=G432-
436							
437							
438		CALCULATION OF VAT & TRADE CREDITORS					
439		NON-VAT RATED ITEMS	January	February	March	April	May
440		Total Salaries & Wages	=C113+C198+C232+C233+C259+C280+C313	=D113+D198+D232+D233	=E113+E198+E232+E233+E2	=F113+F	=G113+G
441		Total Bonuses	=C200+C235+C261+C282+C316	=D200+D235+D261+D282	=E200+E235+E261+E282+E3	=F200+F	=G200+G
442		Sub-Total	=C440+C441	=D440+D441	=E440+E441	=F440+F	=G440+G
443		NON-VAT RATED COSTS					
444		-Bank Charges	=C285	=D285	=E285	=F285	=G285
445		-Term Loan	=C352	=D352	=E352	=F352	=G352
446		-Hire Purchase	=C351	=D351	=E351	=F351	=G351
447		-Electricity/Gas/Water	=C154	=D154	=E154	=F154	=G154
448		-Rent/Rates/Insurance	=C180	=D180	=E180	=F180	=G180
449		-Pension + GLS	=C199+C234+C260+C281+C315	=D199+D234+D260+D281	=E199+E234+E260+E281+E3	=F199+F	=G199+G
450		-Travel + Entertaining	=C206+C236+C286+C292	=D206+D236+D286+D292	=E206+E236+E286+E292	=F206+F	=G206+G
451							
452							
453		Sub-Total	=SUM(C444:C450)	=SUM(D444:D450)	=SUM(E444:E450)	=SUM(F	=SUM(G
454							
455		TOTAL OVERHEADS	=C93+C113+C129+C340+C356	=D93+D113+D129+D340	=E93+E113+E129+E340+E3	=F93+F	=G93+G
456		LESS:					
457		Salaries, Bonuses & Wages	=C442	=D442	=E442	=F442	=G442
458		Non-VAT Rated Costs	=C453	=D453	=E453	=F453	=G453
459		Depreciation Charged to P&L	=C181+C183+C282+C288	=D181+D183+D282+D288	=E181+E183+E282+E288	=F181+F	=G181+G
460		Sub Total	=C455-C457-C458-C459	=D455-D457-D458-D459	=E455-E457-E458-E459	=F455+F	=G455+G
461		Creditors Less:					
462		-Plant Lease	=C182	=D182	=E182	=F182	=G182
463		-Contract Hire Vehicles	=C207+C238+C285+C287+C323	=D207+D238+D285+D287	=E207+E238+E285+E287+E3	=F207+F	=G207+G
464							
465							
466		TOTAL CREDITORS	=C460-C462-C463	=D460-D462-D463	=E460-E462-E463	=F460-F	=G460-G
467							
468							

	H	I	J	K	L	M	N	O
349	June	July	August	Septembe	October	November	December	TOTALS
350	=H660*(1+H358)	=I660*(1	=J660*(1	=K660*(1	=L660*(1+L358)	=M660*(1+M358)	=N660*(1+N358)	=SUM(C350:N350)
351	=H661*(1+H359)	=I661*(1	=J661*(1	=K661*(1	=L661*(1+L359)	=M661*(1+M359)	=N661*(1+N359)	=SUM(C351:N351)
352	=H662*(1+H360)	=I662*(1	=J662*(1	=K662*(1	=L662*(1+L360)	=M662*(1+M360)	=N662*(1+N360)	=SUM(C352:N352)
353	=H663*(1+H361)	=I663*(1	=J663*(1	=K663*(1	=L663*(1+L361)	=M663*(1+M361)	=N663*(1+N361)	=SUM(C353:N353)
354								
355								
356	=SUM(H350:H353)	=SUM(I3	=SUM(J	=SUM(K	=SUM(L350:L353)	=SUM(M350:M353)	=SUM(N350:N353)	=SUM(C356:N356)
357	=H667*(1+H365)	=I667*(1	=J667*(1	=K667*(1	=L667*(1+L365)	=M667*(1+M365)	=N667*(1+N365)	=SUM(C357:N357)
358	0	0	0	0	0	0	0	
359	0	0	0	0	0	0	0	
360	0	0	0	0	0	0	0	
361	0	0	0	0	0	0	0	
362								
363								
364								
365	0	0	0	0	0	0	0	
366								
367	=H345-H356+H357	=I345-I3	=J345-J3	=K345-K	=L345-L356+L357	=M345-M356+M357	=N345-N356+N357	=O345-O356+O357
368	=$O368/12	=$O368/1	=$O368/1	=$O368/1	=$O368/12	=$O368/12	=$O368/12	=O367/3.33
369								
370	=H367-H669	=I367-I	=J367-J	=K367-K	=L367-L669	=M367-M669	=N367-N669	=O367-O669
371	=H367/H669-1	=I367/I6	=J367/J6	=K367/K	=L367/L669-1	=M367/M669-1	=N367/N669-1	=O367/O669-1
372	0	0	0	0	0	0	0	
373								
374	=H367-H368	=I367-I	=J367-J	=K367-K	=L367-L368	=M367-M368	=N367-N368	=SUM(C374:N374)
375	=H374-H672	=I374-I	=J374-J	=K374-K	=L374-L672	=M374-M672	=N374-N672	=O374-O672
376	=H374/H672-1	=I374/I6	=J374/J6	=K374/K	=L374/L672-1	=M374/M672-1	=N374/N672-1	=O374/O672-1
377								
378								
379								
380								
381								

382	Debtors
383	(%)
384	0
385	0
386	0.9
387	0.1
388	0
389	
390	=IF(SUM(H384+H385+H386

CREDIT TAKEN	Creditors
	(%)
Payment (End Month)	0
Payment 1ms credit taken	0
Payment 2ms credit taken	1
Payment 3ms Credit taken	0
Total = 100%	=IF(SUM(O384+O385+O386+O387)=100%,100%,"
POST HORIZON TRADE CREC	=L466*O387+M466*O387+N466*O385+N4
POST HORIZON TRADE DEBT	=SUM(N396*H385+N396*H386+N396*H3

391								
392	June	July	August	Septembe	October	November	December	TOTALS
393	=H23	=I23	=J23	=K23	=L23	=M23	=N23	=SUM(C393:N393)
394	=H357	=I357	=J357	=K357	=L357	=M357	=N357	=SUM(C394:N394)
395	=H393*0+H394*0	=I393*0+	=J393*0	=K393*0	=L393*0+L394*0	=M393*0+M394*0	=N393*0+N394*0	=SUM(C395:N395)
396	=SUM(H393:H395)	=SUM(I3	=SUM(J	=SUM(K	=SUM(L393:L395)	=SUM(M393:M395)	=SUM(N393:N395)	=SUM(C396:N396)
397								
398	=H396*$H$384	=I396*$H	=J396*$H	=K396*$	=L396*$H$384	=M396*$H$384	=N396*$H$384	=SUM(C398:N398)
399	=G396*$H$385	=H396*$I	=I396*$H	=J396*$	=K396*$H$385	=L396*$H$385	=M396*$H$385	=SUM(C399:N399)
400	=F396*$H$386	=G396*$I	=H396*$I	=I396*$	=J396*$H$386	=K396*$H$386	=L396*$H$386	=SUM(C400:N400)
401	=E396*$H$387	=F396*$I	=G396*$I	=H396*$	=I396*$H$387	=J396*$H$387	=K396*$H$387	=SUM(C401:N401)
402	=D396*$H$388	=E396*$I	=F396*$I	=G396*$	=H396*$H$388	=I396*$H$388	=J396*$H$388	=SUM(C402:N402)
403								
404	=SUM(H398:H402)	=SUM(I3	=SUM(J	=SUM(K	=SUM(L396:L402)	=SUM(M398:M402)	=SUM(N398:N402)	=SUM(C404:N404)
405								
406	June	July	August	Septembe	October	November	December	TOTALS
407	=H466*$O384+G466*$O38	=I466*$O	=J466*$O	=K466*$	=L466*$O384+K466*$O	=M466*$O384+L466*$O	=N466*$O384+M466*$O	=SUM(C407:N407)
408	=H407*0	=I407*0	=J407*0	=K407*0	=L407*0	=M407*0	=N407*0	=SUM(C408:N408)
409	=H457	=I457	=J457	=K457	=L457	=M457	=N457	=SUM(C409:N409)
410	=H458	=I458	=J458	=K458	=L458	=M458	=N458	=SUM(C410:N410)
411	0	0	=F395+G	0	0	=I395+J395+K395-I40	0	=SUM(C411:N411)
412	0	0	0	0	0	30000	0	=SUM(C412:N412)
413								=SUM(C413:N413)
414	=SUM(H407:H413)	=SUM(I4	=SUM(J	=SUM(K	=SUM(L407:L413)	=SUM(M407:M413)	=SUM(N407:N413)	=SUM(O407:O413)
415			=(F23+G			=(I23+J23+K23-I466-J		=SUM(C415:N415)
416	=H404-H414	=I404-I	=J404-J	=K404-K	=L404-L414	=M404-M414	=N404-N414	=O404-O414
417								
418	June	July	August	Septembe	October	November	December	TOTALS
419								
420	=$O420/12	=$O420/	=$O420/	=$O420/	=$O420/12	=$O420/12	=$O420/12	=O716
421	=$O421/12	=$O421/	=$O421/	=$O421/	=$O421/12	=$O421/12	=$O421/12	=O717
422	2127	2127	2127	2127	2127	2127	2127	=SUM(C422:N422)
423	10000	10000	10000	10000	10000	10500	9500	=SUM(C423:N423)
424	9600		9200				8800	=SUM(C424:N424)
425								=SUM(C425:N425)
426	438	438	438	438	438	438	438	=SUM(C426:N426)
427	=SUM(H419:H426)	=SUM(I4	=SUM(J	=SUM(K	=SUM(L419:L426)	=SUM(M419:M426)	=SUM(N419:N426)	=SUM(O419:O426)
428								
429	=H416-H427	=I416-I4	=J416-J4	=K416-K	=L416-L427	=M416-M427	=N416-N427	=SUM(C428:N429)
430								
431	=G435	=H435	=I435	=J435	=K435	=L435	=M435	=C431
432	=H429+H431	=I429+I4	=J429+J	=K429+K	=L429+L431	=M429+M431	=N429+N431	=O428+O431
433	3172	3008	2925	2947	2341	1750	1885	=SUM(C433:N433)
434								
435	=H432-H433	=I432-I	=J432-J	=K432-K	=L432-L433	=M432-M433	=N432-N433	=N435
436								
437								
438								
439	June	July	August	Septembe	October	November	December	TOTALS
440	=H113+H198+H232+H233	=I113+I1	=J113+J	=K113+K	=L113+L198+L232+L23	=M113+M198+M232+M	=N113+N198+N232+N2	=SUM(C440:N440)
441	=H200+H235+H261+H282	=I200+I2	=J200+J	=K200+K	=L200+L235+L261+L28	=M200+M235+M261+M	=N200+N235+N261+N2	=SUM(C441:N441)
442	=H440+H441	=I440+I4	=J440+J	=K440+K	=L440+L441	=M440+M441	=N440+N441	=O440-O441
443								
444	=H285	=I285	=J285	=K285	=L285	=M285	=N285	=SUM(C444:N444)
445	=H352	=I352	=J352	=K352	=L352	=M352	=N352	=SUM(C445:N445)
446	=H351	=I351	=J351	=K351	=L351	=M351	=N351	=SUM(C446:N446)
447	=H154	=I154	=J154	=K154	=L154	=M154	=N154	=SUM(C447:N447)
448	=H180	=I180	=J180	=K180	=L180	=M180	=N180	=SUM(C448:N448)
449	=H199+H234+H260+H281	=I199+I2	=J199+J	=K199+K	=L199+L234+L260+L28	=M199+M234+M260+M	=N199+N234+N260+N2	=SUM(C449:N449)
450	=H206+H236+H286+H292	=I206+I2	=J206+J	=K206+K	=L206+L236+L286+L29	=M206+M236+M286+M	=N206+N236+N286+N2	=SUM(C450:N450)
451								
452								
453	=SUM(H444:H450)	=SUM(I4	=SUM(J4	=SUM(K	=SUM(L444:L450)	=SUM(M444:M450)	=SUM(N444:N450)	=SUM(C453:N453)
454								
455	=H93++H113+H129+H340	=I93++I1	=J93++J	=K93++K	=L93++L113+L129+L34	=M93++M113+M129+M	=N93++N113+N129+N3	=SUM(C455:N455)
456								
457	=H442	=I442	=J442	=K442	=L442	=M442	=N442	=SUM(C457:N457)
458	=H453	=I453	=J453	=K453	=L453	=M453	=N453	=SUM(C458:N458)
459	=H181+H183+H262+H288	=I181+I1	=J181+J	=K181+K	=L181+L183+L262+L28	=M181+M183+M262+M	=N181+N183+N262+N2	=SUM(C459:N459)
460	=H455-H457-H458-H459	=I455-I4	=J455-J4	=K455-K	=L455-L457-L458-L459	=M455-M457-M458-M	=N455-N457-N458-N45	=SUM(C460:N460)
461								
462	=H182	=I182	=J182	=K182	=L182	=M182	=N182	=SUM(C462:N462)
463	=H207+H238+H265+H287	=I207+I2	=J207+J	=K207+K	=L207+L238+L265+L28	=M207+M238+M265+M	=N207+N238+N265+N2	=SUM(C463:N463)
464								
465								
466	=H460-H462-H463	=I460-I4	=J460-J4	=K460-K	=L460-L462-L463	=M460-M462-M463	=N460-N462-N463	=SUM(C466:N466)
467								
468								

	A	B	C	D	E	F	G
459							
470		MODEL 7.0 - PP PRINT COMPANY PLANNED OP.					
471							
472		Summary of Operating Budget					
473		Total Sales (£)	=O491				
474		Average Sales per month (£)	=C473/12				
475		Total Direct Costs & Overheads (£)	=O550+O654				
476		Ave Costs & Overheads per month (£)	=AVERAGE(C550,D550,E550,F550,G550,H550,I550,J550,K550,L550,M55				
477		Total Net Profit Predicted (£)	=O657				
478		Average Net Profit per Month (£)	=AVERAGE(C657,D657,E657,F657,G657,H657,I657,J657,K657,L657,M65				
479		Maximum Net Profit per Month (£)	=MAX(C657,D657,E657,F657,G657,H657,I657,J657,K657,L657,M657,N6				
480		Minimum Net Profit per Month (£)	=MIN(C657,D657,E657,F657,G657,H657,I657,J657,K657,L657,M657,N6				
481							
482							
483		SALES TURNOVER	January	February	March	April	May
484		General Cartons	180000	211000	222000	228000	205000
485		Engineering Cartons	139000	153000	167000	165000	148000
486		Print	71000	83000	88000	90000	81000
487		Software	29000	21000	22000	18000	23000
488		Packaging Materials	0	0	0	0	0
489		Waste	1000	1000	1000	1000	1000
490							
491	A	TOTAL SALES VALUE	=SUM(C484:C489)	=SUM(D484:D489)	=SUM(E484:E489)	=SUM(F	=SUM(G
492							
493							
494		COMPANY DIRECT COSTS					
495		Opening Stock	January	February	March	April	May
496		-WIP General Cartons	228000	=C507	=D507	=E507	=F507
497		-WIP Engineering	190000	=C508	=D508	=E508	=F508
498		-WIP Print	80000	=C509	=D509	=E509	=F509
499		-WIP Software	20000	=C510	=D510	=E510	=F510
500		-Board	62000	=C511	=D511	=E511	=F511
501		-Paper	10000	=C512	=D512	=E512	=F512
502		-Inks & Plates	30000	=C513	=D513	=E513	=F513
503		-Sundries	34000	=C514	=D514	=E514	=F514
504		Total Opening Stock	='Table 7.11 1988 Op/Budget'!$N$47	=SUM(D496:D503)	=SUM(E496:E503)	=SUM(F	=SUM(G
505							
506		Closing Stock	January	February	March	April	May
507		-WIP General Cartons	228000	=D498	=E498	=F498	=G498
508		-WIP Engineering	190000	=D497	=E497	=F497	=G497
509		-WIP Print	80000	=D498	=E498	=F498	=G498
510		-WIP Software	20000	=D499	=E499	=F499	=G499
511		-Board	62000	=D500	=E500	=F500	=G500
512		-Paper	10000	=D501	=E501	=F501	=G501
513		-Inks & Plates	30000	=D502	=E502	=F502	=G502
514		-Sundries	29000	=D503	=E503	=F503	=G503
515		Total Closing Stock	=SUM(C507:C514)	=SUM(D507:D514)	=SUM(E507:E514)	=SUM(F	=SUM(G
516							
517		STOCK DECREASE/ (INCREASE)	=C504-C515	=D504-D515	=E504-E515	=F504-	=G504-
518		STOCK AS % OF MONTHLY TURNOVER	=C515/C491	=D515/D491	=E515/E491	=F515/F	=G515/G
519							
520		DIRECT MATERIALS	January	February	March	April	May
521		-Board - General	54000	63300	66600	68400	61500
522		-Board - Engineering	55600	61200	66800	66000	59200
523		-Paper	17750	20750	22000	22500	20250
524		-Inks & Plates	8190	9387	10017	10143	9114
525		-Data Duplicates	0	0	0	0	0
526		-Other Soft. Materials	986	714	748	812	782
527		-Outwork - General	18000	21100	22200	15960	14350
528		-Outwork - Engineering	4170	4590	5010	1650	1480
529		-Outwork - Print	17040	19920	21120	11700	10530
530		-Outwork - Software	10440	7560	7920	6480	8280
531		Direct Materials Total	=SUM(C521:C530)	=SUM(D521:D530)	=SUM(E521:E530)	=SUM(F	=SUM(G
532		%OF DIRECT COSTS	=C531/C550	=D531/D550	=E531/E550	=F531/F	=G531/G
533			=C527+C528+C529+C530	=D527+D528+D529+D530	=E527+E528+E529+E530	=F527+F	=G527+
534		DIRECT LABOUR	January	February	March	April	May
535		-Normal Time	60000	60000	60000	60500	63500
536		-Overtime	15960	17822	19000	19078	17404
537		TOTAL	=C535+C536	=D535+D536	=E535+E536	=F535+	=G535+
538		%OF DIRECT COSTS	=C537/C550	=D537/D550	=E537/E550	=F537/F	=G537/G
539							
540		DISTRIBUTION VARIABLE COSTS	January	February	March	April	May
541		-Van Running Costs	800	800	800	800	800
542		-Freight Cartons	11388	12995	13887	14030	12802
543		-Freight Print	2130	2490	2640	2700	2430
544		-Freight Software	116	84	88	72	92
545		-Outside Storage	500	500	500	500	500
546		-Packing Materials	4006	4474	4770	4790	4389
547		-Sundry	0	0	0	0	0
548		Total Distribution Variable Costs	=SUM(C541:C547)	=SUM(D541:D547)	=SUM(E541:E547)	=SUM(F	=SUM(G
549							
550	B	COST OF GOODS SOLD	=C517+C531+C537+C548	=D517+D531+D537+D	=E517+E531+E537+E548	=F517+	=G517+
551							
652	C	GROSS PROFIT(A-B=C]	=C491-C550	=D491-D550	=E491-E550	=F491-	=G491-
553	D	GROSS PROFIT as % of Sales>	=C552/C491	=D552/D491	=E552/E491	=F552/F	=G552/G
554							
555							
556		COMPANY OVERHEADS					
557		PRODUCTION DEPARTMENT					
558		Indirect Materials	January	February	March	April	May
559		-Electricity/Water/Gas	7150	7250	5650	5600	3300
560		-Consumables	8084	9005	9800	9638	8794
561		Total	=SUM(C559:C560)	=SUM(D559:D560)	=SUM(E559:E560)	=SUM(F	=SUM(G
562							
563		Indirect Labour	January	February	March	April	May
564		-Inspection	750	750	750	750	600
565		-Storekeeping	1500	1500	1500	1500	1800
566		-Maintainance Basic	3650	3650	3650	3650	3900
567		-Maintainance Overtime	0	0	0	0	0
568							
569		Total	=SUM(C564:C568)	=SUM(D564:D568)	=SUM(E564:E568)	=SUM(F	=SUM(G
570							
571		Standing Charges	January	February	March	April	May
572		-Rent & Rates/Insurance	10866	10866	10866	11815	11815
573		-Premises - Depn	1100	1100	1100	1100	1000
574		-Plant Lease - 38	11200	11200	11200	11200	11200
575		-Plant Lease -Depn	4150	4200	4250	4300	4360
576							
577							
578		Total	=SUM(C572:C575)	=SUM(D572:D575)	=SUM(E572:E575)	=SUM(F	=SUM(G
579							

Ratios

Direct Costs as a % of Total Costs
Overhead Costs as a % of Total Cos
Gross Profit as a % of Sales
Net Profit as a % of Sales
Overhead to Direct Labour
Direct Labour as a % of Total Cos

	H	I	J	K	L	M	N	O
469								
470								
471								
472								
473	=O550/O655							
474	=O654/O655							
475	=O552/O491							
476	=O657/O491							
477	=O654/O537							
478	=O537/O655							
479								
480								
481								
482								
483	June	July	August	September	October	November	December	TOTALS
484	221000	221000	230000	233000	249000	261000	190000	=SUM(C484:N484)
485	159000	160000	165000	169000	165000	188000	137000	=SUM(C485:N485)
486	81000	87000	97000	93000	99000	103000	75000	=SUM(C486:N486)
487	18000	22000	25000	23000	20000	26000	19000	=SUM(C487:N487)
488	0	0	0	0	0	0	1000	=SUM(C488:N488)
489	1000	1000	1000	1000	1000	1000	1000	=SUM(C489:N489)
490								
491	=SUM(H484:H489)	=SUM(I4	=SUM(J	=SUM(K	=SUM(L484:L489)	=SUM(M484:M489)	=SUM(N484:N489)	=SUM(C491:N491)
492								
493								
494								
495	June	July	August	September	October	November	December	
496	=G507	=H507	=I507	=J507	=K507	=L507	=M507	
497	=G508	=H508	=I508	=J508	=K508	=L508	=M508	
498	=G509	=H509	=I509	=J509	=K509	=L509	=M509	
499	=G510	=H510	=I510	=J510	=K510	=L510	=M510	
500	=G511	=H511	=I511	=J511	=K511	=L511	=M511	
501	=G512	=H512	=I512	=J512	=K512	=L512	=M512	
502	=G513	=H513	=I513	=J513	=K513	=L513	=M513	
503	=G514	=H514	=I514	=J514	=K514	=L514	=M514	
504	=SUM(H496:H503)	=SUM(I4	=SUM(J	=SUM(K	=SUM(L496:L503)	=SUM(M496:M503)	=SUM(N496:N503)	
505								
506	June	July	August	September	October	November	December	
507	=H496	=I496	=J496	=K496	=L496	=M496	=N496	
508	=H497	=I497	=J497	=K497	=L497	=M497	=N497	
509	=H498	=I498	=J498	=K498	=L498	=M498	=N498	
510	=H499	=I499	=J499	=K499	=L499	=M499	=N499	
511	=H500	=I500	=J500	=K500	=L500	=M500	=N500	
512	=H501	=I501	=J501	=K501	=L501	=M501	=N501	
513	=H502	=I502	=J502	=K502	=L502	=M502	=N502	
514	=H503	=I503	=J503	=K503	=L503	=M503	=N503	
515	=SUM(H507:H514)	=SUM(I5	=SUM(J	=SUM(K	=SUM(L507:L514)	=SUM(M507:M514)	=SUM(N507:N514)	=N515
516								
517	=H504-H515	=I504-I	=J504-J	=K504-	=L504-L515	=M504-M515	=N504-N515	=SUM(C517:N517)
518	=H515/H491	=I515/I4	=J515/J4	=K515/K	=L515/L491	=M515/M491	=N515/N491	=AVERAGE(C518,D518,E518,F518,G518,H
519								
520	June	July	August	September	October	November	December	TOTALS
521	66300	66300	69000	69900	74700	78300	57000	=SUM(C521:N521)
522	63600	64000	66000	67800	66000	75200	54800	=SUM(C522:N522)
523	20250	21750	24250	23250	24750	25750	18750	=SUM(C523:N523)
524	9681	9828	10332	10395	10773	11592	8442	=SUM(C524:N524)
525	0	0	0	0	0	0	0	=SUM(C525:N525)
526	612	748	850	782	680	884	646	=SUM(C526:N526)
527	15470	15470	16100	16310	17430	18270	13300	=SUM(C527:N527)
528	1590	1600	1650	1690	1650	1880	1370	=SUM(C528:N528)
529	10530	11310	12610	12090	12870	13390	9750	=SUM(C529:N529)
530	6480	7920	9000	8280	7200	9360	6840	=SUM(C530:N530)
531	=SUM(H521:H530)	=SUM(I5	=SUM(J	=SUM(K	=SUM(L521:L530)	=SUM(M521:M530)	=SUM(N521:N530)	=SUM(C531:N531)
532	=H531/H550	=I531/I5	=J531/J5	=K531/K	=L531/L550	=M531/M550	=N531/N550	=O531/O550
533	=H527+H528+H529+H530	=I527+I5	=J527+J5	=K527+K	=L527+L528+L529+L53	=M527+M528+M529+M	=N527+N528+N529+N5	=O527+O528+O529+O530
534	June	July	August	September	October	November	December	TOTALS
535	63500	63500	63500	63500	63500	63500	63500	=SUM(C535:N535)
536	18240	18658	19684	19722	20292	22002	16074	=SUM(C536:N536)
537	=H535+H536	=I535+I	=J535+J	=K535+	=L535+L536	=M535+M536	=N535+N536	=SUM(C537:N537)
538	=H537/H550	=I537/I5	=J537/J5	=K537/K	=L537/L550	=M537/M550	=N537/N550	=O537/O550
539								
540	June	July	August	September	October	November	December	TOTALS
541	800	800	800	800	800	800	800	=SUM(C541:N541)
542	13566	13602	14102	14351	14780	16029	11674	=SUM(C542:N542)
543	2430	2610	2910	2790	2970	3090	2250	=SUM(C543:N543)
544	72	88	100	92	80	104	76	=SUM(C544:N544)
545	500	500	500	500	500	500	500	=SUM(C545:N545)
546	4579	4684	4943	4952	5095	5526	4025	=SUM(C546:N546)
547	0	0	0	0		0		=SUM(C547:N547)
548	=SUM(H541:H547)	=SUM(I5	=SUM(J	=SUM(K	=SUM(L541:L547)	=SUM(M541:M547)	=SUM(N541:N547)	=SUM(C548:N548)
549								
550	=H517+H531+H537+H5	=I517+I	=J517+J	=K517+	=L517+L531+L537+L	=M517+M531+M537	=N517+N531+N537+	=O517+O531+O537+O548
551								
552	=H491-H550	=I491-I	=J491-J	=K491-	=L491-L550	=M491-M550	=N491-N550	=O491-O550
553	=H552/H491	=I552/I4	=J552/J4	=K552/K	=L552/L491	=M552/M491	=N552/N491	=O552/O491
554								
555								
556								
557								
558	June	July	August	September	October	November	December	TOTALS
559	2900	2400	2400	2500	3850	6200	6800	=SUM(C559:N559)
560	9216	9427	9946	9965	10253	11117	8122	=SUM(C560:N560)
561	=SUM(H559:H560)	=SUM(I5	=SUM(J	=SUM(K	=SUM(L559:L560)	=SUM(M559:M560)	=SUM(N559:N560)	=SUM(C561:N561)
562								
563	June	July	August	September	October	November	December	TOTALS
564	800	800	800	800	800	800	800	=SUM(C564:N564)
565	1800	1600	1600	1600	1600	1600	1600	=SUM(C565:N565)
566	3900	3900	3900	3900	3900	3900	3900	=SUM(C566:N566)
567	0	0	0	0	0	0	0	=SUM(C567:N567)
568								=SUM(C568:N568)
569	=SUM(H564:H568)	=SUM(I5	=SUM(J	=SUM(K	=SUM(L564:L568)	=SUM(M564:M568)	=SUM(N564:N568)	=SUM(C569:N569)
570								
571	June	July	August	September	October	November	December	TOTALS
572	11815	11815	11815	11815	11815	11815	11815	=SUM(C572:N572)
573	1100	1100	1100	1000	1100	1100	1100	=SUM(C573:N573)
574	11200	11200	11200	11200	11200	11200	11200	=SUM(C574:N574)
575	4450	4550	4650	4700	4800	4900	5000	=SUM(C575:N575)
576								
577								
578	=SUM(H572:H575)	=SUM(I5	=SUM(J	=SUM(K	=SUM(L572:L575)	=SUM(M572:M575)	=SUM(N572:N575)	=SUM(C578:N578)
579								

	A	B	C	D	E	F	G
580		Other Charges	January	February	March	April	May
581		-Management Salaries	10100	10100	10100	10100	10650
582		-Pension & GLS	1800	1800	1800	1800	1800
583		-Managers Bonus	1275	1275	1275	1275	1275
584		-Repairs & Renewals	5200	5200	5200	5200	5200
585		-Training	1000	1000	1000	1000	1000
586		-Welfare/Cleaning/Canteen	685	685	685	685	685
587		-Claims Lost Time	0	0	0	0	0
588		-Car Expenses	250	250	250	250	250
589		-Travel	50	50	50	50	50
590		-Contract Car Hire	855	855	855	855	855
591		-Sundaries	200	200	200	200	200
592		Total	=SUM(C581:C591)	=SUM(D581:D591)	=SUM(E581:E591)	=SUM(F	=SUM(
593							
594		TOTAL PRODUCTION DEPT	=C561+C569+C578+C592	=D561+D569+D578+D	=E561+E569+E578+E592	=F561+	=G561+
595		%OF TOTAL OVERHEADS	=C594/C654	=D594/D654	=E594/E654	=F594/F	=G594/(
596							
597		SALES DEPARTMENT	January	February	March	April	May
598		-External Sales Salaries	14500	14500	14500	14500	15200
599		-Internal Support Salaries	11700	11700	11700	11700	12400
600		-Pension & GLS	950	950	950	950	950
601		-Bonus	2050	2050	2050	2050	2050
602		-Travel & Entertaining	900	900	900	900	900
603		-Car Expenses	1300	1300	1300	1300	1300
604		-Contract Car Hire	3000	3000	3000	3000	3040
605		-Bad Debt Charge	250	250	250	250	250
606		-Staff Adverts	350	350	350	350	350
607		-Sundry	500	500	500	500	500
608		Total Sales Department	=SUM(C598:C607)	=SUM(D598:D607)	=SUM(E598:E607)	=SUM(F	=SUM(
609		%OF TOTAL OVERHEADS	=C608/C654	=D608/D654	=E608/E654	=F608/F	=G608/(
610							
611		DISTRIBUTION FIXED COSTS	January	February	March	April	May
612		-Salaries & NI	6750	6750	6750	6750	7250
613		-Pensions & GLS	200	200	200	200	200
614		-Managers Bonus	125	125	125	125	125
615		-Depn.Metal Baskets	100	100	100	100	100
616		-Fork Lift Truck Exps	1250	1250	1250	1250	1250
617		-Van Repairs & Maintainance	300	300	300	300	300
618		-Contract Van Hire	1150	1150	1150	1150	1150
619		Total Distribution Fixed Costs	=SUM(C612:C618)	=SUM(D612:D618)	=SUM(E612:E618)	=SUM(F	=SUM(
620		%OF TOTAL OVERHEADS	=C619/C654	=D619/D654	=E619/E654	=F619/F	=G619/(
621							
622		ADMINISTRATION	January	February	March	April	May
623		-Salaries	4375	4375	4375	4375	4375
624		-Pension & GLS	400	400	400	400	400
625		-Bonus	875	875	875	875	875
626		-Telephone	1650	1650	1650	1650	1650
627		-Print/Post/Stationary	1560	1560	1560	1560	1560
628		-Bank Charges	400	400	400	400	400
629		-Travel	600	600	600	600	600
630		-Contract Car Hire	579	579	579	579	579
631		-F & F Depreciation	1500	1500	1500	2250	2250
632		-Professional Fees	170	170	170	170	170
633		-Subscriptions	660	660	660	660	660
634		-Car Expenses	180	180	180	180	180
635		-Sundry & Entertaining	350	350	350	350	350
636		TOTAL ADMINISTRATION COSTS	=SUM(C623:C635)	=SUM(D623:D635)	=SUM(E623:E635)	=SUM(F	=SUM(
637		%OF TOTAL OVERHEADS	=C636/C654	=D636/D654	=E636/E654	=F636/F	=G636/(
638							
639		FINANCE DEPARTMENT	January	February	March	April	May
640		-Salaries	7100	7100	7100	7100	7500
641		-Directors Bonus	2900	2900	2900	2900	3200
642		-Pension & GLS	470	470	470	470	470
643		-Managers Bonus	1025	1025	1025	1025	1025
644		-Audit	1300	1300	1300	1300	1300
645		-Accounts	400	400	400	400	400
646		-Old Comm	200	200	200	200	200
647		-Staff Adverts	300	300	300	300	300
648		-Computer Costs	1050	1050	1050	1350	1350
649		-Car Expenses	80	80	80	80	80
650		-Contract Car Hire	325	325	325	325	325
651		TOTAL FINANCE DEPARTMENT	=SUM(C640:C650)	=SUM(D640:D650)	=SUM(E640:E650)	=SUM(F	=SUM(
652		%OF TOTAL OVERHEADS	=C651/C654	=D651/D654	=E651/E654	=F651/F	=G651/(
653							
654	E	TOTAL OVERHEADS	=C594+C608+C619+C636+C651	=D594+D608+D619+D	=E594+E608+E619+E636	=F594+	=G594+
655		Total Direct Costs + Overheads	=C550+C654	=D550+D654	=E550+E654	=F550+F	=G550+
656							
657	F	NET TRADING PROFIT	=C552-C654	=D552-D654	=E552-E654	=F552-F	=G552-(
658							
659	G	FINANCE CHARGES	January	February	March	April	May
660		-Bank	3253	3062	3162	3543	2921
661		-Hire Purchase	652	652	652	652	652
662		-Libor Loan	3333	3333	3333	3200	3200
663		-Management Charge	1800	1800	1800	1800	1800
664							
665							
666		Total Finance Charges	=SUM(C660:C663)	=SUM(D660:D663)	=SUM(E660:E663)	=SUM(F	=SUM(
667	H	SUNDRY INCOME	1500	1500	1500	1500	1500
668							
669	I	NET PROFIT BEFORE TAX	=C657-C666+C667	=D657-D666+D667	=E657-E666+E667	=F657-F	=G657-(
670		CORPORATION TAX	=$O670/12	=$O670/12	=$O670/12	=$O670/	=$O670
671							
672	J	NET PROFIT AFTER TAX	=C669-C670	=D669-D670	=E669-E670	=F669-	=G669-
673							
674							
675							
676		*MODEL 7.0 - PP PRINT COMPANY PLANNED CA*					
677							
678		Summary of Cashflow Information			Credit Terms		
679		Average RECEIPTS per month (£)	=AVERAGE(C700,D700,E700,F700,G700,H700,I700,J700,K700,L700,M70				
680		Total RECEIPTS per month (£)	=O700		Payments (End Month)		
681		Average PAYMENTS per Month (£)	=AVERAGE(C710,D710,E710,F710,G710,H710,I710,,K710,L710,M710,N7		Payments 1ms credit		
682		Total PAYMENTS per month (£)	=O710		Payments 2ms credit		
683		Total Net Funds (Receipts-Payments)	=O692-O710		Payments 3ms credit		
684		Maximum Bank Balance Predicted	=MAX(C727,D727,E727,F727,G727,H727,I727,J727,K727,L727,M727,N7		Payments 4ms credit		
685		MINIMUM Bank Balance Predicted	=MIN(C727,D727,E727,F727,G727,H727,I727,J727,K727,L727,M727,N7				
686		Average Bank Balance Predicted	=AVERAGE(C727,D727,E727,F727,G727,H727,I727,J727,K727,L727,M72		Total = 100%		
687							
688			January	February	March	April	May
689		SALES VALUE	=C491	=D491	=E491	=F491	=G491
690		Sundry Income	=C667	=D667	=E667	=F667	=G667
691		VAT @ 15%	=C689*0+C690*0	=D689*0+D690*0	=E689*0+E690*0	=F689*0	=G689*
692		SALES + VAT	=SUM(C689:C691)	=SUM(D689:D691)	=SUM(E689:E691)	=SUM(F	=SUM(
693		RECEIPTS FROM TRADING					
694		Payments (End Month)	0	0	0	=F692*$	=G692*
695		Payments 1ms credit	0	0	0	=E692*$	=F692*
696		Payments 2ms credit	509500	439500	=C692*$H$682	=D692*$	=E692*
697		Payments 3ms credit	0	0	0	0	0
698		Payments 4ms credit	0	0	0	0	0
699							
700		Monthly Sales Revenue (£)	=SUM(C694:C698)	=SUM(D694:D698)	=SUM(E694:E698)	=SUM(F	=SUM(
701							
702		PAYMENTS (Cash Inflow)	January	February	March	April	May
703		Trade Creditors	304437	229272	245868	=F762*$	=G762*
704		VAT	=C703*0	=D703*0	=E703*0	=F703*0	=G703*
705		Salaries	=C753	=D753	=E753	=F753	=G753
706		Non-VAT Related Overheads	=C754	=D754	=E754	=F754	=G754
707		Custom & Excise	0	=Table 7.11 1988 Op/Budg	0	0	=G691*
708		Coporation Tax	0	0	0	0	0
709							
710		TOTAL OPERATING PAYMENTS	=SUM(C703:C709)	=SUM(D703:D709)	=SUM(E703:E709)	=SUM(F	=SUM(
711				=AVERAGE(G711,J711,M7			=(C491
712		OPERATING CASH FLOW	=C700-C710	=D700-D710	=E700-E710	=F700-	=G700-

	H	I	J	K	L	M	N	O
580	June	July	August	September	October	November	December	TOTALS
581	10850	10850	10850	10850	10850	10900	10900	=SUM(C581:N581)
582	1800	1800	1800	1800	1800	1800	1800	=SUM(C582:N582)
583	1275	1275	1275	1275	1275	1275	1275	=SUM(C583:N583)
584	5200	5200	5200	5200	5200	5200	5200	=SUM(C584:N584)
585	1000	1000	1000	1000	1000	1000	1000	=SUM(C585:N585)
586	685	685	685	685	685	685	685	=SUM(C586:N586)
587	0	0	0	0	0	0	0	=SUM(C587:N587)
588	250	250	250	250	250	250	250	=SUM(C588:N588)
589	50	50	50	50	50	50	50	=SUM(C589:N589)
590	900	900	900	900	900	900	900	=SUM(C590:N590)
591	200	200	200	200	200	200	200	=SUM(C591:N591)
592	=SUM(H581:H591)	=SUM(I5	=SUM(J	=SUM(K	=SUM(L581:L591)	=SUM(M581:M591)	=SUM(N581:N591)	=SUM(O581:O591)
593								
594	=H561+H569+H578+H5	=I561+I	=J561+	=K561+	=L561+L569+L578+L	=M561+M569+M578	=N561+N569+N578+	=O561+O569+O578+O592
595	=H594/H654	=I594/I6	=J594/J6	=K594/K	=L594/L654	=M594/M654	=N594/N654	=O594/O654
596								
597	June	July	August	September	October	November	December	TOTALS
598	15200	15200	15200	15200	15200	15600	15600	=SUM(C598:N598)
599	12400	12400	12400	12400	12400	12800	12800	=SUM(C599:N599)
600	950	950	950	950	950	950	950	=SUM(C600:N600)
601	2050	2050	2050	2050	2050	2050	2050	=SUM(C601:N601)
602	900	900	900	900	900	900	900	=SUM(C602:N602)
603	1300	1300	1300	1300	1300	1300	1300	=SUM(C603:N603)
604	3040	3040	3040	3040	3040	3040	3040	=SUM(C604:N604)
605	250	250	250	250	250	250	250	=SUM(C605:N605)
606	350	350	350	350	350	350	350	=SUM(C606:N606)
607	500	500	500	500	500	500	500	=SUM(C607:N607)
608	=SUM(H598:H607)	=SUM(I5	=SUM(J	=SUM(K	=SUM(L598:L607)	=SUM(M598:M607)	=SUM(N598:N607)	=SUM(C608:N608)
609	=H608/H654	=I608/I6	=J608/J6	=K608/K	=L608/L654	=M608/M654	=N608/N654	=O608/O654
610								
611	June	July	August	September	October	November	December	TOTALS
612	7250	7250	7250	7250	7250	7250	7250	=SUM(C612:N612)
613	200	200	200	200	200	200	200	=SUM(C613:N613)
614	125	125	125	125	125	125	125	=SUM(C614:N614)
615	100	100	100	100	100	100	100	=SUM(C615:N615)
616	1250	1250	1250	1250	1250	1250	1250	=SUM(C616:N616)
617	300	300	300	300	300	300	300	=SUM(C617:N617)
618	1150	1150	1150	1150	1150	1150	1150	=SUM(C618:N618)
619	=SUM(H612:H618)	=SUM(I6	=SUM(J	=SUM(K	=SUM(L612:L618)	=SUM(M612:M618)	=SUM(N612:N618)	=SUM(C619:N619)
620	=H619/H654	=I619/I6	=J619/J6	=K619/K	=L619/L654	=M619/M654	=N619/N654	=O619/O654
621								
622	June	July	August	September	October	November	December	TOTALS
623	4375	4375	4375	4375	4375	4375	4375	=SUM(C623:N623)
624	400	400	400	400	400	400	400	=SUM(C624:N624)
625	875	875	875	875	875	875	875	=SUM(C625:N625)
626	1650	1650	1650	1650	1650	1650	1650	=SUM(C626:N626)
627	1560	1560	1560	1560	1560	1560	1560	=SUM(C627:N627)
628	400	400	400	400	400	400	400	=SUM(C628:N628)
629	600	600	600	600	600	600	600	=SUM(C629:N629)
630	579	579	579	579	579	579	579	=SUM(C630:N630)
631	2250	2250	2250	2250	2250	2250	2250	=SUM(C631:N631)
632	170	170	170	170	170	170	170	=SUM(C632:N632)
633	660	660	660	660	660	660	660	=SUM(C633:N633)
634	180	180	180	180	180	180	180	=SUM(C634:N634)
635	350	350	350	350	350	350	350	=SUM(C635:N635)
636	=SUM(H623:H635)	=SUM(I6	=SUM(J	=SUM(K	=SUM(L623:L635)	=SUM(M623:M635)	=SUM(N623:N635)	=SUM(C636:N636)
637	=H636/H654	=I636/I6	=J636/J6	=K636/K	=L636/L654	=M636/M654	=N636/N654	=O636/O654
638								
639	June	July	August	September	October	November	December	TOTALS
640	7500	7500	7500	7500	7500	7700	7700	=SUM(C640:N640)
641	3200	3200	3200	3200	3200	3350	3350	=SUM(C641:N641)
642	470	470	470	470	470	470	470	=SUM(C642:N642)
643	1025	1025	1025	1025	1025	1025	1025	=SUM(C643:N643)
644	1300	1300	1300	1300	1300	1300	1300	=SUM(C644:N644)
645	400	400	400	400	400	400	400	=SUM(C645:N645)
646	200	200	200	200	200	200	200	=SUM(C646:N646)
647	300	300	300	300	300	300	300	=SUM(C647:N647)
648	1350	1350	1350	1350	1350	1350	1350	=SUM(C648:N648)
649	80	80	80	80	80	80	80	=SUM(C649:N649)
650	325	325	325	325	325	325	325	=SUM(C650:N650)
651	=SUM(H640:H650)	=SUM(I6	=SUM(J	=SUM(K	=SUM(L640:L650)	=SUM(M640:M650)	=SUM(N640:N650)	=SUM(C651:N651)
652	=H651/H654	=I651/I6	=J651/J6	=K651/K	=L651/L654	=M651/M654	=N651/N654	=O651/O654
653								
654	=H594+H608+H619+H6	=I594+I	=J594+	=K594+	=L594+L608+L619+L	=M594+M608+M619	=N594+N608+N619+	=O594+O608+O619+O636+O651
655	=H550+H654	=I550+I6	=J550+J	=K550+K	=L550+L654	=M550+M654	=N550+N654	=O550+O654
656								
657	=H552-H654	=I552-I6	=J552-J6	=K552-K	=L552-L654	=M552-M654	=N552-N654	=O552-O654
658								
659	June	July	August	September	October	November	December	TOTALS
660	2509	3179	2809	2458	2496	1725	1937	=SUM(C660:N660)
661	652	652	652	652	652	652	652	=SUM(C661:N661)
662	3200	3067	3067	3067	2933	2933	2933	=SUM(C662:N662)
663	1800	1800	1800	1800	1800	1800	1800	=SUM(C663:N663)
664								
665								
666	=SUM(H660:H663)	=SUM(I6	=SUM(J	=SUM(K	=SUM(L660:L663)	=SUM(M660:M663)	=SUM(N660:N663)	=SUM(C666:N666)
667	1500	1500	1500	1500	1500	1500	1500	=SUM(C667:N667)
668								
669	=H657-H666+H667	=I657-I6	=J657-J6	=K657-K	=L657-L666+L667	=M657-M666+M667	=N657-N666+N667	=O657-O666+O667
670	=$O670/12	=$O670/1	=$O670/1	=$O670/	=$O670/12	=$O670/12	=$O670/12	=O669/3.33
671								
672	=H669-H670	=I669-I	=J669-J	=K669-K	=L669-L670	=M669-M670	=N669-N670	=SUM(C672:N672)
673								
674								
675								
676								
677								

678	Debtors
679	(%)
680	0
681	0
682	1
683	0
684	0
685	
686	=IF(SUM(H680+H681+H682

CREDIT TAKEN	Creditors
	(%)
Payment (End Month)	0
Payment 1ms credit taken	0
Payment 2ms credit taken	1
Payment 3ms Credit taken	0
Total = 100%	0
POST HORIZON TRADE CREC	=L762*O683+M762*O683+M762*O682+N7
POST HORIZON TRADE DEBT	=SUM(N692*H681+N692*H682+N692*H6

	H	I	J	K	L	M	N	O
687								
688	June	July	August	September	October	November	December	TOTALS
689	=H491	=I491	=J491	=K491	=L491	=M491	=N491	=SUM(C689:N689)
690	=H667	=I667	=J667	=K667	=L667	=M667	=N667	=SUM(C690:N690)
691	=H689*0+H690*0	=I689*0+	=J689*0	=K689*0	=L689*0+L690*0	=M689*0+M690*0	=N689*0+N690*0	=SUM(C691:N691)
692	=SUM(H689:H691)	=SUM(I6	=SUM(J	=SUM(K	=SUM(L689:L691)	=SUM(M689:M691)	=SUM(N689:N691)	=SUM(C692:N692)
693								
694	=H692*$H$680	=I692*$H	=J692*$H	=K692*$	=L692*$H$680	=M692*$H$680	=N692*$H$680	=SUM(C694:N694)
695	=G692*$H$681	=H692*$I	=I692*$H	=J692*$	=K692*$H$681	=L692*$H$681	=M692*$H$681	=SUM(C695:N695)
696	=F692*$H$682	=G692*$I	=H692*$I	=I692*$	=J692*$H$682	=K692*$H$682	=L692*$H$682	=SUM(C696:N696)
697	=E692*$H$683	=F692*$I	=G692*$I	=H692*$	=I692*$H$683	=J692*$H$683	=K692*$H$683	=SUM(C697:N697)
698	0	=E692*$I	=F692*$I	=G692*$	=H692*$H$684	=I692*$H$684	=J692*$H$684	=SUM(C698:N698)
699								
700	=SUM(H694:H698)	=SUM(I6	=SUM(J	=SUM(K	=SUM(L694:L698)	=SUM(M694:M698)	=SUM(N694:N698)	=SUM(C700:N700)
701								
702	June	July	August	September	October	November	December	TOTALS
703	=H762*$O680+G762*$O68	=I762*$O	=J762*$O	=K762*$	=L762*$O680+K762*$O	=M762*$O680+L762*$O	=N762*$O680+M762*$O	=SUM(C703:N703)
704	=H703*0	=I703*0	=J703*0	=K703*0	=L703*0	=M703*0	=N703*0	=SUM(C704:N704)
705	=H753	=I753	=J753	=K753	=L753	=M753	=N753	=SUM(C705:N705)
706	=H754	=I754	=J754	=K754	=L754	=M754	=N754	=SUM(C706:N706)
707	0	0	=F691+G	0	0	=I691+J691+K691-I70	0	=SUM(C707:N707)
708	0	0	0	0	0	30000	0	=SUM(C708:N708)
709								=SUM(C709:N709)
710	=SUM(H703:H709)	=SUM(I6	=SUM(J	=SUM(K	=SUM(L703:L709)	=SUM(M703:M709)	=SUM(N703:N709)	=SUM(O703:O709)
711		=(F491+(				=(I491+J491+K491-I70		=SUM(C711:N711)
712	=H700-H710	=I700-I	=J700-J	=K700-K	=L700-L710	=M700-M710	=N700-N710	=O700-O710

7.9.3 - 1991 Operating Budget Logic Prinout

	A	B	C	D
1				
2		MODEL 7.1 - PP PRINT COMPANY PROJE		
3				
4		Summary of Operating Budget		
5		Total Sales (£)	=O23	
6		Average Sales per month (£)	=C5/12	
7		Total Direct Costs & Overheads (£)	=O82+O186	
8		Ave Costs & Overheads per month (£)	=AVERAGE(C82,D82,E82,F82,G82,H82,I82,J82,K82,L82,M82,N82)+AVERA	
9		Total Net Profit Predicted (£)	=O189	
10		Average Net Profit per Month (£)	=AVERAGE(C189,D189,E189,F189,G189,H189,I189,J189,K189,L189,M189	
11		Maximum Net Profit per Month (£)	=MAX(C189,D189,E189,F189,G189,H189,I189,J189,K189,L189,M189,N1	
12		Minimum Net Profit per Month (£)	=MIN(C189,D189,E189,F189,G189,H189,I189,J189,K189,L189,M189,N1	
13				
14				
15		SALES TURNOVER	January	February
16		General Cartons	=$O16/12	=$O16/12
17		Engineering Cartons	=$O17/12	=$O17/12
18		Print	=$O18/12	=$O18/12
19		Software	=$O19/12	=$O19/12
20		Packaging Materials	=$O20/12	=$O20/12
21		Waste	=$O21/12	=$O21/12
22				
23	A	TOTAL SALES VALUE	=SUM(C16:C21)	=SUM(D16:D21)
24				
25				
26		COMPANY DIRECT COSTS		
27		Opening Stock	January	February
28		-WIP General Cartons	='Table 7.15 1990 Op/Budget'!$N39	=C39
29		-WIP Engineering	='Table 7.15 1990 Op/Budget'!$N40	=C40
30		-WIP Print	='Table 7.15 1990 Op/Budget'!$N41	=C41
31		-WIP Software	='Table 7.15 1990 Op/Budget'!$N42	=C42
32		-Board	='Table 7.15 1990 Op/Budget'!$N43	=C43
33		-Paper	='Table 7.15 1990 Op/Budget'!$N44	=C44
34		-Inks & Plates	='Table 7.15 1990 Op/Budget'!$N45	=C45
35		-Sundries	='Table 7.15 1990 Op/Budget'!$N46	=C46
36		Total Opening Stock	=SUM(C28:C35)	=SUM(D28:D35)
37				
38		Closing Stock	January	February
39		-WIP General Cartons	=C28*(1+$E$311/12)	=D28*(1+$E$311/12)
40		-WIP Engineering	=C29*(1+$E$312/12)	=D29*(1+$E$311/12)
41		-WIP Print	=C30*(1+$E$313/12)	=D30*(1+$E$311/12)
42		-WIP Software	=C31*(1+$E$314/12)	=D31*(1+$E$311/12)
43		-Board	=C32*(1+$E$315/12)	=D32*(1+$E$311/12)
44		-Paper	=C33*(1+$E$316/12)	=D33*(1+$E$311/12)
45		-Inks & Plates	=C34*(1+$E$317/12)	=D34*(1+$E$311/12)
46		-Sundries	=C35*(1+$E$318/12)	=D35*(1+$E$311/12)
47		Total Closing Stock	=SUM(C39:C46)	=SUM(D39:D46)
48				
49		STOCK DECREASE/ (INCREASE)	=C36-C47	=D36-D47
50		STOCK AS % OF MONTHLY TURNOVER	=C47/C23	=D47/D23
51				
52		DIRECT MATERIALS	January	February
53		-Board - General	=$O53/12	=$O53/12
54		-Board - Engineering	=$O54/12	=$O54/12
55		-Paper	=$O55/12	=$O55/12
56		-Inks & Plates	=$O56/12	=$O56/12
57		-Data Duplicates	=$O57/12	=$O57/12
58		-Other Soft Materials	=$O58/12	=$O58/12
59		-Outwork - General	=$O59/12	=$O59/12
60		-Outwork - Engineering	=$O60/12	=$O60/12
61		-Outwork - Print	=$O61/12	=$O61/12
62		-Outwork - Software	=$O62/12	=$O62/12
63		Direct Materials Total	=SUM(C53:C62)	=SUM(D53:D62)
64		% OF DIRECT COSTS	=C63/C82	=D63/D82
65				
66		DIRECT LABOUR	January	February
67		-Normal Time	=$O67/12	=$O67/12
68		-Overtime	=$O68/12	=$O68/12
69		TOTAL	=C67+C68	=D67+D68
70		% OF DIRECT COSTS	=C69/C82	=D69/D82
71				
72		DISTRIBUTION VARIABLE COSTS	January	February
73		-Van Running Costs	=$O73/12	=$O73/12
74		-Freight Cartons	=$O74/12	=$O74/12
75		-Freight Print	=$O75/12	=$O75/12
76		-Freight Software	=$O76/12	=$O76/12
77		-Outside Storage	=$O77/12	=$O77/12
78		-Packing Materials	=$O78/12	=$O78/12
79		-Sundry	=$O79/12	=$O79/12
80		Total Distribution Variable Costs	=SUM(C73:C79)	=SUM(D73:D79)
81				
82	B	COST OF GOODS SOLD	=C49+C63+C69+C80	=D49+D63+D69+D80
83				
84	C	GROSS PROFIT(A-B=C)	=C23-C82	=D23-D82
85	D	GROSS PROFIT as % of Sales >	=C84/C23	=D84/D23
86				
87				
88		COMPANY OVERHEADS		
89		PRODUCTION DEPARTMENT		
90		Indirect Materials	January	February
91		-Electricity/Water/Gas	=$O91/12	=$O91/12
92		-Consumables	=$O92/12	=$O92/12
93		Total	=SUM(C91:C92)	=SUM(D91:D92)
94				
95		Indirect Labour	January	February
96		-Inspection	=$O96/12	=$O96/12
97		-Storekeeping	=$O97/12	=$O97/12
98		-Maintainance Basic	=$O98/12	=$O98/12
99		-Maintainance Overtime	=$O99/12	=$O99/12
100				
101		Total	=SUM(C96:C100)	=SUM(D96:D100)
102				
103		Standing Charges	January	February
104		-Rent & Rates/Insurance	=$O104/12	=$O104/12
105		-Premises - Depn	=$O105/12	=$O105/12
106		-Plant Lease - 38	=$O106/12	=$O106/12
107		-Plant Lease -Depn	=$O107/12	=$O107/12
108		-Plant Lease - Extra Equipment	=$O108/12	=$O108/12
109				
110		Total	=SUM(C104:C109)	=SUM(D104:D109)
111				
112		Other Charges	January	February
113		-Management Salaries	=$O113/12	=$O113/12
114		-Pension & GLS	=$O114/12	=$O114/12
115		-Managers Bonus	=$O115/12	=$O115/12
116		-Repairs & Renewals	=$O116/12	=$O116/12
117		-Training	=$O117/12	=$O117/12
118		-Welfare/Cleaning/Canteen	=$O118/12	=$O118/12
119		-Claims Lost Time	=$O119/12	=$O119/12
120		-Car Expenses	=$O120/12	=$O120/12
121		-Travel	=$O121/12	=$O121/12
122		-Contract Car Hire	=$O122/12	=$O122/12
123		-Sundries	=$O123/12	=$O123/12
124		Total	=SUM(C113:C123)	=SUM(D113:D123)
125				
126		TOTAL PRODUCTION DEPT	=C93+C101+C110+C124	=D93+D101+D110+D124
127		% OF TOTAL OVERHEADS	=C126/C186	=D126/D186

	E	F	G	H	I	J	K	L	M	N	O
1											
2											
3											
4	Ratios										
5	Direct C			=O82/(							
6	Overhe			=O186							
7	Gross F			=O84/(							
8	Net Pro			=O189							
9	Overhe			=O186							
10	Direct L			=O69/(							
11											
12											
13											
14											
15	March	April	May	June	July	August	Septem	October	Novemi	Decemi	TOTALS
16	=$O16	=$O16	=$O16	=$O16	=$O16	=$O16	=$O16	=$O16	=$O16	=$O16	=Table 7.15 1990 Op/Budget!O16*(1+$E$302)
17	=$O17	=$O17	=$O17	=$O17	=$O17	=$O17	=$O17	=$O17	=$O17	=$O17	=Table 7.15 1990 Op/Budget!O17*(1+$E$303)
18	=$O18	=$O18	=$O18	=$O18	=$O18	=$O18	=$O18	=$O18	=$O18	=$O18	=Table 7.15 1990 Op/Budget!O18*(1+$E$304)
19	=$O19	=$O19	=$O19	=$O19	=$O19	=$O19	=$O19	=$O19	=$O19	=$O19	=Table 7.15 1990 Op/Budget!O19*(1+$E$305)
20	=$O20	=$O20	=$O20	=$O20	=$O20	=$O20	=$O20	=$O20	=$O20	=$O20	=Table 7.15 1990 Op/Budget!O20*(1+$E$306)
21	=$O21	=$O21	=$O21	=$O21	=$O21	=$O21	=$O21	=$O21	=$O21	=$O21	=Table 7.15 1990 Op/Budget!O21*(1+$E$307)
22											
23	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C23:N23)
24											
25											
26											
27	March	April	May	June	July	August	Septem	October	Novemi	Decemi	
28	=D39	=E39	=F39	=G39	=H39	=I39	=J39	=K39	=L39	=M39	
29	=D40	=E40	=F40	=G40	=H40	=I40	=J40	=K40	=L40	=M40	
30	=D41	=E41	=F41	=G41	=H41	=I41	=J41	=K41	=L41	=M41	
31	=D42	=E42	=F42	=G42	=H42	=I42	=J42	=K42	=L42	=M42	
32	=D43	=E43	=F43	=G43	=H43	=I43	=J43	=K43	=L43	=M43	
33	=D44	=E44	=F44	=G44	=H44	=I44	=J44	=K44	=L44	=M44	
34	=D45	=E45	=F45	=G45	=H45	=I45	=J45	=K45	=L45	=M45	
35	=D46	=E46	=F46	=G46	=H46	=I46	=J46	=K46	=L46	=M46	
36	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	
37											
38	March	April	May	June	July	August	Septem	October	Novemi	Decemi	
39	=E28*	=F28*	=G28*	=H28*	=I28*	=J28*	=K28*	=L28*	=M28*	=N28*	
40	=E29*	=F29*	=G29*	=H29*	=I29*	=J29*	=K29*	=L29*	=M29*	=N29*	
41	=E30*	=F30*	=G30*	=H30*	=I30*	=J30*	=K30*	=L30*	=M30*	=N30*	
42	=E31*	=F31*	=G31*	=H31*	=I31*	=J31*	=K31*	=L31*	=M31*	=N31*	
43	=E32*	=F32*	=G32*	=H32*	=I32*	=J32*	=K32*	=L32*	=M32*	=N32*	
44	=E33*	=F33*	=G33*	=H33*	=I33*	=J33*	=K33*	=L33*	=M33*	=N33*	
45	=E34*	=F34*	=G34*	=H34*	=I34*	=J34*	=K34*	=L34*	=M34*	=N34*	
46	=E35*	=F35*	=G35*	=H35*	=I35*	=J35*	=K35*	=L35*	=M35*	=N35*	
47	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	
48											
49	=E36	=F36	=G36	=H36	=I36	=J36	=K36	=L36	=M36	=N36	=SUM(C49:N49)
50	=E47/(	=F47/(	=G47/(	=H47/(	=I47/(	=J47/(	=K47/(	=L47/(	=M47/(	=N47/(	=AVERAGE(C50,D50,E50,F50,G50,H50,I50,J50,K50,(
51											
52	March	April	May	June	July	August	Septem	October	Novemi	Decemi	TOTALS
53	=$O53	=$O53	=$O53	=$O53	=$O53	=$O53	=$O53	=$O53	=$O53	=$O53	=Table 7.15 1990 Op/Budget!O53*(1+$E$322)
54	=$O54	=$O54	=$O54	=$O54	=$O54	=$O54	=$O54	=$O54	=$O54	=$O54	=Table 7.15 1990 Op/Budget!O54*(1+$E$323)
55	=$O55	=$O55	=$O55	=$O55	=$O55	=$O55	=$O55	=$O55	=$O55	=$O55	=Table 7.15 1990 Op/Budget!O55*(1+$E$324)
56	=$O56	=$O56	=$O56	=$O56	=$O56	=$O56	=$O56	=$O56	=$O56	=$O56	=Table 7.15 1990 Op/Budget!O56*(1+$E$325)
57	=$O57	=$O57	=$O57	=$O57	=$O57	=$O57	=$O57	=$O57	=$O57	=$O57	=Table 7.15 1990 Op/Budget!O57*(1+$E$326)
58	=$O58	=$O58	=$O58	=$O58	=$O58	=$O58	=$O58	=$O58	=$O58	=$O58	=Table 7.15 1990 Op/Budget!O58*(1+$E$327)
59	=$O59	=$O59	=$O59	=$O59	=$O59	=$O59	=$O59	=$O59	=$O59	=$O59	=Table 7.15 1990 Op/Budget!O59*(1+$E$328)
60	=$O60	=$O60	=$O60	=$O60	=$O60	=$O60	=$O60	=$O60	=$O60	=$O60	=Table 7.15 1990 Op/Budget!O60*(1+$E$329)
61	=$O61	=$O61	=$O61	=$O61	=$O61	=$O61	=$O61	=$O61	=$O61	=$O61	=Table 7.15 1990 Op/Budget!O61*(1+$E$330)
62	=$O62	=$O62	=$O62	=$O62	=$O62	=$O62	=$O62	=$O62	=$O62	=$O62	=Table 7.15 1990 Op/Budget!O62*(1+$E$331)
63	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C63:N63)
64	=E63/(	=F63/(	=G63/(	=H63/(	=I63/(	=J63/(	=K63/(	=L63/(	=M63/(	=N63/(	=O63/O82
65											
66	March	April	May	June	July	August	Septem	October	Novemi	Decemi	TOTALS
67	=$O67	=$O67	=$O67	=$O67	=$O67	=$O67	=$O67	=$O67	=$O67	=$O67	=Table 7.15 1990 Op/Budget!O67*(1+$E$333)
68	=$O68	=$O68	=$O68	=$O68	=$O68	=$O68	=$O68	=$O68	=$O68	=$O68	=Table 7.15 1990 Op/Budget!O68*(1+$E$334)
69	=E67	=F67	=G67	=H67	=I67	=J67	=K67	=L67	=M67	=N67	=SUM(C69:N69)
70	=E69/(	=F69/(	=G69/(	=H69/(	=I69/(	=J69/(	=K69/(	=L69/(	=M69/(	=N69/(	=O69/O82
71											
72	March	April	May	June	July	August	Septem	October	Novemi	Decemi	TOTALS
73	=$O73	=$O73	=$O73	=$O73	=$O73	=$O73	=$O73	=$O73	=$O73	=$O73	=Table 7.15 1990 Op/Budget!O73*(1+$E$336)
74	=$O74	=$O74	=$O74	=$O74	=$O74	=$O74	=$O74	=$O74	=$O74	=$O74	=Table 7.15 1990 Op/Budget!O74*(1+$E$336)
75	=$O75	=$O75	=$O75	=$O75	=$O75	=$O75	=$O75	=$O75	=$O75	=$O75	=Table 7.15 1990 Op/Budget!O75*(1+$E$336)
76	=$O76	=$O76	=$O76	=$O76	=$O76	=$O76	=$O76	=$O76	=$O76	=$O76	=Table 7.15 1990 Op/Budget!O76*(1+$E$336)
77	=$O77	=$O77	=$O77	=$O77	=$O77	=$O77	=$O77	=$O77	=$O77	=$O77	=Table 7.15 1990 Op/Budget!O77*(1+$E$336)
78	=$O78	=$O78	=$O78	=$O78	=$O78	=$O78	=$O78	=$O78	=$O78	=$O78	=Table 7.15 1990 Op/Budget!O78*(1+$E$337)
79	=$O79	=$O79	=$O79	=$O79	=$O79	=$O79	=$O79	=$O79	=$O79	=$O79	=Table 7.15 1990 Op/Budget!O79*(1+$E$337)
80	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C80:N80)
81											
82	=E49	=F49	=G49	=H49	=I49	=J49	=K49	=L49	=M49	=N49	=O49+O63+O69+O80
83											
84	=E23	=F23	=G23	=H23	=I23	=J23	=K23	=L23	=M23	=N23	=O23-O82
85	=E84/(	=F84/(	=G84/(	=H84/(	=I84/(	=J84/(	=K84/(	=L84/(	=M84/(	=N84/(	=O84/O23
86											
87											
88											
89											
90	March	April	May	June	July	August	Septem	October	Novemi	Decemi	TOTALS
91	=$O91	=$O91	=$O91	=$O91	=$O91	=$O91	=$O91	=$O91	=$O91	=$O91	=Table 7.15 1990 Op/Budget!O91*(1+$E$341)
92	=$O92	=$O92	=$O92	=$O92	=$O92	=$O92	=$O92	=$O92	=$O92	=$O92	=Table 7.15 1990 Op/Budget!O92*(1+$E$341)
93	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C93:N93)
94											
95	March	April	May	June	July	August	Septem	October	Novemi	Decemi	TOTALS
96	=$O96	=$O96	=$O96	=$O96	=$O96	=$O96	=$O96	=$O96	=$O96	=$O96	=Table 7.15 1990 Op/Budget!O96*(1+$E$342)
97	=$O97	=$O97	=$O97	=$O97	=$O97	=$O97	=$O97	=$O97	=$O97	=$O97	=Table 7.15 1990 Op/Budget!O97*(1+$E$342)
98	=$O98	=$O98	=$O98	=$O98	=$O98	=$O98	=$O98	=$O98	=$O98	=$O98	=Table 7.15 1990 Op/Budget!O98*(1+$E$342)
99	=$O99	=$O99	=$O99	=$O99	=$O99	=$O99	=$O99	=$O99	=$O99	=$O99	=Table 7.15 1990 Op/Budget!O99*(1+$E$342)
100											
101	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C101:N101)
102											
103	March	April	May	June	July	August	Septem	October	Novemi	Decemi	TOTALS
104	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=Table 7.15 1990 Op/Budget!O104*(1+$E$343)
105	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=Table 7.15 1990 Op/Budget!O105*(1+$E$343)
106	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=Table 7.15 1990 Op/Budget!O106
107	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=Table 7.15 1990 Op/Budget!O107*(1+$E$343)
108	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	=$O10	0
109											
110	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C110:N110)
111											
112	March	April	May	June	July	August	Septem	October	Novemi	Decemi	TOTALS
113	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=Table 7.15 1990 Op/Budget!O113*(1+$E$344)
114	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=Table 7.15 1990 Op/Budget!O114*(1+$E$344)
115	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=Table 7.15 1990 Op/Budget!O115*(1+$E$344)
116	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=Table 7.15 1990 Op/Budget!O116*(1+$E$344)
117	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=Table 7.15 1990 Op/Budget!O117*(1+$E$344)
118	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=Table 7.15 1990 Op/Budget!O118*(1+$E$344)
119	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=$O11	=Table 7.15 1990 Op/Budget!O119*(1+$E$344)
120	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=Table 7.15 1990 Op/Budget!O120*(1+$E$344)
121	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=Table 7.15 1990 Op/Budget!O121*(1+$E$344)
122	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=Table 7.15 1990 Op/Budget!O122*(1+$E$344)
123	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=$O12	=Table 7.15 1990 Op/Budget!O123*(1+$E$344)
124	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(O113:O123)
125											
126	=E93	=F93	=G93	=H93	=I93	=J93	=K93	=L93	=M93	=N93	=O93+O101+O110+O124
127	=E126	=F126	=G126	=H126	=I126	=J126	=K126	=L126	=M126	=N126	=O126/O186

	A	B	C	D
128				
129		SALES DEPARTMENT	January	February
130		-External Sales Salaries	=$O130/12	=$O130/12
131		-Internal Support Salaries	=$O131/12	=$O131/12
132		-Pension & GLS	=$O132/12	=$O132/12
133		-Bonus	=$O133/12	=$O133/12
134		-Travel & Entertaining	=$O134/12	=$O134/12
135		-Car Expenses	=$O135/12	=$O135/12
136		-Contract Car Hire	=$O136/12	=$O136/12
137		-Bad Debt Charge	=$O137/12	=$O137/12
138		-Staff Adverts	=$O138/12	=$O138/12
139		-Sundry	=$O139/12	=$O139/12
140		Total Sales Department	=SUM(C130:C139)	=SUM(D130:D139)
141		% OF TOTAL OVERHEADS	=C140/C186	=D140/D186
142				
143		DISTRIBUTION FIXED COSTS	January	February
144		-Salaries & NI	=$O144/12	=$O144/12
145		-Pensions & GLS	=$O145/12	=$O145/12
146		-Managers Bonus	=$O146/12	=$O146/12
147		-Depn.Metal Baskets	=$O147/12	=$O147/12
148		-Fork Lift Truck Exps	=$O148/12	=$O148/12
149		-Van Repairs & Maintainance	=$O149/12	=$O149/12
150		-Contract Van Hire	=$O150/12	=$O150/12
151		Total Distribution Fixed Costs	=SUM(C144:C150)	=SUM(D144:D150)
152		% OF TOTAL OVERHEADS	=C151/C186	=D151/D186
153				
154		ADMINISTRATION	January	February
155		-Salaries	=$O155/12	=$O155/12
156		-Pension & GLS	=$O156/12	=$O156/12
157		-Bonus	=$O157/12	=$O157/12
158		-Telephone	=$O158/12	=$O158/12
159		-Print/Post/Stationary	=$O159/12	=$O159/12
160		-Bank Charges	=$O160/12	=$O160/12
161		-Travel	=$O161/12	=$O161/12
162		-Contract Car Hire	=$O162/12	=$O162/12
163		-F & F Depreciation	=$O163/12	=$O163/12
164		-Professional Fees	=$O164/12	=$O164/12
165		-Subscriptions	=$O165/12	=$O165/12
166		-Car Expenses	=$O166/12	=$O166/12
167		-Sundry & Entertaining	=$O167/12	=$O167/12
168		TOTAL ADMINISTRATION COSTS	=SUM(C155:C167)	=SUM(D155:D167)
169		% OF TOTAL OVERHEADS	=C168/C186	=D168/D186
170				
171		FINANCE DEPARTMENT	January	February
172		-Salaries	='Table 7.15 1990 Op/Budget'!C172*(1+$E$348)	='Table 7.15 1990 Op/Budget'!D172*(1+$E$348)
173		-Directors Bonus	='Table 7.15 1990 Op/Budget'!C173*(1+$E$348)	='Table 7.15 1990 Op/Budget'!D173*(1+$E$348)
174		-Pension & GLS	='Table 7.15 1990 Op/Budget'!C174*(1+$E$348)	='Table 7.15 1990 Op/Budget'!D174*(1+$E$348)
175		-Managers Bonus	='Table 7.15 1990 Op/Budget'!C175*(1+$E$348)	='Table 7.15 1990 Op/Budget'!D175*(1+$E$348)
176		-Audit	='Table 7.15 1990 Op/Budget'!C176*(1+$E$348)	='Table 7.15 1990 Op/Budget'!D176*(1+$E$348)
177		-Accounts	='Table 7.15 1990 Op/Budget'!C177*(1+$E$348)	='Table 7.15 1990 Op/Budget'!D177*(1+$E$348)
178		-Old Comm	='Table 7.15 1990 Op/Budget'!C178*(1+$E$348)	='Table 7.15 1990 Op/Budget'!D178*(1+$E$348)
179		-Staff Adverts	='Table 7.15 1990 Op/Budget'!C179*(1+$E$348)	='Table 7.15 1990 Op/Budget'!D179*(1+$E$348)
180		-Computer Costs	='Table 7.15 1990 Op/Budget'!C180*(1+$E$348)	='Table 7.15 1990 Op/Budget'!D180*(1+$E$348)
181		-Car Expenses	='Table 7.15 1990 Op/Budget'!C181*(1+$E$348)	='Table 7.15 1990 Op/Budget'!D181*(1+$E$348)
182		-Contract Car Hire	='Table 7.15 1990 Op/Budget'!C182*(1+$E$348)	='Table 7.15 1990 Op/Budget'!D182*(1+$E$348)
183		TOTAL FINANCE DEPARTMENT	=SUM(C172:C182)	=SUM(D172:D182)
184		% OF TOTAL OVERHEADS	=C183/C186	=D183/D186
185				
186	E	TOTAL OVERHEADS	=C126+C140+C151+C168+C183	=D126+D140+D151+D168+D183
187		Total Direct Costs + Overheads	=C82+C186	=D82+D186
188				
189	F	NET TRADING PROFIT	=C84-C186	=D84-D186
190				
191	G	FINANCE CHARGES	January	February
192		-Bank	=$O192/12	=$O192/12
193		-Hire Purchase	=$O193/12	=$O193/12
194		-Libor Loan	=$O194/12	=$O194/12
195		-Management Charge	=$O195/12	=$O195/12
196				
197				
198		Total Finance Charges	=SUM(C192:C195)	=SUM(D192:D195)
199	H	SUNDRY INCOME	=$O199/12	=$O199/12
200				
201	I	NET PROFIT BEFORE TAX	=C189-C198+C199	=D189-D198+D199
202		CORPORATION TAX	=IF(C201<0,0,C201*0.35)	=IF(D201<0,0,D201*0.35)
203				
204	J	NET PROFIT AFTER TAX	=C201-C202	=D201-D202
205				
206				
207				
208		*MODEL 7.1 - PP PRINT COMPANY PROJE*		
209				
210		Summary of Cashflow Information		
211		Average RECEIPTS per month (£)	=AVERAGE(C232,D232,E232,F232,G232,H232,I232,J232,K232,L232,M232	
212		Total RECEIPTS per month (£)	=O232	
213		Average PAYMENTS per Month (£)	=AVERAGE(C242,D242,E242,F242,G242,H242,I242,,K242,L242,M242,N24	
214		Total PAYMENTS per month (£)	=O242	
215		Total Net Funds (Receipts-Payments)	=O224-O242	
216		Maximum Bank Balance Predicted	=MAX(C259,D259,E259,F259,G259,H259,I259,J259,K259,L259,M259,N25	
217		MINIMUM Bank Balance Predicted	=MIN(C259,D259,E259,F259,G259,H259,I259,J259,K259,L259,M259,N25	
218		Average Bank Balance Predicted	=AVERAGE(C259,D259,E259,F259,G259,H259,I259,J259,K259,L259,M259	
219				
220			January	February
221		SALES VALUE	=C23	=D23
222		Sundry Income	=C199	=D199
223		VAT @ 15%	=C221*0+C222*0	=D221*0+D222*0
224		SALES + VAT	=SUM(C221:C223)	=SUM(D221:D223)
225		RECEIPTS FROM TRADING		
226		Payments (End Month)	=C224*$H$212	=D224*$H$212
227		Payments 1ms credit	='Table 7.15 1990 Op/Budget'!$N$224*'Table 7.15 1990 Op/Budget'!$H$213	=C224*$H$213
228		Payments 2ms credit	='Table 7.15 1990 Op/Budget'!$M$224*'Table 7.15 1990 Op/Budget'!$H$214	='Table 7.15 1990 Op/Budget'!$N$224*'Table 7.15 1990 Op/Budget'!$H$214
229		Payments 3ms credit	='Table 7.15 1990 Op/Budget'!$L$224*'Table 7.15 1990 Op/Budget'!$H$215	='Table 7.15 1990 Op/Budget'!$M$224*'Table 7.15 1990 Op/Budget'!$H$215
230		Payments 4ms credit	='Table 7.15 1990 Op/Budget'!$K$224*'Table 7.15 1990 Op/Budget'!$H$216	='Table 7.15 1990 Op/Budget'!$L$224*'Table 7.15 1990 Op/Budget'!$H$216
231				
232		Monthly Sales Revenue (£)	=SUM(C226:C230)	=SUM(D226:D230)
233				
234		PAYMENTS (Cash Inflow)	January	February
235		Trade Creditors	=C294*$O212+'Table 7.15 1990 Op/Budget'!$L$294*'Table 7.15 1990 Op/Bu	=D294*$O212+C294*$O213+'Table 7.15 1990 Op/Budget'!$M$294*'Table 7.15 1990
236		VAT	=C235*0	=D235*0
237		Salaries	=C285	=D285
238		Non-VAT Related Overheads	=C286	=D286
239		Custom & Excise	0	='Table 7.15 1990 Op/Budget'!$L$223+'Table 7.15 1990 Op/Budget'!$M$223+'Tab'e
240		Coporation Tax	0	0
241				
242		TOTAL OPERATING PAYMENTS	=SUM(C235:C241)	=SUM(D235:D241)
243				=AVERAGE(G243,J243,M243)
244		OPERATING CASH FLOW	=C232-C242	=D232-D242

	E	F	G	H	I	J	K	L	M	N	O
128											
129	March	April	May	June	July	August	Septem	October	Novemi	Decem	TOTALS
130	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=Table 7.15 1990 Op/Budget!O130*(1+$E$345)
131	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=Table 7.15 1990 Op/Budget!O131*(1+$E$345)
132	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=Table 7.15 1990 Op/Budget!O132*(1+$E$345)
133	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=Table 7.15 1990 Op/Budget!O133*(1+$E$345)
134	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=Table 7.15 1990 Op/Budget!O134*(1+$E$345)
135	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=Table 7.15 1990 Op/Budget!O135*(1+$E$345)
136	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=Table 7.15 1990 Op/Budget!O136*(1+$E$345)
137	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=Table 7.15 1990 Op/Budget!O137*(1+$E$345)
138	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=Table 7.15 1990 Op/Budget!O138*(1+$E$345)
139	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=$013	=Table 7.15 1990 Op/Budget!O139*(1+$E$345)
140	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C140:N140)
141	=E140	=F140	=G140	=H140	=I140	=J140	=K140	=L140	=M140	=N140	=O140/O186
142											
143	March	April	May	June	July	August	Septem	October	Novemi	Decem	TOTALS
144	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=Table 7.15 1990 Op/Budget!O144*(1+$E$346)
145	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=Table 7.15 1990 Op/Budget!O145*(1+$E$346)
146	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=Table 7.15 1990 Op/Budget!O146*(1+$E$346)
147	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=Table 7.15 1990 Op/Budget!O147*(1+$E$346)
148	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=Table 7.15 1990 Op/Budget!O148*(1+$E$346)
149	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=$014	=Table 7.15 1990 Op/Budget!O149*(1+$E$346)
150	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=Table 7.15 1990 Op/Budget!O150*(1+$E$346)
151	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C151:N151)
152	=E151	=F151	=G151	=H151	=I151	=J151	=K151	=L151	=M151	=N151	=O151/O186
153											
154	March	April	May	June	July	August	Septem	October	Novemi	Decem	TOTALS
155	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=Table 7.15 1990 Op/Budget!O155*(1+$E$347)
156	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=Table 7.15 1990 Op/Budget!O156*(1+$E$347)
157	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=Table 7.15 1990 Op/Budget!O157*(1+$E$347)
158	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=Table 7.15 1990 Op/Budget!O158*(1+$E$347)
159	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=$015	=Table 7.15 1990 Op/Budget!O159*(1+$E$347)
160	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=Table 7.15 1990 Op/Budget!O160*(1+$E$347)
161	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=Table 7.15 1990 Op/Budget!O161*(1+$E$347)
162	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=Table 7.15 1990 Op/Budget!O162*(1+$E$347)
163	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=Table 7.15 1990 Op/Budget!O163*(1+$E$347)
164	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=Table 7.15 1990 Op/Budget!O164*(1+$E$347)
165	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=Table 7.15 1990 Op/Budget!O165*(1+$E$347)
166	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=Table 7.15 1990 Op/Budget!O166*(1+$E$347)
167	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=$016	=Table 7.15 1990 Op/Budget!O167*(1+$E$347)
168	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C168:N168)
169	=E168	=F168	=G168	=H168	=I168	=J168	=K168	=L168	=M168	=N168	=O168/O186
170											
171	March	April	May	June	July	August	Septem	October	Novemi	Decem	TOTALS
172	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table 7.15 1990 Op/Budget!O172*(1+$E$348)
173	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table 7.15 1990 Op/Budget!O173*(1+$E$348)
174	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table 7.15 1990 Op/Budget!O174*(1+$E$348)
175	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table 7.15 1990 Op/Budget!O175*(1+$E$348)
176	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table 7.15 1990 Op/Budget!O176*(1+$E$348)
177	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table 7.15 1990 Op/Budget!O177*(1+$E$348)
178	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table 7.15 1990 Op/Budget!O178*(1+$E$348)
179	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table 7.15 1990 Op/Budget!O179*(1+$E$348)
180	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table 7.15 1990 Op/Budget!O180*(1+$E$348)
181	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table 7.15 1990 Op/Budget!O181*(1+$E$348)
182	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table	=Table 7.15 1990 Op/Budget!O182*(1+$E$348)
183	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C183:N183)
184	=E183	=F183	=G183	=H183	=I183	=J183	=K183	=L183	=M183	=N183	=O183/O186
185											
186	=E126	=F126	=G126	=H126	=I126	=J126	=K126	=L126	=M126	=N126	=O126+O140+O151+O168+O183
187	=E82+	=F82+	=G82+	=H82+	=I82+	=J82+	=K82+	=L82+	=M82+	=N82+	=O82+O186
188											
189	=E84-	=F84-	=G84-	=H84-	=I84-	=J84-	=K84-	=L84-	=M84-	=N84-	=O84-O186
190											
191	March	April	May	June	July	August	Septem	October	Novemi	Decem	TOTALS
192	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	='Table 7.15 1990 Op/Budget'!$O192*(1+0.05)
193	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	='Table 7.15 1990 Op/Budget'!$O193*(1+0.05)
194	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	='Table 7.15 1990 Op/Budget'!$O194*(1+0.05)
195	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	='Table 7.15 1990 Op/Budget'!$O195*(1+0.05)
196											
197											
198	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C198:N198)
199	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	=$019	='Table 7.15 1990 Op/Budget'!$O199*1.05
200											
201	=E189	=F189	=G189	=H189	=I189	=J189	=K189	=L189	=M189	=N189	=O189-O198+O199
202	=IF(E2	=IF(F2	=IF(G2	=IF(H2	=IF(I2	=IF(J2	=IF(K2	=IF(L2	=IF(M	=IF(N1	=SUM(C202:N202)
203											
204	=E20	=F20	=G20	=H20	=I20	=J20	=K20	=L20	=M20	=N20	=SUM(C204:N204)
205											
206											
207											
208											
209											

	Credit	Debto (%)
211		
212	Paymer	0
213	Paymer	0
214	Paymer	1
215	Paymer	0
216	Paymer	0
217		
218	Total =	=IF(SU

	CREDI	Creditors (%)
	Paymer	0
	Paymer	0
	Paymer	1
	Paymer	0
	Total =	=IF(SUM(O212+O213+O214+O215)=100%,100%,"ERROR")
	POST H	=L294*O215+M294*O215+M294*O214+N294*O215+
	POST H	=SUM(N224*H213+N224*H214+N224*H215+N224*

220	March	April	May	June	July	August	Septem	October	Novemi	Decem	TOTALS
221	=E23	=F23	=G23	=H23	=I23	=J23	=K23	=L23	=M23	=N23	=SUM(C221:N221)
222	=E199	=F199	=G199	=H199	=I199	=J199	=K199	=L199	=M199	=N199	=SUM(C222:N222)
223	=E221	=F221	=G221	=H221	=I221	=J221	=K221	=L221	=M22	=N221	=SUM(C223:N223)
224	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C224:N224)
225											
226	=E224	=F224	=G224	=H224	=I224	=J224	=K224	=L224	=M224	=N224	=SUM(C226:N226)
227	=D224	=E224	=F224	=G224	=H224	=I224	=J224	=K224	=L224	=M224	=SUM(C227:N227)
228	=C224	=D224	=E224	=F224	=G224	=H224	=I224	=J224	=K224	=L224	=SUM(C228:N228)
229	=Table	=C224	=D224	=E224	=F224	=G224	=H224	=I224	=J224	=K224	=SUM(C229:N229)
230	=Table	=Table	=C224	=D224	=E224	=F224	=G224	=H224	=I224	=J224	=SUM(C230:N230)
231											
232	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C232:N232)
233											
234	March	April	May	June	July	August	Septem	October	Novemi	Decem	TOTALS
235	=E294	=F294	=G294	=H294	=I294	=J294	=K294	=L294	=M294	=N294	=SUM(C235:N235)
236	=E235	=F235	=G235	=H235	=I235	=J235	=K235	=L235	=M23	=N235	=SUM(C236:N236)
237	=E285	=F285	=G285	=H285	=I285	=J285	=K285	=L285	=M285	=N285	=SUM(C237:N237)
238	=E286	=F286	=G286	=H286	=I286	=J286	=K286	=L286	=M286	=N286	=SUM(C238:N238)
239	0	0	=C223	0	0	=F223	0	0	=I223	0	=SUM(C239:N239)
240	0	0	0	0	0	0	0	0	=Table	0	=SUM(C240:N240)
241											
242	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(O235:O241)
243			=(C23			=(F23-			=(I23+		=SUM(C243:N243)
244	=E23	=F23	=G23	=H23	=I23	=J23	=K23	=L23	=M23	=N23	=O232-O242

	A	B	C	D
245				
246		FINANCE CHARGES	January	February
247			=$O247/12	=$O247/12
248		- Hire Purchase Payments	=$O248/12	=$O248/12
249		- Contract Hire Vehicles	=$O249/12	=$O249/12
250		-Management Charge	=$O250/12	=$O250/12
251		-Capital Expenditure	=$O251/12	=$O251/12
252		-Term Loan Repayment		
253		-Contract Lease 38		
254		-Contract Lease FLT	438	438
255		TOTAL FINANCE CHARGES	=SUM(C247:C254)	=SUM(D247:D254)
256				
257		NET CASH FLOW	=C244-C255	=D244-D255
258				
259		OPENING BALANCE	='Table 7.15 1990 Op/Budget'!$N$263	=C263
260		BALANCE BEFORE INTEREST	=C257+C259	=D257+D259
261		Bank Interest	=$O261/12	=$O261/12
262				
263		CLOSING BALANCE	=C260-C261	=D260-D261
264				
265				
266		CALCULATION OF VAT & TRADE CREDITORS		
267		NON-VAT RATED ITEMS	January	February
268		Total Salaries & Wages	=C69+C113+C130+C131+C144+C155+C172	=D69+D113+D130+D131+D144+D155+D172
269		Total Bonuses	=C115+C133+C146+C157+C175	=D115+D133+D146+D157+D175
270		Sub-Total	=C268+C269	=D268+D269
271		NON-VAT RATED COSTS		
272		-Bank Charges	=C160	=D160
273		-Term Loan	=C194	=D194
274		-Hire Purchase	=C193	=D193
275		-Electricity/Gas/Water	=C91	=D91
276		-Rent/Rates/Insurance	=C104	=D104
277		-Pension + GLS	=C114+C132+C145+C156+C174	=D114+D132+D145+D156+D174
278		-Travel + Entertaining	=C121+C134+C161+C167	=D121+D134+D161+D167
279				
280				
281		Sub-Total	=SUM(C272:C278)	=SUM(D272:D278)
282				
283		TOTAL OVERHEADS	=C63+C69+C80+C186+C198	=D63+D69+D80+D186+D198
284		LESS:		
285		Salaries, Bonuses & Wages	=C270	=D270
286		Non-VAT Rated Costs	=C281	=D281
287		Depreciation Charged to P&L	=C105+C107+C147+C163	=D105+D107+D147+D163
288		Sub Total	=C283-C285-C286-C287	=D283-D285-D286-D287
289		Creditors Less:		
290		-Plant Lease	=C106	=D106
291		-Contract Hire Vehicles	=C122+C136+C150+C162+C182	=D122+D136+D150+D162+D182
292				
293				
294		TOTAL CREDITORS	=C288-C290-C291	=D288-D290-D291
295				
296				
297				
298		*PARAMETER CHANGE*		
299				
300		PERCENTAGE CHANGE FROM PREVIOUS Y		
301		Sales	Growth %	Inflation %
302		General Cartons	0.035	0.06
303		Engineering Cartons	0.015	=$D$302
304		Print	0.03	=$D$302
305		Software	0.02	=$D$302
306		Packaging Materials	0.02	=$D$302
307		Waste	0.02	=$D$302
308				
309		Percentage Change in	Growth %	Inflation %
310		Closing Stock		
311		-WIP General Cartons	=C302	0
312		-WIP Engineering	=C303	0
313		-WIP Print	=C304	0
314		-WIP Software	=C305	0
315		-Board	=AVERAGE(C$311,C$312,C$313,C$314)	0
316		-Paper	=AVERAGE(C$311,C$312,C$313,C$314)	0
317		-Inks & Plates	=AVERAGE(C$311,C$312,C$313,C$314)	0
318		-Sundries	=AVERAGE(C$311,C$312,C$313,C$314)	0
319				
320		Direct Production Costs		Inflation %
321		DIRECT MATERIALS	Growth %	
322		-Board - General	=C302	0.06
323		-Board - Engineering	=C303	=D322
324		-Paper	=AVERAGE(C$302,C$303,C$304)	=D323
325		-Inks & Plates	=AVERAGE(C$302,C$303,C$304)	=D324
326		-Data Duplicates	=AVERAGE(C$302,C$303,C$304)	=D325
327		-Other Soft. Materials	=AVERAGE(C$302,C$303,C$304)	=D326
328		-Outwork - General	0	0.06
329		-Outwork - Engineering	=C303	0.06
330		-Outwork - Print	=C304	0.06
331		-Outwork - Software	=C305	0.06
332		DIRECT LABOUR	Growth %	Inflation %
333		-Normal Time	0.02	0.06
334		-Overtime	0.02	0.06
335		DISTRIBUTION VARIABLE COSTS	Growth %	Inflation %
336		-Freight	=AVERAGE(C$311,C$312,C$313,C$314)	0.06
337		-Packing Materials	=AVERAGE(C$311,C$312,C$313,C$314)	0.06
338				
339		Overhead Costs		Inflation %
340		Production Department	Growth %	=D336
341		-Indirect Materials	=AVERAGE(C$311,C$312,C$313,C$314)	=D341
342		-Indirect Labour	0.01	=D342
343		-Standing Charges	0.01	=D343
344		-Management Charges	0.01	=D344
345		Sales Department	0.01	=D345
346		Distribution Fixed Costs	0.01	=D346
347		Administration Costs	0.01	=D347
348		Finance Department	0.01	

	E	F	G	H	I	J	K	L	M	N	O
245											
246	March	April	May	June	July	August	Septem	October	Novemi	Decem	TOTALS
247	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	0
248	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	='Table 7.15 1990 Op/Budget'!$O248*1.1
249	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	=$O24	='Table 7.15 1990 Op/Budget'!$O249*1.1
250	=$O25	=$O25	=$O25	=$O25	=$O25	=$O25	=$O25	=$O25	=$O25	=$O25	35000
251	=$O25	=$O25	=$O25	=$O25	=$O25	=$O25	=$O25	=$O25	=$O25	=$O25	160000
252	='Table			=E252			=H252			=K252	=SUM(C252:N252)
253	33600			33600			33600			33600	=SUM(C253:N253)
254	438	438	438	438	438	438	438	438	438	438	=SUM(C254:N254)
255	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(O247:O254)
256											
257	=E244	=F244	=G244	=H244	=I244	=J244	=K244	=L244	=M244	=N244	=SUM(C257:N257)
258											
259	=D26	=E26	=F26	=G26	=H26	=I26	=J26	=K26	=L26	=M26	=C259
260	=E257	=F257	=G257	=H257	=I257	=J257	=K257	=L257	=M257	=N257	=O257+O258
261	=$O26	=$O26	=$O26	=$O26	=$O26	=$O26	=$O26	=$O26	=$O26	=$O26	='Table 7.15 1990 Op/Budget'!$O261*(1+0.1)
262											
263	=E26	=F26	=G26	=H26	=I26	=J26	=K26	=L26	=M26	=N26	=N263
264											
265											
266											
267	March	April	May	June	July	August	Septem	October	Novemi	Decem	TOTALS
268	=E69+	=F69+	=G69+	=H69+	=I69+	=J69+	=K69+	=L69+	=M69	=N69+	=SUM(C268:N268)
269	=E115	=F115	=G115	=H115	=I115	=J115	=K115	=L115	=M115	=N115	=SUM(C269:N269)
270	=E268	=F268	=G268	=H268	=I268	=J268	=K268	=L268	=M268	=N268	=O268+O269
271											
272	=E160	=F160	=G160	=H160	=I160	=J160	=K160	=L160	=M160	=N160	=SUM(C272:N272)
273	=E194	=F194	=G194	=H194	=I194	=J194	=K194	=L194	=M194	=N194	=SUM(C273:N273)
274	=E193	=F193	=G193	=H193	=I193	=J193	=K193	=L193	=M193	=N193	=SUM(C274:N274)
275	=E91	=F91	=G91	=H91	=I91	=J91	=K91	=L91	=M91	=N91	=SUM(C275:N275)
276	=E104	=F104	=G104	=H104	=I104	=J104	=K104	=L104	=M104	=N104	=SUM(C276:N276)
277	=E114	=F114	=G114	=H114	=I114	=J114	=K114	=L114	=M114	=N114	=SUM(C277:N277)
278	=E121	=F121	=G121	=H121	=I121	=J121	=K121	=L121	=M121	=N121	=SUM(C278:N278)
279											
280											
281	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM	=SUM(C281:N281)
282											
283	=E63+	=F63+	=G63+	=H63+	=I63+	=J63+	=K63+	=L63+	=M63	=N63+	=SUM(C283:N283)
284											
285	=E270	=F270	=G270	=H270	=I270	=J270	=K270	=L270	=M270	=N270	=SUM(C285:N285)
286	=E281	=F281	=G281	=H281	=I281	=J281	=K281	=L281	=M281	=N281	=SUM(C286:N286)
287	=E105	=F105	=G105	=H105	=I105	=J105	=K105	=L105	=M105	=N105	=SUM(C287:N287)
288	=E283	=F283	=G283	=H283	=I283	=J283	=K283	=L283	=M283	=N283	=SUM(C288:N288)
289											
290	=E106	=F106	=G106	=H106	=I106	=J106	=K106	=L106	=M106	=N106	=SUM(C290:N290)
291	=E122	=F122	=G122	=H122	=I122	=J122	=K122	=L122	=M122	=N122	=SUM(C291:N291)
292											
293											
294	=E288	=F288	=G288	=H288	=I288	=J288	=K288	=L288	=M288	=N288	=SUM(C294:N294)
295											
296											
297											
298											
299											

300		Value o	Value o	Value o
301	Total %	of Total	Change	Growth
302	=D302	=O16/	=O16-'	=(G30
303	=D303	=O17/	=O17-'	=(G30
304	=D304	=O18/	=O18-'	=(G30
305	=D305	=O19/	=O19-'	=(G30
306	=D306	=O20/	=O20-'	=(G30
307	=D307	=O21/	=O21-'	=(G30

308				
309	Total %	Value o	Value o	Value o
310			Change	Growth
311	=D311	=C39/	=C39-'	=(G31
312	=D312	=C40/	=C40-'	=(G31
313	=D313	=C41/	=C41-'	=(G31
314	=D314	=C42/	=C42-'	=(G31
315	=D315	=C43/	=C43-'	=(G31
316	=D316	=C44/	=C44-'	=(G31
317	=D317	=C45/	=C45-'	=(G31
318	=D318	=C46/	=C46-'	=(G31

319				
320	Total %	Value o	Value o	Value o
321		of Total	Change	Growth
322	=D322	=O53/	=O53-'	=(G32
323	=D323	=O54/	=O54-'	=(G32
324	=D324	=O55/	=O55-'	=(G32
325	=D325	=O56/	=O56-'	=(G32
326	=D326	=O57/	=O57-'	=(G32
327	=D327	=O58/	=O58-'	=(G32
328	=D328	=O59/	=O59-'	=(G32
329	=D329	=O60/	=O60-'	=(G32
330	=D330	=O61/	=O61-'	=(G33
331	=D331	=O62/	=O62-'	=(G33

332	Total %			
333	=D333	=O67/	=O67-'	=(G33
334	=D334	=O68/	=O68-'	=(G33

335	Total %			
336	=D336	=(O80	=(O80-'	=(G33
337	=D337	=O78/	=O78-'	=(G33

338				
339		Value o	Value o	Value o
340	Total %	of Total	Change	Growth
341	=D341	=O93/	=O93-'	=(G34
342	=D342	=O101	=O101	=(G34
343	=D343	=O110	=O110	=(G34
344	=D344	=O124	=O124	=(G34
345	=D345	=O140	=O140	=(G34
346	=D346	=O151	=O151	=(G34
347	=D347	=O168	=O168	=(G34
348	=D348	=O183	=O183	=(G34

7.9.4 - Balance Sheet and Financial Ratios Logic Prinout

	A	B	C	D
1		PP PRINT COMPANY		
2		SUMMARY OF BALANCE SHEETS AND PROFIT &		
3		*BASE MODEL 7.1*		
4				
5		BALANCE SHEETS		
6				
7	A	FIXED ASSETS	1987	1988
8		Land and Buildings - Freehold	662859	1037287
9		Existing Plant and Equipment	0	='Table 7.10 1989 Op/Budget'!$O$251
10				
11				
12				
13				
14				
15				
16	A	Fixed Assets (Total A)	=SUM(C8:C15)	=SUM(D8:D15)
17				
18	B	INVESTMENTS		
19		Unlisted Investments	0	0
20				
21	B	Investments (Total B)	=SUM(C19:C20)	=SUM(D19:D20)
22				
23	C	CURRENT ASSETS	1987	1988
24		Stocks - Raw Materials	765368	667641
25		- Work in Progress	='Table 7.12 Op/Budget Summary'!$C$17	='Table 7.12 Op/Budget Summary'!$D$17
26		- Finished Goods	0	0
27		Debtors - Trade	1055000	1160272
28		- Others	0	0
29		- Pre-Payments	0	0
30		Listed Investments	0	0
31		Cash at Bank and in Hand	1497	2465
32				
33	C	Current Assets (Total C)	=SUM(C24:C32)	=SUM(D24:D32)
34				
35	D	CURRENT LIABILITIES - Due within 1 year	1987	1988
36		Bank Overdraft/(Surplus)	0	0
37		Creditors - Trade	1573775	1309808
38		- Others	0	0
39		- Preferential	0	0
40		Taxation - Current	0	0
41		Hire Purchase/Leasing Agreements	0	0
42		Other Short Term Liabilities	0	0
43		VAT	0	0
44	D	CURRENT LIABILITIES (Total D)	=SUM(C36:C43)	=SUM(D36:D43)
45				
46	E	NET CURRENT ASSETS (LIABILITIES) [C-D]	=C33-C44	=D33-D44
47				
48	F	TOTAL ASSETS, Less Current Liabilities	=C46+C16+C21	=D46+D16+D21
49				
50	G	AMOUNTS due after 1 year	1987	1988
51		Owing to Banks	0	0
52		Mortgages/Secured Loans - Up to 5 years	0	=C52*0.9
53		- 5 years or more	276509	211802
54		Unsecured Loans	0	0
55		Debtors	0	0
56	G	Amounts due after 1 year (Total F)	=SUM(C51:C55)	=SUM(D51:D55)
57				
58	H	OTHER LIABILITIES/PROVISIONS	1987	1988
59		Taxation - Future	0	0
60		- Deferred	21050	105363
61		Specific Provisions other than Tax	0	0
62				
63	H	Other Liabilities/Provisions (Total G)	=SUM(C59:C62)	=SUM(D59:D62)
64				
65				
66	I	NET ASSETS [A+B+C-D-F-G=H]	=C16+C21+C33-C44-C56-C63	=D16+D21+D33-D44-D56-D63
67				
68	J	CAPITAL and RESERVES	1987	1988
69		Capital [see below]	819999	819999
70		Reserves	385045	385045
71		Revaluation reserve	0	498872
72		Profit & Loss Account B/Fwd + P&L Current Year	-591904	-463224
73		LESS Intangible Assets	0	0
74	J	SURPLUS RESOURCES (Total J) [H=J]	=SUM(C69:C72)-C73	=SUM(D69:D72)-D73
75			=IF(C66+C74=0,"'ERROR'","Balances OK")	=IF(D66+D74=0,"'ERROR'","Balances OK")
76				
77				
78		PROFIT & LOSS ACCOUNTS		
79				
80			1987	1988
81	K	SALES TURNOVER	5827855	5319286
82				
83	L	COST OF SALES	1987	1988
84		Stock Decrease/Increase	-156905	97725
85		Direct Materials	2984801	2306106
86		Direct Labour	1030959	835284
87		Distribution Variable	313423	267323
88				
89				
90	L	TOTAL	=SUM(C85:C87)+C84	=SUM(D85:D87)+D84
91				
92	M	GROSS PROFIT/LOSS	=C81-C90	=D81-D90
93				
94	N	OVERHEADS	1987	1988
95		Production Department	656018	594138
96		Sales Department	183279	183822
97		Distribution Fixed	125238	116991
98		Adminstration Department	580887	561949
99		Finance Department	14144	17986
100				
101				
102	N	TOTAL OVERHEADS	=SUM(C95:C101)	=SUM(D95:D101)
103				
104	O	PROFIT ON TRADING	=C92-C102	=D92-D102
105				
106	P	LOAN FINANCE	112788	104106
107				
108		SUB-TOTAL	=C104-C106	=D104-D106
109	Q	SUNDRY INCOME	18041	22336
110			1987	1988
111	R	NET PROFIT BEFORE TAX	=C108+C109	=D108+D109
112	S	CORPORATION TAX	-124037	-2000
113		Exceptional Items	451088	142271
114	T	NET PROFIT AFTER TAX	=C111-C112-C113	=D111-D112-D113

PAGE

NUMBERING

AS ORIGINAL

	A	B	C
1			
2		PP PRINT COMPANY FINANCIAL ANALYSIS RATIOS	
3		*BASE MODEL 7.1*	
4			
5	1	GEARING & CAPITAL	1987
6	1.1	STANDARD GEARING	=C68/C69
7		[= Long Term Debt & Preference Shares/	Diff.Prev Yr>
8		Capital Employed (total assets)]	
9			
10	1.2	DEBT TO NET WORTH	=C70/C71
11		[= Total Debt/Net Assets]	Diff.Prev Yr>
12			
13	1.3	NET WORKING ASSETS : SALES% (Capital Requirement)	=C72/C83
14		[= ((Stock+Debtors)-Creditors))/Sales Turnover]	Diff.Prev Yr>
15			
16		REQUIREMENT PER 10% INCREASE IN TURNOVER (£)	=IF(C13=0,0,C83*C13*(10/100))
17		REQUIREMENT PER £10,000 INCREASE IN TURNOVER (£)	=IF(C13=0,0,C16/((C83*10/100)/10000))
18			
19			
20			
21	2	LIQUIDITY RATIOS	1987
22	2.1	CURRENT RATIO (Liquidity Ratio)	=C73/C74
23		[= Current Assets/Current Liabilities]	Diff.Prev Yr>
24			
25	2.2	QUICK RATIO (Acid Test)	=IF(C74=0,0,(C73-C75)/C74)
26		[= Current Assets, less Stock/Current Liabilities]	Diff.Prev Yr>
27			
28			
29	3	ASSET EFFICIENCY RATIOS	1987
30	3.1	STOCK TURNOVER (Times per Year)	=C84/C75
31		[= Cost of Sales/Stock]	Diff.Prev Yr>
32			
33	3.2	DEBTOR PERIOD GIVEN (in Days)	=(C76/C83)*365
34		[= (Debtors/Sales Turnover)*365]	Diff.Prev Yr>
35			
36		DEBTOR PERIOD GIVEN (in Weeks)	=52/(C83/C76)
37		[= 52/(Sales Turnover/Debtors)]	Diff.Prev Yr>
38			
39	3.3	CREDITOR PERIOD TAKEN (in Days)	=(C77/C83)*365
40		[= (Creditors/Sales Turnover)*365]	Diff.Prev Yr>
41			
42		CREDITOR PERIOD TAKEN (in Weeks)	=52/(C83/C77)
43		[= 52/(Sales Turnover/Creditors)]	Diff.Prev Yr>
44			
45			
46	4	PROFITABILITY RATIOS	1987
47	4.1	GROSS PROFIT: SALES (%)	=C85/C83
48		[= (Gross Profit/Sales Turnover)*100]	Diff.Prev Yr>
49			
50	4.2	TRADING PROFIT: SALES TURNOVER (%)	=C86/C83
51		[= (Trading Profit/Sales Turnover)*100]	Diff.Prev Yr>
52			
53	4.3	NET PROFIT BEFORE TAX: SALES TURNOVER (%)	=C87/C83
54		[= Net Profit Before Tax/Sales Turnover)*100]	Diff.Prev Yr>
55			
56	4.4	RETURN ON INVESTED CAPITAL	=C86/C71
57		[= Trading Profit/Net Assets]	Diff.Prev Yr>
58			
59	4.5	SALES TURNOVER: NET ASSETS (Overtrading)	=C83/C71
60		[= Sales Turnover/Net Assets]	Diff.Prev Yr>
61			
62	4.6	NET WORKING ASSETS: SALES TURNOVER (%)	=C72/C83
63		[= (Net Working Assets/Sales Turnover)*100]	Diff.Prev Yr>
64			
65			
66			
67		KEY ITEMS FORM BALANCE SHEETS	1987
68		LONG TERM DEBT, [amounts due after 1 year] (Total G)	='Table 7.13 Balance/S Summary'!C$56
69		TOTAL ASSETS (Total F)	='Table 7.13 Balance/S Summary'!C$48
70		TOTAL DEBT (Totals D+G+H)	='Table 7.13 Balance/S Summary'!C$44+'Table 7.13 Balance/S Summary'!C$56+'Table 7.13
71		NET ASSETS (Total I)	='Table 7.13 Balance/S Summary'!C$66
72		NET WORKING ASSETS [(Stock+DR's)-(CR's)]	='Table 7.13 Balance/S Summary'!C$24+'Table 7.13 Balance/S Summary'!C$25+'Table 7.13
73		CURRENT ASSETS (Total C)	='Table 7.13 Balance/S Summary'!C$33
74		CURRENT LIABILITIES (Total D)	='Table 7.13 Balance/S Summary'!C$44
75		STOCK (incl Raw Material, WIP, Finished Goods)	='Table 7.13 Balance/S Summary'!C$24+'Table 7.13 Balance/S Summary'!C$25+'Table 7.13
76		TOTAL DEBTORS	='Table 7.13 Balance/S Summary'!C$27+'Table 7.13 Balance/S Summary'!C$28+'Table 7.13
77		TOTAL CREDITORS	='Table 7.13 Balance/S Summary'!C$37+'Table 7.13 Balance/S Summary'!C$38+'Table 7.13
78			
79			
80			
81			
82		KEY ITEMS FORM PROFIT & LOSS ACCOUNTS	1987
83		SALES TURNOVER (Total K)	='Table 7.13 Balance/S Summary'!C$81
84		COST OF SALES (Total L)	='Table 7.13 Balance/S Summary'!C$90
85		GROSS PROFIT (Total M)	=C83-C84
86		TRADING PROFIT (Total O)	='Table 7.13 Balance/S Summary'!C$104
87		NET PROFIT BEFORE TAX (Total R)	='Table 7.13 Balance/S Summary'!C$111
88		NET PROFIT AFTER TAX (Total T)	='Table 7.13 Balance/S Summary'!C$114
89			
90			
91			
92			
93			

	D	E	F	G	H
1					
2					
3					
4				PROJECTED	
5	1988	1989 Plan	1989 Actual	1990	1991
6	=D68/D69	=E68/E69	=F68/F69	=G68/G69	
7	=D6-C6	=E6-D6	=F6-E6	=G6-F6	
8					
9					
10	=D70/D71	=E70/E71	=F70/F71	=G70/G71	
11	=D10-C10	=E10-D10	=F10-E10	=G10-F10	
12					
13	=D72/D83	=E72/E83	=F72/F83	=G72/G83	
14	=D13-C13	=E13-D13	=F13-E13	=G13-F13	
15					
16	=IF(D13=0,0,D83*D1	=IF(E13=0,0,E83*E13*	=IF(F13=0,0,F83*F13*(1(	=IF(G13=0,0,G83*G13*(1(	
17	=IF(D13=0,0,D16/((	=IF(E13=0,0,E16/((E8	=IF(F13=0,0,F16/((F83*1	=IF(G13=0,0,G16/((G83*1	
18					
19					
20					
21	1988	1989 Plan	1989 Actual	1990	1991
22	=D73/D74	=E73/E74	=F73/F74	=G73/G74	
23	=IF(D22=0,0,D22-C2	=IF(E22=0,0,E22-D22)	=IF(F22=0,0,F22-E22)	=IF(G22=0,0,G22-F22)	
24					
25	=IF(D74=0,0,(D73	=IF(E74=0,0,(E73-E	=IF(F74=0,0,(F73-F75	=IF(G74=0,0,(G73-G75	
26	=IF(D25=0,0,D25-C2	=IF(E25=0,0,E25-D25)	=IF(F25=0,0,F25-E25)	=IF(G25=0,0,G25-F25)	
27					
28					
29	1988	1989 Plan	1989 Actual	1990	1991
30	=D84/D75	=E84/E75	=F84/F75	=G84/G75	
31	=D30-C30	=E30-D30	=F30-E30	=G30-F30	
32					
33	=(D76/D83)*365	=(E76/E83)*365	=(F76/F83)*365	=(G76/G83)*365	
34	=D33-C33	=E33-D33	=F33-E33	=G33-F33	
35					
36	=52/(D83/D76)	=52/(E83/E76)	=52/(F83/F76)	=52/(G83/G76)	
37	=D36-C36	=E36-D36	=F36-E36	=G36-F36	
38					
39	=(D77/D83)*365	=(E77/E83)*365	=(F77/F83)*365	=(G77/G83)*365	
40	=D39-C39	=E39-D39	=F39-E39	=G39-F39	
41					
42	=52/(D83/D77)	=52/(E83/E77)	=52/(F83/F77)	=52/(G83/G77)	
43	=D42-C42	=E42-D42	=F42-E42	=G42-F42	
44					
45					
46	1988	1989 Plan	1989 Actual	1990	1991
47	=D85/D83	=E85/E83	=F85/F83	=G85/G83	
48	=D47-C47	=E47-D47	=F47-E47	=G47-F47	
49					
50	=D86/D83	=E86/E83	=F86/F83	=G86/G83	
51	=D50-C50	=E50-D50	=F50-E50	=G50-F50	
52					
53	=D87/D83	=E87/E83	=F87/F83	=G87/G83	
54	=D53-C53	=E53-D53	=F53-E53	=G53-F53	
55					
56	=D86/D71	=E86/E71	=F86/F71	=G86/G71	
57	=D56-C56	=E56-D56	=F56-E56	=G56-F56	
58					
59	=D83/D71	=E83/E71	=F83/F71	=G83/G71	
60	=D59-C59	=E59-D59	=F59-E59	=G59-F59	
61					
62	=D72/D83	=E72/E83	=F72/F83	=G72/G83	
63	=D62-C62	=E62-D62	=F62-E62	=G62-F62	
64					
65					
66					
67	1988	1989 Plan	1989 Actual	1990	1991
68	='Table 7.13 Balance/S	='Table 7.13 Balance/S Su	='Table 7.13 Balance/S Sum	='Table 7.13 Balance/S Sumr	
69	='Table 7.13 Balance/S	='Table 7.13 Balance/S Su	='Table 7.13 Balance/S Sum	='Table 7.13 Balance/S Sumr	
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72	='Table 7.13 Balance/S	='Table 7.13 Balance/S Su	='Table 7.13 Balance/S Sum	='Table 7.13 Balance/S Sumr	
73	='Table 7.13 Balance/S	='Table 7.13 Balance/S Su	='Table 7.13 Balance/S Sum	='Table 7.13 Balance/S Sumr	
74	='Table 7.13 Balance/S	='Table 7.13 Balance/S Su	='Table 7.13 Balance/S Sum	='Table 7.13 Balance/S Sumr	
75	='Table 7.13 Balance/S	='Table 7.13 Balance/S Su	='Table 7.13 Balance/S Sum	='Table 7.13 Balance/S Sumr	
76	='Table 7.13 Balance/S	='Table 7.13 Balance/S Su	='Table 7.13 Balance/S Sum	='Table 7.13 Balance/S Sumr	
77	='Table 7.13 Balance/S	='Table 7.13 Balance/S Su	='Table 7.13 Balance/S Sum	='Table 7.13 Balance/S Sumr	
78					
79					
80					
81					
82	1988	1989 Plan	1989 Actual	1990	1991
83	='Table 7.13 Balance/S	='Table 7.13 Balance/S Su	='Table 7.13 Balance/S Sum	='Table 7.13 Balance/S Sumr	
84	='Table 7.13 Balance/S	='Table 7.13 Balance/S Su	='Table 7.13 Balance/S Sum	='Table 7.13 Balance/S Sumr	
85	=D83-D84	=E83-E84	=F83-F84	=G83-G84	
86	='Table 7.13 Balance/S	='Table 7.13 Balance/S Su	='Table 7.13 Balance/S Sum	='Table 7.13 Balance/S Sumr	
87	='Table 7.13 Balance/S	='Table 7.13 Balance/S Su	='Table 7.13 Balance/S Sum	='Table 7.13 Balance/S Sumr	
88	='Table 7.13 Balance/S	='Table 7.13 Balance/S Su	='Table 7.13 Balance/S Sum	='Table 7.13 Balance/S Sumr	
89					
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Appendices to Chapter Eight

8.1 Financial Justification of FMS at CM Machine Tool Company 356

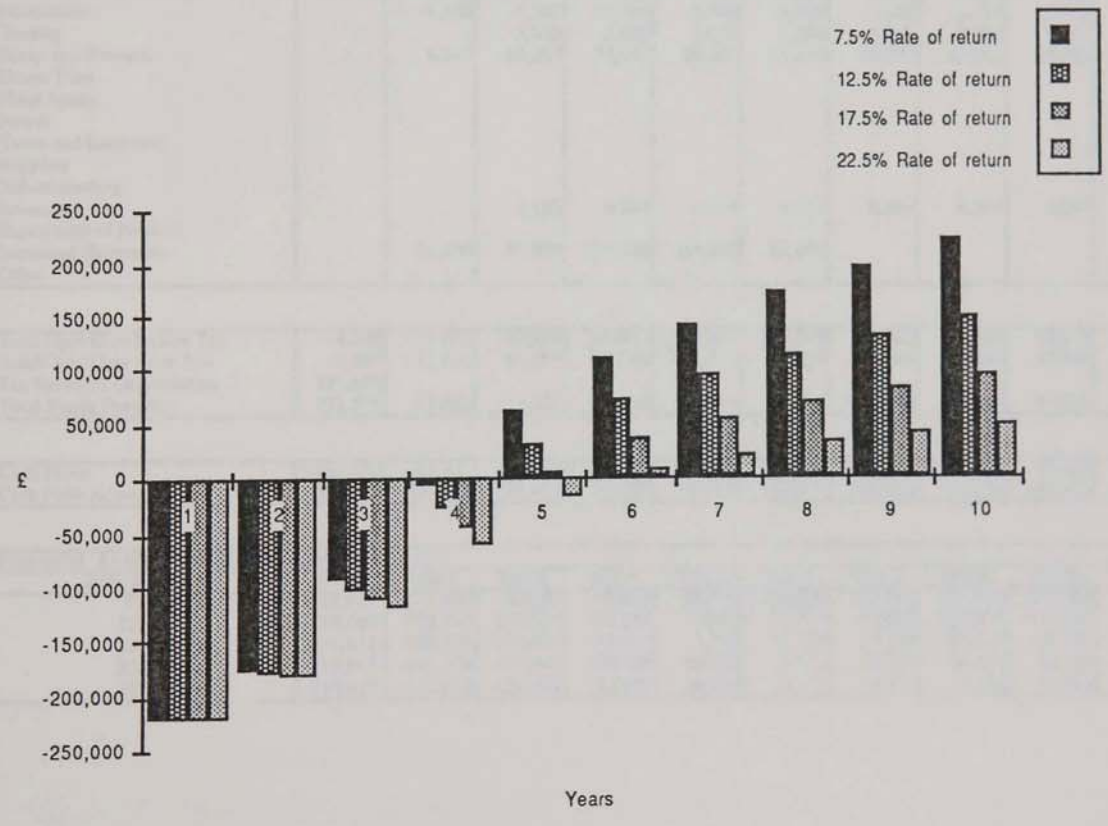
Appendix 8.1

Financial Justification of FMS at the CM Machine Tool Company

Appendix 8.1 shows a detailed breakdown of the DCF calculation using NPV used to justify the FMS at the CM machine tool company, together with the five year sales plan originally envisaged for similar systems.

Appendix 8.1 - Financial Analysis of FMS system

Appendix table 8.1 shows the projected cash flow based upon company documents for the FMS project including the DTI grant using discounted cash flow analysis. Figure 8.1 Shows the results of the analysis at rates of 7.5%, 12.5%, 17.5% and 22.5% over a ten year time horizon. (Please note that the installed cost used in the DCF analysis by the company was subsequently modified from the £496,098 discussed in the text to a value of £453,191 as shown in table 8.1). The company's cost of money at the time of the FMS proposal was only 7.5% since the UK subsidiary could call upon its US parent for assistance in ventures which are deemed to be of long term commercial value to the company and for which an extended payback period is given. In the case of the FMS this was set at 5 years. From appendix figure 8.1 it can be seen that the full five years is required even using a 7.5% rate of return, the actual DCF rate of return being 18.64%.



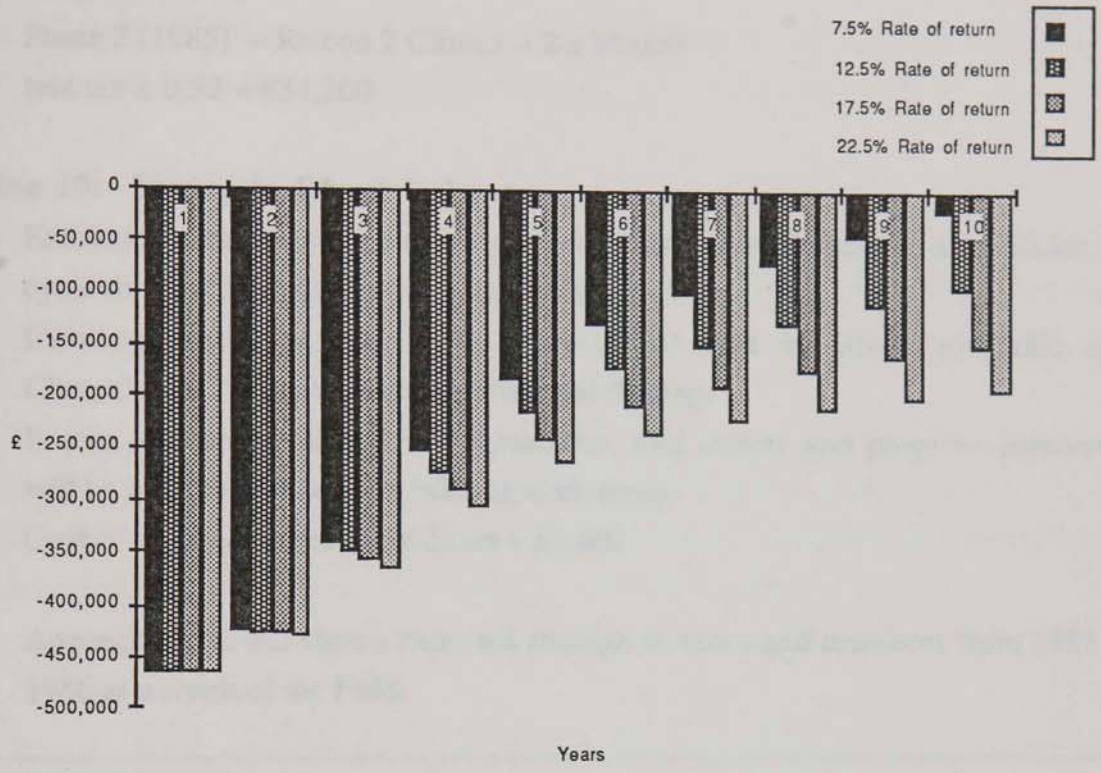
Appendix figure 8.1 - DCF Analysis using Net Present Value of FMS

Table 8.1 DCF Analysis of Flexible Manufacturing System with DTI Grant

	Funds Applied	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
1	Installed Cost	453,191									
2	Loss of Income After Tax										
3	Total Cost (1+2)	453,191	0	0	0	0	0	0	0	0	0
4	Investment Tax Credit										
5	Cash Displaced Eq A.T.		2,880	4,320	7,200						
6	Tax Saved on Bk Val Pres Eq										
7	Expenditure Avoided After Tax		31,200	31,200							
8	Total (lines 4, 5,6,7)	0	34,080	35,520	7,200	0	0	0	0	0	0
9	Net Total Funds Applied (3 - 8)	453,191	-34,080	-35,520	-7,200	0	0	0	0	0	0
	Funds Provided	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
10	Direct Labour + Fringe		14,800	29,600	74,000	74,000	74,000	74,000	74,000	74,000	74,000
11	Indirect Labour + Fringe	-4,000	-16,000	-16,000	-8,000	-8,000	-8,000	-8,000	-8,000	-8,000	-8,000
12	Maintenance		-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500
13	Tooling			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
14	Scrap and Rework		6,347	10,387	23,081	23,081	23,081	23,081	23,081	23,081	23,081
15	Down Time										
16	Floor Space										
17	Power										
18	Taxes and Insurance										
19	Supplies										
20	Subcontracting										
21	Inventory			3,132	6,264	6,264	6,264	6,264	6,264	6,264	6,264
22	Superiority of Product										
23	Increased Shipments		21,000	97,000	107,000	103,000	51,000				
24	Other										
25	Total Oper Gain Before Tax	-4,000	24,647	127,619	205,845	201,845	149,845	98,845	98,845	98,845	98,845
26	Total Oper Gain After Tax	-2,080	11,831	61,257	98,806	96,886	71,926	47,446	47,446	47,446	47,446
27	Tax Saved on Depreciation	235,659									
28	Total Funds Provided	233,579	11,831	61,257	98,806	96,886	71,926	47,446	47,446	47,446	47,446
29	Cash Flow	-219,612	45,911	96,777	106,006	96,886	71,926	47,446	47,446	47,446	47,446
30	Cash Flow Accumulated	-219,612	-173,701	-76,924	29,082	125,968	197,894	245,340	292,786	340,232	387,678

	Financial Analysis Using Net Present Value										
	Rate of Return	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
31	7.5%	-219,612	-176,904	-93,160	-7,829	64,719	114,820	145,563	174,161	200,764	225,511
32	12.5%	-219,612	-178,802	-102,336	-27,885	32,600	72,514	95,918	116,721	135,213	151,650
33	17.5%	-219,612	-180,539	-110,442	-45,097	5,732	37,846	55,875	71,219	84,278	95,392
34	22.5%	-219,612	-182,134	-117,643	-59,976	-16,952	9,122	23,163	34,624	43,981	51,619
35	27.5%	-219,612	-183,603	-124,071	-72,927	-36,264	-14,917	-3,873	4,789	11,583	16,912

The importance of the DTI grant in making the FMS viable is illustrated in appendix figure 8.2 which uses the same values as appendix table 8.1 but does not include the DTI grant of £247,677 thereby making the installed cost of the FMS £700,868 rather than £453,191. The effect using the same rates of return is that even at the company's basic cost of capital of 7.5%, the FMS will not repay its initial investment within the ten year time horizon.



Appendix figure 8.2

DCF Analysis using NPV of FMS without Government Grant Assistance

Looking in more detail at the individual items in appendix table 8.1:

Line 1: Installed cost of system:

Phase 1 - 1983 (Dec) = £300,000
Phase 2 - 1984 (Nov) = £180,900
Phase 3 - 1985 (June) = £262,475

To obtain the year 1 value all expenditure is discounted back to year 1 giving:

= £300,400 + (£180,900/1.11%) + (£262,475/1.11%/1.11%)
= £676,404 (without Government grant)
= £453,191 (with Government grant)

Line 5: Disposal of surplus machines over 3 years:

Phase 1 (1984) = 2 machines x £3,000 less tax x 0.48 = £2,880

Phase 2 (1985) = 3 machines x £3,000 less tax x 0.48 = £4,320

Phase 3 (1985) = 5 machines x £3,000 less tax x 0.48 = £7,200

Line 7: Avoidance of reconditioning of machines:

Phase 1 (1984) = Re.con 2 machines = 2 x £30,000 less tax x 0.52 = £31,200

Phase 2 (1985) = Re.con 2 Climex = 2 x 30,000

less tax x 0.52 = £31,200

Line 10: Saving in Direct Labour:

Estimates established from sample work load would indicate a reduction in cycle times of 50% over existing methods.

Existing machines from which work-load will be made available are Climex's, 7VT's, conventional milling and drilling.

It was also assumed that work handlers, tool setters and progress personnel will be made available from existing work force.

Cost of employing one more direct = £7,400.

Appendix table 8.2 shows expected changes in hours and resources from 1983 to 1986 as a result of the FMS.

	1983	1984	1985	1986
FMS Capacity Hours	No Change	11 hrs/day x 5 days /week x 47 weeks = 2,585 hrs	12 hrs x 5 days x 1.5 shifts = 4,230 hrs	20 hrs x 5 days x 0.47 x 2 shifts = 9,400 hrs
Conventional Hours to FMS	No Change	FMS Capacity x 2 = 5,170 hrs	= 8,460 hrs	= 18,800 hrs
Number of Machines Released	No Change	5,170/39 hrs x 47 weeks = 2.8 M/cs	= 4.6 M/cs	= 10.25 M/cs
Labour Reductions	No Change	Assume 1 man per machine = 2 men	= 4	= 10
Labour Cost Reduction Per Year	No Change	2 x 7,400 = £14,800	4 x 7,400 = £29,600	10 x 7,400 = £74,000

Appendix table 8.2 - Planned Hours for FMS

Line 11: Indirect Labour

Extra manufacturing engineers at £8,000 per man per year

1983	1 Engineer for 6 months	= £4,000
1984	2 Eng.	= £16,000
1985	2 Eng.	= £16,000
1986	1 Eng.	= £8,000

Line 12: Maintenance

Requirements to be made available from existing workforce. Extra costs, however, would be involved for shift payments estimated at £1,500 per annum.

Line 13: Tooling

All tooling after initial introduction would be expensed. Estimated savings through rationalisation and reduced machine groups predicted at £5,000 per annum from 1985 onwards.

Line 14: Scrap

Historical records showed that the scrap rate is equal to 6% of hours produced. Assuming that the T-10 will achieve a 1% scrap rate this will realise an actual saving of 5.5 over conventional hours x a burden rate of £23.55 per hour.

1983	No change	
1984	(5,170 - 5170/105.5) x £23.55	= £6,347
1985	(8,460 - 8460/105.5) x £23.55	= £10,387
1986	(18,800 - 18800/105.5) x £23.55	= £23,081

Line 21: Inventory Reduction

Inventory reduction can be achieved by lot sizes being smaller and run more frequently. Financial calculations based on existing 4 batches per year of conventional machining compared with a predicted 13 batches per year, would realise a saving of interest on money tied up in inventory amounting to £6,264 per annum.

Line 23: Increased Shipments/Market Credibility

The installation of an FMS was expected to greatly improve the market credibility of the company and enable the "systems group" to stimulate and demonstrate its ability to meet customer requirements. Without the FMS it was felt that the company's ability to sell systems will be restricted and the firm could lose market share. To quantify this the company drew up a five year plan for cells and systems as shown in appendix table 8.3

	1984	1985	1986	1987	1988
Number of Systems	1	3	3	4	4
Software Sales Value	335,000	1,944,000	2,875,000	4,157,000	4,157,000
Pre Tax Profit (-25%)	83,000	486,000	718,000	1,039,000	1,039,000
% Benefit from In-house FMS	25%	20%	15%	10%	5%
Cash Advantages Before Tax	£21,000	£97,000	£107,000	£103,000	£51,000

Appendix table 8.3 Five year plan for flexible cells and systems