

VCB, Inc.
Balance Sheet
December 31, 2010
In thousands

	Actual FY10	Actual FY09
Assets		
Current Assets		
Cash and cash equivalents	22,000.00	28,182.00
Account receivables, net	29,150.00	11,265.00
Inventory	12,806.00	8,765.00
Other current assets	3,095.00	1,531.00
Total current assets	67,051.00	49,743.00
Property plant and equipment, net	71,900.00	72,000.00
Goodwill	3,750.00	3,750.00
Total assets	142,701.00	125,493.00
Liabilities		
Current liabilities		
Accounts payable	10,212.00	8,845.00
Accrued expenses	5,765.00	4,650.00
Total current liabilities	15,977.00	13,495.00
Stockholders' equity		
Common stock	40,348.00	43,348.00
Retained earnings (deficit)	86,376.00	68,650.00
Total stockholders' equity	126,724.00	111,998.00
Total liabilities and stockholders' equity	142,701.00	125,493.00

Use this info for financial analysis

Accounts receivable turnover in FY 09	7.5
Inventory turnover in FY 09	7.0

Use this info for the SCF

Depreciation expense actual \$1,200 for 2010

VCB, Inc.
Income Statement
For the year ended December 31, 2010
In thousands

	<u>FY10 Actual</u>	<u>FY10 Budget</u>	<u>FY09 Actual</u>
Revenue	\$124,157.69	\$117,300.00	\$96,123.00
Cost of goods sold	65,426.21	60,219.75	50,464.58
Gross profit	<u>58,731.48</u>	<u>57,080.25</u>	<u>45,658.43</u>
Operating expenses			
Research and development	13,512.96	14,076.00	12,495.99
Sales and marketing	13,284.87	12,081.90	10,573.53
General and administrative	6,959.88	7,038.00	6,248.00
Total operating expenses	<u>33,757.71</u>	<u>33,195.90</u>	<u>29,317.52</u>
Operating income	<u>24,973.77</u>	<u>23,884.35</u>	<u>16,340.91</u>
Other income	2,508.40	2,600.00	2,450.00
Income before taxes	<u>27,482.17</u>	<u>26,484.35</u>	<u>18,790.91</u>
Income tax expense	9,756.17	9,534.37	6,764.73
Net income	<u>\$17,726.00</u>	<u>\$16,949.98</u>	<u>\$12,026.18</u>

VCB, Inc.
Divisional segment data
For the year ended December 31, 2010

In thousands, except variable cost per unit		Actual	Budget
	TOTAL REVENUE	124,157.69	117,300.00
	Lowdie	32,417.42	26,220.00
	Moda	43,504.50	39,675.00
	Primo	48,235.77	51,405.00
UNITS	Lowdie	1,741.00	1,380.00
UNITS	Moda	650.00	575.00
UNITS	Primo	327.00	345.00
		2,718.00	2,300.00

In thousands, except variable cost per unit		Actual	Budget
	TOTAL COST OF GOODS	\$ 65,426.21	\$ 60,219.75
	Lowdie	19,255.46	15,525.00
	Moda	24,180.00	21,562.50
	Primo	21,990.75	23,132.25
UNITS	Lowdie	1,741.00	1,380.00
UNITS	Moda	650.00	575.00
UNITS	Primo	327.00	345.00
		2,718.00	2,300.00

In thousands, except variable cost per unit		Actual	Budget
	Lowdie		
	Total variable cost per unit	11.56	11.75
In 000's	Traceable fixed expenses	11,018.26	9,946.79
In 000's	Common costs allocated, not traceable	1,560.00	1,225.00
	Moda Division		
	Total variable cost per unit	37.80	38.10
In 000's	Traceable fixed expenses	9,888.19	9,662.60
In 000's	Common costs allocated, not traceable	1,400.00	1,190.00
	Primo Division		
	Total variable cost per unit	68.00	67.75
In 000's	Traceable fixed expenses	7,345.51	8,810.01
In 000's	Common costs allocated, not traceable	1,040.00	1,085.00

VCB, Inc.
Regional data
For the year ended December 31, 2010
In thousands

Unit Sales	Actual	Budget		
Americas				
Lowdie	731.22	552.00		
Moda	273.00	230.00		
Primo	137.34	138.00		
Europe				
Lowdie	835.68	703.80		
Moda	312.00	293.25		
Primo	156.96	175.95		
Pac Rim				
Lowdie	174.10	124.20		
Moda	65.00	51.75		
Primo	32.70	31.05		
OPEX by Region - Actual (as a % of total OPEX)	R&D	S&M	G&A	
Americas	40.00%	68.00%	70.00%	
Europe	53.00%	20.00%	25.00%	
Pac Rim	7.00%	12.00%	5.00%	
OPEX by Region - Budget (as a % of total OPEX)	R&D	S&M	G&A	
Americas	45.00%	70.00%	67.00%	
Europe	48.50%	20.00%	26.00%	
Pac Rim	6.50%	10.00%	7.00%	