

| CORPORATE SOCIAL RESPONSIBILITY | Y10  | Y11 | Y12 | Y13 | Y14 | Y15 | Y16 | Y17 | Y18 | Y19 | Y20 |
|---------------------------------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Green Materials                 | No   | No  | Yes | No  | No  | No  | No  | Yes | Yes |     |     |
| Recycled Packaging              | No   | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |     |     |
| Energy Efficiency               | 0    | 0   | 100 | 0   | 0   | 0   | 0   | 0   | 100 |     |     |
| Charitable — Total Dollars      | 0    | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |     |     |
| Cont. % of Profit               | 0.0  | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1.0 | 2.0 |     |     |
| Ethics Training                 | None | All | All | All | All | All | All | All | All |     |     |
| Workforce Diversity             | No   | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |     |     |

| BRANDED SALES FORECAST | Y10 | Y11 | Y12 | Y13 | Y14 | Y15 | Y16 | Y17 | Y18 | Y19 | Y20 |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|

## Factors Affecting Internet Sales

|                            |       |       |       |       |       |       |       |       |       |  |  |
|----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--|--|
| Company — Retail Price     | 75.00 | 70.00 | 67.00 | 65.00 | 65.00 | 65.00 | 64.00 | 65.00 | 66.00 |  |  |
| Marketing — Models Offered | 180   | 200   | 200   | 122   | 159   | 104   | 100   | 100   | 100   |  |  |
| Effort — Free Shipping     | No    | No    | Yes   | Yes   | No    | No    | No    | Yes   | Yes   |  |  |
| Expected — Retail Price    | 75.00 | 75.00 | 70.00 | 70.00 | 73.25 | 72.79 | 71.37 | 69.25 | 68.81 |  |  |
| Ind Avg — Models Offered   | 180   | 175   | 155   | 159   | 145   | 160   | 155   | 158   | 158   |  |  |
| Effort — Free Shipping     | None  | None  | None  | None  | All   | None  | None  | None  | None  |  |  |

## North America Wholesale

|                              |       |       |        |        |        |        |        |        |        |  |  |
|------------------------------|-------|-------|--------|--------|--------|--------|--------|--------|--------|--|--|
| Company — Wholesale Price    | 48.00 | 50.00 | 55.00  | 55.00  | 56.00  | 55.00  | 55.00  | 54.00  | 53.00  |  |  |
| Marketing — S/Q Rating       | 5     | 4     | 6      | 6      | 6      | 5      | 5      | 5      | 5      |  |  |
| Effort — Models Available    | 200   | 200   | 200    | 150    | 150    | 160    | 123    | 123    | 123    |  |  |
| Advertising                  | 7,000 | 7,000 | 10,000 | 10,000 | 12,000 | 12,000 | 12,000 | 12,500 | 12,500 |  |  |
| Rebate Offer                 | 3     | 3     | 3      | 4      | 3      | 2      | 2      | 2      | 2      |  |  |
| Retail Outlets               | 3,000 | 3,000 | 2,268  | 2,370  | 2,511  | 2,032  | 2,184  | 2,245  | 2,070  |  |  |
| Retailer Support             | 400   | 400   | 500    | 400    | 400    | 400    | 400    | 500    | 500    |  |  |
| Delivery Time                | 3     | 4     | 2      | 1      | 3      | 2      | 1      | 2      | 2      |  |  |
| Celebrity Appeal             | 0     | 0     | 0      | 60     | 265    | 325    | 130    | 60     | 60     |  |  |
| Expected — Wholesale Price   | 48.00 | 50.00 | 52.00  | 49.17  | 52.00  | 52.00  | 52.71  | 54.00  | 54.00  |  |  |
| Ind Avg — S/Q Rating         | 5     | 5     | 5      | 5      | 5      | 5      | 6      | 6      | 6      |  |  |
| Effort — Models Available    | 200   | 150   | 200    | 176    | 166    | 172    | 175    | 177    | 181    |  |  |
| Advertising                  | 7,000 | 7,000 | 7,500  | 8,117  | 8,000  | 9,058  | 9,683  | 10,000 | 11,317 |  |  |
| Rebate Offer                 | 3.0   | 3.0   | 3.0    | 3.7    | 4.3    | 4.5    | 4.3    | 4.2    | 4.2    |  |  |
| Retail Outlets               | 3,000 | 3,000 | 2,829  | 2,775  | 2,820  | 2,780  | 2,745  | 2,643  | 2,668  |  |  |
| Retailer Support             | 400   | 400   | 400    | 392    | 400    | 425    | 435    | 450    | 431    |  |  |
| Delivery Time                | 3.0   | 3.0   | 3.0    | 2.5    | 2.3    | 2.4    | 2.1    | 2.0    | 2.1    |  |  |
| Expected Number of Companies | 12    | 12    | 12     | 12     | 12     | 12     | 12     | 8      | 12     |  |  |

## Europe-Africa Wholesale

|                              |       |       |       |       |        |        |        |        |        |  |  |
|------------------------------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--|--|
| Company — Wholesale Price    | 48.00 | 48.00 | 54.00 | 53.00 | 53.00  | 54.00  | 54.00  | 53.00  | 52.00  |  |  |
| Marketing — S/Q Rating       | 5     | 4     | 5     | 5     | 5      | 5      | 5      | 5      | 5      |  |  |
| Effort — Models Available    | 200   | 200   | 200   | 200   | 200    | 200    | 100    | 100    | 100    |  |  |
| Advertising                  | 7,000 | 7,000 | 8,500 | 9,000 | 13,000 | 13,000 | 13,000 | 13,500 | 13,500 |  |  |
| Rebate Offer                 | 3     | 3     | 3     | 3     | 2      | 2      | 2      | 2      | 2      |  |  |
| Retail Outlets               | 3,000 | 3,000 | 2,273 | 2,478 | 2,363  | 2,807  | 2,373  | 2,318  | 2,155  |  |  |
| Retailer Support             | 400   | 400   | 500   | 400   | 400    | 400    | 400    | 400    | 400    |  |  |
| Delivery Time                | 3     | 4     | 2     | 2     | 2      | 3      | 2      | 2      | 2      |  |  |
| Celebrity Appeal             | 0     | 0     | 0     | 50    | 250    | 285    | 100    | 35     | 35     |  |  |
| Expected — Wholesale Price   | 48.00 | 48.00 | 51.00 | 48.83 | 50.00  | 52.00  | 51.08  | 53.00  | 53.00  |  |  |
| Ind Avg — S/Q Rating         | 5     | 5     | 4     | 5     | 5      | 5      | 5      | 5      | 6      |  |  |
| Effort — Models Available    | 200   | 200   | 180   | 179   | 171    | 179    | 172    | 172    | 176    |  |  |
| Advertising                  | 7,000 | 7,000 | 7,313 | 7,742 | 7,500  | 8,658  | 9,242  | 9,000  | 10,404 |  |  |
| Rebate Offer                 | 3.0   | 3.0   | 3.0   | 3.7   | 3.9    | 3.9    | 3.4    | 3.7    | 3.8    |  |  |
| Retail Outlets               | 3,000 | 3,000 | 2,664 | 2,616 | 2,718  | 2,731  | 2,640  | 2,585  | 2,673  |  |  |
| Retailer Support             | 400   | 400   | 392   | 392   | 400    | 404    | 406    | 396    | 396    |  |  |
| Delivery Time                | 3.0   | 3.0   | 3.0   | 2.7   | 2.5    | 2.3    | 2.3    | 2.3    | 2.3    |  |  |
| Expected Number of Companies | 12    | 12    | 12    | 12    | 12     | 12     | 12     | 8      | 12     |  |  |

| BRANDED SALES FORECAST (concluded) |                  | Y10   | Y11   | Y12   | Y13   | Y14   | Y15   | Y16   | Y17   | Y18   | Y19 | Y20 |
|------------------------------------|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----|-----|
| <b>Asia-Pacific Wholesale</b>      |                  |       |       |       |       |       |       |       |       |       |     |     |
| Company —<br>Marketing<br>Effort   | Wholesale Price  | 41.00 | 42.00 | 49.00 | 48.00 | 47.00 | 49.00 | 49.00 | 42.00 | 42.00 |     |     |
|                                    | S/Q Rating       | 5     | 4     | 5     | 5     | 5     | 5     | 4     | 4     | 4     |     |     |
|                                    | Models Available | 200   | 200   | 200   | 200   | 200   | 200   | 150   | 150   | 150   |     |     |
|                                    | Advertising      | 3,500 | 3,500 | 6,000 | 9,000 | 8,500 | 8,500 | 8,500 | 8,400 | 8,400 |     |     |
|                                    | Rebate Offer     | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     |     |     |
|                                    | Retail Outlets   | 1,500 | 1,500 | 1,201 | 1,519 | 1,612 | 1,910 | 1,546 | 1,359 | 1,793 |     |     |
|                                    | Retailer Support | 400   | 400   | 400   | 400   | 400   | 400   | 400   | 400   | 400   |     |     |
|                                    | Delivery Time    | 3     | 4     | 2     | 2     | 2     | 3     | 2     | 2     | 3     |     |     |
|                                    | Celebrity Appeal | 0     | 0     | 0     | 60    | 200   | 300   | 155   | 100   | 100   |     |     |
| Expected —<br>Ind Avg<br>Effort    | Wholesale Price  | 41.00 | 41.00 | 45.00 | 43.50 | 52.00 | 47.00 | 46.67 | 50.00 | 47.00 |     |     |
|                                    | S/Q Rating       | 5     | 5     | 4     | 5     | 5     | 5     | 5     | 5     | 5     |     |     |
|                                    | Models Available | 200   | 200   | 180   | 179   | 171   | 179   | 176   | 176   | 180   |     |     |
|                                    | Advertising      | 3,500 | 3,500 | 3,792 | 4,546 | 5,000 | 5,383 | 5,750 | 6,000 | 6,596 |     |     |
|                                    | Rebate Offer     | 2.0   | 2.0   | 2.6   | 2.9   | 3.7   | 3.8   | 3.3   | 3.2   | 3.6   |     |     |
|                                    | Retail Outlets   | 1,500 | 1,500 | 1,367 | 1,383 | 1,412 | 1,432 | 1,397 | 1,426 | 1,504 |     |     |
|                                    | Retailer Support | 400   | 400   | 392   | 383   | 400   | 400   | 413   | 402   | 402   |     |     |
|                                    | Delivery Time    | 3.0   | 3.0   | 3.0   | 2.6   | 2.5   | 2.4   | 2.3   | 2.3   | 2.2   |     |     |
| Expected Number of Companies       |                  | 12    | 12    | 12    | 12    | 12    | 12    | 12    | 8     | 12    |     |     |
| <b>Latin America Wholesale</b>     |                  |       |       |       |       |       |       |       |       |       |     |     |
| Company —<br>Marketing<br>Effort   | Wholesale Price  | 42.00 | 43.00 | 49.00 | 50.00 | 50.00 | 52.00 | 52.00 | 51.00 | 51.00 |     |     |
|                                    | S/Q Rating       | 5     | 4     | 5     | 5     | 5     | 5     | 4     | 4     | 4     |     |     |
|                                    | Models Available | 200   | 200   | 200   | 200   | 200   | 200   | 160   | 160   | 160   |     |     |
|                                    | Advertising      | 3,500 | 3,500 | 6,000 | 4,000 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 |     |     |
|                                    | Rebate Offer     | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     | 2     |     |     |
|                                    | Retail Outlets   | 1,500 | 1,500 | 1,212 | 1,510 | 1,436 | 1,610 | 1,432 | 1,182 | 1,080 |     |     |
|                                    | Retailer Support | 400   | 400   | 400   | 400   | 400   | 400   | 400   | 400   | 400   |     |     |
|                                    | Delivery Time    | 3     | 4     | 2     | 2     | 2     | 2     | 2     | 2     | 1     |     |     |
|                                    | Celebrity Appeal | 0     | 0     | 0     | 95    | 280   | 330   | 110   | 50    | 50    |     |     |
| Expected —<br>Ind Avg<br>Effort    | Wholesale Price  | 42.00 | 43.00 | 46.00 | 43.67 | 51.00 | 48.00 | 48.17 | 51.00 | 49.00 |     |     |
|                                    | S/Q Rating       | 5     | 5     | 4     | 5     | 5     | 5     | 5     | 5     | 5     |     |     |
|                                    | Models Available | 200   | 200   | 177   | 171   | 167   | 171   | 173   | 175   | 180   |     |     |
|                                    | Advertising      | 3,500 | 3,500 | 3,667 | 4,200 | 4,000 | 4,575 | 4,650 | 5,000 | 6,214 |     |     |
|                                    | Rebate Offer     | 2.0   | 2.0   | 2.6   | 2.8   | 3.0   | 3.1   | 2.9   | 3.1   | 3.3   |     |     |
|                                    | Retail Outlets   | 1,500 | 1,500 | 1,343 | 1,337 | 1,384 | 1,359 | 1,360 | 1,279 | 1,340 |     |     |
|                                    | Retailer Support | 400   | 400   | 392   | 383   | 408   | 408   | 417   | 405   | 405   |     |     |
|                                    | Delivery Time    | 3.0   | 3.0   | 4.0   | 2.9   | 2.8   | 2.9   | 2.7   | 2.7   | 2.6   |     |     |
| Expected Number of Companies       |                  | 12    | 12    | 12    | 12    | 12    | 12    | 12    | 8     | 11    |     |     |
| Inventory —<br>Clearance           | North America    | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 25    |     |     |
|                                    | Europe-Africa    | 0     | 25    | 0     | 0     | 0     | 0     | 0     | 0     | 25    |     |     |
|                                    | Asia-Pacific     | 0     | 25    | 0     | 0     | 0     | 0     | 0     | 0     | 0     |     |     |
|                                    | Latin America    | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 25    |     |     |

| PLANT CAPACITY                                        |               | Y10 | Y11 | Y12   | Y13 | Y14 | Y15 | Y16 | Y17 | Y18   | Y19 | Y20 |
|-------------------------------------------------------|---------------|-----|-----|-------|-----|-----|-----|-----|-----|-------|-----|-----|
| Sale of —<br>Existing<br>Capacity                     | North America | 0   | 0   | 0     | 0   | 0   | 0   | 0   | 0   | 1,100 |     |     |
|                                                       | Europe-Africa | 0   | 0   | 0     | 0   | 0   | 0   | 0   | 0   | 1,500 |     |     |
|                                                       | Asia-Pacific  | 0   | 0   | 0     | 0   | 0   | 0   | 0   | 0   | 1,000 |     |     |
|                                                       | Latin America | 0   | 0   | 0     | 0   | 0   | 0   | 0   | 0   | 0     |     |     |
| Purchase of<br>Existing<br>Capacity                   | North America | 0   | 0   | 0     | 0   | 0   | 0   | 0   | 0   | 0     |     |     |
|                                                       | Europe-Africa | 0   | 0   | 0     | 0   | 0   | 0   | 0   | 0   | 0     |     |     |
|                                                       | Asia-Pacific  | 0   | 0   | 0     | 0   | 0   | 0   | 0   | 0   | 0     |     |     |
|                                                       | Latin America | 0   | 0   | 0     | 0   | 0   | 0   | 0   | 0   | 0     |     |     |
| Construction —<br>of New or<br>Additional<br>Capacity | North America | 0   | 0   | 0     | 0   | 0   | 100 | 0   | 0   | 0     |     |     |
|                                                       | Europe-Africa | 0   | 0   | 1,000 | 500 | 0   | 0   | 0   | 0   | 0     |     |     |
|                                                       | Asia-Pacific  | 0   | 0   | 0     | 0   | 0   | 0   | 0   | 0   | 0     |     |     |
|                                                       | Latin America | 0   | 0   | 0     | 0   | 0   | 0   | 0   | 0   | 0     |     |     |

| PLANT CAPACITY (concluded) |                 |          | Y10 | Y11 | Y12 | Y13 | Y14 | Y15 | Y16 | Y17 | Y18 | Y19 | Y20 |
|----------------------------|-----------------|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Upgrade — Options Ordered  | North — America | Option A | No  | No  | Yes | No  | No  | No  | No  | No  | No  | No  | No  |
|                            |                 | Option B | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  |
|                            |                 | Option C | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  |
|                            |                 | Option D | No  | No  | No  | Yes | No  | No  | No  | No  | No  | No  | No  |
|                            | Europe — Africa | Option A | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  |
|                            |                 | Option B | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  |
|                            |                 | Option C | No  | No  | No  | No  | No  | No  | No  | No  | Yes | No  | No  |
|                            |                 | Option D | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  |
|                            | Asia — Pacific  | Option A | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  |
|                            |                 | Option B | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  |
|                            |                 | Option C | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  |
|                            |                 | Option D | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  |
|                            | Latin — America | Option A | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  |
|                            |                 | Option B | No  | No  | No  | No  | No  | No  | No  | No  | Yes | No  | No  |
|                            |                 | Option C | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  |
|                            |                 | Option D | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  | No  |

| BRANDED PRODUCTION          |                    |       | Y10   | Y11   | Y12   | Y13   | Y14   | Y15   | Y16   | Y17   | Y18   | Y19   | Y20   |
|-----------------------------|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Production Specifications   |                    |       |       |       |       |       |       |       |       |       |       |       |       |
| North — America             | Superior Materials | 54%   | 55%   | 57%   | 57%   | 57%   | 57%   | 57%   | 53%   | 53%   | 53%   |       |       |
|                             | Models Produced    | 200   | 200   | 200   | 150   | 150   | 100   | 100   | 100   | 100   | 100   |       |       |
|                             | Styling/Features   | 10    | 10    | 30    | 42    | 24    | 22    | 22    | 22    | 22    | 22    |       |       |
|                             | TQM / Six-Sigma    | 0.50  | 0.50  | 0.90  | 1.10  | 0.90  | 0.90  | 0.90  | 0.90  | 0.90  | 0.90  |       |       |
| Europe — Africa             | Superior Materials | 0%    | 0%    | 0%    | 55%   | 55%   | 55%   | 56%   | 56%   | 56%   | 56%   |       |       |
|                             | Models Produced    | 50    | 50    | 50    | 200   | 200   | 100   | 100   | 100   | 100   | 100   |       |       |
|                             | Styling/Features   | 0     | 0     | 0     | 20    | 20    | 20    | 20    | 20    | 20    | 20    |       |       |
|                             | TQM / Six-Sigma    | 0.00  | 0.00  | 0.00  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  |       |       |
| Asia — Pacific              | Superior Materials | 54%   | 55%   | 55%   | 55%   | 55%   | 55%   | 52%   | 52%   | 52%   | 52%   |       |       |
|                             | Models Produced    | 200   | 200   | 200   | 200   | 200   | 150   | 150   | 150   | 150   | 150   |       |       |
|                             | Styling/Features   | 10    | 8     | 20    | 20    | 18    | 16    | 16    | 16    | 16    | 16    |       |       |
|                             | TQM / Six-Sigma    | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  |       |       |
| Latin — America             | Superior Materials | 0%    | 0%    | 0%    | 0%    | 55%   | 55%   | 54%   | 54%   | 54%   | 54%   |       |       |
|                             | Models Produced    | 50    | 50    | 50    | 50    | 200   | 200   | 200   | 200   | 200   | 200   |       |       |
|                             | Styling/Features   | 0     | 0     | 0     | 0     | 20    | 18    | 18    | 18    | 18    | 18    |       |       |
|                             | TQM / Six-Sigma    | 0.00  | 0.00  | 0.00  | 0.00  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  |       |       |
| Compensation and Training   |                    |       |       |       |       |       |       |       |       |       |       |       |       |
| North — America             | Wage Change        | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% |
|                             | Incentive Pay      | 1.25  | 1.20  | 1.20  | 0.75  | 0.75  | 0.75  | 0.75  | 0.75  | 0.75  | 0.75  | 0.75  | 0.75  |
|                             | Best Practices     | 1000  | 1000  | 800   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   |
| Europe — Africa             | Wage Change        | 0.0%  | 0.0%  | 0.0%  | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% |
|                             | Incentive Pay      | 0.00  | 0.00  | 0.00  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  | 0.50  |
|                             | Best Practices     | 0     | 0     | 0     | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   |
| Asia — Pacific              | Wage Change        | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% |
|                             | Incentive Pay      | 0.40  | 0.40  | 0.40  | 0.40  | 0.40  | 0.40  | 0.40  | 0.40  | 0.40  | 0.40  | 0.40  | 0.40  |
|                             | Best Practices     | 500   | 500   | 500   | 600   | 600   | 600   | 600   | 600   | 600   | 600   | 600   | 600   |
| Latin — America             | Wage Change        | 0.0%  | 0.0%  | 0.0%  | 0.0%  | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% | +0.0% |
|                             | Incentive Pay      | 0.00  | 0.00  | 0.00  | 0.00  | 0.55  | 0.55  | 0.55  | 0.55  | 0.55  | 0.55  | 0.55  | 0.55  |
|                             | Best Practices     | 0     | 0     | 0     | 0     | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   |
| Pairs Produced              |                    |       |       |       |       |       |       |       |       |       |       |       |       |
| North — America             | Regular-Time       | 1,766 | 1,766 | 2,000 | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 | 1,800 | 1,000 |       |       |
|                             | Overtime           | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |       |       |
| Europe — Africa             | Regular-Time       | 0     | 0     | 0     | 1,000 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 1,000 |       |       |
|                             | Overtime           | 0     | 0     | 0     | 200   | 0     | 0     | 0     | 0     | 0     | 0     |       |       |
| Asia — Pacific              | Regular-Time       | 3,133 | 3,133 | 3,600 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,000 |       |       |
|                             | Overtime           | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |       |       |
| Latin — America             | Regular-Time       | 0     | 0     | 0     | 0     | 900   | 900   | 900   | 900   | 900   | 900   |       |       |
|                             | Overtime           | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |       |       |
| Materials Price Projections | Standard           | 6.00  | 6.00  | 5.97  | 5.94  | 5.97  | 5.95  | 6.02  | 5.91  | 5.82  |       |       |       |
|                             | Superior           | 12.00 | 12.00 | 12.22 | 12.50 | 12.24 | 12.43 | 12.61 | 12.92 | 13.42 |       |       |       |

| BRANDED SHIPPING                    | Y10   | Y11   | Y12   | Y13   | Y14   | Y15   | Y16   | Y17   | Y18   | Y19 | Y20 |
|-------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----|-----|
| <b>Shipments from N.A. Plant to</b> |       |       |       |       |       |       |       |       |       |     |     |
| North America Warehouse             | 1,377 | 1,374 | 1,530 | 1,560 | 1,560 | 1,564 | 1,563 | 1,758 | 976   |     |     |
| Europe-Africa Warehouse             | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |     |     |
| Asia-Pacific Warehouse              | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |     |     |
| Latin America Warehouse             | 300   | 300   | 368   | 0     | 0     | 0     | 0     | 0     | 0     |     |     |
| <b>Shipments from E-A Plant to</b>  |       |       |       |       |       |       |       |       |       |     |     |
| North America Warehouse             | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |     |     |
| Europe-Africa Warehouse             | 0     | 0     | 0     | 1,122 | 2,340 | 2,365 | 2,362 | 2,362 | 945   |     |     |
| Asia-Pacific Warehouse              | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |     |     |
| Latin America Warehouse             | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |     |     |
| <b>Shipments from A-P Plant to</b>  |       |       |       |       |       |       |       |       |       |     |     |
| North America Warehouse             | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 1,523 |     |     |
| Europe-Africa Warehouse             | 1,377 | 1,377 | 1,477 | 538   | 0     | 0     | 0     | 0     | 0     |     |     |
| Asia-Pacific Warehouse              | 918   | 918   | 1,067 | 1,496 | 1,990 | 1,990 | 1,990 | 1,990 | 0     |     |     |
| Latin America Warehouse             | 618   | 615   | 800   | 1,217 | 1,261 | 1,279 | 1,279 | 1,279 | 1,279 |     |     |
| <b>Shipments from L.A. Plant to</b> |       |       |       |       |       |       |       |       |       |     |     |
| North America Warehouse             | 0     | 0     | 0     | 0     | 460   | 460   | 460   | 460   | 460   |     |     |
| Europe-Africa Warehouse             | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |     |     |
| Asia-Pacific Warehouse              | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |     |     |
| Latin America Warehouse             | 0     | 0     | 0     | 0     | 377   | 377   | 377   | 377   | 377   |     |     |

| INTERNET MARKETING             | Y10   | Y11   | Y12   | Y13   | Y14   | Y15   | Y16   | Y17   | Y18   | Y19 | Y20 |
|--------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----|-----|
| Retail Price                   | 75.00 | 70.00 | 67.00 | 65.00 | 65.00 | 65.00 | 64.00 | 65.00 | 66.00 |     |     |
| Models Offered                 | 180   | 200   | 200   | 122   | 159   | 104   | 100   | 100   | 100   |     |     |
| Free Shipping                  | No    | No    | Yes   | Yes   | No    | No    | No    | Yes   | Yes   |     |     |
| Block Internet — North America | No    | No    | No    | No    | No    | No    | No    | No    | No    |     |     |
| Orders In — Europe-Africa      | No    | No    | No    | No    | No    | No    | No    | No    | No    |     |     |
| — Asia-Pacific                 | No    | No    | No    | No    | No    | No    | No    | No    | No    |     |     |
| — Latin America                | No    | No    | No    | No    | No    | No    | No    | No    | No    |     |     |

| WHOLESALE MARKETING         | Y10   | Y11   | Y12    | Y13    | Y14    | Y15    | Y16    | Y17    | Y18    | Y19 | Y20 |
|-----------------------------|-------|-------|--------|--------|--------|--------|--------|--------|--------|-----|-----|
| <b>North America Market</b> |       |       |        |        |        |        |        |        |        |     |     |
| Wholesale Price             | 48.00 | 50.00 | 55.00  | 55.00  | 56.00  | 55.00  | 55.00  | 54.00  | 53.00  |     |     |
| Advertising Budget          | 7,000 | 7,000 | 10,000 | 10,000 | 12,000 | 12,000 | 12,000 | 12,500 | 12,500 |     |     |
| Rebate Offer                | 3     | 3     | 3      | 4      | 3      | 2      | 2      | 2      | 2      |     |     |
| Retail Outlets Utilized     | 3,000 | 3,000 | 2,268  | 2,370  | 2,511  | 2,032  | 2,184  | 2,245  | 2,070  |     |     |
| Retailer Support            | 400   | 400   | 500    | 400    | 400    | 400    | 400    | 500    | 500    |     |     |
| Delivery to Retailers       | 3     | 4     | 2      | 1      | 3      | 2      | 1      | 2      | 2      |     |     |
| <b>Europe-Africa Market</b> |       |       |        |        |        |        |        |        |        |     |     |
| Wholesale Price             | 48.00 | 48.00 | 54.00  | 53.00  | 53.00  | 54.00  | 54.00  | 53.00  | 52.00  |     |     |
| Advertising Budget          | 7,000 | 7,000 | 8,500  | 9,000  | 13,000 | 13,000 | 13,000 | 13,500 | 13,500 |     |     |
| Rebate Offer                | 3     | 3     | 3      | 3      | 2      | 2      | 2      | 2      | 2      |     |     |
| Retail Outlets Utilized     | 3,000 | 3,000 | 2,273  | 2,478  | 2,363  | 2,807  | 2,373  | 2,318  | 2,155  |     |     |
| Retailer Support            | 400   | 400   | 500    | 400    | 400    | 400    | 400    | 400    | 400    |     |     |
| Delivery to Retailers       | 3     | 4     | 2      | 2      | 2      | 3      | 2      | 2      | 2      |     |     |
| <b>Asia-Pacific Market</b>  |       |       |        |        |        |        |        |        |        |     |     |
| Wholesale Price             | 41.00 | 42.00 | 49.00  | 48.00  | 47.00  | 49.00  | 49.00  | 42.00  | 42.00  |     |     |
| Advertising Budget          | 3,500 | 3,500 | 6,000  | 9,000  | 8,500  | 8,500  | 8,500  | 8,400  | 8,400  |     |     |
| Rebate Offer                | 2     | 2     | 2      | 2      | 2      | 2      | 2      | 2      | 2      |     |     |
| Retail Outlets Utilized     | 1,500 | 1,500 | 1,201  | 1,519  | 1,612  | 1,910  | 1,546  | 1,359  | 1,793  |     |     |
| Retailer Support            | 400   | 400   | 400    | 400    | 400    | 400    | 400    | 400    | 400    |     |     |
| Delivery to Retailers       | 3     | 4     | 2      | 2      | 2      | 3      | 2      | 2      | 3      |     |     |
| <b>Latin America Market</b> |       |       |        |        |        |        |        |        |        |     |     |
| Wholesale Price             | 42.00 | 43.00 | 49.00  | 50.00  | 50.00  | 52.00  | 52.00  | 51.00  | 51.00  |     |     |
| Advertising Budget          | 3,500 | 3,500 | 6,000  | 4,000  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  |     |     |
| Rebate Offer                | 2     | 2     | 2      | 2      | 2      | 2      | 2      | 2      | 2      |     |     |
| Retail Outlets Utilized     | 1,500 | 1,500 | 1,212  | 1,510  | 1,436  | 1,610  | 1,432  | 1,182  | 1,080  |     |     |
| Retailer Support            | 400   | 400   | 400    | 400    | 400    | 400    | 400    | 400    | 400    |     |     |
| Delivery to Retailers       | 3     | 4     | 2      | 2      | 2      | 2      | 2      | 2      | 1      |     |     |

| CELEBRITY<br>ENDORSEMENTS |  | Y10 | Y11 | Y12   | Y13   | Y14   | Y15 | Y16 | Y17 | Y18 | Y19 | Y20 |
|---------------------------|--|-----|-----|-------|-------|-------|-----|-----|-----|-----|-----|-----|
| Cancel Existing Contract  |  | No  | No  | No    | No    | No    | No  | No  | No  | No  | No  | No  |
|                           |  | No  | No  | No    | No    | No    | No  | No  | No  | No  | No  | No  |
|                           |  | No  | No  | No    | No    | No    | No  | No  | No  | No  | No  | No  |
|                           |  | No  | No  | No    | No    | No    | No  | No  | No  | No  | No  | No  |
|                           |  | No  | No  | No    | No    | No    | No  | No  | No  | No  | No  | No  |
|                           |  | No  | No  | No    | No    | No    | No  | No  | No  | No  | No  | No  |
|                           |  | No  | No  | No    | No    | No    | No  | No  | No  | No  | No  | No  |
|                           |  | No  | No  | No    | No    | No    | No  | No  | No  | No  | No  | No  |
|                           |  | No  | No  | No    | No    | No    | No  | No  | No  | No  | No  | No  |
|                           |  | No  | No  | No    | No    | No    | No  | No  | No  | No  | No  | No  |
|                           |  | No  | No  | No    | No    | No    | No  | No  | No  | No  | No  | No  |
| Contract Offer            |  | 0   | 500 | 0     | 4,000 | 0     | 500 | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 500 | 0     | 0     | 3,500 | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 500 | 0     | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 3,500 | 0     | 3,500 | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 4,500 | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 3,500 | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 4,500 | 5,000 | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 3,500 | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 4,500 | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 0     | 4,500 | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 0     | 4,500 | 0   | 0   | 0   | 0   | 0   | 0   |
| Priority Ranking          |  | 0   | 2   | 0     | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 1   | 0     | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 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   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
|                           |  | 0   | 0   | 0     | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |
| Spending Cap              |  | 0   | 600 | 0     | 0     | 0     | 0   | 0   | 0   | 0   | 0   | 0   |

| PRIVATE-LABEL<br>PRODUCTION AND BIDS |       | Y10   | Y11   | Y12   | Y13   | Y14   | Y15   | Y16   | Y17   | Y18 | Y19 | Y20 |
|--------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----|-----|-----|
| Production Specifications            |       |       |       |       |       |       |       |       |       |     |     |     |
| North — Superior Materials           | 25.0% | 43.0% | 43.0% | 43.0% | 43.0% | 50.0% | 55.0% | 55.0% | 59.0% |     |     |     |
| America Models Produced              | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100 |     |     |
| Styling/Features                     | 5     | 4     | 4     | 11    | 11    | 12    | 12    | 12    | 12    | 12  |     |     |
| Europe — Superior Materials          | 0.0%  | 0.0%  | 0.0%  | 0.0%  | 45.0% | 45.0% | 44.0% | 44.0% | 47.0% |     |     |     |
| Africa Models Produced               | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100 |     |     |
| Styling/Features                     | 0     | 0     | 0     | 0     | 11    | 11    | 11    | 17    | 17    |     |     |     |
| Asia — Superior Materials            | 25.0% | 50.0% | 50.0% | 50.0% | 50.0% | 50.0% | 48.0% | 48.0% | 50.0% |     |     |     |
| Pacific Models Produced              | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100 |     |     |
| Styling/Features                     | 5     | 4     | 4     | 11    | 11    | 11    | 11    | 12    | 12    |     |     |     |
| Latin — Superior Materials           | 0.0%  | 0.0%  | 0.0%  | 0.0%  | 45.0% | 45.0% | 46.0% | 46.0% | 46.0% |     |     |     |
| America Models Produced              | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100   | 100 |     |     |
| Styling/Features                     | 0     | 0     | 0     | 0     | 11    | 11    | 11    | 11    | 15    |     |     |     |
| Planned Production                   |       |       |       |       |       |       |       |       |       |     |     |     |
| North — Regular-Time                 | 234   | 234   | 0     | 400   | 400   | 200   | 200   | 0     | 0     |     |     |     |
| America Overtime                     | 152   | 0     | 400   | 400   | 400   | 0     | 0     | 0     | 0     |     |     |     |
| Europe — Regular-Time                | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |     |     |     |
| Africa Overtime                      | 0     | 0     | 0     | 0     | 500   | 500   | 500   | 500   | 200   |     |     |     |
| Asia — Regular-Time                  | 394   | 394   | 400   | 500   | 500   | 500   | 500   | 400   | 0     |     |     |     |
| Pacific Overtime                     | 0     | 0     | 800   | 800   | 800   | 800   | 800   | 0     | 600   |     |     |     |
| Latin — Regular-Time                 | 0     | 0     | 0     | 0     | 100   | 0     | 0     | 0     | 100   |     |     |     |
| America Overtime                     | 0     | 0     | 0     | 0     | 200   | 0     | 0     | 0     | 0     |     |     |     |

| PRIVATE-LABEL (concluded)<br>PRODUCTION AND BIDS | Y10 | Y11 | Y12 | Y13 | Y14 | Y15 | Y16 | Y17 | Y18 | Y19 | Y20 |
|--------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|--------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|

**Proposed Shipments**

|                             |     |     |     |     |     |     |     |     |     |  |  |
|-----------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|--|
| N.A. Plant — N.A. Warehouse | 185 | 224 | 283 | 783 | 781 | 195 | 195 | 0   | 0   |  |  |
| E-A Warehouse               | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |  |  |
| A-P Warehouse               | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |  |  |
| L.A. Warehouse              | 185 | 0   | 100 | 0   | 0   | 0   | 0   | 0   | 0   |  |  |
| E-A Plant — N.A. Warehouse  | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |  |  |
| E-A Warehouse               | 0   | 0   | 0   | 0   | 473 | 473 | 472 | 472 | 0   |  |  |
| A-P Warehouse               | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |  |  |
| L.A. Warehouse              | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 189 |  |  |
| A-P Plant — N.A. Warehouse  | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |  |  |
| E-A Warehouse               | 185 | 185 | 400 | 194 | 194 | 194 | 194 | 194 | 563 |  |  |
| A-P Warehouse               | 185 | 184 | 400 | 800 | 800 | 800 | 800 | 0   | 0   |  |  |
| L.A. Warehouse              | 0   | 0   | 326 | 226 | 226 | 226 | 226 | 181 | 0   |  |  |
| L.A. Plant — N.A. Warehouse | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 94  |  |  |
| E-A Warehouse               | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |  |  |
| A-P Warehouse               | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   | 0   |  |  |
| L.A. Warehouse              | 0   | 0   | 0   | 0   | 282 | 0   | 0   | 0   | 0   |  |  |

**Private-Label Bids**

|                               |       |       |       |       |       |       |       |       |       |  |  |
|-------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--|--|
| Pairs Offered — North America | 185   | 224   | 283   | 783   | 781   | 195   | 195   | 0     | 94    |  |  |
| for Sale Europe-Africa        | 185   | 185   | 400   | 194   | 667   | 667   | 666   | 666   | 563   |  |  |
| Asia-Pacific                  | 185   | 184   | 400   | 800   | 800   | 800   | 800   | 0     | 0     |  |  |
| Latin America                 | 185   | 0     | 426   | 226   | 508   | 226   | 226   | 181   | 189   |  |  |
| Bid Price — North America     | 35.00 | 35.00 | 35.00 | 40.00 | 36.00 | 36.00 | 36.00 | 36.00 | 40.00 |  |  |
| Europe-Africa                 | 35.00 | 35.00 | 35.00 | 40.00 | 38.00 | 38.00 | 38.00 | 38.00 | 38.00 |  |  |
| Asia-Pacific                  | 35.00 | 35.00 | 35.00 | 40.00 | 38.00 | 38.00 | 38.00 | 38.00 | 38.00 |  |  |
| Latin America                 | 35.00 | 35.00 | 35.00 | 40.00 | 38.00 | 38.00 | 38.00 | 38.00 | 38.00 |  |  |
| S/Q Rating of — North America | 4     | 4     | 4     | 5     | 4     | 5     | 5     | 0     | 5     |  |  |
| Pairs Offered Europe-Africa   | 4     | 4     | 4     | 5     | 4     | 4     | 4     | 5     | 5     |  |  |
| Asia-Pacific                  | 4     | 4     | 4     | 5     | 5     | 5     | 4     | 0     | 0     |  |  |
| Latin America                 | 4     | 0     | 4     | 5     | 4     | 5     | 4     | 5     | 5     |  |  |

| FINANCE AND<br>CASH FLOW | Y10 | Y11 | Y12 | Y13 | Y14 | Y15 | Y16 | Y17 | Y18 | Y19 | Y20 |
|--------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|--------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|

**Sources of Additional Cash**

|                        |   |    |       |     |   |   |   |   |   |  |  |
|------------------------|---|----|-------|-----|---|---|---|---|---|--|--|
| 1-Year Bank Loan       | 0 | 25 | 0     | 0   | 0 | 0 | 0 | 0 | 0 |  |  |
| 5-Year Bank Loan       | 0 | 0  | 48000 | 0   | 0 | 0 | 0 | 0 | 0 |  |  |
| 10-Year Bank Loan      | 0 | 0  | 0     | 0   | 0 | 0 | 0 | 0 | 0 |  |  |
| Shares of Stock Issued | 0 | 0  | 500   | 500 | 0 | 0 | 0 | 0 | 0 |  |  |

**Uses For Available Cash**

|                             |      |      |      |      |      |      |      |      |      |  |  |
|-----------------------------|------|------|------|------|------|------|------|------|------|--|--|
| Early Repayment of — Loan # | 0    | 0    | 0    | 2    | 0    | 0    | 0    | 0    | 0    |  |  |
| Long-Term Loans Loan #      | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    |  |  |
| Dividend Per Share          | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |  |  |
| Shares of Stock Repurchased | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    | 0    |  |  |

| BOTTOM-LINE<br>PROJECTIONS | Y10 | Y11 | Y12 | Y13 | Y14 | Y15 | Y16 | Y17 | Y18 | Y19 | Y20 |
|----------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|----------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|

|                                   |         |         |         |         |         |         |         |         |         |  |  |
|-----------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--|--|
| <b>Projected</b> — Sales Revenues | 239,147 | 238,806 | 329,391 | 363,740 | 517,118 | 504,823 | 407,299 | 498,851 | 276,287 |  |  |
| Net Profit                        | 25,000  | 26,449  | 49,175  | 46,822  | 90,308  | 97,754  | 74,503  | 89,956  | 29,280  |  |  |
| Earnings Per Share                | 2.50    | 2.64    | 4.68    | 4.26    | 8.21    | 8.89    | 6.77    | 8.18    | 2.66    |  |  |
| Return On Equity                  | 17.3    | 16.0    | 23.7    | 17.1    | 26.1    | 22.7    | 14.6    | 14.7    | 4.6     |  |  |
| Credit Rating                     | B+      | A-      | A-      | A       | A+      | A+      | A+      | A+      | A+      |  |  |
| Image Rating                      | 70      | 64      | 81      | 81      | 93      | 83      | 74      | 75      | 60      |  |  |

|                                |         |         |         |         |         |         |         |         |  |  |  |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|--|--|--|
| <b>Actual</b> — Sales Revenues | 245,783 | 328,780 | 333,453 | 485,014 | 488,642 | 472,086 | 383,096 | 306,804 |  |  |  |
| Net Profit                     | 28,223  | 48,625  | 33,554  | 79,667  | 91,034  | 92,952  | 55,490  | 31,832  |  |  |  |
| Earnings Per Share             | 2.82    | 4.63    | 3.05    | 7.24    | 8.28    | 8.45    | 5.04    | 2.89    |  |  |  |
| Return On Equity               | 17.0    | 23.5    | 12.5    | 23.3    | 21.3    | 17.9    | 9.4     | 5.0     |  |  |  |
| Credit Rating                  | A-      | A-      | A-      | A+      | A+      | A+      | A+      | A+      |  |  |  |
| Image Rating                   | 69      | 82      | 77      | 88      | 84      | 79      | 69      | 64      |  |  |  |

|                         |       |       |        |       |       |        |        |       |  |  |  |
|-------------------------|-------|-------|--------|-------|-------|--------|--------|-------|--|--|--|
| <b>Average Variance</b> | +6.1% | -0.4% | -19.4% | -9.2% | -4.4% | +19.0% | -28.8% | +8.8% |  |  |  |
|-------------------------|-------|-------|--------|-------|-------|--------|--------|-------|--|--|--|