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5 Year Performance Management Financial & Operating Simulation Model Reporting Pack

5 Year Performance Management Financial & Operating Simulation Model Reporting Pack

Executive Overview of the P&L, Balance Sheet and Cashflow Statement

		Year 1 - FY	Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY	Yr to Yr Δ					Yr to Yr Δ (%age)				
Profit & Loss Statement - Line Summary Description ('000)	Prior Yr	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Total Revenue	3,059.9	18,774.0	16,370.7	21,653.0	22,508.7	19,125.1	15,714.1	(2,403.2)	5,282.3	855.7	(3,383.6)	513.5%	(12.8%)	32.3%	4.0%	(15.0%)
Cost of Revenue	1,533.8	12,934.6	9,734.9	12,045.9	12,766.7	11,051.2	(11,400.8)	3,199.7	(2,311.0)	(720.9)	1,715.6	743.3%	(24.7%)	23.7%	6.0%	(13.4%)
Gross Profit	1,526.2	5,839.4	6,635.9	9,607.1	9,742.0	8,073.9	27,114.9	(5,603.0)	7,593.2	1,576.5	(5,099.2)	282.6%	13.6%	44.8%	1.4%	(17.1%)
Gross Profit %	49.9%	31.1%	40.5%	44.4%	43.3%	42.2%	172.6%	233.1%	143.8%	184.2%	150.7%					
SG&A	5,849.4	12,672.1	16,669.0	20,798.6	21,372.1	21,746.5	(6,822.7)	(3,996.9)	(4,129.5)	(573.6)	(374.4)	116.6%	31.5%	24.8%	2.8%	1.8%
EBITDA	(4,323.3)	(6,832.8)	(10,033.2)	(11,191.4)	(11,630.2)	(13,672.6)	33,937.6	(1,606.1)	11,722.8	2,150.1	(4,724.8)	58.0%	46.8%	11.5%	3.9%	17.6%
EBITDA %age of Revenue	(141.3%)	(36.4%)	(61.3%)	(51.7%)	(51.7%)	(71.5%)	216.0%	66.8%	221.9%	251.3%	139.6%					
EBIT or Operating Income	(6,827.9)	(13,450.8)	(18,915.3)	(19,105.5)	(18,541.8)	(18,726.7)	38,051.1	658.0	10,754.7	1,147.6	(6,582.3)	97.0%	40.6%	1.0%	(3.0%)	1.0%
EBIT or Operating Income %age of Revenue	(223.1%)	(71.6%)	(115.5%)	(88.2%)	(82.4%)	(97.9%)	242.1%	(27.4%)	203.6%	134.1%	194.5%					
Earnings After Interest	(6,827.9)	(13,626.4)	(19,775.9)	(21,042.9)	(20,046.0)	(19,605.7)	38,226.6	1,343.0	11,831.6	714.4	(7,207.4)	99.6%	45.1%	6.4%	(4.7%)	(2.2%)
EAI %age of Revenue	(223.1%)	(72.6%)	(120.8%)	(97.2%)	(89.1%)	(102.5%)	243.3%	(55.9%)	224.0%	83.5%	213.0%					
Net Profit After Tax	(6,827.9)	(13,626.4)	(19,775.9)	(21,042.9)	(20,046.0)	(19,605.7)	38,226.6	1,343.0	11,831.6	714.4	(7,207.4)	99.6%	45.1%	6.4%	(4.7%)	(2.2%)
NPAT %age of Revenue	(223.1%)	(72.6%)	(120.8%)	(97.2%)	(89.1%)	(102.5%)	243.3%	(55.9%)	224.0%	83.5%	213.0%					
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		Year 1 - FY	Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY	Yr to Yr Δ					Yr to Yr Δ (%age)				
Balance Sheet Statement- Line Summary Description	Prior Yr	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Total Assets	(3,777.6)	(14,457.8)	(26,870.8)	(45,711.2)	(69,758.8)	(92,997.5)	(10,680.2)	(12,413.0)	(18,840.5)	(24,047.5)	(23,238.8)	282.7%	85.9%	70.1%	52.6%	33.3%
Total Liabilities	3,050.3	1,986.3	9,081.5	11,329.1	7,396.1	3,844.4	1,063.9	(7,095.2)	(2,247.6)	3,933.0	3,551.7	(34.9%)	357.2%	24.7%	(34.7%)	(48.0%)
Net Assets	(6,827.9)	(16,444.1)	(35,952.2)	(57,040.3)	(77,154.8)	(96,841.9)	(9,616.3)	(19,508.1)	(21,088.1)	(20,114.5)	(19,687.1)	140.8%	118.6%	58.7%	35.3%	25.5%
Total Equity	(6,827.9)	(16,444.1)	(35,952.2)	(57,040.3)	(77,154.8)	(96,841.9)	(9,616.3)	(19,508.1)	(21,088.1)	(20,114.5)	(19,687.1)	140.8%	118.6%	58.7%	35.3%	25.5%
Check	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

		Year 1 - FY	Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY	Yr to Yr Δ					Yr to Yr Δ (%age)				
Cash Flow Statement - Line Summary Description	Prior Yr	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Free Cash Flow	(29,617.5)	(23,773.7)	(11,557.6)	(11,380.0)	(11,584.8)	(14,076.6)	5,843.8	12,216.1	177.6	(204.8)	(2,491.8)	(19.7%)	(51.4%)	(1.5%)	1.8%	21.5%
Net Cash Flow	(29,617.5)	(18,581.6)	(4,891.4)	(11,360.9)	(17,130.2)	(18,364.9)	11,035.9	13,690.2	(6,469.5)	(5,769.2)	(1,234.7)	(37.3%)	(73.7%)	132.3%	50.8%	7.2%
Opening Cash	-	(29,082.9)	(47,618.8)	(51,812.8)	(63,153.1)	(80,375.8)	(29,082.9)	(18,535.9)	(4,194.0)	(11,340.2)	(17,222.7)	-	63.7%	8.8%	21.9%	27.3%
Cash Movement	(29,082.9)	(18,535.9)	(4,194.0)	(11,340.2)	(17,222.7)	(18,235.1)	10,547.0	14,341.9	(7,146.2)	(5,882.5)	(1,012.3)	(36.3%)	(77.4%)	170.4%	51.9%	5.9%
Closing Cash	(29,082.9)	(47,618.8)	(51,812.8)	(63,153.1)	(80,375.8)	(98,610.9)	(18,535.9)	(4,194.0)	(11,340.2)	(17,222.7)	(18,235.1)	63.7%	8.8%	21.9%	27.3%	22.7%
Check	-	-	-	-	-	-	-	-	-	-	-					

		Year 1 - FY	Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY	Yr to Yr Δ					Yr to Yr Δ (%age)				
KPI(Key Performance Indicators) - Actual Units	Prior Yr	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
HC B/f	-	38	104	141	157	154	38	66	37	16	(3)	-	173.7%	35.6%	11.3%	(1.9%)
Closing HC	38	104	141	157	154	152	66	37	16	(3)	(2)	173.7%	35.6%	11.3%	(1.9%)	(1.3%)
Client Hrs	15,455	51,454	75,514	100,114	100,850	97,378	35,999	24,060	24,601	736	(3,473)	232.9%	46.8%	32.6%	0.7%	(3.4%)
Total Hrs	23,967	78,872	115,893	153,716	154,798	149,394	54,905	37,020	37,823	1,082	(5,404)	229.1%	46.9%	32.6%	0.7%	(3.5%)
Client Hrs Utilisation %age	64.5%	65.2%	65.2%	65.1%	65.1%	65.2%	0.8%	(0.1%)	(0.0%)	0.0%	0.0%					
Realised Rate/Client Hr	193.30/ Hr	195.15/ Hr	196.13/ Hr	194.35/ Hr	192.25/ Hr	193.44/ Hr	1.84/ Hr	0.98/ Hr	(1.78)/ Hr	(2.10)/ Hr	1.19/ Hr	1.0%	0.5%	(0.9%)	(1.1%)	0.6%
Revenue / Resource	78.6/HC	96.5/HC	105.0/HC	123.9/HC	125.9/HC	123.9/HC	17.9/HC	8.5/HC	18.9/HC	2.0/HC	(2.0)/HC	22.8%	8.8%	18.0%	1.6%	(1.6%)
Cost / Resource	39.9/HC	68.2/HC	62.9/HC	67.9/HC	70.7/HC	72.1/HC	(28.3)/HC	5.3/HC	(5.0)/HC	(2.8)/HC	(1.4)/HC	70.8%	(7.8%)	7.9%	4.1%	2.0%
Contribution / Resource	38.7/HC	28.3/HC	42.1/HC	56.0/HC	55.2/HC	51.9/HC	(10.4)/HC	13.8/HC	13.9/HC	(0.8)/HC	(3.4)/HC	(26.8%)	48.7%	33.0%	(1.4%)	(6.1%)
ARPU (Average Revenue Per Units & Drivers)	82 /Unit	128 /Unit	50 /Unit	38 /Unit	41 /Unit	39 /Unit	45 /Unit	(78) /Unit	(11) /Unit	3 /Unit	(2) /Unit	55.2%	(61.1%)	(22.8%)	6.9%	(4.8%)
Closing Clients Count	880	1,628	6,296	11,640	10,563	7,376	748	4,668	5,344	(1,077)	(3,187)	85.0%	286.7%	84.9%	(9.3%)	(30.2%)

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Executive Overview of the P&L Statement

		Year 1 - FY	Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY	Yr to Yr Δ					Yr to Yr Δ (%age)				
Profit & Loss Statement - Line Summary Description ('000)	Prior Yr	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Recurring Revenue	72.5	208.2	313.2	446.8	433.6	288.1	135.7	105.0	133.6	(13.3)	(145.5)	187.1%	50.4%	42.6%	(3.0%)	(33.6%)
Consulting Revenue	2,987.4	10,041.0	14,810.4	19,457.1	19,388.3	18,837.0	7,053.6	4,769.5	4,646.6	(68.8)	(551.3)	236.1%	47.5%	31.4%	(0.4%)	(2.8%)
Other Revenue	-	8,524.8	1,247.1	1,749.1	2,686.9	-	8,524.8	(7,277.7)	502.0	937.8	(2,686.9)	-	(85.4%)	40.3%	53.6%	(100.0%)
Total Revenue	3,059.9	18,774.0	16,370.7	21,653.0	22,508.7	19,125.1	15,714.1	(2,403.2)	5,282.3	855.7	(3,383.6)	513.5%	(12.8%)	32.3%	4.0%	(15.0%)
Cost of Recurring Revenue	15.8	44.9	75.8	106.0	112.8	96.9	(29.0)	(31.0)	(30.2)	(6.8)	15.9	183.3%	69.0%	39.8%	6.4%	(14.1%)
Other Revenue Cost	-	5,793.4	786.7	1,278.0	1,770.9	-	(5,793.4)	5,006.7	(491.2)	(492.9)	1,770.9	-	(86.4%)	62.4%	38.6%	(100.0%)
Cost of Revenue (Excl. Consulting)	15.8	5,838.3	862.6	1,384.0	1,883.7	96.9	(5,822.4)	4,975.7	(521.4)	(499.7)	1,786.7	36753.4%	(85.2%)	60.4%	36.1%	(94.9%)
Salaries	1,424.5	6,039.4	8,888.6	12,154.4	12,638.6	12,695.7	(4,614.8)	(2,849.3)	(3,265.8)	(484.2)	(57.1)	324.0%	47.2%	36.7%	4.0%	0.5%
Salaries Ers NI	196.6	833.4	1,226.6	1,677.3	1,744.1	1,752.0	(636.8)	(393.2)	(450.7)	(66.8)	(7.9)	324.0%	47.2%	36.7%	4.0%	0.5%
Bonus & Overtime	384.5	1,746.9	2,546.8	3,472.0	3,562.4	3,557.7	(1,362.4)	(799.9)	(925.2)	(90.5)	4.8	354.4%	45.8%	36.3%	2.6%	(0.1%)
Bonus & Overtime Ers NI	53.1	241.1	351.5	479.1	491.6	491.0	(188.0)	(110.4)	(127.7)	(12.5)	0.7	354.4%	45.8%	36.3%	2.6%	(0.1%)
Vacation Pay Provision	137.0	580.7	854.7	1,168.7	1,215.3	1,220.7	(443.7)	(274.0)	(314.0)	(46.6)	(5.5)	324.0%	47.2%	36.7%	4.0%	0.5%
Other compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	85.5	362.4	533.3	729.3	758.3	761.7	(276.9)	(171.0)	(195.9)	(29.1)	(3.4)	324.0%	47.2%	36.7%	4.0%	0.5%
Travel & Entertainment	89.0	377.5	555.5	759.6	789.9	793.5	(288.4)	(178.1)	(204.1)	(30.3)	(3.6)	324.0%	47.2%	36.7%	4.0%	0.5%
Staff costs	47.9	203.2	299.1	409.0	425.3	427.3	(155.3)	(95.9)	(109.9)	(16.3)	(1.9)	324.0%	47.2%	36.7%	4.0%	0.5%
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other professional service fees	116.4	493.6	726.5	993.4	1,033.0	1,037.6	(377.2)	(232.9)	(266.9)	(39.6)	(4.7)	324.0%	47.2%	36.7%	4.0%	0.5%
Recruitment fees	693.8	1,230.0	826.4	476.7	-	-	(536.3)	403.6	349.7	476.7	-	77.3%	(32.8%)	(42.3%)	(100.0%)	-
Cost of services, Contractor	534.3	2,860.9	3,728.4	3,565.9	3,432.2	3,432.2	(2,326.6)	(867.5)	162.5	133.7	-	435.5%	30.3%	(4.4%)	(3.7%)	-
People Cost (Incl. Consulting)	3,762.5	14,969.0	20,537.4	25,885.4	26,090.7	26,169.3	(11,206.5)	(5,568.4)	(5,348.0)	(205.4)	(78.6)	297.8%	37.2%	26.0%	0.8%	0.3%
Promotional & Marketing Expenses	24.1	13.2	45.5	437.1	839.2	1,040.1	10.9	(32.3)	(391.6)	(402.0)	(201.0)	(45.2%)	245.0%	859.8%	92.0%	23.9%
Occupancy Expense	3,018.3	4,555.6	4,722.0	4,895.6	5,076.9	5,266.3	(1,537.4)	(166.3)	(173.6)	(181.3)	(189.4)	50.9%	3.7%	3.7%	3.7%	3.7%
Professional & Stats Expenses	562.5	230.6	236.4	242.3	248.4	225.0	331.9	(5.8)	(5.9)	(6.1)	23.4	(59.0%)	2.5%	2.5%	2.5%	(9.4%)
SG&A	7,367.4	19,768.4	25,541.3	31,460.4	32,255.2	32,700.8	(12,401.1)	(5,772.9)	(5,919.1)	(794.8)	(445.6)	168.3%	29.2%	23.2%	2.5%	1.4%
EBITDA	(4,323.3)	(6,832.8)	(10,033.2)	(11,191.4)	(11,630.2)	(13,672.6)	(2,509.5)	(3,200.4)	(1,158.2)	(438.7)	(2,042.4)	58.0%	46.8%	11.5%	3.9%	17.6%
EBITDA %age of Revenue	(141.3%)	(36.4%)	(61.3%)	(51.7%)	(51.7%)	(71.5%)	(16.0%)	133.2%	(21.9%)	(51.3%)	60.4%					
Depreciation & Amortisation	2,504.6	6,618.1	8,882.2	7,914.1	6,911.6	5,054.1	(4,113.5)	(2,264.1)	968.1	1,002.5	1,857.5	164.2%	34.2%	(10.9%)	(12.7%)	(26.9%)
EBIT	(6,827.9)	(13,450.8)	(18,915.3)	(19,105.5)	(18,541.8)	(18,726.7)	(6,623.0)	(5,464.5)	(190.2)	563.8	(184.9)	97.0%	40.6%	1.0%	(3.0%)	1.0%
EBIT %age of Revenue	(223.1%)	(71.6%)	(115.5%)	(88.2%)	(82.4%)	(97.9%)	(42.1%)	227.4%	(3.6%)	65.9%	5.5%					
Total Extraordinary Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Interest Paid/(Received) & Forex	-	175.5	860.5	1,937.4	1,504.2	879.1	(175.5)	(685.0)	(1,076.9)	433.2	625.1	-	390.2%	125.1%	(22.4%)	(41.6%)
Earnings After Interest	(6,827.9)	(13,626.4)	(19,775.9)	(21,042.9)	(20,046.0)	(19,605.7)	(6,798.5)	(6,149.5)	(1,267.1)	997.0	440.2	99.6%	45.1%	6.4%	(4.7%)	(2.2%)
EAI %age of Revenue	(223.1%)	(72.6%)	(120.8%)	(97.2%)	(89.1%)	(102.5%)	(43.3%)	255.9%	(24.0%)	116.5%	(13.0%)					
Tax	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit After Tax	(6,827.9)	(13,626.4)	(19,775.9)	(21,042.9)	(20,046.0)	(19,605.7)	(6,798.5)	(6,149.5)	(1,267.1)	997.0	440.2	99.6%	45.1%	6.4%	(4.7%)	(2.2%)
NPAT %age of Revenue	(223.1%)	(72.6%)	(120.8%)	(97.2%)	(89.1%)	(102.5%)	(43.3%)	255.9%	(24.0%)	116.5%	(13.0%)					
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Executive Overview of the Balance Sheet

		Year 1 - FY	Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY	Yr to Yr Δ					Yr to Yr Δ (%age)				
Balance Sheet Statement- Line Summary Description	Prior Yr	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Plant/Machinery	16,402.4	23,774.3	18,232.9	12,695.1	7,160.9	2,960.3	7,371.9	(5,541.4)	(5,537.8)	(5,534.2)	(4,200.6)	44.9%	(23.3%)	(30.4%)	(43.6%)	(58.7%)
Furniture/Fixture	3,781.9	3,830.3	1,580.3	298.4	(0.0)	(0.0)	48.4	(2,250.0)	(1,281.9)	(298.4)	-	1.3%	(58.7%)	(81.1%)	(100.0%)	-
Free/Leasehold	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Motor Vehicles	123.7	258.4	174.0	89.7	24.2	0.1	134.8	(84.4)	(84.4)	(65.4)	(24.1)	109.0%	(32.7%)	(48.5%)	(73.0%)	(99.6%)
Goodwill Amortisation	-	1,475.8	1,175.8	875.8	575.8	275.8	1,475.8	(300.0)	(300.0)	(300.0)	(300.0)	-	(20.3%)	(25.5%)	(34.3%)	(52.1%)
Other Amortisation	1,312.4	2,014.5	1,479.5	944.5	409.5	62.3	702.1	(535.0)	(535.0)	(535.0)	(347.2)	53.5%	(26.6%)	(36.2%)	(56.6%)	(84.8%)
Other	-	488.4	435.6	382.8	330.0	277.2	488.4	(52.8)	(52.8)	(52.8)	(52.8)	-	(10.8%)	(12.1%)	(13.8%)	(16.0%)
Financial Investment	100.0	110.0	121.0	146.0	160.0	175.0	10.0	11.0	25.0	14.0	15.0	10.0%	10.0%	20.7%	9.6%	9.4%
Total Fixed Assets	21,720.4	31,951.8	23,199.2	15,432.3	8,660.4	3,750.7	10,231.4	(8,752.6)	(7,766.9)	(6,771.9)	(4,909.7)	47.1%	(27.4%)	(33.5%)	(43.9%)	(56.7%)
Trade Debtors	3,584.9	1,209.2	1,742.8	2,009.5	1,956.6	1,862.6	(2,375.7)	533.6	266.7	(52.9)	(94.0)	(66.3%)	44.1%	15.3%	(2.6%)	(4.8%)
Debt Provsion	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepayments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Stock	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3rd party payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,584.9	1,209.2	1,742.8	2,009.5	1,956.6	1,862.6	(2,375.7)	533.6	266.7	(52.9)	(94.0)	(66.3%)	44.1%	15.3%	(2.6%)	(4.8%)
Intercompany balances	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash and Cash Equivalents	(29,082.9)	(47,618.8)	(51,812.8)	(63,153.1)	(80,375.8)	(98,610.9)	(18,535.9)	(4,194.0)	(11,340.2)	(17,222.7)	(18,235.1)	63.7%	8.8%	21.9%	27.3%	22.7%
Trade Creditors	-	199.1	-	209.3	236.5	-	199.1	(199.1)	209.3	27.3	(236.5)	-	(100.0%)	-	13.0%	(100.0%)
Other Creditors	3,050.3	429.8	465.0	501.8	514.2	526.9	(2,620.5)	35.2	36.8	12.3	12.7	(85.9%)	8.2%	7.9%	2.5%	2.5%
Accruals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pension Creditor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PAYE / NI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporation Tax	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Hire/Lease Purchase & Debt <12 Months	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,050.3	628.8	465.0	711.1	750.7	526.9	(2,421.4)	(163.8)	246.0	39.6	(223.8)	(79.4%)	(26.1%)	52.9%	5.6%	(29.8%)
Hire/Lease Purchase & Debt	-	-	-	2,133.8	1,677.8	1,092.3	-	-	2,133.8	(456.0)	(585.5)	-	-	-	(21.4%)	(34.9%)
Bank Debt - Revolver	-	-	535.3	362.0	150.3	0.0	-	535.3	(173.3)	(211.7)	(150.3)	-	-	(32.4%)	(58.5%)	(100.0%)
Bank Debt - Term Loan A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Debt - Term Loan B	-	1,025.4	2,547.5	1,753.5	901.1	124.7	1,025.4	1,522.2	(794.0)	(852.5)	(776.3)	-	148.5%	(31.2%)	(48.6%)	(86.2%)
Bank Debt - Senior Notes	-	-	-	1,194.2	878.0	528.5	-	-	1,194.2	(316.2)	(349.5)	-	-	-	(26.5%)	(39.8%)
Bank Debt - Subordinated Notes	-	-	311.7	253.9	191.5	124.3	-	311.7	(57.9)	(62.4)	(67.2)	-	-	(18.6%)	(24.6%)	(35.1%)
Bank Debt - Mezzanine	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Debt - Acquisition Facility	-	-	3,120.4	2,638.8	1,416.6	800.3	-	3,120.4	(481.6)	(1,222.2)	(616.3)	-	-	(15.4%)	(46.3%)	(43.5%)
Deferred Consideration	-	146.1	1,042.6	776.8	468.1	159.9	146.1	896.5	(265.8)	(308.8)	(308.1)	-	613.5%	(25.5%)	(39.7%)	(65.8%)
Freehold Property - Mortgage	-	133.2	99.8	65.0	28.5	-	133.2	(33.4)	(34.9)	(36.5)	(28.5)	-	(25.0%)	(34.9%)	(56.2%)	(100.0%)
Subordinated Loan Capital	-	52.8	42.1	(0.0)	(0.0)	(0.0)	52.8	(10.7)	(42.1)	-	-	-	(20.3%)	(100.0%)	-	-
Notes payable - non current	-	-	916.9	605.8	262.0	(0.0)	-	916.9	(311.1)	(343.8)	(262.0)	-	-	(33.9%)	(56.8%)	(100.0%)
Capital/Finance lease	-	-	-	834.2	671.6	487.5	-	-	834.2	(162.5)	(184.2)	-	-	-	(19.5%)	(27.4%)
Spare	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Long Term Liabilities & Debt	-	1,357.5	8,616.5	10,618.0	6,645.4	3,317.5	1,357.5	7,259.0	2,001.6	(3,972.6)	(3,327.9)	-	534.7%	23.2%	(37.4%)	(50.1%)
Net Assets	(6,827.9)	(16,444.1)	(35,952.2)	(57,040.3)	(77,154.8)	(96,841.9)	(9,616.3)	(19,508.1)	(21,088.1)	(20,114.5)	(19,687.1)	140.8%	118.6%	58.7%	35.3%	25.5%
Total Convertible loan	-	1,282.0	671.0	478.7	270.4	44.7	1,282.0	(611.0)	(192.3)	(208.3)	(225.7)	-	(47.7%)	(28.7%)	(43.5%)	(83.5%)
Share Capital	-	2,336.0	3,085.2	3,085.2	3,085.2	3,085.2	2,336.0	749.1	-	-	-	-	32.1%	-	-	-
Common Stocks	-	252.1	252.1	252.1	252.1	252.1	252.1	-	-	-	-	-	-	-	-	-
Treasury Stock	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Asset Revaluation Reserve	-	140.0	269.6	416.8	556.5	700.9	140.0	129.6	147.2	139.8	144.3	-	92.6%	54.6%	33.5%	25.9%
Profit & Loss Account - Cumm	-	(6,827.9)	(20,454.3)	(40,230.1)	(61,273.1)	(81,319.0)	(6,827.9)	(13,626.4)	(19,775.9)	(21,042.9)	(20,046.0)	-	199.6%	96.7%	52.3%	32.7%
Profit & Loss Account - This Period	(6,827.9)	(13,626.4)	(19,775.9)	(21,042.9)	(20,046.0)	(19,605.7)	(6,798.5)	(6,149.5)	(1,267.1)	997.0	440.2	99.6%	45.1%	6.4%	(4.7%)	(2.2%)
Total shareholders' funds	(6,827.9)	(16,444.1)	(35,952.2)	(57,040.3)	(77,154.8)	(96,841.9)	(9,616.3)	(19,508.1)	(21,088.1)	(20,114.5)	(19,687.1)	140.8%	118.6%	58.7%	35.3%	25.5%
Total Equity	(6,827.9)	(16,444.1)	(35,952.2)	(57,040.3)	(77,154.8)	(96,841.9)	(9,616.3)	(19,508.1)	(21,088.1)	(20,114.5)	(19,687.1)	140.8%	118.6%	58.7%	35.3%	25.5%
Check	-	-	-	-	-	-	-	-	-	-	-					

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Executive Overview of the Cashflow Statement

		Year 1 - FY	Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY	Yr to Yr Δ					Yr to Yr Δ (%age)				
Cash Flow Statement - Line Summary Description	Prior Yr	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Net Profit	(6,827.9)	(13,626.4)	(19,775.9)	(21,042.9)	(20,046.0)	(19,605.7)	(6,798.5)	(6,149.5)	(1,267.1)	997.0	440.2	99.6%	45.1%	6.4%	(4.7%)	(2.2%)
Add back: Depreciation	2,504.6	6,618.1	8,882.2	7,914.1	6,911.6	5,054.1	4,113.5	2,264.1	(968.1)	(1,002.5)	(1,857.5)	164.2%	34.2%	(10.9%)	(12.7%)	(26.9%)
Add back: Back Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Add back: Financing Cost	-	175.5	860.5	1,937.4	1,504.2	879.1	175.5	685.0	1,076.9	(433.2)	(625.1)	-	390.2%	125.1%	(22.4%)	(41.6%)
Add back: Extraordinary Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trade Debtors	(3,584.9)	2,375.7	(533.6)	(266.7)	52.9	94.0	5,960.6	(2,909.3)	266.9	319.7	41.0	(166.3%)	(122.5%)	(50.0%)	(119.8%)	77.6%
Debt Provsion	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepayments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Stock	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3rd party payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Current Assets	(3,584.9)	2,375.7	(533.6)	(266.7)	52.9	94.0	3,451.1	(6,109.7)	(891.4)	(119.1)	(2,001.4)	(166.3%)	(122.5%)	(50.0%)	(119.8%)	77.6%
Trade Creditors	-	199.1	(199.1)	209.3	27.3	(236.5)	199.1	(398.1)	408.3	(182.0)	(263.8)	-	(200.0%)	(205.1%)	(87.0%)	(966.8%)
Other Creditors	3,050.3	(2,620.5)	35.2	36.8	12.4	12.7	(5,670.7)	2,655.7	1.5	(24.4)	0.4	(185.9%)	(101.3%)	4.4%	(66.4%)	3.1%
Accruals	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pension Creditor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PAYE / NI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporation Tax	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Current Liabilities	3,050.3	(2,421.4)	(163.8)	246.0	39.6	(223.8)	1,430.5	(9,961.8)	(1,372.9)	(444.6)	(4,266.2)	(179.4%)	(93.2%)	(250.2%)	(83.9%)	(664.6%)
Net Working Capital Movement	(534.6)	(45.7)	(697.4)	(20.7)	92.6	(129.8)	1,430.5	(9,961.8)	(1,372.9)	(444.6)	(4,266.2)	(91.4%)	1425.5%	(97.0%)	(547.3%)	(240.3%)
Operating Cash Flow	(4,857.9)	(6,878.5)	(10,730.6)	(11,212.1)	(11,537.6)	(13,802.4)	2,020.6	3,852.1	481.5	325.5	2,264.8	41.6%	56.0%	4.5%	2.9%	19.6%
Plant/Machinery	(17,732.5)	(11,441.5)	(118.6)	(122.2)	(125.8)	(129.3)	(6,291.0)	(11,322.9)	3.6	3.6	3.6	35.5%	99.0%	(3.0%)	(2.9%)	(2.8%)
Furniture/Fixture	(4,750.0)	(2,000.0)	-	-	-	-	(2,750.0)	(2,000.0)	-	-	-	57.9%	100.0%	-	-	-
Free/Leasehold	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Motor Vehicles	(142.5)	(195.0)	-	-	-	-	52.5	(195.0)	-	-	-	(36.8%)	100.0%	-	-	-
Goodwill Amortisation	-	(1,500.0)	-	-	-	-	1,500.0	(1,500.0)	-	-	-	-	100.0%	-	-	-
Other Amortisation	(1,500.0)	(1,175.0)	-	-	-	-	(325.0)	(1,175.0)	-	-	-	21.7%	100.0%	-	-	-
Other	-	(528.0)	-	-	-	-	528.0	(528.0)	-	-	-	-	100.0%	-	-	-
Financial Investment	(100.0)	(10.0)	(11.0)	(25.0)	(14.0)	(15.0)	(90.0)	1.0	14.0	(11.0)	1.0	90.0%	(10.0%)	(127.3%)	44.0%	(7.1%)
Investing activities	(24,225.0)	(16,849.5)	(129.6)	(147.2)	(139.8)	(144.3)	(7,375.5)	(16,719.9)	17.6	(7.4)	4.6	(30.4%)	(99.2%)	13.6%	(5.0%)	3.3%
Extra Ordinary Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Free Cash Flow	(29,082.9)	(23,728.0)	(10,860.2)	(11,359.3)	(11,677.4)	(13,946.8)	5,354.9	12,867.8	(499.1)	(318.1)	(2,269.4)	(18.4%)	(54.2%)	4.6%	2.8%	19.4%
FCF/EBITDA	672.7%	347.3%	108.2%	101.5%	100.4%	102.0%	374.3%	(129.2%)	36.4%	71.5%	53.2%					
Hire/Lease Purchase & Debt	-	-	-	1,602.7	(938.8)	(940.1)	-	-	(1,602.7)	2,541.5	1.3	-	-	-	158.6%	(0.1%)
Bank Debt - Revolver	-	-	487.8	(264.2)	(264.4)	(160.2)	-	(487.8)	752.1	0.1	(104.2)	-	-	154.2%	(0.0%)	39.4%
Bank Debt - Term Loan A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Debt - Term Loan B	-	953.6	1,167.8	(1,059.6)	(1,017.9)	(845.2)	(953.6)	(214.2)	2,227.4	(41.7)	(172.6)	-	(22.5%)	190.7%	3.9%	17.0%
Bank Debt - Senior Notes	-	-	-	1,107.5	(421.1)	(421.1)	-	-	(1,107.5)	1,528.5	0.1	-	-	-	138.0%	(0.0%)
Bank Debt - Subordinated Notes	-	-	303.7	(79.2)	(79.3)	(79.3)	-	(303.7)	382.9	0.0	0.0	-	-	126.1%	(0.0%)	(0.0%)
Bank Debt - Mezzanine	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Debt - Acquisition Facility	-	-	2,925.6	(1,063.1)	(1,635.8)	(831.9)	-	(2,925.6)	3,988.7	572.7	(803.9)	-	-	136.3%	(53.9%)	49.1%
Deferred Consideration	-	125.9	789.5	(404.8)	(405.2)	(357.9)	(125.9)	(663.6)	1,194.4	0.3	(47.3)	-	(526.9%)	151.3%	(0.1%)	11.7%
Freehold Property - Mortgage	-	131.6	(38.7)	(38.7)	(38.7)	(29.0)	(131.6)	170.3	0.0	0.0	(9.7)	-	129.4%	(0.0%)	(0.0%)	25.0%
Subordinated Loan Capital	-	47.2	(45.6)	(42.5)	-	-	(47.2)	92.8	(3.1)	(42.5)	-	-	196.5%	6.8%	100.0%	-
Notes payable - non current	-	-	884.7	(387.7)	(387.8)	(271.4)	-	(884.7)	1,272.4	0.0	(116.3)	-	-	143.8%	(0.0%)	30.0%
Capital/Finance lease	-	-	-	740.3	(257.7)	(257.8)	-	-	(740.3)	997.9	0.1	-	-	-	134.8%	(0.0%)
Spare	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Long Term Liabilities & Debt	-	1,258.4	6,474.9	110.5	(5,446.4)	(4,193.9)	(1,258.4)	(5,216.5)	6,364.4	5,557.0	(1,252.6)	-	414.5%	(98.3%)	(5027.3%)	(23.0%)
Convertible loan	-	1,205.5	(687.4)	(238.7)	(238.7)	(238.7)	(1,205.5)	1,892.9	(448.7)	0.0	0.0	-	157.0%	65.3%	(0.0%)	(0.0%)
Share Capital	-	2,336.0	749.1	-	-	-	(2,336.0)	1,586.9	749.1	-	-	-	67.9%	100.0%	-	-
Common Stocks	-	252.1	-	-	-	-	(252.1)	252.1	-	-	-	-	100.0%	-	-	-
Treasury Stock	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Asset Revaluation Reserve	-	140.0	129.6	147.2	139.8	144.3	(140.0)	10.4	(17.6)	7.4	(4.6)	-	7.4%	(13.6%)	5.0%	(3.3%)
Equity	-	3,933.7	191.3	(91.5)	(98.9)	(94.4)	(3,933.7)	3,742.3	282.8	7.4	(4.5)	-	(95.1%)	(147.8%)	8.1%	(4.6%)
Total Financing	-	5,192.1	6,666.2	19.0	(5,545.4)	(4,288.3)	(4,325.8)	4,004.9	265.2	14.9	(9.1)	-	28.4%	(99.7%)	########	(22.7%)
Net Cash Flow	(29,082.9)	(18,535.9)	(4,194.0)	(11,340.2)	(17,222.7)	(18,235.1)	10,547.0	14,341.9	(7,146.2)	(5,882.5)	(1,012.3)	(36.3%)	(77.4%)	170.4%	51.9%	5.9%
NCF / EBITDA	-	-	-	-	-	-										
Opening Cash	-	(29,082.9)	(47,618.8)	(51,812.8)	(63,153.1)	(80,375.8)	(29,082.9)	(18,535.9)	(4,194.0)	(11,340.2)	(17,222.7)	-	63.7%	8.8%	21.9%	27.3%
Cash Movement	(29,082.9)	(18,535.9)	(4,194.0)	(11,340.2)	(17,222.7)	(18,235.1)	10,547.0	14,341.9	(7,146.2)	(5,882.5)	(1,012.3)	(36.3%)	(77.4%)	170.4%	51.9%	5.9%
Closing Cash	(29,082.9)	(47,618.8)	(51,812.8)	(63,153.1)	(80,375.8)	(98,610.9)	(18,535.9)	(4,194.0)	(11,340.2)	(17,222.7)	(18,235.1)	63.7%	8.8%	21.9%	27.3%	22.7%
Check	-	-	-	-	-	-										

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ANALYTICS & CONSULTANCY

Accounting Ratios and Key Performance Indicators

Ratios	Description	Prior Yr	Year 1 - FY Year 1 FY	Year 2 - FY Year 2 FY	Year 3 - FY Year 3 FY	Year 4 - FY Year 4 FY	Year 5 - FY Year 5 FY	Yr to Yr Δ PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Profitability ratios	**Measurement of the application of the company's assets and control of its expenses to generate an acceptable rate of return.**											
Gross margin %	Gross Profit/Net Sales	49.9%	31.1%	40.5%	44.4%	43.3%	42.2%	(18.8%)	9.4%	3.8%	(1.1%)	(1.1%)
EBITDA %	EBITDA/Net Sales	(141.3%)	(36.4%)	(61.3%)	(51.7%)	(51.7%)	(71.5%)	104.9%	(24.9%)	9.6%	0.0%	(19.8%)
Operating Income %	Operating Income/Net Sales or EBIT/Revenue	(223.1%)	(71.6%)	(115.5%)	(88.2%)	(82.4%)	(97.9%)	151.5%	(43.9%)	27.3%	5.9%	(15.5%)
Net Profit %	Net Profit/Net Sales	(223.1%)	(72.6%)	(120.8%)	(97.2%)	(89.1%)	(102.5%)	150.6%	(48.2%)	23.6%	8.1%	(13.5%)
Return on Equity %	Net Profit/Shareholders' Equity	100.0%	82.9%	55.0%	36.9%	26.0%	20.2%	(17.1%)	(27.9%)	(18.1%)	(10.9%)	(5.7%)
Return on Assets %	Net Profit/Total Assets	180.7%	94.2%	73.6%	46.0%	28.7%	21.1%	(86.5%)	(20.7%)	(27.6%)	(17.3%)	(7.7%)
Return on Net Assets %	Net Profit/Net Assets or Fixed Assets + Working Capital	100.0%	82.9%	55.0%	36.9%	26.0%	20.2%	(17.1%)	(27.9%)	(18.1%)	(10.9%)	(5.7%)
Net Gearing %	Net Debt/Equity	-	(8.3%)	(24.0%)	(18.6%)	(8.6%)	(3.4%)	(8.3%)	(15.7%)	5.4%	10.0%	5.2%
Basic Earning Power %	EBIT/Total Assets	114.4%	47.3%	37.3%	24.5%	16.7%	14.7%	(67.2%)	(9.9%)	(12.9%)	(7.8%)	(2.0%)
Liquidity ratios	**Measurement of the availability of cash to pay debt.**											
Current ratio (Working Capital Ratio) %	Current Assets/Current Liabilities	117.5%	192.3%	374.8%	282.6%	260.6%	353.5%	74.8%	182.5%	(92.2%)	(22.0%)	92.9%
Quick ratio (Acid Test Ratio) %	(Current Assets-Stock-Prepayments)/Current Liabilities	117.5%	192.3%	374.8%	282.6%	260.6%	353.5%	74.8%	182.5%	(92.2%)	(22.0%)	92.9%
Cash Ratio %	Cash and Cash Equivalents/Current Liabilities	(953.5%)	(7572.5%)	(11142.1%)	(8881.6%)	(10706.8%)	(18715.8%)	(6619.0%)	(3569.6%)	2260.6%	(1825.2%)	(8009.0%)
Operating Cash Flow %	Operating Cash Flow/Total Debt	-	(506.7%)	(124.5%)	(105.6%)	(173.6%)	(416.1%)	(506.7%)	382.2%	18.9%	(68.0%)	(242.4%)
Activity ratios (Efficiency Ratios)	**Measurementof the effectiveness of the firm's use of resources.**											
Day Sales Outstanding	Trade Debtors/(Sales/360days)	422 days	23 days	38 days	33 days	31 days	35 days	(399) days	15 days	(5) days	(2) days	4 days
Days Payable Outstanding	Trade Creditors/(Credit Purchase/360)	-	12 days	-	54 days	45 days	-	12 days	(12) days	54 days	(9) days	(45) days
Debt ratios (leveraging ratios)	**Quantification of the company's ability to repay long-term debt, being the meaurement of financial leverage**											
Debt Ratio	Total Liabilities/Total Assets	(80.7%)	(13.7%)	(33.8%)	(24.8%)	(10.6%)	(4.1%)	67.0%	(20.1%)	9.0%	14.2%	6.5%
Debt to Equity Ratio	Long-term Debt + Leases/Equity	-	(8.3%)	(24.0%)	(18.6%)	(8.6%)	(3.4%)	(8.3%)	(15.7%)	5.4%	10.0%	5.2%
Interest Coverage Ratio	EBIT/Interest Expense	-	(7662.3%)	(2198.1%)	(986.1%)	(1232.7%)	(2130.3%)	(7662.3%)	5464.2%	1212.0%	(246.5%)	(897.6%)
Financial Metrics												
EBITDA	Earnings Before Interest, Tax, Depreciation & Amortisation	(4,323.3)	(6,832.8)	(10,033.2)	(11,191.4)	(11,630.2)	(13,672.6)	(2,509.5)	(3,200.4)	(1,158.2)	(438.7)	(2,042.4)
Net Profit	Sales less cost of goods sold, expenses, depr. and amort., int., and taxes	(6,827.9)	(13,626.4)	(19,775.9)	(21,042.9)	(20,046.0)	(19,605.7)	(6,798.5)	(6,149.5)	(1,267.1)	997.0	440.2
Working Capital	Current Assets *less* Current Liabilities	(28,548.3)	(47,038.5)	(50,535.0)	(61,854.6)	(79,169.9)	(97,275.1)	(18,490.2)	(3,496.6)	(11,319.6)	(17,315.3)	(18,105.2)
Discount Rate	Interest rate applied in calculating the PV of future cash flows	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	-	-	-	-	-
Discount Factor	Rate of return applied	1.0000	0.9091	0.8264	0.7513	0.6830	0.6209	(0.0909)	(0.0826)	(0.0751)	(0.0683)	(0.0621)
FCF	Free cash flow is the net change generated business operations	(29,082.9)	(23,728.0)	(10,860.2)	(11,359.3)	(11,677.4)	(13,946.8)	5,354.9	12,867.8	(499.1)	(318.1)	(2,269.4)
Cummulative FCF	Cummulation of the FCF	(29,082.9)	(23,728.0)	(45,448.4)	(68,166.9)	(91,521.6)	(119,415.2)	5,354.9	(21,720.4)	(22,718.6)	(23,354.7)	(27,893.5)
Present Value	Future Cashflows discounted back to present day		(21,570.9)	(37,560.6)	(51,214.8)	(62,510.5)	(74,147.4)	(21,570.9)	(15,989.7)	(13,654.2)	(11,295.7)	(11,636.9)

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Accounting Ratios and Key Performance Indicators

Ratios	Description	Prior Yr	Year 1 - FY Year 1 FY	Year 2 - FY Year 2 FY	Year 3 - FY Year 3 FY	Year 4 - FY Year 4 FY	Year 5 - FY Year 5 FY	Yr to Yr Δ PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Headcount												
HC B/f	Being the headcount brought forward from prior month or qtr or yr.	-	38	104	141	157	154	38	66	37	16	(3)
Additions	Being the total of newly recruited in the month or qtr or yr.	38	70	42	25	-	-	32	(28)	(17)	(25)	-
Leavers	Being the total of leavers in the month or qtr or yr.	-	(4)	(5)	(9)	(3)	(2)	(4)	(1)	(4)	6	1
Closing HC	Being the closing headcount as at end of month or qtr or yr.	38	104	141	157	154	152	66	37	16	(3)	(2)
Net Clients @ Units of Recurring Revenue												
Qty B/f	Being the headcount brought forward from prior month or qtr or yr.	-	880	1,628	6,296	11,640	10,563	880	748	4,668	5,344	(1,077)
Additions	Being the total of newly recruited in the month or qtr or yr.	880	748	4,846	5,934	-	-	(132)	4,098	1,088	(5,934)	-
Churn	Being the total of leavers in the month or qtr or yr.	-	-	(178)	(590)	(1,077)	(3,187)	-	(178)	(412)	(487)	(2,110)
Qty B/f	Being the closing headcount as at end of month or qtr or yr.	880	1,628	6,296	11,640	10,563	7,376	748	4,668	5,344	(1,077)	(3,187)
ARPU (Average Revenue Per Unit)	**and ARPU-related**											
ARPU	Recurring Revenue/Closing RR clients' units	82.42/unit	127.90/unit	49.75/unit	38.39/unit	41.05/unit	39.06/unit	45.48/unit	(78.15)/unit	(11.36)/unit	2.66/unit	(1.99)/unit
%age Clients Added	Total of new clients divided by total as at end of prior month or qtr or yr.	-	85.0%	297.7%	94.3%	-	-	85.0%	212.7%	(203.4%)	(94.3%)	-
%age Clients Churned	Total of churned clients divided by total as at end of current month or qtr or yr.	-	-	(10.9%)	(9.4%)	(9.3%)	(30.2%)	-	(10.9%)	1.6%	0.1%	(20.9%)
CLT	This is the Customer Lifetime (1/Churn Rate %)	-	-	(914.6%)	(1067.1%)	(1080.8%)	(331.4%)	-	(914.6%)	(152.5%)	(13.7%)	749.3%
CLTV	Lifetime Value of Customer (ARPU * GM%)/ Revenue Churn Rate	1.0000	1.0000	0.0151	(0.0011)	0.0001	(0.0151)	-	(0.9849)	(0.0162)	0.0012	(0.0152)
Client Hours												
Client Hrs	Total of clients' engagement hrs for the current month or qtr or yr.	15,455	51,454	75,514	100,114	100,850	97,378	35,999	24,060	24,601	736	(3,473)
Professional Development Hrs	Total of training hrs for the current month or qtr or yr.	4,284	13,721	20,260	26,772	27,027	26,069	9,437	6,539	6,512	255	(958)
Statutory Holidays Hrs	Total of holidays' hrs for the current month or qtr or yr.	2,030	6,819	10,005	13,373	13,350	12,965	4,789	3,186	3,368	(24)	(384)
Other Hrs	Total of all other hrs for the current month or qtr or yr.	2,198	6,878	10,113	13,456	13,570	12,982	4,680	3,235	3,343	114	(588)
Total Hrs	Total of all hrs for the current month or qtr or yr.	23,967	78,872	115,893	153,716	154,798	149,394	54,905	37,020	37,823	1,082	(5,404)
Client Hours' analysis												
Client Hrs Utilisation %age	Total of clients' engagement hrs for the current month or qtr or yr.	64.5%	65.2%	65.2%	65.1%	65.1%	65.2%	0.8%	(0.1%)	(0.0%)	0.0%	0.0%
Realised Rate/Client Hr	Total of training hrs for the current month or qtr or yr.	193.30/ Hr	195.15/ Hr	196.13/ Hr	194.35/ Hr	192.25/ Hr	193.44/ Hr	1.84/ Hr	0.98/ Hr	(1.78)/ Hr	(2.10)/ Hr	1.19/ Hr
HC - Professional Services Recources	Total of holidays' hrs for the current month or qtr or yr.	14	45	52	63	63	62	31	7	11	-	(1)
Average Rev/Resource	Total of all other hrs for the current month or qtr or yr.	213.4K /HC	223.1K /HC	284.8K /HC	308.8K /HC	307.8K /HC	303.8K /HC	9.7K /HC	61.7K /HC	24.0K /HC	(1.1)K /HC	(3.9)K /HC
Average Cost/Resource	Total of all hrs for the current month or qtr or yr.	108.4K /HC	157.7K /HC	170.6K /HC	169.2K /HC	172.7K /HC	176.7K /HC	49.3K /HC	12.9K /HC	(1.4)K /HC	3.5K /HC	3.9K /HC
Average Contribution /Resource	Total of all other hrs for the current month or qtr or yr.	105.0K /HC	65.4K /HC	114.2K /HC	139.6K /HC	135.0K /HC	127.1K /HC	(39.5)K /HC	48.8K /HC	25.4K /HC	(4.6)K /HC	(7.9)K /HC
Departmental HC closing												
Closing HC Developer		4	10	12	14	14	13	6	2	2	-	(1)
Closing HC Security		4	6	8	11	11	11	2	2	3	-	-
Closing HC Network		1	6	7	8	8	8	5	1	1	-	-
Closing HC Operations		3	15	16	21	21	21	12	1	5	-	-
Closing HC IT Tech Support		2	8	9	9	9	9	6	1	-	-	-
Closing HC Management		5	12	20	23	23	23	7	8	3	-	-
Closing HC Sales		2	7	12	10	10	10	5	5	(2)	-	-
Closing HC Sales - Indirect		4	7	12	12	11	11	3	5	-	(1)	-
Closing HC Marketing		3	10	11	11	11	11	7	1	-	-	-
Closing HC HR		7	10	14	16	16	16	3	4	2	-	-
Closing HC Gen Admin		1	6	9	13	12	11	5	3	4	(1)	(1)
Closing HC Finance		2	7	11	9	8	8	5	4	(2)	(1)	-
Total Resources		38	104	141	157	154	152	66	37	16	(3)	(2)

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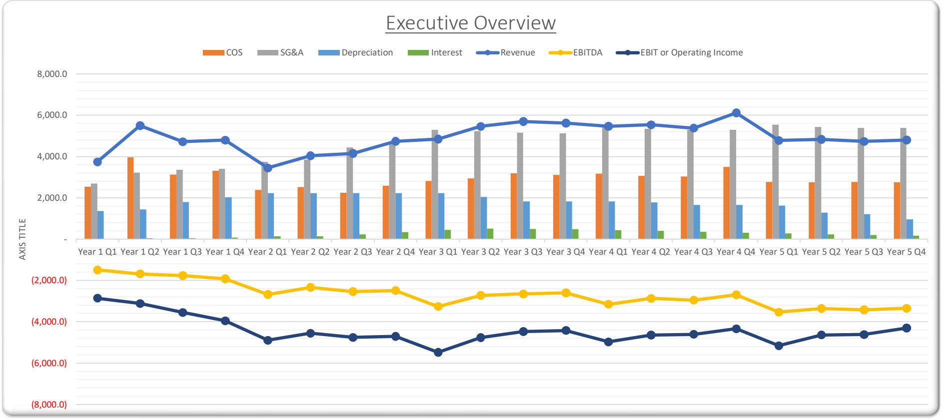
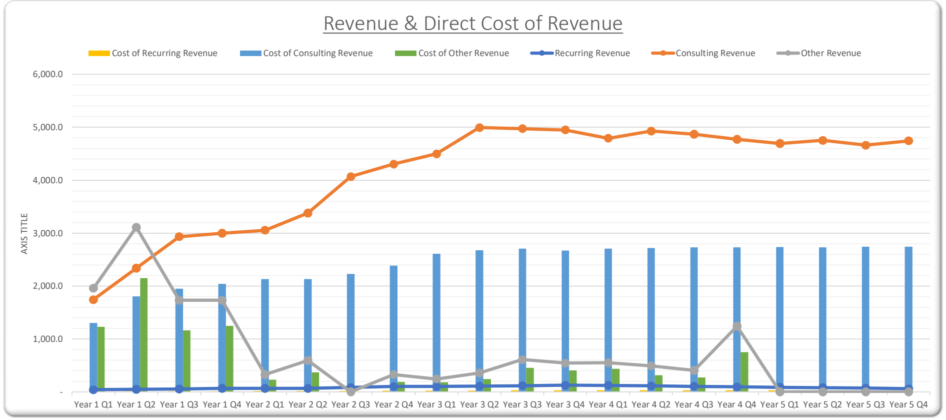
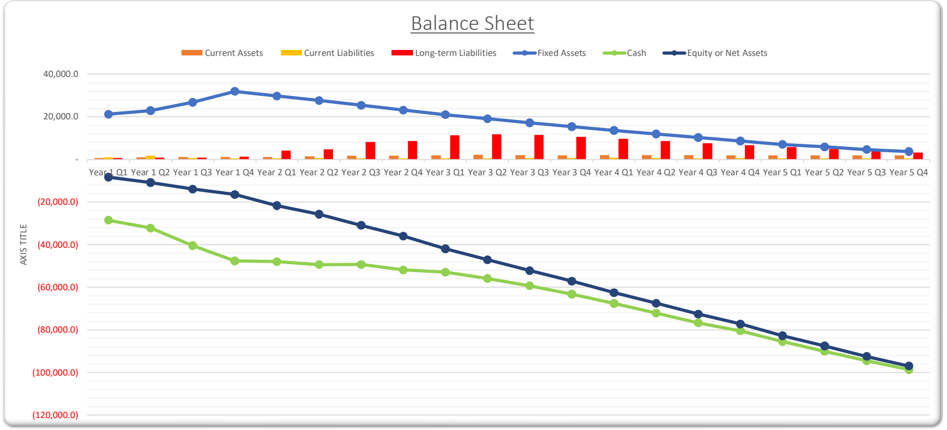
Dashboard

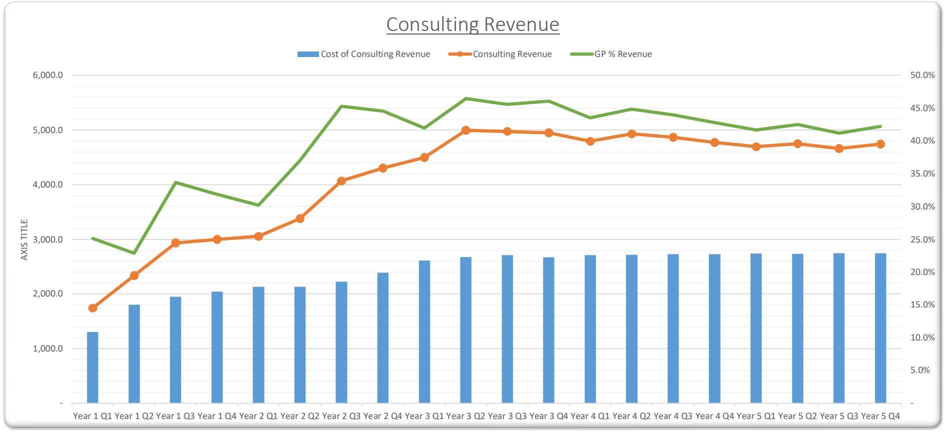


Revenue or operating income or EBITDA are always depicted as lines. Cost as clustered columns. Showcases the lines above/below cost they have to cover.



Revenue depicted as lines. Cost as clustered columns. Showcases the lines above/below cost they have to cover.





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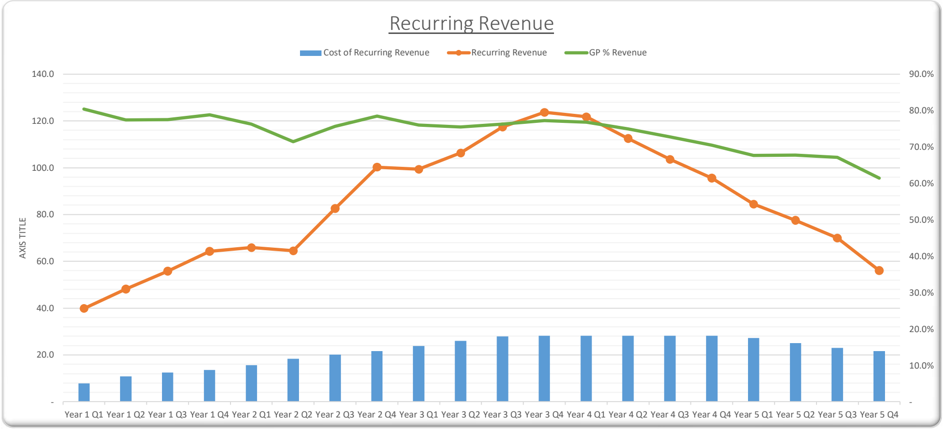

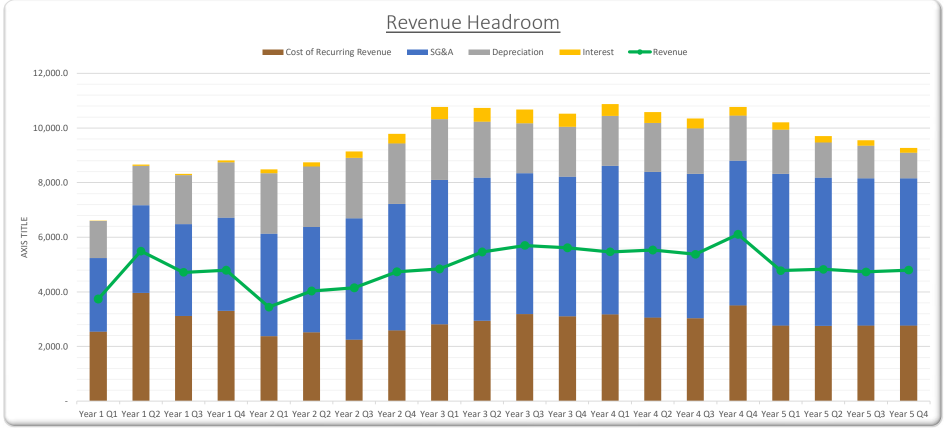

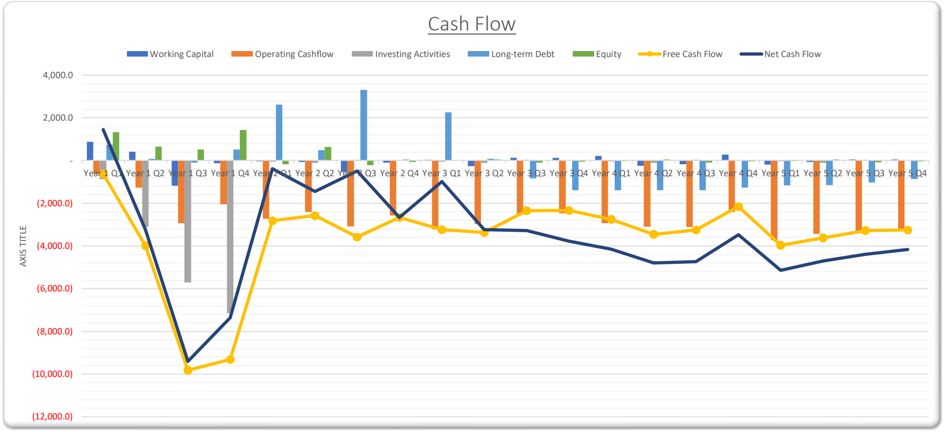

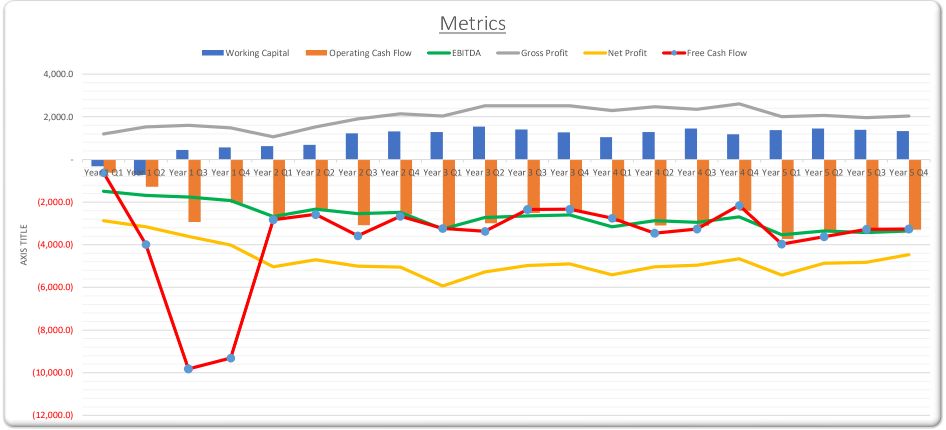

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Developer

Profit & Loss Statement - Line Summary Description ('000)		Year 1 - FY	Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY	Yr to Yr Δ					Yr to Yr Δ (%age)				
	Prior Yr	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Revenue	561.1	1,580.0	2,813.5	4,262.9	4,287.1	3,956.9	1,018.8	1,233.5	1,449.4	24.2	(330.2)	181.6%	78.1%	51.5%	0.6%	(7.7%)
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	561.1	1,580.0	2,813.5	4,262.9	4,287.1	3,956.9	1,018.8	1,233.5	1,449.4	24.2	(330.2)	181.6%	78.1%	51.5%	0.6%	(7.7%)
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	136.9	615.6	816.1	1,076.5	1,159.0	1,112.0	(478.7)	(200.5)	(260.4)	(82.5)	47.0	349.7%	32.6%	31.9%	7.7%	(4.1%)
Salaries Ers NI	18.9	84.9	112.6	148.6	159.9	153.5	(66.1)	(27.7)	(35.9)	(11.4)	6.5	349.7%	32.6%	31.9%	7.7%	(4.1%)
Bonus & Overtime	32.8	180.5	237.4	324.7	343.6	333.1	(147.7)	(56.9)	(87.3)	(18.9)	10.4	451.1%	31.5%	36.8%	5.8%	(3.0%)
Bonus & Overtime Ers NI	4.5	24.9	32.8	44.8	47.4	46.0	(20.4)	(7.8)	(12.1)	(2.6)	1.4	451.1%	31.5%	36.8%	5.8%	(3.0%)
Vacation Pay Provision	13.2	59.2	78.5	103.5	111.4	106.9	(46.0)	(19.3)	(25.0)	(7.9)	4.5	349.7%	32.6%	31.9%	7.7%	(4.1%)
Other compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	8.2	36.9	49.0	64.6	69.5	66.7	(28.7)	(12.0)	(15.6)	(5.0)	2.8	349.7%	32.6%	31.9%	7.7%	(4.1%)
Travel & Entertainment	8.6	38.5	51.0	67.3	72.4	69.5	(29.9)	(12.5)	(16.3)	(5.2)	2.9	349.7%	32.6%	31.9%	7.7%	(4.1%)
Staff costs	4.6	20.7	27.5	36.2	39.0	37.4	(16.1)	(6.7)	(8.8)	(2.8)	1.6	349.7%	32.6%	31.9%	7.7%	(4.1%)
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other professional service fees	11.2	50.3	66.7	88.0	94.7	90.9	(39.1)	(16.4)	(21.3)	(6.7)	3.8	349.7%	32.6%	31.9%	7.7%	(4.1%)
Recruitment fees	75.0	112.5	57.7	39.4	-	-	(37.5)	54.8	18.3	39.4	-	50.0%	(48.8%)	(31.7%)	(100.0%)	-
Cost of services, Contractor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
People Cost (Incl. Consulting)	313.8	1,224.0	1,529.1	1,993.5	2,097.1	2,016.0	(910.2)	(305.1)	(464.4)	(103.6)	81.1	290.1%	24.9%	30.4%	5.2%	(3.9%)
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	313.8	1,224.0	1,529.1	1,993.5	2,097.1	2,016.0	(910.2)	(305.1)	(464.4)	(103.6)	81.1	290.1%	24.9%	30.4%	5.2%	(3.9%)
Contribution	247.4	356.0	1,284.4	2,269.4	2,190.0	1,941.0	108.6	928.4	985.0	(79.4)	(249.1)	43.9%	260.8%	76.7%	(3.5%)	(11.4%)
Contribution %age of Revenue	44.1%	22.5%	45.7%	53.2%	51.1%	49.1%	10.7%	75.3%	68.0%	(327.4%)	75.4%					
HC B/f		4	10	12	14	14	4	6	2	2	-	-	150.0%	20.0%	16.7%	-
Additions	4	6	3	2	-	-	2	(3)	(1)	(2)	-	50.0%	(50.0%)	(33.3%)	(100.0%)	-
Leavers	-	-	(1)	-	-	(1)	-	(1)	1	-	(1)	-	-	(100.0%)	-	-
Closing HC Developer	4	10	12	14	14	13	6	2	2	-	(1)	150.0%	20.0%	16.7%	-	(7.1%)
Client Hrs	3,142	8,848	15,755	23,872	24,008	22,159	5,705	6,908	8,117	136	(1,849)	181.6%	78.1%	51.5%	0.6%	(7.7%)
Professional Development Hrs	804	2,291	4,178	6,310	6,491	5,939	1,487	1,888	2,132	181	(551)	185.0%	82.4%	51.0%	2.9%	(8.5%)
Statutory Holidays Hrs	384	1,153	2,135	3,149	3,220	2,960	768	982	1,014	70	(260)	200.0%	85.2%	47.5%	2.2%	(8.1%)
Other Hrs	450	1,176	2,134	3,193	3,192	2,982	726	958	1,058	(0)	(211)	161.6%	81.5%	49.6%	(0.0%)	(6.6%)
Total Hrs	4,780	13,467	24,203	36,524	36,911	34,040	8,687	10,736	12,321	387	(2,871)	181.7%	79.7%	50.9%	1.1%	(7.8%)
Client Hrs Utilisation %age	65.7%	65.7%	65.1%	65.4%	65.0%	65.1%	(0.0%)	(0.6%)	0.3%	(0.3%)	0.1%					
Realised Rate/Client Hr	117.40/ Hr	117.32/ Hr	116.25/ Hr	116.71/ Hr	116.15/ Hr	116.24/ Hr	(0.08)/ Hr	(1.08)/ Hr	0.47/ Hr	(0.57)/ Hr	0.10/ Hr	(0.1%)	(0.9%)	0.4%	(0.5%)	0.1%
Revenue / Resource	140.3/HC	158.0/HC	234.5/HC	304.5/HC	306.2/HC	304.4/HC	17.7/HC	76.5/HC	70.0/HC	1.7/HC	(1.8)/HC	12.6%	48.4%	29.9%	0.6%	(0.6%)
Cost / Resource	78.4/HC	122.4/HC	127.4/HC	142.4/HC	149.8/HC	155.1/HC	(44.0)/HC	(5.0)/HC	(15.0)/HC	(7.4)/HC	(5.3)/HC	56.0%	4.1%	11.7%	5.2%	3.5%
Contribution / Resource	61.8/HC	35.6/HC	107.0/HC	162.1/HC	156.4/HC	149.3/HC	(26.3)/HC	71.4/HC	55.1/HC	(5.7)/HC	(7.1)/HC	(42.4%)	200.7%	51.4%	(3.5%)	(4.6%)

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ANALYTICS & CONSULTANCY

Security

		Year 1 - FY	Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY	Yr to Yr Δ					Yr to Yr Δ (%age)				
Profit & Loss Statement - Line Summary Description ('000)	Prior Yr	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Revenue	515.3	1,544.7	2,418.3	3,504.5	3,142.7	3,109.1	1,029.4	873.6	1,086.2	(361.9)	(33.5)	199.8%	56.6%	44.9%	(10.3%)	(1.1%)
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	515.3	1,544.7	2,418.3	3,504.5	3,142.7	3,109.1	1,029.4	873.6	1,086.2	(361.9)	(33.5)	199.8%	56.6%	44.9%	(10.3%)	(1.1%)
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	137.0	337.5	431.9	630.0	728.5	746.7	(200.5)	(94.4)	(198.1)	(98.5)	(18.2)	146.4%	28.0%	45.9%	15.6%	2.5%
Salaries Ers NI	18.9	46.6	59.6	86.9	100.5	103.0	(27.7)	(13.0)	(27.3)	(13.6)	(2.5)	146.4%	28.0%	45.9%	15.6%	2.5%
Bonus & Overtime	16.9	62.0	102.6	140.0	162.3	166.3	(45.2)	(40.6)	(37.4)	(22.2)	(4.1)	268.0%	65.5%	36.5%	15.9%	2.5%
Bonus & Overtime Ers NI	2.3	8.6	14.2	19.3	22.4	23.0	(6.2)	(5.6)	(5.2)	(3.1)	(0.6)	268.0%	65.5%	36.5%	15.9%	2.5%
Vacation Pay Provision	13.2	32.5	41.5	60.6	70.0	71.8	(19.3)	(9.1)	(19.0)	(9.5)	(1.8)	146.4%	28.0%	45.9%	15.6%	2.5%
Other compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	8.2	20.3	25.9	37.8	43.7	44.8	(12.0)	(5.7)	(11.9)	(5.9)	(1.1)	146.4%	28.0%	45.9%	15.6%	2.5%
Travel & Entertainment	8.6	21.1	27.0	39.4	45.5	46.7	(12.5)	(5.9)	(12.4)	(6.2)	(1.1)	146.4%	28.0%	45.9%	15.6%	2.5%
Staff costs	4.6	11.4	14.5	21.2	24.5	25.1	(6.7)	(3.2)	(6.7)	(3.3)	(0.6)	146.4%	28.0%	45.9%	15.6%	2.5%
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other professional service fees	11.2	27.6	35.3	51.5	59.5	61.0	(16.4)	(7.7)	(16.2)	(8.1)	(1.5)	146.4%	28.0%	45.9%	15.6%	2.5%
Recruitment fees	60.0	45.0	30.8	47.3	-	-	15.0	14.3	(16.5)	47.3	-	(25.0%)	(31.7%)	53.8%	(100.0%)	-
Cost of services, Contractor	-	60.8	151.6	97.6	-	-	(60.8)	(90.8)	54.0	97.6	-	-	149.3%	(35.6%)	(100.0%)	-
People Cost (Incl. Consulting)	280.8	673.2	934.9	1,231.6	1,257.1	1,288.5	(392.4)	(261.7)	(296.7)	(25.5)	(31.4)	139.7%	38.9%	31.7%	2.1%	2.5%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	280.8	673.2	934.9	1,231.6	1,257.1	1,288.5	(392.4)	(261.7)	(296.7)	(25.5)	(31.4)	139.7%	38.9%	31.7%	2.1%	2.5%
Contribution	234.4	871.5	1,483.5	2,273.0	1,885.6	1,820.7	637.1	612.0	789.5	(387.4)	(65.0)	271.8%	70.2%	53.2%	(17.0%)	(3.4%)
Contribution %age of Revenue	45.5%	56.4%	61.3%	64.9%	60.0%	58.6%	61.9%	70.0%	72.7%	107.0%	193.7%					
HC B/f		4	6	8	11	11	4	2	2	3	-	-	50.0%	33.3%	37.5%	-
Additions	4	3	2	3	-	-	(1)	(1)	1	(3)	-	(25.0%)	(33.3%)	50.0%	(100.0%)	-
Leavers	-	(1)	-	-	-	-	(1)	1	-	-	-	-	(100.0%)	-	-	-
Closing HC Developer	4	6	8	11	11	11	2	2	3	-	-	50.0%	33.3%	37.5%	-	-
Client Hrs	2,327	6,976	10,922	15,827	14,193	14,041	4,649	3,946	4,905	(1,634)	(151)	199.8%	56.6%	44.9%	(10.3%)	(1.1%)
Professional Development Hrs	593	1,920	2,881	4,231	3,879	3,808	1,326	961	1,350	(352)	(71)	223.6%	50.1%	46.9%	(8.3%)	(1.8%)
Statutory Holidays Hrs	298	920	1,434	2,092	1,908	1,855	622	514	658	(184)	(54)	208.6%	55.9%	45.9%	(8.8%)	(2.8%)
Other Hrs	278	943	1,457	2,126	1,942	1,867	665	514	669	(184)	(76)	239.3%	54.5%	45.9%	(8.6%)	(3.9%)
Total Hrs	3,496	10,759	16,694	24,276	21,922	21,570	7,263	5,935	7,582	(2,354)	(351)	207.7%	55.2%	45.4%	(9.7%)	(1.6%)
Client Hrs Utilisation %age	66.6%	64.8%	65.4%	65.2%	64.7%	65.1%	(1.7%)	0.6%	(0.2%)	(0.5%)	0.4%					
Realised Rate/Client Hr	147.38/ Hr	143.57/ Hr	144.87/ Hr	144.36/ Hr	143.36/ Hr	144.14/ Hr	(3.80)/ Hr	1.29/ Hr	(0.50)/ Hr	(1.00)/ Hr	0.78/ Hr	(2.6%)	0.9%	(0.3%)	(0.7%)	0.5%
Revenue / Resource	128.8/HC	257.5/HC	302.3/HC	318.6/HC	285.7/HC	282.6/HC	128.6/HC	44.8/HC	16.3/HC	(32.9)/HC	(3.0)/HC	99.9%	17.4%	5.4%	(10.3%)	(1.1%)
Cost / Resource	70.2/HC	112.2/HC	116.9/HC	112.0/HC	114.3/HC	117.1/HC	(42.0)/HC	(4.7)/HC	4.9/HC	(2.3)/HC	(2.9)/HC	59.8%	4.2%	(4.2%)	2.1%	2.5%
Contribution / Resource	58.6/HC	145.2/HC	185.4/HC	206.6/HC	171.4/HC	165.5/HC	86.6/HC	40.2/HC	21.2/HC	(35.2)/HC	(5.9)/HC	147.8%	27.7%	11.4%	(17.0%)	(3.4%)

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ANALYTICS & CONSULTANCY

Network

Profit & Loss Statement - Line Summary Description ('000)	Prior Yr	Year 1 - FY Year 1 FY	Year 2 - FY Year 2 FY	Year 3 - FY Year 3 FY	Year 4 - FY Year 4 FY	Year 5 - FY Year 5 FY	Yr to Yr Δ PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	Yr to Yr Δ (%age) PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Revenue	900.9	3,371.3	5,012.6	6,017.3	5,859.6	5,801.4	2,470.3	1,641.3	1,004.8	(157.8)	(58.2)	274.2%	48.7%	20.0%	(2.6%)	(1.0%)
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	900.9	3,371.3	5,012.6	6,017.3	5,859.6	5,801.4	2,470.3	1,641.3	1,004.8	(157.8)	(58.2)	274.2%	48.7%	20.0%	(2.6%)	(1.0%)
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	42.7	247.5	385.2	529.1	529.8	543.1	(204.9)	(137.7)	(143.9)	(0.7)	(13.2)	480.2%	55.6%	37.3%	0.1%	2.5%
Salaries Ers NI	5.9	34.2	53.2	73.0	73.1	74.9	(28.3)	(19.0)	(19.9)	(0.1)	(1.8)	480.2%	55.6%	37.3%	0.1%	2.5%
Bonus & Overtime	12.8	72.6	100.2	155.0	162.3	166.3	(59.8)	(27.6)	(54.9)	(7.2)	(4.1)	466.9%	38.0%	54.8%	4.7%	2.5%
Bonus & Overtime Ers NI	1.8	10.0	13.8	21.4	22.4	23.0	(8.2)	(3.8)	(7.6)	(1.0)	(0.6)	466.9%	38.0%	54.8%	4.7%	2.5%
Vacation Pay Provision	4.1	23.8	37.0	50.9	50.9	52.2	(19.7)	(13.2)	(13.8)	(0.1)	(1.3)	480.2%	55.6%	37.3%	0.1%	2.5%
Other compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	2.6	14.9	23.1	31.7	31.8	32.6	(12.3)	(8.3)	(8.6)	(0.0)	(0.8)	480.2%	55.6%	37.3%	0.1%	2.5%
Travel & Entertainment	2.7	15.5	24.1	33.1	33.1	33.9	(12.8)	(8.6)	(9.0)	(0.0)	(0.8)	480.2%	55.6%	37.3%	0.1%	2.5%
Staff costs	1.4	8.3	13.0	17.8	17.8	18.3	(6.9)	(4.6)	(4.8)	(0.0)	(0.4)	480.2%	55.6%	37.3%	0.1%	2.5%
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other professional service fees	3.5	20.2	31.5	43.2	43.3	44.4	(16.7)	(11.3)	(11.8)	(0.1)	(1.1)	480.2%	55.6%	37.3%	0.1%	2.5%
Recruitment fees	15.0	75.0	15.4	31.5	-	-	(60.0)	59.6	(16.1)	31.5	-	400.0%	(79.5%)	105.0%	(100.0%)	-
Cost of services, Contractor	-	103.7	318.5	255.5	254.5	254.5	(103.7)	(214.8)	63.1	1.0	-	-	207.2%	(19.8%)	(0.4%)	-
People Cost (Incl. Consulting)	92.4	625.6	1,014.9	1,242.2	1,219.1	1,243.2	(533.3)	(389.3)	(227.3)	23.2	(24.1)	577.3%	62.2%	22.4%	(1.9%)	2.0%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	92.4	625.6	1,014.9	1,242.2	1,219.1	1,243.2	(533.3)	(389.3)	(227.3)	23.2	(24.1)	577.3%	62.2%	22.4%	(1.9%)	2.0%
Contribution	808.6	2,745.6	3,997.6	4,775.1	4,640.5	4,558.2	1,937.0	1,252.0	777.5	(134.6)	(82.3)	239.6%	45.6%	19.4%	(2.8%)	(1.8%)
Contribution %age of Revenue	89.7%	81.4%	79.8%	79.4%	79.2%	78.6%	78.4%	76.3%	77.4%	85.3%	141.4%					
HC B/f		1	6	7	8	8	1	5	1	1	-	-	500.0%	16.7%	14.3%	-
Additions	1	5	1	2	-	-	4	(4)	1	(2)	-	400.0%	(80.0%)	100.0%	(100.0%)	-
Leavers	-	-	-	(1)	-	-	-	-	(1)	1	-	-	-	-	(100.0%)	-
Closing HC Developer	1	6	7	8	8	8	5	1	1	-	-	500.0%	16.7%	14.3%	-	-
Client Hrs	3,604	13,485	20,050	24,069	23,438	23,206	9,881	6,565	4,019	(631)	(233)	274.2%	48.7%	20.0%	(2.6%)	(1.0%)
Professional Development Hrs	1,099	3,674	5,506	6,423	6,268	6,292	2,575	1,832	917	(154)	23	234.4%	49.9%	16.6%	(2.4%)	0.4%
Statutory Holidays Hrs	485	1,805	2,635	3,221	3,154	3,113	1,320	830	586	(67)	(41)	272.1%	46.0%	22.2%	(2.1%)	(1.3%)
Other Hrs	579	1,813	2,715	3,235	3,129	3,103	1,234	902	519	(106)	(27)	213.4%	49.8%	19.1%	(3.3%)	(0.8%)
Total Hrs	5,766	20,777	30,906	36,948	35,990	35,713	15,011	10,130	6,041	(958)	(277)	260.3%	48.8%	19.5%	(2.6%)	(0.8%)
Client Hrs Utilisation %age	62.5%	64.9%	64.9%	65.1%	65.1%	65.0%	2.4%	(0.0%)	0.3%	(0.0%)	(0.1%)					
Realised Rate/Client Hr	156.25/ Hr	162.26/ Hr	162.18/ Hr	162.86/ Hr	162.81/ Hr	162.45/ Hr	6.01/ Hr	(0.08)/ Hr	0.68/ Hr	(0.05)/ Hr	(0.37)/ Hr	3.8%	(0.0%)	0.4%	(0.0%)	(0.2%)
Revenue / Resource	900.9/HC	561.9/HC	716.1/HC	752.2/HC	732.4/HC	725.2/HC	(339.1)/HC	154.2/HC	36.1/HC	(19.7)/HC	(7.3)/HC	(37.6%)	27.4%	5.0%	(2.6%)	(1.0%)
Cost / Resource	92.4/HC	104.3/HC	145.0/HC	155.3/HC	152.4/HC	155.4/HC	(11.9)/HC	(40.7)/HC	(10.3)/HC	2.9/HC	(3.0)/HC	12.9%	39.0%	7.1%	(1.9%)	2.0%
Contribution / Resource	808.6/HC	457.6/HC	571.1/HC	596.9/HC	580.1/HC	569.8/HC	(351.0)/HC	113.5/HC	25.8/HC	(16.8)/HC	(10.3)/HC	(43.4%)	24.8%	4.5%	(2.8%)	(1.8%)

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ANALYTICS & CONSULTANCY

Operations

		Year 1 - FY	Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY	Yr to Yr Δ					Yr to Yr Δ (%age)				
Profit & Loss Statement - Line Summary Description ('000)	Prior Yr	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Revenue	734.9	2,675.1	3,345.6	3,934.0	4,179.8	4,245.9	1,940.3	670.4	588.4	245.8	66.1	264.0%	25.1%	17.6%	6.2%	1.6%
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	734.9	2,675.1	3,345.6	3,934.0	4,179.8	4,245.9	1,940.3	670.4	588.4	245.8	66.1	264.0%	25.1%	17.6%	6.2%	1.6%
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	134.8	682.4	942.5	1,267.9	1,390.8	1,425.6	(547.5)	(260.1)	(325.5)	(122.9)	(34.8)	406.1%	38.1%	34.5%	9.7%	2.5%
Salaries Ers NI	18.6	94.2	130.1	175.0	191.9	196.7	(75.6)	(35.9)	(44.9)	(17.0)	(4.8)	406.1%	38.1%	34.5%	9.7%	2.5%
Bonus & Overtime	43.8	198.2	268.5	386.7	413.9	424.3	(154.4)	(70.3)	(118.2)	(27.2)	(10.3)	352.6%	35.5%	44.0%	7.0%	2.5%
Bonus & Overtime Ers NI	6.0	27.3	37.1	53.4	57.1	58.6	(21.3)	(9.7)	(16.3)	(3.8)	(1.4)	352.6%	35.5%	44.0%	7.0%	2.5%
Vacation Pay Provision	13.0	65.6	90.6	121.9	133.7	137.1	(52.6)	(25.0)	(31.3)	(11.8)	(3.3)	406.1%	38.1%	34.5%	9.7%	2.5%
Other compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	8.1	40.9	56.5	76.1	83.4	85.5	(32.9)	(15.6)	(19.5)	(7.4)	(2.1)	406.1%	38.1%	34.5%	9.7%	2.5%
Travel & Entertainment	8.4	42.6	58.9	79.2	86.9	89.1	(34.2)	(16.3)	(20.3)	(7.7)	(2.2)	406.1%	38.1%	34.5%	9.7%	2.5%
Staff costs	4.5	23.0	31.7	42.7	46.8	48.0	(18.4)	(8.8)	(11.0)	(4.1)	(1.2)	406.1%	38.1%	34.5%	9.7%	2.5%
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other professional service fees	11.0	55.8	77.0	103.6	113.7	116.5	(44.8)	(21.3)	(26.6)	(10.0)	(2.8)	406.1%	38.1%	34.5%	9.7%	2.5%
Recruitment fees	45.0	180.0	30.8	78.8	-	-	(135.0)	149.3	(48.0)	78.8	-	300.0%	(82.9%)	156.3%	(100.0%)	-
Cost of services, Contractor	-	304.0	742.0	838.4	835.2	835.2	(304.0)	(438.0)	(96.4)	3.2	-	-	144.1%	13.0%	(0.4%)	-
People Cost (Incl. Consulting)	293.3	1,714.0	2,465.6	3,223.7	3,353.6	3,416.5	(1,420.7)	(751.6)	(758.1)	(129.8)	(63.0)	484.4%	43.9%	30.7%	4.0%	1.9%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	293.3	1,714.0	2,465.6	3,223.7	3,353.6	3,416.5	(1,420.7)	(751.6)	(758.1)	(129.8)	(63.0)	484.4%	43.9%	30.7%	4.0%	1.9%
Contribution	441.5	961.1	879.9	710.3	826.2	829.3	519.6	(81.2)	(169.7)	115.9	3.1	117.7%	(8.4%)	(19.3%)	16.3%	0.4%
Contribution %age of Revenue	60.1%	35.9%	26.3%	18.1%	19.8%	19.5%	26.8%	(12.1%)	(28.8%)	47.2%	4.7%					
HC B/f		3	15	16	21	21	3	12	1	5	-	-	400.0%	6.7%	31.3%	-
Additions	3	12	2	5	-	-	9	(10)	3	(5)	-	300.0%	(83.3%)	150.0%	(100.0%)	-
Leavers	-	-	(1)	-	-	-	-	(1)	1	-	-	-	-	(100.0%)	-	-
Closing HC Developer	3	15	16	21	21	21	12	1	5	-	-	400.0%	6.7%	31.3%	-	-
Client Hrs	4,115	14,981	18,735	22,030	23,407	23,777	10,866	3,754	3,295	1,376	370	264.0%	25.1%	17.6%	6.2%	1.6%
Professional Development Hrs	1,030	3,938	5,033	5,936	6,238	6,216	2,908	1,095	903	302	(22)	282.4%	27.8%	17.9%	5.1%	(0.3%)
Statutory Holidays Hrs	537	1,997	2,454	2,997	3,018	3,140	1,460	457	543	21	123	272.1%	22.9%	22.1%	0.7%	4.1%
Other Hrs	553	1,995	2,473	3,056	3,217	3,115	1,441	479	583	161	(102)	260.5%	24.0%	23.6%	5.3%	(3.2%)
Total Hrs	6,235	22,910	28,695	34,019	35,879	36,248	16,675	5,786	5,324	1,861	369	267.5%	25.3%	18.6%	5.5%	1.0%
Client Hrs Utilisation %age	66.0%	65.4%	65.3%	64.8%	65.2%	65.6%	(0.6%)	(0.1%)	(0.5%)	0.5%	0.4%					
Realised Rate/Client Hr	117.86/ Hr	116.77/ Hr	116.59/ Hr	115.64/ Hr	116.50/ Hr	117.13/ Hr	(1.10)/ Hr	(0.18)/ Hr	(0.95)/ Hr	0.85/ Hr	0.64/ Hr	(0.9%)	(0.2%)	(0.8%)	0.7%	0.5%
Revenue / Resource	245.0/HC	178.3/HC	209.1/HC	187.3/HC	199.0/HC	202.2/HC	(66.6)/HC	30.8/HC	(21.8)/HC	11.7/HC	3.1/HC	(27.2%)	17.2%	(10.4%)	6.2%	1.6%
Cost / Resource	97.8/HC	114.3/HC	154.1/HC	153.5/HC	159.7/HC	162.7/HC	(16.5)/HC	(39.8)/HC	0.6/HC	(6.2)/HC	(3.0)/HC	16.9%	34.9%	(0.4%)	4.0%	1.9%
Contribution / Resource	147.2/HC	64.1/HC	55.0/HC	33.8/HC	39.3/HC	39.5/HC	(83.1)/HC	(9.1)/HC	(21.2)/HC	5.5/HC	0.1/HC	(56.5%)	(14.2%)	(38.5%)	16.3%	0.4%

PROATTIVA
ANALYTICS & CONSULTANCY

IT Tech Support

		Year 1 - FY	Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY	Yr to Yr Δ					Yr to Yr Δ (%age)				
Profit & Loss Statement - Line Summary Description ('000)	Prior Yr	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Revenue	275.2	869.9	1,220.5	1,738.3	1,919.1	1,723.7	594.7	350.6	517.8	180.8	(195.5)	216.1%	40.3%	42.4%	10.4%	(10.2%)
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	275.2	869.9	1,220.5	1,738.3	1,919.1	1,723.7	594.7	350.6	517.8	180.8	(195.5)	216.1%	40.3%	42.4%	10.4%	(10.2%)
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	56.5	471.2	638.7	724.3	745.1	763.7	(414.8)	(167.5)	(85.6)	(20.7)	(18.6)	734.6%	35.5%	13.4%	2.9%	2.5%
Salaries Ers NI	7.8	65.0	88.1	100.0	102.8	105.4	(57.2)	(23.1)	(11.8)	(2.9)	(2.6)	734.6%	35.5%	13.4%	2.9%	2.5%
Bonus & Overtime	12.9	142.0	189.3	220.3	223.5	229.1	(129.1)	(47.3)	(30.9)	(3.2)	(5.6)	997.0%	33.3%	16.3%	1.5%	2.5%
Bonus & Overtime Ers NI	1.8	19.6	26.1	30.4	30.8	31.6	(17.8)	(6.5)	(4.3)	(0.4)	(0.8)	997.0%	33.3%	16.3%	1.5%	2.5%
Vacation Pay Provision	5.4	45.3	61.4	69.6	71.6	73.4	(39.9)	(16.1)	(8.2)	(2.0)	(1.8)	734.6%	35.5%	13.4%	2.9%	2.5%
Other compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	3.4	28.3	38.3	43.5	44.7	45.8	(24.9)	(10.0)	(5.1)	(1.2)	(1.1)	734.6%	35.5%	13.4%	2.9%	2.5%
Travel & Entertainment	3.5	29.5	39.9	45.3	46.6	47.7	(25.9)	(10.5)	(5.4)	(1.3)	(1.2)	734.6%	35.5%	13.4%	2.9%	2.5%
Staff costs	1.9	15.9	21.5	24.4	25.1	25.7	(14.0)	(5.6)	(2.9)	(0.7)	(0.6)	734.6%	35.5%	13.4%	2.9%	2.5%
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other professional service fees	4.6	38.5	52.2	59.2	60.9	62.4	(33.9)	(13.7)	(7.0)	(1.7)	(1.5)	734.6%	35.5%	13.4%	2.9%	2.5%
Recruitment fees	37.5	112.5	19.2	19.7	-	-	(75.0)	93.3	(0.5)	19.7	-	200.0%	(82.9%)	2.5%	(100.0%)	-
Cost of services, Contractor	-	270.3	312.0	314.4	313.2	313.2	(270.3)	(41.7)	(2.4)	1.2	-	-	15.4%	0.8%	(0.4%)	-
People Cost (Incl. Consulting)	135.3	1,238.1	1,486.9	1,651.0	1,664.3	1,698.1	(1,102.8)	(248.8)	(164.1)	(13.3)	(33.8)	814.8%	20.1%	11.0%	0.8%	2.0%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	135.3	1,238.1	1,486.9	1,651.0	1,664.3	1,698.1	(1,102.8)	(248.8)	(164.1)	(13.3)	(33.8)	814.8%	20.1%	11.0%	0.8%	2.0%
Contribution	139.9	(368.2)	(266.4)	87.3	254.8	25.6	(508.0)	101.8	353.7	167.5	(229.2)	(363.3%)	(27.6%)	(132.8%)	191.9%	(90.0%)
Contribution %age of Revenue	50.8%	(42.3%)	(21.8%)	5.0%	13.3%	1.5%	(85.4%)	29.0%	68.3%	92.6%	117.3%					
HC B/f		2	8	9	9	9	2	6	1	-	-	-	300.0%	12.5%	-	-
Additions	2	6	1	1	-	-	4	(5)	-	(1)	-	200.0%	(83.3%)	-	(100.0%)	-
Leavers	-	-	-	(1)	-	-	-	-	(1)	1	-	-	-	-	(100.0%)	-
Closing HC Developer	2	8	9	9	9	9	6	1	-	-	-	300.0%	12.5%	-	-	-
Client Hrs	2,266	7,164	10,051	14,316	15,805	14,195	4,898	2,887	4,264	1,489	(1,610)	216.1%	40.3%	42.4%	10.4%	(10.2%)
Professional Development Hrs	759	1,899	2,662	3,873	4,152	3,814	1,140	763	1,211	279	(338)	150.2%	40.2%	45.5%	7.2%	(8.1%)
Statutory Holidays Hrs	326	945	1,347	1,914	2,050	1,897	619	402	567	136	(153)	189.7%	42.5%	42.1%	7.1%	(7.5%)
Other Hrs	338	951	1,334	1,847	2,089	1,916	613	382	513	243	(174)	181.1%	40.2%	38.5%	13.1%	(8.3%)
Total Hrs	3,690	10,960	15,394	21,949	24,096	21,823	7,270	4,434	6,555	2,147	(2,274)	197.0%	40.5%	42.6%	9.8%	(9.4%)
Client Hrs Utilisation %age	61.4%	65.4%	65.3%	65.2%	65.6%	65.0%	4.0%	(0.1%)	(0.1%)	0.4%	(0.5%)					
Realised Rate/Client Hr	74.58/ Hr	79.37/ Hr	79.28/ Hr	79.20/ Hr	79.64/ Hr	78.99/ Hr	4.80/ Hr	(0.09)/ Hr	(0.09)/ Hr	0.45/ Hr	(0.66)/ Hr	6.4%	(0.1%)	(0.1%)	0.6%	(0.8%)
Revenue / Resource	137.6/HC	108.7/HC	135.6/HC	193.1/HC	213.2/HC	191.5/HC	(28.9)/HC	26.9/HC	57.5/HC	20.1/HC	(21.7)/HC	(21.0%)	24.7%	42.4%	10.4%	(10.2%)
Cost / Resource	67.7/HC	154.8/HC	165.2/HC	183.4/HC	184.9/HC	188.7/HC	(87.1)/HC	(10.4)/HC	(18.2)/HC	(1.5)/HC	(3.8)/HC	128.7%	6.8%	11.0%	0.8%	2.0%
Contribution / Resource	69.9/HC	(46.0)/HC	(29.6)/HC	9.7/HC	28.3/HC	2.8/HC	(115.9)/HC	16.4/HC	39.3/HC	18.6/HC	(25.5)/HC	(165.8%)	(35.7%)	(132.8%)	191.9%	(90.0%)

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ANALYTICS & CONSULTANCY

Management

Profit & Loss Statement - Line Summary Description ('000)	Prior Yr	Year 1 - FY Year 1 FY	Year 2 - FY Year 2 FY	Year 3 - FY Year 3 FY	Year 4 - FY Year 4 FY	Year 5 - FY Year 5 FY	Yr to Yr Δ PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	Yr to Yr Δ (%age) PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	406.7	1,273.2	1,966.5	2,915.6	3,046.5	3,122.7	(866.6)	(693.3)	(949.1)	(130.9)	(76.2)	213.1%	54.5%	48.3%	4.5%	2.5%
Salaries Ers NI	56.1	175.7	271.4	402.4	420.4	430.9	(119.6)	(95.7)	(131.0)	(18.1)	(10.5)	213.1%	54.5%	48.3%	4.5%	2.5%
Bonus & Overtime	119.6	390.0	561.0	815.6	854.4	875.7	(270.4)	(171.0)	(254.6)	(38.8)	(21.4)	226.1%	43.9%	45.4%	4.8%	2.5%
Bonus & Overtime Ers NI	16.5	53.8	77.4	112.5	117.9	120.8	(37.3)	(23.6)	(35.1)	(5.4)	(2.9)	226.1%	43.9%	45.4%	4.8%	2.5%
Vacation Pay Provision	39.1	122.4	189.1	280.3	292.9	300.3	(83.3)	(66.7)	(91.3)	(12.6)	(7.3)	213.1%	54.5%	48.3%	4.5%	2.5%
Other compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	24.4	76.4	118.0	174.9	182.8	187.4	(52.0)	(41.6)	(56.9)	(7.9)	(4.6)	213.1%	54.5%	48.3%	4.5%	2.5%
Travel & Entertainment	25.4	79.6	122.9	182.2	190.4	195.2	(54.2)	(43.3)	(59.3)	(8.2)	(4.8)	213.1%	54.5%	48.3%	4.5%	2.5%
Staff costs	13.7	42.8	66.2	98.1	102.5	105.1	(29.2)	(23.3)	(31.9)	(4.4)	(2.6)	213.1%	54.5%	48.3%	4.5%	2.5%
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other professional service fees	33.2	104.1	160.7	238.3	249.0	255.2	(70.8)	(56.7)	(77.6)	(10.7)	(6.2)	213.1%	54.5%	48.3%	4.5%	2.5%
Recruitment fees	150.0	210.0	246.0	94.6	-	-	(60.0)	(36.0)	151.4	94.6	-	40.0%	17.1%	(61.6%)	(100.0%)	-
Cost of services, Contractor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
People Cost (Incl. Consulting)	884.7	2,528.0	3,779.2	5,314.5	5,456.9	5,593.3	(1,643.3)	(1,251.2)	(1,535.3)	(142.3)	(136.4)	185.7%	49.5%	40.6%	2.7%	2.5%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	884.7	2,528.0	3,779.2	5,314.5	5,456.9	5,593.3	(1,643.3)	(1,251.2)	(1,535.3)	(142.3)	(136.4)	185.7%	49.5%	40.6%	2.7%	2.5%
Contribution	(884.7)	(2,528.0)	(3,779.2)	(5,314.5)	(5,456.9)	(5,593.3)	(1,643.3)	(1,251.2)	(1,535.3)	(142.3)	(136.4)	185.7%	49.5%	40.6%	2.7%	2.5%
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-					
HC B/f		5	12	20	23	23	5	7	8	3	-	-	140.0%	66.7%	15.0%	-
Additions	5	7	8	3	-	-	2	1	(5)	(3)	-	40.0%	14.3%	(62.5%)	(100.0%)	-
Leavers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing HC Developer	5	12	20	23	23	23	7	8	3	-	-	140.0%	66.7%	15.0%	-	-
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	176.9/HC	210.7/HC	189.0/HC	231.1/HC	237.3/HC	243.2/HC	(33.7)/HC	21.7/HC	(42.1)/HC	(6.2)/HC	(5.9)/HC	19.1%	(10.3%)	22.3%	2.7%	2.5%
Contribution / Resource	(176.9)/HC	(210.7)/HC	(189.0)/HC	(231.1)/HC	(237.3)/HC	(243.2)/HC	(33.7)/HC	21.7/HC	(42.1)/HC	(6.2)/HC	(5.9)/HC	19.1%	(10.3%)	22.3%	2.7%	2.5%

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ANALYTICS & CONSULTANCY

Sales

Profit & Loss Statement - Line Summary Description ('000)	Prior Yr	Year 1 - FY Year 1 FY	Year 2 - FY Year 2 FY	Year 3 - FY Year 3 FY	Year 4 - FY Year 4 FY	Year 5 - FY Year 5 FY	Yr to Yr Δ PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	Yr to Yr Δ (%age) PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	87.2	320.1	512.9	679.6	662.3	678.8	(232.9)	(192.8)	(166.7)	17.3	(16.6)	267.2%	60.2%	32.5%	(2.5%)	2.5%
Salaries Ers NI	12.0	44.2	70.8	93.8	91.4	93.7	(32.1)	(26.6)	(23.0)	2.4	(2.3)	267.2%	60.2%	32.5%	(2.5%)	2.5%
Bonus & Overtime	19.6	101.7	158.2	212.0	202.0	207.0	(82.2)	(56.5)	(53.8)	10.0	(5.0)	420.4%	55.5%	34.0%	(4.7%)	2.5%
Bonus & Overtime Ers NI	2.7	14.0	21.8	29.3	27.9	28.6	(11.3)	(7.8)	(7.4)	1.4	(0.7)	420.4%	55.5%	34.0%	(4.7%)	2.5%
Vacation Pay Provision	8.4	30.8	49.3	65.3	63.7	65.3	(22.4)	(18.5)	(16.0)	1.7	(1.6)	267.2%	60.2%	32.5%	(2.5%)	2.5%
Other compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	5.2	19.2	30.8	40.8	39.7	40.7	(14.0)	(11.6)	(10.0)	1.0	(1.0)	267.2%	60.2%	32.5%	(2.5%)	2.5%
Travel & Entertainment	5.4	20.0	32.1	42.5	41.4	42.4	(14.6)	(12.1)	(10.4)	1.1	(1.0)	267.2%	60.2%	32.5%	(2.5%)	2.5%
Staff costs	2.9	10.8	17.3	22.9	22.3	22.8	(7.8)	(6.5)	(5.6)	0.6	(0.6)	267.2%	60.2%	32.5%	(2.5%)	2.5%
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other professional service fees	7.1	26.2	41.9	55.5	54.1	55.5	(19.0)	(15.8)	(13.6)	1.4	(1.4)	267.2%	60.2%	32.5%	(2.5%)	2.5%
Recruitment fees	30.0	75.0	76.9	-	-	-	(45.0)	(1.9)	76.9	-	-	150.0%	2.5%	(100.0%)	-	-
Cost of services, Contractor	-	116.8	310.5	294.8	293.6	293.6	(116.8)	(193.7)	15.8	1.1	-	-	165.9%	(5.1%)	(0.4%)	-
People Cost (Incl. Consulting)	180.6	778.7	1,322.5	1,536.4	1,498.4	1,528.5	(598.2)	(543.7)	(213.9)	38.0	(30.1)	331.3%	69.8%	16.2%	(2.5%)	2.0%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	180.6	778.7	1,322.5	1,536.4	1,498.4	1,528.5	(598.2)	(543.7)	(213.9)	38.0	(30.1)	331.3%	69.8%	16.2%	(2.5%)	2.0%
Contribution	(180.6)	(778.7)	(1,322.5)	(1,536.4)	(1,498.4)	(1,528.5)	(598.2)	(543.7)	(213.9)	38.0	(30.1)	331.3%	69.8%	16.2%	(2.5%)	2.0%
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-					
HC B/f		2	7	12	10	10	2	5	5	(2)	-	-	250.0%	71.4%	(16.7%)	-
Additions	2	5	5	-	-	-	3	-	(5)	-	-	150.0%	-	(100.0%)	-	-
Leavers	-	-	-	(2)	-	-	-	-	(2)	2	-	-	-	-	(100.0%)	-
Closing HC Developer	2	7	12	10	10	10	5	5	(2)	-	-	250.0%	71.4%	(16.7%)	-	-
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	90.3/HC	111.2/HC	110.2/HC	153.6/HC	149.8/HC	152.9/HC	(21.0)/HC	1.0/HC	(43.4)/HC	3.8/HC	(3.0)/HC	23.2%	(0.9%)	39.4%	(2.5%)	2.0%
Contribution / Resource	(90.3)/HC	(111.2)/HC	(110.2)/HC	(153.6)/HC	(149.8)/HC	(152.9)/HC	(21.0)/HC	1.0/HC	(43.4)/HC	3.8/HC	(3.0)/HC	23.2%	(0.9%)	39.4%	(2.5%)	2.0%

Sales - Indirect

Profit & Loss Statement - Line Summary Description ('000)	Prior Yr	Year 1 - FY Year 1 FY	Year 2 - FY Year 2 FY	Year 3 - FY Year 3 FY	Year 4 - FY Year 4 FY	Year 5 - FY Year 5 FY	Yr to Yr Δ PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	Yr to Yr Δ (%age) PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	81.3	391.4	598.7	774.8	754.9	746.7	(310.0)	(207.3)	(176.1)	19.9	8.1	381.2%	53.0%	29.4%	(2.6%)	(1.1%)
Salaries Ers NI	11.2	54.0	82.6	106.9	104.2	103.0	(42.8)	(28.6)	(24.3)	2.7	1.1	381.2%	53.0%	29.4%	(2.6%)	(1.1%)
Bonus & Overtime	32.9	128.3	199.7	258.9	253.6	247.8	(95.4)	(71.4)	(59.2)	5.3	5.8	289.9%	55.7%	29.7%	(2.1%)	(2.3%)
Bonus & Overtime Ers NI	4.5	17.7	27.6	35.7	35.0	34.2	(13.2)	(9.9)	(8.2)	0.7	0.8	289.9%	55.7%	29.7%	(2.1%)	(2.3%)
Vacation Pay Provision	7.8	37.6	57.6	74.5	72.6	71.8	(29.8)	(19.9)	(16.9)	1.9	0.8	381.2%	53.0%	29.4%	(2.6%)	(1.1%)
Other compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	4.9	23.5	35.9	46.5	45.3	44.8	(18.6)	(12.4)	(10.6)	1.2	0.5	381.2%	53.0%	29.4%	(2.6%)	(1.1%)
Travel & Entertainment	5.1	24.5	37.4	48.4	47.2	46.7	(19.4)	(13.0)	(11.0)	1.2	0.5	381.2%	53.0%	29.4%	(2.6%)	(1.1%)
Staff costs	2.7	13.2	20.1	26.1	25.4	25.1	(10.4)	(7.0)	(5.9)	0.7	0.3	381.2%	53.0%	29.4%	(2.6%)	(1.1%)
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other professional service fees	6.6	32.0	48.9	63.3	61.7	61.0	(25.3)	(16.9)	(14.4)	1.6	0.7	381.2%	53.0%	29.4%	(2.6%)	(1.1%)
Recruitment fees	60.0	60.0	76.9	15.8	-	-	-	(16.9)	61.1	15.8	-	-	28.1%	(79.5%)	(100.0%)	-
Cost of services, Contractor	-	92.3	97.5	98.3	97.9	97.9	(92.3)	(5.3)	(0.8)	0.4	-	-	5.7%	0.8%	(0.4%)	-
People Cost (Incl. Consulting)	217.2	874.3	1,282.9	1,549.1	1,497.7	1,479.1	(657.2)	(408.6)	(266.3)	51.5	18.6	302.6%	46.7%	20.8%	(3.3%)	(1.2%)
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	217.2	874.3	1,282.9	1,549.1	1,497.7	1,479.1	(657.2)	(408.6)	(266.3)	51.5	18.6	302.6%	46.7%	20.8%	(3.3%)	(1.2%)
Contribution	(217.2)	(874.3)	(1,282.9)	(1,549.1)	(1,497.7)	(1,479.1)	(657.2)	(408.6)	(266.3)	51.5	18.6	302.6%	46.7%	20.8%	(3.3%)	(1.2%)
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-					
HC B/f		4	7	12	12	11	4	3	5	-	(1)	-	75.0%	71.4%	-	(8.3%)
Additions	4	4	5	1	-	-	-	1	(4)	(1)	-	-	25.0%	(80.0%)	(100.0%)	-
Leavers	-	(1)	-	(1)	(1)	-	(1)	1	(1)	-	1	-	(100.0%)	-	-	(100.0%)
Closing HC Developer	4	7	12	12	11	11	3	5	-	(1)	-	75.0%	71.4%	-	(8.3%)	-
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	54.3/HC	124.9/HC	106.9/HC	129.1/HC	136.2/HC	134.5/HC	(70.6)/HC	18.0/HC	(22.2)/HC	(7.1)/HC	1.7/HC	130.1%	(14.4%)	20.8%	5.5%	(1.2%)
Contribution / Resource	(54.3)/HC	(124.9)/HC	(106.9)/HC	(129.1)/HC	(136.2)/HC	(134.5)/HC	(70.6)/HC	18.0/HC	(22.2)/HC	(7.1)/HC	1.7/HC	130.1%	(14.4%)	20.8%	5.5%	(1.2%)

Marketing

Profit & Loss Statement - Line Summary Description ('000)	Prior Yr	Year 1 - FY Year 1 FY	Year 2 - FY Year 2 FY	Year 3 - FY Year 3 FY	Year 4 - FY Year 4 FY	Year 5 - FY Year 5 FY	Yr to Yr Δ PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	Yr to Yr Δ (%age) PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	47.4	340.6	467.7	542.5	546.4	560.0	(293.2)	(127.1)	(74.8)	(3.9)	(13.7)	618.9%	37.3%	16.0%	0.7%	2.5%
Salaries Ers NI	6.5	47.0	64.5	74.9	75.4	77.3	(40.5)	(17.5)	(10.3)	(0.5)	(1.9)	618.9%	37.3%	16.0%	0.7%	2.5%
Bonus & Overtime	14.9	91.7	115.3	121.2	116.7	119.6	(76.8)	(23.6)	(5.9)	4.5	(2.9)	516.1%	25.8%	5.1%	(3.7%)	2.5%
Bonus & Overtime Ers NI	2.1	12.7	15.9	16.7	16.1	16.5	(10.6)	(3.3)	(0.8)	0.6	(0.4)	516.1%	25.8%	5.1%	(3.7%)	2.5%
Vacation Pay Provision	4.6	32.7	45.0	52.2	52.5	53.9	(28.2)	(12.2)	(7.2)	(0.4)	(1.3)	618.9%	37.3%	16.0%	0.7%	2.5%
Other compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	2.8	20.4	28.1	32.6	32.8	33.6	(17.6)	(7.6)	(4.5)	(0.2)	(0.8)	618.9%	37.3%	16.0%	0.7%	2.5%
Travel & Entertainment	3.0	21.3	29.2	33.9	34.1	35.0	(18.3)	(7.9)	(4.7)	(0.2)	(0.9)	618.9%	37.3%	16.0%	0.7%	2.5%
Staff costs	1.6	11.5	15.7	18.3	18.4	18.8	(9.9)	(4.3)	(2.5)	(0.1)	(0.5)	618.9%	37.3%	16.0%	0.7%	2.5%
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other professional service fees	3.9	27.8	38.2	44.3	44.7	45.8	(24.0)	(10.4)	(6.1)	(0.3)	(1.1)	618.9%	37.3%	16.0%	0.7%	2.5%
Recruitment fees	33.8	78.8	23.1	11.8	-	-	(45.0)	55.7	11.2	11.8	-	133.3%	(70.7%)	(48.8%)	(100.0%)	-
Cost of services, Contractor	-	29.3	58.5	59.0	58.7	58.7	(29.3)	(29.3)	(0.5)	0.2	-	-	100.0%	0.8%	(0.4%)	-
People Cost (Incl. Consulting)	120.4	713.7	901.3	1,007.3	995.9	1,019.3	(593.3)	(187.6)	(106.0)	11.4	(23.4)	492.6%	26.3%	11.8%	(1.1%)	2.4%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	120.4	713.7	901.3	1,007.3	995.9	1,019.3	(593.3)	(187.6)	(106.0)	11.4	(23.4)	492.6%	26.3%	11.8%	(1.1%)	2.4%
Contribution	(120.4)	(713.7)	(901.3)	(1,007.3)	(995.9)	(1,019.3)	(593.3)	(187.6)	(106.0)	11.4	(23.4)	492.6%	26.3%	11.8%	(1.1%)	2.4%
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-					
HC B/f		3	10	11	11	11	3	7	1	-	-	-	233.3%	10.0%	-	-
Additions	3	7	2	1	-	-	4	(5)	(1)	(1)	-	133.3%	(71.4%)	(50.0%)	(100.0%)	-
Leavers	-	-	(1)	(1)	-	-	-	(1)	-	1	-	-	-	-	(100.0%)	-
Closing HC Developer	3	10	11	11	11	11	7	1	-	-	-	233.3%	10.0%	-	-	-
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	40.1/HC	71.4/HC	81.9/HC	91.6/HC	90.5/HC	92.7/HC	(31.2)/HC	(10.6)/HC	(9.6)/HC	1.0/HC	(2.1)/HC	77.8%	14.8%	11.8%	(1.1%)	2.4%
Contribution / Resource	(40.1)/HC	(71.4)/HC	(81.9)/HC	(91.6)/HC	(90.5)/HC	(92.7)/HC	(31.2)/HC	(10.6)/HC	(9.6)/HC	1.0/HC	(2.1)/HC	77.8%	14.8%	11.8%	(1.1%)	2.4%

HR

Profit & Loss Statement - Line Summary Description ('000)	Prior Yr	Year 1 - FY Year 1 FY	Year 2 - FY Year 2 FY	Year 3 - FY Year 3 FY	Year 4 - FY Year 4 FY	Year 5 - FY Year 5 FY	Yr to Yr Δ PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	Yr to Yr Δ (%age) PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	231.0	683.5	908.3	1,250.6	1,324.6	1,357.7	(452.5)	(224.8)	(342.3)	(73.9)	(33.1)	195.8%	32.9%	37.7%	5.9%	2.5%
Salaries Ers NI	31.9	94.3	125.3	172.6	182.8	187.4	(62.4)	(31.0)	(47.2)	(10.2)	(4.6)	195.8%	32.9%	37.7%	5.9%	2.5%
Bonus & Overtime	57.1	170.9	235.4	321.7	343.6	352.2	(113.8)	(64.4)	(86.4)	(21.8)	(8.6)	199.4%	37.7%	36.7%	6.8%	2.5%
Bonus & Overtime Ers NI	7.9	23.6	32.5	44.4	47.4	48.6	(15.7)	(8.9)	(11.9)	(3.0)	(1.2)	199.4%	37.7%	36.7%	6.8%	2.5%
Vacation Pay Provision	22.2	65.7	87.3	120.3	127.4	130.5	(43.5)	(21.6)	(32.9)	(7.1)	(3.2)	195.8%	32.9%	37.7%	5.9%	2.5%
Other compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	13.9	41.0	54.5	75.0	79.5	81.5	(27.1)	(13.5)	(20.5)	(4.4)	(2.0)	195.8%	32.9%	37.7%	5.9%	2.5%
Travel & Entertainment	14.4	42.7	56.8	78.2	82.8	84.9	(28.3)	(14.0)	(21.4)	(4.6)	(2.1)	195.8%	32.9%	37.7%	5.9%	2.5%
Staff costs	7.8	23.0	30.6	42.1	44.6	45.7	(15.2)	(7.6)	(11.5)	(2.5)	(1.1)	195.8%	32.9%	37.7%	5.9%	2.5%
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other professional service fees	18.9	55.9	74.2	102.2	108.3	111.0	(37.0)	(18.4)	(28.0)	(6.0)	(2.7)	195.8%	32.9%	37.7%	5.9%	2.5%
Recruitment fees	131.3	93.8	96.1	59.1	-	-	37.5	(2.3)	37.0	59.1	-	(28.6%)	2.5%	(38.5%)	(100.0%)	-
Cost of services, Contractor	-	52.3	71.5	72.1	71.8	71.8	(52.3)	(19.3)	(0.6)	0.3	-	-	36.8%	0.8%	(0.4%)	-
People Cost (Incl. Consulting)	536.3	1,346.7	1,772.5	2,338.2	2,412.6	2,471.1	(810.4)	(425.8)	(565.8)	(74.3)	(58.5)	151.1%	31.6%	31.9%	3.2%	2.4%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	536.3	1,346.7	1,772.5	2,338.2	2,412.6	2,471.1	(810.4)	(425.8)	(565.8)	(74.3)	(58.5)	151.1%	31.6%	31.9%	3.2%	2.4%
Contribution	(536.3)	(1,346.7)	(1,772.5)	(2,338.2)	(2,412.6)	(2,471.1)	(810.4)	(425.8)	(565.8)	(74.3)	(58.5)	151.1%	31.6%	31.9%	3.2%	2.4%
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-					
HC B/f		7	10	14	16	16	7	3	4	2	-	-	42.9%	40.0%	14.3%	-
Additions	7	5	5	3	-	-	(2)	-	(2)	(3)	-	(28.6%)	-	(40.0%)	(100.0%)	-
Leavers	-	(2)	(1)	(1)	-	-	(2)	1	-	1	-	-	(50.0%)	-	(100.0%)	-
Closing HC Developer	7	10	14	16	16	16	3	4	2	-	-	42.9%	40.0%	14.3%	-	-
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	76.6/HC	134.7/HC	126.6/HC	146.1/HC	150.8/HC	154.4/HC	(58.0)/HC	8.1/HC	(19.5)/HC	(4.6)/HC	(3.7)/HC	75.8%	(6.0%)	15.4%	3.2%	2.4%
Contribution / Resource	(76.6)/HC	(134.7)/HC	(126.6)/HC	(146.1)/HC	(150.8)/HC	(154.4)/HC	(58.0)/HC	8.1/HC	(19.5)/HC	(4.6)/HC	(3.7)/HC	75.8%	(6.0%)	15.4%	3.2%	2.4%

PROATTIVA
ANALYTICS & CONSULTANCY

Gen Admin

		Year 1 - FY	Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY	Yr to Yr Δ					Yr to Yr Δ (%age)				
Profit & Loss Statement - Line Summary Description ('000)	Prior Yr	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	13.5	289.4	565.9	999.8	1,008.3	959.8	(275.9)	(276.5)	(433.8)	(8.6)	48.5	2037.1%	95.6%	76.7%	0.9%	(4.8%)
Salaries Ers NI	1.9	39.9	78.1	138.0	139.2	132.5	(38.1)	(38.2)	(59.9)	(1.2)	6.7	2037.1%	95.6%	76.7%	0.9%	(4.8%)
Bonus & Overtime	4.7	86.6	181.3	270.0	247.5	219.8	(81.8)	(94.7)	(88.7)	22.5	27.8	1726.3%	109.4%	49.0%	(8.3%)	(11.2%)
Bonus & Overtime Ers NI	0.7	11.9	25.0	37.3	34.2	30.3	(11.3)	(13.1)	(12.2)	3.1	3.8	1726.3%	109.4%	49.0%	(8.3%)	(11.2%)
Vacation Pay Provision	1.3	27.8	54.4	96.1	97.0	92.3	(26.5)	(26.6)	(41.7)	(0.8)	4.7	2037.1%	95.6%	76.7%	0.9%	(4.8%)
Other compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	0.8	17.4	34.0	60.0	60.5	57.6	(16.6)	(16.6)	(26.0)	(0.5)	2.9	2037.1%	95.6%	76.7%	0.9%	(4.8%)
Travel & Entertainment	0.8	18.1	35.4	62.5	63.0	60.0	(17.2)	(17.3)	(27.1)	(0.5)	3.0	2037.1%	95.6%	76.7%	0.9%	(4.8%)
Staff costs	0.5	9.7	19.0	33.6	33.9	32.3	(9.3)	(9.3)	(14.6)	(0.3)	1.6	2037.1%	95.6%	76.7%	0.9%	(4.8%)
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other professional service fees	1.1	23.7	46.3	81.7	82.4	78.4	(22.5)	(22.6)	(35.5)	(0.7)	4.0	2037.1%	95.6%	76.7%	0.9%	(4.8%)
Recruitment fees	18.8	93.8	57.7	78.8	-	-	(75.0)	36.1	(21.1)	78.8	-	400.0%	(38.5%)	36.7%	(100.0%)	-
Cost of services, Contractor	132.0	164.3	147.4	137.6	137.0	137.0	(32.4)	17.0	9.8	0.5	-	24.5%	(10.3%)	(6.7%)	(0.4%)	-
People Cost (Incl. Consulting)	176.0	782.6	1,244.3	1,995.3	1,903.0	1,800.0	(606.6)	(461.8)	(751.0)	92.3	103.0	344.6%	59.0%	60.3%	(4.6%)	(5.4%)
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	176.0	782.6	1,244.3	1,995.3	1,903.0	1,800.0	(606.6)	(461.8)	(751.0)	92.3	103.0	344.6%	59.0%	60.3%	(4.6%)	(5.4%)
Contribution	(176.0)	(782.6)	(1,244.3)	(1,995.3)	(1,903.0)	(1,800.0)	(606.6)	(461.8)	(751.0)	92.3	103.0	344.6%	59.0%	60.3%	(4.6%)	(5.4%)
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-					
HC B/f		1	6	9	13	12	1	5	3	4	(1)	-	500.0%	50.0%	44.4%	(7.7%)
Additions	1	5	3	4	-	-	4	(2)	1	(4)	-	400.0%	(40.0%)	33.3%	(100.0%)	-
Leavers	-	-	-	-	(1)	(1)	-	-	-	(1)	-	-	-	-	-	-
Closing HC Developer	1	6	9	13	12	11	5	3	4	(1)	(1)	500.0%	50.0%	44.4%	(7.7%)	(8.3%)
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	176.0/HC	130.4/HC	138.3/HC	153.5/HC	158.6/HC	163.6/HC	45.6/HC	(7.8)/HC	(15.2)/HC	(5.1)/HC	(5.1)/HC	(25.9%)	6.0%	11.0%	3.3%	3.2%
Contribution / Resource	(176.0)/HC	(130.4)/HC	(138.3)/HC	(153.5)/HC	(158.6)/HC	(163.6)/HC	45.6/HC	(7.8)/HC	(15.2)/HC	(5.1)/HC	(5.1)/HC	(25.9%)	6.0%	11.0%	3.3%	3.2%

Finance

Profit & Loss Statement - Line Summary Description ('000)	Prior Yr	Year 1 - FY	Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY	Yr to Yr Δ					Yr to Yr Δ (%age)				
		Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	49.6	387.0	654.2	763.8	742.4	678.8	(337.4)	(267.3)	(109.6)	21.4	63.6	680.4%	69.1%	16.8%	(2.8%)	(8.6%)
Salaries Ers NI	6.8	53.4	90.3	105.4	102.5	93.7	(46.6)	(36.9)	(15.1)	3.0	8.8	680.4%	69.1%	16.8%	(2.8%)	(8.6%)
Bonus & Overtime	16.6	122.5	198.0	245.7	239.1	216.4	(105.9)	(75.6)	(47.7)	6.6	22.8	638.5%	61.7%	24.1%	(2.7%)	(9.5%)
Bonus & Overtime Ers NI	2.3	16.9	27.3	33.9	33.0	29.9	(14.6)	(10.4)	(6.6)	0.9	3.1	638.5%	61.7%	24.1%	(2.7%)	(9.5%)
Vacation Pay Provision	4.8	37.2	62.9	73.4	71.4	65.3	(32.4)	(25.7)	(10.5)	2.1	6.1	680.4%	69.1%	16.8%	(2.8%)	(8.6%)
Other compensation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Benefits	3.0	23.2	39.3	45.8	44.5	40.7	(20.2)	(16.0)	(6.6)	1.3	3.8	680.4%	69.1%	16.8%	(2.8%)	(8.6%)
Travel & Entertainment	3.1	24.2	40.9	47.7	46.4	42.4	(21.1)	(16.7)	(6.8)	1.3	4.0	680.4%	69.1%	16.8%	(2.8%)	(8.6%)
Staff costs	1.7	13.0	22.0	25.7	25.0	22.8	(11.4)	(9.0)	(3.7)	0.7	2.1	680.4%	69.1%	16.8%	(2.8%)	(8.6%)
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other professional service fees	4.1	31.6	53.5	62.4	60.7	55.5	(27.6)	(21.8)	(9.0)	1.7	5.2	680.4%	69.1%	16.8%	(2.8%)	(8.6%)
Recruitment fees	37.5	93.8	96.1	-	-	-	(56.3)	(2.3)	96.1	-	-	150.0%	2.5%	(100.0%)	-	-
Cost of services, Contractor	-	45.9	78.0	78.6	78.3	78.3	(45.9)	(32.1)	(0.6)	0.3	-	-	69.9%	0.8%	(0.4%)	-
People Cost (Incl. Consulting)	129.4	848.6	1,362.5	1,482.6	1,443.3	1,323.8	(719.3)	(513.9)	(120.1)	39.3	119.5	556.0%	60.6%	8.8%	(2.7%)	(8.3%)
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	129.4	848.6	1,362.5	1,482.6	1,443.3	1,323.8	(719.3)	(513.9)	(120.1)	39.3	119.5	556.0%	60.6%	8.8%	(2.7%)	(8.3%)
Contribution	(129.4)	(848.6)	(1,362.5)	(1,482.6)	(1,443.3)	(1,323.8)	(719.3)	(513.9)	(120.1)	39.3	119.5	556.0%	60.6%	8.8%	(2.7%)	(8.3%)
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-					
HC B/f		2	7	11	9	8	2	5	4	(2)	(1)	-	250.0%	57.1%	(18.2%)	(11.1%)
Additions	2	5	5	-	-	-	3	-	(5)	-	-	150.0%	-	(100.0%)	-	-
Leavers	-	-	(1)	(2)	(1)	-	-	(1)	(1)	1	1	-	-	100.0%	(50.0%)	(100.0%)
Closing HC Developer	2	7	11	9	8	8	5	4	(2)	(1)	-	250.0%	57.1%	(18.2%)	(11.1%)	-
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	64.7/HC	121.2/HC	123.9/HC	164.7/HC	180.4/HC	165.5/HC	(56.6)/HC	(2.6)/HC	(40.9)/HC	(15.7)/HC	14.9/HC	87.4%	2.2%	33.0%	9.5%	(8.3%)
Contribution / Resource	(64.7)/HC	(121.2)/HC	(123.9)/HC	(164.7)/HC	(180.4)/HC	(165.5)/HC	(56.6)/HC	(2.6)/HC	(40.9)/HC	(15.7)/HC	14.9/HC	87.4%	2.2%	33.0%	9.5%	(8.3%)