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5 Year Performance Management Financial & Operating Simulation Model Reporting Pack

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

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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	8,512.1	2,609.8	2,813.7	2,962.9	3,119.8	11,506.2	13,597.8	14,671.1	16,227.1	3,985.2	3,636.7	3,329.9	2,989.7	13,941.5	2,994.2	2,091.6	1,073.3	1,556.0	(2,285.6)	35.2%	18.2%	7.9%	10.6%	(14.1%)
Consulting Revenue	17,508.6	18,012.3	18,418.7	18,227.3	18,227.3	72,885.7	76,188.6	78,857.8	82,169.9	20,934.7	21,261.8	21,588.9	21,588.9	85,374.5	55,377.1	3,302.9	2,669.2	3,312.0	3,204.6	316.3%	4.5%	3.5%	4.2%	3.9%
Other Revenue	4,804.6	501.1	1,166.2	1,312.0	869.6	3,849.0	4,110.8	4,766.7	5,617.9	378.5	-	-	-	378.5	(955.5)	261.8	655.9	851.2	(5,239.4)	(19.9%)	6.8%	16.0%	17.9%	(93.3%)
Total Revenue	30,825.2	21,123.2	22,398.7	22,502.3	22,216.8	88,241.0	93,897.3	98,295.7	104,014.9	25,298.5	24,898.6	24,918.8	24,578.7	99,694.5	57,415.8	5,656.3	4,398.4	5,719.2	(4,320.4)	186.3%	6.4%	4.7%	5.8%	(4.2%)
Cost of Recurring Revenue	3,878.1	1,334.3	1,474.0	1,558.7	1,599.3	5,966.3	6,045.7	6,546.6	6,794.5	1,777.7	1,723.8	1,695.7	1,754.9	6,952.1	(2,088.2)	(79.4)	(500.9)	(247.9)	(157.6)	53.8%	1.3%	8.3%	3.8%	2.3%
Direct Personnel Cost of Revenue	9,724.4	2,786.2	2,854.4	2,903.8	2,964.0	11,508.4	12,082.4	12,195.9	12,546.6	3,219.8	3,230.1	3,240.4	3,240.4	12,930.8	(1,783.9)	(574.0)	(113.5)	(350.7)	(384.2)	18.3%	5.0%	0.9%	2.9%	3.1%
Other Revenue Cost	2,910.9	297.4	763.0	808.6	487.8	2,356.8	2,393.3	2,813.0	3,603.7	229.9	-	-	-	229.9	554.1	(36.4)	(419.7)	(790.8)	3,373.9	(19.0%)	1.5%	17.5%	28.1%	(93.6%)
Cost of Revenue	16,513.5	4,417.8	5,091.5	5,271.1	5,051.2	19,831.5	20,521.3	21,555.4	22,944.8	5,227.4	4,953.9	4,936.2	4,995.3	20,112.8	(3,318.0)	(689.9)	(1,034.1)	(1,389.4)	2,832.0	20.1%	3.5%	5.0%	6.4%	(12.3%)
Recurrent Revenue GP	4,634.0	1,275.5	1,339.7	1,404.2	1,520.5	5,540.0	7,552.1	8,124.6	9,432.7	2,207.5	1,913.0	1,634.1	1,234.9	6,989.4	5,082.3	2,171.0	1,574.1	1,803.9	(2,128.0)	19.6%	36.3%	7.6%	16.1%	(25.9%)
Consulting Revenue GP	7,784.2	15,226.1	15,564.3	15,323.6	15,263.3	61,377.3	64,106.3	66,661.9	69,623.3	17,714.9	18,031.7	18,348.5	18,348.5	72,443.7	57,161.0	3,876.9	2,782.8	3,662.7	3,588.8	688.5%	4.4%	4.0%	4.4%	4.1%
Other Revenue GP	1,893.6	203.8	403.2	503.4	381.8	1,492.2	1,717.5	1,953.8	2,014.2	148.7	-	-	-	148.7	(1,509.6)	298.2	1,075.6	1,642.0	(8,613.3)	(21.2%)	15.1%	13.8%	3.1%	(92.6%)
Gross Profit	14,311.7	16,705.4	17,307.2	17,231.2	17,165.7	68,409.5	73,375.9	76,740.3	81,070.1	20,071.1	19,944.7	19,982.6	19,583.4	79,581.7	60,733.8	6,346.2	5,432.5	7,108.6	(7,152.4)	378.0%	7.3%	4.6%	5.6%	(1.8%)
Gross Profit %	46.4%	79.1%	77.3%	76.6%	77.3%	77.5%	78.1%	78.1%	77.9%	79.3%	80.1%	80.2%	79.7%	79.8%	105.8%	112.2%	123.5%	124.3%	165.6%					
SG&A Resources Direct Cost	8,693.6	2,352.3	2,346.4	2,346.7	2,335.1	9,380.4	9,664.3	10,009.5	10,398.9	2,690.4	2,693.2	2,696.1	2,696.1	10,775.7	(686.8)	(283.9)	(345.2)	(389.4)	(376.8)	7.9%	3.0%	3.6%	3.9%	3.6%
Promotional & Marketing Expenses	665.9	202.5	210.6	217.5	225.4	856.0	5,557.7	7,562.0	4,215.2	1,057.3	1,057.3	1,057.3	1,057.3	4,229.1	(190.0)	(4,701.7)	(2,004.3)	3,346.8	(13.8)	28.5%	549.3%	36.1%	(44.3%)	0.3%
Occupancy Expense	7,526.2	1,140.1	1,163.0	1,172.4	1,172.4	4,647.9	4,780.1	4,916.6	5,057.7	1,275.9	1,302.1	1,312.7	1,312.7	5,203.4	2,878.3	(132.2)	(136.5)	(141.1)	(145.8)	(38.2%)	2.8%	2.9%	2.9%	2.9%
Professional & Stats Expenses	2,254.4	459.1	468.7	468.9	467.1	1,863.8	1,932.9	2,004.8	1,233.6	275.8	274.9	275.6	275.6	1,101.9	390.6	(69.1)	(71.9)	771.2	131.6	(17.3%)	3.7%	3.7%	(38.5%)	(10.7%)
SG&A	19,140.1	4,153.9	4,188.8	4,205.4	4,199.9	16,748.0	21,934.9	24,492.9	20,905.4	5,299.4	5,327.5	5,341.6	5,341.6	21,310.2	2,392.1	(5,186.9)	(2,558.0)	3,587.5	(404.8)	(12.5%)	31.0%	11.7%	(14.6%)	1.9%
EBITDA	(4,828.3)	12,551.5	13,118.4	13,025.8	12,965.8	51,661.5	51,441.0	52,247.4	60,164.7	14,771.7	14,617.2	14,641.0	14,241.7	58,271.6	58,341.7	11,533.1	7,990.5	3,521.1	(6,747.7)	(1170.0%)	(0.4%)	1.6%	15.2%	(3.1%)
EBITDA %age of Revenue	(15.7%)	59.4%	58.6%	57.9%	58.4%	58.5%	54.8%	53.2%	57.8%	58.4%	58.7%	58.8%	57.9%	58.5%	101.6%	203.9%	181.7%	61.6%	156.2%					
Depreciation & Amortisation	4,183.1	1,525.0	1,525.0	1,525.6	1,528.6	6,104.2	6,128.0	5,890.3	4,112.9	563.1	563.1	392.8	123.0	1,642.0	(1,921.1)	(23.8)	237.8	1,777.4	2,470.9	45.9%	0.4%	(3.9%)	(30.2%)	(60.1%)
EBIT or Operating Income	(9,011.5)	11,026.5	11,593.4	11,500.2	11,437.2	45,557.3	45,312.9	46,357.1	56,051.8	14,208.6	14,054.1	14,248.2	14,118.7	56,629.6	60,262.8	11,556.9	7,752.7	1,743.7	(9,218.6)	(605.5%)	(0.5%)	2.3%	20.9%	1.0%
EBIT or Operating Income %age of Revenue	(29.2%)	52.2%	51.8%	51.1%	51.5%	51.6%	48.3%	47.2%	53.9%	56.2%	56.4%	57.2%	57.4%	56.8%	105.0%	204.3%	176.3%	30.5%	213.4%					
Total Extraordinary Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Interest Paid/(Received) & Forex	593.1	1,216.4	1,070.4	939.0	838.2	4,064.0	2,500.9	1,251.1	810.9	151.4	134.7	117.3	98.4	501.7	(3,470.9)	1,563.1	1,249.7	440.2	309.2	585.3%	(38.5%)	(50.0%)	(35.2%)	(38.1%)
Earnings After Interest	(9,604.5)	9,810.0	10,523.0	10,561.3	10,599.0	41,493.3	42,812.1	45,105.9	55,240.9	14,057.3	13,919.4	14,130.9	14,020.3	56,127.9	63,733.7	9,993.8	6,503.0	1,303.5	(9,527.8)	(532.0%)	3.2%	5.4%	22.5%	1.6%
EAI %age of Revenue	(31.2%)	46.4%	47.0%	46.9%	47.7%	47.0%	45.6%	45.9%	53.1%	55.6%	55.9%	56.7%	57.0%	56.3%	111.0%	176.7%	147.8%	22.8%	220.5%					
Total Tax	(1,920.9)	1,962.0	2,104.6	2,112.3	2,119.8	8,298.7	8,562.4	9,021.2	11,048.2	2,811.5	2,783.9	2,826.2	2,804.1	11,225.6	(10,219.6)	(263.8)	(458.8)	(2,027.0)	(177.4)	(532.0%)	3.2%	5.4%	22.5%	1.6%
Net Profit After Tax	(7,683.6)	7,848.0	8,418.4	8,449.0	8,479.2	33,194.7	34,249.7	36,084.8	44,192.7	11,245.8	11,135.6	11,304.8	11,216.2	44,902.3	73,953.3	10,257.6	6,961.8	3,330.5	(9,350.4)	(532.0%)	3.2%	5.4%	22.5%	1.6%
NPAT %age of Revenue	(24.9%)	37.2%	37.6%	37.5%	38.2%	37.6%	36.5%	36.7%	42.5%	44.5%	44.7%	45.4%	45.6%	45.0%	128.8%	181.3%	158.3%	58.2%	216.4%					
Check	-					-	-	-	-					-										

Balance Sheet Statement- Line Summary Description	PY-2021	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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 Fixed Assets	24,680.9	23,157.9	21,632.8	20,124.8	18,697.3	18,697.3	12,693.5	6,668.9	1,865.7	1,163.2	600.2	171.6	110.4	110.4	(5,983.6)	(6,003.8)	(6,024.6)	(4,803.2)	(1,755.3)	(24.2%)	(32.1%)	(47.5%)	(72.0%)	(94.1%)
Total Current Assets	3,908.5	1,859.1	5,140.3	3,619.2	2,095.5	2,095.5	1,816.5	1,519.1	1,048.0	(508.8)	3,368.1	2,010.4	679.9	679.9	(1,813.0)	(278.9)	(297.4)	(471.1)	(368.1)	(46.4%)	(13.3%)	(16.4%)	(31.0%)	(35.1%)
Intercompany balances	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash and Cash Equivalents	(8,633.3)	1,328.8	5,651.0	15,170.4	26,798.2	26,798.2	58,585.4	97,770.4	144,434.4	157,389.0	164,926.6	177,653.4	190,071.9	190,071.9	35,431.5	31,787.2	39,185.0	46,664.0	45,637.5	(410.4%)	118.6%	66.9%	47.7%	31.6%
Total Assets	19,956.0	26,345.8	32,424.2	38,914.4	47,590.9	47,590.9	73,095.4	105,958.4	147,348.1	158,043.5	168,894.9	179,835.4	190,862.2	190,862.2	27,634.9	25,504.5	32,863.0	41,389.7	43,514.1	138.5%	53.6%	45.0%	39.1%	29.5%
Total Current Liabilities	565.8	45.3	76.9	69.3	58.3	58.3	61.7	60.4	72.4	48.9	46.7	47.2	47.1	47.1	507.4	(3.3)	1.3	(12.0)	25.3	(89.7%)	5.7%	(2.1%)	19.9%	(34.9%)
Long Term Liabilities & Debt	23,024.2	22,084.3	19,712.8	17,744.0	17,851.3	17,851.3	8,978.5	5,630.0	3,061.6	2,700.6	2,418.6	2,126.0	1,814.5	1,814.5	5,172.9	8,872.8	3,348.5	2,568.4	1,247.1	(22.5%)	(49.7%)	(37.3%)	(45.6%)	(40.7%)
Total Liabilities	23,589.9	22,129.6	19,789.7	17,813.3	17,909.6	17,909.6	9,040.1	5,690.4	3,133.9	2,749.5	2,465.3	2,173.2	1,861.6	1,861.6	5,680.4	8,869.4	3,349.8	2,556.4	1,272.4	(24.1%)	(49.5%)	(37.1%)	(44.9%)	(40.6%)
Net Assets	(3,633.9)	4,216.1	12,634.5	21,101.1	29,681.4	29,681.4	64,055.3	100,268.0	144,214.2	155,294.0	166,429.5	177,662.2	189,000.7	189,000.7	33,315.3	34,373.9	36,212.7	43,946.1	44,786.5	(916.8%)	115.8%	56.5%	43.8%	31.1%
Total Convertible loan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share Capital	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	-	-	-	-	-	-	-	-	-	-
Common Stocks	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Treasury Stock	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Asset Revaluation Reserve	-	2.0	2.0	19.5	120.6	120.6	244.9	372.9	126.3	(39.7)	(39.7)	(111.9)	10.4	10.4	120.6	124.3	128.0	(246.6)	(115.9)	-	103.0%	52.3%	(66.1%)	(91.8%)
Profit & Loss Account - Cumm	-	(7,683.6)	164.4	8,582.8	17,031.8	(7,683.6)	25,511.0	59,760.7	95,845.4	140,038.2	151,284.0	162,419.5	173,724.3	140,038.2	(7,683.6)	33,194.7	34,249.7	36,084.8	44,192.7	-	(432.0%)	134.3%	60.4%	46.1%
Profit & Loss Account - This Period	(7,683.6)	7,848.0	8,418.4	8,449.0	8,479.2	33,194.7	34,249.7	36,084.8	44,192.7	11,245.8	11,135.6	11,304.8	11,216.2	44,902.3	40,878.3	1,055.0	1,835.1	8,108.0	709.6	(532.0%)	3.2%	5.4%	22.5%	1.6%
Total shareholders' funds	(3,633.9)	4,216.1	12,634.5	21,101.1	29,681.4	29,681.4	64,055.3	100,268.0	144,214.2	155,294.0	166,429.5	177,662.2	189,000.6	189,000.6	33,315.3	34,373.9	36,212.7	43,946.1	44,786.5	(916.8%)	115.8%	56.5%	43.8%	31.1%
Total Equity	(3,633.9)	4,216.1	12,634.5	21,101.1	29,681.4	29,681.4	64,055.3	100,268.0	144,214.2	155,294.0	166,429.5	177,662.2	189,000.6	189,000.6	33,315.3	34,373.9	36,212.7	43,946.1	44,786.5	(916.8%)	115.8%	56.5%	43.8%	31.1%
Check	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Cash Flow Statement - Line Summary Description	PY-2021	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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 Working Capital Movement	(3,342.7)	1,528.9	(3,249.6)	1,513.6	1,512.7	1,305.5	282.3	296.1	483.2	1,533.3	(3,879.0)	1,358.1	1,330.3	342.8	4,648.2	(1,023.3)	13.8	187.1	(140.3)	(139.1%)	(78.4%)	4.9%	63.2%	(29.0%)
Operating Cash Flow	(6,250.1)	12,118.4	7,764.2	12,427.1	12,358.7	44,668.4	43,160.8	43,522.3	49,599.7	13,493.6	7,954.3	13,173.0	12,768.0	47,388.8	50,918.5	(1,507.5)	361.4	6,077.4	(2,210.8)	(814.7%)	(3.4%)	0.8%	14.0%	(4.5%)
Investing activities	(28,864.0)	(2.0)	-	(17.5)	(101.1)	(120.6)	(124.3)	134.3	690.3	139.4	-	35.8	(61.9)	113.3	28,743.4	(3.7)	258.6	556.0	(577.0)	(99.6%)	3.0%	(208.1%)	413.9%	(83.6%)
Free Cash Flow	(35,114.1)	12,116.4	7,764.2	12,409.6	12,257.6	44,547.8	43,036.6	43,656.6	50,290.0	13,633.0	7,954.3	13,208.8	12,706.1	47,502.1	84,310.1	(2,534.5)	633.9	6,820.4	(2,928.2)	(226.9%)	(3.4%)	1.4%	15.2%	(5.5%)
Long Term Liabilities & Debt	22,431.1	(2,156.3)	(3,441.9)	(2,907.8)	(711.5)	(9,217.5)	(11,289.5)	(4,577.6)	(3,379.4)	(512.3)	(416.7)	(409.8)	(409.9)	(1,748.8)	(31,648.6)	(2,072.0)	6,712.0	1,198.2	1,630.6	(141.1%)	22.5%	(59.5%)	(26.2%)	(48.3%)
Equity	4,049.7	2.0	-	17.5	81.7	101.2	40.2	106.0	(246.6)	(166.0)	-	(72.1)	122.3	(115.9)	(3,948.5)	(61.1)	65.8	(352.6)	130.7	(97.5%)	(60.3%)	163.9%	(332.7%)	(53.0%)
Net Cash Flow	(8,633.3)	9,962.1	4,322.3	9,519.4	11,627.8	35,431.5	31,787.2	39,185.0	46,664.0	12,954.6	7,537.6	12,726.8	12,418.5	45,637.5	48,713.0	(4,667.6)	7,411.6	7,666.1	(1,166.9)	(510.4%)	(10.3%)	23.3%	19.1%	(2.2%)
Opening Cash	-	(8,633.3)	1,328.8	5,651.0	15,170.4	(8,633.3)	26,798.2	58,585.4	97,770.4	144,434.4	157,389.0	164,926.6	177,653.4	144,434.4	(8,633.3)	35,431.5	31,787.2	39,185.0	46,664.0	-	(410.4%)	118.6%	66.9%	47.7%
Cash Movement	(8,633.3)	9,962.1	4,322.3	9,519.4	11,627.8	35,431.5	31,787.2	39,185.0	46,664.0	12,954.6	7,537.6	12,726.8	12,418.5	45,637.5	44,064.8	(3,644.3)	7,397.8	7,479.0	(1,026.5)	(510.4%)	(10.3%)	23.3%	19.1%	(2.2%)
Closing Cash	(8,633.3)	1,328.8	5,651.0	15,170.4	26,798.2	26,798.2	58,585.4	97,770.4	144,434.4	157,389.0	164,926.6	177,653.4	190,071.9	190,071.9	35,431.5	31,787.2	39,185.0	46,664.0	45,637.5	(410.4%)	118.6%	66.9%	47.7%	31.6%
Check	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					

KPI(Key Performance Indicators) - Actual Units	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 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 Q1	Year 5 Q2	Year 5 Q3	Year 5 Q4	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	233	283	287	287	287	283	287	287	287	287	287	287	287	287	50	4	-	-	-	21.5%	1.4%	-	-	-
Additions	53	4	2	-	-	6	-	-	-	-	-	-	-	-	(47)	(6)	-	-	-	(88.7%)	(100.0%)	-	-	-
Leavers	(3)	-	(2)	-	-	(2)	-	-	-	-	-	-	-	-	1	2	-	-	-	(33.3%)	(100.0%)	-	-	-
Closing HC	283	287	287	287	287	287	287	287	287	287	287	287	287	287	4	-	-	-	-	1.4%	-	-	-	-
Client Hrs	59,323	58,820	60,255	59,670	59,670	238,415	240,516	239,598	239,598	58,752	59,670	60,588	60,588	239,598	179,092	2,101	(918)	-	-	301.9%	0.9%	(0.4%)	(0.0%)	-
Professional Development Hrs	11,167	11,072	11,342	11,232	11,232	44,878	45,274	45,101	45,101	11,059	11,232	11,405	11,405	45,101	33,711	396	(173)	-	-	301.9%	0.9%	(0.4%)	(0.0%)	-
Statutory Holidays Hrs	7,677	7,612	7,798	7,722	7,722	30,854	31,126	31,007	31,007	7,603	7,722	7,841	7,841	31,007	23,177	272	(119)	-	-	301.9%	0.9%	(0.4%)	0.0%	-
Other Hrs	6,281	6,228	6,380	6,318	6,318	25,244	25,466	25,369	25,369	6,221	6,318	6,415	6,415	25,369	18,963	222	(97)	-	-	301.9%	0.9%	(0.4%)	(0.0%)	-
Total Hrs	84,448	83,732	85,774	84,942	84,942	339,390	342,382	341,075	341,075	83,635	84,942	86,249	86,249	341,075	254,942	2,991	(1,307)	-	-	301.9%	0.9%	(0.4%)	(0.0%)	-
Client Hrs Utilisation %age	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	-	-	-	-	-					
Realised Rate/Client Hr	295.14/ Hr	306.23/ Hr	305.68/ Hr	305.47/ Hr	305.47/ Hr	305.71/ Hr	316.77/ Hr	329.13/ Hr	342.95/ Hr	356.32/ Hr	356.32/ Hr	356.32/ Hr	356.32/ Hr	356.32/ Hr	10.57/ Hr	11.06/ Hr	12.35/ Hr	13.82/ Hr	13.38/ Hr	3.6%	3.6%	3.9%	4.2%	3.9%
Revenue / Resource	61.9/HC	62.8/HC	64.2/HC	63.5/HC	63.5/HC	254.0/HC	265.5/HC	274.8/HC	286.3/HC	72.9/HC	74.1/HC	75.2/HC	75.2/HC	297.5/HC	192.1/HC	11.5/HC	9.3/HC	11.5/HC	11.2/HC	310.5%	4.5%	3.5%	4.2%	3.9%
Cost / Resource	34.4/HC	9.7/HC	9.9/HC	10.1/HC	10.3/HC	40.1/HC	42.1/HC	42.5/HC	43.7/HC	11.2/HC	11.3/HC	11.3/HC	11.3/HC	45.1/HC	(5.7)/HC	(2.0)/HC	(0.4)/HC	(1.2)/HC	(1.3)/HC	16.7%	5.0%	0.9%	2.9%	3.1%
Contribution / Resource	27.5/HC	53.1/HC	54.2/HC	53.4/HC	53.2/HC	213.9/HC	223.4/HC	232.3/HC	242.6/HC	61.7/HC	62.8/HC	63.9/HC	63.9/HC	252.4/HC	186.4/HC	9.5/HC	8.9/HC	10.3/HC	9.8/HC	677.5%	4.4%	4.0%	4.4%	4.1%
1 Opening Clients Count	5,736 /Unit	7,609 /Unit	8,186 /Unit	8,527 /Unit	8,962 /Unit	7,609 /Unit	9,332 /Unit	10,099 /Unit	10,208 /Unit	10,670 /Unit	9,756 /Unit	9,183 /Unit	8,390 /Unit	10,670 /Unit	1,873 /Unit	1,723 /Unit	767 /Unit	109 /Unit	462 /Unit	32.7%	22.6%	8.2%	1.1%	4.5%
1 Additions	2,880	910	709	904	745	3,268	3,103	2,688	3,804	-	-	-	-	-	388	(165)	(415)	1,116	(3,804)	13.5%	(5.0%)	(13.4%)	41.5%	(100.0%)
1 Leavers	(1,007)	(333)	(368)	(469)	(375)	(1,545)	(2,336)	(2,579)	(3,342)	(914)	(573)	(793)	(719)	(2,999)	(538)	(791)	(243)	(763)	343	53.4%	51.2%	10.4%	29.6%	(10.3%)
Closing Clients Count	7,609	8,186	8,527	8,962	9,332	9,332	10,099	10,208	10,670	9,756	9,183	8,390	7,671	7,671	1,723	767	109	462	(2,999)	22.6%	8.2%	1.1%	4.5%	(28.1%)
ARPU (Average Revenue Per Units & Drivers)	1,119 /Unit	319 /Unit	330 /Unit	331 /Unit	334 /Unit	1,233 /Unit	1,346 /Unit	1,437 /Unit	1,521 /Unit	408 /Unit	396 /Unit	397 /Unit	390 /Unit	1,817 /Unit	114 /Unit	113 /Unit	91 /Unit	84 /Unit	297 /Unit	10.2%	9.2%	6.7%	5.8%	19.5%

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Executive Overview of the P&L Statement

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY				
		Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 Q1	Year 5 Q2	Year 5 Q3	Year 5 Q4	Year 5 FY
Recurring Revenue	8,512.1	2,609.8	2,813.7	2,962.9	3,119.8	11,506.2	13,597.8	14,671.1	16,227.1	3,985.2	3,636.7	3,329.9	2,989.7	13,941.5
Consulting Revenue	17,508.6	18,012.3	18,418.7	18,227.3	18,227.3	72,885.7	76,188.6	78,857.8	82,169.9	20,934.7	21,261.8	21,588.9	21,588.9	85,374.5
Other Revenue	4,804.6	501.1	1,166.2	1,312.0	869.6	3,849.0	4,110.8	4,766.7	5,617.9	378.5	-	-	-	378.5
Total Revenue	30,825.2	21,123.2	22,398.7	22,502.3	22,216.8	88,241.0	93,897.3	98,295.7	104,014.9	25,298.5	24,898.6	24,918.8	24,578.7	99,694.5
Cost of Recurring Revenue	3,878.1	1,334.3	1,474.0	1,558.7	1,599.3	5,966.3	6,045.7	6,546.6	6,794.5	1,777.7	1,723.8	1,695.7	1,754.9	6,952.1
Other Revenue Cost	2,910.9	297.4	763.0	808.6	487.8	2,356.8	2,393.3	2,813.0	3,603.7	229.9	-	-	-	229.9
Cost of Revenue (Excl. Consulting)	6,789.0	1,631.6	2,237.1	2,367.3	2,087.1	8,323.1	8,439.0	9,359.5	10,398.2	2,007.6	1,723.8	1,695.7	1,754.9	7,182.0
Salaries	9,647.0	2,577.9	2,608.3	2,589.6	2,589.6	10,365.3	10,741.5	11,160.4	11,629.1	3,020.7	3,020.7	3,020.7	3,020.7	12,082.7
Salaries Ers NI	1,331.3	355.7	359.9	357.4	357.4	1,430.4	1,482.3	1,540.1	1,604.8	416.9	416.9	416.9	416.9	1,667.4
Bonus & Overtime	1,865.6	517.0	524.7	523.5	523.5	2,088.6	2,171.3	2,256.0	2,350.8	610.6	610.6	610.6	610.6	2,442.4
Bonus & Overtime Ers NI	257.5	71.4	72.4	72.2	72.2	288.2	299.6	311.3	324.4	84.3	84.3	84.3	84.3	337.1
Vacation Pay Provision	927.6	247.9	250.8	249.0	249.0	996.7	1,032.8	1,073.1	1,118.2	290.4	290.4	290.4	290.4	1,161.8
Other compensation	289.4	77.3	78.2	77.7	77.7	311.0	322.2	334.8	348.9	90.6	90.6	90.6	90.6	362.5
Benefits	385.9	103.1	104.3	103.6	103.6	414.6	429.7	446.4	465.2	120.8	120.8	120.8	120.8	483.3
Travel & Entertainment	139.1	37.2	37.6	37.3	37.3	149.5	154.9	161.0	167.7	43.6	43.6	43.6	43.6	174.3
Staff costs	844.2	233.4	237.0	235.4	235.4	941.2	976.3	1,014.4	1,057.0	274.6	274.6	274.6	274.6	1,098.3
Other expenses	139.1	37.2	37.6	37.3	37.3	149.5	154.9	161.0	167.7	43.6	43.6	43.6	43.6	174.3
Other professional service fees	231.9	62.0	62.7	62.2	62.2	249.2	258.2	268.3	279.5	72.6	72.6	72.6	72.6	290.4
Recruitment fees	613.9	37.8	21.1	-	-	59.0	-	-	-	-	-	-	-	-
Cost of services, Contractor	1,745.4	780.5	806.1	905.2	953.9	3,445.7	3,722.7	3,478.6	3,432.2	841.6	854.8	867.9	867.9	3,432.2
People Cost (Incl. Consulting)	18,418.0	5,138.4	5,200.8	5,250.4	5,299.1	20,888.8	21,746.6	22,205.4	22,945.5	5,910.2	5,923.3	5,936.5	5,936.5	23,706.5
Promotional & Marketing Expenses	665.9	202.5	210.6	217.5	225.4	856.0	5,557.7	7,562.0	4,215.2	1,057.3	1,057.3	1,057.3	1,057.3	4,229.1
Occupancy Expense	7,526.2	1,140.1	1,163.0	1,172.4	1,172.4	4,647.9	4,780.1	4,916.6	5,057.7	1,275.9	1,302.1	1,312.7	1,312.7	5,203.4
Professional & Stats Expenses	2,254.4	459.1	468.7	468.9	467.1	1,863.8	1,932.9	2,004.8	1,233.6	275.8	274.9	275.6	275.6	1,101.9
SG&A	28,864.5	6,940.1	7,043.2	7,109.2	7,163.9	28,256.4	34,017.3	36,688.8	33,452.0	8,519.2	8,557.6	8,582.1	8,582.1	34,241.0
EBITDA	(4,828.3)	12,551.5	13,118.4	13,025.8	12,965.8	51,661.5	51,441.0	52,247.4	60,164.7	14,771.7	14,617.2	14,641.0	14,241.7	58,271.6
EBITDA %age of Revenue	(15.7%)	59.4%	58.6%	57.9%	58.4%	58.5%	54.8%	53.2%	57.8%	58.4%	58.7%	58.8%	57.9%	58.5%
Depreciation & Amortisation	4,183.1	1,525.0	1,525.0	1,525.6	1,528.6	6,104.2	6,128.0	5,890.3	4,112.9	563.1	563.1	392.8	123.0	1,642.0
EBIT	(9,011.5)	11,026.5	11,593.4	11,500.2	11,437.2	45,557.3	45,312.9	46,357.1	56,051.8	14,208.6	14,054.1	14,248.2	14,118.7	56,629.6
EBIT %age of Revenue	(29.2%)	52.2%	51.8%	51.1%	51.5%	51.6%	48.3%	47.2%	53.9%	56.2%	56.4%	57.2%	57.4%	56.8%
Total Extraordinary Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Interest Paid/(Received) & Forex	593.1	1,216.4	1,070.4	939.0	838.2	4,064.0	2,500.9	1,251.1	810.9	151.4	134.7	117.3	98.4	501.7
Earnings After Interest	(9,604.5)	9,810.0	10,523.0	10,561.3	10,599.0	41,493.3	42,812.1	45,105.9	55,240.9	14,057.3	13,919.4	14,130.9	14,020.3	56,127.9
EAI %age of Revenue	(31.2%)	46.4%	47.0%	46.9%	47.7%	47.0%	45.6%	45.9%	53.1%	55.6%	55.9%	56.7%	57.0%	56.3%
Total Tax	(1,920.9)	1,962.0	2,104.6	2,112.3	2,119.8	8,298.7	8,562.4	9,021.2	11,048.2	2,811.5	2,783.9	2,826.2	2,804.1	11,225.6
Net Profit After Tax	(7,683.6)	7,848.0	8,418.4	8,449.0	8,479.2	33,194.7	34,249.7	36,084.8	44,192.7	11,245.8	11,135.6	11,304.8	11,216.2	44,902.3
NPAT %age of Revenue	(24.9%)	37.2%	37.6%	37.5%	38.2%	37.6%	36.5%	36.7%	42.5%	44.5%	44.7%	45.4%	45.6%	45.0%
Check	(0)					-	-	-	-					-

Profit & Loss Statement - Line Summary Description ('000)	Yr to Yr Δ					Yr to Yr Δ (%age)				
	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	2,994.2	2,091.6	1,073.3	1,556.0	(2,285.6)	35.2%	18.2%	7.9%	10.6%	(14.1%)
Consulting Revenue	55,377.1	3,302.9	2,669.2	3,312.0	3,204.6	316.3%	4.5%	3.5%	4.2%	3.9%
Other Revenue	(955.5)	261.8	655.9	851.2	(5,239.4)	(19.9%)	6.8%	16.0%	17.9%	(93.3%)
Total Revenue	57,415.8	5,656.3	4,398.4	5,719.2	(4,320.4)	186.3%	6.4%	4.7%	5.8%	(4.2%)
Cost of Recurring Revenue	(2,088.2)	(79.4)	(500.9)	(247.9)	(157.6)	53.8%	1.3%	8.3%	3.8%	2.3%
Other Revenue Cost	554.1	(36.4)	(419.7)	(790.8)	3,373.9	(19.0%)	1.5%	17.5%	28.1%	(93.6%)
Cost of Revenue (Excl. Consulting)	(1,534.1)	(115.9)	(920.5)	(1,038.7)	3,216.3	22.6%	1.4%	10.9%	11.1%	(30.9%)
Salaries	(718.2)	(376.2)	(418.9)	(468.7)	(453.5)	7.4%	3.6%	3.9%	4.2%	3.9%
Salaries Ers NI	(99.1)	(51.9)	(57.8)	(64.7)	(62.6)	7.4%	3.6%	3.9%	4.2%	3.9%
Bonus & Overtime	(223.0)	(82.7)	(84.7)	(94.8)	(91.7)	12.0%	4.0%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	(30.8)	(11.4)	(11.7)	(13.1)	(12.7)	12.0%	4.0%	3.9%	4.2%	3.9%
Vacation Pay Provision	(69.1)	(36.2)	(40.3)	(45.1)	(43.6)	7.4%	3.6%	3.9%	4.2%	3.9%
Other compensation	(21.5)	(11.3)	(12.6)	(14.1)	(13.6)	7.4%	3.6%	3.9%	4.2%	3.9%
Benefits	(28.7)	(15.0)	(16.8)	(18.7)	(18.1)	7.4%	3.6%	3.9%	4.2%	3.9%
Travel & Entertainment	(10.4)	(5.4)	(6.0)	(6.8)	(6.5)	7.4%	3.6%	3.9%	4.2%	3.9%
Staff costs	(96.9)	(35.2)	(38.1)	(42.6)	(41.2)	11.5%	3.7%	3.9%	4.2%	3.9%
Other expenses	(10.4)	(5.4)	(6.0)	(6.8)	(6.5)	7.4%	3.6%	3.9%	4.2%	3.9%
Other professional service fees	(17.3)	(9.0)	(10.1)	(11.3)	(10.9)	7.4%	3.6%	3.9%	4.2%	3.9%
Recruitment fees	555.0	59.0	-	-	-	(90.4%)	(100.0%)	-	-	-
Cost of services, Contractor	(1,700.3)	(277.0)	244.2	46.4	-	97.4%	8.0%	(6.6%)	(1.3%)	-
People Cost (Incl. Consulting)	(2,470.8)	(857.8)	(458.8)	(740.1)	(761.0)	13.4%	4.1%	2.1%	3.3%	3.3%
Promotional & Marketing Expenses	(190.0)	(4,701.7)	(2,004.3)	3,346.8	(13.8)	28.5%	549.3%	36.1%	(44.3%)	0.3%
Occupancy Expense	2,878.3	(132.2)	(136.5)	(141.1)	(145.8)	(38.2%)	2.8%	2.9%	2.9%	2.9%
Professional & Stats Expenses	390.6	(69.1)	(71.9)	771.2	131.6	(17.3%)	3.7%	3.7%	(38.5%)	(10.7%)
SG&A	608.1	(5,760.9)	(2,671.5)	3,236.8	(789.0)	(2.1%)	20.4%	7.9%	(8.8%)	2.4%
EBITDA	56,489.8	(220.5)	806.4	7,917.3	(1,893.1)	(1170.0%)	(0.4%)	1.6%	15.2%	(3.1%)
EBITDA %age of Revenue	98.4%	(3.9%)	18.3%	138.4%	43.8%					
Depreciation & Amortisation	(1,921.1)	(23.8)	237.8	1,777.4	2,470.9	45.9%	0.4%	(3.9%)	(30.2%)	(60.1%)
EBIT	54,568.7	(244.3)	1,044.1	9,694.8	577.8	(605.5%)	(0.5%)	2.3%	20.9%	1.0%
EBIT %age of Revenue	95.0%	(4.3%)	23.7%	169.5%	(13.4%)					
Total Extraordinary Cost	-	-	-	-	-	-	-	-	-	-
Total Interest Paid/(Received) & Forex	(3,470.9)	1,563.1	1,249.7	440.2	309.2	585.3%	(38.5%)	(50.0%)	(35.2%)	(38.1%)
Earnings After Interest	51,097.8	1,318.8	2,293.9	10,135.0	887.0	(532.0%)	3.2%	5.4%	22.5%	1.6%
EAI %age of Revenue	89.0%	23.3%	52.2%	177.2%	(20.5%)					
Total Tax	(10,219.6)	(263.8)	(458.8)	(2,027.0)	(177.4)	(532.0%)	3.2%	5.4%	22.5%	1.6%
Net Profit After Tax	40,878.3	1,055.0	1,835.1	8,108.0	709.6	(532.0%)	3.2%	5.4%	22.5%	1.6%
NPAT %age of Revenue	71.2%	18.7%	41.7%	141.8%	(16.4%)					

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Executive Overview of the Balance Sheet

Balance Sheet Statement- Line Summary Description	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY				
		Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 Q1	Year 5 Q2	Year 5 Q3	Year 5 Q4	Year 5 FY
NBV Plant/Machinery	19,107.1	18,016.2	16,925.2	15,851.2	14,857.8	14,857.8	10,588.2	6,297.8	1,757.4	1,052.8	489.8	61.2	-	-
NBV Furniture/Fixture	5,310.8	4,888.9	4,467.0	4,045.1	3,623.3	3,623.3	1,935.8	248.3	-	-	-	-	-	-
NBV Free/Leasehold	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NBV Motor Vehicles	163.0	150.8	138.6	126.4	114.2	114.2	65.5	16.7	-	-	-	-	-	-
NBV Goodwill	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NBV Other Capex	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NBV Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NBV Office Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial Investment	100.0	102.0	102.0	102.0	102.0	102.0	104.0	106.1	108.2	110.4	110.4	110.4	110.4	110.4
Total Fixed Assets	24,680.9	23,157.9	21,632.8	20,124.8	18,697.3	18,697.3	12,693.5	6,668.9	1,865.7	1,163.2	600.2	171.6	110.4	110.4
Trade Debtors	2,259.8	557.9	623.2	584.9	542.1	542.1	584.8	618.6	668.1	627.0	599.7	599.7	627.0	627.0
Debt Provsion	(56.5)	(39.6)	(82.8)	(126.3)	(167.9)	(167.9)	(511.6)	(871.6)	(1,250.4)	(1,490.2)	(1,534.4)	(1,579.4)	(1,624.4)	(1,624.4)
Other Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepayments	1,705.1	1,340.8	4,600.0	3,160.6	1,721.2	1,721.2	1,743.4	1,772.2	1,630.3	354.4	4,302.8	2,990.1	1,677.4	1,677.4
Accrued Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Stock	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3rd party payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	3,908.5	1,859.1	5,140.3	3,619.2	2,095.5	2,095.5	1,816.5	1,519.1	1,048.0	(508.8)	3,368.1	2,010.4	679.9	679.9
Intercompany balances	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash and Cash Equivalents	(8,633.3)	1,328.8	5,651.0	15,170.4	26,798.2	26,798.2	58,585.4	97,770.4	144,434.4	157,389.0	164,926.6	177,653.4	190,071.9	190,071.9
Trade Creditors	565.8	45.3	76.9	69.3	58.3	58.3	61.7	60.4	72.4	48.9	46.7	47.2	47.1	47.1
Other Creditors	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accruals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pension Creditor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PAYE / NI	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporation Tax	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Hire/Lease Purchase & Debt <12 Months	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	565.8	45.3	76.9	69.3	58.3	58.3	61.7	60.4	72.4	48.9	46.7	47.2	47.1	47.1
Hire/Lease Purchase & Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Debt - Revolver	1,373.3	1,289.9	1,204.9	1,118.3	1,668.5	1,668.5	2,076.2	1,182.3	396.3	260.3	218.3	182.3	145.4	145.4
Bank Debt - Term Loan A	629.7	321.0	-	-	-	-	-	-	-	-	-	-	-	-
Bank Debt - Term Loan B	-	-	-	-	256.9	256.9	256.9	-	-	-	-	-	-	-
Bank Debt - Senior Notes	847.3	847.3	847.3	847.3	847.3	847.3	847.3	847.3	-	-	-	-	-	-
Bank Debt - Subordinated Notes	-	-	-	209.4	194.8	194.8	128.7	47.9	-	-	-	-	-	-
Bank Debt - Mezzanine	18,372.8	16,546.1	14,601.6	12,531.7	10,328.4	10,328.4	-	-	-	-	-	-	-	-
Bank Debt - Acquisition Facility	1,302.7	1,302.2	1,301.6	1,301.1	1,300.5	1,300.5	2,287.5	2,018.3	1,714.5	1,632.6	1,548.2	1,461.2	1,371.5	1,371.5
Deferred Consideration	398.4	378.5	358.0	336.8	315.0	315.0	221.1	115.2	-	-	-	-	-	-
Freehold Property - Mortgage	-	-	-	-	761.8	761.8	662.7	541.6	393.8	351.9	308.0	261.7	213.2	213.2
Subordinated Loan Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Notes payable - non current	100.0	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital/Finance lease	-	1,399.4	1,399.4	1,399.4	2,178.0	2,178.0	2,498.1	877.3	557.0	455.8	344.1	220.8	84.4	84.4
Spare	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Long Term Liabilities & Debt	23,024.2	22,084.3	19,712.8	17,744.0	17,851.3	17,851.3	8,978.5	5,630.0	3,061.6	2,700.6	2,418.6	2,126.0	1,814.5	1,814.5
Net Assets	(3,633.9)	4,216.1	12,634.5	21,101.1	29,681.4	29,681.4	64,055.3	100,268.0	144,214.2	155,294.0	166,429.5	177,662.2	189,000.7	189,000.7
Total Convertible loan	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share Capital	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7	4,049.7
Common Stocks	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Treasury Stock	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Asset Revaluation Reserve	-	2.0	2.0	19.5	120.6	120.6	244.9	372.9	126.3	(39.7)	(39.7)	(111.9)	10.4	10.4
Profit & Loss Account - Cumm	-	(7,683.6)	164.4	8,582.8	17,031.8	(7,683.6)	25,511.0	59,760.7	95,845.4	140,038.2	151,284.0	162,419.5	173,724.3	140,038.2
Profit & Loss Account - This Period	(7,683.6)	7,848.0	8,418.4	8,449.0	8,479.2	33,194.7	34,249.7	36,084.8	44,192.7	11,245.8	11,135.6	11,304.8	11,216.2	44,902.3
Total shareholders' funds	(3,633.9)	4,216.1	12,634.5	21,101.1	29,681.4	29,681.4	64,055.3	100,268.0	144,214.2	155,294.0	166,429.5	177,662.2	189,000.6	189,000.6
Total Equity	(3,633.9)	4,216.1	12,634.5	21,101.1	29,681.4	29,681.4	64,055.3	100,268.0	144,214.2	155,294.0	166,429.5	177,662.2	189,000.6	189,000.6
Check	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Balance Sheet Statement- Line Summary Description	Yr to Yr Δ					Yr to Yr Δ (%age)				
	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
NBV Plant/Machinery	(4,249.3)	(4,269.6)	(4,290.5)	(4,540.4)	(1,757.4)	(22.2%)	(28.7%)	(40.5%)	(72.1%)	(100.0%)
NBV Furniture/Fixture	(1,687.5)	(1,687.5)	(1,687.5)	(248.3)	-	(31.8%)	(46.6%)	(87.2%)	(100.0%)	-
NBV Free/Leasehold	-	-	-	-	-	-	-	-	-	-
NBV Motor Vehicles	(48.8)	(48.8)	(48.8)	(16.7)	-	(29.9%)	(42.7%)	(74.5%)	(100.0%)	-
NBV Goodwill	-	-	-	-	-	-	-	-	-	-
NBV Other Capex	-	-	-	-	-	-	-	-	-	-
NBV Other	-	-	-	-	-	-	-	-	-	-
NBV Office Equipment	-	-	-	-	-	-	-	-	-	-
Financial Investment	2.0	2.0	2.1	2.1	2.2	2.0%	2.0%	2.0%	2.0%	2.0%
Total Fixed Assets	(5,983.6)	(6,003.8)	(6,024.6)	(4,803.2)	(1,755.3)	(24.2%)	(32.1%)	(47.5%)	(72.0%)	(94.1%)
Trade Debtors	(1,717.7)	42.6	33.8	49.5	(41.1)	(76.0%)	7.9%	5.8%	8.0%	(6.2%)
Debt Provsion	(111.4)	(343.7)	(360.0)	(378.7)	(374.0)	197.2%	204.7%	70.4%	43.5%	29.9%
Other Debtors	-	-	-	-	-	-	-	-	-	-
Prepayments	16.1	22.2	28.8	(141.9)	47.1	0.9%	1.3%	1.7%	(8.0%)	2.9%
Accrued Revenue	-	-	-	-	-	-	-	-	-	-
Deposits	-	-	-	-	-	-	-	-	-	-
Employee Loans	-	-	-	-	-	-	-	-	-	-
Stock	-	-	-	-	-	-	-	-	-	-
3rd party payments	-	-	-	-	-	-	-	-	-	-
Total Current Assets	(1,813.0)	(278.9)	(297.4)	(471.1)	(368.1)	(46.4%)	(13.3%)	(16.4%)	(31.0%)	(35.1%)
Intercompany balances	-	-	-	-	-	-	-	-	-	-
Cash and Cash Equivalents	35,431.5	31,787.2	39,185.0	46,664.0	45,637.5	(410.4%)	118.6%	66.9%	47.7%	31.6%
Trade Creditors	(507.4)	3.3	(1.3)	12.0	(25.3)	(89.7%)	5.7%	(2.1%)	19.9%	(34.9%)
Other Creditors	-	-	-	-	-	-	-	-	-	-
Accruals	-	-	-	-	-	-	-	-	-	-
Deferred Revenue	-	-	-	-	-	-	-	-	-	-
Accrued Interest	-	-	-	-	-	-	-	-	-	-
Pension Creditor	-	-	-	-	-	-	-	-	-	-
PAYE / NI	-	-	-	-	-	-	-	-	-	-
VAT	-	-	-	-	-	-	-	-	-	-
Corporation Tax	-	-	-	-	-	-	-	-	-	-
Hire/Lease Purchase & Debt <12 Months	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	(507.4)	3.3	(1.3)	12.0	(25.3)	(89.7%)	5.7%	(2.1%)	19.9%	(34.9%)
Hire/Lease Purchase & Debt	-	-	-	-	-	-	-	-	-	-
Bank Debt - Revolver	295.2	407.7	(893.9)	(786.0)	(250.9)	21.5%	24.4%	(43.1%)	(66.5%)	(63.3%)
Bank Debt - Term Loan A	(629.7)	-	-	-	-	(100.0%)	-	-	-	-
Bank Debt - Term Loan B	256.9	-	(256.9)	-	-	-	-	(100.0%)	-	-
Bank Debt - Senior Notes	-	-	-	(847.3)	-	-	-	-	(100.0%)	-
Bank Debt - Subordinated Notes	194.8	(66.1)	(80.8)	(47.9)	-	-	(33.9%)	(62.7%)	(100.0%)	-
Bank Debt - Mezzanine	(8,044.5)	(10,328.4)	-	-	-	(43.8%)	(100.0%)	-	-	-
Bank Debt - Acquisition Facility	(2.2)	987.0	(269.2)	(303.8)	(342.9)	(0.2%)	75.9%	(11.8%)	(15.1%)	(20.0%)
Deferred Consideration	(83.3)	(93.9)	(105.9)	(115.2)	-	(20.9%)	(29.8%)	(47.9%)	(100.0%)	-
Freehold Property - Mortgage	761.8	(99.1)	(121.1)	(147.9)	(180.6)	-	(13.0%)	(18.3%)	(27.3%)	(45.9%)
Subordinated Loan Capital	-	-	-	-	-	-	-	-	-	-
Notes payable - non current	(100.0)	-	-	-	-	(100.0%)	-	-	-	-
Capital/Finance lease	2,178.0	320.1	(1,620.8)	(320.3)	(472.6)	-	14.7%	(64.9%)	(36.5%)	(84.8%)
Spare	-	-	-	-	-	-	-	-	-	-
Long Term Liabilities & Debt	(5,172.9)	(8,872.8)	(3,348.5)	(2,568.4)	(1,247.1)	(22.5%)	(49.7%)	(37.3%)	(45.6%)	(40.7%)
Net Assets	33,315.3	34,373.9	36,212.7	43,946.1	44,786.5	(916.8%)	115.8%	56.5%	43.8%	31.1%
Total Convertible loan	-	-	-	-	-	-	-	-	-	-
Share Capital	-	-	-	-	-	-	-	-	-	-
Common Stocks	-	-	-	-	-	-	-	-	-	-
Treasury Stock	-	-	-	-	-	-	-	-	-	-
Asset Revaluation Reserve	120.6	124.3	128.0	(246.6)	(115.9)	-	103.0%	52.3%	(66.1%)	(91.8%)
Profit & Loss Account - Cumm	(7,683.6)	33,194.7	34,249.7	36,084.8	44,192.7	-	(432.0%)	134.3%	60.4%	46.1%
Profit & Loss Account - This Period	40,878.3	1,055.0	1,835.1	8,108.0	709.6	(532.0%)	3.2%	5.4%	22.5%	1.6%
Total shareholders' funds	33,315.3	34,373.9	36,212.7	43,946.1	44,786.5	(916.8%)	115.8%	56.5%	43.8%	31.1%
Total Equity	33,315.3	34,373.9	36,212.7	43,946.1	44,786.5	(916.8%)	115.8%	56.5%	43.8%	31.1%
Check	-	-	-	-	-					

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Executive Overview of the Cashflow Statement

Cash Flow Statement - Line Summary Description	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY				
		Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 Q1	Year 5 Q2	Year 5 Q3	Year 5 Q4	Year 5 FY
Net Profit	(7,683.6)	7,848.0	8,418.4	8,449.0	8,479.2	33,194.7	34,249.7	36,084.8	44,192.7	11,245.8	11,135.6	11,304.8	11,216.2	44,902.3
Add back: Depreciation	4,183.1	1,525.0	1,525.0	1,525.6	1,528.6	6,104.2	6,128.0	5,890.3	4,112.9	563.1	563.1	392.8	123.0	1,642.0
Add back: Back Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Add back: Financing Cost	593.1	1,216.4	1,070.4	939.0	838.2	4,064.0	2,500.9	1,251.1	810.9	151.4	134.7	117.3	98.4	501.7
Add back: Extraordinary Costs			-	-	-	-	-	-	-		-	-	-	-
Trade Debtors	(2,259.8)	1,701.9	(65.3)	38.3	42.8	1,717.7	(42.6)	(33.8)	(49.5)	41.1	27.3	-	(27.3)	41.1
Debt Provsion	56.5	(16.9)	43.2	43.4	41.6	111.4	343.7	360.0	378.7	239.8	44.3	45.0	45.0	374.0
Other Debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepayments	(1,705.1)	364.3	(3,259.1)	1,439.4	1,439.4	(16.1)	(22.2)	(28.8)	141.9	1,275.9	(3,948.4)	1,312.7	1,312.7	(47.1)
Accrued Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Stock	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3rd party payments		-	-	-	-	-	-	-	-	-	-	-	-	-
Current Assets	(3,908.5)	2,049.3	(3,281.2)	1,521.1	1,523.7	1,813.0	278.9	297.4	471.1	1,556.8	(3,876.9)	1,357.7	1,330.4	368.1
Trade Creditors	565.8	(520.4)	31.6	(7.6)	(11.0)	(507.4)	3.3	(1.3)	12.0	(23.5)	(2.2)	0.4	(0.1)	(25.3)
Other Creditors	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accruals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pension Creditor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PAYE / NI	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporation Tax	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Current Liabilities	565.8	(520.4)	31.6	(7.6)	(11.0)	(507.4)	3.3	(1.3)	12.0	(23.5)	(2.2)	0.4	(0.1)	(25.3)
Net Working Capital Movement	(3,342.7)	1,528.9	(3,249.6)	1,513.6	1,512.7	1,305.5	282.3	296.1	483.2	1,533.3	(3,879.0)	1,358.1	1,330.3	342.8
Operating Cash Flow	(6,250.1)	12,118.4	7,764.2	12,427.1	12,358.7	44,668.4	43,160.8	43,522.3	49,599.7	13,493.6	7,954.3	13,173.0	12,768.0	47,388.8
Plant/Machinery	(21,819.0)	-	-	(17.5)	(101.1)	(118.6)	(122.2)	(125.9)	692.5	141.5	-	35.8	(61.9)	115.5
Furniture/Fixture	(6,750.0)	-	-	-	-	-	-	262.3	-	-	-	-	-	-
Free/Leasehold	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Motor Vehicles	(195.0)	-	-	-	-	-	-	-	-	-	-	-	-	-
Goodwill Amortisation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Amortisation	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial Investment	(100.0)	(2.0)	-	-	-	(2.0)	(2.0)	(2.1)	(2.1)	(2.2)	-	-	-	(2.2)
Investing activities	(28,864.0)	(2.0)	-	(17.5)	(101.1)	(120.6)	(124.3)	134.3	690.3	139.4	-	35.8	(61.9)	113.3
Extra Ordinary Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Free Cash Flow	(35,114.1)	12,116.4	7,764.2	12,409.6	12,257.6	44,547.8	43,036.6	43,656.6	50,290.0	13,633.0	7,954.3	13,208.8	12,706.1	47,502.1
FCF/EBITDA	727.3%	96.5%	59.2%	95.3%	94.5%	86.2%	83.7%	83.6%	83.6%	92.3%	54.4%	90.2%	89.2%	81.5%
Hire/Lease Purchase & Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Debt - Revolver	1,364.6	(108.4)	(108.4)	(108.4)	530.0	204.7	254.5	(1,008.5)	(842.2)	(143.7)	(48.0)	(41.1)	(41.1)	(273.9)
Bank Debt - Term Loan A	616.4	(337.8)	(327.9)	-	-	(665.7)	-	-	-	-	-	-	-	-
Bank Debt - Term Loan B	-	-	-	-	256.6	256.6	(51.1)	(256.9)	-	-	-	-	-	-
Bank Debt - Senior Notes	677.8	(53.0)	(53.0)	(53.0)	(53.0)	(211.8)	(211.8)	(211.8)	(889.7)	-	-	-	-	-
Bank Debt - Subordinated Notes	-	-	-	202.2	(24.8)	177.4	(99.1)	(99.2)	(50.7)	-	-	-	-	-
Bank Debt - Mezzanine	18,002.9	(2,859.3)	(2,855.4)	(2,851.4)	(2,847.2)	(11,413.3)	(11,363.3)	-	-	-	-	-	-	-
Bank Debt - Acquisition Facility	1,281.0	(65.6)	(65.6)	(65.6)	(65.6)	(262.5)	630.5	(630.6)	(630.5)	(157.6)	(157.6)	(157.6)	(157.6)	(630.4)
Deferred Consideration	398.4	(31.5)	(31.5)	(31.5)	(31.5)	(126.1)	(126.1)	(126.1)	(121.9)	-	-	-	-	-
Freehold Property - Mortgage	-	-	-	-	761.8	761.8	(241.7)	(241.5)	(241.4)	(60.3)	(60.3)	(60.3)	(60.3)	(241.4)
Subordinated Loan Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Notes payable - non current	90.0	(100.0)	-	-	-	(100.0)	-	-	-	-	-	-	-	-
Capital/Finance lease	-	1,399.4	-	-	762.1	2,161.5	(81.5)	(2,003.0)	(603.0)	(150.7)	(150.8)	(150.8)	(150.9)	(603.1)
Spare	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Long Term Liabilities & Debt	22,431.1	(2,156.3)	(3,441.9)	(2,907.8)	(711.5)	(9,217.5)	(11,289.5)	(4,577.6)	(3,379.4)	(512.3)	(416.7)	(409.8)	(409.9)	(1,748.8)
Convertible loan	-	-	-	-	(19.4)	(19.4)	(84.1)	(22.0)	-	-	-	-	-	-
Share Capital	4,049.7	-	-	-	-	-	-	-	-	-	-	-	-	-
Common Stocks	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Treasury Stock	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Asset Revaluation Reserve	-	2.0	-	17.5	101.1	120.6	124.3	128.0	(246.6)	(166.0)	-	(72.1)	122.3	(115.9)
Equity	4,049.7	2.0	-	17.5	81.7	101.2	40.2	106.0	(246.6)	(166.0)	-	(72.1)	122.3	(115.9)
Total Financing	26,480.8	(2,154.3)	(3,441.9)	(2,890.3)	(629.8)	(9,116.3)	(11,249.4)	(4,471.6)	(3,626.0)	(678.3)	(416.7)	(482.0)	(287.6)	(1,864.6)
Net Cash Flow	(8,633.3)	9,962.1	4,322.3	9,519.4	11,627.8	35,431.5	31,787.2	39,185.0	46,664.0	12,954.6	7,537.6	12,726.8	12,418.5	45,637.5
NCF / EBITDA	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Opening Cash	-	(8,633.3)	1,328.8	5,651.0	15,170.4	(8,633.3)	26,798.2	58,585.4	97,770.4	144,434.4	157,389.0	164,926.6	177,653.4	144,434.4
Cash Movement	(8,633.3)	9,962.1	4,322.3	9,519.4	11,627.8	35,431.5	31,787.2	39,185.0	46,664.0	12,954.6	7,537.6	12,726.8	12,418.5	45,637.5
Closing Cash	(8,633.3)	1,328.8	5,651.0	15,170.4	26,798.2	26,798.2	58,585.4	97,770.4	144,434.4	157,389.0	164,926.6	177,653.4	190,071.9	190,071.9
Check	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Cash Flow Statement - Line Summary Description	Yr to Yr Δ					Yr to Yr Δ (%age)				
	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	40,878.3	1,055.0	1,835.1	8,108.0	709.6	(532.0%)	3.2%	5.4%	22.5%	1.6%
Add back: Depreciation	1,921.1	23.8	(237.8)	(1,777.4)	(2,470.9)	45.9%	0.4%	(3.9%)	(30.2%)	(60.1%)
Add back: Back Debt	-	-	-	-	-	-	-	-	-	-
Add back: Financing Cost	3,470.9	(1,563.1)	(1,249.7)	(440.2)	(309.2)	585.3%	(38.5%)	(50.0%)	(35.2%)	(38.1%)
Add back: Extraordinary Costs		-	-	-	-		-	-	-	-
Trade Debtors	3,977.5	(1,760.3)	8.8	(15.7)	90.6	(176.0%)	(102.5%)	(20.7%)	46.5%	(183.0%)
Debt Provsion	54.9	232.3	16.3	18.7	(4.7)	97.2%	208.6%	4.7%	5.2%	(1.2%)
Other Debtors	-	-	-	-	-	-	-	-	-	-
Prepayments	1,689.1	(6.1)	(6.6)	170.7	(189.0)	(99.1%)	37.8%	29.9%	(592.7%)	(133.2%)
Accrued Revenue	-	-	-	-	-	-	-	-	-	-
Deposits	-	-	-	-	-	-	-	-	-	-
Employee Loans	-	-	-	-	-	-	-	-	-	-
Stock	-	-	-	-	-	-	-	-	-	-
3rd party payments	-	-	-	-	-	-	-	-	-	-
Current Assets	51,991.7	(2,018.3)	366.1	6,064.1	(2,173.5)	(146.4%)	(84.6%)	6.6%	58.4%	(21.9%)
Trade Creditors	(1,073.2)	510.8	(4.6)	13.3	(37.3)	(189.7%)	(100.7%)	(138.9%)	(1024.5%)	(310.2%)
Other Creditors	-	-	-	-	-	-	-	-	-	-
Accruals	-	-	-	-	-	-	-	-	-	-
Deferred Revenue	-	-	-	-	-	-	-	-	-	-
Accrued Interest	-	-	-	-	-	-	-	-	-	-
Pension Creditor	-	-	-	-	-	-	-	-	-	-
PAYE / NI	-	-	-	-	-	-	-	-	-	-
VAT	-	-	-	-	-	-	-	-	-	-
Corporation Tax	-	-	-	-	-	-	-	-	-	-
Current Liabilities	102,910.2	(3,525.8)	727.5	12,141.4	(4,384.4)	(189.7%)	(100.7%)	(138.9%)	(1024.5%)	(310.2%)
Net Working Capital Movement	102,910.2	(3,525.8)	727.5	12,141.4	(4,384.4)	(139.1%)	(78.4%)	4.9%	63.2%	(29.0%)
Operating Cash Flow	(50,918.5)	1,507.5	(361.4)	(6,077.4)	2,210.8	(814.7%)	(3.4%)	0.8%	14.0%	(4.5%)
Plant/Machinery	(21,700.4)	3.6	3.7	(818.4)	577.0	99.5%	(3.1%)	(3.0%)	650.0%	83.3%
Furniture/Fixture	(6,750.0)	-	(262.3)	262.3	-	100.0%	-	-	100.0%	-
Free/Leasehold	-	-	-	-	-	-	-	-	-	-
Motor Vehicles	(195.0)	-	-	-	-	100.0%	-	-	-	-
Goodwill Amortisation	-	-	-	-	-	-	-	-	-	-
Other Amortisation	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Financial Investment	(98.0)	0.0	0.0	0.0	0.0	98.0%	(2.0%)	(2.0%)	(2.0%)	(2.0%)
Investing activities	(28,743.4)	3.7	(258.6)	(556.0)	577.0	(99.6%)	3.0%	(208.1%)	413.9%	(83.6%)
Extra Ordinary Cost	-	-	-	-	-	-	-	-	-	-
Free Cash Flow	79,661.9	(1,511.2)	620.0	6,633.4	(2,787.9)	(226.9%)	(3.4%)	1.4%	15.2%	(5.5%)
FCF/EBITDA	77.4%	42.9%	85.2%	54.6%	63.6%					
Hire/Lease Purchase & Debt	-	-	-	-	-	-	-	-	-	-
Bank Debt - Revolver	1,160.0	(49.9)	1,263.0	(166.2)	(568.3)	85.0%	(24.4%)	496.2%	16.5%	67.5%
Bank Debt - Term Loan A	1,282.2	(665.7)	-	-	-	208.0%	100.0%	-	-	-
Bank Debt - Term Loan B	(256.6)	307.7	205.8	(256.9)	-	-	119.9%	(402.8%)	100.0%	-
Bank Debt - Senior Notes	889.7	-	-	677.8	(889.7)	131.3%	-	-	(320.0%)	100.0%
Bank Debt - Subordinated Notes	(177.4)	276.5	0.1	(48.4)	(50.7)	-	155.8%	(0.1%)	48.9%	100.0%
Bank Debt - Mezzanine	29,416.2	(50.0)	(11,363.3)	-	-	163.4%	0.4%	100.0%	-	-
Bank Debt - Acquisition Facility	1,543.5	(893.1)	1,261.2	(0.1)	(0.1)	120.5%	340.2%	200.0%	0.0%	0.0%
Deferred Consideration	524.5	(0.0)	(0.0)	(4.2)	(121.9)	131.7%	0.0%	0.0%	3.4%	100.0%
Freehold Property - Mortgage	(761.8)	1,003.5	(0.1)	(0.1)	(0.1)	-	131.7%	0.0%	0.0%	0.0%
Subordinated Loan Capital	-	-	-	-	-	-	-	-	-	-
Notes payable - non current	190.0	(100.0)	-	-	-	211.1%	100.0%	-	-	-
Capital/Finance lease	(2,161.5)	2,243.0	1,921.4	(1,400.0)	0.2	-	103.8%	(2356.9%)	69.9%	(0.0%)
Spare	-	-	-	-	-	-	-	-	-	-
Long Term Liabilities & Debt	31,648.6	2,072.0	(6,712.0)	(1,198.2)	(1,630.6)	(141.1%)	22.5%	(59.5%)	(26.2%)	(48.3%)
Convertible loan	19.4	64.7	(62.1)	(22.0)	-	-	(334.2%)	73.8%	100.0%	-
Share Capital	4,049.7	-	-	-	-	100.0%	-	-	-	-
Common Stocks	-	-	-	-	-	-	-	-	-	-
Treasury Stock	-	-	-	-	-	-	-	-	-	-
Asset Revaluation Reserve	(120.6)	(3.7)	(3.7)	374.6	(130.7)	-	(3.0%)	(3.0%)	292.7%	53.0%
Equity	3,948.5	61.1	(65.8)	352.6	(130.7)	(97.5%)	(60.3%)	163.9%	(332.7%)	(53.0%)
Total Financing	3,827.9	57.4	(69.5)	727.2	(261.5)	(134.4%)	23.4%	(60.3%)	(18.9%)	(48.6%)
Net Cash Flow	44,064.8	(3,644.3)	7,397.8	7,479.0	(1,026.5)	(510.4%)	(10.3%)	23.3%	19.1%	(2.2%)
NCF / EBITDA										
Opening Cash	(8,633.3)	35,431.5	31,787.2	39,185.0	46,664.0	-	(410.4%)	118.6%	66.9%	47.7%
Cash Movement	44,064.8	(3,644.3)	7,397.8	7,479.0	(1,026.5)	(510.4%)	(10.3%)	23.3%	19.1%	(2.2%)
Closing Cash	35,431.5	31,787.2	39,185.0	46,664.0	45,637.5	(410.4%)	118.6%	66.9%	47.7%	31.6%

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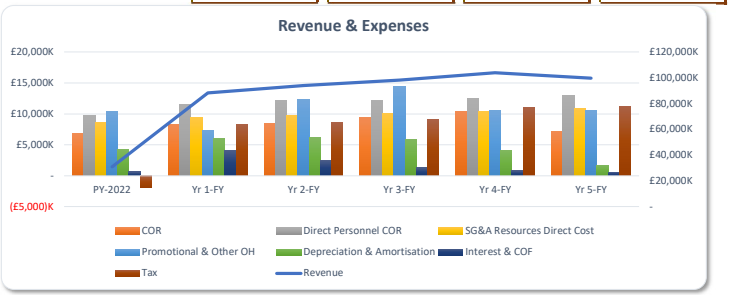
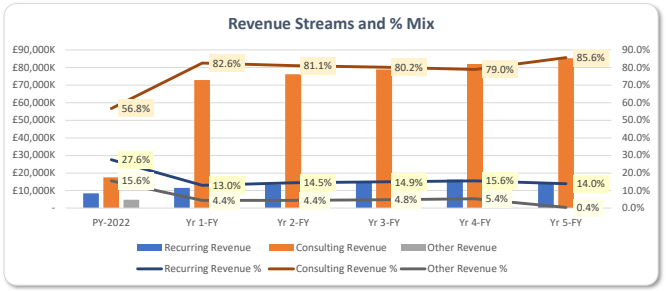
Accounting Ratios and Key Performance Indicators

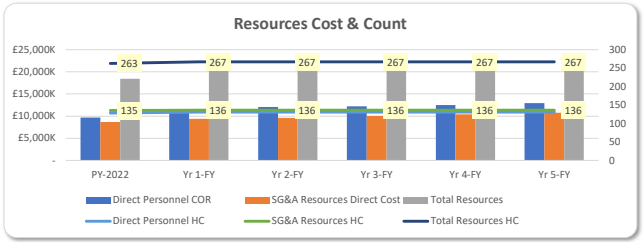
Ratios	Description	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ				
			Year 1 Q1	Year 1 Q2	Year 1 Q3	Year 1 Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Year 5 Q1	Year 5 Q2	Year 5 Q3	Year 5 Q4	Year 5 FY	PY Δ FY1	FY1 Δ FY2	FY2 Δ FY3	FY3 Δ FY4	FY4 Δ FY5
Profitability 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	46.4%	79.1%	77.3%	76.6%	77.3%	77.5%	78.1%	78.1%	77.9%	79.3%	80.1%	80.2%	79.7%	79.8%	31.1%	0.6%	(0.1%)	(0.1%)	1.9%
EBITDA %	EBITDA/Net Sales	(15.7%)	59.4%	58.6%	57.9%	58.4%	58.5%	54.8%	53.2%	57.8%	58.4%	58.7%	58.8%	57.9%	58.5%	74.2%	(3.8%)	(1.6%)	4.7%	0.6%
Operating Income %	Operating Income/Net Sales or EBIT/Revenue	(29.2%)	52.2%	51.8%	51.1%	51.5%	51.6%	48.3%	47.2%	53.9%	56.2%	56.4%	57.2%	57.4%	56.8%	80.9%	(3.4%)	(1.1%)	6.7%	2.9%
Net Profit %	Net Profit/Net Sales	(24.9%)	37.2%	37.6%	37.5%	38.2%	37.6%	36.5%	36.7%	42.5%	44.5%	44.7%	45.4%	45.6%	45.0%	62.5%	(1.1%)	0.2%	5.8%	2.6%
Return on Equity %	Net Profit/Shareholders' Equity	211.4%	186.1%	66.6%	40.0%	28.6%	111.8%	53.5%	36.0%	30.6%	7.2%	6.7%	6.4%	5.9%	23.8%	(99.6%)	(58.4%)	(17.5%)	(5.3%)	(6.9%)
Return on Assets %	Net Profit/Total Assets	(38.5%)	29.8%	26.0%	21.7%	17.8%	69.7%	46.9%	34.1%	30.0%	7.1%	6.6%	6.3%	5.9%	23.5%	108.3%	(22.9%)	(12.8%)	(4.1%)	(6.5%)
Return on Net Assets %	Net Profit/Net Assets or Fixed Assets + Working Capital	211.4%	186.1%	66.6%	40.0%	28.6%	111.8%	53.5%	36.0%	30.6%	7.2%	6.7%	6.4%	5.9%	23.8%	(99.6%)	(58.4%)	(17.5%)	(5.3%)	(6.9%)
Net Gearing %	Net Debt/Equity	(633.6%)	523.8%	156.0%	84.1%	60.1%	60.1%	14.0%	5.6%	2.1%	1.7%	1.5%	1.2%	1.0%	1.0%	693.7%	(46.1%)	(8.4%)	(3.5%)	(1.2%)
Basic Earning Power %	EBIT/Total Assets	(24.2%)	47.6%	40.5%	33.5%	27.2%	108.6%	70.4%	49.3%	40.8%	9.3%	8.7%	8.1%	7.5%	30.5%	132.7%	(38.2%)	(21.1%)	(8.5%)	(10.3%)
Liquidity ratios	Measurement of the availability of cash to pay debt.																			
Current ratio (Working Capital Ratio) %	Current Assets/Current Liabilities	690.8%	4102.4%	6683.3%	5219.7%	3593.8%	3593.8%	2946.4%	2517.2%	1447.9%	(1040.1%)	7204.5%	4259.6%	1443.9%	1443.9%	2903.0%	(647.4%)	(429.2%)	(1069.3%)	(4.0%)
Quick ratio (Acid Test Ratio) %	(Current Assets-Stock-Prepayments)/Current Liabilities	690.8%	4102.4%	6683.3%	5219.7%	3593.8%	3593.8%	2946.4%	2517.2%	1447.9%	(1040.1%)	7204.5%	4259.6%	1443.9%	1443.9%	2903.0%	(647.4%)	(429.2%)	(1069.3%)	(4.0%)
Net Burn Rate	Total cash on operating expenses, after deducting revenue																			
Gross Burn Rate	Total cash on operating expenses																			
Cash Runway	Total cash & cash equivalent divided by the Net Burn																			
Cash Ratio %	Cash and Cash Equivalents/Current Liabilities	(1526.0%)	2932.1%	7347.3%	21879.1%	45960.4%	45960.4%	95024.7%	162001.9%	199543.8%	321756.8%	352787.6%	376417.0%	403634.4%	403634.4%	47486.3%	49064.4%	66977.2%	37541.8%	204090.6%
Operating Cash Flow %	Operating Cash Flow/Total Debt	(27.1%)	54.9%	39.4%	70.0%	69.2%	250.2%	480.7%	773.0%	1620.1%	499.7%	328.9%	619.6%	703.7%	2611.7%	277.4%	230.5%	292.3%	847.0%	991.6%
Activity ratios (Efficiency Ratios)	Measurementof the effectiveness of the firm's use of resources.																			
Day Sales Outstanding	Trade Debtors/(Sales/360days)	26 days	2 days	3 days	2 days	2 days	2 days	2 days	2 days	2 days	2 days	2 days	2 days	2 days	2 days	(24) days	0 days	0 days	0 days	(0) days
Day Payable Outstanding	Trade Creditors/(Credit Purchase/360)	30 days	10 days	12 days	11 days	10 days	3 days	3 days	2 days	3 days	9 days	10 days	10 days	10 days	2 days	(27) days	0 days	(0) days	0 days	(0) 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	118.2%	84.0%	61.0%	45.8%	37.6%	37.6%	12.4%	5.4%	2.1%	1.7%	1.5%	1.2%	1.0%	1.0%	(80.6%)	(25.3%)	(7.0%)	(3.2%)	(1.2%)
Debt to Equity Ratio	Long-term Debt + Leases/Equity	(633.6%)	523.8%	156.0%	84.1%	60.1%	60.1%	14.0%	5.6%	2.1%	1.7%	1.5%	1.2%	1.0%	1.0%	693.7%	(46.1%)	(8.4%)	(3.5%)	(1.2%)
Interest Coverage Ratio	EBIT/Interest Expense	(1519.5%)	906.5%	1083.1%	1224.8%	1364.5%	1121.0%	1811.9%	3705.2%	6912.2%	9387.9%	10435.8%	12149.2%	14348.6%	11287.6%	2640.5%	690.9%	1893.3%	3207.0%	4375.4%
Financial Metrics																				
EBITDA	Earnings Before Interest, Tax, Depreciation & Amortisation	(4,828.3)	12,551.5	13,118.4	13,025.8	12,965.8	51,661.5	51,441.0	52,247.4	60,164.7	14,771.7	14,617.2	14,641.0	14,241.7	58,271.6	56,489.8	(220.5)	806.4	7,917.3	(1,893.1)
Net Profit	Sales less cost of goods sold, expenses, depr. and amort., int., and taxes	(7,683.6)	7,848.0	8,418.4	8,449.0	8,479.2	33,194.7	34,249.7	36,084.8	44,192.7	11,245.8	11,135.6	11,304.8	11,216.2	44,902.3	40,878.3	1,055.0	1,835.1	8,108.0	709.6
Working Capital	Current Assets *less* Current Liabilities	(5,290.6)	3,142.6	10,714.5	18,720.3	28,835.3	28,835.3	60,340.3	99,229.2	145,410.1	156,831.3	168,247.9	179,616.6	190,704.7	190,704.7	34,125.9	31,504.9	38,888.9	46,180.9	45,294.7
Discount Rate	Interest rate applied in calculating the PV of future cash flows	-	-	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-
Discount Factor	Rate of return applied	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	-	-	-	-	-
FCF	Free cash flow is the net change generated business operations	(35,114.1)	12,116.4	7,764.2	12,409.6	12,257.6	44,547.8	43,036.6	43,656.6	50,290.0	13,633.0	7,954.3	13,208.8	12,706.1	47,502.1	79,661.9	(1,511.2)	620.0	6,633.4	(2,787.9)
Cummulative FCF	Cummulation of the FCF	(35,114.1)	12,116.4	19,880.6	32,290.2	44,547.8	44,547.8	130,620.9	217,934.1	318,514.1	332,147.1	340,101.3	353,310.1	366,016.2	413,518.4	79,661.9	86,073.1	87,313.2	100,580.0	95,004.2
Present Value	Future Cashflows discounted back to present day		12,116.4	19,880.6	32,290.2	44,547.8	44,547.8	130,620.9	217,934.1	318,514.1	332,147.1	340,101.3	353,310.1	366,016.2	413,518.4	44,547.8	86,073.1	87,313.2	100,580.0	95,004.2
Headcount																				
HC B/f	Being the headcount brought forward from prior month or qtr or yr.	233	283	287	287	287	283	287	287	287	287	287	287	287	287	50	4	-	-	-
Additions	Being the total of newly recruited in the month or qtr or yr.	53	4	2	-	-	6	-	-	-	-	-	-	-	-	(47)	(6)	-	-	-
Leavers	Being the total of leavers in the month or qtr or yr.	(3)	-	(2)	-	-	(2)	-	-	-	-	-	-	-	-	1	2	-	-	-
Closing HC	Being the closing headcount as at end of month or qtr or yr.	283	287	287	287	287	287	287	287	287	287	287	287	287	287	4	-	-	-	-
Net Clients @ Units of Recurring Revenue																				
Qty B/f	Being the headcount brought forward from prior month or qtr or yr.	5,736	7,609	8,186	8,527	8,962	7,609	9,332	10,099	10,208	10,670	9,756	9,183	8,390	10,670	1,873	1,723	767	109	462
Additions	Being the total of newly recruited in the month or qtr or yr.	2,880	910	709	904	745	3,268	3,103	2,688	3,804	-	-	-	-	-	388	(165)	(415)	1,116	(3,804)
Churn	Being the total of leavers in the month or qtr or yr.	(1,007)	(333)	(368)	(469)	(375)	(1,545)	(2,336)	(2,579)	(3,342)	(914)	(573)	(793)	(719)	(2,999)	(538)	(791)	(243)	(763)	343
Qty B/f	Being the closing headcount as at end of month or qtr or yr.	7,609	8,186	8,527	8,962	9,332	9,332	10,099	10,208	10,670	9,756	9,183	8,390	7,671	7,671	1,723	767	109	462	(2,999)
ARPU (Average Revenue Per Unit)	and ARPU-related																			
ARPU	Recurring Revenue/Closing RR clients' units	1118.68/unit	318.81/unit	329.98/unit	330.61/unit	334.31/unit	1232.99/unit	1346.45/unit	1437.22/unit	1520.82/unit	408.49/unit	396.03/unit	396.89/unit	389.74/unit	1817.43/unit	114.30/unit	113.47/unit	90.76/unit	83.60/unit	296.61/unit
%age Clients Added	Total of new clients divided by total as at end of prior month or qtr or yr.	50.2%	12.0%	8.7%	10.6%	8.3%	42.9%	33.3%	26.6%	37.3%	-	-	-	-	-	(7.3%)	(9.7%)	(6.6%)	10.6%	(37.3%)
%age Clients Churned	Total of churned clients divided by total as at end of current month or qtr or yr.	(17.6%)	(4.4%)	(4.5%)	(5.5%)	(4.2%)	(20.3%)	(25.0%)	(25.5%)	(32.7%)	(8.6%)	(5.9%)	(8.6%)	(8.6%)	(28.1%)	(2.7%)	(4.7%)	(0.5%)	(7.2%)	4.6%
CLT	This is the Customer Lifetime (1/Churn Rate %)	(569.6%)	(2285.0%)	(2224.5%)	(1818.1%)	(2389.9%)	(492.5%)	(399.5%)	(391.6%)	(305.4%)	(1167.4%)	(1702.6%)	(1158.0%)	(1166.9%)	(355.8%)	77.1%	93.0%	7.9%	86.1%	(50.3%)
Client Hours																				
Client Hrs	Total of clients' engagement hrs for the current month or qtr or yr.	59,323	58,820	60,255	59,670	59,670	238,415	240,516	239,598	239,598	58,752	59,670	60,588	60,588	239,598	179,092	2,101	(918)	-	-
Professional Development Hrs	Total of training hrs for the current month or qtr or yr.	11,167	11,072	11,342	11,232	11,232	44,878	45,274	45,101	45,101	11,059	11,232	11,405	11,405	45,101	33,711	396	(173)	-	-
Statutory Holidays Hrs	Total of holidays' hrs for the current month or qtr or yr.	7,677	7,612	7,798	7,722	7,722	30,854	31,126	31,007	31,007	7,603	7,722	7,841	7,841	31,007	23,177	272	(119)	-	-
Other Hrs	Total of all other hrs for the current month or qtr or yr.	6,281	6,228	6,380	6,318	6,318	25,244	25,466	25,369	25,369	6,221	6,318	6,415	6,415	25,369	18,963	222	(97)	-	-
Total Hrs	Total of all hrs for the current month or qtr or yr.	84,448	83,732	85,774	84,942	84,942	339,390	342,382	341,075	341,075	83,635	84,942	86,249	86,249	341,075	254,942	2,991	(1,307)	-	-
Client Hours' analysis																				
Client Hrs Utilisation %age	Total of clients' engagement hrs for the current month or qtr or yr.	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	-	-	-	-	-
Realised Rate/Client Hr	Total Consulting Revenue/Total Client hours	295.14/ Hr	306.23/ Hr	305.68/ Hr	305.47/ Hr	305.47/ Hr	305.71/ Hr	316.77/ Hr	329.13/ Hr	342.95/ Hr	356.32/ Hr	356.32/ Hr	356.32/ Hr	356.32/ Hr	356.32/ Hr	10.57/ Hr	11.06/ Hr	12.35/ Hr	13.82/ Hr	13.38/ Hr
HC - Professional Services Recources	Total of holidays' hrs for the current month or qtr or yr.	128	131	131	131	131	131	131	131	131	131	131	131	131	131	3	-	-	-	-
Average Rev/Resource	Total of all other hrs for the current month or qtr or yr.	136.8K /HC	137.5K /HC	140.6K /HC	139.1K /HC	139.1K /HC	556.4K /HC	581.6K /HC	602.0K /HC	627.3K /HC	159.8K /HC	162.3K /HC	164.8K /HC	164.8K /HC	651.7K /HC	419.6K /HC	25.2K /HC	20.4K /HC	25.3K /HC	24.5K /HC
Average Cost/Resource	Total of all hrs for the current month or qtr or yr.	76.0K /HC	21.3K /HC	21.8K /HC	22.2K /HC	22.6K /HC	87.9K /HC	92.2K /HC	93.1K /HC	95.8K /HC	24.6K /HC	24.7K /HC	24.7K /HC	24.7K /HC	98.7K /HC	11.9K /HC	4.4K /HC	0.9K /HC	2.7K /HC	2.9K /HC
Average Contribution /Resource	Total of all other hrs for the current month or qtr or yr.	60.8K /HC	116.2K /HC	118.8K /HC	117.0K /HC	116.5K /HC	468.5K /HC	489.4K /HC	508.9K /HC	531.5K /HC	135.2K /HC	137.6K /HC	140.1K /HC	140.1K /HC	553.0K /HC	407.7K /HC	20.8K /HC	19.5K /HC	22.6K /HC	21.5K /HC
Departmental HC closing																				
Closing HC Developer		24	25	24	24	24	24	24	24	24	24	24	24	24	24	-	-	-	-	-
Closing HC Security		23	25	26	26	26	26	26	26	26	26	26	26	26	26	3	-	-	-	-
Closing HC Network		27	27	27	27	27	27	27	27	27	27	27	27	27	27	-	-	-	-	-
Closing HC Operations		22	22	22	22	22	22	22	22	22	22	22	22	22	22	-	-	-	-	-
Closing HC IT Tech Support		32	32	32	32	32	32	32	32	32	32	32	32	32	32	-	-	-	-	-
Closing HC Management		10	10	10	10	10	10	10	10	10	10	10	10	10	10	-	-	-	-	-
Closing HC Sales		20	20	20	20	20	20	20	20	20	20	20	20	20	20	-	-	-	-	-
Closing HC Sales - Indirect		20	20	20	20	20	20	20	20	20	20	20	20	20	20	-	-	-	-	-
Closing HC Marketing		12	12	12	12	12	12	12	12	12	12	12	12	12	12	-	-	-	-	-
Closing HC HR		20	20	20	20	20	20	20	20	20	20	20	20	20	20	-	-	-	-	-
Closing HC Gen Admin		20	20	20	20	20	20	20	20	20	20	20	20	20	20	-	-	-	-	-
Closing HC Finance		17	17	17	17	17	17	17	17	17	17	17	17	17	17	-	-	-	-	-
Total Resources		247	250	250	250	250	250	250	250	250	250	250	250	250	250	3	-	-	-	-

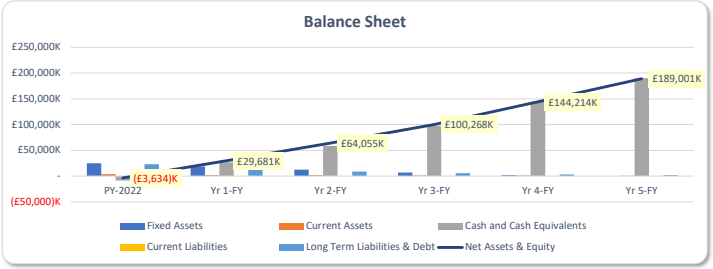
5-Year Simulation Dashboard

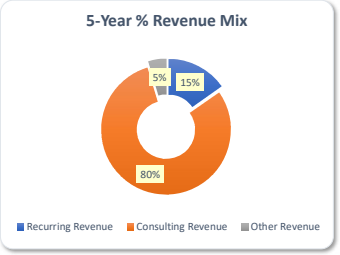
	Profit After Tax	Net Assets	Free Cash Flow	EBITDA	Free Cash Flow	Operating Cash Flow	Closing Cash	Cash Runway	Current Ratio
PY-2022	(£7,684)K	(£3,634)K	(£35,114)K	(£4,828)K	(£35,114)K	(£6,250)K	(£8,633)K	(2.91) Months	(8) X
Yr 1-FY	£33,195K	£29,681K	£44,548K	£51,661K	£44,548K	£44,668K	£26,798K	8.79 Months	496 X
Yr 2-FY	£34,250K	£64,055K	£43,037K	£51,441K	£43,037K	£43,161K	£58,585K	16.56 Months	980 X
Yr 3-FY	£36,085K	£100,268K	£43,657K	£52,247K	£43,657K	£43,522K	£97,770K	25.48 Months	1,645 X
Yr 4-FY	£44,193K	£144,214K	£50,290K	£60,165K	£50,290K	£49,600K	£144,434K	39.53 Months	2,010 X
Yr 5-FY	£44,902K	£189,001K	£47,502K	£58,272K	£47,502K	£47,389K	£190,072K	55.06 Months	4,051 X

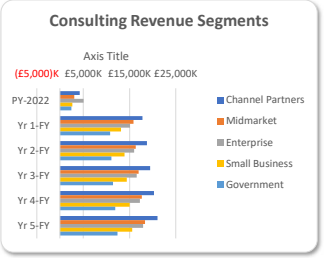


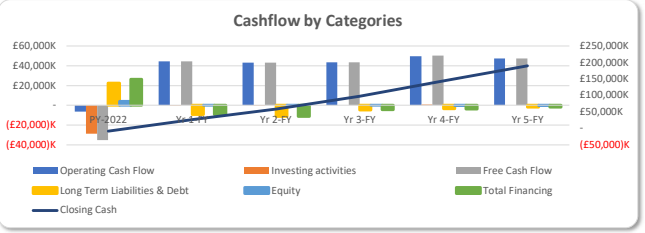












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Developer

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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	3,927.3	2,674.4	2,776.5	2,654.0	2,654.0	10,759.0	11,093.5	11,482.2	11,964.4	3,048.2	3,095.9	3,143.5	3,143.5	12,431.0	6,831.7	334.6	388.7	482.3	466.6	174.0%	3.1%	3.5%	4.2%	3.9%
Other Revenue						-	-	-	-					-	-	-	-	-	-	-	-	-	-	-
Total Revenue	3,927.3	2,674.4	2,776.5	2,654.0	2,654.0	10,759.0	11,093.5	11,482.2	11,964.4	3,048.2	3,095.9	3,143.5	3,143.5	12,431.0	6,831.7	334.6	388.7	482.3	466.6	174.0%	3.1%	3.5%	4.2%	3.9%
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	1,088.2	183.2	188.7	181.4	181.4	734.7	752.5	781.9	814.7	211.6	211.6	211.6	211.6	846.5	353.5	(17.8)	(29.3)	(32.8)	(31.8)	(32.5%)	2.4%	3.9%	4.2%	3.9%
Salaries Ers NI	150.2	25.3	26.0	25.0	25.0	101.4	103.9	107.9	112.4	29.2	29.2	29.2	29.2	116.8	48.8	(2.5)	(4.1)	(4.5)	(4.4)	(32.5%)	2.4%	3.9%	4.2%	3.9%
Bonus & Overtime	90.6	21.1	22.5	22.2	22.2	88.0	91.9	95.5	99.5	25.9	25.9	25.9	25.9	103.4	2.7	(3.9)	(3.6)	(4.0)	(3.9)	(2.9%)	4.5%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	12.5	2.9	3.1	3.1	3.1	12.1	12.7	13.2	13.7	3.6	3.6	3.6	3.6	14.3	0.4	(0.5)	(0.5)	(0.6)	(0.5)	(2.9%)	4.5%	3.9%	4.2%	3.9%
Vacation Pay Provision	104.6	17.6	18.1	17.4	17.4	70.6	72.4	75.2	78.3	20.3	20.3	20.3	20.3	81.4	34.0	(1.7)	(2.8)	(3.2)	(3.1)	(32.5%)	2.4%	3.9%	4.2%	3.9%
Other compensation	32.6	5.5	5.7	5.4	5.4	22.0	22.6	23.5	24.4	6.3	6.3	6.3	6.3	25.4	10.6	(0.5)	(0.9)	(1.0)	(1.0)	(32.5%)	2.4%	3.9%	4.2%	3.9%
Benefits	43.5	7.3	7.5	7.3	7.3	29.4	30.1	31.3	32.6	8.5	8.5	8.5	8.5	33.9	14.1	(0.7)	(1.2)	(1.3)	(1.3)	(32.5%)	2.4%	3.9%	4.2%	3.9%
Travel & Entertainment	15.7	2.6	2.7	2.6	2.6	10.6	10.9	11.3	11.8	3.1	3.1	3.1	3.1	12.2	5.1	(0.3)	(0.4)	(0.5)	(0.5)	(32.5%)	2.4%	3.9%	4.2%	3.9%
Staff costs	81.2	19.8	20.7	19.7	19.7	79.9	81.7	84.9	88.5	23.0	23.0	23.0	23.0	91.9	1.3	(1.8)	(3.2)	(3.6)	(3.4)	(1.7%)	2.3%	3.9%	4.2%	3.9%
Other expenses	15.7	2.6	2.7	2.6	2.6	10.6	10.9	11.3	11.8	3.1	3.1	3.1	3.1	12.2	5.1	(0.3)	(0.4)	(0.5)	(0.5)	(32.5%)	2.4%	3.9%	4.2%	3.9%
Other professional service fees	26.2	4.4	4.5	4.4	4.4	17.7	18.1	18.8	19.6	5.1	5.1	5.1	5.1	20.3	8.5	(0.4)	(0.7)	(0.8)	(0.8)	(32.5%)	2.4%	3.9%	4.2%	3.9%
Recruitment fees	47.8	7.4	-	-	-	7.4	-	-	-	-	-	-	-	-	40.4	7.4	-	-	-	(84.6%)	(100.0%)	-	-	-
Cost of services, Contractor	735.8	313.7	272.7	278.1	321.8	1,186.2	1,296.9	1,292.0	1,292.0	316.8	321.8	326.7	326.7	1,292.0	(450.5)	(110.7)	5.0	-	-	61.2%	9.3%	(0.4%)	-	-
People Cost (Incl. Consulting)	2,444.7	613.5	575.1	569.2	612.9	2,370.7	2,504.5	2,546.6	2,599.3	656.4	661.3	666.3	666.3	2,650.3	74.0	(133.8)	(42.1)	(52.7)	(51.0)	(3.0%)	5.6%	1.7%	2.1%	2.0%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	2,444.7	613.5	575.1	569.2	612.9	2,370.7	2,504.5	2,546.6	2,599.3	656.4	661.3	666.3	666.3	2,650.3	74.0	(133.8)	(42.1)	(52.7)	(51.0)	(3.0%)	5.6%	1.7%	2.1%	2.0%
Contribution	1,482.6	2,060.9	2,201.4	2,084.8	2,041.1	8,388.3	8,589.1	8,935.6	9,365.1	2,391.8	2,434.5	2,477.2	2,477.2	9,780.8	6,905.7	200.8	346.5	429.6	415.6	465.8%	2.4%	4.0%	4.8%	4.4%
Contribution %age of Revenue	37.8%	77.1%	79.3%	78.6%	76.9%	78.0%	77.4%	77.8%	78.3%	78.5%	78.6%	78.8%	78.8%	78.7%	101.1%	60.0%	89.2%	89.1%	89.1%					
HC B/f	20	24	25	24	24	24	24	24	24	24	24	24	24	24	4	-	-	-	-	20.0%	-	-	-	-
Additions	5	1	-	-	-	1	-	-	-	-	-	-	-	-	(4)	(1)	-	-	-	(80.0%)	(100.0%)	-	-	-
Leavers	(1)	-	(1)	-	-	(1)	-	-	-	-	-	-	-	-	-	1	-	-	-	-	(100.0%)	-	-	-
Closing HC Developer	24	25	24	24	24	24	24	24	24	24	24	24	24	24	-	-	-	-	-	-	-	-	-	-
Client Hrs	13,539	8,908	9,248	8,840	8,840	35,836	35,632	35,496	35,496	8,704	8,840	8,976	8,976	35,496	22,297	(204)	(136)	-	-	164.7%	(0.6%)	(0.4%)	0.0%	-
Professional Development Hrs	2,548	1,677	1,741	1,664	1,664	6,746	6,707	6,682	6,682	1,638	1,664	1,690	1,690	6,682	4,197	(38)	(26)	-	-	164.7%	(0.6%)	(0.4%)	0.0%	-
Statutory Holidays Hrs	1,752	1,153	1,197	1,144	1,144	4,638	4,611	4,594	4,594	1,126	1,144	1,162	1,162	4,594	2,886	(26)	(18)	-	-	164.7%	(0.6%)	(0.4%)	-	(0.0%)
Other Hrs	1,434	943	979	936	936	3,794	3,773	3,758	3,758	922	936	950	950	3,758	2,361	(22)	(14)	-	-	164.7%	(0.6%)	(0.4%)	0.0%	-
Total Hrs	19,273	12,681	13,165	12,584	12,584	51,014	50,723	50,530	50,530	12,390	12,584	12,778	12,778	50,530	31,741	(290)	(194)	-	-	164.7%	(0.6%)	(0.4%)	0.0%	-
Client Hrs Utilisation %age	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	-	-	-	-	-					
Realised Rate/Client Hr	203.77/ Hr	210.90/ Hr	210.90/ Hr	210.90/ Hr	210.90/ Hr	210.90/ Hr	218.71/ Hr	227.24/ Hr	236.78/ Hr	246.02/ Hr	246.02/ Hr	246.02/ Hr	246.02/ Hr	246.02/ Hr	7.13/ Hr	7.80/ Hr	8.53/ Hr	9.54/ Hr	9.23/ Hr	3.5%	3.7%	3.9%	4.2%	3.9%
Revenue / Resource	163.6/HC	107.0/HC	115.7/HC	110.6/HC	110.6/HC	448.3/HC	462.2/HC	478.4/HC	498.5/HC	127.0/HC	129.0/HC	131.0/HC	131.0/HC	518.0/HC	284.7/HC	13.9/HC	16.2/HC	20.1/HC	19.4/HC	174.0%	3.1%	3.5%	4.2%	3.9%
Cost / Resource	101.9/HC	24.5/HC	24.0/HC	23.7/HC	25.5/HC	98.8/HC	104.4/HC	106.1/HC	108.3/HC	27.3/HC	27.6/HC	27.8/HC	27.8/HC	110.4/HC	3.1/HC	(5.6)/HC	(1.8)/HC	(2.2)/HC	(2.1)/HC	(3.0%)	5.6%	1.7%	2.1%	2.0%
Contribution / Resource	61.8/HC	82.4/HC	91.7/HC	86.9/HC	85.0/HC	349.5/HC	357.9/HC	372.3/HC	390.2/HC	99.7/HC	101.4/HC	103.2/HC	103.2/HC	407.5/HC	287.7/HC	8.4/HC	14.4/HC	17.9/HC	17.3/HC	465.8%	2.4%	4.0%	4.8%	4.4%

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Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	Year 5 FY
Recurring Revenue						-	-	-	-					-
Consulting Revenue	2,069.3	2,164.2	2,342.5	2,363.3	2,363.3	9,233.3	9,878.3	10,224.4	10,653.8	2,714.3	2,756.7	2,799.1	2,799.1	11,069.3
Other Revenue						-	-	-	-					-
Total Revenue	2,069.3	2,164.2	2,342.5	2,363.3	2,363.3	9,233.3	9,878.3	10,224.4	10,653.8	2,714.3	2,756.7	2,799.1	2,799.1	11,069.3
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	542.7	164.0	176.6	178.0	178.0	696.7	738.4	767.2	799.5	207.7	207.7	207.7	207.7	830.6
Salaries Ers NI	74.9	22.6	24.4	24.6	24.6	96.1	101.9	105.9	110.3	28.7	28.7	28.7	28.7	114.6
Bonus & Overtime	68.1	21.3	24.4	24.8	24.8	95.4	102.9	106.9	111.4	28.9	28.9	28.9	28.9	115.7
Bonus & Overtime Ers NI	9.4	2.9	3.4	3.4	3.4	13.2	14.2	14.8	15.4	4.0	4.0	4.0	4.0	16.0
Vacation Pay Provision	52.2	15.8	17.0	17.1	17.1	67.0	71.0	73.8	76.9	20.0	20.0	20.0	20.0	79.9
Other compensation	16.3	4.9	5.3	5.3	5.3	20.9	22.2	23.0	24.0	6.2	6.2	6.2	6.2	24.9
Benefits	21.7	6.6	7.1	7.1	7.1	27.9	29.5	30.7	32.0	8.3	8.3	8.3	8.3	33.2
Travel & Entertainment	7.8	2.4	2.5	2.6	2.6	10.0	10.7	11.1	11.5	3.0	3.0	3.0	3.0	12.0
Staff costs	63.3	18.9	20.5	20.7	20.7	80.7	85.8	89.1	92.9	24.1	24.1	24.1	24.1	96.5
Other expenses	7.8	2.4	2.5	2.6	2.6	10.0	10.7	11.1	11.5	3.0	3.0	3.0	3.0	12.0
Other professional service fees	13.0	3.9	4.2	4.3	4.3	16.7	17.8	18.4	19.2	5.0	5.0	5.0	5.0	20.0
Recruitment fees	61.5	20.7	7.8	-	-	28.5	-	-	-	-	-	-	-	-
Cost of services, Contractor	-	-	-	28.0	52.0	80.0	158.8	46.4	-	-	-	-	-	-
People Cost (Incl. Consulting)	938.8	286.4	295.8	318.5	342.5	1,243.2	1,363.7	1,298.3	1,304.5	338.8	338.8	338.8	338.8	1,355.4
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	938.8	286.4	295.8	318.5	342.5	1,243.2	1,363.7	1,298.3	1,304.5	338.8	338.8	338.8	338.8	1,355.4
Contribution	1,130.4	1,877.8	2,046.7	2,044.8	2,020.8	7,990.1	8,514.6	8,926.1	9,349.3	2,375.5	2,417.9	2,460.3	2,460.3	9,713.9
Contribution %age of Revenue	54.6%	86.8%	87.4%	86.5%	85.5%	86.5%	86.2%	87.3%	87.8%	87.5%	87.7%	87.9%	87.9%	87.8%
HC B/f	18	23	25	26	26	23	26	26	26	26	26	26	26	26
Additions	6	2	1	-	-	3	-	-	-	-	-	-	-	-
Leavers	(1)	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing HC Developer	23	25	26	26	26	26	26	26	26	26	26	26	26	26
Client Hrs	8,412	8,500	9,200	9,282	9,282	36,264	37,414	37,271	37,271	9,139	9,282	9,425	9,425	37,271
Professional Development Hrs	1,583	1,600	1,732	1,747	1,747	6,826	7,043	7,016	7,016	1,720	1,747	1,774	1,774	7,016
Statutory Holidays Hrs	1,089	1,100	1,191	1,201	1,201	4,693	4,842	4,823	4,823	1,183	1,201	1,220	1,220	4,823
Other Hrs	891	900	974	983	983	3,840	3,961	3,946	3,946	968	983	998	998	3,946
Total Hrs	11,974	12,100	13,097	13,213	13,213	51,623	53,259	53,056	53,056	13,010	13,213	13,416	13,416	53,056
Client Hrs Utilisation %age	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%
Realised Rate/Client Hr	172.81/ Hr	178.86/ Hr	178.86/ Hr	178.86/ Hr	178.86/ Hr	178.86/ Hr	185.48/ Hr	192.71/ Hr	200.80/ Hr	208.63/ Hr	208.63/ Hr	208.63/ Hr	208.63/ Hr	208.63/ Hr
Revenue / Resource	90.0/HC	86.6/HC	90.1/HC	90.9/HC	90.9/HC	355.1/HC	379.9/HC	393.2/HC	409.8/HC	104.4/HC	106.0/HC	107.7/HC	107.7/HC	425.7/HC
Cost / Resource	40.8/HC	11.5/HC	11.4/HC	12.2/HC	13.2/HC	47.8/HC	52.5/HC	49.9/HC	50.2/HC	13.0/HC	13.0/HC	13.0/HC	13.0/HC	52.1/HC
Contribution / Resource	49.1/HC	75.1/HC	78.7/HC	78.6/HC	77.7/HC	307.3/HC	327.5/HC	343.3/HC	359.6/HC	91.4/HC	93.0/HC	94.6/HC	94.6/HC	373.6/HC

Profit & Loss Statement - Line Summary Description ('000)	Yr to Yr Δ					Yr to Yr Δ (%age)				
	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	7,164.0	645.1	346.1	429.4	415.5	346.2%	7.0%	3.5%	4.2%	3.9%
Other Revenue	-	-	-	-	-	-	-	-	-	-
Total Revenue	7,164.0	645.1	346.1	429.4	415.5	346.2%	7.0%	3.5%	4.2%	3.9%
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-
Salaries	(153.9)	(41.8)	(28.8)	(32.2)	(31.2)	28.4%	6.0%	3.9%	4.2%	3.9%
Salaries Ers NI	(21.2)	(5.8)	(4.0)	(4.4)	(4.3)	28.4%	6.0%	3.9%	4.2%	3.9%
Bonus & Overtime	(27.3)	(7.5)	(4.0)	(4.5)	(4.3)	40.0%	7.9%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	(3.8)	(1.0)	(0.6)	(0.6)	(0.6)	40.0%	7.9%	3.9%	4.2%	3.9%
Vacation Pay Provision	(14.8)	(4.0)	(2.8)	(3.1)	(3.0)	28.4%	6.0%	3.9%	4.2%	3.9%
Other compensation	(4.6)	(1.3)	(0.9)	(1.0)	(0.9)	28.4%	6.0%	3.9%	4.2%	3.9%
Benefits	(6.2)	(1.7)	(1.2)	(1.3)	(1.2)	28.4%	6.0%	3.9%	4.2%	3.9%
Travel & Entertainment	(2.2)	(0.6)	(0.4)	(0.5)	(0.4)	28.4%	6.0%	3.9%	4.2%	3.9%
Staff costs	(17.4)	(5.1)	(3.3)	(3.7)	(3.6)	27.5%	6.3%	3.9%	4.2%	3.9%
Other expenses	(2.2)	(0.6)	(0.4)	(0.5)	(0.4)	28.4%	6.0%	3.9%	4.2%	3.9%
Other professional service fees	(3.7)	(1.0)	(0.7)	(0.8)	(0.7)	28.4%	6.0%	3.9%	4.2%	3.9%
Recruitment fees	33.0	28.5	-	-	-	(53.6%)	(100.0%)	-	-	-
Cost of services, Contractor	(80.0)	(78.8)	112.4	46.4	-	-	98.5%	(70.8%)	(100.0%)	-
People Cost (Incl. Consulting)	(304.3)	(120.6)	65.4	(6.2)	(50.9)	32.4%	9.7%	(4.8%)	0.5%	3.9%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-
SG&A	(304.3)	(120.6)	65.4	(6.2)	(50.9)	32.4%	9.7%	(4.8%)	0.5%	3.9%
Contribution	6,859.7	524.5	411.5	423.2	364.6	606.8%	6.6%	4.8%	4.7%	3.9%
Contribution %age of Revenue	95.8%	81.3%	118.9%	98.6%	87.8%					
HC B/f	5	3	-	-	-	27.8%	13.0%	-	-	-
Additions	(3)	(3)	-	-	-	(50.0%)	(100.0%)	-	-	-
Leavers	1	-	-	-	-	(100.0%)	-	-	-	-
Closing HC Developer	3	-	-	-	-	13.0%	-	-	-	-
Client Hrs	27,853	1,149	(143)	-	-	331.1%	3.2%	(0.4%)	0.0%	-
Professional Development Hrs	5,243	216	(27)	-	-	331.1%	3.2%	(0.4%)	0.0%	-
Statutory Holidays Hrs	3,604	149	(18)	-	-	331.1%	3.2%	(0.4%)	-	-
Other Hrs	2,949	122	(15)	-	-	331.1%	3.2%	(0.4%)	0.0%	-
Total Hrs	39,649	1,636	(203)	-	-	331.1%	3.2%	(0.4%)	0.0%	-
Client Hrs Utilisation %age	-	-	-	-	-					
Realised Rate/Client Hr	6.05/ Hr	6.62/ Hr	7.23/ Hr	8.09/ Hr	7.83/ Hr	3.5%	3.7%	3.9%	4.2%	3.9%
Revenue / Resource	265.2/HC	24.8/HC	13.3/HC	16.5/HC	16.0/HC	294.7%	7.0%	3.5%	4.2%	3.9%
Cost / Resource	(7.0)/HC	(4.6)/HC	2.5/HC	(0.2)/HC	(2.0)/HC	17.1%	9.7%	(4.8%)	0.5%	3.9%
Contribution / Resource	258.2/HC	20.2/HC	15.8/HC	16.3/HC	14.0/HC	525.3%	6.6%	4.8%	4.7%	3.9%

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Network

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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	2,556.6	3,338.1	3,338.1	3,338.1	3,338.1	13,352.6	13,953.1	14,442.0	15,048.5	3,834.0	3,893.9	3,953.8	3,953.8	15,635.4	10,796.0	600.6	488.8	606.6	586.9	422.3%	4.5%	3.5%	4.2%	3.9%
Other Revenue						-	-	-	-					-	-	-	-	-	-	-	-	-	-	-
Total Revenue	2,556.6	3,338.1	3,338.1	3,338.1	3,338.1	13,352.6	13,953.1	14,442.0	15,048.5	3,834.0	3,893.9	3,953.8	3,953.8	15,635.4	10,796.0	600.6	488.8	606.6	586.9	422.3%	4.5%	3.5%	4.2%	3.9%
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	805.6	254.5	254.5	254.5	254.5	1,017.9	1,055.6	1,096.8	1,142.8	296.8	296.8	296.8	296.8	1,187.4	(212.3)	(37.7)	(41.2)	(46.1)	(44.6)	26.4%	3.7%	3.9%	4.2%	3.9%
Salaries Ers NI	111.2	35.1	35.1	35.1	35.1	140.5	145.7	151.4	157.7	41.0	41.0	41.0	41.0	163.9	(29.3)	(5.2)	(5.7)	(6.4)	(6.2)	26.4%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime	96.3	35.7	35.7	35.7	35.7	142.9	148.2	154.0	160.4	41.7	41.7	41.7	41.7	166.7	(46.6)	(5.3)	(5.8)	(6.5)	(6.3)	48.4%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	13.3	4.9	4.9	4.9	4.9	19.7	20.5	21.2	22.1	5.8	5.8	5.8	5.8	23.0	(6.4)	(0.7)	(0.8)	(0.9)	(0.9)	48.4%	3.7%	3.9%	4.2%	3.9%
Vacation Pay Provision	77.5	24.5	24.5	24.5	24.5	97.9	101.5	105.5	109.9	28.5	28.5	28.5	28.5	114.2	(20.4)	(3.6)	(4.0)	(4.4)	(4.3)	26.4%	3.7%	3.9%	4.2%	3.9%
Other compensation	24.2	7.6	7.6	7.6	7.6	30.5	31.7	32.9	34.3	8.9	8.9	8.9	8.9	35.6	(6.4)	(1.1)	(1.2)	(1.4)	(1.3)	26.4%	3.7%	3.9%	4.2%	3.9%
Benefits	32.2	10.2	10.2	10.2	10.2	40.7	42.2	43.9	45.7	11.9	11.9	11.9	11.9	47.5	(8.5)	(1.5)	(1.6)	(1.8)	(1.8)	26.4%	3.7%	3.9%	4.2%	3.9%
Travel & Entertainment	11.6	3.7	3.7	3.7	3.7	14.7	15.2	15.8	16.5	4.3	4.3	4.3	4.3	17.1	(3.1)	(0.5)	(0.6)	(0.7)	(0.6)	26.4%	3.7%	3.9%	4.2%	3.9%
Staff costs	64.5	20.7	20.7	20.7	20.7	82.7	85.8	89.1	92.9	24.1	24.1	24.1	24.1	96.5	(18.3)	(3.1)	(3.3)	(3.7)	(3.6)	28.3%	3.7%	3.9%	4.2%	3.9%
Other expenses	11.6	3.7	3.7	3.7	3.7	14.7	15.2	15.8	16.5	4.3	4.3	4.3	4.3	17.1	(3.1)	(0.5)	(0.6)	(0.7)	(0.6)	26.4%	3.7%	3.9%	4.2%	3.9%
Other professional service fees	19.4	6.1	6.1	6.1	6.1	24.5	25.4	26.4	27.5	7.1	7.1	7.1	7.1	28.5	(5.1)	(0.9)	(1.0)	(1.1)	(1.1)	26.4%	3.7%	3.9%	4.2%	3.9%
Recruitment fees	98.7	-	-	-	-	-	-	-	-	-	-	-	-	-	98.7	-	-	-	-	(100.0%)	-	-	-	-
Cost of services, Contractor	199.6	84.5	84.5	84.5	84.5	338.0	332.5	254.5	254.5	62.4	63.4	64.4	64.4	254.5	(138.5)	5.5	78.0	-	-	69.4%	(1.6%)	(23.5%)	-	-
People Cost (Incl. Consulting)	1,565.5	491.2	491.2	491.2	491.2	1,964.7	2,019.4	2,007.2	2,080.8	536.8	537.8	538.7	538.7	2,152.0	(399.2)	(54.7)	12.2	(73.6)	(71.2)	25.5%	2.8%	(0.6%)	3.7%	3.4%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	1,565.5	491.2	491.2	491.2	491.2	1,964.7	2,019.4	2,007.2	2,080.8	536.8	537.8	538.7	538.7	2,152.0	(399.2)	(54.7)	12.2	(73.6)	(71.2)	25.5%	2.8%	(0.6%)	3.7%	3.4%
Contribution	991.0	2,847.0	2,847.0	2,847.0	2,847.0	11,387.9	11,933.8	12,434.8	12,967.8	3,297.2	3,356.1	3,415.1	3,415.1	13,483.4	10,396.8	545.9	501.1	533.0	515.7	1049.1%	4.8%	4.2%	4.3%	4.0%
Contribution %age of Revenue	38.8%	85.3%	85.3%	85.3%	85.3%	85.3%	85.5%	86.1%	86.2%	86.0%	86.2%	86.4%	86.4%	86.2%	96.3%	90.9%	102.5%	87.9%	87.9%					
HC B/f	20	27	27	27	27	27	27	27	27	27	27	27	27	27	7	-	-	-	-	35.0%	-	-	-	-
Additions	7	-	-	-	-	-	-	-	-	-	-	-	-	-	(7)	-	-	-	-	(100.0%)	-	-	-	-
Leavers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing HC Developer	27	27	27	27	27	27	27	27	27	27	27	27	27	27	-	-	-	-	-	-	-	-	-	-
Client Hrs	7,358	9,282	9,282	9,282	9,282	37,128	37,414	37,271	37,271	9,139	9,282	9,425	9,425	37,271	29,770	286	(143)	-	-	404.6%	0.8%	(0.4%)	0.0%	-
Professional Development Hrs	1,385	1,747	1,747	1,747	1,747	6,989	7,043	7,016	7,016	1,720	1,747	1,774	1,774	7,016	5,604	54	(27)	-	-	404.6%	0.8%	(0.4%)	0.0%	-
Statutory Holidays Hrs	952	1,201	1,201	1,201	1,201	4,805	4,842	4,823	4,823	1,183	1,201	1,220	1,220	4,823	3,853	37	(18)	-	-	404.6%	0.8%	(0.4%)	-	-
Other Hrs	779	983	983	983	983	3,931	3,961	3,946	3,946	968	983	998	998	3,946	3,152	30	(15)	-	-	404.6%	0.8%	(0.4%)	0.0%	-
Total Hrs	10,474	13,213	13,213	13,213	13,213	52,853	53,259	53,056	53,056	13,010	13,213	13,416	13,416	53,056	42,379	407	(203)	-	-	404.6%	0.8%	(0.4%)	0.0%	-
Client Hrs Utilisation %age	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	-	-	-	-	-					
Realised Rate/Client Hr	244.09/ Hr	252.64/ Hr	252.64/ Hr	252.64/ Hr	252.64/ Hr	252.64/ Hr	261.98/ Hr	272.20/ Hr	283.63/ Hr	294.70/ Hr	294.70/ Hr	294.70/ Hr	294.70/ Hr	294.70/ Hr	8.54/ Hr	9.35/ Hr	10.22/ Hr	11.43/ Hr	11.06/ Hr	3.5%	3.7%	3.9%	4.2%	3.9%
Revenue / Resource	94.7/HC	123.6/HC	123.6/HC	123.6/HC	123.6/HC	494.5/HC	516.8/HC	534.9/HC	557.4/HC	142.0/HC	144.2/HC	146.4/HC	146.4/HC	579.1/HC	399.9/HC	22.2/HC	18.1/HC	22.5/HC	21.7/HC	422.3%	4.5%	3.5%	4.2%	3.9%
Cost / Resource	58.0/HC	18.2/HC	18.2/HC	18.2/HC	18.2/HC	72.8/HC	74.8/HC	74.3/HC	77.1/HC	19.9/HC	19.9/HC	20.0/HC	20.0/HC	79.7/HC	(14.8)/HC	(2.0)/HC	0.5/HC	(2.7)/HC	(2.6)/HC	25.5%	2.8%	(0.6%)	3.7%	3.4%
Contribution / Resource	36.7/HC	105.4/HC	105.4/HC	105.4/HC	105.4/HC	421.8/HC	442.0/HC	460.5/HC	480.3/HC	122.1/HC	124.3/HC	126.5/HC	126.5/HC	499.4/HC	385.1/HC	20.2/HC	18.6/HC	19.7/HC	19.1/HC	1049.1%	4.8%	4.2%	4.3%	4.0%

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Operations

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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	2,500.8	2,375.5	2,375.5	2,375.5	2,375.5	9,501.9	9,929.3	10,277.2	10,708.8	2,728.3	2,771.0	2,813.6	2,813.6	11,126.4	7,001.1	427.4	347.9	431.6	417.6	280.0%	4.5%	3.5%	4.2%	3.9%
Other Revenue						-	-	-	-					-	-	-	-	-	-	-	-	-	-	-
Total Revenue	2,500.8	2,375.5	2,375.5	2,375.5	2,375.5	9,501.9	9,929.3	10,277.2	10,708.8	2,728.3	2,771.0	2,813.6	2,813.6	11,126.4	7,001.1	427.4	347.9	431.6	417.6	280.0%	4.5%	3.5%	4.2%	3.9%
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	642.3	181.5	181.5	181.5	181.5	726.2	753.0	782.4	815.2	211.8	211.8	211.8	211.8	847.0	(83.9)	(26.9)	(29.4)	(32.9)	(31.8)	13.1%	3.7%	3.9%	4.2%	3.9%
Salaries Ers NI	88.6	25.1	25.1	25.1	25.1	100.2	103.9	108.0	112.5	29.2	29.2	29.2	29.2	116.9	(11.6)	(3.7)	(4.1)	(4.5)	(4.4)	13.1%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime	79.9	24.2	24.2	24.2	24.2	96.6	100.2	104.1	108.5	28.2	28.2	28.2	28.2	112.7	(16.8)	(3.6)	(3.9)	(4.4)	(4.2)	21.0%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	11.0	3.3	3.3	3.3	3.3	13.3	13.8	14.4	15.0	3.9	3.9	3.9	3.9	15.6	(2.3)	(0.5)	(0.5)	(0.6)	(0.6)	21.0%	3.7%	3.9%	4.2%	3.9%
Vacation Pay Provision	61.8	17.5	17.5	17.5	17.5	69.8	72.4	75.2	78.4	20.4	20.4	20.4	20.4	81.4	(8.1)	(2.6)	(2.8)	(3.2)	(3.1)	13.1%	3.7%	3.9%	4.2%	3.9%
Other compensation	19.3	5.4	5.4	5.4	5.4	21.8	22.6	23.5	24.5	6.4	6.4	6.4	6.4	25.4	(2.5)	(0.8)	(0.9)	(1.0)	(1.0)	13.1%	3.7%	3.9%	4.2%	3.9%
Benefits	25.7	7.3	7.3	7.3	7.3	29.0	30.1	31.3	32.6	8.5	8.5	8.5	8.5	33.9	(3.4)	(1.1)	(1.2)	(1.3)	(1.3)	13.1%	3.7%	3.9%	4.2%	3.9%
Travel & Entertainment	9.3	2.6	2.6	2.6	2.6	10.5	10.9	11.3	11.8	3.1	3.1	3.1	3.1	12.2	(1.2)	(0.4)	(0.4)	(0.5)	(0.5)	13.1%	3.7%	3.9%	4.2%	3.9%
Staff costs	59.3	16.7	16.7	16.7	16.7	67.0	69.4	72.2	75.2	19.5	19.5	19.5	19.5	78.1	(7.6)	(2.5)	(2.7)	(3.0)	(2.9)	12.9%	3.7%	3.9%	4.2%	3.9%
Other expenses	9.3	2.6	2.6	2.6	2.6	10.5	10.9	11.3	11.8	3.1	3.1	3.1	3.1	12.2	(1.2)	(0.4)	(0.4)	(0.5)	(0.5)	13.1%	3.7%	3.9%	4.2%	3.9%
Other professional service fees	15.4	4.4	4.4	4.4	4.4	17.5	18.1	18.8	19.6	5.1	5.1	5.1	5.1	20.4	(2.0)	(0.6)	(0.7)	(0.8)	(0.8)	13.1%	3.7%	3.9%	4.2%	3.9%
Recruitment fees	54.1	-	-	-	-	-	-	-	-	-	-	-	-	-	54.1	-	-	-	-	(100.0%)	-	-	-	-
Cost of services, Contractor	168.4	84.0	156.4	224.0	234.0	698.4	880.0	835.2	835.2	204.8	208.0	211.2	211.2	835.2	(530.0)	(181.6)	44.8	-	-	314.7%	26.0%	(5.1%)	-	-
People Cost (Incl. Consulting)	1,244.4	374.6	447.0	514.6	524.6	1,860.8	2,085.4	2,087.6	2,140.2	543.8	547.0	550.2	550.2	2,191.1	(616.4)	(224.6)	(2.2)	(52.6)	(50.9)	49.5%	12.1%	0.1%	2.5%	2.4%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	1,244.4	374.6	447.0	514.6	524.6	1,860.8	2,085.4	2,087.6	2,140.2	543.8	547.0	550.2	550.2	2,191.1	(616.4)	(224.6)	(2.2)	(52.6)	(50.9)	49.5%	12.1%	0.1%	2.5%	2.4%
Contribution	1,256.4	2,000.9	1,928.5	1,860.9	1,850.9	7,641.2	7,843.9	8,189.6	8,568.6	2,184.6	2,224.0	2,263.4	2,263.4	8,935.4	6,384.8	202.8	345.7	379.0	366.7	508.2%	2.7%	4.4%	4.6%	4.3%
Contribution %age of Revenue	50.2%	84.2%	81.2%	78.3%	77.9%	80.4%	79.0%	79.7%	80.0%	80.1%	80.3%	80.4%	80.4%	80.3%	91.2%	47.4%	99.4%	87.8%	87.8%					
HC B/f	17	22	22	22	22	22	22	22	22	22	22	22	22	22	5	-	-	-	-	29.4%	-	-	-	-
Additions	5	-	-	-	-	-	-	-	-	-	-	-	-	-	(5)	-	-	-	-	(100.0%)	-	-	-	-
Leavers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing HC Developer	22	22	22	22	22	22	22	22	22	22	22	22	22	22	-	-	-	-	-	-	-	-	-	-
Client Hrs	8,187	7,514	7,514	7,514	7,514	30,056	30,287	30,172	30,172	7,398	7,514	7,630	7,630	30,172	21,869	231	(116)	-	-	267.1%	0.8%	(0.4%)	0.0%	(0.0%)
Professional Development Hrs	1,541	1,414	1,414	1,414	1,414	5,658	5,701	5,679	5,679	1,393	1,414	1,436	1,436	5,679	4,116	44	(22)	-	-	267.1%	0.8%	(0.4%)	0.0%	-
Statutory Holidays Hrs	1,060	972	972	972	972	3,890	3,920	3,905	3,905	957	972	987	987	3,905	2,830	30	(15)	-	-	267.1%	0.8%	(0.4%)	-	-
Other Hrs	867	796	796	796	796	3,182	3,207	3,195	3,195	783	796	808	808	3,195	2,316	24	(12)	-	-	267.1%	0.8%	(0.4%)	0.0%	-
Total Hrs	11,655	10,696	10,696	10,696	10,696	42,786	43,115	42,950	42,950	10,532	10,696	10,861	10,861	42,950	31,131	329	(165)	-	-	267.1%	0.8%	(0.4%)	0.0%	-
Client Hrs Utilisation %age	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	-	-	-	-	-					
Realised Rate/Client Hr	214.57/ Hr	222.08/ Hr	222.08/ Hr	222.08/ Hr	222.08/ Hr	222.08/ Hr	230.30/ Hr	239.28/ Hr	249.33/ Hr	259.05/ Hr	259.05/ Hr	259.05/ Hr	259.05/ Hr	259.05/ Hr	7.51/ Hr	8.22/ Hr	8.98/ Hr	10.05/ Hr	9.72/ Hr	3.5%	3.7%	3.9%	4.2%	3.9%
Revenue / Resource	113.7/HC	108.0/HC	108.0/HC	108.0/HC	108.0/HC	431.9/HC	451.3/HC	467.1/HC	486.8/HC	124.0/HC	126.0/HC	127.9/HC	127.9/HC	505.7/HC	318.2/HC	19.4/HC	15.8/HC	19.6/HC	19.0/HC	280.0%	4.5%	3.5%	4.2%	3.9%
Cost / Resource	56.6/HC	17.0/HC	20.3/HC	23.4/HC	23.8/HC	84.6/HC	94.8/HC	94.9/HC	97.3/HC	24.7/HC	24.9/HC	25.0/HC	25.0/HC	99.6/HC	(28.0)/HC	(10.2)/HC	(0.1)/HC	(2.4)/HC	(2.3)/HC	49.5%	12.1%	0.1%	2.5%	2.4%
Contribution / Resource	57.1/HC	90.9/HC	87.7/HC	84.6/HC	84.1/HC	347.3/HC	356.5/HC	372.3/HC	389.5/HC	99.3/HC	101.1/HC	102.9/HC	102.9/HC	406.2/HC	290.2/HC	9.2/HC	15.7/HC	17.2/HC	16.7/HC	508.2%	2.7%	4.4%	4.6%	4.3%

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IT Tech Support

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	Year 5 FY
Recurring Revenue						-	-	-	-					-
Consulting Revenue	3,560.1	3,833.3	3,923.0	3,833.3	3,833.3	15,422.9	16,022.9	16,584.2	17,280.8	4,402.7	4,471.5	4,540.3	4,540.3	17,954.7
Other Revenue						-	-	-	-					-
Total Revenue	3,560.1	3,833.3	3,923.0	3,833.3	3,833.3	15,422.9	16,022.9	16,584.2	17,280.8	4,402.7	4,471.5	4,540.3	4,540.3	17,954.7
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	991.9	293.2	303.0	290.2	290.2	1,176.6	1,203.6	1,250.5	1,303.0	338.5	338.5	338.5	338.5	1,353.8
Salaries Ers NI	136.9	40.5	41.8	40.0	40.0	162.4	166.1	172.6	179.8	46.7	46.7	46.7	46.7	186.8
Bonus & Overtime	124.3	39.2	41.6	40.4	40.4	161.6	167.7	174.2	181.5	47.2	47.2	47.2	47.2	188.6
Bonus & Overtime Ers NI	17.2	5.4	5.7	5.6	5.6	22.3	23.1	24.0	25.1	6.5	6.5	6.5	6.5	26.0
Vacation Pay Provision	95.4	28.2	29.1	27.9	27.9	113.1	115.7	120.2	125.3	32.5	32.5	32.5	32.5	130.2
Other compensation	29.8	8.8	9.1	8.7	8.7	35.3	36.1	37.5	39.1	10.2	10.2	10.2	10.2	40.6
Benefits	39.7	11.7	12.1	11.6	11.6	47.1	48.1	50.0	52.1	13.5	13.5	13.5	13.5	54.2
Travel & Entertainment	14.3	4.2	4.4	4.2	4.2	17.0	17.4	18.0	18.8	4.9	4.9	4.9	4.9	19.5
Staff costs	85.4	24.6	25.5	24.6	24.6	99.3	102.1	106.1	110.6	28.7	28.7	28.7	28.7	114.9
Other expenses	14.3	4.2	4.4	4.2	4.2	17.0	17.4	18.0	18.8	4.9	4.9	4.9	4.9	19.5
Other professional service fees	23.8	7.0	7.3	7.0	7.0	28.3	28.9	30.1	31.3	8.1	8.1	8.1	8.1	32.5
Recruitment fees	125.7	-	13.3	-	-	13.3	-	-	-	-	-	-	-	-
Cost of services, Contractor	196.5	97.5	97.5	95.4	78.0	368.4	314.4	313.2	313.2	76.8	78.0	79.2	79.2	313.2
People Cost (Incl. Consulting)	1,895.1	564.6	594.9	559.8	542.4	2,261.6	2,240.6	2,314.5	2,398.6	618.5	619.7	620.9	620.9	2,479.9
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	1,895.1	564.6	594.9	559.8	542.4	2,261.6	2,240.6	2,314.5	2,398.6	618.5	619.7	620.9	620.9	2,479.9
Contribution	1,665.0	3,268.7	3,328.1	3,273.5	3,290.9	13,161.3	13,782.3	14,269.7	14,882.2	3,784.2	3,851.8	3,919.4	3,919.4	15,474.8
Contribution %age of Revenue	46.8%	85.3%	84.8%	85.4%	85.9%	85.3%	86.0%	86.0%	86.1%	86.0%	86.1%	86.3%	86.3%	86.2%
HC B/f	25	32	32	32	32	32	32	32	32	32	32	32	32	32
Additions	7	-	1	-	-	1	-	-	-	-	-	-	-	-
Leavers	-	-	(1)	-	-	(1)	-	-	-	-	-	-	-	-
Closing HC Developer	32	32	32	32	32	32	32	32	32	32	32	32	32	32
Client Hrs	10,622	11,050	11,308	11,050	11,050	44,458	44,540	44,370	44,370	10,880	11,050	11,220	11,220	44,370
Professional Development Hrs	1,999	2,080	2,129	2,080	2,080	8,369	8,384	8,352	8,352	2,048	2,080	2,112	2,112	8,352
Statutory Holidays Hrs	1,375	1,430	1,463	1,430	1,430	5,753	5,764	5,742	5,742	1,408	1,430	1,452	1,452	5,742
Other Hrs	1,125	1,170	1,197	1,170	1,170	4,707	4,716	4,698	4,698	1,152	1,170	1,188	1,188	4,698
Total Hrs	15,120	15,730	16,098	15,730	15,730	63,288	63,404	63,162	63,162	15,488	15,730	15,972	15,972	63,162
Client Hrs Utilisation %age	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%
Realised Rate/Client Hr	235.45/ Hr	243.69/ Hr	243.69/ Hr	243.69/ Hr	243.69/ Hr	243.69/ Hr	252.71/ Hr	262.57/ Hr	273.59/ Hr	284.26/ Hr	284.26/ Hr	284.26/ Hr	284.26/ Hr	284.26/ Hr
Revenue / Resource	111.3/HC	119.8/HC	122.6/HC	119.8/HC	119.8/HC	482.0/HC	500.7/HC	518.3/HC	540.0/HC	137.6/HC	139.7/HC	141.9/HC	141.9/HC	561.1/HC
Cost / Resource	59.2/HC	17.6/HC	18.6/HC	17.5/HC	16.9/HC	70.7/HC	70.0/HC	72.3/HC	75.0/HC	19.3/HC	19.4/HC	19.4/HC	19.4/HC	77.5/HC
Contribution / Resource	52.0/HC	102.1/HC	104.0/HC	102.3/HC	102.8/HC	411.3/HC	430.7/HC	445.9/HC	465.1/HC	118.3/HC	120.4/HC	122.5/HC	122.5/HC	483.6/HC

Profit & Loss Statement	Yr to Yr Δ					Yr to Yr Δ (%age)				
	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	11,862.8	600.0	561.4	696.5	674.0	333.2%	3.9%	3.5%	4.2%	3.9%
Other Revenue	-	-	-	-	-	-	-	-	-	-
Total Revenue	11,862.8	600.0	561.4	696.5	674.0	333.2%	3.9%	3.5%	4.2%	3.9%
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-
Salaries	(184.7)	(27.0)	(46.9)	(52.5)	(50.8)	18.6%	2.3%	3.9%	4.2%	3.9%
Salaries Ers NI	(25.5)	(3.7)	(6.5)	(7.2)	(7.0)	18.6%	2.3%	3.9%	4.2%	3.9%
Bonus & Overtime	(37.3)	(6.0)	(6.5)	(7.3)	(7.1)	30.0%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	(5.1)	(0.8)	(0.9)	(1.0)	(1.0)	30.0%	3.7%	3.9%	4.2%	3.9%
Vacation Pay Provision	(17.8)	(2.6)	(4.5)	(5.1)	(4.9)	18.6%	2.3%	3.9%	4.2%	3.9%
Other compensation	(5.5)	(0.8)	(1.4)	(1.6)	(1.5)	18.6%	2.3%	3.9%	4.2%	3.9%
Benefits	(7.4)	(1.1)	(1.9)	(2.1)	(2.0)	18.6%	2.3%	3.9%	4.2%	3.9%
Travel & Entertainment	(2.7)	(0.4)	(0.7)	(0.8)	(0.7)	18.6%	2.3%	3.9%	4.2%	3.9%
Staff costs	(13.9)	(2.8)	(4.0)	(4.5)	(4.3)	16.3%	2.8%	3.9%	4.2%	3.9%
Other expenses	(2.7)	(0.4)	(0.7)	(0.8)	(0.7)	18.6%	2.3%	3.9%	4.2%	3.9%
Other professional service fees	(4.4)	(0.6)	(1.1)	(1.3)	(1.2)	18.6%	2.3%	3.9%	4.2%	3.9%
Recruitment fees	112.4	13.3	-	-	-	(89.4%)	(100.0%)	-	-	-
Cost of services, Contractor	(171.9)	54.0	1.2	-	-	87.5%	(14.7%)	(0.4%)	-	-
People Cost (Incl. Consulting)	(366.5)	21.0	(73.9)	(84.1)	(81.3)	19.3%	(0.9%)	3.3%	3.6%	3.4%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-
SG&A	(366.5)	21.0	(73.9)	(84.1)	(81.3)	19.3%	(0.9%)	3.3%	3.6%	3.4%
Contribution	11,496.3	621.0	487.4	612.5	592.6	690.5%	4.7%	3.5%	4.3%	4.0%
Contribution %age of Revenue	96.9%	103.5%	86.8%	87.9%	87.9%					
HC B/f	7	-	-	-	-	28.0%	-	-	-	-
Additions	(6)	(1)	-	-	-	(85.7%)	(100.0%)	-	-	-
Leavers	(1)	1	-	-	-	-	(100.0%)	-	-	-
Closing HC Developer	-	-	-	-	-	-	-	-	-	-
Client Hrs	33,837	82	(170)	-	-	318.6%	0.2%	(0.4%)	0.0%	-
Professional Development Hrs	6,369	15	(32)	-	-	318.6%	0.2%	(0.4%)	0.0%	-
Statutory Holidays Hrs	4,379	11	(22)	-	-	318.6%	0.2%	(0.4%)	(0.0%)	-
Other Hrs	3,583	9	(18)	-	-	318.6%	0.2%	(0.4%)	0.0%	(0.0%)
Total Hrs	48,168	116	(242)	-	-	318.6%	0.2%	(0.4%)	0.0%	-
Client Hrs Utilisation %age	-	-	-	-	-					
Realised Rate/Client Hr	8.24/ Hr	9.02/ Hr	9.86/ Hr	11.03/ Hr	10.67/ Hr	3.5%	3.7%	3.9%	4.2%	3.9%
Revenue / Resource	370.7/HC	18.8/HC	17.5/HC	21.8/HC	21.1/HC	333.2%	3.9%	3.5%	4.2%	3.9%
Cost / Resource	(11.5)/HC	0.7/HC	(2.3)/HC	(2.6)/HC	(2.5)/HC	19.3%	(0.9%)	3.3%	3.6%	3.4%
Contribution / Resource	359.3/HC	19.4/HC	15.2/HC	19.1/HC	18.5/HC	690.5%	4.7%	3.5%	4.3%	4.0%

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Cyber Secuity

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	Year 5 FY
Recurring Revenue						-	-	-	-					-
Consulting Revenue	2,894.6	3,626.7	3,663.1	3,663.1	3,663.1	14,616.0	15,311.4	15,847.8	16,513.5	4,207.2	4,272.9	4,338.7	4,338.7	17,157.5
Other Revenue						-	-	-	-					-
Total Revenue	2,894.6	3,626.7	3,663.1	3,663.1	3,663.1	14,616.0	15,311.4	15,847.8	16,513.5	4,207.2	4,272.9	4,338.7	4,338.7	17,157.5
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Salaries	978.3	276.6	279.1	279.1	279.1	1,114.0	1,157.8	1,203.0	1,253.5	325.6	325.6	325.6	325.6	1,302.4
Salaries Ers NI	135.0	38.2	38.5	38.5	38.5	153.7	159.8	166.0	173.0	44.9	44.9	44.9	44.9	179.7
Bonus & Overtime	118.8	35.6	36.2	36.2	36.2	144.3	150.3	156.1	162.7	42.3	42.3	42.3	42.3	169.0
Bonus & Overtime Ers NI	16.4	4.9	5.0	5.0	5.0	19.9	20.7	21.5	22.4	5.8	5.8	5.8	5.8	23.3
Vacation Pay Provision	94.1	26.6	26.8	26.8	26.8	107.1	111.3	115.7	120.5	31.3	31.3	31.3	31.3	125.2
Other compensation	29.3	8.3	8.4	8.4	8.4	33.4	34.7	36.1	37.6	9.8	9.8	9.8	9.8	39.1
Benefits	39.1	11.1	11.2	11.2	11.2	44.6	46.3	48.1	50.1	13.0	13.0	13.0	13.0	52.1
Travel & Entertainment	14.1	4.0	4.0	4.0	4.0	16.1	16.7	17.4	18.1	4.7	4.7	4.7	4.7	18.8
Staff costs	107.5	30.2	30.5	30.5	30.5	121.8	126.6	131.6	137.1	35.6	35.6	35.6	35.6	142.5
Other expenses	14.1	4.0	4.0	4.0	4.0	16.1	16.7	17.4	18.1	4.7	4.7	4.7	4.7	18.8
Other professional service fees	23.5	6.6	6.7	6.7	6.7	26.8	27.8	28.9	30.1	7.8	7.8	7.8	7.8	31.3
Recruitment fees	65.5	9.7	-	-	-	9.7	-	-	-	-	-	-	-	-
Cost of services, Contractor	-	-	-	-	-	-	-	-	-	-	-	-	-	-
People Cost (Incl. Consulting)	1,635.9	455.8	450.5	450.5	450.5	1,807.4	1,868.8	1,941.7	2,023.2	525.5	525.5	525.5	525.5	2,102.1
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	1,635.9	455.8	450.5	450.5	450.5	1,807.4	1,868.8	1,941.7	2,023.2	525.5	525.5	525.5	525.5	2,102.1
Contribution	1,258.7	3,170.9	3,212.6	3,212.6	3,212.6	12,808.6	13,442.6	13,906.2	14,490.2	3,681.7	3,747.4	3,813.1	3,813.1	15,055.3
Contribution %age of Revenue	43.5%	87.4%	87.7%	87.7%	87.7%	87.6%	87.8%	87.7%	87.7%	87.5%	87.7%	87.9%	87.9%	87.7%
HC B/f	30	36	37	37	37	36	37	37	37	37	37	37	37	37
Additions	6	1	-	-	-	1	-	-	-	-	-	-	-	-
Leavers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing HC Developer	36	37	37	37	37	37	37	37	37	37	37	37	37	37
Client Hrs	11,206	13,566	13,702	13,702	13,702	54,672	55,230	55,019	55,019	13,491	13,702	13,913	13,913	55,019
Professional Development Hrs	2,109	2,554	2,579	2,579	2,579	10,291	10,396	10,356	10,356	2,540	2,579	2,619	2,619	10,356
Statutory Holidays Hrs	1,450	1,756	1,773	1,773	1,773	7,075	7,147	7,120	7,120	1,746	1,773	1,800	1,800	7,120
Other Hrs	1,187	1,436	1,451	1,451	1,451	5,789	5,848	5,826	5,826	1,428	1,451	1,473	1,473	5,826
Total Hrs	15,953	19,312	19,505	19,505	19,505	77,827	78,621	78,321	78,321	19,205	19,505	19,805	19,805	78,321
Client Hrs Utilisation %age	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%	70.2%
Realised Rate/Client Hr	181.45/ Hr	187.80/ Hr	187.80/ Hr	187.80/ Hr	187.80/ Hr	187.80/ Hr	194.75/ Hr	202.35/ Hr	210.84/ Hr	219.07/ Hr	219.07/ Hr	219.07/ Hr	219.07/ Hr	219.07/ Hr
Revenue / Resource	80.4/HC	98.0/HC	99.0/HC	99.0/HC	99.0/HC	395.0/HC	413.8/HC	428.3/HC	446.3/HC	113.7/HC	115.5/HC	117.3/HC	117.3/HC	463.7/HC
Cost / Resource	45.4/HC	12.3/HC	12.2/HC	12.2/HC	12.2/HC	48.8/HC	50.5/HC	52.5/HC	54.7/HC	14.2/HC	14.2/HC	14.2/HC	14.2/HC	56.8/HC
Contribution / Resource	35.0/HC	85.7/HC	86.8/HC	86.8/HC	86.8/HC	346.2/HC	363.3/HC	375.8/HC	391.6/HC	99.5/HC	101.3/HC	103.1/HC	103.1/HC	406.9/HC

Profit & Loss Statement - Line Summary Description ('000)	Yr to Yr Δ					Yr to Yr Δ (%age)				
	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	11,721.4	695.4	536.4	665.6	644.0	404.9%	4.8%	3.5%	4.2%	3.9%
Other Revenue	-	-	-	-	-	-	-	-	-	-
Total Revenue	11,721.4	695.4	536.4	665.6	644.0	404.9%	4.8%	3.5%	4.2%	3.9%
Cost of Recurring Revenue	-	-	-	-	-	-	-	-	-	-
Other Revenue Cost	-	-	-	-	-	-	-	-	-	-
Cost of Revenue (Excl. Consulting)	-	-	-	-	-	-	-	-	-	-
Salaries	(135.7)	(43.8)	(45.2)	(50.5)	(48.9)	13.9%	3.9%	3.9%	4.2%	3.9%
Salaries Ers NI	(18.7)	(6.0)	(6.2)	(7.0)	(6.7)	13.9%	3.9%	3.9%	4.2%	3.9%
Bonus & Overtime	(25.5)	(6.0)	(5.9)	(6.6)	(6.3)	21.4%	4.2%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	(3.5)	(0.8)	(0.8)	(0.9)	(0.9)	21.4%	4.2%	3.9%	4.2%	3.9%
Vacation Pay Provision	(13.0)	(4.2)	(4.3)	(4.9)	(4.7)	13.9%	3.9%	3.9%	4.2%	3.9%
Other compensation	(4.1)	(1.3)	(1.4)	(1.5)	(1.5)	13.9%	3.9%	3.9%	4.2%	3.9%
Benefits	(5.4)	(1.8)	(1.8)	(2.0)	(2.0)	13.9%	3.9%	3.9%	4.2%	3.9%
Travel & Entertainment	(2.0)	(0.6)	(0.7)	(0.7)	(0.7)	13.9%	3.9%	3.9%	4.2%	3.9%
Staff costs	(14.3)	(4.8)	(4.9)	(5.5)	(5.3)	13.3%	4.0%	3.9%	4.2%	3.9%
Other expenses	(2.0)	(0.6)	(0.7)	(0.7)	(0.7)	13.9%	3.9%	3.9%	4.2%	3.9%
Other professional service fees	(3.3)	(1.1)	(1.1)	(1.2)	(1.2)	13.9%	3.9%	3.9%	4.2%	3.9%
Recruitment fees	55.8	9.7	-	-	-	(85.1%)	(100.0%)	-	-	-
Cost of services, Contractor	-	-	-	-	-	-	-	-	-	-
People Cost (Incl. Consulting)	(171.6)	(61.4)	(72.9)	(81.6)	(78.9)	10.5%	3.4%	3.9%	4.2%	3.9%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-
SG&A	(171.6)	(61.4)	(72.9)	(81.6)	(78.9)	10.5%	3.4%	3.9%	4.2%	3.9%
Contribution	11,549.9	634.0	463.5	584.1	565.1	917.6%	4.9%	3.4%	4.2%	3.9%
Contribution %age of Revenue	98.5%	91.2%	86.4%	87.7%	87.7%					
HC B/f	6	1	-	-	-	20.0%	2.8%	-	-	-
Additions	(5)	(1)	-	-	-	(83.3%)	(100.0%)	-	-	-
Leavers	-	-	-	-	-	-	-	-	-	-
Closing HC Developer	1	-	-	-	-	2.8%	-	-	-	-
Client Hrs	43,466	558	(211)	-	-	387.9%	1.0%	(0.4%)	0.0%	0.0%
Professional Development Hrs	8,182	105	(40)	-	-	387.9%	1.0%	(0.4%)	-	(0.0%)
Statutory Holidays Hrs	5,625	72	(27)	-	-	387.9%	1.0%	(0.4%)	(0.0%)	-
Other Hrs	4,602	59	(22)	-	-	387.9%	1.0%	(0.4%)	-	-
Total Hrs	61,875	794	(300)	-	-	387.9%	1.0%	(0.4%)	0.0%	-
Client Hrs Utilisation %age	-	-	-	-	-					
Realised Rate/Client Hr	6.35/ Hr	6.95/ Hr	7.60/ Hr	8.50/ Hr	8.22/ Hr	3.5%	3.7%	3.9%	4.2%	3.9%
Revenue / Resource	314.6/HC	18.8/HC	14.5/HC	18.0/HC	17.4/HC	391.3%	4.8%	3.5%	4.2%	3.9%
Cost / Resource	(3.4)/HC	(1.7)/HC	(2.0)/HC	(2.2)/HC	(2.1)/HC	7.5%	3.4%	3.9%	4.2%	3.9%
Contribution / Resource	311.2/HC	17.1/HC	12.5/HC	15.8/HC	15.3/HC	890.1%	4.9%	3.4%	4.2%	3.9%

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Management

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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	1,172.4	305.9	305.9	305.9	305.9	1,223.6	1,268.8	1,318.3	1,373.7	356.8	356.8	356.8	356.8	1,427.3	(51.2)	(45.3)	(49.5)	(55.4)	(53.6)	4.4%	3.7%	3.9%	4.2%	3.9%
Salaries Ers NI	161.8	42.2	42.2	42.2	42.2	168.9	175.1	181.9	189.6	49.2	49.2	49.2	49.2	197.0	(7.1)	(6.2)	(6.8)	(7.6)	(7.4)	4.4%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime	873.0	226.1	226.1	226.1	226.1	904.5	937.9	974.5	1,015.4	263.8	263.8	263.8	263.8	1,055.0	(31.5)	(33.5)	(36.6)	(40.9)	(39.6)	3.6%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	120.5	31.2	31.2	31.2	31.2	124.8	129.4	134.5	140.1	36.4	36.4	36.4	36.4	145.6	(4.3)	(4.6)	(5.0)	(5.6)	(5.5)	3.6%	3.7%	3.9%	4.2%	3.9%
Vacation Pay Provision	112.7	29.4	29.4	29.4	29.4	117.7	122.0	126.8	132.1	34.3	34.3	34.3	34.3	137.2	(4.9)	(4.4)	(4.8)	(5.3)	(5.2)	4.4%	3.7%	3.9%	4.2%	3.9%
Other compensation	35.2	9.2	9.2	9.2	9.2	36.7	38.1	39.5	41.2	10.7	10.7	10.7	10.7	42.8	(1.5)	(1.4)	(1.5)	(1.7)	(1.6)	4.4%	3.7%	3.9%	4.2%	3.9%
Benefits	46.9	12.2	12.2	12.2	12.2	48.9	50.8	52.7	54.9	14.3	14.3	14.3	14.3	57.1	(2.0)	(1.8)	(2.0)	(2.2)	(2.1)	4.4%	3.7%	3.9%	4.2%	3.9%
Travel & Entertainment	16.9	4.4	4.4	4.4	4.4	17.6	18.3	19.0	19.8	5.1	5.1	5.1	5.1	20.6	(0.7)	(0.7)	(0.7)	(0.8)	(0.8)	4.4%	3.7%	3.9%	4.2%	3.9%
Staff costs	29.6	7.9	7.9	7.9	7.9	31.5	32.7	34.0	35.4	9.2	9.2	9.2	9.2	36.8	(1.9)	(1.2)	(1.3)	(1.4)	(1.4)	6.4%	3.7%	3.9%	4.2%	3.9%
Other expenses	16.9	4.4	4.4	4.4	4.4	17.6	18.3	19.0	19.8	5.1	5.1	5.1	5.1	20.6	(0.7)	(0.7)	(0.7)	(0.8)	(0.8)	4.4%	3.7%	3.9%	4.2%	3.9%
Other professional service fees	28.2	7.4	7.4	7.4	7.4	29.4	30.5	31.7	33.0	8.6	8.6	8.6	8.6	34.3	(1.2)	(1.1)	(1.2)	(1.3)	(1.3)	4.4%	3.7%	3.9%	4.2%	3.9%
Recruitment fees	16.4	-	-	-	-	-	-	-	-	-	-	-	-	-	16.4	-	-	-	-	(100.0%)	-	-	-	-
Cost of services, Contractor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
People Cost (Incl. Consulting)	2,630.4	680.3	680.3	680.3	680.3	2,721.2	2,821.9	2,931.9	3,055.1	793.6	793.6	793.6	793.6	3,174.2	(90.8)	(100.7)	(110.1)	(123.1)	(119.1)	3.5%	3.7%	3.9%	4.2%	3.9%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	2,630.4	680.3	680.3	680.3	680.3	2,721.2	2,821.9	2,931.9	3,055.1	793.6	793.6	793.6	793.6	3,174.2	(90.8)	(100.7)	(110.1)	(123.1)	(119.1)	3.5%	3.7%	3.9%	4.2%	3.9%
Contribution	(2,630.4)	(680.3)	(680.3)	(680.3)	(680.3)	(2,721.2)	(2,821.9)	(2,931.9)	(3,055.1)	(793.6)	(793.6)	(793.6)	(793.6)	(3,174.2)	(90.8)	(100.7)	(110.1)	(123.1)	(119.1)	3.5%	3.7%	3.9%	4.2%	3.9%
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
HC B/f	8	10	10	10	10	10	10	10	10	10	10	10	10	10	2	-	-	-	-	25.0%	-	-	-	-
Additions	2	-	-	-	-	-	-	-	-	-	-	-	-	-	(2)	-	-	-	-	(100.0%)	-	-	-	-
Leavers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing HC Developer	10	10	10	10	10	10	10	10	10	10	10	10	10	10	-	-	-	-	-	-	-	-	-	-
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	263.0/HC	68.0/HC	68.0/HC	68.0/HC	68.0/HC	272.1/HC	282.2/HC	293.2/HC	305.5/HC	79.4/HC	79.4/HC	79.4/HC	79.4/HC	317.4/HC	(9.1)/HC	(10.1)/HC	(11.0)/HC	(12.3)/HC	(11.9)/HC	3.5%	3.7%	3.9%	4.2%	3.9%
Contribution / Resource	(263.0)/HC	(68.0)/HC	(68.0)/HC	(68.0)/HC	(68.0)/HC	(272.1)/HC	(282.2)/HC	(293.2)/HC	(305.5)/HC	(79.4)/HC	(79.4)/HC	(79.4)/HC	(79.4)/HC	(317.4)/HC	(9.1)/HC	(10.1)/HC	(11.0)/HC	(12.3)/HC	(11.9)/HC	3.5%	3.7%	3.9%	4.2%	3.9%

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Sales

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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	595.4	147.9	147.9	147.9	147.9	591.4	613.3	637.2	664.0	172.5	172.5	172.5	172.5	689.9	3.9	(21.9)	(23.9)	(26.8)	(25.9)	(0.7%)	3.7%	3.9%	4.2%	3.9%
Salaries Ers NI	82.2	20.4	20.4	20.4	20.4	81.6	84.6	87.9	91.6	23.8	23.8	23.8	23.8	95.2	0.5	(3.0)	(3.3)	(3.7)	(3.6)	(0.7%)	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime	53.3	12.9	12.9	12.9	12.9	51.6	53.6	55.6	58.0	15.1	15.1	15.1	15.1	60.2	1.7	(1.9)	(2.1)	(2.3)	(2.3)	(3.1%)	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	7.4	1.8	1.8	1.8	1.8	7.1	7.4	7.7	8.0	2.1	2.1	2.1	2.1	8.3	0.2	(0.3)	(0.3)	(0.3)	(0.3)	(3.1%)	3.7%	3.9%	4.2%	3.9%
Vacation Pay Provision	57.2	14.2	14.2	14.2	14.2	56.9	59.0	61.3	63.8	16.6	16.6	16.6	16.6	66.3	0.4	(2.1)	(2.3)	(2.6)	(2.5)	(0.7%)	3.7%	3.9%	4.2%	3.9%
Other compensation	17.9	4.4	4.4	4.4	4.4	17.7	18.4	19.1	19.9	5.2	5.2	5.2	5.2	20.7	0.1	(0.7)	(0.7)	(0.8)	(0.8)	(0.7%)	3.7%	3.9%	4.2%	3.9%
Benefits	23.8	5.9	5.9	5.9	5.9	23.7	24.5	25.5	26.6	6.9	6.9	6.9	6.9	27.6	0.2	(0.9)	(1.0)	(1.1)	(1.0)	(0.7%)	3.7%	3.9%	4.2%	3.9%
Travel & Entertainment	8.6	2.1	2.1	2.1	2.1	8.5	8.8	9.2	9.6	2.5	2.5	2.5	2.5	10.0	0.1	(0.3)	(0.3)	(0.4)	(0.4)	(0.7%)	3.7%	3.9%	4.2%	3.9%
Staff costs	76.5	19.7	19.7	19.7	19.7	78.8	81.7	84.9	88.5	23.0	23.0	23.0	23.0	91.9	(2.2)	(2.9)	(3.2)	(3.6)	(3.4)	2.9%	3.7%	3.9%	4.2%	3.9%
Other expenses	8.6	2.1	2.1	2.1	2.1	8.5	8.8	9.2	9.6	2.5	2.5	2.5	2.5	10.0	0.1	(0.3)	(0.3)	(0.4)	(0.4)	(0.7%)	3.7%	3.9%	4.2%	3.9%
Other professional service fees	14.3	3.6	3.6	3.6	3.6	14.2	14.7	15.3	16.0	4.1	4.1	4.1	4.1	16.6	0.1	(0.5)	(0.6)	(0.6)	(0.6)	(0.7%)	3.7%	3.9%	4.2%	3.9%
Recruitment fees	4.5	-	-	-	-	-	-	-	-	-	-	-	-	-	4.5	-	-	-	-	(100.0%)	-	-	-	-
Cost of services, Contractor	264.8	86.9	73.1	78.1	73.1	311.2	294.8	293.6	293.6	72.0	73.1	74.3	74.3	293.6	(46.4)	16.4	1.1	-	-	17.5%	(5.3%)	(0.4%)	-	-
People Cost (Incl. Consulting)	1,214.5	321.9	308.2	313.1	308.2	1,251.3	1,269.7	1,306.6	1,349.1	346.2	347.3	348.4	348.4	1,390.3	(36.8)	(18.4)	(36.9)	(42.5)	(41.2)	3.0%	1.5%	2.9%	3.3%	3.1%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	1,214.5	321.9	308.2	313.1	308.2	1,251.3	1,269.7	1,306.6	1,349.1	346.2	347.3	348.4	348.4	1,390.3	(36.8)	(18.4)	(36.9)	(42.5)	(41.2)	3.0%	1.5%	2.9%	3.3%	3.1%
Contribution	(1,214.5)	(321.9)	(308.2)	(313.1)	(308.2)	(1,251.3)	(1,269.7)	(1,306.6)	(1,349.1)	(346.2)	(347.3)	(348.4)	(348.4)	(1,390.3)	(36.8)	(18.4)	(36.9)	(42.5)	(41.2)	3.0%	1.5%	2.9%	3.3%	3.1%
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
HC B/f	20	20	20	20	20	20	20	20	20	20	20	20	20	20	-	-	-	-	-	-	-	-	-	-
Additions	1	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)	-	-	-	-	(100.0%)	-	-	-	-
Leavers	(1)	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	(100.0%)	-	-	-	-
Closing HC Developer	20	20	20	20	20	20	20	20	20	20	20	20	20	20	-	-	-	-	-	-	-	-	-	-
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	60.7/HC	16.1/HC	15.4/HC	15.7/HC	15.4/HC	62.6/HC	63.5/HC	65.3/HC	67.5/HC	17.3/HC	17.4/HC	17.4/HC	17.4/HC	69.5/HC	(1.8)/HC	(0.9)/HC	(1.8)/HC	(2.1)/HC	(2.1)/HC	3.0%	1.5%	2.9%	3.3%	3.1%
Contribution / Resource	(60.7)/HC	(16.1)/HC	(15.4)/HC	(15.7)/HC	(15.4)/HC	(62.6)/HC	(63.5)/HC	(65.3)/HC	(67.5)/HC	(17.3)/HC	(17.4)/HC	(17.4)/HC	(17.4)/HC	(69.5)/HC	(1.8)/HC	(0.9)/HC	(1.8)/HC	(2.1)/HC	(2.1)/HC	3.0%	1.5%	2.9%	3.3%	3.1%

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Sales - Indirect

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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	581.2	166.8	166.8	166.8	166.8	667.2	691.9	718.9	749.1	194.6	194.6	194.6	194.6	778.3	(86.1)	(24.7)	(27.0)	(30.2)	(29.2)	14.8%	3.7%	3.9%	4.2%	3.9%
Salaries Ers NI	80.2	23.0	23.0	23.0	23.0	92.1	95.5	99.2	103.4	26.9	26.9	26.9	26.9	107.4	(11.9)	(3.4)	(3.7)	(4.2)	(4.0)	14.8%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime	58.4	16.6	16.6	16.6	16.6	66.3	68.8	71.5	74.5	19.3	19.3	19.3	19.3	77.4	(7.9)	(2.5)	(2.7)	(3.0)	(2.9)	13.5%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	8.1	2.3	2.3	2.3	2.3	9.2	9.5	9.9	10.3	2.7	2.7	2.7	2.7	10.7	(1.1)	(0.3)	(0.4)	(0.4)	(0.4)	13.5%	3.7%	3.9%	4.2%	3.9%
Vacation Pay Provision	55.9	16.0	16.0	16.0	16.0	64.2	66.5	69.1	72.0	18.7	18.7	18.7	18.7	74.8	(8.3)	(2.4)	(2.6)	(2.9)	(2.8)	14.8%	3.7%	3.9%	4.2%	3.9%
Other compensation	17.4	5.0	5.0	5.0	5.0	20.0	20.8	21.6	22.5	5.8	5.8	5.8	5.8	23.3	(2.6)	(0.7)	(0.8)	(0.9)	(0.9)	14.8%	3.7%	3.9%	4.2%	3.9%
Benefits	23.2	6.7	6.7	6.7	6.7	26.7	27.7	28.8	30.0	7.8	7.8	7.8	7.8	31.1	(3.4)	(1.0)	(1.1)	(1.2)	(1.2)	14.8%	3.7%	3.9%	4.2%	3.9%
Travel & Entertainment	8.4	2.4	2.4	2.4	2.4	9.6	10.0	10.4	10.8	2.8	2.8	2.8	2.8	11.2	(1.2)	(0.4)	(0.4)	(0.4)	(0.4)	14.8%	3.7%	3.9%	4.2%	3.9%
Staff costs	54.6	15.8	15.8	15.8	15.8	63.0	65.4	67.9	70.8	18.4	18.4	18.4	18.4	73.5	(8.4)	(2.3)	(2.5)	(2.9)	(2.8)	15.4%	3.7%	3.9%	4.2%	3.9%
Other expenses	8.4	2.4	2.4	2.4	2.4	9.6	10.0	10.4	10.8	2.8	2.8	2.8	2.8	11.2	(1.2)	(0.4)	(0.4)	(0.4)	(0.4)	14.8%	3.7%	3.9%	4.2%	3.9%
Other professional service fees	14.0	4.0	4.0	4.0	4.0	16.0	16.6	17.3	18.0	4.7	4.7	4.7	4.7	18.7	(2.1)	(0.6)	(0.6)	(0.7)	(0.7)	14.8%	3.7%	3.9%	4.2%	3.9%
Recruitment fees	35.4	-	-	-	-	-	-	-	-	-	-	-	-	-	35.4	-	-	-	-	(100.0%)	-	-	-	-
Cost of services, Contractor	-	16.5	24.4	24.4	24.4	89.6	98.3	97.9	97.9	24.0	24.4	24.8	24.8	97.9	(89.6)	(8.6)	0.4	-	-	-	9.6%	(0.4%)	-	-
People Cost (Incl. Consulting)	945.2	277.5	285.4	285.4	285.4	1,133.6	1,180.8	1,222.7	1,269.9	328.4	328.8	329.2	329.2	1,315.6	(188.4)	(47.3)	(41.8)	(47.2)	(45.7)	19.9%	4.2%	3.5%	3.9%	3.6%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	945.2	277.5	285.4	285.4	285.4	1,133.6	1,180.8	1,222.7	1,269.9	328.4	328.8	329.2	329.2	1,315.6	(188.4)	(47.3)	(41.8)	(47.2)	(45.7)	19.9%	4.2%	3.5%	3.9%	3.6%
Contribution	(945.2)	(277.5)	(285.4)	(285.4)	(285.4)	(1,133.6)	(1,180.8)	(1,222.7)	(1,269.9)	(328.4)	(328.8)	(329.2)	(329.2)	(1,315.6)	(188.4)	(47.3)	(41.8)	(47.2)	(45.7)	19.9%	4.2%	3.5%	3.9%	3.6%
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
HC B/f	16	20	20	20	20	20	20	20	20	20	20	20	20	20	4	-	-	-	-	25.0%	-	-	-	-
Additions	4	-	-	-	-	-	-	-	-	-	-	-	-	-	(4)	-	-	-	-	(100.0%)	-	-	-	-
Leavers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing HC Developer	20	20	20	20	20	20	20	20	20	20	20	20	20	20	-	-	-	-	-	-	-	-	-	-
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	47.3/HC	13.9/HC	14.3/HC	14.3/HC	14.3/HC	56.7/HC	59.0/HC	61.1/HC	63.5/HC	16.4/HC	16.4/HC	16.5/HC	16.5/HC	65.8/HC	(9.4)/HC	(2.4)/HC	(2.1)/HC	(2.4)/HC	(2.3)/HC	19.9%	4.2%	3.5%	3.9%	3.6%
Contribution / Resource	(47.3)/HC	(13.9)/HC	(14.3)/HC	(14.3)/HC	(14.3)/HC	(56.7)/HC	(59.0)/HC	(61.1)/HC	(63.5)/HC	(16.4)/HC	(16.4)/HC	(16.5)/HC	(16.5)/HC	(65.8)/HC	(9.4)/HC	(2.4)/HC	(2.1)/HC	(2.4)/HC	(2.3)/HC	19.9%	4.2%	3.5%	3.9%	3.6%

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Marketing

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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	312.7	81.3	81.3	81.3	81.3	325.1	337.1	350.3	365.0	94.8	94.8	94.8	94.8	379.2	(12.4)	(12.0)	(13.1)	(14.7)	(14.2)	4.0%	3.7%	3.9%	4.2%	3.9%
Salaries Ers NI	43.2	11.2	11.2	11.2	11.2	44.9	46.5	48.3	50.4	13.1	13.1	13.1	13.1	52.3	(1.7)	(1.7)	(1.8)	(2.0)	(2.0)	4.0%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime	28.8	7.5	7.5	7.5	7.5	30.0	31.1	32.3	33.6	8.7	8.7	8.7	8.7	34.9	(1.1)	(1.1)	(1.2)	(1.4)	(1.3)	3.8%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	4.0	1.0	1.0	1.0	1.0	4.1	4.3	4.5	4.6	1.2	1.2	1.2	1.2	4.8	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	3.8%	3.7%	3.9%	4.2%	3.9%
Vacation Pay Provision	30.1	7.8	7.8	7.8	7.8	31.3	32.4	33.7	35.1	9.1	9.1	9.1	9.1	36.5	(1.2)	(1.2)	(1.3)	(1.4)	(1.4)	4.0%	3.7%	3.9%	4.2%	3.9%
Other compensation	9.4	2.4	2.4	2.4	2.4	9.8	10.1	10.5	10.9	2.8	2.8	2.8	2.8	11.4	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	4.0%	3.7%	3.9%	4.2%	3.9%
Benefits	12.5	3.3	3.3	3.3	3.3	13.0	13.5	14.0	14.6	3.8	3.8	3.8	3.8	15.2	(0.5)	(0.5)	(0.5)	(0.6)	(0.6)	4.0%	3.7%	3.9%	4.2%	3.9%
Travel & Entertainment	4.5	1.2	1.2	1.2	1.2	4.7	4.9	5.1	5.3	1.4	1.4	1.4	1.4	5.5	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	4.0%	3.7%	3.9%	4.2%	3.9%
Staff costs	41.7	10.8	10.8	10.8	10.8	43.3	44.9	46.7	48.7	12.6	12.6	12.6	12.6	50.5	(1.7)	(1.6)	(1.8)	(2.0)	(1.9)	4.0%	3.7%	3.9%	4.2%	3.9%
Other expenses	4.5	1.2	1.2	1.2	1.2	4.7	4.9	5.1	5.3	1.4	1.4	1.4	1.4	5.5	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)	4.0%	3.7%	3.9%	4.2%	3.9%
Other professional service fees	7.5	2.0	2.0	2.0	2.0	7.8	8.1	8.4	8.8	2.3	2.3	2.3	2.3	9.1	(0.3)	(0.3)	(0.3)	(0.4)	(0.3)	4.0%	3.7%	3.9%	4.2%	3.9%
Recruitment fees	6.4	-	-	-	-	-	-	-	-	-	-	-	-	-	6.4	-	-	-	-	(100.0%)	-	-	-	-
Cost of services, Contractor	25.2	14.6	14.6	14.6	14.6	58.5	59.0	58.7	58.7	14.4	14.6	14.9	14.9	58.7	(33.3)	(0.5)	0.2	-	-	132.1%	0.8%	(0.4%)	-	-
People Cost (Incl. Consulting)	530.5	144.3	144.3	144.3	144.3	577.1	596.7	617.5	641.0	165.6	165.9	166.1	166.1	663.7	(46.6)	(19.6)	(20.7)	(23.5)	(22.7)	8.8%	3.4%	3.5%	3.8%	3.5%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	530.5	144.3	144.3	144.3	144.3	577.1	596.7	617.5	641.0	165.6	165.9	166.1	166.1	663.7	(46.6)	(19.6)	(20.7)	(23.5)	(22.7)	8.8%	3.4%	3.5%	3.8%	3.5%
Contribution	(530.5)	(144.3)	(144.3)	(144.3)	(144.3)	(577.1)	(596.7)	(617.5)	(641.0)	(165.6)	(165.9)	(166.1)	(166.1)	(663.7)	(46.6)	(19.6)	(20.7)	(23.5)	(22.7)	8.8%	3.4%	3.5%	3.8%	3.5%
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
HC B/f	11	12	12	12	12	12	12	12	12	12	12	12	12	12	1	-	-	-	-	9.1%	-	-	-	-
Additions	1	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)	-	-	-	-	(100.0%)	-	-	-	-
Leavers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing HC Developer	12	12	12	12	12	12	12	12	12	12	12	12	12	12	-	-	-	-	-	-	-	-	-	-
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	44.2/HC	12.0/HC	12.0/HC	12.0/HC	12.0/HC	48.1/HC	49.7/HC	51.5/HC	53.4/HC	13.8/HC	13.8/HC	13.8/HC	13.8/HC	55.3/HC	(3.9)/HC	(1.6)/HC	(1.7)/HC	(2.0)/HC	(1.9)/HC	8.8%	3.4%	3.5%	3.8%	3.5%
Contribution / Resource	(44.2)/HC	(12.0)/HC	(12.0)/HC	(12.0)/HC	(12.0)/HC	(48.1)/HC	(49.7)/HC	(51.5)/HC	(53.4)/HC	(13.8)/HC	(13.8)/HC	(13.8)/HC	(13.8)/HC	(55.3)/HC	(3.9)/HC	(1.6)/HC	(1.7)/HC	(2.0)/HC	(1.9)/HC	8.8%	3.4%	3.5%	3.8%	3.5%

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HR

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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	724.8	190.6	190.6	190.6	190.6	762.6	790.8	821.6	856.1	222.4	222.4	222.4	222.4	889.5	(37.7)	(28.2)	(30.8)	(34.5)	(33.4)	5.2%	3.7%	3.9%	4.2%	3.9%
Salaries Ers NI	100.0	26.3	26.3	26.3	26.3	105.2	109.1	113.4	118.1	30.7	30.7	30.7	30.7	122.8	(5.2)	(3.9)	(4.3)	(4.8)	(4.6)	5.2%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime	73.2	19.2	19.2	19.2	19.2	76.7	79.6	82.7	86.1	22.4	22.4	22.4	22.4	89.5	(3.5)	(2.8)	(3.1)	(3.5)	(3.4)	4.8%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	10.1	2.6	2.6	2.6	2.6	10.6	11.0	11.4	11.9	3.1	3.1	3.1	3.1	12.4	(0.5)	(0.4)	(0.4)	(0.5)	(0.5)	4.8%	3.7%	3.9%	4.2%	3.9%
Vacation Pay Provision	69.7	18.3	18.3	18.3	18.3	73.3	76.0	79.0	82.3	21.4	21.4	21.4	21.4	85.5	(3.6)	(2.7)	(3.0)	(3.3)	(3.2)	5.2%	3.7%	3.9%	4.2%	3.9%
Other compensation	21.7	5.7	5.7	5.7	5.7	22.9	23.7	24.6	25.7	6.7	6.7	6.7	6.7	26.7	(1.1)	(0.8)	(0.9)	(1.0)	(1.0)	5.2%	3.7%	3.9%	4.2%	3.9%
Benefits	29.0	7.6	7.6	7.6	7.6	30.5	31.6	32.9	34.2	8.9	8.9	8.9	8.9	35.6	(1.5)	(1.1)	(1.2)	(1.4)	(1.3)	5.2%	3.7%	3.9%	4.2%	3.9%
Travel & Entertainment	10.5	2.7	2.7	2.7	2.7	11.0	11.4	11.9	12.3	3.2	3.2	3.2	3.2	12.8	(0.5)	(0.4)	(0.4)	(0.5)	(0.5)	5.2%	3.7%	3.9%	4.2%	3.9%
Staff costs	62.9	16.7	16.7	16.7	16.7	67.0	69.4	72.2	75.2	19.5	19.5	19.5	19.5	78.1	(4.1)	(2.5)	(2.7)	(3.0)	(2.9)	6.5%	3.7%	3.9%	4.2%	3.9%
Other expenses	10.5	2.7	2.7	2.7	2.7	11.0	11.4	11.9	12.3	3.2	3.2	3.2	3.2	12.8	(0.5)	(0.4)	(0.4)	(0.5)	(0.5)	5.2%	3.7%	3.9%	4.2%	3.9%
Other professional service fees	17.4	4.6	4.6	4.6	4.6	18.3	19.0	19.8	20.6	5.3	5.3	5.3	5.3	21.4	(0.9)	(0.7)	(0.7)	(0.8)	(0.8)	5.2%	3.7%	3.9%	4.2%	3.9%
Recruitment fees	21.9	-	-	-	-	-	-	-	-	-	-	-	-	-	21.9	-	-	-	-	(100.0%)	-	-	-	-
Cost of services, Contractor	44.6	17.9	17.9	17.9	17.9	71.5	72.1	71.8	71.8	17.6	17.9	18.2	18.2	71.8	(27.0)	(0.6)	0.3	-	-	60.5%	0.8%	(0.4%)	-	-
People Cost (Incl. Consulting)	1,196.2	315.2	315.2	315.2	315.2	1,260.6	1,305.2	1,353.0	1,406.8	364.4	364.6	364.9	364.9	1,458.8	(64.4)	(44.5)	(47.8)	(53.8)	(52.1)	5.4%	3.5%	3.7%	4.0%	3.7%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	1,196.2	315.2	315.2	315.2	315.2	1,260.6	1,305.2	1,353.0	1,406.8	364.4	364.6	364.9	364.9	1,458.8	(64.4)	(44.5)	(47.8)	(53.8)	(52.1)	5.4%	3.5%	3.7%	4.0%	3.7%
Contribution	(1,196.2)	(315.2)	(315.2)	(315.2)	(315.2)	(1,260.6)	(1,305.2)	(1,353.0)	(1,406.8)	(364.4)	(364.6)	(364.9)	(364.9)	(1,458.8)	(64.4)	(44.5)	(47.8)	(53.8)	(52.1)	5.4%	3.5%	3.7%	4.0%	3.7%
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
HC B/f	17	20	20	20	20	20	20	20	20	20	20	20	20	20	3	-	-	-	-	17.6%	-	-	-	-
Additions	3	-	-	-	-	-	-	-	-	-	-	-	-	-	(3)	-	-	-	-	(100.0%)	-	-	-	-
Leavers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing HC Developer	20	20	20	20	20	20	20	20	20	20	20	20	20	20	-	-	-	-	-	-	-	-	-	-
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	59.8/HC	15.8/HC	15.8/HC	15.8/HC	15.8/HC	63.0/HC	65.3/HC	67.6/HC	70.3/HC	18.2/HC	18.2/HC	18.2/HC	18.2/HC	72.9/HC	(3.2)/HC	(2.2)/HC	(2.4)/HC	(2.7)/HC	(2.6)/HC	5.4%	3.5%	3.7%	4.0%	3.7%
Contribution / Resource	(59.8)/HC	(15.8)/HC	(15.8)/HC	(15.8)/HC	(15.8)/HC	(63.0)/HC	(65.3)/HC	(67.6)/HC	(70.3)/HC	(18.2)/HC	(18.2)/HC	(18.2)/HC	(18.2)/HC	(72.9)/HC	(3.2)/HC	(2.2)/HC	(2.4)/HC	(2.7)/HC	(2.6)/HC	5.4%	3.5%	3.7%	4.0%	3.7%

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Gen Admin

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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	619.4	163.1	163.1	163.1	163.1	652.5	676.7	703.0	732.6	190.3	190.3	190.3	190.3	761.1	(33.1)	(24.1)	(26.4)	(29.5)	(28.6)	5.4%	3.7%	3.9%	4.2%	3.9%
Salaries Ers NI	85.5	22.5	22.5	22.5	22.5	90.0	93.4	97.0	101.1	26.3	26.3	26.3	26.3	105.0	(4.6)	(3.3)	(3.6)	(4.1)	(3.9)	5.4%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime	66.4	17.5	17.5	17.5	17.5	69.8	72.4	75.2	78.4	20.4	20.4	20.4	20.4	81.5	(3.5)	(2.6)	(2.8)	(3.2)	(3.1)	5.3%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	9.2	2.4	2.4	2.4	2.4	9.6	10.0	10.4	10.8	2.8	2.8	2.8	2.8	11.2	(0.5)	(0.4)	(0.4)	(0.4)	(0.4)	5.3%	3.7%	3.9%	4.2%	3.9%
Vacation Pay Provision	59.6	15.7	15.7	15.7	15.7	62.7	65.1	67.6	70.4	18.3	18.3	18.3	18.3	73.2	(3.2)	(2.3)	(2.5)	(2.8)	(2.7)	5.4%	3.7%	3.9%	4.2%	3.9%
Other compensation	18.6	4.9	4.9	4.9	4.9	19.6	20.3	21.1	22.0	5.7	5.7	5.7	5.7	22.8	(1.0)	(0.7)	(0.8)	(0.9)	(0.9)	5.4%	3.7%	3.9%	4.2%	3.9%
Benefits	24.8	6.5	6.5	6.5	6.5	26.1	27.1	28.1	29.3	7.6	7.6	7.6	7.6	30.4	(1.3)	(1.0)	(1.1)	(1.2)	(1.1)	5.4%	3.7%	3.9%	4.2%	3.9%
Travel & Entertainment	8.9	2.4	2.4	2.4	2.4	9.4	9.8	10.1	10.6	2.7	2.7	2.7	2.7	11.0	(0.5)	(0.3)	(0.4)	(0.4)	(0.4)	5.4%	3.7%	3.9%	4.2%	3.9%
Staff costs	67.1	17.7	17.7	17.7	17.7	70.9	73.5	76.4	79.6	20.7	20.7	20.7	20.7	82.7	(3.8)	(2.6)	(2.9)	(3.2)	(3.1)	5.7%	3.7%	3.9%	4.2%	3.9%
Other expenses	8.9	2.4	2.4	2.4	2.4	9.4	9.8	10.1	10.6	2.7	2.7	2.7	2.7	11.0	(0.5)	(0.3)	(0.4)	(0.4)	(0.4)	5.4%	3.7%	3.9%	4.2%	3.9%
Other professional service fees	14.9	3.9	3.9	3.9	3.9	15.7	16.3	16.9	17.6	4.6	4.6	4.6	4.6	18.3	(0.8)	(0.6)	(0.6)	(0.7)	(0.7)	5.4%	3.7%	3.9%	4.2%	3.9%
Recruitment fees	13.3	-	-	-	-	-	-	-	-	-	-	-	-	-	13.3	-	-	-	-	(100.0%)	-	-	-	-
Cost of services, Contractor	37.1	45.5	45.5	40.8	34.1	165.9	137.6	137.0	137.0	33.6	34.1	34.7	34.7	137.0	(128.8)	28.4	0.5	-	-	347.2%	(17.1%)	(0.4%)	-	-
People Cost (Incl. Consulting)	1,033.5	304.5	304.5	299.7	293.1	1,201.8	1,211.7	1,253.1	1,300.0	335.7	336.2	336.7	336.7	1,345.3	(168.2)	(10.0)	(41.4)	(46.9)	(45.4)	16.3%	0.8%	3.4%	3.7%	3.5%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	1,033.5	304.5	304.5	299.7	293.1	1,201.8	1,211.7	1,253.1	1,300.0	335.7	336.2	336.7	336.7	1,345.3	(168.2)	(10.0)	(41.4)	(46.9)	(45.4)	16.3%	0.8%	3.4%	3.7%	3.5%
Contribution	(1,033.5)	(304.5)	(304.5)	(299.7)	(293.1)	(1,201.8)	(1,211.7)	(1,253.1)	(1,300.0)	(335.7)	(336.2)	(336.7)	(336.7)	(1,345.3)	(168.2)	(10.0)	(41.4)	(46.9)	(45.4)	16.3%	0.8%	3.4%	3.7%	3.5%
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
HC B/f	17	20	20	20	20	20	20	20	20	20	20	20	20	20	3	-	-	-	-	17.6%	-	-	-	-
Additions	3	-	-	-	-	-	-	-	-	-	-	-	-	-	(3)	-	-	-	-	(100.0%)	-	-	-	-
Leavers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing HC Developer	20	20	20	20	20	20	20	20	20	20	20	20	20	20	-	-	-	-	-	-	-	-	-	-
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	51.7/HC	15.2/HC	15.2/HC	15.0/HC	14.7/HC	60.1/HC	60.6/HC	62.7/HC	65.0/HC	16.8/HC	16.8/HC	16.8/HC	16.8/HC	67.3/HC	(8.4)/HC	(0.5)/HC	(2.1)/HC	(2.3)/HC	(2.3)/HC	16.3%	0.8%	3.4%	3.7%	3.5%
Contribution / Resource	(51.7)/HC	(15.2)/HC	(15.2)/HC	(15.0)/HC	(14.7)/HC	(60.1)/HC	(60.6)/HC	(62.7)/HC	(65.0)/HC	(16.8)/HC	(16.8)/HC	(16.8)/HC	(16.8)/HC	(67.3)/HC	(8.4)/HC	(0.5)/HC	(2.1)/HC	(2.3)/HC	(2.3)/HC	16.3%	0.8%	3.4%	3.7%	3.5%

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Finance

Profit & Loss Statement - Line Summary Description ('000)	PY-2022	Year 1 - FY					Year 2 - FY	Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
		Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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	592.2	169.2	169.2	169.2	169.2	676.9	701.9	729.3	759.9	197.4	197.4	197.4	197.4	789.5	(84.7)	(25.0)	(27.4)	(30.6)	(29.6)	14.3%	3.7%	3.9%	4.2%	3.9%
Salaries Ers NI	81.7	23.4	23.4	23.4	23.4	93.4	96.9	100.6	104.9	27.2	27.2	27.2	27.2	109.0	(11.7)	(3.5)	(3.8)	(4.2)	(4.1)	14.3%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime	134.4	40.2	40.2	40.2	40.2	160.9	166.9	173.4	180.7	46.9	46.9	46.9	46.9	187.7	(26.5)	(6.0)	(6.5)	(7.3)	(7.0)	19.7%	3.7%	3.9%	4.2%	3.9%
Bonus & Overtime Ers NI	18.5	5.6	5.6	5.6	5.6	22.2	23.0	23.9	24.9	6.5	6.5	6.5	6.5	25.9	(3.7)	(0.8)	(0.9)	(1.0)	(1.0)	19.7%	3.7%	3.9%	4.2%	3.9%
Vacation Pay Provision	56.9	16.3	16.3	16.3	16.3	65.1	67.5	70.1	73.1	19.0	19.0	19.0	19.0	75.9	(8.1)	(2.4)	(2.6)	(2.9)	(2.8)	14.3%	3.7%	3.9%	4.2%	3.9%
Other compensation	17.8	5.1	5.1	5.1	5.1	20.3	21.1	21.9	22.8	5.9	5.9	5.9	5.9	23.7	(2.5)	(0.8)	(0.8)	(0.9)	(0.9)	14.3%	3.7%	3.9%	4.2%	3.9%
Benefits	23.7	6.8	6.8	6.8	6.8	27.1	28.1	29.2	30.4	7.9	7.9	7.9	7.9	31.6	(3.4)	(1.0)	(1.1)	(1.2)	(1.2)	14.3%	3.7%	3.9%	4.2%	3.9%
Travel & Entertainment	8.5	2.4	2.4	2.4	2.4	9.8	10.1	10.5	11.0	2.8	2.8	2.8	2.8	11.4	(1.2)	(0.4)	(0.4)	(0.4)	(0.4)	14.3%	3.7%	3.9%	4.2%	3.9%
Staff costs	50.4	13.8	13.8	13.8	13.8	55.2	57.2	59.4	61.9	16.1	16.1	16.1	16.1	64.3	(4.7)	(2.0)	(2.2)	(2.5)	(2.4)	9.4%	3.7%	3.9%	4.2%	3.9%
Other expenses	8.5	2.4	2.4	2.4	2.4	9.8	10.1	10.5	11.0	2.8	2.8	2.8	2.8	11.4	(1.2)	(0.4)	(0.4)	(0.4)	(0.4)	14.3%	3.7%	3.9%	4.2%	3.9%
Other professional service fees	14.2	4.1	4.1	4.1	4.1	16.3	16.9	17.5	18.3	4.7	4.7	4.7	4.7	19.0	(2.0)	(0.6)	(0.7)	(0.7)	(0.7)	14.3%	3.7%	3.9%	4.2%	3.9%
Recruitment fees	62.6	-	-	-	-	-	-	-	-	-	-	-	-	-	62.6	-	-	-	-	(100.0%)	-	-	-	-
Cost of services, Contractor	73.5	19.5	19.5	19.5	19.5	78.0	78.6	78.3	78.3	19.2	19.5	19.8	19.8	78.3	(4.5)	(0.6)	0.3	-	-	6.1%	0.8%	(0.4%)	-	-
People Cost (Incl. Consulting)	1,143.2	308.7	308.7	308.7	308.7	1,234.8	1,278.2	1,324.7	1,377.1	356.6	356.9	357.2	357.2	1,427.7	(91.7)	(43.4)	(46.5)	(52.3)	(50.7)	8.0%	3.5%	3.6%	4.0%	3.7%
Promotional & Marketing Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupancy Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional & Stats Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SG&A	1,143.2	308.7	308.7	308.7	308.7	1,234.8	1,278.2	1,324.7	1,377.1	356.6	356.9	357.2	357.2	1,427.7	(91.7)	(43.4)	(46.5)	(52.3)	(50.7)	8.0%	3.5%	3.6%	4.0%	3.7%
Contribution	(1,143.2)	(308.7)	(308.7)	(308.7)	(308.7)	(1,234.8)	(1,278.2)	(1,324.7)	(1,377.1)	(356.6)	(356.9)	(357.2)	(357.2)	(1,427.7)	(91.7)	(43.4)	(46.5)	(52.3)	(50.7)	8.0%	3.5%	3.6%	4.0%	3.7%
Contribution %age of Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
HC B/f	14	17	17	17	17	17	17	17	17	17	17	17	17	17	3	-	-	-	-	21.4%	-	-	-	-
Additions	3	-	-	-	-	-	-	-	-	-	-	-	-	-	(3)	-	-	-	-	(100.0%)	-	-	-	-
Leavers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing HC Developer	17	17	17	17	17	17	17	17	17	17	17	17	17	17	-	-	-	-	-	-	-	-	-	-
Client Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional Development Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Holidays Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hrs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Client Hrs Utilisation %age	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Realised Rate/Client Hr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue / Resource	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost / Resource	67.2/HC	18.2/HC	18.2/HC	18.2/HC	18.2/HC	72.6/HC	75.2/HC	77.9/HC	81.0/HC	21.0/HC	21.0/HC	21.0/HC	21.0/HC	84.0/HC	(5.4)/HC	(2.6)/HC	(2.7)/HC	(3.1)/HC	(3.0)/HC	8.0%	3.5%	3.6%	4.0%	3.7%
Contribution / Resource	(67.2)/HC	(18.2)/HC	(18.2)/HC	(18.2)/HC	(18.2)/HC	(72.6)/HC	(75.2)/HC	(77.9)/HC	(81.0)/HC	(21.0)/HC	(21.0)/HC	(21.0)/HC	(21.0)/HC	(84.0)/HC	(5.4)/HC	(2.6)/HC	(2.7)/HC	(3.1)/HC	(3.0)/HC	8.0%	3.5%	3.6%	4.0%	3.7%

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Customers Countries Concentration Report

Rank	Line Description	PY-2022	Year 1 - FY					Year 2 - FY					Year 3 - FY	Year 4 - FY	Year 5 - FY					Yr to Yr Δ					Yr to Yr Δ (%age)				
			Yr 1-Q1	Yr 1-Q2	Yr 1-Q3	Yr 1-Q4	Year 1 FY	Yr 2-Q1	Yr 2-Q2	Yr 2-Q3	Yr 2-Q4	Year 2 FY	Year 3 FY	Year 4 FY	Yr 5-Q1	Yr 5-Q2	Yr 5-Q3	Yr 5-Q4	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
	Top 25 Customers Countries Concentration																												
1	Romania	233.9	1,313.5	1,328.1	1,327.1	1,333.3	5,302.0	1,381.1	1,367.8	1,386.7	1,399.8	5,535.4	5,834.4	6,393.9	1,618.8	1,605.1	1,603.3	1,589.4	6,416.6	5,068.1	233.4	299.0	559.5	22.7	2166.9%	4.4%	5.4%	9.6%	0.4%
2	France	163.1	1,124.3	1,154.4	1,025.3	1,030.4	4,334.5	1,062.4	1,038.3	1,047.0	1,056.5	4,204.2	4,346.6	4,598.2	1,176.2	1,186.4	1,195.2	1,168.1	4,725.9	4,171.4	(130.3)	142.4	251.6	127.7	2558.2%	(3.0%)	3.4%	5.8%	2.8%
3	Italy	206.5	998.8	1,004.3	1,012.1	1,012.4	4,027.6	1,056.7	1,087.2	1,119.0	1,127.0	4,389.9	4,596.8	4,804.1	1,225.2	1,233.1	1,245.9	1,237.4	4,941.6	3,821.1	362.3	206.9	207.3	137.5	1850.9%	9.0%	4.7%	4.5%	2.9%
4	USA	455.4	967.3	962.2	958.8	919.7	3,808.0	939.6	947.3	977.1	966.7	3,830.7	4,009.3	4,422.3	1,095.3	1,101.1	1,102.6	1,101.9	4,401.0	3,352.5	22.7	178.7	413.0	(21.4)	736.1%	0.6%	4.7%	10.3%	(0.5%)
5	Morocco	395.8	815.2	949.0	959.0	945.6	3,668.8	996.2	1,023.3	1,066.8	1,085.0	4,171.3	4,380.6	4,588.2	1,185.4	1,191.6	1,193.6	1,179.1	4,749.8	3,273.1	502.5	209.4	207.5	161.6	827.0%	13.7%	5.0%	4.7%	3.5%
6	Ukraine	289.4	829.6	882.1	891.4	926.4	3,529.5	959.9	959.5	968.8	960.5	3,848.6	4,020.6	4,299.2	1,065.1	1,062.6	1,045.6	1,045.6	4,218.9	3,240.1	319.1	171.9	278.7	(80.3)	1119.6%	9.0%	4.5%	6.9%	(1.9%)
7	Poland	378.4	871.0	861.5	841.0	837.6	3,411.1	871.4	867.1	881.4	902.1	3,522.0	3,742.0	4,129.9	1,023.3	1,015.8	1,025.0	1,009.9	4,074.1	3,032.8	110.9	220.0	387.9	(55.9)	801.6%	3.2%	6.2%	10.4%	(1.4%)
8	Egypt	166.8	883.3	888.7	898.6	913.3	3,583.9	948.5	952.3	959.1	965.5	3,825.4	3,891.9	4,067.3	1,048.7	1,060.6	1,075.4	1,073.1	4,257.7	3,417.1	241.5	66.6	175.4	190.4	2048.8%	6.7%	1.7%	4.5%	4.7%
9	Australia	508.8	723.6	738.9	750.9	782.6	2,995.9	815.6	816.1	827.0	836.1	3,294.8	3,500.9	3,547.3	864.9	844.9	844.2	827.7	3,381.6	2,487.1	298.9	206.1	46.4	(165.7)	488.8%	10.0%	6.3%	1.3%	(4.7%)
10	Puerto Rico	259.7	701.4	703.6	704.3	712.1	2,821.4	743.3	741.7	763.4	774.7	3,023.1	3,308.5	3,674.8	901.6	901.5	901.9	886.5	3,591.6	2,561.7	201.7	285.4	366.3	(83.2)	986.4%	7.1%	9.4%	11.1%	(2.3%)
11	Indonesia	342.4	762.8	754.3	761.8	769.8	3,048.7	801.6	802.6	819.7	839.3	3,263.2	3,510.2	3,542.9	892.8	890.0	897.6	880.2	3,560.6	2,706.4	214.5	246.9	32.8	17.7	790.5%	7.0%	7.6%	0.9%	0.5%
12	Netherlands	176.4	684.9	726.3	718.5	714.8	2,844.5	752.4	762.0	771.5	764.9	3,050.9	3,100.2	3,234.3	816.8	818.7	814.4	782.3	3,232.2	2,668.1	206.4	49.3	134.1	(2.1)	1512.2%	7.3%	1.6%	4.3%	(0.1%)
13	Cameroon	136.4	687.1	696.3	701.2	714.3	2,798.9	742.4	746.6	777.1	779.9	3,046.0	3,180.9	3,362.8	851.7	863.3	865.1	850.3	3,430.2	2,662.5	247.1	134.8	181.9	67.4	1952.2%	8.8%	4.4%	5.7%	2.0%
14	Côte d'Ivoire	226.1	619.8	634.6	645.7	651.5	2,551.7	692.3	686.9	714.4	729.0	2,822.6	2,854.9	2,788.0	742.1	746.5	745.4	742.0	2,975.9	2,325.5	271.0	32.3	(66.9)	187.9	1028.3%	10.6%	1.1%	(2.3%)	6.7%
15	Ethiopia	305.9	610.7	620.3	617.0	623.0	2,471.0	646.1	648.0	650.9	663.1	2,608.1	2,782.6	2,837.0	733.3	712.7	701.2	688.1	2,835.3	2,165.1	137.1	174.5	54.4	(1.7)	707.8%	5.6%	6.7%	2.0%	(0.1%)
16	Rwanda	206.2	626.1	632.3	633.6	631.3	2,523.3	663.3	657.7	680.2	672.2	2,673.3	2,743.9	2,982.9	734.9	738.5	744.4	734.5	2,952.4	2,317.1	150.1	70.6	238.9	(30.5)	1124.0%	5.9%	2.6%	8.7%	(1.0%)
17	Sierra Leone	142.3	603.4	610.9	628.1	630.6	2,472.9	653.9	654.3	672.6	682.4	2,663.2	2,814.3	2,854.3	753.7	761.9	761.6	757.6	3,034.8	2,330.7	190.3	151.1	40.0	180.5	1638.4%	7.7%	5.7%	1.4%	6.3%
18	Belgium	151.0	593.0	588.1	587.6	595.2	2,363.9	637.4	635.2	659.6	665.6	2,597.9	2,666.7	2,735.9	696.3	696.1	703.4	703.4	2,799.2	2,212.9	234.0	68.8	69.2	63.4	1465.4%	9.9%	2.7%	2.6%	2.3%
19	Cuba	141.5	477.6	609.8	620.6	626.5	2,334.4	655.0	643.6	644.9	649.0	2,592.6	2,588.0	2,788.4	690.7	694.7	693.3	663.2	2,741.9	2,192.9	258.2	(4.5)	200.4	(46.6)	1549.9%	11.1%	(0.2%)	7.7%	(1.7%)
20	Germany	284.2	463.5	459.9	468.0	482.0	1,873.5	502.5	504.2	506.7	513.2	2,026.6	2,104.2	2,060.7	487.9	481.4	483.7	483.7	1,936.6	1,589.2	153.2	77.6	(43.6)	(124.1)	559.1%	8.2%	3.8%	(2.1%)	(6.0%)
21	Ghana	92.6	459.9	463.3	463.3	463.3	1,849.8	480.4	480.4	486.8	482.4	1,930.1	1,998.7	2,089.7	538.9	529.4	522.2	507.8	2,098.3	1,757.2	80.4	68.5	91.0	8.6	1898.3%	4.3%	3.5%	4.6%	0.4%
22	Canada	136.8	450.7	451.1	453.1	460.7	1,815.6	472.0	465.0	469.7	458.6	1,865.2	1,893.3	2,061.6	526.5	527.1	533.7	529.5	2,116.7	1,678.9	49.6	28.1	168.4	55.1	1227.7%	2.7%	1.5%	8.9%	2.7%
23	Southern Africa	209.3	389.6	435.7	441.8	441.9	1,709.0	460.2	474.6	492.5	482.7	1,910.0	1,907.8	1,941.2	488.5	495.3	497.3	494.7	1,975.7	1,499.8	200.9	(2.2)	33.4	34.6	716.7%	11.8%	(0.1%)	1.8%	1.8%
24	UK	21.9	385.2	401.4	408.2	409.5	1,604.3	434.8	434.9	440.8	439.7	1,750.2	1,866.5	1,935.5	470.4	477.0	475.8	471.9	1,895.2	1,582.5	145.8	116.4	69.0	(40.3)	7231.1%	9.1%	6.6%	3.7%	(2.1%)
25	Kenya	9.0	501.9	459.2	366.5	378.5	1,706.1	392.5	389.3	388.5	390.9	1,561.2	1,593.2	1,717.4	445.9	452.0	454.7	453.0	1,805.5	1,697.1	(144.9)	32.0	124.2	88.1	18890.8%	(8.5%)	2.1%	7.8%	5.1%
	Total Top 25 Customers Countries Concentration	5,639.4	17,544.2	18,016.3	17,883.5	18,006.3	71,450.3	18,761.4	18,786.2	19,172.1	19,286.8	76,006.5	79,237.1	83,457.9	21,074.8	21,087.2	21,126.3	20,861.1	84,149.4	65,810.9	4,556.2	3,230.6	4,220.8	691.5	1167.0%	6.4%	4.3%	5.3%	0.8%
	Non-top 25 customers total	25,185.8	3,579.0	4,382.4	4,618.8	4,210.6	16,790.7	4,535.5	4,733.2	4,162.9	4,459.1	17,890.7	19,058.6	20,557.0	4,223.6	3,811.4	3,792.5	3,717.6	15,545.2	(8,395.1)	1,100.1	1,167.8	1,498.5	(5,011.9)	(33.3%)	6.6%	6.5%	7.9%	(24.4%)
	Total Recurring Revenue	**30,825.2**	**21,123.2**	**22,398.7**	**22,502.3**	**22,216.8**	**88,241.0**	**23,297.0**	**23,519.4**	**23,334.9**	**23,745.9**	**93,897.3**	**98,295.7**	**104,014.9**	**25,298.5**	**24,898.6**	**24,918.8**	**24,578.7**	**99,694.5**	**57,415.8**	**5,656.3**	**4,398.4**	**5,719.2**	**(4,320.4)**	**186.3%**	**6.4%**	**4.7%**	**5.8%**	**(4.2%)**
	Existing	30,825.2	21,123.2	22,398.7	22,502.3	22,216.8	88,241.0	23,297.0	23,519.4	23,334.9	23,745.9	93,897.3	98,295.7	104,014.9	25,298.5	24,898.6	24,918.8	24,578.7	99,694.5	57,415.8	5,656.3	4,398.4	5,719.2	(4,320.4)	186.3%	6.4%	4.7%	5.8%	(4.2%)
	Pipeline	-	6,818.6	4,582.7	5,500.3	5,871.7	22,773.3	9,130.2	6,627.8	9,598.6	7,873.8	33,230.4	28,757.5	24,637.0	5,317.5	9,587.3	8,717.2	7,792.5	31,414.5	22,773.3	10,457.1	(4,472.9)	(4,120.5)	6,777.5	-	45.9%	(13.5%)	(14.3%)	27.5%
	Target	-	8,942.5	9,214.7	9,634.2	8,866.8	36,658.2	9,865.0	8,915.0	9,861.3	8,703.8	37,345.1	36,972.1	36,959.8	9,082.3	8,683.8	9,261.9	9,896.8	36,924.8	36,658.2	686.9	(373.0)	(12.3)	(35.0)	-	1.9%	(1.0%)	(0.0%)	(0.1%)
	Total Recurring Revenue	30,825.2	36,884.3	36,196.1	37,636.8	36,955.3	147,672.5	42,292.2	39,062.2	42,794.8	40,323.5	164,472.8	164,025.3	165,611.7	39,698.3	43,169.7	42,897.9	42,268.0	168,033.8	116,847.3	16,800.3	(447.5)	1,586.4	2,422.1	379.1%	11.4%	(0.3%)	1.0%	1.5%
	Check																												
	%age Mix of total recurring revenue																												
	Top 25%	*18.3%*	*47.6%*	*49.8%*	*47.5%*	*48.7%*	*48.4%*	*44.4%*	*48.1%*	*44.8%*	*47.8%*	*46.2%*	*48.3%*	*50.4%*	*53.1%*	*48.8%*	*49.2%*	*49.4%*	*50.1%*	*30.1%*	*(2.2%)*	*2.1%*	*2.1%*	*(0.3%)*					
	Non-top 25%	*81.7%*	*9.7%*	*12.1%*	*12.3%*	*11.4%*	*11.4%*	*10.7%*	*12.1%*	*9.7%*	*11.1%*	*10.9%*	*11.6%*	*12.4%*	*10.6%*	*8.8%*	*8.8%*	*8.8%*	*9.3%*	*(70.3%)*	*(0.5%)*	*0.7%*	*0.8%*	*(3.2%)*					
	Existing	100.0%	57.3%	61.9%	59.8%	60.1%	59.8%	55.1%	60.2%	54.5%	58.9%	57.1%	59.9%	62.8%	63.7%	57.7%	58.1%	58.1%	59.3%	(40.2%)	(2.7%)	2.8%	2.9%	(3.5%)					
	Pipeline	-	18.5%	12.7%	14.6%	15.9%	15.4%	21.6%	17.0%	22.4%	19.5%	20.2%	17.5%	14.9%	13.4%	22.2%	20.3%	18.4%	18.7%	15.4%	4.8%	(2.7%)	(2.7%)	3.8%					
	Target	-	24.2%	25.5%	25.6%	24.0%	24.8%	23.3%	22.8%	23.0%	21.6%	22.7%	22.5%	22.3%	22.9%	20.1%	21.6%	23.4%	22.0%	24.8%	(2.1%)	(0.2%)	(0.2%)	(0.3%)					
	Total Recurring Revenue	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	-	-	-	-	-					