

BETTER TIMES AHEAD, Inc.

	3/15/2020		4/15/2020		5/15/2020		6/15/2020		12/31/2020	
BALANCE SHEET										
Cash & Cash Equivalents	680,000	8%	1,259,025	15%	81,428	1%	1,673,495	21%	631,167	8%
Account Receivables	3,100,000	38%	3,225,000	40%	3,550,000	44%	3,745,250	46%	3,250,000	40%
Inventory	4,355,000	54%	4,550,975	56%	5,006,073	62%	5,156,255	63%	4,875,000	60%
Current Assets	8,135,000		9,035,000		8,637,500		10,575,000		8,756,167	
Fixed Assets	15,500,000		15,375,000		15,265,000		15,075,000		15,212,000	
Line of Credit	2,450,000	42%	2,450,000	42%	2,450,000	42%	2,950,000	51%	2,950,000	51%
Accounts Payable	2,850,000	49%	2,750,000	47%	2,550,000	44%	2,550,000	44%	2,450,000	42%
Accrued Expenses, Other	525,000	9%	575,000	10%	600,000	10%	550,000	9%	550,000	9%
Current Liabilities	5,825,000		5,775,000		5,600,000		6,050,000		5,950,000	
PPP Loan	-		1,000,000		1,000,000		620,000		506,667	
Main Street Loan	-		-		-		1,500,000		1,500,000	
Long-term Debt	6,000,000		6,000,000		6,000,000		6,300,000		5,680,000	
Total Debt	6,000,000		7,000,000		7,000,000		8,420,000		7,686,667	
Working Capital	2,310,000	1.40	3,260,000	1.56	3,037,500	1.54	4,525,000	1.75	2,806,167	1.47

	3/15/2020		4/15/2020		5/15/2020		6/15/2020		12/31/2020	
INCOME STATEMENT (YTD)										
Net Sales	6,750,000	100%	7,250,000	100%	8,250,000	100%	9,250,000	100%	17,250,000	100%
COGS	4,590,000	68%	5,075,000	70%	5,857,500	71%	6,660,000	72%	12,075,000	70%
Gross Profit	2,160,000	32%	2,175,000	30%	2,392,500	29%	2,590,000	28%	5,175,000	30%
SGA (Excluding Interest)	1,750,000	26%	2,475,000	34%	3,025,000	37%	3,425,000	37%	6,575,000	38%
Depreciation	475,000	7%	665,000	9%	855,000	10%	1,045,000	11%	1,463,000	8%
Operating Profit	410,000	6%	(300,000)	-4%	(632,500)	-8%	(835,000)	-9%	(1,400,000)	-8%
EBITDA	885,000	13%	365,000	5%	222,500	3%	210,000	2%	63,000	0%

	3/15/2020		4/15/2020		5/15/2020		6/15/2020		12/31/2020	
OTHER ASSUMPTIONS & KPI's										
Capex	350,000	5%	415,000	6%	495,000	6%	495,000	5%	1,050,000	6%
Interest on Debt	-		-		-		-		283,500	
DSO	34 days		47 days		59 days		68 days		69 days	
DSI	71 days		95 days		116 days		129 days		148 days	
DPO	47 days		57 days		59 days		64 days		74 days	
EBITDA Ratio	1.41		5.59		11.80		18.38		122.01	

4.50%

BETTER TIMES AHEAD, Inc.

	4/15/2020	5/15/2020	6/15/2020	12/31/2020
STATEMENT OF CASH FLOW [cumulative]				
Operating Cash				
Operating Profit	(300,000)	(632,500)	(835,000)	(1,400,000)
Interest	-	-	-	(283,500)
Depreciation	665,000	855,000	1,045,000	1,463,000
Accounts Receivable	(125,000)	(450,000)	(645,250)	(150,000)
Inventory	(195,975)	(651,073)	(801,255)	(520,000)
Accounts Payable	(100,000)	(300,000)	(300,000)	(400,000)
Accrued Expenses	50,000	75,000	25,000	25,000
Cash from (used) in operations	(5,975)	(1,103,573)	(1,511,505)	(1,265,500)
Investing				
CapEx	(415,000)	(495,000)	(495,000)	(1,050,000)
Cash used in investing	(415,000)	(495,000)	(495,000)	(1,050,000)
Financing				
LOC (Draws)	-	-	500,000	500,000
LOC (Repayments)	-	-	-	-
PPP Loan (Proceeds)	1,000,000	1,000,000	1,000,000	1,000,000
PPP Loan (Payments)	-	-	-	(113,333)
PPP Loan (Forgiveness)	-	-	-	-
Main Street Program (Proceeds)	-	-	1,500,000	1,500,000
Main Street Program (Payments)	-	-	-	-
LT Debt (Proceeds)	-	-	-	-
LT Debt (Payments)	-	-	-	(620,000)
Cash from financing	1,000,000	1,000,000	3,000,000	2,266,667
Net Increase (Decrease) in cash	579,025	(598,573)	993,495	(48,833)
Cash at Beginning of Period	680,000	680,000	680,000	680,000
Cash at End of Period	1,259,025	81,428	1,673,495	631,167