Fair Market Asset Valuation

Limited Scope Report

Valuation of a 100% Asset Interest in:

Any Company, Inc.

5525 Main Street Atlantic Highlands, NJ 07716

As of January 2, 2020

Prepared by:



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January 10, 2020

Mr. John Jones President Any Company, Inc. 5525 Main Street Atlantic Highlands, NJ 07716

Dear Mr. Jones,

We have been engaged to determine the Fair Market Value of the assets of Any Company, Inc. The valuation was prepared to determine the market value of the company to prepare the business for sale. The valuation was prepared as of January 2, 2020, which is the most recent date that financial information was available. This report is a limited scope valuation and is subject to the Statement of General Assumptions and Limiting Conditions.

The term "Fair Market Value" is defined by the American Society of Appraisers as "the amount at which property would change hands between a willing seller and a willing buyer when neither is acting under compulsion and when both have reasonable knowledge of the relevant facts." The value takes into consideration that reasonable time is allowed for exposure in the open market.

Based on review of the financial information provided, we have estimated the Fair Market Value of the assets of Any Company, Inc. as of January 2, 2020 to be:

Breakdown of Tangible and Intai	ngible Assets
Net Tangible Assets Intangible Assets	\$1,250,000 \$8,325,000
Fair Market Value of Assets	\$9,575,000

The Fair Market Value was determined based on the assets included with the sale and the normalization of the income statements provided. The information provided in this report by management, employees and third parties was believed to be reliable.

Certification:

We hereby certify to the best of our knowledge and belief:

The statements of fact contained in this report are true and correct.

The reported analysis, opinions, and conclusions are limited only by the reported assumptions and limiting conditions, and is the personal, impartial, unbiased, and professional opinions and conclusions of the undersigned.

We have no personal interest or bias with respect to the subject matter of this report or the parties involved.

Our compensation for the engagement is no way contingent upon the value reported or upon a predetermined value.

Joseph Caputo and Julie Martino provided professional assistance to the person(s) signing this report.

Sincerely,

Scott C. McMahon, ASA, MBA, MRICS Accredited Senior Appraiser in Business Valuation MR Valuation Consulting, LLC

Purpose and Objective

We have been engaged to estimate the Fair Market Value of 100 percent ownership interest in the tangible and intangible assets of Any Company, Inc. as of January 2, 2020. This valuation was performed for the purpose of providing an independent valuation to assist the client in the potential sale of the company. Our report is subject to the attached Statement of General Assumptions and Limiting Conditions. The report is intended for the use by the subject company, its owners, and its professional advisors, and shall not be disseminated to any party other than the client or an intended user. This report is not to be used as a basis for financial loans, estate planning, or any other purpose other than a sale or purchase of a company.

Definition of Fair Market Value

The most widely recognized and accepted standard of value is Fair Market Value. For purposes of this valuation, we define Fair Market Value as "the amount at which the property would change hands between a willing seller and a willing buyer when neither is acting under compulsion and when both have reasonable knowledge of the relevant facts." This definition comports to that found in the tax code and in Revenue Ruling 59-60.

Scope of the Engagement

This valuation is a summary report providing an estimate of the Fair Market Value of Any Company, Inc. At the request of the client, we have foregone a Comprehensive Narrative Report under Revenue Ruling 59-60. We have not performed a site survey; however, we have been provided with sufficient information from our client with respect to the facilities and characteristics of the subject company. This report does not include a formal industry analysis. There were no restrictions or limitations on the scope of work or data available for our analysis. We have relied on the financial information and normalization adjustments provided by the client. We have not audited the ledgers, journals and financial data supporting the financial statements. In preparing the summary report we reviewed the following financial information, documents and websites:

- Federal Tax Returns for 2016 through 2018
- Balance Sheet as of December 31, 2019
- Income Statement as of December 31, 2019
- National and Regional Federal District Reserve Report at http://www.federalreserve.gov/FOMC/BeigeBook/2019/
- Duff & Phelps Cost of Capital Navigator
- SIC and NAICS Description at http://www.census.gov/epcd/naics02/N02TOS87.HTM
- Twenty-year treasury rate at http://www.ustreas.gov/offices/domestic-finance/debt-management/interest-rate/ltcompositeindex.shtml
- Prime rate per http://www.nfsn.com/library/prime.htm#chart
- Comparable sales data from Pratt's Stats at http://www.bvmarketdata.com/

Pertinent Company Information

Any Company, Inc. began operations in October 1992 is located in Atlantic Highlands, New Jersey. The company's president, Jonathan J. Jones, owns 100 percent of the company's outstanding stock. The company is a distributor of fasteners to industrial manufacturing companies.

The company's market area is national, targeting small to medium sized commercial manufacturing companies. Any Company, Inc. has approximately 275 customers, two of which represent approximately 20 percent of the revenue base.

Any Company, Inc. has 24 full-time and 4 part time employees. The company offers medical, dental, life insurance, and workers' compensation insurance. Its hours of operation are Monday through Friday from 8:00 AM to 5:00 PM and Saturday from 9:00 AM to 2:00 PM.

The company's Fiscal Year End is December 31. There are no lawsuits, environmental issues, or tax liens are reported. The owner is willing to train the buyer for 26 weeks without charge and has not expressed interest in staying with the company after it is sold.

The company's primary NAICS code is 423710: Hardware Merchant Wholesalers. A brief summary of this NAICS code is detailed below.

U.S. Census Bureau

NAICS Code 423710: Hardware Merchant Wholesalers

This industry comprises establishments primarily engaged in the merchant wholesale distribution of hardware, knives, or hand tools.

Summary of Indicated Value by Asset Classification

Our opinion of Fair Market Value was determined on a going concern basis stated as the gross asset value of the company's Tangible and Intangible Assets. Value as a going concern is defined as a mass assemblage of income producing assets valued in continued use. However, the actual value can only be determined by bona fide negotiations between a willing buyer and seller in an arm's length transaction. Our analysis is based upon accepted valuation approaches as well as economic conditions present at the date of the valuation. It is our opinion that the Fair Market Value of 100 percent of the Tangible and Intangible Assets of Any Company, Inc. as of January 2, 2020 is:

Breakdown of Tangible and	Intangible Assets
Net Tangible Assets	\$1,250,000
Intangible Assets	\$8,325,000
Fair Market Value of Assets	\$9,575,000

The Tangible Assets included in the sale are presented on page 11 of this report. These assets consist of accounts receivable, inventory, furniture and fixtures, vehicles, and other equipment owned by the company. Intangible Assets can be defined as technology related, customer related, contract related, as well as having a competent employee base. These consist of identifiable assets such as trademarks, patents, and copyrights as well as other types of intangible assets related to the employee base, customer base, suppliers, or proprietary knowledge that create additional enterprise value.

Value Synthesis and Summary of Indicated Values

In the Fair Market Valuation Analysis section of the report, there are detailed explanations of the methodologies used to derive the value conclusion. We considered the Asset, Income, and Market Approaches in estimating the value of the subject company. A summary of the various methods used in the valuation and the respective weighting of each approach is presented below.

Summary of Valuation Approaches & Methods					
Asset Based Approach	Indicated Value	Weighted Percent <mark>a</mark> ge	Weighted Value		
Book Value Method	N/A	0.0%	\$0		
Fair Market Value of Fixed Assets	\$1,250,000	0.0%	\$0		
Income Based Approach					
Single Period Capitalization Method	\$9,557,815	45.0%	\$4,301,000		
Excess Earnings Method	\$7,861,655	10.0%	\$787,000		
Market Based Approach					
MVIC/Revenue Indicated Value	\$10,318,018	15.0%	\$1,548,000		
MVIC/SDCF Indicated Value	\$9,620,840	15.0%	\$1,443,000		
MVIC/Normalized EBITDA Value	\$9,975,969	15.0%	\$1,496,000		
Fair Market Value of Total Assets		100.0%	\$9,575,000		
Fair Market Value of Total Assets (Rounde d)		\$9,575,000		

Indicated Value and Hypothetical Financial Structure

The financial structure can be broken down into five distinct components including a down payment by the purchaser, seller financing, assumed payables, assumed debt, and newly created commercial financing. Any payables or debt assumed by the buyer in the transaction will reduce the net proceeds received by the seller. Seller financing can contribute to successfully closing the transaction. Normally, the owner will provide some level of seller financing and the financing will consist of both seller and bank financing. Additionally, buyers may assume existing debt or accounts payable of the seller. The chart below depicts a proposed structure for the transaction.

Financial Structure:	
Equity Down Payment	\$ 2,393,800
Seller Financing	\$ 2,393,800
Commercial Financing	\$ 4,787,500
Assumption of Long-Term Debt	\$ -
Indicated Value	\$ 9,575,000

Price Validation & Analysis of Return on Down Payment

We tested the final indication of value with a Price Validation & Analysis of the Return on Down Payment to determine if the buyer can afford to purchase the business under the proposed structure. The Price Validation compares the expected sustainable cash flow of the company with the debt service on the proposed financing, capital expenditures, and a normal replacement salary to determine if there is a reasonable return on the purchaser's down payment. This is a means of testing if the indicated value is reasonable. If the cash flow remaining after debt service provides what a buyer believes to be a reasonable return on the down payment required, then a buyer will feel justified in taking on the risk of owning the new business. If a buyer cannot pay for the business out of the operational cash flows of the company and receive a reasonable return, the business will not be attractive to a typical buyer.

The following projections are based upon the indicated Fair Market Value of the subject assets. Certain assumptions were made with respect to a hypothetical down payment and debt structure as well as estimating a term and interest rate to determine the debt service on the proposed financing. The chart below shows the estimated Return on Down Payment available to a buyer after the required debt service, capital expenditures, and a normal salary are met.

Price Validation & Analysis of Return on I	lown Payment
Tire valuation & Analysis of Return on I	own rayment
Debt Service Assumptions:	
Interest Rate:	6.0%
Weighted Average Term in Years	10
Structure of Financing	
Fair Market Value of Assets	\$9,575,000
Less: Down Payment	\$2,393,800
Less: Assumed Long-Term Debt	\$0
Total Seller and Commercial Finance Debt	\$7,181,200
Analysis of Cash Outflow	
Estimated Annual Sustainable Cash Flow:	\$2,467,000
Less: Annual Debt Service (Seller + Commercial)	\$976,000
Less: Annual Capital Expenditures	\$75,000
Less: Owner / Manager Salary	\$250,000
Total Cash Outflow Requirements	\$1,301,000
Cash Flow Remaining	\$1,166,000
Annual Return on Down Payment (1st Year)	48.7%

Presented below is a chart showing the estimated cash remaining after the proposed Debt Service is paid as well as a Loan Amortization schedule for the proposed debt. The cash available after debt service can be used for capital expenditures, working capital needs, and a salary for the new owner.

Debt Service and Loan Amortization

Debt	Service and I	Loan Amortiza	ntion Analysis		
Debt Service Assumptions:					
Annual Interest Rate		6.0%			
Weighted Average Finance Term in Year	ς.	10			
Estimated Annual Sustainable Cash Flow		\$2,467,000			
Estimated Annual Growth in Cash Flow		3%			
Monthly Payment		\$81,333			
Annual Payment		\$976,000			
,					
Structure of Financing:					
Buyer Cash Down Payment		25.0%	\$2,393,750		
Commercial Financing		50.0%	\$4,787,500		
Seller Financing		25.0%			
Assumed Long-Term Debt		0.0%	\$0		
Fair Market Value of Assets:		100.0%	\$9,575,000		
Total Debt Financed:		75.0%	\$7,181,250		
		_			
Debt Service			Year Amortizati		_
Year:	. 1	2	3	4	5
Estimated Cash Flow	\$2,467,000	\$2,541,010	\$2,617,240	\$2,695,758	\$2,776,630
Estimated Cash Flow Annual Debt Service	\$2,467,000 \$976,000	\$2,541,010 \$976,000	\$2,617,240 \$976,000	\$2,695,758 \$976,000	\$2,776,630 \$976,000
Estimated Cash Flow Annual Debt Service Capital Expenditures	\$2,467,000 \$976,000 \$75,000	\$2,541,010 \$976,000 \$75,000	\$2,617,240 \$976,000 \$75,000	\$2,695,758 \$976,000 \$75,000	\$2,776,630 \$976,000 \$75,000
Estimated Cash Flow Annual Debt Service	\$2,467,000 \$976,000	\$2,541,010 \$976,000	\$2,617,240 \$976,000	\$2,695,758 \$976,000	\$2,776,630 \$976,000
Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX	\$2,467,000 \$976,000 \$75,000 \$1,416,000	\$2,541,010 \$976,000 \$75,000 \$1,490,010	\$2,617,240 \$976,000 \$75,000 \$1,566,240	\$2,695,758 \$976,000 \$75,000 \$1,644,758	\$2,776,630 \$976,000 \$75,000 \$1,725,630
Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX Beginning Principal Balance	\$2,467,000 \$976,000 \$75,000 \$1,416,000 \$7,181,250	\$2,541,010 \$976,000 \$75,000 \$1,490,010 \$6,636,423	\$2,617,240 \$976,000 \$75,000 \$1,566,240 \$6,058,907	\$2,695,758 \$976,000 \$75,000 \$1,644,758	\$2,776,630 \$976,000 \$75,000 \$1,725,630 \$4,797,842
Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX Beginning Principal Balance Annual Principal Payments	\$2,467,000 \$976,000 \$75,000 \$1,416,000 \$7,181,250 \$544,827	\$2,541,010 \$976,000 \$75,000 \$1,490,010 \$6,636,423 \$577,516	\$2,617,240 \$976,000 \$75,000 \$1,566,240 \$6,058,907 \$612,167	\$2,695,758 \$976,000 \$75,000 \$1,644,758 \$5,446,739 \$648,897	\$2,776,630 \$976,000 \$75,000 \$1,725,630 \$4,797,842 \$687,831
Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX Beginning Principal Balance	\$2,467,000 \$976,000 \$75,000 \$1,416,000 \$7,181,250	\$2,541,010 \$976,000 \$75,000 \$1,490,010 \$6,636,423	\$2,617,240 \$976,000 \$75,000 \$1,566,240 \$6,058,907	\$2,695,758 \$976,000 \$75,000 \$1,644,758	\$2,776,630 \$976,000 \$75,000 \$1,725,630 \$4,797,842
Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX Beginning Principal Balance Annual Principal Payments Ending Principal Balance	\$2,467,000 \$976,000 \$75,000 \$1,416,000 \$7,181,250 \$544,827 \$6,636,423	\$2,541,010 \$976,000 \$75,000 \$1,490,010 \$6,636,423 \$577,516 \$6,058,907	\$2,617,240 \$976,000 \$75,000 \$1,566,240 \$6,058,907 \$612,167 \$5,446,739	\$2,695,758 \$976,000 \$75,000 \$1,644,758 \$5,446,739 \$648,897 \$4,797,842	\$2,776,630 \$976,000 \$75,000 \$1,725,630 \$4,797,842 \$687,831 \$4,110,011
Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX Beginning Principal Balance Annual Principal Payments Ending Principal Balance Year:	\$2,467,000 \$976,000 \$75,000 \$1,416,000 \$7,181,250 \$544,827 \$6,636,423	\$2,541,010 \$976,000 \$75,000 \$1,490,010 \$6,636,423 \$577,516 \$6,058,907	\$2,617,240 \$976,000 \$75,000 \$1,566,240 \$6,058,907 \$612,167 \$5,446,739	\$2,695,758 \$976,000 \$75,000 \$1,644,758 \$5,446,739 \$648,897 \$4,797,842	\$2,776,630 \$976,000 \$75,000 \$1,725,630 \$4,797,842 \$687,831 \$4,110,011
Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX Beginning Principal Balance Annual Principal Payments Ending Principal Balance Year: Estimated Cash Flow	\$2,467,000 \$976,000 \$75,000 \$1,416,000 \$7,181,250 \$544,827 \$6,636,423	\$2,541,010 \$976,000 \$75,000 \$1,490,010 \$6,636,423 \$577,516 \$6,058,907 7 \$2,945,727	\$2,617,240 \$976,000 \$75,000 \$1,566,240 \$6,058,907 \$612,167 \$5,446,739 8 \$3,034,099	\$2,695,758 \$976,000 \$75,000 \$1,644,758 \$5,446,739 \$648,897 \$4,797,842 \$9 \$3,125,122	\$2,776,630 \$976,000 \$75,000 \$1,725,630 \$4,797,842 \$687,831 \$4,110,011 10 \$3,218,875
Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX Beginning Principal Balance Annual Principal Payments Ending Principal Balance Year: Estimated Cash Flow Annual Debt Service	\$2,467,000 \$976,000 \$75,000 \$1,416,000 \$7,181,250 \$544,827 \$6,636,423 6 \$2,859,929 \$975,702	\$2,541,010 \$976,000 \$75,000 \$1,490,010 \$6,636,423 \$577,516 \$6,058,907 7 \$2,945,727 \$975,702	\$2,617,240 \$976,000 \$75,000 \$1,566,240 \$6,058,907 \$612,167 \$5,446,739 8 \$3,034,099 \$975,702	\$2,695,758 \$976,000 \$75,000 \$1,644,758 \$5,446,739 \$648,897 \$4,797,842 \$9 \$3,125,122 \$975,702	\$2,776,630 \$976,000 \$75,000 \$1,725,630 \$4,797,842 \$687,831 \$4,110,011 10 \$3,218,875 \$920,473
Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX Beginning Principal Balance Annual Principal Payments Ending Principal Balance Year: Estimated Cash Flow	\$2,467,000 \$976,000 \$75,000 \$1,416,000 \$7,181,250 \$544,827 \$6,636,423 6 \$2,859,929 \$975,702 \$75,000	\$2,541,010 \$976,000 \$75,000 \$1,490,010 \$6,636,423 \$577,516 \$6,058,907 7 \$2,945,727 \$975,702 \$75,000	\$2,617,240 \$976,000 \$75,000 \$1,566,240 \$6,058,907 \$612,167 \$5,446,739 8 \$3,034,099 \$975,702 \$75,000	\$2,695,758 \$976,000 \$75,000 \$1,644,758 \$5,446,739 \$648,897 \$4,797,842 \$9 \$3,125,122 \$975,702 \$75,000	\$2,776,630 \$976,000 \$75,000 \$1,725,630 \$4,797,842 \$687,831 \$4,110,011 10 \$3,218,875 \$920,473 \$75,000
Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX Beginning Principal Balance Annual Principal Payments Ending Principal Balance Year: Estimated Cash Flow Annual Debt Service Capital Expenditures	\$2,467,000 \$976,000 \$75,000 \$1,416,000 \$7,181,250 \$544,827 \$6,636,423 6 \$2,859,929 \$975,702	\$2,541,010 \$976,000 \$75,000 \$1,490,010 \$6,636,423 \$577,516 \$6,058,907 7 \$2,945,727 \$975,702	\$2,617,240 \$976,000 \$75,000 \$1,566,240 \$6,058,907 \$612,167 \$5,446,739 8 \$3,034,099 \$975,702	\$2,695,758 \$976,000 \$75,000 \$1,644,758 \$5,446,739 \$648,897 \$4,797,842 \$9 \$3,125,122 \$975,702	\$2,776,630 \$976,000 \$75,000 \$1,725,630 \$4,797,842 \$687,831 \$4,110,011 10 \$3,218,875 \$920,473
Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX Beginning Principal Balance Annual Principal Payments Ending Principal Balance Year: Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX	\$2,467,000 \$976,000 \$75,000 \$1,416,000 \$7,181,250 \$544,827 \$6,636,423 6 \$2,859,929 \$975,702 \$75,000	\$2,541,010 \$976,000 \$75,000 \$1,490,010 \$6,636,423 \$577,516 \$6,058,907 7 \$2,945,727 \$975,702 \$75,000	\$2,617,240 \$976,000 \$75,000 \$1,566,240 \$6,058,907 \$612,167 \$5,446,739 8 \$3,034,099 \$975,702 \$75,000	\$2,695,758 \$976,000 \$75,000 \$1,644,758 \$5,446,739 \$648,897 \$4,797,842 \$9 \$3,125,122 \$975,702 \$75,000	\$2,776,630 \$976,000 \$75,000 \$1,725,630 \$4,797,842 \$687,831 \$4,110,011 10 \$3,218,875 \$920,473 \$75,000
Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX Beginning Principal Balance Annual Principal Payments Ending Principal Balance Year: Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX Beginning Principal Balance	\$2,467,000 \$976,000 \$75,000 \$1,416,000 \$1,416,000 \$544,827 \$6,636,423 6 \$2,859,929 \$975,702 \$75,000 \$1,809,227	\$2,541,010 \$976,000 \$75,000 \$1,490,010 \$6,636,423 \$577,516 \$6,058,907 7 \$2,945,727 \$975,702 \$75,000 \$1,895,025	\$2,617,240 \$976,000 \$75,000 \$1,566,240 \$6,058,907 \$612,167 \$5,446,739 8 \$3,034,099 \$975,702 \$75,000 \$1,983,397	\$2,695,758 \$976,000 \$75,000 \$1,644,758 \$5,446,739 \$648,897 \$4,797,842 \$9 \$3,125,122 \$975,702 \$75,000 \$2,074,420	\$2,776,630 \$976,000 \$75,000 \$1,725,630 \$4,797,842 \$687,831 \$4,110,011 10 \$3,218,875 \$920,473 \$75,000 \$2,223,402
Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX Beginning Principal Balance Annual Principal Payments Ending Principal Balance Year: Estimated Cash Flow Annual Debt Service Capital Expenditures Cash Flow After Debt & CAPEX	\$2,467,000 \$976,000 \$75,000 \$1,416,000 \$1,416,000 \$544,827 \$6,636,423 6 \$2,859,929 \$975,702 \$75,000 \$1,809,227	\$2,541,010 \$976,000 \$75,000 \$1,490,010 \$6,636,423 \$577,516 \$6,058,907 7 \$2,945,727 \$975,702 \$75,000 \$1,895,025	\$2,617,240 \$976,000 \$75,000 \$1,566,240 \$6,058,907 \$612,167 \$5,446,739 8 \$3,034,099 \$975,702 \$75,000 \$1,983,397	\$2,695,758 \$976,000 \$75,000 \$1,644,758 \$5,446,739 \$648,897 \$4,797,842 \$9 \$3,125,122 \$975,702 \$75,000 \$2,074,420	\$2,776,630 \$976,000 \$75,000 \$1,725,630 \$4,797,842 \$687,831 \$4,110,011 10 \$3,218,875 \$920,473 \$75,000 \$2,223,402

Normalization of Historical Financial Information

Financial Statement Adjustments, frequently called "normalization adjustments" are intended to adjust the company's balance sheets and income statements from a tax or accounting perspective to an economic basis.

To normalize the balance sheet, non-operating assets are typically removed from the assets to be transferred in a sale. The tangible assets must be converted from a book basis to their respective Fair Market Value. Current assets, such as accounts receivable and inventory (assuming a FIFO method), are typically stated at market value; however, adjustments may be needed for uncollectable accounts receivable or obsolete inventory. Fixed assets and other depreciable assets create a more complex task in trying to estimate Fair Market Value and may require the services of an equipment appraiser to determine the market value if they are significant to the transaction. For this report, the business owner estimated the Fair Market Value of the tangible assets.

The normalization process of the income statement involves adjusting items that are not considered to be normal operating expenses (non-recurring expenses). Additionally, adjustments are made for discretionary expenses such as owner's perquisites and compensation, over or under payment of rent, and excess family salaries. The discretionary cash flow items are then added to the earnings before tax, interest, and depreciation to determine seller's discretionary cash flow.

Once the financial statements have been normalized, the appraiser uses the adjusted information as a basis for the valuation. This information can then be used to forecast the future operating results of the business as well as analyze the economic return of the owner.

Presented on the next page is an analysis of the Tangible Assets and Liabilities Included in the Sale. On the following page, normalized income statements are presented showing comparative Revenue, Seller Discretionary Cash Flow, and EBITDA analysis.

Tangible Assets and Liabilities Included in the Sale

Tangible Asset Information as of:	January 2, 2020
Book Value of Assets Transferred	N/A
Fixed Assets	Estimated Fair Market Value
Total Fixed Assets Transferred:	\$1,250,000
Liabilities (Long-Term)	
Long-Term Liabilities	\$0
Total Long-Term Liabi <mark>liti</mark> es Assu <mark>med:</mark>	\$0
Net Tangible Assets Transferred:	\$1,250,000

Working Capital Included:	
Current Assets Accounts Receivable	\$2,000,000
Inventory	\$50,000
Total Current Assets	\$2,050,000
Current Liabilities	
Accounts Payable	\$300,000
Total Current Liabilities:	\$300,000
Net Working Capital Included:	\$1,750,000

Historical Operating Results with Normalization of Earnings

Historical Operating Resu	ılts with Normaliza	tion of Earnin	gs	
	FYE	FYE	FYE	Proj (1)
Fiscal Years Ending	2017	2018	2019	2020
Sales	\$14,859,333	\$14,905,684	\$15,326,842	\$15,967,555
Growth Rate	N/A	0.3%	2.8%	4.2%
Historical Cash Flows:				
Earnings Before Tax (EBT)	\$1,549,066	\$1,610,130	\$1,671,947	\$1,852,05
Depreciation & Amortization	\$86,264	\$75,494	\$103,359	\$90,00
Interest	\$2,468	\$2,746	\$2,328	\$2,56
EBITDA (Accounting Basis)	\$1,637,798	\$1,688,370	\$1,777,634	\$1,944,62
Normalization Adjustments:	\$1,007,770 <u> </u>	\$1,000,270	ψ1,777,031	ψ1,5 11,02
Officer / Owner Salary + Bonus	\$325,660	\$280,000	\$329,930	\$330,000
Non-Working Family Member Salaries	\$32,400	\$32,400	\$32,400	\$330,000
Owner's Vehicles Lease, Insurance, and Maintenance	\$24,000	\$24,000	\$24,000	\$24,000
Owner's Medical	\$32,026	\$30,200	\$32,200	\$32,200
Owner's Retirement	\$28,890	\$28,890	\$28,890	\$28,890
Owner's Travel and Entertainment	\$18,926	\$22,433	\$32,183	\$40,000
Owner's Legal and Accounting	\$51,645	\$66,682	\$26,253	\$40,000
Owner Property Repairs, Taxes, etc.	\$40,000	\$35,000	\$48,000	\$40,000
Other Owner Benefits	\$96,000	\$96,000	\$96,000	\$96,000
Donations Donations	\$20,000	\$20,565	\$20,000	\$20,500
Total Normalization Adjustments	\$669,547	\$636,170	\$669,856	\$683,990
Town Normanization (Agustine)	φουσ,517	φοσο,17ο	\$000,000	ψ005,550
Total Add Backs (incl. D&A & Interest):	\$758,279	\$714,410	\$775,543	\$776,558
Total Flad Bucks (Incl. Beer a Incress).	\$750,279	Ψ/11,110	ψ//3,313	Ψ110,550
Seller's Discret. Cash Flow (SDCF)	\$2,307,345	\$2,324,540	\$2,447,490	\$2,628,610
Less: Normalized Owner / Manager Salary	\$250,000	\$250,000	\$250,000	\$250,00
Normalized EBITDA	\$2,057,345	\$2,074,540	\$2,197,490	\$2,378,610
	Revenue	SDCF	Normalized EBITDA	
Actual Results for FYE 2019:	\$15,326,842	\$2,447,490	\$2,197,490	
Actual Results for FTE 2017.	\$15,520,042	φ ∠, ¬¬/,¬>∪	φ <u>2</u> ,197, 4 70	
Values Used in the Report (2):	\$15,400,027	\$2,466,882	\$2,216,882	
SDCF = Seller's Discretionary Cash Flow is EBITDA plus all		ents.		
EBITDA = Earnings before interest, income tax, depreciation a	and amortization.			
(1) Projected Values				

- (1) Projected Values
- (2) Values used in this report are based on 2018 through projected 2020 financials.

Qualifications of the Valuator Scott McMahon, ASA, MBA, MRICS

Professional Background:

MR Valuation Consulting, LLC Partner - Business Valuation

March 2002 to Present

Scott McMahon, ASA MRICS, is the Partner responsible for overseeing and managing the business valuation group of MR Valuation Consulting, LLC. Mr. McMahon is an Accredited Senior Appraiser with the American Society of Appraisers designed in the discipline of Business Valuation. Scott is also a Member of the Royal Institute of Chartered Surveyors. Scott also holds an MBA with a concentration in Finance.

Scott performs valuation consulting and appraisal services for businesses, specific interests, intangible assets, and commercial real estate. These assignments serve a variety of purposes, which include due diligence for acquisitions and divestitures, litigation support, purchase price allocations, property tax disputes, gift and transfer tax purposes, merger & acquisition, bankruptcies, dispositions, recapitalizations, divorces, estate tax planning, financing and refinancing, syndicated loans, highest and best use analysis, feasibility study, and other corporate finance consulting assignments.

These valuations and appraisals are performed for financial and management reporting, and federal tax reporting under FASB Accounting Standards Codification; ASC 805, 350, 410 and 360 (formerly known as FAS 141R, 142, 143 and 144 respectively), IFRS 3, IRC Section 45 and 1060.

Mr. McMahon's business valuation specializations include services to the major industries including hospitality, entertainment, real estate, finance, public utilities, telecommunications, manufacturing, service, oil and gas, electricity and water, healthcare, food and beverage, aerospace and defense, high technology, chemical, retail, legal, software related companies and other large industrial related clients.

His technical skills include business and intangible asset valuations, competitive and risk analysis, and financial modeling.

Professional Affiliations:

- American Society of Appraisers, Accredited Senior Appraiser
 - o ASA designation in Business Valuation
- Appraisal Institute: Associate Member

Education:

- M.B.A. concentration in Finance Rider University 2002
- Bachelor of Science in Economics Stockton College 2000
- ASA American Society of Appraisers Discipline in Business Valuation
 - o BV204: Advanced Business Valuation Topics
 - o BV203: Business Valuation Case Study
 - o BV202: Introduction to Business Valuation, Part II
 - o BV201: Introduction to Business Valuation, Part 1
 - o Principles of Appraisal Practice and Code of Ethics
- Appraisal Institute Required Courses / Exams Passed
 - o Appraisal Institute Exam I410: Standards of Professional Practice (USPAP)
 - Appraisal Institute Exam 110, Appraisal Principles
 - o Appraisal Institute Exam 410, Appraisal Procedures
 - o Appraisal Institute Exam 310, Basic Income Capitalization
 - o Appraisal Institute Exam 320, General Applications
 - o Appraisal Institute Exam 510, Advanced Income Capitalization
 - o Appraisal Institute Exam 550, Advanced Applications

Speaking Engagements (Lecturer, Speaker):

- American Society of Appraisers
 - o Princeton Chapter 2004 Presentation Topic "The Valuation of Wind Farms and Related Intangible Assets"
 - o Northern New Jersey Chapter 2003 Presentation Topic "The Appraisal of Wind Farms and Related Intangible Assets"

Qualifications of the Valuator Joseph Caputo

Professional Background:

MR Valuation Consulting, LLC Senior Business Valuation Analyst - Business Valuation

August 2014 to Present

Joseph Caputo is a Senior Business Valuation Analyst within the Business Valuation Services group of MR Valuation Consulting, LLC. Mr. Caputo holds a Bachelor of Science degree in Business Administration with a concentration in Finance from The College of New Jersey.

Joseph focuses on the valuation of business entities and assets for financial and management reporting purposes, federal tax reporting, estate planning, property tax and transfer tax, acquisitions and divestures. Mr. Caputo specializes in business valuations including income approach analyses such as discounted cash flow models and direct capitalization models and the market approach. His experience includes the valuation of both tangible and intangible assets for business interests, as well as company and economic research across multiple industry sectors.

Joseph's business valuation experience also includes the valuation of family limited partnerships and limited liability companies for financial and tax planning. The business valuation of closely-held entities requires the ability to quantify minority discounts and control premiums, lack of marketability discounts, and various other discounts. His technical skills include business and intangible asset valuations, competitive and risk analysis, and financial modeling.

Education:

- Bachelor of Science in Finance The College of New Jersey 2014
- ASA American Society of Appraisers Discipline in Business Valuation
 - o BV201: Introduction to Business Valuation, Market Approach
 - o BV202: Introduction to Business Valuation, Income Approach
 - o BV203: Introduction to Business Valuation, Asset Approach, Discounts & Premiums
 - o BV204: Advanced Topics in Business Valuation

Qualifications of the Valuator Julie Martino

Professional Background:

MR Valuation Consulting, LLC Business Valuation Analyst - Business Valuation

2016 to Present

Julie Martino is a business valuation analyst within the business valuation services group of MR Valuation Consulting, LLC. Ms. Martino holds a Bachelor of Science degree in Business Administration with a concentration in Finance from The College of New Jersey.

Julie performs valuation consulting and appraisal services with a focus on the valuation of business entities, specific interests, and assets. These assignments serve a variety of purposes, which include due diligence for acquisitions and divestitures, marital dissolution, bankruptcy, financial and management reporting purposes, federal tax reporting, estate planning, property tax and transfer tax, litigation support.

Ms. Martino specializes in business valuations including income approach analyses such as discounted cash flow models and direct capitalization models and the market approach. Her experience includes the valuation of both tangible and intangible assets for business interests, as well as company and economic research across multiple industry sectors.

Julie's business valuation experience also includes the valuation of family limited partnerships and limited liability companies for financial and tax planning. These business valuations involve the assessment of partnership interests and the application of minority and marketability discounts, as well as control premiums.

Education:

- Bachelor of Science in Business Administration, Concentration in Finance The College of New Jersey, New Jersey
- ASA American Society of Appraisers Discipline in Business Valuation
 - o BV201: Introduction to Business Valuation, Market Approach
 - o BV202: Introduction to Business Valuation, Income Approach
 - o BV203: Introduction to Business Valuation, Asset Approach, Discounts & Premiums
 - o BV204: Advanced Topics in Business Valuation

General Assumptions and Limiting Conditions

- 1. Information on the financial, legal, and physical condition of the subject property or assets, provided by the Client, or its representatives, directly to us or to the public through various public disclosure methods is assumed to be reliable. Other materials and information obtained from various professionally appropriate public and private sources are assumed to be reliable.
- 2. The information contained within this report was obtained from sources deemed to be reliable. Reasonable efforts, given the intended use, purpose, and scope of the appraisal, have been made to verify such information; however, no warranty and responsibility is given as to its accuracy.
- 3. If substantive issues are later discovered in data relied upon, then the reported opinions in this study may need to be revised accordingly.

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- 4. This report analyzes the fee simple interest of the subject property or assets, free and clear of any or all liens or encumbrances. This appraisal is subject to the restrictions imposed by this agreement.
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Consulting believes to be an appropriate source of said data given the specific purpose, intended use and scope of work of this study, and 2) if a visual inspection was conducted by MRV Consulting then MRV Consulting has relied upon the visual inspection. Given the inherent limitations of MRV Consulting's visual inspection, if conducted, important issues at the Property may not be uncovered. MRV Consulting's visual inspection of the Property is not an engineering, architectural, or environmental inspection, and does not test building operations and does not cover 100 percent of the building(s), machinery and equipment, or the site.

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Study Analysis and Format Assumptions

- 11. This report has been prepared in accordance with the requirements of USPAP of the Appraisal Foundation, and the American Society of Appraisers. Jurisdictional exceptions may apply.
- 12. MRV Consulting has determined the scope of work, based on its discussions with the Client, and their reported needs, their reported purposes and intended use of the appraisal. The appraisal scope is limited to the work necessary to provide for the Client's purpose and use of the report, and as such this report is not recommended for any other use. The scope of this appraisal is not so confined as to result in misleading or unsupported opinions of value.
- 13. Extraordinary Assumptions and Hypothetical Conditions, as defined by USPAP, will be disclosed at various points in this report, if applicable.

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National Economic Outlook



http://www.federalreserve.gov/monetarypolicy/beigebook/beigebook201911.htm

November 27, 2019 Summary

This report was prepared at the Federal Reserve Bank of Dallas based on information collected on or before November 18, 2019. This document summarizes comments received from contacts outside the Federal Reserve System and is not a commentary on the views of Federal Reserve officials.

Overall Economic Activity

Economic activity expanded modestly from October through mid-November, similar to the pace of growth seen over the prior reporting period. Most Districts reported stable to moderately growing consumer spending, and increases in auto sales and tourism were seen across several Districts. In manufacturing, more Districts reported an expansion in the current period than the previous one, though the majority continued to experience no growth. The picture for nonfinancial services remained quite positive, with most Districts reporting modest to moderate growth. Transportation activity was rather mixed across Districts. Reports from the banking sector indicated continued but slightly slower growth in loan volumes. Home sales were mostly flat to up, and residential construction experienced more widespread growth compared to the prior report. Construction and leasing activity of nonresidential real estate continued to increase at a modest pace. Agricultural conditions were little changed overall, remaining strained by weather and low crop prices. Activity in the energy sector deteriorated modestly among reporting Districts. Outlooks generally remained positive, with some contacts expecting the current pace of growth to continue into next year.

Employment and Wages

Employment continued to rise slightly overall, even as labor markets remained tight across the U.S. Several Districts noted relatively strong job gains in professional and technical services as well as healthcare. Reports were mixed for employment in manufacturing, with some Districts noting rising headcounts while others noted stable employment levels and one District reported layoffs. There were scattered reports of labor reductions in retail and wholesale trade. The vast majority of Districts continued to note difficulty hiring driven by a lack of qualified applicants as the labor market remained very tight. The shortage of workers spanned most industries and skill levels, and some contacts noted that their inability to fill vacancies was constraining business growth. Moderate wage growth continued across most Districts. Wage pressures intensified for low-skill positions.

Prices

Prices rose at a modest pace during the reporting period. Reports regarding input costs and selling prices in the manufacturing sector were mixed, with some Districts noting deceleration in prices, while others cited increased cost pressures and a few indicated little to no change. Retailers mentioned higher costs, which contacts in some Districts attributed to tariffs. Firms' ability to raise prices to cover higher costs remained limited, though a few Districts noted that companies affected by the tariffs were more inclined to pass on cost increases. Service sector prices in reporting Districts were mostly flat to up. Energy and steel prices were flat to down, while reports on construction materials and agricultural commodity prices were mixed. Overall, firms generally expected higher prices going forward.



Fair Market Value as the Standard of Value

Without defining the term value, the conclusions reached in the valuation report are meaningless. First, we must determine the standard of value used for the appraisal. The most widely recognized and accepted standard of value is Fair Market Value. For purposes of this valuation, we define Fair Market Value as "the amount at which the property would change hands between a willing seller and a willing buyer when neither is acting under compulsion and when both have reasonable knowledge of the relevant facts." Court decisions also state that the hypothetical buyer and seller are assumed to be able to, as well as willing to, trade and to be well informed about the property. This definition comports to that found in the tax code and in Revenue Ruling 59-60. Additionally, the definition of Fair Market Value utilized in this report assumes a covenant not to compete between the seller and a willing buyer.

Economic analysis is necessary at the valuation date in order to determine how the investing public feels about future income of the business. Uncertainty about future income increases the risk and could affect the value of the business. The risk assessment will be used to adjust multiples derived from guideline companies or to adjust discount or capitalization rates. Revenue Ruling 59-60 cites eight factors influencing the value of a business:

- 1. The nature of the business and the history of the enterprise from its inception.
- 2. The economic outlook in general and the condition and outlook of the specific industry in particular.
- 3. The book value of the stock and the financial condition of the business.
- 4. The earnings capacity of the company.
- 5. The dividend paying capacity of the company.
- 6. Whether or not the enterprise has goodwill or other intangible business value.
- 7. Prior sales of stock and the size and block of stock to be valued.
- 8. The market price of stocks of corporations engaged in the same or similar line of business having their stocks actively traded in a free and open market, either on an exchange or over the counter.

Additionally, we have appraised the company's assets in continued use as a going concern. This premise assumes the business will continue to operate as an income producing entity. Our opinion of value has taken into consideration the relevant financial risks inherent to the business. These risks have been evaluated to produce a value that provides a reasonable return on investment to a prospective buyer. We have analyzed systematic risks inherent in the current business climate such as competition and general market conditions as well as risks specific to the subject business such as its customer base, asset management and operating history.

Fair Market Value speaks to a value that is appropriate to the market in general and does not take into consideration a value to a particular investor referred to as "Investment Value" or value to a strategic buyer often referred to as a "Synergistic Buyer." Synergistic buyers may pay a premium for the company due to the ability to reduce duplicated overhead or marketing efforts. An acquisition premium can only be quantified if a specific investor is known and their motivations for purchasing the business are examined. However, in determining the Fair Market Value of the company certain expenses were eliminated or adjusted by the business owner.

Valuation Theory and Approaches to Value

Theory surrounding the valuation of an interest in a business depends on the future benefits that will accrue to its owner. The value of the business interest depends upon an estimate of the future benefits and the required rate of return at which the future benefits are discounted or capitalized. Thus, determining the appropriate economic income or cash flow to capitalize is critical to the valuation. Review of historical financial data as well as the current trends and future prospects of the business are required to determine the appropriate economic income to capitalize in the single period income, capitalization of excess earnings and market approaches to value.

The American Society of Appraisers recognizes the Asset-Based Approach, the Income Approach, and the Market Approach as the three generally accepted valuation approaches. In many ways these three approaches are interrelated. For instance, the Income Approach requires the estimate of a required discount or capitalization rate that is driven by forces in the market place. The appropriateness of each method is dependent on the appraiser's judgment and the relationship of the level of assets relative to the company's ability to generate cash flow. In the final value conclusion, we have weighted the various approaches used to determine a final value estimate.

Asset-Based Approach

The Asset-Based approach is often called the "Cost Approach" or the "Replacement Cost Approach." In this approach, each component of the business is valued separately, and the asset values are totaled. The Asset-Based Approach provides the appraiser with the cost of duplicating or replacing the assets of the company and is based on the assumption that a prudent investor would pay no more for an asset than its replacement cost. The Asset-Based Approach can be a reliable method for valuing tangible assets; however, the Asset-Based Approach may not recognize the full earning power of the total business enterprise.

Based on a review of the company's operations, financial performance and the tangible assets included with the sale, we have determined that the highest and best use of the assembled assets is value in continued use as a going concern.

We will examine the Book Value Method and the Adjusted Book Value Method under the Asset-Based Approach.

Book Value Method

Company Financial statements are normally prepared in accordance with Generally Accepted Accounting Principles, which are prepared on the historical cost principle. After the assets are acquired, fixed assets are depreciated and goodwill, patents and other intangible assets are amortized. This method of accounting is typically for tax purposes and may or may not give an accurate estimate of the fair market value of the assets. As such, Book Value is not a conceptually sound Asset-Based valuation method. Additionally, a well-run profitable business enterprise will be valued in excess of its underlying asset value.

For the Book Value Method, we reviewed the net asset values for the assets to be transferred with the sale as of the most recent balance sheet date.

Adjusted Book Value Method

The theory behind the Adjusted Book Value Method is that a buyer would not pay more for the business than the Fair Market Value of its underlying assets. Under this method, the assets to be transferred with the sale are restated from their historical cost basis to Fair Market Value. This typically involves the identification and valuation of assets that may have been previously written off or expensed. Accounts receivable will need to be adjusted to net realizable value and inventory should be adjusted for obsolete or slow-moving items. Additionally, work in process inventory should be valued. For example, the work in process of a professional firm is essentially unbilled receivables, whereas for a construction company there may be cost incurred in excess of billings. If machinery and equipment or real estate is a significant portion of the value of the business, an appraisal of those assets may be necessary.

With regard to valuing the individual assets, the appraiser must select the appropriate premise of value. The four premises of value are:

- 1. Value in continued use as a going concern.
- 2. Value in place, as a part of a mass assemblage of assets.
- 3. Value in exchange as part of an orderly liquidation.
- 4. Value in exchange as part of a forced liquidation.

We have determined that the appropriate premise of value is value in continued use as a going concern. This method assumes that the assets are sold in place as part of an income producing, going concern business enterprise. This approach is applicable to the identifiable assets of the business; however, it may not recognize the full earning power of the business enterprise.

The Adjusted Book Value Method, as presented on page 11, indicates a value of \$1,250,000.

Income Based Approach

The income approach estimates the value of a company based on the anticipated risk and return inherent in the investment. When a buyer purchases a business, what is being bought is a stream of prospective economic income. Economic income can be defined as any cash flow or benefit accruing to a business enterprise in exchange for goods, services or capital. The forecasted economic benefit or cash flow is capitalized or discounted at an appropriate rate to determine the estimated value of the business. Time in business, asset utilization, operating results and customer and supplier relationships all influence the amount of risk relative to a particular entity. Anticipated benefits are then converted to a value taking into consideration the expected growth, timing of benefits, risk profile and the time value of money. In determining the appropriate discount or capitalization rates, the appraiser should consider factors such as prevailing interest rates, expected rates of return required by investors on comparable investments and the specific risk characteristics of the subject company.

Single Period Capitalization Method

Capitalization is a process of converting economic income for a single period into a present value estimate of the enterprise value. This is performed by dividing the economic income by an estimated capitalization rate or a risk adjusted rate of return. Current, historical or expected economic income can be capitalized under this method. For the purpose of this valuation, we capitalized the normalized average earnings before interest, income tax, depreciation and amortization (EBITDA) for 2018 through projected 2020. Accuracy under this method is dependent on current income levels being indicative of future results. The steps involved in using this method are:

- 1. Selection of the economic income benefit to be capitalized.
- 2. Estimating the capitalization rate.
- 3. Capitalize the economic income stream to determine the estimated value of the business.
- 4. Add non-operating assets such as real estate to determine the Fair Market Value of the entire business enterprise.

Selection of the Appropriate Economic Income Stream

The first step in the Single Period Capitalization Method is to determine the appropriate economic income stream to capitalize. Since we are valuing the gross assets of the company or "the business enterprise value," it is appropriate to add back the interest expense and normalize the earnings of the company. For the purpose of this valuation, we capitalized the normalized earnings before interest, income tax, depreciation and amortization (EBITDA) for 2018 through projected 2020.

Selection of an Appropriate Capitalization Rate

Next, we must estimate an appropriate capitalization rate so that we can convert the economic income to estimate the Fair Market Value of the business. The rates used to capitalize the benefit stream are determined from alternative investments in the market based on the risk factors attributable to the stream of economic income being capitalized. The capitalization rate is the required rate of return that an investor would demand, based on the risk associated with the benefit stream under consideration, to induce him or her to make the investment decision. This is based on the principle of substitution, which is based on the theory that no person will pay more for a property than he or she would have to pay for an equally desirable substitute. We have calculated a capitalization rate that reflects the rate of return available in the marketplace based on the risk characteristics inherent to the subject company.

The capitalization rate includes a "Risk Free" rate, "Systematic Risk" as determined by the marketplace, and "Unsystematic Risk" inherent to the subject company. These components can be broken down further into a "Risk Free" rate, an "Equity Risk Premium," an element reflecting a "Small Stock Risk Premium," and a final adjustment reflecting judgments about the "Specific Company Risk Premium." These are discussed in further detail below.

Risk Free Rate

The "Risk Free" rate, or safe rate, is a rate of return that an investor would receive when there is no risk of default. Typically, the rate of return on U.S. Treasury Bonds is used as a "Risk Free" rate. For the purpose of this valuation we have used a normalized 20-year Treasury Bond rate of 3.5% provided by the Duff & Phelps Cost of Capital Navigator.

Equity Risk Premium

Investors expect a higher rate of return to induce them to invest in Equity securities compared to treasury bonds. The "Equity Risk Premium" represents the premium that common stockholders require in the public marketplace over investors in long-term government bonds. Since equity securities are considered to be riskier by the investor, a higher rate of return is required. The "Equity Risk Premium" of 5.0% was derived from Duff & Phelps Cost of Capital Navigator.

Small Company Risk Premium

Investors in the public market place perceive that there is additional risk in small cap companies and research studies demonstrate evidence that smaller companies have higher rates of return than larger companies. The "Small Company Risk Premium" is the risk premium measured in the public marketplace for small publicly traded companies. For the purpose of this report, we used a "Small Company Risk Premium" of 5.0%.

Specific Company Risk Premium

The "Specific Company Risk Premium" takes into consideration the analysis performed by the appraiser including the operating performance, ratio analysis, industry risk, customer and supplier relationships, size of the company, management structure, and other factors considered in assessing the risk related to the specific company. For the purpose of this report, we used a "Specific Company Risk Premium" of 5.0%.

Lastly, adjustments are made to convert the pre-tax earnings to net income to eliminate the tax effect, and a long-term sustainable growth rate adjustment is factored into the capitalization rate. The capitalization rate for the subject company is presented below.

Build-Up Method to Estimate the Capitalizat	ion Rate
Risk-Free Rate	3.5%
Equity Risk Premium	5.0%
Small Company Risk Premium	5.0%
Specific Company Risk Premium	5.0%
After-Tax Cap Rate	18.5%
Pre-Tax to Net Income Adjustment	25.7%
Less: Long Term Sustainable Growth Rate	-2.5%
Pre-Tax Capitalization Rate Adjusted for Growth	23.2%

Single Period Capitalization Method Indicated Value

Next, we use the Capitalization Rate to convert the anticipated level of sustainable Economic Income into the indicated value. The indicated value under the Single Period Capitalization Method is presented below.

Single Period Capitalization Value		
Normalized EBITDA to Capitalize	\$2,216,882	
Pre-Tax Capitalization Rate	23.2%	
Single Period Capitalized Value	\$9,560,000	

Excess Earnings Method

The "Excess Earnings" Method, also referred to as the "Formula" Method or "Treasury" Method, is one of the most widely used appraisal methods for small businesses. The Excess Earnings Method involves valuing the company's tangible assets at Fair Market Value and adding an amount that represents the company's intangible value. The intangible value of the business is estimated by deducting a reasonable return on the company's tangible assets from the economic income of the company and capitalizing the "Excess Earnings." We used the same Economic Income as was used in the Single Period Capitalization method presented above. Below is an explanation of the steps involved in estimating the intangible value of the business using the Excess Earnings Method.

Methodology in Calculating the Excess Earnings Method"

- 1. Estimate the Tangible Asset value of the company at Fair Market Value.
- 2. Estimate a normalized level of economic income. For the purpose of this valuation, we capitalized the normalized average earnings before interest, income tax, depreciation and amortization (EBITDA) for 2018 through projected 2020.
- 3. Estimate a reasonable rate of return to support the Tangible Assets of the company. This can equate to the company's borrowing rate plus a small premium for the equity investment and the risk associated with owning the assets. Multiply the Tangible Asset value from step 1 by the reasonable rate of return to estimate the amount of economic income attributable to the Tangible Assets. Subtract the amount of economic income attributable to the Tangible Assets from the normalized economic income estimated in step 2. The result of this step is called the "Excess Earnings."
- 4. Estimate an appropriate capitalization rate to apply to the excess earnings, which is the amount of earnings attributable to Intangible Assets. Then capitalize the "Excess Earnings" by the estimated capitalization rate to determine the intangible value of the business.
- 5. Add the Tangible Assets in step 1 to the Intangible Assets calculated in step 4. The result is the estimated value of the company.

Appropriate Rate of Return on Tangible Assets

The reasonable rate of return on the Tangible Assets should be based on the level of risk associated with the assets as well as returns available in the market. The more liquid the asset is the less risk there is in the ownership, and a lower return would be justified. Conversely, underutilized fixed assets create a higher risk profile and would require a higher return. Thus, the estimated return on Tangible Assets is determined by reviewing the companies borrowing rates, the risk in ownership of the assets, and the risk associated with the equity investment in acquiring the assets. Based on our analysis, we utilized a 12.0% rate.

Excess Earnings Capitalization Rate

There is substantially less risk in the Tangible Assets of the company since they can be converted into cash, as in the case of accounts receivable, or liquidated in the case of inventory or fixed assets. However, in the absence of earnings, goodwill and other intangible assets have no liquidation value. Thus, a premium must be added when capitalizing the economic earnings attributable to Intangible Assets. A premium of 15.0% was added to the capitalization rate determined in the build-up method (presented in the Selection of an Appropriate Capitalization Rate section on pages 28 through 29). Thus, a 38.2% rate was used to capitalize the excess earnings.

Calculation of Excess Earnings Method Indicated Value

Presented below is a summary of the calculation of the indicated value under the Excess Earnings Method.

Excess Earnings Method Indicated Value			
Fair Market Value of Assets		\$3,000,000	
Normalized Annual Economic Income	\$2,217,000	7	
Less: Earnings Attributable to Assets	\$0		
\$3,000,000 in Assets at 12%	\$360,000		
Equals: Excess Economic Earnings	\$1,857,000		
Capitalization Rate for Excess Earnings	38.2%		
Indicated Value of Excess Earnings		\$4,862,000	
Excess Earnings Method Indicated Value		\$7,862,000	

Market Approach: The Guideline Transaction Method

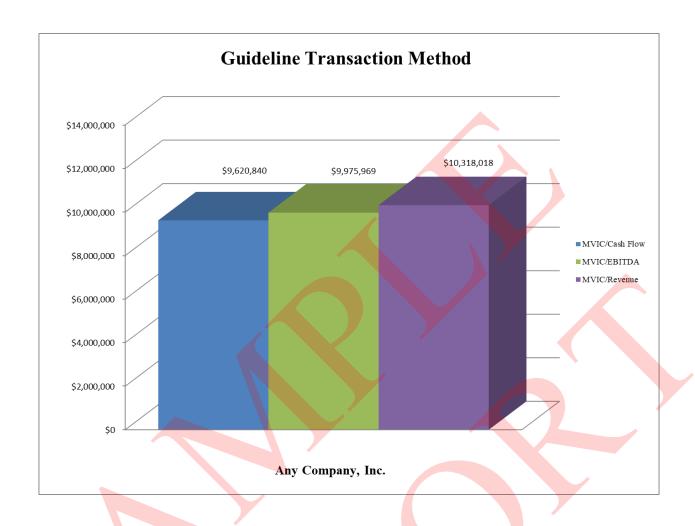
The use of comparable sales of closely held businesses as a guide to business valuation is one of the most important techniques for valuing privately held businesses. The purpose of the Market Approach is to compare the subject company with sales of similar businesses to estimate the value of the subject company relative to its peers. Under the Guideline Transaction Method, we compared the subject company's fundamental financial data with the guideline companies to determine the subject company's market value. The timing of the sale, size of the comparable companies, SIC code, and the structure of the transaction must be analyzed and compared with the subject company financial data. The market approach emphasizes the principle of substitution, which assumes that an investor would gravitate toward the business with the lowest price if all other financial fundamentals and risks were the same.

Private market transactions typically involve the sale of the entire entity, so the values derived are on a control marketable basis. Additionally, the majority of private transactions are asset sales as opposed to stock sales. Thus, these transactions are reported based on the company's Market Value of Invested Capital (MVIC), which includes the equity and debt of the company. MVIC can also be referred to as "aggregate market value of capital structure" or "enterprise value." When valuing the Asset Value of a company, it is appropriate to capitalize the interest as a component of the economic income.

MVIC to Revenue, MVIC to Seller Discretionary Cash Flow, and MVIC to Normalized EBITDA (earnings before interest, income tax, depreciation and amortization) are the three most commonly used multiples. The Seller Discretionary Cash Flow and Normalized EBITDA multiples provide a more consistent approach in estimating the Asset Value of a company since they include interest and non-cash expenses. These methods eliminate inconsistencies in depreciation policies and differences in the capital structure from one business to another.

We utilized the DealStats database to obtain comparable private sale information. The results of our research and analysis are shown below.

Market Based Valuation			
	MVIC/Revenue	MVIC/Cash Flow	MVIC/EBITDA
Revenue	\$15,400,027		
SDCF		\$2,466,882	
Normalized EBITDA			\$2,216,882
Multiple	0.67	3.90	4.50
Indicated Value	\$10,320,000	\$9,620,000	\$9,980,000



Definitions

Adjusted Book Value

The book value that results after one or more asset or liability amounts are added, deleted or changed from their respective book amounts.

Appraisal

The act or process of determining value. It is synonymous with valuation.

Appraisal Approach

A general way of determining value using one or more specific appraisal methods. See Asset Based, Income Approach and Market Approach.

Appraisal Method

Within approaches, a specific way to determine value.

Asset Based Approach

A general way of determining a value indication of a business's assets and or equity interest using one or more methods based directly on the value of the assets.

Asset Sale

A form of business transfer where certain assets of the company are sold to a purchaser. The stock in the business is not transferred.

Book Value

With respect to assets, the capitalized cost of an asset less accumulated depreciation, depletion or amortization as it appears on the books of the enterprise. With respect to a business enterprise, the difference between total assets (net of depreciation, depletion and amortization) and total liabilities of an enterprise as they appear on the balance sheet. It is synonymous with net book value, net worth and shareholder's equity.

Business Appraiser

A person, who by education, training and experience is qualified to make an appraisal of a business enterprise and/or its intangible assets.

Business Enterprise

A commercial, industrial or service organization pursuing an economic activity.

Business Valuation

The act or process of arriving at an opinion or determination of the value of a business or enterprise or an interest therein.

Capitalization

1) The conversion of income into value. 2) The capital structure of a business enterprise. 3) The recognition of expenditures as a capital asset rather than a period expense.

Capitalization Rate

Any divisor (usually expressed as a percentage) that is used to convert income into value.

Capital Structure

The composition of a business entity's invested capital.

Cash Flow

Cash that is generated over a period of time by an asset, group of assets, or business enterprise. It may be used in a general sense to encompass various levels of specifically defined cash flows. When the term is used, it should be supplemented with a qualifier (for example "Discretionary" or "Operating") and be accompanied by a definition.

Control

The power to direct the management and policies of a business enterprise.

Cost Approach

A general way of estimating a value of an asset by quantifying the amount of money that would be required to replace the asset.

Cost of Capital

The expected rate of return (discount rate) that the market requires in order to attract funds in a particular investment.

Deal Structure

The breakdown of the consideration paid for a business. The components could include a cash down payment, assumption of liabilities, newly created debt, consulting agreements, covenants not to compete and any earn out provisions.

Discount Rate

A rate of return (cost of capital) used to convert a monetary sum, payable or receivable in the future, into its present value.

EBT

Earnings before income tax.

EBIT

Earnings before interest and income taxes.

EBITDA

Earnings before interest, income taxes, depreciation, and amortization.

Economic Life

The period of time which property may generate economic benefits.

Enterprise

See Business Enterprise.

Equity

The owner's interest in the business after deducting the liabilities of the company.

Equity Risk Premium

The Equity Risk Premium represents the premium that common stockholders require in the public marketplace over investors in long-term government bonds.

Excess Earnings

The amount of anticipated economic income that exceeds a fair rate of return on the tangible assets of the business.

Excess Earnings Method

A specific way of determining the value of a business by capitalizing the excess earnings of the business and adding the tangible assets.

Forecasted Financial Results

The business owner's estimates of future performance with certain assumptions regarding revenue growth, gross profit margins and related expenses.

Forced Liquidation Value

Liquidation value where the assets are sold as quickly as possible with less than normal exposure to the market.

Going Concern

An operating business enterprise.

Going Concern Value

The value of a business as an operating entity. This includes intangible elements of the business resulting from having a trained work force, operational plant and the necessary licenses, systems and procedures in place.

Goodwill

An intangible asset which arises as a result of name, reputation, customer patronage, location, products and similar factors that have not been separately identified that contribute economic benefits.

Income Approach

A general way of determining value indication of a business, business ownership interest or security using one or more methods wherein a value is determined by converting anticipated benefits.

Intangible Assets

Non-physical assets such as franchises, trademarks, patents, copyrights, goodwill, mineral rights and contracts that grant rights, privileges or economic benefits to the owner.

Investment Risk

The degree of uncertainty as to the realization of expected returns.

Investment Value

The value to a particular investor based on their individual requirements and expectations. For example, synergies in a merger will create higher investment values. Synergies are not considered in Fair Market Value.

Liquidation Value

The net amount that can be realized if the business is terminated and the assets are sold piecemeal. Liquidation can be either "orderly" or "forced."

Liquidity

The ability to convert an asset into cash.

Market Approach

A general way of determining a value of a business, business ownership or security using one or more methods that compare the subject to similar businesses or business ownership interests that have been sold.

Market Multiple

A factor that can be applied to the subject company's operating performance indicators such as revenues, EBT, EBITDA or SDCF to determine an indicated value. The subject company financial data is compared with transactions observed in the market to determine an appropriate multiplier.

Market Value of Invested Capital (MVIC)

MVIC includes the equity and debt of the company. MVIC can also be referred to as "aggregate market value of capital structure" or "enterprise value."

Non-Operating Assets

Assets not necessary to ongoing operations of the business enterprise.

Normalization Adjustments

Adjusting items in the financial statements that are not considered to be normal operating expenses. This includes adding back non-recurring expenses and eliminating non-operating income. These also include discretionary adjustments for expenses booked that are perks or benefits accruing to the business owner. Normalization creates economic financial statements that allow for comparisons with other investment opportunities.

Orderly Liquidation Value

Liquidation value where the assets are sold individually and enjoy normal exposure to the market.

Premise of Value

An assumption as to the set of actual or hypothetical transactional circumstances applicable to the subject valuation. For example, going concern versus a liquidation premise of value.

Present Value

The value today of a future stream of economic income discounted at a reasonable rate of return for the risk associated with the investment.

Rate of Return

An amount of income (loss) and/or change in value realized or anticipated on an investment, expressed as a percentage of that investment.

Replacement Cost New

The current cost of a similar new item having the nearest equivalent utility as the item being appraised.

Report Date

Date the conclusions were communicated to the client and the report was issued.

Residual Value

The prospective value as of the end of a discrete projection period in a discounted economic income model.

Return on Down Payment

The rate of return determined as the Normalized Seller Discretionary Cash Flow Less Debt Service, less a normal owner/manager, less estimated capital expenditures divided by the hypothetical down payment. This estimates the annual return to the business owner on their down payment.

Risk Free Rate

The rate is a rate of return that an investor would receive when there is no risk of default. Typically, the rate of return on U.S. Treasury Bonds is used as for a "Risk Free" rate.

Seller Discretionary Cash Flow

All of the cash flow accruing to a business owner that can be used to pay debt or to be taken as salaries, perks or benefits. This includes expenses that are considered non-recurring as well as above market rent paid to the business owner and above market salaries paid to the business owner's family.

Standard of Value

The identification of the type of value being utilized in a specific engagement. For example, Fair Market Value, Investment Value, Fair Value or Intrinsic Value.

Statement of Changes in Cash Flow

A financial statement that shows the changes that affect the cash account. These include both cash generated or used from the income statement as well the balance sheet and are categorized as operating, investing and financing.

Stock Sale

A form of acquisition where all or a portion of the capital stock in a corporation is sold to the purchaser. The purchaser of the stock enjoys all of the rights and contractual relationships of the seller and assumes all of the assets, liabilities and contingent liabilities of the company.

Systematic Risk

The risk that is inherent to the investment in a security as defined by the market in general.

Tangible Assets

The physical assets of the business included a sale including accounts receivable, inventory, fixed assets, prepaid expenses, deposits etc.

Terminal Value

The prospective value as of the end of a discrete projection period in a discounted economic income model.

Unsystematic Risk

The risk associated with the subject company in addition to the risk in investing in publicly traded securities. This can also be referred to as the "Specific Company Risk Premium."

Valuation Date

The specific point in time that the opinion of value applies. Typically, this is the date of the estimated fair market value of the tangible assets as reported by the business owner or the date of the most recent financial data.

Valuation Approach

A general way of determining a value indication of a business, business ownership interest, security, or intangible asset using one or more valuation methods. Asset Based Approach, Market Approach and the Income Approach were used in this report.

Valuation Ratio

A factor wherein a value or price serves as the numerator and financial, operating or physical data serve as the denominator.

Working Capital

The amount by which current assets exceed current liabilities.