

LIQUIDITY

13-WEEK CASH FLOW FORECAST (FIRST HALF OF 26-WEEK CASH FLOW FORECAST):

How much liquidity do we need to survive Q2? When do we need it? (\$000)

BALANCE SHEET

	A	B	C	D	E	F	H	I	J	K	L	M	N	O	P	Q
A	CASH	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9	WEEK 10	WEEK 11	WEEK 12	WEEK 13		
B	ACCOUNTS RECEIVABLE															
C	INVENTORY															
D	ACCOUNTS PAYABLE															
E	FUNDED DEBT															
F	UNFUNDED DEBT															
G	LIQUIDITY (A+G)															

INCOME STATEMENT

	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9	WEEK 10	WEEK 11	WEEK 12	WEEK 13
REVENUE													
GROSS PROFIT													
OPERATING PROFIT													
NET INCOME													
EBITDA													

KEY DATA

Vital statistics.

	A	B	C	D	E	F	H	I	J	K	L	M	N	O	P	Q
2018	CASH	WEEKLY CASH BURN	A/R	INVENTORY	TOTAL CURRENT ASSETS	FIXED ASSETS (NET)	A/P	TOTAL CURRENT LIABILITIES	SENIOR DEBT	SUB DEBT	EQUITY	DEBT SERVICE	REVENUE	GROSS PROFIT	OPER. INCOME	EBITDA
2019																
CURRENT/TIM Q2 FORECAST																

KEY RATIOS

Indicators of our debt capacity.

	OVER 90 DAY A/R	INVENTORY COH (D/IN-Q) x 365	WORKING CAPITAL (E-I)	DEBT/EQUITY (J+K)/L	DEBT/TOTAL CAPITAL (J+K)/(L+M+N)	FUNDED DEBT/EBITDA (J+K)/O	EBITDA/FIXED CHARGES (O/P)
2018							
2019							
CURRENT/TIM Q2 FORECAST							

STRENGTHS

What favorable **internal** factors can we leverage to survive Q2, emerge strong in Q3 and renew our growth plans in Q4?

SURVIVE	
EMERGE	
RENEW	

WEAKNESSES

What negative **internal** factors do we need to mitigate in order to survive Q2, emerge strong in Q3 and renew our growth plans in Q4?

SURVIVE	
EMERGE	
RENEW	

OPPORTUNITIES

What favorable **external** factors can we leverage to survive Q2, emerge strong in Q3 and renew our growth plans in Q4?

SURVIVE	
EMERGE	
RENEW	

THREATS

What negative **external** factors do we need to mitigate in order to survive Q2, emerge strong in Q3 and renew our growth plans in Q4?

SURVIVE	
EMERGE	
RENEW	

GO-TO-MARKET MARKET RE-PLAN:

What combinations of products/services and markets will enable us to survive Q2, emerge strong in Q3 and renew our growth plans in Q4? How has this crisis changed our customers' needs?

	EXISTING PRODUCTS / SERVICES	NEW PRODUCTS / SERVICES
EXISTING MARKETS		
NEW MARKETS		

3+9 FORECAST:

How do we need to revise our April-December budgets to reflect our Q2 survival plan, our Q3 emergence plan and our Q4 renewal plan?

INCOME STATEMENT FORECAST

	JAN ACT	FEB ACT	MAR ACT	APR FCST	MAY FCST	JUN FCST	JUL FCST	AUG FCST	SEP FCST	OCT FCST	NOV FCST	DEC FCST	2020 BUD
REVENUE													
GROSS PROFIT													
OPERATING PROFIT													
NET INCOME													
EBITDA													

BALANCE SHEET FORECAST

	JAN ACT	FEB ACT	MAR ACT	APR FCST	MAY FCST	JUN FCST	JUL FCST	AUG FCST	SEP FCST	OCT FCST	NOV FCST	DEC FCST	2020 BUD
CASH													
ACCOUNTS RECEIVABLE													
INVENTORY													
TOTAL CURRENT ASSETS													
FIXED ASSETS													
TOTAL ASSETS													
ACCOUNTS PAYABLE													
TOTAL CURRENT LIABILITIES													
DEBT													
TOTAL LIABILITIES													
EQUITY													

13-WEEK CASH FLOW FORECAST (SECOND HALF OF 26-WEEK CASH FLOW FORECAST):

How much capital do we need to emerge in Q3 and prepare for Q4 renewal? When do we need it? (\$000)

BALANCE SHEET

	A	B	C	D	E	F	H	I	J	K	L	M	N	O	P	Q
A	CASH	WEEK 14	WEEK 15	WEEK 16	WEEK 17	WEEK 18	WEEK 19	WEEK 20	WEEK 21	WEEK 22	WEEK 23	WEEK 24	WEEK 25	WEEK 26		
B	FUNDED DEBT															
C	UNFUNDED DEBT															
G	LIQUIDITY (A+C)															

INCOME STATEMENT

	WEEK 14	WEEK 15	WEEK 16	WEEK 17	WEEK 18	WEEK 19	WEEK 20	WEEK 21	WEEK 22	WEEK 23	WEEK 24	WEEK 25	WEEK 26
REVENUE													
GROSS PROFIT													
OPERATING PROFIT													
NET INCOME													
EBITDA													

SURVIVE INITIATIVES:

	INITIATIVE	LEAD	WHAT (Top 3 Key Milestones)	WHEN	WHAT (Next 3 Key Milestones)	WHEN
S1			A	D		
			B	E		
			C	F		
S2			A	D		
			B	E		
			C	F		
S3			A	D		
			B	E		
			C	F		

EMERGE INITIATIVES:

	INITIATIVE	LEAD	WHAT (Top 3 Key Milestones)	WHEN	WHAT (Next 3 Key Milestones)	WHEN
E1			A	D		
			B	E		
			C	F		
E2			A	D		
			B	E		
			C	F		
E3			A	D		
			B	E		
			C	F		

RENEW INITIATIVES:

	INITIATIVE	LEAD	WHAT (Top 3 Key Milestones)	WHEN	WHAT (Next 3 Key Milestones)	WHEN
R1			A	D		
			B	E		
			C	F		
R2			A	D		
			B	E		
			C	F		
R3			A	D		
			B	E		
			C	F		

ADAPT

SURVIVE

EMERGE

RENEW