

	A	B	C	D	E
1	Flash Memory, Inc.				
2					
3	Exhibit 3 Key Forecasting Assumptions and Relationships for 2010 Through 2012				
4					
5					
6	Line Item	Assumption or Ratio			
7	SAMPLE	SAMPLE			
8	Cost of goods sold	81.10% of sales			
9	Research and development	5.0% of sales			
10	Selling, general & administrative	SAMPLE sales			
11	Interest expense	Beginning of year debt balance × interest rate			
12	Other income (expenses)	\$50,000 of expense each year			
13	SAMPLE	SAMPLE			
14	Cash	3.3% of sales			
15	Accounts receivable	60 days sales outstanding			
16	Inventories	SAMPLE 52 days of cost of good sold			
17	Prepaid expenses	0.4% of sales			
18	Property, plant & equipment at cost	Beginning PP&E at cost + capital expenditures			
19	Accumulated depreciation	Beginning AD + 7.5% of beginning PP&E at cost			
20					
21	Accounts payable	SAMPLE purchases			
22	Purchases	60% of cost of goods sold			
23	Accrued expenses	0.73% of sales			
24	Income taxes payable	SAMPLE income taxes expense			

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