

Kolba Multi-purpose Primary Cooperative
Financial Ratio Analysis Over a Five Year Period

(Based on NCBA, CHF, ACDI/VOCA, NTCA, AAC/MIS)

Ratio	Target	Year					Average	Standard Deviation
		1998	1999	2000	2001	2002		
Liquidity								
Working Capital to sales	>8%	22.9%	31.7%	25.3%	32.3%	29.3%	28.3%	3.6%
Debt Service Coverage	>2.0	0.2	0.1	0.1	0.1	0.1	0.1	0.0
Current Ratio	>1.8	1.4	1.9	1.9	1.8	1.5	1.7	0.2
Interest Cover Ratio	>3.0	4.3	8.8	2.9	2.0	3.5	4.3	2.4
Days' Sales in Receivables	N/A	194	165	145	197	197	179	21
Solvency								
Term Debt to Total Fixed Assets	<50%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local Leverage Ratio	<50%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Ownership Percentage	>50%	31.1%	47.8%	47.8%	44.8%	33.3%	41.0%	7.3%
Total Debt to EBITDA	<3	7.7	3.8	5.2	5.9	7.3	6.0	1.4
EBITDA/Interest	>5	7.6	14.9	6.8	4.3	7.4	8.2	3.5
Days' Sales in Payables	N/A	180	106	84	125	180	135	39
Write-offs as % Revenue	<5%	NA	NA	NA	NA	NA	NA	NA
Profitability								
Return on Sales	>2.5%	5.3%	7.8%	4.3%	5.2%	7.0%	5.9%	1.3%
Return on Sales Assets	>8%	6.9%	11.6%	8.1%	7.2%	7.9%	8.3%	1.7%
Productivity Ratio	<10%	4.2%	4.6%	3.9%	5.4%	5.2%	4.6%	0.6%
Labour to Gross Income Ratio	<30%-40%	1.5%	1.9%	1.6%	2.3%	2.2%	1.9%	0.3%
Days' Sales in Inventory	N/A	1	1	4	23	100	26	38

This sheet to be filled out in local currency
Operating Statement for Cooperative: Kolba Multi-Purpose Primary Cooperative
For the Period October 1 through September 30
(In Ethiopian Birr)

Line	Item	Year 1998	Year 1999	Year 2000	Year 2001	Year 2002
Operating Income						
1	Income from Sales of Goods	1,176,956	1,006,182	1,294,905	1,059,855	1,292,117
2	Income from Sales of Services					
3	Income from Rents of Assets					
4	Income from Loans Net					
5	Total Operating Income	1,176,956	1,006,182	1,294,905	1,059,855	1,292,117
Non-Operating Income						
6	Interest Income on Short Term Investments	27,052	22,126	23,876	20,024	41,662
7	Interest Income from Long Term Investments					
8	Income from Sales of Assets-Net					
9	Patronage Income from associated Organizations	-	6,970	9,881	14,101	11,623
10	Income (Loss) from Equity Investments					
11	Income from Grants					
12	Other Non-Operating Income-Net	386	1,124	2,226	3,686	1,011
13	Total Non-Operating Income	27,438	30,220	35,983	37,811	54,296
Cost of Operations						
14	Cost of Goods Sold	1,093,045	912,199	1,224,703	986,044	1,189,759
15	Personnel Costs-Salaries plus cash cost of benefits	17,459	19,499	20,406	24,841	28,771
16	Fixed Costs of Operations					
17	Interest on Long Term Debt					
18	Depreciation	8,170	7,403	3,370	-	-
19	Property Taxes on Assets					
20	Insurance Costs					
21	Rents and Utilities					
22	Other Fixed Costs					
23	Total Fixed Costs of Operations	8,170	7,403	3,370	-	-
24	Variable Costs of Operations					
25	Interest on Short Term Debt (less than 12mo.)	10,648	6,168	10,209	16,455	13,970
26	Interest on Deposits					
27	Supplies and Materials	1,398	2,476	2,290	630	1,944
28	Taxes on Sales (if included in Income)					
29	Costs of Contracted Services	3,610	58	67	1,038	5,467
30	Commissions Paid					
31	Income Taxes Paid					
32	Other Variable Costs	7,997	10,493	14,454	14,039	16,601
33	Total Variable Costs of Operations	23,653	19,195	27,020	32,162	37,982
34	Total Cost of Operations	1,142,327	958,296	1,275,499	1,043,047	1,256,512
Annual Margin						
35	Total Operating Margin	34,629	47,886	19,406	16,808	35,605
36	Total Non-Operating Margin	27,438	30,220	35,983	37,811	54,296
37	Total Operating and Non-Operating Margin	62,067	78,106	55,389	54,619	89,901
Other Information						
38	Amounts Billed for Sales (anticipated operating income)	-	-	-	-	-
39	Amount held in reserve for bad debts-total	-	-	-	-	-
40	Amount of Receivables written off	-	-	-	-	-
41	Percentage of purchased goods lost or spoiled					
42	Principal Payments on Debt made during period	494,368	695,243	740,283	911,840	789,462

DO NOT Enter Information on this sheet

Operating Statement for Cooperative: Kolba Multi-Purpose Primary Cooperative

For the Period October 1 through September 30

(In USD)

Line	Item	Year 1998	Year 1999	Year 2000	Year 2001	Year 2002
Operating Income						
1	Exchange Rate Local Currency per US\$ as of 12/31	7.5405	8.1747	8.3556	8.6135	8.6237
2	Income from Sales of Goods	156,085	123,086	154,975	123,047	149,833
3	Income from Sales of Services	-	-	-	-	-
4	Income from Rents of Assets	-	-	-	-	-
5	Income from Loans Net	-	-	-	-	-
5	Total Operating Income	156,085	123,086	154,975	123,047	149,833
Non-Operating Income						
6	Interest Income on Short Term Investments	3,588	2,707	2,858	2,325	4,831
7	Interest Income from Long Term Investments	-	-	-	-	-
8	Income from Sales of Assets-Net	-	-	-	-	-
9	Patronage Income from associated Organizations	-	853	1,183	1,637	1,348
10	Income (Loss) from Equity Investments	-	-	-	-	-
11	Income from Grants	-	-	-	-	-
12	Other Non-Operating Income-Net	51	137	266	428	117
13	Total Non-Operating Income	3,639	3,697	4,306	4,390	6,296
Cost of Operations						
14	Cost of Goods Sold	144,957	111,589	146,574	114,477	137,964
15	Personnel Costs-Salaries plus cash cost of benefits	2,315	2,385	2,442	2,884	3,336
16	Fixed Costs of Operations					
17	Interest on Long Term Debt	-	-	-	-	-
18	Depreciation	1,083	906	403	-	-
19	Property Taxes on Assets	-	-	-	-	-
20	Insurance Costs	-	-	-	-	-
21	Rents and Utilities	-	-	-	-	-
22	Other Fixed Costs	-	-	-	-	-
23	Total Fixed Costs of Operations	1,083	906	403	-	-
24	Variable Costs of Operations					
25	Interest on Short Term Debt (less than 12mo.)	1,412	755	1,222	1,910	1,620
26	Interest on Deposits	-	-	-	-	-
27	Supplies and Materials	185	303	274	73	225
28	Taxes on Sales (if included in Income)	-	-	-	-	-
29	Costs of Contracted Services	479	7	8	121	634
30	Commissions Paid	-	-	-	-	-
31	Income Taxes Paid	-	-	-	-	-
32	Other Variable Costs	1,061	1,284	1,730	1,630	1,925
33	Total Variable Costs of Operations	3,137	2,348	3,234	3,734	4,404
34	Total Cost of Operations	151,492	117,228	152,653	121,095	145,705
Annual Margin						
35	Total Operating Margin	4,592	5,858	2,323	1,951	4,129
36	Total Non-Operating Margin	3,639	3,697	4,306	4,390	6,296
37	Total Operating and Non-Operating Margin	8,231	9,555	6,629	6,341	10,425
Other Information						
38	Amounts Billed for Sales (anticipated operating income)	#REF!	#REF!	#REF!	#REF!	#REF!
39	Amount held in reserve for bad debts-total	#REF!	#REF!	#REF!	#REF!	#REF!
40	Amount of Receivables written off	#REF!	#REF!	#REF!	#REF!	#REF!
41	Percentage of purchased goods lost or spoiled	-	-	-	-	-
42	Principal Payments on Long-Term Debt during period	65,562	85,049	88,598	105,862	91,546

This Sheet to be filled out in Local Currency
(In Ethiopian Birr)

Summarized Balance Sheet for Cooperative: Kolba Multi-Purpose Primary Cooperative						
Line	Item	As at September 30,				
General Information		1998	1999	2000	2001	2002
1	Number of Members					
2	Number of Employees					
3	Exchange Rate Local Currency to US\$ at 12/31	7.5405	8.1747	8.3556	8.6135	8.6237
Current Assets						
4	Cash	222,210	164,625	107,453	70,874	21,718
5	Special Deposits in Other Institutions					
6	Short Term Investments	40,000	46,970	50,000	55,000	65,000
7	Accounts Receivable (less than one year)-Net	624,194	454,978	513,374	571,570	696,301
8	Inventory valued at lesser of Cost or Market	3,292	3,860	13,954	66,150	352,915
9	Goods in transit					
10	Prepayments					
11	Other Current Assets					
12	Total Current Assets	889,696	670,433	684,781	763,594	1,135,934
Long Term Assets						
13	Total Fixed Assets in Service	85,555	85,905	85,940	85,940	85,940
14	Construction Work in Progress					
15	Total Fixed Assets	85,555	85,905	85,940	85,940	85,940
16	Accumulated Provision for Depreciation	(75,162)	(82,565)	(85,936)	(85,936)	(85,936)
17	Net Fixed Assets	10,393	3,340	4	4	4
18	Equity in Associated Organizations	-	-	-	-	-
19	Long Term Receivables (over 1 year)-Net	-	-	-	-	-
20	Long Term Deposits	-	-	-	-	-
21	Long Term Loans	-	-	-	-	-
22	Other Assets	-	-	-	-	-
23	Total Long Term Assets	10,393	3,340	4	4	4
Total Assets						
24	Sum of Current and Long Term Assets	900,089	673,773	684,785	763,598	1,135,938
Current Liabilities						
25	Short Term Debt	-	-	-	-	-
26	Accounts Payable (less than 1 year maturity)	579,909	293,329	298,684	362,977	637,819
27	Obligations under Short Term Leases	-	-	-	-	-
28	Consumer Deposits	-	-	-	-	-
29	Other Current Liabilities	39,884	58,591	58,591	58,591	120,073
30	Total Current Liabilities	619,793	351,920	357,275	421,568	757,892
Long Term Liabilities						
31	Long Term Debt	-	-	-	-	-
32	Accounts Payable (more than 1 yr maturity)	-	-	-	-	-
33	Obligations under Long Term Leases	-	-	-	-	-
34	Other Long Term Liabilities	-	-	-	-	-
35	Total Long Term Liabilities	-	-	-	-	-
Margins and Equities						
36	Memberships	50,212	50,212	52,186	53,468	55,390
37	Patronage Capital-Net	-	-	-	-	-
38	Accumulated Operating Margins Prior Years-Net	199,051	230,084	255,562	257,544	257,544
39	Operating Margin-Current Year	31,034	25,478	1,982		14,264
40	Accumulated Non Operating Margin Prior Years			16,079	17,780	31,018
41	Non Operating Margin Current Year		16,079	1,701	13,238	19,830
42	Other Margins and Equities					
43	Total Margins and Equities	280,296	321,853	327,510	342,030	378,046
Total Liabilities and Member Equity						
44	Sum of Liabilities, Margins and Equities	900,089	673,773	684,785	763,598	1,135,938

DO NOT Enter Information on this Sheet
(In US\$)

Summarized Balance Sheet for Cooperative:		Kolba Multi-Purpose Primary Cooperative				
Line	Item	As at September 30,				
General Information		1998	1999	2000	2001	2002
1	Number of Members					
2	Number of Employees					
3	Exchange Rate Local Currency to US\$ at 12/31	7.5405	8.1747	8.3556	8.6135	8.6237
Current Assets						
4	Cash	29,469	20,138	12,860	8,228	2,518
5	Special Deposits in Other Institutions	-	-	-	-	-
6	Short Term Investments	5,305	5,746	5,984	6,385	7,537
7	Accounts Receivable (less than one year)-Net	82,779	55,657	61,441	66,358	80,743
8	Inventory, valued at lesser of Cost or Market	437	472	1,670	7,680	40,924
9	Goods in transit	-	-	-	-	-
10	Prepayments	-	-	-	-	-
11	Other Current Assets	-	-	-	-	-
12	Total Current Assets	117,989	82,014	81,955	88,651	131,722
Long Term Assets						
13	Total Fixed Assets in Service	11,346	10,509	10,285	9,977	9,966
14	Construction Work in Progress	-	-	-	-	-
15	Total Fixed Assets	11,346	10,509	10,285	9,977	9,966
16	Accumulated Provision for Depreciation	(9,968)	(10,100)	(10,285)	(9,977)	(9,965)
17	Net Fixed Assets	1,378	409	0	0	0
18	Equity in Associated Organizations	-	-	-	-	-
19	Long Term Receivables (over 1 year)-Net	-	-	-	-	-
20	Long Term Deposits	-	-	-	-	-
21	Long Term Loans	-	-	-	-	-
22	Other Assets	-	-	-	-	-
23	Total Long Term Assets	1,378	409	0	0	0
Total Assets						
24	Sum of Current and Long Term Assets	119,367	82,422	81,956	88,652	131,723
Current Liabilities						
25	Short Term Debt	-	-	-	-	-
26	Accounts Payable (less than 1 year maturity)	76,906	35,883	35,747	42,141	73,961
27	Obligations under Short Term Leases	-	-	-	-	-
28	Consumer Deposits	-	-	-	-	-
29	Other Current Liabilities	5,289	7,167	7,012	6,802	13,924
30	Total Current Liabilities	82,195	43,050	42,759	48,943	87,885
Long Term Liabilities						
31	Long Term Debt	-	-	-	-	-
32	Accounts Payable (more than 1 yr maturity)	-	-	-	-	-
33	Obligations under Long Term Leases	-	-	-	-	-
34	Other Long Term Liabilities	-	-	-	-	-
35	Total Long Term Liabilities	-	-	-	-	-
Margins and Equities						
36	Memberships	6,659	6,142	6,246	6,208	6,423
37	Patronage Capital-Net	-	-	-	-	-
38	Accumulated Operating Margins Prior Years-Net	26,398	28,146	30,586	29,900	29,865
39	Operating Margin-Current Year	4,116	3,117	237	-	1,654
40	Accumulated Non Operating Margin Prior Years	-	-	1,924	2,064	3,597
41	Non Operating Margin Current Year	-	1,967	204	1,537	2,299
42	Other Margins and Equities	-	-	-	-	-
43	Total Margins and Equities	37,172	39,372	39,197	39,709	43,838
Total Liabilities and Member Equity						
44	Sum of Liabilities, Margins and Equities	119,367	82,422.24	81,956	88,651.81	131,723

Kolba Multi-Purpose Primary Cooperative
Adjusted Comparative Income Statement
For the Period October 1 through September 30
(In Ethiopian Birr)

Particulars	1998	1999	2000	2001	2002
Sales					
Fertilizer Sales	731,118	601,605	755,913	505,147	746,773
Food Grain Sales	439,150	400,469	531,848	542,697	538,326
Merchandise Sales	6,688	4,108	7,144	12,011	7,018
Total Sales Income	1,176,956	1,006,182	1,294,905	1,059,855	1,292,117
Cost of Goods Sold					
Beginning Inventory	6,258	3,292	3,860	13,954	66,150
Purchases:					
Fertilizer	705,775	582,097	732,373	478,318	720,179
Food Grain	379,739	325,560	499,304	544,664	751,535
Merchandise	4,565	5,110	3,120	15,258	4,810
Goods Available for Sale	1,096,337	916,059	1,238,657	1,052,194	1,542,674
Ending Inventory	3,292	3,860	13,954	66,150	352,915
Cost of Goods Sold	1,093,045	912,199	1,224,703	986,044	1,189,759
Gross Profit	83,911	93,983	70,202	73,811	102,358
Other Income					
Interest Income	27,052	22,126	23,876	20,024	41,662
Dividend from Union		6,970	9,881	14,101	11,623
Commission Income					
Miscellaneous Income	386	1,124	2,226	3,686	1,011
Total Other Income	27,438	30,220	35,983	37,811	54,296
Total Income	111,349	124,203	106,185	111,622	156,654
Operating Expenses					
Travel and Per diem	10,094	10,779	11,096	14,787	17,391
Salaries and Wages	7,365	8,720	9,310	10,054	11,380
Loading and Unloading	2,741	1,499	4,605	3,936	4,266
Stationery	1,398	2,476	2,290	630	1,944
Transportation Expense	3,610	58	67		
Interest Expense	10,648	6,168	10,209	16,455	13,970
Repair and Maintenance				1,038	5,467
Miscellaneous Expenses	5,256	6,798	9,849	10,103	12,335
Total Operating Expenses	41,112	36,498	47,426	57,003	66,753
Net Income Before Depreciation and Tax	70,237	87,705	58,759	54,619	89,901
Income Tax		2,196			
Depreciation	8,170	7,403	3,370		
Net Income	62,067	78,106	55,389	54,619	89,901

Kolba Farmers' Multi-Purpose Primary Cooperative
Adjusted Comparative Balance Sheet
As of September 30, 2003
(In Ethiopian Birr)

	1998	1999	2000	2001	2002
Assets					
Current Assets					
Cash in Hand	2,204	1,520	7,453	6,778	13,856
Cash in Bank	220,006	163,105	100,000	64,096	7,862
Accounts Receivable	18,428	16,932	59,132	1,219	1,078
Loans Receivable	605,766	438,046	454,242	570,351	695,223
Investment	40,000	46,970	50,000	55,000	65,000
Inventory:					
Food Grain	193	3,860	13,467	2,595	352,297
Merchandise	3,099		487	63,555	618
Total Current Assets	889,696	670,433	684,781	763,594	1,135,934
Fixed Assets					
Total Fixed Assets	85,555	85,905	85,940	85,940	85,940
Less: Accumulated Depreciation	75,162	82,565	85,936	85,936	85,936
Net Fixed Assets	10,393	3,340	4	4	4
Total Assets	900,089	673,773	684,785	763,598	1,135,938
Liabilities					
Loans Payable	579,909	285,837	291,195	355,488	625,675
Dividend Payable	39,884	58,591	58,591	58,591	120,073
Others Payable		7,492	7,489	7,489	12,144
Total Liabilities	619,793	351,920	357,275	421,568	757,892
Capital					
Share Capital	50,212	50,212	52,186	53,468	55,390
Reserve (General)	196,154	224,277	227,960	241,198	275,292
Reserve (Expansion)	29,942	39,470	39,470	39,470	39,470
Reserve (Social Services)	3,988	7,894	7,894	7,894	7,894
Total Capital	280,296	321,853	327,510	342,030	378,046
Total Liabilities and Capital	900,089	673,773	684,785	763,598	1,135,938

Kolba Farmers' Multi-Purpose Primary Cooperative
Breakdown of Profit/Loss Statement for the Period October 1, 2001 - September 30, 2002

by Enterprise/Activities
(In Ethiopian Birr, Except Percents)

	Fertilizer	Grain Marketing	Merchandize and Chemicals	Others	Total
Sales	746,773	538,326	7,018		1,292,117
Cost of goods sold/fuel	713,987	468,985	6,786		1,189,758
Gross Profit	32,786	69,341	232		102,359
Other Income				54,296	54,296
Direct operational expense	3,380	24,281		39,093	66,754
Operational Income	29,406	45,060	232	15,203	89,901
Percentage of Contribution	33%	50%	0%	17%	100%
Loss on Projects					
Proration (Absorption) of Loss on G.Profit					
NI before Bonus	29,406	45,060	232	15,203	89,901
% Contribution of NI	33%	50%	0%	17%	100%

October 1, 2000 - September 30, 2001

Sales	505,147	542,697	12,011		1,059,855
Cost of goods sold/fuel	478,318	494,576	13,150		986,044
Gross Profit	26,829	48,121	(1,139)		73,811
Other Income				37,811	37,811
Direct operational expense	19,601	13,559	320	23,523	57,003
Operational Income	7,228	34,562	(1,459)	14,288	54,619
Contribution Percentage	13%	62%		25%	100%
Loss on Projects			(1,459)		(1,459)
Proration (Absorption) of Loss on G.Profit	188	899	-	372	1,459
Other Indirect Expense					
NI before Bonus	7,040	33,663	-	13,916	54,619
% Contribution	13%	62%	0%	25%	100%

Kolba Farmers' Multi-Purpose Primary Cooperative
Breakdown of Profit/Loss Statement for the Period October 1, 2001 - September 30, 2002

by Enterprise/Activities
(In \$ US, Except Percents)

	Fertilizer	Grain Marketing	Merchandize and Chemicals	Others	Total
Exchange Rate Local Currency per US\$ as of 12/31					8.6237
Sales	86,595	62,424	814	-	149,833
Cost of goods sold/fuel	82,794	54,383	787	-	137,964
Gross Profit	3,802	8,041	27	-	11,869
Other Income				6,296	6,296
Direct operational expense	392	2,816	-	4,533	7,741
Operational Income	3,410	5,225	27	1,763	10,425
Percentage of Contribution	33%	50%	0%	17%	100%
Loss on Projects					
Proration (Absorption) of Loss on G.Profit					
Other Indirect Expense					
NI before Bonus	3,410	5,225	27	1,763	10,425
% Contribution of NI	33%	50%	0%	17%	100%

October 1, 2000 - September 30, 2001

Exchange Rate Local Currency per \$US as of 12/31					\$ 8.6135
Sales	58,646	63,006	1,394	-	123,047
Cost of goods sold/fuel	55,532	57,419	1,527	-	114,477
Gross Profit	3,115	5,587	(132)	-	8,569
Other Income				4,390	4,390
Direct operational expense	2,276	1,574	37	2,731	6,618
Operational Income	839	4,013	(169)	1,659	6,341
Contribution Percentage	13%	62%		25%	100%
Loss on Projects			(169)		(169)
Proration (Absorption) of Loss on G.Profit	22	104	-	43	169
Other Indirect Expense					
NI before	817	3,908	-	1,616	6,341
% Contribution	13%	62%	0%	25%	100%