

Balance Sheet:									
Inventory % Cost of Sales:	%	16.9%	17.9%	16.5%	17.1%	17.1%	17.1%	17.1%	17.1%
Other Current Assets % Revenue:	%	1.8%	1.9%	1.7%	1.8%	1.8%	1.8%	1.8%	1.8%
Operating Lease Assets % SG&A:	%	12.4%	12.5%	13.8%	14.0%	14.1%	14.2%	14.3%	14.4%
Change in Op. Lease Assets/Liabilities:	\$ M		81	271	121	100	92	95	85
Accounts Payable % Cost of Sales:	%	17.1%	18.4%	18.2%	17.9%	17.9%	17.9%	17.9%	17.9%
Accrued Liabilities % SG&A:	%	27.0%	26.7%	27.1%	27.0%	27.0%	27.0%	27.0%	27.0%
Balance Sheet:	Units:	Historical			Projected				
		FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
ASSETS:									
Current Assets:									
Cash & Equivalents:	\$ M	\$ 2,643	\$ 1,556	\$ 2,577	\$ 1,498	\$ 1,596	\$ 1,450	\$ 1,708	\$ 2,917
Inventory:	\$ M	8,597	9,497	8,992	9,684	10,023	10,323	10,633	10,899
Other Current Assets:	\$ M	1,300	1,466	1,333	1,466	1,517	1,563	1,610	1,650
Total Current Assets:	\$ M	12,540	12,519	12,902	12,647	13,136	13,337	13,951	15,465
Non-Current Assets:									
Net PP&E:	\$ M	24,536	25,533	26,383	26,681	27,095	27,067	27,019	26,483
Operating Lease Assets:	\$ M	1,884	1,965	2,236	2,357	2,457	2,548	2,643	2,728
Other Long-Term Assets:	\$ M	1,343	1,273	1,358	1,408	1,478	1,568	1,668	1,768
Total Non-Current Assets:	\$ M	27,763	28,771	29,877	30,446	31,030	31,173	31,330	30,980
Total Assets:	\$ M	\$ 40,303	\$ 41,290	\$ 42,779	\$ 43,093	\$ 44,166	\$ 44,510	\$ 45,281	\$ 46,445

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Sabine Zange



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