

## Flat Hierarchy

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**Sample Company**  
**For Period Ending December 31,**  
**(thousands of dollars, except number of employees)**

	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>
Sales, Net	1,500	1,400	1,300	1,200	1,100
Income (Loss) from Continuing Operations	500	400	300	200	100
Net Income (Loss)	51	41	31	21	11
Cash Flow Provided by (used in) Operating Activities, Net	5,000	4,000	3,000	2,000	1,000
Capital Additions	1,000	650	550	450	350
Average Number of Employees	300	290	280	270	260

The accompanying notes form an integral part of the consolidated financial statements.