HEARUSA INC Form 10-Q August 10, 2004

# UNITED STATES SECURITIES AND EXCHANGE COMMISSION

#### WASHINGTON, D.C. 20549

**FORM 10-Q** 

(Mark One)

X QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15 (d) OF THE SECURITIES EXCHANGE ACT OF 1934			
	For the quarterly period ended June 26, 2004		
	OR		
0	TRANSITION REPORT PURSUANT TO SEC EXCHANGE ACT OF 1934	TION 13 OR 15 (d) OF THE SECURITIES	
	For the transition period from	to	
	Commission file nu	ımber 0-11655	
	HearUSA	, Inc.	
	(Exact Name of Registrant as	Specified in Its Charter)	
	Delaware	22-2748248	
	(State of Other Jurisdiction of Incorporation or Organization)	I.R.S. Employer Identification No.)	
1250	Northpoint Parkway, West Palm Beach, Florida	33407	
(A	ddress of Principal Executive Offices)	(Zip Code)	

Former Name, Former Address and Former Fiscal Year, if Changed Since Last Report

Registrant s Telephone Number, Including Area Code (561) 478-8770

Indicate by check whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days Yes  $\beta$  No  $\alpha$ 

Indicate by check whether the registrant is an accelerated filer (as defined in Rule 12b-2 of the Exchange Act). Yes  $\circ$  No  $\flat$ 

On July 28, 2004 29,492,798 shares of the Registrant's Common Stock and 937,108 exchangeable shares of HEARx Canada, Inc. were outstanding.

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## **Part I** Financial Information

## **Item 1. Financial Statements**

## HearUSA, Inc. Consolidated Balance Sheets

	June 26, 2004 (unaudited)		December 27, 2003 (audited)	
ASSETS				
Current assets				
Cash and cash equivalents	\$	2,207,800	\$	6,714,881
Investment securities		435,000		435,000
Accounts and notes receivable, less allowance for doubtful accounts of		C 407 044		6 520 140
\$478,206 and \$490,881		6,407,044		6,539,149
Inventories		916,234		979,092
Prepaid expenses and other	_	725,802	_	1,115,393
Total current assets		10,691,880		15,783,515
Property and equipment, net		4,331,091		4,969,265
Goodwill		33,062,872		33,222,779
Intangible assets, net		11,266,657		11,577,097
Deposits and other	_	462,529	_	630,694
	\$	59,815,029	\$	66,183,350
LIABILITIES AND STOCKHOLDERS EQUITY Current liabilities			_	
Accounts payable	\$	6,584,187	\$	6,750,234
Accrued expenses		2,052,108		2,492,094
Accrued salaries and other compensation		1,941,650		1,706,252
Current maturities of long-term debt		4,038,204		6,436,271
Dividends payable	_	354,283	_	728,699
		14050 433		40 442 880
Total current liabilities		14,970,432		18,113,550
Long-term debt		19,198,840		20,579,977
Commitments and contingencies  Convertible subordinated notes, not of debt discount of \$6,423,567 and				
Convertible subordinated notes, net of debt discount of \$6,433,567 and \$7,423,596 (Note 3)		1,066,433		76,404
Mandatorily redeemable convertible preferred stock		4,655,014		4,600,107
Stockholders equity		4,033,014		<del>1</del> ,000,107

Preferred stock (Aggregate liquidation preference \$2,330,000; \$1 par, 7,500,000 shares authorized)
Series H Junior Participating (none outstanding)
Series J (233 shares outstanding)

	\$ 59,815,029	\$ 66,183,350
Total stockholders equity	19,924,310	22,813,312
Accumulated other comprehensive income Treasury stock, at cost: 523,662 and 523,662 common shares	730,986 (2,485,141)	1,033,616 (2,485,141)
Accumulated deficit	(101,102,647)	(98,501,791)
Additional paid-in capital	120,192,441	120,226,050
29,528,432 shares issued Stock subscription	3,000,938 (412,500)	2,952,845 (412,500)
Total preferred stock Common stock: \$.10 par; 75,000,000 shares authorized 30,009,380 and	233	233
Series J (233 shares outstanding)	233	233

See accompanying notes to the consolidated financial statements

## HearUSA, Inc. Consolidated Statements of Operations Six Months Ended June 26, 2004 and June 28, 2003

	June 26, 2004	June 28, 2003
Net revenues	(unaudited) \$35,084,483	(unaudited) \$36,388,106
Operating costs and expenses Cost of products sold Center operating expenses	9,980,269 18,852,616	10,456,496 17,134,807
General and administrative expenses Depreciation and amortization	4,948,825 1,191,568	4,872,128 1,634,574
Total operating costs and expenses	34,973,278	34,098,005
Income from operations Non-operating income (expense):	111,205	2,290,101
Interest income	7,444	11,961
Interest expense (including approximately \$1,064,000 and \$0 of non-cash debt discount amortization)	(2,329,031)	(1,115,538)
Income (loss) from continuing operations Discontinued operations	(2,210,382)	1,186,524
Loss from discontinued operations		(197,706)
Net income (loss) Dividends on preferred stock	(2,210,382) (353,497)	988,818 (297,425)
Net income (loss) applicable to common stockholders	\$ (2,563,879)	\$ 691,393
Net income (loss) from continuing operations, including dividends on preferred stock, per common share basic	\$ (0.08)	\$ 0.03
Net income (loss) from continuing operations, including dividends on preferred stock, per common share diluted	\$ (0.08)	\$ 0.02
	\$ (0.08)	\$ 0.02

Net income (loss) applicable to common stockholders per common share basic

Net income (loss) applicable to common stockholders per common share diluted	\$	(0.08)	\$	0.01
Weighted average number of shares of common stock outstanding basic	30,	423,755	30,	424,872
Weighted average number of shares of common stock outstanding diluted	30,	423,755	53,	323,137

See accompanying notes to the consolidated financial statements

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## HearUSA, Inc. Consolidated Statements of Cash Flows Three Months Ended June 26, 2004 and June 28, 2003

		June 26, 2004		June 28, 2003
Net revenues		unaudited) 18,149,883		unaudited) 18,976,378
Operating costs and expenses Cost of products sold Center operating expenses General and administrative expenses Depreciation and amortization	_	4,989,787 9,709,801 2,493,576 576,778	_	5,640,257 8,719,105 2,426,000 725,656
Total operating costs and expenses	-	17,769,942	-	17,511,018
Income from operations Non-operating income (expense):		379,941		1,465,360
Interest income		3,587		7,743
Interest expense (including approximately \$532,000 and \$0 of non-cash debt discount amortization)	_	(1,155,758)	_	(592,653)
Income (loss) from continuing operations Discontinued operations		(772,230)		880,450
Loss from discontinued operations	_		_	(241,184)
Net income (loss) Dividends on preferred stock	_	(772,230) (175,778)	_	639,266 (149,101)
Net income (loss) applicable to common stockholders	\$	(948,008)	\$	490,165
Net income (loss) from continuing operations, including dividends on preferred stock, per common share basic	\$	(0.03)	\$	0.02
Net income (loss) from continuing operations, including dividends on preferred stock, per common share diluted	\$	(0.03)	\$	0.02
	\$	(0.03)	\$	0.02

Net income (loss) applicable to common stockholders per common share basic

Net income (loss) applicable to common stockholders per common share diluted	\$	(0.03)	\$	0.01
Weighted average number of shares of common stock outstanding basic	30,	423,705	30,	423,639
Weighted average number of shares of common stock outstanding diluted	30,	423,705	48,	619,906

See accompanying notes to the consolidated financial statements

## HearUSA, Inc. Consolidated Statements of Cash Flows Six Months Ended June 26, 2004 and June 28, 2003

	June 26, 2004	June 28, 2003
	(unaudited)	(unaudited)
Cash flows from operating activities Net income (loss) Loss from discontinued operations	\$(2,210,279)	\$ 988,818 197,706
Net income (loss) from continuing operations Adjustments to reconcile net (loss) gain to net cash (used in) provided by operating activities:	(2,210,279)	1,186,524
Depreciation and amortization Provision for doubtful accounts Debt discount amortization	1,191,569 197,504 1,063,533	1,634,574 171,437
Principal payments on long-term debt made through preferred pricing reductions Interest on Siemens Tranche D Executive compensation expense Equipment purchases through vendor credit Consulting expense through issuance of warrants	(1,460,402) 311,366 19,750 (158,800) 2,044	(1,450,002) 375,397
(Increase) decrease in: Accounts and notes receivable Inventories Prepaid expenses and other Increase (decrease) in:	(799,958) 61,295 557,071	(614,568) (78,734) 132,662
Accounts payable and accrued expenses Accrued salaries and other compensation	(667,571) 228,010	1,137,742 (1,716,281)
Net cash (used in) provided by continuing operations Net cash (used in) discontinued operations	(1,664,868)	778,751 (398,544)
Net cash (used in) provided by operations	(1,664,868)	380,207
Cash flows from investing activities Purchase of property and equipment Capital expenditures of discontinued operations Proceeds from sales of discontinued operations	(152,940)	(119,758) (8,196)
Net cash (used in) investing activities	(51,194)	(127,954)

Cash flows from financing activities		
Proceeds from issuance of long-term debt	500,000	3,500,000
Payments on long-term debt from discontinued operations	300,000	(29,822)
Principal payments on long-term debt	(2,632,182)	(816,535)
Purchase of treasury stock	(2,032,102)	(310,333) $(1,700)$
Redemption of preferred stock, net of costs		(90,847)
•		
Proceeds from Board of Director sale of stock	4 100	40,250
Proceeds from exercise of employee stock options	4,189	13
Dividends on preferred stock	(673,007)	(269,512)
Net cash provided by (used in) financing activities	(2,801,000)	2,331,847
Effects of exchange rate changes on cash	9,981	153,079
Net increase (decrease) in cash and cash equivalents	(4,507,081)	2,737,179
Cash and cash equivalents at beginning of period	6,714,881	2,410,023
,		
Cash and cash equivalents at end of period	\$ 2,207,800	\$ 5,147,202

See accompanying notes to consolidated financial statements

## HearUSA, Inc. Consolidated Statements of Cash Flows Six Months Ended June 26, 2004 and June 28, 2003

	June 26, 2004	June 28, 2003
	(unaudited)	(unaudited)
Supplemental disclosure of cash flow information:  Cash paid for interest	\$ 666,753	\$ 218,221
Supplemental schedule of non-cash investing and financing activities: Capital lease on property and equipment		395,204
See accompanying notes to consolidated financial statements		
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# Hear USA, Inc. Notes to Consolidated Financial Statements

The accompanying unaudited consolidated financial statements have been prepared in accordance with generally accepted accounting principles for interim financial information and with the instructions to Form 10-Q and Article 10 of Regulation S-X. Accordingly, they do not include all of the information and footnotes required by generally accepted accounting principles for complete financial statements. In the opinion of management, all adjustments, consisting of normal recurring accruals, considered necessary for a fair presentation have been included. Operating results for the six month period ended June 26, 2004 are not necessarily indicative of the results that may be expected for the year ending December 25, 2004. For further information, refer to the audited consolidated financial statements and footnotes thereto included in the Company s annual report on Form 10-K for the year ended December 27, 2003.

### 1. Description of the Company and Summary of Significant Accounting Policies

#### The Company

HearUSA Inc. (HearUSA or the Company), a Delaware corporation, was organized for the purpose of creating a nationwide chain of centers to serve the needs of the hearing impaired. As of June 26, 2004, the Company has a network of 156 company-owned hearing care centers in 11 states and the Province of Ontario, Canada. The Company also sponsors a network of approximately 1,400 credentialed audiology providers that participate in selected hearing benefit programs contracted by the company with employer groups, health insurers and benefit sponsors in 49 States. The centers and the network providers provide audiological products and services for the hearing impaired.

#### Basis of consolidation

The consolidated financial statements include the accounts of the Company and its wholly owned and majority controlled subsidiaries. Intercompany accounts and transactions have been eliminated in consolidation.

#### Income (loss) per common share

Net income (loss) per common share is calculated in accordance with Statement of Financial Accounting Standards (SFAS) No. 128 Earnings Per Share which requires companies to present basic and diluted earnings per share. Net income (loss) per common share basic is based on the weighted average number of common shares outstanding during the year. Net income (loss) per common share diluted is based on the weighted average number of common shares and dilutive potential common shares outstanding during the year. Convertible subordinated notes, mandatorily redeemable convertible preferred stock, convertible preferred stock, stock options and stock warrants are excluded from the computations of net loss per common share because the effect of their inclusion would be anti-dilutive.

Due to the Company s net loss for the first six months of 2004, the following common stock equivalents for convertible subordinated notes, mandatorily redeemable convertible preferred stock, outstanding options and warrants to purchase common stock of 9,031,699 were excluded from the computation of net loss per common share diluted at June 26, 2004 because they were anti-dilutive. For purposes of computing net income (loss) per common share basic and diluted, for the six and three months ended June 26, 2004 and June 28, 2003, the weighted average number of shares of common stock outstanding includes the effect of the 944,182 and 2,839,846, respectively, exchangeable shares of HEARx Canada, Inc., as if they were outstanding common stock of the Company on June 30, 2002, the effective date of the combination with Helix for financial reporting purposes.

#### Comprehensive income

Comprehensive income is defined to include all changes in equity except those resulting from investments by owners and distributions to owners. The Company s other comprehensive income represents a foreign currency translation adjustment.

# Hear USA, Inc. Notes to Consolidated Financial Statements

Comprehensive income (loss) and the components of other comprehensive income are as follows:

	Six Months Ended		Three Months Ended			
	June 26, 2004 June 28, 200		•		June 26, 2004	June 28, 2003
Net income (loss) for the period Other comprehensive income:	\$(2,210,382)	\$ 988,818	\$ (772,232)	\$ 639,266		
Foreign currency translation adjustments	(302,629)	(1,272)	(232,146)	(218,014)		
Comprehensive income (loss) for the period	\$(2,513,011)	\$ 987,546	\$(1,145,345)	\$ 421,252		

### Stock-based compensation

The Company has granted stock options to employees and directors under stock option plans. The Company accounts for those plans using the intrinsic value method under Accounting Principles Board Opinion No. 25, Accounting for Stock Issued to Employees . Stock-based employee compensation cost reflected in net income (loss) is not significant, as all options granted under those plans had an exercise price greater than or equal to the market value of the underlying common stock on the date of grant. The following table illustrates the effect on net income (loss) and income (loss) per share if the Company had applied the fair value recognition provisions of SFAS No. 123, (SFAS 123) Accounting for Stock-Based Compensation, to stock-based employee compensation:

	Six Month	ns Ended	Three Months Ended			
	June 26, 2004	June 28, 2003	June 26, 2004	June 28, 2003		
Net income (loss) applicable to common stockholders as reported Deduct: Total stock-based employee compensation expense determined under fair	\$(2,563,879)	\$ 691,393	\$ (948,008)	\$ 490,165		
value based method for all awards	(186,000)	(178,000)	(93,000)	(134,000)		
Pro forma	\$(2,749,879)	\$ 513,393	\$(1,041,008)	\$ 356,165		
Income (loss) per share-basic As reported	\$ (0.08)	\$ 0.02	\$ (0.03)	\$ 0.02		

Pro forma	\$ (0.09)	\$ 0.01	\$ (0.03)	\$ 0.01
Income (loss) per share diluted				
As reported	\$ (0.08)	\$ 0.02	\$ (0.03)	\$ 0.01
Pro forma	\$ (0.09)	\$ 0.02	\$ (0.03)	\$ 0.01

For purposes of the above disclosure, the determination of the fair value of stock options granted in 2004 and 2003 was based on the following: (i) a risk free interest rate of 2.23%, and 3.42% respectively; (ii) expected option lives ranging from 5 to 7 years; (iii) expected volatility in the market price of the Company s common stock of 94% and 95%, respectively; and (iv) no dividends on the underlying common stock.

### **Reclassifications**

Certain amounts in the 2003 consolidated financial statements have been reclassified in order to conform to the 2004 presentation.

# Hear USA, Inc. Notes to Consolidated Financial Statements

#### 2. Stockholders Equity

#### Common stock

During the six months ended June 26, 2004, 75,000 employee stock options were issued at an exercise price of \$2.31, no warrants were exercised and employee stock options for 6,250 shares of common stock were exercised.

#### 3. Convertible Subordinated Notes

On December 19, 2003, the Company completed a private placement of \$7.5 million five-year convertible subordinated notes with five-year warrants to purchase 2,642,750 shares of the Company s common stock. The notes may not be converted and warrants to purchase 2,142,750 shares may not be exercised for a two-year period. The remaining warrants to purchase 500,000 shares are exercisable beginning in June 2005 at \$1.75 per share. Beginning in December 2005 the notes may be converted at \$1.75 per share and the warrants may be exercised for up to 2,142,750 shares at \$1.75 per share. The quoted closing market price of the Company s common stock on the commitment date was \$2.37 per share. The notes bear interest at 11 percent per annum for the first two years and then at 8 percent per annum through the remainder of their term.

Proceeds from this financing have been used to repay the \$2 million notes that was issued on October 3, 2003. In addition, approximately \$1.8 million of the net proceeds were used to make payments to Siemens in early fiscal 2004 under the Credit Agreement, including 50% against the Tranche D Loan and 50% against the Tranche E Loan. The balance of the net proceeds was used for working capital. As of December 27, 2003, \$500,000 of the financing proceeds was recorded as a subscription receivable under the caption accounts and notes receivable in the accompanying consolidated balance sheet, and was received in January 2004.

Beginning on March 25, 2004, the Company is required to make quarterly payments of interest only. On March 25, 2006, the Company is required to make twelve equal quarterly payments of principal plus interest. Payments of interest and principal may be made, at the Company s option, in cash or with the Company s common stock. If payments are made using the Company s common stock the shares to be issued would be computed at 90% of the average closing price for the 20 day trading period immediately preceding the payment date. Approximate aggregate amount of maturities of the convertible subordinated notes maturing in future years as of June 26, 2004, is \$2,500,000 in each of 2006, 2007 and 2008.

In addition to the 2,642,750 common stock purchase warrants issued to the investors in the \$7.5 million financing, the Company also issued 117,143 common stock purchase warrants with the same terms as the lender warrants and paid cash of approximately \$206,000 to third parties as finder fees and financing costs. These warrants were valued at approximately \$220,000 using a Black-Scholes option pricing model. The total of such costs of approximately \$426,000 are being amortized as interest expense using the effective interest method over the five year term of the notes.

The Company recorded a debt discount of approximately \$7,488,000 consisting of the intrinsic value of the beneficial conversion of approximately \$4,519,000 and the portion of the proceeds allocated to the warrants issued to the lenders of approximately \$2,969,000, using the Black-Scholes option pricing model, based on the relative fair values of the warrants and the notes. The debt discount is being amortized as interest expense over the five-year term of the notes using the interest method.

During the first six months of 2004, approximately \$1,446,000 of prepaid financing fees and debt discount was amortized as interest expense, including a non-cash portion of approximately \$1,064,000. The future non-cash debt discount and prepaid finder fees to be amortized as interest expense over the next five years are approximately \$1,064,000 for the remainder of 2004, \$2,151,000 in 2005, \$1,763,000 in 2006, \$1,145,000 in 2007 and \$434,000 in 2008. In the event the investors convert or exercise the debt or warrants, the Company will be required to amortize the remaining debt discount in the period in which the exercise or conversion occurs.

# Hear USA, Inc. Notes to Consolidated Financial Statements

#### 4. Discontinued Operations

On July 15, 2003, the Company sold 100% of the shares of the Company s three subsidiaries and selected assets associated with the management of the centers located in the Canadian Province of Quebec, to Forget & Sauve, Audioprothesistes, S.E.N.C. (Forget & Sauve) and 6068065 Canada Inc., private entities owned and controlled by Steve Forget, a former Helix officer and director. Mr. Forget served as an officer of HearUSA until October 2002 and as a director until May 2003. The sale agreement provided for total payments to the Company of approximately \$1.7 million, which included in part payment of pre-existing debt, owed the Company by Forget & Sauve of approximately \$1.6 million. The Company received an initial cash payment of \$700,000 at closing and \$1 million over the five following months, including an amount of approximately \$103,000 received in January 2004.

The three Quebec subsidiaries and selected assets have been presented as a discontinued operation and the consolidated financial statements have been reclassified to segregate the assets, liabilities and operating results of these subsidiaries for all periods presented. The sale resulted in a loss on disposal of approximately \$105,000 recorded in the second quarter of 2003. Net revenues of the discontinued operations for the six and three months ended June 28, 2003 were approximately \$2,559,000 and \$1,391,000 respectively and net loss of the discontinued operations was approximately \$93,000 and \$136,000 respectively.

#### 5. Segments

The Company operates in three business segments, which include the operation and management of centers, the establishment, maintenance and support of an affiliated network and the operation of an e-commerce business. The Company s business units are located in the United States and Canada.

	Centers	E-commerce	Network	Corporate	Total
Net revenues					
6 months ended 6/26/04	\$35,574,000	\$ 31,000	\$ 479,000		\$35,084,000
6 months ended 6/28/03	35,803,000	33,000	552,000		36,388,000
Income (loss) from					
operations					
6 months ended 6/26/04	4,849,000	(8,000)	159,000	(5,111,000)	111,000
6 months ended 6/28/03	7,669,000	(32,000)	273,000	(5,620,000)	2,290,000
6 months ended					
6/26/04					
Depreciation and					
amortization	1,028,000		2,000	162,000	1,192,000
Identifiable assets	47,309,000		1,111,000	11,395,000	59,815,000
Capital expenditures	128,000			25,000	153,000
6 months ended					
6/28/03					
Depreciation and					
amortization	1,047,000		2,000	586,000	1,635,000
Identifiable assets	48,237,000		1,202,000	17,978,000	67,417,000
Capital expenditures	58,000			62,000	120,000

Incomes from operations at the segment level are computed before general and administrative expenses.

# Hear USA, Inc. Notes to Consolidated Financial Statements

Information concerning geographic areas as of and for the six months ended June 26, 2004 and June 28, 2003 are as follows:

	<b>United States</b>	Canada	<b>United States</b>	Canada	
	2004	2004	2003	2003	
	\$	\$	\$	<b>\$</b>	
Net revenues Long-lived assets	31,949,000 39,649,000	3,137,000 9,012,000	34,033,000 40,833,000	2,355,000 9,062,000	

Net revenues by geographic area are allocated based on the location of the subsidiary operations.

#### **6. Recent Accounting Pronouncements**

Effective July 1, 2003, the Company adopted EITF Issue No. 00-21 ( EITF 00-21 ), *Accounting For Revenue Arrangements with Multiple Deliverables*, which establishes criteria for whether revenue on a deliverable can be recognized separately from other deliverables in a multiple deliverable arrangement. The criteria considers whether the delivered item has stand-alone value to the customer, whether the fair value of each of the deliverable items can be reliably determined and the customer s right of return for the delivered items. The Company s adoption of EITF 00-21 did not have an effect on its consolidated financial statements.

In May 2003, the FASB issued SFAS No. 150, Accounting for Certain Financial Instruments with Characteristics of both Liabilities and Equity. It is effective for financial instruments entered into or modified after May 31, 2003, and otherwise is effective at the beginning of the first interim period beginning after June 15, 2003. This Statement establishes standards for how an issuer classifies and measures certain financial instruments with characteristics of both liabilities and equity. It requires that an issuer classify a financial instrument that is within its scope as a liability (or an asset in some circumstances). Many of those instruments were previously classified as equity. This Statement did not have a material effect on the Company s consolidated results of operations or financial position.

#### 7. Liquidity

Working capital decreased \$2.0 million to a working capital deficit of \$4.3 million as of June 26, 2004 from a working capital deficit of \$2.3 million as of December 27, 2003. The working capital deficit of \$4.3 million includes approximately \$2.9 million representing the current portion of the long-term debt to Siemens for Tranches A, B and C, which may be repaid through preferred pricing reductions related to product purchases. In the first six months of 2004, the Company generated income from operations of approximately \$111,000 compared to income generated from operations of \$2,290,000 in 2003. Cash and cash equivalents as of June 26, 2004 was approximately \$2.2 million.

In July of 2004, the Company implemented a cost reduction program to reduce its salary, marketing and other expenses by approximately \$2.5 million annually, based on the second quarter of 2004 expense level. The Company believes that current cash and cash equivalents, expected cash flow from operations and the impact of the cost reduction program implemented in July 2004 will be sufficient to support the Company s operational needs through the remainder of the year. There can be no assurance, however, that the Company will achieve its expected cash from

operations or that net revenue levels will increase above the current level and that unexpected cash needs will not arise for which the cash, cash equivalents and cash flow from operations will be sufficient. In the event of a shortfall in cash, the Company would consider short-term debt, or additional equity or debt offerings. There can be no assurance however, that such financing will be available to the Company on favorable terms or at all. The Company also is continuing its aggressive cost controls and sales and gross margin improvements.