

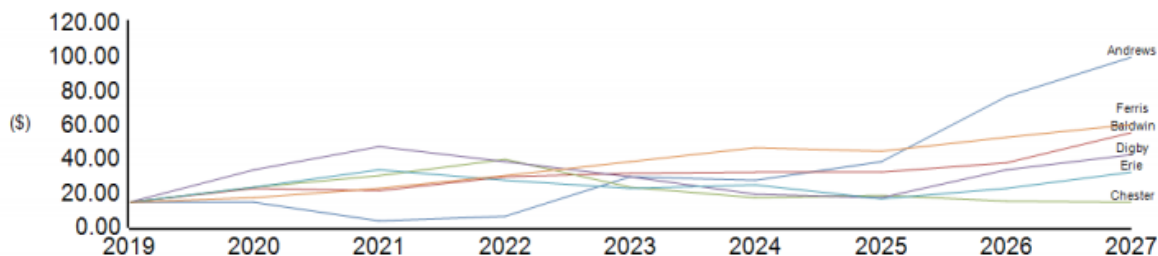
After 8 years, Rhine Lab has been the 1st of competitors, the stock price is \$40 more than the 2nd, which is also \$30 more than the KPI we set. We were not like B or F, which increased gradually and pretty steady. The lowest time was only \$3.67 and I believed at that time the people who agreed with my idea had earned a lot.

In round 1, Rhine was the worst company and in the next coming year, we had fallen into the bottom when the other companies were growing. Even I comforted myself by the 1st market sharing. I was also doubting myself many times, “are you sure the company would not die in the coming new year?” Fortunately, Rhine overcame the difficulties and developed quickly since we have extra money (ensure the cash flow is between 4% to 7%) to put on accessibility and awareness in 2022.

Stock Market Summary

Company	Close	Change	Shares	Market Cap	Book Value	EPS	Dividend	Yield	P/E
Andrews	\$99.61	\$22.49	2,562,573	\$255	\$43.75	\$11.21	\$0.00	0%	8.89
Baldwin	\$56.22	\$18.07	4,226,399	\$238	\$33.15	\$5.81	\$0.67	1%	9.68
Chester	\$15.28	(\$1.21)	3,540,170	\$54	\$17.73	(\$0.48)	\$0.00	0%	-31.57
Digby	\$42.74	\$9.20	2,887,977	\$123	\$24.14	\$3.37	\$0.95	2%	12.67
Erie	\$33.03	\$9.69	2,899,232	\$96	\$20.97	\$2.60	\$0.00	0%	12.68
Ferris	\$61.29	\$8.64	2,647,783	\$162	\$35.13	\$4.83	\$2.10	3%	12.70

Stock Price



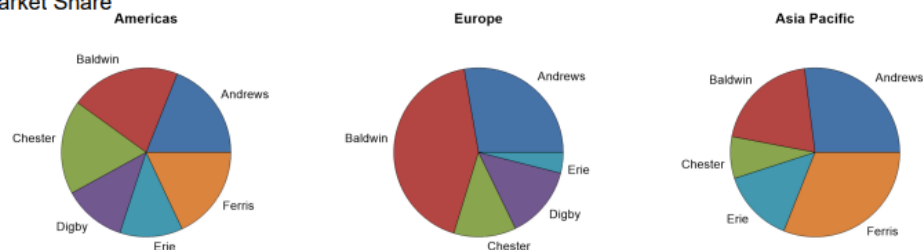
BTW, there has one potential dangerous we should pay attention to, boards. In the round 5, our money was not enough to support products because I hadn’t invested enough money into capacity and automation (They still not enough to satisfy the requirements in the round 8 and our automation is too low. As the plan said, we should achieve 6.4 at the round 8). So, we had to give up Europe’s Budget market temporarily. However, how could B and C know we would close it and B even produced double volume products. That’s unfair, we don’t know their actions. There might have business spies in Rhine Lab.

Plant Details

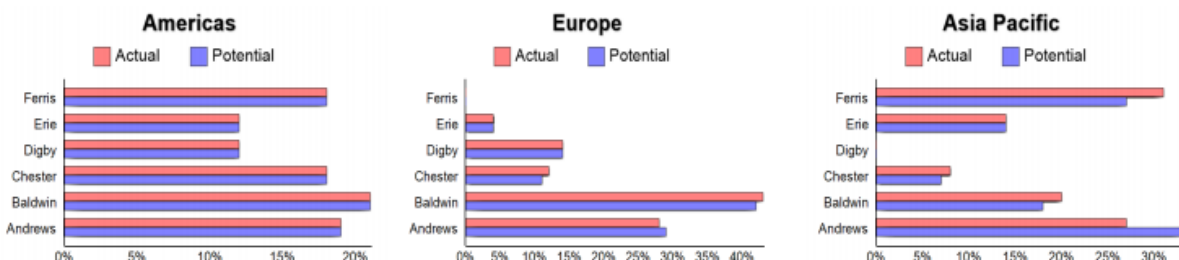
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Capacity	8,300	7,450	4,000	5,000	5,500	6,500
Automation	4.5	6.0	8.0	5.5	4.0	6.0

It's sad to say that we haven't achieved 40% of the markets. In the Americas market, the lowest price we had was 13.3% and the highest is 26.7%. Actually, the occupations are relatively stable. In Europe, B is the dominant one. Although we were a little bit higher than them in round 2, most of the time, we stay in an inferior position. The lowest was 11.8% and the highest was 37.4%. In AC, it's 10.4% to 43.1% while F is the king for the all-time. Overall, although we are the second occupier, we have much less than the goal (round 8 below). The Rhine is the 2nd in all market share and based on potential sales, we might be the 1st in the next year. In Europe, we still have jobs to improve.

Market Share

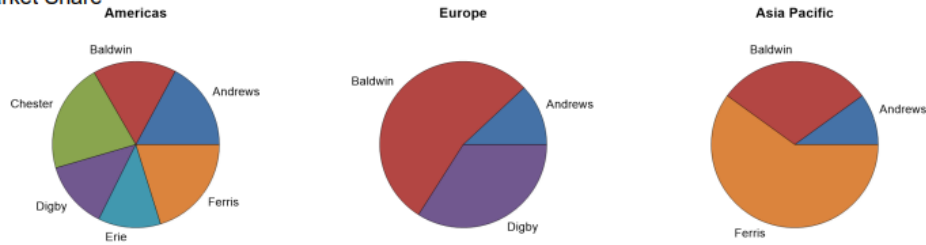


Market Share	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Americas	19.1%	21.0%	18.0%	12.0%	12.0%	17.9%
Europe	28.1%	43.1%	11.6%	13.7%	3.6%	0%
Asia Pacific	26.5%	20.1%	8.1%	0%	14.2%	31.1%
Total	24.1%	27.2%	12.9%	8.6%	10.2%	16.9%

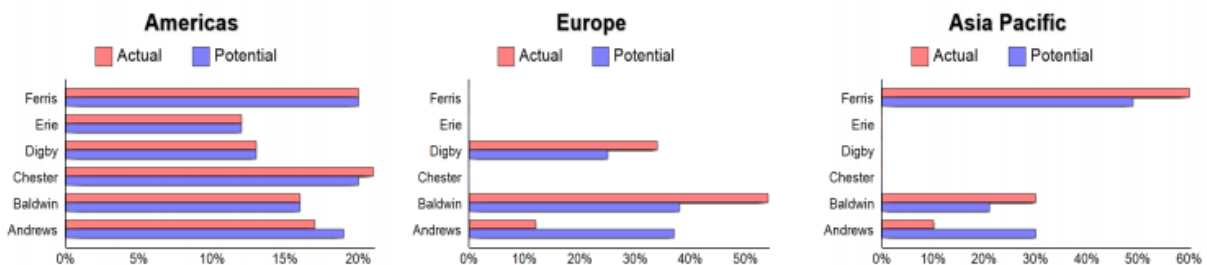


The Rhine targeted at all markets at the beginning (pictures below are the situation in round 1). But it's hard to compete with B because they had too much money to do jobs while we borrowed debt and sold stocks to produce. Today, B still has a healthy operating condition and would still be a strong opponent in the future.

Market Share



Market Share	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Americas	17.4%	16.5%	20.6%	13.2%	12.2%	20.1%
Europe	11.8%	53.7%	0%	34.5%	0%	0%
Asia Pacific	10.4%	29.9%	0%	0%	0%	59.8%
Total	15.8%	24.7%	15.1%	16.3%	8.9%	19.2%



Not only on sale but also for satisfaction. We are performing well in the Performance but bad at Budget. However, as you might notice that it's not easy to get a high score in the Budget segment. Ten years later, as the units sold been high and we could sell at a low price, maybe at that time, we could have 40. In addition, the performance segment is profitable while the budget is less and less profitable. So, F's strategy is not a long-term one.

Top Products In Budget

Region	Name	Units Sold	Price	Customer Satisfaction	Accy	Speed	Service Life	Age	Region Kit	Material Costs	Labor Costs	Contrib. Margin
Americas	Cookie	1,823	\$21.00	24	7.5	7.5	15,000	3.8	No	\$6.01	\$4.64	48.19%
	Baker	1,451	\$28.00	20	8.5	8.5	17,000	3.6	Yes	\$8.48	\$7.74	41.00%
	Able	1,297	\$26.00	20	8.8	8.8	14,000	1.8	Yes	\$7.21	\$13.10	21.24%
	Fierce	1,266	\$23.00	23	8.0	8.0	14,000	2.5	No	\$5.92	\$7.70	39.30%
	Cake	1,032	\$22.00	28	7.5	7.5	14,000	3.1	Yes	\$5.75	\$4.63	51.50%
	Fast	1,023	\$26.00	13	8.0	8.0	17,000	4.9	Yes	\$8.08	\$7.71	37.57%
	Fight	893	\$25.00	15	8.0	8.0	16,000	1.9	No	\$6.71	\$7.74	41.20%
	Brute	482	\$28.00	8	8.5	8.5	16,000	0.9	No	\$7.05	\$7.77	46.48%
	Candy	37	\$37.00	0	11.7	11.7	21,000	0.9	Yes	\$11.06	\$4.64	56.12%
Europe	Baker	3,340	€33.00	14	8.5	8.5	17,000	3.6	Yes	\$8.48	\$7.90	34.21%
	Able	1,797	€29.15	9	8.8	8.8	14,000	1.8	Yes	\$7.13	\$12.57	13.82%
	Cake	1,387	€24.20	12	7.5	7.5	14,000	3.1	No	\$5.37	\$9.61	16.97%
	Brute	963	€33.00	5	8.5	8.5	16,000	0.9	No	\$7.05	\$13.30	21.45%
	Candy	7	€40.70	0	11.7	11.7	21,000	0.9	No	\$10.75	\$13.23	24.83%
Asia Pacific	Fast	2,416	S\$26.00	12	8.0	8.0	17,000	4.9	Yes	\$8.03	\$7.75	29.70%
	Fierce	2,219	S\$24.00	15	8.0	8.0	14,000	2.5	No	\$5.87	\$11.24	18.25%
	Baker	2,204	S\$28.00	13	8.5	8.5	17,000	3.6	No	\$7.38	\$13.28	17.27%
	Able	1,589	S\$25.00	18	8.8	8.8	14,000	1.8	Yes	\$7.13	\$10.10	21.11%
	Cake	1,204	S\$22.00	11	7.5	7.5	14,000	3.1	No	\$5.36	\$13.27	3.96%

Top Products In Performance

Region	Name	Units Sold	Price	Customer Satisfaction	Accy	Speed	Service Life	Age	Region Kit	Material Costs	Labor Costs	Contrib. Margin
Americas	Eat	1,212	\$37.50	75	12.6	12.6	22,000	1.5	Yes	\$13.16	\$10.76	34.25%
	Aper	1,116	\$41.00	76	13.0	13.0	22,000	1.5	Yes	\$13.14	\$10.06	43.21%
	Daze	1,090	\$38.50	60	12.4	12.4	23,000	1.5	No	\$12.37	\$8.45	44.30%
	Drive	1,047	\$40.00	68	12.8	12.8	20,500	1.3	Yes	\$12.61	\$8.47	45.65%
	Apex	976	\$41.00	67	13.0	13.0	22,000	1.5	Yes	\$13.06	\$10.08	43.52%
	Bright	939	\$37.50	57	12.3	12.3	23,000	1.4	No	\$12.12	\$7.74	45.53%
	Enter	923	\$38.00	74	12.7	12.7	22,500	1.3	No	\$11.99	\$10.78	38.16%
	Bold	835	\$38.00	50	12.3	12.3	22,000	1.4	Yes	\$12.68	\$7.75	44.60%
	Candy	308	\$37.00	24	11.7	11.7	21,000	0.9	Yes	\$11.06	\$4.64	56.12%
	Baker	16	\$28.00	0	8.5	8.5	17,000	3.6	Yes	\$8.48	\$7.74	41.00%
	Brute	16	\$28.00	0	8.5	8.5	16,000	0.9	No	\$7.05	\$7.77	46.48%
	Able	16	\$26.00	0	8.8	8.8	14,000	1.8	Yes	\$7.21	\$13.10	21.24%
Europe	Aper	1,051	€40.70	77	13.0	13.0	22,000	1.5	Yes	\$13.16	\$10.06	28.76%
	Daze	1,017	€41.80	59	12.4	12.4	23,000	1.5	Yes	\$13.54	\$8.50	32.22%
	Apex	946	€40.70	70	13.0	13.0	22,000	1.5	Yes	\$13.01	\$10.10	29.40%
	Drive	834	€42.90	57	12.8	12.8	20,500	1.3	Yes	\$12.61	\$8.50	36.29%
	Bright	808	€40.70	52	12.3	12.3	23,000	1.4	No	\$12.11	\$13.04	22.44%
	Bold	694	€40.70	44	12.3	12.3	22,000	1.4	Yes	\$12.68	\$12.98	21.11%
	Eat	482	€41.25	32	12.6	12.6	22,000	1.5	No	\$12.04	\$10.87	29.83%
	Candy	172	€40.70	14	11.7	11.7	21,000	0.9	No	\$10.75	\$13.23	24.83%
	Baker	15	€33.00	0	8.5	8.5	17,000	3.6	Yes	\$8.48	\$7.90	34.21%
	Brute	13	€33.00	0	8.5	8.5	16,000	0.9	No	\$7.05	\$13.30	21.45%
	Able	10	€29.15	0	8.8	8.8	14,000	1.8	Yes	\$7.13	\$12.57	13.82%
Asia Pacific	Aper	1,296	S\$41.00	73	13.0	13.0	22,000	1.5	Yes	\$13.12	\$10.07	37.34%
	Eat	1,138	S\$38.00	58	12.6	12.6	22,000	1.5	No	\$12.08	\$10.81	31.82%
	Apex	1,050	S\$41.00	64	13.0	13.0	22,000	1.5	Yes	\$13.01	\$10.10	37.53%
	Enter	973	S\$39.00	65	12.7	12.7	22,500	1.3	No	\$11.98	\$10.82	34.14%
	Bold	771	S\$37.50	38	12.3	12.3	22,000	1.4	No	\$11.81	\$13.24	25.31%
	Baker	14	S\$28.00	0	8.5	8.5	17,000	3.6	No	\$7.38	\$13.28	17.27%
	Able	11	S\$25.00	0	8.8	8.8	14,000	1.8	Yes	\$7.13	\$10.10	21.11%

China has an old proverb, “good wine needs no bush.” I do R&D every round to make sure that our products located in the ideal position. But the result told me that a great product doesn’t

mean that you can have a good sale, you need to invest money for upgrading the accessibility and awareness. As I mentioned above, I put money into the two factors when I had the extra money in 2020, and then the price of our stock had increased \$23.

Ladies and gentlemen, I've enjoyed the past 8 years with you and what above is a brief summary of my jobs. For the new management team, I don't want to talk too much. So, here is the list that I need to tell them,

- Do not borrow the money from current debt or sell stocks, it really hurts me a lot.
- Improving the capacity and automation in the production lines. I did attach importance to them, and try to run after. Sorry for leaving an awful one for you.
- Even performance segment is more profitable and important, but don't forget to compete on the budget segment. You don't need to earn much money, but you have to ensure the competitors have no money to earn.