

Round: 4
Dec. 31,
2022

Foundation® FastTrack

F96780

Andrews

Manny Atwal
 Abraham Aznauryan
 Evelyn Chan
 Wanshu Du
 Alyssa Suzukawa

Baldwin

Noah August
 Max Banister
 Rebecca Li
 Warner Tsang

Chester

Warren Gu
 Camilla Leonard
 Theodore Rosenfeld
 Ravi Siripuram
 Izzy VanOppen

Digby

Calvin Ko
 Jasmine Lai
 Rachel Lau
 Amy Tran
 Kevin Yi

Erie

Mamsell Arteaga
 Valeria Garcia
 Alex Hasley
 Kaitlyn Kang
 Yuna Tae

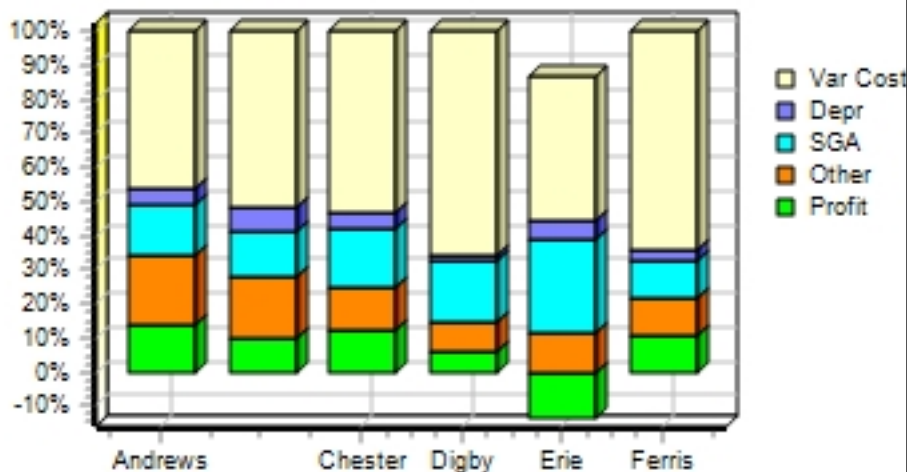
Ferris

Adi Ganapathi
 Christina Lee
 Jessie Lee
 Amy Zhang

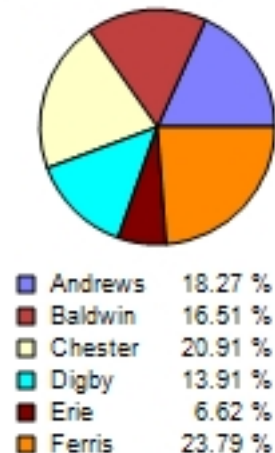
Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	15.2%	10.4%	12.9%	6.3%	-20.9%	11.4%
Asset Turnover	1.01	0.90	1.28	1.97	0.81	1.70
ROA	15.4%	9.3%	16.5%	12.4%	-16.8%	19.4%
Leverage	1.5	1.9	1.3	2.5	14.7	1.3
ROE	23.7%	18.2%	21.4%	31.6%	-247.3%	25.5%
Emergency Loan	\$14,144,703	\$0	\$0	\$0	\$24,620,267	\$0
Sales	\$76,345,142	\$68,987,099	\$87,360,197	\$58,110,857	\$27,670,112	\$99,401,618
EBIT	\$21,576,807	\$14,465,218	\$18,937,676	\$7,568,314	(\$3,867,998)	\$18,665,801
Profits	\$11,640,401	\$7,161,670	\$11,286,627	\$3,666,508	(\$5,772,381)	\$11,318,939
Cumulative Profit	\$34,216,295	\$21,037,732	\$29,510,657	\$1,238,811	(\$8,025,693)	\$30,001,168
SG&A / Sales	15.8%	14.9%	17.8%	18.6%	41.8%	11.6%
Contrib. Margin %	49.6%	44.3%	44.0%	33.1%	35.4%	33.8%

Percent of Sales F96780



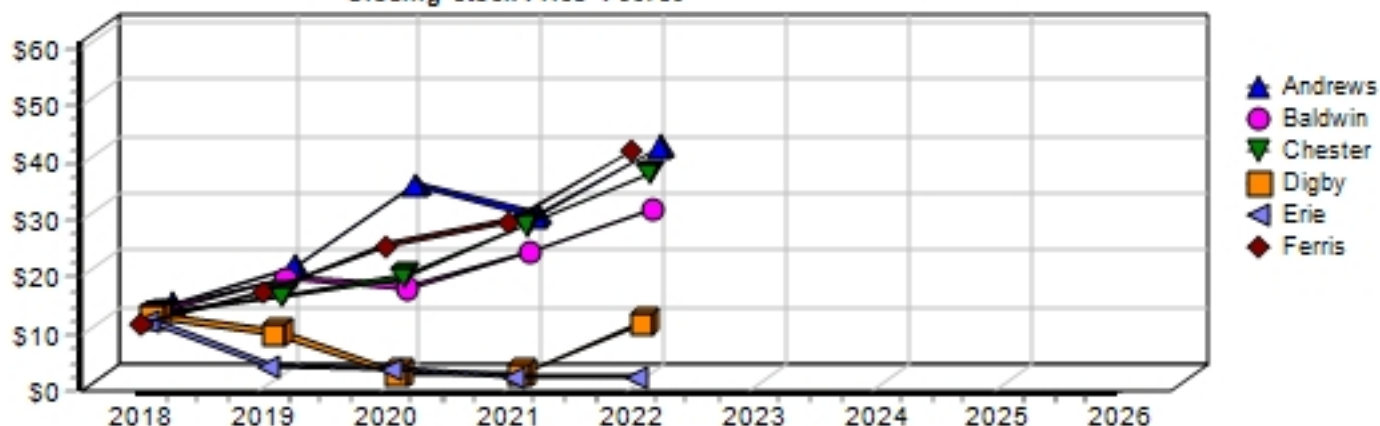
\$ Market Share F96780



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value	EPS	Dividend	Yield	P/E
Andrews	\$38.59	\$11.80	2,162,101	\$83	\$22.70	\$5.38	\$0.00	0.0%	7.2
Baldwin	\$28.57	\$7.64	2,586,187	\$74	\$15.25	\$2.77	\$0.00	0.0%	10.3
Chester	\$35.09	\$8.89	2,994,324	\$105	\$17.65	\$3.77	\$0.00	0.0%	9.3
Digby	\$10.13	\$9.13	2,000,000	\$20	\$5.80	\$1.83	\$0.00	0.0%	5.5
Erie	\$1.00	\$0.00	2,000,000	\$2	\$1.17	(\$2.89)	\$0.00	0.0%	-0.3
Ferris	\$41.39	\$12.19	2,192,296	\$91	\$20.24	\$5.16	\$0.00	0.0%	8.0

Closing Stock Price F96780



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	13.0S2024	\$2,600,000	12.3%	105.75	A	Digby	13.0S2024	\$2,600,000	12.8%	101.18	CC
	10.0S2029	\$2,000,000	9.9%	101.47	A		11.6S2030	\$7,417,000	12.0%	96.56	CC
Baldwin	13.0S2024	\$2,600,000	12.6%	103.25	B		13.2S2031	\$3,168,000	12.6%	104.74	CC
	10.0S2029	\$2,480,000	10.5%	94.83	B	Erie	13.0S2024	\$2,600,000	13.1%	99.50	DDD
	9.5S2030	\$4,877,000	10.3%	91.80	B		10.0S2029	\$2,480,000	11.7%	85.54	DDD
	9.4S2032	\$17,219,000	10.4%	90.03	B	Ferris	13.0S2024	\$2,600,000	12.1%	107.41	AAA
Chester	13.0S2024	\$2,600,000	12.1%	107.59	AAA		10.0S2029	\$1,000,000	9.4%	106.08	AAA
	10.0S2029	\$2,480,000	9.4%	106.61	AAA						
	9.8S2030	\$5,100,000	9.2%	106.16	AAA						

Next Year's Prime Rate 7.00%

Financial Summary

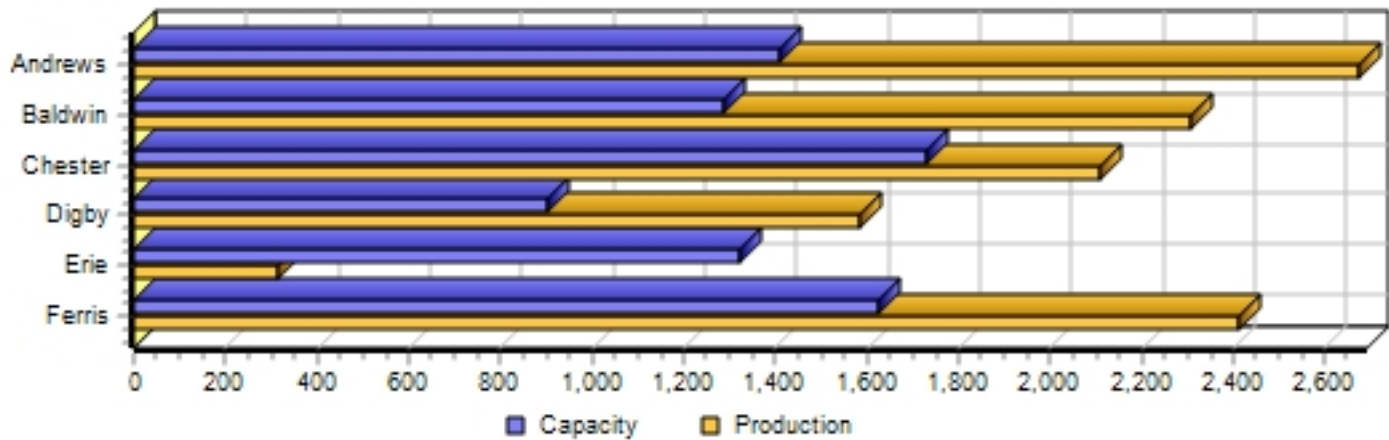


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Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	\$11,640	\$7,162	\$11,287	\$3,667	(\$5,772)	\$11,319
Adjustment for non-cash items:						
Depreciation	\$4,057	\$4,844	\$3,967	\$1,240	\$2,085	\$3,243
Extraordinary gains/losses/writeoffs	\$0	\$0	\$0	(\$374)	\$0	\$0
Changes in current assets and liabilities						
Accounts payable	(\$1,610)	\$404	(\$1,414)	\$2,220	(\$2,057)	(\$648)
Inventory	(\$3,927)	(\$259)	\$5,980	\$2,777	\$10,047	\$8,778
Accounts Receivable	(\$604)	(\$1,203)	\$193	(\$1,577)	\$462	(\$1,490)
Net cash from operations	\$9,556	\$10,947	\$20,013	\$7,952	\$4,764	\$21,203
Cash flows from investing activities						
Plant improvements(net)	\$0	(\$27,576)	(\$16,200)	\$5,070	(\$8,920)	(\$10,600)
Cash flows from financing activities						
Dividends paid	\$0	\$0	\$0	\$0	\$0	\$0
Sales of common stock	\$3,500	\$2,281	\$0	\$0	\$0	\$3,000
Purchase of common stock	\$0	\$0	\$0	\$0	\$0	\$0
Cash from long term debt issued	\$0	\$17,219	\$0	\$0	\$0	\$0
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of current debt	(\$30,200)	\$0	\$0	\$0	(\$20,465)	(\$4,000)
Cash from current debt borrowing	\$3,000	\$5,198	\$0	\$0	\$0	\$4,000
Cash from emergency loan	\$14,145	\$0	\$0	\$0	\$24,620	\$0
Net cash from financing activities	(\$9,556)	\$24,698	\$0	\$0	\$4,156	\$3,000
Net change in cash position	\$0	\$8,069	\$3,813	\$13,022	\$0	\$13,603
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$0	\$12,510	\$7,510	\$13,642	\$0	\$14,772
Accounts Receivable	\$9,412	\$5,670	\$7,180	\$4,776	\$2,274	\$8,170
Inventory	\$21,921	\$1,832	\$0	\$111	\$7,997	\$0
Total Current Assets	\$31,333	\$20,012	\$14,691	\$18,530	\$10,272	\$22,942
Plant and equipment	\$60,856	\$72,658	\$69,500	\$18,600	\$35,276	\$48,650
Accumulated Depreciation	(\$16,365)	(\$15,956)	(\$15,913)	(\$7,648)	(\$11,214)	(\$13,213)
Total Fixed Assets	\$44,491	\$56,702	\$53,587	\$10,952	\$24,062	\$35,437
Total Assets	\$75,824	\$76,714	\$68,278	\$29,482	\$34,333	\$58,378
Accounts Payable	\$3,269	\$3,164	\$3,527	\$2,965	\$565	\$4,684
Current Debt	\$18,878	\$6,931	\$1,733	\$1,733	\$26,354	\$5,733
Long Term Debt	\$4,600	\$27,176	\$10,180	\$13,185	\$5,080	\$3,600
Total Liabilities	\$26,747	\$37,271	\$15,440	\$17,883	\$31,999	\$14,017
Common Stock	\$6,823	\$10,691	\$15,290	\$2,323	\$2,323	\$6,323
Retained Earnings	\$42,253	\$28,751	\$37,547	\$9,276	\$11	\$38,038
Total Equity	\$49,076	\$39,443	\$52,838	\$11,599	\$2,334	\$44,361
Total Liabilities & Owners Equity	\$75,824	\$76,714	\$68,278	\$29,482	\$34,333	\$58,378
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$76,345	\$68,987	\$87,360	\$58,111	\$27,670	\$99,402
Variable Costs(Labor,Material,Carry)	\$38,481	\$38,454	\$48,891	\$38,863	\$17,887	\$65,766
Depreciation	\$4,057	\$4,844	\$3,967	\$1,240	\$2,085	\$3,243
SGA(R&D,Promo,Sales,Admin)	\$12,056	\$10,249	\$15,564	\$10,814	\$11,566	\$11,577
Other(Fees,Writeoffs,TQM,Bonuses)	\$175	\$975	\$0	(\$374)	\$0	\$150
EBIT	\$21,577	\$14,465	\$18,938	\$7,568	(\$3,868)	\$18,666
Interest(Short term,Long term)	\$3,303	\$3,222	\$1,219	\$1,812	\$5,013	\$897
Taxes	\$6,396	\$3,935	\$6,201	\$2,015	(\$3,108)	\$6,219
Profit Sharing	\$238	\$146	\$230	\$75	\$0	\$231
Net Profit	\$11,640	\$7,162	\$11,287	\$3,667	(\$5,772)	\$11,319

Production Vs. Capacity F96780



Name	Primary Segment	Units Sold	Unit Inventory	Revision Date	Age Dec.31	MTBF	Pfmm Coord	Size Coord	Price	Material Cost	Labor Cost	Contr. Marg.	2nd Shift & Over-time	Auto mation Next Round	Capacity Next Round	Plant Utiliz.
Able	Low	1,294	939	7/24/2023	5.3	20000	5.9	14.5	\$31.00	\$9.33	\$1.58	55%	100%	10.0	900	198%
Abb	High	805	412	9/20/2022	1.1	20000	10.0	10.8	\$45.00	\$16.92	\$4.63	44%	76%	8.0	512	174%
Baker	Low	2,228	111	8/13/2022	1.9	20000	6.7	13.4	\$29.99	\$11.16	\$4.79	45%	100%	10.0	1,139	198%
Becky	High	48	0	10/29/2022	0.2	23000	9.5	10.5	\$44.98	\$17.60	\$15.18	27%	99%	7.0	596	32%
Cake	Low	1,438	0	7/23/2023	4.9	20000	6.5	13.5	\$32.00	\$10.86	\$1.39	58%	30%	10.0	1,000	129%
Cal	High	919	0	6/23/2022	1.2	23000	10.2	9.8	\$45.00	\$18.96	\$13.20	28%	14%	3.0	750	113%
Carrot		0	0	5/17/2023	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	3.5	500	0%
Daze	Low	1,109	6	9/19/2022	2.4	18000	6.0	14.0	\$30.99	\$9.29	\$9.20	40%	67%	5.0	600	165%
Dude	High	594	0	12/16/2022	0.8	20000	9.5	10.5	\$39.99	\$16.70	\$15.95	23%	100%	1.0	300	198%
Eat	High	521	177	7/26/2022	1.8	17000	9.3	10.7	\$43.00	\$0.00	\$0.00	38%	0%	3.7	1,070	0%
Ear	Low	160	157	5/8/2022	0.6	14000	5.9	14.0	\$33.00	\$7.99	\$13.40	26%	98%	2.6	550	127%
Egg		0	0	4/23/2023	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	400	0%
Fast	Low	1,616	0	10/18/2021	3.2	20000	6.5	13.5	\$31.00	\$10.86	\$6.83	40%	71%	9.0	900	169%
Fury	High	697	0	4/26/2022	1.5	23000	9.7	10.3	\$43.00	\$17.99	\$12.15	28%	16%	2.0	475	115%
Flash	High	429	0	4/10/2022	0.7	23000	10.0	10.0	\$44.99	\$18.57	\$14.12	26%	100%	2.0	300	143%

Low Tech Statistics

Total Industry Unit Demand 7,379
 Actual Industry Unit Sales 7,379
 Segment % of Total Industry 62.2%

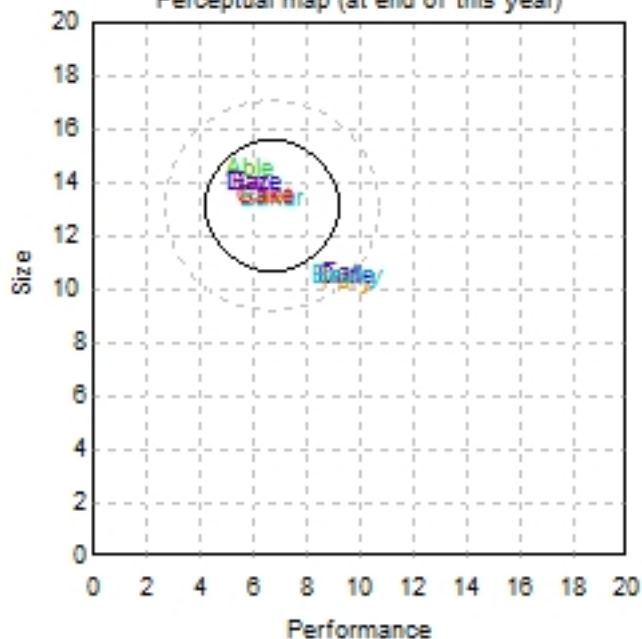
Next Year's Segment Growth Rate 10.0%

Low Tech Customer Buying Criteria

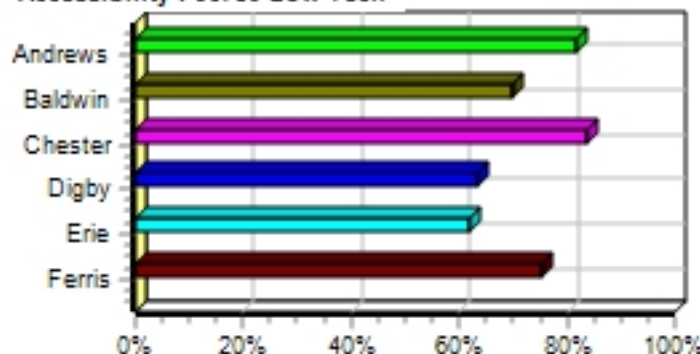
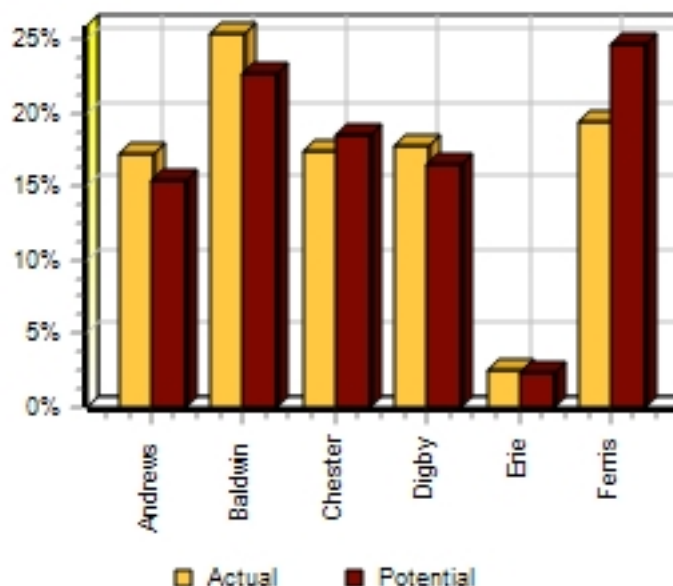
	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmm 6.8 Size 13.2	9%

Perceptual Map for Low Tech

Perceptual map (at end of this year)



Accessibility F96780 Low Tech

Actual vs Potential Market Share
2022 F96780 Low Tech

Top Products in Low Tech Segment

Name	Market Share	Units Sold to Seg	Revision Date	Stock Out	Pfmm Coord	Size Coord	List Price	MTBF	Age Dec.31	Promo Budget	Cust. Awareness	Sales Budget	Cust. Accessibility	Dec. Cust Survey
Baker	25%	1,874	8/13/2022		6.7	13.4	\$29.99	20000	1.94	\$1,500	100%	\$2,000	70%	38
Fast	19%	1,435	10/18/2021	YES	6.5	13.5	\$31.00	20000	3.20	\$1,500	98%	\$3,000	75%	45
Cake	17%	1,285	7/23/2023	YES	6.5	13.5	\$32.00	20000	4.93	\$1,500	100%	\$3,000	84%	28
Able	17%	1,272	7/24/2023		5.9	14.5	\$31.00	20000	5.27	\$1,500	100%	\$3,000	81%	22
Daze	15%	1,098	9/19/2022		6.0	14.0	\$30.99	18000	2.41	\$1,300	88%	\$2,500	63%	28
Dude	3%	219	12/16/2022	YES	9.5	10.5	\$39.99	20000	0.81	\$1,700	81%	\$2,500	63%	1
Ear	2%	136	5/8/2022		5.9	14.0	\$33.00	14000	0.65	\$2,100	71%	\$2,100	62%	5
Eat	1%	58	7/26/2022		9.3	10.7	\$43.00	17000	1.81	\$2,100	100%	\$2,100	62%	1

High Tech Statistics

Total Industry Unit Demand 4,479
Actual Industry Unit Sales 4,479
Segment % of Total Industry 37.8%

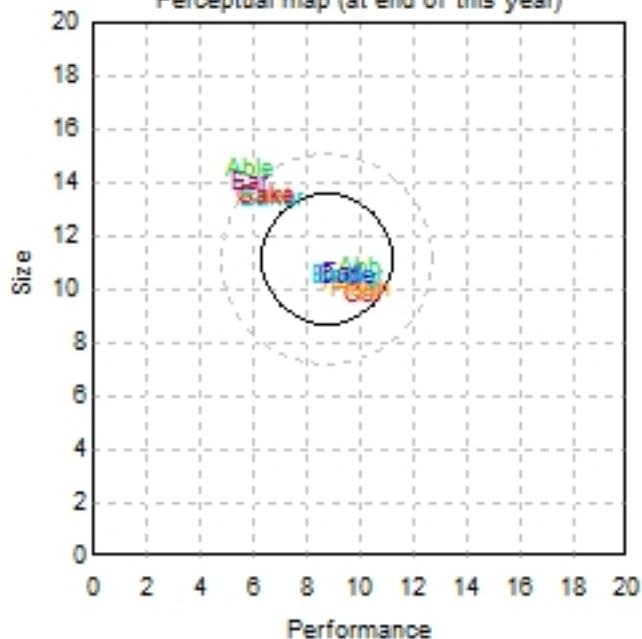
Next Year's Segment Growth Rate 20.0%

High Tech Customer Buying Criteria

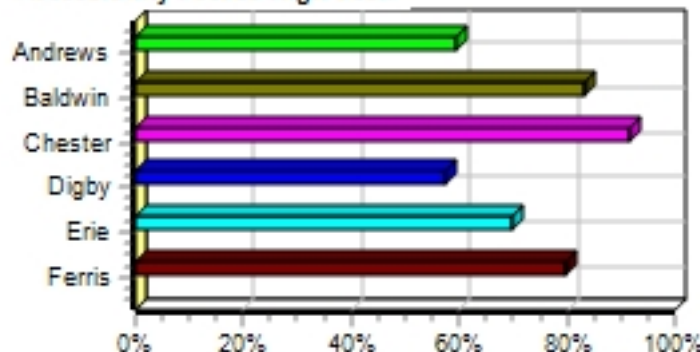
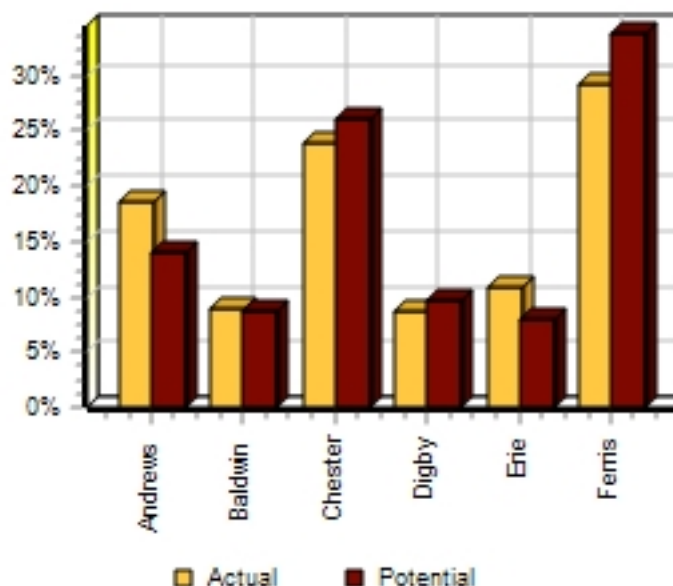
	Expectations	Importance
1. Ideal Position	Pfmm 10.2 Size 9.8	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%

Perceptual Map for High Tech

Perceptual map (at end of this year)



Accessibility F96780 High Tech

Actual vs Potential Market Share
2022 F96780 High Tech

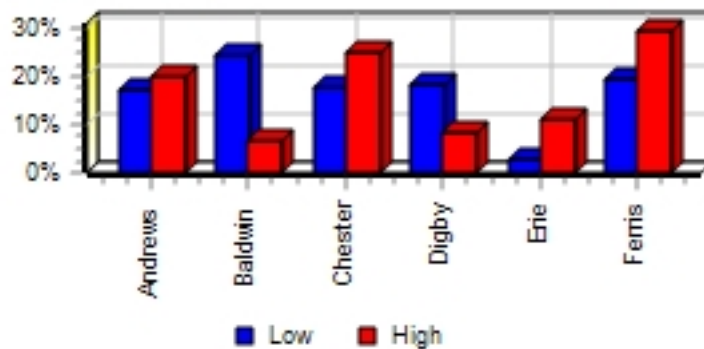
Top Products in High Tech Segment

Name	Market Share	Units Sold to Seg	Revision Date	Stock Out	Pfmm Coord	Size Coord	List Price	MTBF	Age Dec.31	Promo Budget	Cust. Awareness	Sales Budget	Cust. Accessibility	Dec. Cust Survey
Cal	21%	919	6/23/2022	YES	10.2	9.8	\$45.00	23000	1.19	\$3,000	100%	\$3,000	92%	51
Abb	18%	805	9/20/2022		10.0	10.8	\$45.00	20000	1.05	\$2,000	99%	\$1,000	59%	30
Fury	16%	697	4/26/2022	YES	9.7	10.3	\$43.00	23000	1.46	\$2,000	80%	\$0	80%	34
Eat	10%	463	7/26/2022		9.3	10.7	\$43.00	17000	1.81	\$2,100	100%	\$2,100	70%	20
Flash	10%	429	4/10/2022	YES	10.0	10.0	\$44.99	23000	0.72	\$2,000	70%	\$0	80%	39
Dude	8%	375	12/16/2022	YES	9.5	10.5	\$39.99	20000	0.81	\$1,700	81%	\$2,500	57%	36
Baker	8%	354	8/13/2022		6.7	13.4	\$29.99	20000	1.94	\$1,500	100%	\$2,000	83%	12
Fast	4%	181	10/18/2021	YES	6.5	13.5	\$31.00	20000	3.20	\$1,500	98%	\$3,000	80%	6
Cake	3%	153	7/23/2023	YES	6.5	13.5	\$32.00	20000	4.93	\$1,500	100%	\$3,000	92%	5
Becky	1%	48	10/29/2022	YES	9.5	10.5	\$44.98	23000	0.16	\$2,000	70%	\$2,000	83%	42
Ear	1%	23	5/8/2022		5.9	14.0	\$33.00	14000	0.65	\$2,100	71%	\$2,100	70%	0
Able	0%	22	7/24/2023		5.9	14.5	\$31.00	20000	5.27	\$1,500	100%	\$3,000	59%	0

Units Sold vs Demand Chart F96780



Market Share F96780



Actual Market Share in Units

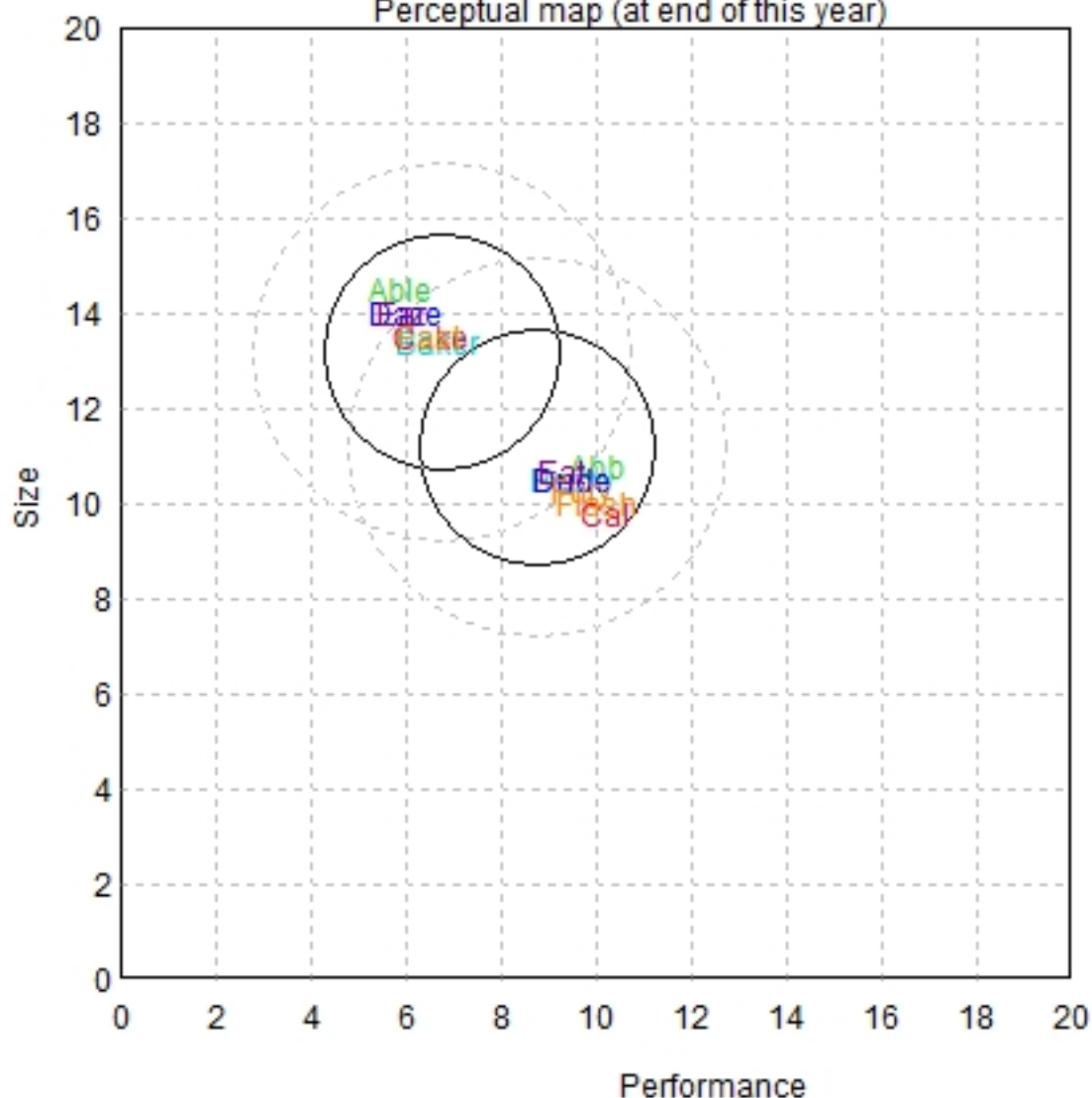
	Low	High	Total
Industry Unit Sales	7,379	4,479	11,858
% of Market	62.2%	37.8%	100.0%
Able	17.2%	0.5%	10.9%
Abb		18.0%	6.8%
Total	17.2%	18.5%	17.7%
Baker	25.4%	7.9%	18.8%
Becky		1.1%	0.4%
Total	25.4%	9.0%	19.2%
Cake	17.4%	3.4%	12.1%
Cal		20.5%	7.7%
Total	17.4%	23.9%	19.9%
Daze	14.9%	0.2%	9.3%
Dude	3.0%	8.4%	5.0%
Total	17.8%	8.6%	14.4%
Eat	0.8%	10.3%	4.4%
Ear	1.8%	0.5%	1.3%
Total	2.6%	10.9%	5.7%
Fast	19.5%	4.0%	13.6%
Fury		15.5%	5.9%
Flash		9.6%	3.6%
Total	19.5%	29.2%	23.1%

Potential Market Share in Units

	Low	High	Total
Units Demanded	7,379	4,479	11,858
% of Market	62.2%	37.8%	100.0%
Able	15.4%	0.4%	9.8%
Abb		13.6%	5.1%
Total	15.4%	14.0%	14.9%
Baker	22.7%	5.9%	16.4%
Becky		2.6%	1.0%
Total	22.7%	8.6%	17.3%
Cake	18.4%	3.5%	12.8%
Cal		22.6%	8.5%
Total	18.4%	26.1%	21.3%
Daze	13.2%	0.2%	8.3%
Dude	3.3%	9.6%	5.7%
Total	16.6%	9.7%	14.0%
Eat	0.7%	7.5%	3.3%
Ear	1.6%	0.4%	1.1%
Total	2.3%	7.9%	4.4%
Fast	24.6%	4.7%	17.1%
Fury		16.4%	6.2%
Flash		12.6%	4.8%
Total	24.6%	33.8%	28.1%

Perceptual Map for All Segments

Perceptual map (at end of this year)



Andrews

Name	Pfmn	Size	Revised
Able	5.9	14.5	7/24/2023
Abb	10.0	10.8	9/20/2022

Baldwin

Name	Pfmn	Size	Revised
Baker	6.7	13.4	8/13/2022
Becky	9.5	10.5	10/29/2022

Chester

Name	Pfmn	Size	Revised
Cake	6.5	13.5	7/23/2023
Cal	10.2	9.8	6/23/2022

Digby

Name	Pfmn	Size	Revised
Daze	6.0	14.0	9/19/2022
Dude	9.5	10.5	12/16/2022

Erie

Name	Pfmn	Size	Revised
Eat	9.3	10.7	7/26/2022
Ear	5.9	14.0	5/8/2022

Ferris

Name	Pfmn	Size	Revised
Fast	6.5	13.5	10/18/2021
Fury	9.7	10.3	4/26/2022
Flash	10.0	10.0	4/10/2022

HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	110	180	232	288	65	374
Complement	110	180	232	288	65	374
1st Shift Complement	60	90	201	159	33	244
2nd Shift Complement	50	90	31	129	32	130
Overtime Percent	0.0%	0.0%	0.1%	0.3%	0.0%	0.0%
Turnover Rate	8.1%	8.0%	6.6%	10.0%	9.7%	7.8%
New Employees	9	18	15	245	6	29
Separated Employees	311	0	162	0	161	102
Recruiting Spend	\$800	\$3,000	\$5,000	\$0	\$80	\$0
Training Hours	50	50	80	0	8	60
Productivity Index	104.4%	104.8%	108.8%	100.0%	100.0%	105.6%
Recruiting Cost	\$16	\$74	\$91	\$245	\$7	\$29
Separation Cost	\$1,555	\$0	\$810	\$0	\$805	\$510
Training Cost	\$110	\$180	\$371	\$0	\$10	\$449
Total HR Admin Cost	\$1,681	\$254	\$1,273	\$245	\$822	\$988
Strike Days						

TQM SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Process Mgt Budgets Last Year						
CPI Systems	\$0	\$0	\$0	\$0	\$0	\$0
VendorJIT	\$0	\$0	\$0	\$0	\$0	\$0
Quality Initiative Training	\$0	\$0	\$0	\$0	\$0	\$0
Channel Support Systems	\$0	\$0	\$0	\$0	\$0	\$0
Concurrent Engineering	\$0	\$0	\$0	\$0	\$0	\$0
UNEP Green Programs	\$0	\$0	\$0	\$0	\$0	\$0
TQM Budgets Last Year						
Benchmarking	\$0	\$0	\$0	\$0	\$0	\$0
Quality Function Deployment Effort	\$0	\$0	\$0	\$0	\$0	\$0
CCE/6 Sigma Training	\$0	\$0	\$0	\$0	\$0	\$0
GEMI TQEM Sustainability Initiatives	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Impacts						
Material Cost Reduction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Labor Cost Reduction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Reduction R&D Cycle Time	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Reduction Admin Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Demand Increase	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

ETHICS SUMMARY

Other (Fees, Writeoffs, etc.) The actual dollar impact. Example, \$120 means Other increased by \$120.
 Demand Factor The % of normal. 98% means demand fell 2%.
 Material Cost Impact The % of normal. 104% means material costs rose 4%.
 Admin Cost Impact The % of normal. 103% means admin costs rose 3%.
 Productivity Impact The % of normal. 104% means productivity increased by 4%.
 Awareness Impact The % of normal. 105% means normal awareness was multiplied by 1.05.
 Accessibility Impact The % of normal. 98% means normal accessibility was multiplied by 0.98.
 Normal means the value that would have been produced if the problem had not been presented.

Total

	No Impact	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Other (Fees, Writeoffs, etc.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Demand Factor	100%	100%	100%	100%	100%	100%	100%
Material Cost Impact	100%	100%	100%	100%	100%	100%	100%
Admin Cost Impact	100%	100%	100%	100%	100%	100%	100%
Productivity Impact	100%	100%	100%	100%	100%	100%	100%
Awareness Impact	100%	100%	100%	100%	100%	100%	100%
Accessibility Impact	100%	100%	100%	100%	100%	100%	100%

Annual Report

Annual Report

Chester

F96780

Round: 4
Dec. 31, 2022

Balance Sheet

DEFINITIONS: Common Size: The common size column simply represents each item as a percentage of total assets for that year. **Cash:** Your end-of-year cash position. **Accounts Receivable:** Reflects the lag between delivery and payment of your products. **Inventories:** The current value of your inventory across all products. A zero indicates your company stocked out. Unmet demand would, of course, fall to your competitors. **Plant & Equipment:** The current value of your plant. **Accum Deprec:** The total accumulated depreciation from your plant. **Accts Payable:** What the company currently owes suppliers for materials and services. **Current Debt:** The debt the company is obligated to pay during the next year of operations. It includes emergency loans used to keep your company solvent should you run out of cash during the year. **Long Term Debt:** The company's long term debt is in the form of bonds, and this represents the total value of your bonds. **Common Stock:** The amount of capital invested by shareholders in the company. **Retained Earnings:** The profits that the company chose to keep instead of paying to shareholders as dividends.

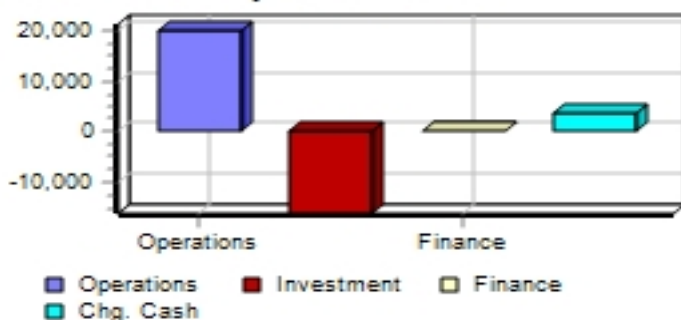
ASSETS		2022 Common Size	2021
Cash	\$7,510	11.0%	\$3,697
Account Receivable	\$7,180	10.5%	\$7,373
Inventory	\$0	0.0%	\$5,980
Total Current Assets	\$14,690	21.5%	\$17,050
Plant & Equipment	\$69,500	102.0%	\$53,300
Accumulated Depreciation	(\$15,913)	-23.3%	(\$11,946)
Total Fixed Assets	\$53,587	78.5%	\$41,354
Total Assets	\$68,278	100.0%	\$58,405
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$3,527	5.2%	\$4,941
Current Debt	\$1,733	2.5%	\$0
Long Term Debt	\$10,180	14.9%	\$11,913
Total Liabilities	\$15,440	22.6%	\$16,854
Common Stock	\$15,290	22.4%	\$15,290
Retained Earnings	\$37,547	55.0%	\$26,261
Total Equity	\$52,837	77.4%	\$41,551
Total Liab. & O. Equity	\$68,278	100.0%	\$58,405

Cash Flow Statement

The **Cash Flow Statement** examines what happened in the Cash Account during the year. Cash injections appear as positive numbers and cash withdrawals as negative numbers. The Cash Flow Statement is an excellent tool for diagnosing emergency loans. When negative cash flows exceed positives, you are forced to seek emergency funding. For example, if sales are bad and you find yourself carrying an abundance of excess inventory, the report would show the increase in inventory as a huge negative cash flow. Too much unexpected inventory could outstrip your inflows, exhaust your starting cash and force you to beg for money to keep your company afloat.

Cash Flows from Operating Activities	2022	2021
Net Income(Loss)	\$11,287	\$9,179
Depreciation	\$3,967	\$3,553
Extraordinary gains/losses/writeoffs	\$0	\$0
Accounts Payable	(\$1,414)	\$1,981
Inventory	\$5,980	(\$4,932)
Accounts Receivable	\$193	(\$2,469)
Net cash from operation	\$20,013	\$7,312
Cash Flows from Investing Activities		
Plant Improvements	(\$16,200)	(\$20,530)
Cash Flows from Financing Activities		
Dividends paid	\$0	\$0
Sales of common stock	\$0	\$2,000
Purchase of common stock	\$0	\$0
Cash from long term debt	\$0	\$0
Retirement of long term debt	(\$1,733)	\$0
Change in current debt(net)	\$1,733	(\$867)
Net cash from financing activities	\$0	\$1,133
Net change in cash position	\$3,813	(\$12,084)
Closing cash position	\$7,510	\$3,697

Cash Flow Summary Chester F96780

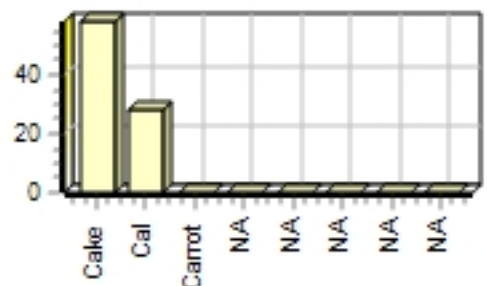


2022 Income Statement

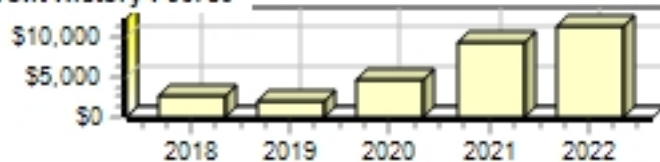
(Product Name)	Cake	Cal	Carrot						2022 Total	Common Size
Sales	\$46,027	\$41,334	\$0	\$0	\$0	\$0	\$0	\$0	\$87,360	100.0%
Variable Costs:										
Direct Labor	\$2,695	\$12,298	\$0	\$0	\$0	\$0	\$0	\$0	\$14,993	17.2%
Direct Material	\$16,567	\$17,331	\$0	\$0	\$0	\$0	\$0	\$0	\$33,898	38.8%
Inventory Carry	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total Variable	\$19,262	\$29,629	\$0	\$0	\$0	\$0	\$0	\$0	\$48,891	56.0%
Contribution Margin	\$26,764	\$11,705	\$0	\$0	\$0	\$0	\$0	\$0	\$38,469	44.0%
Period Costs:										
Depreciation	\$3,067	\$900	\$0	\$0	\$0	\$0	\$0	\$0	\$3,967	4.5%
SG&A: R&D	\$1,000	\$481	\$1,000	\$0	\$0	\$0	\$0	\$0	\$2,481	2.8%
Promotions	\$1,500	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$4,500	5.2%
Sales	\$3,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000	6.9%
Admin	\$1,361	\$1,222	\$0	\$0	\$0	\$0	\$0	\$0	\$2,583	3.0%
Total Period	\$9,928	\$8,604	\$1,000	\$0	\$0	\$0	\$0	\$0	\$19,531	22.4%
Net Margin	\$16,837	\$3,101	(\$1,000)	\$0	\$0	\$0	\$0	\$0	\$18,938	21.7%

Definitions: **Sales:** Unit Sales times list price. **Direct Labor:** Labor costs incurred to produce the product that was sold. **Inventory Carry Cost:** the cost unsold goods in inventory. **Depreciation:** Calculated on straight-line. 15-year depreciation of plant value. **R&D Costs:** R&D department expenditures for each product. **Admin:** Administration overhead is estimated at 1.5% of sales. **Promotions:** The promotion budget for each product. **Sales:** The sales force budget for each product. **Other:** Charges not included in other categories such as Fees, Write offs, and TQM. The fees include money paid to investment bankers and brokerage firms to issue new stocks or bonds plus consulting fees your instructor might assess. Write-offs include the loss you might experience when you sell capacity or liquidate inventory as the result of eliminating a production line. If the amount appears as a negative amount, then you actually made money on the liquidation of capacity or inventory. **EBIT:** Earnings Before Interest and Taxes. **Short Term Interest:** Interest expense based on last years current debt, including short term debt, long term notes that have become due, and emergency loans. **Long Term Interest:** Interest paid on outstanding bonds. **Taxes:** Income tax based upon a 35% tax rate. **Profit Sharing:** Profits shared with employees under the labor contract. **Net Profit:** EBIT minus interest, taxes, and profit sharing.

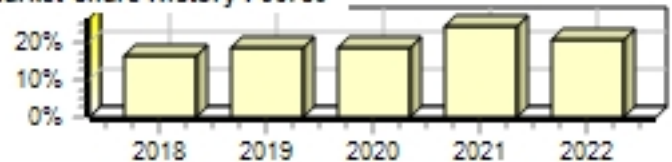
Other	\$0	0.0%
EBIT	\$18,938	21.7%
Short Term Interest	\$133	0.2%
Long Term Interest	\$1,086	1.2%
Taxes	\$6,201	7.1%
Profit Sharing	\$230	0.3%
Net Profit	\$11,287	12.9%

Variable Margins
2022 Chester F96780

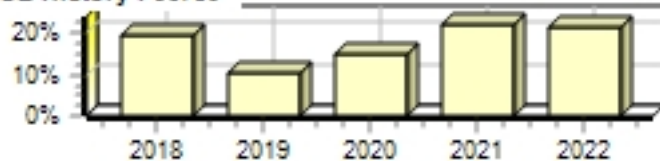
Profit History F96780



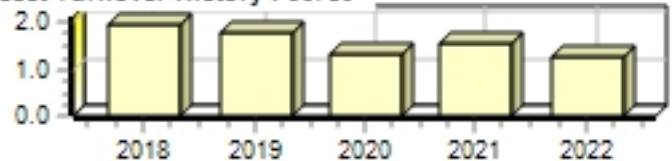
Market Share History F96780



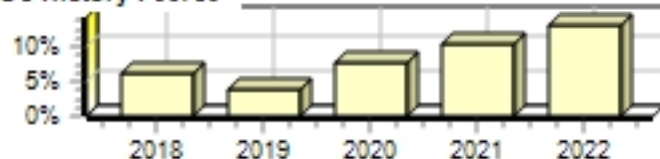
ROE History F96780



Asset Turnover History F96780



ROS History F96780



ROA History F96780

