

Round: 1
Dec. 31,
2019

Foundation® FastTrack

F96767

Andrews

Bea Dinsmore
Maggie Gao
Victoria Henderson
Gabby Rahimian

Baldwin

Stephen Fong
Elizabeth GuzmanDeA
Isabel Potter
Kavina Shah
Nils Veidis

Chester

Stephan Min
Layly Roodsari
ClarissaMarie Santi
Naman Shakrani
Elaine You

Digby

Tushar Jain
Aashika Jhawar
Lauren Jones
David Lyu
Nicole Zhu

Erie

Noah Araya
Lizbeth CosioVazque
Alex Gourde
Vanessa Kayombya
Grace Zhang

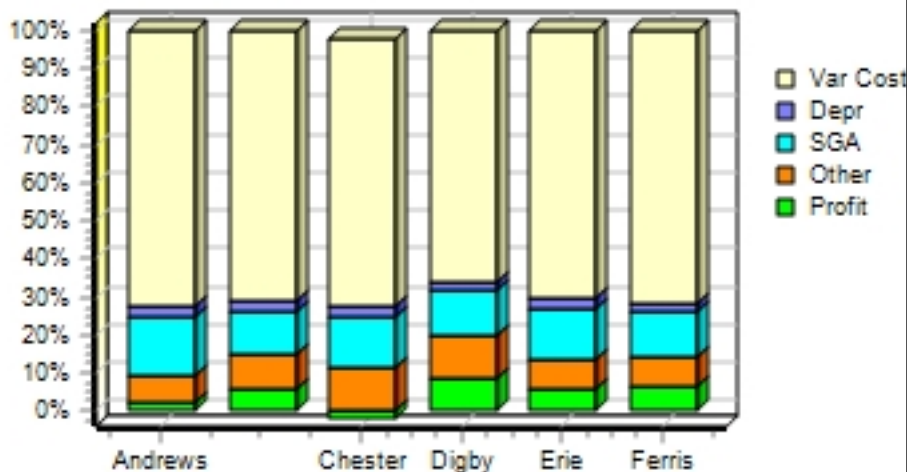
Ferris

Ethan Barnhart
Baljot Kaur
Shahrukh Shaikh
YvetteYsabel Yao

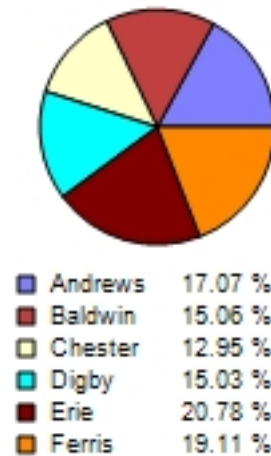
Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	2.6%	6.4%	-2.0%	9.4%	6.2%	7.1%
Asset Turnover	1.89	1.58	1.14	1.75	1.86	2.00
ROA	4.9%	10.1%	-2.2%	16.4%	11.6%	14.1%
Leverage	1.7	1.4	2.7	1.5	1.5	1.6
ROE	8.4%	14.0%	-6.1%	24.3%	17.7%	23.2%
Emergency Loan	\$0	\$0	\$12,211,847	\$0	\$0	\$0
Sales	\$49,175,252	\$43,363,676	\$37,300,432	\$43,275,751	\$59,852,736	\$55,035,762
EBIT	\$2,884,917	\$5,007,410	\$1,290,242	\$7,025,073	\$6,734,855	\$6,984,282
Profits	\$1,271,187	\$2,781,191	(\$735,909)	\$4,066,442	\$3,723,597	\$3,882,483
Cumulative Profit	\$3,764,892	\$5,274,897	\$1,757,796	\$6,560,148	\$6,217,303	\$6,376,188
SG&A / Sales	16.2%	11.6%	14.7%	12.4%	13.7%	11.6%
Contrib. Margin %	24.8%	26.9%	21.2%	31.1%	27.9%	26.6%

Percent of Sales F96767



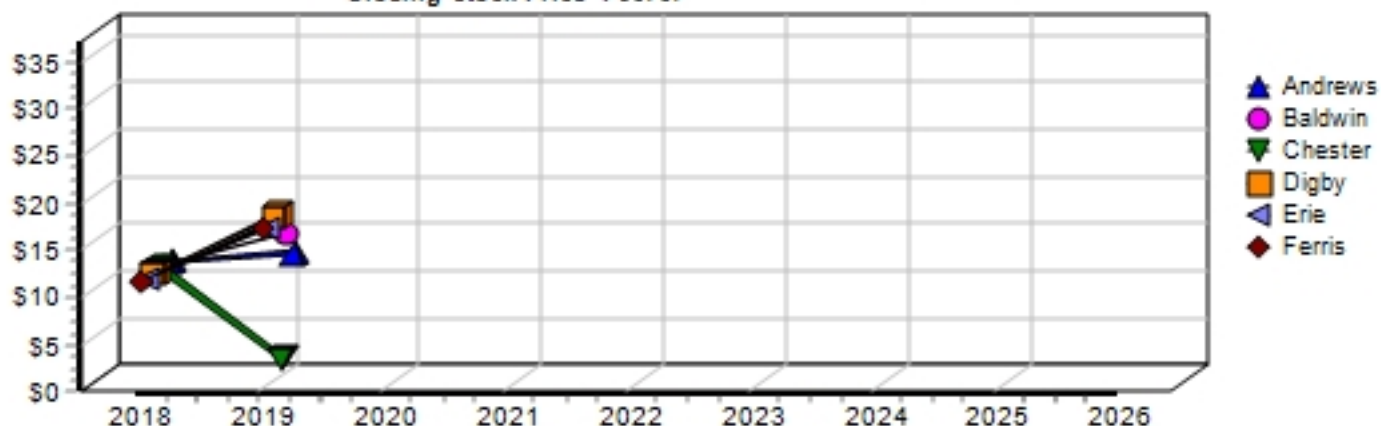
\$ Market Share F96767



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value	EPS	Dividend	Yield	P/E
Andrews	\$12.06	\$0.89	2,089,546	\$25	\$7.24	\$0.61	\$0.00	0.0%	19.8
Baldwin	\$14.85	\$3.69	2,377,258	\$35	\$8.35	\$1.17	\$0.00	0.0%	12.7
Chester	\$1.84	(\$9.32)	2,000,000	\$4	\$6.06	(\$0.37)	\$0.00	0.0%	-5.0
Digby	\$17.27	\$6.11	2,179,093	\$38	\$7.68	\$1.87	\$1.00	5.8%	9.3
Erie	\$16.42	\$5.25	2,400,000	\$39	\$8.77	\$1.55	\$0.00	0.0%	10.6
Ferris	\$17.19	\$6.02	2,000,000	\$34	\$8.37	\$1.94	\$0.00	0.0%	8.8

Closing Stock Price F96767



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	11.0S2020	\$866,667	10.9%	100.54	BBB	Digby	11.0S2020	\$866,667	10.8%	101.46	AA
	12.0S2022	\$1,733,333	11.5%	103.95	BBB		12.0S2022	\$1,733,333	11.3%	106.53	AA
	13.0S2024	\$2,600,000	11.8%	109.76	BBB		13.0S2024	\$2,600,000	11.4%	113.86	AA
	10.0S2029	\$2,480,000	10.2%	97.58	BBB	Erie	11.0S2020	\$866,667	10.9%	101.28	A
Baldwin	11.0S2020	\$866,667	10.8%	101.83	AA		12.0S2022	\$1,733,333	11.3%	106.01	A
	12.0S2022	\$1,733,333	11.2%	107.59	AA		13.0S2024	\$2,600,000	11.5%	113.02	A
	13.0S2024	\$2,600,000	11.2%	115.56	AA		10.0S2029	\$2,480,000	9.8%	102.50	A
Chester	11.0S2020	\$866,667	11.1%	98.67	C	Ferris	11.0S2020	\$866,667	10.9%	100.82	BBB
	12.0S2022	\$1,733,333	12.1%	98.81	C		12.0S2022	\$1,733,333	11.5%	104.72	BBB
	13.0S2024	\$2,600,000	12.8%	101.78	C		13.0S2024	\$2,600,000	11.7%	110.97	BBB
							10.0S2029	\$2,480,000	10.1%	99.39	BBB

Next Year's Prime Rate 7.00%

Financial Summary

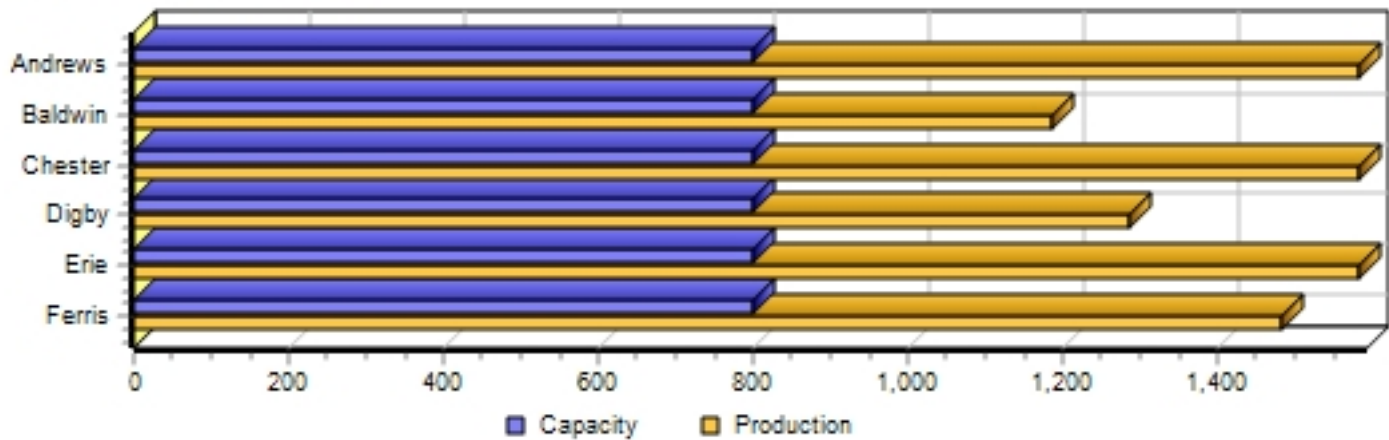


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Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	\$1,271	\$2,781	(\$736)	\$4,066	\$3,724	\$3,882
Adjustment for non-cash items:						
Depreciation	\$1,133	\$1,421	\$1,147	\$960	\$1,387	\$1,156
Extraordinary gains/losses/writeoffs	\$0	\$0	\$0	\$0	\$0	\$0
Changes in current assets and liabilities						
Accounts payable	\$403	(\$443)	\$417	(\$33)	\$517	\$275
Inventory	(\$3,301)	\$2,352	(\$12,129)	(\$5,444)	\$2,121	\$2,352
Accounts Receivable	(\$1,362)	(\$211)	\$288	(\$203)	(\$1,566)	(\$1,924)
Net cash from operations	(\$1,855)	\$5,901	(\$11,013)	(\$654)	\$6,183	\$5,741
Cash flows from investing activities						
Plant improvements(net)	(\$6,942)	(\$6,920)	(\$6,800)	\$0	(\$6,400)	(\$6,940)
Cash flows from financing activities						
Dividends paid	\$0	\$0	\$0	(\$2,179)	\$0	\$0
Sales of common stock	\$1,000	\$4,213	\$0	\$2,000	\$4,467	\$0
Purchase of common stock	\$0	\$0	\$0	\$0	\$0	\$0
Cash from long term debt issued	\$2,480	\$0	\$0	\$0	\$2,480	\$2,480
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of current debt	\$0	\$0	\$0	\$0	\$0	\$0
Cash from current debt borrowing	\$0	\$0	\$0	\$0	\$0	\$0
Cash from emergency loan	\$0	\$0	\$12,212	\$0	\$0	\$0
Net cash from financing activities	\$3,480	\$4,213	\$12,212	(\$179)	\$6,947	\$2,480
Net change in cash position	(\$5,317)	\$3,194	(\$5,602)	(\$833)	\$6,730	\$1,281
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$285	\$8,796	\$0	\$4,768	\$12,331	\$6,883
Accounts Receivable	\$4,715	\$3,564	\$3,066	\$3,557	\$4,919	\$5,277
Inventory	\$5,653	\$0	\$14,481	\$7,796	\$231	\$0
Total Current Assets	\$10,653	\$12,360	\$17,546	\$16,121	\$17,481	\$12,160
Plant and equipment	\$21,342	\$21,320	\$21,200	\$14,400	\$20,800	\$21,340
Accumulated Depreciation	(\$5,933)	(\$6,221)	(\$5,947)	(\$5,760)	(\$6,187)	(\$5,956)
Total Fixed Assets	\$15,408	\$15,099	\$15,253	\$8,640	\$14,613	\$15,384
Total Assets	\$26,061	\$27,459	\$32,800	\$24,761	\$32,095	\$27,544
Accounts Payable	\$3,256	\$2,411	\$3,270	\$2,820	\$3,370	\$3,128
Current Debt	\$0	\$0	\$12,212	\$0	\$0	\$0
Long Term Debt	\$7,680	\$5,200	\$5,200	\$5,200	\$7,680	\$7,680
Total Liabilities	\$10,936	\$7,611	\$20,682	\$8,020	\$11,050	\$10,808
Common Stock	\$3,323	\$6,536	\$2,323	\$4,323	\$6,790	\$2,323
Retained Earnings	\$11,802	\$13,312	\$9,795	\$12,418	\$14,254	\$14,413
Total Equity	\$15,125	\$19,848	\$12,118	\$16,741	\$21,044	\$16,736
Total Liabilities & Owners Equity	\$26,061	\$27,459	\$32,800	\$24,761	\$32,095	\$27,544
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$49,175	\$43,364	\$37,300	\$43,276	\$59,853	\$55,036
Variable Costs(Labor,Material,Carry)	\$36,993	\$31,683	\$29,395	\$29,803	\$43,155	\$40,410
Depreciation	\$1,133	\$1,421	\$1,147	\$960	\$1,387	\$1,156
SGA(R&D,Promo,Sales,Admin)	\$7,990	\$5,041	\$5,468	\$5,387	\$8,229	\$6,361
Other(Fees,Writeoffs,TQM,Bonuses)	\$174	\$211	\$0	\$100	\$347	\$124
EBIT	\$2,885	\$5,007	\$1,290	\$7,025	\$6,735	\$6,984
Interest(Short term,Long term)	\$889	\$641	\$2,422	\$641	\$889	\$889
Taxes	\$698	\$1,528	(\$396)	\$2,234	\$2,046	\$2,133
Profit Sharing	\$26	\$57	\$0	\$83	\$76	\$79
Net Profit	\$1,271	\$2,781	(\$736)	\$4,066	\$3,724	\$3,882

Production Vs. Capacity F96767



Name	Primary Segment	Units Sold	Unit Inventory	Revision Date	Age Dec.31	MTBF	Pfmrn Coord	Size Coord	Price	Material Cost	Labor Cost	Contr. Marg.	2nd Shift & Over-time	Auto mation Next Round	Capacity Next Round	Plant Utiliz.
Able Apple	Low	1,446	225	7/28/2019	2.3	14100	5.8	13.8	\$34.00	\$11.81	\$11.10	25%	100%	3.5	850	198%
		0	0	4/24/2020	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.2	402	0%
Baker	Low	1,275	0	5/12/2019	2.4	17000	6.4	14.0	\$34.00	\$13.11	\$10.40	27%	50%	5.0	820	149%
Cake Cookie	Low	1,097	574	5/31/2019	2.3	14000	6.3	13.7	\$34.00	\$12.41	\$11.10	21%	100%	3.5	860	198%
		0	0	7/4/2020	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	400	0%
Daze	High	1,082	292	9/14/2019	2.2	21000	7.5	12.8	\$39.99	\$16.79	\$10.60	31%	63%	3.0	800	161%
Eat	Low	1,663	9	4/1/2019	2.4	18000	6.4	13.5	\$36.00	\$13.94	\$11.11	28%	100%	5.0	800	198%
Fast Faster	Low	1,572	0	10/4/2019	2.2	18300	5.5	14.5	\$35.00	\$11.97	\$10.95	27%	88%	3.6	850	186%
		0	0	5/8/2020	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	400	0%

Low Tech Statistics

Total Industry Unit Demand 5,544
 Actual Industry Unit Sales 15,544
 Segment % of Total Industry 168.1%

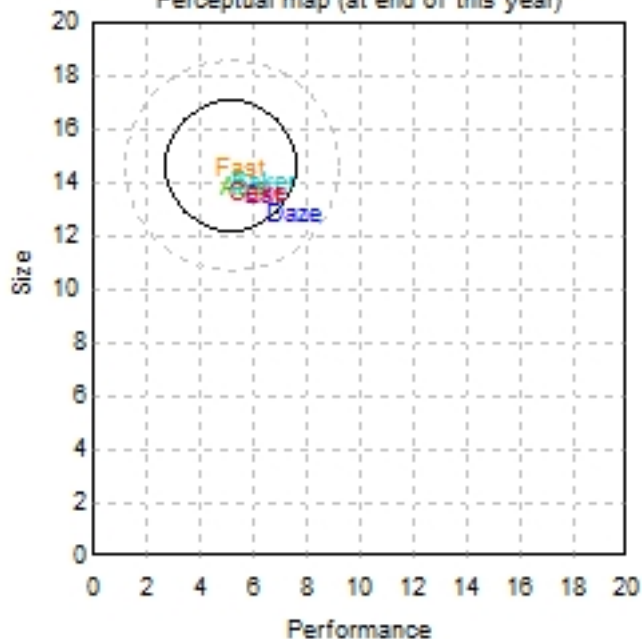
Next Year's Segment Growth Rate 10.0%

Low Tech Customer Buying Criteria

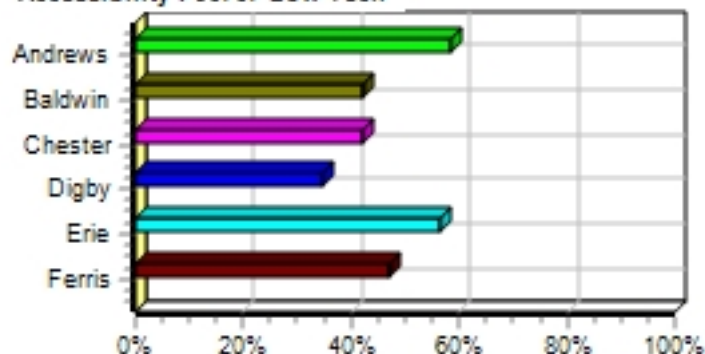
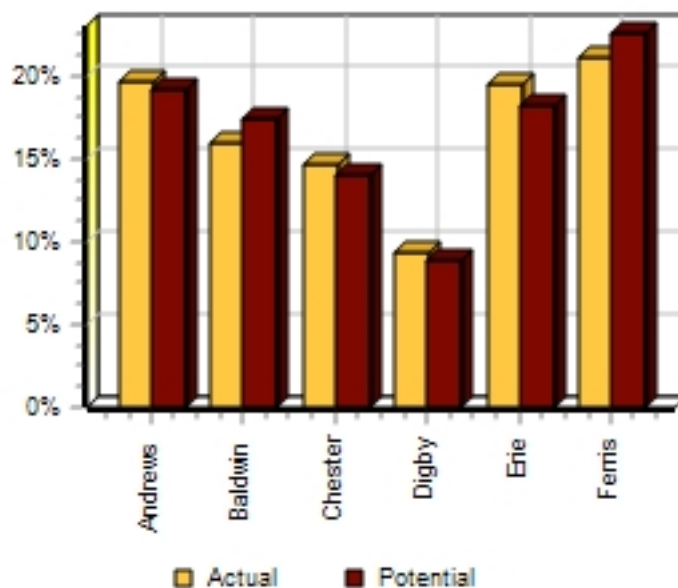
	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmm 5.3 Size 14.7	9%

Perceptual Map for Low Tech

Perceptual map (at end of this year)



Accessibility F96767 Low Tech

Actual vs Potential Market Share
2019 F96767 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
Fast	21%	1,167	10/4/2019	YES	5.5	14.5	\$35.00	18300	2.17	\$1,850	80%	\$1,850	47%	20
Able	20%	1,088	7/28/2019		5.8	13.8	\$34.00	14100	2.26	\$2,000	82%	\$3,000	58%	13
Eat	19%	1,078	4/1/2019		6.4	13.5	\$36.00	18000	2.42	\$3,000	87%	\$3,000	56%	17
Baker	16%	883	5/12/2019	YES	6.4	14.0	\$34.00	17000	2.37	\$2,000	82%	\$1,500	42%	15
Cake	15%	811	5/31/2019		6.3	13.7	\$34.00	14000	2.34	\$1,900	80%	\$1,500	42%	10
Daze	9%	516	9/14/2019		7.5	12.8	\$39.99	21000	2.19	\$2,000	82%	\$2,000	35%	6

High Tech Statistics

Total Industry Unit Demand 2,592
 Actual Industry Unit Sales |2,592
 Segment % of Total Industry |31.9%

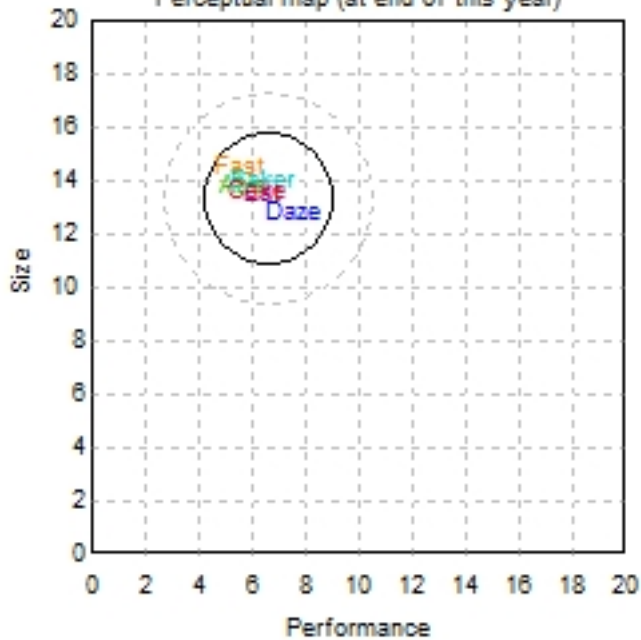
Next Year's Segment Growth Rate |20.0%

High Tech Customer Buying Criteria

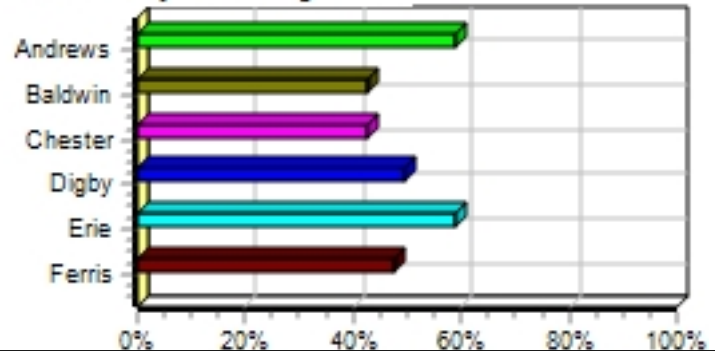
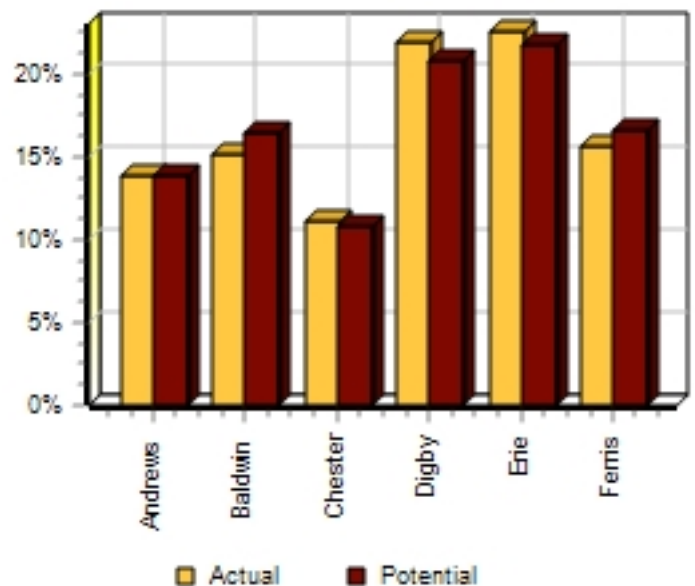
	Expectations	Importance
1. Ideal Position	Pfmm 8.1 Size 11.9	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%

Perceptual Map for High Tech

Perceptual map (at end of this year)



Accessibility F96767 High Tech

Actual vs Potential Market Share
2019 F96767 High Tech

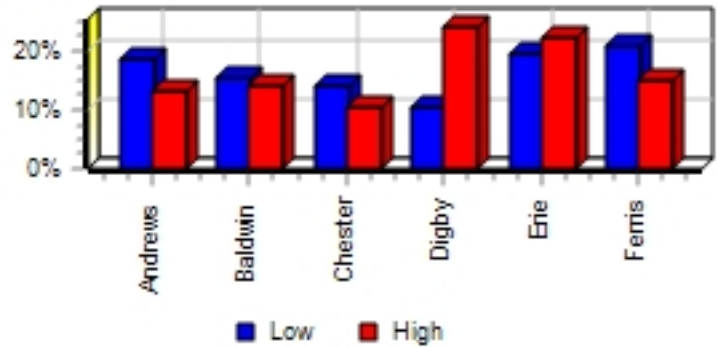
Top Products in High Tech Segment

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
Eat	23%	584	4/1/2019		6.4	13.5	\$36.00	18000	2.42	\$3,000	87%	\$3,000	59%	13
Daze	22%	566	9/14/2019		7.5	12.8	\$39.99	21000	2.19	\$2,000	82%	\$2,000	50%	22
Fast	16%	405	10/4/2019	YES	5.5	14.5	\$35.00	18300	2.17	\$1,850	80%	\$1,850	48%	9
Baker	15%	393	5/12/2019	YES	6.4	14.0	\$34.00	17000	2.37	\$2,000	82%	\$1,500	43%	10
Able	14%	358	7/28/2019		5.8	13.8	\$34.00	14100	2.26	\$2,000	82%	\$3,000	59%	5
Cake	11%	286	5/31/2019		6.3	13.7	\$34.00	14000	2.34	\$1,900	80%	\$1,500	43%	4

Units Sold vs Demand Chart F96767



Market Share F96767



Actual Market Share in Units

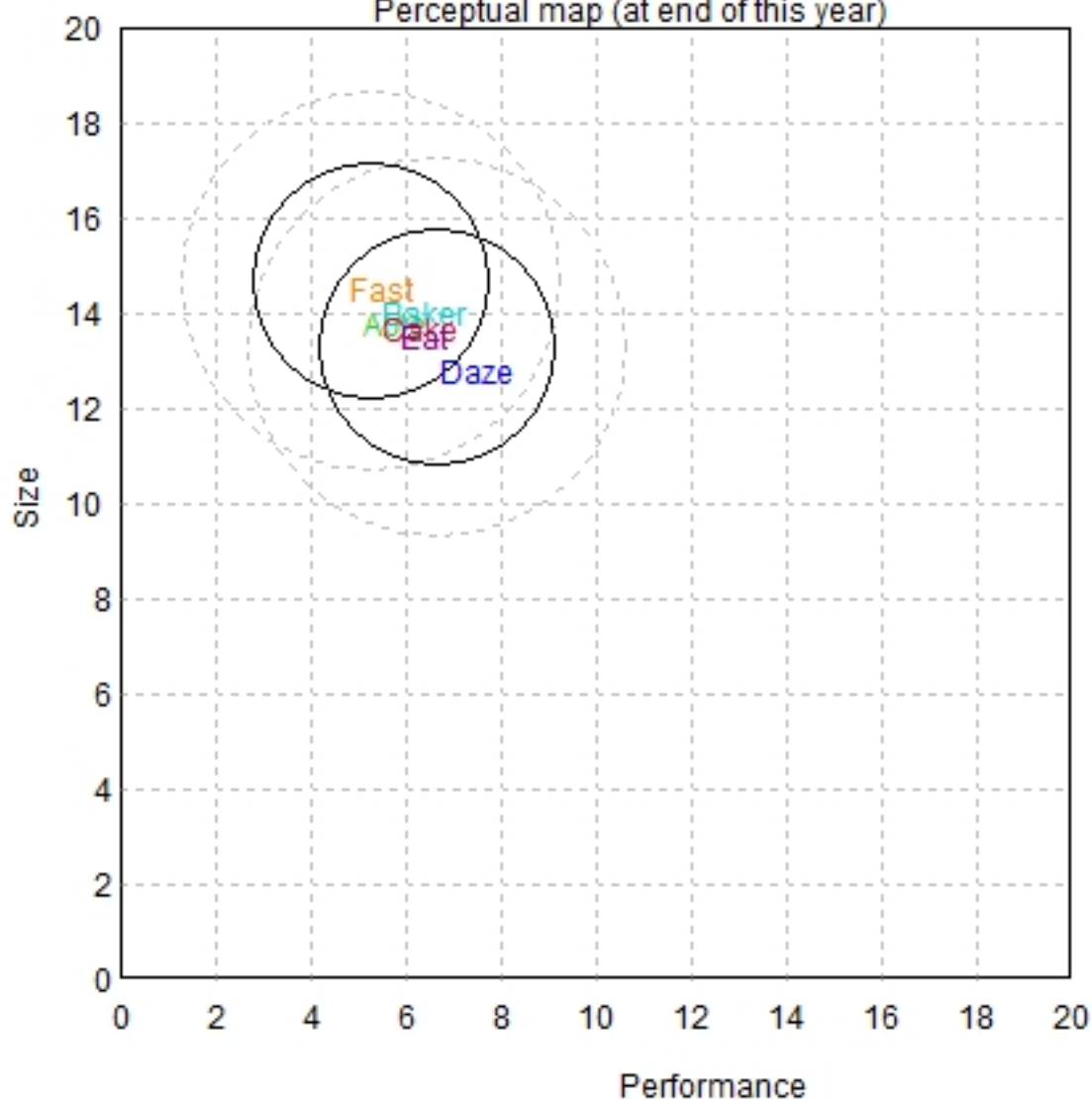
	Low	High	Total
Industry Unit Sales	5,544	2,592	8,136
% of Market	68.1%	31.9%	100.0%
Able	19.6%	13.8%	17.8%
Total	19.6%	13.8%	17.8%
Baker	15.9%	15.2%	15.7%
Total	15.9%	15.2%	15.7%
Cake	14.6%	11.0%	13.5%
Total	14.6%	11.0%	13.5%
Daze	9.3%	21.9%	13.3%
Total	9.3%	21.9%	13.3%
Eat	19.4%	22.5%	20.4%
Total	19.4%	22.5%	20.4%
Fast	21.1%	15.6%	19.3%
Total	21.1%	15.6%	19.3%

Potential Market Share in Units

	Low	High	Total
Units Demanded	5,544	2,592	8,136
% of Market	68.1%	31.9%	100.0%
Able	19.2%	13.8%	17.5%
Total	19.2%	13.8%	17.5%
Baker	17.4%	16.4%	17.0%
Total	17.3%	16.4%	17.1%
Cake	13.9%	10.8%	12.9%
Total	14.0%	10.8%	12.9%
Daze	8.8%	20.8%	12.6%
Total	8.8%	20.8%	12.6%
Eat	18.2%	21.7%	19.3%
Total	18.2%	21.7%	19.3%
Fast	22.5%	16.5%	20.6%
Total	22.5%	16.5%	20.6%

Perceptual Map for All Segments

Perceptual map (at end of this year)

**Andrews**

Name	Pfmn	Size	Revised
Able	5.8	13.8	7/28/2019

Baldwin

Name	Pfmn	Size	Revised
Baker	6.4	14.0	5/12/2019

Chester

Name	Pfmn	Size	Revised
Cake	6.3	13.7	5/31/2019

Digby

Name	Pfmn	Size	Revised
Daze	7.5	12.8	9/14/2019

Erie

Name	Pfmn	Size	Revised
Eat	6.4	13.5	4/1/2019

Ferris

Name	Pfmn	Size	Revised
Fast	5.5	14.5	10/4/2019

HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	316	240	308	250	320	288
Complement	316	240	308	250	320	288
1st Shift Complement	158	160	154	154	160	154
2nd Shift Complement	158	80	154	96	160	134
Overtime Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%
Turnover Rate	7.9%	7.0%	10.0%	10.0%	7.0%	10.0%
New Employees	93	17	91	27	94	69
Separated Employees	0	8	0	0	0	0
Recruiting Spend	\$2,500	\$5,000	\$0	\$0	\$5,000	\$0
Training Hours	55	80	0	0	80	0
Productivity Index	101.3%	102.0%	100.0%	100.0%	104.3%	100.0%
Recruiting Cost	\$326	\$101	\$91	\$27	\$566	\$69
Separation Cost	\$0	\$40	\$0	\$0	\$0	\$0
Training Cost	\$348	\$384	\$0	\$0	\$512	\$0
Total HR Admin Cost	\$673	\$525	\$91	\$27	\$1,078	\$69
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

Erie

F96767

Round: 1
Dec. 31, 2019

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.

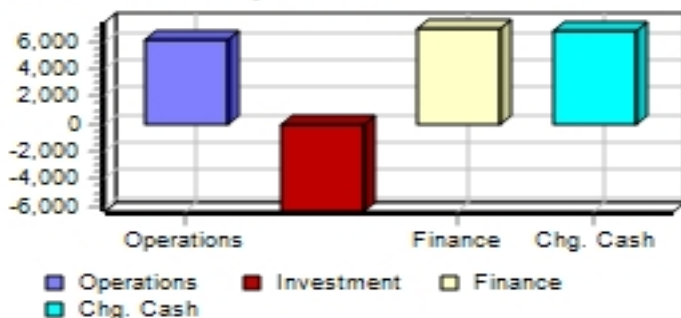
ASSETS		2019 Common Size	2018
Cash	\$12,331	38.4%	\$5,602
Account Receivable	\$4,919	15.3%	\$3,353
Inventory	\$231	0.7%	\$2,352
Total Current Assets	\$17,481	54.5%	\$11,307
Plant & Equipment	\$20,800	64.8%	\$14,400
Accumulated Depreciation	(\$6,187)	-19.3%	(\$4,800)
Total Fixed Assets	\$14,613	45.5%	\$9,600
Total Assets	\$32,095	100.0%	\$20,907
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$3,370	10.5%	\$2,853
Current Debt	\$0	0.0%	\$0
Long Term Debt	\$7,680	23.9%	\$5,200
Total Liabilities	\$11,050	34.4%	\$8,053
Common Stock	\$6,790	21.2%	\$2,323
Retained Earnings	\$14,254	44.4%	\$10,531
Total Equity	\$21,044	65.6%	\$12,854
Total Liab. & O. Equity	\$32,095	100.0%	\$20,907

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	2019	2018
Net Income(Loss)	\$3,724	\$2,494
Depreciation	\$1,387	\$960
Extraordinary gains/losses/writeoffs	\$0	\$0
Accounts Payable	\$517	\$853
Inventory	\$2,121	(\$2,352)
Accounts Receivable	(\$1,566)	\$3,647
Net cash from operation	\$6,183	\$5,602
Cash Flows from Investing Activities		
Plant Improvements	(\$6,400)	\$0
Cash Flows from Financing Activities		
Dividends paid	\$0	(\$1,000)
Sales of common stock	\$4,467	\$0
Purchase of common stock	\$0	\$0
Cash from long term debt	\$2,480	\$0
Retirement of long term debt	\$0	\$0
Change in current debt(net)	\$0	\$0
Net cash from financing activities	\$6,947	(\$1,000)
Net change in cash position	\$6,730	\$4,602
Closing cash position	\$12,331	\$5,602

Cash Flow Summary Erie F96767

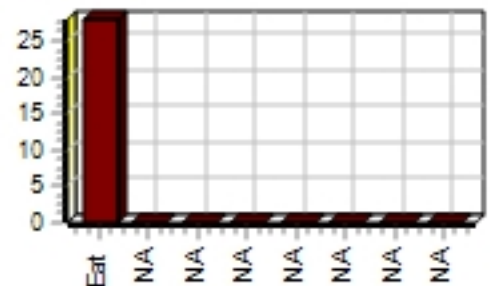


2019 Income Statement

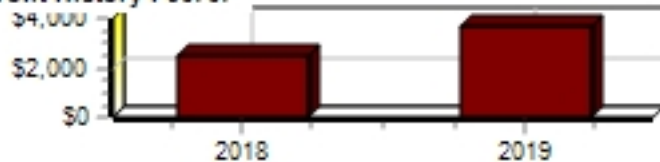
(Product Name)	Eat								2019 Total	Common Size
Sales	\$59,853	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$59,853	100.0%
Variable Costs:										
Direct Labor	\$18,384	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,384	30.7%
Direct Material	\$24,743	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$24,743	41.3%
Inventory Carry	\$28	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$28	0.0%
Total Variable	\$43,155	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$43,155	72.1%
Contribution Margin	\$16,698	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,698	27.9%
Period Costs:										
Depreciation	\$1,387	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,387	2.3%
SG&A: R&D	\$253	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$253	0.4%
Promotions	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000	5.0%
Sales	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000	5.0%
Admin	\$1,976	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,976	3.3%
Total Period	\$9,616	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,616	16.1%
Net Margin	\$7,082	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,082	11.8%

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.

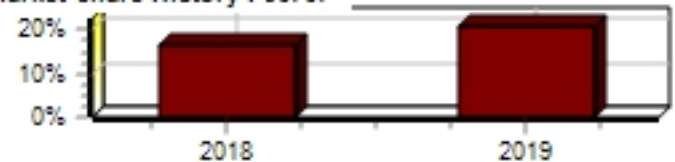
Other	\$347	0.6%
EBIT	\$6,735	11.3%
Short Term Interest	\$0	0.0%
Long Term Interest	\$889	1.5%
Taxes	\$2,046	3.4%
Profit Sharing	\$76	0.1%
Net Profit	\$3,724	6.2%

Variable Margins
2019 Erie F96767

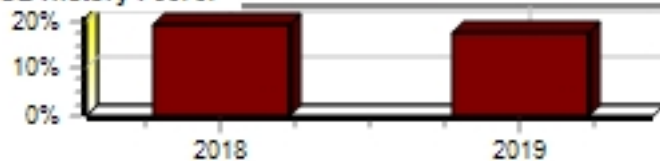
Profit History F96767



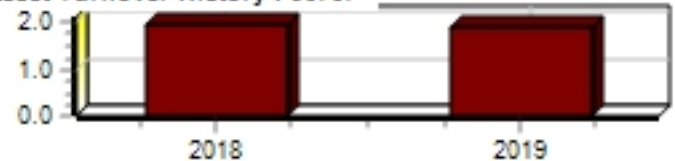
Market Share History F96767



ROE History F96767



Asset Turnover History F96767



ROS History F96767



ROA History F96767

