

Round: 1
Dec. 31,
2019

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

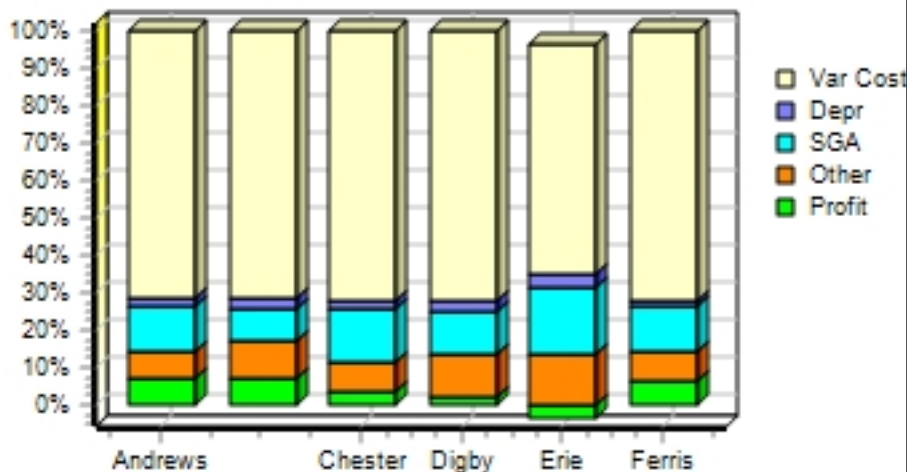
Ferris

Adi Ganapathi
 Christina Lee
 Jessie Lee
 Amy Zhang

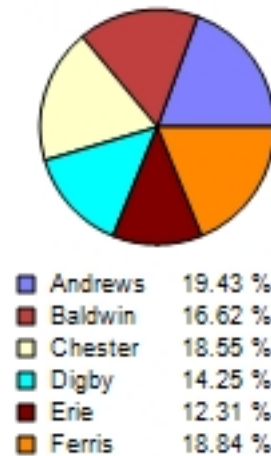
Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	7.2%	7.3%	3.8%	2.5%	-4.1%	6.7%
Asset Turnover	2.08	1.54	1.78	1.41	0.93	1.92
ROA	14.9%	11.2%	6.8%	3.6%	-3.8%	12.8%
Leverage	1.6	1.5	1.6	2.1	3.4	1.6
ROE	24.1%	17.0%	10.6%	7.6%	-12.9%	20.9%
Emergency Loan	\$0	\$0	\$0	\$7,109,915	\$7,186,127	\$0
Sales	\$56,768,543	\$48,554,606	\$54,184,442	\$41,619,378	\$35,943,881	\$55,035,762
EBIT	\$7,246,629	\$6,447,648	\$4,123,355	\$3,335,399	\$440,518	\$6,659,001
Profits	\$4,080,174	\$3,540,646	\$2,060,072	\$1,054,774	(\$1,466,838)	\$3,665,468
Cumulative Profit	\$6,573,879	\$6,034,352	\$4,553,777	\$3,548,479	\$1,026,867	\$6,159,174
SG&A / Sales	12.0%	9.2%	14.6%	12.1%	21.4%	12.4%
Contrib. Margin %	27.0%	26.1%	25.4%	23.4%	27.0%	26.8%

Percent of Sales F96780



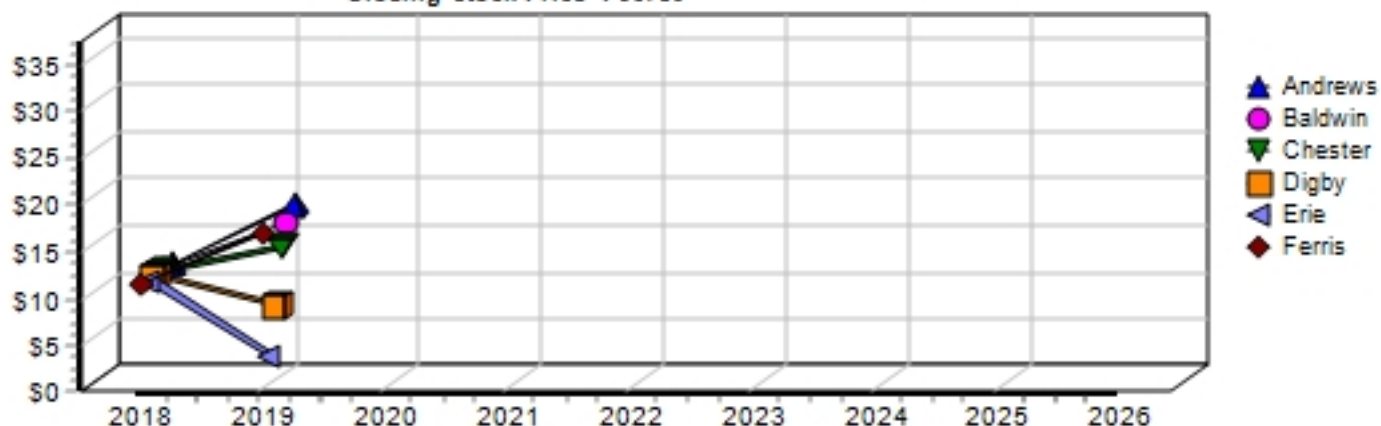
\$ Market Share F96780



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value	EPS	Dividend	Yield	P/E
Andrews	\$17.58	\$6.41	2,000,000	\$35	\$8.47	\$2.04	\$0.00	0.0%	8.6
Baldwin	\$16.11	\$4.94	2,400,000	\$39	\$8.69	\$1.48	\$0.00	0.0%	10.9
Chester	\$13.64	\$2.48	2,400,000	\$33	\$8.08	\$0.86	\$0.00	0.0%	15.9
Digby	\$7.98	(\$3.19)	2,000,000	\$16	\$6.95	\$0.53	\$0.00	0.0%	15.1
Erie	\$2.89	(\$8.27)	2,000,000	\$6	\$5.69	(\$0.73)	\$0.00	0.0%	-4.0
Ferris	\$16.64	\$5.47	2,089,546	\$35	\$8.38	\$1.75	\$0.00	0.0%	9.5

Closing Stock Price F96780



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	11.0S2020	\$866,667	10.9%	100.91	BBB	Digby	11.0S2020	\$866,667	11.1%	99.46	CCC
	12.0S2022	\$1,733,333	11.4%	104.97	BBB		12.0S2022	\$1,733,333	11.9%	100.97	CCC
	13.0S2024	\$2,600,000	11.7%	111.37	BBB		13.0S2024	\$2,600,000	12.4%	105.10	CCC
	10.0S2029	\$2,000,000	10.0%	100.00	BBB	Erie	11.0S2020	\$866,667	11.2%	98.32	C
Baldwin	11.0S2020	\$866,667	10.9%	101.37	A		12.0S2022	\$1,733,333	12.3%	97.87	C
	12.0S2022	\$1,733,333	11.3%	106.27	A		13.0S2024	\$2,600,000	13.0%	100.35	C
	13.0S2024	\$2,600,000	11.5%	113.44	A		10.0S2029	\$2,480,000	11.9%	84.20	C
	10.0S2029	\$2,480,000	9.7%	103.14	A	Ferris	11.0S2020	\$866,667	10.9%	100.82	BBB
Chester	11.0S2020	\$866,667	10.9%	101.09	A		12.0S2022	\$1,733,333	11.5%	104.72	BBB
	12.0S2022	\$1,733,333	11.4%	105.49	A		13.0S2024	\$2,600,000	11.7%	110.97	BBB
	13.0S2024	\$2,600,000	11.6%	112.19	A		10.0S2029	\$1,000,000	10.1%	99.39	BBB
	10.0S2029	\$2,480,000	9.9%	101.24	A						

Next Year's Prime Rate 7.00%

Financial Summary

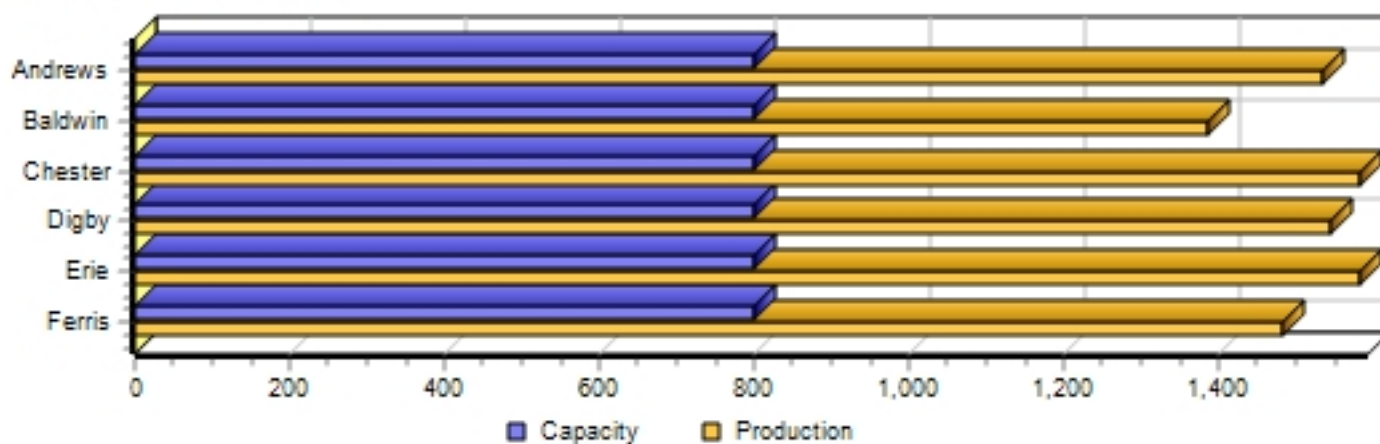


F96780

Round: 1
Dec. 31, 2019

Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	\$4,080	\$3,541	\$2,060	\$1,055	(\$1,467)	\$3,665
Adjustment for non-cash items:						
Depreciation	\$1,173	\$1,387	\$1,408	\$1,392	\$1,423	\$1,173
Extraordinary gains/losses/writeoffs	\$0	\$0	\$0	\$0	\$0	\$0
Changes in current assets and liabilities						
Accounts payable	\$361	\$140	\$593	\$394	\$592	\$265
Inventory	\$2,352	(\$929)	(\$2,055)	(\$9,005)	(\$18,118)	\$2,352
Accounts Receivable	(\$3,645)	(\$637)	(\$1,100)	(\$67)	\$399	(\$5,694)
Net cash from operations	\$4,321	\$3,501	\$906	(\$6,232)	(\$17,171)	\$1,763
Cash flows from investing activities						
Plant improvements(net)	(\$6,920)	(\$6,400)	(\$6,720)	(\$6,480)	(\$6,940)	(\$3,200)
Cash flows from financing activities						
Dividends paid	\$0	\$0	\$0	\$0	\$0	\$0
Sales of common stock	\$0	\$4,467	\$4,467	\$0	\$0	\$1,000
Purchase of common stock	\$0	\$0	\$0	\$0	\$0	\$0
Cash from long term debt issued	\$2,000	\$2,480	\$2,480	\$0	\$2,480	\$1,000
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	\$8,843	\$1,900
Cash from emergency loan	\$0	\$0	\$0	\$7,110	\$7,186	\$0
Net cash from financing activities	\$2,000	\$6,947	\$6,947	\$7,110	\$18,509	\$3,900
Net change in cash position	(\$599)	\$4,048	\$1,133	(\$5,602)	(\$5,602)	\$2,463
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$5,003	\$9,649	\$6,735	\$0	\$0	\$8,064
Accounts Receivable	\$6,999	\$3,991	\$4,454	\$3,421	\$2,954	\$9,047
Inventory	\$0	\$3,281	\$4,407	\$11,357	\$20,470	\$0
Total Current Assets	\$12,002	\$16,921	\$15,595	\$14,778	\$23,424	\$17,111
Plant and equipment	\$21,320	\$20,800	\$21,120	\$20,880	\$21,340	\$17,600
Accumulated Depreciation	(\$5,973)	(\$6,187)	(\$6,208)	(\$6,192)	(\$6,223)	(\$5,973)
Total Fixed Assets	\$15,347	\$14,613	\$14,912	\$14,688	\$15,117	\$11,627
Total Assets	\$27,348	\$31,535	\$30,507	\$29,466	\$38,541	\$28,738
Accounts Payable	\$3,214	\$2,993	\$3,446	\$3,247	\$3,445	\$3,119
Current Debt	\$0	\$0	\$0	\$7,110	\$16,029	\$1,900
Long Term Debt	\$7,200	\$7,680	\$7,680	\$5,200	\$7,680	\$6,200
Total Liabilities	\$10,414	\$10,673	\$11,126	\$15,557	\$27,154	\$11,219
Common Stock	\$2,323	\$6,790	\$6,790	\$2,323	\$2,323	\$3,323
Retained Earnings	\$14,611	\$14,071	\$12,591	\$11,585	\$9,064	\$14,196
Total Equity	\$16,934	\$20,861	\$19,381	\$13,908	\$11,387	\$17,519
Total Liabilities & Owners Equity	\$27,348	\$31,535	\$30,507	\$29,466	\$38,541	\$28,738
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$56,769	\$48,555	\$54,184	\$41,619	\$35,944	\$55,036
Variable Costs(Labor,Material,Carry)	\$41,462	\$35,884	\$40,402	\$31,866	\$26,256	\$40,298
Depreciation	\$1,173	\$1,387	\$1,408	\$1,392	\$1,423	\$1,173
SGA(R&D,Promo,Sales,Admin)	\$6,787	\$4,489	\$7,904	\$5,026	\$7,701	\$6,806
Other(Fees,Writeoffs,TQM,Bonuses)	\$100	\$347	\$347	\$0	\$124	\$100
EBIT	\$7,247	\$6,448	\$4,123	\$3,335	\$441	\$6,659
Interest(Short term,Long term)	\$841	\$889	\$889	\$1,680	\$2,697	\$905
Taxes	\$2,242	\$1,945	\$1,132	\$580	(\$790)	\$2,014
Profit Sharing	\$83	\$72	\$42	\$22	\$0	\$75
Net Profit	\$4,080	\$3,541	\$2,060	\$1,055	(\$1,467)	\$3,665

Production Vs. Capacity F96780



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	Low	1,622	0	7/20/2019	2.3	20000	5.9	14.5	\$35.00	\$12.93	\$11.02	27%	94%	4.0	800	192%
Abb		0	0	5/17/2020	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	372	0%
Baker	Low	1,349	125	2/17/2019	2.5	21000	6.5	13.6	\$36.00	\$14.84	\$10.80	26%	75%	5.0	800	173%
Cake	Low	1,505	166	11/21/2015	4.1	21000	6.4	13.6	\$36.00	\$14.73	\$11.10	25%	100%	5.1	800	198%
Daze	Low	1,189	443	2/13/2019	4.1	18000	6.4	13.6	\$35.00	\$13.83	\$11.04	23%	95%	4.3	900	193%
Eat	Low	899	773	3/23/2020	4.1	21000	6.4	13.6	\$40.00	\$14.73	\$11.09	27%	100%	3.5	1,067	198%
Fast	Low	1,572	0	9/9/2019	2.2	20000	5.5	14.5	\$35.00	\$12.48	\$10.93	27%	88%	4.0	800	186%

Low Tech Statistics

Total Industry Unit Demand 5,544
 Actual Industry Unit Sales 15,544
 Segment % of Total Industry 68.1%

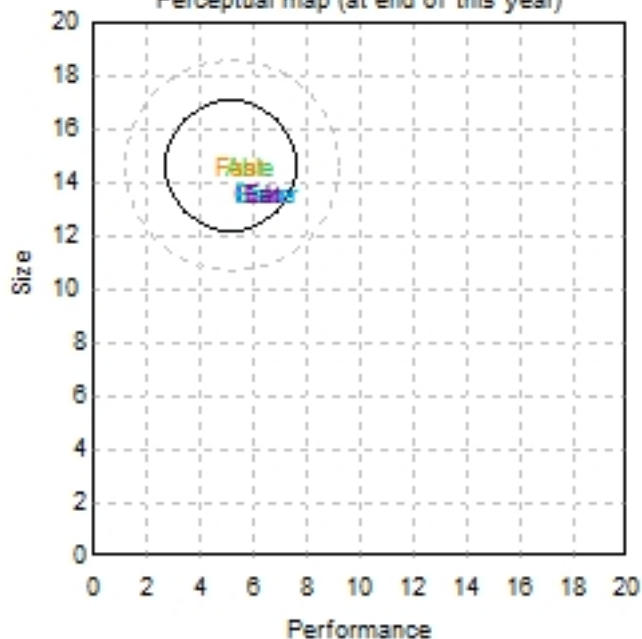
Next Year's Segment Growth Rate 10.0%

Low Tech Customer Buying Criteria

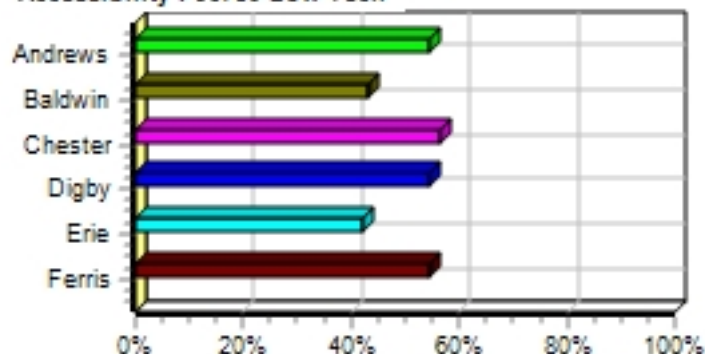
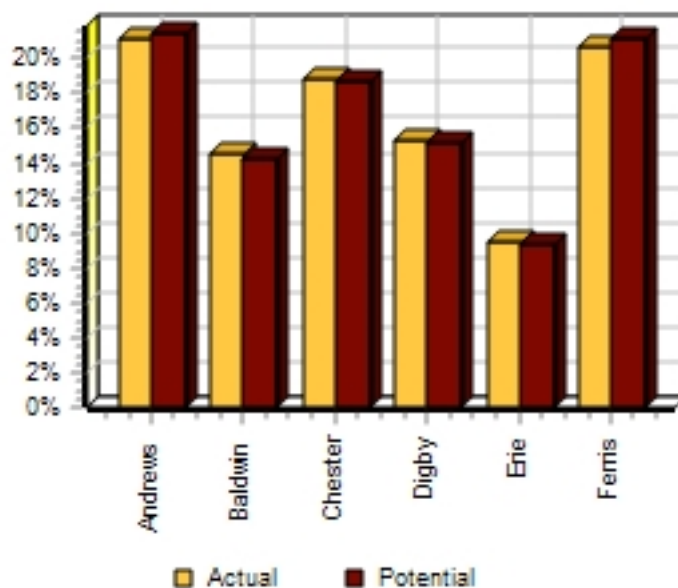
	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmm 5.3 Size 14.7	9%

Perceptual Map for Low Tech

Perceptual map (at end of this year)



Accessibility F96780 Low Tech

Actual vs Potential Market Share
2019 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
Able	21%	1,175	7/20/2019	YES	5.9	14.5	\$35.00	20000	2.27	\$1,800	79%	\$2,500	55%	26
Fast	21%	1,143	9/9/2019	YES	5.5	14.5	\$35.00	20000	2.20	\$1,500	73%	\$2,500	55%	26
Cake	19%	1,046	11/21/2015		6.4	13.6	\$36.00	21000	4.10	\$3,000	87%	\$3,000	56%	19
Daze	15%	849	2/13/2019		6.4	13.6	\$35.00	18000	4.10	\$1,700	77%	\$2,500	55%	15
Baker	14%	804	2/17/2019		6.5	13.6	\$36.00	21000	2.48	\$1,750	78%	\$1,750	43%	18
Eat	10%	528	3/23/2020		6.4	13.6	\$40.00	21000	4.10	\$3,000	87%	\$3,000	42%	9

High Tech Statistics

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

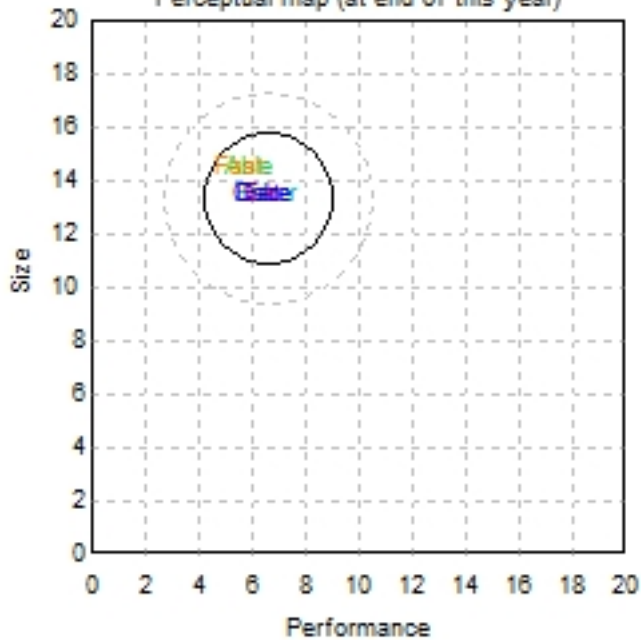
Next Year's Segment Growth Rate |20.0%

High Tech Customer Buying Criteria

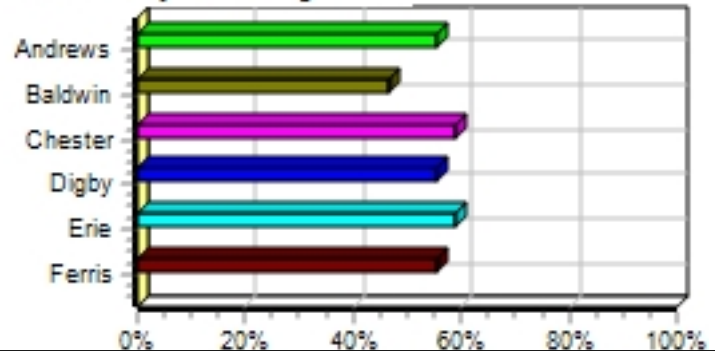
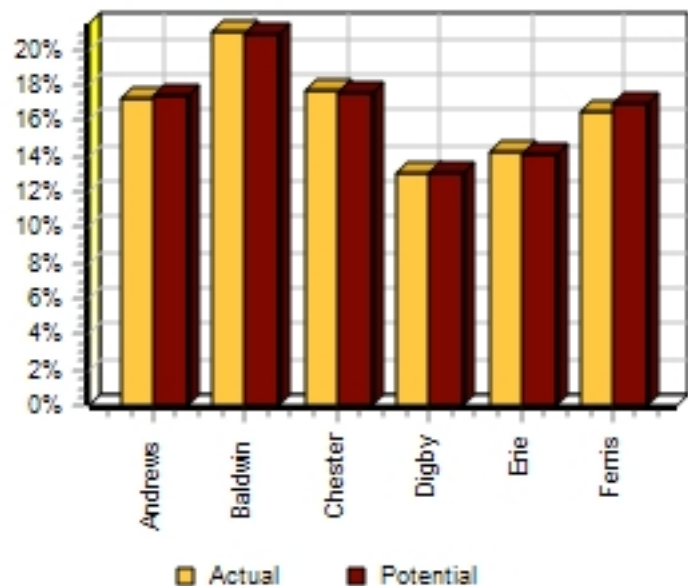
	Expectations	Importance
1. Ideal Position	Pfmm 8.1 Size 11.9	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%

Perceptual Map for High Tech

Perceptual map (at end of this year)



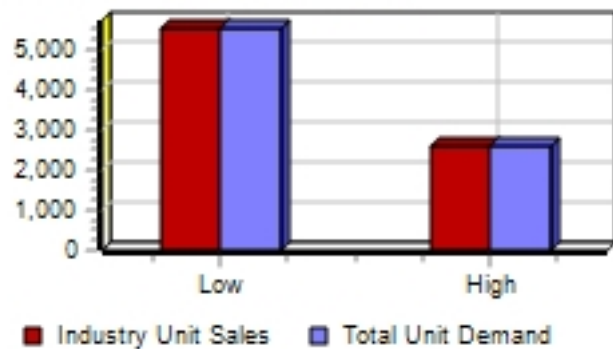
Accessibility F96780 High Tech

Actual vs Potential Market Share
2019 F96780 High Tech

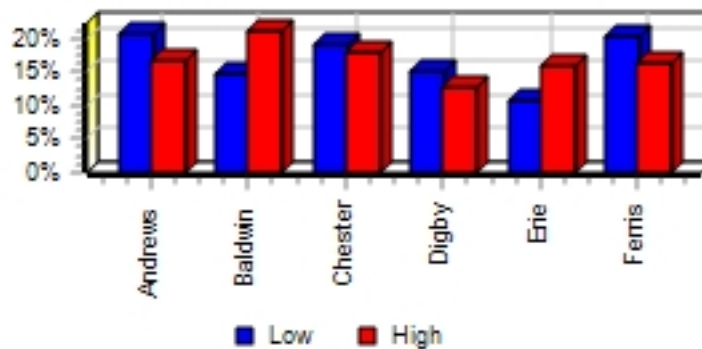
Top Products in High Tech Segment

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
Baker	21%	545	2/17/2019		6.5	13.6	\$36.00	21000	2.48	\$1,750	78%	\$1,750	46%	14
Cake	18%	459	11/21/2015		6.4	13.6	\$36.00	21000	4.10	\$3,000	87%	\$3,000	59%	12
Able	17%	447	7/20/2019	YES	5.9	14.5	\$35.00	20000	2.27	\$1,800	79%	\$2,500	55%	12
Fast	17%	429	9/9/2019	YES	5.5	14.5	\$35.00	20000	2.20	\$1,500	73%	\$2,500	55%	11
Eat	14%	371	3/23/2020		6.4	13.6	\$40.00	21000	4.10	\$3,000	87%	\$3,000	59%	10
Daze	13%	340	2/13/2019		6.4	13.6	\$35.00	18000	4.10	\$1,700	77%	\$2,500	55%	9

Units Sold vs Demand Chart F96780



Market Share F96780



Actual Market Share in Units

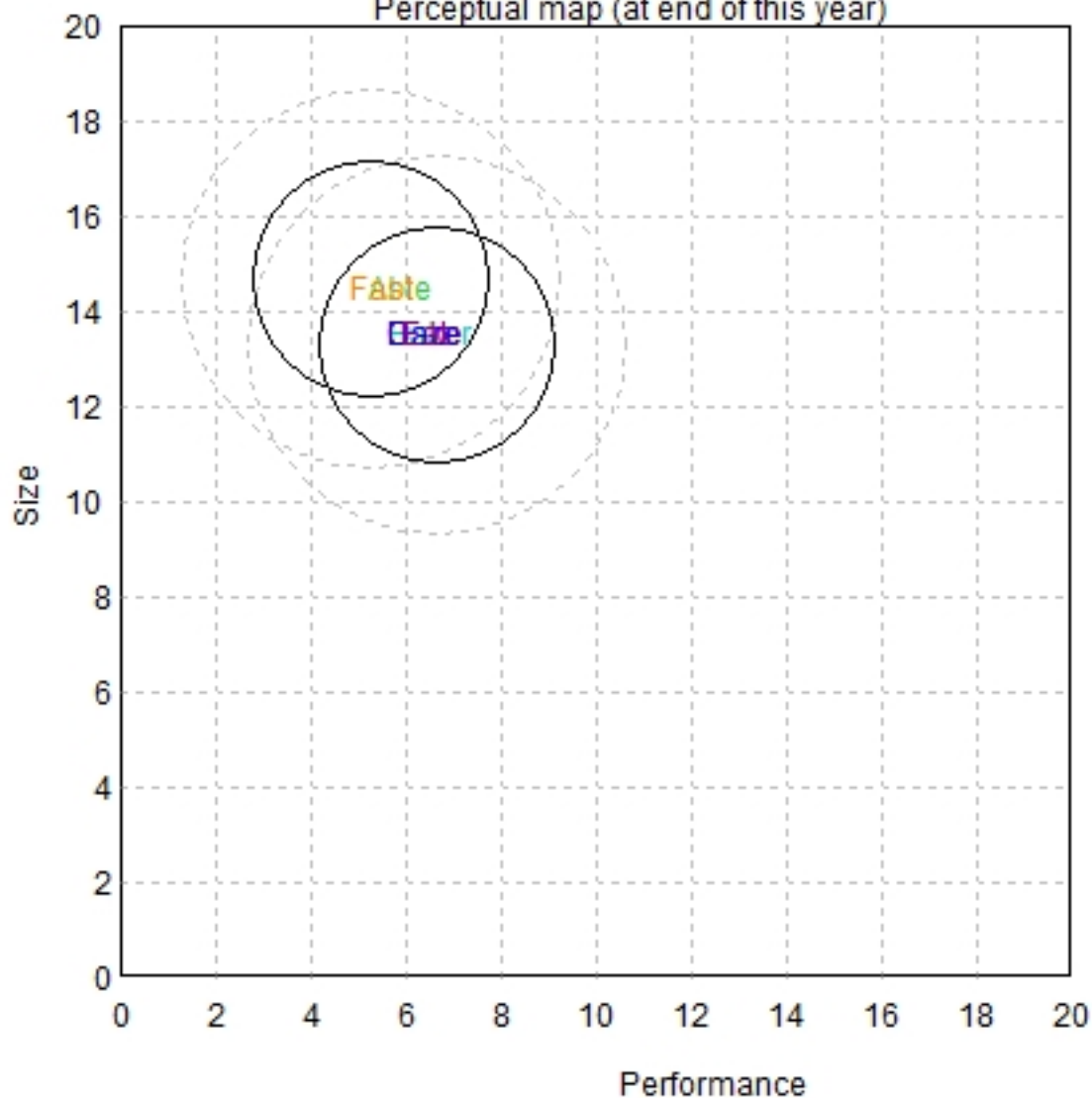
	Low	High	Total
Industry Unit Sales	5,544	2,592	8,136
% of Market	68.1%	31.9%	100.0%
Able	21.2%	17.2%	19.9%
Total	21.2%	17.2%	19.9%
Baker	14.5%	21.0%	16.6%
Total	14.5%	21.0%	16.6%
Cake	18.9%	17.7%	18.5%
Total	18.9%	17.7%	18.5%
Daze	15.3%	13.1%	14.6%
Total	15.3%	13.1%	14.6%
Eat	9.5%	14.3%	11.0%
Total	9.5%	14.3%	11.0%
Fast	20.6%	16.6%	19.3%
Total	20.6%	16.6%	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	21.4%	17.4%	20.2%
Total	21.4%	17.4%	20.2%
Baker	14.3%	20.8%	16.4%
Total	14.3%	20.8%	16.4%
Cake	18.6%	17.6%	18.3%
Total	18.6%	17.6%	18.3%
Daze	15.1%	13.0%	14.4%
Total	15.1%	13.0%	14.4%
Eat	9.4%	14.2%	10.9%
Total	9.4%	14.2%	10.9%
Fast	21.2%	17.0%	19.8%
Total	21.2%	17.0%	19.8%

Perceptual Map for All Segments

Perceptual map (at end of this year)

**Andrews**

Name	Pfmn	Size	Revised
Able	5.9	14.5	7/20/2019

Baldwin

Name	Pfmn	Size	Revised
Baker	6.5	13.6	2/17/2019

Chester

Name	Pfmn	Size	Revised
Cake	6.4	13.6	11/21/2015

Digby

Name	Pfmn	Size	Revised
Daze	6.4	13.6	2/13/2019

Erie

Name	Pfmn	Size	Revised
Eat	6.4	13.6	3/23/2020

Ferris

Name	Pfmn	Size	Revised
Fast	5.5	14.5	9/9/2019

HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	298	271	308	300	309	294
Complement	298	271	308	300	309	279
1st Shift Complement	154	155	154	154	155	157
2nd Shift Complement	144	116	154	146	154	122
Overtime Percent	0.0%	0.0%	0.0%	0.0%	0.1%	9.4%
Turnover Rate	10.0%	9.6%	10.0%	10.0%	9.6%	9.4%
New Employees	80	49	91	82	91	58
Separated Employees	0	0	0	0	0	0
Recruiting Spend	\$0	\$500	\$0	\$0	\$100	\$0
Training Hours	0	10	0	0	10	40
Productivity Index	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Recruiting Cost	\$80	\$74	\$91	\$82	\$100	\$58
Separation Cost	\$0	\$0	\$0	\$0	\$0	\$0
Training Cost	\$0	\$54	\$0	\$0	\$62	\$223
Total HR Admin Cost	\$80	\$128	\$91	\$82	\$162	\$281
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: 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.

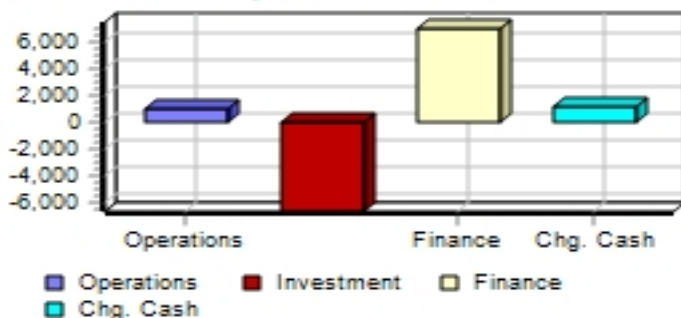
ASSETS		2019 Common Size	2018
Cash	\$6,735	22.1%	\$5,602
Account Receivable	\$4,454	14.6%	\$3,353
Inventory	\$4,407	14.4%	\$2,352
Total Current Assets	\$15,596	51.1%	\$11,307
Plant & Equipment	\$21,120	69.2%	\$14,400
Accumulated Depreciation	(\$6,208)	-20.3%	(\$4,800)
Total Fixed Assets	\$14,912	48.9%	\$9,600
Total Assets	\$30,507	100.0%	\$20,907
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$3,446	11.3%	\$2,853
Current Debt	\$0	0.0%	\$0
Long Term Debt	\$7,680	25.2%	\$5,200
Total Liabilities	\$11,126	36.5%	\$8,053
Common Stock	\$6,790	22.3%	\$2,323
Retained Earnings	\$12,591	41.3%	\$10,531
Total Equity	\$19,381	63.5%	\$12,854
Total Liab. & O. Equity	\$30,507	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)	\$2,060	\$2,494
Depreciation	\$1,408	\$960
Extraordinary gains/losses/writeoffs	\$0	\$0
Accounts Payable	\$593	\$853
Inventory	(\$2,055)	(\$2,352)
Accounts Receivable	(\$1,100)	\$3,647
Net cash from operation	\$906	\$5,602
Cash Flows from Investing Activities		
Plant Improvements	(\$6,720)	\$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	\$1,133	\$4,602
Closing cash position	\$6,735	\$5,602

Cash Flow Summary Chester F96780

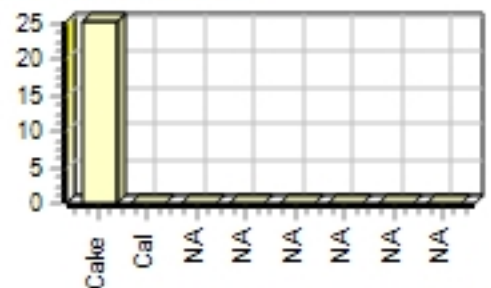


2019 Income Statement

(Product Name)	Cake	Cal							2019 Total	Common Size
Sales	\$54,184	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$54,184	100.0%
Variable Costs:										
Direct Labor	\$16,628	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$16,628	30.7%
Direct Material	\$23,245	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$23,245	42.9%
Inventory Carry	\$529	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$529	1.0%
Total Variable	\$40,402	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,402	74.6%
Contribution Margin	\$13,782	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,782	25.4%
Period Costs:										
Depreciation	\$1,408	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,408	2.6%
SG&A: R&D	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	1.8%
Promotions	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000	5.5%
Sales	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000	5.5%
Admin	\$904	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$904	1.7%
Total Period	\$8,312	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$9,312	17.2%
Net Margin	\$5,471	(\$1,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$4,471	8.3%

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.

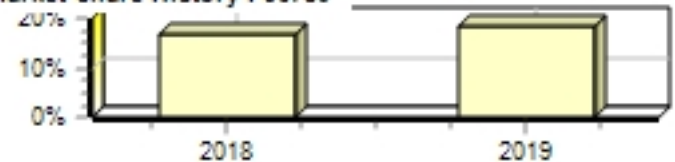
Other	\$347	0.6%
EBIT	\$4,123	7.6%
Short Term Interest	\$0	0.0%
Long Term Interest	\$889	1.6%
Taxes	\$1,132	2.1%
Profit Sharing	\$42	0.1%
Net Profit	\$2,060	3.8%

Variable Margins
2019 Chester F96780

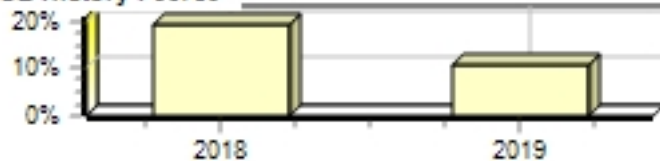
Profit History F96780



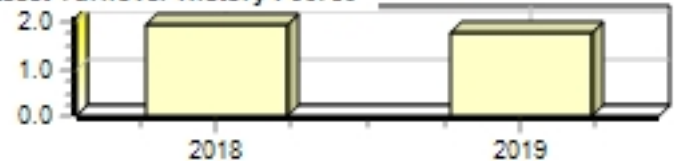
Market Share History F96780



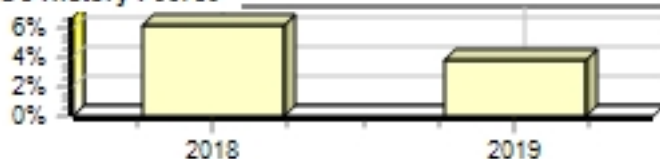
ROE History F96780



Asset Turnover History F96780



ROS History F96780



ROA History F96780

