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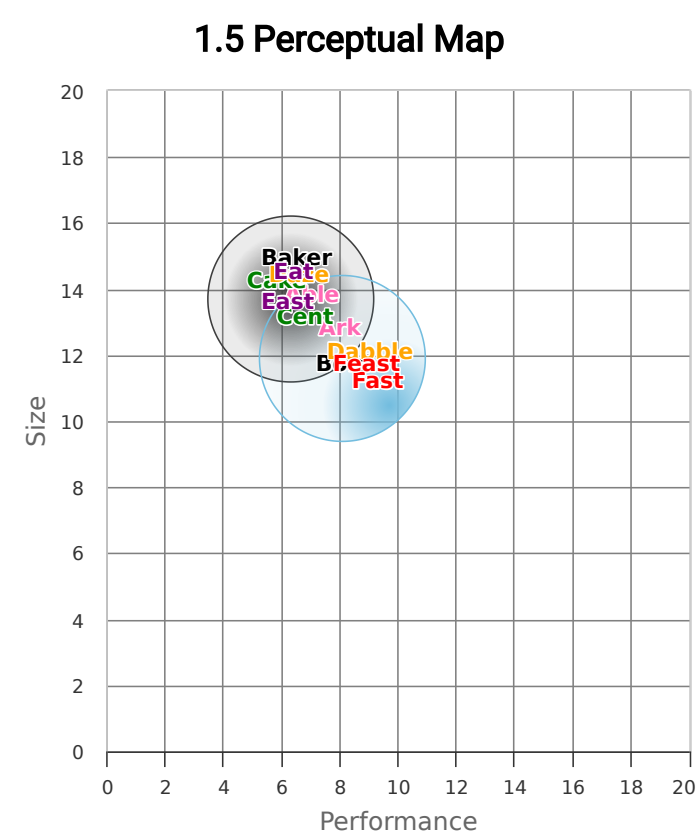
0.1 Roster		
Andrews	Baldwin	Chester
Dan Smith		
Digby	Erie	Ferris

0.2 High Level Overview							
	Andrews	Baldwin	Chester	Digby	Erie	Ferris	Average
Sales	\$61,997	\$80,089	\$46,610	\$77,834	\$42,540	\$49,547	\$59,770
Profit	\$1,469	\$8,052	\$1,672	\$7,315	\$2,747	\$3,714	\$4,162
Contribution Margin	21.63%	33.26%	31.14%	32.71%	35.75%	34.79%	31.55%
Stock Price	\$15.88	\$29.76	\$13.57	\$31.41	\$14.84	\$16.58	\$20.34
Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Market Share	17.3%	22.3%	13.0%	21.7%	11.9%	13.8%	16.7%

Section 1 | Research and Development

1.3 Low Tech		
Customer Buying Criteria	Expectations	Importance
Price	\$15.00 - \$35.00	41%
Age	3 Years	29%
Reliability	14,000 - 20,000 Hours	21%
Positioning	Performance 6.3 Size 13.7	9%

1.4 High Tech		
Customer Buying Criteria	Expectations	Importance
Positioning	Performance 9.5 Size 10.5	33%
Age	0 Years	29%
Price	\$25.00 - \$45.00	25%
Reliability	17,000 - 23,000 Hours	13%



1.6 Product List					
Name	Performance	Size	Reliability	Age	Revision Date
Able	7.0	13.0	20,000	2.3	October 26, 2028
Ark	8.0	12.0	21,000	0.4	July 22, 2028
Baker	6.5	14.1	19,800	3.1	March 5, 2027
Bold	8.1	10.9	22,400	1.0	August 13, 2028
Cake	5.8	13.4	17,000	2.4	July 8, 2028
Cent	6.8	12.3	20,000	0.6	May 17, 2028
Dabble	9.0	11.3	22,000	1.0	September 11, 2028
Daze	6.6	13.6	19,000	3.1	January 7, 2028
East	6.2	12.8	17,000	0.7	April 7, 2028
Eat	6.4	13.7	16,500	2.4	July 16, 2028
Fast	9.3	10.4	22,000	1.5	August 28, 2028
Feast	8.9	10.9	22,000	0.7	April 18, 2028

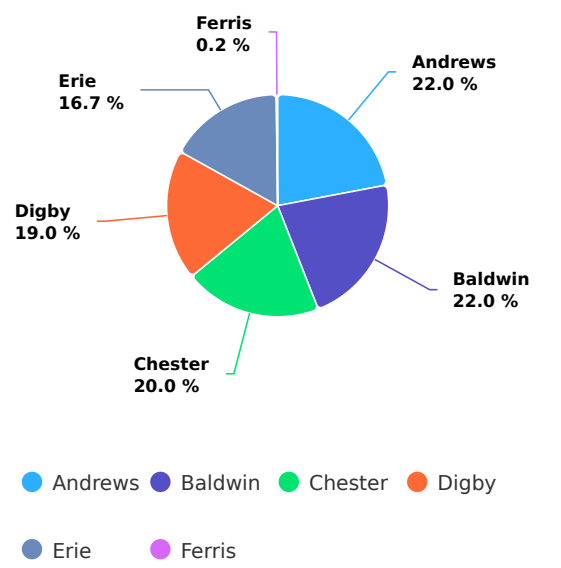
Section 2 | Marketing

Low Tech

2.1 Customer Buying Criteria		
	Expectations	Importance
Price	\$15.00 - \$35.00	41%
Age	3 Years	29%
Reliability	14,000 - 20,000 Hours	21%
Positioning	Performance 6.3 Size 13.7	9%

2.2 Demand Information	
2028 Total Market Size	6,714
2028 Total Units Sold	6,714
2029 Demand Growth Rate	9.9%

2.3 Market Share



2.4 Top Products													
Name	Price	Units Sold ▼	Potential Sold	Stock Out	Age	Performance	Size	Reliability	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Customer Satisfaction
Baker	\$33.40	1,400	1,367	No	3.1	6.5	14.1	19,800	\$1,350	51%	\$1,350	84%	30
Able	\$32.00	1,332	1,419	No	2.3	7	13	20,000	\$1,600	57%	\$1,400	83%	28
Daze	\$34.00	1,275	1,245	No	3.1	6.6	13.6	19,000	\$1,450	52%	\$1,450	90%	28
Cake	\$26.20	1,241	1,210	No	2.4	5.8	13.4	17,000	\$1,025	45%	\$1,025	60%	25
Eat	\$28.60	947	923	No	2.4	6.4	13.7	16,500	\$875	41%	\$875	54%	20
East	\$34.00	175	173	No	0.7	6.2	12.8	17,000	\$875	41%	\$875	42%	6
Ark	\$35.00	147	154	Yes	0.4	8	12	21,000	\$1,300	57%	\$1,300	56%	8
Cent	\$39.20	102	126	Yes	0.6	6.8	12.3	20,000	\$1,025	45%	\$1,025	47%	5
Bold	\$42.35	79	83	No	1	8.1	10.9	22,400	\$1,350	51%	\$1,350	54%	1
Fast	\$44.00	15	14	No	1.5	9.3	10.4	22,000	\$1,275	20%	\$1,500	93%	0

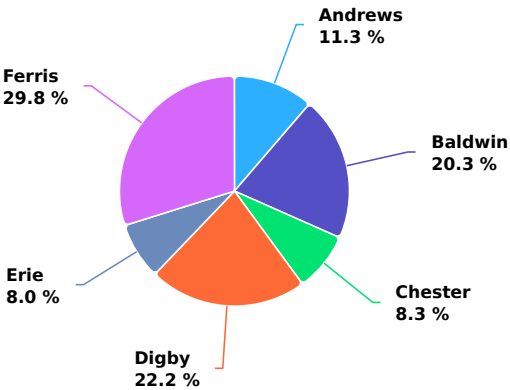
Section 3 | Marketing

High Tech

3.1 Customer Buying Criteria		
	Expectations	Importance
Positioning	Performance 9.5 Size 10.5	33%
Age	0 Years	29%
Price	\$25.00 - \$45.00	25%
Reliability	17,000 - 23,000 Hours	13%

3.2 Demand Information	
2028 Total Market Size	3,728
2028 Total Units Sold	3,728
2029 Demand Growth Rate	20.1%

3.3 Market Share

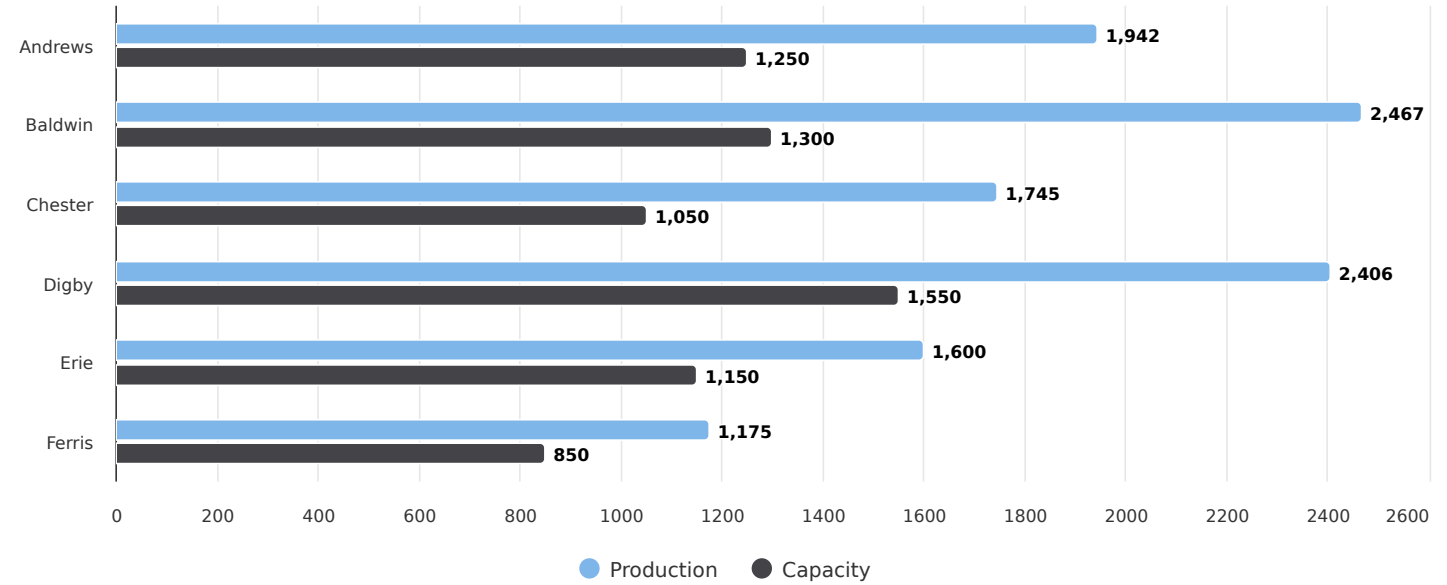


- Andrews
- Baldwin
- Chester
- Digby
- Erie
- Ferris

3.4 Top Products													
Name	Price	Units Sold ▼	Potential Sold	Stock Out	Age	Performance	Size	Reliability	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Customer Satisfaction
Fast	\$44.00	673	628	No	1.5	9.3	10.4	22,000	\$1,275	56%	\$1,500	93%	34
Dabble	\$45.00	576	576	No	1	9	11.3	22,000	\$1,450	73%	\$1,450	61%	32
Bold	\$42.35	524	544	No	1	8.1	10.9	22,400	\$1,350	65%	\$1,350	54%	28
Feast	\$44.00	438	464	No	0.7	8.9	10.9	22,000	\$1,275	56%	\$1,000	47%	30
Daze	\$34.00	252	233	No	3.1	6.6	13.6	19,000	\$1,450	73%	\$1,450	90%	8
Ark	\$35.00	243	255	Yes	0.4	8	12	21,000	\$1,300	59%	\$1,300	56%	28
Baker	\$33.40	234	216	No	3.1	6.5	14.1	19,800	\$1,350	65%	\$1,350	84%	7
Able	\$32.00	179	190	No	2.3	7	13	20,000	\$1,600	59%	\$1,400	83%	13
East	\$34.00	178	169	No	0.7	6.2	12.8	17,000	\$875	37%	\$875	42%	11
Cake	\$26.20	164	154	No	2.4	5.8	13.4	17,000	\$1,025	42%	\$1,025	60%	7
Cent	\$39.20	147	186	Yes	0.6	6.8	12.3	20,000	\$1,025	42%	\$1,025	47%	14
Eat	\$28.60	122	114	No	2.4	6.4	13.7	16,500	\$875	37%	\$875	54%	6

Section 4 | Production

Production vs Capacity



4.1 Plant Information											
Name	Primary Segment	Units Produced	Units Sold	Inventory	Price	Material Cost	Labor Cost	Contribution Margin	Auto. Next Round	Capacity Next Round	Plant Utilization
Able	Low Tech	1,553	1,511	41	\$32.00	\$13.04	\$12.43	22.4%	3.5	800	200%
Ark	High Tech	390	390	0	\$35.00	\$15.36	\$12.43	18.9%	3.5	600	133%
Baker	Low Tech	1,776	1,634	252	\$33.40	\$11.41	\$9.92	32.7%	4.5	1,150	189%
Bold	High Tech	691	603	88	\$42.35	\$17.03	\$10.60	34.5%	4	500	200%
Cake	Low Tech	1,495	1,405	213	\$26.20	\$10.59	\$7.68	28.3%	6.2	900	176%
Cent	High Tech	250	250	0	\$39.20	\$13.60	\$8.83	41.9%	4.5	350	175%
Daze	Low Tech	1,669	1,527	293	\$34.00	\$11.74	\$10.33	30.8%	4.2	1,100	162%
Dabble	High Tech	736	576	164	\$45.00	\$17.37	\$10.82	36.6%	3.2	500	150%
Eat	Low Tech	1,200	1,069	226	\$28.60	\$10.69	\$7.25	35.3%	5.6	850	141%
East	High Tech	400	352	48	\$34.00	\$11.62	\$9.16	36.8%	4	500	133%
Fast	High Tech	689	688	173	\$44.00	\$18.58	\$9.92	34.8%	4	500	140%
Feast	High Tech	487	438	48	\$44.00	\$17.67	\$10.08	34.8%	4	600	157%

Section 5 | Finance

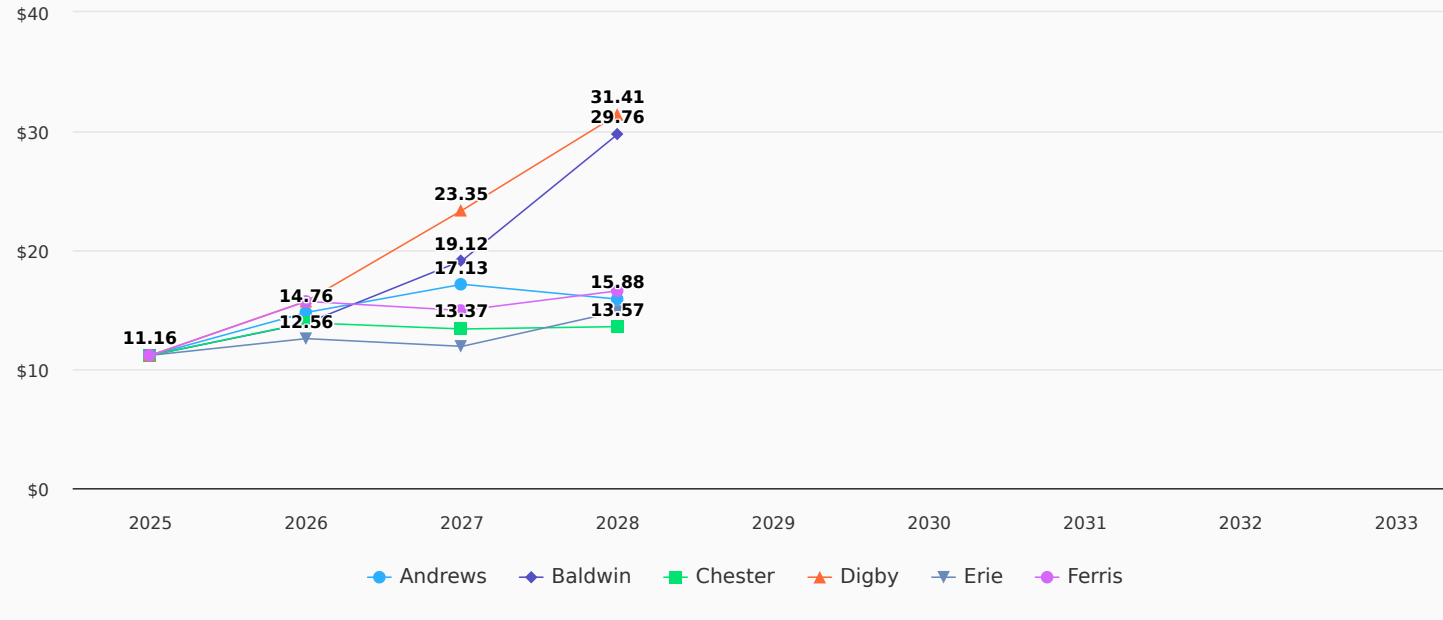
5.1 Income Statement						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$61,997	\$80,089	\$46,610	\$77,834	\$42,540	\$49,547
Variable Costs						
Direct Material	\$24,842	\$29,772	\$18,520	\$28,871	\$15,663	\$20,326
Direct Labor	\$23,620	\$22,722	\$13,104	\$22,150	\$11,059	\$11,239
Inventory Carry	\$123	\$956	\$473	\$1,355	\$610	\$743
Total Variable Costs (Labor, Material, Carry)	\$48,585	\$53,449	\$32,097	\$52,375	\$27,332	\$32,308
Contribution Margin	\$13,411	\$26,640	\$14,513	\$25,459	\$15,208	\$17,239
Period Costs						
Depreciation	\$1,867	\$2,540	\$2,381	\$2,233	\$2,343	\$1,520
SG&A						
R&D	\$1,372	\$615	\$891	\$711	\$804	\$949
Promotions	\$2,700	\$2,700	\$2,050	\$2,900	\$1,750	\$2,500
Sales	\$2,900	\$2,700	\$2,050	\$2,900	\$1,750	\$2,550
Administration	\$1,061	\$1,291	\$746	\$1,242	\$699	\$840
Total Period Costs	\$9,899	\$9,846	\$8,118	\$9,987	\$7,346	\$8,359
Net Margin	\$3,512	\$16,794	\$6,395	\$15,472	\$7,862	\$8,880
Other (Fees/Write-offs/Bonuses/Relocation Fee)	\$210	\$1,789	\$1,677	\$1,719	\$1,593	\$1,373
EBIT	\$3,302	\$15,005	\$4,718	\$13,753	\$6,269	\$7,507
Interest (Short term/Long Term)	\$996	\$2,364	\$2,093	\$2,270	\$1,956	\$1,676
Taxes	\$807	\$4,424	\$919	\$4,019	\$1,509	\$2,041
Profit Sharing	\$30	\$164	\$34	\$149	\$56	\$76
Net Profit	\$1,469	\$8,052	\$1,672	\$7,315	\$2,747	\$3,714

5.2 Cash Flow Statement						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Starting Cash Position	\$12,116	\$14,352	\$11,502	\$12,761	\$8,393	\$7,374
Cash From Operations						
Net Income(Loss)	\$1,469	\$8,052	\$1,672	\$7,315	\$2,747	\$3,714
Adjustment For Non-Cash Items						
Depreciation	\$1,867	\$2,540	\$2,381	\$2,233	\$2,343	\$1,520
Extraordinary Gains/Losses/Write-offs	\$0	\$0	\$0	\$10	\$0	(\$368)
Changes In Current Assets And Liabilities						
Accounts Payable	\$882	\$852	\$433	(\$309)	\$480	\$91
Inventory	(\$1,025)	(\$5,262)	(\$1,429)	(\$7,343)	(\$3,192)	(\$1,542)
Accounts Receivable	(\$751)	(\$1,105)	(\$628)	(\$368)	(\$632)	(\$461)
Net Cash From Operations	\$2,441	\$5,078	\$2,429	\$1,538	\$1,746	\$2,955
Cash From Investing						
Net Plant Improvements	(\$5,500)	(\$11,080)	(\$8,540)	(\$3,240)	(\$6,100)	(\$1,300)
Cash From Financing						
Dividends Paid	\$0	(\$400)	\$0	(\$3,262)	\$0	\$0
Sales Of Common Stock	\$2,200	\$0	\$1,037	\$0	\$649	\$698
Purchase Of Common Stock	\$0	\$0	\$0	\$0	\$0	\$0
Cash From Long-Term Debt Issued	\$2,000	\$1,786	\$2,504	\$0	\$1,207	\$0
Early Retirement Of Long-Term Debt	\$0	\$0	\$0	(\$628)	\$0	(\$398)
Retirement Of Current Debt	(\$867)	(\$5,987)	(\$6,228)	(\$7,634)	(\$5,596)	(\$7,487)
Cash From Current Debt Borrowing	\$0	\$10,052	\$6,295	\$12,208	\$6,443	\$8,314
Cash From Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash From Financing	\$3,333	\$5,450	\$3,608	\$684	\$2,703	\$1,128
Effect Of Exchange Rates	\$0	\$0	\$0	\$0	\$0	\$0
Net Change In Cash	\$274	(\$552)	(\$2,503)	(\$1,018)	(\$1,651)	\$2,783
Ending Cash Position	\$12,391	\$13,800	\$9,000	\$11,742	\$6,742	\$10,157

5.3 Balance Sheet						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$12,391	\$13,800	\$9,000	\$11,742	\$6,742	\$10,157
Accounts Receivable	\$5,096	\$6,583	\$3,831	\$6,397	\$3,496	\$4,072
Inventory	\$1,025	\$7,966	\$3,938	\$11,289	\$5,086	\$6,195
Current Assets	\$18,512	\$28,349	\$16,769	\$29,428	\$15,325	\$20,424
Plant and Equipment	\$28,000	\$38,100	\$35,720	\$33,500	\$35,140	\$22,800
Accumulated Depreciation	(\$8,587)	(\$10,123)	(\$10,023)	(\$10,071)	(\$9,961)	(\$5,483)
Fixed Assets	\$19,413	\$27,977	\$25,697	\$23,429	\$25,179	\$17,317
Total Assets	\$37,925	\$56,326	\$42,466	\$52,857	\$40,503	\$37,741
Accounts Payable	\$4,067	\$4,747	\$2,264	\$3,998	\$1,885	\$2,721
Current Debt	\$0	\$10,052	\$6,295	\$12,208	\$6,443	\$8,314
Current Liabilities	\$4,067	\$14,799	\$8,559	\$16,205	\$8,328	\$11,035
Long-Term Liabilities	\$8,833	\$12,206	\$12,947	\$9,533	\$11,570	\$6,946
Total Liabilities	\$12,901	\$27,004	\$21,507	\$25,739	\$19,898	\$17,980
Common Stock	\$7,023	\$4,042	\$4,742	\$3,142	\$4,222	\$3,721
Retained Earnings	\$18,001	\$25,280	\$16,218	\$23,977	\$16,383	\$16,039
Total Equity	\$25,024	\$29,322	\$20,959	\$27,119	\$20,606	\$19,761
Total Liabilities & Equity	\$37,925	\$56,326	\$42,466	\$52,857	\$40,503	\$37,741

5.4 Stock Market Summary									
Company	Closing Price	Change	Shares Outstanding	Market Cap	Book Value	EPS	Dividend	Yield	P/E
Andrews	\$15.88	(\$1.24)	2,297,878	\$36m	\$10.89	\$0.64	\$0.00	0%	24.84
Baldwin	\$29.76	\$10.64	2,138,881	\$64m	\$13.71	\$3.76	\$0.19	0.6%	7.90
Chester	\$13.57	\$0.20	2,187,132	\$30m	\$9.58	\$0.76	\$0.00	0%	17.75
Digby	\$31.41	\$8.06	2,062,853	\$65m	\$13.15	\$3.55	\$1.58	5%	8.86
Erie	\$14.84	\$2.93	2,159,764	\$32m	\$9.54	\$1.27	\$0.00	0%	11.66
Ferris	\$16.58	\$1.65	2,091,396	\$35m	\$9.45	\$1.78	\$0.00	0%	9.33

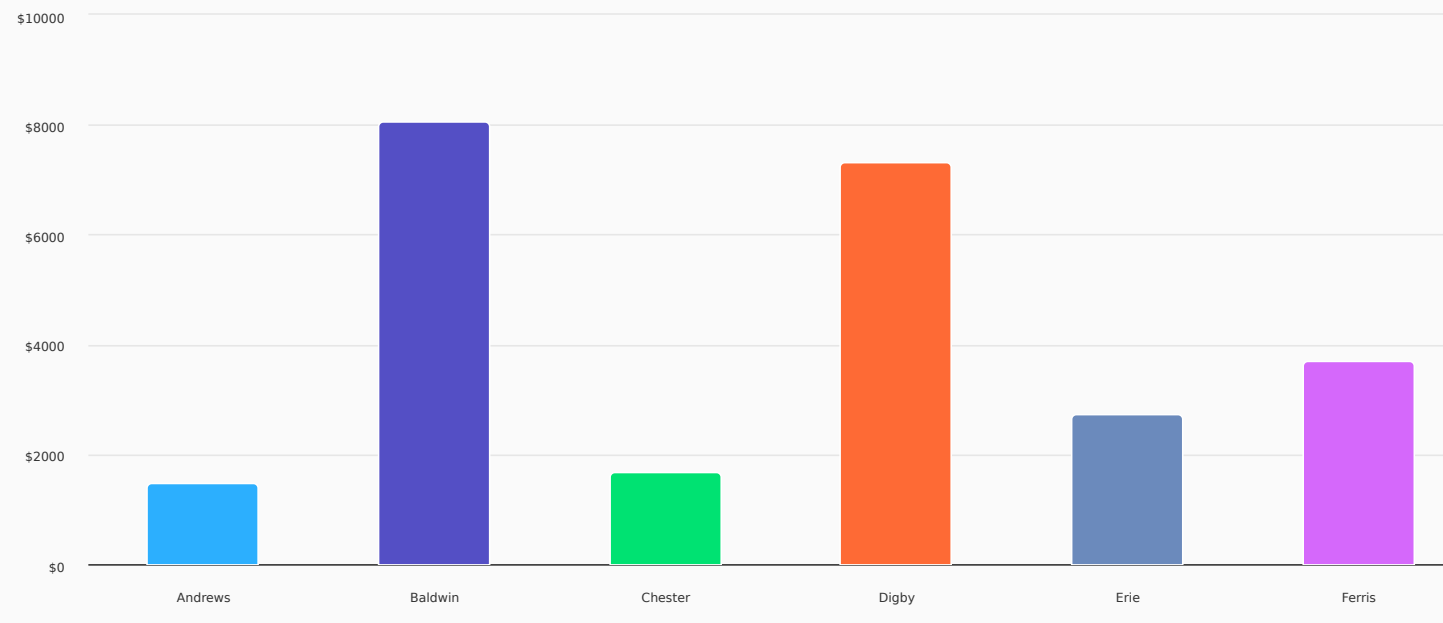
5.5 Stock Price



5.6 Bond Market Summary					
Company	Series	Face Value	Yield	Closing Price	S&P Rating
Andrews	12.0S2029	\$1,733,333	11.74%	\$102.19	A
	13.0S2031	\$2,600,000	11.98%	\$108.52	A
	10.4S2037	\$2,500,000	9.93%	\$104.68	A
	9.5S2038	\$2,000,000	9.56%	\$99.37	A
Baldwin	12.0S2029	\$1,733,333	11.89%	\$100.90	B
	13.0S2031	\$2,600,000	12.39%	\$104.89	B
	10.0S2036	\$2,480,000	10.54%	\$94.85	B
	11.0S2037	\$3,606,517	11%	\$100.00	B
	11.1S2038	\$1,785,747	11.04%	\$100.59	B
Chester	12.0S2029	\$1,733,333	11.93%	\$100.63	B
	13.0S2031	\$2,600,000	12.48%	\$104.13	B
	10.0S2036	\$2,363,492	10.71%	\$93.38	B
	10.8S2037	\$3,746,724	11.1%	\$97.26	B
	11.3S2038	\$2,503,863	11.3%	\$100.00	B
Digby	12.0S2029	\$1,115,277	11.9%	\$100.81	B
	13.0S2031	\$2,600,000	12.42%	\$104.63	B
	10.0S2036	\$2,288,825	10.6%	\$94.36	B
	10.9S2037	\$3,529,182	11.02%	\$98.90	B
Erie	12.0S2029	\$1,733,333	11.91%	\$100.72	B
	13.0S2031	\$2,600,000	12.45%	\$104.38	B
	10.0S2036	\$2,363,492	10.65%	\$93.87	B
	10.9S2037	\$3,665,758	11.08%	\$98.35	B
	11.3S2038	\$1,207,203	11.23%	\$100.58	B
Ferris	12.0S2029	\$1,338,373	11.89%	\$100.90	B
	13.0S2031	\$2,600,000	12.39%	\$104.89	B
	10.0S2036	\$422,159	10.54%	\$94.85	B
	11.1S2037	\$2,585,202	11.04%	\$100.55	B

Next Year's Prime Rate: 7%

5.7 Net Profit



Section 6 | Product Financials

6.1 Andrews Income Statement			
	Able	Ark	Total
Sales	\$48,357	\$13,640	\$61,997
Variable Cost	\$37,528	\$11,057	\$48,585
Fixed Cost	\$5,712	\$4,187	\$9,899
Net Margin	\$5,116	(\$1,604)	\$3,512
		Other (Fees, Writeoffs)	\$210
		Long Term Interest	\$996
		Taxes & Tariffs	\$807
		Profit Sharing	\$30
		Net Profit	\$1,469

6.2 Baldwin Income Statement			
	Baker	Bold	Total
Sales	\$54,561	\$25,528	\$80,089
Variable Cost	\$36,737	\$16,713	\$53,449
Fixed Cost	\$5,419	\$4,426	\$9,846
Net Margin	\$12,405	\$4,389	\$16,794
		Other (Fees, Writeoffs)	\$1,789
		Long Term Interest	\$1,389
		Taxes & Tariffs	\$4,424
		Profit Sharing	\$164
		Net Profit	\$8,052

6.3 Chester Income Statement			
	Cake	Cent	Total
Sales	\$36,817	\$9,793	\$46,610
Variable Cost	\$26,410	\$5,687	\$32,097
Fixed Cost	\$5,004	\$3,113	\$8,118
Net Margin	\$5,402	\$993	\$6,395
		Other (Fees, Writeoffs)	\$1,677
		Long Term Interest	\$1,470
		Taxes & Tariffs	\$919
		Profit Sharing	\$34
		Net Profit	\$1,672

6.4 Digby Income Statement			
	Daze	Dabble	Total
Sales	\$51,913	\$25,921	\$77,834
Variable Cost	\$35,930	\$16,445	\$52,375
Fixed Cost	\$5,418	\$4,569	\$9,987
Net Margin	\$10,565	\$4,907	\$15,472
		Other (Fees, Writeoffs)	\$1,719
		Long Term Interest	\$1,085
		Taxes & Tariffs	\$4,019
		Profit Sharing	\$149
		Net Profit	\$7,315

6.5 Erie Income Statement			
	Eat	East	Total
Sales	\$30,563	\$11,977	\$42,540
Variable Cost	\$19,767	\$7,565	\$27,332
Fixed Cost	\$4,401	\$2,945	\$7,346
Net Margin	\$6,395	\$1,466	\$7,862
		Other (Fees, Writeoffs)	\$1,593
		Long Term Interest	\$1,318
		Taxes & Tariffs	\$1,509
		Profit Sharing	\$56
		Net Profit	\$2,747

6.6 Ferris Income Statement			
	Fast	Feast	Total
Sales	\$30,263	\$19,285	\$49,547
Variable Cost	\$19,730	\$12,579	\$32,308
Fixed Cost	\$4,678	\$3,682	\$8,359
Net Margin	\$5,856	\$3,024	\$8,880
		Other (Fees, Writeoffs)	\$1,373
		Long Term Interest	\$828
		Taxes & Tariffs	\$2,041
		Profit Sharing	\$76
		Net Profit	\$3,714

Section 7 | Custom Modules

7.1 Workforce Summary						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Number of Employees	385	401	223	424	210	197
First Shift	193	208	124	269	140	124
Second Shift	192	193	99	155	70	73
Turnover Rate	14.0%	10.1%	9.7%	9.1%	8.7%	11.1%
New Employees	131	90	47	75	61	22
Separated Employees	0	0	0	0	0	15
Productivity Index	100.0%	105.5%	107.5%	102.5%	108.5%	104.5%

7.2 Total Quality Management						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Decisions						
Concurrent Engineering	\$0	\$0	\$0	\$0	\$0	\$0
Quality Function Deployment Effort	\$0	\$0	\$0	\$0	\$0	\$0
UNEP Green Program	\$0	\$0	\$0	\$0	\$0	\$0
CCE (Concurrent Engineering)/6 Sigma Training	\$0	\$0	\$0	\$0	\$0	\$0
Channel Support Systems	\$0	\$0	\$0	\$0	\$0	\$0
CPI (Continuous Process Improvement) Systems	\$0	\$0	\$0	\$0	\$0	\$0
Benchmarking	\$0	\$0	\$0	\$0	\$0	\$0
GEMI TQEM Sustainability	\$0	\$0	\$0	\$0	\$0	\$0
Vendor/JIT (Just in Time) Inventory	\$0	\$0	\$0	\$0	\$0	\$0
QIT (Quality Initiative Training)	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Yearly Impacts						
Material Cost	0%	0%	0%	0%	0%	0%
R & D Cycle Time	0%	0%	0%	0%	0%	0%
Labor Cost	0%	0%	0%	0%	0%	0%
Demand	0%	0%	0%	0%	0%	0%
Administrative Cost	0%	0%	0%	0%	0%	0%

7.3 Human Resources						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Decisions						
Scientists - Recruitment & Retention	\$0	\$700	\$300	\$800	\$100	\$900
Manufacturing - Training & Assembly Teams	\$0	\$600	\$800	\$300	\$900	\$500
Sales - Compensation	\$0	\$400	\$400	\$600	\$500	\$300
Total Expenditures	\$0	\$1,700	\$1,500	\$1,700	\$1,500	\$1,700
Yearly Impacts						
R & D Cycle Time	5%	-5.5%	0.5%	-7%	3.5%	-8.5%
Demand	0%	2.1%	0.9%	2.4%	0.3%	2.7%
Accessibility	0%	3.2%	3.2%	4.8%	4%	2.4%
Productivity Index	0%	3%	4%	1.5%	4.5%	2.5%
Turnover Rate	20%	-2%	-4%	-7%	-9%	3%
Production After Adjustment	-1%	-0.1%	0.2%	-0.5%	0.3%	-0.3%

7.4 Cumulative Impacts						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Material Cost	0%	0%	0%	0%	0%	0%
R & D Cycle Time	10%	-9.5%	2.5%	-12.5%	8.5%	-15.5%
Labor Cost	0%	0%	0%	0%	0%	0%
Demand	0%	3.9%	1.5%	4.5%	0.3%	5.1%
Administrative Cost	0%	0%	0%	0%	0%	0%
Accessibility	0%	5.6%	5.6%	8.8%	7.2%	4%
Productivity Index	0%	5.5%	7.5%	2.5%	8.5%	4.5%
Turnover Rate	40%	1%	-3%	-9%	-13%	11%
Production After Adjustment	-2%	-0.4%	0.2%	-1.3%	0.5%	-0.7%