

Round: 0
Dec. 31,
2022

CAPSTONE® COURIER

C133749

Andrews

Baldwin

Chester

Digby

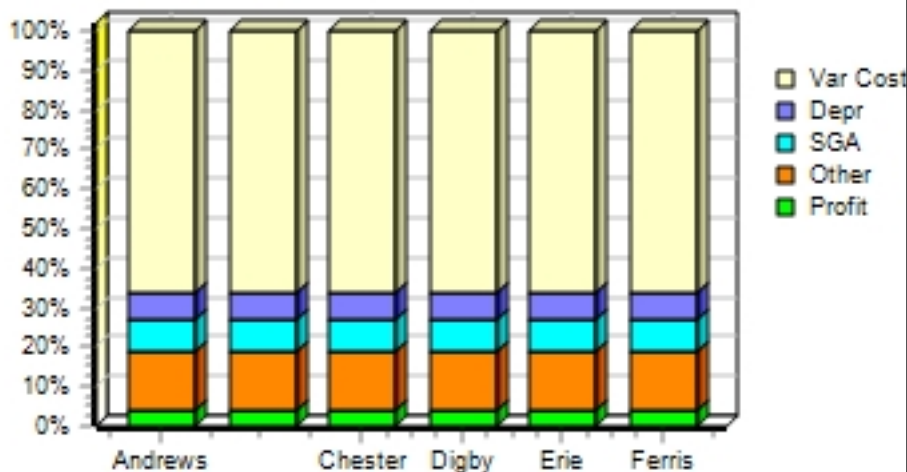
Erie

Ferris

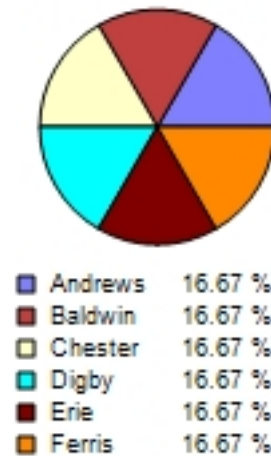
Selected Financial Statistics

| | Andrews | Baldwin | Chester | Digby | Erie | Ferris |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| ROS | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% | 4.1% |
| Asset Turnover | 1.05 | 1.05 | 1.05 | 1.05 | 1.05 | 1.05 |
| ROA | 4.4% | 4.4% | 4.4% | 4.4% | 4.4% | 4.4% |
| Leverage | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| ROE | 8.7% | 8.7% | 8.7% | 8.7% | 8.7% | 8.7% |
| Emergency Loan | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sales | \$101,073,437 | \$101,073,437 | \$101,073,437 | \$101,073,437 | \$101,073,437 | \$101,073,437 |
| EBIT | \$11,996,365 | \$11,996,365 | \$11,996,365 | \$11,996,365 | \$11,996,365 | \$11,996,365 |
| Profits | \$4,188,507 | \$4,188,507 | \$4,188,507 | \$4,188,507 | \$4,188,507 | \$4,188,507 |
| Cumulative Profit | \$4,188,507 | \$4,188,507 | \$4,188,507 | \$4,188,507 | \$4,188,507 | \$4,188,507 |
| SG&A / Sales | 8.9% | 8.9% | 8.9% | 8.9% | 8.9% | 8.9% |
| Contrib. Margin % | 28.3% | 28.3% | 28.3% | 28.3% | 28.3% | 28.3% |

Percent of Sales C133749



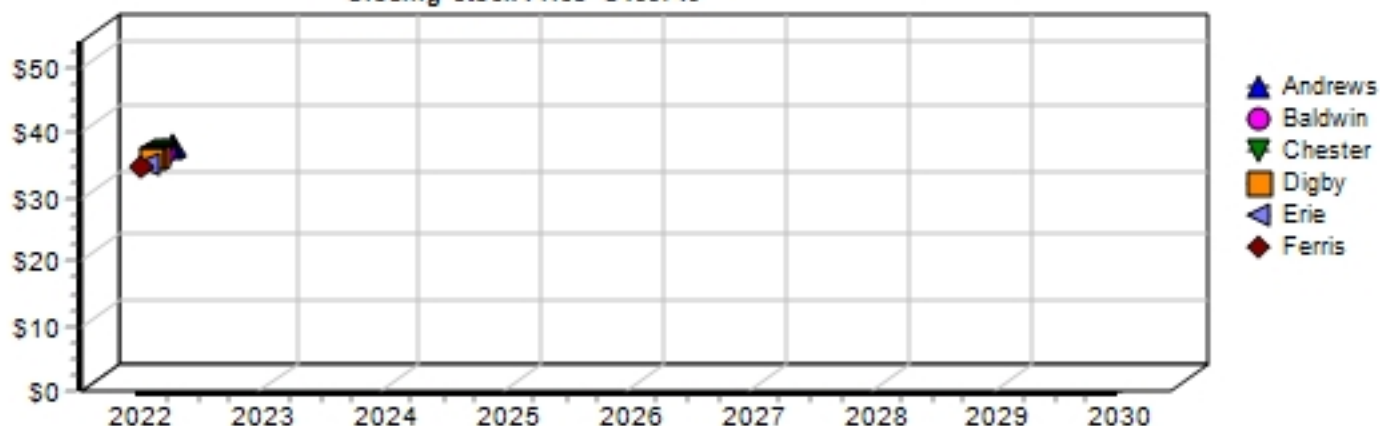
\$ Market Share C133749



Stock Market Summary

| Company | Close | Change | Shares | MarketCap (\$M) | Book Value Per Share | EPS | Dividend | Yield | P/E |
|---------|---------|--------|-----------|-----------------|----------------------|--------|----------|-------|------|
| Andrews | \$34.25 | \$0.00 | 2,000,000 | \$69 | \$23.97 | \$2.09 | \$2.00 | 5.8% | 16.4 |
| Baldwin | \$34.25 | \$0.00 | 2,000,000 | \$69 | \$23.97 | \$2.09 | \$2.00 | 5.8% | 16.4 |
| Chester | \$34.25 | \$0.00 | 2,000,000 | \$69 | \$23.97 | \$2.09 | \$2.00 | 5.8% | 16.4 |
| Digby | \$34.25 | \$0.00 | 2,000,000 | \$69 | \$23.97 | \$2.09 | \$2.00 | 5.8% | 16.4 |
| Erie | \$34.25 | \$0.00 | 2,000,000 | \$69 | \$23.97 | \$2.09 | \$2.00 | 5.8% | 16.4 |
| Ferris | \$34.25 | \$0.00 | 2,000,000 | \$69 | \$23.97 | \$2.09 | \$2.00 | 5.8% | 16.4 |

Closing Stock Price C133749



Bond Market Summary

| Company | Series# | Face | Yield | Close\$ | S&P | Company | Series# | Face | Yield | Close\$ | S&P |
|---------|-----------|--------------|-------|---------|-----|---------|-----------|--------------|-------|---------|-----|
| Andrews | 11.0S2024 | \$6,950,000 | 11.1% | 99.49 | B | Digby | 11.0S2024 | \$6,950,000 | 11.1% | 99.49 | B |
| | 12.5S2026 | \$13,900,000 | 12.1% | 103.70 | B | | 12.5S2026 | \$13,900,000 | 12.1% | 103.70 | B |
| | 14.0S2028 | \$20,850,000 | 12.6% | 111.32 | B | | 14.0S2028 | \$20,850,000 | 12.6% | 111.32 | B |
| Baldwin | 11.0S2024 | \$6,950,000 | 11.1% | 99.49 | B | Erie | 11.0S2024 | \$6,950,000 | 11.1% | 99.49 | B |
| | 12.5S2026 | \$13,900,000 | 12.1% | 103.70 | B | | 12.5S2026 | \$13,900,000 | 12.1% | 103.70 | B |
| | 14.0S2028 | \$20,850,000 | 12.6% | 111.32 | B | | 14.0S2028 | \$20,850,000 | 12.6% | 111.32 | B |
| Chester | 11.0S2024 | \$6,950,000 | 11.1% | 99.49 | B | Ferris | 11.0S2024 | \$6,950,000 | 11.1% | 99.49 | B |
| | 12.5S2026 | \$13,900,000 | 12.1% | 103.70 | B | | 12.5S2026 | \$13,900,000 | 12.1% | 103.70 | B |
| | 14.0S2028 | \$20,850,000 | 12.6% | 111.32 | B | | 14.0S2028 | \$20,850,000 | 12.6% | 111.32 | B |

Next Year's Prime Rate 7.00%

Financial Summary

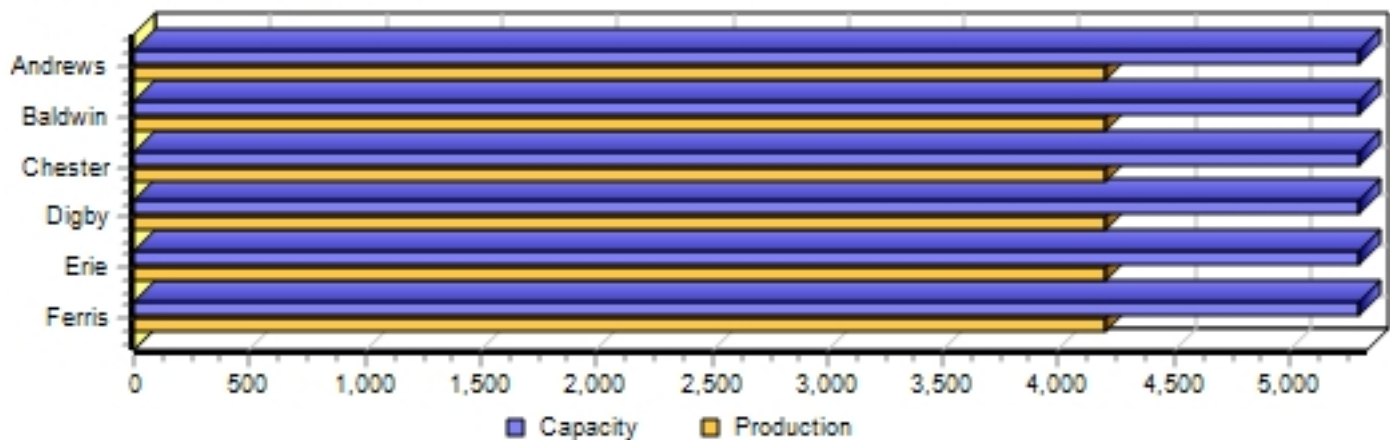


C133749

Round: 0
Dec. 31, 2022

| Cash Flow Statement Survey | Andrews | Baldwin | Chester | Digby | Erie | Ferris |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| CashFlows from operating activities | | | | | | |
| Net Income(Loss) | \$4,189 | \$4,189 | \$4,189 | \$4,189 | \$4,189 | \$4,189 |
| Adjustment for non-cash items: | | | | | | |
| Depreciation | \$7,587 | \$7,587 | \$7,587 | \$7,587 | \$7,587 | \$7,587 |
| Extraordinary gains/losses/writeoffs | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Changes in current assets and liabilities | | | | | | |
| Accounts payable | \$3,583 | \$3,583 | \$3,583 | \$3,583 | \$3,583 | \$3,583 |
| Inventory | (\$8,617) | (\$8,617) | (\$8,617) | (\$8,617) | (\$8,617) | (\$8,617) |
| Accounts Receivable | (\$307) | (\$307) | (\$307) | (\$307) | (\$307) | (\$307) |
| Net cash from operations | \$6,434 | \$6,434 | \$6,434 | \$6,434 | \$6,434 | \$6,434 |
| Cash flows from investing activities | | | | | | |
| Plant improvements(net) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Cash flows from financing activities | | | | | | |
| Dividends paid | (\$4,000) | (\$4,000) | (\$4,000) | (\$4,000) | (\$4,000) | (\$4,000) |
| Sales of common stock | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Purchase of common stock | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Cash from long term debt issued | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 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 | \$0 | \$0 | \$0 | \$0 |
| Net cash from financing activities | (\$4,000) | (\$4,000) | (\$4,000) | (\$4,000) | (\$4,000) | (\$4,000) |
| Net change in cash position | \$2,434 | \$2,434 | \$2,434 | \$2,434 | \$2,434 | \$2,434 |
| Balance Sheet Survey | Andrews | Baldwin | Chester | Digby | Erie | Ferris |
| Cash | \$3,434 | \$3,434 | \$3,434 | \$3,434 | \$3,434 | \$3,434 |
| Accounts Receivable | \$8,307 | \$8,307 | \$8,307 | \$8,307 | \$8,307 | \$8,307 |
| Inventory | \$8,617 | \$8,617 | \$8,617 | \$8,617 | \$8,617 | \$8,617 |
| Total Current Assets | \$20,358 | \$20,358 | \$20,358 | \$20,358 | \$20,358 | \$20,358 |
| Plant and equipment | \$113,800 | \$113,800 | \$113,800 | \$113,800 | \$113,800 | \$113,800 |
| Accumulated Depreciation | (\$37,933) | (\$37,933) | (\$37,933) | (\$37,933) | (\$37,933) | (\$37,933) |
| Total Fixed Assets | \$75,867 | \$75,867 | \$75,867 | \$75,867 | \$75,867 | \$75,867 |
| Total Assets | \$96,225 | \$96,225 | \$96,225 | \$96,225 | \$96,225 | \$96,225 |
| Accounts Payable | \$6,583 | \$6,583 | \$6,583 | \$6,583 | \$6,583 | \$6,583 |
| Current Debt | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Current Liabilities | \$6,583 | \$6,583 | \$6,583 | \$6,583 | \$6,583 | \$6,583 |
| Long Term Debt | \$41,700 | \$41,700 | \$41,700 | \$41,700 | \$41,700 | \$41,700 |
| Total Liabilities | \$48,283 | \$48,283 | \$48,283 | \$48,283 | \$48,283 | \$48,283 |
| Common Stock | \$18,360 | \$18,360 | \$18,360 | \$18,360 | \$18,360 | \$18,360 |
| Retained Earnings | \$29,582 | \$29,582 | \$29,582 | \$29,582 | \$29,582 | \$29,582 |
| Total Equity | \$47,942 | \$47,942 | \$47,942 | \$47,942 | \$47,942 | \$47,942 |
| Total Liabilities & Owners Equity | \$96,225 | \$96,225 | \$96,225 | \$96,225 | \$96,225 | \$96,225 |
| Income Statement Survey | Andrews | Baldwin | Chester | Digby | Erie | Ferris |
| Sales | \$101,073 | \$101,073 | \$101,073 | \$101,073 | \$101,073 | \$101,073 |
| Variable Costs(Labor,Material,Carry) | \$72,513 | \$72,513 | \$72,513 | \$72,513 | \$72,513 | \$72,513 |
| Contribution Margin | \$28,560 | \$28,560 | \$28,560 | \$28,560 | \$28,560 | \$28,560 |
| Depreciation | \$7,587 | \$7,587 | \$7,587 | \$7,587 | \$7,587 | \$7,587 |
| SGA(R&D,Promo,Sales,Admin) | \$8,978 | \$8,978 | \$8,978 | \$8,978 | \$8,978 | \$8,978 |
| Other(Fees,Writeoffs,TQM,Bonuses) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| EBIT | \$11,996 | \$11,996 | \$11,996 | \$11,996 | \$11,996 | \$11,996 |
| Interest(Short term,Long term) | \$5,421 | \$5,421 | \$5,421 | \$5,421 | \$5,421 | \$5,421 |
| Taxes | \$2,301 | \$2,301 | \$2,301 | \$2,301 | \$2,301 | \$2,301 |
| Profit Sharing | \$85 | \$85 | \$85 | \$85 | \$85 | \$85 |
| Net Profit | \$4,189 | \$4,189 | \$4,189 | \$4,189 | \$4,189 | \$4,189 |

Production Vs. Capacity C133749



| 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 | Automation Next Round | Capacity Next Round | Plant Utiliz. |
|-------|-----------------|------------|----------------|---------------|------------|-------|-------------|------------|---------|---------------|------------|--------------|-----------------------|-----------------------|---------------------|---------------|
| Able | Trad | 999 | 189 | 11/21/2019 | 3.1 | 17500 | 5.5 | 14.5 | \$28.00 | \$11.59 | \$7.49 | 29% | 0% | 4.0 | 1,800 | 66% |
| Acre | Low | 1,763 | 39 | 5/25/2018 | 4.6 | 14000 | 3.0 | 17.0 | \$21.00 | \$7.81 | \$7.12 | 27% | 30% | 5.0 | 1,400 | 129% |
| Adam | High | 366 | 40 | 4/19/2021 | 1.7 | 23000 | 8.0 | 12.0 | \$38.00 | \$15.98 | \$8.57 | 33% | 0% | 3.0 | 900 | 45% |
| Aft | Pfmrn | 358 | 78 | 6/29/2020 | 2.5 | 25000 | 9.4 | 15.5 | \$33.00 | \$15.87 | \$8.57 | 23% | 0% | 3.0 | 600 | 73% |
| Agape | Size | 314 | 62 | 5/24/2020 | 2.6 | 19000 | 4.0 | 11.0 | \$33.00 | \$13.62 | \$8.57 | 30% | 0% | 3.0 | 600 | 63% |
| Baker | Trad | 999 | 189 | 11/21/2019 | 3.1 | 17500 | 5.5 | 14.5 | \$28.00 | \$11.59 | \$7.49 | 29% | 0% | 4.0 | 1,800 | 66% |
| Bead | Low | 1,763 | 39 | 5/25/2018 | 4.6 | 14000 | 3.0 | 17.0 | \$21.00 | \$7.81 | \$7.12 | 27% | 30% | 5.0 | 1,400 | 129% |
| Bid | High | 366 | 40 | 4/19/2021 | 1.7 | 23000 | 8.0 | 12.0 | \$38.00 | \$15.98 | \$8.57 | 33% | 0% | 3.0 | 900 | 45% |
| Bold | Pfmrn | 358 | 78 | 6/29/2020 | 2.5 | 25000 | 9.4 | 15.5 | \$33.00 | \$15.87 | \$8.57 | 23% | 0% | 3.0 | 600 | 73% |
| Buddy | Size | 314 | 62 | 5/24/2020 | 2.6 | 19000 | 4.0 | 11.0 | \$33.00 | \$13.62 | \$8.57 | 30% | 0% | 3.0 | 600 | 63% |
| Cake | Trad | 999 | 189 | 11/21/2019 | 3.1 | 17500 | 5.5 | 14.5 | \$28.00 | \$11.59 | \$7.49 | 29% | 0% | 4.0 | 1,800 | 66% |
| Cedar | Low | 1,763 | 39 | 5/25/2018 | 4.6 | 14000 | 3.0 | 17.0 | \$21.00 | \$7.81 | \$7.12 | 27% | 30% | 5.0 | 1,400 | 129% |
| Cid | High | 366 | 40 | 4/19/2021 | 1.7 | 23000 | 8.0 | 12.0 | \$38.00 | \$15.98 | \$8.57 | 33% | 0% | 3.0 | 900 | 45% |
| Coat | Pfmrn | 358 | 78 | 6/29/2020 | 2.5 | 25000 | 9.4 | 15.5 | \$33.00 | \$15.87 | \$8.57 | 23% | 0% | 3.0 | 600 | 73% |
| Cure | Size | 314 | 62 | 5/24/2020 | 2.6 | 19000 | 4.0 | 11.0 | \$33.00 | \$13.62 | \$8.57 | 30% | 0% | 3.0 | 600 | 63% |
| Daze | Trad | 999 | 189 | 11/21/2019 | 3.1 | 17500 | 5.5 | 14.5 | \$28.00 | \$11.59 | \$7.49 | 29% | 0% | 4.0 | 1,800 | 66% |
| Dell | Low | 1,763 | 39 | 5/25/2018 | 4.6 | 14000 | 3.0 | 17.0 | \$21.00 | \$7.81 | \$7.12 | 27% | 30% | 5.0 | 1,400 | 129% |
| Duck | High | 366 | 40 | 4/19/2021 | 1.7 | 23000 | 8.0 | 12.0 | \$38.00 | \$15.98 | \$8.57 | 33% | 0% | 3.0 | 900 | 45% |
| Dot | Pfmrn | 358 | 78 | 6/29/2020 | 2.5 | 25000 | 9.4 | 15.5 | \$33.00 | \$15.87 | \$8.57 | 23% | 0% | 3.0 | 600 | 73% |
| Dune | Size | 314 | 62 | 5/24/2020 | 2.6 | 19000 | 4.0 | 11.0 | \$33.00 | \$13.62 | \$8.57 | 30% | 0% | 3.0 | 600 | 63% |
| Eat | Trad | 999 | 189 | 11/21/2019 | 3.1 | 17500 | 5.5 | 14.5 | \$28.00 | \$11.59 | \$7.49 | 29% | 0% | 4.0 | 1,800 | 66% |
| Ebb | Low | 1,763 | 39 | 5/25/2018 | 4.6 | 14000 | 3.0 | 17.0 | \$21.00 | \$7.81 | \$7.12 | 27% | 30% | 5.0 | 1,400 | 129% |
| Echo | High | 366 | 40 | 4/19/2021 | 1.7 | 23000 | 8.0 | 12.0 | \$38.00 | \$15.98 | \$8.57 | 33% | 0% | 3.0 | 900 | 45% |
| Edge | Pfmrn | 358 | 78 | 6/29/2020 | 2.5 | 25000 | 9.4 | 15.5 | \$33.00 | \$15.87 | \$8.57 | 23% | 0% | 3.0 | 600 | 73% |
| Egg | Size | 314 | 62 | 5/24/2020 | 2.6 | 19000 | 4.0 | 11.0 | \$33.00 | \$13.62 | \$8.57 | 30% | 0% | 3.0 | 600 | 63% |
| Fast | Trad | 999 | 189 | 11/21/2019 | 3.1 | 17500 | 5.5 | 14.5 | \$28.00 | \$11.59 | \$7.49 | 29% | 0% | 4.0 | 1,800 | 66% |
| Feat | Low | 1,763 | 39 | 5/25/2018 | 4.6 | 14000 | 3.0 | 17.0 | \$21.00 | \$7.81 | \$7.12 | 27% | 30% | 5.0 | 1,400 | 129% |
| Fist | High | 366 | 40 | 4/19/2021 | 1.7 | 23000 | 8.0 | 12.0 | \$38.00 | \$15.98 | \$8.57 | 33% | 0% | 3.0 | 900 | 45% |
| Foam | Pfmrn | 358 | 78 | 6/29/2020 | 2.5 | 25000 | 9.4 | 15.5 | \$33.00 | \$15.87 | \$8.57 | 23% | 0% | 3.0 | 600 | 73% |
| Fume | Size | 314 | 62 | 5/24/2020 | 2.6 | 19000 | 4.0 | 11.0 | \$33.00 | \$13.62 | \$8.57 | 30% | 0% | 3.0 | 600 | 63% |

Traditional Statistics

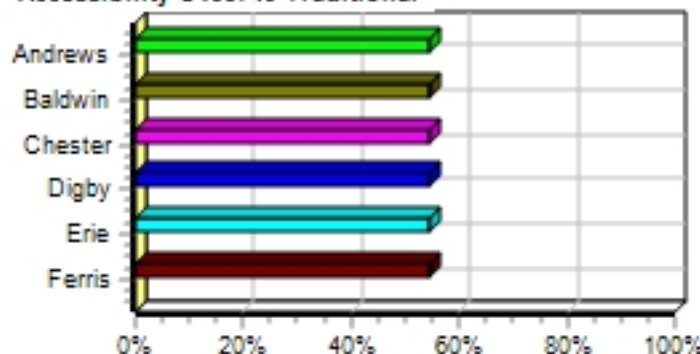
Total Industry Unit Demand 7,387
Actual Industry Unit Sales 7,387
Segment % of Total Industry 32.4%

Next Year's Segment Growth Rate 9.2%

Traditional Customer Buying Criteria

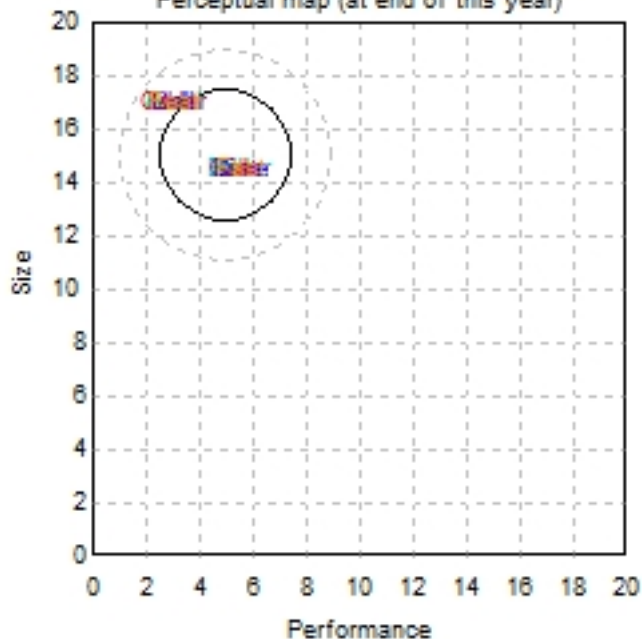
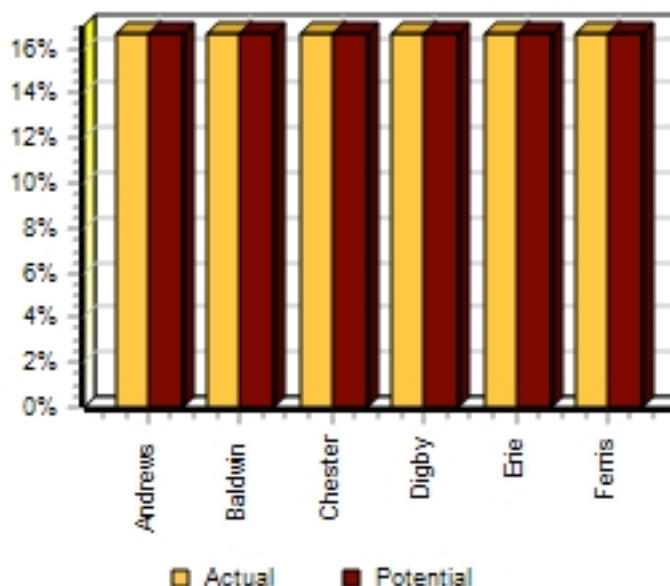
| | Expectations | Importance |
|-------------------|--------------------|------------|
| 1. Age | Ideal Age = 2.0 | 47% |
| 2. Price | \$20.00 - 30.00 | 23% |
| 3. Ideal Position | Pfmm 5.0 Size 15.0 | 21% |
| 4. Reliability | MTBF 14000-19000 | 9% |

Accessibility C133749 Traditional



Perceptual Map for Traditional

Perceptual map (at end of this year)

Actual vs Potential Market Share
2022 C133749 Traditional

Top Products in Traditional 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 | 13% | 961 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 54% | 18 |
| Baker | 13% | 961 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 54% | 18 |
| Cake | 13% | 961 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 54% | 18 |
| Daze | 13% | 961 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 54% | 18 |
| Eat | 13% | 961 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 54% | 18 |
| Fast | 13% | 961 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 54% | 18 |
| Acre | 4% | 270 | 5/25/2018 | | 3.0 | 17.0 | \$21.00 | 14000 | 4.60 | \$900 | 52% | \$900 | 54% | 4 |
| Bead | 4% | 270 | 5/25/2018 | | 3.0 | 17.0 | \$21.00 | 14000 | 4.60 | \$900 | 52% | \$900 | 54% | 4 |
| Cedar | 4% | 270 | 5/25/2018 | | 3.0 | 17.0 | \$21.00 | 14000 | 4.60 | \$900 | 52% | \$900 | 54% | 4 |
| Dell | 4% | 270 | 5/25/2018 | | 3.0 | 17.0 | \$21.00 | 14000 | 4.60 | \$900 | 52% | \$900 | 54% | 4 |
| Ebb | 4% | 270 | 5/25/2018 | | 3.0 | 17.0 | \$21.00 | 14000 | 4.60 | \$900 | 52% | \$900 | 54% | 4 |
| Feat | 4% | 270 | 5/25/2018 | | 3.0 | 17.0 | \$21.00 | 14000 | 4.60 | \$900 | 52% | \$900 | 54% | 4 |

Low End Statistics

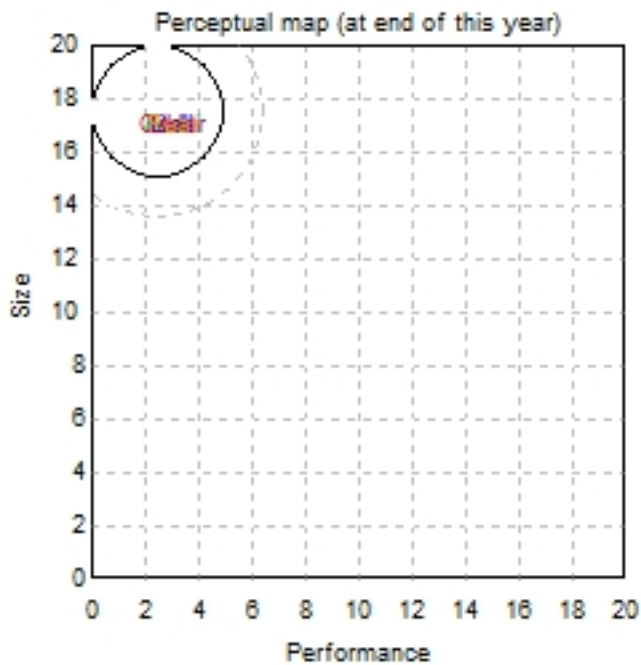
Total Industry Unit Demand 8,960
Actual Industry Unit Sales 8,960
Segment % of Total Industry 39.3%

Next Year's Segment Growth Rate 11.7%

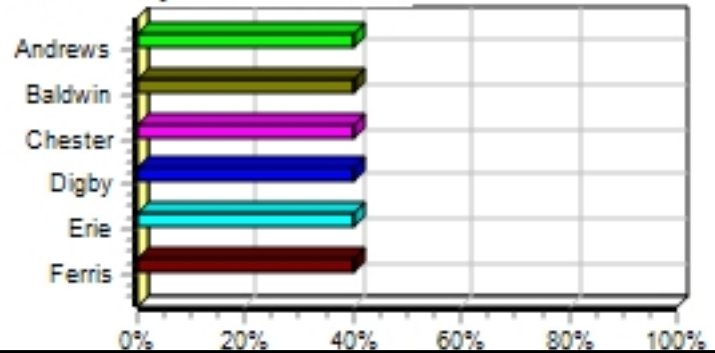
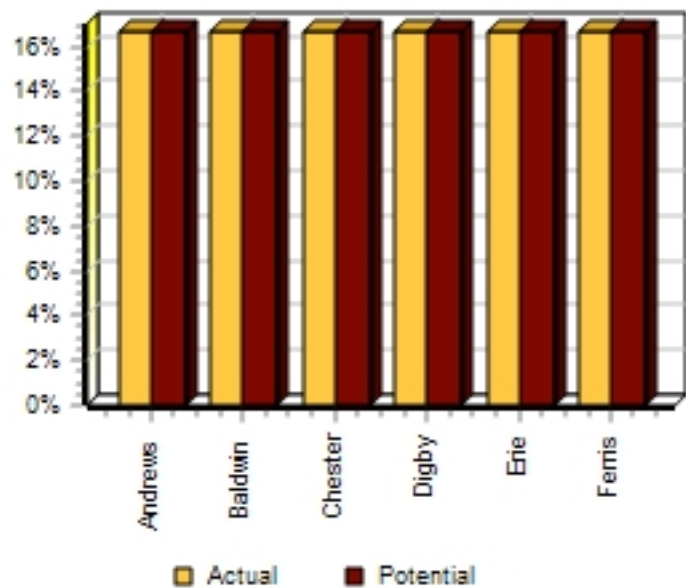
Low End Customer Buying Criteria

| | Expectations | Importance |
|-------------------|--------------------|------------|
| 1. Price | \$15.00 - 25.00 | 53% |
| 2. Age | Ideal Age = 7.0 | 24% |
| 3. Ideal Position | Pfmm 1.7 Size 18.3 | 16% |
| 4. Reliability | MTBF 12000-17000 | 7% |

Perceptual Map for Low End



Accessibility C133749 Low End

Actual vs Potential Market Share
2022 C133749 Low End

Top Products in Low End 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 |
|-------|--------------|-------------------|---------------|-----------|------------|------------|------------|-------|------------|--------------|-----------------|--------------|---------------------|------------------|
| Acre | 17% | 1,493 | 5/25/2018 | | 3.0 | 17.0 | \$21.00 | 14000 | 4.60 | \$900 | 52% | \$900 | 40% | 12 |
| Bead | 17% | 1,493 | 5/25/2018 | | 3.0 | 17.0 | \$21.00 | 14000 | 4.60 | \$900 | 52% | \$900 | 40% | 12 |
| Cedar | 17% | 1,493 | 5/25/2018 | | 3.0 | 17.0 | \$21.00 | 14000 | 4.60 | \$900 | 52% | \$900 | 40% | 12 |
| Dell | 17% | 1,493 | 5/25/2018 | | 3.0 | 17.0 | \$21.00 | 14000 | 4.60 | \$900 | 52% | \$900 | 40% | 12 |
| Ebb | 17% | 1,493 | 5/25/2018 | | 3.0 | 17.0 | \$21.00 | 14000 | 4.60 | \$900 | 52% | \$900 | 40% | 12 |
| Feat | 17% | 1,493 | 5/25/2018 | | 3.0 | 17.0 | \$21.00 | 14000 | 4.60 | \$900 | 52% | \$900 | 40% | 12 |

High End Statistics

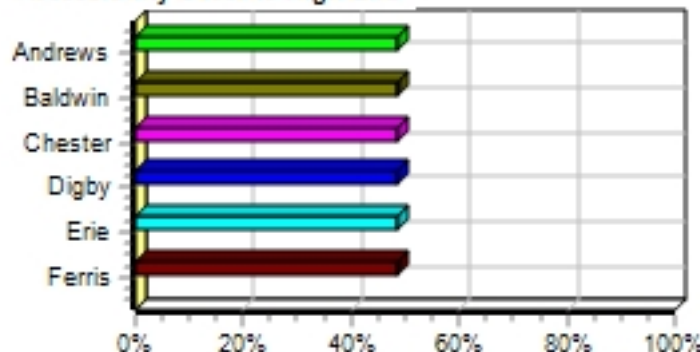
Total Industry Unit Demand 2,554
Actual Industry Unit Sales 2,554
Segment % of Total Industry 11.2%

Next Year's Segment Growth Rate 16.2%

High End Customer Buying Criteria

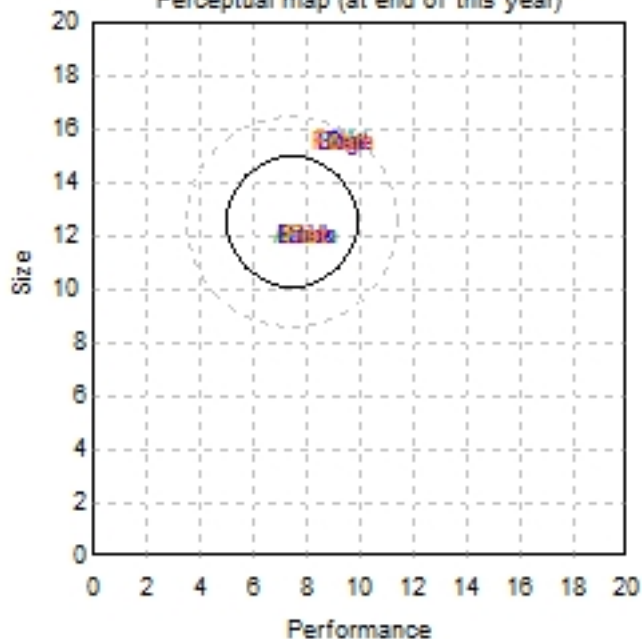
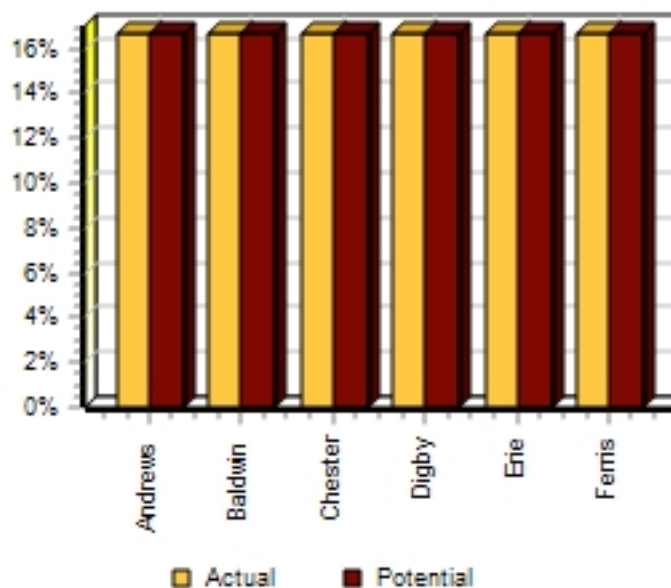
| | Expectations | Importance |
|-------------------|--------------------|------------|
| 1. Ideal Position | Pfmm 8.9 Size 11.1 | 43% |
| 2. Age | Ideal Age = 0.0 | 29% |
| 3. Reliability | MTBF 20000-25000 | 19% |
| 4. Price | \$30.00 - 40.00 | 9% |

Accessibility C133749 High End



Perceptual Map for High End

Perceptual map (at end of this year)

Actual vs Potential Market Share
2022 C133749 High End

Top Products in High End 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 |
|------|--------------|-------------------|---------------|-----------|------------|------------|------------|-------|------------|--------------|-----------------|--------------|---------------------|------------------|
| Adam | 14% | 366 | 4/19/2021 | | 8.0 | 12.0 | \$38.00 | 23000 | 1.70 | \$800 | 49% | \$800 | 48% | 21 |
| Bid | 14% | 366 | 4/19/2021 | | 8.0 | 12.0 | \$38.00 | 23000 | 1.70 | \$800 | 49% | \$800 | 48% | 21 |
| Cid | 14% | 366 | 4/19/2021 | | 8.0 | 12.0 | \$38.00 | 23000 | 1.70 | \$800 | 49% | \$800 | 48% | 21 |
| Duck | 14% | 366 | 4/19/2021 | | 8.0 | 12.0 | \$38.00 | 23000 | 1.70 | \$800 | 49% | \$800 | 48% | 21 |
| Echo | 14% | 366 | 4/19/2021 | | 8.0 | 12.0 | \$38.00 | 23000 | 1.70 | \$800 | 49% | \$800 | 48% | 21 |
| Fist | 14% | 366 | 4/19/2021 | | 8.0 | 12.0 | \$38.00 | 23000 | 1.70 | \$800 | 49% | \$800 | 48% | 21 |
| Aft | 2% | 41 | 6/29/2020 | | 9.4 | 15.5 | \$33.00 | 25000 | 2.50 | \$700 | 46% | \$700 | 48% | 2 |
| Bold | 2% | 41 | 6/29/2020 | | 9.4 | 15.5 | \$33.00 | 25000 | 2.50 | \$700 | 46% | \$700 | 48% | 2 |
| Coat | 2% | 41 | 6/29/2020 | | 9.4 | 15.5 | \$33.00 | 25000 | 2.50 | \$700 | 46% | \$700 | 48% | 2 |
| Dot | 2% | 41 | 6/29/2020 | | 9.4 | 15.5 | \$33.00 | 25000 | 2.50 | \$700 | 46% | \$700 | 48% | 2 |
| Edge | 2% | 41 | 6/29/2020 | | 9.4 | 15.5 | \$33.00 | 25000 | 2.50 | \$700 | 46% | \$700 | 48% | 2 |
| Foam | 2% | 41 | 6/29/2020 | | 9.4 | 15.5 | \$33.00 | 25000 | 2.50 | \$700 | 46% | \$700 | 48% | 2 |

Performance Statistics

Total Industry Unit Demand 1,915
Actual Industry Unit Sales 1,915
Segment % of Total Industry 8.4%

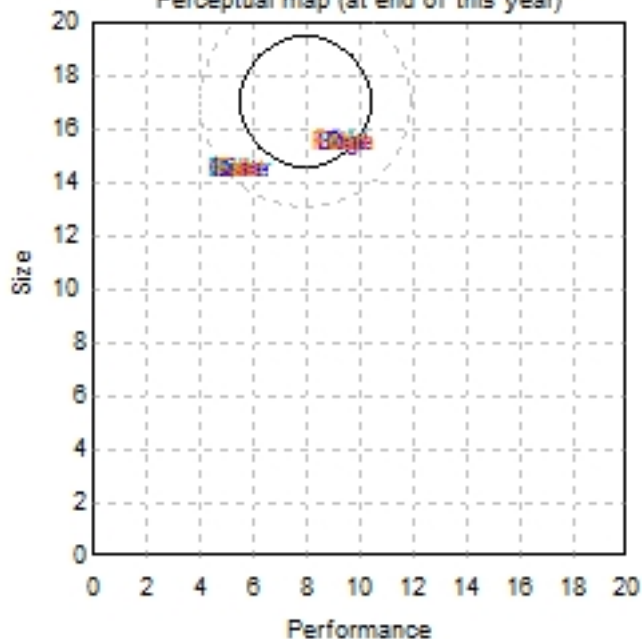
Next Year's Segment Growth Rate 19.8%

Performance Customer Buying Criteria

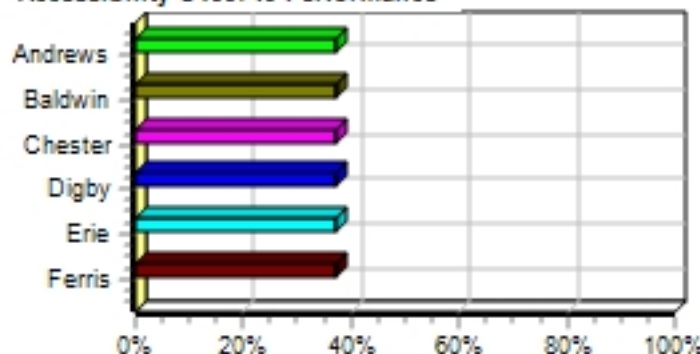
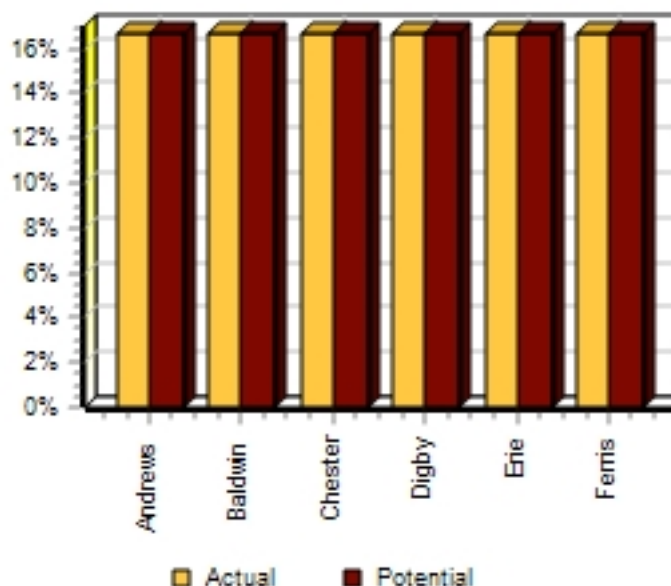
| | Expectations | Importance |
|-------------------|--------------------|------------|
| 1. Reliability | MTBF 22000-27000 | 43% |
| 2. Ideal Position | Pfmm 9.4 Size 16.0 | 29% |
| 3. Price | \$25.00 - 35.00 | 19% |
| 4. Age | Ideal Age = 1.0 | 9% |

Perceptual Map for Performance

Perceptual map (at end of this year)



Accessibility C133749 Performance

Actual vs Potential Market Share
2022 C133749 Performance

Top Products in Performance 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 |
|-------|--------------|-------------------|---------------|-----------|------------|------------|------------|-------|------------|--------------|-----------------|--------------|---------------------|------------------|
| Aft | 17% | 317 | 6/29/2020 | | 9.4 | 15.5 | \$33.00 | 25000 | 2.50 | \$700 | 46% | \$700 | 37% | 20 |
| Bold | 17% | 317 | 6/29/2020 | | 9.4 | 15.5 | \$33.00 | 25000 | 2.50 | \$700 | 46% | \$700 | 37% | 20 |
| Coat | 17% | 317 | 6/29/2020 | | 9.4 | 15.5 | \$33.00 | 25000 | 2.50 | \$700 | 46% | \$700 | 37% | 20 |
| Dot | 17% | 317 | 6/29/2020 | | 9.4 | 15.5 | \$33.00 | 25000 | 2.50 | \$700 | 46% | \$700 | 37% | 20 |
| Edge | 17% | 317 | 6/29/2020 | | 9.4 | 15.5 | \$33.00 | 25000 | 2.50 | \$700 | 46% | \$700 | 37% | 20 |
| Foam | 17% | 317 | 6/29/2020 | | 9.4 | 15.5 | \$33.00 | 25000 | 2.50 | \$700 | 46% | \$700 | 37% | 20 |
| Able | 0% | 2 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 37% | 0 |
| Baker | 0% | 2 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 37% | 0 |
| Cake | 0% | 2 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 37% | 0 |
| Daze | 0% | 2 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 37% | 0 |
| Eat | 0% | 2 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 37% | 0 |
| Fast | 0% | 2 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 37% | 0 |

Size Statistics

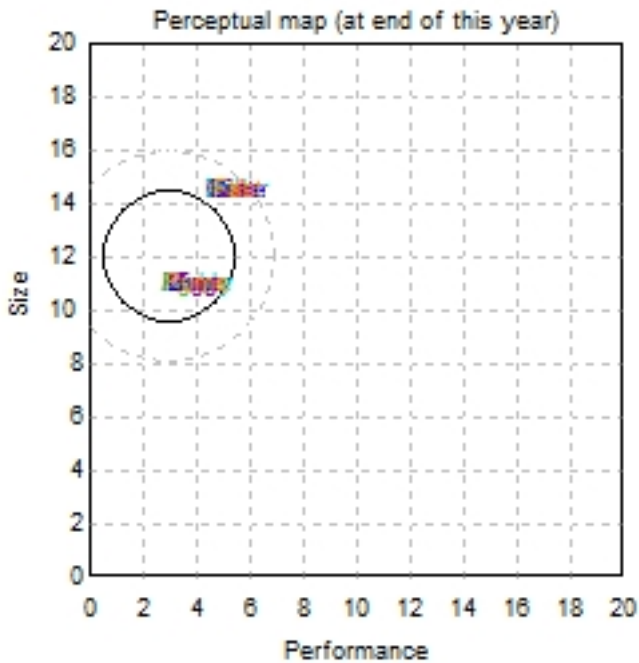
Total Industry Unit Demand 1,984
Actual Industry Unit Sales 1,984
Segment % of Total Industry 18.7%

Next Year's Segment Growth Rate 18.3%

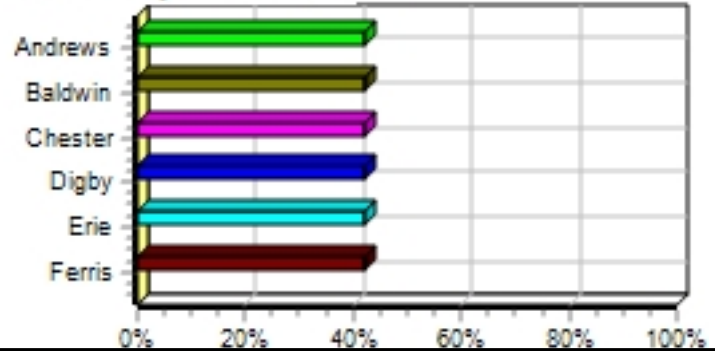
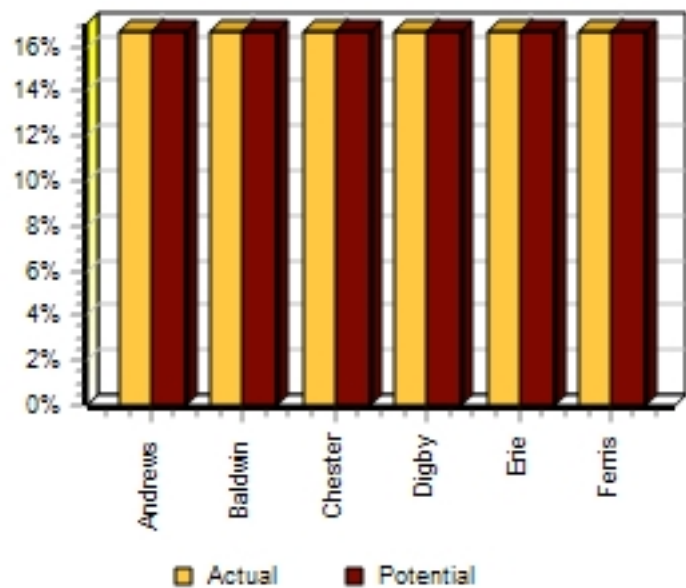
Size Customer Buying Criteria

| | Expectations | Importance |
|-------------------|--------------------|------------|
| 1. Ideal Position | Pfmm 4.0 Size 10.6 | 43% |
| 2. Age | Ideal Age = 1.5 | 29% |
| 3. Reliability | MTBF 16000-21000 | 19% |
| 4. Price | \$25.00 - 35.00 | 9% |

Perceptual Map for Size



Accessibility C133749 Size

Actual vs Potential Market Share
2022 C133749 Size

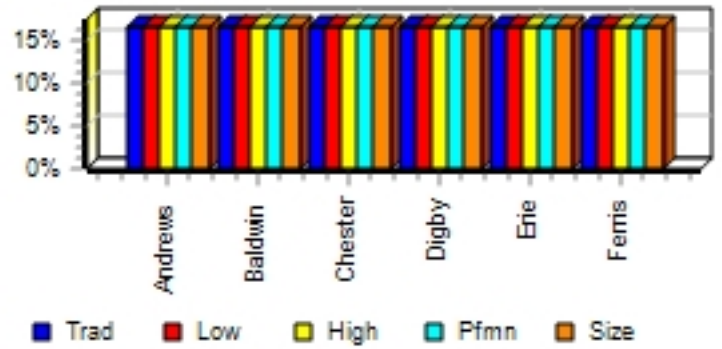
Top Products in Size Segment

| 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 |
|-------|--------------|-------------------|---------------|-----------|------------|------------|------------|-------|------------|--------------|-----------------|--------------|---------------------|------------------|
| Agape | 15% | 307 | 5/24/2020 | | 4.0 | 11.0 | \$33.00 | 19000 | 2.60 | \$700 | 46% | \$700 | 42% | 27 |
| Buddy | 15% | 307 | 5/24/2020 | | 4.0 | 11.0 | \$33.00 | 19000 | 2.60 | \$700 | 46% | \$700 | 42% | 27 |
| Cure | 15% | 307 | 5/24/2020 | | 4.0 | 11.0 | \$33.00 | 19000 | 2.60 | \$700 | 46% | \$700 | 42% | 27 |
| Dune | 15% | 307 | 5/24/2020 | | 4.0 | 11.0 | \$33.00 | 19000 | 2.60 | \$700 | 46% | \$700 | 42% | 27 |
| Egg | 15% | 307 | 5/24/2020 | | 4.0 | 11.0 | \$33.00 | 19000 | 2.60 | \$700 | 46% | \$700 | 42% | 27 |
| Fume | 15% | 307 | 5/24/2020 | | 4.0 | 11.0 | \$33.00 | 19000 | 2.60 | \$700 | 46% | \$700 | 42% | 27 |
| Able | 1% | 24 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 42% | 2 |
| Baker | 1% | 24 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 42% | 2 |
| Cake | 1% | 24 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 42% | 2 |
| Daze | 1% | 24 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 42% | 2 |
| Eat | 1% | 24 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 42% | 2 |
| Fast | 1% | 24 | 11/21/2019 | | 5.5 | 14.5 | \$28.00 | 17500 | 3.10 | \$1,000 | 55% | \$1,000 | 42% | 2 |

Units Sold vs Demand Chart C133749



Market Share C133749

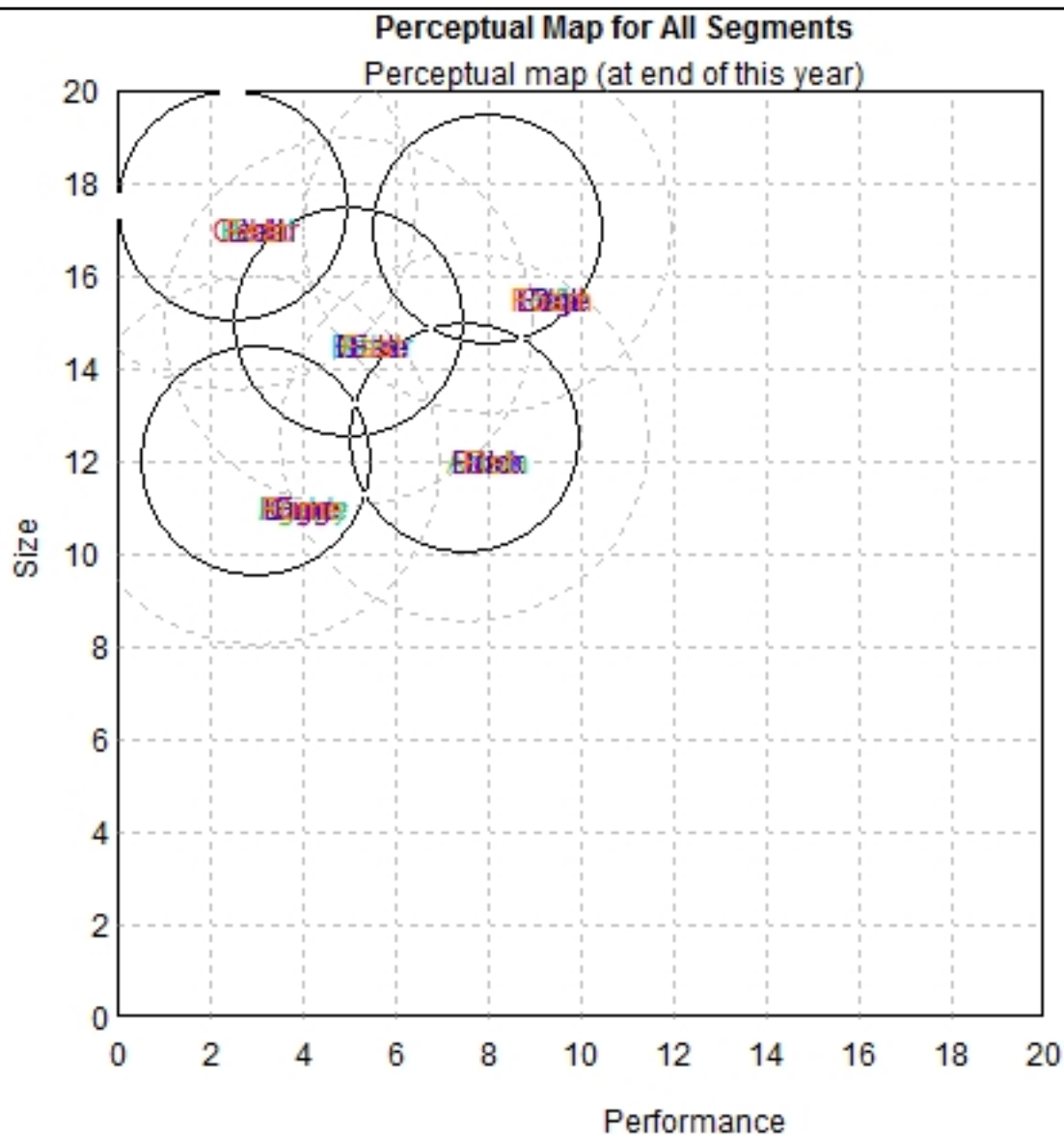


Actual Market Share in Units

| | Trad | Low | High | Pfmn | Size | Total |
|---------------------|-------|-------|-------|-------|-------|--------|
| Industry Unit Sales | 7,387 | 8,960 | 2,554 | 1,915 | 1,984 | 22,800 |
| % of Market | 32.4% | 39.3% | 11.2% | 8.4% | 8.7% | 100.0% |
| Able | 13.0% | | 0.4% | 0.1% | 1.2% | 4.4% |
| Acre | 3.6% | 16.7% | | | | 7.7% |
| Adam | | | 14.3% | | | 1.6% |
| Aft | | | 1.6% | 16.5% | | 1.6% |
| Agape | | | 0.3% | | 15.5% | 1.4% |
| Total | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% |
| Baker | 13.0% | | 0.4% | 0.1% | 1.2% | 4.4% |
| Bead | 3.6% | 16.7% | | | | 7.7% |
| Bid | | | 14.3% | | | 1.6% |
| Bold | | | 1.6% | 16.5% | | 1.6% |
| Buddy | | | 0.3% | | 15.5% | 1.4% |
| Total | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% |
| Cake | 13.0% | | 0.4% | 0.1% | 1.2% | 4.4% |
| Cedar | 3.6% | 16.7% | | | | 7.7% |
| Cid | | | 14.3% | | | 1.6% |
| Coat | | | 1.6% | 16.5% | | 1.6% |
| Cure | | | 0.3% | | 15.5% | 1.4% |
| Total | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% |
| Daze | 13.0% | | 0.4% | 0.1% | 1.2% | 4.4% |
| Dell | 3.6% | 16.7% | | | | 7.7% |
| Duck | | | 14.3% | | | 1.6% |
| Dot | | | 1.6% | 16.5% | | 1.6% |
| Dune | | | 0.3% | | 15.5% | 1.4% |
| Total | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% |
| Eat | 13.0% | | 0.4% | 0.1% | 1.2% | 4.4% |
| Ebb | 3.6% | 16.7% | | | | 7.7% |
| Echo | | | 14.3% | | | 1.6% |
| Edge | | | 1.6% | 16.5% | | 1.6% |
| Egg | | | 0.3% | | 15.5% | 1.4% |
| Total | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% |
| Fast | 13.0% | | 0.4% | 0.1% | 1.2% | 4.4% |
| Feat | 3.6% | 16.7% | | | | 7.7% |
| Fist | | | 14.3% | | | 1.6% |
| Foam | | | 1.6% | 16.5% | | 1.6% |
| Fume | | | 0.3% | | 15.5% | 1.4% |
| Total | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% |

Potential Market Share in Units

| | Trad | Low | High | Pfmn | Size | Total |
|----------------|-------|-------|-------|-------|-------|--------|
| Units Demanded | 7,387 | 8,960 | 2,554 | 1,915 | 1,984 | 22,800 |
| % of Market | 32.4% | 39.3% | 11.2% | 8.4% | 8.7% | 100.0% |
| Able | 13.0% | | 0.5% | | 1.2% | 4.4% |
| Acre | 3.7% | 16.7% | | | | 7.7% |
| Adam | | | 14.3% | | | 1.6% |
| Aft | | | 1.6% | 16.5% | | 1.6% |
| Agape | | | 0.3% | | 15.5% | 1.4% |
| Total | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% |
| Baker | 13.0% | | 0.5% | | 1.2% | 4.4% |
| Bead | 3.7% | 16.7% | | | | 7.7% |
| Bid | | | 14.3% | | | 1.6% |
| Bold | | | 1.6% | 16.5% | | 1.6% |
| Buddy | | | 0.3% | | 15.5% | 1.4% |
| Total | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% |
| Cake | 13.0% | | 0.5% | | 1.2% | 4.4% |
| Cedar | 3.7% | 16.7% | | | | 7.7% |
| Cid | | | 14.3% | | | 1.6% |
| Coat | | | 1.6% | 16.5% | | 1.6% |
| Cure | | | 0.3% | | 15.5% | 1.4% |
| Total | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% |
| Daze | 13.0% | | 0.5% | | 1.2% | 4.4% |
| Dell | 3.7% | 16.7% | | | | 7.7% |
| Duck | | | 14.3% | | | 1.6% |
| Dot | | | 1.6% | 16.5% | | 1.6% |
| Dune | | | 0.3% | | 15.5% | 1.4% |
| Total | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% |
| Eat | 13.0% | | 0.5% | | 1.2% | 4.4% |
| Ebb | 3.7% | 16.7% | | | | 7.7% |
| Echo | | | 14.3% | | | 1.6% |
| Edge | | | 1.6% | 16.5% | | 1.6% |
| Egg | | | 0.3% | | 15.5% | 1.4% |
| Total | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% |
| Fast | 13.0% | | 0.5% | | 1.2% | 4.4% |
| Feat | 3.7% | 16.7% | | | | 7.7% |
| Fist | | | 14.3% | | | 1.6% |
| Foam | | | 1.6% | 16.5% | | 1.6% |
| Fume | | | 0.3% | | 15.5% | 1.4% |
| Total | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% | 16.7% |



Andrews

| Name | Pfmn | Size | Revised |
|-------|------|------|------------|
| Able | 5.5 | 14.5 | 11/21/2019 |
| Acre | 3.0 | 17.0 | 5/25/2018 |
| Adam | 8.0 | 12.0 | 4/19/2021 |
| Aft | 9.4 | 15.5 | 6/29/2020 |
| Agape | 4.0 | 11.0 | 5/24/2020 |

Baldwin

| Name | Pfmn | Size | Revised |
|-------|------|------|------------|
| Baker | 5.5 | 14.5 | 11/21/2019 |
| Bead | 3.0 | 17.0 | 5/25/2018 |
| Bid | 8.0 | 12.0 | 4/19/2021 |
| Bold | 9.4 | 15.5 | 6/29/2020 |
| Buddy | 4.0 | 11.0 | 5/24/2020 |

Chester

| Name | Pfmn | Size | Revised |
|-------|------|------|------------|
| Cake | 5.5 | 14.5 | 11/21/2019 |
| Cedar | 3.0 | 17.0 | 5/25/2018 |
| Cid | 8.0 | 12.0 | 4/19/2021 |
| Coat | 9.4 | 15.5 | 6/29/2020 |
| Cure | 4.0 | 11.0 | 5/24/2020 |

Digby

| Name | Pfmn | Size | Revised |
|------|------|------|------------|
| Daze | 5.5 | 14.5 | 11/21/2019 |
| Dell | 3.0 | 17.0 | 5/25/2018 |
| Duck | 8.0 | 12.0 | 4/19/2021 |
| Dot | 9.4 | 15.5 | 6/29/2020 |
| Dune | 4.0 | 11.0 | 5/24/2020 |

Erie

| Name | Pfmn | Size | Revised |
|------|------|------|------------|
| Eat | 5.5 | 14.5 | 11/21/2019 |
| Ebb | 3.0 | 17.0 | 5/25/2018 |
| Echo | 8.0 | 12.0 | 4/19/2021 |
| Edge | 9.4 | 15.5 | 6/29/2020 |
| Egg | 4.0 | 11.0 | 5/24/2020 |

Ferris

| Name | Pfmn | Size | Revised |
|------|------|------|------------|
| Fast | 5.5 | 14.5 | 11/21/2019 |
| Feat | 3.0 | 17.0 | 5/25/2018 |
| Fist | 8.0 | 12.0 | 4/19/2021 |
| Foam | 9.4 | 15.5 | 6/29/2020 |
| Fume | 4.0 | 11.0 | 5/24/2020 |

HUMAN RESOURCES SUMMARY

| | Andrews | Baldwin | Chester | Digby | Erie | Ferris |
|--------------------------------------|---------|---------|---------|---------|---------|---------|
| Needed Complement | 701 | 701 | 701 | 701 | 701 | 701 |
| Complement | 700 | 700 | 700 | 700 | 700 | 700 |
| 1st Shift Complement | 640 | 640 | 640 | 640 | 640 | 640 |
| 2nd Shift Complement | 60 | 60 | 60 | 60 | 60 | 60 |
| Overtime Percent | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% | 0.2% |
| Turnover Rate | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% |
| New Employees | 70 | 70 | 70 | 70 | 70 | 70 |
| Separated Employees | 0 | 0 | 0 | 0 | 0 | 0 |
| Recruiting Spend | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Training Hours | 0 | 0 | 0 | 0 | 0 | 0 |
| Productivity Index | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Recruiting Cost | \$70 | \$70 | \$70 | \$70 | \$70 | \$70 |
| Separation Cost | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Training Cost | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total HR Admin Cost | \$70 | \$70 | \$70 | \$70 | \$70 | \$70 |
| Labor Contract Next Year | | | | | | |
| Wages | \$21.00 | \$21.00 | \$21.00 | \$21.00 | \$21.00 | \$21.00 |
| Benefits | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Profit Sharing | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% |
| Annual Raise | 5.0% | 5.0% | 5.0% | 5.0% | 5.0% | 5.0% |
| Starting Negotiation Position | | | | | | |
| Wages | | | | | | |
| Benefits | | | | | | |
| Profit Sharing | | | | | | |
| Annual Raise | | | | | | |
| Ceiling Negotiation Position | | | | | | |
| Wages | | | | | | |
| Benefits | | | | | | |
| Profit Sharing | | | | | | |
| Annual Raise | | | | | | |
| Adjusted Labor Demands | | | | | | |
| Wages | | | | | | |
| Benefits | | | | | | |
| Profit Sharing | | | | | | |
| Annual Raise | | | | | | |
| 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% |

Annual Report

Annual Report

Andrews

C133749

Round: 0
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

| | | |
|----------------------|---------|----------|
| Cash | \$3,434 | |
| Account Receivable | \$8,307 | |
| Inventory | \$8,617 | |
| Total Current Assets | | \$20,358 |

Plant & Equipment

| | | |
|--------------------------|------------|----------|
| Accumulated Depreciation | (\$37,933) | |
| Total Fixed Assets | | \$75,867 |
| Total Assets | | \$96,225 |

LIABILITIES & OWNERS

EQUITY

| | | |
|-------------------|----------|----------|
| Accounts Payable | \$6,583 | |
| Current Debt | \$0 | |
| Long Term Debt | \$41,700 | |
| Total Liabilities | | \$48,283 |

Common Stock

| | | |
|-------------------------|----------|----------|
| Retained Earnings | \$29,582 | |
| Total Equity | | \$47,942 |
| Total Liab. & O. Equity | | \$96,225 |

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

| | |
|--------------------------------------|-----------|
| Net Income(Loss) | \$4,189 |
| Depreciation | \$7,587 |
| Extraordinary gains/losses/writeoffs | \$0 |
| Accounts Payable | \$3,583 |
| Inventory | (\$8,617) |
| Accounts Receivable | (\$307) |
| Net cash from operation | \$6,434 |

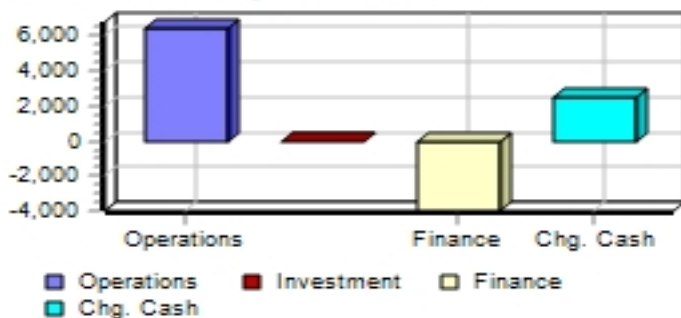
Cash Flows from Investing Activities

| | |
|--------------------|-----|
| Plant Improvements | \$0 |
|--------------------|-----|

Cash Flows from Financing Activities

| | |
|------------------------------------|-----------|
| Dividends paid | (\$4,000) |
| Sales of common stock | \$0 |
| Purchase of common stock | \$0 |
| Cash from long term debt | \$0 |
| Retirement of long term debt | \$0 |
| Change in current debt(net) | \$0 |
| Net cash from financing activities | (\$4,000) |
| Net change in cash position | \$2,434 |
| Closing cash position | \$3,434 |

Cash Flow Summary Andrews C133749



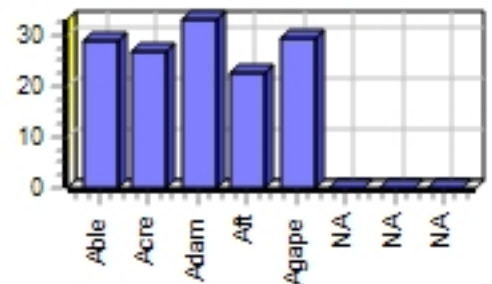
2022 Income Statement

| (Product Name) | Able | Acre | Adam | Aft | Agape | | | | 2022 Total | Common Size |
|------------------------|----------|----------|----------|----------|----------|-----|-----|-----|---------------|----------------|
| Sales | \$27,979 | \$37,027 | \$13,894 | \$11,817 | \$10,356 | \$0 | \$0 | \$0 | \$101,073 | 100.0% |
| Variable Costs: | | | | | | | | | | |
| Direct Labor | \$7,489 | \$12,557 | \$3,132 | \$3,067 | \$2,688 | \$0 | \$0 | \$0 | \$28,932 | 28.6% |
| Direct Material | \$11,967 | \$14,348 | \$6,001 | \$5,829 | \$4,401 | \$0 | \$0 | \$0 | \$42,546 | 42.1% |
| Inventory Carry | \$441 | \$71 | \$121 | \$231 | \$169 | \$0 | \$0 | \$0 | \$1,034 | 1.0% |
| Total Variable | \$19,897 | \$26,977 | \$9,254 | \$9,127 | \$7,258 | \$0 | \$0 | \$0 | \$72,513 | 71.7% |
| Contribution Margin | \$8,082 | \$10,051 | \$4,640 | \$2,689 | \$3,099 | \$0 | \$0 | \$0 | \$28,561 | 28.3% |
| Period Costs: | | | | | | | | | | |
| Depreciation | \$2,640 | \$2,427 | \$1,080 | \$720 | \$720 | \$0 | \$0 | \$0 | \$7,587 | 7.5% |
| SG&A: R&D | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Promotions | \$1,000 | \$900 | \$800 | \$700 | \$700 | \$0 | \$0 | \$0 | \$4,100 | 4.1% |
| Sales | \$1,000 | \$900 | \$800 | \$700 | \$700 | \$0 | \$0 | \$0 | \$4,100 | 4.1% |
| Admin | \$215 | \$285 | \$107 | \$91 | \$80 | \$0 | \$0 | \$0 | \$778 | 0.8% |
| Total Period | \$4,855 | \$4,512 | \$2,787 | \$2,211 | \$2,200 | \$0 | \$0 | \$0 | \$16,564 | 16.4% |
| Net Margin | \$3,227 | \$5,539 | \$1,853 | \$478 | \$899 | \$0 | \$0 | \$0 | \$11,996 | 11.9% |

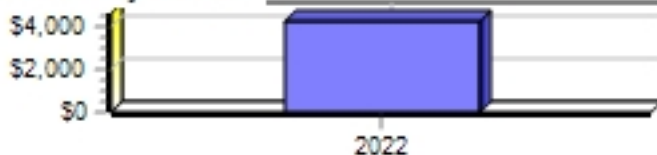
Definitions: **Sales:** Unit Sales times list price. **Direct Labor:** Labor costs incurred to produce the product that was sold. **Inventory Carry Cost:** the cost unsold goods in inventory. **Depreciation:** Calculated on straight-line. 15-year depreciation of plant value. **R&D Costs:** R&D department 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 | \$11,996 | 11.9% |
| Short Term Interest | \$0 | 0.0% |
| Long Term Interest | \$5,421 | 5.4% |
| Taxes | \$2,301 | 2.3% |
| Profit Sharing | \$85 | 0.1% |
| Net Profit | \$4,189 | 4.1% |

Variable Margins
2022 Andrews C133749



Profit History C133749



Market Share History C133749



ROE History C133749



Asset Turnover History C133749



ROS History C133749



ROA History C133749

