

Round: 0
Dec. 31,
2021

CAPSTONE[®] COURIER

C131925

Andrews

Sornnarin Bangkedph
 Sutthipong Kultungk
 Thitiwat Pakaphongp
 Pathumma Sitthikorn
 Sophak Srilam
 Wararee Toah-ngern

Baldwin

Wisit Wirojrungson
 Rachaneewan Leekanc
 Santi Mualkijnitaya
 Vikorn Phongsathorn
 Ponglar Porntheeran
 Banphot Wongvisavak

Chester

Marko Heinelo
 Pasan Opaschaitat
 Kanlaya Rattanyu
 Santi Tangsakul
 Sunee Techakulung
 Thongchai Theantong

Digby

Sakarin Yuktanonda
 Supanee Armstrong
 Chayapol Boonlert
 Surachet Chaipet
 Akawut Chuenchom
 Noppakao Loykhwamsu

Erie

Phungjai Tinnasulan
 Wongkanok Kanoktana
 Fa-um Phengsri
 Thanapol Ratanaboon
 Niti Saengchomphu
 Norraron Treecheewa

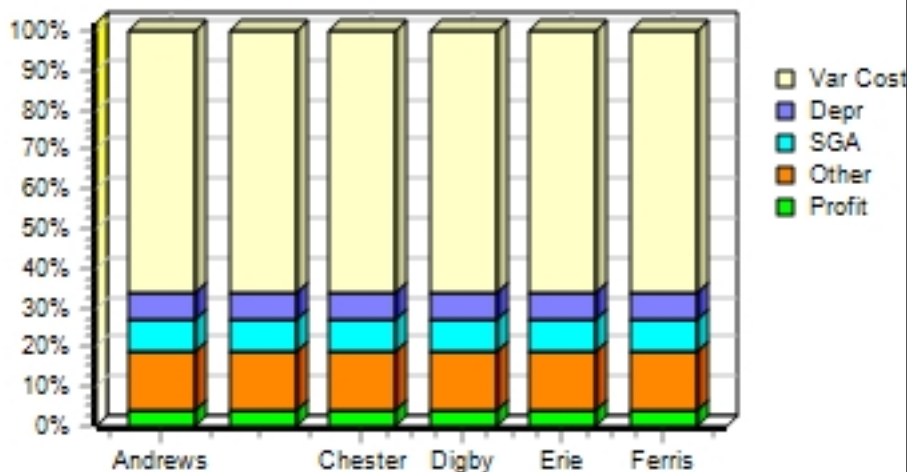
Ferris

Apiram Udomrattanac

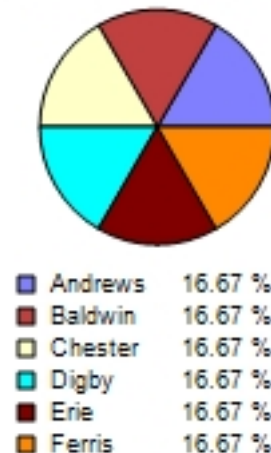
Selected Financial Statistics

	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 C131925



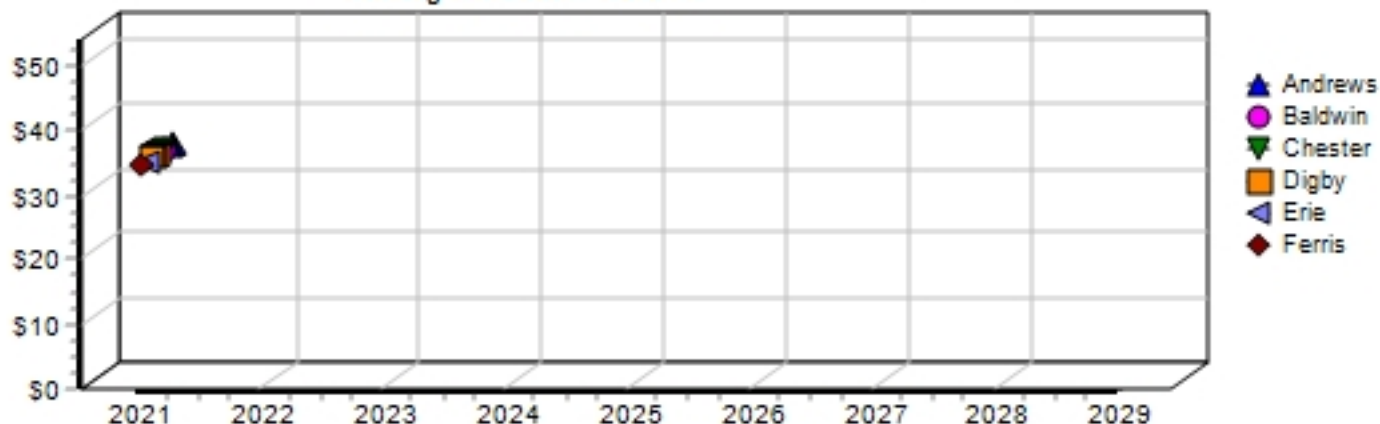
\$ Market Share C131925



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 C131925



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	11.0S2023	\$6,950,000	11.1%	99.49	B	Digby	11.0S2023	\$6,950,000	11.1%	99.49	B
	12.5S2025	\$13,900,000	12.1%	103.70	B		12.5S2025	\$13,900,000	12.1%	103.70	B
	14.0S2027	\$20,850,000	12.6%	111.32	B		14.0S2027	\$20,850,000	12.6%	111.32	B
Baldwin	11.0S2023	\$6,950,000	11.1%	99.49	B	Erie	11.0S2023	\$6,950,000	11.1%	99.49	B
	12.5S2025	\$13,900,000	12.1%	103.70	B		12.5S2025	\$13,900,000	12.1%	103.70	B
	14.0S2027	\$20,850,000	12.6%	111.32	B		14.0S2027	\$20,850,000	12.6%	111.32	B
Chester	11.0S2023	\$6,950,000	11.1%	99.49	B	Ferris	11.0S2023	\$6,950,000	11.1%	99.49	B
	12.5S2025	\$13,900,000	12.1%	103.70	B		12.5S2025	\$13,900,000	12.1%	103.70	B
	14.0S2027	\$20,850,000	12.6%	111.32	B		14.0S2027	\$20,850,000	12.6%	111.32	B

Next Year's Prime Rate 7.00%

Financial Summary

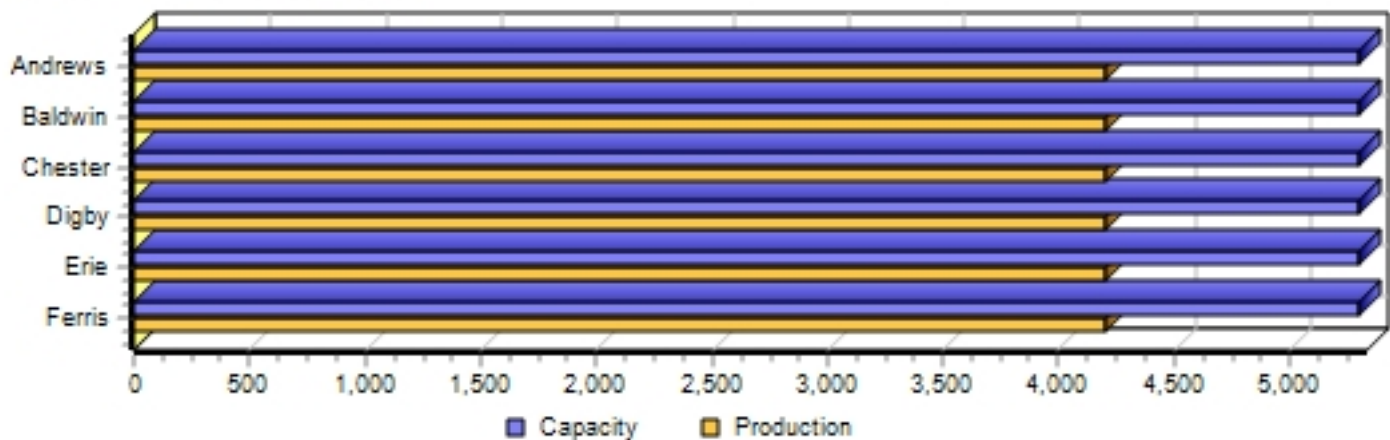


C131925

Round: 0
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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 C131925



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	Trad	999	189	11/21/2018	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	5/25/2017	4.6	14000	3.0	17.0	\$21.00	\$7.81	\$7.12	27%	30%	5.0	1,400	129%
Adam	High	366	40	4/18/2020	1.7	23000	8.0	12.0	\$38.00	\$15.98	\$8.57	33%	0%	3.0	900	45%
Aft	Pfmrn	358	78	6/30/2019	2.5	25000	9.4	15.5	\$33.00	\$15.87	\$8.57	23%	0%	3.0	600	73%
Agape	Size	314	62	5/25/2019	2.6	19000	4.0	11.0	\$33.00	\$13.62	\$8.57	30%	0%	3.0	600	63%
Baker	Trad	999	189	11/21/2018	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	5/25/2017	4.6	14000	3.0	17.0	\$21.00	\$7.81	\$7.12	27%	30%	5.0	1,400	129%
Bid	High	366	40	4/18/2020	1.7	23000	8.0	12.0	\$38.00	\$15.98	\$8.57	33%	0%	3.0	900	45%
Bold	Pfmrn	358	78	6/30/2019	2.5	25000	9.4	15.5	\$33.00	\$15.87	\$8.57	23%	0%	3.0	600	73%
Buddy	Size	314	62	5/25/2019	2.6	19000	4.0	11.0	\$33.00	\$13.62	\$8.57	30%	0%	3.0	600	63%
Cake	Trad	999	189	11/21/2018	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	5/25/2017	4.6	14000	3.0	17.0	\$21.00	\$7.81	\$7.12	27%	30%	5.0	1,400	129%
Cid	High	366	40	4/18/2020	1.7	23000	8.0	12.0	\$38.00	\$15.98	\$8.57	33%	0%	3.0	900	45%
Coat	Pfmrn	358	78	6/30/2019	2.5	25000	9.4	15.5	\$33.00	\$15.87	\$8.57	23%	0%	3.0	600	73%
Cure	Size	314	62	5/25/2019	2.6	19000	4.0	11.0	\$33.00	\$13.62	\$8.57	30%	0%	3.0	600	63%
Daze	Trad	999	189	11/21/2018	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	5/25/2017	4.6	14000	3.0	17.0	\$21.00	\$7.81	\$7.12	27%	30%	5.0	1,400	129%
Duck	High	366	40	4/18/2020	1.7	23000	8.0	12.0	\$38.00	\$15.98	\$8.57	33%	0%	3.0	900	45%
Dot	Pfmrn	358	78	6/30/2019	2.5	25000	9.4	15.5	\$33.00	\$15.87	\$8.57	23%	0%	3.0	600	73%
Dune	Size	314	62	5/25/2019	2.6	19000	4.0	11.0	\$33.00	\$13.62	\$8.57	30%	0%	3.0	600	63%
Eat	Trad	999	189	11/21/2018	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	5/25/2017	4.6	14000	3.0	17.0	\$21.00	\$7.81	\$7.12	27%	30%	5.0	1,400	129%
Echo	High	366	40	4/18/2020	1.7	23000	8.0	12.0	\$38.00	\$15.98	\$8.57	33%	0%	3.0	900	45%
Edge	Pfmrn	358	78	6/30/2019	2.5	25000	9.4	15.5	\$33.00	\$15.87	\$8.57	23%	0%	3.0	600	73%
Egg	Size	314	62	5/25/2019	2.6	19000	4.0	11.0	\$33.00	\$13.62	\$8.57	30%	0%	3.0	600	63%
Fast	Trad	999	189	11/21/2018	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	5/25/2017	4.6	14000	3.0	17.0	\$21.00	\$7.81	\$7.12	27%	30%	5.0	1,400	129%
Fist	High	366	40	4/18/2020	1.7	23000	8.0	12.0	\$38.00	\$15.98	\$8.57	33%	0%	3.0	900	45%
Foam	Pfmrn	358	78	6/30/2019	2.5	25000	9.4	15.5	\$33.00	\$15.87	\$8.57	23%	0%	3.0	600	73%
Fume	Size	314	62	5/25/2019	2.6	19000	4.0	11.0	\$33.00	\$13.62	\$8.57	30%	0%	3.0	600	63%

Traditional Statistics

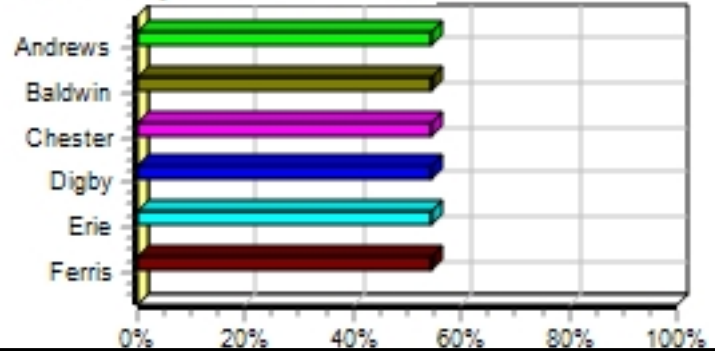
Total Industry Unit Demand 7,387
Actual Industry Unit Sales 7,387
Segment % of Total Industry 32.4%

Next Year's Segment Growth Rate 9.2%

Traditional Customer Buying Criteria

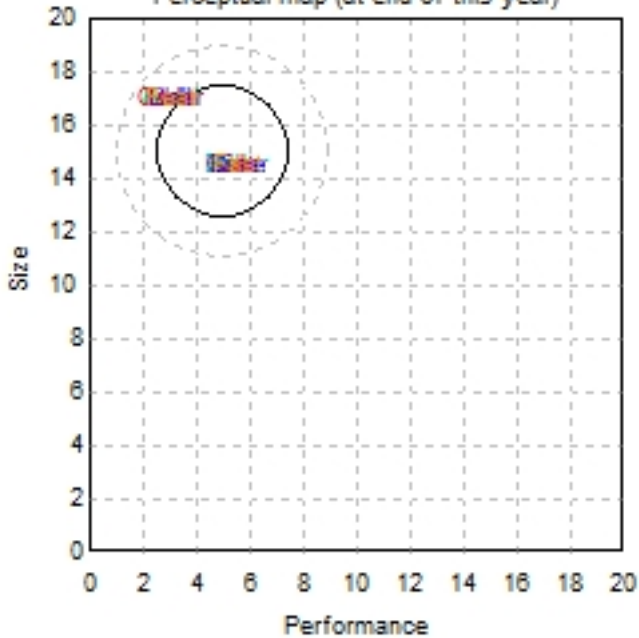
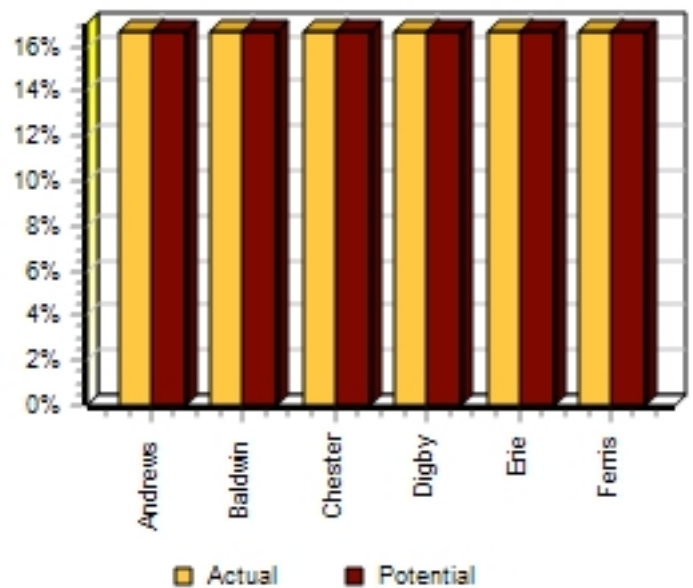
	Expectations	Importance
1. Age	Ideal Age = 2.0	47%
2. Price	\$20.00 - 30.00	23%
3. Ideal Position	Pfmm 5.0 Size 15.0	21%
4. Reliability	MTBF 14000-19000	9%

Accessibility C131925 Traditional



Perceptual Map for Traditional

Perceptual map (at end of this year)

Actual vs Potential Market Share
2021 C131925 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	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	54%	18
Baker	13%	961	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	54%	18
Cake	13%	961	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	54%	18
Daze	13%	961	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	54%	18
Eat	13%	961	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	54%	18
Fast	13%	961	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	54%	18
Acre	4%	270	5/25/2017		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	54%	4
Bead	4%	270	5/25/2017		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	54%	4
Cedar	4%	270	5/25/2017		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	54%	4
Dell	4%	270	5/25/2017		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	54%	4
Ebb	4%	270	5/25/2017		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	54%	4
Feat	4%	270	5/25/2017		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	54%	4

Low End Statistics

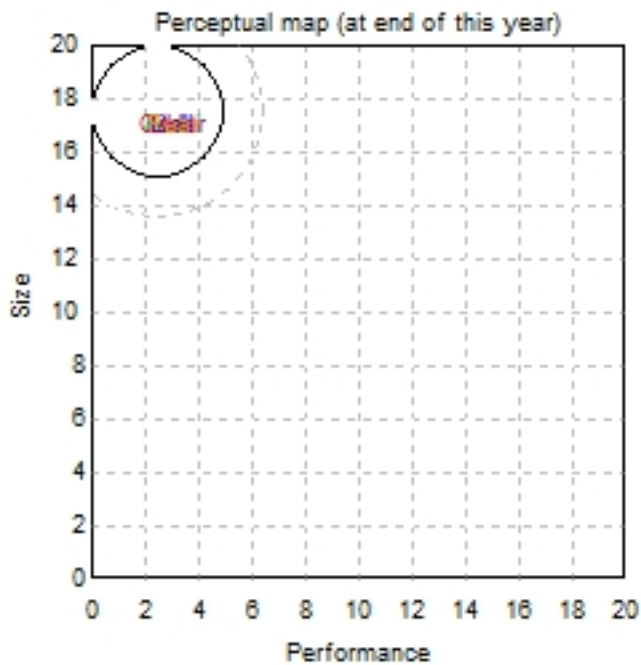
Total Industry Unit Demand 8,960
Actual Industry Unit Sales 8,960
Segment % of Total Industry 39.3%

Next Year's Segment Growth Rate 11.7%

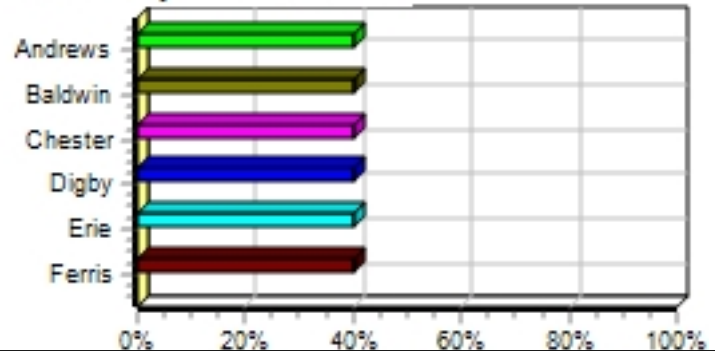
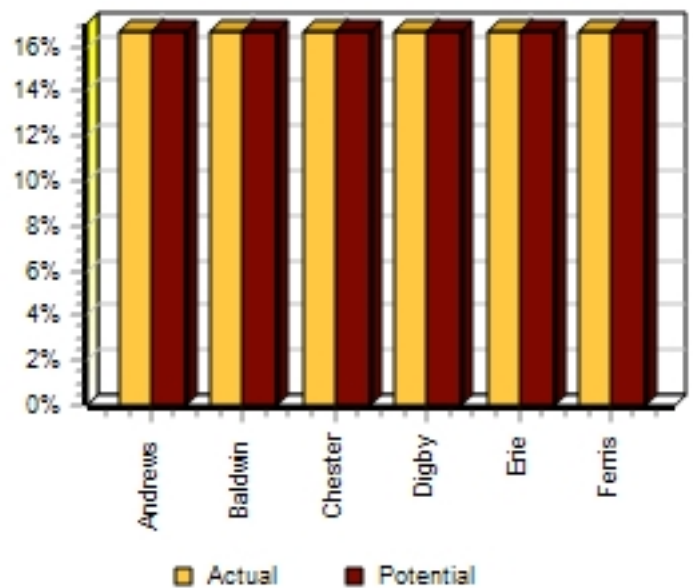
Low End Customer Buying Criteria

	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 C131925 Low End

Actual vs Potential Market Share
2021 C131925 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	5/25/2017		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	40%	12
Bead	17%	1,493	5/25/2017		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	40%	12
Cedar	17%	1,493	5/25/2017		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	40%	12
Dell	17%	1,493	5/25/2017		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	40%	12
Ebb	17%	1,493	5/25/2017		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	40%	12
Feat	17%	1,493	5/25/2017		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	40%	12

High End Statistics

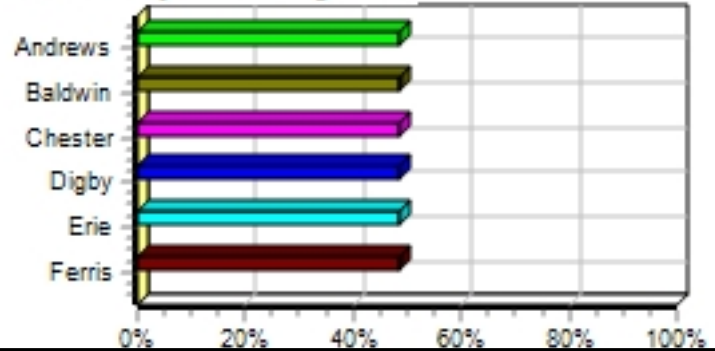
Total Industry Unit Demand 2,554
 Actual Industry Unit Sales 2,554
 Segment % of Total Industry 11.2%

Next Year's Segment Growth Rate 16.2%

High End Customer Buying Criteria

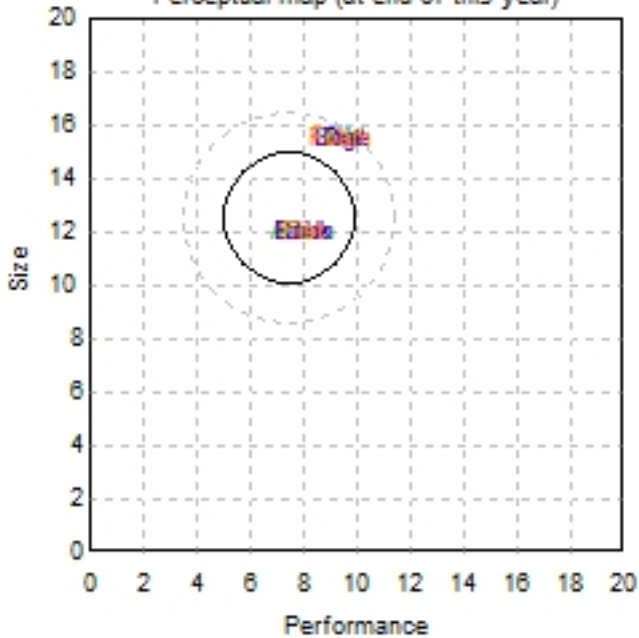
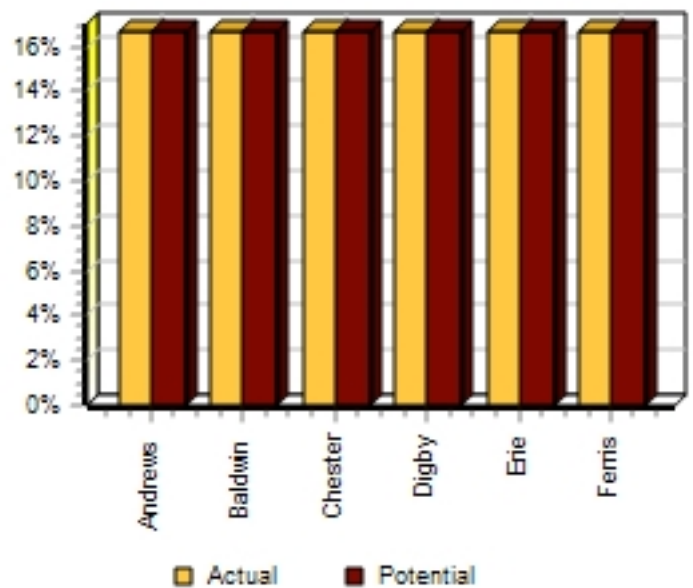
	Expectations	Importance
1. Ideal Position	Pfmm 8.9 Size 11.1	43%
2. Age	Ideal Age = 0.0	29%
3. Reliability	MTBF 20000-25000	19%
4. Price	\$30.00 - 40.00	9%

Accessibility C131925 High End



Perceptual Map for High End

Perceptual map (at end of this year)

Actual vs Potential Market Share
2021 C131925 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	4/18/2020		8.0	12.0	\$38.00	23000	1.70	\$800	49%	\$800	48%	21
Bid	14%	366	4/18/2020		8.0	12.0	\$38.00	23000	1.70	\$800	49%	\$800	48%	21
Cid	14%	366	4/18/2020		8.0	12.0	\$38.00	23000	1.70	\$800	49%	\$800	48%	21
Duck	14%	366	4/18/2020		8.0	12.0	\$38.00	23000	1.70	\$800	49%	\$800	48%	21
Echo	14%	366	4/18/2020		8.0	12.0	\$38.00	23000	1.70	\$800	49%	\$800	48%	21
Fist	14%	366	4/18/2020		8.0	12.0	\$38.00	23000	1.70	\$800	49%	\$800	48%	21
Aft	2%	41	6/30/2019		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	48%	2
Bold	2%	41	6/30/2019		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	48%	2
Coat	2%	41	6/30/2019		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	48%	2
Dot	2%	41	6/30/2019		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	48%	2
Edge	2%	41	6/30/2019		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	48%	2
Foam	2%	41	6/30/2019		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%

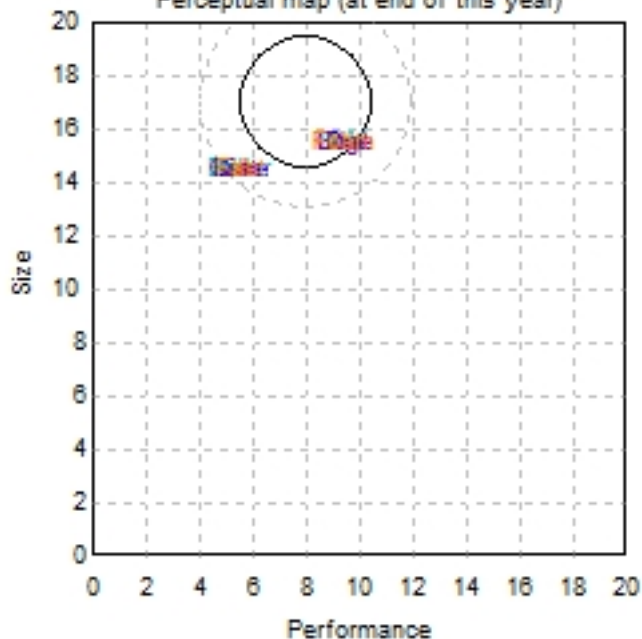
Next Year's Segment Growth Rate 19.8%

Performance Customer Buying Criteria

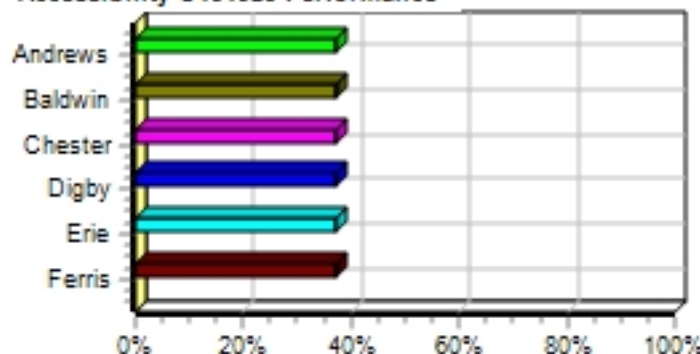
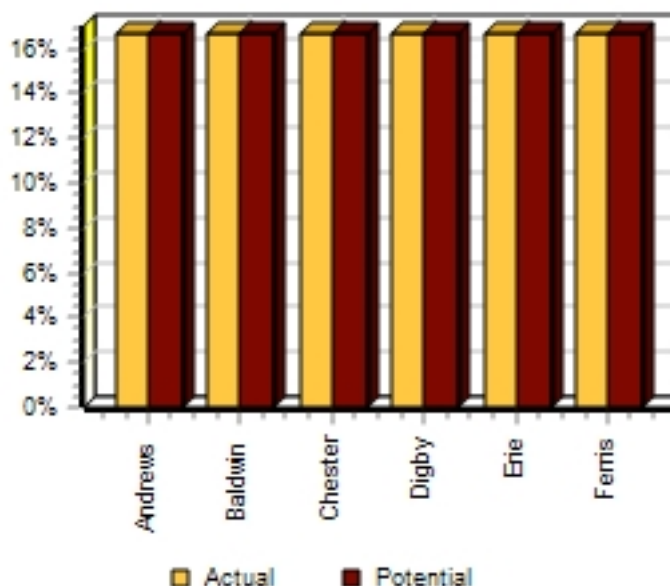
	Expectations	Importance
1. Reliability	MTBF 22000-27000	43%
2. Ideal Position	Pfmm 9.4 Size 16.0	29%
3. Price	\$25.00 - 35.00	19%
4. Age	Ideal Age = 1.0	9%

Perceptual Map for Performance

Perceptual map (at end of this year)



Accessibility C131925 Performance

Actual vs Potential Market Share
2021 C131925 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	6/30/2019		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	37%	20
Bold	17%	317	6/30/2019		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	37%	20
Coat	17%	317	6/30/2019		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	37%	20
Dot	17%	317	6/30/2019		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	37%	20
Edge	17%	317	6/30/2019		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	37%	20
Foam	17%	317	6/30/2019		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	37%	20
Able	0%	2	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	37%	0
Baker	0%	2	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	37%	0
Cake	0%	2	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	37%	0
Daze	0%	2	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	37%	0
Eat	0%	2	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	37%	0
Fast	0%	2	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	37%	0

Size Statistics

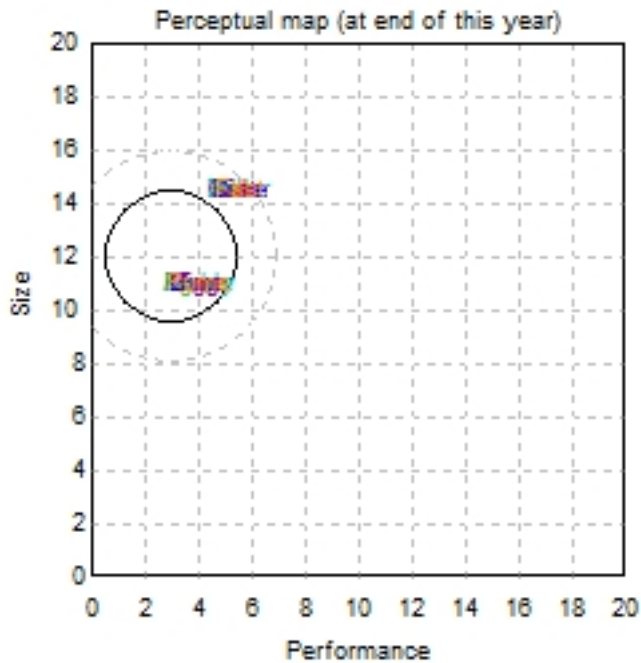
Total Industry Unit Demand 1,984
Actual Industry Unit Sales 1,984
Segment % of Total Industry 18.7%

Next Year's Segment Growth Rate 18.3%

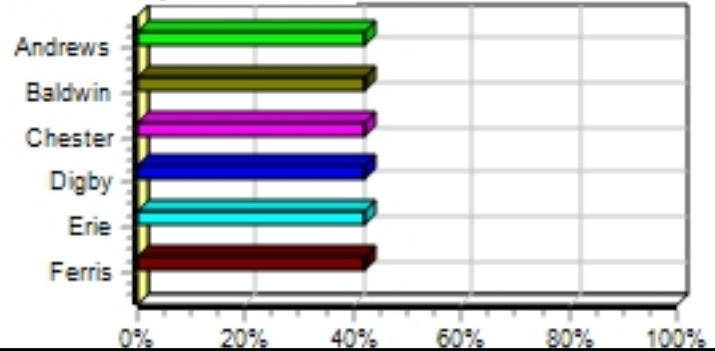
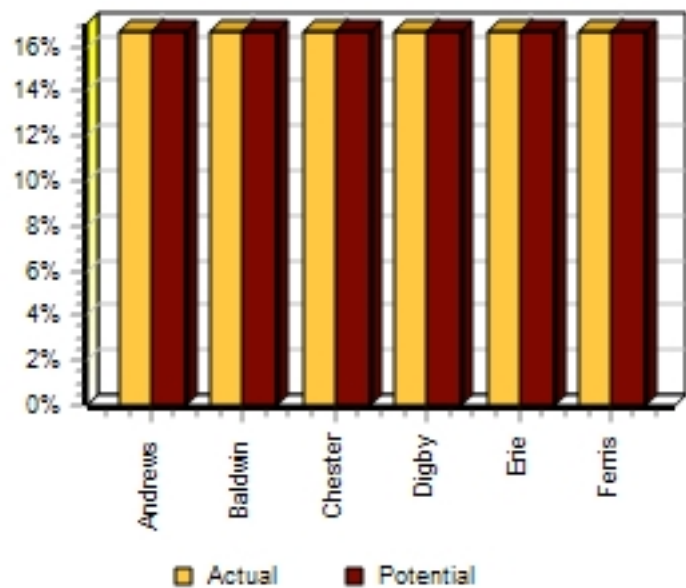
Size Customer Buying Criteria

	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 C131925 Size

Actual vs Potential Market Share
2021 C131925 Size

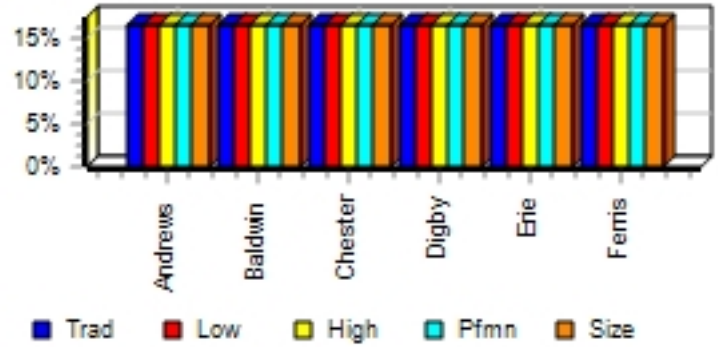
Top Products in Size Segment

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	5/25/2019		4.0	11.0	\$33.00	19000	2.60	\$700	46%	\$700	42%	27
Buddy	15%	307	5/25/2019		4.0	11.0	\$33.00	19000	2.60	\$700	46%	\$700	42%	27
Cure	15%	307	5/25/2019		4.0	11.0	\$33.00	19000	2.60	\$700	46%	\$700	42%	27
Dune	15%	307	5/25/2019		4.0	11.0	\$33.00	19000	2.60	\$700	46%	\$700	42%	27
Egg	15%	307	5/25/2019		4.0	11.0	\$33.00	19000	2.60	\$700	46%	\$700	42%	27
Fume	15%	307	5/25/2019		4.0	11.0	\$33.00	19000	2.60	\$700	46%	\$700	42%	27
Able	1%	24	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	42%	2
Baker	1%	24	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	42%	2
Cake	1%	24	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	42%	2
Daze	1%	24	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	42%	2
Eat	1%	24	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	42%	2
Fast	1%	24	11/21/2018		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	42%	2

Units Sold vs Demand Chart C131925



Market Share C131925

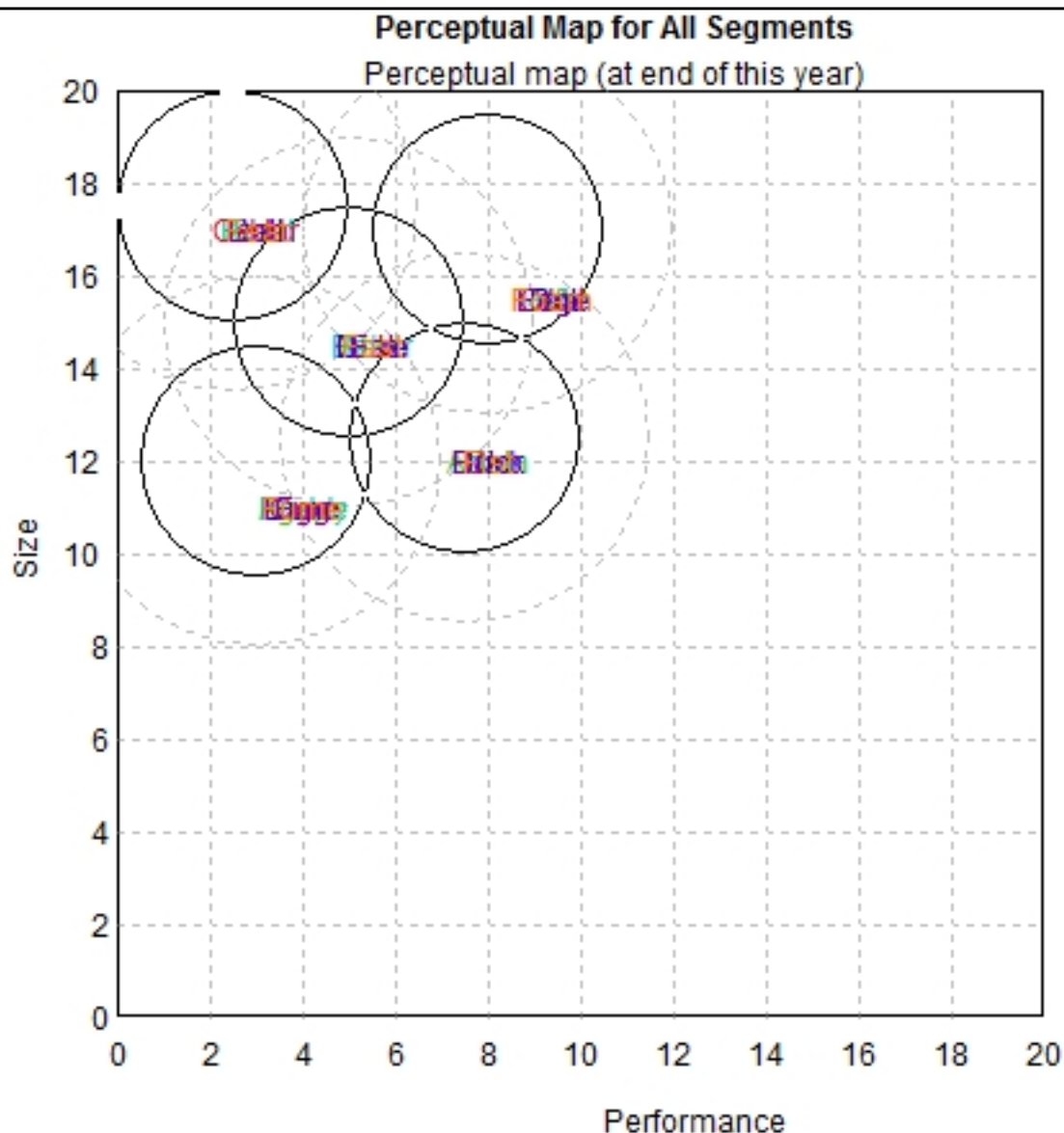


Actual Market Share in Units

	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	11/21/2018
Acre	3.0	17.0	5/25/2017
Adam	8.0	12.0	4/18/2020
Aft	9.4	15.5	6/30/2019
Agape	4.0	11.0	5/25/2019

Baldwin

Name	Pfmn	Size	Revised
Baker	5.5	14.5	11/21/2018
Bead	3.0	17.0	5/25/2017
Bid	8.0	12.0	4/18/2020
Bold	9.4	15.5	6/30/2019
Buddy	4.0	11.0	5/25/2019

Chester

Name	Pfmn	Size	Revised
Cake	5.5	14.5	11/21/2018
Cedar	3.0	17.0	5/25/2017
Cid	8.0	12.0	4/18/2020
Coat	9.4	15.5	6/30/2019
Cure	4.0	11.0	5/25/2019

Digby

Name	Pfmn	Size	Revised
Daze	5.5	14.5	11/21/2018
Dell	3.0	17.0	5/25/2017
Duck	8.0	12.0	4/18/2020
Dot	9.4	15.5	6/30/2019
Dune	4.0	11.0	5/25/2019

Erie

Name	Pfmn	Size	Revised
Eat	5.5	14.5	11/21/2018
Ebb	3.0	17.0	5/25/2017
Echo	8.0	12.0	4/18/2020
Edge	9.4	15.5	6/30/2019
Egg	4.0	11.0	5/25/2019

Ferris

Name	Pfmn	Size	Revised
Fast	5.5	14.5	11/21/2018
Feat	3.0	17.0	5/25/2017
Fist	8.0	12.0	4/18/2020
Foam	9.4	15.5	6/30/2019
Fume	4.0	11.0	5/25/2019

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%

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

C131925

Round: 0
Dec. 31, 2021

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	\$113,800	
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

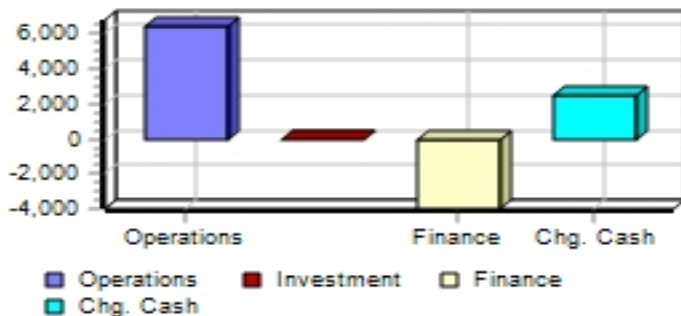
Common Stock	\$18,360	
Retained Earnings	\$29,582	
Total Equity		\$47,942
Total Liab. & O. Equity		\$96,225

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	2021
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 Chester C131925

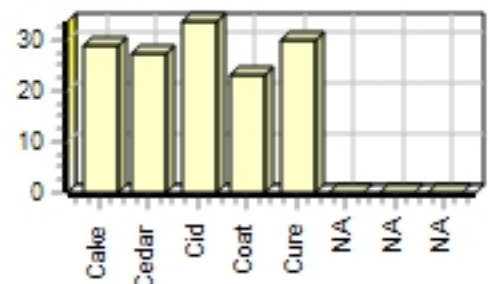


2021 Income Statement

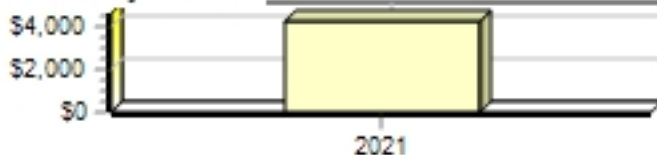
(Product Name)	Cake	Cedar	Cid	Coat	Cure				2021 Total	Common Size
Sales	\$27,979	\$37,027	\$13,894	\$11,817	\$10,356	\$0	\$0	\$0	\$101,073	100.0%
Variable Costs:										
Direct Labor	\$7,489	\$12,557	\$3,132	\$3,067	\$2,688	\$0	\$0	\$0	\$28,932	28.6%
Direct Material	\$11,967	\$14,348	\$6,001	\$5,829	\$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
2021 Chester C131925

Profit History C131925



Market Share History C131925



ROE History C131925



Asset Turnover History C131925



ROS History C131925



ROA History C131925

