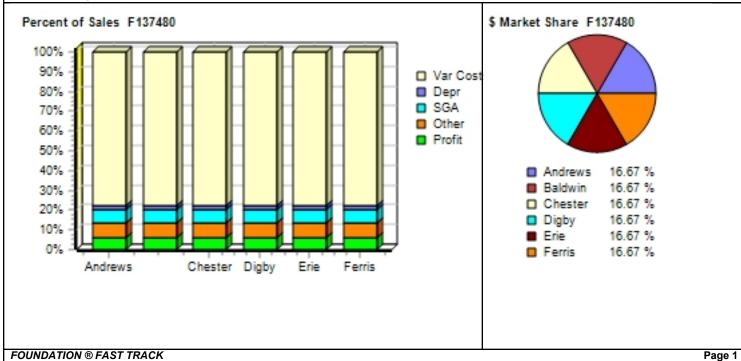
Round: 0 Dec. 31, 2022



Andrews	Baldwin	Chester
Digby	Erie	Ferris

#### **Selected Financial Statistics**

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	6.1%	6.1%	6.1%	6.1%	6.1%	6.1%
Asset Turnover	1.95	1.95	1.95	1.95	1.95	1.95
ROA	11.9%	11.9%	11.9%	11.9%	11.9%	11.9%
Leverage	1.6	1.6	1.6	1.6	1.6	1.6
ROE	19.4%	19.4%	19.4%	19.4%	19.4%	19.4%
Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$0
Sales	\$40,799,953	\$40,799,953	\$40,799,953	\$40,799,953	\$40,799,953	\$40,799,953
EBIT	\$4,556,099	\$4,556,099	\$4,556,099	\$4,556,099	\$4,556,099	\$4,556,099
Profits	\$2,493,706	\$2,493,706	\$2,493,706	\$2,493,706	\$2,493,706	\$2,493,706
Cumulative Profit	\$2,493,706	\$2,493,706	\$2,493,706	\$2,493,706	\$2,493,706	\$2,493,706
SG&A / Sales	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%
Contrib. Margin %	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%





Round: 0 Dec. 31, 2022

#### **Stock Market Summary**

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$11.17	\$0.00	2,000,000	\$22	\$6.43	\$1.25	\$0.50	4.5%	8.9
Baldwin	\$11.17	\$0.00	2,000,000	\$22	\$6.43	\$1.25	\$0.50	4.5%	8.9
Chester	\$11.17	\$0.00	2,000,000	\$22	\$6.43	\$1.25	\$0.50	4.5%	8.9
Digby	\$11.17	\$0.00	2,000,000	\$22	\$6.43	\$1.25	\$0.50	4.5%	8.9
Erie	\$11.17	\$0.00	2,000,000	\$22	\$6.43	\$1.25	\$0.50	4.5%	8.9
Ferris	\$11.17	\$0.00	2,000,000	\$22	\$6.43	\$1.25	\$0.50	4.5%	8.9



#### **Bond Market Summary**

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews						Digby					
	11.0S2024	\$866,667	10.8%	101.74	BBB		11.0S2024	\$866,667	10.8%	101.74	BBB
	12.0S2026	\$1,733,333	11.3%	106.34	BBB		12.0S2026	\$1,733,333	11.3%	106.34	BBB
	13.0S2028	\$2,600,000	11.5%	113.07	BBB		13.0S2028	\$2,600,000	11.5%	113.07	BBB
Baldwin						Erie					
	11.0S2024	\$866,667	10.8%	101.74	BBB		11.0S2024	\$866,667	10.8%	101.74	BBB
	12.0S2026	\$1,733,333	11.3%	106.34	BBB		12.0S2026	\$1,733,333	11.3%	106.34	BBB
	13.0S2028	\$2,600,000	11.5%	113.07	BBB		13.0S2028	\$2,600,000	11.5%	113.07	BBB
Chester						Ferris					
	11.0S2024	\$866,667	10.8%	101.74	BBB		11.0S2024	\$866,667	10.8%	101.74	BBB
	12.0S2026	\$1,733,333	11.3%	106.34	BBB		12.0S2026	\$1,733,333	11.3%	106.34	BBB
	13.0S2028	\$2,600,000	11.5%	113.07	BBB		13.0S2028	\$2,600,000	11.5%	113.07	BBB

**Next Year's Prime Rate7.00%** 

FOUNDATION ® FAST TRACK

Page 2

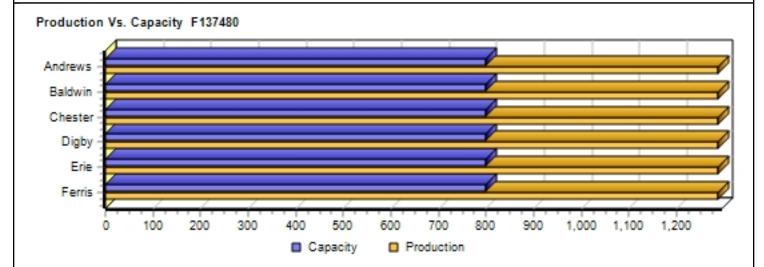
Financial Summary	Fast	rrac	K	F137480		ound: 0 1, 2022
Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	\$2,494	\$2,494	\$2,494	\$2,494	\$2,494	\$2,494
Adjustment for non-cash items:						
Depreciation	\$960	\$960	\$960	\$960	\$960	\$960
Extraordinary gains/losses/writeoffs	\$0	\$0	\$0	\$0	\$0	\$0
Changes in current assets and liablilities						
Accounts payable	\$853	\$853	\$853	\$853	\$853	\$853
Inventory	(\$2,352)	(\$2,352)	(\$2,352)	(\$2,352)	(\$2,352)	(\$2,352)
Accounts Receivable	\$3,647	\$3,647	\$3,647	\$3,647	\$3,647	\$3,647
Net cash from operations	\$5,602	\$5,602	\$5,602	\$5,602	\$5,602	\$5,602
Cash flows from investing activities						
Plant improvements(net)	\$0	\$0	\$0	\$0	\$0	\$0
Cash flows from financing activities						
Dividends paid	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)
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	\$0 \$0	\$0 \$0	\$0
Cash from current debt borrowing	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0
Cash from emergency loan	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0
Net cash from financing activities	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)
Net change in cash position	\$4,602	\$4,602	\$4,602	\$4,602	\$4,602	\$4,602
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$5,602	\$5,602	\$5,602	\$5,602	\$5,602	\$5,602
Accounts Receivable	\$3,353	\$3,353	\$3,353	\$3,353	\$3,353	\$3,353
Inventory	\$2,352	\$2,352	\$2,352	\$2,352	\$2,352	\$2,352
Total Current Assets	\$11,307	\$11,307	\$11,307	\$11,307	\$11,307	\$11,307
Plant and equipment	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400
Accumulated Depreciation		(\$4,800)				
Total Fixed Assets	(\$4,800)	, ,	(\$4,800)	(\$4,800)	(\$4,800)	(\$4,800)
Total Fixed Assets	\$9,600	\$9,600	\$9,600	\$9,600	\$9,600	\$9,600
Total Assets	\$20,907	\$20,907	\$20,907	\$20,907	\$20,907	\$20,907
Accounts Payable	\$2,853	\$2,853	\$2,853	\$2,853	\$2,853	\$2,853
Current Debt	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Liabilities	\$2,853	\$2,853	\$2,853	\$2,853	\$2,853	\$2,853
Long Term Debt	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200
Total Liabilities	\$8,053	\$8,053	\$8,053	\$8,053	\$8,053	\$8,053
Common Stock	\$2,323	\$2,323	\$2,323	\$2,323	\$2,323	\$2,323
Retained Earnings	\$10,531	\$10,531	\$10,531	\$10,531	\$10,531	\$10,531
Total Equity	\$12,854	\$12,854	\$12,854	\$12,854	\$12,854	\$12,854
Total Liabilities & Owners Equity	\$20,907	\$20,907	\$20,907	\$20,907	\$20,907	\$20,907
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$40,800	\$40,800	\$40,800	\$40,800	\$40,800	\$40,800
Variable Costs(Labor,Material,Carry)	\$32,647	\$32,647	\$32,647	\$32,647	\$32,647	\$32,647
Contribution Margin	\$8,153	\$8,153	\$8,153	\$8,153	\$8,153	\$8,153
Depreciation	\$960	\$960	\$960	\$960	\$960	\$960
SGA(R&D,Promo,Sales,Admin)	\$2,637	\$2,637	\$2,637	\$2,637	\$2,637	\$2,637
Other(Fees,Writeoffs,TQM,Bonuses)	ψ <u>2,037</u> \$0	\$0	ψ <u>2</u> ,037	ψ <u>2,037</u> \$0	\$0	\$0
EBIT						
	\$4,556 \$641	\$4,556 \$641	\$4,556 \$641	\$4,556 \$641	\$4,556 \$641	\$4,556 \$641
Interest(Short term,Long term)	\$641	\$641	\$641	\$641	\$641	\$641
Taxes	\$1,370	\$1,370	\$1,370	\$1,370	\$1,370	\$1,370
Profit Sharing	\$51	\$51	\$51	\$51	\$51	\$51
Net Profit	\$2,494	\$2,494	\$2,494	\$2,494	\$2,494	\$2,494
FOUNDATION ® FAST TRACK						Page 3

## **Production Analysis**



F137480

Round: 0 Dec. 31, 2022



													2nd			
													Shift	Auto		
			Unit										&	mation	Capacity	
	Primary	Units	Inven	Revision	Age		Pfmn	Size		Material	Labor	Contr.	Over-	Next	Next	Plant
Name	Segment	Sold	tory	Date	Dec.31	MTBF	Coord	Coord	Price	Cost	Cost	Marg.	time	Round	Round	Utiliz.
Able	Low	1,200	87	11/21/2019	3.1	21000	6.4	13.6	\$34.00	\$16.17	\$10.11	20%	63%	3.0	800	161%
Baker	Low	1,200	87	11/21/2019	3.1	21000	6.4	13.6	\$34.00	\$16.17	\$10.11	20%	63%	3.0	800	161%
Cake	Low	1,200	87	11/21/2019	3.1	21000	6.4	13.6	\$34.00	\$16.17	\$10.11	20%	63%	3.0	800	161%
Daze	Low	1,200	87	11/21/2019	3.1	21000	6.4	13.6	\$34.00	\$16.17	\$10.11	20%	63%	3.0	800	161%
Eat	Low	1,200	87	11/21/2019	3.1	21000	6.4	13.6	\$34.00	\$16.17	\$10.11	20%	63%	3.0	800	161%
Fast	Low	1,200	87	11/21/2019	3.1	21000	6.4	13.6	\$34.00	\$16.17	\$10.11	20%	63%	3.0	800	161%



Round: 0 Dec. 31, 2022

### **Low Tech Statistics**

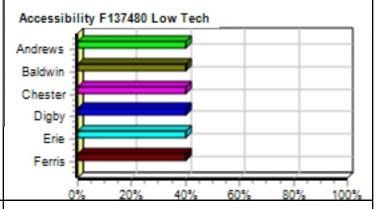
Total Industry Unit Demand 5,040
Actual Industry Unit Sales |5,040
Segment % of Total Industry |70.0%

Next Year's Segment Growth Rate

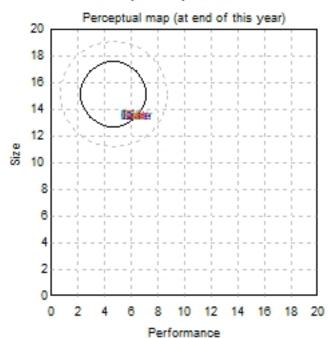
<del>-</del> |10.0%

#### **Low Tech Customer Buying Criteria**

	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmn 4.8 Size 15.2	9%



#### Perceptual Map for Low Tech



# Actual vs Potential Market Share 2022 F137480 Low Tech

Actual

Potential

				Top Pr	oducts	in Low	/ Tech Segr	ment					
		Units								Cust.		Cust.	Dec.
	Market	Sold to	Revision	Stock	Pfmn	Size	List	Age	Promo	Aware-	Sales	Access-	Cust
Name	Share	Seg	Date	Out	Coord	Coord	Price MTBF	Dec.31	Budget	ness	Budget	ibility	Survey
Able	17%	840	11/21/2019		6.4	13.6	\$34.00 21000	3.10	\$1,000	55%	\$1,000	40%	18
Baker	17%	840	11/21/2019		6.4	13.6	\$34.00 21000	3.10	\$1,000	55%	\$1,000	40%	18
Cake	17%	840	11/21/2019		6.4	13.6	\$34.00 21000	3.10	\$1,000	55%	\$1,000	40%	18
Daze	17%	840	11/21/2019		6.4	13.6	\$34.00 21000	3.10	\$1,000	55%	\$1,000	40%	18
Eat	17%	840	11/21/2019		6.4	13.6	\$34.00 21000	3.10	\$1,000	55%	\$1,000	40%	18
Fast	17%	840	11/21/2019		6.4	13.6	\$34.00 21000	3.10	\$1,000	55%	\$1,000	40%	18



Round: 0 Dec. 31, 2022

## **High Tech Statistics**

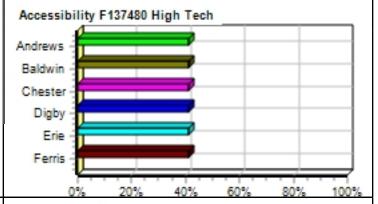
Total Industry Unit Demand 2,160
Actual Industry Unit Sales |2,160
Segment % of Total Industry |30.0%

Next Year's Segment Growth Rate

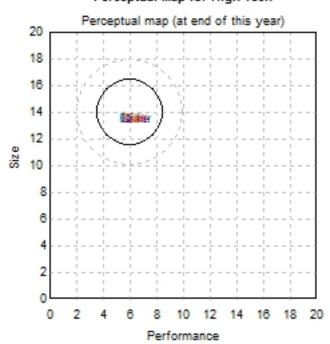
|20.0%

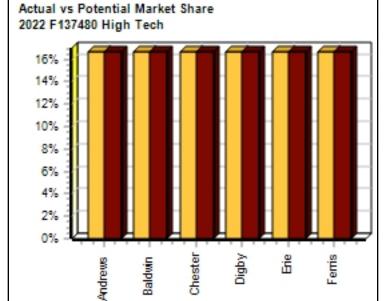
#### **High Tech Customer Buying Criteria**

	Expectations	Importance
1. Ideal Position	Pfmn 7.4 Size 12.6	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%



#### Perceptual Map for High Tech





Actual

Potential

				Top P	roducts	in Hig	h Tech Se	gment					
		Units								Cust.		Cust.	Dec.
	Market	Sold to	Revision	Stock	Pfmn	Size	List	Age	Promo	∄ware-	Sales	Access-	Cust
Name	Share	Seg	Date	Out	Coord	Coord	Price MTBF	Dec.31	Budget	ness	Budget	ibility	Survey
Able	17%	360	11/21/2019		6.4	13.6	\$34.00 21000	3.10	\$1,000	55%	\$1,000	41%	16
Baker	17%	360	11/21/2019		6.4	13.6	\$34.00 21000	3.10	\$1,000	55%	\$1,000	41%	16
Cake	17%	360	11/21/2019		6.4	13.6	\$34.00 21000	3.10	\$1,000	55%	\$1,000	41%	16
Daze	17%	360	11/21/2019		6.4	13.6	\$34.00 21000	3.10	\$1,000	55%	\$1,000	41%	16
Eat	17%	360	11/21/2019		6.4	13.6	\$34.00 21000	3.10	\$1,000	55%	\$1,000	41%	16
Fast	17%	360	11/21/2019		6.4	13.6	\$34.00 21000	3.10	\$1,000	55%	\$1,000	41%	16

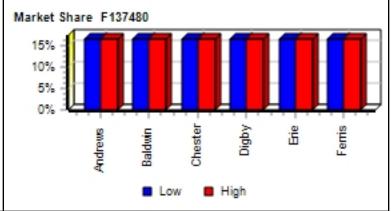
#### **Market Share**



F137480

Round: 0 Dec. 31, 2022





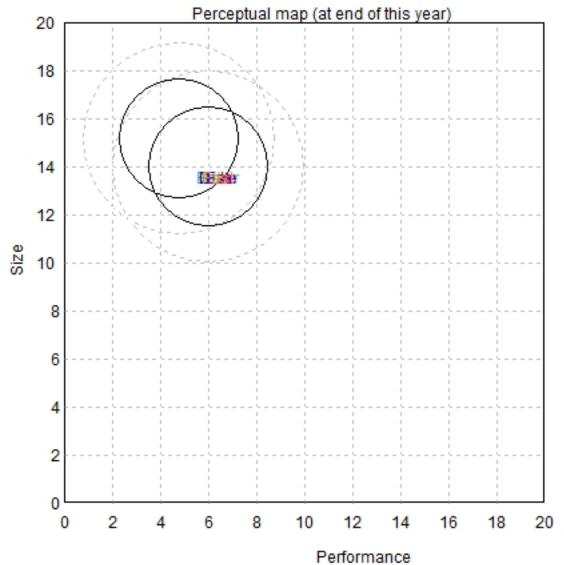
Actua	I Market Sha	re in Units	•	Potential Market Share in Units							
	Low	High	Total		Low	High	Total				
Industry Unit Sales	5,040	2,160	7,200	Units Demanded	5,040	2,160	7,200				
% of Market	70.0%	30.0%	100.0%	% of Market	70.0%	30.0%	100.0%				
Able	16.7%	16.7%	16.7%	Able	16.7%	16.7%	16.7%				
Total	16.7%	16.7%	16.7%	Total	16.7%	16.7%	16.7%				
Baker	16.7%	16.7%	16.7%	Baker	16.7%	16.7%	16.7%				
Total	16.7%	16.7%	16.7%	Total	16.7%	16.7%	16.7%				
Cake	16.7%	16.7%	16.7%	Cake	16.7%	16.7%	16.7%				
Total	16.7%	16.7%	16.7%	Total	16.7%	16.7%	16.7%				
Daze	16.7%	16.7%	16.7%	Daze	16.7%	16.7%	16.7%				
Total	16.7%	16.7%	16.7%	Total	16.7%	16.7%	16.7%				
Eat	16.7%	16.7%	16.7%	Eat	16.7%	16.7%	16.7%				
Total	16.7%	16.7%	16.7%	Total	16.7%	16.7%	16.7%				
Fast	16.7%	16.7%	16.7%	Fast	16.7%	16.7%	16.7%				
Total	16.7%	16.7%	16.7%	Total	16.7%	16.7%	16.7%				





Round: 0 Dec. 31, 2022





	And	drews			Bal	dwin			Che	ster	
<b>Name</b> Able	<b>Pfmn</b> 6.4	<b>Size</b> 13.6	<b>Revised</b> 11/21/2019		<b>Pfmn</b> 6.4	<b>Size</b> 13.6	<b>Revised</b> 11/21/2019	Name Cake	<b>Pfmn</b> 6.4	<b>Size</b> 13.6	<b>Revised</b> 11/21/2019
	Di	igby			E	rie			Fer	ris	
<b>Name</b> Daze	<b>Pfmn</b> 6.4	<b>Size</b> 13.6	Revised 11/21/2019	Name Eat	<b>Pfmn</b> 6.4	<b>Size</b> 13.6	<b>Revised</b> 11/21/2019	Name Fast	<b>Pfmn</b> 6.4	<b>Size</b> 13.6	Revised 11/21/2019
FOUNDA	TION ® FAST	TRACK									Page 8



Round: 0 Dec. 31, 2022

		_
HIIMAN	RESOURCES	CHMMADA

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	250	250	250	25Ó	250	250
Complement	248	248	248	248	248	248
1st Shift Complement	154	154	154	154	154	154
2nd Shift Complement	94	94	94	94	94	94
Overtime Percent	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%
Turnover Rate	10.1%	10.1%	10.1%	10.1%	10.1%	10.1%
New Employees	25	25	25	25	25	25
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	\$25	\$25	\$25	\$25	\$25	\$25
Separation Cost	\$0	\$0	\$0	\$0	\$0	\$0
Training Cost	\$0	\$0	\$0	\$0	\$0	\$0
Total HR Admin Cost	\$25	\$25	\$25	\$25	\$25	\$25
Strike Days						

#### **TQM SUMMARY**

		D 11 :	01 1	D: 1		
	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 Andrews F137480 Round: 0
Dec. 31, 2022

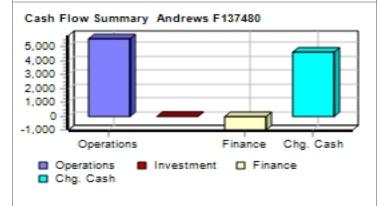
# **Balance Sheet**

**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 companys 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	\$5,602	
Account Receivable	\$3,353	
Inventory	\$2,352	
Total Current Assets		\$11,307
Plant & Equipment	\$14,400	
Accumulated Depreciation	(\$4,800)	
Total Fixed Assets		\$9,600
Total Assets		\$20,907
LIABILITIES & OWNERS		
EQUITY		
Accounts Payable	\$2,853	
Current Debt	\$0	
Long Term Debt	\$5,200	
Total Liabilities		\$8,053
Common Stock	\$2,323	
Retained Earnings	\$10,531	
Total Equity		\$12,854
Total Liab. & O. Equity		\$20,907

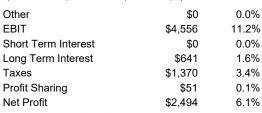
# Cash Flow Statement

The **Cash Flow Statement** examines what happened in the Cash Account during the year. Cash injections appear as positive numbers and cash withdrawals as negative numbers. The Cash Flow Statement is an excellent tool for diagnosing emergency loans. When negative cash flows exceed positives, you are forced to seek emergency funding. For example, if sales are bad and you find yourself carrying an abundance of excess inventory, the report would show the increase in inventory as a huge negative cash flow. Too much unexpected inventory could outstrip your inflows, exhaust your starting cash and force you to beg for money to keep your company afloat.



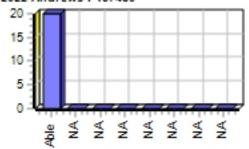
Cash Flows from Operating Activities	2022
Net Income(Loss)	\$2,494
Depreciation	\$960
Extraordinary gains/losses/writeoffs	\$0
Accounts Payable	\$853
Inventory	(\$2,352)
Accounts Receivable	\$3,647
Net cash from operation	\$5,602
Cash Flows from Investing Activities	
Plant Improvements	\$0
Cash Flows from Financing Activities	
Dividends paid	(\$1,000)
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	(\$1,000)
Net change in cash position	\$4,602
Closing cash position	\$5,602

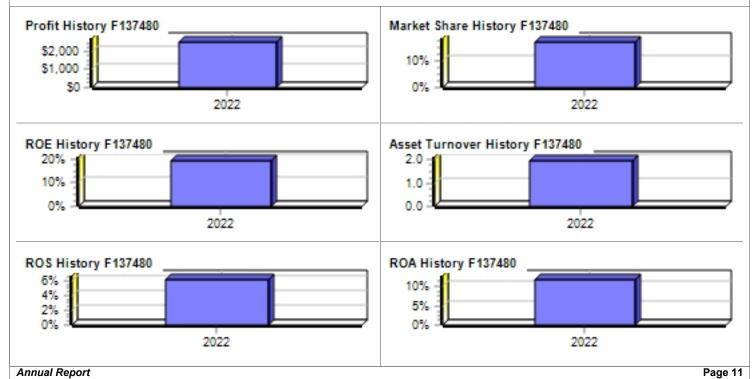
Annual Report			Andrev	MC			F137480		NOU	ilia. u
Ailliuai Neport		•	Allulev	VS			1 137 400		Dec. 31,	2022
		2	022 In	come S	Statem	ent				
(Product Name)	Able								2022	Commor
Sales	\$40,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Total \$40,800	Size 100.0%
Variable Costs:										
Direct Labor	\$12,138	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,138	29.8%
Direct Material	\$20,227	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,227	49.6%
Inventory Carry	\$282	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$282	0.7%
Total Variable	\$32,647	\$0	\$0	\$0	\$0	\$0_	\$0	\$0	\$32,647	80.0%
Contribution Margin	\$8,153	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,153	20.0%
Period Costs:										
Depreciation	\$960	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$960	2.4%
SG&A: R&D	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Promotions	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	2.5%
Sales	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	2.5%
Admin	\$637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$637	1.6%
Total Period	\$3,597	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,597	8.8%
Net Margin	\$4,556	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,556	11.2%
Definitions: Sales: Unit Sales time	es list price. <b>Dire</b> d	ct Labor: Labo	or costs incurre	ed to produce	the product	Othe	r		\$0	0.0%
									44	44.00/



Round: 0

#### Variable Margins 2022 Andrews F137480





Annual Report Baldwin F137480 Round: 0
Dec. 31, 2022

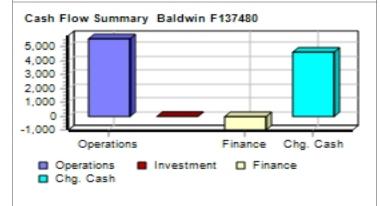
# **Balance Sheet**

**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 companys 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	\$5,602	
Account Receivable	\$3,353	
Inventory	\$2,352	
Total Current Assets		\$11,307
Plant & Equipment	\$14,400	
Accumulated Depreciation	(\$4,800)	
Total Fixed Assets		\$9,600
Total Assets		\$20,907
LIABILITIES & OWNERS		
EQUITY		
Accounts Payable	\$2,853	
Current Debt	\$0	
Long Term Debt	\$5,200	
Total Liabilities		\$8,053
Common Stock	\$2,323	
Retained Earnings	\$10,531	
Total Equity		\$12,854
Total Liab. & O. Equity		\$20,907

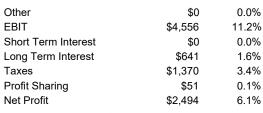
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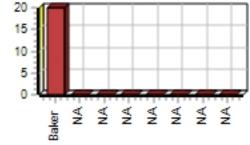


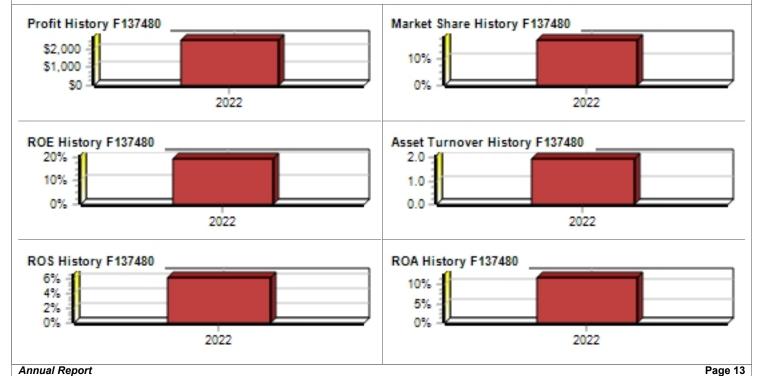
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Annual Report			Baldwi	n			F137480	E127400 Rour			
Allitual Nepolt			Daiuwi	**			F137400		Dec. 31,	2022	
		2	022 Inc	come S	Stateme	ent					
(Product Name)	Baker								2022 Total	Common	
Sales	\$40,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,800	Size 100.0%	
Variable Costs:											
Direct Labor	\$12,138	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,138	29.8%	
Direct Material	\$20,227	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,227	49.6%	
Inventory Carry	\$282	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$282	0.7%	
Total Variable	\$32,647	\$0	\$0	\$0	\$0	\$0	\$0	\$0_	\$32,647	80.0%	
Contribution Margin	\$8,153	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,153	20.0%	
Period Costs:											
Depreciation	\$960	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$960	2.4%	
SG&A: R&D	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	
Promotions	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	2.5%	
Sales	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	2.5%	
Admin	\$637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$637	1.6%	
Total Period	\$3,597	\$0	\$0	\$0	\$0	\$0	\$0	\$0_	\$3,597	8.8%	
Net Margin	\$4,556	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,556	11.2%	
Definitions: Sales: Unit Sales time	es list price. <b>Dire</b> d	ct Labor: Labo	or costs incurre	ed to produce	the product	Other			\$0	0.0%	
that was sold. Inventory Carry C	ost: the cost uns	old goods in ir	ventory. <b>Depr</b>	reciation: Cal	culated on	EBIT			\$4,556	11.2%	
straight-line. 15-year depreciation	of plant value. R8	&D Costs: R&I	O department	expenditures f	or each	Short	Term Interest		\$0	0.0%	









Annual Report Chester F137480 Round: 0
Dec. 31, 2022

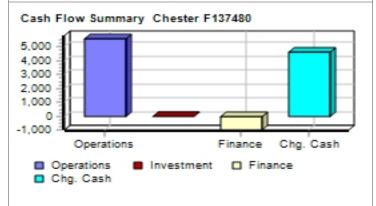
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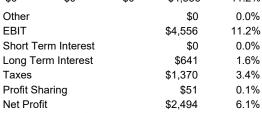
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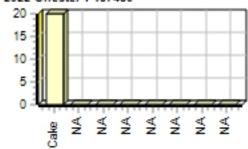
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Net change in cash position	\$4,602
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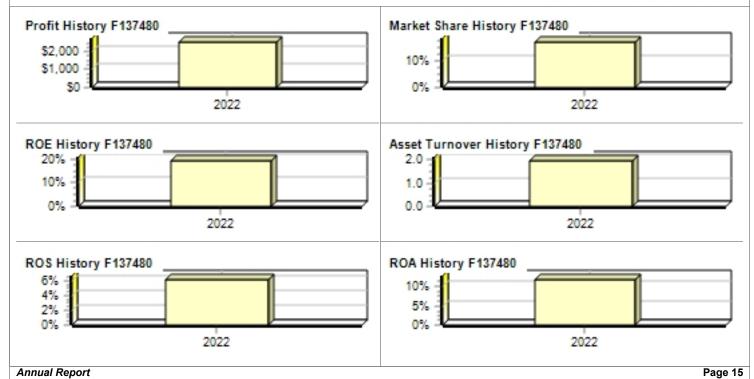
Annual Report			Cheste	r			F137480			ına. u
Ailliaai Neport			Onesie	71			1 137 400		Dec. 31,	2022
		2	022 Inc	come S	Stateme	ent				
(Product Name)	Cake								2022	Common
Sales	\$40,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Total \$40,800	Size 100.0%
Variable Costs:										
Direct Labor	\$12,138	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,138	29.8%
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Inventory Carry	\$282	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$282	0.7%
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Period Costs:										
Depreciation	\$960	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$960	2.4%
SG&A: R&D	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Promotions	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	2.5%
Sales	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	2.5%
Admin	\$637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$637	1.6%
Total Period	\$3,597	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,597	8.8%
Net Margin	\$4,556	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,556	11.2%
Definitions: Sales: Unit Sales time	es list price. <b>Dire</b> d	ct Labor: Labo	or costs incum	ed to produce	the product	Othe	r		\$0	0.0%
that was sold Inventory Carry C	ost the cost uns	old goods in ir	ventory <b>Den</b>	reciation: Cal	culated on	FRIT			\$4 556	11 2%



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#### Variable Margins 2022 Chester F137480





**Annual Report** 

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Round: 0 Dec. 31, 2022

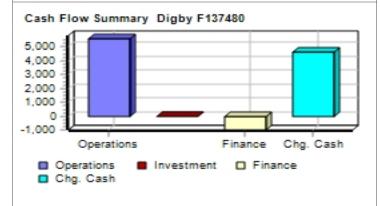
# **Balance Sheet**

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Total Assets		\$20,907
LIABILITIES & OWNERS		
EQUITY		
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Current Debt	\$0	
Long Term Debt	\$5,200	
Total Liabilities		\$8,053
Common Stock	\$2,323	
Retained Earnings	\$10,531	
Total Equity		\$12,854
Total Liab. & O. Equity		\$20,907

# **Cash Flow Statement**

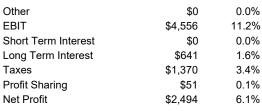
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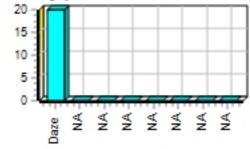
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Closing cash position	\$5,602

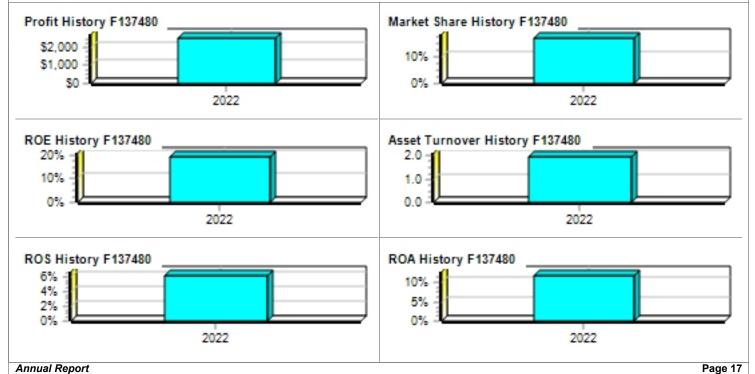
Annual Banart			Diaby				F137480		Rou	ınd: 0
Annual Report			Digby				F13/400		Dec. 31,	2022
		2	022 Inc	come S	Statemen	nt				
(Product Name)	Daze								2022 Total	Common Size
Sales	\$40,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,800	100.0%
Variable Costs:										
Direct Labor	\$12,138	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,138	29.8%
Direct Material	\$20,227	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,227	49.6%
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Total Variable	\$32,647	<u>\$0</u>	<u>\$0</u>	\$0	\$0	\$0	\$0	\$0	\$32,647	80.0%
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Sales	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	2.5%
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straight-line. 15-year depreciation	of plant value. R8	RD Costs: R&I	O department e	expenditures f	for each	Short	Term Interest		\$0	0.0%
product. Admin: Administration of	overhead is estim	ated at 1.5% o	of sales. <b>Prom</b>	notions: The p	romotion budget	Long -	Term Interest		\$641	1.6%

for each product. Sales: The sales force budget for each product. Other: Chargs 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.



#### Variable Margins 2022 Digby F137480





Annual Report Erie F137480 Round: 0
Dec. 31, 2022

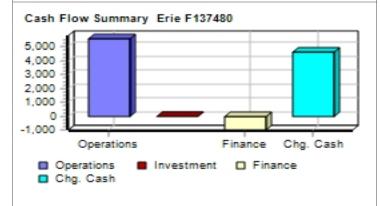
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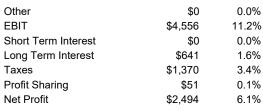
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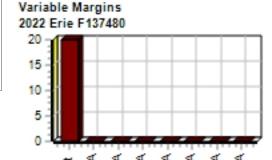
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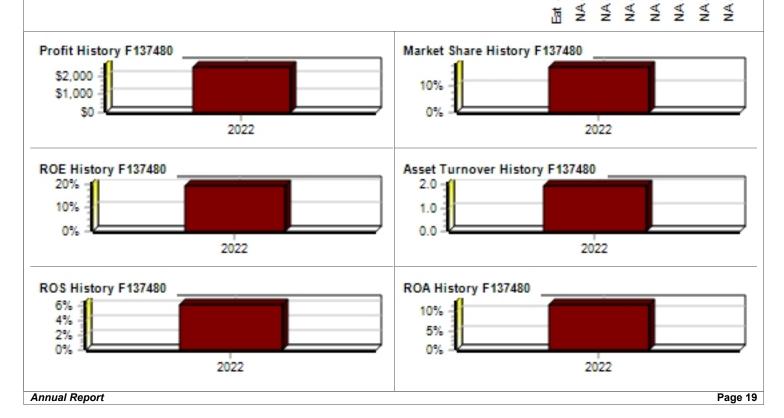


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Net Income(Loss)	\$2,494
Depreciation	\$960
Extraordinary gains/losses/writeoffs	\$0
Accounts Payable	\$853
Inventory	(\$2,352)
Accounts Receivable	\$3,647
Net cash from operation	\$5,602
Cash Flows from Investing Activities	
Plant Improvements	\$0
Cash Flows from Financing Activities	
Dividends paid	(\$1,000)
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	(\$1,000)
Net change in cash position	\$4,602
Closing cash position	\$5,602

Annual Donart	Erie						F137480		Round: 0		
Annual Report		Erie					F13/400		Dec. 31,	2022	
		2	022 Inc	come S	Stateme	ent					
(Product Name)	Eat								2022	Common	
Sales	\$40,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Total \$40,800	Size 100.0%	
Variable Costs:											
Direct Labor	\$12,138	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,138	29.8%	
Direct Material	\$20,227	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,227	49.6%	
Inventory Carry	\$282	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$282	0.7%	
Total Variable	\$32,647	\$0	\$0	\$0	\$0	\$0_	\$0	\$0	\$32,647	80.0%	
Contribution Margin	\$8,153	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,153	20.0%	
Period Costs:											
Depreciation	\$960	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$960	2.4%	
SG&A: R&D	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	
Promotions	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	2.5%	
Sales	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	2.5%	
Admin	\$637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$637	1.6%	
Total Period	\$3,597	\$0	\$0	\$0	\$0	\$0_	\$0	\$0_	\$3,597	8.8%	
Net Margin	\$4,556	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,556	11.2%	
Definitions: Sales: Unit Sales time	es list price. <b>Dire</b> d	ct Labor: Labo	or costs incurre	ed to produce	the product	Other			\$0	0.0%	
that was sold. Inventory Carry C	cost: the cost uns	old goods in ir	ventory. <b>Dep</b> i	reciation: Cal	culated on	EBIT			\$4,556	11.2%	
straight-line. 15-year depreciation	of plant value. <b>R</b> &	&D Costs: R&I	O department	expenditures 1	or each	Short	Term Interest		\$0	0.0%	







Annual Report Ferris F137480 Round: 0
Dec. 31, 2022

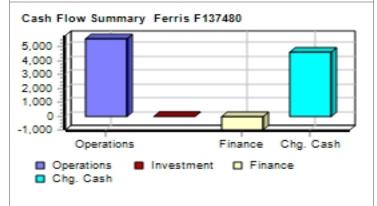
# **Balance Sheet**

**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 companys 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	\$5,602	
Account Receivable	\$3,353	
Inventory	\$2,352	
Total Current Assets		\$11,307
Plant & Equipment	\$14,400	
Accumulated Depreciation	(\$4,800)	
Total Fixed Assets		\$9,600
Total Assets		\$20,907
LIABILITIES & OWNERS		
EQUITY		
Accounts Payable	\$2,853	
Current Debt	\$0	
Long Term Debt	\$5,200	
Total Liabilities		\$8,053
Common Stock	\$2,323	
Retained Earnings	\$10,531	
Total Equity		\$12,854
Total Liab. & O. Equity		\$20,907

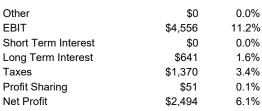
# **Cash Flow Statement**

The **Cash Flow Statement** examines what happened in the Cash Account during the year. Cash injections appear as positive numbers and cash withdrawals as negative numbers. The Cash Flow Statement is an excellent tool for diagnosing emergency loans. When negative cash flows exceed positives, you are forced to seek emergency funding. For example, if sales are bad and you find yourself carrying an abundance of excess inventory, the report would show the increase in inventory as a huge negative cash flow. Too much unexpected inventory could outstrip your inflows, exhaust your starting cash and force you to beg for money to keep your company afloat.



Cash Flows from Operating Activities	2022
Net Income(Loss)	\$2,494
Depreciation	\$960
Extraordinary gains/losses/writeoffs	\$0
Accounts Payable	\$853
Inventory	(\$2,352)
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Plant Improvements	\$0
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Annual Report	Ferris						F137480		Round: 0		
Annual Nepoli		reitis					F13/400		Dec. 31,	2022	
		2	022 In	come S	Stateme	ent					
(Product Name)	Fast								2022	Common	
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SG&A: R&D	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%	
Promotions	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	2.5%	
Sales	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	2.5%	
Admin	\$637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$637	1.6%	
Total Period	\$3,597	\$0	\$0	\$0	\$0	\$0_	\$0	\$0_	\$3,597	8.8%	
Net Margin	\$4,556	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,556	11.2%	
Definitions: Sales: Unit Sales time	es list price. <b>Dire</b> d	ct Labor: Labo	or costs incum	ed to produce	the product	Other			\$0	0.0%	
that was sold. Inventory Carry C	ost: the cost uns	old goods in ir	nventory. <b>Dep</b>	reciation: Cal	culated on	EBIT			\$4,556	11.2%	
		J	, .						. ,	0.00/	



#### Variable Margins 2022 Ferris F137480

