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0.1 Roster				
Andrews		Baldwin		Chester
Digby				

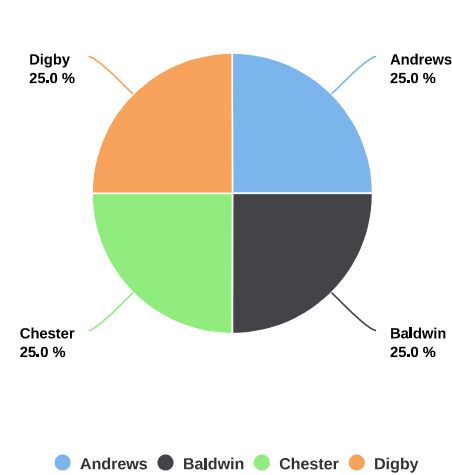
Section 1 | High Level Overview

Please note: For financials, millions are reported in thousands

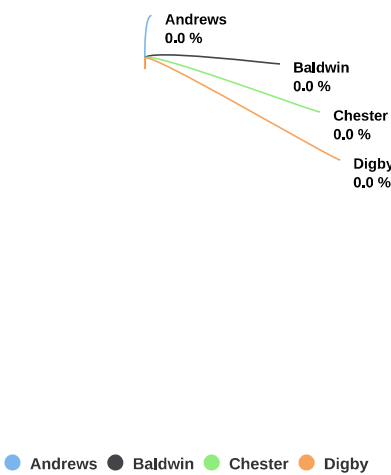
1.1 High Level Overview					
	Andrews	Baldwin	Chester	Digby	Average
Sales	\$48,180	\$48,180	\$48,180	\$48,180	\$48,180
EBIT	\$10,180	\$10,180	\$10,180	\$10,180	\$10,180
Profit	\$5,748	\$5,748	\$5,748	\$5,748	\$5,748
Cumulative Profit	\$5,748	\$5,748	\$5,748	\$5,748	\$5,748
SG&A to Sales Ratio	4.92%	4.92%	4.92%	4.92%	4.92%
Contribution Margin	30.28%	30.28%	30.28%	30.28%	30.28%
Stock Price	\$20.62	\$20.62	\$20.62	\$20.62	\$20.62
Market Cap	\$41m	\$41m	\$41m	\$41m	\$41m
Emergency Loan	\$0	\$0	\$0	\$0	\$0

1.2 Market Share				
	Andrews	Baldwin	Chester	Digby
United States of America	25%	25%	25%	25%
Germany	0%	0%	0%	0%
China	0%	0%	0%	0%
Global Market Share	25%	25%	25%	25%

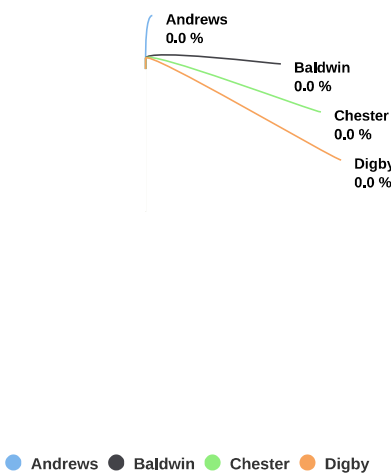
1.3 USA Market Share



1.4 Germany Market Share



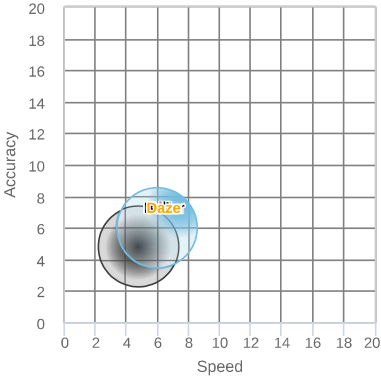
1.5 China Market Share



Section 2 | Research & Development

2.1 Product List							
Name	Speed	Accuracy	Service Life	Region Kit	Age	Revision Date	Design Score
Able	6.4	6.4	21,000		3.1	November 25, 2019	54
Baker	6.4	6.4	21,000		3.1	November 25, 2019	54
Cake	6.4	6.4	21,000		3.1	November 25, 2019	54
Daze	6.4	6.4	21,000		3.1	November 25, 2019	54

2.2 Perceptual Map

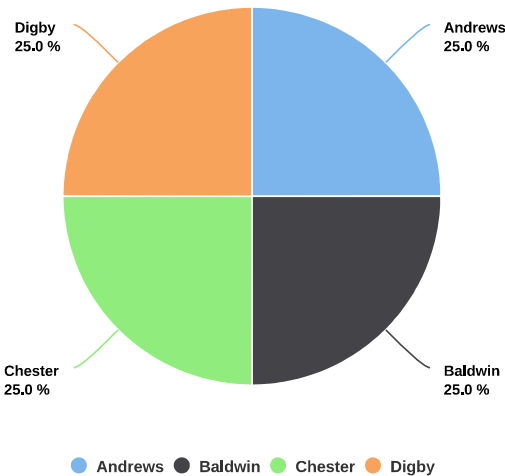


Section 3 | Marketing - United States of America: Low Tech

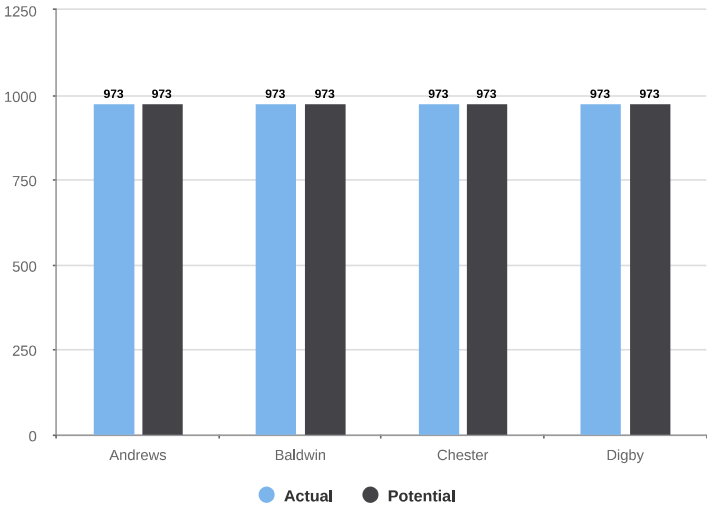
3.1 Customer Buying Criteria		
	Expectations	Importance
Price	\$15.00 - \$35.00	55%
Age	3 Years	19%
Positioning	Speed 4.8 Accuracy 4.8	17%
Service Life	14,000 - 20,000 Hours	9%

3.2 Demand Information	
2022 Total Market Size	3,892
2022 Total Units Sold	3,892
2023 Demand Growth Rate	6%

3.3 USA Market Share



3.4 Actual vs. Potential Units Sold



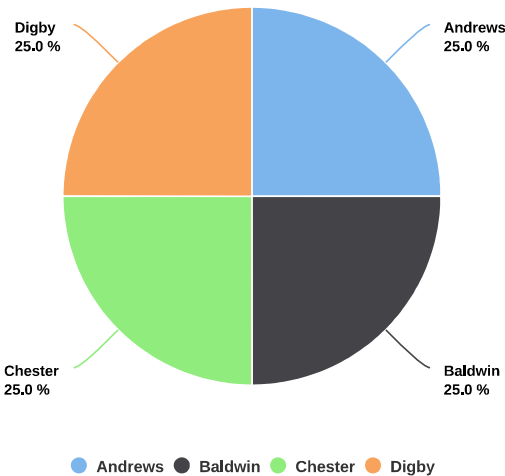
3.5 Top Products															
Name	Price	Revision Date	Units Sold ▼	Potential Sold	Stock Out	Age	Speed	Accuracy	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Region Kit	Design Score	Customer Satisfaction
Able	\$32.00	25-Nov-2019	973	973	No	3.1	6.4	6.4	\$1,000	44%	\$1,000	55%	No	54	12
Baker	\$32.00	25-Nov-2019	973	973	No	3.1	6.4	6.4	\$1,000	44%	\$1,000	55%	No	54	12
Cake	\$32.00	25-Nov-2019	973	973	No	3.1	6.4	6.4	\$1,000	44%	\$1,000	55%	No	54	12
Daze	\$32.00	25-Nov-2019	973	973	No	3.1	6.4	6.4	\$1,000	44%	\$1,000	55%	No	54	12

Section 4 | Marketing - United States of America: High Tech

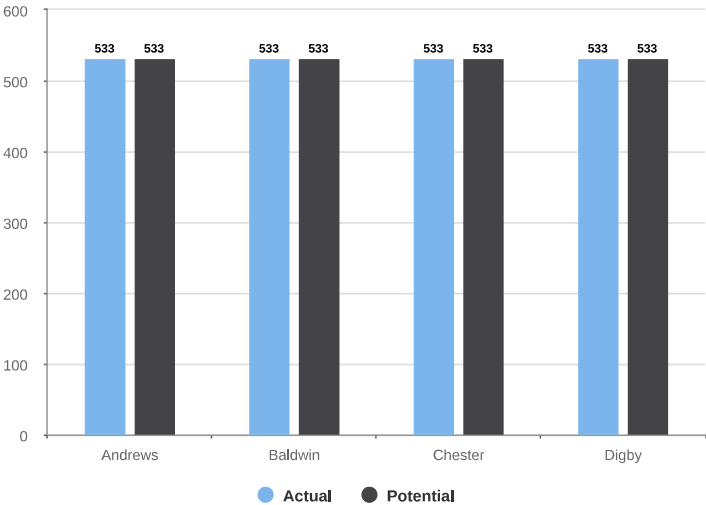
4.1 Customer Buying Criteria		
	Expectations	Importance
Positioning	Speed 7.4 Accuracy 7.4	39%
Age	0 Years	32%
Service Life	17,000 - 23,000 Hours	19%
Price	\$25.00 - \$45.00	10%

4.2 Demand Information	
2022 Total Market Size	2,130
2022 Total Units Sold	2,130
2023 Demand Growth Rate	13%

4.3 USA Market Share



4.4 Actual vs. Potential Units Sold



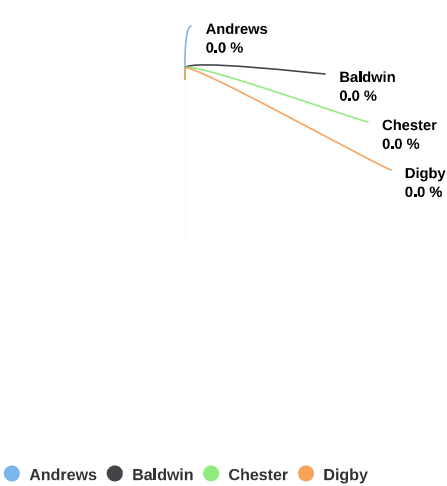
4.5 Top Products															
Name	Price	Revision Date	Units Sold	Potential Sold	Stock Out	Age	Speed	Accuracy	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Region Kit	Design Score	Customer Satisfaction
Able	\$32.00	25-Nov-2019	533	533	No	3.1	6.4	6.4	\$1,000	45%	\$1,000	55%	No	27	17
Baker	\$32.00	25-Nov-2019	533	533	No	3.1	6.4	6.4	\$1,000	45%	\$1,000	55%	No	27	17
Cake	\$32.00	25-Nov-2019	533	533	No	3.1	6.4	6.4	\$1,000	45%	\$1,000	55%	No	27	17
Daze	\$32.00	25-Nov-2019	533	533	No	3.1	6.4	6.4	\$1,000	45%	\$1,000	55%	No	27	17

Section 5 | Marketing - Germany: Low Tech

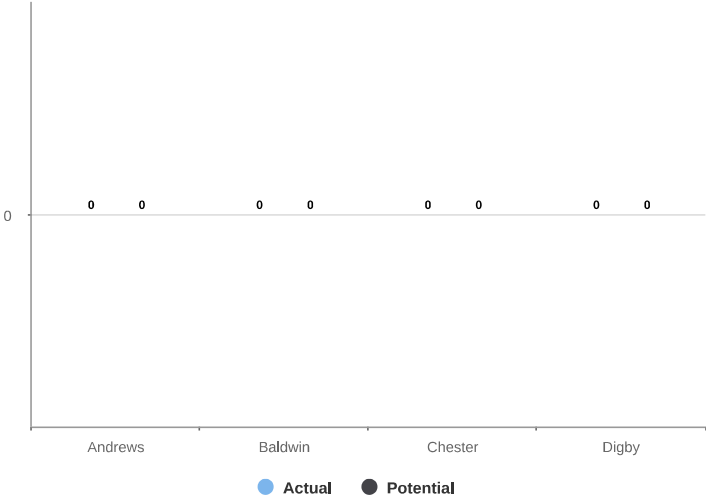
5.1 Customer Buying Criteria		
	Expectations	Importance
Price	€15.00 - €35.00	50%
Positioning	Speed 4.8 Accuracy 4.8	21%
Age	3 Years	15%
Service Life	14,000 - 20,000 Hours	14%

5.2 Demand Information	
FX Rate	\$1.00\$: €0.98EUR
2022 Total Market Size	607
2022 Total Units Sold	0
2023 Demand Growth Rate	20%

5.3 Germany Market Share



5.4 Actual vs. Potential Units Sold



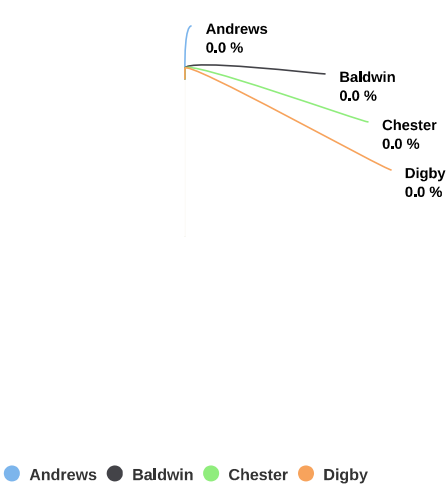
5.5 Top Products															
Name	Price	Revision Date	Units Sold ▼	Potential Sold	Stock Out	Age	Speed	Accuracy	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Region Kit	Design Score	Customer Satisfaction

Section 6 | Marketing - Germany: High Tech

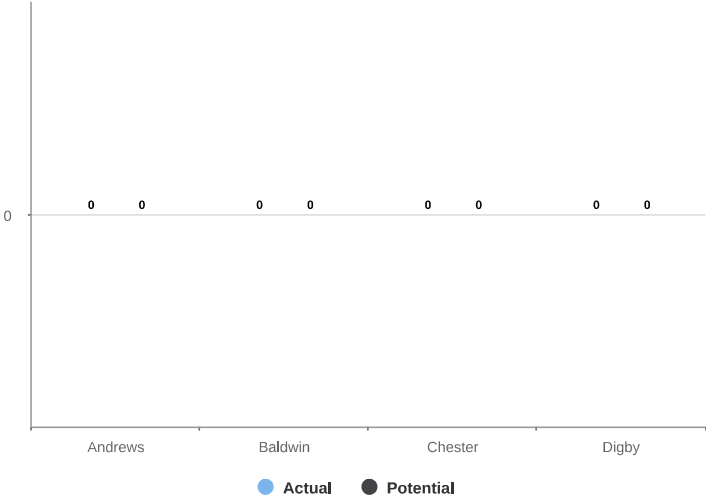
6.1 Customer Buying Criteria		
	Expectations	Importance
Positioning	Speed 7.4 Accuracy 7.4	43%
Age	0 Years	33%
Service Life	17,000 - 23,000 Hours	16%
Price	€25.00 - €45.00	8%

6.2 Demand Information	
FX Rate	\$1.00\$: €0.98EUR
2022 Total Market Size	498
2022 Total Units Sold	0
2023 Demand Growth Rate	35%

6.3 Germany Market Share



6.4 Actual vs. Potential Units Sold



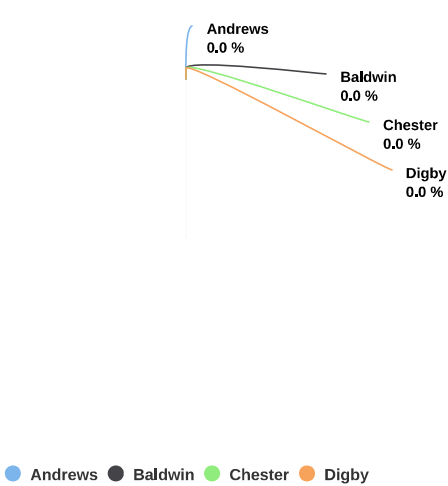
6.5 Top Products															
Name	Price	Revision Date	Units Sold ▼	Potential Sold	Stock Out	Age	Speed	Accuracy	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Region Kit	Design Score	Customer Satisfaction

Section 7 | Marketing - China: Low Tech

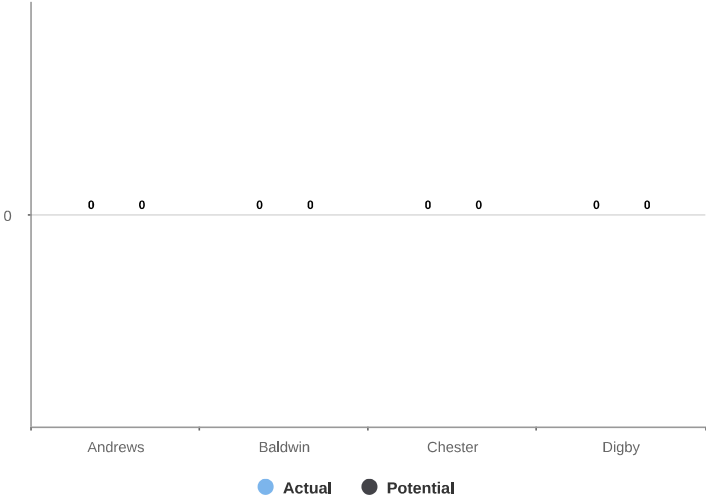
7.1 Customer Buying Criteria		
	Expectations	Importance
Price	¥100.00 - ¥240.00	60%
Age	3 Years	14%
Positioning	Speed 4.8 Accuracy 4.8	14%
Service Life	14,000 - 20,000 Hours	12%

7.2 Demand Information	
FX Rate	\$1.00\$: ¥6.80CNY
2022 Total Market Size	549
2022 Total Units Sold	0
2023 Demand Growth Rate	45%

7.3 China Market Share



7.4 Actual vs. Potential Units Sold



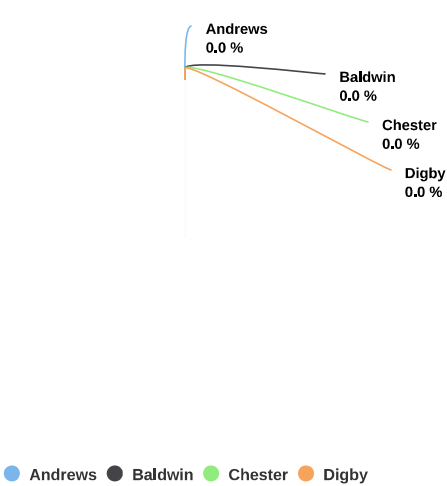
7.5 Top Products															
Name	Price	Revision Date	Units Sold ▼	Potential Sold	Stock Out	Age	Speed	Accuracy	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Region Kit	Design Score	Customer Satisfaction

Section 8 | Marketing - China: High Tech

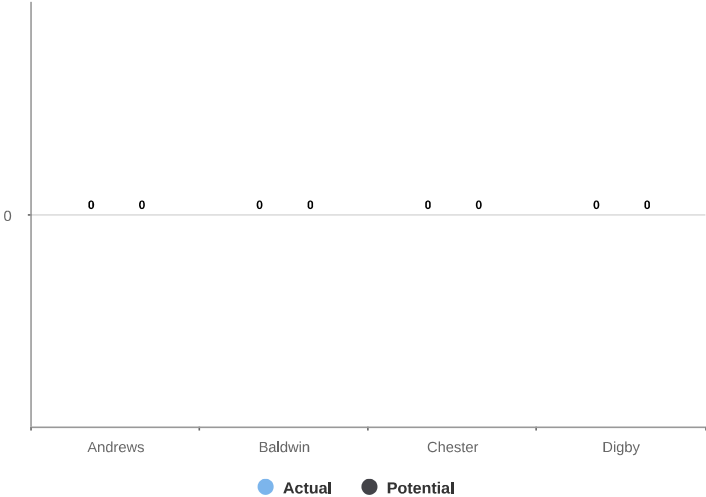
8.1 Customer Buying Criteria		
	Expectations	Importance
Positioning	Speed 7.4 Accuracy 7.4	41%
Age	0 Years	28%
Service Life	17,000 - 23,000 Hours	20%
Price	¥170.00 - ¥305.00	11%

8.2 Demand Information	
FX Rate	\$1.00\$: ¥6.80CNY
2022 Total Market Size	175
2022 Total Units Sold	0
2023 Demand Growth Rate	32%

8.3 China Market Share



8.4 Actual vs. Potential Units Sold



8.5 Top Products															
Name	Price	Revision Date	Units Sold ▼	Potential Sold	Stock Out	Age	Speed	Accuracy	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Region Kit	Design Score	Customer Satisfaction

Section 9 | Production

9.1 Production Plant Locations

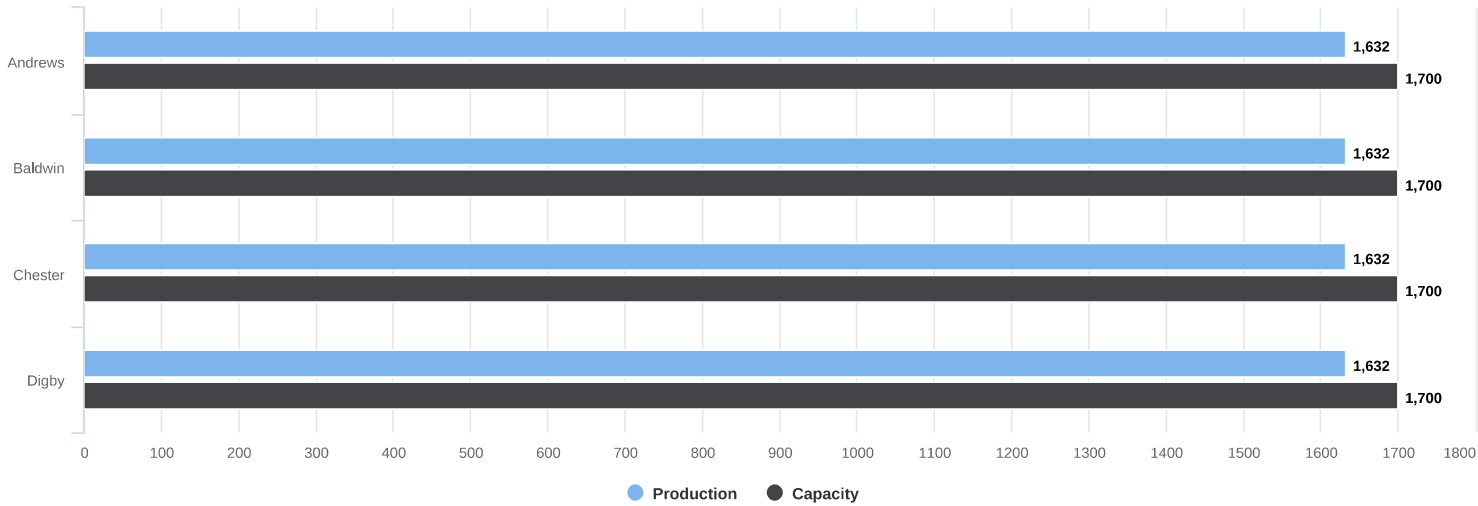
USA

Andrews, Baldwin, Chester, Digby

Germany

China

Production vs Capacity



9.2 Plant Information

Name	Primary Segment	Units Produced	Units Sold	Inventory USA	Inventory Germany	Inventory China	Auto. Next Round	Capacity Next Round	Plant Utilization	Total Plant Investment
Able	High Tech	1,632	1,506	126	0	0	3	1,700	100%	\$0
Baker	High Tech	1,632	1,506	126	0	0	3	1,700	100%	\$0
Cake	High Tech	1,632	1,506	126	0	0	3	1,700	100%	\$0
Daze	High Tech	1,632	1,506	126	0	0	3	1,700	100%	\$0

9.3 Costs

Name	Price	Direct Material	Direct Labor	Shipping	Defects	Cont. Margin
Able	\$32.00	\$12.30	\$8.48	\$0.00	\$0.88	30.3%
Baker	\$32.00	\$12.30	\$8.48	\$0.00	\$0.88	30.3%
Cake	\$32.00	\$12.30	\$8.48	\$0.00	\$0.88	30.3%
Daze	\$32.00	\$12.30	\$8.48	\$0.00	\$0.88	30.3%

Section 10 | Finance

10.1 Income Statement				
	Andrews	Baldwin	Chester	Digby
Sales	\$48,180	\$48,180	\$48,180	\$48,180
Variable Costs				
Direct Material	\$19,153	\$19,153	\$19,153	\$19,153
Direct Labor	\$12,772	\$12,772	\$12,772	\$12,772
Shipping	\$0	\$0	\$0	\$0
Defects	\$1,330	\$1,330	\$1,330	\$1,330
Inventory Carry	\$335	\$335	\$335	\$335
Total Variable Costs (Labor, Material, Carry, Ship, Defect)	\$33,590	\$33,590	\$33,590	\$33,590
Contribution Margin	\$14,590	\$14,590	\$14,590	\$14,590
Period Costs				
Depreciation	\$2,040	\$2,040	\$2,040	\$2,040
SG&A				
R&D	\$0	\$0	\$0	\$0
Promotions	\$1,000	\$1,000	\$1,000	\$1,000
Sales	\$1,000	\$1,000	\$1,000	\$1,000
Administration	\$370	\$370	\$370	\$370
Total Period Costs	\$4,410	\$4,410	\$4,410	\$4,410
Net Margin	\$10,180	\$10,180	\$10,180	\$10,180
Other (Fees/Write-offs/Bonuses/Relocation Fee)	\$0	\$0	\$0	\$0
EBIT	\$10,180	\$10,180	\$10,180	\$10,180
Interest (Short term/Long Term)	\$1,157	\$1,157	\$1,157	\$1,157
Taxes	\$3,158	\$3,158	\$3,158	\$3,158
Profit Sharing	\$117	\$117	\$117	\$117
Net Profit	\$5,748	\$5,748	\$5,748	\$5,748

10.2 Balance Sheet				
	Andrews	Baldwin	Chester	Digby
Cash	\$9,999	\$9,999	\$9,999	\$9,999
Accounts Receivable	\$3,960	\$3,960	\$3,960	\$3,960
Inventory	\$2,791	\$2,791	\$2,791	\$2,791
Total Current Assets	\$16,750	\$16,750	\$16,750	\$16,750
Plant and Equipment	\$30,600	\$30,600	\$30,600	\$30,600
Accumulated Depreciation	(\$10,200)	(\$10,200)	(\$10,200)	(\$10,200)
Total Fixed Assets	\$20,400	\$20,400	\$20,400	\$20,400
Total Assets	\$37,150	\$37,150	\$37,150	\$37,150
Accounts Payable	\$2,963	\$2,963	\$2,963	\$2,963
Current Debt	\$0	\$0	\$0	\$0
Long-Term Debt	\$11,200	\$11,200	\$11,200	\$11,200
Total Liabilities	\$14,163	\$14,163	\$14,163	\$14,163
Common Stock	\$4,937	\$4,937	\$4,937	\$4,937
Retained Earnings	\$18,051	\$18,051	\$18,051	\$18,051
Total Equity	\$22,988	\$22,988	\$22,988	\$22,988
Total Liabilities & Owners Equity	\$37,150	\$37,150	\$37,150	\$37,150

10.3 Cash Flow Statement				
	Andrews	Baldwin	Chester	Digby
Starting Cash Position	\$1,000	\$1,000	\$1,000	\$1,000
Cash From Operations				
Net Income(Loss)	\$5,748	\$5,748	\$5,748	\$5,748
Adjustment For Non-Cash Items				
Depreciation	\$2,040	\$2,040	\$2,040	\$2,040
Extraordinary Gains/Losses/Write-offs	\$0	\$0	\$0	\$0
Changes In Current Assets And Liabilities				
Accounts Payable	\$963	\$963	\$963	\$963
Inventory	(\$2,791)	(\$2,791)	(\$2,791)	(\$2,791)
Accounts Receivable	\$3,040	\$3,040	\$3,040	\$3,040
Net Cash From Operations	\$8,999	\$8,999	\$8,999	\$8,999
Cash From Investing				
Net Plant Improvements	\$0	\$0	\$0	\$0
Cash From Financing				
Dividends Paid	\$0	\$0	\$0	\$0
Sales Of Common Stock	\$0	\$0	\$0	\$0
Purchase Of Common Stock	\$0	\$0	\$0	\$0
Cash From Long-Term Debt Issued	\$0	\$0	\$0	\$0
Early Retirement Of Long-Term Debt	\$0	\$0	\$0	\$0
Retirement Of Current Debt	\$0	\$0	\$0	\$0
Cash From Current Debt Borrowing	\$0	\$0	\$0	\$0
Cash From Emergency Loan	\$0	\$0	\$0	\$0
Net Cash From Financing	\$0	\$0	\$0	\$0
Effect Of Exchange Rates	\$0	\$0	\$0	\$0
Net Change In Cash	\$8,999	\$8,999	\$8,999	\$8,999
Ending Cash Position	\$9,999	\$9,999	\$9,999	\$9,999

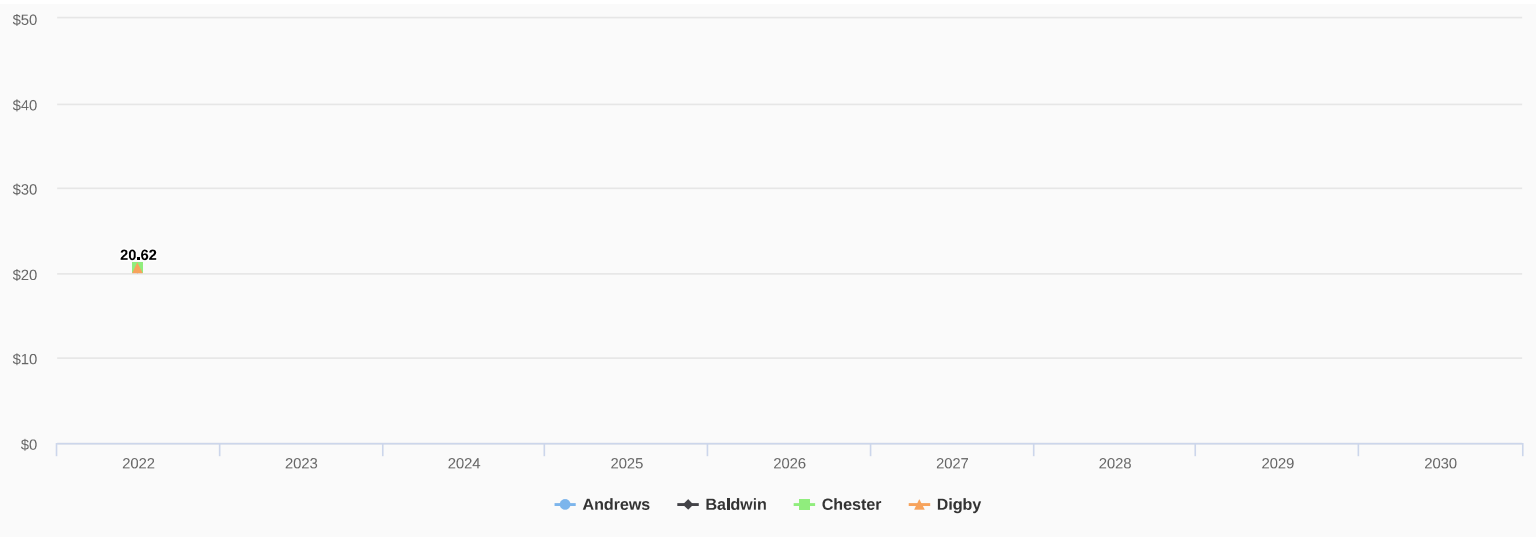
10.4 Bond Market Summary					
Company	Series	Face Value	Yield	Closing Price	S&P Rating
Andrews	9.0S2024	\$1,866,667	8.84%	\$101.78	BBB
	10.0S2026	\$3,733,333	9.38%	\$106.62	BBB
	11.0S2028	\$5,600,000	9.66%	\$113.87	BBB
Baldwin	9.0S2024	\$1,866,667	8.84%	\$101.78	BBB
	10.0S2026	\$3,733,333	9.38%	\$106.62	BBB
	11.0S2028	\$5,600,000	9.66%	\$113.87	BBB
Chester	9.0S2024	\$1,866,667	8.84%	\$101.78	BBB
	10.0S2026	\$3,733,333	9.38%	\$106.62	BBB
	11.0S2028	\$5,600,000	9.66%	\$113.87	BBB
Digby	9.0S2024	\$1,866,667	8.84%	\$101.78	BBB
	10.0S2026	\$3,733,333	9.38%	\$106.62	BBB
	11.0S2028	\$5,600,000	9.66%	\$113.87	BBB

Next Year's Prime Rate: 5%

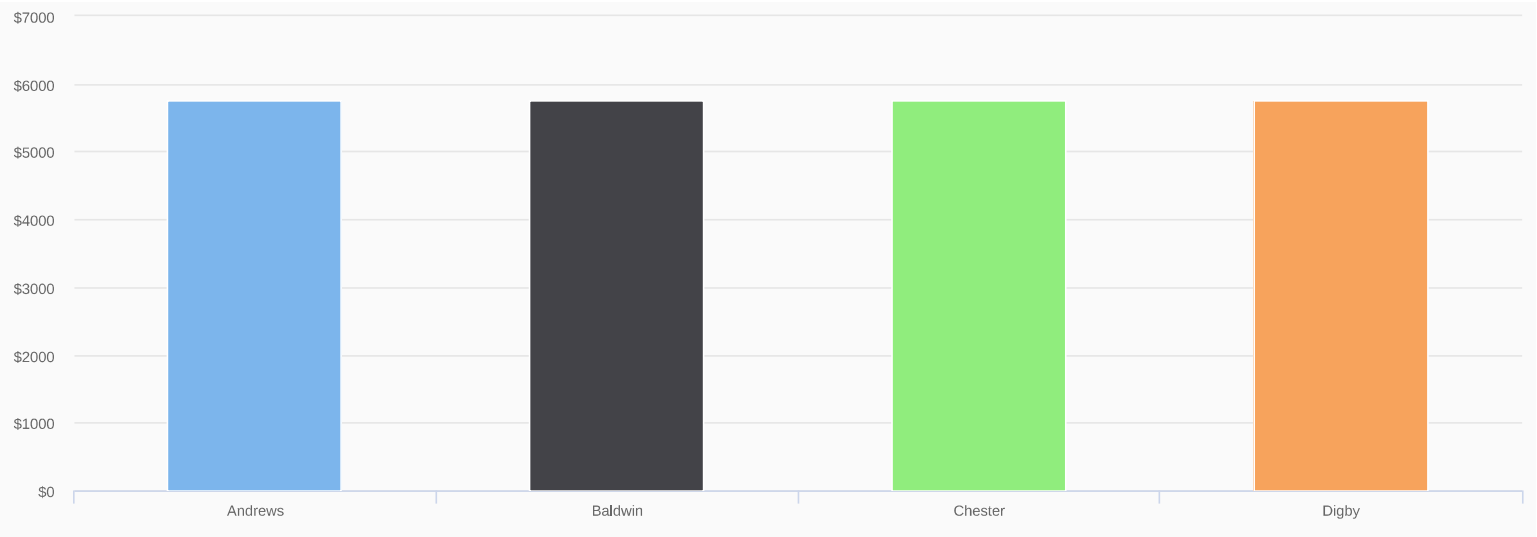
10.5 Stock Market Summary									
Company	Closing Price	Change	Shares Outstanding	Market Cap	Book Value	EPS	Dividend	Yield	P/E
Andrews	\$20.62	\$0.00	2,000,000	\$41m	\$11.49	\$2.87	\$0.00	0%	7.17
Baldwin	\$20.62	\$0.00	2,000,000	\$41m	\$11.49	\$2.87	\$0.00	0%	7.17
Chester	\$20.62	\$0.00	2,000,000	\$41m	\$11.49	\$2.87	\$0.00	0%	7.17
Digby	\$20.62	\$0.00	2,000,000	\$41m	\$11.49	\$2.87	\$0.00	0%	7.17

Finance - Charts

10.6 Stock Price



10.7 Net Profit



10.8 Income Statement - USA				
	Andrews	Baldwin	Chester	Digby
Sales	\$48,180	\$48,180	\$48,180	\$48,180
Variable Costs				
Direct Material	\$19,153	\$19,153	\$19,153	\$19,153
Direct Labor	\$12,772	\$12,772	\$12,772	\$12,772
Shipping	\$0	\$0	\$0	\$0
Defects	\$1,330	\$1,330	\$1,330	\$1,330
Inventory Carry	\$335	\$335	\$335	\$335
Total Variable Costs (Labor, Material, Carry, Ship, Defect)	\$33,590	\$33,590	\$33,590	\$33,590
Contribution Margin	\$14,590	\$14,590	\$14,590	\$14,590
Period Costs				
Depreciation	\$2,040	\$2,040	\$2,040	\$2,040
SG&A				
SG&A	\$2,370	\$2,370	\$2,370	\$2,370
R&D	\$0	\$0	\$0	\$0
Promotions	\$1,000	\$1,000	\$1,000	\$1,000
Sales	\$1,000	\$1,000	\$1,000	\$1,000
Administration	\$370	\$370	\$370	\$370
Total Period Costs	\$4,410	\$4,410	\$4,410	\$4,410
Net Margin	\$10,180	\$10,180	\$10,180	\$10,180
Other (Fees/Write-offs/Bonuses/Relocation Fee)	\$0	\$0	\$0	\$0
EBIT	\$10,180	\$10,180	\$10,180	\$10,180
Interest (Short term/Long Term)	\$1,157	\$1,157	\$1,157	\$1,157
Taxes	\$3,158	\$3,158	\$3,158	\$3,158
Profit Sharing	\$117	\$117	\$117	\$117
Net Profit	\$5,748	\$5,748	\$5,748	\$5,748

10.9 Income Statement - Germany				
	Andrews	Baldwin	Chester	Digby
Sales	\$0	\$0	\$0	\$0
Variable Costs				
Direct Material	\$0	\$0	\$0	\$0
Direct Labor	\$0	\$0	\$0	\$0
Shipping	\$0	\$0	\$0	\$0
Defects	\$0	\$0	\$0	\$0
Inventory Carry	\$0	\$0	\$0	\$0
Total Variable Costs (Labor, Material, Carry, Ship, Defect)	\$0	\$0	\$0	\$0
Contribution Margin	\$0	\$0	\$0	\$0
Period Costs				
Depreciation	\$0	\$0	\$0	\$0
SG&A				
SG&A	\$0	\$0	\$0	\$0
R&D	\$0	\$0	\$0	\$0
Promotions	\$0	\$0	\$0	\$0
Sales	\$0	\$0	\$0	\$0
Administration	\$0	\$0	\$0	\$0
Total Period Costs	\$0	\$0	\$0	\$0
Net Margin	\$0	\$0	\$0	\$0
Other (Fees/Write-offs/Bonuses/Relocation Fee)	\$0	\$0	\$0	\$0
EBIT	\$0	\$0	\$0	\$0
Interest (Short term/Long Term)	\$0	\$0	\$0	\$0
Taxes	\$0	\$0	\$0	\$0
Profit Sharing	\$0	\$0	\$0	\$0
Net Profit	\$0	\$0	\$0	\$0

10.10 Income Statement - China				
	Andrews	Baldwin	Chester	Digby
Sales	\$0	\$0	\$0	\$0
Variable Costs				
Direct Material	\$0	\$0	\$0	\$0
Direct Labor	\$0	\$0	\$0	\$0
Shipping	\$0	\$0	\$0	\$0
Defects	\$0	\$0	\$0	\$0
Inventory Carry	\$0	\$0	\$0	\$0
Total Variable Costs (Labor, Material, Carry, Ship, Defect)	\$0	\$0	\$0	\$0
Contribution Margin	\$0	\$0	\$0	\$0
Period Costs				
Depreciation	\$0	\$0	\$0	\$0
SG&A				
SG&A	\$0	\$0	\$0	\$0
R&D	\$0	\$0	\$0	\$0
Promotions	\$0	\$0	\$0	\$0
Sales	\$0	\$0	\$0	\$0
Administration	\$0	\$0	\$0	\$0
Total Period Costs	\$0	\$0	\$0	\$0
Net Margin	\$0	\$0	\$0	\$0
Other (Fees/Write-offs/Bonuses/Relocation Fee)	\$0	\$0	\$0	\$0
EBIT	\$0	\$0	\$0	\$0
Interest (Short term/Long Term)	\$0	\$0	\$0	\$0
Taxes	\$0	\$0	\$0	\$0
Profit Sharing	\$0	\$0	\$0	\$0
Net Profit	\$0	\$0	\$0	\$0

Section 11 | Custom Modules

11.1 Workforce Summary				
	Andrews	Baldwin	Chester	Digby
Number of Employees	327	327	327	327
First Shift	327	327	327	327
Second Shift	0	0	0	0
Overtime %	0%	0%	0%	0%
Turnover Rate	10.0%	10.0%	10.0%	10.0%
New Employees	33	33	33	33
Separated Employees	0	0	0	0
Productivity Index	100.0%	100.0%	100.0%	100.0%