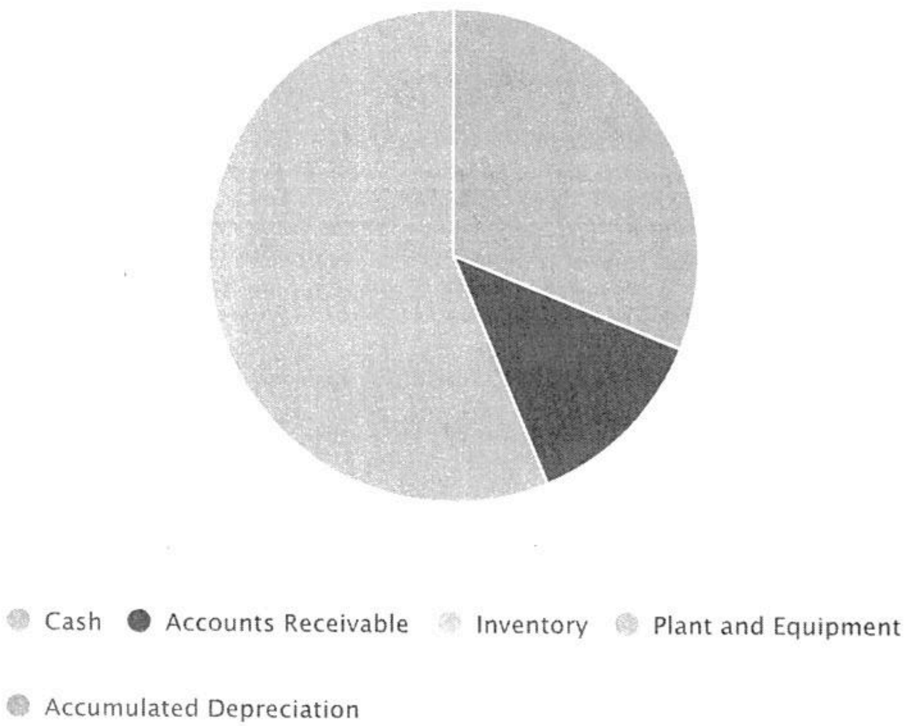
# Chester Annual Report

## Round 1 - 2020 Report

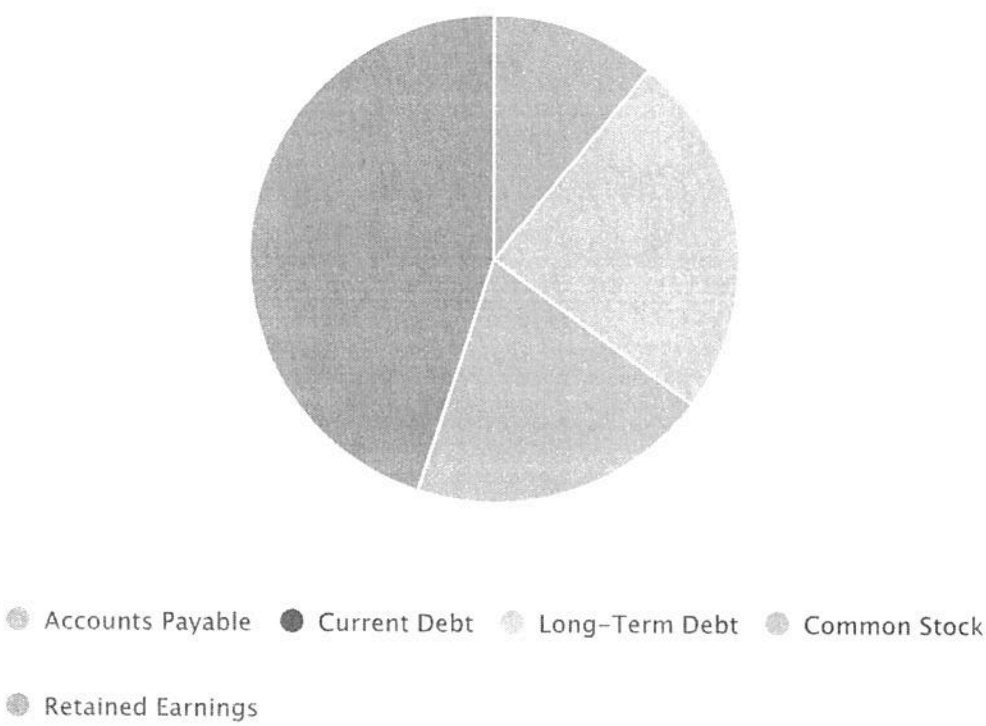
**Sim ID ZP79844_1**

| Cash Flow Statement | 2019 | 2020 |
|---|---|---|
| **Cash Flows from Operating activities** | | |
| Net Income(Loss) | $2,490 | $4,278 |
| Depreciation | $960 | $1,413 |
| Extraordinary Gains/Losses/Write-offs | $0 | $0 |
| Accounts Payable | $854 | $553 |
| Inventory | ($2,352) | $2,352 |
| Accounts Receivable | $3,647 | ($1,386) |
| **Net Cash from Operations Activities** | $5,598 | $7,211 |
| **Cash Flows from Investing Activities** | | |
| Net Plant Improvements | $0 | ($6,800) |
| **Cash Flows from Financing Activities** | | |
| Dividends Paid | ($1,000) | $0 |
| Sales Of Common Stock | $0 | $4,400 |
| Purchase Of Common Stock | $0 | ($1,100) |
| Cash From Long-Term Debt Issued | $0 | $2,400 |
| Early Retirement Of Long-Term Debt | $0 | $0 |
| Net Change in Current Debt | $0 | $0 |
| **Net Cash from Financing Activities** | ($1,000) | $5,700 |
| **Net Change In Cash Position** | $4,598 | $6,111 |
| **Closing Cash Position** | $5,598 | $11,708 |

## Assets




## Liabilities and Owner's Equity



## Assets

| | 2019 | 2020 |
|---|---|---|
| **Current Assets** | | |
| Cash | $5,598 | $11,708 |
| Accounts Receivable | $3,353 | $4,740 |
| Inventory | $2,352 | $0 |
| **Total Current Assets** | $11,303 | $16,448 |
| **Fixed Assets** | | |
| Plant and Equipment | $14,400 | $21,200 |
| Accumulated Depreciation | ($4,800) | ($6,213) |
| **Total Fixed Assets** | $9,600 | $14,987 |
| **Total Assets** | $20,903 | $31,434 |

## Liabilities and Owner's Equity

| | 2019 | 2020 |
|---|---|---|
| **Liabilities** | | |
| Accounts Payable | $2,854 | $3,407 |
| Current Debt | $0 | $0 |
| Long-Term Debt | $5,200 | $7,600 |
| **Total Liabilities** | $8,054 | $11,007 |
| **Ownerâ€™s Equity** | | |
| Common Stock | $2,323 | $6,294 |
| Retained Earnings | $10,526 | $14,133 |
| **Total Owner's Equity** | $12,850 | $20,427 |
| **Total Liabilities & Owner's Equity** | $20,903 | $31,434 |

## Income Statement

| | Cake | Total | Industry Avg | Percentage |
|---|---|---|---|---|
| Sales | $57,666 | $57,666 | $49,618 | 100% |
| Variable Costs | | | | |
| Direct Material | $25,339 | $25,339 | $19,190 | 43.9% |
| Direct Labor | $18,466 | $18,466 | $13,567 | 32% |
| Defects | $0 | $0 | $0 | 0% |
| Inventory Carry | $0 | $0 | $900 | 0% |
| Total Variable Costs (Labor, Material, Carry) | $43,805 | $43,805 | $33,656 | 76% |
| **Contribution Margin** | $13,860 | $13,860 | $15,962 | 24% |
| Fixed Costs | | | | |
| Depreciation | $1,413 | $1,413 | $1,209 | 2.5% |
| SG&A | | | | |
| R&D | $40 | $40 | $871 | 0.1% |
| Promotions | $2,100 | $2,100 | $1,617 | 3.6% |
| Sales | $1,400 | $1,400 | $1,717 | 2.4% |
| Administration | $954 | $954 | $807 | 1.7% |
| Fixed Costs | $5,907 | $5,907 | $6,220 | 10.2% |
| **Net Margin** | $7,953 | $7,953 | $9,742 | 13.8% |
| Other Expenses | | $357 | $149 | 0.6% |
| EBIT | | $7,597 | $9,594 | 13.2% |
| Short Term Interest | | $0 | $106 | 0% |
| Long Term Interest | | $881 | $720 | 1.5% |
| Profit Sharing | | $87 | $121 | 0.2% |
| Net Profit | | $4,278 | $5,578 | 7.4% |

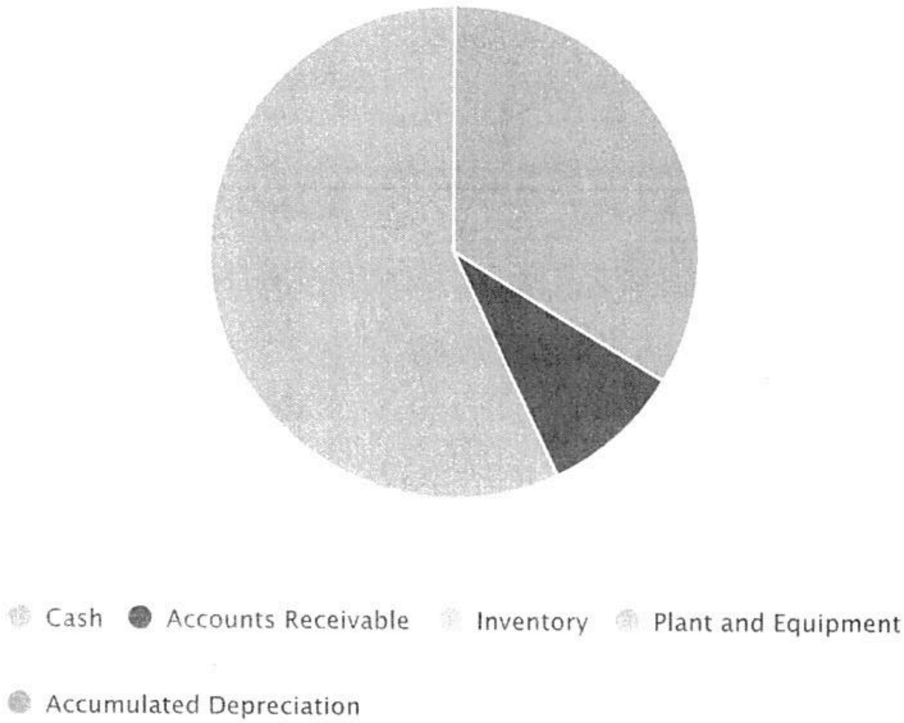
# Chester Annual Report

## Round 2 - 2021 Report

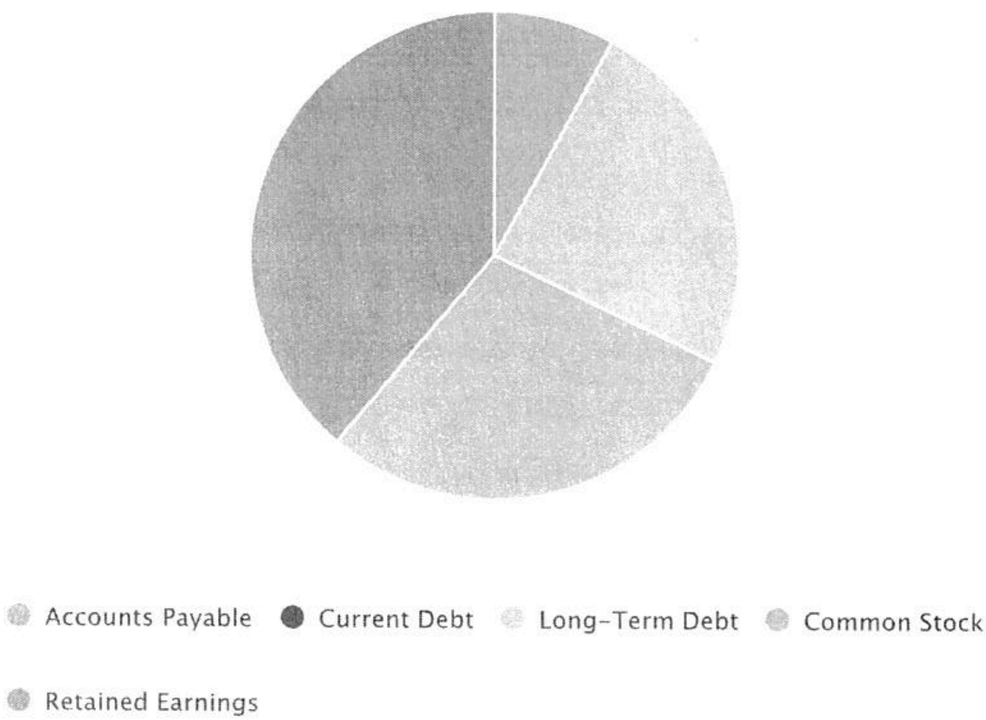
**Sim ID ZP79844_1**

| Cash Flow Statement | 2020 | 2021 |
|---|---|---|
| **Cash Flows from Operating activities** | | |
| Net Income(Loss) | $4,278 | $5,693 |
| Depreciation | $1,413 | $2,191 |
| Extraordinary Gains/Losses/Write-offs | $0 | $12 |
| Accounts Payable | $553 | $506 |
| Inventory | $2,352 | $0 |
| Accounts Receivable | ($1,386) | ($659) |
| **Net Cash from Operations Activities** | $7,211 | $7,744 |
| **Cash Flows from Investing Activities** | | |
| Net Plant Improvements | ($6,800) | ($11,660) |
| **Cash Flows from Financing Activities** | | |
| Dividends Paid | $0 | ($688) |
| Sales Of Common Stock | $4,400 | $8,000 |
| Purchase Of Common Stock | ($1,100) | $0 |
| Cash From Long-Term Debt Issued | $2,400 | $5,200 |
| Early Retirement Of Long-Term Debt | $0 | ($900) |
| Net Change in Current Debt | $0 | $0 |
| **Net Cash from Financing Activities** | $5,700 | $11,612 |
| **Net Change In Cash Position** | $6,111 | $7,695 |
| **Closing Cash Position** | $11,708 | $19,403 |

## Assets




## Liabilities and Owner's Equity



## Assets

| | 2020 | 2021 |
|---|---|---|
| **Current Assets** | | |
| Cash | $11,708 | $19,403 |
| Accounts Receivable | $4,740 | $5,398 |
| Inventory | $0 | $0 |
| **Total Current Assets** | $16,448 | $24,802 |
| **Fixed Assets** | | |
| Plant and Equipment | $21,200 | $32,860 |
| Accumulated Depreciation | ($6,213) | ($8,404) |
| **Total Fixed Assets** | $14,987 | $24,456 |
| **Total Assets** | $31,434 | $49,258 |

## Liabilities and Owner's Equity

| | 2020 | 2021 |
|---|---|---|
| **Liabilities** | | |
| Accounts Payable | $3,407 | $3,913 |
| Current Debt | $0 | $0 |
| Long-Term Debt | $7,600 | $11,912 |
| **Total Liabilities** | $11,007 | $15,826 |
| **Ownerâ€™s Equity** | | |
| Common Stock | $6,294 | $14,294 |
| Retained Earnings | $14,133 | $19,137 |
| **Total Owner's Equity** | $20,427 | $33,432 |
| **Total Liabilities & Owner's Equity** | $31,434 | $49,258 |

## Income Statement

| | Cake | Total | Industry Avg | Percentage |
|---|---|---|---|---|
| Sales | $65,677 | $65,677 | $58,226 | 100% |
| Variable Costs | | | | |
| Direct Material | $26,904 | $26,904 | $21,196 | 41% |
| Direct Labor | $20,710 | $20,710 | $15,001 | 31.5% |
| Defects | $0 | $0 | $0 | 0% |
| Inventory Carry | $0 | $0 | $1,219 | 0% |
| Total Variable Costs (Labor, Material, Carry) | $47,614 | $47,614 | $37,417 | 72.5% |
| **Contribution Margin** | $18,063 | $18,063 | $20,809 | 27.5% |
| Fixed Costs | | | | |
| Depreciation | $2,191 | $2,191 | $1,527 | 3.3% |
| SG&A | | | | |
| R&D | $506 | $506 | $845 | 0.8% |
| Promotions | $1,500 | $1,500 | $1,875 | 2.3% |
| Sales | $1,400 | $1,400 | $1,900 | 2.1% |
| Administration | $1,061 | $1,061 | $970 | 1.6% |
| Fixed Costs | $6,658 | $6,658 | $7,117 | 10.1% |
| **Net Margin** | $11,405 | $11,405 | $13,693 | 17.4% |
| Other Expenses | | $1,186 | $1,158 | 1.8% |
| EBIT | | $10,220 | $12,464 | 15.6% |
| Short Term Interest | | $0 | $112 | 0% |
| Long Term Interest | | $1,283 | $879 | 2% |
| Profit Sharing | | $116 | $163 | 0.2% |
| Net Profit | | $5,693 | $7,294 | 8.7% |

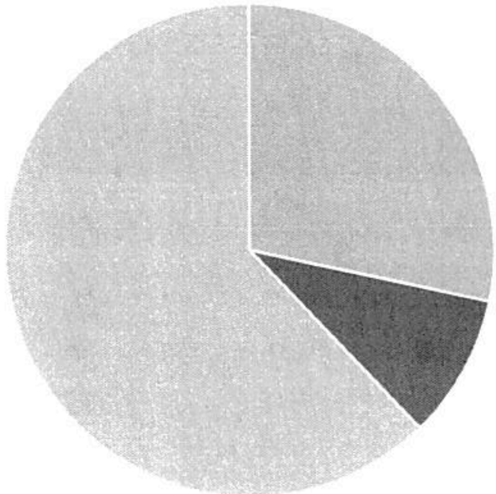
# Chester Annual Report

## Round 3 - 2022 Report

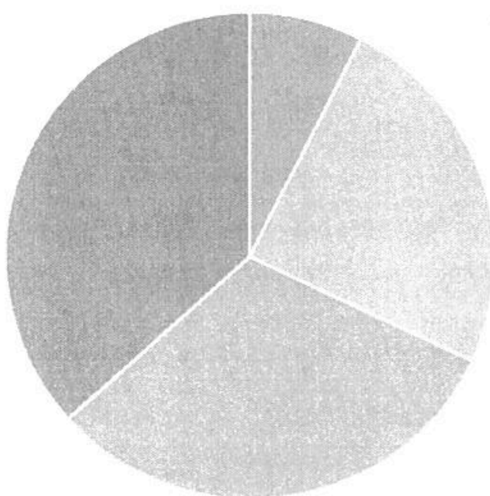
**Sim ID ZP79844_1**

| Cash Flow Statement | 2021 | 2022 |
|---|---|---|
| **Cash Flows from Operating activities** | | |
| Net Income(Loss) | $5,693 | $10,691 |
| Depreciation | $2,191 | $2,560 |
| Extraordinary Gains/Losses/Write-offs | $12 | $379 |
| Accounts Payable | $506 | $2,033 |
| Inventory | $0 | $0 |
| Accounts Receivable | ($659) | ($3,190) |
| **Net Cash from Operations Activities** | $7,744 | $12,473 |
| **Cash Flows from Investing Activities** | | |
| Net Plant Improvements | ($11,660) | ($23,540) |
| **Cash Flows from Financing Activities** | | |
| Dividends Paid | ($688) | $0 |
| Sales Of Common Stock | $8,000 | $11,600 |
| Purchase Of Common Stock | $0 | ($1,500) |
| Cash From Long-Term Debt Issued | $5,200 | $11,900 |
| Early Retirement Of Long-Term Debt | ($900) | ($4,700) |
| Net Change in Current Debt | $0 | $0 |
| **Net Cash from Financing Activities** | $11,612 | $17,300 |
| **Net Change In Cash Position** | $7,695 | $6,233 |
| **Closing Cash Position** | $19,403 | $25,636 |

## Assets




## Liabilities and Owner's Equity



## Assets

| | 2021 | 2022 |
|---|---|---|
| **Current Assets** | | |
| Cash | $19,403 | $25,636 |
| Accounts Receivable | $5,398 | $8,589 |
| Inventory | $0 | $0 |
| **Total Current Assets** | $24,802 | $34,225 |
| **Fixed Assets** | | |
| Plant and Equipment | $32,860 | $56,400 |
| Accumulated Depreciation | ($8,404) | ($10,964) |
| **Total Fixed Assets** | $24,456 | $45,436 |
| **Total Assets** | $49,258 | $79,661 |

## Liabilities and Owner's Equity

| | 2021 | 2022 |
|---|---|---|
| **Liabilities** | | |
| Accounts Payable | $3,913 | $5,947 |
| Current Debt | $0 | $0 |
| Long-Term Debt | $11,912 | $19,491 |
| **Total Liabilities** | $15,826 | $25,438 |
| **Ownerâ€™s Equity** | | |
| Common Stock | $14,294 | $25,032 |
| Retained Earnings | $19,137 | $29,191 |
| **Total Owner's Equity** | $33,432 | $54,223 |
| **Total Liabilities & Owner's Equity** | $49,258 | $79,661 |

## Income Statement

| | Cake | Clack | Total | Industry Avg | Percentage |
|---|---|---|---|---|---|
| Sales | $104,495 | $0 | $104,495 | $65,744 | 100% |
| Variable Costs | | | | | |
| Direct Material | $38,696 | $0 | $38,696 | $23,760 | 37% |
| Direct Labor | $33,659 | $0 | $33,659 | $18,769 | 32.2% |
| Defects | $0 | $0 | $0 | $0 | 0% |
| Inventory Carry | $0 | $0 | $0 | $1,656 | 0% |
| Total Variable Costs (Labor, Material, Carry) | $72,355 | $0 | $72,355 | $44,184 | 69.2% |
| **Contribution Margin** | $32,140 | $0 | $32,140 | $21,560 | 30.8% |
| Fixed Costs | | | | | |
| Depreciation | $2,560 | $0 | $2,560 | $1,841 | 2.4% |
| SG&A | | | | | |
| R&D | $726 | $1,000 | $1,726 | $1,324 | 1.7% |
| Promotions | $1,650 | $0 | $1,650 | $2,408 | 1.6% |
| Sales | $1,400 | $0 | $1,400 | $2,367 | 1.3% |
| Administration | $1,816 | $0 | $1,816 | $1,316 | 1.7% |
| Fixed Costs | $8,152 | $1,000 | $9,152 | $9,255 | 8.8% |
| **Net Margin** | $23,987 | ($1,000) | $22,987 | $12,305 | 22% |
| | | Other Expenses | $4,347 | $2,263 | 4.2% |
| | | EBIT | $18,641 | $10,042 | 17.8% |
| | | Short Term Interest | $0 | $177 | 0% |
| | | Long Term Interest | $1,857 | $958 | 1.8% |
| | | Profit Sharing | $218 | $142 | 0.2% |
| | | Net Profit | $10,691 | $5,647 | 10.2% |

# Chester Annual Report

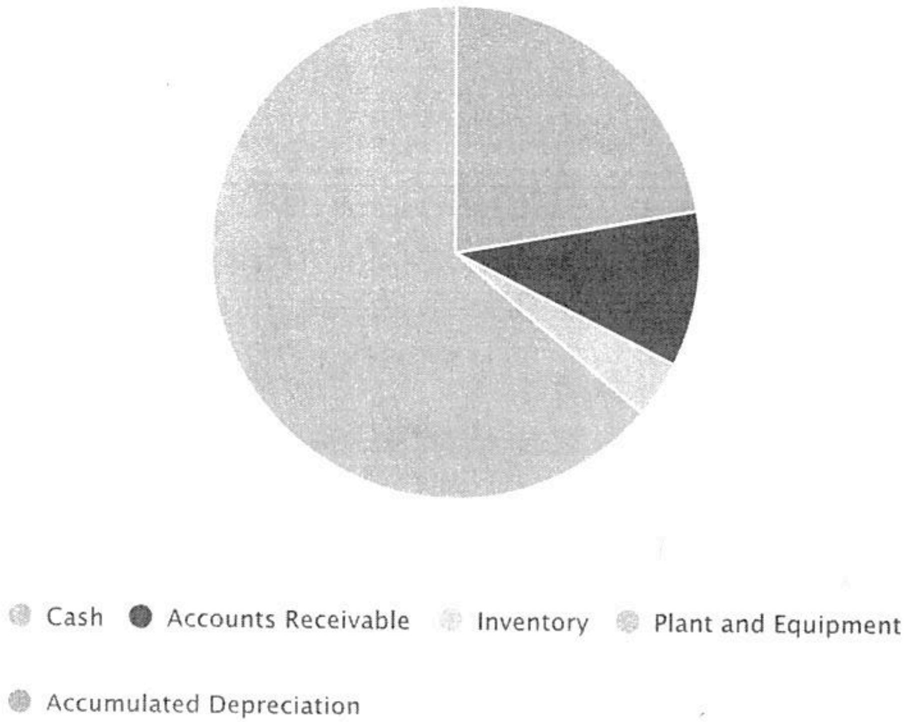
## Round 4 - 2023 Report

**Sim ID ZP79844_1**

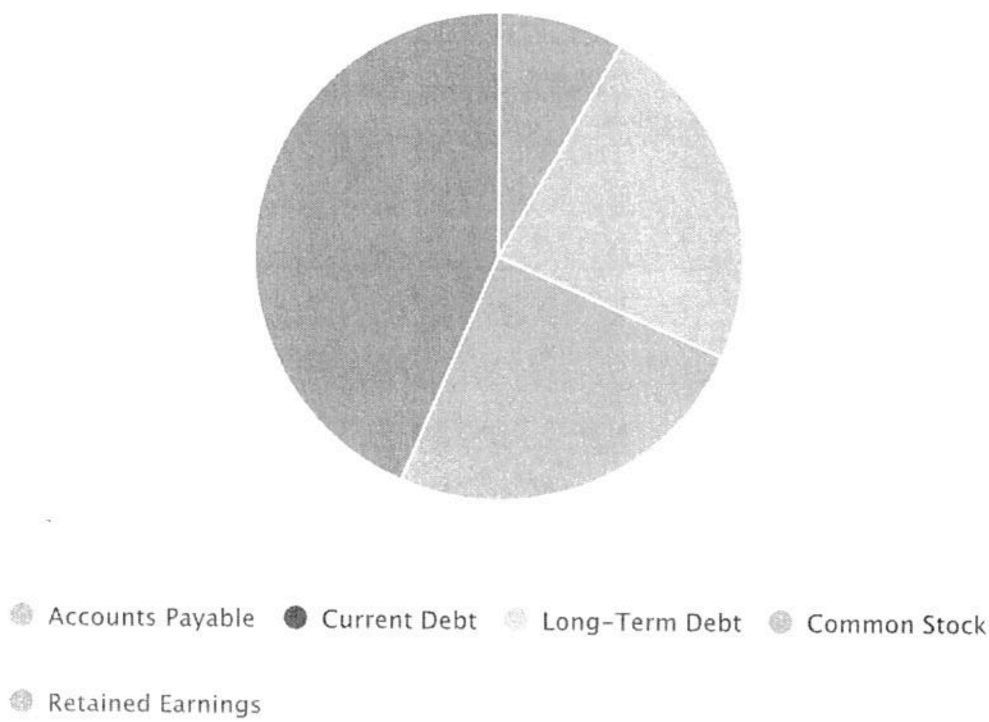
### Cash Flow Statement

| | 2022 | 2023 |
|---|---|---|
| **Cash Flows from Operating activities** | | |
| Net Income(Loss) | $10,691 | $13,983 |
| Depreciation | $2,560 | $4,760 |
| Extraordinary Gains/Losses/Write-offs | $379 | $3 |
| Accounts Payable | $2,033 | $1,972 |
| Inventory | $0 | ($4,227) |
| Accounts Receivable | ($3,190) | ($2,821) |
| **Net Cash from Operations Activities** | $12,473 | $13,670 |
| **Cash Flows from Investing Activities** | | |
| Net Plant Improvements | ($23,540) | ($15,000) |
| **Cash Flows from Financing Activities** | | |
| Dividends Paid | $0 | $0 |
| Sales Of Common Stock | $11,600 | $0 |
| Purchase Of Common Stock | ($1,500) | ($2,500) |
| Cash From Long-Term Debt Issued | $11,900 | $15,000 |
| Early Retirement Of Long-Term Debt | ($4,700) | ($12,000) |
| Net Change in Current Debt | $0 | $0 |
| **Net Cash from Financing Activities** | $17,300 | $500 |
| **Net Change In Cash Position** | $6,233 | ($830) |
| **Closing Cash Position** | $25,636 | $24,806 |

## Assets




## Liabilities and Owner's Equity



## Assets

| | 2022 | 2023 |
|---|---|---|
| **Current Assets** | | |
| Cash | $25,636 | $24,806 |
| Accounts Receivable | $8,589 | $11,410 |
| Inventory | $0 | $4,227 |
| **Total Current Assets** | $34,225 | $40,443 |
| **Fixed Assets** | | |
| Plant and Equipment | $56,400 | $71,400 |
| Accumulated Depreciation | ($10,964) | ($15,724) |
| **Total Fixed Assets** | $45,436 | $55,676 |
| **Total Assets** | $79,661 | $96,119 |

## Liabilities and Owner's Equity

| | 2022 | 2023 |
|---|---|---|
| **Liabilities** | | |
| Accounts Payable | $5,947 | $7,919 |
| Current Debt | $0 | $0 |
| Long-Term Debt | $19,491 | $22,494 |
| **Total Liabilities** | $25,438 | $30,413 |
| **Ownerâ€™s Equity** | | |
| Common Stock | $25,032 | $23,878 |
| Retained Earnings | $29,191 | $41,828 |
| **Total Owner's Equity** | $54,223 | $65,706 |
| **Total Liabilities & Owner's Equity** | $79,661 | $96,119 |

## Income Statement

| | Cake | Clack | Total | Industry Avg | Percentage |
|---|---|---|---|---|---|
| Sales | $108,412 | $30,411 | $138,823 | $76,188 | 100% |
| Variable Costs | | | | | |
| Direct Material | $38,134 | $11,994 | $50,128 | $25,798 | 36.1% |
| Direct Labor | $31,344 | $10,648 | $41,992 | $20,857 | 30.2% |
| Defects | $0 | $0 | $0 | $0 | 0% |
| Inventory Carry | $0 | $507 | $507 | $2,030 | 0.4% |
| Total Variable Costs (Labor, Material, Carry) | $69,478 | $23,149 | $92,627 | $48,685 | 66.7% |
| **Contribution Margin** | $38,934 | $7,262 | $46,196 | $27,503 | 33.3% |
| Fixed Costs | | | | | |
| Depreciation | $2,560 | $2,200 | $4,760 | $3,320 | 3.4% |
| SG&A | | | | | |
| R&D | $0 | $470 | $470 | $915 | 0.3% |
| Promotions | $1,400 | $1,200 | $2,600 | $2,967 | 1.9% |
| Sales | $1,400 | $1,200 | $2,600 | $2,967 | 1.9% |
| Administration | $1,652 | $483 | $2,135 | $1,399 | 1.5% |
| Fixed Costs | $7,082 | $5,553 | $12,635 | $11,579 | 9.1% |
| **Net Margin** | $31,852 | $1,709 | $33,561 | $15,924 | 24.2% |
| | | Other Expenses | $9,471 | $6,043 | 6.8% |
| | | EBIT | $24,090 | $9,781 | 17.4% |
| | | Short Term Interest | $0 | $274 | 0% |
| | | Long Term Interest | $2,139 | $1,484 | 1.5% |
| | | Profit Sharing | $285 | $155 | 0.2% |
| | | Net Profit | $13,983 | $5,060 | 10.1% |

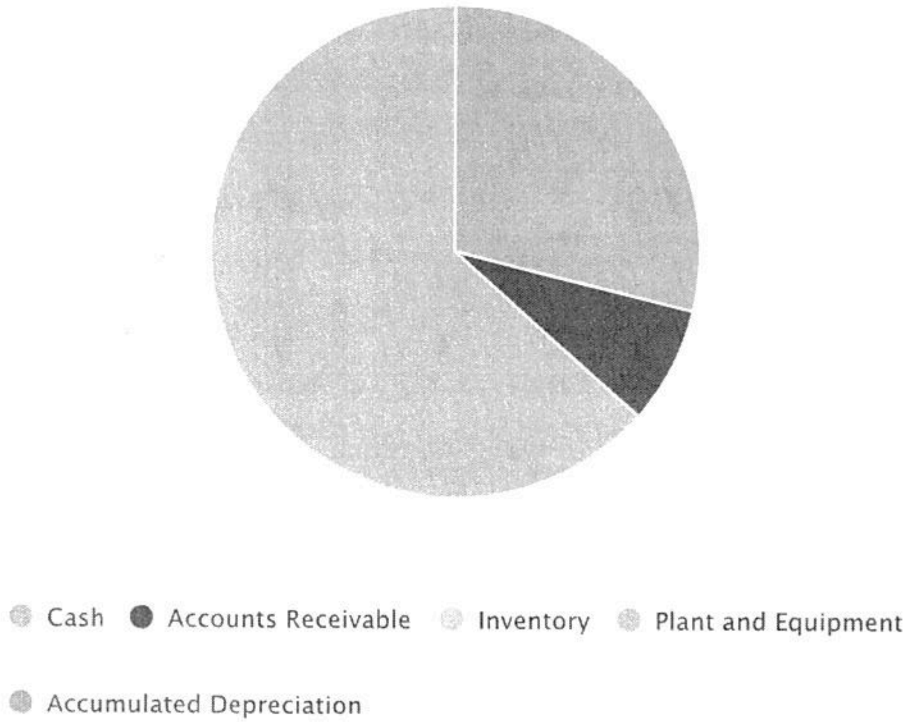
# Chester Annual Report

## Round 5 - 2024 Report

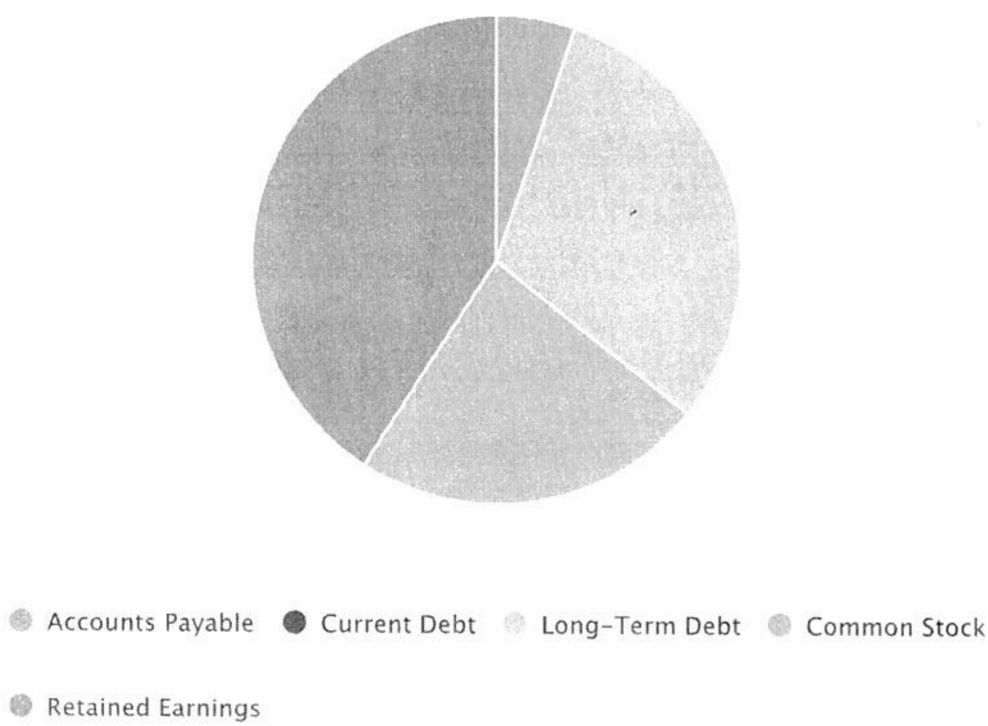
**Sim ID ZP79844_1**

| Cash Flow Statement | 2023 | 2024 |
|---|---|---|
| **Cash Flows from Operating activities** | | |
| Net Income(Loss) | $13,983 | $19,929 |
| Depreciation | $4,760 | $7,000 |
| Extraordinary Gains/Losses/Write-offs | $3 | $0 |
| Accounts Payable | $1,972 | ($527) |
| Inventory | ($4,227) | $4,227 |
| Accounts Receivable | ($2,821) | ($1,373) |
| **Net Cash from Operations Activities** | $13,670 | $29,256 |
| **Cash Flows from Investing Activities** | | |
| Net Plant Improvements | ($15,000) | ($33,600) |
| **Cash Flows from Financing Activities** | | |
| Dividends Paid | $0 | $0 |
| Sales Of Common Stock | $0 | $12,500 |
| Purchase Of Common Stock | ($2,500) | ($6,400) |
| Cash From Long-Term Debt Issued | $15,000 | $21,100 |
| Early Retirement Of Long-Term Debt | ($12,000) | $0 |
| Net Change in Current Debt | $0 | $0 |
| **Net Cash from Financing Activities** | $500 | $27,200 |
| **Net Change In Cash Position** | ($830) | $22,856 |
| **Closing Cash Position** | $24,806 | $47,662 |

## Assets




## Liabilities and Owner's Equity



## Assets

| | 2023 | 2024 |
|---|---|---|
| **Current Assets** | | |
| Cash | $24,806 | $47,662 |
| Accounts Receivable | $11,410 | $12,783 |
| Inventory | $4,227 | $0 |
| **Total Current Assets** | $40,443 | $60,445 |
| **Fixed Assets** | | |
| Plant and Equipment | $71,400 | $105,000 |
| Accumulated Depreciation | ($15,724) | ($22,724) |
| **Total Fixed Assets** | $55,676 | $82,276 |
| **Total Assets** | $96,119 | $142,721 |

## Liabilities and Owner's Equity

| | 2023 | 2024 |
|---|---|---|
| **Liabilities** | | |
| Accounts Payable | $7,919 | $7,392 |
| Current Debt | $0 | $0 |
| Long-Term Debt | $22,494 | $43,594 |
| **Total Liabilities** | $30,413 | $50,986 |
| **Ownerâ€™s Equity** | | |
| Common Stock | $23,878 | $33,401 |
| Retained Earnings | $41,828 | $58,334 |
| **Total Owner's Equity** | $65,706 | $91,734 |
| **Total Liabilities & Owner's Equity** | $96,119 | $142,721 |

## Income Statement

| | Cake | Clack | Total | Industry Avg | Percentage |
|---|---|---|---|---|---|
| Sales | $108,549 | $46,973 | $155,522 | $86,698 | 100% |
| Variable Costs | | | | | |
| Direct Material | $34,214 | $17,255 | $51,469 | $29,104 | 33.1% |
| Direct Labor | $30,700 | $11,997 | $42,696 | $21,998 | 27.5% |
| Defects | $0 | $0 | $0 | $0 | 0% |
| Inventory Carry | $0 | $0 | $0 | $2,284 | 0% |
| Total Variable Costs (Labor, Material, Carry) | $64,913 | $29,252 | $94,165 | $53,387 | 60.5% |
| **Contribution Margin** | $43,635 | $17,721 | $61,356 | $33,311 | 39.5% |
| Fixed Costs | | | | | |
| Depreciation | $4,800 | $2,200 | $7,000 | $3,752 | 4.5% |
| SG&A | | | | | |
| R&D | $0 | $0 | $0 | $1,049 | 0% |
| Promotions | $1,400 | $2,600 | $4,000 | $2,750 | 2.6% |
| Sales | $2,000 | $1,700 | $3,700 | $2,675 | 2.4% |
| Administration | $1,314 | $663 | $1,976 | $1,240 | 1.3% |
| Fixed Costs | $9,732 | $7,163 | $16,894 | $11,576 | 10.9% |
| **Net Margin** | $33,904 | $10,558 | $44,462 | $21,735 | 28.6% |
| | | Other Expenses | $9,076 | $10,851 | 5.8% |
| | | EBIT | $35,386 | $10,780 | 22.8% |
| | | Short Term Interest | $0 | $365 | 0% |
| | | Long Term Interest | $4,101 | $2,156 | 2.6% |
| | | Profit Sharing | $407 | $135 | 0.3% |
| | | Net Profit | $19,929 | $5,233 | 12.8% |

# Chester Annual Report

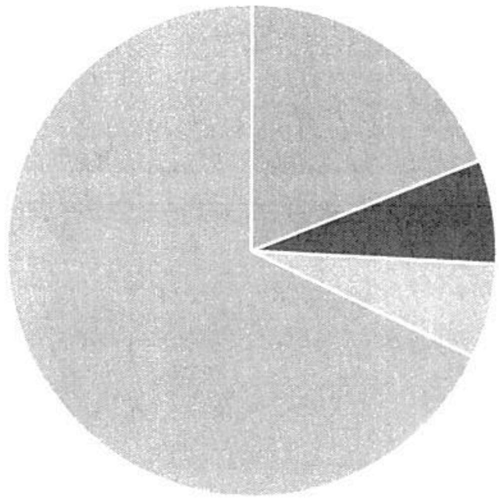
## Round 6 - 2025 Report

**Sim ID ZP79844_1**

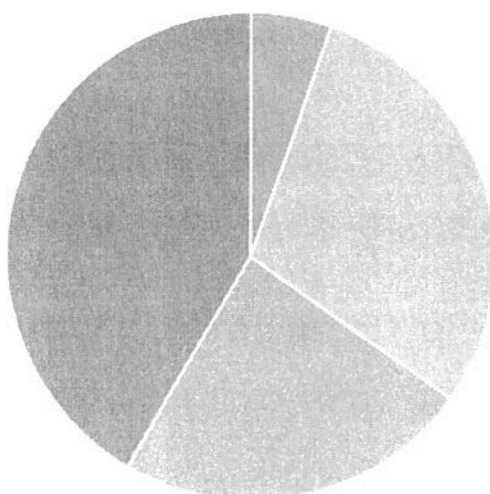
### Cash Flow Statement

| | 2024 | 2025 |
|---|---|---|
| **Cash Flows from Operating activities** | | |
| Net Income(Loss) | $19,929 | $17,960 |
| Depreciation | $7,000 | $9,200 |
| Extraordinary Gains/Losses/Write-offs | $0 | ($272) |
| Accounts Payable | ($527) | $1,652 |
| Inventory | $4,227 | ($12,672) |
| Accounts Receivable | ($1,373) | ($954) |
| **Net Cash from Operations Activities** | $29,256 | $14,914 |
| **Cash Flows from Investing Activities** | | |
| Net Plant Improvements | ($33,600) | ($33,000) |
| **Cash Flows from Financing Activities** | | |
| Dividends Paid | $0 | $0 |
| Sales Of Common Stock | $12,500 | $10,800 |
| Purchase Of Common Stock | ($6,400) | ($9,000) |
| Cash From Long-Term Debt Issued | $21,100 | $22,200 |
| Early Retirement Of Long-Term Debt | $0 | ($15,100) |
| Net Change in Current Debt | $0 | $0 |
| **Net Cash from Financing Activities** | $27,200 | $8,900 |
| **Net Change In Cash Position** | $22,856 | ($9,186) |
| **Closing Cash Position** | $47,662 | $38,477 |

## Assets




## Liabilities and Owner's Equity



## Assets

| | 2024 | 2025 |
|---|---|---|
| **Current Assets** | | |
| Cash | $47,662 | $38,477 |
| Accounts Receivable | $12,783 | $13,737 |
| Inventory | $0 | $12,672 |
| **Total Current Assets** | $60,445 | $64,886 |
| **Fixed Assets** | | |
| Plant and Equipment | $105,000 | $138,000 |
| Accumulated Depreciation | ($22,724) | ($31,924) |
| **Total Fixed Assets** | $82,276 | $106,076 |
| **Total Assets** | $142,721 | $170,962 |

## Liabilities and Owner's Equity

| | 2024 | 2025 |
|---|---|---|
| **Liabilities** | | |
| Accounts Payable | $7,392 | $9,045 |
| Current Debt | $0 | $0 |
| Long-Term Debt | $43,594 | $50,423 |
| **Total Liabilities** | $50,986 | $59,467 |
| **Ownerâ€™s Equity** | | |
| Common Stock | $33,401 | $40,321 |
| Retained Earnings | $58,334 | $71,173 |
| **Total Owner's Equity** | $91,734 | $111,494 |
| **Total Liabilities & Owner's Equity** | $142,721 | $170,962 |

## Income Statement

| | Cake | Clack | Total | Industry Avg | Percentage |
|---|---|---|---|---|---|
| Sales | $71,704 | $95,427 | $167,131 | $96,926 | 100% |
| Variable Costs | | | | | |
| Direct Material | $21,123 | $31,772 | $52,895 | $31,670 | 31.6% |
| Direct Labor | $16,620 | $27,857 | $44,476 | $23,737 | 26.6% |
| Defects | $0 | $0 | $0 | $0 | 0% |
| Inventory Carry | $1,480 | $41 | $1,521 | $2,362 | 0.9% |
| Total Variable Costs (Labor, Material, Carry) | $39,223 | $59,669 | $98,892 | $57,770 | 59.2% |
| **Contribution Margin** | $32,481 | $35,757 | $68,239 | $39,156 | 40.8% |
| Fixed Costs | | | | | |
| Depreciation | $4,800 | $4,400 | $9,200 | $4,205 | 5.5% |
| SG&A | | | | | |
| R&D | $989 | $975 | $1,963 | $1,183 | 1.2% |
| Promotions | $1,400 | $1,900 | $3,300 | $3,233 | 2% |
| Sales | $1,400 | $3,000 | $4,400 | $3,433 | 2.6% |
| Administration | $519 | $1,045 | $1,565 | $918 | 0.9% |
| Fixed Costs | $9,374 | $11,320 | $20,695 | $13,170 | 12.4% |
| **Net Margin** | $23,107 | $24,437 | $47,544 | $25,986 | 28.4% |
| | Other Expenses | | $14,540 | $9,814 | 8.7% |
| | EBIT | | $33,004 | $16,172 | 19.7% |
| | Short Term Interest | | $0 | $3,233 | 0% |
| | Long Term Interest | | $4,810 | $2,586 | 2.9% |
| | Profit Sharing | | $367 | $162 | 0.2% |
| | Net Profit | | $17,960 | $6,567 | 10.7% |

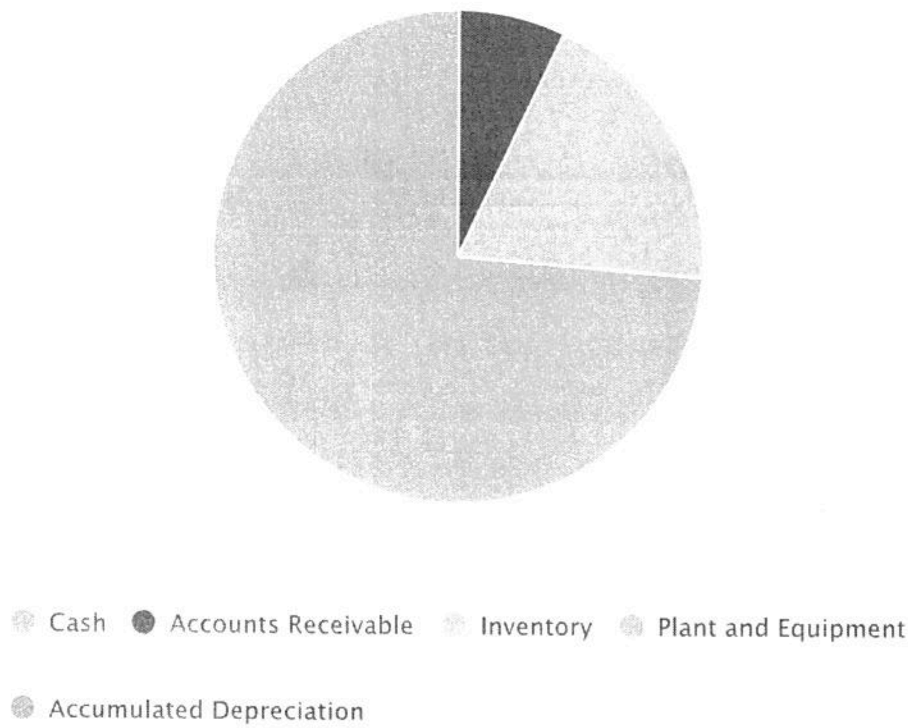
# Chester Annual Report

## Round 7 - 2026 Report

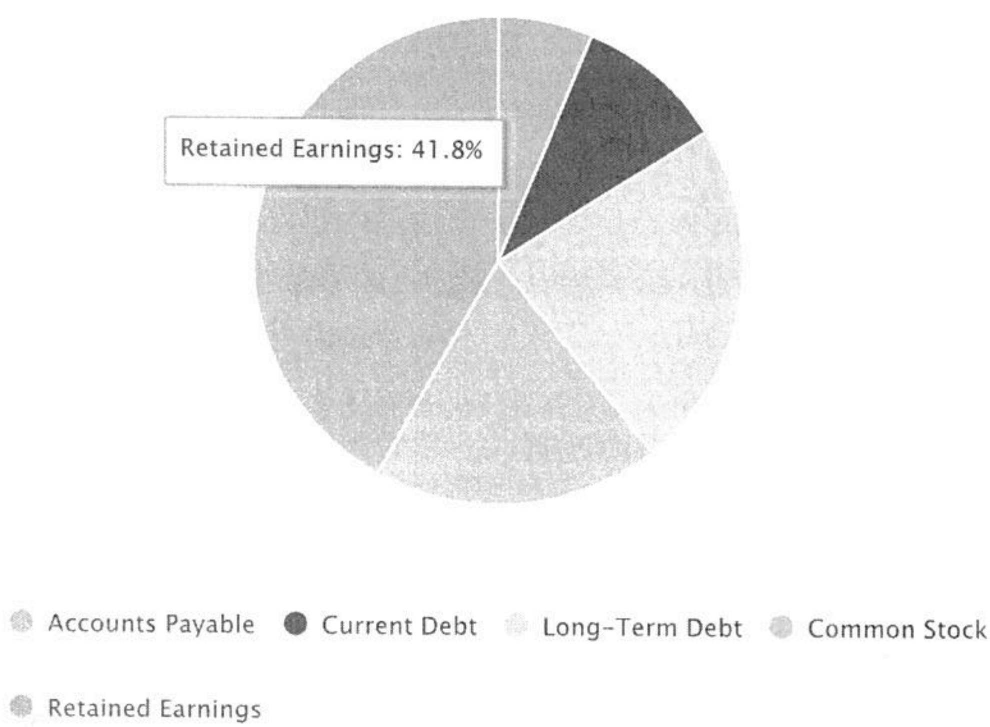
**Sim ID ZP79844_1**

| Cash Flow Statement | 2025 | 2026 |
|---|---|---|
| **Cash Flows from Operating activities** | | |
| Net Income(Loss) | $17,960 | $20,142 |
| Depreciation | $9,200 | $9,200 |
| Extraordinary Gains/Losses/Write-offs | ($272) | ($190) |
| Accounts Payable | $1,652 | $3,554 |
| Inventory | ($12,672) | ($34,516) |
| Accounts Receivable | ($954) | ($3,446) |
| **Net Cash from Operations Activities** | $14,914 | ($5,255) |
| **Cash Flows from Investing Activities** | | |
| Net Plant Improvements | ($33,000) | ($42,480) |
| **Cash Flows from Financing Activities** | | |
| Dividends Paid | $0 | ($3,367) |
| Sales Of Common Stock | $10,800 | $0 |
| Purchase Of Common Stock | ($9,000) | ($4,300) |
| Cash From Long-Term Debt Issued | $22,200 | $42,200 |
| Early Retirement Of Long-Term Debt | ($15,100) | ($45,300) |
| Net Change in Current Debt | $0 | $20,026 |
| **Net Cash from Financing Activities** | $8,900 | $9,259 |
| **Net Change In Cash Position** | ($9,186) | ($38,477) |
| **Closing Cash Position** | $38,477 | $0 |

## Assets




## Liabilities and Owner's Equity



## Assets

| | 2025 | 2026 |
|---|---|---|
| **Current Assets** | | |
| Cash | $38,477 | $0 |
| Accounts Receivable | $13,737 | $17,183 |
| Inventory | $12,672 | $47,188 |
| **Total Current Assets** | $64,886 | $64,371 |
| **Fixed Assets** | | |
| Plant and Equipment | $138,000 | $180,480 |
| Accumulated Depreciation | ($31,924) | ($41,124) |
| **Total Fixed Assets** | $106,076 | $139,356 |
| **Total Assets** | $170,962 | $203,727 |

## Liabilities and Owner's Equity

| | 2025 | 2026 |
|---|---|---|
| **Liabilities** | | |
| Accounts Payable | $9,045 | $12,599 |
| Current Debt | $0 | $20,026 |
| Long-Term Debt | $50,423 | $47,133 |
| **Total Liabilities** | $59,467 | $79,758 |
| **Ownerâ€™s Equity** | | |
| Common Stock | $40,321 | $38,766 |
| Retained Earnings | $71,173 | $85,203 |
| **Total Owner's Equity** | $111,494 | $123,969 |
| **Total Liabilities & Owner's Equity** | $170,962 | $203,727 |

## Income Statement

| | Cake | Clack | Cozy | Total | Industry Avg | Percentage |
|---|---|---|---|---|---|---|
| Sales | $111,436 | $97,625 | $0 | $209,061 | $108,928 | 100% |
| Variable Costs | | | | | | |
| Direct Material | $33,700 | $33,679 | $0 | $67,379 | $37,152 | 32.2% |
| Direct Labor | $26,844 | $24,546 | $0 | $51,389 | $24,663 | 24.6% |
| Defects | $0 | $0 | $0 | $0 | $0 | 0% |
| Inventory Carry | $3,108 | $2,555 | $0 | $5,663 | $3,139 | 2.7% |
| Total Variable Costs (Labor, Material, Carry) | $63,652 | $60,779 | $0 | $124,431 | $64,955 | 59.5% |
| **Contribution Margin** | $47,784 | $36,846 | $0 | $84,630 | $43,973 | 40.5% |
| Fixed Costs | | | | | | |
| Depreciation | $4,800 | $4,400 | $0 | $9,200 | $4,530 | 4.4% |
| SG&A | | | | | | |
| R&D | $0 | $0 | $1,000 | $1,000 | $1,096 | 0.5% |
| Promotions | $1,400 | $1,400 | $0 | $2,800 | $3,300 | 1.3% |
| Sales | $2,000 | $2,050 | $0 | $4,050 | $3,600 | 1.9% |
| Administration | $120 | $264 | $0 | $384 | $743 | 0.2% |
| Fixed Costs | $8,953 | $8,509 | $1,000 | $18,462 | $13,585 | 8.8% |
| **Net Margin** | $38,832 | $28,336 | ($1,000) | $66,168 | $30,388 | 31.7% |
| | | | Other Expenses | $27,164 | $7,853 | 13% |
| | | | EBIT | $39,004 | $22,534 | 18.7% |
| | | | Short Term Interest | $2,858 | $2,796 | 1.4% |
| | | | Long Term Interest | $4,525 | $2,606 | 2.2% |
| | | | Profit Sharing | $411 | $224 | 0.2% |
| | | | Net Profit | $20,142 | $10,913 | 9.6% |

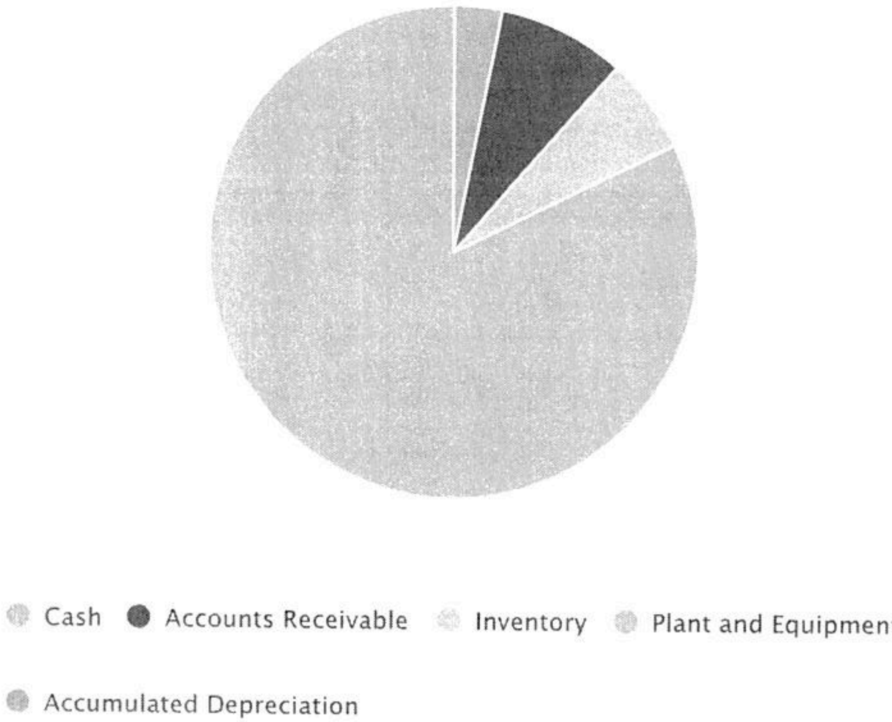
# Chester Annual Report

## Round 8 - 2027 Report

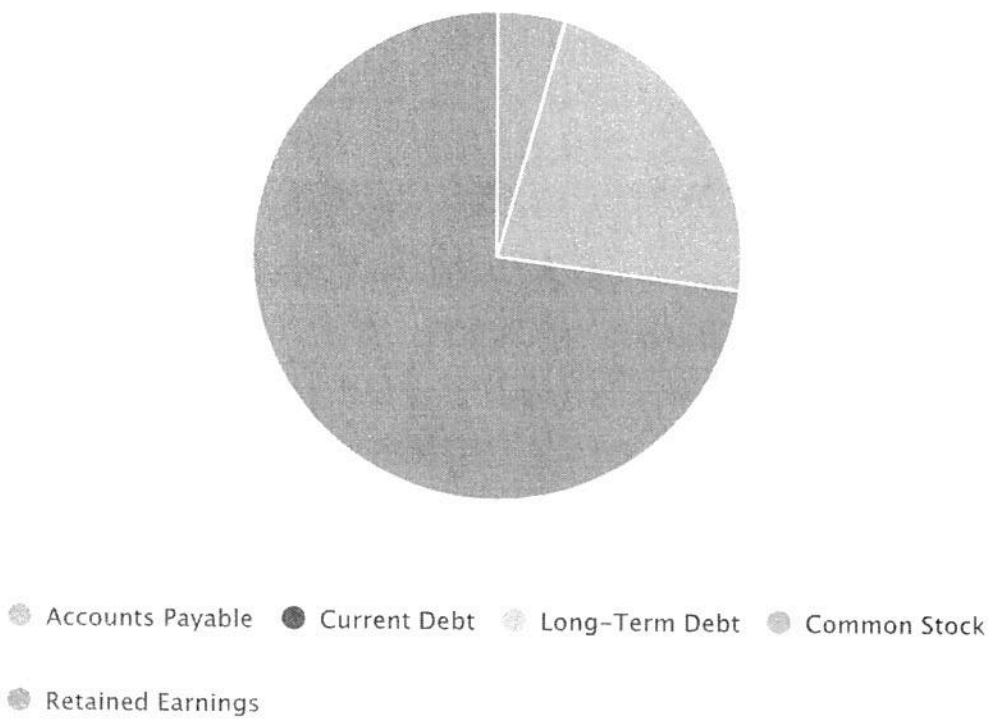
**Sim ID ZP79844_1**

| Cash Flow Statement | 2026 | 2027 |
|---|---|---|
| **Cash Flows from Operating activities** | | |
| Net Income(Loss) | $20,142 | $47,501 |
| Depreciation | $9,200 | $12,032 |
| Extraordinary Gains/Losses/Write-offs | ($190) | ($1,383) |
| Accounts Payable | $3,554 | ($5,256) |
| Inventory | ($34,516) | $33,357 |
| Accounts Receivable | ($3,446) | ($1,308) |
| **Net Cash from Operations Activities** | ($5,255) | $84,943 |
| **Cash Flows from Investing Activities** | | |
| Net Plant Improvements | ($42,480) | $0 |
| **Cash Flows from Financing Activities** | | |
| Dividends Paid | ($3,367) | ($9,176) |
| Sales Of Common Stock | $0 | $0 |
| Purchase Of Common Stock | ($4,300) | ($3,200) |
| Cash From Long-Term Debt Issued | $42,200 | $0 |
| Early Retirement Of Long-Term Debt | ($45,300) | ($45,700) |
| Net Change in Current Debt | $20,026 | ($20,026) |
| **Net Cash from Financing Activities** | $9,259 | ($78,103) |
| **Net Change In Cash Position** | ($38,477) | $6,840 |
| **Closing Cash Position** | $0 | $6,840 |

## Assets




# Liabilities and Owner's Equity



## Assets

| | 2026 | 2027 |
|---|---|---|
| **Current Assets** | | |
| Cash | $0 | $6,840 |
| Accounts Receivable | $17,183 | $18,491 |
| Inventory | $47,188 | $13,831 |
| **Total Current Assets** | $64,371 | $39,163 |
| **Fixed Assets** | | |
| Plant and Equipment | $180,480 | $180,480 |
| Accumulated Depreciation | ($41,124) | ($53,156) |
| **Total Fixed Assets** | $139,356 | $127,324 |
| **Total Assets** | $203,727 | $166,487 |

## Liabilities and Owner's Equity

| | 2026 | 2027 |
|---|---|---|
| **Liabilities** | | |
| Accounts Payable | $12,599 | $7,343 |
| Current Debt | $20,026 | $0 |
| Long-Term Debt | $47,133 | $50 |
| **Total Liabilities** | $79,758 | $7,392 |
| **Ownerâ€™s Equity** | | |
| Common Stock | $38,766 | $37,765 |
| Retained Earnings | $85,203 | $121,329 |
| **Total Owner's Equity** | $123,969 | $159,094 |
| **Total Liabilities & Owner's Equity** | $203,727 | $166,487 |

## Income Statement

| | Cake | Clack | Cozy | Total | Industry Avg | Percentage |
|---|---|---|---|---|---|---|
| Sales | $84,055 | $122,166 | $18,756 | $224,977 | $127,626 | 100% |
| Variable Costs | | | | | | |
| Direct Material | $24,341 | $39,959 | $5,960 | $70,260 | $43,630 | 31.2% |
| Direct Labor | $19,300 | $28,983 | $4,150 | $52,434 | $23,373 | 23.3% |
| Defects | $0 | $0 | $0 | $0 | $0 | 0% |
| Inventory Carry | $1,660 | $0 | $0 | $1,660 | $1,371 | 0.7% |
| Total Variable Costs (Labor, Material, Carry) | $45,301 | $68,942 | $10,110 | $124,353 | $68,374 | 55.3% |
| **Contribution Margin** | $38,754 | $53,225 | $8,645 | $100,624 | $59,252 | 44.7% |
| Fixed Costs | | | | | | |
| Depreciation | $4,800 | $4,400 | $2,832 | $12,032 | $5,088 | 5.3% |
| SG&A | | | | | | |
| R&D | $0 | $0 | $10 | $10 | $443 | 0% |
| Promotions | $1,400 | $1,400 | $2,800 | $5,600 | $4,092 | 2.5% |
| Sales | $2,000 | $2,250 | $2,550 | $6,800 | $4,375 | 3% |
| Administration | $135 | $490 | $188 | $813 | $951 | 0.4% |
| Fixed Costs | $9,043 | $9,275 | $8,380 | $26,698 | $15,383 | 11.9% |
| **Net Margin** | $29,711 | $43,949 | $265 | $73,925 | $43,869 | 32.9% |
| | | | Other Expenses | ($650) | $3,439 | -0.3% |
| | | | EBIT | $74,575 | $40,430 | 33.1% |
| | | | Short Term Interest | $0 | $762 | 0% |
| | | | Long Term Interest | $5 | $1,474 | 0% |
| | | | Profit Sharing | $969 | $497 | 0.4% |
| | | | Net Profit | $47,501 | $24,330 | 21.1% |