

Projected Year 21 Performance

Performance projections generated upon the first decision save.

Corporate Social Responsibility and Citizenship

Use of "Green" Footwear Materials	Yes ▼	Involves using environmentally friendly or "green" materials in manufacturing athletic footwear at all plants. Raises the cost of standard materials by \$0.50 and superior materials by \$1.00.
Use of Recycled Boxing / Packaging	Yes ▼	Involves the use of recycled packaging materials to box each pair of athletic footwear at company distribution centers. Raises shoe packaging costs by \$0.20 per pair.
Energy Efficiency Initiatives \$ 600 ▼ per distribution center and million pairs of plant capacity		Involves investments to improve energy efficiency and using renewable energy sources. Treated as capital investment depreciated at 5% per year.
Charitable Contributions \$ 9000 ▼ or 0.0 % ▼ of operating profit		Involves making pre-tax donations to charities / charitable causes. Treated on the Income Statement as "Other Expense" (reduces pre-tax profits).
Ethics Training / Enforcement Managers Only ▼		Involves training for and development / enforcement of a code of ethics. Increases administrative expenses by \$250k (Managers Only option) plus \$150k per plant (All Employees option).
Workforce Diversity Program	Yes ▼	Involves initiatives to achieve and maintain workforce diversity concerning age, sex, ethnicity, and other factors. Entails additional administrative expense of \$500k for testing, screening, and hiring.

Projected Expenditures for Social Responsibility and Citizenship in Year 21	Total Expenditures (\$000s) \$20,767	Annual Operating Cost Per Pair Sold \$4.17
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A Company CSRC Efforts					
	Y16	Y17	Y18	Y19	Y20
Use of "Green" Footwear Materials	Yes	Yes	Yes	No	Yes
Use of Recycled Boxing / Packaging	Yes	Yes	Yes	No	Yes
Energy Efficiency Initiatives (\$000s)	300	300	300	300	600
Charitable Contributions (\$000s)	4,000	4,000	9,000	9,000	9,000
Ethics Training ——— Managers Only and Enforcement All Employees	No	No	No	No	Yes
	Yes	Yes	Yes	Yes	No
Workforce Diversity Program	Yes	Yes	Yes	Yes	Yes
Overall ——— Thousands of \$ Expenditures	13,063	13,063	18,061	13,050	20,761
\$ Per Pair Sold	2.63	2.63	3.64	2.63	4.19

★ **Corporate Social Responsibility Award for Year 20** ★
B Company
2nd Place = A Company

Industry 59 CSRC Expenditures			
		Year 19	Year 20
Thousands of \$ ———	High	13,050	20,761
	Average	5,441	5,982
	Low	0	0
\$ Per Pair Sold ———	High	2.63	21.11
	Average	1.32	6.41
	Low	0.00	0.00