

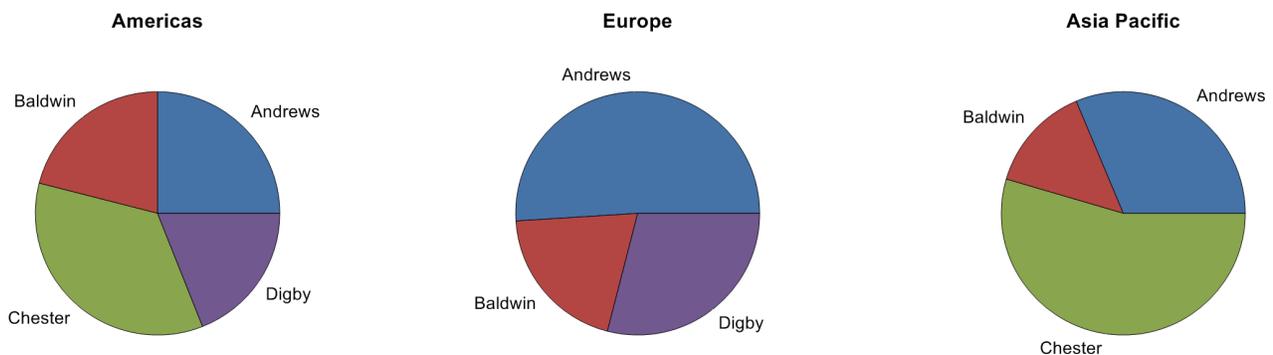
## Summary Report

The summary report serves as a snapshot of the industry, your company and your competitors. You can quickly review how your company is performing against the competition, scan ratios for areas of threat, and analyze high-level market share breakdowns.

Financials (\$000)	Andrews	Baldwin	Chester	Digby	Industry Avg.
Sales	\$149,012	\$108,330	\$102,528	\$73,811	\$108,420
EBIT	\$16,245	\$12,534	\$20,975	\$8,072	\$14,456
Profits	\$5,692	\$3,692	\$9,617	\$399	\$4,850
Cumulative Profit	\$27,483	\$31,482	\$25,312	\$14,801	\$24,770
SG&A: Sales	18.0%	23.5%	15.0%	21.2%	19.4%
Contribution Margin	32.7%	39.9%	43.5%	40.8%	39.2%
Emergency Loan	\$0	\$0	\$0	\$0	\$0

Ratios	Andrews	Baldwin	Chester	Digby	Industry Avg.
ROA	6.8%	4.6%	8.1%	0.5%	5.0%
ROS	3.8%	3.4%	9.4%	0.5%	4.3%
Asset Turnover	1.77	1.35	0.86	0.87	1.21
Leverage	1.64	2.08	2.00	2.21	1.98

## Market Share



Market Share	Andrews	Baldwin	Chester	Digby
Americas	24.8%	21.2%	34.8%	19.2%
Europe	50.7%	20.4%	0%	28.9%
Asia Pacific	31.3%	14.5%	54.2%	0%
Total	34.1%	19.8%	27.3%	18.9%

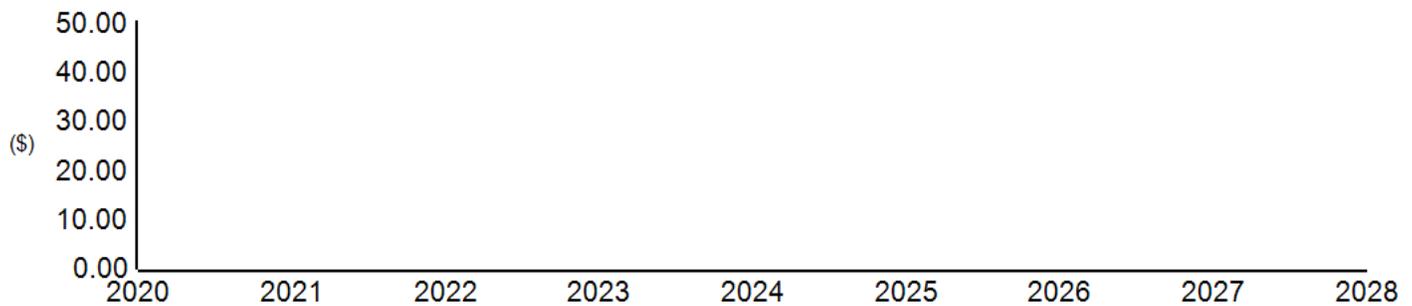
## Market Report

The Market Report breaks down the publicly held debt and equity for each company. Although not the only indicator, tracking the trends can give good insight into how a company is managing its growth and what the relative strength and size of each company is.

### Stock Market Summary

Company	Close	Change	Shares	Market Cap	Book Value	EPS	Dividend	Yield	P/E
Andrews	\$37.29	\$1.30	2,319,576	\$87	\$22.13	\$2.45	\$0.00	0%	15.20
Baldwin	\$27.01	(\$7.49)	2,092,020	\$57	\$18.45	\$1.76	\$0.00	0%	15.31
Chester	\$36.86	\$8.70	2,765,351	\$102	\$21.49	\$3.48	\$0.00	0%	10.60
Digby	\$21.72	(\$2.98)	2,252,344	\$49	\$17.09	\$0.18	\$0.00	0%	122.76

### Stock Price



### Bond Market Summary

Company	Series	Face	Yield	Close	S&P
Andrews	14.0S2022	6,600,000	13.6%	103.20	BB
	10.4S2027	6,000,000	11.3%	92.27	BB
	11.8S2028	4,000,000	12.0%	98.51	BB
	12.0S2030	4,600,000	12.1%	99.44	BB
Baldwin	14.0S2022	6,600,000	13.9%	100.80	CC
	11.1S2028	5,969,710	12.5%	88.68	CC
	12.0S2029	256,914	13.0%	92.44	CC
	13.4S2030	6,437,415	13.5%	99.47	CC
Chester	14.0S2022	6,600,000	13.8%	101.20	CCC
	10.4S2027	2,218,645	11.9%	87.29	CCC
	11.9S2028	7,649,608	12.7%	93.35	CCC
	12.3S2029	4,926,402	13.0%	94.93	CCC
	12.7S2030	15,590,582	13.1%	96.78	CCC
Digby	14.0S2022	6,600,000	14.0%	100.30	CC
	10.4S2027	1,471,979	12.2%	85.33	CC
	11.5S2028	6,592,891	12.9%	89.26	CC
	12.7S2029	4,542,708	13.4%	94.52	CC
	12.6S2030	8,416,911	13.4%	93.69	CC

## Financial Summary

Financial statements provide insight into the company's activities for the year from the financial perspective, presented according to accounting rules.

<b>Cash Flow Statement Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>
<b>Cash Flows From Operating Activities</b>				
Net Income (Loss)	\$5,692	\$3,692	\$9,617	\$399
Adjustment For Non Cash Items				
Depreciation	\$5,299	\$4,725	\$7,280	\$5,891
Extraordinary Gains/Losses/Writeoff	\$0	\$0	\$0	\$0
Changes in current assets and liabilities				
Accounts Payable	\$279	\$484	(\$1,435)	(\$678)
Inventory	\$2,601	\$4,572	\$5,611	\$4,102
Accounts Receivable	(\$1,247)	(\$2,412)	(\$331)	(\$121)
Net Cash From Operations	\$12,625	\$11,062	\$20,741	\$9,593
<b>Cash Flows From Investing Activities</b>				
Plant Improvements (Net)	(\$16,600)	(\$7,080)	(\$29,200)	(\$15,000)
<b>Cash Flows From Financing Activities</b>				
Dividends Paid	\$0	\$0	\$0	\$0
Sales of Common Stock	\$3,000	\$3,174	\$4,500	\$2,169
Purchase of Common Stock	\$0	\$0	\$0	\$0
Cash from Long Term Debt Issued	\$4,600	\$6,437	\$15,591	\$8,417
Early Retirement of Long Term Debt	\$0	\$0	\$0	\$0
Retirement of Current Debt	(\$4,650)	(\$19,518)	(\$13,272)	(\$7,470)
Cash From Current Debt Borrowing	\$0	\$13,623	\$14,243	\$11,663
Cash From Emergency Loan	\$0	\$0	\$0	\$0
Net Cash From Financing Activities	\$2,950	\$3,716	\$21,061	\$14,778
Effect of Exchange Rate	(\$923)	(\$486)	(\$355)	(\$344)
<b>Net Change In Cash Position</b>	<b>(\$1,948)</b>	<b>\$7,212</b>	<b>\$12,247</b>	<b>\$9,027</b>

<b>Balance Sheet Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>
Cash	\$20,115	\$16,332	\$26,234	\$16,655
Accounts Receivable	\$12,248	\$8,904	\$8,427	\$6,067
Inventory	\$1,149	\$11,203	\$7,167	\$3,924
Total Current Assets	\$33,512	\$36,439	\$41,829	\$26,646
Plant and Equipment	\$79,480	\$70,880	\$109,200	\$88,360
Accumulated Depreciation	(\$28,728)	(\$27,212)	(\$32,027)	(\$29,917)
Total Fixed Assets	\$50,752	\$43,668	\$77,173	\$58,443
<b>Total Assets</b>	<b>\$84,264</b>	<b>\$80,107</b>	<b>\$119,002</b>	<b>\$85,089</b>
Account Payable	\$7,330	\$4,611	\$3,941	\$2,910
Current Debt	\$4,400	\$17,636	\$18,643	\$16,063
Long Term Debt	\$21,200	\$19,264	\$36,985	\$27,624
Total Liabilities	\$32,930	\$41,511	\$59,569	\$46,598
Common Stock	\$13,308	\$8,982	\$21,895	\$11,685
Retained Earnings	\$38,026	\$29,614	\$37,537	\$26,806
Total Equity	\$51,334	\$38,596	\$59,433	\$38,491
<b>Total Liabilities Owners Equity</b>	<b>\$84,264</b>	<b>\$80,107</b>	<b>\$119,002</b>	<b>\$85,089</b>

<b>Income Statement Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>
Sales	\$149,012	\$108,330	\$102,528	\$73,811
Variable Costs(Labor,Material,Carry,Shipping)	\$100,270	\$65,113	\$57,885	\$43,689
Depreciation	\$5,299	\$4,725	\$7,280	\$5,891
SG&A (R&D/Promo/Sales/Admin)	\$26,819	\$25,478	\$15,383	\$15,629
Other (Fees/Writeoffs/Bonuses)	\$380	\$481	\$1,005	\$529
EBIT	\$16,245	\$12,534	\$20,975	\$8,072
Interest (Short Term / Long Term)	\$3,038	\$4,596	\$6,758	\$5,272
Taxes	\$7,398	\$4,151	\$4,404	\$2,354
Profit Sharing	\$116	\$94	\$196	\$48
Net Profit	\$5,692	\$3,692	\$9,617	\$399

## Regional Income Statement

The Regional Income Statements outline the previous year's earnings across each of the three regions. They reflect the companies' performances in terms of revenues and expenses for the previous 12 months.

### Americas

	Andrews	Baldwin	Chester	Digby
<b>Sales</b>	\$56,720,563	\$59,733,390	\$66,986,065	\$39,410,950
<b>Variable Costs</b>	\$34,735,726	\$33,699,936	\$34,912,357	\$22,421,998
<b>Depreciation</b>	\$5,298,667	\$4,725,333	\$7,280,000	\$5,890,667
<b>SG&amp;A: Sales</b>	\$9,260,174	\$11,259,000	\$8,532,672	\$8,300,933
<b>Other</b>	\$380,000	\$480,595	\$1,004,515	\$529,271
<b>EBIT</b>	\$7,045,997	\$9,568,525	\$15,256,522	\$2,268,081
<b>Interest</b>	\$3,038,400	\$4,596,433	\$6,757,705	\$5,271,806
<b>Taxes</b>	\$1,402,659	\$1,740,232	\$2,974,586	(\$1,051,304)
<b>Profit Sharing</b>	\$52,099	\$64,637	\$110,485	\$0
<b>Net Profit</b>	\$2,552,839	\$3,167,223	\$5,413,746	(\$1,952,421)

### Europe

	Andrews	Baldwin	Chester	Digby
<b>Sales</b>	\$67,784,612	\$35,559,680	\$0	\$34,400,113
<b>Variable Costs</b>	\$49,589,760	\$23,002,118	\$0	\$21,267,267
<b>Depreciation</b>	\$0	\$0	\$0	\$0
<b>SG&amp;A: Sales</b>	\$8,980,682	\$11,563,221	\$0	\$7,328,541
<b>Other</b>	\$0	\$0	\$0	\$0
<b>EBIT</b>	\$9,214,170	\$994,341	\$0	\$5,804,304
<b>Interest</b>	\$0	\$0	\$0	\$0
<b>Taxes</b>	\$5,998,842	\$1,918,375	\$0	\$3,405,382
<b>Profit Sharing</b>	\$64,307	\$0	\$0	\$47,978
<b>Net Profit</b>	\$3,151,021	(\$924,034)	\$0	\$2,350,943

### Asia Pacific

	Andrews	Baldwin	Chester	Digby
<b>Sales</b>	\$24,506,469	\$13,037,182	\$35,541,509	\$0
<b>Variable Costs</b>	\$15,944,141	\$8,410,798	\$22,972,731	\$0
<b>Depreciation</b>	\$0	\$0	\$0	\$0
<b>SG&amp;A: Sales</b>	\$8,577,735	\$2,655,563	\$6,850,594	\$0
<b>Other</b>	\$0	\$0	\$0	\$0
<b>EBIT</b>	(\$15,407)	\$1,970,821	\$5,718,184	\$0
<b>Interest</b>	\$0	\$0	\$0	\$0
<b>Taxes</b>	(\$3,852)	\$492,705	\$1,429,546	\$0
<b>Profit Sharing</b>	\$0	\$29,562	\$85,773	\$0
<b>Net Profit</b>	(\$11,556)	\$1,448,553	\$4,202,865	\$0

## Production Analysis

The Production Analysis page has key data concerning the capacity and automation levels of competitors' plants, plus a range of other critical information for competitive analysis.

### Plant Details

	Andrews	Baldwin	Chester	Digby
Capacity	3,250	3,000	3,300	2,900
Automation	4.5	4.3	6.5	6.0

Name	Units Sold	Production	Outsource	Inventory Americas	Inventory Europe	Inventory Asia-Pacific	Average Price	Average Material Costs	Average Labor Costs	Average Shipping
Able	3338	1930	1275	0	0	0	\$30.00	\$9.74	\$9.41	\$2.01
Acre	1282	1287	0	51	0	0	\$38.00	\$13.34	\$8.40	\$1.47
Baker	1715	1435	0	228	187	3	\$40.00	\$13.68	\$8.63	\$1.33
Bold	964	1039	0	46	29	0	\$40.50	\$14.61	\$8.63	\$1.14
Cake	2271	2079	0	113	0	140	\$28.00	\$9.21	\$6.05	\$1.07
Cookie	1424	1188	150	140	0	105	\$27.25	\$6.75	\$6.54	\$0.93
Daze	1985	1633	0	175	0	0	\$26.00	\$7.64	\$6.40	\$1.91
Drive	579	643	0	60	4	0	\$38.25	\$13.64	\$6.44	\$0.92

## Product Analysis

Allows you to identify the relative strength of your products compared with the competition - where they are superior and where they need improvement.

### Top Products In Budget

Region	Name	Units Sold	Price	Customer Satisfaction	Accy	Speed	Service Life	Age	Region Kit	Material Costs	Labor Costs	Contrib. Margin
Americas	Cake	1,375	\$28.00	24	7.0	7.0	17,000	3.7	Yes	\$9.31	\$6.03	44.69%
	Able	1,031	\$30.00	21	7.0	7.0	17,000	3.4	Yes	\$9.88	\$9.30	36.07%
	Cookie	964	\$27.50	13	6.5	6.5	14,000	1.6	No	\$6.77	\$6.04	52.62%
	Daze	933	\$26.00	11	6.0	6.0	15,000	5.2	Yes	\$8.44	\$6.35	41.85%
	Acre	11	\$39.00	0	9.7	9.7	22,000	1.1	Yes	\$13.67	\$8.44	42.71%
	Drive	2	\$38.50	0	9.5	9.5	21,000	0.8	Yes	\$14.27	\$6.44	45.20%
Europe	Able	1,798	€31.50	22	7.0	7.0	17,000	3.4	Yes	\$9.88	\$9.70	24.75%
	Daze	1,036	€27.30	6	6.0	6.0	15,000	5.2	No	\$6.92	\$6.44	37.08%
	Acre	23	€40.95	0	9.7	9.7	22,000	1.1	Yes	\$13.56	\$8.37	36.06%
	Drive	16	€39.90	0	9.5	9.5	21,000	0.8	No	\$12.41	\$6.44	42.21%
Asia Pacific	Cake	795	S\$32.20	14	7.0	7.0	17,000	3.7	Yes	\$9.03	\$6.07	35.54%
	Cookie	431	S\$31.05	7	6.5	6.5	14,000	1.6	No	\$6.70	\$7.64	35.01%
	Able	332	S\$34.50	8	7.0	7.0	17,000	3.4	No	\$8.59	\$8.37	35.12%
	Acre	5	S\$41.40	0	9.7	9.7	22,000	1.1	No	\$12.60	\$8.37	34.79%

## Product Analysis

Allows you to identify the relative strength of your products compared with the competition - where they are superior and where they need improvement.

### Top Products In Performance

Region	Name	Units Sold	Price	Customer Satisfaction	Accy	Speed	Service Life	Age	Region Kit	Material Costs	Labor Costs	Contrib. Margin
Americas	Baker	867	\$41.00	63	10.0	10.0	23,000	1.2	No	\$13.38	\$8.64	44.60%
	Bold	597	\$40.50	44	10.0	10.0	20,000	0.9	Yes	\$14.61	\$8.63	42.09%
	Acre	578	\$39.00	44	9.7	9.7	22,000	1.1	Yes	\$13.67	\$8.44	42.71%
	Drive	383	\$38.50	29	9.5	9.5	21,000	0.8	Yes	\$14.27	\$6.44	45.20%
	Able	94	\$30.00	7	7.0	7.0	17,000	3.4	Yes	\$9.88	\$9.30	36.07%
	Cake	54	\$28.00	5	7.0	7.0	17,000	3.7	Yes	\$9.31	\$6.03	44.69%
	Cookie	17	\$27.50	2	6.5	6.5	14,000	1.6	No	\$6.77	\$6.04	52.62%
	Daze	13	\$26.00	0	6.0	6.0	15,000	5.2	Yes	\$8.44	\$6.35	41.85%
Europe	Baker	505	€43.05	61	10.0	10.0	23,000	1.2	Yes	\$14.44	\$8.63	36.21%
	Bold	366	€42.52	45	10.0	10.0	20,000	0.9	Yes	\$14.61	\$8.63	34.06%
	Acre	299	€40.95	41	9.7	9.7	22,000	1.1	Yes	\$13.56	\$8.37	36.06%
	Drive	178	€39.90	22	9.5	9.5	21,000	0.8	No	\$12.41	\$6.44	42.21%
	Able	43	€31.50	5	7.0	7.0	17,000	3.4	Yes	\$9.88	\$9.70	24.75%
	Daze	4	€27.30	0	6.0	6.0	15,000	5.2	No	\$6.92	\$6.44	37.08%
Asia Pacific	Acre	367	S\$41.40	32	9.7	9.7	22,000	1.1	No	\$12.60	\$8.37	34.79%
	Baker	343	S\$43.70	24	10.0	10.0	23,000	1.2	No	\$13.33	\$8.63	35.49%
	Cake	47	S\$32.20	3	7.0	7.0	17,000	3.7	Yes	\$9.03	\$6.07	35.54%
	Able	40	S\$34.50	3	7.0	7.0	17,000	3.4	No	\$8.59	\$8.37	35.12%
	Cookie	12	S\$31.05	1	6.5	6.5	14,000	1.6	No	\$6.70	\$7.64	35.01%

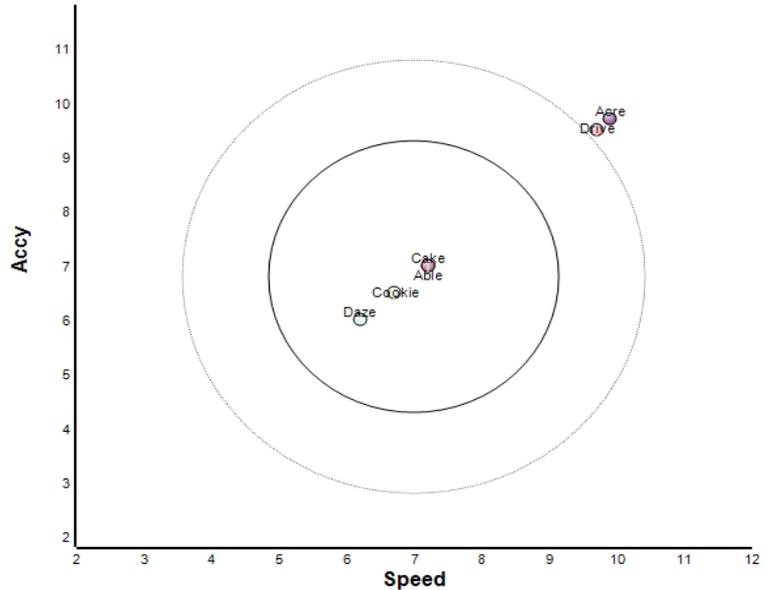
Marketing Analysis

The Marketing Analysis pages present a comprehensive overview of market demand by segment and region, plus your sales and marketing performance compared with your competitors.

Americas - Budget

Seg %: Region	62%	Growth Rate	5.0%
Seg %: Industry	47%	FX Rate	\$1.00
Total Demand	4,316		
Total Sales(Seg)	4,316		
Unmet Demand	0		

Buying Criteria	Expectations	Importance
Local Price	\$13.00-\$33.00	49%
Age	3.0	16%
Positioning	(Speed 6.8, Accuracy 6.8)	24%
Service Life	14,000-20,000	11%



Top Products In Americas

	Name	Cake	Able	Cookie	Daze	Acre	Drive	-	-
<b>Sales</b>	Actual Sales	1,375	1,031	964	933	11	2	-	-
	Ptnl. Sales	1,265	1,281	891	867	10	1	-	-
	Stock Out	No	Yes	No	No	No	No	-	-
	Market Share	31.9%	23.9%	22.3%	21.6%	0.3%	0.0%	-	-
	Local Price	\$28.00	\$30.00	\$27.50	\$26.00	\$39.00	\$38.50	-	-
	Satisfaction	24	21	13	11	0	0	-	-
<b>Marketing</b>	Prod Promo	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,500	-	-
	Reg Promo	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	-	-
<b>Investments</b>	Awareness	63%	66%	52%	62%	53%	57%	-	-
	Prod Sales	\$1,000	\$1,500	\$1,000	\$1,250	\$2,000	\$1,500	-	-
	Reg Sales	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	-	-
	Accessibility	64%	50%	64%	38%	50%	38%	-	-
<b>Specs</b>	Speed	7.0	7.0	6.5	6.0	9.7	9.5	-	-
	Accuracy	7.0	7.0	6.5	6.0	9.7	9.5	-	-
	Service Life	17,000	17,000	14,000	15,000	22,000	21,000	-	-
	Revision Date	Sep-20	Jun-19	Sep-20	Jan-18	Jul-20	Mar-20	-	-
	Age Dec. 31	3.7	3.4	1.6	5.2	1.1	0.8	-	-
	Region Kit	Yes	Yes	No	Yes	Yes	Yes	-	-

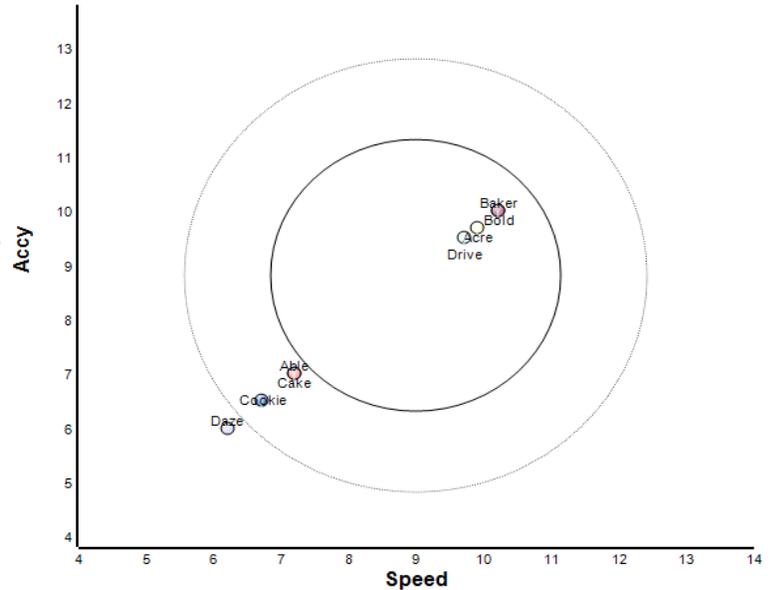
### Marketing Analysis

The Marketing Analysis pages present a comprehensive overview of market demand by segment and region, plus your sales and marketing performance compared with your competitors.

#### Americas - Performance

Seg %: Region	38%	Growth Rate	10.0%
Seg %: Industry	26%	FX Rate	\$1.00
Total Demand	2,603		
Total Sales(Seg)	2,603		
Unmet Demand	0		

Buying Criteria	Expectations	Importance
	(Speed 10.2, Accuracy 10.2)	
Positioning	10.2)	35%
Age	0.0	29%
Service Life	17,000-23,000	20%
Local Price	\$23.00-\$43.00	16%



#### Top Products In Americas

	Name	Baker	Bold	Acre	Drive	Able	Cake	Cookie	Daze
<b>Sales</b>	Actual Sales	867	597	578	383	94	54	17	13
	Ptnl. Sales	861	593	574	380	113	54	16	13
	Stock Out	No	No	No	No	Yes	No	No	No
	Market Share	33.3%	22.9%	22.2%	14.7%	3.6%	2.1%	0.6%	0.5%
	Local Price	\$41.00	\$40.50	\$39.00	\$38.50	\$30.00	\$28.00	\$27.50	\$26.00
	Satisfaction	63	44	44	29	7	5	2	0
<b>Marketing Investments</b>	Prod Promo	\$1,750	\$1,500	\$1,000	\$1,500	\$1,000	\$1,000	\$1,000	\$1,000
	Reg Promo	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
	Awareness	100%	57%	53%	57%	66%	63%	52%	62%
	Prod Sales	\$2,500	\$2,000	\$2,000	\$1,500	\$1,500	\$1,000	\$1,000	\$1,250
	Reg Sales	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
	Accessibility	75%	75%	76%	40%	76%	35%	35%	40%
<b>Specs</b>	Speed	10.0	10.0	9.7	9.5	7.0	7.0	6.5	6.0
	Accuracy	10.0	10.0	9.7	9.5	7.0	7.0	6.5	6.0
	Service Life	23,000	20,000	22,000	21,000	17,000	17,000	14,000	15,000
	Revision Date	Jun-20	Jan-20	Jul-20	Mar-20	Jun-19	Sep-20	Sep-20	Jan-18
	Age Dec. 31	1.2	0.9	1.1	0.8	3.4	3.7	1.6	5.2
	Region Kit	No	Yes	Yes	Yes	Yes	Yes	No	Yes

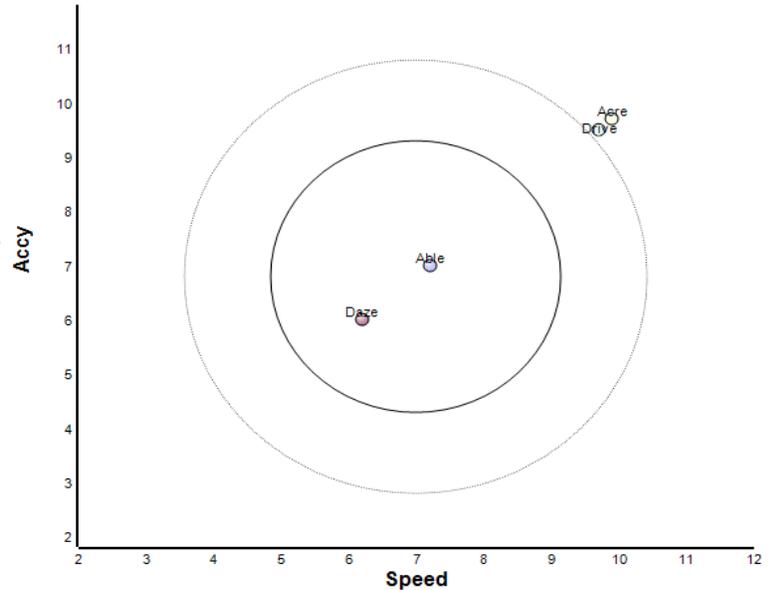
## Marketing Analysis

The Marketing Analysis pages present a comprehensive overview of market demand by segment and region, plus your sales and marketing performance compared with your competitors.

### Europe - Budget

Seg %: Region	67%	Growth Rate	15.0%
Seg %: Industry	16%	FX Rate	\$1.05
Total Demand	2,873		
Total Sales(Seg)	2,873		
Unmet Demand	0		

Buying Criteria	Expectations	Importance
Local Price	€13.00-€33.00	45%
Positioning	(Speed 6.8, Accuracy 6.8)	22%
Age	3.0	19%
Service Life	14,000-20,000	14%



### Top Products In Europe

	Name	Able	Daze	Acre	Drive	-	-	-	-
<b>Sales</b>	Actual Sales	1,798	1,036	23	16	-	-	-	-
	Ptnl. Sales	2,160	703	10	2	-	-	-	-
	Stock Out	Yes	Yes	Yes	No	-	-	-	-
	Market Share	62.6%	36.1%	0.8%	0.6%	-	-	-	-
	Local Price	€31.50	€27.30	€40.95	€39.90	-	-	-	-
	Satisfaction	22	6	0	0	-	-	-	-
<b>Marketing</b>	Prod Promo	\$1,700	\$1,000	\$1,000	\$1,500	-	-	-	-
	Reg Promo	\$1,000	\$500	\$1,000	\$500	-	-	-	-
<b>Investments</b>	Awareness	93%	41%	53%	53%	-	-	-	-
	Prod Sales	\$2,000	\$1,000	\$1,500	\$2,000	-	-	-	-
	Reg Sales	\$1,000	\$1,000	\$1,000	\$1,000	-	-	-	-
	Accessibility	42%	10%	42%	10%	-	-	-	-
<b>Specs</b>	Speed	7.0	6.0	9.7	9.5	-	-	-	-
	Accuracy	7.0	6.0	9.7	9.5	-	-	-	-
	Service Life	17,000	15,000	22,000	21,000	-	-	-	-
	Revision Date	Jun-19	Jan-18	Jul-20	Mar-20	-	-	-	-
	Age Dec. 31	3.4	5.2	1.1	0.8	-	-	-	-
	Region Kit	Yes	No	Yes	No	-	-	-	-

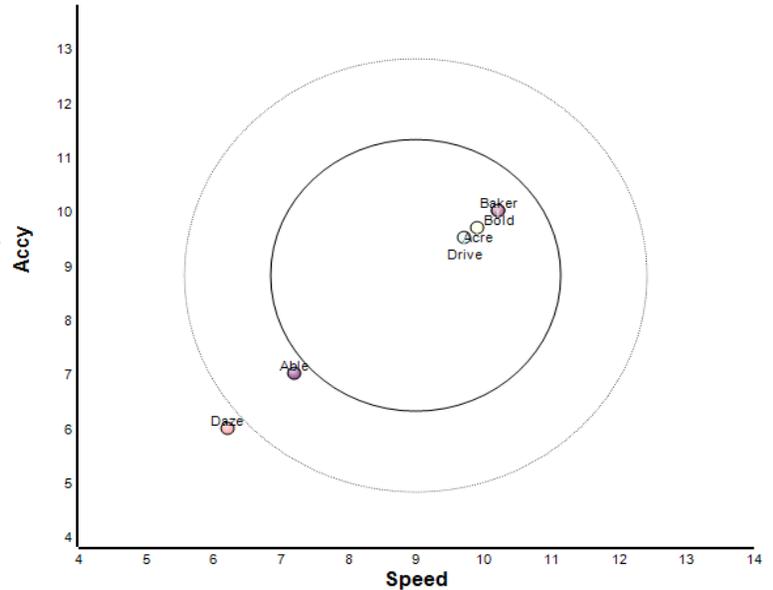
## Marketing Analysis

The Marketing Analysis pages present a comprehensive overview of market demand by segment and region, plus your sales and marketing performance compared with your competitors.

### Europe - Performance

Seg %: Region	33%	Growth Rate	25.0%
Seg %: Industry	6%	FX Rate	\$1.05
Total Demand	1,395		
Total Sales(Seg)	1,395		
Unmet Demand	0		

Buying Criteria	Expectations	Importance
	(Speed 10.2, Accuracy 10.2)	
Positioning	10.2)	43%
Age	0.0	24%
Service Life	17,000-23,000	21%
Local Price	€23.00-€43.00	12%



### Top Products In Europe

	Name	Baker	Bold	Acre	Drive	Able	Daze	-	-
<b>Sales</b>	Actual Sales	505	366	299	178	43	4	-	-
	Ptnl. Sales	490	356	313	180	52	4	-	-
	Stock Out	No	No	Yes	No	Yes	Yes	-	-
	Market Share	36.2%	26.3%	21.4%	12.7%	3.1%	0.3%	-	-
	Local Price	€43.05	€42.52	€40.95	€39.90	€31.50	€27.30	-	-
	Satisfaction	61	45	41	22	5	0	-	-
<b>Marketing</b>	Prod Promo	\$1,500	\$1,750	\$1,000	\$1,500	\$1,700	\$1,000	-	-
	Reg Promo	\$1,000	\$1,000	\$1,000	\$500	\$1,000	\$500	-	-
<b>Investments</b>	Awareness	75%	62%	53%	53%	93%	41%	-	-
	Prod Sales	\$3,000	\$2,500	\$1,500	\$2,000	\$2,000	\$1,000	-	-
	Reg Sales	\$1,500	\$1,500	\$1,000	\$1,000	\$1,000	\$1,000	-	-
	Accessibility	63%	63%	65%	22%	65%	22%	-	-
	<b>Specs</b>	Speed	10.0	10.0	9.7	9.5	7.0	6.0	-
Accuracy		10.0	10.0	9.7	9.5	7.0	6.0	-	-
Service Life		23,000	20,000	22,000	21,000	17,000	15,000	-	-
Revision Date		Jun-20	Jan-20	Jul-20	Mar-20	Jun-19	Jan-18	-	-
Age Dec. 31		1.2	0.9	1.1	0.8	3.4	5.2	-	-
Region Kit		Yes	Yes	Yes	No	Yes	No	-	-

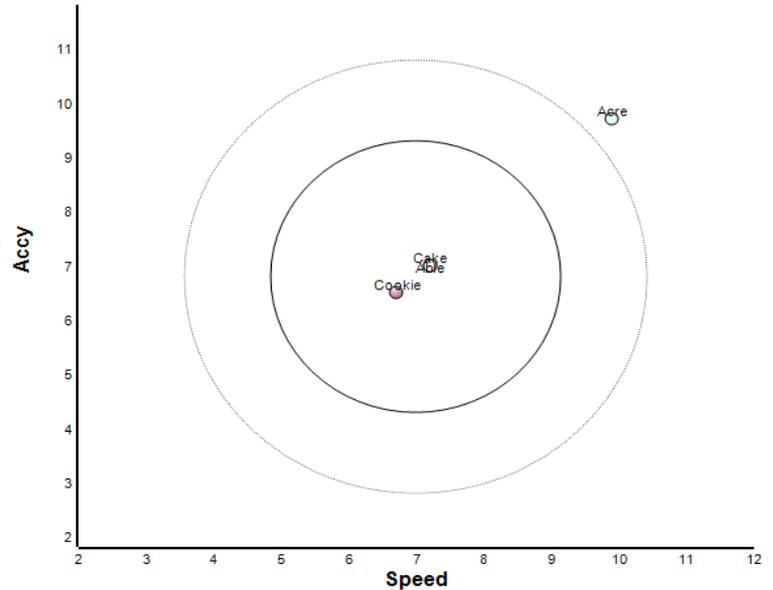
### Marketing Analysis

The Marketing Analysis pages present a comprehensive overview of market demand by segment and region, plus your sales and marketing performance compared with your competitors.

#### Asia Pacific - Budget

Seg %: Region	66%	Growth Rate	22.0%
Seg %: Industry	4%	FX Rate	\$1.15
Total Demand	1,562		
Total Sales(Seg)	1,562		
Unmet Demand	0		

Buying Criteria	Expectations	Importance
Local Price	S\$13.00-S\$33.00	52%
Positioning	(Speed 6.8, Accuracy 6.8)	19%
Service Life	14,000-20,000	20%
Age	3.0	11%



#### Top Products In Asia Pacific

	Name	Cake	Cookie	Able	Acre	-	-	-	-
<b>Sales</b>	Actual Sales	795	431	332	5	-	-	-	-
	Ptnl. Sales	719	390	449	5	-	-	-	-
	Stock Out	No	No	Yes	Yes	-	-	-	-
	Market Share	50.9%	27.6%	21.2%	0.3%	-	-	-	-
	Local Price	S\$32.20	S\$31.05	S\$34.50	S\$41.40	-	-	-	-
	Satisfaction	14	7	8	0	-	-	-	-
<b>Marketing</b>	Prod Promo	\$1,000	\$1,000	\$1,500	\$1,500	-	-	-	-
<b>Investments</b>	Reg Promo	\$1,000	\$1,000	\$500	\$500	-	-	-	-
	Awareness	58%	54%	67%	53%	-	-	-	-
	Prod Sales	\$1,500	\$1,000	\$1,600	\$2,000	-	-	-	-
	Reg Sales	\$1,000	\$1,000	\$1,000	\$1,000	-	-	-	-
	Accessibility	58%	58%	18%	18%	-	-	-	-
<b>Specs</b>	Speed	7.0	6.5	7.0	9.7	-	-	-	-
	Accuracy	7.0	6.5	7.0	9.7	-	-	-	-
	Service Life	17,000	14,000	17,000	22,000	-	-	-	-
	Revision Date	Sep-20	Sep-20	Jun-19	Jul-20	-	-	-	-
	Age Dec. 31	3.7	1.6	3.4	1.1	-	-	-	-
	Region Kit	Yes	No	No	No	-	-	-	-

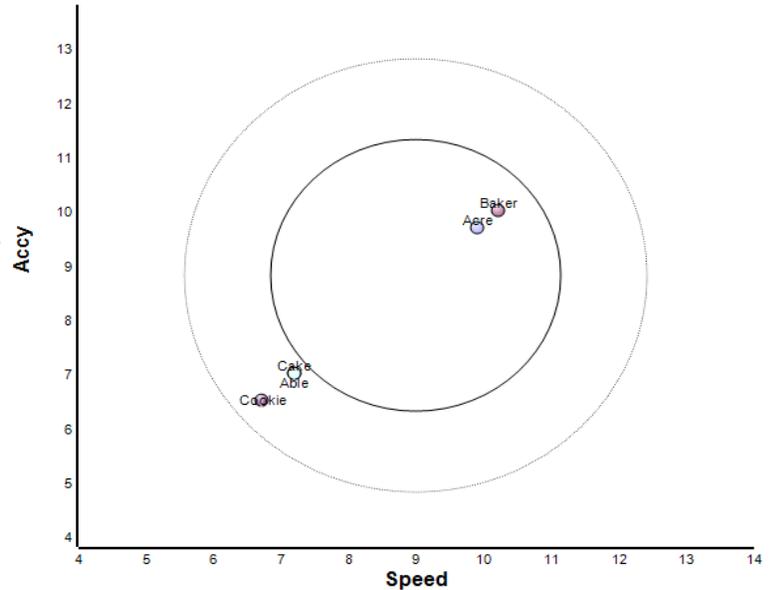
### Marketing Analysis

The Marketing Analysis pages present a comprehensive overview of market demand by segment and region, plus your sales and marketing performance compared with your competitors.

#### Asia Pacific - Performance

Seg %: Region	34%	Growth Rate	33.0%
Seg %: Industry	2%	FX Rate	\$1.15
Total Demand	809		
Total Sales(Seg)	809		
Unmet Demand	0		

Buying Criteria	Expectations	Importance
	(Speed 10.2, Accuracy 10.2)	
Positioning	10.2)	36%
Age	0.0	23%
Service Life	17,000-23,000	26%
Local Price	S\$23.00-S\$43.00	15%

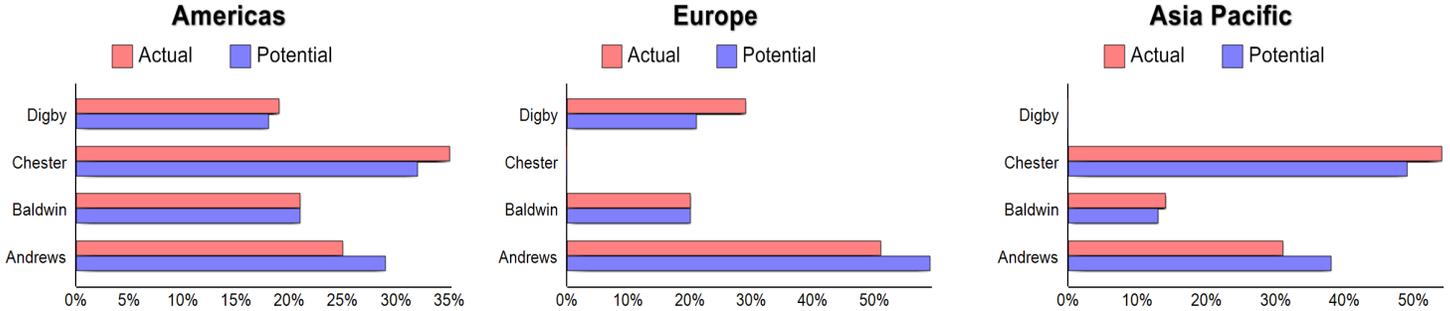


#### Top Products In Asia Pacific

	Name	Acre	Baker	Cake	Able	Cookie	-	-	-
<b>Sales</b>	Actual Sales	367	343	47	40	12	-	-	-
	Ptnl. Sales	397	310	38	54	10	-	-	-
	Stock Out	Yes	No	No	Yes	No	-	-	-
	Market Share	45.3%	42.4%	5.8%	4.9%	1.5%	-	-	-
	Local Price	S\$41.40	S\$43.70	S\$32.20	S\$34.50	S\$31.05	-	-	-
	Satisfaction	32	24	3	3	1	-	-	-
<b>Marketing</b>	Prod Promo	\$1,500	\$1,000	\$1,000	\$1,500	\$1,000	-	-	-
	Reg Promo	\$500	\$0	\$1,000	\$500	\$1,000	-	-	-
<b>Investments</b>	Awareness	53%	37%	58%	67%	54%	-	-	-
	Prod Sales	\$2,000	\$1,500	\$1,500	\$1,600	\$1,000	-	-	-
	Reg Sales	\$1,000	\$0	\$1,000	\$1,000	\$1,000	-	-	-
	Accessibility	45%	7%	32%	45%	32%	-	-	-
	<b>Specs</b>	Speed	9.7	10.0	7.0	7.0	6.5	-	-
Accuracy		9.7	10.0	7.0	7.0	6.5	-	-	-
Service Life		22,000	23,000	17,000	17,000	14,000	-	-	-
Revision Date		Jul-20	Jun-20	Sep-20	Jun-19	Sep-20	-	-	-
Age Dec. 31		1.1	1.2	3.7	3.4	1.6	-	-	-
Region Kit		No	No	Yes	No	No	-	-	-

## Market Share Report

The Market Share Report is a snapshot of how well your products sold compared with potential sales. If a product undersold its potential, it stocked out. Remember products can stock out mid-year if demand is high.



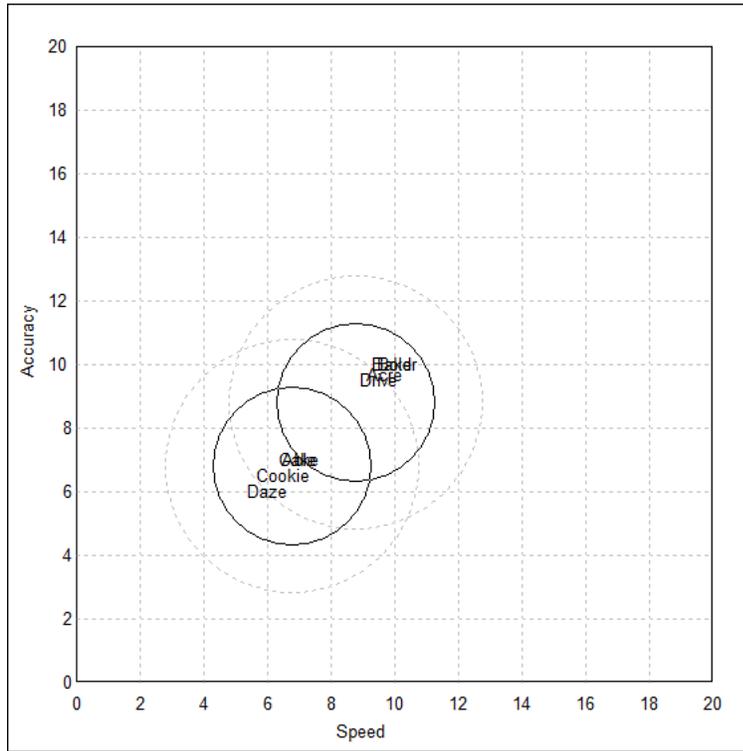
Budget	Americas		Europe		Asia Pacific		Total	
	Actual	Potential	Actual	Potential	Actual	Potential	Actual	Potential
<b>Able</b>	24%	30%	63%	75%	21%	29%	36%	44%
<b>Acre</b>	0%	0%	1%	0%	0%	0%	0%	0%
<b>Cake</b>	32%	29%	0%	0%	51%	46%	25%	23%
<b>Cookie</b>	22%	21%	0%	0%	28%	25%	16%	15%
<b>Daze</b>	22%	20%	36%	24%	0%	0%	23%	18%
<b>Drive</b>	0%	0%	1%	0%	0%	0%	0%	0%

Performance	Actual	Potential	Actual	Potential	Actual	Potential	Actual	Potential
<b>Able</b>	4%	4%	3%	4%	5%	7%	4%	5%
<b>Acre</b>	22%	22%	21%	22%	45%	49%	26%	27%
<b>Baker</b>	33%	33%	36%	35%	42%	38%	36%	35%
<b>Bold</b>	23%	23%	26%	26%	0%	0%	20%	20%
<b>Cake</b>	2%	2%	0%	0%	6%	5%	2%	2%
<b>Cookie</b>	1%	1%	0%	0%	1%	1%	1%	1%
<b>Daze</b>	0%	0%	0%	0%	0%	0%	0%	0%
<b>Drive</b>	15%	15%	13%	13%	0%	0%	12%	12%

### Perceptual Map Summary

The Perceptual Map is a key component to understanding the product landscape in your industry. It shows all current products (with specs). The table below shows when new products will enter the market, but not where.

**Perceptual Map**



Team	Product Name	Speed	Accy	Service Life	Revised	Region Kit	Sold In
Andrews	Able	7.0	7.0	17,000	04-Jun-19	A, E	A, E, AP
	Acre	9.7	9.7	22,000	19-Jul-20	A, E	A, E, AP
Baldwin	Baker	10.0	10.0	23,000	16-Jun-20	E	A, E, AP
	Bold	10.0	10.0	20,000	22-Jan-20	A, E	A, E
Chester	Cake	7.0	7.0	17,000	16-Sep-20	A, AP	A, AP
	Cookie	6.5	6.5	14,000	23-Sep-20	-	A, AP
Digby	Daze	6.0	6.0	15,000	29-Jan-18	A	A, E
	Drive	9.5	9.5	21,000	08-Mar-20	A	A, E