

INCOME STATEMENT DATA (\$000s)

DIVIDEND

	Sales Revenues	Mfg. COGS	Whse. Exp.	Mkt. Exp.	Admin. Exp.	Oper. Profit	Interest Exp.	Extra-ordinary	Income Taxes	Net Profit	Payout (\$000s)	Ratio (%)	
A	393495	173781	28757	115921	18230	56806	8375	0	14530	33901	6423	18.9	A
B	569672	269138	40311	118330	15443	126450	605	0	37754	88091	6398	7.3	B
C	275261	156675	24692	38683	10258	44953	16519	-4911	6544	16979	0	0.0	C
D	388686	212942	22067	88666	11178	53833	907	0	15878	37048	5850	15.8	D
E	673266	292446	31614	157069	15978	176159	258	0	52771	123130	42035	34.1	E
F	523273	242506	30146	93640	17058	139923	1208	0	41615	97100	2440	2.5	F
G	358171	118989	29522	170817	10035	28808	1874	-431	7950	18553	3028	16.3	G
H	341382	157131	24563	89795	9262	60631	1215	-7450	15590	36376	3045	8.4	H
I	700419	374968	42789	105891	19754	157017	1603	0	46624	108790	0	0.0	I
J	620995	607067	46771	68888	17460	-119191	16607	0	0	-135798	7650	0.0	J
K	91604	45666	5569	26510	2713	11146	1198	0	0	9948	7058	70.9	K
	448748	241028	29709	97655	13397	66958	4579	-1163	21751	39465	7630	0.0	

BALANCE SHEET DATA (\$000s)

DEBT RATING

	Cash On Hand	Total Assets	S-T Debt	Bonded Debt	Total Liabil.	Retained Earnings	Total Equity	Shares of Stock	Times Earned	Debt to Strategic Assets Ratio	Risk Factor	Days of Inventory	
A	0	370808	14980	70160	111222	129630	259586	9175	6.78	0.23	3	119	A
B	87513	490933	0	4060	30955	364058	459978	6398	209.01	0.01	2	48	B
C	0	287406	117757	6800	145074	60132	142332	11000	2.72	0.43	5	172	C
D	0	263809	10500	3300	36085	221874	227724	5850	59.35	0.05	2	42	D
E	86519	469281	0	0	35661	427615	433620	6005	682.79	0.00	4	16	E
F	406	349682	0	2200	43399	299643	305743	6100	115.83	0.01	5	44	F
G	49482	304971	0	20020	38788	203926	266193	6308	15.37	0.07	2	117	G
H	0	219764	2412	4200	21596	193093	198168	5075	49.90	0.03	2	62	H
I	0	532565	16388	6228	73530	448771	459035	8961	97.95	0.04	4	51	I
J	0	396357	239816	6200	284453	17850	111904	10200	-7.18	0.62	2	0	J
K	102851	149745	4000	6200	15713	6231	134032	12833	9.30	0.07	5	26	K
	29706	348665	36896	11761	76092	215711	272573	7991	112.89	0.14	3	63	

COSTS FOR YEAR 18

HEADLINE NEWS

Plant Supervision (base \$ per worker)	N.A.	6000	Import —N.A.—	from Asia	0.00
	Asia	2000	Tariffs	from Europe	0.00
	Europe	4000	(\$/pair)	from L.A.	0.00
	L.A.	2000		Asia —from N.A.	8.00
				from Europe	8.00
Shipping — Within a Region	0.50			from L.A.	8.00
Shipping — Between Regions	1.25			Europe from N.A.	4.00
Internet Server (base \$000s)	1000			from Asia	4.00
Web Site Maint. (\$/month)	8000			from L.A.	4.00
Internet Delivery—Option A	16.00		L.A.—	from N.A.	6.00
Costs (\$/pair) Option B	13.00			from Asia	6.00
Option C	10.00			from Europe	6.00
Option D	7.00		Stores —New Stores (\$000s)		150
Retailer Support (\$/outlet)	100		Lease Fee —N.A.		80
			(\$/store)	Asia	40
Wholesale — 3-weeks	0.50			Europe	60
Delivery — 2-weeks	1.25			L.A.	40
(\$/pair) — 1-weeks	2.00		Bids for Celebrities (\$000s/bid)		100

The S&P 500 has declined to 1091.48 in Yr 17. Short- and long-term interest rates, and exchange rates have been relatively stable from Yr. 16 to Yr. 17. The financial performance of firms within the industry was diverse in Yr. 17. Bubu Bigshot has begun working with a high-profile investment banking house to stage hostile take-over activities. A painful and odoriferous athlete's foot epidemic is raging around the globe, posing a threat to the entire athletic/casual footwear industry. Unfounded rumors regarding Bubu's involvement are rife.