

Round: 3
Dec. 31,
2024

Foundation® FastTrack

F128187

Andrews
 Lynn Chen
 Qinyu Hou
 Yutong Lan
 Khoa Nguyen
 Fuwei Zhuang

Baldwin
 Marko Dostic
 Faris Haikal
 Mohammad Saadeh
 Kaz Susilo

Chester
 Teegan Burks
 Adam Cockell
 Emma Harkin
 Sarah Sabbadini
 Yaqian Grace Zhang

Digby
 Kennan Bays
 Trina Dykstra-MacPh
 Kate Horowitz
 Steven Kang
 Sarah Lascelles

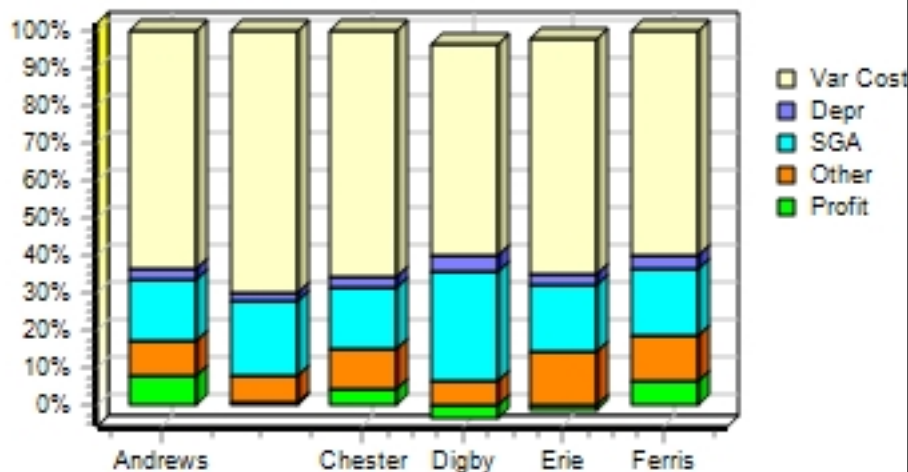
Erie
 Jacob Loat
 Ava Morris
 Zoë Neal
 Rachel Popoff
 Aurora Vona

Ferris
 Amanda Brooks
 Andrew Hunter
 Maya Ivimey
 Vanessa Noel
 Allen Zha

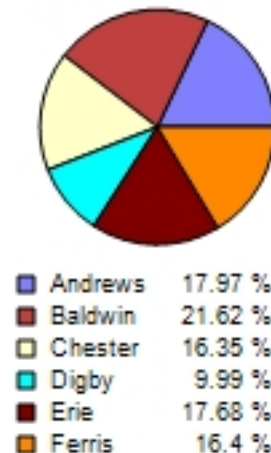
Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	7.6%	0.7%	4.3%	-4.5%	-2.1%	6.6%
Asset Turnover	1.86	2.60	1.41	1.45	0.96	1.16
ROA	14.1%	1.8%	6.1%	-6.5%	-2.0%	7.7%
Leverage	1.6	1.6	2.2	2.1	2.2	1.2
ROE	22.3%	2.9%	13.2%	-13.4%	-4.4%	9.5%
Emergency Loan	\$0	\$0	\$0	\$0	\$18,965,335	\$0
Sales	\$66,871,519	\$80,451,193	\$60,850,926	\$37,164,062	\$65,809,939	\$61,036,142
EBIT	\$9,054,054	\$1,691,869	\$6,409,590	(\$1,242,292)	\$1,974,375	\$7,097,874
Profits	\$5,070,554	\$571,942	\$2,610,733	(\$1,659,453)	(\$1,351,078)	\$4,040,920
Cumulative Profit	\$9,117,567	\$5,767,332	\$5,008,608	\$2,009,123	\$4,806,124	\$12,230,318
SG&A / Sales	17.1%	20.8%	16.7%	33.5%	20.4%	19.2%
Contrib. Margin %	33.7%	28.1%	30.6%	35.9%	28.3%	35.6%

Percent of Sales F128187



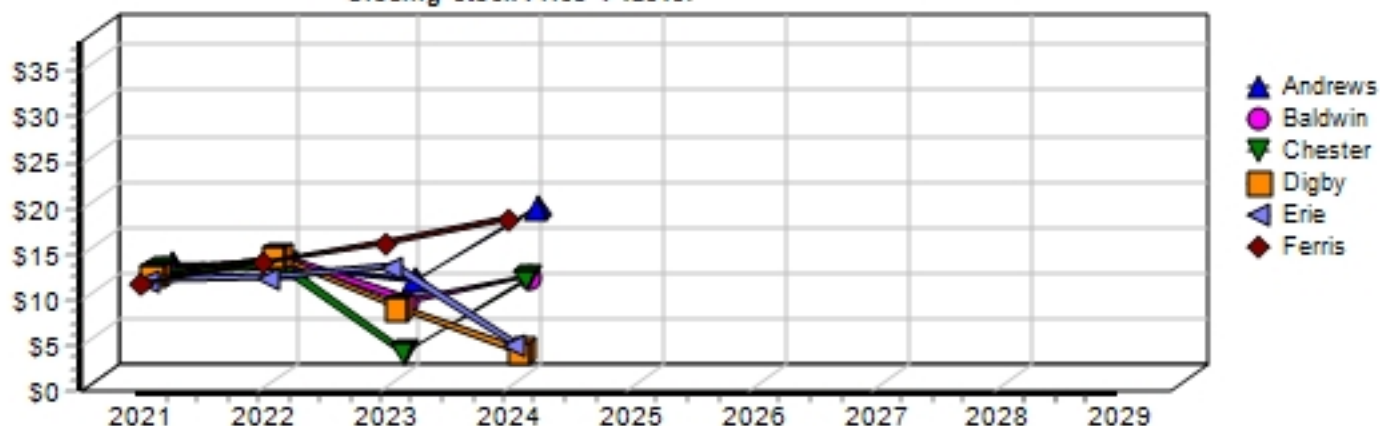
\$ Market Share F128187



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$17.62	\$7.98	2,280,000	\$40	\$9.99	\$2.22	\$0.00	0.0%	7.9
Baldwin	\$10.45	\$2.74	2,337,410	\$24	\$8.51	\$0.24	\$0.00	0.0%	42.5
Chester	\$10.55	\$8.07	2,400,000	\$25	\$8.26	\$1.09	\$0.00	0.0%	9.7
Digby	\$2.92	(\$4.88)	2,000,000	\$6	\$6.18	(\$0.83)	\$0.00	0.0%	-3.5
Erie	\$4.31	(\$8.61)	3,271,013	\$14	\$9.33	(\$0.41)	\$0.00	0.0%	-10.4
Ferris	\$18.39	\$2.62	3,455,816	\$64	\$12.35	\$1.17	\$0.00	0.0%	15.7

Closing Stock Price F128187



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	12.0S2025	\$1,733,333	11.8%	102.00	A	Digby	12.0S2025	\$1,733,333	11.9%	100.54	B
	13.0S2027	\$2,600,000	12.0%	107.99	A		13.0S2027	\$2,600,000	12.5%	103.88	B
	10.0S2032	\$2,480,000	9.9%	101.08	A		9.6S2033	\$2,579,000	10.6%	90.19	B
	10.0S2033	\$3,000,000	9.9%	101.16	A		11.6S2034	\$4,458,000	11.5%	101.16	B
Baldwin	12.0S2025	\$1,733,333	11.8%	102.10	A	Erie	12.0S2025	\$1,733,333	12.0%	100.18	CCC
	13.0S2027	\$2,600,000	12.0%	108.25	A		13.0S2027	\$2,600,000	12.6%	102.89	CCC
	10.0S2032	\$2,480,000	9.8%	101.62	A		10.0S2032	\$2,000,000	11.0%	91.00	CCC
Chester	12.0S2025	\$1,733,333	12.0%	100.27	CCC		9.3S2034	\$7,000,000	10.8%	85.76	CCC
	13.0S2027	\$2,600,000	12.6%	103.14	CCC	Ferris	12.0S2025	\$1,733,333	11.6%	103.13	AAA
	9.6S2033	\$7,721,000	10.8%	88.68	CCC		13.0S2027	\$2,600,000	11.7%	111.22	AAA
	12.4S2034	\$3,733,000	11.9%	104.00	CCC		10.0S2032	\$400,000	9.3%	107.86	AAA
							9.3S2033	\$1,400,000	8.9%	104.27	AAA

Next Year's Prime Rate 7.00%

Financial Summary

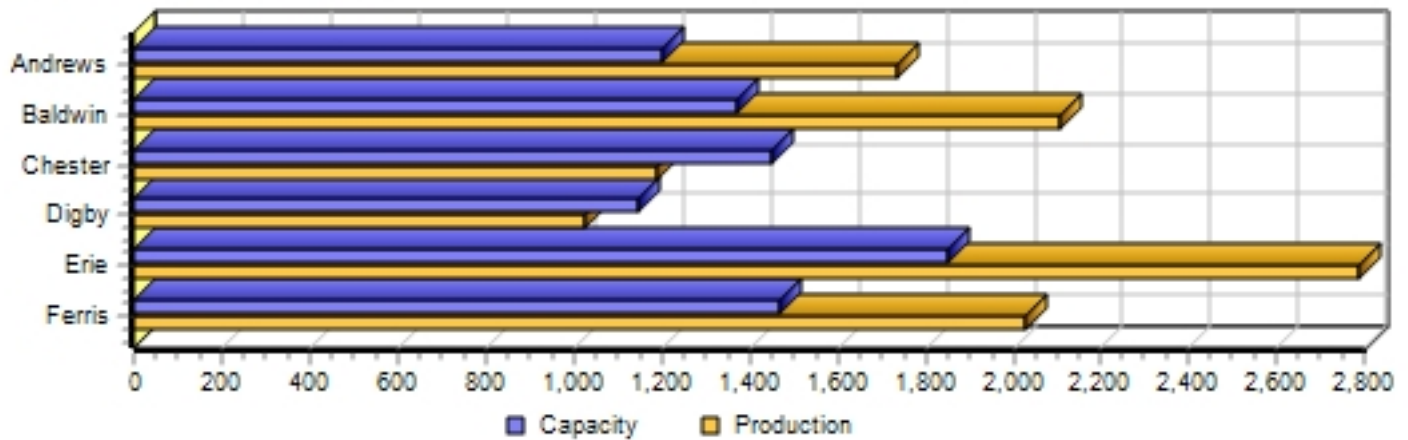


F128187

Round: 3
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Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	\$5,071	\$572	\$2,611	(\$1,659)	(\$1,351)	\$4,041
Adjustment for non-cash items:						
Depreciation	\$2,040	\$1,765	\$1,833	\$1,905	\$2,540	\$2,498
Extraordinary gains/losses/writeoffs	\$0	\$2,380	\$0	\$0	\$0	\$0
Changes in current assets and liabilities						
Accounts payable	\$405	(\$69)	(\$1,720)	\$393	\$1,711	(\$409)
Inventory	\$2,728	\$5,937	\$11,925	\$1,602	(\$25,518)	(\$5,947)
Accounts Receivable	(\$1,356)	(\$312)	(\$950)	(\$269)	(\$209)	(\$825)
Net cash from operations	\$8,887	\$10,274	\$13,699	\$1,972	(\$22,827)	(\$642)
Cash flows from investing activities						
Plant improvements(net)	(\$7,760)	(\$711)	\$0	(\$7,360)	(\$13,820)	(\$10,520)
Cash flows from financing activities						
Dividends paid	\$0	\$0	\$0	\$0	\$0	\$0
Sales of common stock	\$0	\$0	\$0	\$0	\$7,039	\$9,082
Purchase of common stock	(\$1,156)	\$0	\$0	\$0	\$0	\$0
Cash from long term debt issued	\$0	\$0	\$3,733	\$4,458	\$7,000	\$0
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of current debt	(\$867)	(\$8,976)	(\$11,783)	(\$7,467)	(\$867)	(\$867)
Cash from current debt borrowing	\$0	\$0	\$5,100	\$0	\$0	\$500
Cash from emergency loan	\$0	\$0	\$0	\$0	\$18,965	\$0
Net cash from financing activities	(\$2,023)	(\$8,976)	(\$2,950)	(\$3,009)	\$32,138	\$8,715
Net change in cash position	(\$896)	\$587	\$10,750	(\$8,397)	(\$4,509)	(\$2,447)
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$2,798	\$587	\$10,750	\$2,845	\$0	\$340
Accounts Receivable	\$5,496	\$6,612	\$5,001	\$3,055	\$5,409	\$7,191
Inventory	\$5,779	\$1,733	\$9,472	\$0	\$30,329	\$14,480
Total Current Assets	\$14,074	\$8,932	\$25,223	\$5,899	\$35,738	\$22,010
Plant and equipment	\$31,600	\$30,478	\$27,500	\$28,580	\$43,100	\$40,964
Accumulated Depreciation	(\$9,709)	(\$8,450)	(\$9,600)	(\$8,913)	(\$10,357)	(\$10,451)
Total Fixed Assets	\$21,891	\$22,028	\$17,900	\$19,667	\$32,743	\$30,513
Total Assets	\$35,964	\$30,960	\$43,123	\$25,566	\$68,481	\$52,523
Accounts Payable	\$3,363	\$4,251	\$2,400	\$1,826	\$5,677	\$3,217
Current Debt	\$0	\$0	\$5,100	\$0	\$18,965	\$500
Total Current Liabilities	\$3,363	\$4,251	\$7,500	\$1,826	\$24,642	\$3,717
Long Term Debt	\$9,813	\$6,813	\$15,787	\$11,370	\$13,333	\$6,133
Total Liabilities	\$13,176	\$11,064	\$23,287	\$13,197	\$37,975	\$9,851
Common Stock	\$6,374	\$6,091	\$6,790	\$2,323	\$17,662	\$22,405
Retained Earnings	\$16,414	\$13,804	\$13,045	\$10,046	\$12,843	\$20,267
Total Equity	\$22,788	\$19,895	\$19,836	\$12,369	\$30,505	\$42,672
Total Liabilities & Owners Equity	\$35,964	\$30,960	\$43,123	\$25,566	\$68,481	\$52,523
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$66,872	\$80,451	\$60,851	\$37,164	\$65,810	\$61,036
Variable Costs(Labor,Material,Carry)	\$44,335	\$57,866	\$42,258	\$23,822	\$47,190	\$39,284
Contribution Margin	\$22,537	\$22,585	\$18,593	\$13,342	\$18,620	\$21,752
Depreciation	\$2,040	\$1,765	\$1,833	\$1,905	\$2,540	\$2,498
SGA(R&D,Promo,Sales,Admin)	\$11,425	\$16,747	\$10,163	\$12,456	\$13,404	\$11,703
Other(Fees,Writeoffs,TQM,Bonuses)	\$17	\$2,380	\$187	\$223	\$702	\$454
EBIT	\$9,054	\$1,692	\$6,410	(\$1,242)	\$1,974	\$7,098
Interest(Short term,Long term)	\$1,094	\$794	\$2,311	\$1,311	\$4,053	\$754
Taxes	\$2,786	\$314	\$1,434	(\$894)	(\$728)	\$2,220
Profit Sharing	\$103	\$12	\$53	\$0	\$0	\$82
Net Profit	\$5,071	\$572	\$2,611	(\$1,659)	(\$1,351)	\$4,041

Production Vs. Capacity F128187



Name	Primary Segment	Units Sold	Unit Inventory	Revision Date	Age Dec.31	MTBF	Pfmrn Coord	Size Coord	Price	Material Cost	Labor Cost	Contr. Marg.	2nd Shift & Over-time	Automation Next Round	Capacity Next Round	Plant Utiliz.
Able	Low	1,329	206	1/29/2024	4.3	19000	5.8	14.2	\$31.99	\$10.33	\$8.72	36%	44%	6.0	800	142%
Actual	High	541	53	7/13/2024	1.0	18500	9.5	10.5	\$44.99	\$17.63	\$14.00	30%	50%	1.8	500	149%
Active		0	0	3/8/2025	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	100	0%
Baker	Low	1,550	0	3/3/2023	3.1	20000	6.2	14.0	\$29.00	\$11.24	\$11.00	21%	58%	3.5	900	156%
Better	High	350	0	7/17/2024	1.1	17000	8.9	11.2	\$45.00	\$15.87	\$11.43	39%	86%	3.0	111	184%
Bravo	High	439	61	3/13/2024	0.8	17000	9.2	10.8	\$45.00	\$16.57	\$11.29	36%	76%	3.0	360	139%
Beam		0	0	3/8/2025	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	400	0%
Cake	Low	1,195	100	8/8/2024	2.3	18000	6.6	13.4	\$32.00	\$11.64	\$8.61	32%	0%	4.0	900	61%
Cookie	High	519	250	7/12/2023	1.5	18000	8.8	11.2	\$43.50	\$16.07	\$11.88	29%	18%	2.0	550	117%
Daze	Low	960	0	9/30/2024	2.0	20000	6.8	13.2	\$32.50	\$12.64	\$9.01	38%	0%	4.7	1,000	99%
Dazzle	High	132	0	9/20/2024	0.3	17000	9.5	10.5	\$45.00	\$17.18	\$15.25	28%	100%	1.2	350	53%
Eat	Low	1,207	772	2/27/2025	4.1	20000	5.3	14.7	\$33.50	\$9.62	\$11.13	31%	50%	5.0	1,225	149%
Eat+	High	564	439	7/19/2023	1.4	19000	8.8	11.2	\$45.00	\$16.37	\$14.42	24%	56%	1.0	625	155%
Elmo		0	0	3/16/2025	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	500	0%
Fast	Low	1,115	559	3/16/2025	4.2	18700	5.7	14.3	\$33.00	\$10.04	\$8.63	37%	59%	5.4	1,140	158%
Far	High	539	122	7/26/2024	1.0	17500	9.5	10.5	\$45.00	\$17.33	\$11.25	33%	0%	1.5	500	98%
Fun		0	0	4/2/2025	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	350	0%

Low Tech Statistics

Total Industry Unit Demand 6,665
Actual Industry Unit Sales 6,665
Segment % of Total Industry 63.8%

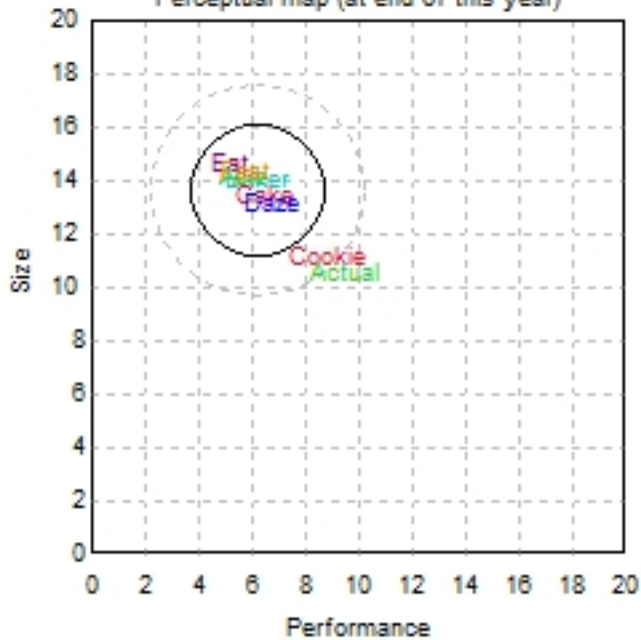
Next Year's Segment Growth Rate 10.7%

Low Tech Customer Buying Criteria

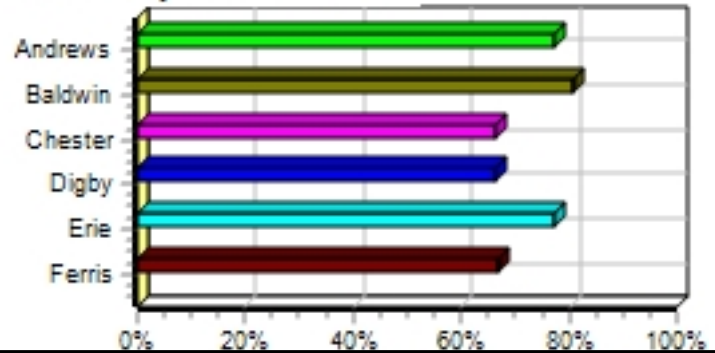
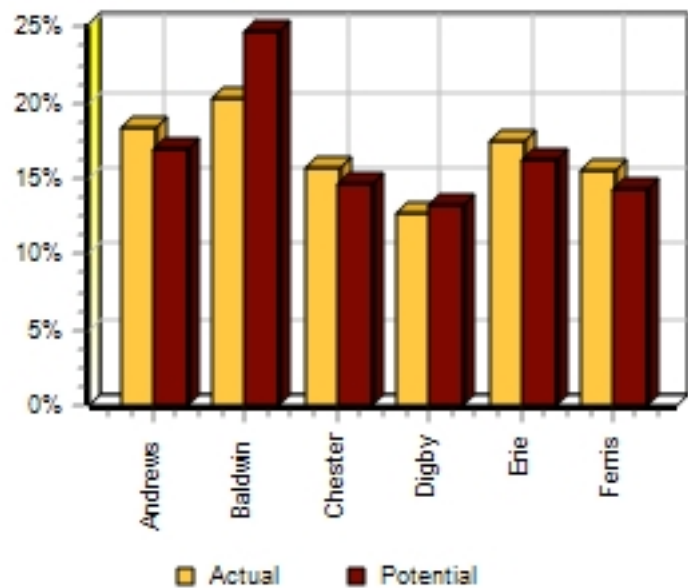
	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmm 6.3 Size 13.7	9%

Perceptual Map for Low Tech

Perceptual map (at end of this year)



Accessibility F128187 Low Tech

Actual vs Potential Market Share
2024 F128187 Low Tech

Top Products in Low Tech Segment

Name	Market Share	Units Sold to Seg	Revision Date	Stock Out	Pfmm Coord	Size Coord	List Price	MTBF	Age Dec.31	Promo Budget	Cust. Awareness	Sales Budget	Cust. Accessibility	Dec. Cust Survey
Baker	20%	1,352	3/3/2023	YES	6.2	14.0	\$29.00	20000	3.11	\$1,400	100%	\$3,000	81%	53
Able	18%	1,220	1/29/2024		5.8	14.2	\$31.99	19000	4.26	\$1,400	100%	\$3,000	77%	30
Eat	17%	1,160	2/27/2025		5.3	14.7	\$33.50	20000	4.12	\$1,400	100%	\$3,000	77%	28
Cake	16%	1,045	8/8/2024		6.6	13.4	\$32.00	18000	2.34	\$1,300	96%	\$3,000	66%	31
Fast	15%	1,030	3/16/2025		5.7	14.3	\$33.00	18700	4.25	\$1,500	100%	\$2,000	67%	25
Daze	13%	852	9/30/2024	YES	6.8	13.2	\$32.50	20000	2.03	\$2,000	100%	\$2,750	66%	33
Cookie	0%	7	7/12/2023		8.8	11.2	\$43.50	18000	1.46	\$2,000	92%	\$1,500	66%	1

High Tech Statistics

Total Industry Unit Demand 3,776
Actual Industry Unit Sales |3,776
Segment % of Total Industry |36.2%

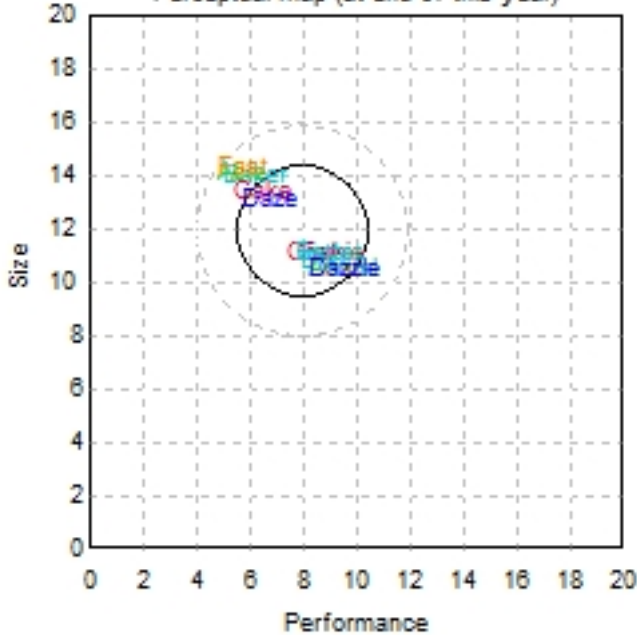
Next Year's Segment Growth Rate |18.6%

High Tech Customer Buying Criteria

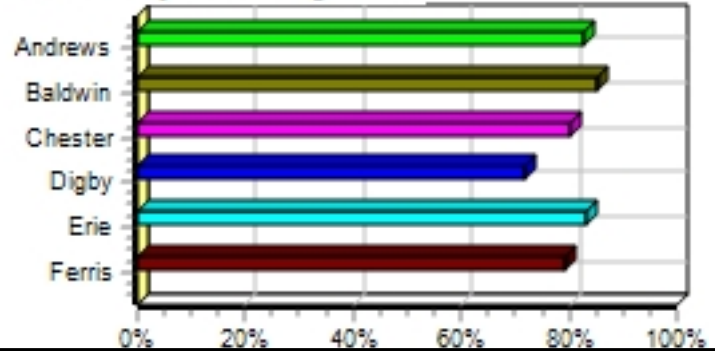
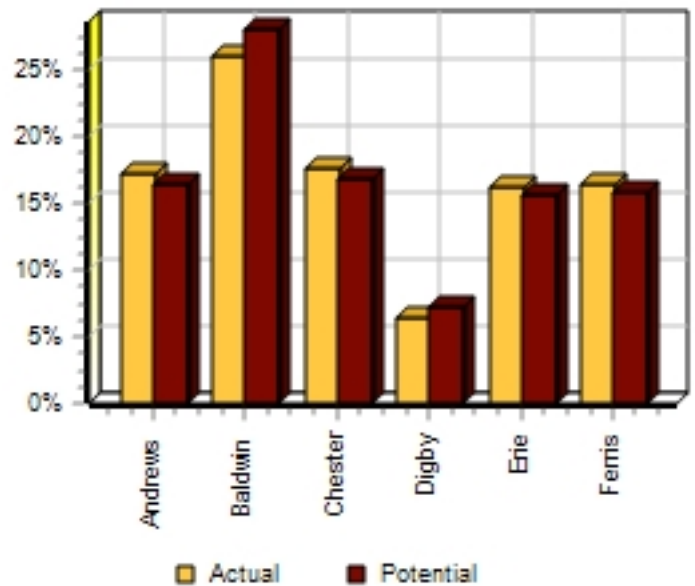
	Expectations	Importance
1. Ideal Position	Pfmm 9.5 Size 10.5	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%

Perceptual Map for High Tech

Perceptual map (at end of this year)



Accessibility F128187 High Tech

Actual vs Potential Market Share
2024 F128187 High Tech

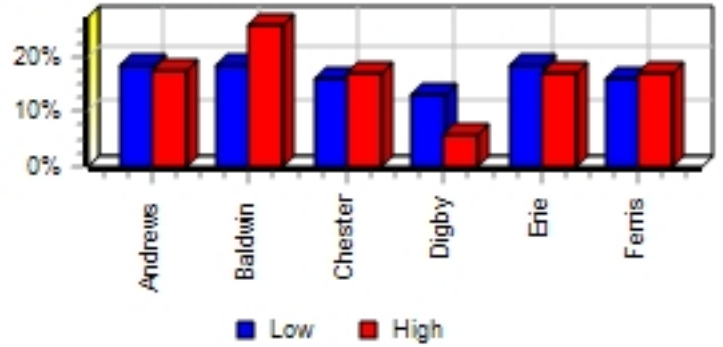
Top Products in High Tech Segment

Name	Market Share	Units Sold to Seg	Revision Date	Stock Out	Pfmm Coord	Size Coord	List Price	MTBF	Age Dec.31	Promo Budget	Cust. Awareness	Sales Budget	Cust. Accessibility	Dec. Cust Survey
Eat+	15%	564	7/19/2023		8.8	11.2	\$45.00	19000	1.44	\$2,000	92%	\$3,000	83%	29
Actual	14%	541	7/13/2024		9.5	10.5	\$44.99	18500	0.97	\$2,000	92%	\$1,500	83%	36
Far	14%	539	7/26/2024		9.5	10.5	\$45.00	17500	0.96	\$1,900	86%	\$2,000	79%	34
Cookie	14%	513	7/12/2023		8.8	11.2	\$43.50	18000	1.46	\$2,000	92%	\$1,500	80%	26
Bravo	12%	439	3/13/2024		9.2	10.8	\$45.00	17000	0.80	\$2,000	70%	\$3,000	85%	32
Better	9%	350	7/17/2024	YES	8.9	11.2	\$45.00	17000	1.06	\$2,000	92%	\$1,500	85%	28
Baker	5%	198	3/3/2023	YES	6.2	14.0	\$29.00	20000	3.11	\$1,400	100%	\$3,000	85%	11
Cake	4%	151	8/8/2024		6.6	13.4	\$32.00	18000	2.34	\$1,300	96%	\$3,000	80%	12
Dazzle	4%	132	9/20/2024	YES	9.5	10.5	\$45.00	17000	0.27	\$2,000	70%	\$3,000	72%	33
Able	3%	109	1/29/2024		5.8	14.2	\$31.99	19000	4.26	\$1,400	100%	\$3,000	83%	4
Daze	3%	109	9/30/2024	YES	6.8	13.2	\$32.50	20000	2.03	\$2,000	100%	\$2,750	72%	17
Fast	2%	85	3/16/2025		5.7	14.3	\$33.00	18700	4.25	\$1,500	100%	\$2,000	79%	3

Units Sold vs Demand Chart F128187



Market Share F128187



Actual Market Share in Units

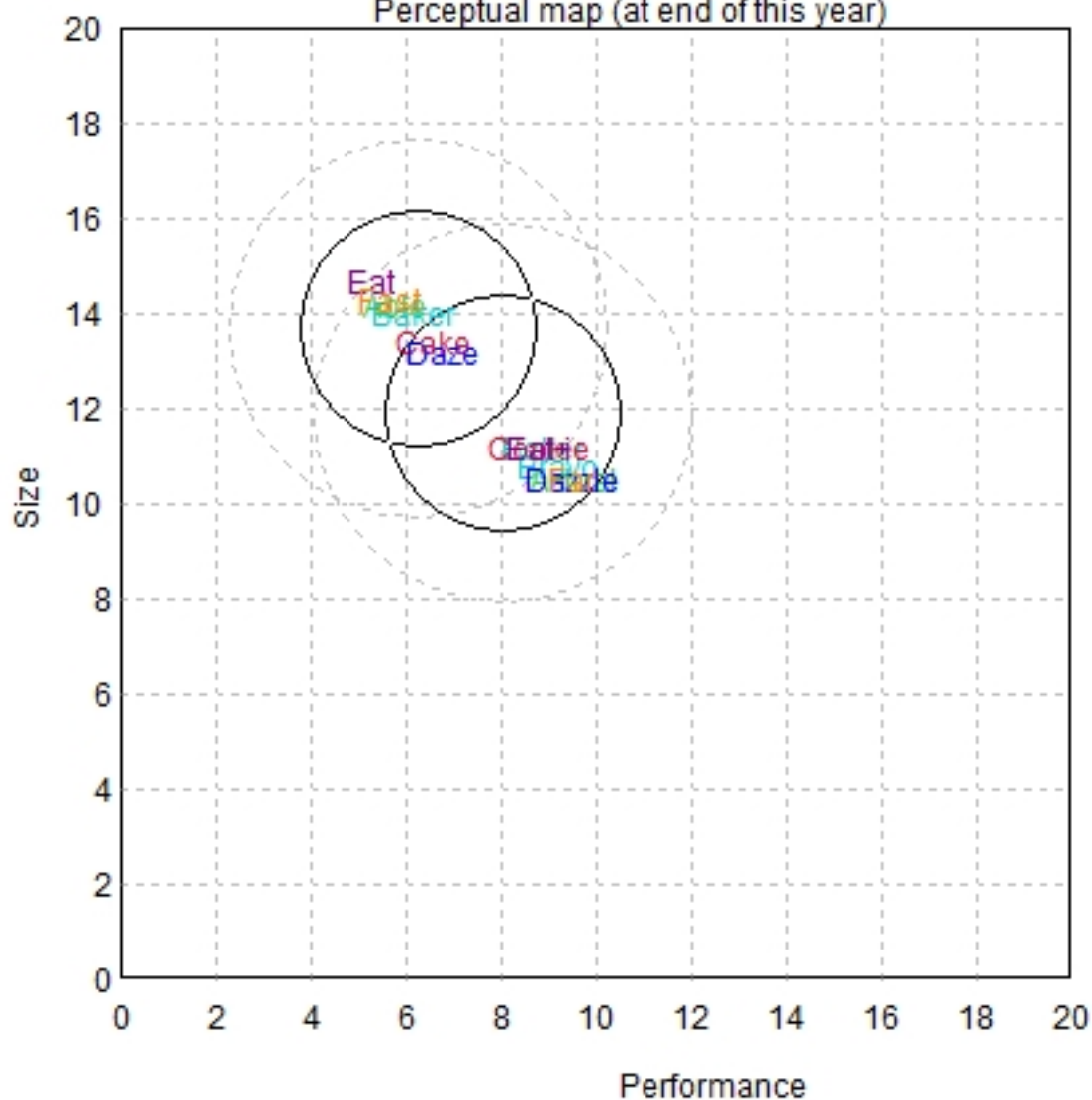
	Low	High	Total
Industry Unit Sales	6,665	3,776	10,441
% of Market	63.8%	36.2%	100.0%
Able	18.3%	2.9%	12.7%
Actual		14.3%	5.2%
Total	18.3%	17.2%	17.9%
Baker	20.3%	5.2%	14.8%
Better		9.3%	3.4%
Bravo		11.6%	4.2%
Total	20.3%	26.1%	22.4%
Cake	15.7%	4.0%	11.5%
Cookie		13.6%	5.0%
Total	15.8%	17.6%	16.4%
Daze	12.8%	2.9%	9.2%
Dazzle		3.5%	1.3%
Total	12.8%	6.4%	10.5%
Eat	17.4%	1.2%	11.6%
Eat+		14.9%	5.4%
Total	17.4%	16.2%	17.0%
Fast	15.4%	2.2%	10.7%
Far		14.3%	5.2%
Total	15.4%	16.5%	15.8%

Potential Market Share in Units

	Low	High	Total
Units Demanded	6,665	3,776	10,441
% of Market	63.8%	36.2%	100.0%
Able	17.0%	2.8%	11.8%
Actual		13.7%	4.9%
Total	17.0%	16.5%	16.8%
Baker	24.7%	6.2%	18.0%
Better		10.9%	3.9%
Bravo		11.0%	4.0%
Total	24.7%	28.1%	25.9%
Cake	14.5%	3.8%	10.6%
Cookie		13.1%	4.8%
Total	14.6%	16.8%	15.4%
Daze	13.3%	3.2%	9.6%
Dazzle		4.0%	1.5%
Total	13.3%	7.3%	11.1%
Eat	16.2%	1.2%	10.8%
Eat+		14.4%	5.2%
Total	16.2%	15.6%	15.9%
Fast	14.3%	2.2%	9.9%
Far		13.6%	4.9%
Total	14.3%	15.8%	14.9%

Perceptual Map for All Segments

Perceptual map (at end of this year)

**Andrews**

Name	Pfmn	Size	Revised
Able	5.8	14.2	1/29/2024
Actual	9.5	10.5	7/13/2024

Baldwin

Name	Pfmn	Size	Revised
Baker	6.2	14.0	3/3/2023
Better	8.9	11.2	7/17/2024
Bravo	9.2	10.8	3/13/2024

Chester

Name	Pfmn	Size	Revised
Cake	6.6	13.4	8/8/2024
Cookie	8.8	11.2	7/12/2023

Digby

Name	Pfmn	Size	Revised
Daze	6.8	13.2	9/30/2024
Dazzle	9.5	10.5	9/20/2024

Erie

Name	Pfmn	Size	Revised
Eat	5.3	14.7	2/27/2025
Eat+	8.8	11.2	7/19/2023

Ferris

Name	Pfmn	Size	Revised
Fast	5.7	14.3	3/16/2025
Far	9.5	10.5	7/26/2024

HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	325	405	233	198	596	345
Complement	325	398	233	198	596	335
1st Shift Complement	222	247	212	181	391	259
2nd Shift Complement	103	151	21	17	205	76
Overtime Percent	0.0%	3.0%	0.1%	0.0%	0.1%	3.9%
Turnover Rate	6.9%	6.8%	10.0%	7.0%	7.7%	7.0%
New Employees	63	27	23	57	241	23
Separated Employees	0	18	163	0	0	27
Recruiting Spend	\$5,000	\$5,000	\$0	\$5,000	\$250	\$5,000
Training Hours	80	80	0	80	60	80
Productivity Index	108.0%	110.0%	100.0%	105.0%	100.3%	109.1%
Recruiting Cost	\$380	\$161	\$23	\$341	\$301	\$140
Separation Cost	\$0	\$91	\$815	\$0	\$0	\$135
Training Cost	\$520	\$637	\$0	\$317	\$715	\$535
Total HR Admin Cost	\$900	\$888	\$838	\$658	\$1,017	\$810
Strike Days						

TQM SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Process Mgt Budgets Last Year						
CPI Systems	\$0	\$0	\$0	\$0	\$0	\$0
VendorJIT	\$0	\$0	\$0	\$0	\$0	\$0
Quality Initiative Training	\$0	\$0	\$0	\$0	\$0	\$0
Channel Support Systems	\$0	\$0	\$0	\$0	\$0	\$0
Concurrent Engineering	\$0	\$0	\$0	\$0	\$0	\$0
UNEP Green Programs	\$0	\$0	\$0	\$0	\$0	\$0
TQM Budgets Last Year						
Benchmarking	\$0	\$0	\$0	\$0	\$0	\$0
Quality Function Deployment Effort	\$0	\$0	\$0	\$0	\$0	\$0
CCE/6 Sigma Training	\$0	\$0	\$0	\$0	\$0	\$0
GEMI TQEM Sustainability Initiatives	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Impacts						
Material Cost Reduction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Labor Cost Reduction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Reduction R&D Cycle Time	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Reduction Admin Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Demand Increase	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

ETHICS SUMMARY

Other (Fees, Writeoffs, etc.) The actual dollar impact. Example, \$120 means Other increased by \$120.
Demand Factor The % of normal. 98% means demand fell 2%.
Material Cost Impact The % of normal. 104% means material costs rose 4%.
Admin Cost Impact The % of normal. 103% means admin costs rose 3%.
Productivity Impact The % of normal. 104% means productivity increased by 4%.
Awareness Impact The % of normal. 105% means normal awareness was multiplied by 1.05.
Accessibility Impact The % of normal. 98% means normal accessibility was multiplied by 0.98.
Normal means the value that would have been produced if the problem had not been presented.

Total

	No Impact	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Other (Fees, Writeoffs, etc.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Demand Factor	100%	100%	100%	100%	100%	100%	100%
Material Cost Impact	100%	100%	100%	100%	100%	100%	100%
Admin Cost Impact	100%	100%	100%	100%	100%	100%	100%
Productivity Impact	100%	100%	100%	100%	100%	100%	100%
Awareness Impact	100%	100%	100%	100%	100%	100%	100%
Accessibility Impact	100%	100%	100%	100%	100%	100%	100%

Annual Report

Annual Report

Ferris

F128187

Round: 3
Dec. 31, 2024

Balance Sheet

DEFINITIONS: Common Size: The common size column simply represents each item as a percentage of total assets for that year. **Cash:** Your end-of-year cash position. **Accounts Receivable:** Reflects the lag between delivery and payment of your products. **Inventories:** The current value of your inventory across all products. A zero indicates your company stocked out. Unmet demand would, of course, fall to your competitors. **Plant & Equipment:** The current value of your plant. **Accum Deprec:** The total accumulated depreciation from your plant. **Accts Payable:** What the company currently owes suppliers for materials and services. **Current Debt:** The debt the company is obligated to pay during the next year of operations. It includes emergency loans used to keep your company solvent should you run out of cash during the year. **Long Term Debt:** The company's long term debt is in the form of bonds, and this represents the total value of your bonds. **Common Stock:** The amount of capital invested by shareholders in the company. **Retained Earnings:** The profits that the company chose to keep instead of paying to shareholders as dividends.

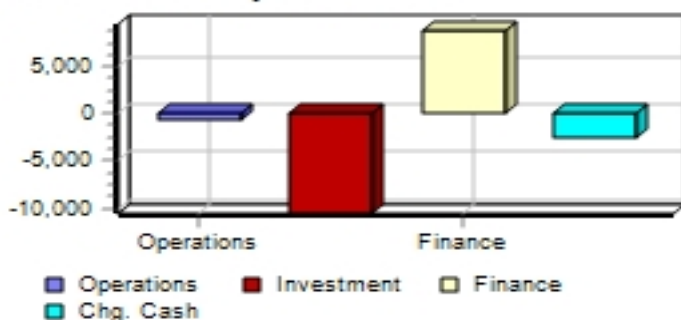
ASSETS		2024 Common Size	2023
Cash	\$340	0.6%	\$2,786
Account Receivable	\$7,191	13.7%	\$6,366
Inventory	\$14,480	27.6%	\$8,533
Total Current Assets	\$22,011	41.9%	\$17,685
Plant & Equipment	\$40,964	78.0%	\$30,444
Accumulated Depreciation	(\$10,451)	-19.9%	(\$7,953)
Total Fixed Assets	\$30,513	58.1%	\$22,491
Total Assets	\$52,523	100.0%	\$40,176
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$3,217	6.1%	\$3,626
Current Debt	\$500	1.0%	\$867
Long Term Debt	\$6,133	11.7%	\$6,133
Total Liabilities	\$9,850	18.8%	\$10,626
Common Stock	\$22,405	42.7%	\$13,323
Retained Earnings	\$20,267	38.6%	\$16,226
Total Equity	\$42,672	81.2%	\$29,549
Total Liab. & O. Equity	\$52,523	100.0%	\$40,176

Cash Flow Statement

The **Cash Flow Statement** examines what happened in the Cash Account during the year. Cash injections appear as positive numbers and cash withdrawals as negative numbers. The Cash Flow Statement is an excellent tool for diagnosing emergency loans. When negative cash flows exceed positives, you are forced to seek emergency funding. For example, if sales are bad and you find yourself carrying an abundance of excess inventory, the report would show the increase in inventory as a huge negative cash flow. Too much unexpected inventory could outstrip your inflows, exhaust your starting cash and force you to beg for money to keep your company afloat.

Cash Flows from Operating Activities	2024	2023
Net Income(Loss)	\$4,041	\$3,653
Depreciation	\$2,498	\$2,030
Extraordinary gains/losses/writeoffs	\$0	\$0
Accounts Payable	(\$409)	\$593
Inventory	(\$5,947)	(\$3,832)
Accounts Receivable	(\$825)	(\$1,864)
Net cash from operation	(\$642)	\$580
Cash Flows from Investing Activities		
Plant Improvements	(\$10,520)	(\$9,098)
Cash Flows from Financing Activities		
Dividends paid	\$0	\$0
Sales of common stock	\$9,082	\$6,533
Purchase of common stock	\$0	\$0
Cash from long term debt	\$0	\$1,400
Retirement of long term debt	\$0	(\$867)
Change in current debt(net)	(\$367)	\$867
Net cash from financing activities	\$8,715	\$7,933
Net change in cash position	(\$2,447)	(\$585)
Closing cash position	\$340	\$2,786

Cash Flow Summary Ferris F128187

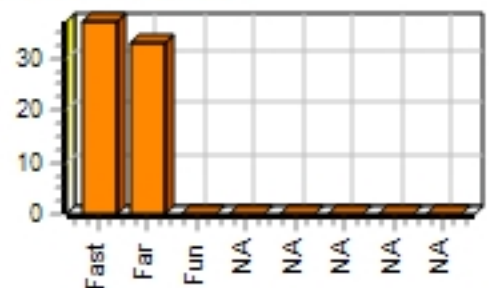


2024 Income Statement

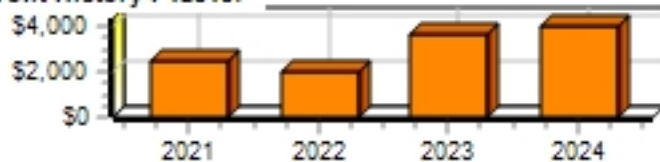
(Product Name)	Fast	Far	Fun						2024 Total	Common Size
Sales	\$36,784	\$24,252	\$0	\$0	\$0	\$0	\$0	\$0	\$61,036	100.0%
Variable Costs:										
Direct Labor	\$9,791	\$6,516	\$0	\$0	\$0	\$0	\$0	\$0	\$16,307	26.7%
Direct Material	\$11,929	\$9,310	\$0	\$0	\$0	\$0	\$0	\$0	\$21,239	34.8%
Inventory Carry	\$1,307	\$431	\$0	\$0	\$0	\$0	\$0	\$0	\$1,738	2.8%
Total Variable	\$23,027	\$16,256	\$0	\$0	\$0	\$0	\$0	\$0	\$39,284	64.4%
Contribution Margin	\$13,757	\$7,995	\$0	\$0	\$0	\$0	\$0	\$0	\$21,752	35.6%
Period Costs:										
Depreciation	\$2,098	\$400	\$0	\$0	\$0	\$0	\$0	\$0	\$2,498	4.1%
SG&A: R&D	\$1,000	\$577	\$1,000	\$0	\$0	\$0	\$0	\$0	\$2,577	4.2%
Promotions	\$1,500	\$1,900	\$0	\$0	\$0	\$0	\$0	\$0	\$3,400	5.6%
Sales	\$2,000	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000	6.6%
Admin	\$1,040	\$686	\$0	\$0	\$0	\$0	\$0	\$0	\$1,725	2.8%
Total Period	\$7,637	\$5,563	\$1,000	\$0	\$0	\$0	\$0	\$0	\$14,200	23.3%
Net Margin	\$6,120	\$2,432	(\$1,000)	\$0	\$0	\$0	\$0	\$0	\$7,552	12.4%

Definitions: **Sales:** Unit Sales times list price. **Direct Labor:** Labor costs incurred to produce the product that was sold. **Inventory Carry Cost:** the cost unsold goods in inventory. **Depreciation:** Calculated on straight-line. 15-year depreciation of plant value. **R&D Costs:** R&D department expenditures for each product. **Admin:** Administration overhead is estimated at 1.5% of sales. **Promotions:** The promotion budget for each product. **Sales:** The sales force budget for each product. **Other:** Charges not included in other categories such as Fees, Write offs, and TQM. The fees include money paid to investment bankers and brokerage firms to issue new stocks or bonds plus consulting fees your instructor might assess. Write-offs include the loss you might experience when you sell capacity or liquidate inventory as the result of eliminating a production line. If the amount appears as a negative amount, then you actually made money on the liquidation of capacity or inventory. **EBIT:** Earnings Before Interest and Taxes. **Short Term Interest:** Interest expense based on last years current debt, including short term debt, long term notes that have become due, and emergency loans. **Long Term Interest:** Interest paid on outstanding bonds. **Taxes:** Income tax based upon a 35% tax rate. **Profit Sharing:** Profits shared with employees under the labor contract. **Net Profit:** EBIT minus interest, taxes, and profit sharing.

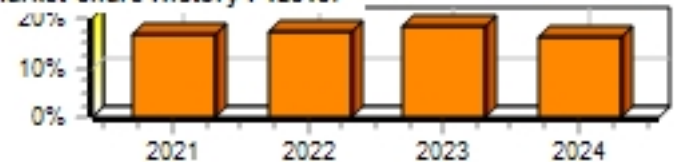
Other	\$454	0.7%
EBIT	\$7,098	11.6%
Short Term Interest	\$38	0.1%
Long Term Interest	\$716	1.2%
Taxes	\$2,220	3.6%
Profit Sharing	\$82	0.1%
Net Profit	\$4,041	6.6%

Variable Margins
2024 Ferris F128187

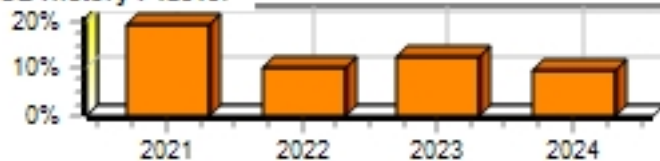
Profit History F128187



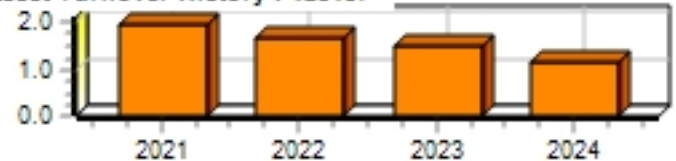
Market Share History F128187



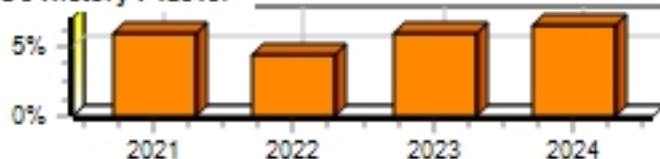
ROE History F128187



Asset Turnover History F128187



ROS History F128187



ROA History F128187

