

Round: 6
Dec. 31,
2027

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

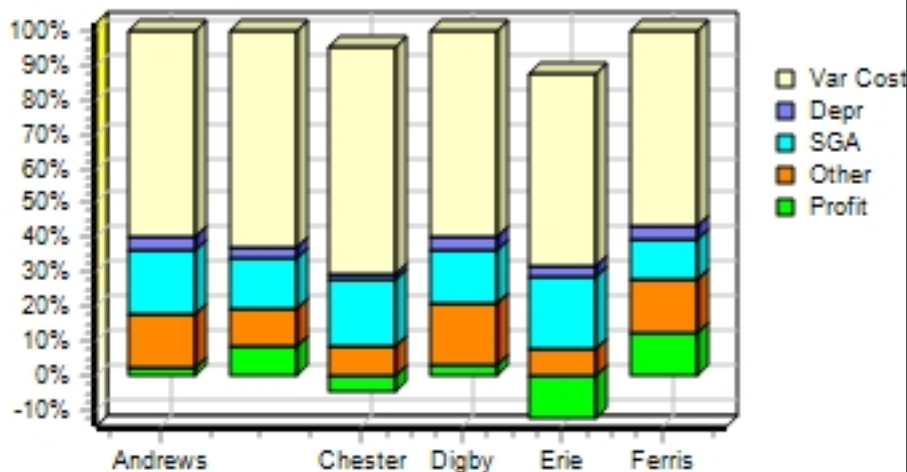
Erie
 Jacob Loat
 Ava Morris
 Zoë Neal
 Rachel Popoff
 Aurora Vona

Ferris
 Amanda Brooks
 Andrew Hunter
 Maya Ivimey
 Vanessa Noel
 Allen Zha

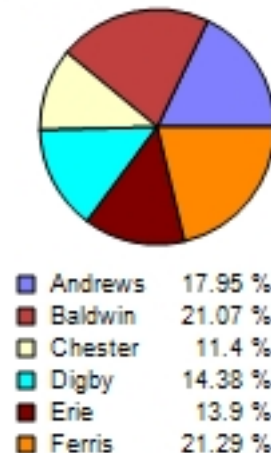
Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	2.6%	8.9%	-5.1%	3.4%	-17.6%	12.9%
Asset Turnover	1.97	1.94	1.66	1.74	1.58	1.30
ROA	5.2%	17.4%	-8.5%	6.0%	-27.8%	16.9%
Leverage	1.8	1.6	2.4	3.0	3.7	1.3
ROE	9.4%	28.2%	-20.3%	18.0%	-103.1%	22.2%
Emergency Loan	\$0	\$0	\$0	\$1,946,850	\$5,464,930	\$0
Sales	\$93,272,983	\$109,510,143	\$59,241,858	\$74,760,495	\$72,259,199	\$110,673,803
EBIT	\$5,636,850	\$16,957,629	(\$2,872,887)	\$7,084,451	(\$15,571,968)	\$23,907,663
Profits	\$2,470,613	\$9,780,516	(\$3,026,786)	\$2,551,670	(\$12,701,423)	\$14,304,512
Cumulative Profit	\$11,813,992	\$20,547,383	(\$2,933,986)	\$3,779,865	(\$13,381,701)	\$34,015,374
SG&A / Sales	19.7%	15.1%	22.3%	16.5%	29.0%	12.0%
Contrib. Margin %	37.6%	34.8%	24.0%	37.4%	21.5%	40.8%

Percent of Sales F128187



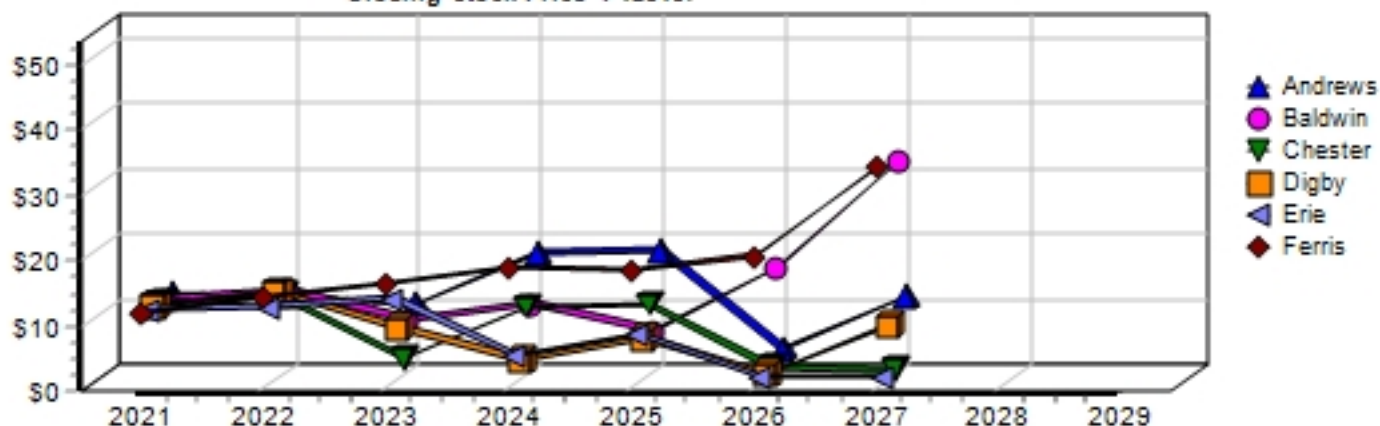
\$ Market Share F128187



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$11.03	\$7.99	2,702,178	\$30	\$9.75	\$0.91	\$0.00	0.0%	12.1
Baldwin	\$32.31	\$16.66	2,337,410	\$76	\$14.83	\$4.18	\$0.00	0.0%	7.7
Chester	\$1.00	(\$0.20)	2,684,329	\$3	\$5.55	(\$1.13)	\$0.00	0.0%	-0.9
Digby	\$8.31	\$7.31	2,000,000	\$17	\$7.07	\$1.28	\$0.00	0.0%	6.5
Erie	\$1.00	\$0.00	3,271,013	\$3	\$3.77	(\$3.88)	\$0.00	0.0%	-0.3
Ferris	\$33.71	\$13.55	3,455,816	\$116	\$18.65	\$4.14	\$0.00	0.0%	8.1

Closing Stock Price F128187



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	10.0S2032	\$2,480,000	10.3%	97.39	BB	Digby	9.6S2033	\$2,579,000	11.0%	87.50	C
	10.0S2033	\$3,000,000	10.3%	97.01	BB		11.6S2034	\$4,458,000	12.2%	95.09	C
	9.8S2035	\$9,432,000	10.3%	95.32	BB		11.4S2035	\$6,096,000	12.2%	93.70	C
Baldwin	10.0S2032	\$2,480,000	10.0%	100.00	BBB		13.0S2037	\$7,584,000	12.8%	101.65	C
	9.7S2035	\$8,000,000	9.9%	98.40	BBB	Erie	10.0S2032	\$2,000,000	11.2%	89.45	DDD
	11.0S2037	\$3,000,000	10.4%	106.14	BBB		9.3S2034	\$7,000,000	11.1%	83.64	DDD
Chester	9.6S2033	\$7,721,000	10.7%	89.75	CC		10.9S2036	\$2,000,000	12.2%	89.22	DDD
	12.4S2034	\$3,733,000	12.2%	101.36	CC		12.9S2037	\$12,996,000	13.0%	99.46	DDD
	11.0S2037	\$3,000,000	11.7%	93.81	CC	Ferris	10.0S2032	\$400,000	9.6%	104.69	AAA
							9.3S2033	\$1,400,000	9.1%	102.26	AAA
							8.6S2035	\$5,000,000	8.7%	98.89	AAA
							8.8S2036	\$7,400,000	8.8%	100.00	AAA

Next Year's Prime Rate 7.00%

Financial Summary

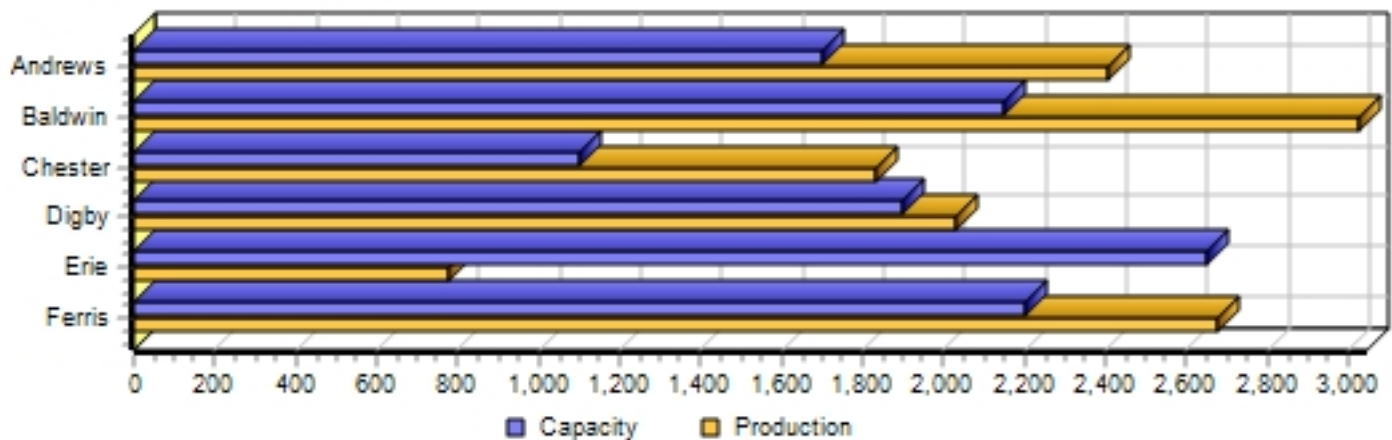


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Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	\$2,471	\$9,781	(\$3,027)	\$2,552	(\$12,701)	\$14,305
Adjustment for non-cash items:						
Depreciation	\$3,187	\$3,513	\$1,321	\$3,163	\$3,469	\$4,097
Extraordinary gains/losses/writeoffs	\$871	\$0	(\$2,042)	\$0	\$0	(\$185)
Changes in current assets and liabilities						
Accounts payable	(\$587)	(\$557)	\$1,608	(\$532)	(\$5,042)	\$1
Inventory	\$13,732	\$2,690	(\$2,233)	\$3,948	\$39,435	\$10,376
Accounts Receivable	(\$1,685)	\$175	(\$883)	(\$596)	\$337	(\$3,085)
Net cash from operations	\$17,988	\$15,602	(\$5,255)	\$8,535	\$25,497	\$25,509
Cash flows from investing activities						
Plant improvements(net)	(\$1,420)	(\$12,850)	\$1,035	(\$7,760)	(\$5,930)	(\$11,140)
Cash flows from financing activities						
Dividends paid	\$0	\$0	\$0	\$0	\$0	\$0
Sales of common stock	\$1,365	\$0	\$0	\$0	\$0	\$0
Purchase of common stock	\$0	\$0	\$0	\$0	\$0	\$0
Cash from long term debt issued	\$0	\$3,000	\$3,000	\$7,584	\$12,996	\$0
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of current debt	(\$14,441)	(\$3,041)	\$0	(\$10,306)	(\$38,028)	\$0
Cash from current debt borrowing	\$0	\$0	\$0	\$0	\$0	\$0
Cash from emergency loan	\$0	\$0	\$0	\$1,947	\$5,465	\$0
Net cash from financing activities	(\$13,077)	(\$41)	\$3,000	(\$775)	(\$19,567)	\$0
Net change in cash position	\$3,492	\$2,711	(\$1,221)	\$0	\$0	\$14,369
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$3,492	\$2,711	\$576	\$0	\$0	\$24,909
Accounts Receivable	\$7,666	\$9,001	\$4,869	\$6,145	\$5,939	\$12,735
Inventory	\$3,729	\$5,520	\$12,426	\$6,228	\$7,331	\$2,709
Total Current Assets	\$14,887	\$17,231	\$17,871	\$12,373	\$13,270	\$40,352
Plant and equipment	\$50,600	\$55,950	\$21,822	\$47,440	\$52,030	\$63,962
Accumulated Depreciation	(\$18,011)	(\$16,835)	(\$3,987)	(\$16,947)	(\$19,573)	(\$19,451)
Total Fixed Assets	\$32,589	\$39,115	\$17,835	\$30,493	\$32,457	\$44,511
Total Assets	\$47,476	\$56,346	\$35,706	\$42,866	\$45,727	\$84,863
Accounts Payable	\$3,615	\$5,591	\$3,759	\$3,461	\$1,349	\$3,606
Current Debt	\$2,600	\$2,600	\$2,600	\$4,547	\$8,065	\$2,600
Total Current Liabilities	\$6,215	\$8,191	\$6,359	\$8,008	\$9,414	\$6,206
Long Term Debt	\$14,912	\$13,480	\$14,454	\$20,717	\$23,996	\$14,200
Total Liabilities	\$21,127	\$21,671	\$20,813	\$28,725	\$33,410	\$20,406
Common Stock	\$7,610	\$6,091	\$9,790	\$2,323	\$17,662	\$22,405
Retained Earnings	\$18,740	\$28,584	\$5,103	\$11,817	(\$5,345)	\$42,052
Total Equity	\$26,350	\$34,675	\$14,893	\$14,140	\$12,317	\$64,457
Total Liabilities & Owners Equity	\$47,476	\$56,346	\$35,706	\$42,866	\$45,727	\$84,863
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$93,273	\$109,510	\$59,242	\$74,760	\$72,259	\$110,674
Variable Costs(Labor,Material,Carry)	\$58,161	\$71,374	\$44,995	\$46,807	\$56,731	\$65,543
Contribution Margin	\$35,112	\$38,136	\$14,247	\$27,953	\$15,528	\$45,131
Depreciation	\$3,187	\$3,513	\$1,321	\$3,163	\$3,469	\$4,097
SGA(R&D,Promo,Sales,Admin)	\$18,350	\$16,516	\$13,190	\$12,328	\$20,982	\$13,311
Other(Fees,Writeoffs,TQM,Bonuses)	\$7,939	\$1,150	\$2,608	\$5,379	\$6,650	\$3,815
EBIT	\$5,637	\$16,958	(\$2,873)	\$7,084	(\$15,572)	\$23,908
Interest(Short term,Long term)	\$1,758	\$1,604	\$1,784	\$3,079	\$3,969	\$1,452
Taxes	\$1,357	\$5,374	(\$1,630)	\$1,402	(\$6,839)	\$7,860
Profit Sharing	\$50	\$200	\$0	\$52	\$0	\$292
Net Profit	\$2,471	\$9,781	(\$3,027)	\$2,552	(\$12,701)	\$14,305

Production Vs. Capacity F128187



Name	Primary Segment	Units Sold	Unit Inventory	Revision Date	Age Dec.31	MTBF	Pfmm Coord	Size Coord	Price	Material Cost	Labor Cost	Contr. Marg.	2nd Shift & Over-time	Auto mation Next Round	Capacity Next Round	Plant Utiliz.
Able	Low	1,489	179	9/27/2026	3.1	20000	7.0	13.0	\$23.00	\$8.52	\$3.57	43%	44%	8.0	900	143%
Actual	High	589	54	4/6/2027	1.5	23000	11.6	8.4	\$44.49	\$16.71	\$8.72	41%	33%	3.5	300	132%
Active	Low	619	0	1/26/2027	2.8	20000	7.8	12.2	\$30.00	\$9.80	\$11.05	26%	33%	2.5	300	132%
Apple	High	328	0	3/3/2027	0.8	17000	11.6	8.4	\$43.49	\$15.12	\$12.87	35%	100%	2.0	200	164%
Apt		0	0	2/28/2028	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	2.0	200	0%
Baker	Low	1,521	329	5/18/2027	2.5	20000	7.7	12.3	\$25.00	\$9.65	\$6.77	31%	25%	7.0	1,200	124%
Beyond		0	0	3/25/2028	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	325	0%
Bravo	High	530	0	4/27/2027	1.5	23000	11.4	8.6	\$44.50	\$16.40	\$9.91	40%	73%	3.0	300	172%
Beam	High	540	0	4/21/2027	1.4	23000	11.6	8.4	\$44.50	\$16.72	\$12.06	35%	55%	1.0	325	154%
Beau	High	530	0	4/21/2027	1.2	23000	11.6	8.4	\$45.00	\$16.72	\$12.24	35%	65%	1.0	325	163%
Cake	Low	202	0	8/8/2024	5.3	18000	6.6	13.4	\$25.00	\$0.00	\$0.00	17%	0%	4.0	1	0%
Cookie	Low	970	395	7/20/2026	3.0	18000	8.0	12.0	\$30.00	\$9.66	\$12.99	17%	85%	3.0	700	183%
Crepe	High	570	107	4/26/2027	1.1	18000	11.4	8.6	\$44.00	\$15.17	\$12.95	33%	44%	2.5	450	143%
Candy		0	0	5/2/2028	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	200	0%
Daze	Low	1,218	274	4/2/2026	3.4	20000	7.3	12.7	\$29.50	\$8.99	\$7.45	41%	24%	6.0	1,250	123%
Dazzle	High	566	56	5/25/2027	1.5	23000	11.6	8.4	\$45.00	\$16.69	\$11.93	36%	0%	1.2	550	59%
Dazed	High	297	0	4/11/2027	1.2	23000	11.6	8.4	\$45.00	\$16.69	\$14.11	31%	50%	1.0	400	149%
Eat	Low	1,151	56	4/13/2027	2.8	19000	7.1	12.8	\$25.99	\$8.92	\$7.68	29%	0%	5.7	1,225	48%
Eat+	Low	530	0	7/21/2027	2.4	19000	7.8	12.2	\$29.50	\$10.02	\$12.80	-1%	0%	2.0	625	0%
Elmo	High	511	92	7/16/2027	1.2	20000	11.6	8.4	\$44.50	\$16.72	\$12.80	28%	0%	1.0	500	0%
Emu	High	89	102	9/2/2027	0.3	19000	12.3	7.7	\$45.00	\$17.62	\$15.81	15%	99%	1.0	300	64%
Fast	Low	1,267	88	7/11/2026	3.2	20000	7.8	12.2	\$28.75	\$9.81	\$5.00	46%	6%	7.1	1,030	106%
Far	Low	874	0	9/28/2026	2.2	20000	9.0	11.0	\$34.00	\$11.74	\$8.33	38%	46%	4.8	775	145%
Fun	High	522	0	5/9/2027	1.4	23000	11.5	8.5	\$45.00	\$16.56	\$10.96	39%	14%	1.0	350	113%
Fantom	High	468	49	8/20/2027	1.1	23000	11.7	8.3	\$45.00	\$16.88	\$11.83	38%	43%	1.0	300	142%
Fungus		0	0	3/18/2028	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	250	0%

Low Tech Statistics

Total Industry Unit Demand 8,863
Actual Industry Unit Sales |8,863
Segment % of Total Industry |57.6%

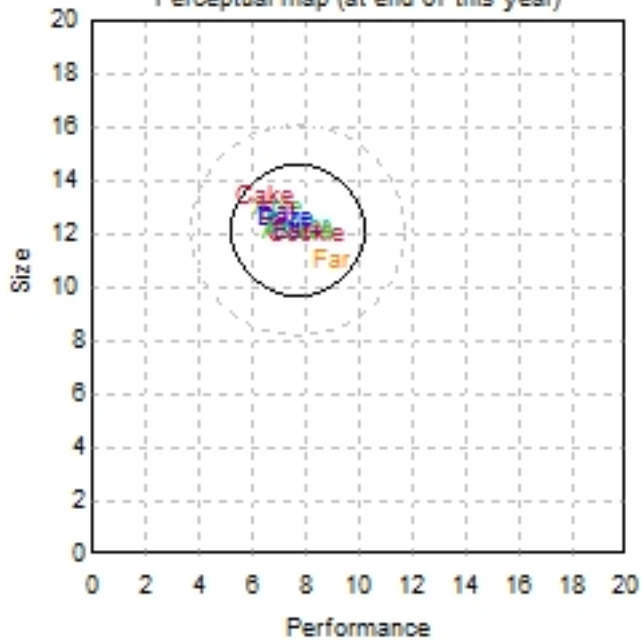
Next Year's Segment Growth Rate |10.2%

Low Tech Customer Buying Criteria

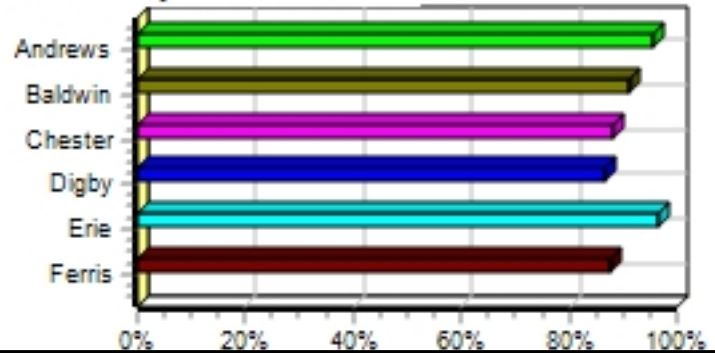
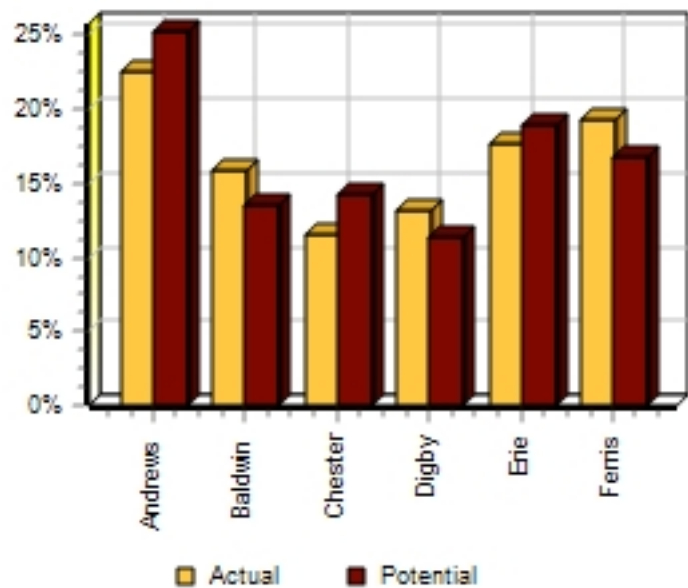
	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmm 7.8 Size 12.2	9%

Perceptual Map for Low Tech

Perceptual map (at end of this year)



Accessibility F128187 Low Tech

Actual vs Potential Market Share
2027 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
Able	17%	1,475	9/27/2026		7.0	13.0	\$23.00	20000	3.09	\$1,385	100%	\$1,500	96%	74
Baker	16%	1,399	5/18/2027		7.7	12.3	\$25.00	20000	2.45	\$1,385	100%	\$3,000	91%	74
Daze	13%	1,167	4/2/2026		7.3	12.7	\$29.50	20000	3.39	\$1,400	100%	\$3,000	87%	57
Eat	13%	1,138	4/13/2027		7.1	12.8	\$25.99	19000	2.85	\$1,400	100%	\$3,000	97%	59
Fast	13%	1,130	7/11/2026		7.8	12.2	\$28.75	20000	3.24	\$1,400	99%	\$600	88%	59
Cookie	9%	819	7/20/2026		8.0	12.0	\$30.00	18000	2.95	\$1,500	100%	\$1,500	88%	45
Far	7%	585	9/28/2026	YES	9.0	11.0	\$34.00	20000	2.24	\$1,400	99%	\$3,000	88%	37
Active	6%	516	1/26/2027	YES	7.8	12.2	\$30.00	20000	2.81	\$1,700	100%	\$3,000	96%	62
Eat+	5%	431	7/21/2027	YES	7.8	12.2	\$29.50	19000	2.44	\$1,400	100%	\$1,500	97%	48
Cake	2%	202	8/8/2024	YES	6.6	13.4	\$25.00	18000	5.34	\$1,500	100%	\$1,500	88%	27

High Tech Statistics

Total Industry Unit Demand 6,517
Actual Industry Unit Sales 6,517
Segment % of Total Industry 42.4%

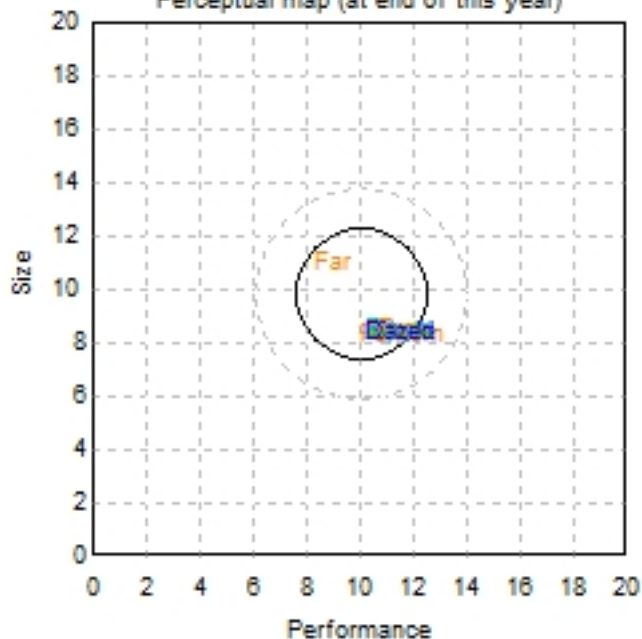
Next Year's Segment Growth Rate 19.6%

High Tech Customer Buying Criteria

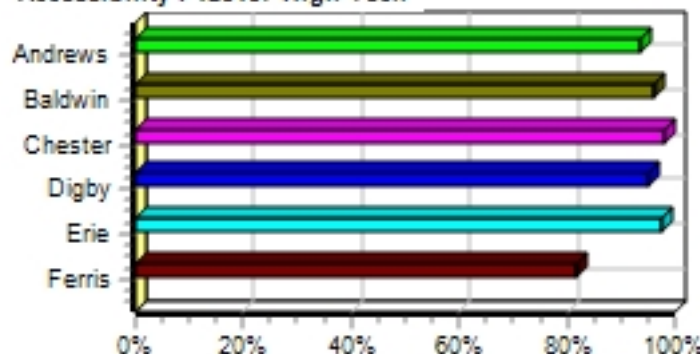
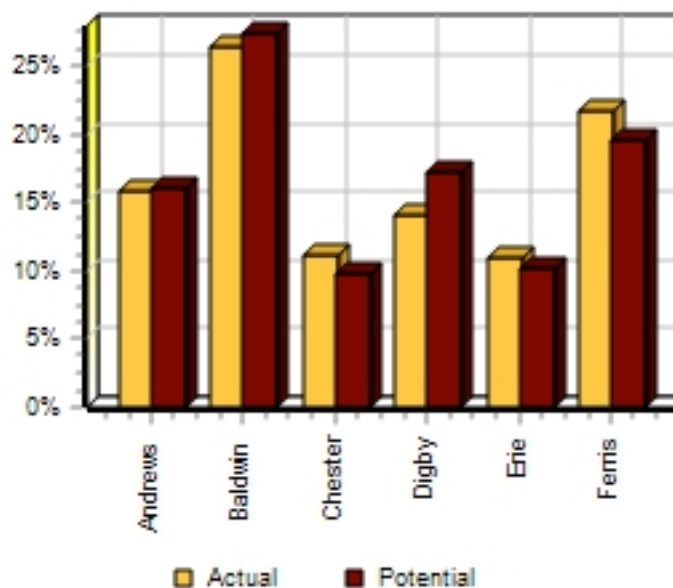
	Expectations	Importance
1. Ideal Position	Pfmm 11.6 Size 8.4	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%

Perceptual Map for High Tech

Perceptual map (at end of this year)



Accessibility F128187 High Tech

Actual vs Potential Market Share
2027 F128187 High Tech

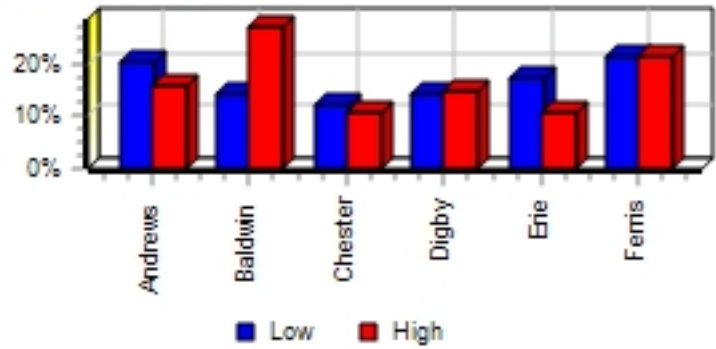
Top Products in High Tech Segment

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
Actual	9%	589	4/6/2027		11.6	8.4	\$44.49	23000	1.55	\$1,385	100%	\$1,500	93%	50
Crepe	9%	570	4/26/2027		11.4	8.6	\$44.00	18000	1.12	\$2,000	92%	\$3,000	98%	44
Dazzle	9%	566	5/25/2027		11.6	8.4	\$45.00	23000	1.46	\$1,500	100%	\$1,500	95%	51
Beam	8%	540	4/21/2027	YES	11.6	8.4	\$44.50	23000	1.44	\$1,615	100%	\$1,000	96%	51
Bravo	8%	530	4/27/2027	YES	11.4	8.6	\$44.50	23000	1.52	\$1,385	100%	\$1,000	96%	50
Beau	8%	530	4/21/2027	YES	11.6	8.4	\$45.00	23000	1.25	\$2,000	92%	\$1,000	96%	51
Fun	8%	522	5/9/2027	YES	11.5	8.5	\$45.00	23000	1.38	\$1,650	98%	\$0	82%	47
Elmo	8%	511	7/16/2027		11.6	8.4	\$44.50	20000	1.21	\$1,750	100%	\$2,000	97%	44
Fantom	7%	468	8/20/2027		11.7	8.3	\$45.00	23000	1.09	\$1,800	87%	\$0	82%	48
Apple	5%	328	3/3/2027	YES	11.6	8.4	\$43.49	17000	0.83	\$2,000	70%	\$3,000	93%	41
Dazed	5%	297	4/11/2027	YES	11.6	8.4	\$45.00	23000	1.22	\$2,000	92%	\$1,500	95%	53
Far	4%	289	9/28/2026	YES	9.0	11.0	\$34.00	20000	2.24	\$1,400	99%	\$3,000	82%	18

Units Sold vs Demand Chart F128187



Market Share F128187



Actual Market Share in Units

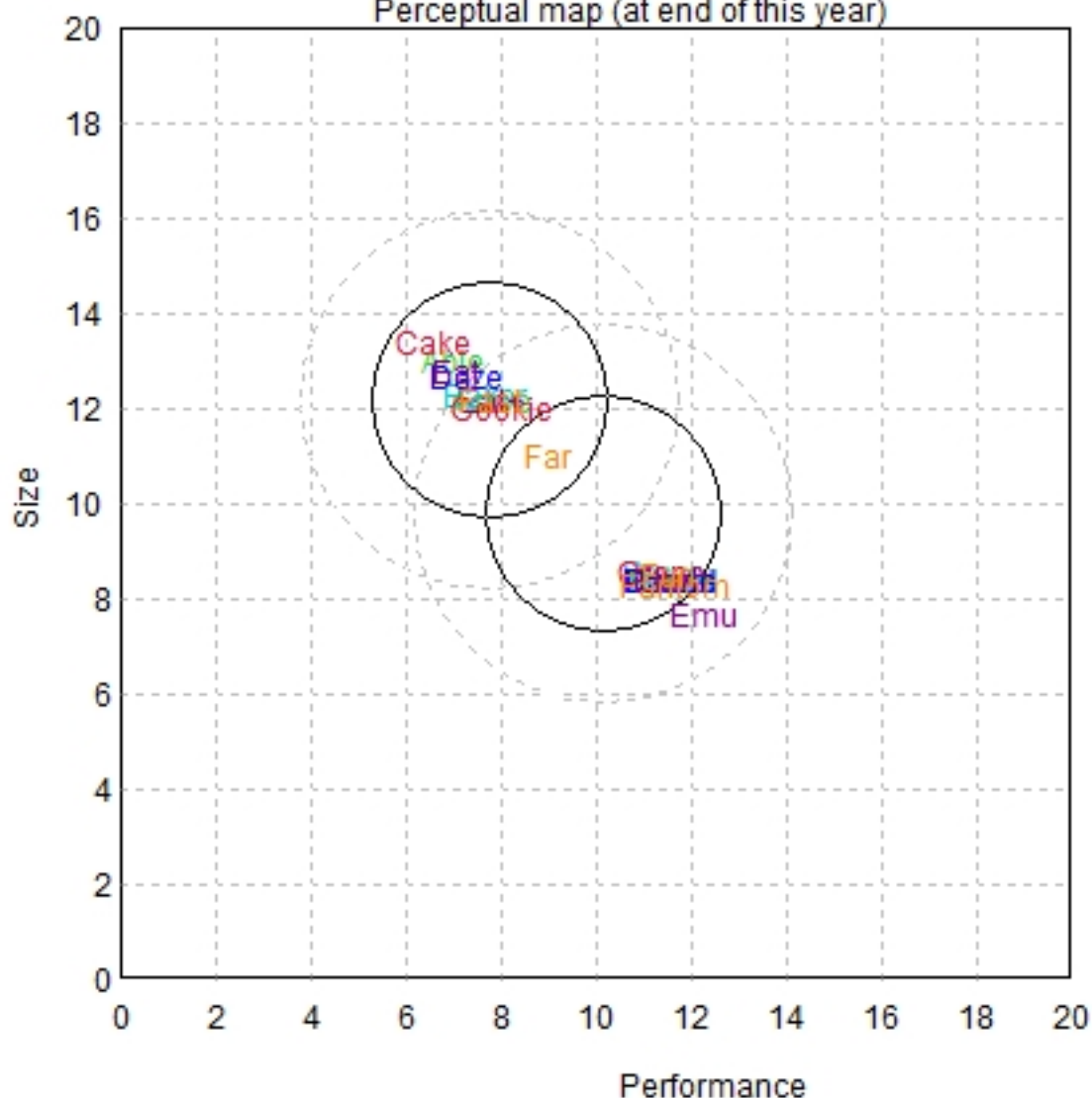
	Low	High	Total
Industry Unit Sales	8,863	6,517	15,380
% of Market	57.6%	42.4%	100.0%
Able	16.6%	0.2%	9.7%
Actual		9.0%	3.8%
Active	5.8%	1.6%	4.0%
Apple		5.0%	2.1%
Total	22.5%	15.9%	19.7%
Baker	15.8%	1.9%	9.9%
Bravo		8.1%	3.5%
Beam		8.3%	3.5%
Beau		8.1%	3.4%
Total	15.8%	26.4%	20.3%
Cake	2.3%		1.3%
Cookie	9.2%	2.3%	6.3%
Crepe		8.8%	3.7%
Total	11.5%	11.1%	11.3%
Daze	13.2%	0.8%	7.9%
Dazzle		8.7%	3.7%
Dazed		4.6%	1.9%
Total	13.2%	14.0%	13.5%
Eat	12.8%	0.2%	7.5%
Eat+	4.9%	1.5%	3.4%
Elmo		7.8%	3.3%
Emu		1.4%	0.6%
Total	17.7%	10.9%	14.8%
Fast	12.8%	2.1%	8.2%
Far	6.6%	4.4%	5.7%
Fun		8.0%	3.4%
Fantom		7.2%	3.0%
Total	19.4%	21.7%	20.4%

Potential Market Share in Units

	Low	High	Total
Units Demanded	8,863	6,517	15,380
% of Market	57.6%	42.4%	100.0%
Able	14.3%	0.2%	8.3%
Actual		8.0%	3.4%
Active	10.9%	2.3%	7.3%
Apple		5.4%	2.3%
Total	25.2%	15.9%	21.3%
Baker	13.6%	1.6%	8.5%
Bravo		8.5%	3.6%
Beam		8.6%	3.6%
Beau		8.7%	3.7%
Total	13.6%	27.4%	19.4%
Cake	6.4%		3.7%
Cookie	7.9%	2.1%	5.4%
Crepe		7.7%	3.3%
Total	14.3%	9.8%	12.4%
Daze	11.3%	0.7%	6.8%
Dazzle		7.6%	3.2%
Dazed		8.9%	3.8%
Total	11.3%	17.2%	13.8%
Eat	11.0%	0.2%	6.4%
Eat+	7.9%	1.9%	5.3%
Elmo		6.9%	2.9%
Emu		1.2%	0.5%
Total	18.9%	10.2%	15.2%
Fast	10.9%	1.9%	7.1%
Far	5.8%	4.0%	5.0%
Fun		7.3%	3.1%
Fantom		6.3%	2.7%
Total	16.7%	19.5%	17.9%

Perceptual Map for All Segments

Perceptual map (at end of this year)

**Andrews**

Name	Pfmn	Size	Revised
Able	7.0	13.0	9/27/2026
Actual	11.6	8.4	4/6/2027
Active	7.8	12.2	1/26/2027
Apple	11.6	8.4	3/3/2027

Baldwin

Name	Pfmn	Size	Revised
Baker	7.7	12.3	5/18/2027
Bravo	11.4	8.6	4/27/2027
Beam	11.6	8.4	4/21/2027
Beau	11.6	8.4	4/21/2027

Chester

Name	Pfmn	Size	Revised
Cake	6.6	13.4	8/8/2024
Cookie	8.0	12.0	7/20/2026
Crepe	11.4	8.6	4/26/2027

Digby

Name	Pfmn	Size	Revised
Daze	7.3	12.7	4/2/2026
Dazzle	11.6	8.4	5/25/2027
Dazed	11.6	8.4	4/11/2027

Erie

Name	Pfmn	Size	Revised
Eat	7.1	12.8	4/13/2027
Eat+	7.8	12.2	7/21/2027
Elmo	11.6	8.4	7/16/2027
Emu	12.3	7.7	9/2/2027

Ferris

Name	Pfmn	Size	Revised
Fast	7.8	12.2	7/11/2026
Far	9.0	11.0	9/28/2026
Fun	11.5	8.5	5/9/2027
Fantom	11.7	8.3	8/20/2027

HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	253	428	342	293	122	345
Complement	253	424	342	293	123	338
1st Shift Complement	171	293	204	240	102	276
2nd Shift Complement	82	131	138	53	21	62
Overtime Percent	0.2%	1.5%	0.0%	0.0%	0.0%	2.5%
Turnover Rate	7.6%	6.3%	10.0%	9.8%	7.7%	6.5%
New Employees	19	27	176	29	9	31
Separated Employees	89	63	0	54	484	0
Recruiting Spend	\$5,000	\$5,000	\$0	\$0	\$250	\$5,000
Training Hours	50	80	0	0	60	80
Productivity Index	120.7%	123.5%	100.0%	100.0%	107.0%	122.3%
Recruiting Cost	\$115	\$159	\$176	\$29	\$12	\$186
Separation Cost	\$445	\$317	\$0	\$270	\$2,420	\$0
Training Cost	\$253	\$678	\$0	\$0	\$148	\$541
Total HR Admin Cost	\$813	\$1,154	\$176	\$299	\$2,579	\$727
Strike Days						

TQM SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Process Mgt Budgets Last Year						
CPI Systems	\$500	\$500	\$750	\$500	\$750	\$0
VendorJIT	\$750	\$0	\$750	\$500	\$750	\$0
Quality Initiative Training	\$750	\$0	\$750	\$500	\$750	\$750
Channel Support Systems	\$750	\$500	\$750	\$500	\$0	\$750
Concurrent Engineering	\$750	\$0	\$0	\$500	\$750	\$0
UNEP Green Programs	\$500	\$0	\$750	\$500	\$750	\$500
TQM Budgets Last Year						
Benchmarking	\$750	\$0	\$0	\$500	\$0	\$750
Quality Function Deployment Effort	\$750	\$0	\$0	\$500	\$750	\$750
CCE/6 Sigma Training	\$750	\$0	\$0	\$500	\$750	\$500
GEMI TQEM Sustainability Initiatives	\$750	\$0	\$750	\$500	\$750	\$0
Total Expenditures	\$7,000	\$1,000	\$4,500	\$5,000	\$6,000	\$4,000
Cumulative Impacts						
Material Cost Reduction	11.69%	11.62%	11.08%	11.80%	7.23%	11.64%
Labor Cost Reduction	13.73%	13.73%	11.42%	14.00%	7.17%	13.88%
Reduction R&D Cycle Time	40.01%	40.01%	0.00%	40.01%	27.25%	36.31%
Reduction Admin Costs	60.02%	60.02%	22.03%	60.02%	4.66%	55.78%
Demand Increase	14.40%	14.38%	11.64%	14.40%	3.85%	14.34%

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: 6
Dec. 31, 2027

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.

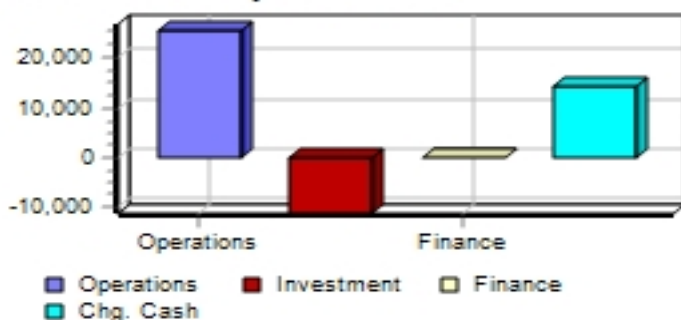
ASSETS		2027 Common Size	2026
Cash	\$24,909	29.4%	\$10,539
Account Receivable	\$12,735	15.0%	\$9,650
Inventory	\$2,709	3.2%	\$13,085
Total Current Assets	\$40,353	47.6%	\$33,274
Plant & Equipment	\$63,962	75.4%	\$54,242
Accumulated Depreciation	(\$19,451)	-22.9%	(\$16,959)
Total Fixed Assets	\$44,511	52.5%	\$37,283
Total Assets	\$84,863	100.0%	\$70,558
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$3,606	4.2%	\$3,605
Current Debt	\$2,600	3.1%	\$0
Long Term Debt	\$14,200	16.7%	\$16,800
Total Liabilities	\$20,406	24.0%	\$20,405
Common Stock	\$22,405	26.4%	\$22,405
Retained Earnings	\$42,052	49.6%	\$27,748
Total Equity	\$64,457	76.0%	\$50,153
Total Liab. & O. Equity	\$84,863	100.0%	\$70,558

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	2027	2026
Net Income(Loss)	\$14,305	\$4,554
Depreciation	\$4,097	\$3,616
Extraordinary gains/losses/writeoffs	(\$185)	\$0
Accounts Payable	\$1	\$726
Inventory	\$10,376	(\$1,914)
Accounts Receivable	(\$3,085)	(\$1,457)
Net cash from operation	\$25,509	\$5,525
Cash Flows from Investing Activities		
Plant Improvements	(\$11,140)	(\$7,870)
Cash Flows from Financing Activities		
Dividends paid	\$0	\$0
Sales of common stock	\$0	\$0
Purchase of common stock	\$0	\$0
Cash from long term debt	\$0	\$7,400
Retirement of long term debt	(\$2,600)	\$0
Change in current debt(net)	\$2,600	(\$1,733)
Net cash from financing activities	\$0	\$5,667
Net change in cash position	\$14,369	\$3,321
Closing cash position	\$24,909	\$10,539

Cash Flow Summary Ferris F128187

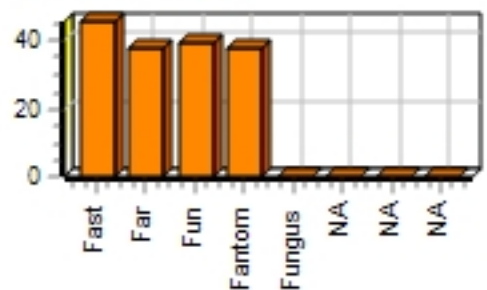


2027 Income Statement

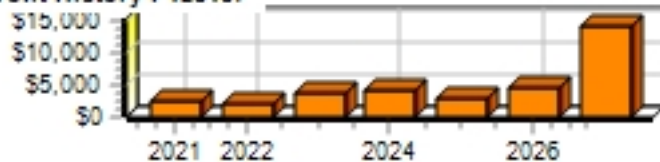
(Product Name)	Fast	Far	Fun	Fantom	Fungus				2027 Total	Common Size
Sales	\$36,434	\$29,712	\$23,474	\$21,053	\$0	\$0	\$0	\$0	\$110,674	100.0%
Variable Costs:										
Direct Labor	\$6,563	\$7,478	\$5,807	\$5,572	\$0	\$0	\$0	\$0	\$25,420	23.0%
Direct Material	\$13,087	\$10,953	\$8,446	\$7,312	\$0	\$0	\$0	\$0	\$39,798	36.0%
Inventory Carry	\$164	\$0	\$0	\$161	\$0	\$0	\$0	\$0	\$325	0.3%
Total Variable	\$19,814	\$18,430	\$14,253	\$13,046	\$0	\$0	\$0	\$0	\$65,543	59.2%
Contribution Margin	\$16,620	\$11,282	\$9,222	\$8,008	\$0	\$0	\$0	\$0	\$45,131	40.8%
Period Costs:										
Depreciation	\$2,362	\$1,302	\$233	\$200	\$0	\$0	\$0	\$0	\$4,097	3.7%
SG&A: R&D	\$0	\$0	\$356	\$644	\$1,000	\$0	\$0	\$0	\$2,000	1.8%
Promotions	\$1,400	\$1,400	\$1,650	\$1,800	\$0	\$0	\$0	\$0	\$6,250	5.6%
Sales	\$600	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,600	3.3%
Admin	\$481	\$392	\$310	\$278	\$0	\$0	\$0	\$0	\$1,462	1.3%
Total Period	\$4,843	\$6,094	\$2,550	\$2,922	\$1,000	\$0	\$0	\$0	\$17,409	15.7%
Net Margin	\$11,777	\$5,187	\$6,672	\$5,086	(\$1,000)	\$0	\$0	\$0	\$27,722	25.0%

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	\$3,815	3.4%
EBIT	\$23,908	21.6%
Short Term Interest	\$200	0.2%
Long Term Interest	\$1,251	1.1%
Taxes	\$7,860	7.1%
Profit Sharing	\$292	0.3%
Net Profit	\$14,305	12.9%

Variable Margins
2027 Ferris F128187

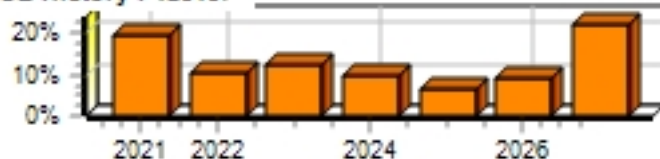
Profit History F128187



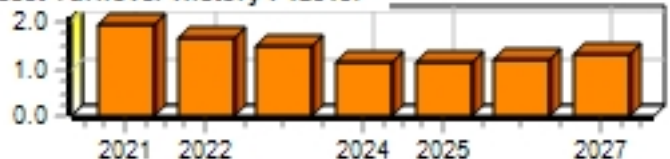
Market Share History F128187



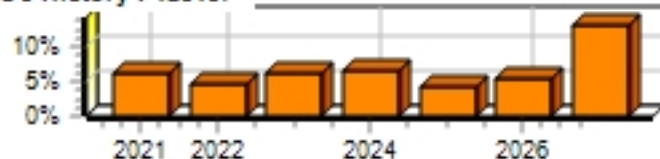
ROE History F128187



Asset Turnover History F128187



ROS History F128187



ROA History F128187

