

Round: 5
Dec. 31,
2026

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

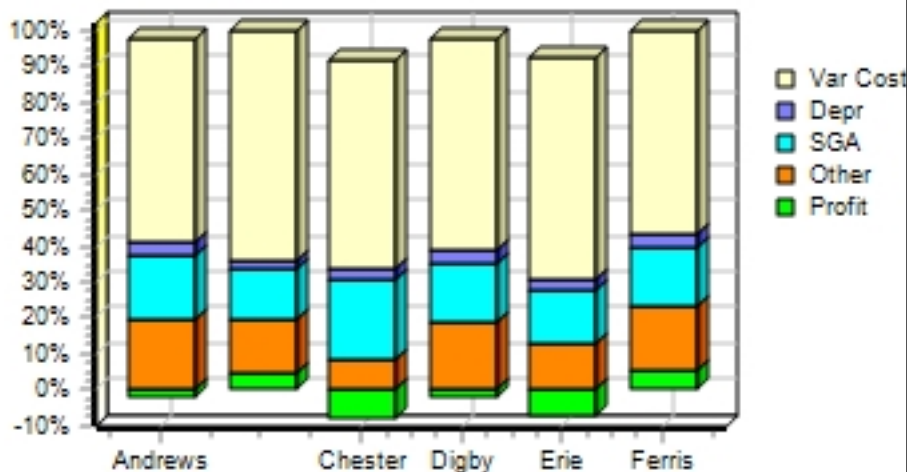
Erie
 Jacob Loat
 Ava Morris
 Zoë Neal
 Rachel Popoff
 Aurora Vona

Ferris
 Amanda Brooks
 Andrew Hunter
 Maya Ivimey
 Vanessa Noel
 Allen Zha

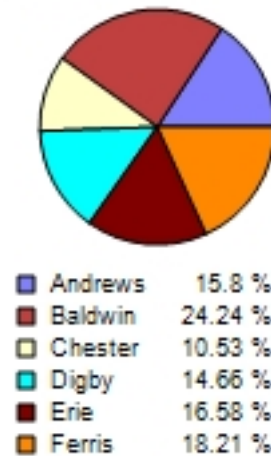
Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	-2.3%	5.2%	-10.0%	-2.4%	-9.9%	5.4%
Asset Turnover	1.24	2.37	1.42	1.62	0.92	1.19
ROA	-2.8%	12.2%	-14.3%	-3.9%	-9.1%	6.5%
Leverage	2.6	1.9	1.9	3.6	3.3	1.4
ROE	-7.3%	23.1%	-27.2%	-13.9%	-30.3%	9.1%
Emergency Loan	\$14,441,368	\$3,041,190	\$0	\$10,306,107	\$38,028,256	\$0
Sales	\$72,770,765	\$111,641,986	\$48,497,901	\$67,514,165	\$76,356,949	\$83,864,656
EBIT	\$1,500,385	\$10,887,144	(\$5,955,541)	\$1,034,578	(\$4,416,106)	\$8,738,808
Profits	(\$1,653,658)	\$5,756,244	(\$4,873,472)	(\$1,612,944)	(\$7,569,010)	\$4,554,173
Cumulative Profit	\$9,343,378	\$10,766,867	\$92,801	\$1,228,195	(\$680,278)	\$19,710,861
SG&A / Sales	19.9%	14.4%	27.9%	18.0%	20.2%	16.8%
Contrib. Margin %	36.7%	33.8%	26.3%	34.6%	19.6%	40.1%

Percent of Sales F128187



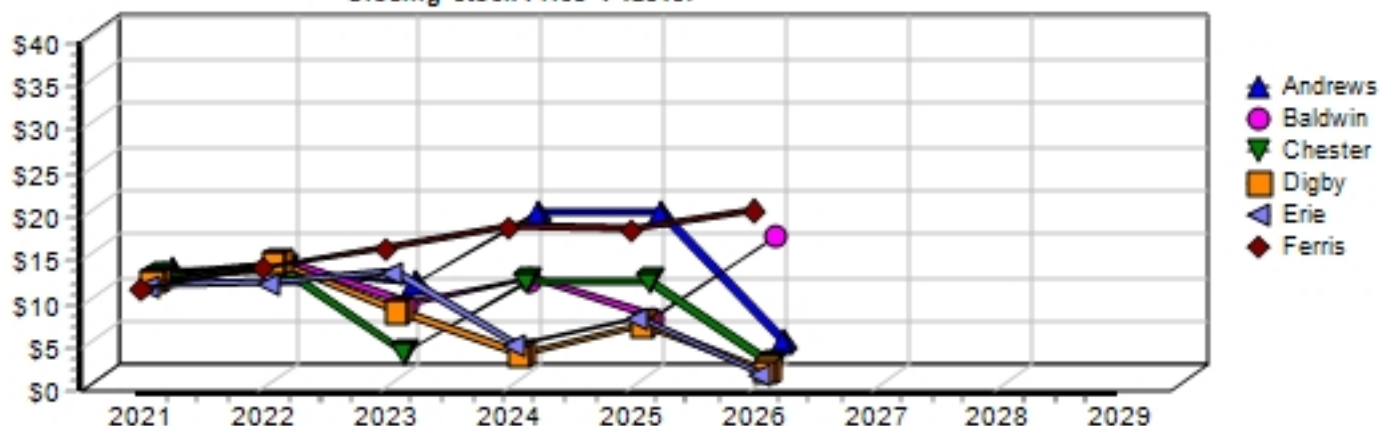
\$ Market Share F128187



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$3.03	(\$14.71)	2,251,815	\$7	\$10.00	(\$0.73)	\$0.00	0.0%	-4.1
Baldwin	\$15.65	\$9.47	2,337,410	\$37	\$10.65	\$2.46	\$0.00	0.0%	6.3
Chester	\$1.20	(\$9.42)	2,684,329	\$3	\$6.68	(\$1.82)	\$0.00	0.0%	-0.7
Digby	\$1.00	(\$5.19)	2,000,000	\$2	\$5.79	(\$0.81)	\$0.00	0.0%	-1.2
Erie	\$1.00	(\$6.56)	3,271,013	\$3	\$7.65	(\$2.31)	\$0.00	0.0%	-0.4
Ferris	\$20.16	\$2.09	3,455,816	\$70	\$14.51	\$1.32	\$0.00	0.0%	15.3

Closing Stock Price F128187



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	13.0S2027	\$2,600,000	12.9%	100.53	CC	Digby	13.0S2027	\$2,600,000	13.0%	100.00	DDD
	10.0S2032	\$2,480,000	11.1%	90.24	CC		9.6S2033	\$2,579,000	11.3%	84.96	DDD
	10.0S2033	\$3,000,000	11.2%	89.19	CC		11.6S2034	\$4,458,000	12.4%	93.28	DDD
	9.8S2035	\$9,432,000	11.3%	86.36	CC		11.4S2035	\$6,096,000	12.4%	91.79	DDD
Baldwin	13.0S2027	\$2,600,000	12.8%	101.80	B	Erie	13.0S2027	\$2,600,000	13.0%	100.09	C
	10.0S2032	\$2,480,000	10.4%	95.77	B		10.0S2032	\$2,000,000	11.3%	88.38	C
	9.7S2035	\$8,000,000	10.5%	92.80	B		9.3S2034	\$7,000,000	11.3%	82.67	C
Chester	13.0S2027	\$2,600,000	12.8%	101.80	B		10.9S2036	\$2,000,000	12.2%	89.10	C
	9.6S2033	\$7,721,000	10.3%	93.40	B	Ferris	13.0S2027	\$2,600,000	12.6%	103.58	AA
	12.4S2034	\$3,733,000	11.6%	107.20	B		10.0S2032	\$400,000	9.6%	104.03	AA
							9.3S2033	\$1,400,000	9.2%	101.00	AA
							8.6S2035	\$5,000,000	8.9%	97.02	AA
							8.8S2036	\$7,400,000	9.0%	98.08	AA

Next Year's Prime Rate 7.00%

Financial Summary

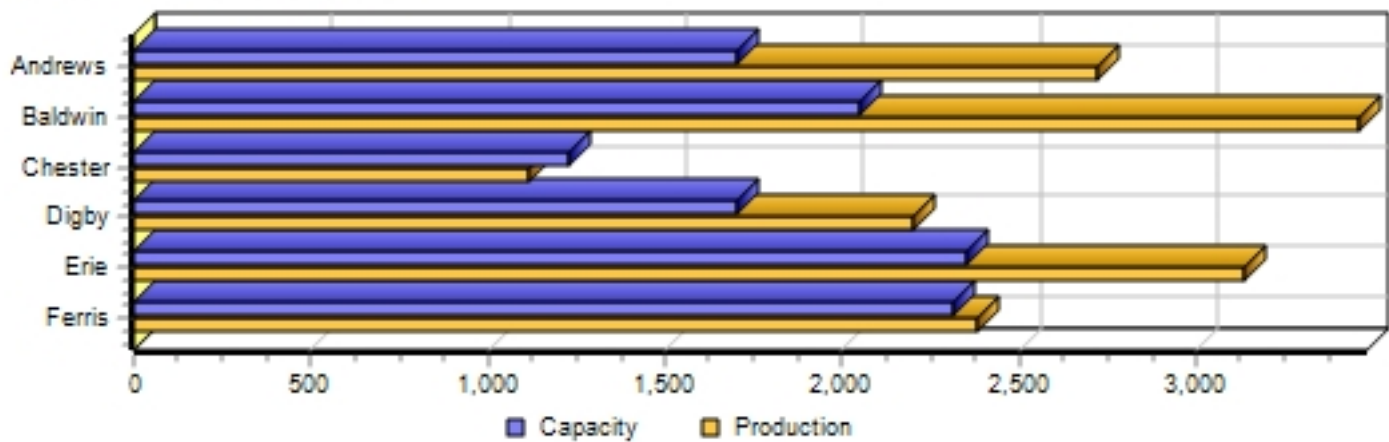


F128187

Round: 5
Dec. 31, 2026

Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	(\$1,654)	\$5,756	(\$4,873)	(\$1,613)	(\$7,569)	\$4,554
Adjustment for non-cash items:						
Depreciation	\$3,267	\$2,873	\$1,744	\$2,645	\$2,873	\$3,616
Extraordinary gains/losses/writeoffs	\$0	\$475	(\$1,054)	\$0	\$0	\$0
Changes in current assets and liabilities						
Accounts payable	\$446	\$1,134	(\$1,384)	\$13	\$2,486	\$726
Inventory	(\$7,191)	(\$1,916)	\$8,344	(\$5,632)	(\$21,970)	(\$1,914)
Accounts Receivable	(\$644)	(\$2,236)	\$187	\$167	\$278	(\$1,457)
Net cash from operations	(\$5,777)	\$6,087	\$2,964	(\$4,419)	(\$23,902)	\$5,525
Cash flows from investing activities						
Plant improvements(net)	(\$9,040)	(\$3,825)	(\$1,924)	(\$5,300)	(\$3,000)	(\$7,870)
Cash flows from financing activities						
Dividends paid	\$0	\$0	\$0	\$0	\$0	\$0
Sales of common stock	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of common stock	(\$500)	\$0	\$0	\$0	\$0	\$0
Cash from long term debt issued	\$0	\$0	\$0	\$0	\$2,000	\$7,400
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of current debt	(\$1,733)	(\$5,303)	(\$1,733)	(\$4,578)	(\$13,126)	(\$1,733)
Cash from current debt borrowing	\$0	\$0	\$0	\$0	\$0	\$0
Cash from emergency loan	\$14,441	\$3,041	\$0	\$10,306	\$38,028	\$0
Net cash from financing activities	\$12,208	(\$2,262)	(\$1,733)	\$5,728	\$26,902	\$5,667
Net change in cash position	(\$2,609)	\$0	(\$693)	(\$3,991)	\$0	\$3,321
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$0	\$0	\$1,797	\$0	\$0	\$10,539
Accounts Receivable	\$5,981	\$9,176	\$3,986	\$5,549	\$6,276	\$9,650
Inventory	\$17,462	\$8,210	\$10,194	\$10,176	\$46,766	\$13,085
Total Current Assets	\$23,443	\$17,386	\$15,976	\$15,725	\$53,042	\$33,275
Plant and equipment	\$51,000	\$43,100	\$26,160	\$39,680	\$46,100	\$54,242
Accumulated Depreciation	(\$15,773)	(\$13,322)	(\$8,011)	(\$13,784)	(\$16,104)	(\$16,959)
Total Fixed Assets	\$35,227	\$29,778	\$18,149	\$25,896	\$29,996	\$37,283
Total Assets	\$58,669	\$47,164	\$34,125	\$41,621	\$83,038	\$70,558
Accounts Payable	\$4,202	\$6,148	\$2,152	\$3,993	\$6,391	\$3,605
Current Debt	\$14,441	\$3,041	\$0	\$10,306	\$38,028	\$0
Total Current Liabilities	\$18,643	\$9,189	\$2,152	\$14,299	\$44,419	\$3,605
Long Term Debt	\$17,512	\$13,080	\$14,054	\$15,733	\$13,600	\$16,800
Total Liabilities	\$36,155	\$22,269	\$16,206	\$30,032	\$58,020	\$20,405
Common Stock	\$6,245	\$6,091	\$9,790	\$2,323	\$17,662	\$22,405
Retained Earnings	\$16,269	\$18,804	\$8,130	\$9,265	\$7,357	\$27,748
Total Equity	\$22,514	\$24,895	\$17,920	\$11,588	\$25,019	\$50,153
Total Liabilities & Owners Equity	\$58,669	\$47,164	\$34,125	\$41,621	\$83,038	\$70,558
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$72,771	\$111,642	\$48,498	\$67,514	\$76,357	\$83,865
Variable Costs(Labor,Material,Carry)	\$46,028	\$73,871	\$35,746	\$44,169	\$61,403	\$50,265
Contribution Margin	\$26,743	\$37,771	\$12,752	\$23,345	\$14,954	\$33,600
Depreciation	\$3,267	\$2,873	\$1,744	\$2,645	\$2,873	\$3,616
SGA(R&D,Promo,Sales,Admin)	\$14,468	\$16,035	\$13,517	\$12,165	\$15,397	\$14,125
Other(Fees,Writeoffs,TQM,Bonuses)	\$7,508	\$7,975	\$3,446	\$7,500	\$1,100	\$7,120
EBIT	\$1,500	\$10,887	(\$5,956)	\$1,035	(\$4,416)	\$8,739
Interest(Short term,Long term)	\$4,044	\$1,851	\$1,542	\$3,516	\$7,229	\$1,589
Taxes	(\$890)	\$3,163	(\$2,624)	(\$869)	(\$4,076)	\$2,502
Profit Sharing	\$0	\$117	\$0	\$0	\$0	\$93
Net Profit	(\$1,654)	\$5,756	(\$4,873)	(\$1,613)	(\$7,569)	\$4,554

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	1,303	381	9/27/2026	2.1	20000	7.0	13.0	\$26.00	\$9.81	\$4.99	42%	87%	8.0	900	186%
Actual	High	426	246	7/7/2026	1.4	19500	11.2	8.8	\$44.49	\$16.92	\$8.84	35%	0%	3.5	500	89%
Active	Low	569	223	3/8/2025	1.8	17000	7.8	12.2	\$35.00	\$10.37	\$12.99	29%	100%	1.5	400	198%
Apple		0	0	3/3/2027	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	200	0%
Baker	Low	1,772	368	7/9/2025	3.3	20000	7.0	13.0	\$25.50	\$9.49	\$8.15	27%	96%	5.0	1,200	195%
Bravo	High	545	15	6/27/2026	1.4	23000	10.7	9.3	\$44.50	\$16.46	\$9.53	42%	56%	3.0	300	154%
Beam	High	538	41	6/5/2026	1.2	23000	10.9	9.1	\$45.00	\$16.79	\$11.59	37%	42%	1.0	325	140%
Beau	High	400	0	3/12/2026	0.8	23000	10.9	9.1	\$45.00	\$16.79	\$11.88	35%	55%	1.0	325	123%
Cake	Low	873	202	8/8/2024	4.3	18000	6.6	13.4	\$28.95	\$8.82	\$11.18	26%	98%	4.0	430	196%
Cookie	Low	309	177	7/20/2026	2.0	18000	8.0	12.0	\$41.00	\$0.00	\$0.00	28%	0%	2.5	650	0%
Crepe	High	240	34	6/11/2026	0.6	18000	10.9	9.1	\$44.00	\$16.44	\$16.01	24%	100%	2.0	450	109%
Daze	Low	1,361	80	4/2/2026	2.4	20000	7.3	12.7	\$29.50	\$9.99	\$8.08	38%	26%	5.4	1,150	125%
Dazzle	High	464	300	4/15/2026	1.3	18000	10.9	9.1	\$45.00	\$15.46	\$12.96	31%	39%	1.2	550	138%
Dazed	High	144	0	4/8/2026	0.7	23000	10.9	9.1	\$45.00	\$16.79	\$14.45	30%	100%	1.0	200	144%
Eat	Low	1,136	621	2/27/2025	4.0	20000	6.8	13.2	\$29.99	\$10.31	\$8.52	31%	25%	5.0	1,225	123%
Eat+	Low	735	529	7/19/2023	3.4	19000	8.8	11.2	\$35.00	\$13.77	\$15.51	7%	69%	1.0	625	167%
Elmo	High	373	601	11/9/2026	1.0	20000	10.9	9.6	\$44.50	\$17.55	\$13.85	16%	16%	1.0	500	115%
Emu		0	0	9/2/2027	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	300	0%
Fast	Low	1,276	266	7/11/2026	2.2	20000	7.8	12.2	\$29.50	\$10.82	\$5.48	42%	3%	6.3	1,160	102%
Far	High	306	112	9/28/2026	1.2	20000	9.0	11.0	\$44.50	\$12.82	\$9.90	42%	0%	4.0	525	70%
Fun	High	406	125	7/9/2026	1.1	19000	10.9	9.1	\$45.00	\$15.73	\$11.42	37%	26%	1.0	350	125%
Fantom	High	318	90	3/3/2026	0.8	18500	10.6	9.4	\$45.00	\$15.09	\$12.30	36%	65%	1.0	300	136%

Low Tech Statistics

Total Industry Unit Demand 8,161
Actual Industry Unit Sales 8,161
Segment % of Total Industry 60.5%

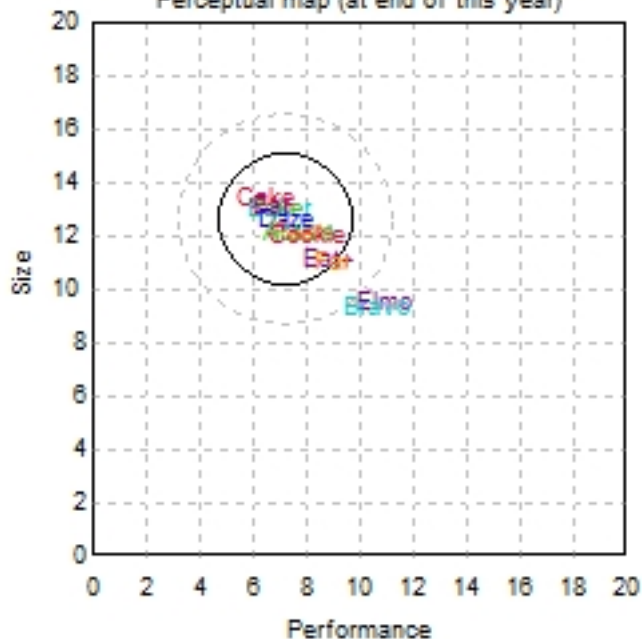
Next Year's Segment Growth Rate 8.6%

Low Tech Customer Buying Criteria

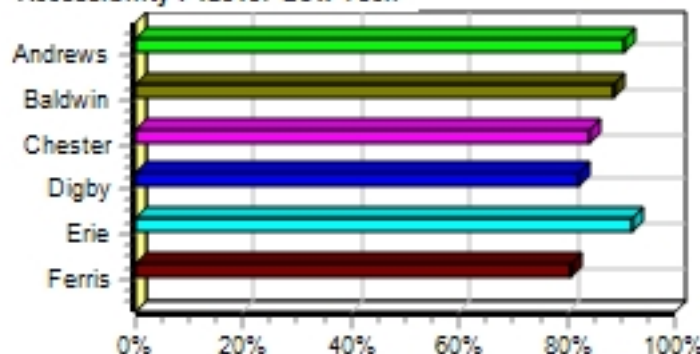
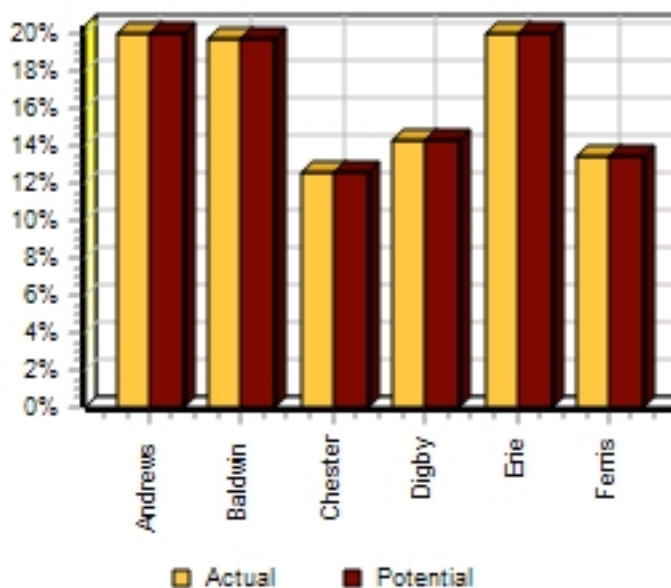
	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmm 7.3 Size 12.7	9%

Perceptual Map for Low Tech

Perceptual map (at end of this year)



Accessibility F128187 Low Tech

Actual vs Potential Market Share
2026 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%	1,607	7/9/2025		7.0	13.0	\$25.50	20000	3.29	\$1,385	100%	\$3,000	89%	73
Able	16%	1,269	9/27/2026		7.0	13.0	\$26.00	20000	2.09	\$1,400	100%	\$1,500	91%	59
Daze	14%	1,171	4/2/2026		7.3	12.7	\$29.50	20000	2.39	\$1,400	100%	\$3,000	82%	56
Fast	13%	1,096	7/11/2026		7.8	12.2	\$29.50	20000	2.24	\$1,300	98%	\$3,000	81%	51
Eat	13%	1,072	2/27/2025		6.8	13.2	\$29.99	20000	3.98	\$1,400	100%	\$2,500	92%	43
Cake	10%	841	8/8/2024		6.6	13.4	\$28.95	18000	4.34	\$1,600	100%	\$2,500	84%	32
Eat+	7%	555	7/19/2023		8.8	11.2	\$35.00	19000	3.44	\$1,400	100%	\$2,000	92%	26
Active	4%	360	3/8/2025		7.8	12.2	\$35.00	17000	1.81	\$2,000	92%	\$3,000	91%	22
Cookie	2%	180	7/20/2026		8.0	12.0	\$41.00	18000	1.95	\$1,500	100%	\$2,000	84%	9
Elmo	0%	5	11/9/2026		10.9	9.6	\$44.50	20000	0.96	\$2,000	92%	\$2,000	92%	0
Far	0%	4	9/28/2026		9.0	11.0	\$44.50	20000	1.24	\$1,375	98%	\$0	81%	1

High Tech Statistics

Total Industry Unit Demand 5,333
Actual Industry Unit Sales |5,333
Segment % of Total Industry |39.5%

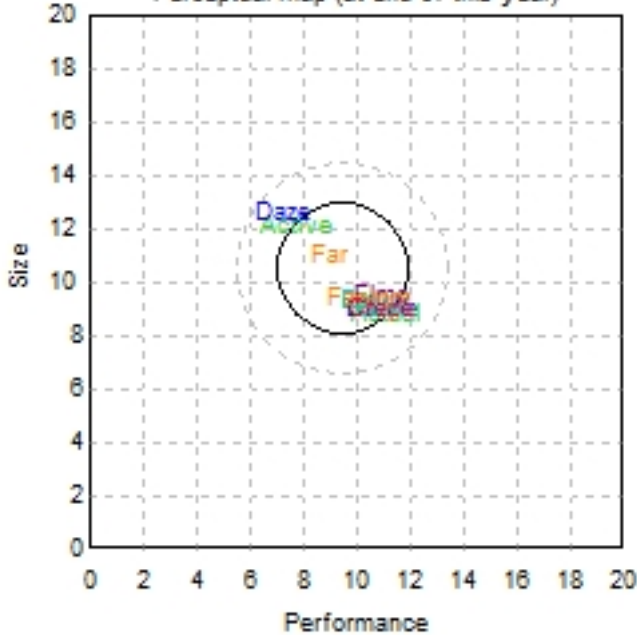
Next Year's Segment Growth Rate |22.2%

High Tech Customer Buying Criteria

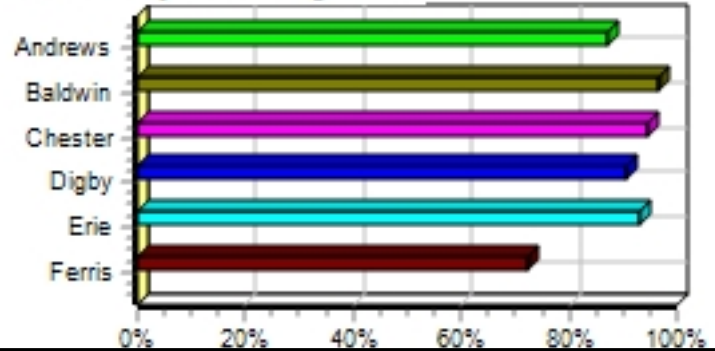
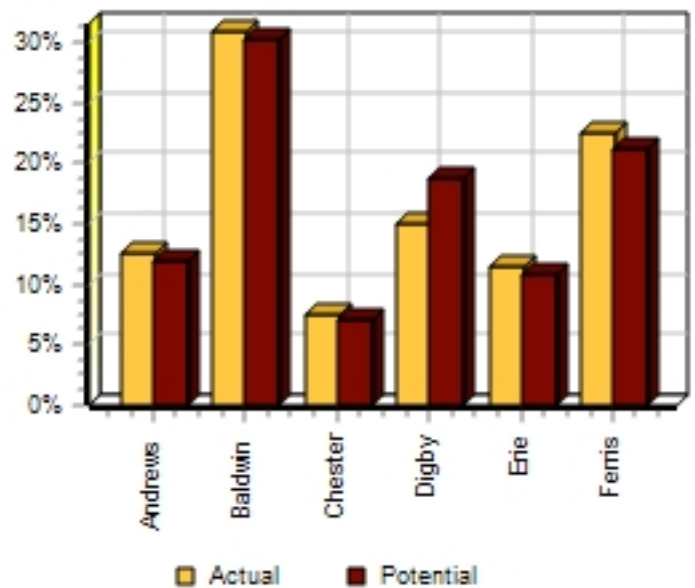
	Expectations	Importance
1. Ideal Position	Pfmm 10.9 Size 9.1	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%

Perceptual Map for High Tech

Perceptual map (at end of this year)



Accessibility F128187 High Tech

Actual vs Potential Market Share
2026 F128187 High Tech

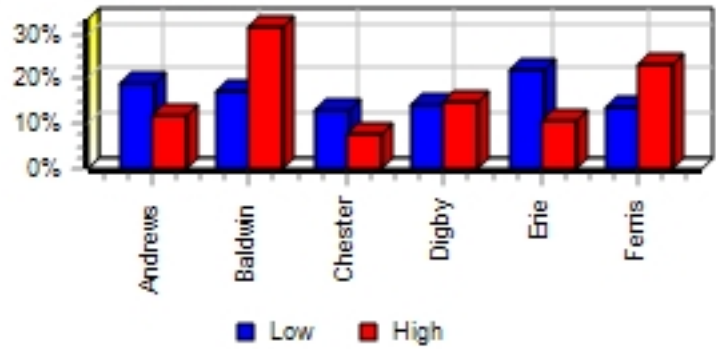
Top Products in High Tech Segment

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
Bravo	10%	545	6/27/2026		10.7	9.3	\$44.50	23000	1.36	\$1,615	100%	\$1,000	97%	52
Beam	10%	538	6/5/2026		10.9	9.1	\$45.00	23000	1.19	\$2,000	92%	\$1,000	97%	52
Dazzle	9%	464	4/15/2026		10.9	9.1	\$45.00	18000	1.33	\$1,500	97%	\$1,500	91%	38
Actual	8%	426	7/7/2026		11.2	8.8	\$44.49	19500	1.36	\$1,400	100%	\$1,500	87%	40
Fun	8%	406	7/9/2026		10.9	9.1	\$45.00	19000	1.11	\$1,800	87%	\$1,000	72%	36
Beau	8%	400	3/12/2026	YES	10.9	9.1	\$45.00	23000	0.80	\$2,000	70%	\$1,000	97%	51
Elmo	7%	367	11/9/2026		10.9	9.6	\$44.50	20000	0.96	\$2,000	92%	\$2,000	93%	42
Fantom	6%	318	3/3/2026		10.6	9.4	\$45.00	18500	0.83	\$1,800	67%	\$0	72%	32
Far	6%	302	9/28/2026		9.0	11.0	\$44.50	20000	1.24	\$1,375	98%	\$0	72%	17
Crepe	5%	240	6/11/2026		10.9	9.1	\$44.00	18000	0.55	\$2,000	70%	\$1,500	94%	39
Active	4%	210	3/8/2025		7.8	12.2	\$35.00	17000	1.81	\$2,000	92%	\$3,000	87%	13
Daze	4%	190	4/2/2026		7.3	12.7	\$29.50	20000	2.39	\$1,400	100%	\$3,000	91%	12

Units Sold vs Demand Chart F128187



Market Share F128187



Actual Market Share in Units

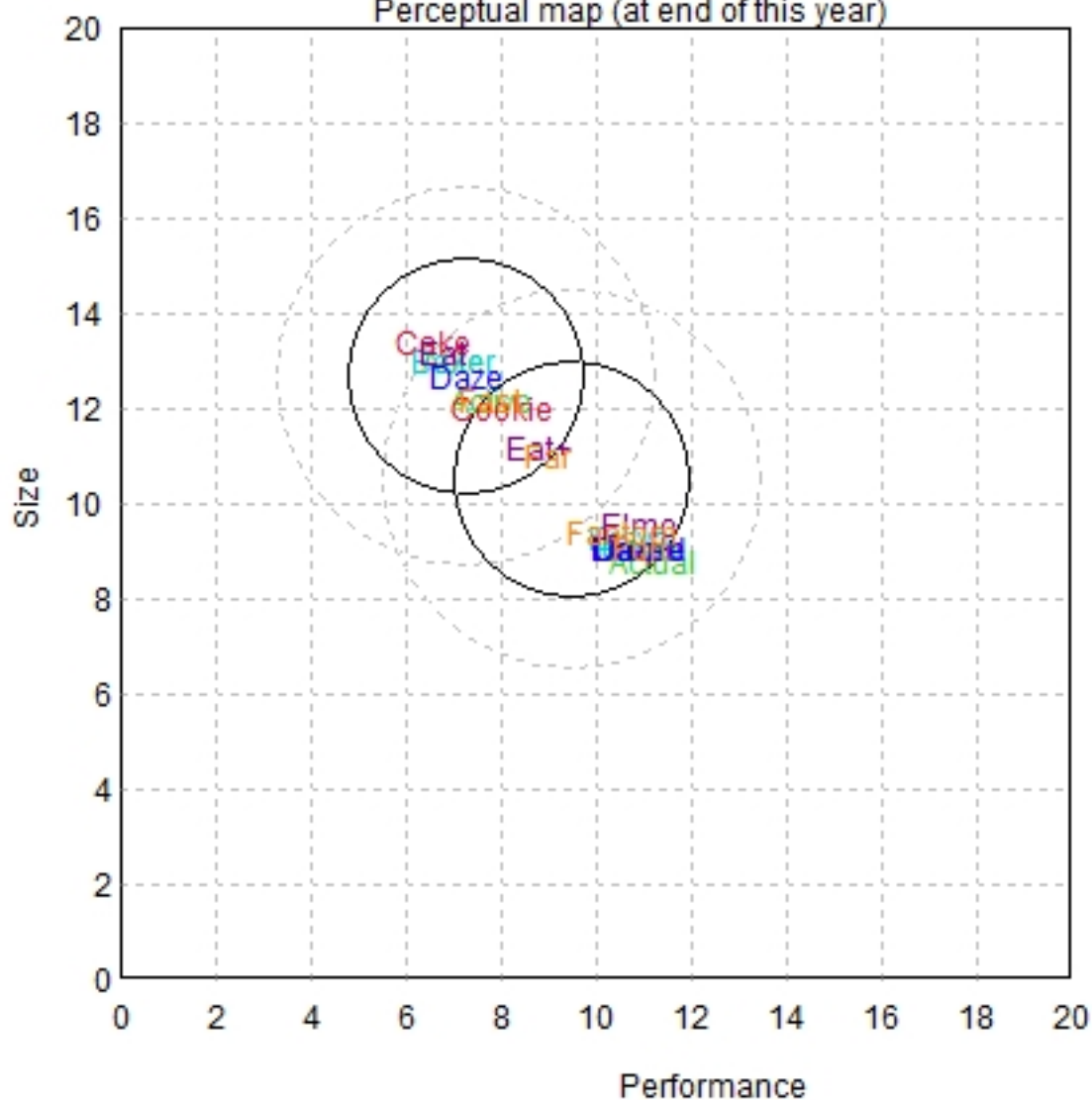
	Low	High	Total
Industry Unit Sales	8,161	5,333	13,494
% of Market	60.5%	39.5%	100.0%
Able	15.6%	0.6%	9.7%
Actual		8.0%	3.2%
Active	4.4%	3.9%	4.2%
Total	20.0%	12.6%	17.0%
Baker	19.7%	3.1%	13.1%
Bravo		10.2%	4.0%
Beam		10.1%	4.0%
Beau		7.5%	3.0%
Total	19.7%	30.9%	24.1%
Cake	10.3%	0.6%	6.5%
Cookie	2.2%	2.4%	2.3%
Crepe		4.5%	1.8%
Total	12.5%	7.5%	10.5%
Daze	14.3%	3.5%	10.1%
Dazzle		8.7%	3.4%
Dazed		2.7%	1.1%
Total	14.3%	15.0%	14.6%
Eat	13.1%	1.2%	8.4%
Eat+	6.8%	3.4%	5.4%
Elmo		6.9%	2.8%
Total	20.0%	11.5%	16.6%
Fast	13.4%	3.4%	9.5%
Far		5.7%	2.3%
Fun		7.6%	3.0%
Fantom		5.9%	2.4%
Total	13.5%	22.6%	17.1%

Potential Market Share in Units

	Low	High	Total
Units Demanded	8,161	5,333	13,494
% of Market	60.5%	39.5%	100.0%
Able	15.6%	0.6%	9.6%
Actual		7.5%	3.0%
Active	4.4%	3.7%	4.1%
Total	20.0%	11.9%	16.8%
Baker	19.7%	3.0%	13.1%
Bravo		9.6%	3.8%
Beam		9.5%	3.7%
Beau		8.1%	3.2%
Total	19.7%	30.2%	23.8%
Cake	10.3%	0.6%	6.5%
Cookie	2.2%	2.3%	2.2%
Crepe		4.2%	1.6%
Total	12.5%	7.0%	10.3%
Daze	14.4%	3.3%	10.0%
Dazzle		8.2%	3.2%
Dazed		7.3%	2.9%
Total	14.3%	18.8%	16.1%
Eat	13.1%	1.2%	8.4%
Eat+	6.8%	3.2%	5.4%
Elmo		6.5%	2.6%
Total	20.0%	10.8%	16.4%
Fast	13.4%	3.2%	9.4%
Far		5.4%	2.2%
Fun		7.2%	2.8%
Fantom		5.5%	2.2%
Total	13.5%	21.3%	16.6%

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	11.2	8.8	7/7/2026
Active	7.8	12.2	3/8/2025

Baldwin

Name	Pfmn	Size	Revised
Baker	7.0	13.0	7/9/2025
Bravo	10.7	9.3	6/27/2026
Beam	10.9	9.1	6/5/2026
Beau	10.9	9.1	3/12/2026

Chester

Name	Pfmn	Size	Revised
Cake	6.6	13.4	8/8/2024
Cookie	8.0	12.0	7/20/2026
Crepe	10.9	9.1	6/11/2026

Digby

Name	Pfmn	Size	Revised
Daze	7.3	12.7	4/2/2026
Dazzle	10.9	9.1	4/15/2026
Dazed	10.9	9.1	4/8/2026

Erie

Name	Pfmn	Size	Revised
Eat	6.8	13.2	2/27/2025
Eat+	8.8	11.2	7/19/2023
Elmo	10.9	9.6	11/9/2026

Ferris

Name	Pfmn	Size	Revised
Fast	7.8	12.2	7/11/2026
Far	9.0	11.0	9/28/2026
Fun	10.9	9.1	7/9/2026
Fantom	10.6	9.4	3/3/2026

HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	342	497	200	347	606	349
Complement	342	487	200	347	607	329
1st Shift Complement	212	290	101	257	442	297
2nd Shift Complement	130	197	99	90	165	32
Overtime Percent	0.0%	3.5%	0.5%	0.1%	0.0%	6.8%
Turnover Rate	6.5%	6.6%	10.0%	9.8%	7.7%	7.1%
New Employees	38	78	20	44	285	60
Separated Employees	0	0	140	0	0	0
Recruiting Spend	\$5,000	\$5,000	\$0	\$0	\$250	\$5,000
Training Hours	80	80	0	0	60	80
Productivity Index	117.6%	118.5%	100.0%	100.0%	103.2%	117.3%
Recruiting Cost	\$230	\$466	\$20	\$44	\$356	\$362
Separation Cost	\$0	\$0	\$700	\$0	\$0	\$0
Training Cost	\$547	\$779	\$0	\$0	\$728	\$526
Total HR Admin Cost	\$777	\$1,245	\$720	\$44	\$1,084	\$889
Strike Days						

TQM SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Process Mgt Budgets Last Year						
CPI Systems	\$750	\$750	\$750	\$750	\$500	\$750
VendorJIT	\$750	\$750	\$750	\$750	\$0	\$750
Quality Initiative Training	\$750	\$750	\$750	\$750	\$0	\$750
Channel Support Systems	\$750	\$750	\$750	\$750	\$0	\$750
Concurrent Engineering	\$750	\$750	\$0	\$750	\$0	\$750
UNEP Green Programs	\$750	\$750	\$750	\$750	\$500	\$750
TQM Budgets Last Year						
Benchmarking	\$750	\$750	\$0	\$750	\$0	\$0
Quality Function Deployment Effort	\$750	\$750	\$0	\$750	\$0	\$750
CCE/6 Sigma Training	\$750	\$750	\$0	\$750	\$0	\$750
GEMI TQEM Sustainability Initiatives	\$750	\$750	\$750	\$750	\$0	\$750
Total Expenditures	\$7,500	\$7,500	\$4,500	\$7,500	\$1,000	\$6,750
Cumulative Impacts						
Material Cost Reduction	8.33%	11.35%	5.72%	11.35%	0.18%	11.35%
Labor Cost Reduction	7.69%	13.57%	4.26%	13.57%	0.02%	11.72%
Reduction R&D Cycle Time	33.85%	40.01%	0.00%	40.01%	0.00%	27.25%
Reduction Admin Costs	43.11%	60.02%	4.66%	60.02%	0.00%	22.03%
Demand Increase	11.36%	14.04%	3.62%	14.04%	0.15%	10.50%

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: 5
Dec. 31, 2026

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.

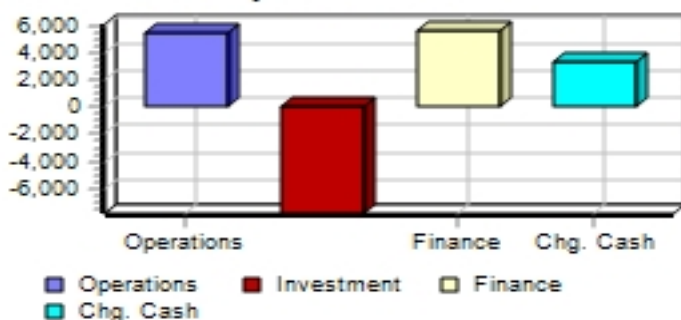
ASSETS		2026 Common Size	2025
Cash	\$10,539	14.9%	\$7,218
Account Receivable	\$9,650	13.7%	\$8,193
Inventory	\$13,085	18.5%	\$11,171
Total Current Assets	\$33,274	47.2%	\$26,582
Plant & Equipment	\$54,242	76.9%	\$46,372
Accumulated Depreciation	(\$16,959)	-24.0%	(\$13,342)
Total Fixed Assets	\$37,283	52.8%	\$33,030
Total Assets	\$70,558	100.0%	\$59,611
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$3,605	5.1%	\$2,879
Current Debt	\$0	0.0%	\$1,733
Long Term Debt	\$16,800	23.8%	\$9,400
Total Liabilities	\$20,405	28.9%	\$14,012
Common Stock	\$22,405	31.8%	\$22,405
Retained Earnings	\$27,748	39.3%	\$23,193
Total Equity	\$50,153	71.1%	\$45,598
Total Liab. & O. Equity	\$70,558	100.0%	\$59,611

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	2026	2025
Net Income(Loss)	\$4,554	\$2,926
Depreciation	\$3,616	\$2,891
Extraordinary gains/losses/writeoffs	\$0	\$0
Accounts Payable	\$726	(\$338)
Inventory	(\$1,914)	\$3,309
Accounts Receivable	(\$1,457)	(\$1,002)
Net cash from operation	\$5,525	\$7,786
Cash Flows from Investing Activities		
Plant Improvements	(\$7,870)	(\$5,408)
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	\$7,400	\$5,000
Retirement of long term debt	\$0	(\$1,733)
Change in current debt(net)	(\$1,733)	\$1,233
Net cash from financing activities	\$5,667	\$4,500
Net change in cash position	\$3,321	\$6,878
Closing cash position	\$10,539	\$7,218

Cash Flow Summary Ferris F128187

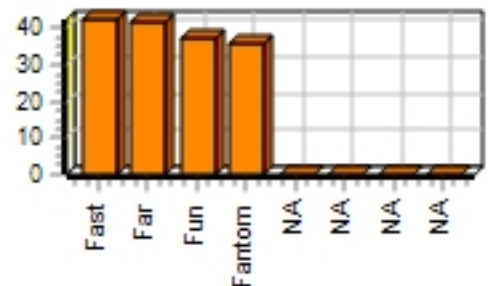


2026 Income Statement

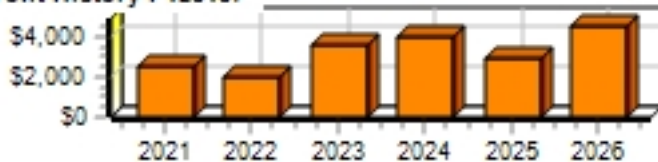
(Product Name)	Fast	Far	Fun	Fantom					2026 Total	Common Size
Sales	\$37,655	\$13,631	\$18,291	\$14,288	\$0	\$0	\$0	\$0	\$83,865	100.0%
Variable Costs:										
Direct Labor	\$7,531	\$3,101	\$4,753	\$3,905	\$0	\$0	\$0	\$0	\$19,290	23.0%
Direct Material	\$13,619	\$4,534	\$6,322	\$4,929	\$0	\$0	\$0	\$0	\$29,404	35.1%
Inventory Carry	\$528	\$334	\$408	\$300	\$0	\$0	\$0	\$0	\$1,570	1.9%
Total Variable	\$21,679	\$7,970	\$11,482	\$9,135	\$0	\$0	\$0	\$0	\$50,265	59.9%
Contribution Margin	\$15,976	\$5,662	\$6,809	\$5,153	\$0	\$0	\$0	\$0	\$33,600	40.1%
Period Costs:										
Depreciation	\$2,413	\$770	\$233	\$200	\$0	\$0	\$0	\$0	\$3,616	4.3%
SG&A: R&D	\$532	\$751	\$527	\$170	\$0	\$0	\$0	\$0	\$1,980	2.4%
Promotions	\$1,300	\$1,375	\$1,800	\$1,800	\$0	\$0	\$0	\$0	\$6,275	7.5%
Sales	\$3,000	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$4,000	4.8%
Admin	\$839	\$304	\$408	\$319	\$0	\$0	\$0	\$0	\$1,870	2.2%
Total Period	\$8,084	\$3,200	\$3,968	\$2,489	\$0	\$0	\$0	\$0	\$17,741	21.2%
Net Margin	\$7,892	\$2,462	\$2,841	\$2,664	\$0	\$0	\$0	\$0	\$15,859	18.9%

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	\$7,120	8.5%
EBIT	\$8,739	10.4%
Short Term Interest	\$0	0.0%
Long Term Interest	\$1,589	1.9%
Taxes	\$2,502	3.0%
Profit Sharing	\$93	0.1%
Net Profit	\$4,554	5.4%

Variable Margins
2026 Ferris F128187

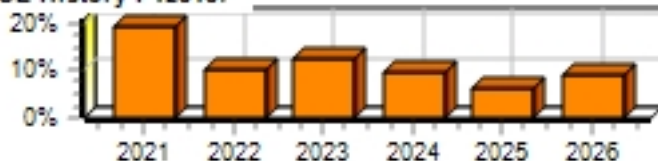
Profit History F128187



Market Share History F128187



ROE History F128187



Asset Turnover History F128187



ROS History F128187



ROA History F128187

