

Round: 1
Dec. 31,
2022

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

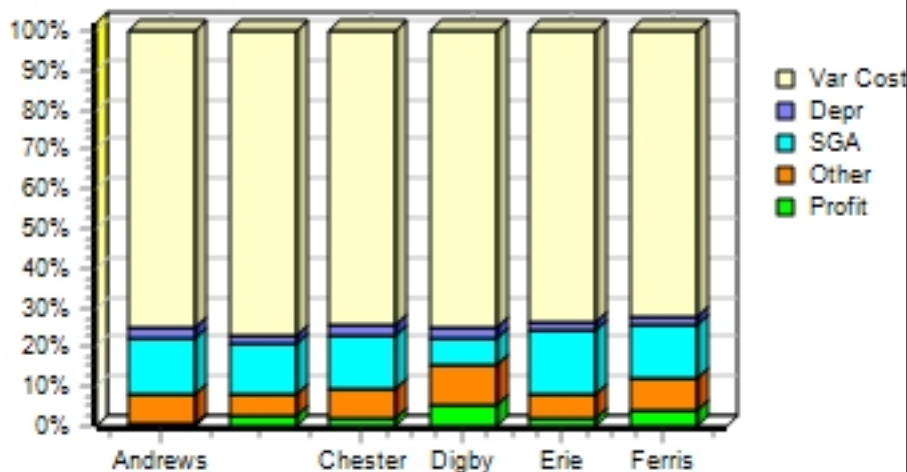
Erie
 Jacob Loat
 Ava Morris
 Zoë Neal
 Rachel Popoff
 Aurora Vona

Ferris
 Amanda Brooks
 Andrew Hunter
 Maya Ivimey
 Vanessa Noel
 Allen Zha

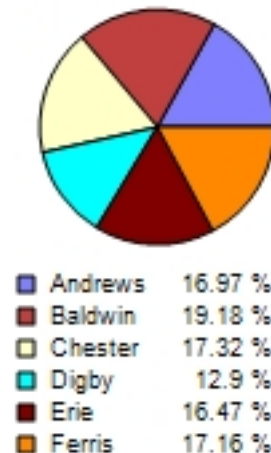
Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	0.9%	2.5%	2.3%	5.5%	2.0%	4.4%
Asset Turnover	1.62	1.82	1.70	1.55	1.65	1.68
ROA	1.4%	4.5%	3.9%	8.6%	3.3%	7.3%
Leverage	1.6	1.6	1.5	1.5	1.6	1.4
ROE	2.3%	7.2%	5.9%	13.2%	5.2%	10.5%
Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$0
Sales	\$46,417,712	\$52,464,755	\$47,393,809	\$35,302,926	\$45,046,949	\$46,941,141
EBIT	\$1,532,290	\$2,919,817	\$2,417,563	\$3,708,314	\$2,275,189	\$3,887,731
Profits	\$409,564	\$1,293,418	\$1,076,676	\$1,953,666	\$913,366	\$2,042,475
Cumulative Profit	\$2,903,269	\$3,787,124	\$3,570,382	\$4,447,372	\$3,407,071	\$4,536,181
SG&A / Sales	14.8%	13.7%	14.4%	7.2%	16.9%	14.0%
Contrib. Margin %	21.6%	21.6%	22.4%	20.5%	24.9%	25.2%

Percent of Sales F128187



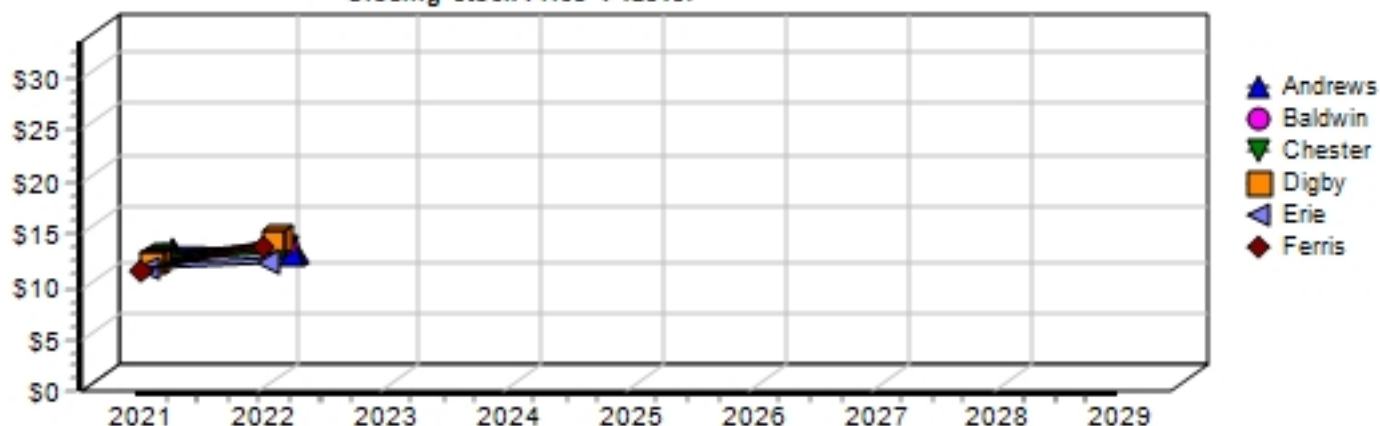
\$ Market Share F128187



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$10.89	(\$0.27)	2,400,000	\$26	\$7.39	\$0.17	\$0.00	0.0%	63.5
Baldwin	\$12.32	\$1.15	2,337,410	\$29	\$7.66	\$0.55	\$0.00	0.0%	22.2
Chester	\$12.01	\$0.84	2,400,000	\$29	\$7.67	\$0.45	\$0.00	0.0%	26.7
Digby	\$13.33	\$2.16	2,000,000	\$27	\$7.40	\$0.98	\$0.00	0.0%	13.6
Erie	\$11.67	\$0.50	2,340,276	\$27	\$7.51	\$0.39	\$0.00	0.0%	29.8
Ferris	\$13.61	\$2.45	2,400,000	\$33	\$8.07	\$0.85	\$0.00	0.0%	16.0

Closing Stock Price F128187



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	11.0S2023	\$866,667	10.9%	100.91	BBB	Digby	11.0S2023	\$866,667	10.9%	101.28	A
	12.0S2025	\$1,733,333	11.4%	104.97	BBB		12.0S2025	\$1,733,333	11.3%	106.01	A
	13.0S2027	\$2,600,000	11.7%	111.37	BBB		13.0S2027	\$2,600,000	11.5%	113.02	A
	10.0S2032	\$2,480,000	10.0%	100.00	BBB	Erie	11.0S2023	\$866,667	10.9%	101.19	A
Baldwin	11.0S2023	\$866,667	10.9%	101.00	A		12.0S2025	\$1,733,333	11.3%	105.75	A
	12.0S2025	\$1,733,333	11.4%	105.23	A		13.0S2027	\$2,600,000	11.5%	112.61	A
	13.0S2027	\$2,600,000	11.6%	111.78	A		10.0S2032	\$2,000,000	9.8%	101.87	A
	10.0S2032	\$2,480,000	9.9%	100.62	A	Ferris	11.0S2023	\$866,667	10.8%	101.56	AA
Chester	11.0S2023	\$866,667	10.9%	101.28	A		12.0S2025	\$1,733,333	11.2%	106.80	AA
	12.0S2025	\$1,733,333	11.3%	106.01	A		13.0S2027	\$2,600,000	11.4%	114.28	AA
	13.0S2027	\$2,600,000	11.5%	113.02	A		10.0S2032	\$400,000	9.6%	104.43	AA

Next Year's Prime Rate 7.00%

Financial Summary

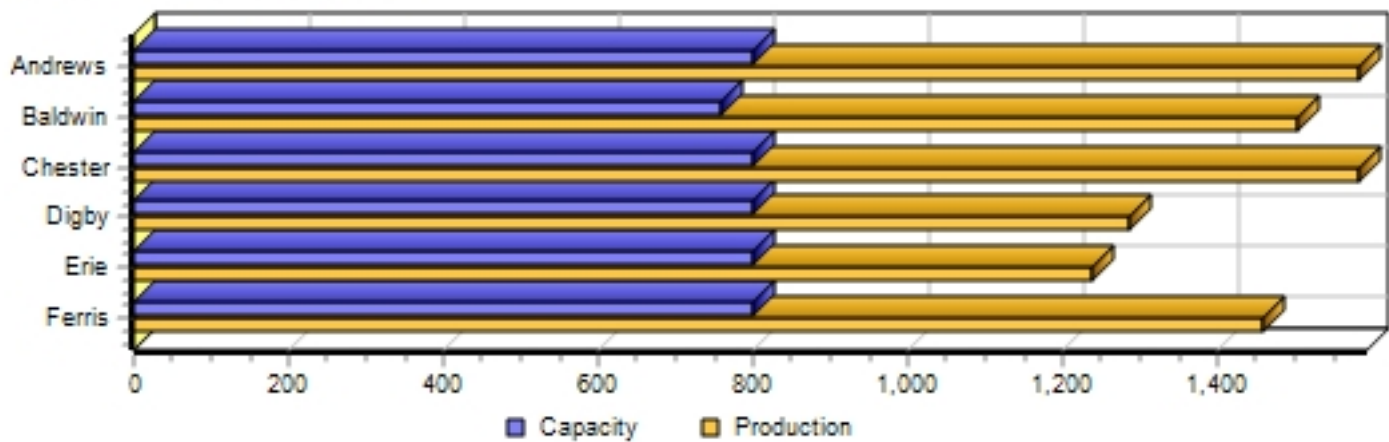


F128187

Round: 1
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Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	\$410	\$1,293	\$1,077	\$1,954	\$913	\$2,042
Adjustment for non-cash items:						
Depreciation	\$1,280	\$912	\$1,133	\$960	\$1,065	\$1,124
Extraordinary gains/losses/writeoffs	\$0	\$12	\$0	\$0	\$0	\$0
Changes in current assets and liabilities						
Accounts payable	\$430	\$333	\$449	(\$106)	(\$268)	\$180
Inventory	(\$4,350)	\$2,352	(\$4,181)	(\$6,397)	\$2,352	(\$2,349)
Accounts Receivable	(\$1,098)	(\$1,677)	(\$542)	\$452	(\$349)	(\$1,148)
Net cash from operations	(\$3,329)	\$3,225	(\$2,064)	(\$3,137)	\$3,714	(\$151)
Cash flows from investing activities						
Plant improvements(net)	(\$6,800)	(\$6,930)	(\$6,600)	\$0	(\$5,080)	(\$6,946)
Cash flows from financing activities						
Dividends paid	\$0	\$0	\$0	\$0	\$0	\$0
Sales of common stock	\$4,467	\$3,768	\$4,467	\$0	\$3,800	\$4,467
Purchase of common stock	\$0	\$0	\$0	\$0	\$0	\$0
Cash from long term debt issued	\$2,480	\$2,480	\$0	\$0	\$2,000	\$400
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of current debt	\$0	\$0	\$0	\$0	\$0	\$0
Cash from current debt borrowing	\$0	\$0	\$1,000	\$0	\$0	\$0
Cash from emergency loan	\$0	\$0	\$0	\$0	\$0	\$0
Net cash from financing activities	\$6,947	\$6,248	\$5,467	\$0	\$5,800	\$4,867
Net change in cash position	(\$3,182)	\$2,543	(\$3,197)	(\$3,137)	\$4,434	(\$2,230)
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$2,420	\$8,145	\$2,405	\$2,464	\$10,035	\$3,372
Accounts Receivable	\$4,451	\$5,031	\$3,895	\$2,902	\$3,702	\$4,501
Inventory	\$6,702	\$0	\$6,533	\$8,749	\$0	\$4,701
Total Current Assets	\$13,573	\$13,176	\$12,833	\$14,115	\$13,738	\$12,574
Plant and equipment	\$21,200	\$21,078	\$21,000	\$14,400	\$19,480	\$21,346
Accumulated Depreciation	(\$6,080)	(\$5,472)	(\$5,933)	(\$5,760)	(\$5,865)	(\$5,924)
Total Fixed Assets	\$15,120	\$15,606	\$15,067	\$8,640	\$13,615	\$15,422
Total Assets	\$28,693	\$28,782	\$27,900	\$22,755	\$27,353	\$27,996
Accounts Payable	\$3,283	\$3,186	\$3,303	\$2,747	\$2,585	\$3,033
Current Debt	\$0	\$0	\$1,000	\$0	\$0	\$0
Total Current Liabilities	\$3,283	\$3,186	\$4,303	\$2,747	\$2,585	\$3,033
Long Term Debt	\$7,680	\$7,680	\$5,200	\$5,200	\$7,200	\$5,600
Total Liabilities	\$10,963	\$10,866	\$9,503	\$7,947	\$9,785	\$8,633
Common Stock	\$6,790	\$6,091	\$6,790	\$2,323	\$6,123	\$6,790
Retained Earnings	\$10,940	\$11,824	\$11,607	\$12,484	\$11,444	\$12,573
Total Equity	\$17,730	\$17,915	\$18,397	\$14,807	\$17,567	\$19,363
Total Liabilities & Owners Equity	\$28,693	\$28,782	\$27,900	\$22,755	\$27,353	\$27,996
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$46,418	\$52,465	\$47,394	\$35,303	\$45,047	\$46,941
Variable Costs(Labor,Material,Carry)	\$36,397	\$41,120	\$36,784	\$28,078	\$33,808	\$35,118
Contribution Margin	\$10,021	\$11,345	\$10,610	\$7,225	\$11,239	\$11,823
Depreciation	\$1,280	\$912	\$1,133	\$960	\$1,065	\$1,124
SGA(R&D,Promo,Sales,Admin)	\$6,861	\$7,188	\$6,836	\$2,557	\$7,608	\$6,568
Other(Fees,Writeoffs,TQM,Bonuses)	\$347	\$324	\$223	\$0	\$290	\$243
EBIT	\$1,532	\$2,920	\$2,418	\$3,708	\$2,275	\$3,888
Interest(Short term,Long term)	\$889	\$889	\$727	\$641	\$841	\$681
Taxes	\$225	\$711	\$592	\$1,073	\$502	\$1,122
Profit Sharing	\$8	\$26	\$22	\$40	\$19	\$42
Net Profit	\$410	\$1,293	\$1,077	\$1,954	\$913	\$2,042

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 Actual	Low	1,407 0	265 0	7/26/2022 7/5/2023	2.3 0.0	17000 0	5.8 0.0	14.2 0.0	\$33.00 \$0.00	\$12.23 \$0.00	\$11.10 \$0.00	22% 0%	100% 0%	4.5 1.0	800 200	198% 0%
Baker Better	Low	1,592 0	0 0	4/29/2022 4/26/2023	2.4 0.0	20000 0	6.4 0.0	14.2 0.0	\$32.95 \$0.00	\$13.81 \$0.00	\$11.09 \$0.00	22% 0%	100% 0%	3.0 3.0	760 411	198% 0%
Cake Cookie	Low	1,415 0	257 0	7/12/2022 7/12/2023	2.3 0.0	18000 0	5.8 0.0	14.2 0.0	\$33.50 \$0.00	\$12.53 \$0.00	\$11.10 \$0.00	22% 0%	100% 0%	3.5 1.0	850 400	198% 0%
Daze	Low	1,038	336	11/21/2018	4.1	21000	6.4	13.6	\$34.00	\$14.73	\$10.60	21%	63%	3.0	800	161%
Eat Eat+	Low	1,325 0	0 0	11/9/2022 7/19/2023	2.1 0.0	20000 0	5.3 0.0	14.7 0.0	\$34.00 \$0.00	\$12.05 \$0.00	\$10.50 \$0.00	25% 0%	56% 0%	3.2 1.0	850 350	155% 0%
Fast Far	Low	1,361 0	185 0	8/5/2022 6/29/2023	2.2 0.0	18300 0	5.7 0.0	14.3 0.0	\$34.50 \$0.00	\$12.41 \$0.00	\$10.91 \$0.00	25% 0%	84% 0%	3.4 1.0	860 449	182% 0%

Low Tech Statistics

Total Industry Unit Demand 5,524
 Actual Industry Unit Sales 5,524
 Segment % of Total Industry 67.9%

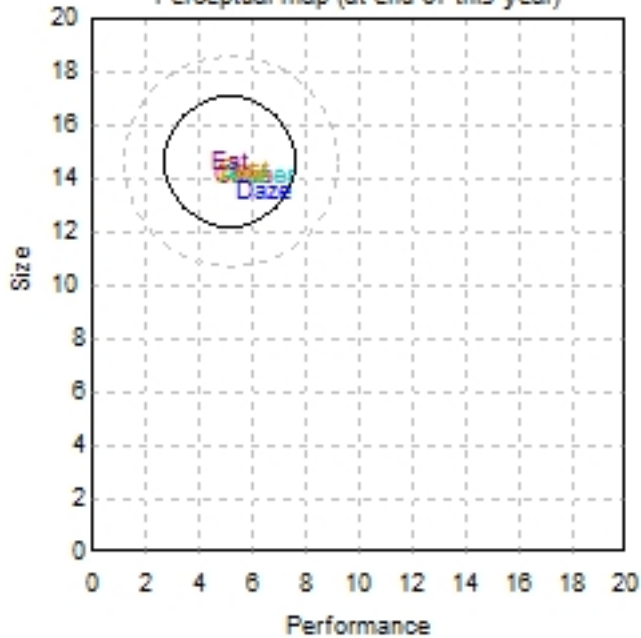
Next Year's Segment Growth Rate 10.4%

Low Tech Customer Buying Criteria

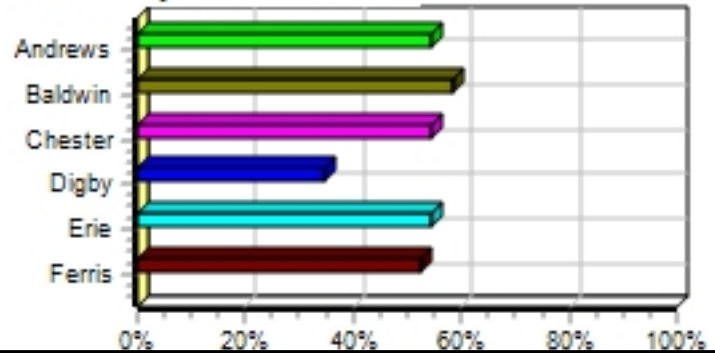
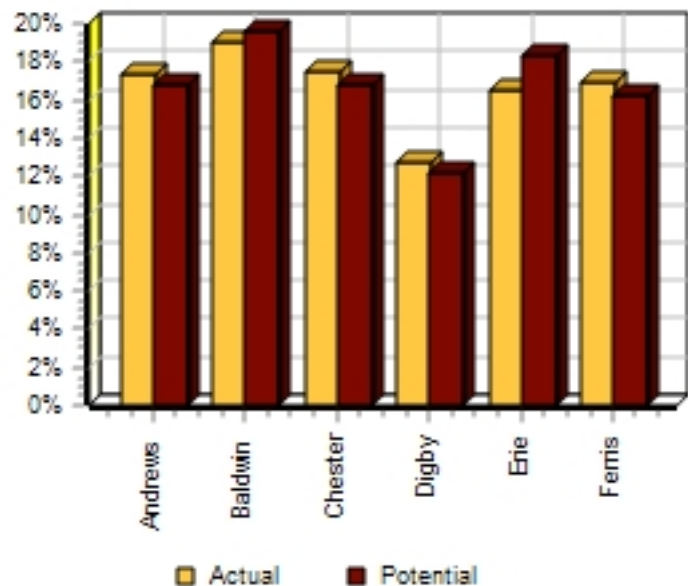
	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmm 5.3 Size 14.7	9%

Perceptual Map for Low Tech

Perceptual map (at end of this year)



Accessibility F128187 Low Tech

Actual vs Potential Market Share
2022 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	19%	1,049	4/29/2022	YES	6.4	14.2	\$32.95	20000	2.39	\$2,000	82%	\$3,000	58%	29
Cake	18%	968	7/12/2022		5.8	14.2	\$33.50	18000	2.28	\$2,000	82%	\$2,500	55%	22
Able	17%	960	7/26/2022		5.8	14.2	\$33.00	17000	2.26	\$2,000	82%	\$2,500	55%	21
Fast	17%	935	8/5/2022		5.7	14.3	\$34.50	18300	2.25	\$1,900	80%	\$2,300	53%	22
Eat	16%	911	11/9/2022	YES	5.3	14.7	\$34.00	20000	2.12	\$2,500	86%	\$2,500	55%	28
Daze	13%	701	11/21/2018		6.4	13.6	\$34.00	21000	4.10	\$1,000	58%	\$1,000	35%	15

High Tech Statistics

Total Industry Unit Demand 2,614
 Actual Industry Unit Sales 2,614
 Segment % of Total Industry 32.1%

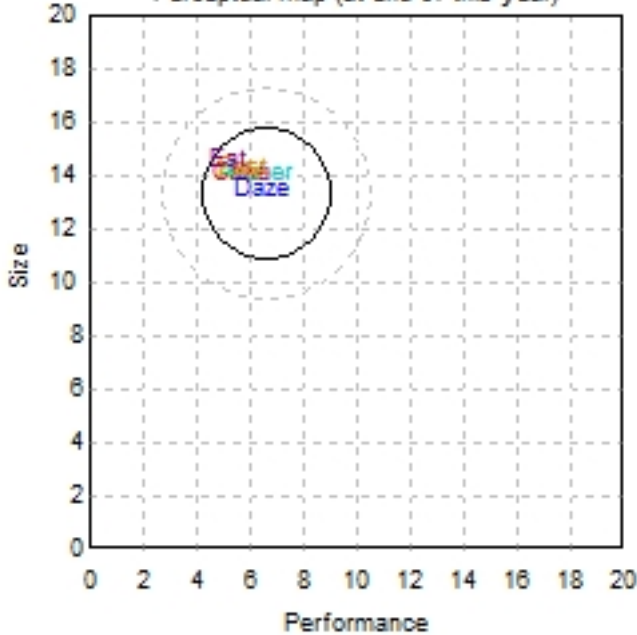
Next Year's Segment Growth Rate 19.1%

High Tech Customer Buying Criteria

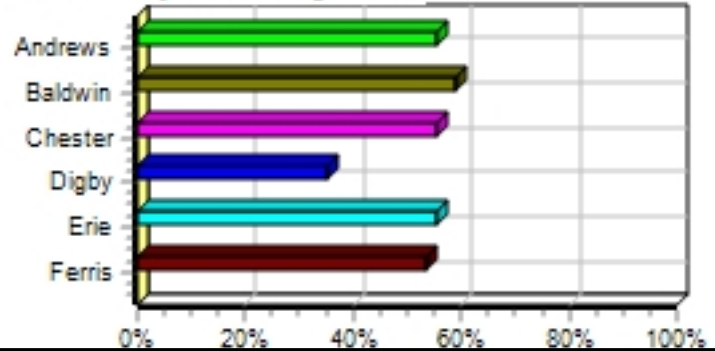
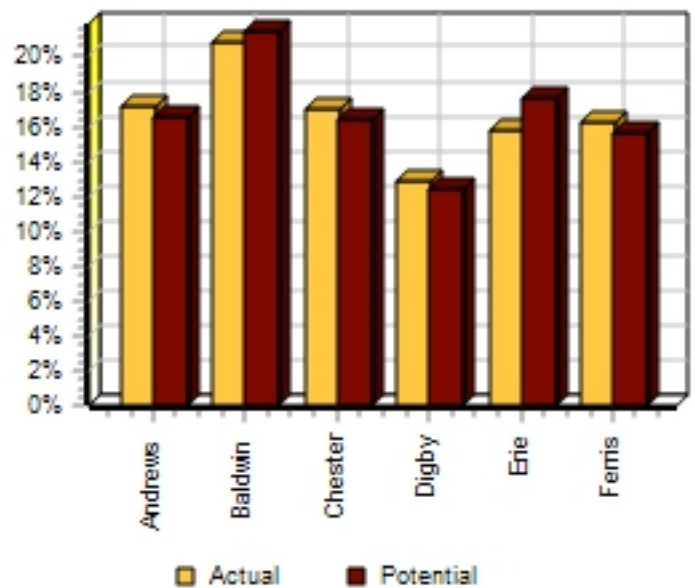
	Expectations	Importance
1. Ideal Position	Pfmm 8.1 Size 11.9	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%

Perceptual Map for High Tech

Perceptual map (at end of this year)



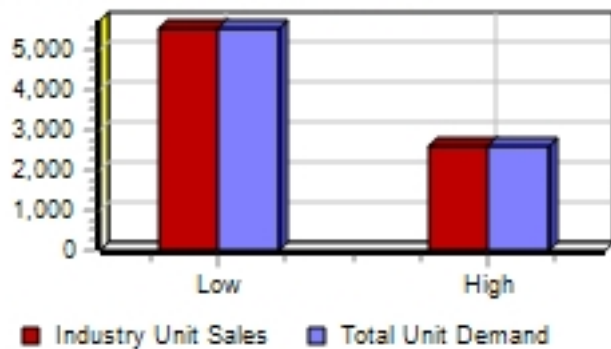
Accessibility F128187 High Tech

Actual vs Potential Market Share
2022 F128187 High Tech

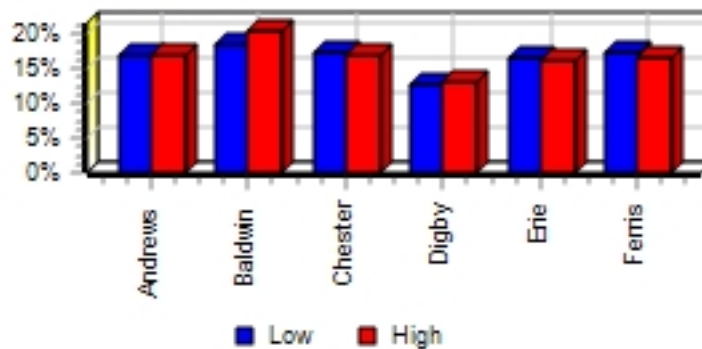
Top Products in High Tech Segment

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
Baker	21%	543	4/29/2022	YES	6.4	14.2	\$32.95	20000	2.39	\$2,000	82%	\$3,000	59%	15
Able	17%	447	7/26/2022		5.8	14.2	\$33.00	17000	2.26	\$2,000	82%	\$2,500	55%	10
Cake	17%	446	7/12/2022		5.8	14.2	\$33.50	18000	2.28	\$2,000	82%	\$2,500	55%	11
Fast	16%	425	8/5/2022		5.7	14.3	\$34.50	18300	2.25	\$1,900	80%	\$2,300	53%	10
Eat	16%	414	11/9/2022	YES	5.3	14.7	\$34.00	20000	2.12	\$2,500	86%	\$2,500	55%	12
Daze	13%	338	11/21/2018		6.4	13.6	\$34.00	21000	4.10	\$1,000	58%	\$1,000	35%	9

Units Sold vs Demand Chart F128187



Market Share F128187



Actual Market Share in Units

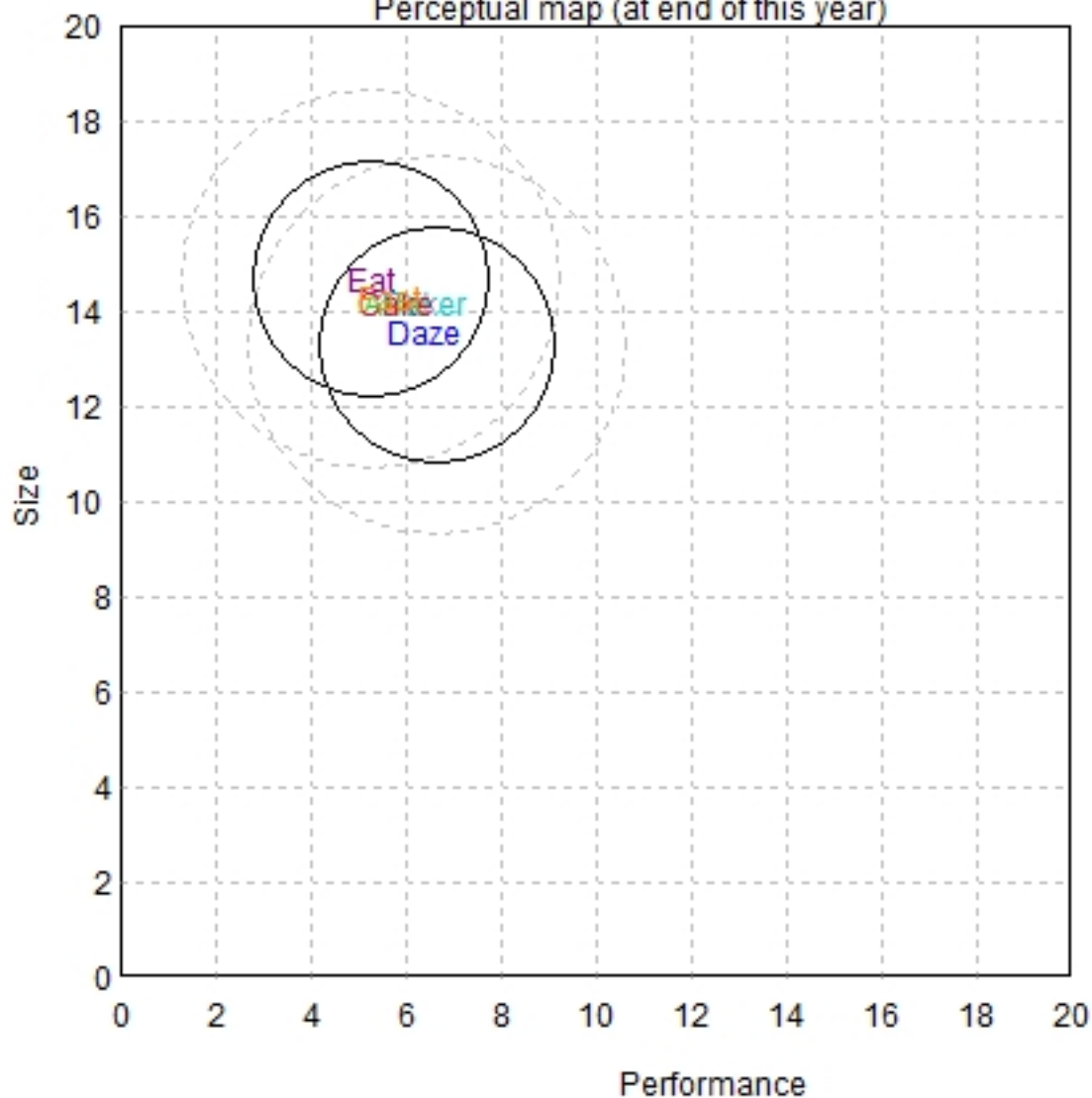
	Low	High	Total
Industry Unit Sales	5,524	2,614	8,137
% of Market	67.9%	32.1%	100.0%
Able	17.4%	17.1%	17.3%
Total	17.4%	17.1%	17.3%
Baker	19.0%	20.8%	19.6%
Total	19.0%	20.8%	19.6%
Cake	17.5%	17.1%	17.4%
Total	17.5%	17.1%	17.4%
Daze	12.7%	12.9%	12.8%
Total	12.7%	12.9%	12.8%
Eat	16.5%	15.8%	16.3%
Total	16.5%	15.8%	16.3%
Fast	16.9%	16.3%	16.7%
Total	16.9%	16.3%	16.7%

Potential Market Share in Units

	Low	High	Total
Units Demanded	5,524	2,614	8,137
% of Market	67.9%	32.1%	100.0%
Able	16.7%	16.5%	16.7%
Total	16.7%	16.5%	16.7%
Baker	19.6%	21.5%	20.2%
Total	19.6%	21.4%	20.2%
Cake	16.9%	16.4%	16.7%
Total	16.9%	16.4%	16.7%
Daze	12.2%	12.4%	12.3%
Total	12.2%	12.4%	12.3%
Eat	18.3%	17.6%	18.1%
Total	18.3%	17.6%	18.1%
Fast	16.3%	15.7%	16.1%
Total	16.3%	15.7%	16.1%

Perceptual Map for All Segments

Perceptual map (at end of this year)

**Andrews**

Name	Pfmn	Size	Revised
Able	5.8	14.2	7/26/2022

Baldwin

Name	Pfmn	Size	Revised
Baker	6.4	14.2	4/29/2022

Chester

Name	Pfmn	Size	Revised
Cake	5.8	14.2	7/12/2022

Digby

Name	Pfmn	Size	Revised
Daze	6.4	13.6	11/21/2018

Erie

Name	Pfmn	Size	Revised
Eat	5.3	14.7	11/9/2022

Ferris

Name	Pfmn	Size	Revised
Fast	5.7	14.3	8/5/2022

HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	308	292	308	250	240	283
Complement	308	292	308	250	240	283
1st Shift Complement	154	146	154	154	154	154
2nd Shift Complement	154	146	154	96	86	129
Overtime Percent	0.0%	0.2%	0.0%	0.0%	0.2%	0.2%
Turnover Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
New Employees	91	73	91	27	24	63
Separated Employees	0	0	0	0	8	0
Recruiting Spend	\$0	\$0	\$0	\$0	\$0	\$0
Training Hours	0	0	0	0	0	0
Productivity Index	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Recruiting Cost	\$91	\$73	\$91	\$27	\$24	\$63
Separation Cost	\$0	\$0	\$0	\$0	\$40	\$0
Training Cost	\$0	\$0	\$0	\$0	\$0	\$0
Total HR Admin Cost	\$91	\$73	\$91	\$27	\$64	\$63
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: 1
Dec. 31, 2022

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.

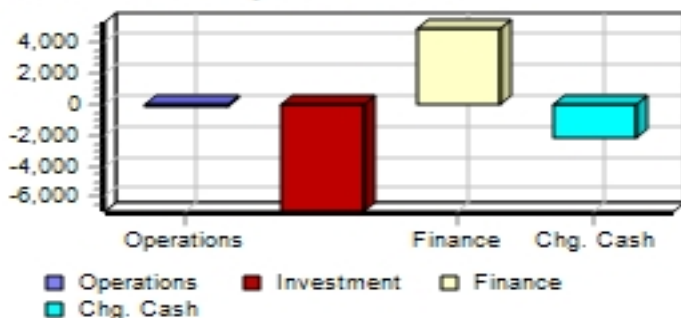
ASSETS		2022 Common Size	2021
Cash	\$3,372	12.0%	\$5,602
Account Receivable	\$4,501	16.1%	\$3,353
Inventory	\$4,701	16.8%	\$2,352
Total Current Assets	\$12,574	44.9%	\$11,307
Plant & Equipment	\$21,346	76.2%	\$14,400
Accumulated Depreciation	(\$5,924)	-21.2%	(\$4,800)
Total Fixed Assets	\$15,422	55.1%	\$9,600
Total Assets	\$27,996	100.0%	\$20,907
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$3,033	10.8%	\$2,853
Current Debt	\$0	0.0%	\$0
Long Term Debt	\$5,600	20.0%	\$5,200
Total Liabilities	\$8,633	30.8%	\$8,053
Common Stock	\$6,790	24.3%	\$2,323
Retained Earnings	\$12,573	44.9%	\$10,531
Total Equity	\$19,363	69.2%	\$12,854
Total Liab. & O. Equity	\$27,996	100.0%	\$20,907

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	2022	2021
Net Income(Loss)	\$2,042	\$2,494
Depreciation	\$1,124	\$960
Extraordinary gains/losses/writeoffs	\$0	\$0
Accounts Payable	\$180	\$853
Inventory	(\$2,349)	(\$2,352)
Accounts Receivable	(\$1,148)	\$3,647
Net cash from operation	(\$151)	\$5,602
Cash Flows from Investing Activities		
Plant Improvements	(\$6,946)	\$0
Cash Flows from Financing Activities		
Dividends paid	\$0	(\$1,000)
Sales of common stock	\$4,467	\$0
Purchase of common stock	\$0	\$0
Cash from long term debt	\$400	\$0
Retirement of long term debt	\$0	\$0
Change in current debt(net)	\$0	\$0
Net cash from financing activities	\$4,867	(\$1,000)
Net change in cash position	(\$2,230)	\$4,602
Closing cash position	\$3,372	\$5,602

Cash Flow Summary Ferris F128187

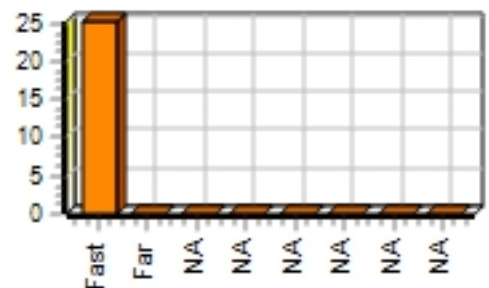


2022 Income Statement

(Product Name)	Fast	Far							2022 Total	Common Size
Sales	\$46,941	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$46,941	100.0%
Variable Costs:										
Direct Labor	\$14,779	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,779	31.5%
Direct Material	\$19,775	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19,775	42.1%
Inventory Carry	\$564	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$564	1.2%
Total Variable	\$35,118	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,118	74.8%
Contribution Margin	\$11,823	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,823	25.2%
Period Costs:										
Depreciation	\$1,124	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,124	2.4%
SG&A: R&D	\$601	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,601	3.4%
Promotions	\$1,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,900	4.0%
Sales	\$2,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,300	4.9%
Admin	\$767	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$767	1.6%
Total Period	\$6,692	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$7,692	16.4%
Net Margin	\$5,131	(\$1,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$4,131	8.8%

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.

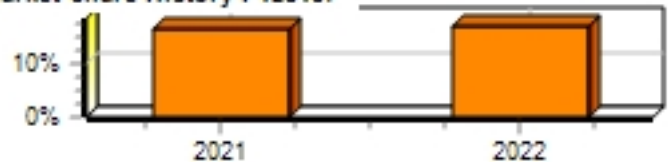
Other	\$243	0.5%
EBIT	\$3,888	8.3%
Short Term Interest	\$0	0.0%
Long Term Interest	\$681	1.5%
Taxes	\$1,122	2.4%
Profit Sharing	\$42	0.1%
Net Profit	\$2,042	4.4%

Variable Margins
2022 Ferris F128187

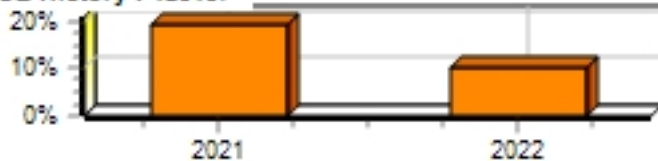
Profit History F128187



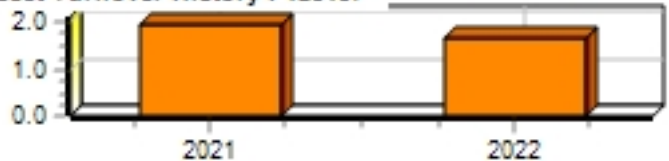
Market Share History F128187



ROE History F128187



Asset Turnover History F128187



ROS History F128187



ROA History F128187

