

**Round: 4**  
**Dec. 31,**  
**2025**

# 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

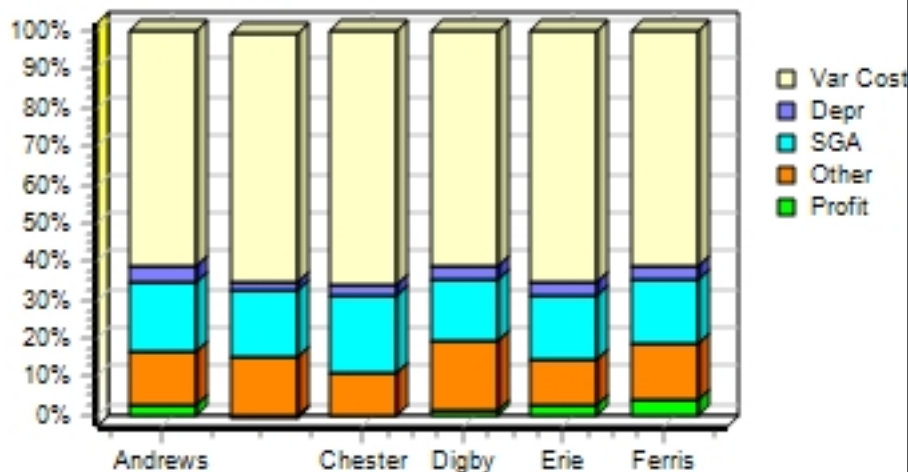
**Erie**  
 Jacob Loat  
 Ava Morris  
 Zoë Neal  
 Rachel Popoff  
 Aurora Vona

**Ferris**  
 Amanda Brooks  
 Andrew Hunter  
 Maya Ivimey  
 Vanessa Noel  
 Allen Zha

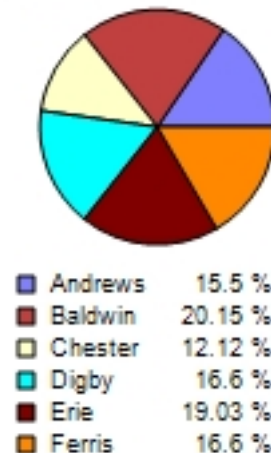
## Selected Financial Statistics

|                   | Andrews      | Baldwin      | Chester      | Digby        | Erie         | Ferris       |
|-------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| ROS               | 2.9%         | -0.9%        | -0.1%        | 1.2%         | 2.6%         | 4.2%         |
| Asset Turnover    | 1.36         | 1.99         | 1.21         | 1.85         | 1.30         | 1.17         |
| ROA               | 3.9%         | -1.8%        | -0.1%        | 2.2%         | 3.4%         | 4.9%         |
| Leverage          | 1.9          | 2.2          | 1.8          | 2.8          | 1.9          | 1.3          |
| ROE               | 7.6%         | -4.0%        | -0.2%        | 6.3%         | 6.4%         | 6.4%         |
| Emergency Loan    | \$0          | \$3,569,513  | \$0          | \$0          | \$11,393,088 | \$0          |
| Sales             | \$64,933,663 | \$84,442,110 | \$50,775,891 | \$69,542,292 | \$79,740,828 | \$69,543,564 |
| EBIT              | \$4,906,438  | \$853,156    | \$1,655,510  | \$3,561,637  | \$6,469,297  | \$5,656,989  |
| Profits           | \$1,879,470  | (\$756,709)  | (\$42,335)   | \$832,016    | \$2,082,609  | \$2,926,371  |
| Cumulative Profit | \$10,997,036 | \$5,010,623  | \$4,966,273  | \$2,841,139  | \$6,888,732  | \$15,156,689 |
| SG&A / Sales      | 19.0%        | 18.2%        | 21.1%        | 16.6%        | 18.0%        | 17.1%        |
| Contrib. Margin % | 34.6%        | 32.3%        | 28.7%        | 36.1%        | 29.7%        | 35.2%        |

Percent of Sales F128187



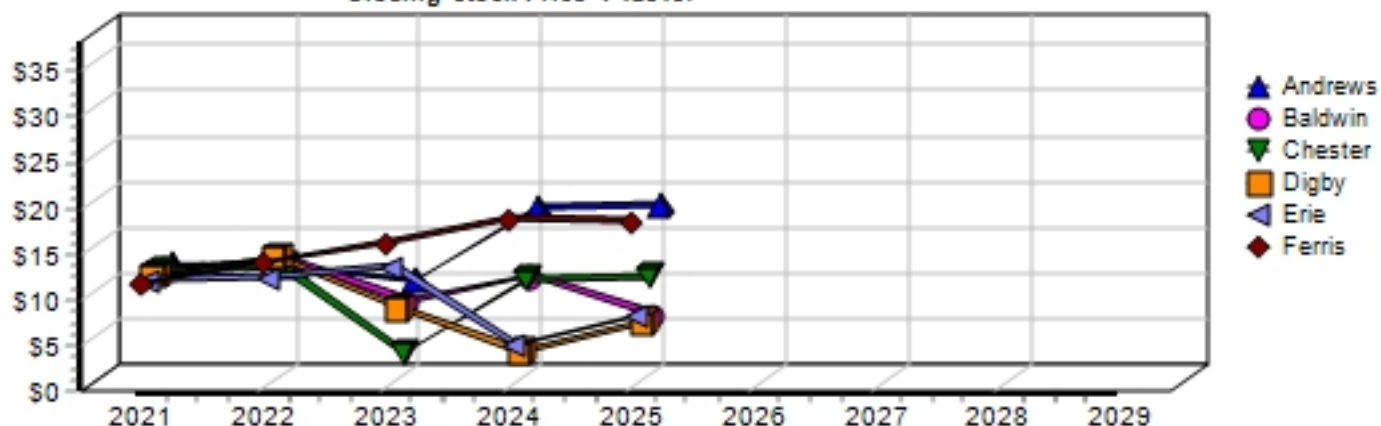
\$ Market Share F128187



## Stock Market Summary

| Company | Close   | Change   | Shares    | MarketCap (\$M) | Book Value Per Share | EPS      | Dividend | Yield | P/E    |
|---------|---------|----------|-----------|-----------------|----------------------|----------|----------|-------|--------|
| Andrews | \$17.74 | \$0.12   | 2,280,000 | \$40            | \$10.82              | \$0.82   | \$0.00   | 0.0%  | 21.5   |
| Baldwin | \$6.18  | (\$4.27) | 2,337,410 | \$14            | \$8.19               | (\$0.32) | \$0.00   | 0.0%  | -19.1  |
| Chester | \$10.62 | \$0.07   | 2,684,329 | \$29            | \$8.49               | (\$0.02) | \$0.00   | 0.0%  | -718.9 |
| Digby   | \$6.19  | \$3.27   | 2,000,000 | \$12            | \$6.60               | \$0.42   | \$0.00   | 0.0%  | 14.8   |
| Erie    | \$7.56  | \$3.26   | 3,271,013 | \$25            | \$9.96               | \$0.64   | \$0.00   | 0.0%  | 11.9   |
| Ferris  | \$18.07 | (\$0.32) | 3,455,816 | \$62            | \$13.19              | \$0.85   | \$0.00   | 0.0%  | 21.3   |

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 | 12.6% | 103.25  | B   | Digby   | 13.0S2027 | \$2,600,000 | 12.9% | 100.67  | C   |
|         | 10.0S2032 | \$2,480,000 | 10.5% | 94.83   | B   |         | 9.6S2033  | \$2,579,000 | 11.2% | 85.40   | C   |
|         | 10.0S2033 | \$3,000,000 | 10.6% | 94.36   | B   |         | 11.6S2034 | \$4,458,000 | 12.2% | 94.79   | C   |
|         | 9.8S2035  | \$9,432,000 | 10.6% | 92.38   | B   |         | 11.4S2035 | \$6,096,000 | 12.2% | 93.38   | C   |
| Baldwin | 13.0S2027 | \$2,600,000 | 12.7% | 102.03  | CCC | Erie    | 13.0S2027 | \$2,600,000 | 12.5% | 103.60  | BB  |
|         | 10.0S2032 | \$2,480,000 | 10.9% | 91.73   | CCC |         | 10.0S2032 | \$2,000,000 | 10.4% | 95.75   | BB  |
|         | 9.7S2035  | \$8,000,000 | 11.0% | 88.04   | CCC |         | 9.3S2034  | \$7,000,000 | 10.2% | 91.11   | BB  |
| Chester | 13.0S2027 | \$2,600,000 | 12.5% | 103.78  | BB  | Ferris  | 13.0S2027 | \$2,600,000 | 12.1% | 107.41  | AAA |
|         | 9.6S2033  | \$7,721,000 | 10.2% | 93.78   | BB  |         | 10.0S2032 | \$400,000   | 9.4%  | 106.08  | AAA |
|         | 12.4S2034 | \$3,733,000 | 11.4% | 108.93  | BB  |         | 9.3S2033  | \$1,400,000 | 9.0%  | 102.79  | AAA |
|         |           |             |       |         |     |         | 8.6S2035  | \$5,000,000 | 8.7%  | 98.70   | AAA |

Next Year's Prime Rate 7.00%

# Financial Summary

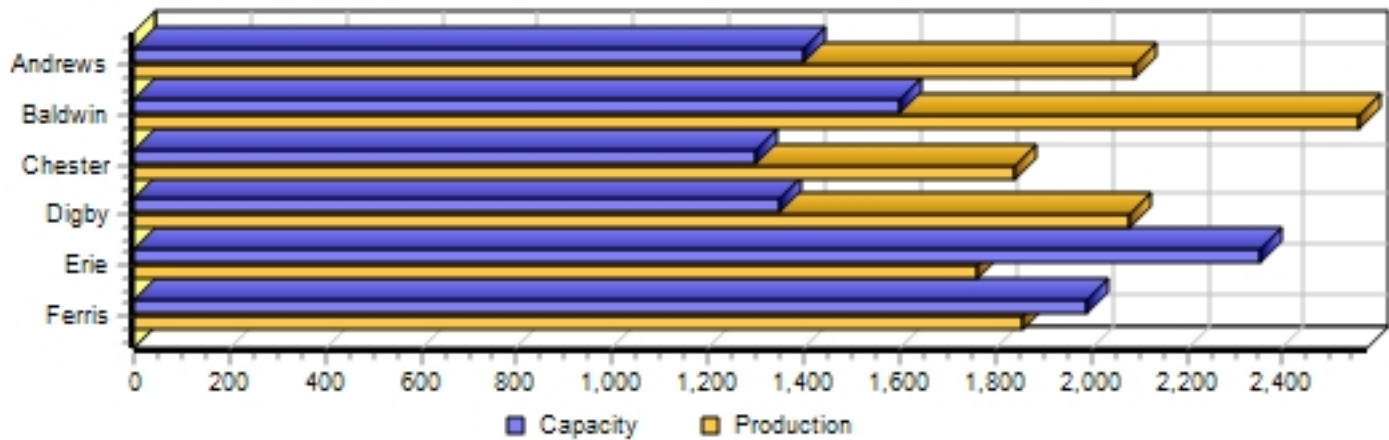


F128187

Round: 4  
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| Cash Flow Statement Survey                   | Andrews         | Baldwin         | Chester         | Digby           | Erie            | Ferris          |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>CashFlows from operating activities</b>   |                 |                 |                 |                 |                 |                 |
| Net Income(Loss)                             | \$1,879         | (\$757)         | (\$42)          | \$832           | \$2,083         | \$2,926         |
| Adjustment for non-cash items:               |                 |                 |                 |                 |                 |                 |
| Depreciation                                 | \$2,797         | \$2,387         | \$1,613         | \$2,225         | \$2,873         | \$2,891         |
| Extraordinary gains/losses/writeoffs         | \$0             | \$739           | (\$274)         | \$0             | \$0             | \$0             |
| Changes in current assets and liabilities    |                 |                 |                 |                 |                 |                 |
| Accounts payable                             | \$394           | \$763           | \$1,136         | \$2,153         | (\$1,772)       | (\$338)         |
| Inventory                                    | (\$4,491)       | (\$4,561)       | (\$9,066)       | (\$4,545)       | \$5,533         | \$3,309         |
| Accounts Receivable                          | \$159           | (\$328)         | \$828           | (\$2,661)       | (\$1,145)       | (\$1,002)       |
| Net cash from operations                     | \$739           | (\$1,757)       | (\$5,804)       | (\$1,995)       | \$7,572         | \$7,786         |
| <b>Cash flows from investing activities</b>  |                 |                 |                 |                 |                 |                 |
| Plant improvements(net)                      | (\$10,360)      | (\$10,399)      | (\$355)         | (\$5,800)       | \$0             | (\$5,408)       |
| <b>Cash flows from financing activities</b>  |                 |                 |                 |                 |                 |                 |
| Dividends paid                               | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Sales of common stock                        | \$0             | \$0             | \$3,000         | \$0             | \$0             | \$0             |
| Purchase of common stock                     | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Cash from long term debt issued              | \$9,432         | \$8,000         | \$0             | \$6,096         | \$0             | \$5,000         |
| Early retirement of long term debt           | \$0             | \$0             | \$0             | \$0             | \$0             | \$0             |
| Retirement of current debt                   | \$0             | \$0             | (\$5,100)       | \$0             | (\$18,965)      | (\$500)         |
| Cash from current debt borrowing             | \$0             | \$0             | \$0             | \$2,845         | \$0             | \$0             |
| Cash from emergency loan                     | \$0             | \$3,570         | \$0             | \$0             | \$11,393        | \$0             |
| Net cash from financing activities           | \$9,432         | \$11,570        | (\$2,100)       | \$8,941         | (\$7,572)       | \$4,500         |
| <b>Net change in cash position</b>           | (\$189)         | (\$587)         | (\$8,259)       | \$1,147         | \$0             | \$6,878         |
| <b>Balance Sheet Survey</b>                  | <b>Andrews</b>  | <b>Baldwin</b>  | <b>Chester</b>  | <b>Digby</b>    | <b>Erie</b>     | <b>Ferris</b>   |
| Cash   | \$2,609         | \$0             | \$2,490         | \$3,991         | \$0             | \$7,218         |
| Accounts Receivable                          | \$5,337         | \$6,940         | \$4,173         | \$5,716         | \$6,554         | \$8,193         |
| Inventory                                    | \$10,270        | \$6,294         | \$18,537        | \$4,545         | \$24,796        | \$11,171        |
| Total Current Assets                         | \$18,216        | \$13,234        | \$25,201        | \$14,252        | \$31,350        | \$26,582        |
| Plant and equipment                          | \$41,960        | \$39,800        | \$26,700        | \$34,380        | \$43,100        | \$46,372        |
| Accumulated Depreciation                     | (\$12,507)      | (\$10,499)      | (\$9,784)       | (\$11,139)      | (\$13,231)      | (\$13,342)      |
| Total Fixed Assets                           | \$29,453        | \$29,301        | \$16,916        | \$23,241        | \$29,869        | \$33,030        |
| <b>Total Assets</b>                          | <b>\$47,670</b> | <b>\$42,536</b> | <b>\$42,116</b> | <b>\$37,493</b> | <b>\$61,219</b> | <b>\$59,611</b> |
| Accounts Payable                             | \$3,756         | \$5,014         | \$3,536         | \$3,979         | \$3,905         | \$2,879         |
| Current Debt                                 | \$1,733         | \$5,303         | \$1,733         | \$4,578         | \$13,126        | \$1,733         |
| Total Current Liabilities                    | \$5,489         | \$10,317        | \$5,269         | \$8,557         | \$17,031        | \$4,612         |
| Long Term Debt                               | \$17,512        | \$13,080        | \$14,054        | \$15,733        | \$11,600        | \$9,400         |
| Total Liabilities                            | \$23,002        | \$23,397        | \$19,323        | \$24,291        | \$28,632        | \$14,013        |
| Common Stock                                 | \$6,374         | \$6,091         | \$9,790         | \$2,323         | \$17,662        | \$22,405        |
| Retained Earnings                            | \$18,294        | \$13,047        | \$13,003        | \$10,878        | \$14,926        | \$23,193        |
| Total Equity                                 | \$24,668        | \$19,139        | \$22,793        | \$13,201        | \$32,588        | \$45,599        |
| <b>Total Liabilities &amp; Owners Equity</b> | <b>\$47,670</b> | <b>\$42,536</b> | <b>\$42,116</b> | <b>\$37,493</b> | <b>\$61,219</b> | <b>\$59,611</b> |
| <b>Income Statement Survey</b>               | <b>Andrews</b>  | <b>Baldwin</b>  | <b>Chester</b>  | <b>Digby</b>    | <b>Erie</b>     | <b>Ferris</b>   |
| Sales  | \$64,934        | \$84,442        | \$50,776        | \$69,542        | \$79,741        | \$69,544        |
| Variable Costs(Labor,Material,Carry)         | \$42,445        | \$57,199        | \$36,178        | \$44,417        | \$56,023        | \$45,070        |
| Contribution Margin                          | \$22,489        | \$27,243        | \$14,598        | \$25,125        | \$23,718        | \$24,474        |
| Depreciation                                 | \$2,797         | \$2,387         | \$1,613         | \$2,225         | \$2,873         | \$2,891         |
| SGA(R&D,Promo,Sales,Admin)                   | \$12,314        | \$15,365        | \$10,703        | \$11,534        | \$14,375        | \$11,925        |
| Other(Fees,Writeoffs,TQM,Bonuses)            | \$2,472         | \$8,639         | \$626           | \$7,805         | \$0             | \$4,000         |
| EBIT   | \$4,906         | \$853           | \$1,656         | \$3,562         | \$6,469         | \$5,657         |
| Interest(Short term,Long term)               | \$1,956         | \$2,017         | \$1,721         | \$2,255         | \$3,200         | \$1,063         |
| Taxes  | \$1,033         | (\$407)         | (\$23)          | \$457           | \$1,144         | \$1,608         |
| Profit Sharing                               | \$38            | \$0             | \$0             | \$17            | \$43            | \$60            |
| Net Profit                                   | \$1,879         | (\$757)         | (\$42)          | \$832           | \$2,083         | \$2,926         |

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             | 1,294      | 199            | 5/23/2025     | 2.9        | 20000 | 6.0         | 14.0       | \$29.50 | \$9.84        | \$7.07     | 39%          | 63%                   | 7.3                   | 800                 | 161%          |
| Actual | High            | 469        | 227            | 6/30/2025     | 1.2        | 19000 | 10.2        | 9.8        | \$44.99 | \$17.66       | \$12.20    | 30%          | 30%                   | 3.0                   | 500                 | 129%          |
| Active | High            | 161        | 0              | 3/8/2025      | 0.8        | 17000 | 7.8         | 12.2       | \$35.00 | \$12.42       | \$14.79    | 21%          | 100%                  | 1.5                   | 400                 | 161%          |
| Baker  | Low             | 1,500      | 0              | 7/9/2025      | 2.3        | 20000 | 7.0         | 13.0       | \$29.75 | \$11.24       | \$9.84     | 30%          | 68%                   | 4.5                   | 1,100               | 167%          |
| Bravo  | High            | 522        | 97             | 5/21/2025     | 1.2        | 19500 | 9.8         | 10.2       | \$44.50 | \$16.27       | \$10.75    | 38%          | 88%                   | 3.0                   | 300                 | 186%          |
| Beam   | High            | 376        | 124            | 3/8/2025      | 0.8        | 17000 | 10.2        | 9.8        | \$44.00 | \$16.30       | \$12.85    | 30%          | 55%                   | 1.0                   | 400                 | 125%          |
| Beau   |                 | 0          | 0              | 3/12/2026     | 0.0        | 0     | 0.0         | 0.0        | \$0.00  | \$0.00        | \$0.00     | 0%           | 0%                    | 1.0                   | 400                 | 0%            |
| Cake   | Low             | 1,154      | 233            | 8/8/2024      | 3.3        | 18000 | 6.6         | 13.4       | \$32.00 | \$10.43       | \$10.84    | 30%          | 73%                   | 4.0                   | 750                 | 172%          |
| Cookie | High            | 318        | 486            | 7/12/2023     | 2.5        | 18000 | 8.8         | 11.2       | \$43.50 | \$14.70       | \$11.70    | 25%          | 2%                    | 2.0                   | 550                 | 101%          |
| Crepe  |                 | 0          | 0              | 6/11/2026     | 0.0        | 0     | 0.0         | 0.0        | \$0.00  | \$0.00        | \$0.00     | 0%           | 0%                    | 1.0                   | 250                 | 0%            |
| Daze   | Low             | 1,381      | 5              | 9/30/2024     | 3.0        | 20000 | 6.8         | 13.2       | \$32.50 | \$10.87       | \$8.24     | 40%          | 40%                   | 4.7                   | 1,150               | 139%          |
| Dazzle | High            | 548        | 145            | 5/13/2025     | 0.9        | 18000 | 10.2        | 9.8        | \$45.00 | \$16.58       | \$13.97    | 30%          | 100%                  | 1.2                   | 450                 | 198%          |
| Dazed  |                 | 0          | 0              | 4/8/2026      | 0.0        | 0     | 0.0         | 0.0        | \$0.00  | \$0.00        | \$0.00     | 0%           | 0%                    | 1.0                   | 100                 | 0%            |
| Eat    | Low             | 1,232      | 246            | 2/27/2025     | 3.0        | 20000 | 6.8         | 13.2       | \$34.50 | \$11.45       | \$7.72     | 39%          | 0%                    | 5.0                   | 1,225               | 58%           |
| Eat+   | High            | 496        | 217            | 7/19/2023     | 2.4        | 19000 | 8.8         | 11.2       | \$40.00 | \$15.04       | \$12.87    | 20%          | 0%                    | 1.0                   | 625                 | 44%           |
| Elmo   | High            | 387        | 399            | 3/16/2025     | 0.8        | 20000 | 9.5         | 10.5       | \$45.00 | \$16.70       | \$15.93    | 17%          | 100%                  | 1.0                   | 500                 | 157%          |
| Fast   | Low             | 1,357      | 359            | 3/16/2025     | 3.0        | 19000 | 7.1         | 12.9       | \$29.50 | \$11.14       | \$6.54     | 36%          | 2%                    | 5.8                   | 1,160               | 101%          |
| Far    | High            | 397        | 67             | 7/6/2025      | 1.2        | 18000 | 10.2        | 9.8        | \$44.50 | \$16.58       | \$11.00    | 36%          | 0%                    | 1.5                   | 500                 | 68%           |
| Fun    | High            | 264        | 92             | 4/2/2025      | 0.7        | 17800 | 10.0        | 10.0       | \$45.00 | \$16.16       | \$13.01    | 32%          | 37%                   | 1.0                   | 350                 | 102%          |
| Fantom |                 | 0          | 0              | 3/3/2026      | 0.0        | 0     | 0.0         | 0.0        | \$0.00  | \$0.00        | \$0.00     | 0%           | 0%                    | 1.0                   | 300                 | 0%            |

## Low Tech Statistics

Total Industry Unit Demand 7,379  
Actual Industry Unit Sales 7,379  
Segment % of Total Industry 62.2%

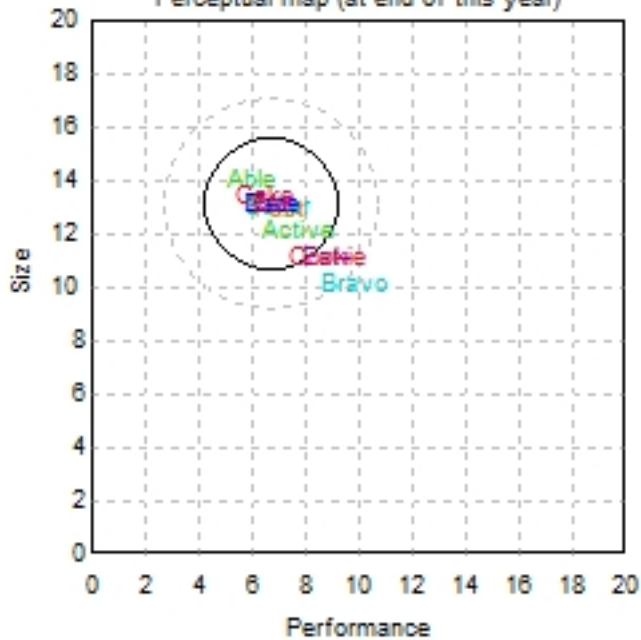
Next Year's Segment Growth Rate 10.6%

## Low Tech Customer Buying Criteria

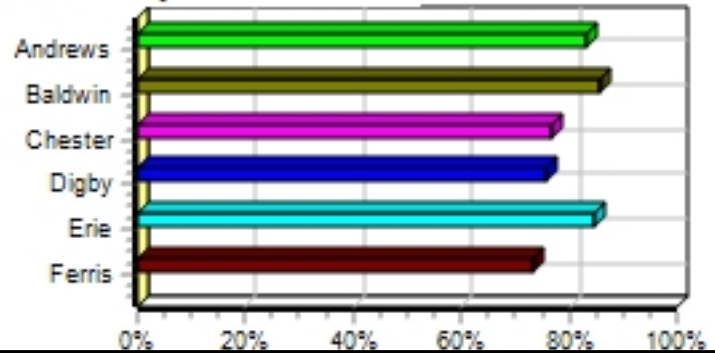
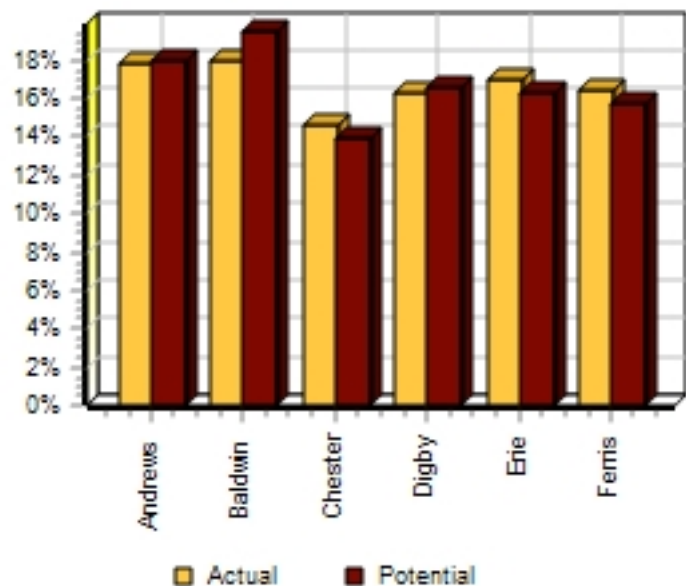
|                   | Expectations       | Importance |
|-------------------|--------------------|------------|
| 1. Price          | \$15.00 - 35.00    | 41%        |
| 2. Age            | Ideal Age = 3.0    | 29%        |
| 3. Reliability    | MTBF 14000-20000   | 21%        |
| 4. Ideal Position | Pfmm 6.8 Size 13.2 | 9%         |

## Perceptual Map for Low Tech

Perceptual map (at end of this year)



## Accessibility F128187 Low Tech

Actual vs Potential Market Share  
2025 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  | 18%          | 1,324             | 7/9/2025      | YES       | 7.0        | 13.0       | \$29.75    | 20000 | 2.29       | \$1,400      | 100%            | \$3,000      | 85%                 | 51               |
| Able   | 17%          | 1,249             | 5/23/2025     |           | 6.0        | 14.0       | \$29.50    | 20000 | 2.93       | \$1,400      | 100%            | \$3,000      | 83%                 | 48               |
| Fast   | 16%          | 1,209             | 3/16/2025     |           | 7.1        | 12.9       | \$29.50    | 19000 | 3.02       | \$1,400      | 100%            | \$2,600      | 73%                 | 46               |
| Daze   | 16%          | 1,199             | 9/30/2024     |           | 6.8        | 13.2       | \$32.50    | 20000 | 3.03       | \$1,400      | 100%            | \$3,000      | 76%                 | 46               |
| Eat    | 15%          | 1,090             | 2/27/2025     |           | 6.8        | 13.2       | \$34.50    | 20000 | 2.98       | \$1,400      | 100%            | \$3,000      | 85%                 | 41               |
| Cake   | 14%          | 1,035             | 8/8/2024      |           | 6.6        | 13.4       | \$32.00    | 18000 | 3.34       | \$1,300      | 95%             | \$3,000      | 77%                 | 35               |
| Eat+   | 2%           | 166               | 7/19/2023     |           | 8.8        | 11.2       | \$40.00    | 19000 | 2.44       | \$1,800      | 100%            | \$1,500      | 85%                 | 9                |
| Active | 1%           | 64                | 3/8/2025      | YES       | 7.8        | 12.2       | \$35.00    | 17000 | 0.81       | \$2,000      | 70%             | \$0          | 83%                 | 7                |
| Cookie | 1%           | 44                | 7/12/2023     |           | 8.8        | 11.2       | \$43.50    | 18000 | 2.46       | \$1,500      | 97%             | \$3,000      | 77%                 | 2                |

## High Tech Statistics

Total Industry Unit Demand 4,478  
Actual Industry Unit Sales |4,478  
Segment % of Total Industry |37.8%

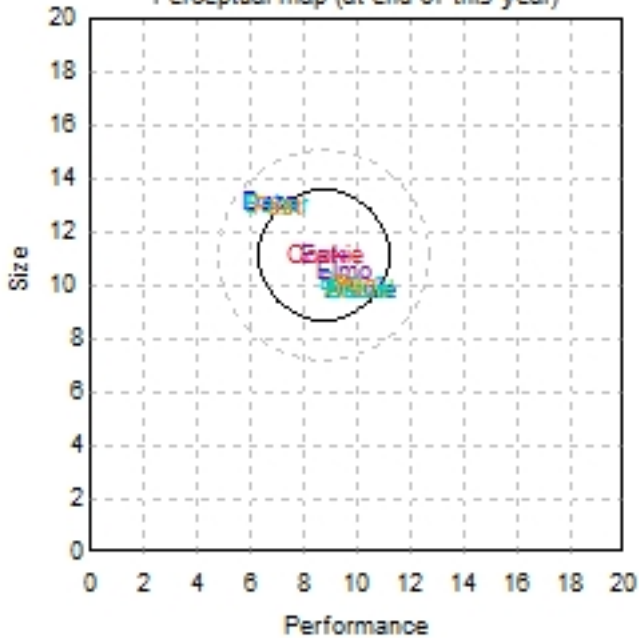
Next Year's Segment Growth Rate |19.1%

## High Tech Customer Buying Criteria

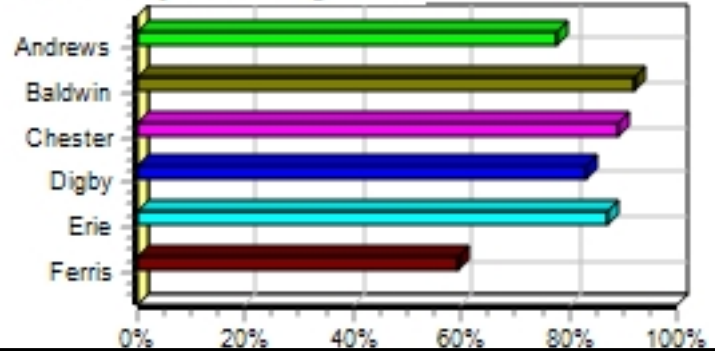
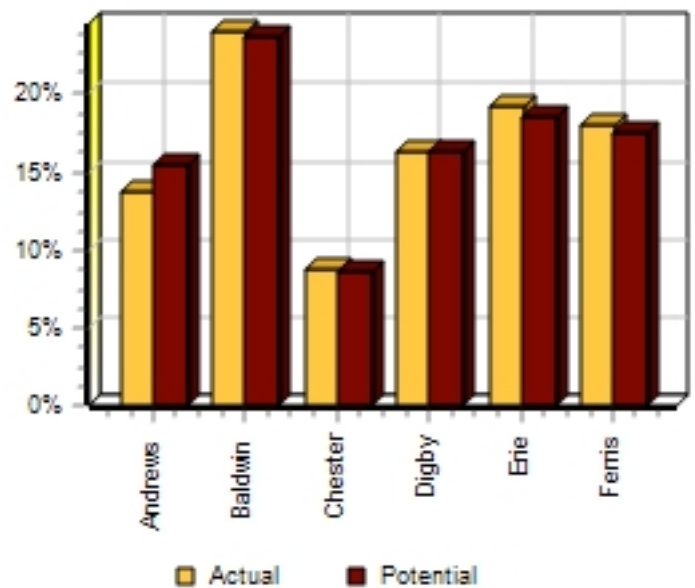
|                   | Expectations       | Importance |
|-------------------|--------------------|------------|
| 1. Ideal Position | Pfmm 10.2 Size 9.8 | 33%        |
| 2. Age            | Ideal Age = 0.0    | 29%        |
| 3. Price          | \$25.00 - 45.00    | 25%        |
| 4. Reliability    | 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  
2025 F128187 High Tech

## Top Products in High Tech Segment

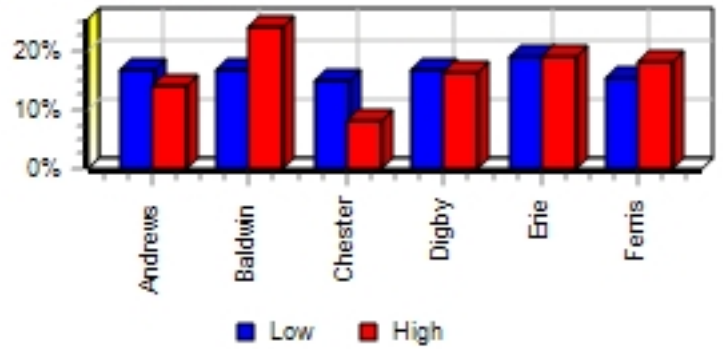
| Name   | Market Share | Units Sold to Seg | Revision Date | Stock Out | Pfmm Coord | Size Coord | List Price | MTBF  | Age Dec.31 | Promo Budget | Cust. Awareness | Sales Budget | Cust. Accessibility | Dec. Cust Survey |
|--------|--------------|-------------------|---------------|-----------|------------|------------|------------|-------|------------|--------------|-----------------|--------------|---------------------|------------------|
| Dazzle | 12%          | 548               | 5/13/2025     |           | 10.2       | 9.8        | \$45.00    | 18000 | 0.95       | \$2,000      | 92%             | \$3,000      | 83%                 | 40               |
| Bravo  | 12%          | 522               | 5/21/2025     |           | 9.8        | 10.2       | \$44.50    | 19500 | 1.20       | \$2,000      | 92%             | \$1,000      | 92%                 | 37               |
| Actual | 10%          | 469               | 6/30/2025     |           | 10.2       | 9.8        | \$44.99    | 19000 | 1.24       | \$1,700      | 100%            | \$1,500      | 78%                 | 35               |
| Far    | 9%           | 397               | 7/6/2025      |           | 10.2       | 9.8        | \$44.50    | 18000 | 1.22       | \$1,650      | 97%             | \$700        | 59%                 | 29               |
| Elmo   | 9%           | 387               | 3/16/2025     |           | 9.5        | 10.5       | \$45.00    | 20000 | 0.79       | \$2,000      | 70%             | \$1,500      | 87%                 | 32               |
| Beam   | 8%           | 376               | 3/8/2025      |           | 10.2       | 9.8        | \$44.00    | 17000 | 0.81       | \$2,000      | 70%             | \$2,000      | 92%                 | 36               |
| Eat+   | 7%           | 331               | 7/19/2023     |           | 8.8        | 11.2       | \$40.00    | 19000 | 2.44       | \$1,800      | 100%            | \$1,500      | 87%                 | 16               |
| Cookie | 6%           | 274               | 7/12/2023     |           | 8.8        | 11.2       | \$43.50    | 18000 | 2.46       | \$1,500      | 97%             | \$3,000      | 89%                 | 13               |
| Fun    | 6%           | 264               | 4/2/2025      |           | 10.0       | 10.0       | \$45.00    | 17800 | 0.75       | \$1,800      | 67%             | \$0          | 59%                 | 27               |
| Daze   | 4%           | 181               | 9/30/2024     |           | 6.8        | 13.2       | \$32.50    | 20000 | 3.03       | \$1,400      | 100%            | \$3,000      | 83%                 | 9                |
| Baker  | 4%           | 176               | 7/9/2025      | YES       | 7.0        | 13.0       | \$29.75    | 20000 | 2.29       | \$1,400      | 100%            | \$3,000      | 92%                 | 19               |
| Fast   | 3%           | 148               | 3/16/2025     |           | 7.1        | 12.9       | \$29.50    | 19000 | 3.02       | \$1,400      | 100%            | \$2,600      | 59%                 | 11               |



Units Sold vs Demand Chart F128187



Market Share F128187



## Actual Market Share in Units

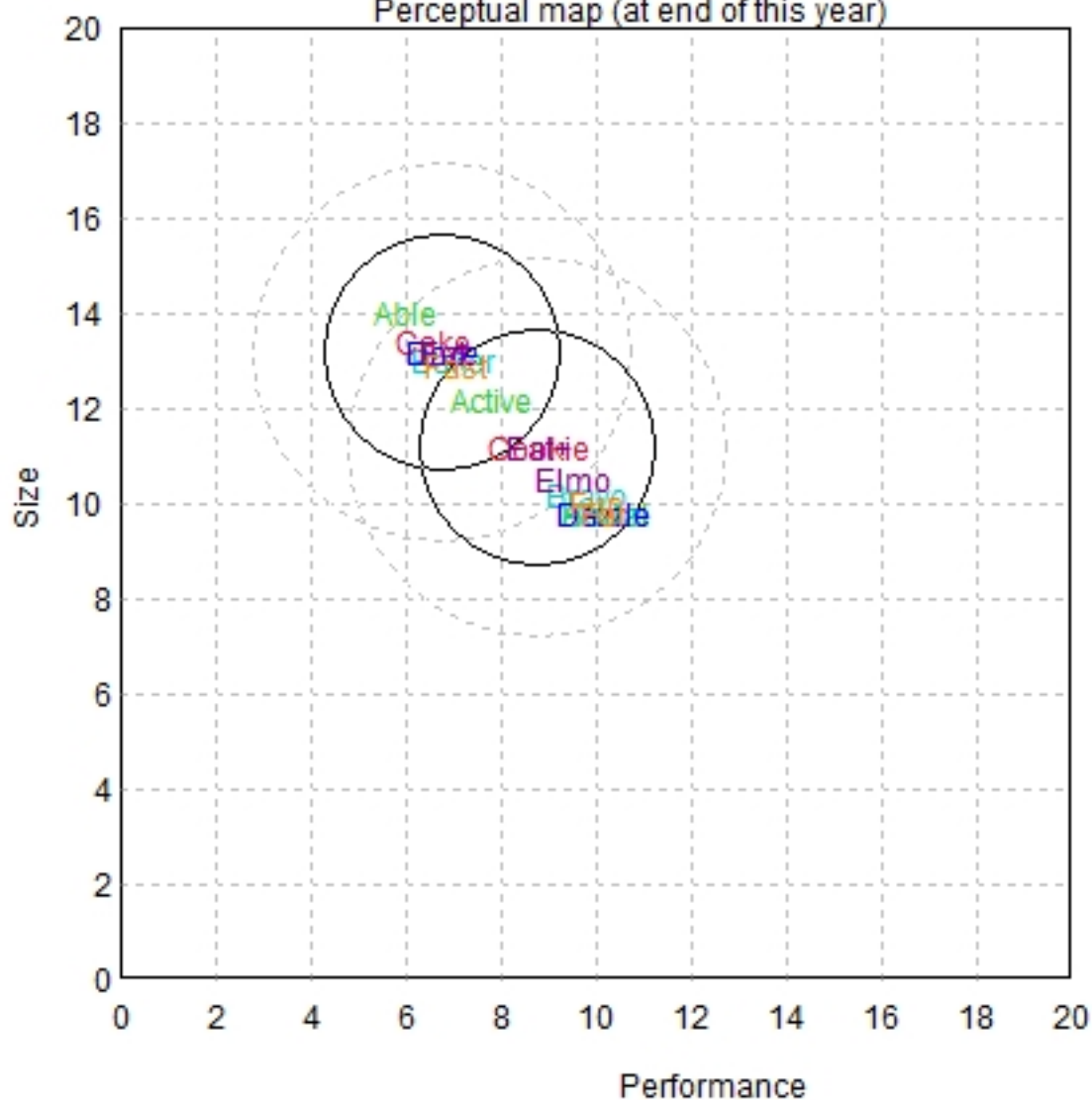
|                     | Low   | High  | Total  |
|---------------------|-------|-------|--------|
| Industry Unit Sales | 7,379 | 4,478 | 11,857 |
| % of Market         | 62.2% | 37.8% | 100.0% |
| Able                | 16.9% | 1.0%  | 10.9%  |
| Actual              |       | 10.5% | 4.0%   |
| Active              | 0.9%  | 2.2%  | 1.4%   |
| Total               | 17.8% | 13.7% | 16.2%  |
| Baker               | 17.9% | 3.9%  | 12.7%  |
| Bravo               |       | 11.7% | 4.4%   |
| Beam                |       | 8.4%  | 3.2%   |
| Total               | 17.9% | 24.0% | 20.2%  |
| Cake                | 14.0% | 2.7%  | 9.7%   |
| Cookie              | 0.6%  | 6.1%  | 2.7%   |
| Total               | 14.6% | 8.8%  | 12.4%  |
| Daze                | 16.3% | 4.0%  | 11.7%  |
| Dazzle              |       | 12.2% | 4.6%   |
| Total               | 16.3% | 16.3% | 16.3%  |
| Eat                 | 14.8% | 3.2%  | 10.4%  |
| Eat+                | 2.2%  | 7.4%  | 4.2%   |
| Elmo                |       | 8.6%  | 3.3%   |
| Total               | 17.0% | 19.2% | 17.8%  |
| Fast                | 16.4% | 3.3%  | 11.4%  |
| Far                 |       | 8.9%  | 3.4%   |
| Fun                 |       | 5.9%  | 2.2%   |
| Total               | 16.4% | 18.1% | 17.0%  |

## Potential Market Share in Units

|                | Low   | High  | Total  |
|----------------|-------|-------|--------|
| Units Demanded | 7,379 | 4,478 | 11,857 |
| % of Market    | 62.2% | 37.8% | 100.0% |
| Able           | 16.2% | 1.0%  | 10.5%  |
| Actual         |       | 10.1% | 3.8%   |
| Active         | 1.7%  | 4.4%  | 2.7%   |
| Total          | 18.0% | 15.5% | 17.1%  |
| Baker          | 19.5% | 4.2%  | 13.7%  |
| Bravo          |       | 11.3% | 4.3%   |
| Beam           |       | 8.2%  | 3.1%   |
| Total          | 19.5% | 23.6% | 21.1%  |
| Cake           | 13.4% | 2.6%  | 9.3%   |
| Cookie         | 0.6%  | 5.9%  | 2.6%   |
| Total          | 14.0% | 8.5%  | 11.9%  |
| Daze           | 16.5% | 4.2%  | 11.9%  |
| Dazzle         |       | 12.1% | 4.6%   |
| Total          | 16.5% | 16.3% | 16.4%  |
| Eat            | 14.2% | 3.1%  | 10.0%  |
| Eat+           | 2.2%  | 7.1%  | 4.0%   |
| Elmo           |       | 8.4%  | 3.2%   |
| Total          | 16.3% | 18.6% | 17.2%  |
| Fast           | 15.7% | 3.2%  | 11.0%  |
| Far            |       | 8.6%  | 3.2%   |
| Fun            |       | 5.7%  | 2.2%   |
| Total          | 15.7% | 17.5% | 16.4%  |

## Perceptual Map for All Segments

Perceptual map (at end of this year)

**Andrews**

| Name   | Pfmn | Size | Revised   |
|--------|------|------|-----------|
| Able   | 6.0  | 14.0 | 5/23/2025 |
| Actual | 10.2 | 9.8  | 6/30/2025 |
| Active | 7.8  | 12.2 | 3/8/2025  |

**Baldwin**

| Name  | Pfmn | Size | Revised   |
|-------|------|------|-----------|
| Baker | 7.0  | 13.0 | 7/9/2025  |
| Bravo | 9.8  | 10.2 | 5/21/2025 |
| Beam  | 10.2 | 9.8  | 3/8/2025  |

**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 | 10.2 | 9.8  | 5/13/2025 |

**Erie**

| Name | Pfmn | Size | Revised   |
|------|------|------|-----------|
| Eat  | 6.8  | 13.2 | 2/27/2025 |
| Eat+ | 8.8  | 11.2 | 7/19/2023 |
| Elmo | 9.5  | 10.5 | 3/16/2025 |

**Ferris**

| Name | Pfmn | Size | Revised   |
|------|------|------|-----------|
| Fast | 7.1  | 12.9 | 3/16/2025 |
| Far  | 10.2 | 9.8  | 7/6/2025  |
| Fun  | 10.0 | 10.0 | 4/2/2025  |



## HUMAN RESOURCES SUMMARY

|                      | Andrews | Baldwin | Chester | Digby  | Erie    | Ferris  |
|----------------------|---------|---------|---------|--------|---------|---------|
| Needed Complement    | 327     | 446     | 340     | 337    | 369     | 301     |
| Complement           | 326     | 442     | 340     | 337    | 369     | 292     |
| 1st Shift Complement | 218     | 264     | 245     | 209    | 272     | 276     |
| 2nd Shift Complement | 108     | 177     | 95      | 128    | 97      | 16      |
| Overtime Percent     | 0.2%    | 1.6%    | 0.0%    | 0.0%   | 0.2%    | 3.2%    |
| Turnover Rate        | 6.6%    | 6.5%    | 10.0%   | 9.5%   | 7.7%    | 6.8%    |
| New Employees        | 23      | 73      | 141     | 171    | 29      | 20      |
| Separated Employees  | 0       | 0       | 0       | 0      | 227     | 43      |
| Recruiting Spend     | \$5,000 | \$5,000 | \$0     | \$0    | \$250   | \$5,000 |
| Training Hours       | 80      | 80      | 0       | 0      | 60      | 80      |
| Productivity Index   | 113.1%  | 114.9%  | 100.0%  | 100.0% | 104.2%  | 114.1%  |
| Recruiting Cost      | \$136   | \$435   | \$141   | \$171  | \$36    | \$119   |
| Separation Cost      | \$0     | \$0     | \$0     | \$0    | \$1,135 | \$213   |
| Training Cost        | \$522   | \$706   | \$0     | \$0    | \$443   | \$467   |
| Total HR Admin Cost  | \$658   | \$1,142 | \$141   | \$171  | \$1,613 | \$800   |
| Strike Days          |         |         |         |        |         |         |

## TQM SUMMARY

|                                      | Andrews | Baldwin | Chester | Digby   | Erie  | Ferris  |
|--------------------------------------|---------|---------|---------|---------|-------|---------|
| <b>Process Mgt Budgets Last Year</b> |         |         |         |         |       |         |
| CPI Systems                          | \$750   | \$750   | \$0     | \$750   | \$0   | \$750   |
| VendorJIT                            | \$0     | \$750   | \$0     | \$750   | \$0   | \$750   |
| Quality Initiative Training          | \$0     | \$750   | \$0     | \$750   | \$0   | \$0     |
| Channel Support Systems              | \$0     | \$750   | \$0     | \$750   | \$0   | \$0     |
| Concurrent Engineering               | \$0     | \$750   | \$0     | \$750   | \$0   | \$0     |
| UNEP Green Programs                  | \$750   | \$750   | \$0     | \$750   | \$0   | \$750   |
| <b>TQM Budgets Last Year</b>         |         |         |         |         |       |         |
| Benchmarking                         | \$0     | \$750   | \$0     | \$750   | \$0   | \$0     |
| Quality Function Deployment Effort   | \$500   | \$750   | \$0     | \$750   | \$0   | \$0     |
| CCE/6 Sigma Training                 | \$0     | \$750   | \$0     | \$750   | \$0   | \$750   |
| GEMI TQEM Sustainability Initiatives | \$0     | \$750   | \$750   | \$750   | \$0   | \$750   |
| Total Expenditures                   | \$2,000 | \$7,500 | \$750   | \$7,500 | \$0   | \$3,750 |
| <b>Cumulative Impacts</b>            |         |         |         |         |       |         |
| Material Cost Reduction              | 0.53%   | 5.03%   | 0.22%   | 5.03%   | 0.00% | 5.03%   |
| Labor Cost Reduction                 | 0.05%   | 6.21%   | 0.05%   | 6.21%   | 0.00% | 1.84%   |
| Reduction R&D Cycle Time             | 0.96%   | 27.25%  | 0.00%   | 27.25%  | 0.00% | 0.00%   |
| Reduction Admin Costs                | 0.00%   | 43.11%  | 0.00%   | 43.11%  | 0.00% | 4.66%   |
| Demand Increase                      | 1.12%   | 6.63%   | 0.00%   | 6.63%   | 0.00% | 0.62%   |

### 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: 4  
Dec. 31, 2025

## 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.

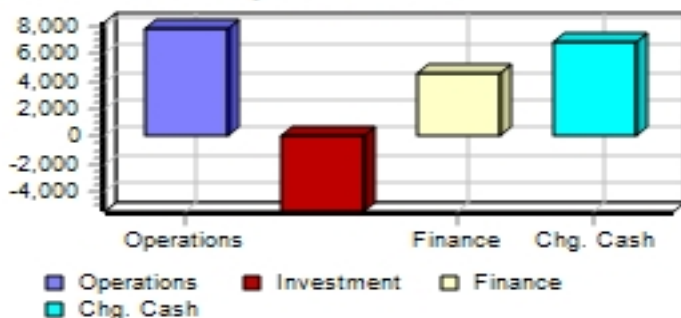
| ASSETS                         |            | 2025<br>Common<br>Size | 2024       |
|--------------------------------|------------|------------------------|------------|
| Cash                           | \$7,218    | 12.1%                  | \$340      |
| Account Receivable             | \$8,193    | 13.7%                  | \$7,191    |
| Inventory                      | \$11,171   | 18.7%                  | \$14,480   |
| Total Current Assets           | \$26,582   | 44.6%                  | \$22,011   |
| Plant & Equipment              | \$46,372   | 77.8%                  | \$40,964   |
| Accumulated Depreciation       | (\$13,342) | -22.4%                 | (\$10,451) |
| Total Fixed Assets             | \$33,030   | 55.4%                  | \$30,513   |
| Total Assets                   | \$59,611   | 100.0%                 | \$52,523   |
| LIABILITIES & OWNERS<br>EQUITY |            |                        |            |
| Accounts Payable               | \$2,879    | 4.8%                   | \$3,217    |
| Current Debt                   | \$1,733    | 2.9%                   | \$500      |
| Long Term Debt                 | \$9,400    | 15.8%                  | \$6,133    |
| Total Liabilities              | \$14,012   | 23.5%                  | \$9,850    |
| Common Stock                   | \$22,405   | 37.6%                  | \$22,405   |
| Retained Earnings              | \$23,193   | 38.9%                  | \$20,267   |
| Total Equity                   | \$45,598   | 76.5%                  | \$42,672   |
| Total Liab. & O. Equity        | \$59,611   | 100.0%                 | \$52,523   |

## 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 | 2025           | 2024             |
|--------------------------------------|----------------|------------------|
| Net Income(Loss)                     | \$2,926        | \$4,041          |
| Depreciation                         | \$2,891        | \$2,498          |
| Extraordinary gains/losses/writeoffs | \$0            | \$0              |
| Accounts Payable                     | (\$338)        | (\$409)          |
| Inventory                            | \$3,309        | (\$5,947)        |
| Accounts Receivable                  | (\$1,002)      | (\$825)          |
| Net cash from operation              | \$7,786        | (\$642)          |
| Cash Flows from Investing Activities |                |                  |
| Plant Improvements                   | (\$5,408)      | (\$10,520)       |
| Cash Flows from Financing Activities |                |                  |
| Dividends paid                       | \$0            | \$0              |
| Sales of common stock                | \$0            | \$9,082          |
| Purchase of common stock             | \$0            | \$0              |
| Cash from long term debt             | \$5,000        | \$0              |
| Retirement of long term debt         | (\$1,733)      | \$0              |
| Change in current debt(net)          | \$1,233        | (\$367)          |
| Net cash from financing activities   | \$4,500        | \$8,715          |
| <b>Net change in cash position</b>   | <b>\$6,878</b> | <b>(\$2,447)</b> |
| <b>Closing cash position</b>         | <b>\$7,218</b> | <b>\$340</b>     |

Cash Flow Summary Ferris F128187

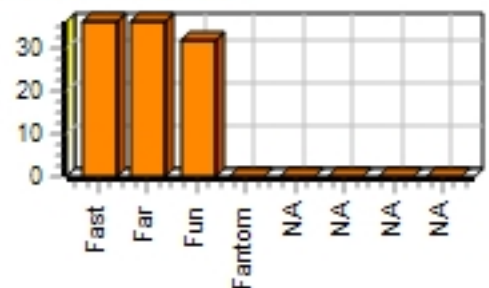


## 2025 Income Statement

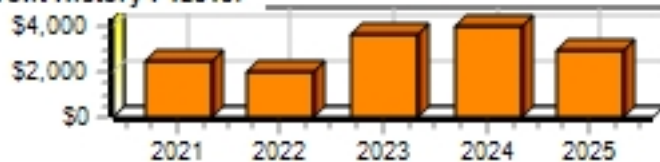
| (Product Name)         | Fast     | Far      | Fun      | Fantom    |     |     |     |     | 2025<br>Total | Common<br>Size |
|------------------------|----------|----------|----------|-----------|-----|-----|-----|-----|---------------|----------------|
| <b>Sales</b>           | \$40,021 | \$17,654 | \$11,869 | \$0       | \$0 | \$0 | \$0 | \$0 | \$69,544      | 100.0%         |
| <b>Variable Costs:</b> |          |          |          |           |     |     |     |     |               |                |
| Direct Labor           | \$9,867  | \$4,477  | \$3,431  | \$0       | \$0 | \$0 | \$0 | \$0 | \$17,775      | 25.6%          |
| Direct Material        | \$14,971 | \$6,611  | \$4,373  | \$0       | \$0 | \$0 | \$0 | \$0 | \$25,954      | 37.3%          |
| Inventory Carry        | \$788    | \$226    | \$327    | \$0       | \$0 | \$0 | \$0 | \$0 | \$1,341       | 1.9%           |
| Total Variable         | \$25,626 | \$11,313 | \$8,131  | \$0       | \$0 | \$0 | \$0 | \$0 | \$45,070      | 64.8%          |
| Contribution Margin    | \$14,395 | \$6,341  | \$3,738  | \$0       | \$0 | \$0 | \$0 | \$0 | \$24,474      | 35.2%          |
| <b>Period Costs:</b>   |          |          |          |           |     |     |     |     |               |                |
| Depreciation           | \$2,258  | \$400    | \$233    | \$0       | \$0 | \$0 | \$0 | \$0 | \$2,891       | 4.2%           |
| SG&A: R&D              | \$208    | \$519    | \$254    | \$1,000   | \$0 | \$0 | \$0 | \$0 | \$1,981       | 2.8%           |
| Promotions             | \$1,400  | \$1,650  | \$1,800  | \$0       | \$0 | \$0 | \$0 | \$0 | \$4,850       | 7.0%           |
| Sales                  | \$2,600  | \$700    | \$0      | \$0       | \$0 | \$0 | \$0 | \$0 | \$3,300       | 4.7%           |
| Admin                  | \$1,033  | \$456    | \$306    | \$0       | \$0 | \$0 | \$0 | \$0 | \$1,794       | 2.6%           |
| Total Period           | \$7,499  | \$3,725  | \$2,593  | \$1,000   | \$0 | \$0 | \$0 | \$0 | \$14,817      | 21.3%          |
| Net Margin             | \$6,896  | \$2,617  | \$1,144  | (\$1,000) | \$0 | \$0 | \$0 | \$0 | \$9,657       | 13.9%          |

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               | \$4,000 | 5.8% |
| EBIT                | \$5,657 | 8.1% |
| Short Term Interest | \$125   | 0.2% |
| Long Term Interest  | \$938   | 1.3% |
| Taxes               | \$1,608 | 2.3% |
| Profit Sharing      | \$60    | 0.1% |
| Net Profit          | \$2,926 | 4.2% |

Variable Margins  
2025 Ferris F128187

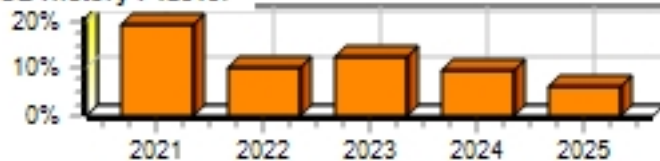
Profit History F128187



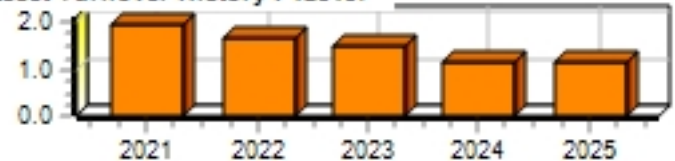
Market Share History F128187



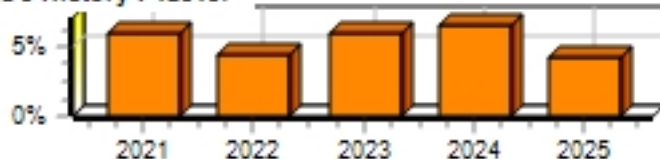
ROE History F128187



Asset Turnover History F128187



ROS History F128187



ROA History F128187

