

**Round: 8**  
**Dec. 31,**  
**2029**

# 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

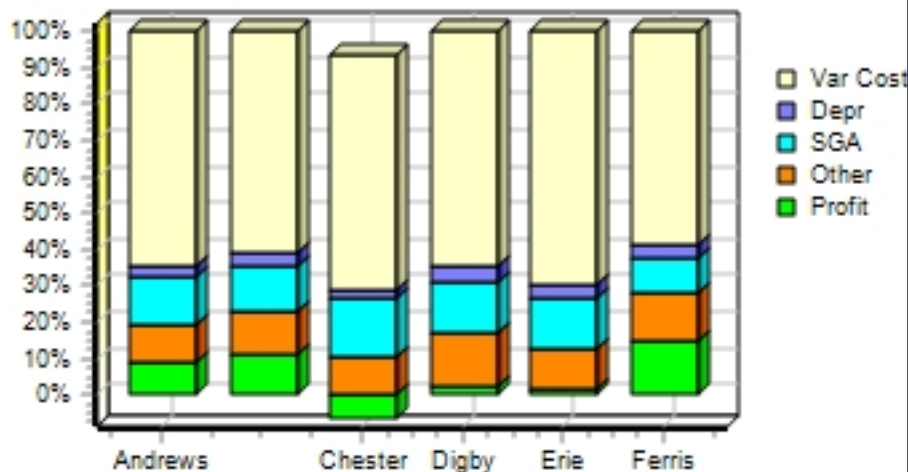
**Erie**  
 Jacob Loat  
 Ava Morris  
 Zoë Neal  
 Rachel Popoff

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

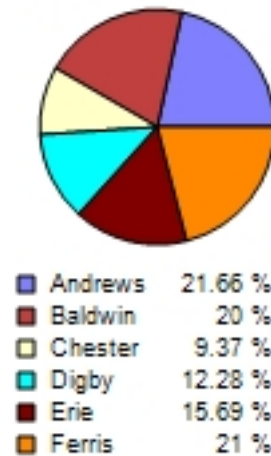
## Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	9.0%	12.0%	-7.6%	2.7%	2.1%	15.3%
Asset Turnover	2.27	1.69	2.18	1.43	2.13	1.33
ROA	20.4%	20.3%	-16.6%	3.8%	4.5%	20.4%
Leverage	1.6	1.3	4.5	3.0	3.9	1.0
ROE	32.0%	26.9%	-74.2%	11.4%	17.5%	21.3%
Emergency Loan	\$0	\$0	\$4,329,741	\$6,577,586	\$5,412,560	\$0
Sales	\$142,812,749	\$131,883,895	\$61,775,222	\$80,991,639	\$103,486,747	\$138,489,134
EBIT	\$21,670,806	\$26,169,913	(\$5,001,954)	\$7,726,007	\$7,195,936	\$33,284,673
Profits	\$12,866,426	\$15,807,737	(\$4,692,036)	\$2,160,131	\$2,192,678	\$21,202,337
Cumulative Profit	\$31,489,842	\$44,554,067	(\$12,036,246)	\$8,511,158	(\$13,188,078)	\$71,059,567
SG&A / Sales	14.0%	13.2%	19.6%	14.3%	14.4%	10.2%
Contrib. Margin %	33.2%	36.7%	22.4%	30.8%	26.7%	38.7%

Percent of Sales F128187



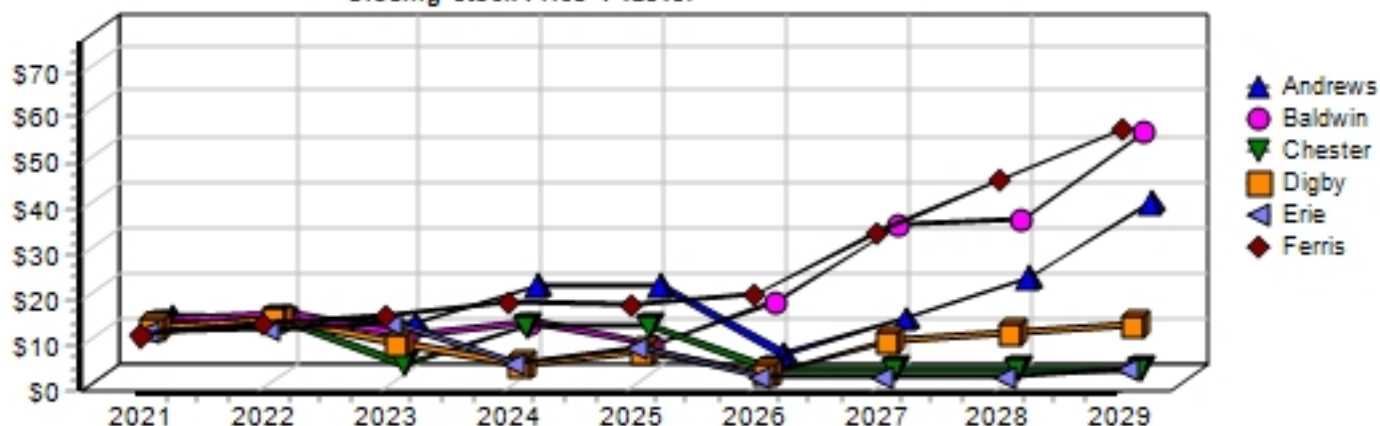
\$ Market Share F128187



### Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$36.47	\$16.98	2,676,529	\$98	\$15.01	\$4.81	\$2.00	5.5%	7.6
Baldwin	\$52.41	\$18.90	2,337,410	\$123	\$25.11	\$6.76	\$0.00	0.0%	7.8
Chester	\$1.00	\$0.00	3,221,195	\$3	\$1.96	(\$1.46)	\$0.00	0.0%	-0.7
Digby	\$11.96	\$1.83	2,000,000	\$24	\$9.44	\$1.08	\$0.00	0.0%	11.1
Erie	\$2.96	\$1.96	3,271,013	\$10	\$3.82	\$0.67	\$0.00	0.0%	4.4
Ferris	\$56.95	\$11.68	3,455,816	\$197	\$28.87	\$6.14	\$0.00	0.0%	9.3

Closing Stock Price F128187



### Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	10.0S2032	\$2,480,000	10.0%	100.50	A	Digby	9.6S2033	\$2,579,000	10.6%	90.72	C
	10.0S2033	\$3,000,000	9.9%	100.64	A		11.6S2034	\$4,458,000	12.1%	96.10	C
	9.8S2035	\$9,432,000	9.8%	100.00	A		11.4S2035	\$6,096,000	12.0%	94.76	C
Baldwin	10.0S2032	\$2,480,000	9.7%	103.05	AAA		13.0S2037	\$7,584,000	12.8%	101.45	C
	9.7S2035	\$8,000,000	9.3%	104.06	AAA		12.7S2038	\$3,677,000	12.7%	100.00	C
	11.0S2037	\$3,000,000	9.8%	112.27	AAA		12.9S2039	\$2,384,000	12.8%	101.10	C
Chester	11.0S2037	\$2,572,976	12.3%	89.52	DDD	Erie	10.0S2032	\$2,000,000	10.8%	92.69	DDD
							9.3S2034	\$7,000,000	10.7%	86.67	DDD
							10.9S2036	\$2,000,000	12.1%	90.30	DDD
							12.9S2037	\$12,996,000	13.0%	99.04	DDD
							13.0S2038	\$600,000	13.1%	99.49	DDD
						Ferris					

Next Year's Prime Rate 7.00%

# Financial Summary

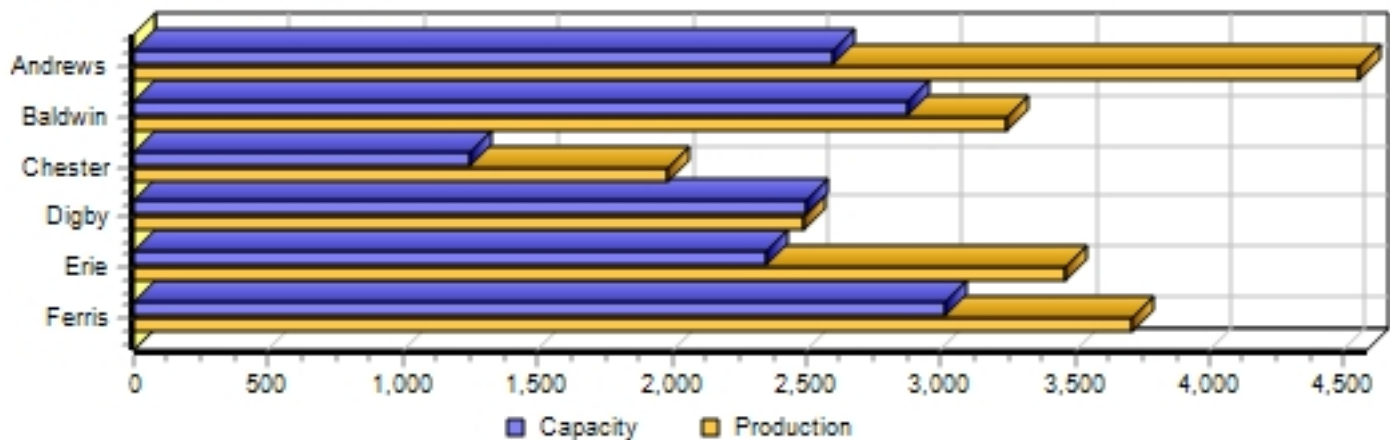


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Round: 8  
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Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>CashFlows from operating activities</b>						
Net Income(Loss)	\$12,866	\$15,808	(\$4,692)	\$2,160	\$2,193	\$21,202
Adjustment for non-cash items:						
Depreciation	\$4,265	\$4,483	\$1,340	\$4,001	\$3,561	\$5,876
Extraordinary gains/losses/writeoffs	\$0	\$0	(\$803)	\$0	\$0	\$140
Changes in current assets and liabilities						
Accounts payable	\$2,389	(\$1,914)	\$1,220	(\$762)	(\$5)	(\$1,427)
Inventory	(\$1,083)	\$13,622	(\$2,040)	\$1,049	\$33	\$3,924
Accounts Receivable	(\$3,245)	(\$2,558)	(\$564)	(\$135)	(\$129)	(\$1,205)
Net cash from operations	\$15,193	\$29,441	(\$5,539)	\$6,313	\$5,654	\$28,511
<b>Cash flows from investing activities</b>						
Plant improvements(net)	\$0	\$0	\$0	(\$6,000)	(\$1,520)	(\$9,318)
<b>Cash flows from financing activities</b>						
Dividends paid	(\$5,353)	\$0	\$0	\$0	\$0	\$0
Sales of common stock	\$0	\$0	\$537	\$0	\$0	\$0
Purchase of common stock	(\$500)	\$0	\$0	\$0	\$0	\$0
Cash from long term debt issued	\$0	\$0	\$0	\$2,384	\$0	\$0
Early retirement of long term debt	\$0	\$0	(\$11,078)	\$0	\$0	(\$14,340)
Retirement of current debt	(\$4,108)	(\$7,404)	\$0	(\$9,275)	(\$9,546)	\$0
Cash from current debt borrowing	\$0	\$0	\$11,077	\$0	\$0	\$0
Cash from emergency loan	\$0	\$0	\$4,330	\$6,578	\$5,413	\$0
Net cash from financing activities	(\$9,961)	(\$7,404)	\$4,866	(\$313)	(\$4,134)	(\$14,340)
<b>Net change in cash position</b>	\$5,232	\$22,037	(\$673)	\$0	\$0	\$4,853
<b>Balance Sheet Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
Cash	\$5,232	\$22,037	\$0	\$0	\$0	\$21,770
Accounts Receivable	\$11,738	\$12,646	\$5,077	\$6,657	\$8,506	\$15,936
Inventory	\$8,525	\$1,754	\$9,478	\$14,480	\$10,166	\$8,881
Total Current Assets	\$25,495	\$36,437	\$14,555	\$21,137	\$18,672	\$46,587
Plant and equipment	\$63,980	\$67,250	\$20,100	\$60,020	\$53,420	\$88,146
Accumulated Depreciation	(\$26,541)	(\$25,802)	(\$6,334)	(\$24,549)	(\$23,443)	(\$30,583)
Total Fixed Assets	\$37,439	\$41,448	\$13,766	\$35,471	\$29,977	\$57,563
<b>Total Assets</b>	<b>\$62,934</b>	<b>\$77,885</b>	<b>\$28,322</b>	<b>\$56,608</b>	<b>\$48,649</b>	<b>\$104,151</b>
Accounts Payable	\$7,850	\$5,723	\$4,014	\$4,380	\$6,129	\$4,377
Current Debt	\$0	\$0	\$15,407	\$6,578	\$5,413	\$0
Total Current Liabilities	\$7,850	\$5,723	\$19,421	\$10,958	\$11,542	\$4,377
Long Term Debt	\$14,912	\$13,480	\$2,573	\$26,778	\$24,596	\$0
Total Liabilities	\$22,762	\$19,203	\$21,994	\$37,736	\$36,138	\$4,377
Common Stock	\$7,495	\$6,091	\$10,327	\$2,323	\$17,662	\$22,405
Retained Earnings	\$32,677	\$52,591	(\$3,999)	\$16,548	(\$5,151)	\$77,368
Total Equity	\$40,172	\$58,682	\$6,328	\$18,871	\$12,511	\$99,774
<b>Total Liabilities &amp; Owners Equity</b>	<b>\$62,934</b>	<b>\$77,885</b>	<b>\$28,322</b>	<b>\$56,608</b>	<b>\$48,649</b>	<b>\$104,151</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	\$142,813	\$131,884	\$61,775	\$80,992	\$103,487	\$138,489
Variable Costs(Labor,Material,Carry)	\$95,446	\$83,461	\$47,933	\$56,079	\$75,827	\$84,867
Contribution Margin	\$47,367	\$48,423	\$13,842	\$24,913	\$27,660	\$53,622
Depreciation	\$4,265	\$4,483	\$1,340	\$4,001	\$3,561	\$5,876
SGA(R&D,Promo,Sales,Admin)	\$19,923	\$17,469	\$12,114	\$11,566	\$14,902	\$14,106
Other(Fees,Writeoffs,TQM,Bonuses)	\$1,508	\$300	\$5,390	\$1,619	\$2,000	\$355
EBIT	\$21,671	\$26,170	(\$5,002)	\$7,726	\$7,196	\$33,285
Interest(Short term,Long term)	\$1,472	\$1,354	\$2,217	\$4,335	\$3,754	\$0
Taxes	\$7,069	\$8,686	(\$2,526)	\$1,187	\$1,205	\$11,650
Profit Sharing	\$263	\$323	\$0	\$44	\$45	\$433
Net Profit	\$12,866	\$15,808	(\$4,692)	\$2,160	\$2,193	\$21,202

Production Vs. Capacity F128187



Name	Primary Segment	Units Sold	Unit Inventory	Revision Date	Age Dec.31	MTBF	Pfmm Coord	Size Coord	Price	Material Cost	Labor Cost	Contr. Marg.	2nd Shift & Over-time	Auto mation Next Round	Capacity Next Round	Plant Utiliz.
Able	Low	1,609	243	11/30/2028	3.1	20000	8.3	11.7	\$18.99	\$8.76	\$3.55	33%	67%	8.3	900	165%
Actual	High	696	110	3/6/2029	1.7	23000	12.7	7.3	\$39.99	\$16.20	\$9.69	33%	56%	3.5	450	154%
Active	Low	1,037	53	2/7/2029	2.9	20000	8.0	12.0	\$28.49	\$8.31	\$10.94	31%	100%	3.0	550	198%
Apple	High	620	24	4/1/2029	1.5	23000	12.7	7.3	\$44.49	\$16.20	\$12.13	36%	86%	2.0	350	184%
Apt	High	613	30	4/19/2029	1.3	23000	13.0	7.0	\$44.49	\$16.65	\$12.13	34%	86%	2.0	350	184%
Baker	Low	1,537	63	6/17/2029	2.5	20000	8.1	11.9	\$19.25	\$8.47	\$3.30	35%	5%	8.0	1,200	104%
Beyond	High	617	33	4/23/2029	1.2	23000	13.0	7.0	\$45.00	\$16.66	\$10.87	37%	36%	2.0	425	134%
Bravo	High	555	0	4/27/2029	1.6	23000	12.9	7.1	\$43.50	\$16.51	\$9.34	40%	22%	3.0	400	121%
Beam	High	559	0	4/21/2029	1.6	23000	13.0	7.0	\$44.00	\$16.66	\$11.08	36%	7%	1.0	425	106%
Beau	High	579	2	4/21/2029	1.6	23000	13.0	7.0	\$44.50	\$16.66	\$11.37	36%	14%	1.0	425	113%
Cookie	Low	991	197	7/2/2029	2.7	18000	8.7	11.3	\$24.49	\$8.84	\$13.04	9%	85%	3.0	650	183%
Crepe	High	469	195	2/21/2029	1.6	18000	12.2	7.9	\$41.99	\$14.05	\$11.35	33%	0%	2.5	400	99%
Candy	High	396	0	4/1/2029	1.2	18000	13.0	7.0	\$44.99	\$15.33	\$16.57	28%	100%	1.0	200	198%
Daze	Low	1,351	35	4/26/2028	3.5	20000	7.8	12.2	\$22.00	\$8.01	\$6.04	34%	12%	7.9	1,250	111%
Dazzle	High	563	229	4/11/2029	1.7	23000	13.0	7.0	\$45.00	\$16.65	\$13.09	30%	0%	1.2	650	84%
Dazed	High	576	228	4/11/2029	1.6	23000	13.0	7.0	\$45.00	\$16.65	\$13.36	28%	0%	1.0	600	94%
Eat	Low	1,245	345	6/2/2028	3.2	19000	7.8	12.0	\$21.99	\$7.90	\$5.79	33%	40%	7.4	1,000	139%
Eat+	Low	951	228	3/31/2029	2.6	19000	8.4	11.6	\$27.50	\$8.65	\$14.09	14%	98%	2.8	600	196%
Elmo	High	547	0	5/2/2029	1.6	22000	13.0	7.0	\$43.99	\$16.39	\$13.41	33%	0%	1.0	450	95%
Emu	High	575	0	4/14/2029	1.5	23000	13.0	7.0	\$44.99	\$16.65	\$15.76	28%	58%	1.0	300	156%
Fast	Low	1,288	0	12/6/2028	3.2	20000	9.2	10.8	\$27.00	\$10.13	\$4.30	46%	0%	8.1	1,030	91%
Far	Low	1,032	222	6/26/2029	2.4	20000	8.5	11.5	\$27.00	\$9.07	\$3.98	44%	15%	8.4	890	115%
Fun	High	548	64	3/17/2029	1.7	23000	12.7	7.3	\$45.00	\$16.20	\$12.78	34%	50%	1.0	445	150%
Fantom	High	560	51	4/24/2029	1.6	23000	12.8	7.2	\$45.00	\$16.35	\$12.68	34%	46%	1.0	445	145%
Fungus	High	577	75	4/24/2029	1.2	23000	12.8	7.2	\$45.00	\$16.35	\$13.47	32%	87%	1.0	445	186%

## Low Tech Statistics

Total Industry Unit Demand 10,802  
Actual Industry Unit Sales 10,802  
Segment % of Total Industry 53.8%

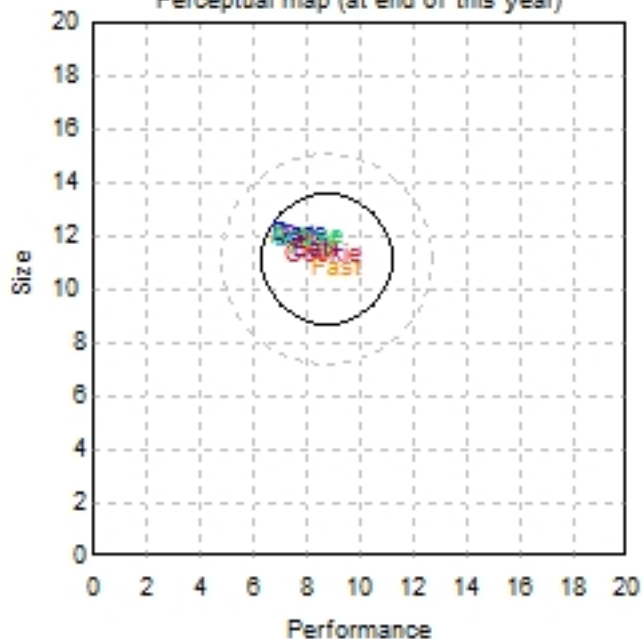
Next Year's Segment Growth Rate 10.0%

## Low Tech Customer Buying Criteria

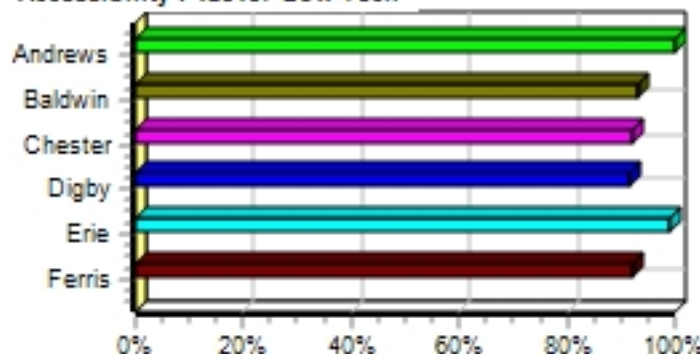
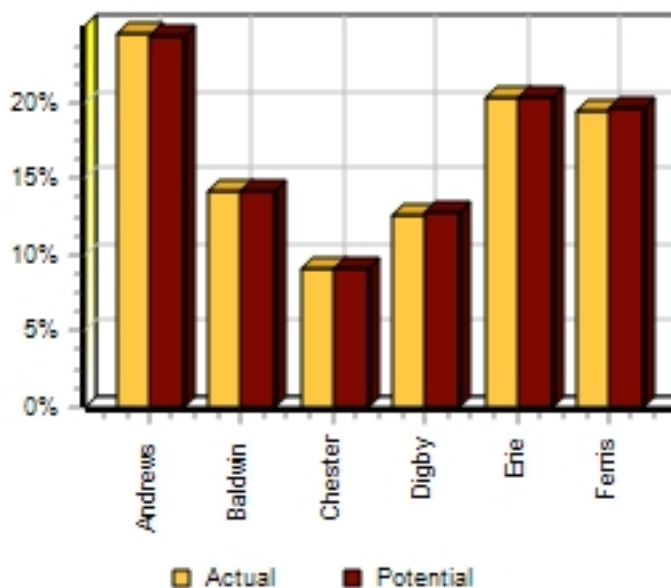
	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmm 8.8 Size 11.2	9%

## Perceptual Map for Low Tech

Perceptual map (at end of this year)



## Accessibility F128187 Low Tech

Actual vs Potential Market Share  
2029 F128187 Low Tech

## Top Products in Low Tech Segment

Name	Market Share	Units Sold to Seg	Revision Date	Stock Out	Pfmm Coord	Size Coord	List Price	MTBF	Age Dec.31	Promo Budget	Cust. Awareness	Sales Budget	Cust. Accessibility	Dec. Cust Survey
Able	15%	1,606	11/30/2028		8.3	11.7	\$18.99	20000	3.08	\$1,385	100%	\$1,500	100%	94
Baker	14%	1,537	6/17/2029		8.1	11.9	\$19.25	20000	2.49	\$1,385	100%	\$3,000	93%	93
Daze	13%	1,351	4/26/2028		7.8	12.2	\$22.00	20000	3.53	\$1,400	100%	\$3,000	91%	76
Eat	12%	1,245	6/2/2028		7.8	12.0	\$21.99	19000	3.21	\$1,400	100%	\$1,600	99%	71
Fast	10%	1,119	12/6/2028	YES	9.2	10.8	\$27.00	20000	3.15	\$1,375	99%	\$3,000	92%	71
Active	10%	1,037	2/7/2029		8.0	12.0	\$28.49	20000	2.86	\$1,385	100%	\$3,000	100%	62
Cookie	9%	982	7/2/2029		8.7	11.3	\$24.49	18000	2.72	\$1,200	95%	\$3,000	92%	66
Far	9%	980	6/26/2029		8.5	11.5	\$27.00	20000	2.37	\$1,375	99%	\$0	92%	59
Eat+	9%	945	3/31/2029		8.4	11.6	\$27.50	19000	2.60	\$1,400	100%	\$1,600	99%	58

## High Tech Statistics

Total Industry Unit Demand 9,292  
Actual Industry Unit Sales 9,292  
Segment % of Total Industry 46.2%

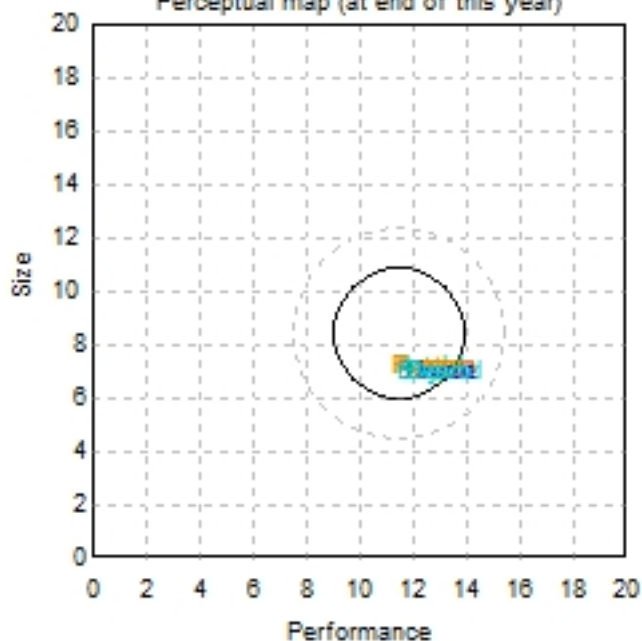
Next Year's Segment Growth Rate 20.0%

## High Tech Customer Buying Criteria

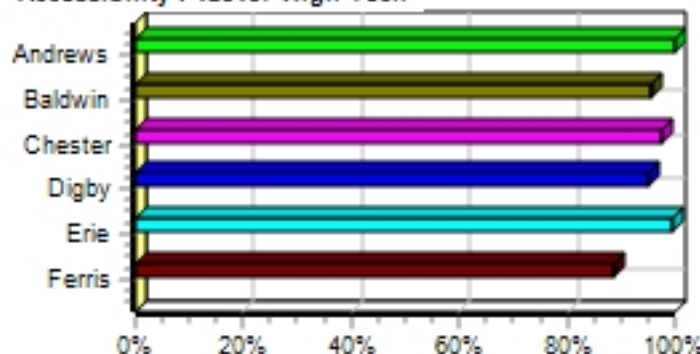
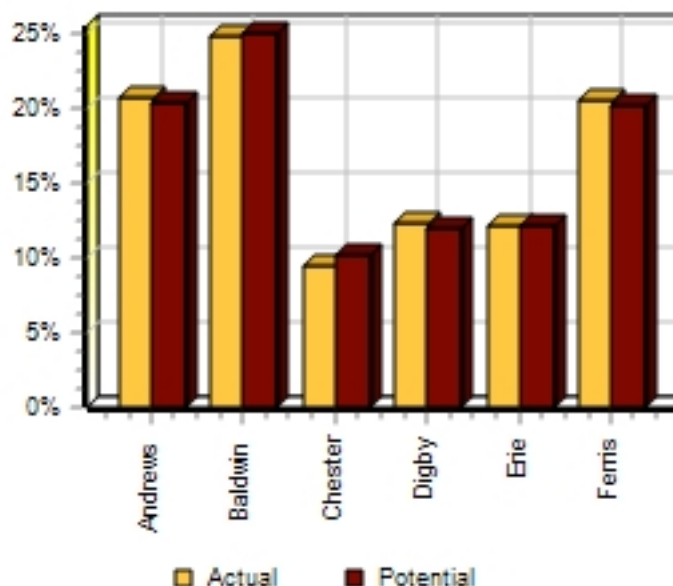
	Expectations	Importance
1. Ideal Position	Pfmm 13.0 Size 7.0	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%

## Perceptual Map for High Tech

Perceptual map (at end of this year)



## Accessibility F128187 High Tech

Actual vs Potential Market Share  
2029 F128187 High Tech

## Top Products in High Tech Segment

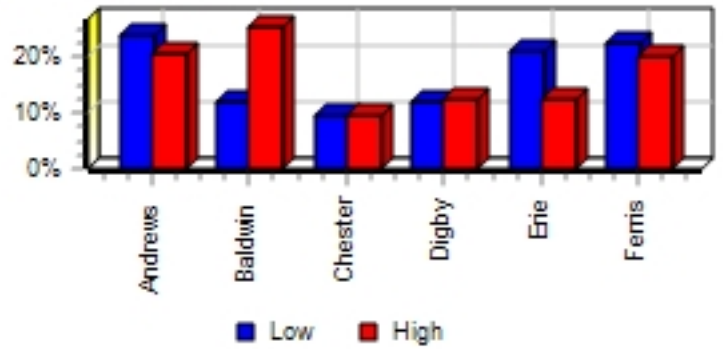
Name	Market Share	Units Sold to Seg	Revision Date	Stock Out	Pfmm Coord	Size Coord	List Price	MTBF	Age Dec.31	Promo Budget	Cust. Awareness	Sales Budget	Cust. Accessibility	Dec. Cust Survey
Actual	8%	696	3/6/2029		12.7	7.3	\$39.99	23000	1.72	\$1,385	100%	\$1,500	100%	56
Apple	7%	620	4/1/2029		12.7	7.3	\$44.49	23000	1.50	\$1,385	91%	\$2,000	100%	50
Beyond	7%	617	4/23/2029		13.0	7.0	\$45.00	23000	1.23	\$2,000	92%	\$750	96%	52
Apt	7%	613	4/19/2029		13.0	7.0	\$44.49	23000	1.27	\$1,700	87%	\$1,000	100%	52
Beau	6%	579	4/21/2029		13.0	7.0	\$44.50	23000	1.58	\$1,385	100%	\$750	96%	49
Fungus	6%	577	4/24/2029		12.8	7.2	\$45.00	23000	1.23	\$1,800	87%	\$0	89%	47
Dazed	6%	576	4/11/2029		13.0	7.0	\$45.00	23000	1.59	\$1,400	100%	\$1,500	95%	49
Emu	6%	575	4/14/2029	YES	13.0	7.0	\$44.99	23000	1.52	\$1,700	100%	\$1,600	99%	51
Dazzle	6%	563	4/11/2029		13.0	7.0	\$45.00	23000	1.65	\$1,400	100%	\$1,500	95%	48
Fantom	6%	560	4/24/2029		12.8	7.2	\$45.00	23000	1.57	\$1,375	99%	\$500	89%	46
Beam	6%	559	4/21/2029	YES	13.0	7.0	\$44.00	23000	1.63	\$1,385	100%	\$750	96%	49
Bravo	6%	555	4/27/2029	YES	12.9	7.1	\$43.50	23000	1.63	\$1,385	100%	\$750	96%	50



Units Sold vs Demand Chart F128187



Market Share F128187



## Actual Market Share in Units

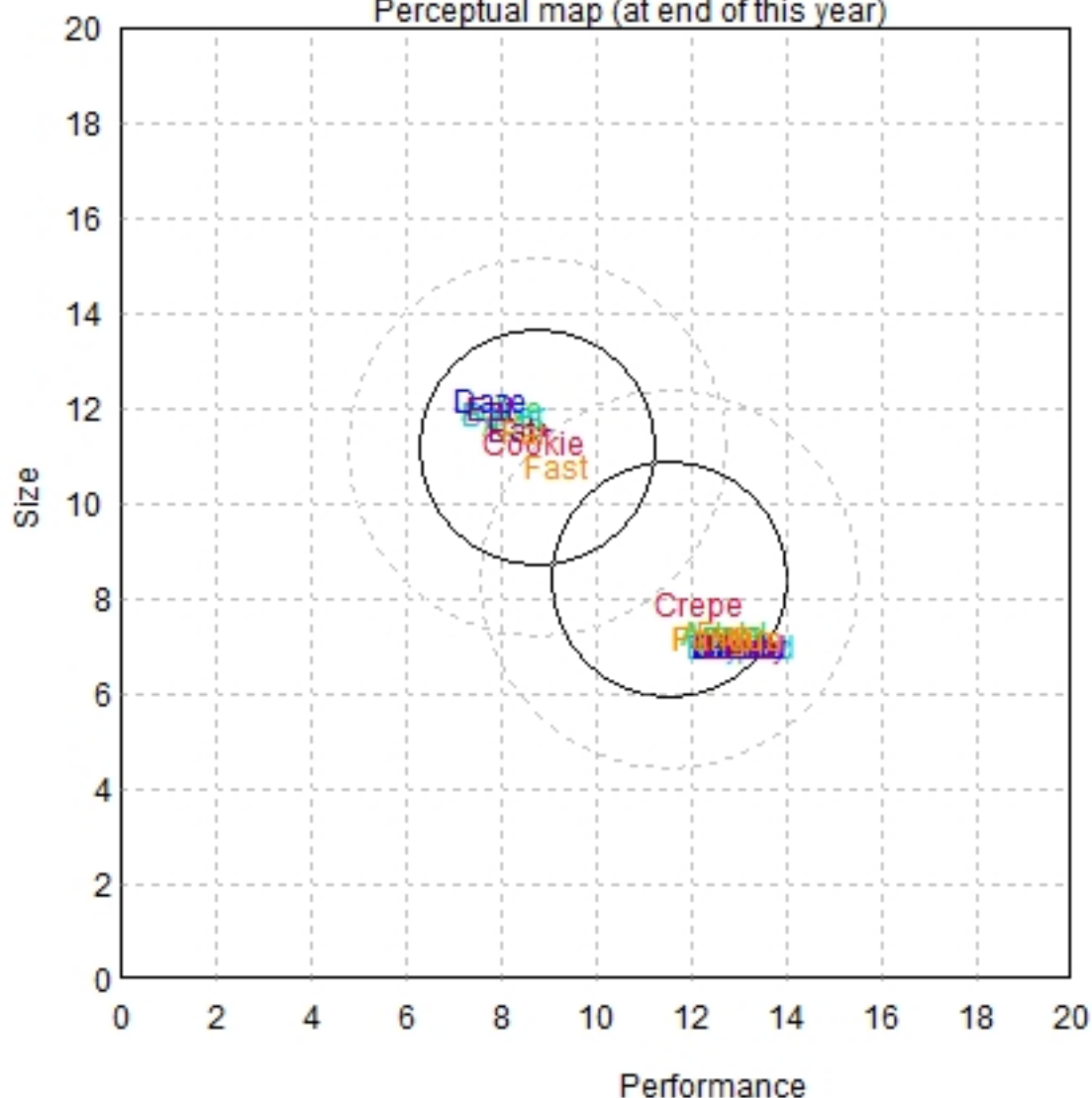
	Low	High	Total
Industry Unit Sales	10,802	9,292	20,093
% of Market	53.8%	46.2%	100.0%
Able	14.9%		8.0%
Actual		7.5%	3.5%
Active	9.6%		5.2%
Apple		6.7%	3.1%
Apt		6.6%	3.0%
Total	24.5%	20.8%	22.8%
Baker	14.2%		7.6%
Beyond		6.6%	3.1%
Bravo		6.0%	2.8%
Beam		6.0%	2.8%
Beau		6.2%	2.9%
Total	14.2%	24.9%	19.1%
Cookie	9.1%		4.9%
Crepe		5.0%	2.3%
Candy		4.3%	2.0%
Total	9.1%	9.4%	9.2%
Daze	12.5%		6.7%
Dazzle		6.1%	2.8%
Dazed		6.2%	2.9%
Total	12.5%	12.3%	12.4%
Eat	11.5%		6.2%
Eat+	8.8%		4.7%
Elmo		5.9%	2.7%
Emu		6.2%	2.9%
Total	20.3%	12.1%	16.5%
Fast	10.4%	1.8%	6.4%
Far	9.1%	0.6%	5.1%
Fun		5.9%	2.7%
Fantom		6.0%	2.8%
Fungus		6.2%	2.9%
Total	19.4%	20.5%	19.9%

## Potential Market Share in Units

	Low	High	Total
Units Demanded	10,802	9,292	20,093
% of Market	53.8%	46.2%	100.0%
Able	14.8%		8.0%
Actual		7.4%	3.4%
Active	9.6%		5.1%
Apple		6.5%	3.0%
Apt		6.5%	3.0%
Total	24.4%	20.4%	22.5%
Baker	14.2%		7.6%
Beyond		6.5%	3.0%
Bravo		6.3%	2.9%
Beam		6.1%	2.8%
Beau		6.1%	2.8%
Total	14.2%	25.0%	19.2%
Cookie	9.1%		4.9%
Crepe		5.0%	2.3%
Candy		5.1%	2.3%
Total	9.0%	10.1%	9.5%
Daze	12.7%		6.8%
Dazzle		5.9%	2.7%
Dazed		6.1%	2.8%
Total	12.7%	12.0%	12.4%
Eat	11.5%		6.2%
Eat+	8.7%		4.7%
Elmo		5.8%	2.7%
Emu		6.4%	2.9%
Total	20.2%	12.3%	16.5%
Fast	10.5%	1.8%	6.5%
Far	9.0%	0.6%	5.1%
Fun		5.8%	2.7%
Fantom		5.9%	2.7%
Fungus		6.1%	2.8%
Total	19.6%	20.2%	19.8%

## Perceptual Map for All Segments

Perceptual map (at end of this year)

**Andrews**

Name	Pfmn	Size	Revised
Able	8.3	11.7	11/30/2028
Actual	12.7	7.3	3/6/2029
Active	8.0	12.0	2/7/2029
Apple	12.7	7.3	4/1/2029
Apt	13.0	7.0	4/19/2029

**Baldwin**

Name	Pfmn	Size	Revised
Baker	8.1	11.9	6/17/2029
Beyond	13.0	7.0	4/23/2029
Bravo	12.9	7.1	4/27/2029
Beam	13.0	7.0	4/21/2029
Beau	13.0	7.0	4/21/2029

**Chester**

Name	Pfmn	Size	Revised
Cookie	8.7	11.3	7/2/2029
Crepe	12.2	7.9	2/21/2029
Candy	13.0	7.0	4/1/2029

**Digby**

Name	Pfmn	Size	Revised
Daze	7.8	12.2	4/26/2028
Dazzle	13.0	7.0	4/11/2029
Dazed	13.0	7.0	4/11/2029

**Erie**

Name	Pfmn	Size	Revised
Eat	7.8	12.0	6/2/2028
Eat+	8.4	11.6	3/31/2029
Elmo	13.0	7.0	5/2/2029
Emu	13.0	7.0	4/14/2029

**Ferris**

Name	Pfmn	Size	Revised
Fast	9.2	10.8	12/6/2028
Far	8.5	11.5	6/26/2029
Fun	12.7	7.3	3/17/2029
Fantom	12.8	7.2	4/24/2029
Fungus	12.8	7.2	4/24/2029



## HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	528	385	351	353	521	442
Complement	528	385	351	353	522	438
1st Shift Complement	293	330	219	340	346	315
2nd Shift Complement	235	55	132	13	176	122
Overtime Percent	0.1%	0.0%	0.2%	0.0%	0.0%	1.3%
Turnover Rate	6.0%	5.9%	10.0%	9.9%	7.7%	6.1%
New Employees	191	23	140	35	40	27
Separated Employees	0	134	0	57	12	39
Recruiting Spend	\$5,000	\$5,000	\$0	\$0	\$250	\$5,000
Training Hours	80	80	0	0	60	80
Productivity Index	121.5%	129.4%	100.0%	100.0%	103.2%	126.7%
Recruiting Cost	\$1,146	\$137	\$140	\$35	\$50	\$159
Separation Cost	\$0	\$670	\$0	\$285	\$60	\$195
Training Cost	\$845	\$616	\$0	\$0	\$626	\$700
Total HR Admin Cost	\$1,990	\$1,423	\$140	\$320	\$736	\$1,054
Strike Days						

## TQM SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>Process Mgt Budgets Last Year</b>						
CPI Systems	\$0	\$100	\$750	\$500	\$500	\$0
VendorJIT	\$500	\$0	\$750	\$500	\$500	\$0
Quality Initiative Training	\$0	\$0	\$750	\$0	\$0	\$0
Channel Support Systems	\$0	\$100	\$750	\$0	\$0	\$0
Concurrent Engineering	\$0	\$100	\$0	\$500	\$0	\$0
UNEP Green Programs	\$0	\$0	\$750	\$0	\$500	\$0
<b>TQM Budgets Last Year</b>						
Benchmarking	\$500	\$0	\$750	\$0	\$0	\$0
Quality Function Deployment Effort	\$0	\$0	\$0	\$0	\$0	\$0
CCE/6 Sigma Training	\$500	\$0	\$750	\$0	\$0	\$0
GEMI TQEM Sustainability Initiatives	\$0	\$0	\$750	\$0	\$500	\$0
Total Expenditures	\$1,500	\$300	\$6,000	\$1,500	\$2,000	\$0
<b>Cumulative Impacts</b>						
Material Cost Reduction	11.80%	11.76%	11.80%	11.80%	11.80%	11.77%
Labor Cost Reduction	14.00%	13.85%	14.00%	14.00%	13.93%	14.00%
Reduction R&D Cycle Time	40.01%	40.01%	0.00%	40.01%	40.01%	36.31%
Reduction Admin Costs	60.02%	60.02%	60.02%	60.02%	36.12%	55.78%
Demand Increase	14.40%	14.40%	14.40%	14.40%	13.49%	14.40%

### 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: 8  
Dec. 31, 2029

## 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.

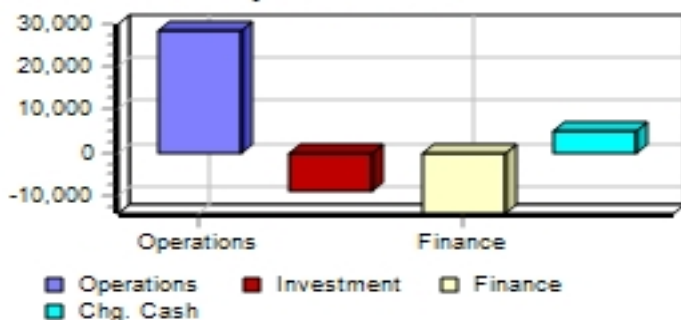
ASSETS		2029 Common Size	2028
Cash	\$21,770	20.9%	\$16,917
Account Receivable	\$15,936	15.3%	\$14,731
Inventory	\$8,881	8.5%	\$12,806
Total Current Assets	\$46,587	44.7%	\$44,454
Plant & Equipment	\$88,146	84.6%	\$78,828
Accumulated Depreciation	(\$30,583)	-29.4%	(\$24,706)
Total Fixed Assets	\$57,563	55.3%	\$54,122
Total Assets	\$104,151	100.0%	\$98,575
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$4,377	4.2%	\$5,804
Current Debt	\$0	0.0%	\$0
Long Term Debt	\$0	0.0%	\$14,200
Total Liabilities	\$4,377	4.2%	\$20,004
Common Stock	\$22,405	21.5%	\$22,405
Retained Earnings	\$77,368	74.3%	\$56,166
Total Equity	\$99,773	95.8%	\$78,571
Total Liab. & O. Equity	\$104,151	100.0%	\$98,575

## 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	2029	2028
Net Income(Loss)	\$21,202	\$15,842
Depreciation	\$5,876	\$5,255
Extraordinary gains/losses/writeoffs	\$140	\$0
Accounts Payable	(\$1,427)	\$2,198
Inventory	\$3,924	(\$10,097)
Accounts Receivable	(\$1,205)	(\$1,996)
Net cash from operation	\$28,511	\$11,202
Cash Flows from Investing Activities		
Plant Improvements	(\$9,318)	(\$14,866)
Cash Flows from Financing Activities		
Dividends paid	\$0	(\$1,728)
Sales of common stock	\$0	\$0
Purchase of common stock	\$0	\$0
Cash from long term debt	\$0	\$0
Retirement of long term debt	(\$14,340)	\$0
Change in current debt(net)	\$0	(\$2,600)
Net cash from financing activities	(\$14,340)	(\$4,328)
<b>Net change in cash position</b>	<b>\$4,853</b>	<b>(\$7,992)</b>
<b>Closing cash position</b>	<b>\$21,770</b>	<b>\$16,917</b>

Cash Flow Summary Ferris F128187

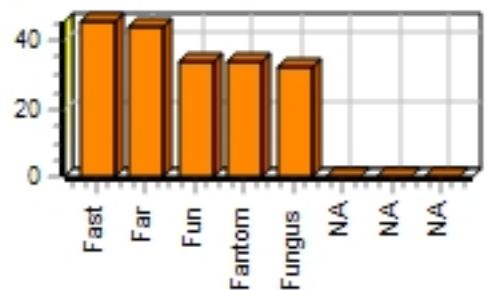


## 2029 Income Statement

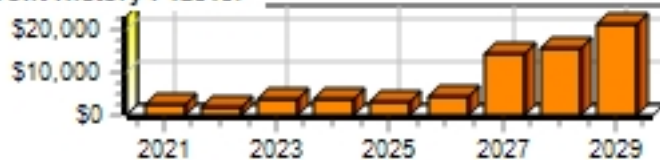
(Product Name)	Fast	Far	Fun	Fantom	Fungus				2029 Total	Common Size
<b>Sales</b>	\$34,782	\$27,865	\$24,645	\$25,212	\$25,986	\$0	\$0	\$0	\$138,489	100.0%
<b>Variable Costs:</b>										
Direct Labor	\$5,591	\$4,845	\$6,975	\$7,098	\$7,778	\$0	\$0	\$0	\$32,286	23.3%
Direct Material	\$13,214	\$10,370	\$9,074	\$9,290	\$9,566	\$0	\$0	\$0	\$51,515	37.2%
Inventory Carry	\$0	\$393	\$225	\$179	\$269	\$0	\$0	\$0	\$1,066	0.8%
Total Variable	\$18,804	\$15,607	\$16,274	\$16,567	\$17,613	\$0	\$0	\$0	\$84,867	61.3%
Contribution Margin	\$15,977	\$12,257	\$8,370	\$8,645	\$8,373	\$0	\$0	\$0	\$53,623	38.7%
<b>Period Costs:</b>										
Depreciation	\$2,637	\$2,350	\$297	\$297	\$297	\$0	\$0	\$0	\$5,876	4.2%
SG&A: R&D	\$0	\$490	\$211	\$316	\$316	\$0	\$0	\$0	\$1,334	1.0%
Promotions	\$1,375	\$1,375	\$1,375	\$1,375	\$1,800	\$0	\$0	\$0	\$7,300	5.3%
Sales	\$3,000	\$0	\$0	\$500	\$0	\$0	\$0	\$0	\$3,500	2.5%
Admin	\$496	\$397	\$351	\$359	\$370	\$0	\$0	\$0	\$1,973	1.4%
Total Period	\$7,507	\$4,611	\$2,234	\$2,847	\$2,783	\$0	\$0	\$0	\$19,983	14.4%
Net Margin	\$8,470	\$7,646	\$6,136	\$5,798	\$5,589	\$0	\$0	\$0	\$33,640	24.3%

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	\$355	0.3%
EBIT	\$33,285	24.0%
Short Term Interest	\$0	0.0%
Long Term Interest	\$0	0.0%
Taxes	\$11,650	8.4%
Profit Sharing	\$433	0.3%
Net Profit	\$21,202	15.3%

Variable Margins  
2029 Ferris F128187

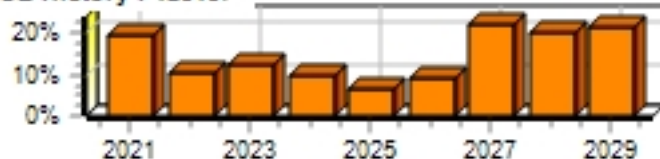
Profit History F128187



Market Share History F128187



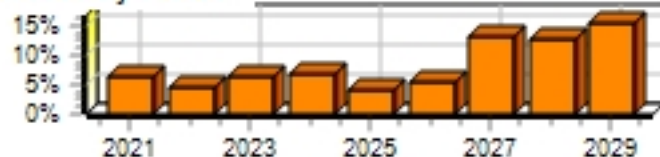
ROE History F128187



Asset Turnover History F128187



ROS History F128187



ROA History F128187

