

Round: 7
Dec. 31,
2028

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

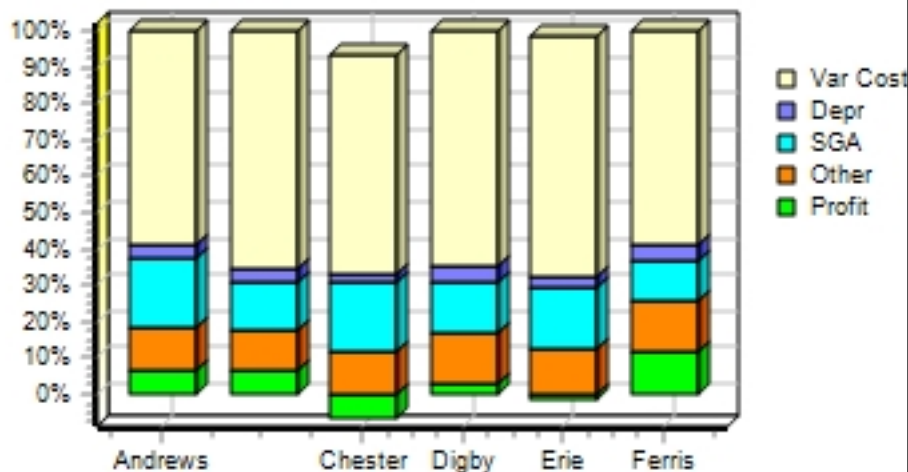
Erie
 Jacob Loat
 Ava Morris
 Zoë Neal
 Rachel Popoff

Ferris
 Amanda Brooks
 Andrew Hunter
 Maya Ivimey
 Vanessa Noel
 Allen Zha

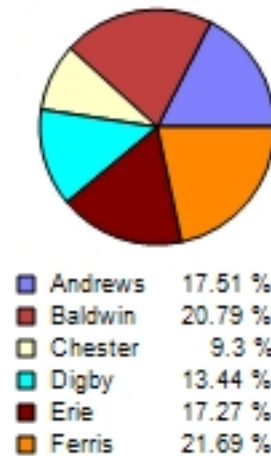
Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	6.6%	6.7%	-8.0%	3.2%	-2.0%	12.4%
Asset Turnover	1.79	1.72	1.98	1.43	2.01	1.30
ROA	11.8%	11.5%	-15.9%	4.6%	-4.0%	16.1%
Leverage	1.7	1.7	2.6	3.3	4.9	1.3
ROE	20.5%	19.1%	-42.1%	15.4%	-19.4%	20.2%
Emergency Loan	\$4,107,859	\$7,403,940	\$0	\$9,274,843	\$9,546,455	\$0
Sales	\$103,333,746	\$122,737,586	\$54,907,553	\$79,353,436	\$101,921,836	\$128,019,159
EBIT	\$12,785,577	\$15,306,343	(\$5,250,853)	\$8,506,103	\$1,370,017	\$26,120,876
Profits	\$6,809,425	\$8,198,947	(\$4,410,225)	\$2,571,162	(\$1,999,054)	\$15,841,856
Cumulative Profit	\$18,623,416	\$28,746,330	(\$7,344,210)	\$6,351,027	(\$15,380,755)	\$49,857,230
SG&A / Sales	20.0%	14.1%	23.1%	15.0%	17.8%	12.1%
Contrib. Margin %	38.4%	30.8%	27.4%	30.5%	28.4%	37.7%

Percent of Sales F128187



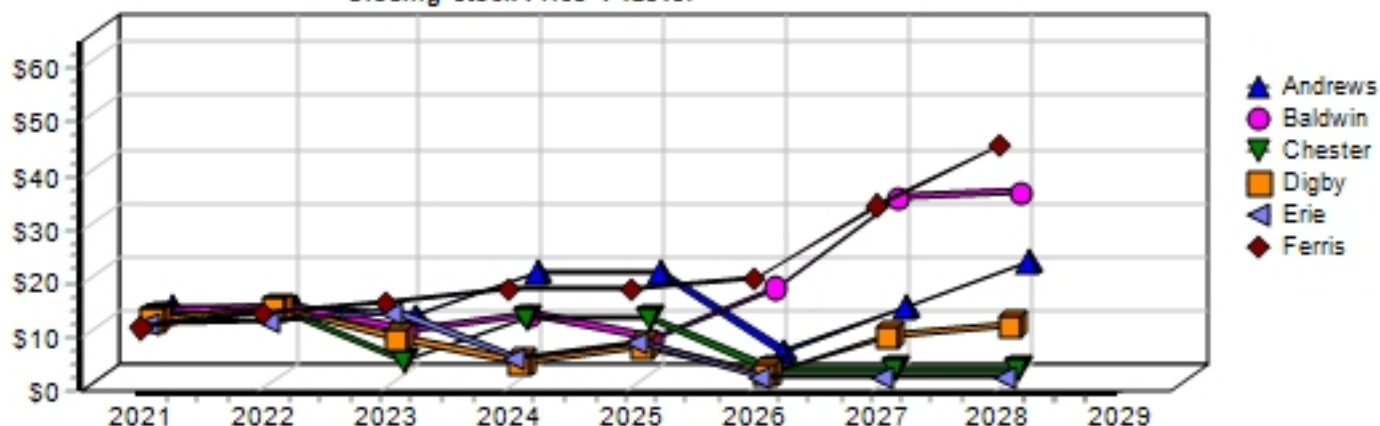
\$ Market Share F128187



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$19.49	\$8.47	2,702,178	\$53	\$12.27	\$2.52	\$0.00	0.0%	7.7
Baldwin	\$33.51	\$1.20	2,337,410	\$78	\$18.34	\$3.51	\$0.00	0.0%	9.6
Chester	\$1.00	\$0.00	2,684,329	\$3	\$3.91	(\$1.64)	\$0.00	0.0%	-0.6
Digby	\$10.13	\$1.82	2,000,000	\$20	\$8.36	\$1.29	\$0.00	0.0%	7.9
Erie	\$1.00	\$0.00	3,271,013	\$3	\$3.15	(\$0.61)	\$0.00	0.0%	-1.6
Ferris	\$45.27	\$11.56	3,455,816	\$156	\$22.74	\$4.58	\$0.50	1.1%	9.9

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	10.1%	98.74	BBB	Digby	9.6S2033	\$2,579,000	10.9%	88.36	C
	10.0S2033	\$3,000,000	10.2%	98.50	BBB		11.6S2034	\$4,458,000	12.2%	94.79	C
	9.8S2035	\$9,432,000	10.1%	97.12	BBB		11.4S2035	\$6,096,000	12.2%	93.34	C
Baldwin	10.0S2032	\$2,480,000	10.0%	99.68	BBB		13.0S2037	\$7,584,000	12.9%	100.52	C
	9.7S2035	\$8,000,000	9.9%	98.06	BBB		12.7S2038	\$3,677,000	12.8%	98.91	C
	11.0S2037	\$3,000,000	10.5%	105.16	BBB	Erie	10.0S2032	\$2,000,000	11.0%	90.52	DDD
Chester	9.6S2033	\$7,721,000	10.7%	90.01	CC		9.3S2034	\$7,000,000	11.0%	84.50	DDD
	12.4S2034	\$3,733,000	12.4%	100.00	CC		10.9S2036	\$2,000,000	12.2%	89.04	DDD
	11.0S2037	\$3,000,000	11.9%	92.65	CC		12.9S2037	\$12,996,000	13.1%	98.47	DDD
							13.0S2038	\$600,000	13.1%	98.92	DDD
						Ferris	10.0S2032	\$400,000	9.6%	104.58	AAA
							9.3S2033	\$1,400,000	9.1%	102.75	AAA
							8.6S2035	\$5,000,000	8.6%	100.00	AAA
							8.8S2036	\$7,400,000	8.7%	101.12	AAA

Next Year's Prime Rate 7.00%

Financial Summary

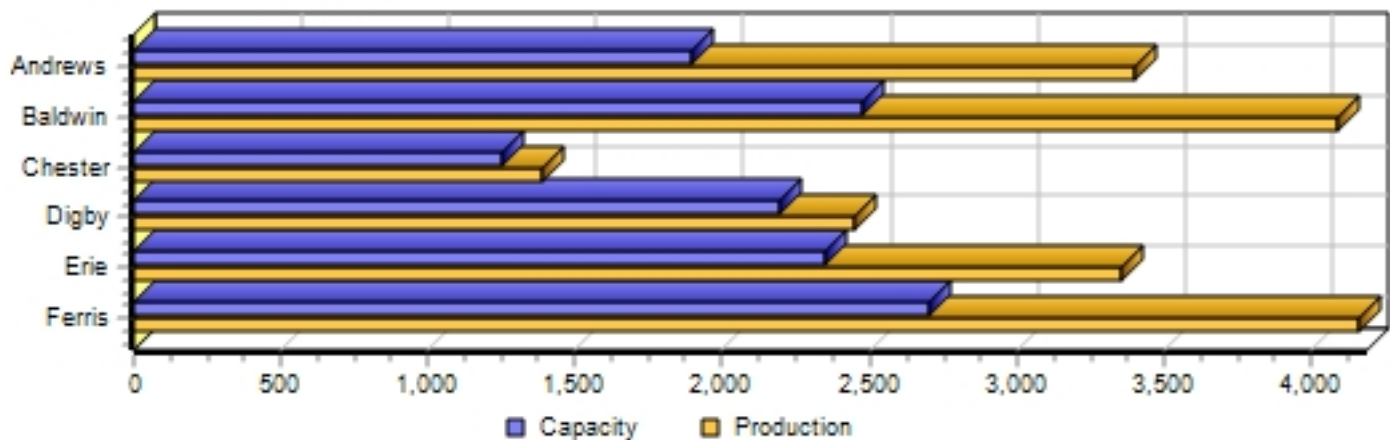


F128187

Round: 7
Dec. 31, 2028

Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	\$6,809	\$8,199	(\$4,410)	\$2,571	(\$1,999)	\$15,842
Adjustment for non-cash items:						
Depreciation	\$4,265	\$4,483	\$1,340	\$3,601	\$3,460	\$5,255
Extraordinary gains/losses/writeoffs	\$0	\$0	\$269	\$0	(\$586)	\$0
Changes in current assets and liabilities						
Accounts payable	\$1,846	\$2,046	(\$966)	\$1,681	\$4,785	\$2,198
Inventory	(\$3,713)	(\$9,856)	\$4,988	(\$9,301)	(\$2,868)	(\$10,097)
Accounts Receivable	(\$827)	(\$1,087)	\$356	(\$378)	(\$2,438)	(\$1,996)
Net cash from operations	\$8,380	\$3,786	\$1,578	(\$1,825)	\$354	\$11,202
Cash flows from investing activities						
Plant improvements(net)	(\$13,380)	(\$11,300)	\$1,119	(\$6,580)	(\$2,435)	(\$14,866)
Cash flows from financing activities						
Dividends paid	\$0	\$0	\$0	\$0	\$0	(\$1,728)
Sales of common stock	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of common stock	\$0	\$0	\$0	\$0	\$0	\$0
Cash from long term debt issued	\$0	\$0	\$0	\$3,677	\$600	\$0
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of current debt	(\$2,600)	(\$2,600)	(\$2,600)	(\$4,547)	(\$8,065)	(\$2,600)
Cash from current debt borrowing	\$0	\$0	\$0	\$0	\$0	\$0
Cash from emergency loan	\$4,108	\$7,404	\$0	\$9,275	\$9,546	\$0
Net cash from financing activities	\$1,508	\$4,804	(\$2,600)	\$8,405	\$2,082	(\$4,328)
Net change in cash position	(\$3,492)	(\$2,711)	\$97	\$0	\$0	(\$7,992)
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$0	\$0	\$673	\$0	\$0	\$16,917
Accounts Receivable	\$8,493	\$10,088	\$4,513	\$6,522	\$8,377	\$14,731
Inventory	\$7,442	\$15,376	\$7,438	\$15,529	\$10,199	\$12,806
Total Current Assets	\$15,936	\$25,464	\$12,624	\$22,051	\$18,576	\$44,453
Plant and equipment	\$63,980	\$67,250	\$20,100	\$54,020	\$51,900	\$78,828
Accumulated Depreciation	(\$22,276)	(\$21,319)	(\$4,994)	(\$20,548)	(\$19,881)	(\$24,706)
Total Fixed Assets	\$41,704	\$45,931	\$15,106	\$33,472	\$32,019	\$54,122
Total Assets	\$57,640	\$71,395	\$27,730	\$55,523	\$50,595	\$98,575
Accounts Payable	\$5,461	\$7,637	\$2,794	\$5,142	\$6,134	\$5,804
Current Debt	\$4,108	\$7,404	\$0	\$9,275	\$9,546	\$0
Total Current Liabilities	\$9,569	\$15,041	\$2,794	\$14,417	\$15,680	\$5,804
Long Term Debt	\$14,912	\$13,480	\$14,454	\$24,394	\$24,596	\$14,200
Total Liabilities	\$24,481	\$28,521	\$17,248	\$38,811	\$40,277	\$20,004
Common Stock	\$7,610	\$6,091	\$9,790	\$2,323	\$17,662	\$22,405
Retained Earnings	\$25,549	\$36,783	\$693	\$14,388	(\$7,344)	\$56,166
Total Equity	\$33,159	\$42,874	\$10,483	\$16,711	\$10,318	\$78,571
Total Liabilities & Owners Equity	\$57,640	\$71,395	\$27,730	\$55,523	\$50,595	\$98,575
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$103,334	\$122,738	\$54,908	\$79,353	\$101,922	\$128,019
Variable Costs(Labor,Material,Carry)	\$63,619	\$84,904	\$39,869	\$55,128	\$72,989	\$79,704
Contribution Margin	\$39,715	\$37,834	\$15,039	\$24,225	\$28,933	\$48,315
Depreciation	\$4,265	\$4,483	\$1,340	\$3,601	\$3,460	\$5,255
SGA(R&D,Promo,Sales,Admin)	\$20,664	\$17,294	\$12,680	\$11,934	\$18,158	\$15,439
Other(Fees,Writeoffs,TQM,Bonuses)	\$2,000	\$750	\$6,269	\$184	\$5,944	\$1,500
EBIT	\$12,786	\$15,306	(\$5,251)	\$8,506	\$1,370	\$26,121
Interest(Short term,Long term)	\$2,096	\$2,435	\$1,534	\$4,470	\$4,445	\$1,251
Taxes	\$3,741	\$4,505	(\$2,375)	\$1,413	(\$1,076)	\$8,704
Profit Sharing	\$139	\$167	\$0	\$52	\$0	\$323
Net Profit	\$6,809	\$8,199	(\$4,410)	\$2,571	(\$1,999)	\$15,842

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	Auto mation Next Round	Capacity Next Round	Plant Utiliz.
Able	Low	1,298	367	11/30/2028	2.1	20000	8.3	11.7	\$22.30	\$9.65	\$3.78	44%	67%	8.3	900	165%
Actual	High	535	113	4/26/2028	1.6	23000	12.3	7.7	\$44.49	\$16.67	\$9.84	39%	100%	3.5	450	198%
Active	Low	594	0	1/26/2027	3.8	20000	7.8	12.2	\$30.00	\$8.87	\$11.15	32%	100%	3.0	550	198%
Apple	High	396	0	5/4/2028	1.2	23000	12.1	7.9	\$45.00	\$16.36	\$11.80	38%	100%	2.0	350	198%
Apt	High	332	0	2/28/2028	0.8	23000	12.3	7.7	\$45.00	\$16.67	\$11.80	36%	100%	2.0	350	166%
Baker	Low	1,704	346	5/18/2027	3.5	20000	7.7	12.3	\$19.99	\$8.72	\$4.76	26%	45%	8.0	1,200	143%
Beyond	High	414	79	3/25/2028	0.8	23000	12.3	7.7	\$45.00	\$16.68	\$12.85	32%	100%	2.0	425	152%
Bravo	High	524	70	5/12/2028	1.6	23000	12.2	7.8	\$43.50	\$16.52	\$10.28	37%	100%	3.0	400	198%
Beam	High	536	108	4/17/2028	1.6	23000	12.3	7.7	\$43.50	\$16.68	\$12.85	30%	100%	1.0	425	198%
Beau	High	544	99	4/17/2028	1.5	23000	12.3	7.7	\$44.00	\$16.68	\$12.85	31%	100%	1.0	425	198%
Cookie	Low	989	0	7/20/2026	4.0	18000	8.0	12.0	\$27.00	\$8.65	\$10.20	22%	0%	3.0	650	91%
Crepe	High	434	268	5/24/2028	1.4	18000	12.0	8.0	\$44.50	\$14.88	\$12.57	33%	50%	2.5	400	149%
Candy	High	198	0	5/2/2028	0.7	18000	12.6	7.4	\$45.00	\$15.81	\$14.83	31%	52%	1.0	200	99%
Daze	Low	1,214	0	4/26/2028	2.5	20000	7.8	12.2	\$25.50	\$8.87	\$6.37	38%	0%	6.7	1,250	75%
Dazzle	High	526	248	4/14/2028	1.6	23000	12.3	7.7	\$45.00	\$16.67	\$13.94	28%	32%	1.2	650	131%
Dazed	High	550	243	4/13/2028	1.5	23000	12.3	7.7	\$45.00	\$16.67	\$15.80	24%	100%	1.0	600	198%
Eat	Low	1,163	204	6/2/2028	2.2	19000	7.8	12.0	\$24.50	\$8.78	\$7.09	34%	32%	7.2	1,000	131%
Eat+	Low	970	0	7/21/2027	3.4	19000	7.8	12.2	\$27.99	\$8.62	\$12.78	22%	63%	2.5	600	162%
Elmo	High	505	122	4/13/2028	1.5	20000	12.3	7.7	\$43.45	\$15.90	\$12.93	30%	20%	1.0	450	119%
Emu	High	541	106	2/4/2028	1.3	23000	12.3	7.7	\$44.99	\$16.69	\$14.58	27%	83%	1.0	300	182%
Fast	Low	986	356	12/6/2028	2.2	20000	9.2	10.8	\$28.50	\$11.05	\$4.40	49%	22%	7.1	1,030	122%
Far	Low	1,168	234	9/28/2026	3.2	20000	9.0	11.0	\$30.00	\$10.74	\$7.81	35%	82%	7.6	890	181%
Fun	High	512	50	4/23/2028	1.5	23000	12.2	7.8	\$45.00	\$16.52	\$12.25	35%	61%	1.0	375	161%
Fantom	High	540	66	2/29/2028	1.5	23000	12.1	7.9	\$45.00	\$16.36	\$12.66	34%	87%	1.0	375	186%
Fungus	High	390	0	3/18/2028	0.8	23000	12.1	7.9	\$45.00	\$16.36	\$12.84	34%	100%	1.0	350	156%

Low Tech Statistics

Total Industry Unit Demand 9,767
Actual Industry Unit Sales 9,767
Segment % of Total Industry 55.6%

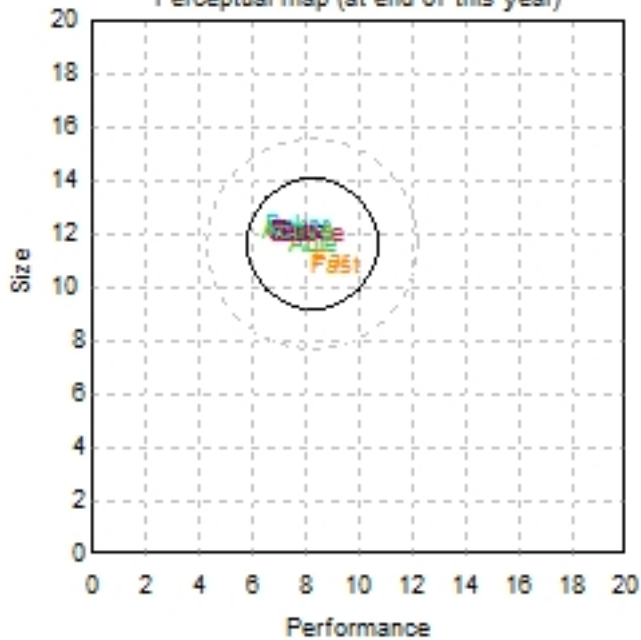
Next Year's Segment Growth Rate 10.6%

Low Tech Customer Buying Criteria

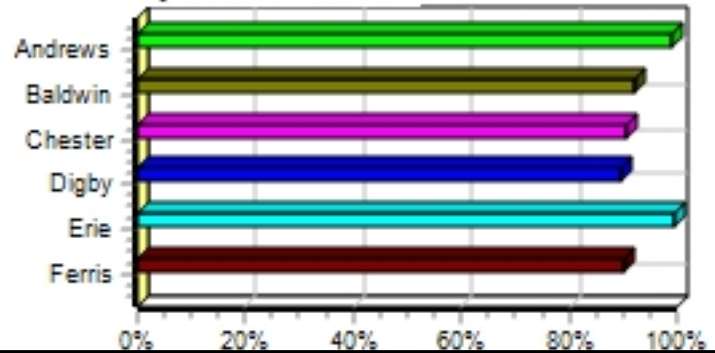
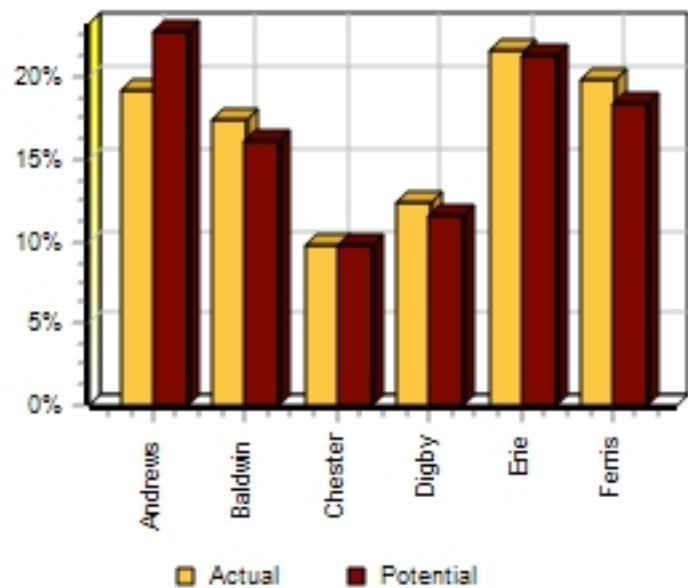
	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmm 8.3 Size 11.7	9%

Perceptual Map for Low Tech

Perceptual map (at end of this year)



Accessibility F128187 Low Tech

Actual vs Potential Market Share
2028 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	17%	1,696	5/18/2027		7.7	12.3	\$19.99	20000	3.45	\$1,385	100%	\$3,000	92%	90
Able	13%	1,294	11/30/2028		8.3	11.7	\$22.30	20000	2.08	\$1,385	100%	\$1,500	99%	77
Daze	12%	1,205	4/26/2028	YES	7.8	12.2	\$25.50	20000	2.53	\$1,400	100%	\$3,000	89%	70
Eat	12%	1,156	6/2/2028		7.8	12.0	\$24.50	19000	2.21	\$1,400	100%	\$2,250	100%	65
Far	10%	980	9/28/2026		9.0	11.0	\$30.00	20000	3.24	\$1,375	99%	\$3,000	90%	57
Fast	10%	951	12/6/2028		9.2	10.8	\$28.50	20000	2.15	\$1,375	99%	\$0	90%	47
Eat+	10%	951	7/21/2027	YES	7.8	12.2	\$27.99	19000	3.44	\$1,400	100%	\$2,250	100%	57
Cookie	10%	950	7/20/2026	YES	8.0	12.0	\$27.00	18000	3.95	\$1,500	100%	\$3,000	90%	51
Active	6%	584	1/26/2027	YES	7.8	12.2	\$30.00	20000	3.81	\$1,385	100%	\$3,000	99%	55

High Tech Statistics

Total Industry Unit Demand 7,795
Actual Industry Unit Sales 7,795
Segment % of Total Industry 44.4%

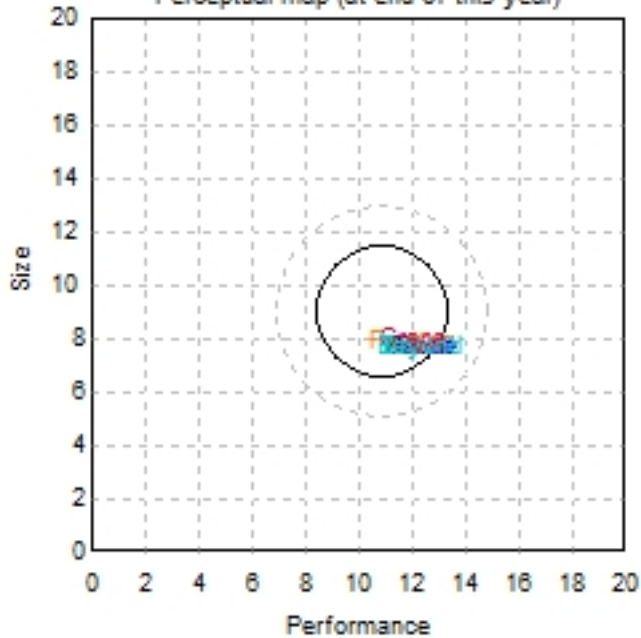
Next Year's Segment Growth Rate 19.2%

High Tech Customer Buying Criteria

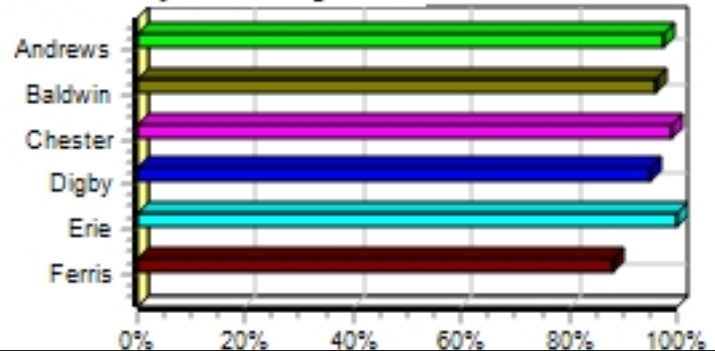
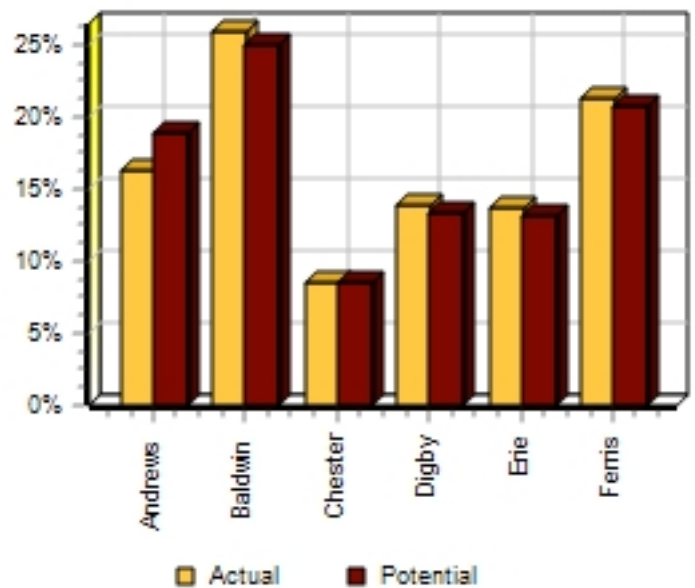
	Expectations	Importance
1. Ideal Position	Pfmm 12.3 Size 7.7	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%

Perceptual Map for High Tech

Perceptual map (at end of this year)



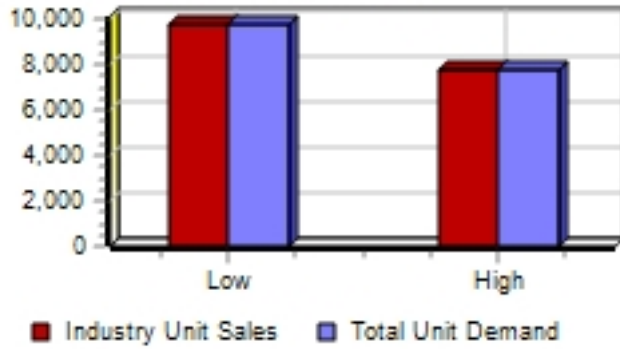
Accessibility F128187 High Tech

Actual vs Potential Market Share
2028 F128187 High Tech

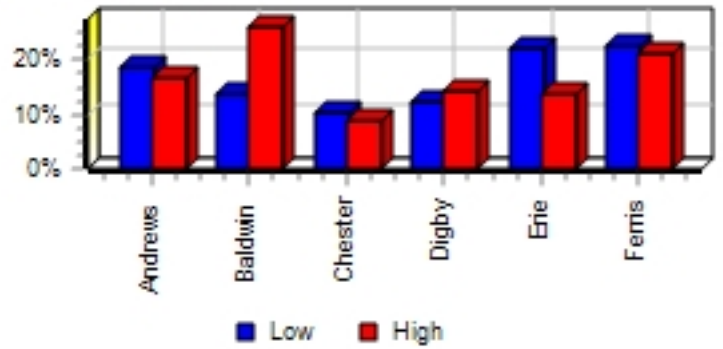
Top Products in High Tech Segment

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
Dazed	7%	550	4/13/2028		12.3	7.7	\$45.00	23000	1.47	\$1,600	100%	\$1,500	95%	51
Beau	7%	544	4/17/2028		12.3	7.7	\$44.00	23000	1.48	\$1,615	100%	\$750	96%	51
Emu	7%	541	2/4/2028		12.3	7.7	\$44.99	23000	1.32	\$2,000	92%	\$2,250	100%	53
Fantom	7%	540	2/29/2028		12.1	7.9	\$45.00	23000	1.46	\$1,700	98%	\$0	88%	47
Beam	7%	536	4/17/2028		12.3	7.7	\$43.50	23000	1.57	\$1,385	100%	\$750	96%	50
Actual	7%	535	4/26/2028		12.3	7.7	\$44.49	23000	1.61	\$1,385	100%	\$1,500	98%	50
Dazzle	7%	526	4/14/2028		12.3	7.7	\$45.00	23000	1.59	\$1,400	100%	\$1,500	95%	49
Bravo	7%	524	5/12/2028		12.2	7.8	\$43.50	23000	1.57	\$1,385	100%	\$750	96%	50
Fun	7%	512	4/23/2028		12.2	7.8	\$45.00	23000	1.53	\$1,400	99%	\$500	88%	47
Elmo	6%	505	4/13/2028		12.3	7.7	\$43.45	20000	1.46	\$1,400	100%	\$2,000	100%	47
Crepe	6%	434	5/24/2028		12.0	8.0	\$44.50	18000	1.36	\$1,600	100%	\$1,500	99%	39
Beyond	5%	414	3/25/2028		12.3	7.7	\$45.00	23000	0.77	\$2,000	70%	\$750	96%	51

Units Sold vs Demand Chart F128187



Market Share F128187



Actual Market Share in Units

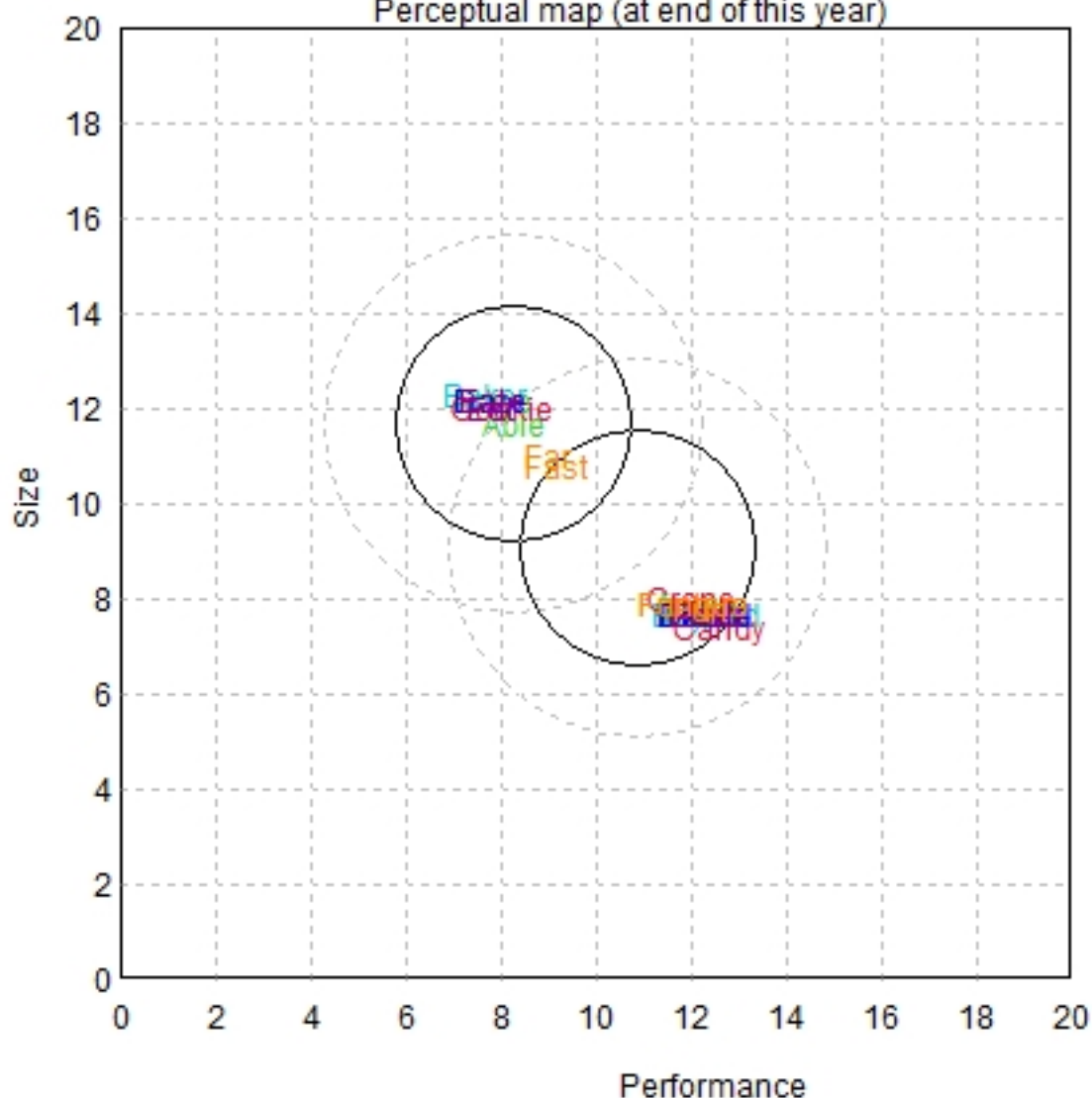
	Low	High	Total
Industry Unit Sales	9,767	7,795	17,562
% of Market	55.6%	44.4%	100.0%
Able	13.3%		7.4%
Actual		6.9%	3.0%
Active	6.0%	0.1%	3.4%
Apple		5.1%	2.3%
Apt		4.3%	1.9%
Total	19.2%	16.4%	18.0%
Baker	17.4%	0.1%	9.7%
Beyond		5.3%	2.4%
Bravo		6.7%	3.0%
Beam		6.9%	3.0%
Beau		7.0%	3.1%
Total	17.4%	26.0%	21.2%
Cookie	9.7%	0.5%	5.6%
Crepe		5.6%	2.5%
Candy		2.5%	1.1%
Total	9.7%	8.6%	9.2%
Daze	12.3%	0.1%	6.9%
Dazzle		6.8%	3.0%
Dazed		7.0%	3.1%
Total	12.3%	13.9%	13.0%
Eat	11.8%		6.6%
Eat+	9.7%	0.2%	5.5%
Elmo		6.5%	2.9%
Emu		6.9%	3.1%
Total	21.6%	13.8%	18.1%
Fast	9.7%	0.4%	5.6%
Far	10.0%	2.4%	6.7%
Fun		6.6%	2.9%
Fantom		6.9%	3.1%
Fungus		5.0%	2.2%
Total	19.8%	21.3%	20.5%

Potential Market Share in Units

	Low	High	Total
Units Demanded	9,767	7,795	17,562
% of Market	55.6%	44.4%	100.0%
Able	12.3%		6.9%
Actual		6.6%	2.9%
Active	10.4%	0.2%	5.9%
Apple		6.4%	2.8%
Apt		5.7%	2.5%
Total	22.8%	18.9%	21.1%
Baker	16.2%		9.0%
Beyond		5.1%	2.3%
Bravo		6.5%	2.9%
Beam		6.6%	2.9%
Beau		6.8%	3.0%
Total	16.2%	25.1%	20.1%
Cookie	9.7%	0.5%	5.6%
Crepe		5.3%	2.4%
Candy		2.7%	1.2%
Total	9.7%	8.6%	9.2%
Daze	11.6%		6.5%
Dazzle		6.5%	2.9%
Dazed		6.8%	3.0%
Total	11.6%	13.4%	12.4%
Eat	11.0%		6.2%
Eat+	10.3%	0.3%	5.9%
Elmo		6.2%	2.8%
Emu		6.7%	3.0%
Total	21.3%	13.2%	17.7%
Fast	9.1%	0.4%	5.2%
Far	9.3%	2.3%	6.2%
Fun		6.4%	2.8%
Fantom		6.7%	3.0%
Fungus		5.1%	2.2%
Total	18.4%	20.8%	19.5%

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	12.3	7.7	4/26/2028
Active	7.8	12.2	1/26/2027
Apple	12.1	7.9	5/4/2028
Apt	12.3	7.7	2/28/2028

Baldwin

Name	Pfmn	Size	Revised
Baker	7.7	12.3	5/18/2027
Beyond	12.3	7.7	3/25/2028
Bravo	12.2	7.8	5/12/2028
Beam	12.3	7.7	4/17/2028
Beau	12.3	7.7	4/17/2028

Chester

Name	Pfmn	Size	Revised
Cookie	8.0	12.0	7/20/2026
Crepe	12.0	8.0	5/24/2028
Candy	12.6	7.4	5/2/2028

Digby

Name	Pfmn	Size	Revised
Daze	7.8	12.2	4/26/2028
Dazzle	12.3	7.7	4/14/2028
Dazed	12.3	7.7	4/13/2028

Erie

Name	Pfmn	Size	Revised
Eat	7.8	12.0	6/2/2028
Eat+	7.8	12.2	7/21/2027
Elmo	12.3	7.7	4/13/2028
Emu	12.3	7.7	2/4/2028

Ferris

Name	Pfmn	Size	Revised
Fast	9.2	10.8	12/6/2028
Far	9.0	11.0	9/28/2026
Fun	12.2	7.8	4/23/2028
Fantom	12.1	7.9	2/29/2028
Fungus	12.1	7.9	3/18/2028

HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	369	519	246	410	534	506
Complement	369	519	246	410	534	477
1st Shift Complement	193	283	197	292	364	304
2nd Shift Complement	176	236	49	118	170	173
Overtime Percent	0.1%	0.0%	0.0%	0.2%	0.0%	9.8%
Turnover Rate	6.4%	6.1%	10.0%	9.8%	7.7%	7.2%
New Employees	139	127	25	157	452	173
Separated Employees	0	0	96	0	0	0
Recruiting Spend	\$5,000	\$5,000	\$0	\$0	\$250	\$5,000
Training Hours	80	80	0	0	60	80
Productivity Index	121.3%	125.0%	100.0%	100.0%	100.0%	120.6%
Recruiting Cost	\$837	\$761	\$25	\$157	\$565	\$1,036
Separation Cost	\$0	\$0	\$480	\$0	\$0	\$0
Training Cost	\$590	\$830	\$0	\$0	\$641	\$763
Total HR Admin Cost	\$1,427	\$1,591	\$505	\$157	\$1,206	\$1,798
Strike Days						

TQM SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Process Mgt Budgets Last Year						
CPI Systems	\$0	\$500	\$750	\$0	\$750	\$500
VendorJIT	\$0	\$0	\$750	\$0	\$750	\$0
Quality Initiative Training	\$500	\$0	\$750	\$0	\$750	\$500
Channel Support Systems	\$500	\$250	\$750	\$0	\$500	\$500
Concurrent Engineering	\$500	\$0	\$0	\$0	\$750	\$0
UNEP Green Programs	\$0	\$0	\$750	\$0	\$750	\$0
TQM Budgets Last Year						
Benchmarking	\$0	\$0	\$750	\$0	\$0	\$0
Quality Function Deployment Effort	\$0	\$0	\$0	\$0	\$750	\$0
CCE/6 Sigma Training	\$0	\$0	\$750	\$0	\$750	\$0
GEMI TQEM Sustainability Initiatives	\$500	\$0	\$750	\$0	\$750	\$0
Total Expenditures	\$2,000	\$750	\$6,000	\$0	\$6,500	\$1,500
Cumulative Impacts						
Material Cost Reduction	11.80%	11.76%	11.80%	11.80%	11.69%	11.77%
Labor Cost Reduction	14.00%	13.85%	14.00%	14.00%	13.73%	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%	59.74%	60.02%	22.03%	55.78%
Demand Increase	14.40%	14.40%	14.37%	14.40%	12.53%	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: 7
Dec. 31, 2028

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.

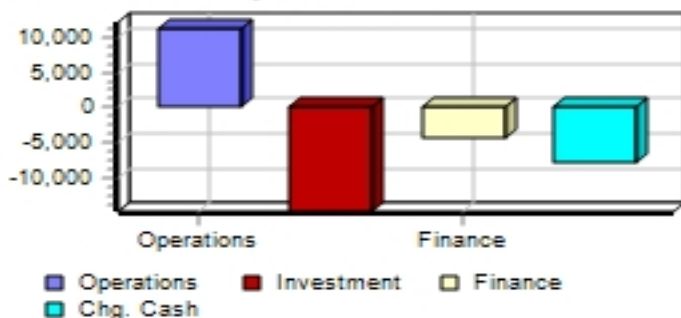
ASSETS		2028 Common Size	2027
Cash	\$16,917	17.2%	\$24,909
Account Receivable	\$14,731	14.9%	\$12,735
Inventory	\$12,806	13.0%	\$2,709
Total Current Assets	\$44,454	45.1%	\$40,353
Plant & Equipment	\$78,828	80.0%	\$63,962
Accumulated Depreciation	(\$24,706)	-25.1%	(\$19,451)
Total Fixed Assets	\$54,122	54.9%	\$44,511
Total Assets	\$98,575	100.0%	\$84,863
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$5,804	5.9%	\$3,606
Current Debt	\$0	0.0%	\$2,600
Long Term Debt	\$14,200	14.4%	\$14,200
Total Liabilities	\$20,004	20.3%	\$20,406
Common Stock	\$22,405	22.7%	\$22,405
Retained Earnings	\$56,166	57.0%	\$42,052
Total Equity	\$78,571	79.7%	\$64,457
Total Liab. & O. Equity	\$98,575	100.0%	\$84,863

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	2028	2027
Net Income(Loss)	\$15,842	\$14,305
Depreciation	\$5,255	\$4,097
Extraordinary gains/losses/writeoffs	\$0	(\$185)
Accounts Payable	\$2,198	\$1
Inventory	(\$10,097)	\$10,376
Accounts Receivable	(\$1,996)	(\$3,085)
Net cash from operation	\$11,202	\$25,509
Cash Flows from Investing Activities		
Plant Improvements	(\$14,866)	(\$11,140)
Cash Flows from Financing Activities		
Dividends paid	(\$1,728)	\$0
Sales of common stock	\$0	\$0
Purchase of common stock	\$0	\$0
Cash from long term debt	\$0	\$0
Retirement of long term debt	\$0	(\$2,600)
Change in current debt(net)	(\$2,600)	\$2,600
Net cash from financing activities	(\$4,328)	\$0
Net change in cash position	(\$7,992)	\$14,369
Closing cash position	\$16,917	\$24,909

Cash Flow Summary Ferris F128187

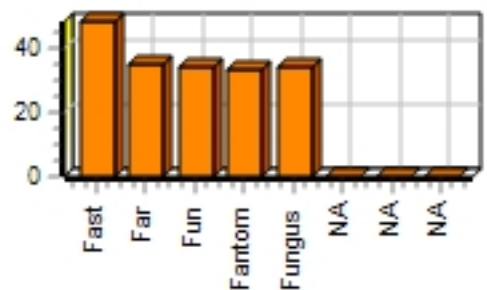


2028 Income Statement

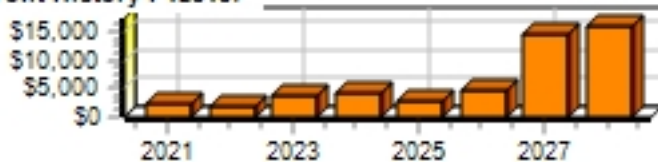
(Product Name)	Fast	Far	Fun	Fantom	Fungus				2028 Total	Common Size
Sales	\$28,090	\$35,033	\$23,035	\$24,310	\$17,551	\$0	\$0	\$0	\$128,019	100.0%
Variable Costs:										
Direct Labor	\$4,387	\$9,118	\$6,272	\$6,808	\$5,007	\$0	\$0	\$0	\$31,592	24.7%
Direct Material	\$9,386	\$13,053	\$8,569	\$9,028	\$6,540	\$0	\$0	\$0	\$46,576	36.4%
Inventory Carry	\$597	\$533	\$175	\$232	\$0	\$0	\$0	\$0	\$1,537	1.2%
Total Variable	\$14,369	\$22,704	\$15,016	\$16,068	\$11,547	\$0	\$0	\$0	\$79,704	62.3%
Contribution Margin	\$13,721	\$12,329	\$8,019	\$8,241	\$6,004	\$0	\$0	\$0	\$48,315	37.7%
Period Costs:										
Depreciation	\$2,362	\$2,160	\$250	\$250	\$233	\$0	\$0	\$0	\$5,255	4.1%
SG&A: R&D	\$945	\$0	\$316	\$165	\$216	\$0	\$0	\$0	\$1,641	1.3%
Promotions	\$1,375	\$1,375	\$1,400	\$1,700	\$1,800	\$0	\$0	\$0	\$7,650	6.0%
Sales	\$0	\$3,000	\$500	\$0	\$0	\$0	\$0	\$0	\$3,500	2.7%
Admin	\$581	\$725	\$476	\$503	\$363	\$0	\$0	\$0	\$2,648	2.1%
Total Period	\$5,263	\$7,259	\$2,943	\$2,617	\$2,612	\$0	\$0	\$0	\$20,694	16.2%
Net Margin	\$8,458	\$5,070	\$5,077	\$5,624	\$3,392	\$0	\$0	\$0	\$27,621	21.6%

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	\$1,500	1.2%
EBIT	\$26,121	20.4%
Short Term Interest	\$0	0.0%
Long Term Interest	\$1,251	1.0%
Taxes	\$8,704	6.8%
Profit Sharing	\$323	0.3%
Net Profit	\$15,842	12.4%

Variable Margins
2028 Ferris F128187

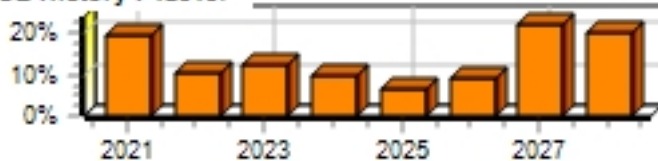
Profit History F128187



Market Share History F128187



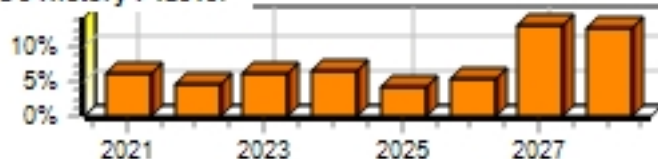
ROE History F128187



Asset Turnover History F128187



ROS History F128187



ROA History F128187

