

Round: 0
Dec. 31,
2021

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

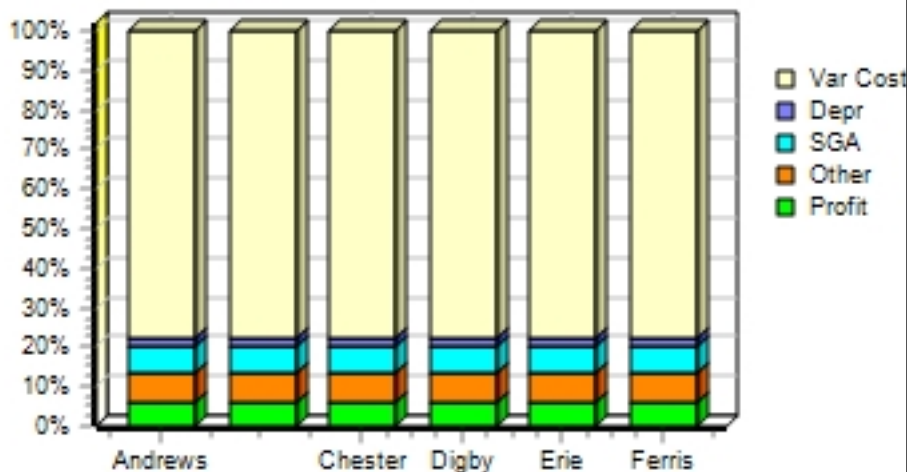
Erie
 Jacob Loat
 Ava Morris
 Zoë Neal
 Rachel Popoff
 Aurora Vona

Ferris
 Amanda Brooks
 Andrew Hunter
 Maya Ivimey
 Vanessa Noel
 Allen Zha

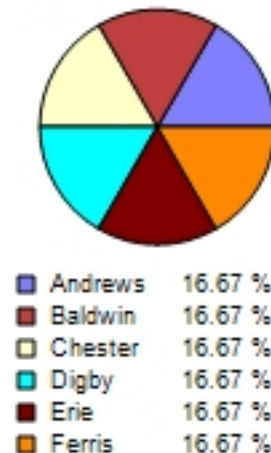
Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	6.1%	6.1%	6.1%	6.1%	6.1%	6.1%
Asset Turnover	1.95	1.95	1.95	1.95	1.95	1.95
ROA	11.9%	11.9%	11.9%	11.9%	11.9%	11.9%
Leverage	1.6	1.6	1.6	1.6	1.6	1.6
ROE	19.4%	19.4%	19.4%	19.4%	19.4%	19.4%
Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$0
Sales	\$40,799,953	\$40,799,953	\$40,799,953	\$40,799,953	\$40,799,953	\$40,799,953
EBIT	\$4,556,099	\$4,556,099	\$4,556,099	\$4,556,099	\$4,556,099	\$4,556,099
Profits	\$2,493,706	\$2,493,706	\$2,493,706	\$2,493,706	\$2,493,706	\$2,493,706
Cumulative Profit	\$2,493,706	\$2,493,706	\$2,493,706	\$2,493,706	\$2,493,706	\$2,493,706
SG&A / Sales	6.5%	6.5%	6.5%	6.5%	6.5%	6.5%
Contrib. Margin %	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%

Percent of Sales F128187



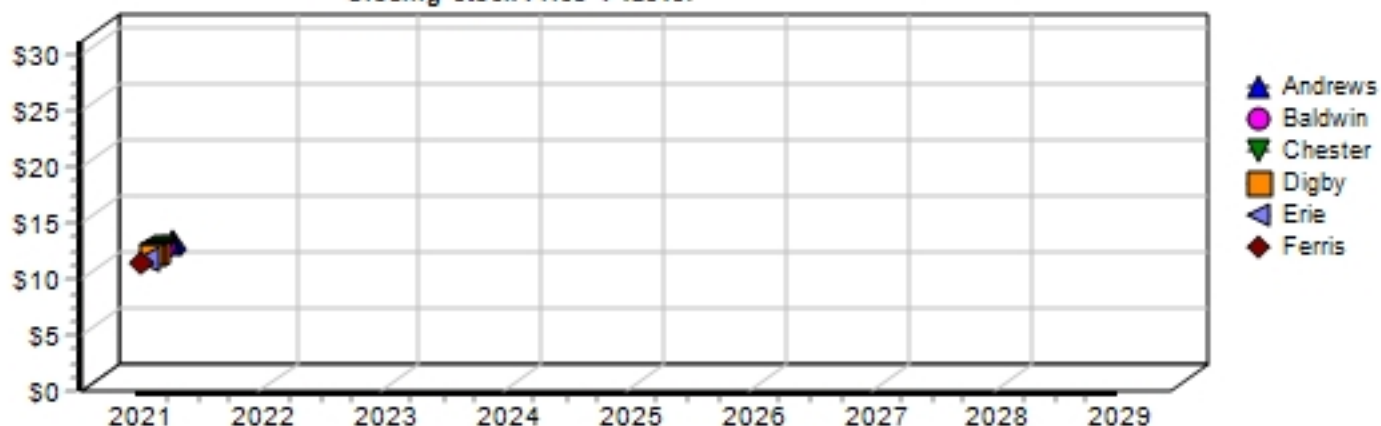
\$ Market Share F128187



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$11.17	\$0.00	2,000,000	\$22	\$6.43	\$1.25	\$0.50	4.5%	8.9
Baldwin	\$11.17	\$0.00	2,000,000	\$22	\$6.43	\$1.25	\$0.50	4.5%	8.9
Chester	\$11.17	\$0.00	2,000,000	\$22	\$6.43	\$1.25	\$0.50	4.5%	8.9
Digby	\$11.17	\$0.00	2,000,000	\$22	\$6.43	\$1.25	\$0.50	4.5%	8.9
Erie	\$11.17	\$0.00	2,000,000	\$22	\$6.43	\$1.25	\$0.50	4.5%	8.9
Ferris	\$11.17	\$0.00	2,000,000	\$22	\$6.43	\$1.25	\$0.50	4.5%	8.9

Closing Stock Price F128187



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	11.0S2023	\$866,667	10.8%	101.74	BBB	Digby	11.0S2023	\$866,667	10.8%	101.74	BBB
	12.0S2025	\$1,733,333	11.3%	106.34	BBB		12.0S2025	\$1,733,333	11.3%	106.34	BBB
	13.0S2027	\$2,600,000	11.5%	113.07	BBB		13.0S2027	\$2,600,000	11.5%	113.07	BBB
Baldwin	11.0S2023	\$866,667	10.8%	101.74	BBB	Erie	11.0S2023	\$866,667	10.8%	101.74	BBB
	12.0S2025	\$1,733,333	11.3%	106.34	BBB		12.0S2025	\$1,733,333	11.3%	106.34	BBB
	13.0S2027	\$2,600,000	11.5%	113.07	BBB		13.0S2027	\$2,600,000	11.5%	113.07	BBB
Chester	11.0S2023	\$866,667	10.8%	101.74	BBB	Ferris	11.0S2023	\$866,667	10.8%	101.74	BBB
	12.0S2025	\$1,733,333	11.3%	106.34	BBB		12.0S2025	\$1,733,333	11.3%	106.34	BBB
	13.0S2027	\$2,600,000	11.5%	113.07	BBB		13.0S2027	\$2,600,000	11.5%	113.07	BBB

Next Year's Prime Rate 7.00%

Financial Summary

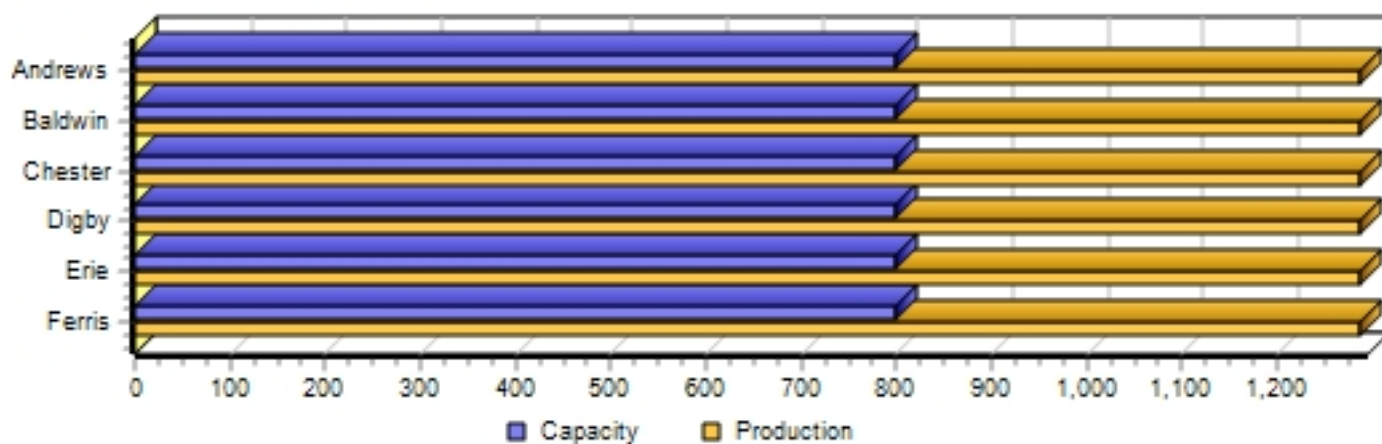


F128187

Round: 0
Dec. 31, 2021

Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	\$2,494	\$2,494	\$2,494	\$2,494	\$2,494	\$2,494
Adjustment for non-cash items:						
Depreciation	\$960	\$960	\$960	\$960	\$960	\$960
Extraordinary gains/losses/writeoffs	\$0	\$0	\$0	\$0	\$0	\$0
Changes in current assets and liabilities						
Accounts payable	\$853	\$853	\$853	\$853	\$853	\$853
Inventory	(\$2,352)	(\$2,352)	(\$2,352)	(\$2,352)	(\$2,352)	(\$2,352)
Accounts Receivable	\$3,647	\$3,647	\$3,647	\$3,647	\$3,647	\$3,647
Net cash from operations	\$5,602	\$5,602	\$5,602	\$5,602	\$5,602	\$5,602
Cash flows from investing activities						
Plant improvements(net)	\$0	\$0	\$0	\$0	\$0	\$0
Cash flows from financing activities						
Dividends paid	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)
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	\$0	\$0	\$0
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of current debt	\$0	\$0	\$0	\$0	\$0	\$0
Cash from current debt borrowing	\$0	\$0	\$0	\$0	\$0	\$0
Cash from emergency loan	\$0	\$0	\$0	\$0	\$0	\$0
Net cash from financing activities	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)
Net change in cash position	\$4,602	\$4,602	\$4,602	\$4,602	\$4,602	\$4,602
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$5,602	\$5,602	\$5,602	\$5,602	\$5,602	\$5,602
Accounts Receivable	\$3,353	\$3,353	\$3,353	\$3,353	\$3,353	\$3,353
Inventory	\$2,352	\$2,352	\$2,352	\$2,352	\$2,352	\$2,352
Total Current Assets	\$11,307	\$11,307	\$11,307	\$11,307	\$11,307	\$11,307
Plant and equipment	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400
Accumulated Depreciation	(\$4,800)	(\$4,800)	(\$4,800)	(\$4,800)	(\$4,800)	(\$4,800)
Total Fixed Assets	\$9,600	\$9,600	\$9,600	\$9,600	\$9,600	\$9,600
Total Assets	\$20,907	\$20,907	\$20,907	\$20,907	\$20,907	\$20,907
Accounts Payable	\$2,853	\$2,853	\$2,853	\$2,853	\$2,853	\$2,853
Current Debt	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Liabilities	\$2,853	\$2,853	\$2,853	\$2,853	\$2,853	\$2,853
Long Term Debt	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200	\$5,200
Total Liabilities	\$8,053	\$8,053	\$8,053	\$8,053	\$8,053	\$8,053
Common Stock	\$2,323	\$2,323	\$2,323	\$2,323	\$2,323	\$2,323
Retained Earnings	\$10,531	\$10,531	\$10,531	\$10,531	\$10,531	\$10,531
Total Equity	\$12,854	\$12,854	\$12,854	\$12,854	\$12,854	\$12,854
Total Liabilities & Owners Equity	\$20,907	\$20,907	\$20,907	\$20,907	\$20,907	\$20,907
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$40,800	\$40,800	\$40,800	\$40,800	\$40,800	\$40,800
Variable Costs(Labor,Material,Carry)	\$32,647	\$32,647	\$32,647	\$32,647	\$32,647	\$32,647
Contribution Margin	\$8,153	\$8,153	\$8,153	\$8,153	\$8,153	\$8,153
Depreciation	\$960	\$960	\$960	\$960	\$960	\$960
SGA(R&D,Promo,Sales,Admin)	\$2,637	\$2,637	\$2,637	\$2,637	\$2,637	\$2,637
Other(Fees,Writeoffs,TQM,Bonuses)	\$0	\$0	\$0	\$0	\$0	\$0
EBIT	\$4,556	\$4,556	\$4,556	\$4,556	\$4,556	\$4,556
Interest(Short term,Long term)	\$641	\$641	\$641	\$641	\$641	\$641
Taxes	\$1,370	\$1,370	\$1,370	\$1,370	\$1,370	\$1,370
Profit Sharing	\$51	\$51	\$51	\$51	\$51	\$51
Net Profit	\$2,494	\$2,494	\$2,494	\$2,494	\$2,494	\$2,494

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	1,200	87	11/21/2018	3.1	21000	6.4	13.6	\$34.00	\$16.17	\$10.11	20%	63%	3.0	800	161%
Baker	Low	1,200	87	11/21/2018	3.1	21000	6.4	13.6	\$34.00	\$16.17	\$10.11	20%	63%	3.0	800	161%
Cake	Low	1,200	87	11/21/2018	3.1	21000	6.4	13.6	\$34.00	\$16.17	\$10.11	20%	63%	3.0	800	161%
Daze	Low	1,200	87	11/21/2018	3.1	21000	6.4	13.6	\$34.00	\$16.17	\$10.11	20%	63%	3.0	800	161%
Eat	Low	1,200	87	11/21/2018	3.1	21000	6.4	13.6	\$34.00	\$16.17	\$10.11	20%	63%	3.0	800	161%
Fast	Low	1,200	87	11/21/2018	3.1	21000	6.4	13.6	\$34.00	\$16.17	\$10.11	20%	63%	3.0	800	161%

Low Tech Statistics

Total Industry Unit Demand 5,040
Actual Industry Unit Sales 15,040
Segment % of Total Industry 170.0%

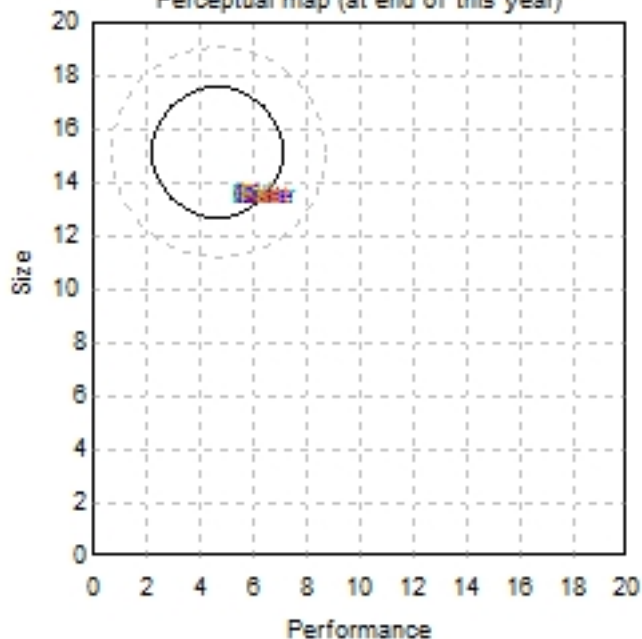
Next Year's Segment Growth Rate 19.6%

Low Tech Customer Buying Criteria

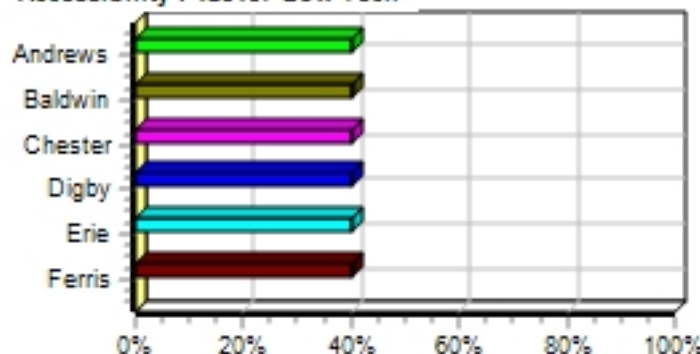
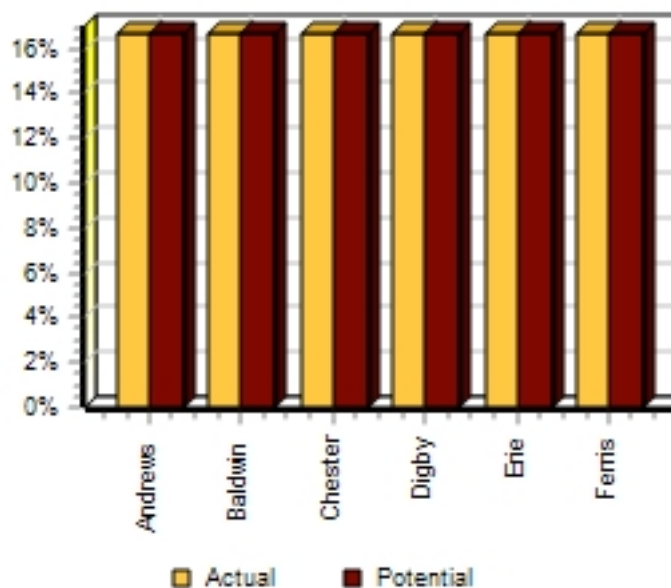
	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmm 4.8 Size 15.2	9%

Perceptual Map for Low Tech

Perceptual map (at end of this year)



Accessibility F128187 Low Tech

Actual vs Potential Market Share
2021 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	17%	840	11/21/2018		6.4	13.6	\$34.00	21000	3.10	\$1,000	55%	\$1,000	40%	18
Baker	17%	840	11/21/2018		6.4	13.6	\$34.00	21000	3.10	\$1,000	55%	\$1,000	40%	18
Cake	17%	840	11/21/2018		6.4	13.6	\$34.00	21000	3.10	\$1,000	55%	\$1,000	40%	18
Daze	17%	840	11/21/2018		6.4	13.6	\$34.00	21000	3.10	\$1,000	55%	\$1,000	40%	18
Eat	17%	840	11/21/2018		6.4	13.6	\$34.00	21000	3.10	\$1,000	55%	\$1,000	40%	18
Fast	17%	840	11/21/2018		6.4	13.6	\$34.00	21000	3.10	\$1,000	55%	\$1,000	40%	18

High Tech Statistics

Total Industry Unit Demand 2,160
Actual Industry Unit Sales |2,160
Segment % of Total Industry |30.0%

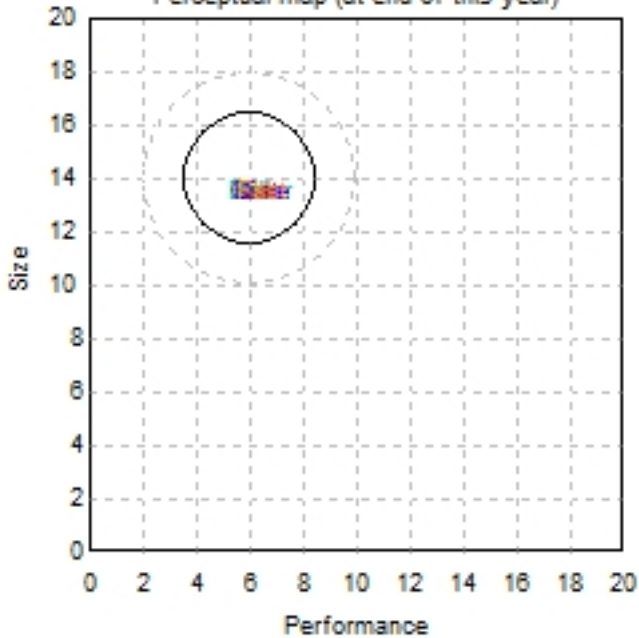
Next Year's Segment Growth Rate |21.0%

High Tech Customer Buying Criteria

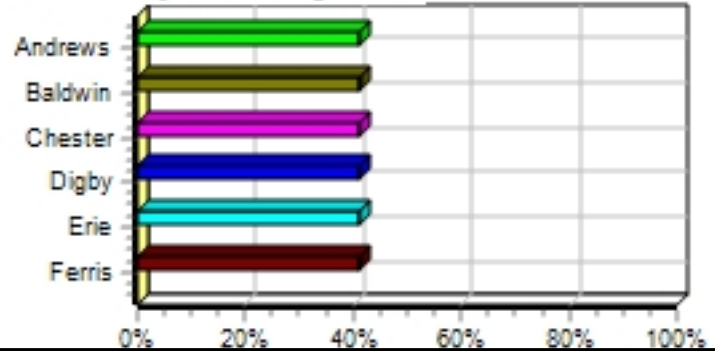
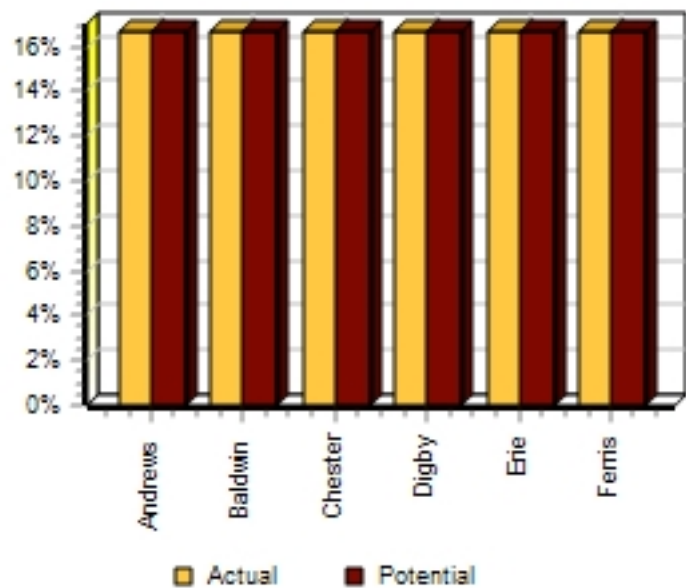
	Expectations	Importance
1. Ideal Position	Pfmm 7.4 Size 12.6	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%

Perceptual Map for High Tech

Perceptual map (at end of this year)



Accessibility F128187 High Tech

Actual vs Potential Market Share
2021 F128187 High Tech

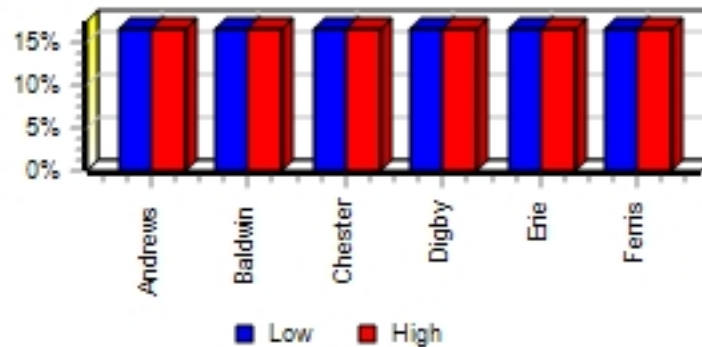
Top Products in High Tech Segment

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
Able	17%	360	11/21/2018		6.4	13.6	\$34.00	21000	3.10	\$1,000	55%	\$1,000	41%	16
Baker	17%	360	11/21/2018		6.4	13.6	\$34.00	21000	3.10	\$1,000	55%	\$1,000	41%	16
Cake	17%	360	11/21/2018		6.4	13.6	\$34.00	21000	3.10	\$1,000	55%	\$1,000	41%	16
Daze	17%	360	11/21/2018		6.4	13.6	\$34.00	21000	3.10	\$1,000	55%	\$1,000	41%	16
Eat	17%	360	11/21/2018		6.4	13.6	\$34.00	21000	3.10	\$1,000	55%	\$1,000	41%	16
Fast	17%	360	11/21/2018		6.4	13.6	\$34.00	21000	3.10	\$1,000	55%	\$1,000	41%	16

Units Sold vs Demand Chart F128187



Market Share F128187



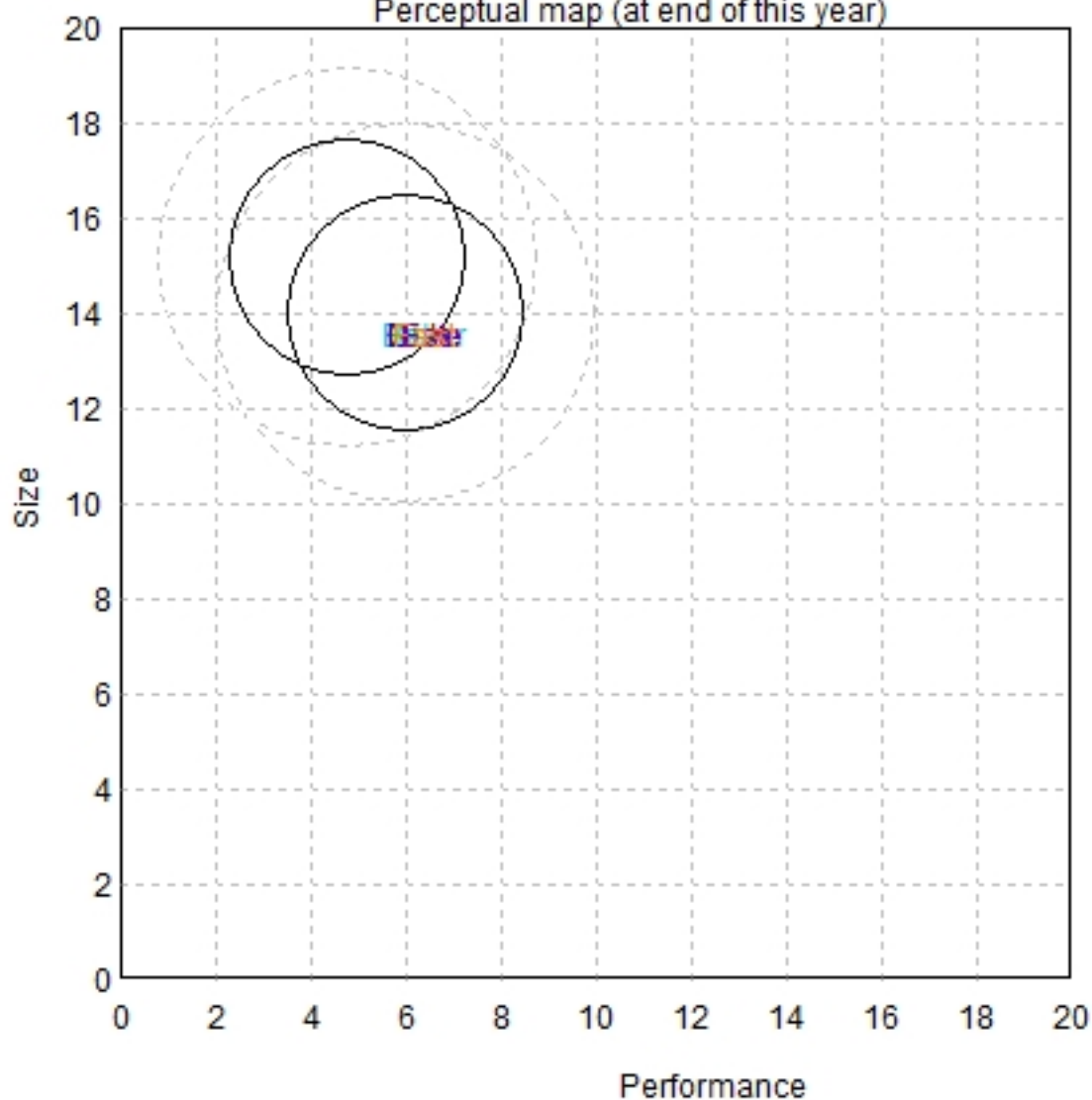
Actual Market Share in Units

	Low	High	Total
Industry Unit Sales	5,040	2,160	7,200
% of Market	70.0%	30.0%	100.0%
Able	16.7%	16.7%	16.7%
Total	16.7%	16.7%	16.7%
Baker	16.7%	16.7%	16.7%
Total	16.7%	16.7%	16.7%
Cake	16.7%	16.7%	16.7%
Total	16.7%	16.7%	16.7%
Daze	16.7%	16.7%	16.7%
Total	16.7%	16.7%	16.7%
Eat	16.7%	16.7%	16.7%
Total	16.7%	16.7%	16.7%
Fast	16.7%	16.7%	16.7%
Total	16.7%	16.7%	16.7%

Potential Market Share in Units

	Low	High	Total
Units Demanded	5,040	2,160	7,200
% of Market	70.0%	30.0%	100.0%
Able	16.7%	16.7%	16.7%
Total	16.7%	16.7%	16.7%
Baker	16.7%	16.7%	16.7%
Total	16.7%	16.7%	16.7%
Cake	16.7%	16.7%	16.7%
Total	16.7%	16.7%	16.7%
Daze	16.7%	16.7%	16.7%
Total	16.7%	16.7%	16.7%
Eat	16.7%	16.7%	16.7%
Total	16.7%	16.7%	16.7%
Fast	16.7%	16.7%	16.7%
Total	16.7%	16.7%	16.7%

Perceptual Map for All Segments
Perceptual map (at end of this year)

**Andrews**

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

Baldwin

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

Chester

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

Digby

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

Erie

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

Ferris

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

HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	250	250	250	250	250	250
Complement	248	248	248	248	248	248
1st Shift Complement	154	154	154	154	154	154
2nd Shift Complement	94	94	94	94	94	94
Overtime Percent	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%
Turnover Rate	10.1%	10.1%	10.1%	10.1%	10.1%	10.1%
New Employees	25	25	25	25	25	25
Separated Employees	0	0	0	0	0	0
Recruiting Spend	\$0	\$0	\$0	\$0	\$0	\$0
Training Hours	0	0	0	0	0	0
Productivity Index	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Recruiting Cost	\$25	\$25	\$25	\$25	\$25	\$25
Separation Cost	\$0	\$0	\$0	\$0	\$0	\$0
Training Cost	\$0	\$0	\$0	\$0	\$0	\$0
Total HR Admin Cost	\$25	\$25	\$25	\$25	\$25	\$25
Strike Days						

TQM SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Process Mgt Budgets Last Year						
CPI Systems	\$0	\$0	\$0	\$0	\$0	\$0
VendorJIT	\$0	\$0	\$0	\$0	\$0	\$0
Quality Initiative Training	\$0	\$0	\$0	\$0	\$0	\$0
Channel Support Systems	\$0	\$0	\$0	\$0	\$0	\$0
Concurrent Engineering	\$0	\$0	\$0	\$0	\$0	\$0
UNEP Green Programs	\$0	\$0	\$0	\$0	\$0	\$0
TQM Budgets Last Year						
Benchmarking	\$0	\$0	\$0	\$0	\$0	\$0
Quality Function Deployment Effort	\$0	\$0	\$0	\$0	\$0	\$0
CCE/6 Sigma Training	\$0	\$0	\$0	\$0	\$0	\$0
GEMI TQEM Sustainability Initiatives	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Impacts						
Material Cost Reduction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Labor Cost Reduction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Reduction R&D Cycle Time	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Reduction Admin Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Demand Increase	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

ETHICS SUMMARY

Other (Fees, Writeoffs, etc.) The actual dollar impact. Example, \$120 means Other increased by \$120.
 Demand Factor The % of normal. 98% means demand fell 2%.
 Material Cost Impact The % of normal. 104% means material costs rose 4%.
 Admin Cost Impact The % of normal. 103% means admin costs rose 3%.
 Productivity Impact The % of normal. 104% means productivity increased by 4%.
 Awareness Impact The % of normal. 105% means normal awareness was multiplied by 1.05.
 Accessibility Impact The % of normal. 98% means normal accessibility was multiplied by 0.98.
 Normal means the value that would have been produced if the problem had not been presented.

Total

	No Impact	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Other (Fees, Writeoffs, etc.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Demand Factor	100%	100%	100%	100%	100%	100%	100%
Material Cost Impact	100%	100%	100%	100%	100%	100%	100%
Admin Cost Impact	100%	100%	100%	100%	100%	100%	100%
Productivity Impact	100%	100%	100%	100%	100%	100%	100%
Awareness Impact	100%	100%	100%	100%	100%	100%	100%
Accessibility Impact	100%	100%	100%	100%	100%	100%	100%

Annual Report

Annual Report

Ferris

F128187

Round: 0
Dec. 31, 2021

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

Cash	\$5,602	
Account Receivable	\$3,353	
Inventory	\$2,352	
Total Current Assets		\$11,307

Plant & Equipment

Accumulated Depreciation	(\$4,800)	
Total Fixed Assets		\$9,600
Total Assets		\$20,907

LIABILITIES & OWNERS

EQUITY

Accounts Payable	\$2,853	
Current Debt	\$0	
Long Term Debt	\$5,200	
Total Liabilities		\$8,053

Common Stock

Retained Earnings	\$10,531	
Total Equity		\$12,854
Total Liab. & O. Equity		\$20,907

Cash Flow Statement

The **Cash Flow Statement** examines what happened in the Cash Account during the year. Cash injections appear as positive numbers and cash withdrawals as negative numbers. The Cash Flow Statement is an excellent tool for diagnosing emergency loans. When negative cash flows exceed positives, you are forced to seek emergency funding. For example, if sales are bad and you find yourself carrying an abundance of excess inventory, the report would show the increase in inventory as a huge negative cash flow. Too much unexpected inventory could outstrip your inflows, exhaust your starting cash and force you to beg for money to keep your company afloat.

Cash Flows from Operating Activities

Net Income(Loss)	\$2,494
Depreciation	\$960
Extraordinary gains/losses/writeoffs	\$0
Accounts Payable	\$853
Inventory	(\$2,352)
Accounts Receivable	\$3,647
Net cash from operation	\$5,602

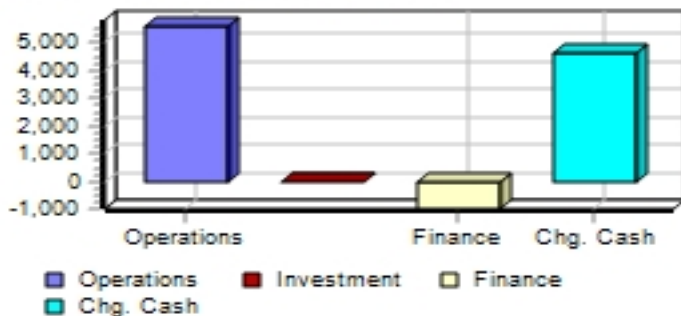
Cash Flows from Investing Activities

Plant Improvements	\$0
--------------------	-----

Cash Flows from Financing Activities

Dividends paid	(\$1,000)
Sales of common stock	\$0
Purchase of common stock	\$0
Cash from long term debt	\$0
Retirement of long term debt	\$0
Change in current debt(net)	\$0
Net cash from financing activities	(\$1,000)
Net change in cash position	\$4,602
Closing cash position	\$5,602

Cash Flow Summary Ferris F128187

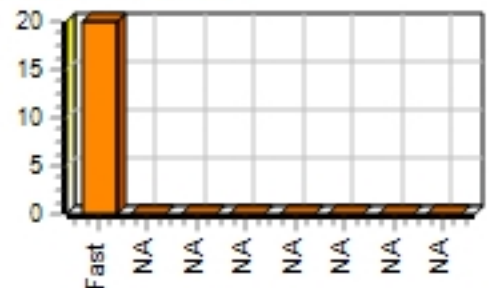


2021 Income Statement

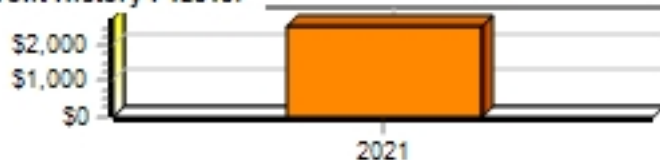
(Product Name)	Fast								2021 Total	Common Size
Sales	\$40,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,800	100.0%
Variable Costs:										
Direct Labor	\$12,138	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,138	29.8%
Direct Material	\$20,227	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,227	49.6%
Inventory Carry	\$282	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$282	0.7%
Total Variable	\$32,647	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32,647	80.0%
Contribution Margin	\$8,153	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,153	20.0%
Period Costs:										
Depreciation	\$960	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$960	2.4%
SG&A: R&D	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Promotions	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	2.5%
Sales	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	2.5%
Admin	\$637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$637	1.6%
Total Period	\$3,597	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,597	8.8%
Net Margin	\$4,556	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,556	11.2%

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.

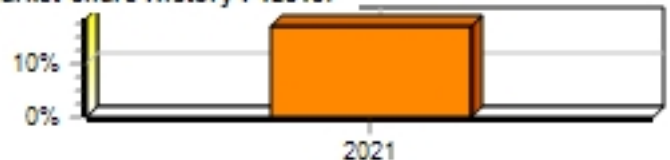
Other	\$0	0.0%
EBIT	\$4,556	11.2%
Short Term Interest	\$0	0.0%
Long Term Interest	\$641	1.6%
Taxes	\$1,370	3.4%
Profit Sharing	\$51	0.1%
Net Profit	\$2,494	6.1%

Variable Margins
2021 Ferris F128187

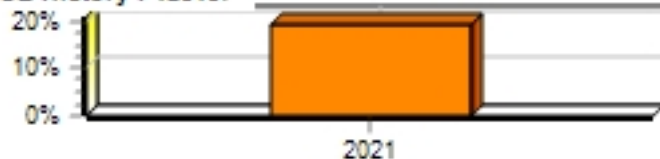
Profit History F128187



Market Share History F128187



ROE History F128187



Asset Turnover History F128187



ROS History F128187



ROA History F128187

