

Round: 6
Dec. 31,
2024

Foundation® FastTrack

F96767

Andrews

Bea Dinsmore
Maggie Gao
Victoria Henderson
Gabby Rahimian

Baldwin

Stephen Fong
Elizabeth GuzmanDeA
Isabel Potter
Kavina Shah
Nils Veidis

Chester

Stephan Min
Layly Roodsari
ClarissaMarie Santi
Naman Shakrani
Elaine You

Digby

Tushar Jain
Aashika Jhawar
Lauren Jones
David Lyu
Nicole Zhu

Erie

Noah Araya
Lizbeth CosioVazque
Alex Gourde
Vanessa Kayombya
Grace Zhang

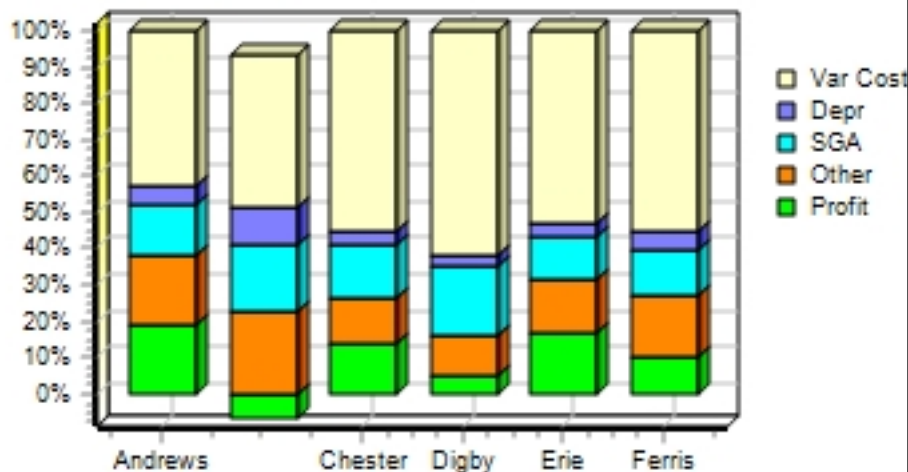
Ferris

Ethan Barnhart
Baljot Kaur
Shahrukh Shaikh
YvetteYsabel Yao

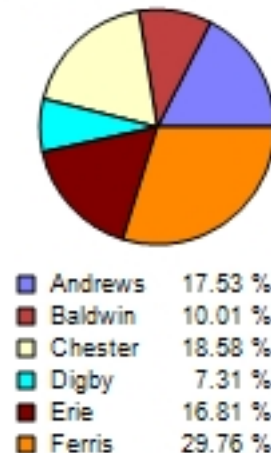
Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	20.0%	-9.5%	14.2%	5.4%	17.7%	10.5%
Asset Turnover	0.80	0.38	1.35	1.36	1.12	1.10
ROA	15.9%	-3.6%	19.2%	7.4%	19.8%	11.5%
Leverage	1.3	2.0	1.2	1.4	1.2	2.2
ROE	21.4%	-7.4%	23.8%	10.6%	23.0%	25.1%
Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$6,583,534
Sales	\$96,514,400	\$55,085,681	\$102,259,861	\$40,227,098	\$92,536,409	\$163,790,213
EBIT	\$33,119,789	(\$1,841,427)	\$23,745,466	\$4,290,226	\$26,458,302	\$35,550,371
Profits	\$19,281,693	(\$5,230,373)	\$14,548,909	\$2,177,792	\$16,399,591	\$17,152,638
Cumulative Profit	\$54,309,948	\$27,035,465	\$50,878,310	\$5,388,892	\$56,542,357	\$73,910,348
SG&A / Sales	14.8%	25.6%	14.8%	20.3%	12.9%	13.2%
Contrib. Margin %	54.8%	41.5%	41.9%	34.3%	45.2%	41.4%

Percent of Sales F96767



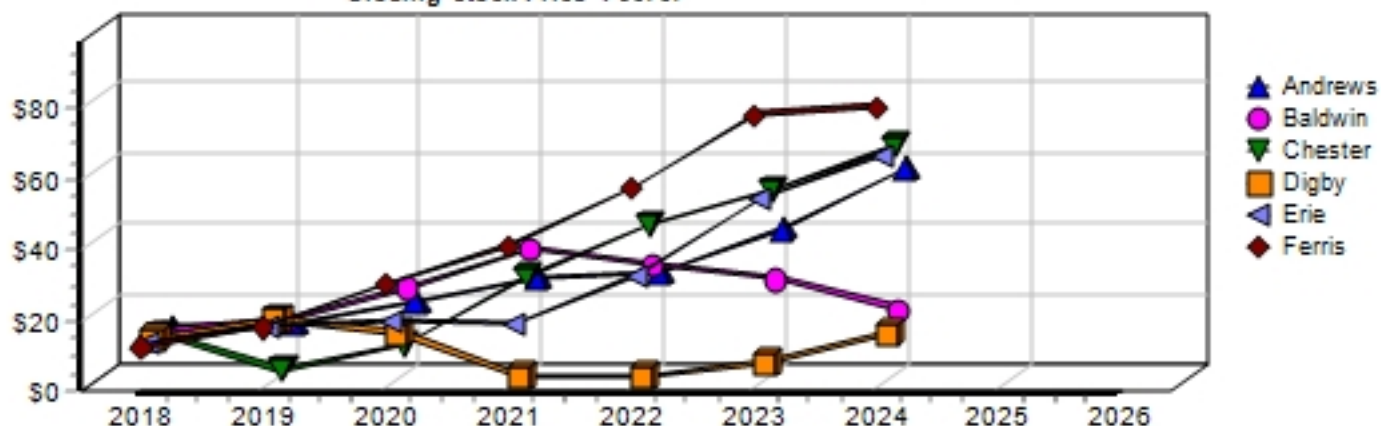
\$ Market Share F96767



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value	EPS	Dividend	Yield	P/E
Andrews	\$56.41	\$16.83	3,093,065	\$174	\$29.19	\$6.23	\$0.00	0.0%	9.1
Baldwin	\$18.04	(\$7.73)	3,403,207	\$61	\$20.81	(\$1.54)	\$0.00	0.0%	-11.8
Chester	\$64.70	\$12.21	2,000,000	\$129	\$30.62	\$7.27	\$0.00	0.0%	8.9
Digby	\$12.97	\$8.61	2,468,534	\$32	\$8.31	\$0.88	\$0.00	0.0%	14.7
Erie	\$64.41	\$12.02	2,400,000	\$155	\$29.74	\$6.83	\$0.00	0.0%	9.4
Ferris	\$79.23	\$2.32	1,788,196	\$142	\$38.29	\$9.59	\$2.00	2.5%	8.3

Closing Stock Price F96767



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	10.0S2029	\$2,480,000	9.6%	104.29	AAA	Digby	12.8S2033	\$5,000,000	10.6%	120.73	AA
	10.4S2030	\$5,514,000	9.7%	106.75	AAA						
	10.3S2031	\$2,000,000	9.6%	107.07	AAA	Erie	10.0S2029	\$2,450,698	9.4%	106.32	AAA
	11.1S2032	\$10,000,000	9.9%	112.22	AAA		9.6S2030	\$4,877,000	9.1%	105.48	AAA
	10.2S2033	\$5,000,000	9.5%	107.83	AAA	Ferris	10.0S2029	\$2,480,000	10.7%	93.83	CCC
Baldwin	8.7S2031	\$8,000,000	9.9%	87.87	B		10.1S2030	\$5,493,000	10.8%	93.36	CCC
	8.9S2033	\$10,000,000	10.2%	86.86	B		10.2S2031	\$8,084,000	11.0%	93.09	CCC
	9.0S2034	\$49,130,000	10.4%	86.62	B		10.3S2032	\$14,890,000	11.1%	92.97	CCC
							10.9S2033	\$14,100,000	11.4%	95.69	CCC
Chester	10.8S2031	\$4,000,000	9.7%	111.22	AAA		10.7S2034	\$25,087,000	11.3%	94.28	CCC
	9.5S2032	\$2,500,000	9.0%	105.06	AAA						
	9.2S2033	\$500,000	8.9%	103.66	AAA						
	8.7S2034	\$5,000	8.6%	100.65	AAA						

Next Year's Prime Rate 7.00%

Financial Summary

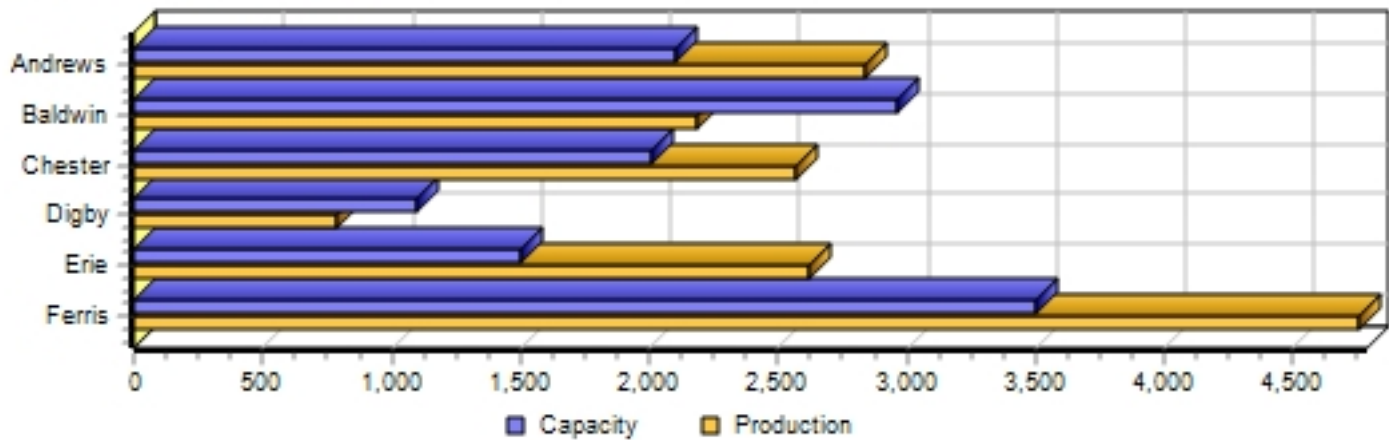


F96767

Round: 6
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Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	\$19,282	(\$5,230)	\$14,549	\$2,178	\$16,400	\$17,153
Adjustment for non-cash items:						
Depreciation	\$5,427	\$8,131	\$3,948	\$1,320	\$3,267	\$9,248
Extraordinary gains/losses/writeoffs	\$0	\$0	\$0	\$0	\$102	\$0
Changes in current assets and liabilities						
Accounts payable	\$1,219	\$1,213	\$1,302	\$722	\$700	(\$1,063)
Inventory	(\$614)	(\$17,056)	\$143	\$7,227	\$1,309	(\$9,265)
Accounts Receivable	(\$2,330)	(\$742)	(\$2,023)	(\$113)	(\$116)	(\$8,155)
Net cash from operations	\$22,983	(\$13,684)	\$17,919	\$11,333	\$21,662	\$7,918
Cash flows from investing activities						
Plant improvements(net)	(\$1,600)	(\$29,360)	(\$4,200)	\$0	(\$1,600)	(\$32,021)
Cash flows from financing activities						
Dividends paid	\$0	\$0	\$0	\$0	\$0	(\$3,576)
Sales of common stock	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of common stock	\$0	\$0	\$0	\$0	\$0	(\$7,237)
Cash from long term debt issued	\$0	\$49,130	\$5	\$0	\$0	\$25,087
Early retirement of long term debt	\$0	\$0	\$0	\$0	(\$2,600)	\$0
Retirement of current debt	\$0	(\$4,870)	\$0	(\$4,809)	\$0	\$0
Cash from current debt borrowing	\$0	\$0	\$0	\$0	\$0	\$0
Cash from emergency loan	\$0	\$0	\$0	\$0	\$0	\$6,584
Net cash from financing activities	\$0	\$44,260	\$5	(\$4,809)	(\$2,600)	\$20,857
Net change in cash position	\$21,383	\$1,216	\$13,724	\$6,524	\$17,462	(\$3,246)
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$52,162	\$1,216	\$20,658	\$6,524	\$46,430	\$0
Accounts Receivable	\$10,577	\$6,791	\$8,405	\$3,306	\$7,606	\$26,924
Inventory	\$2,991	\$30,527	\$7,450	\$10,287	\$293	\$11,847
Total Current Assets	\$65,730	\$38,534	\$36,513	\$20,118	\$54,329	\$38,772
Plant and equipment	\$81,400	\$139,562	\$59,220	\$19,800	\$49,000	\$143,226
Accumulated Depreciation	(\$26,227)	(\$34,420)	(\$20,089)	(\$10,320)	(\$20,573)	(\$32,787)
Total Fixed Assets	\$55,173	\$105,142	\$39,131	\$9,480	\$28,427	\$110,439
Total Assets	\$120,903	\$143,676	\$75,644	\$29,598	\$82,756	\$149,211
Accounts Payable	\$3,008	\$3,126	\$4,800	\$1,477	\$4,059	\$1,422
Current Debt	\$2,600	\$2,600	\$2,600	\$2,600	\$0	\$9,184
Long Term Debt	\$24,994	\$67,130	\$7,005	\$5,000	\$7,328	\$70,134
Total Liabilities	\$30,602	\$72,856	\$14,405	\$9,077	\$11,386	\$80,740
Common Stock	\$29,485	\$35,748	\$2,323	\$9,323	\$6,790	\$1,776
Retained Earnings	\$60,817	\$35,072	\$58,915	\$11,197	\$64,579	\$66,694
Total Equity	\$90,302	\$70,821	\$61,238	\$20,520	\$71,369	\$68,470
Total Liabilities & Owners Equity	\$120,903	\$143,676	\$75,644	\$29,598	\$82,756	\$149,211
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$96,514	\$55,086	\$102,260	\$40,227	\$92,536	\$163,790
Variable Costs(Labor,Material,Carry)	\$43,654	\$32,241	\$59,443	\$26,434	\$50,725	\$95,984
Depreciation	\$5,427	\$8,131	\$3,948	\$1,320	\$3,267	\$9,248
SGA(R&D,Promo,Sales,Admin)	\$14,314	\$14,099	\$15,124	\$8,183	\$11,945	\$21,645
Other(Fees,Writeoffs,TQM,Bonuses)	\$0	\$2,457	\$0	\$0	\$141	\$1,363
EBIT	\$33,120	(\$1,841)	\$23,745	\$4,290	\$26,458	\$35,550
Interest(Short term,Long term)	\$2,850	\$6,205	\$906	\$871	\$713	\$8,623
Taxes	\$10,594	(\$2,816)	\$7,994	\$1,197	\$9,011	\$9,425
Profit Sharing	\$394	\$0	\$297	\$44	\$335	\$350
Net Profit	\$19,282	(\$5,230)	\$14,549	\$2,178	\$16,400	\$17,153

Production Vs. Capacity F96767



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	Automation Next Round	Capacity Next Round	Plant Utiliz.
Able	Low	1,883	0	12/19/2025	3.3	17600	7.1	12.9	\$29.40	\$9.11	\$1.42	62%	82%	10.0	1,000	181%
Apple	High	670	50	8/17/2024	1.8	19100	11.0	8.9	\$39.60	\$16.75	\$3.50	51%	0%	8.0	700	92%
Acorn	High	318	68	7/4/2024	0.5	20000	11.8	8.3	\$46.00	\$18.30	\$11.54	33%	100%	2.0	400	96%
Baker	Low	965	533	2/13/2022	5.9	16000	6.9	13.5	\$25.00	\$7.92	\$1.18	54%	0%	10.0	1,872	37%
Bread	High	688	937	10/7/2024	1.2	21000	11.2	8.6	\$45.00	\$17.78	\$9.32	32%	37%	6.0	1,195	136%
Brick		0	0	8/17/2025	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	4.0	800	0%
Cake	Low	1,531	0	1/15/2024	3.3	20000	6.8	13.2	\$33.00	\$9.28	\$3.15	61%	30%	9.0	960	129%
Cookie	High	660	53	6/25/2023	2.4	19000	10.9	9.1	\$42.00	\$16.45	\$13.25	27%	9%	2.0	550	108%
Coffee	High	559	175	4/3/2024	0.7	17000	11.6	8.4	\$43.00	\$17.12	\$15.79	20%	100%	2.0	800	147%
Daze	High	400	386	11/25/2024	1.7	21000	11.1	8.7	\$43.00	\$17.59	\$10.74	31%	0%	3.0	600	50%
Dazzle	Low	720	0	7/26/2024	1.4	18000	7.3	12.7	\$32.00	\$9.59	\$10.74	37%	0%	3.0	500	99%
Eat	Low	1,989	20	6/27/2025	4.1	20000	6.9	13.0	\$31.00	\$9.55	\$4.28	54%	75%	8.0	1,100	173%
Eaten	High	718	0	10/3/2024	1.2	23000	11.5	8.5	\$43.00	\$18.74	\$12.94	28%	81%	3.0	400	179%
Fast	Low	1,627	400	8/10/2025	5.1	20000	6.5	13.5	\$30.00	\$8.73	\$1.24	63%	9%	10.0	1,701	109%
Faster	High	962	38	5/18/2024	1.5	23000	11.1	8.9	\$42.50	\$18.01	\$9.95	33%	37%	5.0	732	137%
Fear	High	933	67	9/15/2024	1.1	22000	11.6	8.4	\$43.50	\$18.62	\$11.70	31%	62%	5.0	618	162%
Feast	High	756	154	2/21/2025	1.8	21500	10.4	9.5	\$44.30	\$16.38	\$12.25	33%	100%	7.5	705	200%
First		0	0	4/22/2025	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	450	0%

Low Tech Statistics

Total Industry Unit Demand 8,929
Actual Industry Unit Sales |8,929
Segment % of Total Industry |58.1%

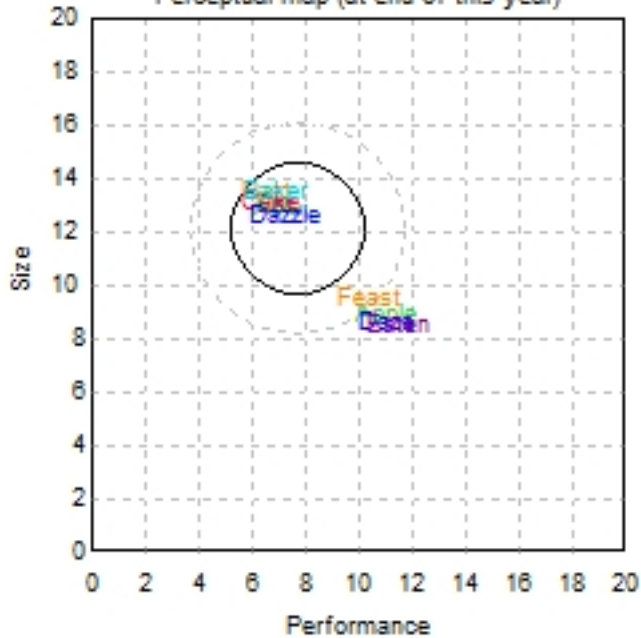
Next Year's Segment Growth Rate |10.0%

Low Tech Customer Buying Criteria

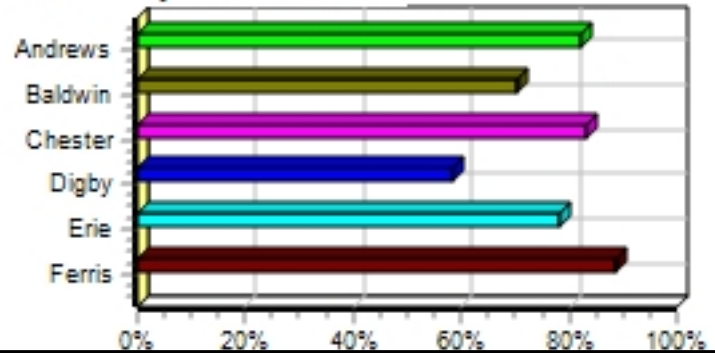
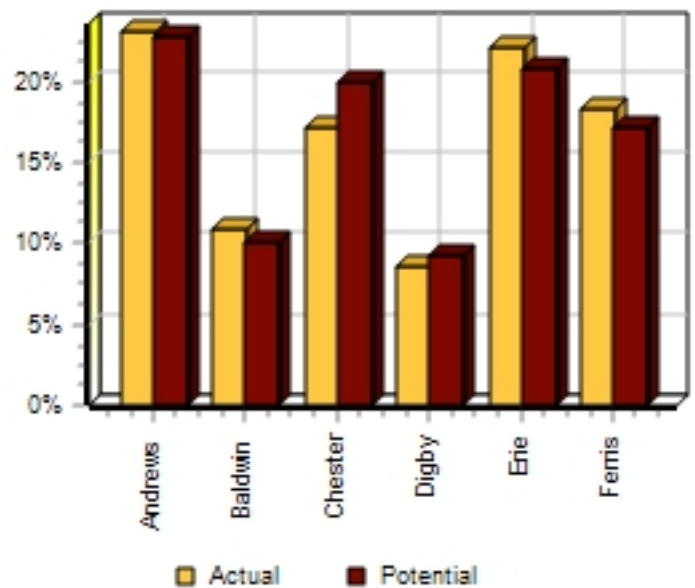
	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmm 7.8 Size 12.2	9%

Perceptual Map for Low Tech

Perceptual map (at end of this year)



Accessibility F96767 Low Tech

Actual vs Potential Market Share
2024 F96767 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
Eat	22%	1,978	6/27/2025		6.9	13.0	\$31.00	20000	4.10	\$1,400	100%	\$2,500	78%	34
Able	21%	1,852	12/19/2025	YES	7.1	12.9	\$29.40	17600	3.29	\$1,500	100%	\$2,000	82%	37
Fast	18%	1,627	8/10/2025		6.5	13.5	\$30.00	20000	5.08	\$1,400	100%	\$2,900	89%	26
Cake	17%	1,529	1/15/2024	YES	6.8	13.2	\$33.00	20000	3.28	\$1,400	100%	\$3,000	83%	37
Baker	11%	965	2/13/2022		6.9	13.5	\$25.00	16000	5.92	\$2,300	100%	\$2,800	70%	16
Dazzle	8%	707	7/26/2024	YES	7.3	12.7	\$32.00	18000	1.40	\$1,000	74%	\$2,000	59%	17
Apple	2%	208	8/17/2024		11.0	8.9	\$39.60	19100	1.79	\$1,500	100%	\$1,250	82%	0
Daze	1%	59	11/25/2024		11.1	8.7	\$43.00	21000	1.68	\$1,000	79%	\$2,000	59%	0
Feast	0%	4	2/21/2025		10.4	9.5	\$44.30	21500	1.77	\$2,500	98%	\$1,500	89%	0
Eaten	0%	1	10/3/2024	YES	11.5	8.5	\$43.00	23000	1.20	\$2,250	100%	\$2,000	78%	0

High Tech Statistics

Total Industry Unit Demand 6,450
Actual Industry Unit Sales |6,450
Segment % of Total Industry |41.9%

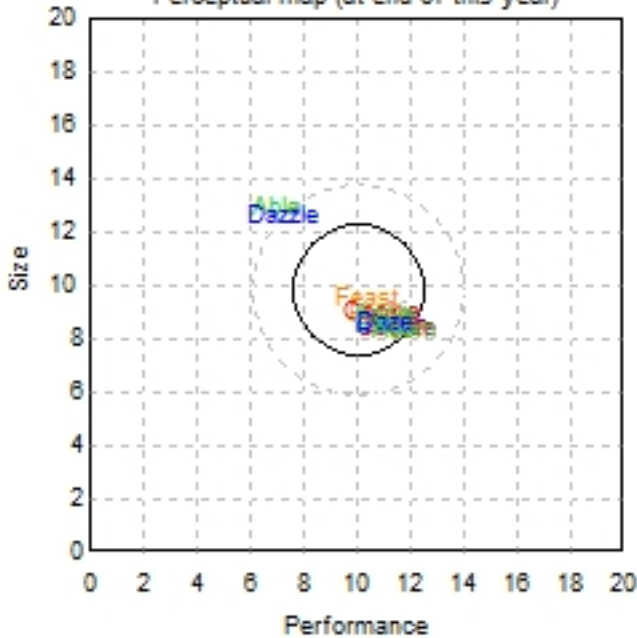
Next Year's Segment Growth Rate |20.0%

High Tech Customer Buying Criteria

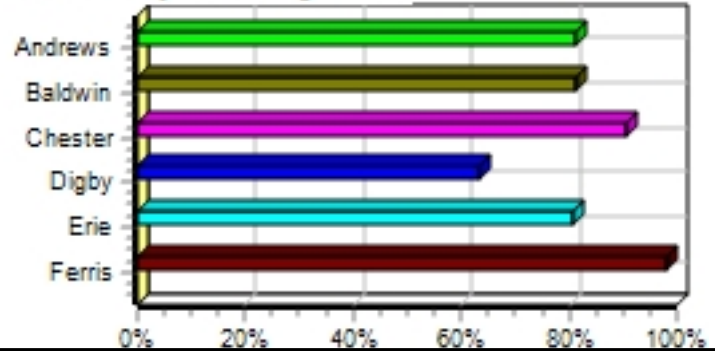
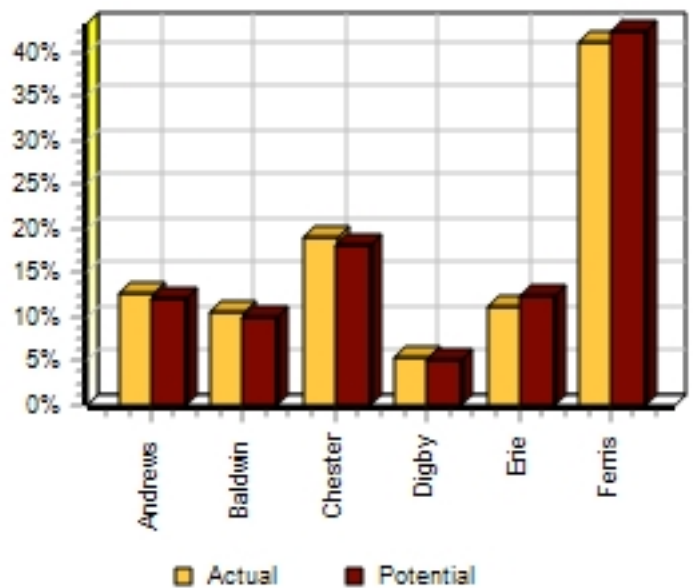
	Expectations	Importance
1. Ideal Position	Pfmn 11.6 Size 8.4	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%

Perceptual Map for High Tech

Perceptual map (at end of this year)



Accessibility F96767 High Tech

Actual vs Potential Market Share
2024 F96767 High Tech

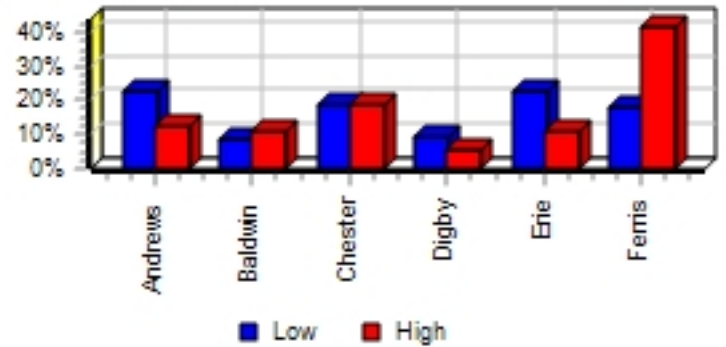
Top Products in High Tech Segment

Name	Market Share	Units Sold to Seg	Revision Date	Stock Out	Pfmn Coord	Size Coord	List Price	MTBF	Age Dec.31	Promo Budget	Cust. Awareness	Sales Budget	Cust. Accessibility	Dec. Cust Survey
Faster	15%	962	5/18/2024		11.1	8.9	\$42.50	23000	1.49	\$1,400	100%	\$1,400	98%	48
Fear	14%	933	9/15/2024		11.6	8.4	\$43.50	22000	1.12	\$1,400	93%	\$1,500	98%	51
Feast	12%	753	2/21/2025		10.4	9.5	\$44.30	21500	1.77	\$2,500	98%	\$1,500	98%	28
Eaten	11%	717	10/3/2024	YES	11.5	8.5	\$43.00	23000	1.20	\$2,250	100%	\$2,000	81%	49
Bread	11%	688	10/7/2024		11.2	8.6	\$45.00	21000	1.18	\$3,000	100%	\$2,500	81%	43
Cookie	10%	660	6/25/2023		10.9	9.1	\$42.00	19000	2.37	\$1,400	100%	\$1,500	91%	24
Coffee	9%	559	4/3/2024		11.6	8.4	\$43.00	17000	0.74	\$2,500	74%	\$3,000	91%	38
Apple	7%	461	8/17/2024		11.0	8.9	\$39.60	19100	1.79	\$1,500	100%	\$1,250	81%	33
Daze	5%	341	11/25/2024		11.1	8.7	\$43.00	21000	1.68	\$1,000	79%	\$2,000	63%	29
Acorn	5%	318	7/4/2024		11.8	8.3	\$46.00	20000	0.49	\$2,500	74%	\$1,250	81%	36
Able	0%	31	12/19/2025	YES	7.1	12.9	\$29.40	17600	3.29	\$1,500	100%	\$2,000	81%	0
Dazzle	0%	13	7/26/2024	YES	7.3	12.7	\$32.00	18000	1.40	\$1,000	74%	\$2,000	63%	0

Units Sold vs Demand Chart F96767



Market Share F96767



Actual Market Share in Units

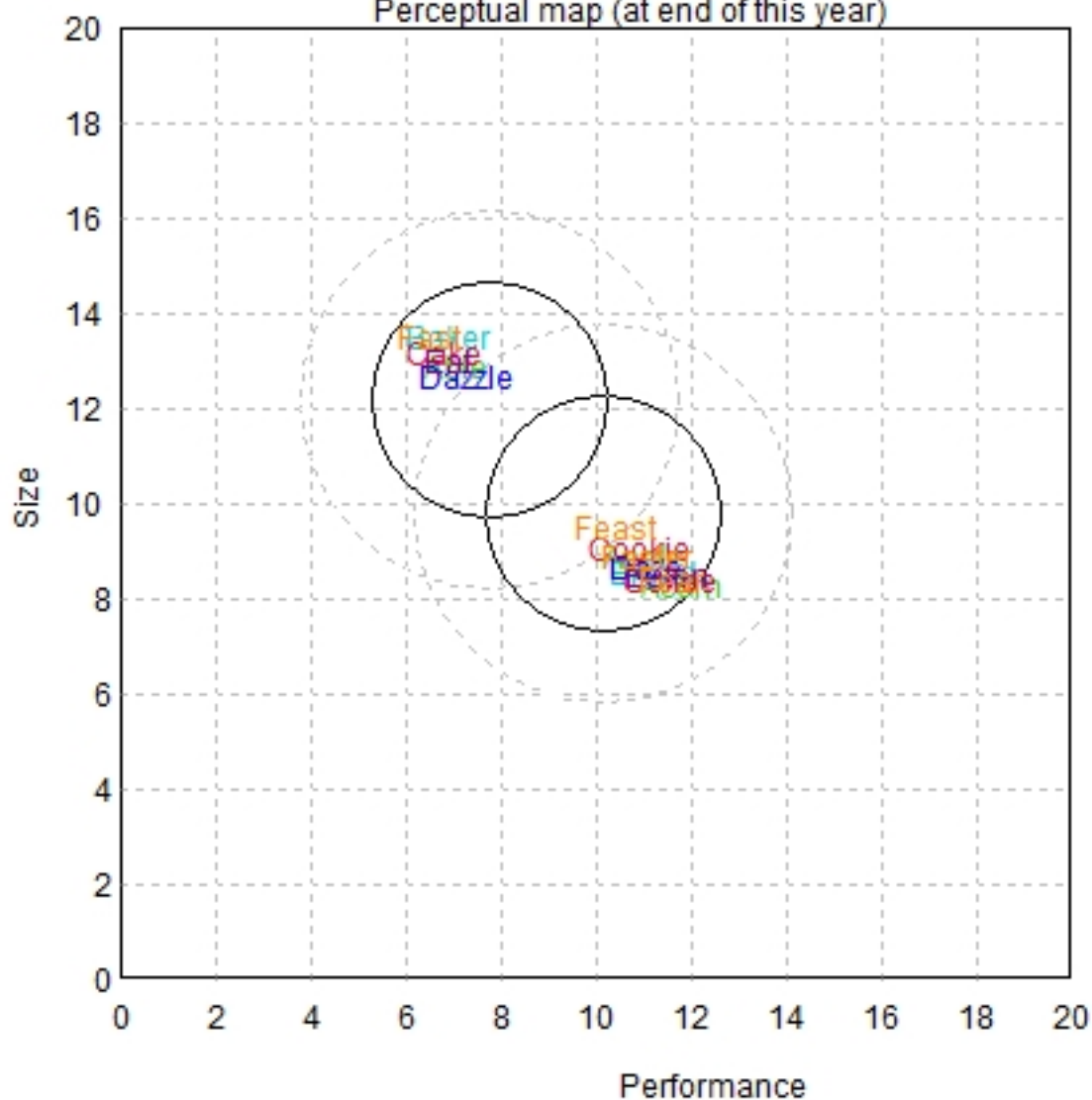
	Low	High	Total
Industry Unit Sales	8,929	6,450	15,378
% of Market	58.1%	41.9%	100.0%
Able	20.7%	0.5%	12.2%
Apple	2.3%	7.1%	4.3%
Acorn		4.9%	2.1%
Total	23.1%	12.6%	18.7%
Baker	10.8%		6.3%
Bread		10.7%	4.5%
Total	10.8%	10.7%	10.8%
Cake	17.1%		10.0%
Cookie		10.2%	4.3%
Coffee		8.7%	3.6%
Total	17.1%	18.9%	17.9%
Daze	0.7%	5.3%	2.6%
Dazzle	7.9%	0.2%	4.7%
Total	8.6%	5.5%	7.3%
Eat	22.1%	0.2%	12.9%
Eaten		11.1%	4.7%
Total	22.2%	11.3%	17.6%
Fast	18.2%		10.6%
Faster		14.9%	6.3%
Fear		14.5%	6.1%
Feast		11.7%	4.9%
Total	18.3%	41.1%	27.8%

Potential Market Share in Units

	Low	High	Total
Units Demanded	8,929	6,450	15,378
% of Market	58.1%	41.9%	100.0%
Able	20.4%	0.4%	12.0%
Apple	2.3%	6.8%	4.2%
Acorn		4.9%	2.0%
Total	22.7%	12.1%	18.3%
Baker	10.1%		5.9%
Bread		9.9%	4.2%
Total	10.1%	9.9%	10.1%
Cake	20.0%		11.6%
Cookie		9.6%	4.0%
Coffee		8.4%	3.5%
Total	20.0%	18.0%	19.2%
Daze	0.6%	4.9%	2.4%
Dazzle	8.6%	0.2%	5.1%
Total	9.3%	5.1%	7.5%
Eat	20.7%	0.2%	12.1%
Eaten		12.2%	5.1%
Total	20.7%	12.4%	17.2%
Fast	17.1%		9.9%
Faster		15.9%	6.7%
Fear		14.5%	6.1%
Feast		12.0%	5.0%
Total	17.1%	42.4%	27.7%

Perceptual Map for All Segments

Perceptual map (at end of this year)

**Andrews**

Name	Pfmn	Size	Revised
Able	7.1	12.9	12/19/2025
Apple	11.0	8.9	8/17/2024
Acorn	11.8	8.3	7/4/2024

Baldwin

Name	Pfmn	Size	Revised
Baker	6.9	13.5	2/13/2022
Bread	11.2	8.6	10/7/2024

Chester

Name	Pfmn	Size	Revised
Cake	6.8	13.2	1/15/2024
Cookie	10.9	9.1	6/25/2023
Coffee	11.6	8.4	4/3/2024

Digby

Name	Pfmn	Size	Revised
Daze	11.1	8.7	11/25/2024
Dazzle	7.3	12.7	7/26/2024

Erie

Name	Pfmn	Size	Revised
Eat	6.9	13.0	6/27/2025
Eaten	11.5	8.5	10/3/2024

Ferris

Name	Pfmn	Size	Revised
Fast	6.5	13.5	8/10/2025
Faster	11.1	8.9	5/18/2024
Fear	11.6	8.4	9/15/2024
Feast	10.4	9.5	2/21/2025

HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	142	234	357	146	257	533
Complement	142	234	357	146	257	533
1st Shift Complement	93	175	250	146	144	340
2nd Shift Complement	49	59	107	0	113	193
Overtime Percent	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%
Turnover Rate	6.3%	6.2%	8.5%	9.8%	6.6%	6.0%
New Employees	81	86	164	89	57	32
Separated Employees	0	0	0	0	0	8
Recruiting Spend	\$5,000	\$5,000	\$250	\$0	\$3,000	\$5,000
Training Hours	80	80	40	0	80	80
Productivity Index	118.3%	120.3%	100.0%	100.0%	120.7%	122.6%
Recruiting Cost	\$485	\$519	\$205	\$89	\$228	\$191
Separation Cost	\$0	\$0	\$0	\$0	\$0	\$40
Training Cost	\$227	\$374	\$286	\$0	\$411	\$853
Total HR Admin Cost	\$713	\$893	\$491	\$89	\$639	\$1,084
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

Erie

F96767

Round: 6
Dec. 31, 2024

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.

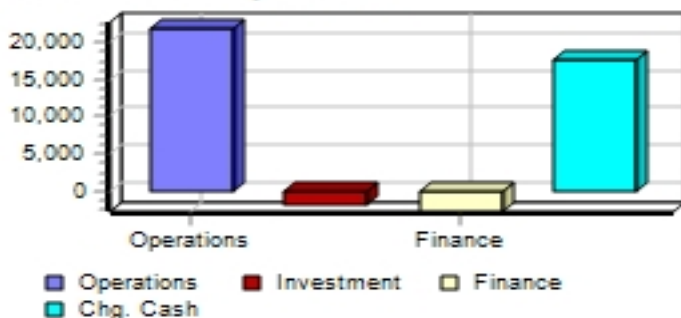
ASSETS		2024 Common Size	2023
Cash	\$46,430	56.1%	\$28,969
Account Receivable	\$7,606	9.2%	\$7,490
Inventory	\$293	0.4%	\$1,602
Total Current Assets	\$54,329	65.6%	\$38,061
Plant & Equipment	\$49,000	59.2%	\$47,400
Accumulated Depreciation	(\$20,573)	-24.9%	(\$17,307)
Total Fixed Assets	\$28,427	34.4%	\$30,093
Total Assets	\$82,756	100.0%	\$68,154
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$4,059	4.9%	\$3,358
Current Debt	\$0	0.0%	\$0
Long Term Debt	\$7,328	8.9%	\$9,826
Total Liabilities	\$11,387	13.8%	\$13,184
Common Stock	\$6,790	8.2%	\$6,790
Retained Earnings	\$64,579	78.0%	\$48,180
Total Equity	\$71,369	86.2%	\$54,970
Total Liab. & O. Equity	\$82,756	100.0%	\$68,154

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	2024	2023
Net Income(Loss)	\$16,400	\$17,005
Depreciation	\$3,267	\$3,160
Extraordinary gains/losses/writeoffs	\$102	\$0
Accounts Payable	\$700	(\$98)
Inventory	\$1,309	\$8,381
Accounts Receivable	(\$116)	(\$1,512)
Net cash from operation	\$21,662	\$26,936
Cash Flows from Investing Activities		
Plant Improvements	(\$1,600)	(\$1,400)
Cash Flows from Financing Activities		
Dividends paid	\$0	\$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	(\$2,600)	\$0
Change in current debt(net)	\$0	\$0
Net cash from financing activities	(\$2,600)	\$0
Net change in cash position	\$17,462	\$25,536
Closing cash position	\$46,430	\$28,969

Cash Flow Summary Erie F96767

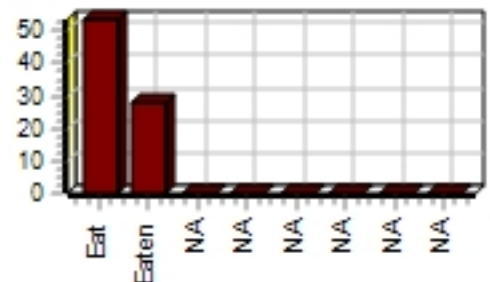


2024 Income Statement

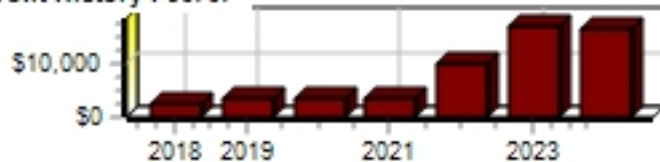
(Product Name)	Eat	Eaten							2024 Total	Common Size
Sales	\$61,668	\$30,868	\$0	\$0	\$0	\$0	\$0	\$0	\$92,536	100.0%
Variable Costs:										
Direct Labor	\$8,508	\$9,289	\$0	\$0	\$0	\$0	\$0	\$0	\$17,797	19.2%
Direct Material	\$20,068	\$12,824	\$0	\$0	\$0	\$0	\$0	\$0	\$32,893	35.5%
Inventory Carry	\$35	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35	0.0%
Total Variable	\$28,612	\$22,113	\$0	\$0	\$0	\$0	\$0	\$0	\$50,725	54.8%
Contribution Margin	\$33,056	\$8,755	\$0	\$0	\$0	\$0	\$0	\$0	\$41,811	45.2%
Period Costs:										
Depreciation	\$2,787	\$480	\$0	\$0	\$0	\$0	\$0	\$0	\$3,267	3.5%
SG&A: R&D	\$1,000	\$768	\$0	\$0	\$0	\$0	\$0	\$0	\$1,768	1.9%
Promotions	\$1,400	\$2,250	\$0	\$0	\$0	\$0	\$0	\$0	\$3,650	3.9%
Sales	\$2,500	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$4,500	4.9%
Admin	\$1,351	\$676	\$0	\$0	\$0	\$0	\$0	\$0	\$2,027	2.2%
Total Period	\$9,038	\$6,174	\$0	\$0	\$0	\$0	\$0	\$0	\$15,212	16.4%
Net Margin	\$24,019	\$2,580	\$0	\$0	\$0	\$0	\$0	\$0	\$26,599	28.7%

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	\$141	0.2%
EBIT	\$26,458	28.6%
Short Term Interest	\$0	0.0%
Long Term Interest	\$713	0.8%
Taxes	\$9,011	9.7%
Profit Sharing	\$335	0.4%
Net Profit	\$16,400	17.7%

Variable Margins
2024 Erie F96767

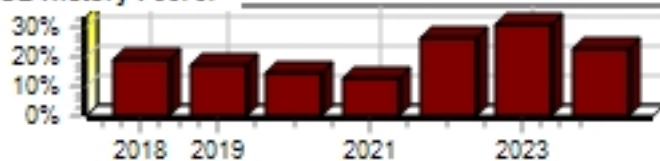
Profit History F96767



Market Share History F96767



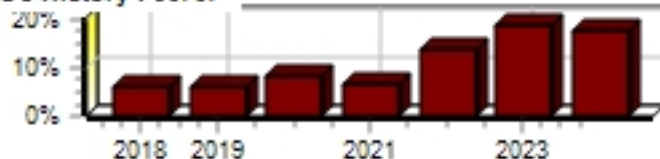
ROE History F96767



Asset Turnover History F96767



ROS History F96767



ROA History F96767

