

Round: 5
Dec. 31,
2023

Foundation® FastTrack

F96780

Andrews

Manny Atwal
 Abraham Aznauryan
 Evelyn Chan
 Wanshu Du
 Alyssa Suzukawa

Baldwin

Noah August
 Max Banister
 Rebecca Li
 Warner Tsang

Chester

Warren Gu
 Camilla Leonard
 Theodore Rosenfeld
 Ravi Siripuram
 Izzy VanOppen

Digby

Calvin Ko
 Jasmine Lai
 Rachel Lau
 Amy Tran
 Kevin Yi

Erie

Mamsell Arteaga
 Valeria Garcia
 Alex Hasley
 Kaitlyn Kang
 Yuna Tae

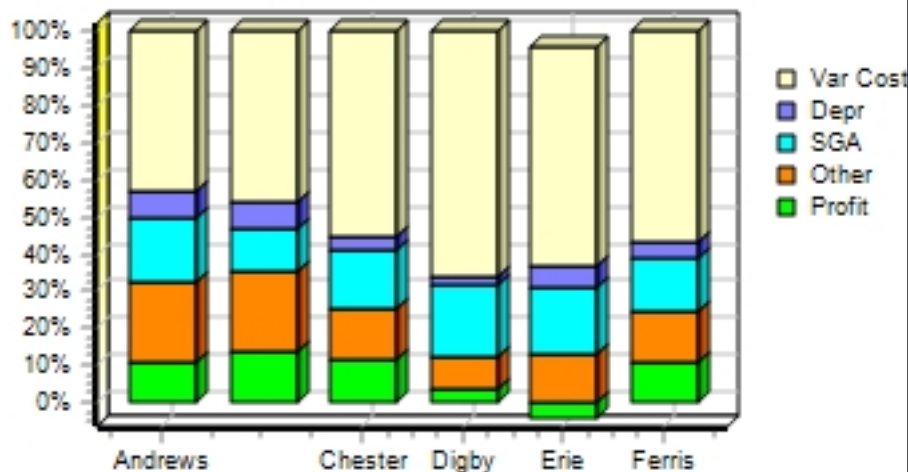
Ferris

Adi Ganapathi
 Christina Lee
 Jessie Lee
 Amy Zhang

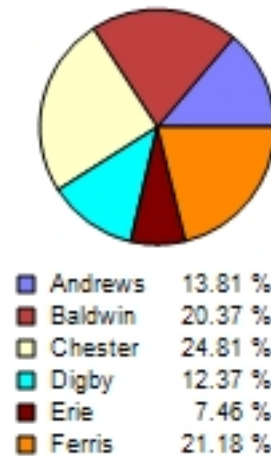
Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	12.3%	15.4%	12.3%	4.2%	-4.8%	11.5%
Asset Turnover	0.79	0.88	1.34	1.84	1.32	1.30
ROA	9.7%	13.6%	16.6%	7.7%	-6.3%	15.0%
Leverage	1.5	1.8	1.4	2.1	25.6	1.4
ROE	14.1%	25.0%	22.5%	16.3%	-162.3%	20.6%
Emergency Loan	\$14,085,789	\$0	\$6,460,495	\$0	\$0	\$4,182,893
Sales	\$65,304,898	\$96,306,498	\$117,304,120	\$58,465,996	\$35,266,572	\$100,144,027
EBIT	\$15,643,765	\$27,938,848	\$24,670,506	\$5,464,745	\$473,536	\$19,648,769
Profits	\$8,025,385	\$14,811,716	\$14,466,862	\$2,451,302	(\$1,692,042)	\$11,498,834
Cumulative Profit	\$42,241,680	\$35,849,448	\$43,977,519	\$3,690,113	(\$9,717,735)	\$41,500,002
SG&A / Sales	20.0%	12.4%	16.4%	20.0%	21.5%	15.1%
Contrib. Margin %	52.1%	49.8%	42.0%	32.0%	31.6%	39.9%

Percent of Sales F96780



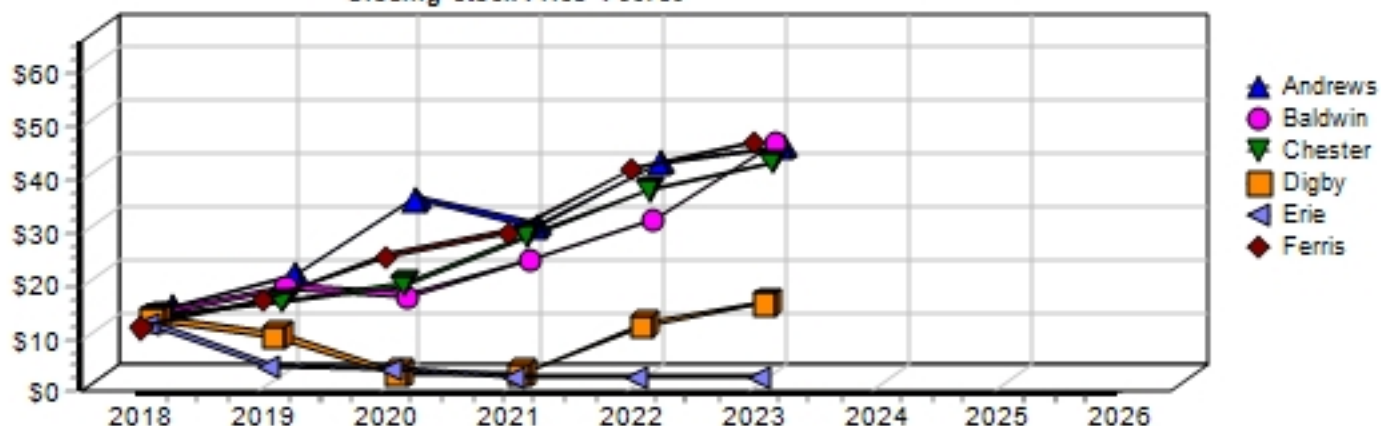
\$ Market Share F96780



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value	EPS	Dividend	Yield	P/E
Andrews	\$41.80	\$3.21	2,162,101	\$90	\$26.41	\$3.71	\$0.00	0.0%	11.3
Baldwin	\$43.09	\$14.52	2,761,170	\$119	\$21.46	\$5.36	\$0.00	0.0%	8.0
Chester	\$40.06	\$4.97	2,994,324	\$120	\$21.48	\$4.83	\$1.00	2.5%	8.3
Digby	\$14.34	\$4.21	2,098,747	\$30	\$7.17	\$1.17	\$0.00	0.0%	12.3
Erie	\$1.00	\$0.00	2,400,000	\$2	\$0.43	(\$0.71)	\$0.00	0.0%	-1.4
Ferris	\$46.39	\$5.00	2,192,296	\$102	\$25.48	\$5.25	\$0.00	0.0%	8.8

Closing Stock Price F96780



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	13.0S2024	\$2,600,000	12.6%	103.39	AA	Digby	13.0S2024	\$2,600,000	12.8%	101.34	CCC
	10.0S2029	\$2,000,000	9.7%	103.11	AA		11.6S2030	\$7,417,000	11.5%	100.46	CCC
	9.7S2033	\$5,000,000	9.5%	102.53	AA		13.2S2031	\$3,168,000	12.2%	108.59	CCC
Baldwin	13.0S2024	\$2,600,000	12.7%	101.99	BB	Erie	13.0S2024	\$2,600,000	13.0%	99.73	DDD
	10.0S2029	\$2,480,000	10.4%	96.60	BB		10.0S2029	\$2,480,000	11.5%	86.92	DDD
	9.5S2030	\$4,877,000	10.1%	93.83	BB		13.3S2033	\$14,170,000	13.3%	100.00	DDD
	9.4S2032	\$17,219,000	10.2%	92.19	BB	Ferris	13.0S2024	\$2,600,000	12.5%	103.67	AA
	11.1S2033	\$18,186,000	10.9%	101.78	BB		10.0S2029	\$1,000,000	9.6%	104.49	AA
Chester	13.0S2024	\$2,600,000	12.5%	103.67	AA		8.8S2033	\$2,500,000	8.9%	98.72	AA
	10.0S2029	\$2,480,000	9.6%	104.49	AA						
	9.8S2030	\$5,100,000	9.4%	104.03	AA						

Next Year's Prime Rate 7.00%

Financial Summary

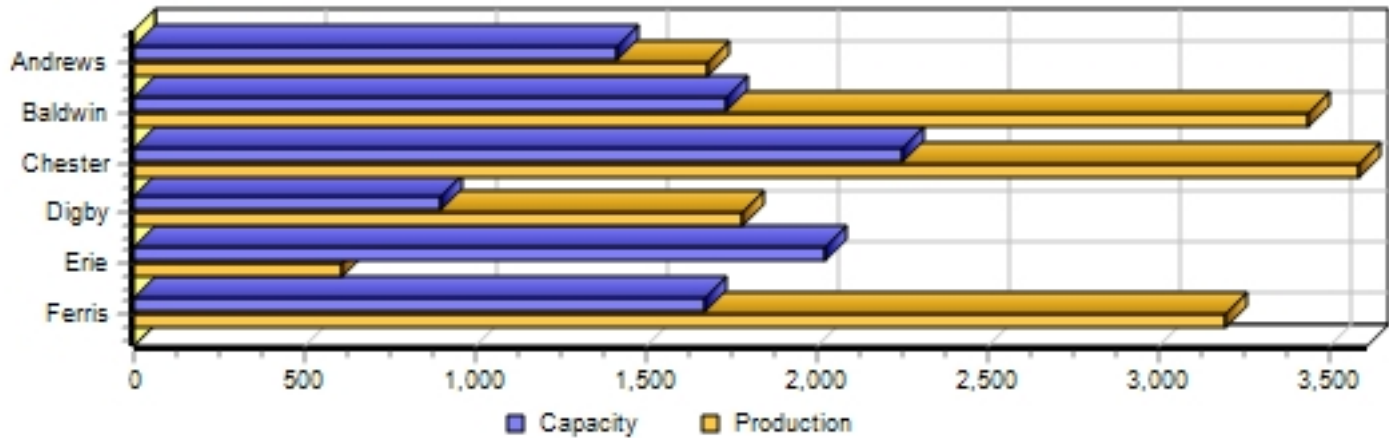


F96780

Round: 5
Dec. 31, 2023

Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	\$8,025	\$14,812	\$14,467	\$2,451	(\$1,692)	\$11,499
Adjustment for non-cash items:						
Depreciation	\$5,070	\$7,001	\$5,267	\$1,467	\$2,352	\$5,113
Extraordinary gains/losses/writeoffs	\$0	\$0	\$0	\$0	\$0	\$0
Changes in current assets and liabilities						
Accounts payable	(\$1,028)	\$1,376	\$2,855	\$550	\$772	\$1,002
Inventory	\$1,563	(\$8,124)	(\$10,871)	(\$3,406)	\$7,847	(\$10,225)
Accounts Receivable	\$1,361	(\$2,245)	(\$2,461)	(\$29)	(\$624)	(\$61)
Net cash from operations	\$14,992	\$12,819	\$9,257	\$1,033	\$8,654	\$7,329
Cash flows from investing activities						
Plant improvements(net)	(\$15,200)	(\$32,350)	(\$18,500)	(\$3,400)	\$0	(\$28,050)
Cash flows from financing activities						
Dividends paid	\$0	\$0	(\$2,994)	\$0	\$0	\$0
Sales of common stock	\$0	\$5,000	\$0	\$1,000	\$400	\$0
Purchase of common stock	\$0	\$0	\$0	\$0	\$0	\$0
Cash from long term debt issued	\$5,000	\$18,186	\$0	\$0	\$14,170	\$2,500
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of current debt	(\$18,878)	(\$6,931)	(\$1,733)	(\$1,733)	(\$26,354)	(\$5,733)
Cash from current debt borrowing	\$0	\$0	\$0	\$0	\$5,093	\$5,000
Cash from emergency loan	\$14,086	\$0	\$6,460	\$0	\$0	\$4,183
Net cash from financing activities	\$208	\$16,255	\$1,733	(\$733)	(\$6,691)	\$5,950
Net change in cash position	\$0	(\$3,276)	(\$7,510)	(\$3,100)	\$1,963	(\$14,772)
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$0	\$9,233	\$0	\$10,542	\$1,963	\$0
Accounts Receivable	\$8,051	\$7,916	\$9,641	\$4,805	\$2,899	\$8,231
Inventory	\$20,358	\$9,956	\$10,871	\$3,517	\$151	\$10,225
Total Current Assets	\$28,409	\$27,105	\$20,512	\$18,865	\$5,013	\$18,456
Plant and equipment	\$76,056	\$105,008	\$88,000	\$22,000	\$35,276	\$76,700
Accumulated Depreciation	(\$21,436)	(\$22,957)	(\$21,179)	(\$9,115)	(\$13,566)	(\$18,327)
Total Fixed Assets	\$54,620	\$82,051	\$66,821	\$12,885	\$21,710	\$58,373
Total Assets	\$83,029	\$109,156	\$87,333	\$31,750	\$26,723	\$76,829
Accounts Payable	\$2,242	\$4,540	\$6,382	\$3,515	\$1,337	\$5,686
Current Debt	\$14,086	\$0	\$6,460	\$0	\$5,093	\$9,183
Long Term Debt	\$9,600	\$45,362	\$10,180	\$13,185	\$19,250	\$6,100
Total Liabilities	\$25,927	\$49,902	\$23,023	\$16,700	\$25,680	\$20,969
Common Stock	\$6,823	\$15,691	\$15,290	\$3,323	\$2,723	\$6,323
Retained Earnings	\$50,278	\$43,563	\$49,020	\$11,727	(\$1,681)	\$49,537
Total Equity	\$57,102	\$59,254	\$64,310	\$15,050	\$1,042	\$55,860
Total Liabilities & Owners Equity	\$83,029	\$109,156	\$87,333	\$31,750	\$26,723	\$76,829
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$65,305	\$96,306	\$117,304	\$58,466	\$35,267	\$100,144
Variable Costs(Labor,Material,Carry)	\$31,279	\$48,307	\$68,084	\$39,784	\$24,136	\$60,185
Depreciation	\$5,070	\$7,001	\$5,267	\$1,467	\$2,352	\$5,113
SGA(R&D,Promo,Sales,Admin)	\$13,062	\$11,901	\$19,283	\$11,701	\$7,576	\$15,072
Other(Fees,Writeoffs,TQM,Bonuses)	\$250	\$1,159	\$0	\$50	\$729	\$125
EBIT	\$15,644	\$27,939	\$24,671	\$5,465	\$474	\$19,649
Interest(Short term,Long term)	\$3,045	\$4,687	\$1,960	\$1,617	\$3,077	\$1,597
Taxes	\$4,410	\$8,138	\$7,949	\$1,347	(\$911)	\$6,318
Profit Sharing	\$164	\$302	\$295	\$50	\$0	\$235
Net Profit	\$8,025	\$14,812	\$14,467	\$2,451	(\$1,692)	\$11,499

Production Vs. Capacity F96780



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	1,512	220	7/24/2023	3.4	20000	6.5	13.5	\$28.50	\$9.76	\$1.30	57%	0%	10.0	900	88%
Abb	High	494	810	12/21/2023	1.0	20000	10.6	10.0	\$45.00	\$16.93	\$4.70	42%	75%	8.0	912	174%
Baker	Low	2,040	327	10/30/2024	2.9	20000	6.7	13.4	\$28.99	\$10.05	\$1.60	57%	100%	10.0	1,639	198%
Becky	High	929	251	10/19/2023	0.7	23000	10.2	9.8	\$39.99	\$17.62	\$6.39	39%	100%	7.0	871	198%
Cake	Low	1,742	41	7/23/2023	3.2	20000	7.3	12.7	\$29.50	\$11.27	\$1.51	57%	80%	10.0	1,000	178%
Cal	High	881	308	7/8/2023	1.3	23000	10.9	9.1	\$45.00	\$18.94	\$11.72	29%	60%	4.0	750	158%
Carrot	High	584	31	5/17/2023	0.6	23000	10.9	9.1	\$45.00	\$18.94	\$11.54	31%	100%	4.0	750	123%
Corn		0	0	4/6/2024	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	3.0	500	0%
Daze	Low	1,087	107	8/28/2023	1.9	18000	7.0	13.5	\$31.00	\$9.66	\$10.03	37%	100%	5.0	600	198%
Dude	High	550	44	10/15/2023	1.0	22000	10.5	9.5	\$44.97	\$17.89	\$16.72	25%	100%	2.5	400	198%
Eat	High	398	0	12/12/2024	2.8	17000	9.3	10.7	\$38.50	\$14.13	\$9.85	35%	0%	3.7	1,070	21%
Ear	Low	249	0	6/14/2023	1.1	14000	6.6	13.4	\$29.00	\$8.15	\$11.34	28%	0%	2.6	550	17%
Egg	High	292	5	4/23/2023	0.7	19000	10.1	10.1	\$43.50	\$16.05	\$14.03	30%	9%	1.0	400	74%
Fast	Low	1,545	238	12/19/2023	2.1	20000	6.9	13.1	\$31.00	\$10.52	\$3.17	56%	100%	10.0	1,150	198%
Fury	High	594	223	10/29/2023	1.3	23000	10.8	9.2	\$43.00	\$18.75	\$13.86	24%	74%	3.5	475	172%
Flash	High	594	0	9/27/2023	1.0	23000	11.0	9.0	\$44.99	\$19.13	\$14.27	27%	100%	5.0	550	198%

Low Tech Statistics

Total Industry Unit Demand 8,117
 Actual Industry Unit Sales 8,117
 Segment % of Total Industry 60.2%

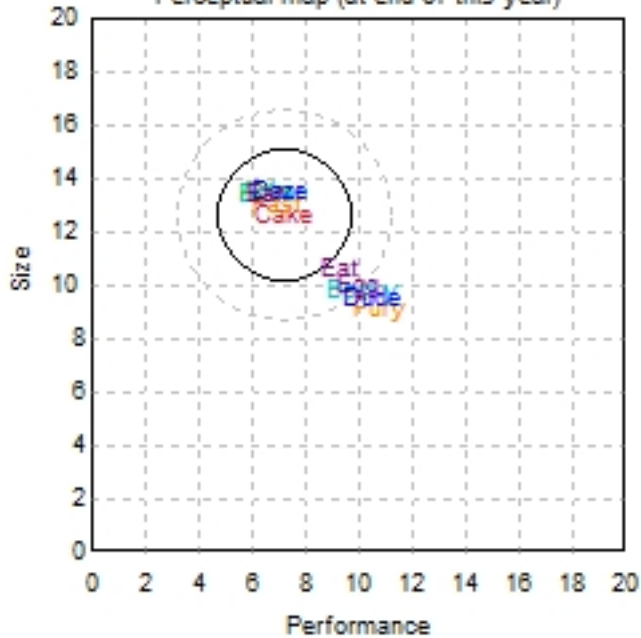
Next Year's Segment Growth Rate 10.0%

Low Tech Customer Buying Criteria

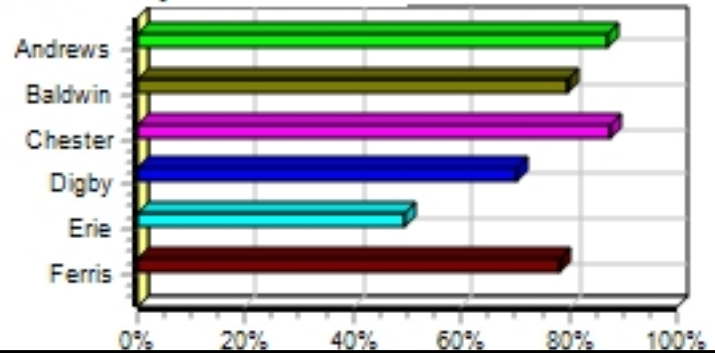
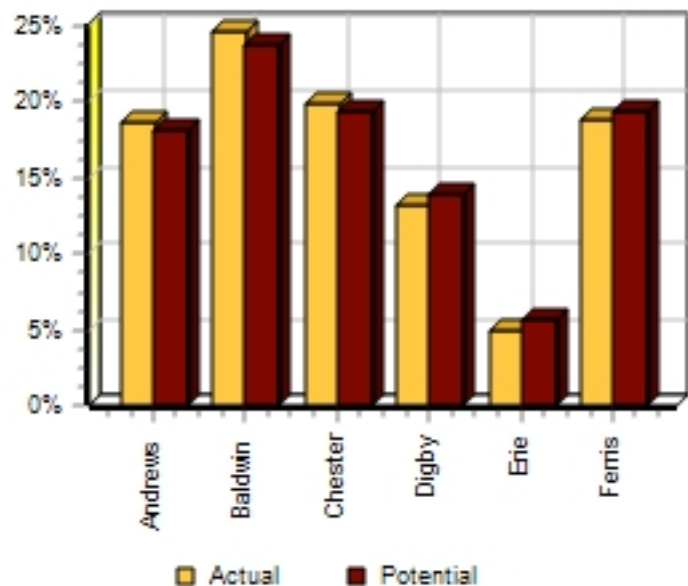
	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmm 7.3 Size 12.7	9%

Perceptual Map for Low Tech

Perceptual map (at end of this year)



Accessibility F96780 Low Tech

Actual vs Potential Market Share
2023 F96780 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	24%	1,942	10/30/2024		6.7	13.4	\$28.99	20000	2.94	\$1,750	100%	\$3,000	80%	49
Cake	20%	1,613	7/23/2023		7.3	12.7	\$29.50	20000	3.18	\$1,500	100%	\$3,000	87%	54
Fast	19%	1,509	12/19/2023		6.9	13.1	\$31.00	20000	2.11	\$1,400	99%	\$2,500	78%	39
Able	19%	1,508	7/24/2023		6.5	13.5	\$28.50	20000	3.35	\$2,000	100%	\$3,200	87%	52
Daze	13%	1,068	8/28/2023		7.0	13.5	\$31.00	18000	1.87	\$2,000	100%	\$2,500	70%	27
Ear	3%	242	6/14/2023	YES	6.6	13.4	\$29.00	14000	1.09	\$700	60%	\$700	50%	8
Eat	2%	159	12/12/2024	YES	9.3	10.7	\$38.50	17000	2.81	\$900	85%	\$900	50%	7
Becky	1%	55	10/19/2023		10.2	9.8	\$39.99	23000	0.68	\$1,750	88%	\$1,750	80%	0
Fury	0%	19	10/29/2023		10.8	9.2	\$43.00	23000	1.31	\$1,600	92%	\$0	78%	0

High Tech Statistics

Total Industry Unit Demand 5,375
Actual Industry Unit Sales |5,375
Segment % of Total Industry |39.8%

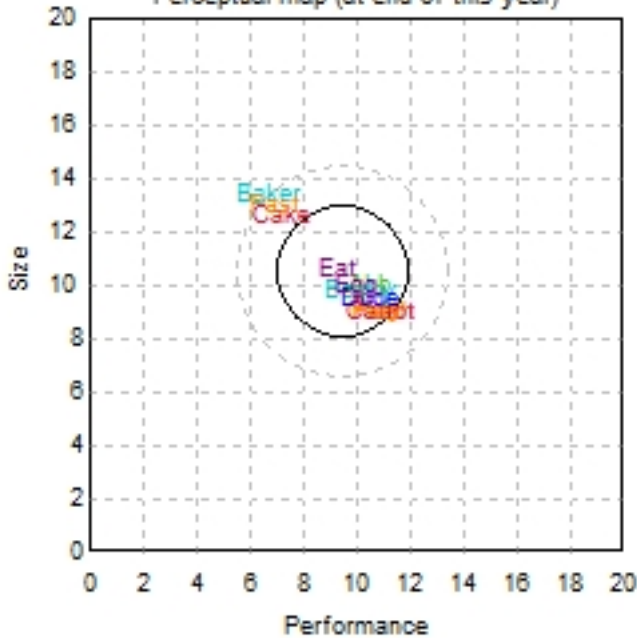
Next Year's Segment Growth Rate |20.0%

High Tech Customer Buying Criteria

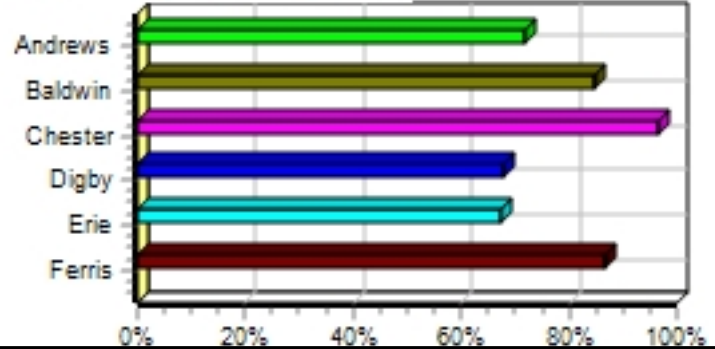
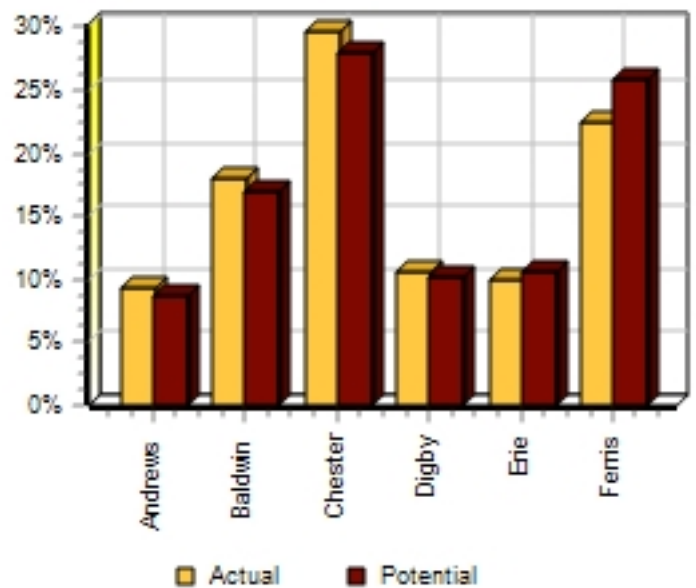
	Expectations	Importance
1. Ideal Position	Pfmm 10.9 Size 9.1	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%

Perceptual Map for High Tech

Perceptual map (at end of this year)



Accessibility F96780 High Tech

Actual vs Potential Market Share
2023 F96780 High Tech

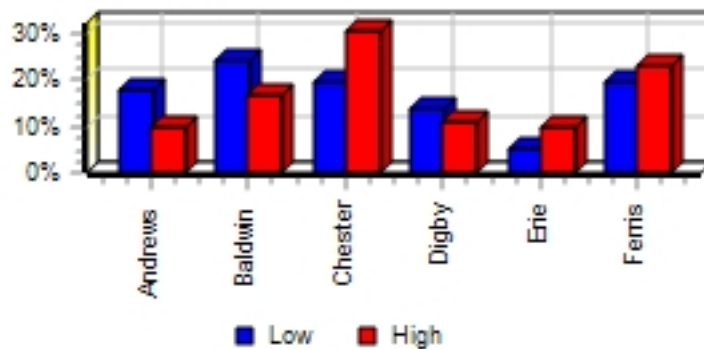
Top Products in High Tech Segment

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
Cal	16%	881	7/8/2023		10.9	9.1	\$45.00	23000	1.33	\$1,500	100%	\$2,250	96%	48
Becky	16%	875	10/19/2023		10.2	9.8	\$39.99	23000	0.68	\$1,750	88%	\$1,750	85%	51
Flash	11%	594	9/27/2023	YES	11.0	9.0	\$44.99	23000	0.99	\$2,000	92%	\$3,000	87%	50
Carrot	11%	584	5/17/2023		10.9	9.1	\$45.00	23000	0.62	\$3,000	75%	\$2,250	96%	51
Fury	11%	574	10/29/2023		10.8	9.2	\$43.00	23000	1.31	\$1,600	92%	\$0	87%	43
Dude	10%	550	10/15/2023		10.5	9.5	\$44.97	22000	1.01	\$2,100	100%	\$2,700	68%	42
Abb	9%	494	12/21/2023		10.6	10.0	\$45.00	20000	1.04	\$2,000	100%	\$3,100	72%	37
Egg	5%	291	4/23/2023		10.1	10.1	\$43.50	19000	0.69	\$1,000	46%	\$1,000	67%	23
Eat	4%	239	12/12/2024	YES	9.3	10.7	\$38.50	17000	2.81	\$900	85%	\$900	67%	9
Cake	2%	128	7/23/2023		7.3	12.7	\$29.50	20000	3.18	\$1,500	100%	\$3,000	96%	8
Baker	2%	98	10/30/2024		6.7	13.4	\$28.99	20000	2.94	\$1,750	100%	\$3,000	85%	0
Fast	1%	36	12/19/2023		6.9	13.1	\$31.00	20000	2.11	\$1,400	99%	\$2,500	87%	4

Units Sold vs Demand Chart F96780



Market Share F96780



Actual Market Share in Units

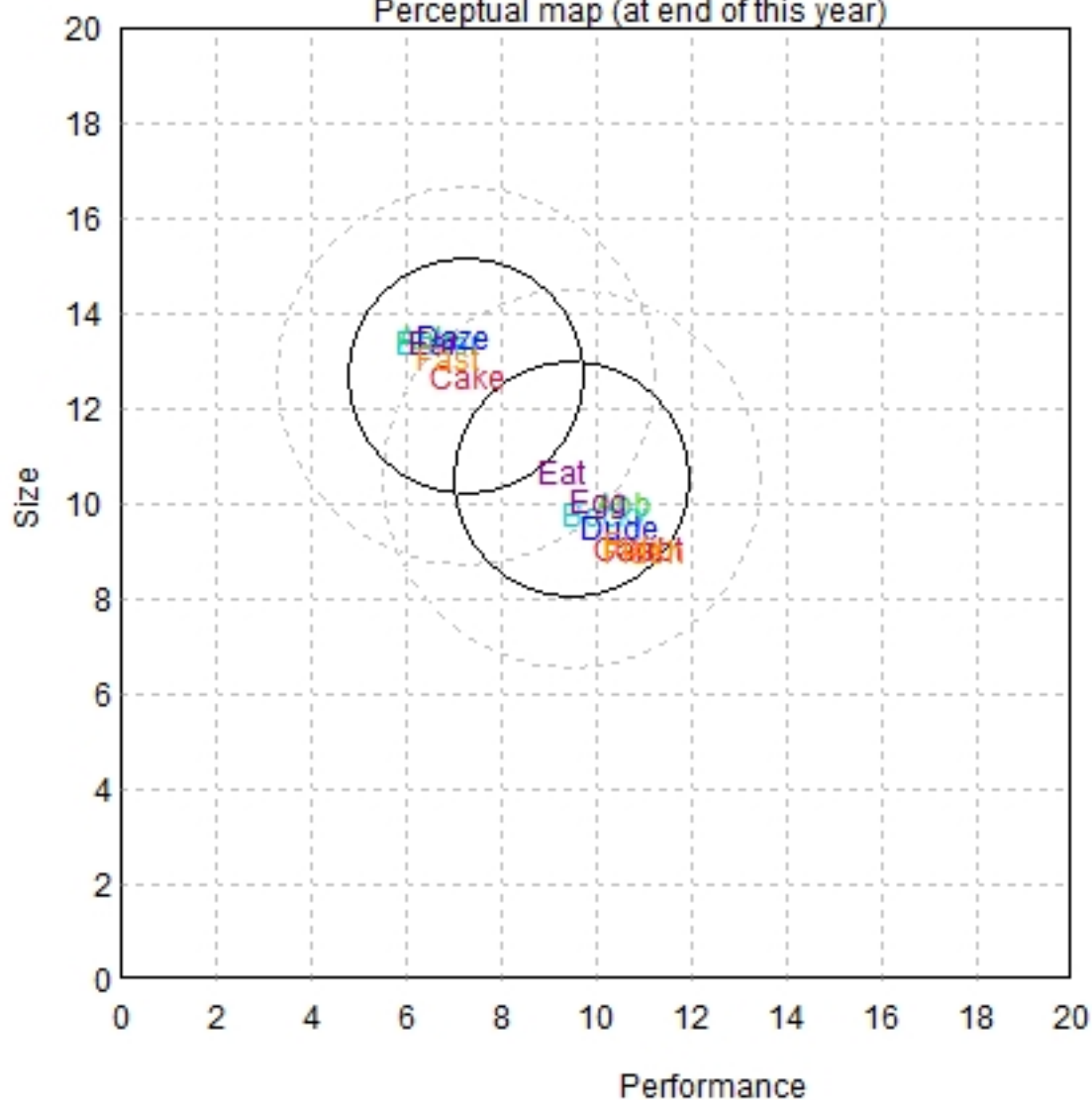
	Low	High	Total
Industry Unit Sales	8,117	5,375	13,492
% of Market	60.2%	39.8%	100.0%
Able	18.6%		11.2%
Abb		9.2%	3.7%
Total	18.6%	9.3%	14.9%
Baker	23.9%	1.8%	15.1%
Becky	0.7%	16.3%	6.9%
Total	24.6%	18.1%	22.0%
Cake	19.9%	2.4%	12.9%
Cal		16.4%	6.5%
Carrot		10.9%	4.3%
Total	19.9%	29.6%	23.8%
Daze	13.2%	0.4%	8.1%
Dude		10.2%	4.1%
Total	13.2%	10.6%	12.1%
Eat	2.0%	4.5%	2.9%
Ear	3.0%	0.1%	1.8%
Egg		5.4%	2.2%
Total	5.0%	10.0%	7.0%
Fast	18.6%	0.7%	11.5%
Fury	0.2%	10.7%	4.4%
Flash		11.1%	4.4%
Total	18.8%	22.4%	20.3%

Potential Market Share in Units

	Low	High	Total
Units Demanded	8,117	5,375	13,492
% of Market	60.2%	39.8%	100.0%
Able	18.1%		10.9%
Abb		8.6%	3.4%
Total	18.1%	8.6%	14.3%
Baker	23.1%	1.7%	14.6%
Becky	0.7%	15.2%	6.4%
Total	23.8%	16.9%	21.0%
Cake	19.3%	2.2%	12.5%
Cal		15.3%	6.1%
Carrot		10.3%	4.1%
Total	19.3%	27.9%	22.7%
Daze	13.9%	0.3%	8.5%
Dude		9.9%	4.0%
Total	13.9%	10.3%	12.5%
Eat	2.2%	4.4%	3.1%
Ear	3.4%		2.1%
Egg		6.0%	2.4%
Total	5.6%	10.6%	7.6%
Fast	19.2%	0.7%	11.8%
Fury	0.2%	10.0%	4.1%
Flash		15.1%	6.0%
Total	19.4%	25.8%	21.9%

Perceptual Map for All Segments

Perceptual map (at end of this year)

**Andrews**

Name	Pfmn	Size	Revised
Able	6.5	13.5	7/24/2023
Abb	10.6	10.0	12/21/2023

Baldwin

Name	Pfmn	Size	Revised
Baker	6.7	13.4	10/30/2024
Becky	10.2	9.8	10/19/2023

Chester

Name	Pfmn	Size	Revised
Cake	7.3	12.7	7/23/2023
Cal	10.9	9.1	7/8/2023
Carrot	10.9	9.1	5/17/2023

Digby

Name	Pfmn	Size	Revised
Daze	7.0	13.5	8/28/2023
Dude	10.5	9.5	10/15/2023

Erie

Name	Pfmn	Size	Revised
Eat	9.3	10.7	12/12/2024
Ear	6.6	13.4	6/14/2023
Egg	10.1	10.1	4/23/2023

Ferris

Name	Pfmn	Size	Revised
Fast	6.9	13.1	12/19/2023
Fury	10.8	9.2	10/29/2023
Flash	11.0	9.0	9/27/2023

HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	83	168	369	317	130	385
Complement	83	168	369	317	130	385
1st Shift Complement	56	84	214	159	124	206
2nd Shift Complement	27	84	155	158	6	179
Overtime Percent	0.0%	0.2%	0.0%	0.2%	0.0%	0.1%
Turnover Rate	8.0%	6.8%	6.5%	10.0%	10.0%	7.8%
New Employees	7	11	161	61	78	41
Separated Employees	27	12	0	0	0	0
Recruiting Spend	\$800	\$5,000	\$5,000	\$0	\$0	\$0
Training Hours	50	80	80	0	0	60
Productivity Index	107.8%	110.5%	113.1%	100.0%	100.0%	108.6%
Recruiting Cost	\$12	\$69	\$966	\$61	\$78	\$41
Separation Cost	\$135	\$60	\$0	\$0	\$0	\$0
Training Cost	\$83	\$269	\$590	\$0	\$0	\$462
Total HR Admin Cost	\$230	\$398	\$1,556	\$61	\$78	\$503
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

Chester

F96780

Round: 5
Dec. 31, 2023

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.

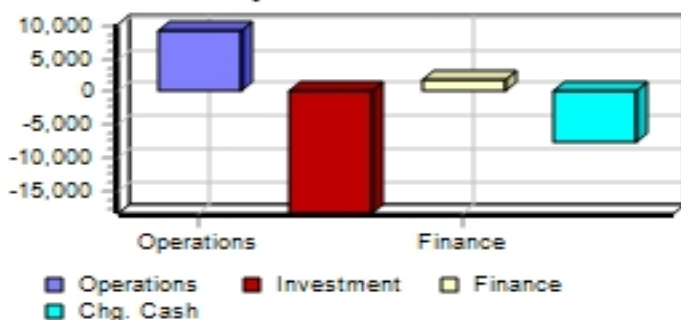
ASSETS		2023 Common Size	2022
Cash	\$0	0.0%	\$7,510
Account Receivable	\$9,641	11.0%	\$7,180
Inventory	\$10,871	12.4%	\$0
Total Current Assets	\$20,512	23.5%	\$14,690
Plant & Equipment	\$88,000	101.0%	\$69,500
Accumulated Depreciation	(\$21,179)	-24.3%	(\$15,913)
Total Fixed Assets	\$66,821	76.5%	\$53,587
Total Assets	\$87,333	100.0%	\$68,278
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$6,382	7.3%	\$3,527
Current Debt	\$6,460	7.4%	\$1,733
Long Term Debt	\$10,180	11.7%	\$10,180
Total Liabilities	\$23,022	26.4%	\$15,440
Common Stock	\$15,290	17.5%	\$15,290
Retained Earnings	\$49,020	56.1%	\$37,547
Total Equity	\$64,310	73.6%	\$52,837
Total Liab. & O. Equity	\$87,333	100.0%	\$68,278

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	2023	2022
Net Income(Loss)	\$14,467	\$11,287
Depreciation	\$5,267	\$3,967
Extraordinary gains/losses/writeoffs	\$0	\$0
Accounts Payable	\$2,855	(\$1,414)
Inventory	(\$10,871)	\$5,980
Accounts Receivable	(\$2,461)	\$193
Net cash from operation	\$9,257	\$20,013
Cash Flows from Investing Activities		
Plant Improvements	(\$18,500)	(\$16,200)
Cash Flows from Financing Activities		
Dividends paid	(\$2,994)	\$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	(\$1,733)
Change in current debt(net)	\$4,727	\$1,733
Net cash from financing activities	\$1,733	\$0
Net change in cash position	(\$7,510)	\$3,813
Closing cash position	\$0	\$7,510

Cash Flow Summary Chester F96780

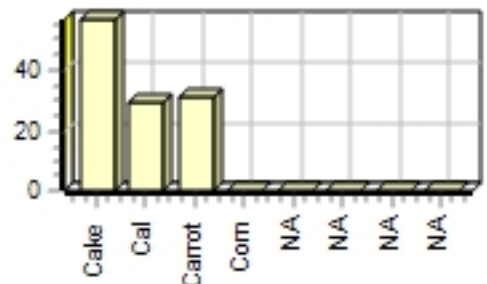


2023 Income Statement

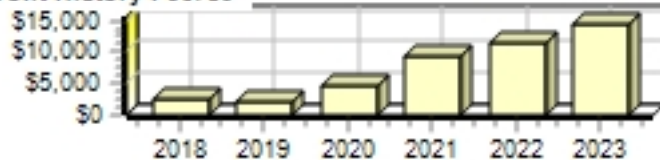
(Product Name)	Cake	Cal	Carrot	Corn					2023 Total	Common Size
Sales	\$51,380	\$39,625	\$26,300	\$0	\$0	\$0	\$0	\$0	\$117,304	100.0%
Variable Costs:										
Direct Labor	\$2,623	\$10,320	\$6,746	\$0	\$0	\$0	\$0	\$0	\$19,689	16.8%
Direct Material	\$19,178	\$16,619	\$11,293	\$0	\$0	\$0	\$0	\$0	\$47,091	40.1%
Inventory Carry	\$61	\$1,129	\$114	\$0	\$0	\$0	\$0	\$0	\$1,304	1.1%
Total Variable	\$21,862	\$28,069	\$18,153	\$0	\$0	\$0	\$0	\$0	\$68,084	58.0%
Contribution Margin	\$29,517	\$11,556	\$8,146	\$0	\$0	\$0	\$0	\$0	\$49,220	42.0%
Period Costs:										
Depreciation	\$3,067	\$1,100	\$1,100	\$0	\$0	\$0	\$0	\$0	\$5,267	4.5%
SG&A: R&D	\$566	\$523	\$379	\$1,000	\$0	\$0	\$0	\$0	\$2,467	2.1%
Promotions	\$1,500	\$1,500	\$3,000	\$0	\$0	\$0	\$0	\$0	\$6,000	5.1%
Sales	\$3,000	\$2,250	\$2,250	\$0	\$0	\$0	\$0	\$0	\$7,500	6.4%
Admin	\$1,452	\$1,120	\$743	\$0	\$0	\$0	\$0	\$0	\$3,316	2.8%
Total Period	\$9,585	\$6,493	\$7,472	\$1,000	\$0	\$0	\$0	\$0	\$24,549	20.9%
Net Margin	\$19,933	\$5,064	\$674	(\$1,000)	\$0	\$0	\$0	\$0	\$24,671	21.0%

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.

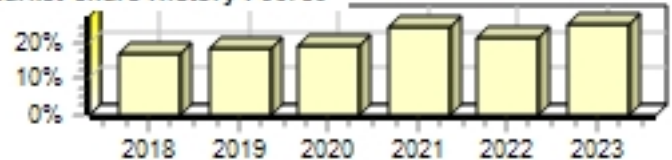
Other	\$0	0.0%
EBIT	\$24,671	21.0%
Short Term Interest	\$874	0.7%
Long Term Interest	\$1,086	0.9%
Taxes	\$7,949	6.8%
Profit Sharing	\$295	0.3%
Net Profit	\$14,467	12.3%

Variable Margins
2023 Chester F96780

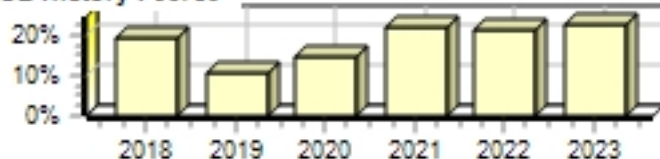
Profit History F96780



Market Share History F96780



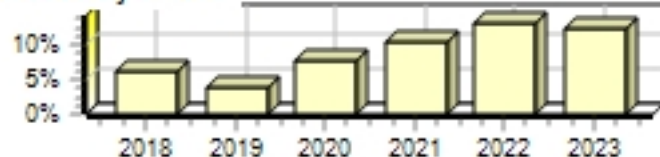
ROE History F96780



Asset Turnover History F96780



ROS History F96780



ROA History F96780

