

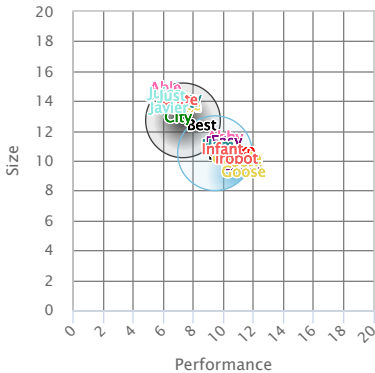
Section 1 | High Level Overview

1.1 High Level Overview											
	Andrews	Baldwin	Chester	Digby	Erie	Ferris	Garrett	Harper	Irving	Jasper	Average
Sales	\$91,093	\$71,267	\$83,816	\$64,917	\$91,260	\$76,544	\$70,422	\$97,287	\$81,398	\$79,241	\$80,725
Profit	(\$873)	\$6,239	\$6,024	\$4,808	\$376	\$4,156	\$3,877	\$9,472	\$4,354	\$4,806	\$4,324
Contribution Margin	23.40%	38.30%	30.47%	35.73%	29.13%	30.00%	31.72%	33.09%	28.75%	32.31%	31.29%
Stock Price	\$1.00	\$25.26	\$10.60	\$19.66	\$1.00	\$13.54	\$13.54	\$36.76	\$16.96	\$19.23	\$15.76
Emergency Loan	\$0	\$0	\$0	\$0	\$5,113	\$0	\$0	\$0	\$0	\$0	\$511
Market Share	11.3%	8.8%	10.4%	8.0%	11.3%	9.5%	8.7%	12.1%	10.1%	9.8%	10.0%

Section 2 | Research and Development

2.2 Low Tech			2.3 High Tech		
Customer Buying Criteria	Expectations	Importance	Customer Buying Criteria	Expectations	Importance
Price	\$15.00 - \$35.00	41%	Positioning	Performance 10.9 Size 9.1	33%
Age	3 Years	29%	Age	0 Years	29%
Reliability	14,000 - 20,000 Hours	21%	Price	\$25.00 - \$45.00	25%
Positioning	Performance 7.3 Size 12.7	9%	Reliability	17,000 - 23,000 Hours	13%

2.4 Perceptual Map



2.5 Product List

Name	Performance	Size	Reliability	Age	Revision Date
Abby	10.2	10.5	18,000	1.5	May 9, 2028
Able	6.2	13.8	18,500	4.6	January 22, 2026
Acre	7.0	12.5	18,500	1.9	December 25, 2027
Adam	11.0	9.3	17,700	1.3	April 18, 2028
Baker	7.0	13.0	20,000	2.2	August 15, 2028
Beetle	10.4	9.4	18,000	1.2	March 26, 2028
Best	8.6	11.3	18,550	1.6	September 19, 2028
Brat	--	--	--	--	April 9, 2029
Cake	6.8	13.0	19,250	2.6	February 9, 2028
Cell	--	--	--	--	April 11, 2029
Cent	10.9	9.5	17,000	0.9	June 9, 2028
City	7.1	11.9	18,550	2.2	January 1, 2028
Daze	7.3	12.6	20,000	2.4	June 5, 2028
Dino	6.8	13.2	20,000	1.8	January 30, 2028
Don	9.8	10.2	22,050	1.8	March 21, 2028
Easy	10.3	10.3	21,450	1.5	April 4, 2028
Eat	6.5	13.2	19,900	3.8	May 17, 2027
Effort	11.2	8.7	20,900	0.5	June 27, 2028
Epic	9.8	10.2	21,150	2.4	May 17, 2027
Fast	7.2	12.9	20,000	2.6	May 31, 2028
Fold	10.8	9.3	23,000	1.2	June 12, 2028
Future	10.6	9.6	23,000	1.2	May 2, 2028
Gaffe	7.3	12.7	20,000	3.0	November 3, 2027
Gaggle	10.9	9.1	21,000	1.9	January 11, 2028
Gerbil	11.2	8.9	20,000	1.1	October 13, 2028
Goose	11.4	8.2	22,000	0.5	July 4, 2028
Ham	9.6	10.0	23,000	1.7	May 30, 2028
Heft	7.1	12.9	20,000	2.4	September 25, 2028
Horton	--	--	--	--	April 30, 2029
Hungry	6.9	13.1	20,000	3.8	March 12, 2025
Ignite	7.0	13.0	19,600	2.5	June 6, 2028
Infant	9.9	9.7	19,000	1.7	June 7, 2028
Irobot	10.9	9.1	22,000	1.3	June 25, 2028
Javier	6.5	12.5	20,000	1.8	January 8, 2028
Juice	6.2	13.5	20,000	2.5	May 11, 2028
Just	6.7	13.3	20,000	3.9	February 19, 2026

Section 3 | Marketing

Low Tech

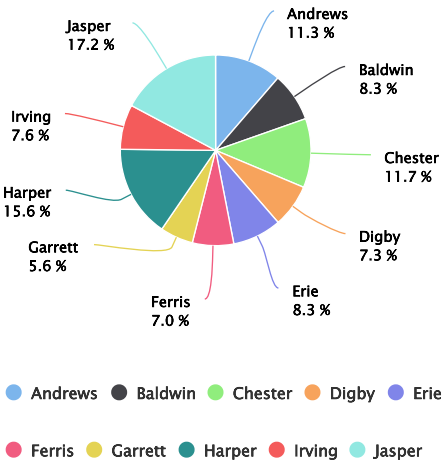
3.1 Customer Buying Criteria

	Expectations	Importance
Price	\$15.00 - \$35.00	41%
Age	3 Years	29%
Reliability	14,000 - 20,000 Hours	21%
Positioning	Performance 7.3 Size 12.7	9%

3.2 Demand Information

2028 Total Market Size	13,528
2028 Total Units Sold	13,528
2029 Demand Growth Rate	10%

3.3 Market Share



3.4 Top Products

Name	Price	Units Sold	Potential Sold	Stock Out	Age	Performance	Size	Reliability	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Customer Satisfaction
Eat	\$30.50	1,110	962	No	3.8	6.5	13.2	19,900	\$1,900	56%	\$1,650	100%	33
Baker	\$31.00	1,079	933	No	2.2	7	13	20,000	\$2,150	61%	\$1,400	100%	36
Able	\$26.50	1,074	933	No	4.6	6.2	13.8	18,500	\$2,300	86%	\$1,000	89%	30
Hungry	\$35.00	1,025	888	No	3.8	6.9	13.1	20,000	\$1,350	87%	\$1,800	95%	31
Juice	\$32.50	1,014	876	No	2.5	6.2	13.5	20,000	\$2,000	83%	\$1,500	97%	35
Ignite	\$32.00	994	881	Yes	2.5	7	13	19,600	\$2,000	67%	\$1,800	100%	36
Heft	\$33.75	961	829	No	2.4	7.1	12.9	20,000	\$1,100	87%	\$1,450	100%	36
Fast	\$34.00	951	821	No	2.6	7.2	12.9	20,000	\$2,000	64%	\$1,500	100%	34
Cake	\$30.00	935	955	Yes	2.6	6.8	13	19,250	\$1,400	83%	\$1,200	90%	40
Just	\$32.00	860	992	Yes	3.9	6.7	13.3	20,000	\$1,700	83%	\$1,700	91%	34
Gaffe	\$33.00	752	840	Yes	3	7.3	12.7	20,000	\$1,850	55%	\$1,400	100%	35
Daze	\$34.50	677	845	Yes	2.4	7.3	12.6	20,000	\$1,650	76%	\$1,450	100%	34

Section 4 | Marketing

High Tech

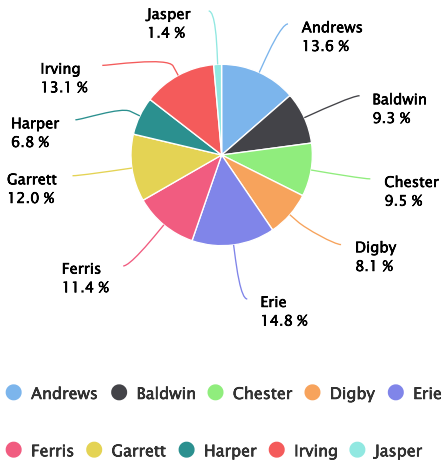
4.1 Customer Buying Criteria

	Expectations	Importance
Positioning	Performance 10.9 Size 9.1	33%
Age	0 Years	29%
Price	\$25.00 - \$45.00	25%
Reliability	17,000 - 23,000 Hours	13%

4.2 Demand Information

2028 Total Market Size	8,958
2028 Total Units Sold	8,958
2029 Demand Growth Rate	20%

4.3 Market Share

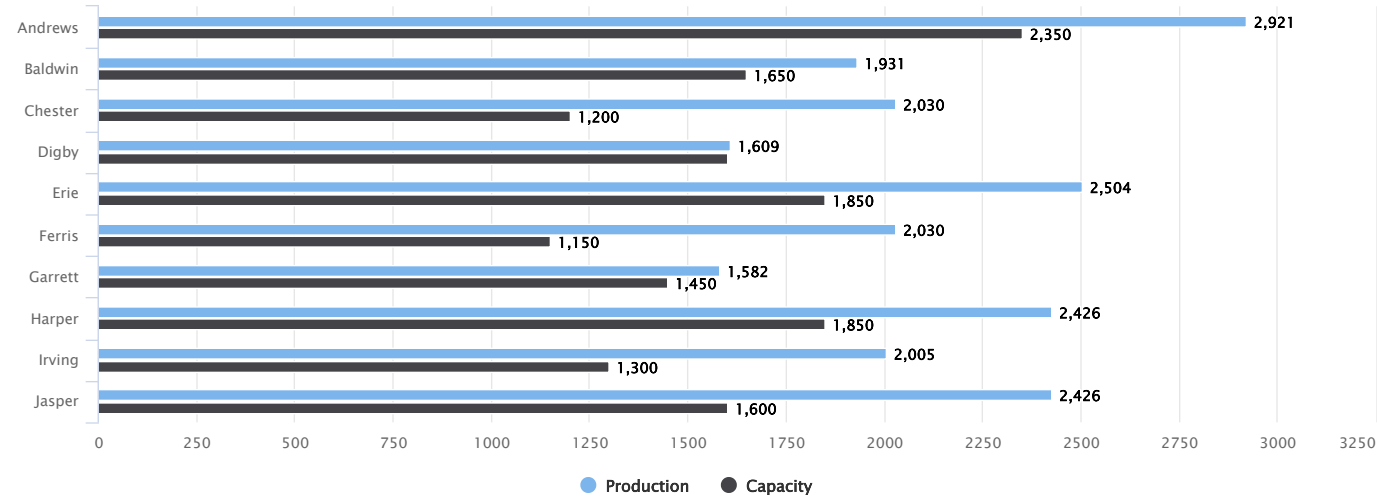


4.4 Top Products

Name	Price	Units Sold	Potential Sold	Stock Out	Age	Performance	Size	Reliability	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Customer Satisfaction
Irobot	\$45.00	619	602	Yes	1.3	10.9	9.1	22,000	\$1,600	92%	\$2,000	100%	43
Adam	\$42.50	595	512	Yes	1.3	11	9.3	17,700	\$1,700	92%	\$1,500	91%	34
Don	\$45.00	582	431	No	1.8	9.8	10.2	22,050	\$1,500	87%	\$1,500	94%	24
Epic	\$43.00	570	425	No	2.4	9.8	10.2	21,150	\$2,150	89%	\$1,900	100%	22
Easy	\$43.50	544	552	Yes	1.5	10.3	10.3	21,450	\$2,050	89%	\$2,000	100%	33
Cent	\$45.00	495	447	Yes	0.9	10.9	9.5	17,000	\$1,550	84%	\$1,550	79%	30
Fold	\$45.00	495	625	Yes	1.2	10.8	9.3	23,000	\$2,000	86%	\$1,500	85%	43
Ham	\$40.25	485	397	Yes	1.7	9.6	10	23,000	\$1,400	80%	\$1,500	90%	31
Abby	\$41.50	482	386	Yes	1.5	10.2	10.5	18,000	\$1,800	92%	\$1,600	86%	24
Infant	\$38.00	456	469	Yes	1.7	9.9	9.7	19,000	\$1,600	92%	\$1,650	94%	33
Beetle	\$45.00	441	439	Yes	1.2	10.4	9.4	18,000	\$1,500	90%	\$1,400	68%	27
Future	\$44.00	396	635	Yes	1.2	10.6	9.6	23,000	\$1,900	86%	\$1,450	80%	41

Section 5 | Production

Production vs Capacity



5.1 Plant Information											
Name	Primary Segment	Units Produced	Units Sold	Inventory	Price	Material Cost	Labor Cost	Contribution Margin	Auto. Next Round	Capacity Next Round	Plant Utilization
Abby	High Tech	446	505	0	\$41.50	\$15.49	\$11.74	33.6%	2.3	550	82%
Able	Low Tech	1,485	1,080	465	\$26.50	\$8.75	\$13.04	11.6%	3.1	800	188%
Acre	Low Tech	569	569	0	\$28.50	\$10.75	\$13.09	14.6%	1.5	550	105%
Adam	High Tech	421	595	0	\$42.50	\$17.26	\$10.66	34%	3.1	450	94%
Baker	Low Tech	1,139	1,156	23	\$31.00	\$10.70	\$9.11	36.8%	5	850	135%
Beetle	High Tech	396	441	0	\$45.00	\$16.69	\$10.80	37.5%	3	400	100%
Best	High Tech	396	362	34	\$43.00	\$13.37	\$9.45	42.7%	4	400	100%
Brat	--	0	0	0	\$0.00	\$0.00	\$0.00	0%	2.5	250	0%
Cake	Low Tech	644	1,041	0	\$30.00	\$10.29	\$8.70	36.5%	5.2	500	130%
Cell	--	0	0	0	\$0.00	\$0.00	\$0.00	0%	1.2	300	0%
Cent	High Tech	495	495	0	\$45.00	\$16.77	\$13.55	32.3%	2.9	250	200%
City	Low Tech	891	891	331	\$34.00	\$11.47	\$13.05	22.9%	3.7	550	200%
Daze	Low Tech	767	767	0	\$34.50	\$11.36	\$9.45	39.5%	5	800	97%
Dino	Low Tech	371	371	0	\$33.00	\$10.33	\$11.15	33.4%	3.5	350	107%
Don	High Tech	470	582	150	\$45.00	\$16.59	\$11.08	33%	3.5	450	106%
Easy	High Tech	545	545	0	\$43.50	\$16.80	\$12.20	32.3%	4.2	500	157%
Eat	Low Tech	1,238	1,167	438	\$30.50	\$10.03	\$10.43	27.2%	4.8	850	147%
Effort	High Tech	153	153	0	\$44.75	\$18.97	\$15.89	21.4%	1.5	300	200%
Epic	High Tech	569	585	171	\$43.00	\$16.32	\$11.05	31%	3.3	500	115%
Fast	Low Tech	1,139	1,084	109	\$34.00	\$10.99	\$9.61	38.1%	5.8	700	164%
Fold	High Tech	495	495	0	\$45.00	\$18.66	\$15.88	23.1%	1.7	300	200%
Future	High Tech	396	396	0	\$44.00	\$18.19	\$15.88	21.8%	1.6	300	200%
Gaffe	Low Tech	668	916	0	\$33.00	\$11.27	\$10.12	33.6%	3.7	700	96%
Gaggle	High Tech	396	396	0	\$44.25	\$18.34	\$10.58	33.3%	4	400	133%
Gerbil	High Tech	322	322	0	\$43.00	\$18.51	\$11.24	33.1%	3.5	250	130%
Goose	High Tech	196	196	0	\$45.00	\$19.96	\$15.72	20.1%	2.3	200	100%
Ham	High Tech	594	616	0	\$40.25	\$16.88	\$13.15	27.5%	2.3	450	133%
Heft	Low Tech	916	1,010	43	\$33.75	\$10.89	\$10.56	38.1%	4.3	600	154%
Horton	--	0	0	0	\$0.00	\$0.00	\$0.00	0%	2	700	0%
Hungry	Low Tech	916	1,098	242	\$35.00	\$10.52	\$11.50	32.2%	3	800	116%
Ignite	Low Tech	1,089	1,089	0	\$32.00	\$10.58	\$9.69	36.4%	5	650	169%
Infant	High Tech	297	492	0	\$38.00	\$16.24	\$12.43	21.8%	1.8	300	100%
Irobot	High Tech	619	619	0	\$45.00	\$18.64	\$15.53	23.9%	1.5	500	179%
Javier	Low Tech	545	545	0	\$32.50	\$10.80	\$14.27	21.3%	2.3	350	157%
Juice	Low Tech	990	1,016	104	\$32.50	\$9.49	\$8.58	42.3%	5.2	800	125%
Just	Low Tech	891	891	0	\$32.00	\$10.14	\$12.55	27.6%	4	650	200%

Section 6 | Finance

6.1 Income Statement

	Andrews	Baldwin	Chester	Digby	Erie	Ferris	Garrett	Harper	Irving	Jasper
Sales	\$91,093	\$71,267	\$83,816	\$64,917	\$91,260	\$76,544	\$70,422	\$97,287	\$81,398	\$79,241
Total Variable Costs (Labor, Material, Carry)	\$69,776	\$43,971	\$58,281	\$41,722	\$64,677	\$53,580	\$48,081	\$65,093	\$57,992	\$53,640
Direct Material	\$34,781	\$25,083	\$29,969	\$22,911	\$34,892	\$28,807	\$27,827	\$32,808	\$31,513	\$25,765
Direct Labor	\$33,751	\$18,733	\$27,317	\$18,284	\$28,082	\$24,502	\$20,254	\$31,507	\$26,480	\$27,645
Inventory Carry	\$1,243	\$155	\$995	\$527	\$1,704	\$271	\$0	\$778	\$0	\$230
Other (Fees/Write-offs/Bonuses/Relocation Fee)	\$5	\$60	(\$199)	\$155	\$762	(\$328)	\$50	\$288	\$386	\$66
Total Period Costs	\$18,549	\$15,952	\$12,830	\$13,090	\$19,708	\$14,716	\$14,306	\$14,645	\$15,097	\$14,832
Interest (Short term/Long Term)	\$4,107	\$1,489	\$3,446	\$2,403	\$5,524	\$2,052	\$1,900	\$2,392	\$1,088	\$3,157
Taxes	(\$470)	\$3,428	\$3,310	\$2,642	\$207	\$2,284	\$2,130	\$5,204	\$2,392	\$2,641
Profit Sharing	\$0	\$127	\$123	\$98	\$8	\$85	\$79	\$193	\$89	\$98
Net Profit	(\$873)	\$6,239	\$6,024	\$4,808	\$376	\$4,156	\$3,877	\$9,472	\$4,354	\$4,806

6.2 Cash Flow Statement

	Andrews	Baldwin	Chester	Digby	Erie	Ferris	Garrett	Harper	Irving	Jasper
Net Cash From Operations	(\$468)	\$9,634	\$13,955	\$10,528	\$2,097	\$4,945	\$11,277	\$17,839	\$11,771	\$8,153
Net Plant Improvements	\$0	(\$4,000)	(\$1,293)	(\$4,800)	(\$8,180)	(\$2,710)	(\$3,320)	(\$7,798)	(\$942)	(\$5,720)
Net Cash From Financing	\$2,879	(\$1,044)	\$167	\$1,067	\$6,083	(\$2,700)	(\$733)	\$7,967	(\$2,233)	(\$5,933)
Net Change In Cash	\$2,412	\$4,589	\$12,829	\$6,795	\$0	(\$465)	\$7,224	\$18,007	\$8,596	(\$3,500)
Starting Cash Position	\$0	\$9,344	\$899	\$9,569	\$0	\$14,309	\$1,390	\$16,434	\$9,338	\$17,822
Ending Cash Position	\$2,412	\$13,933	\$13,727	\$16,364	\$0	\$13,844	\$8,614	\$34,441	\$17,934	\$14,322

6.3 Balance Sheet

	Andrews	Baldwin	Chester	Digby	Erie	Ferris	Garrett	Harper	Irving	Jasper
Current Assets	\$20,257	\$21,082	\$28,910	\$26,093	\$21,697	\$22,392	\$14,402	\$48,923	\$24,624	\$22,755
Fixed Assets	\$23,612	\$27,367	\$23,275	\$24,095	\$32,295	\$16,722	\$19,361	\$32,644	\$15,981	\$27,117
Total Assets	\$43,869	\$48,449	\$52,185	\$50,188	\$53,992	\$39,114	\$33,763	\$81,567	\$40,606	\$49,873
Current Liabilities	\$17,845	\$3,532	\$14,395	\$10,976	\$25,812	\$9,478	\$5,004	\$7,687	\$4,268	\$11,342
Long-Term Liabilities	\$21,000	\$14,100	\$18,900	\$14,000	\$21,716	\$13,257	\$14,100	\$19,700	\$10,000	\$19,300
Total Liabilities	\$38,845	\$17,632	\$33,295	\$24,976	\$47,527	\$22,735	\$19,104	\$27,387	\$14,268	\$30,642
Total Equity	\$5,023	\$30,817	\$18,890	\$25,212	\$6,464	\$16,379	\$14,659	\$54,179	\$26,338	\$19,231
Total Liabilities & Equity	\$43,869	\$48,449	\$52,185	\$50,188	\$53,992	\$39,114	\$33,763	\$81,567	\$40,606	\$49,873