

Round: 0  
Dec. 31,  
2024

# CAPSTONE<sup>®</sup> COURIER

C147992

Andrews

Baldwin

Chester

Digby

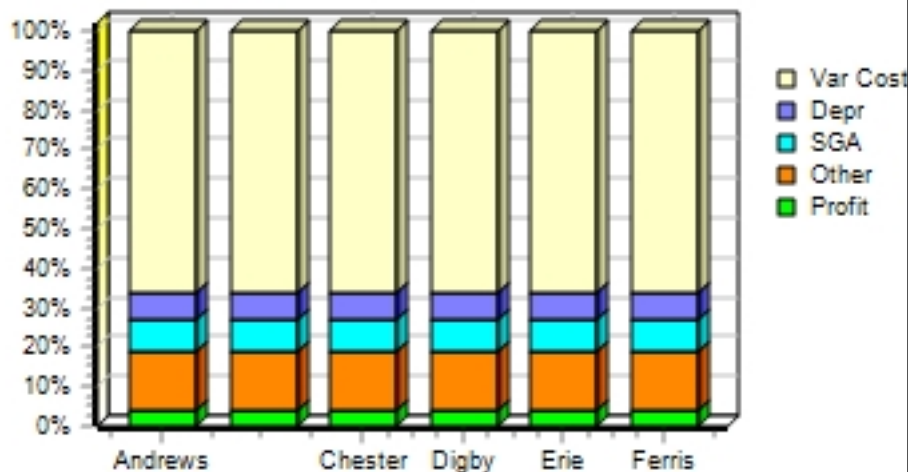
Erie

Ferris

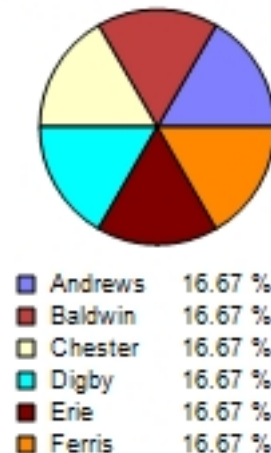
## Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%
Asset Turnover	1.05	1.05	1.05	1.05	1.05	1.05
ROA	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%
Leverage	2.0	2.0	2.0	2.0	2.0	2.0
ROE	8.7%	8.7%	8.7%	8.7%	8.7%	8.7%
Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$0
Sales	\$101,073,437	\$101,073,437	\$101,073,437	\$101,073,437	\$101,073,437	\$101,073,437
EBIT	\$11,996,365	\$11,996,365	\$11,996,365	\$11,996,365	\$11,996,365	\$11,996,365
Profits	\$4,188,507	\$4,188,507	\$4,188,507	\$4,188,507	\$4,188,507	\$4,188,507
Cumulative Profit	\$4,188,507	\$4,188,507	\$4,188,507	\$4,188,507	\$4,188,507	\$4,188,507
SG&A / Sales	8.9%	8.9%	8.9%	8.9%	8.9%	8.9%
Contrib. Margin %	28.3%	28.3%	28.3%	28.3%	28.3%	28.3%

Percent of Sales C147992



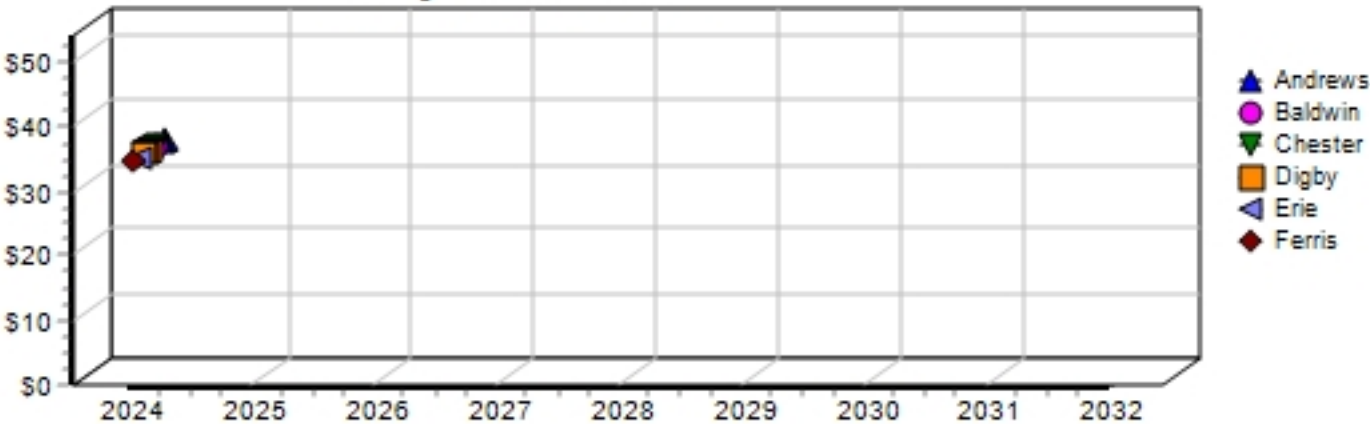
\$ Market Share C147992



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$34.25	\$0.00	2,000,000	\$69	\$23.97	\$2.09	\$2.00	5.8%	16.4
Baldwin	\$34.25	\$0.00	2,000,000	\$69	\$23.97	\$2.09	\$2.00	5.8%	16.4
Chester	\$34.25	\$0.00	2,000,000	\$69	\$23.97	\$2.09	\$2.00	5.8%	16.4
Digby	\$34.25	\$0.00	2,000,000	\$69	\$23.97	\$2.09	\$2.00	5.8%	16.4
Erie	\$34.25	\$0.00	2,000,000	\$69	\$23.97	\$2.09	\$2.00	5.8%	16.4
Ferris	\$34.25	\$0.00	2,000,000	\$69	\$23.97	\$2.09	\$2.00	5.8%	16.4

Closing Stock Price C147992



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	11.0S2026	\$6,950,000	11.1%	99.49	B	Digby	11.0S2026	\$6,950,000	11.1%	99.49	B
	12.5S2028	\$13,900,000	12.1%	103.70	B		12.5S2028	\$13,900,000	12.1%	103.70	B
	14.0S2030	\$20,850,000	12.6%	111.32	B		14.0S2030	\$20,850,000	12.6%	111.32	B
Baldwin	11.0S2026	\$6,950,000	11.1%	99.49	B	Erie	11.0S2026	\$6,950,000	11.1%	99.49	B
	12.5S2028	\$13,900,000	12.1%	103.70	B		12.5S2028	\$13,900,000	12.1%	103.70	B
	14.0S2030	\$20,850,000	12.6%	111.32	B		14.0S2030	\$20,850,000	12.6%	111.32	B
Chester	11.0S2026	\$6,950,000	11.1%	99.49	B	Ferris	11.0S2026	\$6,950,000	11.1%	99.49	B
	12.5S2028	\$13,900,000	12.1%	103.70	B		12.5S2028	\$13,900,000	12.1%	103.70	B
	14.0S2030	\$20,850,000	12.6%	111.32	B		14.0S2030	\$20,850,000	12.6%	111.32	B

Next Year's Prime Rate7.00%

# Financial Summary

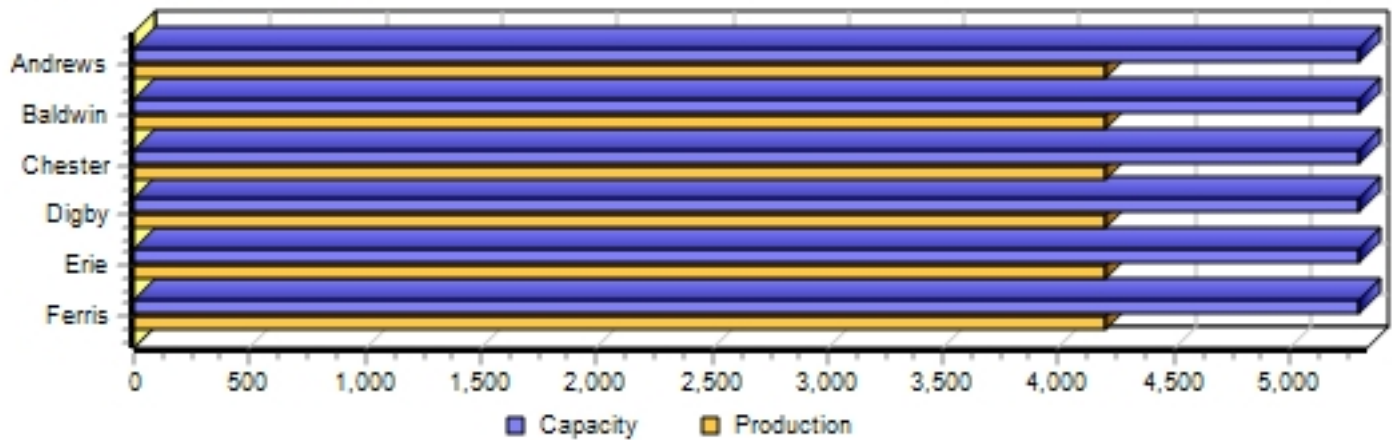


C147992

Round: 0  
Dec. 31, 2024

Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>CashFlows from operating activities</b>						
Net Income(Loss)	\$4,189	\$4,189	\$4,189	\$4,189	\$4,189	\$4,189
Adjustment for non-cash items:						
Depreciation	\$7,587	\$7,587	\$7,587	\$7,587	\$7,587	\$7,587
Extraordinary gains/losses/writeoffs	\$0	\$0	\$0	\$0	\$0	\$0
Changes in current assets and liabilities						
Accounts payable	\$3,583	\$3,583	\$3,583	\$3,583	\$3,583	\$3,583
Inventory	(\$8,617)	(\$8,617)	(\$8,617)	(\$8,617)	(\$8,617)	(\$8,617)
Accounts Receivable	(\$307)	(\$307)	(\$307)	(\$307)	(\$307)	(\$307)
Net cash from operations	\$6,434	\$6,434	\$6,434	\$6,434	\$6,434	\$6,434
<b>Cash flows from investing activities</b>						
Plant improvements(net)	\$0	\$0	\$0	\$0	\$0	\$0
<b>Cash flows from financing activities</b>						
Dividends paid	(\$4,000)	(\$4,000)	(\$4,000)	(\$4,000)	(\$4,000)	(\$4,000)
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	(\$4,000)	(\$4,000)	(\$4,000)	(\$4,000)	(\$4,000)	(\$4,000)
<b>Net change in cash position</b>	\$2,434	\$2,434	\$2,434	\$2,434	\$2,434	\$2,434
<b>Balance Sheet Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
Cash	\$3,434	\$3,434	\$3,434	\$3,434	\$3,434	\$3,434
Accounts Receivable	\$8,307	\$8,307	\$8,307	\$8,307	\$8,307	\$8,307
Inventory	\$8,617	\$8,617	\$8,617	\$8,617	\$8,617	\$8,617
Total Current Assets	\$20,358	\$20,358	\$20,358	\$20,358	\$20,358	\$20,358
Plant and equipment	\$113,800	\$113,800	\$113,800	\$113,800	\$113,800	\$113,800
Accumulated Depreciation	(\$37,933)	(\$37,933)	(\$37,933)	(\$37,933)	(\$37,933)	(\$37,933)
Total Fixed Assets	\$75,867	\$75,867	\$75,867	\$75,867	\$75,867	\$75,867
<b>Total Assets</b>	<b>\$96,225</b>	<b>\$96,225</b>	<b>\$96,225</b>	<b>\$96,225</b>	<b>\$96,225</b>	<b>\$96,225</b>
Accounts Payable	\$6,583	\$6,583	\$6,583	\$6,583	\$6,583	\$6,583
Current Debt	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Liabilities	\$6,583	\$6,583	\$6,583	\$6,583	\$6,583	\$6,583
Long Term Debt	\$41,700	\$41,700	\$41,700	\$41,700	\$41,700	\$41,700
Total Liabilities	\$48,283	\$48,283	\$48,283	\$48,283	\$48,283	\$48,283
Common Stock	\$18,360	\$18,360	\$18,360	\$18,360	\$18,360	\$18,360
Retained Earnings	\$29,582	\$29,582	\$29,582	\$29,582	\$29,582	\$29,582
Total Equity	\$47,942	\$47,942	\$47,942	\$47,942	\$47,942	\$47,942
<b>Total Liabilities &amp; Owners Equity</b>	<b>\$96,225</b>	<b>\$96,225</b>	<b>\$96,225</b>	<b>\$96,225</b>	<b>\$96,225</b>	<b>\$96,225</b>
<b>Income Statement Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
Sales	\$101,073	\$101,073	\$101,073	\$101,073	\$101,073	\$101,073
Variable Costs(Labor,Material,Carry)	\$72,513	\$72,513	\$72,513	\$72,513	\$72,513	\$72,513
Contribution Margin	\$28,560	\$28,560	\$28,560	\$28,560	\$28,560	\$28,560
Depreciation	\$7,587	\$7,587	\$7,587	\$7,587	\$7,587	\$7,587
SGA(R&D,Promo,Sales,Admin)	\$8,978	\$8,978	\$8,978	\$8,978	\$8,978	\$8,978
Other(Fees,Writeoffs,TQM,Bonuses)	\$0	\$0	\$0	\$0	\$0	\$0
EBIT	\$11,996	\$11,996	\$11,996	\$11,996	\$11,996	\$11,996
Interest(Short term,Long term)	\$5,421	\$5,421	\$5,421	\$5,421	\$5,421	\$5,421
Taxes	\$2,301	\$2,301	\$2,301	\$2,301	\$2,301	\$2,301
Profit Sharing	\$85	\$85	\$85	\$85	\$85	\$85
Net Profit	\$4,189	\$4,189	\$4,189	\$4,189	\$4,189	\$4,189

Production Vs. Capacity C147992



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	Automation Next Round	Capacity Next Round	Plant Utiliz.
Able	Trad	999	189	11/21/2021	3.1	17500	5.5	14.5	\$28.00	\$11.59	\$7.49	29%	0%	4.0	1,800	66%
Acre	Low	1,763	39	5/24/2020	4.6	14000	3.0	17.0	\$21.00	\$7.81	\$7.12	27%	30%	5.0	1,400	129%
Adam	High	366	40	4/19/2023	1.7	23000	8.0	12.0	\$38.00	\$15.98	\$8.57	33%	0%	3.0	900	45%
Aft	Pfmrn	358	78	6/30/2022	2.5	25000	9.4	15.5	\$33.00	\$15.87	\$8.57	23%	0%	3.0	600	73%
Agape	Size	314	62	5/25/2022	2.6	19000	4.0	11.0	\$33.00	\$13.62	\$8.57	30%	0%	3.0	600	63%
Baker	Trad	999	189	11/21/2021	3.1	17500	5.5	14.5	\$28.00	\$11.59	\$7.49	29%	0%	4.0	1,800	66%
Bead	Low	1,763	39	5/24/2020	4.6	14000	3.0	17.0	\$21.00	\$7.81	\$7.12	27%	30%	5.0	1,400	129%
Bid	High	366	40	4/19/2023	1.7	23000	8.0	12.0	\$38.00	\$15.98	\$8.57	33%	0%	3.0	900	45%
Bold	Pfmrn	358	78	6/30/2022	2.5	25000	9.4	15.5	\$33.00	\$15.87	\$8.57	23%	0%	3.0	600	73%
Buddy	Size	314	62	5/25/2022	2.6	19000	4.0	11.0	\$33.00	\$13.62	\$8.57	30%	0%	3.0	600	63%
Cake	Trad	999	189	11/21/2021	3.1	17500	5.5	14.5	\$28.00	\$11.59	\$7.49	29%	0%	4.0	1,800	66%
Cedar	Low	1,763	39	5/24/2020	4.6	14000	3.0	17.0	\$21.00	\$7.81	\$7.12	27%	30%	5.0	1,400	129%
Cid	High	366	40	4/19/2023	1.7	23000	8.0	12.0	\$38.00	\$15.98	\$8.57	33%	0%	3.0	900	45%
Coat	Pfmrn	358	78	6/30/2022	2.5	25000	9.4	15.5	\$33.00	\$15.87	\$8.57	23%	0%	3.0	600	73%
Cure	Size	314	62	5/25/2022	2.6	19000	4.0	11.0	\$33.00	\$13.62	\$8.57	30%	0%	3.0	600	63%
Daze	Trad	999	189	11/21/2021	3.1	17500	5.5	14.5	\$28.00	\$11.59	\$7.49	29%	0%	4.0	1,800	66%
Dell	Low	1,763	39	5/24/2020	4.6	14000	3.0	17.0	\$21.00	\$7.81	\$7.12	27%	30%	5.0	1,400	129%
Duck	High	366	40	4/19/2023	1.7	23000	8.0	12.0	\$38.00	\$15.98	\$8.57	33%	0%	3.0	900	45%
Dot	Pfmrn	358	78	6/30/2022	2.5	25000	9.4	15.5	\$33.00	\$15.87	\$8.57	23%	0%	3.0	600	73%
Dune	Size	314	62	5/25/2022	2.6	19000	4.0	11.0	\$33.00	\$13.62	\$8.57	30%	0%	3.0	600	63%
Eat	Trad	999	189	11/21/2021	3.1	17500	5.5	14.5	\$28.00	\$11.59	\$7.49	29%	0%	4.0	1,800	66%
Ebb	Low	1,763	39	5/24/2020	4.6	14000	3.0	17.0	\$21.00	\$7.81	\$7.12	27%	30%	5.0	1,400	129%
Echo	High	366	40	4/19/2023	1.7	23000	8.0	12.0	\$38.00	\$15.98	\$8.57	33%	0%	3.0	900	45%
Edge	Pfmrn	358	78	6/30/2022	2.5	25000	9.4	15.5	\$33.00	\$15.87	\$8.57	23%	0%	3.0	600	73%
Egg	Size	314	62	5/25/2022	2.6	19000	4.0	11.0	\$33.00	\$13.62	\$8.57	30%	0%	3.0	600	63%
Fast	Trad	999	189	11/21/2021	3.1	17500	5.5	14.5	\$28.00	\$11.59	\$7.49	29%	0%	4.0	1,800	66%
Feat	Low	1,763	39	5/24/2020	4.6	14000	3.0	17.0	\$21.00	\$7.81	\$7.12	27%	30%	5.0	1,400	129%
Fist	High	366	40	4/19/2023	1.7	23000	8.0	12.0	\$38.00	\$15.98	\$8.57	33%	0%	3.0	900	45%
Foam	Pfmrn	358	78	6/30/2022	2.5	25000	9.4	15.5	\$33.00	\$15.87	\$8.57	23%	0%	3.0	600	73%
Fume	Size	314	62	5/25/2022	2.6	19000	4.0	11.0	\$33.00	\$13.62	\$8.57	30%	0%	3.0	600	63%

## Traditional Statistics

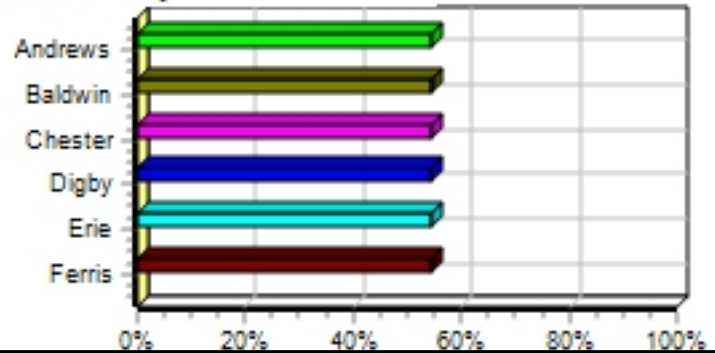
Total Industry Unit Demand 7,387  
Actual Industry Unit Sales 7,387  
Segment % of Total Industry 32.4%

Next Year's Segment Growth Rate 9.2%

## Traditional Customer Buying Criteria

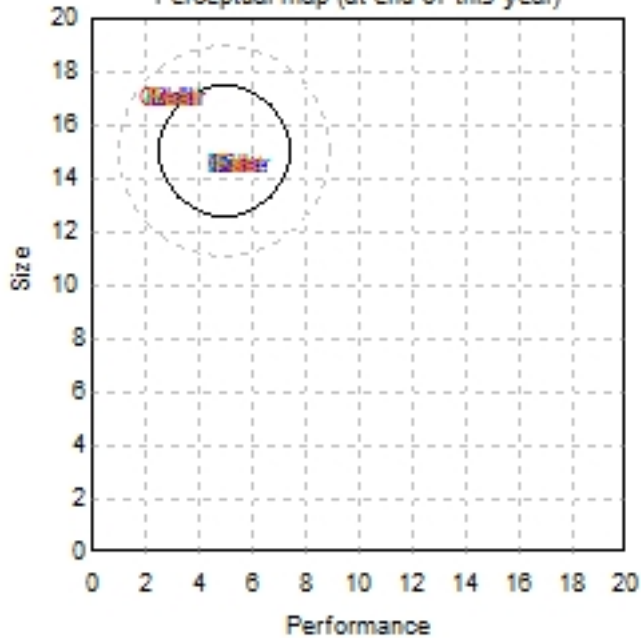
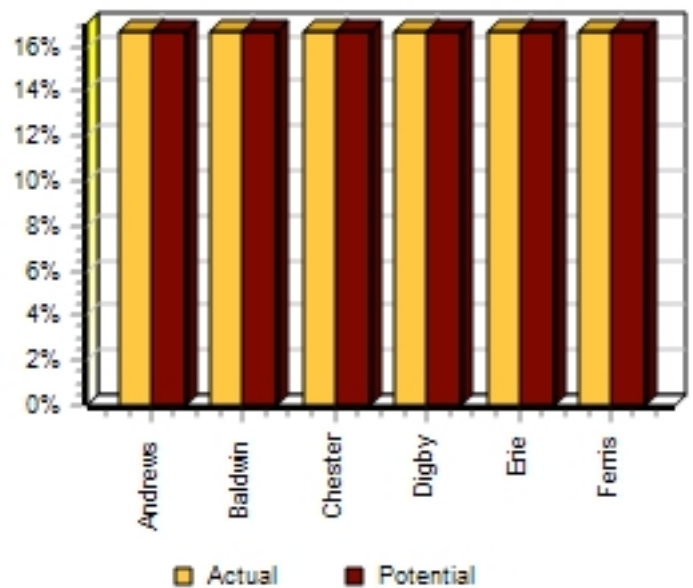
	Expectations	Importance
1. Age	Ideal Age = 2.0	47%
2. Price	\$20.00 - 30.00	23%
3. Ideal Position	Pfmm 5.0 Size 15.0	21%
4. Reliability	MTBF 14000-19000	9%

Accessibility C147992 Traditional



Perceptual Map for Traditional

Perceptual map (at end of this year)

Actual vs Potential Market Share  
2024 C147992 Traditional

## Top Products in Traditional 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	13%	961	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	54%	18
Baker	13%	961	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	54%	18
Cake	13%	961	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	54%	18
Daze	13%	961	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	54%	18
Eat	13%	961	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	54%	18
Fast	13%	961	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	54%	18
Acre	4%	270	5/24/2020		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	54%	4
Bead	4%	270	5/24/2020		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	54%	4
Cedar	4%	270	5/24/2020		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	54%	4
Dell	4%	270	5/24/2020		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	54%	4
Ebb	4%	270	5/24/2020		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	54%	4
Feat	4%	270	5/24/2020		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	54%	4

## Low End Statistics

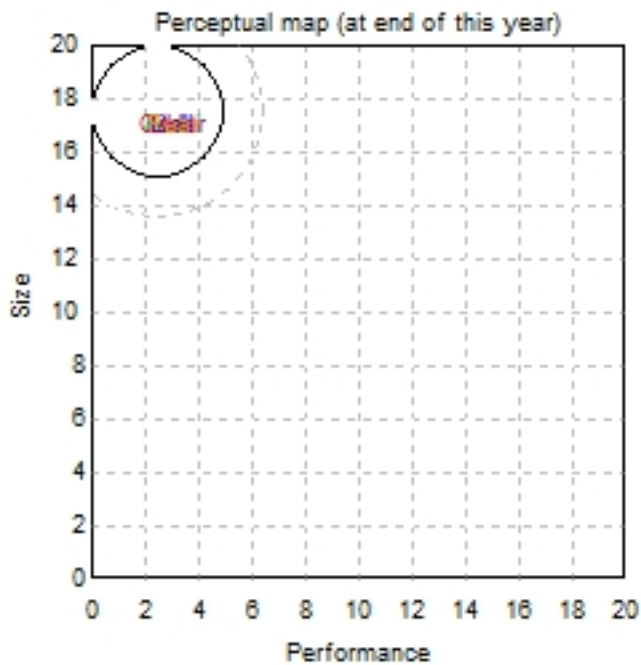
Total Industry Unit Demand 8,960  
Actual Industry Unit Sales 8,960  
Segment % of Total Industry 39.3%

Next Year's Segment Growth Rate 11.7%

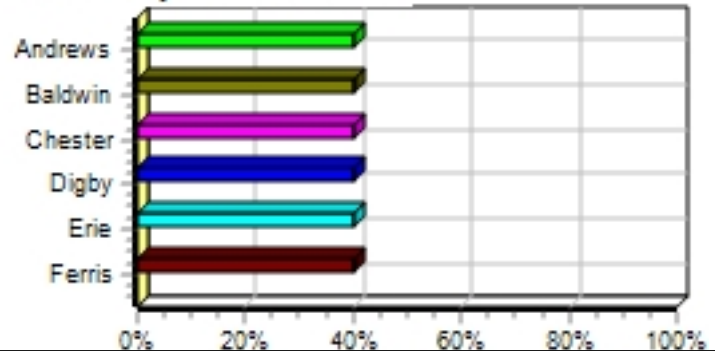
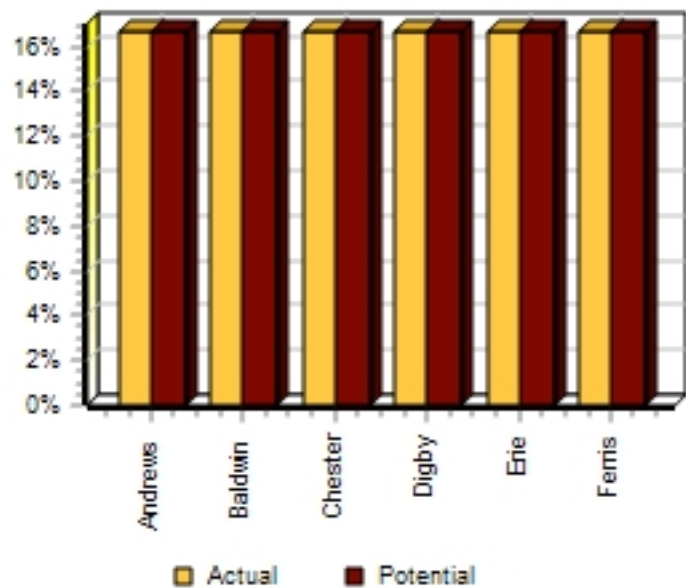
## Low End Customer Buying Criteria

	Expectations	Importance
1. Price	\$15.00 - 25.00	53%
2. Age	Ideal Age = 7.0	24%
3. Ideal Position	Pfmm 1.7 Size 18.3	16%
4. Reliability	MTBF 12000-17000	7%

## Perceptual Map for Low End



## Accessibility C147992 Low End

Actual vs Potential Market Share  
2024 C147992 Low End

## Top Products in Low End 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
Acre	17%	1,493	5/24/2020		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	40%	12
Bead	17%	1,493	5/24/2020		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	40%	12
Cedar	17%	1,493	5/24/2020		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	40%	12
Dell	17%	1,493	5/24/2020		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	40%	12
Ebb	17%	1,493	5/24/2020		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	40%	12
Feat	17%	1,493	5/24/2020		3.0	17.0	\$21.00	14000	4.60	\$900	52%	\$900	40%	12

## High End Statistics

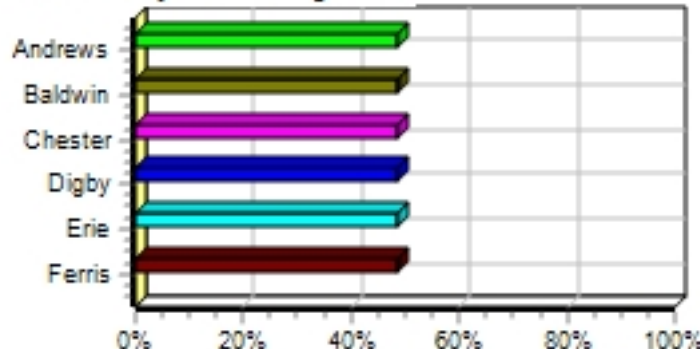
Total Industry Unit Demand 2,554  
Actual Industry Unit Sales 2,554  
Segment % of Total Industry 11.2%

Next Year's Segment Growth Rate 16.2%

## High End Customer Buying Criteria

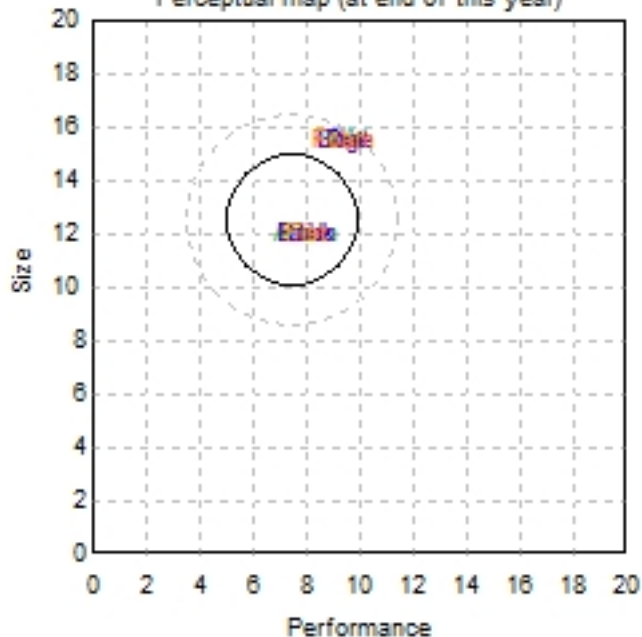
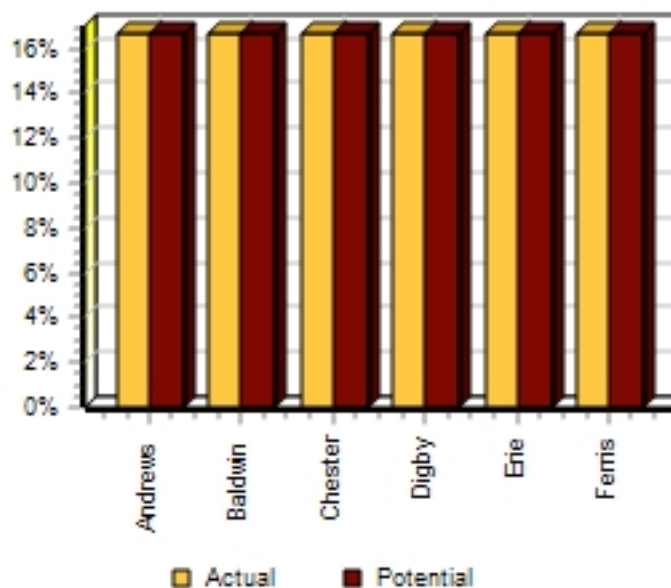
	Expectations	Importance
1. Ideal Position	Pfmm 8.9 Size 11.1	43%
2. Age	Ideal Age = 0.0	29%
3. Reliability	MTBF 20000-25000	19%
4. Price	\$30.00 - 40.00	9%

Accessibility C147992 High End



Perceptual Map for High End

Perceptual map (at end of this year)

Actual vs Potential Market Share  
2024 C147992 High End

## Top Products in High End 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
Adam	14%	366	4/19/2023		8.0	12.0	\$38.00	23000	1.70	\$800	49%	\$800	48%	21
Bid	14%	366	4/19/2023		8.0	12.0	\$38.00	23000	1.70	\$800	49%	\$800	48%	21
Cid	14%	366	4/19/2023		8.0	12.0	\$38.00	23000	1.70	\$800	49%	\$800	48%	21
Duck	14%	366	4/19/2023		8.0	12.0	\$38.00	23000	1.70	\$800	49%	\$800	48%	21
Echo	14%	366	4/19/2023		8.0	12.0	\$38.00	23000	1.70	\$800	49%	\$800	48%	21
Fist	14%	366	4/19/2023		8.0	12.0	\$38.00	23000	1.70	\$800	49%	\$800	48%	21
Aft	2%	41	6/30/2022		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	48%	2
Bold	2%	41	6/30/2022		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	48%	2
Coat	2%	41	6/30/2022		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	48%	2
Dot	2%	41	6/30/2022		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	48%	2
Edge	2%	41	6/30/2022		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	48%	2
Foam	2%	41	6/30/2022		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	48%	2



## Performance Statistics

Total Industry Unit Demand 1,915  
Actual Industry Unit Sales 1,915  
Segment % of Total Industry 8.4%

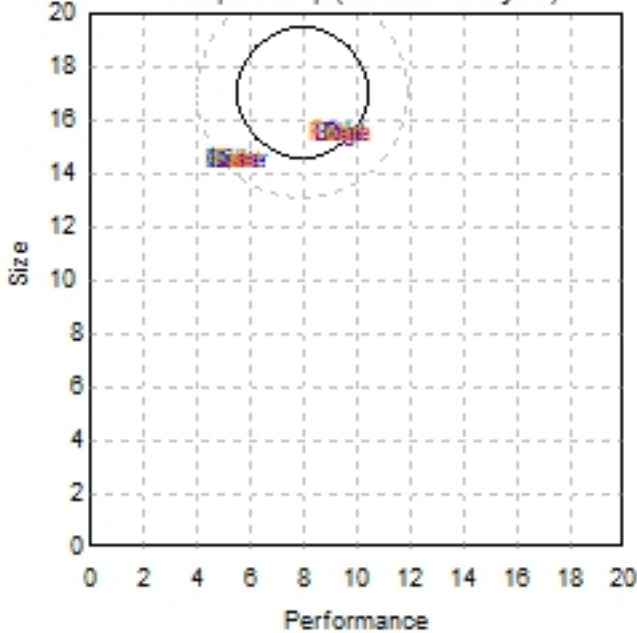
Next Year's Segment Growth Rate 19.8%

## Performance Customer Buying Criteria

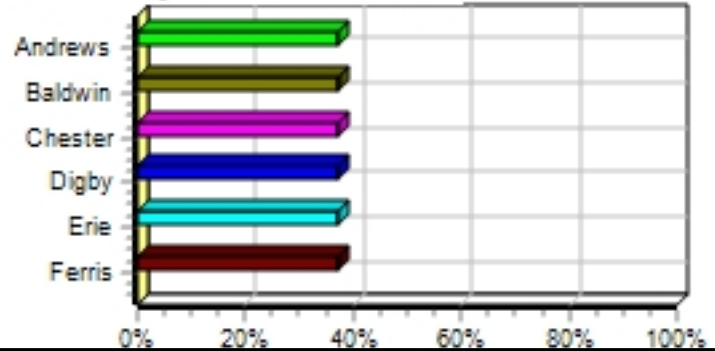
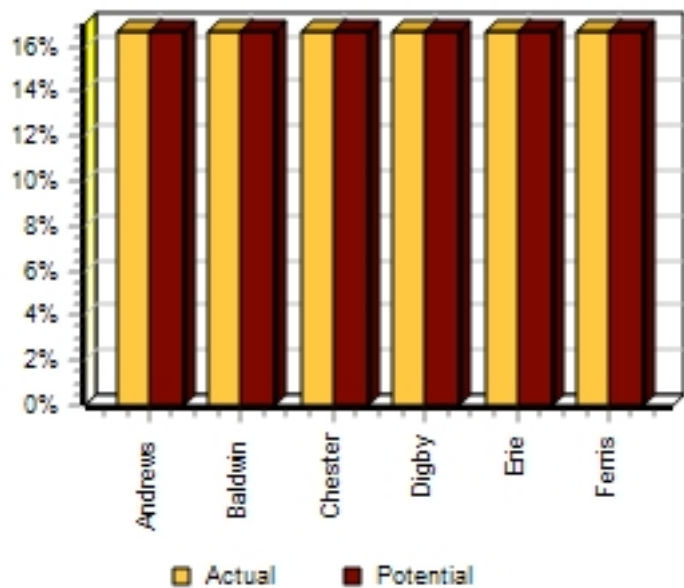
	Expectations	Importance
1. Reliability	MTBF 22000-27000	43%
2. Ideal Position	Pfmm 9.4 Size 16.0	29%
3. Price	\$25.00 - 35.00	19%
4. Age	Ideal Age = 1.0	9%

## Perceptual Map for Performance

Perceptual map (at end of this year)



## Accessibility C147992 Performance

Actual vs Potential Market Share  
2024 C147992 Performance

## Top Products in Performance 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
Aft	17%	317	6/30/2022		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	37%	20
Bold	17%	317	6/30/2022		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	37%	20
Coat	17%	317	6/30/2022		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	37%	20
Dot	17%	317	6/30/2022		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	37%	20
Edge	17%	317	6/30/2022		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	37%	20
Foam	17%	317	6/30/2022		9.4	15.5	\$33.00	25000	2.50	\$700	46%	\$700	37%	20
Able	0%	2	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	37%	0
Baker	0%	2	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	37%	0
Cake	0%	2	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	37%	0
Daze	0%	2	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	37%	0
Eat	0%	2	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	37%	0
Fast	0%	2	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	37%	0



## Size Statistics

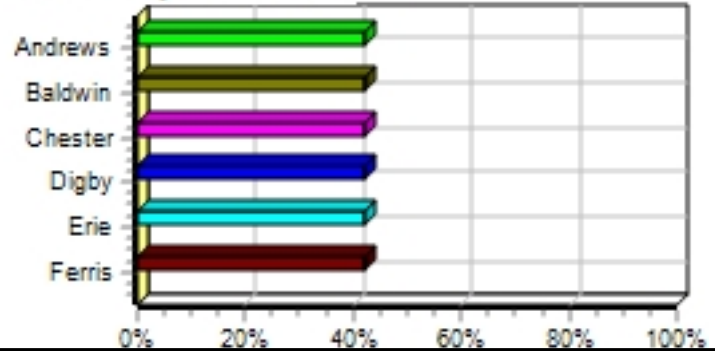
Total Industry Unit Demand 1,984  
Actual Industry Unit Sales 1,984  
Segment % of Total Industry 18.7%

Next Year's Segment Growth Rate 18.3%

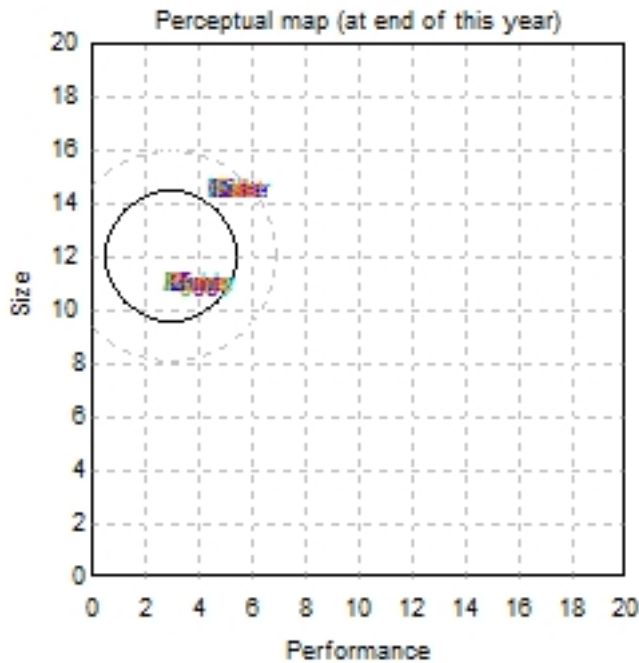
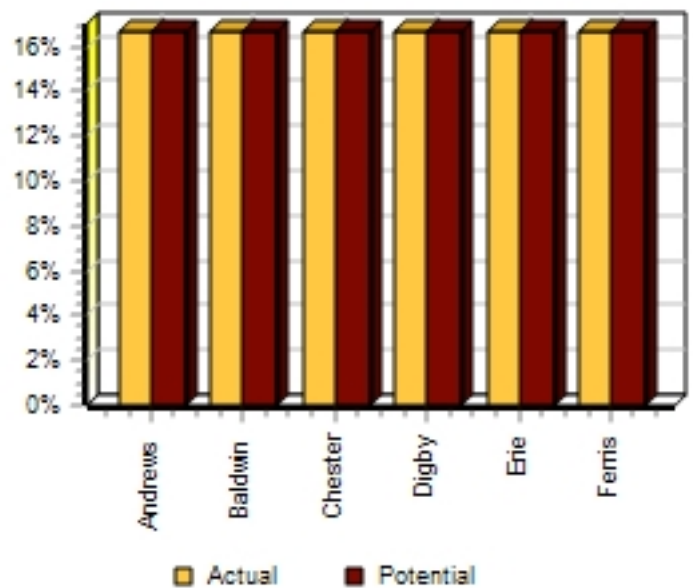
## Size Customer Buying Criteria

	Expectations	Importance
1. Ideal Position	Pfmm 4.0 Size 10.6	43%
2. Age	Ideal Age = 1.5	29%
3. Reliability	MTBF 16000-21000	19%
4. Price	\$25.00 - 35.00	9%

## Accessibility C147992 Size



## Perceptual Map for Size

Actual vs Potential Market Share  
2024 C147992 Size

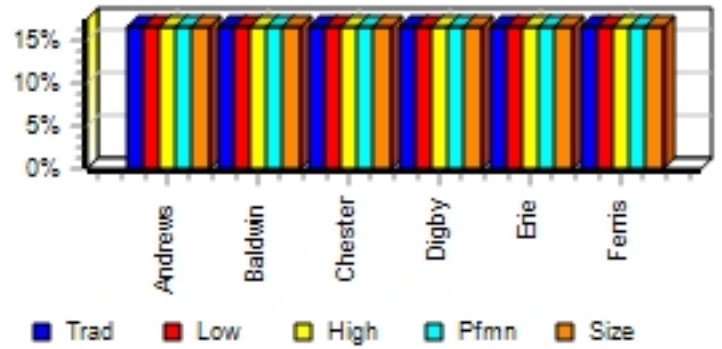
## Top Products in Size Segment

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
Agape	15%	307	5/25/2022		4.0	11.0	\$33.00	19000	2.60	\$700	46%	\$700	42%	27
Buddy	15%	307	5/25/2022		4.0	11.0	\$33.00	19000	2.60	\$700	46%	\$700	42%	27
Cure	15%	307	5/25/2022		4.0	11.0	\$33.00	19000	2.60	\$700	46%	\$700	42%	27
Dune	15%	307	5/25/2022		4.0	11.0	\$33.00	19000	2.60	\$700	46%	\$700	42%	27
Egg	15%	307	5/25/2022		4.0	11.0	\$33.00	19000	2.60	\$700	46%	\$700	42%	27
Fume	15%	307	5/25/2022		4.0	11.0	\$33.00	19000	2.60	\$700	46%	\$700	42%	27
Able	1%	24	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	42%	2
Baker	1%	24	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	42%	2
Cake	1%	24	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	42%	2
Daze	1%	24	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	42%	2
Eat	1%	24	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	42%	2
Fast	1%	24	11/21/2021		5.5	14.5	\$28.00	17500	3.10	\$1,000	55%	\$1,000	42%	2

Units Sold vs Demand Chart C147992



Market Share C147992

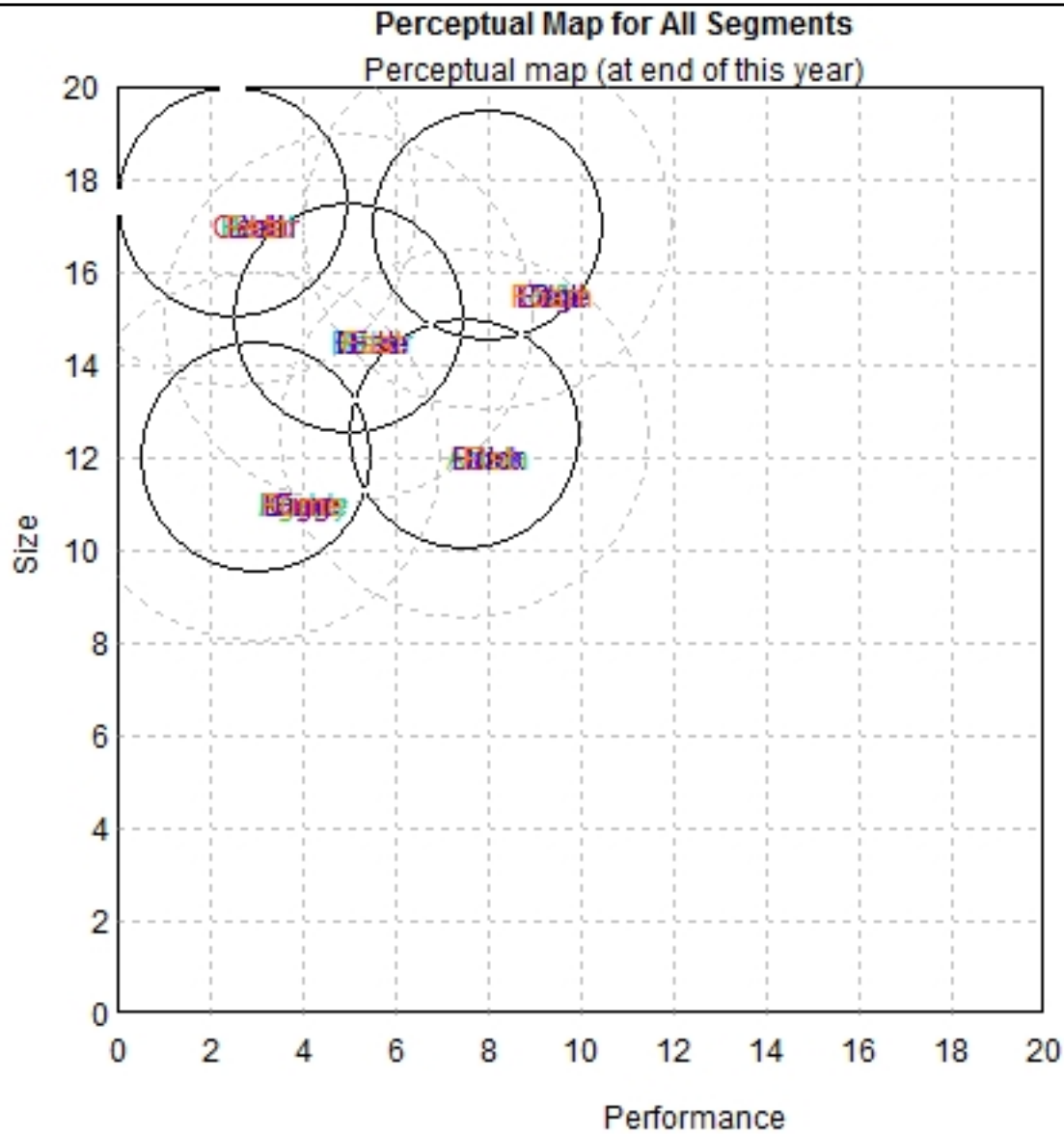


## Actual Market Share in Units

	Trad	Low	High	Pfmn	Size	Total
Industry Unit Sales	7,387	8,960	2,554	1,915	1,984	22,800
% of Market	32.4%	39.3%	11.2%	8.4%	8.7%	100.0%
Able	13.0%		0.4%	0.1%	1.2%	4.4%
Acre	3.6%	16.7%				7.7%
Adam			14.3%			1.6%
Aft			1.6%	16.5%		1.6%
Agape			0.3%		15.5%	1.4%
Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
Baker	13.0%		0.4%	0.1%	1.2%	4.4%
Bead	3.6%	16.7%				7.7%
Bid			14.3%			1.6%
Bold			1.6%	16.5%		1.6%
Buddy			0.3%		15.5%	1.4%
Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
Cake	13.0%		0.4%	0.1%	1.2%	4.4%
Cedar	3.6%	16.7%				7.7%
Cid			14.3%			1.6%
Coat			1.6%	16.5%		1.6%
Cure			0.3%		15.5%	1.4%
Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
Daze	13.0%		0.4%	0.1%	1.2%	4.4%
Dell	3.6%	16.7%				7.7%
Duck			14.3%			1.6%
Dot			1.6%	16.5%		1.6%
Dune			0.3%		15.5%	1.4%
Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
Eat	13.0%		0.4%	0.1%	1.2%	4.4%
Ebb	3.6%	16.7%				7.7%
Echo			14.3%			1.6%
Edge			1.6%	16.5%		1.6%
Egg			0.3%		15.5%	1.4%
Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
Fast	13.0%		0.4%	0.1%	1.2%	4.4%
Feat	3.6%	16.7%				7.7%
Fist			14.3%			1.6%
Foam			1.6%	16.5%		1.6%
Fume			0.3%		15.5%	1.4%
Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%

## Potential Market Share in Units

	Trad	Low	High	Pfmn	Size	Total
Units Demanded	7,387	8,960	2,554	1,915	1,984	22,800
% of Market	32.4%	39.3%	11.2%	8.4%	8.7%	100.0%
Able	13.0%		0.5%		1.2%	4.4%
Acre	3.7%	16.7%				7.7%
Adam			14.3%			1.6%
Aft			1.6%	16.5%		1.6%
Agape			0.3%		15.5%	1.4%
Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
Baker	13.0%		0.5%		1.2%	4.4%
Bead	3.7%	16.7%				7.7%
Bid			14.3%			1.6%
Bold			1.6%	16.5%		1.6%
Buddy			0.3%		15.5%	1.4%
Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
Cake	13.0%		0.5%		1.2%	4.4%
Cedar	3.7%	16.7%				7.7%
Cid			14.3%			1.6%
Coat			1.6%	16.5%		1.6%
Cure			0.3%		15.5%	1.4%
Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
Daze	13.0%		0.5%		1.2%	4.4%
Dell	3.7%	16.7%				7.7%
Duck			14.3%			1.6%
Dot			1.6%	16.5%		1.6%
Dune			0.3%		15.5%	1.4%
Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
Eat	13.0%		0.5%		1.2%	4.4%
Ebb	3.7%	16.7%				7.7%
Echo			14.3%			1.6%
Edge			1.6%	16.5%		1.6%
Egg			0.3%		15.5%	1.4%
Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
Fast	13.0%		0.5%		1.2%	4.4%
Feat	3.7%	16.7%				7.7%
Fist			14.3%			1.6%
Foam			1.6%	16.5%		1.6%
Fume			0.3%		15.5%	1.4%
Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%



### Andrews

Name	Pfmn	Size	Revised
Able	5.5	14.5	11/21/2021
Acre	3.0	17.0	5/24/2020
Adam	8.0	12.0	4/19/2023
Aft	9.4	15.5	6/30/2022
Agape	4.0	11.0	5/25/2022

### Baldwin

Name	Pfmn	Size	Revised
Baker	5.5	14.5	11/21/2021
Bead	3.0	17.0	5/24/2020
Bid	8.0	12.0	4/19/2023
Bold	9.4	15.5	6/30/2022
Buddy	4.0	11.0	5/25/2022

### Chester

Name	Pfmn	Size	Revised
Cake	5.5	14.5	11/21/2021
Cedar	3.0	17.0	5/24/2020
Cid	8.0	12.0	4/19/2023
Coat	9.4	15.5	6/30/2022
Cure	4.0	11.0	5/25/2022

### Digby

Name	Pfmn	Size	Revised
Daze	5.5	14.5	11/21/2021
Dell	3.0	17.0	5/24/2020
Duck	8.0	12.0	4/19/2023
Dot	9.4	15.5	6/30/2022
Dune	4.0	11.0	5/25/2022

### Erie

Name	Pfmn	Size	Revised
Eat	5.5	14.5	11/21/2021
Ebb	3.0	17.0	5/24/2020
Echo	8.0	12.0	4/19/2023
Edge	9.4	15.5	6/30/2022
Egg	4.0	11.0	5/25/2022

### Ferris

Name	Pfmn	Size	Revised
Fast	5.5	14.5	11/21/2021
Feat	3.0	17.0	5/24/2020
Fist	8.0	12.0	4/19/2023
Foam	9.4	15.5	6/30/2022
Fume	4.0	11.0	5/25/2022

## HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	701	701	701	701	701	701
Complement	700	700	700	700	700	700
1st Shift Complement	640	640	640	640	640	640
2nd Shift Complement	60	60	60	60	60	60
Overtime Percent	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Turnover Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
New Employees	70	70	70	70	70	70
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	\$70	\$70	\$70	\$70	\$70	\$70
Separation Cost	\$0	\$0	\$0	\$0	\$0	\$0
Training Cost	\$0	\$0	\$0	\$0	\$0	\$0
Total HR Admin Cost	\$70	\$70	\$70	\$70	\$70	\$70
<b>Labor Contract Next Year</b>						
Wages	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00	\$21.00
Benefits	2,500	2,500	2,500	2,500	2,500	2,500
Profit Sharing	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Annual Raise	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
<b>Starting Negotiation Position</b>						
Wages						
Benefits						
Profit Sharing						
Annual Raise						
<b>Ceiling Negotiation Position</b>						
Wages						
Benefits						
Profit Sharing						
Annual Raise						
<b>Adjusted Labor Demands</b>						
Wages						
Benefits						
Profit Sharing						
Annual Raise						
Strike Days						

## TQM SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>Process Mgt Budgets Last Year</b>						
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
<b>TQM Budgets Last Year</b>						
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
<b>Cumulative Impacts</b>						
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%

# Annual Report

Annual Report

Chester

C147992

Round: 0  
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

Cash	\$3,434	
Account Receivable	\$8,307	
Inventory	\$8,617	
Total Current Assets		\$20,358

### Plant & Equipment

Accumulated Depreciation	\$113,800	
	(\$37,933)	
Total Fixed Assets		\$75,867
Total Assets		\$96,225

### LIABILITIES & OWNERS

#### EQUITY

Accounts Payable	\$6,583	
Current Debt	\$0	
Long Term Debt	\$41,700	
Total Liabilities		\$48,283

### Common Stock

Retained Earnings	\$18,360	
	\$29,582	
Total Equity		\$47,942
Total Liab. & O. Equity		\$96,225

## 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)	2024
	\$4,189
Depreciation	\$7,587
Extraordinary gains/losses/writeoffs	\$0
Accounts Payable	\$3,583
Inventory	(\$8,617)
Accounts Receivable	(\$307)
Net cash from operation	\$6,434

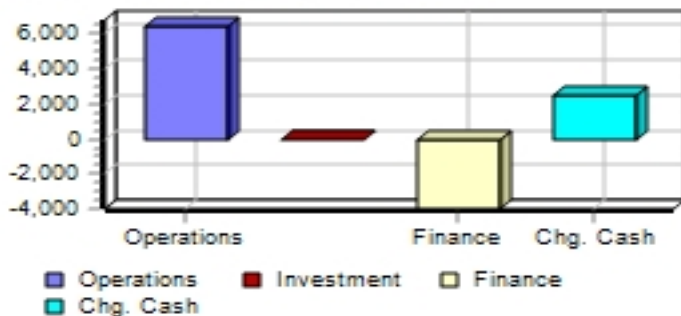
### Cash Flows from Investing Activities

Plant Improvements	\$0
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### Cash Flows from Financing Activities

Dividends paid	(\$4,000)
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	(\$4,000)
Net change in cash position	\$2,434
Closing cash position	\$3,434

Cash Flow Summary Chester C147992



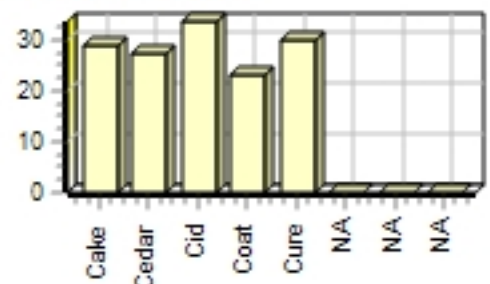
## 2024 Income Statement

(Product Name)	Cake	Cedar	Cid	Coat	Cure				2024 Total	Common Size
<b>Sales</b>	\$27,979	\$37,027	\$13,894	\$11,817	\$10,356	\$0	\$0	\$0	\$101,073	100.0%
<b>Variable Costs:</b>										
Direct Labor	\$7,489	\$12,557	\$3,132	\$3,067	\$2,688	\$0	\$0	\$0	\$28,932	28.6%
Direct Material	\$11,967	\$14,348	\$6,001	\$5,829	\$4,401	\$0	\$0	\$0	\$42,546	42.1%
Inventory Carry	\$441	\$71	\$121	\$231	\$169	\$0	\$0	\$0	\$1,034	1.0%
Total Variable	\$19,897	\$26,977	\$9,254	\$9,127	\$7,258	\$0	\$0	\$0	\$72,513	71.7%
Contribution Margin	\$8,082	\$10,051	\$4,640	\$2,689	\$3,099	\$0	\$0	\$0	\$28,561	28.3%
<b>Period Costs:</b>										
Depreciation	\$2,640	\$2,427	\$1,080	\$720	\$720	\$0	\$0	\$0	\$7,587	7.5%
SG&A: R&D	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Promotions	\$1,000	\$900	\$800	\$700	\$700	\$0	\$0	\$0	\$4,100	4.1%
Sales	\$1,000	\$900	\$800	\$700	\$700	\$0	\$0	\$0	\$4,100	4.1%
Admin	\$215	\$285	\$107	\$91	\$80	\$0	\$0	\$0	\$778	0.8%
Total Period	\$4,855	\$4,512	\$2,787	\$2,211	\$2,200	\$0	\$0	\$0	\$16,564	16.4%
Net Margin	\$3,227	\$5,539	\$1,853	\$478	\$899	\$0	\$0	\$0	\$11,996	11.9%

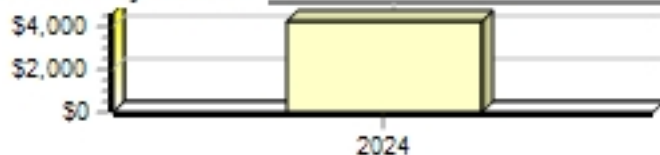
Definitions: **Sales:** Unit Sales times list price. **Direct Labor:** Labor costs incurred to produce the product that was sold. **Inventory Carry Cost:** the cost unsold goods in inventory. **Depreciation:** Calculated on straight-line. 15-year depreciation of plant value. **R&D Costs:** R&D department 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	\$11,996	11.9%
Short Term Interest	\$0	0.0%
Long Term Interest	\$5,421	5.4%
Taxes	\$2,301	2.3%
Profit Sharing	\$85	0.1%
Net Profit	\$4,189	4.1%

Variable Margins  
2024 Chester C147992



Profit History C147992



Market Share History C147992



ROE History C147992



Asset Turnover History C147992



ROS History C147992



ROA History C147992

