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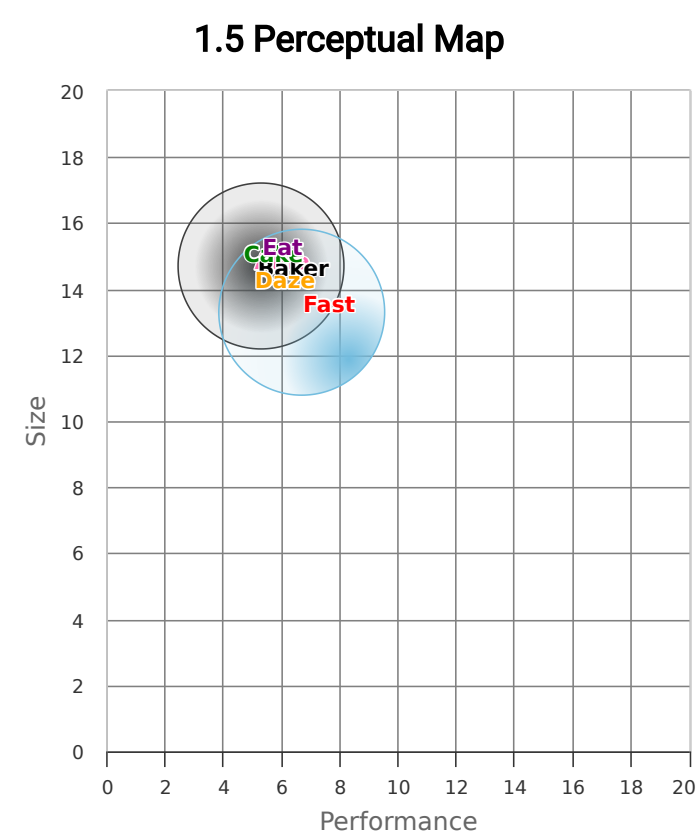
0.1 Roster		
Andrews	Baldwin	Chester
Dan Smith		
Digby	Erie	Ferris

0.2 High Level Overview							
	Andrews	Baldwin	Chester	Digby	Erie	Ferris	Average
Sales	\$50,819	\$48,202	\$40,860	\$49,477	\$39,390	\$43,485	\$45,372
Profit	\$2,671	\$2,220	\$2,233	\$3,163	\$1,551	\$3,146	\$2,497
Contribution Margin	19.32%	21.63%	22.57%	24.69%	20.36%	26.24%	22.47%
Stock Price	\$14.76	\$13.86	\$13.89	\$15.71	\$12.56	\$15.69	\$14.41
Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Market Share	18.7%	17.7%	15.0%	18.2%	14.5%	16.0%	16.7%

Section 1 | Research and Development

1.3 Low Tech		
Customer Buying Criteria	Expectations	Importance
Price	\$15.00 - \$35.00	41%
Age	3 Years	29%
Reliability	14,000 - 20,000 Hours	21%
Positioning	Performance 5.3 Size 14.7	9%

1.4 High Tech		
Customer Buying Criteria	Expectations	Importance
Positioning	Performance 8.1 Size 11.9	33%
Age	0 Years	29%
Price	\$25.00 - \$45.00	25%
Reliability	17,000 - 23,000 Hours	13%



1.6 Product List					
Name	Performance	Size	Reliability	Age	Revision Date
Able	6.0	14.0	20,000	2.4	April 25, 2026
Baker	6.4	13.8	19,800	2.5	March 13, 2026
Bold	--	--	--	--	May 15, 2027
Cake	5.7	14.2	18,250	2.3	July 25, 2026
Dabble	--	--	--	--	May 11, 2027
Daze	6.1	13.4	20,600	2.4	March 18, 2026
Eat	6.0	14.4	17,500	2.3	July 31, 2026
Fast	7.6	12.7	21,500	2.1	October 25, 2026

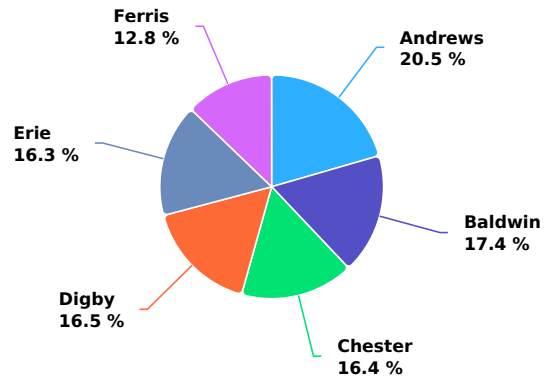
Section 2 | Marketing

Low Tech

2.1 Customer Buying Criteria		
	Expectations	Importance
Price	\$15.00 - \$35.00	41%
Age	3 Years	29%
Reliability	14,000 - 20,000 Hours	21%
Positioning	Performance 5.3 Size 14.7	9%

2.2 Demand Information	
2026 Total Market Size	5,554
2026 Total Units Sold	5,554
2027 Demand Growth Rate	9%

2.3 Market Share



- Andrews
- Baldwin
- Chester
- Digby
- Erie
- Ferris

2.4 Top Products													
Name	Price	Units Sold ▼	Potential Sold	Stock Out	Age	Performance	Size	Reliability	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Customer Satisfaction
Able	\$32.00	1,136	1,136	No	2.4	6	14	20,000	\$1,400	40%	\$1,200	65%	23
Baker	\$33.40	969	969	No	2.5	6.4	13.8	19,800	\$1,300	39%	\$1,300	68%	20
Daze	\$35.00	918	918	No	2.4	6.1	13.4	20,600	\$1,450	41%	\$1,450	72%	19
Cake	\$32.60	914	914	No	2.3	5.7	14.2	18,250	\$925	34%	\$925	56%	17
Eat	\$31.65	904	904	No	2.3	6	14.4	17,500	\$850	33%	\$875	54%	16
Fast	\$36.40	713	713	No	2.1	7.6	12.7	21,500	\$1,275	36%	\$1,500	73%	8

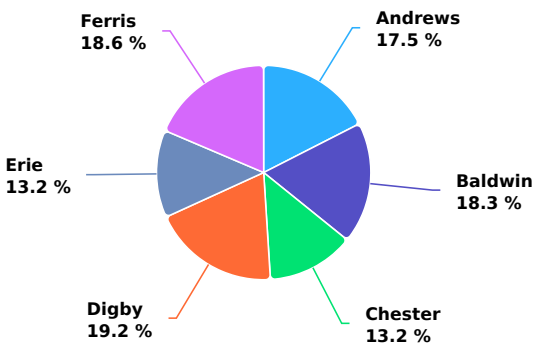
Section 3 | Marketing

High Tech

3.1 Customer Buying Criteria		
	Expectations	Importance
Positioning	Performance 8.1 Size 11.9	33%
Age	0 Years	29%
Price	\$25.00 - \$45.00	25%
Reliability	17,000 - 23,000 Hours	13%

3.2 Demand Information	
2026 Total Market Size	2,583
2026 Total Units Sold	2,583
2027 Demand Growth Rate	22.2%

3.3 Market Share

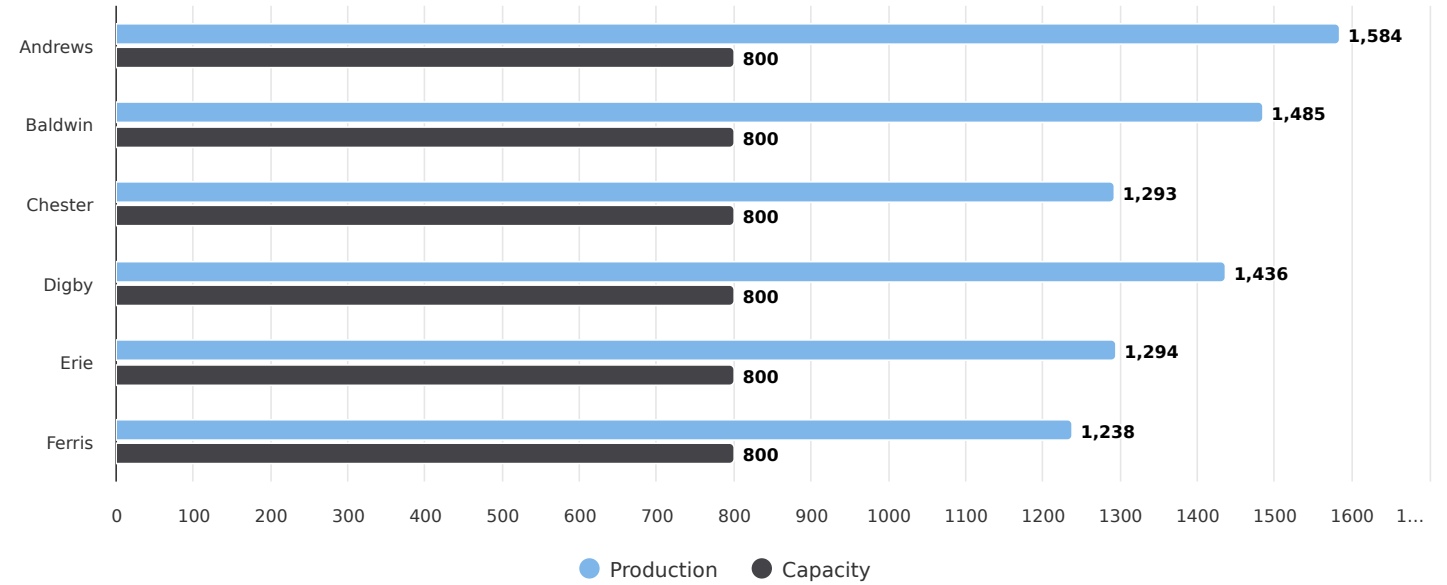


- Andrews
- Baldwin
- Chester
- Digby
- Erie
- Ferris

3.4 Top Products													
Name	Price	Units Sold <div></div>	Potential Sold	Stock Out	Age	Performance	Size	Reliability	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Customer Satisfaction
Daze	\$35.00	496	496	No	2.4	6.1	13.4	20,600	\$1,450	42%	\$1,450	72%	12
Fast	\$36.40	481	481	No	2.1	7.6	12.7	21,500	\$1,275	39%	\$1,500	73%	24
Baker	\$33.40	474	474	No	2.5	6.4	13.8	19,800	\$1,300	40%	\$1,300	68%	12
Able	\$32.00	452	452	No	2.4	6	14	20,000	\$1,400	41%	\$1,200	65%	11
Eat	\$31.65	341	341	No	2.3	6	14.4	17,500	\$850	33%	\$875	54%	8
Cake	\$32.60	340	340	No	2.3	5.7	14.2	18,250	\$925	34%	\$925	56%	8

Section 4 | Production

Production vs Capacity



4.1 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
Able	Low Tech	1,584	1,588	83	\$32.00	\$13.56	\$11.10	19.3%	3	800	200%
Baker	Low Tech	1,485	1,443	129	\$33.40	\$14.16	\$10.95	21.6%	3.1	800	188%
Bold	--	0	0	0	\$0.00	\$0.00	\$0.00	0%	3	250	0%
Cake	Low Tech	1,293	1,253	126	\$32.60	\$12.50	\$10.56	22.6%	4.7	800	163%
Daze	Low Tech	1,436	1,414	109	\$35.00	\$14.52	\$10.88	24.7%	3	850	181%
Dabble	--	0	0	0	\$0.00	\$0.00	\$0.00	0%	2.5	350	0%
Eat	Low Tech	1,294	1,245	137	\$31.65	\$12.40	\$10.54	20.4%	4.7	800	163%
Fast	High Tech	1,238	1,195	130	\$36.40	\$17.15	\$10.50	26.2%	3.5	850	156%

Section 5 | Finance

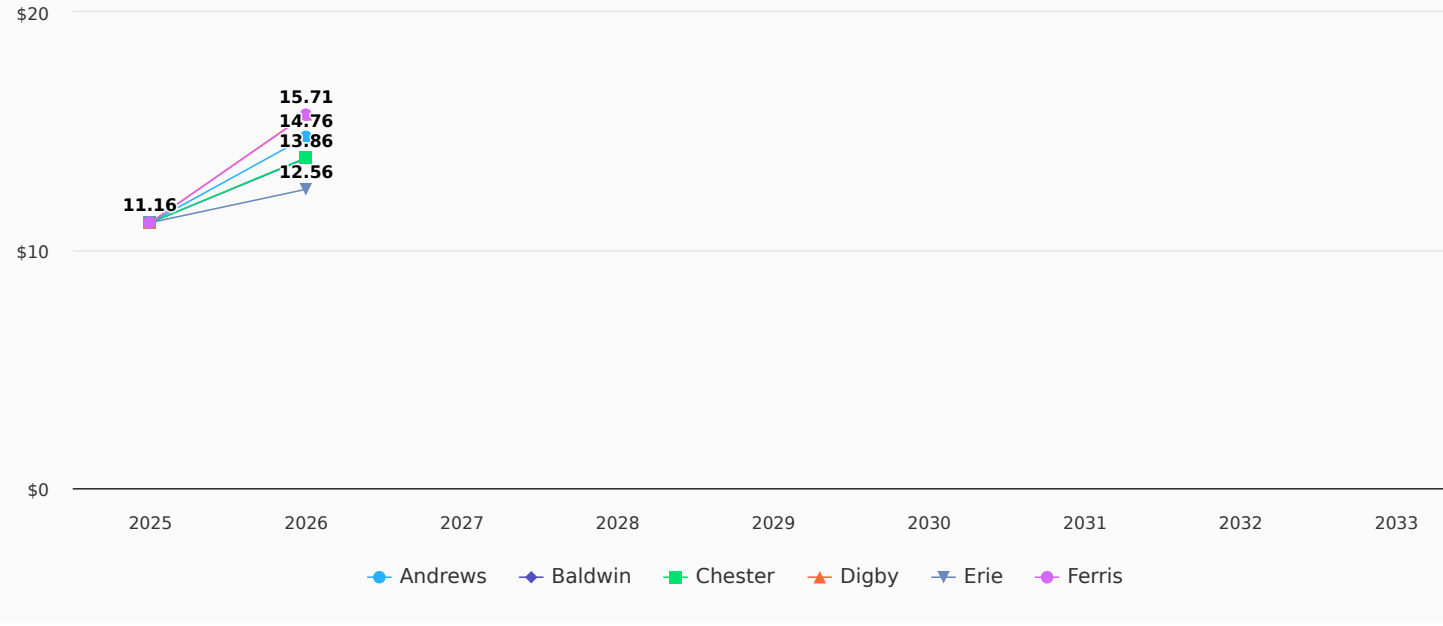
5.1 Income Statement						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$50,819	\$48,202	\$40,860	\$49,477	\$39,390	\$43,485
Variable Costs						
Direct Material	\$23,201	\$21,641	\$18,064	\$21,607	\$17,875	\$19,153
Direct Labor	\$17,545	\$15,733	\$13,196	\$15,312	\$13,088	\$12,508
Inventory Carry	\$257	\$402	\$378	\$343	\$409	\$414
Total Variable Costs (Labor, Material, Carry)	\$41,003	\$37,776	\$31,638	\$37,262	\$31,372	\$32,075
Contribution Margin	\$9,816	\$10,426	\$9,222	\$12,215	\$8,018	\$11,409
Period Costs						
Depreciation	\$960	\$981	\$1,323	\$1,020	\$1,323	\$1,133
SG&A						
R&D	\$313	\$1,197	\$564	\$1,208	\$579	\$815
Promotions	\$1,200	\$1,300	\$925	\$1,450	\$875	\$1,500
Sales	\$1,400	\$1,300	\$925	\$1,450	\$850	\$1,275
Administration	\$851	\$790	\$638	\$799	\$616	\$726
Total Period Costs	\$4,724	\$5,568	\$4,375	\$5,927	\$4,243	\$5,450
Net Margin	\$5,092	\$4,858	\$4,847	\$6,287	\$3,775	\$5,960
Other (Fees/Write-offs/Bonuses/Relocation Fee)	\$0	\$167	\$147	\$135	\$147	\$21
EBIT	\$5,092	\$4,691	\$4,700	\$6,152	\$3,629	\$5,938
Interest (Short term/Long Term)	\$899	\$1,207	\$1,194	\$1,186	\$1,194	\$1,000
Taxes	\$1,468	\$1,220	\$1,227	\$1,738	\$852	\$1,729
Profit Sharing	\$55	\$45	\$46	\$65	\$32	\$64
Net Profit	\$2,671	\$2,220	\$2,233	\$3,163	\$1,551	\$3,146

5.2 Cash Flow Statement						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Starting Cash Position	\$5,598	\$5,598	\$5,598	\$5,598	\$5,598	\$5,598
Cash From Operations						
Net Income(Loss)	\$2,671	\$2,220	\$2,233	\$3,163	\$1,551	\$3,146
Adjustment For Non-Cash Items						
Depreciation	\$960	\$981	\$1,323	\$1,020	\$1,323	\$1,133
Extraordinary Gains/Losses/Write-offs	\$0	\$0	\$0	\$0	\$0	\$0
Changes In Current Assets And Liabilities						
Accounts Payable	\$478	\$300	(\$658)	\$222	(\$836)	(\$161)
Inventory	\$213	(\$995)	(\$801)	(\$503)	(\$1,054)	(\$1,100)
Accounts Receivable	(\$823)	(\$608)	(\$5)	(\$713)	\$116	(\$221)
Net Cash From Operations	\$3,498	\$1,897	\$2,092	\$3,189	\$1,100	\$2,797
Cash From Investing						
Net Plant Improvements	\$0	(\$4,820)	(\$5,440)	(\$6,500)	(\$5,440)	(\$2,600)
Cash From Financing						
Dividends Paid	\$0	\$0	\$0	\$0	\$0	(\$3,188)
Sales Of Common Stock	\$0	\$854	\$574	\$414	\$574	\$0
Purchase Of Common Stock	\$0	\$0	\$0	\$0	\$0	\$0
Cash From Long-Term Debt Issued	\$0	\$2,480	\$2,363	\$2,289	\$2,363	\$422
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	\$3,000	\$3,689	\$3,675	\$3,675	\$3,675	\$3,675
Cash From Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash From Financing	\$3,000	\$7,023	\$6,612	\$6,378	\$6,612	\$909
Effect Of Exchange Rates	\$0	\$0	\$0	\$0	\$0	\$0
Net Change In Cash	\$6,498	\$4,100	\$3,265	\$3,067	\$2,272	\$1,107
Ending Cash Position	\$12,096	\$9,698	\$8,862	\$8,664	\$7,869	\$6,704

5.3 Balance Sheet						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$12,096	\$9,698	\$8,862	\$8,664	\$7,869	\$6,704
Accounts Receivable	\$4,177	\$3,962	\$3,358	\$4,067	\$3,238	\$3,574
Inventory	\$2,139	\$3,348	\$3,153	\$2,855	\$3,406	\$3,453
Current Assets	\$18,412	\$17,007	\$15,374	\$15,586	\$14,513	\$13,731
Plant and Equipment	\$14,400	\$19,220	\$19,840	\$20,900	\$19,840	\$17,000
Accumulated Depreciation	(\$5,760)	(\$5,781)	(\$6,123)	(\$5,820)	(\$6,123)	(\$5,933)
Fixed Assets	\$8,640	\$13,439	\$13,717	\$15,080	\$13,717	\$11,067
Total Assets	\$27,052	\$30,446	\$29,091	\$30,666	\$28,230	\$24,798
Accounts Payable	\$3,331	\$3,154	\$2,196	\$3,076	\$2,017	\$2,693
Current Debt	\$3,000	\$3,689	\$3,675	\$3,675	\$3,675	\$3,675
Current Liabilities	\$6,331	\$6,843	\$5,871	\$6,751	\$5,693	\$6,368
Long-Term Liabilities	\$5,200	\$7,680	\$7,563	\$7,489	\$7,563	\$5,622
Total Liabilities	\$11,531	\$14,523	\$13,435	\$14,240	\$13,256	\$11,990
Common Stock	\$2,323	\$3,177	\$2,897	\$2,737	\$2,897	\$2,323
Retained Earnings	\$13,197	\$12,746	\$12,760	\$13,690	\$12,077	\$10,484
Total Equity	\$15,521	\$15,923	\$15,656	\$16,426	\$14,974	\$12,808
Total Liabilities & Equity	\$27,052	\$30,446	\$29,091	\$30,666	\$28,230	\$24,798

5.4 Stock Market Summary									
Company	Closing Price	Change	Shares Outstanding	Market Cap	Book Value	EPS	Dividend	Yield	P/E
Andrews	\$14.76	\$3.60	2,000,000	\$30m	\$7.76	\$1.34	\$0.00	0%	11.05
Baldwin	\$13.86	\$2.71	2,076,491	\$29m	\$7.67	\$1.07	\$0.00	0%	12.97
Chester	\$13.89	\$2.73	2,051,399	\$28m	\$7.63	\$1.09	\$0.00	0%	12.76
Digby	\$15.71	\$4.55	2,037,061	\$32m	\$8.06	\$1.55	\$0.00	0%	10.12
Erie	\$12.56	\$1.40	2,051,399	\$26m	\$7.30	\$0.76	\$0.00	0%	16.61
Ferris	\$15.69	\$4.53	2,000,000	\$31m	\$6.40	\$1.57	\$1.59	10.2%	9.97

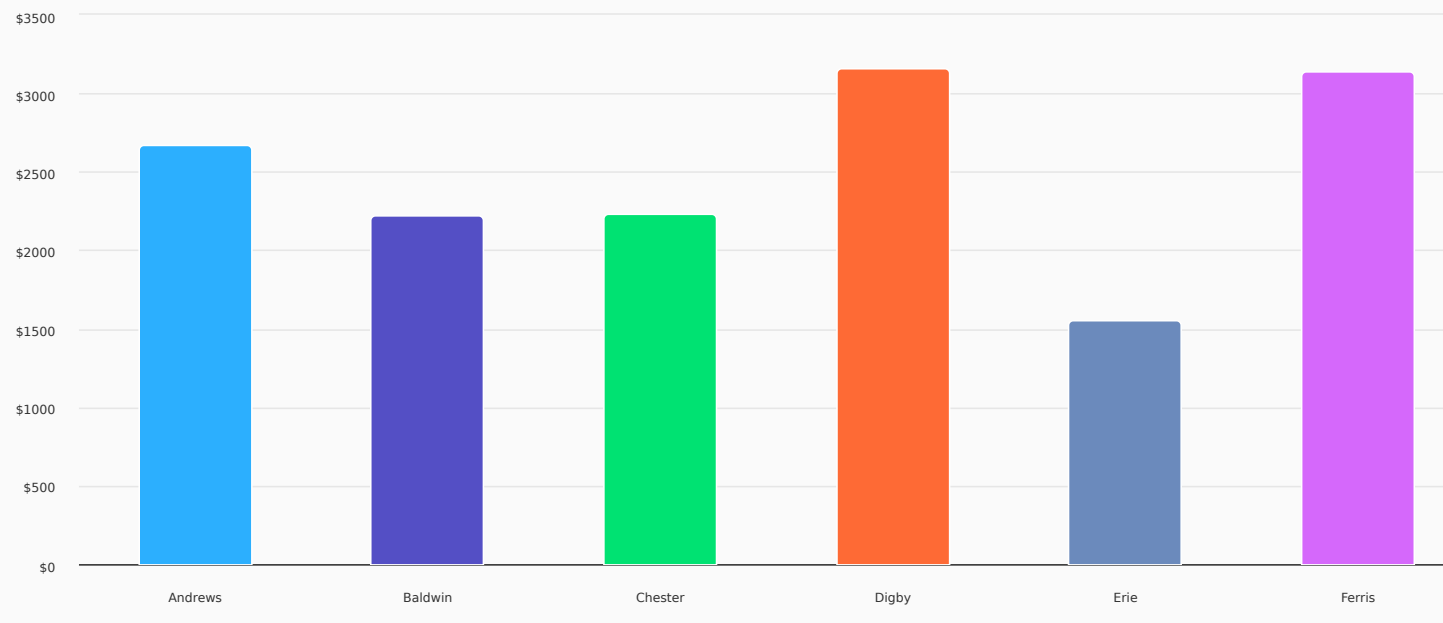
5.5 Stock Price



5.6 Bond Market Summary					
Company	Series	Face Value	Yield	Closing Price	S&P Rating
Andrews	11.0S2027	\$866,667	10.94%	\$100.54	BB
	12.0S2029	\$1,733,333	11.54%	\$103.95	BB
	13.0S2031	\$2,600,000	11.84%	\$109.76	BB
Baldwin	11.0S2027	\$866,667	11%	\$100.00	B
	12.0S2029	\$1,733,333	11.71%	\$102.44	B
	13.0S2031	\$2,600,000	12.11%	\$107.39	B
	10.0S2036	\$2,480,000	10.63%	\$94.11	B
Chester	11.0S2027	\$866,667	10.98%	\$100.18	BB
	12.0S2029	\$1,733,333	11.66%	\$102.94	BB
	13.0S2031	\$2,600,000	12.02%	\$108.17	BB
	10.0S2036	\$2,363,492	10.5%	\$95.25	BB
Digby	11.0S2027	\$866,667	10.99%	\$100.09	B
	12.0S2029	\$1,733,333	11.69%	\$102.69	B
	13.0S2031	\$2,600,000	12.06%	\$107.78	B
	10.0S2036	\$2,288,825	10.56%	\$94.68	B
Erie	11.0S2027	\$866,667	10.99%	\$100.09	B
	12.0S2029	\$1,733,333	11.69%	\$102.69	B
	13.0S2031	\$2,600,000	12.06%	\$107.78	B
	10.0S2036	\$2,363,492	10.56%	\$94.68	B
Ferris	11.0S2027	\$866,667	11.01%	\$99.91	B
	12.0S2029	\$1,733,333	11.74%	\$102.20	B
	13.0S2031	\$2,600,000	12.15%	\$107.00	B
	10.0S2036	\$422,159	10.69%	\$93.55	B

Next Year's Prime Rate: 7%

5.7 Net Profit



Section 6 | Product Financials

6.1 Andrews Income Statement		
	Able	Total
Sales	\$50,819	\$50,819
Variable Cost	\$41,003	\$41,003
Fixed Cost	\$4,724	\$4,724
Net Margin	\$5,092	\$5,092
	Other (Fees, Writeoffs)	\$0
	Long Term Interest	\$641
	Taxes & Tariffs	\$1,468
	Profit Sharing	\$55
	Net Profit	\$2,671

6.2 Baldwin Income Statement			
	Baker	Bold	Total
Sales	\$48,202	\$0	\$48,202
Variable Cost	\$37,776	\$0	\$37,776
Fixed Cost	\$4,568	\$1,000	\$5,568
Net Margin	\$5,858	(\$1,000)	\$4,858
		Other (Fees, Writeoffs)	\$167
		Long Term Interest	\$889
		Taxes & Tariffs	\$1,220
		Profit Sharing	\$45
		Net Profit	\$2,220

6.3 Chester Income Statement		
	Cake	Total
Sales	\$40,860	\$40,860
Variable Cost	\$31,638	\$31,638
Fixed Cost	\$4,375	\$4,375
Net Margin	\$4,847	\$4,847
	Other (Fees, Writeoffs)	\$147
	Long Term Interest	\$878
	Taxes & Tariffs	\$1,227
	Profit Sharing	\$46
	Net Profit	\$2,233

6.4 Digby Income Statement			
	Daze	Dabble	Total
Sales	\$49,477	\$0	\$49,477
Variable Cost	\$37,262	\$0	\$37,262
Fixed Cost	\$4,927	\$1,000	\$5,927
Net Margin	\$7,287	(\$1,000)	\$6,287
		Other (Fees, Writeoffs)	\$135
		Long Term Interest	\$870
		Taxes & Tariffs	\$1,738
		Profit Sharing	\$65
		Net Profit	\$3,163

6.5 Erie Income Statement		
	Eat	Total
Sales	\$39,390	\$39,390
Variable Cost	\$31,372	\$31,372
Fixed Cost	\$4,243	\$4,243
Net Margin	\$3,775	\$3,775
	Other (Fees, Writeoffs)	\$147
	Long Term Interest	\$878
	Taxes & Tariffs	\$852
	Profit Sharing	\$32
	Net Profit	\$1,551

6.6 Ferris Income Statement		
	Fast	Total
Sales	\$43,485	\$43,485
Variable Cost	\$32,075	\$32,075
Fixed Cost	\$5,450	\$5,450
Net Margin	\$5,960	\$5,960
	Other (Fees, Writeoffs)	\$21
	Long Term Interest	\$684
	Taxes & Tariffs	\$1,729
	Profit Sharing	\$64
	Net Profit	\$3,146

Section 7 | Custom Modules

7.1 Workforce Summary						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Number of Employees	308	288	250	279	250	240
First Shift	154	154	154	154	154	154
Second Shift	154	134	96	125	96	86
Turnover Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
New Employees	89	67	25	57	25	24
Separated Employees	0	0	0	0	0	10
Productivity Index	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%