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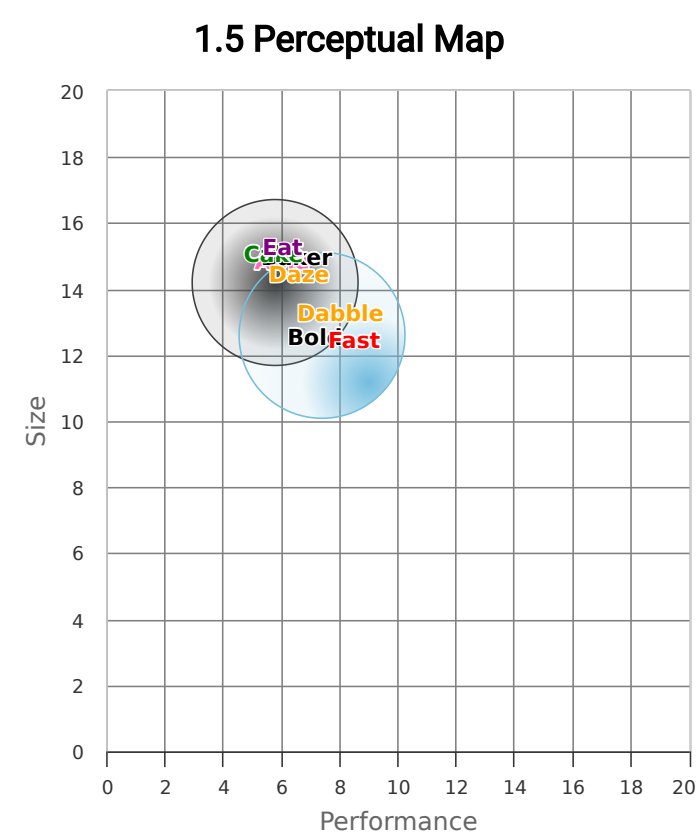
0.1 Roster		
Andrews	Baldwin	Chester
Dan Smith		
Digby	Erie	Ferris

0.2 High Level Overview							
	Andrews	Baldwin	Chester	Digby	Erie	Ferris	Average
Sales	\$52,857	\$66,649	\$38,968	\$73,354	\$34,851	\$43,940	\$51,770
Profit	\$3,335	\$4,882	\$1,786	\$6,234	\$1,559	\$1,841	\$3,273
Contribution Margin	22.62%	27.45%	28.97%	29.42%	31.05%	28.63%	28.02%
Stock Price	\$17.13	\$19.12	\$13.37	\$23.35	\$11.91	\$14.93	\$16.64
Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Market Share	17.0%	21.5%	12.5%	23.6%	11.2%	14.1%	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 5.8 Size 14.2	9%

1.4 High Tech		
Customer Buying Criteria	Expectations	Importance
Positioning	Performance 8.8 Size 11.2	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	3.4	April 25, 2026
Ark	--	--	--	--	July 22, 2028
Baker	6.5	14.1	19,800	2.1	March 5, 2027
Bold	7.1	11.7	22,400	0.6	May 15, 2027
Cake	5.7	14.2	17,000	3.3	January 19, 2027
Cent	--	--	--	--	May 17, 2028
Dabble	8.0	12.4	22,000	0.6	May 11, 2027
Daze	6.6	13.6	19,500	2.1	April 16, 2027
East	--	--	--	--	April 7, 2028
Eat	6.0	14.4	16,500	3.3	January 16, 2027
Fast	8.5	11.6	22,000	1.7	September 24, 2027
Feast	--	--	--	--	April 18, 2028

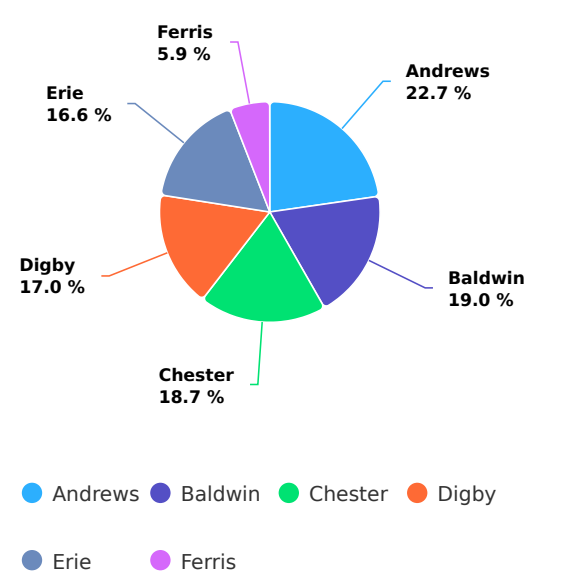
Section 2 | Marketing

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 5.8 Size 14.2	9%

2.2 Demand Information	
2027 Total Market Size	6,054
2027 Total Units Sold	6,054
2028 Demand Growth Rate	10.9%

2.3 Market Share



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	1,375	1,495	Yes	3.4	6	14	20,000	\$1,500	42%	\$1,300	74%	28
Cake	\$28.95	1,132	1,100	No	3.3	5.7	14.2	17,000	\$925	30%	\$925	57%	21
Baker	\$33.40	1,127	1,096	No	2.1	6.5	14.1	19,800	\$1,350	45%	\$1,350	77%	23
Daze	\$35.00	1,031	1,004	No	2.1	6.6	13.6	19,500	\$1,450	50%	\$1,450	83%	20
Eat	\$29.30	1,005	976	No	3.3	6	14.4	16,500	\$875	29%	\$875	54%	18
Fast	\$38.50	358	348	No	1.7	8.5	11.6	22,000	\$1,275	29%	\$1,500	85%	1
Bold	\$42.35	26	35	Yes	0.6	7.1	11.7	22,400	\$550	45%	\$550	33%	1

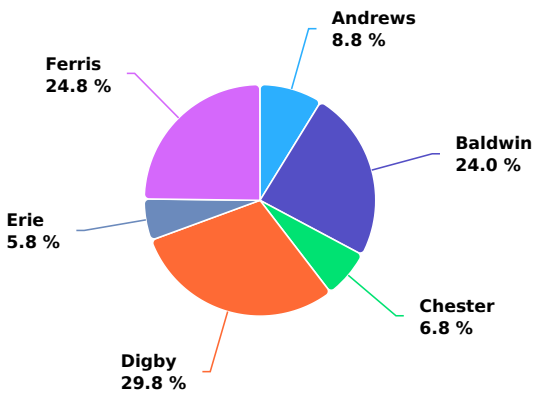
Section 3 | Marketing

High Tech

3.1 Customer Buying Criteria		
	Expectations	Importance
Positioning	Performance 8.8 Size 11.2	33%
Age	0 Years	29%
Price	\$25.00 - \$45.00	25%
Reliability	17,000 - 23,000 Hours	13%

3.2 Demand Information	
2027 Total Market Size	3,157
2027 Total Units Sold	3,157
2028 Demand Growth Rate	18.1%

3.3 Market Share

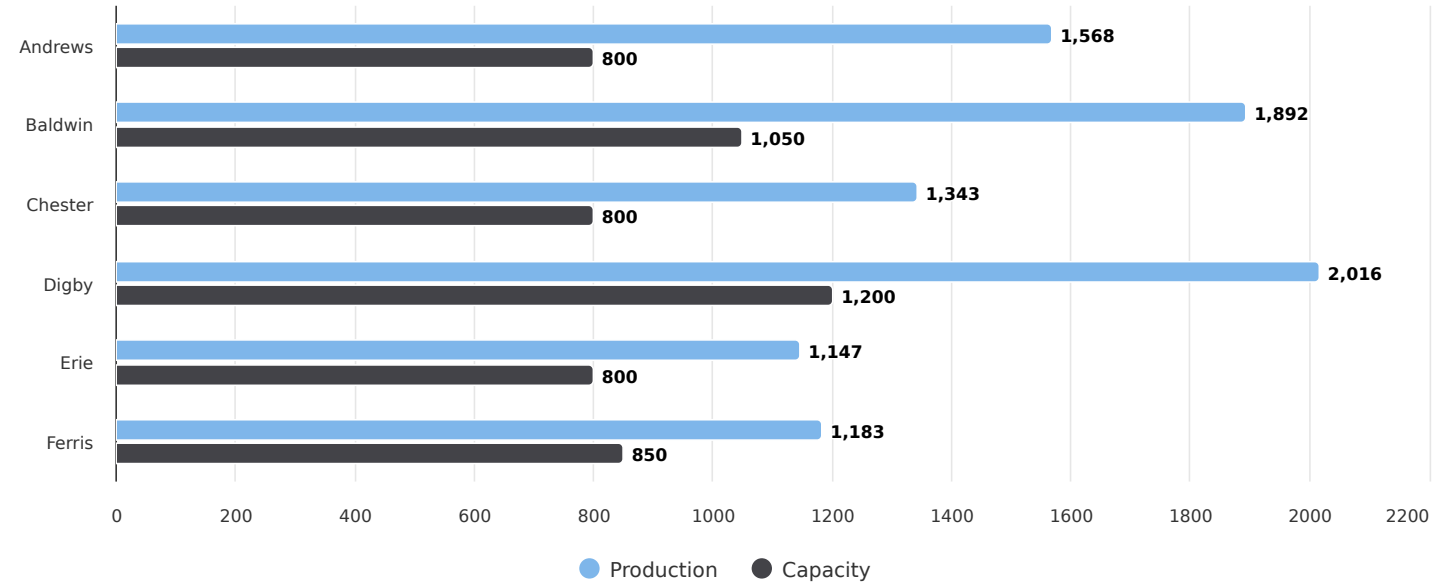


- Andrews
- Baldwin
- Chester
- Digby
- Erie
- Ferris

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
Fast	\$38.50	784	739	No	1.7	8.5	11.6	22,000	\$1,275	39%	\$1,500	85%	31
Daze	\$35.00	501	469	No	2.1	6.6	13.6	19,500	\$1,450	55%	\$1,450	83%	12
Baker	\$33.40	472	444	No	2.1	6.5	14.1	19,800	\$1,350	48%	\$1,350	77%	11
Dabble	\$45.00	439	435	No	0.6	8	12.4	22,000	\$750	55%	\$750	39%	22
Bold	\$42.35	286	397	Yes	0.6	7.1	11.7	22,400	\$550	48%	\$550	33%	20
Able	\$32.00	277	296	Yes	3.4	6	14	20,000	\$1,500	43%	\$1,300	74%	7
Cake	\$28.95	214	202	No	3.3	5.7	14.2	17,000	\$925	30%	\$925	57%	5
Eat	\$29.30	184	174	No	3.3	6	14.4	16,500	\$875	29%	\$875	54%	4

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	1,568	1,652	0	\$32.00	\$12.25	\$11.75	22.6%	3	800	200%
Ark	--	0	0	0	\$0.00	\$0.00	\$0.00	0%	3	450	0%
Baker	Low Tech	1,580	1,600	110	\$33.40	\$12.64	\$11.22	25.7%	3.9	950	200%
Bold	High Tech	312	312	0	\$42.35	\$16.60	\$10.65	34.6%	3.5	350	200%
Cake	Low Tech	1,343	1,346	123	\$28.95	\$10.83	\$8.50	29%	5.2	850	169%
Cent	--	0	0	0	\$0.00	\$0.00	\$0.00	0%	4	200	0%
Daze	Low Tech	1,573	1,531	151	\$35.00	\$13.15	\$11.45	26.7%	3.7	1,050	188%
Dabble	High Tech	443	439	4	\$45.00	\$16.61	\$11.30	36.7%	3.2	500	143%
Eat	Low Tech	1,147	1,189	95	\$29.30	\$10.80	\$8.08	31%	5.1	850	144%
East	--	0	0	0	\$0.00	\$0.00	\$0.00	0%	4	300	0%
Fast	High Tech	1,183	1,141	172	\$38.50	\$17.96	\$9.87	28.6%	3.5	900	141%
Feast	--	0	0	0	\$0.00	\$0.00	\$0.00	0%	3	350	0%

Section 5 | Finance

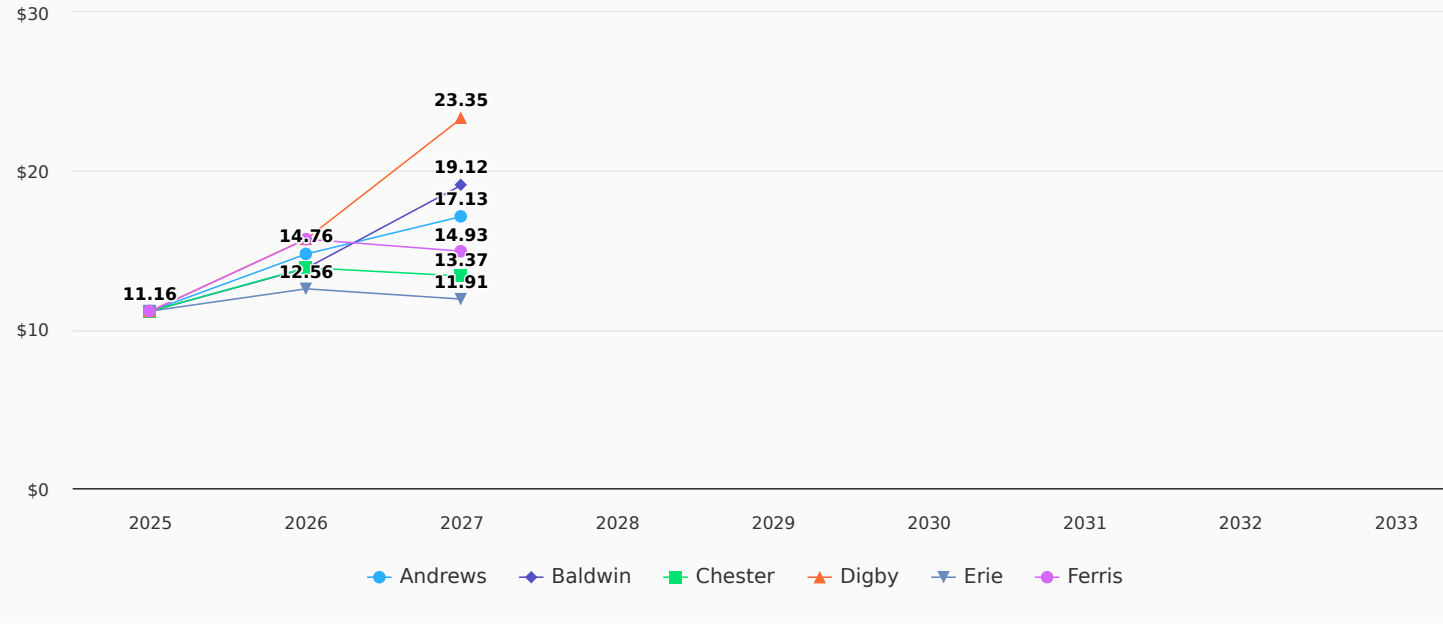
5.1 Income Statement						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$52,857	\$66,649	\$38,968	\$73,354	\$34,851	\$43,940
Variable Costs						
Direct Material	\$21,553	\$26,788	\$15,696	\$28,875	\$13,886	\$19,471
Direct Labor	\$19,345	\$21,241	\$11,682	\$22,428	\$9,917	\$11,329
Inventory Carry	\$0	\$324	\$301	\$473	\$227	\$558
Total Variable Costs (Labor, Material, Carry)	\$40,898	\$48,353	\$27,679	\$51,777	\$24,031	\$31,359
Contribution Margin	\$11,959	\$18,297	\$11,289	\$21,577	\$10,820	\$12,581
Period Costs						
Depreciation	\$960	\$1,801	\$1,519	\$2,017	\$1,496	\$1,200
SG&A						
R&D	\$1,000	\$542	\$1,051	\$644	\$1,042	\$1,729
Promotions	\$1,300	\$1,900	\$925	\$2,200	\$875	\$1,500
Sales	\$1,500	\$1,900	\$925	\$2,200	\$875	\$1,275
Administration	\$830	\$1,100	\$865	\$1,247	\$954	\$822
Total Period Costs	\$5,590	\$7,243	\$5,284	\$8,309	\$5,242	\$6,526
Net Margin	\$6,369	\$11,053	\$6,004	\$13,268	\$5,578	\$6,055
Other (Fees/Write-offs/Bonuses/Relocation Fee)	\$250	\$1,624	\$1,428	\$1,597	\$1,417	\$1,564
EBIT	\$6,119	\$9,430	\$4,577	\$11,672	\$4,161	\$4,491
Interest (Short term/Long Term)	\$884	\$1,765	\$1,772	\$1,885	\$1,714	\$1,601
Taxes	\$1,832	\$2,683	\$981	\$3,425	\$857	\$1,011
Profit Sharing	\$68	\$100	\$36	\$127	\$32	\$38
Net Profit	\$3,335	\$4,882	\$1,786	\$6,234	\$1,559	\$1,841

5.2 Cash Flow Statement						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Starting Cash Position	\$12,096	\$9,698	\$8,862	\$8,664	\$7,869	\$6,704
Cash From Operations						
Net Income(Loss)	\$3,335	\$4,882	\$1,786	\$6,234	\$1,559	\$1,841
Adjustment For Non-Cash Items						
Depreciation	\$960	\$1,801	\$1,519	\$2,017	\$1,496	\$1,200
Extraordinary Gains/Losses/Write-offs	\$0	\$0	\$0	\$0	\$0	\$0
Changes In Current Assets And Liabilities						
Accounts Payable	(\$146)	\$741	(\$365)	\$1,230	(\$613)	(\$62)
Inventory	\$2,139	\$644	\$644	(\$1,090)	\$1,512	(\$1,201)
Accounts Receivable	(\$168)	(\$1,516)	\$156	(\$1,962)	\$373	(\$37)
Net Cash From Operations	\$6,120	\$6,552	\$3,740	\$6,429	\$4,327	\$1,740
Cash From Investing						
Net Plant Improvements	(\$8,100)	(\$7,800)	(\$7,340)	(\$9,360)	(\$9,200)	(\$7,300)
Cash From Financing						
Dividends Paid	\$0	\$0	\$0	\$0	\$0	\$0
Sales Of Common Stock	\$2,500	\$865	\$808	\$405	\$677	\$700
Purchase Of Common Stock	\$0	\$0	\$0	\$0	\$0	\$0
Cash From Long-Term Debt Issued	\$2,500	\$3,607	\$3,747	\$3,529	\$3,666	\$2,585
Early Retirement Of Long-Term Debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement Of Current Debt	(\$3,000)	(\$3,689)	(\$3,675)	(\$3,675)	(\$3,675)	(\$3,675)
Cash From Current Debt Borrowing	\$0	\$5,120	\$5,362	\$6,768	\$4,729	\$6,620
Cash From Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash From Financing	\$2,000	\$5,903	\$6,241	\$7,027	\$5,396	\$6,230
Effect Of Exchange Rates	\$0	\$0	\$0	\$0	\$0	\$0
Net Change In Cash	\$20	\$4,655	\$2,640	\$4,096	\$523	\$670
Ending Cash Position	\$12,116	\$14,352	\$11,502	\$12,761	\$8,393	\$7,374

5.3 Balance Sheet						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$12,116	\$14,352	\$11,502	\$12,761	\$8,393	\$7,374
Accounts Receivable	\$4,344	\$5,478	\$3,203	\$6,029	\$2,864	\$3,611
Inventory	\$0	\$2,704	\$2,509	\$3,945	\$1,894	\$4,653
Current Assets	\$16,461	\$22,534	\$17,215	\$22,735	\$13,151	\$15,639
Plant and Equipment	\$22,500	\$27,020	\$27,180	\$30,260	\$29,040	\$24,300
Accumulated Depreciation	(\$6,720)	(\$7,583)	(\$7,641)	(\$7,837)	(\$7,619)	(\$7,133)
Fixed Assets	\$15,780	\$19,437	\$19,539	\$22,423	\$21,421	\$17,167
Total Assets	\$32,241	\$41,971	\$36,753	\$45,158	\$34,573	\$32,806
Accounts Payable	\$3,186	\$3,895	\$1,831	\$4,306	\$1,405	\$2,630
Current Debt	\$867	\$5,987	\$6,228	\$7,634	\$5,596	\$7,487
Current Liabilities	\$4,052	\$9,882	\$8,059	\$11,941	\$7,000	\$10,117
Long-Term Liabilities	\$6,833	\$10,420	\$10,444	\$10,151	\$10,363	\$7,341
Total Liabilities	\$10,886	\$20,301	\$18,503	\$22,092	\$17,363	\$17,458
Common Stock	\$4,823	\$4,042	\$3,704	\$3,142	\$3,574	\$3,023
Retained Earnings	\$16,532	\$17,628	\$14,546	\$19,924	\$13,636	\$12,325
Total Equity	\$21,355	\$21,670	\$18,250	\$23,066	\$17,210	\$15,348
Total Liabilities & Equity	\$32,241	\$41,971	\$36,753	\$45,158	\$34,573	\$32,806

5.4 Stock Market Summary									
Company	Closing Price	Change	Shares Outstanding	Market Cap	Book Value	EPS	Dividend	Yield	P/E
Andrews	\$17.13	\$2.37	2,169,419	\$37m	\$9.84	\$1.54	\$0.00	0%	11.14
Baldwin	\$19.12	\$5.25	2,138,881	\$41m	\$10.13	\$2.28	\$0.00	0%	8.38
Chester	\$13.37	(\$0.52)	2,109,554	\$28m	\$8.65	\$0.85	\$0.00	0%	15.79
Digby	\$23.35	\$7.64	2,062,853	\$48m	\$11.18	\$3.02	\$0.00	0%	7.73
Erie	\$11.91	(\$0.65)	2,105,298	\$25m	\$8.17	\$0.74	\$0.00	0%	16.08
Ferris	\$14.93	(\$0.76)	2,044,609	\$31m	\$7.51	\$0.90	\$0.00	0%	16.58

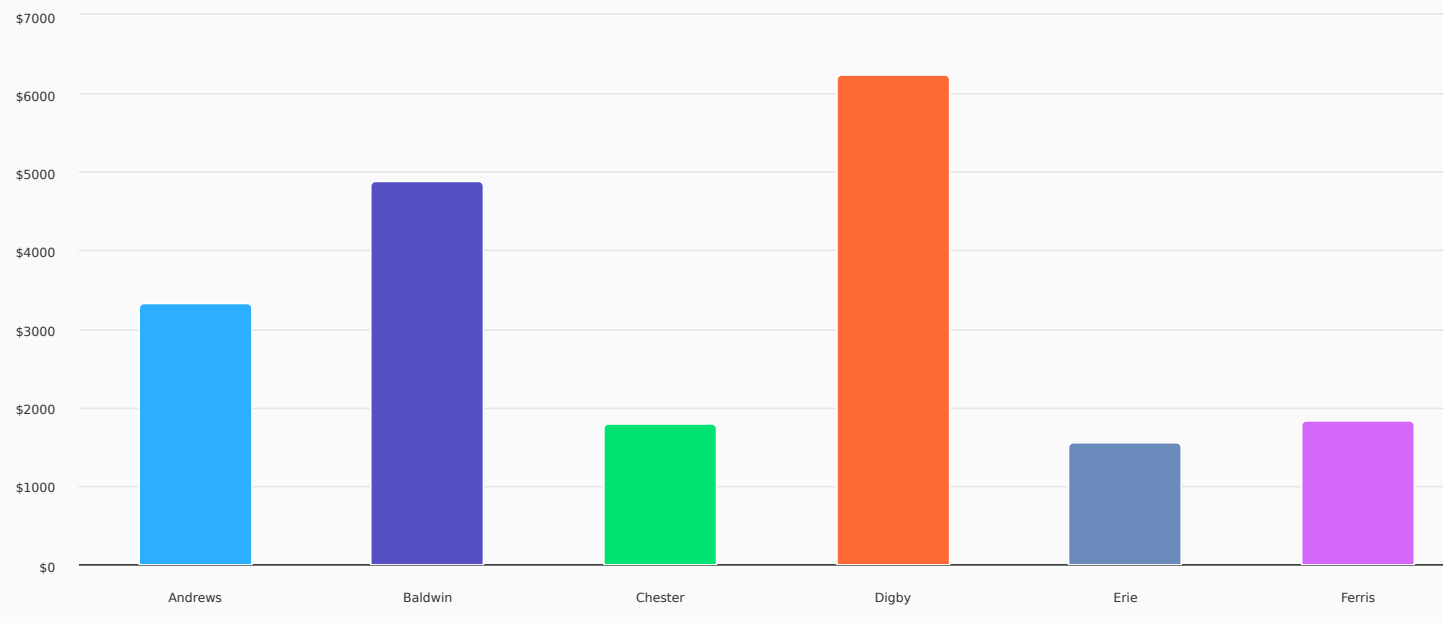
5.5 Stock Price



5.6 Bond Market Summary					
Company	Series	Face Value	Yield	Closing Price	S&P Rating
Andrews	12.0S2029	\$1,733,333	11.5%	\$104.37	A
	13.0S2031	\$2,600,000	11.69%	\$111.22	A
	10.4S2037	\$2,500,000	9.84%	\$105.65	A
Baldwin	12.0S2029	\$1,733,333	11.82%	\$101.54	B
	13.0S2031	\$2,600,000	12.28%	\$105.88	B
	10.0S2036	\$2,480,000	10.65%	\$93.93	B
	11.0S2037	\$3,606,517	11.06%	\$99.41	B
Chester	12.0S2029	\$1,733,333	11.86%	\$101.19	B
	13.0S2031	\$2,600,000	12.35%	\$105.24	B
	10.0S2036	\$2,363,492	10.77%	\$92.89	B
	10.8S2037	\$3,746,724	11.12%	\$97.09	B
Digby	12.0S2029	\$1,733,333	11.82%	\$101.54	B
	13.0S2031	\$2,600,000	12.28%	\$105.88	B
	10.0S2036	\$2,288,825	10.65%	\$93.93	B
	10.9S2037	\$3,529,182	11.03%	\$98.83	B
Erie	12.0S2029	\$1,733,333	11.86%	\$101.19	B
	13.0S2031	\$2,600,000	12.35%	\$105.24	B
	10.0S2036	\$2,363,492	10.77%	\$92.89	B
	10.9S2037	\$3,665,758	11.16%	\$97.67	B
Ferris	12.0S2029	\$1,733,333	11.92%	\$100.68	CCC
	13.0S2031	\$2,600,000	12.47%	\$104.29	CCC
	10.0S2036	\$422,159	10.95%	\$91.34	CCC
	11.1S2037	\$2,585,202	11.43%	\$97.13	CCC

Next Year's Prime Rate: 7%

5.7 Net Profit



Section 6 | Product Financials

6.1 Andrews Income Statement			
	Able	Ark	Total
Sales	\$52,857	\$0	\$52,857
Variable Cost	\$40,898	\$0	\$40,898
Fixed Cost	\$4,590	\$1,000	\$5,590
Net Margin	\$7,369	(\$1,000)	\$6,369
		Other (Fees, Writeoffs)	\$250
		Long Term Interest	\$806
		Taxes & Tariffs	\$1,832
		Profit Sharing	\$68
		Net Profit	\$3,335

6.2 Baldwin Income Statement			
	Baker	Bold	Total
Sales	\$53,431	\$13,218	\$66,649
Variable Cost	\$39,709	\$8,644	\$48,353
Fixed Cost	\$5,124	\$2,119	\$7,243
Net Margin	\$8,599	\$2,455	\$11,053
		Other (Fees, Writeoffs)	\$1,624
		Long Term Interest	\$1,191
		Taxes & Tariffs	\$2,683
		Profit Sharing	\$100
		Net Profit	\$4,882

6.3 Chester Income Statement			
	Cake	Cent	Total
Sales	\$38,968	\$0	\$38,968
Variable Cost	\$27,679	\$0	\$27,679
Fixed Cost	\$4,284	\$1,000	\$5,284
Net Margin	\$7,004	(\$1,000)	\$6,004
		Other (Fees, Writeoffs)	\$1,428
		Long Term Interest	\$1,187
		Taxes & Tariffs	\$981
		Profit Sharing	\$36
		Net Profit	\$1,786

6.4 Digby Income Statement			
	Daze	Dabble	Total
Sales	\$53,599	\$19,755	\$73,354
Variable Cost	\$39,280	\$12,496	\$51,777
Fixed Cost	\$5,555	\$2,754	\$8,309
Net Margin	\$8,763	\$4,505	\$13,268
		Other (Fees, Writeoffs)	\$1,597
		Long Term Interest	\$1,160
		Taxes & Tariffs	\$3,425
		Profit Sharing	\$127
		Net Profit	\$6,234

6.5 Erie Income Statement			
	Eat	East	Total
Sales	\$34,851	\$0	\$34,851
Variable Cost	\$24,031	\$0	\$24,031
Fixed Cost	\$4,242	\$1,000	\$5,242
Net Margin	\$6,578	(\$1,000)	\$5,578
		Other (Fees, Writeoffs)	\$1,417
		Long Term Interest	\$1,182
		Taxes & Tariffs	\$857
		Profit Sharing	\$32
		Net Profit	\$1,559

6.6 Ferris Income Statement			
	Fast	Feast	Total
Sales	\$43,940	\$0	\$43,940
Variable Cost	\$31,359	\$0	\$31,359
Fixed Cost	\$5,526	\$1,000	\$6,526
Net Margin	\$7,055	(\$1,000)	\$6,055
		Other (Fees, Writeoffs)	\$1,564
		Long Term Interest	\$875
		Taxes & Tariffs	\$1,011
		Profit Sharing	\$38
		Net Profit	\$1,841

Section 7 | Custom Modules

7.1 Workforce Summary						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Number of Employees	308	352	198	388	167	212
First Shift	154	176	118	204	116	150
Second Shift	154	176	80	184	51	62
Turnover Rate	12.0%	10.3%	10.1%	9.8%	9.6%	10.8%
New Employees	37	100	20	147	16	23
Separated Employees	0	0	52	0	83	28
Productivity Index	100.0%	102.5%	103.5%	101.0%	104.0%	102.0%

7.2 Human Resources						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Decisions						
Scientists - Recruitment & Retention	\$0	\$600	\$200	\$700	\$0	\$800
Manufacturing - Training & Assembly Teams	\$0	\$500	\$700	\$200	\$800	\$400
Sales - Compensation	\$0	\$300	\$300	\$500	\$400	\$200
Total Expenditures	\$0	\$1,400	\$1,200	\$1,400	\$1,200	\$1,400
Yearly Impacts						
R & D Cycle Time	5%	-4%	2%	-5.5%	5%	-7%
Demand	0%	1.8%	0.6%	2.1%	0%	2.4%
Accessibility	0%	2.4%	2.4%	4%	3.2%	1.6%
Productivity Index	0%	2.5%	3.5%	1%	4%	2%
Turnover Rate	20%	3%	1%	-2%	-4%	8%
Production After Adjustment	-1%	-0.3%	0%	-0.7%	0.2%	-0.4%

7.3 Cumulative Impacts						
	Andrews	Baldwin	Chester	Digby	Erie	Ferris
R & D Cycle Time	5%	-4%	2%	-5.5%	5%	-7%
Demand	0%	1.8%	0.6%	2.1%	0%	2.4%
Accessibility	0%	2.4%	2.4%	4%	3.2%	1.6%
Productivity Index	0%	2.5%	3.5%	1%	4%	2%
Turnover Rate	20%	3%	1%	-2%	-4%	8%
Production After Adjustment	-1%	-0.3%	0%	-0.7%	0.2%	-0.4%