

Round: 8  
Dec. 31,  
2030

# Foundation® FastTrack

F132880\_049

Andrews  
Ethan Blake

Baldwin

Chester

Digby

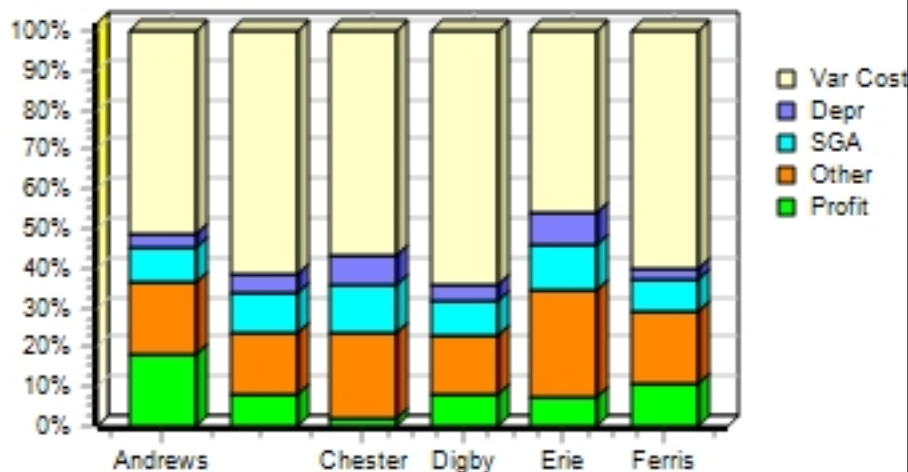
Erie

Ferris

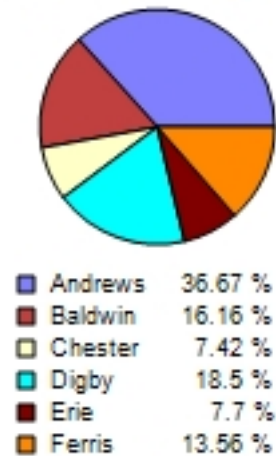
## Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	19.3%	8.3%	2.4%	8.5%	8.1%	11.3%
Asset Turnover	1.48	1.31	1.02	1.35	0.99	1.70
ROA	28.5%	10.9%	2.4%	11.5%	8.0%	19.1%
Leverage	1.7	2.0	2.1	2.0	2.0	2.0
ROE	48.9%	21.4%	5.1%	22.6%	16.1%	37.7%
Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$0
Sales	\$238,460,662	\$105,079,293	\$48,255,729	\$120,294,927	\$50,092,606	\$88,163,936
EBIT	\$78,612,748	\$17,312,066	\$4,259,442	\$20,015,299	\$8,866,299	\$17,668,321
Profits	\$46,080,532	\$8,732,261	\$1,156,233	\$10,210,648	\$4,051,798	\$9,936,154
Cumulative Profit	\$154,361,958	\$44,456,624	\$24,090,220	\$55,087,580	\$27,558,175	\$45,523,302
SG&A / Sales	9.2%	10.7%	13.5%	9.3%	12.6%	8.8%
Contrib. Margin %	46.2%	34.7%	38.0%	31.8%	49.4%	37.2%

Percent of Sales F132880\_049



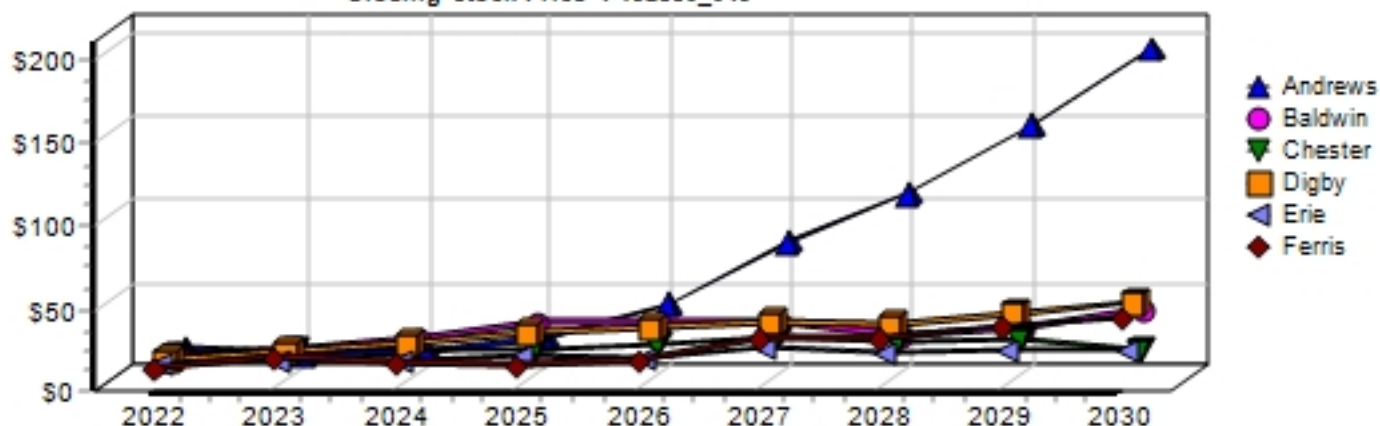
\$ Market Share F132880\_049



**Stock Market Summary**

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$192.23	\$45.37	1,754,386	\$337	\$53.71	\$26.27	\$11.00	5.7%	7.3
Baldwin	\$37.55	\$10.64	2,343,358	\$88	\$17.40	\$3.73	\$4.22	11.2%	10.1
Chester	\$15.53	(\$5.12)	2,211,098	\$34	\$10.25	\$0.52	\$3.84	24.7%	29.6
Digby	\$46.73	\$7.76	2,197,410	\$103	\$20.55	\$4.65	\$5.50	11.8%	10.1
Erie	\$19.72	(\$0.80)	2,649,394	\$52	\$9.51	\$1.53	\$4.59	23.3%	12.9
Ferris	\$41.60	\$5.33	2,110,232	\$88	\$12.48	\$4.71	\$7.19	17.3%	8.8

Closing Stock Price F132880\_049



**Bond Market Summary**

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	10.1S2033	\$2,480,000	10.2%	99.26	BBB	Digby	10.9S2034	\$2,302,232	11.0%	98.77	B
	11.5S2034	\$2,242,000	11.1%	103.46	BBB		11.1S2036	\$1,134,626	11.2%	99.16	B
	11.4S2035	\$1,323,000	11.0%	103.75	BBB		11.5S2037	\$7,259,819	11.4%	100.93	B
	11.2S2036	\$4,609,000	10.8%	103.44	BBB		11.1S2038	\$8,141,605	11.2%	98.98	B
	10.3S2037	\$7,458,000	10.3%	99.52	BBB	Erie	10.1S2033	\$541,467	10.4%	96.84	B
	9.8S2038	\$10,000,000	10.1%	96.84	BBB		10.9S2034	\$4,370,526	11.1%	98.46	B
	10.5S2039	\$17,422,000	10.4%	100.57	BBB		11.5S2035	\$1,157,692	11.5%	100.37	B
	10.6S2040	\$10,000,000	10.5%	101.21	BBB		11.2S2036	\$1,214,325	11.3%	99.16	B
Baldwin	11.0S2034	\$3,389,325	11.1%	99.08	B		11.8S2037	\$1,107,361	11.6%	101.86	B
	11.3S2035	\$360,938	11.3%	100.00	B		10.8S2038	\$5,966,640	11.1%	96.96	B
	11.1S2036	\$2,025,073	11.2%	99.16	B		12.0S2039	\$1,405,434	11.6%	103.27	B
	11.7S2037	\$1,635,110	11.5%	101.87	B	Ferris	12.0S2035	\$897,902	11.7%	102.57	B
	11.3S2038	\$9,763,942	11.3%	100.00	B		11.0S2036	\$1,275,519	11.1%	98.74	B
	11.8S2039	\$1,864,313	11.5%	102.74	B		10.8S2038	\$5,276,149	11.1%	97.45	B
Chester	10.8S2034	\$3,431,647	11.1%	97.55	CCC						
	11.6S2035	\$3,561,622	11.6%	100.00	CCC						
	11.4S2036	\$939,828	11.5%	99.17	CCC						
	11.4S2037	\$715,256	11.5%	99.08	CCC						
	11.2S2038	\$5,312,294	11.4%	97.98	CCC						

Next Year's Prime Rate 7.10%

# Financial Summary

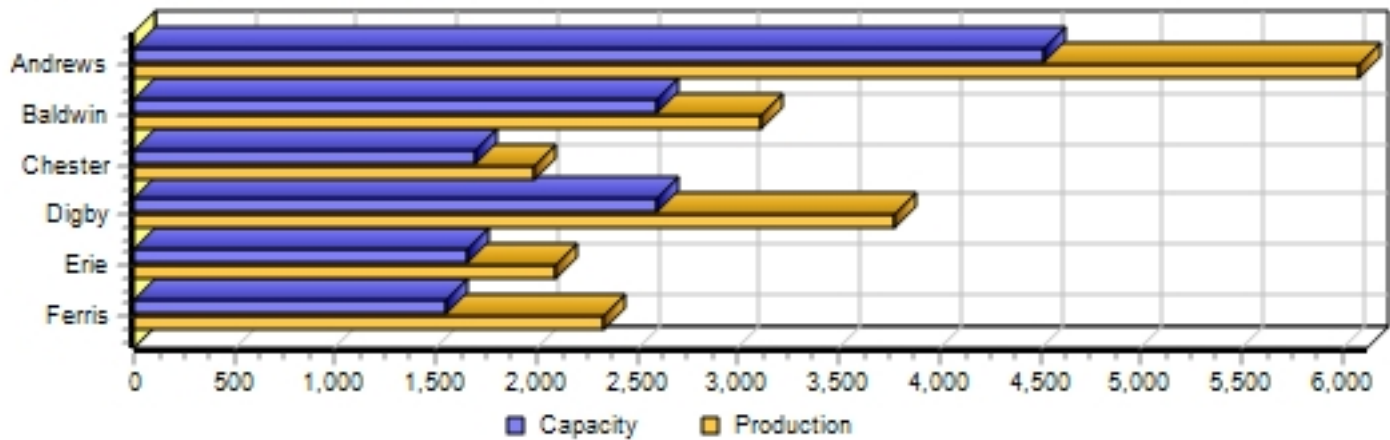


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Round: 8  
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	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>Cash Flow Statement Survey</b>						
<b>CashFlows from operating activities</b>						
Net Income(Loss)	\$46,081	\$8,732	\$1,156	\$10,211	\$4,052	\$9,936
Adjustment for non-cash items:						
Depreciation	\$8,930	\$4,907	\$3,981	\$5,081	\$4,180	\$2,552
Extraordinary gains/losses/writeoffs	\$0	(\$79)	(\$39)	(\$78)	(\$45)	\$31
Changes in current assets and liabilities						
Accounts payable	(\$4,335)	\$1,381	(\$90)	\$1,508	(\$108)	\$1,656
Inventory	\$4,719	\$456	\$1,517	(\$2,817)	\$1,224	(\$3,664)
Accounts Receivable	(\$2,152)	(\$2,020)	\$106	(\$1,677)	(\$278)	(\$1,191)
Net cash from operations	\$53,243	\$13,378	\$6,631	\$12,228	\$9,025	\$9,321
<b>Cash flows from investing activities</b>						
Plant improvements(net)	(\$25,000)	\$0	\$0	\$0	\$0	\$0
<b>Cash flows from financing activities</b>						
Dividends paid	(\$19,298)	(\$9,889)	(\$8,495)	(\$12,094)	(\$12,163)	(\$15,165)
Sales of common stock	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of common stock	(\$13,561)	\$0	\$0	\$0	\$0	\$0
Cash from long term debt issued	\$10,000	\$0	\$0	\$0	\$0	\$0
Early retirement of long term debt	\$0	(\$2,886)	(\$1,692)	(\$3,240)	(\$1,775)	(\$1,658)
Retirement of current debt	(\$5,000)	(\$11,491)	(\$10,143)	(\$17,245)	(\$8,491)	(\$13,076)
Cash from current debt borrowing	\$5,000	\$14,955	\$8,948	\$19,087	\$8,017	\$13,463
Cash from emergency loan	\$0	\$0	\$0	\$0	\$0	\$0
Net cash from financing activities	(\$22,859)	(\$9,312)	(\$11,382)	(\$13,492)	(\$14,412)	(\$16,436)
<b>Net change in cash position</b>	\$5,383	\$4,066	(\$4,751)	(\$1,264)	(\$5,388)	(\$7,116)
<b>Balance Sheet Survey</b>						
Cash	\$7,221	\$16,870	\$7,350	\$18,169	\$6,988	\$10,181
Accounts Receivable	\$39,199	\$8,637	\$3,966	\$9,887	\$4,117	\$7,246
Inventory	\$16,375	\$10,867	\$5,468	\$15,160	\$4,763	\$13,300
Total Current Assets	\$62,794	\$36,374	\$16,785	\$43,217	\$15,868	\$30,727
Plant and equipment	\$133,950	\$73,604	\$59,712	\$76,220	\$62,700	\$38,280
Accumulated Depreciation	(\$35,327)	(\$29,717)	(\$29,033)	(\$30,671)	(\$28,118)	(\$17,034)
Total Fixed Assets	\$98,623	\$43,887	\$30,679	\$45,549	\$34,582	\$21,246
<b>Total Assets</b>	\$161,418	\$80,261	\$47,464	\$88,766	\$50,450	\$51,974
Accounts Payable	\$6,658	\$5,497	\$1,899	\$5,689	\$1,484	\$4,721
Current Debt	\$5,000	\$14,955	\$8,948	\$19,087	\$8,017	\$13,463
Total Current Liabilities	\$11,658	\$20,452	\$10,847	\$24,776	\$9,501	\$18,184
Long Term Debt	\$55,534	\$19,039	\$13,961	\$18,838	\$15,763	\$7,450
Total Liabilities	\$67,192	\$39,491	\$24,807	\$43,615	\$25,265	\$25,634
Common Stock	\$1,535	\$8,431	\$5,287	\$6,773	\$12,015	\$4,087
Retained Earnings	\$92,689	\$32,339	\$17,369	\$38,378	\$13,170	\$22,252
Total Equity	\$94,224	\$40,770	\$22,656	\$45,151	\$25,185	\$26,339
<b>Total Liabilities &amp; Owners Equity</b>	\$161,418	\$80,261	\$47,464	\$88,766	\$50,450	\$51,974
<b>Income Statement Survey</b>						
Sales	\$238,461	\$105,079	\$48,256	\$120,295	\$50,093	\$88,164
Variable Costs(Labor,Material,Carry)	\$128,200	\$68,640	\$29,896	\$82,064	\$25,350	\$55,375
Contribution Margin	\$110,261	\$36,439	\$18,360	\$38,231	\$24,743	\$32,789
Depreciation	\$8,930	\$4,907	\$3,981	\$5,081	\$4,180	\$2,552
SGA(R&D,Promo,Sales,Admin)	\$22,014	\$11,256	\$6,533	\$11,163	\$6,315	\$7,763
Other(Fees,Writeoffs,TQM,Bonuses)	\$703	\$2,965	\$3,586	\$1,971	\$5,381	\$4,806
EBIT	\$78,613	\$17,312	\$4,259	\$20,015	\$8,866	\$17,668
Interest(Short term,Long term)	\$6,273	\$3,604	\$2,444	\$3,986	\$2,506	\$2,070
Taxes	\$25,319	\$4,798	\$635	\$5,610	\$2,226	\$5,459
Profit Sharing	\$940	\$178	\$24	\$208	\$83	\$203
Net Profit	\$46,081	\$8,732	\$1,156	\$10,211	\$4,052	\$9,936

Production Vs. Capacity F132880\_049



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	Auto mation Next Round	Capacity Next Round	Plant Utiliz.
Able	Low	1,496	390	2/28/2031	4.5	20000	8.0	12.2	\$32.00	\$7.82	\$1.14	66%	17%	10.0	1,325	117%
Ace	Low	1,649	24	3/11/2030	2.3	20000	9.4	10.9	\$35.00	\$9.87	\$6.63	51%	100%	10.0	1,000	199%
Alpha	High	821	303	5/22/2030	1.7	21000	11.9	8.2	\$42.00	\$14.08	\$10.70	37%	0%	1.0	800	75%
A1	High	1,025	128	2/7/2030	1.6	21000	12.3	8.0	\$44.50	\$14.54	\$11.81	39%	28%	1.0	900	127%
Ash	High	1,173	24	2/15/2030	1.4	21000	13.0	7.3	\$45.00	\$15.60	\$12.83	36%	71%	1.0	1,000	171%
Baker	Low	1,337	234	7/6/2030	2.1	18800	9.6	12.2	\$27.50	\$9.89	\$5.30	44%	18%	7.5	1,100	117%
Bold	High	883	203	4/28/2030	1.7	22400	11.9	7.1	\$41.35	\$16.96	\$10.93	31%	29%	4.0	700	127%
Best	High	936	68	4/18/2030	1.3	20000	11.6	9.9	\$34.00	\$13.70	\$9.86	29%	19%	4.5	800	118%
Cake	Low	1,501	146	12/17/2030	1.6	17000	8.3	10.4	\$19.00	\$8.71	\$2.65	40%	40%	9.0	1,000	139%
Cent	High	607	189	8/16/2030	1.3	20000	11.0	7.7	\$32.50	\$13.51	\$7.00	36%	0%	5.0	700	85%
Daze	Low	1,313	273	9/11/2030	1.5	18000	9.0	11.3	\$27.50	\$9.85	\$4.56	45%	24%	8.0	1,050	123%
Dabble	High	1,038	237	7/15/2030	1.4	22000	13.2	7.6	\$40.25	\$17.83	\$11.24	27%	47%	4.0	750	146%
Dust	Low	1,325	183	7/8/2030	1.3	20000	10.7	9.6	\$32.00	\$13.36	\$10.07	26%	75%	5.0	800	174%
Eat	Low	1,077	212	10/24/2030	2.1	16500	8.5	12.0	\$23.50	\$7.40	\$3.88	50%	17%	8.0	900	116%
East	Low	1,055	198	10/24/2030	2.1	16500	7.8	11.3	\$23.50	\$7.48	\$4.13	49%	40%	8.0	750	139%
Fast	High	1,127	264	7/30/2030	1.4	22000	13.1	6.7	\$40.50	\$16.33	\$8.97	36%	60%	4.9	750	158%
Feast	High	1,050	275	7/30/2030	1.4	22000	12.7	7.2	\$40.50	\$15.65	\$8.71	38%	44%	4.9	800	142%

## Low Tech Statistics

Total Industry Unit Demand 10,530  
Actual Industry Unit Sales 10,530  
Segment % of Total Industry 54.3%

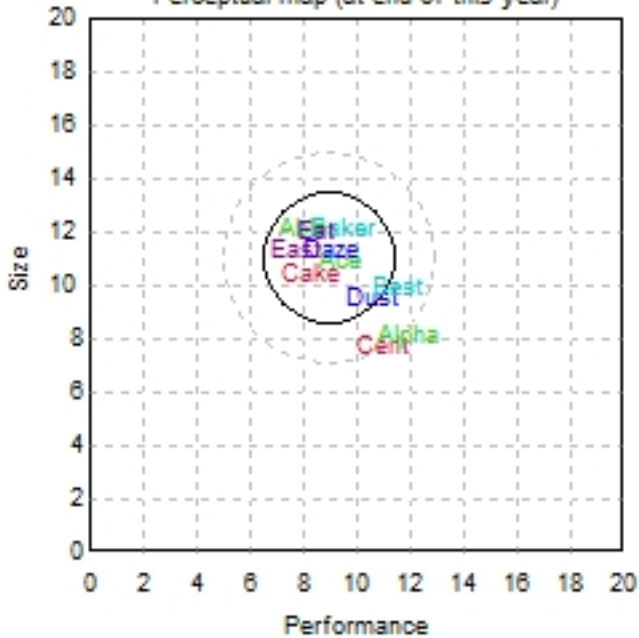
Next Year's Segment Growth Rate 9.7%

## Low Tech Customer Buying Criteria

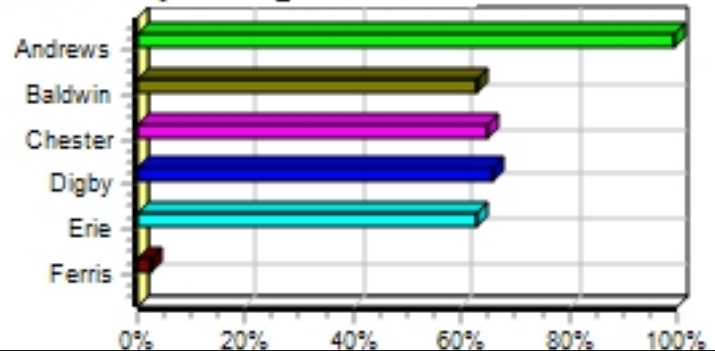
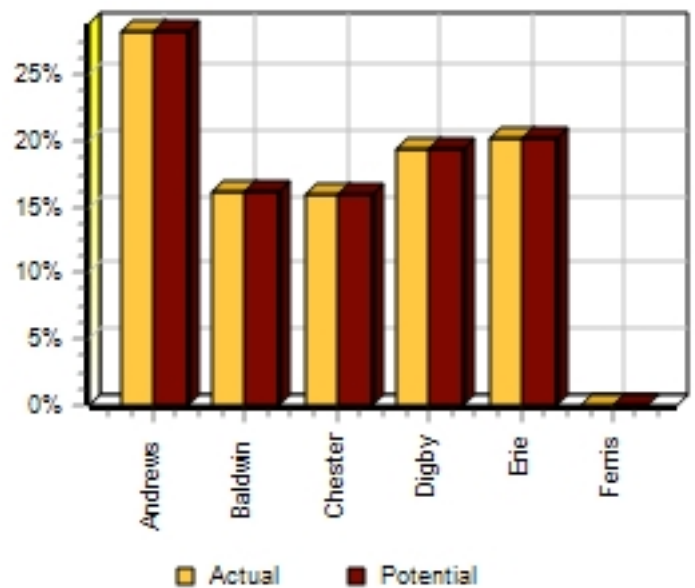
	Expectations	Importance
1. Price	\$15.00 - 35.00	41%
2. Age	Ideal Age = 3.0	29%
3. Reliability	MTBF 14000-20000	21%
4. Ideal Position	Pfmn 9.1 Size 11.0	9%

## Perceptual Map for Low Tech

Perceptual map (at end of this year)



## Accessibility F132880\_049 Low Tech

Actual vs Potential Market Share  
2030 F132880\_049 Low Tech

## Top Products in Low Tech Segment

Name	Market Share	Units Sold to Seg	Revision Date	Stock Out	Pfmn Coord	Size Coord	List Price	MTBF	Age Dec.31	Promo Budget	Cust. Awareness	Sales Budget	Cust. Accessibility	Dec. Cust Survey
Cake	14%	1,500	12/17/2030		8.3	10.4	\$19.00	17000	1.56	\$1,025	66%	\$1,150	65%	35
Able	14%	1,496	2/28/2031		8.0	12.2	\$32.00	20000	4.51	\$1,500	100%	\$2,250	99%	34
Ace	14%	1,429	3/11/2030		9.4	10.9	\$35.00	20000	2.31	\$1,500	100%	\$2,250	99%	45
Baker	13%	1,337	7/6/2030		9.6	12.2	\$27.50	18800	2.11	\$1,350	95%	\$1,250	63%	37
Daze	12%	1,302	9/11/2030		9.0	11.3	\$27.50	18000	1.54	\$1,450	100%	\$1,100	66%	33
Eat	10%	1,077	10/24/2030		8.5	12.0	\$23.50	16500	2.14	\$1,000	63%	\$1,000	63%	30
East	10%	1,055	10/24/2030		7.8	11.3	\$23.50	16500	2.10	\$1,000	62%	\$1,000	63%	29
Dust	7%	743	7/8/2030		10.7	9.6	\$32.00	20000	1.31	\$1,700	94%	\$1,100	66%	21
Best	3%	363	4/18/2030		11.6	9.9	\$34.00	20000	1.26	\$1,350	70%	\$1,250	63%	13
Cent	2%	185	8/16/2030		11.0	7.7	\$32.50	20000	1.30	\$1,025	65%	\$1,150	65%	2
Alpha	0%	45	5/22/2030		11.9	8.2	\$42.00	21000	1.68	\$1,500	100%	\$1,150	99%	0

## High Tech Statistics

Total Industry Unit Demand 8,882  
Actual Industry Unit Sales |8,882  
Segment % of Total Industry |45.8%

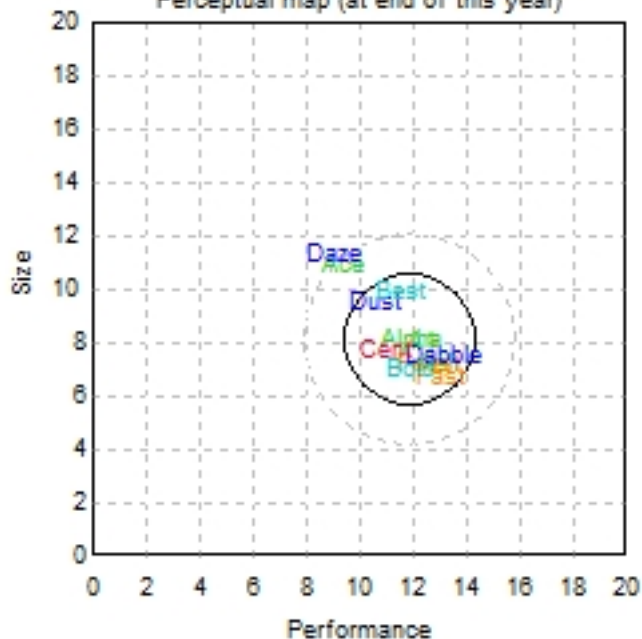
Next Year's Segment Growth Rate |19.3%

## High Tech Customer Buying Criteria

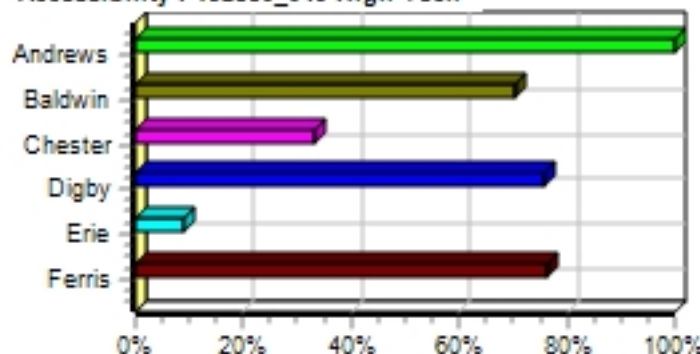
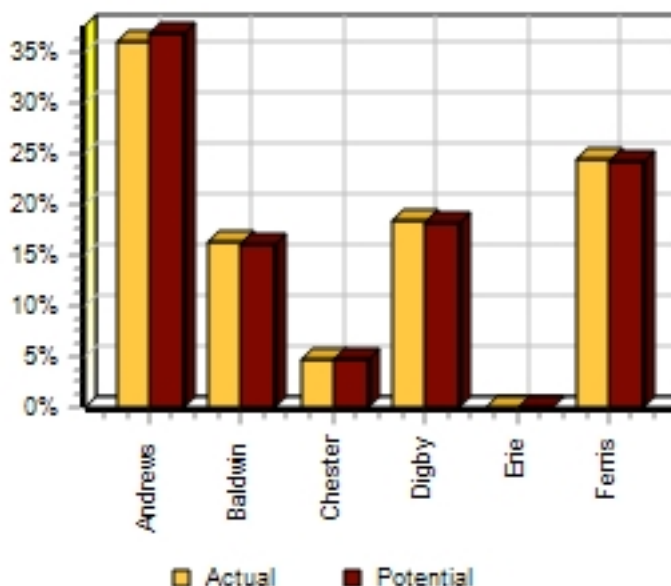
	Expectations	Importance
1. Ideal Position	Pfmm 13.3 Size 6.8	33%
2. Age	Ideal Age = 0.0	29%
3. Price	\$25.00 - 45.00	25%
4. Reliability	MTBF 17000-23000	13%

## Perceptual Map for High Tech

Perceptual map (at end of this year)



## Accessibility F132880\_049 High Tech

Actual vs Potential Market Share  
2030 F132880\_049 High Tech

## Top Products in High Tech Segment

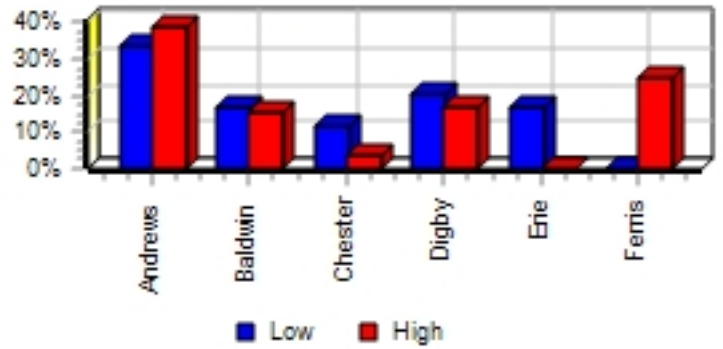
Name	Market Share	Units Sold to Seg	Revision Date	Stock Out	Pfmm Coord	Size Coord	List Price	MTBF	Age Dec.31	Promo Budget	Cust. Awareness	Sales Budget	Cust. Accessibility	Dec. Cust Survey
Ash	13%	1,173	2/15/2030		13.0	7.3	\$45.00	21000	1.37	\$2,000	92%	\$1,150	100%	46
Fast	13%	1,127	7/30/2030		13.1	6.7	\$40.50	22000	1.42	\$1,500	100%	\$1,150	76%	50
Feast	12%	1,050	7/30/2030		12.7	7.2	\$40.50	22000	1.39	\$1,500	100%	\$1,150	76%	47
Dabble	12%	1,038	7/15/2030		13.2	7.6	\$40.25	22000	1.42	\$1,450	99%	\$1,100	76%	45
A1	12%	1,025	2/7/2030		12.3	8.0	\$44.50	21000	1.62	\$2,000	100%	\$1,150	100%	33
Bold	10%	883	4/28/2030		11.9	7.1	\$41.35	22400	1.66	\$1,350	91%	\$1,250	70%	33
Alpha	9%	777	5/22/2030		11.9	8.2	\$42.00	21000	1.68	\$1,500	100%	\$1,150	100%	30
Dust	7%	582	7/8/2030		10.7	9.6	\$32.00	20000	1.31	\$1,700	94%	\$1,100	76%	24
Best	6%	573	4/18/2030		11.6	9.9	\$34.00	20000	1.26	\$1,350	70%	\$1,250	70%	21
Cent	5%	423	8/16/2030		11.0	7.7	\$32.50	20000	1.30	\$1,025	65%	\$1,150	33%	19
Ace	2%	220	3/11/2030		9.4	10.9	\$35.00	20000	2.31	\$1,500	100%	\$2,250	100%	3
Daze	0%	12	9/11/2030		9.0	11.3	\$27.50	18000	1.54	\$1,450	100%	\$1,100	76%	0



Units Sold vs Demand Chart F132880\_049



Market Share F132880\_049



## Actual Market Share in Units

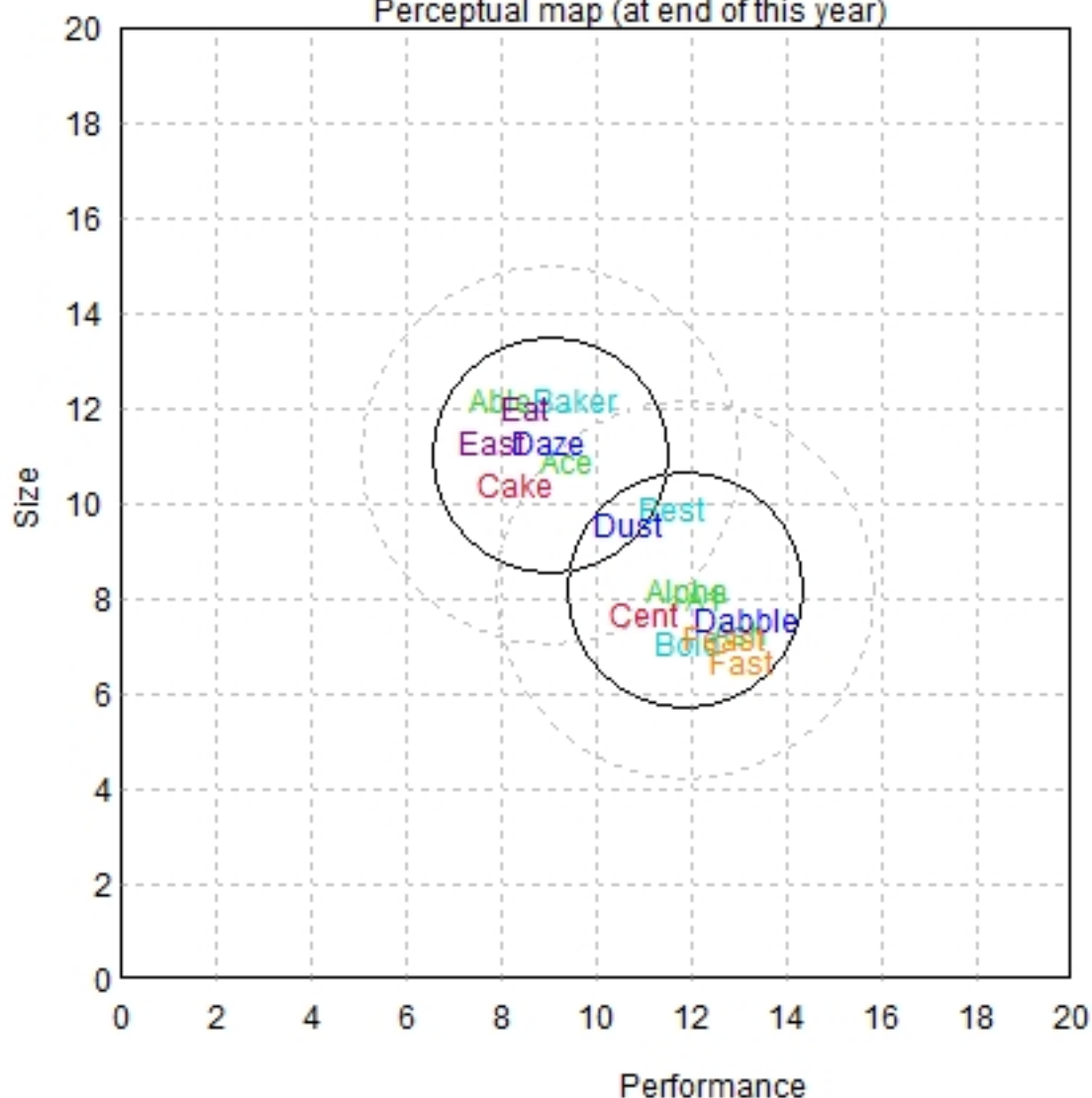
	Low	High	Total
Industry Unit Sales	10,530	8,882	19,412
% of Market	54.3%	45.8%	100.0%
Able	14.2%		7.7%
Ace	13.6%	2.5%	8.5%
Alpha	0.4%	8.7%	4.2%
A1		11.5%	5.3%
Ash		13.2%	6.0%
Total	28.2%	36.0%	31.8%
Baker	12.7%		6.9%
Bold		9.9%	4.5%
Best	3.5%	6.5%	4.8%
Total	16.1%	16.4%	16.3%
Cake	14.2%		7.7%
Cent	1.8%	4.8%	3.1%
Total	16.0%	4.8%	10.9%
Daze	12.4%	0.1%	6.8%
Dabble		11.7%	5.3%
Dust	7.1%	6.6%	6.8%
Total	19.4%	18.4%	18.9%
Eat	10.2%		5.5%
East	10.0%		5.4%
Total	20.2%		11.0%
Fast		12.7%	5.8%
Feast		11.8%	5.4%
Total		24.5%	11.2%

## Potential Market Share in Units

	Low	High	Total
Units Demanded	10,530	8,882	19,412
% of Market	54.3%	45.8%	100.0%
Able	14.2%		7.7%
Ace	13.6%	2.4%	8.5%
Alpha	0.4%	8.6%	4.2%
A1		11.7%	5.4%
Ash		14.1%	6.5%
Total	28.2%	36.9%	32.2%
Baker	12.7%		6.9%
Bold		9.8%	4.5%
Best	3.4%	6.4%	4.8%
Total	16.1%	16.2%	16.2%
Cake	14.2%		7.7%
Cent	1.8%	4.7%	3.1%
Total	16.0%	4.7%	10.8%
Daze	12.4%		6.8%
Dabble		11.5%	5.3%
Dust	7.1%	6.5%	6.8%
Total	19.4%	18.1%	18.8%
Eat	10.2%		5.5%
East	10.0%		5.4%
Total	20.2%		11.0%
Fast		12.5%	5.7%
Feast		11.7%	5.3%
Total		24.2%	11.1%

## Perceptual Map for All Segments

Perceptual map (at end of this year)

**Andrews**

Name	Pfmn	Size	Revised
Able	8.0	12.2	2/28/2031
Ace	9.4	10.9	3/11/2030
Alpha	11.9	8.2	5/22/2030
A1	12.3	8.0	2/7/2030
Ash	13.0	7.3	2/15/2030

**Baldwin**

Name	Pfmn	Size	Revised
Baker	9.6	12.2	7/6/2030
Bold	11.9	7.1	4/28/2030
Best	11.6	9.9	4/18/2030

**Chester**

Name	Pfmn	Size	Revised
Cake	8.3	10.4	12/17/2030
Cent	11.0	7.7	8/16/2030

**Digby**

Name	Pfmn	Size	Revised
Daze	9.0	11.3	9/11/2030
Dabble	13.2	7.6	7/15/2030
Dust	10.7	9.6	7/8/2030

**Erie**

Name	Pfmn	Size	Revised
Eat	8.5	12.0	10/24/2030
East	7.8	11.3	10/24/2030

**Ferris**

Name	Pfmn	Size	Revised
Fast	13.1	6.7	7/30/2030
Feast	12.7	7.2	7/30/2030



## HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	675	379	118	441	120	282
Complement	676	379	118	441	120	282
1st Shift Complement	473	310	103	291	95	186
2nd Shift Complement	203	68	15	150	26	96
Overtime Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Turnover Rate	5.7%	8.0%	8.2%	8.0%	8.5%	7.9%
New Employees	39	124	10	115	10	102
Separated Employees	201	0	12	0	32	0
Recruiting Spend	\$5,000	\$2,500	\$2,400	\$2,800	\$2,400	\$2,300
Training Hours	80	40	40	38	30	40
Productivity Index	129.4%	110.2%	116.5%	112.0%	111.5%	111.3%
Recruiting Cost	\$232	\$435	\$33	\$436	\$35	\$338
Separation Cost	\$1,005	\$0	\$62	\$0	\$158	\$0
Training Cost	\$1,082	\$303	\$95	\$335	\$72	\$225
Total HR Admin Cost	\$2,319	\$738	\$190	\$771	\$265	\$563
Strike Days						

## TQM SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>Process Mgt Budgets Last Year</b>						
CPI Systems	\$0	\$0	\$900	\$0	\$900	\$0
VendorJIT	\$0	\$0	\$900	\$0	\$900	\$950
Quality Initiative Training	\$0	\$0	\$900	\$0	\$900	\$0
Channel Support Systems	\$0	\$750	\$0	\$1,000	\$0	\$950
Concurrent Engineering	\$0	\$750	\$0	\$0	\$0	\$0
UNEP Green Programs	\$0	\$0	\$0	\$0	\$900	\$950
<b>TQM Budgets Last Year</b>						
Benchmarking	\$0	\$0	\$0	\$1,000	\$0	\$0
Quality Function Deployment Effort	\$0	\$750	\$0	\$0	\$0	\$0
CCE/6 Sigma Training	\$0	\$0	\$900	\$0	\$900	\$950
GEMI TQEM Sustainability Initiatives	\$0	\$750	\$0	\$0	\$900	\$950
Total Expenditures	\$0	\$3,000	\$3,600	\$2,000	\$5,400	\$4,750
<b>Cumulative Impacts</b>						
Material Cost Reduction	11.35%	1.89%	11.80%	0.00%	11.80%	11.73%
Labor Cost Reduction	13.57%	0.28%	14.00%	0.00%	14.00%	9.88%
Reduction R&D Cycle Time	40.01%	40.01%	0.00%	0.00%	0.00%	0.00%
Reduction Admin Costs	60.02%	0.00%	46.79%	60.02%	46.79%	44.56%
Demand Increase	14.04%	14.37%	4.20%	11.16%	8.05%	14.40%

### 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

Andrews

F132880\_049

Round: 8  
Dec. 31, 2030

## 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.

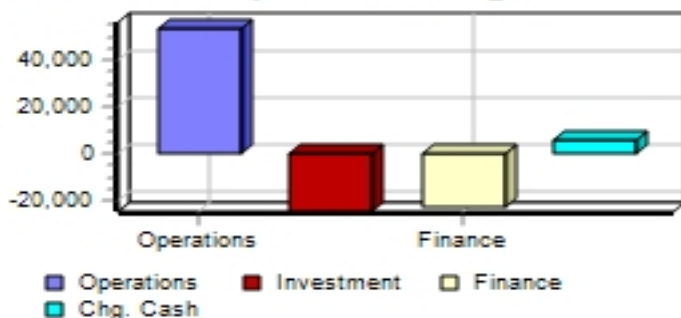
ASSETS		2030 Common Size	2029
Cash	\$7,221	4.5%	\$1,837
Account Receivable	\$39,199	24.3%	\$37,047
Inventory	\$16,375	10.1%	\$21,094
Total Current Assets	\$62,795	38.9%	\$59,978
Plant & Equipment	\$133,950	83.0%	\$108,950
Accumulated Depreciation	(\$35,327)	-21.9%	(\$26,397)
Total Fixed Assets	\$98,623	61.1%	\$82,553
Total Assets	\$161,418	100.0%	\$142,531
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$6,658	4.1%	\$10,994
Current Debt	\$5,000	3.1%	\$5,000
Long Term Debt	\$55,534	34.4%	\$45,534
Total Liabilities	\$67,192	41.6%	\$61,528
Common Stock	\$1,535	1.0%	\$1,844
Retained Earnings	\$92,689	57.4%	\$79,159
Total Equity	\$94,224	58.4%	\$81,003
Total Liab. & O. Equity	\$161,418	100.0%	\$142,531

## 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	2030	2029
Net Income(Loss)	\$46,081	\$37,606
Depreciation	\$8,930	\$7,263
Extraordinary gains/losses/writeoffs	\$0	\$0
Accounts Payable	(\$4,335)	\$1,161
Inventory	\$4,719	(\$2,739)
Accounts Receivable	(\$2,152)	(\$7,690)
Net cash from operation	\$53,243	\$35,602
Cash Flows from Investing Activities		
Plant Improvements	(\$25,000)	(\$32,900)
Cash Flows from Financing Activities		
Dividends paid	(\$19,298)	(\$14,774)
Sales of common stock	\$0	\$0
Purchase of common stock	(\$13,561)	(\$5,000)
Cash from long term debt	\$10,000	\$17,422
Retirement of long term debt	\$0	\$0
Change in current debt(net)	\$0	(\$2,600)
Net cash from financing activities	(\$22,859)	(\$4,952)
Net change in cash position	\$5,383	(\$2,250)
Closing cash position	\$7,221	\$1,837

Cash Flow Summary Andrews F132880\_049



## 2030 Income Statement

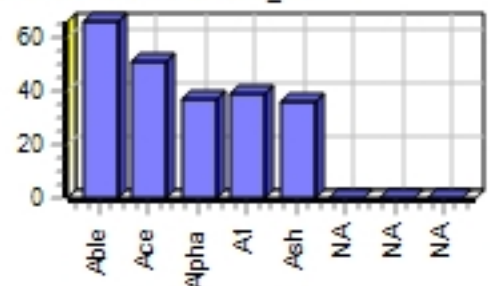
(Product Name)	Able	Ace	Alpha	A1	Ash				2030 Total	Common Size
<b>Sales</b>	\$47,857	\$57,704	\$34,498	\$45,628	\$52,773	\$0	\$0	\$0	\$238,461	100.0%
<b>Variable Costs:</b>										
Direct Labor	\$3,367	\$11,125	\$9,189	\$12,108	\$15,050	\$0	\$0	\$0	\$50,839	21.3%
Direct Material	\$12,523	\$17,001	\$11,707	\$15,354	\$18,810	\$0	\$0	\$0	\$75,396	31.6%
Inventory Carry	\$497	\$50	\$925	\$411	\$82	\$0	\$0	\$0	\$1,965	0.8%
Total Variable	\$16,387	\$28,176	\$21,821	\$27,873	\$33,943	\$0	\$0	\$0	\$128,200	53.8%
Contribution Margin	\$31,470	\$29,528	\$12,677	\$17,755	\$18,830	\$0	\$0	\$0	\$110,261	46.2%
<b>Period Costs:</b>										
Depreciation	\$4,063	\$3,067	\$533	\$600	\$667	\$0	\$0	\$0	\$8,930	3.7%
SG&A: R&D	\$1,000	\$193	\$392	\$105	\$126	\$0	\$0	\$0	\$1,816	0.8%
Promotions	\$1,500	\$1,500	\$1,500	\$2,000	\$2,000	\$0	\$0	\$0	\$8,500	3.6%
Sales	\$2,250	\$2,250	\$1,150	\$1,150	\$1,150	\$0	\$0	\$0	\$7,950	3.3%
Admin	\$752	\$907	\$542	\$717	\$830	\$0	\$0	\$0	\$3,749	1.6%
Total Period	\$9,566	\$7,917	\$4,118	\$4,572	\$4,772	\$0	\$0	\$0	\$30,944	13.0%
Net Margin	\$21,904	\$21,611	\$8,559	\$13,183	\$14,058	\$0	\$0	\$0	\$79,316	33.3%

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.

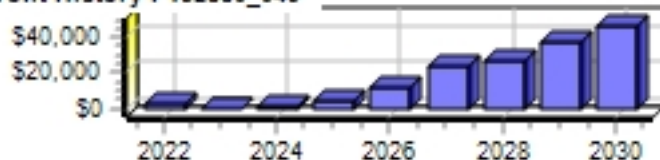
Other	\$703	0.3%
EBIT	\$78,613	33.0%
Short Term Interest	\$460	0.2%
Long Term Interest	\$5,813	2.4%
Taxes	\$25,319	10.6%
Profit Sharing	\$940	0.4%
Net Profit	\$46,081	19.3%

## Variable Margins

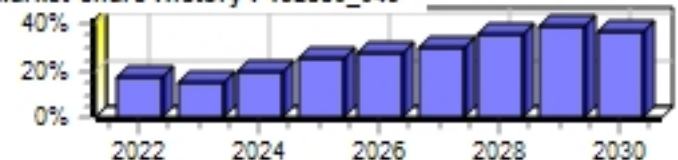
## 2030 Andrews F132880\_049



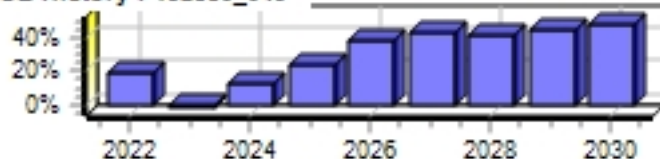
## Profit History F132880\_049



## Market Share History F132880\_049



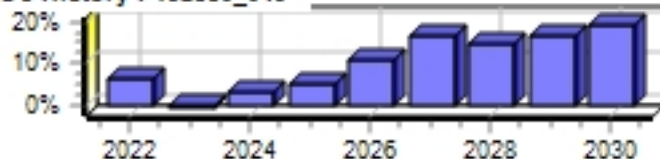
## ROE History F132880\_049



## Asset Turnover History F132880\_049



## ROS History F132880\_049



## ROA History F132880\_049

