

Andrews

Akarsh Jain
Amanwit Kumar
Aayush Kumar
Ankita Mahesh
Aatish Ranjan

Baldwin

Aravinth Athithya
Chandrani Das
Disha Gowani
Ashay Jaiswal
Apoorv Sahai

Chester

Karan Ahir
Kasturi Dash
Harshad Khodwe
Jaysheel Shah
Krishna Yadav

Digby

Meharansh Bakshi
Pinakpani Das
Prabuddha Das
Rasika Deshpande
Nikhil Jain

Erie

Saptak Banerjee
Richik Dutta
shraddha ingale
Shardul Khode
Shivansh Mahajan
Sonakshi Mathur

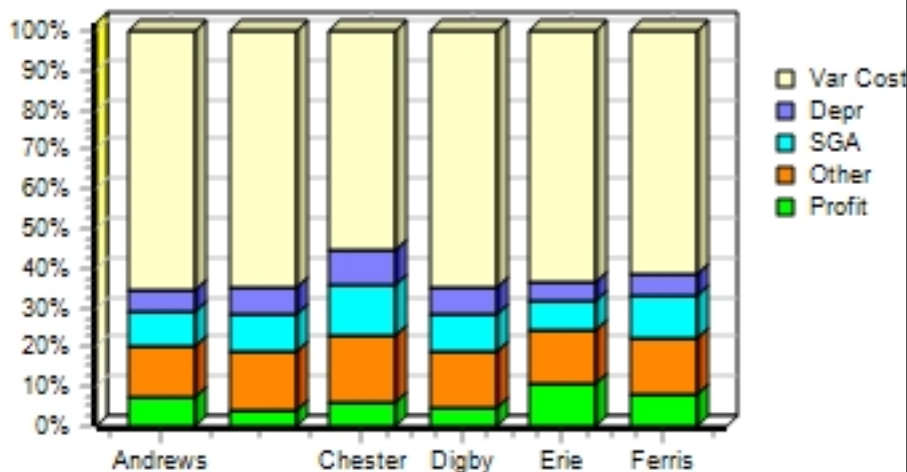
Ferris

Tushara Dash
Yash Jain
Vivek Kumar
Tejas Ravetkar

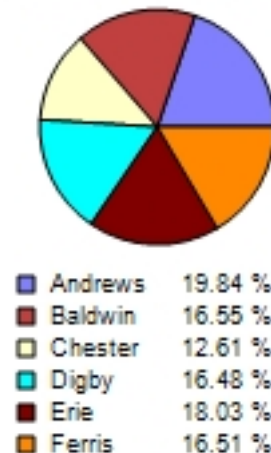
Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	7.7%	4.6%	6.9%	5.4%	11.1%	9.0%
Asset Turnover	1.47	1.19	0.81	1.12	1.27	1.10
ROA	11.3%	5.5%	5.6%	6.0%	14.1%	9.9%
Leverage	1.7	1.9	1.4	1.9	1.5	1.5
ROE	19.0%	10.6%	7.9%	11.6%	20.8%	14.5%
Emergency Loan	\$0	\$12,788,787	\$0	\$0	\$0	\$0
Sales	\$172,871,675	\$144,197,085	\$109,883,045	\$143,596,209	\$157,090,614	\$143,859,743
EBIT	\$25,929,990	\$17,251,729	\$16,574,115	\$18,218,247	\$32,038,242	\$24,838,203
Profits	\$13,263,630	\$6,655,422	\$7,591,521	\$7,751,695	\$17,442,170	\$12,933,244
Cumulative Profit	\$28,685,863	\$23,896,017	\$16,622,445	\$21,965,360	\$34,861,727	\$31,342,452
SG&A / Sales	9.0%	9.9%	14.4%	9.7%	7.9%	11.3%
Contrib. Margin %	29.9%	29.2%	39.5%	29.9%	33.3%	34.8%

Percent of Sales C142325



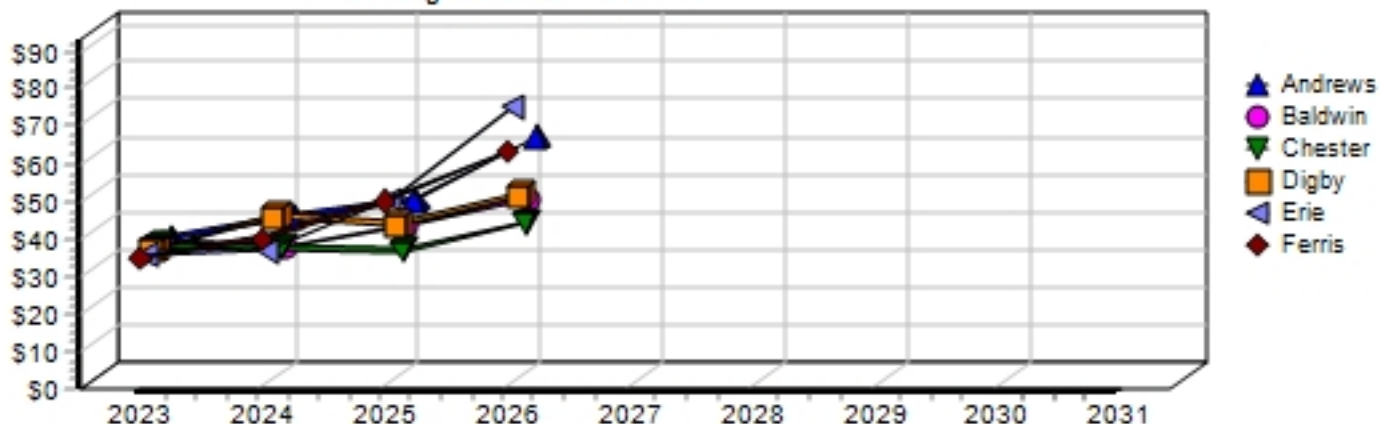
\$ Market Share C142325



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$60.95	\$17.03	2,101,383	\$128	\$33.24	\$6.31	\$1.00	1.6%	9.7
Baldwin	\$45.60	\$7.38	1,995,417	\$91	\$31.55	\$3.34	\$1.50	3.3%	13.7
Chester	\$39.95	\$7.02	3,069,958	\$123	\$31.17	\$2.47	\$0.00	0.0%	16.1
Digby	\$48.17	\$7.29	2,026,531	\$98	\$32.90	\$3.83	\$0.00	0.0%	12.6
Erie	\$73.38	\$25.17	2,105,750	\$155	\$39.74	\$8.28	\$0.00	0.0%	8.9
Ferris	\$62.31	\$13.20	2,367,177	\$147	\$37.70	\$5.46	\$0.00	0.0%	11.4

Closing Stock Price C142325



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	12.5S2027	\$12,911,722	12.4%	100.72	BBB	Digby	12.5S2027	\$13,900,000	12.5%	100.00	B
	14.0S2029	\$20,850,000	13.3%	105.55	BBB		14.0S2029	\$20,850,000	13.5%	103.57	B
	11.3S2034	\$3,000,000	11.5%	97.99	BBB		11.3S2034	\$360,000	12.0%	94.14	B
	11.8S2036	\$2,000,000	11.7%	100.57	BBB		11.8S2035	\$200,000	12.2%	96.34	B
Baldwin	12.5S2027	\$13,900,000	12.5%	99.91	B	Erie	12.5S2027	\$13,900,000	12.3%	101.44	AA
	14.0S2029	\$20,850,000	13.5%	103.33	B		14.0S2029	\$20,850,000	13.0%	107.59	AA
Chester	12.5S2027	\$13,900,000	12.3%	101.63	AA	Ferris	12.5S2027	\$12,926,704	12.3%	101.44	AA
	14.0S2029	\$20,850,000	13.0%	108.11	AA		14.0S2029	\$20,850,000	13.0%	107.59	AA

Next Year's Prime Rate 8.50%

Financial Summary

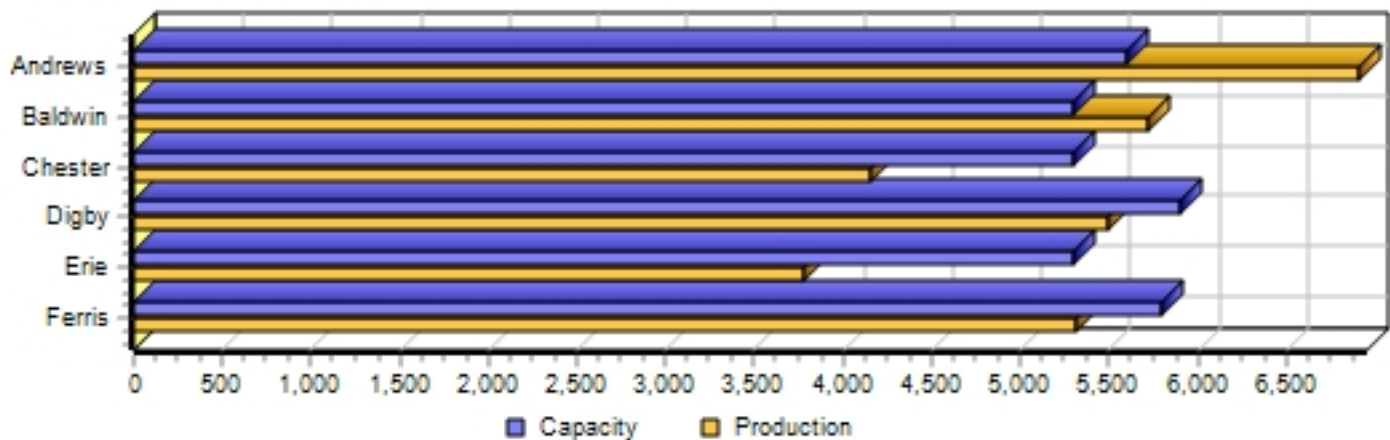


C142325

Round: 3
Dec. 31, 2026

Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	\$13,264	\$6,655	\$7,592	\$7,752	\$17,442	\$12,933
Adjustment for non-cash items:						
Depreciation	\$9,968	\$10,493	\$10,573	\$10,733	\$7,587	\$9,000
Extraordinary gains/losses/writeoffs	\$12	\$0	\$0	\$0	\$0	\$27
Changes in current assets and liabilities						
Accounts payable	\$4,352	\$2,512	(\$2,809)	(\$1,396)	(\$987)	\$2,308
Inventory	(\$10,230)	(\$2,049)	\$0	(\$2,109)	\$23,412	(\$3,158)
Accounts Receivable	(\$7,718)	(\$1,349)	\$3,669	\$1,199	(\$1,314)	(\$1,544)
Net cash from operations	\$9,647	\$16,263	\$19,025	\$16,179	\$46,140	\$19,566
Cash flows from investing activities						
Plant improvements(net)	(\$31,906)	\$0	\$0	(\$26,800)	\$0	\$0
Cash flows from financing activities						
Dividends paid	(\$2,101)	(\$2,993)	\$0	\$0	\$0	\$0
Sales of common stock	\$5,000	\$0	\$10,000	\$0	\$5,000	\$0
Purchase of common stock	\$0	(\$350)	\$0	\$0	\$0	(\$856)
Cash from long term debt issued	\$2,000	\$0	\$0	\$0	\$0	\$0
Early retirement of long term debt	(\$1,000)	\$0	\$0	\$0	\$0	(\$1,000)
Retirement of current debt	(\$2,927)	(\$25,709)	(\$6,950)	(\$6,950)	(\$6,950)	(\$6,950)
Cash from current debt borrowing	\$0	\$0	\$0	\$12,300	\$0	\$0
Cash from emergency loan	\$0	\$12,789	\$0	\$0	\$0	\$0
Net cash from financing activities	\$972	(\$16,263)	\$3,050	\$5,350	(\$1,950)	(\$8,806)
Net change in cash position	(\$21,288)	\$0	\$22,075	(\$5,271)	\$44,190	\$10,760
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$457	\$0	\$40,094	\$23,375	\$57,930	\$43,757
Accounts Receivable	\$16,577	\$11,852	\$6,021	\$3,934	\$6,456	\$11,824
Inventory	\$10,583	\$20,773	\$0	\$5,174	\$6,464	\$3,158
Total Current Assets	\$27,616	\$32,625	\$46,115	\$32,483	\$70,850	\$58,739
Plant and equipment	\$153,506	\$157,400	\$158,600	\$161,000	\$113,800	\$135,000
Accumulated Depreciation	(\$63,594)	(\$68,387)	(\$68,821)	(\$65,200)	(\$60,693)	(\$62,787)
Total Fixed Assets	\$89,912	\$89,013	\$89,779	\$95,800	\$53,107	\$72,213
Total Assets	\$117,528	\$121,639	\$135,894	\$128,283	\$123,957	\$130,952
Accounts Payable	\$8,910	\$11,147	\$5,460	\$14,000	\$5,522	\$7,936
Current Debt	\$0	\$12,789	\$0	\$12,300	\$0	\$0
Total Current Liabilities	\$8,910	\$23,936	\$5,460	\$26,300	\$5,522	\$7,936
Long Term Debt	\$38,762	\$34,750	\$34,750	\$35,310	\$34,750	\$33,777
Total Liabilities	\$47,671	\$58,686	\$40,210	\$61,610	\$40,272	\$41,712
Common Stock	\$23,180	\$18,401	\$54,360	\$19,314	\$23,430	\$32,990
Retained Earnings	\$46,677	\$44,552	\$41,324	\$47,359	\$60,255	\$56,250
Total Equity	\$69,856	\$62,953	\$95,684	\$66,673	\$83,685	\$89,240
Total Liabilities & Owners Equity	\$117,528	\$121,639	\$135,894	\$128,283	\$123,957	\$130,952
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$172,872	\$144,197	\$109,883	\$143,596	\$157,091	\$143,860
Variable Costs(Labor,Material,Carry)	\$121,122	\$102,160	\$66,425	\$100,712	\$104,803	\$93,773
Contribution Margin	\$51,750	\$42,037	\$43,458	\$42,884	\$52,288	\$50,087
Depreciation	\$9,968	\$10,493	\$10,573	\$10,733	\$7,587	\$9,000
SGA(R&D,Promo,Sales,Admin)	\$15,476	\$14,287	\$15,810	\$13,932	\$12,413	\$16,194
Other(Fees,Writeoffs,TQM,Bonuses)	\$377	\$5	\$500	\$0	\$250	\$55
EBIT	\$25,930	\$17,252	\$16,574	\$18,218	\$32,038	\$24,838
Interest(Short term,Long term)	\$5,108	\$6,804	\$4,657	\$6,049	\$4,657	\$4,535
Taxes	\$7,288	\$3,657	\$4,171	\$4,259	\$9,584	\$7,106
Profit Sharing	\$271	\$136	\$155	\$158	\$356	\$264
Net Profit	\$13,264	\$6,655	\$7,592	\$7,752	\$17,442	\$12,933

Production Vs. Capacity C142325



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	Trad	2,057	0	2/10/2026	3.5	15500	6.8	13.2	\$26.00	\$9.60	\$9.07	27%	14%	4.0	1,999	113%
Acre	Low	2,585	0	5/25/2019	7.6	14000	3.0	17.0	\$20.50	\$5.79	\$8.56	29%	53%	5.0	2,399	152%
Adam	High	845	0	12/23/2024	3.4	23000	9.3	10.7	\$39.00	\$14.07	\$9.80	38%	0%	3.0	900	94%
Aft	Pfmrn	477	169	12/2/2026	2.8	25000	11.0	15.0	\$34.00	\$14.08	\$10.15	28%	8%	3.0	699	108%
Agape	Size	506	289	7/14/2024	4.0	19000	4.4	10.0	\$34.00	\$11.56	\$10.96	28%	33%	3.0	799	133%
Astor		0	0	3/6/2027	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	399	0%
Baker	Trad	575	1,227	6/18/2026	3.3	14000	4.0	13.5	\$28.50	\$7.95	\$7.48	28%	0%	5.0	1,800	87%
Bead	Low	2,685	0	7/9/2026	2.6	17000	2.0	18.3	\$15.00	\$5.69	\$7.12	19%	43%	6.0	1,400	140%
Bid	High	781	0	1/25/2026	2.8	22000	8.5	10.5	\$39.50	\$13.51	\$9.98	40%	0%	3.0	900	87%
Bold	Pfmrn	756	25	4/17/2025	3.6	27000	9.4	15.0	\$34.50	\$13.75	\$11.16	27%	33%	3.0	600	130%
Buddy	Size	927	0	8/24/2026	1.8	17000	3.8	10.0	\$33.00	\$10.84	\$10.34	34%	8%	3.0	600	106%
Cake	Trad	1,683	0	12/16/2026	1.5	17000	7.2	12.8	\$26.00	\$10.41	\$4.31	44%	0%	7.5	1,800	94%
Cedar	Low	1,238	0	12/13/2026	1.6	14000	3.5	15.5	\$17.50	\$6.72	\$3.08	45%	0%	8.5	1,400	88%
Cid	High	446	0	9/27/2026	1.3	24000	10.6	9.4	\$38.00	\$15.52	\$9.85	34%	0%	3.0	900	50%
Coat	Pfmrn	396	0	4/7/2026	2.4	27000	11.1	14.0	\$35.50	\$14.98	\$9.85	31%	0%	3.0	600	66%
Cure	Size	396	0	9/14/2026	1.4	19000	6.1	8.0	\$34.00	\$13.12	\$9.85	33%	0%	3.0	600	66%
Cap		0	0	5/22/2026	0.6	25000	10.0	9.8	\$38.00	\$0.00	\$0.00	0%	0%	0.0	0	0%
Daze	Trad	1,718	0	8/3/2026	1.8	18000	6.4	13.6	\$24.50	\$10.00	\$8.93	23%	0%	5.0	1,800	95%
Dell	Low	2,080	0	1/29/2026	4.6	16000	3.5	17.0	\$19.50	\$6.63	\$7.66	25%	0%	7.0	2,000	95%
Duck	High	764	0	9/16/2027	3.5	23000	8.9	11.1	\$40.00	\$13.71	\$10.21	39%	0%	4.0	900	85%
Dot	Pfmrn	528	44	3/4/2027	5.5	27000	9.4	15.5	\$35.00	\$13.63	\$7.66	38%	0%	5.0	600	95%
Dune	Size	350	194	6/18/2027	4.2	19000	4.3	10.6	\$34.00	\$11.18	\$10.21	32%	0%	3.0	600	87%
Eat	Trad	1,964	0	7/21/2026	1.7	17000	5.9	14.0	\$27.50	\$9.30	\$8.58	36%	0%	4.0	1,800	83%
Ebb	Low	1,534	0	4/25/2027	4.7	13000	1.5	18.2	\$20.35	\$0.00	\$0.00	31%	0%	5.0	1,400	0%
Echo	High	597	0	4/3/2027	4.7	23000	8.0	12.0	\$39.75	\$12.92	\$9.80	42%	0%	3.0	900	66%
Edge	Pfmrn	714	181	1/29/2024	5.5	27000	9.4	15.5	\$34.00	\$13.63	\$11.35	23%	50%	3.0	600	149%
Egg	Size	713	82	9/4/2025	3.5	19000	4.8	10.0	\$33.50	\$11.65	\$10.96	31%	33%	3.0	600	133%
Fast	Trad	1,792	0	10/11/2026	2.1	17500	6.6	13.5	\$28.10	\$9.98	\$8.63	35%	1%	4.0	1,800	100%
Feat	Low	1,393	0	5/25/2019	7.6	14000	3.0	17.0	\$21.50	\$5.79	\$7.40	38%	1%	5.0	1,400	100%
Fist	High	644	0	4/20/2027	3.3	23000	9.4	10.6	\$38.50	\$14.15	\$7.99	42%	0%	4.5	900	72%
Foam	Pfmrn	450	144	9/7/2027	5.5	25000	9.4	15.5	\$33.60	\$13.03	\$8.61	32%	0%	4.0	600	99%
Fume	Size	297	0	11/18/2025	3.4	19000	4.7	9.6	\$33.20	\$11.86	\$8.61	38%	0%	4.0	600	50%
Farr	Trad	594	0	2/20/2026	0.9	16000	6.0	13.5	\$23.20	\$9.27	\$9.76	17%	39%	4.0	500	119%

Traditional Statistics

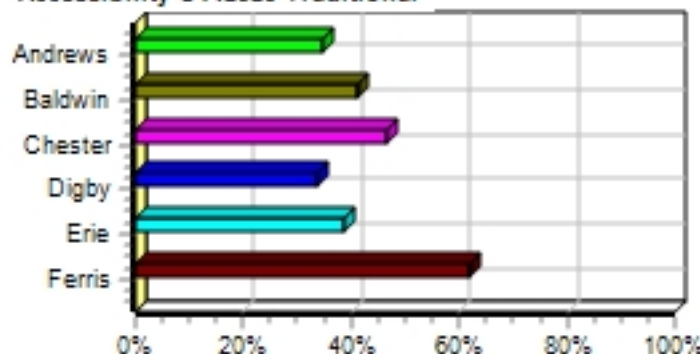
Total Industry Unit Demand 9,607
Actual Industry Unit Sales 19,607
Segment % of Total Industry 29.4%

Next Year's Segment Growth Rate 19.3%

Traditional Customer Buying Criteria

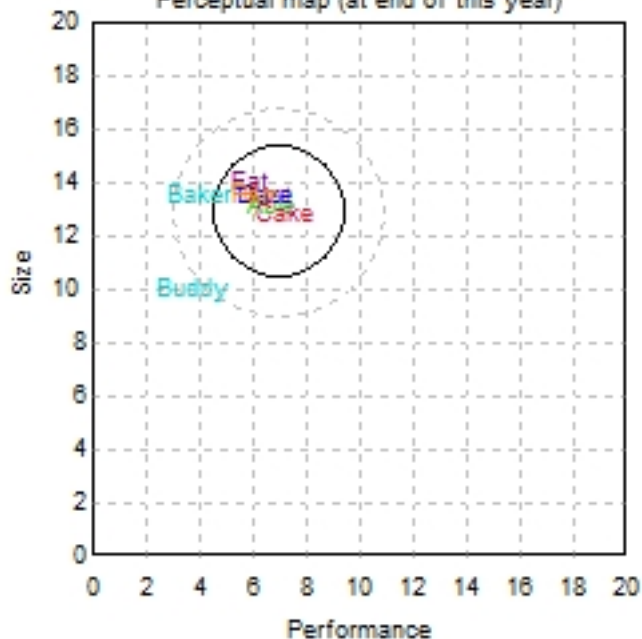
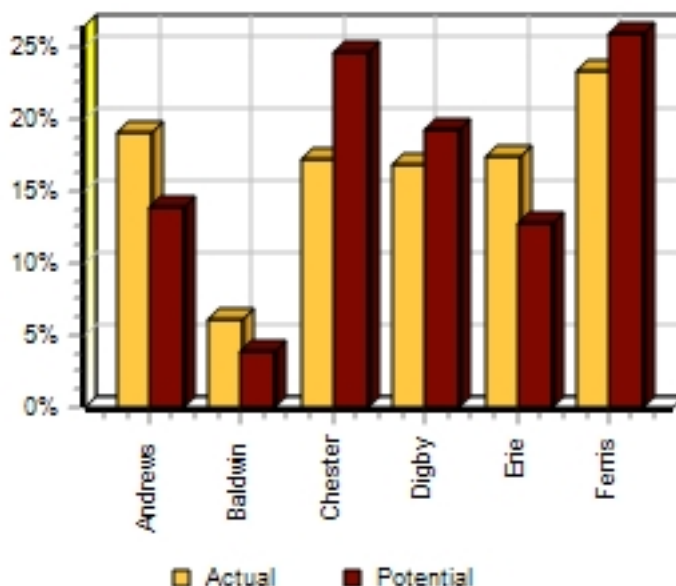
	Expectations	Importance
1. Age	Ideal Age = 2.0	47%
2. Price	\$18.50 - 28.50	23%
3. Ideal Position	Pfmn 7.1 Size 12.9	21%
4. Reliability	MTBF 14000-19000	9%

Accessibility C142325 Traditional



Perceptual Map for Traditional

Perceptual map (at end of this year)

Actual vs Potential Market Share
2026 C142325 Traditional

Top Products in Traditional 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
Able	19%	1,832	2/10/2026	YES	6.8	13.2	\$26.00	15500	3.49	\$1,150	65%	\$1,250	35%	12
Fast	17%	1,680	10/11/2026	YES	6.6	13.5	\$28.10	17500	2.08	\$1,900	98%	\$1,625	62%	45
Eat	17%	1,675	7/21/2026	YES	5.9	14.0	\$27.50	17000	1.71	\$650	40%	\$1,050	39%	18
Cake	17%	1,655	12/16/2026	YES	7.2	12.8	\$26.00	17000	1.48	\$800	61%	\$1,000	46%	30
Daze	17%	1,617	8/3/2026	YES	6.4	13.6	\$24.50	18000	1.76	\$1,000	61%	\$900	34%	28
Baker	6%	575	6/18/2026		4.0	13.5	\$28.50	14000	3.32	\$1,300	67%	\$1,500	41%	2
Farr	6%	559	2/20/2026	YES	6.0	13.5	\$23.20	16000	0.86	\$1,000	46%	\$900	62%	18
Buddy	0%	14	8/24/2026	YES	3.8	10.0	\$33.00	17000	1.82	\$1,300	58%	\$900	41%	0

Low End Statistics

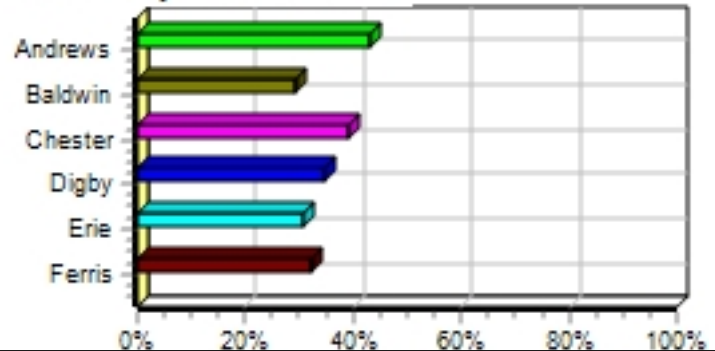
Total Industry Unit Demand 12,507
Actual Industry Unit Sales 12,298
Segment % of Total Industry 38.2%

Next Year's Segment Growth Rate 11.5%

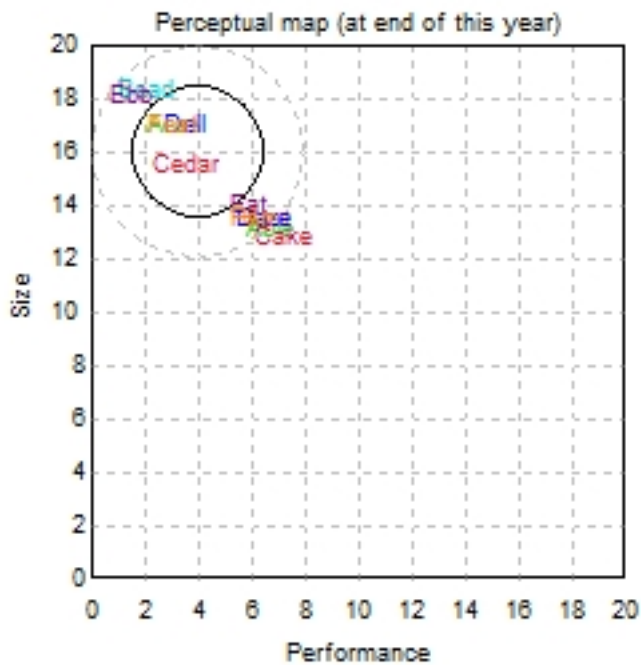
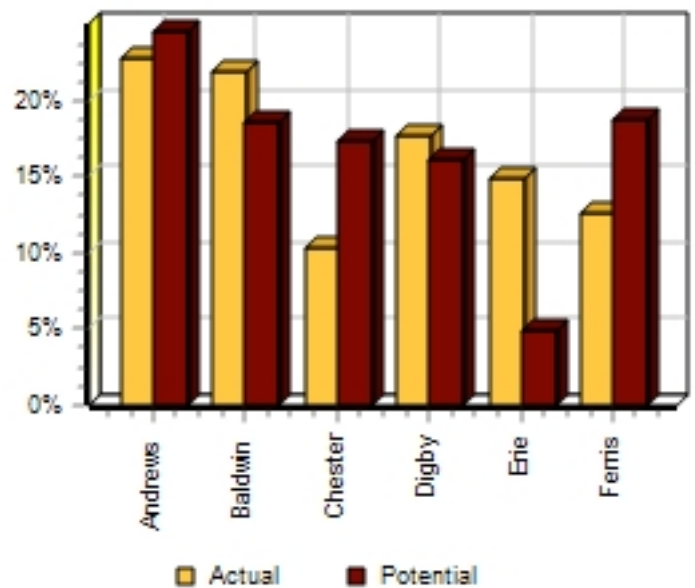
Low End Customer Buying Criteria

	Expectations	Importance
1. Price	\$13.50 - 23.50	53%
2. Age	Ideal Age = 7.0	24%
3. Ideal Position	Pfmm 3.2 Size 16.8	16%
4. Reliability	MTBF 12000-17000	7%

Accessibility C142325 Low End



Perceptual Map for Low End

Actual vs Potential Market Share
2026 C142325 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
Bead	22%	2,685	7/9/2026	YES	2.0	18.3	\$15.00	17000	2.58	\$1,200	61%	\$1,200	29%	13
Acre	21%	2,585	5/25/2019	YES	3.0	17.0	\$20.50	14000	7.60	\$1,100	58%	\$1,300	43%	22
Dell	17%	2,080	1/29/2026	YES	3.5	17.0	\$19.50	16000	4.63	\$800	53%	\$800	35%	16
Ebb	12%	1,534	4/25/2027	YES	1.5	18.2	\$20.35	13000	4.69	\$650	39%	\$1,000	31%	3
Feat	11%	1,393	5/25/2019	YES	3.0	17.0	\$21.50	14000	7.60	\$900	54%	\$880	32%	16
Cedar	10%	1,238	12/13/2026	YES	3.5	15.5	\$17.50	14000	1.56	\$1,000	72%	\$1,000	39%	13
Eat	2%	289	7/21/2026	YES	5.9	14.0	\$27.50	17000	1.71	\$650	40%	\$1,050	31%	0
Able	2%	219	2/10/2026	YES	6.8	13.2	\$26.00	15500	3.49	\$1,150	65%	\$1,250	43%	0
Fast	1%	112	10/11/2026	YES	6.6	13.5	\$28.10	17500	2.08	\$1,900	98%	\$1,625	32%	0
Daze	1%	101	8/3/2026	YES	6.4	13.6	\$24.50	18000	1.76	\$1,000	61%	\$900	35%	1
Farr	0%	34	2/20/2026	YES	6.0	13.5	\$23.20	16000	0.86	\$1,000	46%	\$900	32%	1
Cake	0%	29	12/16/2026	YES	7.2	12.8	\$26.00	17000	1.48	\$800	61%	\$1,000	39%	0

High End Statistics

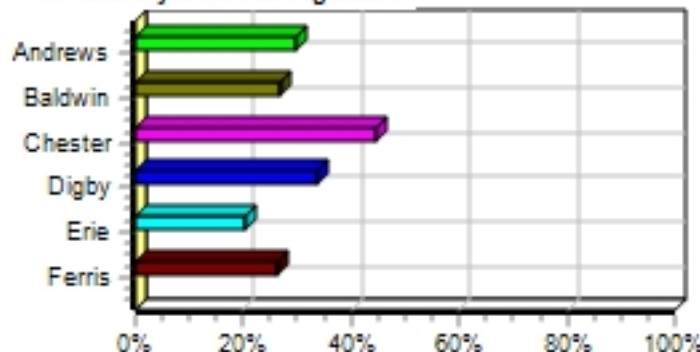
Total Industry Unit Demand 4,101
Actual Industry Unit Sales 4,091
Segment % of Total Industry 12.5%

Next Year's Segment Growth Rate 13.5%

High End Customer Buying Criteria

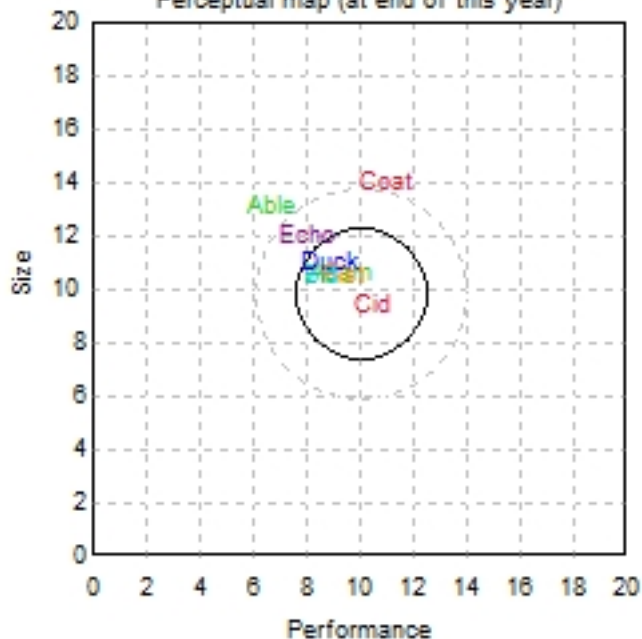
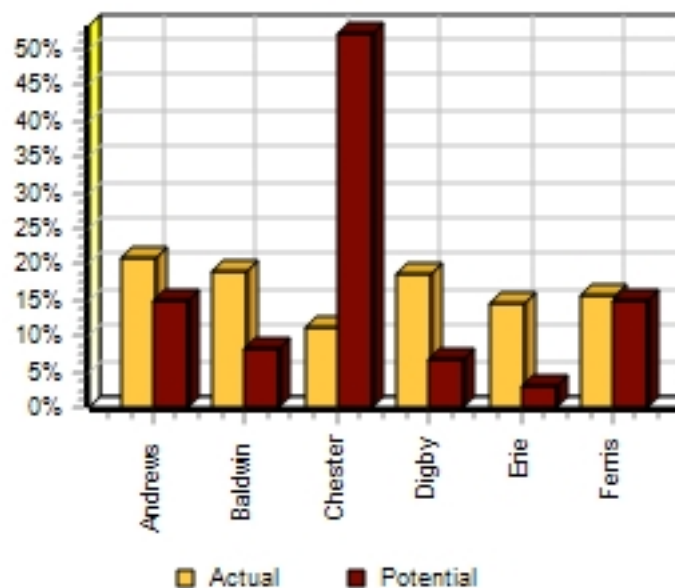
	Expectations	Importance
1. Ideal Position	Pfmm 11.6 Size 8.4	43%
2. Age	Ideal Age = 0.0	29%
3. Reliability	MTBF 20000-25000	19%
4. Price	\$28.50 - 38.50	9%

Accessibility C142325 High End



Perceptual Map for High End

Perceptual map (at end of this year)

Actual vs Potential Market Share
2026 C142325 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	21%	845	12/23/2024	YES	9.3	10.7	\$39.00	23000	3.35	\$1,250	69%	\$1,200	30%	4
Bid	19%	781	1/25/2026	YES	8.5	10.5	\$39.50	22000	2.82	\$1,000	56%	\$1,000	27%	2
Duck	19%	764	9/16/2027	YES	8.9	11.1	\$40.00	23000	3.50	\$900	71%	\$1,100	34%	2
Fist	16%	644	4/20/2027	YES	9.4	10.6	\$38.50	23000	3.31	\$850	50%	\$825	26%	4
Echo	15%	597	4/3/2027	YES	8.0	12.0	\$39.75	23000	4.70	\$750	45%	\$650	20%	1
Cid	11%	446	9/27/2026	YES	10.6	9.4	\$38.00	24000	1.29	\$1,000	67%	\$1,200	44%	25
Coat	0%	9	4/7/2026	YES	11.1	14.0	\$35.50	27000	2.38	\$800	60%	\$1,000	44%	0
Able	0%	6	2/10/2026	YES	6.8	13.2	\$26.00	15500	3.49	\$1,150	65%	\$1,250	30%	0

Performance Statistics

Total Industry Unit Demand 3,312
Actual Industry Unit Sales |3,312
Segment % of Total Industry |10.1%

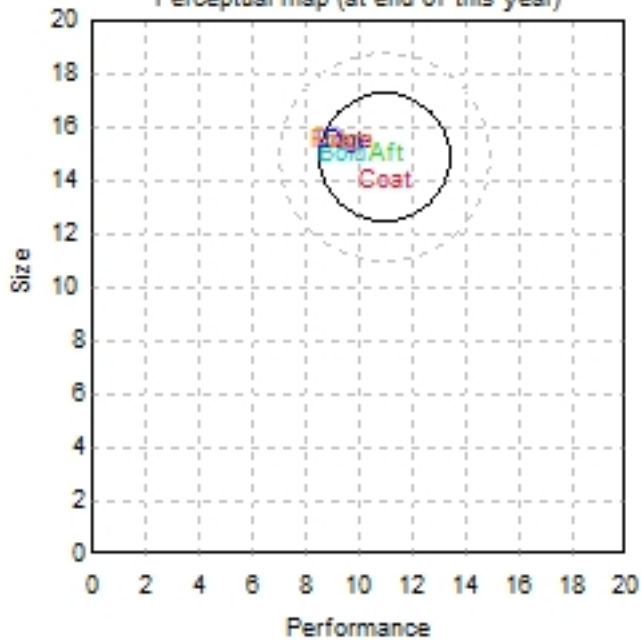
Next Year's Segment Growth Rate |19.1%

Performance Customer Buying Criteria

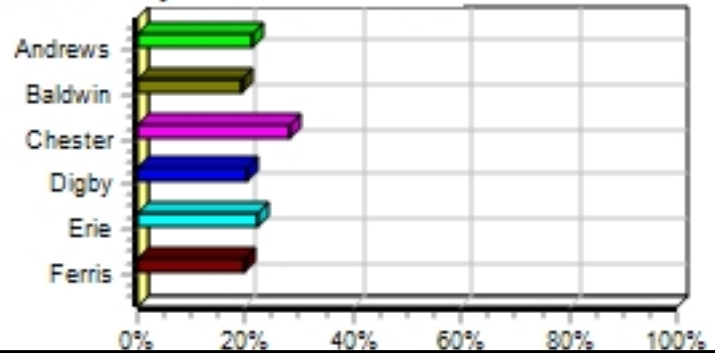
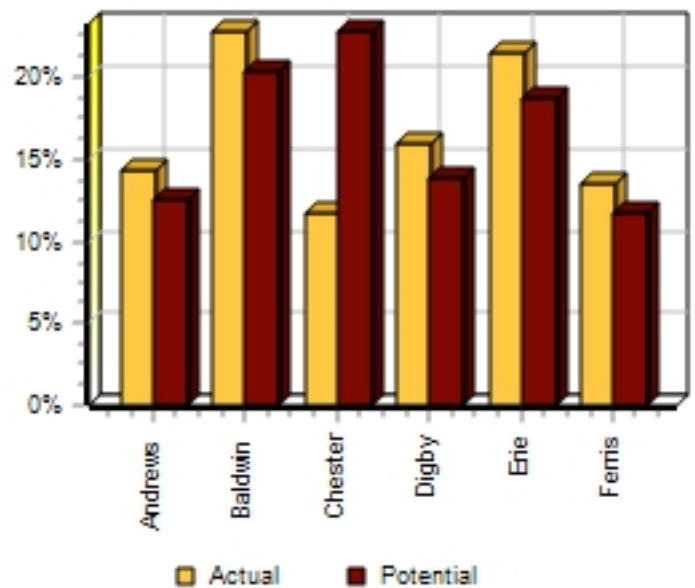
	Expectations	Importance
1. Reliability	MTBF 22000-27000	43%
2. Ideal Position	Pfmn 12.4 Size 13.9	29%
3. Price	\$23.50 - 33.50	19%
4. Age	Ideal Age = 1.0	9%

Perceptual Map for Performance

Perceptual map (at end of this year)



Accessibility C142325 Performance

Actual vs Potential Market Share
2026 C142325 Performance

Top Products in Performance 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
Bold	23%	756	4/17/2025		9.4	15.0	\$34.50	27000	3.60	\$900	42%	\$1,000	19%	10
Edge	22%	714	1/29/2024		9.4	15.5	\$34.00	27000	5.50	\$700	39%	\$900	22%	9
Dot	16%	528	3/4/2027		9.4	15.5	\$35.00	27000	5.50	\$700	45%	\$700	20%	7
Aft	14%	477	12/2/2026		11.0	15.0	\$34.00	25000	2.78	\$1,000	48%	\$1,000	21%	10
Foam	14%	450	9/7/2027		9.4	15.5	\$33.60	25000	5.50	\$785	43%	\$710	20%	6
Coat	12%	387	4/7/2026	YES	11.1	14.0	\$35.50	27000	2.38	\$800	60%	\$1,000	28%	15

Size Statistics

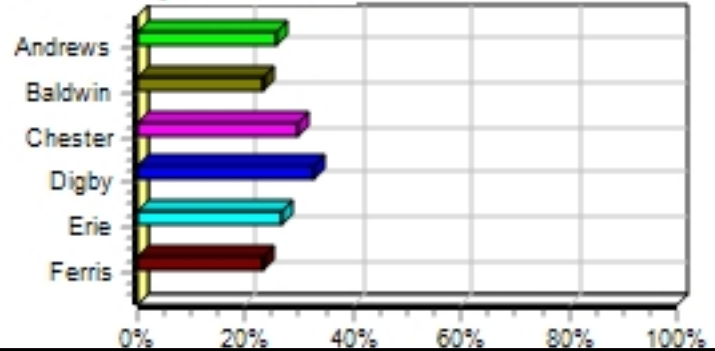
Total Industry Unit Demand 3,177
Actual Industry Unit Sales |3,177
Segment % of Total Industry |9.7%

Next Year's Segment Growth Rate |22.3%

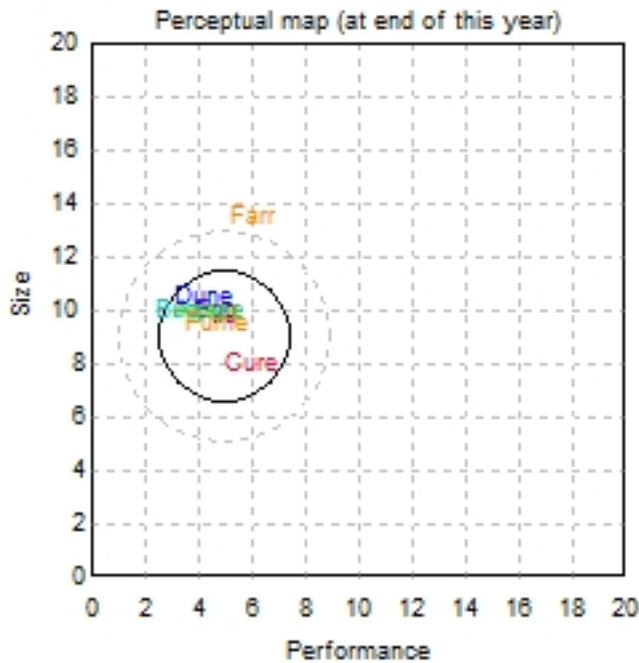
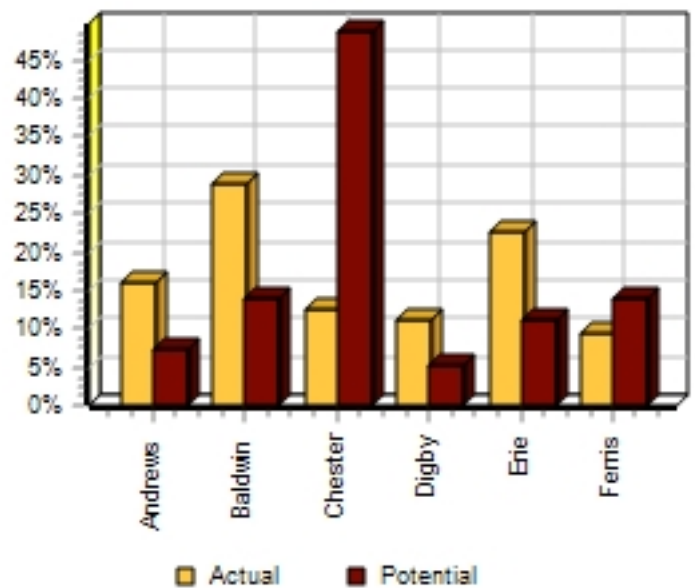
Size Customer Buying Criteria

	Expectations	Importance
1. Ideal Position	Pfmm 6.1 Size 7.6	43%
2. Age	Ideal Age = 1.5	29%
3. Reliability	MTBF 16000-21000	19%
4. Price	\$23.50 - 33.50	9%

Accessibility C142325 Size



Perceptual Map for Size

Actual vs Potential Market Share
2026 C142325 Size

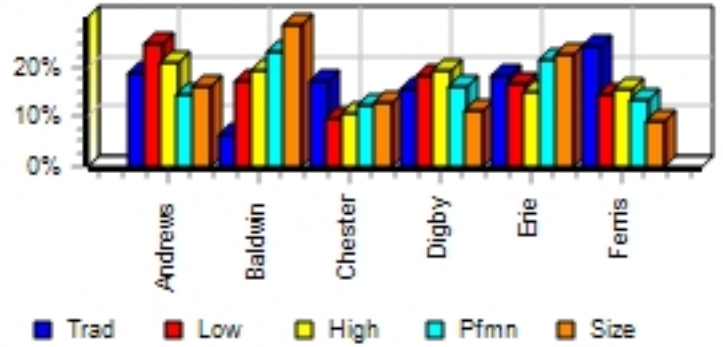
Top Products in Size Segment

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
Buddy	29%	914	8/24/2026	YES	3.8	10.0	\$33.00	17000	1.82	\$1,300	58%	\$900	23%	7
Egg	22%	713	9/4/2025		4.8	10.0	\$33.50	19000	3.46	\$1,000	59%	\$950	27%	3
Agape	16%	506	7/14/2024		4.4	10.0	\$34.00	19000	4.03	\$1,200	67%	\$1,000	26%	2
Cure	12%	396	9/14/2026	YES	6.1	8.0	\$34.00	19000	1.39	\$800	58%	\$1,000	30%	28
Dune	11%	350	6/18/2027		4.3	10.6	\$34.00	19000	4.17	\$1,000	67%	\$1,200	32%	2
Fume	9%	297	11/18/2025	YES	4.7	9.6	\$33.20	19000	3.35	\$820	45%	\$750	23%	4

Units Sold vs Demand Chart C142325



Market Share C142325



Actual Market Share in Units

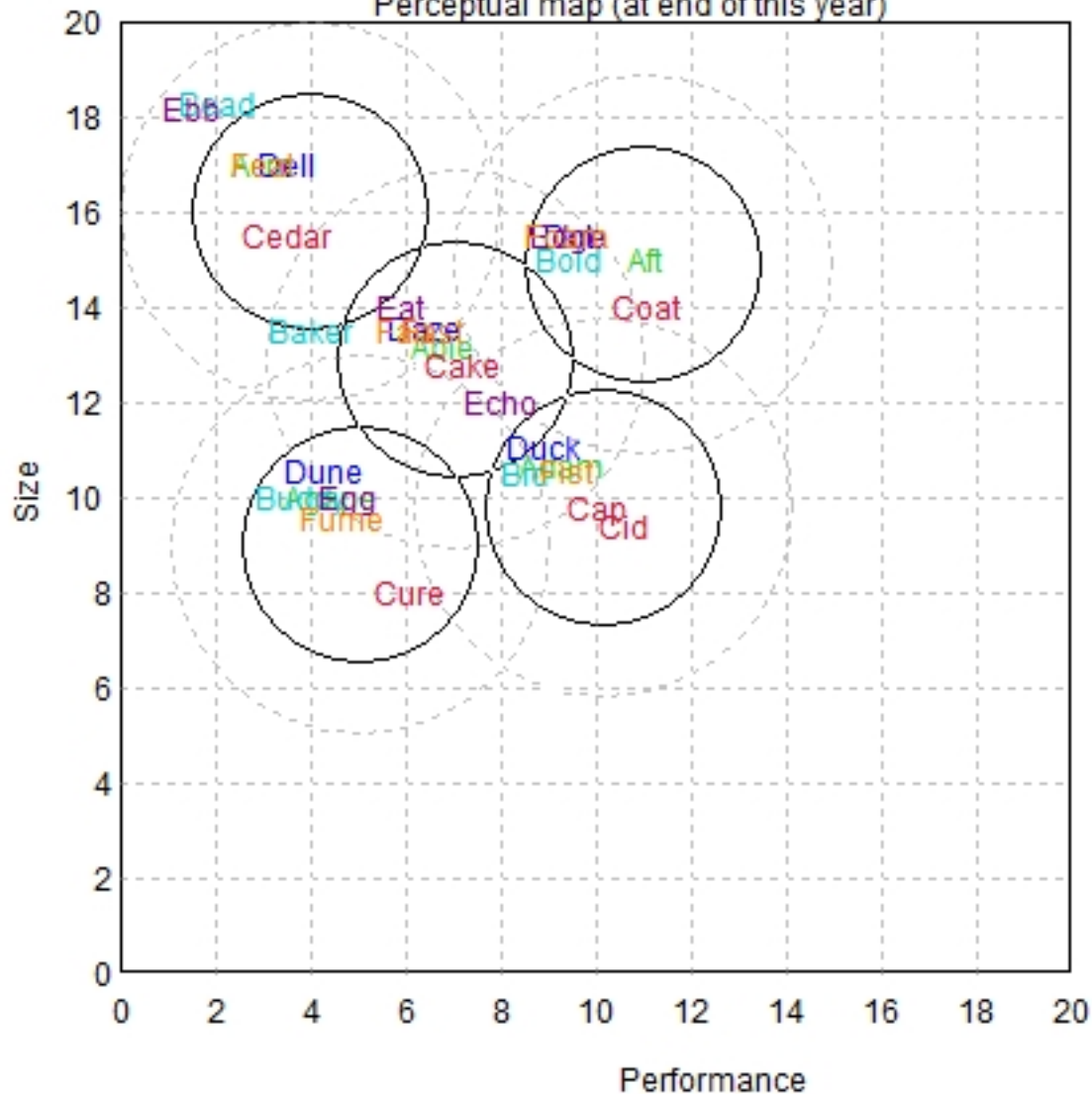
	Trad	Low	High	Pfmn	Size	Total
Industry Unit Sales	9,607	12,298	4,091	3,312	3,177	32,485
% of Market	29.6%	37.9%	12.6%	10.2%	9.8%	100.0%
Able	19.1%	1.8%	0.2%			6.3%
Acre		21.0%				8.0%
Adam			20.7%			2.6%
Aft				14.4%		1.5%
Agape					15.9%	1.6%
Total	19.1%	22.8%	20.8%	14.4%	15.9%	19.9%
Baker	6.0%					1.8%
Bead		21.8%				8.3%
Bid			19.1%			2.4%
Bold				22.8%		2.3%
Buddy	0.1%				28.8%	2.9%
Total	6.1%	21.8%	19.1%	22.8%	28.8%	17.6%
Cake	17.2%	0.2%				5.2%
Cedar		10.1%				3.8%
Cid			10.9%			1.4%
Coat			0.2%	11.7%		1.2%
Cure					12.5%	1.2%
Total	17.2%	10.3%	11.1%	11.7%	12.5%	12.8%
Daze	16.8%	0.8%				5.3%
Dell		16.9%				6.4%
Duck			18.7%			2.4%
Dot				16.0%		1.6%
Dune					11.0%	1.1%
Total	16.8%	17.7%	18.7%	16.0%	11.0%	16.8%
Eat	17.4%	2.4%				6.0%
Ebb		12.5%				4.7%
Echo			14.6%			1.8%
Edge				21.5%		2.2%
Egg					22.4%	2.2%
Total	17.4%	14.8%	14.6%	21.5%	22.4%	17.0%
Fast	17.5%	0.9%				5.5%
Feat		11.3%				4.3%
Fist			15.7%			2.0%
Foam				13.6%		1.4%
Fume					9.3%	0.9%
Farr	5.8%	0.3%				1.8%
Total	23.3%	12.5%	15.7%	13.6%	9.4%	15.9%

Potential Market Share in Units

	Trad	Low	High	Pfmn	Size	Total
Units Demanded	9,607	12,507	4,101	3,312	3,177	32,704
% of Market	29.4%	38.2%	12.5%	10.1%	9.7%	100.0%
Able	13.9%	0.2%				4.2%
Acre		24.2%				9.3%
Adam			14.7%			1.8%
Aft				12.5%		1.3%
Agape					7.4%	0.7%
Total	13.9%	24.5%	14.7%	12.5%	7.4%	17.3%
Baker	3.7%					1.1%
Bead		18.5%				7.1%
Bid			8.4%			1.0%
Bold				20.3%		2.1%
Buddy					13.7%	1.4%
Total	3.8%	18.6%	8.3%	20.3%	13.8%	12.7%
Cake	24.6%					7.3%
Cedar		17.2%				6.6%
Cid			52.0%			6.5%
Coat			0.2%	22.8%		2.3%
Cure					48.7%	4.7%
Total	24.6%	17.3%	52.2%	22.8%	48.7%	27.4%
Daze	19.1%	0.9%				6.0%
Dell		15.2%				5.8%
Duck			6.8%			0.9%
Dot				13.8%		1.4%
Dune					5.1%	0.5%
Total	19.1%	16.1%	6.8%	13.8%	5.1%	14.5%
Eat	12.8%	0.2%				3.8%
Ebb		4.7%				1.8%
Echo			3.0%			0.4%
Edge				18.7%		1.9%
Egg					11.0%	1.1%
Total	12.8%	4.9%	3.0%	18.7%	11.1%	9.0%
Fast	15.7%	0.2%				4.7%
Feat		17.9%				6.9%
Fist			14.9%			1.9%
Foam				11.8%		1.2%
Fume					14.0%	1.4%
Farr	10.1%	0.5%				3.2%
Total	25.8%	18.6%	14.9%	11.8%	14.0%	19.1%

Perceptual Map for All Segments

Perceptual map (at end of this year)



Andrews

Name	Pfmn	Size	Revised
Able	6.8	13.2	2/10/2026
Acre	3.0	17.0	5/25/2019
Adam	9.3	10.7	12/23/2024
Aft	11.0	15.0	12/2/2026
Agape	4.4	10.0	7/14/2024

Baldwin

Name	Pfmn	Size	Revised
Baker	4.0	13.5	6/18/2026
Bead	2.0	18.3	7/9/2026
Bid	8.5	10.5	1/25/2026
Bold	9.4	15.0	4/17/2025
Buddy	3.8	10.0	8/24/2026

Chester

Name	Pfmn	Size	Revised
Cake	7.2	12.8	12/16/2026
Cedar	3.5	15.5	12/13/2026
Cid	10.6	9.4	9/27/2026
Coat	11.1	14.0	4/7/2026
Cure	6.1	8.0	9/14/2026
Cap	10.0	9.8	5/22/2026

Digby

Name	Pfmn	Size	Revised
Daze	6.4	13.6	8/3/2026
Dell	3.5	17.0	1/29/2026
Duck	8.9	11.1	9/16/2027
Dot	9.4	15.5	3/4/2027
Dune	4.3	10.6	6/18/2027

Erie

Name	Pfmn	Size	Revised
Eat	5.9	14.0	7/21/2026
Ebb	1.5	18.2	4/25/2027
Echo	8.0	12.0	4/3/2027
Edge	9.4	15.5	1/29/2024
Egg	4.8	10.0	9/4/2025

Ferris

Name	Pfmn	Size	Revised
Fast	6.6	13.5	10/11/2026
Feat	3.0	17.0	5/25/2019
Fist	9.4	10.6	4/20/2027
Foam	9.4	15.5	9/7/2027
Fume	4.7	9.6	11/18/2025
Farr	6.0	13.5	2/20/2026

HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	1,162	904	459	937	695	861
Complement	1,162	904	459	937	695	861
1st Shift Complement	942	784	459	937	599	830
2nd Shift Complement	220	120	0	0	96	31
Overtime Percent	0.0%	0.0%	0.0%	0.1%	0.0%	0.1%
Turnover Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
New Employees	773	258	46	152	70	316
Separated Employees	0	0	248	0	77	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	\$773	\$258	\$46	\$152	\$70	\$316
Separation Cost	\$0	\$0	\$1,240	\$0	\$385	\$0
Training Cost	\$0	\$0	\$0	\$0	\$0	\$0
Total HR Admin Cost	\$773	\$258	\$1,286	\$152	\$455	\$316
Labor Contract Next Year						
Wages	\$24.31	\$24.31	\$24.31	\$24.31	\$24.31	\$24.31
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%
Starting Negotiation Position						
Wages						
Benefits						
Profit Sharing						
Annual Raise						
Ceiling Negotiation Position						
Wages						
Benefits						
Profit Sharing						
Annual Raise						
Adjusted Labor Demands						
Wages						
Benefits						
Profit Sharing						
Annual Raise						
Strike Days						

TQM SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Process Mgt Budgets Last Year						
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
TQM Budgets Last Year						
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
Cumulative Impacts						
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%

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

Digby

C142325

Round: 3
Dec. 31, 2026

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.

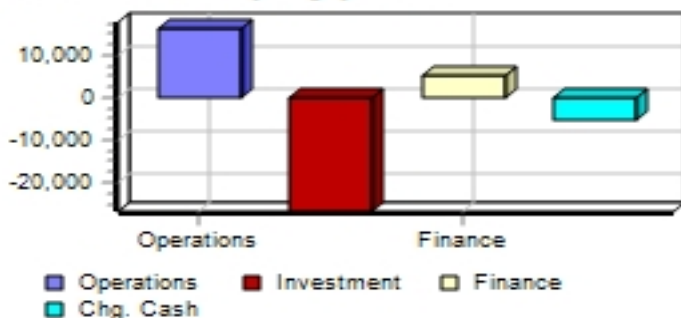
ASSETS		2026 Common Size	2025
Cash	\$23,375	18.2%	\$28,646
Account Receivable	\$3,934	3.1%	\$5,133
Inventory	\$5,174	4.0%	\$3,064
Total Current Assets	\$32,483	25.3%	\$36,843
Plant & Equipment	\$161,000	126.0%	\$134,200
Accumulated Depreciation	(\$65,200)	-50.8%	(\$54,467)
Total Fixed Assets	\$95,800	74.7%	\$79,733
Total Assets	\$128,283	100.0%	\$116,577
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$14,000	10.9%	\$15,396
Current Debt	\$12,300	9.6%	\$6,950
Long Term Debt	\$35,310	27.5%	\$35,310
Total Liabilities	\$61,610	48.0%	\$57,656
Common Stock	\$19,314	15.1%	\$19,314
Retained Earnings	\$47,359	36.9%	\$39,607
Total Equity	\$66,673	52.0%	\$58,921
Total Liab. & O. Equity	\$128,283	100.0%	\$116,577

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	2026	2025
Net Income(Loss)	\$7,752	\$3,843
Depreciation	\$10,733	\$8,947
Extraordinary gains/losses/writeoffs	\$0	\$0
Accounts Payable	(\$1,396)	\$1,350
Inventory	(\$2,109)	(\$3,064)
Accounts Receivable	\$1,199	\$113
Net cash from operation	\$16,179	\$11,189
Cash Flows from Investing Activities		
Plant Improvements	(\$26,800)	(\$20,400)
Cash Flows from Financing Activities		
Dividends paid	\$0	\$0
Sales of common stock	\$0	\$233
Purchase of common stock	\$0	\$0
Cash from long term debt	\$0	\$200
Retirement of long term debt	\$0	(\$6,950)
Change in current debt(net)	\$5,350	\$6,950
Net cash from financing activities	\$5,350	\$433
Net change in cash position	(\$5,271)	(\$8,778)
Closing cash position	\$23,375	\$28,646

Cash Flow Summary Digby C142325

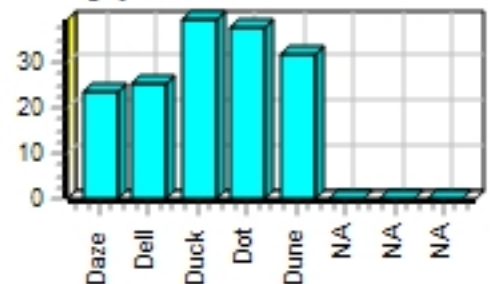


2026 Income Statement

(Product Name)	Daze	Dell	Duck	Dot	Dune				2026 Total	Common Size
Sales	\$42,091	\$40,555	\$30,542	\$18,496	\$11,912	\$0	\$0	\$0	\$143,596	100.0%
Variable Costs:										
Direct Labor	\$15,345	\$16,070	\$7,794	\$4,046	\$3,575	\$0	\$0	\$0	\$46,830	32.6%
Direct Material	\$16,888	\$14,269	\$10,719	\$7,355	\$4,030	\$0	\$0	\$0	\$53,261	37.1%
Inventory Carry	\$0	\$0	\$0	\$114	\$506	\$0	\$0	\$0	\$621	0.4%
Total Variable	\$32,234	\$30,339	\$18,514	\$11,515	\$8,111	\$0	\$0	\$0	\$100,712	70.1%
Contribution Margin	\$9,857	\$10,216	\$12,029	\$6,981	\$3,801	\$0	\$0	\$0	\$42,884	29.9%
Period Costs:										
Depreciation	\$3,120	\$4,533	\$1,320	\$1,040	\$720	\$0	\$0	\$0	\$10,733	7.5%
SG&A: R&D	\$595	\$80	\$1,000	\$1,000	\$1,000	\$0	\$0	\$0	\$3,675	2.6%
Promotions	\$1,000	\$800	\$900	\$700	\$1,000	\$0	\$0	\$0	\$4,400	3.1%
Sales	\$900	\$800	\$1,100	\$700	\$1,200	\$0	\$0	\$0	\$4,700	3.3%
Admin	\$339	\$327	\$246	\$149	\$96	\$0	\$0	\$0	\$1,157	0.8%
Total Period	\$5,955	\$6,540	\$4,566	\$3,589	\$4,016	\$0	\$0	\$0	\$24,666	17.2%
Net Margin	\$3,903	\$3,676	\$7,463	\$3,392	(\$215)	\$0	\$0	\$0	\$18,218	12.7%

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.

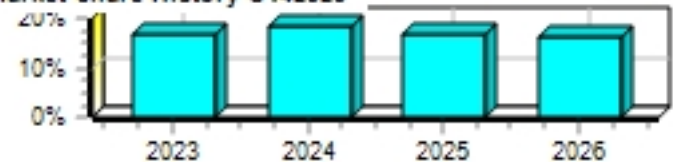
Other	\$0	0.0%
EBIT	\$18,218	12.7%
Short Term Interest	\$1,328	0.9%
Long Term Interest	\$4,721	3.3%
Taxes	\$4,259	3.0%
Profit Sharing	\$158	0.1%
Net Profit	\$7,752	5.4%

Variable Margins
2026 Digby C142325

Profit History C142325



Market Share History C142325



ROE History C142325



Asset Turnover History C142325



ROS History C142325



ROA History C142325

