

**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

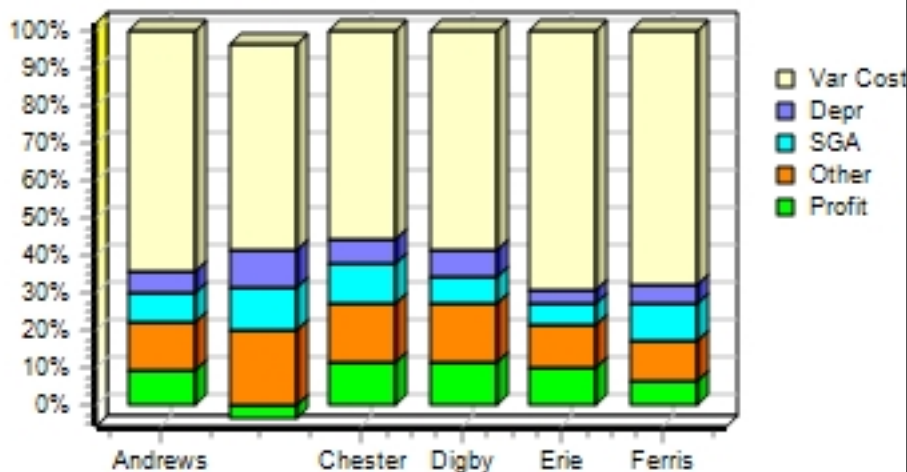
**Ferris**

Tushara Dash  
Yash Jain  
Vivek Kumar  
Tejas Ravetkar

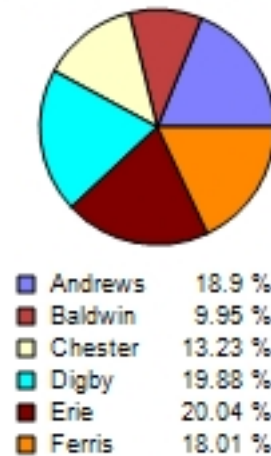
**Selected Financial Statistics**

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>ROS</b>	10.2%	-4.2%	12.6%	12.5%	10.9%	7.2%
<b>Asset Turnover</b>	1.46	0.80	1.01	1.25	1.42	1.38
<b>ROA</b>	14.8%	-3.3%	12.8%	15.6%	15.5%	9.9%
<b>Leverage</b>	1.3	2.5	1.2	1.4	1.2	1.3
<b>ROE</b>	19.3%	-8.2%	15.8%	22.2%	17.8%	12.7%
<b>Emergency Loan</b>	\$0	\$55,285,057	\$0	\$0	\$0	\$0
<b>Sales</b>	\$206,301,256	\$108,599,313	\$144,410,400	\$216,993,641	\$218,838,338	\$196,602,134
<b>EBIT</b>	\$36,149,160	\$6,170,671	\$31,477,635	\$47,408,783	\$39,465,615	\$25,112,576
<b>Profits</b>	\$20,972,709	(\$4,520,017)	\$18,191,850	\$27,073,450	\$23,870,707	\$14,137,308
<b>Cumulative Profit</b>	\$68,861,923	\$18,374,722	\$48,243,550	\$72,034,146	\$74,354,365	\$57,867,315
<b>SG&amp;A / Sales</b>	8.3%	14.4%	11.1%	7.6%	5.8%	10.3%
<b>Contrib. Margin %</b>	31.8%	31.7%	40.5%	37.3%	28.0%	28.4%

**Percent of Sales C142325**



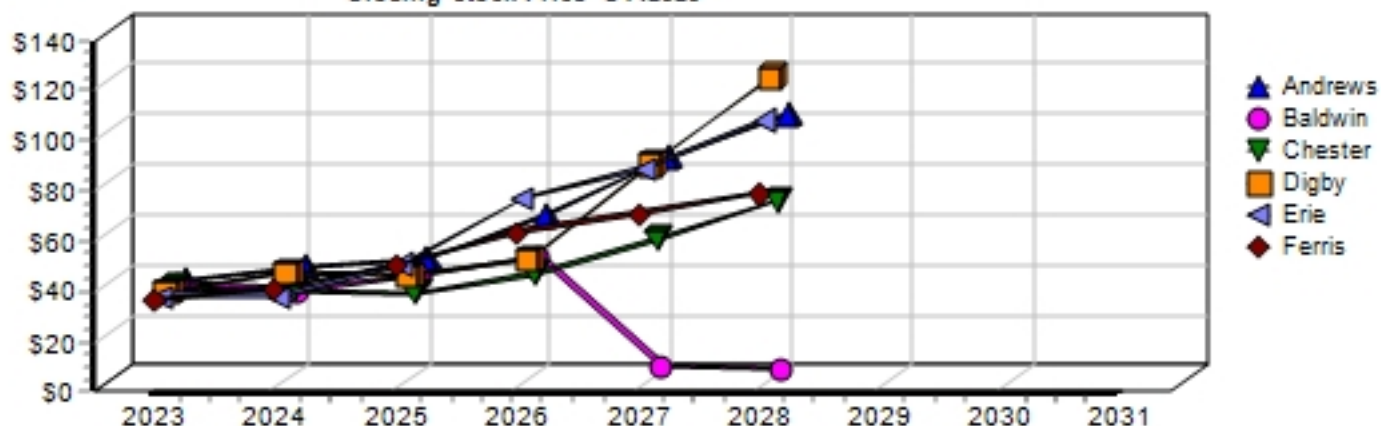
**\$ Market Share C142325**



### Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$100.92	\$17.43	2,146,510	\$217	\$50.70	\$9.77	\$1.50	1.5%	10.3
Baldwin	\$1.00	(\$1.60)	2,296,467	\$2	\$23.92	(\$1.97)	\$0.00	0.0%	-0.5
Chester	\$69.45	\$15.46	2,824,391	\$196	\$40.75	\$6.44	\$0.25	0.4%	10.8
Digby	\$120.05	\$34.11	2,085,352	\$250	\$58.41	\$12.98	\$0.00	0.0%	9.3
Erie	\$105.58	\$19.41	2,294,999	\$242	\$58.32	\$10.40	\$1.50	1.4%	10.2
Ferris	\$77.49	\$7.99	2,335,079	\$181	\$47.72	\$6.05	\$1.00	1.3%	12.8

Closing Stock Price C142325



### Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	14.0S2029	\$18,928,356	13.7%	102.43	AAA	Digby	14.0S2029	\$19,787,937	13.7%	102.06	AA
	11.3S2034	\$3,000,000	11.3%	100.00	AAA		11.3S2034	\$360,000	11.5%	98.34	AA
	11.8S2036	\$2,000,000	11.5%	102.55	AAA		11.8S2035	\$200,000	11.7%	100.46	AA
Baldwin	14.0S2029	\$20,850,000	14.1%	99.39	CC		10.9S2038	\$10,300,000	11.4%	95.42	AA
	12.6S2037	\$200,000	14.0%	89.87	CC	Erie	14.0S2029	\$14,228,413	13.6%	102.80	AAA
Chester	14.0S2029	\$20,850,000	13.6%	102.61	AAA	Ferris	14.0S2029	\$20,850,000	13.7%	102.52	AAA

Next Year's Prime Rate 9.50%

# Financial Summary

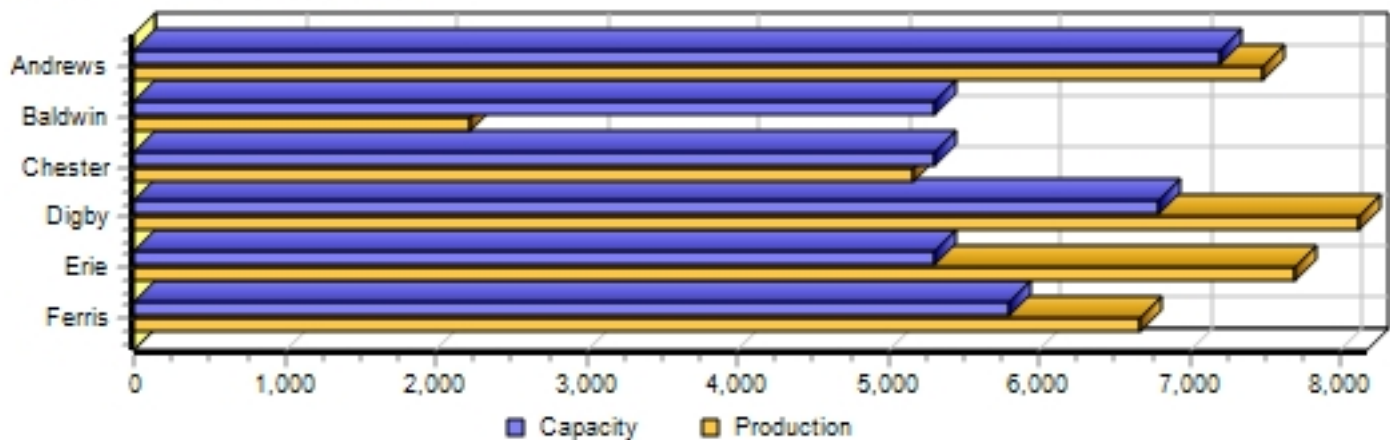


C142325

Round: 5  
Dec. 31, 2028

Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>CashFlows from operating activities</b>						
Net Income(Loss)	\$20,973	(\$4,520)	\$18,192	\$27,073	\$23,871	\$14,137
Adjustment for non-cash items:						
Depreciation	\$12,073	\$12,523	\$10,847	\$16,173	\$8,253	\$10,587
Extraordinary gains/losses/writeoffs	\$78	\$0	\$0	\$0	\$328	\$0
Changes in current assets and liabilities						
Accounts payable	\$1,685	(\$16,246)	(\$20)	(\$329)	(\$663)	\$409
Inventory	\$0	\$33,395	\$0	\$0	\$4,159	\$18,649
Accounts Receivable	(\$2,307)	\$5,638	(\$826)	(\$8,253)	(\$4,188)	(\$3,352)
Net cash from operations	\$32,501	\$30,790	\$28,192	\$34,665	\$31,760	\$40,430
<b>Cash flows from investing activities</b>						
Plant improvements(net)	(\$27,584)	(\$6,000)	(\$1,200)	(\$63,000)	(\$10,000)	(\$10,400)
<b>Cash flows from financing activities</b>						
Dividends paid	(\$3,220)	\$0	(\$706)	\$0	(\$3,442)	(\$2,335)
Sales of common stock	\$5,000	\$1,000	\$0	\$5,055	\$7,500	\$0
Purchase of common stock	\$0	(\$262)	(\$6,500)	\$0	\$0	\$0
Cash from long term debt issued	\$0	\$0	\$0	\$10,300	\$0	\$0
Early retirement of long term debt	(\$2,000)	\$0	\$0	\$0	(\$6,950)	\$0
Retirement of current debt	(\$12,415)	(\$80,813)	(\$13,900)	\$0	(\$13,900)	(\$11,941)
Cash from current debt borrowing	\$0	\$0	\$0	\$10,000	\$0	\$0
Cash from emergency loan	\$0	\$55,285	\$0	\$0	\$0	\$0
Net cash from financing activities	(\$12,635)	(\$24,790)	(\$21,106)	\$25,355	(\$16,792)	(\$14,276)
<b>Net change in cash position</b>	(\$7,718)	\$0	\$5,886	(\$2,980)	\$4,967	\$15,754
<b>Balance Sheet Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
Cash	\$24,566	\$0	\$61,574	\$5,943	\$92,796	\$50,957
Accounts Receivable	\$21,478	\$8,926	\$8,704	\$17,835	\$8,993	\$16,159
Inventory	\$0	\$32,082	\$0	\$0	\$5,306	\$0
Total Current Assets	\$46,044	\$41,008	\$70,279	\$23,778	\$107,095	\$67,116
Plant and equipment	\$181,090	\$187,840	\$162,700	\$242,600	\$123,800	\$158,800
Accumulated Depreciation	(\$85,901)	(\$93,032)	(\$90,435)	(\$92,747)	(\$76,533)	(\$83,267)
Total Fixed Assets	\$95,189	\$94,808	\$72,265	\$149,853	\$47,267	\$75,533
<b>Total Assets</b>	<b>\$141,233</b>	<b>\$135,816</b>	<b>\$142,544</b>	<b>\$173,632</b>	<b>\$154,362</b>	<b>\$142,649</b>
Accounts Payable	\$8,479	\$4,556	\$6,595	\$11,187	\$6,281	\$10,370
Current Debt	\$0	\$55,285	\$0	\$10,000	\$0	\$0
Total Current Liabilities	\$8,479	\$59,841	\$6,595	\$21,187	\$6,281	\$10,370
Long Term Debt	\$23,928	\$21,050	\$20,850	\$30,648	\$14,228	\$20,850
Total Liabilities	\$32,407	\$80,891	\$27,445	\$51,835	\$20,510	\$31,220
Common Stock	\$27,881	\$20,093	\$48,303	\$24,369	\$38,430	\$32,250
Retained Earnings	\$80,945	\$34,832	\$66,797	\$97,428	\$95,422	\$79,179
Total Equity	\$108,826	\$54,925	\$115,099	\$121,796	\$133,852	\$111,430
<b>Total Liabilities &amp; Owners Equity</b>	<b>\$141,233</b>	<b>\$135,816</b>	<b>\$142,544</b>	<b>\$173,632</b>	<b>\$154,362</b>	<b>\$142,649</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	\$206,301	\$108,599	\$144,410	\$216,994	\$218,838	\$196,602
Variable Costs(Labor,Material,Carry)	\$140,670	\$74,200	\$85,967	\$136,112	\$157,636	\$140,744
Contribution Margin	\$65,631	\$34,399	\$58,443	\$80,882	\$61,202	\$55,858
Depreciation	\$12,073	\$12,523	\$10,847	\$16,173	\$8,253	\$10,587
SGA(R&D,Promo,Sales,Admin)	\$17,052	\$15,652	\$16,022	\$16,532	\$12,676	\$20,159
Other(Fees,Writeoffs,TQM,Bonuses)	\$358	\$54	\$98	\$768	\$808	\$0
EBIT	\$36,149	\$6,171	\$31,478	\$47,409	\$39,466	\$25,113
Interest(Short term,Long term)	\$3,225	\$13,125	\$2,919	\$4,907	\$1,992	\$2,919
Taxes	\$11,523	(\$2,434)	\$9,996	\$14,876	\$13,116	\$7,768
Profit Sharing	\$428	\$0	\$371	\$553	\$487	\$289
Net Profit	\$20,973	(\$4,520)	\$18,192	\$27,073	\$23,871	\$14,137

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	1,991	0	3/10/2029	5.5	15500	6.8	13.2	\$25.99	\$8.19	\$9.39	31%	0%	4.5	1,999	100%
Acre	Low	2,391	0	11/18/2027	5.4	14000	4.0	16.0	\$20.49	\$5.58	\$8.05	33%	0%	5.5	2,399	100%
Adam	High	1,006	0	3/12/2029	3.3	23000	10.2	9.8	\$38.99	\$13.06	\$11.29	37%	12%	3.5	900	112%
Aft	Pfmrn	797	0	1/16/2029	4.8	25000	11.0	15.0	\$33.99	\$12.52	\$11.38	29%	14%	3.5	699	114%
Agape	Size	796	0	1/16/2029	3.7	19000	5.1	9.0	\$33.99	\$10.74	\$10.73	36%	0%	3.5	799	100%
Astor	Low	498	0	3/6/2027	1.8	14000	5.5	14.5	\$24.49	\$6.74	\$14.71	12%	25%	3.0	999	125%
Baker	Low	1,950	0	3/25/2029	5.3	14000	4.0	13.5	\$25.00	\$0.00	\$0.00	34%	0%	6.0	1,800	0%
Bead	Low	111	1,449	6/26/2029	4.6	17000	2.0	18.3	\$20.00	\$5.39	\$5.54	-52%	0%	7.0	1,400	69%
Bid	High	347	601	11/8/2028	2.5	22500	11.1	8.9	\$40.00	\$13.60	\$8.44	25%	0%	4.9	900	21%
Bold	Pfmrn	621	0	9/1/2028	3.0	27000	12.0	14.2	\$34.50	\$13.78	\$9.69	32%	0%	4.0	600	81%
Buddy	Size	676	0	9/21/2028	2.0	17000	5.8	8.0	\$33.00	\$10.78	\$9.69	39%	0%	4.0	600	97%
Bond	Size	0	0	2/13/2028	0.9	17000	2.0	18.3	\$25.00	\$0.00	\$0.00	0%	0%	1.0	600	0%
Cake	Trad	1,786	0	12/25/2028	1.2	17000	7.7	11.3	\$26.00	\$9.73	\$4.72	46%	0%	7.5	1,800	99%
Cedar	Low	1,389	0	7/20/2028	2.0	14000	4.5	16.8	\$20.50	\$5.56	\$2.70	59%	0%	9.0	1,400	99%
Cid	High	843	0	10/11/2028	1.3	23000	11.7	7.6	\$37.50	\$14.48	\$10.78	33%	0%	3.0	900	94%
Coat	Pfmrn	595	0	10/12/2028	1.5	25000	13.1	12.6	\$32.50	\$14.07	\$10.78	23%	0%	3.0	600	99%
Cure	Size	546	0	9/13/2028	1.4	19000	6.7	6.0	\$34.00	\$12.57	\$10.78	32%	0%	3.0	600	91%
Cap	Size	0	0	7/18/2028	1.5	15000	10.0	10.1	\$22.00	\$0.00	\$0.00	0%	0%	1.0	130	0%
Daze	Trad	1,980	0	5/12/2028	1.6	14000	7.5	12.9	\$24.49	\$8.13	\$8.49	32%	11%	7.5	1,800	110%
Dell	Low	2,970	0	11/27/2028	2.0	12000	3.7	16.2	\$17.99	\$4.79	\$6.26	41%	50%	8.0	2,000	149%
Duck	High	990	0	5/13/2029	3.4	23000	11.2	9.3	\$40.00	\$13.63	\$9.90	40%	11%	7.0	1,000	110%
Dot	Pfmrn	891	0	1/19/2030	4.7	29000	11.0	15.0	\$35.00	\$13.72	\$6.26	42%	50%	7.0	800	149%
Dune	Size	792	0	7/23/2029	3.9	19000	5.7	8.6	\$34.00	\$11.06	\$9.07	40%	33%	5.0	800	132%
Drone	High	495	0	3/15/2028	0.8	20000	11.4	8.4	\$35.00	\$13.16	\$13.50	23%	0%	4.0	900	55%
Eat	Trad	2,597	0	9/1/2028	1.5	16500	7.0	12.5	\$26.75	\$8.84	\$10.75	28%	44%	4.0	1,800	144%
Ebb	Low	2,297	0	4/25/2027	4.2	12940	3.3	17.0	\$20.00	\$4.62	\$9.53	28%	64%	5.0	1,400	164%
Echo	High	984	214	9/30/2029	4.2	23000	9.0	10.0	\$38.00	\$12.53	\$11.99	33%	33%	3.0	900	133%
Edge	Pfmrn	1,199	0	6/21/2028	4.0	26010	11.3	14.2	\$33.00	\$13.13	\$13.26	21%	100%	3.0	600	200%
Egg	Size	814	0	11/25/2028	2.8	18010	7.0	7.8	\$32.50	\$11.44	\$10.71	32%	0%	3.0	600	67%
EAT2.0	Size	0	0	3/18/2028	0.8	17000	8.5	11.5	\$28.00	\$0.00	\$0.00	0%	0%	1.0	1,000	0%
Fast	Trad	2,295	0	9/9/2028	1.5	17500	8.0	12.0	\$26.20	\$9.71	\$8.98	29%	29%	5.0	1,800	127%
Feat	Low	2,690	0	2/9/2028	5.2	15500	4.2	16.0	\$21.00	\$6.11	\$9.99	23%	94%	6.0	1,400	192%
Fist	High	752	0	7/20/2029	3.5	23000	11.0	9.2	\$36.00	\$13.59	\$8.11	39%	0%	5.0	900	84%
Foam	Pfmrn	396	0	1/18/2029	4.4	25000	11.9	14.0	\$32.00	\$13.17	\$9.46	28%	0%	6.0	600	66%
Fume	Size	694	0	10/19/2028	2.8	19000	6.6	7.4	\$32.20	\$11.84	\$8.11	40%	0%	5.0	600	91%
Farr	Trad	796	0	3/12/2030	2.9	16000	6.0	13.5	\$22.50	\$0.00	\$0.00	14%	0%	5.0	500	0%

## Traditional Statistics

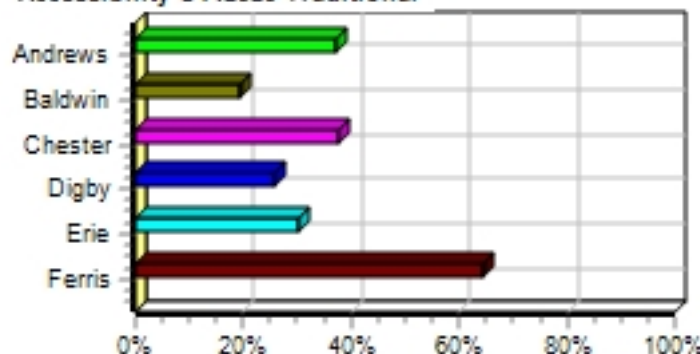
Total Industry Unit Demand 11,592  
Actual Industry Unit Sales 10,600  
Segment % of Total Industry 27.8%

Next Year's Segment Growth Rate 7.9%

## Traditional Customer Buying Criteria

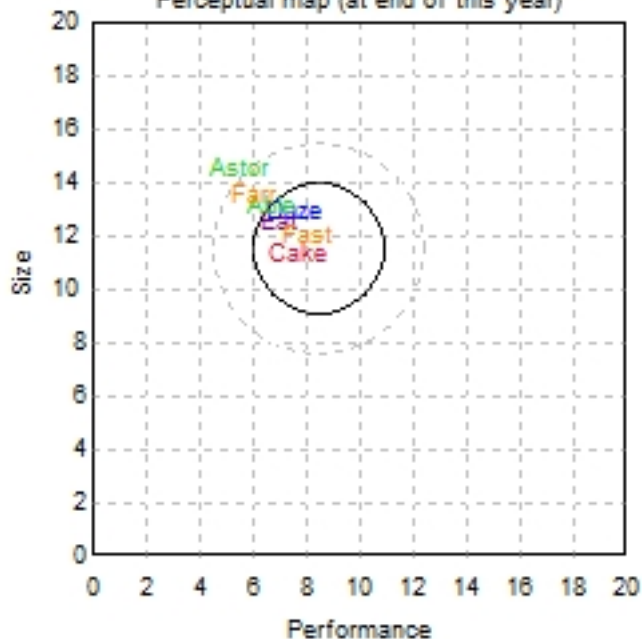
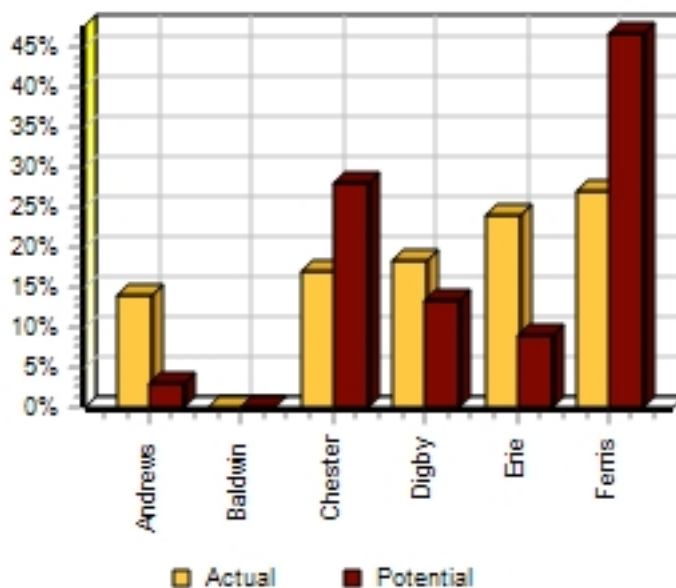
	Expectations	Importance
1. Age	Ideal Age = 2.0	47%
2. Price	\$17.50 - 27.50	23%
3. Ideal Position	Pfmm 8.5 Size 11.5	21%
4. Reliability	MTBF 14000-19000	9%

Accessibility C142325 Traditional



Perceptual Map for Traditional

Perceptual map (at end of this year)

Actual vs Potential Market Share  
2028 C142325 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
Eat	24%	2,538	9/1/2028	YES	7.0	12.5	\$26.75	16500	1.46	\$200	23%	\$600	30%	12
Fast	22%	2,280	9/9/2028	YES	8.0	12.0	\$26.20	17500	1.52	\$1,750	100%	\$1,620	64%	42
Daze	18%	1,928	5/12/2028	YES	7.5	12.9	\$24.49	14000	1.58	\$900	58%	\$900	26%	19
Cake	17%	1,780	12/25/2028	YES	7.7	11.3	\$26.00	17000	1.18	\$1,000	57%	\$1,200	38%	19
Able	12%	1,296	3/10/2029	YES	6.8	13.2	\$25.99	15500	5.49	\$800	54%	\$1,200	37%	2
Farr	6%	583	3/12/2030	YES	6.0	13.5	\$22.50	16000	2.86	\$900	54%	\$910	64%	9
Astor	2%	195	3/6/2027	YES	5.5	14.5	\$24.49	14000	1.82	\$850	42%	\$350	37%	0

## Low End Statistics

Total Industry Unit Demand 15,451  
Actual Industry Unit Sales 15,141  
Segment % of Total Industry 37.0%

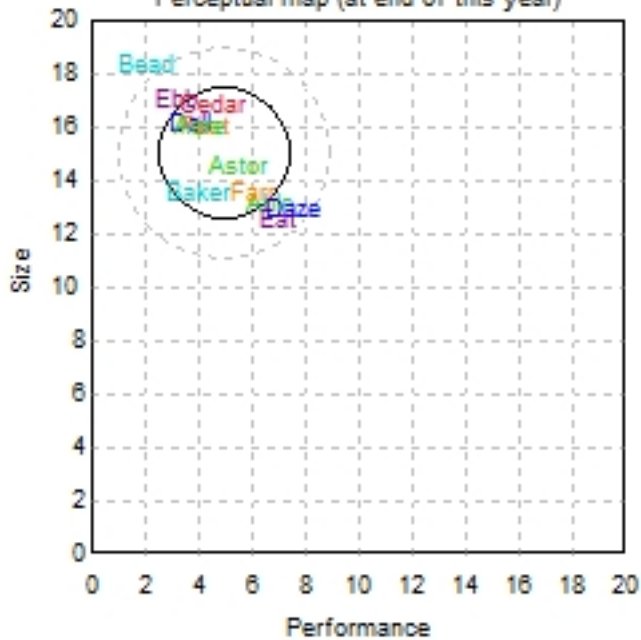
Next Year's Segment Growth Rate 12.7%

## Low End Customer Buying Criteria

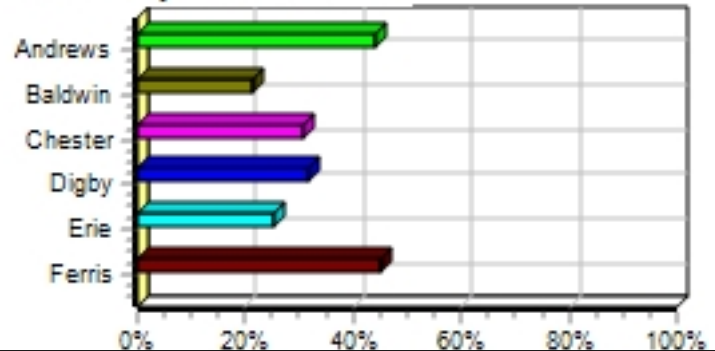
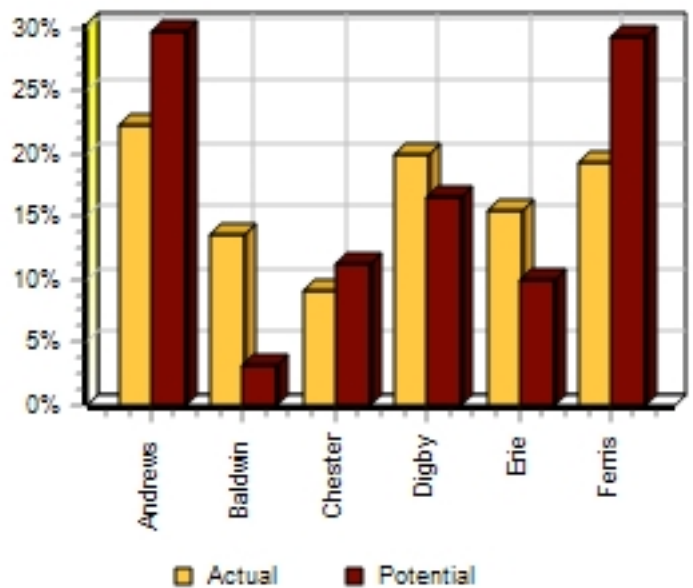
	Expectations	Importance
1. Price	\$12.50 - 22.50	53%
2. Age	Ideal Age = 7.0	24%
3. Ideal Position	Pfmm 4.2 Size 15.8	16%
4. Reliability	MTBF 12000-17000	7%

## Perceptual Map for Low End

Perceptual map (at end of this year)



## Accessibility C142325 Low End

Actual vs Potential Market Share  
2028 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
Dell	20%	2,970	11/27/2028	YES	3.7	16.2	\$17.99	12000	2.01	\$800	49%	\$800	32%	10
Feat	18%	2,690	2/9/2028	YES	4.2	16.0	\$21.00	15500	5.25	\$1,250	69%	\$1,230	45%	17
Acre	16%	2,391	11/18/2027	YES	4.0	16.0	\$20.49	14000	5.35	\$1,000	62%	\$950	44%	17
Ebb	15%	2,297	4/25/2027	YES	3.3	17.0	\$20.00	12940	4.19	\$650	35%	\$1,000	25%	5
Baker	13%	1,950	3/25/2029	YES	4.0	13.5	\$25.00	14000	5.32	\$500	51%	\$600	21%	2
Cedar	9%	1,389	7/20/2028	YES	4.5	16.8	\$20.50	14000	2.00	\$1,000	64%	\$1,000	31%	6
Able	5%	695	3/10/2029	YES	6.8	13.2	\$25.99	15500	5.49	\$800	54%	\$1,200	44%	2
Astor	2%	303	3/6/2027	YES	5.5	14.5	\$24.49	14000	1.82	\$850	42%	\$350	44%	1
Farr	1%	213	3/12/2030	YES	6.0	13.5	\$22.50	16000	2.86	\$900	54%	\$910	45%	2
Bead	1%	111	6/26/2029		2.0	18.3	\$20.00	17000	4.58	\$500	48%	\$500	21%	0
Eat	0%	59	9/1/2028	YES	7.0	12.5	\$26.75	16500	1.46	\$200	23%	\$600	25%	0
Daze	0%	52	5/12/2028	YES	7.5	12.9	\$24.49	14000	1.58	\$900	58%	\$900	32%	0



## High End Statistics

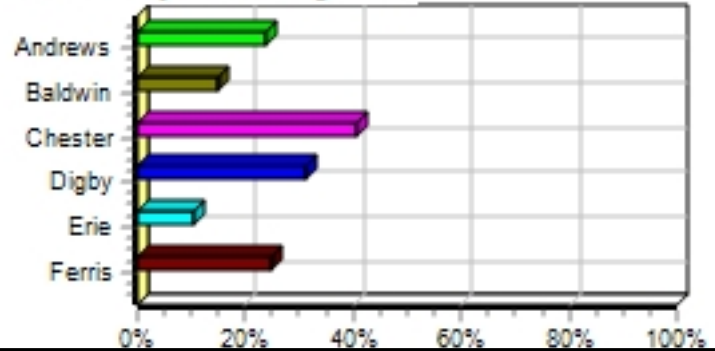
Total Industry Unit Demand 5,418  
Actual Industry Unit Sales 5,418  
Segment % of Total Industry 13.0%

Next Year's Segment Growth Rate 20.4%

## High End Customer Buying Criteria

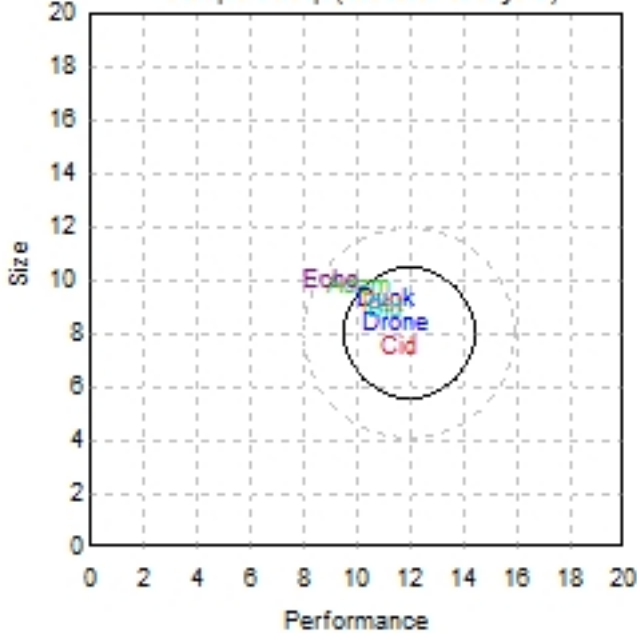
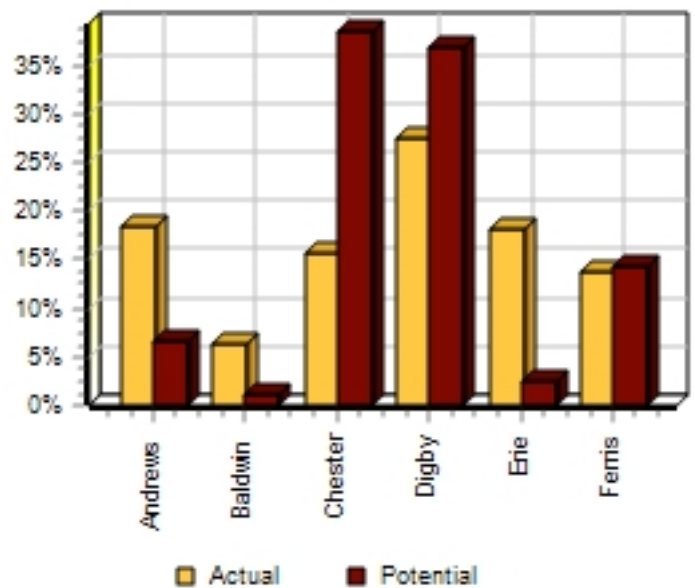
	Expectations	Importance
1. Ideal Position	Pfmm 13.4 Size 6.6	43%
2. Age	Ideal Age = 0.0	29%
3. Reliability	MTBF 20000-25000	19%
4. Price	\$27.50 - 37.50	9%

Accessibility C142325 High End



Perceptual Map for High End

Perceptual map (at end of this year)

Actual vs Potential Market Share  
2028 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	19%	1,006	3/12/2029	YES	10.2	9.8	\$38.99	23000	3.33	\$1,000	67%	\$1,200	24%	2
Duck	18%	990	5/13/2029	YES	11.2	9.3	\$40.00	23000	3.39	\$800	61%	\$900	31%	2
Echo	18%	984	9/30/2029		9.0	10.0	\$38.00	23000	4.22	\$750	43%	\$650	11%	0
Cid	16%	843	10/11/2028	YES	11.7	7.6	\$37.50	23000	1.31	\$1,100	69%	\$1,300	41%	18
Fist	14%	752	7/20/2029	YES	11.0	9.2	\$36.00	23000	3.50	\$1,150	60%	\$1,125	25%	4
Drone	9%	495	3/15/2028	YES	11.4	8.4	\$35.00	20000	0.79	\$1,000	46%	\$1,000	31%	9
Bid	6%	347	11/8/2028		11.1	8.9	\$40.00	22500	2.47	\$400	44%	\$500	15%	2

## Performance Statistics

Total Industry Unit Demand 4,738  
Actual Industry Unit Sales 4,498  
Segment % of Total Industry 11.3%

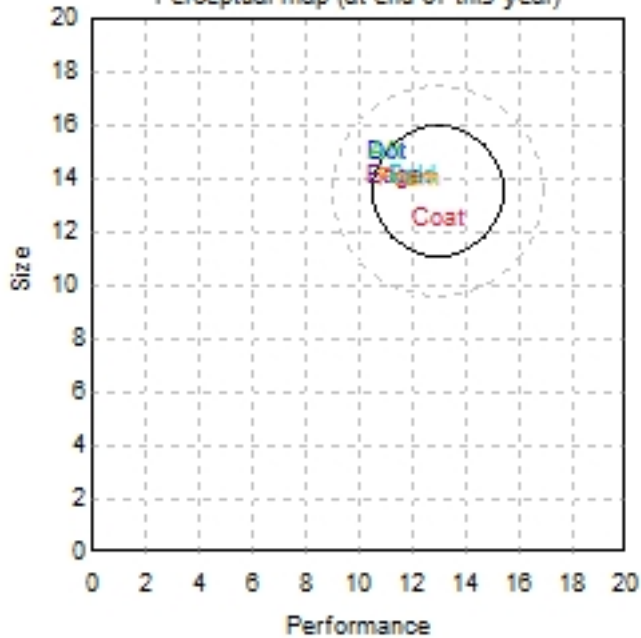
Next Year's Segment Growth Rate 16.1%

## Performance Customer Buying Criteria

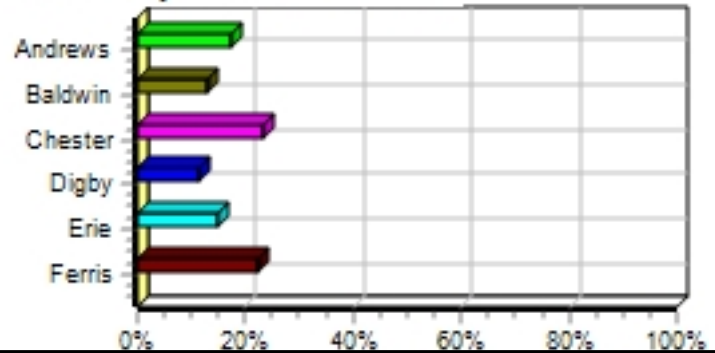
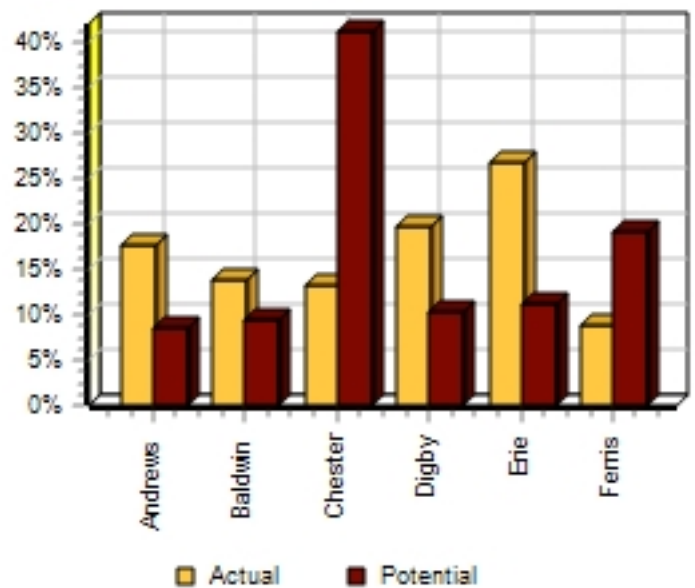
	Expectations	Importance
1. Reliability	MTBF 22000-27000	43%
2. Ideal Position	Pfmm 14.4 Size 12.5	29%
3. Price	\$22.50 - 32.50	19%
4. Age	Ideal Age = 1.0	9%

## Perceptual Map for Performance

Perceptual map (at end of this year)



## Accessibility C142325 Performance

Actual vs Potential Market Share  
2028 C142325 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
Edge	27%	1,199	6/21/2028	YES	11.3	14.2	\$33.00	26010	4.01	\$700	38%	\$900	15%	6
Dot	20%	891	1/19/2030	YES	11.0	15.0	\$35.00	29000	4.66	\$700	40%	\$700	11%	5
Aft	18%	797	1/16/2029	YES	11.0	15.0	\$33.99	25000	4.78	\$900	54%	\$1,000	17%	4
Bold	14%	621	9/1/2028	YES	12.0	14.2	\$34.50	27000	2.96	\$600	42%	\$500	13%	7
Coat	13%	595	10/12/2028	YES	13.1	12.6	\$32.50	25000	1.53	\$900	55%	\$1,200	23%	16
Foam	9%	396	1/18/2029	YES	11.9	14.0	\$32.00	25000	4.40	\$1,055	54%	\$1,110	23%	8



## Size Statistics

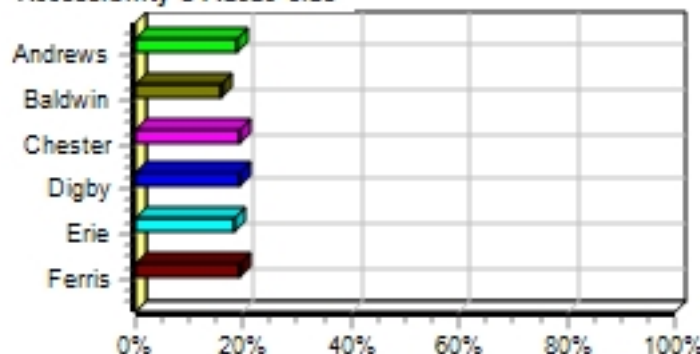
Total Industry Unit Demand 4,577  
Actual Industry Unit Sales |4,318  
Segment % of Total Industry |11.0%

Next Year's Segment Growth Rate |17.1%

## Size Customer Buying Criteria

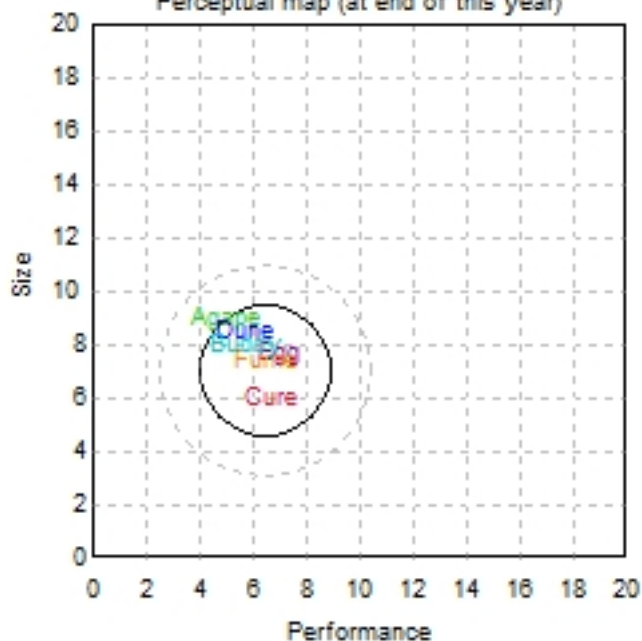
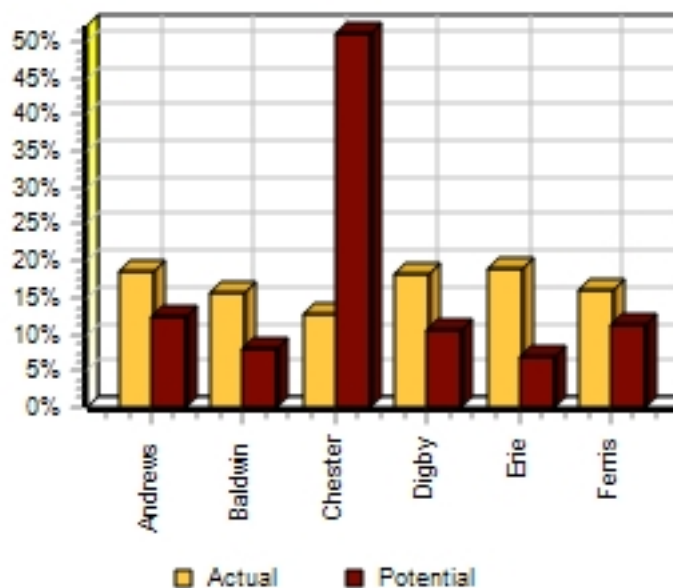
	Expectations	Importance
1. Ideal Position	Pfmm 7.5 Size 5.6	43%
2. Age	Ideal Age = 1.5	29%
3. Reliability	MTBF 16000-21000	19%
4. Price	\$22.50 - 32.50	9%

## Accessibility C142325 Size



## Perceptual Map for Size

Perceptual map (at end of this year)

Actual vs Potential Market Share  
2028 C142325 Size

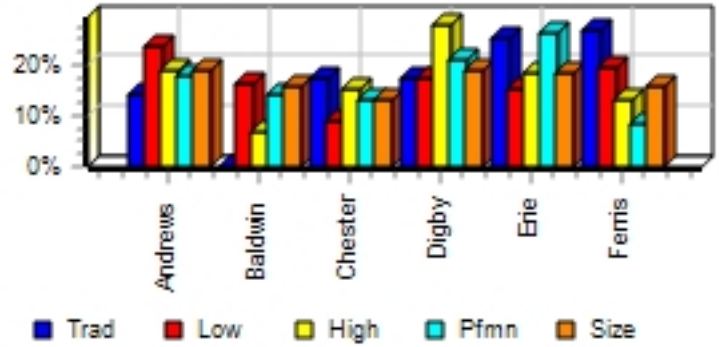
## Top Products in Size Segment

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
Egg	19%	814	11/25/2028	YES	7.0	7.8	\$32.50	18010	2.77	\$500	47%	\$600	18%	4
Agape	18%	796	1/16/2029	YES	5.1	9.0	\$33.99	19000	3.68	\$1,000	66%	\$1,000	19%	2
Dune	18%	792	7/23/2029	YES	5.7	8.6	\$34.00	19000	3.85	\$900	61%	\$800	19%	2
Fume	16%	694	10/19/2028	YES	6.6	7.4	\$32.20	19000	2.77	\$850	48%	\$840	19%	7
Buddy	16%	676	9/21/2028	YES	5.8	8.0	\$33.00	17000	2.04	\$400	51%	\$400	16%	5
Cure	13%	546	9/13/2028	YES	6.7	6.0	\$34.00	19000	1.35	\$800	51%	\$800	20%	15

Units Sold vs Demand Chart C142325



Market Share C142325



Actual Market Share in Units

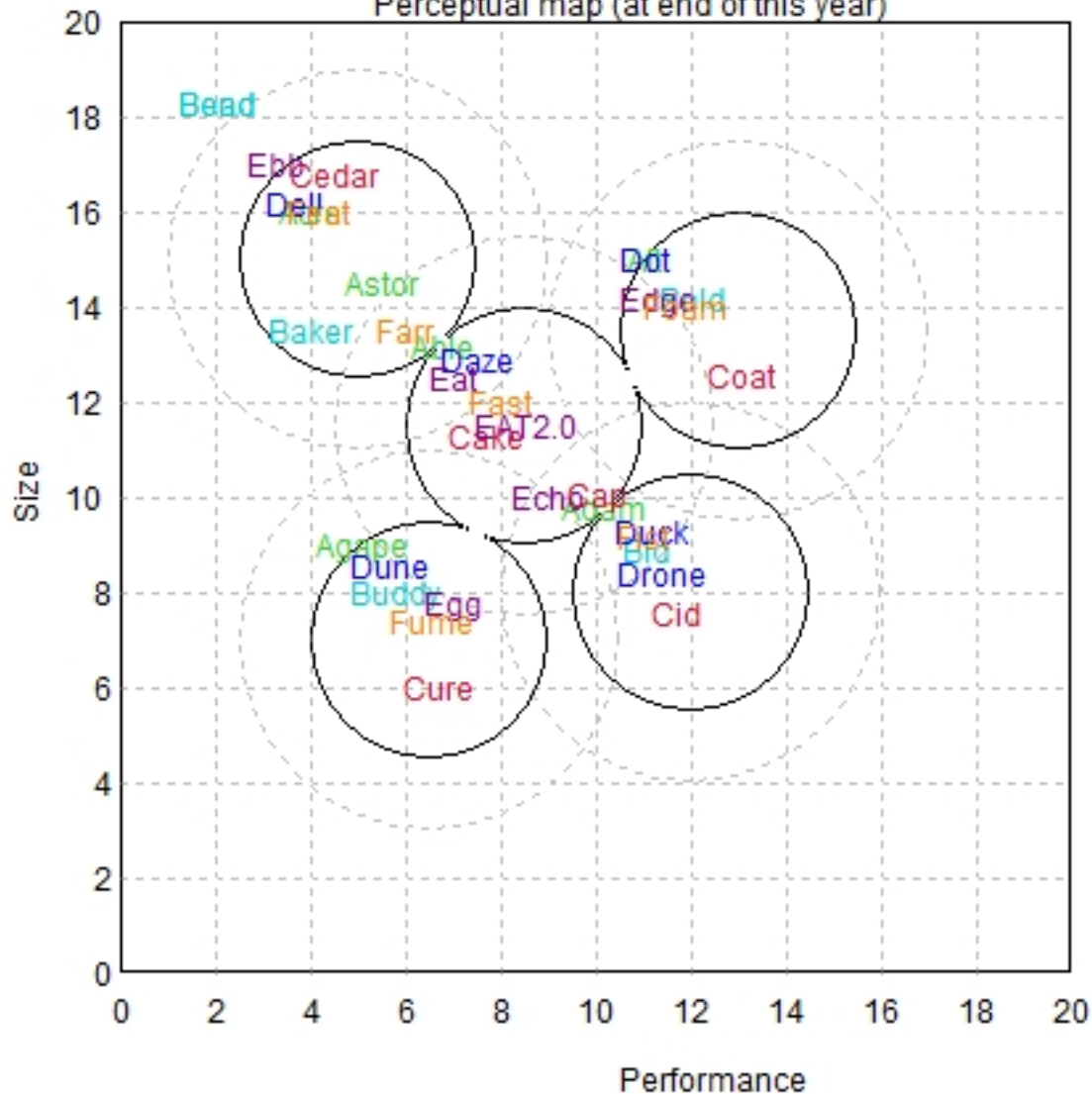
	Trad	Low	High	Pfmn	Size	Total
Industry Unit Sales	10,600	15,141	5,418	4,498	4,318	39,976
% of Market	26.5%	37.9%	13.6%	11.3%	10.8%	100.0%
Able	12.2%	4.6%				5.0%
Acre		15.8%				6.0%
Adam			18.6%			2.5%
Aft				17.7%		2.0%
Agape					18.4%	2.0%
Astor	1.8%	2.0%				1.3%
Total	14.1%	22.4%	18.6%	17.7%	18.4%	18.7%
Baker		12.9%				4.9%
Bead		0.7%				0.3%
Bid			6.4%			0.9%
Bold				13.8%		1.6%
Buddy					15.7%	1.7%
Total		13.6%	6.4%	13.8%	15.7%	9.3%
Cake	16.8%					4.5%
Cedar		9.2%				3.5%
Cid			15.6%			2.1%
Coat				13.2%		1.5%
Cure					12.6%	1.4%
Total	16.8%	9.2%	15.6%	13.2%	12.6%	12.9%
Daze	18.2%	0.4%				5.0%
Dell		19.6%				7.4%
Duck			18.3%			2.5%
Dot				19.8%		2.2%
Dune					18.3%	2.0%
Drone			9.1%			1.2%
Total	18.2%	20.0%	27.4%	19.8%	18.3%	20.3%
Eat	23.9%	0.4%				6.5%
Ebb		15.2%				5.8%
Echo			18.2%			2.5%
Edge				26.6%		3.0%
Egg					18.9%	2.0%
Total	23.9%	15.6%	18.2%	26.6%	18.9%	19.7%
Fast	21.5%					5.7%
Feat		17.8%				6.7%
Fist			13.9%			1.9%
Foam				8.8%		1.0%
Fume					16.1%	1.7%
Farr	5.5%	1.4%				2.0%
Total	27.0%	19.3%	13.9%	8.8%	16.1%	19.1%

Potential Market Share in Units

	Trad	Low	High	Pfmn	Size	Total
Units Demanded	11,592	15,451	5,418	4,738	4,577	41,776
% of Market	27.8%	37.0%	13.0%	11.3%	11.0%	100.0%
Able	2.0%	2.0%				1.3%
Acre		26.4%				9.8%
Adam			6.7%			0.9%
Aft				8.6%		1.0%
Agape					12.2%	1.3%
Astor	1.0%	1.3%				0.8%
Total	3.0%	29.7%	6.7%	8.6%	12.2%	15.0%
Baker		3.0%				1.1%
Bead		0.2%				
Bid			1.1%			
Bold				9.6%		1.1%
Buddy					8.1%	0.9%
Total		3.2%	1.1%	9.6%	8.1%	3.3%
Cake	18.7%					5.2%
Cedar		11.1%				4.1%
Cid			38.5%			5.0%
Coat				41.2%		4.7%
Cure					51.1%	5.6%
Total	28.0%	11.2%	38.5%	41.2%	51.1%	27.2%
Daze	13.4%	0.4%				3.9%
Dell		16.1%				5.9%
Duck			7.3%			0.9%
Dot				10.4%		1.2%
Dune					10.6%	1.2%
Drone			29.7%			3.9%
Total	13.4%	16.5%	37.0%	10.4%	10.6%	17.0%
Eat	9.1%	0.2%				2.6%
Ebb		9.8%				3.6%
Echo			2.5%			0.3%
Edge				11.3%		1.3%
Egg					6.8%	0.7%
Total	9.1%	10.0%	2.5%	11.3%	6.8%	8.6%
Fast	31.6%	0.2%				8.8%
Feat		25.7%				9.5%
Fist			14.2%			1.8%
Foam				19.0%		2.2%
Fume					11.3%	1.2%
Farr	14.9%	3.4%				5.4%
Total	46.5%	29.4%	14.2%	19.0%	11.3%	29.0%

Perceptual Map for All Segments

Perceptual map (at end of this year)



**Andrews**

Name	Pfmn	Size	Revised
Able	6.8	13.2	3/10/2029
Acre	4.0	16.0	11/18/2027
Adam	10.2	9.8	3/12/2029
Aft	11.0	15.0	1/16/2029
Agape	5.1	9.0	1/16/2029
Astor	5.5	14.5	3/6/2027

**Baldwin**

Name	Pfmn	Size	Revised
Baker	4.0	13.5	3/25/2029
Bead	2.0	18.3	6/26/2029
Bid	11.1	8.9	11/8/2028
Bold	12.0	14.2	9/1/2028
Buddy	5.8	8.0	9/21/2028
Bond	2.0	18.3	2/13/2028

**Chester**

Name	Pfmn	Size	Revised
Cake	7.7	11.3	12/25/2028
Cedar	4.5	16.8	7/20/2028
Cid	11.7	7.6	10/11/2028
Coat	13.1	12.6	10/12/2028
Cure	6.7	6.0	9/13/2028
Cap	10.0	10.1	7/18/2028

**Digby**

Name	Pfmn	Size	Revised
Daze	7.5	12.9	5/12/2028
Dell	3.7	16.2	11/27/2028
Duck	11.2	9.3	5/13/2029
Dot	11.0	15.0	1/19/2030
Dune	5.7	8.6	7/23/2029
Drone	11.4	8.4	3/15/2028

**Erie**

Name	Pfmn	Size	Revised
Eat	7.0	12.5	9/1/2028
Ebb	3.3	17.0	4/25/2027
Echo	9.0	10.0	9/30/2029
Edge	11.3	14.2	6/21/2028
Egg	7.0	7.8	11/25/2028
EAT2.0	8.5	11.5	3/18/2028

**Ferris**

Name	Pfmn	Size	Revised
Fast	8.0	12.0	9/9/2028
Feat	4.2	16.0	2/9/2028
Fist	11.0	9.2	7/20/2029
Foam	11.9	14.0	1/18/2029
Fume	6.6	7.4	10/19/2028
Farr	6.0	13.5	3/12/2030

## HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	1,304	311	603	1,067	1,308	983
Complement	1,304	311	603	1,067	1,308	983
1st Shift Complement	1,239	311	603	868	871	718
2nd Shift Complement	65	0	0	199	437	265
Overtime Percent	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%
Turnover Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
New Employees	357	31	101	319	307	98
Separated Employees	0	1112	0	0	0	54
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	\$357	\$31	\$101	\$319	\$307	\$98
Separation Cost	\$0	\$5,560	\$0	\$0	\$0	\$270
Training Cost	\$0	\$0	\$0	\$0	\$0	\$0
Total HR Admin Cost	\$357	\$5,591	\$101	\$319	\$307	\$368
<b>Labor Contract Next Year</b>						
Wages	\$26.81	\$26.81	\$26.81	\$26.81	\$26.81	\$26.81
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%

## 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: 5  
Dec. 31, 2028

## 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.

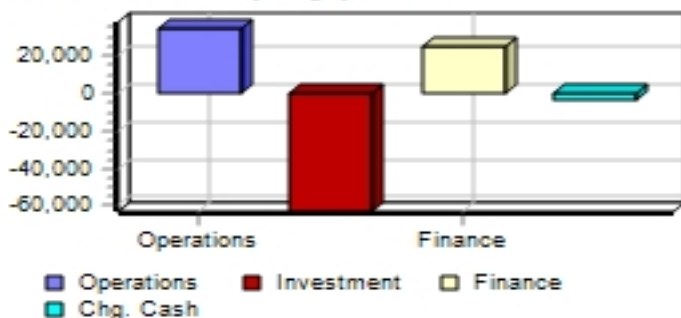
ASSETS		2028 Common Size	2027
Cash	\$5,943	3.4%	\$8,924
Account Receivable	\$17,835	10.3%	\$9,582
Inventory	\$0	0.0%	\$0
Total Current Assets	\$23,778	13.7%	\$18,506
Plant & Equipment	\$242,600	140.0%	\$179,600
Accumulated Depreciation	(\$92,747)	-53.4%	(\$76,573)
Total Fixed Assets	\$149,853	86.3%	\$103,027
Total Assets	\$173,632	100.0%	\$121,533
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$11,187	6.4%	\$11,517
Current Debt	\$10,000	5.8%	\$0
Long Term Debt	\$30,648	17.7%	\$20,348
Total Liabilities	\$51,835	29.9%	\$31,865
Common Stock	\$24,369	14.0%	\$19,314
Retained Earnings	\$97,428	56.1%	\$70,354
Total Equity	\$121,797	70.1%	\$89,668
Total Liab. & O. Equity	\$173,632	100.0%	\$121,533

## 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	2028	2027
Net Income(Loss)	\$27,073	\$22,995
Depreciation	\$16,173	\$11,373
Extraordinary gains/losses/writeoffs	\$0	\$38
Accounts Payable	(\$329)	(\$2,483)
Inventory	\$0	\$5,174
Accounts Receivable	(\$8,253)	(\$5,648)
Net cash from operation	\$34,665	\$31,449
Cash Flows from Investing Activities		
Plant Improvements	(\$63,000)	(\$18,600)
Cash Flows from Financing Activities		
Dividends paid	\$0	\$0
Sales of common stock	\$5,055	\$0
Purchase of common stock	\$0	\$0
Cash from long term debt	\$10,300	\$0
Retirement of long term debt	\$0	(\$15,000)
Change in current debt(net)	\$10,000	(\$12,300)
Net cash from financing activities	\$25,355	(\$27,300)
Net change in cash position	(\$2,980)	(\$14,451)
Closing cash position	\$5,943	\$8,924

Cash Flow Summary Digby C142325



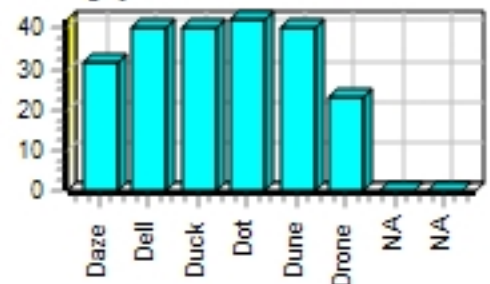


## 2028 Income Statement

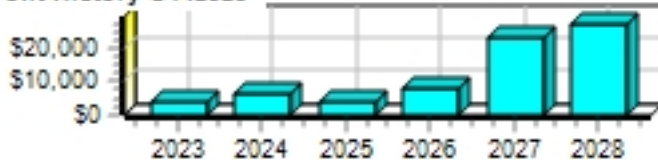
(Product Name)	Daze	Dell	Duck	Dot	Dune	Drone			2028 Total	Common Size
<b>Sales</b>	\$48,498	\$53,439	\$39,606	\$31,190	\$26,932	\$17,328	\$0	\$0	\$216,994	100.0%
<b>Variable Costs:</b>										
Direct Labor	\$16,805	\$18,592	\$9,803	\$5,578	\$7,181	\$6,683	\$0	\$0	\$64,642	29.8%
Direct Material	\$16,418	\$13,230	\$13,787	\$12,446	\$8,957	\$6,633	\$0	\$0	\$71,470	32.9%
Inventory Carry	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total Variable	\$33,223	\$31,822	\$23,590	\$18,024	\$16,138	\$13,316	\$0	\$0	\$136,112	62.7%
Contribution Margin	\$15,275	\$21,617	\$16,016	\$13,166	\$10,794	\$4,012	\$0	\$0	\$80,882	37.3%
<b>Period Costs:</b>										
Depreciation	\$4,320	\$5,067	\$2,267	\$1,813	\$1,387	\$1,320	\$0	\$0	\$16,173	7.5%
SG&A: R&D	\$367	\$920	\$1,000	\$1,000	\$1,000	\$207	\$0	\$0	\$4,494	2.1%
Promotions	\$900	\$800	\$800	\$700	\$900	\$1,000	\$0	\$0	\$5,100	2.4%
Sales	\$900	\$800	\$900	\$700	\$800	\$1,000	\$0	\$0	\$5,100	2.4%
Admin	\$411	\$453	\$335	\$264	\$228	\$147	\$0	\$0	\$1,838	0.8%
Total Period	\$6,898	\$8,039	\$5,302	\$4,477	\$4,315	\$3,674	\$0	\$0	\$32,705	15.1%
Net Margin	\$8,377	\$13,577	\$10,714	\$8,689	\$6,480	\$339	\$0	\$0	\$48,177	22.2%

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	\$768	0.4%
EBIT	\$47,409	21.8%
Short Term Interest	\$950	0.4%
Long Term Interest	\$3,957	1.8%
Taxes	\$14,876	6.9%
Profit Sharing	\$553	0.3%
Net Profit	\$27,073	12.5%

Variable Margins  
2028 Digby C142325

Profit History C142325



Market Share History C142325



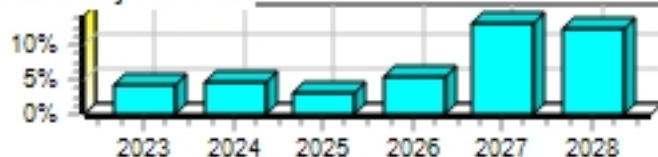
ROE History C142325



Asset Turnover History C142325



ROS History C142325



ROA History C142325

