

**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

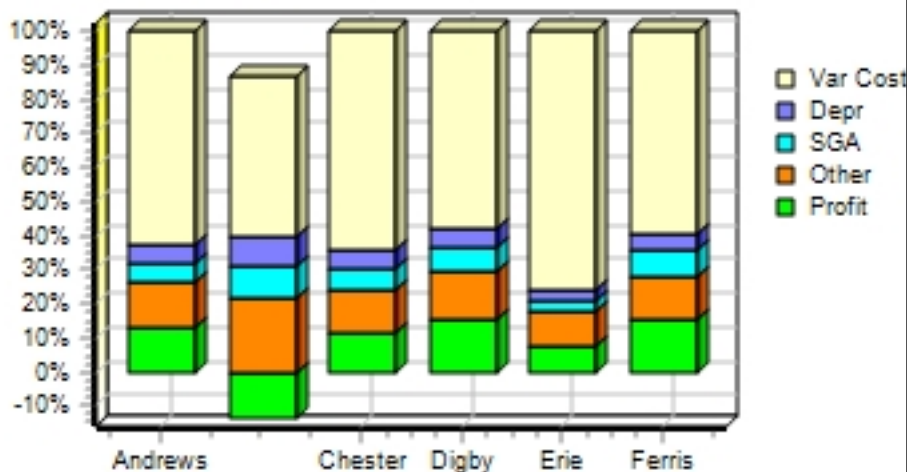
**Ferris**

Tushara Dash  
Yash Jain  
Vivek Kumar  
Tejas Ravetkar

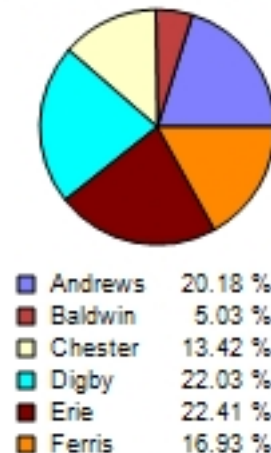
**Selected Financial Statistics**

	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
<b>ROS</b>	14.1%	-23.6%	12.3%	<b>16.2%</b>	8.3%	16.0%
<b>Asset Turnover</b>	1.62	0.63	1.31	1.21	1.64	1.17
<b>ROA</b>	22.8%	-15.0%	16.1%	19.6%	13.6%	18.8%
<b>Leverage</b>	1.1	2.4	1.1	1.1	1.1	1.1
<b>ROE</b>	26.0%	-36.1%	17.3%	20.7%	14.5%	20.5%
<b>Emergency Loan</b>	\$0	\$22,974,554	\$0	<b>\$0</b>	\$0	\$0
<b>Sales</b>	\$318,335,215	\$79,355,829	\$211,792,000	\$347,562,013	\$353,472,266	\$267,119,518
<b>EBIT</b>	\$71,807,524	(\$18,800,440)	\$40,893,259	\$88,401,427	\$45,923,780	\$67,647,120
<b>Profits</b>	\$44,825,582	(\$18,757,294)	\$26,049,006	\$56,311,709	\$29,253,448	\$42,718,570
<b>Cumulative Profit</b>	\$151,784,676	\$10,053,667	\$117,897,628	\$221,978,363	\$139,088,348	\$166,337,077
<b>SG&amp;A / Sales</b>	5.2%	16.8%	7.4%	7.4%	3.1%	8.2%
<b>Contrib. Margin %</b>	33.4%	20.1%	32.3%	<b>38.4%</b>	19.9%	37.7%

**Percent of Sales C142325**



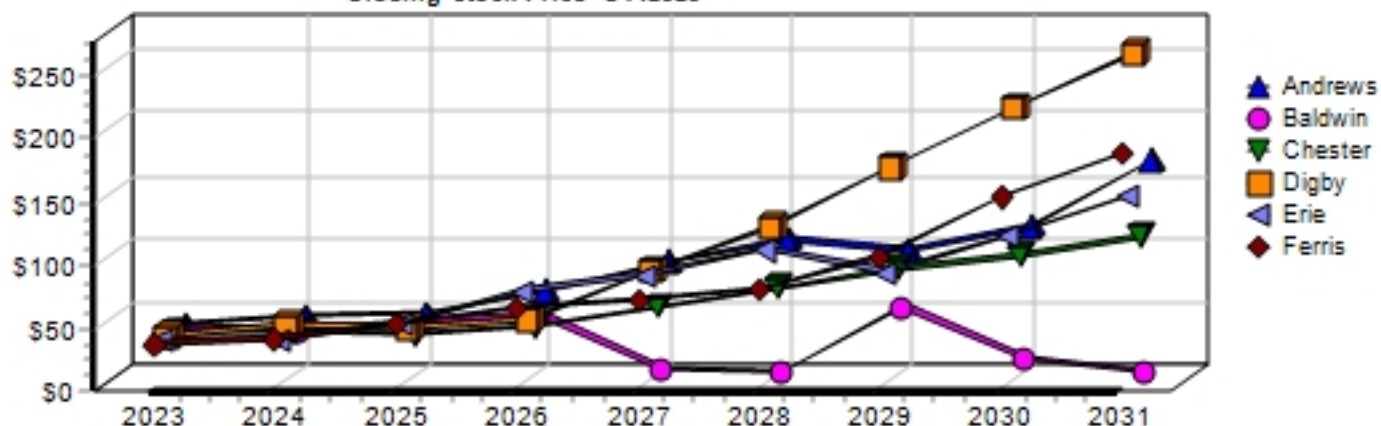
**\$ Market Share C142325**



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$163.96	\$50.94	2,379,947	\$390	\$72.31	\$18.83	\$17.00	10.4%	8.7
Baldwin	\$1.00	(\$10.80)	2,754,225	\$3	\$18.88	(\$6.81)	\$0.00	0.0%	-0.1
Chester	\$110.67	\$14.78	2,471,996	\$274	\$60.87	\$10.54	\$0.00	0.0%	10.5
Digby	\$258.84	\$41.97	2,085,352	\$540	\$130.31	\$27.00	\$0.00	0.0%	9.6
Erie	\$148.70	\$31.11	2,370,248	\$352	\$85.11	\$12.34	\$0.10	0.1%	12.1
Ferris	\$185.34	\$33.62	2,273,718	\$421	\$91.87	\$18.79	\$0.00	0.0%	9.9

Closing Stock Price C142325



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	11.3S2039	\$12,722,948	11.9%	94.61	AAA	Digby					
Baldwin	12.6S2037	\$200,000	14.5%	87.14	CC	Erie					
	14.6S2041	\$40,000,000	15.7%	92.78	CC	Ferris	11.7S2040	\$5,000,000	12.1%	96.33	AAA
Chester											

Next Year's Prime Rate 11.00%

# Financial Summary



C142325

Round: 8  
Dec. 31, 2031

Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>CashFlows from operating activities</b>						
Net Income(Loss)	\$44,826	(\$18,757)	\$26,049	\$56,312	\$29,253	\$42,719
Adjustment for non-cash items:						
Depreciation	\$18,045	\$12,123	\$11,667	\$19,747	\$13,440	\$13,607
Extraordinary gains/losses/writeoffs	(\$277)	\$7,005	\$0	(\$521)	\$0	(\$2,585)
Changes in current assets and liabilities						
Accounts payable	\$3,440	(\$1,388)	\$820	\$1,368	\$6,179	\$2,500
Inventory	\$0	(\$14,075)	\$0	\$21,976	(\$49,120)	\$0
Accounts Receivable	(\$14,521)	(\$88)	(\$1,165)	(\$1,403)	(\$12,033)	(\$1,939)
Net cash from operations	\$51,512	(\$15,181)	\$37,370	\$97,479	(\$12,280)	\$54,302
<b>Cash flows from investing activities</b>						
Plant improvements(net)	\$0	(\$2,205)	\$0	\$0	\$0	\$39,585
<b>Cash flows from financing activities</b>						
Dividends paid	(\$40,459)	\$0	\$0	\$0	(\$237)	\$0
Sales of common stock	\$0	\$5,400	\$0	\$0	\$0	\$0
Purchase of common stock	\$0	\$0	(\$10,000)	\$0	\$0	\$0
Cash from long term debt issued	\$0	\$40,000	\$0	\$0	\$0	\$0
Early retirement of long term debt	(\$10,000)	\$0	\$0	(\$10,339)	\$0	\$0
Retirement of current debt	\$0	(\$50,988)	\$0	\$0	\$0	\$0
Cash from current debt borrowing	\$0	\$0	\$0	\$0	\$0	\$0
Cash from emergency loan	\$0	\$22,975	\$0	\$0	\$0	\$0
Net cash from financing activities	(\$50,459)	\$17,386	(\$10,000)	(\$10,339)	(\$237)	\$0
<b>Net change in cash position</b>	\$1,053	\$0	\$27,370	\$87,140	(\$12,517)	\$93,887
<b>Balance Sheet Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
Cash	\$30,911	\$0	\$96,597	\$127,897	\$48,356	\$103,997
Accounts Receivable	\$34,886	\$6,522	\$14,506	\$9,522	\$24,210	\$21,955
Inventory	\$0	\$65,901	\$0	\$1,218	\$56,678	\$0
Total Current Assets	\$65,797	\$72,423	\$111,103	\$138,637	\$129,244	\$125,952
Plant and equipment	\$270,678	\$181,840	\$175,000	\$296,200	\$201,600	\$204,112
Accumulated Depreciation	(\$140,036)	(\$129,000)	(\$124,615)	(\$147,307)	(\$115,733)	(\$102,492)
Total Fixed Assets	\$130,642	\$52,840	\$50,385	\$148,893	\$85,867	\$101,619
<b>Total Assets</b>	<b>\$196,438</b>	<b>\$125,263</b>	<b>\$161,488</b>	<b>\$287,530</b>	<b>\$215,111</b>	<b>\$227,572</b>
Accounts Payable	\$11,616	\$10,085	\$11,006	\$15,790	\$13,375	\$13,680
Current Debt	\$0	\$22,975	\$0	\$0	\$0	\$0
Total Current Liabilities	\$11,616	\$33,060	\$11,006	\$15,790	\$13,375	\$13,680
Long Term Debt	\$12,723	\$40,200	\$0	\$0	\$0	\$5,000
Total Liabilities	\$24,338	\$73,260	\$11,006	\$15,790	\$13,375	\$18,680
Common Stock	\$49,881	\$25,493	\$37,913	\$24,369	\$45,930	\$30,874
Retained Earnings	\$122,219	\$26,511	\$112,569	\$247,372	\$155,806	\$178,018
Total Equity	\$172,100	\$52,004	\$150,482	\$271,741	\$201,736	\$208,892
<b>Total Liabilities &amp; Owners Equity</b>	<b>\$196,438</b>	<b>\$125,263</b>	<b>\$161,488</b>	<b>\$287,530</b>	<b>\$215,111</b>	<b>\$227,572</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	\$318,335	\$79,356	\$211,792	\$347,562	\$353,472	\$267,120
Variable Costs(Labor,Material,Carry)	\$211,983	\$63,424	\$143,474	\$214,228	\$283,134	\$166,440
Contribution Margin	\$106,352	\$15,932	\$68,318	\$133,334	\$70,338	\$100,680
Depreciation	\$18,045	\$12,123	\$11,667	\$19,747	\$13,440	\$13,607
SGA(R&D,Promo,Sales,Admin)	\$16,626	\$13,334	\$15,608	\$25,551	\$10,975	\$22,010
Other(Fees,Writeoffs,TQM,Bonuses)	(\$127)	\$9,275	\$150	(\$366)	\$0	(\$2,585)
EBIT	\$71,808	(\$18,800)	\$40,893	\$88,401	\$45,924	\$67,647
Interest(Short term,Long term)	\$1,438	\$10,057	\$0	\$0	\$0	\$585
Taxes	\$24,629	(\$10,100)	\$14,313	\$30,940	\$16,073	\$23,472
Profit Sharing	\$915	\$0	\$532	\$1,149	\$597	\$872
Net Profit	\$44,826	(\$18,757)	\$26,049	\$56,312	\$29,253	\$42,719

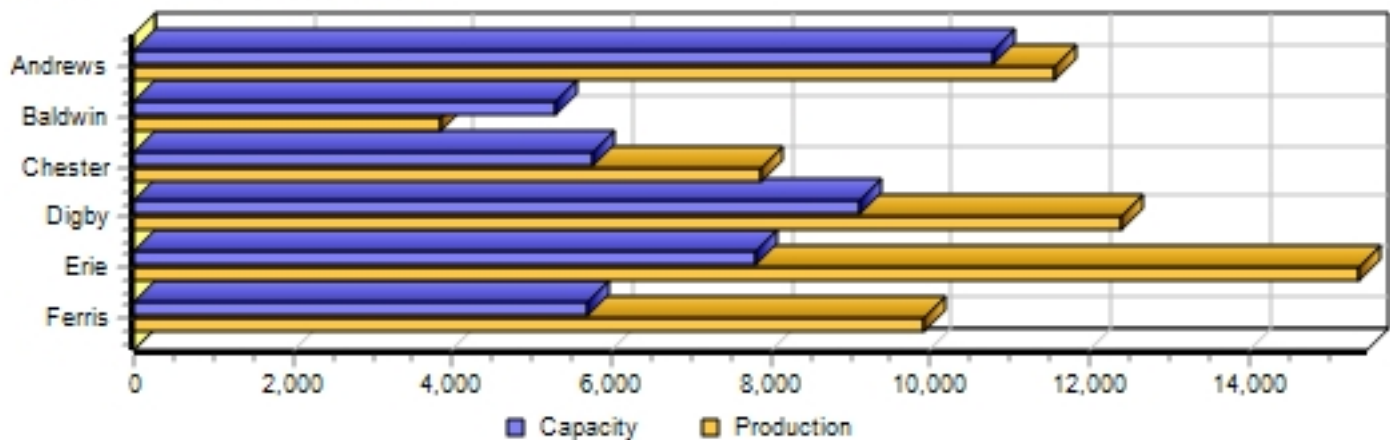
# Production Analysis

CAPSTONE  
COURIER

C142325

Round: 8  
Dec. 31, 2031

Production Vs. Capacity C142325



Name	Primary Segment	Units Sold	Unit Inventory	Revision Date	Age Dec.31	MTBF	Pfmm Coord	Size Coord	Price	Material Cost	Labor Cost	Contr. Marg.	2nd Shift & Over-time	Automation Next Round	Capacity Next Round	Plant Utiliz.
Able	Trad	2,792	0	11/4/2030	3.4	15500	9.2	11.0	\$25.99	\$8.02	\$9.73	31%	12%	5.0	2,499	112%
Acre	Low	3,191	0	4/29/2030	5.0	14000	5.4	14.7	\$19.99	\$5.23	\$8.06	33%	10%	6.0	2,899	110%
Adam	High	1,496	0	4/10/2031	2.6	23000	13.0	6.9	\$39.49	\$12.73	\$11.14	40%	7%	4.0	1,400	107%
Aft	Pfmm	1,196	0	4/10/2031	3.0	25000	14.0	12.7	\$33.99	\$12.31	\$10.80	32%	0%	4.0	1,199	100%
Agape	Size	1,295	0	5/21/2031	2.7	19000	7.3	5.7	\$33.99	\$10.64	\$10.80	37%	0%	4.0	1,299	100%
Astor	Low	1,595	0	4/28/2030	3.2	14000	7.0	13.0	\$23.99	\$6.26	\$11.13	27%	7%	4.0	1,499	106%
Baker	Trad	345	1,804	10/27/2031	2.9	15000	9.0	10.1	\$26.99	\$8.10	\$7.95	9%	0%	6.0	1,800	43%
Bead	Low	387	0	10/20/2031	1.7	17000	4.6	14.8	\$21.00	\$5.87	\$6.36	43%	0%	7.0	1,400	28%
Bid		0	1,740	8/24/2031	1.8	22500	13.5	6.0	\$42.00	\$13.02	\$9.70	NA	0%	4.9	900	97%
Bold	Pfmm	870	0	4/24/2031	2.1	25000	14.6	12.0	\$34.50	\$12.67	\$12.92	25%	50%	4.0	600	145%
Buddy	Size	967	0	5/6/2031	1.9	18000	7.4	5.0	\$33.00	\$10.64	\$13.28	27%	67%	4.0	600	161%
Cake	Trad	2,678	0	12/8/2031	1.1	16000	9.8	9.2	\$24.00	\$8.93	\$6.10	38%	35%	7.5	2,000	134%
Cedar	Low	1,984	0	1/29/2032	3.5	14000	5.0	16.3	\$19.00	\$4.77	\$3.47	56%	33%	9.0	1,500	132%
Cid	High	1,190	0	10/16/2031	1.2	23000	14.4	4.8	\$38.00	\$13.82	\$13.65	28%	26%	3.0	950	125%
Coat	Pfmm	645	0	3/17/2031	2.1	25000	16.0	12.3	\$34.00	\$13.20	\$12.86	23%	8%	3.0	600	107%
Cure	Size	1,190	0	11/2/2031	1.2	19000	9.1	3.0	\$31.00	\$12.03	\$15.38	12%	100%	3.0	600	198%
Cap	Trad	198	0	10/4/2031	1.6	18000	11.4	8.4	\$29.00	\$10.26	\$18.11	4%	54%	1.0	130	153%
Daze	Trad	2,970	0	4/19/2031	2.0	14000	9.0	11.0	\$23.99	\$7.50	\$6.48	42%	67%	7.5	1,800	165%
Dell	Low	3,961	0	3/30/2031	2.2	12000	4.7	15.0	\$17.49	\$4.32	\$5.78	42%	100%	8.0	2,000	198%
Duck	High	1,122	67	8/20/2032	4.5	20000	12.3	7.7	\$39.00	\$11.36	\$6.71	53%	20%	7.0	1,000	119%
Dot	Pfmm	1,170	0	9/29/2033	4.8	29000	13.0	13.0	\$31.49	\$0.00	\$0.00	37%	0%	7.0	800	0%
Dune	Size	792	0	1/20/2032	4.6	18000	6.8	6.6	\$31.00	\$9.89	\$7.77	42%	0%	6.0	800	99%
Drone	High	1,188	0	10/14/2032	2.5	20000	13.4	6.6	\$35.00	\$12.05	\$10.44	35%	33%	5.0	900	132%
Dhoti	Trad	1,782	0	9/8/2031	1.0	14000	9.0	11.0	\$24.99	\$7.50	\$11.56	24%	100%	5.0	900	198%
Duke	Pfmm	526	0	9/11/2031	0.3	27000	15.6	11.6	\$30.00	\$13.74	\$11.56	16%	100%	5.0	900	58%
Eat	Trad	2,898	698	4/23/2031	2.0	14000	9.0	10.0	\$22.70	\$7.83	\$13.37	3%	100%	4.0	1,800	200%
Ebb	Low	3,795	0	9/13/2030	4.2	14000	5.0	15.0	\$19.50	\$5.01	\$11.46	15%	100%	5.0	1,900	200%
Echo	High	2,096	0	3/12/2031	2.8	23000	13.0	7.0	\$39.65	\$12.70	\$13.37	34%	100%	4.0	900	200%
Edge	Pfmm	2,197	0	6/13/2031	2.4	27000	13.6	12.4	\$33.50	\$12.79	\$11.46	27%	100%	5.0	1,100	200%
Egg	Size	1,199	0	10/3/2029	4.0	17500	7.5	6.6	\$32.50	\$9.84	\$15.28	22%	100%	3.0	600	200%
EAT2.0	Trad	663	2,133	3/18/2028	3.8	17000	8.5	11.5	\$27.15	\$8.09	\$11.30	0%	87%	5.0	1,500	186%
Fast	Trad	2,772	0	10/13/2031	1.2	17500	9.8	10.8	\$26.40	\$8.87	\$5.70	45%	87%	8.0	1,500	185%
Feat	Low	2,970	0	8/27/2031	2.5	15500	4.9	15.0	\$21.00	\$5.43	\$7.61	38%	87%	7.0	1,600	186%
Fist	High	990	0	11/1/2031	2.3	24000	14.2	5.7	\$36.00	\$13.78	\$9.45	37%	82%	6.0	550	180%
Foam	Pfmm	1,287	0	8/20/2031	2.8	25000	15.3	12.4	\$31.20	\$12.89	\$3.80	48%	86%	9.0	700	184%
Fume	Size	693	0	8/21/2031	2.0	19000	8.3	4.9	\$31.50	\$11.12	\$8.30	38%	17%	6.0	600	116%
Farr	High	703	0	3/12/2030	3.8	24000	12.0	8.0	\$26.40	\$12.37	\$8.87	19%	42%	6.0	500	141%
Fume_2	Size	495	0	7/12/2030	1.5	20000	8.2	5.0	\$31.00	\$11.36	\$19.27	1%	100%	1.0	250	198%

## Traditional Statistics

Total Industry Unit Demand 14,942  
Actual Industry Unit Sales 14,942  
Segment % of Total Industry 24.6%

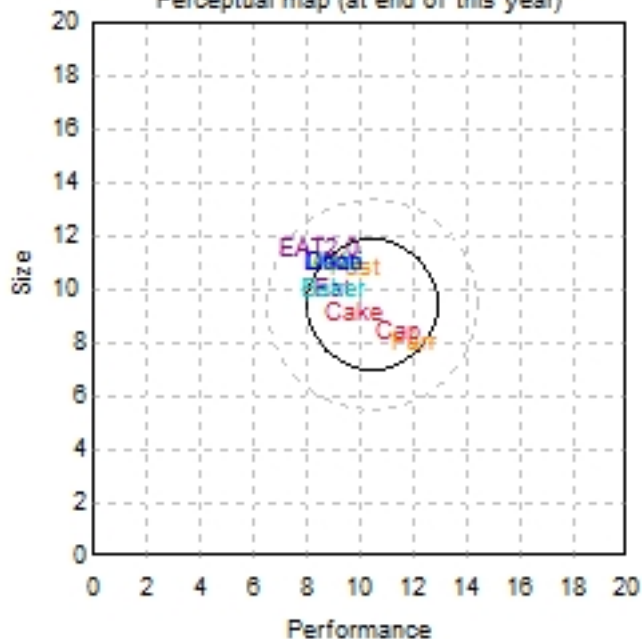
Next Year's Segment Growth Rate 9.2%

## Traditional Customer Buying Criteria

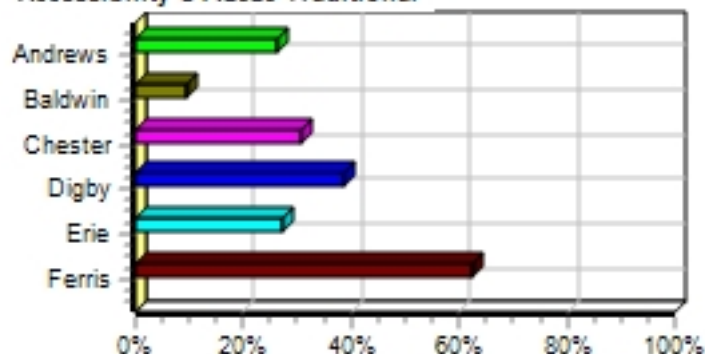
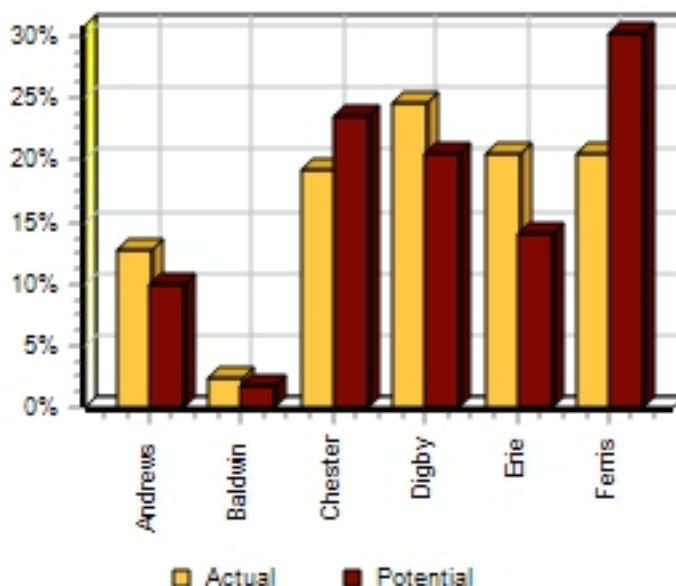
	Expectations	Importance
1. Age	Ideal Age = 2.0	47%
2. Price	\$16.00 - 26.00	23%
3. Ideal Position	Pfmm 10.6 Size 9.4	21%
4. Reliability	MTBF 14000-19000	9%

## Perceptual Map for Traditional

Perceptual map (at end of this year)



## Accessibility C142325 Traditional

Actual vs Potential Market Share  
2031 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
Fast	19%	2,772	10/13/2031	YES	9.8	10.8	\$26.40	17500	1.24	\$1,570	100%	\$1,400	62%	22
Cake	18%	2,678	12/8/2031	YES	9.8	9.2	\$24.00	16000	1.06	\$900	56%	\$900	31%	16
Daze	16%	2,437	4/19/2031	YES	9.0	11.0	\$23.99	14000	1.99	\$1,300	77%	\$1,000	39%	18
Eat	16%	2,411	4/23/2031		9.0	10.0	\$22.70	14000	2.04	\$200	9%	\$500	27%	15
Able	13%	1,898	11/4/2030	YES	9.2	11.0	\$25.99	15500	3.40	\$1,000	65%	\$1,000	26%	5
Dhoti	8%	1,243	9/8/2031	YES	9.0	11.0	\$24.99	14000	1.04	\$1,500	67%	\$1,000	39%	8
EAT2.0	4%	663	3/18/2028		8.5	11.5	\$27.15	17000	3.79	\$600	34%	\$700	27%	1
Baker	2%	345	10/27/2031		9.0	10.1	\$26.99	15000	2.86	\$800	47%	\$600	9%	7
Farr	2%	295	3/12/2030	YES	12.0	8.0	\$26.40	24000	3.83	\$800	41%	\$800	62%	4
Cap	1%	198	10/4/2031	YES	11.4	8.4	\$29.00	18000	1.61	\$400	12%	\$400	31%	6

## Low End Statistics

Total Industry Unit Demand 21,707  
Actual Industry Unit Sales 20,336  
Segment % of Total Industry 35.7%

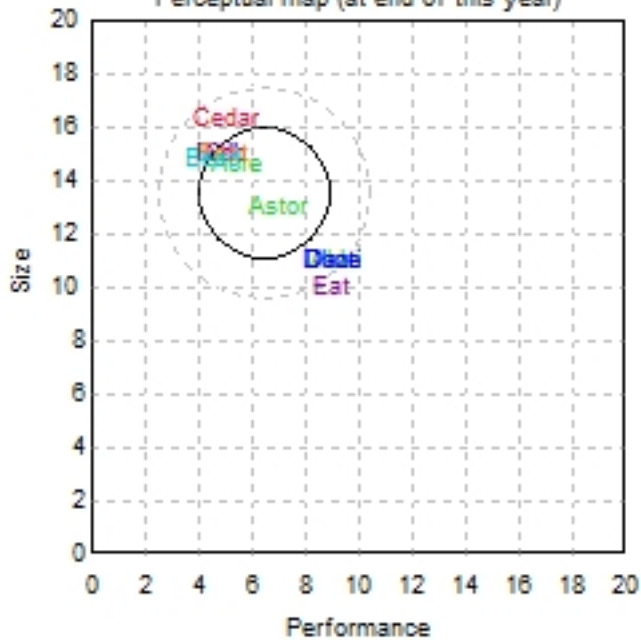
Next Year's Segment Growth Rate 11.7%

## Low End Customer Buying Criteria

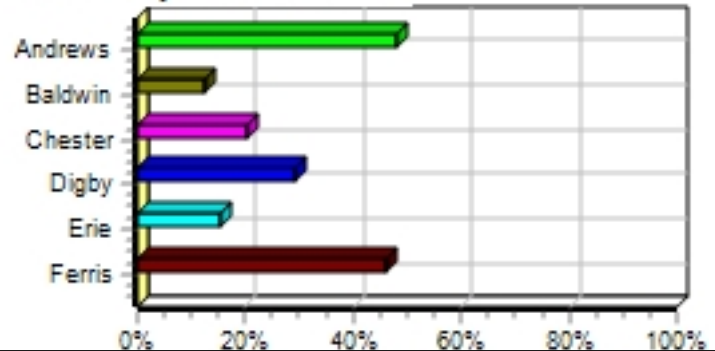
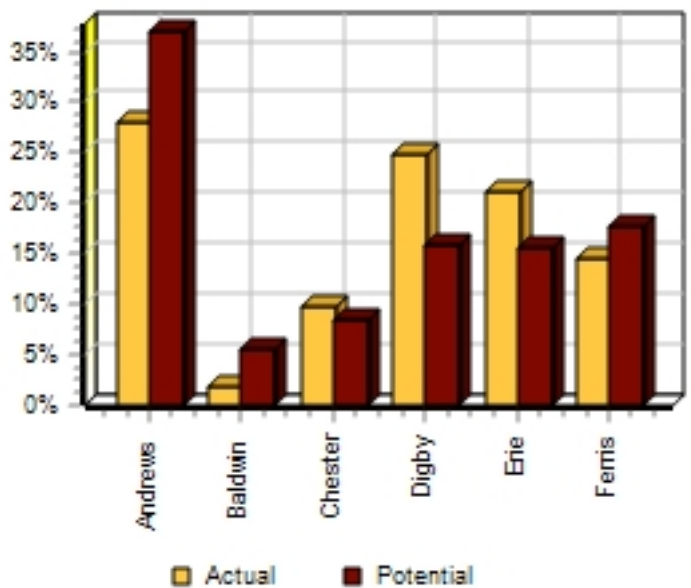
	Expectations	Importance
1. Price	\$11.00 - 21.00	53%
2. Age	Ideal Age = 7.0	24%
3. Ideal Position	Pfmm 5.7 Size 14.3	16%
4. Reliability	MTBF 12000-17000	7%

## Perceptual Map for Low End

Perceptual map (at end of this year)



## Accessibility C142325 Low End

Actual vs Potential Market Share  
2031 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	19%	3,961	3/30/2031	YES	4.7	15.0	\$17.49	12000	2.21	\$1,000	55%	\$1,000	29%	6
Ebb	19%	3,795	9/13/2030	YES	5.0	15.0	\$19.50	14000	4.24	\$400	27%	\$500	15%	6
Acre	16%	3,191	4/29/2030	YES	5.4	14.7	\$19.99	14000	5.01	\$1,100	69%	\$1,200	48%	13
Feat	15%	2,970	8/27/2031	YES	4.9	15.0	\$21.00	15500	2.53	\$1,500	100%	\$1,300	46%	5
Cedar	10%	1,984	1/29/2032	YES	5.0	16.3	\$19.00	14000	3.47	\$800	51%	\$1,000	20%	2
Astor	8%	1,595	4/28/2030	YES	7.0	13.0	\$23.99	14000	3.25	\$1,100	61%	\$1,100	48%	1
Able	4%	893	11/4/2030	YES	9.2	11.0	\$25.99	15500	3.40	\$1,000	65%	\$1,000	48%	0
Dhoti	3%	539	9/8/2031	YES	9.0	11.0	\$24.99	14000	1.04	\$1,500	67%	\$1,000	29%	0
Daze	3%	533	4/19/2031	YES	9.0	11.0	\$23.99	14000	1.99	\$1,300	77%	\$1,000	29%	0
Eat	2%	487	4/23/2031		9.0	10.0	\$22.70	14000	2.04	\$200	9%	\$500	15%	0
Bead	2%	387	10/20/2031	YES	4.6	14.8	\$21.00	17000	1.67	\$800	43%	\$600	12%	3



## High End Statistics

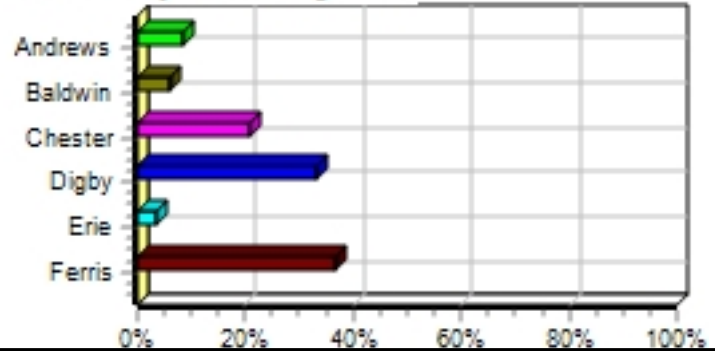
Total Industry Unit Demand 8,490  
Actual Industry Unit Sales 8,490  
Segment % of Total Industry 14.0%

Next Year's Segment Growth Rate 16.2%

## High End Customer Buying Criteria

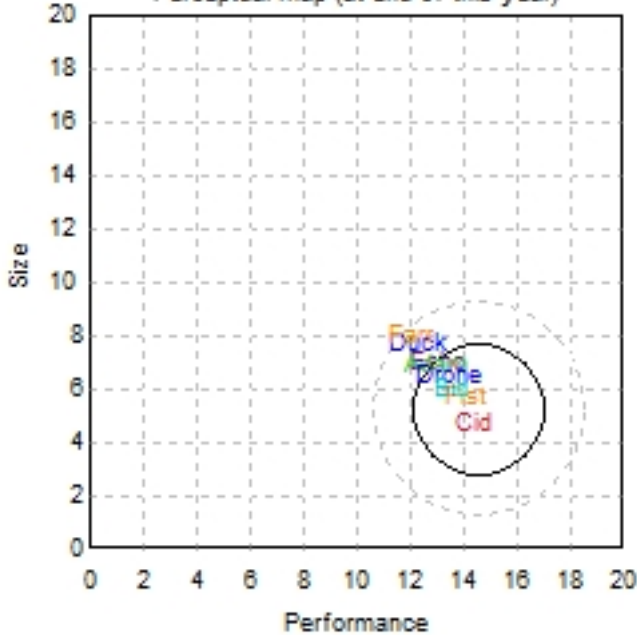
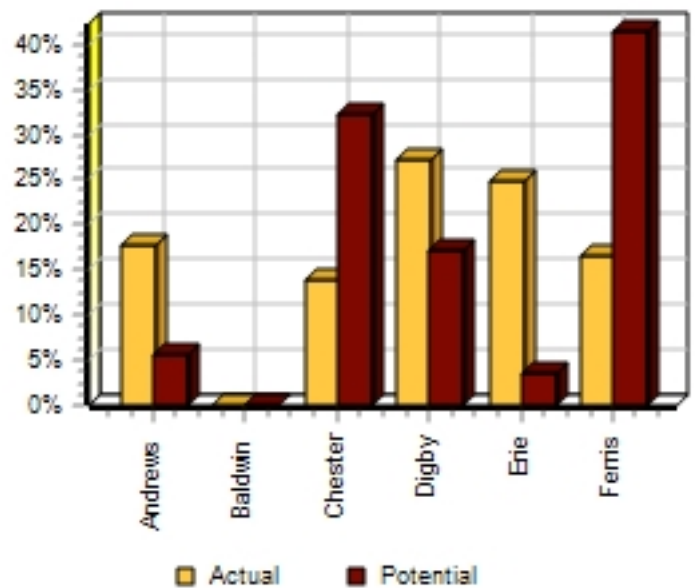
	Expectations	Importance
1. Ideal Position	Pfmm 16.1 Size 3.9	43%
2. Age	Ideal Age = 0.0	29%
3. Reliability	MTBF 20000-25000	19%
4. Price	\$26.00 - 36.00	9%

Accessibility C142325 High End



Perceptual Map for High End

Perceptual map (at end of this year)

Actual vs Potential Market Share  
2031 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
Echo	25%	2,096	3/12/2031	YES	13.0	7.0	\$39.65	23000	2.77	\$500	31%	\$700	3%	1
Adam	18%	1,496	4/10/2031	YES	13.0	6.9	\$39.49	23000	2.64	\$900	62%	\$1,100	9%	1
Cid	14%	1,190	10/16/2031	YES	14.4	4.8	\$38.00	23000	1.24	\$500	38%	\$1,000	21%	8
Drone	14%	1,188	10/14/2032	YES	13.4	6.6	\$35.00	20000	2.52	\$1,000	59%	\$900	33%	1
Duck	13%	1,122	8/20/2032		12.3	7.7	\$39.00	20000	4.51	\$1,100	64%	\$1,250	33%	0
Fist	12%	990	11/1/2031	YES	14.2	5.7	\$36.00	24000	2.31	\$1,275	81%	\$1,250	36%	10
Farr	5%	408	3/12/2030	YES	12.0	8.0	\$26.40	24000	3.83	\$800	41%	\$800	36%	1

## Performance Statistics

Total Industry Unit Demand 8,126  
Actual Industry Unit Sales 7,890  
Segment % of Total Industry 13.4%

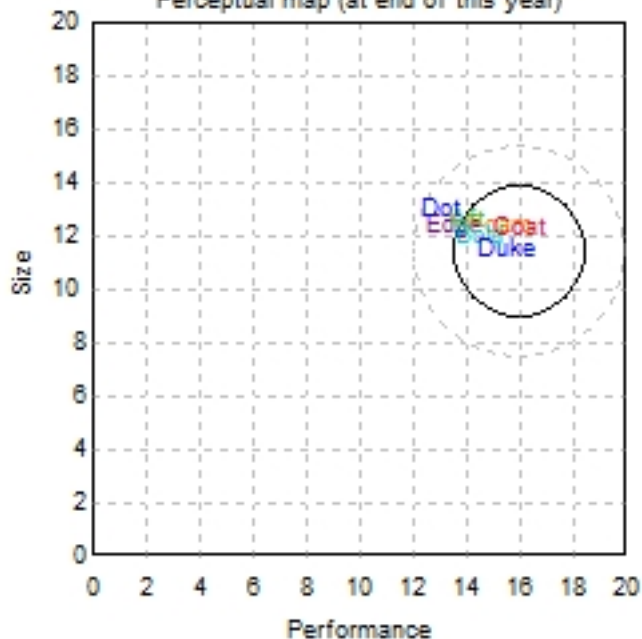
Next Year's Segment Growth Rate 19.8%

## Performance Customer Buying Criteria

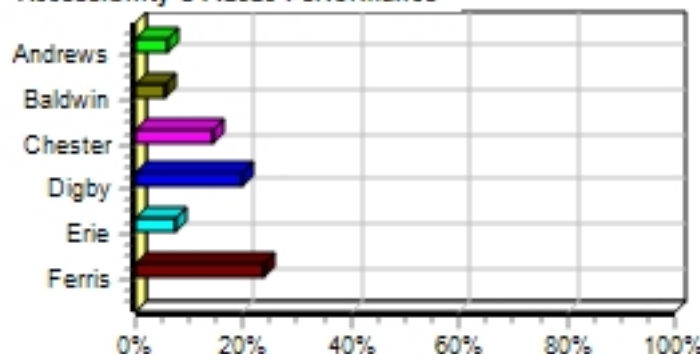
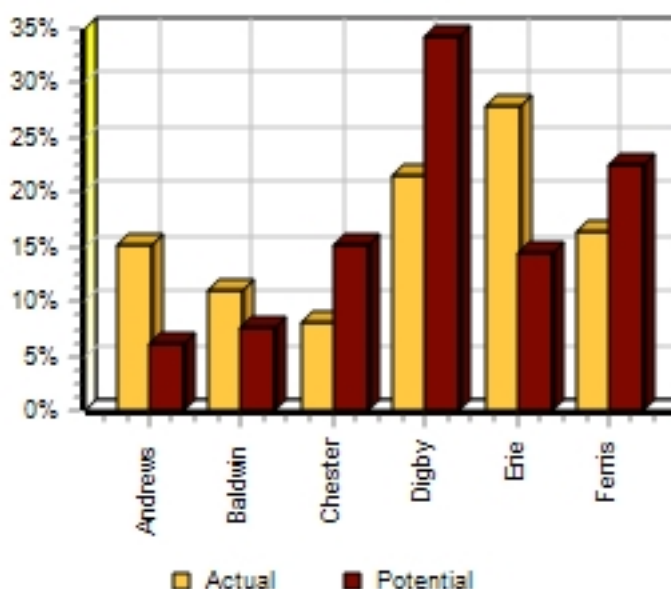
	Expectations	Importance
1. Reliability	MTBF 22000-27000	43%
2. Ideal Position	Pfmm 17.4 Size 10.4	29%
3. Price	\$21.00 - 31.00	19%
4. Age	Ideal Age = 1.0	9%

## Perceptual Map for Performance

Perceptual map (at end of this year)



## Accessibility C142325 Performance

Actual vs Potential Market Share  
2031 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	28%	2,197	6/13/2031	YES	13.6	12.4	\$33.50	27000	2.43	\$500	28%	\$600	7%	4
Foam	16%	1,287	8/20/2031	YES	15.3	12.4	\$31.20	25000	2.77	\$1,000	75%	\$1,050	24%	9
Aft	15%	1,196	4/10/2031	YES	14.0	12.7	\$33.99	25000	3.05	\$900	46%	\$1,100	6%	2
Dot	15%	1,170	9/29/2033	YES	13.0	13.0	\$31.49	29000	4.81	\$800	46%	\$800	20%	3
Bold	11%	870	4/24/2031	YES	14.6	12.0	\$34.50	25000	2.11	\$800	45%	\$900	6%	2
Coat	8%	645	3/17/2031	YES	16.0	12.3	\$34.00	25000	2.10	\$900	57%	\$1,000	14%	4
Duke	7%	526	9/11/2031	YES	15.6	11.6	\$30.00	27000	0.29	\$1,500	61%	\$1,000	20%	19



## Size Statistics

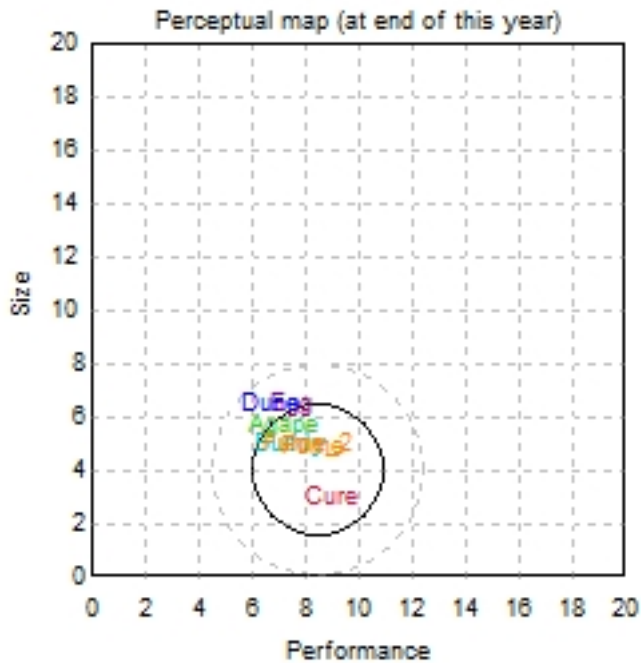
Total Industry Unit Demand 7,608  
Actual Industry Unit Sales |6,631  
Segment % of Total Industry |12.5%

Next Year's Segment Growth Rate |18.3%

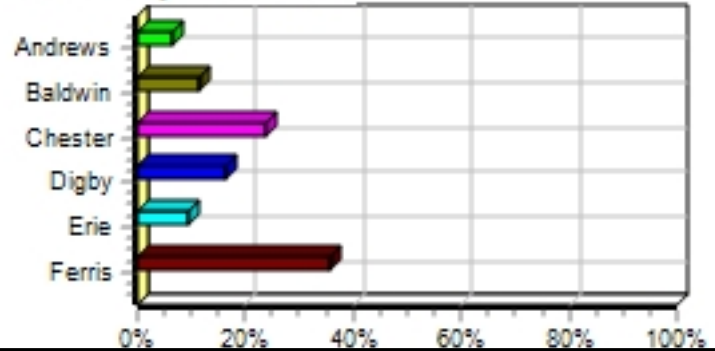
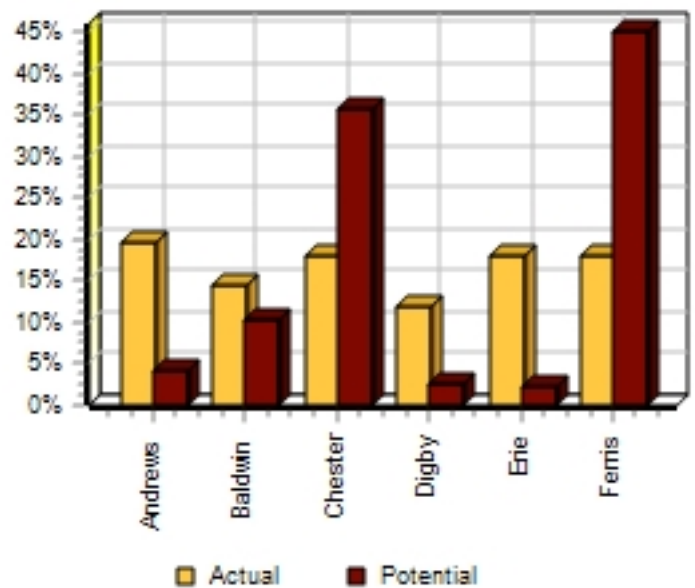
## Size Customer Buying Criteria

	Expectations	Importance
1. Ideal Position	Pfmm 9.6 Size 2.6	43%
2. Age	Ideal Age = 1.5	29%
3. Reliability	MTBF 16000-21000	19%
4. Price	\$21.00 - 31.00	9%

## Perceptual Map for Size



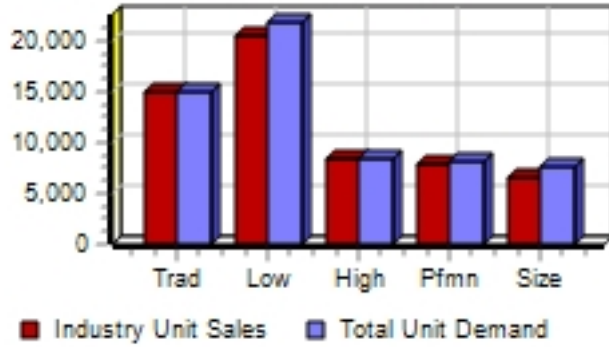
## Accessibility C142325 Size

Actual vs Potential Market Share  
2031 C142325 Size

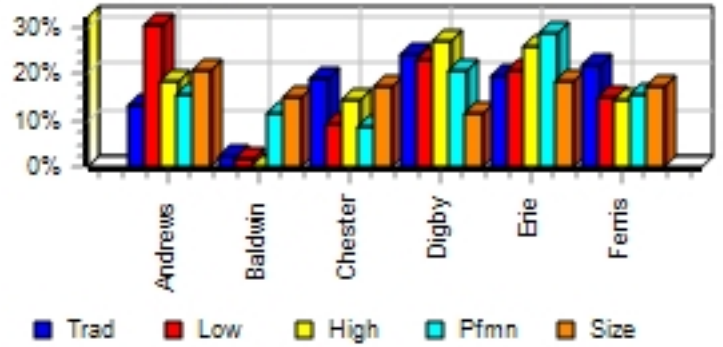
## Top Products in Size Segment

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
Agape	20%	1,295	5/21/2031	YES	7.3	5.7	\$33.99	19000	2.71	\$1,000	52%	\$1,000	6%	2
Egg	18%	1,199	10/3/2029	YES	7.5	6.6	\$32.50	17500	4.00	\$500	28%	\$600	9%	1
Cure	18%	1,190	11/2/2031	YES	9.1	3.0	\$31.00	19000	1.23	\$500	33%	\$1,100	24%	23
Buddy	15%	967	5/6/2031	YES	7.4	5.0	\$33.00	18000	1.87	\$1,000	59%	\$1,000	11%	5
Dune	12%	792	1/20/2032	YES	6.8	6.6	\$31.00	18000	4.64	\$900	59%	\$900	16%	1
Fume	10%	693	8/21/2031	YES	8.3	4.9	\$31.50	19000	1.99	\$1,200	69%	\$1,180	36%	10
Fume_2	7%	495	7/12/2030	YES	8.2	5.0	\$31.00	20000	1.47	\$1,100	41%	\$850	36%	12

Units Sold vs Demand Chart C142325



Market Share C142325

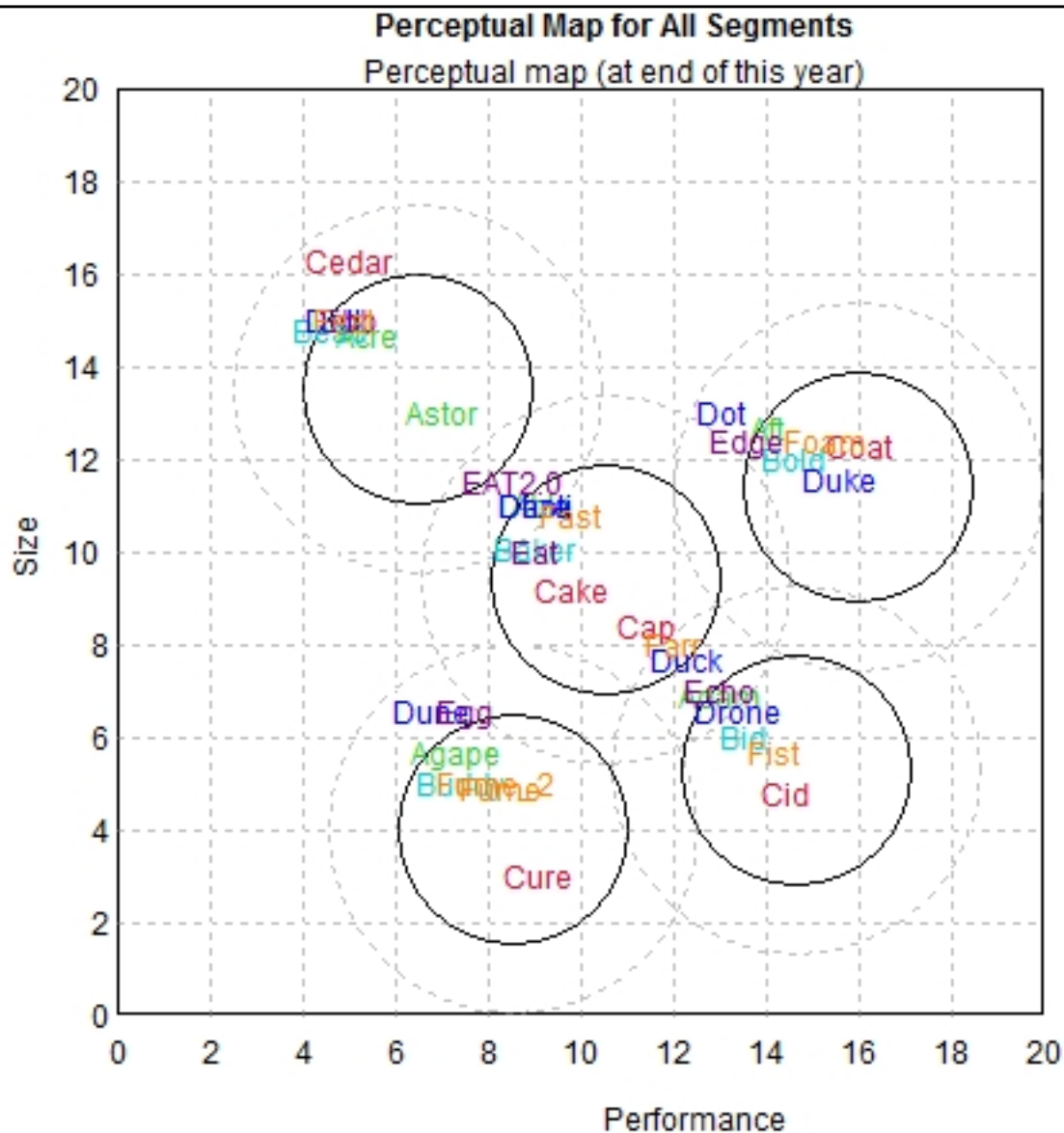


## Actual Market Share in Units

	Trad	Low	High	Pfmn	Size	Total
Industry Unit Sales	14,942	20,336	8,490	7,890	6,631	58,290
% of Market	25.6%	34.9%	14.6%	13.5%	11.4%	100.0%
Able	12.7%	4.4%				4.8%
Acre		15.7%				5.5%
Adam			17.6%			2.6%
Aft				15.2%		2.1%
Agape					19.5%	2.2%
Astor		7.8%				2.7%
Total	12.7%	27.9%	17.6%	15.2%	19.5%	19.8%
Baker	2.3%					0.6%
Bead		1.9%				0.7%
Bid						
Bold				11.0%		1.5%
Buddy					14.6%	1.7%
Total	2.3%	1.9%		11.0%	14.6%	4.4%
Cake	17.9%					4.6%
Cedar		9.8%				3.4%
Cid			14.0%			2.0%
Coat				8.2%		1.1%
Cure					17.9%	2.0%
Cap	1.3%					0.3%
Total	19.3%	9.8%	14.0%	8.2%	17.9%	13.5%
Daze	16.3%	2.6%				5.1%
Dell		19.5%				6.8%
Duck			13.2%			1.9%
Dot				14.8%		2.0%
Dune					11.9%	1.4%
Drone			14.0%			2.0%
Dhoti	8.3%	2.6%				3.1%
Duke				6.7%		0.9%
Total	24.6%	24.8%	27.2%	21.5%	11.9%	23.2%
Eat	16.1%	2.4%				5.0%
Ebb		18.7%				6.5%
Echo			24.7%			3.6%
Edge				27.9%		3.8%
Egg					18.1%	2.1%
EAT2.0	4.4%					1.1%
Total	20.6%	21.1%	24.7%	27.9%	18.1%	22.0%
Fast	18.6%					4.8%
Feat		14.6%				5.1%
Fist			11.7%			1.7%
Foam				16.3%		2.2%
Fume					10.4%	1.2%
Farr	2.0%		4.8%			1.2%
Fume_2					7.5%	0.9%
Total	20.5%	14.6%	16.5%	16.3%	17.9%	17.0%

## Potential Market Share in Units

	Trad	Low	High	Pfmn	Size	Total
Units Demanded	14,942	21,707	8,490	8,126	7,608	60,874
% of Market	24.6%	35.7%	14.0%	13.4%	12.5%	100.0%
Able	9.9%					2.4%
Acre		34.5%				12.3%
Adam			5.6%			0.8%
Aft				6.1%		0.8%
Agape					4.1%	0.5%
Astor		2.5%				0.9%
Total	9.9%	37.0%	5.6%	6.1%	4.1%	17.7%
Baker	1.8%					0.4%
Bead		5.5%				2.0%
Bid						
Bold				7.6%		1.0%
Buddy					10.3%	1.3%
Total	1.8%	5.5%		7.6%	10.3%	4.7%
Cake	18.2%					4.5%
Cedar		8.4%				3.0%
Cid			32.2%			4.5%
Coat				15.1%		2.0%
Cure					35.7%	4.5%
Cap	5.2%					1.3%
Total	23.5%	8.4%	32.2%	15.1%	35.7%	19.7%
Daze	13.8%	0.4%				3.5%
Dell		15.2%				5.4%
Duck			1.0%			
Dot				20.3%		2.7%
Dune					2.6%	0.3%
Drone			16.2%			2.3%
Dhoti	6.7%	0.2%				1.7%
Duke				13.9%		1.9%
Total	20.5%	15.8%	17.2%	34.3%	2.6%	17.9%
Eat	11.2%	0.4%				2.9%
Ebb		15.1%				5.4%
Echo			3.6%			0.5%
Edge				14.4%		1.9%
Egg					2.1%	0.3%
EAT2.0	2.9%					0.7%
Total	14.1%	15.5%	3.6%	14.4%	2.1%	11.7%
Fast	25.0%					6.1%
Feat		17.8%				6.3%
Fist			26.5%			3.7%
Foam				22.5%		3.0%
Fume					17.6%	2.2%
Farr	5.2%		14.9%			3.4%
Fume_2					27.6%	3.4%
Total	30.3%	17.8%	41.4%	22.5%	45.1%	28.2%



### Andrews

Name	Pfmn	Size	Revised
Able	9.2	11.0	11/4/2030
Acre	5.4	14.7	4/29/2030
Adam	13.0	6.9	4/10/2031
Aft	14.0	12.7	4/10/2031
Agape	7.3	5.7	5/21/2031
Astor	7.0	13.0	4/28/2030

### Baldwin

Name	Pfmn	Size	Revised
Baker	9.0	10.1	10/27/2031
Bead	4.6	14.8	10/20/2031
Bid	13.5	6.0	8/24/2031
Bold	14.6	12.0	4/24/2031
Buddy	7.4	5.0	5/6/2031

### Chester

Name	Pfmn	Size	Revised
Cake	9.8	9.2	12/8/2031
Cedar	5.0	16.3	1/29/2032
Cid	14.4	4.8	10/16/2031
Coat	16.0	12.3	3/17/2031
Cure	9.1	3.0	11/2/2031
Cap	11.4	8.4	10/4/2031

### Digby

Name	Pfmn	Size	Revised
Daze	9.0	11.0	4/19/2031
Dell	4.7	15.0	3/30/2031
Duck	12.3	7.7	8/20/2032
Dot	13.0	13.0	9/29/2033
Dune	6.8	6.6	1/20/2032
Drone	13.4	6.6	10/14/2032
Dhoti	9.0	11.0	9/8/2031
Duke	15.6	11.6	9/11/2031

### Erie

Name	Pfmn	Size	Revised
Eat	9.0	10.0	4/23/2031
Ebb	5.0	15.0	9/13/2030
Echo	13.0	7.0	3/12/2031
Edge	13.6	12.4	6/13/2031
Egg	7.5	6.6	10/3/2029
EAT2.0	8.5	11.5	3/18/2028

### Ferris

Name	Pfmn	Size	Revised
Fast	9.8	10.8	10/13/2031
Feat	4.9	15.0	8/27/2031
Fist	14.2	5.7	11/1/2031
Foam	15.3	12.4	8/20/2031
Fume	8.3	4.9	8/21/2031
Farr	12.0	8.0	3/12/2030
Fume_2	8.2	5.0	7/12/2030

## HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	1,730	586	958	1,262	2,409	963
Complement	1,730	586	958	1,262	2,409	963
1st Shift Complement	1,617	469	685	786	1,219	554
2nd Shift Complement	113	117	273	476	1,190	409
Overtime Percent	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%
Turnover Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
New Employees	955	59	150	220	1239	274
Separated Employees	0	200	0	0	0	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	\$955	\$59	\$150	\$220	\$1,239	\$274
Separation Cost	\$0	\$1,000	\$0	\$0	\$0	\$0
Training Cost	\$0	\$0	\$0	\$0	\$0	\$0
Total HR Admin Cost	\$955	\$1,059	\$150	\$220	\$1,239	\$274
<b>Labor Contract Next Year</b>						
Wages	\$31.04	\$31.04	\$31.04	\$31.04	\$31.04	\$31.04
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: 8  
Dec. 31, 2031

## 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.

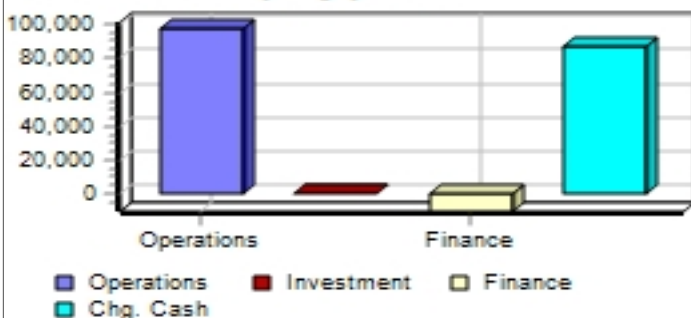
ASSETS		2031 Common Size	2030
Cash	\$127,897	44.5%	\$40,757
Account Receivable	\$9,522	3.3%	\$8,119
Inventory	\$1,218	0.4%	\$23,194
Total Current Assets	\$138,637	48.2%	\$72,070
Plant & Equipment	\$296,200	103.0%	\$296,200
Accumulated Depreciation	(\$147,307)	-51.2%	(\$127,560)
Total Fixed Assets	\$148,893	51.8%	\$168,640
Total Assets	\$287,530	100.0%	\$240,710
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$15,790	5.5%	\$14,421
Current Debt	\$0	0.0%	\$0
Long Term Debt	\$0	0.0%	\$10,860
Total Liabilities	\$15,790	5.5%	\$25,281
Common Stock	\$24,369	8.5%	\$24,369
Retained Earnings	\$247,372	86.0%	\$191,060
Total Equity	\$271,741	94.5%	\$215,429
Total Liab. & O. Equity	\$287,530	100.0%	\$240,710

## 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	2031	2030
Net Income(Loss)	\$56,312	\$49,544
Depreciation	\$19,747	\$18,187
Extraordinary gains/losses/writeoffs	(\$521)	\$0
Accounts Payable	\$1,368	\$1,394
Inventory	\$21,976	(\$1,163)
Accounts Receivable	(\$1,403)	(\$1,378)
Net cash from operation	\$97,479	\$66,584
Cash Flows from Investing Activities		
Plant Improvements	\$0	(\$27,000)
Cash Flows from Financing Activities		
Dividends paid	\$0	\$0
Sales of common stock	\$0	\$0
Purchase of common stock	\$0	\$0
Cash from long term debt	\$0	\$0
Retirement of long term debt	(\$10,339)	\$0
Change in current debt(net)	\$0	(\$19,788)
Net cash from financing activities	(\$10,339)	(\$19,788)
Net change in cash position	\$87,140	\$19,796
Closing cash position	\$127,897	\$40,757

Cash Flow Summary Digby C142325



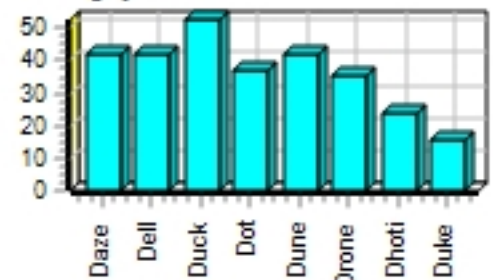


## 2031 Income Statement

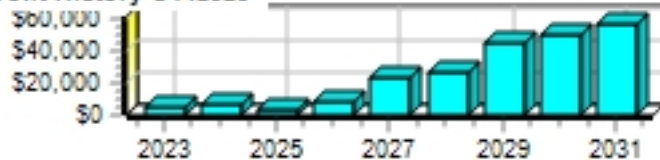
(Product Name)	Daze	Dell	Duck	Dot	Dune	Drone	Dhoti	Duke	2031 Total	Common Size
<b>Sales</b>	\$71,262	\$69,272	\$43,744	\$36,830	\$24,556	\$41,587	\$44,539	\$15,772	\$347,562	100.0%
<b>Variable Costs:</b>										
Direct Labor	\$19,258	\$22,895	\$7,530	\$7,236	\$6,155	\$12,408	\$20,605	\$6,078	\$102,165	29.4%
Direct Material	\$22,392	\$17,375	\$12,995	\$15,958	\$7,989	\$14,593	\$13,361	\$7,254	\$111,917	32.2%
Inventory Carry	\$0	\$0	\$146	\$0	\$0	\$0	\$0	\$0	\$146	0.0%
Total Variable	\$41,650	\$40,270	\$20,671	\$23,194	\$14,144	\$27,001	\$33,967	\$13,333	\$214,228	61.6%
Contribution Margin	\$29,612	\$29,002	\$23,073	\$13,636	\$10,412	\$14,586	\$10,573	\$2,440	\$133,334	38.4%
<b>Period Costs:</b>										
Depreciation	\$4,320	\$5,067	\$2,267	\$1,813	\$1,600	\$1,560	\$1,560	\$1,560	\$19,747	5.7%
SG&A: R&D	\$302	\$246	\$1,000	\$1,000	\$1,000	\$1,000	\$695	\$705	\$5,948	1.7%
Promotions	\$1,300	\$1,000	\$1,100	\$800	\$900	\$1,000	\$1,500	\$1,500	\$9,100	2.6%
Sales	\$1,000	\$1,000	\$1,250	\$800	\$900	\$900	\$1,000	\$1,000	\$7,850	2.3%
Admin	\$544	\$529	\$334	\$281	\$187	\$317	\$340	\$120	\$2,653	0.8%
Total Period	\$7,466	\$7,841	\$5,951	\$4,694	\$4,587	\$4,777	\$5,095	\$4,885	\$45,298	13.0%
Net Margin	\$22,146	\$21,161	\$17,123	\$8,942	\$5,825	\$9,809	\$5,478	(\$2,446)	\$88,036	25.3%

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	(\$366)	-0.1%
EBIT	\$88,401	25.4%
Short Term Interest	\$0	0.0%
Long Term Interest	\$0	0.0%
Taxes	\$30,940	8.9%
Profit Sharing	\$1,149	0.3%
Net Profit	\$56,312	16.2%

Variable Margins  
2031 Digby C142325

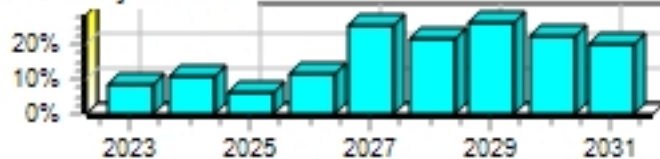
Profit History C142325



Market Share History C142325



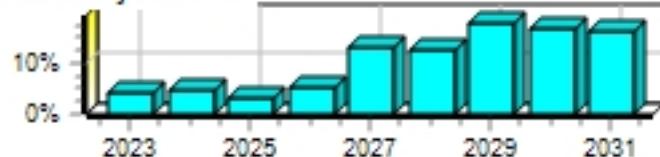
ROE History C142325



Asset Turnover History C142325



ROS History C142325



ROA History C142325

