

**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

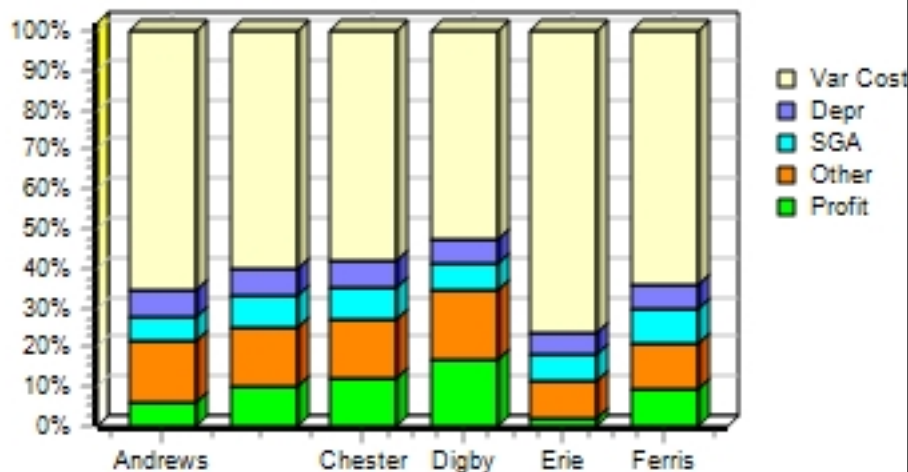
**Ferris**

Tushara Dash  
Yash Jain  
Vivek Kumar  
Tejas Ravetkar

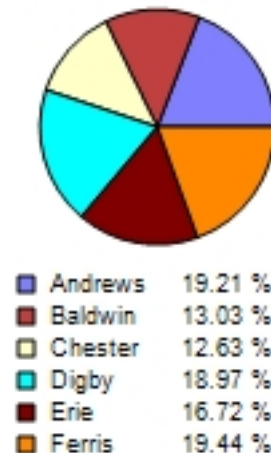
**Selected Financial Statistics**

	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
<b>ROS</b>	6.9%	11.0%	13.1%	17.9%	2.2%	9.8%
<b>Asset Turnover</b>	1.16	1.61	1.06	1.17	1.32	1.55
<b>ROA</b>	8.0%	17.7%	13.9%	21.0%	2.9%	15.2%
<b>Leverage</b>	1.6	1.4	1.2	1.3	1.2	1.3
<b>ROE</b>	13.1%	25.3%	17.2%	26.6%	3.4%	19.4%
<b>Emergency Loan</b>	\$25,431,960	\$0	\$0	\$0	\$0	\$0
<b>Sales</b>	\$249,151,458	\$168,962,980	\$163,732,915	\$246,074,325	\$216,894,028	\$252,057,332
<b>EBIT</b>	\$35,316,763	\$31,983,632	\$35,737,369	\$72,438,316	\$8,757,328	\$40,836,004
<b>Profits</b>	\$17,103,598	\$18,591,088	\$21,476,403	\$44,088,795	\$4,717,386	\$24,710,953
<b>Cumulative Profit</b>	\$85,965,521	\$36,965,810	\$69,719,954	\$116,122,941	\$79,071,751	\$82,578,268
<b>SG&amp;A / Sales</b>	6.7%	8.6%	9.2%	7.3%	7.1%	9.3%
<b>Contrib. Margin %</b>	28.6%	35.0%	37.7%	43.5%	16.9%	31.6%

**Percent of Sales C142325**



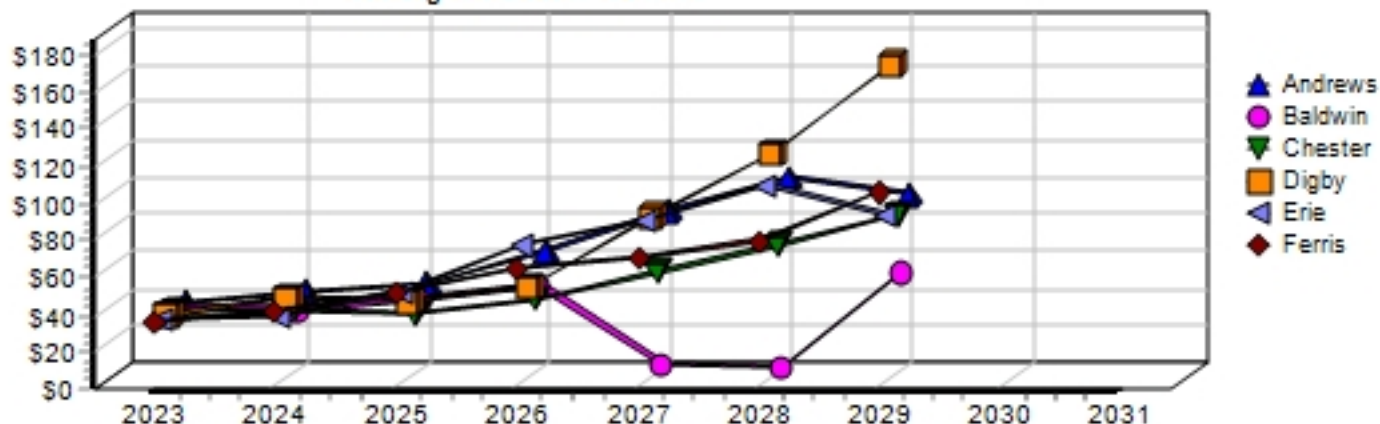
**\$ Market Share C142325**



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$92.45	(\$8.47)	2,196,055	\$203	\$59.62	\$7.79	\$0.00	0.0%	11.9
Baldwin	\$52.36	\$51.36	2,296,467	\$120	\$32.01	\$8.10	\$0.00	0.0%	6.5
Chester	\$84.38	\$14.94	2,694,793	\$227	\$46.34	\$7.97	\$1.00	1.2%	10.6
Digby	\$168.94	\$48.89	2,085,352	\$352	\$79.55	\$21.14	\$0.00	0.0%	8.0
Erie	\$89.64	(\$15.94)	2,342,358	\$210	\$60.04	\$2.01	\$1.25	1.4%	44.5
Ferris	\$103.50	\$26.00	2,273,718	\$235	\$56.03	\$10.87	\$1.75	1.7%	9.5

Closing Stock Price C142325



Bond Market Summary

Company	Series#	Face	Yield	Close\$	S&P	Company	Series#	Face	Yield	Close\$	S&P
Andrews	11.3S2034	\$3,000,000	12.1%	93.68	BBB	Digby	11.3S2034	\$360,000	11.5%	98.55	AAA
	11.8S2036	\$2,000,000	12.5%	94.27	BBB		11.8S2035	\$200,000	11.8%	100.42	AAA
	11.3S2039	\$18,000,000	12.5%	90.27	BBB		10.9S2038	\$10,300,000	11.4%	95.69	AAA
Baldwin	12.6S2037	\$200,000	12.4%	101.97	AA	Erie					
Chester						Ferris					

Next Year's Prime Rate 10.00%

# Financial Summary

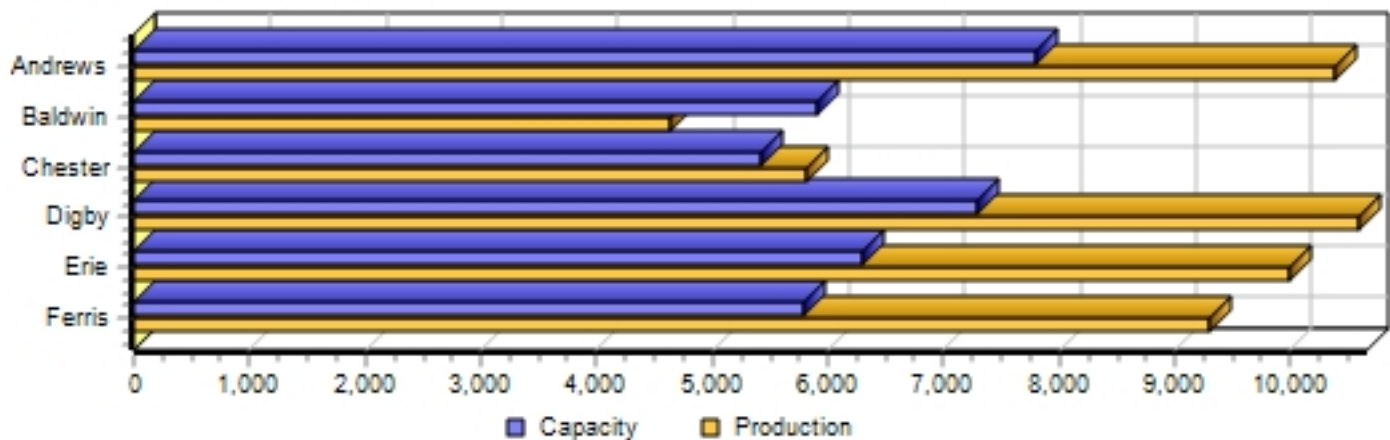


C142325

Round: 6  
Dec. 31, 2029

Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>CashFlows from operating activities</b>						
Net Income(Loss)	\$17,104	\$18,591	\$21,476	\$44,089	\$4,717	\$24,711
Adjustment for non-cash items:						
Depreciation	\$18,045	\$12,523	\$10,847	\$16,627	\$12,320	\$15,480
Extraordinary gains/losses/writeoffs	\$0	\$0	\$0	\$0	\$0	\$0
Changes in current assets and liabilities						
Accounts payable	\$8,143	\$5,652	\$1,788	\$1,840	\$2,781	\$3,831
Inventory	(\$27,701)	\$26,374	\$0	(\$22,031)	(\$46,493)	(\$534)
Accounts Receivable	\$1,000	(\$4,961)	(\$2,510)	\$11,093	\$80	(\$4,558)
Net cash from operations	\$16,590	\$58,179	\$31,601	\$51,618	(\$26,595)	\$38,930
<b>Cash flows from investing activities</b>						
Plant improvements(net)	(\$89,588)	\$0	\$0	(\$26,600)	(\$61,000)	(\$78,400)
<b>Cash flows from financing activities</b>						
Dividends paid	\$0	\$0	(\$2,695)	\$0	(\$2,928)	(\$3,979)
Sales of common stock	\$5,000	\$0	\$0	\$0	\$5,000	\$0
Purchase of common stock	\$0	\$0	(\$9,000)	\$0	\$0	(\$4,755)
Cash from long term debt issued	\$18,000	\$0	\$0	\$0	\$0	\$0
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of current debt	\$0	(\$55,285)	\$0	(\$10,000)	\$0	\$0
Cash from current debt borrowing	\$0	\$0	\$0	\$0	\$0	\$0
Cash from emergency loan	\$25,432	\$0	\$0	\$0	\$0	\$0
Net cash from financing activities	\$48,432	(\$55,285)	(\$11,695)	(\$10,000)	\$2,072	(\$8,734)
<b>Net change in cash position</b>	(\$24,566)	\$2,894	\$19,906	\$15,018	(\$85,523)	(\$48,204)
<b>Balance Sheet Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
Cash	\$0	\$2,894	\$81,481	\$20,961	\$7,273	\$2,753
Accounts Receivable	\$20,478	\$13,887	\$11,215	\$6,742	\$8,913	\$20,717
Inventory	\$27,701	\$5,707	\$0	\$22,031	\$51,799	\$534
Total Current Assets	\$48,180	\$22,489	\$92,695	\$49,734	\$67,985	\$24,003
Plant and equipment	\$270,678	\$187,840	\$162,700	\$269,200	\$184,800	\$237,200
Accumulated Depreciation	(\$103,946)	(\$105,555)	(\$101,281)	(\$109,373)	(\$88,853)	(\$98,747)
Total Fixed Assets	\$166,732	\$82,285	\$61,419	\$159,827	\$95,947	\$138,453
<b>Total Assets</b>	<b>\$214,912</b>	<b>\$104,774</b>	<b>\$154,114</b>	<b>\$209,561</b>	<b>\$163,932</b>	<b>\$162,457</b>
Accounts Payable	\$16,622	\$10,208	\$8,383	\$13,028	\$9,062	\$14,200
Current Debt	\$44,360	\$20,850	\$20,850	\$19,788	\$14,228	\$20,850
Total Current Liabilities	\$60,982	\$31,058	\$29,233	\$32,816	\$23,290	\$35,050
Long Term Debt	\$23,000	\$200	\$0	\$10,860	\$0	\$0
Total Liabilities	\$83,982	\$31,258	\$29,233	\$43,676	\$23,290	\$35,050
Common Stock	\$32,881	\$20,093	\$44,526	\$24,369	\$43,430	\$30,874
Retained Earnings	\$98,049	\$53,423	\$80,355	\$141,517	\$97,212	\$96,532
Total Equity	\$130,930	\$73,516	\$124,881	\$165,885	\$140,641	\$127,407
<b>Total Liabilities &amp; Owners Equity</b>	<b>\$214,912</b>	<b>\$104,774</b>	<b>\$154,114</b>	<b>\$209,561</b>	<b>\$163,932</b>	<b>\$162,457</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	\$249,151	\$168,963	\$163,733	\$246,074	\$216,894	\$252,057
Variable Costs(Labor,Material,Carry)	\$177,852	\$109,858	\$101,996	\$139,116	\$180,226	\$172,300
Contribution Margin	\$71,299	\$59,105	\$61,737	\$106,958	\$36,668	\$79,757
Depreciation	\$18,045	\$12,523	\$10,847	\$16,627	\$12,320	\$15,480
SGA(R&D,Promo,Sales,Admin)	\$16,788	\$14,598	\$15,018	\$17,893	\$15,341	\$23,370
Other(Fees,Writeoffs,TQM,Bonuses)	\$1,150	\$0	\$135	\$0	\$250	\$71
EBIT	\$35,317	\$31,984	\$35,737	\$72,438	\$8,757	\$40,836
Interest(Short term,Long term)	\$8,467	\$2,798	\$2,022	\$3,225	\$1,352	\$2,043
Taxes	\$9,398	\$10,215	\$11,800	\$24,225	\$2,592	\$13,577
Profit Sharing	\$349	\$379	\$438	\$900	\$96	\$504
Net Profit	\$17,104	\$18,591	\$21,476	\$44,089	\$4,717	\$24,711

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	Automation Next Round	Capacity Next Round	Plant Utiliz.
Able	Trad	1,616	859	3/10/2029	3.7	15500	8.2	11.8	\$25.99	\$8.60	\$10.08	23%	25%	5.0	2,499	124%
Acre	Low	2,970	0	4/29/2030	6.4	14000	4.0	16.0	\$20.49	\$5.13	\$8.53	32%	25%	6.0	2,899	124%
Adam	High	1,287	0	3/12/2029	2.6	23000	11.7	8.4	\$39.49	\$13.32	\$12.17	35%	44%	4.0	1,400	143%
Aft	Pfmrn	990	0	1/16/2029	3.4	25000	12.5	14.0	\$33.99	\$12.75	\$12.14	26%	43%	4.0	1,199	142%
Agape	Size	1,096	92	1/16/2029	2.8	19000	6.1	7.5	\$33.99	\$10.96	\$12.31	30%	50%	4.0	1,299	149%
Astor	Low	1,001	484	4/28/2030	2.8	14000	5.5	14.5	\$24.49	\$6.21	\$13.13	16%	50%	4.0	1,499	149%
Baker	Trad	777	190	3/25/2029	3.5	14000	7.5	12.2	\$26.75	\$7.75	\$7.25	42%	0%	6.0	1,800	54%
Bead	Low	2,703	196	6/26/2029	3.0	13000	4.5	15.5	\$18.00	\$5.19	\$5.98	35%	7%	7.0	1,400	104%
Bid	High	1,085	0	10/12/2030	3.5	22500	11.1	8.9	\$38.99	\$12.78	\$8.84	40%	0%	4.9	900	54%
Bold	Pfmrn	967	0	11/24/2030	4.0	27000	12.0	14.2	\$34.50	\$13.07	\$12.09	26%	67%	4.0	600	161%
Buddy	Size	746	28	11/10/2030	3.0	17000	5.8	8.0	\$32.00	\$10.07	\$11.36	32%	33%	4.0	600	129%
Bond	Low	0	0	11/6/2031	1.9	17000	2.0	18.3	\$25.00	\$0.00	\$0.00	0%	0%	1.0	600	0%
Cake	Trad	1,980	0	12/3/2029	1.1	17000	8.4	10.6	\$26.00	\$9.56	\$5.19	44%	11%	7.5	1,800	110%
Cedar	Low	1,386	0	1/25/2030	3.0	14000	4.5	16.8	\$21.50	\$5.15	\$2.83	62%	0%	9.0	1,400	99%
Cid	High	891	0	9/19/2029	1.3	23000	12.6	6.7	\$37.50	\$14.26	\$11.32	32%	0%	3.0	900	99%
Coat	Pfmrn	693	0	9/6/2029	1.4	25000	14.1	11.9	\$32.50	\$13.90	\$12.09	21%	17%	3.0	600	116%
Cure	Size	792	0	9/6/2029	1.3	19000	7.4	5.0	\$31.00	\$12.38	\$12.67	20%	33%	3.0	600	132%
Cap	Trad	69	0	7/18/2028	2.5	15000	10.0	10.1	\$28.00	\$9.70	\$14.15	14%	0%	1.0	130	53%
Daze	Trad	2,477	494	12/25/2029	1.3	14000	8.0	12.0	\$24.49	\$8.00	\$5.90	43%	67%	7.5	1,800	165%
Dell	Low	3,248	218	9/6/2029	1.7	12000	4.0	16.0	\$17.99	\$4.53	\$5.11	46%	75%	8.0	2,000	173%
Duck	High	1,104	84	5/13/2029	2.5	20000	12.3	7.7	\$40.00	\$12.89	\$6.11	52%	20%	7.0	1,000	119%
Dot	Pfmrn	712	476	1/19/2030	5.7	29000	11.0	15.0	\$35.00	\$13.07	\$6.56	39%	50%	7.0	800	149%
Dune	Size	786	105	7/23/2029	2.6	18000	6.8	6.6	\$34.00	\$11.21	\$8.94	40%	13%	6.0	800	111%
Drone	High	891	0	10/1/2030	1.8	20000	11.4	8.4	\$35.00	\$12.31	\$9.90	36%	0%	5.0	900	99%
Dhoti	Low	0	0	3/21/2030	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	4.0	900	0%
Eat	Trad	1,199	0	8/29/2029	1.4	16500	7.8	11.7	\$26.50	\$8.79	\$9.82	30%	0%	3.0	1,800	67%
Ebb	Low	1,763	1,033	9/13/2030	5.2	12940	3.3	17.0	\$21.00	\$4.22	\$10.43	25%	100%	5.0	1,900	200%
Echo	High	473	1,339	9/30/2029	2.7	23000	11.6	8.5	\$37.50	\$13.25	\$13.57	8%	78%	3.0	900	178%
Edge	Pfmrn	1,199	0	5/14/2030	5.0	26010	11.3	14.2	\$32.50	\$12.44	\$13.90	18%	100%	5.0	1,100	200%
Egg	Size	1,122	76	10/3/2029	2.0	17500	7.5	6.6	\$32.50	\$11.20	\$13.90	23%	100%	3.0	600	200%
EAT2.0	Trad	1,998	0	3/18/2028	1.8	17000	8.5	11.5	\$27.50	\$9.26	\$17.38	2%	100%	4.0	1,500	200%
Fast	Trad	3,169	0	8/30/2029	1.4	17500	8.7	11.3	\$27.50	\$9.55	\$10.27	28%	78%	8.0	2,000	176%
Feat	Low	2,772	0	2/9/2028	6.2	15500	4.2	16.0	\$22.22	\$5.66	\$8.77	34%	100%	8.0	1,900	198%
Fist	High	792	0	7/20/2029	2.5	24000	12.5	7.5	\$37.50	\$14.23	\$8.49	41%	0%	6.0	900	88%
Foam	Pfmrn	941	0	1/18/2029	3.2	25000	13.5	13.6	\$32.30	\$13.29	\$8.32	32%	58%	6.0	600	157%
Fume	Size	816	25	6/30/2030	3.8	19000	6.6	7.4	\$31.40	\$11.10	\$9.68	33%	42%	6.0	600	140%
Farr	Low	792	0	3/12/2030	3.9	16000	6.0	13.5	\$22.22	\$7.35	\$10.01	21%	60%	6.0	700	158%
Fume_2	Low	0	0	7/12/2030	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	250	0%
Fast_2	Low	0	0	3/23/2030	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	1.0	250	0%

## Traditional Statistics

Total Industry Unit Demand 12,508  
Actual Industry Unit Sales 12,508  
Segment % of Total Industry 26.4%

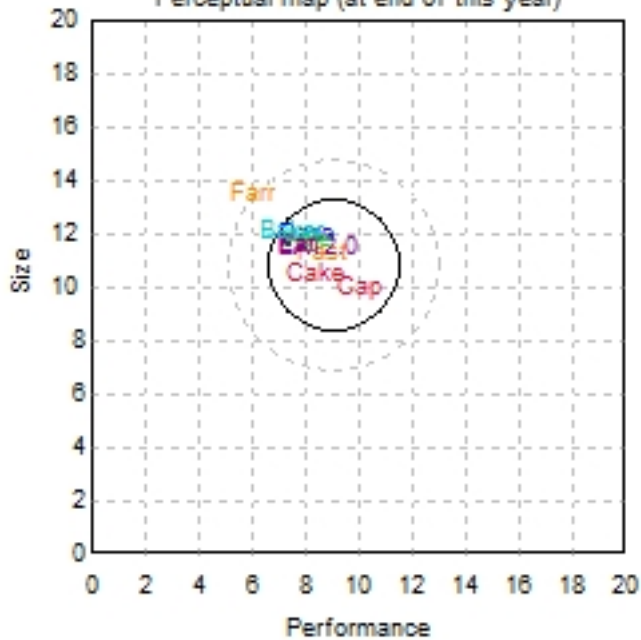
Next Year's Segment Growth Rate 9.0%

## Traditional Customer Buying Criteria

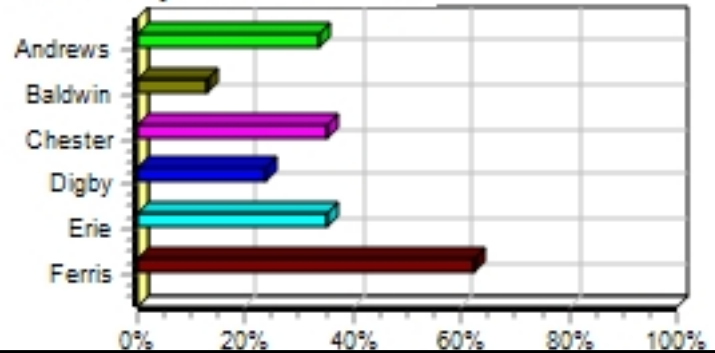
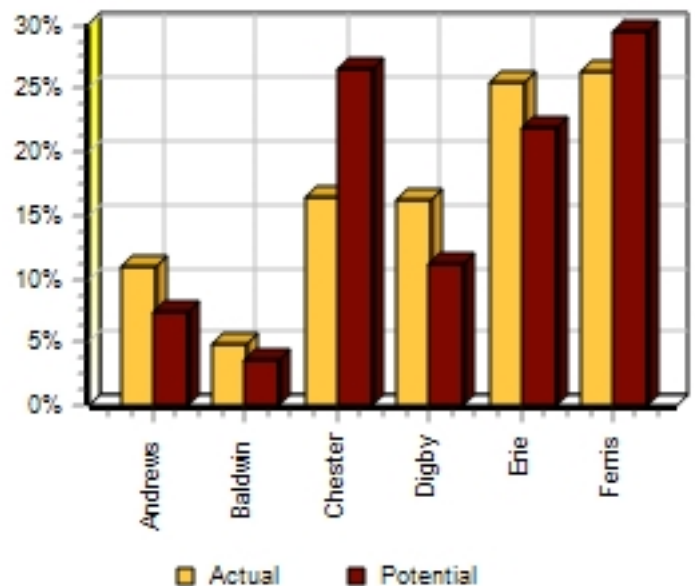
	Expectations	Importance
1. Age	Ideal Age = 2.0	47%
2. Price	\$17.00 - 27.00	23%
3. Ideal Position	Pfmm 9.2 Size 10.8	21%
4. Reliability	MTBF 14000-19000	9%

## Perceptual Map for Traditional

Perceptual map (at end of this year)



## Accessibility C142325 Traditional

Actual vs Potential Market Share  
2029 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	25%	3,169	8/30/2029	YES	8.7	11.3	\$27.50	17500	1.43	\$1,950	100%	\$1,750	62%	33
Daze	16%	2,028	12/25/2029		8.0	12.0	\$24.49	14000	1.29	\$900	57%	\$900	24%	12
EAT2.0	16%	1,998	3/18/2028	YES	8.5	11.5	\$27.50	17000	1.79	\$1,000	43%	\$1,100	35%	19
Cake	16%	1,980	12/3/2029	YES	8.4	10.6	\$26.00	17000	1.12	\$900	56%	\$900	35%	17
Able	11%	1,357	3/10/2029		8.2	11.8	\$25.99	15500	3.65	\$1,200	64%	\$1,500	34%	6
Eat	9%	1,179	8/29/2029	YES	7.8	11.7	\$26.50	16500	1.40	\$200	17%	\$500	35%	11
Baker	5%	607	3/25/2029		7.5	12.2	\$26.75	14000	3.54	\$800	49%	\$1,000	13%	3
Farr	1%	122	3/12/2030	YES	6.0	13.5	\$22.22	16000	3.86	\$1,000	57%	\$1,010	62%	0
Cap	1%	69	7/18/2028	YES	10.0	10.1	\$28.00	15000	2.53	\$300	10%	\$300	35%	10

## Low End Statistics

Total Industry Unit Demand 17,414  
Actual Industry Unit Sales 17,414  
Segment % of Total Industry 36.8%

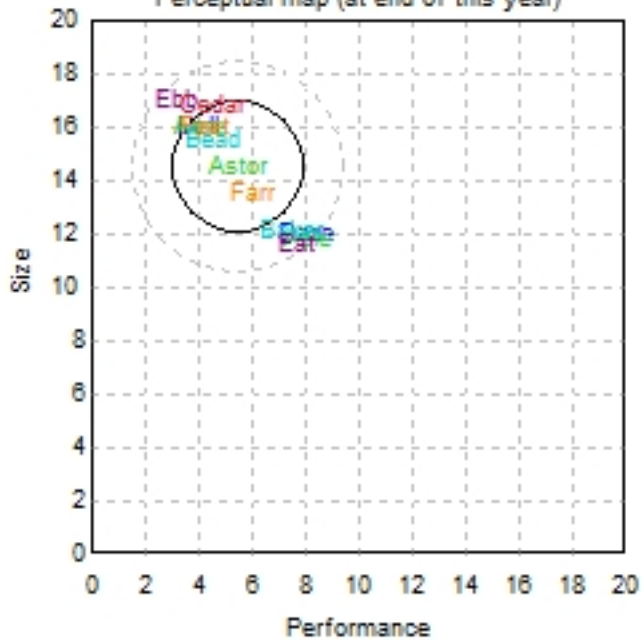
Next Year's Segment Growth Rate 11.8%

## Low End Customer Buying Criteria

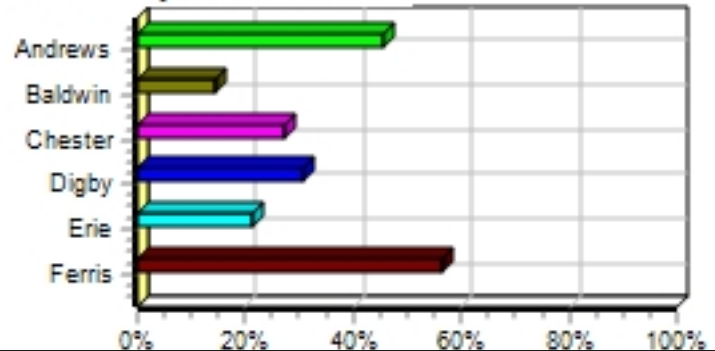
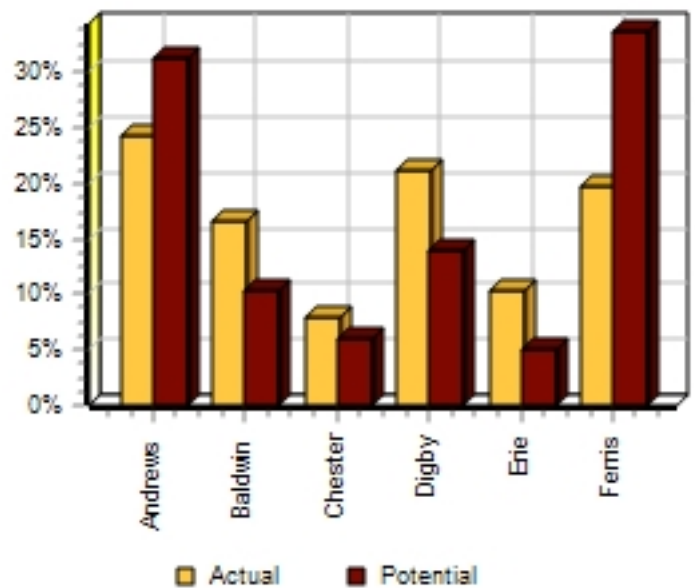
	Expectations	Importance
1. Price	\$12.00 - 22.00	53%
2. Age	Ideal Age = 7.0	24%
3. Ideal Position	Pfmm 4.7 Size 15.3	16%
4. Reliability	MTBF 12000-17000	7%

## Perceptual Map for Low End

Perceptual map (at end of this year)



## Accessibility C142325 Low End

Actual vs Potential Market Share  
2029 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%	3,248	9/6/2029		4.0	16.0	\$17.99	12000	1.66	\$800	48%	\$800	31%	6
Acre	17%	2,970	4/29/2030	YES	4.0	16.0	\$20.49	14000	6.35	\$1,000	63%	\$1,000	45%	14
Feat	16%	2,772	2/9/2028	YES	4.2	16.0	\$22.22	15500	6.25	\$1,650	85%	\$1,430	56%	14
Bead	16%	2,703	6/26/2029		4.5	15.5	\$18.00	13000	3.04	\$700	44%	\$900	14%	10
Ebb	10%	1,763	9/13/2030		3.3	17.0	\$21.00	12940	5.19	\$650	34%	\$1,000	21%	2
Cedar	8%	1,386	1/25/2030	YES	4.5	16.8	\$21.50	14000	3.00	\$800	58%	\$900	27%	3
Astor	6%	1,001	4/28/2030		5.5	14.5	\$24.49	14000	2.82	\$1,000	50%	\$500	45%	2
Farr	4%	670	3/12/2030	YES	6.0	13.5	\$22.22	16000	3.86	\$1,000	57%	\$1,010	56%	4
Daze	3%	449	12/25/2029		8.0	12.0	\$24.49	14000	1.29	\$900	57%	\$900	31%	0
Able	1%	260	3/10/2029		8.2	11.8	\$25.99	15500	3.65	\$1,200	64%	\$1,500	45%	0
Baker	1%	171	3/25/2029		7.5	12.2	\$26.75	14000	3.54	\$800	49%	\$1,000	14%	0
Eat	0%	19	8/29/2029	YES	7.8	11.7	\$26.50	16500	1.40	\$200	17%	\$500	21%	0



## High End Statistics

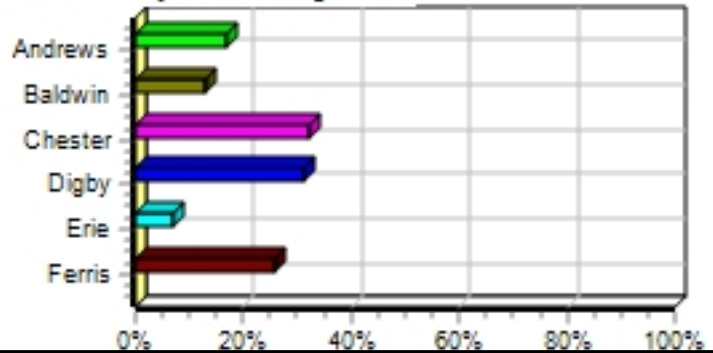
Total Industry Unit Demand 6,523  
Actual Industry Unit Sales 6,523  
Segment % of Total Industry 13.8%

Next Year's Segment Growth Rate 16.1%

## High End Customer Buying Criteria

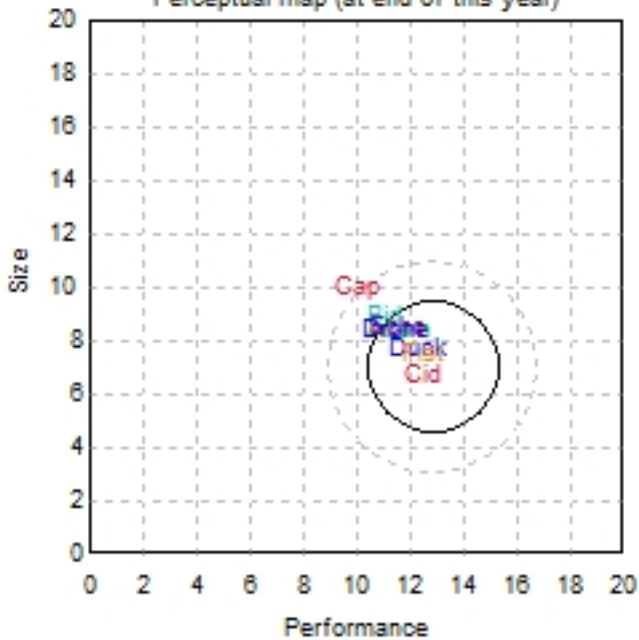
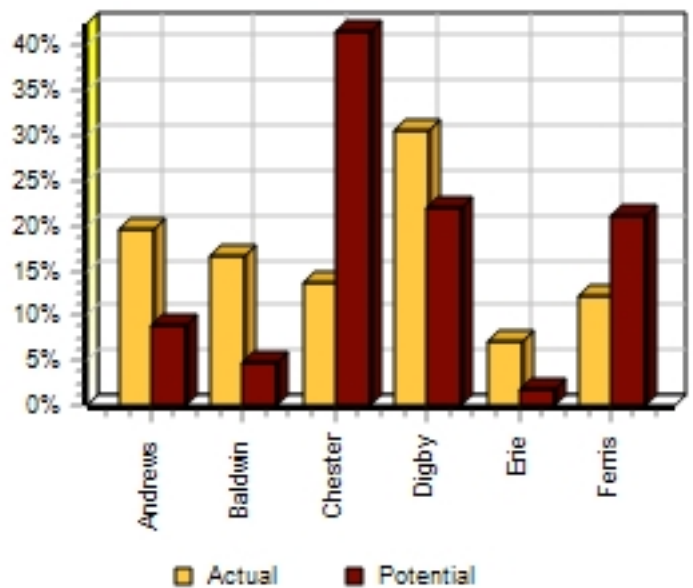
	Expectations	Importance
1. Ideal Position	Pfmm 14.3 Size 5.7	43%
2. Age	Ideal Age = 0.0	29%
3. Reliability	MTBF 20000-25000	19%
4. Price	\$27.00 - 37.00	9%

Accessibility C142325 High End



Perceptual Map for High End

Perceptual map (at end of this year)

Actual vs Potential Market Share  
2029 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	20%	1,287	3/12/2029	YES	11.7	8.4	\$39.49	23000	2.56	\$1,000	66%	\$1,250	17%	2
Duck	17%	1,104	5/13/2029		12.3	7.7	\$40.00	20000	2.51	\$800	56%	\$900	31%	1
Bid	17%	1,085	10/12/2030	YES	11.1	8.9	\$38.99	22500	3.47	\$500	36%	\$1,000	13%	1
Cid	14%	891	9/19/2029	YES	12.6	6.7	\$37.50	23000	1.29	\$800	61%	\$900	32%	14
Drone	14%	891	10/1/2030	YES	11.4	8.4	\$35.00	20000	1.79	\$1,000	53%	\$800	31%	2
Fist	12%	792	7/20/2029	YES	12.5	7.5	\$37.50	24000	2.47	\$1,250	69%	\$1,225	26%	8
Echo	7%	473	9/30/2029		11.6	8.5	\$37.50	23000	2.73	\$850	45%	\$900	7%	2

## Performance Statistics

Total Industry Unit Demand 5,501  
Actual Industry Unit Sales 15,501  
Segment % of Total Industry 11.6%

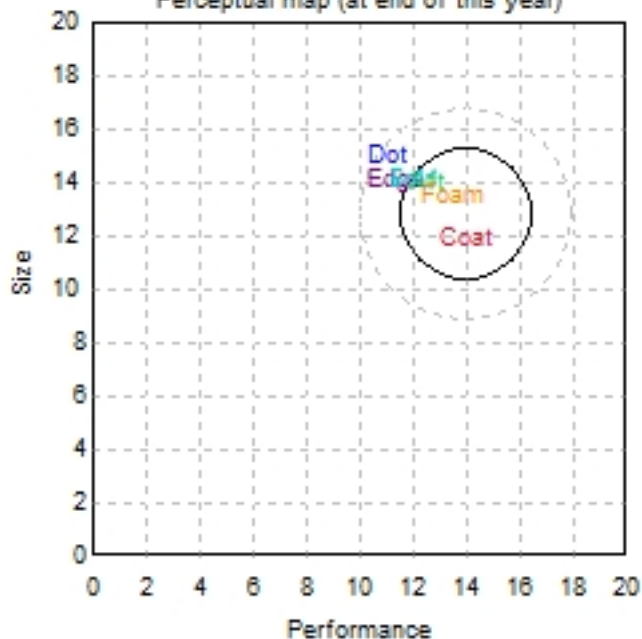
Next Year's Segment Growth Rate 19.9%

## Performance Customer Buying Criteria

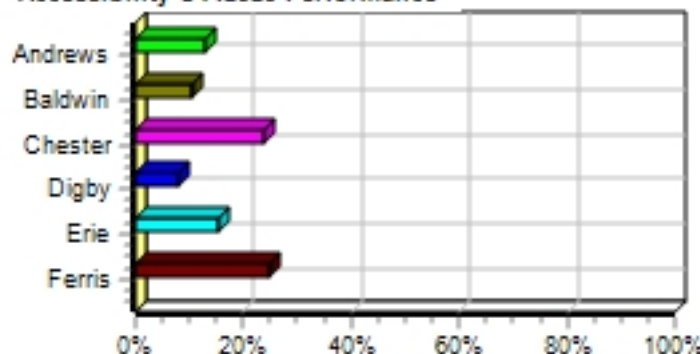
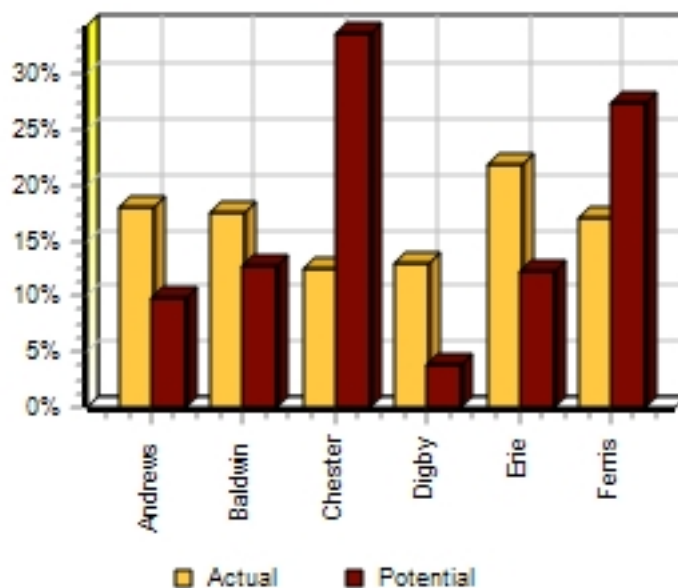
	Expectations	Importance
1. Reliability	MTBF 22000-27000	43%
2. Ideal Position	Pfmm 15.4 Size 11.8	29%
3. Price	\$22.00 - 32.00	19%
4. Age	Ideal Age = 1.0	9%

## Perceptual Map for Performance

Perceptual map (at end of this year)



## Accessibility C142325 Performance

Actual vs Potential Market Share  
2029 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	22%	1,199	5/14/2030	YES	11.3	14.2	\$32.50	26010	5.01	\$700	37%	\$900	15%	3
Aft	18%	990	1/16/2029	YES	12.5	14.0	\$33.99	25000	3.37	\$800	51%	\$1,050	13%	3
Bold	18%	967	11/24/2030	YES	12.0	14.2	\$34.50	27000	3.96	\$800	43%	\$900	10%	5
Foam	17%	941	1/18/2029	YES	13.5	13.6	\$32.30	25000	3.18	\$1,355	68%	\$1,210	25%	9
Dot	13%	712	1/19/2030		11.0	15.0	\$35.00	29000	5.66	\$800	42%	\$800	8%	1
Coat	13%	693	9/6/2029	YES	14.1	11.9	\$32.50	25000	1.42	\$1,000	58%	\$1,150	24%	15



## Size Statistics

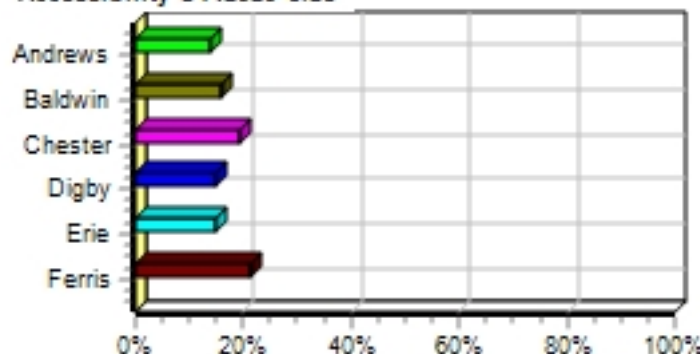
Total Industry Unit Demand 5,359  
Actual Industry Unit Sales 5,359  
Segment % of Total Industry 11.3%

Next Year's Segment Growth Rate 18.5%

## Size Customer Buying Criteria

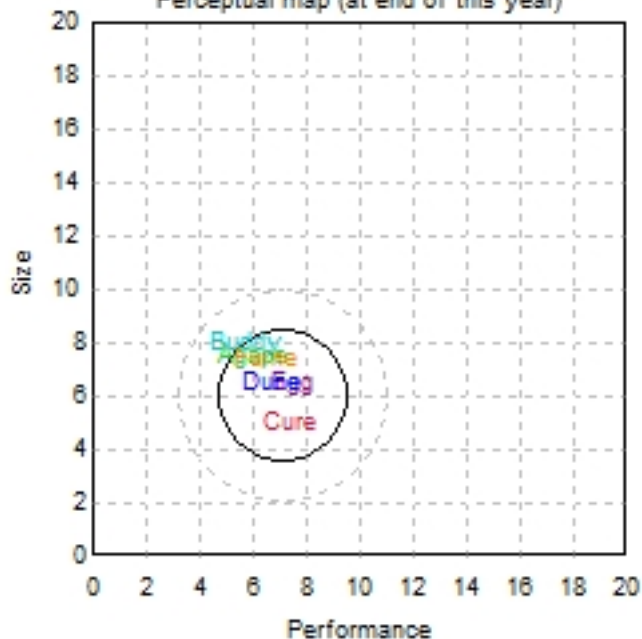
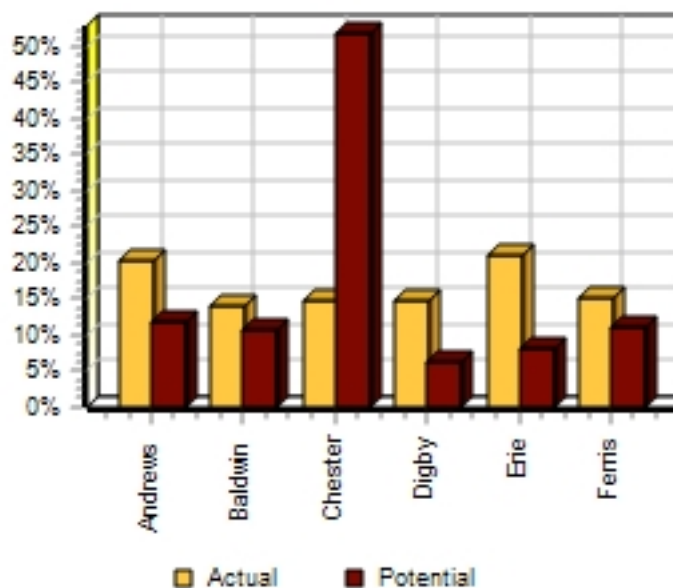
	Expectations	Importance
1. Ideal Position	Pfmm 8.2 Size 4.6	43%
2. Age	Ideal Age = 1.5	29%
3. Reliability	MTBF 16000-21000	19%
4. Price	\$22.00 - 32.00	9%

Accessibility C142325 Size



Perceptual Map for Size

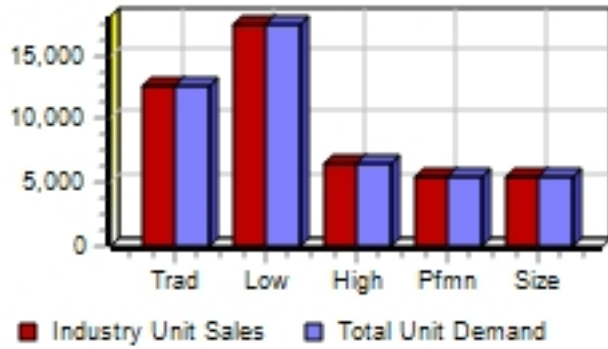
Perceptual map (at end of this year)

Actual vs Potential Market Share  
2029 C142325 Size

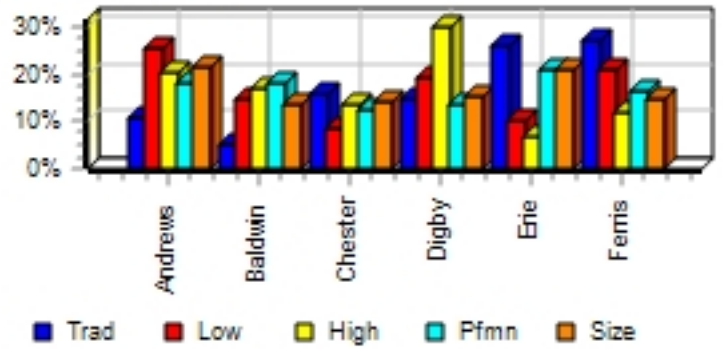
## Top Products in Size Segment

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	21%	1,122	10/3/2029		7.5	6.6	\$32.50	17500	2.00	\$500	38%	\$600	15%	6
Agape	20%	1,096	1/16/2029		6.1	7.5	\$33.99	19000	2.82	\$800	59%	\$900	14%	3
Fume	15%	816	6/30/2030		6.6	7.4	\$31.40	19000	3.77	\$1,050	55%	\$1,040	21%	3
Cure	15%	792	9/6/2029	YES	7.4	5.0	\$31.00	19000	1.33	\$800	49%	\$900	19%	22
Dune	15%	786	7/23/2029		6.8	6.6	\$34.00	18000	2.64	\$900	59%	\$800	15%	3
Buddy	14%	746	11/10/2030		5.8	8.0	\$32.00	17000	3.04	\$900	52%	\$800	16%	2

Units Sold vs Demand Chart C142325



Market Share C142325



## Actual Market Share in Units

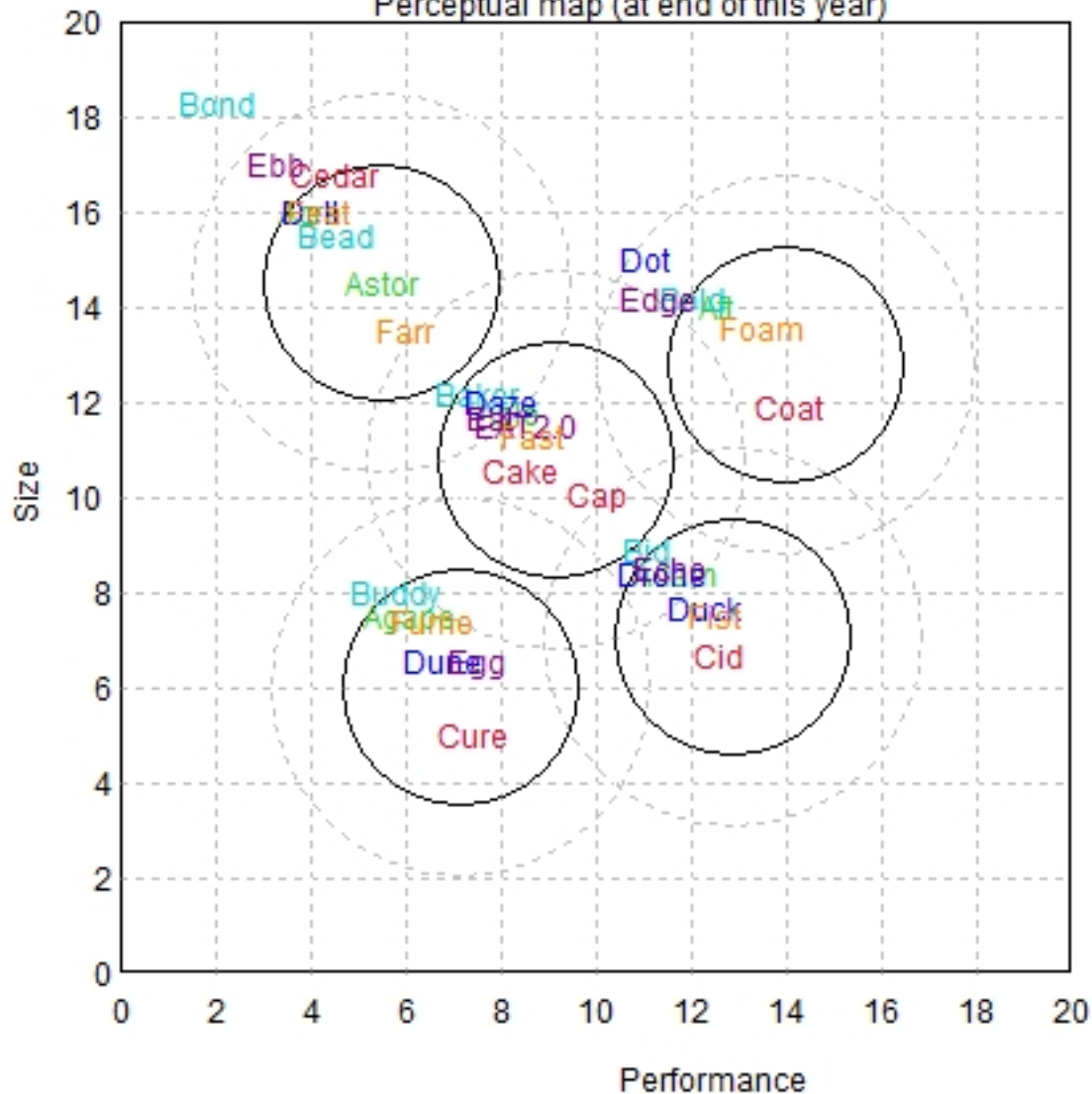
	Trad	Low	High	Pfmn	Size	Total
Industry Unit Sales	12,508	17,414	6,523	5,501	5,359	47,305
% of Market	26.4%	36.8%	13.8%	11.6%	11.3%	100.0%
Able	10.8%	1.5%				3.4%
Acre		17.1%				6.3%
Adam			19.7%			2.7%
Aft				18.0%		2.1%
Agape					20.5%	2.3%
Astor		5.8%				2.1%
Total	10.8%	24.3%	19.7%	18.0%	20.5%	18.9%
Baker	4.9%	1.0%				1.6%
Bead		15.5%				5.7%
Bid			16.6%			2.3%
Bold				17.6%		2.0%
Buddy					13.9%	1.6%
Total	4.9%	16.5%	16.6%	17.6%	13.9%	13.3%
Cake	15.8%					4.2%
Cedar		8.0%				2.9%
Cid			13.7%			1.9%
Coat				12.6%		1.5%
Cure					14.8%	1.7%
Cap	0.5%					0.1%
Total	16.4%	8.0%	13.7%	12.6%	14.8%	12.3%
Daze	16.2%	2.6%				5.2%
Dell		18.6%				6.9%
Duck			16.9%			2.3%
Dot				12.9%		1.5%
Dune					14.7%	1.7%
Drone			13.7%			1.9%
Total	16.2%	21.2%	30.6%	12.9%	14.7%	19.5%
Eat	9.4%	0.1%				2.5%
Ebb		10.1%				3.7%
Echo			7.2%			1.0%
Edge				21.8%		2.5%
Egg					20.9%	2.4%
EAT2.0	16.0%					4.2%
Total	25.4%	10.2%	7.2%	21.8%	20.9%	16.4%
Fast	25.3%					6.7%
Feat		15.9%				5.9%
Fist			12.1%			1.7%
Foam				17.1%		2.0%
Fume					15.2%	1.7%
Farr	1.0%	3.9%				1.7%
Total	26.3%	19.8%	12.1%	17.1%	15.2%	19.6%

## Potential Market Share in Units

	Trad	Low	High	Pfmn	Size	Total
Units Demanded	12,508	17,414	6,523	5,501	5,359	47,305
% of Market	26.4%	36.8%	13.8%	11.6%	11.3%	100.0%
Able	7.3%	0.5%				2.1%
Acre		28.3%				10.4%
Adam			9.0%			1.2%
Aft				9.9%		1.2%
Agape					11.9%	1.3%
Astor		2.3%				0.8%
Total	7.3%	31.1%	9.0%	10.0%	11.9%	17.1%
Baker	3.6%					1.0%
Bead		10.3%				3.8%
Bid			4.6%			0.6%
Bold				12.8%		1.5%
Buddy					10.6%	1.2%
Total	3.6%	10.4%	4.7%	12.8%	10.6%	8.1%
Cake	18.1%					4.8%
Cedar		6.0%				2.2%
Cid			41.6%			5.7%
Coat				33.6%		3.9%
Cure					51.8%	5.9%
Cap	8.4%					2.2%
Total	26.5%	6.0%	41.6%	33.6%	51.8%	24.7%
Daze	11.3%	0.7%				3.2%
Dell		13.2%				4.8%
Duck			5.0%			0.7%
Dot				4.0%		0.5%
Dune					6.2%	0.7%
Drone			16.9%			2.3%
Total	11.3%	13.9%	21.9%	4.0%	6.2%	12.3%
Eat	9.4%					2.5%
Ebb		4.8%				1.8%
Echo			1.8%			0.3%
Edge				12.2%		1.4%
Egg					8.3%	0.9%
EAT2.0	12.5%					3.3%
Total	21.8%	5.0%	1.8%	12.2%	8.3%	10.2%
Fast	27.7%					7.3%
Feat		27.6%				10.2%
Fist			21.0%			2.9%
Foam				27.5%		3.2%
Fume					11.2%	1.3%
Farr	1.8%	6.0%				2.7%
Total	29.5%	33.6%	21.0%	27.5%	11.2%	27.6%

## Perceptual Map for All Segments

Perceptual map (at end of this year)



## Andrews

Name	Pfmn	Size	Revised
Able	8.2	11.8	3/10/2029
Acre	4.0	16.0	4/29/2030
Adam	11.7	8.4	3/12/2029
Aft	12.5	14.0	1/16/2029
Agape	6.1	7.5	1/16/2029
Astor	5.5	14.5	4/28/2030

## Baldwin

Name	Pfmn	Size	Revised
Baker	7.5	12.2	3/25/2029
Bead	4.5	15.5	6/26/2029
Bid	11.1	8.9	10/12/2030
Bold	12.0	14.2	11/24/2030
Buddy	5.8	8.0	11/10/2030
Bond	2.0	18.3	11/6/2031

## Chester

Name	Pfmn	Size	Revised
Cake	8.4	10.6	12/3/2029
Cedar	4.5	16.8	1/25/2030
Cid	12.6	6.7	9/19/2029
Coat	14.1	11.9	9/6/2029
Cure	7.4	5.0	9/6/2029
Cap	10.0	10.1	7/18/2028

## Digby

Name	Pfmn	Size	Revised
Daze	8.0	12.0	12/25/2029
Dell	4.0	16.0	9/6/2029
Duck	12.3	7.7	5/13/2029
Dot	11.0	15.0	1/19/2030
Dune	6.8	6.6	7/23/2029
Drone	11.4	8.4	10/1/2030

## Erie

Name	Pfmn	Size	Revised
Eat	7.8	11.7	8/29/2029
Ebb	3.3	17.0	9/13/2030
Echo	11.6	8.5	9/30/2029
Edge	11.3	14.2	5/14/2030
Egg	7.5	6.6	10/3/2029
EAT2.0	8.5	11.5	3/18/2028

## Ferris

Name	Pfmn	Size	Revised
Fast	8.7	11.3	8/30/2029
Feat	4.2	16.0	2/9/2028
Fist	12.5	7.5	7/20/2029
Foam	13.5	13.6	1/18/2029
Fume	6.6	7.4	6/30/2030
Farr	6.0	13.5	3/12/2030

## HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	1,707	641	714	1,017	1,856	1,266
Complement	1,707	641	714	1,017	1,856	1,266
1st Shift Complement	1,254	530	639	736	1,048	774
2nd Shift Complement	453	111	75	281	808	492
Overtime Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Turnover Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
New Employees	574	394	182	102	734	410
Separated Employees	0	0	0	50	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	\$574	\$394	\$182	\$102	\$734	\$410
Separation Cost	\$0	\$0	\$0	\$250	\$0	\$0
Training Cost	\$0	\$0	\$0	\$0	\$0	\$0
Total HR Admin Cost	\$574	\$394	\$182	\$352	\$734	\$410
<b>Labor Contract Next Year</b>						
Wages	\$28.15	\$28.15	\$28.15	\$28.15	\$28.15	\$28.15
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: 6  
Dec. 31, 2029

## 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.

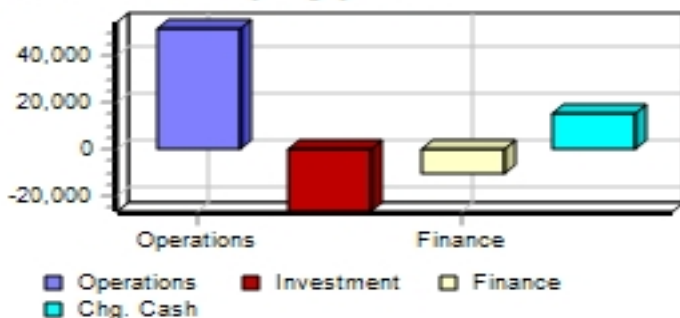
ASSETS		2029 Common Size	2028
Cash	\$20,961	10.0%	\$5,943
Account Receivable	\$6,742	3.2%	\$17,835
Inventory	\$22,031	10.5%	\$0
Total Current Assets	\$49,734	23.7%	\$23,778
Plant & Equipment	\$269,200	128.0%	\$242,600
Accumulated Depreciation	(\$109,373)	-52.2%	(\$92,747)
Total Fixed Assets	\$159,827	76.3%	\$149,853
Total Assets	\$209,561	100.0%	\$173,632
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$13,028	6.2%	\$11,187
Current Debt	\$19,788	9.4%	\$10,000
Long Term Debt	\$10,860	5.2%	\$30,648
Total Liabilities	\$43,676	20.8%	\$51,835
Common Stock	\$24,369	11.6%	\$24,369
Retained Earnings	\$141,517	67.5%	\$97,428
Total Equity	\$165,886	79.2%	\$121,797
Total Liab. & O. Equity	\$209,561	100.0%	\$173,632

## 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	2029	2028
Net Income(Loss)	\$44,089	\$27,073
Depreciation	\$16,627	\$16,173
Extraordinary gains/losses/writeoffs	\$0	\$0
Accounts Payable	\$1,840	(\$329)
Inventory	(\$22,031)	\$0
Accounts Receivable	\$11,093	(\$8,253)
Net cash from operation	\$51,618	\$34,665
Cash Flows from Investing Activities		
Plant Improvements	(\$26,600)	(\$63,000)
Cash Flows from Financing Activities		
Dividends paid	\$0	\$0
Sales of common stock	\$0	\$5,055
Purchase of common stock	\$0	\$0
Cash from long term debt	\$0	\$10,300
Retirement of long term debt	(\$19,788)	\$0
Change in current debt(net)	\$9,788	\$10,000
Net cash from financing activities	(\$10,000)	\$25,355
<b>Net change in cash position</b>	<b>\$15,018</b>	<b>(\$2,980)</b>
<b>Closing cash position</b>	<b>\$20,961</b>	<b>\$5,943</b>

Cash Flow Summary Digby C142325





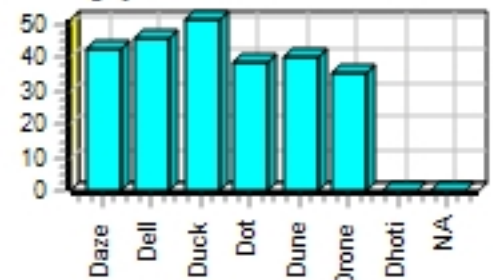
## 2029 Income Statement

(Product Name)	Daze	Dell	Duck	Dot	Dune	Drone	Dhoti		2029 Total	Common Size
<b>Sales</b>	\$60,656	\$58,425	\$44,156	\$24,910	\$26,737	\$31,190	\$0	\$0	\$246,074	100.0%
<b>Variable Costs:</b>										
Direct Labor	\$14,611	\$16,610	\$6,745	\$4,670	\$7,030	\$8,826	\$0	\$0	\$58,492	23.8%
Direct Material	\$19,231	\$14,918	\$14,497	\$9,455	\$8,666	\$11,211	\$0	\$0	\$77,980	31.7%
Inventory Carry	\$809	\$254	\$195	\$1,135	\$251	\$0	\$0	\$0	\$2,644	1.1%
Total Variable	\$34,652	\$31,782	\$21,437	\$15,260	\$15,947	\$20,037	\$0	\$0	\$139,116	56.5%
Contribution Margin	\$26,005	\$26,643	\$22,719	\$9,650	\$10,789	\$11,153	\$0	\$0	\$106,958	43.5%
<b>Period Costs:</b>										
Depreciation	\$4,320	\$5,067	\$2,267	\$1,813	\$1,600	\$1,560	\$0	\$0	\$16,627	6.8%
SG&A: R&D	\$995	\$691	\$368	\$1,000	\$566	\$1,000	\$1,000	\$0	\$5,619	2.3%
Promotions	\$900	\$800	\$800	\$800	\$900	\$1,000	\$0	\$0	\$5,200	2.1%
Sales	\$900	\$800	\$900	\$800	\$800	\$800	\$0	\$0	\$5,000	2.0%
Admin	\$511	\$492	\$372	\$210	\$225	\$263	\$0	\$0	\$2,074	0.8%
Total Period	\$7,626	\$7,851	\$4,706	\$4,623	\$4,091	\$4,623	\$1,000	\$0	\$34,520	14.0%
Net Margin	\$18,379	\$18,792	\$18,012	\$5,027	\$6,698	\$6,530	(\$1,000)	\$0	\$72,438	29.4%

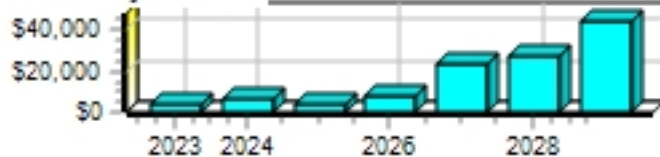
Definitions: **Sales:** Unit Sales times list price. **Direct Labor:** Labor costs incurred to produce the product that was sold. **Inventory Carry Cost:** the cost unsold goods in inventory. **Depreciation:** Calculated on straight-line. 15-year depreciation of plant value. **R&D Costs:** R&D department 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	\$72,438	29.4%
Short Term Interest	\$2,038	0.8%
Long Term Interest	\$1,187	0.5%
Taxes	\$24,225	9.8%
Profit Sharing	\$900	0.4%
Net Profit	\$44,089	17.9%

Variable Margins  
2029 Digby C142325



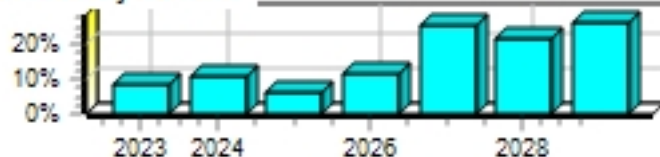
Profit History C142325



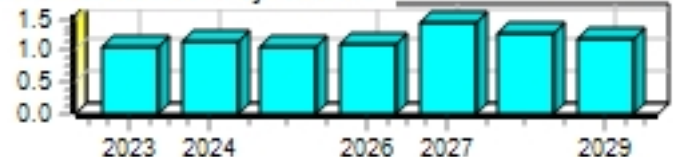
Market Share History C142325



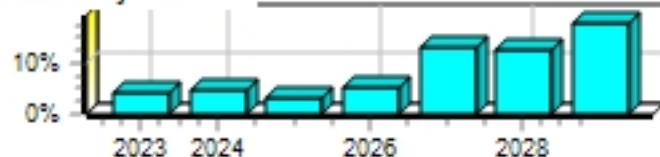
ROE History C142325



Asset Turnover History C142325



ROS History C142325



ROA History C142325

