

Round: 7
Dec. 31,
2030

CAPSTONE[®] COURIER

C142325

Andrews

Akarsh Jain
Amanwit Kumar
Aayush Kumar
Ankita Mahesh
Aatish Ranjan

Baldwin

Aravinth Athithya
Chandrani Das
Disha Gowani
Ashay Jaiswal
Apoorv Sahai

Chester

Karan Ahir
Kasturi Dash
Harshad Khodwe
Jaysheel Shah
Krishna Yadav

Digby

Meharansh Bakshi
Pinakpani Das
Prabuddha Das
Rasika Deshpande
Nikhil Jain

Erie

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

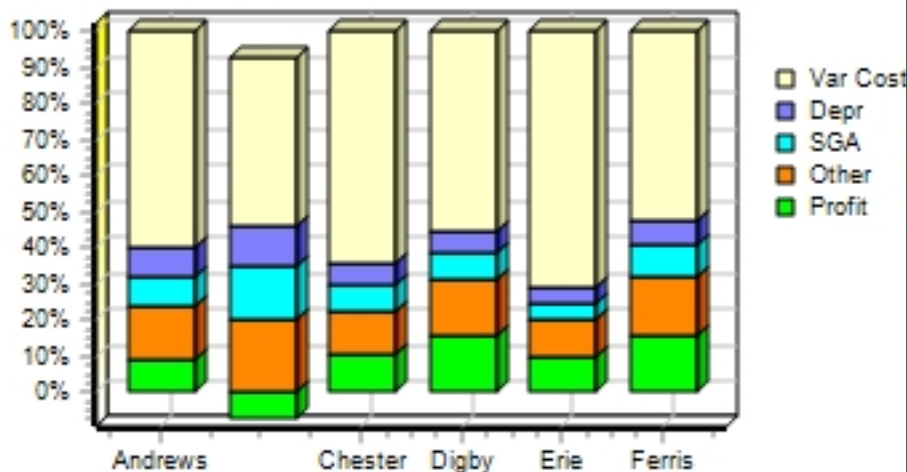
Ferris

Tushara Dash
Yash Jain
Vivek Kumar
Tejas Ravetkar

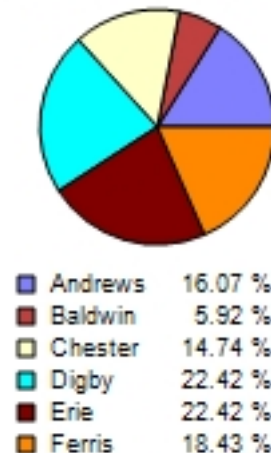
Selected Financial Statistics

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	9.9%	-10.4%	11.4%	16.7%	10.4%	16.9%
Asset Turnover	1.07	0.61	1.35	1.23	1.65	1.33
ROA	10.6%	-6.4%	15.3%	20.6%	17.1%	22.5%
Leverage	1.2	2.0	1.1	1.1	1.0	1.1
ROE	12.5%	-12.5%	16.5%	23.0%	17.8%	24.7%
Emergency Loan	\$0	\$50,988,135	\$0	\$0	\$0	\$0
Sales	\$212,375,858	\$78,285,352	\$194,779,200	\$296,353,853	\$296,323,193	\$243,530,055
EBIT	\$35,565,944	(\$4,181,807)	\$34,738,882	\$78,963,610	\$48,293,797	\$65,012,376
Profits	\$20,993,573	(\$8,154,849)	\$22,128,668	\$49,543,713	\$30,763,149	\$41,040,239
Cumulative Profit	\$106,959,094	\$28,810,961	\$91,848,622	\$165,666,654	\$109,834,900	\$123,618,506
SG&A / Sales	9.3%	21.4%	7.9%	7.5%	4.8%	9.8%
Contrib. Margin %	34.9%	32.1%	31.8%	40.2%	25.7%	43.9%

Percent of Sales C142325



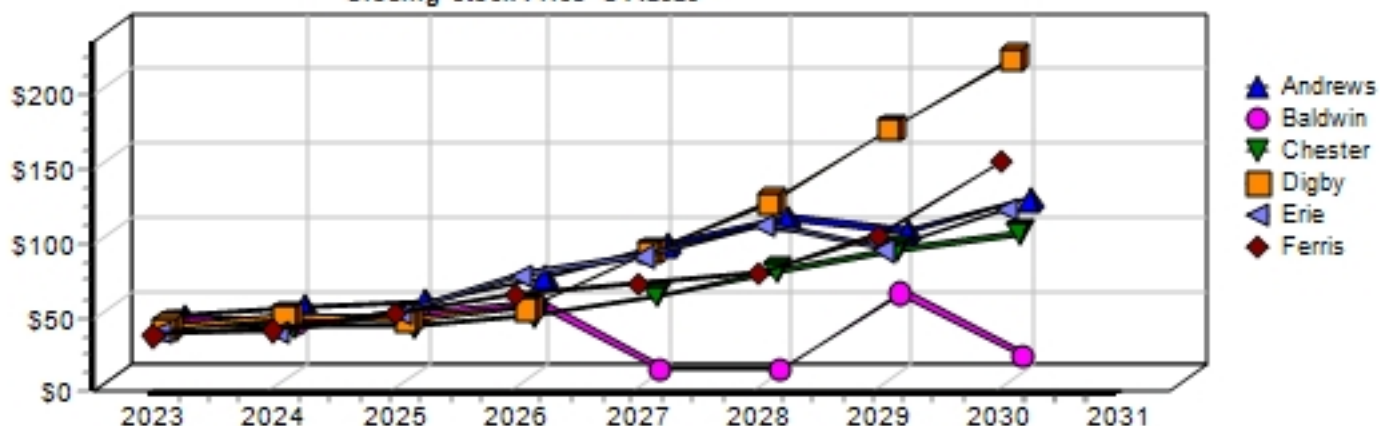
\$ Market Share C142325



Stock Market Summary

Company	Close	Change	Shares	MarketCap (\$M)	Book Value Per Share	EPS	Dividend	Yield	P/E
Andrews	\$113.02	\$20.57	2,379,947	\$269	\$70.48	\$8.82	\$0.50	0.4%	12.8
Baldwin	\$11.80	(\$40.57)	2,296,467	\$27	\$28.46	(\$3.55)	\$0.00	0.0%	-3.3
Chester	\$95.89	\$11.51	2,576,284	\$247	\$52.18	\$8.59	\$1.00	1.0%	11.2
Digby	\$216.86	\$47.92	2,085,352	\$452	\$103.31	\$23.76	\$0.00	0.0%	9.1
Erie	\$117.58	\$27.95	2,370,248	\$279	\$72.87	\$12.98	\$0.50	0.4%	9.1
Ferris	\$151.72	\$48.22	2,273,718	\$345	\$73.08	\$18.05	\$1.00	0.7%	8.4

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	11.5%	97.87	AAA	Digby	11.3S2034	\$360,000	11.5%	98.17	AAA
	11.8S2036	\$2,000,000	11.9%	99.18	AAA		11.8S2035	\$200,000	11.8%	99.64	AAA
	11.3S2039	\$18,000,000	11.7%	96.27	AAA		10.9S2038	\$10,300,000	11.5%	95.02	AAA
Baldwin	12.6S2037	\$200,000	13.8%	91.58	B	Erie					
Chester						Ferris	11.7S2040	\$5,000,000	11.8%	98.86	AAA

Next Year's Prime Rate 10.50%

Financial Summary



C142325

Round: 7
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Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
CashFlows from operating activities						
Net Income(Loss)	\$20,994	(\$8,155)	\$22,129	\$49,544	\$30,763	\$41,040
Adjustment for non-cash items:						
Depreciation	\$18,045	\$12,523	\$11,667	\$18,187	\$13,440	\$17,927
Extraordinary gains/losses/writeoffs	\$0	\$0	\$0	\$0	\$0	\$0
Changes in current assets and liabilities						
Accounts payable	(\$8,446)	\$1,265	\$1,803	\$1,394	(\$1,866)	(\$3,020)
Inventory	\$27,701	(\$46,118)	\$0	(\$1,163)	\$44,240	\$534
Accounts Receivable	\$113	\$7,453	(\$2,126)	(\$1,378)	(\$3,264)	\$701
Net cash from operations	\$58,408	(\$33,032)	\$33,472	\$66,584	\$83,313	\$57,181
Cash flows from investing activities						
Plant improvements(net)	\$0	\$0	(\$12,300)	(\$27,000)	(\$16,800)	(\$31,700)
Cash flows from financing activities						
Dividends paid	(\$1,190)	\$0	(\$2,576)	\$0	(\$1,185)	(\$2,274)
Sales of common stock	\$17,000	\$0	\$0	\$0	\$2,500	\$0
Purchase of common stock	\$0	\$0	(\$10,000)	\$0	\$0	\$0
Cash from long term debt issued	\$0	\$0	\$0	\$0	\$0	\$5,000
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of current debt	(\$44,360)	(\$20,850)	(\$20,850)	(\$19,788)	(\$14,228)	(\$20,850)
Cash from current debt borrowing	\$0	\$0	\$0	\$0	\$0	\$0
Cash from emergency loan	\$0	\$50,988	\$0	\$0	\$0	\$0
Net cash from financing activities	(\$28,550)	\$30,138	(\$33,426)	(\$19,788)	(\$12,914)	(\$18,124)
Net change in cash position	\$29,858	(\$2,894)	(\$12,254)	\$19,796	\$53,600	\$7,357
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$29,858	\$0	\$69,227	\$40,757	\$60,873	\$10,110
Accounts Receivable	\$20,365	\$6,434	\$13,341	\$8,119	\$12,178	\$20,016
Inventory	\$0	\$51,826	\$0	\$23,194	\$7,558	\$0
Total Current Assets	\$50,223	\$58,260	\$82,568	\$72,070	\$80,609	\$30,126
Plant and equipment	\$270,678	\$187,840	\$175,000	\$296,200	\$201,600	\$268,900
Accumulated Depreciation	(\$121,991)	(\$118,077)	(\$112,948)	(\$127,560)	(\$102,293)	(\$116,673)
Total Fixed Assets	\$148,687	\$69,763	\$62,052	\$168,640	\$99,307	\$152,227
Total Assets	\$198,909	\$128,023	\$144,620	\$240,710	\$179,915	\$182,353
Accounts Payable	\$8,176	\$11,474	\$10,187	\$14,421	\$7,196	\$11,180
Current Debt	\$0	\$50,988	\$0	\$0	\$0	\$0
Total Current Liabilities	\$8,176	\$62,462	\$10,187	\$14,421	\$7,196	\$11,180
Long Term Debt	\$23,000	\$200	\$0	\$10,860	\$0	\$5,000
Total Liabilities	\$31,176	\$62,662	\$10,187	\$25,281	\$7,196	\$16,180
Common Stock	\$49,881	\$20,093	\$40,960	\$24,369	\$45,930	\$30,874
Retained Earnings	\$117,852	\$45,268	\$93,473	\$191,060	\$126,790	\$135,299
Total Equity	\$167,733	\$65,361	\$134,433	\$215,429	\$172,719	\$166,173
Total Liabilities & Owners Equity	\$198,909	\$128,023	\$144,620	\$240,710	\$179,915	\$182,353
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$212,376	\$78,285	\$194,779	\$296,354	\$296,323	\$243,530
Variable Costs(Labor,Material,Carry)	\$138,229	\$53,164	\$132,790	\$177,079	\$220,245	\$136,557
Contribution Margin	\$74,147	\$25,121	\$61,989	\$119,275	\$76,078	\$106,973
Depreciation	\$18,045	\$12,523	\$11,667	\$18,187	\$13,440	\$17,927
SGA(R&D,Promo,Sales,Admin)	\$19,686	\$16,781	\$15,433	\$22,124	\$14,219	\$23,784
Other(Fees,Writeoffs,TQM,Bonuses)	\$850	\$0	\$150	\$0	\$125	\$250
EBIT	\$35,566	(\$4,182)	\$34,739	\$78,964	\$48,294	\$65,012
Interest(Short term,Long term)	\$2,609	\$8,364	\$0	\$1,187	\$0	\$585
Taxes	\$11,535	(\$4,391)	\$12,159	\$27,222	\$16,903	\$22,550
Profit Sharing	\$428	\$0	\$452	\$1,011	\$628	\$838
Net Profit	\$20,994	(\$8,155)	\$22,129	\$49,544	\$30,763	\$41,040

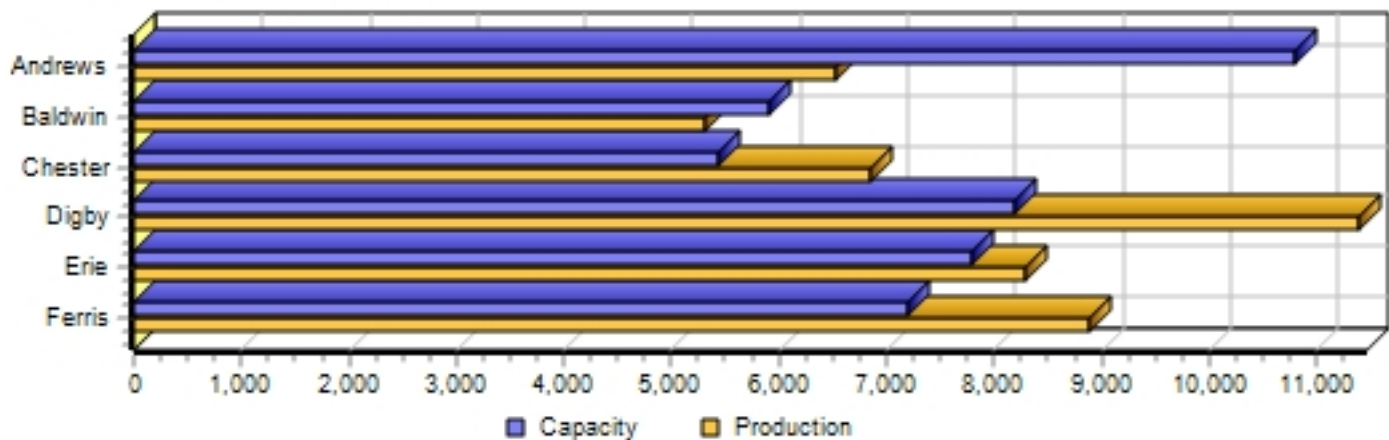
Production Analysis

CAPSTONE
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C142325

Round: 7
Dec. 31, 2030

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	Low	1,604	0	11/4/2030	2.4	15500	9.2	11.0	\$25.99	\$8.60	\$8.87	31%	0%	5.0	2,499	30%
Acre	Low	2,878	0	4/29/2030	4.0	14000	5.4	14.7	\$20.49	\$5.64	\$7.39	37%	0%	6.0	2,899	99%
Adam	High	1,390	0	4/10/2031	3.6	23000	11.7	8.4	\$39.49	\$12.55	\$10.35	41%	0%	4.0	1,400	99%
Aft	Pfmrn	308	0	4/10/2031	4.4	25000	12.5	14.0	\$33.99	\$12.09	\$10.35	33%	0%	4.0	1,199	26%
Agape	Size	300	0	5/21/2031	3.8	19000	6.1	7.5	\$33.99	\$10.31	\$10.35	36%	0%	4.0	1,299	16%
Astor	Low	1,477	0	4/28/2030	2.2	14000	7.0	13.0	\$24.49	\$6.74	\$10.35	27%	0%	4.0	1,499	66%
Baker	Trad	361	1,376	10/27/2031	4.5	14000	7.5	12.2	\$26.99	\$7.18	\$7.59	19%	0%	6.0	1,800	86%
Bead	Low	1,356	0	9/24/2030	2.2	17000	4.0	15.5	\$21.00	\$5.82	\$6.07	46%	0%	7.0	1,400	83%
Bid		0	870	10/12/2030	2.3	22500	13.0	6.9	\$42.00	\$13.34	\$9.26	NA	0%	4.9	900	97%
Bold	Pfmrn	580	0	11/24/2030	2.5	25000	14.4	12.5	\$34.50	\$13.17	\$10.63	32%	0%	4.0	600	97%
Buddy	Size	608	0	11/10/2030	2.1	18000	7.5	5.6	\$33.00	\$11.07	\$10.63	38%	0%	4.0	600	97%
Bond		0	580	11/6/2031	2.9	17000	2.0	18.3	\$30.00	\$6.01	\$15.18	0%	0%	1.0	600	97%
Cake	Trad	2,381	0	12/23/2030	1.1	16000	9.1	9.9	\$26.00	\$9.09	\$5.80	43%	33%	7.5	2,000	132%
Cedar	Low	1,190	0	1/25/2030	2.5	14000	5.0	16.3	\$19.00	\$5.08	\$2.96	57%	0%	9.0	1,500	85%
Cid	High	992	0	9/27/2030	1.3	23000	13.5	5.8	\$38.00	\$14.03	\$12.41	31%	11%	3.0	950	110%
Coat	Pfmrn	893	0	3/17/2031	2.4	25000	14.1	11.9	\$33.50	\$13.15	\$13.73	19%	50%	3.0	600	149%
Cure	Size	1,190	0	9/14/2030	1.3	19000	8.1	4.0	\$31.00	\$12.18	\$14.67	14%	100%	3.0	600	198%
Cap	Trad	198	0	7/24/2030	2.0	16000	10.7	9.4	\$29.00	\$9.78	\$17.28	7%	54%	1.0	130	153%
Daze	Trad	3,167	0	4/19/2031	2.3	14000	8.0	12.0	\$23.99	\$7.41	\$6.02	43%	50%	7.5	1,800	149%
Dell	Low	3,684	0	3/30/2031	2.7	12000	4.0	16.0	\$17.49	\$4.14	\$5.36	45%	75%	8.0	2,000	173%
Duck	High	1,272	0	8/20/2032	3.5	20000	12.3	7.7	\$40.00	\$12.09	\$6.40	53%	20%	7.0	1,000	119%
Dot		0	1,170	1/19/2030	3.8	29000	13.0	13.0	\$37.00	\$13.67	\$5.93	NA	0%	7.0	800	87%
Dune	Size	897	0	1/20/2032	3.6	18000	6.8	6.6	\$32.00	\$10.52	\$7.41	43%	0%	6.0	800	99%
Drone	High	1,188	0	10/1/2030	1.5	20000	13.4	6.6	\$35.00	\$12.82	\$9.96	37%	33%	5.0	900	132%
Dhoti	Low	1,391	0	3/21/2030	0.8	14000	8.0	11.0	\$24.99	\$7.76	\$12.86	17%	100%	5.0	900	155%
Duke		0	0	9/11/2031	0.0	0	0.0	0.0	\$0.00	\$0.00	\$0.00	0%	0%	5.0	900	0%
Eat	Trad	1,498	0	4/23/2031	2.4	16500	7.8	11.7	\$23.50	\$8.20	\$11.76	14%	0%	4.0	1,800	83%
Ebb	Low	2,032	0	9/13/2030	3.2	14000	5.0	15.0	\$16.40	\$5.40	\$8.82	14%	0%	5.0	1,900	53%
Echo	High	1,840	298	3/12/2031	3.7	23000	11.6	8.5	\$40.50	\$12.49	\$11.76	36%	0%	4.0	900	89%
Edge	Pfmrn	1,698	0	5/14/2030	3.3	27000	13.0	12.8	\$32.50	\$13.11	\$10.31	29%	55%	5.0	1,100	154%
Egg	Size	1,075	0	10/3/2029	3.0	17500	7.5	6.6	\$32.50	\$10.49	\$14.01	24%	67%	3.0	600	166%
EAT2.0	Trad	2,297	0	3/18/2028	2.8	17000	8.5	11.5	\$27.50	\$8.65	\$12.00	24%	53%	5.0	1,500	153%
Fast	Trad	3,169	0	11/14/2030	1.3	17500	9.2	10.8	\$26.90	\$9.26	\$5.25	46%	60%	8.0	2,000	158%
Feat	Low	2,871	0	10/14/2030	3.7	15500	4.6	15.6	\$21.80	\$5.52	\$5.18	51%	53%	7.0	2,150	151%
Fist	High	891	0	11/1/2031	3.5	24000	12.5	7.5	\$36.70	\$13.42	\$7.41	43%	0%	6.0	900	99%
Foam	Pfmrn	1,089	0	8/20/2031	4.2	25000	13.5	13.6	\$31.80	\$12.60	\$9.03	31%	83%	9.0	800	182%
Fume	Size	892	0	6/30/2030	2.6	19000	7.8	5.6	\$31.80	\$11.43	\$8.53	38%	46%	6.0	600	144%
Farr		0	0	3/12/2030	2.8	24000	12.0	8.0	\$22.00	\$0.00	\$0.00	0%	0%	6.0	700	0%
Fume_2		0	0	7/12/2030	0.5	20000	8.2	5.0	\$31.00	\$0.00	\$0.00	0%	0%	1.0	250	0%
Fast_2		0	0	3/23/2030	0.8	17000	9.0	10.7	\$26.00	\$0.00	\$0.00	0%	0%	1.0	250	0%

Traditional Statistics

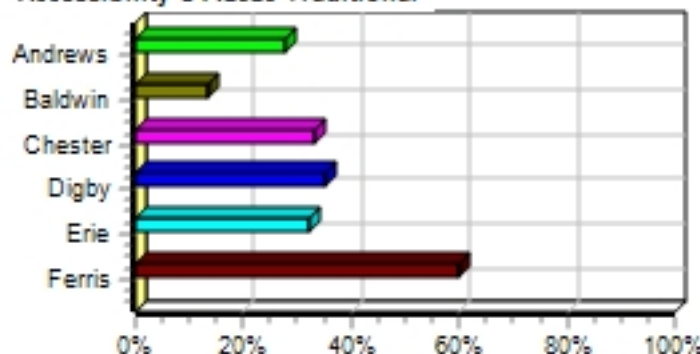
Total Industry Unit Demand 13,633
Actual Industry Unit Sales 13,633
Segment % of Total Industry 25.4%

Next Year's Segment Growth Rate 9.6%

Traditional Customer Buying Criteria

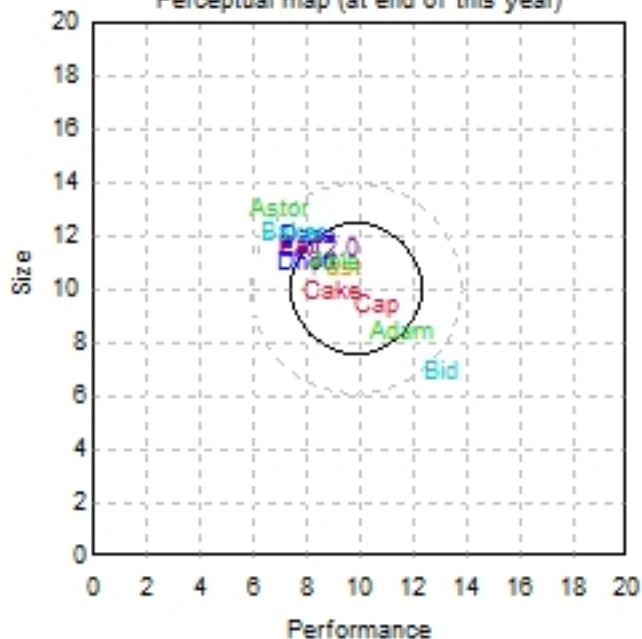
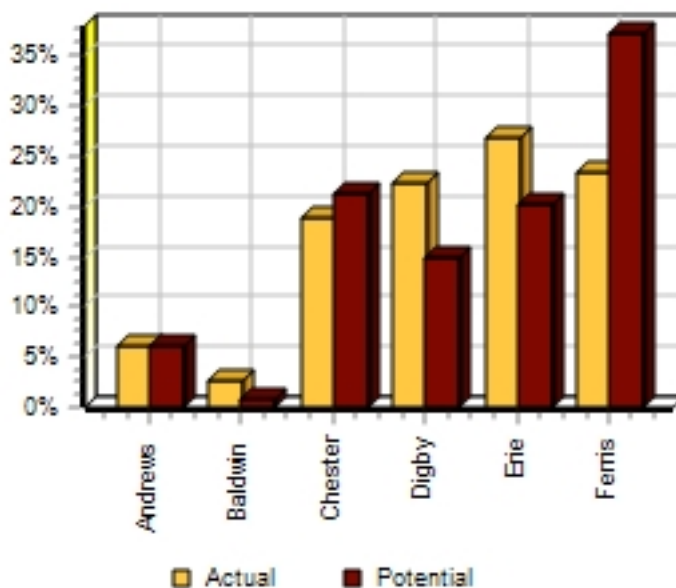
	Expectations	Importance
1. Age	Ideal Age = 2.0	47%
2. Price	\$16.50 - 26.50	23%
3. Ideal Position	Pfmm 9.9 Size 10.1	21%
4. Reliability	MTBF 14000-19000	9%

Accessibility C142325 Traditional



Perceptual Map for Traditional

Perceptual map (at end of this year)

Actual vs Potential Market Share
2030 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	23%	3,169	11/14/2030	YES	9.2	10.8	\$26.90	17500	1.27	\$2,050	100%	\$1,850	60%	27
Daze	18%	2,479	4/19/2031	YES	8.0	12.0	\$23.99	14000	2.29	\$1,300	69%	\$900	35%	13
Cake	17%	2,381	12/23/2030	YES	9.1	9.9	\$26.00	16000	1.07	\$900	56%	\$900	33%	15
EAT2.0	17%	2,297	3/18/2028	YES	8.5	11.5	\$27.50	17000	2.79	\$600	38%	\$700	32%	8
Eat	10%	1,361	4/23/2031	YES	7.8	11.7	\$23.50	16500	2.40	\$200	12%	\$500	32%	11
Dhoti	4%	569	3/21/2030	YES	8.0	11.0	\$24.99	14000	0.78	\$1,000	46%	\$900	35%	5
Able	4%	555	11/4/2030	YES	9.2	11.0	\$25.99	15500	2.40	\$1,000	64%	\$800	28%	22
Baker	3%	361	10/27/2031		7.5	12.2	\$26.99	14000	4.54	\$800	48%	\$1,000	14%	0
Astor	2%	265	4/28/2030	YES	7.0	13.0	\$24.49	14000	2.25	\$1,000	55%	\$1,000	28%	0
Cap	1%	198	7/24/2030	YES	10.7	9.4	\$29.00	16000	1.98	\$400	11%	\$500	33%	8

Low End Statistics

Total Industry Unit Demand 19,468
Actual Industry Unit Sales 17,920
Segment % of Total Industry 36.3%

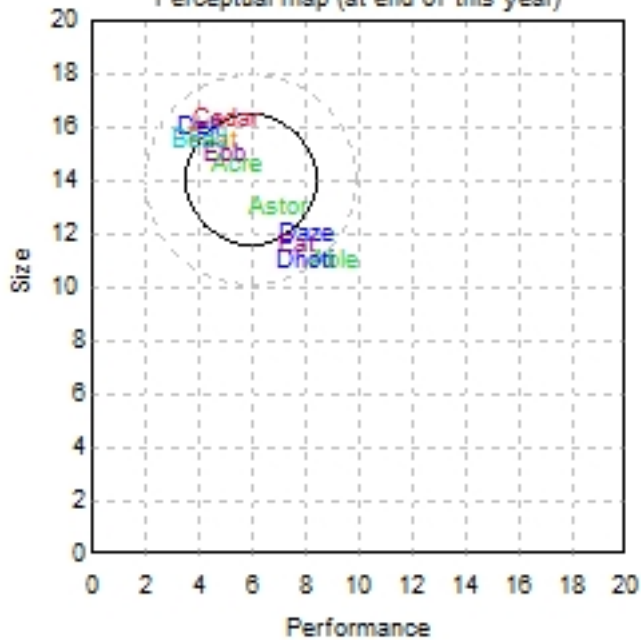
Next Year's Segment Growth Rate 11.5%

Low End Customer Buying Criteria

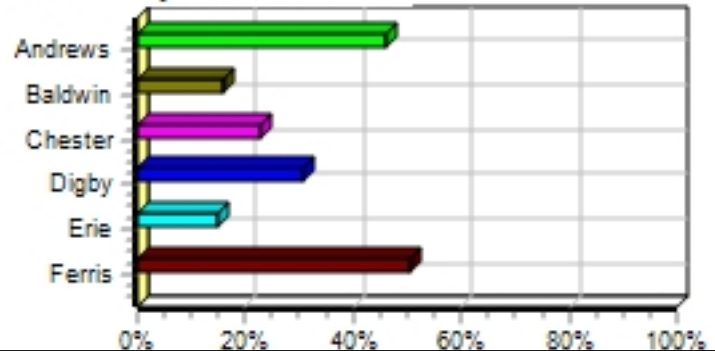
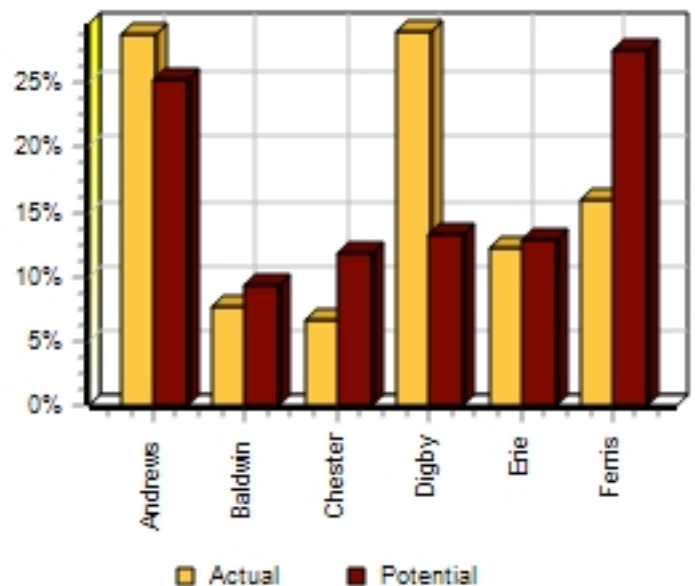
	Expectations	Importance
1. Price	\$11.50 - 21.50	53%
2. Age	Ideal Age = 7.0	24%
3. Ideal Position	Pfmm 5.2 Size 14.8	16%
4. Reliability	MTBF 12000-17000	7%

Perceptual Map for Low End

Perceptual map (at end of this year)



Accessibility C142325 Low End

Actual vs Potential Market Share
2030 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	21%	3,684	3/30/2031	YES	4.0	16.0	\$17.49	12000	2.66	\$900	50%	\$900	31%	4
Acre	16%	2,878	4/29/2030	YES	5.4	14.7	\$20.49	14000	4.01	\$1,100	67%	\$1,100	46%	11
Feat	16%	2,871	10/14/2030	YES	4.6	15.6	\$21.80	15500	3.72	\$1,700	97%	\$1,450	51%	7
Ebb	11%	2,032	9/13/2030	YES	5.0	15.0	\$16.40	14000	3.24	\$650	33%	\$650	15%	11
Bead	8%	1,356	9/24/2030	YES	4.0	15.5	\$21.00	17000	2.15	\$700	42%	\$900	16%	3
Astor	7%	1,212	4/28/2030	YES	7.0	13.0	\$24.49	14000	2.25	\$1,000	55%	\$1,000	46%	1
Cedar	7%	1,190	1/25/2030	YES	5.0	16.3	\$19.00	14000	2.47	\$800	54%	\$1,000	23%	5
Able	6%	1,049	11/4/2030	YES	9.2	11.0	\$25.99	15500	2.40	\$1,000	64%	\$800	46%	0
Dhote	5%	823	3/21/2030	YES	8.0	11.0	\$24.99	14000	0.78	\$1,000	46%	\$900	31%	0
Daze	4%	688	4/19/2031	YES	8.0	12.0	\$23.99	14000	2.29	\$1,300	69%	\$900	31%	1
Eat	1%	137	4/23/2031	YES	7.8	11.7	\$23.50	16500	2.40	\$200	12%	\$500	15%	1

High End Statistics

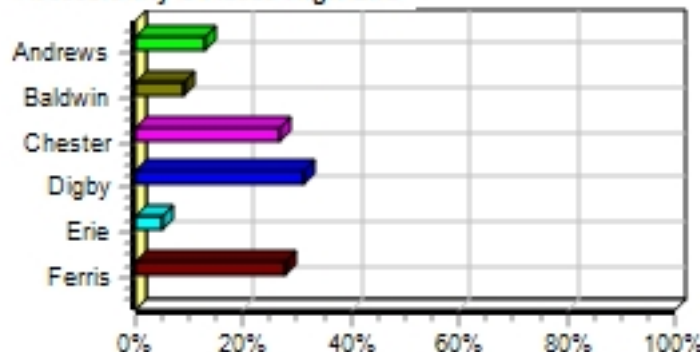
Total Industry Unit Demand 7,574
Actual Industry Unit Sales 7,574
Segment % of Total Industry 14.1%

Next Year's Segment Growth Rate 12.1%

High End Customer Buying Criteria

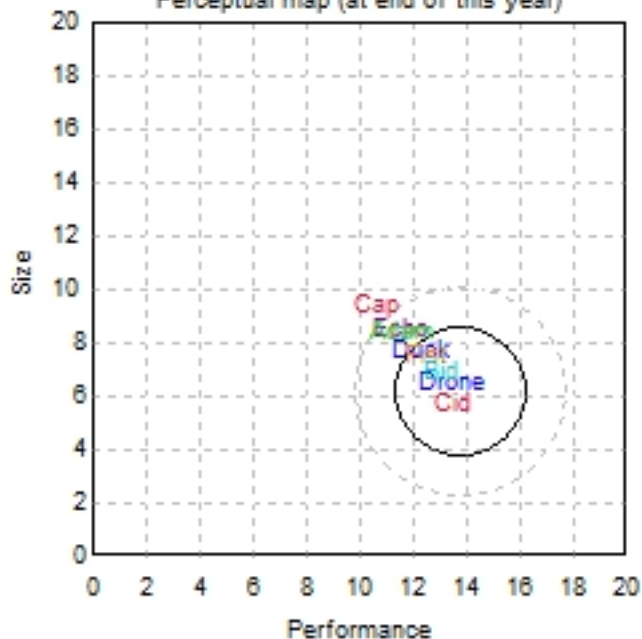
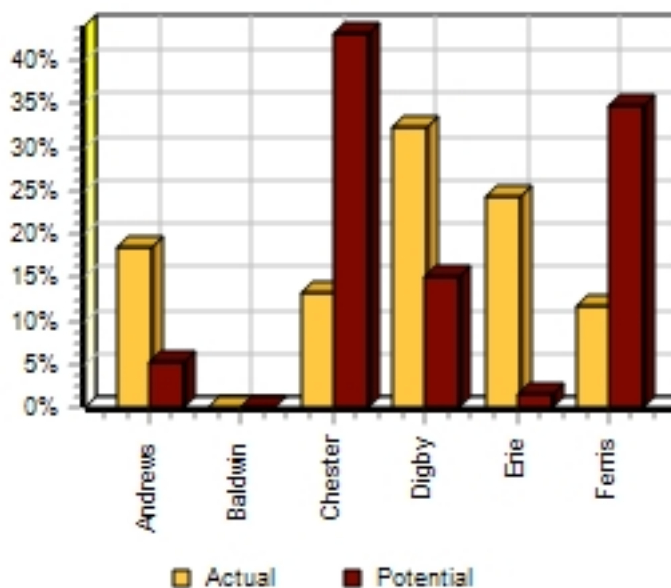
	Expectations	Importance
1. Ideal Position	Pfmm 15.2 Size 4.8	43%
2. Age	Ideal Age = 0.0	29%
3. Reliability	MTBF 20000-25000	19%
4. Price	\$26.50 - 36.50	9%

Accessibility C142325 High End



Perceptual Map for High End

Perceptual map (at end of this year)

Actual vs Potential Market Share
2030 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	24%	1,840	3/12/2031		11.6	8.5	\$40.50	23000	3.73	\$500	37%	\$700	5%	0
Adam	18%	1,390	4/10/2031	YES	11.7	8.4	\$39.49	23000	3.56	\$1,000	66%	\$1,000	13%	1
Duck	17%	1,272	8/20/2032	YES	12.3	7.7	\$40.00	20000	3.51	\$1,000	59%	\$1,250	31%	0
Drone	16%	1,188	10/1/2030	YES	13.4	6.6	\$35.00	20000	1.52	\$1,000	57%	\$900	31%	6
Cid	13%	992	9/27/2030	YES	13.5	5.8	\$38.00	23000	1.27	\$500	48%	\$1,100	27%	10
Fist	12%	891	11/1/2031	YES	12.5	7.5	\$36.70	24000	3.47	\$1,275	76%	\$1,250	28%	4

Performance Statistics

Total Industry Unit Demand 6,596
Actual Industry Unit Sales 4,568
Segment % of Total Industry 12.3%

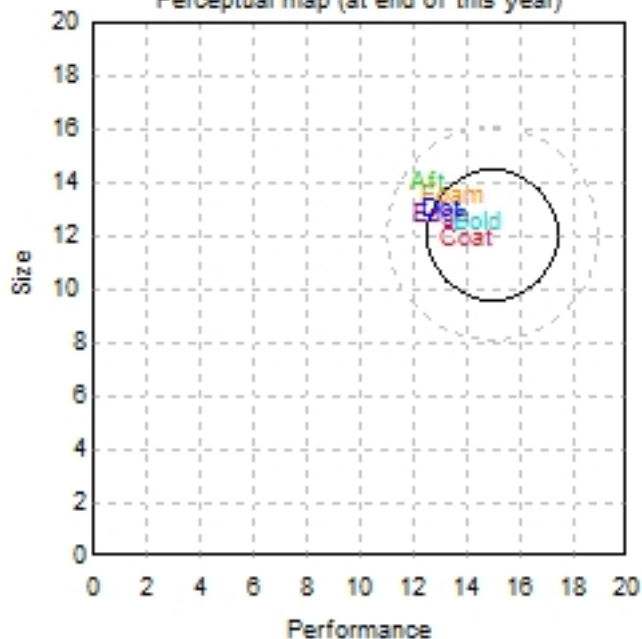
Next Year's Segment Growth Rate 23.2%

Performance Customer Buying Criteria

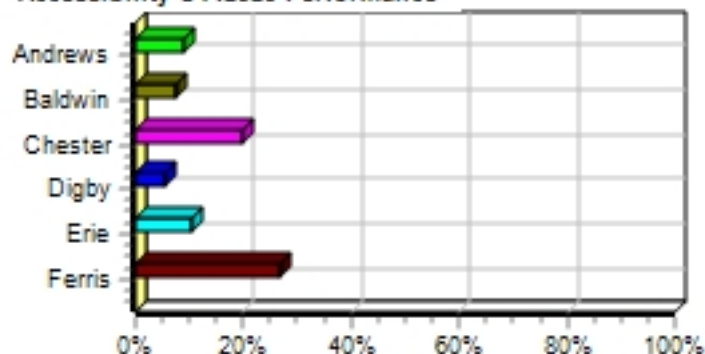
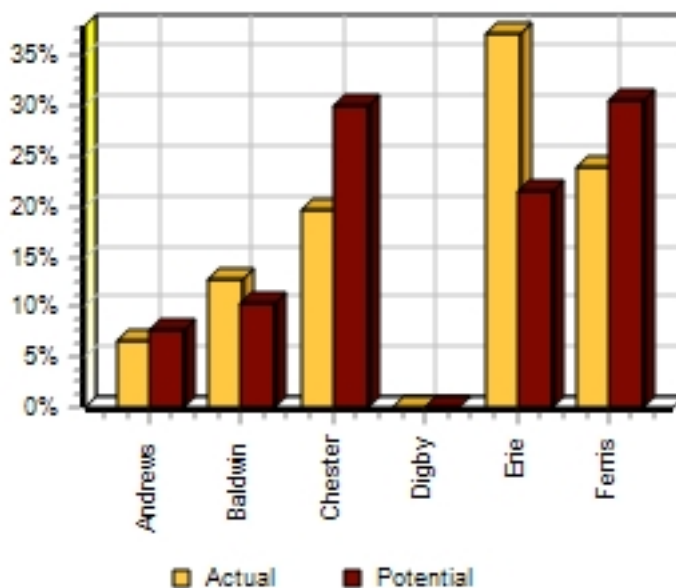
	Expectations	Importance
1. Reliability	MTBF 22000-27000	43%
2. Ideal Position	Pfmn 16.4 Size 11.1	29%
3. Price	\$21.50 - 31.50	19%
4. Age	Ideal Age = 1.0	9%

Perceptual Map for Performance

Perceptual map (at end of this year)



Accessibility C142325 Performance

Actual vs Potential Market Share
2030 C142325 Performance

Top Products in Performance Segment

Name	Market Share	Units Sold to Seg	Revision Date	Stock Out	Pfmn Coord	Size Coord	List Price	MTBF	Age Dec.31	Promo Budget	Cust. Awareness	Sales Budget	Cust. Accessibility	Dec. Cust Survey
Edge	37%	1,698	5/14/2030	YES	13.0	12.8	\$32.50	27000	3.32	\$500	31%	\$600	10%	7
Foam	24%	1,089	8/20/2031	YES	13.5	13.6	\$31.80	25000	4.18	\$1,455	80%	\$1,250	27%	7
Coat	20%	893	3/17/2031	YES	14.1	11.9	\$33.50	25000	2.42	\$900	57%	\$1,100	20%	6
Bold	13%	580	11/24/2030	YES	14.4	12.5	\$34.50	25000	2.53	\$800	44%	\$900	7%	3
Aft	7%	308	4/10/2031	YES	12.5	14.0	\$33.99	25000	4.37	\$500	41%	\$400	9%	1

Size Statistics

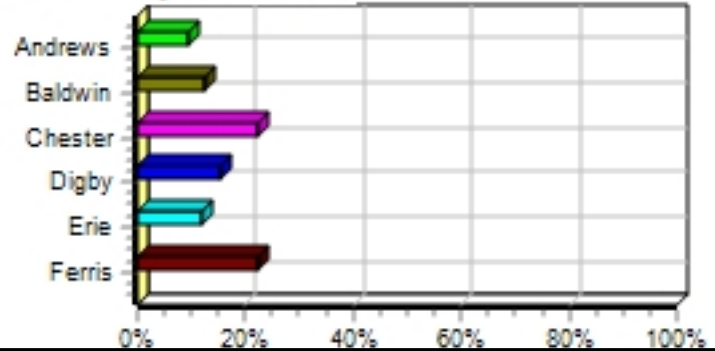
Total Industry Unit Demand 6,351
Actual Industry Unit Sales 4,962
Segment % of Total Industry 11.8%

Next Year's Segment Growth Rate 19.8%

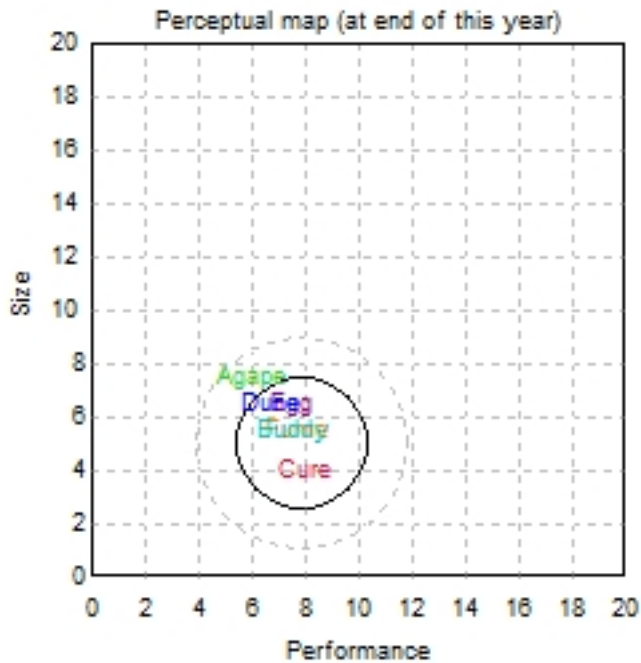
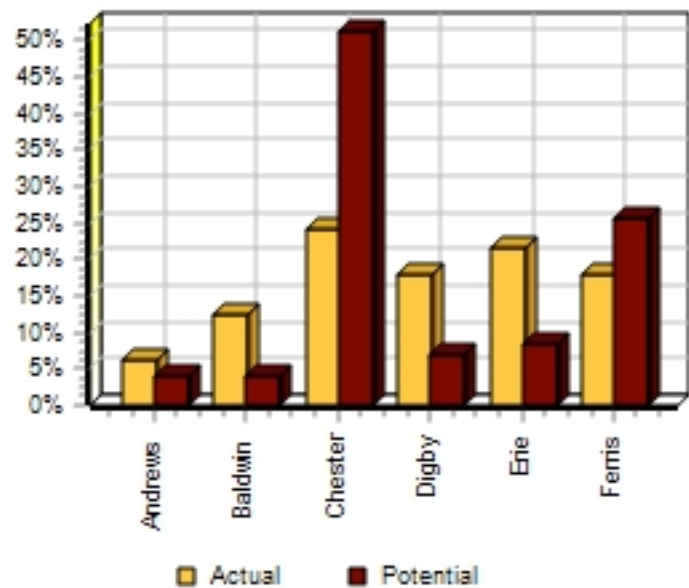
Size Customer Buying Criteria

	Expectations	Importance
1. Ideal Position	Pfmm 8.9 Size 3.6	43%
2. Age	Ideal Age = 1.5	29%
3. Reliability	MTBF 16000-21000	19%
4. Price	\$21.50 - 31.50	9%

Accessibility C142325 Size



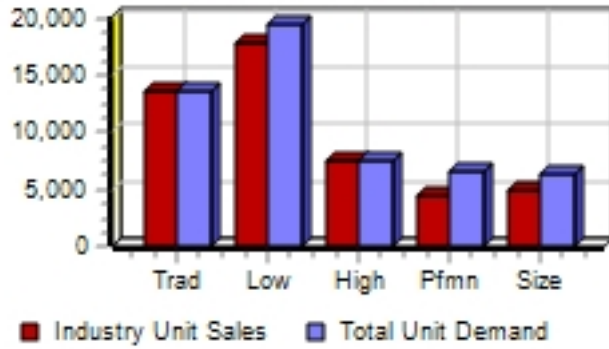
Perceptual Map for Size

Actual vs Potential Market Share
2030 C142325 Size

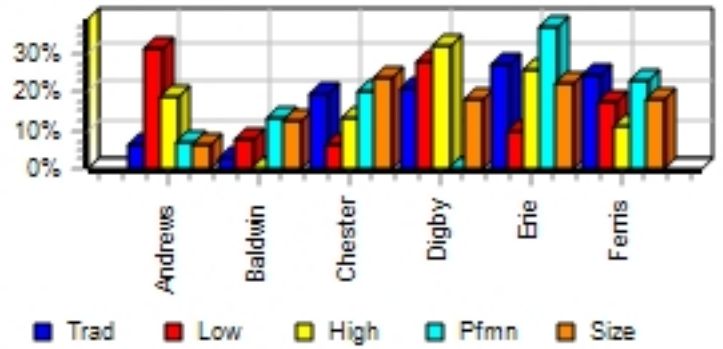
Top Products in Size Segment

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
Cure	24%	1,190	9/14/2030	YES	8.1	4.0	\$31.00	19000	1.31	\$500	40%	\$1,100	22%	21
Egg	22%	1,075	10/3/2029	YES	7.5	6.6	\$32.50	17500	3.00	\$500	32%	\$600	12%	2
Dune	18%	897	1/20/2032	YES	6.8	6.6	\$32.00	18000	3.64	\$1,000	61%	\$900	15%	2
Fume	18%	892	6/30/2030	YES	7.8	5.6	\$31.80	19000	2.64	\$1,100	62%	\$1,080	22%	7
Buddy	12%	608	11/10/2030	YES	7.5	5.6	\$33.00	18000	2.09	\$1,000	57%	\$1,000	12%	5
Agape	6%	300	5/21/2031	YES	6.1	7.5	\$33.99	19000	3.82	\$500	46%	\$400	10%	1

Units Sold vs Demand Chart C142325



Market Share C142325



Actual Market Share in Units

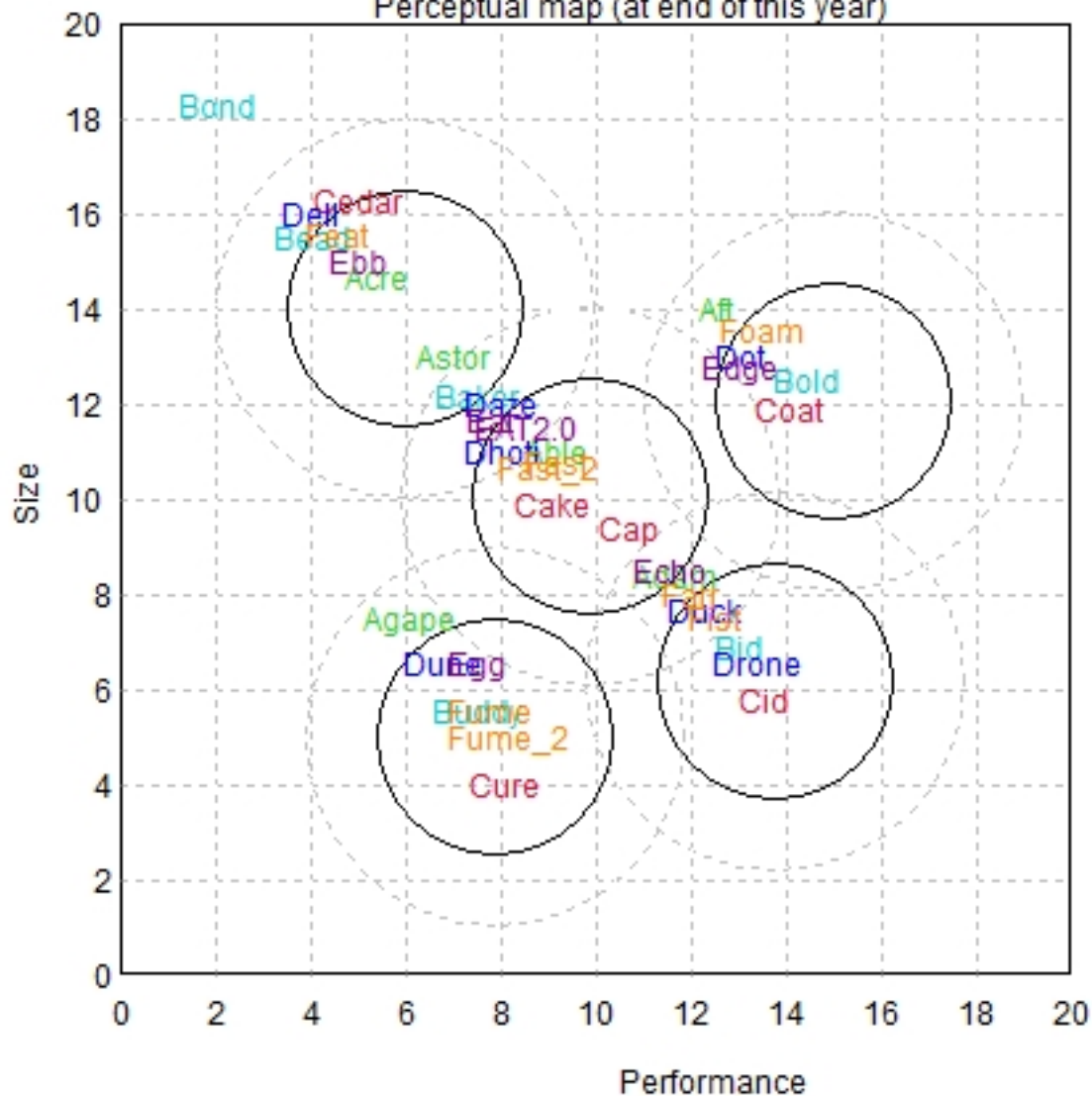
	Trad	Low	High	Pfmn	Size	Total
Industry Unit Sales	13,633	17,920	7,574	4,568	4,962	48,657
% of Market	28.0%	36.8%	15.6%	9.4%	10.2%	100.0%
Able	4.1%	5.9%				3.3%
Acre		16.1%				5.9%
Adam			18.4%			2.9%
Aft				6.7%		0.6%
Agape					6.0%	0.6%
Astor	1.9%	6.8%				3.0%
Total	6.0%	28.7%	18.4%	6.7%	6.0%	16.4%
Baker	2.6%					0.7%
Bead		7.6%				2.8%
Bid						
Bold				12.7%		1.2%
Buddy					12.3%	1.3%
Total	2.6%	7.6%		12.7%	12.3%	6.0%
Cake	17.5%					4.9%
Cedar		6.6%				2.5%
Cid			13.1%			2.0%
Coat				19.6%		1.8%
Cure					24.0%	2.5%
Cap	1.5%					0.4%
Total	18.9%	6.6%	13.1%	19.6%	24.0%	14.1%
Daze	18.2%	3.8%				6.5%
Dell		20.5%				7.6%
Duck			16.8%			2.6%
Dot						
Dune					18.1%	1.8%
Drone			15.7%			2.4%
Dhoti	4.2%	4.6%				2.9%
Total	22.4%	29.0%	32.5%		18.1%	23.8%
Eat	10.0%	0.8%				3.1%
Ebb		11.3%				4.2%
Echo			24.3%			3.8%
Edge				37.2%		3.5%
Egg					21.7%	2.2%
EAT2.0	16.9%					4.7%
Total	26.8%	12.1%	24.3%	37.2%	21.7%	21.5%
Fast	23.2%					6.5%
Feat		16.0%				5.9%
Fist			11.8%			1.8%
Foam				23.8%		2.2%
Fume					18.0%	1.8%
Total	23.2%	16.0%	11.8%	23.8%	18.0%	18.3%

Potential Market Share in Units

	Trad	Low	High	Pfmn	Size	Total
Units Demanded	13,633	19,468	7,574	6,596	6,351	53,622
% of Market	25.4%	36.3%	14.1%	12.3%	11.8%	100.0%
Able	4.7%	0.3%				1.3%
Acre		23.3%				8.4%
Adam			5.4%			0.8%
Aft				7.8%		1.0%
Agape					4.0%	0.5%
Astor	1.3%	1.8%				1.0%
Total	6.1%	25.3%	5.4%	7.8%	4.0%	12.9%
Baker	0.7%					0.2%
Bead		9.3%				3.4%
Bid						
Bold				10.2%		1.3%
Buddy					3.9%	0.5%
Total	0.7%	9.3%		10.2%	3.9%	5.3%
Cake	16.2%					4.1%
Cedar		11.8%				4.3%
Cid			43.1%			6.1%
Coat				29.9%		3.7%
Cure					51.2%	6.1%
Cap	4.9%					1.3%
Total	21.1%	11.8%	43.1%	29.9%	51.2%	25.5%
Daze	12.5%	0.7%				3.4%
Dell		12.6%				4.6%
Duck			2.1%			0.3%
Dot						
Dune					6.9%	0.8%
Drone			13.1%			1.8%
Dhoti	2.3%					0.6%
Total	14.8%	13.3%	15.2%		6.9%	11.6%
Eat	10.4%	0.7%				2.9%
Ebb		12.1%				4.4%
Echo			1.6%			0.2%
Edge				21.6%		2.7%
Egg					8.5%	1.0%
EAT2.0	9.7%					2.5%
Total	20.1%	12.8%	1.6%	21.6%	8.5%	13.7%
Fast	26.6%					6.8%
Feat		26.4%				9.6%
Fist			31.7%			4.5%
Foam				30.5%		3.8%
Fume					13.8%	1.6%
Total	37.2%	27.5%	34.7%	30.5%	25.5%	31.1%

Perceptual Map for All Segments

Perceptual map (at end of this year)



Andrews

Name	Pfmn	Size	Revised
Able	9.2	11.0	11/4/2030
Acre	5.4	14.7	4/29/2030
Adam	11.7	8.4	4/10/2031
Aft	12.5	14.0	4/10/2031
Agape	6.1	7.5	5/21/2031
Astor	7.0	13.0	4/28/2030

Baldwin

Name	Pfmn	Size	Revised
Baker	7.5	12.2	10/27/2031
Bead	4.0	15.5	9/24/2030
Bid	13.0	6.9	10/12/2030
Bold	14.4	12.5	11/24/2030
Buddy	7.5	5.6	11/10/2030
Bond	2.0	18.3	11/6/2031

Chester

Name	Pfmn	Size	Revised
Cake	9.1	9.9	12/23/2030
Cedar	5.0	16.3	1/25/2030
Cid	13.5	5.8	9/27/2030
Coat	14.1	11.9	3/17/2031
Cure	8.1	4.0	9/14/2030
Cap	10.7	9.4	7/24/2030

Digby

Name	Pfmn	Size	Revised
Daze	8.0	12.0	4/19/2031
Dell	4.0	16.0	3/30/2031
Duck	12.3	7.7	8/20/2032
Dot	13.0	13.0	1/19/2030
Dune	6.8	6.6	1/20/2032
Drone	13.4	6.6	10/1/2030
Dhoti	8.0	11.0	3/21/2030

Erie

Name	Pfmn	Size	Revised
Eat	7.8	11.7	4/23/2031
Ebb	5.0	15.0	9/13/2030
Echo	11.6	8.5	3/12/2031
Edge	13.0	12.8	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	9.2	10.8	11/14/2030
Feat	4.6	15.6	10/14/2030
Fist	12.5	7.5	11/1/2031
Foam	13.5	13.6	8/20/2031
Fume	7.8	5.6	6/30/2030
Farr	12.0	8.0	3/12/2030
Fume_2	8.2	5.0	7/12/2030
Fast_2	9.0	10.7	3/23/2030

HUMAN RESOURCES SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Needed Complement	948	786	904	1,168	1,411	785
Complement	948	786	904	1,168	1,411	785
1st Shift Complement	948	786	644	803	1,113	534
2nd Shift Complement	0	0	260	365	298	251
Overtime Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
Turnover Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
New Employees	95	224	280	268	141	79
Separated Employees	759	0	0	0	445	481
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	\$95	\$224	\$280	\$268	\$141	\$79
Separation Cost	\$3,795	\$0	\$0	\$0	\$2,225	\$2,405
Training Cost	\$0	\$0	\$0	\$0	\$0	\$0
Total HR Admin Cost	\$3,890	\$224	\$280	\$268	\$2,366	\$2,484
Labor Contract Next Year						
Wages	\$29.56	\$29.56	\$29.56	\$29.56	\$29.56	\$29.56
Benefits	2,500	2,500	2,500	2,500	2,500	2,500
Profit Sharing	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Annual Raise	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Starting Negotiation Position						
Wages						
Benefits						
Profit Sharing						
Annual Raise						
Ceiling Negotiation Position						
Wages						
Benefits						
Profit Sharing						
Annual Raise						
Adjusted Labor Demands						
Wages						
Benefits						
Profit Sharing						
Annual Raise						
Strike Days						

TQM SUMMARY

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Process Mgt Budgets Last Year						
CPI Systems	\$0	\$0	\$0	\$0	\$0	\$0
VendorJIT	\$0	\$0	\$0	\$0	\$0	\$0
Quality Initiative Training	\$0	\$0	\$0	\$0	\$0	\$0
Channel Support Systems	\$0	\$0	\$0	\$0	\$0	\$0
Concurrent Engineering	\$0	\$0	\$0	\$0	\$0	\$0
UNEP Green Programs	\$0	\$0	\$0	\$0	\$0	\$0
TQM Budgets Last Year						
Benchmarking	\$0	\$0	\$0	\$0	\$0	\$0
Quality Function Deployment Effort	\$0	\$0	\$0	\$0	\$0	\$0
CCE/6 Sigma Training	\$0	\$0	\$0	\$0	\$0	\$0
GEMI TQEM Sustainability Initiatives	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Impacts						
Material Cost Reduction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Labor Cost Reduction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Reduction R&D Cycle Time	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Reduction Admin Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Demand Increase	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

ETHICS SUMMARY

Other (Fees, Writeoffs, etc.) The actual dollar impact. Example, \$120 means Other increased by \$120.
 Demand Factor The % of normal. 98% means demand fell 2%.
 Material Cost Impact The % of normal. 104% means material costs rose 4%.
 Admin Cost Impact The % of normal. 103% means admin costs rose 3%.
 Productivity Impact The % of normal. 104% means productivity increased by 4%.
 Awareness Impact The % of normal. 105% means normal awareness was multiplied by 1.05.
 Accessibility Impact The % of normal. 98% means normal accessibility was multiplied by 0.98.
 Normal means the value that would have been produced if the problem had not been presented.

Total

	No Impact	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Other (Fees, Writeoffs, etc.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Demand Factor	100%	100%	100%	100%	100%	100%	100%
Material Cost Impact	100%	100%	100%	100%	100%	100%	100%
Admin Cost Impact	100%	100%	100%	100%	100%	100%	100%
Productivity Impact	100%	100%	100%	100%	100%	100%	100%
Awareness Impact	100%	100%	100%	100%	100%	100%	100%
Accessibility Impact	100%	100%	100%	100%	100%	100%	100%

Annual Report

Annual Report

Digby

C142325

Round: 7
Dec. 31, 2030

Balance Sheet

DEFINITIONS: Common Size: The common size column simply represents each item as a percentage of total assets for that year. **Cash:** Your end-of-year cash position. **Accounts Receivable:** Reflects the lag between delivery and payment of your products. **Inventories:** The current value of your inventory across all products. A zero indicates your company stocked out. Unmet demand would, of course, fall to your competitors. **Plant & Equipment:** The current value of your plant. **Accum Deprec:** The total accumulated depreciation from your plant. **Accts Payable:** What the company currently owes suppliers for materials and services. **Current Debt:** The debt the company is obligated to pay during the next year of operations. It includes emergency loans used to keep your company solvent should you run out of cash during the year. **Long Term Debt:** The company's long term debt is in the form of bonds, and this represents the total value of your bonds. **Common Stock:** The amount of capital invested by shareholders in the company. **Retained Earnings:** The profits that the company chose to keep instead of paying to shareholders as dividends.

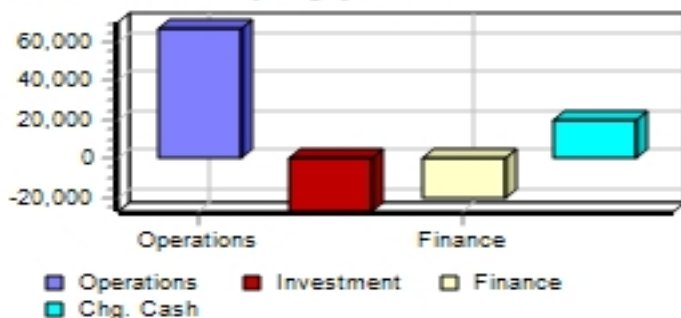
ASSETS		2030 Common Size	2029
Cash	\$40,757	16.9%	\$20,961
Account Receivable	\$8,119	3.4%	\$6,742
Inventory	\$23,194	9.6%	\$22,031
Total Current Assets	\$72,070	29.9%	\$49,734
Plant & Equipment	\$296,200	123.0%	\$269,200
Accumulated Depreciation	(\$127,560)	-53.0%	(\$109,373)
Total Fixed Assets	\$168,640	70.1%	\$159,827
Total Assets	\$240,710	100.0%	\$209,561
LIABILITIES & OWNERS EQUITY			
Accounts Payable	\$14,421	6.0%	\$13,028
Current Debt	\$0	0.0%	\$19,788
Long Term Debt	\$10,860	4.5%	\$10,860
Total Liabilities	\$25,281	10.5%	\$43,676
Common Stock	\$24,369	10.1%	\$24,369
Retained Earnings	\$191,060	79.4%	\$141,517
Total Equity	\$215,429	89.5%	\$165,886
Total Liab. & O. Equity	\$240,710	100.0%	\$209,561

Cash Flow Statement

The **Cash Flow Statement** examines what happened in the Cash Account during the year. Cash injections appear as positive numbers and cash withdrawals as negative numbers. The Cash Flow Statement is an excellent tool for diagnosing emergency loans. When negative cash flows exceed positives, you are forced to seek emergency funding. For example, if sales are bad and you find yourself carrying an abundance of excess inventory, the report would show the increase in inventory as a huge negative cash flow. Too much unexpected inventory could outstrip your inflows, exhaust your starting cash and force you to beg for money to keep your company afloat.

Cash Flows from Operating Activities	2030	2029
Net Income(Loss)	\$49,544	\$44,089
Depreciation	\$18,187	\$16,627
Extraordinary gains/losses/writeoffs	\$0	\$0
Accounts Payable	\$1,394	\$1,840
Inventory	(\$1,163)	(\$22,031)
Accounts Receivable	(\$1,378)	\$11,093
Net cash from operation	\$66,584	\$51,618
Cash Flows from Investing Activities		
Plant Improvements	(\$27,000)	(\$26,600)
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	\$0	(\$19,788)
Change in current debt(net)	(\$19,788)	\$9,788
Net cash from financing activities	(\$19,788)	(\$10,000)
Net change in cash position	\$19,796	\$15,018
Closing cash position	\$40,757	\$20,961

Cash Flow Summary Digby C142325

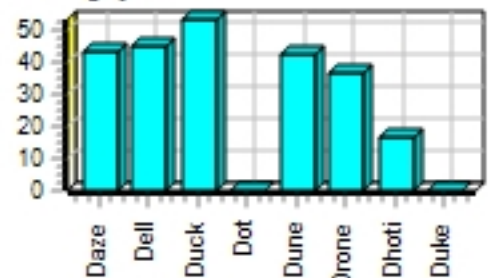


2030 Income Statement

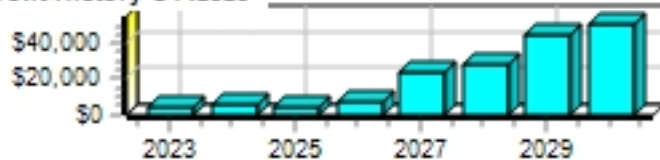
(Product Name)	Daze	Dell	Duck	Dot	Dune	Drone	Dhoti	Duke	2030 Total	Common Size
Sales	\$75,979	\$64,425	\$50,899	\$0	\$28,701	\$41,587	\$34,763	\$0	\$296,354	100.0%
Variable Costs:										
Direct Labor	\$18,999	\$19,692	\$8,123	\$0	\$6,808	\$11,835	\$17,894	\$0	\$83,352	28.1%
Direct Material	\$24,194	\$15,902	\$15,764	\$0	\$9,659	\$14,391	\$11,034	\$0	\$90,944	30.7%
Inventory Carry	\$0	\$0	\$0	\$2,783	\$0	\$0	\$0	\$0	\$2,783	0.9%
Total Variable	\$43,193	\$35,595	\$23,888	\$2,783	\$16,466	\$26,225	\$28,928	\$0	\$177,079	59.8%
Contribution Margin	\$32,786	\$28,830	\$27,012	(\$2,783)	\$12,234	\$15,361	\$5,835	\$0	\$119,275	40.2%
Period Costs:										
Depreciation	\$4,320	\$5,067	\$2,267	\$1,813	\$1,600	\$1,560	\$1,560	\$0	\$18,187	6.1%
SG&A: R&D	\$1,000	\$1,000	\$1,000	\$51	\$1,000	\$761	\$219	\$1,000	\$6,032	2.0%
Promotions	\$1,300	\$900	\$1,000	\$900	\$1,000	\$1,000	\$1,000	\$0	\$7,100	2.4%
Sales	\$900	\$900	\$1,250	\$900	\$900	\$900	\$900	\$0	\$6,650	2.2%
Admin	\$601	\$509	\$402	\$0	\$227	\$329	\$275	\$0	\$2,342	0.8%
Total Period	\$8,121	\$8,376	\$5,919	\$3,665	\$4,727	\$4,550	\$3,954	\$1,000	\$40,311	13.6%
Net Margin	\$24,665	\$20,454	\$21,093	(\$6,448)	\$7,508	\$10,812	\$1,880	(\$1,000)	\$78,964	26.6%

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	\$78,964	26.6%
Short Term Interest	\$0	0.0%
Long Term Interest	\$1,187	0.4%
Taxes	\$27,222	9.2%
Profit Sharing	\$1,011	0.3%
Net Profit	\$49,544	16.7%

Variable Margins
2030 Digby C142325

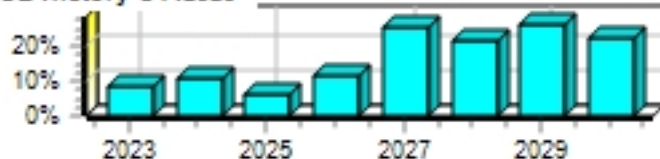
Profit History C142325



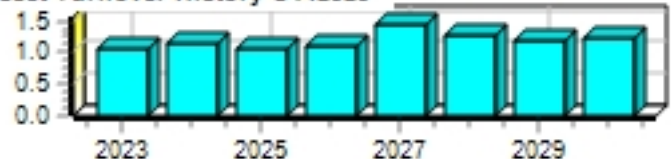
Market Share History C142325



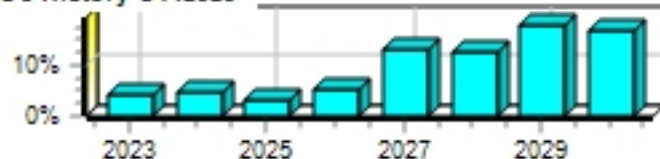
ROE History C142325



Asset Turnover History C142325



ROS History C142325



ROA History C142325

