

Round: 6
Dec. 31,
2027

CAPSTONE[®] COURIER

C131925

Andrews

Sornnarin Bangkedph
 Sutthipong Kultungk
 Thitiwat Pakaphongp
 Pathumma Sitthikorn
 Sophak Srilam
 Wararee Toah-ngern

Baldwin

Wisit Wirojrungson
 Rachaneewan Leekanc
 Santi Mualkijnitaya
 Vikorn Phongsathorn
 Ponglar Porntheeran
 Banphot Wongvisavak

Chester

Marko Heinelo
 Pasan Opaschaitat
 Kanlaya Rattanyu
 Santi Tangsakul
 Sunee Techakulung
 Thongchai Theantong

Digby

Sakarin Yuktanonda
 Supanee Armstrong
 Chayapol Boonlert
 Surachet Chaipet
 Akawut Chuenchom
 Noppakao Loykhwamsu

Erie

Phungjai Tinnasulan
 Wongkanok Kanoktana
 Fa-um Phengsri
 Thanapol Ratanaboon
 Niti Saengchomphu
 Norraron Treecheewa

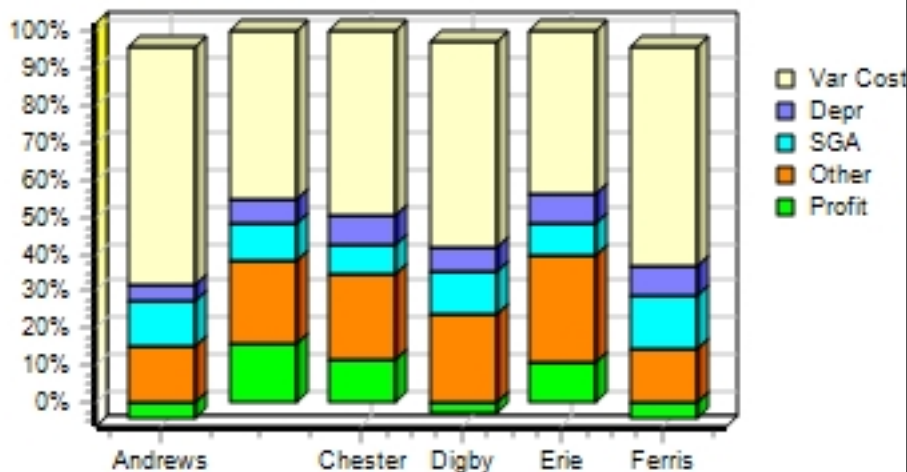
Ferris

Apiram Udomrattanac

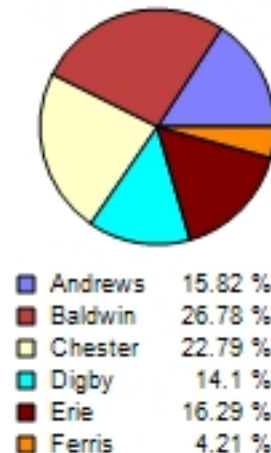
Selected Financial Statistics

| | Andrews | Baldwin | Chester | Digby | Erie | Ferris |
|--------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| ROS | -5.0% | 17.0% | 12.8% | -3.1% | 12.4% | -5.0% |
| Asset Turnover | 1.19 | 0.89 | 0.83 | 1.05 | 0.91 | 0.98 |
| ROA | -5.9% | 15.0% | 10.6% | -3.3% | 11.3% | -4.9% |
| Leverage | 2.8 | 1.8 | 1.9 | 3.6 | 2.0 | 2.9 |
| ROE | -16.6% | 26.6% | 20.4% | -11.7% | 22.4% | -14.1% |
| Emergency Loan | \$46,959,115 | \$0 | \$0 | \$22,534,079 | \$0 | \$0 |
| Sales | \$192,181,818 | \$325,239,909 | \$276,815,740 | \$171,287,194 | \$197,848,190 | \$51,073,425 |
| EBIT | (\$1,851,973) | \$106,184,702 | \$74,202,947 | \$7,677,065 | \$51,147,140 | \$197,635 |
| Profits | (\$9,560,990) | \$55,152,414 | \$35,529,309 | (\$5,357,150) | \$24,455,984 | (\$2,564,383) |
| Cumulative Profit | \$13,969,135 | \$118,204,312 | \$95,304,482 | \$2,141,685 | \$68,046,205 | \$17,432,983 |
| SG&A / Sales | 14.8% | 10.6% | 9.3% | 13.1% | 9.6% | 17.6% |
| Contrib. Margin % | 23.6% | 51.6% | 45.7% | 35.3% | 52.0% | 28.2% |

Percent of Sales C131925



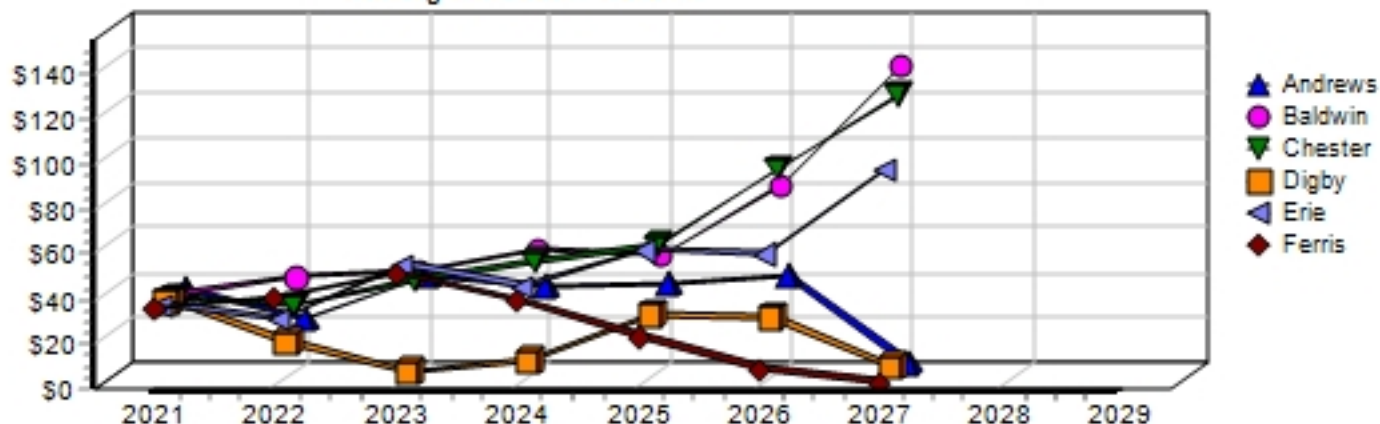
\$ Market Share C131925



Stock Market Summary

| Company | Close | Change | Shares | MarketCap (\$M) | Book Value Per Share | EPS | Dividend | Yield | P/E |
|---------|----------|-----------|-----------|-----------------|----------------------|----------|----------|-------|------|
| Andrews | \$1.00 | (\$39.07) | 2,013,908 | \$2 | \$28.66 | (\$4.75) | \$0.00 | 0.0% | -0.2 |
| Baldwin | \$136.22 | \$53.87 | 3,221,820 | \$439 | \$64.34 | \$17.12 | \$3.00 | 2.2% | 8.0 |
| Chester | \$123.54 | \$32.52 | 2,730,051 | \$337 | \$63.76 | \$13.01 | \$0.00 | 0.0% | 9.5 |
| Digby | \$4.93 | (\$21.41) | 2,000,000 | \$10 | \$22.95 | (\$2.68) | \$0.00 | 0.0% | -1.8 |
| Erie | \$94.21 | \$37.42 | 2,233,609 | \$210 | \$48.83 | \$10.95 | \$2.00 | 2.1% | 8.6 |
| Ferris | \$1.72 | (\$5.15) | 2,000,000 | \$3 | \$9.07 | (\$1.28) | \$0.48 | 27.7% | -1.3 |

Closing Stock Price C131925



Bond Market Summary

| Company | Series# | Face | Yield | Close\$ | S&P | Company | Series# | Face | Yield | Close\$ | S&P |
|---------|-----------|--------------|-------|---------|-----|---------|-----------|--------------|-------|---------|-----|
| Andrews | 12.3S2036 | \$20,000,000 | 14.5% | 84.58 | C | Digby | 11.3S2032 | \$6,000,000 | 13.4% | 84.61 | DDD |
| Baldwin | 12.0S2033 | \$19,660,043 | 12.8% | 94.09 | BB | | 13.3S2033 | \$28,000,000 | 14.8% | 90.05 | DDD |
| | 12.9S2034 | \$20,000,000 | 13.2% | 97.39 | BB | | 15.0S2037 | \$30,000,000 | 15.8% | 95.17 | DDD |
| | 13.1S2035 | \$40,000,000 | 13.4% | 98.11 | BB | Erie | 12.4S2034 | \$10,000,000 | 13.4% | 92.33 | B |
| | 14.3S2036 | \$48,000,000 | 13.7% | 104.03 | BB | | 13.3S2035 | \$22,000,000 | 13.9% | 95.85 | B |
| Chester | 11.3S2032 | \$18,990,000 | 12.5% | 90.41 | B | | 13.1S2036 | \$15,000,000 | 13.8% | 94.60 | B |
| | 12.6S2033 | \$10,000,000 | 13.4% | 94.18 | B | | 13.6S2037 | \$30,000,000 | 14.0% | 96.89 | B |
| | 13.2S2035 | \$12,000,000 | 13.8% | 95.84 | B | Ferris | 14.1S2037 | \$10,671,289 | 15.2% | 92.64 | C |
| | 13.4S2037 | \$35,000,000 | 13.9% | 96.36 | B | | | | | | |

Next Year's Prime Rate 10.00%

Financial Summary

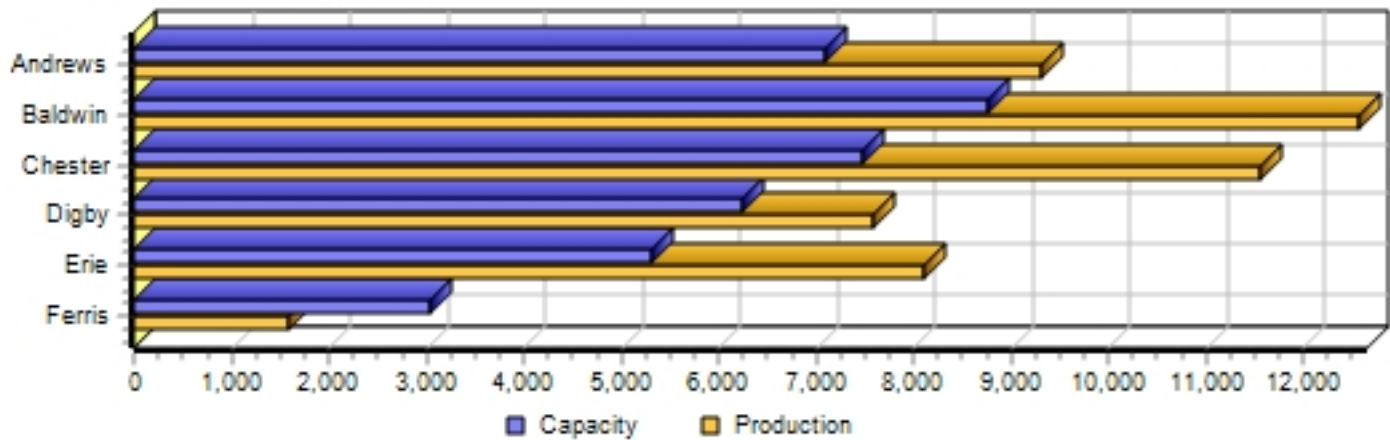


C131925

Round: 6
Dec. 31, 2027

| Cash Flow Statement Survey | Andrews | Baldwin | Chester | Digby | Erie | Ferris |
|--|------------------|------------------|------------------|------------------|------------------|-----------------|
| CashFlows from operating activities | | | | | | |
| Net Income(Loss) | (\$9,561) | \$55,152 | \$35,529 | (\$5,357) | \$24,456 | (\$2,564) |
| Adjustment for non-cash items: | | | | | | |
| Depreciation | \$11,161 | \$23,600 | \$23,421 | \$13,867 | \$17,280 | \$4,687 |
| Extraordinary gains/losses/writeoffs | \$0 | (\$943) | \$0 | \$0 | \$0 | \$0 |
| Changes in current assets and liabilities | | | | | | |
| Accounts payable | \$6,091 | \$2,926 | \$74 | \$543 | \$1,468 | \$332 |
| Inventory | (\$49,092) | \$6,616 | (\$4,103) | (\$15,645) | \$89 | \$4,668 |
| Accounts Receivable | (\$1,057) | (\$5,157) | (\$3,078) | \$736 | (\$3,029) | (\$640) |
| Net cash from operations | (\$42,458) | \$82,195 | \$51,844 | (\$5,857) | \$40,264 | \$6,483 |
| Cash flows from investing activities | | | | | | |
| Plant improvements(net) | (\$9,600) | (\$20,580) | (\$73,400) | (\$25,300) | (\$44,200) | \$0 |
| Cash flows from financing activities | | | | | | |
| Dividends paid | \$0 | (\$9,665) | \$0 | \$0 | (\$4,467) | (\$952) |
| Sales of common stock | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Purchase of common stock | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Cash from long term debt issued | \$0 | \$0 | \$35,000 | \$30,000 | \$30,000 | \$10,671 |
| Early retirement of long term debt | \$0 | (\$30,000) | \$0 | \$0 | \$0 | \$0 |
| Retirement of current debt | \$0 | (\$20,000) | (\$47,709) | (\$21,377) | (\$8,629) | (\$9,185) |
| Cash from current debt borrowing | \$0 | \$20,000 | \$52,042 | \$0 | \$0 | \$7,816 |
| Cash from emergency loan | \$46,959 | \$0 | \$0 | \$22,534 | \$0 | \$0 |
| Net cash from financing activities | \$46,959 | (\$39,665) | \$39,333 | \$31,157 | \$16,904 | \$8,351 |
| Net change in cash position | (\$5,099) | \$21,950 | \$17,778 | \$0 | \$12,968 | \$14,833 |
| Balance Sheet Survey | Andrews | Baldwin | Chester | Digby | Erie | Ferris |
| Cash | \$0 | \$88,488 | \$38,400 | \$0 | \$12,968 | \$14,833 |
| Accounts Receivable | \$15,796 | \$40,098 | \$34,128 | \$14,078 | \$16,261 | \$4,198 |
| Inventory | \$66,517 | \$8,931 | \$29,872 | \$35,683 | \$24,747 | \$8,935 |
| Total Current Assets | \$82,312 | \$137,517 | \$102,399 | \$49,761 | \$53,977 | \$27,966 |
| Plant and equipment | \$167,422 | \$354,000 | \$351,320 | \$208,000 | \$259,200 | \$70,300 |
| Accumulated Depreciation | (\$88,748) | (\$124,254) | (\$118,389) | (\$94,440) | (\$96,200) | (\$46,147) |
| Total Fixed Assets | \$78,674 | \$229,746 | \$232,931 | \$113,560 | \$163,000 | \$24,153 |
| Total Assets | \$160,986 | \$367,263 | \$335,330 | \$163,321 | \$216,977 | \$52,119 |
| Accounts Payable | \$15,455 | \$12,311 | \$12,390 | \$10,042 | \$10,061 | \$2,542 |
| Current Debt | \$67,809 | \$20,000 | \$72,892 | \$43,384 | \$20,850 | \$20,773 |
| Total Current Liabilities | \$83,264 | \$32,311 | \$85,282 | \$53,426 | \$30,911 | \$23,315 |
| Long Term Debt | \$20,000 | \$127,660 | \$75,990 | \$64,000 | \$77,000 | \$10,671 |
| Total Liabilities | \$103,264 | \$159,971 | \$161,272 | \$117,426 | \$107,911 | \$33,987 |
| Common Stock | \$18,860 | \$73,360 | \$53,360 | \$18,360 | \$28,360 | \$18,360 |
| Retained Earnings | \$38,863 | \$133,932 | \$120,698 | \$27,535 | \$80,705 | (\$227) |
| Total Equity | \$57,722 | \$207,292 | \$174,058 | \$45,895 | \$109,065 | \$18,132 |
| Total Liabilities & Owners Equity | \$160,986 | \$367,263 | \$335,330 | \$163,321 | \$216,977 | \$52,119 |
| Income Statement Survey | Andrews | Baldwin | Chester | Digby | Erie | Ferris |
| Sales | \$192,182 | \$325,240 | \$276,816 | \$171,287 | \$197,848 | \$51,073 |
| Variable Costs(Labor,Material,Carry) | \$146,922 | \$157,473 | \$150,224 | \$110,815 | \$94,869 | \$36,670 |
| Contribution Margin | \$45,260 | \$167,767 | \$126,592 | \$60,472 | \$102,979 | \$14,403 |
| Depreciation | \$11,161 | \$23,600 | \$23,421 | \$13,867 | \$17,280 | \$4,687 |
| SGA(R&D,Promo,Sales,Admin) | \$28,451 | \$34,475 | \$25,717 | \$22,429 | \$19,052 | \$8,986 |
| Other(Fees,Writeoffs,TQM,Bonuses) | \$7,500 | \$3,507 | \$3,250 | \$16,500 | \$15,500 | \$534 |
| EBIT | (\$1,852) | \$106,185 | \$74,203 | \$7,677 | \$51,147 | \$198 |
| Interest(Short term,Long term) | \$12,857 | \$19,603 | \$18,427 | \$15,919 | \$12,755 | \$4,143 |
| Taxes | (\$5,148) | \$30,304 | \$19,522 | (\$2,885) | \$13,437 | (\$1,381) |
| Profit Sharing | \$0 | \$1,126 | \$725 | \$0 | \$499 | \$0 |
| Net Profit | (\$9,561) | \$55,152 | \$35,529 | (\$5,357) | \$24,456 | (\$2,564) |

Production Vs. Capacity C131925



| 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 | 1,782 | 0 | 7/7/2027 | 2.1 | 17500 | 8.5 | 11.0 | \$26.49 | \$9.47 | \$7.79 | 35% | 0% | 4.5 | 1,800 | 99% |
| Acre | Low | 1,712 | 1,060 | 4/10/2027 | 5.7 | 14000 | 5.7 | 14.3 | \$16.75 | \$6.27 | \$7.43 | 14% | 100% | 6.0 | 1,400 | 198% |
| Adam | Trad | 150 | 212 | 5/6/2023 | 6.2 | 23000 | 9.5 | 10.0 | \$30.00 | \$11.81 | \$9.59 | 7% | 0% | 3.0 | 900 | 0% |
| Aft | Pfmm | 934 | 465 | 3/23/2027 | 3.2 | 27000 | 15.4 | 11.8 | \$32.00 | \$14.92 | \$10.40 | 18% | 100% | 4.0 | 600 | 198% |
| Agape | Low | 17 | 68 | 5/25/2019 | 8.6 | 19000 | 4.0 | 11.0 | \$22.00 | \$8.85 | \$8.39 | -42% | 0% | 4.0 | 1 | 99% |
| ANew1 | High | 1,367 | 1,009 | 6/6/2027 | 1.5 | 24000 | 14.3 | 5.7 | \$37.00 | \$15.32 | \$11.88 | 20% | 100% | 4.0 | 1,200 | 198% |
| ANew2 | Size | 968 | 311 | 1/26/2028 | 2.4 | 19000 | 7.0 | 6.0 | \$32.00 | \$11.68 | \$9.59 | 29% | 0% | 4.0 | 1,200 | 99% |
| | | | | | | | | | | | | | | | | |
| Baker | Trad | 2,204 | 325 | 2/21/2028 | 3.2 | 17500 | 8.5 | 11.5 | \$25.99 | \$8.30 | \$1.12 | 62% | 29% | 10.0 | 1,700 | 128% |
| Bead | Low | 4,293 | 64 | 2/10/2026 | 6.2 | 14000 | 4.2 | 15.8 | \$16.25 | \$4.65 | \$1.20 | 63% | 66% | 10.0 | 2,650 | 164% |
| Bee | High | 941 | 0 | 3/17/2027 | 0.8 | 25000 | 14.4 | 5.7 | \$37.00 | \$13.99 | \$7.37 | 42% | 85% | 6.0 | 800 | 145% |
| Bold | Pfmm | 1,364 | 0 | 6/30/2027 | 2.0 | 27000 | 15.5 | 11.8 | \$31.80 | \$13.38 | \$7.04 | 36% | 53% | 5.0 | 850 | 151% |
| Buddy | Size | 1,272 | 97 | 1/2/2028 | 3.5 | 20000 | 7.5 | 5.5 | \$31.75 | \$10.99 | \$6.67 | 43% | 28% | 5.0 | 900 | 127% |
| Bead2 | Trad | 1,824 | 57 | 1/20/2027 | 2.9 | 17500 | 9.2 | 10.8 | \$26.49 | \$8.74 | \$1.25 | 61% | 100% | 10.0 | 1,100 | 198% |
| Bid2 | High | 399 | 0 | 9/15/2027 | 1.9 | 20000 | 8.2 | 4.5 | \$32.00 | \$11.53 | \$8.06 | 36% | 0% | 5.0 | 550 | 94% |
| Baker2 | High | 501 | 135 | 9/14/2027 | 1.5 | 27000 | 16.3 | 11.2 | \$37.00 | \$13.81 | \$8.06 | 37% | 0% | 6.0 | 650 | 62% |
| | | | | | | | | | | | | | | | | |
| Cake | Low | 2,523 | 646 | 5/5/2022 | 7.4 | 14000 | 5.7 | 14.3 | \$18.40 | \$5.61 | \$2.56 | 53% | 45% | 10.0 | 2,200 | 144% |
| Cedar | Low | 2,696 | 20 | 4/4/2027 | 5.7 | 14000 | 4.7 | 15.3 | \$18.00 | \$4.97 | \$2.61 | 59% | 57% | 10.0 | 1,400 | 156% |
| Cid | Trad | 1,211 | 571 | 1/3/2028 | 3.9 | 19000 | 8.5 | 11.6 | \$26.50 | \$8.67 | \$4.14 | 48% | 100% | 9.0 | 1,400 | 198% |
| Coat | Pfmm | 1,412 | 604 | 1/15/2028 | 3.5 | 27000 | 14.4 | 12.5 | \$31.80 | \$12.82 | \$4.45 | 39% | 0% | 7.0 | 1,200 | 74% |
| Cure | Trad | 1,188 | 0 | 11/14/2026 | 2.3 | 19000 | 9.2 | 10.8 | \$26.80 | \$9.15 | \$4.14 | 50% | 100% | 9.0 | 1,200 | 198% |
| C_PI | Pfmm | 951 | 0 | 1/15/2027 | 2.2 | 27000 | 15.4 | 11.8 | \$31.60 | \$13.35 | \$5.52 | 40% | 100% | 7.0 | 680 | 198% |
| C_P2 | High | 1,162 | 225 | 12/21/2026 | 1.0 | 25000 | 14.3 | 5.7 | \$37.00 | \$13.97 | \$11.03 | 30% | 100% | 3.0 | 700 | 198% |
| | | | | | | | | | | | | | | | | |
| Daze | Trad | 1,653 | 191 | 8/15/2027 | 1.9 | 17500 | 9.0 | 11.0 | \$25.05 | \$8.62 | \$6.95 | 38% | 0% | 5.0 | 1,800 | 99% |
| Dell | Low | 1,874 | 742 | 5/2/2027 | 5.6 | 14000 | 5.2 | 14.8 | \$17.77 | \$5.29 | \$5.24 | 39% | 37% | 7.0 | 1,600 | 136% |
| Dot | Pfmm | 709 | 0 | 5/21/2027 | 1.7 | 27000 | 15.2 | 12.0 | \$32.08 | \$13.22 | \$9.27 | 29% | 0% | 3.0 | 600 | 99% |
| Dune | Size | 1,310 | 0 | 7/26/2027 | 1.5 | 19000 | 8.2 | 4.6 | \$31.49 | \$11.22 | \$11.48 | 28% | 100% | 3.0 | 600 | 198% |
| DeeNee | High | 693 | 931 | 11/5/2027 | 1.2 | 22000 | 14.3 | 5.7 | \$37.49 | \$13.16 | \$6.25 | 41% | 20% | 6.0 | 1,000 | 119% |
| DeeKwa | High | 129 | 478 | 12/3/2026 | 1.1 | 22000 | 15.5 | 5.5 | \$38.00 | \$13.61 | \$1.16 | 43% | 0% | 10.0 | 1,000 | 99% |
| Dcuk | Size | 50 | 0 | 6/26/2027 | 0.5 | 21000 | 8.9 | 3.6 | \$34.00 | \$12.29 | \$1.43 | 59% | 95% | 10.0 | 200 | 99% |
| | | | | | | | | | | | | | | | | |
| Eat | Trad | 2,541 | 922 | 3/1/2027 | 2.6 | 17500 | 9.2 | 10.8 | \$26.50 | \$8.74 | \$1.28 | 58% | 39% | 10.0 | 1,800 | 136% |
| Ebb | Low | 3,667 | 26 | 1/14/2027 | 5.8 | 14000 | 4.6 | 16.1 | \$16.00 | \$4.71 | \$1.40 | 60% | 100% | 10.0 | 2,400 | 195% |
| Egg | Size | 1,304 | 0 | 7/9/2027 | 2.1 | 21000 | 8.2 | 4.6 | \$32.50 | \$11.75 | \$6.99 | 41% | 100% | 6.0 | 1,000 | 195% |
| Elite | High | 510 | 712 | 4/18/2027 | 2.4 | 25000 | 14.3 | 5.7 | \$38.00 | \$13.96 | \$6.99 | 36% | 100% | 6.0 | 600 | 195% |
| Elon | High | 266 | 0 | 1/11/2028 | 2.5 | 25000 | 13.4 | 6.6 | \$38.00 | \$0.00 | \$0.00 | 40% | 0% | 6.0 | 600 | 0% |
| | | | | | | | | | | | | | | | | |
| Fast | Low | 613 | 184 | 1/29/2024 | 7.4 | 17000 | 5.4 | 14.6 | \$21.00 | \$7.04 | \$8.49 | 22% | 0% | 5.0 | 800 | 99% |
| Fist | High | 427 | 110 | 10/17/2027 | 1.2 | 24000 | 13.5 | 6.5 | \$37.00 | \$14.95 | \$9.90 | 32% | 0% | 4.0 | 950 | 26% |
| Foam | Pfmm | 292 | 80 | 10/24/2027 | 1.2 | 24000 | 14.6 | 12.0 | \$32.00 | \$13.81 | \$9.90 | 25% | 0% | 4.0 | 600 | 58% |
| Fume | Size | 408 | 70 | 10/12/2027 | 1.3 | 18000 | 7.2 | 5.2 | \$32.00 | \$11.95 | \$9.90 | 32% | 0% | 4.0 | 700 | 28% |

Traditional Statistics

Total Industry Unit Demand 12,526
Actual Industry Unit Sales 12,526
Segment % of Total Industry 26.5%

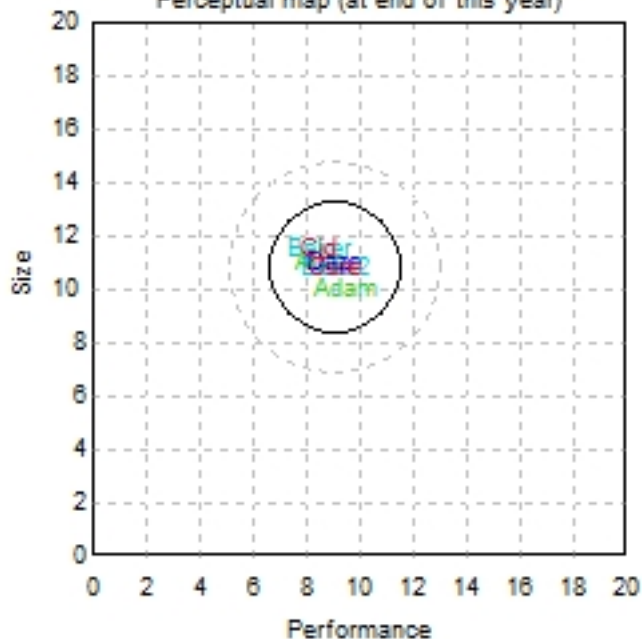
Next Year's Segment Growth Rate 9.2%

Traditional Customer Buying Criteria

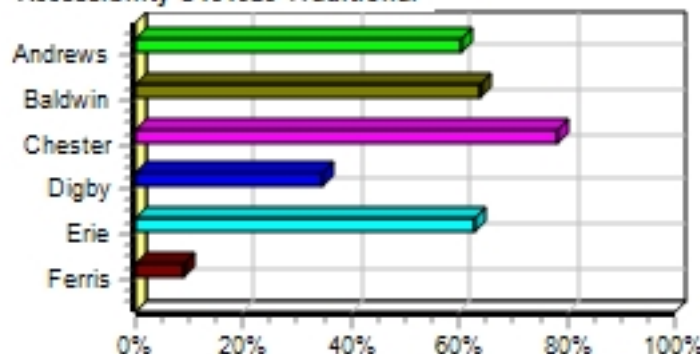
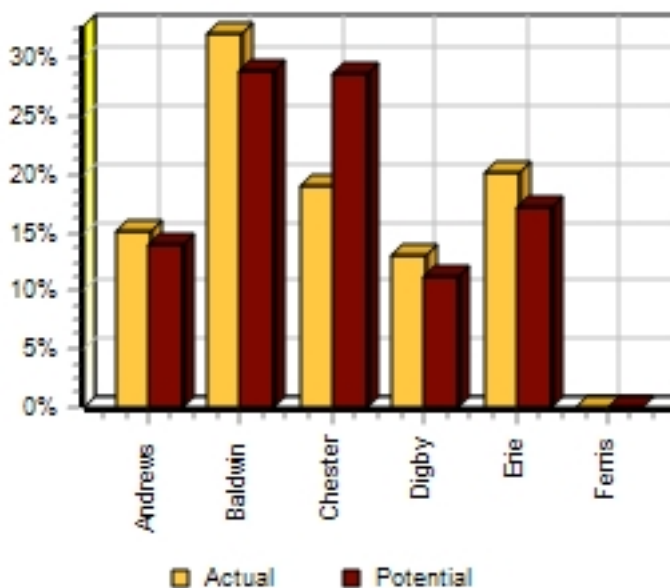
| | Expectations | Importance |
|-------------------|--------------------|------------|
| 1. Age | Ideal Age = 2.0 | 47% |
| 2. Price | \$17.00 - 27.00 | 23% |
| 3. Ideal Position | Pfmm 9.2 Size 10.8 | 21% |
| 4. Reliability | MTBF 14000-19000 | 9% |

Perceptual Map for Traditional

Perceptual map (at end of this year)



Accessibility C131925 Traditional

Actual vs Potential Market Share
2027 C131925 Traditional

Top Products in Traditional Segment

| Name | Market Share | Units Sold to Seg | Revision Date | Stock Out | Pfmm Coord | Size Coord | List Price | MTBF | Age Dec.31 | Promo Budget | Cust. Awareness | Sales Budget | Cust. Accessibility | Dec. Cust Survey |
|-------|--------------|-------------------|---------------|-----------|------------|------------|------------|-------|------------|--------------|-----------------|--------------|---------------------|------------------|
| Eat | 20% | 2,540 | 3/1/2027 | | 9.2 | 10.8 | \$26.50 | 17500 | 2.63 | \$1,500 | 100% | \$2,000 | 63% | 45 |
| Baker | 18% | 2,204 | 2/21/2028 | | 8.5 | 11.5 | \$25.99 | 17500 | 3.21 | \$1,500 | 100% | \$2,000 | 64% | 24 |
| Bead2 | 15% | 1,824 | 1/20/2027 | | 9.2 | 10.8 | \$26.49 | 17500 | 2.88 | \$1,500 | 55% | \$2,000 | 64% | 30 |
| Able | 14% | 1,779 | 7/7/2027 | YES | 8.5 | 11.0 | \$26.49 | 17500 | 2.14 | \$1,500 | 97% | \$2,000 | 60% | 51 |
| Daze | 13% | 1,647 | 8/15/2027 | | 9.0 | 11.0 | \$25.05 | 17500 | 1.93 | \$1,500 | 74% | \$1,500 | 35% | 43 |
| Cid | 10% | 1,211 | 1/3/2028 | | 8.5 | 11.6 | \$26.50 | 19000 | 3.93 | \$1,400 | 93% | \$1,100 | 78% | 14 |
| Cure | 9% | 1,188 | 11/14/2026 | YES | 9.2 | 10.8 | \$26.80 | 19000 | 2.34 | \$1,400 | 92% | \$1,100 | 78% | 59 |
| Adam | 1% | 132 | 5/6/2023 | | 9.5 | 10.0 | \$30.00 | 23000 | 6.18 | \$1,000 | 59% | \$1,000 | 60% | 3 |

Low End Statistics

Total Industry Unit Demand 17,404
Actual Industry Unit Sales 17,404
Segment % of Total Industry 36.8%

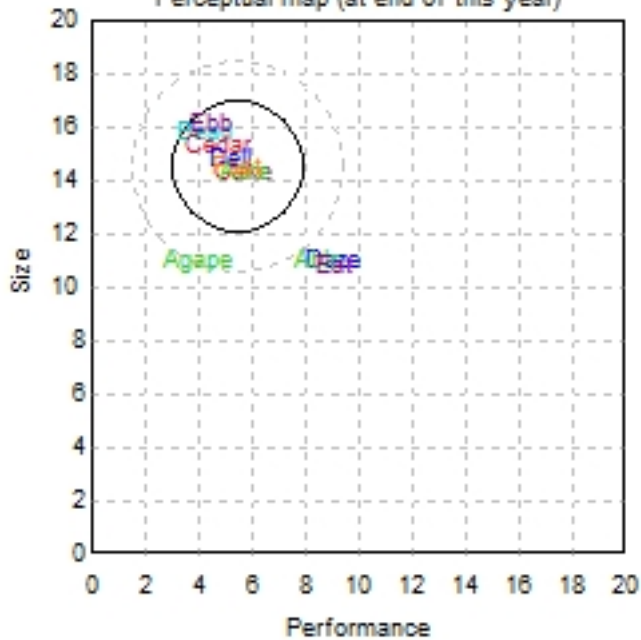
Next Year's Segment Growth Rate 11.7%

Low End Customer Buying Criteria

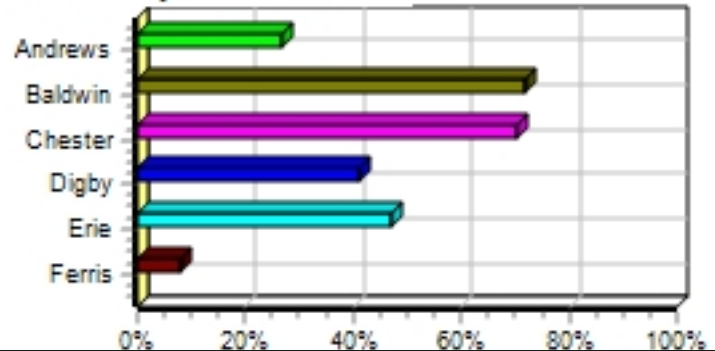
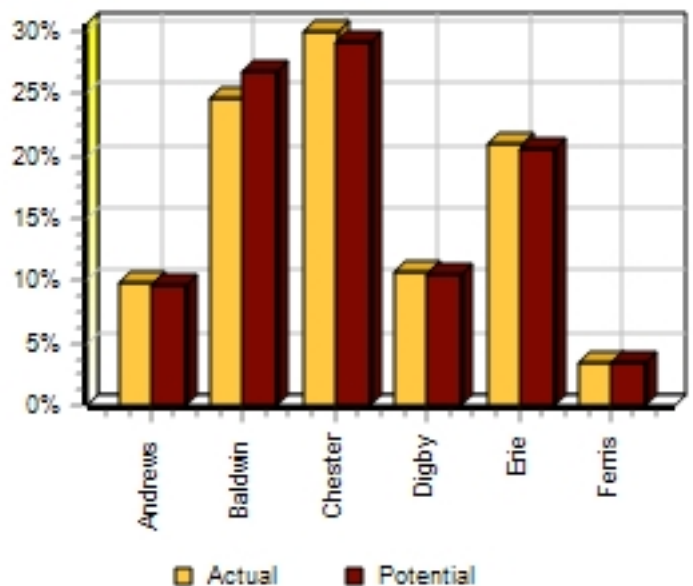
| | Expectations | Importance |
|-------------------|--------------------|------------|
| 1. Price | \$12.00 - 22.00 | 53% |
| 2. Age | Ideal Age = 7.0 | 24% |
| 3. Ideal Position | Pfmm 4.7 Size 15.3 | 16% |
| 4. Reliability | MTBF 12000-17000 | 7% |

Perceptual Map for Low End

Perceptual map (at end of this year)



Accessibility C131925 Low End

Actual vs Potential Market Share
2027 C131925 Low End

Top Products in Low End Segment

| Name | Market Share | Units Sold to Seg | Revision Date | Stock Out | Pfmm Coord | Size Coord | List Price | MTBF | Age Dec.31 | Promo Budget | Cust. Awareness | Sales Budget | Cust. Accessibility | Dec. Cust Survey |
|-------|--------------|-------------------|---------------|-----------|------------|------------|------------|-------|------------|--------------|-----------------|--------------|---------------------|------------------|
| Bead | 25% | 4,293 | 2/10/2026 | | 4.2 | 15.8 | \$16.25 | 14000 | 6.24 | \$1,500 | 100% | \$2,000 | 72% | 54 |
| Ebb | 21% | 3,667 | 1/14/2027 | | 4.6 | 16.1 | \$16.00 | 14000 | 5.78 | \$1,500 | 98% | \$2,000 | 47% | 43 |
| Cedar | 15% | 2,696 | 4/4/2027 | | 4.7 | 15.3 | \$18.00 | 14000 | 5.67 | \$1,500 | 92% | \$1,300 | 70% | 41 |
| Cake | 14% | 2,523 | 5/5/2022 | | 5.7 | 14.3 | \$18.40 | 14000 | 7.38 | \$1,500 | 91% | \$1,300 | 70% | 31 |
| Dell | 11% | 1,874 | 5/2/2027 | | 5.2 | 14.8 | \$17.77 | 14000 | 5.63 | \$1,500 | 87% | \$2,000 | 41% | 30 |
| Acre | 10% | 1,712 | 4/10/2027 | | 5.7 | 14.3 | \$16.75 | 14000 | 5.66 | \$1,500 | 83% | \$1,500 | 27% | 25 |
| Fast | 4% | 613 | 1/29/2024 | | 5.4 | 14.6 | \$21.00 | 17000 | 7.43 | \$300 | 15% | \$300 | 8% | 8 |
| Agape | 0% | 17 | 5/25/2019 | | 4.0 | 11.0 | \$22.00 | 19000 | 8.60 | \$0 | 11% | \$0 | 27% | 1 |
| Daze | 0% | 6 | 8/15/2027 | | 9.0 | 11.0 | \$25.05 | 17500 | 1.93 | \$1,500 | 74% | \$1,500 | 41% | 0 |
| Able | 0% | 3 | 7/7/2027 | YES | 8.5 | 11.0 | \$26.49 | 17500 | 2.14 | \$1,500 | 97% | \$2,000 | 27% | 0 |

High End Statistics

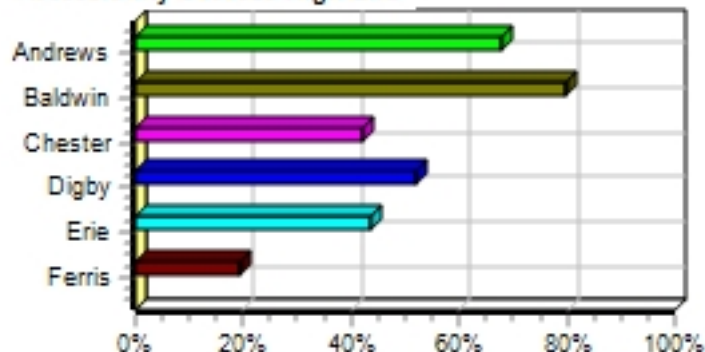
Total Industry Unit Demand 6,286
Actual Industry Unit Sales |6,286
Segment % of Total Industry |13.3%

Next Year's Segment Growth Rate |16.2%

High End Customer Buying Criteria

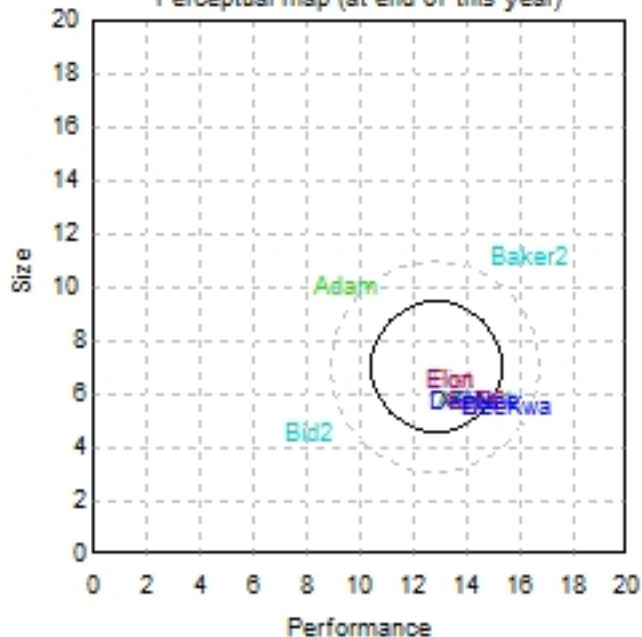
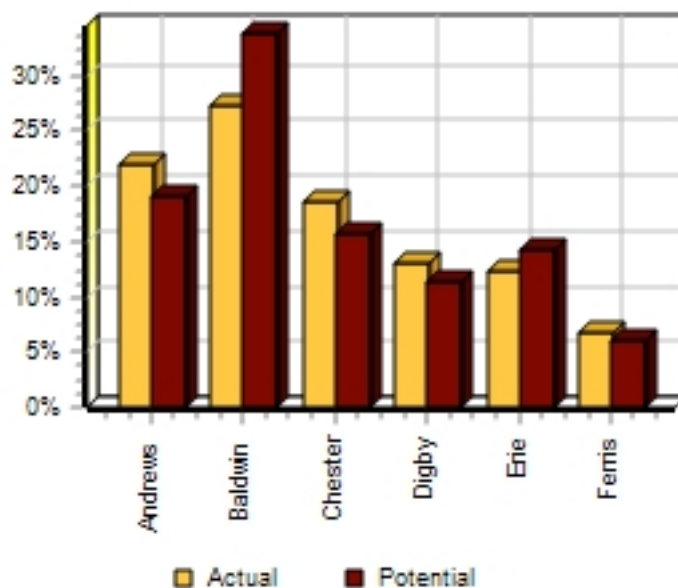
| | Expectations | Importance |
|-------------------|--------------------|------------|
| 1. Ideal Position | Pfmm 14.3 Size 5.7 | 43% |
| 2. Age | Ideal Age = 0.0 | 29% |
| 3. Reliability | MTBF 20000-25000 | 19% |
| 4. Price | \$27.00 - 37.00 | 9% |

Accessibility C131925 High End



Perceptual Map for High End

Perceptual map (at end of this year)

Actual vs Potential Market Share
2027 C131925 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 |
|--------|--------------|-------------------|---------------|-----------|------------|------------|------------|-------|------------|--------------|-----------------|--------------|---------------------|------------------|
| ANew1 | 22% | 1,367 | 6/6/2027 | | 14.3 | 5.7 | \$37.00 | 24000 | 1.49 | \$2,000 | 100% | \$2,000 | 68% | 57 |
| C_P2 | 18% | 1,162 | 12/21/2026 | | 14.3 | 5.7 | \$37.00 | 25000 | 1.01 | \$2,000 | 62% | \$3,000 | 42% | 53 |
| Bee | 15% | 941 | 3/17/2027 | YES | 14.4 | 5.7 | \$37.00 | 25000 | 0.79 | \$1,500 | 61% | \$2,000 | 80% | 68 |
| DeeNee | 11% | 693 | 11/5/2027 | | 14.3 | 5.7 | \$37.49 | 22000 | 1.20 | \$2,000 | 100% | \$2,000 | 52% | 42 |
| Elite | 8% | 510 | 4/18/2027 | | 14.3 | 5.7 | \$38.00 | 25000 | 2.39 | \$1,500 | 61% | \$1,500 | 43% | 26 |
| Baker2 | 8% | 501 | 9/14/2027 | | 16.3 | 11.2 | \$37.00 | 27000 | 1.48 | \$1,500 | 87% | \$2,000 | 80% | 0 |
| Fist | 7% | 427 | 10/17/2027 | | 13.5 | 6.5 | \$37.00 | 24000 | 1.21 | \$1,000 | 57% | \$850 | 19% | 23 |
| Bid2 | 4% | 273 | 9/15/2027 | YES | 8.2 | 4.5 | \$32.00 | 20000 | 1.89 | \$1,500 | 84% | \$2,000 | 80% | 0 |
| Elon | 4% | 266 | 1/11/2028 | YES | 13.4 | 6.6 | \$38.00 | 25000 | 2.51 | \$700 | 43% | \$700 | 43% | 17 |
| DeeKwa | 2% | 129 | 12/3/2026 | | 15.5 | 5.5 | \$38.00 | 22000 | 1.07 | \$1,000 | 38% | \$1,000 | 52% | 13 |
| Adam | 0% | 18 | 5/6/2023 | | 9.5 | 10.0 | \$30.00 | 23000 | 6.18 | \$1,000 | 59% | \$1,000 | 68% | 0 |

Performance Statistics

Total Industry Unit Demand 5,662
Actual Industry Unit Sales 5,662
Segment % of Total Industry 12.0%

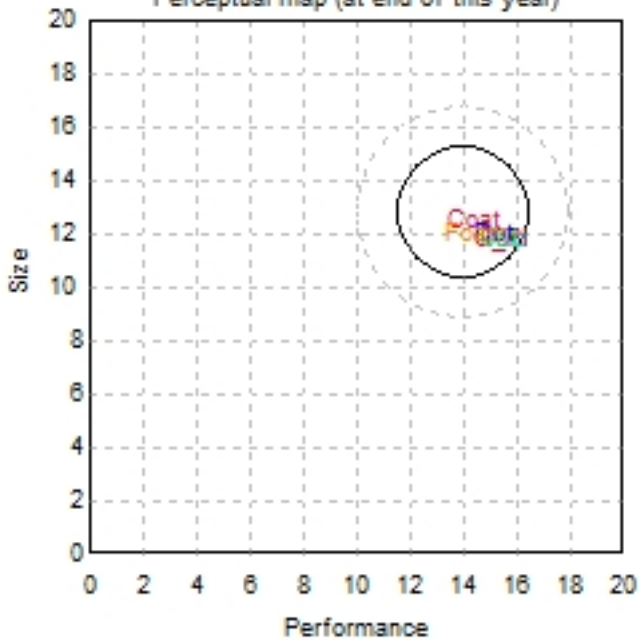
Next Year's Segment Growth Rate 19.8%

Performance Customer Buying Criteria

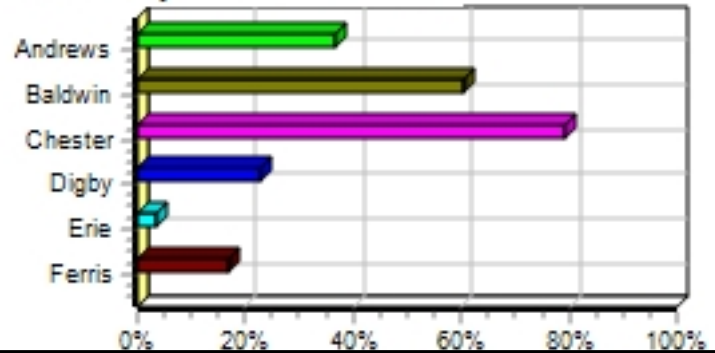
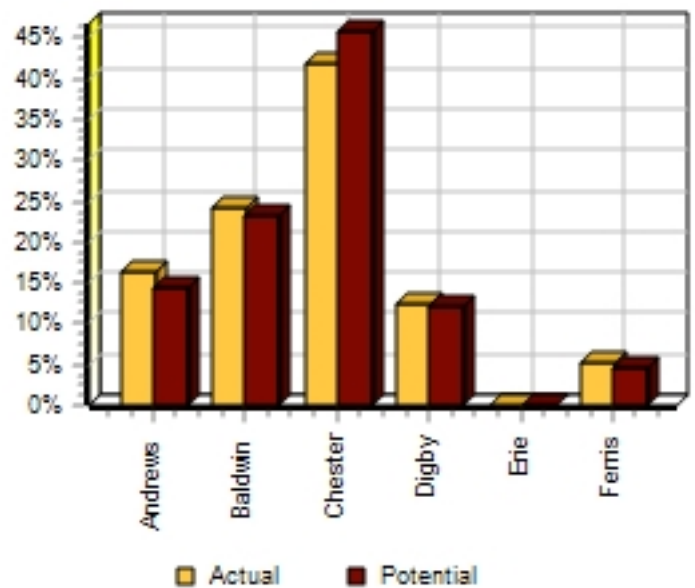
| | Expectations | Importance |
|-------------------|---------------------|------------|
| 1. Reliability | MTBF 22000-27000 | 43% |
| 2. Ideal Position | Pfmm 15.4 Size 11.8 | 29% |
| 3. Price | \$22.00 - 32.00 | 19% |
| 4. Age | Ideal Age = 1.0 | 9% |

Perceptual Map for Performance

Perceptual map (at end of this year)



Accessibility C131925 Performance

Actual vs Potential Market Share
2027 C131925 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 |
|------|--------------|-------------------|---------------|-----------|------------|------------|------------|-------|------------|--------------|-----------------|--------------|---------------------|------------------|
| Coat | 25% | 1,412 | 1/15/2028 | | 14.4 | 12.5 | \$31.80 | 27000 | 3.54 | \$1,500 | 96% | \$1,400 | 79% | 51 |
| Bold | 24% | 1,364 | 6/30/2027 | YES | 15.5 | 11.8 | \$31.80 | 27000 | 2.02 | \$1,500 | 98% | \$2,000 | 60% | 63 |
| C_PI | 17% | 951 | 1/15/2027 | YES | 15.4 | 11.8 | \$31.60 | 27000 | 2.21 | \$1,400 | 91% | \$1,200 | 79% | 65 |
| Aft | 16% | 934 | 3/23/2027 | | 15.4 | 11.8 | \$32.00 | 27000 | 3.20 | \$1,500 | 88% | \$1,500 | 36% | 42 |
| Dot | 13% | 709 | 5/21/2027 | YES | 15.2 | 12.0 | \$32.08 | 27000 | 1.74 | \$750 | 45% | \$750 | 23% | 32 |
| Foam | 5% | 292 | 10/24/2027 | | 14.6 | 12.0 | \$32.00 | 24000 | 1.21 | \$1,000 | 57% | \$850 | 17% | 14 |

Size Statistics

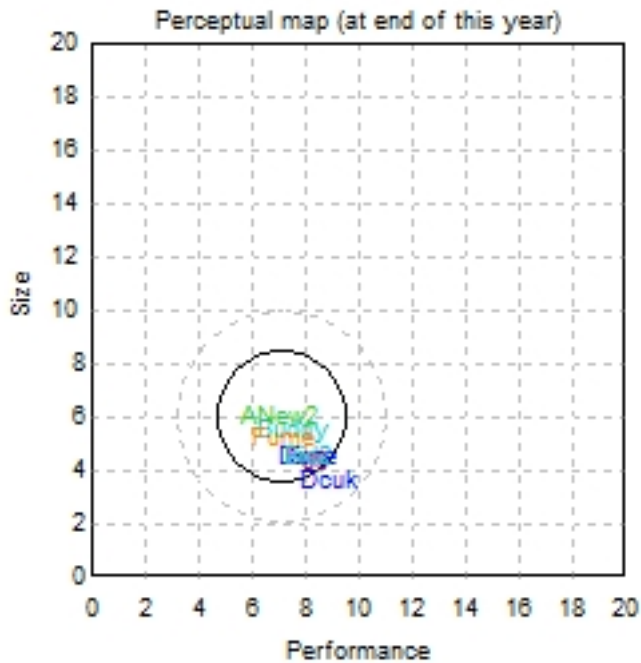
Total Industry Unit Demand 5,437
Actual Industry Unit Sales 5,437
Segment % of Total Industry 11.5%

Next Year's Segment Growth Rate 18.3%

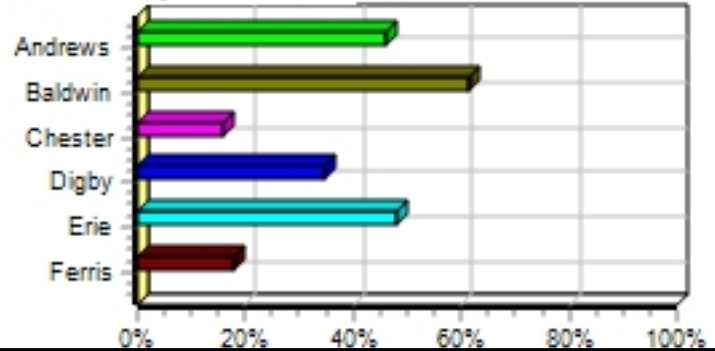
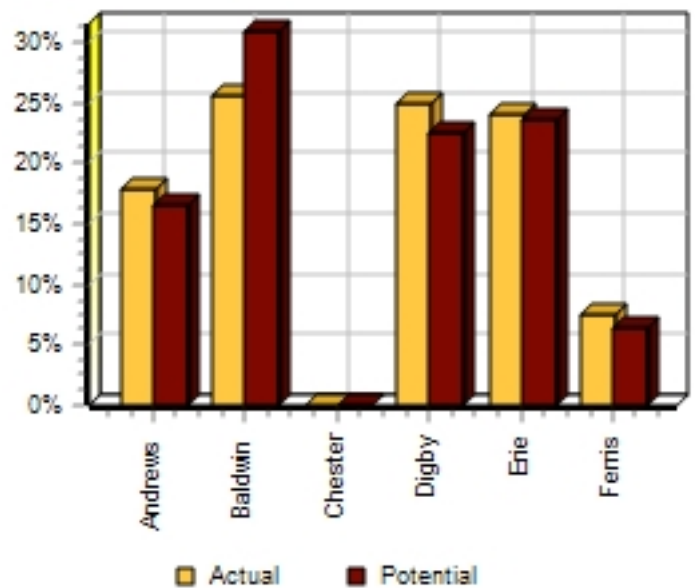
Size Customer Buying Criteria

| | 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% |

Perceptual Map for Size



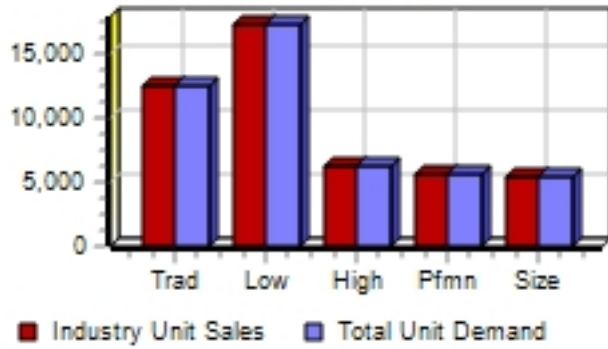
Accessibility C131925 Size

Actual vs Potential Market Share
2027 C131925 Size

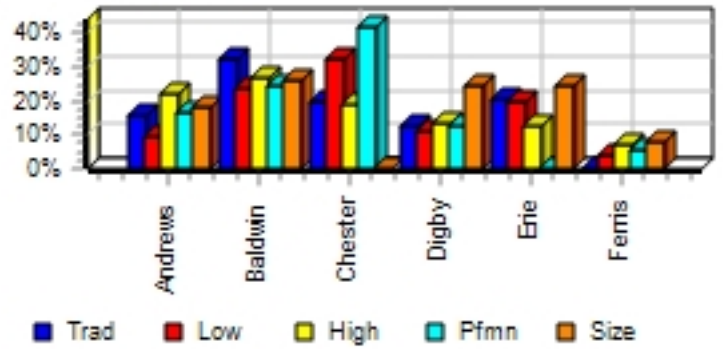
Top Products in Size Segment

| 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 |
|-------|--------------|-------------------|---------------|-----------|------------|------------|------------|-------|------------|--------------|-----------------|--------------|---------------------|------------------|
| Dune | 24% | 1,310 | 7/26/2027 | YES | 8.2 | 4.6 | \$31.49 | 19000 | 1.45 | \$1,500 | 79% | \$1,500 | 35% | 50 |
| Egg | 24% | 1,304 | 7/9/2027 | YES | 8.2 | 4.6 | \$32.50 | 21000 | 2.09 | \$2,000 | 87% | \$2,000 | 48% | 57 |
| Buddy | 23% | 1,272 | 1/2/2028 | | 7.5 | 5.5 | \$31.75 | 20000 | 3.55 | \$1,500 | 98% | \$2,000 | 61% | 23 |
| ANew2 | 18% | 968 | 1/26/2028 | | 7.0 | 6.0 | \$32.00 | 19000 | 2.39 | \$2,000 | 96% | \$2,000 | 46% | 18 |
| Fume | 8% | 408 | 10/12/2027 | | 7.2 | 5.2 | \$32.00 | 18000 | 1.25 | \$1,000 | 57% | \$850 | 18% | 17 |
| Bid2 | 2% | 125 | 9/15/2027 | YES | 8.2 | 4.5 | \$32.00 | 20000 | 1.89 | \$1,500 | 84% | \$2,000 | 61% | 68 |
| Dcuk | 1% | 50 | 6/26/2027 | YES | 8.9 | 3.6 | \$34.00 | 21000 | 0.51 | \$0 | 25% | \$0 | 35% | 8 |

Units Sold vs Demand Chart C131925



Market Share C131925



Actual Market Share in Units

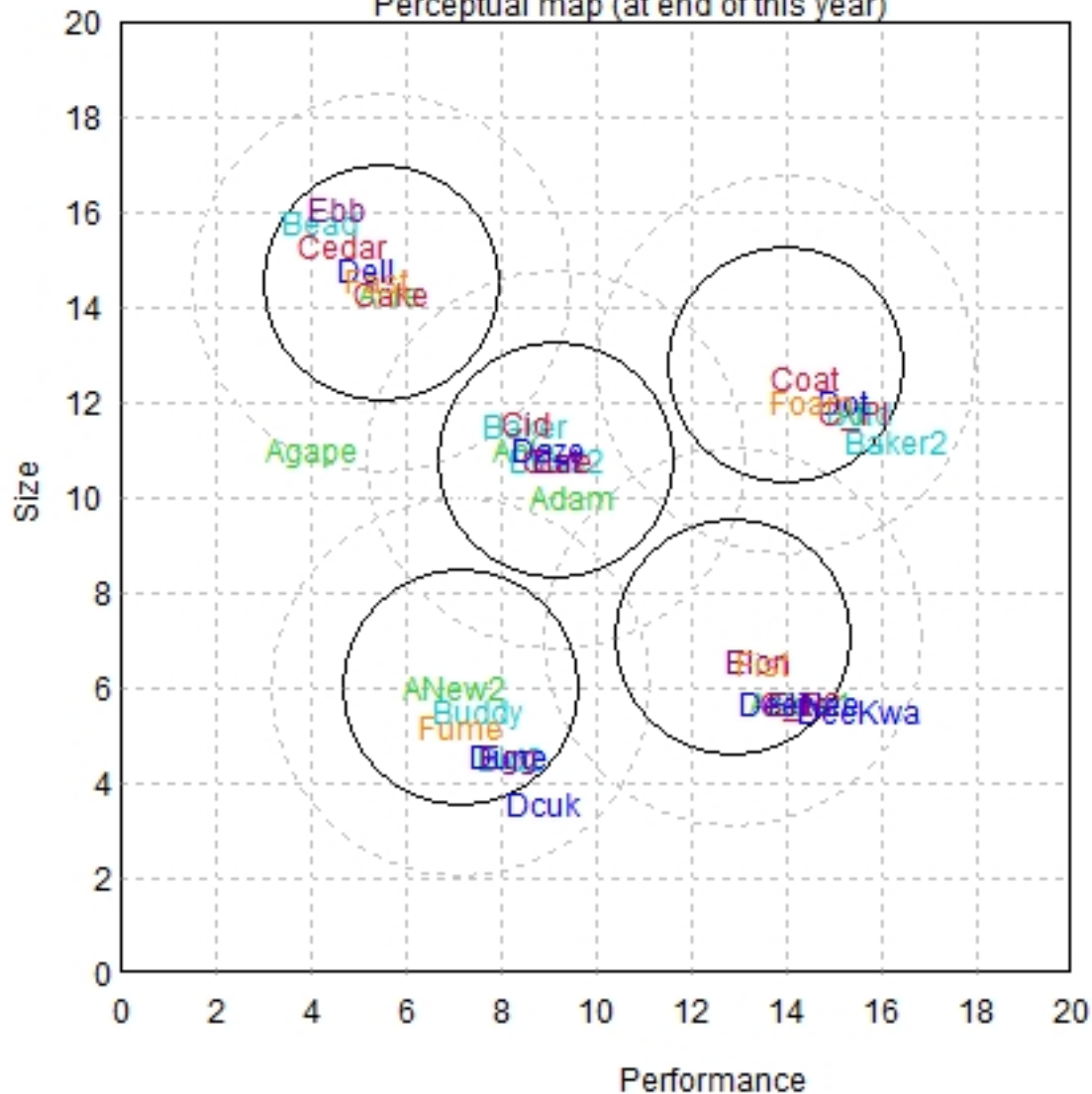
| | Trad | Low | High | Pfmn | Size | Total |
|---------------------|--------|--------|-------|-------|-------|--------|
| Industry Unit Sales | 12,526 | 17,404 | 6,286 | 5,662 | 5,437 | 47,315 |
| % of Market | 26.5% | 36.8% | 13.3% | 12.0% | 11.5% | 100.0% |
| Able | 14.2% | | | | | 3.8% |
| Acre | | 9.8% | | | | 3.6% |
| Adam | 1.1% | | 0.3% | | | 0.3% |
| Aft | | | | 16.5% | | 2.0% |
| Agape | | | | | | |
| ANew1 | | | 21.8% | | | 2.9% |
| ANew2 | | | | | 17.8% | 2.0% |
| Total | 15.3% | 10.0% | 22.0% | 16.5% | 17.8% | 14.6% |
| Baker | 17.6% | | | | | 4.7% |
| Bead | | 24.7% | | | | 9.1% |
| Bee | | | 15.0% | | | 2.0% |
| Bold | | | | 24.1% | | 2.9% |
| Buddy | | | | | 23.4% | 2.7% |
| Bead2 | 14.6% | | | | | 3.9% |
| Bid2 | | | 4.3% | | 2.3% | 0.8% |
| Baker2 | | | 8.0% | | | 1.1% |
| Total | 32.2% | 24.7% | 27.3% | 24.1% | 25.7% | 27.1% |
| Cake | | 14.5% | | | | 5.3% |
| Cedar | | 15.5% | | | | 5.7% |
| Cid | 9.7% | | | | | 2.6% |
| Coat | | | | 24.9% | | 3.0% |
| Cure | 9.5% | | | | | 2.5% |
| C_PI | | | | 16.8% | | 2.0% |
| C_P2 | | | 18.5% | | | 2.5% |
| Total | 19.1% | 30.0% | 18.5% | 41.7% | | 23.5% |
| Daze | 13.2% | | | | | 3.5% |
| Dell | | 10.8% | | | | 4.0% |
| Dot | | | | 12.5% | | 1.5% |
| Dune | | | | | 24.1% | 2.8% |
| DeeNee | | | 11.0% | | | 1.5% |
| DeeKwa | | | 2.1% | | | 0.3% |
| Dcuk | | | | | 0.9% | |
| Total | 13.2% | 10.8% | 13.1% | 12.5% | 25.0% | 13.6% |
| Eat | 20.3% | | | | | 5.4% |
| Ebb | | 21.1% | | | | 7.8% |
| Egg | | | | | 24.0% | 2.8% |
| Elite | | | 8.1% | | | 1.1% |
| Elon | | | 4.2% | | | 0.6% |
| Total | 20.3% | 21.1% | 12.3% | | 24.0% | 17.5% |
| Fast | | 3.5% | | | | 1.3% |
| Fist | | | 6.8% | | | 0.9% |
| Foam | | | | 5.2% | | 0.6% |
| Fume | | | | | 7.5% | 0.9% |
| Total | | 3.5% | 6.8% | 5.2% | 7.5% | 3.7% |

Potential Market Share in Units

| | Trad | Low | High | Pfmn | Size | Total |
|----------------|--------|--------|-------|-------|-------|--------|
| Units Demanded | 12,526 | 17,404 | 6,286 | 5,662 | 5,437 | 47,315 |
| % of Market | 26.5% | 36.8% | 13.3% | 12.0% | 11.5% | 100.0% |
| Able | 13.1% | | | | | 3.5% |
| Acre | | 9.6% | | | | 3.5% |
| Adam | 0.9% | | 0.3% | | | 0.3% |
| Aft | | | | 14.5% | | 1.7% |
| Agape | | | | | | |
| ANew1 | | | 18.7% | | | 2.5% |
| ANew2 | | | | | 16.5% | 1.9% |
| Total | 14.0% | 9.7% | 19.0% | 14.5% | 16.5% | 13.4% |
| Baker | 15.0% | | | | | 4.0% |
| Bead | | 26.8% | | | | 9.9% |
| Bee | | | 16.7% | | | 2.2% |
| Bold | | | | 23.1% | | 2.8% |
| Buddy | | | | | 21.7% | 2.5% |
| Bead2 | 13.8% | | | | | 3.7% |
| Bid2 | | | 5.5% | | 9.2% | 1.8% |
| Baker2 | | | 11.6% | | | 1.5% |
| Total | 28.8% | 26.8% | 33.8% | 23.1% | 30.9% | 28.3% |
| Cake | | 14.0% | | | | 5.1% |
| Cedar | | 15.1% | | | | 5.6% |
| Cid | 8.4% | | | | | 2.2% |
| Coat | | | | 22.2% | | 2.7% |
| Cure | 20.4% | | | | | 5.4% |
| C_PI | | | | 23.6% | | 2.8% |
| C_P2 | | | 15.8% | | | 2.1% |
| Total | 28.8% | 29.1% | 15.8% | 45.8% | | 25.9% |
| Daze | 11.2% | | | | | 3.0% |
| Dell | | 10.5% | | | | 3.9% |
| Dot | | | | 12.1% | | 1.4% |
| Dune | | | | | 21.4% | 2.5% |
| DeeNee | | | 9.6% | | | 1.3% |
| DeeKwa | | | 1.7% | | | 0.2% |
| Dcuk | | | | | 1.1% | |
| Total | 11.2% | 10.5% | 11.4% | 12.1% | 22.5% | 12.4% |
| Eat | 17.2% | | | | | 4.6% |
| Ebb | | 20.5% | | | | 7.5% |
| Egg | | | | | 23.6% | 2.7% |
| Elite | | | 6.8% | | | 0.9% |
| Elon | | | 7.4% | | | 1.0% |
| Total | 17.2% | 20.5% | 14.2% | | 23.6% | 16.7% |
| Fast | | 3.4% | | | | 1.2% |
| Fist | | | 5.9% | | | 0.8% |
| Foam | | | | 4.5% | | 0.5% |
| Fume | | | | | 6.5% | 0.7% |
| Total | | 3.4% | 5.9% | 4.5% | 6.5% | 3.3% |

Perceptual Map for All Segments

Perceptual map (at end of this year)



Andrews

| Name | Pfmn | Size | Revised |
|-------|------|------|-----------|
| Able | 8.5 | 11.0 | 7/7/2027 |
| Acre | 5.7 | 14.3 | 4/10/2027 |
| Adam | 9.5 | 10.0 | 5/6/2023 |
| Aft | 15.4 | 11.8 | 3/23/2027 |
| Agape | 4.0 | 11.0 | 5/25/2019 |
| ANew1 | 14.3 | 5.7 | 6/6/2027 |
| ANew2 | 7.0 | 6.0 | 1/26/2028 |

Baldwin

| Name | Pfmn | Size | Revised |
|--------|------|------|-----------|
| Baker | 8.5 | 11.5 | 2/21/2028 |
| Bead | 4.2 | 15.8 | 2/10/2026 |
| Bee | 14.4 | 5.7 | 3/17/2027 |
| Bold | 15.5 | 11.8 | 6/30/2027 |
| Buddy | 7.5 | 5.5 | 1/2/2028 |
| Bead2 | 9.2 | 10.8 | 1/20/2027 |
| Bid2 | 8.2 | 4.5 | 9/15/2027 |
| Baker2 | 16.3 | 11.2 | 9/14/2027 |

Chester

| Name | Pfmn | Size | Revised |
|-------|------|------|------------|
| Cake | 5.7 | 14.3 | 5/5/2022 |
| Cedar | 4.7 | 15.3 | 4/4/2027 |
| Cid | 8.5 | 11.6 | 1/3/2028 |
| Coat | 14.4 | 12.5 | 1/15/2028 |
| Cure | 9.2 | 10.8 | 11/14/2026 |
| C_PI | 15.4 | 11.8 | 1/15/2027 |
| C_P2 | 14.3 | 5.7 | 12/21/2026 |

Digby

| Name | Pfmn | Size | Revised |
|--------|------|------|-----------|
| Daze | 9.0 | 11.0 | 8/15/2027 |
| Dell | 5.2 | 14.8 | 5/2/2027 |
| Dot | 15.2 | 12.0 | 5/21/2027 |
| Dune | 8.2 | 4.6 | 7/26/2027 |
| DeeNee | 14.3 | 5.7 | 11/5/2027 |
| DeeKwa | 15.5 | 5.5 | 12/3/2026 |
| Dcuk | 8.9 | 3.6 | 6/26/2027 |

Erie

| Name | Pfmn | Size | Revised |
|-------|------|------|-----------|
| Eat | 9.2 | 10.8 | 3/1/2027 |
| Ebb | 4.6 | 16.1 | 1/14/2027 |
| Egg | 8.2 | 4.6 | 7/9/2027 |
| Elite | 14.3 | 5.7 | 4/18/2027 |
| Elon | 13.4 | 6.6 | 1/11/2028 |

Ferris

| Name | Pfmn | Size | Revised |
|------|------|------|------------|
| Fast | 5.4 | 14.6 | 1/29/2024 |
| Fist | 13.5 | 6.5 | 10/17/2027 |
| Foam | 14.6 | 12.0 | 10/24/2027 |
| Fume | 7.2 | 5.2 | 10/12/2027 |

HUMAN RESOURCES SUMMARY

| | Andrews | Baldwin | Chester | Digby | Erie | Ferris |
|--------------------------------------|---------|---------|---------|---------|---------|---------|
| Needed Complement | 1,331 | 626 | 755 | 830 | 351 | 250 |
| Complement | 1,331 | 626 | 755 | 831 | 351 | 250 |
| 1st Shift Complement | 891 | 448 | 448 | 663 | 186 | 250 |
| 2nd Shift Complement | 440 | 178 | 307 | 168 | 165 | 0 |
| Overtime Percent | 0.0% | 0.0% | 0.0% | 0.0% | 0.2% | 0.0% |
| Turnover Rate | 6.2% | 6.2% | 6.6% | 7.0% | 6.8% | 10.0% |
| New Employees | 552 | 62 | 50 | 58 | 24 | 60 |
| Separated Employees | 0 | 0 | 17 | 57 | 73 | 0 |
| Recruiting Spend | \$5,000 | \$5,000 | \$4,000 | \$0 | \$5,000 | \$0 |
| Training Hours | 80 | 80 | 80 | 80 | 80 | 0 |
| Productivity Index | 116.7% | 124.9% | 114.4% | 109.2% | 114.4% | 100.0% |
| Recruiting Cost | \$3,314 | \$371 | \$251 | \$58 | \$143 | \$60 |
| Separation Cost | \$0 | \$0 | \$85 | \$285 | \$365 | \$0 |
| Training Cost | \$2,130 | \$1,002 | \$1,208 | \$1,330 | \$562 | \$0 |
| Total HR Admin Cost | \$5,443 | \$1,372 | \$1,544 | \$1,672 | \$1,069 | \$60 |
| Labor Contract Next Year | | | | | | |
| 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% |
| 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 | \$1,500 | \$1,500 | \$0 |
| VendorJIT | \$0 | \$0 | \$500 | \$1,500 | \$1,500 | \$0 |
| Quality Initiative Training | \$0 | \$0 | \$0 | \$1,500 | \$1,500 | \$0 |
| Channel Support Systems | \$1,500 | \$1,000 | \$0 | \$1,500 | \$1,500 | \$0 |
| Concurrent Engineering | \$1,500 | \$1,000 | \$0 | \$1,500 | \$1,500 | \$0 |
| UNEP Green Programs | \$0 | \$1,000 | \$0 | \$1,500 | \$500 | \$0 |
| TQM Budgets Last Year | | | | | | |
| Benchmarking | \$1,500 | \$1,000 | \$500 | \$1,500 | \$1,500 | \$0 |
| Quality Function Deployment Effort | \$1,500 | \$0 | \$0 | \$1,500 | \$1,500 | \$0 |
| CCE/6 Sigma Training | \$1,500 | \$0 | \$0 | \$1,500 | \$1,500 | \$0 |
| GEMI TQEM Sustainability Initiatives | \$0 | \$0 | \$500 | \$1,500 | \$1,500 | \$0 |
| Total Expenditures | \$7,500 | \$4,000 | \$1,500 | \$15,000 | \$14,000 | \$0 |
| Cumulative Impacts | | | | | | |
| Material Cost Reduction | 1.30% | 11.80% | 11.71% | 11.80% | 11.80% | 0.00% |
| Labor Cost Reduction | 2.92% | 14.00% | 14.00% | 13.95% | 14.00% | 0.00% |
| Reduction R&D Cycle Time | 40.01% | 40.01% | 40.01% | 40.01% | 40.01% | 0.00% |
| Reduction Admin Costs | 22.03% | 60.02% | 60.02% | 60.02% | 60.02% | 0.00% |
| Demand Increase | 14.12% | 14.40% | 14.40% | 14.40% | 14.10% | 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

Chester

C131925

Round: 6
Dec. 31, 2027

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.

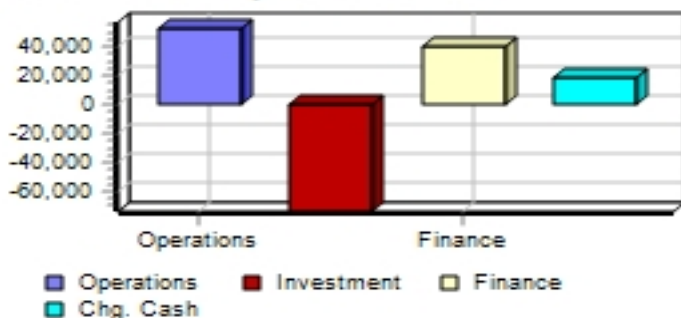
| ASSETS | | 2027 Common Size | 2026 |
|--------------------------------|-------------|------------------------|------------|
| Cash | \$38,400 | 11.5% | \$20,622 |
| Account Receivable | \$34,128 | 10.2% | \$31,050 |
| Inventory | \$29,872 | 8.9% | \$25,769 |
| Total Current Assets | \$102,400 | 30.5% | \$77,441 |
| Plant & Equipment | \$351,320 | 105.0% | \$277,920 |
| Accumulated Depreciation | (\$118,389) | -35.3% | (\$94,968) |
| Total Fixed Assets | \$232,931 | 69.5% | \$182,952 |
| Total Assets | \$335,330 | 100.0% | \$260,393 |
| LIABILITIES & OWNERS EQUITY | | | |
| Accounts Payable | \$12,390 | 3.7% | \$12,315 |
| Current Debt | \$72,892 | 21.7% | \$47,709 |
| Long Term Debt | \$75,990 | 22.7% | \$61,840 |
| Total Liabilities | \$161,272 | 48.1% | \$121,864 |
| Common Stock | \$53,360 | 15.9% | \$53,360 |
| Retained Earnings | \$120,698 | 36.0% | \$85,169 |
| Total Equity | \$174,058 | 51.9% | \$138,529 |
| Total Liab. & O. Equity | \$335,330 | 100.0% | \$260,393 |

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 | 2027 | 2026 |
|--------------------------------------|-----------------|-------------------|
| Net Income(Loss) | \$35,529 | \$28,318 |
| Depreciation | \$23,421 | \$18,528 |
| Extraordinary gains/losses/writeoffs | \$0 | \$0 |
| Accounts Payable | \$74 | \$716 |
| Inventory | (\$4,103) | (\$15,960) |
| Accounts Receivable | (\$3,078) | (\$4,324) |
| Net cash from operation | \$51,844 | \$27,278 |
| Cash Flows from Investing Activities | | |
| Plant Improvements | (\$73,400) | (\$68,120) |
| Cash Flows from Financing Activities | | |
| Dividends paid | \$0 | \$0 |
| Sales of common stock | \$0 | \$25,000 |
| Purchase of common stock | \$0 | \$0 |
| Cash from long term debt | \$35,000 | \$0 |
| Retirement of long term debt | (\$20,850) | \$0 |
| Change in current debt(net) | \$25,183 | (\$2,844) |
| Net cash from financing activities | \$39,333 | \$22,156 |
| Net change in cash position | \$17,778 | (\$18,686) |
| Closing cash position | \$38,400 | \$20,622 |

Cash Flow Summary Chester C131925

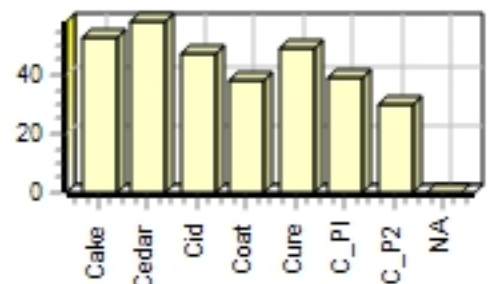


2027 Income Statement

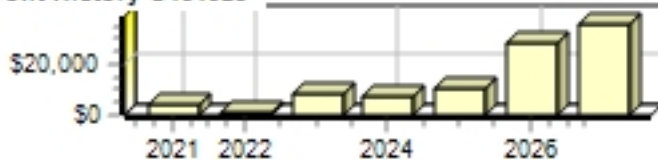
| (Product Name) | Cake | Cedar | Cid | Coat | Cure | C_PI | C_P2 | | 2027 Total | Common Size |
|------------------------|----------|----------|----------|----------|----------|----------|----------|-----|---------------|----------------|
| Sales | \$46,416 | \$48,530 | \$32,096 | \$44,910 | \$31,844 | \$30,038 | \$42,983 | \$0 | \$276,816 | 100.0% |
| Variable Costs: | | | | | | | | | | |
| Direct Labor | \$6,455 | \$7,135 | \$5,010 | \$7,227 | \$4,915 | \$5,243 | \$12,815 | \$0 | \$48,800 | 17.6% |
| Direct Material | \$14,597 | \$12,887 | \$10,755 | \$19,028 | \$11,124 | \$12,914 | \$16,534 | \$0 | \$97,839 | 35.3% |
| Inventory Carry | \$647 | \$17 | \$892 | \$1,348 | \$0 | \$0 | \$681 | \$0 | \$3,585 | 1.3% |
| Total Variable | \$21,699 | \$20,040 | \$16,657 | \$27,603 | \$16,040 | \$18,156 | \$30,030 | \$0 | \$150,224 | 54.3% |
| Contribution Margin | \$24,718 | \$28,490 | \$15,438 | \$17,307 | \$15,804 | \$11,881 | \$12,953 | \$0 | \$126,591 | 45.7% |
| Period Costs: | | | | | | | | | | |
| Depreciation | \$6,747 | \$4,293 | \$3,920 | \$2,720 | \$3,360 | \$1,541 | \$840 | \$0 | \$23,421 | 8.5% |
| SG&A: R&D | \$0 | \$259 | \$1,000 | \$1,000 | \$0 | \$40 | \$0 | \$0 | \$2,299 | 0.8% |
| Promotions | \$1,500 | \$1,500 | \$1,400 | \$1,500 | \$1,400 | \$1,400 | \$2,000 | \$0 | \$10,700 | 3.9% |
| Sales | \$1,300 | \$1,300 | \$1,100 | \$1,400 | \$1,100 | \$1,200 | \$3,000 | \$0 | \$10,400 | 3.8% |
| Admin | \$389 | \$406 | \$269 | \$376 | \$267 | \$252 | \$360 | \$0 | \$2,318 | 0.8% |
| Total Period | \$9,935 | \$7,759 | \$7,689 | \$6,996 | \$6,127 | \$4,433 | \$6,200 | \$0 | \$49,139 | 17.8% |
| Net Margin | \$14,782 | \$20,731 | \$7,749 | \$10,311 | \$9,677 | \$7,448 | \$6,753 | \$0 | \$77,453 | 28.0% |

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 | \$3,250 | 1.2% |
| EBIT | \$74,203 | 26.8% |
| Short Term Interest | \$8,747 | 3.2% |
| Long Term Interest | \$9,680 | 3.5% |
| Taxes | \$19,522 | 7.1% |
| Profit Sharing | \$725 | 0.3% |
| Net Profit | \$35,529 | 12.8% |

Variable Margins
2027 Chester C131925

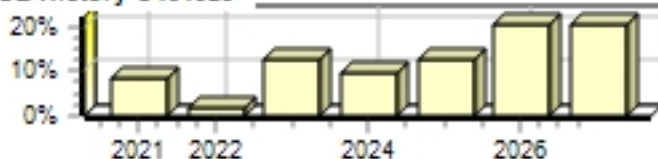
Profit History C131925



Market Share History C131925



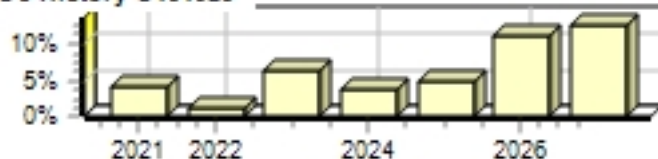
ROE History C131925



Asset Turnover History C131925



ROS History C131925



ROA History C131925

