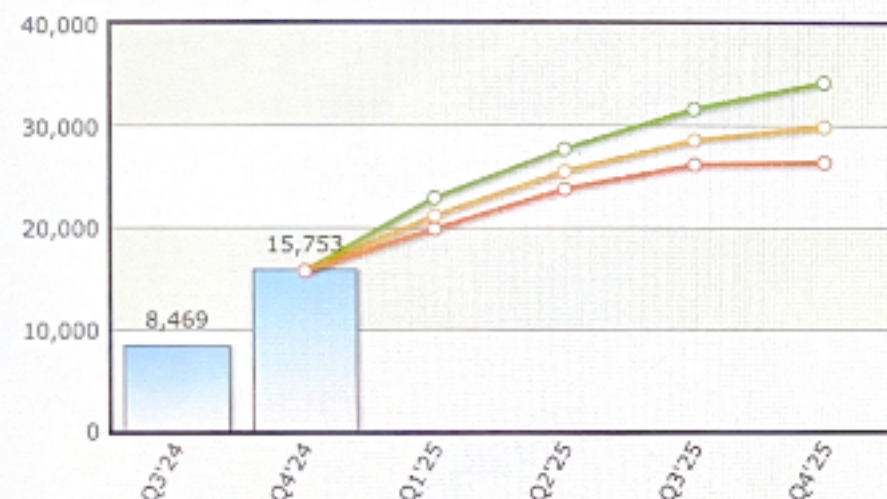




Market Forecast as of Q1'25 (90% Confidence Level) *



* Market forecast now includes impact of Project #3 being introduced to the marketplace this past quarter. To get an estimate of the base market (for those w/o project 3 divide by 1.5)

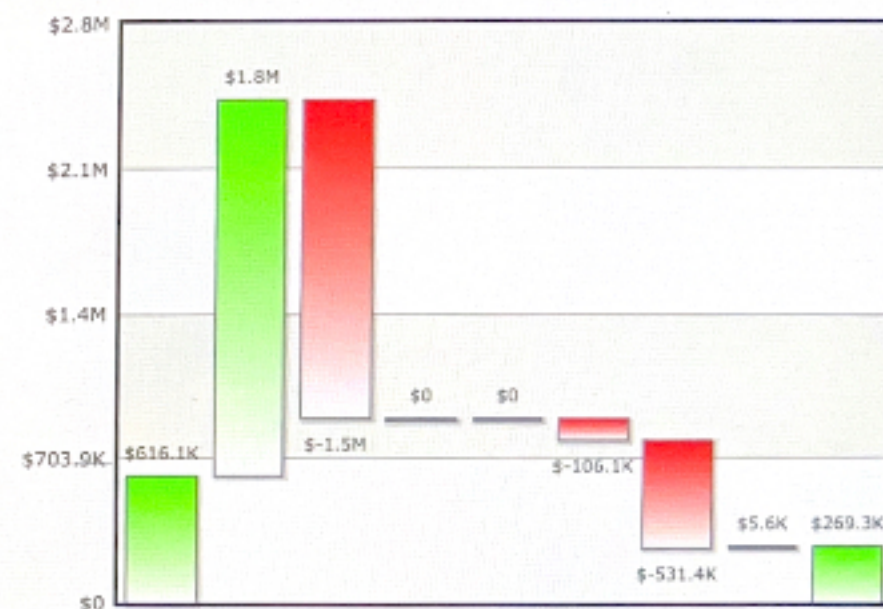
Financial Metrics - 2024 Plan and 2024 Actuals *

	2024 Plan	2024 Actuals
Sales	\$3,540,475.00	\$3,991,715.00
Net Income	\$308,058.51	\$134,626.63
Cash Flow **	\$49,777.54	(\$3,334.18)

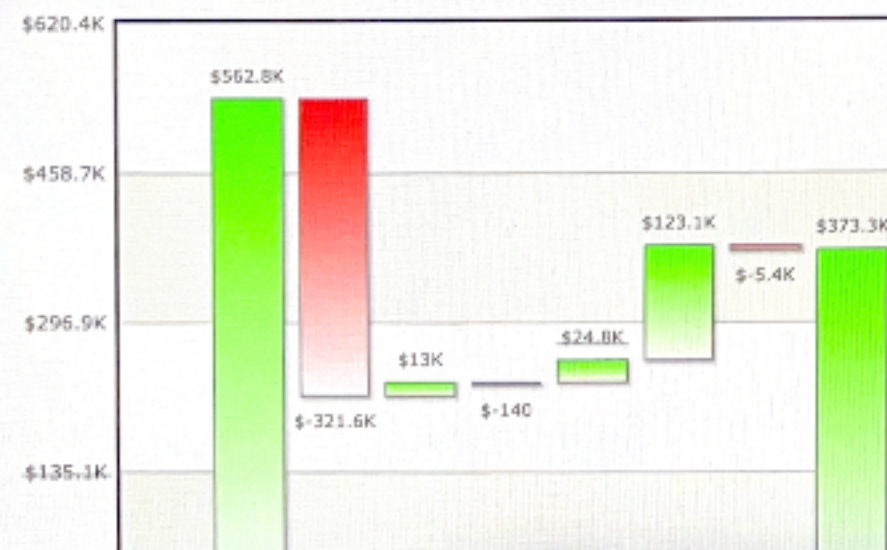
* Plan is annual commitment, SRO is Short Range Outlook and represents Decisions for Qtrs. To be played (the SRO may have changed from original plan for the Qtr.).

** Operating

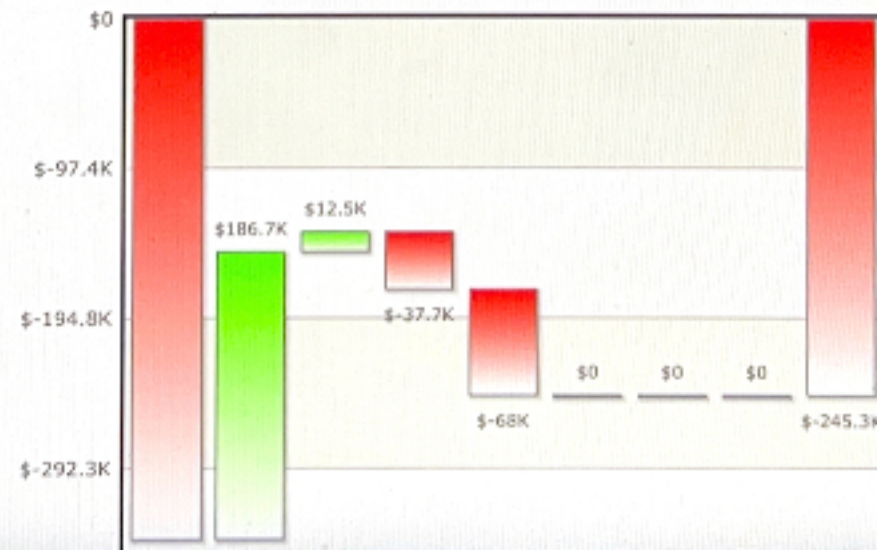
Pre-Tax Income: Year Plan vs. 2024 Actuals



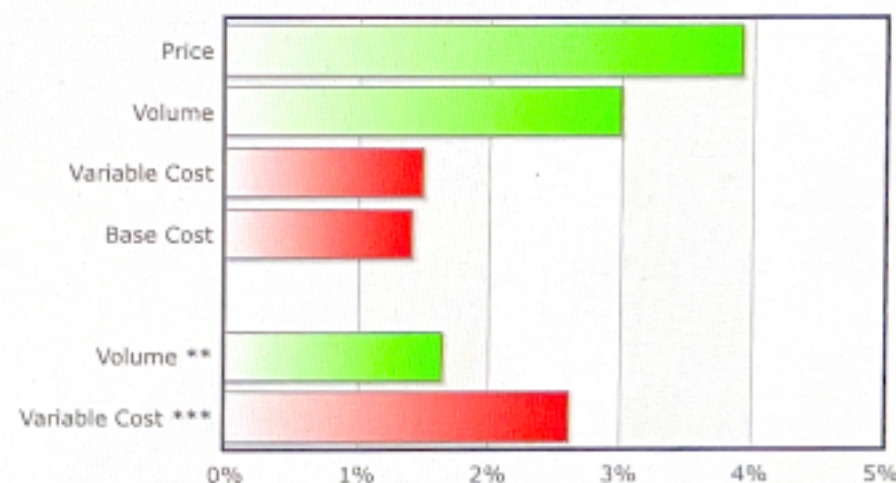
Q4'24 - Expected Pre-tax NI Walk



Q4'24 - Expected Cash Flow Walk



Q4'24 - Expected OM Levers *

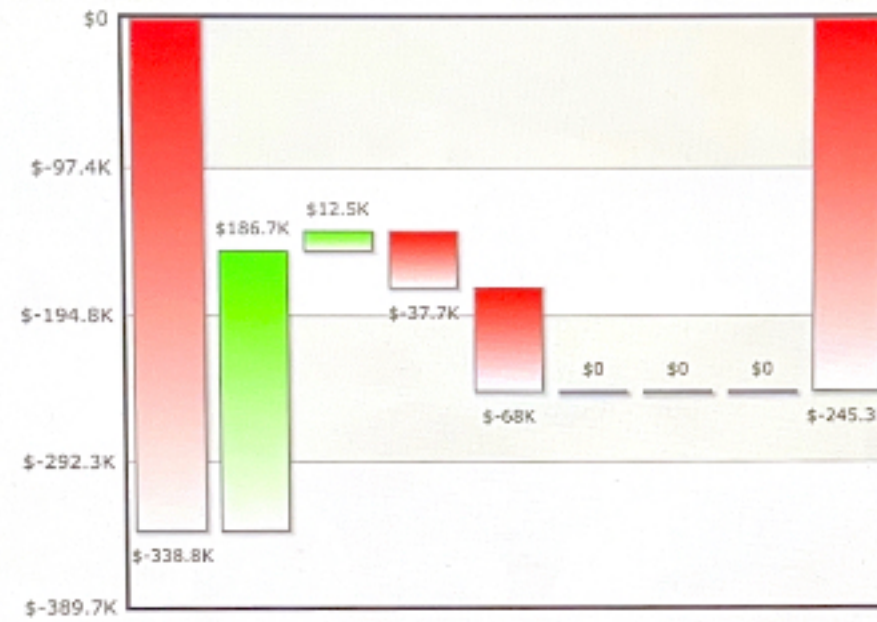


* All Ceteris Paribus

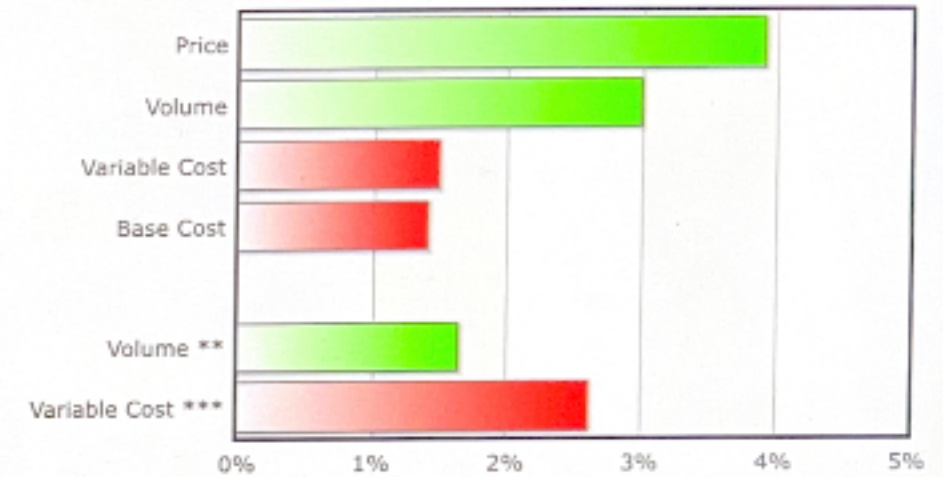
Q4'24 - Expected Pre-tax NI Walk



Q4'24 - Expected Cash Flow Walk



Q4'24 - Expected OM Levers *



* All Ceteris Paribus

* Variable/Base Cost Improvements Imply Cost Reduction

** % Volume Increase Required To Maintain CM \$ Facing a 1% Price Reduction

*** % Improvement (Decrease) Required To Maintain CM \$ Facing a 1% Price Reduction

Decision

Q4'23A

Q1'24A

Q2'24A

Q3'24A

Q4'24A

Sales ☹

Total Market Demand [Units]

2,485

3,234

4,178

8,469

15,753

Lost Sales [Units]

0

0

0

0

1,262

Units Sold [Units]

829

1,070

1,391

1,902

2,603

Price [\$]

\$550.00

\$550.00

\$575.00

\$575.00

\$580.00

Terms [Days]

60

45

40

40

30

Average Collection Period [Days]

64.4

45.9

40.9

42.0

32.7

Production ☹

Raw Material On Order [Units]

1,000

900

1,875

3,550

900

Units Produced [Units]

1,166

600

1,400

1,900

2,500

Labor Force Hires [People]

5

0

10

10

10

Terms [Days]	60	45	40	40	30
Average Collection Period [Days]	64.4	45.9	40.9	42.0	32.7
Production ⌵					
Raw Material On Order [Units]	1,000	900	1,875	3,550	900
Units Produced [Units]	1,166	600	1,400	1,900	2,500
Labor Force Hires [People]	5	0	10	10	10
Labor Force Layoffs [People]	0	0	0	0	0
Lines On Order [Units]	0	3	6	5	5
Planned Time	1.28	0.89	0.96	0.84	0.79
Effectiveness	85.4%	92.2%	68.5%	53.2%	60.9%
Discretionary Costs ⌵					
Quality Engineering Expense	\$42,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Research Funding Expense	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Project 01 Funding	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00
Project 02 Funding	\$45,000.00	\$35,000.00	\$0.00	\$0.00	\$0.00
Project 03 Funding	\$0.00	\$0.00	\$35,000.00	\$35,000.00	\$35,000.00
Inventory Rework Cost	\$0.00	\$0.00	\$2,610.00	\$0.00	\$0.00
Marketing Expense	\$41,000.00	\$46,000.00	\$72,000.00	\$110,000.00	\$115,000.00
Advertising Expense	\$31,000.00	\$28,000.00	\$30,000.00	\$40,000.00	\$25,000.00
Lean Six Sigma Expense	\$25,000.00	\$25,000.00	\$32,000.00	\$38,000.00	\$25,000.00
Building Lease and Utilities	\$79,953.00	\$70,088.00	\$84,105.30	\$102,363.07	\$121,827.44
Reports ⌵					
Marketing Report	☒	☒	☒	☒	☒
Business Intelligence Dashboard	☐	☒	☒	☒	☒

≡ Financial Metrics

Metrics	Q1'22A	Q2'22A	Q3'22A	Q4'22A	Q1'23A	Q2'23A	Q3'23A	Q4'23A	Q1'24A	Q2'24A	Q3'24A	Q4'24A
Ratios												
Variable Costs (\$) / Sales (\$)	48.9%	46.9%	47.5%	42.0%	42.9%	46.7%	46.6%	41.0%	52.0%	42.3%	40.2%	38.2%
Materials (\$) / Sales (\$)	13.7%	13.7%	13.7%	13.7%	14.1%	14.6%	15.1%	15.7%	15.8%	15.2%	15.2%	15.1%
Labor (\$) / Sales (\$)	35.2%	33.3%	33.9%	28.4%	28.8%	32.1%	31.5%	25.4%	36.3%	27.1%	25.0%	23.1%
Base Costs (\$) / Sales (\$)	76.8%	59.9%	61.5%	66.1%	65.5%	74.3%	73.8%	71.7%	53.8%	60.4%	61.3%	36.2%
Gross Margin (%)	51.1%	53.1%	52.5%	58.0%	57.1%	53.3%	53.4%	59.0%	48.0%	57.7%	59.8%	61.8%
Operating Margin (%)	-25.7%	-6.9%	-9.0%	-8.2%	-8.4%	-21.1%	-20.4%	-12.7%	-5.9%	-2.6%	-1.5%	25.6%
DuPont Ratios												
Return on Sales (ROS)	-12.9%	-3.4%	-4.5%	-4.1%	-4.2%	-10.8%	-10.9%	-7.3%	-4.1%	-2.0%	-1.1%	12.4%
Asset Turns	0.98	1.10	1.25	1.39	1.29	1.10	1.06	0.96	1.53	1.48	1.63	1.98
Return on Assets (ROA)	-12.6%	-3.8%	-5.6%	-5.7%	-5.4%	-11.8%	-11.6%	-7.0%	-6.3%	-3.0%	-1.7%	24.4%
Financial Leverage	1.00	1.00	1.00	1.00	1.21	1.82	2.74	4.59	4.84	1.57	2.02	1.47
Return on Equity (ROE)	-12.6%	-3.8%	-5.6%	-5.7%	-6.6%	-21.5%	-31.7%	-32.3%	-30.5%	-4.7%	-3.5%	36.0%
Marketing & Advertising												
Marketing (\$) / Sales (\$) [% of Sales]	11.7%	10.8%	10.0%	10.4%	8.8%	9.2%	9.3%	9.0%	7.8%	9.0%	10.1%	7.6%
Advertising (\$) / Sales (\$) [% of Sales]	13.5%	12.5%	11.7%	12.0%	5.3%	6.4%	7.0%	6.8%	4.8%	3.8%	3.7%	1.7%
Quality Engineering												
Quality (\$) / Sales (\$) [% of Sales]	4.9%	4.5%	4.2%	5.5%	7.3%	8.3%	11.3%	9.2%	1.7%	1.3%	0.9%	0.7%
Quality (\$) / Units Produced	\$30.4	\$28.8	\$23.0	\$29.9	\$41.7	\$47.2	\$64.3	\$36.0	\$16.7	\$7.1	\$5.3	\$4.0

Marketing & Advertising												
Marketing (\$) / Sales (\$) [% of Sales]	11.7%	10.8%	10.0%	10.4%	8.8%	9.2%	9.3%	9.0%	7.8%	9.0%	10.1%	7.6%
Advertising (\$) / Sales (\$) [% of Sales]	13.5%	12.5%	11.7%	12.0%	5.3%	6.4%	7.0%	6.8%	4.8%	3.8%	3.7%	1.7%
Quality Engineering												
Quality (\$) / Sales (\$) [% of Sales]	4.9%	4.5%	4.2%	5.5%	7.3%	8.3%	11.3%	9.2%	1.7%	1.3%	0.9%	0.7%
Quality (\$) / Units Produced	\$30.4	\$28.8	\$23.0	\$29.9	\$41.7	\$47.2	\$64.3	\$36.0	\$16.7	\$7.1	\$5.3	\$4.0
Lean Six Sigma												
Lean Six Sigma (\$) / Sales (\$) [% of Sales]	6.0%	5.6%	5.2%	6.1%	9.4%	8.9%	8.0%	5.5%	4.2%	4.0%	3.5%	1.7%
Lean Six Sigma (\$) / Units Produced	\$37.5	\$35.4	\$28.3	\$33.2	\$53.3	\$50.3	\$45.7	\$21.4	\$41.7	\$22.9	\$20.0	\$10.0
Research Expense & Project Funding												
Research (\$) / Sales (\$) [% of Sales]	0.0%	0.0%	0.0%	0.0%	7.3%	8.3%	8.8%	9.9%	5.9%	4.4%	3.2%	4.0%
Cash Flow Analysis												
Cash Conversion Cycle (CCC) in Days	31.1	30.5	54.0	68.0	88.4	102.7	109.9	136.2	70.5	51.1	49.1	48.7
Terms to Customer	30.0	30.0	30.0	30.0	60.0	60.0	60.0	60.0	45.0	40.0	40.0	30.0
Average Collection Period in Days	30.0	30.1	39.9	40.0	55.9	64.0	63.1	64.4	45.9	40.9	42.0	32.7
Days Inventory Outstanding	1.1	0.3	14.1	28.0	32.5	38.7	46.8	71.7	24.7	10.2	7.1	16.0
Days Payable Outstanding	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cash Flow from Operating Activities (CFOA)	(\$124,331)	(\$16,672)	(\$76,914)	(\$40,785)	(\$91,633)	(\$102,843)	(\$90,274)	(\$133,555)	\$67,580	(\$21,626)	(\$142,789)	\$93,501
Interest Coverage [OM \$ / Interest \$]	-	-	-	-	-	-44.7	-14.6	-6.5	-2.5	-1.8	-2.2	30.4
Cash Flow Coverage	-	-	-	-	-	-2.3	-0.6	-0.6	0.2	-0.1	-0.7	0.3
Distributor Financials												
Retail Price (\$)	\$700	\$700	\$700	\$700	\$678	\$656	\$633	\$611	\$611	\$639	\$639	\$644
Distributor Margin (%)	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Distributor Margin (\$)	\$70.0	\$70.0	\$70.0	\$70.0	\$67.8	\$65.6	\$63.3	\$61.1	\$61.1	\$63.9	\$63.9	\$64.4
Total Distributor Margin (\$)	\$29,540	\$31,990	\$34,300	\$36,190	\$37,888	\$40,054	\$44,207	\$50,661	\$65,389	\$88,869	-\$121,517	\$167,749



Income Statement

Report Type:

\$

%

Profit & Loss [\$]	Q1'22A	Q2'22A	Q3'22A	Q4'22A	Q1'23A	Q2'23A	Q3'23A	Q4'23A	Q1'24A	Q2'24A	Q3'24A	Q4'24A
Total Sales ✕	\$265,860.00	\$287,910.00	\$308,700.00	\$325,710.00	\$340,990.00	\$360,490.00	\$397,860.00	\$455,950.00	\$588,500.00	\$799,825.00	\$1,093,650.00	\$1,509,740.00
- Total COGS ✕	\$129,937.31	\$135,168.89	\$146,749.29	\$136,946.30	\$146,402.48	\$168,478.90	\$185,435.06	\$187,164.21	\$306,305.45	\$337,970.12	\$439,335.77	\$576,605.12
Gross Margin	\$135,922.69	\$152,741.11	\$161,950.71	\$188,763.70	\$194,587.52	\$192,011.10	\$212,424.94	\$268,785.79	\$282,194.55	\$461,854.88	\$654,314.23	\$933,134.88
- Total Base Costs ✕	\$204,265.16	\$172,591.33	\$189,725.67	\$215,386.74	\$223,383.32	\$267,979.72	\$293,731.64	\$326,767.14	\$316,686.54	\$482,805.67	\$670,204.17	\$547,124.04
Operating Margin (OM)	(\$68,342.47)	(\$19,850.22)	(\$27,774.96)	(\$26,623.04)	(\$28,795.80)	(\$75,968.62)	(\$81,306.70)	(\$57,981.35)	(\$34,491.99)	(\$20,950.79)	(\$15,889.94)	\$386,010.84
- Interest Expense ✕	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,700.07	\$5,556.70	\$8,941.96	\$13,950.27	\$11,416.01	\$7,352.00	\$12,706.58
Pre-Tax Net Income	(\$68,342.47)	(\$19,850.22)	(\$27,774.96)	(\$26,623.04)	(\$28,795.80)	(\$77,668.69)	(\$86,863.40)	(\$66,923.31)	(\$48,442.26)	(\$32,366.80)	(\$23,241.94)	\$373,304.26
- Taxes ✕	(\$34,171.23)	(\$9,925.11)	(\$13,887.48)	(\$13,311.52)	(\$14,397.90)	(\$38,834.35)	(\$43,431.70)	(\$33,461.65)	(\$24,221.13)	(\$16,183.40)	(\$11,620.97)	\$186,652.13
Net Income	(\$34,171.23)	(\$9,925.11)	(\$13,887.48)	(\$13,311.52)	(\$14,397.90)	(\$38,834.35)	(\$43,431.70)	(\$33,461.65)	(\$24,221.13)	(\$16,183.40)	(\$11,620.97)	\$186,652.13

(*) To condense view, click on column title for any quarter. This will hide previous quarter data. To view all columns again, click on statement title

Balance Sheet

Report Type:

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Balance Sheet [\$]	Q1'22A	Q2'22A	Q3'22A	Q4'22A	Q1'23A	Q2'23A	Q3'23A	Q4'23A	Q1'24A	Q2'24A	Q3'24A	Q4'24A
Total Assets	\$270,828.77	\$260,903.66	\$247,016.18	\$233,704.66	\$264,641.94	\$328,651.03	\$375,492.98	\$475,586.22	\$383,784.97	\$539,227.89	\$670,395.65	\$763,547.03
= Cash	\$180,669.22	\$163,997.06	\$87,082.86	\$46,297.94	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
+ Receivables ∨	\$88,620.00	\$96,390.00	\$137,000.00	\$144,760.00	\$211,738.00	\$256,242.00	\$279,010.00	\$326,447.00	\$299,840.75	\$363,298.29	\$510,856.07	\$548,538.87
+ Raw Material	\$0.00	\$516.60	\$172.20	\$0.00	\$0.00	\$9,815.40	\$35,645.40	\$21,352.80	\$56,462.61	\$12,917.84	\$10,748.00	\$102,508.16
+ Finished Goods	\$1,539.54	\$0.00	\$22,761.11	\$42,646.72	\$52,903.94	\$62,593.63	\$60,837.58	\$127,786.42	\$27,481.61	\$25,511.76	\$23,791.58	\$0.00
+ Net PP&E	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$137,500.00	\$125,000.00	\$112,500.00
Total Liabilities & Equity	\$270,828.77	\$260,903.66	\$247,016.18	\$233,704.66	\$264,641.94	\$328,651.03	\$375,492.98	\$475,586.22	\$383,784.97	\$539,227.89	\$670,395.65	\$763,547.03
= Liabilities ∨	\$0.00	\$0.00	\$0.00	\$0.00	\$45,335.18	\$148,178.62	\$238,452.26	\$372,007.16	\$304,427.04	\$196,053.36	\$338,842.09	\$245,341.34
+ Equity ∨	\$270,828.77	\$260,903.66	\$247,016.18	\$233,704.66	\$219,306.76	\$180,472.41	\$137,040.71	\$103,579.06	\$79,357.93	\$343,174.53	\$331,553.56	\$518,205.69

(†) To condense view, click on column title for any quarter. This will hide previous quarter data. To view all columns again, click on statement title

Cash Flow

Report Type:

\$

Cash Flow [\$]	Q1'22A	Q2'22A	Q3'22A	Q4'22A	Q1'23A	Q2'23A	Q3'23A	Q4'23A	Q1'24A	Q2'24A	Q3'24A	Q4'24A
Cash Provided/(Used) - Operating Activities ∨	(\$124,330.78)	(\$16,672.17)	(\$76,914.19)	(\$40,784.92)	(\$91,633.12)	(\$102,843.44)	(\$90,273.64)	(\$133,554.90)	\$67,580.12	(\$21,626.32)	(\$142,788.73)	\$93,500.75
Cash Provided/(Used) - Investing Activities ∨	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	(\$150,000.00)	\$0.00	\$0.00
Cash Provided/(Used) - Financing Activities ∨	\$305,000.00	\$0.00	\$0.00	\$0.00	\$45,335.18	\$102,843.44	\$90,273.64	\$133,554.90	(\$67,580.12)	\$171,626.32	\$142,788.73	(\$93,500.75)
Total Cash Flow	\$180,669.22	(\$16,672.17)	(\$76,914.19)	(\$40,784.92)	(\$46,297.94)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
+ Beginning Cash	\$0.00	\$180,669.22	\$163,997.06	\$87,082.86	\$46,297.94	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Ending Cash	\$180,669.22	\$163,997.06	\$87,082.86	\$46,297.94	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

(*) To condense view, click on column title for any quarter. This will hide previous quarter data. To view all columns again, click on statement title

! Credit Line

Report Type:

\$

Credit Line [\$]	Q1'22A	Q2'22A	Q3'22A	Q4'22A	Q1'23A	Q2'23A	Q3'23A	Q4'23A	Q1'24A	Q2'24A	Q3'24A	Q4'24A
Credit Floor	\$325,000.00	\$325,000.00	\$325,000.00	\$325,000.00	\$325,000.00	\$325,000.00	\$325,000.00	\$325,000.00	\$425,000.00	\$425,000.00	\$425,000.00	\$425,000.00
Total Collateral	\$153,633.86	\$157,834.00	\$189,028.33	\$199,650.02	\$242,913.98	\$272,523.29	\$285,657.27	\$334,204.13	\$288,148.93	\$325,632.50	\$413,651.11	\$429,123.32
= Collateral Value	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00
+ Receivable Advance ☹	\$53,172.00	\$57,834.00	\$82,200.00	\$86,856.00	\$127,042.80	\$153,745.20	\$167,406.00	\$195,868.20	\$179,904.45	\$217,978.97	\$306,513.64	\$329,123.32
+ Finished Goods Adv. ☹	\$461.86	\$0.00	\$6,828.33	\$12,794.02	\$15,871.18	\$18,778.09	\$18,251.27	\$38,335.93	\$8,244.48	\$7,653.53	\$7,137.47	\$0.00
Credit Line	\$325,000.00	\$325,000.00	\$325,000.00	\$325,000.00	\$325,000.00	\$325,000.00	\$325,000.00	\$334,204.13	\$425,000.00	\$425,000.00	\$425,000.00	\$429,123.32
Current Debt	\$0.00	\$0.00	\$0.00	\$0.00	\$45,335.18	\$148,178.62	\$238,452.26	\$372,007.16	\$304,427.04	\$196,053.36	\$338,842.09	\$245,341.34
Credit Line Status	OK	OK	OK	OK	OK	OK	OK	Exceeded!	OK	OK	OK	OK

(*) To condense view, click on column title for any quarter. This will hide previous quarter data. To view all columns again, click on statement title