Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash flows from operating activities						
Net Income (Loss)	$1'817	$1'741	$692	$2'531	($2'273)	$1'726
Adjustment for non-cash items						
Depreciation	$960	$1'440	$1'333	$1'320	$960	$1'600
Extraordinary gains/losses/writeoffs	$0	$0	$0	$0	$0	$0
Changes in current assets and liabilities						
Accounts payable	$134	$160	$495	($99)	$349	($34)
Inventory	$752	($2'421)	$592	$1'875	$2'353	($4'861)
Accounts receivable	($594)	($473)	($863)	($436)	$545	$50
Net cash from operations	$3'069	$447	$2'248	$5'190	$1'934	($1'518)
Cash flows from investing activities						
Plant improvements (net)	($10'000)	($7'200)	($5'600)	($5'400)	$0	($9'600)
Cash flows from financing activities						
Dividends paid	($209)	$0	$0	$0	$0	$0
Sales of common stock	$1'000	$0	$1'000	$0	$0	$35
Purchase of common stock	$0	$0	$0	$0	$0	$0
Cash from long term debt issued	$1'000	$0	$0	$0	$0	$2'480
Early retirement of long term debt	$0	$0	$0	$0	$0	$0
Retirement of current debt	$0	$0	$0	$0	$0	$0
Cash from current debt borrowing	$0	$0	$0	$0	$0	$3'692
Cash from emergency loan	$0	$1'160	$0	$0	$0	$0
Net cash from financing activities	$1'791	$1'160	$1'000	$0	$0	$6'206
Net change in cash position	($5'140)	($5'593)	($2'352)	($210)	$1'934	($4'911)

Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	$453	$0	$3'242	$5'384	$7'527	$682
Accounts Receivable	$3'947	$3'827	$4'217	$3'790	$2'809	$3'303
Inventory	$1'601	$4'774	$1'761	$478	$0	$7'214
Total Current Assets	$6'001	$8'601	$9'220	$9'651	$10'336	$11'199
Plant and equipment	$24'400	$21'600	$20'000	$19'800	$14'400	$24'000
Accumulated Depreciation	($5'760)	($6'240)	($6'133)	($6'120)	($5'760)	($6'400)
Total Fixed Assets	$18'640	$15'360	$13'867	$13'680	$8'640	$17'600
Total Assets	$24'641	$23'961	$23'086	$23'331	$18'976	$28'799
Accounts Payable	$2'988	$3'015	$3'350	$2'755	$3'203	$2'821
Current Debt	$0	$1'160	$0	$0	$0	$3'692
Long Term Debt	$6'200	$5'200	$5'200	$5'200	$5'200	$7'680
Total Liabilities	$9'188	$9'375	$8'550	$7'955	$8'403	$14'192
Common Stock	$3'323	$2'323	$3'323	$2'323	$2'323	$2'358
Retained Earnings	$12'130	$12'263	$11'214	$13'053	$8'249	$12'248
Total Equity	$15'453	$14'586	$14'537	$15'376	$10'573	$14'606
Total Liabilities & Owner's Equity	$24'641	$23'961	$23'086	$23'331	$18'976	$28'799

Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	$48'025	$46'556	$51'301	$46'108	$41'007	$40'188
Variable Costs (Labor, Material, Carry)	$37'304	$34'834	$41'556	$35'455	$35'760	$30'326
Depreciation	$960	$1'440	$1'333	$1'320	$960	$1'600
SG&A (R&D, Promo, Sales, Admin)	$6'068	$6'739	$6'635	$4'719	$7'142	$4'220
Other (Fees, Write Offs, TQM, Bonus)	$100	$0	$50	$0	$0	$126
EBIT	$3'593	$3'543	$1'727	$4'614	($2'855)	$3'917
Interest (Short term, Long term)	$741	$811	$641	$641	$641	$1'207
Taxes	$998	$956	$380	$1'390	($1'224)	$948
Profit Sharing	$37	$36	$14	$52	$0	$35
Net Profit	$1'817	$1'741	$692	$2'531	($2'273)	$1'726