

Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash flows from operating activities						
Net Income (Loss)	\$12'180	(\$321)	\$8'105	(\$2'500)	\$1'224	\$1'097
Adjustment for non-cash items						
Depreciation	\$2'765	\$2'517	\$4'400	\$4'107	\$1'280	\$1'840
Extraordinary gains/losses/writeoffs	\$0	\$0	\$176	\$0	\$473	\$355
Changes in current assets and liabilities						
Accounts payable	(\$182)	(\$1'853)	\$912	\$2'025	\$1'127	(\$2'051)
Inventory	(\$5'863)	\$5'306	(\$2'007)	(\$29'739)	(\$6'900)	\$8'559
Accounts receivable	(\$641)	\$259	(\$1'834)	(\$190)	(\$3'064)	(\$1'065)
Net cash from operations	\$8'259	\$5'909	\$9'752	(\$26'297)	(\$5'860)	\$8'734
Cash flows from investing activities						
Plant improvements (net)	(\$5'000)	(\$4'160)	(\$18'220)	(\$22'000)	(\$2'780)	\$6'995
Cash flows from financing activities						
Dividends paid	(\$1'214)	\$0	(\$714)	\$0	\$0	\$0
Sales of common stock	\$3'000	\$0	\$13'500	\$3'000	\$0	\$1'001
Purchase of common stock	\$0	\$0	\$0	\$0	\$0	(\$314)
Cash from long term debt issued	\$2'500	\$4'000	\$2'000	\$0	\$4'500	\$0
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	(\$4'261)
Retirement of current debt	(\$6'171)	(\$9'187)	\$0	(\$6'618)	(\$5'336)	(\$25'741)
Cash from current debt borrowing	\$2'500	\$4'700	\$0	\$0	\$1'000	\$740
Cash from emergency loan	\$0	\$0	\$0	\$51'915	\$8'477	\$12'846
Net cash from financing activities	\$615	(\$487)	\$14'786	\$48'297	\$8'640	(\$15'729)
Net change in cash position	\$3'874	\$1'262	\$6'318	\$0	\$0	\$0

Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$3'874	\$1'262	\$17'591	\$0	\$0	\$0
Accounts Receivable	\$10'601	\$4'283	\$8'371	\$3'025	\$6'402	\$4'185
Inventory	\$14'346	\$7'438	\$6'723	\$29'739	\$6'900	\$16'457
Total Current Assets	\$28'821	\$12'982	\$32'686	\$32'765	\$13'302	\$20'642
Plant and equipment	\$46'480	\$37'760	\$66'000	\$61'600	\$19'200	\$27'600
Accumulated Depreciation	(\$13'112)	(\$12'971)	(\$14'622)	(\$14'907)	(\$6'728)	(\$7'860)
Total Fixed Assets	\$33'368	\$24'789	\$51'378	\$46'693	\$12'472	\$19'740
Total Assets	\$62'189	\$37'771	\$84'063	\$79'458	\$25'774	\$40'382
Accounts Payable	\$7'842	\$2'676	\$4'950	\$4'147	\$4'677	\$1'964
Current Debt	\$4'233	\$6'433	\$1'733	\$53'648	\$11'210	\$13'585
Long Term Debt	\$6'100	\$14'600	\$18'600	\$2'600	\$9'100	\$10'499
Total Liabilities	\$18'176	\$23'709	\$25'283	\$60'396	\$24'987	\$26'048
Common Stock	\$9'823	\$2'323	\$29'323	\$5'323	\$2'323	\$3'281
Retained Earnings	\$34'191	\$11'739	\$29'457	\$13'739	(\$1'536)	\$11'053
Total Equity	\$44'014	\$14'062	\$58'780	\$19'062	\$787	\$14'334
Total Liabilities & Owner's Equity	\$62'189	\$37'771	\$84'063	\$79'458	\$25'774	\$40'382

Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$128'982	\$52'107	\$95'485	\$36'809	\$66'761	\$50'914
Variable Costs (Labor, Material, Carry)	\$91'272	\$38'755	\$59'020	\$24'289	\$50'829	\$34'428
Depreciation	\$2'765	\$2'517	\$4'400	\$4'107	\$1'280	\$1'840
SG&A (R&D, Promo, Sales, Admin)	\$14'489	\$8'758	\$16'287	\$3'915	\$9'095	\$9'021
Other (Fees, Write Offs, TQM, Bonus)	\$275	\$200	\$951	\$150	\$698	\$473
EBIT	\$20'180	\$1'877	\$14'827	\$4'347	\$4'858	\$5'152
Interest (Short term, Long term)	\$1'059	\$2'371	\$2'103	\$8'194	\$2'937	\$3'430
Taxes	\$6'692	(\$173)	\$4'453	(\$1'346)	\$672	\$603
Profit Sharing	\$249	\$0	\$165	\$0	\$25	\$22
Net Profit	\$12'180	(\$321)	\$8'105	(\$2'500)	\$1'224	\$1'097