

<b>Cash Flow Statement Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
<b>Cash flows from operating activities</b>						
Net Income (Loss)	\$11'742	(\$4'181)	\$28'193	(\$11'759)	(\$11'490)	\$5'532
Adjustment for non-cash items						
Depreciation	\$3'840	\$2'517	\$7'380	\$4'520	\$1'772	\$2'645
Extraordinary gains/losses/writeoffs	\$479	\$0	\$678	\$0	\$260	\$0
Changes in current assets and liabilities						
Accounts payable	(\$309)	\$3'264	\$714	\$453	\$157	\$2'737
Inventory	(\$3'161)	(\$37'320)	\$8'858	(\$6'881)	(\$22'380)	(\$4'121)
Accounts receivable	(\$59)	\$29	(\$4'095)	\$399	(\$344)	(\$1'241)
Net cash from operations	\$12'531	(\$35'691)	\$41'727	(\$13'268)	(\$32'025)	\$5'552
<b>Cash flows from investing activities</b>						
Plant improvements (net)	(\$11'260)	\$0	(\$21'245)	(\$6'200)	(\$5'908)	(\$6'400)
<b>Cash flows from financing activities</b>						
Dividends paid	(\$1'214)	\$0	(\$4'283)	(\$2'793)	\$0	(\$6'985)
Sales of common stock	\$0	\$0	\$0	\$1'400	\$0	\$0
Purchase of common stock	\$0	(\$1'012)	\$0	\$0	\$0	(\$2'296)
Cash from long term debt issued	\$0	\$0	\$3'000	\$0	\$0	\$1'922
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of current debt	(\$4'300)	(\$6'433)	(\$6'000)	(\$59'659)	(\$38'325)	(\$4'101)
Cash from current debt borrowing	\$4'300	\$0	\$3'000	\$0	\$0	\$3'923
Cash from emergency loan	\$0	\$37'273	\$0	\$80'519	\$76'259	\$0
Net cash from financing activities	(\$1'214)	\$29'828	(\$4'283)	\$19'468	\$37'933	(\$7'536)
<b>Net change in cash position</b>	\$57	(\$5'863)	\$16'199	\$0	\$0	(\$8'385)

<b>Balance Sheet Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
Cash	\$8'635	\$0	\$25'110	\$0	\$0	\$3'434
Accounts Receivable	\$11'649	\$4'454	\$15'082	\$4'790	\$5'423	\$6'175
Inventory	\$18'898	\$42'440	\$4'605	\$39'301	\$52'482	\$4'568
Total Current Assets	\$39'181	\$46'894	\$44'797	\$44'091	\$57'905	\$14'176
Plant and equipment	\$64'600	\$37'760	\$114'700	\$67'800	\$26'580	\$39'680
Accumulated Depreciation	(\$19'583)	(\$18'005)	(\$27'696)	(\$23'533)	(\$9'540)	(\$12'724)
Total Fixed Assets	\$45'017	\$19'755	\$87'004	\$44'267	\$17'040	\$26'956
<b>Total Assets</b>	<b>\$84'198</b>	<b>\$66'649</b>	<b>\$131'801</b>	<b>\$88'357</b>	<b>\$74'945</b>	<b>\$41'132</b>
Accounts Payable	\$7'570	\$6'143	\$7'015	\$4'385	\$5'344	\$4'493
Current Debt	\$4'462	\$39'873	\$5'600	\$83'119	\$78'859	\$3'966
Long Term Debt	\$3'500	\$12'000	\$19'000	\$0	\$6'500	\$13'670
Total Liabilities	\$15'533	\$58'016	\$31'615	\$87'505	\$90'702	\$22'129
Common Stock	\$9'823	\$2'153	\$29'323	\$6'724	\$2'323	\$4'239
Retained Earnings	\$58'842	\$6'480	\$70'862	(\$5'871)	(\$18'080)	\$14'764
Total Equity	\$68'665	\$8'633	\$100'185	\$852	(\$15'757)	\$19'003
<b>Total Liabilities &amp; Owner's Equity</b>	<b>\$84'198</b>	<b>\$66'649</b>	<b>\$131'801</b>	<b>\$88'357</b>	<b>\$74'945</b>	<b>\$41'132</b>

<b>Income Statement Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
Sales	\$141'726	\$54'194	\$172'025	\$58'277	\$56'554	\$75'123
Variable Costs (Labor, Material, Carry)	\$91'214	\$42'510	\$94'763	\$51'189	\$48'930	\$51'096
Depreciation	\$3'840	\$2'517	\$7'380	\$4'520	\$1'772	\$2'645
SG&A (R&D, Promo, Sales, Admin)	\$20'082	\$7'798	\$22'473	\$6'407	\$9'011	\$8'457
Other (Fees, Write Offs, TQM, Bonus)	\$7'479	\$15	\$828	\$70	\$260	\$2'381
EBIT	\$19'111	\$1'353	\$46'581	(\$3'910)	(\$3'419)	\$10'544
Interest (Short term, Long term)	\$678	\$7'786	\$2'322	\$14'181	\$14'257	\$1'860
Taxes	\$6'452	(\$2'251)	\$15'491	(\$6'332)	(\$6'187)	\$3'039
Profit Sharing	\$240	\$0	\$575	\$0	\$0	\$113
Net Profit	\$11'742	(\$4'181)	\$28'193	(\$11'759)	(\$11'490)	\$5'532