

Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash flows from operating activities						
Net Income (Loss)	\$19'833	(\$11'684)	\$38'385	(\$7'022)	(\$19'537)	\$8'650
Adjustment for non-cash items						
Depreciation	\$5'680	\$2'533	\$9'507	\$2'560	\$1'684	\$3'413
Extraordinary gains/losses/writeoffs	\$0	(\$947)	\$368	(\$136)	\$5'675	\$0
Changes in current assets and liabilities						
Accounts payable	\$2'031	(\$4'564)	\$1'979	(\$1'750)	\$203	\$245
Inventory	\$3'531	\$11'175	\$4'605	\$15'378	(\$15'356)	\$1'459
Accounts receivable	(\$3'844)	\$1'412	(\$3'886)	(\$191)	\$228	(\$1'009)
Net cash from operations	\$27'231	(\$2'074)	\$50'958	\$8'840	(\$27'103)	\$12'758
Cash flows from investing activities						
Plant improvements (net)	(\$20'600)	(\$1'640)	(\$28'355)	\$19'110	(\$4'982)	(\$11'520)
Cash flows from financing activities						
Dividends paid	(\$3'642)	\$0	(\$12'492)	(\$1'676)	\$0	\$0
Sales of common stock	\$0	\$0	\$0	\$559	\$0	\$2'364
Purchase of common stock	\$0	\$0	\$0	\$0	\$0	\$0
Cash from long term debt issued	\$7'000	\$15'000	\$5'000	\$0	\$0	\$4'245
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of current debt	(\$4'462)	(\$39'873)	(\$5'600)	(\$83'119)	(\$78'859)	(\$3'966)
Cash from current debt borrowing	\$5'000	\$0	\$0	\$0	\$10'000	\$4'490
Cash from emergency loan	\$0	\$28'587	\$0	\$56'287	\$100'943	\$0
Net cash from financing activities	\$3'895	\$3'714	(\$13'092)	(\$27'950)	\$32'085	\$7'133
Net change in cash position	\$10'526	\$0	\$9'511	\$0	\$0	\$8'371

Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$19'161	\$0	\$34'621	\$0	\$0	\$11'805
Accounts Receivable	\$15'493	\$3'042	\$18'968	\$4'981	\$5'195	\$7'184
Inventory	\$15'367	\$31'265	\$0	\$23'922	\$67'838	\$3'108
Total Current Assets	\$50'020	\$34'307	\$53'589	\$28'903	\$73'033	\$22'097
Plant and equipment	\$85'200	\$38'000	\$142'600	\$38'400	\$25'260	\$51'200
Accumulated Depreciation	(\$25'263)	(\$18'192)	(\$37'116)	(\$15'668)	(\$10'597)	(\$16'137)
Total Fixed Assets	\$59'937	\$19'808	\$105'484	\$22'732	\$14'663	\$35'063
Total Assets	\$109'957	\$54'115	\$159'073	\$51'635	\$87'696	\$57'160
Accounts Payable	\$9'601	\$1'579	\$8'995	\$2'635	\$5'547	\$4'738
Current Debt	\$5'000	\$28'587	\$0	\$56'287	\$110'943	\$4'490
Long Term Debt	\$10'500	\$27'000	\$24'000	\$0	\$6'500	\$17'915
Total Liabilities	\$25'101	\$57'166	\$32'995	\$58'922	\$122'990	\$27'143
Common Stock	\$9'823	\$2'153	\$29'323	\$7'282	\$2'323	\$6'603
Retained Earnings	\$75'033	(\$5'204)	\$96'755	(\$14'569)	(\$37'617)	\$23'414
Total Equity	\$84'856	(\$3'051)	\$126'079	(\$7'287)	(\$35'294)	\$30'017
Total Liabilities & Owner's Equity	\$109'957	\$54'115	\$159'073	\$51'635	\$87'696	\$57'160

Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$188'493	\$37'013	\$216'352	\$60'599	\$54'175	\$87'403
Variable Costs (Labor, Material, Carry)	\$122'191	\$34'137	\$114'039	\$50'311	\$49'066	\$59'479
Depreciation	\$5'680	\$2'533	\$9'507	\$2'560	\$1'684	\$3'413
SG&A (R&D, Promo, Sales, Admin)	\$22'823	\$6'283	\$25'597	\$8'942	\$8'417	\$8'146
Other (Fees, Write Offs, TQM, Bonus)	\$5'350	\$3'803	\$4'618	(\$108)	\$5'675	\$330
EBIT	\$32'449	(\$9'743)	\$62'590	(\$1'106)	(\$10'667)	\$16'034
Interest (Short term, Long term)	\$1'314	\$8'232	\$2'331	\$9'697	\$19'391	\$2'455
Taxes	\$10'897	(\$6'291)	\$21'091	(\$3'781)	(\$10'520)	\$4'753
Profit Sharing	\$405	\$0	\$783	\$0	\$0	\$177
Net Profit	\$19'833	(\$11'684)	\$38'385	(\$7'022)	(\$19'537)	\$8'650