

Cash Flow Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>Cash flows from operating activities</b>						
Net Income (Loss)	\$30'883	(\$7'486)	\$50'861	(\$9'516)	(\$30'457)	\$12'051
Adjustment for non-cash items						
Depreciation	\$6'153	\$2'533	\$11'773	\$2'560	\$5'976	\$3'413
Extraordinary gains/losses/writeoffs	\$0	\$0	\$0	\$0	\$0	(\$67)
Changes in current assets and liabilities						
Accounts payable	(\$1'630)	\$68	(\$608)	(\$6)	\$69	\$1'461
Inventory	\$14'222	\$31'265	(\$976)	(\$2'838)	\$22'145	\$3'108
Accounts receivable	(\$705)	(\$1'152)	(\$1'817)	\$2'369	(\$4'455)	(\$2'255)
Net cash from operations	\$48'923	\$25'228	\$59'233	(\$7'430)	(\$6'723)	\$17'712
<b>Cash flows from investing activities</b>						
Plant improvements (net)	(\$7'100)	\$0	(\$34'000)	\$0	(\$64'373)	\$0
<b>Cash flows from financing activities</b>						
Dividends paid	(\$11'578)	\$0	(\$24'586)	\$0	\$0	(\$8'723)
Sales of common stock	\$0	\$0	\$0	\$0	\$0	\$0
Purchase of common stock	(\$8'000)	\$0	(\$5'000)	\$0	\$0	(\$3'664)
Cash from long term debt issued	\$10'000	\$0	\$0	\$0	\$0	\$0
Early retirement of long term debt	\$0	\$0	\$0	\$0	\$0	(\$2'091)
Retirement of current debt	(\$5'000)	(\$28'587)	\$0	(\$56'287)	(\$110'943)	(\$4'490)
Cash from current debt borrowing	\$5'000	\$0	\$0	\$0	\$0	\$5'717
Cash from emergency loan	\$0	\$3'359	\$0	\$63'717	\$182'039	\$0
Net cash from financing activities	(\$9'578)	(\$25'228)	(\$29'586)	\$7'430	\$71'095	(\$13'251)
<b>Net change in cash position</b>	<b>\$32'245</b>	<b>\$0</b>	<b>(\$4'354)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4'461</b>
Balance Sheet Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	\$51'406	\$0	\$30'267	\$0	\$0	\$16'266
Accounts Receivable	\$16'197	\$4'195	\$20'785	\$2'612	\$9'650	\$9'439
Inventory	(\$1'144)	\$0	(\$976)	(\$26'760)	(\$45'693)	\$0
Total Current Assets	\$68'747	\$4'195	\$52'028	\$29'372	\$55'343	\$25'704
Plant and equipment	\$92'300	\$38'000	\$176'600	\$38'400	\$89'633	\$51'200
Accumulated Depreciation	(\$31'416)	(\$20'725)	(\$48'889)	(\$18'228)	(\$16'573)	(\$19'551)
Total Fixed Assets	\$60'884	\$17'275	\$127'711	\$20'172	\$73'060	\$31'649
<b>Total Assets</b>	<b>\$129'631</b>	<b>\$21'469</b>	<b>\$179'739</b>	<b>\$49'544</b>	<b>\$128'403</b>	<b>\$57'354</b>
Accounts Payable	\$7'971	\$1'647	\$8'386	\$2'630	\$5'616	\$6'199
Current Debt	\$5'000	\$3'359	\$0	\$63'717	\$182'039	\$5'717
Long Term Debt	\$20'500	\$27'000	\$24'000	\$0	\$6'500	\$15'758
Total Liabilities	\$33'471	\$32'006	\$32'386	\$66'347	\$194'154	\$27'674
Common Stock	\$8'897	\$2'153	\$28'160	\$7'282	\$2'323	\$5'797
Retained Earnings	\$87'263	(\$12'690)	\$119'193	(\$24'085)	(\$68'074)	\$23'883
Total Equity	\$96'160	(\$10'537)	\$147'353	(\$16'803)	(\$65'751)	\$29'680
<b>Total Liabilities &amp; Owner's Equity</b>	<b>\$129'631</b>	<b>\$21'469</b>	<b>\$179'739</b>	<b>\$49'544</b>	<b>\$128'403</b>	<b>\$57'354</b>
Income Statement Survey	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	\$197'066	\$51'034	\$237'081	\$31'773	\$100'637	\$114'836
Variable Costs (Labor, Material, Carry)	\$111'342	\$51'305	\$101'173	\$32'367	\$95'952	\$78'529
Depreciation	\$6'153	\$2'533	\$11'773	\$2'560	\$5'976	\$3'413
SG&A (R&D, Promo, Sales, Admin)	\$21'280	\$4'827	\$25'884	\$510	\$13'395	\$8'780
Other (Fees, Write Offs, TQM, Bonus)	\$7'620	\$0	\$16'075	\$0	\$0	\$2'869
EBIT	\$50'671	(\$7'631)	\$82'175	(\$3'663)	(\$14'685)	\$21'243
Interest (Short term, Long term)	\$2'189	\$3'886	\$2'331	\$10'977	\$32'171	\$2'325
Taxes	\$16'968	(\$4'031)	\$27'945	(\$5'124)	(\$16'400)	\$6'621
Profit Sharing	\$630	\$0	\$1'038	\$0	\$0	\$246
Net Profit	\$30'883	(\$7'486)	\$50'861	(\$9'516)	(\$30'457)	\$12'051