

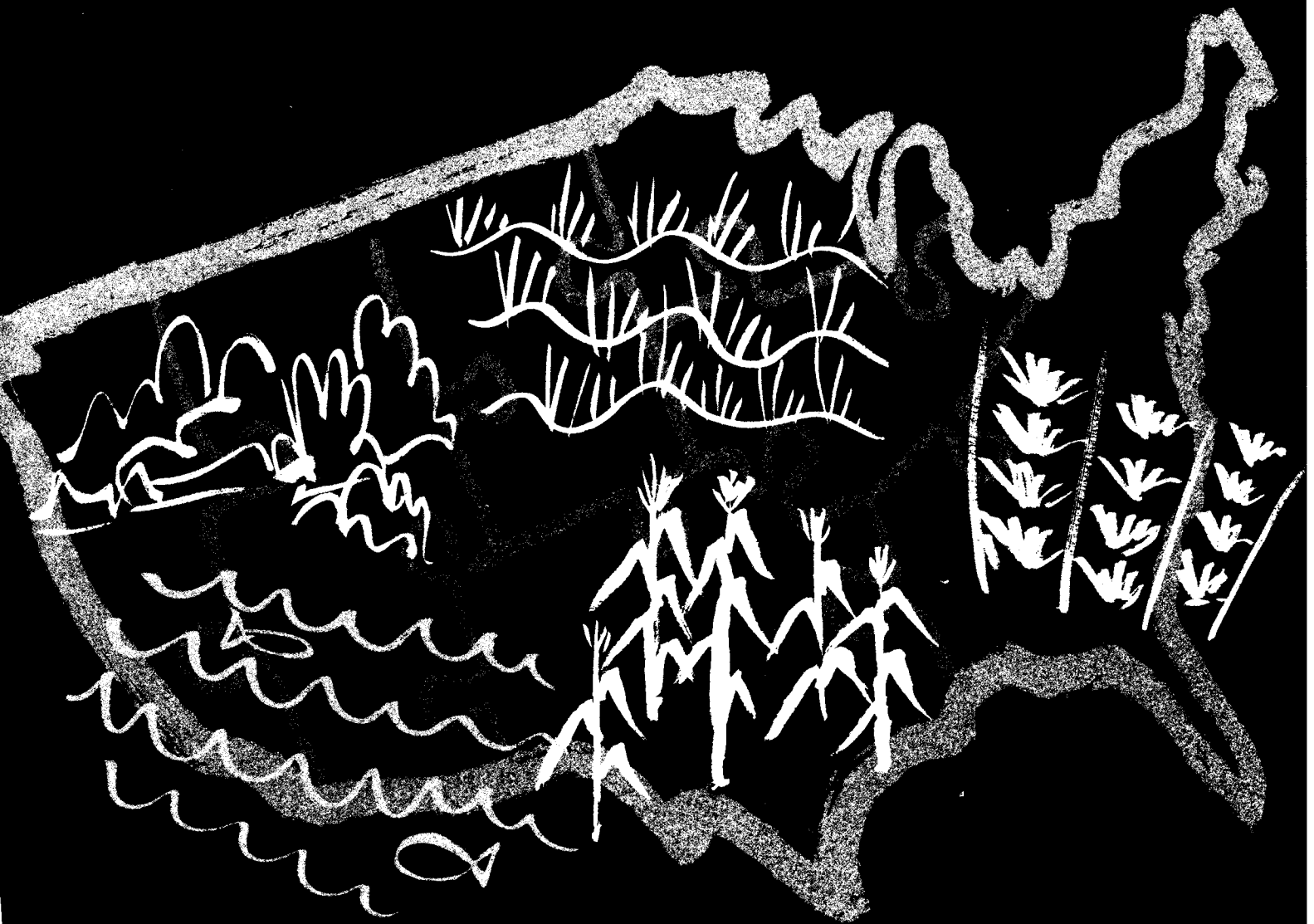


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Report 160

Performance of Cooperatives Handling Farm Supplies, by Region



Abstract

This report looks at the regional differences in trends, performances, and financial measures of 403 cooperatives. The regions represented are Atlantic, South Central, Mountain, Pacific, Northern Plains, Lake States, and Corn Belt. Also included are a consolidated balance sheet, an income statement, and financial ratios for these cooperatives.

Key words: Cooperatives, farm supply, region, Atlantic, South Central, Mountain, Pacific, Northern Plains, Lake States, Corn Belt.

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Rural Business-Cooperative Service

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Preface

The trends, performances, and financial measures of 403 cooperatives handling farm supplies are compared for years 1994 and 1995. Although in some instances, the changes between a 2-year period were small; in other instances the changes were noteworthy. The report also looks at some of the major components of the balance sheet, income statement, and financial ratios. Information contained in this report may be used by management of cooperatives handling farm supplies to compare their cooperative's general performance with other cooperatives in their geographical area.

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Highlights

More than 400 cooperatives handling farm supplies provided financial and other information which allow comparisons of performance and trends. The cooperatives were grouped into seven regions-Atlantic, South Central, Mountain, Pacific, Northern Plains, Lake States, and Corn Belt. Important points included:

- Average total assets grew 17 percent between 1995 and 1994, fueled by large increases in inventories and investments.
- Average net sales for all respondent cooperatives increased 7.8 percent from 1994. In 1995, average net sales for all cooperatives studied was \$12.2 million.
- Petroleum and fertilizer were the number one and two farm supplies sold.
- Marketing activity in Corn Belt and Northern Plains regions provided more than 54 percent of sales.
- The greatest movement was in the Corn Belt where a larger number of cooperatives moved into larger sales categories.
- The Corn Belt had the highest sale of fertilizers, crop protectants, and services.

Performance of Cooperatives Handling Farm Supplies, by Region

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This report analyzes the regional trends, performances, and financial measures of cooperatives handling farm supplies. The 403 cooperatives included in this study completed a survey and included a detailed financial report. These cooperatives had farm supply sales (petroleum, fertilizer, feed, etc.) which averaged \$5.6 million in 1995 and \$5.5 million in 1994. They also provided a number of services (product delivery, fertilizer application, grain and oilseed hauling and storage, etc.) to their farmer-members. Service income averaged \$428,837 in 1995 and \$372,901 in 1994.

For the purpose of this report, the United States was divided into seven regions—Atlantic, South Central, Mountain, Pacific, Northern Plains, Lake States, and Corn Belt. This breakdown and the percentage of cooperatives handling farm supplies per region may be seen in figure 1.

Trends

Cooperatives were grouped according to functions provided. A large number of local cooperatives handling farm supplies also marketed grains, other farm products, and provided services. Fifty-nine percent of the cooperatives surveyed sold farm supplies and grain in 1995. A combination of farm supplies and products marketing in a cooperative generally provided greater efficiency in operation and service to members. Other farm products marketed were milk, dry beans, cottonseeds, fresh fruits and vegetables, livestock, and nuts.

Cooperatives with over 75 percent of their sales from marketing were classified as a marketing cooperative; mixed marketing cooperatives were those with more than 50 to 75 percent sales generated from mar-

keting; mixed farm supply had 50 to 99 percent of sales from farm supplies; and farm supply cooperatives had 100 percent of sales from farm supplies (table 1).

According to Farmer *Cooperative Statistics*, 1995¹, there were 4,006 cooperatives in the United States. Of this total, 1,458 (36 percent) were classified as farm supply, based on business volume.

This number (1,458 farm supply cooperatives) does not reflect all local cooperatives handling farm supplies because cooperatives with other major functions also sold farm supplies. In 1994, there were 4,244 cooperatives and of that number, 1,547 handled farm supplies. This was a decline of 5.6 percent for all cooperatives and 5.8 percent for farm supply cooperatives between 1994 and 1995. The percentage of farm supply to all cooperatives remained the same at 36 percent.

Of all cooperatives in the United States, the Lake States region had the most farm supply cooperatives, 23.1 percent; Northern Plains, 18.3 percent; Corn Belt, 17.5 percent; Atlantic, 17.4 percent; South Central, 12.7 percent; Mountain, 6.3 percent; Pacific, 4.6 percent; and other States (Hawaii, Alaska, etc.), 1 percent.²

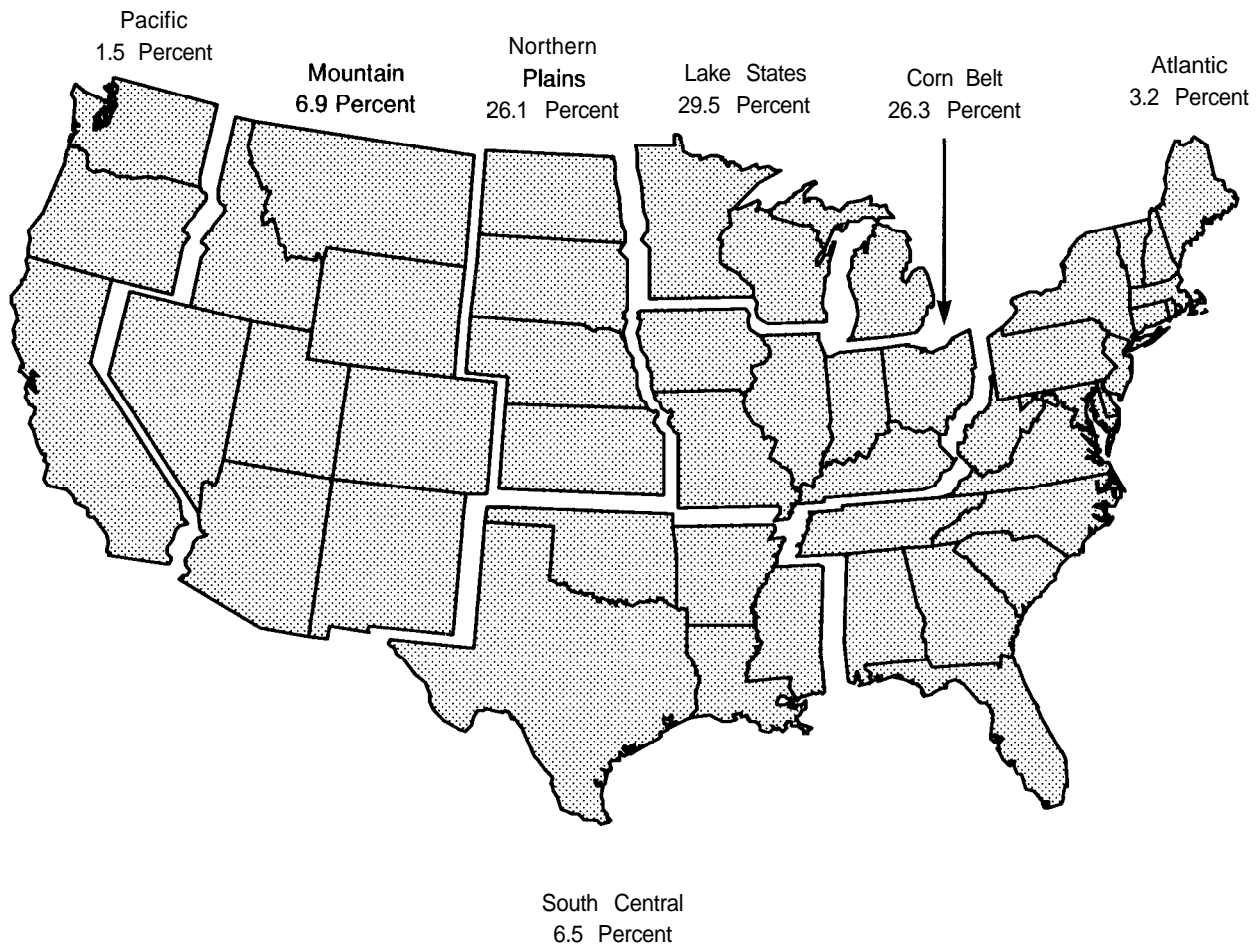
States in the Atlantic region were positioned high in hog, broiler, egg, and turkey production.³ (USDA-National Agricultural Statistics Service.) This may have been a source for the generation of feed revenue. With the Corn Belt having States ranking second and third in crop production, this may be the reason it had the highest service revenue. States in the Pacific region ranked second and eighth for sheep and lamb production. Vegetables and fruits and nuts were produced primarily in the Pacific and the Atlantic regions.

¹ Farmer Cooperative Statistics, 1995. Ralph M. Richardson, Celestine C. Adams, Katherine C. DeVille, Jacqueline E. Penn, and Charles A. Kraenzle. Service Report 52. November 1996.)

² op.cit.

³ Statistical Highlights of U.S. Agriculture, 1995/96.

Figure 1- Regional Break Downs and Percent of Respondent Cooperatives Handling Farm Supplies



For the 403 respondent cooperatives, the regional pattern was marginally different. The Lake States had the most cooperatives handling farm supplies, 29.5 percent; Corn Belt, 26.3 percent; Northern Plains, 26.1; Mountain, 6.9 percent; South Central, 6.5; Atlantic, 3.2 percent; and Pacific, 1.5 percent.

In both 1994 and 1995, the Lake States region had the most farm supply and mixed marketing cooperatives while the Corn Belt region had the most marketing and mixed marketing cooperatives.

These 403 cooperatives were further classified by sales size-less than \$5 million as small, from \$5 to \$10 million as medium, between \$10 and \$20 million as large, and more than \$20 million as super. In 1994,

there were 158 small cooperatives, 95 medium cooperatives, 90 large cooperatives, and 60 super cooperatives. For 1995, there were 153 small cooperatives, 91 medium cooperatives, 90 large cooperatives, and 69 super cooperatives (table 2).

Regionally, most small cooperatives were concentrated in the Northern Plains region; medium cooperatives in the Lake States; and large and super cooperatives in the Corn Belt. For most regions, the super category had the smallest number of cooperatives.

Table 1— Respondent cooperatives by type and region, 1994 and 1995 ¹

Region	1994					1995				
	Farm Supply	Mixed Supply	Farm Marketing	Mixed Mktg	Total	Farm Supply	Mixed Supply	Farm Marketing	Mixed Mktg	Total
<i>Number</i>										
Atlantic	11	2	0	0	13	11	2	0	0	13
South Central	12	5	3	6	26	12	6	4	4	26
Mountain	16	4	4	4	28	15	7	5	1	28
Pacific	5	0	1	0	6	5	0	1	0	6
Northern Plains	55	9	16	25	105	55	9	16	25	105
Lake States	63	29	7	20	119	63	27	9	20	119
Corn Belt	11	18	26	51	106	12	11	35	48	106
Total	173	67	57	106	403	173	62	70	98	403

¹ Type of cooperatives is determined through sales. To be classified as a farm supply cooperative the cooperative must have 100 percent of sales from farm supplies; mixed farm supply, more than 50 percent to 99 percent from farm supplies; marketing, 26 percent from farm supplies; and mixed marketing, at least 49 percent to 75 percent from farm supplies.

Table 2— Respondent cooperatives by size and region, 1994 and 1995

Region	1994					1995				
	Small	Medium	Large	Super	Total	Small	Medium	Large	Super	Total
<i>Number</i>										
Atlantic	10	2	0	1	13	10	1	1	1	13
South Central	11	8	4	3	26	12	7	4	3	26
Mountain	15	8	1	4	28	15	8	1	4	28
Pacific	5	0	1	0	6	5	0	1	0	6
Northern Plains	56	21	26	12	105	52	22	17	14	105
Lake States	43	35	30	11	119	41	35	31	12	119
Corn Belt	18	21	38	29	106	18	18	35	35	106
Total	158	95	90	60	403	153	91	90	69	403

Movement

There was no movement (from one size category to another) of cooperatives between 1994 and 1995 in the Mountain and Pacific regions. The Atlantic and South Central regions saw a medium-sized cooperative move into the large-sized category and a medium-sized cooperative move into the small-sized category. At the same time, in the Northern Plains five small cooperatives moved into the medium category, one medium cooperative into the small category, three medium cooperatives into the large category, and two large cooperatives into the super cooperative category.

There were three small to medium, one medium to small, four medium to large, two large to medium, and one large to the super category in the Lake States region. The Corn Belt also had changes—one small cooperative moved into the medium category, three medium cooperatives moved to the large category, one medium cooperative moved into the small category, and six large cooperatives moved into the super category (table 2).

Economic Participation

Cooperatives are organized to enhance the income of producers through collectively marketing their farm products and providing producers with farm supplies at lower cost. Farm supply sales patterns of the respondent cooperatives are presented in the following section.

Sales

Cooperatives in the Lakes States had the greatest average sales of farm supplies for both years, \$6.4 million. The Corn Belt, the most important grain producing region, had the third largest average farm supply sales in 1994 and 1995 (table 3).

In 1994, Atlantic region cooperatives averaged \$6 million in farm supply sales making this region the second largest in farm supply sales. The smallest farm supply revenue occurred in the Pacific region. However, data may be skewed because of the small number of respondents in specific regions or because of very high or very low farm supply revenues.

Farm Supply Revenue

The relative strength of cooperatives varied by region. Cooperatives developed differently in each region because of differing producer needs in different areas. In some regions, farm supply cooperatives started as seed cooperatives. In other regions, petroleum products were their initial reason for organizing. Thus, historical developments may account for some of the differences in cooperative strength in specified regions. The major farm supplies handled for both years included feed, seed, petroleum, fertilizer, and crop protectants.

Feed

Feed is generally supplied by cooperatives for livestock and poultry production. As part of the feed sales, cooperatives received revenue for services such as custom blending. Other services include pelleting, mixing, ingredient storage, finished product storage, shipping, formulation, purchasing, and energy management.

In 1994, respondents in the Atlantic region had the most (66 percent) farm supply revenues resulting from the sale of feed. The Corn Belt and South Central regions tied for second with 25 percent of revenue generated from feed sales. The Pacific region had 5 per-

cent, the smallest percentage of revenue from feed sales. The breakdown in 1995 remained the same (figures 2 and 3).

For both years, only two respondent cooperatives that handled farm supplies had 100 percent of their revenue generated from feed sales. One cooperative was classified as super in the Atlantic region and the other was a medium cooperative in the Corn Belt.

Seed

The dollar amount of seed sold through respondent cooperatives was lower than for other farm supplies, possibly because farmer-members were more selective and more loyal to private brands of seeds. This is especially true for seed corn. Another reason is that there were many sources-specialized dealers and farmer agents-where producers can purchase seed.

U.S. net sales of seed by cooperatives handling farm supplies totaled \$583 million in 1995, down from 1994 net sales volume of \$594 million.

Pacific region cooperatives reported the highest sales in seeds. In 1994 and 1995, seed sales represented 4 percent and 7 percent, respectively. The lowest level of income was in the Mountain and Northern Plains regions for both years. Only one large respondent cooperative in the Pacific region had all its revenue generated from seed sales.

Petroleum

Cooperatives are a vital resource for petroleum products to farmers. Petroleum products come in several forms including gasoline, gasohol, premium diesel, propane, lubricating oil, and grease. They are used for home heating, drying crops, vehicle maintenance, and heating livestock facilities.

Cooperatives in the United States handling farm supplies generated \$5.21 billion in net petroleum sales for 1995, up slightly from the 1994 sales of \$5.17 billion.

Petroleum sales of respondent cooperatives averaged from a high of \$1.96 million in the Mountain region to a low of \$179,000 in the Atlantic region in 1994. In 1995, this rank remained the same with sales declining in the Atlantic region and increasing in the Mountain region (table 3).

Of the 403 respondent cooperatives, 34 percent also responded to a survey contained in Research Report 149, "Local Petroleum Cooperatives" by David Chesnick. It indicated "local cooperatives rely on regionals for most of their agricultural supplies. In turn, regionals rely on locals as their main distribution channel for the supply products."

Table 3— Farm supply and service average sales by region, 1994 and 1995 ¹

Item	Region							All (aver- ages)
	Atlantic	South Central	Mountain	Pacific	Northern Plains	Lake States	Corn Belt	
<i>Thousand dollars</i>								
1994								
Feed	3,939	1,252	500	117	441	1,419	1,484	1,174
Seed	184	177	38	96	38	138	159	114
Fertilizer	819	1,279	1,117	233	946	1,197	1,482	1,192
Crop protectants	300	752	425	235	617	961	1,342	896
Petroleum	179	704	1,955	808	1,480	1,910	1,163	1,473
Tires, batteries & accessories	6	63	77	7	32	5	1	20
Machinery	—	—	—	—	2	—	1	—
Building materials	47	38	32	—	4	5	12	12
Containers	—	—	—	30	—	—	—	—
Food	—	3	—	1	8	5	2	4
Other ²	513	790	859	645	503	767	273	572
Total farm supplies	5,987	5,059	5,003	2,172	4,071	6,407	5,918	5,459
Service	268	428	275	72	256	270	635	373
Total	6,255	5,487	5,277	2,245	4,326	6,677	6,553	5,830
1995								
Feed	4,045	1,305	542	134	404	1,346	1,430	1,138
Seed	190	152	45	150	42	132	154	112
Fertilizer	953	1,295	1,359	258	1,025	1,218	1,639	1,283
Crop protectants	313	873	444	248	671	959	1,301	910
Petroleum	170	708	2,054	818	1,547	1,961	1,176	1,517
Tires, batteries & accessories	26	140	98	6	38	17	8	34
Machinery	—	6	—	—	3	17	2	7
Building materials	46	78	60	—	25	2	16	22
Containers	—	—	—	29	—	—	—	—
Food	—	3	—	2	14	17	1	9
Other ²	541	747	855	652	449	767	224	543
Total farm supplies	6,282	5,182	5,457	2,300	4,218	6,437	5,950	5,568
Service	256	427	248	38	278	341	754	429
Total	6,538	5,608	5,705	2,337	4,497	6,779	6,704	6,004

— = Respondents had no sales.

¹ Totals may not add due to rounding.

² "Other" includes packaging supplies, farm machinery and equipment, meat & groceries, hardware, chicks, and other supplies not separately classified.

Figure 2— Percent of Selected Farm Supply Sales to Total Farm Supply Sales by Region, 1994

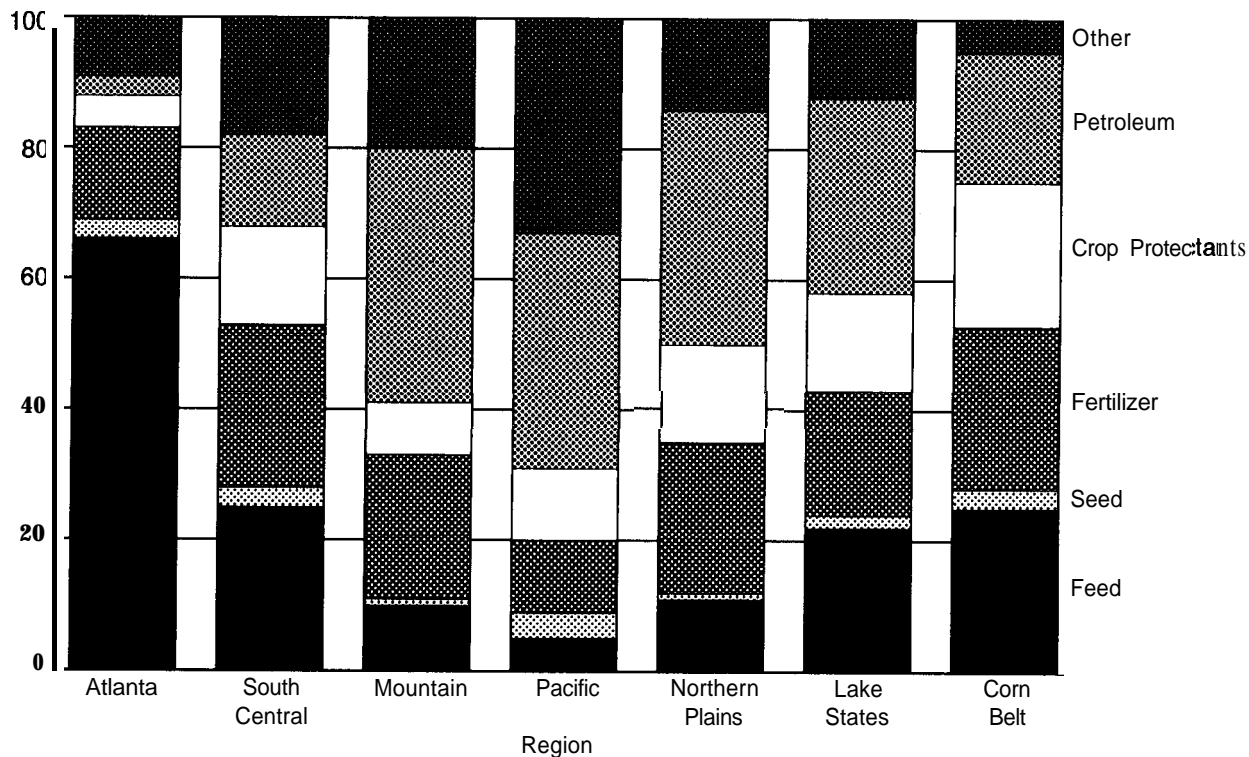


Figure 3— Percent of Selected Farm Supply Sales to Total Farm Supply Sales by Region, 1995

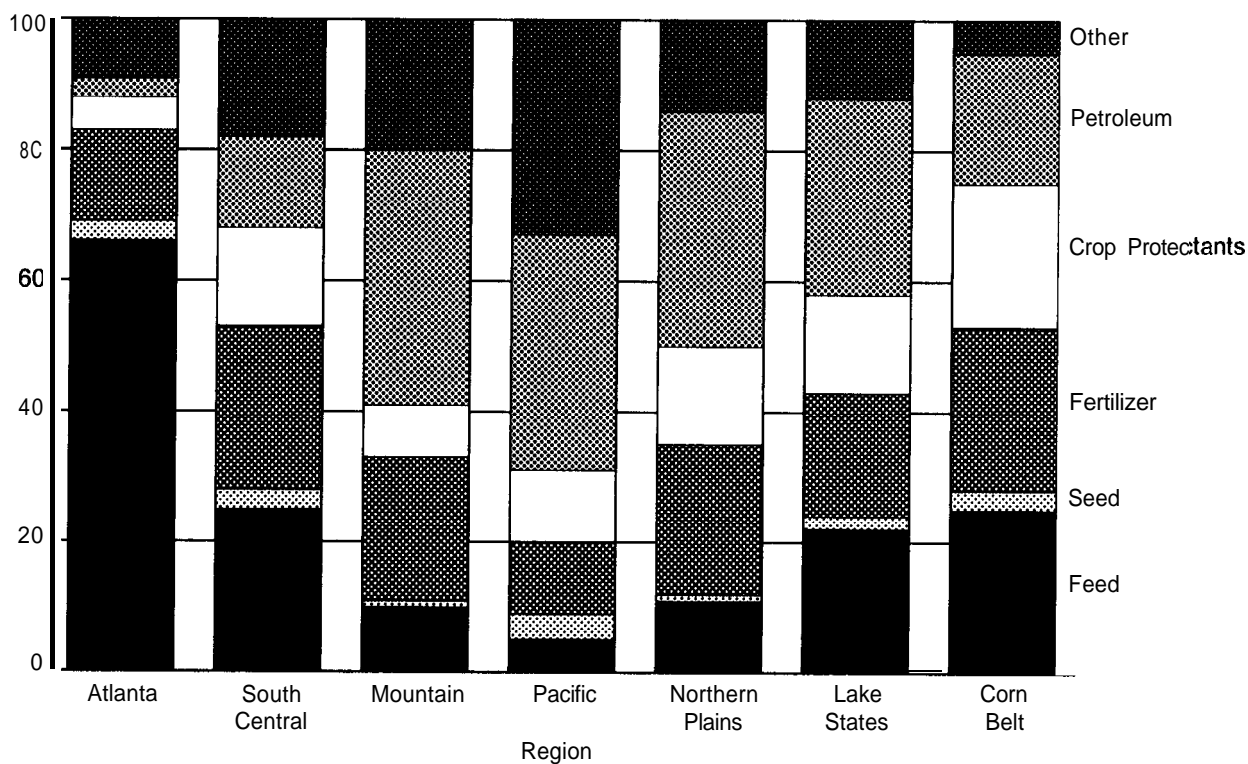


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Crop protectants	300	752	425	235	617	961	1,342	896
Petroleum	179	704	1,955	808	1,480	1,910	1,163	1,473
Tires, batteries & accessories	6	63	77	7	32	5	1	20
Machinery	—	—	—	—	2	—	1	—
Building materials	47	38	32	—	4	5	12	12
Containers	—	—	—	30	—	—	—	—
Food	—	3	—	1	8	5	2	4
Other ²	<u>513</u>	<u>790</u>	<u>859</u>	<u>645</u>	<u>503</u>	<u>767</u>	<u>273</u>	<u>572</u>
Total farm supplies	5,987	5,059	5,003	2,172	4,071	6,407	5,918	5,459
Service	<u>268</u>	<u>428</u>	<u>275</u>	<u>72</u>	<u>256</u>	<u>270</u>	<u>635</u>	<u>373</u>
Total	6,255	5,487	5,277	2,245	4,326	6,677	6,553	5,830
1995								
Feed	4,045	1,305	542	134	404	1,346	1,430	1,138
Seed	190	152	45	150	42	132	154	112
Fertilizer	953	1,295	1,359	258	1,025	1,218	1,639	1,283
Crop protectants	313	873	444	248	671	959	1,301	910
Petroleum	170	708	2,054	818	1,547	1,961	1,176	1,517
Tires, batteries & accessories	26	140	98	6	38	17	8	34
Machinery	—	6	—	—	3	17	2	7
Building materials	46	78	60	—	25	2	16	22
Containers	—	—	—	29	—	—	—	—
Food	—	3	—	2	14	17	1	9
Other ²	<u>541</u>	<u>747</u>	<u>855</u>	<u>652</u>	<u>449</u>	<u>767</u>	<u>224</u>	<u>543</u>
Total farm supplies	6,282	5,182	5,457	2,300	4,218	6,437	5,950	5,568
Service	<u>256</u>	<u>427</u>	<u>248</u>	<u>38</u>	<u>278</u>	<u>341</u>	<u>754</u>	<u>429</u>
Total	6,538	5,608	5,705	2,337	4,497	6,779	6,704	6,004

— = Respondents had no sales.

¹ Totals may not add due to rounding.

² "Other" includes packaging supplies, farm machinery and equipment, meat & groceries, hardware, chicks, and other supplies not separately classified.

In 1994, one medium and two small cooperatives handling farm supplies in the Northern Plains region, three small cooperatives in the Lake States, and one small cooperative in the Corn Belt region derived all their income from petroleum sales. Those number changed slightly for 1995—two small cooperatives in the Northern Plains, three small cooperatives in the Lake States, and three small cooperatives in the Corn Belt region.

Fertilizer

Historically, farmers have looked to cooperatives as a primary supplier of quality fertilizer products. Basic fertilizer material include nitrogen, phosphate, potash, urea, ammonium nitrate liquid mixtures, dry mixtures, etc.

For both years, the Corn Belt region had the largest average fertilizer sales of \$1.5 million in 1994 and \$1.6 million in 1995. Of farm supply sales, fertilizer sales represented 25 percent for both the Corn Belt and South Central regions. The smallest average sales was \$233,000 in 1994 and \$259,000 in 1995 in the Pacific region representing 11 percent of all farm supply sales sold in that region (table 3 and figures 2 and 3).

Crop Protectants

Crop protectants include insecticides, fungicides, herbicides, pesticides, rodenticides, and repellants and come in either dry or liquid forms.

Overall, U.S. farm supply cooperatives had \$2.6 billion in net sales in 1995, up from \$2.2 billion in 1994. Corn Belt cooperatives had the highest sales of crop protectants, 23 percent of total farm supply sales in 1994 and 22 percent in 1995. The Pacific region had the lowest net sales for crop protectants (table 3).

Service

For most cooperatives selling farm supplies, the application of crop protectants and fertilizer, custom blending of feed, drying and storing grains and oilseeds, trucking services (delivery of purchases and products to market), and the use of the cooperative employee's expertise were important. In most instances, local cooperatives were the primary resources in providing these services to rural residents.

Service provided by all respondent cooperatives generated \$2.2 million in sales in 1994 and \$2.3 million in 1995. When looking at the individual regions, the Corn Belt led in service sales for both years and had the largest combined sales of fertilizer and crop protectants. By contrast, the Pacific region had the lowest sales from service for both years.

Financial Statements

Financial statements are a snapshot of the financial position of a business. The two most widely used financial statements are the balance sheet and the income statement. The most basic elements of the balance sheet are assets, liabilities, and equity. For the income statement, the most basic elements include sales, cost of goods sold, expenses, and net income.

Balance Sheet

The balance sheet shows the financial position of a business and summarizes the assets, liabilities, and owner's equity at a specific date. Total assets for Corn Belt cooperatives from 1994 to 1995 were the highest due to increased inventory and investments, up 23 percent (table 4). The Atlantic, Pacific, and South Central regions had slight decreases from 1994 to 1995. Current assets also slightly declined.

For the other regions, current assets increased by 35 percent in the Corn Belt; 30 percent in the Mountain; 23 percent in the Northern Plains; and 17 percent in Lake States. Overall, farm supplies inventories increased in all regions except the Pacific.

Current liabilities in the Corn Belt and Mountain regions grew at the greatest rate, 45 percent and 40 percent, respectively, between 1994 and 1995. Conversely, the Atlantic, South Central, and Pacific regions decreased. The Atlantic and Pacific regions decreased in four of the elements in current liabilities—other liabilities, patron prepayment, accrued expenses, and allocated equity (cash).

Long-term debt increased by 31 percent from 1994 to 1995. The Pacific, Northern Plains, Lake States, Corn Belt, and Mountain regions had increases in long-term debt, the largest in the Pacific. Long-term debt for the Atlantic and South Central regions decreased.

Overall, the respondent cooperatives' member equities increased 5.2 percent between 1994 and 1995. Net worth increased in all seven regions. The largest occurred in the Mountain region, 8.4 percent. The smallest increase, 1 percent, occurred in the Pacific region.

Balance Sheet by Region and Function

A breakdown of the balance sheet by function is shown in Appendix tables 1 and 2. Farm supply and mixed farm supply were the only functions represented by Atlantic region cooperatives. All cooperatives, regardless of function, in the Lake States and Northern

Table 4— Condensed balance sheet by region (averages), 1994 and 1995 ¹

Item	Region							All (aver- ages)
	Atlantic	South Central	Mountain	Pacific	Northern Plains	Lake States	Corn Belt	
<i>Thousand dollars</i>								
1994								
Assets								
Cash	251	179	124	159	262	191	277	228
Accounts receivable	471	658	382	146	341	657	803	581
Inventory								
— farm supply	460	432	543	307	567	585	583	559
— marketing	10	601	298	39	606	670	1,617	841
Other current assets ²	90	445	314	57	<u>383</u>	<u>273</u>	<u>524</u>	479
Total current assets	1,283	2,316	1,661	708	2,159	2,376	3,804	2,581
Property, plant & equipment	1,230	2,595	2,047	784	2,572	3,331	4,945	3,315
Less: Accumulated depreciation	803	1,735	<u>1,244</u>	507	<u>1,588</u>	<u>1,999</u>	3,055	<u>2,039</u>
Net property, plant & equipment	427	860	803	277	984	1,332	1,890	1,276
Other assets ³	<u>430</u>	637	<u>715</u>	292	733	1,241	<u>1,220</u>	<u>44</u>
Total assets	2,140	3,813	3,179	1,277	3,876	4,949	6,914	4,845
Liabilities and Net Worth								
Accounts payable	331	334	234	92	158	233	561	308
Allocated equity (cash)	25	87	76	22	52	64	56	59
Current term debt ⁴	80	800	352	77	432	664	1,217	708
Other current liabilities ⁵	<u>357</u>	261	328	109	743	<u>654</u>	<u>1,181</u>	<u>750</u>
Total current liabilities	793	1,482	990	300	1,385	1,615	3,015	1,825
Long-term debt	190	297	168	<u>13</u>	<u>160</u>	<u>405</u>	<u>512</u>	333
Total liabilities	983	1,779	1,158	313	1,545	2,021	3,528	2,159
Net Worth								
Common stock	30	120	27	—	122	339	185	191
Preferred stock	13	138	287	—	32	188	859	319
Allocated equity (noncash)	886	1,241	1,189	619	1,600	1,941	1,170	1,498
Retained earnings	<u>229</u>	534	518	345	<u>577</u>	<u>456</u>	<u>1,173</u>	<u>676</u>
Total net worth	1,158	2,033	2,021	964	2,330	2,928	3,387	2,686
Total liabilities and net worth	<u>2,140</u>	3,813	3,179	1,277	3,876	4,949	<u>6,914</u>	<u>4,845</u>

continued

Table 4 (continued) -Condensed balance sheet by region (averages), 1994 and 1995 ¹

Item	Region							All (aver- ages)
	Atlantic	South Central	Mountain	Pacific	Northern Plains	Lake States	Corn Belt	
<i>Thousand dollars</i>								
1995								
Cash	113	242	98	140	201	166	177	176
Accounts receivable	393	703	428	154	388	713	845	624
Inventory								
farm supply	482	507	573	299	666	701	711	663
— marketing	12	466	592	53	846	845	2,721	1,270
Other current assets ²	212	343	314	55	504	333	727	479
— Total current assets	1,213	2,261	2,100	701	2,605	2,808	5,181	3,212
Property, plant & equipment	1,312	2,713	2,244	802	2,832	3,566	5,471	3,615
Less: Accumulated depreciation	851	1,826	1,336	539	1,757	2,168	3,457	2,253
Net property, plant & equipment	481	887	908	263	1,075	1,398	2,014	1,362
Other assets ³	437	633	1,556	998	3,409	4,195	1,300	55
Total assets	2,111	3,781	3,800	1,261	4,484	5,593	8,495	5,649
Liabilities and Net Worth								
Accounts payable	367	350	230	86	194	275	388	285
Allocated equity (cash)	21	96	91	33	60	73	72	70
Current term debt ⁴	122	641	664	47	732	897	2,137	1,110
Other current liabilities ⁵	232	262	402	96	829	805	1,761	971
Total current liabilities	742	1,349	1,387	262	1,815	2,050	4,358	2,436
Long-term debt	186	247	221	26	220	459	594	387
Total liabilities	928	1,596	1,609	288	2,035	2,509	4,952	2,823
Net Worth								
Common stock	32	118	26	--	103	81	175	107
Preferred stock	13	141	263	--	10	200	798	300
Allocated equity (noncash)	915	1,353	1,305	642	1,702	2,240	1,325	1,670
Retained earnings	223	573	597	331	635	561	1,245	749
Total net worth	1,183	2,185	2,191	973	2,450	3,083	3,543	2,827
Total liabilities and net worth	2,111	3,781	3,800	1,261	4,484	5,593	8,495	5,649

— = Negligible number.

¹ May not add due to rounding.² "Other" current assets include prepaid expenses and other receivables.³ "Other" assets include investments, goodwill, etc.⁴ "Other" current debt include short-term and seasonal debt.⁵ "Other" current liabilities include accrued expenses, patron prepayment, etc.

Plains had increases in current and total assets. The most significant increase in assets occurred in mixed marketing cooperatives in the Mountain region while the largest decrease was in South Central marketing cooperatives.

Mixed farm supply cooperatives in the Mountain region had the largest decrease in farm supply inventories. By contrast, mixed marketing cooperatives had the largest increase between 1994 and 1995.

Among South Central marketing cooperatives, current liabilities in all elements decreased the most at 74 percent. Mixed marketing cooperatives in the Mountain region had the largest increase in current liabilities, 81 percent. Long-term debt for Corn Belt farm supply cooperatives was up 71 percent from 1994 to 1995 and down 128 percent for South Central mixed marketing cooperatives. Long-term debt for farm supply cooperatives, except those in the Atlantic region, increased between 1994 and 1995.

Equity grew in farm supply cooperatives in every region. The South Central's marketing cooperatives had the largest decrease in equity, 28 percent, and mixed marketing cooperatives in the Mountain region had the largest increase, 36 percent.

Balance Sheet by Region and Size

A further breakdown of the balance sheet is shown in Appendix tables 3 and 4. From 1994 to 1995, 70 percent of cooperatives had increases in their total assets⁴. These increases occurred in all small cooperatives in all regions except Mountain and Lake States.

The most significant changes in current assets from 1994 to 1995 were found in the Atlantic region super-sized cooperatives with a 53-percent decrease attributed to more than a 400-percent decrease in cash and 990-percent decrease in accounts receivables. The Mountain region increased 31 percent. Among large cooperatives in the Northern Plains, current assets rose 42 percent. Although current assets were down in medium cooperatives in the South Central region, farm supply inventories increased 49 percent.

Current liabilities in medium cooperatives in the Atlantic region dropped the most, 230 percent. All sized cooperatives in this region had large decreases in accounts payable, no deferred allocated equity, and paid all current-term debt. However, data from this region may be skewed due to the lack of cooperatives responding to the survey.

⁴ To avoid some distortion in the analysis, cooperatives classified by size in the Pacific region are not being included.)

Long-term debt increased in all size groups except in the Atlantic region super category; the South Central region had decreases in all size groups except the small category; the Mountain region had increases in all sizes except the large category; and all size cooperatives in the Northern Plains and Corn Belt regions increased their term debt. Finally, Lake States' cooperatives had decreases in long-term debt in the small and large categories and increases in the medium and super categories.

Equity grew in every region and size groupings except in small cooperatives in the Lake States; medium cooperatives in the South Central region; large cooperatives in the Corn Belt region; and super cooperatives in the Atlantic, Corn Belt, and Northern Plains regions.

Income Statement

The income statement shows the results of operations for the past year and usually includes both the current and prior year. It lists all sources of revenue and expenses.

The respondent cooperatives had an B-percent increase in sales, 8.2-percent increase in cost of goods sold, 8.5-percent increase in total revenue, 8.8-percent increase in total expenses, and 16.2-percent increase in net income between 1994 and 1995 (table 5).

Except for expenses, the Pacific region had decreases in all major components of the income statement from 1994 to 1995. Sales and total revenue had the largest increase in the Lake States region. Sales were down in the South Central region.

Income Statement by Region and Function

Functionally, farm supply cooperatives in all regions had increased sales from 1994 to 1995. The largest percentage increase, 25 percent, was among Lake States' marketing cooperatives (Appendix table 5). The largest decrease, 39 percent, occurred in mixed farm supply cooperatives in the Mountain region. Sales, cost of goods sold, and gross margins were all down 39 percent in mixed farm supply cooperatives in this region.

Mixed marketing cooperatives in the Mountain region had the greatest percentage increase in net income, 60 percent, while Pacific region marketing cooperatives had the greatest percentage decrease, 495 percent, in net income.

Income Statement by Region and Size

Sales for all size groups of cooperatives in the Lake States increased. The most significant increase, 39

Table 5— Condensed income **statement** by **region** (averages), **1994** and **1995**¹

Item	Region							All (averages)
	Atlantic	South Central	Mountain	Pacific	Northern Plains	Lake States	Corn Belt	
<i>Thousand dollars</i>								
1994								
Sales	6,042	9,539	7,206	4,083	9,153	9,482	18,163	11,334
Cost of goods sold	5,603	8,265	6,233	3,592	8,281	8,191	16,788	10,192
Gross margin	439	1,274	972	490	872	1,290	1,375	1,141
Other income ²	355	526	408	136	387	526	848	558
General expenses	658	1,366	1,052	495	960	1,442	1,824	1,333
Income tax	1	12	20	23	13	13	24	16
Interest expense	31	75	38	8	50	82	139	82
Total expenses	690	1,453	1,110	526	1,022	1,537	1,986	1,431
Net income	103	347	270	100	236	279	237	252
1995								
Sales	6,310	9,465	7,734	3,617	9,891	10,416	19,696	12,239
Cost of goods sold	5,803	8,215	6,658	3,098	8,957	9,067	18,204	11,025
Gross margin	506	1,250	1,076	519	934	1,350	1,492	1,215
Other income ²	333	585	442	100	457	621	1,032	658
General expenses	727	1,347	1,121	533	1,035	1,535	1,960	1,416
Income tax	—	21	25	7	18	17	35	22
Interest expense	36	85	54	11	87	106	203	118
Total expenses	763	1,452	1,200	551	1,138	1,658	2,199	1,557
Net income	77	383	318	68	253	313	325	293

— = Negligible number.

¹ May not add due to rounding.

² Includes interest income, service, patronage refunds, and other.

percent, occurred in large cooperatives in the Northern Plains. The large cooperatives in the Pacific region had the largest decrease, 106 percent (Appendix table 6). Again, caution must be taken because of the small number of respondent cooperatives in this region.

Net income of Atlantic region super-sized cooperatives had the highest percentage increase, 79 percent, from 1994 to 1995. This is particularly interesting because cooperatives in this category also had the second greatest percentage decrease, 143 percent, in gross margins for this time period. This disparity may be due to sales (i.e., a larger cooperative would have larg-

er sales and higher patronage refunds), local income savings (patronage refunds), or extraordinary gains (i.e., sale of equipment).

Financial Trends

Liquidity, leverage, activity, and profitability financial ratios help determine the financial health of a business. No single ratio provides enough information to determine a cooperative's financial health. Therefore, it is important to look at a group of financial

ratios for a period of time, compare with other cooperatives that have similar sales and functions, and/or compare performance with other cooperatives in the same geographical area.

Liquidity Ratios

Liquidity ratios include the current and quick ratios and measure the cooperative's ability to meet short-term obligations. They focus on the cooperative's ability to remain solvent by being able to turn assets into cash. The *current ratio* is current assets divided by current liabilities. The *quick ratio* is current assets minus inventories divided by current liabilities. Inventories are excluded because they are the least liquid of all current assets.

Between 1994 and 1995, the current and quick ratios for the Pacific region were larger than for the other regions, indicating Pacific cooperatives had the greatest ability to pay current liabilities through the conversion of current assets into cash. These ratios were slightly higher in 1995 than in 1994 (table 6).

The Corn Belt had the lowest current and quick ratios for both years. In some instances when these ratios are low, it may be beneficial for a cooperative to sell additional capital stock, borrow additional long-term debt, and/or dispose of unproductive fixed assets to improve their financial position.

Liquidity Ratios by Region and Function

From 1994 to 1995, the current and quick ratios decreased for cooperatives of all functions in the Northern Plains (Appendix table 7). Mixed farm supply cooperatives in the Atlantic region had the highest current and quick ratios (2.74 and 2.14, respectively) in 1994 and farm supply cooperatives in the Pacific had the highest current ratio, 2.90 in 1995. In 1995, the Atlantic region's mixed farm supply had the highest quick ratio, 1.94. On the other side, in 1994, Lake States' marketing cooperatives had the lowest quick ratio, 0.41. In 1994, Corn Belt marketing cooperatives had the lowest current ratio and in 1995 had the lowest ratio for both the current and quick ratios, 1.13 and 0.35, respectively.

Liquidity Ratios by Region and Size

Looking at the liquidity ratios for cooperatives by size in the seven regions takes on a different picture. Collectively, Mountain region cooperatives had the highest current and quick ratios in 1994. Broken down by size showed that small cooperatives in that region had the highest current and quick ratios, 2.89 percent

and 1.66 percent, respectively (Appendix table 8). In 1995, medium cooperatives in the Atlantic region had the highest liquidity ratios.

Atlantic region super-sized cooperatives had the lowest current ratio in 1994 and 1995. Medium-sized cooperatives in that region had the highest current ratio, 8.90, and quick ratio, 3.32 in 1995. In 1994, medium-sized cooperatives in the Corn Belt had the lowest quick ratio. In 1995, super-sized cooperatives in the Corn Belt held this place.

Leverage Ratios

Leverage ratios look at the long-term solvency of the cooperative. They help to analyze the use of debt, the ability to meet obligations in times of crisis, and/or the ability of current earnings to pay current interest expenses. These include the *debt-to-asset*, *debt-to-equity*, and *times-interest-earned* ratios.

The debt-to-asset ratio is calculated by dividing the total debt by total assets. Elements of this ratio include long-term debt, short-term debt, and total assets. The debt-to-equity is calculated by dividing long-term debt by member equity and shows the financial flexibility and the long-term capital structure of the cooperative. The times-interest-earned ratio is the number of times interest expense is covered by earnings. It is calculated by dividing earnings before interest and taxes by interest expense.

In 1994, Mountain region cooperatives had the lowest debt-to-asset ratio suggesting they were better able to repay outstanding loans. Most Mountain region cooperatives were small farm supply operations. The range of debt-to-asset ratio was from a low of 0.04 to 0.25 and the debt-to-equity ratio from 0.01 to 0.15. The highest debt-to-asset ratio occurred in the South Central region where most of the small cooperatives provided farm supplies.

For 1995, the Pacific region had both the lowest debt-to-asset and debt-to-equity ratios. The range of debt-to-asset ratio was from 0.05 to 0.30 and the debt-to-equity ratio from 0.03 to 0.17.

For both years, the Pacific region had the largest times-interest-earned ratios. This may indicate that most cooperatives in the region had the potential to meet both interest and debt retirement out of earnings without resorting to outside sources of funds. All but one was a small farm supply cooperative.

The region with the smallest times-interest-earned ratio was the Corn Belt. More than 70 percent were marketing and mixed marketing cooperatives in 1994 and 1995. The majority were in the large or super category. The times-interest-earned ratio ranged from a

Table 6— Financial ratios by region, 1994 and 1995

Ratio	Region							All (aver- ages)
	Atlantic	South Central	Mountain	Pacific	Northern Plains	Lake States	Corn Belt	
<i>Thousand dollars</i>								
1994								
Current	1.62	1.56	1.68	2.36	1.56	1.47	1.26	1.49
Quick	1.02	0.86	0.83	1.21	0.71	0.69	0.53	0.73
Debt-to-assets	0.11	0.25	0.04	0.06	0.12	0.17	0.21	0.17
Debt-to-equity	0.09	0.08	0.05	0.01	0.07	0.14	0.15	0.12
Times-interest-earned	4.36	5.78	8.70	16.04	5.95	4.56	2.88	4.88
Total-asset-turnover	2.82	2.50	2.27	3.20	2.36	1.92	2.63	2.64
Fixed-asset-turnover	14.14	11.09	8.97	14.74	9.30	7.12	9.61	10.50
Gross profit margin (percent)	7.27	13.35	13.50	12.01	10.53	15.75	8.19	10.82
Return-on-total-assets	6.31	11.39	10.31	10.30	7.69	7.56	5.77	9.33
Return-on- allocated-equity	11.09	23.14	17.96	16.21	13.43	11.31	10.70	16.71
Total revenue (\$1,000)	6,397	10,065	7,614	4,219	9,551	10,008	19,010	72,694
Total assets (\$1,000)	2,140	3,813	3,179	1,277	3,876	4,949	6,914	26,148
1995								
Current	1.64	1.70	1.51	2.68	1.44	1.37	1.19	1.41
Quick	0.97	0.97	0.67	1.33	0.60	0.59	0.40	0.62
Debt-to-assets	0.12	0.20	0.18	0.05	0.16	0.21	0.30	0.21
Debt-to-equity	0.09	0.07	0.06	0.03	0.09	0.15	0.17	0.13
Times-interest-earned	3.12	5.55	7.33	8.14	4.13	4.12	2.77	4.09
Total-asset-turnover	2.99	2.50	2.04	2.87	2.21	1.86	2.32	2.15
Fixed-asset-turnover	13.68	10.67	8.52	13.77	9.20	7.45	9.78	9.06
Gross profit margin (percent)	8.03	13.20	13.91	14.35	9.44	12.96	7.57	10.40
Return-on-total-assets	5.34	12.43	10.46	6.78	7.99	7.80	6.63	7.92
Return-on-allocated-equity	7.99	22.56	19.93	10.56	13.94	12.43	14.13	14.41
Total revenue (\$1,000)	6,643	10,048	8,177	3,717	10,361	11,037	20,727	66,994
Total assets (\$1,000)	2,111	3,781	3,800	1,261	4,484	5,593	8,495	29,526

category. The times-interest-earned ratio ranged from a high of 2.88 to 16.04 in 1994. In 1995, this ratio ranged from 2.77 to 8.14.

Leverage Ratios by Region and Function

Pacific region marketing cooperatives had the lowest debt-to-asset and debt-to-equity ratios in 1994, 0.04 and 0.01. Those in the Lake States had the lowest times-interest-earned, 2.26.

Leverage Ratios by Region and Size

Appendix table 8 takes a closer look at leverage ratios by region and size. Although large Atlantic region cooperatives had the lowest debt-to-asset and debt-to-equity ratios and the highest times-interest-earned ratio in 1995, this data is skewed and is not used in this comparison. For both years, small Corn Belt region cooperatives had the lowest debt-to-asset (0.05 and 0.08, respectively), and debt-to-equity (0.01 and 0.02, respectively) ratios. Atlantic region super cooperatives had the lowest times-interest-earned ratio in both years.

South Central region cooperatives classified as super had the highest debt-to-asset ratio in 1994 (0.46) and 1995 (0.40) and the highest debt-to-equity ratio in 1994 (0.29). Super cooperatives in the Atlantic region had debt-to-equity ratio 0.75 in 1995. The times-interest-earned ratio was highest for super cooperatives in the South Central in 1994 and 1995 (18.45 and 24.19, respectively). This may indicate that region cooperatives can meet any debt responsibilities.

Activity Ratios

Activity ratios measure how well cooperatives use assets. The *total-asset-turnover ratio* was derived by dividing net sales by total cooperative assets and the *fixed-asset-turnover ratio* which divides net sales by net property, plant, and equipment (PP&E).

For all respondent cooperatives, the total-asset-turnover ratio had gone down slightly from 2.18 in 1994 to 2.02 in 1995. Both elements of this ratio increased-total sales by 8 percent and total assets by 17 percent.

Total-asset-turnover ratios for five of the seven regions declined slightly from 1994 to 1995. This may indicate the reduction of financial leverage and/or an increase in the return on equity for cooperatives. In 1994, this ratio for the seven regions ranged from 1.92 to 3.20. The Pacific region's ratio was highest and the Lake States' region had the lowest. In 1995, this ratio for the seven regions ranged from 1.86 to 2.99. Atlantic region cooperatives had the highest.

The Lake States' region had the only increase in the *fixed-asset-turnover ratio* from 1994 to 1995, while the other six regions had slightly decreased in this ratio. The ratio's range in 1994 was from 7.12 to 14.14 and in 1995 from 7.45 to 13.77.

Activity Ratios by Region and Function

Farm supplies in the Atlantic, South Central, Lake States, and Corn Belt regions declined slightly in the total- and fixed-asset-turnover ratios between 1994 and 1995. For this same period, the lowest total-asset-turnover ratios (1.75 and 1.62, respectively) were in farm supply cooperatives in the Lake States' region. The highest total-asset-turnover was seen in the Mountain region's mixed marketing cooperatives in 1994 and farm supply cooperatives in the Atlantic region in 1995. For the fixed-asset-turnover, the highest ratio (30.47 and 23.91, respectively) occurred in the Atlantic region by mixed farm supply for both years.

Activity Ratios by Region and Size

Over the 2-year period, Atlantic region super cooperatives had the highest total-asset-turnover and fixed-asset-turnover ratios. The total-asset-turnover ratio was 4.87 and the fixed-asset-turnover ratio was 15.50 in 1994 and 6.76 and 17.28 in 1995 (Appendix tables 8).

The lowest total-asset-turnover ratio for 1994 occurred in small cooperatives (1.69) and for 1995 in medium cooperatives (1.60) in the Lake States' region. The lowest fixed-asset-turnover was realized by small cooperatives (6.67) in the Lakes States in 1994 and by large cooperatives (6.26) in the Mountain regions in 1995.

Profitability Ratios

Profitability ratios-gross *profit margin*, *return-on-total-assets*, *return-on-allocated-equity*-indicate the efficiency of the cooperative's operations, measures the rate of return on total investment, and represents member investment. Generally, these ratios have little meaning for cooperatives (more relevant to investor-owned firms), although any small change in the gross profit margin may represent an impact on local savings.

Gross profit margin is found by subtracting the cost of goods sold from net sales and then dividing this amount (gross margin) by net sales. *Return-on-total-assets* is calculated by dividing net income by total assets and is usually calculated before interest and

taxes. *Return-on-allocated-equity* is net income divided by allocated equity. It indicates the cooperative's pricing policy and cost of goods offered for sale.

For all respondent cooperatives, the gross profit margin averaged 9.33 percent in 1994 and 9.92 in 1995. The margin was the highest for respondent cooperatives in the Lake States in 1994. More than half of the Lake States' cooperatives handled farm supplies and 36 percent in 1994 and 34 percent in 1995 were small. The Pacific region held this position in 1995. Pacific and Mountain regions increased their gross profit margin during the 2-year period.

The South Central region had the highest return-on-total-asset ratio for both years which indicates the cooperatives' performance. A high ratio indicates assets employed have a high rate of return and interest costs are reduced. This ratio may help management in its decision in obtaining a higher margin per dollar of sales or of higher turnover of assets in sales. Most in this region were small farm supply cooperatives.

Return-on-allocated-equity ratio increased by almost 1 1/2 percentage points in 1995. For all respondent cooperatives, the return-on-allocated-equity for 1994 was 12 percent and in 1995, 13 percent. Net savings increased 9.3 percent while allocated equity increased 3 percent from 1994 to 1995. A high ratio is favorable if it reduces interest cost, but not if it indicates low investment.

This ratio ranged from 10.7 percent to 23.1 percent in 1994, and in 1995, the ratio ranged from 7.9 percent to 22.5 percent. Four regions had increases from 1994 to 1995. South Central had the highest return-on-allocated-equity ratio for both years. The lowest ratio for 1994 was in the Corn Belt and for 1995 in the Atlantic region.

Profitability Ratios by Region and Function

Farm and/or mixed farm supply cooperatives in all regions had higher gross profit margins than marketing and mixed marketing cooperatives in 1994 and 1995. The range of the gross profit margin ranged from a low of 3.82 in Lake States' marketing cooperatives to a high of 19.59 in Corn Belt farm supply cooperatives in 1994. For the next year, the low of 4.76 occurred in Mountain region marketing cooperatives and the high of 19.41 occurred in Corn Belt farm supply cooperatives.

Farm supply cooperatives had the highest return-on-total-asset (13.08) and marketing cooperatives had the highest return-on-allocated-equity (25.86) in South Central in 1994. In 1995, mixed farm supply cooperatives in South Central had the highest return-on-assets

(16.32) and return-on-allocated-equity (29.18). The lowest return-on-total-asset, 3.52, was seen in the Lake States' marketing cooperatives in 1994 and 4.93 in the Atlantic region's farm supply cooperatives in 1995. For 1994, the return-on-allocated-equity was also lowest in Lake States' marketing cooperatives. The return-on-allocated-equity was lowest in mixed farm supply cooperatives in the Northern Plains in 1995.

Profitability Ratios by Region and Size

Super-sized cooperatives in the Atlantic region lost money and therefore made no payments on allocated equity for both years. Cooperatives in this region had the lowest ratios for gross margins and return-on-allocated-equity ratios, -1.92 and -4.75 in 1994, and -0.78 and -24.44 in 1995, respectively. Cooperatives in this size category and region also had the lowest return-on-total-asset ratio, 3.92 and 0.25, for the period.

On the other side, the highest gross margin (17.09 in 1994) occurred in small and medium cooperatives (24.47 in 1995) in the Atlantic region. In 1994, large cooperatives in the Mountain (36.88) and South Central regions (19.37) in 1995 had the highest return-on-total-asset ratio. Large South Central cooperatives maintained the highest return-on-allocated-equity both years, 29.53 in 1994 and 32.73 in 1995.

Summary

Historically, farmers across the United States organized cooperatives for different reasons. These cooperatives have become increasingly important to both farmer-member and rural communities. Some cooperatives were organized to provide farm supplies and services for their farmer-members. Others helped enhance farmer-members' income by jointly marketing their farm products. Cooperatives also provide employment to rural residents and paid town, county, and State taxes where they are located.

Total farm supply and service sales for all respondent cooperatives increased slightly from 1994 to 1995. Petroleum and fertilizer products represented the two largest farm supplies sold. The Corn Belt had the highest sale of fertilizers, crop protectants, and services. From 1994 to 1995, five of seven regions had 7 percent cooperatives move from a smaller to a larger sales category. Thirty-four percent of those cooperatives were in the Corn Belt. This may be an indication of increas-

ing grain prices and revenue generated through the sales of farm supplies and services provided by cooperatives in this region.

The balance sheets for 1994 and 1995 showed that total inventory represented more than half of total current assets. Net property, plant, and equipment increased 6.6 percent. Debt (current, seasonal, and long-term) was the largest liability item, increasing about 44 percent during the 2-year period. Net worth increased about 5 percent.

Looking at financial ratios, Pacific region cooperatives appeared to be more financially healthy, although the data may have been skewed because of the low number of reporting cooperatives. These cooperatives had high current and quick, times-interest-earned, and the total-asset-turnover ratios.

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Appendix Table 1- Abbreviated balance sheet, by region and function, 1994 and 1995 ¹

Item	Atlantic				South Central			
	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing
<i>Thousand dollars</i>								
1994								
Assets								
Cash	292	30	0	0	148	194	403	114
Accounts receivable	474	457	0	0	462	1,102	1,548	237
Inventory (total)	521	192	0	0	581	1,292	3,410	535
— farm supply	521	127	0	0	570	624	178	123
— marketing	0	65	0	0	11	669	3,231	411
Other current assets ²	69	204	0	0	238	410	1,623	281
Total current assets	1,356	882	0	0	1,429	2,999	7,023	1,166
Property, plant, and equipment	1,383	384	0	0	994	4,778	6,301	2,127
Less: Depreciation	893	306	0	0	529	3,386	4,022	1,627
Net PP&E	491	77	0	0	465	1,392	2,279	500
Other assets ³	455	293	0	0	411	1,057	1,292	411
Total Assets	2,302	1,252	0	0	2,304	5,448	10,594	2,077
Liabilities and Equity								
Accounts Payable	361	163	0	0	223	679	778	50
Allocated equity (cash)	21	45	0	0	35	127	229	88
Current term debt ⁴	81	80	0	0	188	1,059	3,856	281
Other current liabil. ⁵	416	34	0	0	220	371	456	149
Total current liabil.	879	322	0	0	667	2,235	5,319	568
Long-term debt	220	21	0	0	119	322	1,506	29
Total liabilities	1,099	343	0	0	785	2,557	6,825	598
Common stock	35	--	0	0	8	34	18	467
Preferred stock	1	76	0	0	86	121	277	187
Alloc. equity (noncash)	896	829	0	0	1,035	2,020	2,617	317
Retained earnings	271	2	0	0	390	716	857	509
Total net worth	1,203	909	0	0	1,519	2,892	3,769	1,479
Total liabilities & net worth	2,302	1,252	0	0	2,304	5,448	10,594	2,077

continued

Appendix Table 1 (continued)- **Abbreviated balance sheet, by region and function, 1994 and 1995¹**

Item	Mountain				Pacific			
	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing
<i>Thousand dollars</i>								
1994								
Assets								
Cash	172	131	10	135	142	0	243	0
Accounts receivable	434	536	231	172	158	0	91	0
Inventory (total)	678	2,363	522	293	369	0	232	0
— farm supply	678	984	71	34	369	0	0	0
— marketing	0	1,378	451	260	0	0	232	0
Other current assets ²	126	773	726	192	16	0	262	0
Total current assets	1,410	3,803	1,490	692	684	0	828	0
Property, plant, and equipment	1,369	4,741	2,884	1,228	474	0	2,336	0
Less: Depreciation	729	3,135	1,747	908	281	0	1,637	0
Net PP&E	640	1,606	1,137	320	193	0	698	0
Other assets ³	807	1,091	451	237	268	0	416	0
Total Assets	2,857	6,499	3,078	1,250	1,144	0	1,942	0
Liabilities and Equity								
Accounts Payable	234	510	116	77	102	0	45	0
Allocated equity (cash)	64	228	33	13	27	0	0	0
Current term debt ⁴	290	637	642	29	81	0	58	0
Other current liabil. ⁵	191	1,175	205	153	52	0	392	0
Total current liabil.	778	2,549	995	273	261	0	494	0
Long-term debt	132	189	388	72	13	0	12	0
Total liabilities	910	2,738	1,383	345	274	0	506	0
Common stock	22	39	38	21	—	0	0	0
Preferred stock	460	6	49	114	—	0	0	0
Alloc. equity (noncash)	974	2,525	1,380	523	464	0	1,392	0
Retained earnings	490	1,189	229	247	405	0	43	0
Total net worth	1,947	3,761	1,696	905	870	0	1,436	0
Total liabilities & net worth	2,857	6,499	3,078	1,250	1,144	0	1,942	0

continued

Appendix Table 1 (continued)—**Abbreviated balance sheet, by region and function, 1994 and 1995**¹

Item	Northern Plains				Lake States			
	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing
<i>Thousand dollars</i>								
1994								
Assets								
Cash	159	111	813	197	143	229	287	225
Accounts receivable	255	669	337	418	446	973	222	988
Inventory (total)	552	1,253	2,864	1,435	615	1,237	1,691	3,098
— farm supply	469	597	767	650	614	559	167	690
— marketing	83	657	2,097	785	1	678	1,524	2,409
Other current assets ²	75	235	1,329	508	144	171	360	790
Total current assets	1,042	2,268	5,343	2,558	1,348	2,610	2,560	5,101
Property, plant, and equipment	1,155	3,431	5,280	3,662	2,029	4,447	2,618	5,940
Less: Depreciation	680	<u>1,941</u>	3,030	<u>2,536</u>	1,163	2,721	1,677	3,619
Net PP&E	476	1,490	2,249	1,126	866	1,726	941	2,321
Other assets ³	630	1,019	883	781	977	1,489	981	1,770
Total Assets	2,147	4,778	8,476	4,466	3,191	5,824	4,462	9,192
Liabilities and Equity								
Accounts Payable	130	297	171	169	177	344	243	232
Allocated equity (cash)	40	43	130	35	49	81	16	100
Current term debt ⁴	126	799	908	668	284	660	412	1,950
Other current liabil. ⁵	139	<u>445</u>	3,003	<u>730</u>	255	483	1,448	1,859
Total current liabil.	436	1,582	4,214	1,602	764	1,568	2,121	4,140
Long-term debt	92	264	248	217	298	482	300	662
Total liabilities	528	1,847	4,462	1,819	1,062	2,049	2,420	4,802
Common stock	146	14	83	131	216	808	26	28
Preferred stock	42	4	0	39	215	66	13	344
Alloc. equity (noncash)	1,070	2,076	3,119	1,656	1,376	2,333	1,720	3,262
Retained earnings	361	837	812	820	322	553	283	757
Total net worth	1,619	2,931	4,014	2,647	2,129	3,775	2,042	4,390
Total liabilities & net worth	2,147	4,778	8,476	4,466	3,191	5,824	4,462	9,192

continued

Appendix Table 1 (continued)- **Abbreviated balance sheet, by region and function, 1994 and 1995 ¹**

Item	Corn Belt				Average			
	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing
<i>Thousand dollars</i>								
1994								
Assets								
Cash	257	216	481	231	168	254	509	208
Accounts receivable	322	731	987	930	371	901	671	752
Inventory (total)	198	1,078	3,740	2,534	559	1,604	2,938	2,184
— farm supply	198	559	579	780	531	744	514	667
— marketing	0	519	3,162	1,754	27	860	2,424	1,517
Other current assets ²	133	149	1,077	562	118	386	1,052	562
Total current assets	909	2,174	6,286	4,257	1,215	3,146	5,170	3,706
Property, plant, and equipment	1,227	3,237	7,388	5,885	1,481	4,812	5,748	4,983
Less: Depreciation	815	2,040	4,422	3,688	861	3,121	3,437	3,182
Net PP&E	411	1,198	2,965	2,197	621	1,691	2,312	1,801
Other assets ³	284	961	1,831	1,405	714	1,347	1,308	1,227
Total Assets	1,604	4,333	11,083	7,859	2,550	6,183	8,790	6,734
Liabilities and Equity								
Accounts Payable	79	262	1,379	470	174	369	757	315
Allocated equity (cash)	24	45	63	69	42	84	82	66
Current term debt ⁴	130	800	2,061	1,327	199	869	1,495	1,181
Other current liabil. ⁵	87	356	1,785	1,512	203	676	1,880	1,265
Total current liabil.	321	1,463	5,290	3,379	619	1,998	4,215	2,827
Long-term debt	41	383	827	589	175	428	590	464
Total liabilities	362	1,846	6,118	3,967	794	2,426	4,805	3,291
Common stock	37	82	288	221	132	425	162	170
Preferred stock	49	694	977	1,190	143	241	465	661
Alloc. equity (noncash)	604	834	2,112	1,125	1,112	2,178	2,309	1,585
Retained earnings	552	878	1,587	1,356	368	906	1,048	1,027
Total net worth	1,242	2,487	4,965	3,892	1,756	3,757	3,985	3,443
Total liabilities & net worth	1,604	4,333	11,083	7,859	2,550	6,183	8,790	6,734

— Less than \$1,000.

¹ May not add due to rounding.² "Other" current assets include prepaid expenses and other receivables.³ "Other" assets include investments, goodwill, etc.⁴ "Other" current debt include short-term and seasonal debt.⁵ "Other" current liabilities include accrued expenses, patron prepayment, etc.

Appendix Table 2- **Abbreviated** balance sheet, by region and **function, 1994** and **1995**¹

Item	Atlantic				South Central			
	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing
<i>Thousand dollars</i>								
1995								
Assets								
Cash	131	12	0	0	172	456	194	177
Accounts receivable	348	640	0	0	600	1,029	967	257
Inventory (total)	544	224	0	0	665	1,064	2,062	671
— farm supply	544	143	0	0	664	644	140	196
— marketing	0	81	0	0	1	420	1,922	475
Other current assets ²	227	132	0	0	173	313	1,143	101
Total current assets	1,251	1,008	0	0	1,611	2,862	4,366	1,206
Property, plant, and equipment	1,478	401	0	0	1,381	4,151	4,835	2,431
Less: Depreciation	951	301	0	0	809	2,920	3,143	1,917
Net PP&E	527	100	0	0	571	1,231	1,692	515
Other assets ³	461	300	0	0	540	802	750	540
Total Assets	2,239	1,408	0	0	2,722	4,895	6,809	2,260
Liabilities and Equity								
Accounts Payable	393	278	0	0	328	541	452	26
Allocated equity (cash)	20	30	0	0	64	192	88	53
Current term debt ⁴	121	117	0	0	226	768	2,205	133
Other current liabil. ⁵	268	29	0	0	169	405	306	283
Total current liabil.	804	404	0	0	790	1,905	3,051	494
Long-term debt	217	13	0	0	164	221	769	13
Total liabilities	1,021	417	0	0	953	2,126	3,820	507
Common stock	38	—	0	0	6	29	14	690
Preferred stock	1	78	0	0	91	151	219	196
Alloc. equity (noncash)	927	850	0	0	1,194	2,136	1,911	100
Retained earnings	253	63	0	0	477	453	845	767
Total net worth	1,218	991	0	0	1,769	2,769	2,989	1,753
Total liabilities & net worth	2,239	1,408	0	0	2,722	4,895	6,809	2,260

Appendix Table 2 (continued)- **Abbreviated balance sheet, by region and function, 1994 and 1995** ¹

Item	Mountain				Pacific			
	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing
<i>Thousand dollars</i>								
1995								
Assets								
Cash	124	87	43	67	147	0	107	0
Accounts receivable	500	453	227	189	164	0	106	0
Inventory (total)	764	1,887	1,291	1,504	359	0	316	0
— farm supply	764	584	72	150	359	0	0	0
— marketing	0	1,304	1,219	1,355	0	0	316	0
Other current assets ²	185	532	898	439	17	0	241	0
Total current assets	1,573	2,958	2,458	2,200	687	0	770	0
Property, plant, and equipment	1,641	3,232	2,717	1,983	495	0	2,337	0
Less: Depreciation	803	2,194	1,694	1,524	310	0	1,683	0
Net PP&E	838	1,038	1,023	429	185	0	654	0
Other assets ³	912	839	436	440	292	0	322	0
Total Assets	3,324	4,835	3,918	3,099	1,164	0	1,746	0
Liabilities and Equity								
Accounts Payable	244	260	181	49	98	0	22	0
Allocated equity (cash)	71	186	33	24	39	0	0	0
Current term debt ⁴	417	583	1,652	0	54	0	12	0
Other current liabil. ⁵	177	932	138	1,400	46	0	352	0
Total current liabil.	908	1,961	2,004	1,473	237	0	386	0
Long-term debt	218	134	355	204	31	0	0	0
Total liabilities	1,127	2,095	2,360	1,677	268	0	386	0
Common stock	18	33	35	48	—	0	0	0
Preferred stock	407	91	125	0	—	0	0	0
Alloc. equity (noncash)	1,228	1,691	1,076	903	507	0	1,317	0
Retained earnings	545	924	322	472	389	0	43	0
Total net worth	2,197	2,740	1,558	1,423	896	0	1,360	0
Total liabilities & net worth	3,324	4,835	3,918	3,099	1,164	0	1,746	0

continued

Appendix Table2 (continued)– **Abbreviated balance sheet, by region and function, 1994 and 1995** ¹

Item	Northern Plains				Lake States			
	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing
<i>Thousand dollars</i>								
1995								
Assets								
Cash	171	119	370	186	115	175	235	300
Accounts receivable	257	767	415	518	450	1,180	344	1,057
Inventory (total)	625	1,995	3,542	1,987	727	1,848	2,016	3,807
— farm supply	625	718	687	718	704	817	298	790
— marketing	0	1,277	2,855	1,269	23	1,031	1,718	3,018
Other current assets ²	108	314	1,425	856	136	229	881	872
Total current assets	1,161	3,195	5,752	3,546	1,428	3,432	3,477	6,038
Property, plant, and equipment	1,272	3,638	5,339	4,355	2,219	5,272	3,217	5,630
Less: Depreciation	754	2,084	3,032	3,018	1,263	3,262	2,055	3,551
Net PP&E	518	1,554	2,307	1,337	957	2,010	1,162	2,079
Other assets ³	681	1,145	945	858	1,062	1,819	1,205	1,818
Total Assets	2,359	5,893	9,005	5,742	3,447	7,261	5,845	9,935
Liabilities and Equity								
Accounts Payable	183	334	204	160	211	387	224	342
Allocated equity (cash)	42	32	99	87	46	95	40	140
Current term debt ⁴	177	1,420	1,600	1,150	323	1,304	1,202	2,013
Other current liabil. ⁵	152	657	3,028	972	312	592	1,483	2,391
Total current liabil.	554	2,443	4,930	2,368	893	2,378	2,950	4,886
Long-term debt	105	387	589	176	352	664	339	573
Total liabilities	659	2,830	5,519	2,544	1,245	3,042	3,289	5,459
Common stock	115	15	66	133	44	225	14	35
Preferred stock	1	4	5	38	262	3	40	344
Alloc. equity (noncash)	1,163	2,157	2,589	2,143	1,545	3,372	1,891	2,958
Retained earnings	422	887	825	884	351	619	610	1,140
Total net worth	<u>1,700</u>	<u>3,063</u>	<u>3,486</u>	<u>3,198</u>	2,202	4,219	2,556	<u>4,476</u>
Total liabilities & net worth	2,359	5,893	9,005	5,742	3,447	7,261	5,845	9,935

continued

Appendix Table 2 (continued)— **Abbreviated balance sheet, by region and function, 1994 and 1995** ¹

Item	Corn Belt				Average			
	Farm supply	Mixed farm supply	Marketing	Mixed marketing	Farm supply	Mixed farm supply	Marketing	Mixed marketing
<i>Thousand dollars</i>								
1995								
Assets								
Cash	264	122	231	163	150	227	246	196
Accounts receivable	398	650	1,016	980	385	1,009	720	840
inventory (total)	357	985	5,879	3,400	646	2,104	4,223	2,992
— farm supply	357	476	851	880	637	863	634	785
— marketing	0	509	5,028	2,520	9	1,242	3,589	2,207
Other current assets ²	95	209	1,377	677	133	577	1,240	737
Total current assets	1,114	1,966	8,463	5,220	1,314	3,917	6,430	4,765
Property, plant, and equipment	1,446	2,448	7,870	6,317	1,659	5,266	6,073	5,474
Less: Depreciation	922	1,395	4,741	4,201	959	3,425	3,652	3,646
Net PP&E	523	1,053	3,129	2,116	700	1,841	2,420	1,828
Other assets ³	363	833	1,917	1,420	783	1,468	1,408	1,312
Total Assets	2,000	3,852	13,509	8,757	2,797	7,226	10,258	7,905
Liabilities and Equity								
Accounts Payable	155	374	571	436	218	388	400	326
Allocated equity (cash)	20	42	88	88	45	124	79	96
Current term debt ⁴	279	679	3,464	2,174	254	1,296	2,496	1,775
Other current liabil. ⁵	88	288	3,358	1,530	213	846	2,595	1,511
Total current liabil.	543	1,384	7,483	4,229	730	2,655	5,570	3,708
Long-term debt	142	464	974	570	216	479	735	444
Total liabilities	685	1,848	8,457	4,800	947	3,134	6,305	4,152
Common stock	33	27	300	178	59	163	170	157
Preferred stock	47	392	1,259	939	141	113	657	548
Alloc. equity (noncash)	670	926	1,725	1,471	1,241	2,922	1,902	1,884
Retained earnings	565	660	1,768	1,369	409	893	1,223	1,165
Total net worth	1,314	2,005	5,052	3,957	1,850	4,092	3,953	3,754
Total liabilities & net worth	2,000	3,852	13,509	8,757	2,797	7,226	10,258	7,905

— Less than \$ 1,000.

¹ May not add due to rounding.² "Other" current assets include prepaid expenses and other receivables.³ "Other" assets include investments, goodwill, etc.⁴ "Other" current debt include short-term and seasonal debt.⁵ "Other" current liabilities include accrued expenses, patron prepayment, etc.

Appendix Ttable 3— **Abbreviated balance sheet, region and size, 1994 and 1995 ¹**

Item	Atlantic				South Central			
	Small	Medium	Large	Super	Small	Medium	Large	Super
<i>Thousand dollars</i>								
1994								
Assets								
Cash	117	-29	0	2,158	40	230	111	640
Accounts receivable	236	715	0	2,333	220	416	1,010	2,442
Inventory (total)	270	1,188	0	1,036	339	608	1,392	4,234
— farm supply	258	1,188	0	1,036	284	220	1,027	746
— marketing	13	0	0	0	55	388	364	3,488
Other current assets ²	83	145	0	50	216	243	674	1,521
Total current assets	706	2,019	0	5,577	816	1,497	3,186	8,837
Property, plant, and equipment	448	2,076	0	7,359	1,033	2,120	3,027	9,017
Less: Depreciation	285	1,392	0	4,797	741	1,585	1,729	5,788
Net PP&E	163	683	0	2,561	292	535	1,298	3,229
Other assets ³	273	1,425	0	9	231	497	1,216	1,726
Total Assets	1,142	4,127	0	8,148	1,338	2,529	5,699	13,792
Liabilities and Equity								
Accounts Payable	187	726	0	976	154	203	367	1,303
Allocated equity (cash)	20	62	0	3	13	66	227	231
Current term debt ⁴	70	18	0	313	215	288	391	4,862
Other current liabil. ⁵	18	76	0	4,309	32	249	685	560
Total current liabil.	295	881	0	5,600	413	806	1,672	6,956
Long-term debt	59	335	0	1,205	94	121	294	1,519
Total liabilities	354	1217	0	6,805	506	926	1,966	8,474
Common stock	38	0	0	5	11	353	11	42
Preferred stock	16	0	0	0	241	100	34	0
Alloc. equity (noncash)	573	2475	0	834	314	643	2,955	3,952
Retained earnings	161	436	0	503	266	506	734	1,323
Total net worth	789	2,910	0	1,342	832	1,603	3,733	5,318
Total liabilities & net worth	1,142	4,127	0	8,148	1,338	2,529	5,699	13,792

continued

Appendix Table 3 (continued)-Abbreviated balance sheet, region and size, 1994 and 1995 ¹

Item	Mountain				Pacific			
	Small	Medium	Large	Super	Small	Medium	Large	Super
Thousand dollars								
1994								
Assets								
Cash	131	48	45	267	142	0	243	0
Accounts receivable	154	489	646	959	158	0	91	0
Inventory (total)	301	604	1,239	3,242	369	0	232	0
— farm supply	256	487	1,239	1,555	369	0	0	0
— marketing	45	117	0	1,687	0	0	232	0
Other current assets ²	125	178	62	1,356	16	0	262	0
Total current assets	711	1,320	1,992	5,825	684	0	828	0
Property, plant, and equipment	651	1,673	2,373	7,947	474	0	2,336	0
Less: Depreciation	431	966	889	4,933	281	0	1,637	0
Net PP&E	220	705	1,484	3,014	193	0	698	0
Other assets ³	331	679	1,534	2,022	268	0	416	0
Total Assets	1,262	2,704	5,010	10,860	1,144	0	1,942	0
Liabilities and Equity								
Accounts Payable	a9	249	243	744	102	0	45	0
Allocated equity (cash)	16	60	131	316	27	0	0	0
Current term debt ⁴	39	208	577	1,760	81	0	58	0
Other current liabil. ⁵	102	177	331	1,479	52	0	392	0
Total current liabil.	246	694	1,282	4,299	261	0	494	0
Long-term debt	40	224	171	536	13	0	12	0
Total liabilities	286	918	1,453	4,835	274	0	506	0
Common stock	23	44	31	2		0	0	0
Preferred stock	130	753	45	a		0	0	0
Alloc. equity (noncash)	571	534	2,669	4,448	464	0	1,392	0
Retained earnings	253	455	811	1,565	405	0	43	0
Total net worth	977	1786	3,557	6,025	a70	0	1,436	0
Total liabilities & net worth	1,262	2,704	5,010	10,860	1,144	0	1,942	0

continued

Appendix Table 3 (continued)- **Abbreviated balance sheet, region and size, 1994 and 1995¹**

Item	Northern Plains				Lake States			
	Small	Medium	Large	Super	Small	Medium	Large	Super
<i>Thousand dollars</i>								
1994								
Assets								
Cash	126	181	127	1,110	82	209	266	360
Accounts receivable	143	402	421	704	216	583	861	2,064
Inventory (total)	361	903	1,108	4,599	300	902	1,321	5,929
— farm supply	289	494	509	1,645	279	546	806	1,301
— marketing	72	409	599	2,954	21	356	515	4,628
Other current assets ²	77	<u>208</u>	<u>331</u>	<u>1,910</u>	62	203	294	1,263
Total current assets	707	1,694	1,987	8,323	659	1,898	2,741	9,615
Property, plant, and equipment	800	2,121	2,612	9,406	1,035	2,546	4,463	11,720
Less: Depreciation	507	<u>1,347</u>	<u>1,669</u>	<u>5,560</u>	640	1,534	2,578	7,211
Net PP&E	293	774	943	3,846	396	1,012	1,884	4,509
Other assets ³	381	<u>703</u>	<u>713</u>	<u>1,851</u>	504	1,217	1,537	3,378
Total Assets	1,382	3,171	3,643	14,021	1,559	4,127	6,162	17,502
Liabilities and Equity								
Accounts Payable	52	148	201	449	78	196	372	579
Allocated equity (cash)	23	31	34	224	20	65	76	193
Current term debt ⁴	75	299	655	1,489	121	393	707	3,535
Other current liabil. ⁵	145	<u>537</u>	<u>380</u>	<u>4,049</u>	114	437	715	3,287
Total current liabil.	295	1,015	1,271	6,210	333	1,093	1,871	7,593
Long-term debt	48	<u>160</u>	<u>186</u>	<u>497</u>	80	216	752	1,337
Total liabilities	343	1,175	1,457	6,707	413	1,309	2,622	8,931
Common stock	122	93	54	213	138	464	206	1,094
Preferred stock	4	111	30	0	65	360	17	589
Alloc. equity (noncash)	665	1,279	1,490	5,435	733	1,551	2,828	5,486
Retained earnings	247	<u>514</u>	<u>612</u>	<u>1,665</u>	200	443	490	1,402
Total net worth	1,039	<u>1,996</u>	<u>2,186</u>	<u>7,314</u>	1,146	2,818	3,540	8,571
Total liabilities & net worth	1,382	3,171	3,643	14,021	1,559	4,127	6,162	17,502

continued

Appendix Table 3 (continued)- **Abbreviated balance sheet, region and Size, 1994 and 1995 ¹**

Item	Corn Belt				Average			
	Small	Medium	Large	Super	Small	Medium	Large	Super
<i>Thousand dollars</i>								
1994								
Assets								
Cash	237	102	244	471	121	162	237	601
Accounts receivable	233	420	711	1,557	186	488	762	1,497
Inventory (total)	210	673	2,065	4,720	315	808	1,710	4,733
— farm supply	138	268	527	1,161	266	454	698	1,287
— marketing	72	405	1,537	3,559	48	354	1,013	3,446
Other current assets ²	107	209	393	1,179	89	205	393	1,351
Total current assets	787	1,403	3,413	7,927	710	1,664	3,102	8,182
Property, plant, and equipment	1,068	2,097	4,543	9,940	864	2,234	4,347	9,938
Less: Depreciation	727	1,355	2,917	5,910	556	1,407	2,678	5,989
Net PP&E	342	742	1,626	4,030	308	827	1,669	3,949
Other assets ³	280	613	1,079	2,429	378	868	1,250	2,385
Total Assets	1,408	2,758	6,118	14,386	1,396	3,359	6,020	14,515
Liabilities and Equity								
Accounts Payable	65	138	413	1,369	81	189	376	989
Allocated equity (cash)	21	28	37	124	20	49	62	173
Current term debt ⁴	55	420	1,243	2,484	91	346	974	2,512
Other current liabil. ⁵	89	351	1,089	2,574	107	395	846	2,855
Total current liabil.	231	938	2,782	6,554	300	979	2,259	6,529
Long-term debt	17	166	422	1,188	55	188	498	1,051
Total liabilities	248	1,105	3,204	7,742	355	1,167	2,757	7,580
Common stock	32	57	236	306	90	237	185	383
Preferred stock	23	364	803	1,811	52	310	355	984
Alloc. equity (noncash)	562	649	878	2,307	626	1,149	1,920	3,716
Retained earnings	543	584	997	2,220	269	496	803	1,842
Total net worth	1,160	1,653	2,914	6,644	1,041	2,192	3,263	6,935
Total liabilities & net worth	1,408	2,758	6,118	14,386	1,396	3,359	6,020	14,515

-- Less than \$ 1,000.

¹ May not add due to rounding.² "Other" current assets include prepaid expenses and other receivables.³ "Other" assets include investments, goodwill, etc.⁴ "Other" current debt include short-term and seasonal debt.⁵ "Other" current liabilities include accrued expenses, patron prepayment, etc.

Appendix Table 4— Abbreviated balance sheet, region and size, 1994 and 1995 ¹

Item	Atlantic				South Central			
	Small	Medium	Large	Super	Small	Medium	Large	Super
<i>Thousand dollars</i>								
1995								
Assets								
Cash	111	-41	17	383	80	191	564	578
Accounts receivable	349	790	612	212	273	383	1,244	2,447
Inventory (total)	292	1,487	765	1,259	446	580	1,263	3,612
— farm supply	276	1487	765	1,259	324	432	1,043	700
— marketing	16	0	0	0	123	148	220	2,912
Other current assets ²	46	137	376	1,789	98	147	498	1,579
Total current assets	799	2,373	1,770	3,644	897	1,300	3,570	8,216
Property, plant, and equipment	534	3,319	845	7,561	1,281	2,052	3,230	9,293
Less: Depreciation	310	2,210	538	5,217	921	1,553	1,871	6,022
Net PP&E	224	1,109	307	2,343	360	499	1,360	3,271
Other assets ³	284	605	2,226	0	306	463	1,297	1,452
Total Assets	1,307	4,087	4,303	5,987	1,563	2,262	6,227	12,939
Liabilities and Equity								
Accounts Payable	228	163	1,245	1,089	195	97	420	1,310
Allocated equity (cash)	15	0	125	0	13	52	368	157
Current term debt ⁴	122	0	38	313	103	249	335	4,119
Other current liabil. ⁵	21	104	118	2,570	81	265	738	506
Total current liabil.	388	267	1,525	3,972	393	663	1,865	6,091
Long-term debt	94	563	50	862	155	52	246	1,072
Total liabilities	482	830	1,575	4,833	547	715	2,110	7,163
Common stock	42	0	0	5	6	406	6	43
Preferred stock	16	0	0	0	223	12	30	0
Alloc. equity (noncash)	591	2,561	2,663	766	495	413	3,393	4,263
Retained earnings	176	696	65	382	291	605	688	1,471
Total net worth	825	3,257	2,727	1,154	1,015	1,546	4,117	5,777
Total liabilities & net worth	1,307	4,087	4,303	5,987	1,563	2,262	6,227	12,939

continued

Appendix Table 4 (continued)– **Abbreviated balance sheet, region and size, 1994 and 1995** ¹

Item	Mountain				Pacific			
	Small	Medium	Large	Super	Small	Medium	Large	Super
<i>Thousand dollars</i>								
1995								
Assets								
Cash	88	65	150	189	147	0	107	0
Accounts receivable	179	529	643	1,110	164	0	106	0
Inventory (total)	356	979	1,369	4,524	359	0	316	0
— farm supply	289	543	1,369	1,504	359	0	0	0
— marketing	67	436	0	3,020	0	0	316	0
Other current assets ²	167	<u>338</u>	<u>93</u>	<u>1,531</u>	17	<u>0</u>	241	<u>0</u>
Total current assets	789	1,911	2,255	7,353	687	0	770	0
Property, plant, and equipment	726	1,942	2,669	8,430	495	0	2,337	0
Less: Depreciation	465	<u>1,038</u>	<u>989</u>	<u>5,284</u>	310	<u>0</u>	1,683	<u>0</u>
Net PP&E	261	904	1,680	3,147	185	0	654	0
Other assets ³	360	<u>742</u>	<u>1,709</u>	<u>2,282</u>	292	<u>0</u>	322	<u>0</u>
Total Assets	1,410	3,558	5,644	12,782	1,164	0	1,746	0
Liabilities and Equity								
Accounts Payable	90	239	360	699	98	0	22	0
Allocated equity (cash)	15	65	110	426	39	0	0	0
Current term debt ⁴	75	693	887	2,757	54	0	12	0
Other current liabil. ⁵	146	<u>191</u>	<u>296</u>	<u>1,815</u>	46	<u>0</u>	352	<u>0</u>
Total current liabil.	327	1,187	1,653	5,698	237	0	386	0
Long-term debt	46	<u>398</u>	<u>97</u>	<u>555</u>	31	<u>0</u>	0	<u>0</u>
Total liabilities	373	1,586	1,750	6,253	268	0	386	0
Common stock	21	45	35	2		0	0	0
Preferred stock	133	661	45	7		0	0	0
Alloc. equity (noncash)	601	733	2,928	4,683	507	0	1,317	0
Retained earnings	282	<u>533</u>	<u>887</u>	<u>1,834</u>	389	<u>0</u>	43	<u>0</u>
Total net worth	1,037	<u>1,972</u>	<u>3,895</u>	<u>6,530</u>	896	<u>0</u>	1,360	<u>0</u>
Total liabilities & net worth	1,410	3,558	5,644	12,782	1,164	0	1,746	0

continued

Appendix Table 4 (continued)- **Abbreviated balance sheet, region and size, 1994 and 1995 ¹**

Item	Northern Plains				Lake States			
	Small	Medium	Large	Super	Small	Medium	Large	Super
<i>Thousand dollars</i>								
1995								
Assets								
Cash	119	206	184	515	76	145	239	354
Accounts receivable	149	436	654	875	209	603	955	2,129
Inventory (total)	379	857	2,014	6,144	301	1,097	1,529	7,649
— farm supply	330	567	862	1,830	278	642	956	1,764
— marketing	49	290	1,152	4,314	23	454	574	5,885
Other current assets ²	94	124	560	2,561	87	267	275	1,514
Total current assets	741	1,623	3,412	10,095	673	2,112	2,998	11,646
Property, plant, and equipment	853	2,327	4,133	9,396	1,017	2,798	4,544	11,999
Less: Depreciation	536	1,538	2,708	5,482	649	1,645	2,711	7,483
Net PP&E	317	790	1,425	3,913	368	1,152	1,833	4,516
Other assets ³	412	753	1,066	2,022	490	1,365	1,718	3,650
Total Assets	1,470	3,165	5,903	16,031	1,531	4,629	6,548	19,811
Liabilities and Equity								
Accounts Payable	76	162	233	633	73	229	409	753
Allocated equity (cash)	19	41	78	220	20	66	85	238
Current term debt ⁴	110	384	1,043	3,212	160	489	798	4,857
Other current liabil. ⁵	140	377	956	3,943	118	564	824	3,813
Total current liabil.	345	965	2,311	8,007	371	1,349	2,117	9,662
Long-term debt	51	178	335	771	63	343	746	1,407
Total liabilities	396	1,143	2,646	8,778	435	1,692	2,864	11,069
Common stock	46	196	69	211	53	19	118	265
Preferred stock	4	2	44	6	86	377	21	539
Alloc. equity (noncash)	779	1,233	2,159	5,310	740	1,940	2,897	6,545
Retained earnings	245	591	985	1,726	218	601	649	1,393
Total net worth	1,074	2,022	3,257	7,253	1,097	2,938	3,685	8,742
Total liabilities & net worth	1,470	3,165	5,903	16,031	1,531	4,629	6,548	19,811

continued

Appendix Table 4 (continue+ **Abbreviated balance Sheet, region and size, 1994 and 1995** ¹

Item	Corn Belt				Average			
	Small	Medium	Large	Super	Small	Medium	Large	Super
<i>Thousand dollars</i>								
1995								
Assets								
Cash	215	178	110	225	113	161	188	322
Accounts receivable	229	438	663	1,554	201	509	781	1,510
Inventory (total)	264	915	2,497	7,291	341	957	1,962	6,713
— farm supply	175	305	631	1,278	291	542	807	1,462
— marketing	89	610	1,867	6,013	51	415	1,154	5,251
Other current assets ²	102	196	632	1,415	95	214	476	16,842
Total current assets	810	1,727	3,901	10,485	750	1,840	3,406	10,228
Property, plant, and equipment	1,113	2,038	5,062	9,887	916	2,407	4,523	10,011
Less: Depreciation	747	1,314	3,506	5,903	592	1,499	2,927	6,052
Net PP&E	366	725	1,556	3,984	324	907	1,595	3,959
Other assets ³	308	620	1,035	2,425	395	937	1,301	2,470
Total Assets	1,485	3,071	6,493	16,893	1,469	3,685	6,302	16,657
Liabilities and Equity								
Accounts Payable	82	215	455	566	97	200	399	660
Allocated equity (cash)	19	43	45	142	19	54	81	189
Current term debt ⁴	98	582	1,578	4,545	117	476	1,111	4,145
Other current liabil. ⁵	97	350	1,171	3,928	114	416	961	3,620
Total current liabil.	297	1,191	3,249	9,183	348	1,146	2,552	8,615
Long-term debt	25	194	420	1,268	61	259	497	1,135
Total liabilities	322	1,385	3,670	10,450	409	1,405	3,048	9,751
Common stock	30	51	206	263	39	100	134	235
Preferred stock	23	324	705	1,535	59	269	291	874
Alloc. equity (noncash)	589	704	923	2,424	685	1,308	1,992	3,913
Retained earnings	521	607	989	2,201	278	595	836	1,885
Total net worth	1,163	1,687	2,823	6,443	1,060	2,280	3,254	6,907
Total liabilities & net worth	1,485	3,071	6,493	16,893	1,469	3,685	6,302	16,657

-- Less than \$1,000.

¹ May not add due to rounding.² "Other" current assets include prepaid expenses and other receivables.³ "Other" assets include investments, goodwill, etc.⁴ "Other" current debt include short-term and seasonal debt.⁵ "Other" current liabilities include accrued expenses, patron prepayment, etc.

Appendix Table 5- **Abbreviated income Statement, by region and function, 1994 and 1995** ¹

Item	Atlantic				South Central			
	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing
Thousand dollars								
1994								
Sales	6,725	2,359	0	0	5,587	15,002	23,869	5,833
Cost of good sold	6,252	<u>2,035</u>	<u>0</u>	<u>0</u>	4,762	<u>12,596</u>	<u>21,171</u>	<u>5,211</u>
Gross margin	473	324	0	0	825	2,406	2,698	622
Other Income ²	391	136	0	0	283	836	1,556	310
General expenses	720	317	0	0	770	2,552	3,088	657
Income taxes	1	3	0	0	14	5	33	3
Interest expense	35	<u>7</u>	<u>0</u>	<u>0</u>	26	<u>105</u>	<u>328</u>	<u>23</u>
Total Expenses	756	327	0	0	809	2,662	3,450	684
Net income	101	112	0	0	262	501	753	186
Total revenue	7,034	2,366	0	0	5,761	15,645	25,281	6,044
1995								
Sales	7,046	2,384	0	0	6,153	13,493	17,481	6,522
Cost of good sold	6,490	<u>2,030</u>	<u>0</u>	<u>0</u>	5,247	<u>11,271</u>	<u>15,711</u>	<u>5,980</u>
Gross margin	556	354	0	0	906	2,222	1,770	542
Other Income ²	381	149	0	0	416	965	1,254	368
General expenses	794	358	0	0	927	2,172	2,144	717
Income taxes	-2	8	0	0	13	28	52	4
Interest expense	41	<u>11</u>	<u>0</u>	<u>0</u>	39	<u>95</u>	<u>259</u>	<u>31</u>
Total Expenses	833	377	0	0	979	2,295	2,455	752
Net income	71	106	0	0	282	676	436	95
Total revenue	7,334	2,401	0	0	6,867	13,981	18,523	6,744

continued

Appendix Table 5 (continued)- **Abbreviated income statement, by region and function, 1994 and 1995** ¹

Item	Mountain				Pacific			
	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing
<i>Thousand dollars</i>								
1994								
Sales	5,813	13,875	9,353	4,175	2,531	0	11,904	0
Cost of good sold	4,835	11,610	8,947	3,736	1,973	0	11,689	0
Gross margin	978	2,265	406	439	558	0	215	0
Other income ²	438	882	536	130	116	0	482	0
General expenses	986	2,086	691	503	448	0	591	0
Income taxes	18	65	4	1	28	0	0	0
Interest expense	32	66	56	14	8	0	12	0
Total Expenses	1,036	2,218	751	518	483	0	603	0
Net income	278	594	111	71	113	0	36	0
Total revenue	6,000	14,447	9,719	4,303	2,542	0	12,252	0
1995								
Sales	6,546	10,000	8,773	5,489	2,612	0	8,704	0
Cost of good sold	5,403	8,374	8,355	4,992	2,041	0	8,383	0
Gross margin	1,143	1,626	418	497	571	0	321	0
Other Income ²	494	804	535	265	133	0	230	0
General expenses	1,081	1,527	647	545	528	0	519	0
Income taxes	16	61	8	5	9	0	0	0
Interest expense	51	47	73	56	12	0	5	0
Total Expenses	1,148	1,635	728	605	548	0	525	0
Net income	326	456	127	178	80	0	6	0
Total revenue	6,684	10,404	9,051	5,656	2,616	0	8,884	0

continued

AppendixTable (continued)- Abbreviated income Statement, by **region** and **function, 1994** and 1995 ¹

Item	Northern Plains				Lake States			
	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing
<i>Thousand dollars</i>								
1994								
Sales	3,846	10,706	22,509	11,909	5,572	11,096	11,960	18,383
Cost of good sold	3,203	9,499	21,137	10,946	4,538	9,196	11,503	16,766
Gross margin	643	1,207	1,372	1,063	1,034	1,900	457	1,617
Other Income ²	290	730	836	587	458	816	483	1,128
General expenses	603	1,451	1,491	1,241	1,087	2,028	655	1,827
Income taxes	12	10	18	14	11	10	4	24
Interest expense	18	86	101	74	43	97	69	185
Total Expenses	633	1,547	1,609	1,329	1,142	2,135	728	2,036
Net income	202	201	454	194	223	370	84	378
Total revenue	3,939	11,073	23,066	12,287	5,717	11,426	12,169	18,884
1995								
Sales	3,941	11,522	23,202	13,944	5,595	12,660	16,212	20,474
Cost of good sold	3,278	10,255	21,762	12,742	4,540	10,601	15,393	18,632
Gross margin	663	1,287	1,440	1,202	1,055	2,059	819	1,842
Other Income ²	368	869	925	795	501	1,206	669	1,225
General expenses	646	1,551	1,511	1,357	1,124	2,414	940	1,770
Income taxes	12	12	30	27	11	14	29	42
Interest expense	30	151	203	115	61	148	93	195
Total Expenses	688	1,714	1,744	1,499	1,195	2,575	1,062	2,008
Net income	201	149	410	305	206	432	231	529
Total revenue	4,038	11,911	23,751	14,401	5,751	13,229	16,790	20,968

continued

Appendix Table 5 (continued)- Abbreviated income **statement**, by **region** and **function**, **1994** and **1995**¹

Item	Corn Belt				Average			
	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing
<i>Thousand dollars</i>								
1994								
Sales	3,210	10,049	29,468	21,308	4,882	10,959	23,350	17,017
Cost of good sold	2,581	8,783	27,727	19,675	4,067	9,310	21,940	15,624
Gross margin	629	1,266	1,741	1,633	815	1,649	1,410	1,393
Other Income ²	155	674	1,464	1,112	357	751	1,091	909
General expenses	582	1,494	2,436	2,102	828	1,798	1,831	1,705
Incometaxes	18	17	28	30	13	15	20	22
Interest expense	12	90	222	159	30	90	160	131
Total Expenses	612	1,601	2,686	2,291	870	1,903	2,011	1,858
Net income	116	192	290	288	207	315	318	269
Total revenue	3,272	10,382	30,487	22,036	5,018	11,323	24,103	17,568
1995								
Sales	3,789	8,561	32,173	20,697	5,071	11,216	25,224	18,195
Cost of good sold	3,054	7,467	39,234	18,935	4,211	9,532	23,685	16,622
Gross margin	735	1,094	1,939	1,762	860	1,684	1,539	1,573
Other Income*	281	682	1,878	1,269	419	962	1,350	1,092
General expenses	756	1,274	2,576	2,202	891	1,896	1,930	1,821
Incometaxes	16	16	67	28	11	20	48	29
Interest expense	39	99	321	210	44	119	239	174
Total Expenses	812	1,388	2,964	2,440	947	2,035	2,217	2,024
Net income	116	197	465	348	202	365	390	362
Total revenue	3,932	8,911	33,349	21,466	5,249	11,676	26,094	18,800

-- Less than \$ 1,000.

¹ May not add due to rounding.² Includes interest income, service, patronage refunds, and other.

Appendix Table 6- **Abbreviated income statement, region and size, 1994 and 1995** ¹

Item	Atlantic				South Central			
	Small	Medium	Large	Super	Small	Medium	Large	Super
<i>Thousand dollars</i>								
1994								
Sales	2,121	8,814	0	39,711	3,110	6,481	12,533	37,273
Cost of good sold	1,759	7,390	0	40,474	2,673	5,838	10,424	32,367
Gross margin	363	1,424	0	-767	587	644	2,109	4,906
Other Income ²	78	162	0	3,504	189	347	950	1,677
General expenses	354	1,240	0	2,533	492	759	2,051	5,170
Income taxes	2	0	0	-10	9	3	35	19
Interest expense	6	37	0	268	22	32	53	417
Total Expenses	363	1,277	0	2,791	523	793	2,139	5,606
Net income	76	310	0	-40	95	194	886	958
Total revenue	2,200	8,976	0	43,215	3,299	6,829	13,483	38,950
1995								
Sales	2,293	8,354	10,257	40,490	3,283	6,071	12,467	38,108
Cost of good sold	1,891	6,309	9,425	40,804	2,831	5,518	10,295	33,278
Gross margin	402	2,044	831	-315	452	652	2,172	4,830
Other Income ²	75	168	138	3,277	239	323	1,209	1,746
General expenses	388	1,882	696	2,989	552	664	2,141	5,061
Income taxes	4	0	0	-41	9	13	34	69
Interest expense	16	58	11	244	30	36	50	465
Total Expenses	408	1,940	706	3,192	591	713	2,224	5,594
Net income	65	272	263	-189	92	163	1,122	913
Total revenue	2,368	8,522	10,395	43,767	3,522	6,390	13,676	39,855

continued

Appendix Table 6 (continued)- **Abbreviated income statement, region and size, 1994 and 1995¹**

Item	Mountain				Pacific			
	Small	Medium	Large	Super	Small	Medium	Large	Super
<i>Thousand dollars</i>								
1994								
Sales	2,401	6,750	11,112	25,160	2,518	0	24,496	0
Cost of good sold	2,057	5,752	9,305	22,088	1,973	0	21,554	0
Gross margin	343	998	1,807	3,072	545	0	2,942	0
Other Income ²	142	388	689	1,375	78	0	815	0
General expenses	396	1,041	1,738	3,226	448	0	2,831	0
Income taxes	4	21	23	80	28	0	138	0
Interest expense	5	41	42	151	8	0	49	0
Total Expenses	405	1,102	1,803	3,458	483	0	3,018	0
Net income	77	263	669	909	113	0	602	0
Total revenue	2,543	7,138	11,800	26,535	2,597	0	25,311	0
1995								
Sales	2,534	7,223	10,515	27,564	2,518	0	11,904	0
Cost of good sold	2,138	6,157	8,732	24,094	1,973	0	11,689	0
Gross margin	396	1,066	1,783	3,470	545	0	215	0
Other Income ²	162	412	590	1,519	78	0	423	0
General expenses	440	1,085	1,698	3,425	448	0	591	0
Income taxes	5	20	21	115	28	0	0	0
Interest expense	13	61	67	192	8	0	12	0
Total Expenses	458	1,166	1,785	3,732	483	0	603	0
Net income	95	292	567	1,142	113	0	36	0
Total revenue	2,695	7,634	11,106	29,083	2,597	0	12,327	0

continued

Appendix Table 6 (continued)- Abbreviated income statement, region and size, 1994 and 1995¹

Item	Northern Plains				Lake States			
	Small	Medium	Large	Super	Small	Medium	Large	Super
Thousand dollars								
1994								
Sales	2,556	7,153	8,641	36,917	2,637	7,346	13,039	33,336
Cost of good sold	2,198	<u>6,343</u>	<u>7,817</u>	<u>34,160</u>	2,205	<u>6,261</u>	<u>11,056</u>	<u>29,924</u>
Gross margin	358	810	824	2,756	431	1,085	1,983	3,412
Other Income ²	134	349	416	1,347	178	387	663	1,950
General expenses	362	907	979	2,997	489	1,126	2,151	4,101
Income taxes	3	10	14	46	4	6	21	46
Interest expense	11	<u>43</u>	<u>57</u>	<u>186</u>	16	<u>47</u>	<u>113</u>	<u>364</u>
Total Expenses	377	960	1,050	3,229	510	1,180	2,285	4,511
Net income	112	189	175	828	96	286	341	805
Total revenue	2,691	7,502	9,056	38,264	2,814	7,733	13,702	35,286
1995								
Sales	2,478	6,753	14,093	37,256	2,651	7,391	13,638	37,449
Cost of good sold	2,115	<u>5,941</u>	<u>12,843</u>	<u>34,392</u>	2,213	<u>6,314</u>	<u>11,666</u>	<u>33,795</u>
Gross margin	363	812	1,250	2,864	438	1,077	1,972	3,654
Other income ²	159	386	681	1,500	165	494	818	2,035
General expenses	384	909	1,455	3,082	477	1,206	2,230	4,139
Income taxes	4	12	19	81	4	9	19	76
Interest expense	17	<u>60</u>	<u>126</u>	<u>342</u>	21	<u>70</u>	<u>140</u>	<u>413</u>
Total Expenses	405	981	1,600	3,505	502	1,285	2,389	4,628
Net income	112	206	313	778	96	277	382	985
Total revenue	2,637	7,139	14,774	38,756	2,816	7,885	14,456	39,484

continued

Appendix Table 6 (continued)- **Abbreviated income statement, region and size, 1994 and 1995¹**

Item	Corn Belt				Average			
	Small	Medium	Large	Super	Small	Medium	Large	Super
<i>Thousand dollars</i>								
1994								
Sales	2,809	8,529	14,945	39,477	2,655	7,204	14,105	36,778
Cost of good sold	2,413	<u>7,854</u>	<u>13,797</u>	<u>36,660</u>	2,255	<u>6,329</u>	<u>12,575</u>	<u>33,803</u>
Gross margin	395	675	1,148	2,817	400	875	1,530	2,976
Other Income ²	123	418	725	1,800	146	364	706	1731
General expenses	408	910	1,564	3,669	424	966	1,802	3,640
Income taxes	10	11	11	58	6	9	19	52
Interest expense	7	<u>64</u>	<u>126</u>	<u>297</u>	12	<u>46</u>	<u>111</u>	<u>283</u>
Total Expenses	425	985	1,701	4,024	442	1,020	1,932	3,975
Net income	83	97	161	535	99	211	286	680
Total revenue	2,932	8,947	15,669	41,278	2,802	7,568	14,811	38,509
1995								
Sales	3,291	7,183	14,615	39,648	2,665	7,048	13,967	37,886
Cost of good sold	2,882	<u>6,557</u>	<u>13,419</u>	<u>36,858</u>	2,263	<u>6,161</u>	<u>12,458</u>	<u>34,870</u>
Gross margin	409	626	1,196	2,790	402	895	1,508	3,015
Other Income ²	183	367	778	2,064	160	417	781	1,908
General expenses	467	767	1,571	3,624	436	999	1,783	3,634
Income taxes	11	11	20	76	6	11	20	75
Interest expense	11	<u>59</u>	<u>157</u>	<u>423</u>	17	<u>60</u>	<u>136</u>	<u>388</u>
Total Expenses	488	837	1,748	4,123	458	1,070	1,938	4,097
Net income	93	145	206	655	98	223	331	751
Total revenue	3,474	7,550	15,393	41,712	2,825	7,465	14,747	39,794

-- Less than \$1,000.

¹ May not add due to rounding.

² Includes interest income, service, patronage refunds, and other.

Appendix Table 7- Selected financial ratio, by region and function, 1994 and 1995

Item	Atlantic				South Central			
	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing
<i>Percent</i>								
1994								
Current	1.54	2.74	0	0	2.14	1.34	1.32	2.05
Quick	0.95	2.14	0	0	1.27	0.76	0.68	1.11
Debt-to-asset	0.13	0.08	0	0	0.13	0.25	0.51	0.15
Debt-to-equity	0.18	0.02	0	0	0.08	0.11	0.40	0.02
Times-interest-earned	3.89	17.30	0	0	11.81	5.81	3.40	9.26
Total-asset-turnover	2.92	1.88	0	0	2.43	2.75	2.25	2.81
Fixed-asset-turnover	13.70	30.47	0	0	12.03	10.78	10.48	11.67
Gross profit margin	7.03	13.71	0	0	14.77	16.04	11.30	10.66
Return-on-total-assets	5.96	9.79	0	0	13.08	11.22	10.52	11.22
Return-on-total-allocated-equity	10.87	12.34	0	0	23.18	23.03	25.86	19.15
1995								
Current	1.56	2.50	0	0	2.04	1.50	1.43	2.44
Quick	0.88	1.94	0	0	1.20	0.94	0.76	1.08
Debt-to-asset	0.15	0.09	0	0	0.14	0.20	0.44	0.06
Debt-to-equity	0.18	0.01	0	0	0.09	0.08	0.26	0.01
Times-interest-earned	2.71	11.12	0	0	8.61	8.39	2.89	4.18
Total-asset-turnover	3.15	1.69	0	0	2.26	2.76	2.57	2.89
Fixed-asset-turnover	13.37	23.91	0	0	10.77	10.96	10.33	12.67
Gross profit margin	7.90	14.87	0	0	14.72	16.47	10.12	8.32
Return-on-total-assets	4.93	8.90	0	0	12.23	16.32	10.98	5.74
Return-on-total-allocated-equity	7.38	11.47	0	0	21.80	29.18	20.35	9.62

continued

Appendix Table 7 (continued)- Selected financial ratio, by region and function, **1994** and **1995**

Item	Mountain				Pacific			
	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing	Farm supply	Mixed farm supply	Market-ing	Mixed market-ing
<i>Percent</i>								
1994								
Current	1.81	1.49	1.50	2.54	2.62	0	1.67	0
Quick	0.94	0.56	0.97	1.46	1.21	0	1.20	0
Debt-to-asset	0.15	0.13	0.33	0.08	0.08	0	0.04	0
Debt-to-equity	0.07	0.05	0.23	0.08	0.02	0	0.01	0
Times-interest-earned	10.24	11.03	3.06	6.21	19.73	0	4.07	0
Total-asset-turnover	2.03	2.13	3.04	3.34	2.21	0	6.13	0
Fixed-asset-turnover	9.09	8.64	8.23	13.05	13.14	0	17.05	0
Gross profit margain	16.83	16.32	4.34	10.50	22.04	0	1.81	0
Return-on-total-assets	11.49	11.16	5.55	6.88	12.97	0	2.43	0
Return-on-total-allocated-equity	19.10	23.12	7.59	10.82	24.41	0	2.55	0
1995								
Current	1.73	1.51	1.23	1.49	2.90	0	2.00	0
Quick	0.89	0.55	0.58	0.47	1.39	0	1.18	0
Debt-to-asset	0.19	0.15	0.51	0.07	0.07	0	0.01	0
Debt-to-equity	0.10	0.05	0.23	0.14	0.03	0	0	0
Times-interest-earned	7.66	12.08	2.86	4.28	8.71	0	2.10	0
Total-asset-turnover	1.97	2.07	2.24	1.77	2.24	0	4.99	0
Fixed-asset-turnover	7.81	9.64	8.57	11.95	14.16	0	13.31	0
Gross profit margain	17.46	16.27	4.76	9.05	21.87	0	3.69	0
Return-on-total-assets	11.82	11.67	5.33	7.70	8.62	0	0.65	0
Return-on-total-allocated-equity	19.71	25.15	10.31	18.75	15.80	0	0.45	0

continued

Appendix Table 7 (continued)- Selected financial ratio, by region and function, **1994** and **1995**

Item	Northern Plains				Lake States			
	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing
<i>Percent</i>								
1994								
Current	2.39	1.43	1.27	1.60	1.77	1.66	1.21	1.23
Quick	1.12	0.64	0.59	0.70	0.96	0.88	0.41	0.48
Debt-to-asset	0.10	0.22	0.14	0.20	0.18	0.20	0.16	0.28
Debt-to-equity	0.06	0.09	0.06	0.08	0.14	0.13	0.15	0.15
Times-interest-earned	12.67	3.44	5.67	3.80	6.43	4.94	2.26	3.17
Total-asset-turnover	1.79	2.24	2.66	2.67	1.75	1.91	2.68	2.00
Fixed-asset-turnover	8.08	7.18	10.01	10.57	6.44	6.43	12.71	7.92
Gross profit margin	16.72	11.27	6.09	8.93	18.56	17.12	3.82	8.80
Return-on-total-assets	10.80	6.21	6.75	6.33	8.72	8.19	3.52	6.39
Return-on-total- allocated-equity	16.05	9.59	14.17	10.65	12.37	11.55	4.76	10.40
1995								
Current	2.10	1.31	1.17	1.50	1.60	1.44	1.18	1.24
Quick	0.97	0.49	0.45	0.66	0.78	0.67	0.50	0.46
Debt-to-asset	0.12	0.31	0.24	0.23	0.20	0.27	0.26	0.26
Debt-to-equity	0.06	0.13	0.17	0.05	0.16	0.16	0.13	0.13
Times-interest-earned	8.22	2.06	3.17	3.88	4.56	4.02	3.80	3.93
Total-asset-turnover	1.67	1.96	2.58	2.43	1.62	1.74	2.77	2.06
Fixed-asset-turnover	7.61	7.41	10.06	10.43	5.85	6.30	13.95	9.85
Gross profit margin	16.84	10.99	6.21	8.62	18.85	16.27	5.05	9.00
Return-on-total-assets	10.29	5.29	7.14	7.77	8.06	8.17	6.03	7.72
Return-on-total- allocated-equity	15.71	6.85	15.40	13.17	11.13	11.99	11.87	15.86

continued

Appendix Table 7 (continued)- Selected financial ratio, by region and function, **1994** and **1995**

item	Corn Belt				Average			
	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing	Farm supply	Mixed farm supply	Market- ing	Mixed market- ing
<i>Percent</i>								
1994								
Current	2.83	1.49	1.19	1.26	1.96	1.57	1.23	1.31
Quick	2.22	0.75	0.48	0.51	1.06	0.77	0.53	0.54
Debt-to-asset	0.11	0.27	0.26	0.24	0.15	0.21	0.24	0.24
Debt-to-equity	0.03	0.15	0.17	0.15	0.10	0.11	0.15	0.13
Times-interest-earned	11.90	3.34	2.43	2.99	8.41	4.68	3.12	3.22
Total-asset-turnover	2.00	2.32	2.66	2.71	1.91	1.77	2.66	2.53
Fixed-asset-turnover	7.81	8.39	9.94	9.70	7.86	6.48	10.10	9.45
Gross profit margain	19.59	12.60	5.91	7.67	16.69	15.05	6.04	8.19
Return-on-total-assets	9.09	6.91	4.87	6.06	9.75	6.78	5.66	6.27
Return-on-total- allocated-equity	16.73	11.95	8.58	11.34	14.89	11.08	10.83	11.21
1995								
Current	2.05	1.42	1.13	1.23	1.80	1.48	1.15	1.29
Quick	1.39	0.71	0.35	0.43	0.91	0.68	0.40	0.48
Debt-to-asset	0.21	0.30	0.33	0.31	0.17	0.25	0.31	0.28
Debt-to-equity	0.11	0.23	0.19	0.14	0.12	0.12	0.19	0.12
Times-interest-earned	4.36	3.15	2.66	2.79	5.80	4.25	2.84	3.25
Total-asset-turnover	1.89	2.22	2.38	2.36	1.81	1.55	2.46	2.30
Fixed-asset-turnover	7.24	8.13	10.28	9.78	7.24	6.09	10.42	9.95
Gross profit margain	19.41	12.78	6.03	8.51	16.96	15.02	6.10	8.64
Return-on-total-assets	8.59	8.09	6.32	2.29	9.20	6.97	6.60	7.15
Return-on-total- allocated-equity	15.51	14.65	14.17	13.44	13.98	11.41	14.29	13.98

continued

Appendix Table 8—Selected financial ratios, region and size, 1994 and 1995

Item	Atlantic				South Central			
	Small	Medium	Large	Super	Small	Medium	Large	Super
	<i>Percent</i>							
1994								
Current	2.40	2.29	0	1.00	1.98	1.86	1.91	1.27
Quick	1.48	0.94	0	0.81	1.15	1.10	1.07	0.66
Debt-to-asset	0.11	0.09	0	0.19	0.23	0.16	0.12	0.46
Debt-to-equity	0.07	0.12	0	0.90	0.11	0.08	0.08	0.29
Times-interest-earned	13.85	9.37	0	0.82	5.77	7.25	1 a.45	3.34
Total-asset-turnover	1.86	2.14	0	4.87	2.32	2.56	2.20	2.70
Fixed-asset-turnover	13.05	12.90	0	15.50	10.65	12.11	9.66	11.54
Gross profit margin	17.09	16.16	0	-1.92	14.07	9.93	16.83	13.16
Return-on-total-assets	11.94	17.17	0	3.92	15.41	15.29	30.55	15.77
Return-on-total-allocated-equity	12.09	12.51	0	-4.75	16.83	17.71	29.53	23.99
1995								
Current	2.06	a.90	1.16	0.92	2.28	1.96	1.91	1.35
Quick	1.30	3.32	0.66	0.60	1.15	1.09	1.24	0.76
Debt-to-asset	0.17	0.14	0.02	0.20	0.16	0.13	0.09	0.40
Debt-to-equity	0.11	0.17	0.02	0.75	0.15	0.03	0.06	0.19
Times-interest-earned	5.35	5.73	25.91	0.06	4.38	5.92	24.19	3.11
Total-asset-turnover	1.75	2.04	2.38	6.76	2.10	2.68	2.00	2.95
Fixed-asset-turnover	10.24	7.53	33.44	17.28	9.12	12.17	9.17	11.65
Gross profit margin	17.54	24.47	8.11	-0.78	13.77	9.12	17.42	12.67
Return-on-total-assets	6.48	a.07	6.37	0.25	8.36	9.39	19.37	11.18
Return-on-total-allocated-equity	10.02	10.64	9.89	-24.44	12.69	19.62	32.73	21.20

continued

Appendix Table 8 (continued)- Selected financial ratios, region and size, 1994 and 1995

item	Mountain				Pacific			
	Small	Medium	Large	Super	Small	Medium	Large	Super
<i>Percent</i>								
1994								
Current	2.89	1.90	1.55	1.35	2.62	0	1.67	0
Quick	1.66	1.03	0.59	0.60	1.21	0	1.20	0
Debt-to-asset	0.06	0.16	0.15	0.21	0.08	0	0.04	0
Debt-to-equity	0.04	0.13	0.05	0.09	0.02	0	0.01	0
Times-interest-earned	15.77	7.97	17.37	7.54	19.73	0	16.04	0
Total-asset-turnover	1.90	2.50	2.22	2.32	2.20	0	12.62	0
Fixed-asset-turnover	10.89	9.57	7.49	8.35	13.07	0	35.08	0
Gross profit margin	14.31	14.78	16.26	12.21	21.66	0	12.01	0
Return-on-total-assets	12.07	24.58	36.88	19.59	21.70	0	95.34	0
Return-on-total-allocated-equity	10.60	19.73	24.37	20.39	24.41	0	43.24	0
1995								
Current	2.42	1.61	1.36	1.29	2.90	0	2.00	0
Quick	1.33	0.78	0.54	0.50	1.39	0	1.18	0
Debt-to-asset	0.09	0.31	0.17	0.26	0.07	0	0.01	0
Debt-to-equity	0.04	0.20	0.02	0.08	0.03	0	0.00	0
Times-interest-earned	8.58	6.11	9.84	7.56	19.73	0	4.07	0
Total-asset-turnover	1.80	2.03	1.86	2.16	2.16	0	6.82	0
Fixed-asset-turnover	9.71	7.99	6.26	8.76	13.65	0	18.21	0
Gross profit margin	15.64	14.76	16.96	12.59	21.66	0	1.81	0
Return-on-total-assets	8.00	10.47	11.60	11.34	12.74	0	2.70	0
Return-on-total-allocated-equity	12.57	20.27	18.85	24.35	22.33	0	2.70	0

continued

Appendix Table 8 (continued)- Selected financial ratios, region and size, 1994 and 1995

Item	Northern Plains				Lake States			
	Small	Medium	Large	Super	Small	Medium	Large	Super
	<i>Percent</i>							
1995								
Current	2.40	1.67	1.56	1.34	1.98	1.74	1.47	1.27
Quick	1.17	0.78	0.69	0.60	1.08	0.91	0.76	0.49
Debt-to-asset	0.09	0.14	0.23	0.14	0.13	0.15	0.24	0.28
Debt-to-equity	0.05	0.08	0.09	0.07	0.07	0.08	0.21	0.16
Times-interest-earned	11.16	5.62	4.31	5.70	7.07	7.17	4.19	3.34
Total-asset-turnover	1.85	2.26	2.37	2.63	1.69	1.78	2.12	1.90
Fixed-asset-turnover	8.72	9.24	9.16	9.60	6.67	7.26	6.92	7.39
Gross profit margin	14.01	11.33	9.53	7.47	16.36	14.77	15.21	10.23
Return-on-total-assets	17.92	14.29	12.41	12.74	17.60	17.90	17.34	12.64
Return-on-total-allocated-equity	14.13	12.77	11.13	14.66	10.21	12.05	11.19	11.24
1994								
Current	2.14	1.68	1.48	1.26	1.82	1.57	1.42	1.21
Quick	1.05	0.79	0.61	0.49	1.00	0.75	0.69	0.41
Debt-to-asset	0.11	0.18	0.23	0.25	0.15	0.18	0.24	0.32
Debt-to-equity	0.05	0.09	0.10	0.11	0.06	0.12	0.20	0.16
Times-interest-earned	8.02	4.64	3.63	3.51	5.80	5.07	3.87	3.57
Total-asset-turnover	1.69	2.13	2.39	2.32	1.73	1.60	2.08	1.89
Fixed-asset-turnover	7.81	8.55	9.89	9.52	7.21	6.41	7.44	8.29
Gross profit margin	14.64	12.02	8.87	7.69	16.51	14.57	14.46	9.76
Return-on-total-assets	9.06	8.75	7.74	7.50	7.93	7.69	8.26	7.44
Return-on-total-allocated-equity	13.53	14.36	13.76	14.08	10.97	11.84	12.58	13.41

continued

Appendix Table 8 (continued)- **Selected financial ratios, region and size, 1994 and 1995**

Item	Corn Belt				Average			
	Small	Medium	Large	Super	Small	Medium	Large	Super
<i>Percent</i>								
1994								
Current	3.41	1.50	1.23	1.21	2.36	1.70	1.37	1.25
Quick	2.50	0.78	0.48	0.49	1.32	0.87	0.62	0.53
Debt-to-asset	0.05	0.21	0.27	0.26	0.10	0.16	0.24	0.25
Debt-to-equity	0.01	0.10	0.14	0.18	0.05	0.09	0.15	0.15
Times-interest-earned	14.30	2.70	2.37	3.00	9.67	5.78	3.75	3.59
Total-asset-turnover	2.33	2.65	2.44	2.74	1.90	2.14	2.34	2.53
Fixed-asset-turnover	9.59	9.85	9.19	9.80	8.62	8.71	8.45	9.31
Gross profit margin	14.07	7.91	7.68	7.14	15.07	12.15	10.85	8.09
Return-on-total-assets	14.89	10.48	8.71	11.23	16.44	15.94	13.39	12.40
Return-on-total-allocated-equity	15.77	7.75	8.37	12.09	12.89	12.42	11.61	13.35
1995								
Current	2.73	1.45	1.20	1.14	2.16	1.61	1.33	1.19
Quick	1.84	0.68	0.43	0.35	1.18	0.78	0.57	0.41
Debt-to-asset	0.08	0.25	0.31	0.34	0.12	0.20	0.26	0.32
Debt-to-equity	0.02	0.12	0.15	0.20	0.06	0.12	0.15	0.16
Times-interest-earned	10.85	3.63	2.44	2.73	7.23	4.91	3.58	3.13
Total-asset-turnover	2.22	2.34	2.25	2.35	1.81	1.91	2.22	2.27
Fixed-asset-turnover	8.99	9.91	9.39	9.95	8.22	7.77	8.75	9.57
Gross profit margin	12.44	8.71	8.18	7.04	15.08	12.59	10.80	7.96
Return-on-total-assets	7.71	7.00	5.90	6.83	8.19	8.00	7.73	7.29
Return-on-total-allocated-equity	14.51	13.46	11.22	15.45	12.47	13.25	13.70	14.96

U.S. Department of Agriculture

Rural Business-Cooperative Service

stop 3250

Washington, D.C. 20250-3250

Rural Business-Cooperative Service (RBS) provides research, management, and educational assistance to cooperatives to strengthen the economic position of farmers and other rural residents. It works directly with cooperative leaders and Federal and State agencies to improve organization, leadership, and operation of cooperatives and to give guidance to further development.

The cooperative segment of RBS (1) helps farmers and other rural residents develop cooperatives to obtain supplies and services at lower cost and to get better prices for products they **sell**; (2) advises rural residents on developing existing resources through cooperative action to enhance rural living; (3) helps cooperatives improve services and operating efficiency; (4) informs members, directors, employees, and the public on how cooperatives work and benefit their members and their communities; and (5) encourages international cooperative programs. RBS also publishes research and educational materials and issues *Rural Cooperatives* magazine.

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