

Mr. K. W. Brown - Aome

PLAINTIFF'S EXHIBIT

GP-859

GEORGIA-PACIFIC CORPORATION
BESTWALL GYPSUM DIVISION
PAOLI, PENNSYLVANIA

December 9, 1965

Subject: 1966 CAPITAL EXPENSE PROGRAM

E. B. Hollingsworth

TO: All Plant Managers

cc: Messrs. G. E. Wilson - Paoli
T. W. Richards - Paoli
H. G. Haworth - Paoli
J. DiLorenzo - Paoli

At the recent meeting in Philadelphia, you each received a list of the proposed Capital Expenditures for your plant during 1966. This list has been approved, but an R.C.E. must be submitted for each item. The R.C.E. must have specific approval before any commitment or expense can be incurred.

We have undertaken a major Capital Expense Program for 1966, involving the expenditure of \$15,800,000. We will be expected to complete the program as planned. You, as well as Paoli, will want to follow our progress. To assist in this area, we have attached several copies of a form, which we ask you to fill out. Under the caption, "Paoli Assistance", put a yes or no, according to your need for assistance. Under the caption, "Labor Source", indicate whether any labor will be by contractor or from the plant.

Please send a completed copy of this form to your production manager and to the Engineering Department at Paoli. This should be mailed from your plant by, or before, January 4, 1966. We will follow the monthly Job Order Report, Form #245, which you submit regarding Capital Expenditure projects. You may expect to hear from us if your plant falls behind on the program.

EBH/rsm

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ACME PLANT PROFIT & LOSS STATEMENT

		Month					Annual	Year-to-Date				
		Standard	\$	Units	Amount	Average Unit	Standard Average/Unit	\$	Units	Amount	Average Unit	
Rock Sales	Tons	30,000	2.3	3,206	\$ 11,886	\$ 3.71	\$ 3.47	1.8	17,642	\$ 60,730	\$ 3.44	
Plaster Sales	Tons	18,000	4.5	863	22,890	26.52	24.06	3.9	5,062	134,040	26.48	
Board, Lath & Tile Sales	SM	185,412	79.0	10,271	402,850	39.22	37.33	86.3	76,648	2,932,914	38.26	
Joint System Sales	Tons	4,632	13.8	479	70,363	146.90	132.34	7.7	1,790	261,448	146.06	
Densite Sales	Tons	-	-	-	-	-	-	-	-	-	-	
Other Product Sales	-	-	-	-	-	-	-	-	-	-	-	
Total Sales	-	100.0	-	-	\$ 509,925	-	-	100.0	-	\$ 3,398,436	-	
Total Trade Discounts	-	2.7	-	-	\$ 13,912	-	-	2.0	-	\$ 66,872	-	
Freight - Rock	Tons	25.3	-	3,206	3,004	.94	.73	13.1	17,642	7,941	.45	
- Plaster	Tons	33.9	-	863	7,764	9.00	4.83	32.4	5,062	43,457	8.58	
- Board, Lath & Tile	SM	20.4	-	10,271	82,245	8.01	7.45	22.3	76,648	653,902	8.53	
- Joint System	Tons	14.3	-	479	10,044	20.97	26.77	13.2	1,790	34,426	19.23	
- Densite	Tons	-	-	-	-	-	-	-	-	-	-	
- Other Products	-	20.5	-	-	326	-	-	17.4	-	1,622	-	
Total Freight	-	20.3	-	-	\$ 103,453	-	-	21.8	-	\$ 741,348	-	
Total Defective Allowances	-	4	-	-	\$ 1,896	-	-	2	-	\$ 5,124	-	
Cash Discounts & Policy Allow.	-	-	-	-	-	-	-	-	-	-	-	
- Rock	Tons	2.0	-	3,206	239	.07	.07	1.6	17,642	969	.05	
- Plaster	Tons	1.9	-	863	442	.51	.39	1.5	5,062	2,021	.40	
- Board, Lath & Tile	SM	2.7	-	10,271	11,100	1.08	.62	2.2	6,648	65,300	.85	
- Joint System	Tons	1.2	-	479	836	1.75	2.16	1.9	1,790	4,862	2.72	
- Densite	Tons	-	-	-	-	-	-	-	-	-	-	
- Other Products	-	-	-	-	-	-	-	2	-	16	-	
Total Cash Discounts & Policy All.	-	2.5	-	-	\$ 12,617	-	-	2.1	-	\$ 73,168	-	
Net Sales - Rock	Tons	72.7	-	3,206	8,643	2.70	2.67	83.9	1,642	50,969	2.89	
- Plaster	Tons	64.2	-	863	14,684	17.02	18.78	66.0	5,062	88,394	17.46	
- Board, Lath & Tile	SM	73.4	-	10,271	295,577	28.78	28.92	73.4	76,648	2,153,209	28.09	
- Joint System	Tons	81.9	-	479	57,603	120.26	102.98	80.9	1,790	211,686	118.26	
- Densite	Tons	-	-	-	-	-	-	-	-	-	-	
- Other Products	-	79.5	-	-	1,540	-	-	82.4	-	7,666	-	
Total Net Sales	-	74.1	-	-	\$ 378,924	-	-	73.9	-	\$ 2,511,924	-	
Rock Cost	Tons	-	-	18,076	10,223	.57	.53	-	105,957	63,807	.60	
Rock Processing Cost	Tons	-	-	3,206	359	.11	.10	-	17,642	1,841	.10	
Crushed Rock Loading	Tons	-	-	-	(1,363)	-	-	-	-	(2,180)	-	
Rock Inventory Difference	-	-	-	-	-	-	-	-	-	-	-	
Cost of Rock Sold	-	3.206	-	-	\$ 2,180	-	-	63	17,642	\$ 12,572	-	
Cost of Rock Used	Tons	13,092	-	7,039	54	.54	.53	-	85,394	50,896	.60	
Stucco Processing Cost	Tons	10,408	-	15,425	1.48	1.03	1.03	-	68,090	70,320	1.03	
Plaster Raw Materials Cost	Tons	933	-	5,696	6.11	4.25	4.25	-	5,461	39,027	7.15	
Plaster Processing Cost	Tons	933	-	3,351	3.59	2.86	2.86	-	5,461	16,573	3.03	
Plaster Transfers	Tons	-	-	(2,749)	-	-	-	-	-	(10,566)	-	
Stucco and Plaster Inventory Difference	-	-	-	-	2,837	-	-	-	-	(6,964)	-	
Cost of Plaster Sold	Tons	863	-	10,295	\$ 11.93	\$ 8.69	\$ 8.69	-	5,062	\$ 46,602	\$ 9.21	
Cost of Stucco In Board	SM	13,141	-	21,304	1.62	1.31	1.31	-	82,558	113,385	1.37	
Paper Cost	SM	13,141	-	114,574	8.72	8.08	8.08	-	82,558	684,907	8.30	
Other Raw Material Cost	SM	13,141	-	26,602	2.02	1.62	1.62	-	82,558	143,031	1.73	
Board Processing Cost	SM	13,141	-	61,760	4.70	4.90	4.90	-	82,558	403,838	4.89	
Tile Raw Material Cost	SM	-	-	-	-	-	-	-	-	-	-	
Tile Processing Cost	SM	-	-	-	-	-	-	-	-	-	-	
Board, Lath & Tile Transfers	SM	-	-	4,108	-	70.51	-	-	-	45,303	-	
Board, Lath & Tile Inventory Difference	-	-	-	-	(43,018)	-	-	-	-	(92,233)	-	
Cost of Board, Lath & Tile Sold	SM	10,271	-	185,330	\$ 18.04	\$ 16.51	\$ 16.51	-	76,648	\$ 1,292,231	\$ 16.92	
Joint System Taxes	Tons	776	-	2,976	3.84	7.50	7.50	-	3,645	13,803	3.79	
Joint System Raw Material Cost	Tons	776	-	54,869	69.93	79.50	79.50	-	3,645	282,068	77.38	
Joint System Processing Cost	Tons	776	-	5,374	6.93	8.86	8.86	-	3,645	27,877	7.65	
Joint System Transfers	Tons	(795)	-	(40,562)	-	-	-	-	(2,499)	(247,042)	-	
Joint System Inventory Difference	-	-	-	-	10,866	-	-	-	-	16,927	-	
Cost of Joint System sold	-	479	-	32,923	\$ 78.48	\$ -	\$ -	-	1,790	\$ 92,632	\$ 78.12	
Cost of Other Product: Sold	-	-	-	-	1,573	-	-	-	-	7,641	-	
Gross Profit - Rock	Tons	54.4	-	3,206	6,463	2.02	2.03	63.2	17,642	38,397	2.18	
- Plaster	Tons	19.2	-	863	4,389	5.09	10.11	31.2	5,062	41,791	8.26	
- Board, Lath & Tile	SM	27.4	-	10,271	110,247	10.73	12.35	29.2	76,648	855,978	11.17	
- Joint System	Tons	28.4	-	479	20,011	41.78	6.48	27.5	1,790	71,842	40.14	
- Joint System-Inter-Plant	Tons	-	-	-	4,669	-	-	-	-	46,211	-	
- Other Products	-	(1.7)	-	-	(32)	-	-	.3	-	25	-	
Total Gross Profit	-	28.6	-	-	\$ 145,746	-	-	31.0	-	\$ 1,054,244	-	
Administrative Expense	-	2.4	-	-	12,442	-	107,000	1.8	-	61,567	-	
General Plant Expense	-	5.5	-	-	27,760	-	371,000	4.9	-	166,598	-	
Fixed Costs	-	3.0	-	-	15,461	-	221,000	2.8	-	96,084	-	
Houston Warehouse Expense	-	.8	-	-	3,946	-	55,000	.8	-	26,703	-	
Operating Profit	-	16.9	-	-	\$ 86,137	-	\$ 1,832,000	20.7	-	\$ 703,292	-	
Home Office Administrative	-	3.5	-	-	17,786	-	-	3.1	-	105,134	-	
Selling Expense	-	11.8	-	-	60,097	-	-	11.5	-	389,468	-	
Net Profit Before Taxes	-	1.6	-	-	\$ 8,254	-	\$ 843,000	6.1	-	\$ 208,690	-	
Annual Std. - Mo. & YTD	-	-	-	-	\$ 70,000	-	-	-	-	\$ 420,000	-	

Statistics:

Number of Employees - Salaried 28
- Hourly 151

Johns-Manville Sales:

Volume	2,123 M Sq. Ft.	10,000 M Sq. Ft.	10,688 M Sq. Ft.
\$	10.5 \$	4.9 \$	7.7 \$
Industrial Sales \$	2.8 \$	4.0 \$	2.4 \$
Board & Lath Plant:			
Days Operated	20.9	294	124.9
Average Daily Production	629 M Sq. Ft.	640 M Sq. Ft.	661 M Sq. Ft.
% of Capacity	73 %	85 %	72 %
Production per Man Hours	943 Sq. Ft.	931 Sq. Ft.	936 Sq. Ft.
Man Hours per Machine Hours	17.1	15.9	17.2

Capacity:

Plaster	Tons	6,664
Board & Lath	SM	18,108
Lath Sales Volume	SM	47

1,200

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SOUTHWEST SALES REGION STATEMENT OF SALES AND EXPENSES

	<u>Month</u>		<u>Annual Standard</u>		<u>Year-to-Date</u>	
	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
Plaster	\$ 15,265	3.6	\$ 392,000	4.4	\$ 87,845	2.9
Joint System	32,202	7.6	284,000	3.2	140,972	4.6
Gypsum Board	368,510	86.6	8,014,000	91.0	2,779,454	90.8
Lath	3,542	.8	61,000	.7	14,360	.5
Tile	3,288	.8	60,000	.7	19,586	.6
Other	2,283	.6	-	-	18,306	.6
Total List Sales	\$ 425,090	100.0	\$ 8,811,000	100.0	\$ 5,061,523	100.0
Trade Discounts	\$ 10,875	2.6	\$ 28,000	.3	\$ 50,413	1.6
Freight	62,717	14.7	1,762,000	20.0	556,728	18.2
Policy Allowances	4,313	1.0	23,000	.3	10,930	.4
Anticipated Allowances	2,600	.6	-	-	8,600	.3
Cash Discounts	6,566	1.5	150,000	1.7	56,614	1.8
Sales Deductions	\$ 86,871	20.4	\$ 1,963,000	22.3	\$ 683,285	22.3
Net Sales	\$ 338,219	79.6	\$ 6,848,000	77.7	\$ 2,378,238	77.7
<u>Selling Expenses</u>						
Wages & Salaries	\$ 14,034	3.3	\$ 235,000	2.7	\$ 101,111	3.4
Payroll Insurance	282	.1	2,000	-	1,632	.1
Stock Bonus	1,140	.3	24,000	.3	9,177	.3
Payroll Taxes	561	.1	9,000	.1	4,040	.1
Fixed Expenses	605	.1	7,000	.1	4,233	.1
Advertising	467	.1	11,000	.1	2,453	.1
Contributions	-	-	-	-	-	-
Dues & Subscriptions	292	.1	5,000	.1	1,156	-
Light, Heat & Power	-	-	-	-	-	-
Postage	98	-	2,000	-	459	-
Professional Services	-	-	-	-	-	-
Repairs	26	-	-	-	57	-
Samples	295	.1	10,000	.1	2,062	.1
Temporary Help	-	-	-	-	36	-
Change Location & Moving Empl.	141	-	4,000	-	658	-
Unclassified (Inc. Empl. Exp.)	345	.1	2,000	-	712	-
Trade Conventions	151	-	3,000	-	1,202	-
Sales Meetings	3	-	5,000	.1	947	-
Sales School	-	-	-	-	113	-
Prizes & Awards	-	-	-	-	-	-
Services Purchased	-	-	-	-	11	-
Stationery & Office Supplies	140	-	2,000	-	1,316	-
Telephone, TWX, Telegraph	2,732	.6	18,000	.2	14,681	.5
Travel	4,671	1.1	68,000	.8	29,024	.9
Dealer & Trade Factor Meetings	-	-	-	-	52	-
Agent's Commission	21,849	5.2	306,000	3.5	153,683	5.1
Home Office Charge	11,403	2.7	148,000	1.7	63,521	2.1
Total Selling Expenses	\$ 59,235	13.9	\$ 861,000	9.8	\$ 392,396	12.8
<u>Units</u>						
		<u>Month</u>	<u>Avg./Unit</u>	<u>Annual</u>	<u>Avg./Unit</u>	<u>Year-to-Date</u>
Plaster	Tons	554.2	27.54	14,350	27.32	3,273.0
Joint System	Tons	243.7	132.14	2,086	136.15	1,066.8
Gypsum Board	MSF	9,322.8	39.53	222,192	36.07	74,380.6
Lath	MSF	128.2	27.63	1,808	33.79	531.5
Tile	MSF	27.7	118.70	550	110.00	171.8

HOUSTON WAREHOUSE PROFIT AND LOSS STATEMENT

		Month			Year-to-Date		
		Units	Amount	Average Unit	Units	Amount	Average Unit
Plaster Sales	Tons	.4	\$ 56	\$ 140.00	9.1	\$ 1,053	\$ 115.71
Board, Lath & Tile Sales	SM	948.0	40,970	43.22	7,348.0	282,260	38.41
Joint System Sales	Tons	2.2	633	287.72	34.2	5,594	163.57
Other Product Sales	-	-	\$ 298	-	-	\$ 540	-
Total Sales	-	-	\$ 41,957	-	-	\$ 289,447	-
Trade Discounts - Plaster	Tons	-	\$ -	\$ -	-	\$ -	\$ -
- Board, Lath & Tile	SM	948.0	310	.33	7,348.0	1,280	.17
- Joint System	Tons	-	-	-	-	-	-
- Other Products	-	-	-	-	-	-	-
Total Trade Discounts	-	-	\$ 310	-	-	\$ 1,280	-
Freight - Plaster	Tons	.4	\$ 7	\$ 17.50	9.1	\$ 57	\$ 6.26
- Board, Lath & Tile	SM	948.0	2,627	2.77	7,348.0	30,194	4.11
- Joint System	Tons	2.2	8	3.64	34.2	194	5.67
- Other Products	-	-	-	-	-	-	-
Total Freight	-	-	\$ 2,642	-	-	\$ 30,445	-
Total Defective Allowances	-	-	\$ 14	-	-	\$ 14	-
Cash Disc. & Policy All. - Plaster	Tons	-	\$ -	\$ -	9.1	\$ 2	\$.22
- Board, Lath & Tile	SM	948.0	517	.55	7,348.0	5,215	.71
- Joint System	Tons	-	-	-	34.2	3	.09
- Other Products	-	-	-	-	-	-	-
Total Cash Disc. & Policy All.	-	-	\$ 517	-	-	\$ 5,220	-
Warehouse Freight - Inbound	-	-	-	-	-	-	-
- Plaster	Tons	.4	\$ 3	\$ 7.50	9.1	\$ 218	\$ 23.96
- Board, Lath & Tile	SM	948.0	7,228	7.62	7,348.0	53,550	7.29
- Joint System	Tons	2.2	23	10.45	34.2	485	14.18
- Other Products	-	-	7	-	-	13	-
Total Warehouse Freight - Inbound	-	-	\$ 7,261	-	-	\$ 54,266	-
Net Sales - Plaster	Tons	.4	\$ 46	\$ 115.00	9.1	\$ 776	\$ 85.27
- Board, Lath & Tile	SM	948.0	30,274	31.95	7,348.0	192,007	26.13
- Joint System	Tons	2.2	602	273.63	34.2	4,912	143.63
- Other Products	-	-	291	-	-	527	-
Total Net Sales	-	-	\$ 31,213	-	-	\$ 198,222	-
Cost of Goods Sold:	-	-	-	-	-	-	-
Total Fin. Prod. Invent. Change	-	-	\$ (5,911)	-	-	\$ (33,794)	-
Total Fin. Prod. Transfer	-	-	\$ 25,888	-	-	\$ 194,725	-
Warehouse Operating Expense	-	-	\$ 3,946	-	-	\$ 26,703	-
Total Cost of Goods Sold	-	-	\$ 23,923	-	-	\$ 187,634	-
Operating Profit	-	-	\$ 7,290	-	-	\$ 10,588	-
% of List Sales	-	-	17.4%	-	-	3.7%	-

ACME PLANT PROFIT AND LOSS BUDGET
For The Third Quarter Ending September 30, 1966

	July			August			September			3rd Quarter		
	Percent	Units	Average Units	Percent	Units	Amount	Percent	Units	Amount	Percent	Units	Average Units
Rock Sales	2.1	4,500	\$ 15,210	2.4	5,000	\$ 16,900	2.4	5,500	\$ 18,900	2.3	15,000	\$ 3.38
- Rock	3.4	900	23,823	2.2	600	15,882	2.4	700	18,929	2.7	2,200	26.47
Board, Lath & Tile Sales	69.2	15,830	633,200	90.1	16,130	645,200	90.2	17,230	689,200	89.8	49,190	1,967,600
- Board, Lath & Tile	5.1	230	36,440	5.1	250	36,440	4.8	250	36,440	5.0	790	109,320
Joint System Sales	2.2	1,500	\$ 7,150	2.2	1,500	\$ 7,150	2.2	1,500	\$ 7,150	2.2	4,200	145.76
- Joint System	100.0	1,500	\$ 7,150	100.0	1,500	\$ 7,150	100.0	1,500	\$ 7,150	100.0	4,200	145.76
Other Products	10.1	4,500	\$ 1,330	10.1	5,000	\$ 1,600	10.1	5,500	\$ 1,670	10.1	15,000	5.10
- Board, Lath & Tile	32.1	900	7,690	32.1	600	5,100	32.1	700	5,950	32.1	2,200	18.70
- Joint System	21.5	15,830	136,136	21.5	16,130	138,718	21.5	17,230	148,178	21.5	49,190	425,034
- Other Products	12.8	250	4,650	12.8	250	4,650	12.8	250	4,650	12.8	790	13,990
Total Freight	16.6	249	\$ 150,217	16.6	249	\$ 150,217	16.6	249	\$ 150,217	16.6	249	\$ 150,217
Total Defective Allowances	21.2	1,000	\$ 1,000	21.0	1,000	\$ 1,000	21.1	1,000	\$ 1,000	21.1	1,000	\$ 1,000
Cash Discounts & Policy Allow.	2.0	4,500	\$ 304	2.0	5,000	\$ 338	2.0	5,500	\$ 372	2.0	15,000	\$ 1,014
- Rock	2.0	900	476	2.0	600	318	2.0	700	371	2.0	2,200	1,165
- Board, Lath & Tile	2.0	15,830	12,664	2.0	16,130	12,904	2.0	17,230	13,784	2.0	49,190	39,592
- Joint System	2.0	230	729	2.0	250	729	2.0	250	729	2.0	790	2,187
- Other Products	2.0	30	30	2.0	30	30	2.0	30	30	2.0	30	30
Total Cash Disc. & Policy All.	2.0	16,203	\$ 14,319	2.0	16,203	\$ 14,319	2.0	16,203	\$ 14,319	2.0	44,206	\$ 2.97
Net Sales	67.9	4,500	\$ 13,376	67.9	5,000	\$ 14,862	67.9	5,500	\$ 16,348	67.9	15,000	\$ 44,206
- Rock	65.9	900	15,697	65.9	600	10,464	65.9	700	14,208	65.9	2,200	36,359
- Board, Lath & Tile	74.6	15,830	472,598	74.6	16,130	481,578	74.6	17,230	515,238	74.6	49,190	1,469,214
- Joint System	80.8	250	29,461	80.8	250	29,461	80.8	250	29,461	80.8	790	88,383
- Other Products	81.6	30	1,221	81.6	30	1,221	81.6	30	1,221	81.6	30	1,221
Total Net Sales	74.3	20,892	\$ 532,133	74.3	21,471	\$ 537,368	74.3	22,275	\$ 542,615	74.3	65,998	\$ 1,684,213
Crushed Rock Loading	4.500	4,500	\$ 430	4.500	5,000	\$ 500	4.500	5,500	\$ 550	4.500	15,000	\$ 1,500
Cost of Rock Sold	16.352	15,947	\$ 9,975	16.471	16,471	\$ 10,706	16.5	17,775	\$ 11,554	16.5	50,948	\$ 32,239
Cost of Rock Used	12.988	12,988	\$ 7,968	13.083	13,083	\$ 8,512	13.083	14,118	\$ 9,553	13.083	40,188	\$ 38,711
Shrinkage Processing Cost	900	900	\$ 7,542	900	900	\$ 7,542	900	900	\$ 7,542	900	2,200	\$ 18,818
Plaster Processing Cost	800	800	\$ 2,288	800	800	\$ 2,288	800	800	\$ 2,288	800	2,200	\$ 18,818
Cost of Plaster Sold	15.947	15,947	\$ 9,975	16.467	16,467	\$ 10,706	16.467	17,699	\$ 11,552	16.467	50,113	\$ 41,579
Cost of Shrinkage in Board	15.947	15,947	\$ 9,975	16.467	16,467	\$ 10,706	16.467	17,699	\$ 11,552	16.467	50,113	\$ 41,579
Paper Cost	15.947	15,947	\$ 9,975	16.467	16,467	\$ 10,706	16.467	17,699	\$ 11,552	16.467	50,113	\$ 41,579
Other Raw Material Cost	15.947	15,947	\$ 9,975	16.467	16,467	\$ 10,706	16.467	17,699	\$ 11,552	16.467	50,113	\$ 41,579
Board Processing Cost	15.947	15,947	\$ 9,975	16.467	16,467	\$ 10,706	16.467	17,699	\$ 11,552	16.467	50,113	\$ 41,579
Board, Lath & Tile Transfers	30	30	\$ 1,870	30	30	\$ 1,870	30	30	\$ 1,870	30	90	\$ 5,610
Board, Lath & Tile Inventory Difference	300	300	\$ 5,923	300	300	\$ 5,923	300	300	\$ 5,923	300	900	\$ 7,900
Cost of Board, Lath & Tile Sold	15.830	15,830	\$ 265,020	16.130	16,130	\$ 270,282	16.130	17,230	\$ 288,063	16.130	49,190	\$ 823,345
Cost of Board, Lath & Tile	375	375	\$ 2,633	375	375	\$ 2,633	375	375	\$ 2,633	375	1,125	\$ 7,889
Joint System Transfers	375	375	\$ 3,011	375	375	\$ 3,011	375	375	\$ 3,011	375	1,125	\$ 9,033
Joint System Raw Materials Cost	375	375	\$ 3,229	375	375	\$ 3,229	375	375	\$ 3,229	375	1,125	\$ 9,799
Joint System Processing Cost	375	375	\$ 3,229	375	375	\$ 3,229	375	375	\$ 3,229	375	1,125	\$ 9,799
Joint System Transfers	375	375	\$ 3,229	375	375	\$ 3,229	375	375	\$ 3,229	375	1,125	\$ 9,799
Cost of Joint System Sold	15.830	15,830	\$ 265,020	16.130	16,130	\$ 270,282	16.130	17,230	\$ 288,063	16.130	49,190	\$ 823,345
Cost of Other Products Sold	15.830	15,830	\$ 265,020	16.130	16,130	\$ 270,282	16.130	17,230	\$ 288,063	16.130	49,190	\$ 823,345
Gross Profit - Rock	66.9	4,500	\$ 10,182	66.9	5,000	\$ 11,105	66.9	5,500	\$ 12,223	66.9	15,000	\$ 33,510
- Plaster	32.1	900	\$ 7,642	32.1	600	\$ 5,094	32.1	700	\$ 5,950	32.1	2,200	\$ 18,679
- Board, Lath & Tile	32.1	15,830	\$ 207,578	32.1	16,130	\$ 211,296	32.1	17,230	\$ 227,175	32.1	49,190	\$ 645,849
- Joint System	18.1	250	\$ 6,295	17.9	250	\$ 6,295	17.9	250	\$ 6,295	18.0	790	\$ 19,673
- Joint System Inter-Plant			\$ 2,003			\$ 2,003			\$ 2,003			\$ 6,009
- Other Products			\$ (113)			\$ (113)			\$ (113)			\$ (113)
Total Gross Profit	32.2	1,000	\$ 233,282	33.0	1,000	\$ 236,022	33.2	1,000	\$ 238,862	33.0	1,000	\$ 241,672
Administrative Expense	1.4	900	\$ 9,823	1.4	900	\$ 9,823	1.3	900	\$ 9,823	1.3	900	\$ 9,823
General Plant Expense	4.2	29,626	\$ 29,626	4.2	29,626	\$ 29,626	4.1	29,626	\$ 29,626	4.1	29,626	\$ 29,626
Fixed Costs	2.7	19,323	\$ 19,323	2.7	19,323	\$ 19,323	2.7	19,323	\$ 19,323	2.7	19,323	\$ 19,323
Houston Warehouse Expense	26.0	120,321	\$ 120,321	26.0	120,321	\$ 120,321	26.0	120,321	\$ 120,321	26.0	120,321	\$ 120,321
Operating Profit	2.5	18,000	\$ 18,000	2.5	18,000	\$ 18,000	2.5	18,000	\$ 18,000	2.5	18,000	\$ 18,000
Home Office Administrative	11.2	83,000	\$ 83,000	11.2	83,000	\$ 83,000	11.2	83,000	\$ 83,000	11.2	83,000	\$ 83,000
Selling Expense	9.8	69,321	\$ 69,321	9.8	69,321	\$ 69,321	9.8	69,321	\$ 69,321	9.8	69,321	\$ 69,321
Net Profit Before Taxes			\$ 229,588			\$ 229,588			\$ 229,588			\$ 229,588
- Lath NSF Shipments			\$ 229,588			\$ 229,588			\$ 229,588			\$ 229,588

	July	August	September	3rd Quarter
	Amount	Amount	Amount	Amount
Plaster	\$ 18,690	\$ 10,680	\$ 13,890	\$ 43,220
Joint System	17,180	14,537	15,898	47,575
Gypsum Board	651,090	611,630	682,698	1,945,378
Tile	3,393	2,601	2,940	8,934
Total List Sales	\$ 690,353	\$ 639,448	\$ 715,368	\$ 2,045,107
Trade Discounts	12,000	12,000	12,000	36,000
Freight	124,264	115,101	128,755	368,120
Policy Allowances	1,500	1,500	1,500	4,500
Anticipated Allowances	2,600	2,600	2,600	7,800
Cash Discounts	11,736	10,871	12,160	34,767
Inter-Company Commissions	45,000	43,000	47,000	135,000
Sales Deductions	\$ 197,100	\$ 185,072	\$ 204,015	\$ 586,187
Net Sales	\$ 493,253	\$ 454,376	\$ 511,291	\$ 1,458,920
Selling Expenses				
Wages & Salaries	12,500	12,400	12,800	37,700
Payroll Insurance	250	243	256	754
Stock Bonus	1,250	1,243	1,280	3,770
Payroll Taxes	500	495	510	1,505
Fixed Expenses	625	625	625	1,875
Advertising	900	900	900	2,700
Dues & Subscriptions	392	392	392	1,176
Postage	80	80	80	240
Samples	850	850	850	2,550
Temporary Help	150	150	-	300
Change Location & Moving Empl.	500	1,000	-	1,500
Unclassified (Inc. Empl. Exp.)	45	45	45	135
Stationery & Office Supplies	150	150	150	450
Telephone, TWX, Telegraph	2,100	2,100	2,100	6,300
Travel	4,000	4,000	4,000	12,000
Dealer & Trade Factor Meetings	50	50	50	150
Home Office Charge	12,000	12,000	12,000	36,000
Total Selling Expenses	\$ 36,342	\$ 36,725	\$ 36,038	\$ 109,105
Units	Units	Units	Units	Units
Plaster	700	400	500	1,600
Joint System	130	110	120	360
Gypsum Board	16,500	15,500	17,300	49,500
Tile	30	23	26	79
Tons	26.70	26.70	26.70	26.70
MSF	132.15	132.15	132.15	132.15
MSF	39.46	39.46	39.46	39.46
MSF	113.10	113.10	113.10	113.10

ACME PLANT PROFIT & LOSS STATEMENT

		Month					Annual Standard Average/ Unit	Year-to-Date				
		Annual Standard	\$ %	Units	Amount	Average Unit		\$ %	Units	Amount	Average Unit	
Rock Sales	Tons	30,000	2.4	4,008	\$ 13,561	\$ 3.38	\$ 3.47	1.7	14,436	\$ 48,844	\$ 3.38	
Plaster Sales	Tons	18,000	4.0	919	22,889	24.91	24.06	3.8	4,199	111,150	26.47	
Boord, Lath & Tile Sales	SM	185,412	88.5	12,463	503,067	40.36	37.33	87.6	66,377	2,530,064	38.12	
Joint System Sales	Tons	4,632	4.9	193	27,762	143.84	132.34	6.6	1,311	191,085	145.76	
Densite Sales	Tons	-	-	-	-	-	-	-	-	-	-	
Other Product Sales	-	-	-	-	1,149	-	-	-	-	7,368	-	
Total Sales	SM	100.0	-	-	\$ 568,428	-	-	-	-	\$ 2,888,511	-	
Total Trade Discounts	SM	2.3	-	-	\$ 12,756	-	-	-	-	\$ 52,960	-	
Freight - Rock	Tons	-	-	4,008	891	.22	.73	10.1	14,436	4,937	.34	
- Plaster	Tons	-	-	919	7,093	7.72	4.83	32.1	4,199	35,693	8.50	
- Boord, Lath & Tile	SM	-	-	12,463	106,119	8.51	7.45	22.6	66,377	571,657	8.60	
- Joint System	Tons	-	-	193	2,933	15.20	26.77	12.8	1,311	24,382	18.60	
- Densite	Tons	-	-	-	-	-	-	-	-	-	-	
- Other Products	-	-	-	-	140	-	-	-	-	1,226	-	
Total Freight	SM	20.6	-	-	\$ 117,176	-	-	-	-	\$ 637,895	-	
Total Defective Allowances	SM	1.1	-	-	\$ 793	-	-	-	-	\$ 3,228	-	
Cash Discounts & Policy Allow.	-	-	-	-	-	-	-	-	-	-	-	
- Rock	Tons	-	-	4,008	132	.03	.07	1.5	14,436	730	.05	
- Plaster	Tons	-	-	919	618	.67	.39	1.4	4,199	1,579	.38	
- Boord, Lath & Tile	SM	-	-	12,463	12,628	1.01	.62	2.1	66,377	54,200	.82	
- Joint System	Tons	-	-	193	856	4.43	2.16	2.1	1,311	4,026	3.07	
- Densite	Tons	-	-	-	-	-	-	-	-	-	-	
- Other Products	-	-	-	-	-	-	-	-	-	16	-	
Total Cash Discounts & Policy All.	-	2.5	-	-	\$ 14,744	-	-	-	-	\$ 60,551	-	
Net Sales	-	-	-	-	-	-	-	-	-	-	-	
- Rock	Tons	-	-	4,008	11,687	2.92	2.67	86.6	14,436	42,326	2.93	
- Plaster	Tons	-	-	919	15,178	16.52	18.78	66.4	4,199	73,710	17.55	
- Boord, Lath & Tile	SM	-	-	12,463	373,470	29.97	28.92	73.5	66,377	1,857,632	27.99	
- Joint System	Tons	-	-	193	22,125	114.63	102.98	80.6	1,311	154,083	117.53	
- Densite	Tons	-	-	-	-	-	-	-	-	-	-	
- Other Products	-	-	-	-	1,009	-	-	-	-	6,126	-	
Total Net Sales	SM	74.2	-	-	\$ 423,462	-	-	-	-	\$ 2,132,877	-	
Rock Cost	Tons	-	-	-	-	-	-	-	-	-	-	
Rock Processing Cost	Tons	-	-	20,821	14,849	.71	.53	-	87,881	53,584	.61	
Crushed Rock Loading	Tons	-	-	4,008	357	.09	.10	-	14,436	1,482	.10	
Rock Inventory Difference	-	-	-	-	428	-	-	-	-	(817)	-	
Cost of Rock Sold	-	-	-	-	\$ 4,008	\$ 3,206	\$.80	\$.63	-	\$ 14,436	\$ 10,392	\$.71
Cost of Rock Used	Tons	-	-	17,415	12,498	.72	.53	-	72,302	43,857	.61	
Stucco Processing Cost	Tons	-	-	13,873	14,353	1.03	1.03	-	57,682	54,895	.95	
Plaster Raw Materials Cost	Tons	-	-	873	7,515	8.61	4.25	-	4,528	33,331	7.36	
Plaster Processing Cost	Tons	-	-	873	2,323	2.66	2.86	-	4,528	13,222	2.92	
Plaster Transfers	Tons	-	-	-	(1,361)	-	-	-	-	(7,817)	-	
Stucco and Plaster Inventory Difference	-	-	-	-	(4,258)	-	-	-	-	(9,801)	-	
Cost of Plaster Sold	Tons	-	-	919	\$ 5,985	\$ 6.51	\$ 8.69	-	4,199	\$ 36,308	\$ 8.65	
Cost of Stucco In Boord	SM	-	-	17,005	25,085	1.47	1.31	-	69,417	92,081	1.33	
Paper Cost	SM	-	-	17,005	135,301	7.96	8.08	-	69,417	570,333	8.22	
Other Raw Material Cost	SM	-	-	17,005	30,941	1.82	1.62	-	69,417	116,429	1.68	
Boord Processing Cost	SM	-	-	17,005	83,048	4.88	4.90	-	69,417	342,078	4.93	
Title Raw Material Cost	SM	-	-	-	-	-	-	-	-	-	-	
Title Processing Cost	SM	-	-	-	-	-	-	-	-	-	-	
Boord, Lath & Tile Transfers	SM	-	-	-	12,784	-	70.51	-	-	41,195	-	
Boord, Lath & Tile Inventory Difference	-	-	-	-	(84,314)	-	-	-	-	(50,215)	-	
Cost of Boord, Lath & Tile Sold	SM	-	-	12,463	\$ 202,843	\$ 16.27	\$ 16.51	-	66,377	\$ 1,111,901	\$ 16.75	
Joint System Tapes	Tons	-	-	574	3,133	5.45	7.50	-	2,869	10,827	3.77	
Joint System Raw Material Cost	Tons	-	-	574	47,095	82.05	79.50	-	2,869	227,799	79.40	
Joint System Processing Cost	Tons	-	-	574	4,039	7.03	8.86	-	2,869	22,503	7.84	
Joint System Transfers	Tons	-	-	(341)	(45,381)	-	-	-	(1,704)	(206,480)	-	
Joint System Inventory Difference	-	-	-	-	3,939	-	-	-	-	6,061	-	
Cost of Joint System Sold	-	-	-	193	\$ 12,825	\$ 83.77	\$ -	-	1,311	\$ 60,710	\$ 78.00	
Cost of Other Products Sold	-	-	-	-	\$ 1,448	-	-	-	-	\$ 6,068	-	
Gross Profit - Rock	Tons	-	-	62.5	4,008	8,481	2.12	2.03	14,436	31,934	2.21	
- Plaster	Tons	-	-	40.2	919	9,193	10.00	10.11	4,199	37,402	8.91	
- Boord, Lath & Tile	SM	-	-	33.9	12,463	170,625	13.69	12.35	66,377	745,731	11.23	
- Joint System	Tons	-	-	21.5	193	5,957	30.87	6.48	1,311	51,831	39.54	
- Joint System-Inter-Plant	Tons	-	-	-	3,343	-	-	-	-	41,542	-	
- Other Products	-	-	-	-	(439)	-	-	-	-	58	-	
Total Gross Profit	-	-	-	34.7	\$ 197,180	-	-	-	-	\$ 908,498	-	
Administrative Expense	-	-	-	1.7	9,497	-	107,000	1.7	-	49,125	-	
General Plant Expense	-	-	-	4.5	25,421	-	371,000	4.8	-	138,838	-	
Fixed Costs	-	-	-	1.9	11,113	-	221,000	2.8	-	80,623	-	
Houston Warehouse Expense	-	-	-	.8	4,671	-	55,000	.8	-	22,757	-	
Operating Profit	-	-	-	25.8	\$ 146,458	-	\$ 1,839,000	21.4	-	\$ 617,155	-	
Home Office Administrative	-	-	-	3.1	17,430	-	-	3.0	-	87,348	-	
Selling Expense	-	-	-	12.6	71,745	-	-	11.4	-	329,371	-	
Net Profit Before Taxes	-	-	-	10.1	\$ 57,283	-	\$ 843,000	7.0	-	\$ 200,436	-	
Annual Std. - Mo. & YTD	-	-	-	-	\$ 70,000	-	-	-	-	\$ 350,000	-	

Statistics:

Number of Employees - Salaried
- Hourly

Johns-Manville Sales:

Volume

%

Industrial Sales %

Boord & Lath Plant:

Days Operated

Average Daily Production

% of Capacity

Production per Man Hours

Man Hours per Machine Hours

Capacity:

Plaster

Boord and Lath

Lath Sales Volume

28

152

2,821

13.0 %

3.5 %

25.5

667

86

998

17.2

9

SM

6,664

18,108

SM

28

154

10,000

4.9 %

4.0 %

294

640

85

931

15.9

1,200

SM

8,565

7.2 %

2.3 %

104.0

667

72

935

17.2

SM

124

SOUTHWEST SALES REGION STATEMENT OF SALES AND EXPENSES

	Month		Annual Standard		Year-to-Date		
	Amount	%	Amount	%	Amount	%	
Plaster	\$ 13,237	4.1	\$ 392,000	4.4	\$ 72,580	2.8	
Joint System	15,737	4.9	284,000	3.2	108,770	4.1	
Gypsum Board	287,275	88.8	8014,000	91.0	2410,944	91.5	
Lath	2,889	.9	61,000	.7	10,818	.4	
Tile	1,868	.6	60,000	.7	16,298	.6	
Other	2,254	.7	-	-	17,023	.6	
Total List Sales	\$ 323,260	100.0	\$ 8,811,000	100.0	\$ 2,636,433	100.0	
Trade Discounts	\$ 10,528	3.3	\$ 28,000	.3	\$ 39,538	1.5	
Freight	39,224	12.2	1,752,000	20.0	494,011	18.7	
Policy Allowances	2,332	.7	23,000	.3	6,617	.3	
Anticipated Allowances	2,000	.6	-	-	6,000	.2	
Cash Discounts	7,914	2.4	150,000	1.7	50,248	1.9	
Sales Deductions	\$ 61,998	19.2	\$ 1,963,000	22.3	\$ 596,414	22.6	
Net Sales	\$ 261,262	80.8	\$ 6,848,000	77.7	\$ 2,040,019	77.4	
<u>Selling Expenses</u>							
Wages & Salaries	\$ 15,339	4.7	\$ 235,000	2.7	\$ 87,077	3.3	
Payroll Insurance	282	.1	2,000	-	1,410	.1	
Stock Bonus	1,217	.4	24,000	.3	8,037	.3	
Payroll Taxes	608	.2	9,000	.1	3,479	.1	
Fixed Expenses	630	.2	7,000	.1	3,628	.1	
Advertising	752	.2	11,000	.1	1,986	.1	
Contributions	-	-	-	-	-	-	
Dues & Subscriptions	302	.1	5,000	.1	864	-	
Light, Heat & Power	-	-	-	-	-	-	
Postage	126	-	2,000	-	361	-	
Professional Services	-	-	-	-	-	-	
Repairs	-	-	-	-	31	-	
Samples	215	.1	10,000	.1	1,767	.1	
Temporary Help	36	-	-	-	36	-	
Change Location & Moving Empl.	166	.1	4,000	-	517	-	
Unclassified (Inc. Empl. Exp.)	-	-	2,000	-	367	-	
Trade Conventions	521	.2	3,000	-	1,051	-	
Sales Meetings	-	-	5,000	.1	944	-	
Sales School	86	-	-	-	113	-	
Prizes & Awards	-	-	-	-	-	-	
Services Purchased	-	-	-	-	11	-	
Stationery & Office Supplies	126	-	2,000	-	1,176	.1	
Telephone, TWX, Telegraph	2,579	.8	18,000	.2	11,949	.5	
Travel	4,131	1.3	68,000	.8	24,353	.9	
Dealer & Trade Factor Meetings	-	-	-	-	52	-	
Agent's Commission	18,325	5.7	306,000	3.5	131,834	5.0	
Home Office Charge	10,104	3.1	148,000	1.7	52,118	2.0	
Total Selling Expenses	\$ 55,545	17.2	\$ 861,000	9.8	\$ 333,161	12.6	
<u>Units</u>							
		Month	Avg./Unit	Annual	Avg./Unit	Year-to-Date	Avg./Unit
Plaster	Tons	471.0	28.10	14,350	27.32	2,718.8	26.70
Joint System	Tons	127.8	123.14	2,086	136.15	823.1	132.15
Gypsum Board	MSF	7,280.9	39.46	222,192	36.07	65,057.8	37.06
Lath	MSF	108.2	26.70	1,808	33.79	403.3	26.82
Tile	MSF	14.6	127.95	550	110.00	144.1	113.10

HOUSTON WAREHOUSE PROFIT AND LOSS STATEMENT

		Month			Year-to-Date		
		Units	Amount	Average Unit	Units	Amount	Average Unit
Plaster Sales	Tons	2.8	\$ 418	\$ 149.29	8.7	\$ 997	\$ 114.60
Board, Lath & Tile Sales	SM	594.1	24,776	41.70	6,400.0	241,290	37.70
Joint System Sales	Tons	.3	90	300.00	32.0	4,961	155.03
Other Product Sales	-	-	2	-	-	242	-
Total Sales	-	-	<u>25,286</u>	-	-	<u>247,490</u>	-
Trade Discounts - Plaster	Tons	-	\$ -	-	-	\$ -	-
- Board, Lath & Tile	SM	594.1	59	.10	6,400.0	970	.15
- Joint System	Tons	-	-	-	-	-	-
- Other Products	-	-	-	-	-	-	-
Total Trade Discounts	-	-	<u>\$ 59</u>	-	-	<u>\$ 970</u>	-
Freight - Plaster	Tons	2.8	\$ 32	\$ 11.43	8.7	\$ 50	\$ 5.75
- Board, Lath & Tile	SM	594.1	3,315	5.58	6,400.0	27,567	4.31
- Joint System	Tons	.3	8	26.67	32.0	186	5.81
- Other Products	-	-	-	-	-	-	-
Total Freight	-	-	<u>\$ 3,355</u>	-	-	<u>\$ 27,803</u>	-
Total Defective Allowances	-	-	<u>\$ -</u>	-	-	<u>\$ -</u>	-
Cash Disc. & Policy All. - Plaster	Tons	-	\$ -	-	8.7	\$ 2	\$.23
- Board, Lath & Tile	SM	594.1	761	1.28	6,400.0	4,698	.73
- Joint System	Tons	-	-	-	32.0	3	.09
- Other Products	-	-	-	-	-	-	-
Total Cash Disc. & Policy All.	-	-	<u>\$ 761</u>	-	-	<u>\$ 4,703</u>	-
Warehouse Freight - Inbound	-	-	-	-	-	-	-
- Plaster	Tons	2.8	\$ 22	\$ 7.86	8.7	\$ 215	\$ 24.71
- Board, Lath & Tile	SM	594.1	4,600	7.74	6,400.0	46,322	7.24
- Joint System	Tons	.3	(22)	(73.33)	32.0	462	14.44
- Other Products	-	-	-	-	-	6	-
Total Warehouse Freight - Inbound	-	-	<u>\$ 4,600</u>	-	-	<u>\$ 47,005</u>	-
Net Sales - Plaster	Tons	2.8	\$ 364	\$ 130.00	8.7	\$ 730	\$ 83.90
- Board, Lath & Tile	SM	594.1	16,041	27.00	6,400.0	161,733	25.27
- Joint System	Tons	.3	104	346.67	32.0	4,310	134.69
- Other Products	-	-	2	-	-	236	-
Total Net Sales	-	-	<u>\$ 16,511</u>	-	-	<u>\$ 167,009</u>	-
Cost of Goods Sold:	-	-	-	-	-	-	-
Total Fin. Prod. Invent. Change	-	-	<u>\$ (28,923)</u>	-	-	<u>\$ (27,883)</u>	-
Total Fin. Prod. Transfer	-	-	<u>\$ 44,179</u>	-	-	<u>\$ 168,837</u>	-
Warehouse Operating Expense	-	-	<u>\$ 4,671</u>	-	-	<u>\$ 22,757</u>	-
Total Cost of Goods Sold	-	-	<u>\$ 19,927</u>	-	-	<u>\$ 163,711</u>	-
Operating Profit	-	-	<u>\$ (3,416)</u>	-	-	<u>\$ 3,298</u>	-
% of List Sales	-	-	(13.5)%	-	-	1.3%	-

ACME PLANT PROFIT & LOSS STATEMENT

		Month					Annual	Year-to-Date			
		Capacity	\$ \$	Units	Amount	Average Unit	Average/ Unit	\$ \$	Units	Amount	Average Unit
Rock Sales	Tons		.9	2,514	\$ 8,508	\$ 3.38	\$ 3.47	1.5	10,428	\$ 35,283	\$ 3.38
Plaster Sales	Tons		1.9	673	18,205	27.05	24.06	3.8	3,280	88,261	26.91
Board, Lath & Tile Sales	SM		93.0	23,894	891,137	37.30	37.33	87.4	53,914	2,026,997	37.60
Joint System Sales	Tons		4.2	262	39,866	152.16	132.34	7.0	1,118	163,323	146.08
Densite Sales	Tons		-	-	-	-	-	-	-	-	-
Other Product Sales	-		-	-	779	-	-	.3	-	6,219	-
Total Sales			100.0		\$ 958,495			100.0		\$ 2,320,083	
Total Trade Discounts			1.1		\$ 10,809			1.8		\$ 40,204	
Freight - Rock	Tons		21.2	2,514	1,804	.72	.73	11.5	10,428	4,046	.39
- Plaster	Tons		33.4	673	6,072	9.02	4.83	32.4	3,280	28,600	8.72
- Board, Lath & Tile	SM		23.4	23,894	208,513	8.73	7.45	23.0	53,914	465,538	8.64
- Joint System	Tons		13.4	262	5,361	20.46	26.77	13.1	1,118	21,449	19.19
- Densite	Tons		-	-	-	-	-	-	-	-	-
- Other Products	-		8.0	-	62	-	-	17.5	-	1,086	-
Total Freight			23.1		\$ 221,812			22.4		\$ 520,719	
Total Defective Allowances			1.1		\$ 1,260			1.1		\$ 2,435	
Cash Discounts & Policy Allow.			-		-	-	-	-		-	-
- Rock	Tons		2.4	2,514	203	.08	.07	1.7	10,428	598	.06
- Plaster	Tons		.9	673	172	.26	.39	1.1	3,280	961	.29
- Board, Lath & Tile	SM		2.2	23,894	19,864	.83	.62	2.1	53,914	41,572	.77
- Joint System	Tons		1.8	262	726	2.77	2.16	1.9	1,118	3,170	2.84
- Densite	Tons		-	-	-	-	-	-	-	-	-
- Other Products	-		-	-	-	-	-	.3	-	16	-
Total Cash Discounts & Policy All.			2.2		\$ 20,965			2.0		\$ 46,317	
Net Sales - Rock	Tons		76.4	2,514	6,501	2.59	2.67	86.8	3,428	30,639	2.94
- Plaster	Tons		65.7	673	11,961	17.77	18.78	66.3	3,280	58,532	17.85
- Board, Lath & Tile	SM		73.2	23,894	651,572	27.27	28.92	73.2	53,914	1,484,162	27.53
- Joint System	Tons		82.6	262	32,898	125.56	102.98	80.9	1,118	131,958	118.02
- Densite	Tons		-	-	-	-	-	-	-	-	-
- Other Products	-		92.0	-	717	-	-	82.2	-	5,117	-
Total Net Sales			73.4		\$ 703,649			73.7		\$ 1,710,408	
Rock Cost	Tons		-	-	-	-	-	-	-	-	-
Rock Processing Cost	Tons		-	21,725	12,114	.56	.53	-	67,060	38,735	.58
Crushed Rock Loading	Tons		-	2,514	309	.12	.10	-	10,428	1,125	.11
Rock Inventory Difference			-	-	(140)	-	-	-	-	(1,315)	-
Cost of Rock Sold			2.514		\$ 1,710	.68	.63	10,428		\$ 7,186	.69
Cost of Rock Used	Tons		19,005	10,573	.56	.53	.53	54,887	31,359	.57	.57
Stucco Processing Cost	Tons		15,122	11,890	.79	1.03	1.03	43,809	40,542	.93	.93
Plaster Raw Materials Cost	Tons		798	3,603	4.52	4.25	4.25	3,655	25,816	7.06	7.06
Plaster Processing Cost	Tons		798	2,129	2.67	2.86	2.86	3,655	10,899	2.98	2.98
Plaster Transfers	Tons		-	-	(698)	-	-	-	-	(6,456)	-
Stucco and Plaster Inventory Difference			-	-	2,593	-	-	-	-	(5,543)	-
Cost of Plaster Sold	Tons		673		\$ 8,415	12.50	8.69	3,280		\$ 30,323	9.24
Cost of Stucco In Board	SM		19,351	21,675	1.12	1.31	1.31	52,412	66,996	1.28	1.28
Paper Cost	SM		19,351	158,599	8.20	8.08	8.08	52,412	435,032	8.30	8.30
Other Raw Material Cost	SM		19,351	29,195	1.51	1.62	1.62	52,412	85,488	1.63	1.63
Board Processing Cost	SM		19,351	89,553	4.63	4.90	4.90	52,412	259,030	4.94	4.94
Tile Raw Material Cost	SM		-	-	-	-	-	-	-	-	-
Tile Processing Cost	SM		-	-	-	-	-	-	-	-	-
Board, Lath & Tile Transfers	SM		-	-	16,626	-	70.51	-	-	28,411	-
Board, Lath & Tile Inventory Difference			-	-	82,436	-	-	-	-	34,099	-
Cost of Board, Lath & Tile Sold	SM		23,894		\$ 398,084	16.66	16.51	53,914		\$ 909,056	16.86
Joint System Tapes	Tons		539	295	.55	.75	.75	2,295	7,694	3.35	3.35
Joint System Raw Material Cost	Tons		539	38,886	71.88	79.50	79.50	2,295	180,704	78.74	78.74
Joint System Processing Cost	Tons		539	4,665	8.65	8.86	8.86	2,295	18,464	8.05	8.05
Joint System Transfers	Tons		458	(44,504)	-	-	-	-	(161,099)	-	-
Joint System Inventory Difference			-	-	9,733	-	-	-	-	1,287	-
Cost of Joint System Sold			262		\$ 8,935	80.53	-	1,118		\$ 47,885	77.00
Cost of Other Products Sold			-	-	223	-	-	-	-	4,620	-
Gross Profit - Rock	Tons		56.3	2,514	4,791	1.91	2.03	66.5	10,428	23,453	2.25
- Plaster	Tons		19.5	673	3,546	5.27	10.11	32.0	3,280	28,209	8.60
- Board, Lath & Tile	SM		28.4	23,894	253,488	10.61	12.35	28.4	53,914	575,106	10.67
- Joint System	Tons		60.1	262	23,963	91.46	13.60	51.5	1,118	84,073	75.20
- Densite	Tons		-	-	-	-	-	-	-	-	-
- Other Products	-		63.4	-	494	-	-	8.0	-	497	-
Total Gross Profit			29.9		\$ 286,282			30.7		\$ 711,338	
Administrative Expense			1.1		11,017			1.7		39,628	
General Plant Expense			3.2		30,800			4.9		112,621	
Fixed Costs			2.1		20,043			3.0		70,306	
Houston Warehouse Expense			5		4,545			8		18,086	
Operating Profit			23.0		\$ 219,877		\$ 1,839,000	20.3		\$ 470,697	
Home Office Administrative			1.9		18,374			3.0		69,918	
Selling Expense			8.7		82,986			11.1		257,626	
Net Profit Before Taxes			12.4		\$ 118,517		\$ 843,000	6.2		\$ 143,153	
Annual Std. - Mo. & YTD					\$ 70,000					\$ 280,000	

Statistics:

Number of Employees - Salaried
- Hourly

Johns-Manville Sales:

Volume

\$

Industrial Sales \$

Board & Lath Plant:

Days Operated

Average Daily Production

% of Capacity

Production per Man Hours

Man Hours per Machine Hours

28

152

2,937 M Sq. Ft.

6.9%

1.5%

19.6

686 M Sq. Ft.

99%

998 Sq. Ft.

16.7

28

154

10,000 M Sq. Ft.

4.9%

4.0%

294

640 M Sq. Ft.

85%

931 Sq. Ft.

15.9

-

-

5,744 M Sq. Ft.

5.7%

2.0%

78.5

666 M Sq. Ft.

69%

925 Sq. Ft.

17.2

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ACME PLANT PROFIT AND LOSS BUDGET
For the Second Quarter Ending June 30, 1966

	April			May			June			2nd Quarter			
	Percent	Units	Amount	Average Units	Percent	Units	Amount	Average Units	Percent	Units	Amount	Average Units	
Rock Sales	9	1,872	\$ 6,327	\$ 3.38	2.0	2,574	\$ 8,700	\$ 3.38	1.6	3,042	\$ 10,282	\$ 3.38	
Plaster Sales	2.9	800	20,536	25.67	4.8	800	20,536	25.67	3.6	2,500	63,672	25.47	
Board, Lath & Tile Sales	90.2	17,700	647,787	36.80	82.6	9,200	355,624	38.65	87.8	14,025	548,144	39.08	
Joint System Sales	5.6	286	40,065	140.09	10.2	314	43,732	139.27	6.6	296	41,074	138.76	
Other Products	4	3,080	3,080	1.870	4	3,080	3,080	1.870	4	3,080	3,080	1.870	
Total Sales	100.0	20,768	\$ 717,795	\$ 33.38	100.0	20,768	\$ 717,795	\$ 33.38	100.0	20,768	\$ 717,795	\$ 33.38	
Total Trade Discounts	1.7	1,872	\$ 318	.17	3.0	2,574	\$ 438	.17	2.0	3,042	\$ 517	.17	
Freight - Rock	5.0	800	4,840	6.05	5.0	800	4,840	6.05	5.0	800	4,840	6.05	
- Plaster	23.6	800	4,840	6.05	23.6	800	4,840	6.05	23.6	800	4,840	6.05	
- Board, Lath & Tile	23.4	17,700	151,335	8.55	22.1	9,200	78,660	8.55	21.9	14,025	119,914	8.55	
- Joint System	10.8	286	4,330	15.11	10.9	314	4,754	15.14	10.9	296	4,491	15.14	
- Other Products	21.9	675	675	1.562	21.9	675	675	1.562	21.9	675	675	1.562	
Total Freight	22.5	2,833	\$ 161,498	\$ 7.62	20.7	3,144	\$ 89,102	\$ 7.62	21.0	3,042	\$ 102,809	\$ 7.62	
Total Discounts & Policy Allow.	1	400	\$ 400	.07	1	400	\$ 400	.07	1	400	\$ 400	.07	
Cash Discounts & Policy Allow.	2.0	1,872	127	.07	2.0	2,574	174	.07	2.0	3,042	206	.07	
- Rock	2.0	800	411	.51	2.0	800	411	.51	2.0	900	452	.50	
- Plaster	2.1	17,700	13,391	.76	2.2	9,200	7,686	.84	2.0	14,025	11,211	.80	
- Board, Lath & Tile	2.0	286	801	2.80	2.0	314	872	2.79	2.0	296	821	2.77	
Total Cash Disc. & Policy All.	2.0	2,858	\$ 14,720	\$ 3.14	2.1	2,574	\$ 9,146	\$ 3.14	2.0	3,042	\$ 12,690	\$ 3.14	
Net Sales	93.0	1,872	\$ 5,882	\$ 18.32	93.0	2,574	\$ 8,088	\$ 18.04	93.0	3,042	\$ 9,559	\$ 18.04	
- Plaster	72.1	800	14,816	26.70	70.3	800	14,430	26.70	70.3	900	15,885	26.70	
- Board, Lath & Tile	73.0	17,700	472,661	115.15	72.8	9,200	258,878	114.98	74.2	14,025	406,619	114.98	
- Joint System	82.2	286	32,934	78.1	82.6	314	36,103	78.1	82.2	296	35,772	78.1	
- Other Products	78.1	2,402	2,402	.53	74.1	12,596	6,676	.53	74.9	17,962	9,520	.53	
Total Net Sales	73.7	20,310	\$ 528,698	\$ 26.70	74.1	12,596	\$ 318,959	\$ 26.70	74.2	17,962	\$ 467,553	\$ 26.70	
Rock Processing Cost	1.872	1,872	187	.10	1.872	2,574	257	.10	1.872	3,042	304	.10	
Crushed Rock Loading	1.872	1,872	1,172	.63	1.872	2,574	1,622	.63	1.872	3,042	1,916	.63	
Cost of Rock Sold	18.438	9,772	9,772	.53	10,022	5,311	5,311	.53	14,920	7,908	7,908	.53	
Stucco Processing Cost	14.645	15,984	15,984	1.03	7,960	8,199	8,199	1.03	11,850	12,206	12,206	1.03	
Plaster Raw Material Cost	800	3,400	4,25	4.25	800	3,400	4,25	4.25	900	3,825	4,625	4.25	
Plaster Processing Cost	800	2,288	2,288	2.86	800	2,288	2,288	2.86	900	2,574	2,574	2.86	
Plaster Transfers	(13.880)	(23,596)	(23,596)	1.70	(7.195)	(12,231)	(12,231)	1.70	(10.890)	(18,683)	(18,683)	1.70	
Cost of Plaster Sold	800	6,346	\$ 8.62	\$ 8.62	800	6,346	\$ 8.62	\$ 8.62	900	7,150	7,150	\$ 8.62	
Cost of Stucco in Board	18,003	23,596	23,596	1.31	9,333	12,231	12,231	1.31	14,255	18,683	18,683	1.31	
Paper Cost	18,003	145,464	8.06	8.06	9,333	75,411	8.06	8.06	14,255	115,180	8.06	8.06	
Other Raw Material Cost	18,003	29,165	1.62	1.62	9,333	15,119	1.62	1.62	14,255	23,093	1.62	1.62	
Board Processing Cost	18,003	88,215	4.90	4.90	9,333	45,732	4.90	4.90	14,255	69,850	4.90	4.90	
Board, Lath & Tile Transfers	80	5,641	70.51	70.51	50	3,526	70.51	70.51	70	4,936	70.51	70.51	
Board, Lath & Tile Inventory Difference	(30)	(1,639)	(1,639)	21.30	(30)	(1,639)	(1,639)	21.30	(30)	(1,639)	(1,639)	21.30	
Cost of Board, Lath & Tile Sold	17,700	\$ 291,442	\$ 16.47	\$ 16.47	9,200	\$ 152,019	\$ 16.47	\$ 16.47	14,025	\$ 231,316	\$ 16.47	\$ 16.47	
Joint System Tapes	470	3,525	7.50	7.50	430	3,225	7.50	7.50	410	3,075	7.50	7.50	
Joint System Raw Material Cost	470	37,365	79.50	79.50	430	34,185	79.50	79.50	410	32,595	79.50	79.50	
Joint System Processing Cost	470	4,164	8.86	8.86	430	3,810	8.86	8.86	410	3,633	8.86	8.86	
Joint System Transfers	(184)	(23,920)	(23,920)	90.62	(116)	(15,080)	(15,080)	90.62	(114)	(14,820)	(14,820)	90.62	
Cost of Joint System Sold	286	\$ 21,134	\$ 90.62	\$ 90.62	314	\$ 26,140	\$ 90.62	\$ 90.62	296	\$ 24,483	\$ 91.14	\$ 91.14	
Cost of Other Products Sold	2,800	\$ 2,800	2.80	2.80	3,144	\$ 3,144	3.14	3.14	2,966	\$ 2,966	2.96	2.96	
Gross Profit - Rock	68.1	1,872	4,703	2.51	74.3	2,574	6,466	2.51	74.3	3,042	7,643	2.51	
- Plaster	38.3	800	7,868	9.80	36.3	800	7,463	9.33	35.6	900	8,055	8.95	
- Board, Lath & Tile	28.0	17,700	181,219	10.24	30.0	9,200	106,859	11.62	32.0	14,025	175,503	12.50	
- Joint System	29.5	286	11,800	41.26	22.8	314	9,963	31.73	22.6	296	9,289	31.36	
- Other Products	(12.8)	(293)	(293)	1.562	(12.8)	(293)	(293)	1.562	(12.8)	(293)	(293)	1.562	
Total Gross Profit	28.6	\$ 205,195	\$ 8.87	\$ 8.87	30.3	\$ 130,511	\$ 8.87	\$ 8.87	32.0	\$ 200,000	\$ 8.87	\$ 8.87	
Administrative Expense	1.2	8,887	8,887	2.1	8,887	8,887	2.1	8,887	8,887	1.5	26,661	26,661	2.92
General Plant Expense	4.4	31,680	31,680	6.7	28,848	28,848	6.7	28,848	28,848	5.1	92,002	92,002	10.51
Fixed Costs	2.8	19,852	19,852	2.8	19,852	19,852	2.8	19,852	19,852	2.6	45,742	45,742	5.25
Houston Warehouse Expense	6	4,600	4,600	1.1	4,600	4,600	1.1	4,600	4,600	1.1	13,800	13,800	1.58
Operating Profit	19.6	\$ 140,176	\$ 6.17	\$ 6.17	18.0	\$ 77,953	\$ 6.17	\$ 6.17	22.3	\$ 139,380	\$ 6.17	\$ 6.17	
Home Office Administrative	2.4	17,000	17,000	3.9	17,000	17,000	3.9	17,000	17,000	2.7	51,000	51,000	5.88
Selling Expense	7.8	56,000	56,000	12.5	54,000	54,000	12.5	54,000	54,000	8.6	164,000	164,000	18.88
Net Profit Before Taxes	9.4	\$ 67,176	\$ 2.87	\$ 2.87	11.6	\$ 6,953	\$ 2.87	\$ 2.87	11.0	\$ 68,390	\$ 2.87	\$ 2.87	

119,517.

HOUSTON WAREHOUSE PROFIT AND LOSS STATEMENT

		Month			Year-to-Date		
		Units	Amount	Average Unit	Units	Amount	Average Unit
Plaster Sales	Tons	3.5	\$ 269	\$ 76.86	5.9	\$ 579	\$ 98.14
Board, Lath & Tile Sales	SM	2,618.6	96,922	37.01	5,805.9	216,514	37.29
Joint System Sales	Tons	8.5	1,083	127.41	31.7	4,871	153.66
Other Product Sales	-	-	125	-	-	240	-
Total Sales			<u>98,399</u>			<u>222,204</u>	
Trade Discounts - Plaster	Tons	-	\$ -	-	-	\$ -	-
- Board, Lath & Tile	SM	-	-	-	5,805.9	911	.16
- Joint System	Tons	-	-	-	-	-	-
- Other Products	-	-	-	-	-	-	-
Total Trade Discounts			<u>\$ -</u>			<u>\$ 911</u>	
Freight - Plaster	Tons	3.5	\$ 14	\$ 4.00	5.9	\$ 18	\$ 3.05
- Board, Lath & Tile	SM	2,618.6	10,417	3.98	5,805.9	24,252	4.18
- Joint System	Tons	8.5	45	5.29	31.7	178	5.62
- Other Products	-	-	-	-	-	-	-
Total Freight			<u>\$ 10,476</u>			<u>\$ 24,448</u>	
Total Defective Allowances			<u>\$ -</u>			<u>\$ -</u>	
Cash Disc. & Policy All. - Plaster	Tons	-	\$ -	-	5.9	\$ 2	.34
- Board, Lath & Tile	SM	2,618.6	1,785	.68	5,805.9	3,937	.68
- Joint System	Tons	-	-	-	31.7	3	.09
- Other Products	-	-	-	-	-	-	-
Total Cash Disc. & Policy All.			<u>\$ 1,785</u>			<u>\$ 3,942</u>	
Warehouse Freight - Inbound							
- Plaster	Tons	3.5	\$ 28	\$ 8.00	5.9	\$ 193	\$ 32.71
- Board, Lath & Tile	SM	2,618.6	18,760	7.16	5,805.9	41,722	7.19
- Joint System	Tons	8.5	74	8.71	31.7	484	15.27
- Other Products	-	-	-	-	-	6	-
Total Warehouse Freight - Inbound			<u>\$ 18,862</u>			<u>\$ 42,405</u>	
Net Sales - Plaster	Tons	3.5	\$ 227	\$ 64.86	5.9	\$ 366	\$ 62.04
- Board, Lath & Tile	SM	2,618.6	65,960	25.19	5,805.9	145,692	25.08
- Joint System	Tons	8.5	964	113.41	31.7	4,206	132.68
- Other Products	-	-	125	-	-	234	-
Total Net Sales			<u>\$ 67,276</u>			<u>\$ 150,498</u>	
Cost of Goods Sold:							
Total Fin. Prod. Invent. Change			\$ 28,986			\$ 1,040	
Total Fin. Prod. Transfer			\$ 29,475			\$ 124,658	
Warehouse Operating Expense			\$ 4,545			\$ 18,086	
Total Cost of Goods Sold			<u>\$ 63,006</u>			<u>\$ 143,784</u>	
Operating Profit			<u>\$ 4,270</u>			<u>\$ 6,714</u>	
% of List Sales			4.3%			3.0%	

ACME PLANT PROFIT & LOSS STATEMENT

		Month				Annual Standard Average/ Unit	Year-to-Date				
		Capacity	\$ \$	Units	Amount		\$ \$	Units	Amount	Average Unit	
Rock Sales	Tons		1.9	3,590	\$ 12,174	\$ 3.39	\$ 3.47	2.0	7,914	\$ 26,775	\$ 3.38
Plaster Sales	Tons	6,664	4.0	911	25,564	28.06	24.06	5.1	2,607	70,056	26.87
Board, Lath & Tile Sales	SM	18,108	86.9	14,718	557,587	37.88	37.33	83.4	30,020	1,135,860	37.84
Joint System Sales	Tons		6.9	294	43,993	149.63	132.34	9.1	856	123,457	144.23
Densite Sales	Tons		-	-	-	-	-	-	-	-	-
Other Product Sales	-		3	-	2,063	-	-	4	-	5,440	-
Total Sales	SM		100.0	-	\$ 641,381	-	100.0	-	\$ 1,361,588	-	-
Total Trade Discounts	SM		1.3	-	\$ 8,066	-	2.2	-	\$ 29,392	-	-
Freight - Rock	Tons		12.0	3,590	1,464	.41	.73	8.4	7,914	2,242	.28
- Plaster	Tons		32.7	911	8,367	9.18	4.83	32.2	2,607	22,528	8.64
- Board, Lath & Tile	SM		22.6	14,718	126,105	8.57	7.45	22.6	30,020	257,025	8.56
- Joint System	Tons		18.0	294	7,898	26.86	26.77	13.0	856	16,088	18.79
- Densite	Tons		-	-	-	-	-	-	-	-	-
- Other Products	-		13.8	-	284	-	-	18.8	-	1,024	-
Total Freight	SM		22.5	-	\$ 144,118	-	21.9	-	\$ 298,907	-	-
Total Defective Allowances	SM		-	-	\$ 310	-	-	-	\$ 1,175	-	-
Cash Discounts & Policy Allow.	-		-	-	-	-	-	-	-	-	-
- Rock	Tons		1.4	3,590	168	.05	.07	1.5	7,914	395	.05
- Plaster	Tons		1.0	911	247	.27	.39	1.1	2,607	789	.30
- Board, Lath & Tile	SM		1.7	14,718	9,713	.66	.62	1.9	30,020	21,708	.73
- Joint System	Tons		1.7	294	743	2.53	2.16	2.0	856	2,444	2.86
- Densite	Tons		-	-	-	-	-	-	-	-	-
- Other Products	-		-	-	-	-	-	3	-	16	-
Total Cash Discounts & Policy All.	-		1.2	-	\$ 10,871	-	1.9	-	\$ 25,352	-	-
Net Sales	Tons		86.6	3,590	10,542	2.93	2.67	90.1	7,914	24,138	3.05
- Plaster	Tons		66.3	911	16,950	18.61	18.78	66.5	2,607	46,571	17.86
- Board, Lath & Tile	SM		74.6	14,718	415,866	28.25	28.92	73.3	30,020	832,590	27.74
- Joint System	Tons		74.7	294	32,879	111.83	102.98	80.2	856	99,060	115.73
- Densite	Tons		-	-	-	-	-	-	-	-	-
- Other Products	-		86.2	-	1,779	-	-	80.9	-	4,400	-
Total Net Sales	SM		74.5	-	\$ 478,016	-	73.9	-	\$ 1,006,759	-	-
Rock Cost	Tons		-	-	-	-	-	-	-	-	-
Rock Processing Cost	Tons		-	19,491	11,374	.58	.53	-	45,335	26,621	.59
Crushed Rock Loading	Tons		-	3,590	387	.11	.10	-	7,914	816	.10
Rock Inventory Difference	-		-	-	(156)	-	-	-	-	(1,175)	-
Cost of Rock Sold	-		-	3,590	\$ 2,477	\$.69	\$.63	-	7,914	\$ 5,476	\$.69
Cost of Rock Used	Tons		-	16,031	9,128	.57	.53	-	35,884	20,786	.58
Stucco Processing Cost	Tons		-	12,779	12,465	.97	1.03	-	28,687	28,652	1.00
Plaster Raw Materials Cost	Tons		-	1,015	8,278	8.16	4.25	-	2,857	22,213	7.77
Plaster Processing Cost	Tons		-	1,015	3,448	3.40	2.86	-	2,857	8,770	3.07
Plaster Transfers	Tons		-	-	(3,448)	-	-	-	-	(7,154)	-
Stucco and Plaster Inventory Difference	-		-	-	(2,052)	-	-	-	-	(6,747)	-
Cost of Plaster Sold	Tons		-	911	\$ 8,144	\$ 8.94	\$ 8.69	-	2,607	\$ 21,908	\$ 8.40
Cost of Stucco In Board	SM		-	14,776	19,765	1.34	1.31	-	33,061	45,321	1.37
Paper Cost	SM		-	14,776	116,855	7.91	8.08	-	33,061	276,433	8.36
Other Raw Material Cost	SM		-	14,776	25,933	1.76	1.62	-	33,061	56,293	1.70
Board Processing Cost	SM		-	14,776	71,107	4.81	4.90	-	33,061	169,477	5.13
Tile Raw Material Cost	SM		-	-	-	-	-	-	-	-	-
Tile Processing Cost	SM		-	-	-	-	-	-	-	-	-
Board, Lath & Tile Transfers	SM		-	-	(8,780)	-	-	-	-	11,785	-
Board, Lath & Tile Inventory Difference	-		-	-	(13,434)	-	-	-	-	(48,337)	-
Cost of Board, Lath & Tile Sold	SM		-	14,718	\$ 238,314	\$ 16.19	\$ 16.51	-	30,020	\$ 510,972	\$ 17.02
Joint System Tapes	Tons		-	787	2,587	3.21	7.50	-	1,756	7,399	4.21
Joint System Raw Material Cost	Tons		-	787	64,157	81.52	79.50	-	1,756	141,958	80.84
Joint System Processing Cost	Tons		-	787	5,346	6.79	8.86	-	1,756	13,799	7.86
Joint System Transfers	Tons		-	370	(46,261)	-	-	-	(905)	(116,595)	-
Joint System Inventory Difference	-		-	-	(15,450)	-	-	-	-	(7,611)	-
Cost of Joint System Sold	-		-	294	\$ 10,315	\$ 72.50	\$ -	-	856	\$ 38,950	\$ 75.92
Cost of Other Products Sold	-		-	-	\$ 1,687	-	-	-	-	\$ 4,297	-
Gross Profit - Rock	Tons		66.2	3,590	8,065	2.25	2.03	69.7	7,914	18,662	2.36
- Plaster	Tons		34.4	911	8,806	9.67	10.11	35.2	2,607	24,663	9.46
- Board, Lath & Tile	SM		31.8	14,718	177,552	12.06	12.35	28.3	30,020	321,618	10.71
- Joint System	Tons		51.3	294	22,564	76.75	13.60	48.7	856	60,110	74.62
- Densite	Tons		-	-	-	-	-	-	-	-	-
- Other Products	-		4.5	-	92	-	-	1	-	3	-
Total Gross Profit	-		33.8	-	\$ 217,079	-	31.2	-	\$ 425,056	-	-
Administrative Expense	-		1.4	-	9,100	-	-	2.1	-	28,611	-
General Plant Expense	-		4.5	-	28,611	-	-	6.0	-	81,821	-
Fixed Costs	-		3.1	-	19,740	-	-	3.7	-	50,263	-
Houston Warehouse Expense	-		.7	-	4,484	-	-	1.0	-	13,541	-
Operating Profit	-		24.2	-	\$ 155,144	-	\$ 1,839,000	18.4	-	\$ 250,820	-
Home Office Administrative	-		2.7	-	17,596	-	-	3.8	-	51,544	-
Selling Expense	-		11.2	-	71,607	-	-	12.8	-	174,640	-
Net Profit Before Taxes	-		10.3	-	\$ 65,941	-	\$ 843,000	1.8	-	\$ 24,636	-
Annual Std. - Mo. & YTD	-		-	-	\$ 70,000	-	-	-	-	\$ 210,000	-

Statistics:

Number of Employees - Salaried
- Hourly

Johns-Manville Sales:

Volume

Industrial Sales %

Board & Lath Plants:

Days Operated

Average Daily Production

% of Capacity

Production per Man Hours

Man Hours per Machine Hours

28

156

1,293 M Sq. Ft.

4.7%

2.4

22.5

657 M Sq. Ft.

76.0%

918 Sq. Ft.

17.3

28

154

10,000 M Sq. Ft.

4.9%

4.0

294

640 M Sq. Ft.

85 %

931 Sq. Ft.

15.9

2,807 M Sq. Ft.

4.9%

2.4

50.3

653

59 %

887 Sq. Ft.

17.4

SGP 0002764

HOUSTON WAREHOUSE PROFIT AND LOSS STATEMENT

		Month			Year-to-Date		
		Units	Amount	Average Unit	Units	Amount	Average Unit
Plaster Sales	Tons	.8	\$ 104	\$ 130.00	2.4	\$ 310	\$ 129.17
Board, Lath & Tile Sales	SM	1,700.3	62,805	36.94	3,187.3	119,592	37.52
Joint System Sales	Tons	16.6	2,776	167.23	23.2	3,788	163.28
Other Product Sales	-	-	-	-	-	115	-
Total Sales			<u>\$ 65,685</u>			<u>\$ 123,805</u>	
Trade Discounts - Plaster	Tons	-	\$ -	\$ -	-	\$ -	\$ -
- Board, Lath & Tile	SM	1,700.3	687	.40	3,187.3	911	.29
- Joint System	Tons	-	-	-	-	-	-
- Other Products	-	-	-	-	-	-	-
Total Trade Discounts			<u>\$ 687</u>			<u>\$ 911</u>	
Freight - Plaster	Tons	-	\$ -	\$ -	2.4	\$ 4	\$ 1.67
- Board, Lath & Tile	SM	1,700.3	7,336	4.31	3,187.3	13,835	4.34
- Joint System	Tons	16.6	107	6.45	23.2	133	5.73
- Other Products	-	-	-	-	-	-	-
Total Freight			<u>\$ 7,443</u>			<u>\$ 13,972</u>	
Total Defective Allowances			<u>\$ -</u>			<u>\$ -</u>	
Cash Disc. & Policy All. - Plaster	Tons	-	\$ -	\$ -	2.4	\$ 2	\$.83
- Board, Lath & Tile	SM	1,700.3	1,126	.66	3,187.3	2,152	.68
- Joint System	Tons	-	-	-	23.2	3	.13
- Other Products	-	-	-	-	-	-	-
Total Cash Disc. & Policy All.			<u>\$ 1,126</u>			<u>\$ 2,157</u>	
Warehouse Freight - Inbound							
- Plaster	Tons	.8	\$ 10	\$ 12.50	2.4	\$ 165	\$ 68.75
- Board, Lath & Tile	SM	1,700.3	13,177	7.75	3,187.3	22,962	7.20
- Joint System	Tons	16.6	131	7.89	23.2	410	17.67
- Other Products	-	-	-	-	-	6	-
Total Warehouse Freight - Inbound			<u>\$ 13,318</u>			<u>\$ 23,543</u>	
Net Sales - Plaster	Tons	.8	\$ 94	\$ 117.50	2.4	\$ 139	\$ 57.92
- Board, Lath & Tile	SM	1,700.3	40,479	23.81	3,187.3	79,732	25.02
- Joint System	Tons	16.6	2,538	152.89	23.2	3,242	139.74
- Other Products	-	-	-	-	-	109	-
Total Net Sales			<u>\$ 43,111</u>			<u>\$ 83,222</u>	
Cost of Goods Sold:							
Total Fin. Prod. Invent. Change			<u>\$ 8,871</u>			<u>\$ (27,946)</u>	
Total Fin. Prod. Transfer			<u>\$ 26,052</u>			<u>\$ 95,183</u>	
Warehouse Operating Expense			<u>\$ 4,484</u>			<u>\$ 13,541</u>	
Total Cost of Goods Sold			<u>\$ 39,407</u>			<u>\$ 80,778</u>	
Operating Profit			<u>\$ 3,704</u>			<u>\$ 2,444</u>	
% of List Sales			5.6%			2.0%	

HOUSTON WAREHOUSE PROFIT AND LOSS STATEMENT

		Month			Year-to-Date		
		Units	Amount	Average Unit	Units	Amount	Average Unit
Plaster Sales	Tons	1.1	\$ 128	\$ 116.36	1.6	\$ 206	\$ 128.75
Board, Lath & Tile Sales	SM	1,000.7	38,325	38.30	1,500.9	56,787	37.84
Joint System Sales	Tons	5.8	868	149.66	6.6	1,012	153.33
Other Product Sales	-	.8	115	143.75	.8	115	143.75
Total Sales			<u>\$ 39,436</u>			<u>\$ 58,120</u>	
Trade Discounts - Plaster	Tons		\$ -	\$ -		\$ -	\$ -
- Board, Lath & Tile	SM		-	-	500.2	224	.45
- Joint System	Tons		-	-		-	-
- Other Products	-		-	-		-	-
Total Trade Discounts			<u>\$ -</u>			<u>\$ 224</u>	
Freight - Plaster	Tons	1.1	\$ 4	\$ 3.64	1.6	\$ 4	\$ 2.50
- Board, Lath & Tile	SM	1,000.7	3,668	3.67	1,500.9	6,499	4.33
- Joint System	Tons	5.8	21	3.62	6.6	26	3.94
- Other Products	-	.8	-	-		-	-
Total Freight			<u>\$ 3,693</u>			<u>\$ 6,529</u>	
Total Defective Allowances			<u>\$ -</u>			<u>\$ -</u>	
Cash Discounts & Policy Allowances							
- Plaster	Tons		\$ -	\$ -	1.6	\$ 2	\$ 1.25
- Board, Lath & Tile	SM	1,000.7	730	.73	1,500.9	1,026	.68
- Joint System	Tons		-	-	6.6	3	.45
- Other Products	-		-	-		-	-
Total Cash Discount & Policy Allowances			<u>\$ 730</u>			<u>\$ 1,031</u>	
Warehouse Freight - Inbound							
- Plaster	Tons	1.1	\$ 96	\$ 87.27	1.6	\$ 155	\$ 96.87
- Board, Lath & Tile	SM	1,000.7	8,167	8.16	1,500.9	9,785	6.52
- Joint System	Tons	5.8	100	17.24	6.6	279	42.27
- Other Products	-	.8	6	7.50	.8	6	7.50
Total Warehouse Freight - Inbound			<u>\$ 8,369</u>			<u>\$ 10,225</u>	
Net Sales - Plaster	Tons	1.1	\$ 28	\$ 25.45	1.6	\$ 45	\$ 28.12
- Board, Lath & Tile	SM	1,000.7	25,760	25.74	1,500.9	39,253	26.15
- Joint System	Tons	5.8	747	128.79	6.6	704	106.66
- Other Products	-	.8	109	136.25	.8	109	136.25
Total Net Sales			<u>\$ 26,644</u>			<u>\$ 40,111</u>	
Cost of Goods Sold:							
Total Fin. Prod. Invent. Change			<u>\$ (14,571)</u>			<u>\$ (36,817)</u>	
Total F/P Prod. Transfer			<u>\$ 36,725</u>			<u>\$ 69,131</u>	
Warehouse Operating Expense			<u>\$ 4,645</u>			<u>\$ 9,057</u>	
Total Cost of Goods Sold			<u>\$ 26,799</u>			<u>\$ 41,371</u>	
Operating Profit			<u>\$ (155)</u>			<u>\$ (1,260)</u>	
% of List Sales			(.4%)			(2.2%)	

SGP 0002766

HOUSTON WAREHOUSE PROFIT AND LOSS STATEMENT

		Month		Average Unit
		Units	Amount	
Plaster Sales	Tons	.5	\$ 78	\$ 156.00
Board, Lath & Tile Sales	SM	500.2	18,462	36.91
Joint System Sales	Tons	.8	144	180.00
Other Product Sales	-	-	-	-
Total Sales		<u>500.2</u>	<u>\$ 18,684</u>	<u>\$ 37.35</u>
Trade Discounts - Plaster	Tons	-	\$ -	\$ -
- Board, Lath & Tile	SM	500.2	224	.45
- Joint System	Tons	-	-	-
- Other Products	-	-	-	-
Total Trade Discounts		<u>500.2</u>	<u>\$ 224</u>	<u>\$.45</u>
Freight - Plaster	Tons	-	\$ -	\$ -
- Board, Lath & Tile	SM	500.2	2,831	5.66
- Joint System	Tons	.8	5	6.25
- Other Products	-	-	-	-
Total Freight		<u>500.2</u>	<u>\$ 2,836</u>	<u>\$ 5.67</u>
Total Defective Allowances		-	\$ -	\$ -
Cash Discounts & Policy Allowances - Plaster	Tons	.5	\$ 2	\$ 4.00
- Board, Lath & Tile	SM	500.2	296	.59
- Joint System	Tons	.8	3	3.75
- Other Products	-	-	-	-
Total Cash Discounts & Policy Allowances		<u>500.2</u>	<u>\$ 301</u>	<u>\$.60</u>
Warehouse Freight - Inbound - Plaster	Tons	.5	\$ 59	\$ 118.00
- Board, Lath & Tile	SM	500.2	1,618	3.23
- Joint System	Tons	.8	179	224.00
- Other Products	-	-	-	-
Total Warehouse Freight - Inbound		<u>500.2</u>	<u>\$ 1,856</u>	<u>\$ 3.71</u>
Net Sales - Plaster	Tons	.5	\$ 18	\$ 36.00
- Board, Lath & Tile	SM	500.2	13,493	26.98
- Joint System	Tons	.8	(43)	(54.00)
- Other Products	-	-	-	-
Total Net Sales		<u>500.2</u>	<u>\$ 13,467</u>	<u>\$ 22.92</u>
Cost of Goods Sold:				
Total Fin. Prod. Invent. Change			\$(22,246)	
Total Fin. Prod. Transfer			\$ 32,406	
Warehouse Operating Expense			<u>4,412</u>	
Total Cost of Goods Sold			<u>\$ 14,572</u>	
Operating Profit			<u>\$ (1,105)</u>	
% of List Sales			(5.9%)	

HOUSTON WAREHOUSE PROFIT AND LOSS STATEMENT

		Month			Year-to-Date		
		Units	Amount	Average Unit	Units	Amount	Average Unit
Plaster Sales	Tons	1.1	\$ 128	\$ 116.36	1.6	\$ 206	\$ 128.75
Board, Lath & Tile Sales	SM	1,000.7	38,325	38.30	1,500.9	56,787	37.84
Joint System Sales	Tons	5.8	868	149.66	6.6	1,012	153.33
Other Product Sales	-	.8	115	143.75	.8	115	143.75
Total Sales			<u>\$ 39,436</u>			<u>\$ 58,120</u>	
Trade Discounts - Plaster	Tons		\$ -	\$ -		\$ -	\$ -
- Board, Lath & Tile	SM		-	-	500.2	224	.45
- Joint System	Tons		-	-		-	-
- Other Products	-		-	-		-	-
Total Trade Discounts			<u>\$ -</u>			<u>\$ 224</u>	
Freight - Plaster	Tons	1.1	\$ 4	\$ 3.64	1.6	\$ 4	\$ 2.50
- Board, Lath & Tile	SM	1,000.7	3,668	3.67	1,500.9	6,499	4.33
- Joint System	Tons	5.8	21	3.62	6.6	26	3.94
- Other Products	-	.8	-	-		-	-
Total Freight			<u>\$ 3,693</u>			<u>\$ 6,529</u>	
Total Defective Allowances			<u>\$ -</u>			<u>\$ -</u>	
Cash Discounts & Policy Allowances							
- Plaster	Tons		\$ -	\$ -	1.6	\$ 2	\$ 1.25
- Board, Lath & Tile	SM	1,000.7	730	.73	1,500.9	1,026	.68
- Joint System	Tons		-	-	6.6	3	.45
- Other Products	-		-	-		-	-
Total Cash Discount & Policy Allowances			<u>\$ 730</u>			<u>\$ 1,031</u>	
Warehouse Freight - Inbound							
- Plaster	Tons	1.1	\$ 96	\$ 87.27	1.6	\$ 155	\$ 96.87
- Board, Lath & Tile	SM	1,000.7	8,167	8.16	1,500.9	9,785	6.52
- Joint System	Tons	5.8	100	17.24	6.6	279	42.27
- Other Products	-	.8	6	7.50	.8	6	7.50
Total Warehouse Freight - Inbound			<u>\$ 8,369</u>			<u>\$ 10,225</u>	
Net Sales - Plaster	Tons	1.1	\$ 28	\$ 25.45	1.6	\$ 45	\$ 28.12
- Board, Lath & Tile	SM	1,000.7	25,760	25.74	1,500.9	39,253	26.15
- Joint System	Tons	5.8	747	128.79	6.6	704	106.66
- Other Products	-	.8	109	136.25	.8	109	136.25
Total Net Sales			<u>\$ 26,644</u>			<u>\$ 40,111</u>	
Cost of Goods Sold:							
Total Fin. Prod. Invent. Change			<u>\$ (14,571)</u>			<u>\$ (36,817)</u>	
Total F/P Prod. Transfer			<u>\$ 36,725</u>			<u>\$ 69,131</u>	
Warehouse Operating Expense			<u>\$ 4,645</u>			<u>\$ 9,057</u>	
Total Cost of Goods Sold			<u>\$ 26,799</u>			<u>\$ 41,371</u>	
Operating Profit			<u>\$ (155)</u>			<u>\$ (1,260)</u>	
% of List Sales			(.4%)			(2.2%)	

Attached are the revised P&L Statements
for the Acme plant.

SGP 0002769

Revised

BESTWALL GYPSUM DIVISION
Pool, Pennsylvania
February, 1966

ACME PLANT PROFIT & LOSS STATEMENT

		Month				Annual Standard Average/ Unit	Year-to-Date				
		Capacity	\$ %	Units	Amount		Average Unit	\$ %	Units	Amount	Average Unit
Rock Sales	Tons		2.4	2,953	\$ 9,989	\$ 3.38	\$ 3.47	2.0	4,324	\$ 14,601	\$ 3.38
Plaster Sales	Tons	6,664	4.6	742	19,349	26.08	24.06	6.2	1,696	44,492	26.23
Board, Lath & Tile Sales	SM	18,108	84.1	9,400	352,076	37.45	37.33	80.3	15,318	578,273	37.75
Joint System Sales	Tons		8.7	268	36,281	135.38	132.34	11.0	562	79,464	141.40
Other Product Sales			.2		816			.5		3,377	
Total Sales	SM		100.0		\$ 418,511		100.0		\$ 720,207		
Total Trade Discounts	SM		4.9		\$ 20,522		3.0		\$ 21,529		
Freight - Rock	Tons		3.8	2,953	384	.13	.73	5.3	4,324	778	.17
- Plaster	Tons		32.1	742	6,205	8.36	4.83	31.8	1,692	14,161	8.35
- Board, Lath & Tile	SM		23.3	9,400	81,943	8.72	7.45	22.6	15,318	130,920	8.55
- Joint System	Tons		7.7	268	2,817	10.51	26.77	10.3	562	8,190	14.57
- Other Products			43.5		355			21.9		740	
Total Freight	SM		21.9		\$ 91,704		21.5		\$ 154,789		
Total Defective Allowances	SM		.1		\$ 487		.1		\$ 865		
Cash Disc. & Policy All.											
- Rock	Tons		2.3	2,953	227	.08	.07	1.6	4,324	227	.05
- Plaster	Tons		1.1	742	219	.30	.39	1.3	1,696	542	.32
- Board, Lath & Tile	SM		2.6	9,400	9,258	.98	.62	2.1	15,318	11,995	.78
- Joint System	Tons		2.6	268	968	3.61	2.16	2.1	562	1,701	3.03
Total Cash Disc. & Policy All.	SM		2.6		\$ 10,688		2.0		\$ 14,481		
Net Sales - Rock	Tons		93.9	2,953	9,378	3.18	2.67	93.1	4,324	13,596	3.14
- Plaster	Tons		66.8	742	12,925	17.42	18.78	66.6	1,696	29,621	17.47
- Board, Lath & Tile	SM		68.6	9,400	241,400	25.68	28.92	72.1	15,318	416,724	27.20
- Joint System	Tons		85.3	268	30,962	115.53	102.98	83.3	562	66,181	117.76
- Other Products			54.5		445			27.6		2,621	
Total Net Sales	SM		70.2		\$ 295,110		73.4		\$ 528,743		
Rock Processing Cost	Tons			13,451	8,146	.61	.53		25,844	15,247	.59
Crushed Rock Loading	Tons			2,953	269	.09	.10		4,324	429	.10
Rock Inventory Difference					197					(1,012)	
Cost of Rock Sold				2,953	\$ 2,067	\$.70	\$.63	4,324	\$ 2,992	\$.69	
Cost of Rock Used	Tons			10,669	6,545	.61	.53	19,853	11,658	.59	
Stucco Processing Cost	Tons			8,589	8,132	.95	1.03	15,908	16,187	1.02	
Plaster Raw Materials Cost	Tons			815	7,103	8.72	4.25	1,842	13,935	7.57	
Plaster Processing Cost	Tons			815	2,411	2.96	2.86	1,842	5,322	2.89	
Stucco and Plaster Inventory Difference					(4,050)				(4,678)		
Cost of Plaster Sold	Tons			742	\$ 5,632	\$ 7.59	\$ 8.69	1,692	\$ 13,764	\$ 8.12	
Cost of Stucco In Board	SM			9,552	12,791	1.34	1.31	18,285	25,556	1.40	
Paper Cost	SM			9,552	84,081	8.80	8.08	18,285	159,578	8.73	
Other Raw Material Cost	SM			9,552	13,265	1.39	1.62	18,285	30,360	1.66	
Board Processing Cost	SM			9,552	47,145	4.94	4.90	18,285	98,370	5.38	
Board, Lath & Tile Transfers					7,562	-	70.51		20,565	-	
Board, Lath & Tile Inventory Difference					(3,407)				(61,771)		
Cost of Board, Lath & Tile Sold	SM			9,400	\$ 161,437	\$ 17.17	\$ 16.51	15,318	\$ 272,658	\$ 17.80	
Joint System Tapes	Tons			490	2,627	5.36	7.50	969	4,876	5.03	
Joint System Raw Material Cost	Tons			490	39,586	80.79	79.50	969	77,801	80.29	
Joint System Processing Cost	Tons			490	3,981	8.12	8.86	969	8,453	8.72	
Joint System Transfers	Tons			(238)	(33,489)	-	-	(535)	(70,334)	-	
Joint System Inventory Difference					(3,612)				7,839		
Cost of Joint System Sold				268	\$ 9,086	\$ 78.31	\$ -	562	\$ 28,635	\$ 77.70	
Cost of Other Products Sold					782				2,710		
Gross Profit - Rock	Tons		73.2	2,953	7,311	2.48	2.03	72.6	4,324	10,597	2.45
- Plaster	Tons		37.7	742	7,289	9.83	10.11	36.0	1,692	16,007	9.44
- Board, Lath & Tile	SM		22.7	9,400	79,963	8.51	12.35	24.9	15,318	143,916	9.40
- Joint System	Tons		60.3	268	21,876	81.63	13.60	48.2	562	38,279	68.11
- Other Products			(41.3)		(357)			(24.3)		(822)	
Total Gross Profit			27.7		\$ 116,106		28.9		\$ 207,977		
Administrative Expense			2.2		9,279		2.7		19,511		
General Plant Expense			6.4		26,649		7.4		53,210		
Fixed Costs			3.9		16,394		4.2		30,523		
Houston Warehouse Expense			1.1		4,645		1.3		9,057		
Operating Profit			14.1		\$ 59,139		13.3		\$ 95,676		
Home Office Administrative			4.0		16,776		4.7		33,948		
Selling Expense			12.3		51,692		14.3		103,033		
Net Profit Before Taxes			(2.2)		\$ (9,329)		(5.7)		\$ (41,305)		

Statistics:

Number of Employees - Salaried
- Hourly

28

28

-

153

154

-

Johns-Manville Sales:

Volume

890 M Sq. Ft.

10,000 M Sq. Ft.

1,514 M Sq. Ft.

\$

6.7%

4.9%

5.0%

Industrial Sales %

2.9%

4.0%

2.3%

Board & Lath Plant:

Days Operated

14.4

29.4

27.8

Average Daily Production

663 M Sq. Ft.

640 M Sq. Ft.

652 M Sq. Ft.

% of Capacity

54%

85%

50%

Production per Man Hours

906 Sq. Ft.

931 Sq. Ft.

864 Sq. Ft.

Man Hours per Machine Hours

17.4

15.9

17.5

SGP 0002770

ACME PLANT PROFIT & LOSS STATEMENT

		Capacity	Month				Annual Standard Average/ Unit	Year-to-Date			
			\$ %	Units	Amount	Average Unit		\$ %	Units	Amount	Average Unit
Rock Sales	Tons		2.4	2,953	\$ 9,989	\$ 3.38	\$ 3.47	2.0	4,324	\$ 14,601	\$ 3.38
Plaster Sales	Tons	6,664	4.6	1,385	19,349	13.97	24.06	6.2	2,339	44,492	19.02
Board, Lath & Tile Sales	SM	18,108	84.1	9,400	352,076	37.45	37.33	80.3	15,318	578,275	37.75
Joint System Sales	Tons		8.7	247	36,281	146.89	132.34	11.0	541	79,464	146.88
Other Product Sales			.2		816			.5		3,377	
Total Sales	SM		100.0		\$ 418,211			100.0		\$ 720,207	
Total Trade Discounts	SM		4.9		\$ 20,522			3.0		\$ 21,329	
Freight - Rock	Tons		3.8	2,953	384	.13	.73	5.3	4,324	778	.17
- Plaster	Tons		32.1	1,385	6,205	4.48	4.83	31.8	2,339	14,161	6.05
- Board, Lath & Tile	SM		23.5	9,400	81,943	8.72	7.45	22.6	15,318	130,920	8.55
- Joint System	Tons		7.7	247	2,817	11.40	26.77	10.3	541	8,190	15.14
- Other Products	-		43.5		355			21.9		740	
Total Freight	SM		21.9		\$ 91,704			21.5		\$ 154,789	
Total Defective Allowances	SM		.1		\$ 487			.1		\$ 865	
Cash Disc. & Policy All.											
- Rock	Tons		2.3	2,953	227	.08	.07	1.6	4,324	227	.05
- Plaster	Tons		1.1	1,385	219	.16	.39	1.3	2,339	542	.23
- Board, Lath & Tile	SM		2.6	9,400	9,258	.98	.62	2.1	15,318	11,995	.78
- Joint System	Tons		2.6	247	968	3.92	2.16	2.1	541	1,701	3.14
Total Cash Disc. & Policy All.	SM		2.6		\$ 10,688			2.0		\$ 14,481	
Net Sales	Tons		93.9	2,953	9,378	3.18	2.67	93.1	4,324	13,596	3.14
- Plaster	Tons		66.8	1,385	12,925	9.33	18.78	66.6	2,339	29,621	12.66
- Board, Lath & Tile	SM		68.6	9,400	241,400	25.68	28.92	72.1	15,318	416,711	27.20
- Joint System	Tons		85.3	247	30,962	125.35	102.98	83.3	541	66,181	122.33
- Other Products			54.2		445			77.6		2,621	
Total Net Sales	SM		70.5		\$ 295,110			73.4		\$ 528,743	
Rock Processing Cost	Tons			13,451	8,146	.61	.53		25,844	15,247	.59
Crushed Rock Loading	Tons			2,953	269	.09	.10		4,324	429	.10
Rock Inventory Difference					197					(1,019)	
Cost of Rock Sold				2,953	\$ 2,067	\$.70	\$.63		4,324	\$ 2,999	\$.69
Cost of Rock Used	Tons			10,669	6,545	.61	.53		19,853	11,658	.59
Stucco Processing Cost	Tons			8,589	8,132	.95	1.03		15,908	16,187	1.02
Plaster Raw Materials Cost	Tons			815	7,103	8.72	4.25		1,842	13,935	7.57
Plaster Processing Cost	Tons			815	2,411	2.96	2.86		1,842	5,322	2.89
Stucco and Plaster Inventory Difference					(4,050)					(4,678)	
Cost of Plaster Sold	Tons			1,385	\$ 5,632	\$ 4.06	\$ 8.69		2,339	\$ 13,764	\$ 5.88
Cost of Stucco In Board	SM			9,552	12,791	1.34	1.31		18,285	25,556	1.40
Paper Cost	SM			9,552	84,081	9.85	8.08		18,285	159,578	8.73
Other Raw Material Cost	SM			9,552	13,265	1.39	1.62		18,285	30,360	1.66
Board Processing Cost	SM			9,552	47,145	4.94	4.90		18,285	98,370	5.38
Board, Lath & Tile Transfers					7,562	-	70.51		-	20,565	-
Board, Lath & Tile Inventory Difference					(3,407)					(61,771)	
Cost of Board, Lath & Tile Sold	SM			9,400	\$ 161,437	\$ 17.17	\$ 16.51		15,318	\$ 272,658	\$ 17.80
Joint System Tapes	Tons			490	2,627	5.36	7.50		969	4,876	5.03
Joint System Raw Material Cost	Tons			490	39,586	80.79	79.50		969	77,801	80.29
Joint System Processing Cost	Tons			490	3,981	8.12	8.86		969	8,453	8.72
Joint System Transfers	Tons			(238)	(33,489)	-	-		(535)	(70,334)	-
Joint System Inventory Difference					(3,619)					7,839	
Cost of Joint System Sold				247	\$ 9,086	\$ 84.96	\$ -		541	\$ 28,635	\$ 80.71
Cost of Other Products Sold					782					2,710	
Gross Profit - Rock	Tons		73.2	2,953	7,314	2.48	2.03	72.6	4,324	10,597	2.45
- Plaster	Tons		37.7	1,385	7,293	5.27	10.11	36.0	2,339	16,007	6.84
- Board, Lath & Tile	SM		22.7	9,400	79,963	8.51	12.35	24.9	15,318	143,916	9.40
- Joint System	Tons		60.3	247	21,876	88.57	13.60	48.2	541	38,279	70.76
- Other Products	-		(41.3)		(337)			(24.3)		(822)	
Total Gross Profit			27.7		\$ 116,106			28.9		\$ 207,977	
Administrative Expense			2.2		9,279			2.7		19,511	
General Plant Expense			6.4		26,649			7.4		53,210	
Fixed Costs			3.9		16,394			4.2		30,523	
Houston Warehouse Expense			1.1		4,645			1.3		9,057	
Operating Profit			14.1		\$ 59,139			13.3		\$ 95,676	
Home Office Administrative			4.0		16,776			4.7		33,948	
Selling Expense			12.3		51,692			14.3		103,033	
Net Profit Before Taxes			(2.2)		\$ (9,329)			(5.7)		\$ (41,305)	

Statistics:

Number of Employees - Salaried 28
- Hourly 153

Johns-Manville Sales:

Volume	890 M Sq. Ft.	10,000 M Sq. Ft.	1,514 M Sq. Ft.
%	6.7%	4.9%	5.0%
Industrial Sales %	2.9%	4.0%	2.3%
Board & Lath Plant:			
Days Operated	14.4	29.4	27.8
Average Daily Production	663 M Sq. Ft.	640 M Sq. Ft.	652 M Sq. Ft.
% of Capacity	54%	85%	50%
Production per Man Hours	906 Sq. Ft.	931 Sq. Ft.	864 Sq. Ft.
Man Hours per Machine Hours	17.4	15.9	17.5

SGP 0002771

HOUSTON WAREHOUSE PROFIT AND LOSS STATEMENT

		Month		
		Units	Amount	Average Unit
Plaster Sales	Tons	.5	\$ 78	\$ 156.00
Board, Lath & Tile Sales	SM	500.2	18,462	36.91
Joint System Sales	Tons	.8	144	180.00
Other Product Sales	-	-	-	-
Total Sales		<u>500.2</u>	<u>\$ 18,684</u>	<u>\$ 37.35</u>
Trade Discounts - Plaster	Tons	-	\$ -	\$ -
- Board, Lath & Tile	SM	500.2	224	.45
- Joint System	Tons	-	-	-
- Other Products	-	-	-	-
Total Trade Discounts		<u>500.2</u>	<u>\$ 224</u>	<u>\$.45</u>
Freight - Plaster	Tons	-	\$ -	\$ -
- Board, Lath & Tile	SM	500.2	2,831	5.66
- Joint System	Tons	.8	5	6.25
- Other Products	-	-	-	-
Total Freight		<u>500.2</u>	<u>\$ 2,836</u>	<u>\$ 5.67</u>
Total Defective Allowances		-	\$ -	\$ -
Cash Discounts & Policy Allowances - Plaster	Tons	.5	\$ 2	\$ 4.00
- Board, Lath & Tile	SM	500.2	296	.59
- Joint System	Tons	.8	3	3.75
- Other Products	-	-	-	-
Total Cash Discounts & Policy Allowances		<u>500.2</u>	<u>\$ 301</u>	<u>\$.60</u>
Warehouse Freight - Inbound - Plaster	Tons	.5	\$ 59	\$ 118.00
- Board, Lath & Tile	SM	500.2	1,618	3.23
- Joint System	Tons	.8	179	224.00
- Other Products	-	-	-	-
Total Warehouse Freight - Inbound		<u>500.2</u>	<u>\$ 1,856</u>	<u>\$ 3.71</u>
Net Sales - Plaster	Tons	.5	\$ 18	\$ 36.00
- Board, Lath & Tile	SM	500.2	13,493	26.98
- Joint System	Tons	.8	(43)	(54.00)
- Other Products	-	-	-	-
Total Net Sales		<u>500.2</u>	<u>\$ 13,467</u>	<u>\$ 22.92</u>
Cost of Goods Sold:				
Total Fin. Prod. Invent. Change			\$ (22,246)	
Total Fin. Prod. Transfer			\$ 32,406	
Warehouse Operating Expense			<u>4,412</u>	
Total Cost of Goods Sold			<u>\$ 14,572</u>	
Operating Profit			<u>\$ (1,105)</u>	
% of List Sales			(5.9%)	

SGP 0002772

ACME PLANT PROFIT & LOSS STATEMENT

		Month				Annual Standard Average Unit
		Capacity	Percent	Units	Amount	Average Unit
Rock Sales	Tons		1.5	1,371	\$ 4,612	\$ 3.36
Plaster Sales	Tons	6,664	8.4	954	25,143	26.36
Board, Lath & Tile Sales	SM	18,108	75.0	5,918	226,197	38.22
Joint System Sales	Tons		14.3	294	43,183	146.88
Other Product Sales			.8	-	2,561	-
Total Sales	SM		100.0%	5,918	\$ 301,686	\$ 50.98
Total Trade Discounts	SM		.3%	5,918	\$ 807	\$.14
Freight - Rock	Tons		8.5	1,371	394	.29
- Plasters	Tons		31.6	954	7,956	8.34
- Board, Lath & Tile	SM		21.7	5,918	48,977	8.28
- Joint System	Tons		12.4	294	5,373	18.28
- Other Products			15.0	-	385	-
Total Freight	SM		20.9%	5,918	\$ 63,085	\$ 10.66
Total Defective Allowances	SM		.1%	5,918	\$ 378	\$.06
Cash Discounts & Policy All. - Rock	Tons		-	-	-	.07
- Plaster	Tons		1.3	954	323	.34
- Board, Lath & Tile	SM		1.2	5,918	2,737	.46
- Other Products			28.6	-	733	-
Total Cash Disc. & Policy All.	SM		1.3%	5,918	\$ 3,793	\$.64
Net Sales - Rock	Tons		91.5	1,371	4,218	3.08
- Plaster	Tons		67.0	954	16,846	17.66
- Board, Lath & Tile	SM		77.4	5,918	175,174	29.60
- Joint System	Tons		83.3	294	35,952	122.29
- Other Products			56.4	-	1,442	-
Total Net Sales	SM		77.4%	5,918	\$ 235,633	\$ 39.48
Rock Processing Cost	Tons			12,393	7,101	.57
Crushed Rock Loading	Tons			1,371	160	.12
Rock Inventory Difference				-	(1,351)	-
Cost of Rock Sold				1,371	\$ 919	\$.67
Cost of Rock Used	Tons			9,184	5,910	.64
Stucco Processing Cost	Tons			7,319	8,055	1.10
Plaster Raw Materials Cost	Tons			1,020	6,832	6.70
Plaster Processing Cost	Tons			1,020	2,962	2.90
Stucco & Plaster Inventory Difference				-	(493)	-
Cost of Plaster Sold	Tons			954	\$ 9,052	\$ 9.49
Cost of Stucco in Board	SM			8,572	12,831	1.50
Paper Cost	SM			8,572	75,497	8.81
Other Raw Material Cost	SM			8,572	17,095	1.99
Board Processing Cost	SM			8,572	50,031	5.84
Board, Lath & Tile Transfers	SM			1,287	13,293	-
Board, Lath & Tile Inventory Difference				-	(58,364)	-
Cost of Board, Lath & Tile Sold	SM			5,918	\$ 110,282	\$ 18.65
Joint System Tapes	Tons			479	2,249	4.70
Joint System Raw Material Cost	Tons			479	38,215	79.78
Joint System Processing Cost	Tons			479	4,124	8.61
Joint System Transfers	Tons			297	(37,850)	-
Joint System Inventory Difference				-	11,458	-
Cost of Joint System Sold				-	\$ 18,196	\$ -
Cost of Other Products Sold				-	\$ 1,807	\$ -
Gross Profit - Rock	Tons		1.1	1,371	3,299	2.41
- Plaster	Tons		2.6	954	7,794	8.17
- Board, Lath & Tile	SM		21.4	5,918	64,791	10.95
- Joint System	Tons		5.8	294	17,756	-
- Other Products			(.1)	-	(364)	-
Total Gross Profit			30.9%	5,918	\$ 93,276	\$ 15.76
Administrative Expense				-	10,232	-
General Plant Expense				9.3	27,966	-
Fixed Costs				4.7	14,129	-
Houston Warehouse Expense				1.5	4,412	-
Operating Profit				12.1%	\$ 36,537	-
Home Office Administrative				5.7	17,172	-
Selling Expense				17.0	51,341	-
Net Profit Before Taxes				(10.6)%	\$ (31,976)	-

Statistics:

Number of Employees - Salaried
- Hourly

Johns-Manville Sales %

Industrial Sales %

Board & Lath Plant:

Days Operated

Average Daily Production

% of Capacity

Production per Man Hours

Man Hours per Mach. Hours

28

153

4.7%

3.3%

13.4

640 M Sq. Ft.

45%

821 Sq. Ft.

32.4

28

154

4.9%

4.0%

24.5

640 M Sq. Ft.

85%

931 Sq. Ft.

15.9

SGP 0002773