

THE REARDON COMPANY AND SUBSIDIARIES

FINANCIAL STATEMENTS

December 1965

THE REARDON COMPANY AND SUBSIDIARIES

BALANCE SHEET

December 31, 1955

ASSETS

	The Reardon Co.	Bondex International	The Reardon Limited	Eliminations & Conversions	Consolidated at U.S. Dollars
CURRENT ASSETS					
Cash and Treasury Certificates	536,788	64,754	275,484	19,174	857,852
Accounts and Notes Receivable:					
Trade	446,076	3,046	145,473	10,125	584,470
Inter-Co.			5,691	5,691	
Other	6,559		721	51	7,229
Total Receivables	452,635	3,046	151,885	15,867	591,699
Less: Reserve	11,000		2,007	140	12,867
Net Receivables	441,635	3,046	149,878	15,727	578,832
Inventories (at Standard Cost)	483,873		151,777	10,564	625,086
Less: Reserve for Obsolescence					
Net Inventories	483,873		151,777	10,564	625,086
Unexpired Insurance	9,392		2,132	148	11,376
Total Current Assets	1,471,588	67,800	579,271	45,613	2,073,146
PLANT PROPERTY AND EQUIPMENT					
Land and Improvements	73,145				73,145
Building and Equipment	721,227		11,526	747	732,006
Machinery and Equipment	876,626		178,200	8,387	1,046,439
Total at Cost	1,670,998		189,726	9,134	1,851,590
Less: Depreciation Reserve	945,327		117,512	5,310	1,057,529
Book Value	725,671		72,214	3,824	794,661
INVESTMENTS					
The Reardon Company, Ltd.	46,200			46,200	
Bondex International	5,000			5,000	
Capital Stock Other Co.'s	2,560				2,560
Total Investments	53,760			51,200	2,560
OTHER ASSETS					
Trademarks	774				774
Cash Surrender Value of Life Insurance					
Deferred Charges	9,635		2,650	184	12,101
Receivables with extended maturities			54,609	3,046	51,563
Total Other Assets	10,409		57,259	3,230	64,438
TOTAL ASSETS	2,261,528	67,800	708,744	103,867	2,934,205
CURRENT RATIO	5.44	13.41	9.29		6.32

THE REARDON COMPANY AND SUBSIDIARIES

BALANCE SHEET

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December 31, 1965

LIABILITIES

CURRENT LIABILITIES

	The Reardon Co.	Bondex International	The Reardon Limited	Eliminations & Conversions	Consolidated at U.S. Dollars
Notes Payable					
Accounts Payable	160,980	518	30,617	2,131	189,984
Accounts Payable Inter-Co.	4,106	1,585		5,691	
Other	11,547		12,559	902	27,004
Total Payables	180,033	2,103	43,576	8,724	216,988
Accruals:					
Payrolls	12,209	253	1,895	132	14,225
Payroll Taxes	2,898				2,898
State and Local Taxes					
Federal and State Income Tax	67,722	2,700	16,898	1,176	86,144
Accrued Advertising					
Sundry	7,576				7,576
Total Accruals	90,405	2,953	18,793	1,308	110,843
Total Current Liabilities	270,438	5,056	62,369	10,032	327,831

LONG-TERM DEBT

Notes Payable					
Notes Payable to Subsidiaries					
Total Long-Term Debt					

CAPITAL STOCK *

SURPLUS EARNED

Beginning of Year	1,950,769	54,656	523,292	37,337	2,491,380
Profit Year to Date	104,254	3,088	76,833	5,298	178,927
Total	2,055,023	57,744	600,175	42,635	2,670,307
Less: Dividends	58,608				58,608
Balance	1,996,415	57,744	600,175	42,635	2,611,699
Capital Surplus	584,990				584,990
Less: Cost of 132,449	957,196				957,196
Shares of Treasury Stock					
Total Capital and Surplus	1,991,090	62,744	646,375	93,835	2,606,374
TOTAL LIABILITIES	2,261,528	67,800	708,744	103,867	2,934,205

*Par Value Per Share	1.00	10.00	100.00		
*Authorized Shares	500,000	3,000	500		
*Shares Outstanding	234,432	500	462		

Earnings per share after Taxes This Year to Date	.445	6.176	166.813		.763
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Earnings per share after Taxes Last Year to Date	.0524	30.544	163.050		.319*
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*Earnings last year to date converted to U. S. dollars at current rate

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THE REARDON COMPANY AND SUBSIDIARIES
Comparative Statement of Source and Application of Funds

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	1965		1964	
	Reardon Company	Bondex Internat'l	Reardon Company	Bondex Internat'l
	1965	1964	1965	1964
Net Working Capital, Jan. 1	1,132,235	59,576	1,614,387	1,124,499
				24,384
				322,157
				1,470,699
Funds Received -				
Net Income After Taxes	104,254	76,803	124,225	12,287
Depreciation	82,656	15,930	99,586	82,832
Disposition of Capital Equip.				
Buildings & Land				
Machinery & Equipment		5,105	5,105	4,821
Receivables With Extended				
Maturities, net	402	8,671	8,671	1,062
Trademark Amortization			492	
Deferred Charges	2,520	344	2,176	2,385
Prepaid Taxes	1,550	1,058	892	812
Capital Stock Other Companies				
	2,750		3,750	25,750
Total Funds Received	195,622	3,080	223,097	38,682
				35,272
				102,819
				235,773
Funds Expended -				
Additions to Capital Equip.				
Machinery & Equipment	37,434	10,731	76,165	32,274
Cash Value of Life Insurance				
Notes Payable - Long Term	58,608		58,608	58,421
	615		615	
Total Funds Expended	126,657	10,731	137,388	90,695
				2,500
				93,195
Increase/Decrease Net Working Capital	68,965	3,080	166,509	7,987
				35,272
				100,319
				143,578
Net Working Capital - September 30	1,201,250	62,744	516,902	1,132,285
				59,656
				422,446
				1,614,387

THE REARDON COMPANY AND SUBSIDIARIES

STATEMENT OF INCOME AND EXPENSE

December 1965

	The Reardon Company		Bondex Int'l.	The Reardon Ltd.		Consolidated	
	Amount	% of Net Gross Sales	Amount	Amount	% of Net Gross Sales	Amount	% of Net Gross Sales
Gross Sales	340,494	100.2	2,526	98,750	100.8	441,780	100.3
Less Returned Goods	719	.2		763	.8	1,482	.3
Net Gross Sales	339,775	100.0	2,526	97,987	100.0	440,298	100.0
Less: Freight	24,289	7.1	51	5,425	6.6	30,654	7.0
Cash Discount and Allow	4,987	1.5	54	2,522	2.6	7,563	1.7
Net Sales	29,276	8.6	3	8,348	9.2	38,227	8.7
	310,499	91.4	2,523	89,649	90.8	402,071	91.3
Less: Cost of Sales (Standard)	211,290	62.2	1,179	47,035	43.0	259,504	58.9
Variances	50,395	14.8		8,170	8.3	58,565	13.3
	150,895	47.4	1,179	38,865	39.7	200,939	45.5
Gross Profit (Loss)	149,604	44.0	1,344	50,184	51.1	201,132	45.7
Less Expenses:	46,478	13.7	490	13,569	13.8	60,537	13.7
Selling and Distribution	10,154	3.0				10,154	2.3
Sales Executive	37,176	10.9		5,837	6.0	43,013	9.8
Advertising	852	.2	490	7,732	7.8	7,370	1.6
Total Sales and Distr. Exp.	46,920	13.6		9,171	9.4	37,749	8.6
General Administrative	2,664	.8		1,000	1.0	3,664	.8
Research and Development	48,732	14.4	490	439	.6	48,783	11.0
Total Expenses	100,872	29.7	854	50,623	51.7	152,349	34.7
Operating Profit (Loss)	4,363	1.3	549	1,012	1.0	5,924	1.4
Other Income (Expense)	105,235	31.0	1,403	51,635	52.7	158,273	36.1
Income (Loss) Before Taxes	46,000	13.5	700	19,000	19.4	65,700	15.0
Less: Provision for Taxes	59,235	17.5	703	32,635	33.3	92,573	21.0
Net Income (Loss)							
CHANGES FROM LAST YEAR							
Increase (Decrease) Net Gross Sales	149,321	73.4	403	6,685	7.3	156,409	55.1
Increase (Decrease) Net Sales	141,042	33.2	431	3,957	4.7	145,480	56.7
Increase (Decrease) Total Expenses	3,513	7.8	96	3,532	-	77	.2
Increase (Decrease) Income before tax provision	74,534	242.8	1,657	368	.7	73,245	36.1

THE REARDON COMPANY AND SUBSIDIARIES

STATEMENT OF INCOME AND EXPENSE

Twelve Months to Date
December 1965

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	The Reardon Company		Bondex Int'l.	The Reardon Ltd.		Consolidated	
	Amount	% of Net Gross Sales	Amount	Amount	% of Net Gross Sales	Amount	% of Net Gross Sales
ss Sales	3,268,051	100.3	25,378	1,032,645	101.2	4,326,074	100.7
s Returned Goods	15,787	.5		12,479	1.2	28,266	.7
Gross Sales	3,252,264	100.0	25,373	1,020,166	100.0	4,297,808	100.0
s: Freight	303,848	9.4	1,456	58,103	5.7	363,417	8.5
Cash Discount and Allow	61,911	1.9	612	34,394	3.4	96,917	2.3
Sales	365,759	11.3	2,078	92,497	9.1	460,334	10.8
ss: Cost of Sales (Standard)	2,886,505	88.7	23,300	927,669	90.9	3,837,474	89.2
Variances	1,859,125	57.1	12,428	497,658	48.8	2,369,211	55.1
	24,217	.7		4,747	.5	19,470	.4
	1,834,908	56.4	12,428	502,405	49.3	2,349,741	54.7
ss Profit (Loss)	1,051,597	32.3	10,872	425,264	41.6	1,487,733	34.5
ss Expenses:							
Selling and Distribution	511,825	15.7	5,024	169,237	16.6	686,086	16.0
Sales Executive	60,377	1.9				60,377	1.4
Advertising	64,725	2.0		40,363	4.0	105,088	2.4
Total Sales and Distr. Exp.	636,927	19.6	5,024	209,600	20.6	851,551	19.8
General Administrative	232,692	7.1		80,108	7.8	312,800	7.3
Research and Development	38,001	1.2		12,000	1.2	50,001	1.1
Total Expenses	907,620	27.9	5,024	301,708	29.6	1,214,352	28.2
rating Profit (Loss)	143,977	4.4	5,848	123,556	12.0	273,381	6.3
or Income (Expense)	28,277	.9	60	11,327	1.2	39,544	.9
ome (Loss) Before Taxes	172,254	5.3	5,788	134,883	13.2	312,925	7.2
est: Provision for Taxes	68,000	2.1	2,700	58,000	5.7	128,700	3.0
t Income (Loss)	✓ 104,254	3.2	✓ 3,088	✓ 76,883	7.5	184,225	4.2
oreign Exchange						5,298 *	
CHANGES FROM LAST YEAR							
Increase (Decrease) Net Gross Sales	250,153	8.3	71	15,099	1.5	235,125	5.8
Increase (Decrease) Net Sales	271,959	10.4	177	41,382	4.3	230,754	6.4
Increase (Decrease) Total Expenses	6,619	.7	85	17,868	5.6	11,334	.9
Increase (Decrease) Income before tax provision	184,541	-	9,484	3,446	2.5	171,611	121.4

* Loss due to conversion to U. S. dollars and unrealized loss on foreign exchange \$5,298.00.

BON - 00904

Schedule 4 A

PRODUCT GROUP NET GROSS SALES, DEDUCTIONS AND MARGINS

South Central		DIVISION							
MONTH OF		December 1955							
Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std.	% of Sales
Bondex Products	13,824	12,772	1,052	2,228	5,257	708	353	6,425	50.2
Dramex Products	469	350	119	50	155	32	20	153	43.7
Powdered Water Paints	2,650	297	1,843	393	354	30	53	290	39.9
Patching Materials	4,434	5,715	719	1,185	1,391	205	103	1,510	49.3
Miscellaneous Sundries	2,765	4,653	1,267	603	2,263	163	103	1,597	39.2
Consumer Liquids	1,308	2,045	1,451	1,449	1,552	53	113	930	35.5
Dry Wall & Others	23,275	32,656	4,363	2,053	19,780	2,864	555	9,570	29.3
Private Label & Spec.	2,059	2,020	17	36	1,311	12	50	220	25.7
Month Total Actual	55,345	59,240	3,395	1,040	32,393	3,955	1,605	21,042	35.5
Month Total Forecast		58,200			28,424	5,645	1,105	23,025	39.6
Variance		1,040			3,974	1,650	699	1,983	4.1

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	MONTHS TO DATE			Sales Freight	Disc. & Allow.	Gross Profit at Std.	% of Sales
				Variance From Forecast	Std. Cost of Sales					
Bondex Products	233,110	223,562	9,748	20,162	55,483	17,303	5,740	113,025	50.6	
Dramex Products	13,905	8,635	5,270	417	3,627	540	183	4,276	49.5	
Powdered Water Paints	19,556	20,169	611	2,113	9,270	2,744	437	7,718	36.3	
Patching Materials	59,795	59,689	107	6,067	28,636	5,368	1,257	24,378	40.6	
Miscellaneous Sundries	44,574	54,044	9,470	3,539	25,039	2,269	1,093	25,643	47.4	
Consumer Liquids	82,666	57,705	24,961	25,185	34,947	2,214	1,180	19,364	33.6	
Dry Wall & Others	404,030	429,388	25,358	67,722	241,605	51,285	8,992	127,505	29.7	
Private Label & Spec.	30,645	28,125	2,520	1,100	16,245	3,295	595	5,950	21.3	
To Date Total Actual	888,484	881,317	7,167	114,981	449,907	85,033	18,477	327,900	37.2	
To Date Total Forecast		996,298			507,400	99,236	19,967	369,695	37.1	
Variance		114,981			57,493	14,203	1,490	41,795	.1	

THE REARDON COMPANY AND SUBSIDIARIES

PRODUCT GROUP NET GROSS SALES, DEDUCTIONS AND MARGINS

Schedule 4 B

North Central DIVISION

MONTH OF December 1965

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std.	% of Sales
Bondex Products	7,052	10,649	3,557	2,642	4,791	994	250	4,614	43.5
Dramex Products	2,212	1,125	1,087	75	546	99	31	449	39.9
Powdered Water Paints	2,723	1,349	1,374	1,651	699	223	22	405	30.0
Patching Materials	5,443	9,372	3,929	3,372	3,453	1,515	160	2,202	24.4
Miscellaneous Sundries	2,144	3,700	1,552	1,406	2,360	510	36	700	21.5
Consumer Liquids	7,155	3,351	3,804	3,149	2,280	242	24	732	22.2
Dry Wall & Others	15,273	17,609	2,336	1,109	9,338	2,634	188	5,851	29.6
Private Label & Spec.		1,637	1,687	1,087	753	151	132	50	4.6
Month Total Actual	42,047	48,243	6,201	4,743	26,230	6,566	655	14,597	30.3
Month Total Forecast		43,500			21,073	5,264	1,175	15,086	36.8
Variance		4,743			5,157	1,302	320	1,391	6.5

Twelve MONTHS TO DATE

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std.	% of Sales
Bondex Products	185,424	194,460	9,036	18,329	81,268	20,330	4,918	87,894	45.2
Dramex Products	39,382	23,830	14,552	10,245	10,561	2,049	667	10,553	44.3
Powdered Water Paints	23,628	28,374	4,746	1,605	12,785	2,920	802	11,787	41.5
Patching Materials	85,575	90,006	4,431	14,857	47,421	15,678	2,287	24,620	27.4
Miscellaneous Sundries	24,820	37,424	12,604	828	21,741	4,354	971	9,858	26.3
Consumer Liquids	98,470	71,500	26,970	25,512	43,096	5,312	1,907	21,185	29.6
Dry Wall & Others	209,535	184,793	24,742	82,835	91,937	30,988	4,951	55,217	30.8
Private Label & Spec.	104,672	86,295	18,377	19,406	54,441	5,201	2,191	24,662	28.3
To Date Total Actual	770,706	716,682	54,024	171,961	363,250	87,382	18,774	247,276	34.5
To Date Total Forecast		888,643			452,198	102,154	28,828	305,463	34.4
Variance		171,961			88,948	14,772	10,054	58,187	1.1

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THE HEARDON COMPANY AND SUBSIDIARIES

PRODUCT GROUP NET GROSS SALES, DEDUCTIONS AND MARGINS

Schedule 4 C

Eastern DIVISION

MONTH OF December 1965

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std.	% of Sales
Bondex Products	14,446	13,711	735	1,289	6,465	623	231	6,151	44.2
Dramex Products	1,944	1,178	766	178	532	50	45	501	42.5
Powdered Water Paints	2,296	4,909	2,613	2,609	9,700	516	54	1,553	31.5
Patching Materials	4,104	7,305	3,201	2,365	4,199	600	1.3	1,747	43.7
Miscellaneous Sundries	1,769	1,817	48	17	999	708	44	666	38.7
Consumer Liquids	1,324	2,454	1,130	1,094	1,755	150	20	509	38.6
Dry Wall & Others	10,809	11,569	751	440	7,069	1,144	231	3,116	27.0
Private Label & Spec.	1,669	1,360	309	340	1,035	161	31	52	6.1
Month Total Actual	38,401	44,335	5,934	4,135	25,484	3,629	519	14,403	32.5
Month Total Forecast		40,200			20,050	5,105	884	14,161	35.2
Variance		4,135			5,434	1,476	65	242	2.7

Twelve MONTHS TO DATE

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std.	% of Sales
Bondex Products	242,254	210,654	31,600	27,661	87,487	19,292	4,771	95,184	47.1
Dramex Products	33,104	24,397	8,707	4,671	10,942	1,971	568	10,916	44.7
Powdered Water Paints	21,202	29,008	7,806	5,479	14,828	4,435	590	9,155	31.6
Patching Materials	107,291	76,205	31,085	41,627	42,046	9,935	1,686	22,589	29.6
Miscellaneous Sundries	25,214	27,300	2,086	7,103	13,664	2,573	608	10,455	38.3
Consumer Liquids	23,498	21,295	2,203	13,594	13,951	1,869	535	4,940	23.2
Dry Wall & Others	156,979	133,246	23,733	151,809	75,854	22,959	3,037	31,396	23.6
Private Label & Spec.	11,569	11,269	300	354	8,233	1,585	276	1,175	10.4
To Date Total Actual	621,111	533,455	87,656	241,340	267,005	64,629	12,011	189,810	35.6
To Date Total Forecast		774,795		396,345	396,345	100,223	17,499	260,728	33.7
Variance		241,340		129,340	35,594	5,488		70,918	1.9

THE REARDON COMPANY AND SUBSIDIARIES

PRODUCT GROUP NET GROSS SALES, DEDUCTIONS AND MARGINS

Schedule 4 D

Western DIVISION

MONTH OF December 1955

Product Groups	Last Year Sales	Current Sales	Change		Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit	
			Last Yr.	From					at Std.	% of Sales
Bondex Products	4,279	8,273	3,994	1,076	3,938	380	154	3,505	45.0	
Dramex Products	1,003	1,250	282	238	30	-	2	30	48.4	
Powdered Water Paints	4,615	4,308	307	1,480	686	190	15	455	32.2	
Patching Materials	1,082	3,765	2,683	8,930	2,119	237	120	1,772	41.1	
Miscellaneous Sundries	1,761	3,217	1,456	4,352	2,178	138	82	1,557	35.3	
Consumer Liquids	24,591	25,404	413	1,883	5,393	(9)	96	613	35.3	
Dry Wall & Others	15	8	7	5,118	16,307	1,221	392	7,172	28.6	
Private Label & Spec.				8	4			4	30.0	
Month Total Actual	31,777	46,027	8,250	20,117	27,693	2,167	759	15,370	33.4	
Month Total Forecast		66,144			51,100	7,667	1,720	15,757	23.8	
Variance		20,117			13,407	5,440	931	339	9.6	

Twelve MONTHS TO DATE

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance		Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit	
				From Forecast					at Std.	% of Sales
Bondex Products	48,305	63,606	15,301	5,687		31,283	4,028	1,806	26,609	41.8
Dramex Products	3,781	2,163	1,618	1,612		1,315	83	64	701	32.4
Powdered Water Paints	15,366	15,410	44	12,743		8,659	1,809	387	4,555	29.6
Patching Materials	48,661	54,940	6,279	62,900		31,016	5,208	1,774	16,942	29.0
Miscellaneous Sundries	33,947	41,977	8,030	29,868		27,699	2,632	1,597	10,349	24.7
Consumer Liquids	29,665	24,715	4,950	16,068		16,349	413	258	7,695	31.1
Dry Wall & Others	199,463	190,412	9,051	199,466		127,644	17,158	5,245	40,365	21.2
Private Label & Spec.	2,419	574	1,845	157		368	21	12	173	30.1
To Date Total Actual	361,607	393,797	12,190	328,187		244,333	31,552	10,523	107,389	27.3
To Date Total Forecast		721,984				444,682	78,662	20,116	178,524	24.7
Variance		328,187				200,349	47,110	9,593	71,135	2.6

BON - 00908

THE REARDON COMPANY AND SUBSIDIARIES

PRODUCT GROUP NET GROSS SALES, DEDUCTIONS AND MARGINS

Schedule 4 D

DIVISION

Southwestern

MONTH OF

December 1965

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std. Sales	% of Sales
Bondex Products	3,019	6,256	3,277	1,399	3,045	395	114	2,741	44.7
Dramex Products	231	9	222	191	5	1	7	113	11.3
Powdered Water Paints	792	528	135	1,542	477	194	12	295	26.4
Patching Materials	4,012	1,641	2,371	10,897	934	247	104	340	19.9
Miscellaneous Sundries	43	931	830	6,086	608	159	79	101	10.3
Consumer Liquids	494	155	339	3,645	54	3	2	34	3.5
Dry Wall & Others	17,860	6,471	11,389	16,751	4,102	1,304	265	600	13.4
Private Label & Spec.	13	3	7	16,751	4	1	1	1	50.0
Month Total Actual	26,466	16,439	10,027	37,705	9,299	2,300	571	4,269	26.0
Month Total Forecast		54,144			33,553	7,231	1,500	11,560	21.5
Variance		37,705			24,254	5,031	1,029	7,391	4.5

MONTHS TO DATE

Twelve

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std. Sales	% of Sales
Bondex Products	34,363	43,635	9,273	10,642	20,495	3,881	1,443	17,617	40.8
Dramex Products	1,510	768	742	1,027	414	47	33	274	35.7
Powdered Water Paints	12,072	9,864	2,208	14,631	5,437	1,740	340	2,347	23.8
Patching Materials	41,081	42,554	1,473	66,751	24,751	5,083	1,621	11,599	26.2
Miscellaneous Sundries	23,803	26,344	2,541	34,214	18,194	2,564	910	4,576	17.7
Consumer Liquids	8,205	3,131	5,074	15,806	2,365	288	125	353	11.3
Dry Wall & Others	114,797	99,436	15,361	202,066	65,367	15,753	4,154	14,152	14.2
Private Label & Spec.	2,177	365	1,812	171	227	19	12	107	29.3
To Date Total Actual	238,008	226,098	11,910	344,966	137,250	29,375	8,638	50,835	22.5
To Date Total Forecast		571,034			351,177	68,790	16,958	134,139	23.5
Variance		344,966			213,927	39,415	8,320	83,304	1.0

BON - 00909

THE REARDON COMPANY AND SUBSIDIARIES

PRODUCT GROUP NET GROSS SALES, DEDUCTIONS AND MARGINS

Schedule 4 D

DIVISION

Northwestern

MONTH OF December 1965

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std. Sales	% of Sales
Bondex Products	1,260	1,977	717	477	891	(16)	40	1,332	53.7
Dramex Products	95	53	42	47	25	(1)		89	53.7
Powdered Water Paints	216	352	145	62	189	(4)	7	170	47.0
Patching Materials	503	2,667	2,064	1,907	1,815	(19)	10	3,450	54.4
Miscellaneous Sundries	1,039	2,834	1,795	1,734	1,570	(16)	10	1,866	44.7
Consumer Liquids	1,267	3,662	1,795	1,702	2,299	(17)	15	763	24.9
Dry Wall & Others	6,631	18,633	11,802	11,633	12,205	(73)	137	6,574	54.2
Private Label & Spec.									
Month Total Actual	11,311	29,586	18,277	17,588	18,394	(133)	218	11,109	57.5
Month Total Forecast		12,600			7,547	276	150	4,052	33.8
Variance		17,588			10,847	409	98	7,052	37.7

MONTHS TO DATE

Twelve

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std. Sales	% of Sales
Bondex Products	13,942	19,970	6,028	4,955	10,786	147	243	8,792	44.0
Dramex Products	2,271	1,395	876	585	901	36	31	427	30.6
Powdered Water Paints	3,294	5,546	2,252	1,838	3,222	69	47	2,206	39.8
Patching Materials	7,580	12,386	4,806	3,851	6,265	125	153	5,843	47.2
Miscellaneous Sundries	10,144	15,633	5,489	4,346	9,505	268	187	5,673	36.3
Consumer Liquids	21,460	21,584	124	262	13,984	125	133	7,342	34.0
Dry Wall & Others	84,666	90,976	6,310	2,600	62,277	1,405	1,091	26,203	28.6
Private Label & Spec.	242	209	33	14	141	2		66	31.6
To Date Total Actual	143,599	167,699	24,100	16,779	107,083	2,177	1,885	56,554	33.7
To Date Total Forecast		150,920			93,505	9,872	3,158	44,385	29.4
Variance		16,779			13,578	7,695	1,273	12,169	4.3

THE REARDON COMPANY AND SUBSIDIARIES

PRODUCT GROUP NET GROSS SALES, DEDUCTIONS AND MARGINS

Schedule 4 E

Special Contract DIVISION

MONTH OF December 1965

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std. Sales	% of Sales
Bondex Products	2,488 ⁷⁴	3,436	948	1,564	2,711			727	21.2
Dramex Products									
Powdered Water Paints		98	98	98	34	13		51	52.5
Patching Materials									
Miscellaneous Sundries									
Consumer Liquids		586	586	86	320	80	3	183	31.2
Dry Wall & Others		137,305	123,983	89,305	96,420	7,839	716	12,950	23.3
Private Label & Spec.	13,822								
Month Total Actual	16,384	141,925	125,541	87,925	99,485	7,932	719	51,769	23.8
Month Total Forecast		54,000			39,830	2,400	163	11,607	21.5
Variance		87,925			59,655	5,532	556	22,182	2.3

MONTHS TO DATE

Twelve

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std. Sales	% of Sales
Bondex Products	12,582 ⁷⁴	46,162	33,600	1,818	32,949			13,233	28.7
Dramex Products									
Powdered Water Paints		494	271	494	225	14		455	51.6
Patching Materials	765								
Miscellaneous Sundries	94								
Consumer Liquids	45	476	431	476	237	4		235	49.4
Dry Wall & Others	4,212	5,831	1,619	2,031	3,271	782	29	1,749	30.0
Private Label & Spec.	322,431	674,030	351,599	262,730	497,948	34,452	2,097	139,533	20.7
To Date Total Actual	340,203	727,013	386,810	264,713	534,630	35,252	2,126	155,005	21.3
To Date Total Forecast		462,300			335,109	14,618	1,213	111,360	24.1
Variance		264,713			199,521	20,634	913	43,645	2.8

THE REARDON COMPANY AND SUBSIDIARIES

PRODUCT GROUP NET GROSS SALES, DEDUCTIONS AND MARGINS

Schedule 4 F

Canadian (Montreal) DIVISION

MONTH OF December 1965

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std. Sales	% of Sales
Bondex Products	11,316	12,556	1,350	4,606	4,215	560	404	7,187	58.6
Dramex Products	853	961	58	39	484	42	12	396	41.2
Powdered Water Paints	17,035	16,312	723	1,688	6,790	795	485	9,287	50.0
Patching Materials	36,483	40,402	3,919	15,432	17,335	2,950	802	17,632	43.6
Miscellaneous Sundries	2,657	2,972	115	28	1,619	185	128	1,071	36.3
Consumer Liquids	5,692	8,503	2,808	500	5,622	377	249	2,143	26.4
Dry Wall & Others	16,561	16,184	777	4,184	11,221	1,556	387	3,010	18.6
Private Label & Spec.	105		105				23	23	
Month Total Actual	91,312	97,997	6,685	25,997	17,035	6,426	2,522	42,014	42.9
Month Total Forecast		72,000			25,114	3,744	2,520	30,820	42.5
Variance		25,997			11,921	2,682	2	11,392	

MONTHS TO DATE

twelve

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std. Sales	% of Sales
Bondex Products	179,043	165,933	13,110	48,160	52,217	6,557	5,576	101,583	61.2
Dramex Products	10,553	9,423	1,130	77	5,225	395	303	3,500	37.1
Powdered Water Paints	125,777	129,856	4,089	27,384	54,536	6,976	4,438	63,916	49.2
Patching Materials	375,604	358,997	6,607	51,203	155,140	22,517	12,489	178,852	48.5
Miscellaneous Sundries	25,076	44,896	19,820	3,104	23,792	2,224	1,505	17,375	38.7
Consumer Liquids	126,685	123,046	3,639	38,404	87,799	5,117	3,793	26,337	21.4
Dry Wall & Others	189,529	168,317	21,212	48,088	112,326	13,820	5,943	36,228	21.5
Private Label & Spec.	2,998	9,688	6,690	9,688	6,623	457	348	2,320	22.9
To Date Total Actual	1,055,265	1,020,166	15,099	206,732	497,658	58,103	34,394	430,011	42.2
To Date Total Forecast		1,226,898			606,063	68,879	42,307	509,649	41.5
Variance		206,732			108,405	10,776	7,913	79,638	.7

BON - 00912

THE REARDON COMPANY AND SUBSIDIARIES

PRODUCT GROUP NET GROSS SALES, DEDUCTIONS AND MARGINS

Schedule 4 C

Bondex International DIVISION

MONTH OF December 1957

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std. Sales	% of Sales
Bondex Products	133	536	403	411	293	42		153	36.9
Dramex Products									
Powdered Water Paints	1,990	1,990		590	686	(50)	54	1,140	57.6
Patching Materials				50					
Miscellaneous Sundries				75					
Consumer Liquids				350					
Dry Wall & Others									
Private Label & Spec.									

Month Total Actual	2,123	2,526	403	526	1,179	(51)	54	1,344	53.2
Month Total Forecast		2,000			985	136	28	651	42.5
Variance		526			194	187	26	493	10.7

THREE MONTHS TO DATE

Product Groups	Last Year Sales	Current Sales	Change From Last Yr.	Variance From Forecast	Std. Cost of Sales	Sales Freight	Disc. & Allow.	Gross Profit at Std. Sales	% of Sales
Bondex Products	1,827	1,228	599	272	650	145	27	406	33.1
Dramex Products									
Powdered Water Paints	18,098	17,974	124	1,174	7,864	1,209	554	8,347	46.4
Patching Materials	507	982	475	382	555	(95)	6	516	52.5
Miscellaneous Sundries									
Consumer Liquids	1,394	914	480	14	600	26	15	273	29.9
Dry Wall & Others	3,481	4,280	799	80	2,759	161	10	1,330	31.1
Private Label & Spec.									

To Date Total Actual	25,307	25,378	71	1,378	12,428	1,466	612	10,572	42.9
To Date Total Forecast		24,000			11,820	1,632	336	10,212	42.6
Variance		1,378			608	166	276	660	.2

THE REARDON COMPANY AND SUBSIDIARIES

5

OPERATING EXPENSES BY DIVISION AND FUNCTION

For the year 1965

THE REARDON COMPANY (See Budget Statements for detail)	Budget to Fore- cast Ratio on Actual Sales	Original Budget	Actual Expenses
South Central Sales Division	10,023	13,457	11,323
North Central Sales Division	8,270	10,041	9,643
Eastern Sales Division	9,519	11,401	8,380
Western Sales Division	7,067	9,882	11,982
Special Contract Sales Division	<u>3,238</u>	<u>2,046</u>	<u>4,650</u>
Sub-Total Direct Selling	38,117	47,727	46,478
Sales Executive - Marketing	5,629	7,272	(10,154)
Advertising & Publicity	<u>7,550</u>	<u>9,754</u>	<u>(37,175)</u>
Sub-Total Sales & Distribution	51,296	64,753	(852)
Office of President and Directors	3,982	3,600	14,992
Controller and Administrative Services	16,061	14,525	16,424
Director of Manufacturing	4,713	4,260	2,729
Research and Development	<u>4,434</u>	<u>4,011</u>	<u>3,664</u>
TOTAL EXPENSES	80,486	91,149	36,957
Less: Charge to Canada	<u>11,775</u>	<u>11,775</u>	<u>11,775</u>
TOTAL REARDON COMPANY	92,261	102,924	48,732
Bondex International Expenses	<u>518</u>	<u>410</u>	<u>420</u>
Canadian Selling Expenses	14,532	14,631	13,569
Montreal Administrative Expense	<u>13,255</u>	<u>13,346</u>	<u>(14,008)</u>
Total Reardon Ltd.	<u>27,787</u>	<u>27,977</u>	<u>(439)</u>
Consolidated Expenses	<u>120,566</u>	<u>131,311</u>	<u>48,783</u>
Non-operating Expense or (Income)	<u>(3,953)</u>	<u>(3,000)</u>	<u>(5,924)</u>
Consolidated Net Expenses	<u>116,613</u>	<u>128,311</u>	<u>42,859</u>

THE REARDON COMPANY AND SUBSIDIARIES

OPERATING EXPENSES BY DIVISION AND FUNCTION

5

Twelve Months to Date
December 1965

THE REARDON COMPANY See Budget Statements for detail)	Budget to Fore- cast Ratio on Actual Sales	Original Budget	Actual Expenses
South Central Sales Division	140,179	161,484	152,517
North Central Sales Division	102,054	120,492	105,574
Eastern Sales Division	96,028	136,812	103,788
Western Sales Division	63,378	110,524	106,402
Special Contract Sales Division	32,536	35,352	43,544
Sub-Total Direct Selling	434,175	572,724	511,825
Sales Executive - Marketing	65,428	87,264	60,377
Advertising & Publicity	87,756	117,048	64,725
Sub-Total Sales & Distribution	587,359	777,036	636,927
Office of President and Directors	35,807	43,200	52,804
Controller and Administrative Services	148,458	174,300	167,528
Director of Manufacturing	43,565	51,120	43,585
Research and Development	40,351	48,132	50,001
TOTAL EXPENSES	856,580	1,093,788	950,845
Less: Charge to Canada	(43,225)	(43,225)	(43,225)
TOTAL REARDON COMPANY	813,355	1,050,563	907,620
Bondex International Expenses	5,201	4,920	5,024
Canadian Selling Expenses	149,178	175,572	169,237
Montreal Administrative Expense	136,071	160,152	132,471
Total Reardon Ltd.	285,249	335,724	301,708
Consolidated Expenses	1,103,805	1,391,207	1,214,352
Non-operating Expense or (Income)	(29,194)	(36,000)	(39,544)
Consolidated Net Expenses	1,074,611	1,355,207	1,174,808

THE REARDON COMPANY AND SUBSIDIARIES

STATEMENT OF MANUFACTURING OPERATIONS

6

December 1965

PLANTS

PRODUCTION COSTS	St. Louis	Toms River	Los Angeles	Montreal	Total
Actual Costs	144,973	19,162	11,782	37,310	213,227
Standard Costs	178,518	34,612	13,182	45,480	271,792
Current Budget	172,384	33,413	14,270	44,545	265,012
TOTAL VARIANCE	33,545	15,450	2,400	8,170	58,565
% of Std. Cost	18.8%	44.6%	10.6%	18.0%	21.5%
<u>ANALYSIS OF TOTAL VARIANCE</u>					
VARIANCE BETWEEN STANDARD COST AND CURRENT BUDGET ABOVE:					
Volume Variance	4,707	1,061	1,029	613	5,352
Length of Run (Clean-outs)	497	36	25	61	425
Material Formula Change	1,938				1,938
Change in Mfg. Standards	107				107
Occurrence (Heating Program)	1,115	174	84	17	1,042
TOTAL NON-CONTROLLABLE	6,134	1,199	1,088	535	6,780
<u>PLANT CONTROLLABLE:</u>					
Operating Labor Efficiency	179	31	29	39	142
Indirect Labor & Salary Efficiency	1,256	412	520	918	3,106
Idle Time of Direct Labor	191				191
Labor Rates & Premium Pay	156	182	120	341	799
Supplies, Repairs and Services	1,308	1,181	47	554	474
Material Yield and Spoilage	1,323	1,228	122	326	2,757
Other Plant Overhead	556	653	587	4	526
TOTAL EFFICIENCY	4,315	345	789	308	5,067
Purchase Price - Raw Materials	1,401	131	454	759	2,745
Purchase Price - Packing Materials	743	168	43	111	1,065
Purchase Price - Resale Mdse.		30	31	28	27
Inter-plant Standards Adjusted	82	2	246	35	301
TOTAL PRICE VARIANCE	2,062	271	874	877	4,084
Loss on Rework and Scrap	315	60		23	398
Provision for Inventory Loss Reversed	21,349	14,385	825	6,473	43,032
TOTAL ACTUAL VARIANCES	33,545	15,450	1,400	8,170	58,565
FORECASTED VARIANCE	2,000	1,000	1,000	1,000	5,000
UNDER (OVER) FORECAST	35,545	16,450	2,400	9,170	63,565

THE REARDON COMPANY AND SUBSIDIARIES

STATEMENT OF MANUFACTURING OPERATIONS

6

Twelve Months to Date
December 1965

PRODUCTION COSTS	PLANTS				
	St. Louis	Toms River	Los Angeles	Montreal	Total
Actual Costs	1,267,386	343,947	169,186	483,324	2,263,843
Standard Costs	1,302,833	337,468	154,330	478,577	2,283,313
Current Budget	1,280,023	349,634	174,119	481,246	2,285,022
TOTAL VARIANCE	35,502	6,479	4,806	4,747	19,470
% of Std. Cost	2.7%	1.9%	2.9%	1.0%	.9%
<u>ANALYSIS OF TOTAL VARIANCE</u>					
VARIANCE BETWEEN STANDARD COST AND CURRENT BUDGET ABOVE:					
Volume Variance	4,171	12,320	8,574	6,092	22,815
Length of Run (Clean-outs)	543	521	344	341	707
Material Formula Change	18,379	704	613	593	19,063
Change in Mfg. Standards	396				396
Occurrence (Heating Program)	168	29	896	2,439	1,732
TOTAL NON-CONTROLLABLE	22,865	12,166	9,739	2,669	1,709
<u>PLANT CONTROLLABLE:</u>					
Operating Labor Efficiency	2,447	638	48	1,086	2,847
Indirect Labor & Salary Efficiency	4,764	7,155	2,635	4,602	19,156
Idle Time of Direct Labor	324				324
Labor Rates & Premium Pay	3,810	351	1,553	2,795	8,509
Supplies, Repairs and Services	6,336	173	3,545	424	2,194
Material Yield and Spoilage	2,678	2,561	44	5,147	10,430
Other Plant Overhead	1,173	2,032	2,107	1,819	3,067
TOTAL EFFICIENCY	4,302	8,144	6,826	8,111	18,779
Purchase Price - Raw Materials	17,241	121	1,723	4,611	14,232
Purchase Price - Packing Materials	7,914	767	292	1,067	9,456
Purchase Price - Resale Mdse.	61	95	585	339	90
Inter-plant Standards Adjusted	147	316	183	290	62
TOTAL PRICE VARIANCE	24,947	867	2,199	4,173	23,840
Loss on Rework and Scrap	5,349	2,413	833	986	9,581
Provision for Inventory Loss	2,659	911	3,259	5,030	11,859
TOTAL ACTUAL VARIANCES	35,502	6,479	4,806	4,747	19,470
FORECASTED VARIANCE	30,000	15,000	15,000	15,000	75,000
UNDER (OVER) FORECAST	65,502	8,521	10,194	10,253	94,470

THE REARDON COMPANY AND SUBSIDIARIES
DETAIL OF NON-OPERATING INCOME AND EXPENSE

7

December 1965

	<u>Bondex International.</u>	<u>The Reardon Co.</u>	<u>The Reardon Ltd.</u>	<u>Consolidated</u>
NON-OPERATING INCOME				
Interest Income	549	2,793	684	4,026
Foreign Exchange			197	197
Other Non-Operating Income		160		160
Purchase Discount Earned		1,356	144	1,510
Profit on Disposition of Fixed Assets		129		129
Total Non-Operating Income	<u>549</u>	<u>4,448</u>	<u>1,025</u>	<u>6,022</u>
NON-OPERATING EXPENSES				
Interest Expense				
Loss on Disposition of Fixed Assets				
Other Non-Operating Expenses		85	13	98
Total Non-Operating Expenses		<u>85</u>	<u>13</u>	<u>98</u>
Twelve Months to Date				
NON-OPERATING INCOME				
Interest Income	1,473	13,716	8,748	23,937
Foreign Exchange		9	505	496
Other Non-Operating Income		2,851	366	3,217
Purchase Discount Earned		12,806	1,889	14,695
Profit on Disposition of Fixed Assets		129		129
Total Non-Operating Income	<u>1,473</u>	<u>29,493</u>	<u>11,508</u>	<u>42,474</u>
NON-OPERATING EXPENSES				
Interest Expense				
Loss on Disposition of Fixed Assets				
Other non-Operating Expenses	1,533	1,216	181	2,930
Total Non-Operating Expenses	<u>1,533</u>	<u>1,216</u>	<u>181</u>	<u>2,930</u>

THE REARDON COMPANY AND SUBSIDIARIES

ADVERTISING BUDGET AND EXPENDITURES

3

	Month of December 1965				Months to Date		
	Annual Budget	Accrual Write-off	Actual Spent	Under (Over)	Annual Accrual Write-off Budget	Actual Spent	Under Budget (Over)
U.S.A.:							
Consumer Magazines						210	210
Newspapers	5,000	413		413	5,000		5,000
Television	5,000	413		413	5,000		5,000
Radio	5,000	424		424	5,000		5,000
Trade Magazines	15,000	1,250		1,250	15,000	8,943	6,057
Direct Mail	8,000	663	30	633	8,000	9,591	1,591
Outdoor Advertising	2,000	163		163	2,000	3	1,997
Dealer Co-op.	21,000	1,750	1,429	321	21,000	12,660	8,340
Color Cards	11,000	924	5	919	11,000	5,069	5,931
Promotion	4,000	337	(1)	338	4,000	703	3,297
Display Materials	24,000	2,000	(668)	2,668	24,000	15,800	8,200
Maritz Plan			210	210		210	210
New Products							
Telephone Book Ads	5,000	413	899	486	5,000	5,002	2
TOTAL U.S.A. ADVERTISING	105,000	8,750	1,904	5,846	105,000	58,191	46,809
% of Consumer Sales		8.0%	1.7%	6.3%		7.1%	3.2%
CANADA:							
Ad. Media *	33,480	2,790	1,289	1,501	33,480	15,004	18,476
Dealer Co-op	1,560	130		130	1,560	905	655
Promotion Materials **	15,360	1,280	4,338	3,058	15,360	24,454	9,094
TOTAL CANADA	50,400	4,200	5,627	1,423	50,400	40,363	10,037
% of Consumer Sales		4.3%	5.7%	1.4%		5.7%	1.1%
CONSOLIDATED TOTAL	155,400	12,950	7,527	5,423	155,400	98,554	56,846
% of All Sales		2.9%	1.7%			3.6%	1.3%

* Includes Consumer Magazines, Newspapers, Television, Radio, Trade Magazines, Direct Mail, Outdoor Advertising, and Telephone Book Ads.

**Includes Color Cards, Promotion and Display Materials

THE REARDON COMPANY AND SUBSIDIARIES

INVENTORIES AT STANDARD COST

December 1965

INVENTORIES BY LOCATION	1-1-65 Beginning Inventory	Current Month	Increase or (Decrease) of Prior Month	No. of Months On Hand	Purchase Commitments
ST. LOUIS					
In Transit		7,203	1,778		
Raw Material	6,551	91,096	5,293	.86	23,335
Packing Material	89,320	59,227	9,927	1.74	13,242
In Process	58,838	1,378	441		
Finished Goods	1,127	143,263	30,688	.92	
	28,527				
TOTAL	252,163	302,197	14,131		37,077
TOMS RIVER					
Raw Material		37,125	3,531	2.12	5,287
Packing Material	29,495	23,348	1,029	3.67	3,940
In Process	21,892	50			
Finished Goods		49,136	479	1.39	
	68,472				
TOTAL	112,859	109,709	4,081		9,227
LOS ANGELES					
Raw Material		21,391	79	2.76	1,022
Packing Material	12,289	14,203	2,439	9.57	
In Process	9,570	19	1		
Finished Goods	254	35,354	4,290	1.45	
	40,603				
TOTAL	68,716	71,967	1,723		1,022
WAREHOUSES					
Seattle Finished Goods		-	1,722		
	25,994				
MONTREAL					
Raw Material		46,777	6,605	1.74	
Packing Material	44,678	27,514	4,331	3.06	
In Process	23,220	652	198		
Finished Goods	944	76,724*	576	1.63	
	81,674				
TOTAL	150,516	151,777	2,548		
CONSOLIDATED					
Raw Material		203,592	3,918		
Packing Material	188,333	124,422	13,198		
In Process	113,520	2,109	638		
Finished Goods	2,325	305,527	29,731		
	315,270				
TOTAL	619,448	635,650	9,253		
AVERAGE MONTHLY PRICE VARIANCE		Last Year	This Year To Date		Finished Goods Warehouses
St. Louis		515	2,091		51,176 Ville d'Anjo
Toms River		96	46		14,617 Toronto
Los Angeles		98	158		9,820 Winnipeg
Montreal		220	324		1,111 Sydney
					76,724
TOTAL		1,89	1,981		
AVERAGE MONTHLY NORMALIZATION			29		
(Freight & Cost Differential on Inter-plant shipments)		217			

DIVISION PROFIT AND LOSS BY SALES DISTRICT

South Central

12 Months to Date 1965

10-A

District No.	1	2	3	4	8	7	13	14	15	16	19	Total
Name of Salesman	Giger	Langley	Winstor	Cahill	Cahill	Open	Wingler	Moore	Chester	Open	House	
NET GROSS SALES	174,761	108,002	132,205	58,782	32,351	64,907	89,578	82,230	31,808	1,391	5,362	681,317
Less:												
Super Distr. Allow.	169		208	(19)	(175)	89		1,929	360			2,561
Cash Discount	3,120	1,944	2,511	983	569	1,196	1,637	1,340	2,504	27	83	15,916
Freight on Sales	6,306	5,448	15,245	7,622	5,987	10,445	10,384	7,530	15,703	293	(86)	85,033
% of Sales	3.6%	5.0%	11.6%	13.0%	18.5%	16.1%	11.6%	9.2%	11.9%	21.1%	(1.5%)	9.7%
Std. Cost of Sales	92,949	58,221	84,215	31,110	15,173	30,353	39,691	44,674	69,575	525	5,013	449,904
% of Sales	53.2%	53.9%	40.6%	52.6%	46.5%	46.8%	44.3%	54.3%	53.1%	37.7%	56.6%	51.6%
Plant Variances												
(On cost of sales)	(1,533)	(990)	(1,163)	(517)	(285)	(571)	(708)	(723)	(1,160)	(12)	(47)	(7,754)
Shipping Expense												
on Weight Shipped	4,329	2,731	3,350	1,630	784	1,515	1,676	2,333	3,920		24	72,385
Commissions & Subsidy	7,220	6,013	5,945	5,858	4,723	6,137	5,394	6,578	6,000	86		56,754
District												
Travel Expense	2,959	2,952	4,551	4,350	3,515	4,566	4,211	2,804	4,471			34,379
Samples & Free Goods	706	608	305	464	159	401	601	139	330	3	580	4,301
Rucks	672	600	600	-	72	168	-	234	512	24		3,312
DIRECT SELLING MARGIN	57,869	30,435	35,338	7,301	1,829	10,596	25,770	15,312	27,966	418	1,669	214,523
% of Sales	33.1%	28.2%	26.7%	12.4%	5.7%	16.3%	28.6%	18.5%	21.2%	30.1%	31.5%	24.3%
Other Selling Expenses:												
Div.Mgr.Exp.	6,224	3,846	4,708	2,093	1,152	2,311	3,190	2,928	4,604	51	189	31,356
Coop Adv.Allow&Signs	1,867	522	397	382	295	532	1,126	361	1,067	43		6,975
Gen.Sls.Mgr.												
Advertising	5,787	3,576	4,378	1,946	1,071	2,149	2,966	2,723	4,364	46	176	29,182
Merchandising Margin	43,991	22,491	25,855	2,880	689	5,144	18,488	9,297	17,921	298	1,304	146,980
% of Sales	25.2%	20.8%	19.6%	4.9%	2.1%	7.9%	20.6%	11.3%	13.6%	21.4%	24.6%	16.7%
Other Overhead:												
Gen.Adm.												
Research	12,284	7,694	8,487	4,111	2,005	4,013	5,246	5,904	9,248	68	397	59,457
Non-Oper.												
Net Profit (Loss)	31,707	14,797	17,368	1,231	2,694	1,131	13,242	3,393	8,673	230	907	87,524
% of Sales	18.1%	13.7%	13.1%	2.1%	8.3%	1.7%	14.8%	4.1%	6.6%	16.5%	17.1%	9.9%

DIVISION PROFIT AND LOSS BY SALES DISTRICT

12 Months to Date 1907

10 B

North Central

District No.	23	24	25	35	29	30	34	32	38	33	37	39	Total
Name of Salesman	Miller	Murphy	Grizzle	Point Special	Doty	William	Schneider	Stewart	Saunders	Kader	Went	Ref-Kor	Total
NET GROSS SALES	98,144	77,162	102,391	21,999	60,877	64,869	29,552	57,470	11,127	24,522	71,968	96,801	716,682
Less:													
Super Distr. Allow.				947			974		410		1,377		5,939
Cash Discount	1,816	1,255	1,914	365	1,172	1,212	455	949	200	449	3,608	1,671	12,833
Freight on Sales	16,311	14,516	10,738	1,314	6,362	9,846	3,357	9,429	650	3,768	5,519	5,570	67,421
% of Sales	16.63%	18.8%	10.5%	6.0%	10.5%	15.2%	11.4%	16.1%	7.6%	15.5%	7.7%	5.8%	12.8%
Std. Cost of Sales	46,634	37,021	47,650	11,262	26,112	32,910	16,043	30,593	6,507	10,307	35,923	55,228	353,950
% of Sales	47.5%	48.0%	46.5%	51.2%	42.9%	50.7%	54.3%	53.2%	59.0%	42.4%	51.1%	61.2%	50.7%
Plant Variances													
(On cost of sales)	(437)	(347)	(447)	(105)	(545)	(309)	(150)	(287)	(62)	(97)	(305)	(555)	(3,40)
Shipping Expense	2,163	1,753	2,101	493	1,008	1,601	776	1,297	214	498	1,655	1,685	15,24
on Weight Shipped													
Commissions & Subsidy	5,802	7,181	5,371	873	3,791	4,928	1,057	5,947	414	3,337	2,683		41,38
District Travel Expense	4,070	3,302	2,322		2,233	2,996		4,663		2,640			22,42
Samples & Free Goods	96	420	120		202	38	107	148	20	13	537	304	1,52
Backs	40	1,264	144		192	72	264	408	48	48	120	240	1,13
DIRECT SELLING MARGIN	21,636	11,797	32,478	6,851	20,048	11,575	6,669	4,523	2,466	3,159	16,091	28,658	167,95
% of Sales	22.0%	15.3%	31.7%	31.1%	32.9%	17.8%	22.6%	7.9%	22.2%	13.0%	25.1%	29.6%	23.4
Other Selling Expenses:													
Div.Mgr. Exp.	3,128	2,459	3,263	701	1,040	2,068	942	1,832	355	775	2,294	3,085	22,82
Coop Adv.Allow&Signs	647	1,468	3,213	183	325	362	1,192	1,783	135	335	1,880	1,307	12,43
Gen.Sls.Mgr.													
Advertising	2,913	2,290	3,039	653	1,807	1,925	877	1,706	330	722	2,136	2,873	21,27
Merchandising Margin	14,948	5,580	22,963	5,314	15,976	7,220	3,658	798	1,646	1,327	11,761	21,393	111,02
% of Sales	15.2%	7.2%	22.4%	24.2%	26.2%	11.1%	12.4%	1.4%	14.8%	5.5%	16.4%	22.1%	15.5
Other Overhead:													
Gen.Adm.													
Research													
Non-Oper.	6,775	5,378	6,923	1,636	3,794	4,781	2,331	4,445	954	1,497	5,655	8,604	52,77
Net Profit (Loss)	8,173	202	16,040	3,678	12,182	2,439	1,327	5,243	692	170	6,126	12,789	58,23
% of Sales	8.3%	.3%	15.7%	16.7%	20.0%	3.8%	4.5%	9.1%	6.2%	.7%	8.5%	13.2%	8.1%

DIVISION PROFIT AND LOSS BY SALES DISTRICT

12 Months to Date 1965

10 C

Southern

District No.	67	68	69	71	75	77	79	Total
Name of Salesman	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate
NET GROSS SALES	80,171	92,112	63,355	68,078	115,558	82,480	1,311	469
Less:								
Super Distr. Allow.	1,114	574	110	3	251			
Cash Discount	1,522	1,642	1,180	1,310	2,183			4
Freight on Sales	5,647	7,655	6,246	9,618	20,283			
% of Sales	7.0%	8.3%	9.9%	14.1%	17.6%			
Std. Cost of Sales	12,129	15,081	30,336	32,480	61,015			
% of Sales	52.5%	53.3%	47.9%	47.7%	53.8%			
Plant Variances (On cost of sales)	574	668	413	442	821			
Shipping Expense on Weight Shipped	2,319	2,795	1,665	1,965	3,980			
Commissions & Finu OR Subsidy	148	109	149	177				
District	5,822	6,374	5,550	5,380	6,593			
Travel Expense	5,800	3,729	3,732	3,701	4,249			
Samples & Free Goods	247	269	326	79	320			
Free Goods	72	120	18	48	24			
DIRECT SELLING MARGIN	14,697	19,075	13,539	12,761	15,724			
% of Sales	18.3%	20.7%	21.4%	18.7%	13.6%			
Other Selling Expenses:								
Div.Mgr.Exp.	3,132	3,601	2,476	2,660	4,515			
Coop Adv.Allow&Signs	1,198	1,206	907	1,470	339			
Gen.Sls.Mgr.								
Advertising	3,972	4,564	3,139	3,373	5,727			
Merchandising Margin	6,394	9,705	7,017	5,258	5,143			
% of Sales	8.0%	10.5%	11.1%	7.7%	4.5%			
Other Overhead:								
Gen.Adm.								
Research	7,419	8,643	5,342	5,720	10,745			
Non-Oper.								
Net Profit (Loss)	1,025	1,062	1,675	462	5,602			
% of Sales	1.3%	1.2%	2.6%	.7%	4.8%			

BON - 00923

DIVISION PROFIT AND LOSS BY SALES DISTRICT										12 Months to Date 1965		1964
District No.	40	43-59	50	51	52	53	54	55	56	57	Southwest	Total
Name of Salesman	Crinkley	Rtn. Rte.	Scraper	Ray	Walston	Freeze	Swindle	Harbush	Brascom	Monte	Wester	Total
NET GROSS SALES	30,303	6,000	8,941	1,612	70,196	9,434	5,629	31,097	10,340	13,546	246,098	167,699
Less:												
Super Distr. Allow.			70	16		801		3,475			4,362	4,362
Cash Discount	657	116	264	213	1,175	161	111	639	160	771	4,276	1,885
Freight on Sales	5,951	761	709	1,694	6,262	729	1,272	738	1,764	8,105	29,375	2,177
% of Sales	22.9%	12.7%	8.9%	14.6%	8.9%	8.6%	22.6%	2.4%	17.2%	19.3%	13.0%	1.3%
Std. Cost of Sales	16,060	3,461	7,251	7,030	42,870	5,309	3,291	29,619	6,075	25,276	117,450	107,003
% of Sales	53.0%	57.7%	81.1%	60.6%	61.1%	62.2%	58.5%	65.5%	58.5%	58.0%	60.7%	63.9%
Plant Variances												
(On cost of sales)	376	82	170	165	2,004	124	77	483	132	592	3,215	617
Shipping Expense												
on Weight Shipped	1,638	254	635	490	2,906	365	231	1,345	365	1,938	10,200	9,550
Commissions & Subsidy	6,000		429	1,193	5,711		427		2,748	4,357	10,865	12,288
District Travel Expense	1,577			1,087	1,430				1,615	1,742	7,851	7,851
Samples & Free Goods	138	146	288	86	693	14	23		59	362	1,739	229
	144			96	120	144				72	576	1,296
DIRECT SELLING MARGIN	3,638	1,250	965	466	8,025	787	197	3,795	2,607	11	6,389	26,385
% of Sales	12.0%	20.8%	10.8%	4.0%	11.4%	9.3%	3.5%	12.2%	25.2%		2.5%	15.7%
Other Selling Expenses:												
Div. Mgr. Exp.	2,341	661	986	1,280	7,740	930	621	3,429	1,140	1,801	24,929	16,650
Coop Adv. Allow & Signs	540	1	9	112	101	120				43	1,026	1,573
Gen. Sls. Mgr.												
Advertising	1,534	304	453	588	3,554	427	285	1,574	525	2,205	11,447	8,450
Merchandising Margin	9,153	284	2,413	2,446	3,370	690	709	1,208	4,270	7,038	31,013	5,632
% of Sales	30.2%	4.7%	27.0%	21.1%	4.8%	8.2%	12.6%	3.9%	41.3%	16.2%	13.7%	3.4%
Other Overhead:												
Gen. Adm.												
Research	3,164	682	1,429	1,387	8,446	1,046	648	4,062	1,197	4,980	27,041	21,098
Non-Oper.												
Net Profit (Loss)	12,317	398	3,842	3,833	11,816	1,736	1,357	5,270	5,467	12,018	58,054	15,466
% of Sales	40.6%	6.6%	43.0%	33.0%	16.8%	20.6%	24.1%	16.9%	52.9%	27.6%	25.7%	9.2%

DIVISION PROFIT AND LOSS BY SALES DISTRICT

12 Months to Date 1965

10 E

Special Contract

District No. Name of Salesman	80 St. L.	81 Montgomery W.R.	82 Hard Luk.	83 J.C.P.	90 W.D. G.H.	91 W.D. G.H.	Pvt Label Sub Total	97 GSA-335	98 W.D. G.H.	99 W.D. G.H.	Total
NET GROSS SALES	100,311	29,746	48,607	6,696	6,563	6,779	198,702	498,154	19,252	10,905	727,013
Less:											
Super Distr. Allow.											
Cash Discount					127	150	257	1,847	20	2	2,126
Freight on Sales	(388)			20	866	567	1,065	33,776	145	215	35,252
% of Sales	(.4%)			.3%	13.2%	8.4%	.2%	6.8%	1.0%	2.0%	4.8%
Std. Cost of Sales	71,352	21,731	40,900	4,601	3,953	4,227	146,764	366,408	13,262	8,195	534,630
% of Sales	71.1%	73.1%	84.1%	68.7%	60.2%	62.4%	73.9%	73.6%	68.9%	75.2%	73.5%
Plant Variances (On cost of sales)	(706)	(215)	(405)	(46)	(39)	(42)	(1,453)	(15,754)	(131)	(81)	(22,045)
Shipping Expense on Weight Shipped	3,307	910	1,326	179	281	251	6,254	7,623	487	297	14,661
Commissions & Subsidy	12,621	3,743	6,116	842	826	852	25,000				25,000
District Travel Expense	1,776	527	861	119	115	120	3,512				3,512
Samples & Free Goods	182	49	95		39		365				365
DIRECT SELLING MARGIN	12,167	3,001	286	981	325	674	16,932	108,880	5,418	2,276	133,506
% of Sales	12.1%	10.1%	.6%	14.7%	6.0%	9.9%	8.5%	21.9%	28.1%	20.9%	18.4%
Other Selling Expenses:											
Div.Mgr.Exp.											
Coop Adv.Allow&Signs											
Gen.Sls.Mgr.											
Advertising											
Merchandising Margin											
% of Sales											
Other Overhead:											
Gen.Adm.	4,645	1,415	2,663	300	257	275	9,555	23,855	863	534	34,801
Research											
Non-Oper.											
Net Profit (Loss)	7,522	1,586	2,949	681	138	399	7,377	85,025	4,555	1,742	98,69
% of Sales	7.5%	5.3%	6.1%	10.2%	2.1%	5.9%	3.7%	17.1%	23.7%	16.0%	13.6

DIVISION PROFIT AND LOSS BY DIVISION - 1950

12 MONTHS TO DATE 1950

Canadian

District No.	80-91	86	87	88	89	90	92	94	96-99	97	98	95	Total
Name of Salesman	Open	Expanding	Middleton	McIlroy	McIlroy	McIlroy	McIlroy	McIlroy	McIlroy	McIlroy	McIlroy	McIlroy	McIlroy
NET GROSS SALES	10,883	113,500	85,474	75,111	114,510	33,543	103,066	31,509	150,285	58,148	207,801	335	1,020,156
Less:													
Super Distr. Allow.													
Cash Discount	329	3,694	2,682	2,558	5,208	1,036	3,561	1,072	5,021	1,825	7,392	16	14,597
Freight on Sales	443	4,040	5,958	8,475	4,820	3,453	6,537	47	10,640	9,481	4,011	(2)	58,103
% of Sales	4.1%	3.7%	7.0%	11.3%	3.3%	10.3%	6.5%	.2%	7.1%	16.3%	1.9%	(.6%)	5.7%
Std. Cost of Sales	6,371	51,734	37,978	39,034	57,628	15,301	59,022	17,312	71,923	30,570	132,450	149	497,658
% of Sales	58.5%	45.6%	44.4%	52.0%	46.8%	45.6%	54.1%	54.9%	47.9%	52.7%	48.3%	44.5%	48.1%
Plant Variances (On cost of sales)	61	494	362	372	645	145	553	165	627	293	958	1	4,747
Shipping Expense on Weight Shipped	211	1,925	1,342	1,453	2,752	650	2,444	777	2,897	1,170	3,910	4	19,543
Commissions & Subsidy		7,903	5,929	6,131	6,786	3,027	4,767		7,434	4,132	9,000		55,109
District Travel Expense		2,601	3,854	-	2,646		3,081		4,149	142	2,577		20,650
Samples & Free Goods	530	1,971	638	546	570	74	923	247	967	456	291		7,211
DIRECT SELLING MARGIN	2,938	38,718	26,731	16,542	53,455	9,856	26,168	11,089	46,502	9,970	77,804	167	322,741
% of Sales	27.0%	34.1%	31.3%	22.0%	37.0%	29.4%	25.8%	37.7%	30.0%	17.0%	37.4%	49.8%	31.6%
Other Selling Expenses:													
Div. Mgr. Exp.	712	7,423	5,590	4,912	9,451	2,194	7,133	2,061	9,829	3,803	13,592	22	66,72
Coop Adv. Allow. & Signs													
Gen. Sls. Mgr. Advertising	431	4,491	3,382	2,972	5,718	1,327	4,315	1,247	5,946	2,301	8,222	11	40,36
Merchandising Margin	1,795	26,804	17,759	8,658	38,286	6,335	16,720	8,581	40,727	3,875	55,990	134	215,66
% of Sales	16.5%	23.6%	20.8%	11.5%	26.5%	18.9%	15.3%	27.2%	20.4%	6.7%	26.9%	40.0%	21.1
Other Overhead:													
Gen. Adm.													
Research Non-Oper.	1,034	8,401	6,165	6,336	10,978	2,484	9,581	2,810	11,685	4,978	16,305	24	80,78
Net Profit (Loss)	761	18,403	11,594	2,322	27,308	3,851	7,139	5,771	19,042	1,103	39,685	110	134,86
% of Sales	7.0%	16.2%	13.6%	3.1%	18.9%	11.5%	6.5%	18.3%	12.7%	1.9%	19.1%	32.8%	13.

