## A Business Study

## Of Single-Unit

## Cooperative Grain Elevators

by Nellis A. Briscoe, Kenneth B. Boggs, Alvin C. Geis and Henry Ponder
Department of Agricultural Economics


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To operate effectively, grain elevator managers and boards of directors need information about other similar firms with which they can compare their own operations picture. In most cases, they do not have access to the financial records of other local grain-marketing agencies. A single-unit elevator, operating in only one community, finds it especially difficult to find information by which to gauge its own operations. In a multiple-unit business, operating in several communities, the local managers at least have the benefit of being able to compare their operations with those of the other local units.

The study reported in this bulletin was undertaken to provide local elevator managements with a picture of the financial operations of other similar elevators, thus furnishing a basis for analysis of specific local operations. This report consolidates and analyzes the financial statements of 39 single-unit cooperative elevator associations of similar size.

In 1955 there were 93 cooperative elevator associations in Oklahoma, including about 20 multiple-unit associations of the single-unit associations, the audits of 39 were available for this study.

[^0]Since the terminology and time periods of the original audits were not standardized, the balance sheets, operation statements and detailed expense items were edited for uniformity. All of the expense and income items common to the majority of the audits were listed as major items on the comparative accounting statements. Some discretion was used in placing items of income and expense that were not common in the majority of the audit reports.

For purposes of analysis, the elevators were divided into three groups, based on total sales, as shown in Table 1.

Table 1.-Grouping of Elevators for Analysis.

|  | Number of Elevators in Group |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{aligned} & \text { Iocated in } \\ & \text { major wheat } \\ & \text { area } \end{aligned}$ | $\begin{gathered} \text { Out } \\ \text { Major } \\ \text { area } \end{gathered}$ | $\begin{gathered} \text { eat } \\ \text { Total } \end{gathered}$ | Range in Total Annual Sales | $\begin{aligned} & \text { Range in } \\ & \text { Storage Capacity } \\ & \text { (bushels) } \end{aligned}$ |
| Group I | 9 | 1 | 10 | \$107,695-\$250,000 | 20,000-460,000 |
| Group II | 17 | 2 | 19 | 250,001-450,000 | 15,000-976,000 |
| Group III | 8 | 2 | 10 | 450,001-784,906 | 16,000-600,000 |

The locations of the 39 elevators are shown in Figure 1. All but five are located in what is normally considered the major wheat-producing area of Oklahoma. Four of the five located outside the wheat area had operated as single-unit cooperative elevators for only a relatively short time, as compared to others included in the study.


Figure 1-Location of Elevators Included in this Study

Sales volume did not appear to be related to the location of the elevators in relation to the major wheat producing area. Neither was it related to storage capacity, as may be seen in Table 1.

The two major types of accounting statements used in these studies were those important in the operation of any business: the balance sheet and the operating statement. The balance sheets were used to indicate the financial position of these firms at specific dates, and include three principal sections: assets, liabilities, and owners' equity. The operating statements were used to summarize the income and expenses incurred by the elevators during a given period-that is, the operations which resulted in the net income (savings) for that period. The major operating statement items listed were sales, total gross earnings, operating earnings, net earnings before patronage refunds to the local association, total net earnings (savings), and losses.

## Balance Sheet Analysis

## Assets

Assets of the elevators are summarized, by groups, in Figures 2 and 3 , and shown in more detail in Appendix Table 1.


Figure 2-Average Total Assets, Selected Oklahoma Grain Elevators, 1953-1955

## Current Assets

Cash accounts for the three-year period 1953-1955 averaged 32.47 percent of current assets for Group I, 28.74 percent for Group II, and 37.40 percent for Group III (Figure 3).

Accounts-receivable-trade increased each year during the three-year period. Group I elevators increased accounts-receivable from $\$ 5,080.80$ in 1953 to $\$ 6,813.14$ in 1955 . Group II increased from $\$ 5,712.03$ in 1953 to $\$ 8,676.35$ in 1955 and Group III increased accounts-receivable trade from $\$ 7,822.33$ in 1953 to $\$ 13,207.48$ in 1955.

Inventory as a percent of current assets ranged from a high of 52.30 percent to a low of 5.33 percent (Appendix VII). Group III had the highest average percentage of inventory to total assets for the three year period 1953-1955 with 32 percent (Figure 3). These inventory percentages can fluctuate as a result of converting inventory into cash or by increasing the inventory and paying for it with cash.

## Other Assets

The percentage of other assets to total assets will continue to increase until the regional and central cooperatives start to redeem the stock they have issued.* Group III had the highest percentage of other assets to total assets with 29 percent. Group II was low with 19 percent (Figure


Figure 3-Average Current Assets, Selected Oklahoma Grain Elevators, 1953-1955
2). The local cooperative has little control over the account since they do not determine what percent of their patronage refund will be in cash or what percent will be in stock.

## Permanent Assets

Since the major function of the firms included in this study is to handle and store grain, large investments in equipment and buildings are required. The average percentage of permanent assets to total assets was 55 percent for Group I, 56 percent for Group II, and 46.34 percent for Group III. Groups I and II had approximately the same percentage of permanent assets to total assests invested (Figure 2). In 1955 Group I had an average $\$ 93,127.34$, Group II had $\$ 160,110.29$ and Group III had $\$ 131,471.81$ invested in permanent assets.
*Other assets consisted largely of equities in other cooperatives.

## Liabilities

Liabilities of the elevators are summarized in Figures 4 and 5, and shown in detail in Appendix Table II.

## Current Liabilities

Current liabilities were 9.00 percent of total liabilities for Group I during the three-year period 1953-1955, 13.00 percent of total liabilities for Group II, and 20.00 percent of total liabilities for Group III (Figure 4). For financial soundness, the smaller this percentage the better. A percentage above 39 may indicate a financial weakness.


Accruals Reserves
a Current Liabilities


Figure 4-Average Liabilities, Selected Oklahoma Grain Elevators, 1953-1955 Mortgages, Accruals and Reserves, and Current Liabilities As A Percent of Total Liabilities

Several instances were found in the study where accounts payable were relatively large and thus current liabilities were large. This indicates that these elevators may have been short of operating capital and were not paying cash for purchases and, therefore, were not taking advantage of possible cash discounts.

For the three-year period, 1953-1955, the average current liabilities of Group I ranged from $\$ 2,816.28$ in 1959 to $\$ 4,455.51$ in 1955 , Group II ranged from $\$ 9,436.78$ in 1953 to $\$ 6,219.99$ in 1955 , Group III ranged from $\$ 8,349.15$ in 1953 to $\$ 10,994.16$ in 1955.

## Accruals and Reserves

The average accrual and reserve as a percent of total liabilities for the three-year period 1953-1955 was 5 percent for Group I, 8 percent for Group II, and 10 percent for Group III (Figure 4).

## Mortgages

In the three-year period 1953-1955, mortgages as a percent of total liabilities were the highest for Group I at 86 percent and the lowest for Group III at 70 percent (Figure 4).

Average mortgages ranged from a low of $\$ 19,684.45$ for Group I in 1953 to a high of $\$ 62,223.23$ for Group II in 1954.

## Net Worth

Most of the elevators included in the study had a very favorable percentage of net worth to total assets-that is, the members' equities were generally high. Table 2 shows average members' equity for each of the three groups, by years. Group III had the highest average percentage of net worth to assets, 85 percent, and Group I had the lowest, 74 percent (Figure 5).

Table 2.-Average of Members' Equities, by Years, for the Three Groups of Elevators Studied.

|  | 1953 | 1954 | 1955 |
| :--- | ---: | ---: | ---: |
| Group I | $\$ 32,549.22$ | $\$ 34,549.21$ | $\$ 28,629.12$ |
| Group II | $71,708.27$ | $81,824.11$ | $75,794.70$ |
| Group III | $87,358.26$ | $88,259.62$ | $54,102.11$ |



Figure 5-Liabilities and Net Worth As A Percent of Total Assets, Selected Oklahoma Grain Elevators, 1953-1955

## Operating Statement Analysis

Average operating statements for the three groups, by years, are given in Appendix Table III.

## Sales

Average sales for Group I varied from a low of $\$ 188,761.54$ in 1955 to a high of $\$ 203,900.46$ in 1954 , for Group II from a low of $\$ 316,859.85$ in 1953 to a high of $\$ 350,609.47$ in 1955 and for Group III from a low of $\$ 551,819.33$ in 1953 to a high of $\$ 664,238.76$ in 1955.

## Gross Earnings on Commodities

Gross earnings on commodities (Figure 6) varied with the sales averages. These earnings varied from a low of $\$ 13,674.08$ in 1955 to a high of $\$ 17,029.76$ in 1954 for Group $I$; from a low of $\$ 15,669.86$ in 1953 to a high of $\$ 19,220.59$ in 1955 for Group II; and from a low of $\$ 37,324.60$ in 1953 to a high of $\$ 44,113.66$ in 1954 for Group III.

Group I gross earnings on commodities increased in 1954 over 1953, but decreased in 1955. Group II gross earnings on commodities increased each year. Group III gross earnings on commodities was the highest in 1954, witb "953 and 1955 about equal.

These fluctuations could be caused by variations in farm incomes. In a poor crop year, farmers will buy less commodities than in a good year. Also, there will be less wheat sales, which will lower the gross earnings on the commodities figure.

## Other Operating Income

The two largest income producing headings under other operating income were storage earned and handling income. (See Figure 6). Group I had a steady increase from an $\$ 8,741.36$ storage earned income in 1953 to $\$ 22,352.71$ in 1955 . This was partially caused by increased


Figure 6-Average Gress Earnings on Commoditics, Sacrage Earned, and Net Earnings, Groups I, II, and III Elevators, Oklahoma, 1953-1955
storage facilities. As new elevator capacity was acquired, storage capacity increased and this increased income from storage.

Groups II and III also increased their storage capacity, but some firms within these groups failed to maintain their average storage earnings. This could result from a poor crop year or from failure to keep the local elevators full of grain for storage from other areas.

## Expenses

Average expense items are detailed in Appendix Tables IV and V summarized in Figure 7.

## Salaries

Salaries as a percent of total expense decreased from 53.62 percent in 1953 to 41.16 percent in 1955 for Group I. Although the percentage decreased, the salary expense remained about the same with a slight increase in 1954. The cause for the decrease in percentage was increased. costs for overhead, taxes and licenses, and depreciation. Groups II and III had approximately the same percentage of salaries to total expenses for the years 1953 to 1955, as may be seen in Figure 7.

## Overhead

Except for a slight decrease in 1955 for Group II, overhead expenses increased each year for all three groups. The largest reduction in expenditures for Group II in 1955 was for other overhead, annual meetings expense, and fumigants.

## Taxes and Licenses

Although the average expense incurred for taxes and licenses was very small, it increased for all three groups in 1953 to 1955. Such an increase may result from increased valuation of property, additional property and equipment, and regulations and expenditures which result in additional taxes and licenses.

## Depreciation

Depreciation expense increased each year for Group III elevators, except in 1955 when it decreased $\$ 1.04$. Group I, in 1955 had the largest

## Selected Expenses As A Percent Of Totol Expenses



Figure 7-Average Expenses, Selected Oklahoma Grain Elevators. 1953-1955.
increase in depreciation expense. This increased the percentage of depreciation to total expense from 12.8 percent in 1953 to 19.50 percent in 1955. This was the result of increased expenditures for storage facilities and equipment by the cooperatives in this group.

## Earnings

## Operating Earnings

Operating earnings varied from a low of $\$ 11,853.10$ in 1953 to a high of $\$ 19,230.44$ in 1954 for Group I; from $\$ 24,152.21$ in 1953 to $\$ 39,056.47$ for Group II; and from $\$ 35,188.49$ in 1955 to $\$ 51,918.66$ in 1954 for Group III (See Appendix Table III).

## Patronage Refunds <br> From Other Cooperatives

Patronage refunds from other cooperatives varied from a low $\$ 9,250.23$ in 1955 to a high $\$ 11,211.42$ in 1953 for Group I, from a low of $\$ 14,026.08$ in 1955 to a high of $\$ 15,626.39$ in 1953 for Group II, and from a low of $\$ 16,816.42$ in 1953 to a high of $\$ 25,647.13$ in 1954 for Group II (Appendix III).

## Total Net Earnings

Total net earnings for Group I varied from a high of \$20,779.60 in 1953 to a low of $\$ 13,020.04$ in 1955 (Figure 6) from a high of $\$ 39$,807.39 in 1954 for Group II to a low of $\$ 25,925.07$ in 1955 (Figure 7) and from a high of $\$ 64,162.53$ for Group III in 1954 to a low of $\$ 42$,091.75 in 1955.

## Analysis of the Statement of Wheat Account

Appendix Table VI analyzes the statement of wheat accounts.
Elevators in Group I had the highest percent of the total bushels handled. The elevators in Group I ranged from a plus or a gain of 0.83 percent to a loss of 0.17 percent on total wheat handled. Group III had

## SUMMARY

1. Data for this study were obtained from the annual audits of 39 cooperative grain elevators for the years 1953, 1954 and 1955.
2. The elevators were divided into three groups based on total sales. Group I consisted of 10 elevators whose total sales ranged from $\$ 107$,695.20 to $\$ 250,000.00$. Group II included 19 elevators whose total sales ranged from $\$ 250,001.00$ to $\$ 450,000.00$. Group III consisted of 10 elevators whose total sales ranged from $\$ 450,001.00$ to $\$ 784,906.10$.
3. Group III had the highest percentage of other assets to total assets with 23 percent. Group II was low with 19 percent. The percentage of other assets to total assets will continue to increase until the regional and central cooperatives start to redeem the stock they have issued.
4. Most of the elevators had a very favorable percentage of net worth to total assets; that is, the members owned a satisfactory proportion of their cooperative, Group III had the highest average percentage ( 85 percent), Group II (78 percent), and Group I the lowest average percentage ( 74 percent) of net worth as a percent of total assets.
5. Salaries as a percent of total expense decreased from 53.62 percent in 1953 to 41.16 percent in 1955 for Group I. Although the percentage decreased, the salary expense remained about the same, with a slight increase in 1954.
6. Depreciation expense increased each year, except for Group III in 1955 when it decreased $\$ 1.04$. This increase was the result of expenditures for storage facilities and equipment by the cooperatives.
7. Most of the elevators included in this study had average acid test ratios above the recommended 1 to 1 ratio. The range of the acid test ratio was from a low of 0.79 : l for Elevator Code No. 4 in 1955 to a high of 99.09:1 for Elevator Code No. 18 in 1954.
8. The ratio of accounts receivable to current assets, which should be below 40:100, ranged from a low of 05:100 for one elevator in 1955 to a high of 88:100 for another in 1955.

## AVERAGE ASSETS

Appendix Table I.-Average Assets, Selected Oklahoma Grain Elevators, Groups I, II, and III; Oklahoma, 1953-1955.

|  | 1953 | 1954 | 1955 |
| :---: | :---: | :---: | :---: |
| GROUP I |  |  |  |
| Current |  |  |  |
| Cash and Bank Deposits | 11033.20 | 14096.78 | 11095.59 |
| Accounts Receivable |  |  |  |
| Trade | 5080.80 | 5046.12 | 6813.14 |
| Freight | 37287 | 487.36 | 93.33 |
| Accrued Storage Receivable | 5058.51 | 11026.62 | 8603.24 |
| Inventories | 6879.08 | 8740.52 | 9938.40 |
| Other Current Assets | 1633.20 | 3601.20 | 1954.78 |
| Total Current Assets | 30057.66 | 42998.62 | 38498.49 |
| Other Assets |  |  |  |
| Prepaid Insurance Premium | 558.85 | 382.68 | 517.10 |
| Sccurity Deposits | 8.45 | 8.00 | 800 |
| Investment |  |  |  |
| Consumer Cooperative Assoc. | 902.19 | 894.09 | 949.42 |
| Union Equity | 23104.36 | 27083.22 | 30197.69 |
| Stock |  |  |  |
| Wichita Bank of Cooperatives | 1080.00 | 2480.00 | 2776.65 |
| Miscellaneous Assets | 1871.15 | 2007.86 | 1997.13 |
| Total Other Assets | 27525.00 | 32855.86 | 36445.98 |
| Permanent |  |  |  |
| Land | 878.30 | 892.69 | 907.05 |
| Buildings | 3449.48 | 4794.76 | 4822.11 |
| Less Reserve for Depreciation | 1206.80 | 1381.84 | 1574.49 |
| Elevator Building and Equipment | 52327.23 | 94583.93 | 120568.28 |
| Less Reserve for Depreciation | 1521501 | 21849.80 | 33707.28 |
| Furniture and Fixtures | 1639.50 | 1655.88 | 1758.74 |
| Less Reserve for Depreciation | 669.29 | 733.90 | 826.57 |
| Truck (Delivery Equipment) | 982.32 | 1440.14 | 2067.65 |
| Less Reserve for Depreciation | 590.98 | 630.50 | 827.00 |
| Other Pe:manent Assets | 29322.65 | 17624.94 | 786888 |
| Less Reserve for Depreciation | 6079.90 | 6256.37 | 7930.03 |
| Total Permanent Assets | 64837.49 | 90139.95 | 93127.34 |
| TOTAL ASSETS | 122420.15 | 165999.42 | 168071.81 |

## GROUP II

Current

| Cash and Bank Deposits | 17364.97 | 20187.46 | 20312.55 |
| :--- | ---: | ---: | ---: |
| Accounts Receivable | 571203 | 6785.59 | 8676.35 |
| $\quad$ Trade | 502.29 | 671.13 | 443.85 |
| Freight | 13826.22 | 19006.46 | 10271.56 |
| Accrued Storage Receivable | 15852.72 | 19780.77 | 22233.13 |
| Inventories | 9068.85 | 7192.83 | 3926.01 |
| Other Current Assets | 62327.09 | 73625.24 | 65463.45 |
| $\quad$ Total Current Assets |  |  |  |
| ther Assets | 930.67 | 955.57 | 988.56 |
| Prepaid Insurance Premium | 11.66 | 11.92 | 9.34 |
| Security Deposits |  |  |  |

Appendix Table I-Continued

|  | 1953 | 1954 | 1955 |
| :---: | :---: | :---: | :---: |
| Investment |  |  |  |
| Consumer Cooperative Assoc. | 4084.76 | 4132.79 | 4329.64 |
| Union Equity | 35230.88 | 41828.93 | 46581.76 |
| Stock |  |  |  |
| Wichita Bank of Cooperatives | 1842.11 | 3094.74 | 2877.63 |
| Miscellaneous Assets | 3391.27 | 3377.05 | 3344.75 |
| Total Other Assets | 45491.34 | 53401.00 | 58131.68 |
| Permanent |  |  |  |
| Land | 2204.89 | 2357.18 | 2402.39 |
| Buildings | 32096.63 | 31841.46 | 35730.36 |
| Less Reserve for Depreciation | 6055.41 | 6565.98 | 7471.45 |
| Elevator Building and Equipment | 107884.17 | 150187.75 | 163858.54 |
| Less Reserve for Depreciation | 22799.64 | 33764.33 | 50032.73 |
| Furniture and Fixtures | 2598.48 | 2936.86 | 3244.83 |
| Less Reserve for Depreciation | 1322.19 | 1539.57 | 1789.29 |
| Trucks (Delivery Equipment) | 1287.61 | 1391.54 | 1416.85 |
| Less Reseive for Depreciation | 668.56 | 848.59 | 993.93 |
| Other Permanent Assets | 22602.67 | 2854.3 .92 | 22470.36 |
| Less Depreciation | 4580.57 | 6754.68 | 8725.64 |
| Total Permanent Assets | 133248.08 | 167785.58 | 160110.29 |
| TOTAL ASSETS | 241066.51 | 294811.82 | 283705.42 |
| GROUP III |  |  |  |
| Current |  |  |  |
| Cash and Bank Deposits | 26900.79 | 38118.53 | 32830.38 |
| Accounts Receivable |  |  |  |
| Trade | 7822.33 | 8697.14 | 13207.48 |
| Freight | 507.31 | 387.48 |  |
| Accrued Storage Receivable | 10526.95 | 10925.34 | 6505.56 |
| Inventories | 24046.40 | 27379.20 | 32654.25 |
| Other Curient Assets | 6626.05 | 10656.95 | 3828.96 |
| Total Current Assets | 76429.72 | 96164.65 | 89026.62 |
| Other Assets |  |  |  |
| Prepaid Insurance Premium | 1052.60 | 1047.66 | 1083.49 |
| Security Deposits | 8.50 | 8.50 | 7.50 |
| Investment 8124.60 ( 8835.08 |  |  |  |
| Consumer Cooperative Assoc. | 8124.60 | 8268.69 | 8835.08 |
| Union Equity | 41480.98 | 54136.54 | 59529.77 |
| Stock |  |  |  |
| Wichita Bank of Cooperatives | 1830.00 | 1410.00 | 1869.92 |
| Miscellaneous Assets | 3247.83 | 3936.79 | 5107.46 |
| Total Other Assets | 55744.52 | 68808.18 | 76433.22 |
| Permanent |  |  |  |
| Land | 1349.59 | 1427.29 | 1657.13 |
| Building | 9542.50 | 9714.66 | 9714.66 |
| Less Reserve for Depreciation | 2862.50 | 3364.57 | 3868.15 |
| Elevator Building and Equipment | 125329.11 | 156251.93 | 157194.47 |
| Less Reserve for Depreciation | 36591.70 | 46482.96 | 57052.68 |
| Furniture and Fixtures | 3329.34 | 3035.22 | 3247.11 |
| Less Reserve for Depreciation | 1802.35 | 1782.71 | 2023.34 |
| Trucks (Delivery Equipment) | 3446.09 | 4038.05 | 3939.28 |
| Less Reserve for Depreciation | 2048.88 | 1985.00 | 2179.77 |
| Other Permanent Assets | 38737.34 | 23323.48 | 31687.43 |
| Less Depreciation | 5772.26 | 8594.51 | 10844.32 |
| Total Permanent Assets | 132656.30 | 135580.90 | 131471.81 |
| TOTAL ASSETS | 264830.53 | 300553.72 | 296931.65 |

APPENDIX II

Average Liabilities and Net Worth, Selected Oklahoma Grain Elevators, Groups I, II, and III. 1953-1955

|  | 1953 | 1954 | 1955 |
| :---: | :---: | :---: | :---: |
| GROUP I |  |  |  |
| Current |  |  |  |
| Accounts Payable-Trade | 960.80 | 1407.22 | 1797.90 |
| Interest on Stock Payable | 665.36 | 855.08 | 894.01 |
| Other Current Liabilities | 1190.12 | 993.77 | 1763.60 |
| Total Current Liabilities | 2816.28 | 3256.08 | 4455.51 |
| Accruals and Reserves |  |  |  |
| Accrued FICA Tax | 29.91 | 40.74 | 41.56 |
| Accrued Sales Tax | 75.98 | 81.79 | 79.06 |
| Accrued Interest Payable | 145.13 | 276.74 | 385.06 |
| Reserve for Withholding Tax | 120.90 | 97.19 | 96.86 |
| Reserve for Federal Income Tax | 661.32 | 572.26 | 518.03 |
| Reserve for State Income Tax | 75.70 | 321.94 | 416.64 |
| Other Accruals and Reserves | 769.56 | 364.42 | 432.79 |
| Total Accruals and Reserves | 1878.49 | 1755.07 | 1969.99 |
| Mortgages |  |  |  |
| Mortgages Payable-Wichita Bank | 14552.45 | 34145.48 | 23031.12 |
| Other Mortgages | 5132.50 | 10830.00 | 14998.16 |
| Total Mortgages | 19684.95 | 44975.48 | 3802928 |
| TOTAL LIABILITIES | 24389.72 | 49986.63 | 44454.78 |
| Member Equities |  |  |  |
| Patronage Refund Payable | 16990.99 | 15620.37 | 11559.62 |
| Members Equity Credits | 13414.09 | 16809.24 | 17061.47 |
| Other Member Equities | 2144.14 | 2120.00 | 8.02 |
| Total Member Equity | 32549.22 | 34549.61 | 28629.12 |
| Capital |  |  |  |
| Capital Stock Outstanding | 3461050 | 44628.30 | 57989.10 |
| Capital Stock Credits | 7703.73 | 10403.30 | 10634.86 |
| Surplus Reserve Funds | 18101.12 | 19945.35 | 20447.67 |
| Other Capital | 5075.87 | 6481.24 | 5934.27 |
| Total Capital | 65491.22 | 81458.19 | 95005.90 |
| Total Net Worth TOTAL LIABILITIES AND | 98040.44 | 116007.80 | 123635.02 |
| NET WORTH | 122420.15 | 165994.42 | 168080.81 |

## GROUP II

Current

| Accounts Payable-Trade | 908.44 | 830.60 | 1202.23 |
| :--- | ---: | ---: | ---: |
| Interest on Stock Payable | 1862.86 | 2284.41 | 2458.67 |
| Other Current Liabilities | 6665.48 | 3890.76 | 2559.08 |
| $\quad$ Total Current Liabilities | 9436.78 | 7005.77 | 6219.99 |
| Accruals and Reserves |  |  |  |
| Accrued FICA Tax | 60.29 | 70.62 | 64.38 |
| Accrued Sales Tax | 117.32 | 155.60 | 139.86 |
| Acc: ued Interest Payable | 255.78 | 606.05 | 463.46 |
| Reserve for Withholding Tax | 179.60 | 148.53 | 106.95 |
| Reserve for Federal Income Tax | 1715.63 | 2082.00 | 2219.66 |

## Appendix Table II-Continued

|  | 1953 | 1954 | 1955 |
| :---: | :---: | :---: | :---: |
| Reserve for State Income Tax | 193.93 | 654.85 | 708.79 |
| Other Accruals and Reserves | 1111.71 | 1938.19 | 1245.57 |
| Total Accruals and Reserves | 3634.27 | 5655.83 | 4948.69 |
| Mortgages |  |  |  |
| Mortgages Payable-Wichita Bank | 26883.25 | 45617.44 | 32911.05 |
| Other Mortgages | 11136.84 | 16605.79 | 9118.95 |
| Total Mortgages | 38020.09 | 62223.23 | 42030.00 |
| TOTAL LIABILITIES | 51091.14 | 74884.84 | 53198.68 |
| Member Equities |  |  |  |
| Patronage Refund Payable | 30750.24 | 33004.59 | 19204.16 |
| Member Equity Credits | 39781.75 | 47699.23 | 55409.01 |
| Other Member Equities | 1176.27 | 1120.28 | 1181.52 |
| Total Member Equity | 71708.27 | 81824.11 | 75794.70 |
| Capital |  |  |  |
| Capital Stock Outstanding | 71348.05 | 84646.47 | 95322.16 |
| Capital Stock Credits | 13030.35 | 13003.78 | 22658.78 |
| Surplus Reserve Funds | 26475.17 | 30669.69 | 34788.54 |
| Other Capital | 7413.53 | 9782.93 | 1942.57 |
| Total Capital | 118267.10 | 138102.87 | 154712.05 |
| Total Net Worth | 189975.37 | 219926.98 | 230506.75 |
| TOTAL LIABILITIES AND |  |  |  |
| NET WORTH | 241065.51 | 294811.82 | 283705.42 |
|  | OUP III |  |  |
| Current |  |  |  |
| Accounts Payable-Trade | 1788.45 | 230.65 | 3141.68 |
| Interest on Stock Payable | 3484.85 | 3778.48 | 4621.82 |
| Other Current Liabilities | 3075.85 | 2917.91 | 3230.66 |
| Total Current Liabilities | 8349.15 | 6927.03 | 10994.16 |
| Accruals and Reserves |  |  |  |
| Accrued FICA Tax | 53.36 | 57.25 | 73.52 |
| Accrued Sales Tax | 222.25 | 361.18 | 249.96 |
| Accrued Interest Payable | 279.41 | 226.38 | 169.43 |
| Rese ve for Withholding Tax | 94.55 | 112.64 | 114.29 |
| Reserve for Federal Income Tax | 1823.06 | 2776.81 | 150687 |
| Reserve for State Income Tax | 303.99 | 584.72 | 535.67 |
| Other Accruals and Reserves | 1592.64 | 1341.26 | 856.07 |
| Total Accruals and Reserves | 4369.27 | 5460.24 | 3505.82 |
| Mortgages |  |  |  |
| Mortgages Payable-Wichita Bank | 28513.52 | 21831.69 | 14519.97 |
| O her Mortgages | 5218.81 | 11628.90 | 7639.50 |
| Total Moitgages | 33732.33 | 33460.59 | 22159.47 |
| TOTAL LIABILITIES | 46450.75 | 45847.86 | 36659.45 |
| Member Equities |  |  |  |
| Patronage Refund Payable | 40891.15 | 53897.15 | 30617.58 |
| Members Equity Credits | 29613.43 | 19471.19 | 9594.46 |
| Other Member Equities | 16853.68 | 14891.27 | 13890.06 |
| Total Member Equity | 87358.26 | 88259.62 | 54102.11 |
| Capital |  |  |  |
| Capital Stock Outstanding | 70344.83 | 107029.83 | 14535983 |
| Capital Siock Credits | 25120.57 | 20833.42 | 19525.56 |
| Surplus Reserve Funds | 28716.23 | 35214.55 | 39997.45 |
| Other Capital | 6839.89 | 3368.44 | 1287.24 |
| Total Capital | 131021.52 | 166446.24 | 206170.09 |
| Total Net Worth | 218379.78 | 254705.86 | 260272.20 |
| TOTAL LIABILITIES AND |  |  |  |
| NET WORTH | 264830.53 | 300553.72 | 296931.65 |

## APPENDIX III

Operating Statement, Average of Selected Oklahoma Grain Elevators, Groups I, II, and III, 1953-1955

|  | 1953 | 1954 | 1955 |
| :---: | :---: | :---: | :---: |
| GROUP I |  |  |  |
| Sales | 195889.90 | 203900.46 | 188761.54 |
| Cost of Sales |  |  |  |
| Beginning Inventory | 12001.07 | 5984.18 | 7640.63 |
| Purchases | 175632.42 | 172753.73 | 148487.71 |
| Total Cost of Sales | 187633.49 | 178737.91 | 156128.35 |
| Less: Closing Inventory | 6879.08 | 7912.62 | 8619.25 |
| Cost of Sales | 180754.41 | 186870.70 | 175087.46 |
| Gross Earnings on Commodities | 15135.49 | 17029.76 | 13674.08 |
| Other Operating Income |  |  |  |
| Storage Earned | 8741.36 | 13712.60 | 22352.71 |
| Handling Income | 3914.62 | 5739.51 | 1179.46 |
| Cleaning Income | 586.07 | 1607.69 | 1338.60 |
| Grinding and Treating | 1170.63 | 567.25 | 1033.08 |
| Miscellaneous Operating Income | 136.57 | 3.40 | 16.60 |
| Total Operating Income | 14549.24 | 21630.44 | 25920.45 |
| Total Gross Earnings | 29684.73 | 38660.20 | 39594.53 |
| Expenses |  |  |  |
| Salaries | 9562.22 | 9881.92 | 9529.61 |
| Overhead | 4899.15 | 5645.32 | 7451.63 |
| Taxes and License | 1088.04 | 1284.07 | 1658.00 |
| Dep:eciation | 2282.22 | 2618.44 | 4514.27 |
| Total Expenses | 17831.63 | 19429.76 | 23153.50 |
| Operating Earnings (G.E.-Exp.) | 11853.10 | 19230.44 | 16441.02 |
| Other Deductions |  |  |  |
| Interest Expense | 560.73 | 1753.49 | 1670.76 |
| Donations | 18.61 | 17.41 | 15.30 |
| Directors Fees | 115.94 | 118.60 | 126.48 |
| Miscellaneous Deductions | 374.56 | 141.62 | 153.44 |
| Total Deductions | 1069.85 | 2031.12 | 1965.97 |
| Other Additions |  |  |  |
| Commission on Sales Tax | 35.03 | 22.59 | 19.35 |
| Cash Long | 12.07 | 20.32 | 5.78 |
| Interest Received | 10.45 | 21.05 | 50.51 |
| Miscellaneous Additions | 161.66 | 316.65 | 204.50 |
| Total | 219.22 | 380.61 | 280.13 |
| Net Earnings before patronage Refund | 11002.47 | 17579.94 | 14755.18 |
| Patronage Refund |  |  |  |
| Union Equity | 11095.64 | 9874.67 | 9112.87 |
| Consumer Cooperative Association | 98.62 | 8.19 | 123.04 |
| Other Patronage Refund | 17.16 | 756.42 | 14.32 |
| Total | 11211.42 | 10639.27 | 9250.23 |
| Net Earnings Before Income Tax | 22213.89 | 28219.21 | 24005.41 |
| Reserve for Federal Income Tax | 1242.88 | 968.61 | 930.30 |
| Reserve for State Income Tax | 152.34 | 351.03 | 354.34 |
| Total | 1395.22 | 1319.64 | 1284.64 |

Appendix Table III-Continued

|  | 1953 | 1954 | 1955 |
| :---: | :---: | :---: | :---: |
| Net Earnings before Miscellaneous | 20818.67 | 26899.57 | 22720.77 |
| Miscellaneous | 39.08 | 7009.07 | 9700.73 |
| Total Net Earnings | 20779.60 | 19809.50 | 13020.04 |
| GROUP II |  |  |  |
| Sales | 316859.85 | 341019.11 | 350603.47 |
| Cost of Sales |  |  |  |
| Beginning Inventory | 14344.25 | 10054.84 | 11287.72 |
| Purchases | 193553.03 | 209619.01 | 223994.09 |
| Total Cost of Sales | 248759.99 | 219673.85 | 251071.28 |
| Less: Closing Inventory | 10054.84 | 12120.04 | 13831.56 |
| Cost of Sales | 301190.00 | 324150.88 | 331382.88 |
| Gross Earnings on Commodities | 15669.86 | 16868.25 | 19220.59 |
| Other Operating Income |  |  |  |
| Storage Earned | 23859.76 | 36950.23 | 33607.15 |
| Handling Income | 10233.63 | 15795.93 | 9803.84 |
| Cleaning Income | 1273.68 | 1552.61 | 2092.64 |
| Grinding and Treating | 1149.37 | 2404.76 | 2326.55 |
| Miscellancous Operating Income | 4005.90 | 1677.81 | 1373.39 |
| Total Operating Income | 40522.35 | 58381.34 | 49203.57 |
| Total Gross Earnings | 56192.21 | 75249.59 | 68424.16 |
| Expenses |  |  |  |
| Salaries | 15408.51 | 18240.09 | 17993.05 |
| Overhead | 8007.36 | 9954.92 | 9600.16 |
| Taxes and License | 2023.39 | 2575.26 | 2968.22 |
| Depreciation | 4777.67 | 5422.86 | 5559.82 |
| Total Expenses | 30216.93 | 36193.12 | 36121.24 |
| Operating Earnings (G.E.-Exp.) | 24152.21 | 39056.47 | 32302.92 |
| Other Deductions |  |  |  |
| Interest Expense | 1093.45 | 2671.14 | 2124.61 |
| Donations | 93.83 | 91.55 | 109.13 |
| Dircetors Fees | 172.51 | 256.72 | 193.41 |
| Miscellaneous Deductions | 474.59 | 39.52 | 194.34 |
| Total Deductions | 1834.38 | 3058.93 | 2621.49 |
| Other Additions |  |  |  |
| Commission on Sales Tax | 35.45 | 26.22 | 24.74 |
| Cash Long | 22.19 | 44.43 | 48.54 |
| Interest Received | 141.01 | 155.76 | 226.02 |
| Misce:laneous Additions | 163.26 | 391.81 | 88.91 |
| Total | 361.90 | 618.22 | 388.21 |
| Net Earnings before Patronage Refund | 22472.68 | 36615.77 | 30069.63 |
| Patronage Refund |  |  |  |
| Union Equity | 15435.49 | 14891.87 | 13520.43 |
| Consumer Cooperative Association | 154.69 | 108.02 | 394.42 |
| Other Patronage Refund | 36.22 | 359.24 | 111.22 |
| Total | 15626.39 | 15359.14 | 14026.03 |

Appendix Table III-Continued

|  | 1953 | 1954 | 1955 |
| :--- | ---: | ---: | ---: |
| Net Earnings before Income Tax | 35278.65 | 51974.91 | 44095.71 |
| Reserve for Federal Income Tax | 1721.40 | 2483.36 | 2515.64 |
| Reserve for State Income Tax | 197.75 | 561.56 | 767.15 |
| Total | 1919.15 | 3044.92 | 3282.78 |
| Net Earnings before Miscellaneous | 5676.53 | 48929.98 | 40812.92 |
| Miscellaneous | 150.18 | 9122.59 | 14887.85 |
| Total Net Earnings | 36236.80 | 39807.39 | 25925.07 |


| Sales | 551819.33 | 664238.76 | 552069.84 |
| :---: | :---: | :---: | :---: |
| Cost of Sales |  |  |  |
| Beginning Inventory | 17430.04 | 14995.36 | 15906.14 |
| Purchases | 340767.04 | 401328.34 | 353623.38 |
| Total Cost of Sales | 400640.91 | 416323.70 | 369529.51 |
| Less: Closing Inventory | 14995.36 | 15906.14 | 21163.43 |
| Cost of Sales | 472050.90 | 620125.10 | 513300.72 |
| Gross Earnings on Commodities | 37324.60 | 44113.66 | 38769.12 |
| Other Operating Income |  |  |  |
| Storage Earned | 25548.07 | 33755.07 | 26486.76 |
| Handling Income | 4506.35 | 9187.60 | 4579.64 |
| Cleaning Income | 853.68 | 1151.87 | 1370.34 |
| Grinding and Treating | 400.20 | 3829.37 | 1232.42 |
| Miscellaneous Operating Income | 6913.36 | 1247.92 | 5891.79 |
| Total Operating Income | 38221.66 | 49171.83 | 39560.95 |
| Total Gross Earnings | 75546.26 | 93285.48 | 78330.08 |
| Expenses |  |  |  |
| Salaries | 19653.16 | 21110.06 | 21741.47 |
| Overhead | 10423.26 | 10803.06 | 11037.58 |
| Taxes and License | 2937.52 | 2981.33 | 3891.22 |
| Depreciation | 6146.47 | 6472.36 | 6471.32 |
| Total Expenses | 39160.42 | 41366.82 | 43141.58 |
| Operating Earnings (G.E.-Exp.) | 36385.84 | 51918.66 | 35188.49 |
| Other Deductions |  |  |  |
| Interest Expense | 1122.06 | 1788.81 | 1099.0i |
| Donations | 87.03 | 146.17 | 114.91 |
| Directors Fees | 173.21 | 175.17 | 174.55 |
| Miscellaneous Deductions | 365.39 | 185.24 | 174.87 |
| Total Deductions | 1747.69 | 2295.39 | 1563.34 |
| Other Additions |  |  |  |
| Commission on Sales Tax | 34.55 | 30.96 | 36.47 |
| Cash Long | 39.46 | 47.31 | 55.25 |
| Interest Received | 38.73 | 61.23 | 202.20 |
| Miscellaneous Addition | 119.38 | 223.29 | 2027.85 |
| Total | 232.12 | 362.79 | 2321.77 |
| Net Earnings before Patronage Refund | 34870.28 | 49986.06 | 35946.92 |

## Appendix Table III-Continued

|  | 1953 | 1954 | 1955 |
| :--- | ---: | ---: | ---: |
| Patronage Refund |  |  |  |
| Union Equity | 16331.48 | 24112.17 | 15878.48 |
| Consumer Cooperative Association | 463.16 | 184.82 | 929.15 |
| Other Patronage Refund | 21.78 | 1350.14 | 375.13 |
| Total | 16816.42 | 25647.13 | 17182.75 |
| Net Earnings before Income Tax | 51686.70 | 75633.19 | 53129.68 |
| Reserve for Federal Income Tax | 2184.44 | 3226.82 | 2207.53 |
| Reserve for State Income Tax | 291.42 | 630.36 | 675.69 |
| Total | 2475.86 | 3857.18 | 2883.22 |
| Net Earnings before Miscellaneous | 49210.84 | 71776.01 | 5024.6 .46 |
| Miscellaneous | 228.92 | 7613.48 | 8154.71 |
| Total Net Earnings | 48981.92 | 64162.53 | 42091.75 |

## APPENDIX IV

Expenses, Groups I, II, and III, Grain Elevators, Oklahoma 1953-1955

|  | 1953 | 1954 | 1955 |
| :--- | ---: | ---: | ---: |
|  | GROUP I |  |  |
| Salaries |  |  |  |
| Manager's | 3452.58 | 3963.50 | 3841.23 |
| Other Salaries | 6109.65 | 5918.42 | 5688.38 |
| Total Salaries | 9562.22 | 9881.92 | 9529.61 |
| Overhead |  |  |  |
| Repairs | 674.55 | 398.37 | 1352.74 |
| Office | 257.69 | 308.71 | 26186 |
| Supplies | 228.89 | 504.70 | 630.67 |
| Utilities | 494.27 | 644.37 | 823.46 |
| Advertising | 338.75 | 332.32 | 387.32 |
| Insurance and Banks | 1126.17 | 1300.36 | 1460.05 |
| Legal and Audits | 267.68 | 287.76 | 435.00 |
| Telephone and Telegraph | 247.22 | 229.45 | 230.47 |
| Inspections | 55.75 | 71.54 | 39.70 |
| Truck Expense | 153.43 | 197.40 | 169.16 |
| Extermination and Fumigant | 336.60 | 487.46 | 581.53 |
| Dues and Subscription | 115.10 | 139.31 | 156.26 |
| Railroad Lease | 17.50 | 12.70 | 10.60 |
| Freight and Hauling | 125.24 | 324.62 | 57.50 |
| Annual Meeting Expense | 84.04 | 96.78 | 85.75 |
| Other Overhead | 376.32 | 309.46 | 769.55 |
| Total Overhead | 4899.15 | 5645.32 | 7451.63 |
| Taxes \& Licenses | 1088.04 | 1284.07 | 1658.00 |
| Depreciation | 2282.22 | 2618.44 | 4514.27 |
| Total Expenses | 17831.63 | 19429.76 | 23153.50 |

## GROUP II

Salaries
Manager's
Other Salaries

| 4213.53 | 4284.25 | 4678.00 |
| ---: | ---: | ---: |
| 12419.83 | 13955.74 | 13315.05 |
| 16633.36 | 18239.98 | 17993.05 |

## Appendix Table IV-Continued

|  | 1953 | 1954 | 1955 |
| :---: | :---: | :---: | :---: |
| Overhead |  |  |  |
| Repairs | 1250.83 | 1305.33 | 1312.30 |
| Office | 481.74 | 539.70 | 460.42 |
| Supplies | 227.42 | 306.04 | 416.62 |
| Utilities | 971.68 | 1254.05 | 1337.06 |
| Advertising | 691.68 | 658.68 | 725.76 |
| Insurance and Banks | 2163.25 | 2429.62 | 2514.77 |
| Legal and Audits | 272.27 | 298.50 | 309.48 |
| Telephone and Telegraph | 342.50 | 369.93 | 306.28 |
| Inspections | 52.12 | 74.36 | 53.37 |
| Truck Expense | 218.21 | 231.11 | 290.35 |
| Extermination and Fumigant | 308.50 | 867.09 | 582.24 |
| Dues and Subscription | 154.63 | 206.97 | 217.37 |
| Railroad Lease | 27.74 | 34.09 | 33.88 |
| Freight and Hauling | 120.40 | 97.21 | 79.84 |
| Annual Meeting Expense | 135.20 | 199.36 | 108.32 |
| Other Overhead | 899.67 | 1082.87 | 852.10 |
| Total Overhead | 8317.86 | 9954.92 | 9600.16 |
| Taxes \& Licenses | 2059.82 | 2575.26 | 2968.22 |
| Depreciation | 5028.95 | 5422.86 | 5559.82 |
| Total Expenses | 32039.99 | 36193.01 | 36121.24 |
| GROUP III |  |  |  |
| Salaries |  |  |  |
| Manager's | 4741.14 | 4785.90 | 5605.54 |
| Other Salaries | 14912.02 | 16324.17 | 16135.93 |
| Total Salaries | 19653.16 | 21110.06 | 21741.47 |
| Overhead |  |  |  |
| Repairs | 1606.95 | 1330.49 | 1712.09 |
| Office | 656.61 | 744.47 | 702.40 |
| Supplies | 209.91 | 399.81 | 434.54 |
| Utilities | 1701.40 | 1842.16 | 1961.59 |
| Advertising | 506.63 | 640.21 | 648.70 |
| Insurance and Banks | 2528.12 | 2612.25 | 2544.26 |
| Legal and Audits | 286.00 | 313.56 | 298.78 |
| Telephone and Telegraph | 408.82 | 413.41 | 400.40 |
| Inspections | 78.41 | 42.69 | 38.25 |
| Truck Expense | 735.01 | 663.72 | 850.38 |
| Extermination and Fumigant | 408.24 | 463.83 | 165.50 |
| Dues and Subscription | 120.66 | 106.37 | 207.12 |
| Railroad Lease | 5.96 | 7.16 | 24.16 |
| Freight and Hauling | 126.58 | 268.96 | 15.01 |
| Annual Meeting Expense | 69.54 | 71.47 | 62.40 |
| Other Overhead | 978.42 | 882.48 | 971.99 |
| Total Overhead | 10423.26 | 10803.05 | 11037.58 |
| Taxes \& Licenses | 2937.52 | 2981.33 | 3891.22 |
| Depreciation | 6146.47 | 6472.36 | 6471.32 |
| Total Expenses | 39160.42 | 41366.81 | 43141.59 |

APPENDIX V
Selected Expenses as a Percent of Total Expenses, Groups I, II, and III, Grain Elevators, Oklahoma 1953-1955

|  | 1953 | 1954 | 1955 |
| :---: | :---: | :---: | :---: |
| GROUP 1 |  |  |  |
| Salaries |  |  |  |
| Manager's | 19.36 | 20.40 | 16.59 |
| Other Salaries | 34.26 | 30.46 | 24.57 |
| Total Salaries | 53.62 | 50.86 | 41.16 |
| Overhead |  |  |  |
| Repairs | 3.78 | 2.05 | 5.84 |
| Office | 1.44 | 1.59 | 1.13 |
| Supplies | 1.28 | 2.60 | 2.72 |
| Utilities | 2.77 | 3.32 | 3.56 |
| Advertising | 1.90 | 1.71 | 1.67 |
| Insurance and Banks | 6.32 | 6.69 | 6.31 |
| Legals and Audits | 1.50 | 1.48 | 1.88 |
| Telephone and Telegraph | 1.39 | 1.18 | 1.00 |
| Inspections | . 31 | . 37 | . 17 |
| Truck Expense | . 86 | 1.02 | . 73 |
| Extermination and Fumigant | 1.89 | 2.51 | 2.51 |
| Dues and Subscription | . 65 | . 72 | . 67 |
| Railroad Lease | . 10 | . 06 | . 05 |
| Freight and Hauling | . 70 | 1.67 | . 25 |
| Annual Meeting Expense | . 47 | . 50 | 37 |
| Other Overhead | 2.11 | 1.59 | 3.32 |
| Total Overhead | 27.47 | 29.06 | 32.18 |
| Taxes and Licenses | 6.10 | 6.61 | 7.16 |
| Depreciation | 12.80 | 13.48 | 19.50 |
| Total Expenses | 100.00 | 100.00 | 100.00 |

GROUP II

| Salaries |  |  |  |
| :--- | ---: | ---: | ---: |
| Manager's | 13.15 | 11.84 | 12.95 |
| Other Salaries | 38.76 | 36.56 | 36.86 |
| Total Salaries | 51.91 | 50.40 | 49.81 |
| Overhead | 3.91 | 3.61 | 3.63 |
| Repairs | 1.50 | 1.49 | 1.28 |
| Office | .71 | .85 | 1.15 |
| Supplies | 3.03 | 3.46 | 3.70 |
| Utilities | 2.16 | 1.82 | 2.01 |
| Advertising | 6.75 | 6.71 | 6.96 |
| Insurance and Banks | .85 | .82 | .86 |
| Legal and Audits | 1.07 | 1.02 | .85 |
| Telephone and Telegraph | . .68 | .21 | .15 |
| Inspections | .68 | .64 | .81 |
| Truck Expense | .96 | 2.40 | 1.61 |
| Extermination and Fumigant | .09 | .57 | .00 |
| Dues and Subscriptions | .38 | .09 | .09 |
| Railroad Lease | .42 | .27 | .22 |
| Freight and Hauling | 2.81 | .55 | .00 |
| Annual Meeting Expense | 25.96 | 27.99 | 2.36 |
| Other Overhead | 6.43 | 7.50 | 26.58 |
| Total Overhead | 15.70 | 14.98 | 8.22 |
| Taxes and Licenses | 100.00 | 100.00 | 15.39 |
| Depreciation |  | 100.00 |  |

## Appendix Table V-Continued

|  | 1953 | 1954 | 1955 |
| :---: | :---: | :---: | :---: |
| GROUP III |  |  |  |
| Salaries |  |  |  |
| Manager's | 12.11 | 11.57 | 13.00 |
| Other Salaries | 38.08 | 39.46 | 37.40 |
| Total Salaries | 50.19 | 51.03 | 50.40 |
| Overhead |  |  |  |
| Repairs | 4.10 | 3.22 | 3.97 |
| Office | 1.68 | 1.80 | 1.63 |
| Supplies | . 54 | . 97 | 1.01 |
| Utilities | 4.34 | 4.45 | 4.55 |
| Advertising | 1.29 | 1.55 | 1.50 |
| Insurance and Banks | 6.45 | 6.31 | 5.90 |
| Legal and Audits | . 73 | . 76 | . 69 |
| Telephone and Telegraph | 1.04 | 1.00 | . 93 |
| Inspections | . 20 | . 10 | . 09 |
| Truck Expenses | 1.88 | 1.60 | 1.97 |
| Exteimination and Fumigant | 1.04 | 1.12 | . 38 |
| Dues and Subscription | . 31 | . 26 | . 48 |
| Railroad Lease | . 02 | . 02 | . 06 |
| Freight and Hauling | . 32 | . 65 | . 03 |
| Annual Meeting Expense | . 18 | . 17 | . 14 |
| Other Overhead | 2.50 | 2.13 | 2.25 |
| Total Overhead | 26.62 | 26.11 | 25.58 |
| Taxes and Licenses | 7.50 | 7.21 | 9.02 |
| Depreciation | 15.69 | 15.65 | 15.00 |
| Total Expenses | 100.00 | 100.00 | 100.00 |

## APPENDIX VI

## Statement of Wheat Account, Selected Oklahoma Grain Elevators,

 1953-1955

## GROUP I

Loss or gain in Handling
(Percent)

| 1953 | .25 | -- | .40 | - | $.36^{*}$ | $.07^{*}$ | .45 | .33 | $.29^{*}$ | .67 |
| ---: | ---: | ---: | ---: | :--- | :---: | :--- | :--- | :--- | :--- | ---: |
| 1954 | .54 | -- | .33 | -- | 1.24 | $\overline{4}$ | .40 | .13 | .05 | 1.24 |
| 1955 | .20 | -- | .25 | -- | 2.23 | .75 | .43 | .41 | .09 | -- |

Loss or gain in Shipping
(Percent)

| 1953 | .21 | -- | .16 | - | .36 | 1.03 | .03 | .23 | .14 | $-\overline{1}$ |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| 1954 | .12 | -- | .21 | -- | .00 | -- | $.03^{*}$ | .17 | .04 | .06 |
| 1955 | .36 | -- | .31 | -- | .01 | -- | .04 | $.03^{*}$ | .23 | -- |

Loss or gain Total
(Percent)
1953 . $37 \quad .27 \quad .49 \quad 1.17 \quad .003^{*} .64 \quad .47 \quad .50 \quad .20 * \quad .69$
$\begin{array}{lllllllllll}1954 & .62 & .61 & .37 & .67 & 1.24 & - & .39 & .25 & .07 & - \\ 1955 & .35 & .83 * & .29 & .30 * & 2.24 & .75 & .45 & .41 & .12 & -\end{array}$
Average for Group I $.37 \%$

* Represents gain.
- Represents no data.



## GROUP II

Loss or gain in Handling
(Percent)

$$
\begin{array}{lllllllllll}
1953 & .33 & -- & .41^{*} & .02 & .55 & - & -{ }^{*} & .20^{*} & .49 & .46 \\
1954 & .18 & -- & .09 & .30 & .16 & - & .06^{*} & .11 & .19 & .53 \\
1955 & .21 & -- & .39 & .36 & .26 & -- & .23 & .30 & .31 & .43
\end{array}
$$

Loss or gain in Transit
(Percent)

| 1953 | .31 | -- | .80 | .21 | .15 | -- | $-\bar{c}$ | .21 | $.01^{*}$ | .08 |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| 1954 | .38 | -- | .39 | $.10^{*}$ | $.04^{*}$ | -- | .06 | .12 | .07 | $.21^{*}$ |
| 1955 | .30 | -- | .01 | .06 | .13 | -- | .29 | $.06^{*}$ | $.20^{*}$ | .25 |

Total loss or gain
(Percent)

| 1953 | .50 | -- | .11 | .15 | .62 | -- | $-3^{*}$ | $.03^{*}$ | .49 | .50 |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| 1954 | .34 | -- | .28 | .27 | .15 | -- | $.03 *$ | .18 | .21 | .46 |
| 1955 | .39 | -- | .40 | .40 | .35 | -- | .50 | .29 | .29 | .50 |

## Appendix Table VI-Continued

|  | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Loss or gain in Handling <br> (Percent) |  |  |  |  |  |  |  |  |  |
| 1953 | . 26 | . 23 | .11* | . 06 | . 21 |  | . 16 | . 34 | . 41 |
| 1954 | .07* | . 25 | . 29 | . 33 | . 15 | . 72 | . 57 | . 28 | . 15 |
| 1955 | .65* | . 20 | .12* | . 23 | . 50 | .02* | . 004 | . 17 | . 27 |
| Loss or gain in Transit (Percent) |  |  |  |  |  |  |  |  |  |
| 1953 | . 19 | . 10 | . 33 | . 11 | . 22 | -- | . 12 | . 06 | . 10 |
| 1954 | . 13 | . 32 | . 19 | .09* | . 04 | . 14 | . 21 | . 41 | . 34 |
| 1955 | . $13 *$ | . 46 | . 06 | .01* | . 35 | . 44 | . 14 | .03* | . 32 |
| Total Loss or gain (Percent) |  |  |  |  |  |  |  |  |  |
| 1953 | . 34 | . 28 | . 21 | . 15 | . 36 | -- | . 21 | . 39 | . 41 |
| 1954 | . 03 | . 35 | . 47 | . 27 | . 17 | . 79 | . 61 | . 48 | . 24 |
| 1955 | .67* | . 43 | .10* | . 23 | . 63 | . 29 | . 07 | . 16 | . 36 |

[^1]

## GROUP III

Loss or gain in Handling
(Percent)

| 1953 | -- | .17 | .75 | -- | .28 | -- | .28 | -- | .30 | .42 |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| 1954 | -- | .42 | .55 | -- | .26 | -- | .21 | -- | .19 | .17 |
| 1955 | -- | $.03^{*}$ | .19 | -- | .30 | -- | .29 | -- | $.04^{*}$ | $.06^{*}$ |

Loss or gain in Transit
(Percent)

| 1953 | -- | .50 | .05 | - | .06 | -- | $.009^{*}$ | - | .24 | .75 |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| 1954 | -- | .08 | $.12^{*}$ | -- | .06 | -- | .09 | -- | .10 | .56 |
| 1955 | -- | .23 | .17 | -- | .08 | -- | .08 | -- | .20 | .59 |

Total loss or gain
(Percent)

| 1953 | - | .31 | .79 | $27.28^{1}$ | .33 | .48 | .28 | .08 | .48 | .62 |
| :--- | :--- | :--- | :--- | :---: | :--- | :--- | :--- | :--- | :--- | :--- |
| 1954 | -- | .44 | .48 | .79 | .30 | .36 | .29 | 1.11 | .24 | .42 |
| 1955 | -- | .00 | .30 | .13 | .34 | $.29^{*}$ | .33 | 1.13 | .08 | .14 |

[^2]
## APPENDIX VII

Cash and Inventory as a Percent of Current Assets and Total Assets, Selected Oklahoma Grain Elevators, 1953-1955


## APPENDIX VIII

## Ratio of Current Assets, Minus Inventory, to Current Liabilities, Oklahoma Grain Elevators, 1953, 1954, 1955

| Group No. | Elevator Code No. | 1953 | 1954 | 1955 | Three Year Average |
| :---: | :---: | :---: | :---: | :---: | :---: |
| I | 1 | 8.43:1 | 6.54:1 | $5.63: 1$ | 6.87:1 |
|  | 2 | 7.22:1 | 13.25:1 | 8.73:1 | 9.73:1 |
|  | 3 | 6.14:1 | 19.52:1 | 34.27:1 | 19.98:1 |
|  | 4 | 1.55:1 | . $90: 1$ | .79:1 | 1.08:1 |
|  | 5 | 1.18:1 | 6.94:1 | 2.58:1 | 3.57:1 |
|  | 6 |  | 3.76:1 |  | 3.76:1 |
|  | 7 | 27.20:1 | 13.94:1 | 8.70:1 | 16.61:1 |
|  | 8 | 5.85:1 | 20.16:1 | 3.28:1 | 9.76:1 |
|  | 9 |  | 92.56:1 | 43.21:1 | 67.88:1 |
|  | 10 | 6.31:1 | 24.30:1 | 3.22:1 | 11.28:1 |
| II | Group |  |  |  |  |
|  | Average | 7.98:1 | 20.19:1 | 12.27:1 | 15.05:1 |
|  | 11 | 14.04:1 | 2.21:1 | 7.69:1 | 7.98:1 |
|  | 12 | 1.80:1 | 7.63:1 | 2.66:1 | 4.03:1 |
|  | 13 | 12.49:1 | 55.57:1 | 74.02:1 | 47.36:1 |
|  | 14 | 2.03:1 | 18.71:1 | 20.91:1 | 13.88:1 |
|  | 15 |  | 13.32:1 |  | 13.32:1 |
|  | 16 | 1.04:1 | 1.65:1 | 1.10:1 | 1.26:1 |
|  | 17 | 15.03:1 | 12.47:1 | 1.59:1 | 6.70:1 |
|  | 18 | 31.13:1 | 99.09:1 |  | 65.11:1 |
|  | 19 | 2.83:1 | 2.61:1 | 5.45:1 | 3.63:1 |
|  | 20 | 7.73:1 | 9.28:1 | 3.65:1 | 6.89:1 |
|  | 21 | 23.31:1 | 15.30:1 | 7.92:1 | 15.51:1 |
|  | 22 | 8.71:1 | 14.02:1 | 11.44:1 | 11.39:1 |
|  | 23 | 15.01:1 | 17.19:1 | 76.07:1 | 36.09:1 |
|  | 24 | 21.03:1 | 17.67:1 | 10.83:1 | 16.51:1 |
|  | 25 | 21.44:1 | 11.38:1 | 4.56:1 | 12.46:1 |
|  | 26 | 1.82 :1 | 2.04:1 | 5.96:1 | 3.27:1 |
|  | 27 | 7.05:1 | 8.82:1 | 6.69:1 | 7.52:1 |
|  | 28 | 9.46:1 | 7.69:1 | 16.13:1 | 7.85:1 |
|  | 29 | 6:39:1 | 6.07:1 | 8.02:1 | 6.83:1 |
| III | Group |  |  |  |  |
|  | Average | 22.48:1 | 32.27:1 | 33.09:1 | 28.76:1 |
|  | 30 | .80:1 | 2.54:1 | 4.31:1 | 2.55:1 |
|  | 31 | 7.11:1 | 3.59:1 | 3.19:1 | 4.63:1 |
|  | 32 | 2.16:1 | 2.80:1 | 2.30:1 | 2.42:1 |
|  | 33 | 30.02:1 | 22.02:1 | 24.85:1 | 25.63:1 |
|  | 34 | -- | -- | -- | -- |
|  | 35 | -- |  |  |  |
|  | 36 | 6.83:1 | 10.62:1 | 6.05:1 | 7.83:1 |
|  | 37 | 4.19:1 | 12.20:1 | 1.20:1 | 5.86:1 |
|  | 38 | 4.02:1 | 6.13:1 | 5.23:1 | 5.13:1 |
|  | 39 | 6.98:1 | 11.31:1 | 5.98:1 | 8.09:1 |
|  | Group |  |  |  |  |
|  | Average | 7.77:1 | 8.90:1 | 6.64:1 | 7.77:1 |

## APPENDIX IX

## Ratio of Accounts Receivable to Current Assets, Oklahoma Grain Elevators 1953, 1954, and 1955

| Group No. | Elevator Code No. | 1953 | 1954 | 1955 | Three Year Average |
| :---: | :---: | :---: | :---: | :---: | :---: |
| I | 1 | 25:100 | 29:100 | 23:100 | 26:100 |
|  | 2 | 43:100 | 51:100 | 25:100 | 40:10) |
|  | 3 | 41:100 | 47:100 | 51:100 | 46:100 |
|  | 4 | 50:100 | 39:100 | 39:100 | 43:100 |
|  | 5 | 19:100 | 42:100 | 38:100 | 33:100 |
|  | 6 | 16:100 | 46:100 | 21:100 | 28:100 |
|  | 7 | 31:100 | 71:100 | 58:100 | 53:100 |
|  | 8 | 40:100 | 18:100 | 44:100 | 34:100 |
|  | 9 | 74:100 | 80:100 | 71:100 | 75:100 |
|  | 10 | 28:100 | 15:100 | 53:100 | 32:100 |
| Group Average |  |  |  |  |  |
|  |  | 37:100 | 44:100 | 42:100 | 41:100 |
| II | 11 | 18:100 | 40:100 | 25:100 | 28:100 |
|  | 12 | 35:100 | 41:100 | 41:100 | 39:100 |
|  | 13 | 50:100 | 44:100 | 21:100 | 38:100 |
|  | 14 | 34:100 | 35:100 | 25:100 | 31:100 |
|  | 15 | 68:100 | 73:100 | 38:100 | 60:100 |
|  | 16 | 20:100 | 34:100 | 20:100 | 25:100 |
|  | 17 | 51:100 | 36:100 | 31:100 | 39:100 |
|  | 18 | 41:100 | 64:100 | 25:100 | 43:100 |
|  | 19 | 59:100 | 35:100 | 43:100 | 46:100 |
|  | 20 | 47:100 | 52:100 | 88:100 | 62:100 |
|  | 21 | 84:100 | 31:100 | 38:100 | 51:100 |
|  | 22 | 26:100 | 47:100 | 33:100 | 35:100 |
|  | 23 | 35:100 | 33:100 | 38:100 | 35:100 |
|  | 24 | 46:100 | 69:100 | 49:100 | 55:100 |
|  | 25 | 21:100 | 52:100 | 29:100 | 34:100 |
|  | 26 | 71:100 | 31:100 | 30:100 | 44:100 |
|  | 27 | 66:100 | 47:100 | 24:100 | 46:100 |
|  | 28 | 18:100 | 52:100 | 15:100 | 28:100 |
|  | 29 | 46:100 | 52:100 | 45:100 | 48:100 |
| Group Average |  |  |  |  |  |
|  |  | 44:100 | 46:100 | 35:100 | 41:100 |
| III | 30 | 50:100 | 28:100 | 34:100 | 34:100 |
|  | 31 | 76:100 | 72:100 | 57:100 | 68:100 |
|  | 32 | 12:100 | 43:100 | 31:100 | 29:100 |
|  | 33 | 14:100 | 22:100 | 24:100 | 20:100 |
|  | 34 | 72:100 | 63:100 | 40:100 | 58:100 |
|  | 35 | 08:100 | 07:100 | 14:100 | 10:100 |
|  | 36 | 58:100 | 20:100 | 37:100 | 38:100 |
|  | 37 | 06:100 | 10:100 | 05:100 | 07:100 |
|  | 38 | 23:100 | 30:100 | 14:100 | 22:100 |
|  | 39 | 50:100 | 37:100 | 30:100 | 39:100 |
|  | Group |  |  |  |  |
|  | Average | 36:100 | 33:100 | 29:100 | 33:100 |


[^0]:    The research reported herein was done under Oklahoma Station Project No. 809.
    *The material in this study was from a masters thesis prepared by Henry Ponder who is now an assistant professor, Division of Agriculture, Virginia State College, Petersburg, Virginia.

[^1]:    *Represents gain.

[^2]:    *Represents gain.
    ${ }^{1}$ This firm handled only 1,701 bushel and 50 pounds of wheat this year and lost 464 bushel and 20 pounds in handling.

