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## Staff Paper

## 2000 Business Analysis Summary for Swine Farms

by

Sherrill B. Nott
Staff Paper 2001-32
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# 2000 BUSINESS ANALYSIS SUMMARY FOR SWINE FARMS 

Michigan Data from Telfarm/MicroTel Staff Paper No. 2001-32, 28 pages

by

Sherrill B. Nott ${ }^{1}$

## Introduction

I. This report is organized as follows:
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## II. List and sequence of Tables

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## Data Source

Farm types were assigned using the 1992 Census of Agriculture's Standard Industrial Classification (SIC) definitions. Basically, any farm with 50 percent or more of value of farm sales from one item becomes a farm of that type. Swine farms have 50 percent or more of value of combined sales from fat hogs, feeder pigs and cull breeding hogs.

This report is a summary of the financial and production records kept by swine farmers enrolled in the Telfarm/MicroTel record program through Michigan State University Extension. Farm records were included if a Finan ${ }^{2}$ summary was completed on 2000 data including

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beginning and ending balance sheets, plus income and expenses. The summary was included if cash discrepancy was less than $10 \%$ of gross cash inflow, and if the debt discrepancy was less than $\$ 1,000$. The averages are reported in the tables below; it should be recognized that considerable variability exist in the data. Ten of the 14 farms grew crops in addition to hogs. The unweighted mean of acres cropped was 1,058 acres; the standard deviation of the mean was 585 acres and the median was 1,121 acres. The unweighted mean of the net farm income for all 14 farms was $\$ 88,624$. The standard deviation of the mean was $\$ 99,344$ and the median was $\$ 73,823$ of net farm income.

This report has three purposes: 1) to provide statistical information about the financial results on swine farms during 2000; 2) to provide production costs for comparative analysis and forward planning; and 3) to provide information on the trends in resource use, income and costs during the last few years. For swine farm averages in 1995, see Staff Paper 96-86, Michigan Farm Database, New Directions for 1995; it contains averages of 19 swine farms calculated with Finansum. Staff Paper 97-30, Business Analysis Summary for Swine Farms, contains averages of 17 swine farms for 1996. Staff Paper 98-23, 1997 Business Analysis Summary for Swine Farms, contains averages of 20 swine farms for 1997. Staff Paper 99-34, 1998 Business Analysis Summary for Swine Farms, contains averages of 14 swine farms for 1998. Staff Paper 2000-28, 1999 Business Analysis Summary for Swine Farms, contains averages of 9 swine farms for 1999. These staff papers are available from the author at http://www.msu.edu/user/nott

Those farms indicating they were farrow to finish operations were included in the first set of tables. The 14 farms in Tables 13 to 25 included the 9 farrow to finish farms plus 5 that were primarily in other types of hog enterprises. The farm was accepted in the average regardless of whether it was a proprietorship, partnership, limited liability company, or corporation. RankEm ${ }^{3}$ will produce a variety of report options; a subset is included in this publication.

The farms included in the averages below are not a random sample. Most of them kept their financial records with Michigan State University's Telfarm/MicroTel accounting project. The averages may be representative of bigger and better managed swine farms. The 14 farms were spread across the 12 counties of Allegan, Benzie, Berrien, Branch, Calhoun, Eaton, Hillsdale, Huron, Ingham, Kalamazoo, St. Joseph, and Van Buren.

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3 Rankem calculates statistical summaries from Finan data. It is provided by the Center for Farm Financial Management.

Table 1
CROP PRODUCTION SUMMARIES, 2000
Farrow to Finish Swine Farms in Michigan
Average Of
All Farms
Number of Farms9
ACREAGE SUMMARY
Total Acres Owned ..... 396
Total Crop Acres ..... 778
Crop Acres Owned ..... 291
Crop Acres Cash Rented ..... 445
Crop Acres Share Rented ..... 42
Average Of
All FarmsNumber of FarmsCASH FARM INCOMECorn21,588
Mixed Hay ..... 67
Soybeans ..... 34,422
Straw ..... 112
Winter Wheat ..... 3,292
Other crops ..... 4,377
Government payments ..... 46,626
Beef Cow-Calf, Beef Calves ..... 3,801
Beef, Finish Beef Calves ..... 105,667
Hogs, Farrow-Fin, Raised Hogs ..... 461,950
Hogs, Feeder Pigs ..... 1,869
Hogs, Finish Feeder Pigs ..... 22,600
Hogs, Weaning Pigs ..... 93,726
Other farm income ..... 52,125
Gross Cash Farm Income ..... 853, 681

# FARM INCOME STATEMENT, 2000 (Continued) Farrow to Finish Swine Farms in Michigan 

Average Of All Farms

Number of Farms
CASH FARM EXPENSE
Seed 22,968
Fertilizer
Crop chemicals
18, 490

Crop insurance
22,532
Crop insurance 1,880
Drying fuel 5,357
Crop marketing 809
Crop miscellaneous 656
Feeder livestock purchase 80,486
Purchased feed
240,774
Breeding fees
11,093
Veterinary
17,636
Livestock supplies 3,413
Livestock leases 406
Livestock marketing 4,485
Interest
Fuel \& oil
73,881
-12,727
Repairs 25,813
Custom hire 37,027
Hired labor 75,176
Land rent
28,920
Machinery \& bldg leases 7,387
Real estate taxes 13,571
Farm insurance 8,775
Utilities 26,104
Dues \& professional fees 5,180
Miscellaneous
19,421
Total cash expense
764,966
Net cash farm income 88,715
INVENTORY CHANGES
Crops and feed 36,533
Market livestock 22,215
Accounts receivable 392
Prepaid expenses and supplies 16,090
Accounts payable
22,655
Total inventory change
97,885
Net operating profit 186,600
DEPRECIATION AND OTHER CAPITAL ADJUSTMENTS
Breeding livestock $-15,355$
Machinery and equipment $-32,350$
Buildings and improvements -28,745
Other farm capital
514
Total depr. and other capital adj -75,935
Net farm income
\$110, 665

Table 4
INVENTORY CHANGES, 2000
Farrow to Finish Swine Farms in Michigan

|  | Average Of <br> All Farms |
| :--- | ---: |
| Number of Farms | 9 |
| Net cash farm income | 88,715 |
| CROPS AND FEED |  |
| Ending inventory | 150,889 |
| Beginning inventory | 114,356 |
| Inventory change | 36,533 |
| MARKET LIVESTOCK |  |
| Ending inventory | 196,263 |
| Beginning inventory | 174,048 |
| Inventory change | 22,215 |
| ACCTS RECEIVABLE \& OTHER CURRENT | ASSETS |
| Ending inventory | 4,085 |
| Beginning inventory | 3,692 |
| Inventory change | 392 |
| PREPAID EXPENSES AND SUPPLIES |  |
| Ending inventory | 28,261 |
| Beginning inventory | 12,170 |
| Inventory change | 16,090 |
| ACCOUNTS PAYABLE |  |
| Beginning inventory | 29,328 |
| Ending inventory | 6,673 |
| Inventory change | 22,655 |
| Total inventory change | 97,885 |
| Net operating profit | 186,600 |

Table 5
DEPRECIATION AND OTHER CAPITAL ADJUSTMENTS, 2000 Farrow to Finish Swine Farms in Michigan

|  | Average Of <br> All Farms |
| :--- | ---: |
| Number of Farms | 9 |
| Net operating profit | 186,600 |
| BREEDING LIVESTOCK |  |
| Ending inventory | 103,509 |
| Capital sales | 2,144 |
| Beginning inventory | 113,557 |
| Capital purchases | 7,451 |
| Depreciation, capital adj. | $-15,355$ |
| MACHINERY AND EQUIPMENT |  |
| Ending inventory | 120,933 |
| Capital sales | 7,128 |
| Beginning inventory | 124,640 |
| Capital purchases | 35,770 |
| Depreciation, capital adj. | $-32,350$ |
| BUILDINGS AND IMPROVEMENTS |  |
| Ending inventory | 201,724 |
| Capital sales | - |
| Beginning inventory | 219,272 |
| Capital purchases | 11,197 |
| Depreciation, capital adj. | $-28,745$ |
| OTHER CAPITAL ASSETS |  |
| Ending inventory | 16,025 |
| Capital sales | 20,818 |
| Beginning inventory | 22,348 |
| Capital purchases | 13,980 |
| Depreciation, capital adj. | 514 |
| Total depreciation, capital adj. | $-75,935$ |
| Net farm income | 110,665 |
|  |  |

Table 6

## PROFITABILITY AND LIQUIDITY MEASURES, 2000 Farrow to Finish Swine Farms in Michigan

|  | Average Of <br> All Farms | Average Of <br> All Farms |
| :---: | :---: | :---: |
|  | 9 | 9 |
|  | - Cost -- | -- Market |
| PROFITABILITY <br> Net farm income | 110,665 | 122,294 |
| Labor \& mgmt earnings | 91,837 | 72,737 |
| Rate of return on assets | 11.7 \% | $8.3 \%$ |
| Rate of return on equity | 19.5 \% | $8.5 \%$ |
| Operating profit margin | 20.9 \% | 22.9 \% |
| Asset turnover rate | 55.8 \% | 36.3 \% |
| Interest on farm net worth Farm interest expense | 18,828 | 49,557 |
|  | 61,893 | 61,893 |
| Value of operator libr \& mgmt. | 52,006 | 52,006 |
| Return on farm assets <br> Average farm assets | 120,552 | 132,181 |
|  | 1,032,844 | 1,587,817 |
| Return on farm equity | 58,658 | 70,288 |
| Average farm equity | 300,703 | 825,955 |
| Value of farm production | 576,206 | 576,206 |
|  |  | Average Of |
|  |  | All Farms |
| Number of Farms |  | 9 |
| LIQUIDITY (Cash) |  |  |
| Net cash farm income |  | 88,715 |
| Net nonfarm income |  | 4,002 |
| Family living and taxes |  | 30,311 |
| Real estate principal payments |  | 23,909 |
| Cash available for interm. debt |  | 38,497 |
| Average intermediate debt |  | 171,402 |
| Years to turnover interm. debt |  | 4.5 |
| Expense as a \% of income |  | 90 \% |
| Interest as a \% of income |  | $9 \%$ |
| LIQUIDITY (Accrual) |  |  |
| Total accrual farm income |  | 912,821 |
| Total accrual farm expense |  | 726,221 |
| Net accrual operating income |  | 186,600 |
| Net nonfarm income |  | 4,002 |
| Family living and taxes |  | 30,311 |
| Real estate principal payments |  | 23,909 |
| Available for intermediate debt |  | 136,382 |
| Average intermediate debt |  | 171,402 |
| Years to turnover interm. debt |  | 1.3 |
| Expense as a \% of income |  |  |
| Interest as a \% of incom |  | 7 \% |

Table 7

# BALANCE SHEET AT COST VALUES, 2000 <br> Farrow to Finish Swine Farms in Michigan 



# BALANCE SHEET AT MARKET VALUES, 2000 Farrow to Finish Swine Farms in Michigan 

| Average Of |
| ---: |
| All Farms |

Number of Farms
9
ASSETS Beginning Ending

Current Farm Assets
Cash and checking balance
Prepaid expenses \& supplies
Growing crops
Accounts receivable
Hedging accounts
17,901
21,199
12,170 28,261
2,944 2,280
1,131
293
Crops held for sale or feed
39
114, 35
149,323
1,566
Market livestock held for sale
174,04
196,263
321 381
Other current assets
Total current farm assets
322,168
400,696
Intermediate Farm Assets
Breeding livestock
Machinery and equipment
Other intermediate assets
115,425
106,154

Total intermediate farm assets
292,910 299,634
17,993 12,082
426,329 417,871
Long-Term Farm Assets
Farm land
464,625 449,370
Buildings and improvements
349,166 337,112
Other long-term assets
4,355 3,943
Total long-term farm assets
Total Farm Assets
818,145
790,425
$1,566,642 \quad 1,608,992$
Total Nonfarm Assets
80,587 91,564
Total Assets
1,647,228 1,700,556
LIABILITIES
Current Farm Liabilities
Accrued interest $\quad 15,020 \quad 3,032$
Accounts payable 14,308 3,642
Current notes
125,618 137,019
Government crop loans
Principal due on term debt
65,415 61,974
Total current farm liabilities
Intermediate Farm Liabilities
220,362 207,232
Long-term Farm Liabilities
165,511
103,996
Total Farm Liabilities
400,769 366,412
Total Nonfarm Liabilities
786,642 677,640

Total liabs excluding deferreds
3,560
2,807
Total deferred liabilities
790,202 680,446
Total liabilities
28,444 38,976
818,646 719,422
Retained earnings
298,769 429,397
Market valuation equity
529,813 551,737
Net worth (farm and nonfarm)
828,582 981,134
Net worth excluding deferreds
Net worth change
857,026 1,020,110

| Ratio Analysis |  |  |
| :--- | :--- | :--- |
| Current farm liabilities / assets | $68 \%$ | $52 \%$ |
| Curr. \& interm farm liab. / assets | $52 \%$ | $38 \%$ |
| Long term farm liab. / assets | $49 \%$ | $46 \%$ |
| Total debt to asset ratio | $50 \%$ | $42 \%$ |
| Debt to assets excl deferreds | $48 \%$ | $40 \%$ |

## Farrow to Finish Swine Farms in Michigan

Average Of
All Farms
Number of Farms
(a) Beginning cash balance (farm \& nonfarm)

CASH FROM OPERATING ACTIVITIES

Gross cash farm income
Net nonfarm income
Total cash farm expense
Apparent family living expense Income and social security tax
(b) Cash from operations

CASH FROM INVESTING ACTIVITIES
Sale of breeding livestock
2,144
Sale of machinery \& equipment
(+) 7,128
Sale of farm land
(+)
Sale of farm buildings
Sale of other farm assets
Sale of nonfarm assets
Purchase of breeding livestock
Purchase of machinery \& equip.
Purchase of farm land
Purchase of farm buildings
(+) 4,002
(-) -764,966
(-) -29,250
(-) -1,061
$(=) \quad 62,407$

Purchase of other farm assets
Purchase of nonfarm assets
(+)
(+)
63,710
(+)
(-) -7,451
(-) -35,770
(-)
(-) -11,197
(c) Cash from investing activities

CASH FROM FINANCING ACTIVITIES
Money borrowed
302,679
Transfers in from nonfarm sources (+) 14,444
Principal payments (-) -389,476
Dividends paid
(-) -389,476
Transfers out to nonfarm uses
(d) Cash from financing activities
(
(-) -
$(=) \quad-72,353$
(e) Net change in cash balance $(b+c+d) \quad 3,298$

Ending cash balance (farm \& nonfarm) 21,199

|  | Average Of All Farms |
| :---: | :---: |
| Number of Farms | 9 |
| LIQUIDITY |  |
| Current ratio | 1.93 |
| Working capital | 193,464 |
| SOLVENCY (Market) |  |
| Farm debt to asset ratio | $44 \%$ |
| Farm equity to asset ratio | $56 \%$ |
| Farm debt to equity ratio | 80 \% |
| PROFITABILITY (cost) |  |
| Rate of return on farm assets | 11.7 \% |
| Rate of return on farm equity | 19.5 \% |
| Operating profit margin | 20.9 \% |
| Net farm income | 110,665 |
| REPAYMENT CAPACITY |  |
| Term debt coverage ratio | 187 \% |
| Capital replacement margin | 94,443 |
| EFFICIENCY |  |
| Asset turnover rate(cost) | 55.8 \% |
| Operating expense ratio | 72.8 \% |
| Depreciation expense ratio | $8.3 \%$ |
| Interest expense ratio | 6.8 \% |
| Net farm income ratio | $12.1 \%$ |

Farrow to Finish Swine Farms in Michigan

|  | Average Of <br> All Farms |
| :---: | :---: |
| Number of Farms | 9 |
| Income Statement |  |
| Gross cash farm income | 853,681 |
| Total cash farm expense | 764,966 |
| Net cash farm income | 88,715 |
| Inventory change | 97,885 |
| Depreciation and capital adj | -75,935 |
| Net farm income | 110,665 |
| Profitability (cost) |  |
| Labor and management earnings | 91,837 |
| Rate of return on assets | 11.7 \% |
| Rate of return on equity | 19.5 \% |
| Operating profit margin | 20.9 |
| Asset turnover rate | 55.8 |
| Profitability (market) |  |
| Labor and management earnings | 72,737 |
| Rate of return on assets | $8.3 \%$ |
| Rate of return on equity | 8.5 |
| Operating profit margin | 22.9 \% |
| Asset turnover rate | 36.3 |
| Liquidity |  |
| Term debt coverage ratio | 186.6 |
| Expense as a percent of income | 79.6 \% |
| Interest as a percent of income | 6.8 |
| Solvency (cost) |  |
| Number of farms | 9 |
| Ending farm assets | 1,042,390 |
| Ending farm liabilities | 677,640 |
| Ending total assets | 1,109,844 |
| Ending total liabilities | 680,446 |
| Ending net worth | 429,397 |
| Net worth change | 130,629 |
| Ending farm debt to asset ratio | 65 \% |
| Beg total debt to asset ratio | 73 \% |
| End total debt to asset ratio | 61 \% |
| Solvency (market) |  |
| Number of farms | 9 |
| Ending farm assets | 1,608,992 |
| Ending farm liabilities | 713,175 |
| Ending total assets | 1,700,556 |
| Ending total liabilities | 719,422 |
| Ending net worth | 981,134 |
| Net worth change | 152,552 |
| Ending farm debt to asset ratio | 44 \% |
| Beg total debt to asset ratio | 50 \% |
| End total debt to asset ratio | 42 \% |
| Nonfarm Information |  |
| Net nonfarm income | 4,002 |

# OPERATOR AND LABOR SUMMARY, 2000 <br> Farrow to Finish Swine Farms in Michigan 

```
    Average Of
    All Farms
Number of Farms
OPERATOR INFORMATION
    Average number of operators
    Average age of operators
    Average number of years farming
Results Per Operator
    Working capital
    Total assets (market)
    Total liabilities
    Net worth (market)
    Net worth excl deferred liabs
    Gross farm income
    Total farm expense
    Net farm income
    Net nonfarm income
    Family living withdrawals
    Total acres owned
        222.9
    Total crop acres
    Crop acres owned
    Crop acres cash rented
    Crop acres share rented
Labor Analysis
Number of farms 9
Total unpaid labor hours 3,808
Total hired labor hours 6,044
Total labor hours per farm 9,852
Unpaid hours per operator 2,142
Value of farm production / hour 58.49
Net farm income / unpaid hour
29.06
```

Table 13
CROP PRODUCTION SUMMARIES, 2000
Swine Farms in Michigan
(Farms Sorted By Net Farm Income)

|  | Average Of All Farms | Average Of Low 50 \% | Average Of High 50 \% |
| :---: | :---: | :---: | :---: |
| Number of Farms | 14 | 7 | 7 |
| Acreage Summary |  |  |  |
| Total acres owned | 358 | 131 | 586 |
| Total crop acres | 756 | 410 | 1,102 |
| Crop acres owned | 216 | 72 | 361 |
| Crop acres cash rented | 509 | 330 | 688 |
| Crop acres share rented | 31 | 7 | 54 |
| Average Price Received (Cash Sales Only) |  |  |  |
| Wheat, Winter per bushel, \$ | 1.84 | - | - |
| Soybeans per bushel, \$ | 4.83 | - | - |

Table 14

## FARM INCOME STATEMENT, 2000 <br> Swine Farms in Michigan

(Farms Sorted By Net Farm Income)

|  | Average Of <br> All Farms | Average Of Low 50 \% | Average Of High 50 \% |
| :---: | :---: | :---: | :---: |
| Number of Farms | 14 | 7 | 7 |
| Cash Farm Income |  |  |  |
| Corn | 20,625 | 13,493 | 27,756 |
| Corn, Seed | 1,796 | 3,593 | - |
| Soybeans | 29,654 | 6,922 | 52,385 |
| Straw | 379 | - | 759 |
| Sugar Beets | 13,006 | 26,011 | - |
| Timber | 938 | - | 1,876 |
| Wheat, Winter | 5,100 | 4,969 | 5,231 |
| Beans, Dry | 2,243 | 4,485 | - |
| Other crops | 2,814 | - | 5,628 |
| Miscellaneous crop income | 43 | - | 86 |
| Beef Cow-Calf, Beef Calves | 2,444 | - | 4,887 |
| Beef, Finish Beef Calves | 67,929 | - | 135,857 |
| Hogs, Farrow-Fin, Raised Hogs | 296,968 | 151,009 | 442,927 |
| Hogs, Feeder Pigs | 1,450 | 1,430 | 1,470 |
| Hogs, Finish Feeder Pigs | 202,933 | 193,489 | 212,377 |
| Sheep, Market Lambs | 1,481 | 2,961 | - |
| Hogs, Weaning Pigs | 60,252 | - | 120,505 |
| Hogs, Weaning to Finish | 41,828 | 83,656 | - |
| Cull breeding livestock | 24,095 | 3,471 | 44,719 |
| Misc. livestock income | 373 | 48 | 697 |
| Transition payments | 4,236 | 8,472 | - |
| Other government payments | 38,377 | 10,395 | 66,359 |
| Custom work income | 3,953 | 6,293 | 1,614 |
| Insurance income | 89 | 177 | - |
| Cash from hedging accounts | 2,456 | -1,013 | 5,924 |
| Other farm income | 5,663 | 5,689 | 5,638 |
| Gross Cash Farm Income | 831,124 | 525,552 | 1,136,695 |

Swine Farms in Michigan
(Farms Sorted By Net Farm Income)

|  | Average Of All Farms | Average Of Low 50 \% | Average Of High 50 \% |
| :---: | :---: | :---: | :---: |
| Number of Farms | 14 | 7 | 7 |
| Cash Farm Expense |  |  |  |
| Seed | 23,260 | 10,272 | 36,249 |
| Fertilizer | 20,513 | 12,100 | 28,925 |
| Crop chemicals | 21,969 | 11,429 | 32,509 |
| Crop insurance | 1,208 | 9 | 2,408 |
| Drying fuel | 4,584 | 499 | 8,670 |
| Crop marketing | 520 | - | 1,040 |
| Crop miscellaneous | 457 | 22 | 891 |
| Feeder livestock purchase | 129,995 | 95,446 | 164,544 |
| Purchased feed | 225,925 | 158,523 | 293,327 |
| Breeding fees | 7,131 | 1,098 | 13,165 |
| Veterinary | 13,547 | 7,087 | 20,007 |
| Livestock supplies | 2,355 | 1,394 | 3,316 |
| Livestock leases | 1,702 | 2,882 | 522 |
| Livestock marketing | 3,918 | 1,659 | 6,178 |
| Interest | 64,849 | 39,468 | 90,230 |
| Fuel \& oil | 12,585 | 8,893 | 16,277 |
| Repairs | 23,903 | 16,532 | 31,273 |
| Custom hire | 29,199 | 7,670 | 50,729 |
| Hired labor | 54,281 | 25,069 | 83,492 |
| Land rent | 37,760 | 24,253 | 51,266 |
| Machinery \& bldg leases | 12,415 | 640 | 24,191 |
| Real estate taxes | 9,697 | 3,676 | 15,718 |
| Farm insurance | 8,379 | 6,155 | 10,603 |
| Utilities | 23,090 | 15,632 | 30,548 |
| Dues \& professional fees | 3,861 | 1,390 | 6,332 |
| Hedging account deposits | 2,395 | 3,790 | 1,000 |
| Miscellaneous | 22,689 | 27,380 | 17,997 |
| Total cash expense | 762,186 | 482,965 | 1,041,408 |
| Net cash farm income | 68,937 | 42,588 | 95,287 |
| Inventory Changes |  |  |  |
| Crops and feed | 30,042 | 2,521 | 57,563 |
| Market livestock | 32,086 | 19,401 | 44,771 |
| Accounts receivable | 1,955 | 3,121 | 789 |
| Prepaid expenses and supplies | 19,813 | 3,609 | 36,017 |
| Accounts payable | 5,212 | -14,236 | 24,659 |
| Total inventory change | 89,107 | 14,416 | 163,798 |
| Net operating profit | 158,044 | 57,004 | 259,085 |
| Depreciation and Other Capital Adjustments |  |  |  |
| Breeding livestock | -9,871 | -4,745 | -14,997 |
| Machinery and equipment | -31,620 | -20,968 | -42,272 |
| Buildings and improvements | -25,312 | -18,037 | -32,588 |
| Other farm capital | -2,617 | -1,075 | -4,160 |
| Total depr \& other capital adj | -69,421 | -44,824 | -94,017 |
| Net farm income | 88,624 | 12,180 | 165,068 |

Table 16
INVENTORY CHANGES, 2000
Swine Farms in Michigan
(Farms Sorted By Net Farm Income)

|  | Average Of All Farms | Average Of Low 50 \% | Average Of High 50 \% |
| :---: | :---: | :---: | :---: |
| Number of Farms | 14 | 7 | 7 |
| Net cash farm income | 68,937 | 42,588 | 95,287 |
| Crops and Feed |  |  |  |
| Ending inventory | 141,591 | 61,880 | 221,303 |
| Beginning inventory | 111,549 | 59,358 | 163,740 |
| Inventory change | 30,042 | 2,521 | 57,563 |
| Market Livestock |  |  |  |
| Ending inventory | 204,150 | 125,997 | 282,302 |
| Beginning inventory | 172,064 | 106,596 | 237,531 |
| Inventory change | 32,086 | 19,401 | 44,771 |
| Accts Receivable \& Other Current Assets |  |  |  |
| Ending inventory | 6,977 | 4,439 | 9,515 |
| Beginning inventory | 5,023 | 1,319 | 8,726 |
| Inventory change | 1,955 | 3,121 | 789 |
| Prepaid Expenses and Supplies |  |  |  |
| Ending inventory | 30,026 | 9,025 | 51,027 |
| Beginning inventory | 10,213 | 5,416 | 15,010 |
| Inventory change | 19,813 | 3,609 | 36,017 |
| Accounts Payable \& Accrued Expenses |  |  |  |
| Beginning inventory | 25,636 | 17,619 | 33,652 |
| Ending inventory | 20,424 | 31,855 | 8,993 |
| Inventory change | 5,212 | -14,236 | 24,659 |
| Total inventory change | 89,107 | 14,416 | 163,798 |
| Net operating profit | 158,044 | 57,004 | 259,085 |

Table 17
DEPRECIATION AND OTHER CAPITAL ADJUSTMENTS, 2000
Swine Farms in Michigan
(Farms Sorted By Net Farm Income)

|  | Average Of All Farms | Average Of Low 50 \% | Average Of High 50 \% |
| :---: | :---: | :---: | :---: |
| Number of Farms | 14 | 7 | 7 |
| Net operating profit | 158,044 | 57,004 | 259,085 |
| Breeding Livestock |  |  |  |
| Ending inventory | 67,622 | 21,664 | 113,579 |
| Capital sales | 1,379 | 2,324 | 433 |
| Beginning inventory | 74,081 | 22,890 | 125,272 |
| Capital purchases | 4,790 | 5,843 | 3,737 |
| Depreciation, capital adjust. | -9,871 | -4,745 | -14,997 |
| Machinery and Equipment |  |  |  |
| Ending inventory | 109,916 | 70,827 | 149,004 |
| Capital sales | 4,607 | 3,160 | 6,054 |
| Beginning inventory | 112,389 | 74,982 | 149,795 |
| Capital purchases | 33,754 | 19,973 | 47,536 |
| Depreciation, capital adjust. | -31,620 | -20,968 | -42,272 |
| Buildings and Improvements |  |  |  |
| Ending inventory | 164,219 | 95,588 | 232,850 |
| Capital sales | - | - | - |
| Beginning inventory | 182,065 | 110,976 | 253,154 |
| Capital purchases | 7,466 | 2,649 | 12,283 |
| Depreciation, capital adjust. | $-25,312$ | -18,037 | -32,588 |
| Other Capital Assets |  |  |  |
| Ending inventory | 29,350 | 7,071 | 51,630 |
| Capital sales | 14,112 | 2,142 | 26,082 |
| Beginning inventory | 36,132 | 8,361 | 63,902 |
| Capital purchases | 9,948 | 1,927 | 17,970 |
| Depreciation, capital adjust. | -2,617 | -1,075 | -4,160 |
| Total depreciation, capital adj. | . $-69,421$ | -44,824 | -94,017 |
| Net farm income | 88,624 | 12,180 | 165,068 |

Table 18

## PROFITABILITY MEASURES, 2000 <br> Swine Farms in Michigan

(Farms Sorted By Net Farm Income)

|  | Average Of All Farms | Average Of Low 50 \% | Average Of High 50 \% |
| :---: | :---: | :---: | :---: |
| Number of Farms | 14 | 7 | 7 |
| Profitability (assets valued at cost) |  |  |  |
| Net farm income | 88,624 | 12,180 | 165,068 |
| Labor and management earnings | 73,285 | 5,989 | 140,581 |
| Rate of return on assets | 10.2 \% | $3.4 \%$ | 12.8 \% |
| Rate of return on equity | $17.5 \%$ | -44.2 | 25.1 \% |
| Operating profit margin | 18.2 \% | $6.1 \%$ | 22.7 \% |
| Asset turnover rate | 56.0 \% | $55.8 \%$ | 56.1 \% |
| Interest on farm net worth | 15,339 | 6,191 | 24,487 |
| Farm interest expense | 56,754 | 39,715 | 73,793 |
| Value of operator lbr \& mgmt | 49,276 | 34,162 | 64,389 |
| Return on farm assets | 96,102 | 17,733 | 174,472 |
| Average farm assets | 945,093 | 522,866 | 1,367,321 |
| Return on farm equity | 39,348 | -21,983 | 100,679 |
| Average farm equity | 225,272 | 49,706 | 400,838 |
| Value of farm production | 529,415 | 291,882 | 766,949 |
| Profitability (assets valued at market) |  |  |  |
| Net farm income | 108, 352 | 39,692 | 177,012 |
| Labor and management earnings | 65,671 | 19,374 | 111,968 |
| Rate of return on assets | $8.0 \%$ | $5.6 \%$ | $8.9 \%$ |
| Rate of return on equity | $8.3 \%$ | $1.6 \%$ | 10.4 \% |
| Operating profit margin | $21.9 \%$ | $15.5 \%$ | 24.3 \% |
| Asset turnover rate | $36.5 \%$ | $36.0 \%$ | 36.7 \% |
| Interest on farm net worth | 42,681 | 20,318 | 65,043 |
| Farm interest expense | 56,754 | 39,715 | 73,793 |
| Value of operator lbr and mgmt. | 49,276 | 34,162 | 64,389 |
| Return on farm assets | 115,831 | 45,245 | 186,416 |
| Average farm assets | 1,450,274 | 811,796 | 2,088,752 |
| Return on farm equity | 59,076 | 5,530 | 112,623 |
| Average farm equity | 711,347 | 338,637 | 1,084,056 |
| Value of farm production | 529,415 | 291,882 | 766,949 |

Table 19
LIQUIDITY MEASURES, 2000

## Swine Farms in Michigan

(Farms Sorted By Net Farm Income)
Avg. Of
All Farms Low 50\% High 50\%

Number of farms
Liquidity (cash)
Net cash farm income
Net nonfarm income
Family living and taxes
Real estate principal payments
Cash available for interm. debt
Average intermediate debt
Years to turnover interm. debt Expense as a \% of income
Interest as a \% of income
Liquidity (accrual)
Total accrual farm income
Total accrual operating expense
Net accrual operating income
Net nonfarm income
Family living and taxes
Real estate principal payments
Available for intermediate debt
Average intermediate debt
Years to turnover interm. debt
Expense as a \% of income
Interest as a of income

14

68,937
42,588
4,594 8,771
26,628
19,241
27,662
209,934
7.6
$92 \%$

8 \%

895,206
550,595
493,592
737,162
158,044
57,004
4,594
8,771
26,628
15,088

$$
116,769
$$

11,096

$$
\begin{array}{lr}
11,096 & 27,386 \\
39,590 & 193,948
\end{array}
$$

$$
209,934
$$

$$
173,308
$$

1.8
$82 \%$
$6 \%$
4.4
$90 \%$
$7 \%$

95,287

1,239,817

$$
980,732
$$

$$
259,085
$$

417
7

38,168
27,386
193,948

$$
246,560
$$

1.3
$79 \%$
$6 \%$

# BALANCE SHEET AT COST VALUES, 2000 <br> Swine Farms in Michigan 

(Farms Sorted By Net Farm Income)

Number of farms

## Assets

Current Farm Assets Cash and checking balance
Prepaid expenses \& supplies Growing crops Accounts receivable Hedging accounts Crops held for sale or feed Crops under government loan Market livestock held for sale Other current assets
Total current farm assets
Intermediate Farm Assets Breeding livestock Machinery and equipment Other intermediate assets
Total intermediate farm assets
Long Term Farm Assets
Farm land
Buildings and improvements
Other long-term assets
Total long-term farm assets
Total Farm Assets
Total Nonfarm Assets
Total Assets
Liabilities
Current Farm Liabilities Accrued interest
Accounts payable
Current notes
Government crop loans
Principal due on term debt
Total current farm liabilities
Total intermediate farm liabs
Total long term farm liabilities
Total farm liabilities
Total nonfarm liabilities
Total liabilities
Net worth (farm and nonfarm)
Net worth change
Ratio Analysis
Current farm liabilities / assets Curr. \& interm farm liab. / assets Long term farm liab. / assets
Total debt to asset ratio

| Avg. Of |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| All | Farms | Low | 50\% | High | 50\% |
| 14 |  | 7 |  | 7 |  |
| Beginning | Ending | Beginning | Ending | Beginning | Ending |
| 21,092 | 20,704 | 21,944 | 15,483 | 20,241 | 25,925 |
| 10,213 | 30,026 | 5,416 | 9,025 | 15,010 | 51,027 |
| 2,869 | 2,336 | 1,314 | 1,311 | 4,425 | 3,360 |
| 1,430 | 3,750 | 0 | 3,068 | 2,859 | 4,433 |
| 518 | 646 | 5 | 60 | 1,030 | 1,232 |
| 111,549 | 140,585 | 59,358 | 61,880 | 163,740 | 219,290 |
| 0 | 1,006 | - 0 | 0 | 0 | 2,013 |
| 172,064 | 204,150 | 106,596 | 125,997 | 237,531 | 282,302 |
| 206 | 245 | 0 | 0 | 412 | 490 |
| 319,941 | 403,448 | 194,634 | 216,824 | 445,248 | 590,072 |
| 74,081 | 67,622 | 22,890 | 21,664 | 125,272 | 113,579 |
| 112,389 | 109,916 | 74,982 | 70,827 | 149,795 | 149,004 |
| 217,567 | 25,600 | 5,503 | 4,284 | 56,691 | 46,917 |
|  | 203,137 | 103,375 | 96,775 | 331,758 | 309,500 |
| 202,522 | 188,502 | 110,957 | 110,957 | 294,088 | 266,048 |
| 182,065 | 164,219 | 110,976 | 95,588 | 253,154 | 232,850 |
| 5,035 | 3,750 | 2,857 | 2,788 | 7,212 | 4,713 |
| $\begin{aligned} & 389,622 \\ & 927,130 \end{aligned}$ | 356,471 | 224,790 | 209,332 | 554,454 | 503,610 |
|  | 963,057 | 522,800 | 522,932 | 1,331,459 | 1,403,182 |
| 59,802986,932 | 58,552 | 9,452 | 16,040 | 110,153 | 101,064 |
|  | 1,021,609 | 532,251 | 538,972 | 1,441,612 | 1,504,246 |
| 14,797 | 6,703 | 7,143 | 7,390 | 22,451 | 6,015 |
| 10,839 | 13,721 | 10,476 | 24,464 | 11,201 | 2,979 |
| 160,810 | 178,902 | 135,567 | 124,933 | 186,052 | 232,871 |
|  | 1,006 | 0 | 0 | 0 | 2,013 |
| 55,419 | 53,830 | 30,010 | 29,887 | 80,828 | 77,773 |
| 241,865 | 254,162 | 183,197 | 186,674 | 300,532 | 321,650 |
| 198,266 | 155,369 | 162,334 | 148,188 | 234,198 | 162,551 |
| 309,085 | 280,895 | 130,489 | 135,437 | 487,680 | 426,354 |
| 749,215 | 690,427 | 476,020 | 470,299 | 1,022,410 | 910,555 |
| $\begin{array}{r} 2,646 \\ 751,861 \end{array}$ | 2,947 | - 0 | 0 | 5,292 | 5,895 |
|  | 693,374 | 476,020 | 470,299 | 1,027,702 | 916,450 |
| 235,070 | 328,235 | 56,231 | 68,673 | 413,910 | 587,796 |
|  | 93,164 | 12,442 |  | 173,887 |  |
| 76 \% | 63 \% | $94 \%$ | 86 \% | 67 \% | 55 \% |
| 82 \% | 68 \% | 116 | 107 | 69 \% | 54 \% |
| 79 \% | 79 \% | 58 \% | 65 \% | 88 \% | 85 \% |
| 76 \% | 68 \% | 89 \% | 87 \% | 71 \% | 61 \% |

# BALANCE SHEET AT MARKET VALUES, 2000 Swine Farms in Michigan 

(Farms Sorted By Net Farm Income)

|  | Avg. Of All Farms |  | Low | 50\% | High 50\% |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Number of farms | 14 |  | 7 |  | 7 |  |
|  | Beginning | Ending | Beginning | Ending | Beginning | Ending |
| Assets |  |  |  |  |  |  |
| Current Farm Assets |  |  |  |  |  |  |
| Cash and checking balance | 21,092 | 20,704 | 21,944 | 15,483 | 20,241 | 25,925 |
| Prepaid expenses \& supplies | 10,213 | 30,026 | 5,416 | 9,025 | 15,010 | 51,027 |
| Growing crops | 2,869 | 2,336 | 1,314 | 1,311 | 4,425 | 3,360 |
| Accounts receivable | 1,430 | 3,750 | 0 | 3,068 | 2,859 | 4,433 |
| Hedging accounts | 518 | 646 | 5 | 60 | 1,030 | 1,232 |
| Crops held for sale or feed | 111,549 | 140,585 | 59,358 | 61,880 | 163,740 | 219,290 |
| Crops under government loan | 0 | 1,006 | 0 | 0 | 0 | 2,013 |
| Market livestock held for sale | 172,064 | 204,150 | 106,596 | 125,997 | 237,531 | 282,302 |
| Other current assets | 206 | 245 | 0 | 0 | 412 | 490 |
| Total current farm assets | 319,941 | 403,448 | 194,634 | 216,824 | 445,248 | 590,072 |
| Intermediate Farm Assets |  |  |  |  |  |  |
| Breeding livestock | 75,282 | 69,381 | 25,299 | 25,182 | 125,265 | 113,579 |
| Machinery and equipment | 281,595 | 291,515 | 164,331 | 172,170 | 398,859 | 410,859 |
| Other intermediate assets | 31,097 | 25,600 | 5,503 | 4,284 | 56,691 | 46,917 |
| Total intermediate farm assets | 387,974 | 386,496 | 195,133 | 201,636 | 580,815 | 571,355 |
| Long Term Farm Assets |  |  |  |  |  |  |
| Farm land | 413,416 | 406,409 | 242,029 | 243,871 | 584,803 | 568,947 |
| Buildings and improvements | 292,344 | 281,736 | 163,321 | 160,499 | 421,366 | 402,974 |
| Other long-term assets | 5,035 | 3,750 | 2,857 | 2,788 | 7,212 | 4,713 |
| Total long-term farm assets | 710,794 | 691,896 | 408,207 | 407,158 | 1,013,381 | 976,634 |
| Total Farm Assets | 1,418,709 | 1,481,839 | 797,974 | 825,619 | 2,039,444 | 2,138,060 |
| Total Nonfarm Assets | 85,555 | 90,753 | 45,484 | 50,326 | 125,626 | 131,181 |
| Total Assets | 1,504,264 | 1,572,593 | 843,458 | 875,944 | 2,165,070 | 2,269,241 |
| Liabilities |  |  |  |  |  |  |
| Current Farm Liabilities |  |  |  |  |  |  |
| Accrued interest | 14,797 | 6,703 | 7,143 | 7,390 | 22,451 | 6,015 |
| Accounts payable | 10,839 | 13,721 | 10,476 | 24,464 | 11,201 | 2,979 |
| Current notes | 160,810 | 178,902 | 135,567 | 124,933 | 186,052 | 232,871 |
| Government crop loans | 0 | 1,006 | 0 | 0 | 0 | 2,013 |
| Principal due on term debt | 55,419 | 53,830 | 30,010 | 29,887 | 80,828 | 77,773 |
| Total current farm liabilities | 241,865 | 254,162 | 183,197 | 186,674 | 300,532 | 321,650 |
| Total intermediate farm liabs | 198,266 | 155,369 | 162,334 | 148,188 | 234,198 | 162,551 |
| Total long term farm liabilities | 309,085 | 280,895 | 130,489 | 135,437 | 487,680 | 426,354 |
| Total farm liabilities | 749,215 | 690,427 | 476, 020 | 470,299 | 1,022,410 | 910,555 |
| Total nonfarm liabilities | 2,646 | 2,947 | 0 | 0 | 5,292 | 5,895 |
| Total liabs excluding deferreds | 751,861 | 693,374 | 476,020 | 470,299 | 1,027,702 | 916,450 |
| Total deferred liabilities | 18,286 | 25,056 | 0 | 0 | 36,571 | 50,112 |
| Total liabilities | 770,147 | 718,430 | 476,020 | 470,299 | 1,064,273 | 966,561 |
| Retained earnings | 235,070 | 328,235 | 56,231 | 68,673 | 413,910 | 587,796 |
| Market valuation equity | 499,047 | 525,928 | 311,207 | 336,973 | 686,887 | 714,884 |
| Net worth (farm and nonfarm) | 734,117 | 854,163 | 367,438 | 405,646 | 1,100,797 | 1,302,680 |
| Net worth excluding deferreds | 752,403 | 879,219 | 367,438 | 405,646 | 1,137,368 | 1,352,792 |
| Net worth change |  | 0,045 |  | , 208 | 201 | , 883 |
| Ratio Analysis |  |  |  |  |  |  |
| Current farm liabilities / assets | $76 \%$ | 63 \% | $94 \%$ | $86 \%$ | 67 \% | $55 \%$ |
| Curr. \& interm farm liab. / assets | 62 \% | 52 \% | 89 \% | 80 \% | 52 \% | 42 \% |
| Long term farm liab. / assets | $43 \%$ | 41 \% | 32 \% | 33 \% | 48 \% | $44 \%$ |
| Total debt to asset ratio | 51 \% | $46 \%$ | 56 \% | 54 \% | $49 \%$ | 43 \% |
| Debt to assets excl deferreds | 50 \% | $44 \%$ | 56 \% | 54 \% | 47 \% | $40 \%$ |

Table 22

# STATEMENT OF CASH FLOWS, 2000 <br> Swine Farms in Michigan 

(Farms Sorted By Net Farm Income)

|  | Avg. Of All Farms | Low 50\% | High 50\% |
| :---: | :---: | :---: | :---: |
| Number of farms | 14 | 7 | 7 |
| Beginning cash (farm \& nonfarm) | 21,092 | 21,944 | 20,241 |
| Cash From Operating Activities |  |  |  |
| Gross cash farm income | 831,124 | 525,552 | 1,136,695 |
| Net nonfarm income | 4,594 | 8,771 | 417 |
| Total cash farm expense | -762,186 | -482,965 | -1,041,408 |
| Apparent family living expense | -25,946 | -15,088 | -36,804 |
| Income and social security tax | -682 | - | -1,364 |
| Cash from operations | 46,903 | 36,270 | 57,536 |
| Cash From Investing Activities |  |  |  |
| Sale of breeding livestock | 1,379 | 2,324 | 433 |
| Sale of machinery \& equipment | 4,607 | 3,160 | 6,054 |
| Sale of farm land | 40,956 | - | 81,912 |
| Sale of farm buildings | - | - | - |
| Sale of other farm assets | 14,112 | 2,142 | 26,082 |
| Sale of nonfarm assets | - | - | - |
| Purchase of breeding livestock | -4,790 | -5,843 | -3,737 |
| Purchase of machinery \& equip. | -33,754 | -19,973 | -47,536 |
| Purchase of farm land | - | - | - |
| Purchase of farm buildings | -7,466 | -2,649 | -12,283 |
| Purchase of other farm assets | -9,948 | -1,927 | -17,970 |
| Purchase of nonfarm assets | -7,815 | - | -15,630 |
| Cash from investing activities | -2,720 | -22,766 | 17,327 |
| Cash From Financing Activities |  |  |  |
| Money borrowed | 244,134 | 128,211 | 360,058 |
| Transfers in from nonfarm sources | 9,583 | - | 19,166 |
| Principal payments | -298,005 | $-148,177$ | -447,833 |
| Dividends paid | - | - | - |
| Transfers out to nonfarm uses | -284 | - | -569 |
| Cash from financing activities | -44,572 | -19,966 | -69,178 |
| Net change in cash balance | -388 | -6,461 | 5,684 |
| Ending cash (farm \& nonfarm) | 20,704 | 15,483 | 25,925 |

Table 23
FINANCIAL STANDARDS MEASURES, 2000
Swine Farms in Michigan
(Farms Sorted By Net Farm Income)

|  | Average Of All Farms | Average Of Low 50 \% | Average Of High $50 \%$ |
| :---: | :---: | :---: | :---: |
| Number of Farms | 14 | 7 | 7 |
| LIQUIDITY |  |  |  |
| Current ratio | 1.59 | 1.16 | 1.83 |
| Working capital | 149,286 | 30,150 | 268,422 |
| SOLVENCY (Market) |  |  |  |
| Farm debt to asset ratio | 48 \% | 57 \% | 45 \% |
| Farm equity to asset ratio | 52 \% | $43 \%$ | 55 \% |
| Farm debt to equity ratio | 93 \% | 132 \% | 81 \% |
| PROFITABILITY (cost) |  |  |  |
| Rate of return on farm assets | 10.2 \% | $3.4 \%$ | 12.8 \% |
| Rate of return on farm equity | $17.5 \%$ | -44.2 \% | 25.1 \% |
| Operating profit margin | 18.2 \% | 6.1 \% | 22.7 \% |
| Net farm income | 88,624 | 12,180 | 165,068 |
| REPAYMENT CAPACITY |  |  |  |
| Term debt coverage ratio | $194 \%$ | $160 \%$ | $203 \%$ |
| Capital replacement margin | 80,312 | 20,676 | 139,949 |
| EFFICIENCY |  |  |  |
| Asset turnover rate(cost) | 56.0 \% | $55.8 \%$ | 56.1 \% |
| Operating expense ratio | 76.0 \% | 82.4 \% | 73.2 \% |
| Depreciation expense ratio | 7.8 \% | 8.1 \% | $7.6 \%$ |
| Interest expense ratio | $6.3 \%$ | 7.2 \% | $6.0 \%$ |
| Net farm income ratio | $9.9 \%$ | $2.2 \%$ | 13.3 \% |

Table 24
FINANCIAL SUMMARY, 2000
Swine Farms in Michigan
(Farms Sorted By Net Farm Income) Average Of All Farms

Number of Farms

| Average <br> Low 50 <br> $\%$ |  | Average Of <br> High $50 \%$ |
| ---: | ---: | ---: |
| 7 |  | 7 |
| 525,552 |  | $1,136,695$ |
| 482,965 |  | $1,041,408$ |
| 42,588 |  | 95,287 |
| 14,416 |  | 163,798 |
| $-44,824$ |  | $-94,017$ |
| 12,180 |  | 165,068 |

Profitability (cost)
Labor and management earnings 73,285
Rate of return on assets
$10.2 \%$
Rate of return on equity
$17.5 \%$
Operating profit margin
18.2 \%

Asset turnover rate
56.0 \%

Profitability (market)
Labor and management earnings 65,671
Rate of return on assets $8.0 \%$
Rate of return on equity $8.3 \%$
Operating profit margin 21.9 ㅇ

Asset turnover rate
$36.5 \%$
Liquidity
Term debt coverage ratio 194.3 \%
Expense as a percent of income $82.3 \%$
Interest as a percent of income $6.3 \%$
Solvency (cost)
Number of farms 14
Ending farm assets 963,057
Ending farm liabilities 690,057
Ending total assets 1,021,609
Ending total liabilities 693,374
Ending net worth
328,235
Net worth change 93,164
Ending farm debt to asset ratio 72 \%
Beg total debt to asset ratio $76 \%$
End total debt to asset ratio 68 \%
Solvency (market)
Number of farms 14
Ending farm assets 1,481,839
Ending farm liabilities 713,271
Ending total assets 1,572,593
Ending total liabilities
Ending net worth
718,430
Net worth change 854,163

Ending farm debt to asset ratio-48
Beg total debt to asset ratio 51 \%
End total debt to asset ratio 46 \%
Nonfarm Information
Net nonfarm income
159.8 \%
$89.6 \%$
7.2 \%

7
522,932
470,299
538,972
470,299
68,673
12,442
90 \%
89 \%
87 \%

7
825,619
470,299
875,944
470,299
405,646
38,208
57 \%
56 \%
$54 \%$

8,771

Table 25

## OPERATOR AND LABOR SUMMARY, 2000 <br> Swine Farms in Michigan

(Farms Sorted By Net Farm Income)



[^0]:    ${ }^{1}$ Professor and Farm Management Specialist; phone 517-353-4522 or nott@msu.edu Co-workers in the Telfarm/MicroTel project were R. Betz, L. Borton, R. Clark, B. Dartt, S. Harsh, M. Kelsey, G. Kole, T. Purdy, W. Schauer, G. Schwab, D. Stein, V. Varner, and C. Wolf with the assistance of Michigan State University Extension Agents.
    ${ }^{2}$ Finan $=$ financial analysis, one of the parts of Finpack, a financial software package from the Center for Farm Financial Management at the University of Minnesota.

