

Business Longevity – Is your Business Wobbling?

By

Jim Lindell, CPA, CSP, CGMA

NCACPA Mt. Cluster
Asheville, NC



Objectives

- Determine the origin of Value for every organization is.
- Identify the meaning of Business Entropy and how it impacts organizations.
- Determine why Businesses Fail.
- Identify processes that impact Business Renewal.
- Identify Tools that are helpful to postpone Entropy.
- Identify Tools that will speed up Renewal.
- Understand the role of an Innovation Management Process/System.







Who is Wobbling?



UNITED



1. “Re-accommodating a customer” who was “disruptive and belligerent.”
2. Munoz called to testify in front of congress.
3. Change amounts to disrupted passengers up to \$10,000.
4. Settles out of court with Dr. Dao.



What about your Company?



Just like the Top, consider only a few of the items that impact our business on a daily basis:

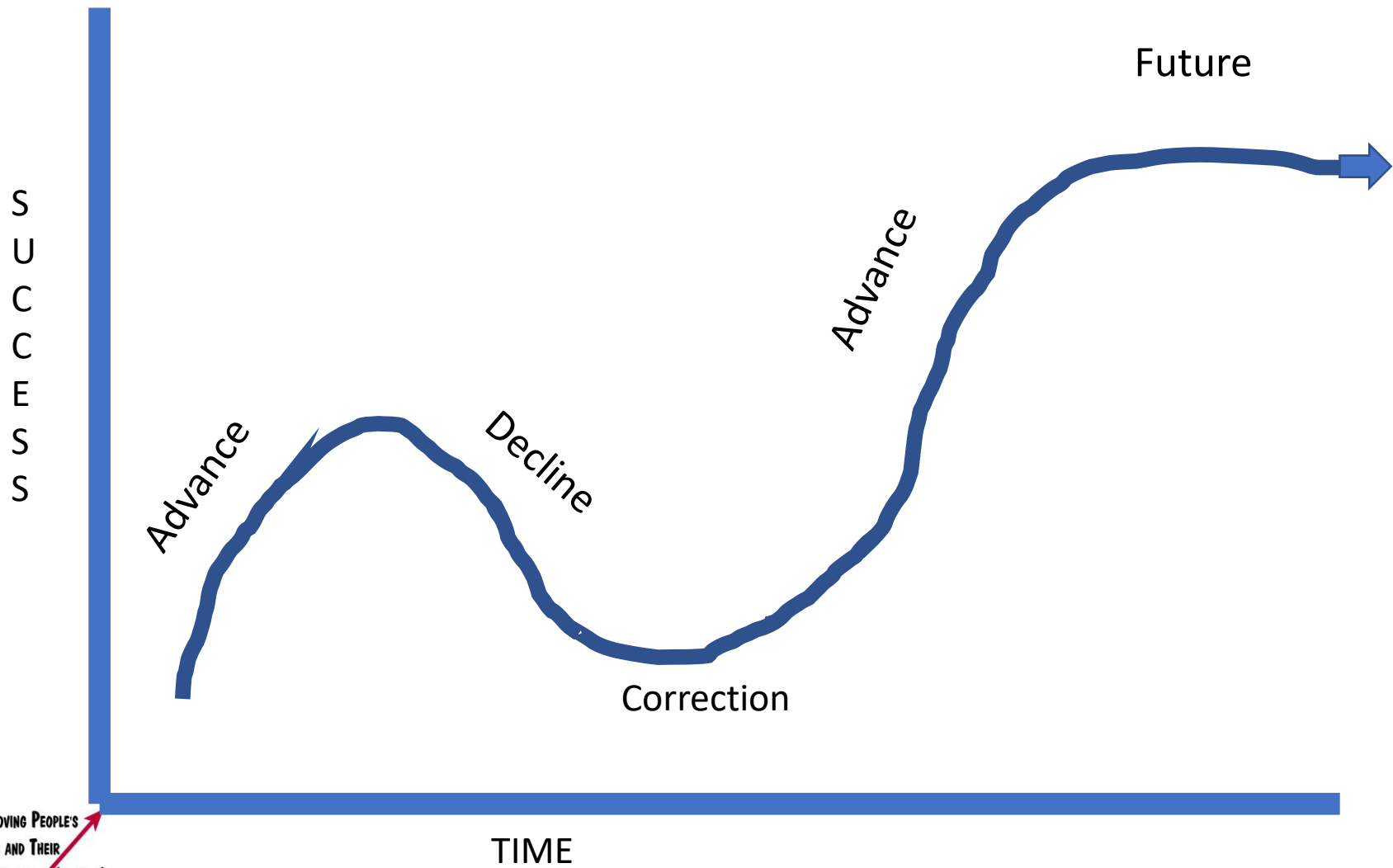
- Competitors,
- Employees,
- Trends (Industry, National, And Global)
- Innovations, And
- Changing Needs And Preferences Of Our Customers.

When we think of the top as a business, there are many areas in which we can improve

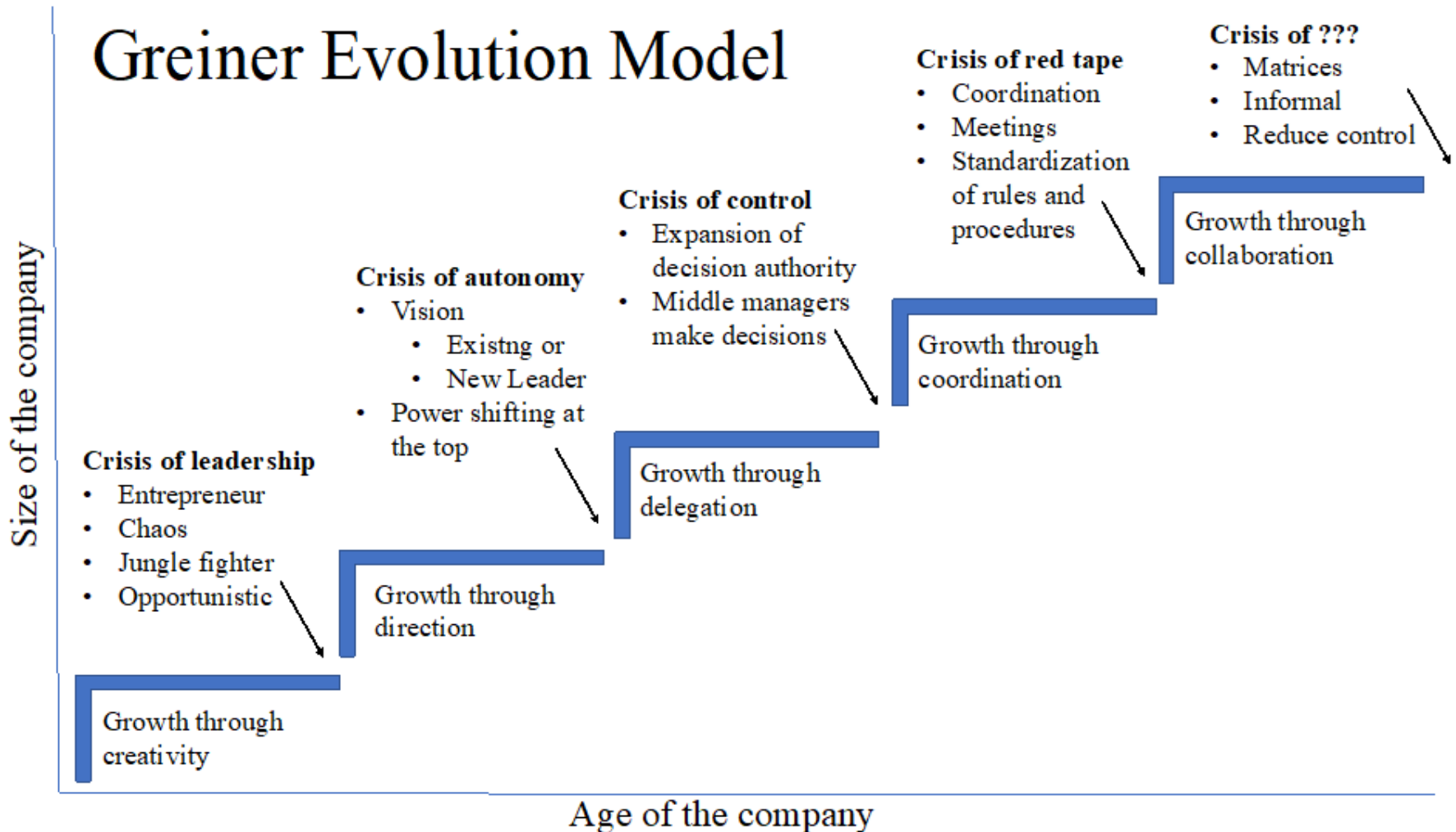
- Improving bad culture.
- Eliminating the wrong team members.
- Hiring better-fitted employees.
- Training and developing employees.
- Enhancing management skills.
- Paying attention to significant trends.
- Keeping tabs on the competition.
- Improve R&D efforts.
- Increase innovation at all levels of the organization.
- Identify relevant trends throughout the business environment.

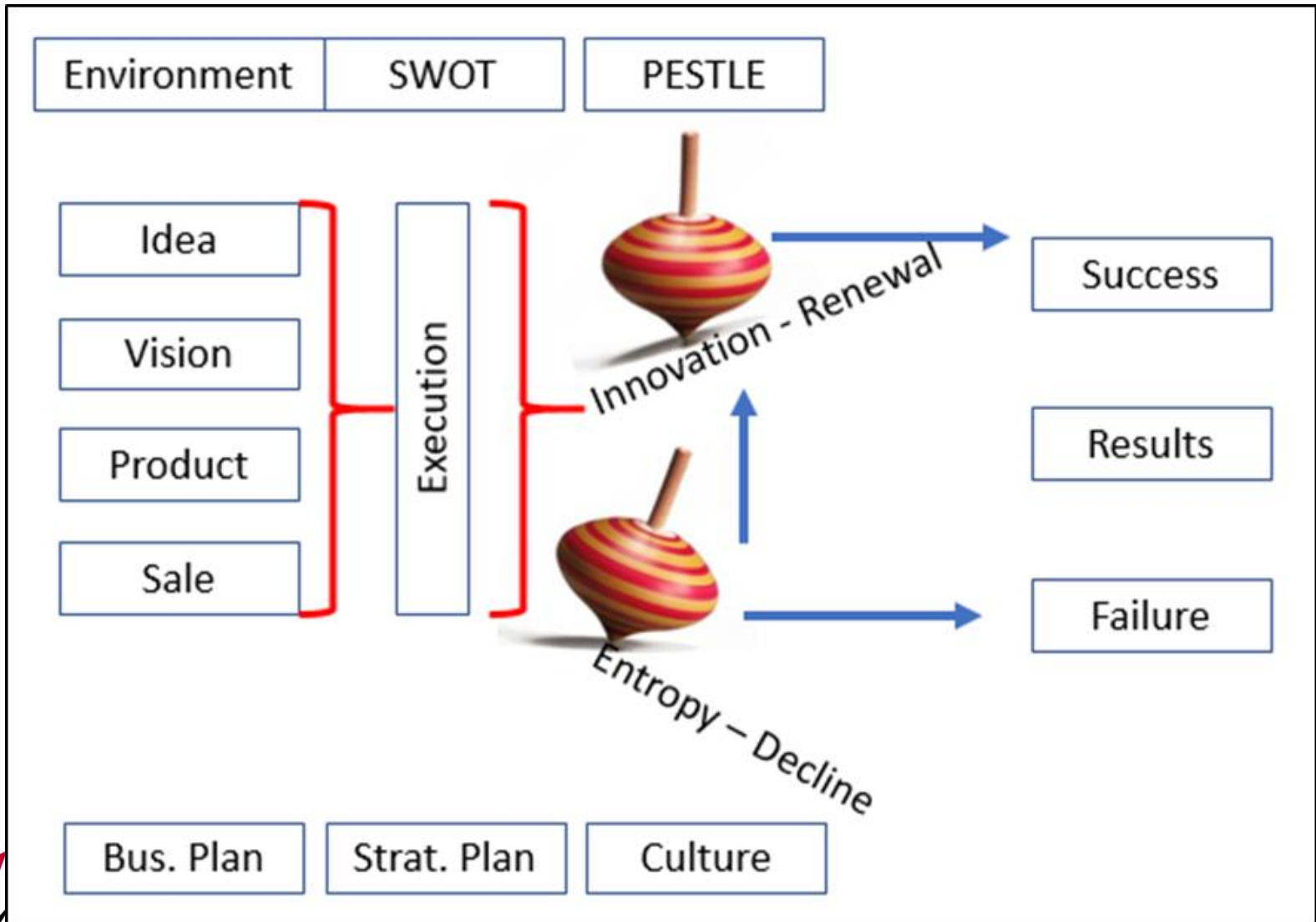


Business Life Cycle



Greiner Evolution Model





What is Entropy?

- Entropy is the amount of disorder or uncertainty in a system.
- It is tied to the second law of thermodynamics which states that in any environment over time the components of the environments move to greater complexity and hence to a higher state of chaos.



Six Major Areas of Wobbling

1. Culture
2. Product or Service
3. Outstanding People
4. Awareness
5. Monitor
6. Continuous Improvement
7. Fixing the Wobble



Major points of wobbling

- There are six major areas where wobbling can occur.
- Culture – vision, values, mission, planning, alignment – your business’s personality
- Measurement – Financials, Z-score, Almanac – how you keep score
- Worthy product service - valued by the customer – the Mountain Dew effect
- Awareness - SWOT PESTLE technology – The view from on high – Who’s in the crow’s nest?
- Continuous improvement – learning, maintenance, all levels – oil changes and tune-ups
- Outstanding people – hiring, development, engagement, personal goals – we hurt the ones we love





Business Culture

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Culture

"How we do business, here."



- Vision
- Planning (Business & Strategic)
- Mission
- Values



Culture

"How we do business, here."



- Vision **Planning Retreat, CEO responsibility**
- Planning (Business & Strategic) **Long and short term**
- Mission **Guidelines**
- Values **Behavior**
- **Ethics, Honesty,**
- **Sexual Harassment**



Formal elements of culture

- Corporate Governance
- Policies procedures
- Mission
- Vision
- Values
- Strategic & Business Plans

Informal aspects of culture

- Variances from approved culture – “What is tolerated becomes the norm.”
- Leaders daily example
- Tone at top
- Uncorrected lower level behavior
- Silo creation of own culture (contrary to approved culture)
- Any daily process that is informal but accepted as “the way we do business.”



Corporate culture can be seen through:

- Website
- Tweets
- Outside appearance of the building
- Inside décor of the office
- Initial greeting
- Referrers of business
- Employees comments to outsiders
- Recognition of brand
 - Advertising
 - Corporate apparel
- Charitable activities
- Newspaper / magazine / TV articles



Seven Dimensions of Corporate Culture

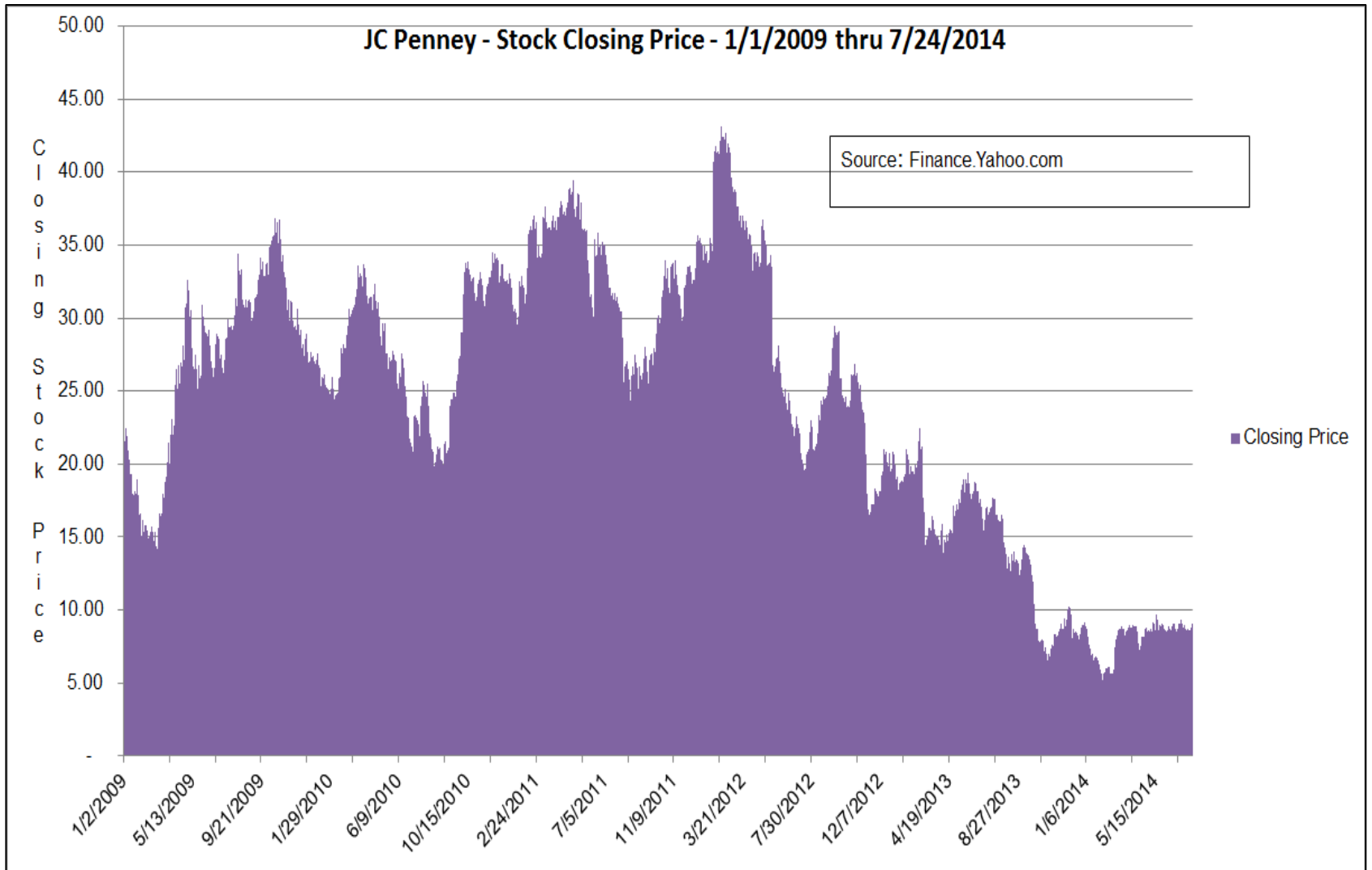
- **Management.** Stephen Robbins and Mary Coulter. Prentice Hall, 2002.
 - Innovation and Risk Taking – To what degree are employees encouraged to be risk takers and innovative?
 - Attention to Detail – To what degree are employees expected to be precise, analytical, etc.?
 - Outcome orientation – To what degree are employees expected to focus on results or outcomes?
 - People orientation - To what degree are management decisions analyzed as to their impact on employees?
 - Team orientation - To what degree is work organized around team efforts versus individual efforts?
 - Aggressiveness - To what degree are employees expected to be competitive or aggressive as opposed to cooperative?
 - Stability - To what degree are employees expected to maintain the status quo?
 - JC Penney and a Cultural Nightmare
 - Tuttle, Brad. The 5 Big Mistakes That Led to Ron Johnsons Ouster at JC Penney | TIME.com. <http://business.time.com/2013/04/09/the-5-big-mistakes-that-led-to-ron-johnsons-ouster-at-jc-penney/>.



JC Penney's failure was significant because Johnson:

- Misunderstood the corporate culture that existed at JC Penney.
- Misunderstood what it would take to change the culture.
- Underestimated the effort required to implement change at JC Penney.





The Organizational Culture Assessment Instrument (OCAI) ¹³

- Dominant Characteristics
- Organizational Leadership
- Management of Employees
- Organization Glue
- Strategic emphases
- Criteria for success



Build a positive corporate culture

1. **'Culture Carriers'**. Key people, usually managers, who represent and spread the core values of the corporate culture.
2. **Stability of the group**. It is more difficult for a culture to emerge if people are changing all the time.
3. **Stories**. A group packages up its culture into stories which are frequently told and re-told, and which typify the values of the group.
4. **Heroes**. Individuals who typify to an extreme the values of the group.
5. **Symbols**. These may be staff mottoes, the corporate mission statement or anything that symbolizes the core values.
6. **Rites**. These are specific occasions, such as the annual office party, when the core values are publicly displayed. Formal award ceremonies are another example. These are especially important for new staff.
7. **Rituals**. This means a standard pattern of behavior at a specific occasion, such as the office party if things are always done in a particular pattern.
8. **Courses**. Attending in-house courses is an important way of team-building and communicating the core values.
9. **Cultural Networks**. This means the informal contacts between employees where they reinforce core values, especially by passing them from older to younger group members.



Source: http://tutor2u.net/business/organisation/culture_more.htm

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Gallup – 12 Questions

- Do you know what is expected of you at work?
- Do you have the materials and equipment to do your work right?
- At work, do you have the opportunity to do what you do best every day?
- In the last seven days, have you received recognition or praise for doing good work?
- Does your supervisor, or someone at work, seem to care about you as a person?
- Is there someone at work who encourages your development?
- At work, do your opinions seem to count?
- Does the mission/purpose of your company make you feel your job is important?
- Are your associates (fellow employees) committed to doing quality work?
- Do you have a best friend at work?
- In the last six months, has someone at work talked to you about your progress?
- In the last year, have you had opportunities to learn and grow?



Product or Service

- Customers demand
- Value
- Next generation
- Commodity?



Product or Service

- Customers demand **Where cos. lost sight, meet their needs**
- Value **Based on customer's perspective – HassleLess mattress, Best Buy**
- Next iteration or generation
- Commodity



Outstanding People

- Recruit
- Develop
- Retain



Outstanding People

- Recruit **Unique, Illinois**
- Develop **Training**
- Retain **Millennials, Money,**
Gallup, Pur



Awareness

- Business Environment
- Trends
- Competitive Environment
- Innovations / Obsolescence



Awareness

- Business Environment

PESTLE, Google Alert, MIT

- Trends

G17, G19, Retail trade, Almanac

- Competitive Environment –

Google alerts, Edgar

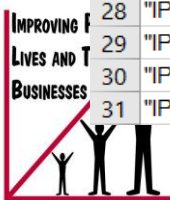
- Innovations / Obsolescence

Outside experts, Delphi group, where others fail



Industrial production G.17

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	"IPS.B50001"	1990	63.42	64.04	64.36	64.26	64.40	64.60	64.52	64.73	64.81	64.33	63.58	63.16
2	"IPS.B50001"	1991	62.89	62.45	62.12	62.24	62.86	63.44	63.51	63.57	64.13	64.02	63.95	63.69
3	"IPS.B50001"	1992	63.34	63.79	64.32	64.81	65.02	65.03	65.62	65.29	65.45	65.94	66.22	66.28
4	"IPS.B50001"	1993	66.56	66.86	66.77	67.00	66.77	66.88	67.08	67.01	67.33	67.85	68.13	68.51
5	"IPS.B50001"	1994	68.76	68.78	69.48	69.87	70.23	70.68	70.78	71.21	71.48	72.08	72.53	73.29
6	"IPS.B50001"	1995	73.42	73.30	73.41	73.36	73.61	73.86	73.57	74.50	74.79	74.70	74.89	75.18
7	"IPS.B50001"	1996	74.68	75.83	75.76	76.46	77.02	77.67	77.57	78.02	78.55	78.51	79.20	79.71
8	"IPS.B50001"	1997	79.83	80.79	81.33	81.35	81.83	82.23	82.86	83.72	84.47	85.19	85.94	86.20
9	"IPS.B50001"	1998	86.65	86.76	86.82	87.14	87.70	87.15	86.84	88.62	88.45	89.17	89.11	89.44
10	"IPS.B50001"	1999	89.86	90.34	90.48	90.73	91.35	91.20	91.78	92.16	91.77	93.00	93.44	94.16
11	"IPS.B50001"	2000	94.18	94.46	94.80	95.48	95.64	95.74	95.59	95.31	95.68	95.40	95.42	95.16
12	"IPS.B50001"	2001	94.54	93.94	93.72	93.45	92.88	92.32	91.79	91.68	91.33	90.93	90.49	90.51
13	"IPS.B50001"	2002	91.08	91.06	91.80	92.18	92.57	93.45	93.22	93.24	93.37	93.08	93.57	93.11
14	"IPS.B50001"	2003	93.82	93.95	93.74	93.07	93.09	93.25	93.66	93.52	94.08	94.21	94.93	94.87
15	"IPS.B50001"	2004	95.11	95.68	95.21	95.64	96.40	95.60	96.34	96.41	96.49	97.41	97.61	98.33
16	"IPS.B50001"	2005	98.78	99.46	99.31	99.47	99.60	99.99	99.67	99.94	98.08	99.31	100.32	100.94
17	"IPS.B50001"	2006	101.06	101.07	101.28	101.68	101.58	101.97	101.93	102.33	102.13	102.07	101.97	103.03
18	"IPS.B50001"	2007	102.49	103.53	103.75	104.48	104.53	104.56	104.52	104.76	105.16	104.72	105.33	105.35
19	"IPS.B50001"	2008	105.06	104.71	104.46	103.67	103.09	102.84	102.30	100.74	96.37	97.28	96.06	93.25
20	"IPS.B50001"	2009	91.04	90.45	89.02	88.31	87.42	87.07	88.03	89.02	89.69	89.98	90.34	90.61
21	"IPS.B50001"	2010	91.66	91.99	92.60	92.94	94.30	94.44	94.85	95.14	95.36	95.11	95.14	96.06
22	"IPS.B50001"	2011	95.94	95.52	96.46	96.12	96.34	96.62	97.13	97.67	97.65	98.32	98.24	98.79
23	"IPS.B50001"	2012	99.39	99.62	99.16	99.90	100.09	100.07	100.34	99.86	99.90	100.12	100.60	100.95
24	"IPS.B50001"	2013	100.82	101.40	101.81	101.64	101.75	101.95	101.52	102.19	102.72	102.54	102.84	103.15
25	"IPS.B50001"	2014	102.72	103.59	104.59	104.64	105.02	105.41	105.62	105.50	105.81	105.84	106.66	106.51
26	"IPS.B50001"	2015	105.98	105.44	105.15	104.53	104.07	103.72	104.32	104.16	103.78	103.40	102.69	102.10
27	"IPS.B50001"	2016	102.95	102.22	101.42	101.52	101.43	101.87	102.13	102.04	102.05	102.25	102.05	102.93
28	"IPS.B50001"	2017	103.04	102.65	103.34	104.27	104.41	104.58	104.54	104.05	104.05	105.63	106.19	106.54
29	"IPS.B50001"	2018	106.27	106.64	107.25	108.22	107.36	108.17	108.65	109.52	109.67	109.92	110.51	110.55
30	"IPS.B50001"	2019	110.12	109.56	109.68	108.99	109.23	109.28	109.09	109.85	109.47	109.03	110.04	109.65
31	"IPS.B50001"	2020	109.18	109.30	104.52	91.27	92.06	97.80	101.91	102.66	102.60	103.61	104.09	105.72



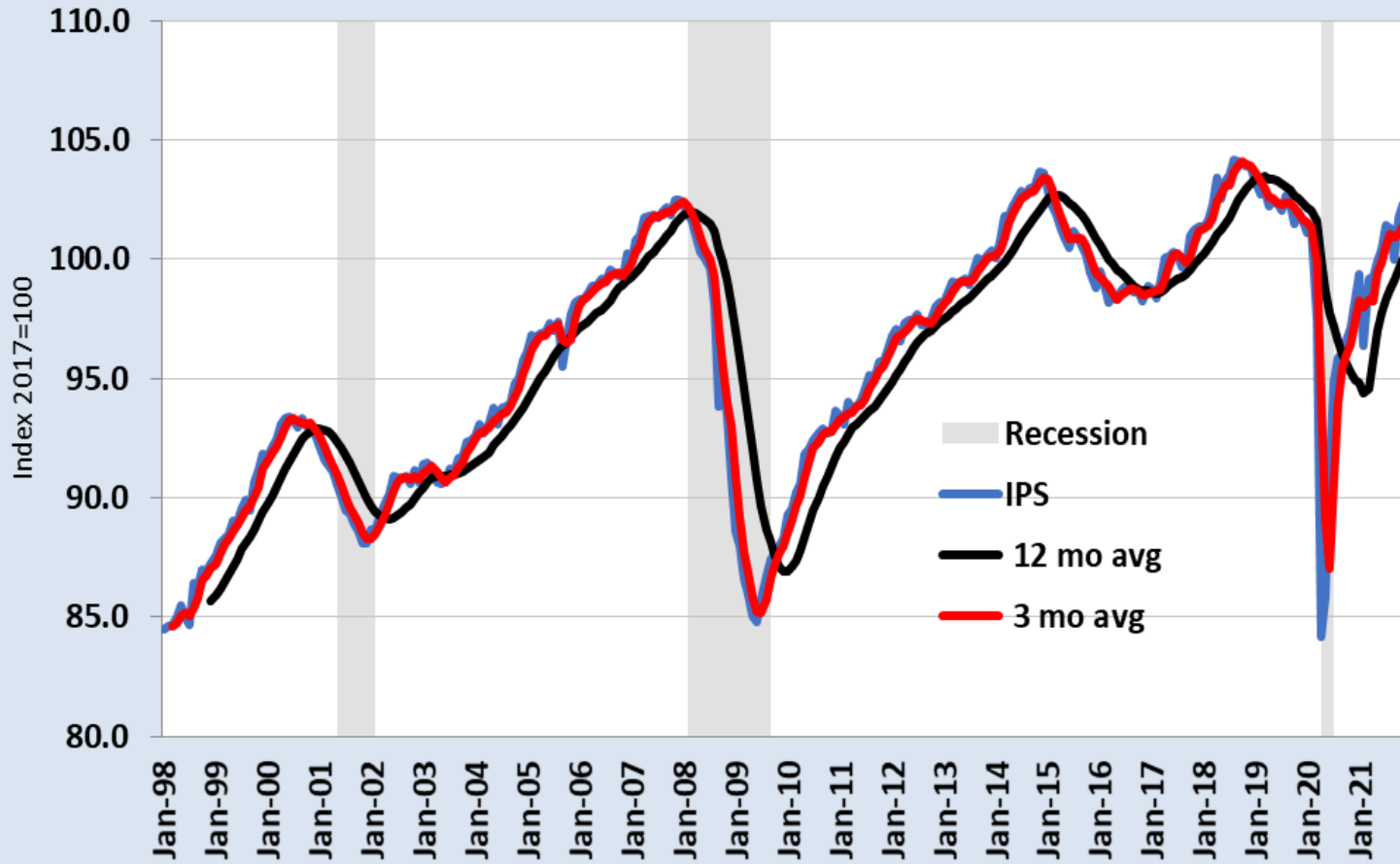
Averages and trailing analysis

	A	B	C	D	E	F
1	Date	IPS	3 mo avg	12 mo avg	3 TTM	12 TTM
355	2018-07-01	108.652	108.062	106.585	1.034	1.033
356	2018-08-01	109.525	108.782	107.042	1.042	1.036
357	2018-09-01	109.675	109.284	107.510	1.049	1.039
358	2018-10-01	109.917	109.705	107.868	1.049	1.039
359	2018-11-01	110.507	110.033	108.227	1.045	1.039
360	2018-12-01	110.552	110.325	108.562	1.040	1.039
361	2019-01-01	110.119	110.392	108.883	1.038	1.040
362	2019-02-01	109.563	110.078	109.126	1.034	1.039
363	2019-03-01	109.681	109.788	109.329	1.029	1.038
364	2019-04-01	108.989	109.411	109.393	1.019	1.035
365	2019-05-01	109.226	109.299	109.548	1.016	1.034
366	2019-06-01	109.277	109.164	109.640	1.012	1.032
367	2019-07-01	109.085	109.196	109.676	1.010	1.029
368	2019-08-01	109.854	109.406	109.704	1.006	1.025
369	2019-09-01	109.473	109.471	109.687	1.002	1.020
370	2019-10-01	109.027	109.451	109.613	0.998	1.016
371	2019-11-01	110.039	109.513	109.574	0.995	1.012
372	2019-12-01	109.653	109.573	109.499	0.993	1.009
373	2020-01-01	109.185	109.625	109.421	0.993	1.005
374	2020-02-01	109.297	109.378	109.399	0.994	1.002
375	2020-03-01	104.522	107.668	108.969	0.981	0.997
376	2020-04-01	91.266	101.695	107.492	0.929	0.983
377	2020-05-01	92.061	95.950	106.062	0.878	0.968
378	2020-06-01	97.802	93.710	105.105	0.858	0.959
379	2020-07-01	101.909	97.257	104.507	0.891	0.953
380	2020-08-01	102.659	100.790	103.908	0.921	0.947
381	2020-09-01	102.597	102.388	103.335	0.935	0.942
382	2020-10-01	103.606	102.954	102.883	0.941	0.939
383	2020-11-01	104.088	103.430	102.387	0.944	0.934
384	2020-12-01	105.724	104.473	102.060	0.953	0.932

C235	=AVERAGE(B233:B235)
D235	=AVERAGE(B224:B235)
E235	=C235/C223
F235	=D235/D223



Industrial Production: Total Index

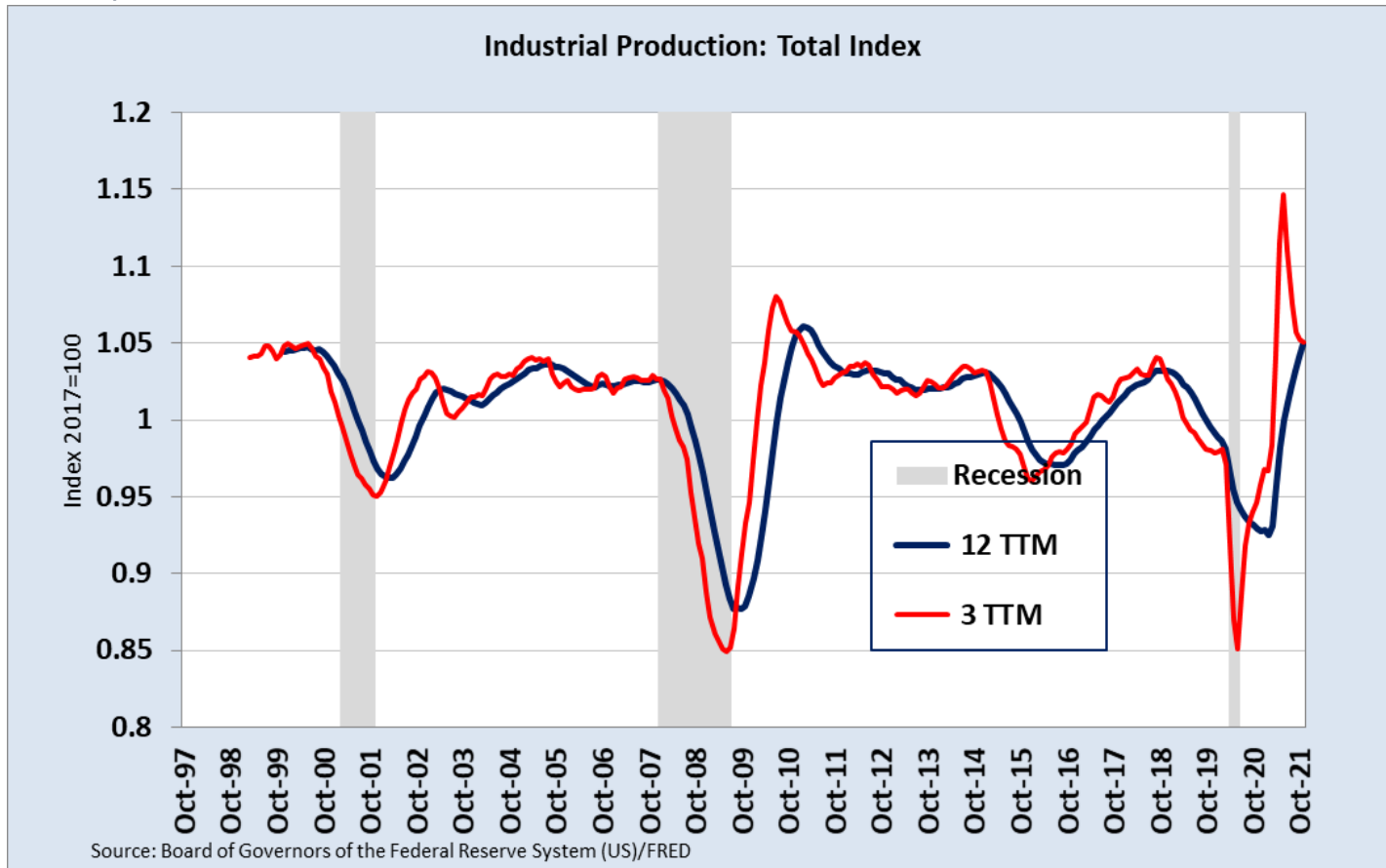


Source: Board of Governors of the Federal Reserve System (US)/FRED

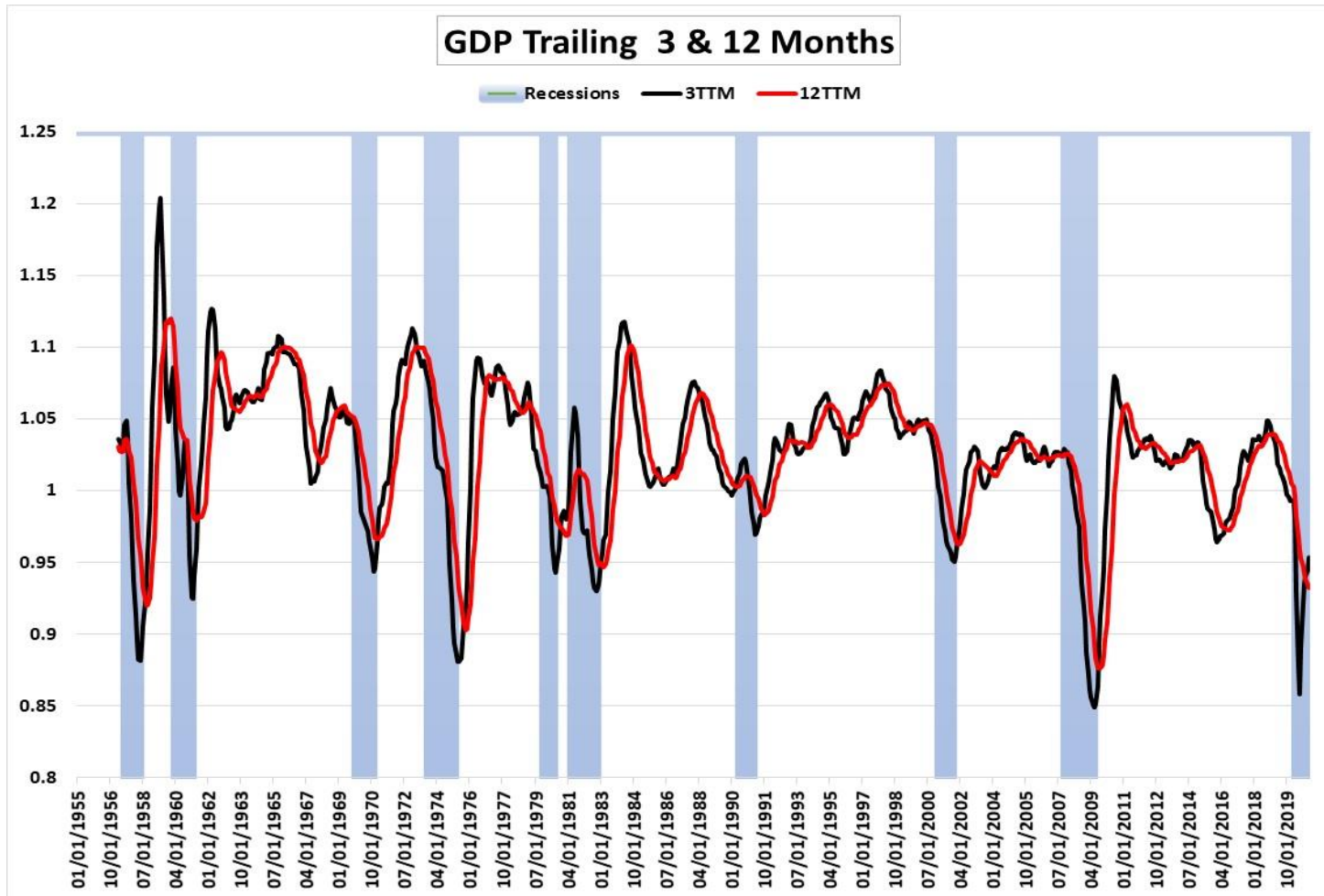


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Industrial production statistics (continued)



Industrial production statistics (continued)



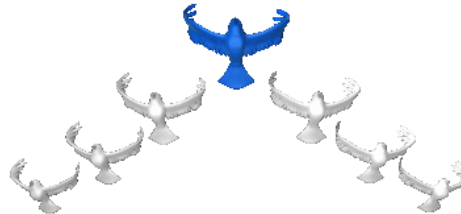
PESTLE

- Political
- Economic
- Social
- Technological
- Legal
- Environmental



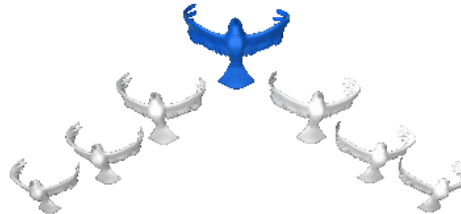
Monitor

- Productivity
- Efficiency
- Compliance
- Financial sustainability



Monitor

- Productivity – Real driver of Profitability
- Efficiency - Lean
- Compliance – Rules, Reg
- Financial sustainability – Ratios



Key



The 1 Key Statistic to Track the Health of Your Company

- Altman Z-Score



Z-Score Model 1

- The formula for the most commonly used public model Z-score is:
- $Z = (1.2 \times X1) + (1.4 \times X2) + (3.3 \times X3) + (0.6 \times X4) + (0.999 \times X5)$
- X variables stand for the following:
- X1= Working Capital/Total Assets
- X2= Retained Earnings/Total Assets
- X3= Earnings before Interest and Taxes (EBIT)/Total Assets
- X4= Market Value of Equity/Book Value of Debt
- X5= Sales/Total Assets
- After you have calculated the Z-score, see how your score ranks in a table that predicts the probability of bankruptcy:
- 1.8 or less—Very High
- 1.81 to 2.99—Not indicative of bankruptcy
- 3.0 or higher—Not likely



Z-Score Model 2

- We can use the same approach as to private companies by modifying the regression formula, as well as by eliminating the market value of the equity section.
- $[(\text{Current Assets} - \text{Current Liabilities}) / \text{Total Assets}] \times 6.56 =$ _____.
- $(\text{Retained Earnings} / \text{Total Assets}) \times 3.26 =$ _____.
- $(\text{Earnings before Interest. \& Taxes} / \text{Total Assets}) \times 6.72 =$ _____.
- $(\text{Equity} / \text{Total Liabilities}) \times 1.05 =$ _____.
- The sum of (A + B + C + D) equals your Z-score.
- Next, see where your score ranks in the following table:
 - 0 to 1.09—Bankruptcy Imminent
 - 1.10 to 2.60—Very Questionable
 - 2.60+—Bankruptcy Not Imminent



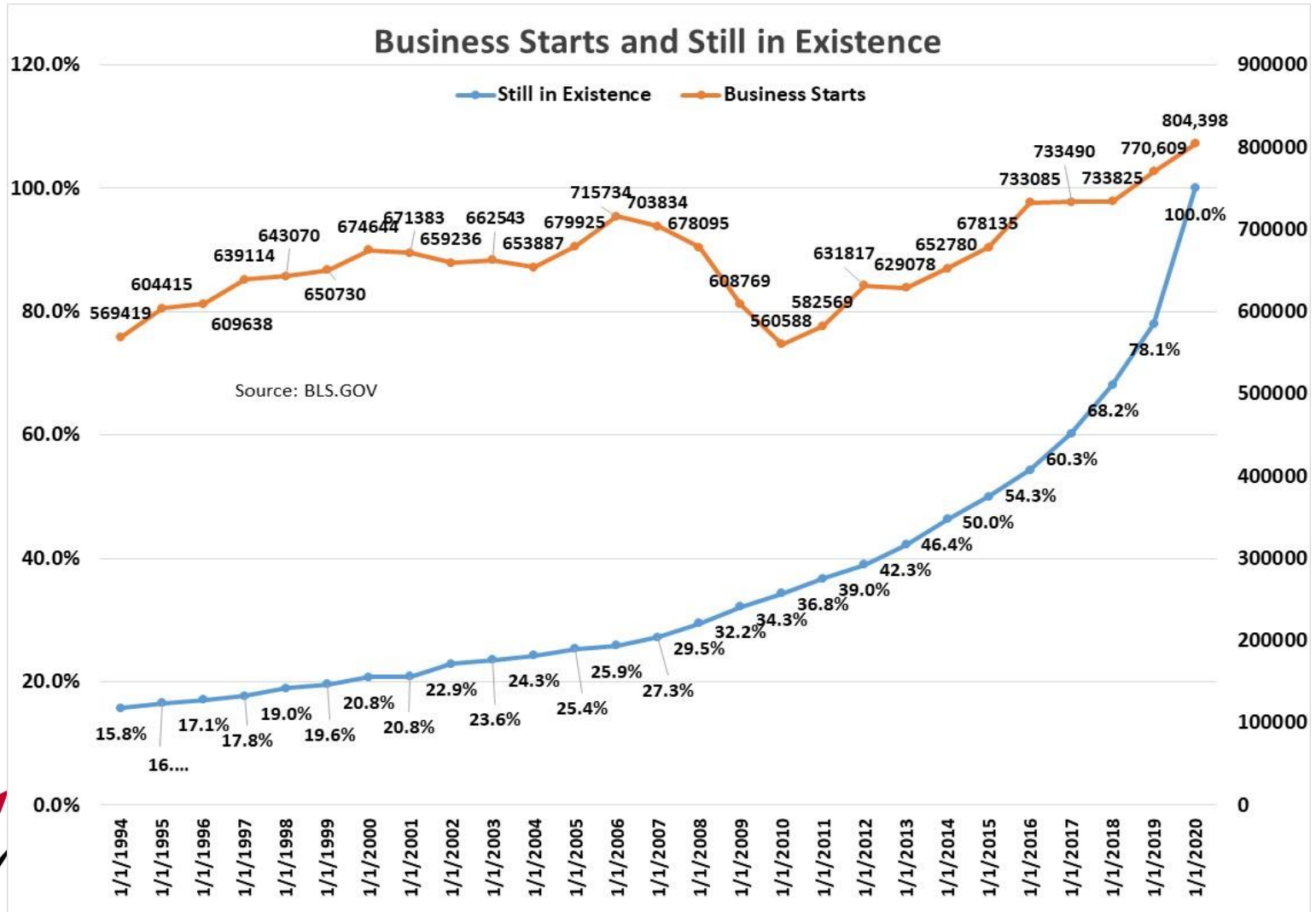
Z-Score Model 3

- There also is a third Z-score model for private manufacturing models.
- $X1 = (\text{Current Assets} - \text{Current Liabilities}) / \text{Total Assets}$
- $X2 = \text{Retained Earnings} / \text{Total Assets}$
- $X3 = \text{Earnings before Interest and Taxes} / \text{Total Assets}$
- $X4 = \text{Book Value of Equity} / \text{Total Liabilities}$
- $X5 = \text{Sales} / \text{Total Assets}$
- Z-Score Bankruptcy Model:
- $Z = 0.717X1 + 0.847X2 + 3.107X3 + 0.420X4 + 0.998X5$
- Then see where you score ranks in the following table:

- $Z < 1.23$ —“Distress” Zone
- $1.23 < Z < 2.9$ —“Grey” Zone
- $Z \geq 2.9$ —“Safe” Zone

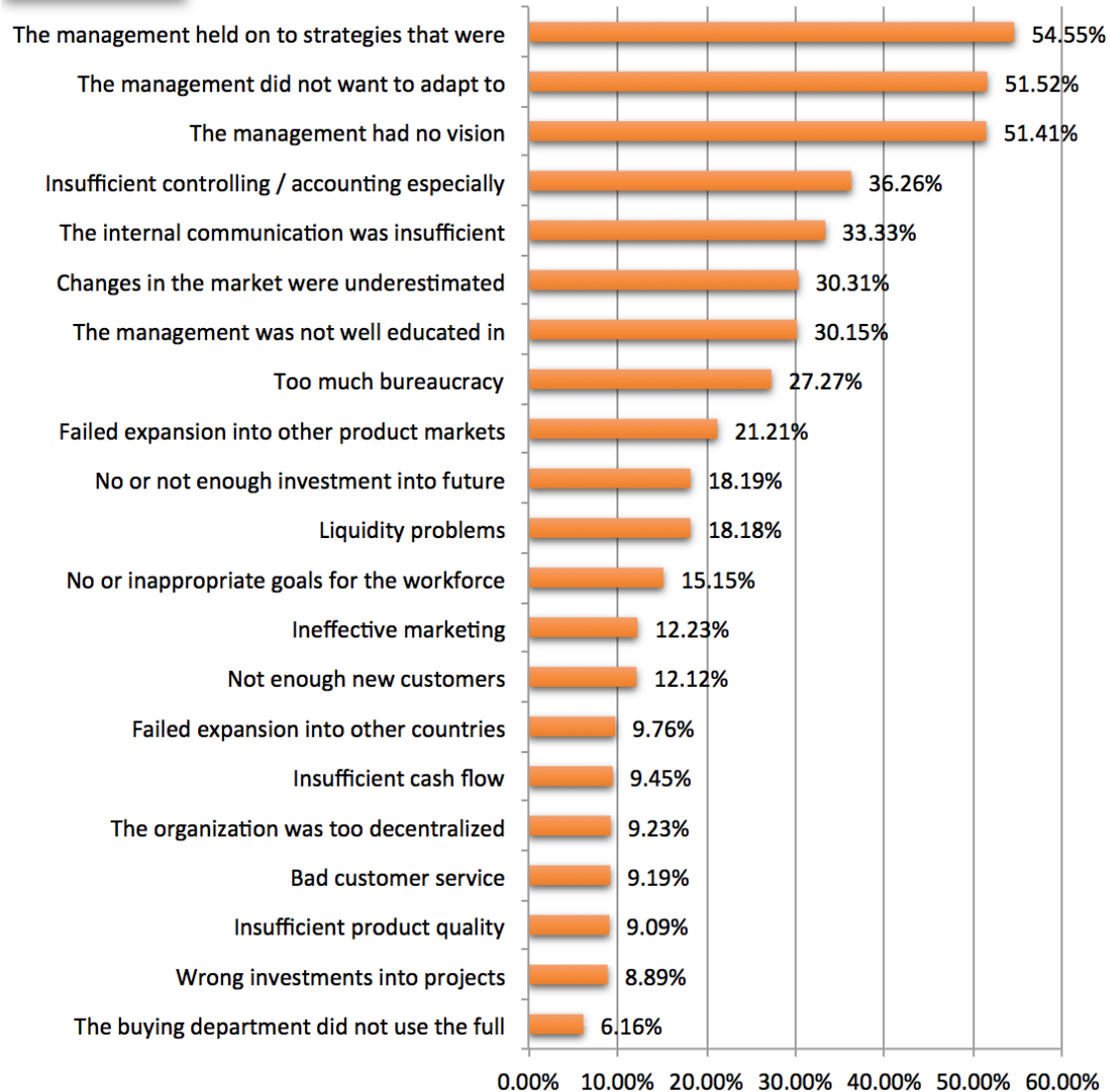


Business success (continued)



What are the most common internal causes for a corporate crisis that you have experienced?

Diagrammbereich

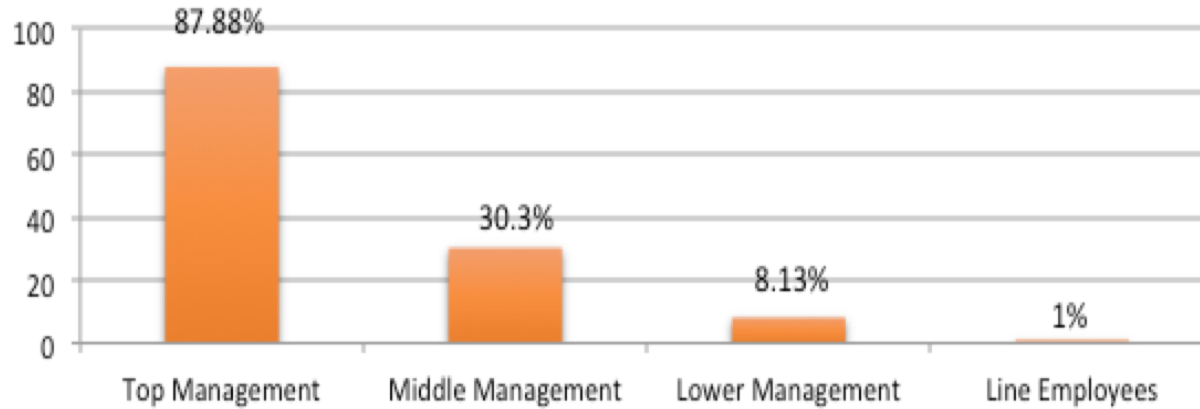


<http://corporate-turnaround.de/wp-content/uploads/2014/02/Why-do-Companies-Fail-Survey-2014-Turnaround-Management-Society.png>

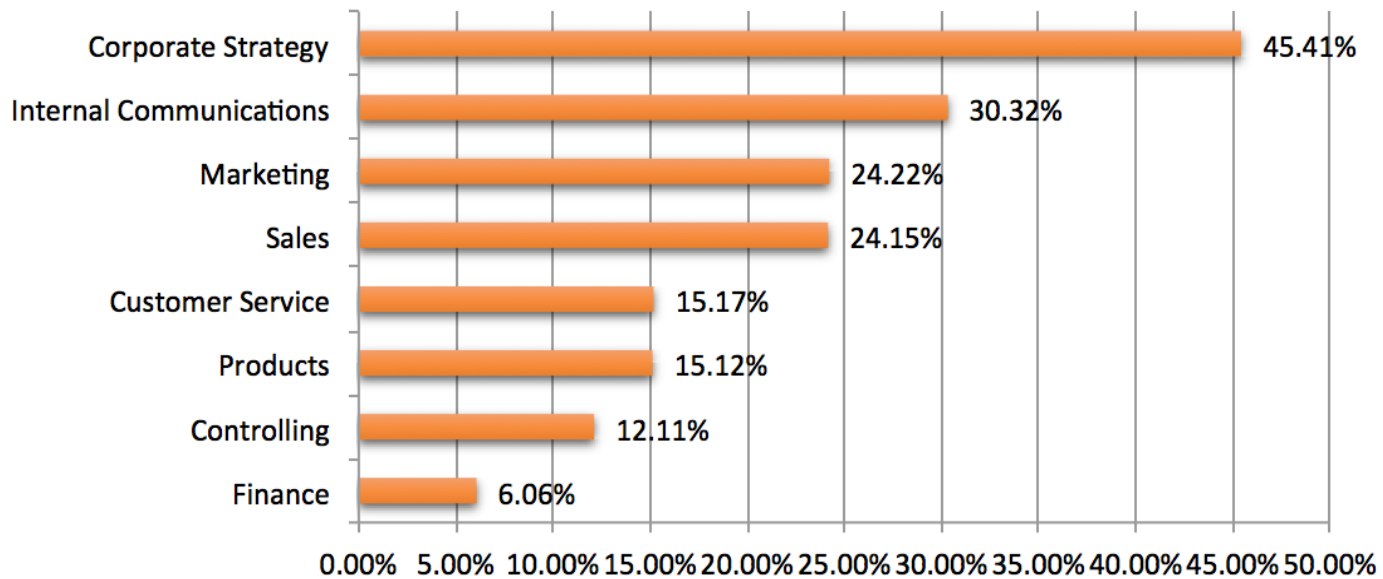
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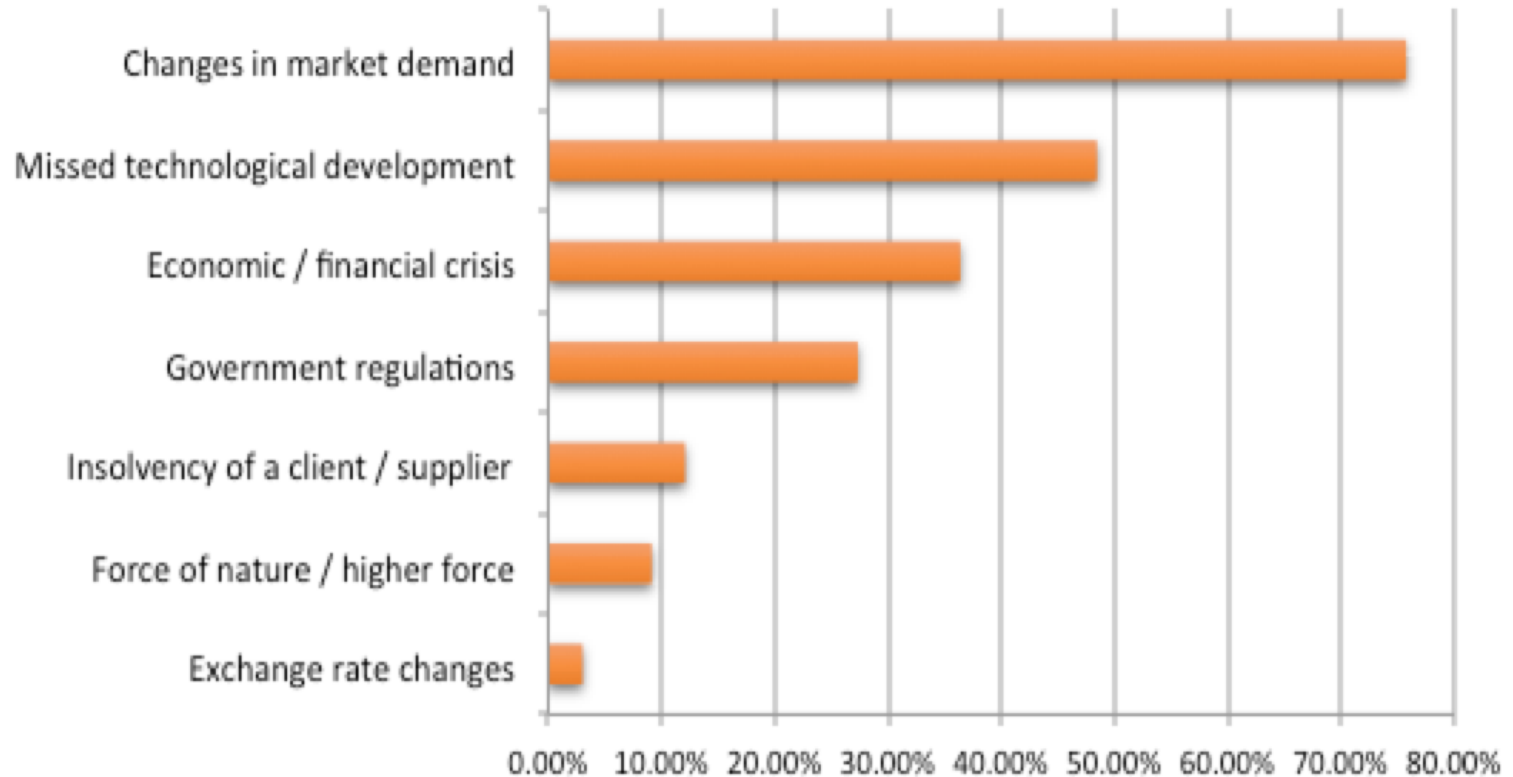
What management level caused the internal crisis?



What are the most common business areas that cause a corporate crisis or contribute significantly to it?



What are the main external reasons for restructuring / turnaround projects?



Where do businesses fail?

- Lack of cash
- Not monitoring Collections
- DSO gets out of whack
- Overdependency on specific customers
- Over 25% informal management team
- Over 50% informal owner
- Growing too fast
- 20% per year
- Double in 4 years
- Not monitoring key information
- Not knowing the warning signs - ratios Z-scores
- Financials
- Business Cycles
- Almanac of Industrial and Business Financial Ratios
- Overtrading
- Ignoring Competition
- Ignoring Trends
- Industry
- Environment
- Social
- Technology
- Customer preferences
- Complacency
- Unwilling to deal with tough issues



Where do businesses fail?

- Poor employee selection
- Incompetent management
- Inadequate working capital
- Inadequate financing
- Unaware of the need for WC for growth
- Lack of planning
- Business
- Strategic
- Budget
- Planning Tools
- PESTLE
- SWOT
- Subscribe to external sources
- Unethical
- Don't know how to price product
- Don't know how to sell a product
- Over dependency on one vendor
- Owners pull too much out of the business
- Family business - successive generations not interested in business
- Choice of wrong products or services
- Lack of contingency plans
- Not developing staff
- Inadequate technology



Other attributes of failing companies:

- The management is not well educated in business matters (30.3%)
- High level of bureaucracy (27.3%)
- Failed expansion into other product markets (21.2%)
- No transparency (18.2%)
- Liquidity problems (18.1%)
- Not enough investment in future products or technologies (18.0%)
- Ineffective marketing (12.1%)
- Not enough new customers (12.1%)
- Decentralized organization (9.2%)
- Wrong investments (9.1%)
- Poor customer service (9.0%)
- Insufficient product quality (9.0%)
- Failed expansion into other countries (9.0%)
- The buying department did not reach its full potential (6.1%)



Four steps when company is in financial difficulty:

- Raise Cash
- Raise Prices
- Eliminate Unprofitable Products/Product Lines/Divisions
- Reduce Expenses



Historical Comparison

Business areas that cause a corporate crisis (ranked)	Lymbersky (2014)	Reske et al. (1978)
Leadership	1	1
Internal communications	2	-
Marketing	3	-
Sales	4	3
Customer service	5	-
Own products	6	-
Controlling	7	8
Finance	8	2
Buying	9	11



Internal Causes for Corporate Decline

Internal causes for corporate decline	Lymbersky (2014)	Schendel et al. (1976)	Slater (1984)	Grinyer et al. (1990)
Poor management	52%*	-	73%	45%
Inadequate financial control	36%	-	75%	45%
High cost structure	-	67%	35%	65%
Poor marketing	12%	4%	22%	30%
Failed projects	9%	-	17%	40%
Acquisitions	<1%	-	15%	30%
Changes in the market were underestimated	30%	-	20%	-
Poor product quality	9%	-	-	10%

*average of top three factors regarding management in this study

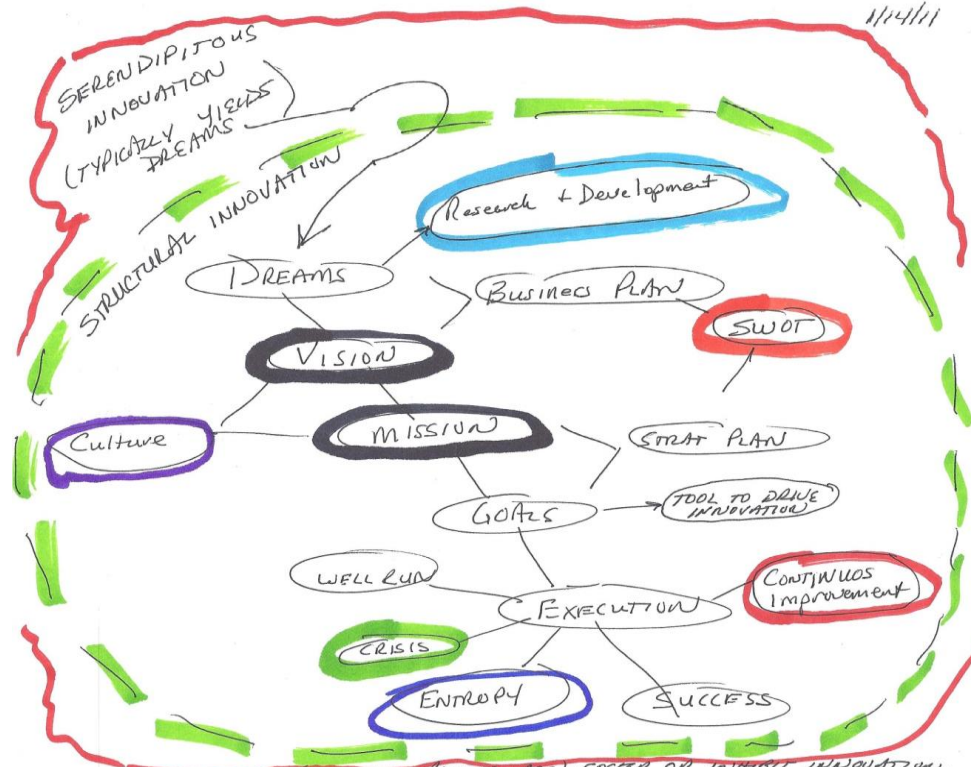


Phoenix Effect

- The Phoenix Effect is taken from the Native American concept of the famed bird rising from the ashes. It is a beautiful story that represents rebirth and renewal. All of our organizations and all of us as individuals go through multiple events of chaos and resurrection. The only time that this ceases to continue is when we leave this planet, or our companies disappear. This constant cycle needs to be sustained if we want to get the most out of our lives as well as our organizations.



Where does Value Originate?

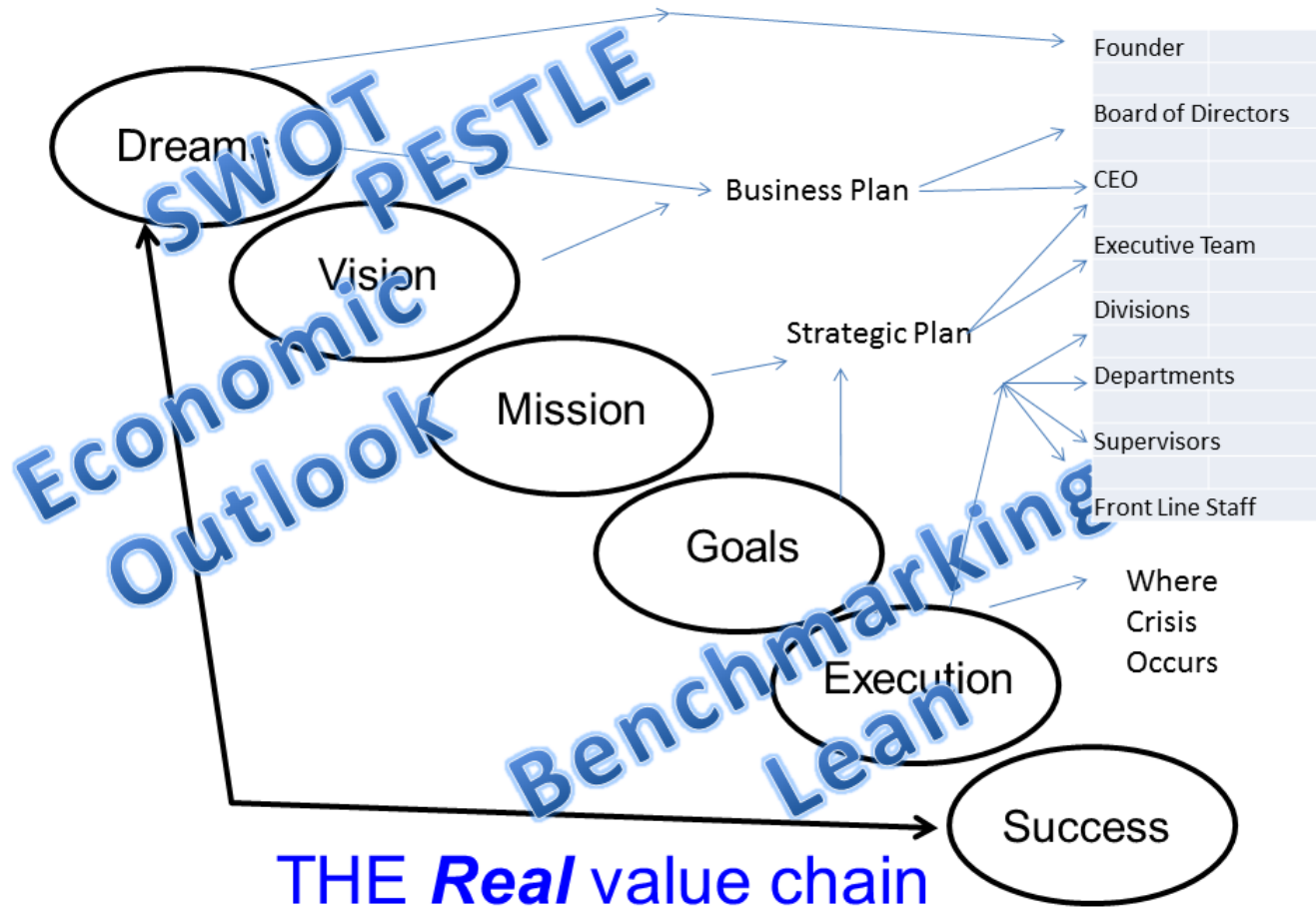


- █ - CULTURE (POLICIES & PROCEDURES) FOSTER OR INHIBIT INNOVATION.
- █ LEVERAGED LEADS TO INCREMENTAL - OR - STRATEGIC INNOVATION
- █ NON LEVERAGED LEADS TO ENTROPY.
- █ CREATIVE - OR - INCREMENTAL
- █ Can lead to Positive change or no change.
- █ Incremental
- █ SAME OLD, SAME OLD
- █ FOSTER CULTURE OF INNOVATION OR LACK THERE OF

VALUE / PLANNING / INNOVATION / ENTROPY / CHANGE



Origin of all value #1



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Phoenix Change Examples

- New Products
- Customization
- Add-ons to old products
- NFL changing swag each year
- New versions – software
- New enhancements
- New Technology
- Research and Development
- Synergistic technology
- Scanning the environment
- Google alerts
- Experts
- Non-experts (avoid groupthink)



Accessing Creativity

- Mind mapping.
- Mind storming.
- Brainstorming.
- Asking 20 questions.
- Trying to determine what someone else would do.
- Guess what somebody famous such as Albert Einstein, George Patton, George Carlin, Jesus Christ, Mahatma Gandhi would do.



Practical Creativity Tools

- Brainstorming
- WWJD
- Barrier removal – Kennedy
- Waste identification tools / exercises - LEAN
- Mindmapping (manual and software)
- Controlled Mindmapping
- SWOT analysis
- 5 Whys
- New – Bureaucratic eliminator
- What could put us out of business?
- Mastermind group
- Start / Stop Technique



Other ideas to increase creativity

1. **Consistent Effort** – must be part of culture
2. **Record Everything** Keep a notebook, sketchbook, or recording device handy at all times.
3. **Enhance Something** If you've already made something successful, determine if you can expand on it.
4. **Change tempo** - If you're doing brain work, do body work, and vice versa. If you're writing a report, do a puzzle, if you're building a sculpture of a giant chrome sponge, sing a song.
5. **Think Laterally** Look for associated ideas, especially while you're already working on something.
6. **Don't be Afraid of Bad Ideas**
7. **Get Emotional**
8. **Hang out With Friends** – have some fun.
9. **Sleep On It**
10. **Take a Hike - Exercise**
11. **Take a Break**
12. **Learn a Useless Skill**
13. **Listen To Music**
14. **Do something outside of your comfort zone.**



Continuous Improvement

- Innovation
- Lean
- Creativity
- Inculcate



Continuous Improvement

- Innovation - **Value**
- Lean – **Drive cost savings**
- Creativity – **Fights status quo**
- Inculcate –



interview, on-boarding, regular communication, vision, annual reviews, management messages



Waste

- Overproduction
- Inventory
- Interruption of flow
- Motion
- Transportation
- Underutilization of people
- Defects
- Waiting



Appendix - Thorsten Profit Enhancers

Macro Tools



Increase Revenue

Decrease Expenses

Ratio Tools

Benchmarking

Policy and Procedure

- Macro Tools
 - The Business plan
 - Strategic plan
 - Mission
 - Vision
 - Goal setting
 - Budgeting
 - Hiring philosophy



Questions?

More

Information?



Jim Lindell, CPA, CSP, CGMA, MBA
Thorsten Consulting Group, Inc.

34085 Hidden Valley Drive

Dousman, WI 53118

414-403-5806 (C)

262-392-3166 (O)

Jim@thorstenconsulting.com

<https://www.linkedin.com/in/jimlindell/>



Consolidated Statements of Operations

FOR THE FISCAL YEARS ENDED JUNE 30, 2019, JULY 1, 2018 AND JULY 2, 2017
(in thousands, except per share data)

	2019	2018	2017
NET SALES	1,836,605	1,881,294	1,786,103
COST OF GOODS SOLD	1,535,554	1,483,212	1,402,274
Gross Profit	301,051	398,082	383,829
ENGINEERING, SELLING, GENERAL AND ADMINISTRATIVE EXPENSES	349,276	375,230	300,062
EQUITY IN EARNINGS OF UNCONSOLIDATED AFFILIATES	9,029	9,257	11,056
Income (Loss) from Operations	-39,196	32,109	94,823
INTEREST EXPENSE	-29,242	-25,320	-20,293
OTHER INCOME, Net	340	4,312	5,131
Income (Loss) Before Income Taxes	-68,098	11,101	79,661
PROVISION (CREDIT) FOR INCOME TAXES	-14,015	22,421	23,011
NET INCOME (LOSS)	-54,083	-11,320	56,650



Balance Sheet

ASSETS	March 29, 2020	June 30, 2019
CURRENT ASSETS:		
Cash and Cash Equivalents	\$ 44,413	\$ 29,569
Accounts Receivable, Net	236,341	198,498
Inventories -		
Finished Products	358,011	344,277
Work in Process	153,993	145,182
Raw Materials	14,510	12,547
Total Inventories	526,514	502,006
Prepaid Expenses and Other Current Assets	36,381	32,404
Total Current Assets	843,649	762,477
OTHER ASSETS:		
Goodwill	100,360	169,682
Investments	30,554	49,641
Other Intangible Assets, Net	95,064	96,738
Long-Term Deferred Income		
Tax Asset	4,364	43,172
Other Long-Term Assets, Net	21,149	18,676
Right of Use Asset	103,924	—
Total Other Assets	355,415	377,909
PLANT AND EQUIPMENT:		
Cost	1,238,822	1,220,339
Less - Accumulated	848,488	809,294
Total Plant and	390,334	411,045
TOTAL ASSETS	\$ 1,589,398	\$ 1,551,431

LIABILITIES & SHAREHOLDERS' INVESTMENT	March 29, 2020	June 30, 2019
CURRENT LIABILITIES:		
Accounts Payable	\$ 192,114	\$ 287,620
Short-Term Debt	597,473	160,540
Accrued Liabilities	128,987	129,585
Short-Term Lease	11,710	—
Total Current	930,284	577,745
OTHER LIABILITIES:		
Accrued Pension Cost	209,318	221,033
Accrued Employee Benefits	21,110	21,311
Accrued Postretirement Health Care Obligation	22,035	25,929
Accrued Warranty	19,406	19,572
Other Long-Term Liabilities	57,838	44,152
Long-Term Lease Obligations	90,067	—
Long-Term Debt	—	194,969
Total Other	419,774	526,966
SHAREHOLDERS' INVESTMENT:		
Common Stock - Authorized 120,000 shares, \$.01 par value, issued 57,854 shares	579	579
Additional Paid-In Capital	72,341	78,902
Retained Earnings	796,426	993,873
Accumulated Other Comprehensive Loss	-305,891	-292,550
Treasury Stock at cost, 15,399 and 15,796 shares,	-324,115	-334,084
Total Shareholders'	239,340	446,720
TOTAL LIABILITIES AND SHAREHOLDERS' INVESTMENT	\$ 1,589,398	\$ 1,551,431



Financial Statements

Balance Sheet

- Assets
 - What I have
 - Cash, AR, Inv, PP&E, Intangibles
- Liabilities
 - What I owe
 - Creditors, Debtors, Vendors
- Equity
 - Excess of Have over Owe

Income Statement

- Revenue
 - What I sell
- Expenses
 - What it costs to produce what I sell
 - Other GSA, Interest, etc.
- Net Income
 - Excess of “What I Sell over What it Cost.”

Cash Flow Statement

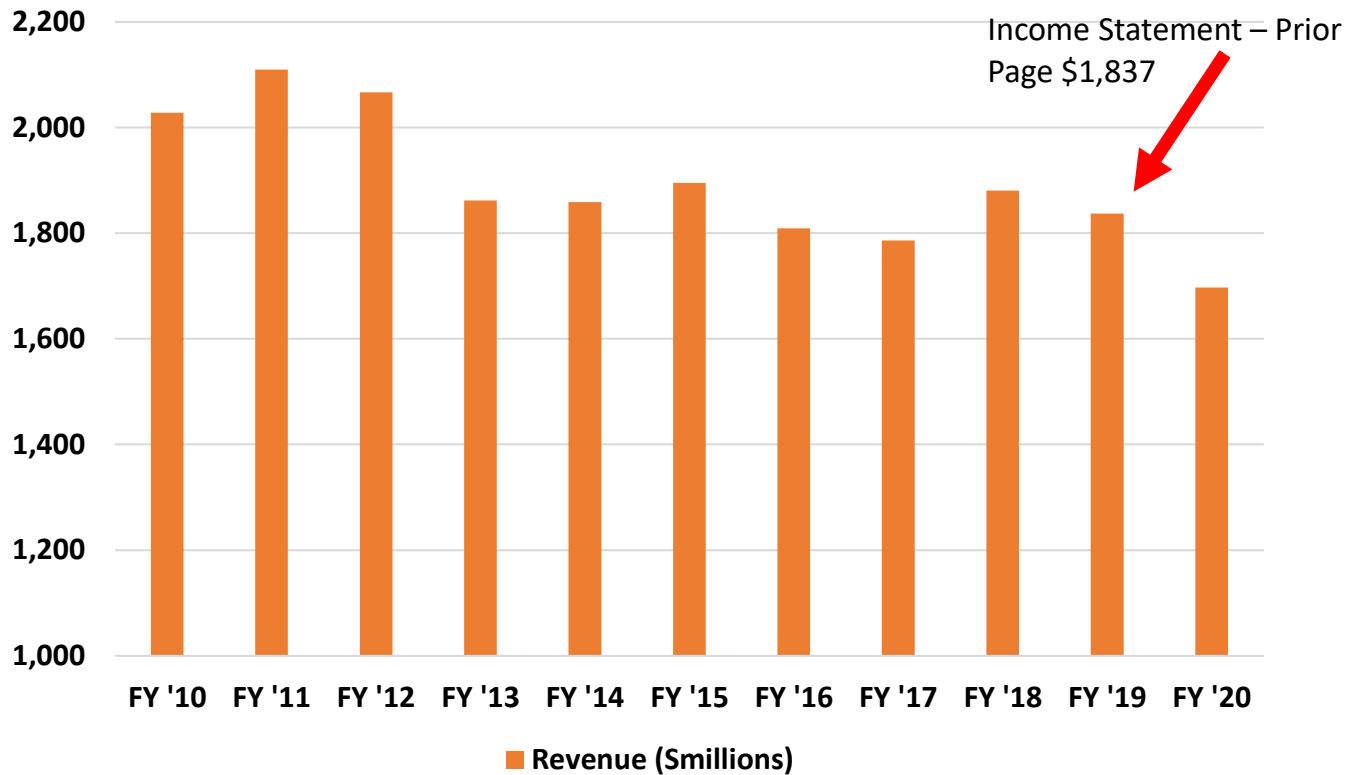
- Lots of big and confusing words – in essence, all of the activities in preceding cols. Generate or Use Cash.
- Normally, the net change in cash for the period is explained on this statement.



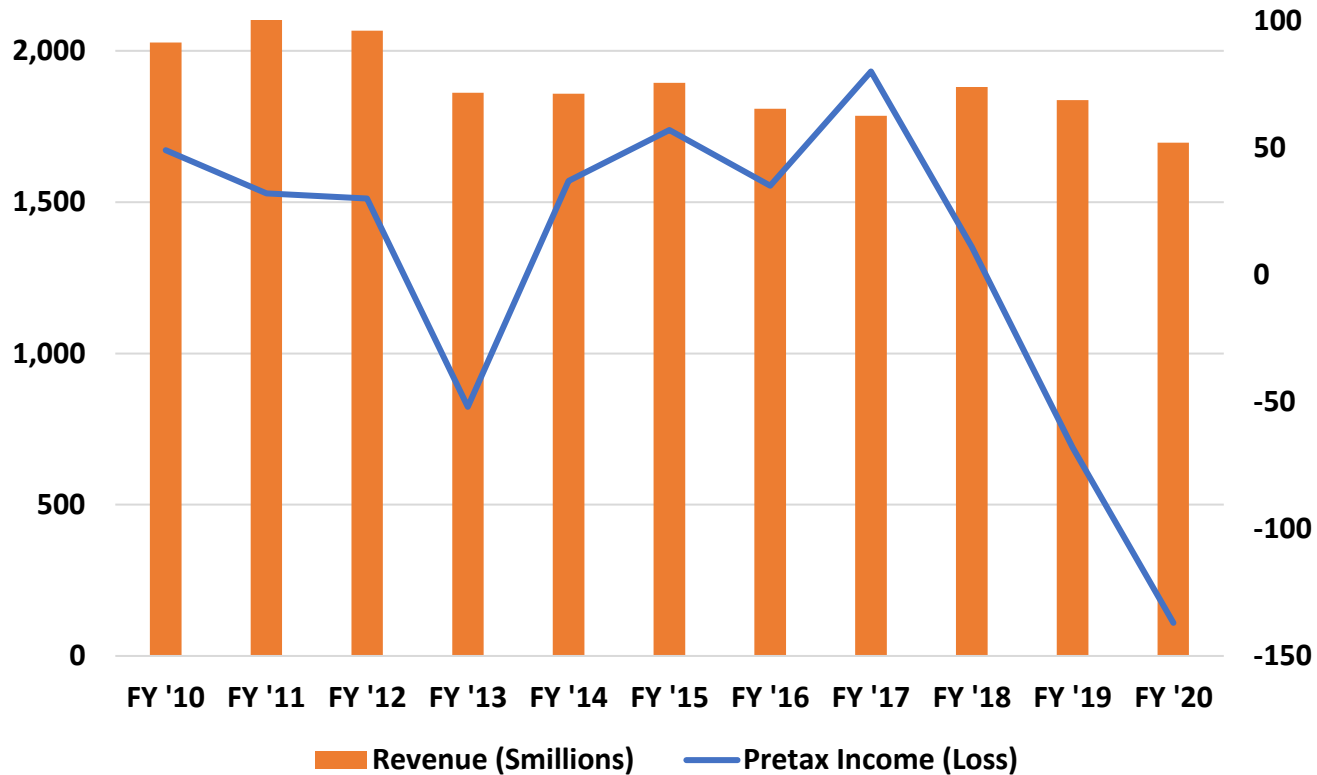
Overview – Where Financial Statements Fail Us

- Context
- Insight
- Trends
- Ratios

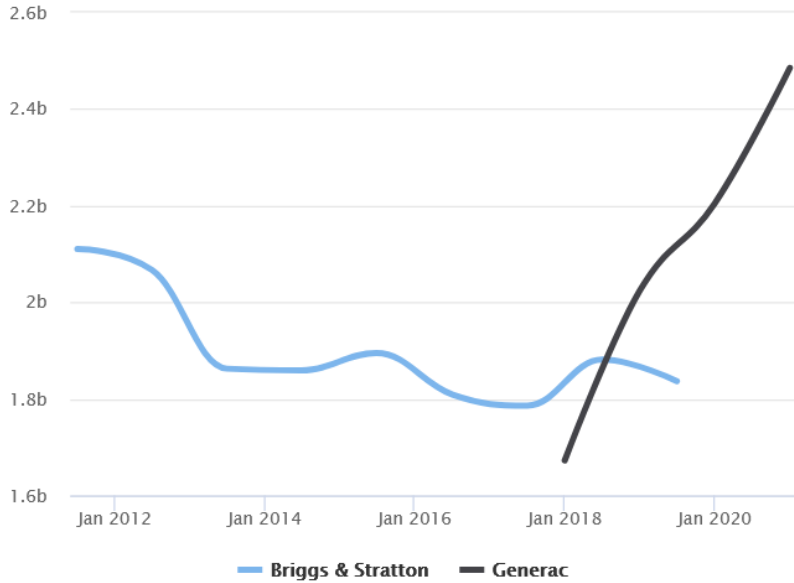
Briggs & Stratton Revenue



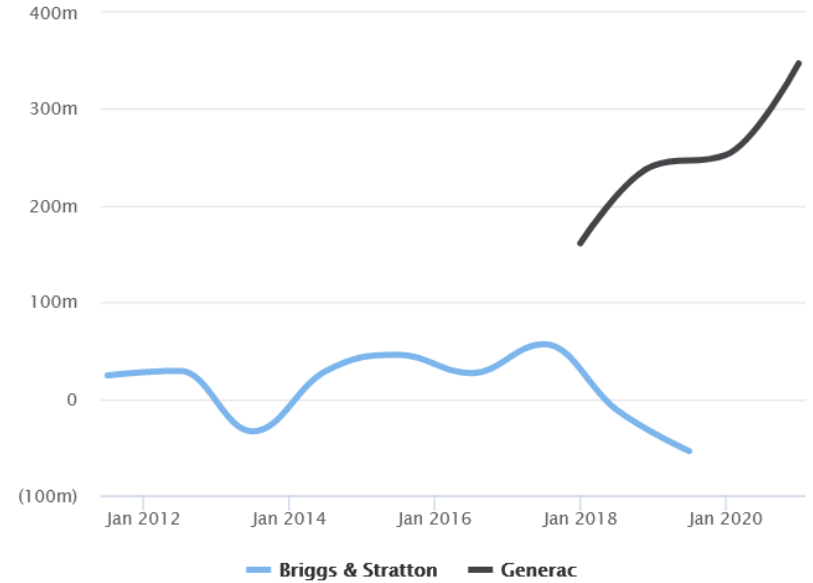
Briggs & Stratton Revenue



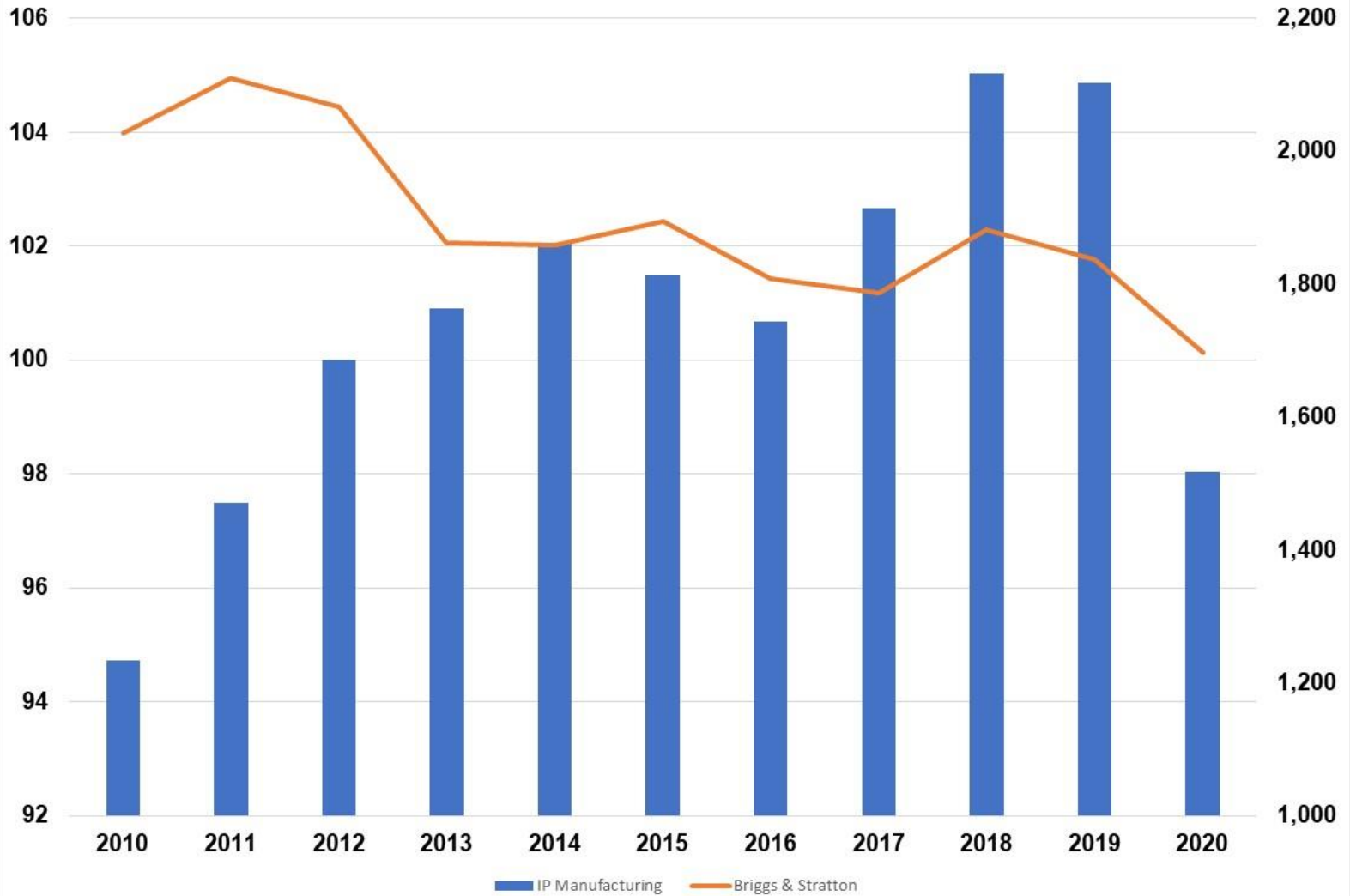
Revenue



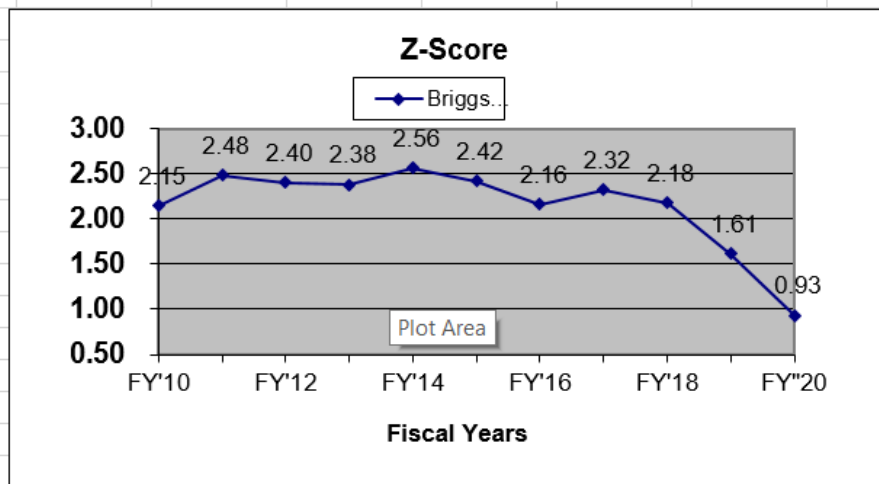
Net Income



Briggs & Stratton vs IP Manufacturing Index

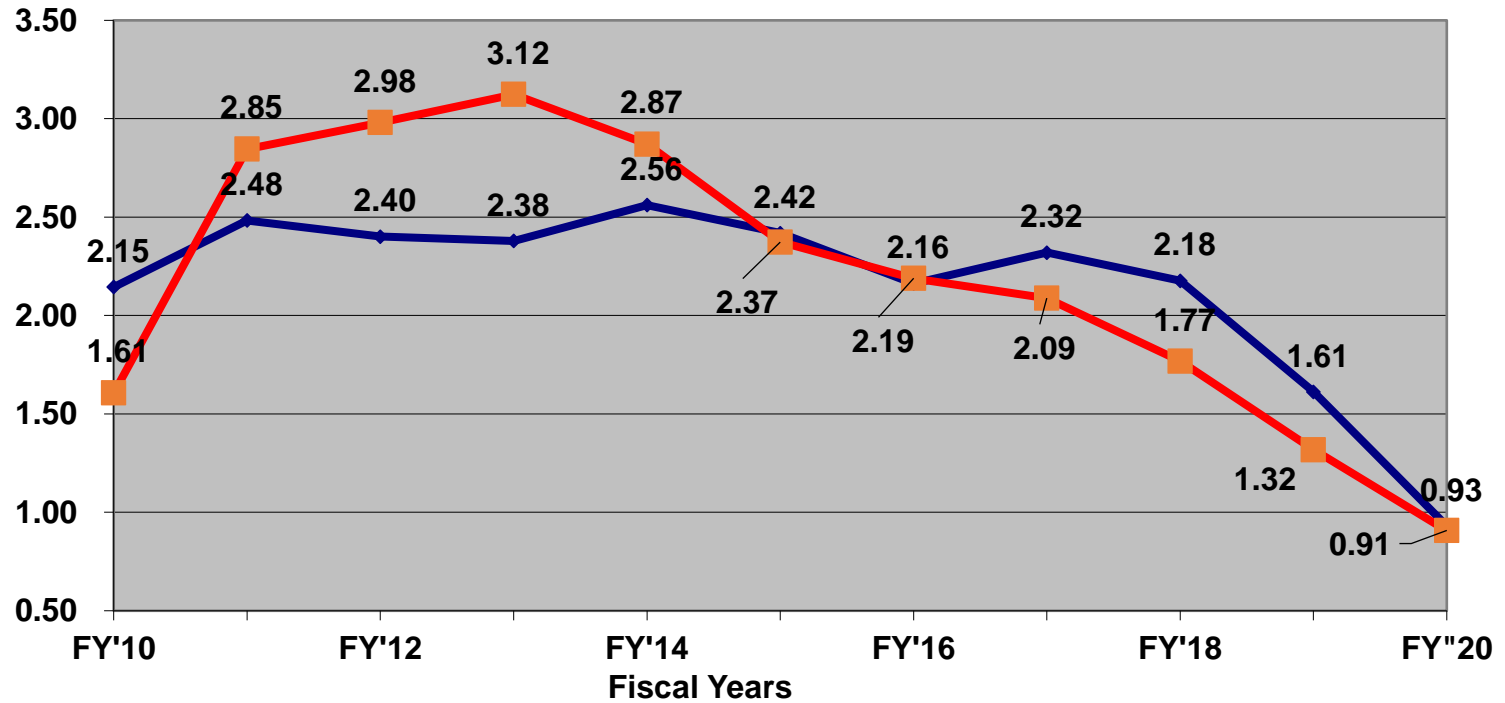


Briggs & Stratton Altman Z-Score											
	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date
	FY'10	FY'11	FY'12	FY'13	FY'14	FY'15	FY'16	FY'17	FY'18	FY'19	FY'20
Working Capital	342	635	606	584	567	460	378	359	295	184	-86
Retained Earnings	651	738	632	668	672	574	494	559	570	447	239
EBIT	49	32	30	(52)	37	57	35	80	11	(68)	-137
MV of Equity	119	119	86	108	101	88	92	107	77	51	7.55
Sales	2,028	2,110	2,067	1,862	1,859	1,895	1,809	1,786	1,881	1,837	1697
Total Assets	Horizontal (Category) Axis		1,608	1,448	1,450	1,457	1,457	1,451	1,444	1,551	1589
Book Value of Debt	1,039	928	976	780	777	882	963	892	874	1,105	1350
Z-Score =	$Z = (1.2 \times X1) + (1.4 \times X2) + (3.3 \times X3) + (0.6 \times X4) + (0.999 \times X5)$										
	2.15	2.48	2.40	2.38	2.56	2.42	2.16	2.32	2.18	1.61	0.93

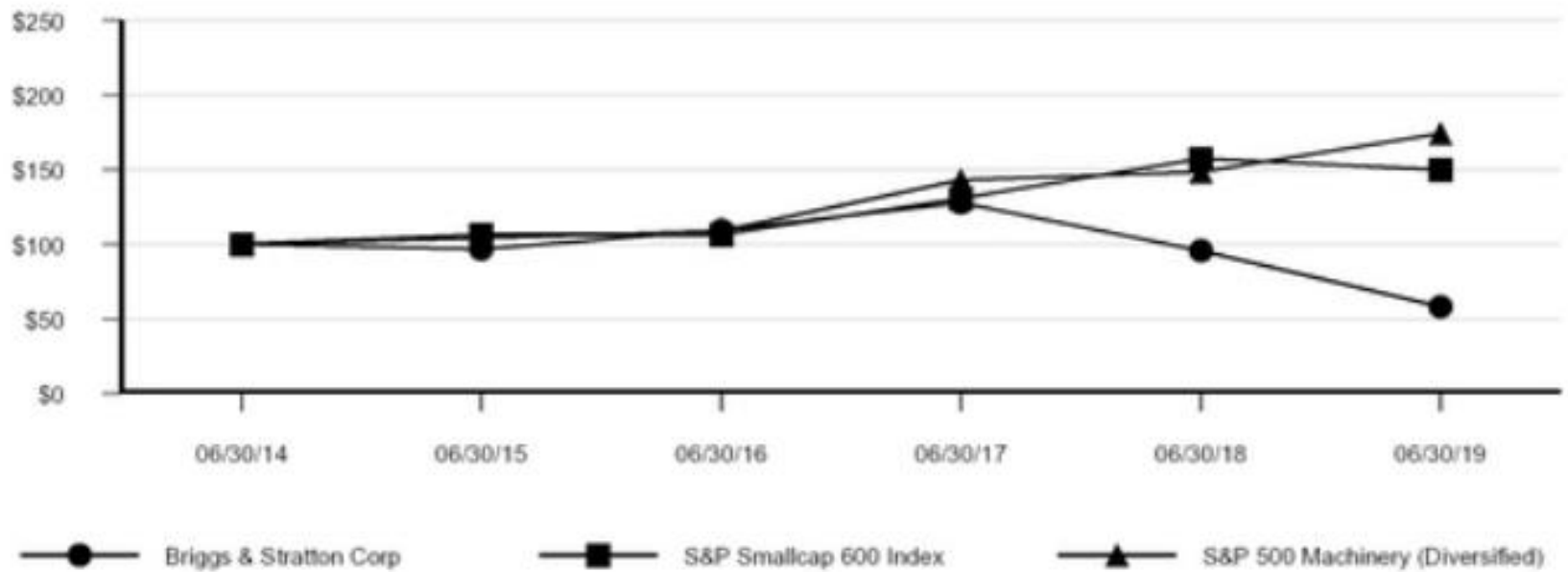


Altman Z-Score and Current Ratio

Briggs & Stratton Altman Z-Score Current Ratio



FIVE YEAR CUMULATIVE TOTAL RETURN COMPARISON Briggs & Stratton versus Published Indices



Briggs P&L

Profit & Loss Statement

% chg. + more

in million USD	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15	FY '16	FY '17	FY '18	FY '19
Revenue	2,028	2,110	2,067	1,862	1,859	1,895	1,809	1,786	1,881	1,837
Cost of revenue	-1,648	-1,712	-1,730	-1,533	-1,512	-1,536	-1,446	-1,402	-1,483	-1,536
Gross Profit	380	398	337	329	347	359	362	384	398	301
Operating Expenses	-311	-350	-295	-370	-301	-293	-316	-286	-365	-340
Operating Income (Loss)	69	48	41	-41	46	66	46	97	33	-39
Non-Operating Income (Loss)	-20	-16	-11	-12	-9	-9	-11	-18	-22	-29
Pretax Income (Loss)	49	32	30	-52	37	57	35	80	11	-68
Income Tax (Expense) Benefit, net	-12	-8	-1	18	-9	-11	-9	-23	-22	14
Net Income Available to Common Shareholders	37	24	29	-34	28	46	27	57	-11	-54



Balance Sheet

% chg. + more

in million USD

	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15	FY '16	FY '17	FY '18	FY '19
Assets										
Cash, Cash Equivalents & Short Term Investments	117	210	156	188	195	118	90	62	45	30
Accounts & Notes Receivable	286	249	224	191	221	216	192	230	183	198
Inventories	400	427	434	408	376	379	386	375	412	502
Other Short Term Assets	102	93	98	72	79	82	28	23	40	32
Total Current Assets	906	979	912	859	870	795	696	689	679	762
Property, Plant & Equipment, Net	338	329	301	287	297	315	326	365	422	411
Other Long Term Assets	447	358	395	301	282	347	434	397	343	378
Total Noncurrent Assets	784	687	697	589	579	661	761	762	765	789
Total Assets	1,690	1,666	1,608	1,448	1,450	1,457	1,457	1,451	1,444	1,551



Liabilities and owners' equity										
Payables & Accruals	357	341	303	274	303	335	318	330	336	417
Short Term Debt	206	3	3	0	0	0	0	0	48	161
Total Current Liabilities	564	344	306	275	303	335	318	330	384	578
Long Term Debt	0	225	225	225	225	223	221	222	200	195
Other Long Term Liabilities	476	359	445	280	249	325	423	339	289	332
Total Noncurrent Liabilities	476	584	670	505	474	547	645	561	489	527
Total Liabilities	1,039	928	976	780	777	882	963	892	874	1,105
Share Capital & Additional Paid-In Capital	81	80	82	78	79	78	73	74	77	79
Treasury Stock	-202	-191	-227	-228	-260	-296	-315	-322	-326	-334
Retained Earnings	1,091	1,093	1,100	1,043	1,048	1,071	1,074	1,107	1,071	994
Other Equity	-319	-243	-323	-225	-195	-279	-338	-300	-252	-293
Equity Before Minority Interest	651	738	632	668	672	574	494	559	570	447
Total Equity	651	738	632	668	672	574	494	559	570	447
Total Liabilities & Equity	1,690	1,666	1,608	1,448	1,450	1,457	1,457	1,451	1,444	1,551



Cash Flow Statement

% chg. + more

in million USD	FY '10	FY '11	FY '12	FY '13	FY '14	FY '15	FY '16	FY '17	FY '18	FY '19
Net Income/Starting Line	37	24	29	-34	28	46	27	n/a	n/a	n/a
Depreciation & Amortization	66	62	64	56	50	52	54	n/a	n/a	n/a
Non-Cash Items	13	69	16	53	13	23	44	n/a	n/a	n/a
Change in Working Capital	128	2	-43	85	36	27	-13	n/a	n/a	n/a
Cash from Operating Activities	244	157	66	161	127	148	112	n/a	n/a	n/a
Change in Fixed Assets & Intangibles	-44	-60	-50	-32	-60	-70	-63	n/a	n/a	n/a
Net Cash From Acquisitions & Divestitures	0	0	-3	-60	0	-88	-3	n/a	n/a	n/a
Other Investing Activities	0	0	0	0	0	0	-20	n/a	n/a	n/a
Cash from Investing Activities	-45	-60	-52	-92	-60	-158	-86	n/a	n/a	n/a
Dividends Paid	-22	-22	-22	-23	-23	-23	-24	n/a	n/a	n/a
Cash From (Repayment of) Debt	-44	21	0	-3	0	0	-2	n/a	n/a	n/a
Cash From (Repurchase of) Equity	1	2	-39	-10	-38	-42	-25	n/a	n/a	n/a
Other Financing Activities	-34	-5	-1	0	-1	0	-1	n/a	n/a	n/a
Cash from Financing Activities	-99	-4	-62	-36	-62	-64	-51	n/a	n/a	n/a
Net Cash Before FX	100	93	-48	32	6	-74	-25	n/a	n/a	n/a
Effect of Foreign Exchange Rates	1	0	-6	0	0	-2	-3	n/a	n/a	n/a
Net Changes in Cash	101	93	-54	32	6	-76	-29	n/a	n/a	n/a



Data provided by SimFin

General Information

Common name of company	BRIGGS & STRATTON CORP
Ticker of company	BGG
Number of employees (as per full financial year 2019)	5,200
Sector classification	Industrial Products, Industrials
End of financial year	June

Stock Information

Share price (USD; as per 2020-07-20)	.78
Market Capitalisation (in million USD)	33
Enterprise Value (in million USD)	688
Common Shares Outstanding (as per 2020-04-24)	42,453,535
Average Basic Shares Outstanding (in million USD)	41,642,000
Average Diluted Shares Outstanding (in million USD)	41,642,000



Key Financials & Ratios	
Revenues (in million USD, TTM)	1,697
Gross Profit (in million USD, TTM)	243
Operating Income (in million USD, TTM)	-137
Net Profit (in million USD, TTM)	-212
Cash and Cash Equivalents (in million USD, TTM)	44
Receivables (in million USD, TTM)	236
Total Current Assets (in million USD, TTM)	844
PP&E (in million USD, TTM)	390
Total Assets (in million USD, TTM)	1,589
Accounts Payable (in million USD, TTM)	192
Current Debt (in million USD, TTM)	609
Total Current Liabilities (in million USD, TTM)	930
Long-Term Debt (in million USD, TTM)	90
Total Liabilities (in million USD, TTM)	1,350
Total Equity (in million USD, TTM)	239
Gross Margin (TTM)	14.3%
Operating Margin (TTM)	-8.1%
Net Profit Margin (TTM)	-12.5%
Return on Equity (TTM)	-88.6%
Return on Assets (TTM)	-13.3%
Basic EPS (TTM)	-5.09
Diluted EPS (TTM)	-5.09
Sales per Share (TTM)	40.76
Book Value per Share (TTM)	5.75
Price to Earnings Ratio (TTM)	-.15
Price to Sales Ratio (TTM)	.02
Price to Book Value (TTM)	.14
EV/Sales (TTM)	.41
Book to Market Value (TTM)	7.23
Current Ratio (TTM)	90.7%
Liabilities to Equity Ratio (TTM)	564.1%
Debt to Assets Ratio (TTM)	44.0%





SEARS HOLDINGS CORPORATION
Consolidated Statements of Operations

millions, except per share data

	<u>2014</u>	<u>2013</u>	<u>2012</u>
REVENUES			
Merchandise sales and services ⁽¹⁾⁽²⁾	\$ 31,198	\$ 36,188	\$ 39,854
COSTS AND EXPENSES			
Cost of sales, buying and occupancy ⁽¹⁾	24,049	27,433	29,340
Selling and administrative	8,220	9,384	10,660
Depreciation and amortization	581	732	830
Impairment charges	63	233	330
Gain on sales of assets	(207)	(667)	(468)
Total costs and expenses	<u>32,706</u>	<u>37,115</u>	<u>40,692</u>
Operating loss	(1,508)	(927)	(838)
Interest expense	(313)	(254)	(267)
Interest and investment income	132	207	94
Other income	4	2	1
Loss before income taxes	(1,685)	(972)	(1,010)
Income tax expense	(125)	(144)	(44)
Net loss	(1,810)	(1,116)	(1,054)
(Income) loss attributable to noncontrolling interests	128	(249)	124
NET LOSS ATTRIBUTABLE TO HOLDINGS' SHAREHOLDERS	<u>\$ (1,682)</u>	<u>\$ (1,365)</u>	<u>\$ (930)</u>
NET LOSS PER COMMON SHARE ATTRIBUTABLE TO HOLDINGS' SHAREHOLDERS			
Basic loss per share	\$ (15.82)	\$ (12.87)	\$ (8.78)
Diluted loss per share	\$ (15.82)	\$ (12.87)	\$ (8.78)
Basic weighted average common shares outstanding	106.3	106.1	105.9
Diluted weighted average common shares outstanding	106.3	106.1	105.9

⁽¹⁾ Includes merchandise sales to Sears Hometown and Outlet Stores, Inc. ("SHO") of \$1.4 billion, \$1.5 billion and \$437 million in 2014, 2013 and 2012, respectively.

SEARS HOLDINGS CORPORATION
Consolidated Balance Sheets

<i>millions</i>	January 31, 2015	February 1, 2014
ASSETS		
Current assets		
Cash and cash equivalents	\$ 250	\$ 1,028
Restricted cash	—	10
Accounts receivable ⁽¹⁾	429	553
Merchandise inventories	4,943	7,034
Prepaid expenses and other current assets	241	334
Total current assets	5,863	8,959
Property and equipment		
Land	1,701	1,850
Buildings and improvements	4,701	5,405
Furniture, fixtures and equipment	1,629	2,587
Capital leases	282	267
Gross property and equipment	8,313	10,109
Less accumulated depreciation and amortization	(3,864)	(4,715)
Total property and equipment, net	4,449	5,394
Goodwill	269	379
Trade names and other intangible assets	2,097	2,850
Other assets	531	679
TOTAL ASSETS	\$ 13,209	\$ 18,261



LIABILITIES

Current liabilities

Short-term borrowings ⁽²⁾	\$ 615	\$ 1,332
Current portion of long-term debt and capitalized lease obligations	75	83
Merchandise payables	1,621	2,496
Other current liabilities	2,087	2,527
Unearned revenues	818	900
Other taxes	380	460
Short-term deferred tax liabilities	480	387
Total current liabilities	<u>6,076</u>	<u>8,185</u>

Long-term debt and capitalized lease obligations ⁽³⁾	3,110	2,834
Pension and postretirement benefits	2,404	1,942
Other long-term liabilities	1,849	2,008
Long-term deferred tax liabilities	715	1,109
Total Liabilities	<u>14,154</u>	<u>16,078</u>

Commitments and contingencies

EQUITY (DEFICIT)

Sears Holdings Corporation equity (deficit)

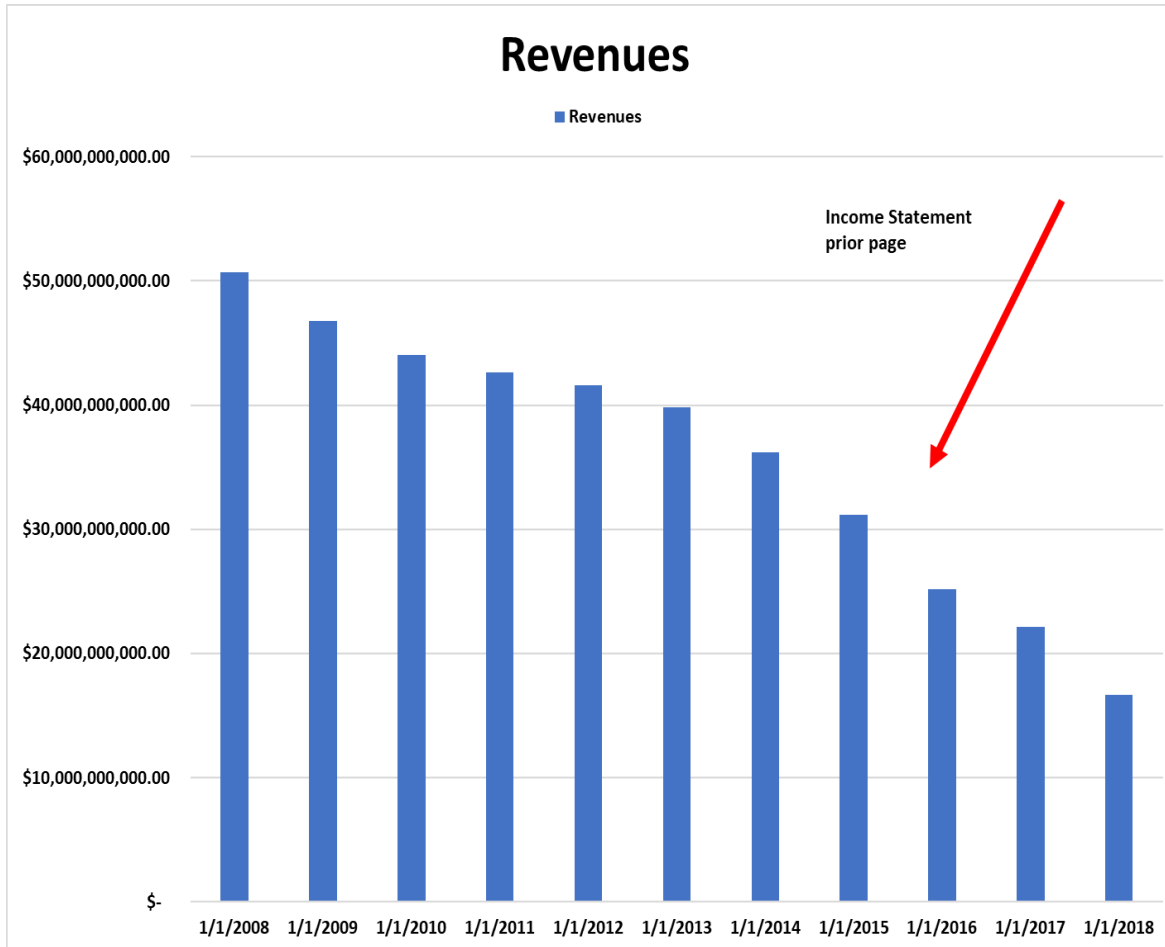
Preferred stock, 20 shares authorized; no shares outstanding	—	—
Common stock \$0.01 par value; 500 shares authorized; 107 and 106 shares outstanding, respectively	1	1
Treasury stock—at cost	(5,949)	(5,963)
Capital in excess of par value	9,189	9,298
Retained deficit	(2,162)	(480)
Accumulated other comprehensive loss	(2,030)	(1,117)
Total Sears Holdings Corporation equity (deficit)	<u>(951)</u>	<u>1,739</u>

Noncontrolling interest	6	444
Total Equity (Deficit)	<u>(945)</u>	<u>2,183</u>

TOTAL LIABILITIES AND EQUITY (DEFICIT)	<u>\$ 13,209</u>	<u>\$ 18,261</u>
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Revenues

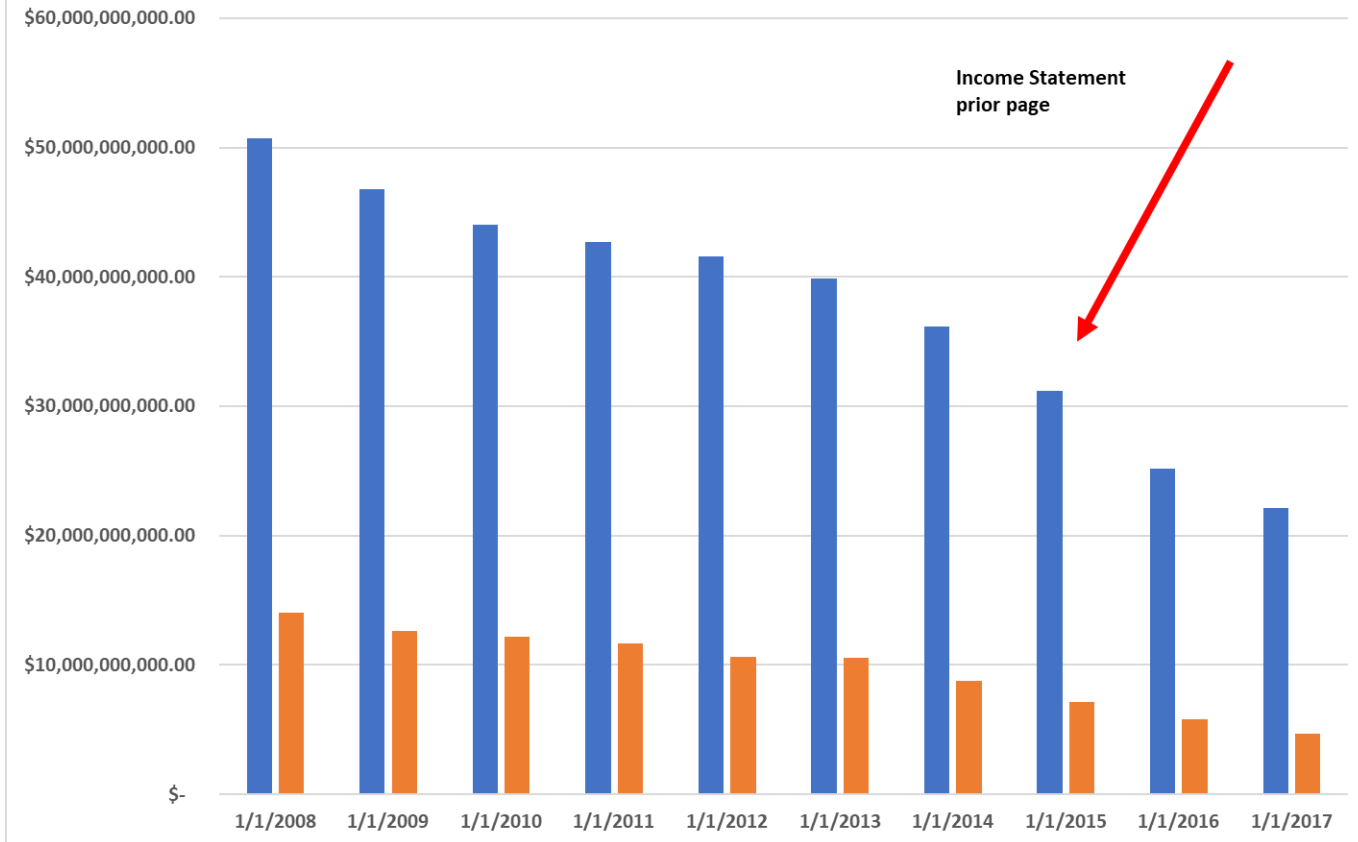


Income Statement
prior page



Revenues

■ Revenues ■ Gross Profit



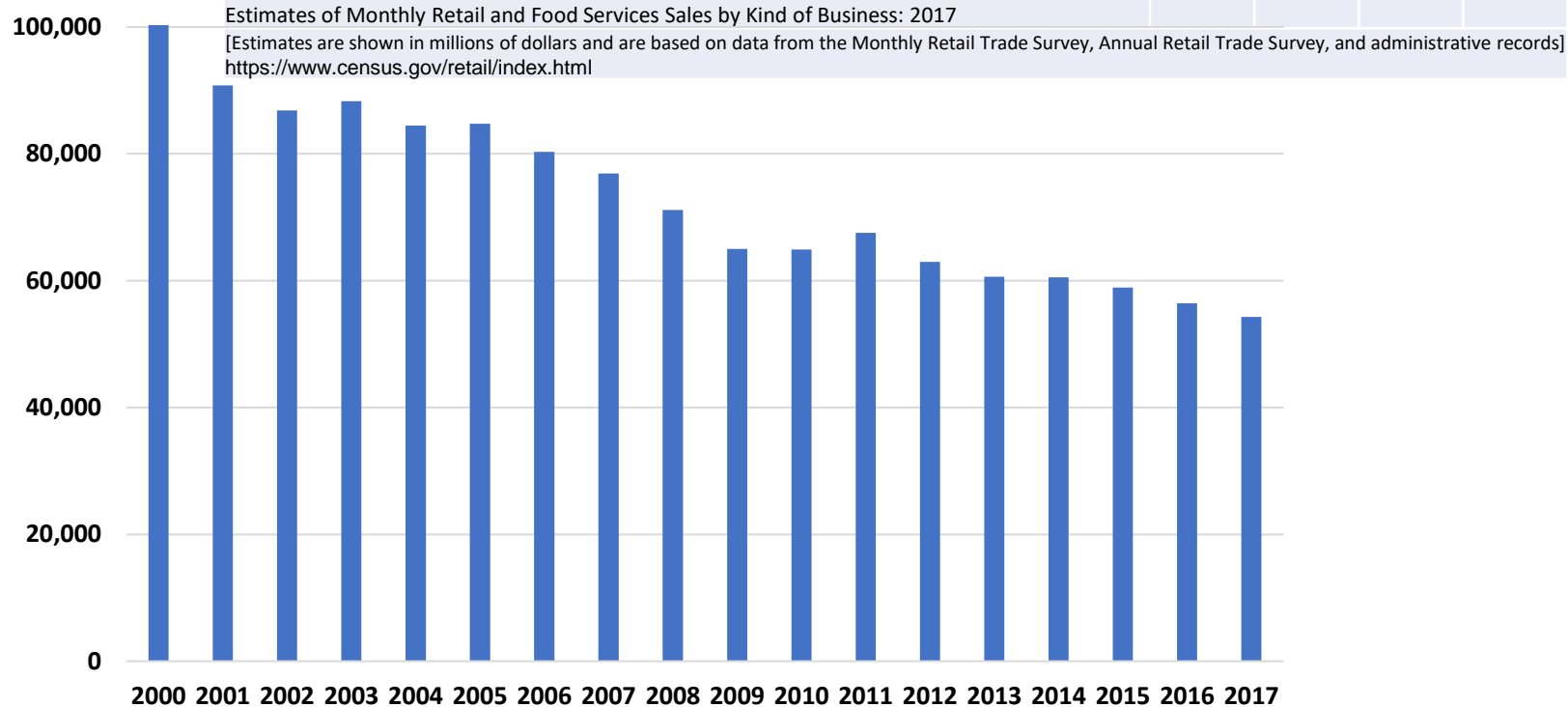
Income Statement
prior page



Annual Retail Trade Survey - 452111

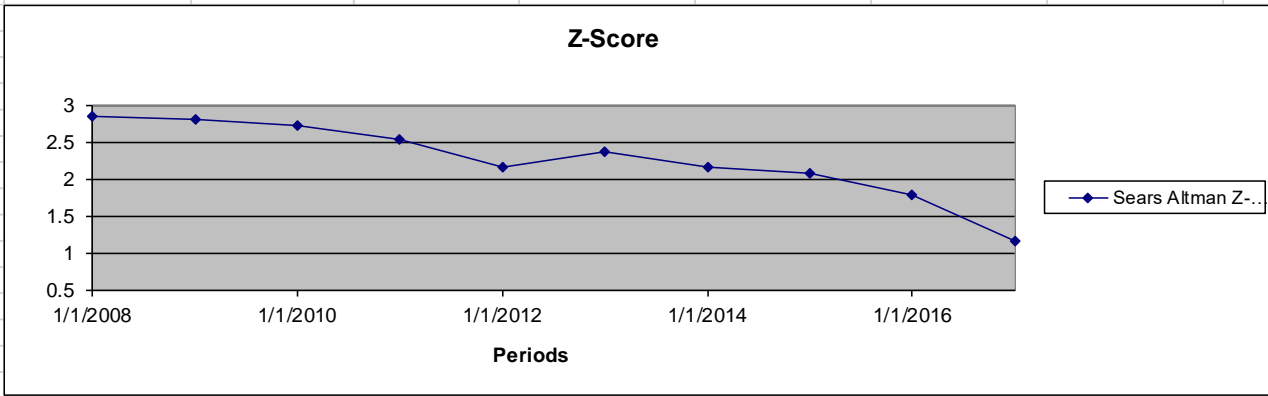
120,000

Source: [mrtssales92-present.xls](#)



Sears Altman Z-Score

Sears Altman Z-Score										
	Date	Date	Date	Date	Date	Date	Date	Date	Date	Date
	<u>2/2/2008</u>	<u>1/31/2009</u>	<u>1/30/2010</u>	<u>1/29/2011</u>	<u>1/28/2012</u>	<u>2/2/2013</u>	<u>2/1/2014</u>	<u>1/31/2015</u>	<u>1/30/2016</u>	<u>1/28/2017</u>
Working Capital	3,240,000,000	2,904,000,000	2,652,000,000	2,917,000,000	1,032,000,000	851,000,000	774,000,000	268,000,000	607,000,000	315,000,000
Retained Earnings	10,667,000,000	9,699,000,000	9,435,000,000	8,614,000,000	4,341,000,000	3,172,000,000	2,183,000,000	(945,000,000)	(1,956,000,000)	(3,824,000,000)
EBIT	1,662,000,000	410,000,000	623,000,000	453,000,000	(1,482,000,000)	(619,000,000)	(967,000,000)	(1,244,000,000)	(1,063,000,000)	(1,991,000,000)
MV of Equity	3,050,000,000	6,150,000,000	5,160,000,000	2,160,000,000	2,810,000,000	3,340,000,000	3,510,000,000	2,190,000,000	990,000,000	380,000,000
Sales	50,703,000,000	46,770,000,000	44,043,000,000	42,664,000,000	41,567,000,000	39,854,000,000	36,188,000,000	31,198,000,000	25,146,000,000	22,138,000,000
Total Assets	27,397,000,000	25,342,000,000	24,808,000,000	24,360,000,000	21,381,000,000	19,340,000,000	18,261,000,000	13,185,000,000	11,337,000,000	9,362,000,000
Book Value of Debt	16,730,000,000	15,643,000,000	15,373,000,000	15,746,000,000	17,040,000,000	16,168,000,000	16,078,000,000	14,130,000,000	13,293,000,000	13,186,000,000
Z-Score =	$Z = (1.2 * X1) + (1.4 * X2) + (3.3 * X3) + (0.6 * X4) + (0.999 * X5)$									
	2.845402772	2.806310086	2.718574291	2.53207	2.154536618	2.359390422	2.154189552	2.069497385	1.773798166	1.146319265



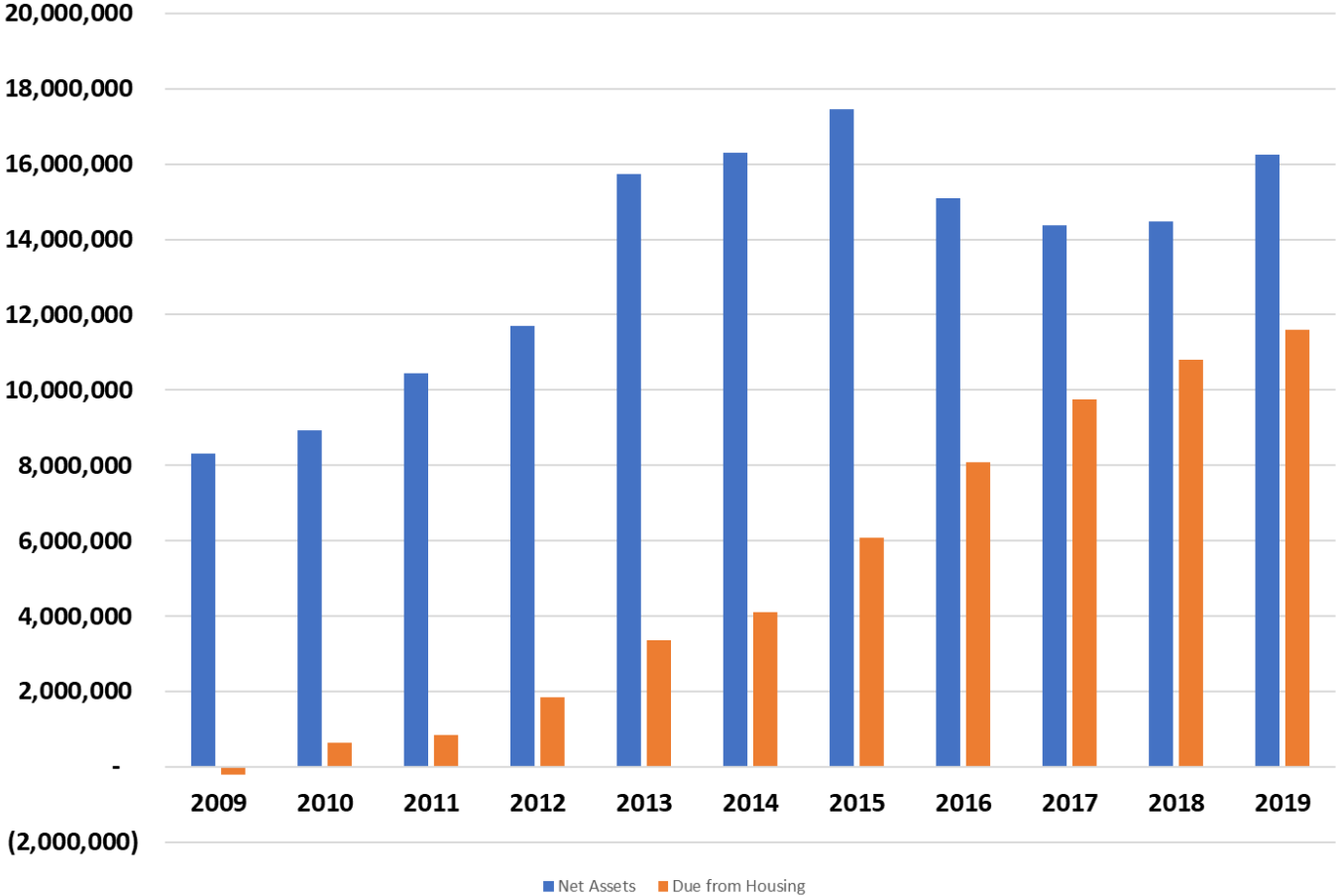
LSS-ND Review



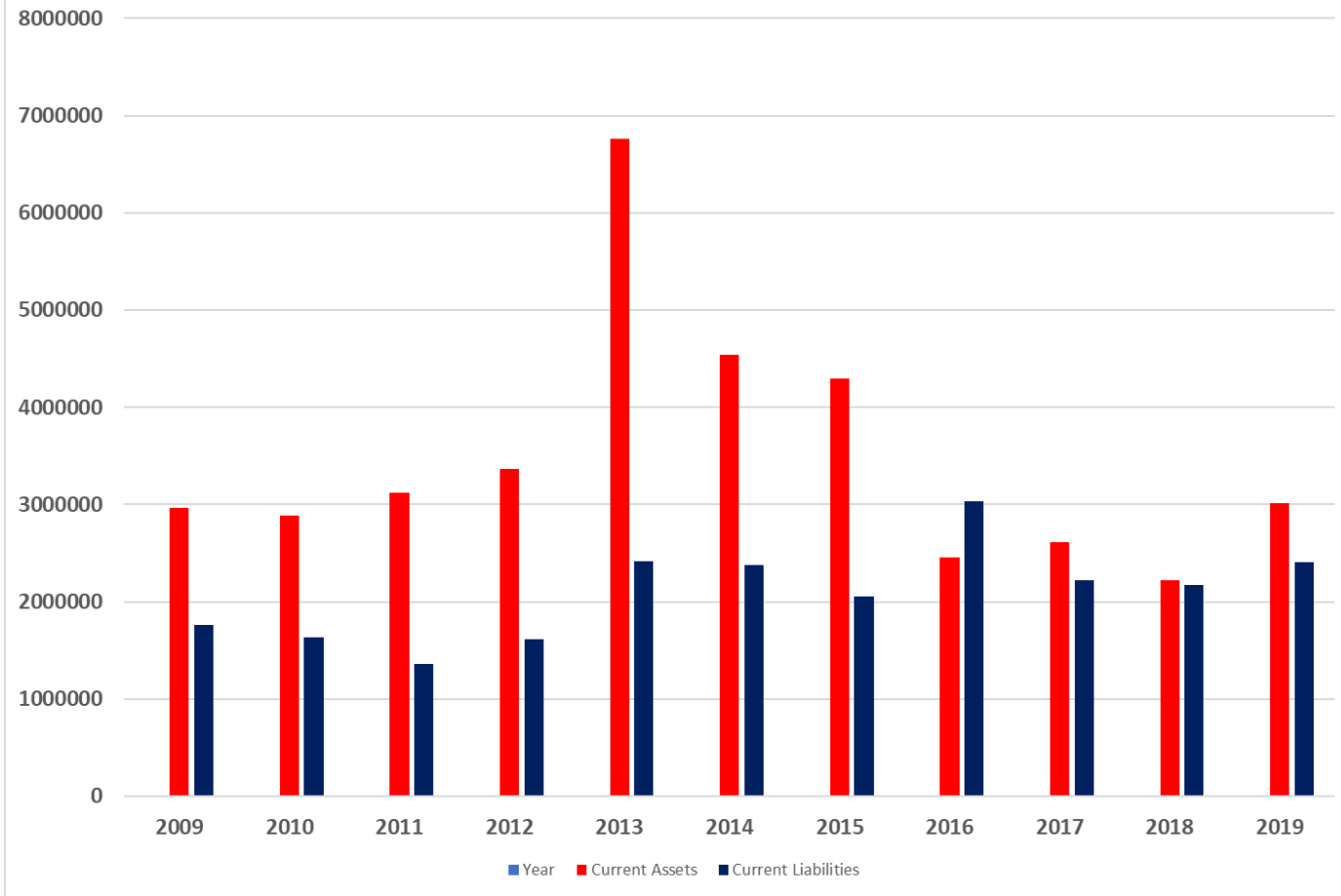
FY - 6/30	Contributions	Program Revenue	Total Revenue	Total Expenses	Revenues less Expenses	Total Assets	Total Liabilities	Net Assets	Due from Housing
2009	8,029,511	2,762,476	11,911,322	10,226,927	1,684,395	10,466,860	2,165,021	8,301,839	(205,838)
2010	8,070,371	3,282,282	11,458,879	11,332,426	126,453	11,036,547	2,105,371	8,931,176	639,578
2011	10,337,596	3,241,180	13,736,415	12,625,100	1,111,315	11,922,075	1,482,488	10,439,587	828,331
2012	11,978,020	4,113,701	16,307,729	14,950,388	1,357,341	13,424,431	1,716,959	11,707,472	1,835,890
2013	35,137,418	4,783,204	40,137,811	36,907,498	3,230,313	19,744,837	4,011,469	15,733,368	3,366,805
2014	36,122,547	4,484,162	41,142,230	40,564,541	577,716	19,420,975	3,114,241	16,306,734	4,089,190
2015	35,004,831	4,638,697	40,088,045	38,705,240	1,382,805	23,911,356	6,445,376	17,465,980	6,076,710
2016	36,394,943	1,628,535	38,042,491	40,368,173	(2,325,682)	23,413,472	8,329,542	15,083,930	8,090,552
2017	9,531,048	5,145,871	14,859,791	15,610,285	(750,467)	23,865,621	9,493,330	14,372,291	9,762,914
2018	8,449,851	5,952,749	14,766,709	14,572,559	194,150	23,963,263	9,486,227	14,477,036	10,807,662
2019	9,999,379	7,644,792	18,021,352	16,263,123	1,758,229	25,602,630	9,344,614	16,258,016	11,594,365



Net Assets in Operating versus Due from Housing



LSSND CA Vs CL





Categories > U.S. Regional Data > States > North Dakota

☆ **Gross Domestic Product: All Industry Total in North Dakota** (NDNGSP)

DOWNLOAD

Observation:
2020: 54,854.2 (+ more)
Updated: Oct 1, 2021

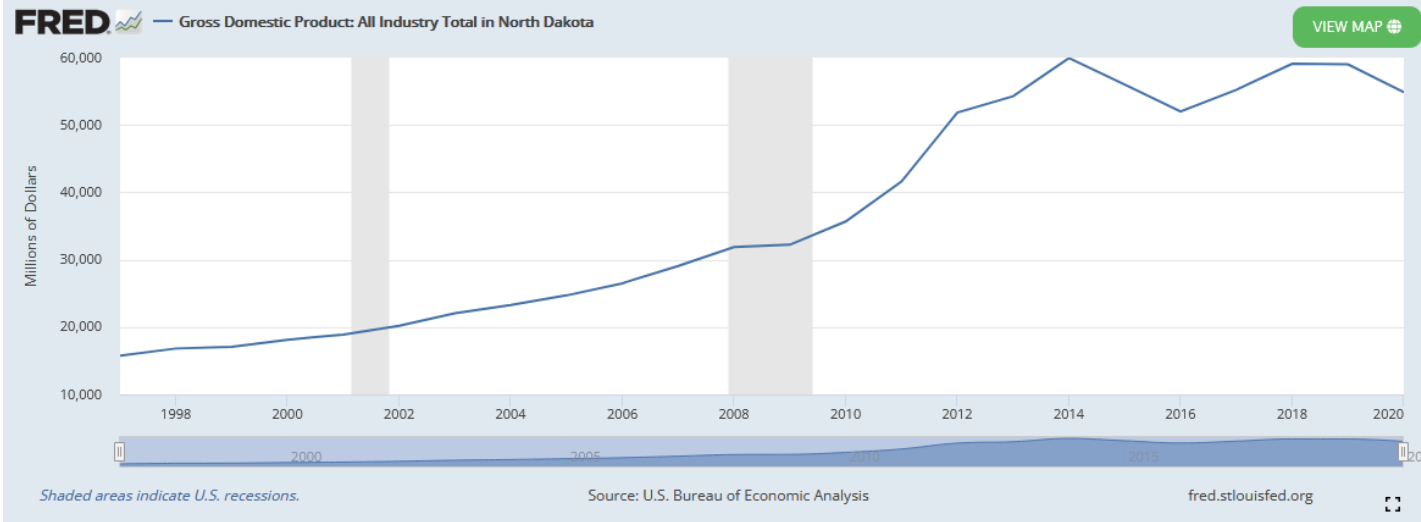
Units:
Millions of Dollars,
Not Seasonally Adjusted

Frequency:
Annual

1Y | 5Y | 10Y | Max

1997-01-01 to 2020-01-01

EDIT GRAPH





Profit & Loss Statement

[% chg.](#) [+ more](#)

in million USD	FY '12	FY '13	FY '14	FY '15	FY '16	FY '17	FY '18	FY '19	FY '20	FY '21
Revenue	10,915	11,504	11,881	12,104	12,216	12,349	12,029	11,159	9,233	7,868
Cost of revenue	-6,526	-6,938	-7,261	-7,484	-7,639	-7,906	-7,925	-7,617	-6,115	-5,384
Gross Profit	4,389	4,566	4,620	4,620	4,576	4,443	4,104	3,542	3,118	2,483
Operating Expenses	-2,751	-2,951	-3,065	-3,205	-3,441	-3,682	-3,681	-3,732	-3,224	-2,692
Operating Income (Loss)	1,638	1,615	1,554	1,415	1,135	761	423	-191	-106	-209
Non-Operating Income (Loss)	-4	-1	-50	-87	-70	-66	-69	-65	-77	-65
Pretax Income (Loss), Adjusted	1,634	1,613	1,504	1,327	1,066	696	353	-256	-183	-274
Abnormal Gains (Losses)	0	0	0	0	0	0	-510	-509	-154	-199
Pretax Income (Loss)	1,634	1,613	1,504	1,327	1,066	696	-157	-765	-337	-473
Income Tax (Expense) Benefit, net	-596	-591	-546	-486	-381	-271	19	151	186	-87
Net Income Available to Common Shareholders	1,038	1,022	957	841	685	425	-137	-614	-151	-560

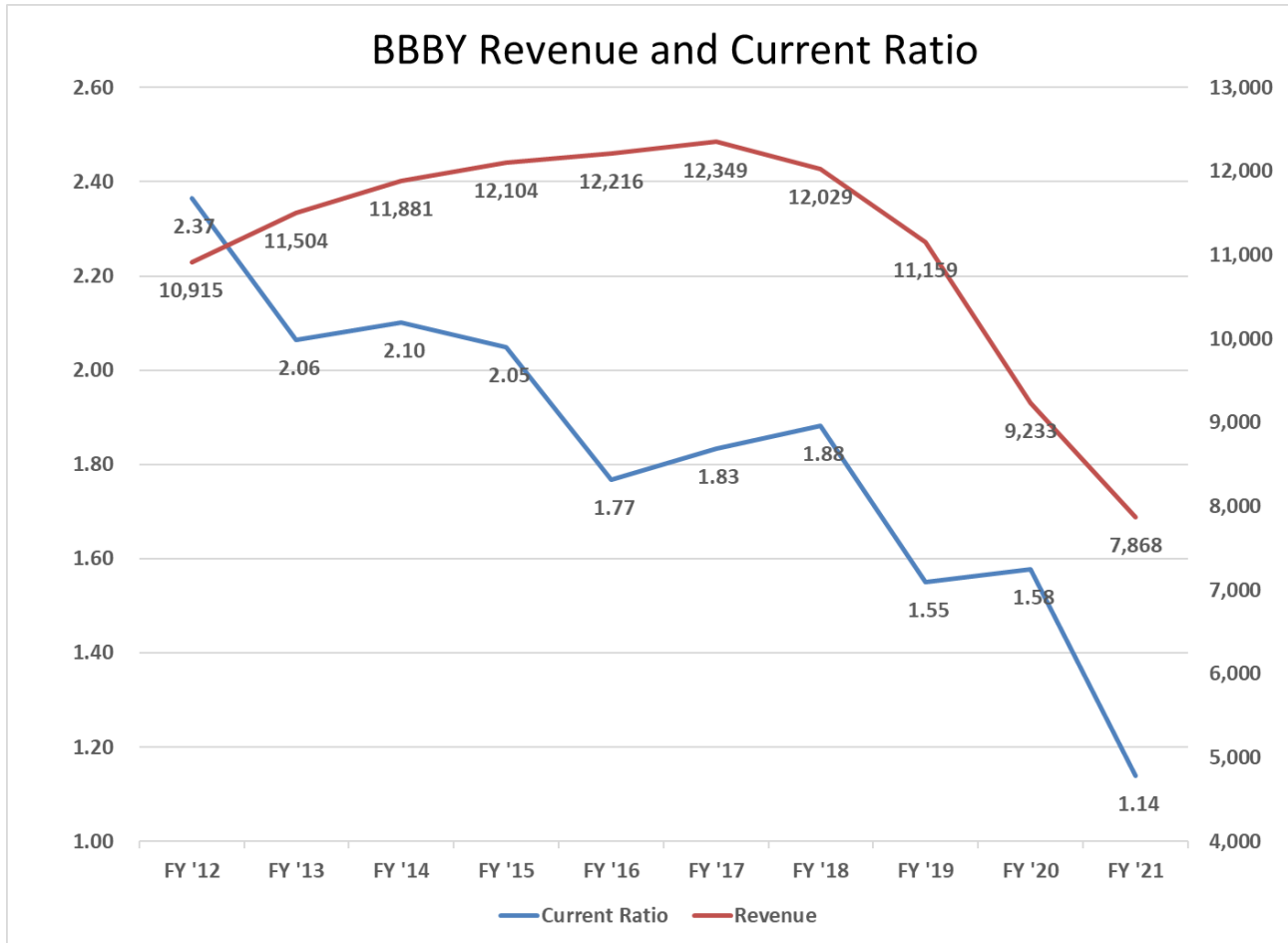


Balance Sheet % chg. + more										
in million USD	FY '12	FY '13	FY '14	FY '15	FY '16	FY '17	FY '18	FY '19	FY '20	FY '21
Assets										
Cash, Cash Equivalents & Short Term Investments	1,015	856	986	602	488	724	995	1,386	1,353	439
Inventories	2,466	2,579	2,732	2,848	2,906	2,731	2,619	2,094	1,672	1,725
Other Short Term Assets	386	354	366	376	198	516	296	346	595	198
Total Current Assets	3,867	3,789	4,084	3,826	3,592	3,971	3,910	3,826	3,620	2,363
Property, Plant & Equipment, Net	1,467	1,580	1,677	1,725	1,837	1,909	1,853	1,431	918	1,027
Long Term Investments & Receivables	77	87	97	71	90	20	20	20	20	19
Other Long Term Assets	868	900	902	868	1,304	1,141	787	2,513	1,899	1,721
Total Noncurrent Assets	2,412	2,567	2,675	2,664	3,231	3,070	2,661	3,964	2,837	2,767
Total Assets	6,280	6,356	6,759	6,490	6,823	7,041	6,571	7,791	6,457	5,131
Liabilities and owners' equity										
Payables & Accruals	1,306	1,491	1,560	1,510	1,663	1,831	1,718	1,620	1,622	1,402
Other Short Term Liabilities	329	345	383	357	369	335	360	847	673	673
Total Current Liabilities	1,635	1,835	1,943	1,867	2,033	2,166	2,078	2,467	2,295	2,075
Long Term Debt	0	0	1,500	1,491	1,492	1,492	1,488	1,488	1,190	1,180
Other Long Term Liabilities	565	580	573	572	579	494	445	2,071	1,695	1,702
Total Noncurrent Liabilities	565	580	2,073	2,063	2,071	1,986	1,933	3,559	2,885	2,882
Total Liabilities	2,200	2,415	4,016	3,931	4,103	4,152	4,010	6,026	5,180	4,956
Preferred Equity	0	0	0	0	0	0	0	0	0	0
Share Capital & Additional Paid-In Capital	1,544	1,677	1,800	1,888	1,978	2,061	2,122	2,171	2,156	2,239
Treasury Stock	-5,033	-6,317	-8,568	-9,669	-10,216	-10,468	-10,616	-10,716	-11,048	-11,685
Retained Earnings	7,574	8,596	9,553	10,395	11,004	11,344	11,113	10,375	10,225	9,666
Other Equity	-4	-14	-42	-55	-47	-48	-59	-65	-56	-46
Equity Before Minority Interest	4,080	3,941	2,743	2,560	2,719	2,889	2,560	1,765	1,277	174
Total Equity	4,080	3,941	2,743	2,560	2,719	2,889	2,560	1,765	1,277	174
Total Liabilities & Equity	6,280	6,356	6,759	6,490	6,823	7,041	6,571	7,791	6,457	5,131

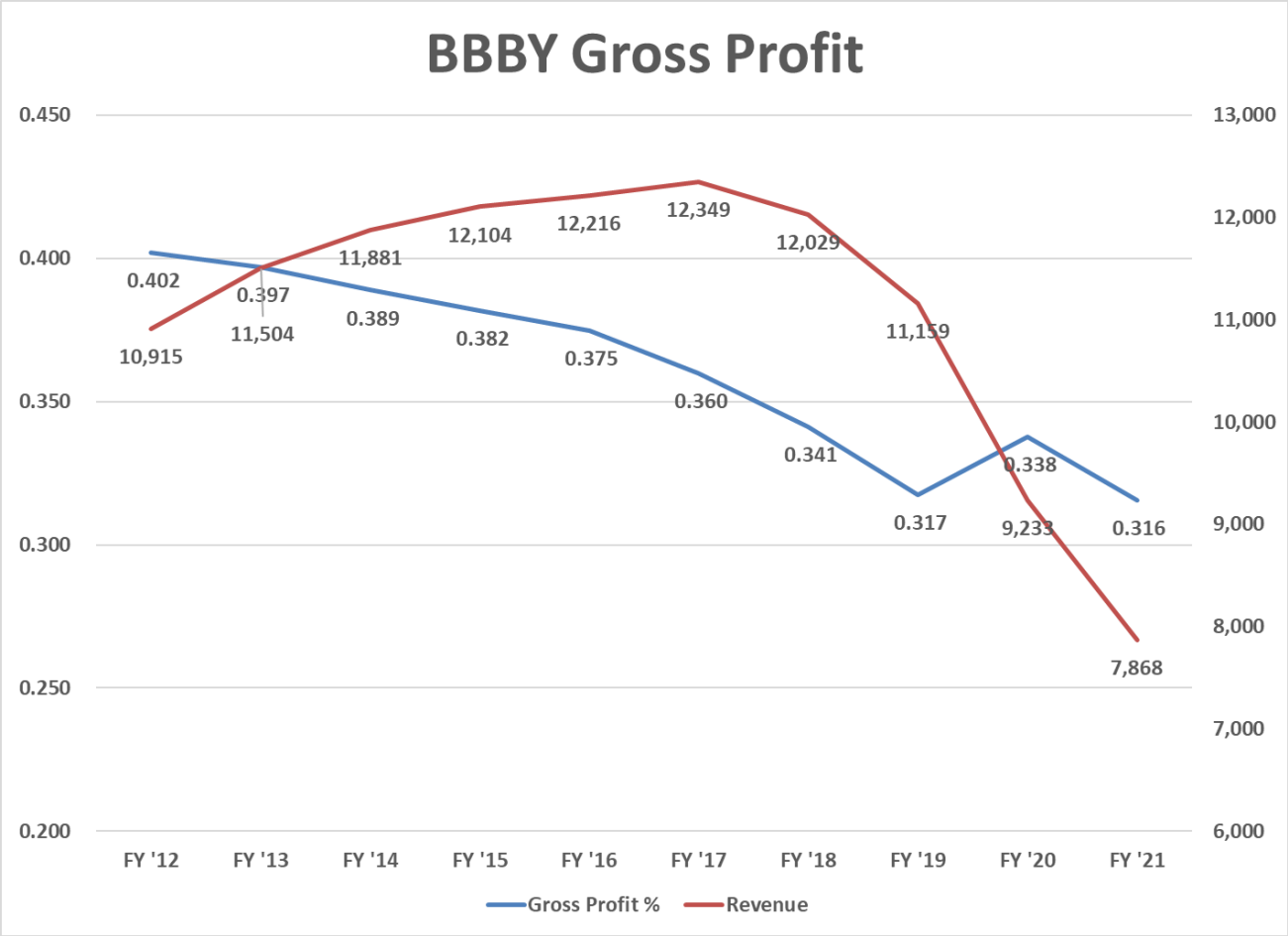
A	B	C	D	E	F	G	H	I	J	K	L
17	Balance Sheet										
18	in million USD	FY '12	FY '13	FY '14	FY '15	FY '16	FY '17	FY '18	FY '19	FY '20	FY '21
19	Assets										
20	Cash, Cash Equivalents & Short Term Investments	1,015	856	986	602	488	724	995	1,386	1,353	439
21	Inventories	2,466	2,579	2,732	2,848	2,906	2,731	2,619	2,094	1,672	1,725
22	Other Short Term Assets	386	354	366	376	198	516	296	346	595	198
23	Total Current Assets	3,867	3,789	4,084	3,826	3,592	3,971	3,910	3,826	3,620	2,363
24	Property, Plant & Equipment, Net	1,467	1,580	1,677	1,725	1,837	1,909	1,853	1,431	918	1,027
25	Long Term Investments & Receivables	77	87	97	71	90	20	20	20	20	19
26	Other Long Term Assets	868	900	902	868	1,304	1,141	787	2,513	1,899	1,721
27	Total Noncurrent Assets	2,412	2,567	2,675	2,664	3,231	3,070	2,661	3,964	2,837	2,767
28	Total Assets	6,280	6,356	6,759	6,490	6,823	7,041	6,571	7,791	6,457	5,131
29	Liabilities										
30	Payables & Accruals	1,306	1,491	1,560	1,510	1,663	1,831	1,718	1,620	1,622	1,402
31	Other Short Term Liabilities	329	345	383	357	369	335	360	847	673	673
32	Total Current Liabilities	1,635	1,835	1,943	1,867	2,033	2,166	2,078	2,467	2,295	2,075
33	Long Term Debt			1,500	1,491	1,492	1,492	1,488	1,488	1,190	1,180
34	Other Long Term Liabilities	565	580	573	572	579	494	445	2,071	1,695	1,702
35	Total Noncurrent Liabilities	565	580	2,073	2,063	2,071	1,986	1,933	3,559	2,885	2,882
36	Total Liabilities	2,200	2,415	4,016	3,931	4,103	4,152	4,010	6,026	5,180	4,956
37	Preferred Equity	0	0	0	0	0	0	0			
38	Share Capital & Additional Paid-In Capital	1,544	1,677	1,800	1,888	1,978	2,061	2,122	2,171	2,156	2,239
39	Treasury Stock	-5,033	-6,317	-8,568	-9,669	-10,216	-10,468	-10,616	-10,716	-11,048	-11,685
40	Retained Earnings	7,574	8,596	9,553	10,395	11,004	11,344	11,113	10,375	10,225	9,666
41	Other Equity	-4	-14	-42	-55	-47	-48	-59	-65	-56	-46
42	Equity Before Minority Interest	4,080	3,941	2,743	2,560	2,719	2,889	2,560	1,765	1,277	174
43	Total Equity	4,080	3,941	2,743	2,560	2,719	2,889	2,560	1,765	1,277	174
44	Total Liabilities & Equity	6,280	6,356	6,759	6,490	6,823	7,041	6,571	7,791	6,457	5,131



BBBY Revenue and Current Ratio



BBBY Gross Profit





Questions? More Information?

Jim Lindell, President
Thorsten Consulting Group, Inc.

jim@thorstenconsulting.com

414-403-5806

www.thorstenconsulting.com

<http://www.linkedin.com/in/jimlindell/>

<https://twitter.com/thorlessons>



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